



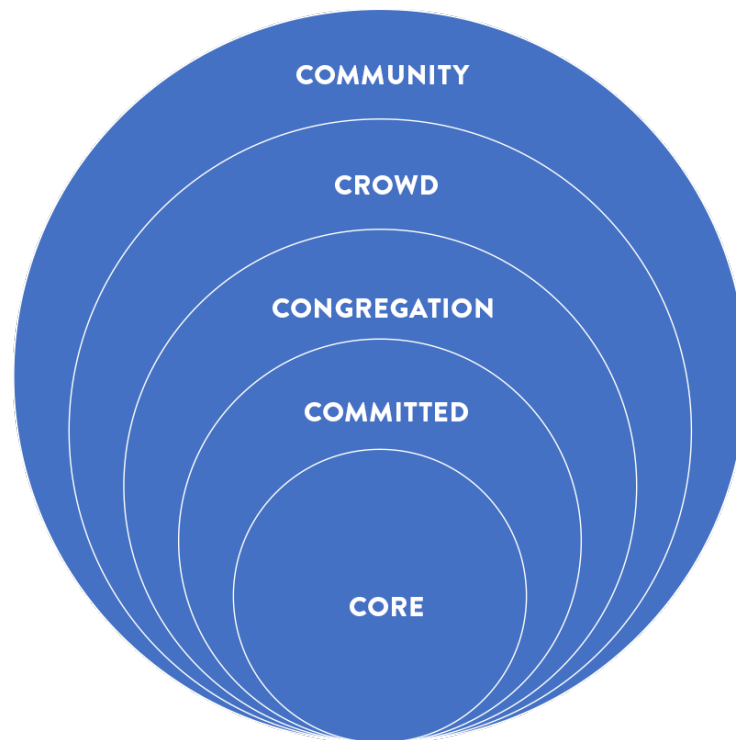
**COMMUNICATING CHANGE:
A Guide to Deliver the Right
Message to the Right People**

THE ART OF 
LEADING CHANGE

Meeting Guides for Delivering the Right Message to the Right People

After you've decided the scope of your change and have a plan, you'll need to have conversations with your Core and Committed groups that we profiled in Session 5 of *The Art of Leading Change*.

Below, you'll find suggested meeting outlines to help you with those conversations. Feel free to amend to your particular situation.



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The Core

When speaking with this group, you're open to their input. This could be staff who weren't on the leadership team, or your board, or key donors or volunteers or customers. This is usually for a small group of stakeholders. Ideally, this would be around a board room table or a small circle that feels collaborative and inclusive.

Thanks so much for joining me. My team and I have been working on better ways to accomplish our mission, and I wanted to bring you in on the conversation to, first of all, share some of our ideas with you, and second, to get your input.

I really value your input as a key member/customer.

We hope to be together for about 30/60/90 minutes tonight, and at the end of the meeting, I hope you'll have a clear understanding of not only what we're considering but have an opportunity to ask questions, provide input and give us your perspective.

What we're sharing is not set in stone, so we're consulting with you before we go any further. We'll listen carefully to your questions and what you have to say and then finalize our work with your input in mind.

Does that sound clear? Any questions?

Okay, great. Here's what we've been working on.

EXPLAIN.

So...that's where we're leaning toward.

Let's start here. Are there any clarifying questions you want to ask? Was anything unclear, or do you want more information on anything before we ask you for input?

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Okay, thanks. Let's open this up to input.

1. First, I'd love to know your overall reaction to the direction we're considering. What do you think? Is this going to help us advance our mission?
2. What are we not seeing? Is there anything we're missing or perhaps haven't thought of?
3. Are there any objections you either feel or can imagine other people having? We're open, and we'd love to know.
4. Fantastic. Thank you. Anything else you want to share?
5. As we wrap up, we're noting everything you've shared. Thanks. And I can see that X and Y will be important factors. Thank you for sharing them. (Then share one or two things that you genuinely appreciated or might reshape your decision).

WRAP UP

So here's our next step. We will go back with your input and give final shape to the initiative. Your input has been so helpful.

You'll also be the first to know when the initiative has taken final form...we'll share it via email with you, and we hope you'll see that your considerations have been factored in. Thanks for helping us lead better. We value and appreciate you.

Hang out after the meeting and perhaps even offer light snacks and refreshments. If you do this, you will likely get the last 10% from people with more questions. And you may hear from people who were a little shy to speak up in the meeting. Take good notes. These are your best people, so lean in.

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The Committed

When speaking with this group, be clear that you're not asking for input. You want them to be first to know and you want to answer their questions first. That said, as an astute leader, you're also taking notes. If you encounter a sea of objections or even abundant confusion, you'll want to go back to the drawing board and revise or amend your proposal. Still, be clear (because this is a bigger and less invested group) that the purpose is to give them an inside scoop and answer questions.

Ideally you'd be set up in a room where you're a presenter but people don't feel like a number. They're seated in a few rows or a circle, and maybe you've served some light snacks and refreshments.

Thanks so much for joining us tonight. The team and I have been working on better ways to accomplish our mission and I wanted you to be the first to know about some changes we're going to be making at X Church/X CO.

We called you here because we really value you as key stakeholders and are excited about these changes. So we want to give you a first look, plus we're going to take some time to answer your questions.

We hope to be together for about 30/60 minutes tonight, and at the end of the meeting, I hope you'll have a clear understanding of where you're heading and have your questions answered. Sound good? Let's get started.

Okay, great. Here's what we've been working on.

PRESENT.

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So let's open it up for questions.

1. First, are there any questions for clarification? Anything that you're not 100% certain about or would like more information about?
2. Any questions related to the proposal? Anything you want to know about how this helps us advance our mission?
3. Are there any concerns? Anything we might have missed or not thought of?
4. What other questions do you have?

Then explain when and how this change will be introduced and implemented. Without being 'salesy', make them feel like insiders and like they got a sneak peak. This is a really important way of valuing your core.

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The Congregation/Customers

When communicating with this group, you're doing a much more muted version of what you just did with the core. This will likely be a communication that goes out via email to the next group of invested people.

You've already got input from the core and feedback from the committed, and now you're giving a final sneak peek to the congregation or your customers.

This will only happen in person if it's a really big change. You could call a members' meeting or a town hall. If so, use a variation of the committed script above.

If you're making a change that can go out via email, feel free to use this script as a template.

Subject Line: Exclusive Sneak Peek: Here's what's coming next at X CHURCH/X COMPANY.

Hi NAME,

I want to give you a sneak peek of something exciting/important/big here at X church X Co. I'm sharing this with you, NAME, because we value you and all you do to support the mission here.

Starting on X date, we are going to Y.

Can I tell you why? Explain

We are so excited about this initiative. I wanted you to be the first to know and I'm happy to take questions.

If you have any questions at all, please let me know. Just hit reply to this email and I'll get back to you.

Here we go! I'm excited to see our mission move to the next level.

Carey