

Reskilling Communication Competency for Organizational Culture Change Management

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Improving Communication Skills to Manage Change within the Organisation

Following the end of the COVID-19 pandemic, we now face a new set of unforeseen changes, both in our daily lives and in the workplace.

We are now experiencing new work environments that include telecommuting and flexible work systems.

At the same time, we are adapting to the digitisation of the workplace and learning to adopt the hot-desk system, even when employees work from home.

Given the constant changes in the market and the demands of customers, companies must constantly reorient themselves to remain relevant and fit for the future.

All the more reason organisations today must not stagnate, but lead and embrace new market trends while encouraging employees to participate in the changes the organisation is expected to make. This includes the roles and responsibilities of business leaders and HR, as they are critical to building a work culture that can adapt to constant change.

It is therefore no exaggeration to say that the hot topic in the field of HR is improving organisational culture. Regardless of the industry or the size of the company, creating a solid organisational culture that makes all the company's employees want to collaborate and adapt is of utmost importance and at the same time difficult to achieve.

The Key to an Organisational Culture that You Can Positively and Voluntarily Participate through Behaviour Change:

Design and support behaviour change to help people realise their identity.

What do you think is necessary to implement desirable measures to adapt to change?

People tend to say, contrary to organisational expectations, “Honestly, I can change as much as I want, but what about the organisation or others?” It seems that people are often sceptical about whether others will change. In other words, “I can change if I want to (I’m already changing), but I don’t think others will change at all,” and in the end, many people tend to have the “negative and lethargic tendency” that behaviour change will fail.

However, people seem to be more adaptable and resistant to accepting many changes in their lives after facing anomalies since the pandemic than they think. Preparing breakfast has become more

like ordering from a delivery service for the next morning than shopping at the mall the day before. And standing in line at the “kiosk” and ordering a cup of coffee through an app has become ingrained in our lives.

In other words, people are naturally passing through a “digital civilisation” that provides them with the necessary and convenient benefits. There are always new mobile devices, apps and over-the-top (OTT) videos that provide a high level of convenience and pleasure. If you learn something because you need it, give it a try. When you get used to a new change, you will be flexible to other changes, and so you will gradually challenge yourself and learn more useful and convenient things.





The Key is Change within Your Own Control

The key to successful organisational innovation lies in people spontaneously deciding to abandon their previous habits and think and act differently. Of course, this isn't an easy thing to do and requires a difficult and complex process and a lot of effort. In this regard, recent HR and leadership trends are making a renewed effort to improve organisational culture by focusing on key concepts such as "trust," "authenticity," and "relationship" from a people-centred perspective.

There are indeed many definitions, but isn't good organisational culture about sharing the purpose and meaning of change with members, allowing individuals to experience their efforts, acknowledging support for their competencies, and building trust together?

In other words: We need an organisational culture that helps individual members to self-actualise and be satisfied in the office. Above all, this includes making independent decisions, reviewing competencies, and improving the quality of relationships.

Conditions for Self-Realisation in Personal Growth and Development

Autonomy

Wanting to do things according to one's own principles or make one's own decisions without being constrained by the environment.

Confidence

Trusting in the belief that one's efforts can bring about positive change in a given environment.

Relatedness

Feeling related to others in the social environment that is based on a causal relationship, mutual respect, and mutual gratification through sharing empathy and social support.

To activate alignment with organisational culture and changed action, communication is essential. The retraining of “communicative skills” that correspond to the direction of social change, generational characteristics, and organisational culture that differs from the past has become crucial. This also coincides with the requirements of leadership trends. Gartner’s recent report (<https://www.gartner.com/en/corporate-communications/insights/employee-engagement-performance-communication>) also states that “new communication strategies and implementations are important for a more human approach to be authentic, empathetic and adaptive.” Specifically, instead of simple theory and lecture-based learning, it is desirable to use a series of workshops and 1-on-1 executive coaching

programmes that can bring about change based on the influence of each individual’s behavioural characteristics and instil “positive expectations and confidence in change” within the organisation. For example, understanding each individual’s character or style is a direct and effective way to better comprehend the direction in which the organisation should change and build consensus on how to be effective through subtle but delicate actions.

In this regard, among the recently introduced assessment tools, Forte is the centre of interest, which includes the analysis of behavioural characteristics and adaptation styles within the organisation, as well as individual tendencies and strengths.

The Forte Communication Style Assessment is:

1) The latest proven global assessment system.

- a. Forte is the groundbreaking global assessment system developed in 1997 and used by more than 6,500 companies worldwide.
- b. Provides a simple, yet intensive assessment that takes only five minutes to deliver an Individual Report, 1:1 Interaction Report, and Team Pulse at once.

2) Distinctive assessment that addresses adaptation and growth as “positive” and provides an adaptive behavioural guide to individual change.

- a. The philosophy of Forte assessment is to focus on “adaptation and growth” in the environment of the organisation.
- b. “You Can’t Build Relationships by “Changing” People. People Do Not “Change”; They EVOLVE and ADAPT through Education, Experience and Feedback. It is not so much “who” you are, but rather how you adapt to others.”

3) The assessment is simple, but extends a variety of analyses and delivers powerful information with a wide range of applications.

- a. In addition to individual personality/attitude analysis, the multidimensional analysis provides the integration of Primary (“who I am”), Adapting (“how I desire to be seen currently”), and Perceiving (“how I look to others actually”) profiles.



Most importantly, Forte workshops and coaching sessions minimise misunderstandings and mistrust that arise from individual differences and establish ground rules for future communication. To move to a change-focused culture, organisations must address the technical aspects of overall task competency and foster the communication skills that underlie task performance and adaptation to change. It is important to help employees feel understood as individuals, communicate individually that can be supported according to their unique needs, and familiarise them with improved communication options to minimise conflict and improve performance in accordance with others' protocols for change and adaptation. Since the formation of a new and more positive organisational culture that we all hope for can ultimately be made smoother and more powerful through changes in communication between

individuals, now is the time to think about supporting it by improving the speed and effectiveness of changes in communication skills.



Sohyun Kim

Business Advisor / in Charge of Project Development
& MKT via Partnership

Sohyun Kim has more than 21 years of experience in HR services and leads partner collaboration, PCG consulting and seminars required in the business field of PERSOLKELLY services. She also has a Master Certificate in Forte Communication Style Assessment.



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