



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

HR Internal Communications

Creating clearer HR communications

Make HR messages clearer, more useful and easier to act on. Participants analyse audience needs, rewrite a complex announcement, choose suitable channels and prepare a communication sequence with feedback and understanding checks.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

An HR message succeeds when people understand what it means for them and what to do next. Distribution alone cannot establish understanding, especially across different roles, languages and working patterns. This introductory workshop helps participants plan and test a clear message around a realistic workplace change.

Participants move from a communication request to a practical audience and message plan. They rewrite content, choose suitable channels and rehearse a manager briefing, then identify feedback and understanding checks that would help the organisation improve the message before wider use.

WHO IS IT FOR?

HR practitioners, internal communication colleagues, managers and project leads who explain people policies, services or changes and need messages that employees can understand and use.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Define the message purpose**
Explain the decision, action or understanding a message should support, distinguishing the communication purpose from the request to send an announcement.
- 02 Understand the audience**
Identify what different employee groups need to know, how they can access information and what questions they are likely to ask.
- 03 Write a clear message**
Rewrite a complex HR announcement using plain language, a clear action and relevant timing, while identifying facts that require owner confirmation.
- 04 Choose channels and sequence**
Select a practical combination of channels and timing that suits audience access, message sensitivity, manager involvement and opportunities to ask questions.
- 05 Prepare a manager briefing**
Draft a concise briefing with key messages, anticipated questions and an escalation route for issues that managers cannot answer themselves.
- 06 Check understanding**
Design a proportionate comprehension or feedback check and explain how its findings would inform a revision or further communication.

A useful first application

This one-day introduction develops message planning, drafting and testing through a fictional HR change. Participants leave with practice materials; campaign production, translation assurance and sensitive policy or legal approvals require further specialist input.

THE FRAMEWORK / WORKSHOP FOCUS

Useful HR Messages: workshop working model

This workshop working model connects purpose, audience, meaning, channels, dialogue and review. It helps participants move from a request to communicate towards a message people can find, understand, question and act on.

A PRACTICAL LEARNING AID FOR THIS TASTER

01 Purpose

What should people understand or do after receiving this message?

02 Audience

What matters to each group, and how can they access information?

03 Meaning

Does the message explain the change, action and relevant timing clearly?

04 Channels

Which channels and sequence fit the audience and message sensitivity?

05 Dialogue

Where can people ask questions and obtain a reliable answer?

06 Review

How will we check understanding and improve unclear parts of the message?

This workshop working model is a practical learning aid for structuring the day's exercises. Its six questions help participants examine choices, rehearse an approach and prepare materials for discussion and adaptation in their own organisation.

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Audience needs newsroom

Groups receive employee profile cards describing roles, shifts and information access. They identify likely questions, prioritise essential information and compare how the same change affects each audience's communication needs.

02 Plain-language repair desk

Pairs rewrite a dense fictional HR announcement, moving the required action and timing into clear view. Another pair reads it back, identifying ambiguity, missing information and facts requiring confirmation.

03 Channel and sequence challenge

Teams plan communication for office, frontline and remote workers using limited manager time and existing channels. They explain the sequence, feedback route and arrangements for people missing the first message.

04 Brief, question and revise

Participants rehearse a manager briefing while peers ask realistic employee questions. They record gaps, distinguish answerable questions from matters needing an owner and revise the briefing before presenting again.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

An organisation announces a new leave-request process through a long email containing policy language, several links and no clear start date. Office employees ask managers for explanations, while frontline colleagues rely on forwarded screenshots. The project team reports successful communication because the email was sent to the distribution list.

Groups clarify what employees need to do, rewrite the core message, choose an accessible communication sequence and propose a simple understanding check before the announcement is used more widely.

THE FACILITATOR WILL

- Invite different perspectives.
- Make assumptions visible.
- Welcome constructive debate.
- Capture practical learning.



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Start with the action and audience Examine the case announcement, identify the intended action and discuss why sending a message does not establish that it was understood.
09:20-10:15	Build an audience needs picture Use employee profile cards to map information needs, access constraints and likely questions, then identify what should remain consistent across messages.
10:15-10:30	Break
10:30-11:30	Rewrite for clarity and usefulness Repair the announcement using plain language and clear actions, checking timing, ownership and facts that must be confirmed before circulation.
11:30-12:30	Test how the message is understood Exchange drafts, ask readers to explain the action in their own words and use differences to identify ambiguity or missing information.
12:30-13:30	Lunch
13:30-14:30	Choose channels and communication sequence Plan how the message reaches different groups, including manager preparation, accessible alternatives and a route for people who miss the first contact.
14:30-14:45	Break
14:45-15:30	Prepare managers for questions Develop a concise briefing, anticipate difficult questions and distinguish confirmed answers from issues requiring escalation to the appropriate policy or project owner.
15:30-16:10	Rehearse, challenge and improve Run the manager briefing, capture realistic employee questions and revise the message and support materials after structured feedback from peers.
16:10-16:30	Plan a focused workplace application Choose an upcoming communication, identify its owner and agree a small audience test before final approval and wider release.

Begin with the audience's next action, then make the message accessible, testable and open to questions.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Communication purpose brief

A concise statement of the action or understanding the case message should support, with essential facts, decision ownership and unresolved questions identified before drafting begins.

Use it when receiving a request to communicate an HR change.

02 Audience needs map

A worked map of different employee groups, their likely questions and information access, with notes on shared messages and points that need a tailored explanation.

Use it to plan communications across roles and working patterns.

03 Plain-language message draft

A revised announcement showing the main message, required action, timing and help route, with uncertain facts marked for confirmation by the responsible content owner.

Use it as a structure for drafting a clear HR announcement.

04 Channel and sequence plan

A draft sequence linking audiences, channels, timing and responsible communicators, including manager preparation, alternatives for missed messages and a practical route for questions and answers.

Use it to coordinate an announcement across existing communication channels.

05 Manager briefing and questions

A short briefing with key messages, likely employee questions and escalation points, revised after role-play feedback to make explanations more consistent and practically useful.

Use it when preparing managers to explain a people-related change.

06 Understanding check prompts

A small set of comprehension and feedback prompts that test what readers understood and what they would do next, alongside a record for improving unclear wording.

Use it to test a message before wider approval and release.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Choose one forthcoming HR message and agree a small audience test with its owner. Use feedback to clarify the action, timing and support route, then confirm content approval and channel arrangements before the organisation communicates more widely.

YOUR FIRST 30 DAYS

01

Days 1-7

Clarify purpose and facts

Meet the message owner to confirm the intended action, audience and essential facts. Identify approval requirements and unresolved questions, then adapt the workshop brief to the actual communication context.

02

Days 8-21

Draft and test understanding

Prepare a concise draft and test it with a small, appropriate audience. Ask readers to explain the required action and record questions, access barriers and wording that needs revision.

03

Days 22-30

Revise and prepare delivery

Update the message using the feedback, secure the required content review and agree channels and manager support. Set a practical check for understanding or recurring questions after the planned communication.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies a communication context and relevant approval arrangements. Participants bring an anonymised announcement or upcoming message request and information about audience access; confidential employee details are excluded, and a supplied case is available.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

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Discuss your workshop



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