

Communicating through Executive Change: Staying on Course as Someone New Takes the Helm

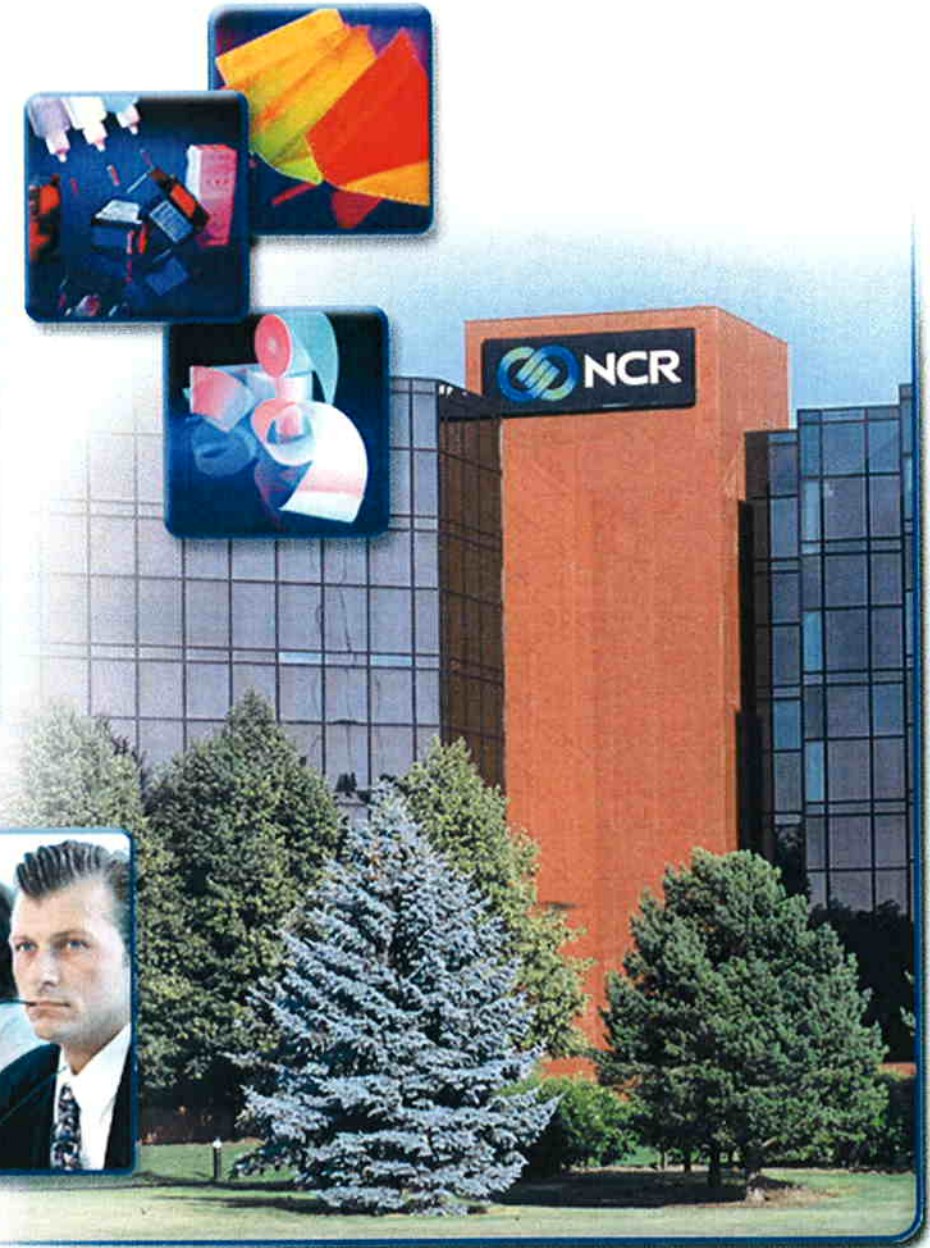
Shelley A. Bird
Chief Communications Officer
NCR Corporation



Transforming Transactions
into Relationships



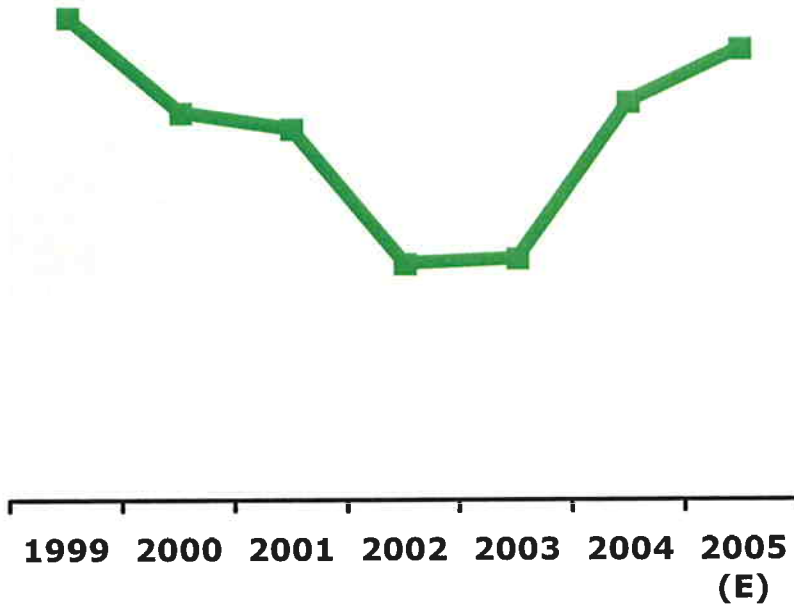
**A funny thing
happened on the way
to the conference...**



Moving In the Right Direction

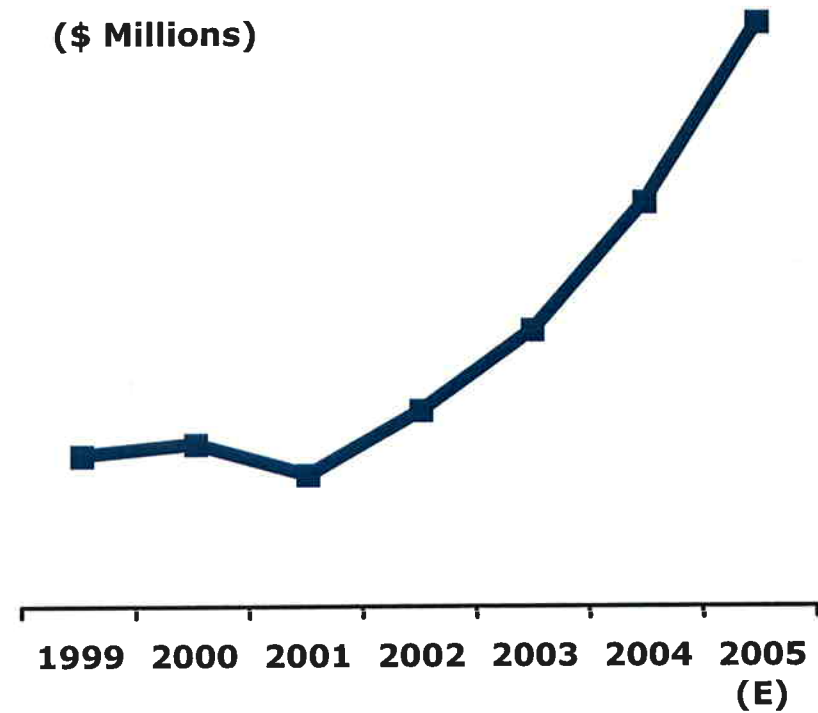
Revenue

(\$ Millions)



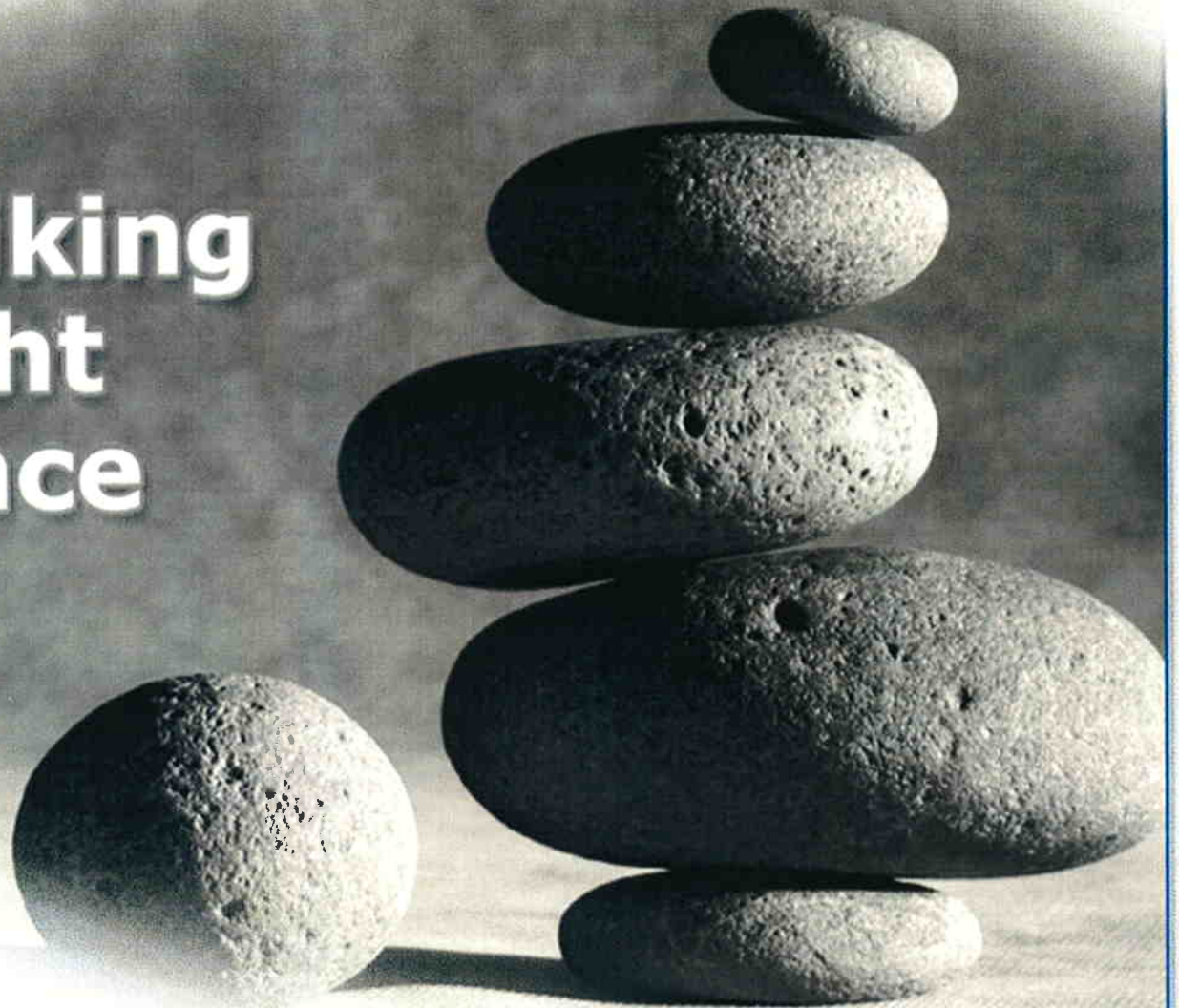
Operational Performance

(\$ Millions)





Striking the Right Balance



Striking the Right Balance

- Establish a sense of urgency
- Create a guiding coalition
- Develop a vision and communicate it



**1.
Grow
revenue**

**2.
Move costs to
1st quartile
benchmarks**

Striking the Right Balance

- Establish a sense of urgency
- Create a guiding coalition
- Develop a vision and communicate it
- Clear the way for broad-based action and enforce the rules
- Recognize small wins
- Consolidate small wins
- Anchor new behaviors and processes

Communication To Drive Change

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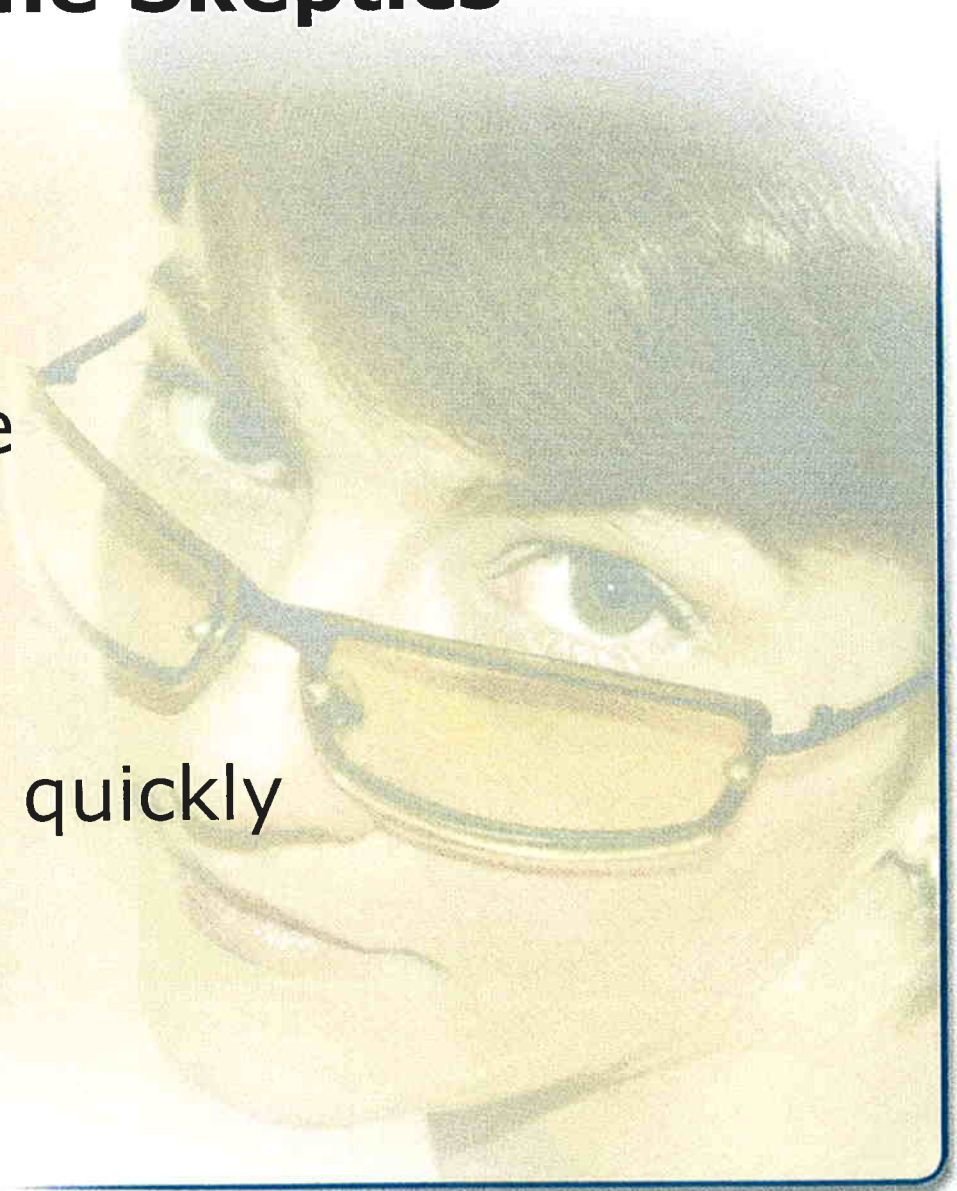
Strategy for Change Success	Action	Result
1. Establish a sense of urgency	Articulate urgency and problems with status quo.	Shared Need
2. Create a guiding coalition	Start at the top and model the change we expect at leadership level. Establish "early adopters" team.	Accountability
3. Develop a vision	Set and explain the end-goal (people don't get excited about something they don't understand).	Anticipation and Hope
4. Communicate vision and plan	Use every means to communicate why and what. Create opportunities for dialogue.	Understanding
5. Clear the way for broad-based action and enforce the rules	Drive execution and enforce discipline. Show clear intolerance for passive dissent. Continue dialogue.	Alignment
6. Recognize small wins	Set and celebrate short-term milestones. Recognize behaviors and results aligned with change.	Momentum
7. Consolidate small wins	Use credibility of small wins to continue push to big victory. Build a feeling of progress towards the vision.	Culture of Success
8. Anchor new behaviors and processes	Connect the change with organizational success. Remind that this is way we do things.	Sustained Change

Dealing with the Skeptics



Dealing with the Skeptics

- Prioritize
- Be strategic
- Reinforce the positive
- Communicate, communicate, communicate
- Be patient, but move quickly



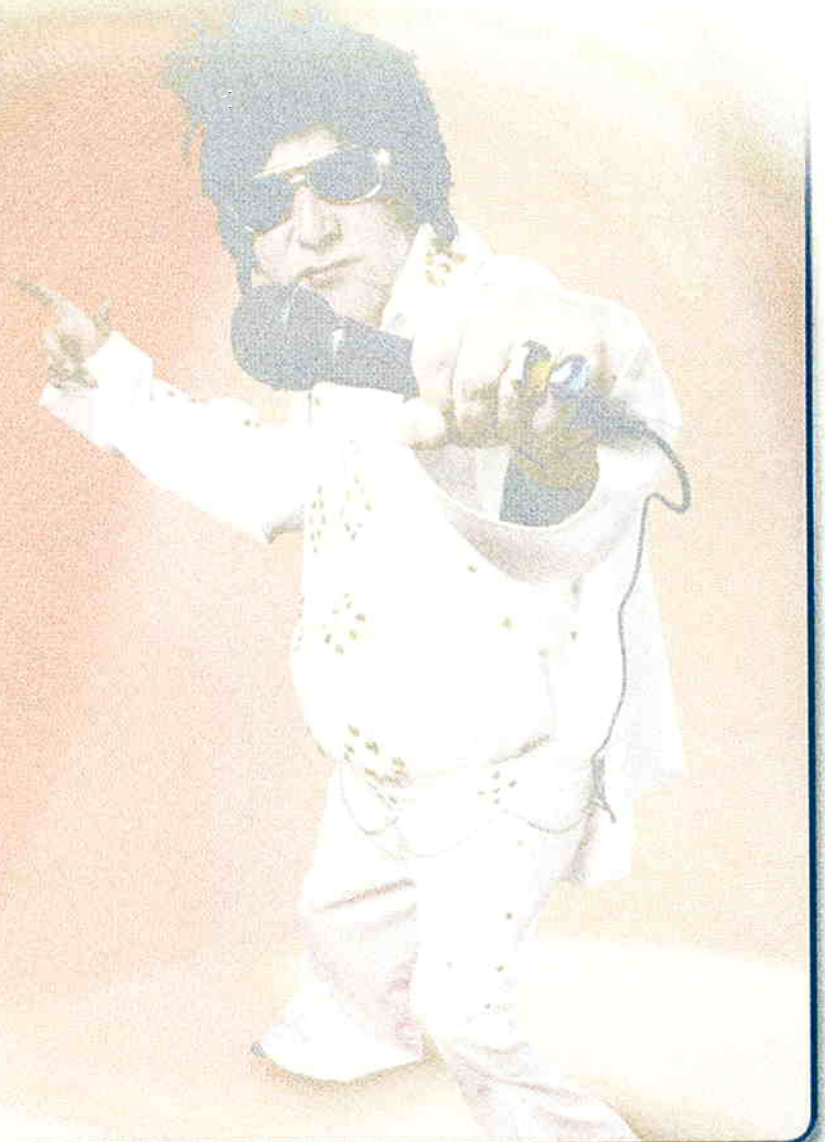
The "Song and Dance"

*Reaching All Audiences
with the Right Messages*



The "Song and Dance"

Nine to Five
Dolly Parton





What we *don't* want ...

Traditional workplaces reflect the hierarchical nature of traditional companies. With hard walls and lots of proprietary space, they create pockets of isolation and stale spaces where employees can feel shut out from their management and from the rest of the company.

What we *do* want: A High-Energy, Collaborative Work Environment

NCR is transforming our space into a dynamic, open, energized, and collaborative work environment. We'll undergo changes in our physical environment to facilitate new ways of working together. We are creating an environment that is exciting and productive for our knowledge workers.

1 Openness

Collaboration starts with openness and access. Fewer hard walls, more open spaces, and equal access to facilities will increase opportunities to share knowledge. The exciting and creative interactions that will result from removing barriers between organizations and levels will allow us to work more effectively.

2 Flexibility/Choices

The new NCR workplace will provide more choices of settings for individual and team work. Additional LAN access points, conference rooms, informal meeting spaces, and team pods will support group activities. "Phone Booths" and "Huddle Rooms" rather than individual enclosed offices, will accommodate the need for privacy.



3 Sharing/Access

Innovation is sparked when people share ideas freely. Both in casual and formal settings. In the new NCR workplace, informal meeting spaces will be added and conference rooms will no longer be restricted to specific departments. This will increase collaboration and appreciation of the value each worker brings to the enterprise.

4 Community

Social interactions and networking contribute to personal satisfaction. We'll have an increased amount and variety of group spaces to support teamwork. Technology enabling mobility, connectivity, and collaboration will be provided and limited in achieving our common goals.



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Address http://ncrspls.ncr.com/discussion/lists/NCR%20Tack%20board/AllItems.htm

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Transforming Transactions into Relationships

NCR Tack Board

[Add new discussion](#)

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NCR Tack Board

Subject	Modified	Modified By
• 5% payout for RSD !NEW	1/27/2005 1:07 PM	Gowers, Daniel
• Reporting Standards training presentation	1/24/2005 3:59 PM	Bryan, Jim
• Reporting Standards training presentation !NEW	1/26/2005 11:33 AM	Harris, Kern
• Customer Engineer's Library	1/24/2005 3:56 PM	Bryan, Jim
• Customer Engineer's Library !NEW	1/26/2005 11:29 AM	Harris, Kern
• CIGNA PPO 2004 Radiation requires a copay?	1/20/2005 12:52 PM	Speciale, Nancy
• CIGNA PPO 2004 Radiation requires a copay?	1/21/2005 5:21 PM	Van Goor, Holly
• CIGNA PPO 2004 Radiation requires a copay? !NEW	1/26/2005 3:45 PM	Speciale, Nancy
• Anthem BC-BS- Ohio	1/20/2005 12:37 PM	Gremling, Richard
• Anthem BC-BS- Ohio	1/20/2005 2:44 PM	Brown, Jeff
• Anthem BC-BS- Ohio	1/21/2005 4:19 PM	Williamson, Jennifer
• Anthem BC-BS- Ohio	1/21/2005 4:42 PM	Ricker, Tera
• Anthem BC-BS- Ohio !NEW	1/26/2005 11:29 AM	Berry, Nancy
• Anthem BC-BS- Ohio !NEW	1/26/2005 3:15 PM	Dye, Kim
• Anthem BC-BS- Ohio !NEW	1/27/2005 7:14 AM	Grikstas, Raymond
• Anthem BC-BS- Ohio !NEW	1/27/2005 1:52 PM	Whitaker, Alicia R
• Job reclassification	1/20/2005 7:13 AM	Bragg, John
• Job Titles Changing	1/19/2005 1:29 PM	Nichols, Lynn
• Job Titles Changing	1/19/2005 4:16 PM	Romano, Donald

Done

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Trusted sites

Energizing NCR - Microsoft Internet Explorer provided by NCR Corporation

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Energizing NCR

GET ENERGIZED!



Energizing NCR is your information resource about the actions NCR is taking to get on the road to growth.

Post your opinions on our discussion board. View the latest communications. Learn about upcoming all-employee events!

Energizing NCR Updates (Dayton Campus)

- [Holiday Celebration, Friday, Dec. 10](#)
- [Holiday Bazaar, Dec. 6-10th](#)
- [WHO Lobby Open House, Dec. 10th](#)
- [Get Out and Vote! - Nov. 2nd](#)
- [Rock the Vote - Oct. 28th](#)
- [Summer Celebration Series \(Begins June 17th\)](#)
- [Spring Fest, April 7th & 8th](#)

[more>>>](#)

All-Employee Communications

Awards & Recognition

NCR associates are making a difference and being recognized for their achievements. [more>>>](#)

Upcoming Events:

- [Q4 All Employee Webcast with Mark Hurd, Thursday, Jan 27th at 11:30am.](#) [more>>>](#)

RESOURCES

Join the Discussion

The Tack Board is NCR's on-line discussion group where you can discuss attitudes, thoughts and suggestions on company activities and changes!

Interested in making NCR a more energized, successful organization?

[Join the discussion >>](#)

Done Trusted sites



The "Song and Dance"

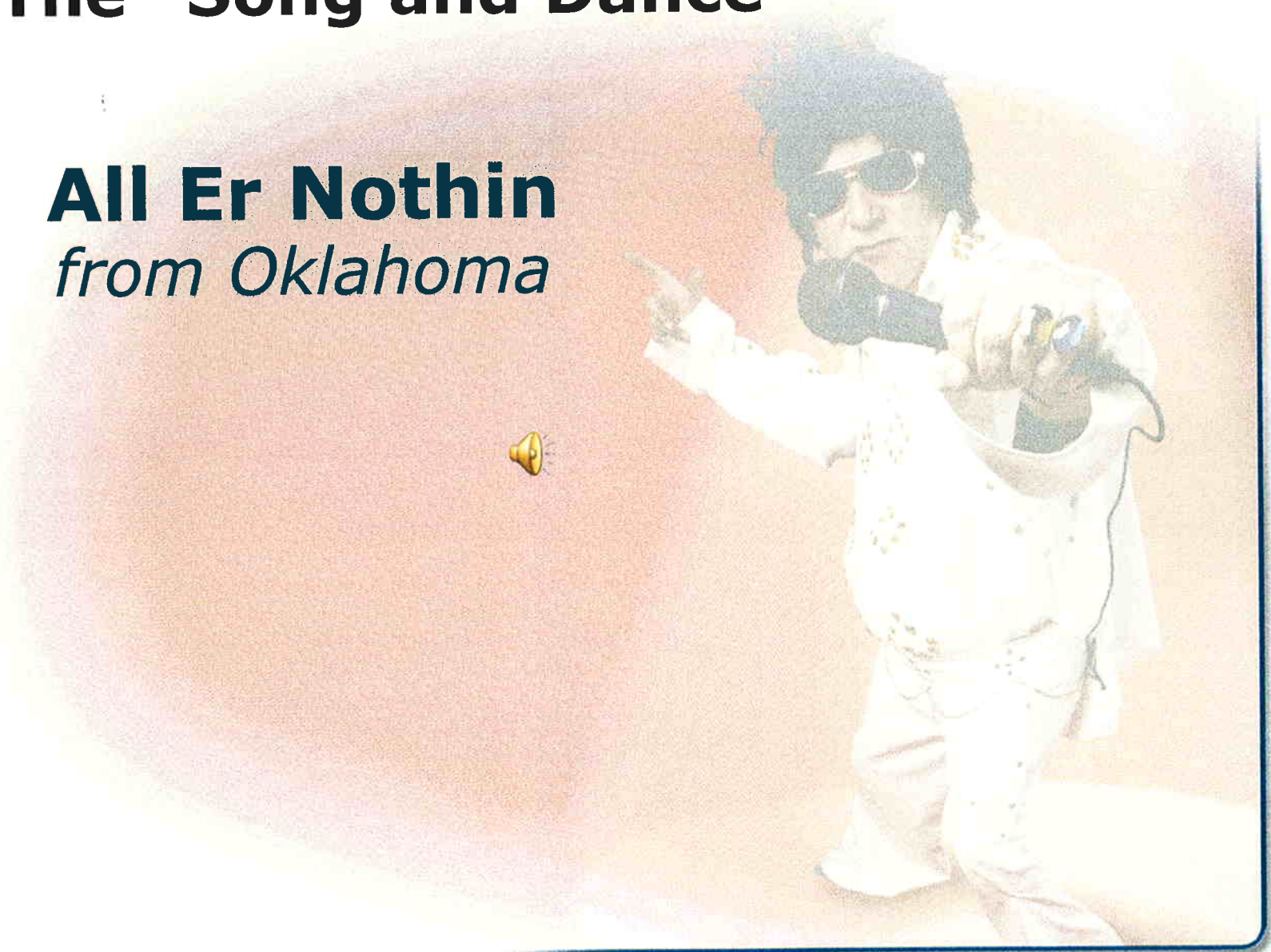
**Keep the
Customer
Satisfied**

Simon & Garfunkle 🐛



The "Song and Dance"

All Er Nothin
from Oklahoma



The "Song and Dance"

Consider Yourself *from Oliver*

