Communication Through Change – Part 3

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This video is part 3 of a series of 4.

# Part 3 – Events and Material

## Kate:

I think I learned a lot actually around Comms and Engagement from the Comms and Engagement team. So our events - I’m very used to standing up at the front of a room and saying this is great, this is a great idea, let’s all get on board. But what I think I learned was actually it had to have a real balance of what wasn’t working as well.

And sometimes that was pretty scary. I remember we did a round of Stop and Learn events - so they were kind of open events where we would kind of showcase different parts of the journey. And I remember we did a round of that, and this particular round was absolutely focussed on - I think the headline was “What Are We Learning?”, but it felt like “What have we done that’s really gone wrong with it?” and you know there was a whole load of - there were neighbourhood teams that were videoed and were shown in interviews - all kinds of people were there - that were saying that that was a total clanger, you know, that didn’t work and we tried it this way and that didn’t work. And I suppose, I remember being really anxious about that and thinking “is this really a good idea?” But it was.

People are living it as well so, no matter what we put gloss at the front of it, if you’re out there living it, it’s totally disingenuous. I think some of the events were brilliant at being honest, and real, and not trying to cover stuff up I think.

## Nat:

So, the workshops we knew were great, the Stop and Learns worked well, but what was interesting was how we responded based on what we saw happen in a particular event.

Some of the videos that Kate spoke about that we produced were done because a previous Stop and Learn put teams in a fish bowl scenario in the centre of a room of 80 people and asked them to talk about what wasn’t working and they didn’t want to do that. So then we made the videos.

So each layer had that sort of response, but something that definitely came out of those bigger events was – Okay, we can identify this piece of work. We need a working group.

## Kate:

So there was a number of working groups that I think helped people both input, but also be at the table when decisions were made. And that went back to a kind of centralised working group that we called the “Roadmap Hub”.

## Nat:

So the Roadmap, as we talked about from the beginning, that was what we created to look at the different streams of work, you know, it’s sort of a high-level architecture - for lack of a better word - to look at the change and the framework for it and what we thought might need to take place at particular points in time in order to support different parts.

So there’s a technology component, a people component, the comms, and to communicate that more broadly, we created the infographic. And that was made available electronically, it was also made available as a printed piece. It's lovely to see them around the office, people got them pinned up on walls and things. Just to give people a simpler and cleaner way to connect with the information. The visual component is absolutely necessary, it's non-negotiable you know. If people are just getting streams of emails that look exactly the same no one’s reading them. Visuals tell stories that all the words in the world can't, it helps people to connect.

## Kate:

The pulse survey, it kind of began as a measure of engagement - for want of a better word - so we asked the kind of questions that are in there like “I feel part of a team” “I feel that I’m working with a purpose” “I feel that my autonomy is respected” “I get to make decisions” and we do every six months.

## Nat:

It was absolutely necessary that we shared this is what we doing really well and this is what we're not doing so well and what you know we think we need to be working on.

## Kate:

It’s a pulse survey for us all - for us all to see how are we all doing - not for the executive or the board to see how we tracking.

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