CHANGE COMMUNICATION
PLAY BOOK
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.
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.
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, FAQs.

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.

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.

For the facilities team:
- Define Project Scope/Announce Project
- Allocate Resources: Project Team
- Issue Pre-Occupancy Survey
- Develop Workplace Strategy
- Link Strategy To Concept
- Start Construction/New Build
- Program & Design Workplace
- Share Survey Results
- Workspace Mock-Up
- Move Coordinators
- Post-Occupancy Survey

For the change communication team:
- Define Change Scope
- Allocate Resources: Change Team
- Executive Comm Change Vision
- Website Launch
- Manager Orientation/Meetings
- Employee Comm Updates
- Socialize The Change/Visuals To All
- Pre-Move Comm/Orientation
- Communicate Next Steps/Summary
- Prepare For More Organize/Purge
- Communicate Results & Next Steps

Happens on an ongoing basis

Examples:
- Change Communication Plan
- Announcement from Leaders
- Manager Forums
- Communication Plan Summary
- Organizational Announcement
- Manager and Employee Forum
- Technology Tools & Processes
- Business Drivers
- Clean-up and Recycle Day
- Space Refresh Promotion
- Protocols and Etiquette

Month:
- NEW CONSTRUCTION/BUILDING
- EXISTING BUILDING REFRESH
- PARTIAL REFRESH
- MONTH: 00 01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24
## 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.

<table>
<thead>
<tr>
<th>COMMUNICATION ACTIVITY</th>
<th>STEPS</th>
<th>OWNER</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Executive Announcement</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. New Work Practices</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Website Development</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. FAQ Document</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Meet with Communications Team</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Varied Articles</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Email Announcing Internal Website</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Videos from Leaders</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Discussion Blogs</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Manager Forums</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Banners/Promotional Pieces</td>
<td>Insert Name</td>
<td></td>
<td></td>
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<tr>
<td>12. Publish Space Guidelines &amp; Protocols</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Worker Orientation</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Training Content</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Temporary Move</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. House Key Guidelines</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. Move-In Communications</td>
<td>Insert Name</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2-Year 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 |
|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|

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Move-In Day
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.

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.

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.

Visit our new web page and enter to win tickets for 4 to Michigan’s Adventure and Café Cards.

Enter now by going to Hometown, One Haworth Center, 2 West. Click “Contact Us” and send us your name to enter. Deadline for entry is June 19. Winners announced June 27.
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.

<table>
<thead>
<tr>
<th>2W Forum Meeting Themes</th>
<th>August 4, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>California - 6</td>
<td>Concerned - 5</td>
</tr>
<tr>
<td>New Furniture/Space - 6</td>
<td>Concerned - 5</td>
</tr>
<tr>
<td>Options/Variety/Flexibility - 6</td>
<td>Concerned - 5</td>
</tr>
<tr>
<td>Workware - 2</td>
<td>Need Support 6</td>
</tr>
<tr>
<td>Collaborative Spaces - 2</td>
<td>Need Support 5</td>
</tr>
<tr>
<td>Showing Customers How We Work - 2</td>
<td>Need Support 5</td>
</tr>
</tbody>
</table>

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.

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.

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.

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.

Technology Guide

Technology is one of the primary drivers of change and innovation, and new ways of working. Haworth has been utilizing a variety of technology options, and benchmarking center with them to identify strategies and solutions for future use as an organization.

Volunteer Initiative

Volunteer Initiative: This is the internal service provided on a set within Haworth facilities.

Haworth Internal Services (HIS) - This is a broad-based service across all the facilities that are available to employees at the macro level. The purpose is to ensure that the equipment and services are used in an appropriate manner.

Haworth National (HN) - This is a national service that is available in all facilities across the country. The purpose is to ensure that the equipment and services are used in an appropriate manner.

Digital Strategy

Digital Strategy: This is a set of guidelines and procedures that allow employees to be able to use a wide range of services and resources for their own use. Haworth does not own the cost of the services, but provides access at a nominal cost.

Space Refresh

Space Refresh: This is a set of procedures for how the space is refreshed. The purpose is to ensure that the space is used in an appropriate manner.

Collaboration Space

Work Spaces

Shared Social Spaces

Unassigned Work Spaces

Informal Group Space

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Protocols and etiquette were shared with employees in a forum. The information was also provided in a document for reference.

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, stripped 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.
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.

<table>
<thead>
<tr>
<th>Task</th>
<th>Phase</th>
<th>Start Date</th>
<th>End Date</th>
<th>Responsible - Move to Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Move out - temporary</td>
<td>Phase I - Zone 2D</td>
<td>6/24/13</td>
<td>6/26/13</td>
<td>BIC – 3C, Client Relations – 3B</td>
</tr>
<tr>
<td>Move in</td>
<td>Phase I - Zone 2D</td>
<td>7/22/13</td>
<td>7/23/13</td>
<td>Client Relations, Tech Comm, Dealer Dev – 2D</td>
</tr>
<tr>
<td>Move out</td>
<td>Phase III - Zone 2D</td>
<td>7/22/13</td>
<td>7/23/13</td>
<td>Dealer Development</td>
</tr>
<tr>
<td>Tear Down and removal</td>
<td>Phase III - Zone 2D</td>
<td>6/13/13</td>
<td>6/23/13</td>
<td>BIC</td>
</tr>
<tr>
<td>Move in</td>
<td>Phase III - Zone 2D</td>
<td>6/23/13</td>
<td>6/24/13</td>
<td>Tech Communications</td>
</tr>
<tr>
<td>Move in</td>
<td>Phase III - Zone 2D</td>
<td>7/22/13</td>
<td>7/23/13</td>
<td>Travel</td>
</tr>
<tr>
<td>Move in</td>
<td>Phase III - Zone 2D</td>
<td>8/12/13</td>
<td>8/13/13</td>
<td></td>
</tr>
<tr>
<td>Move in</td>
<td>Phase III - Zone 2D</td>
<td>11/3/13</td>
<td>11/4/13</td>
<td></td>
</tr>
<tr>
<td>Move in</td>
<td>Phase III - Zone 2D</td>
<td>12/3/13</td>
<td>12/4/13</td>
<td></td>
</tr>
</tbody>
</table>

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.