

Template

Manager's Brief

PURPOSE OF THIS DOCUMENT

When line managers have access to the right information, they can be powerful allies in helping their teams navigate change while strengthening overall employee engagement.

This how-to guide offers you a step-by-step approach and a practical template to develop manager briefs that cover all the important points.

Key tips for preparing a quality line manager's brief:

1. Avoid using company jargon and catchphrases without explaining what these phrases mean. If you need to introduce new terminology or use phrases employees may be unfamiliar with, consider including a glossary or practical examples to clearly show what something means or doesn't mean as part of your brief
2. For really big or far-reaching changes, consider hosting a pre-brief with managers and offer them the opportunity to clarify understanding or ask their burning questions.
3. For complex changes - consider including questions that line managers can use to prompt team conversation or test for employee understanding and clarity.

Manager's Brief

Topic:	[Indicate the topic, project, change or specific initiative this brief will focus on]
Prepared for:	[Include details of the target audience for this brief]
Last updated:	[Include the date on which the document was last update]

Overview

[In this section, give an overview of the key facts pertaining as an introduction to the topic of the brief.]

Expectations and Requirements

[In this section, clearly outline any expectations and requirements managers will need to meet. Be specific on the ask and remember to include details such timelines if required.]

Detailed Briefing

[In this section, provide more details on the topic. This section forms the core part of the brief. You can use the 5 Ws (and 1 H) as a guide:

- Who is it about?
- What is happening?
- When will it take place?
- Where will it take place?
- Why is happening?
- How will it happen?

Make sure you cover important details that managers need to understand such the objectives, benefits, background information and implementation details]

Key Messages for Employee Communication

[In this section, if managers have an active communication role to play, list the key message for employee communication]

Communication Plan

[In this section, provide more details if there are additional communication interventions to support the change.]

Manager Support

[In this section, provide more information on any additional support or support materials available to managers. Is there someone they can call to clarify details or to help with questions that may not be covered in the Q&A? Are there additional support materials available for them to use.]

Questions and Answers

[Develop a list of questions that employees are likely to have about the topic and remember to include questions that managers may find more difficult answers. Develop short, clear answers to all questions.]