

Lessons learned

- People assume the worst
- You CAN'T over-communicate
- Must tell “why”
- No BS; no “air sandwiches”
- Me issues never go away
- Establish tight controls on message consistency, timing and delivery
- Hard-wire the approval process and communications chain-of-command on both sides of the deal ASAP
- Assign key communicator as a standing IMO member
- I'd rather know bad news faster than slower
 - Don't wait until you have all the answers
 - Tell us when we will know



Lessons learned, #2



- **Be able to answer these questions on Day-1**
 - What does the combined business look like?
 - Who's in charge?
 - What's going to happen (really) to my location, department, job?
 - What do I need to do differently starting today?
 - What are the issues, risks and upside to me personally?
- **It doesn't count as communication unless it is two-way**
 - How can I be heard...safely?
 - Who else can I contact for more information?
- **High-integrity leadership and communications builds credibility and respect that people willingly follow**
 - Face-to-face communication is STILL the best method
 - All communicators / leaders must be trained
- **Don't make promises that you can't keep**
- **Must effectively use social media**
 - Both offense and defense