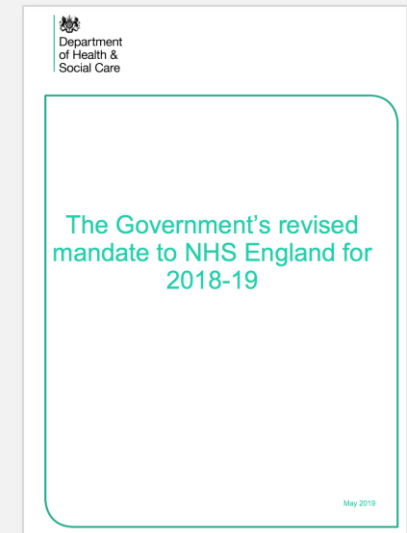
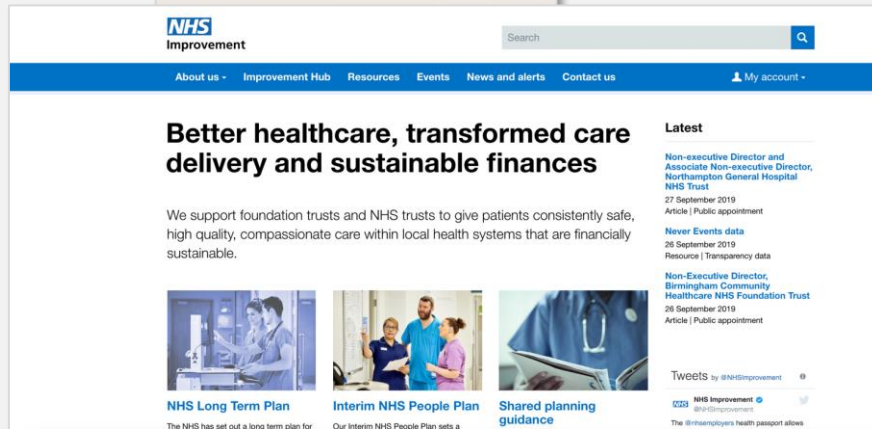
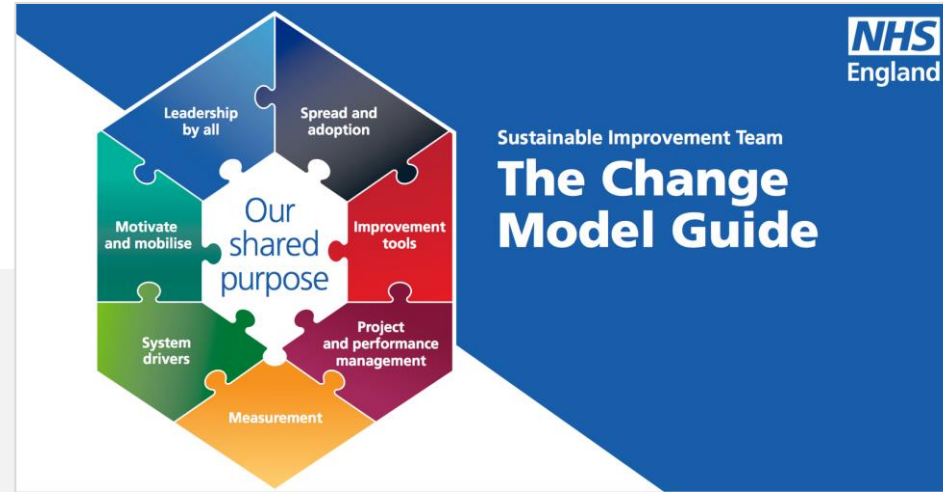


# Communicating Change

Thoughts from BB&A  
October 2019





# Who we are...

A multi **award-winning consultancy** passionate about **helping organisations improve business performance** through their people and we have been doing it successfully for 10 years.

A track record of global success.



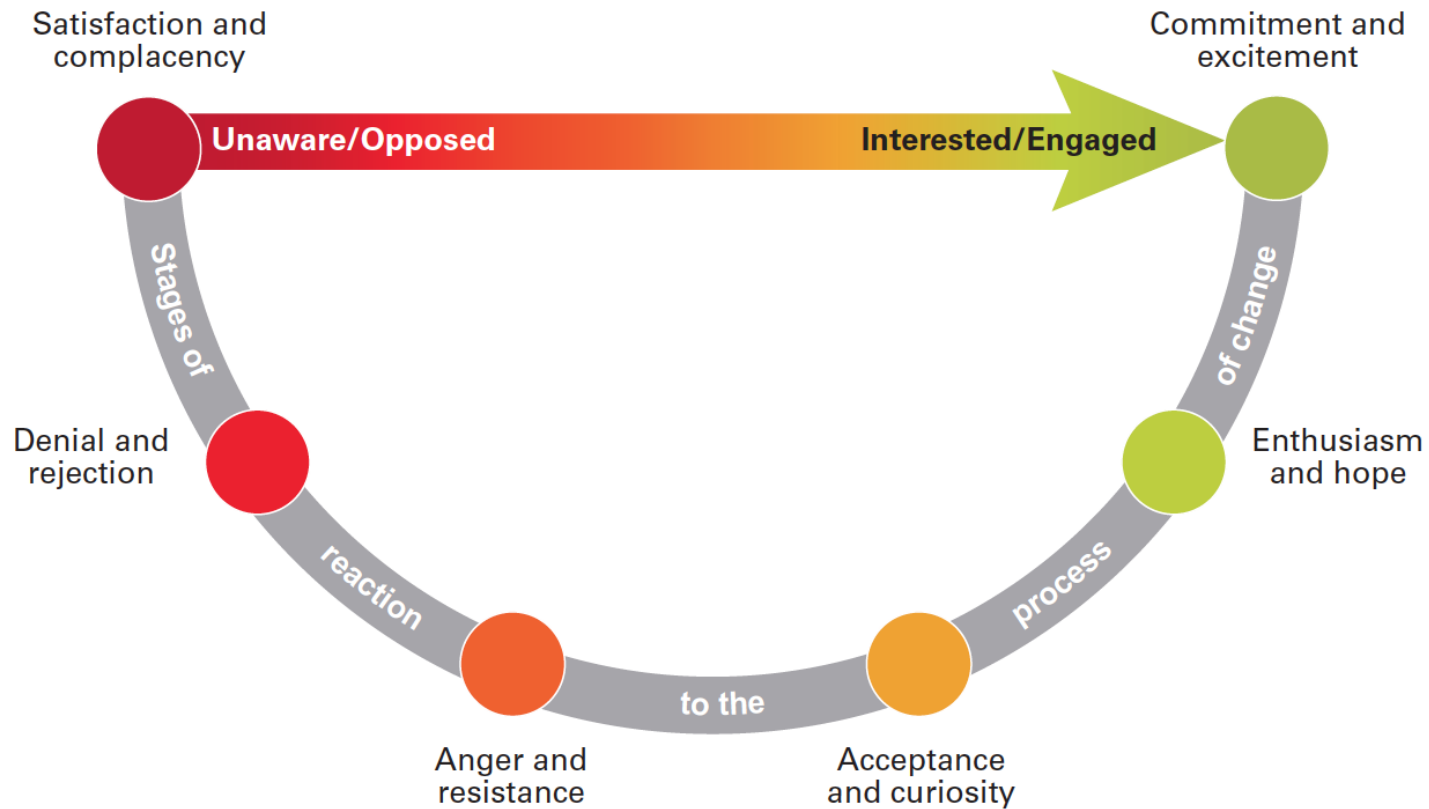
Common sense  
*but not*  
common practice



*“It should be borne in mind that there is nothing more difficult to arrange, more doubtful of success, and more dangerous to carry through than initiating changes. The innovator makes enemies of all those who prospered under the old order and only lukewarm support is forthcoming from those who would prosper under the new”*

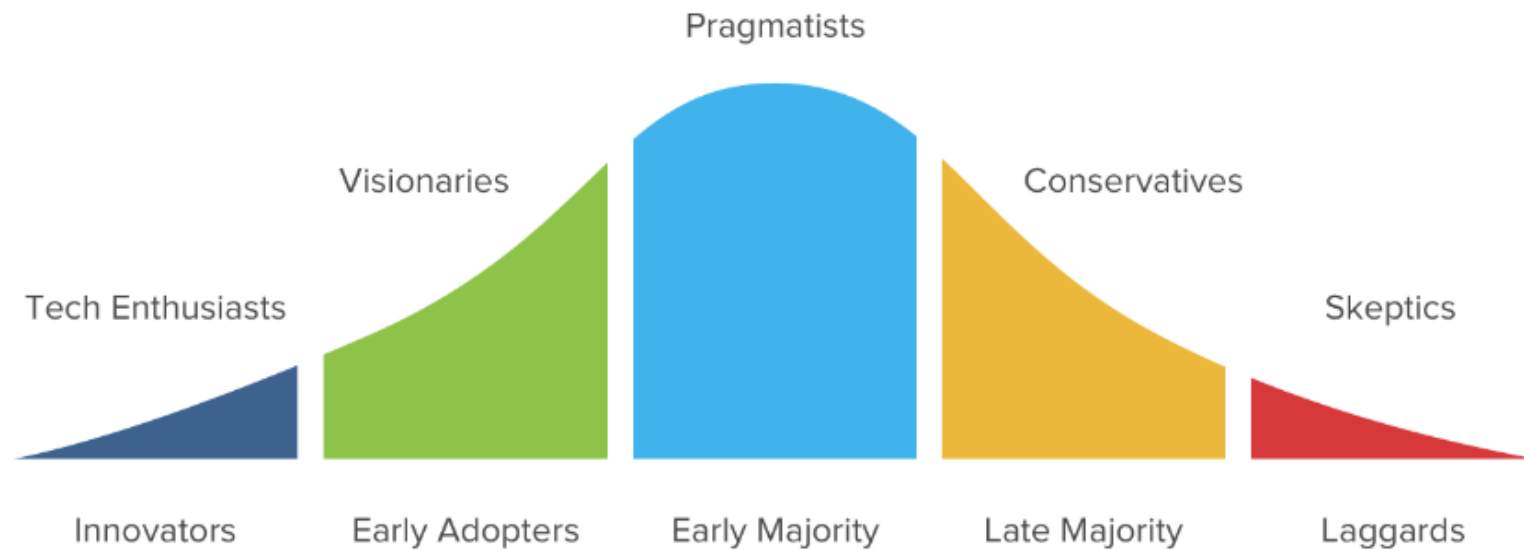
Niccolò Machiavelli (1469 – 1527)

# Change curve





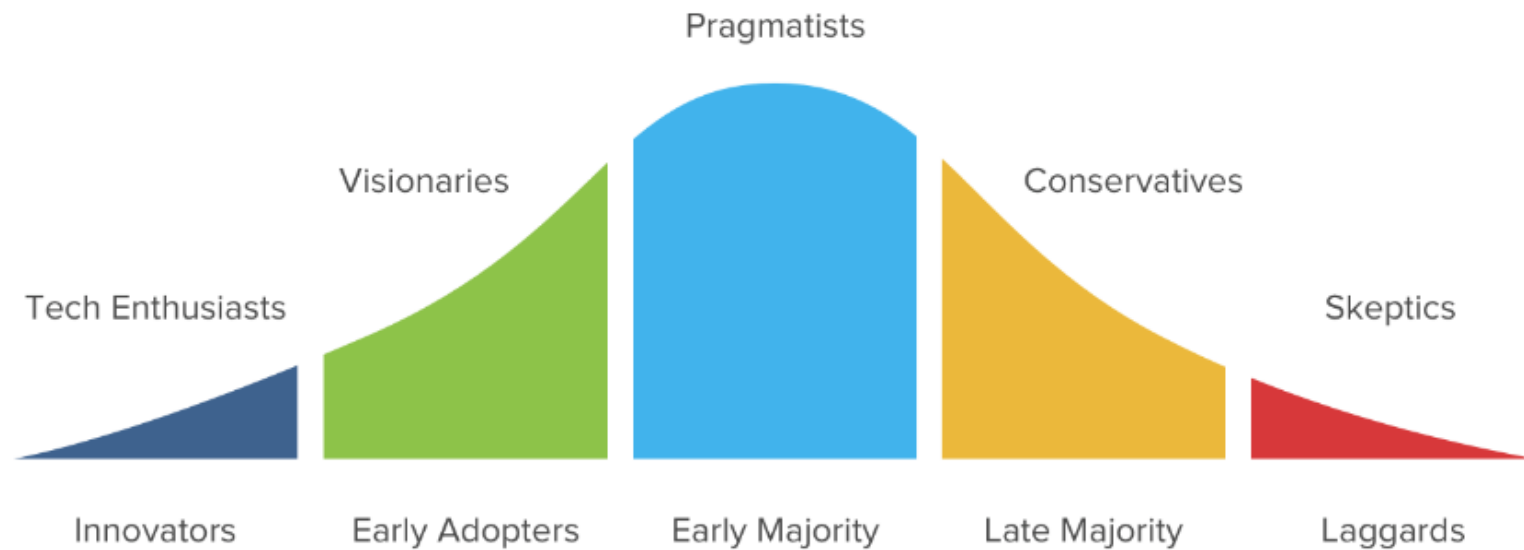
# Product Adoption Curve







# Product Adoption Curve



Provide a compelling reason **WHY**  
*and use it as a hook*



# NHS reasons why

- save money
- be more efficient
- help more patients
- provide a better patient outcome
- it's the right thing to do
- free up money to buy a new xxxxxxxx
- save 8 hours of your time a week
- provide 20 more beds a month
- ensure patients go home after 24 hours
- enable you to win the Nobel Peace Prize



# Headlines 30<sup>th</sup> September 2019



# Create your hook

- Make it compelling
- Make it measurable
- Make it memorable



# Provide the big picture



# KIER AT A GLANCE

We are reshaping our business to grow our current leading three market positions so we can meet the needs of more customers with more solutions and more innovation.

## We are Innovative:

- We reward the best innovation ideas
- We think differently and are open minded
- We are finding new and innovative ways to meet client needs
- We have an innovation team
- We embrace and share new ideas
- We hold innovation showcases
- We tell clients about our breadth of specialist capabilities and services

## We are focused on three markets

**Leading UK Infrastructure player**  
Revenue >1.5bn

**The UK's leading Regional Builder**  
Revenue >1.8bn

**A top 3 Housing Provider and related services**  
Revenue >£800m

**01**

### We Invest

Providing funds and equity management for complex projects

Investing in:  
**RETAIL SPACES**  
**OFFICES**  
**STUDENT ACCOMMODATION**  
**Industrial Space**

Investing in:  
**URBAN**  
*regeneration*

Investing in:  
**PROPERTY**  
**MANAGEMENT**

**02**

### We Build

Providing engineering, tunneling, design, concrete works, construction management...

We build:  
**SCHOOLS**  
**OFFICES**  
*shopping centers*  
**HOSPITALS**

We build:  
**ROADS**  
**RAILWAYS**  
*power stations*  
**TUNNELS**

We build:  
**PRIVATE RESIDENTIAL**  
**Affordable HOUSING**  
*Contract housing*

**03**

### We Maintain

Looking after streets, houses, offices, waterways...

Providing:  
**FACILITIES MANAGEMENT**  
*Business process support*  
**ASSET MANAGEMENT**  
**IT SUPPORT**

Providing:  
**LOCAL AND STRATEGY**  
*highways utilities*  
**CANAL AND RIVER MAINTENANCE**

Providing:  
**REFUSE COLLECTION**  
*Street cleaning*

## We are driven by:

- Meeting customers' needs
- Strong market positions
- Population growth and change
- Increased housing needs
- Brexit uncertainty
- Data and technology
- Government spending

## SAFETY FIRST

Nothing is so urgent or important that we cannot take the time to do it safely.



## We Cross-Sell

- We are confident to tell clients about our breadth of specialist services
- We look for opportunities to sell more of our services to clients
- We help clients save money by combining services
- We ask the right questions to understand client's needs
- We trust colleagues in other areas to do the best for our clients
- We share client information across our business

## We have a clear vision...

### Vision 2020

#### Our priorities:



#### Our targets:

- 2.5% construction margin
- 14% services margin
- 15% ROCE Property and Residential
- £6bn Revenue
- 75% employee management
- AIR: Zero
- 27,000 People
- increased cross-selling
- 90% sustainability



MARCH 2018

# Provide the big picture

- Give the context
- Describe the vision
- Show how it all fits together

# INFORMATION THAT CUTS THROUGH

We tune out what we don't think is relevant





# We tune in to what is relevant to us





# The rule of three

“Life, liberty, and the pursuit of happiness”

“Government of the people, by the people, for the people”

“Friends, Romans, Countrymen”

“Blood, sweat, and tears”

“Faith, Hope, and Charity”

“Mind, body, spirit”

“Stop, Look, and Listen”

“Sex, Lies, and Videotape”

“I came, I saw, I conquered”

Get to the point - quickly

# Children face ban from school if not vaccinated

Health secretary says action needed to combat falling immunisation rates

Chris Smyth Whitehall Editor  
Henry Zeffman Political Correspondent  
Matt Chorley Red Box Editor

Children face being banned from the classroom if they are not up to date with their vaccinations amid widespread concern about falling immunisation rates.

Matt Hancock, the health secretary, said there was a very strong argument for requiring pupils to receive certain vaccinations before they go to school. He said that parents must "take respon-

sibility" as he revealed he had taken the first formal steps towards mandatory jobs by commissioning legal advice from government lawyers.

Any such move faces resistance from many doctors and public health experts who fear forcing children to have jobs could backfire by making parents resentful and suspicious of the NHS.

Speaking at a fringe event at the Conservative Party conference in Manchester, Mr Hancock said: "We need a massive drive to get these vaccination rates back up... When we,

the state, provide services to people, then it's a two-way street: you have got to take your responsibilities too. So I think there is a very strong argument for having compulsory vaccinations for children when they go to school because otherwise they are putting other children at risk."

Last week official data showed that the uptake of each of the 13 jobs routinely given to children under the age of five has dropped in the past year. Coverage of the MMR job has fallen for five years in a row and Britain lost its "measles-

free" status in the summer, leading to focus on the resurgence of anti-vaccine conspiracy theories. However, public health experts believe that the bigger problem is parents' difficulty getting a GP appointment and lack of reminders in an overstretched health service.

Measles is one of the most infectious diseases. To stop it spreading the World Health Organisation says 95 per cent of people should be vaccinated, providing herd immunity for those who cannot have the job. While 90 per cent of

Continued on page 2, col 5

# BUMPER RISE FOR PENSIONS

**EXCLUSIVE Inflation**  
**busting increase of**  
**4% is on the way**

STATE pensioners will be better off by £351 a year after a bumper four per cent rise next April, it is revealed today.  
The inflation-busting increase means those receiving the full state pension

By Sarah O'Grady  
Social Affairs Correspondent

will get £175.35 a week – up from £168.60.

Under current rules, the state pension is increased by the triple lock – whichever figure is the highest out of earnings growth,

TURN TO PAGE 2

# WOMEN DRIVEN TO THE BRINK BY CARE CRISIS

Shock figures show toll on female carers' mental health

**EXCLUSIVE**

By Sophie Borland Health Editor

**THE appalling toll of the social care crisis on women can be revealed today.**

Official figures show that looking after loved ones is having devastating effects on their health and quality of life. Women are twice as likely as men to be left caring for a relative and are at much higher risk of depression, loneliness and other illnesses.

The figures come from a major NHS survey

**Daily Mail CAMPAIGN**  
**END DEMENTIA CARE COST BETRAYAL**  
Of 50,000 unpaid carers which found that 68 per cent of them are female.  
Half of the women said they did not have enough time to look after themselves by either eating properly or getting enough sleep.  
One in five – 21 per cent – said they were neglecting their own health. Another 48 per cent felt depressed and 32 per cent had consulted their GP because their caring responsibilities were making them ill.  
The Daily Mail launched a campaign two months ago calling on the Government to

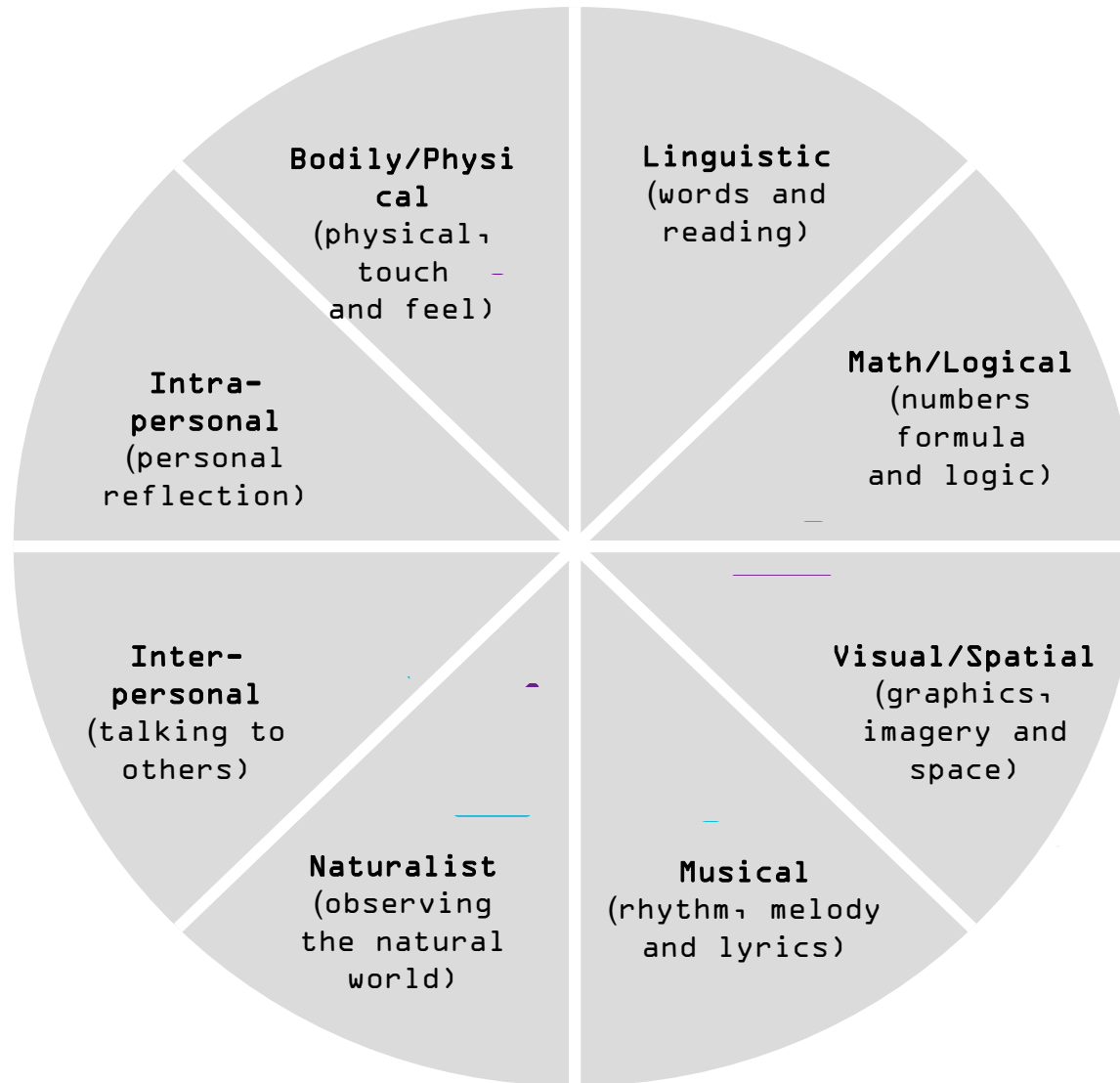


SEE PAGES 6

# Information that cuts through

- Make it relevant
- Stick to three key messages
- Get your point across quickly

# Appeal to different learning styles



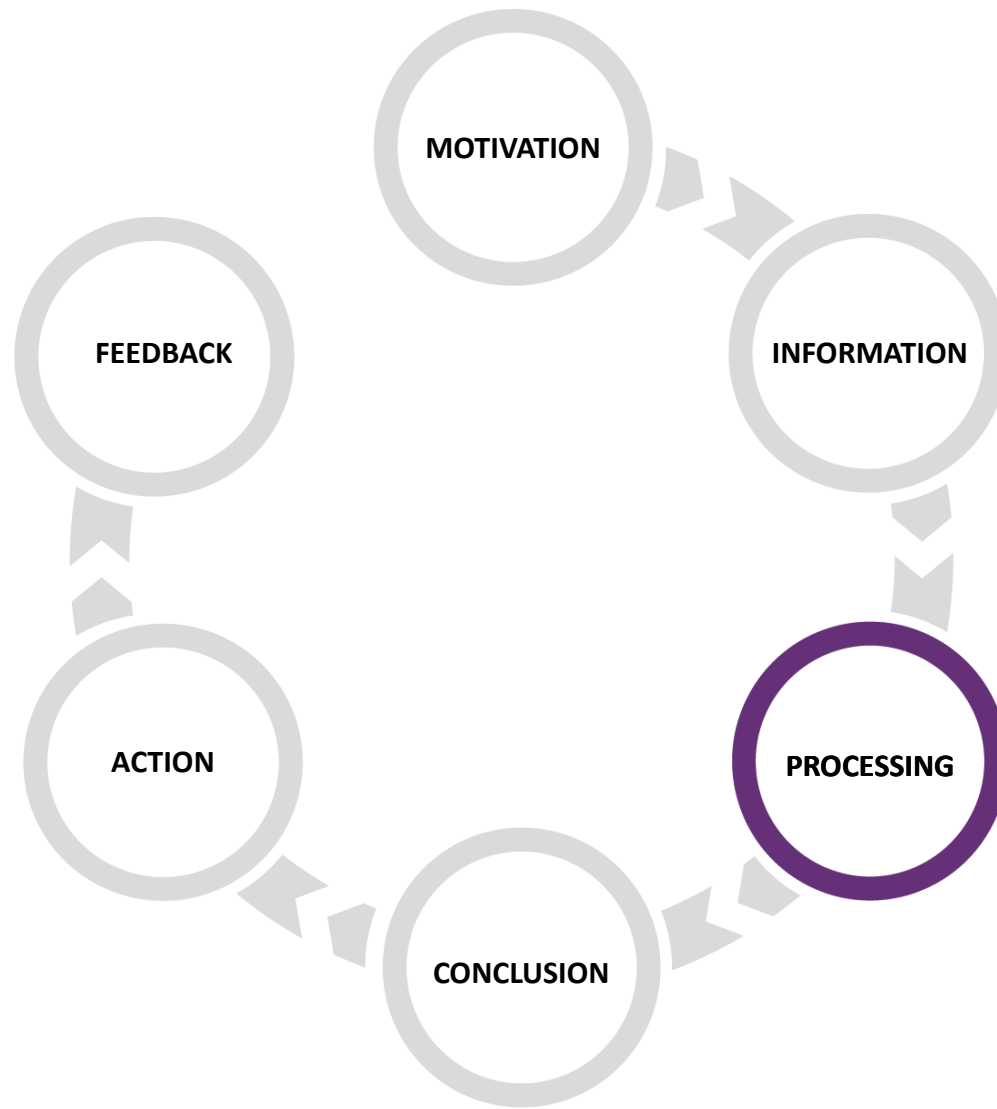


# Appeal to different learning styles

- Use a variety of channels
- Enable conversations
- Know your own style, but cater for others



Help people work things out  
for themselves



# Help people work it out for themselves

- Enable people to ask questions
- Create conversation
- Welcome ideas and feedback

# Nudge don't push



# SYSTEM 1

Intuition & instinct

95%

Unconscious  
Fast  
Associative  
Automatic pilot



# SYSTEM 2

Rational thinking

5%

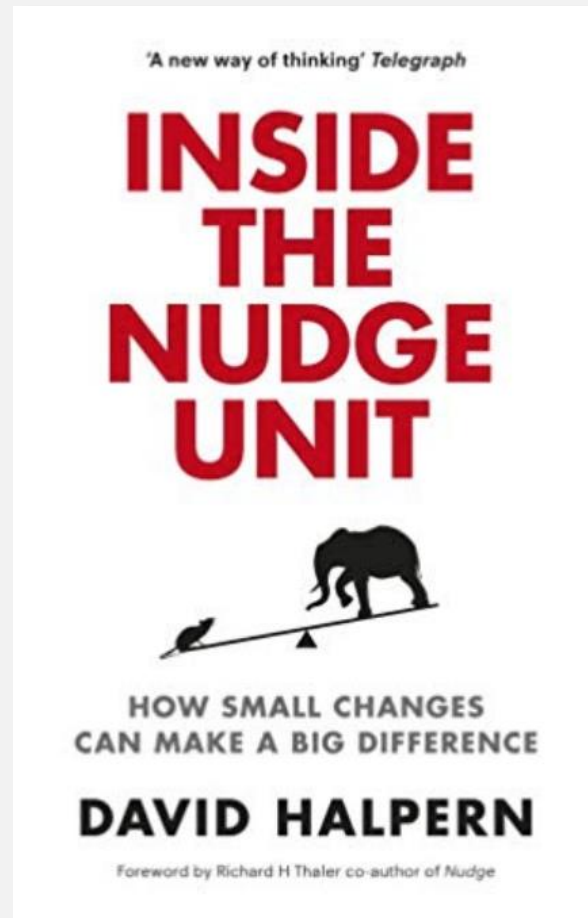
Takes effort  
Slow  
Logical  
Lazy  
Indecisive

# Create a norm

Message to guest	Towel reuse
Help the hotel to save energy	<b>16%</b>
Partner with us to help the environment	<b>31%</b>
Almost 75% of guests reuse towels	<b>44%</b>
75% of guests who stayed in this room reuse towels	<b>49%</b>

Sources: Study by Noah J. Goldstein, Vidas Griskevicius, Robert B. Cialdini of Arizona State University; AOL

# Create a norm





# Make it easy



# Appeal to our instincts



# Nudge don't push

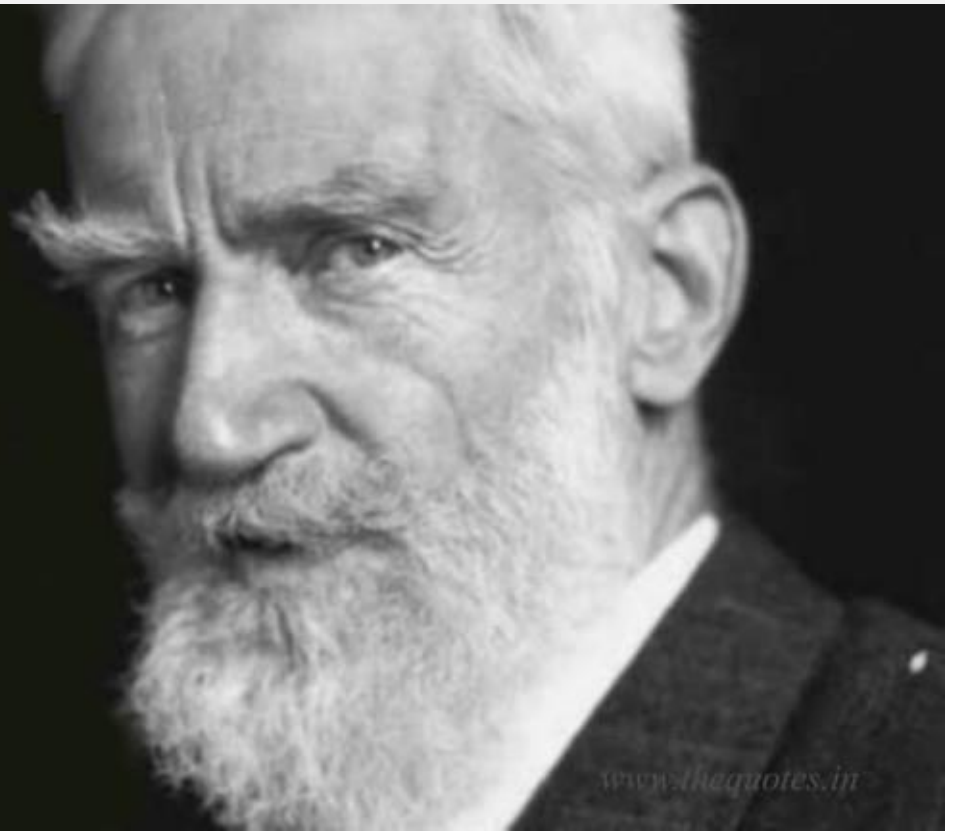
- Create the norm
- Make it easy
- Appeal to our instinct

# Communicating change 6 things to remember

- A compelling reason why
- Provide the big picture
- Information that cuts through
- Appeal to multiple intelligences
- Help people draw their own conclusions
- Nudge, don't push

The single biggest problem in  
communication is the illusion that  
it has taken place.

*George Bernard Shaw*



[www.thequotes.in](http://www.thequotes.in)

# Communicating Change

Thank you!

