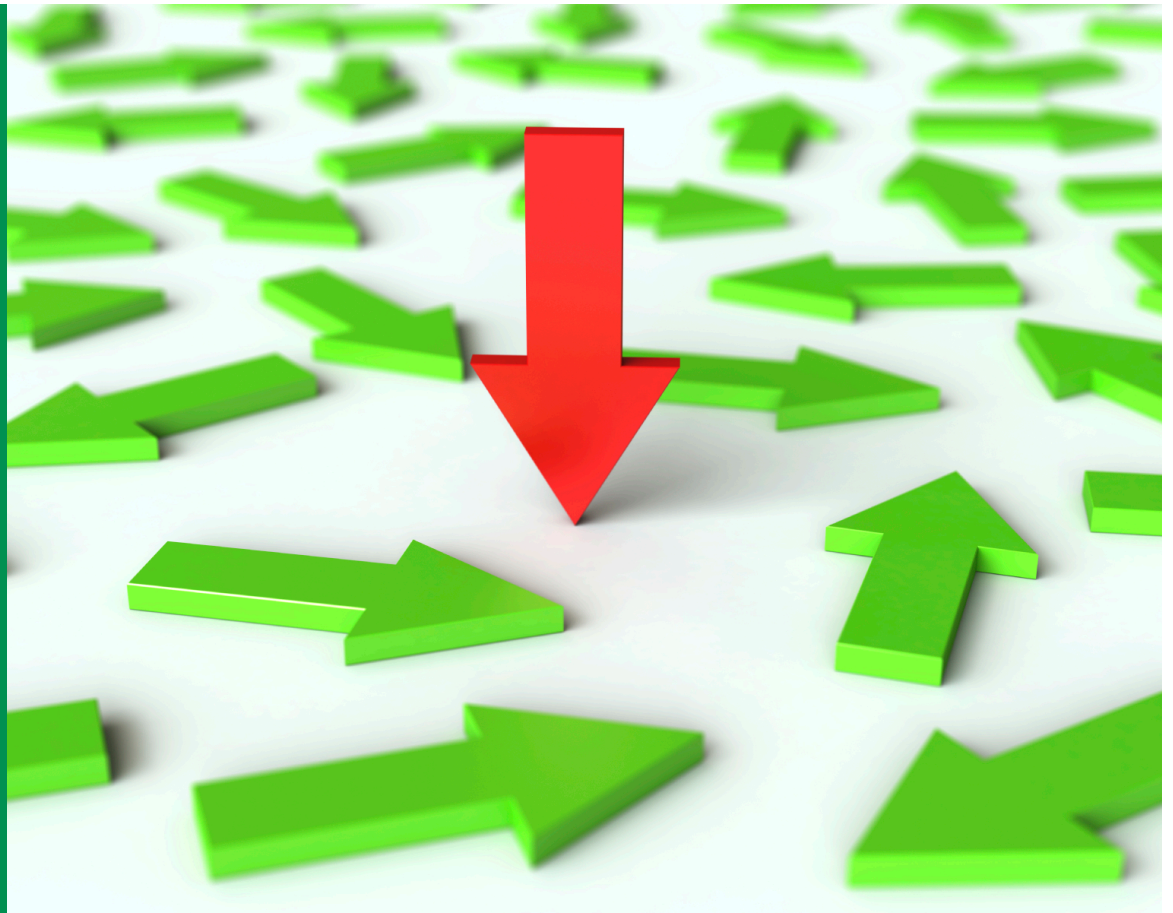


# PINPOINT COMMUNICATION

A Step-by-Step Workbook

1. Target Your Audience
2. Craft Your Message
3. Select Your Media
4. Map Out Your Schedule
5. Monitor Your Effectiveness



## Pinpoint Communication: Plan to Avoid Scattershot Change

By Monica Nakielski and Heather Stagl

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**ENCLARIA** LLC

*Equipping Individuals To Lead Organizational Change*

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PINPOINT COMMUNICATION: PLAN TO AVOID SCATTERSHOT CHANGE

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For information please write:

Enclaria LLC

12850 Hwy 9 Suite 600-237

Alpharetta, GA 30004

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# Introduction

## The Challenge of Communicating Change

No change initiative can occur successfully without proper organizational communication. In organizational communication, as opposed to personal communication, messages are conveyed to audiences with the purposes of keeping the people informed and mobilizing the organization for change. Communication is the means to gain attention, educate, and get individuals and groups to take action to move the change initiative forward.

As an internal change advocate for your organization, communication is one of the main tools you use to reach your goal and desired outcome. Yet, we frequently see people who are responsible for implementing change who use communication in a haphazard fashion, without a solid plan. The resulting hodgepodge of newsletters, posters and meetings tells a less-than-compelling story of change.

By the end of this workbook, you will have developed a detailed plan for communicating your change initiative, focused on getting a consistent and concise message to the right people using effective channels at the appropriate time. The act of developing the plan itself is not complicated. We have created a simple five-step process for creating one. However, there are a number of challenges inherent to change communication that you will need to overcome along the way. Among them are:

- Ensuring consistency between media and messengers
- Overcoming the rapidly increasing amount of information that distracts employees from your message
- Communicating enough, in quantity and content, to impart the message effectively.

This workbook aims to help you overcome these challenges by incorporating them into the structure of the questions and exercises as you develop a final communication plan.

## About This Workbook

This workbook is a place to organize your thoughts and generate a plan for how to gain attention, educate, and engage the members of your organization in your change initiative. It is designed to first identify *who* is the target of communication and determine *what* your message will be. Next, you will map out *how* the communication will occur. Last, you will reflect on and review your communication outcomes, and refine your process to set yourself on the path to future continuous improvement. The workbook is comprised of the following steps:

### Target Your Audience

Your change initiative is not one-size-fits-all. Expectations vary for different groups when it comes to the new behaviors and attitudes that are required for success. How you communicate to each group should vary accordingly.

### **Craft Your Message**

The content of your communication is critical to the success of your initiative. In this step, you will identify the message in three distinct phases: gaining attention, informing the audience, and getting them to participate in the change.

### **Select Your Media**

There are a variety of communication vehicles at your disposal, and you will evaluate the effectiveness of each within your organization. The resulting information will guide you on how you will deliver the message to your audience. This step also includes assigning the messenger and the appropriate frequency of each message.

### **Map Out Your Schedule**

Next, arrange the details of your communication plan – your segmented audiences, the various messages and the media – into a manageable timetable that fits the project plan for your change initiative. The plan you develop will be a visual representation of your plan over time that is easy to track.

### **Monitor Your Effectiveness**

The ultimate measure of change communication is the change itself. In the last section of the workbook, you will set up measures to track effectiveness not only at the end of the project, but also along the way so you can correct your course of action as necessary.

A complete set of sample workbook tables are listed in the appendix for you to reference if you have questions as you step through the workbook.

## **Assumptions**

This workbook assumes that you already have a project for which you would like to create a communication plan. For clarity in the workbook, please define your initiative by answering the following questions.

**What is the title or summary of your project?**

**What departments or business units are affected?**

**What are you changing or improving?**

What are the desired results of your initiative?

What is your role in the process?

You are now ready to take the first step toward developing your communication plan: Target Your Audience.