

Letsignit

Email signature manager.

How-to Guide:

Communication initiatives to achieve change management





Digital transformation, internal reorganization, creation of a new service offering, and outsourcing an entire department....

There are many reasons that push a company to change, and even more so since the health crisis.

Change management has several aims:

- **Facilitating teams' acceptance and understanding of the new project**
- **Anticipating and mitigating resistance to change**
- **Accelerating the transition and reducing costs**
- **Maintaining and promoting team spirit**

As such, change cannot only be approached from a strategic and financial perspective, but must factor in the organization's complexity and culture.

The objective: to ensure the support of the employees. Because a company can only change through the people who make it up; **it is the behavior adopted by each person that will seal the success or failure of the transition.**

So how can you promote successful change?

In this e-book, you will find the key steps to lead the change, the best touch points to consider when broadcasting your messages and how the email signature can support the transformation of your company!

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Piloting Change: The Catalyzing Factors and the Art of Involving Employees



Increasing competition, changing work methods, the health crisis, creating a new service offer—any number of factors can be catalysts for change in a company, and each one must be accompanied by strong internal communication in order to successfully bring teams together.

Heraclitus of Ephesus was before his time when he gave us the adage,

**“Nothing is permanent,
only change.”**

Every group of people experiences change as part of daily life, not the least of which are companies. But we must differentiate between the many small operational changes that take place regularly, and strategic redirections that profoundly alter organizations and the way they function

Why change?

Most companies need to change and re-evaluate themselves in order to succeed sustainably over the long-term.

Digitalizing new work processes, adapting to legislative developments and regulatory constraints (like GDPR), increasing competitive pressure, mergers and restructuring, creating a new service offer, outsourcing a department, moving all or some of the staff... **there's a wide range of potential catalysts of change.**

In recent months, the pandemic has caused numerous disruptions and brought entire parts of the economy to a halt. But it has also led thousands of companies to reinvent themselves, modify their business model, or simply create brand new products and services they might otherwise never have thought of. **So, we change to adapt, but we also change to progress. After all, what company doesn't dream of improving, of learning from its mistakes, offering innovations, and accelerating its growth while competitors lag behind?**

Everything starts with one question: does my company need to evolve in order to fulfill its mission and sustain permanent development, both today and tomorrow?

If the answer is yes, the change must be carefully planned and designed.

Ever-increasing factors of change

Change nearly always starts with **an awareness of a disconnect between a company's goals and the means or measures it is implementing to achieve them.**

There are many potential factors, including but not limited to:

- **Technological disconnect**
- **Strategic disconnect:** re-centering or expanding the core business due to market constraints, competition, or shareholders
- **Cultural evolution:** misalignment or evolution of values
- **Regulatory constraints**
- **Structural constraints:** organization poorly-suited to the environment

Forced change vs. Elected change

These “catalyzing factors” can be divided into different categories: internal ones (strategy, organization of activities, tools, culture, etc.), and external ones (the market, technological or sociological environment, etc.), as well as structural and cyclical causes. **Whether change is forced or chosen, and whether it takes place urgently or gradually, its aim is nearly always progress and improvement.** And in any scenario, **success is never guaranteed.**

One noteworthy study from the Harvard Business Review, which has since been corroborated by McKinsey, shows that **the majority of company changes fail, not for budgetary or material reasons, but for human ones**, i.e. employee attitudes and manager behaviors. This is the **infamous “resistance to change”** we hear of.

Take the case of a company operating internationally that plans to launch a new tool (e.g. an accounting or HR solution, marketing tool, etc.) across all of its subsidiaries. The end goal is clear: harmonizing and optimizing processes and performance. But it requires employees to change their habits, learn new practices, and adapt.

It's vital to support them in this process. This is precisely the goal of “change management:” **countering resistance to change and other obstacles to innovation projects.** **Supporting employee development and skill acquisition** and keeping employees regularly informed are equally vital actions.

Communicate for effective change!



As such, a crucial point of change management involves tailored, precise, and frequent employee communication. Regardless of whether employees are telecommuting, in flex offices, or going into the office daily, they must all be aligned, with access to the same information. **Email signatures are an effective tool** for achieving this change management and getting teams on board.

Easy to deploy, email signatures provide a readable, coherent, and accessible channel for driving change. A solution like Letsignit offers the ability to create different types of signatures depending on whether an email is going to colleagues or to people outside the company.

Email signatures are a new place for internal communication, and as such, are ideal for transmitting important news, ensuring all collaborators have access to the same information, regularly communicating about in-progress transformations, and getting employees involved in the success of a project.

Piloting Change: Effective Communication or Training?



Change management in a company goes through different stages, going from definition to strategy to team training. However, there's another important and often-neglected stage: information. Clear, accessible, and varied information is an indispensable asset for maintaining team motivation and achieving change successfully.

You've decided you need to change. You've identified the processes that need improving or the new service offer you want to launch—or you've decided to do a complete turnaround to deal with the consequences of the pandemic. Now you just need to know where to start. Of course, jumping in blindly might be counterproductive. Company change must be well thought out, planned and targeted. Keep in mind one essential factor: a company can only change through the people who comprise it.

A successful desire to change results not from a general policy imposed from the top, but through behavior adopted by each of a company's employees. Thus, any company change must factor in the inevitable personnel resistance and the challenges specific to each individual and team. **In short, it must put humans first.**

To accomplish this, there are many levers and models which will measure behavioral change factors and analyze them based on different criteria: motivation, ability, complexity of requested adjustments, and much more.



A simple tool to counter resistance to change

In his book *"65 Tools to Support Individual and Collective Change,"* Arnaud Tonnelé presents **a simple matrix to guide how we think about a change, and to help us consider potential obstacles, both internal and external.**

This matrix relies on four elements:

01. Desire:

motivation can arise from curiosity, understanding of the change, or encouragement from management. **That said, without a desire to change, there cannot be success.**

02. Interest:

this is the classic WIIFM – What's in it for me? **The change must benefit not only the company, but each individual involved.** This benefit can take many forms, including financial, facilitation of tasks, a better work environment, and increased recognition.

These first two points are rarely forgotten in change management. The same cannot be said for the last two, despite their equal importance:

03. Ability:

regardless of my motivation, **I must be able to accomplish what is being asked of me.** The slightest doubt or concern on this point can often lead to resistance to change.

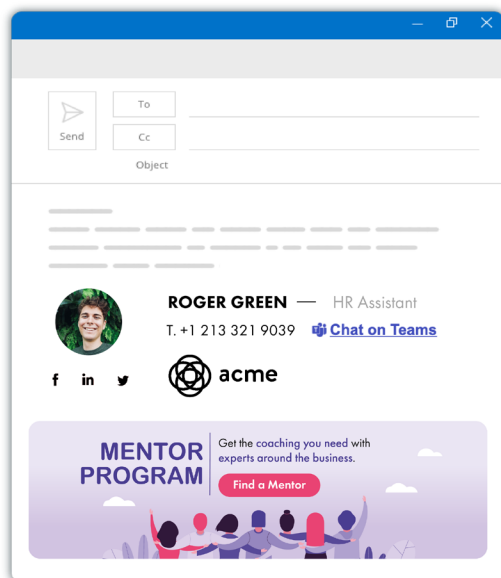
04. Means:

will employees have the necessary tools to carry out the requested evolution? **Is the process clear, has the strategy been shared, and is the budget sufficient?**



Training employees without forgetting to *inform* them

To get employees on board with the change, companies must factor in these last two points carefully – ability and means. Companies often think they've done so by providing training. Of course, plans to support new tools, new offers, etc. are necessary, but they are not enough. Employees not only need to be trained, but informed. Companies must **communicate effectively about the nature of the project, the planned steps, the expected benefits, etc...**



Leaders, HR teams, and transition managers have a customizable tool at their disposal to do so: email signatures. **This tool covers all five components of internal communication that are particularly suited to change management:**

- **information**
- **identification**
- **friendliness**
- **participation/unity**
- **involvement**

A new, internal communication channel

A change policy that uses email signatures as a channel can get targeted employees involved and mobilized by making them participants in the transformation. Whereas training is generally a one-off event, the beauty of communication is that it can be continuous and standardized. **A company stands only to gain by integrating and relying on an internal communications campaign using email banners.**

These will serve to:

01. **Transmit important information**
02. **Highlight key stages**
03. **Create a favorable environment for dialogue**

For example, it's possible to create recurring or one-time banners and target specific groups or objectives within the company. **A final crucial point: piloting change using an email signature campaign also helps to highlight and communicate successfully completed stages.**

Communication is the key to effortlessly cultivating meaning, sustaining employee motivation, and achieving successful change.

Change Management: Use All Channels!



There are many reasons that can lead a company to change: integrating new technologies, legal framework changes (GDPR, etc.), marketing new products or services, implementing new processes, dematerializing, outsourcing certain activities...

What do these have in common? All these factors of change require communication that involves all channels and all touchpoints.

When a company embarks on a change management plan, **different actors (managers, associates, directors) must all know and understand the expected outcomes**, including redefined roles and new practices, regulations, and skills. Indeed, such changes aren't not only intellectual and theoretical, but also cultural and behavioral.

Thoughtful change management is essential to ensure team buy-in and project success. The success of a company change rests most specifically on appropriate communication.

The company must communicate on several levels:

- **Explain the change and demonstrate its purpose**
- **Clarify the final objective**
- **Reassure stakeholders**
- **Define the change in concrete terms, detailing what it will change for employees**
- **Insist on the benefits derived from the change, and invite team members to share their thoughts on the subject**

To succeed in each of these stages, it's crucial to provide frequent, sustained, and varied communication. **It's a question of mobilizing all channels and touchpoints—before, during, and after the change.** A word of advice: **leverage multiple communication channels.** Each of your associates will be more sensitive or reactive to a particular channel, so be careful not to limit communication to just one. Instead, diversify and use each channel to its advantage.

Many channels to leverage

Depending on the change enacted, internal company culture, and tools already in place, a company can:



Implement working groups.



Post announcements and flyers in the workplace.

Are posters really outdated or dull? Not really. A poster displayed in a busy place can **get the word out easily and enhance the distribution of information.**

Limits: posters are only seen by employees who pass by a particular location. Its content must also be shared on other channels (e.g. email) for it to be seen by everyone.



Consider dynamic displays.

Screens installed in common spaces like cafeterias or break areas have the advantage of being very visible and easily updated to **offer content adapted to different periods throughout the change.**



Schedule briefings,

ranging from onboarding at the beginning of the process to regular milestones throughout. These meetings can be led by change managers, team managers, or "heroes," i.e. employees who are familiar with the processes to be modified and are willing to help train their colleagues.



Offer training courses,

as well as tutorials and explanatory videos. This can be done using an e-learning platform or integrating new content onto the company's intranet.



Organize workshops

dedicated to learning specific skills.



Use company social networks

to lend a more user-friendly tone to discussions. The objective here is not to inform, but rather to discuss and collaborate: ask questions, propose ideas, etc.



Organize chat sessions

with leaders and/or change makers.



Rely on existing collaborative tools

(Teams, etc.).

Workshops and meetings are still essential

Giving meaning to changes promotes team approval and involvement, so don't forget to collect feedback. In fact, people not only expect to be informed but also like to be able to communicate— **to discuss, share their own experiences, and ask questions.**

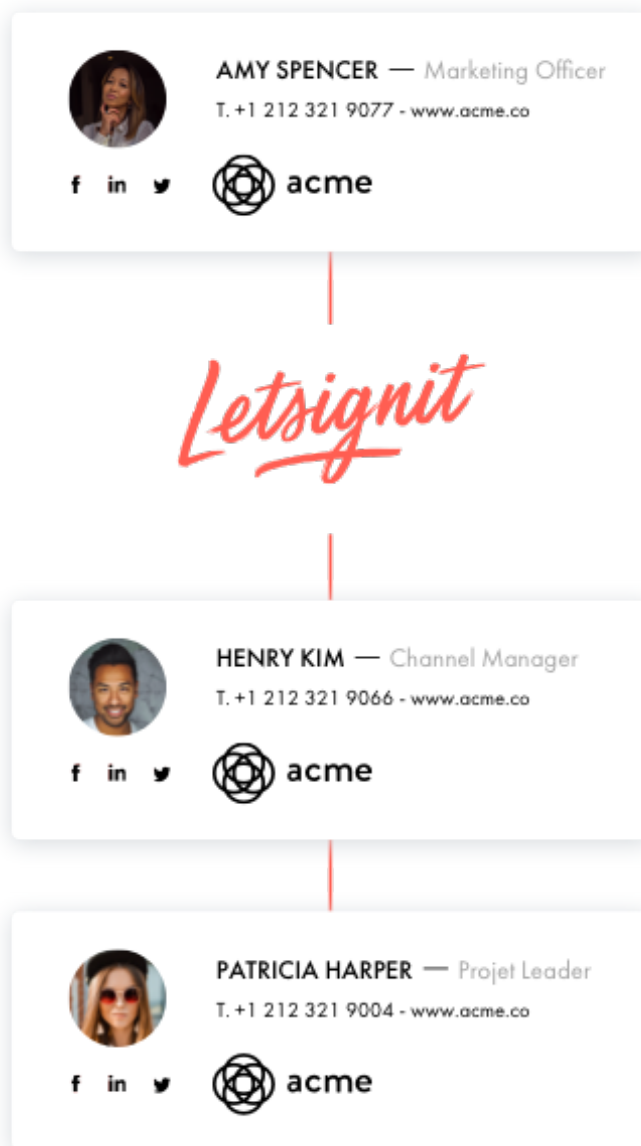
Meetings are valuable for both managers and employees, who can easily voice their impressions, or even challenges, with regard to the change.

This means that those leading a change will have to schedule regular meetings to take stock of progress. **The ideal is to plan occasions for formal exchange (meetings, workshops, training) and other more informal “water cooler” conversation.** It's up to each company to adapt their own project management and communication plans based on the opinions collected.

A dynamic marketing tool for internal communications

But how do you get teams on board and communicate well when many associates are alternating between working in the office and working from home?

By using one powerful channel: email signatures. **A solution like Letsignit assigns a different email signature for messages sent internally and for those sent externally.**



The result?

A new lever for all corporate subjects—including, of course, change management. You can very easily create a banner to promote updates, news, or workshops relating to your transformation... and give them unparalleled visibility!

Change Management in the Telecommuting Age: How to Communicate Remotely ?



Leading a company change is never easy, and it's especially challenging when teams are working from home. How can you communicate about changes when your employees aren't in one place?

An unprecedented rise sustained over time.

At the beginning of March 2020, almost overnight, companies shifted into a new world of remote work. With the prolongation of the health crisis and its many twists and turns, teleworking has **become anchored in our professional habits**. Almost two out of three employees in the banking/insurance and services sectors (62%) were still teleworking full or part-time at the end of 2020. On average, employees worked remotely 3.6 days per week!

This new situation, which is set to continue, creates many challenges for companies. **How can teams remain cohesive and communication stay effective with remote employees?** The problem grows more imminent when a company must also take on important projects or embark on a change management strategy while under these conditions. **Normally, this process of change occurs in proximity, with a shared vision, training, and information... How can it be done effectively when associates**

aren't in the office? Fortunately, different communication channels adapted to change management can still be used remotely.

Centralize everything using an intranet

An intranet is often seen as an ideal way to centralize all of a company's information and give employees easy access to the information they need. The platform can host structural content and tools (payroll, schedule management, expense report management, administrative materials, etc.) and other more circumstantial tools: updates, news...and information related to change processes.

What's more, **64% of companies use an intranet to introduce work methods**, and **56% to improve organizational agility and responsiveness**. As far as change management is concerned, a (quality) intranet is proven to be a powerful tool... However, it's not enough to carry all the elements of change management on its own.

Employees expect relevant information, but won't necessarily have the reflex, knowledge, time, or desire to go find it on their own. And the best content in the world, the best information out there, **won't have any impact if no one reads it.**

So, what about a newsletter with important information? This can be useful for centralizing and periodically sharing information and new tools related to change management.

However, there are also drawbacks, such as the risk of getting lost in already crowded mailboxes and a frequency that doesn't always correspond to employees' needs and availability.

What can be done?

Spread the message, improve vertical communication, and respect the basics:

01. High frequency of communication

02. New and varied information

03. Consistent tone across all communication

One channel fulfills all these criteria and many others: **email signatures**.

Email signatures—the perfect tool for remote change

You can plan and execute a real internal communication campaign using email signatures. Identify in advance the topics to be discussed with employees affected by the changes, create adapted information, and then integrate it into a detailed communication calendar, being sure to include tangible results and milestone victories to celebrate.

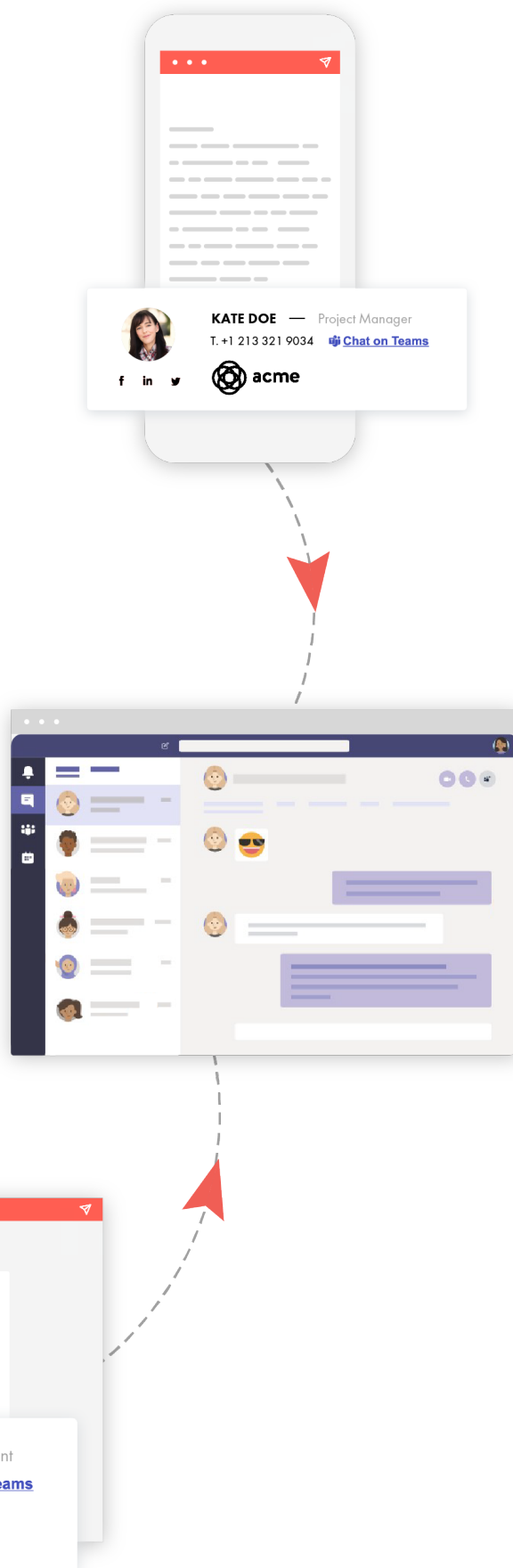
With an email signature that's automated and calibrated to support your projects, you can capitalize on the frequency of exchanges and regularly expose your team members to available content. These daily exchanges will help familiarize them with details of the changes requested, relevant content, and more. With this channel, communication is consistent, and employees always feel fully integrated into the company's processes—a crucial point when working far from colleagues.



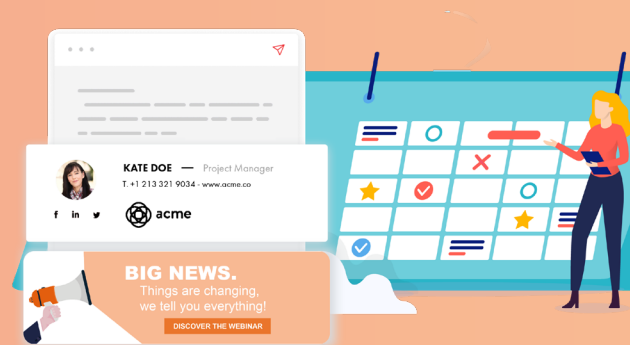
Inform and discuss... in one click!

Discuss, communicate, and exchange easily. Face-to-face or at a distance, nothing beats direct discussion. For this reason, Letsignit's latest feature is particularly useful: you can now **add a Teams button to your signature**. Anyone who clicks on it will be able to get in touch with you and start a conversation or a Teams call with one click! Easy, fast, and direct, it's an option perfectly suited for asking a question, addressing a point of detail, asking for clarification, giving step by step guidance in the use of a new solution...and ideal for helping collaborators working remotely or in different cities and supporting them through the company's transformation.

An **email signature is also perfectly readable on the move, on smartphones and other devices**. Whether they're fully remote, frequently on the move, or alternating between the office and home, all team members will have access to the same level of information. And everyone can embrace the change.



Email Signatures: Seven Cases for Change Management



Email signatures are an internal communications tool perfectly suited to change management. Illustrated in seven concrete examples.

Any significant change presents a challenge for a business. It's therefore a matter of building a complete strategy with a dedicated timetable and **guiding teams through change using well-designed communication**.

Email signatures can be a powerful ally for change management—especially since the most advanced solutions (like Letsignit) allow you **to create signatures specifically for internal recipients**. This makes email signature **an additional channel for internal communications, and very useful when a company needs to transition**. This is because the signature offers **real, editorialized, and visually interesting content that's rich in information**. All you need to do is include a CTA directing to a web page—perfect for reaching employees. Here are a few examples of messages that can be presented this way.

Practical Case #1: Announce a webinar to initiate change

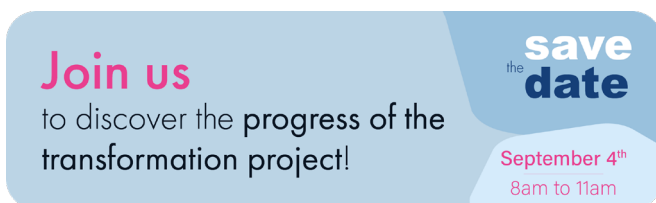
Change management is part of a long-term reflection and is deployed through a carefully-planned strategy. To share this vision and convince employees of its relevance, it may be a good idea to organize a kick-off in the form of a webinar. **This brings all the company's forces together presents them with the new direction, and outlines the reasons for this choice, the steps that will take place, employee expectations, and support**. It's also the occasion to answer questions and reassure in the event of possible objections.



Practical Case #2: Invitation to progress meetings

Progress meetings are essential to support the change while maintaining team motivation. **If announced in advance via email signature, they'll be clearly visible, with objectives known in advance—realistic, clear, and achievable.** Ideal for motivating employees to attend!

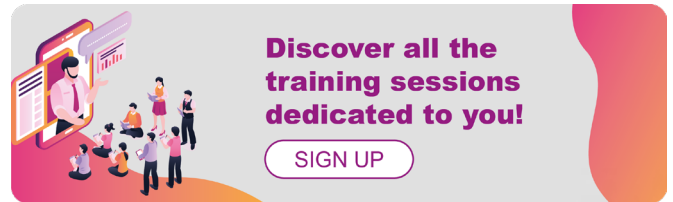
From Microsoft Teams to Zoom, there's no shortage of solutions for organizing these steps easily at a low cost. Once the platform has been chosen, the content will need to be refined: PowerPoint presentation, live demonstration, participatory workshops, and more. **The chosen format will depend on the objective.**



Practical Case #3: Announce training sessions

Supporting employees' skill development, training them on new tools and processes, explaining all the stages of a project, presenting a dedicated space, but also dispelling fears and responding to doubts... Training and change management go hand in hand. The ideal: alternate collective sessions (the whole company watches a presentation) and small-group workshops. **This is a big task, but a necessary one to accelerate the transition and changes undertaken.**

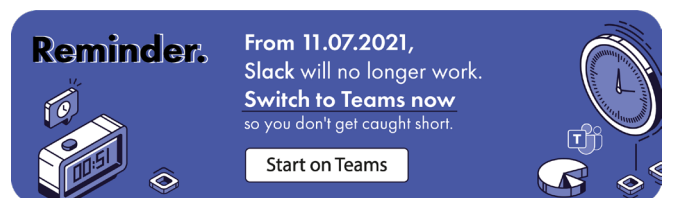
Announcing this type of training via email signature also helps include remote employees in the company's transformation and can provide them with practical, ready-to-use tips and tricks.



Practical Case #4: Reminders for important deadlines

Going live on a new platform, switching from one solution to another, relocating teams, launching a new public offer... Certain dates should be marked with a milestone. **Email signatures help all employees stay on the same page.** Those responsible for the transformation can share scheduled, understandable, and quantified objectives. **Removing doubts and dispelling uncertainties helps all employees move in the right direction.**

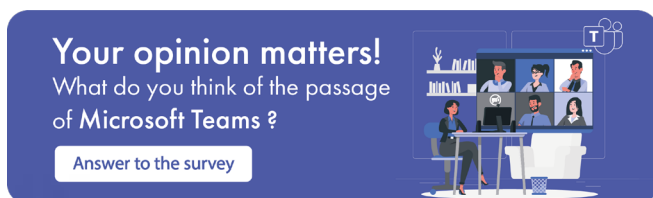
Questions about timing? Just open your email for the answer.



Practical Case #5: Publish a poll

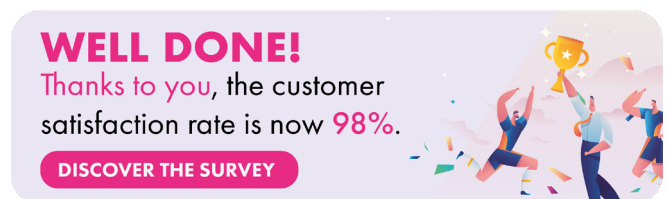
Collecting feedback is a prerequisite for success to ensure that employees embrace change and have the means to adapt to the new guidelines.

Satisfaction, understanding, specific questions: regular internal surveys provide valuable information and help you tailor a tool's functionality or improve your program based on feedback. There's no need to be too detailed. Sometimes, this can be done in one question ("Are you satisfied with the implementation of our new ERP? YES/NO").



Practical Case #7: ...And thank team members

Successful turnaround, completed process, customer satisfaction with the new business proposal... **Don't hesitate to acknowledge and show appreciation for team members' efforts. If they feel valued and recognized, they will be more likely to maintain their commitment and motivation.**



Practical Case #6: Celebrate milestones...

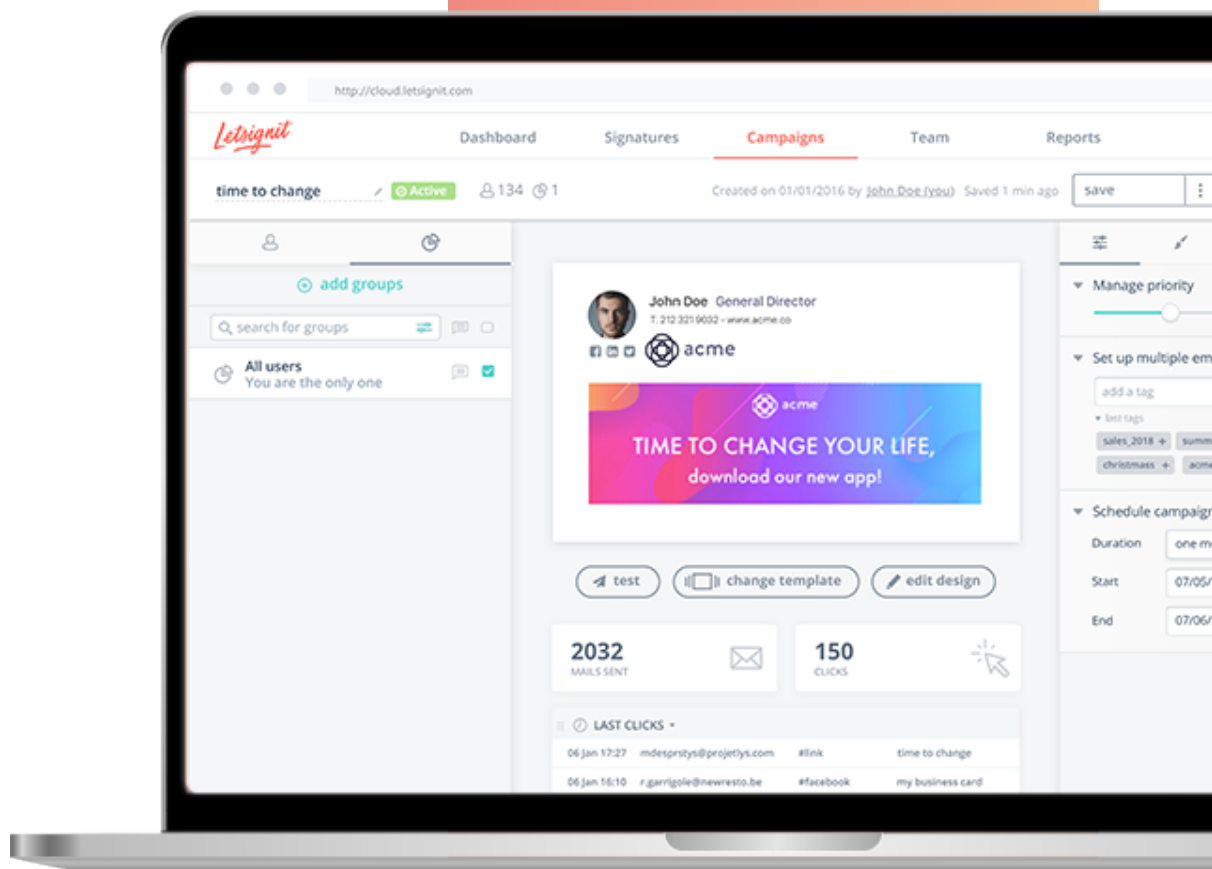
There's nothing like quick results to transform a business, so it's useful for change managers to determine intermediate objectives and then announce, via email signatures, that they have been achieved. **Celebrating big and small victories encourages everyone to realize that change is possible for the team and company,** and that progress can continue successfully. From preparing for deployment to analyzing results, each element can be a valuable contribution to the project's success over time.

Companies can make use of a consistent email signature reserved for internal recipients, which is particularly useful in times of change.

**A simple banner to promote a change?
Welcome to the last tool you'll need.**

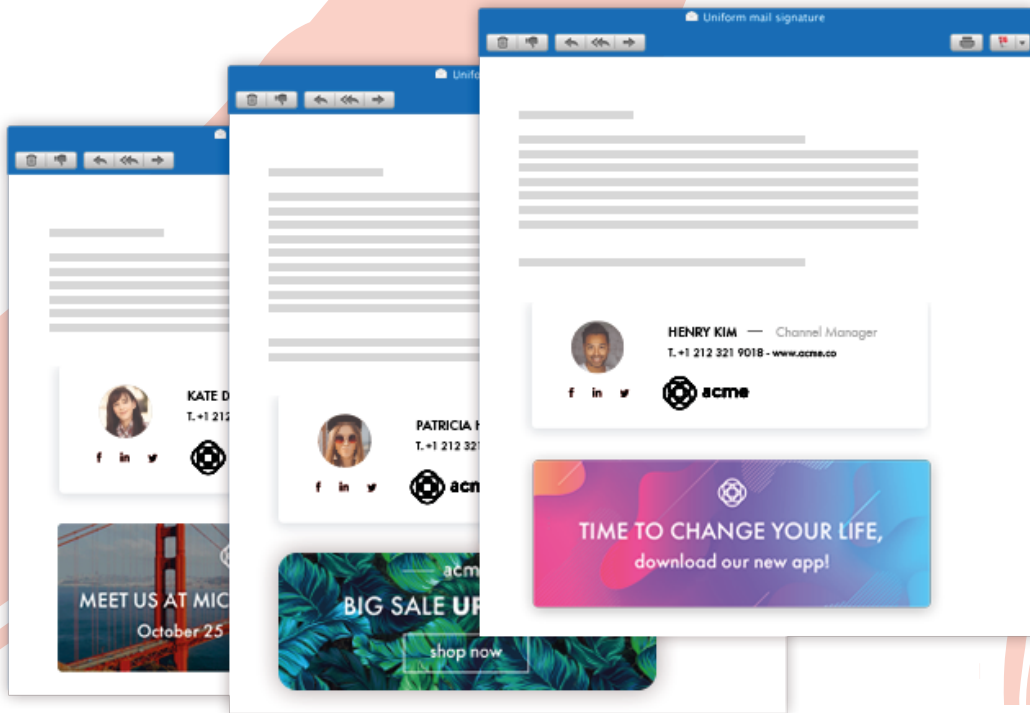
If you are not already equipped with a solution that turns your email into the ultimate channel for connecting with your employees, boosting traffic to your website or improving campaign visibility, Letsignit is here for you.

Discover more information about Letsignit on the next page.



Do more with your signature.

Letsignit



What is Letsignit?

Letsignit is the go-to solution to **create, attribute and manage all your co-workers' email signatures** and **marketing banners**.

How does it work?

- A centralized interface to create signatures and schedule campaigns.
- The signatures are pre-filled thanks to synchronization with your internal directory.
- All employees automatically have signatures thanks to the Letsignit Desktop App for Outlook and native Office 365 (OWA) and G Suite (Gmail) connectors.
- Compatibilities:     

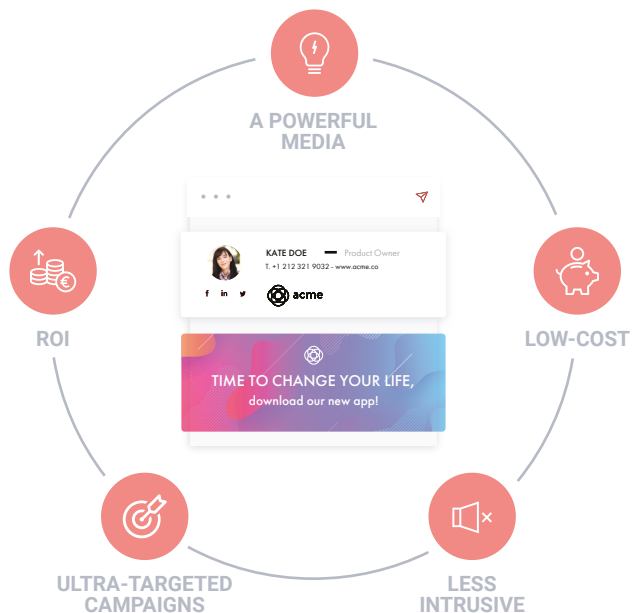
Gold
Microsoft Partner


Why a tool for that?

- The IT Department is constantly called upon to manage signatures.
- The Communication wishes to harmonize signatures and no longer degrade their brand image.
- Marketers want to engage with their audience and be able to provide value-added information & services with email banners.

What are the advantages?

- Your signatures are **harmonized**, and **your brand image is controlled**.
- You take advantage of a **new free communication channel** to boost your website, your events, your offers, and more.
- **The +:** Letsignit is available for **all mobile devices**.
- **More efficient communication** with our "Switch to Teams" **widget** to initiate a chat instantly within Microsoft Teams from emails.



The email, the pillar of your communication strategy. 💎

With **121 emails received** and **40 sent** per day per coworker, the email signatures represent a real gold mine.

Choose the offer that works best for you:

| STARTER |

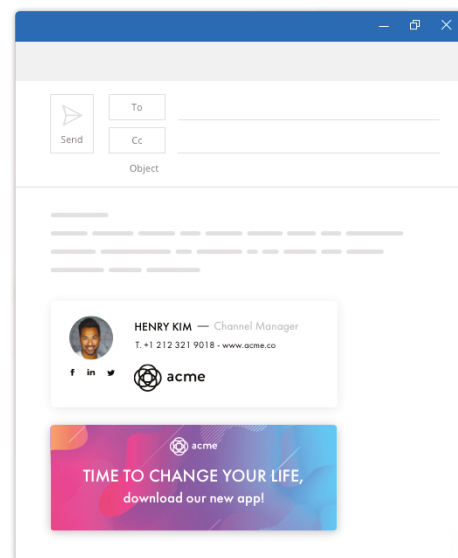
Manage and harmonize signatures

- Create signatures with the help of templates
- Synchronize user data & groups (Azure AD/G Suite)
- Create workstations to manage multiple

| BUSINESS |

Starter + Campaign promotion

- Advanced design thanks to the Drag & Drop Designer
- Insert and program targeted banners into the signatures
- Analyze signature and banner performance



More than 300,000 users already love Letsignit.



Your signature. Your move.

www.letsignit.io





« It is a tool that is both simple and powerful for standardizing employee email signatures and allows the signature to be treated as a newmedium. »

MICROSOFT

« Letsignit is elegant, simple & powerful! I can design very professional signatures even if I am not a designer. »

ALLIED GLOBAL MARKETING

« For us the email signature is a channel in its own right, just like our social networks for example. Letsignit's scheduling feature allows us to orchestrate it in a fine and productive way. »

BRAINSONIC

« With nearly 25,000 employees at Eurovia, managing email signatures was one of the projects that needed to be opened to ensure consistent, high-performance digital communication. »

EUROVIA

« We chose Letsignit for its simple implementation. One of the main advantages of the solution is its user-friendly interface that allows communication departments to manage it without the help of the IT department. »

PERNOD RICARD

If you also wish to capitalize on your premier communication channel, try Letsignit for a free 14-day, no-risk trial.

Discover more

contact@letsignit.com

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The Catalyzing Factors and the Art of Involving Employees

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