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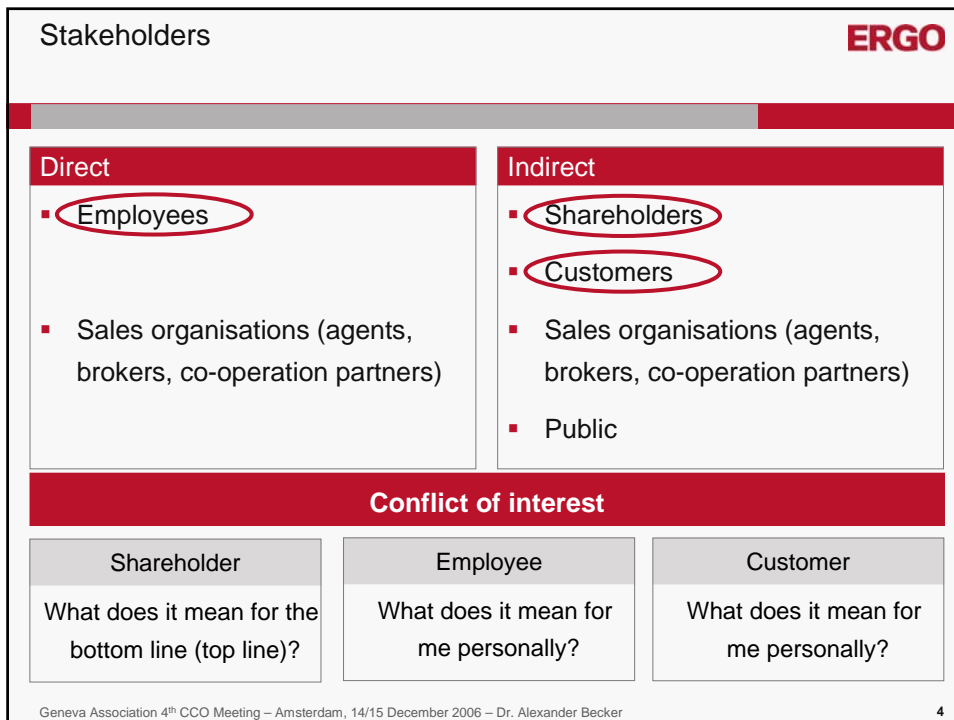
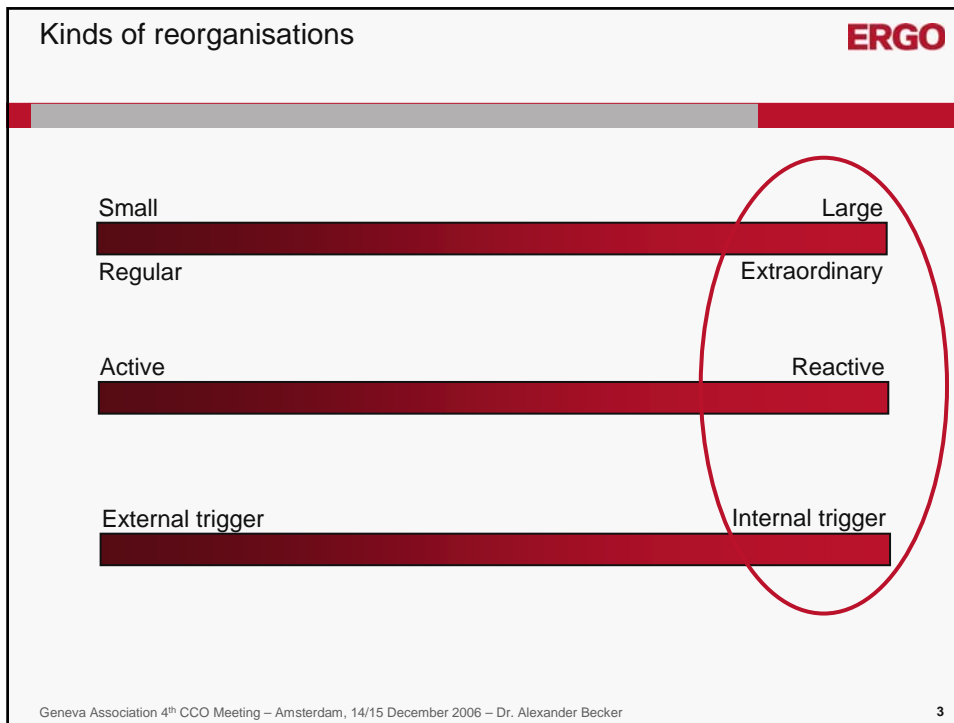
Challenges in Communicating on Restructuring

Alexander Becker

Agenda

ERGO

- What makes communication on restructurings a challenge ?
- Given this, what can we do ?



So, what makes communication on restructuring such a challenge?

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- Time gap
Information to capital markets at early point of the process – when there are no answers to employees' questions
- Stakeholder gap
Early information of capital markets gives employees impression that restructuring is one-sided for benefit of shareholders
- Content gap
"Reorganisation" often seen as euphemism for "cost-saving" or "headcount reduction"
- Discipline gap
Information treated as a tradable good by people involved
- And last not least
(Mis-)Information as a bargaining tool

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And what can communicators do about it?

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- Time gap
Try to inform employees as soon as possible
- Stakeholder gap
Try to enforce a one-voice-communication
- Content gap
Try to make out your story in advance and stick to it
- Discipline gap
Try to be fast all the time to reduce trading time
- And last not least
... take the flak!

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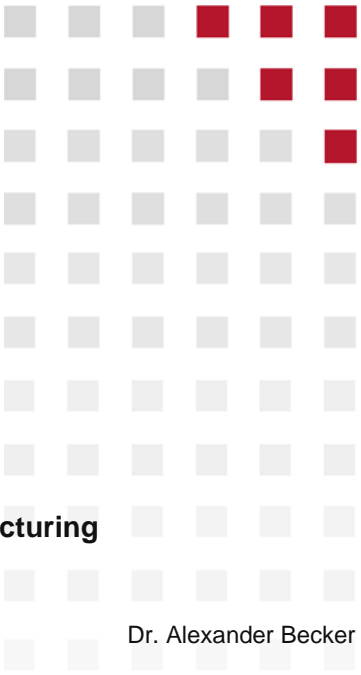
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Questions for discussion **ERGO**

- Time gap
What are the best instruments for fast information?
Is there a trade-off between time and form?
- Stakeholder gap
What is the best organisational structure to ensure a one voice policy?
Is something like a clear stakeholder hierarchy defined?
- Content gap
How to stick to a story if/when things evolve unexpectedly?
Does it even make sense?
- Discipline gap
What are the best ways to ensure speed and consensus at the same time?
Is middle ground the preferable solution?
- And last not least
How to manage expectations regarding the role of communication?

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