Leader Toolkit
Develop a clear change message

We are **INSPIRATIONAL** leaders.

We take the lead and inspire each other to be brave and bold.

Why use this tool

As a leader, you have a critical role to play in supporting your team through change. Use this tool to develop a clear statement of the need for change and what change will mean in order to build support and commitment.

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

- When building commitment to a change program.

- When making the purpose of the change clear when there is confusion about the reason for the change.

- When helping team members understand the scope and impact of the change and therefore how everyone will be affected.

How to use this tool

1. Summarise the rationale for the change and the change outcomes.
2. Identify the outcomes and reasons that will appeal to stakeholders.
3. 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 it will mean for you...'

Tips

- Many change teams find it very useful to **work together** to develop a clear, precise **30-90 second message** they can use when they have the opportunity to 'sell' the team's project.
- Make sure you **have your 'elevator speech(es)' ready** for the questions that will inevitably arise **once the project is announced**.
- Your message **MUST work with its recipient!** Create **more than one message** if stakeholder priorities are very different.
- Your elevator pitch should **inform and inspire** people
- **Practice** your messages with each other, then with the team

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Message content	Content analysis	
1. What will change	**Change FROM** What happens now…	**Change TO** What the new way of operating will look like…
What changes will your stakeholders see? Define the change in terms of moving from the current state to a new state.		
2. Why the change initiative is important and what we need to achieve	**Reason for the change and why we need to make the change now**	**The business outcomes we need are…**
For the organisation… What opportunities will it address? What problem is it solving? What mandated change is it addressing? **For stakeholders…** What benefits or opportunities does it introduce for stakeholders - remembering that some changes have NOTHING to offer stakeholders.		
3. Write your message(s) - what stakeholders will see + STRONG reason(s) to trigger stakeholder support - Develop more than one message if stakeholder groups have significantly different needs.		