

Introduction to Change Management

Module 2: Communication and Change – Resource Document

This document contains a variety of resources that will help you avail of effective communication to implement change in your organization.

The resources contained in this document are as follows:

Page 02: Tools and Tips – Template for Benefits of Change

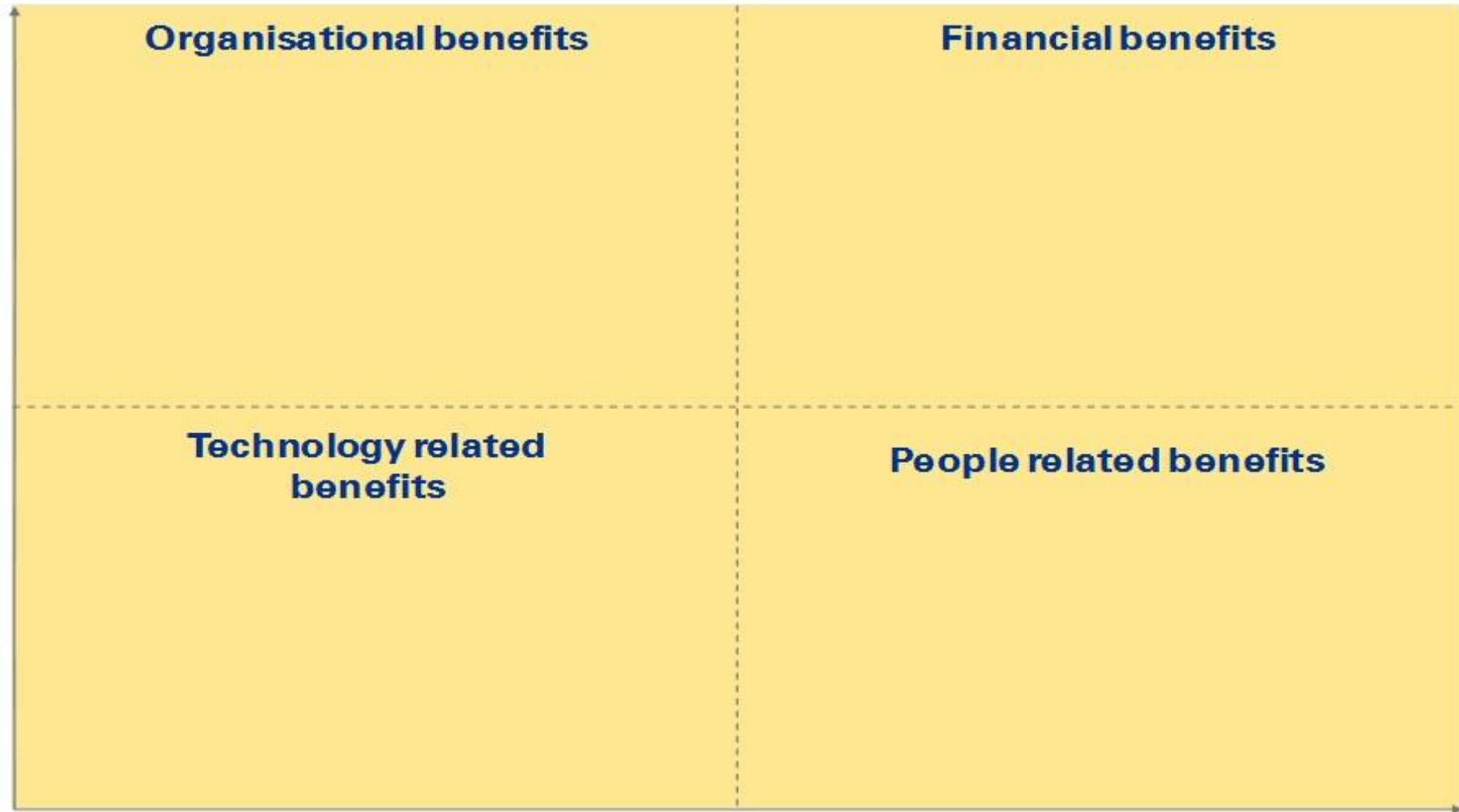
Page 03: Stakeholder Analysis Matrix

Page 04: Stakeholder Impact Template

Page 05: Communication Plan Template

Page 06: Manager's Checklist for Communication Change

TOOLS AND TIPS – TEMPLATE FOR BENEFITS OF CHANGE



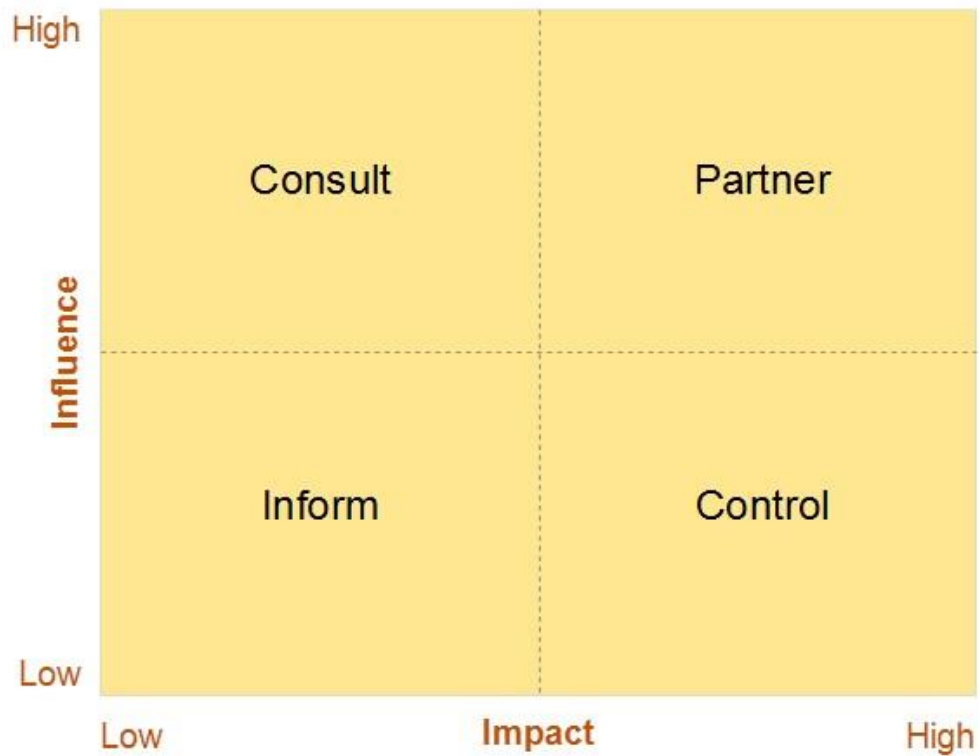
STAKEHOLDER ANALYSIS MATRIX

Stakeholder name and role	What is the impact of the change on them?	What is their current understanding of the change?	What is their attitude towards the change? (Positive, Negative)	What influence do they have over the program? (H, M, L)	What are their key issues and concerns?

STAKEHOLDER IMPACT / INFLUENCE

Plot your key stakeholders on the chart below to identify the type of engagement they will require throughout the change. This is based on your stakeholder analysis.

For example, if the impact of the change on a stakeholder will be high, and they have a high ability to influence the outcome, you would need to **partner** with them.



COMMUNICATION PLAN

Goal: What is the goal of the communication plan?

Key Messages: What are the messages that your communication needs to get across (refer to your change benefits)?

Item	Details
Who are you communicating to? (Audience)	e.g.: All staff
What do they need to know?	What is happening to them? Why is it happening? When will it happen? What are their options?
When do they need to know it?	Date / ongoing
How are you going to tell them?	Face-to-face briefings Weekly team meetings Weekly email from CEO
Who is going to tell them?	CEO initial briefing Supervisor regular updates
Feedback	Open question forum

MANAGER'S CHECKLIST FOR COMMUNICATING CHANGE

This checklist helps managers prepare for initial change communication, as well as maintain strong, ongoing communications with employees during the transition.³

THE MESSAGE

- Is your message consistent with that of HR, executives, and other managers? What additional information do you need to effectively communicate with your team?
- Does your message detail the business rationale behind the change and explain the benefit?
- Does your message ask for your employees' help in making the change work effectively?
- Does your message show support for the change (i.e. help others accept the change)?
- Does your message clarify the vision, plans and progress of the change initiative?
- Does your message relay how the change will affect employees and the business in the short- and long-term?
- Does your message provide as many details as possible?
- Does your message address the question, "What's in it for me?"
- Does your message supply realistic detail of both the positives and negatives of the change?
- Does your message let employees know that the organisation understands the range of emotions associated with the change?

THE COMMUNICATION STRATEGY

- Are your formal and informal communications timely, honest and accurate?
- Are you repeating key messages numerous times?
- Have you addressed employee questions and issues, and have you captured and escalated important employee concerns?

³ Adapted from Corporate Leadership Council research.

- Has the organisation determined how to clearly communicate what is expected of employees and resources available to them to help them transition?
- Do you communicate proactively and adjust your communication approach depending on employee reactions?
- Do you create opportunities for two-way, face-to-face dialogue and follow up on items of concern following these conversations?
- Are you reaching your audience via numerous channels?