**Communications Plan – Key Messages Outline**

1. **Messages about the business today**
   1. The current situation and the rationale for the change
      1. Business issues or drivers that created a need for change
      2. Competitive issues or changes in the marketplace
      3. Customer issues
      4. Financial issues
   2. What might happen if a change is not made?
2. **Messages about the change**
   1. A vision of the organization after the change takes place
   2. Scope of the change (including process scope, organizational scope, systems and technology scope)
   3. Objectives for the change (what does success look like?)
   4. Overall timeframe to implement the change
   5. Alignment of the change with the business strategy
   6. How big of change is needed (how big is the gap between today and the future state)?
   7. Who is most impacted and who is least impacted?
   8. The basics of what is changing, how it will change, and when it will change including what will not change
   9. What do we know about the design of the change right now?
   10. Details about the solution (process, technology, organizational changes, job role changes)
3. **Messages about how the change impacts employees**
   1. The impact of the change on the day-to-day activities of each employee
   2. WIIFM – “what’s in it for me?” – from the employees’ perspective
   3. Implications of the change on job security (will I have a job?)
   4. Specific behaviors and activities expected from the employee, including support of the change
   5. Procedures for getting help and assistance during the change
   6. Ways to provide feedback
   7. The expectation that change will happen and is not a choice
4. **Status updates and progress reports**
   1. The schedule for the project overall
   2. When will new information be available?
   3. How will information be shared about the project?
   4. Major milestones and deliverables
   5. Key decision points
   6. Early success stories