



1

MEASURE AND ADAPT.

You're evaluating everything else, so take the time to include communication in those efforts. What's working? What's not? Don't forget to ask, and don't be afraid to shift gears if necessary.

2

MATCH THE MESSENGER TO THE MESSAGE.

Engage champions throughout your organization to ensure employees receive consistent messages from different directions. Most staff still prefer to receive direction from their immediate supervisor, so empower managers to do their part.

3

DON'T DISAPPEAR.

When the going gets tough, the tough stay visible. Prioritize communication and stay connected to all of your relevant stakeholders.

4

IT'S A TWO-WAY STREET (A HIGHWAY INTERCHANGE, REALLY).

Good communicators listen as much as they talk. Throughout your process, make room for dialogue at all levels of your organization, and pay as much attention to what comes in as what goes out. Within the core team, spend time building and renewing trust (not assuming) to foster open discussions and shared leadership.

5

DON'T PUT ALL YOUR EGGS IN ONE E-BASKET.

Communicate your messages consistently, and in different formats. E-mail, in-person meetings, print publications, videos and displays in common areas can all play an important role.

6

DON'T CONFUSE INFORMING WITH COMMUNICATING.

The power of knowledge is realized when it's used. When sending a message, be sure to go beyond what is happening and let people know why it's happening. Communicate with purpose and always answer the question *So what?*

7

BE CLEAR.

Make sure your vision, direction and goals are clear before you start communicating. If things aren't clear to you, they won't be clear to others. Staff deserve to know exactly what is expected of them.

8

COMMUNICATE EARLY AND OFTEN.

Stay ahead of the rumour mill by embracing transparency and uncertainty. It's OK if you don't know the answer to the question, but it's not OK to let misinformation answer it for you.

9

ENGAGE EXPERTS, IF YOU HAVE THEM.

We know it may seem like a luxury for many organizations, but if you have in-house communicators – use them. Invite them into planning discussions and ask for their advice and support. It's also important to identify change agents who not only readily embrace the change and have credibility but are also effective communicators.

10

HAVE A PLAN.

You've taken a lot of time to develop an implementation plan, and communication is key to its success. Think ahead, and make sure your actions are supported by relevant communication every step of the way.