CHANGE COMMUNICATION
PLAY BOOK

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THE JOURNEY BEGINS NOW

Organizations that effectively manage change have been shown to consistently out-perform their competitors. A key element of effective change management is clear and consistent communication. This guide provides an approach for communicating change.

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What is Change Management and Change Communication?

Change management is the systematic approach to managing employee engagement and adoption when an organization changes how work will be done. It is accomplished through thoughtful communication. The vision and details about the change need to be clear, consistent, and shared throughout the organization. This communication focuses on how to help employees embrace, adopt, and utilize a change to their day-to-day work.

Why is it important?

Only 30 percent of change efforts succeed. Without a specific, structured approach, many change efforts fall short of the goal, resulting in wasted time, effort, and resources. Taking a focused approach to managing change can make the difference between success and failure to meet project goals. [*Source: McKinsey & Company Research*]

What can be done to effectively manage change?

Establish a clear vision and consensus for the project at the executive level.

» Moving through change requires a clear and compelling vision of the future. Everyone needs to understand why the organization is taking on the project and how the outcome of the project will personally affect them.

» Gaining consensus at the senior level will increase the chance that the vision is supported and shared throughout the communication process.

• **Form a coalition of individuals to develop and implement the change approach.**

» Successful projects are accomplished through a team representing key groups throughout the organization. These are comprised of business unit leaders and functional leaders that represent the organization.

• **Involve employees in the change process. Identify change champions.**

» Provide an opportunity for dialogue with those affected by the change to help them understand and process the change.

» Understanding the mood and disposition of the many groups and individuals involved will help in planning and targeting change communications.

• **Provide communication that involves clear messages reflecting the vision and business drivers for the change.**

» Developing effective messages related to the vision and business drivers for the change will allow individuals to process and understand what is happening today and tomorrow.

• **Implement face-to-face and written communications throughout the process to keep people engaged and informed.**

• **Measuring outcomes, thru simple surveys and interviews, targeted at stakeholders after the change has been complete will help in understanding the success of your program.**

What is our approach?

We understand that there are necessary steps to approaching change. In this guide we outline what we recommend — and have done for our own Haworth projects — for understanding, communicating, and managing organizational change efforts.

We recommend our change management workshop as an effective approach for bringing leaders together to explore these elements, and begin the process of developing messages for the change.

Change Communication Steps

Clear, consistent communication during the process of change helps to create a shared understanding among stakeholders. Once individuals understand why the organization is taking on the project and can relate it to their own personal situation, they begin to see the future and "what's in it for me."

Steps:

1. Create a change communication team early in the planning process.

- This team should include the project manager, site planner, corporate communications, HR, IT, and department representative. One person should be designated as the change communication project lead.

- Change communication meetings are held as frequently as needed to review project specifics, timelines, and key elements of the change, make assignments, and track progress.

2. Develop a detailed communication project plan with a variety of activities, to be followed by the change communication team. From this plan, assign responsibilities. Schedule follow-up meetings to track progress.

3. Share communications with the organization from the kick-off announcement to the move into the new space. Select the methods of communication that will be most effective in reaching the audiences affected—e-mail, dedicated website, meetings, learning sessions, FAQ's.

4. Monitor how the communications are being received. Make adjustments along the way.

5. Celebrate successes.

Activities and Examples

Keep in mind that each facility project is unique. The nature of the project, timing, and the organization will influence what types of communications are needed and in what sequence.* Here is a list of recommended change communications materials.
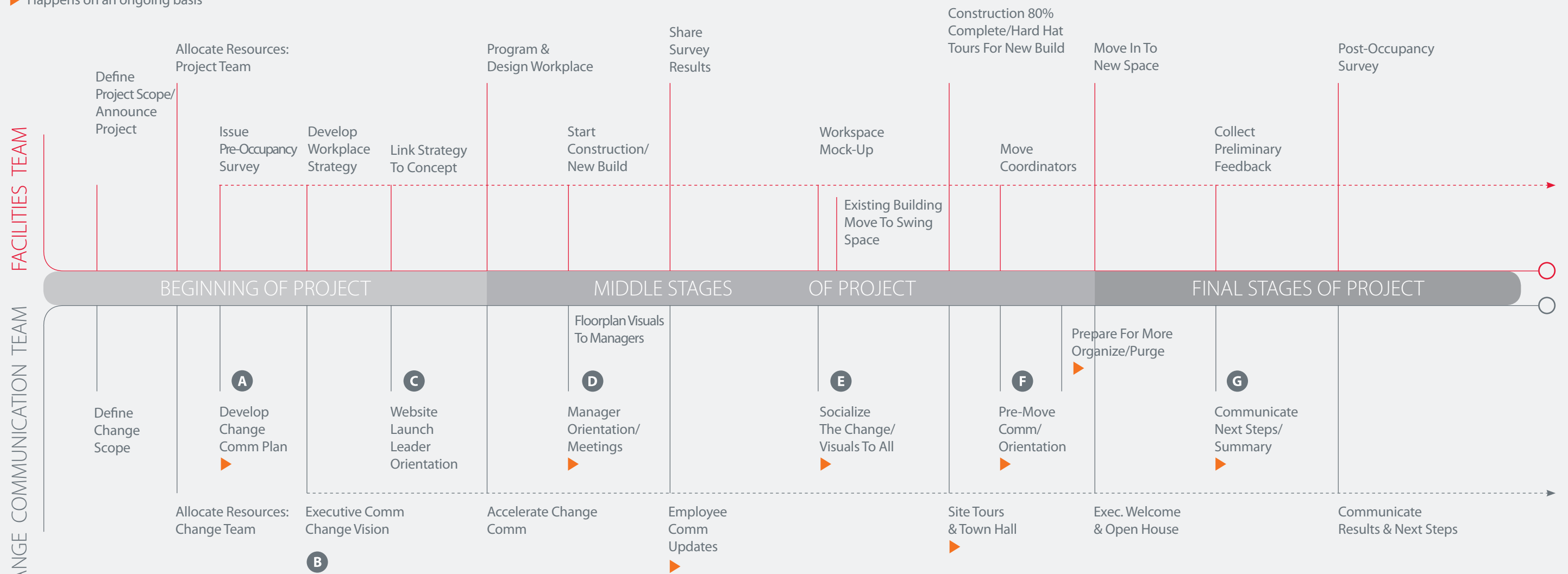
- **Project Announcement** – internal and external

- **Organizational Announcement** – statement of the project, vision, and future

- **Project Kick-off Event** – reception or gathering to introduce the project to the organization

- **Project Website** – FAQs, email box for questions, surveys, contests, mock-ups, move schedules

- **Leader Talking Points** – key points to share with managers and teams about the change; vision, business drivers, what's in it for me (WIFM)

- **Executive Briefing** – monthly updates on project and progress

- **Timeline Displays** – visual displays for lobbies or café areas communicating the progress and completion date

- **Lunch and Learn Meetings** – sharing details, answering questions

- **Building Fair** – a sampling of what employees will experience in the new space

- **Spring Cleaning** – clean-up and recycle event to get ready for moving

- **Move-in preparation and orientation** – written or communicated in meetings on how to prepare. This may include move details, protocols and behaviors for the new space, technology use and guidelines, furniture care, recycling guidelines, etc.

- **Welcome Guide** – booklet or guide to orient employees to new building/space

- **Celebration/Open House** – celebrating the new space with employees, customers, and vendors

- **Post-Move Sessions/Occupancy Survey** – opportunity to check in with people to see how things are going; make adjustments; evaluate individual satisfaction of the new space

*The change workshop, completed early in the process, will help the project team identify which activities will have the most impact.

Facilities and Change Communication Project Timelines

The facilities project plan and timeline operates in parallel with the change communication plan. This diagram illustrates milestones along each path and points of intersection. This is a working tool for the communications project team to track milestones throughout the project.
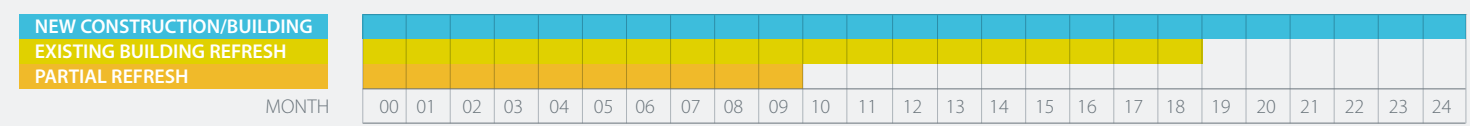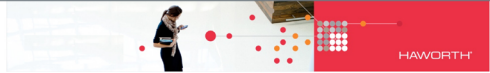
▶ Happens on an ongoing basis

FACILITIES TEAM

Define Project Scope/ Announce Project

Allocate Resources: Project Team

Issue Pre-Occupancy Survey

Develop Workplace Strategy

Link Strategy To Concept

Program & Design Workplace

Start Construction/ New Build

Share Survey Results

Workspace Mock-Up

Existing Building Move To Swing Space

Construction 80% Complete/Hard Hat Tours For New Build

Move Coordinators

Move In To New Space

Collect Preliminary Feedback

Post-Occupancy Survey

| BEGINNING OF PROJECT | MIDDLE STAGES | OF PROJECT | FINAL STAGES OF PROJECT |

CHANGE COMMUNICATION TEAM

Define Change Scope

Allocate Resources: Change Team

Develop Change Comm Plan — A

Executive Comm Change Vision — B

Website Launch Leader Orientation — C

Floorplan Visuals To Managers

Manager Orientation/ Meetings — D

Accelerate Change Comm

Employee Comm Updates

Socialize The Change/ Visuals To All — E

Site Tours & Town Hall

Pre-Move Comm/ Orientation — F

Prepare For More Organize/Purge

Exec. Welcome & Open House

Communicate Next Steps/ Summary — G

Collect Preliminary Feedback

Communicate Results & Next Steps

For success, a majority of change steps still need to take place within compressed schedules. However, the nature of the project, timing, and the organization will influence what types of communications are needed and in what sequence.

EXAMPLES

A	Change Communication Plan	C	Web Page Promotion	F	Move Schedule
B	Announcement from Leaders	D	Manager Forums	G	Communication Plan Summary
B	Organizational Announcement	D	Manager and Employee Forum		
B	Executive Briefing	E	Technology Tools & Processes		
B	Business Drivers	E	Clean-up and Recycle Day		
C	Project Website	E	Space Refresh Promotion		
C	FAQs	E	Protocols and Etiquette		

NEW CONSTRUCTION/BUILDING
EXISTING BUILDING REFRESH
PARTIAL REFRESH

MONTH	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24

Change Communication Plan

The purpose of the plan is to carefully outline each communication activity, with steps and timing on planning, creation, and delivery. This is the plan used by the change communication team. It is used during their team meetings to identify activities, owners, timing, and progress.

COMMUNICATION ACTIVITY

	STEPS		OWNER
	1. Executive Announcement		Insert Name
	2. New Work Practices		Insert Name
	3. Website Development		Insert Name
	4. FAQ Document		Insert Name
	5. Meet with Communications Team		Insert Name
	6. Various Articles		Insert Name
	7. Email Announcing Internal Website		Insert Name
	8. Videos from Leaders		Insert Name
	9. Discussion Blogs		Insert Name
	10. Manager Forum		Insert Name
	11. Banners/Promotional Pieces		Insert Name
	12. Publish Space Guidelines & Protocols		Insert Name
	13. Worker Orientation		Insert Name
	14. Training Content		Insert Name
	15. Temporary Move		Insert Name
	16. House Key Guidelines		Insert Name
	17. Move-In Communications		Insert Name

| TIMELINE

2-YEAR TIMELINE: 24 Month, 23 Month, 22 Month, 21 Month, 20 Month, 19 Month, 18 Month, 17 Month, 16 Month, 15 Month, 14 Month, 13 Month, 12 Month, 11 Month, 10 Month, 9 Month, 8 Month, 7 Month, 6 Month, 5 Month, 4 Month, 3 Month, 2 Month, Weeks Prior, Move-In Day

Announcement from Leaders

In this example, two executive sponsors led the project, the Vice President of Human Resources and Vice President of Marketing. This letter was sent to the organization and posted on the project web page on the company intranet.

The executive sponsor might be the business unit lead or another leader who can inspire excitement about the project and communicate key messages.

Executive Briefing

The executive briefing is a document to be shared with leaders to keep them up to date on the progress of the project and the change. It can be shared in electronic form or presented at manager meetings.

Executive Briefing by Sponsor

What Has Been Accomplished	
	• Members in phase 1 2C moved into swing space
	• Tear down started
	• Furniture on order
What's Coming Next	• Collaborative space rework to start July 15, end Aug 1
	• Employee/Manager meetings to review Initiative and program details
	• Presentation of 2 West updates at Managers Briefing
What We Need From You	• Ask employees to use care and avoid tear down areas
	• Share information and encourage questions and feedback
Thank-You for Your Support!	

Organizational Announcement of the Initiative

This announcement was issued to all West Michigan employees at the kick-off of the initiative from Haworth's President. It is a high-level overview of the initiative and the vision for Haworth's 2 West refresh project.

Business Drivers – 2 West Refresh

Haworth wanted to formally demonstrate its business drivers and recognize the practice of new ways of working through the project. The formalization would allow the company to present the story and share the company's knowledge with customers. It would also introduce the concept of flexible work to other areas of the organization, increasing work mobility and employee engagement. The business drivers help in the process of creating messages and reinforcing the vision.

Project Website

A project website or web page serves as a go-to place for all information on the project. It is located on the employee intranet. Communication delivered in person is reiterated on the web page for repetition and consistency. The page was regularly updated, and a link was pushed to employees when new information was added.

Web Page Promotion

A contest was held after publishing the web page to attract visitors and increase readership.

Visit our new web page and enter to win tickets for 4 to Michigan's Adventure and Café Cards.

Enter now by going to Hometown, One Haworth Center, 2 West. Click "Contact Us" and send us your name to enter. Deadline for entry is June 19. Winners announced June 21.

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FAQ's

Regular communication and dialogue throughout the process are essential to bringing people along through the change. FAQs are a vehicle to keep people informed, included, and engaged. These FAQs were posted on the employee intranet and updated regularly.

Curious about how, when, and where work is performed?

Learn More. Visit the 2 West web page on Hometown/Department/One Haworth Center. Also, check out displays located in the member café, lobby café and 2W.

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Manager Forums

Manager forums provided the chance to share information on the physical space, the space design, and furniture layouts. Displays were created in a community area so employees could walk up and visualize the future space and where they would be located. Renderings of workstations and meeting areas were included to help individuals see what their new workspace would look like.
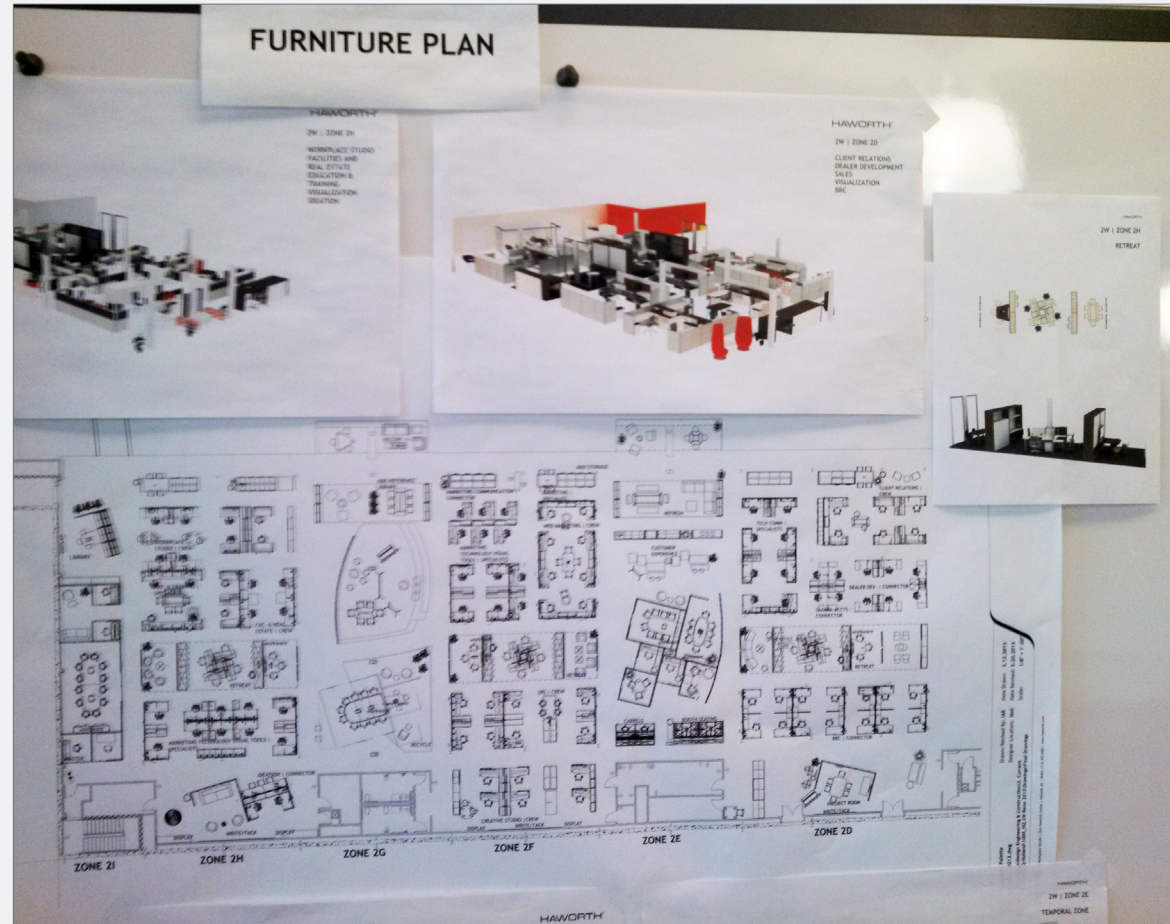
Manager and Employee Forums

All employees participated in a discussion session about the space refresh. This was an opportunity to discuss with the group what they were looking forward to about the project, their concerns, and where they would need support. This document was shared with all employees. It was the basis for further communication around new policies, using technology, and best practices for communication and use of the space.

Employee forums were held in the weeks leading up to the move. Volunteers identified communication best practices, which were shared with the group and discussed.

2W Forum Meeting Themes		August 4, 2013
Furniture/Space		
Excited	**Concerned**	**Need Support**
New Furniture/Space - 6	Lack of Privacy – 4	Mail slots/Mail System-2
Options/Variety/Flexibility - 6	Less Daylight – 4	Flat tops – No Storage
Everyone on One Floor – 3	Smaller Workstation – 3	Need enough workstations for Agile Workers
Workware – 2	Noise – 3	Need another printer
Collaborative Spaces – 2	Space Within Workstation -3	Need to update our technology
Showing Customers How We Work - 2	Fewer Meeting Rooms – 3	Need open workstations to be
	Lack o	

Communication Norms (Best Practice Examples)

Physical Location – Assume others are physically on-site, unless they communicate otherwise

Status – Communicate with team members and colleagues the best way to connect with you, whether it is by phone, text, email, or instant messaging

Technology Tools and Processes

A guide was developed to inform members of the technology tools in use and being considered for the future. This was shared in meetings and on the web page.

Clean-up and Recycle Day

Volunteers from 2 West planned a day that was dedicated to cleaning out files, organizing used and unwanted items, and gathering waste for recycling. The process was so successful it will be used as a model for future move projects.

2 West Space Refresh Promotion

A printed banner was created to explain the intent of the 2 West pilot, which coincided with the kick-off of the project initiative. The 6' x 3' banners were placed in high traffic public areas and employees were encouraged via the web page to walk over and visit the 2 West area. The new space would provide a greater variety and choice of group spaces. This information was shared at a forum with 2 West employees.

Collaboration Space   Work Spaces   Shared Social Spaces   Unassigned Work Spaces   Informal Group Space

Recap of the Clean-up and Recycle Day for Web Page

The Clean-up and Recycle Day, organized by volunteers, helped employees prepare for the move. A recap was shared on the project web page.

Protocols and Etiquette

Space protocols and workplace etiquette were shared with employees in a forum. The information was also provided in a document for reference.

Banner displayed in lobbies and 2 West area

Move Schedule

A move schedule was created and shared with employees to help them prepare for the moves that were phased over the course of three months.

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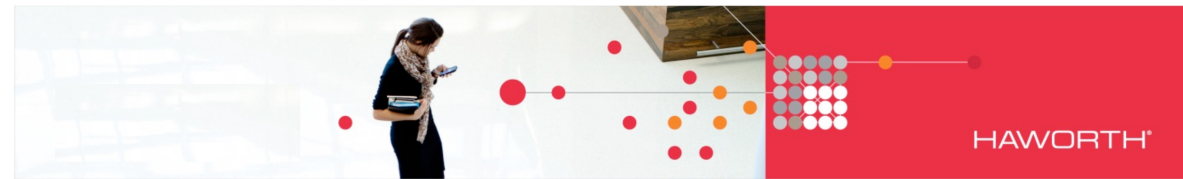
2 West

Move Schedule – as of 7/26/13

The following is a partial schedule of the upcoming moves from 2W to temporary space. See the far right column for your group name/location. This schedule may change.

Task	Duration	Start	Finish	Department – Move-to Location
Phase IA - Zone 2D				
Move out - temporary	1 day	6/26/13	6/26/13	BRC – 2E; Client Relations – 2W
Move in	2 days	7/22/13	7/17/13	Client Relations; Tech Comm; Dealer Dev – 2D
Phase IB - Zone 2D				
Move out	1 day	7/22/13	7/22/13	Dealer Development
Tear Down and Installation	9 days	7/23/13	8/9/13	
Move in	2 days	7/31/13	8/1/13	BRC
Move in	2 days	8/8/13	8/9/13	Tech Communications
Move in	2 days	TBD	TBD	Travel
Area – Zone D	4 days	TBD	TBD	
Phase II – Zone 2F				
Move out	1 day	8/23/13	8/23/13	S/D Trning; FM; WPS; Ideation; HC
Move in	13 days	8/26/13	9/11/13	MarComm; A&D; Web Mktg; eMktg; CS; SRS
Area – Zone 2F	2 days	9/12/13	9/13/13	
Phase III – Zone 2H				

Communication Plan Summary

Following the move into the refreshed 2 West space, a number of activities were scheduled to continue the communication and support for the change.

Employee Forums
Forums were continued to allow for feedback and discussion on the space and Agile Work initiative.

Recognition – Completion of the Space
This is a day to formally welcome employees to the space and thank them for their support. It provides a chance to communicate what to expect next in the space, and how the work will continue on the pilot to understand new work behaviors, communication practices, and space use.

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