Checklist: Communication and consultation

Communication during change is crucial (as discussed in step 3 of the Change management guide, Set the scene for change). Use this checklist to help you plan when and how to communicate messages about the change process.

Topic	Communicate	Consult	When and how will we communicate?
Changing direction	Communicating the changes which are occurring in the external environment will help people to understand the need to make a change of strategy.	You may have no legal obligation to consult. It may, however, help to keep your colleagues in staff associations or in unions apprised of the changes.	
Changing values	Start early to communicate the need for a change in values. People often pick an organisation where the values chime with their own.	Consulting staff about a change in values will co-create values. You are likely to achieve higher buy-in by consulting early.	
Reducing headcount	You need to clarify what the business drivers are and what options you have considered.	Depending on the numbers involved and what type of collective agreements you have, you may need to start formal consultation 90 days before the intended change. Where only one person is involved, you will also need to consult with that person and ideally give them adequate time to make suggestions about the change.	
Increasing headcount	As above.	Depending on the impact on other teams, you may need to consult early.	

Topic	Communicate	Consult	When and how will we communicate?
Changing the reward structure	Transparency will be key to your communication. This area will most likely cause considerable anxiety in colleagues. Ensure you communicate the things that people in your organisation care about.	Consult early and consider all options.	
Moulding the culture	Culture is mostly created in the conversations people have about the organisation. Use an array of inquiries and means of engaging people.	Consult early and on an ongoing basis	
Your examples			

Access practical guidance and links to more tools to support your change management approach in the CIPD's guide

This content is from the *Organisational Development and Change Toolkit*, published by Kogan Page for the CIPD