Twelve internal messages, ready to send

Copy a message, replace the brackets with your own details, and send it. Under each one is the rule it follows.

1. Policy or process change

Use it when: A rule, a policy or a process changes, and people have to do something differently.

Subject: From [date]: [what changes, in six words or fewer]

> From [date], [the one thing that changes, in one sentence].
>
> What this means for you: [what changes in this group's day, in their own words].
>
> What you need to do: [one action] by [day and time]. It takes [how long].
>
> What stays the same: [what does not change].
>
> Questions? Ask [name] on [channel]. Every question gets an answer within two working days.

Why it works: People decide from the first line whether a message is for them. The one sentence that matters comes first; the background comes last, or not at all.

2. Organisational change

Use it when: A restructure, a merger, a move or a change of leadership. Send it on the day managers have already been briefed.

Subject: [The change], and what it means for you

> First, what is not changing: [the two or three things people care about most, for example your manager, your pay, your location].
>
> What is changing: from [date], [the change in one sentence].
>
> Why now: [the reason, in one or two plain sentences].
>
> What happens next: your manager will sit with your team today at [time]. Bring your questions.
>
> What we do not know yet: [the open point]. We will tell you by [date].

Why it works: People do not fear the new; they fear losing what they have. Firm ground first, then the change. And a gap in information fills with rumour.

3. Manager briefing note

Use it when: Before any important message reaches teams. Managers get this at least a day earlier.

Subject: For you first: [the message], and how to share it with your team

> You are hearing this before your team, because they will hear it best from you.
>
> The message in three sentences: 1. [the one sentence that matters]. 2. [what changes for your team specifically]. 3. [what happens next].
>
> Open the conversation with a question, not a speech: "What might make this hard for us?"
>
> If someone asks something you cannot answer, say "I'll come back to you" and send the question to [name or channel]. We answer within two working days.
>
> Please talk to your team by [day and time].

Why it works: A manager will not read five pages. What worries them is one thing: being asked in front of the team and not knowing the answer.

4. Town hall invitation

Use it when: Inviting people to a town hall, an all-hands or a session with leadership.

Subject: [Day, time]: [the one question this town hall answers]

> On [day] at [time], [leader] will answer one question: [the question people actually have].
>
> Why come: [what you will know or be able to do afterwards].
>
> Where: [room or link]. It takes [length].
>
> Send your question before [day] to [channel]. The most-asked questions are answered first.
>
> Cannot join? [Where the recording or the summary will be, and when].

Why it works: Curiosity is a small, specific gap. One clear question brings more people than an agenda.

5. Survey invitation

Use it when: Launching an employee survey or a short pulse.

Subject: [Ten] minutes on [day]: tell us [the topic]

> We want to know [the one thing], so we can decide [the decision your answers will shape].
>
> It takes [ten] minutes. Please fill it in on [day] at [time]: your manager has set that time aside in [the team meeting].
>
> Your answers are anonymous. We report groups of [five] or more, never one person.
>
> What happens next: we will share the results, and what we will do about them, by [date].
>
> [Link]

Why it works: “Any time” means “no time”. A set moment, and a clear use for the answers, bring more replies than another reminder.

6. Survey results: you said, we did

Use it when: Closing the loop after a survey, before you ask for anything else.

Subject: You told us [the main finding]. Here is what we are doing

> [Number] of you answered the [survey name]. Thank you.
>
> What you told us: [finding one], [finding two], [finding three].
>
> What we are doing: [action one] from [date], owned by [name]. [Action two] from [date], owned by [name].
>
> What we are not doing yet, and why: [the honest point].
>
> Next check: in [month] we will ask [two questions] again, to see whether it changed.

Why it works: Say who took part, not who stayed away. Then measure whether anything changed, not whether the message was opened.

7. New tool or system

Use it when: A new system, app or way of doing a task replaces an old one.

Subject: From [date], [the task] takes [one step]

> From [date], you [do the task] in [the new tool], not in [the old way].
>
> What gets easier for you: [the one benefit, in their own words].
>
> Your first step takes two minutes: [the smallest real first step], on [day].
>
> Need help? [Name] is at [place or channel] on [days and times].
>
> The old way stops working on [date].

Why it works: Every extra step loses people halfway. Remove a step, and start with the smallest real one.

8. Welcome to a new joiner

Use it when: From the direct manager, a few days before the first day.
Subject: Your first day with us, [name]: what to expect

> Welcome, [name]. We are glad you are joining [team].
>
> Your first day: be at [place] at [time]. [Colleague's name] will meet you and stay with you through the day.
>
> Your first week: [three things, for example meet the team, get your tools, see how we do one real task].
>
> By the end of the first week, you will have [one small, real result].
>
> Any question before then: [phone or channel]. I answer the same day.

Why it works: People move when they feel they have started. A first week that ends with a small, real result is a head start.

9. Recognition message

Use it when: Thanking a person or a team, in private or in front of others.
Subject: Thank you, [name]: [what they did]

> [Name], on [day] you [the specific thing they did, as someone could have seen it].
>
> Because of that, [what it changed for a client, a colleague or the team].
>
> This is what [the value or the priority] looks like in practice.
>
> Thank you.

Why it works: A value written on the wall is not a behaviour. Recognition that names who did what, when and where shows everyone what the value looks like.

10. Campaign or programme launch

Use it when: Opening a campaign, a challenge or a programme people are asked to join.
Subject: Starting [the first day of the week or month]: [the campaign in six words]

> From [start date], [the one thing we are asking people to do].
>
> Why it matters to you: [what is in it for this group].
>
> Your first step: [one small action that takes under two minutes], this week.
>
> [Only if it is true: how many colleagues, in which teams, have already taken the first step.]
>
> It runs until [end date]. Nothing else big launches this month.

Why it works: People start at fresh starts, move after a small first step, and look at what people like them do.

11. Reminder that sets the moment

Use it when: A deadline is close and people still have not acted.
Subject: [Day] is the last day for [the task]. Choose your time now

> [The task] closes on [day] at [time].
>
> It takes [how long]. Which day will you do it, and at what time? Put it in your calendar now: [link].
>
> [Only if it is true: most of your team have already done it.]
>
> Stuck on something? [Name] can help at [channel].

Why it works: A general reminder says “do it”. A reminder that sets the moment says when.

12. When a rumour is ahead of you

Use it when: People are already talking about something that has not been announced.
Subject: About [the topic people are discussing]: what we know today

> You may have heard about [the topic]. Here is what is true today.
>
> What we know: [the facts that are decided].
>
> What we do not know yet: [the open points].
>
> What is not changing: [what stays].
>
> When you will hear more: on [day and time], from [who]. Until then, ask your manager or [channel].

Why it works: People look for certainty. Where there is a gap, rumour fills it, and a late announcement has to fight a story people already believe.