What to Do When They Won’t Listen to You
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Author of 28 books including The Six Keys to Confident Change Management

20 Year Microsoft MVP

Over 600 books read and reviewed

30+ Years of Consulting Experience

Subject Matter Expert: Confident Change Management

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Agenda

• Ignorance and Awareness
• The Tips
• What Next
You Never Told Me
I Can’t Find the Answer
## The Cumulative Effect of Messages

<table>
<thead>
<tr>
<th>Medium Efficacy</th>
<th>10.00%</th>
<th>20.00%</th>
<th>30.00%</th>
<th>40.00%</th>
<th>50.00%</th>
<th>60.00%</th>
<th>70.00%</th>
<th>80.00%</th>
<th>90.00%</th>
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<td>4 Messages</td>
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<td>6 Messages</td>
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<td>7 Messages</td>
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<td>8 Messages</td>
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</table>

### Explanation
- The table shows the cumulative effect of messages across different medium efficacies and the number of messages.
- Each cell represents the success rate when a specified number of messages are delivered at a given efficacy level.
- For example, with 8 messages and a 90.00% efficacy, the success rate is 98.32%.
The Tips

#1 Cascading Communications
Cascading Communications
Broken Chains
Establish the Schedule
Let Natural Consequences Happen
The Tips

#1

Communicating in Layers

#2

Cascading Communications
Communicating in Layers

• Once is not enough
• Repetition drives recognition
• Recognition drives affinity
Communications Channels

- Overhead Announce
- Phone Call
- Podcast
- Voice Mail
- Application (Mobile)
- Blog
- Email
- Int. Social Media
- Intranet (Microsite)
- Wall Painting
- Display or Banner
- Digital Signage
- One-on-One Convers.
- Town Hall
- Newsletter
- Mail to Home
- Mail to Office
- In-Person Training
- On-Line Training
- Focus Group
- Team Meeting
- Store Visit
- Video Message
- Office Hours
Criteria

Direction
- One-Way
- Two-Way

Scale
- Few
- Many

Sensitivity
- Not Sensitive
- Sensitive
- Highly Sensitive

Purpose
- Inform
- Educate
- Persuade
- Support

Urgency
- Timeless
- Timely
- Urgent
The Tips

#1  Communicating in Layers
#2  Cascading Communications
#3  WIII-FM
WIII-FM

- What is in it – for me?
- Make it relevant to them specifically
- Consider personas for clarity
The Tips

#1 Cascading Communications
#2 Communicating in Layers
#3 WIII-FM
#4 Campbell’s Journey
Joseph Campbell’s Hero’s Journey
The Tips

1. Communicating in Layers
2. Cascading Communications
3. WIII-FM
4. Campbell’s Journey
5. Writing for Purpose
6. Evoking Emotion

#1
#2
#3
#4
#5
#6
Rider-Elephant-Path

Model for how we make decisions
• Rider – Reason and rationale
• Elephant – Emotions
• Path – Defaults, cultural norms, and habits

Implications
• Elephant always wins – when he wants
• The elephant and rider are both lazy
Evoking Emotion

• We make decisions emotionally – then rationalize them
• Write to the emotional elephant, not the rational rider
• E.x. Flextime benefits
  • Not doctor’s visits or errands
  • Volunteering or spouse time
The Tips

1. Communicating in Layers
2. Campbell’s Journey
3. WIII-FM
4. Writing for Purpose
5. #1
6. Signal & Noise
7. Evoking Emotion

Cascading Communications
Don’t Be a Noise Problem
Do you need to push this communication?
How could you target it?
Dreams are Stories
The Tips

1. Communicating in Layers
2. Writing for Purpose
3. Campbell's Journey
4. #4
5. #5
6. Evoking Emotion
7. Signal & Noise
8. Stories
9. Inverted Pyramid
10. #7
11. #6
12. #8
13. #9
14. #1
15. Cascading Communications
16. #2
17. #3
18. #9
Inverted Pyramid

• Most newsworthy and broadest-reaching first
• Who, what, when, where, why, and how – in as few words as possible
• Ignores nuances and special cases – until the end
Tantalizing Teasers (Headlines)

- Our goal is to **engage** – not inform
- The keyword is **intrigue**

<table>
<thead>
<tr>
<th>Summary</th>
<th>Teaser</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee benefits reenrollment due 5/1</td>
<td>Three things you must do to keep your health insurance benefits</td>
</tr>
<tr>
<td>Company Picnic 6/1</td>
<td>Who can eat the most pork? Find out 6/1</td>
</tr>
<tr>
<td>Holiday Schedule 2018</td>
<td>What day will we celebrate July 4\textsuperscript{th} and other holidays next year?</td>
</tr>
<tr>
<td>Free management training</td>
<td>Get started on your next promotion</td>
</tr>
</tbody>
</table>
A KISS of Cognitive Load
Make everything as simple as possible, but not simpler

- Albert Einstein
The Tips

1. Writing for Purpose
2. Communicating in Layers
3. WIII-FM
4. Campbell’s Journey
5. Buzzword Buzz Kill
6. Evoking Emotion
7. Signal & Noise
8. Inverted Pyramid
9. Tantalizing Teasers
10. KISS of Cognitive Load
11. Stories
12. Cascading Communications
Buzzword Buzzkill
What Next?

Sign up

Free communications tips course:
https://ConfidentChangeManagement.com/CommTips