Internal communication plan

One page: who needs to do what, who we talk to, what we say, where, through whom, when, and how we will know.

1. Behaviour brief Start from what people need to do differently, before any plan, channel or campaign.	
2. Audience map Split your audience by how a message reaches them and what you ask of them, not by the org chart.	
3. Message house Fix the message in one sentence before any design, then give each segment its own reason to care.	
4. Channel plan Choose each channel for the job the message has to do, and close a channel before you add one.	
5. Manager kit Give managers a small kit, so they talk with their team instead of forwarding an email.	
6. Year rhythm Build the year from your plan, not from an empty calendar: three chapters, and one big campaign a month at most.	
7. Change communication plan Walk a change through four stages, so the announcement arrives before the rumour.	
8. Measurement ladder Measure what people did, not what you sent: one indicator for each behaviour, on the highest rung you can reach.	

Take it to your manager.

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Worked example

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

1. Behaviour brief	Business priority this year: Grow sales from the clients we already have Branch managers share the monthly target with their teams in the first week of the month, the business is pushing for growth, and a team that knows the target early can plan for it Sales reps log every client visit in the system the same day, managers can then coach on real visits, not on memory
2. Audience map	Segment 1: Branch managers · At a desk, with email · Do something new Segment 2: Sales reps on the road · In the field, supervisor only · Do something new Segment 3: Head-office sales support · At a desk, with email · Know
3. Message house	The roof: Every team knows its monthly target in the first week. Pillar 1: The target arrives on day one, on one page. Pillar 2: Managers walk their team through it in ten minutes. Pillar 3: Visits are logged the same day, so everyone sees progress.
4. Channel plan	Branch managers: Be convinced · Regional director with the branch managers, face to face · A one-page brief by email Sales reps on the road: Be convinced · Branch manager with the team, in the Sunday meeting · A short message from the supervisor Head-office sales support: Know · Email · A post on the intranet One channel we will close this year: The monthly PDF newsletter
5. Manager kit	1. The roof: Every team knows its monthly target in the first week. 2. What changes for this team: From this month, you get your branch target on day one, on one page. 3. What happens next: Walk your team through it in ten minutes before Thursday. A question that opens the conversation: What might make this hard for us?
6. Year rhythm	Chapter 1: Know your target · Managers share the target in week one · January to April Chapter 2: Every visit counts · Reps log every visit the same day · May to August Chapter 3: Keep it going · Both, with the results shown back to teams · September to November January: Launch: know your target
7. Change communication plan	The change: From 1 July, branch targets are set monthly, not quarterly. What will not change: Your manager, your clients and your base pay stay as they are. 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
8. Measurement ladder	Branch managers share the monthly target with their teams in the first week of the month: Acted · Share of branches that held the target conversation in week one · Two questions to twenty reps, every month Sales reps log every client visit in the system the same day: Acted · Share of visits logged the same day · From the system, every week