
USING YOUR OD SUPERPOWERS TO SUPER-CHARGE CHANGE

A STRATEGIC COMMUNICATIONS BLUEPRINT FOR
TRANSFORMATIONAL CHANGE

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WWW.PURPOSEFULNARRATIVES.COM

WHAT'S YOUR OD SUPERPOWER?

ABOUT YOU



COMMS + OD



Head of Internal Communications
Consumer and Brand Communications Executive
C-Suite Executive Communications Lead
Culture Transformation Communications Strategist
Narrative Architect
Corporate Sponsorships & Partnerships
OD Consultant
Strategic Planning Facilitation
Manager & Leader Development Programs
Team Design & Assessments
ICF Certified Executive Coach

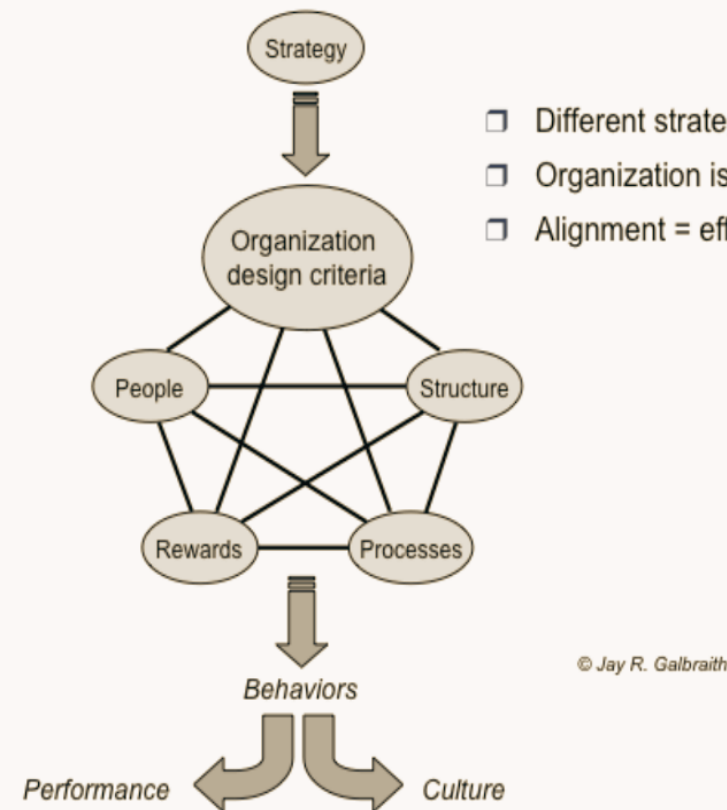


NORDSTROM



STARBUCKS®





- ❑ Different strategies = different organizations
- ❑ Organization is more than structure
- ❑ Alignment = effectiveness

The Culture Map: A Summary

Cultural patterns impact what we see, who we see, and how we act based on them. The goal of The Culture Map by Erin Meyer is to help us decode signs of different cultures and help the reader thrive in a global environment.

Communicating

- **Low-context:** Good communication is precise and straight to the point. Key messages are repeated several times, and the goal of communicating is explicitly expressed. (for example the USA)
- **High-context:** Communication is nuanced and has multiple layers. Messages are signaled but often are not explicitly written or said out loud. This type of communication requires "reading between the lines". (for example Japan)

Evaluating

Even though we could believe that the way we communicate could determine the way we approach giving feedback, in practice it is a totally different category. For example, people from the USA are communicating directly, but they are much more cautious when giving feedback. For the Evaluating scale, they are rather in the middle of the spectrum.

- **Direct negative feedback:** Giving direct feedback even in front of other people is accepted and encouraged. (for example Netherlands)
- **Indirect negative feedback:** Giving feedback is rather an art than a science. You shouldn't give feedback before a group, and even you should package negative feedback with compliments or take away its strong edge by giving it in small doses over time.

Persuading

- **Principles-first:** Individuals are trained to think in big systems. They tackle the problem first by coming up with an underlying theory and using that theory to create the solution (for example France).
- **Applications-first:** Application-first individuals start with the solution. They communicate the message in a condensed, easy-to-understand way. Theoretical discussions are coming after communicating the solution (for example Australia).

Leading

Manager and subordinate is low. The leader is one of the equals, whose role is to facilitate (for example Sweden).

Manager and subordinate is high. The leader has authority and a strong relationship with colleagues (for example Russia).

Leading style

There are several cultures (e.g. in Japan leading is hierarchical but decision-making is participative).

Large number of participants. Feedback is asked and is being considered (for example Germany).

Direct communication. The results are communicated to lower levels (for example China).

Trust. If someone is capable of doing the job, then I trust him. Work is done independently (for example Finland).

Relationship. Getting to know each other, sharing meals, and going out for dinners. I have a personal relationship with my team (for example Saudi Arabia).

Openness. There are no necessities to make a good decision. Open confrontation and discussion are encouraged (for example Israel).

Harmony. Maintaining a disruption of the group's harmony (for example Indonesia).

Order. Working in a structured way after finishing the previous one. Order and punctuality are important (for example Japan).

Flexibility. Goals and deadlines are often changing (for example Kenya).

COMMS: THE HEARTBEAT OF CHANGE

Studies show that more than 70% of change efforts fail.

OBJECTIVES & TAKEAWAYS

- 1 Elevate the Role of Comms in OD**
 - 2 Share an Overview of the Comms for Change Landscape**
 - 3 Help you Advocate for More Purpose and Move From Vision to Action**
 - 4 Share Three Proven Comms Change Frameworks**
 - 5 Explore the Purposeful Narrative Process**
 - 6 Highlight Tips for Successful Comms/OD Partnerships**
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FRAMEWORK 1

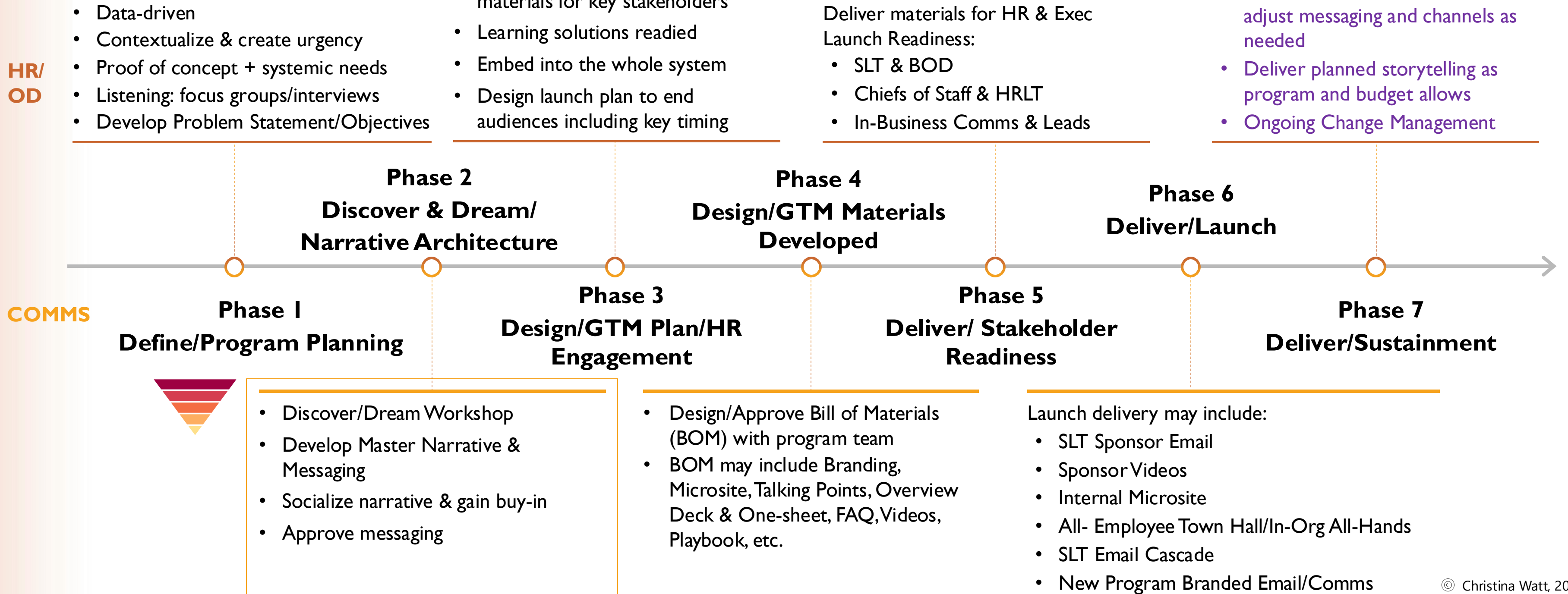
The Comms Change Map gives us the big planning picture.

- ✓ Whole System, Global Scale & Adaptable
- ✓ Comms-First Perspective
- ✓ Built-in Best Practices for Change
- ✓ Appreciative Inquiry Principles

COMMS CHANGE MAP

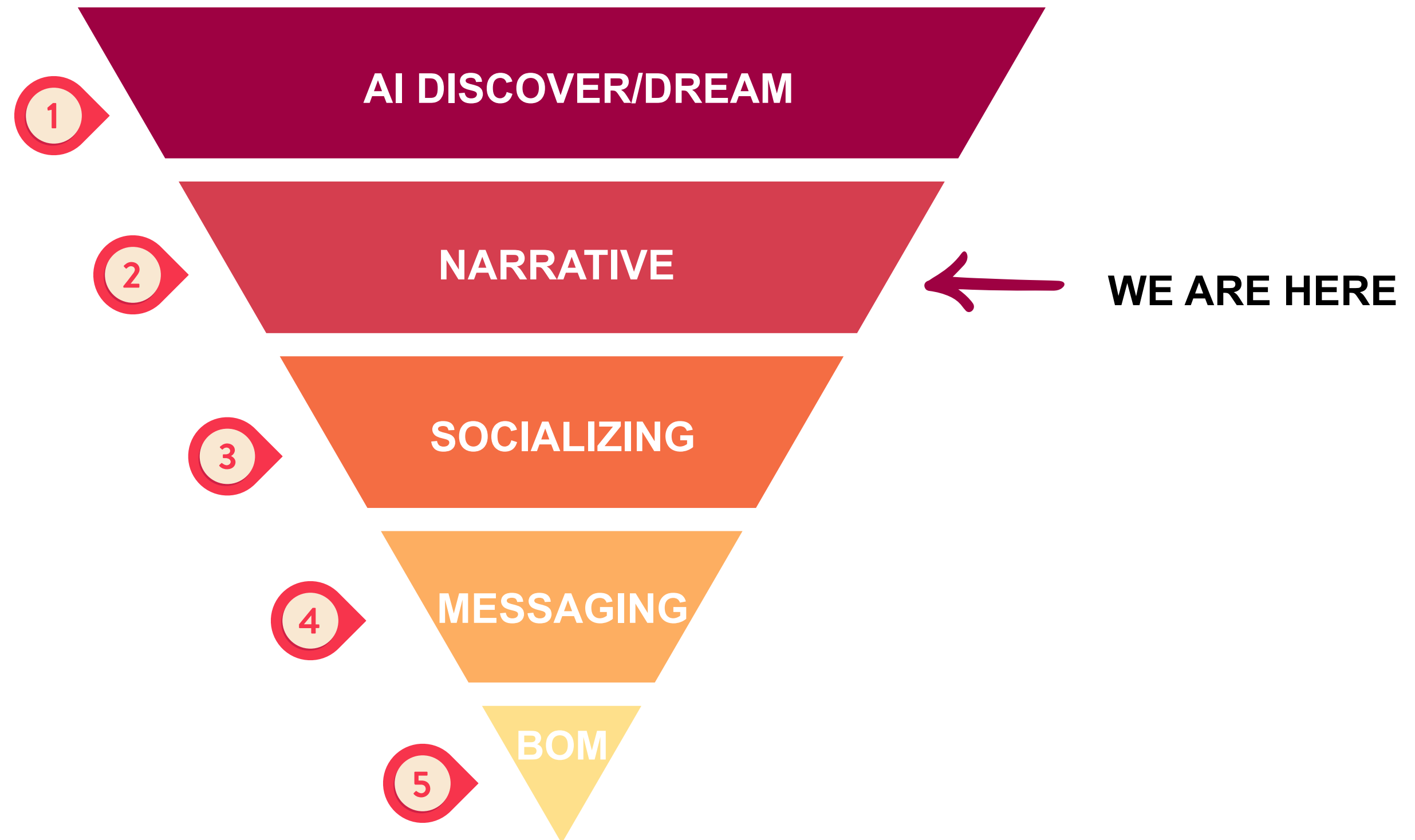
CHANGE COMMS MAP: GTM APPROACH

COMMS – Develops for All Employees, All Managers, All Leaders, reviews all others
HR/OD – Program Team Develops for HR to HR, Exec Comms, and smaller audiences
 ○ Both



BUILDING A NARRATIVE ARCHITECTURE

FRAMEWORK 2



A Narrative is most valuable when the altitude of change is high:

- ✓ Enterprise Level — Shifts to culture, values, or mission that affect the whole company
- ✓ Program Level — Large initiatives that require sustained behavior change or umbrella messaging
- ✓ Team/Project Level — When groups are stuck, need clarity, or must build consensus

And especially when:

- ✓ The stakes are high for change to succeed
- ✓ You need to create shared energy and momentum across audiences

WHEN SHOULD I BUILD A NARRATIVE?

Truly great narratives ignite hope, belonging, and agency.

- ✓ Purposeful - Ties to Meaning: Culture, Mission
- ✓ Emotional Resonance
- ✓ Rhythmic & Repetitive: Cadence Counts
- ✓ Contain Commitments & Beliefs
- ✓ Aspirational & Achievable - PUSH HERE
- ✓ Build Internal Momentum & Alignment
- ✓ Co-Created and Fits on a Single Slide

**WHAT MAKES
A TRULY
GREAT
NARRATIVE?**

THE SCIENCE OF PURPOSEFUL NARRATIVES

Purpose makes narratives matter. Rhythm makes narratives stick. Together, they create momentum for change.

Purposeful Narratives

- **Tap into man's innate desire to seek meaning/make a difference (WIFM)**
- **Promote trust, empathy & connection**
- **Create Memorability, Anticipation, & Signals Importance**
- **Align head (think), heart (feel), & hands (do).**
- **Release oxytocin, cortisol, dopamine, serotonin & adrenaline**
- **Increase connection, urgency & focus**
- **Engage emotion & drive behavioral impact**

“Ask not what your country can do for you — ask what you can do for your country.”- JFK

(Frankl, 1946; Cooperrider, 1987; Ajzen, 1991; Damasio, 1994; Rubin, 1995; Kotter, 1996; Green & Brock, 2000; Seligman, 2002; Reber, 2004; Levitin, 2006; Grant, 2007; Davidson, 2012; Tierney & Kraus, 2014; Zak, 2015)

PURPOSEFUL NARRATIVE CASE STUDY

MICROSOFT HYBRID/FLEXIBILITY WORK

PROGRAM GOALS:



- Help employees understand the company's expectations of them
 - Launch and clarify new flexibility policies
 - Position MSFT as a company that cares and has a great culture
 - Reinforce our mission of empowerment
 - Ease return to the office anxiety
-

In the rapidly changing world of work, our mission—to empower every individual and every organization on the planet to achieve more—is more important than ever. This is as true for our employees as it is for our customers. Empowered employees reward their employer with loyalty and passion. They collaborate and innovate. They feel a deep sense of purpose and seek to bring it to life through their work.

We are committed to empowering employees through bold new ways of working that shifts paradigms, embraces flexibility, creates enduring connections, promotes inclusion, and drives innovation. It is imperative that we design a work environment that is effective, productive, and collaborative in meaningful ways for both individual and collective impact. Most importantly, we are committed to respecting both individual workstyles and business needs while living our culture. We believe in impact, not hours worked, and we know that accountability is key to rewarding and recognizing hard work. We trust our employees to make informed decisions and choose to do what is best for their individual and our collective success.

We know that designing a global hybrid workplace will take time. As always, we will learn, grow, and innovate. We will evolve over time with intention—guided by data, sound policies, and fiscal responsibility. We know our customers look to us to lead the way and we take pride in this honor and responsibility. When we empower our people to define how they do their best work, we will empower the planet to achieve more.



**Resonance/Rhythm x (Purpose/Mission + Context + People + Proof + Commitments + Desired Outcome/Impact)
= Momentum & Change**

- **Resonance/Rhythm** (AI WORKSHOPS/Think–Feel–Do–Say and rhythmic cadence applied to all elements)
- **Purpose/Mission** (WHY)
- **Context** (WHY NOW: Urgency/journey/desired future state)
- **People** (WHO: audiences, stakeholders, individual & collective)
- **Proof** (WHAT: data & insights, external & internal)
- **Commitments** (HOW: Beliefs, behaviors, expectations, principles)
- **Outcome/Impact** (SO WHAT: What's possible now?/Re-align mission)

COMPONENTS OF A PURPOSEFUL NARRATIVE

PURPOSEFUL NARRATIVE BLUEPRINT

Our mission is to **[state purpose/mission]**. In a world of **[context/challenge]**, this mission is more important than ever.

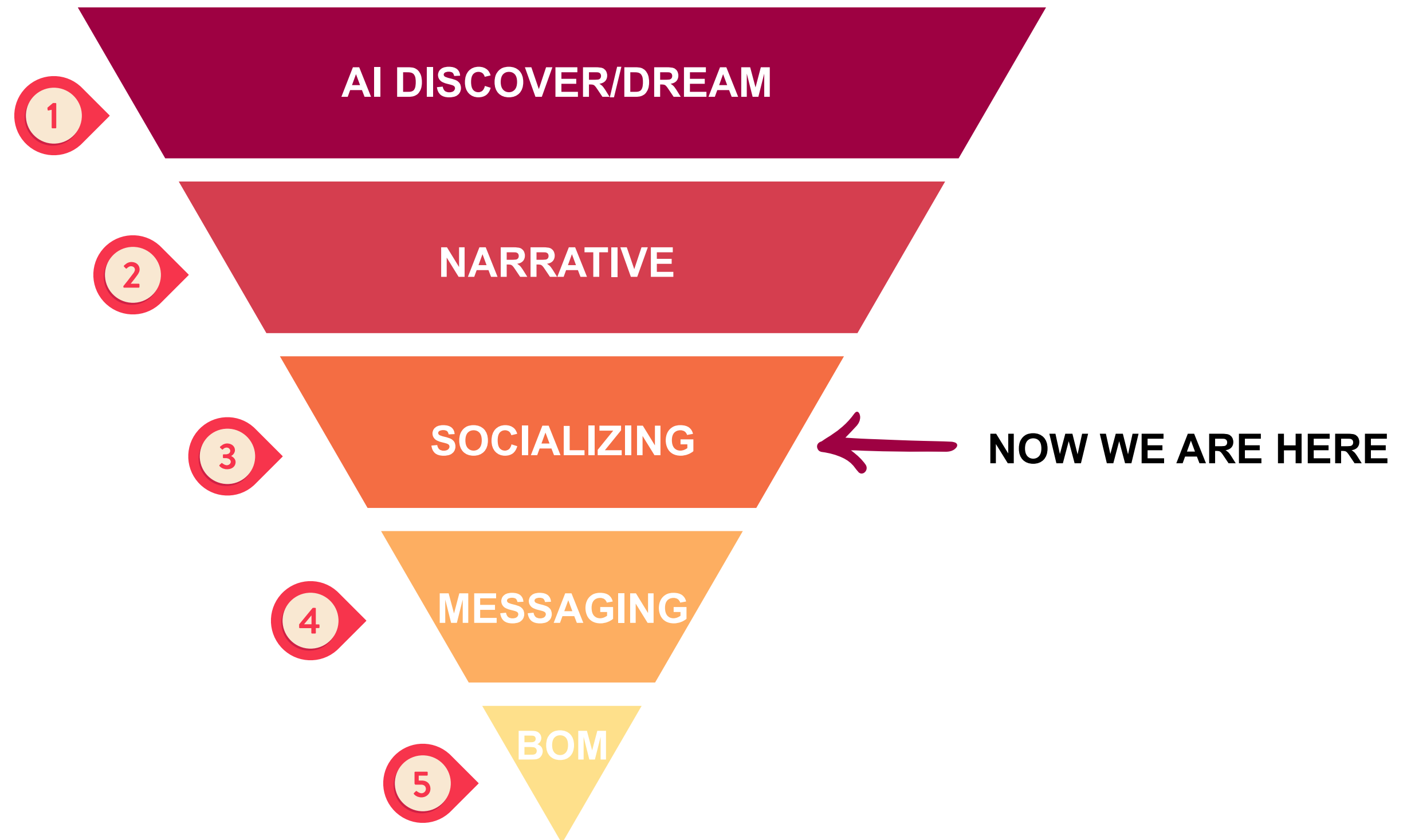
We know that success depends on **[who/people]**. Research shows **[external proof]**, and internally we see **[internal proof]**. This tells us that **[key insight]**.

To live our mission, we commit to **[behavior 1]**, **[behavior 2]**, and **[behavior 3]**. This means we must **[specific expectations or principles]**.

When we do this together, we will **[outcome/impact]**, and in doing so, we will realize our mission to **[impact on mission restated]**.

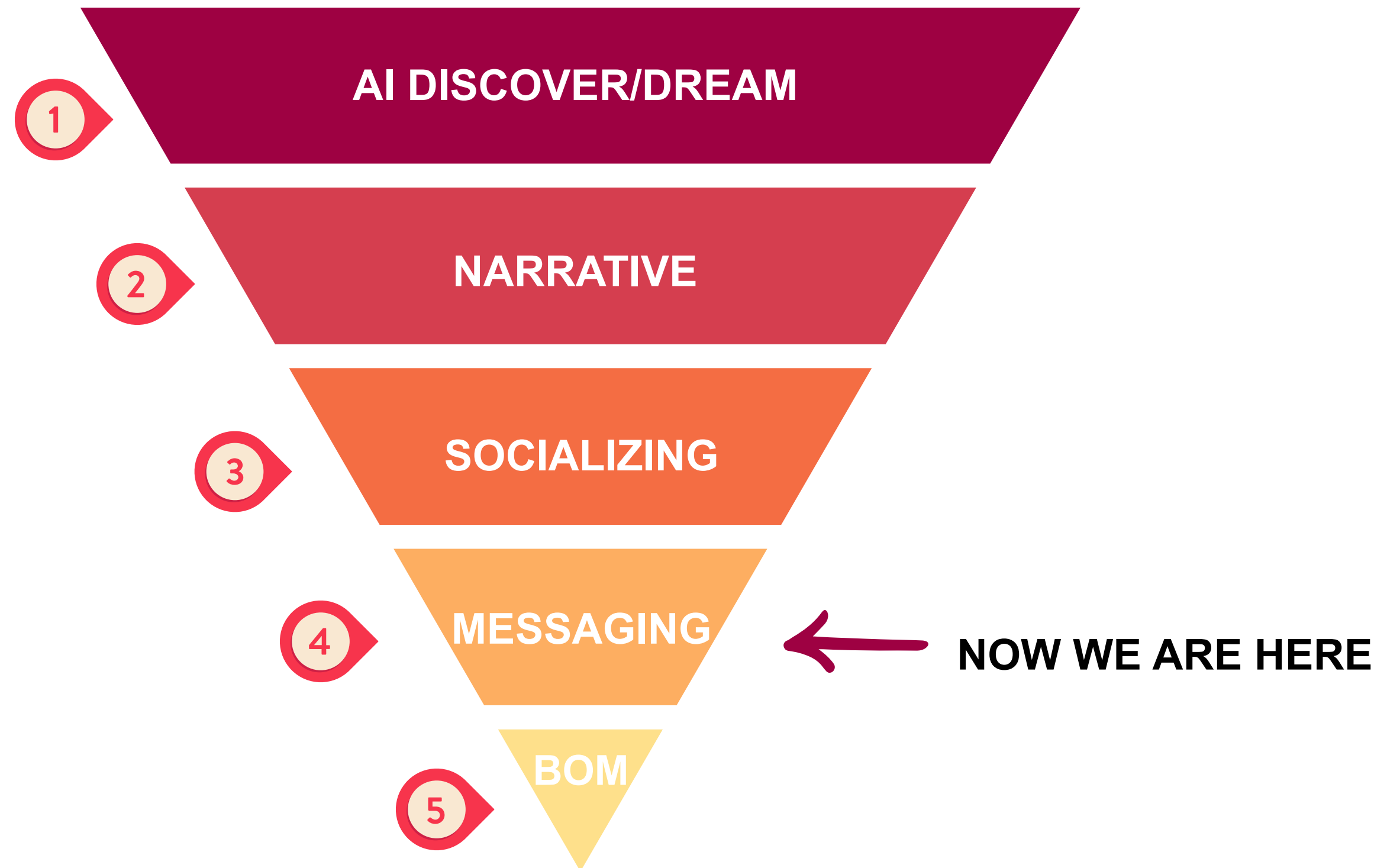
BUILDING A NARRATIVE ARCHITECTURE

FRAMEWORK 2



BUILDING A NARRATIVE ARCHITECTURE

FRAMEWORK 2



RECOGNIZING MEMORABLE KEY MESSAGES

GOALS:



- Help you understand how to bridge from the Master Narrative to Key Messaging
- Confidence in recognizing memorable messages that move people to action
- Show you how to get started

KEY MESSAGING PRINCIPLES:



- Clear
- Compelling
- Credible
- Customized (For Internal AND External Audiences)
- Consistent

1

5 MINS

PULL OUT THE FOLLOWING FROM THE NARRATIVE:

- 1) IDENTIFY THE TOP 3-4 CORE THEMES
- 2) CIRCLE THE TOP 3-4 KEY MESSAGES
- 3) SHARE & COMPARE WITH YOUR NEIGHBOR IF YOU HAVE TIME

YOUR TURN

KEY MESSAGING FRAMEWORK EXAMPLE

FRAMEWORK 3

Master Narrative Themes	No-one-size-fits all - Offer as much flexibility as possible – Learn and grow over time - Empowerment - Trust – Culture + Business/Individual + Collective		
Messages	We will offer as much flexibility as possible to support individual workstyles while balancing business needs and ensuring we live our culture.		
	Flexibility can mean different things to each of us, and we recognize there is no one-size fits-all solution given the variety of roles, work requirements, and business needs we have at Microsoft.		
	We will learn, grow, and innovate. We will evolve over time with intention, guided by data and employee input.		
	We are committed to exploring new ways of working that shift paradigms, embrace flexibility, create enduring connections, promote inclusion, and drive innovation.		
	We have learned that now more than ever, flexibility, trust, and empowerment are key to delivering success.		
	We will, together as One Microsoft, build a hybrid workplace that empowers our people to do their best work so that we can empower everyone on the planet to achieve more.		
Supporting programs/initiatives	Include work site, work hours, and work location descriptions as needed.		

KEY MESSAGING FRAMEWORK (CHAT GPT)

FRAMEWORK 3

Master Narrative Themes	Empowerment as the Core Mission – New Ways of Working – Balancing Individual and Collective Needs – Continuous Learning & Evolution		
Messages	Empowered employees create loyalty, passion, collaboration, and innovation.		
	We are committed to flexible workstyles balanced with business needs.		
	Accountability and outcomes define success, not time at a desk.		
	We trust employees to make informed choices for individual and collective success.		
	Our hybrid workplace will grow over time, guided by data and responsibility, to lead customers and the world.		
Supporting programs/initiatives	Include work site, work hours, and work location descriptions as needed.		

2 10 MINS TOTAL

READ THE ARTICLES, GRAB SOME POST-IT NOTES, AND SHARE THE FOLLOWING:

- 1) SOMETHING YOU LEARNED OR APPRECIATE NOW ABOUT COMMS FOR OD
- 2) SOMETHING YOU WANT TO COMMIT TO DOING DIFFERENTLY OR TRYING NOW
- 3) SOMETHING YOU WOULD STILL LIKE TO LEARN ABOUT COMMS FOR OD (OPTIONAL)

READ & REFLECT

EMPLOYEE HANBOOK MESSAGE FROM KATHLEEN HOGAN, MICROSOFT CHRO (SHARED EXTERNALLY)



The COVID-19 pandemic has challenged all of us to think, live, and work in new ways. As a company, we have proven that we are agile in the face of adversity, rising to meet business and customer needs while caring for loved ones and ourselves. Through all of this, we have learned that—now more than ever—flexibility, trust, and empowerment are key to delivering success.

We are committed to exploring new ways of working that shift paradigms, embrace flexibility, create enduring connections, promote inclusion, and drive innovation. We will offer as much flexibility as possible to support individual workstyles, while balancing business needs, and ensuring we live our culture.

This guide is a starting point to help both employees and managers understand our policies and guidelines and make informed decisions. It's important to keep in mind that options around where and when employees work may differ based on role or region, but my expectation is that we continue to enable a hybrid workplace where individuals, teams, and our business can be successful.

As always, we will learn, grow, and innovate. We will evolve over time with intention, guided by employee input. We will—together, as One Microsoft—build a hybrid workplace that empowers our people to do their best work so we can empower the planet to achieve more.

Kathleen Hogan

Chief People Officer, Microsoft

OFFICIAL MICROSOFT BLOG MESSAGE FROM KATHLEEN HOGAN, MICROSOFT CHRO (SHARED EXTERNALLY)



Official Microsoft Blog

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Source

Embracing a flexible workplace

Oct 9, 2020 | Kathleen Hogan - Executive Vice President and Chief People Officer



Over the past few months, we have learned so much about productivity, flexibility, resilience, and compassion. We have been working in ways we never thought possible, including managing necessary safety precautions, learning to connect with small or large teams while presenting to a screen, taking care of family and friends while being in the next room on calls, adjusting hours to address new demands and so much more. And I am deeply empathetic that this is on top of navigating the emotional toll of all that we are witnessing and experiencing.

At the same time, the pandemic has raised questions about what our employees can expect in the future, so we provided some guidance this week to employees on our thinking about work flexibility. Moving forward, it is our goal to offer as much flexibility as possible to support individual workstyles, while balancing business needs and ensuring we live our culture.

Flexibility can mean different things to each of us, and we recognize there is no one-size-fits-all solution given the variety of roles, work requirements and business needs we have at Microsoft. To address this, we have provided guidance to employees to make informed decisions around scenarios that could include changes to their work site, work location, and/or work hours once offices are open without any COVID-19 restrictions. Our step-by-step guidance includes considerations like office space, salary and benefits, local law, personal taxes, expenses and more.

Our guidance includes:

- **Work site (the physical space where you work, e.g. office, center, home, mobile):** We recognize that some employees are required to be onsite and some roles and businesses are better suited for working away from the worksite than others. However, for most roles, we view working from home part of the time (less than 50%) as now standard – assuming manager and team alignment.
- **Work hours (the hours and days when employees work, e.g. workday start and end times, full- or part-time):** Work schedule flexibility is now considered standard for most roles. While part-time continues to be subject to manager approval, our guidance is meant to facilitate an open conversation between a manager and employee regarding considerations.
- **Work location (the geographic location where you work, e.g. city and country):** Similarly the guidance is there for managers and employees to discuss and address considerations such as role requirements, personal tax, salary, expenses, etc.

Our guidance is to help employees plan ahead for the future. For now, returning to many of our offices around the world is still optional for employees, except for essential onsite roles. While we've shared that we will challenge long-held assumptions and seek to be on the forefront of what is possible leveraging technology, we have also communicated that we are not committing to having every employee work from anywhere, as we believe there is value in employees being together in the workplace.

We will continue to evolve our approach to flexibility over time as we learn more.

Tags: [COVID-19](#), [employees](#)

FROM MANIFESTO TO MANIFESTED

Inc.

WORKING FROM HOME

Microsoft's New 6-Word Remote Work Policy Is Brilliant. Here's Why Your Company Should Steal It Microsoft's new policy is great because it recognizes its employees as individuals. And that's empowering. 

[Microsoft](#) recently announced new guidance for [remote work](#), and it has potential to change how the company works for years to come.

The biggest change: making work from home, at least part of the time, the new permanent standard. [Also](#) standard is "work schedule flexibility," which gives employees more freedom to choose the hours and days when they work, along with their workday start and end times.

Microsoft's announcement, which [you can read here in full](#), **does a great job of leading with empathy**. But I'd like to zoom in on a single sentence, because it reveals a major key to keeping employees happier and more productive:

"Moving forward, it is our goal to offer as much flexibility as possible to support individual work styles, while balancing business needs and ensuring we live our culture."

These six words advocate a brilliant business strategy founded on [emotional intelligence](#), the ability to [make emotions work for you, instead of against you](#). Let's break down why every company should implement it.

Why flexibility is invaluable

To understand why Microsoft's new policy is so great, you **have to** acknowledge a fundamental truth:

Your employees aren't just workers, they're individuals. Real people with different working styles, tastes, and preferences. This applies as much to the topic of remote work as to anything.

For example, one employee may prefer to work from home, so they can easily take their children to school. Another, also with children, may prefer working in the office for the opposite reason--so they can get away from the chaos of home.

Or, consider a single employee who lives alone. If more introverted, they may prefer to work from home where they don't have to have more than necessary contact with others, and can focus on their work. In contrast, a more extroverted person may prefer to come into the office, where they can have social contact and enjoy collaboration.

Of course, there are many who prefer a hybrid approach, with the choice to work in the office or at home, depending on the circumstances or simply how they feel that day.

So, how do you keep **all of** these employees happy?

Offer as much flexibility as possible.

"Flexibility can mean different things to each of us, and we recognize there is no one-size-fits-all solution given the variety of roles, work requirements, and business needs we have at Microsoft," writes Kathleen Hogan, Microsoft's chief people officer. In other words, you treat your employees like adults and give them the freedom to make the choice that's best for them--and allow them to take responsibility for those choices.

When adopting this policy, though, it's important you not constantly subject your employees to comparison. Managers will be tempted to look at the surface, judging the "stay-at-home" employee as more or less productive than the "office" employees. But remember: These aren't just workers, they're people. Each is an individual, with a unique personality. A unique set of strengths and weaknesses. A unique set of circumstances.

By providing **each individual** with flexibility, i.e., options to fit their circumstances, you provide them with the environment that allows those individuals to become the best version of themselves.

And that's empowering. So, for all you companies out there who are trying to figure out your own remote work policy, take a page from Microsoft's playbook and:

Offer as much flexibility as possible.

By doing so, you'll be using [emotional intelligence to build stronger relationships with your people](#). You'll give them the freedom they crave and need. You'll prove that you see them not just as cogs in a machine but as individuals. And that will put your people--and your company--in the best position to succeed.

2 10 MINS TOTAL

GRAB SOME POST-IT NOTES, READ THE ARTICLES, AND SHARE:

- 1) SOMETHING YOU LEARNED OR APPRECIATE NOW ABOUT COMMS FOR OD
- 2) SOMETHING YOU WANT TO COMMIT TO DOING DIFFERENTLY OR TRYING NOW
- 3) SOMETHING YOU WOULD STILL LIKE TO LEARN ABOUT COMMS FOR OD (OPTIONAL)

READ & REFLECT

HOW CAN YOU USE YOUR OD SUPERPOWERS NOW?

REFLECT BACK



**GO FORTH AND
COMMUNICATE.**

THANK YOU.

