

Example of a Communication Plan for an Organizational Change

Organizational Change Communication Plan	
Guiding Principles	
<ul style="list-style-type: none"> • When something is not known, we won't "make it up". We'll say when we don't know • Be transparent and respectful in order to build and maintain trust • The message must be consistent, but also tailored to the targeted audience. • Feedback will be listened to and carefully considered. • Send the same message multiples times through a variety of media • We need to be absolute clear on what we need input from people on, and what is not negotiable 	
Context	
Definitions and terms of reference	<ul style="list-style-type: none"> • The "Senior Team" is Dave and his direct reports • "Managers" are anyone with direct reports, including front line leaders • "Materially Affected" is anyone who will have a different reporting relationship or a different job as a result of the change.
Briefly describe what events have occurred to get the organization to here.	<ul style="list-style-type: none"> • The organization has grown quickly by acquisition. Now the focus must change to growing existing assets. In order to do so, there must a much sharper focus on growing revenues from existing sources, and carefully containing costs. This organizational realignment will enable these changes
Purpose or Objectives	
Why are you communicating this	<ul style="list-style-type: none"> • The organizational structure will change April 1. People need to understand where they fit in to the new structure
What business outcomes does this connect to?	<ul style="list-style-type: none"> • Increased revenue prospects and a renewed focus on cost control both are outcomes of this org change. This communication will enable the change.
What do you want people to know or do differently?	<ul style="list-style-type: none"> • The new organization connects people much more closely with Profit & Loss accountability. We need to ensure they have the tools to do this well.
Risk Analysis	
What happens if you don't communicate this	<ul style="list-style-type: none"> • There are new reporting relationships and individual competency requirements. If we don't carefully communicate what we're doing and why, the level of resistance will be significantly higher
What are potential downsides of communicating this	<ul style="list-style-type: none"> • This communication will distract people from doing their core work for some period. However, it is not optional to communicate this change
What could make this communication fail?	<ul style="list-style-type: none"> • If we do not successfully communicate the importance to the company, and to its people it will fail • If we do not explain "What's in it for me"

Stakeholder Analysis				
Stakeholder <ul style="list-style-type: none"> • Senior Leaders • Managers • Employees • Support Groups • Suppliers • Customers • Joint Venture Partners • Investors/Shareholders 		Relative Importance <ul style="list-style-type: none"> • High • High • Highest • Medium • Low – will be talking to same people • Low – they should notice no change • Medium – need to manage interface changes • Low – inform 		
Communication Process				
Description or Action	Target Audience	Media to be used	Timing or Frequency	Budget or Resources
Senior leaders to be spoken to one on one about new organization	Senior Leadership Team	One to one	Month prior to announcement	Allocate adequate time
Senior leaders group meeting to roll out the organizational change	All managers	Large Group meeting	One week prior to announcement	\$1000 for meeting space
Create a script for mgrs to be able to talk to their people about the change to ensure consistency	All managers	Briefing note	Day of announcement	None
Managers to meet with their current direct reports to champion the change	Materially affected	One to one	First week after announcement	Allocate adequate time
Managers to roll out change to people under each of their care in the new organization	Materially affected	Small group meeting	Second week after announcement	None
Leading Change seminar	All managers	Training	After announcement before change	\$5000 to train all managers
Intranet page dedicated to the future state to act as a repository for documents, as well as a place to post updates	All employees	Intranet	Immediately and updated weekly	\$15000 for contractor to manage
Forum and Blog about the change.	All employees	Social Media	CEO to start day of announcement	Allocate adequate time
Frequently asked questions	All employees	Intranet	Immediately and updated daily	Included in contractor
Short perception surveys as to progress of the organizational change	Materially affected	On-line survey tool	Random sample once per fortnight	\$5000
1 hour managers meeting once per fortnight to update change	All managers	Small group meeting	Once per fortnight	None

Assessment	
<p>Key Success Factors for this Communication:</p> <ul style="list-style-type: none"> • A widespread understanding of why the change is occurring and what will happen during the change • Confidence in the leadership responsible for the change • Engagement of leaders at all levels. The most credible change agent is an employee's immediate supervisor • Engagement of staff. Engaged leaders need to bring staff along if the change is to be successful • Well thought out communication with consistent messaging 	
<p>Leading Indicators</p> <ul style="list-style-type: none"> • Progress against plan • Number of times and/or different media that a message is communicated • Amount of feedback received 	<p>Lagging Indicators</p> <ul style="list-style-type: none"> • Employee perception surveys • Employee retention rate for first year after the change