# How Do I Tell My Team Their Work Is Changing?

What to say when you do not have the full answer.

# Three things this covers

1. Why the conversation gets postponed
2. What to say, and what not to promise
3. Why timing beats wording

# Leaders wait until they have the answer

They fear looking unprepared if vague, and being held to it if specific. So they wait. The team pays for the wait.

# 44% vs 22%

## Say AI integration has begun, vs say a clear plan was communicated

Source: Gallup, AI Use at Work Has Nearly Doubled in Two Years, 2025.

# 3x

## As likely to feel very prepared to work with AI when a clear plan was communicated

Also 2.6x as likely to feel comfortable using it. A survey association, not proof of cause. Source: Gallup, 2025.

# Silence is not neutral

The team can see the pilots and the vendor demos. With no explanation from you, they work out the meaning alone, and the forecast they reach is rarely kind.

# Three things you can say today

1. What you know
2. What you do not know
3. When you will say more

# Promise a process, never an outcome

Not "nobody will lose their job". Not "only the boring parts". Promise how decisions are made, who is consulted and how much notice people get.

# Timing matters more than wording

A clumsy conversation held early beats a polished one held after your team has heard it from a vendor, a rumour or LinkedIn.

# Hold the conversation this month

Say what you know. Say what you do not. Put the date of the next update in the diary before you leave the room.



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