



Communicating a Compelling Vision for Change

When individuals learn of a change, their first question is "why is this happening?" Senior leaders, however, can focus primarily on the vision of the future state "what will it look like?" To be effective, communications must get at what employees care about and the value: communication about change must resonate with the individuals affected by it in order to be effective.

Employees prefer to hear messages from two people: the leaders at the top for messages about the business issues and reasons for change; their immediate managers for messages about the personal impact of the change and what it means for them and what will be different.

This worksheet is designed for leaders to check what they have communicated about changes: both as senior leaders and direct managers. Through answering the questions, often and repeatedly checking in on them, leaders can create a tailored communication plan for delivering compelling messages.

1. Identify the "Why"

- What are the external and internal forces driving the change?
- What problem will be solved or what needs will be met by the change?
- How will the team and University benefit from the change?
- What will happen if the team and University does not make this change? How would that effect the continuity and success of the University?

2. Paint the Picture

- What will your team and University look like when the change is in place?
- What will members of the team be doing?
- Who will be our customers and what will be better for them?
- What products and services will your team be providing and how well?
- What new values will your team need in this future state?

3. Changes to achieve the vision

- What does your business area look like now?
- What are the significant differences between your vision and the present state?
- What must change to support your vision?
- What do you want to keep the same when the vision is implemented?