CUSTOMIZATION GUIDELINES: COMMUNICATIONS PLAN

The location in the Risk Grid impacts how to customize your plans.

Category	Medium Risk: Change Resistant	High Risk
Preferred Sender	• Primary sponsor/sponsor coalition/executive Leader need to communicate the need for the change and the risk of not changing. • Managers and supervisors need to communicate the specific impacts of the change on their employees and share the WIIFM message.	• Primary sponsor/sponsor coalition/executive Leader need to communicate the need for the change and the risk of not changing. • Managers and supervisors need to communicate the specific impacts of the change on their employees and share the WIIFM message.
Cadence	• Formal, managed and adjusted as necessary. • Frequent sponsor message, updating and elaborating on progress, providing new information, and continued reinforcement of Awareness messaging. • Frequent project updates to managers. • Frequent messaging from managers on specifics to their teams.	• Formal, managed and adjusted as necessary. • Frequent sponsor message, updating and elaborating on progress, providing new information, and continued reinforcement of Awareness messaging. • Frequent project updates to managers. • Frequent messaging from managers on specifics to their teams.
Key Messages	• Initial messaging from sponsor needs to be focused on Awareness - Why this? Why now? Risk of not changing? Current vs. future state, organizational expectations of employees throughout the change, how this change will feel different from other changes because of applied change management. • Initial messaging from manager needs to be focused on Awareness and should reinforce key elements that help increase Awareness and Desire for the individual - How this change will impact you as an individual, what's in it for you, direct impact to day-to-day work, timeline, etc. • Ongoing messages to groups more highly impacted and/or more resistant should come from manager and be focused on the ADKAR barriers of each individual/group. • Targeted to specific audiences - See *Best Practices in Change Management* (Key messages by audience).	• Initial messaging from sponsor needs to be focused on Awareness - Why this? Why now? Risk of not changing? Current vs. future state, organizational expectations of employees throughout the change, how this change will feel different from other changes because of applied change management. • Initial messaging from manager needs to be focused on Awareness and should reinforce key elements that help increase Awareness and Desire for the individual - How this change will impact you as an individual, what's in it for you, direct impact to day-to-day work, timeline, etc. • Ongoing messages to groups more highly impacted and/or more resistant should come from manager and be focused on the ADKAR barriers of each individual/group. • Targeted to specific audiences - See *Best Practices in Change Management* (Key messages by audience).
Recommended Channels	• Face-to-face followed by written communication reinforcing the face-to-face messaging. If face-to-face is not an option, consider video conferencing. • Audio and video (interview format with primary sponsor and sponsor coalition members) include customer testimonials/success stories. • Utilize regularly scheduled meetings and events (example: staff meetings, huddles, skip-level reviews) • Public forums (example: quarterly all-hands meetings). • See *Best Practices in Change Management.*	• Face-to-face followed by written communication reinforcing the face-to-face messaging. If face-to-face is not an option, consider video conferencing. • Audio and video (interview format with primary sponsor and sponsor coalition members) include customer testimonials/success stories. • Utilize regularly scheduled meetings and events (example: staff meetings, huddles, skip-level reviews) • Public forums (example: quarterly all-hands meetings). • See *Best Practices in Change Management.*

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Category	Low Risk	Medium Risk: Radical Change
Preferred Sender	• Primary sponsor needs to communicate the need for the change and the risk of not changing. • Managers and supervisors need to communicate the specific impacts of the change on their employees and share the WIIFM message.	• Primary sponsor/sponsor coalition members/ executive leader need to communicate the need for the change and the risk of not changing. • Managers and supervisors need to communicate the specific impacts of the change on their employees and share the WIIFM message.
Cadence	• Informal. • As necessary messaging to managers on project updates. • As necessary messaging from managers to employees on specific impacts to their teams.	• Formal, managed and adjusted as necessary. • Occasional sponsor messages updating and elaborating on progress at key milestones of project and/or with new information, and continued reinforcement of Awareness messaging. • Frequent project updates to managers. • As necessary messaging from managers to employees on specific impacts to their teams.
Key Messages	• Initial messaging from sponsor needs to be focused on Awareness - Why this? Why now? Risk of not changing? Current vs. future state, organizational expectations of employee throughout the change, how this change will feel different from other changes because of applied change management. • Initial messaging from manager needs to be focused on Awareness and should reinforce key elements that help increase Awareness and Desire for the individual - How this change will impact you as an individual, what's in it for you, direct impact to day-to-day work, timeline, etc. • Timely messages associated with key milestones through the project will be needed as well. • Where to go for additional information and support. • Targeted to specific audiences - See *Best Practices in Change Management* (Key messages by audience).	• Initial messaging from sponsor needs to be focused on Awareness - Why this? Why now? Risk of not changing? Current vs. future state, organizational expectations of employees throughout the change, how this change will feel different from other changes because of applied change management. • Initial messaging from manager needs to be focused on Awareness and should reinforce key elements that help increase Awareness and Desire for the individual - How this change will impact you as an individual, what's in it for you, direct impact to day-to-day work, timeline, etc. • Ongoing messages to groups more highly impacted and/or more resistant should come from manager and be focused on the ADKAR barriers of each individual/group. • Where to go for additional information and support. • Targeted to specific audiences - See *Best Practices in Change Management* (Key messages by audience).
Recommended Channels	• Face-to-face, written. • Audio and video, utilize social media as appropriate. • Utilize regularly scheduled meetings and events (example: staff meetings, huddles, skip-level reviews). • Public forums (example: quarterly all-hands meetings). • See *Best Practices in Change Management.*	• Face-to-face followed by written communication reinforcing the face-to-face messaging. • Audio and video (interview format with primary sponsor and sponsor coalition members). • Utilize regularly scheduled meetings and events (example: staff meetings, huddles, skip-level reviews). • Public forums (example: quarterly all-hands meetings). • See *Best Practices in Change Management.*

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