Communication & Training Plan

DRAFT

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Document Revision History

|  |  |  |  |
| --- | --- | --- | --- |
| Date | Revision | Description | Author |
|  |  | First version of document |  |
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1. Introduction

This document is part of the overall People Change Management initiative for the <XYZ> program.

The Communication and Training plan identifies the different communications and training to be developed and available for use as well as the roles to be communicated to and who should “send” the message.

The plan identifies what to whom, when, and how communication and training should be performed.

## Communication Strategy

The communication strategy ensures that the right person (role) communicates a valid message at an appropriate time using a compelling format.

The primary “players” contribute differently to the success of the change within the different ADKAR elements. For example, the VP’s / Senior Director’s play a key role of building Awareness and Desire as well as reinforcement.

When defining who should communicate what message and in which format the below table will help design the communication plan at the different stages of the implementation.

| **Roles** | **ADKAR Elements** | | | | |
| --- | --- | --- | --- | --- | --- |
| **A** | **D** | **K** | **A** | **R** |
| **VP / Senior Director** (e.g. NN, NN) | **X** | **X** |  |  | **X** |
| **Service Owner / Process Owner / Sponsor** (e.g. NN, NN ) | **X** | **X** |  |  | **X** |
| **Director** (e.g. NN, NN) | **X** | **X** |  |  | **X** |
| **Program / Project Managers** (e.g. NN, NN) | **X** |  |  |  |  |
| **Service Manager / Process Manager** (e.g. NN, NN) | **X** | **X** | **X** | **X** | **X** |
| **Manager / Team Leads** (e.g. NN, NN) | **X** | **X** | **X** | **X** | **X** |

1. Change Management Approach

A structured approach to create a communication and training plan comprised of three high level steps that and can be executed rapidly (WHO – HOW – WHAT).

Schedule the following meetings:

1. **WHO**: Initial meeting, identify groups and the person that can provide additional information about the members of each group. Identify meeting participants for future meetings. Facilitator collect all data before 2nd WHO meeting
2. **WHO**: Confirmation of the groups and the members of each group. Identify groups that were missed in the initial meeting and identify members and contact person for new groups.
3. **HOW**: Initial meeting, identify for each group how the members of that group will be affected e.g. Service Desk will receive requests about this new application/process/system we are implementing.   
   -> Separate 2nd HOW meeting for each group might be required
4. **HOW**: Confirmation of how each of the groups will be impacted (meeting with all contacts for the groups)
5. **WHAT**: Initial meeting, identify what activities each group require to be aware of the change, have the desire to participate and the knowledge to change and the ability to perform the new tasks and activities.

-> Separate WHAT meetings for each group might be required

1. **WHAT**: Confirmation that the activities identified for each of the groups (meeting with all contacts for the group)

**Template to use for the activity: WHO-HOW-WHAT\_TEMPLATE.ppt**

1. **WHO is impacted by tis change (groups/users)**?
   * Users (who will be the users of this application, tool or service?)
   * Manager approvers (who needs to approve – e.g. service in service catalog)
   * Testers (UAT)
   * Focus Group / Pilot Users
   * Fulfillment teams (if implementing a service)
   * Support (Service Desk, 2nd level etc.) – scripts & knowledge articles etc.
2. **HOW will each group be impacted?**For each group we should answer the following questions:
   * What is changing for this group?
   * What is not changing for this group?
   * What is driving the change, why are we changing?
   * What does success look like?
   * Who is going to lose/gain what?
   * What happens if we (you) do NOT change?
3. **WHAT communication and training** is needed (Particulars & Special Tactics)
   * How much People Change Management is needed for this change?  
     The Change Management Strategy document will be input to the activity
   * What Particulars and Special Tactics are required for the identified group? (communications, newsletters, web information, FAQs, training, lunch & learn, group meeting, virtual meeting, hands on examples, role play… etc.)

Now we can build the Communication and Training Plans and artifacts required for the execution (slides, training etc.)

These three steps is the foundation for building the Communication and Training plan as well as the artifacts required (slides, training etc.) to execute the plans!

1. Standard Communications & Training Catalog

The standard communications & training catalog lists available communications, presentations and training that can be used for any of the impacted groups and how they relate to the ADKAR elements.

Communications are ongoing or ad-hoc and contribute significantly to build the awareness and provide reinforcement during and beyond the project.

PowerPoint presentations that are used to provide awareness and reinforcement of the ITSM program.

Standard training provides knowledge and the skills needed for the targeted audience e.g. the Service Desk.

### Presentations, Training and Artifacts

This catalog of presentations, training and activities will be updated when a new artifact has been developed that are useful for any service implementation e.g. manager approval training.

| **Type** | **ADKAR** | **Provisioning** | **Description & Objective** |
| --- | --- | --- | --- |
| PPT | Awareness | Manager / Team Leads  Ad-hoc | This is a 20-30 min presentation that focuses on building awareness of program and the benefits of the implementation. |
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# Detailed Communication & Training Plan

The following communications must be carefully planned and delivered to build awareness, create buy-in and generate momentum for the program being implemented.

The below communication & training plan becomes a permanent record of executed and upcoming activates.

## Communication Plan

|  |  |
| --- | --- |
|  | Completed |

| **Description**  **(WHAT)** | **Delivery Mechanism**  **(HOW)** | **Purpose**  **(WHY)** | **Responsible Developer & Sender**  **(DEVELOPER, SENDER)** | **Date / Timing**  **(WHEN)** | **Group A** | **Group B** | **Group C** | **Group D** | **Group E** | **Group F** | **Group G** | **Notes** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
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