

Change Communication Message – Guideline for Fleet Managers

It's time to communicate with your staff about the fleet transformation you want to make. In this document, we will give you some pointers on how to prepare the communication for your employers and supervisors (if you have supervisors reporting to you).

- Present those key messages that you would expect **them** to communicate to their employees.
- Keep supervisors **one-step ahead** of their employees (avoid surprises).
- Focus on the scope of the change including clear explanations of what is in **scope** and what is out of scope (some managers will shut-out information and filter it away from their organisation if they do not see a direct connection with their work processes or systems).
- Be clear on the expected **action** you need them to take to support the change within their group or department.

Use the outline below as a starting point to prepare your message.

1) Messages about the organisation today

- a) The current situation and the rationale for the change
 - i) Organisational issues or drivers that created a need for change
 - ii) Competitive issues or changes in the sector
 - iii) Programme issues
 - iv) Financial / funding issues
- b) What might happen if a change is not made?

2) Messages about the change

- a) A vision of the organisation after the change takes place
- b) Scope of the change (including process scope, organisational scope, systems and technology scope)
- c) Objectives for the change (what does success look like?)
- d) Overall timeframe to implement the change
- e) How big of change is needed (how big is the gap between today and the future state)?
- f) Who is most impacted and who is least impacted?
- g) The basics of what is changing, how it will change, and when it will change including what will not change
- h) How will this change affect other projects underway?

- i) Will this change affect the budgeting process or impact any existing budgets?
- j) What do we know about the design of the change right now?
- k) Business case summary and details about the future state design (process change, technology change, organisation changes, job role changes)

3) Messages about how the change impacts employees

- a) The expectation that change will happen and is not a choice
- b) The impact of the change on the day-to-day activities of each employee
- c) WIIFM – “what’s in it for me?” – from the employees’ perspective
- d) Implications of the change on job security (will I have a job?)
- e) Specific behaviors and activities expected from employees
- f) Messages that should be reinforced with employees by supervisors (if you have supervisors reporting to you)
- g) Ways to provide feedback
- h) Actions required by supervisors to support the change (if you have supervisors reporting to you)
- i) Specific activities expected from managers
- j) Where managers can get more information and assistance for employees
- k) Sample presentations that managers can use with their employees

4) Status updates and progress reports

- a) The schedule for the project overall
- b) Who is making the major decisions for the project?
- c) When will new information be available?
- d) How will information be shared about the project?
- e) Early success stories

The content above is based on the Prosci ADKAR Change Management Model.