

# Teaching language and communication skills for Managing Change

Fiona Mee, York Associates

Annual IATEFL BESIG Conference

Prague, Czech Republic

8-10 November 2013

**York Associates**

*Communicate professionally anywhere.*

---

# Agenda

- ❖ *1. What is change management?*
- ❖ *2. Why do change managers need to develop good language and communication skills?*
- ❖ *3. What language and communication skills do change leaders need to manage change?*
- ❖ *4. What competence do we as trainers need to convincingly support people managing change?*
- ❖ *5. Activities*
- ❖ *6. 'Managing Change'*

# ***What is change management?***

## ***Change management is usually:***

- *the consequence of internal and external analysis of threats and opportunities facing an organisation*
- *implemented to ensure the survival of an organisation in the longer term*
- *Implemented through continuous improvement, projects, innovation or crisis management.*

**But change only happens to individuals and individuals will only change if they believe they should.**

**York Associates**

---

*Communicate professionally anywhere.*

## ***Why do our participants need to develop good language and communication skills for managing change?***

- ⊗ Communication is one of the toughest issues in organizations, particularly in international organisations and when things change
- ⊗ Communication is key as change creates uncertainty and staff can become insecure if they they don't know what's going on.
- ⊗ And if change is communicated inappropriately, staff can become angry and demotivated
- ⊗ Critically, when communicating in change contexts, you have to make others believe in it

***When you ask people to change, this can mean changing behaviour - what we see on the surface.....***

***.....but it can also often mean changing values and beliefs - what we can't see below the surface.***

**York Associates**

Communicate professionally anywhere.

# *The steps of change*



**York Associates**

*Communicate professionally anywhere.*

# *What do trainers need to know to support people managing change?*

## ⊗ The contexts of change

globalisation, competition, changes in company culture

## ⊗ The case for change

change strategy, to communicate a clear vision with conviction across cultures

## ⊗ Communicating change

how to train a range of communication styles and to help participants adapt style to different contexts and cultures

## ⊗ Supporting people

some basics of coaching (asking the right questions, active listening skills)



# ***What do trainers need to know to support people managing change?***

## **⊗ Influencing people**

rapport building – (developing networks, active listening) and storytelling

## **⊗ Developing change leaders**


competencies and using feedback effectively as a development tool across cultures

## **⊗ Evaluating and measuring**

methods of evaluation and monitoring change eg. by using SMART and social media, measuring success across cultures

## **⊗ Consolidating change**

Presenting strong arguments and cultural shifts



Get the message  
across that things  
need to change

## **Example Activity 2**

### **Threats and opportunities (bottom up - individual level)**

1. Does the corporate business English trainer have a future?
2. Share some of the main threats and opportunities facing your work context today.
3. What changes are needed to ensure your professional survival?

# Threats and Opportunities for the Business English trainer

## Threat

Financial crisis has caused many companies to cut back on traditional business English training in Europe

## How I will meet the threat?

### ***New products***

Diversify and transfer my skills  
Gain qualifications accredited by leadership or coaching organisations

### ***New ways of working***

Learn virtual training skills, app development etc,

### **New markets**

Move to China

## Opportunity

Current high levels of change mean people will need support to manage these changes

## How I will exploit the opportunity?

- Do more virtual training
- Upgrade my offer - change management communication training
- Coaching for job transition
- Cultural consultant to support the globalisation of company cultures

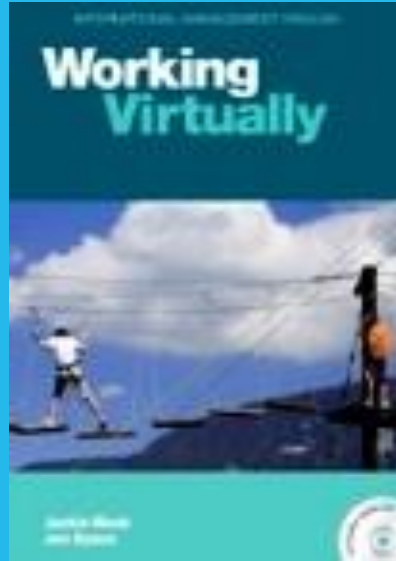
# Managing Change York Associates/Delta publishing by Fiona Mee



- U.1 Change happens**
- U.2 Why change?**
- U.3 Communicating change**
- U.4 Overcoming resistance**
- U.5 Influencing people**
- U.6 Developing change leaders**
- U.7 Evaluating and measuring**
- U.8 Cultural shifts**

# International Management English

York Associates/Delta publishing by Fiona Mee



**A Discussion and listening**

**B Communication skills**

**C Professional skills**

**D Intercultural competence**

**E Language reference**

**F Tips**

***Thank you***

**York Associates**

---

*Communicate professionally anywhere.*