



CHANGE COMMS STRATEGY TEMPLATE

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CHANGE COMMUNICATION TEMPLATE BY SASKIA JONES

PURPOSE: A template that can be used by internal communication professionals to develop a change communications strategy.

TIPS:

- **This should be a living document accessible by others.** Use it in discussion with your leadership to form the strategy, align it to business objectives and get agreement.
- **Have different strategies for different phases of change.** You'll need to keep adapting your approach. For example: Phase 1: preparing for change; Phase 2: managing the change; Phase 3: re-engaging employees and sustaining change.
- **Work in partnership with HR and external communications teams.** HR will provide support to employees and there will often be legal obligations to follow. Timing and messaging needs to be synchronised – employees must hear about the change before it hits the press.

1. Name	What is the project name and phase of change?
2. Vision	What do we ultimately want to achieve with our communications? How does this link with business objectives?
3. Goals	What do we specifically want to achieve? What do we want employees to know, feel and do?
4. Stakeholders	Who are our stakeholders? For example: senior leaders, change project team, change recipients.
5. Learning	What organisations have done this well? What can we learn from them? What practices of theirs can we follow?

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6. Audience

- Who are our target audience?
- How can we segment employees based on impact of the change?
- What do our audience currently believe about issues relating to the change? What are their concerns, needs and perspectives?
- What challenges and opportunities do we have, based on this?
- Tip: Use a range of methods to establish perceptions and needs. Consider focus groups, surveys and workshops with managers to hear what their teams are thinking and feeling.

7. Principles

- What are our guiding principles for communication?
- How will we live our organisations values in the way we communicate?
- What behaviours are crucial to support the change?
- Tip: Leaders need to role model the change in both content and style of communications. Having these principles agreed upfront will help.

8. Messaging

- What is the overview of the case for change?
- What are the key messages?
- Tip: messages should reinforce positive outcomes and address negative perceptions. Address why, what, when how and who. Address 'why should I care?'

9. Tactics

- What are our best communication channels and timelines? What are our measures of success?
- Tip: face-to-face communication and dialogue with leaders and managers are the most powerful ways to engage during change.

10. Evaluation

- How will we measure the impact of our communications?
- How will we measure reactions and take opportunities to enhance understanding and engagement?
- Tip: include how you will regularly feedback to your stakeholders, to discuss results and suggest next steps for the change communications strategy.



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