TEMPLATE 24 · TRANSFORMATION

Change Communications Plan

Say the right thing, to the right people, through the right channel, at the right time, and listen to what comes back.

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People need to hear a message several times, from someone they trust, before they act on it. One all-staff email is not a communications plan.

HOW TO USE IT

01 **Build the message house** (page 2): one core message, three supporting messages, and the proof behind each.

02 **Segment audiences** using the Change Impact & Stakeholder Map (template 23).

03 **Plan the calendar** (page 3): who hears what, from whom, through which channel, and when.

04 **Listen and adjust.** Every activity needs a way to collect questions and reactions.

Managers first. Brief line managers before their teams hear it. People ask their manager, "what does this mean for me?"

PRINCIPLES

01 Why before what
Explain the reason for change before the detail of it.

02 What it means for me
Tailor each message to what changes for that audience.

03 Right messenger
Leaders for the why, line managers for the what-it-means.

04 Repeat, consistently
The same core message, many times, through several channels.

05 Two-way
Make it easy to ask questions, and answer them visibly.

06 Honest about unknowns
Say what isn't decided yet, and when it will be.

CHOOSING CHANNELS

CHANNEL	BEST FOR	WATCH OUT FOR
Face to face, team meetings	Explaining impact, handling concerns	Inconsistent messages between managers
Town hall or live session	The why, the vision, visible leadership	One-way broadcast with no real questions
Email, intranet, FAQs	Facts, dates, reference detail	Being skimmed or ignored
Champions network	Local support, early feedback	Champions without time or information

Message house

CHANGE

DATE

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Core message

The one thing every audience should remember. A single sentence.

1 Supporting message

PROOF POINTS: FACTS, EXAMPLES, STORIES

2 Supporting message

PROOF POINTS: FACTS, EXAMPLES, STORIES

3 Supporting message

PROOF POINTS: FACTS, EXAMPLES, STORIES

Why now

The reason for change, and the cost of not changing.

What it means for me

What changes, what stays the same, and where to get help.

Who hears what, when

Sequence: leaders → managers → affected teams → everyone else · Status: planned or done

DATE OR WEEK	AUDIENCE	KEY MESSAGE	CHANNEL	MESSENGER	PURPOSE	FEEDBACK ROUTE	OWNER	STATUS