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FUELING ADVOCACY: Employee Activation *during* Organizational Change

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COSMINA COMAN

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OFFERING TO ORGANIZATIONS, FOR OVER 15 YEARS, **TRAININGS**, WORKSHOPS, DIGITAL LEARNING, CONSULTING AND FACILITATION SERVICES, SPECIALLY DESIGNED TO STRENGTHEN THEIR ORGANIZATIONAL AND MANAGERIAL CAPACITY.

AGENCY SPECIALIZED IN **LINKEDIN® STRATEGIES** FOR LARGE CORPORATIONS THROUGH EMPLOYEE ADVOCACY, SOCIAL SELLING AND DIGITAL CONTENT

MANAGED THE LEARNING AND KNOWLEDGE MANAGEMENT PROCESSES OF THE LARGEST BANK IN ROMANIA - BCR (13.000 EMPLOYEES at that time)



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FUELING ADVOCACY: EMPLOYEE ACTIVATION
DURING ORGANIZATIONAL CHANGE

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From Engagement to Activation



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EMPLOYEE ACTIVATION

WHY

DURING CHANGE

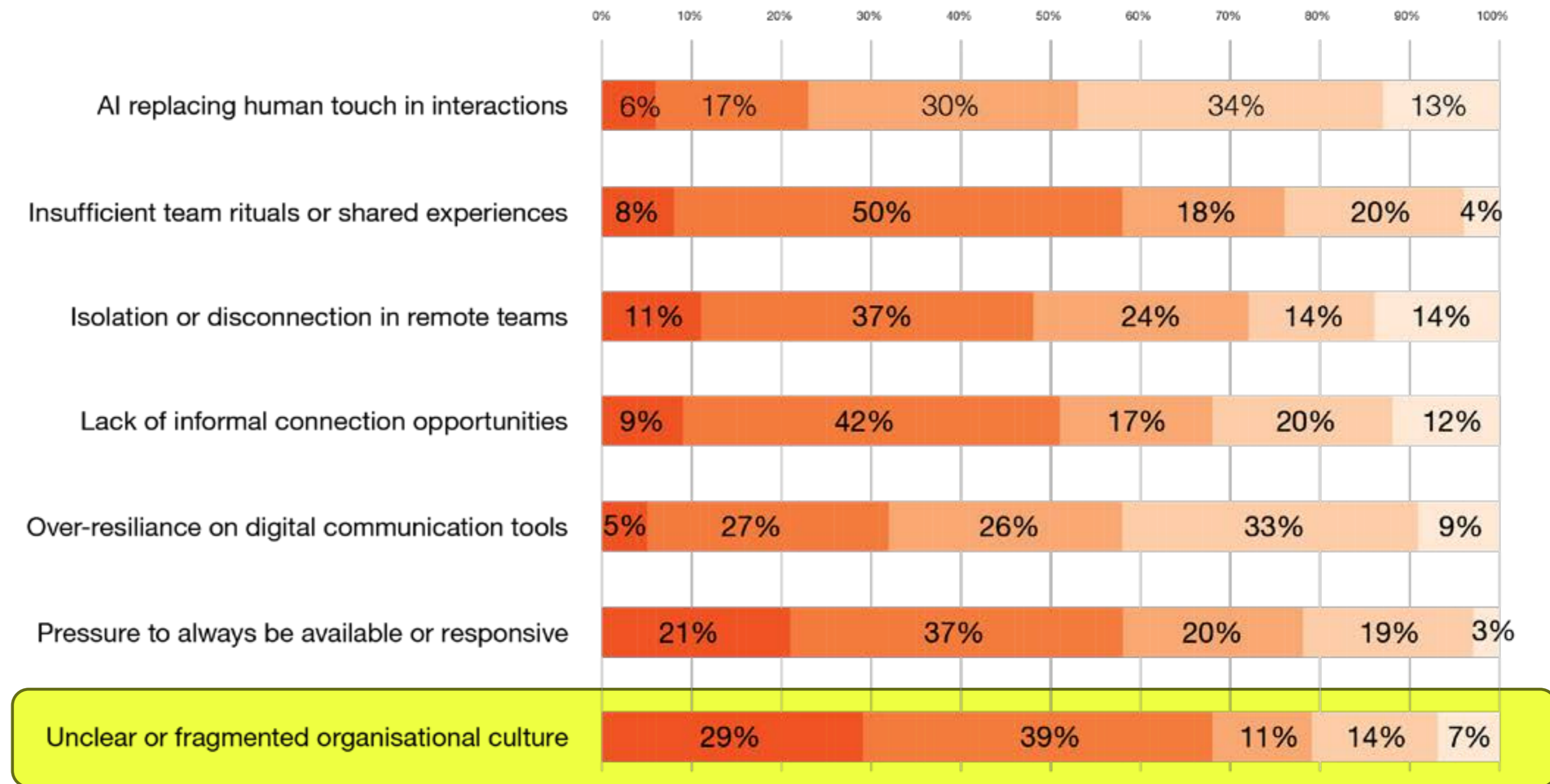


Employees who lack meaning and a sense of **belonging** at work are more likely to quit.



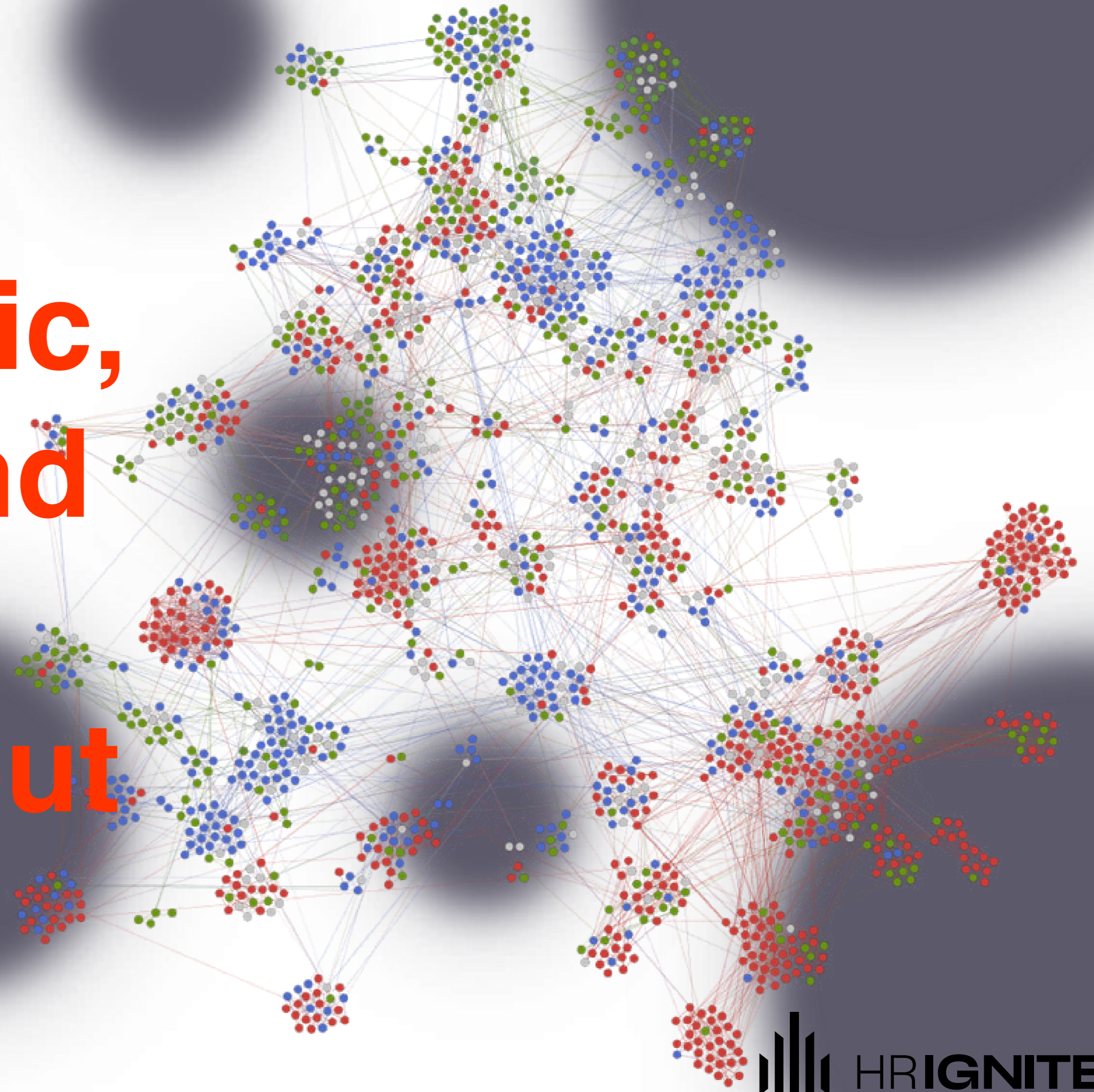
To what extent do you agree or disagree that the following factors hinder a sense of belonging in your organisation’s current work environment?

Strongly agree Agree Neutral Disagree Strongly disagree



CULTURE

is rarely monolithic,
and behaviors tend
to cluster in **local**
pockets throughout
the organization.



Source: Michael Arena

TRUSTED NETWORKS

Karin Kimbrough
Chief Economist @ LinkedIn



It isn't just a matter of upskilling or tech deployment. It's about whether your people feel supported to step into something new or take a risk.

Businesses that want to move quickly must foster cultures where asking questions is encouraged, **trusted networks are well established**, and learning is openly shared.



82% increase in people posting on LinkedIn® about feeling overwhelmed and navigating change this year



Professionals are turning to their **networks** as they feel **overwhelmed** by rising AI expectations



Learning AI

feels like a second job

and execs are already working it into performance reviews. No wonder confidence is dipping.

For more than 50%



EMPLOYEE ACTIVATION

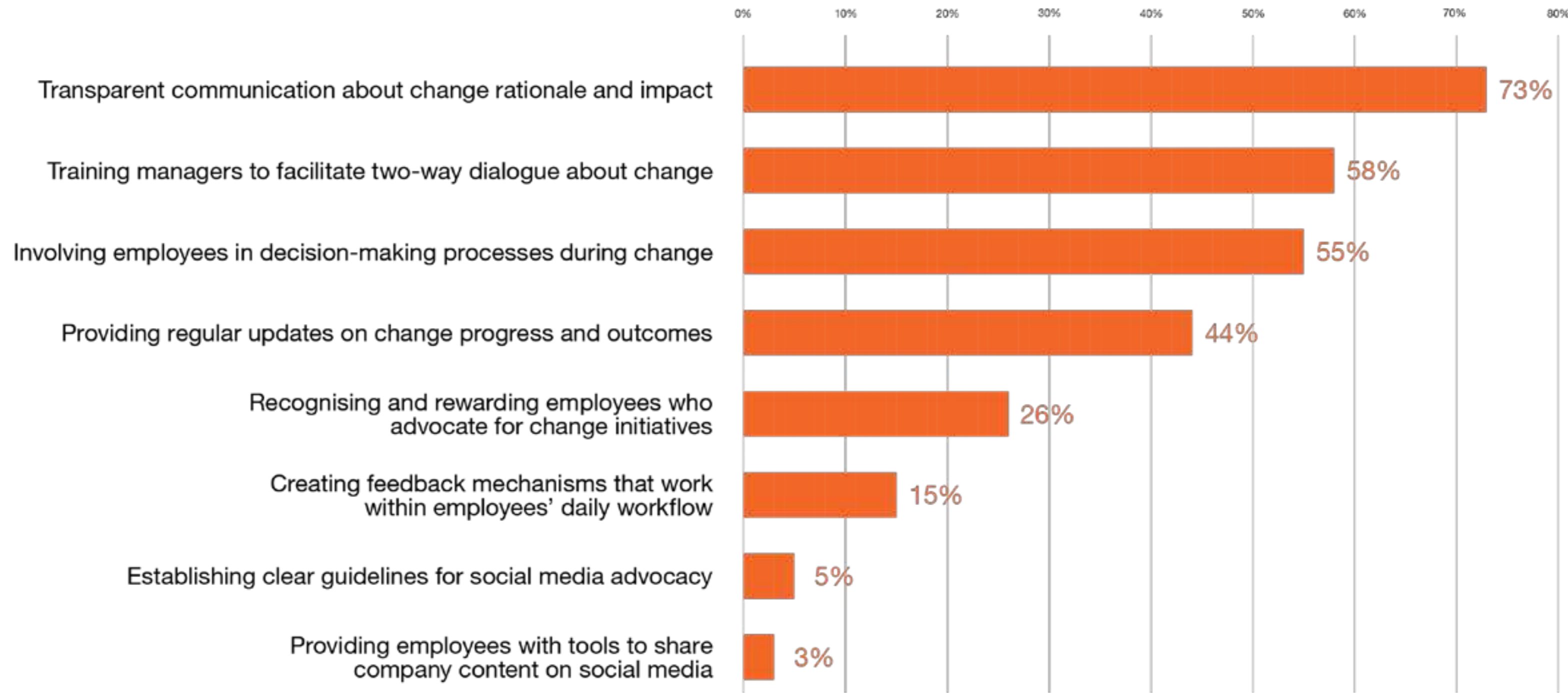
Josh Bersin

Empowering employees to share feedback and ideas through always-on listening methods and **empowering action** from stakeholders across all levels of the organization with democratized insights, real-time alerts, personalized nudges, and AI-powered suggested actions.





Which of the following employee activation strategies do you consider the most effective during organisational change in your organisation?



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Trust-Building Communication



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It is great that my Board's members have been trained to posts on **LinkedIn®** as **this way I am learning about what they are doing.**

People & Culture Manager at an international company



By giving employees the

TRUST, **TOOLS**, and **AUTONOMY**

to champion change, organizations create
a culture where advocacy and resilience thrive.



the foundational pillar that creates psychological safety necessary for change

Personal empowerment

includes crucial aspects such as regular communication and truthful information

"Clarity Over Comfort"

This principle implies a commitment to open, honest, and transparent communication, even when the information might be difficult or incomplete

Two-Way Communication Strategies

Creating an "Activation-Enabling Culture":
Diverse and Continuous Listening Channels
Action-Oriented Feedback Mechanisms:

Most important factors when considering a change in work environment

Share of respondents who selected “extremely” or “very important”

■ Compensation ■ Meaning

I am fairly rewarded financially



I find my job fulfilling



I can truly be myself



80%

Employees who say that **Personal Empowerment** is a strong expectation or deal breaker when **considering** a job



- Regular communication
- Truthful information
- Easy employee input
- CEO embodies values
- Employees in Planning
- Employee diversity



An environment of
Trust and **psychological safety**

Communication

Active and passive mechanisms, surveys, videos, chat forums, crowdsourcing, roundtables, town halls, one-on-ones, team meetings, focus groups, and interviews

Continuous touchpoints, beyond just annual surveys, are crucial. This allows employees to easily share ideas, suggestions, and solutions "in the flow of work" whenever they arise, enabling real-time innovation





The "closed loop":
when employees know their
input is genuinely
considered and **acted upon**,
they are significantly more
likely to continue sharing
feedback.

Action

This direct follow-up builds trust
and mitigates "lack-of-action
fatigue," where employees stop
providing input if they see no
results

TRUST

“

PEOPLE

TRUST

OTHER

PEOPLE

LIKE THEM



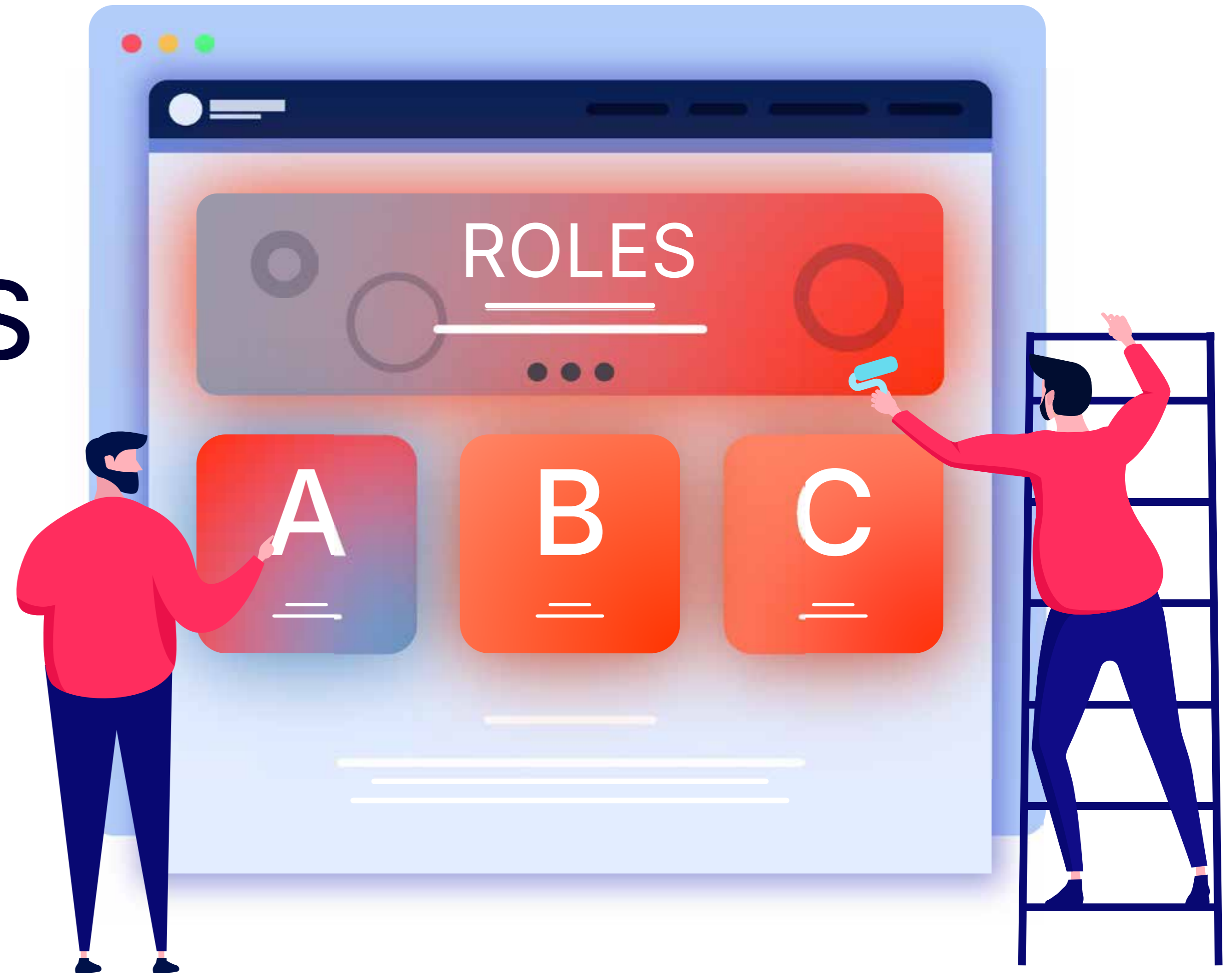
Which of the following are your top challenges when trying to activate employees as advocates during organisational change?



EMPLOYEES AS STRATEGIC COMMUNICATORS

Employees are no longer seen as passive receivers of information but as **active agents** who seek, interpret, and spread information, influencing colleagues, managers, and customers

Opportunity



SPECTRUM

OF COMMUNICATION ROLES

that employees may be expected to fulfill in the
workplace



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3 ROLES OF
EMPLOYEE
AS INTERNAL
AND /OR
EXTERNAL
COMMUNICATORS
– **ONE WORD**
EXAMPLES



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The Active Employee Communication Roles Framework

Embodier
Displaying
organizational
characteristics &
values
Living the Brand



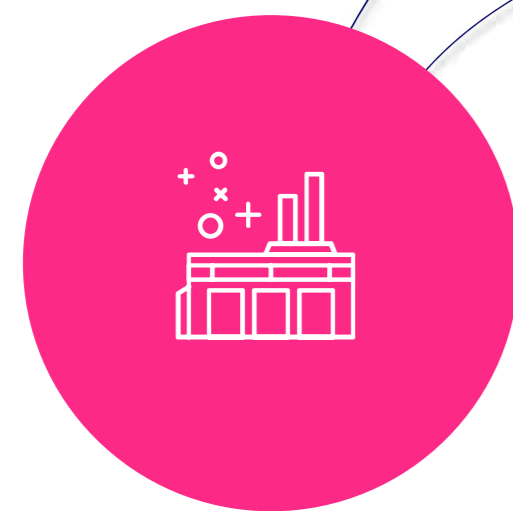
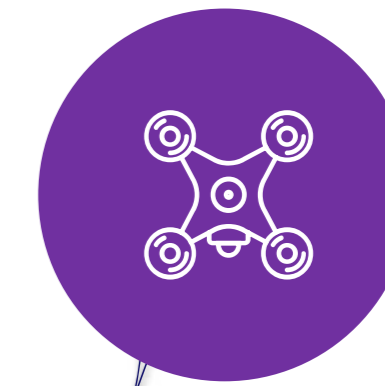
Promotor
Strengthening
corporate
reputation
Communicating
positive messages
(megaphoning)



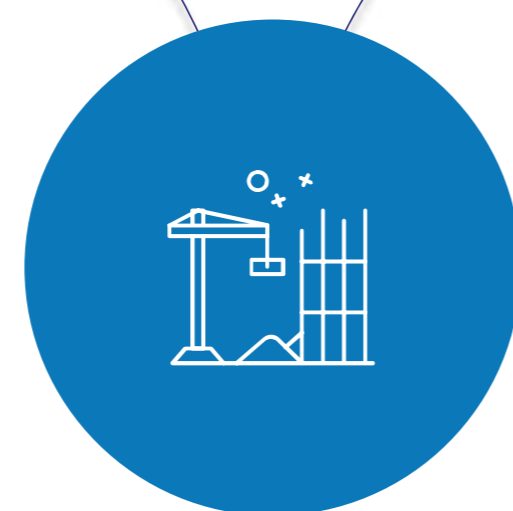
Defender
Defending
against bad
news or
criticism
Correcting
misinformation



**Relationship
Builder**
Initiating maintaining
improving
stakeholder
relationships
Boundary spanner



Scout
Gathering
environmental
information
**Organizational,
societal,
technological
developments**



Sensemaker
Organizing
information into
comprehensible
meanings/frames
**Exchanging
narratives, storytelling**



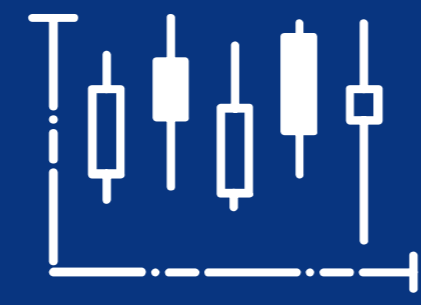
Innovator
Proactively
coming up
with new ideas
Initiating
organizational
change



Critic
Addressing
organizational
shortcomings
Raising voice to
management,
colleagues, public

From Engagement to Activation

Engagement =
Employees are
satisfied and
committed



Activation =
Employees take action -
speaking up, sharing
insights, and driving change



Advocacy =
Moving
beyond
listening to
empowering
employees as
catalysts for
change

HOW TO FUEL ADVOCACY

Internal and external EMPLOYEE ADVOCACY
are vital catalysts for continuous
organizational innovation and change.

First **ACTIVATE!**

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Social Media Advocacy for Accelerating Internal Change & Innovation



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A framework

for **creating**
Employee Advocacy
programs

Cultivate a Culture Worth Advocating For

01

Foster Open Communication

Create channels where employees feel comfortable sharing feedback, ideas, and concerns without fear of reprisal.



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Define **Your** Goals and **Identify** Your **Champions**

02

Understand Their
Motivations:
What's in it for them?



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Provide Training, Resources, and Clear Guidelines.

03

Provide
workshops
And Leverage Technology



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Recognize, Reward, and Iterate

04

Acknowledge and
Celebrate Success
Adapt and Evolve based on data and
feedback.



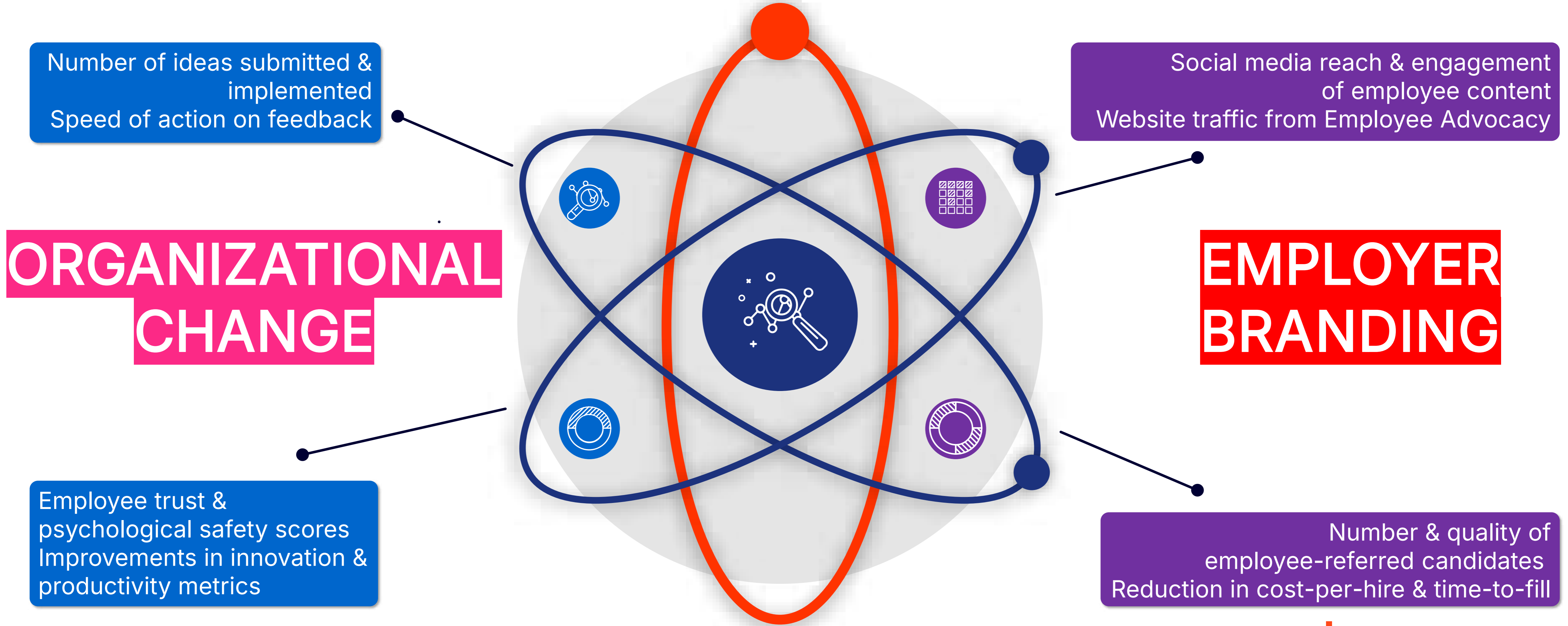
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MEASURING THE IMPACT OF EMPLOYEE ADVOCACY

Quantifying authentic employee advocacy's strategic dividends in **enhanced brand**, **stakeholder trust**, and tangible **business outcomes**.



Key Metrics for **Internal** & **External** impact areas



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The Business Impact



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When leaders **empower** employees

to experiment, even with powerful tools like GenAI, and provide support for "citizen-led innovation", it drives efficiencies and helps the business adapt to new technologies and ways of working, ultimately boosting productivity and growth.

- **Stronger alignment**

during transformations

01

- **Enhanced employer brand**

through authentic advocacy

02

- **Increased innovation**

as employees take ownership of change

03



PRACTICAL TAKEAWAYS

Cultivate Internal and External Employee Advocacy

through training, recognition and empowerment

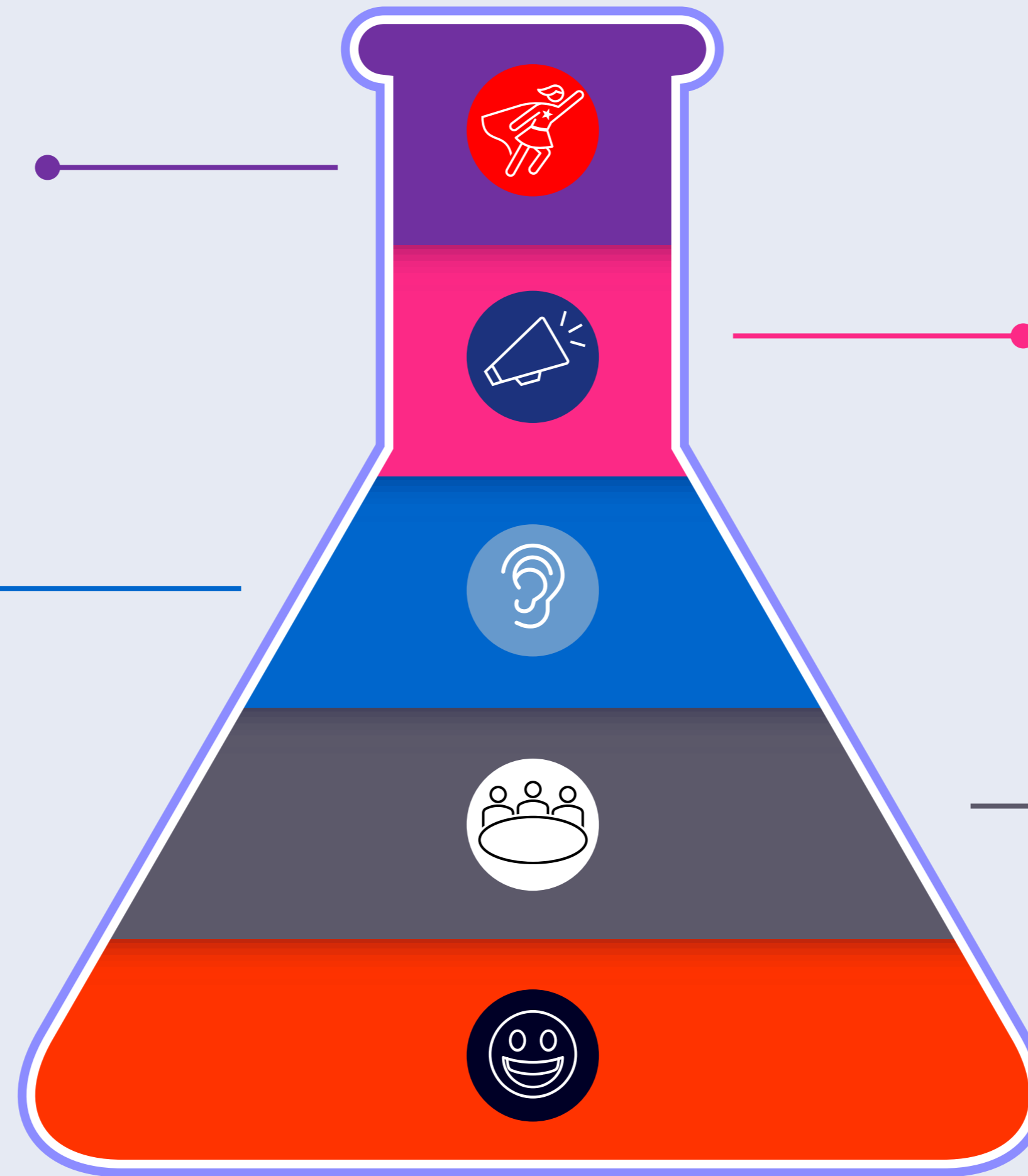
Implement Continuous, Action-Oriented Feedback Mechanisms

Move beyond episodic surveys to "always-on
listening methods"

Engagement & Listening

Is not enough anymore.

Keep satisfaction and commitment at good levels



Empower Employees to take on

Active Communication Roles

Provide employees with trust, tools, and autonomy to embrace these roles and champion change effectively

Shift to Employee Activation

Encourage employees to take action, speak up, share insights, and actively drive change

When you allow your
employees to dream with you,



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**you don't have to work
on getting buy-in.**

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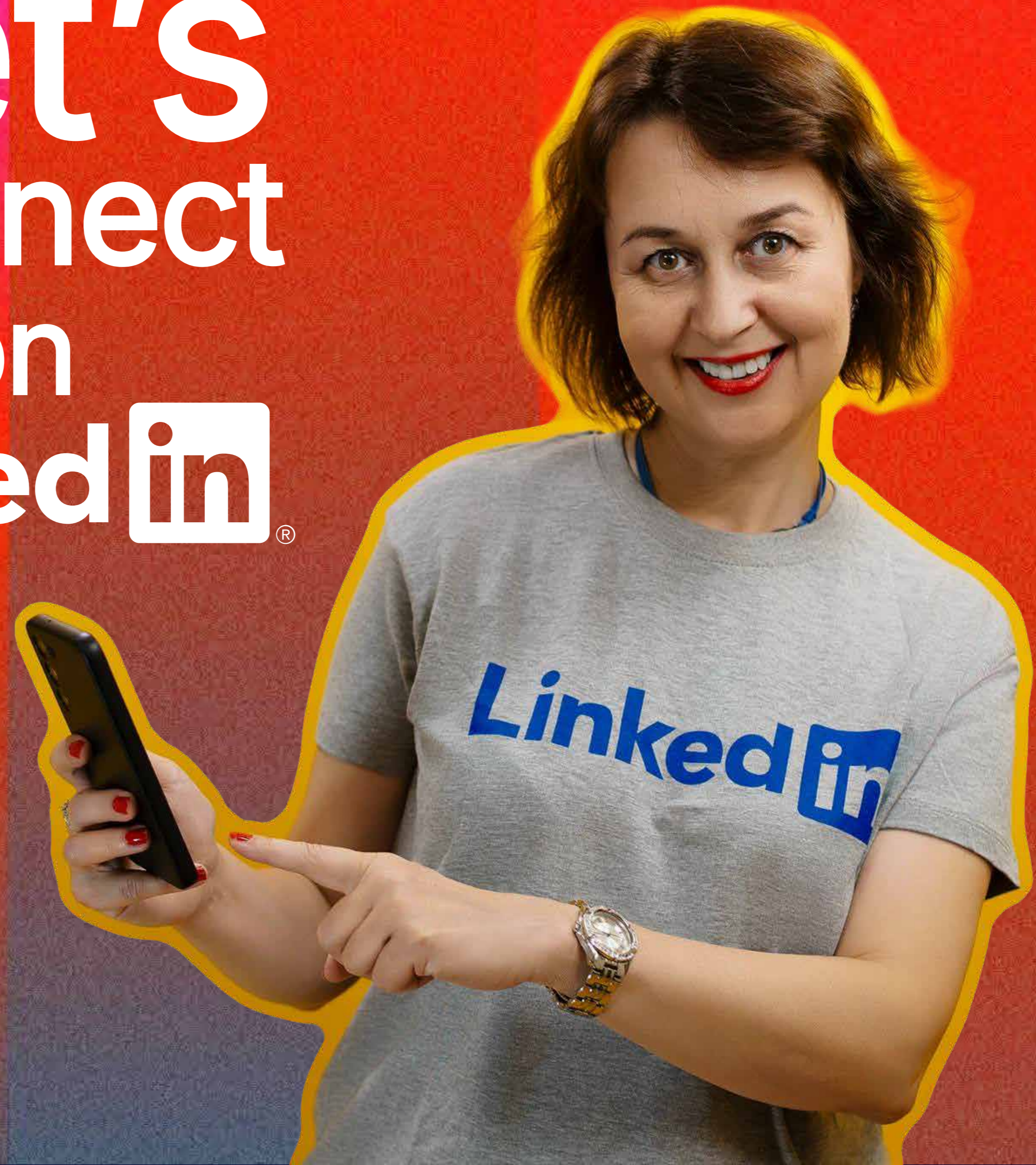
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They already
believe in it
because they
helped create it.





Let's Connect on LinkedIn®



cosmina.coman@learningpro.ro

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