Communicating Change

What works best in theory — and what happens in the real world

Most transformational change initiatives fail, but good change communications can increase the likelihood of success.

Or at least that's the theory.

In real life, what senior leaders and change professionals intend when planning to communicate change communications is not always what's heard, understood and accepted by change recipients.

Why is there a disconnect between theory and practice? How can organisations communicate effectively to deliver successful change now, and to build "change readiness" in their organisations for the future?

TP3's communications manager and change agent **Susan Dyster** investigates the principles and the practice of change communications. Her findings will help senior leaders and change professionals better understand, and exploit, the approaches, impacts and implications of communicating change—from the importance of informal communication networks and the critical role of frontline managers, to a devolved communication model that can increase the desire and momentum for change.

The rise and rise of the change management professional in the last decade is a reflection of how change has become business as usual in today's workplace

Driven by many factors, some from within the organisation and others beyond its control, organisational change is the Next Big Thing that's here, now.

Change is the only constant in today's business environment.

Change is also serious business when tackled on a large scale. Whereas incremental change is characterised by ongoing adjustment and refinement, transformational change dramatically alters dynamics that are basic to the purpose, processes, activities and relationships between job roles.

Transformational change is relatively straight forward for, say, a small enterprise with fewer than two dozen people. There, when a decision to change is made, it's simply discussed with each employee so they clearly understand what they need to do differently and why.

But how can an organisation with hundreds, thousands or tens of thousands of employees communicate such important change?

Enter the change manager

Even with teams of change management professionals in place, large-scale organisational change initiatives still falter and fail.

Indeed, studies from Harvard Business Review and others report the failure rate for organisational change projects hovers around 60-70%, a statistic that's stayed constant for the past four decades despite the emergence of the discipline of change management.

We also know that communication is critical to the success of transformational change initiatives[1], so it's then reasonable to ask these two questions:

- Is the failure of so many organisational change initiatives caused by a communication breakdown?
- And if so, what approach or combination of approaches to communicating change could increase the likelihood of success?

This paper seeks to find answers to both questions by examining whether devolved responsibility for communicating change increases the likelihood of change success from two aspects, theory and practice. Central to this examination is the hypothesis that successful organisational change occurs when communication responsibility is devolved from a central 'change team' to line managers throughout the organisation.

In TP3's experience with 8,100 change-related projects over the past thirty years, we believe sharing responsibility for communicating change among people managers is critical to change success. In this paper we will:

- Assess whether the academic literature on change communications supports our belief
- Determine whether or not change professionals view the devolved communications method as the most effective way to communicate change and therefore increase the likelihood of success
- If our hypothesis is supported by both the literature and practitioners, we will seek to understand if it is reflected in how change communications occur in practice. And if is not, why is there a discrepancy?

To explore these issues we have reviewed the academic literature and conducted both quantitative surveys and qualitative interviews with senior leaders and change experts.

A Review of Change Management Literature

The literature on change management supports our belief that frontline managers, as well as other members of organisational middle management, are important to the success of change initiatives.

The review also highlights several important themes:
- Communication is pivotal to the successful implementation of transformational change
- A perceived lack of communication plays a large role in change initiatives that fail
- Communicating about change starts with the CEO, but it certainly doesn't end there.

An ability to communicate: key to making change happen

The size of any transformational change initiative will determine just how big a role needs to be played by change communications.

To begin with, the need to communicate the vision of change is nothing new. It's a foundation step in John Kotter's eight-step process for leading change from his 1995 book, *Leading Change*.[2] During the change itself communication is equally essential in order to prepare for change, and then to announce it, explain it, clarify it and discuss it.[3]

Kotter's approach has stood the test of time; its logic is beyond question. That being the case, the challenge facing change managers to improve the likelihood of change success doesn't arise from a lack of process clarity—instead, it stems from the fact that interactions and dynamics of people, including those within the change team itself, can take this logical process way off course.

As Jeff Hiatt, author of *Employee's Survival Guide to Change*, and Tim Creasey, editor at Change Management Learning Center, explain: "Messages are being sent every day that may help or hurt change. Key stakeholders throughout the organisation will continue to communicate with their employees whether or not the change management team is ready. Some of their messages will help manage the change forward, others may block progress." [4]

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[1] Salem, 2008; Kotter, 1996; Hiat & Creasey, 2010

[2] Kotter, 85

[3] Kitchen & Daly, 50

[4] Hiatt & Creasey, 71

Change failure is often linked to a failure to communicate

As we know, many other internal factors as well as external forces contribute to successful change communication. Exploring this multifaceted, complex web of influences has been the focus of work by Philip J. Kitchen of the School of Management and Economics at Belfast's Queen's University, and Finbarr Daly of Northern Ireland's Loughry College.

Kitchen and Daly's work has not only examined what facilitates good communication, but also reveals what contributes to poor communication of change such as when action doesn't match the words, how messages are misinterpreted and misunderstood by employees, how confusion and misinformation can be driven by the 'grapevine' and, crucially, how change messaging is often wilfully distorted by those who are change resistant.

Executive coach Jennifer Frahm and Professor Kerry BrownIn, in analysing a case study of change communication in a public-sector organisation, adds more texture to our understanding of what happens to change when communication fails. To begin with, they found "uncertainty in vision communication" during the initial stages of a change program inevitably led to widespread uncertainty. Even worse, Frahm and Brownin found that without (a) visible feedback channels and (b) strong vision translation from middle managers, rumour filled the information gap. Added to this confusion, employees relied on the grapevine to understand what was happening, resulting in even more uncertainty as well as resistance, cynicism and frustration.

Who are the key communicators of change? And who should be?

The sheer magnitude of large-scale transformational change means that, by necessity, lots of people are involved in its communication.

To begin with, messages about why change is needed in the first place and what it will bring will usually emanate from the top, with the most senior leaders of an organisation. These messages often come with the authoritative voice of the CEO, for example, to convey the importance of change.

New change theories, such as those explored by Ursula Ströh of University of Technology, Sydney and Miia Jaatinen from Finland's University of Jyväskylä, place increasing importance on how change communicators leverage the dynamics of teams, departments, divisions and, importantly, interpersonal relationships. Informal forms of communication can bring energy, two-way dialogue and the ability to better address conflict, concerns and objections[5], during transformational change.

It's important to note that Ströh and Jaatinen advocate devolved communications that spread positive *sentiments* about the change, not just scripted key messages.

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> We believe that non-hierarchical, less formal communication networks (often formed by employees along social lines) deserve much more consideration

Largely overlooked in change management literature, we believe that non-hierarchical, less formal communication networks (often formed by employees along social lines and that may emerge as "the grapevine" or cliques) deserve much more consideration. For example, perhaps if they were used to spread 'feelings about the change' rather than simply broadcast pre-defined messages, we believe informal channels can be used to increase the momentum of impending change.

Another key recommendation from Ströh and Jaatinen is that, due to the cross-functional nature of their role, change practitioners lead change by facilitating participation. Ströh and Jaatinen recommend that communications practitioners lead (or at least increase their active involvement in) change, because of their cross-functional role, to facilitate manager and workforce participation through dialogue and provide support networks for change agents and recipients. That said, in our experience it's often true that communications practitioners are not perceived as having sufficient operational understanding of the organisation (and the credibility, particularly if they have not come from within the organisation itself) to deliver important messages about change.

Rather, they may shape communication from their perspective instead of developing a deep understanding of the employee audience and its many sub-groups, each with their own nuances.

As a result, we suggest that communication practitioners may reap greater returns on their efforts by building relationships with employees whose roles are meaningful to the employee population, then to use those relationships with change agents to improve communications.

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[5] Ströh & Jaatinen, 163

On this subject it's critical to remember that the direct supervisor—the person who works with employees each day and who understands the work they do and (to some extent) their motivations for doing it—is perhaps in the best position to influence how employees think and behave in times of change. This is because support must be given to employees so they can personally internalise a desire to change, and consequently change their behaviour in line with the desired change. [6]

Line managers are well-placed to provide this support. Yet, as Hiatt and Creasey state, "Ultimately, the direct supervisor has more influence over an employee's motivation to change than any other person at work. Unfortunately, supervisors as a group can be the most difficult to convince of the need for change and can be a source of resistance themselves".[7]

In our view, frontline managers and other key members of an organisation's middle-management team are change recipients first, and (hopefully) change agents second. This means they must be given ample opportunity to personally understand the change before they're asked to deliver key messages down the organisational chart.

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Research - Results and Discussion

The second component of TP3's research comprised an online questionnaire and interviews with change experts which explored:
- Practical experiences of transformational change
- Nuances of communicating change
- Reactions to change communications, and
- The role of line managers in change communications.

Below we explain the findings of this research, interspersed with insights from the interview subjects.

People at different levels experience change in different ways

Respondents to the online questionnaire had varying experiences of workplace change:

- Sixty-five per cent said they'd experienced change as employees of large organisations of more than 1,000 people

- Most respondents (48%) were change managers, followed by change recipients (23%), communications practitioners (19%) and business sponsors (10%)

- The majority of respondents (68%) had experienced transformational cultural change, followed by 29% who had experienced business process improvement and 3% who had experienced change as the result of a merger or acquisition.

The view from the change practitioner's perspective

The change practitioners surveyed became involved in change projects either during the initial scope definition of the change (39%), or after the scope was defined but during the planning phase (31%).

All change practitioners surveyed had a communications plan for the change project, and said this plan was followed (with adaptations as the project was implemented) 92% of the time.

Respondents said the primary methods of communication were manager briefings, training, frequently asked questions, and explanation of the change.

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[6] Ströh & Jaatinen, 149
[7] Hiatt & Creasey, 69

Change practitioners also reported that the main people or roles that were communicated change were the senior leadership team (70%). These spokespeople were followed by frontline leaders (23%) and the change team itself (8%). Frontline managers were considered to be as effective as senior managers in communicating change, each considered "most effective" by 38.5% of change practitioners surveyed. On the question of who should be the communicators of change, one respondent said:

> *"In my view, the change team should probably be the last people communicating change. They generally don't have any rapport or credibility with the general populous. The people (employees) care about are the people they know – the CEO, the head of their division. They're the ones they want the big sweeping statements from. Then the personal 'how does this impact me?' information comes from the person's direct manager."*

Surveyed change practitioners reported that communication specialists add value to change teams when they "get their hands dirty", become actively involved, and understand the change and the target audience. Their added value came specifically from helping to define key messages and terms, and working to ensure that the messages sent were not only received but also understood. Further value came when communication professionals collaborate to formulate and refine key messages, ensuring that messages are clear and consistently stated, and by preparing messaging that will resonate with and be well-received by the target audience.

Anticipating target audience resistance was another perceived benefit of having a specialist change communicator on board. As one respondent said:

> *"The change team were challenged [by communication practitioners] to look at communication from many different perspectives and not adopt a 'spray and pray' approach which was a historical cultural issue."*

Eureka moments are rare

According to the research, change practitioners seldom experience a "pivotal communication moment" during transformational change initiatives. Rather, it's the steady, consistent and often repetitive communication of key messages that brings about the desire to change.

These findings reflect the views of our interview subjects. One manager described change as a "grind" of almost inevitable progress, with change resisters subjected to a changing work environment as they were effectively marginalised by the new behaviours of their change-ready colleagues. His view was that if the change resistor is surrounded by positivity about change, they will eventually surrender, or at least act in a less resistant manner.

Of those who did experience a pivotal communication moment, several change practitioners nominated senior leader briefings as the defining occasion. One manager recounted a senior leaders meeting that was, in his view, one such moment in a culture change project. He described a session in which the CEO told a personal story centred on the 'journey' as a key narrative, drawing an analogy to the current state and desired future state of the business. For managers, that narrative grounded the complex concepts and terminology of the project in a relatable, repeatable message — one that was simple to share with their teams and for their team members to pass on to others.

Also, the personal nature of the address from the CEO in the group environment was an effective communication mechanism to generate, and be seen to generate, momentum and hunger for change. Resisters were able to see the willingness of many colleagues around them to support and drive the change agenda—and to then assess whether to continue to resist or submit and support it.

The view from the communication practitioner's perspective

Sixty-seven per cent of responding communication practitioners led the development of a transformational change communications plan, with the balance contributing to its development.

We found that communications practitioners join change project teams later than change practitioners. Only 17% were involved during the initial scoping of the change project, 33% after the scope was defined but during the planning phase, and 50% after the planning phase but prior to implementation.

Communication practitioners reported they use a variety of communication channels, with emails or newsletters cited by all respondents (100%), followed by in-person meetings or workshops (83%).

"New-media" channels, however, were less utilised than expected: only 33% of respondents use online broadcasts, 17% use a blog and no respondents in our research use electronic messaging or micro-blogging tools.

> the creativity and succinctness associated with multimedia lets viewers derive their own meaning

For one manager we interviewed, the use of multimedia is the ultimate test of message relevance during change initiatives. Her experience of scripting and producing a brief YouTube video shaped this view:

"Using multimedia forces you to crystallise the message into 30 seconds or one minute. There is so much more you want to say, but your producer is just constantly telling you 'why should I care about that? I don't want to hear that!' It forces you to be clear and succinct."

In another manager's view, using a multimedia channel lets change recipients revisit the message over time to recap on its value and its impact a number of times at their choosing throughout the initiative. However, the time needed to refine a message to a point where production can begin, often months, is a likely barrier to greater use of multimedia in change initiatives—especially due to the urgency that invariably drives change projects.

Perhaps a more striking implication of this multimedia experience, from a communication specialist's perspective, is that the creativity and succinctness associated with multimedia lets viewers derive their own meaning and understanding from the experience, rather than being told what they should think.   By not explicitly stating each of the key messages in a multimedia piece, recipients are free to draw their own conclusions and 'play' with the experience of the change and its communication. It allows recipients to treat the change less seriously, even if only for a short time!

Of course, key messages need to be carefully crafted to support transformational change, and 83% of surveyed communication practitioners devised key words or phrases, regularly incorporating them into the initiative's communications to guide conversations. Establishing a visual identity for the change seems a secondary consideration. Only 34% of communication practitioners had established a visual identity, such as

The view from the business sponsor's perspective

> All sponsors reported conducting 25-50% of "official" change communications

Being a business sponsor of change is often challenging. Business sponsors must proactively advocate change while at the same time support business as usual until change can take effect.

All business sponsors surveyed were involved in formulating the transformational change, all were change supporters from the outset and, like change practitioners, most (67%) did not report a "pivotal communication event" that increased the momentum of change.

All sponsors reported using presentations to communicate change to groups, both large and small. This method was used in combination with emails, targeted group meetings, one-on-one meetings and specific meetings designed to overcome resistance.

All sponsors reported conducting 25-50% of "official" change communications, and while all respondents reported being adequately prepared to communicate the change, some stated they would have liked a better understanding of the likely obstacles to change and more scenario-planning prior to communicating the change.

Business sponsors appreciated the skill sets that the change team brought to communicating change. They listed among the benefits a communication practitioner brings as including consistency of message, knowledge of alternate communication channels, and support with internal branding.

The view from the change recipient's perspective

Change recipients reported that communications about transformational change came from the CEO (72%) and senior management (29%), with only a small amount (14%) coming from frontline managers.

Not surprisingly, this finding suggests recipients place greater weight on what the CEO says than what is said by change practitioners. Perhaps this is because the change announcement or launch is often delivered by the CEO (or the most senior manager involved), and as a result the launch is likely to be the most memorable communication for recipients. Later, as the change becomes more familiar and its implementation progresses, change communication perhaps becomes "consumed" or hidden within the day-to-day conversations of the organisation, making it less memorable or noticeable to recipients.

We believe that further research into the correlation or discrepancy between (a) who communicates about change and (b) who are perceived by recipients as communicating to them about change is warranted.

In the minds of recipients surveyed, change communications do not always achieve their goal. In fact, the majority of change recipients (57%) did not find communications effective in helping them to adapt to the change. A common criticism was that change communications stopped too early in the implementation process, leaving recipients feeling unsupported as the impacts of the change hit home.

In one instance, change communications were said to be inconsistent with the spirit of the change. The survey respondent explained:

> *"The stated purpose was to align the values and behaviours of three organisations. [Communication] Content was command-and-control in nature i.e. content did not align with stated purpose."*

Incongruence between words and actions is a key risk when communicating the vision for change.[8]

Even more worrying, the vast majority of change recipients surveyed —71%— said they received no post-implementation communications whatsoever to gauge or reinforce the value of the change initiative.

The role of the frontline manager in change communications

All respondents were asked to consider why communications from the line manager during transformational change are given less emphasis in practice than theory suggests.

Respondents gave equal importance to the reasons that:

- Line managers would not give the communications enough importance in their day-to-day role (20%)
- It is too labour-intensive to coach all line managers to communicate change (20%)
- Line managers do not always agree with the change and can give the wrong message (20%)

One change manager interviewed described a meeting she attended at a construction site as a good illustration of this perceived skill gap among frontline managers:

> This experience highlights the importance of appropriate, effective change communication by managers if the right messages are to cascade down through the organisation

> *"I went along to what was called an 'interactive' toolbox meeting, but… it was basically a forum for being talked at. It was all one-way, and often they say that they do it this way to save time. When I piped up and asked a question, I was given a look… it was the manager's opportunity to open up a discussion about safety on site… and instead he shut it down. That was the skill level, and he would have seen the same type of meeting from his manager and him from his manager before."*

This experience highlights the importance of appropriate, effective change communication by managers if the right messages are to cascade down through the organisation. It also highlights another common pitfall in change communication: by making the communications one way, change resistance can be exacerbated and any opportunity for feedback and message adjustment is wasted.

Another key finding from the research suggests the effectiveness of line managers' change communications would increase if the organisation's senior leaders spent more time with groups of its frontline managers (50%), or if change practitioners spent significantly more time with groups of line managers (25%) or one-on-one with line managers (15%).

Here it is important to note that 60% of respondents believe increased emphasis on frontline manager change communication would have a "significant and positive impact" on change success.

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[8] Kotter, 95

Respondents were asked to explain their rating of the impact of greater line manager communication. Open-ended responses were categorised using the themes within each response.

The most common theme—by almost twice its nearest rival—was the relationship of respect and trust that employees have with their manager. This was followed by the ability of frontline managers and other members of middle management to address resistance as it emerges and to encourage greater ownership and support of change. Frontline managers have a better understanding of the personal impact of the change upon staff.

Line managers are often asked to deliver a message that they may not agree with, and they are often the ones answering questions about job cuts, salary changes, workload expectations and topics such as pressure, frustration, dissatisfaction and even sadness, with people that they work with every day.

With the Australian culture one in which the personal relationship between manager and subordinate is often prized above business imperatives[9], line managers may deflect responsibility for the change in order to preserve these relationships. Reflecting the view of Ströh & Jaatinen, one change manager we interviewed explained this in the context of the conflict during change:

> *"It's about conflict management and resistance. The senior manager communicates the big change, and resistance, which is conflict, is directed at the message transmitter regardless of where the drive to change came from. Line managers deflect conflict to maintain the relationship, inadvertently or sometimes very overtly we disassociate ourselves from the change. A classic example is the Australian operation blaming the overseas parent [company]. Really the subtext of such deflection is a message that 'they don't get me', 'they don't understand what it's like.'"*

Involving frontline managers in change communication can potentially help to avoid, counter or overcome line manager resistance which, when neglected, can torpedo an entire change initiative.

Like all other workers, line managers are individuals and their work is but one influence on their lives. One change manager interviewed was philosophical about why people resist or subvert change, saying no one can truly understand what's happening in the life of a colleague, what pressure they may be under or what aspirations they have.

That said, well-managed people, clear communications, transparency and change leadership capability are all essential to securing the support of people at any level, frontline managers especially. Of the role of manager involvement, one interviewed manager said:

> *Involving frontline managers in change communication can potentially help to avoid, counter or overcome line manager resistance which, when neglected, can torpedo an entire change initiative.*

> *"You've got to get managers on board before you can get them communicating. They are employees themselves and they need to have that conversation with their manager before they can pass it down the line. You need to provide them with modelling – you prep the most senior managers to do that conversation well so that they know how to do it and actually do it well. People can then copy what they've seen in having the message delivered to them."*

Another change manager described frontline managers as "carrying the culture" when articulating how important their role is if meaningful, lasting change is to take hold within an organisation.

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[9] Whitely, 1977, 451

Key Lessons for Change Communications

The implications of this research for change communications may come as little or no surprise to experienced change practitioners. A review of change management literature supports the important role of communication in the success of change. The literature does not, however, directly attribute success to devolved responsibility for communication to line managers.

And while the research undertaken and presented in this paper shows change practitioners themselves value the role of line managers in communicating transformational change, in practice middle managers can be inadequately skilled, personally resistant to the change, and fail to give change communications sufficient priority.

Line manager capability as a precursor to successful change communications

This brings us to the development of frontline managers' capability to effectively and authentically communicate about change.
To begin with, frontline managers may not have the skills or capabilities to conduct open, frank conversations but change programs cannot, and should not, wait for middle managers to develop these skills.

The importance for managers at all levels to understand change, and their role in making it happen, must be addressed as part of business-as-usual capability development so that in times of transformation, they are ready (or at least better prepared) to say what needs to be said.

One manager surveyed discussed the need to ensure line managers and change agents have the skills to support change as part of the everyday business practices of the organisation, not just as a crisis response during major change. He said:

> *"When leadership comes from everyone, right down through the organisation, the change is significantly more effective and sustainable in an organisation. The bad news is that an awful lot of organisations today, especially in Australia, outsource the transformation to a third party, get management buy-in to the strategy and then outsource the implementation. So you have leaders aligned with it but who do not actually take part in the transformation. The result is there's no legacy for transformation left behind within the organisation. My estimate is that as many as 70% of organisations have change done to them rather than change done by them."*

By developing the skills of managers at all levels to better manage people, have difficult conversations and speak positively about change, organisations dramatically increase their change readiness and change responsiveness.

Making the most of the message

Enhancing the receptivity of key change messages can also improve change communication and adoption.

Using atypical communication channels such as video, animation or in-house social media tools—all of which require clear, succinct messages—may challenge assumptions and, more importantly, catch the attention of employees and spark the beginnings of their personal desire to change. Even if multimedia is not used, change practitioners may benefit from engaging a multimedia producer to validate the simplicity and challenge the relevance, length and importance of proposed key messages before they are rolled out to the organisation.

The value of a visual identity

Another communication tool that warrants further consideration during transformational change is the use of a visual identity that defines the signs and signals that accompany key messages in change initiatives.

Building on the Birmingham School's interpretation of subcultures (as inevitably interacting with the dominant culture), one can assert that transformational change establishes a subculture with the intention of being absorbed into, dominating or redefining the culture of the organisation.[10] And since the subculture manifests itself in the signs and symbols that identify its members, key messages carefully crafted by change practitioners can become one sign that signifies the 'change agents', or those who have joined the subculture that advocates major business change.

Then, as more and more people use the language of the change initiative, the greater the change acceptance throughout the organisation and the more the subculture transplants itself into the main culture of the organisation. Membership of the 'change subculture' therefore could be further signified to change recipients by the use of common imagery, colours, logos and icons in communications.

> **As more and more people use the language of the change initiative, the greater the change acceptance throughout the organisation**

This may also aid in drawing the attention of change recipients to instances when they are receiving "communications about the change", which may expand perceptions of who communicates about the change beyond the CEO's initial announcement and into the day-to-day communications they have with their frontline manager and other managers as the change is implemented.

In short, using visual imagery for change may help people realise you're talking to them about the change, rather than about business as usual.

Conclusion

This paper seeks to explore whether change managers at all levels of an organisation can better utilise communication techniques to deliver successful transformational change.

A review of the literature suggests that change practitioners know what must and should be done to effectively communicate change—yet for personal, interpersonal, pragmatic and contextual reasons these principles are often not followed, or their application does not achieve the intended outcome.

Catching the attention of change recipients and making them aware when they're engaged in 'change conversations' could help overcome the view held by many that change communications generally fail to sufficiently support recipients throughout change.

This paper recommends that all participants in change communications use new, different channels to communicate increasingly succinct change messages if they wish to dramatically improve change receptivity and, as a result, the success of transformational change initiatives and building change readiness into their organisations.

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[10] Torkelson, 2010, 259

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About the author

Susan Dyster is the Communications Manager at TP3 and has 15 years' experience in communications, marketing and management. She is a keen observer of the way people interact and communicate, and the conscious and cultural signs and signals we transmit through our actions and words, and has applied this to instructional design, curriculum management, product innovation, and marketing communications.

She explores the nature of communicating transformational change for research as part of her Master of Communications degree, which she is currently finishing at Griffith University. In addition to working towards her Masters, Susan holds a Bachelor of Business Administration/ Bachelor of Laws from Macquarie University and a Graduate Certificate in Legal Practice from the College of Law. In 2007 she was a finalist in the AIM NSW/ACT Young Manager of the Year Award. Susan can be contacted at **susan.dyster@TP3.com.au** or **(+61 2) 8296 6649**.

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