



How to Communicate Change

A Tool for Leaders

FranklinCovey



Get Clarity for Yourself

How you communicate a change to your team is critical to helping them understand and adapt. All change creates disruption, but leaders can minimize the amount of disruption through effective communication.

By doing some pre-work to get clarity on a change, and to articulate why it matters, leaders can share that vision with their team. To do that in a compelling and authentic way, it pays to practice first.



How will the change affect my team?

1. What is the organization's message about this change?

Example: As part of our new globalization strategy, we are eliminating our engineering group in Austin and opening a new technology center in Mumbai.

2. What are 1 to 3 ways this change could be challenging for my team?

Examples:

- *Transition will slow our work for several months.*
- *Losing our Austin teammates.*

3. What are 1 to 3 ways this change could benefit my team?

Examples:

- *Increased capacity with a bigger tech team.*
- *Better weekend coverage for tech issues.*

4. Given what I know about my team members, how do I expect them to react to this news?

Example: They will be sad about the Austin office.

How will I communicate the change?

5. I will start the meeting by being as clear, direct, and detailed as I can by saying:

Example: I called this meeting to share some big news. We are opening a new tech center in Mumbai and closing the Austin office. Unfortunately, this means the Austin team will be let go at the end of the month. Let me share what I know and don't know so far, then I'd like to hear your questions.

6. I plan to use this language to explain why the change is happening:

Example: This is a global expansion that will increase our tech capacity.

7. Using my answers to questions two and three, I plan to use this language to explain what this news means for our team:

8. The truths I want to acknowledge (without bad-mouthing anyone) are:

Example: I'm not going to lie, the transition will be tough—and we'll miss our Austin teammates.

How will I communicate the change? (cont.)

9. Questions I will ask to encourage the team's honest feedback:

Example:

- *What initial reactions do you have?*
- *How do you think this change will affect our team?*

10. Phrases I can use if I'm asked a question I can't answer:

Example: Thanks for bringing that up. I'll need time to look into it and will share what I learn with the whole team as soon as I know more.

11. I will close the meeting by sharing next steps and how I will continue to communicate:

Example:

- *HR will be sending an email detailing the transition plan this afternoon.*
- *I will be following up with each of you.*
- *I will share new details in our chat channel.*

How will I follow up after I communicate the change?

12. Questions I plan to ask team members in follow-up 1-on-1 meetings:

Example:

- *How are you feeling about Tuesday's news?*
- *Have you been through something like this before? What were some of the things you learned during that process?*
- *What can I do to make things easier?*

13. Messages I want to continue to reinforce with my direct reports:

Example: It will take time for the new tech team to learn our processes. What can we do to help make the transition smoother?

Lead Your Team Through Change

As a leader, your role in change is to get results—and that happens through other people. To achieve success, your actions need to support their needs.

Leaders are the linchpins to change success. They have influence over how the people in your organization think and what those people do in response to change.

Being aware of team members' reactions to change helps leaders reduce their uncertainty. Helping teams stay highly engaged through change is different than looking for them to get work done. Change success requires more than simply doing as told—it requires a team's best thinking and efforts.

See how FranklinCovey can help your organization navigate change and turn uncertainty into opportunity with our latest solution: *Change: How to Turn Uncertainty Into Opportunity™*.

To learn more, email us at info@franklincovey.com.sg, or visit franklincovey.com.sg.

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