



## STAY ON MESSAGE

*It's not what you claim to believe that's most important—but what you model, encourage, reward, and allow to happen.*



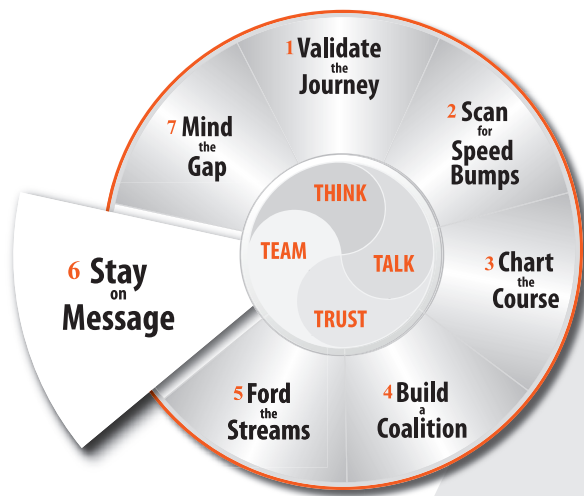
### TUTORIAL

#### Key Points:

- Avoid the Assumption Trap
- Employ an Integrated Systems Approach:
  - > Communication System
  - > Learning System
  - > Reinforcement System



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● **PRINCIPLE:**

Behavior change occurs fastest—and is most sustainable—when people are properly engaged with messaging that is both clear and appropriately backed up.

● **TASK:**

“Manage the meaning” of your implementation through strategic use of Communication, Learning, and Reinforcement Systems.



## NOTES



Jot down some of your key take-aways from the **Stay on Message** tutorial.

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## BARRIERS TO REINFORCING DESIRED BEHAVIORS

- Reinforcement management is misunderstood and/or not utilized
- Leaders are not skilled in reinforcement management
- Rewards are not meaningful in End User's Frame of Reference
- Unwillingness to apply negative consequences for undesired behavior
- Application of reinforcement is not immediate and certain

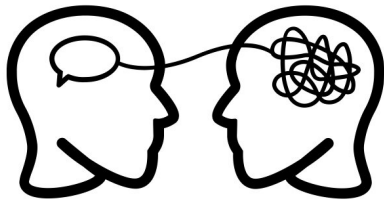


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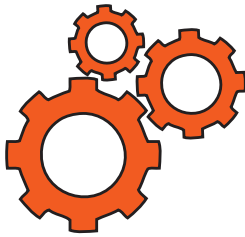
	BEHAVIOR CHANGE	
	UNDESIRABLE BEHAVIOR	DESIRABLE BEHAVIOR
REWARD	Remove	Create and apply
NEGATIVE CONSEQUENCES	Apply with gradual increase	Ensure there are none
EFFORT	Increase	Decrease





### 3 SINS OF (MIS)COMMUNICATION

1. Overuse of one communication vehicle.
2. Failure to communicate in the FOR of the Target audience (End Users).
3. Failure to use feedback loops.



#### Avoiding the 3 Sins

List **two** specific actions to combat each of the **3** sins.

1. Overuse of one communication vehicle.

a.

b.

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**2. Failure to communicate in Targets' FOR.**

**a.**

**b.**

**3. Failure to use feedback loops.**

**a.**

**b.**







## STAY ON MESSAGE WITH YOUR IMPLEMENTATION

### Instructions:

#### Part A

1. Brainstorm to list several change or implementation initiatives facing your organization in the next year or so. These can include such things as introduction of a new process, rollout of a training program, replacement of an important piece of equipment, preparation for a site visit by regulators or other stakeholders, etc.

In addition, list some change or implementation initiatives that may not be on the schedule but perhaps should be.



2. From your list, select one change or implementation Initiative and use it for this exercise.

#### Part B

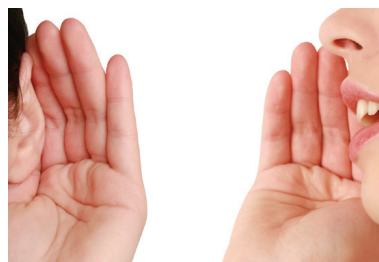
Develop the beginning frameworks of your **Communication System**, **Learning System**, and **Reinforcement System**. (This will not be all the **Stay on Message** work you'll need to do with your change or implementation effort, but it will be an excellent start.)

After discussing each item with your teammates, capture on these pages the responses that will help you later with your real implementation challenge.

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## Communication System:

1. In 20 words or fewer, what's the essence of the core message you need to convey regarding your proposed change or implementation?
2. Who (by name) are the most credible people to communicate the core message? (Be sure to remember what you learned regarding the Implementation Role Map.)



3. What media are most appropriate to use? (Face-to-face communication is ideal, but not always possible.)

4. After the core message is developed and delivered . . .
  - What supporting messages will be needed?
  - Who will deliver them?
  - On what schedule?
  - What Sponsor contracting will be required?



## Learning Systems:

1. What desired “outcomes” (performance improvements, etc.) are you promoting as a reason for the change or implementation you’re advocating?

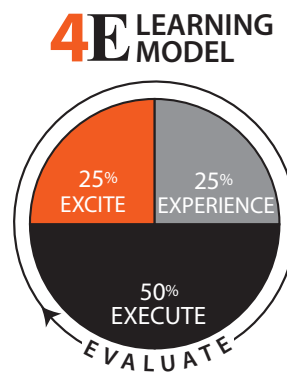


2. What specific “new” behaviors and skills will be required of people in your organization to make these desired outcomes become a reality?

3. Specifically, who will provide the training and coaching to enable people in your organization to obtain—and use—these new behaviors and skills? When? (Be sure to consider your needs for both Authorizing and Reinforcing Sponsorship.)



4. To ensure maximum effectiveness, specifically how will you incorporate the principles and practices of the **4E Learning Model**?



### Reinforcement System:

1. Acknowledging the principle that “every organization is perfectly aligned to get the results it’s getting,” what are **three** specific behaviors that you wish to encourage and reinforce because they are critical to the success of your change or implementation effort?

a.

b.

c.

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2. What are **three** specific behaviors that you wish to discourage and eliminate because they threaten the success of your change or implementation effort?

a.

b.

c.







3. Select **one** behavior you wish to encourage and **one** you wish to discourage, and briefly write how the **PICNIC** approach can be used to advantage. Be specific. **Who** will do it and how will this affect your Sponsor contracting?







## STAY ON MESSAGE

### Protocol Checklist

**Instructions:** Read each statement and decide how accurately it describes your organization's adherence to the **Stay on Message** principles described in this chapter:

- (0 points) We never or rarely do this
- (1 point) We sometimes do this
- (2 points) We regularly do this
- (3 points) We always or almost always do this

Place the **point value** of your response choice beside each statement.

- \_\_\_\_\_ 1. In planning and delivering our messages, we carefully consider the different communication needs of our CAST of Characters.
- \_\_\_\_\_ 2. We provide pertinent training to ensure that our people have the skills and tools to achieve the change we want.
- \_\_\_\_\_ 3. We are very explicit in communicating the behaviors that are expected and the behaviors that are unacceptable.
- \_\_\_\_\_ 4. We have clear agreement on the PICNICs we'll use to reinforce the behaviors needed to make our change successful.
- \_\_\_\_\_ 5. We're on the constant look-out for opportunities to celebrate people's successes in adopting our desired change.
- \_\_\_\_\_ **Total Number of Points**



## Interpreting Your Scores

- 0-5:** Are you limiting your “messaging” to announcements and instructions? If you truly wish to *engage* people in your change effort (and engagement is really the only way to achieve sustainable change), you must address the communication needs of people in various roles.
- 6-10:** You’re doing many things right, but there’s still room for improvement. Make sure people are held appropriately accountable for embracing the “new” behaviors. Give them the support they need to make the desired changes. Acknowledge their efforts.
- 11-15:** You’re engaging your CAST of Characters. Be sure to course correct frequently as you manage your communication, learning, and reinforcement systems. Ensure that your systems are appropriately integrated.

