

# Communicating the Change



Communication-for-Consultation Plan for the Consortium Planning & Development of the Strategy and Results Framework and Mega programmes

Did **you** know?

**effective communication** is  
the number three greatest  
contributor to **success** in  
change management

# People need to hear a conversation **9 times** before it sticks!

The understanding and acceptance process evolves with each conversation:

1. "I barely know what they're saying"
2. "I've heard this before"
3. "Maybe they're serious this time"
4. "They're sticking to this. I think they're serious — Maybe I should listen"
5. "OK, this is probably going to happen. It's good for somebody else"
6. "I think you mean me"
7. "Here's why you're wrong"
8. "Uh-oh, I think I have to change"
9. "OK, explain my part to me again so that I can do it"

# Our stakeholders –

those within the CGIAR, the Alliance, and partners who are part of, and affected by, the Consortium planning process and the development of the Strategy and Results Framework and Mega Programs...

## Have expectations on communication. They want...

- Timely, concise and succinct updates on progress, issues and changes
- Opportunities to review information and to provide feedback and input
- Tighter coordination among communication processes
- Information on what's coming up, how they will be consulted and at what stage

# Principles

- Communication that is **relevant, accurate, consistent** and **just-in-time** as well as **clear** and **concise** (avoid jargon)
- Provide **options for engagement**, actively solicit feedback with an **iterative process of dialogue**
- Coordinate, complement, inform and **support other communication processes** in the System
- **Respects technology** and **time** limitations of key stakeholders

# Work streams

1. Continual discussion and decision-making by the Alliance and Center Boards
2. Legal establishment of the Consortium
3. Design and management of shared services
4. Design of the Strategy and Results Framework and Mega Programs

Communication tactics and activities...

FACE TO FACE MEETINGS

General  
Messaging

Re-development of  
Change website

FAQs

Calendar of  
Consortium  
planning events

*Tailored power point  
presentation for Boards (and  
Centers)*

Members Updates

CPT Updates

Coordination

Embracing Change

*Townhall  
Meetings*

Email

Feedback and  
consultation

Archive

INFORMATION PACKS

SOCIAL MEDIA

Your expert opinions....

1. What's good; what's missing from the plans?
2. Are there other communication tactics/tools and activities that could be used?
3. What are the “do's and don'ts” in using each of these tactics/tools?
4. With time and resource limitations what would be the most effective communication-for-consultation activities in each of these tactics?
5. What role do you want to have in implementing this plan?