MSK Organizational Change Management

New Business Proposal

BACKGROUND

Proposal: Develop and provide communication strategies that explain new timekeeping change, attract the most views, and increase employee engagement.

The Team: MSK's OCM is responsible for planning, implementing, executing, and communicating changes that affect employees' company wide.

The Audience: There are more than 20,000 employees at MSK across various sectors and located at 30 plus regional locations.

Initial Questions

How will I become acclimated to Memorial Sloan Kettering?

How will I learn the ins and outs of the new timekeeping system?

How will I utilize my skills to develop a communication and training strategy?

GETTING TO KNOW MSK

RESEARCH

- Who are the +20,000 employees at MSK?

- How do their communication needs differ?

- What communication resources currently exist?

- How have big changes been communicated in the past?

- How do employees feel about those communications?

- How well do employees engage with current communication methods?

- What ways do employees like communicate?

RELATIONSHIP BUILDING

- OCM Director
- OCM Team members
- Change Team
- Leaders outside of OCM

NEW TIMEKEEPING

GETTING AN INSIDE VIEW

- Meet w/ OCM and change team
- When are important deadlines?
- What is most captivating about the change?
- How can we tell people stories?

INFO FROM THE OUTSIDE

- Meet w/ those affected
- What are the communications needs?
- Where is the resistance?
- How do you communicate?
- What do they like and dislike about current timekeeping?

COMMUNICATIONS STRATEGY

Step 1: Create Value

Step 2: Define Audience

Step 3: Define Communication Needs

Step 4: Set Key Performance Indicators

DIFFERENT AUDIENCE NEEDS

Employees required to badge

- Focus on individual benefits
- 'Take Back Your Time' as a campaign
- Quick/concise messages

Managers

- Focus on department benefits
- Ways to incentivize employees
- More detailed communications

Employees not required to badge

- System not changing
- Limited detail
- Keep it simple

NEW RECYCLABLE CONTENT

Videos

- Interviews
- Video campaigns
- Post on OneMSK

Podcasts

- Quick interviews
- Scheduled podcast
- Topics vary

Graphics

- Visual explanations
- Data storytelling
- Post on OneMSK

Newsletter

- Quick news recaps
- Reusable format
- Simple and easy way to read

TRACKING SUCCESS

- How many people are viewing content?
- How many people are attending training?
- How many missed badges are managers receiving?
- Where are people most receptive to the change?

FINAL THOUGHTS

Challenges to consider – are people interacting with OneMSK?

Priorities – priority placed on timely events

Communication between team members – should be regular and current

THANK YOU