

GREEN CHEMISTRY CHANGE MANAGER

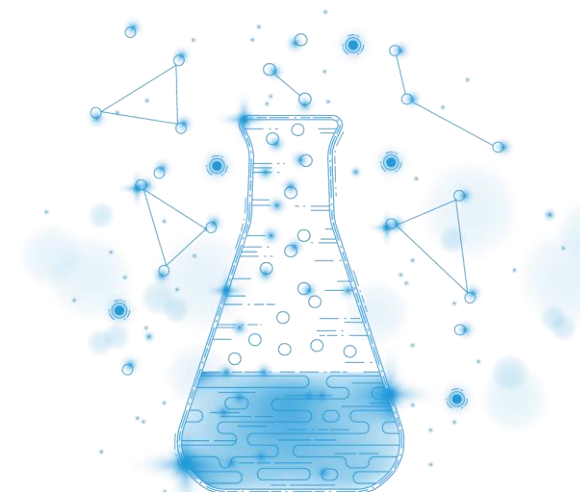


Module 3

"management/business"

18. - 21.11.2024

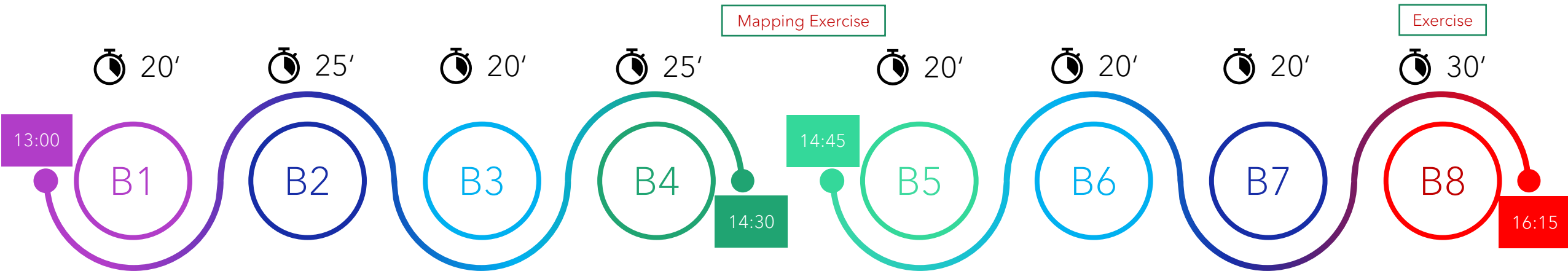
Location: HOLIDAY INN
VIENNA CITY



SUCCESS-FACTOR COMMUNICATION



SUCCESS-FACTOR COMMUNICATION



Introduction

- You can not manage a crisis
- Preparation^3
- Environment

Awareness

Fundamentals

- Cultural differences
- 4 sides of a message

Communication

Fundamentals

- Assertiveness
- nonviolent communication
- Listening

Fundamentals

- Internal & External communication
- Win friends & influence people

Crisis Preparation

- DRP
- BCP
- CMP
- CME / LSE

Risk Analysis & Mitigation

- Risk Mapping
- Action Plan
- KPIs

SRM & MOC

- Why
- Who
- How

Crisis

LEAD

- FISA
- Media
- Quick wins

INTRODUCTION

Definition - Crisis

- a time of great disagreement, confusion, or suffering
- an extremely difficult or dangerous point in a situation

Synonyms

calamity, catastrophe, emergency, disaster, tragedy

kiki (Japanese)

危機

Internal vs. External communication

You can not manage a crisis

You Have To Lead

- Ownership , behavior, presence drives the public perception
- Values and authenticity are leverage
- Trust = currency

Preparation^3

Be prepared

- Assess vulnerabilities & responses
- Train staff
- Set up crisis infrastructure

Environment

You can only control your surroundings

- Media landscape
- Crisis of public trust
- Know the audience

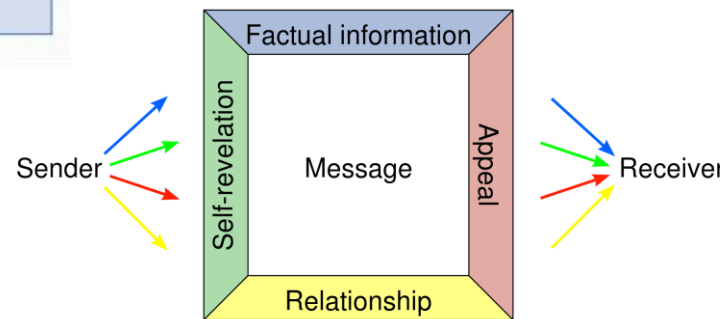
FUNDAMENTALS 1

Hofstede's Culture Dimensions

Individualistic / Collectivistic	How personal needs and goals are prioritized vs. the needs and goals of the group/clan/organization.
Masculine / Feminine	Masculine societies have different rules for men and women, less so in feminine cultures.
Uncertainty Avoidance	How comfortable are people with changing the way they work or live (low UA) or prefer the known systems (high UA).
Power Distance	The degree people are comfortable with influencing upwards. Accept of inequality in distribution on power in society.
Time Perspective	Long-term perspective, planning for future, perseverance values vs. short time past and present oriented.
Indulgence / Restraint	Allowing gratification of basic drives related to enjoying life and having fun vs. regulating it through strict social norms.

4 sides of a message

- Friedemann Schulz von Thun
 - 4 Sides of Communication
 - factual level
 - contains what the sender wants to inform about
 - self-revealing level
 - what the sender would like to reveal about themselves
 - relationship level
 - how the sender gets along with the receiver and what the sender thinks and feels about the receiver
 - appeal level
 - what the sender wants the receiver to do or think



Source: <https://www.schulz-von-thun.de/die-modelle/das-kommunikationsquadrat>

FUNDAMENTALS 2

Assertiveness

- Feel comfortable in conversations
- Being confident without being aggressive
- Respect and be respected
- Know how to deal with aggressive and/or manipulative behaviors
- Communicate effectively
- STOP method
 - Step back
 - Think
 - Organize
 - Proceed

Nonviolent Communication

- 2 Pillars
 - Honestly expressing ourselves to others
 - Emphatically hearing others
- Expressed through
 - Observations
 - Feelings
 - Needs
 - Requests

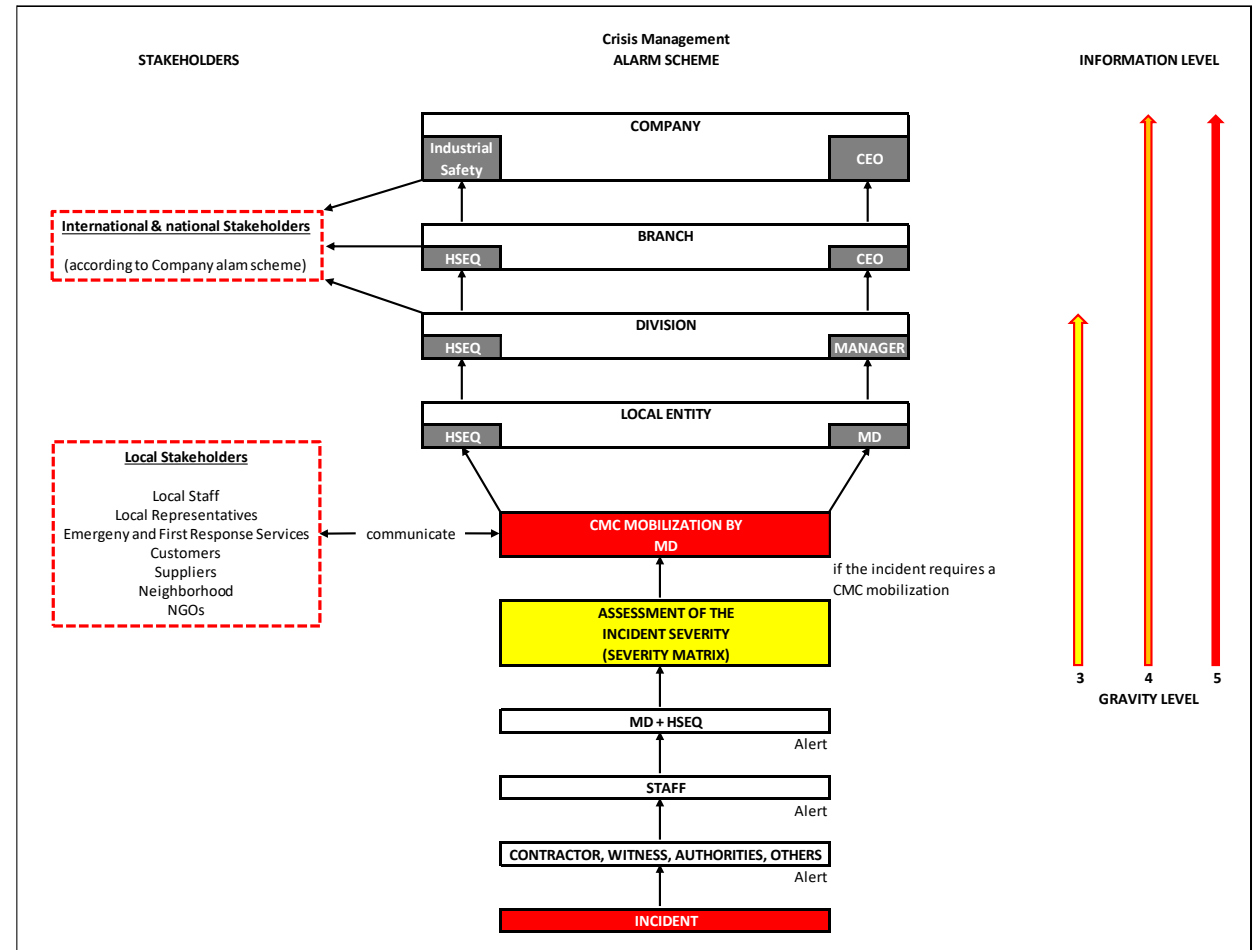
Listening

- Pay attention
 - No distractions
 - "listen" to non-verbal signals
- Show you are listening (body language)
 - Nod
 - notes
- Provide feedback
 - Paraphrase
 - Ask to clarify
- Defer judgement
 - Don't interrupt
 - Don't allow emotion to cloud your judgement
- Respond appropriately
 - Be candid, open and honest
 - Assert your opinion respectfully

FUNDAMENTALS 3

Internal & External communication

- Internal
 - Collect information
 - Distribute information
- External
 - Convey your values
 - Show initiative
 - Demonstrate seriousness
- Especially important for public companies!
 - Get approval from PR / Media dept
 - Know what you are allowed to say

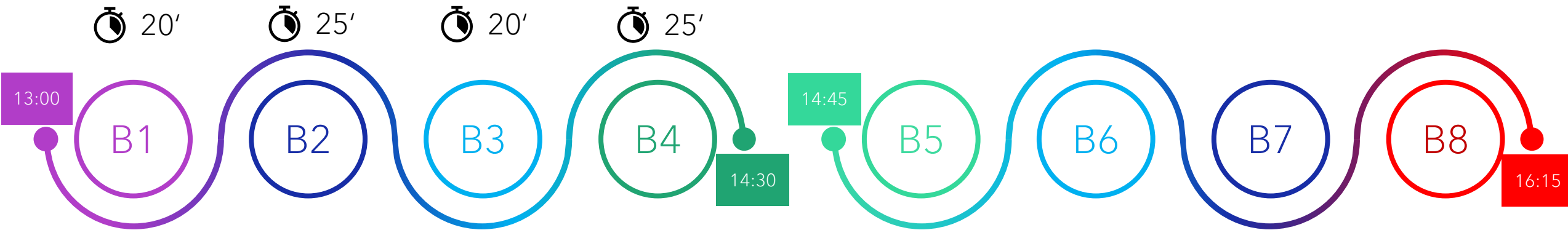


FUNDAMENTALS 3

Win friends & influence people

- Become a friendlier and more likeable person
- Win people to your way of thinking
 - Show respect for others opinion. Never say you are wrong
 - If you are wrong – admit it quickly and emphatically
 - Begin in a friendly way
 - Start with questions to which the answer will be yes
 - Let the other person do the (majority) of the talking
 - Let the other person feel its their idea
 - Try to see it from other persons perspective
 - Be sympathetic with others' ideas and desires
 - Appeal to nobler motives
 - Dramatize your ideas
 - Throw down a challenge
- Change people without giving offense
 - Begin with praise and honest appreciation
 - Call attention to people's mistakes indirectly
 - Talk about your won mistakes before criticizing others
 - Ask questions instead of giving direct orders
 - Let the other person save their face
 - Praise every improvement
 - Give the other person a fine reputation to live up to
 - Use encouragement. Make the fault seem easy to correct
 - Make the other person happy about doing what you suggest

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MAPPING EXERCISE – 15'

Stakeholders

- Identify your stakeholders
 - Internal
 - External
- Identify their function
- Identify their importance to your organization
- Analyze expectations

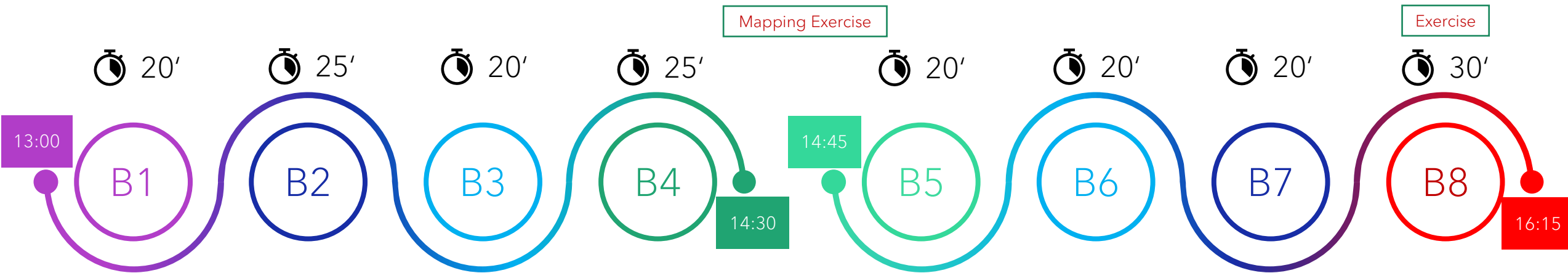
Risks

- Identify your risks
 - As broad as possible
- Identify the likelihood of occurrence
 - As broad as possible
- Identify what is acceptable for you
- Identify the mitigation action(s)
 - What needs to be done to avoid such situations

Skills

- Identify the skills in your organization
- Identify potential back up / replacement for these skills

CRISIS COMMUNICATION / SUCCESS-FACTOR COMMUNICATION



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Crisis

CRISIS PREPARATION

DRP – Disaster Recovery Plan

- Disaster: an event that renders the continuation of a normal way of operating impossible
 - Unavailability of buildings
 - Unavailability of personnel
 - Unavailability of IT resources
 - Etc...

CME / LSE

CME – Crisis Management Exercise

LSE – Large Scale Exercise

- Exercises to build “muscle”
- CME involves CMC / specific employees
- LSE requires participation of all staff

BCP – Business Continuity Plan

- define corrective contingency procedures
 - in case of a fire, flood, pandemic or even an emergency case of a key supplier,
- enable the company to continue business

CMP – Crisis Management Procedure

- define corrective contingency procedures
 - in the case of a fire, flood, and pandemic or even an emergency case of a key vendor
- enable the company to remain operational
 - at all times
 - help mitigate the consequences of any event with the potential to trigger a crisis situation.

RISK ANALYSIS & MITIGATION

Risk Mapping

- identify and prioritize main risks faced by each division and by the company as a whole
- provide senior management overview of
 - all the risks affecting a given domain within the organization
 - cross-functional view of a particular area of risk
- Define threshold for action/mitigation
- Arrive at an acceptable risk level

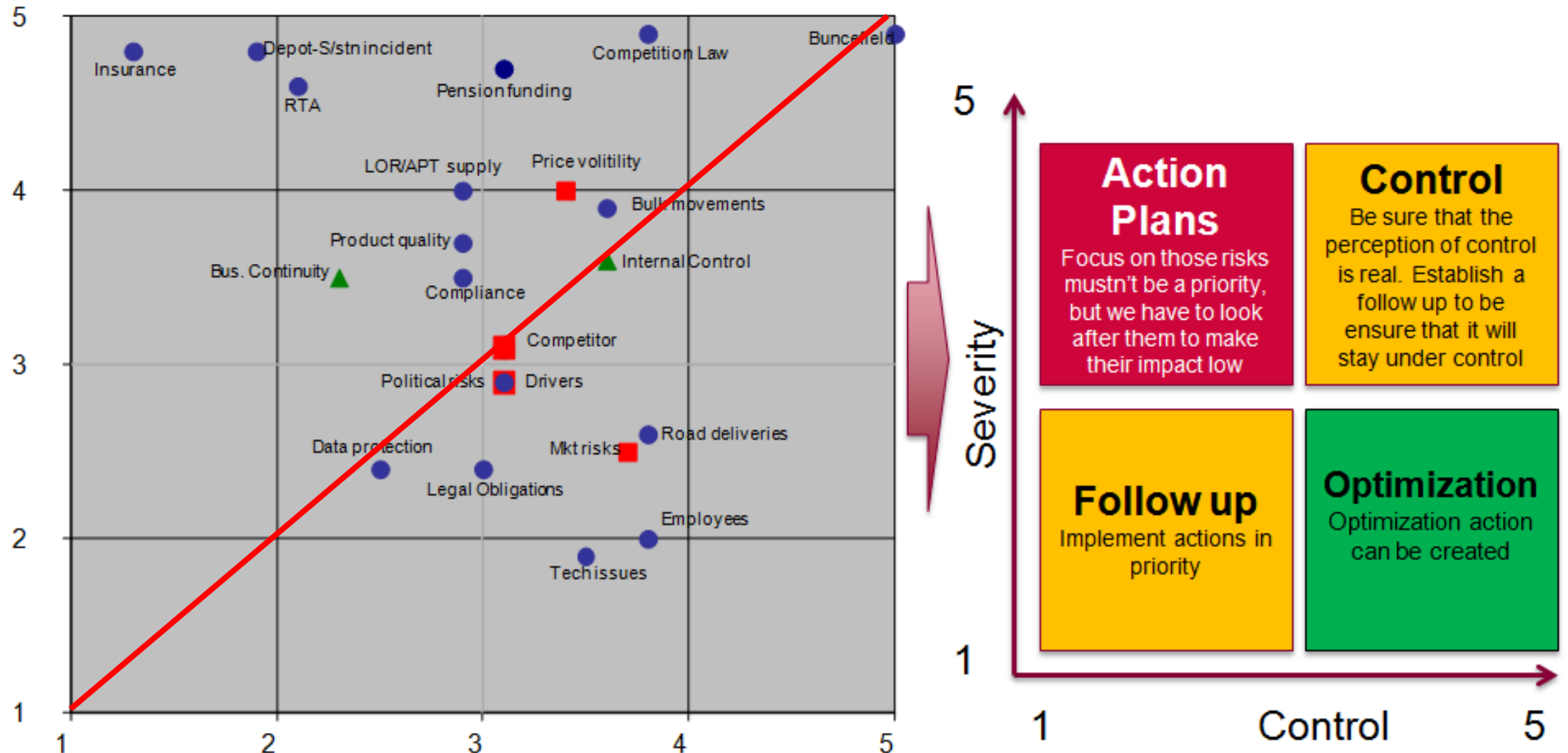
Action Plan

- Identify
 - Technical resources (prevention & protection)
 - organizational resources
 - Human barriers
- Assign
 - Responsible person/team
 - Priority
 - Deadlines
 - Available resources
- Follow-up

KPIs

- Start with strategy
 - create a simple one-page strategy
 - clearly define your objectives
- Define the questions you need answers to
 - further narrow your focus
 - Key Performance Questions
- Define data needs
 - Data availability
 - Data reliability
 - Evaluate existing data
- Assign ownership
 - Regular follow-up
- Ensure KPIs are understood
- Communicate
- Review and improve performance

RISK ANALYSIS & MITIGATION



SRM (STAKEHOLDER RELATIONSHIP MANAGEMENT)

Why

- build trust-based relationships in good times
 - assess relationships with key stakeholders
 - better understand their expectations
- Quality of relationship with your company
- Impact of your activities on environment, safety and health, nuisances
- Contribution of your company to local social and economic development

Who

- Authorities
- Business partners
- Civil society
- Expert bodies
- Unions / Associations
- Internal
 - Colleagues
 - Legal dept.
 - Marketing dept.
 - experts

How

- Structured interviews
 - Internal
 - external
- Regular contacts
- Especially for Media relationship:
 - Provide Content periodically

MOC (MANAGEMENT OF CHANGE)

Why

- manage permanent, temporary or urgent changes that present potential impacts on risk level and concern
 - Assets (e.g., equipment, process, technologies, materials, safety thresholds/parameters)
 - Operating conditions and operating procedures
 - Operating personnel and organization
 - Product range
- A function is designated to coordinate and track all change requests of the division or company

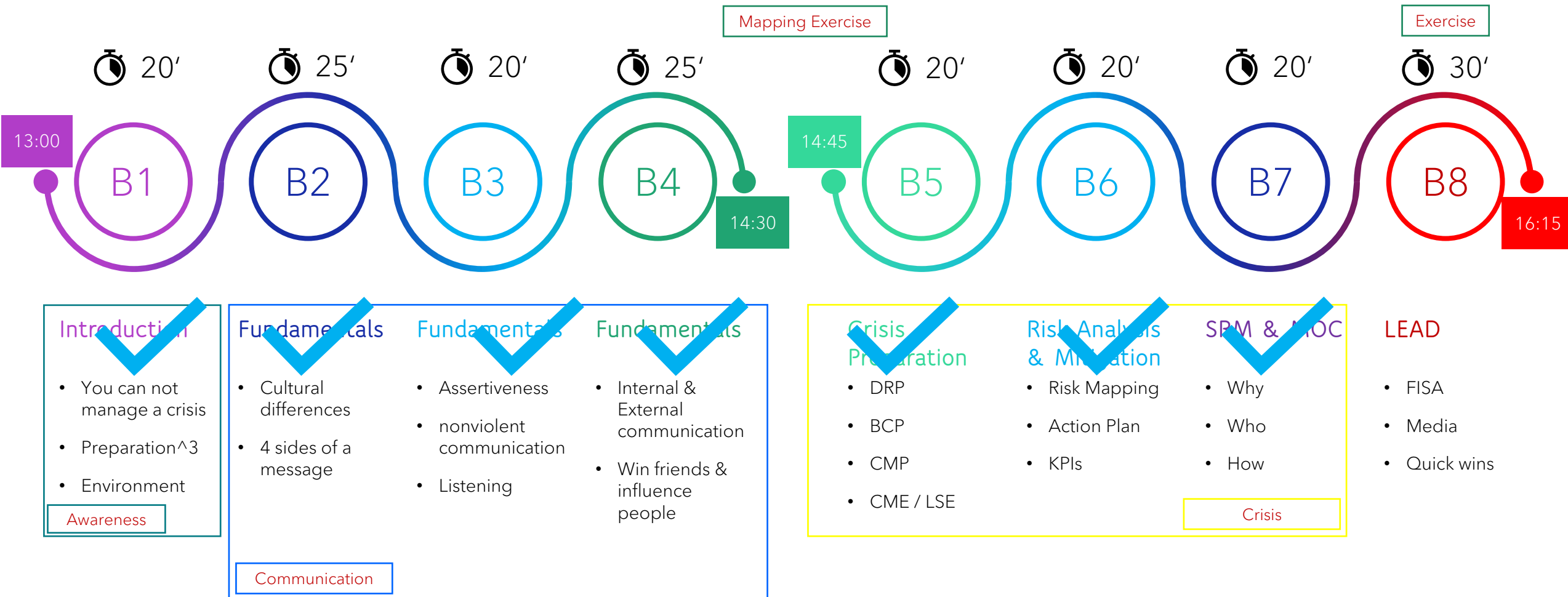
Who

- All stakeholders
 - Management
 - Supply Chain
 - Purchase dept.
 - Marketing dept.
 - Logistic dept.
 - Etc. ...

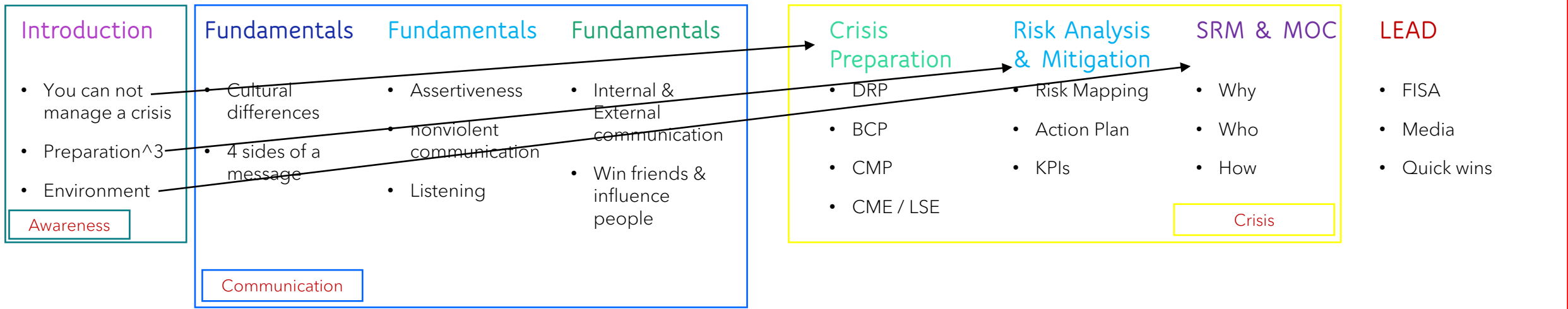
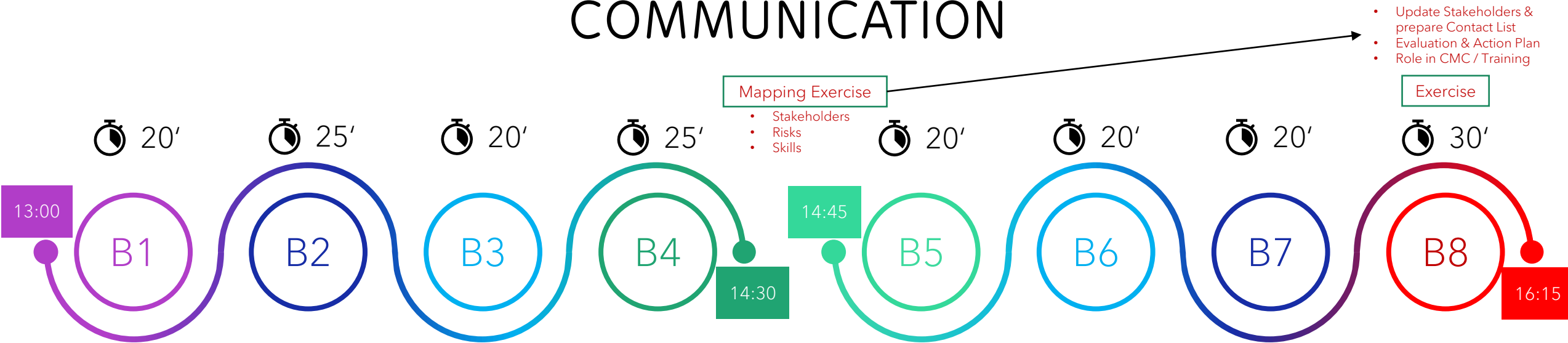
How

- Intensive and early communication
- Get all “on board”
- Identify impact on each others dept.
- Steps
 - Change initiation
 - Change Assessment
 - Change Implementation
 - Performance Review

CRISIS COMMUNICATION / SUCCESS-FACTOR COMMUNICATION



CRISIS COMMUNICATION / SUCCESS-FACTOR COMMUNICATION



LEAD

FISA - Method

- Facts
 - Facts Chart
 - What
 - Who
 - When
 - Where
 - How
- Impacts
 - Actual vs Potential Impacts
 - PEARL Method
 - People
 - Environment
 - Assets / Clients
 - Reputation
 - Liabilities
- Stakeholders
 - Internal & external
- Assets

Media

- Always inform Media yourself
 - At onset of crisis
 - Concise press release
- Content of the initial release
 - facts of the case
 - contact person in the company
 - function, name and surname, contact details
 - reference to subsequent information
 - press releases, press conference, etc. ...
- next four hours
 - updates of the first press release
- ensure smooth communication
 - Maybe consult external communication specialist

Quick Wins

- Transparent Communication
 - Communicate what you know and don't know
- Act in urgency
 - Inaction = instability
- Values
 - Hold them steady
 - Communicate core values
- Share power
 - Ask for help
 - Be clear you can not solve the crisis alone
 - Give meaning to people
- Doing this you project confidence
 - Gain trust
 - Live your values
 - Get people to follow your lead

FINAL EXERCISE

Stakeholders

- Update Stakeholders
- Prepare Contact List

Risks

- Evaluation
- Action Plan

Skills

- Identify possible Role(s) in CMC
- Identify Training needs for all CMC Members

