



Develop a clear change message

Leadership Dimensions

Sharing the vision

Shape the vision

A clear statement of the need for change and what change will mean is essential for rallying the support and commitment of key stakeholders.

Many change teams find it very useful to work together to develop a clear, precise 30-90 second message that a change team member can use when they have the opportunity to 'sell' the team's project to a key stakeholder.

An 'elevator speech'

- describes the need for change and the vision of the new state, as a response to the question, 'Why are we doing this project?'
- ensures everyone conveys a consistent message to others

When to use this tool

Use this tool once the team has agreed about the details of the need for change and the vision of the future, or before more detailed discussion of the two.

Make sure you have your 'elevator speech(es)' ready for the questions that will inevitably arise once the project is announced to the broader constituent base.

- Teams who have thoroughly debated and documented both the need and vision will use this tool to 'distil' the essence of the project.
- Teams who are struggling to 'get off the mark' in terms of need and vision, can use this tool to bring focus to the team's more rambling discussion of need and/or vision.

What to do

1. In pairs, summarise the change outcomes and the rationale for the change.
2. Identify the outcomes and reasons that will appeal to stakeholders, and use the strongest arguments to develop the message.

Typically your 'elevator speech' will follow this simple four-part formula:

- 'Here's what our project is about...'
- 'Here's why it's important to do...'
- 'Here's what success will look like...'
- 'Here's what we need from you...'

Your message **MUST** resonate with its recipient! Create more than one message if stakeholder priorities are very different.

3. Practice your messages with each other, then with the team.
4. As a team, compare your pair analysis and determine which messages are most relevant to your stakeholder group(s).

Message content		Content analysis		
What will change	Change FROM What happens now...	Change TO What the new way of operating will look like...	Stakeholder	Appeal for stakeholder STRONG / WEAK
<p>What changes will your stakeholders see?</p> <p>Define the change in terms of moving from the current state to a new state.</p>				
<p>Why the change initiative is important</p> <p>To the service...</p> <p>What mandated change is it addressing?</p> <p>What opportunities will it exploit?</p> <p>What critical incident is it addressing?</p> <p>To stakeholders...</p> <p>What benefits or opportunities does it introduce for stakeholders - remembering that some changes have NOTHING to offer stakeholders.</p>	<p>Reason for change</p>			
<p>Write your message(s) - what stakeholders will see + STRONG reason(s) to trigger stakeholder support - Develop more than one message if stakeholder groups have strongly different agendas.</p>				

