

Case study

Client: The Children's Society

Project: Communication Strategy for "Realignment and Transformation"

Date: September 2001- April 2002

Carried out by: Peter Hyde

Requirement

The Children's Society was faced the need to make radical and painful changes in order to secure its financial stability and future development as a leading children's charity. The Society commissioned Peter Hyde Management Consulting to work with the Senior Management Team to develop a strategy to get the message across that although the changes were painful in the short term, they were linked to a coherent and sustainable long term vision for the organisation.

What we did

We developed a comprehensive communication strategy based on a careful assessment of the current climate in the organisation and of the likely reaction to the announcements which would have to be made. The strategy addressed the content of the communications to managers and staff, the sequence of steps, the channels to be used, the roles of the various potential communicators, and the behaviour of the Senior Management Team. The strategy had necessarily also to be a strategy for change management and so it extended to how to involve internal and external stakeholders in the process.

We worked with the Senior Management Team to build unity around the messages and the strategy for delivering them. We then crafted the messages, working closely with the Chief Executive, the Operations Director and other members of the Senior Management Team, and supported the implementation of the strategy.

Outcomes

The Children's Society got through a very difficult period. The strategy ensured that a number of serious risks to the morale and commitment for the staff and to the standing of the organisation were effectively managed.