

What to communicate (and to whom)

Stakeholder Group	What Needs to Be Communicated	Focus of the Message
Executive Leadership	Purpose, success criteria, strategic value	Business impact, priorities, decision-making
HR Team	Purpose, expected outcomes, role changes	Ownership, capabilities, ways of working
Line Managers	Success criteria related to people management	Practical benefits, clarity, reduced friction
Employees	Purpose and expected improvements	Transparency, usability, everyday experience