

The how playbook

Why great leaders are shifting to a communication style that starts with getting their people involved.

Discover how shifting from telling to involving can transform leadership, trust, and team engagement.

FEATURING



Lana North

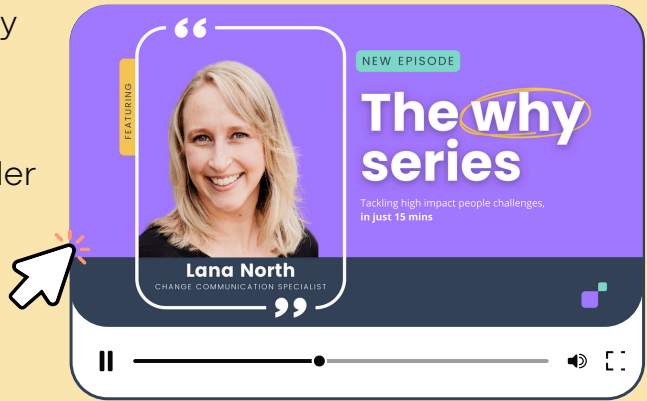
CHANGE COMMUNICATION SPECIALIST




This quick read follows a 'The Why Series' micro webinar.

We ask a wonderful thought leader five insightful questions that uncover the 'why' behind high impact people challenges.

In this edition we heard from Lana North



 **Watch the 15 minute webinar**

Question 1:

What are the fundamental shifts in today's workforce that make traditional, top-down communication less effective than it used to be?



Expert Insight

Information overload and the noise from multiple communication channels have made traditional top-down communication less effective. Additionally, the rise of remote work, hybrid environments, and the increasing diversity of generational voices in leadership are creating communication challenges. Generation Z, in particular, is accustomed to social media platforms and desires a more participative leadership style.

Insight to Action

- **Recognise the noise:** Acknowledge that your message may get lost in the clutter. The volume of information today makes it hard for top-down messages to break through. Adjust your approach to ensure your communication stands out.
- **Adopt a participative approach:** Move from directing to involving your team. Encourage more collaborative conversations rather than just delivering information. It's essential for maintaining engagement.
- **Embrace diverse voices:** Understand that people are bringing their own unique perspectives. The generational diversity in your team calls for a more inclusive approach, tapping into different viewpoints and communication preferences.



Question 2:

When organisations move from 'telling' to 'involving' their people, what are the most immediate and tangible benefits for the team and the business?

Expert Insight

Moving from telling to involving results in increased engagement, trust, and psychological safety within teams. Employees feel more connected to the organisation's goals and have a sense of belonging. This opens up space for creative ideas, leading to better innovation and problem-solving, ultimately driving the bottom line by creating a more change-ready workforce.

Insight to Action

- **Foster engagement:** Actively involve your team in decision-making early. When employees feel heard and part of the process, their commitment and engagement increase significantly.
- **Create psychological safety:** Encourage open communication where ideas can be freely shared. A safe environment boosts creativity, enabling teams to contribute more effectively and drive innovation.
- **Build change readiness:** Empower your team to feel ownership over change. By including them in the process, they'll be more likely to adapt to change, making transitions smoother and more successful.



Question 3:

What are some practical ways that leaders can genuinely involve their people in meaningful conversations, rather than just broadcasting messages?

Expert Insight

Leaders need to focus on the needs of their audience rather than themselves. Use accessible language and involve team members by considering what they need to hear. Involving people early in the process and before decisions are made also creates a sense of participation. This contrasts with the traditional method of announcing decisions after they've been made, which can feel like decisions are being done to employees rather than with them.

Insight to Action

- **Focus on the audience:** Tailor your message to the needs of your team. Shift from broadcasting information to considering what your audience needs to hear for clarity and understanding.
- **Engage early:** Involve people in discussions before decisions are finalised. Giving your team a chance to contribute before outcomes are set increases buy-in and trust.
- **Encourage feedback:** Make room for two-way conversations. Invite questions and suggestions, which helps in making the process feel more collaborative and less top-down.



Question 4:

Where have you seen the use of advocates and champions work well, and what does 'good' look like in practice?

Expert Insight

Advocates and champions are informal leaders within an organisation who are not part of the leadership team but are highly respected by their peers. They help bridge the gap between leadership and employees, acting as a conduit for feedback and ideas. Successful use of advocates involves ensuring that the feedback loop remains open and transparent, with clear communication on how employee input is being used.

Insight to Action

- **Leverage informal leaders:** Identify respected individuals to act as advocates. These individuals, who are trusted by their peers, can bridge the gap between leadership and the rest of the team, fostering stronger engagement.
- **Create a feedback loop:** Ensure that feedback is acted upon and shared. Advocates should gather feedback, but it's crucial that employees see how their input has influenced decisions.
- **Promote transparency:** Make sure employees understand the value of their feedback. Communicating how feedback is being used builds trust and reinforces the importance of contributing to discussions.



Question 5:

For leaders who have been in 'telling mode' for a long time, what's the biggest shift they need to make to truly involve their people?

Expert Insight

The biggest shift is letting go of the need to have all the answers. Leaders who are used to being directive must embrace the discomfort of not having all the solutions and invite their team into the problem-solving process. By being transparent about where they are in the process and asking for input, leaders can foster a culture of openness and collaboration.

Insight to Action

- **Let go of the need for answers:** Be comfortable with not having everything figured out. It's okay not to have all the answers. Acknowledging this and inviting others into the problem-solving process shows trust in your team.
- **Be transparent:** Share what you know and where you need help. Openly communicate the areas where you need input, which creates an opportunity for your team to contribute.
- **Invite questions:** Shift from a directive to a collaborative conversation. Encourage team members to ask questions and suggest solutions, making them feel involved and valued in the process.





Contact Information

How can The Career Conversation help you?

TCC create short-form videos that grab attention and gets results. Our CareerReels library is loaded with ready-to-use videos offering actionable advice for recruiting, onboarding, and growing young talent.

With curated playlists, launching campaigns is simple - whether it's Keep Warm, Transition Skills, or Leader Development.

Ready to boost your engagement and development with standout video content? Let's connect and brainstorm ideas!



 <https://careerreels.info>

How can The Communication Exchange help you?

Meet Lana North, a change communication specialist who helps leaders cut through the noise of change and lead with clarity, confidence and a human touch.

Lana can help you to:

- Craft a change story that connects
- Say the hard stuff with confidence
- Get your team engaged (without the eye-rolls)
- Make the change stick.

Curious? Connect with Lana to chat about your change (and ask about her next masterclass!). 🙋

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