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## Employees Not Engaged in Change Methods Companies Use To Communicate Change Fail

The reliance by companies on electronic media to communicate change fail to engage employees. Success is only achieved when employees are engaged in change not merely informed.

**When is communication information and not engagement?** Change communication strategies that focus on stakeholder communication plans, an intranet site, CEO forums and staff information bulletins via email are focused on information, not communication. The likelihood of engaging employees in change using information tools is remote, says Change Communication Expert, Marcia Xenitelis.

“And this is the problem, because in most instances a CEO and the senior executive team think “change” will happen because they have hired someone to communicate the changes taking place and then when there is no impact on the business or the outcomes they were looking for they are disappointed.”

What’s the difference?

**Think of it this way:** Employees come to work, turn on their computer and immediately the company intranet site appears. They have the option to read the articles or to go straight onto specific work related information. And even if they read the article, then what? With no action oriented change communication employees fail to understand how what they do connects with the change the company is implementing.

**So what else can you do to communicate change?** All organisations want to communicate financial results to employees, the usual approach is to post the employee annual report on the intranet. This time they run free lunchtime information sessions for employees on how to invest in the share market. In the final session after reviewing annual reports and after reading through the data the question was asked of employees, so who would invest in this company, few put their hands up. And you guessed it, the company was their company and with a collective Aha! the employees finally got the message.

**What else should companies do?** As in this instance, a large transformation program including operational initiatives, marketing information and customer focus was developed to build on this.

So here is the important message for any change program. Information is important, employees need to know what is happening, when, why, who, what and by whom. However, equally as important when it comes to organisational change, employees need to be involved in the process to be truly engaged. This is where change communication professionals need to focus on the Aha! moments and engage their employees in the process of change.

An internationally recognised expert in change communication and employee engagement, **Marcia Xenitelis** helps organisations engage employees through low cost high impact strategies that can be measured against business outcomes. To arrange an interview call Communication At Work on +61 3 9889 9685.