

## Help Your Team Understand the New Core Technology Initiatives



IT employees want their managers to help them navigate the division's new core technology initiatives. This insight comes from those who completed a recent survey about the impact the implementation is having on their work.

To help your team understand these initiatives, use this message sheet to address their questions and help keep them in the loop.

**HOW TO COMMUNICATE:** Communication is key to ensuring the latest technology implementations—and our employees—are successful. Use the messages below to **educate your team** about the need for change in the forthcoming initiatives.

### **TIPS FOR COMMUNICATING:**

- **Use both verbal and written communications** to address different learning styles.
- **Repeat messages frequently** to ensure clear understanding of our mutual goals.
- **Communicate the messages** at team meetings, in one-on-one situations, and in other venues, whenever possible.
- **Create a sense of urgency** when communicating key messages to ensure they resonate with team members. Help them understand that the future of our business depends on improving our results.

### **KEY MESSAGES**

The implementation of new technologies comes with challenges, personal tradeoffs, and having to learn new skills. Taking a structured change management approach will help employees work through the

process of change while improving their technological intelligence.

Impress upon employees the following items.

- **The competitive landscape is intensifying.** Our competitors are gearing up to gain market share from United and some airlines experienced record profits last year, giving them a financial advantage over United. To improve our competitive standing, we will reposition the IT department to become a powerful in-house agency that moves the company into a leadership position in the industry through technological advancement.
- **Our goal is to strengthen our operational abilities by:**
  - **Improving our IT operations:** We need to provide greater value to our customers, business partners, and shareholders to maintain a safe, competitive, and reliable product.
  - **Simplifying our environment:** We will simplify our approach and standardize our practices to achieve greater efficiencies and effectiveness. Our systems are complex—we're supporting legacy systems which consume time and effort, incur high costs, and add risk to the environment. Implementing new/improved systems will propel our operation forward.
  - **Focusing on maturing our processes and governance.** We must achieve more predictable outcomes and reduce our failures to ensure we achieve operational stability levels at 100 percent optimization. Every employee will be responsible and accountable.
  - **Continuing to align organizational structure and culture.** We'll leverage our talent most effectively by better aligning our organizational structure. We'll enable greater flexibility by leveraging the individual strengths of our employees. We anticipate some role changes will occur and will have more information in the coming weeks.
- **What's in it for employees?** Employees can expect to learn new skills and technologies, enjoy faster and easier task completion, and achieve higher productivity.
- **We will provide significant training and support** to ensure all our employees are well-skilled for their new responsibilities in the form of hands-on training, instructor-led courses, and online training. Better educated employees will become our main competitive advantage.

We'll send more information soon to help prepare you (and our employees) for the rollout of the core technology initiatives.