



BALANCING COMMUNICATION TECHNIQUES TO DELIVER RESULTS

Katie Ricks
Emergency Services and Security Global Technology Center Director

October 2022



General Business

EXECUTIVE SUMMARY

- Balancing your communication across your organization leads to your success and that of the team.
- Plan your communication. Complex efforts should have a documented communication plan.
- Communication modes should be appropriate for sensitivity of messaging.
- Be mindful of organizational culture and cultural diversity.
- Strategy
 - Relationships -- *“the key to this business is personal relationships”* Jerry Maguire
 - So what, up front – Why are you here, what do you want
 - Be empathetic – Lead with your heart
 - Seek out Influential Leaders – positive influencers that affect change and have trust of the organization to help you
- Keep the conversation going! Sustain your change through feedback and frequent check ins



WHAT SPEAKS TO YOU...

"The key to this business is personal relationships"

"Roll with the punches. Tomorrow is another day"

"If this [pointing to heart] is empty, this [pointing to head] doesn't matter"

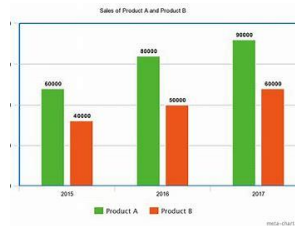
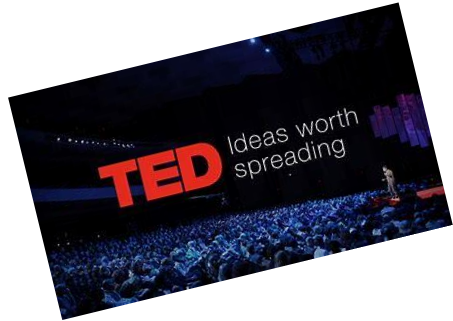
"I love getting up in the morning.

I clap my hands and say "This is going to be a great day!"

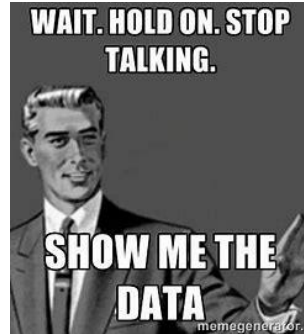
"Hey... I don't have all the answers. In life, to be honest,

I have failed as much as I have succeeded. But I love my wife. I love my life.

And I wish you my kind of success"



What inspires you?
What keeps your attention?
What energizes you?
What methods are ineffective for you personally ?



General Business

EFFECTIVE COMMUNICATION – WHY IT'S IMPORTANT

■ Ineffective Communication leads to

- Lack of or limited *buy in*
- Lack of understanding
- Missed deadlines or compliance requirements
- Productivity loss
- Team conflicts
- Loss of trust
- REWORK

As the complexity of your project increases the need for balanced and effective communication is critical for success and sustainability of the change.

Desired Outcomes

High trust; highly effective teams
Stakeholder engagement
Stakeholder involvement such that
they part of the conversation



PLANNING FOR SUCCESS

■ Communication Plan

- Who are your stakeholders and how are they different?
 - ✓ C Suite vs Process Operations ?
 - ✓ Production Leaders? Maintenance?
 - ✓ Community members ? Regulators? Both?
- What are you communicating?
 - ✓ First time? Periodic updates? Just in time? Severe incident? Regulations? New program?
- When are you communicating?
 - ✓ EARLY and OFTEN
 - ✓ Pre-Reads are often helpful especially for senior leadership
 - ✓ It's ok to say “ I don't know” or “ I don't have all the information, but I will follow-up”



PLANNING FOR SUCCESS

- Why are you communicating?
 - ✓ What do you need from your stakeholders... support, budget, work process changes, long term changes, short term changes, team members...
- How are you going to communicate it?
 - ✓ Email, meeting, virtual vs. face to face
 - ✓ Consider face to face meetings, when possible, for initial kick off meetings for large efforts or for sensitive topics
 - ✓ Where face to face meetings aren't possible, ask attendees to use cameras if comfortable



THE IMPORTANCE OF CULTURAL AWARENESS

- What is your organizational culture? Psychological Safety is important
 - Remember communication is often about change management
 - Foster two-way communication for understanding and buy in

- Are you communicating across different geographies?
 - Consider diversity in language and culture
 - Slow your cadence, don't use slang or local sayings
 - Ask questions to seek understanding



STRATEGIES FOR ADOPTION

Relationships... actively manage your relationships

- Do you know your stakeholders? Do you know your influencers? The good, the bad, the indifferent..
- Build your relationships, be genuine, make the time to get to know your teams
- When you can't, find out as much as you can
- Understand how key stakeholders respond to information the best and present in that format

So what, up front..

- Start with your ask at the beginning of your communication
- “ why are you there” – “I need your support.”
- If you have a problem, BRING SOLUTIONS
- Be concise, less is more
- Include your data, applicability analysis, plan, etc.. as back up. Be prepared for questions and negotiations
- Read your room, move along or slow down based on body language and tone of the audience



STRATEGIES FOR ADOPTION

Be empathetic

- Your stakeholders must process the message
- Be prepared for push back, think through possible derailments and have some solutions
 - How will you redirect?
- Don't be afraid to impose a boundary
 - I appreciate your feedback, “ let's put in the parking lot, and discuss outside of this meeting”
 - Acknowledge the challenge to the team and reassure that we will do it together
 - Importance of Vulnerability and authenticity

Seek Influential Leaders

- Use your influential leaders to help you build communications, training, solutions, work processes, etc.
- Have those folks communicate the value to others in the organization
- Seek their counsel for stakeholder involvement ahead during your planning phase
- Lead from the back, it's a team effort to manage change



SUSTAINABLE CHANGES AS A RESULT OF EFFECTIVE COMMUNICATION

- Any time you are communicating you are doing a form of change management
- Effective communication directly affects the result of your project and can affect your long-term credibility
- After your project, training, inspection, etc, followup to measure how sustainable your change was to the organization; ask your leader for feedback, etc.
- Ask individuals their thoughts on the outcomes and actively listen to concerns
- Consider adjustments if more *buy in* is needed





KATIE R. RICKS
EMERGENCY SERVICES AND SECURITY
GLOBAL TECHNOLOGY CENTER DIRECTOR, DOW



KATIE IS THE TECHNOLOGY CENTER DIRECTOR OF THE EMERGENCY SERVICES AND SECURITY (ES&S) EXPERTISE CENTER. KATIE'S TEAM IS RESPONSIBLE TO DEVELOP PERFORMANCE-BASED TECHNOLOGY STANDARDS AND INNOVATIVE SOLUTIONS ALIGNED WITH DOW AND ES&S GOALS. THE TECH CENTER LEVERAGES AVAILABLE TECHNOLOGY AND EXPERTISE, INTERNAL AND EXTERNAL TO DOW, TO GAIN COMPETITIVE ADVANTAGE AND SPEED OF IMPLEMENTATION. THE TECH CENTER DRIVES CONTINUOUS IMPROVEMENT THROUGH GOVERNANCE VIA AUDITS, SECURITY RISK ASSESSMENTS, REGULATORY COMPLIANCE, ETC. TO ENSURE EFFECTIVE IMPLEMENTATION OF STANDARDS THROUGHOUT THE ENTERPRISE. KATIE'S TEAM IS ALSO RESPONSIBLE TO IMPLEMENT INNOVATIVE SOLUTIONS RELATED TO EMERGENCY RESPONSE AND SECURITY TO ENSURE SAFETY AND SECURITY OF PEOPLE AS WELL AS ENTERPRISE SOLUTIONS TO PROVIDE WORLD CLASS SECURITY SYSTEMS. KATIE HAS 20 YEARS OF EXPERIENCE IN THE REGULATORY COMPLIANCE DISCIPLINE WITH MULTIPLE INDUSTRY LEADING PETROCHEMICAL COMPANIES. KATIE RECEIVED HER B.S. IN BIOLOGICAL ENGINEERING FROM LOUISIANA STATE UNIVERSITY IN 2000. KATIE ALSO PARTICIPATES AS A MENTOR TO YOUNG ENGINEERS THROUGH DOW'S WOMEN'S INNOVATION NETWORK AND SERVES AS ON THE NORTH AMERICA WIN STEERING TEAM.

Questions?

Thank you!