



Change Communications Resource Guide

**Kansas Project Managements Summit
November 2, 2023**

Change Communications Reference Guide

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Overview

- Project Management/ OCM/ Communications Framework
- Purpose & Key Messages
- Audience Analysis
- Development & Delivery
- Measuring, Monitoring & Engagement

The Intersection of Project Management/ Organizational Change Management/ Communications Management



5 Stages of the Project Life Cycle

Project Management manages costs and resources to maximize business results.

- Initiating
- Planning
- Executing
- Controlling
- Closing

5 Critical Steps in the Change Management Process

Organizational change management addresses the “people-side” of change.

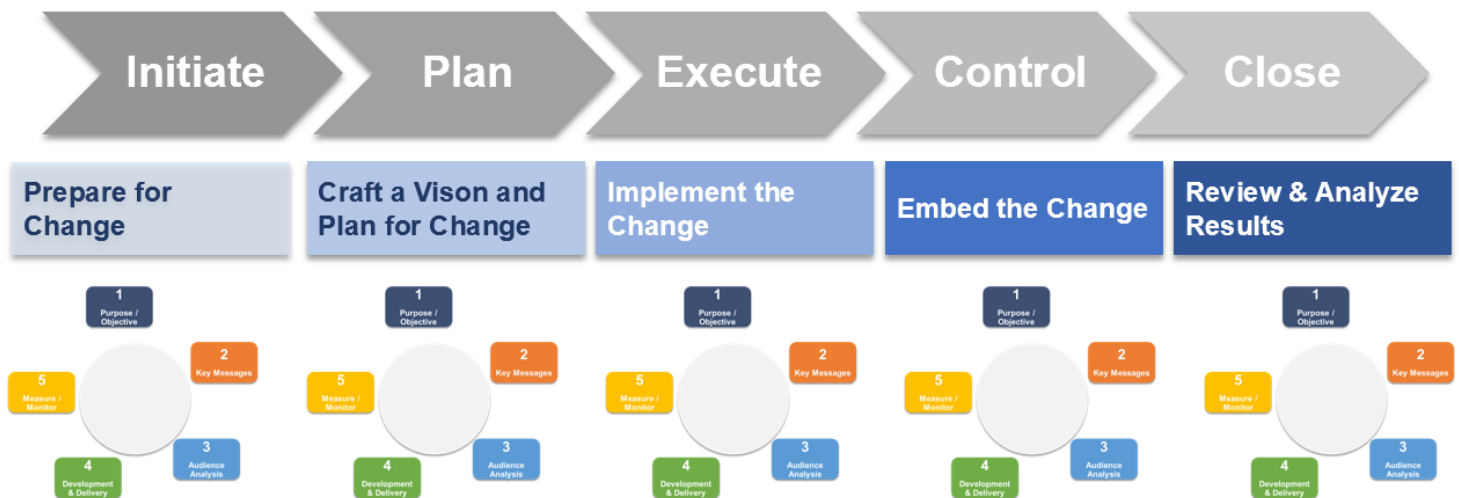
- Prepare the Organization
- Craft a Vision and Plan for Change
- Implement the Change
- Embed Changes Within Company Culture & Practices
- Review Progress and Analyze Results

Notes:

5 Components of Communications Planning



The Intersection– Part 2



Communication Assumptions

10% of your audience will receive 10% of your message 10% of the time

- Sending an email is not communication
- Communication is not a one-size-fits-all approach
- Different audiences need different amounts and types of information
- Effective communication requires repetition via multiple tactics

Notes:

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Purpose/ Objective

“What does the communication need to accomplish?”

Relational/ Tactical	Experiential/ Emotional
<ul style="list-style-type: none">• Create awareness• Provide notification• Establish a shared definition• Prompt action	<ul style="list-style-type: none">• Build curiosity• Generate excitement• Instill a sense of ownership• Increase confidence• Ease anxiety/ concern

What else?

NOTE: Learning, comprehension, or long-term behavior changes require more in-depth change management & training planning. *“Telling ain’t training.”*

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Purpose/ Objective (Sample Scenario)

- The Kansas State Legislature has passed a bill that will require us to change how we manage & track employee access to certain technical systems.
- As a result, we must implement a new system, iKAN Access Tracker, within 30 days
- All department staff will be required to use the system as part of their regular work going forward.

Assumptions:

- IT is the operational owner of iKAN Access Tracker
- IT is responsible for developing the change management/communication plan
- Only those inside of the department are directly or indirectly impacted
- We are not restricted by typical budget or resource constraints

Project:

- Implementation of iKAN Access Tracker in the IT Department

Purpose of Communication (e.g. inform, inspire, persuade, reassure):

Relational

- Establish a ***shared understanding*** of **what** iKAN Access Tracker is **and why** it must be implemented
- Provide ***high-level overview*** of **implementation process** and how employees are **impacted/involved**

Experiential/ Emotional

- Instill a ***sense of priority & urgency*** for the implementation
- ***Provide reassurance*** of **consistent support** throughout the implementation & beyond
- ***Gather and address*** employee **questions/feedback**

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Key Messages

Providing clarity and consistency is critical when crafting a communication plan. It starts with identifying the core, high-level absolute statements that apply to all audiences and then distills it down to an “elevator pitch” which answers the “what” and the “why” and serves as an anchor to all aspects of the communication plan. Stick to 1-2 succinct statements.

Critical questions at this stage include:

- What are the facts?
- What is starting, continuing, or stopping?
- Why is it starting, continuing, or stopping?
- Why should others care about this?
- What is not included or impacted?
- What information will be shared later?

Sample

What is happening? We will implement the new iKAN Access Tracker system for IT staff by December 3 2023

Why is it happening? To meet recent Kansas legislative requirement that changes how we must manage & track access to IT systems

What do we know today?

- IT staff will not lose access to existing systems or gain access to new/different systems
- IT staff will not change their day-to-day responsibilities
- IT staff may need to adopt a new/different workflow for accessing existing systems
- IT customers are not impacted by this change

What details will/ need to be communicated later?

- Detailed project plan, timeline, etc.; detailed process/procedural info; system training

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Key Messages

My Scenario

Scenario:

Purpose of the communication/ change:

Key messages:

- What are the facts?
- What is starting, continuing, or stopping?
- Why is it starting, continuing, or stopping?
- Why should others care about this?
- What is not included or impacted?
- What information will be shared later?

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Key Messages

Elevator Pitch/ Vision Statement

An elevator pitch is a concise statement in easy-to-understand language that describes the core “What” and “Why” for all audiences. It addresses both the rational and experiential objectives. It should be conversational in tone and free from jargon or conceptual words. An effective elevator pitch is 1-2 succinct sentences and is used to anchor your audience. It should be reiterated in all subsequent communications.

Sample

Between now and December 3, the IT department will implement a new system, called iKAN Access Tracking, that will change how IT employees access various systems.

This change is necessary and urgent due to recent regulatory changes with the State of Kansas. Although we must act swiftly, our leaders are committed to providing information, training, and support to ensure a smooth transition. “weKAN implement iKAN!”

My elevator pitch/ vision statement

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Audience Analysis

Different audiences have different communication needs based on their role and relationship to the change, content, initiative, etc. It's at this stage where you can start to assess the landscape in which they are operating, their goals, and any sensitivities or risks that may need to be addressed as part of the communication.

Audience Tiers

- **Champion Tier** – those who will need to help communicate the message; demonstrate buy-in
- **Engagement Tier** – those who are directly involved or impacted (including the core/project team)
- **Awareness Tier** – those who are not directly impacted but can benefit from basic awareness, or need to know they are not impacted
- **Consumer Tier** – those who may be recipients of the change, or for whom the change is aimed (e.g. customers)

Within each audience tier, there may be specific individuals who have additional or unique needs due to their role, level of expertise or involvement for example executive levels who may be more concerned with the strategic view v. individual contributors who may need a more tactical/ technical focus.

Key Questions

- Who is impacted at each tier and how?
- What is the primary purpose and intended outcome for each tier?
- What are the known sensitivities (e.g. potential confusion, resistance, circumstances, relationships that need to be considered)?
- What are the risks of NOT communicating effectively?

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Audience Analysis

Sample

AUDIENCE (Tier or Specific Groups/ Individuals)	OBJECTIVES	SENSITIVITIES	RISKS OF NOT RECEIVING/RETAINING THE MESSAGE
Champion Tier: Sr. IT Leaders	<ul style="list-style-type: none"> • Must demonstrate positivity & calm • Must be able to address questions • Must help cascade Key Messages 	<ul style="list-style-type: none"> • Need to get everyone up-to-speed as soon as possible 	<ul style="list-style-type: none"> • If not 100% up-to-speed, will be unable to manage the message effectively • Lack of positivity & calm may negatively impact the change
Engagement Tier: Mid/Front-Line IT Leaders	<ul style="list-style-type: none"> • Must demonstrate confidence in Vision • Must be able to escalate questions • Must understand Key Messages 	<ul style="list-style-type: none"> • May not have time to reach entire group – need to organize differently? 	<ul style="list-style-type: none"> • If not informed, may feel “out-of-the-loop” or disengaged, lack of ownership • Lack of confidence may negative impact staff
Consumer Tier: Technical Staff in HITS & KITS	<ul style="list-style-type: none"> • Must understand Key Messages • Must adopt confidence • Must take action 	<ul style="list-style-type: none"> • XYZ teams are currently supporting a Go-Live 	<ul style="list-style-type: none"> • Failure to take action may result in regulatory issues • Lack of confidence may create additional stress
Awareness Tier: Non-Technical Staff in HITS & KITS	<ul style="list-style-type: none"> • Must be aware of Key Messages • Must understand no action required 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Failure to understand they are not impacted may create undue confusion / chaos

4

Development & Delivery

Planning for Multi-Directional Communication & Engagement

- Build and schedule communications as part of project plans.
- Weave the “what” and the “why” into every communication.
- Provide talking points & materials to champions with recommended communication tactics & timing.
- Tailor messaging based on audience need and/or project stage.
- Build in opportunities for collaborative communication.
- Create mechanisms for soliciting & addressing feedback.

Communication Tactics



Notes:

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Development & Delivery

Sequencing & Timing

- Determine the sequence and delivery of communication based on sensitivities or impact to the tier or individuals.
- Incorporate multiple methods multiple times throughout the lifecycle of the project. Individuals typically need to be exposed to an idea 7 times for it to stick.
- Take advantage of regularly scheduled channels (e.g. team meetings, town halls, weekly email communication, etc.).
- Layer message over time as more is known. For example:

Initial Communication: What & Why

As more is known: What & Why + Who
What & Why + Who + How, etc.

Key Questions

For each communication tier and milestone ask:

- Which channel will be used?
- What is the sequence/timing for delivery?
- Who is responsible for developing / delivering?

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Development & Delivery

Sample

Timing	Audience	Tactic	Responsibilities
Week 1	Senior IT Leaders	Verbal Conversation: Finalize (Sign-Off) Key Messages, FAQs; prep for communication to teams	Project / Comms Resource
	All	SharePoint: Publish Key Messages, Materials, & Q&A Form	Project / Comms Resource
	Engagement Tier	Kick-Off Mtg: Deliver Key Messages, Share link to SharePoint	Senior IT Leaders
	HITS & KITS Technical Resources	Email: introduce key messages, provide link to SharePoint and date for next layer of communication to come	CIO
	All	Joint Town Hall: Deliver Key Messages, Share FAQs, Solicit & Address questions	Engagement Tier
Week 2	All	Team Mtgs: Reiterate Key Messages, solicit & address questions	Senior IT Leaders
	All	Email: Reiterate Key Messages, share Updated FAQs and next steps, link to survey gauging overall willingness & comfort/confidence with the change	Project / Comms Resource

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Measuring & Monitoring

Key Questions

- How will we know if we met our communication objectives?
- How will we assess the new need?

Measures

Quantitative Measures

- # of clicks/views
- Attendance/participation
- Surveys: % agree/disagree, rating scale, etc.

Qualitative Measures

- Open Q&A / feedback sessions
- Team meetings
- One-on-Ones
- Casual conversation, informal networking
- Open text surveys / feedback forms

“Communication without measures is like throwing darts and hoping they’ll stick.”

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Measure/ Monitor

Sample

Tactic	Measure / Monitor
Verbal Conversation: Finalize (Sign-Off) Key Messages, FAQs; prep for communication to teams	Verbal and observational confirmation of understanding & commitment to deliver messaging, etc.
SharePoint: Publish Key Messages, Materials, & Q&A Form	# of clicks, # of views, # and type of questions submitted
Kick-Off Mtg: Deliver Key Messages, Share link to SharePoint	Poll at end gauging level of understanding, willingness to help deliver messaging, etc.
Email: introduce key messages, provide link to SharePoint and date for next layer of communication to come	N/A
Joint Town Hall: Deliver Key Messages, Share FAQs, Solicit & Address questions	# of participants, # and type of questions, real-time poll gauging
Team Mtgs: Reiterate Key Messages, solicit & address questions	Verbal and observational confirmation of understanding, engagement, etc.
Email: Reiterate Key Messages, share Updated FAQs and next steps, link to survey gauging overall willingness & comfort/confidence with the change	# and type of survey responses

Potential Measurements