

Change Management Communication Plan

Plan who hears what, when and from whom during an operational change, so people get the information they need before the rumor mill fills the gap.

How to use this template

1. **Get the basics down first.** If you can't say what's changing and why in a few sentences, people won't be able to either.
2. **Map who's affected.** Different groups need different messages. A customer, a frontline employee and a manager each want to know something different.
3. **Build the calendar backward from go-live.** People need to hear about a change several times, through more than one channel, before it sticks.
4. **Prepare for the questions.** Write answers to the questions you'd least like to be asked. Those are the ones people are already asking each other.
5. **Listen as much as you announce.** Decide how you'll hear concerns and how quickly you'll respond, then track whether people are ready.

Who should deliver it. The person sponsoring the change should explain why it's happening. Each person's direct manager is usually best placed to explain what it means for them day to day. Plan for both.

This PDF is fillable. Type into the shaded fields and save, or print it and write by hand.

1 The change

What's changing In plain language	
Why now The problem it solves or the opportunity it captures	
What stays the same Often the most reassuring part of the message	
Key dates Announcement, training, go-live	
Sponsor The leader who owns the decision	
Change lead The person running the plan day to day	

2 The core message

Every communication should be consistent with these answers. Write them the way you'd say them out loud.

What's happening	
Why it matters	
What it means for you	
What we need from you	
What we don't know yet And when you expect to know it	
Where to ask questions	

3 Who's affected

List every group that will feel the change, including customers, vendors and partners.

#	GROUP	IMPACT (HIGH, MED, LOW)	WHAT THEY CARE ABOUT	LIKELY CONCERNS	BEST MESSENGER
1					
2					
3					
4					
5					
6					

4 Communication calendar

Work backward from go-live. Plan for before the announcement, the announcement itself, the run-up, go-live and the weeks after.

#	DATE	AUDIENCE	MESSAGE OR PURPOSE	CHANNEL	MESSENGER	DONE
1						☐
2						☐
3						☐
4						☐
5						☐
6						☐
7						☐
8						☐
9						☐
10						☐
11						☐
12						☐
13						☐
14						☐
15						☐
16						☐
17						☐
18						☐

5 Questions to prepare for

Start with the hard ones: jobs, pay, workload, schedules and why the old way isn't good enough.

#	QUESTION	ANSWER	WHO ANSWERS IT
1			
2			
3			
4			
5			
6			

6 How you'll listen

How people can raise concerns

e.g. team huddles, a form, office hours

Who reviews what comes in

How fast you'll respond

How you'll share what you heard

Closing the loop builds trust

7 Readiness check

Signs that people understand the change and can work the new way. Check them before go-live and again after.

#	SIGNAL	HOW YOU'LL CHECK	BEFORE GO-LIVE	AFTER GO-LIVE
1				
2				
3				
4				
5				
6				

Before the first announcement

- ☐ The sponsor and change lead agree on the core message.
- ☐ Managers hear about the change before their teams do.
- ☐ Every affected group has a planned message and messenger.
- ☐ The hard questions have written answers.
- ☐ There's a way for people to raise concerns, and someone is watching it.

Want a second set of eyes?

If you have a change coming and want help planning the rollout or supporting your managers through it, change management is one of the core things we do.

Book a free consultation at origamicsolutions.com or email Tim Pizanie at tpizanie@origamicsolutions.com.