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Global Learning for Operational Leaders



COMMUNICATION AND WRITING SKILLS | CWS-031

Communicating Change to Employees

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Course content

Why Attend

Restructures, new systems, mergers, relocations, policy changes and new strategies all depend on employees understanding and accepting what is changing and why. Poor change communication breeds rumour, anxiety and resistance, while thoughtful, honest and timely communication builds understanding and commitment even when the news is difficult.

This Communicating Change to Employees training course gives participants a practical framework for planning and delivering communication throughout a change programme. Participants learn how people respond to change, how to analyse stakeholders, craft a compelling change narrative, sequence messages, equip line managers, handle difficult questions and use feedback to adjust the approach.

Course Methodology

• The course uses a running change case study. Participants analyse stakeholders, draft a change narrative and communication plan, write announcements, prepare manager briefing packs and practise handling difficult questions in role plays. Feedback helps refine both written and spoken communication.

Course Objectives

• Explain how people experience and respond to organisational change

• Analyse stakeholders and their likely concerns

• Develop a clear and compelling change narrative

• Plan the sequence, timing and channels of change communication

• Write announcements and messages for difficult news

• Equip line managers to cascade and discuss change

Target Audience

• Change managers and project managers

• Internal communications professionals

• HR business partners

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- Senior leaders sponsoring change

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Course outline

Detailed course outline

Day-by-day outline for Communicating Change to Employees.

Day 1 - People and Change

- 09:00-09:34 | Why change communication so often goes wrong
- 09:34-10:08 | How people react emotionally to change
- 10:08-10:42 | The change curve and its implications for communication
- 10:42-11:00 | Trust, transparency and the role of leaders
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Trust, transparency and the role of leaders (continued)
- 11:46-12:20 | Lessons from well and poorly communicated changes
- 12:20-12:53 | Assessing the impact of change on different groups
- 12:53-14:00 | Exercise: mapping reactions to a proposed change

Day 2 - Stakeholders and the Change Story

- 09:00-09:30 | Identifying stakeholder groups and their concerns
- 09:30-10:00 | Answering the questions employees will ask
- 10:00-11:00 | Building a change narrative: why, what, how and when
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Being honest about what is not yet known
- 12:00-12:30 | Key messages and supporting proof points
- 12:30-13:00 | Testing messages with representative employees
- 13:00-14:00 | Workshop: drafting a change narrative

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Day 3 - Planning Change Communication

• 09:00-09:30 | Sequencing communication through the change life cycle

• 09:30-10:00 | Choosing channels for announcements and dialogue

• 10:00-10:30 | Coordinating timing with legal and HR processes

• 10:30-11:00 | Communicating difficult news such as redundancies

• 11:00-11:30 | Coffee break

• 11:30-12:00 | Avoiding leaks and managing confidentiality

• 12:00-13:00 | Building a detailed communication plan

• 13:00-14:00 | Workshop: building a change communication plan

Day 4 - Line Managers and Two-Way Dialogue

• 09:00-09:34 | Why line managers are the most trusted source

• 09:34-10:08 | Preparing manager briefing packs and talking points

• 10:08-10:42 | Frequently asked questions and answer guides

• 10:42-11:00 | Running team briefings and listening sessions

• 11:00-11:30 | Coffee break

• 11:30-11:46 | Running team briefings and listening sessions (continued)

• 11:46-12:20 | Handling tough questions and emotional responses

• 12:20-12:53 | Escalating concerns and closing the feedback loop

• 12:53-14:00 | Role play: a team briefing on difficult news

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Day 5 - Sustaining and Measuring Communication

- 09:00-09:39 | Keeping momentum after the initial announcement
- 09:39-10:18 | Celebrating progress and sharing success stories
- 10:18-10:57 | Measuring understanding, sentiment and adoption
- 10:57-11:00 | Adjusting messages in response to feedback
- 11:00-11:30 | Coffee break
- 11:30-12:06 | Adjusting messages in response to feedback (continued)
- 12:06-12:44 | Communicating when change plans change
- 12:44-13:22 | Lessons learned for future change programmes
- 13:22-14:00 | Personal action plan for change communication

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Seminar dates

Available seminar dates

Live dates and pricing for Communicating Change to Employees generated from the course details page.

Date	Location	Format	Fee
7 - 11 December 2026	London	Classroom	**€2,915**
14 - 18 December 2026	Barcelona	Classroom	**€2,275**
21 - 25 December 2026	Frankfurt	Classroom	**€2,175**
4 - 8 January 2027	London	Classroom	**€2,915**
11 - 15 January 2027	Barcelona	Classroom	**€2,275**
18 - 22 January 2027	Frankfurt	Classroom	**€2,175**
25 - 29 January 2027	Cape Town	Classroom	**€1,825**
8 - 12 February 2027	London	Classroom	**€2,915**
15 - 19 February 2027	Barcelona	Classroom	**€2,275**
22 - 26 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Date	Location	Format	Fee
1 - 5 February 2027	Dubai	Classroom	**€2,845**
15 - 19 March 2027	London	Classroom	**€2,915**
22 - 26 March 2027	Barcelona	Classroom	**€2,275**
1 - 5 March 2027	Frankfurt	Classroom	**€2,175**
8 - 12 March 2027	Geneva	Classroom	**€3,315**
26 - 30 April 2027	London	Classroom	**€2,915**
5 - 9 April 2027	Barcelona	Classroom	**€2,275**
12 - 16 April 2027	Frankfurt	Classroom	**€2,175**
19 - 23 April 2027	Istanbul	Classroom	**€2,825**
3 - 7 May 2027	London	Classroom	**€2,915**

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Seminar dates

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Date	Location	Format	Fee
10 - 14 May 2027	Barcelona	Classroom	**€2,275**
17 - 21 May 2027	Frankfurt	Classroom	**€2,175**
24 - 28 May 2027	Kuala lumpur	Classroom	**€2,425**
7 - 11 June 2027	London	Classroom	**€2,915**
14 - 18 June 2027	Barcelona	Classroom	**€2,275**
21 - 25 June 2027	Frankfurt	Classroom	**€2,175**
19 - 23 July 2027	London	Classroom	**€2,915**
26 - 30 July 2027	Barcelona	Classroom	**€2,275**
5 - 9 July 2027	Frankfurt	Classroom	**€2,175**
12 - 16 July 2027	Munich	Classroom	**€2,425**

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Seminar dates

Available seminar dates

Live dates and pricing for Communicating Change to Employees generated from the course details page.

Date	Location	Format	Fee
23 - 27 August 2027	London	Classroom	**€2,915**
2 - 6 August 2027	Barcelona	Classroom	**€2,275**
9 - 13 August 2027	Frankfurt	Classroom	**€2,175**
16 - 20 August 2027	Paris	Classroom	**€2,810**
6 - 10 September 2027	London	Classroom	**€2,915**
13 - 17 September 2027	Barcelona	Classroom	**€2,275**
20 - 24 September 2027	Frankfurt	Classroom	**€2,175**
11 - 15 October 2027	London	Classroom	**€2,915**
18 - 22 October 2027	Barcelona	Classroom	**€2,275**
25 - 29 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Date	Location	Format	Fee
4 - 8 October 2027	Vienna	Classroom	**€3,425**
15 - 19 November 2027	London	Classroom	**€2,915**
22 - 26 November 2027	Barcelona	Classroom	**€2,275**
1 - 5 November 2027	Frankfurt	Classroom	**€2,175**
8 - 12 November 2027	Amsterdam	Classroom	**€3,215**
27 - 31 December 2027	London	Classroom	**€2,915**
6 - 10 December 2027	Barcelona	Classroom	**€2,275**
13 - 17 December 2027	Frankfurt	Classroom	**€2,175**
20 - 24 December 2027	Cape Town	Classroom	**€1,825**
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**

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Seminar dates

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Date	Location	Format	Fee
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**

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17 - 21 May 2027	Online / Live	Online / Live	**€1,625**
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**

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2 - 6 August 2027	Online / Live	Online / Live	**€1,625**
9 - 13 August 2027	Online / Live	Online / Live	**€1,625**
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**

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22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**