# Change communication plan

Walk a change through four stages, so the announcement arrives before the rumour.

## How to fill it in

1. Alignment: managers know before their teams, each with a kit.
2. Launch: say what will not change before what will. People need firm ground first.
3. Cascade: every manager sits with the team the same day, not a week later.
4. Embed: follow up after one, two and three months. The announcement is one day; the change takes months.

**The change** In one sentence

**What will not change** Say this first

**Four stages**

| | Who | When | What |
|---|---|---|---|
| 1. Alignment | | | |
| 2. Launch | | | |
| 3. Cascade | | | |
| 4. Embed | | | |

**Before you move on**

- [ ] Managers know before their teams.
- [ ] What will not change is said before what will.
- [ ] Every manager meets the team the same day.
- [ ] Follow-up is planned after one, two and three months.

THE RULE

**Rumour fills the gap. So leave no gap.**

Source: Gallagher · Employee Communications Report 2026 · 61% of companies have no formal approach to communicating change

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Worked example

The example is made up, to show a filled template. Replace it with your own.

### The change In one sentence

From 1 July, branch targets are set monthly, not quarterly.

### What will not change Say this first

Your manager, your clients and your base pay stay as they are.

### Four stages

| | Who | When | What |
|---|---|---|---|
| **1. Alignment** | Regional directors with branch managers | Two days before the launch | Each manager gets the kit and asks their own questions first |
| **2. Launch** | The sales director | Sunday, 9:00 | What will not change, then what will, in one page |
| **3. Cascade** | Every branch manager with the team | The same day | A ten-minute conversation that opens with a question |
| **4. Embed** | The communication team | After one, two and three months | Two questions to twenty reps: is the target shared in week one? |