

# ENGAGE

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01 | Awareness



**SHOCK!**



**PERSONAL**



**SPECIFIC**



**RELEVANT**

- Communicate clearly about the origin, purpose, necessity and 'why' of the change.
- Emphasize that your proposal builds on what is already there. People are more likely to participate in a change if they experience a form of continuity.
- If your proposal is a complete break with the current situation, mention what would happen if no steps were taken.
- Keep people in the loop through honest and transparent communication about next steps. Invest extra in this with people with resistance.
- Be clear about agreements and boundaries: it is equally important to mention what is not possible within the scope of the project.
- If there is little enthusiasm: create a shock effect by explicitly mentioning possible positive or negative consequences ('Right in the face')
- Clarify how your project can benefit the business success of your stakeholder.
- Be intellectually honest: in addition to the benefits of your proposal, also refer to risks and how they can be prevented.
- Know that referring to negative consequences, risks, or potential losses has twice as much impact as naming benefits.
- Make your proposal tangible by framing information within similar initiatives in the organization or sector.
- Make your information personal through storytelling (personal examples, anecdotes, metaphors)
- Reinforce your stakeholders' belief in their own capacity to deal with the change, by referring to similar change processes that have worked well.
- Strengthen motivation through 'low-hanging fruit': divide the change into the smallest possible steps, make easy successes visible and ensure reward and appreciation.

