



# CHANGE COMMUNICATION PLAY BOOK

HAWORTH®



# 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.

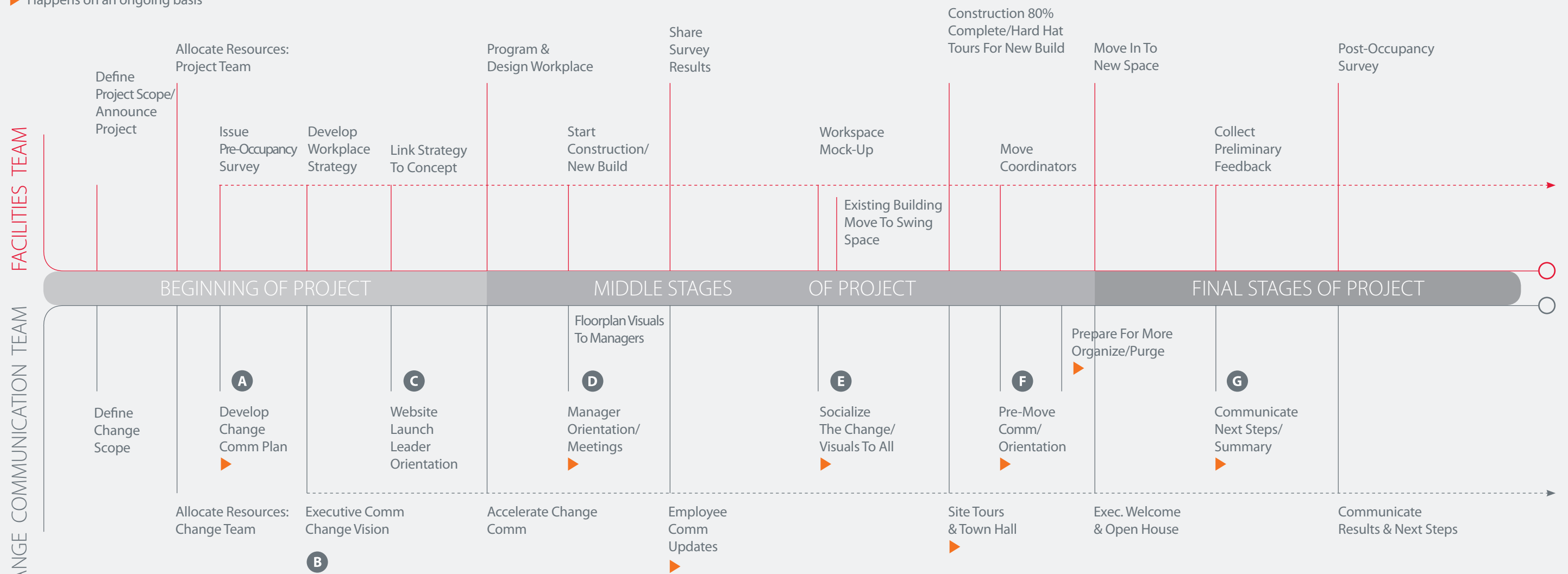
- **Project Announcement** – internal and external
- **Organizational Announcement** – statement of the project, vision, and future
- **Project Kick-off Event** – reception or gathering to introduce the project to the organization
- **Project Website** – FAQs, email box for questions, surveys, contests, 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.

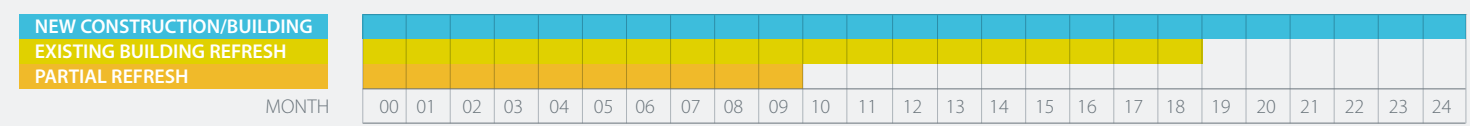
▶ Happens on an ongoing basis



## EXAMPLES

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

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.

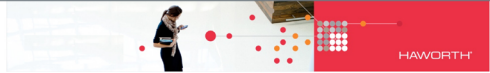


# Change Communication Plan

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	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		
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																											



**Welcome**  
From Ann Harten and Mabel Casey

Here at Haworth, understanding how people work and designing great spaces to support them is a core of our business. Every day, we assist our customers in creating work environments that support their business needs and advance their culture. In the spirit of learning and growing, we are also addressing these issues inside Haworth.

For several months now, a cross functional team has been conducting research and developing new work practices. This initiative will enable many of our members to work more effectively through the use of new types of individual and group spaces at One Haworth Center.

We have chosen 2W, the most mobile group in the organization, as a place to test new solutions informed by our research on culture and work styles. We will be sharing information with you through announcements, meetings and workshops so that you can further understand our goals and objectives.

At this time, we would like to introduce you to, a new link on Hometown dedicated to providing you with the latest information on policies and the pilot project.

As always, there is an important customer element to our space. Many of our visitors to One Haworth Center are interested in new ways of working and their impact on work space. The 2W space and practices will provide a great framework for our discussions with them.

We encourage your curiosity and questions. Please contact us through the e-mail box link on the page. We will also be providing frequently asked questions "FAQ's," which will be updated weekly with the most current questions and answers. As we approach the physical transformation of 2W, more information will be provided on the design of the new space,

## 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 by Sponsor**

<b>What Has Been Accomplished</b>	<ul style="list-style-type: none"> <li>Members in phase 1 2C moved into swing space</li> <li>Tear down started</li> <li>Furniture on order</li> </ul>
<b>What's Coming Next</b>	<ul style="list-style-type: none"> <li>Collaborative space rework to start July 15, end Aug 1</li> <li>Employee/Manager meetings to review Initiative and program details</li> <li>Presentation of 2 West updates at Managers Briefing</li> </ul>
<b>What We Need From You</b>	<ul style="list-style-type: none"> <li>Ask employees to use care and avoid tear down areas</li> <li>Share information and encourage questions and feedback</li> </ul>
<b>Thank-You for Your Support!</b>	

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## 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.



**HQ & 2 West**  
Executive Announcement


In 2006, Haworth embarked on the transformation of One Haworth Center—a visionary change of our corporate headquarters in Holland. Two years later, we unveiled a beautifully designed building with organic workspaces that supports our aspiration to be a leader in design. Change, adaptation and growth, are what makes us a world class leader in the creation of organic, adaptable, workspaces.

Our next step together will be realizing the continued evolution of One Haworth Center. This spring, we will be refreshing 2W to demonstrate the ever-changing nature of work, to create a vision for our customers and to support our members' effectiveness. At this time, we will introduce Agile Work, a leading work initiative which has already been adopted by many of our customers. Agile Work is designed to increase employee satisfaction and performance. It allows people to work with maximum flexibility, while increasing interaction and eliminating barriers to collaboration, focusing everyone on the quality of our results.

We will be sharing more on Agile Work through announcements, meetings and a new website on Hometown. Look for more information in the next month. We appreciate your participation and support as we move through this next phase of our growth and evolution as a leader in design and organic workspaces.

## 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**

We want to showcase the product and demonstrate employees working in our living lab environment. 2 West is a primary stop for customer tours and allows us to tell our story about the product and share our knowledge about the workplace

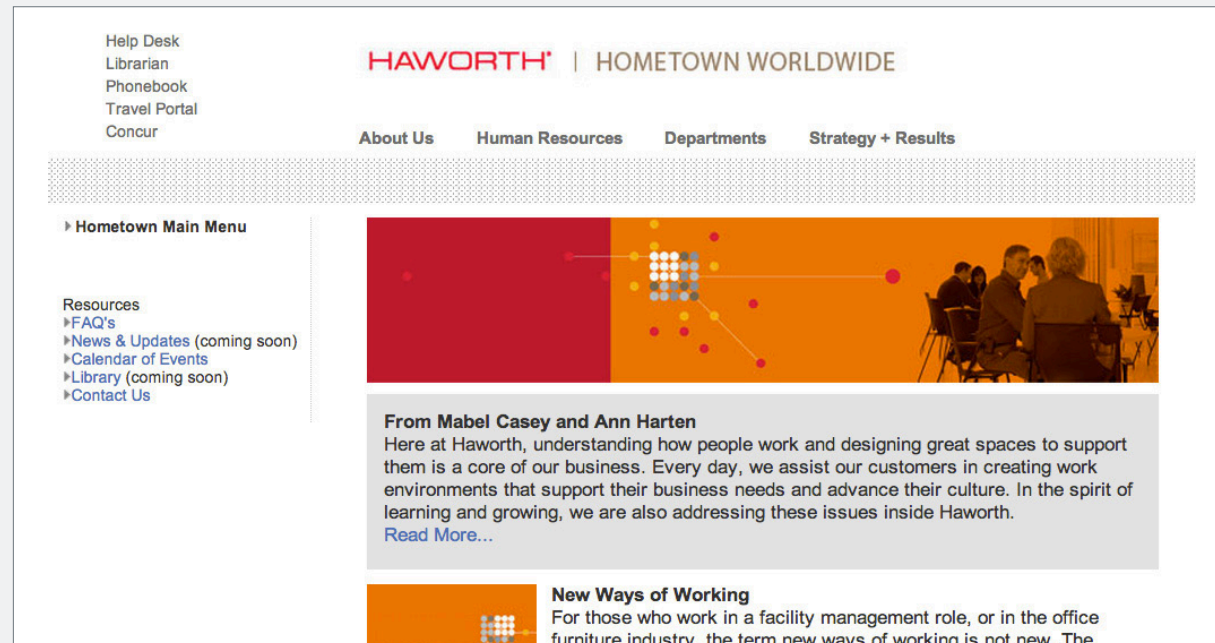
This practice will encourage more members to work anywhere throughout OHC, interacting with colleagues, increasing communication and enhancing performance.

## 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.

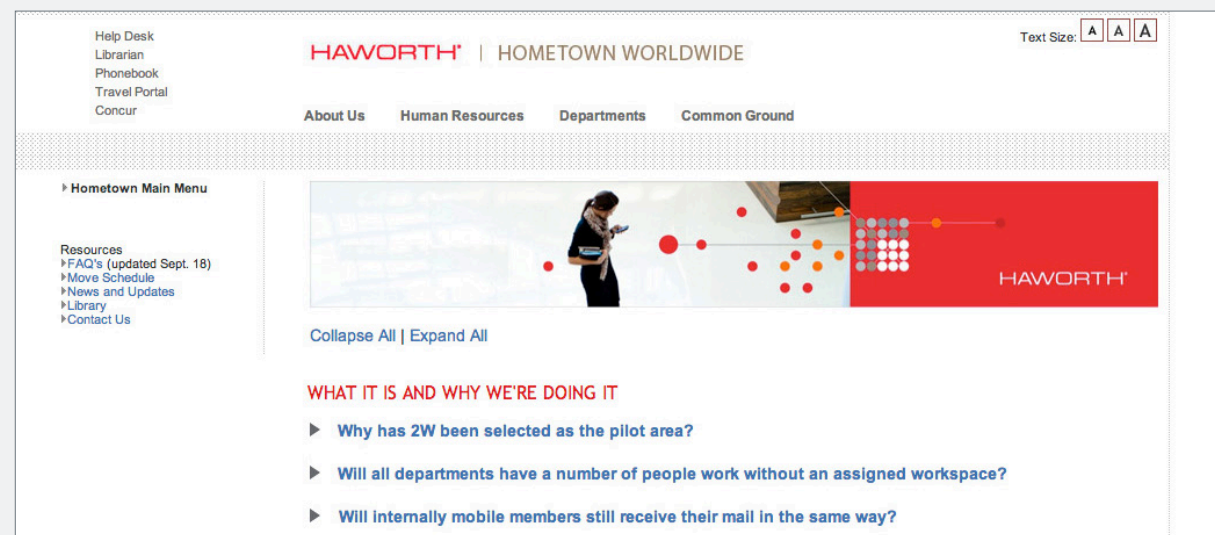
## Project Website

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.



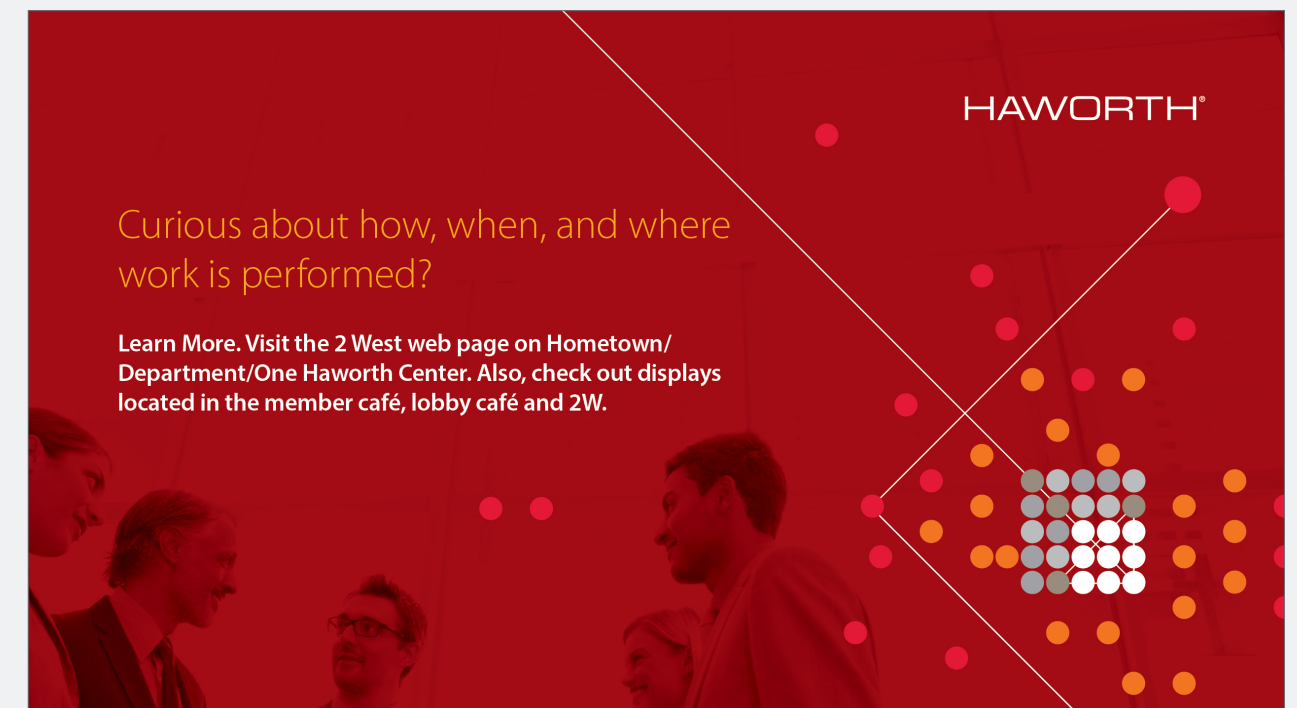
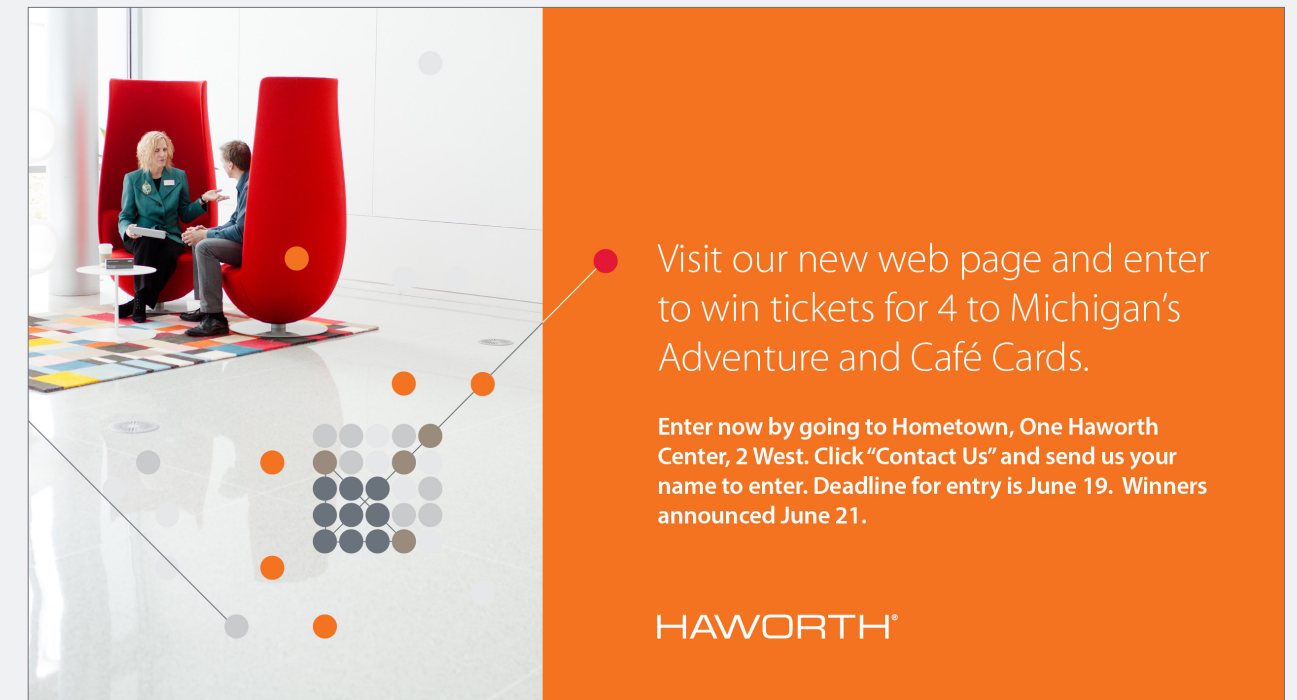
## FAQ's

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.



## Web Page Promotion

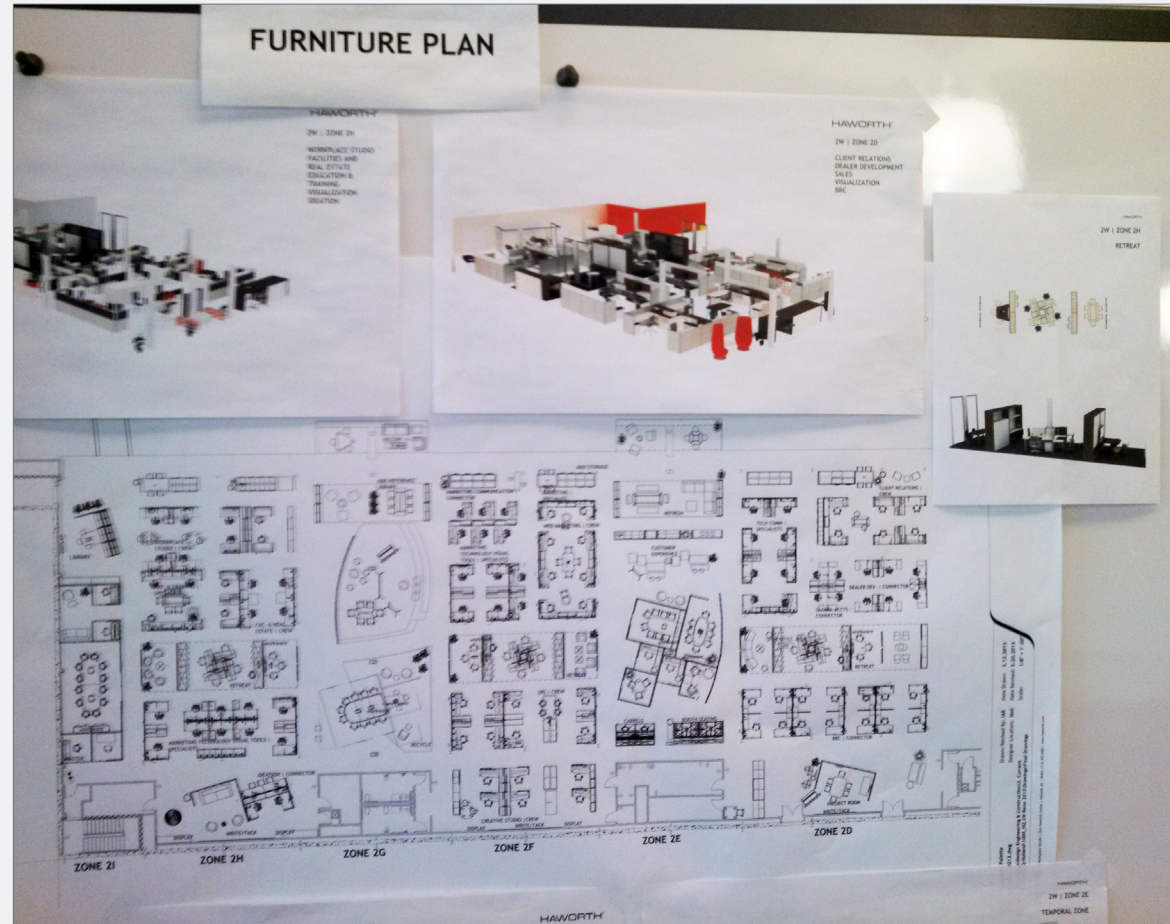
A contest was held after publishing the web page to attract visitors and increase readership.





## 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	Concerned	Need Support
Excited		
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 - 2	Need open workstations to be
	Lack of	


**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.



**Technology Guide**

Technology is one of the primary drivers of changing work behaviors, and new ways of working. Haworth has been conducting a careful review of technology options, and benchmarking current practices with West Michigan companies to determine what will work best for Haworth and its members.

**Internet Access Service**

**Haworth Facility Internet** – This is the Internet service provided at no cost within Haworth facilities.

**Home Internet Service Provider (ISP)** – This is in-home internet service, DSL, cable or other. Haworth recommends 5MB as the minimum speed. Dial-up service is not an approved option for external mobile workers. Haworth does not reimburse for home internet service. Members will need to access the Haworth network using Cisco systems VPN client (Virtual Private Network) software that is loaded on each Haworth issued laptop. **Not reimbursed**

**MIFI/Aircard** – This is an external device that uses a cellular connection to provide Internet access. Given the wide availability of free Wifi, home ISP and free hotspot service on smart phones, Haworth will not deploy or reimburse for these devices and services. Some members may need temporary access for projects or extended travel; they can obtain a loaner from the Helpdesk. **Not reimbursed**


**Hotspot on a Smartphone** – This is a feature available on many smart phones that allows the phone to be used as a wireless access point for internet service for other devices. Haworth does not cover the cost of this service unless included in the corporate plan. **Not reimbursed**

**Cellular/WiFi on iPad or Tablet** – This is an additional service for iPads and other Tablets that utilizes cellular service to provide constant internet connectivity. The tablets are more expensive and service is provided at a monthly charge. Given the wide availability of free Wifi and home ISP service, Haworth will not reimburse for Cell service on an iPad or other tablets. **Not reimbursed**

**GoGo** – This is a wireless service offered by some airlines. In flight Internet will be reimbursed for each day of travel with 3 or more hours in flight. Prepaid passes may be purchased at the GOGO website for a discount. Monthly subscriptions may be purchased by frequent travelers with 4 or more days a month in the air. The monthly subscription automatically renews and must be actively managed to avoid charges for non-travel months. No more than \$49.95 will be reimbursed in any given month for in-flight internet service. Monthly subscriptions will not be reimbursed for months with less than 4 travel days. Please read the terms and conditions on both the website and during in-flight purchases. Monthly subscriptions purchased in flight are only applicable to that airline while an all airline pass is available at the GoGo website. **Conditionally reimbursed**

## 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.



**2W Clean-up and Recycle Day**

The physical refresh of 2W is just around the corner. To help prepare, we have planned a 55 day for our members. The event will allow everyone time to clean their desk and work areas, identify and store items of use, and repurpose and recycle those items no longer needed.

Does cleaning sound like fun? It will be, and worth the effort.

Below are the details.

**Thursday, June 27 | 9:00 am - 3:00 pm**


- Recycling & Waste to Energy**
  - Bins will be located as follows:
    - Zone 2D - File Cabinets near Client Relations
    - Zone 2F - Middle of Room near Bob Abbott's Desk
    - Zone 2H - Area near back by Recycle Center
  - Katie Chapman will be on hand to guide us on proper sorting.
  - Pizza will be provided for lunch
- Contest**
  - The Zone collecting the greatest recycle/repurpose vs. of waste-to-energy weight wins (weight to be calculated on a ratio basis to make it fair for all groups).
  - Prize to be awarded to the winning Zone.
- Post Collection "Swap Meet"**
  - A chance to grab what you would like from the repurposed collection.
  - Located in 2W Refresh Area
  - Items collected but not claimed during the Swap Meet will be donated to a local charity.
  - Staplers, paper clips, pens will be stored for future use.

Keep in mind, this is the day to clean and get organized, not the day to begin packing. Please do not put items in the copy room. Information and instructions on how and when to start packing will be coming later

Get ready to recycle, swap and reuse!


## 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.



**2W PILOT OBJECTIVES**

- Develop spaces that enable members to do their best work
- Provide an exceptional Customer Experience
- Provide quality spaces for all Agile Workers - Mobile and Fixed
- Create non-traditional spaces to work, socialize and collaborate
- Design to reflect Culture & Workstyles based on LENS survey data
- Enhance our Integrated Palette StoryJOWS across the entire floor
- Integrate Workware products into the working environment
- Relocate Marketing teams to 2W



**Workplace Etiquette**

**Individual Space Organization**

- Contain personal items within your workspace, not visible above panels or storage units.
- Post items to tack boards and/or magnetic surfaces only. Please avoid using tape.
- Store coats in designated area.
- Regularly purge files and other storage items.
- Maintain a neat and tidy workspace by cleaning up drink cups, bottles, food containers, dishes, and utensils daily.
- Close storage units and push your desk chair under the work surface before leaving for the day.
- Greenery is designated throughout the facility; personal plants are not allowed.
- Refrain from utilizing the floor, especially aisles or underneath desks, to store boxes or other materials.

**Group Space Organization**

- Tidy up spaces after each use, including technology tasks. Height-adjustable seating should be lowered and pushed under the table/deck (15min & 10').
- Be mindful of posting/writing on walls. Others may need to use the space. If you need to save posted items for a period of time, please mark "save" along with the name of a contact and the expected date of removal.
- Utilize the "pack in/pack out" concept - bringing your materials, recyclables, and trash with you when you leave.

**Room Scheduling**

- If you don't need technology, please try to refrain from scheduling a space that contains it or is available to others who do. Utilize other spaces whenever possible.
- Be mindful of the size of space and privacy required - don't be a space hog.

**Odors**

- Feel free to eat at your desk and in shared spaces. Please prepare food (e.g., warming your lunch) in the Member Center.
- Use scented products sparingly.
- Please keep your shoes on.

**Green Practices**

- Turn off workstation task lights when not in use. Turn off lights in meeting rooms when exiting the room.
- Use the appropriate receptacles for recycling, composting, and waste to energy.
- Please use individual wire baskets in workstations for paper only, which will be picked up by the custodial staff.

**Recycling**

- Send email or call Katie Chapman of the Sustainability Team: Marci Kazanowski or Bill Gure of Facilities Maintenance.

### June 27, 2013 - Clean-up and Recycle Day

Thank-you to all 2W members for participating, and helping us recycle and repurpose our excess items. The 2W clean-up and recycle day was a great success.

After everything was sorted, shredded and grouped, we collected only one paper box of waste-to-energy, which is outstanding!

Thanks to Katie Chapman who was on hand to guide us. Our process worked so well, she is going to help us document it to be used for the rest of the organization as a standard for future moves.

## 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.

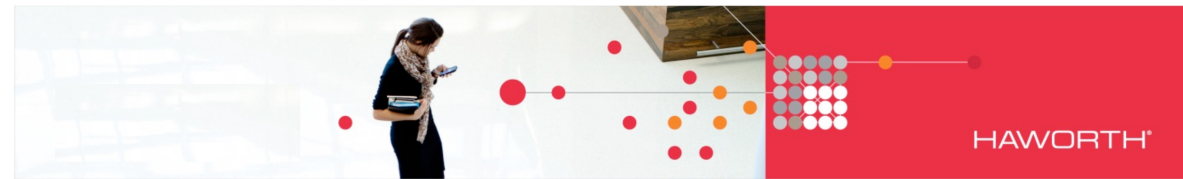
## Protocols and Etiquette

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.



### 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
<b>Phase IA - Zone 2D</b>				
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
<b>Phase IB - Zone 2D</b>				
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	
<b>Phase II – Zone 2F</b>				
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	
<b>Phase III – Zone 2H</b>				



## 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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