Guide to Communicating Workplace Change

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⊙ Introduction

A workplace change project can be an exciting time for an organisation. Whether it's the return to the office post-Covid, introducing new ways of working or new workplace technology, a relocation as a result of expansion and growth, or a major refurbishment, it's a chance for a fresh start.

But on a personal level, it can be an unsettling time for individuals. They may be worried about whether the workplace is safe, going back to commuting or a a new commute if it's a relocation whether they'll be able to use the new technology, job security, parking space allocations, what facilities a new building will have, whether they'll still have their same desk and whether they'll still be sitting with their colleagues. How you communicate your workplace change will have a major impact on how engaged staff are with it, as well as its overall success. Employee buy-in is an important element. If people become resistant to the change, it can be very challenging to support them through the process and execute a smooth transition.

A well-managed project will be quickly forgotten as people settle into the new way of working and focus on their work. But a poorly executed one can cause ongoing problems, from staff attrition and loss of productivity to lost clients. Good communication is the difference between people feeling excited and positive about the upcoming change and people actively working against the organisation to hamper the project.

This guide will help you plan how to communicate your workplace change effectively and provides top tips and a dusting of inspiration on how to make it a rip-roaring success.

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❯ Planning

Start the planning early. Usually with a significant project like a relocation or refurbishment, this would be at least 18 months before. A big relocation will take years to plan and execute properly, it's not something you start thinking about a month earlier.

However, some workplace change projects won't afford you that luxury. With Covid for, example, organisations had to react quickly to move people from being office based to being largely home based. Introducing new technology into the office to help keep people safe has been equally swift. And although there has been more time to plan the return to work, it's still fast in comparison to most workplace change projects. Plan as early as you can – keep in constant contact with the workplace and facilities teams and with the senior management team so you can find out about decisions in a timely manner.

The person will need to be a good communicator, well organised and great at managing people

❯ The comms team

Appoint someone who will lead the communication. It may be a full-time job if the project is considerable, or it could be part of someone's existing role. Make sure they have enough time to do the work justice – if they're already overworked, it's unlikely the project will be a success. This will typically be someone with a comms background, usually in the comms/marketing team. But sometimes, individuals in the real estate/facilities team have experience in this area too. Some organisations even have comms teams within the real estate department.

The person will need to be a good communicator, well organised and great at managing people. If you don't have anyone with the right experience, skills and time, then consider bringing in external advice. This is something that Magenta can provide. Ensure that person is a key part of the relocation project team from the beginning, working closely with the overall project manager.

While the PM will be the lead on all matters project-related, the comms lead needs to manage all the communication elements of the project. They might be the only comms person in the project or they may manage a team of several individuals and external agencies.

Some relocation and refurbishment projects involve the appointment of move champions, a central point of co-ordination within each department. Consider these for all workplace change projects as they're the eyes and ears on the ground and a great source of understanding people's concerns. They can provide instant feedback about how the comms plan is working, allowing the comms lead to adjust the plan if needed. And they can quash any rumours before they start to spread.

The team may also include an external comms agency (if the comms lead lacks time or experience) or an external person may act as project lead. Design, social and PR agencies may also be involved. The key is to ensure that all team members know their responsibilities and are delivering as planned

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⊘ Research

Before you start any communication, it's essential to know as much as possible about the planned project. Not all the information may be available at the beginning, so make a note of what's missing. This will fall into eight distinct areas:

❶ ⟶ What's going to happen? If it's a relocation or refurbishment, you'd need to know if it's a straightforward relocation from A to B, a consolidation of several buildings into one location, merging one building into another, or churn within a campus or building? Is one move / refurb planned or several? If it's the introduction of new technology, you need to find out what the technology does and how many people will be affected. If it's the return to work after Covid, you'll need to understand how that's going to work. How many people will be affected?

❷ ⟶ Why are we doing this? Understanding the aims of the project will help you to draft the appropriate messaging – even if you don't mention all the reasons. It could be to bring people together to improve collaboration; save money by reducing real estate footprint; create a better facility for client / employee recruitment and retention and satisfaction; improve sustainability / energy reduction; or to improve space utilisation. There could be a lease event, such as a break clause or lease end; the business may want to be closer to customers; it may be merging, acquiring a business, being acquired or downsizing. It could be that we have a vaccine and the time is right to return to work. Usually it'll be a combination of many of these things.

❸ ⟶ When's it going to happen? Every workplace change project, whether it's the post-pandemic return to work, a refurb project or the introduction of new technology, involves key dates and you'll need to know these in order to put together a communication strategy. The project could revolve around a lease break, for example. But there will be other key dates, too, such as fit-out commencement and completion. There's likely to be a gradual post-Covid return to work so there will be key dates involving perhaps a pilot project of 10% of people, then 20%, 30% etc., up until full occupancy. Work backwards from these points to create your plan. Physical moves usually happen at weekends – often subsequent weekends

for significant relocations – so plan that into your deliverables. There may be set timescales to work to. Some organisations target their relocation project teams to have people up and working in the new environment within 15 minutes on their first day. There may also be key internal dates you need to be aware of, such as year ends, product launches, etc. And of course there is Government guidance around returning to work which we need to know. Make sure you're aware of all the relevant timescales.

❹ ⟶ Where is it happening? This is particularly pertinent if your project is a relocation. You'll need to know the location of the new premises, even if it hasn't been built yet. It's useful to understand why the building/area was chosen so that you include that information in the messaging. Every area has its pros and cons and you'll need to be aware of the upsides and downsides when communicating with stakeholders. You'll also need to do research into the new district to include in moving packs and Welcome To... guides. Even if the project is the return to work or the introduction of new technology, you'll need to ask this question as not all buildings may be affected at the same time or to the same degree.

❺ ⟶ Who will be affected? The return to work is likely to be gradual in many organisations with pilot programmes moving slowly to full occupancy. That could be achieved in a number of ways: department by department; alternating the days people can work in the office so some teams are in the building on Mondays and Wednesdays, while others come in on Tuesdays and Thursdays; different shift patterns or other options. Some technology might also be implemented gradually. Usually a major relocation involves everyone in a building, but sometimes only groups of people will be moving. Knowing exactly who will be affected ensures you communicate with the right people. Also find out if there are teams which need to be treated differently, such as trading floors, legal/finance departments with confidential material, or teams with specialist equipment such as designers, or people with disabilities. But don't forget, even those who aren't affected, or perhaps will be affected much later down the line, will need to know what's going on.

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6 ⟶ How will the workplace change happen? Relocation companies have set ways of moving people. If it's a significant move, then it will be done in stages with several hundred people moving at any one time into the new building. The same goes for the introduction of new technology and the return to work. Knowing the plan will make sure you communicate in the right way with the right people.

7 ⟶ What's going to change? Workplace change projects often involve changes in the space which people need to be aware of. This could include new ways of working such as agile working or hot-desking; different furniture; new IT systems and processes; change in storage practices (such as removing pedestals and introducing lockers); the introduction of new facilities such as gyms, staff restaurants, occupational health facilities, shops, etc. (or the removal of these facilities). With the return to work, not only will the office be less occupied but people will need to work differently. That may include working a desk apart, limits on numbers of people on certain floors, reduced meeting room capacity, etc. You'll also need to know the new procedures for using lifts, stairwells, washrooms and hot-desks together with whether they'll be single flow direction to avoid people crossing in corridors and open spaces. Many organisations will have made significant changes to their workplace layout and procedures since the onset of the pandemic. From new video conferencing options to new collaboration tools, people may have got used to a new way of working while they've been at home. Will this technology change as a result of the switch back to office working? With the return to work, not all facilities within a building may be open at the same time. The restaurant, for example, may be shut for a while. Ensuring you have a full as possible picture of the changes – both pros and cons – will help with messaging. With the return to work, you should also understand what the workplace and facilities team have done to make the environment safer. For example, this could include enhanced cleaning regimes, changes to air-conditioning systems, etc.

8 ⟶ Be legal: Don't start communicating anything until you are certain that you have adhered to all the necessary legal requirements. Moves, for example, often involve changes to employee contracts and this must be handled carefully. The same can be said for the return to work post-Covid. It may involve compensation in some cases and unions may need to be consulted before any formal announcement to staff is made. Make sure this has all been investigated and resolved fully before embarking on a comms programme.
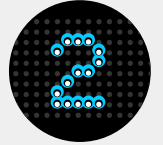
## → FIVE DEADLY SINS OF WORKPLACE CHANGE COMMS

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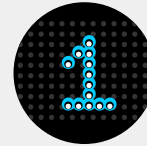
⟵ **Starting** communication too late allowing rumours to flourish

2
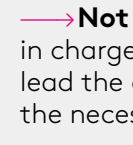
⟶ **Not** appointing a comms project manager who's in charge of all comms. The overall PM is too busy to lead the communication function and may not have the necessary experience

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⟵ **Not** communicating enough – there is no such thing as too much as people will easily miss messages

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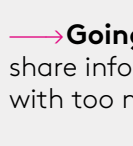
⟶ **Going** too deep too quickly – you need to gradually share information so that people are not bombarded with too much unnecessary detail early on

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⟵ **Not** using a variety of tools and channels – not everyone will go to the microsite, open an e-newsletter or read a poster or table-talker, so use a mixture of different channels to reach everyone

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⊘ Messaging

Once you have all the information to hand, it's time to start drafting the key messages. Identify all the benefits that the workplace change will bring to both individuals and the business and include them in the messaging. This could centre around business growth, creating a better environment for employees, making life easier for people, the end of the pandemic or getting out of a home office. It will really depend on the focus of the workplace change project.

You will need different messages for different stakeholders. For example, employees will be interested in the personal benefits of the change and what they will need to do differently. If the project is a relocation, clients will be more interested in the location and what the client-side facilities look like. Shareholders will be interested in the costs. Tailor each appropriately.

Potential challenges, such as a less advantageous part of town or increased employee travel costs, should be identified. By having key messages and answers ready for any difficult questions, you won't be caught on the back foot.

Make sure the messaging reflects the organisation's tone of voice and has been reviewed by the internal comms team, if it's not being written by them. It's essential that people are communicated with in the way they usually expect so they gain full confidence in the process. Communication within a financial services organisation might be very different from that within a media company.

If you're using an external agency to support you in this area, it's important that they get under the skin of your business and create messaging in your style and tone of voice.

Don't forget to include an elevator pitch – communicating the reasons for the change in a sentence or two – in your messaging document.

⊘ SEVEN TIPS FOR COMMUNICATING YOUR WORKPLACE CHANGE

2

1 → **Start early.** You don't want people finding out about the project through the grapevine

2 → **Communicate often.** There's no such thing as too much but don't overwhelm people with detail too early

3 → **Use a variety of channels.** People take on board information in different ways, so use different tools to reach them and cement your messages

4 → **Appoint change champions** to act as your eyes and ears on the ground and to respond quickly to any rumours

5 → **Plan** for any resistance. By having key messages and answers ready for any difficult questions, you won't be caught on the back foot

6 → **Involve staff** in the decision-making around the project in areas such as ways to socially distance, choosing furniture, colours, meeting room names or the layout of the new space. If they feel they've been involved, they'll be more engaged and positive about the change.

7 → **Don't stop** communicating once the project is complete. Get feedback on how people feel about the changes and use that information to improve

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❯ Timeline

Once you have a copy of the project plan – which should be constantly updated – create a timeline of activity from today until post-project, but be prepared to change it to fit in with shifts in the overall project timetable.

Start by explaining the rationale behind the change and then regularly update people as the days, week or months go by. You may need staff involvement in some decisions, such as the choice fabrics and furnishings in a refurb, so include enough time for feedback.

Communication should be often and open. It's almost impossible to communicate too much. But it's also important to listen as much as you talk, so build in plenty of opportunities for feedback.

❯ Tools and channels

Deciding how to communicate with stakeholders is crucial. With multiple channels at your fingertips, using a variety of tools ensures that everyone takes on board what they need to know. Don't forget that people digest information in different ways. Some people are visual and prefer information to be communicated through images and graphics. Others prefer learning by hearing someone explain something. Another group prefers to touch and feel things (see box 3). At the same time, everyone reacts to a workplace change differently. Some people love change and will wholeheartedly embrace it and others will go with the flow. But some people will feel anxious about it. You need to appeal to all these different audiences.

❯ DIFFERENT LEARNING STYLES

Everyone takes on board information in different ways, which means that you need to use a variety of communication tools and techniques when communicating about your workplace change project:

Visual (spatial): This group prefers using pictures, images and spatial understanding. Consider posters, graphics and floorplans
Aural (auditory): These people prefer using sound and music. Face-to-face meetings, podcasts and video are ideal for this group
Verbal (linguistic): Verbal learners like using words, both in speech and in writing. Face-to-face meetings, videos, podcasts, e-newsletters and microsites are all ideal
Physical (kinesthetic): This group prefer using their bodies, hands and sense of touch, so mood boards and furniture samples work well
Logical (mathematical): These people use logic, reasoning and systems to take on board information, so any messaging on the business reasons behind the move and explaining the systematic process of the relocation will be effective
Social (interpersonal): These people prefer to learn in groups or with other people, so taking on board news about an office move in a town hall environment would work well
Solitary (intrapersonal): This group prefers to work alone, so a micro site or any other form of information which they can digest independently will work well

Everyone has a mix of these learning styles, but many people find that they will have one dominant way that they prefer to take on board information. By using a variety of tools and channels to communicate with stakeholders, you will ensure that everyone takes on board the key messages.

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These are some of the usual ways to communicate office changes:

* Set up a **microsite** which acts as the main repository of information about the change. Include a meaty FAQs section to cover everything and anything you can think of. Add the questions people ask you or the change champions to the FAQs as it is likely that someone else will want to know the answer. Direct all other forms of communication to the microsite.
* Regular **newsletters** – email and hard copy – are great ways to share latest updates. Hard copies are particularly useful for people who may not have a company email address such as front-line staff.
* Company **screensavers** can be a great way to share images of the new office space (whether it's a relocation or the introduction of new ways of working) building plans, architect's impression and layouts, and maps of the local area. Update them weekly to keep everything fresh and embed a hyperlink to the microsite so people can easily find additional information.
* Whereas much of the communication will be digital, the power of physical tools such as **posters** and **table-talkers** should not be underestimated. Posters placed in lifts, on the back of loo doors and in tea points – places where people are usually twiddling their thumbs – can be great ways of getting a message across. Table-talkers on staff restaurant tables are also good conversation starters. Make sure these are changed regularly to keep them fresh and engaging and sanitised with Covid in mind. Consider the use of interesting stats and facts about the move/refurb to attract attention.
* **Mood boards** located in a central space are useful ways to engage people in a relocation or refurbishment. Involving staff in decisions around carpets, colours and furniture makes them feel more engaged and happier with the end result. Having samples of the new furniture, particularly chairs, allows everyone to try out any new equipment.
* Many employees will want to hear the reasons for the changes from a senior person. Organising regular open forums or online **town hall meetings** to answer questions and address any concerns will help to support people through the change management programme. It's a great chance to explain the rationale for the change, present the latest ideas and keep people updated. These can also be shared on the microsite and social channels. Many organisations have found increased engagement in all-company meetings since they've gone online thanks to Covid.

➔ ADDRESSING PEOPLE'S CONCERNS ABOUT THE POST-COVID RETURN TO WORK

4

A return to work communication plan should address the following questions:

* How will we all return to work?
* What are the new behavioural guidelines? How can we socially distance?
* What will be different from before? What do I need to do differently?
* Is everyone in the office healthy? What if someone turns up who is ill?
* What happens if someone ignores the new rules?
* How will we be reassured that it is safe to be in the office? What have you done to make the office safe?
* How will I know that the office and my desk is clean?
* How will it work in lifts and washrooms?
* Is there a new process in the staff restaurant?
* Will we have to wear masks/gloves?
* Can I still work from home sometimes?
* Can I still travel to client sites and other places on business?
* Can I work in a regional office to avoid me having to travel to the city?
* Can I start/leave work early/late to avoid peak time travel?
* Can we accept visitors to the office?

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WHAT TO INCLUDE IN A *WELCOME TO…* THE NEW AREA PACK

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* A map of the local area clearly indicating where the office is
* Details of local amenities, such as post office, chemists, ATM, doctor's surgery, hospital, car park, parks, swimming pool/gym, running clubs, drycleaners, cobblers, theatre, or cinema.
* Information on local transport links: the nearest railway/tube stations, bus/tram stops, coach station, cycle racks, car parks, airports. Consider including details of local walks in the area along canals or around parks, etc.
* Details of local eateries including take-out places and venues for a quick coffee or a formal client lunch, with details of price expectations and types of food offered.
* Information about local retail therapy: where is the nearest book shop, fashion retailer, gift store, and hardware shop?
* Competitors/partners: are there any competitors nearby? Are any suppliers/partners in the vicinity? What about existing and potential clients or customers?
* Many areas have cultural or historical points of interest that you can include for employees to discover at lunchtime. How about organising regular walking tours in the first few months so people can find out more about the area, get away from their desks and meet other people in the company? Local historians are often very happy to do this for a fee, and there are usually companies providing this service who can do a bespoke tour.
* Consider providing discount vouchers for nearby eateries to encourage people to explore the local area.

WHAT TO INCLUDE IN A *WELCOME TO…* OUR NEW BUILDING PACK

6

* 'Welcome to our new home' note from the CEO thanking staff for their patience during the move.
* Updated health and safety information including details of fire evacuation routes.
* Location of the toilets and showers and any new initiatives such as water/energy-saving technology.
* Details of any new ways of working and desk arrangements (although this is worth a guide in its own right).
* Location of the staff kitchens/tea-points, what's provided and the expected etiquette.
* Details of security procedures including security passes, etc.
* Details of any staff restaurant/cafes including opening hours and what's on offer – copies of the first week's menu is ideal. Include information on how people can pay for their food.
* Procedures for recycling and waste including any new systems and processes. Use this as an opportunity to shout about what you achieve in terms of reducing waste and how people can help improve this.
* Location of any on-site bike racks and drying rooms.
* Details of any on-site sports activities such as a gym, swimming pool, exercise classes.
* A rundown of the meeting room spaces (including size and location), instructions on how to book them and any meeting room etiquette (particularly important if you've previously had a problem in no-shows or rightsizing meeting rooms – this is your chance to change that).
* Location and procedures for using centralised IT equipment such as printer, photocopiers, faxes and scanners, together with details of the training available for any new equipment.
* Details of any upcoming welcome parties/town hall get-togethers
* Where to go if you need help: floor captains, FM helpdesk, together with the procedure for reporting snagging issues in the first few weeks.

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- Where possible, arrange regular **tours** of the new site for as many staff as possible to see first-hand what's happening. Tours are good ways of engaging stakeholders in the run-up to the change. If it's a lengthy project, several tours at different stages will help maintain momentum and keep morale high. Online tours are a good alternative if access is restricted thanks to Covid or other health and safety concerns.
- **Talking-head videos** with the CEO or other board member explaining the rationale for the project, and providing significant updates, are easy ways to share key messages without the leadership team having to travel around several sites. The CEO videoed in a hard hat on site is even better. They can also be shared on the microsite, in e-newsletters and on social channels. Other options include videos of the PM interviewing the CEO about the project, or the architect or fit-out company being involved.
- **Timelapse videos** of the development / new office space as it comes together can be shared in e-newsletters, on the microsite and on social.
- Many companies use **social media** to communicate internally either through tools such as Facebook or through private forums like Yammer. These platforms should always be included in any communication plan. Where there are staff forums for discussion, make sure these are carefully monitored and immediate feedback to any questions or concerns given.
- **Change champions** can be useful ways to communicate on a one-to-few basis within teams. By cascading key information to change champions and giving them the right communication tools, they can share it in turn with their teams and departments, allowing for instant feedback to the project team.
- It's important to listen as much as you talk. Employees always have ideas for the workplace and **working groups** are a great way to engage people and bring them into the project. If run properly, by the comms team with input from the other functions, these are effective for getting input into the change. While you won't be able to accommodate all of their wishes, at least you'll understand what they want, and their concerns, and be able to explain why you can't deliver everything.

WHAT TO INCLUDE IN A PERSONAL MOVING PACK

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- A note from the CEO explaining the rationale for the move and the business and individual benefits of the relocation together with a thank you for the team member's support at that time.
- The timeline of the relocation including the individual's timings – what do they need to do and by when.
- Details of when crates arrive and what should and shouldn't go in them. Include a pack of pre-printed, colour-coded labels to be put on the crates / boxes.
- What they need to do in advance of the move – eg take personal items home, archive filing, etc.
- Arrangements for the last day in the old office and first day in the new one.
- Maps and details of the new office – you can use a summary of some of the details in the '*Welcome to our new building*' pack – (see box 6).
- Floorplan of new office with their desk highlighted (if they have a fixed desk).
- Overview of health and safety / fire evacuation procedures for the new office.
- Security / ID card for the new office, together with any key codes / payment cards.
- Where to go for help or more information, together with a link to the FAQs on the microsite.
- A reminder of security procedures and to remain vigilant. An organisation can be vulnerable during an office move.
- Some organisations include the '*Welcome to our new building*' pack with the personal moving pack.

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➜ In the lead-up to D-Day

The closer you come to the change launch, the communication will ramp up so that everyone knows what they need to do and why. Changing or adding comms channels at this point can be useful in attracting people's attention, so consider more overt communication such as desktop alerts or scrolling desktop headlines to remind people of impending deadlines.

Issues to think of in the lead up to the post-pandemic return to work include:
* Create a dedicated return to work pack for each member of staff so that they are prepared for the change, understand the support network available and what's expected of them. If it's delivered by the change champions personally (even if by email/video call) it creates strong and trusted relationships. This should include:
  * The days/times they are expected to come to the office and when they should work from home, together with the days that their colleagues or other team members will be in the office
* Everything they need to know about how to use the space in a Covid safe way, from how to enter, exit and move around the building safely to procedures for visitors, meetings and business travel.

Issues to think of in the lead-up to a relocation or refurb include:
* Many organisations have 'black bag Fridays' in advance of the move to reduce the amount of unnecessary clutter. This will require specific communication.
* Create a dedicated move pack for each member of staff so that they are prepared for the change, understand the support network available and what's expected of them. If it's delivered by the change champions personally (even if by email) it creates strong and trusted relationships.
* Start preparing the welcome documents to share with people when they come into the space. Documents to consider are:
  * Welcome To...document about the new area: what useful info do people need to know?
  * Welcome To... our new building
  * If the relocation involves the introduction of new ways of working or a change in office etiquette, a short guide to this should be created so employees know what's expected
* Consider whether you want to give gifts to employees on their first

➜ A SUSTAINABLE RELOCATION

8

An office move can be detrimental on the environment. Buildings are sometimes demolished and rebuilt and even a refresh comes at an environmental cost. The comms team needs to explain how the project fits in with the organisation's overall environmental and CSR strategy and what the company is doing to reduce the impact of the project on the environment. Areas to consider in this messaging include:

* How lorry emissions are being reduced (good relocation companies will have plans in place in this area which you can share).
* The fit-out's environmental credentials (from rainwater harvesting and ground source heat pumps to organic paint and VOC-free products, there are a range of green options that may – or may not – be included in your refurbishment. Your fit-out contractor can give you all the details).
* What's happening to all the furniture, IT and planters in the current office? Are they being reused in the new facility or elsewhere in the business, being donated to charities or schools or being recycled?
* What's happening to products which are near their end of life?
* What is the recycling like in the new office?

day to thank them for their work and get them excited about the new environment. Something to eat is always a popular option, such as a boxed branded cupcake. A voucher for a local eatery will also get people out and about exploring the local area if the project is a relocation. If a staff restaurant is a new addition, a voucher for a free meal can entice people to try it out.
* Do you want to have a staff party to welcome people to the new location, thank everyone for their support on the project and boost morale? Many organisations use a new building as an excuse for a client party too – once social distancing restrictions have eased of course.

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➋ On the day

Most moves happen at weekends, with staff packing up on the Friday in their old office and then turning up to the brand spanking new one on the Monday morning. Last-minute reminders should go out on the morning of the move, and move champions and other comms team members should be on standby to deal with any last-minute changes and provide both moral and practical support.

Although employees won't typically be there on the move day, they will be curious about how it's progressing, so consider sending out quick updates over the weekend reassuring people that it's all going to plan. A reminder to come into a different location on the Monday is also essential and should be sent out on the Sunday evening and Monday morning. Don't forget to remind people if the start time is different from normal.

While the operational team will be on hand on the first day in the new space to resolve any snagging issues, it's also important that move champions are there to instil confidence, communicate any particular instructions and provide moral support. Not everything will go to plan and the comms team will play a crucial role in explaining what's happening and what employees need to do if things do change.

➋ Ongoing support

The communication shouldn't stop once the project is complete – whether that's being in the new environment or people settled back in the office after Covid. A post-occupancy survey is a great way to understand how people feel about their surroundings and way of working and pinpoint any areas for improvement.

Organisations such as employee experience assessor Leesman can provide this service, which can be very valuable in demonstrating the impact of a move or refurbishment, particularly when combined with a pre-occupancy survey. Or you can do it yourself. By asking staff for feedback, they will continue to feel that their opinion matters and morale will be maintained.

Maintain the relationship with the change champions in the long term to understand how staff are settling in to the new environment or way of working and what changes may need to be made. They are an invaluable source of information. Don't forget to thank them for their support during what can be a stressful period and consider ways of rewarding them, whether that's through a small financial bonus, extra holiday, discount vouchers or a bunch of flowers. Everyone likes to be appreciated.

If the project is a relocation or significant refurbishment, why not use it as an excuse to promote your organisation in the local, trade or business press? It's a great way to share an expansion story. There are also numerous industry awards for relocations and refurbishment which are good ways to raise your organisation's profile, and reward the staff involved in the project.

➋ Pat yourself on the pack

Once a major project is over, it's easy to move onto the next big thing. But take the time to thank everyone involved in the project, and don't forget yourself. You probably haven't had much of a chance to take holiday in the lead up to the change, so take a couple of days off and reflect on a job (hopefully) well done. Jot down anything you would do differently while it's fresh in your mind, so you're ready for the next relocation, refurb or change project. After all, Covid has revolutionised the way we work, so you could find yourself undertaking another workplace change project quicker than you might expect.

❋ magenta

DO YOU NEED COMMS SUPPORT?

For almost 10 years, Magenta has been the communication expert in the built environment, designing and delivering bespoke communication strategies for significant workplace change projects. Whether you're planning a post-Covid return to the office, moving several thousand people across the country or continent or refurbing a smaller regional office, we can help you to get your message across so that everyone knows what's going on, when it's happening, what they need to do, how they need to do it and why. This makes your project run more smoothly, ensures people are engaged with the process and guarantees business continuity.

Many organisations have in-house workplace and comms teams who can manage most aspects of workplace change communications and just need some extra support at either a strategic or operational level. Others require more comprehensive support. Whether you need a bespoke communications strategy created for your workplace change project, or support in creating engaging material to deliver a strategy you've already produced, we can help. With teams in London, New York and Toronto, together with partners around the world, we can seamlessly support cross-border projects.

Get in touch at

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