

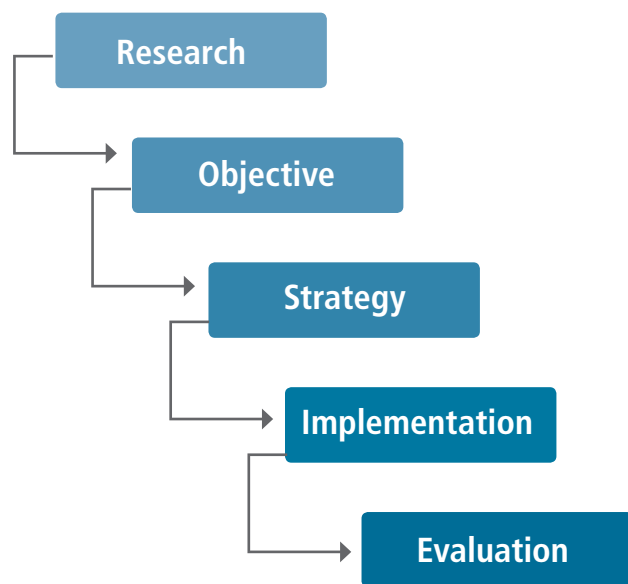
## Melcrum Forum Presentation

# Top ' Internal Communication Practices \$" #&

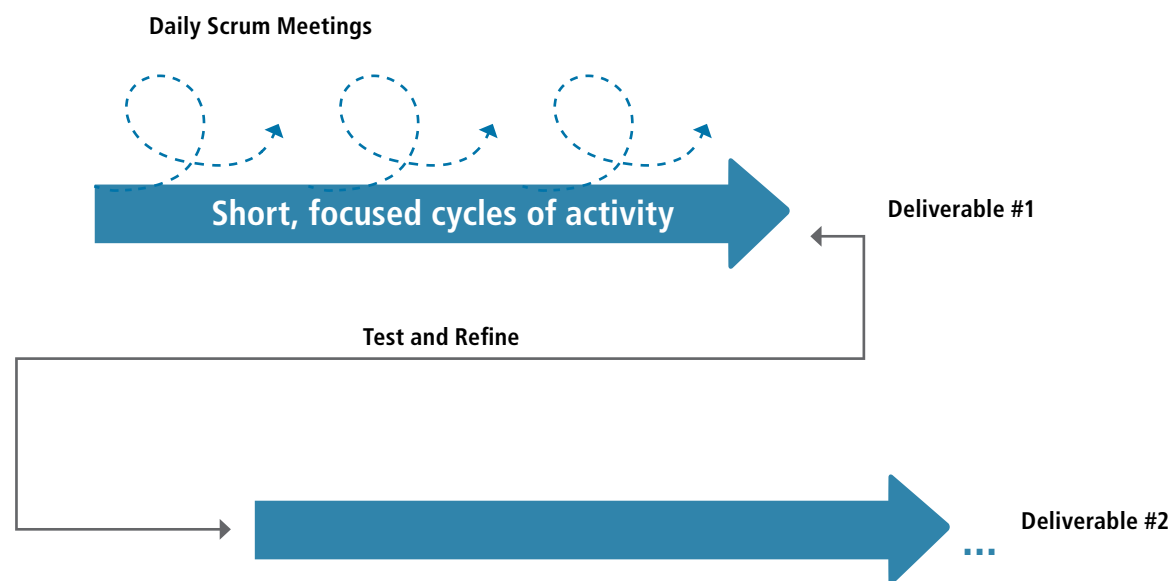


# Practice #1 : Building agile planning processes

## Typical Sequential Design Process



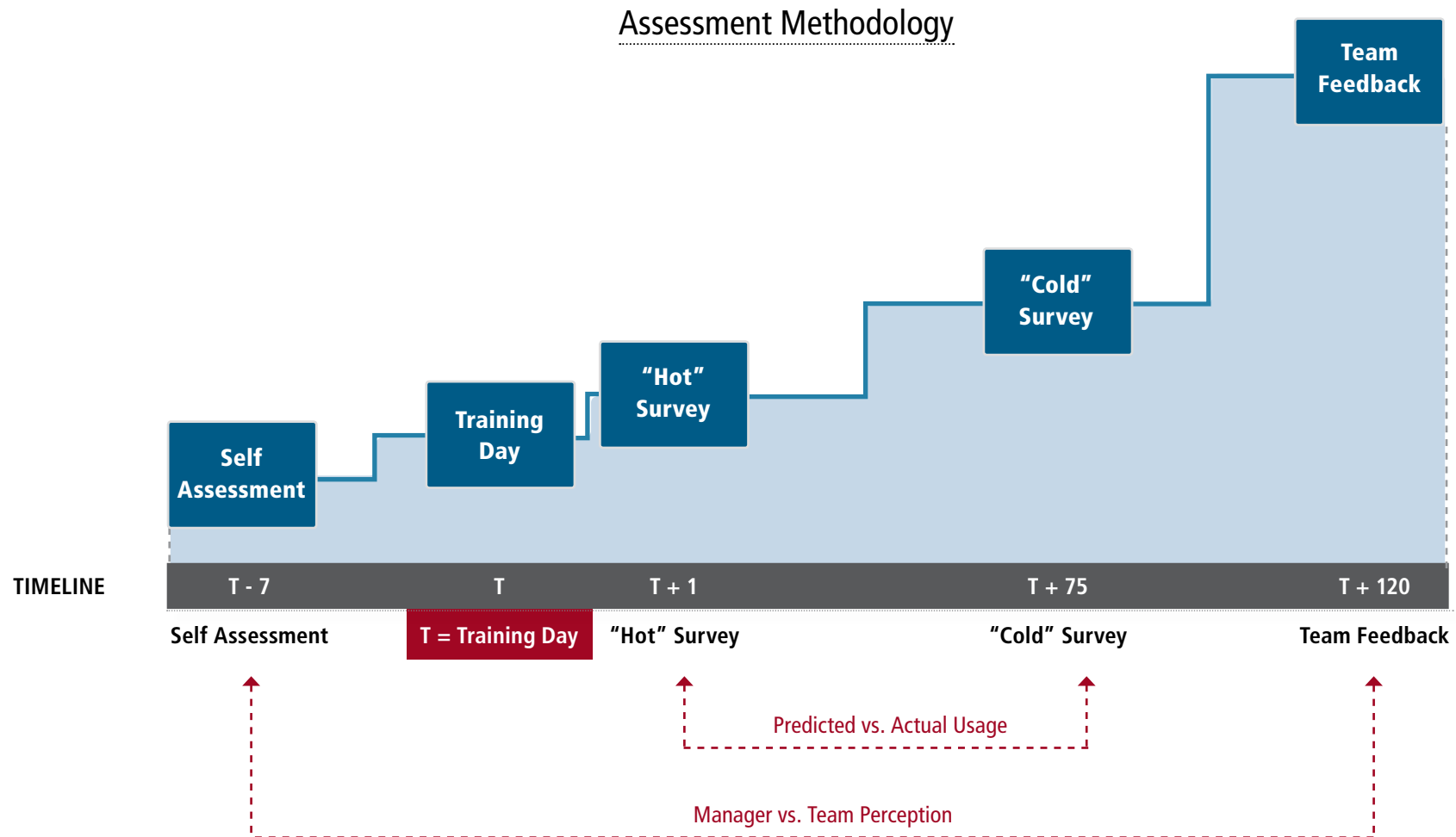
## Agile Process



Rigid waterfall-like design and deliverable production process drives toward a single “big-bet” solution, identified in advance.

Flexible process allows the business to shift focus and reprioritize regularly, allowing adaptation, refinement, and learning to achieve preferred outcomes. Failing quickly – and cheaply – are key benefits.

## Practice #4: Assessing manager communication



# Practice #3: Tightening the connection between communication and manager cascade

## Provoke Conversations

Every 3-4 months, a strategic conversation topic is introduced globally to team leaders via Shell Online

### Traditional channels

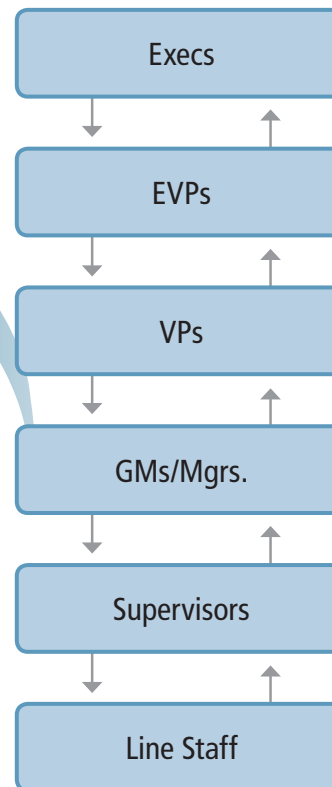
Shell Online, town halls, etc.

### Revised goals

- ▶ Inform and support the conversation topic
- ▶ Simplify message alignment and reduce noise
- ▶ Showcase successful behavior
- ▶ Provide more information

## Engage and Deliver

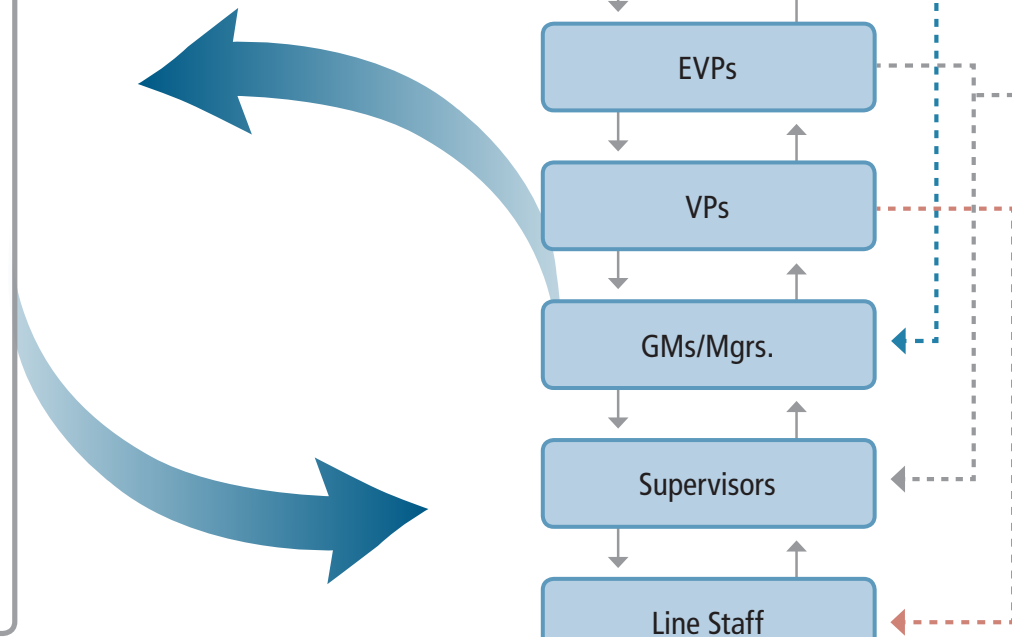
Meeting guide available online for download



## Buzz

Skip-level informal phone calls and roundtables

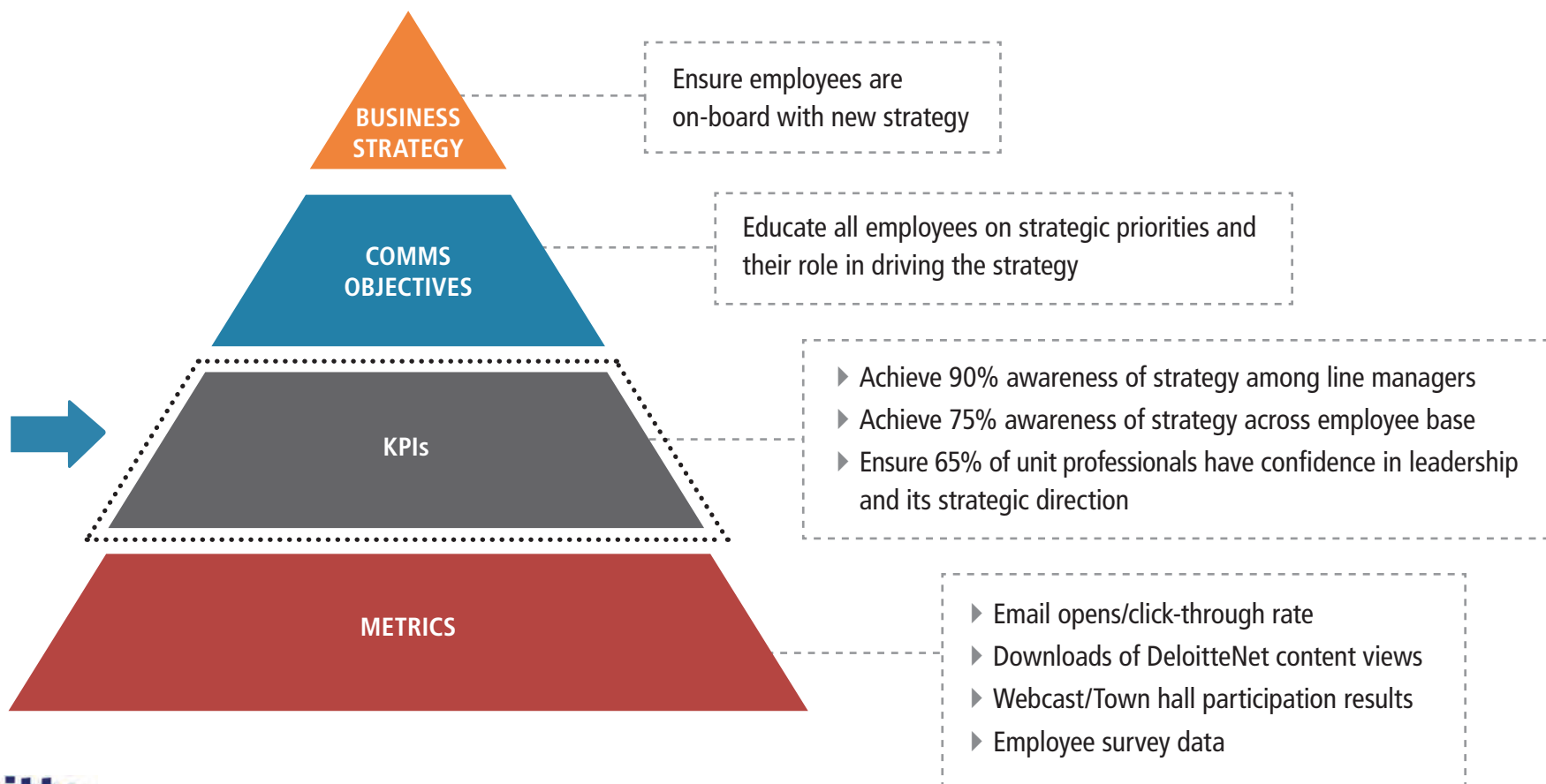
- ▶ Creates "pull"
- ▶ Amplifies the peer-to-peer discussion
- ▶ Rewards behaviors
- ▶ Drives intent



## Practice #2: Choosing the best KPIs to demonstrate strategic support

### New Strategy Roll-Out

*(Illustrative)*



# Practice #1: Going 'all-in' on change

## Criteria of Values Ambassador

- ▶ Able to give 16–20 hours of time
- ▶ Good people skills
- ▶ Good presentation skills
- ▶ Sense of balance and common sense

## Values Workshops

1,500 ambassadors

facilitate

3-hour Values Workshops

to

140,000 employees

over

70,000 days of values training

## Your role as a facilitator:

- ▶ Creating a positive climate
- ▶ Opening with impact
- ▶ Getting people talking
- ▶ Managing a large group activity
- ▶ Running a quick and focused debrief when time is tight
- ▶ Keeping the groups on task
- ▶ Managing group report-backs
- ▶ Probing answers to ensure they are focused
- ▶ Dealing with resistance to being held to account

## Specific techniques for moving discussions on:

- ▶ Factual: 'The next issue we need to look at is...'
- ▶ Other agenda items: 'We can continue to look at this issue in the next section'
- ▶ Use the time: 'To make sure we cover all the ground without making you late, we need to move on'
- ▶ Piggyback on the question: 'That question actually brings us to our next agenda item'
- ▶ Recognise how they feel: 'It's clear you feel strongly about this, unfortunately we're not going to be able to resolve it here. May we move on?'
- ▶ Record the point. 'Let me capture that on the flip chart, and then we can go on

## Components of a 'classic' memorable story:

- ▶ You (with or without your team) are the hero of your story
- ▶ You want to achieve something
- ▶ Someone or something is preventing you getting it
- ▶ You try everything and fail
- ▶ Just when you think all is lost...
- ▶ You find a new strength and win

*"At the start of one of the workshops, a colleague asked whether this was merely a 'box-ticking exercise'. Later that same colleague said the training had given them the belief that things will change, motivated them to progress their career and create a better working environment through embracing feedback."*

**Trainer Information**

**Session 4: Commitments**

Time from start	Session	Purpose
01w 00	Opening - I	Introduce everyone
02w 00	Welcome and Introduction	Senior Leader provides the context for the culture change and new V&B's
03w 00	Values 1	Participants appreciate how the Values were developed
04w 00	Values 2	Participants understand the purpose and how it relates to the Get It done
05w 00	Values 3	Allow individuals to explore their own relationship to the Values
06w 00	Values 4	Get a sense of 'where we are now'
07w 00	Values 5	Explore the Values
08w 00	Break	Have a break
09w 00	Behaviours	Linking the Values firmly to the roles and responsibilities within the team
10w 00	Task Exercise	Get participants thinking about the behaviours that underpin the values and they need to focus
11w 00	Commitments	Participants understand the synergies and tensions between the V&B's and how they relate to the Purpose
12w 00	Commitments	Ensure everyone is going to do something relevant to both the Values and their role, through the lens of the S.C.A.
13w 00	Commitments	All participants are clear this is the start of a process and everyone is invited