

Step-by-Step Guide
To Strategic (Bottom-Line)
Communication



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Contributors to this Guide

This guide was written by Catherine O'Donnell and Natalie Shelpuk. Other contributors include our editing staff members, William DeVinney and Lisa Rindfleisch.

STRATEGIC COMMUNICATION

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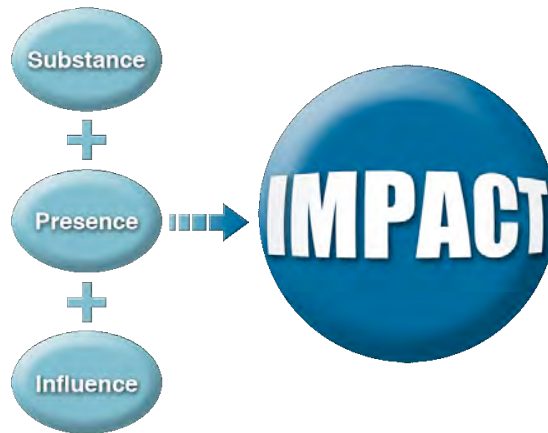
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Chapter I – Program Overview

Your professional impact depends on a combination of the substance you bring, your personal style, and your ability to influence. Our training and coaching curriculum includes a number of programs loaded with techniques, tools, and exercises that build the interdependent self-management and communication skills that enhance professional impact.



Substance is strong self-awareness, excellent habits of self-management, and delivering the right results.

Presence is the strong self-image you reflect through your sense of style and how you carry yourself.

Influence is your ability to deliver compelling and clear messages that inspire action.



Strategic Communication is about having a professional impact with your influencing skills. It involves taking your ability to influence to a higher level, one that is geared toward persuading an executive-level audience on a very important business issue.

Whether we are fully aware of it or not, *our goal in almost all of our verbal and written communications is to influence*. When influencing an executive, not only do you need to know your stuff and make a compelling argument, you need to deliver your message with laser-like focus. You need to communicate like an executive.

Your executive audience typically has a wide scope of activities and problems to deal with, and his or her investment in listening to you represents a valuable piece of his/her limited time. But, in reality, everyone you interact with has limited time, so you really want to be strategic in all of your business communications.

Treat everyone you communicate with like a senior executive by getting to the bottom line quickly.



What does it take to be a strategic communicator? Actually, it requires a fairly broad skill set including these competencies:

- ★ *Listening*
- ★ *Audience analysis*
- ★ *Strategic thinking*
- ★ *Writing and scripting*
- ★ *Ability to create powerpoint slides*
- ★ *Editing and proofreading*
- ★ *Engaging in conversation*
- ★ *Platform skills*
- ★ *Managing conflict*
- ★ *The ability to net things out quickly – to get to the bottom line*

How would you rate yourself on these competencies and your overall effectiveness as a strategic communicator?

To get clearer about what you'd like to work on, please take the [Self-Assessment](#) on the next page.



SELF-ASSESSMENT

1. Think about those who communicate like executives. What do they do that captures you as a listener?
2. What are the gaps between how you communicate now and where you want to be (refer to competencies on the previous page)?
3. How are you at writing messages that provide the right amount of background and then get to the bottom line quickly?
4. How are you at delivering a clear and concise message?
5. Are your visuals strong yet simple? Do they help you connect the key points of your story well enough? What could be better?
6. On a scale of 1-10 how would you rate your communication overall (writing, message content, delivery, visuals)?
7. What would it take to take it to a 9 or 10?

Based on your Self-Assessment, **what goals do you have for this program** and for being a much more effective communicator?

Our goal is to meet your goals and we'll do that by guiding you through a step-by-step process for improving your communication with executives as well as with those you interact with at all levels.

How to Use This Guide

This is both a stand-alone, self-study guide to *Strategic Communication*, as well as a complement to our live workshops.

It will improve your understanding of why *Strategic Communication is different than other interactions* and will build your confidence and competence when it comes to communicating clearly and concisely about business issues of strategic importance.

In the guide you will find thought-provoking questions, exercises, tools, and space for taking notes.

Summary

In order to have an impact on executives and with colleagues at any level, you need to pay attention to substance, presence, and influence.

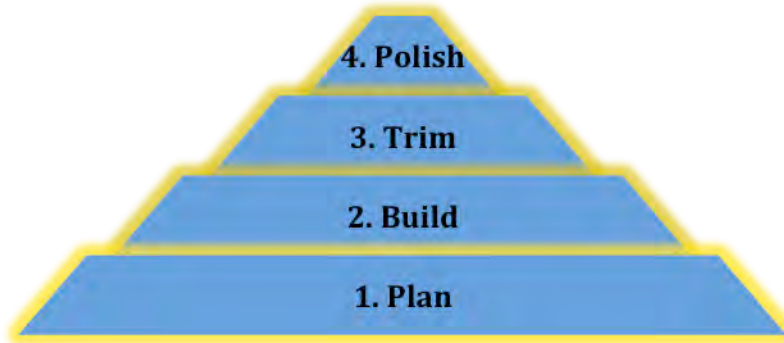
Obviously *professional impact starts with substance*. You need to have an important reason for communicating to a particular audience, to have done your homework, and to have an opinion about your topic that you can support with facts, data, and analytical thinking.

Presence is looking and acting like a polished professional. Your dress, your body language, and all your non-verbal cues are critical in conveying who you are and your attitude towards your words.

Influence is your ability to get others to listen to you – and follow you. When you've done your homework, have a strong and solid message, a reputation for getting things done, and you show up with confidence and a compelling message – you have it all: professional impact.

In this program we focus on your ability to influence, particularly the ability to communicate at a very high level with the same skills that all types of effective business communication demand - plus the added skill of netting things out and getting to the bottom line quickly.

Chapter II – A Strategic Communication Model



The strategic communication model evolved from our work with many professionals who find themselves challenged by the need to deliver a well thought-out message quickly in a fast paced work environment.

Developing and delivering a strategic message is a bit like construction.

Step 1 is Planning - Laying a foundation with a strategy that drives toward your objectives.

Step 2 is Building - Creating your structure and content with solid information that is organized to support your objectives and meet the expectations of your audience.

Step 3 is Trimming - With a house trimming, may be adding detail but trimming a strategic message is cutting out details to get to the bottom line quickly.

Step 4 is Polishing - Buffing and shining your content and delivery with editing, practice, feedback and fine-tuning.

Our four-step model: *plan, build, trim, polish* is also our process. In this program the primary focus is on step 3, trimming, which is the ability to net out your message to its essence and make your point quickly – something that we’re only able to do when we do the other steps well.

Our technique for bottom line messaging is supported by these skills:

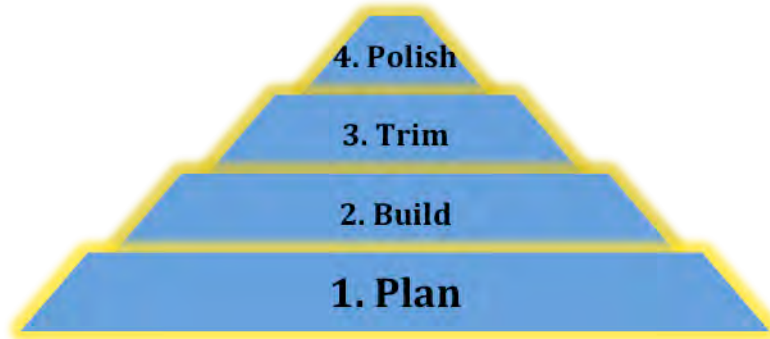
- ★ **Objective setting** - Clarifying your reason for communicating;
- ★ **Audience analysis** - Anticipating your audience’s expectations and reactions;
- ★ **Developing content** - Telling a logical, interesting story;
- ★ **Netting things out** - Delivering only the most important points quickly; and
- ★ **Influencing** - Stating your message in a way that inspires your audience to take the action you want.

In the next chapter we will cover **planning** a strategic communication. First, please jot down a few notes.

Notes

What about the *plan, build, trim, polish* model appeals to you?

Chapter III – Plan



An important communication starts with **planning**.

Think about what you want to accomplish with your message.

Why is your message important? What hurdles might you face in trying to convince others to your point of view?

Your strategy should address each of these components:

1. Topic
2. Timing and delivery method
3. Objective
4. Audience
5. Approach
6. Content

Some people find it easier to plan by writing without structure while others find an outline helpful. *We provide a sample outline at the end of this chapter.*

With or without a structured outline, these tips will support your planning:



Your Topic. What are you going to talk about? It needs to convey what your message or presentation is about, but it shouldn't be boring. If you want people to be fired up about your message (and about their work), make things interesting. Here are a few examples:

Ho-hum Topic	Interesting Topic
3 rd quarter update	Tracking Toward Our Best Year Ever
Proposed Structure Changes	An Innovative Approach to Staffing
Customer Service Pilot Program	Wowing Customers in Chicago

Timing and Delivery. Often when and how a message is delivered determines how well it is received. Choose a date and don't just plan to deliver your message when you have it written. Think about:

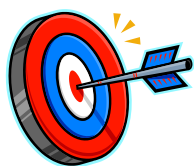
- ★ Is a specific month, week, or specific day best? Why?
- ★ Is a certain time of day best? Why?
- ★ When will the audience be available and receptive?
- ★ What other messages are being sent around the same time and how could they affect your message?

Delivery method will vary depending on a number of things, consider:

- ★ How sensitive is the message?
- ★ What's the audience's preference for communicating?
- ★ Is the message straightforward or will it require dialogue?

Here's a list of typical delivery methods:

1. **Meeting** – A meeting is your best option when dialogue is needed. When you need input, don't write a memo or make a speech.
2. **Voicemail** – Voicemail is for information that needs to be shared quickly and clearly – and with some emotion. It will convey your mood and tone much better than email. Keep it brief.
3. **Email** – Email is for short, straightforward information. Read it before sending to make sure it is clear, concise, grammatically correct; and that it conveys the tone you want. Send only what you would be comfortable having forwarded.
4. **Report** – For complex material that requires the reader to understand, reflect on, and use the detail.
5. **Handwritten Letter** – Your best option when a personal touch and empathy are needed.
6. **Presentation** – Best for sharing complex information to a group for the purpose of teaching or influencing. Usually requires visuals, facts and data. Allows opportunity for dialogue.
7. **Speech** – Different than a presentation, it's usually done without slides. The goals are to personally inspire and gather support from a large group.



Objective. Think deeply about why you're communicating? What do you want? What do you want the audience to do in response to your message?

Maybe even more important than what you want, is why you want it? What are the benefits to you, the audience, and the organization?



Audience is the most the most critical part of the equation. You know what you want, but what do they want? Who are they? Are they all the same with similar needs, concerns, and opinions or do you have different types of audiences for your message? How familiar are they with the topic? How interested in it are they? How open are they to what you have to say? What objections, emotion, or indifference could you face? How do they prefer to communicate?

Understanding your audience will help you anticipate questions and objections and prepare your responses. Don't "guess" or make assumptions; do real analysis so that you know EXACTLY whom you are speaking with, their stake in the outcome, and how to respond to anticipated questions in a way that satisfies their needs.



Approach. Your approach should *match your audience and your objectives*. Visualize your delivery. How do you want to behave? What emotion do you want to convey. How do you want to tell your story? List your steps along with a brief description of any data and other supporting materials you will need. Here are some things that might be included in an approach to a particular subject and audience:

- ★ *Show empathy*
- ★ *Be positive*
- ★ *Provide context*
- ★ *Update them on the latest issues*
- ★ *Refer to opinions*
- ★ *Convey urgency*
- ★ *Convince them that we need to act fast*
- ★ *Use slides*
- ★ *Show timetable*
- ★ *Provide handout with example*

Content

As you make notes about your planned key communication points, think about what the audience knows and doesn't know. Also consider how they feel about the topic and what information they need in order to be persuaded to your point of view.

A strong **opening statement** will be important to grab their attention in the *right* way. The audience and the seriousness of the situation will dictate the tone and formality of your entire message. It doesn't always need to sizzle, but it does need to make people want to listen to you. Here's one example:

*What I'm about to tell you will ...
completely change the way you work.*

Provide some **background**. Most communication (both written and verbal) should include context so that the audience has a framework for the important issue being addressed. How much background will depend on the audience, the complexity of the topic, and the time allotted.

In talking settings, background is typically provided early in your presentation; but in writing, your approach can vary. For example, sometimes it's appropriate to start with a recommendation and then provide the background. With experience you will get a feel for how to organize different types of messages. In your outline make a list of what the audience needs to understand in order to take the action you want them to take, e.g.:

- ★ Key events that got us here
- ★ Market highlights
- ★ Current performance and trends
- ★ Stakeholder opinions

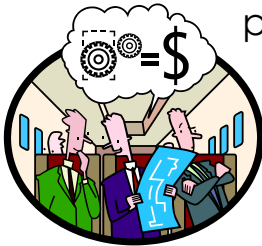
The **main issue**. You need to help people focus on what's most important. Don't let your main issue get lost in the background. The main issue is why you are communicating. It's the problem or opportunity stated in a compelling way that conveys with feeling and emphasis the important reason for listening to you. The main issue is usually repeated several times to drive the point home. Here's an example: *To be ahead of our competitors, we must accelerate the launch of our newest product and deliver it 6 months earlier than we'd planned.*



The main issue usually has several subsets of issues or components. Several **key points** will need to be made to flesh out, explain, and support your main issues. Ideally, keep to just three key points because more than three are hard to follow. Key points for the issue mentioned above (early product launch) might be:

1. Evidence of urgency
2. Strategy for moving forward
3. Resources required

Supporting Information. This includes the facts, data, opinions and assumptions you will draw on to formulate your main issue and key points. It may or may not be included in your memo, report, discussion or presentation (or some of it may just be highlighted), but you need to know it. At this planning stage make a list of the kinds of supporting information you will need.



Summary. *How will you tie it all together?* You don't yet know what that summary should be, but just jot a few thoughts about how you may want to wrap up your message or presentation. Your notes might include things like:

- ★ Have a strong call to action
- ★ Reinforce my opening statement
- ★ Bring them back to the main issue
- ★ Be sure to connect all the dots



Next Steps. Separate this part from your summary and make it your final comments so that the audience leaves with a clear understanding of what action you will take and what action you are expecting them to take. Be clear and specific and check for understanding.

Summary

This chapter covered planning for an upcoming important communication. It may seem like an awful lot of work to create only the outline of your communication. It is, but this preparation will make it easy for you to develop the content you need to get the results you want.

Obviously, you don't need this level of planning or even an outline for every memo, report, or presentation, but for those critical times when the spotlight is on you with senior leaders – it's worth the effort. And, mastering the techniques of planning will have you automatically following them as you prepare any type of communication.

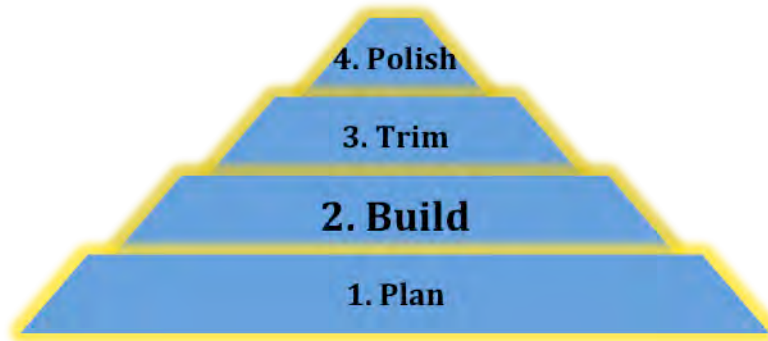
Message Outline Form

(Use as a first step when approaching any communication project.)

<p>Topic:</p> <p>Date to Deliver Message:</p> <p>Delivery Method:</p>	<p>Your Objective: <i>(What do you want the audience to think/say/do?)</i></p>
<p>Audience Analysis: <i>(Who are they and how do they like to communicate? What's at stake for them? How familiar are they with this topic? What concerns or objections might they have?)</i></p>	<p>Influences on Outcome: <i>(What could get in the way? Consider audience, opinions of other stakeholders, and other factors (history, resources, reliability of information, advocacy, preparation, etc.)</i></p>
<p>Content</p>	
<p>Approach for Creating Receptivity <i>(How will you establish rapport and trust? Do you need to express empathy or appreciation? Do you need to do something before this event?)</i></p>	
<p>Opening Statement <i>(How will you grab attention, clarify purpose, let them know what you want, and clarify what's in it for them to listen?):</i></p>	
<p>Background for Context <i>(What information do you need to provide to frame current topic, e.g., any background or relevant information?):</i></p>	
<p>Main Issue <i>(Why are you communicating? What is the problem/issue/situation that needs to be resolved?)</i></p>	

Key Points	Visuals Needed	Anticipated Questions/Objections	Possible Responses
1.			
2.			
3.			
Supporting Information to Reference: 			
Summary of Key Points with Call to Action: 			
Immediate <u>Next Steps</u> and Follow Up Required on This Issue: 			

Chapter IV – Build



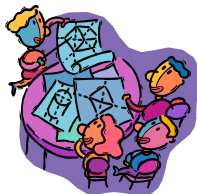
If you've done the planning step, the building is easy. For each section of your outline, you're ready to add detailed content.

You probably need to do some **research**:



Look at facts and data and talk to others to find out what they know and perceive about your subject. Uncover the history, the facts and data, predictions, suggestions, and what's at stake with the various stakeholders.

You can't go it alone, get others involved in piecing together the data and opinions.



Check your facts.



Make sure you have all your ducks in a row. Don't miss any detail. Refer to your sources and clarify what is fact, what is opinion, and what is your own conclusion.

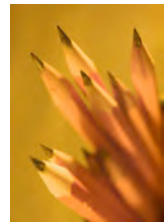
Draw your conclusions.

Evaluate what you've learned and form your own opinions about the information and opinions. Develop your objective, approach, and ideas based on what you know and, in some cases, what you don't know.



Now, it's time to fully **develop your content**.

Write your detailed message in full sentences whether the final product is for a document, a conversation, or a formal presentation.



Even script your slides. Although you won't be reading from them, writing your complete script in the notes section of each slide will help commit your key points to memory.

Put it aside; then read it for flow and organization. Look for repetition, tangents, and unnecessary or too much detail. Edit it to improve it.

Summary

This short chapter conveys that if you spend adequate time planning, the actual building (writing) is easy. You will first need to execute your plan for collecting supporting information and seeking input from others and then you are ready to build out your outline with solid content that flows well.

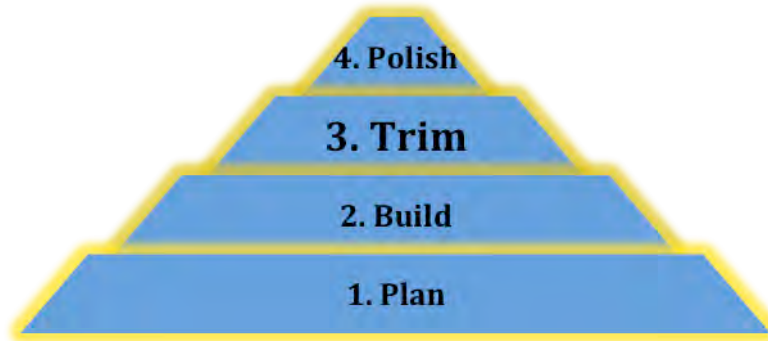
Write in full sentences, support all your claims, read it several times, and revise it to improve its strength and clarity.

With the planning and building steps complete you truly know your stuff and have a comprehensive, detailed communication. You're ready to trim it down for times when you have to get to the bottom line quickly. In our next chapter we'll share our easy process for trimming any message to net out the most important information.

Notes

What did you learn about building message content that you will apply to your future writing projects?

Chapter V – Trim



You need to get to the bottom line quickly with some audiences.

People are busier than ever. Many of us are on information overload and can't often afford the amount of time we'd like to spend understanding and discussing every single business issue. We all need to respect others' time and deliver our messages faster.



There are times when the long story and all the details are not only acceptable, but necessary. But at other times, you are going to be expected to get to the point quickly. This is especially true when your target audience is senior executives. Senior leaders have a lot of fish to fry and, not to minimize your role, but many of their fish are bigger than your message or presentation. They will usually expect you to be able to focus on the most important points.

Be prepared to net out anything you write or prepare to present

In a long written document, you can net out the key points in an introductory summary and invite the reader to learn more in the detail that follows. When preparing to talk or present, prepare your full presentation and then prepare the short version; trimming out your content to deliver just enough background for context, the highlights of the big issue or problem, and next steps. Next steps might be a request, a proposal, or reassurance about what you've done.



Binny

Trim with a BIN

We call this process of trimming a message “putting it in a bin.” The BIN tool is helpful for developing the skill of netting things out to get to the bottom line. Using BIN (Background, Issue, and Next Actions) is a really good way to arrange the message you plan to deliver to an executive. It helps you take your big script or report and boil it down to its essence.

Bottom line Your Message with a BIN©

B (Background)	I (Issue)	N (Next Actions)
What led to the current situation? What are the facts? What are the opinions and suggestions? What assumptions have you made? What don't you know?	What is happening right now that prompted the need for communication? How serious is it? How urgent is it?	How will it be addressed? What are you suggesting or requesting?

Use a BIN to Plan for a Meeting or Informal Discussion

Let's assume you are asked to provide an update on an important issue in your business: e.g., declining market share. Prepare your update in full detail. Then read it with the eyes of your executive audience. What's going to be most important to them? What questions might they ask? What are they worried about? Underline the information that is most important. Summarize the most important information in the BIN format. For example:

- ★ **Background:** *Our primary customers are large wholesalers who manage purchasing through a bidding process. Most bids are won based on price only but we have uniquely succeeded with bids that address price and service by including promotional support that make the wholesalers more productive.*

- ★ **Issue:** *Within the past year, our top two competitors have duplicated our strategies and have begun to erode our market share. We are missing our 10% growth target. Our research indicates that other competitors have no plans to increase service to wholesalers because they can't afford the investment needed, but the threat of our top competitors requires a response.*

- ★ **Next Actions:** *We are prepared to roll out an improved service package that includes co-promotion of products, direct-to-consumer advertising, and a shared electronic ordering system. These programs will strengthen our strategic alliances and will make it more difficult for our competitors. The program enhancements will cost us \$10MM over the next three years while holding our growth rate at 8%. By 2013 our growth rate will return to 10% and stabilize there. I'm here to request the \$10MM investment and happy to answer any questions you have.*


Use BIN to help you structure an Email



One of the most abused channels of communication, email has evolved without boundaries over the past twenty years. Common email practices are now bleeding into business communications:

- ★ Inappropriate informality
- ★ Unexplainable urgency
- ★ Poor writing and grammar
- ★ Inappropriate sharing
- ★ Thoughtless breaches of confidentiality

The only way to protect yourself in the workplace is to approach the development of an email as you would any other business communication:

- ★ Keep it short
- ★ Write nothing that you would not want to be forwarded
- ★ Never “reply all” 

Email is for sharing information quickly. The BIN is a perfect outline for an Email. In fact, use a mini-bin for every email you send.

Use BIN to help you structure a memo or short report

When it comes to memos and reports, there are times when a lengthy report or a white paper are needed due to the complexity of the subject.

BIN offers a great way to either summarize or highlight a lengthy report so the reader can choose (or not) to dig into the detail that follows.

You can even use a BIN to format your weekly update on all projects by grouping each topic into its own little BIN. With a written BIN, be sure to add a brief opening statement that grabs attention and to close with an offer to answer questions and provide as much detail as the leader wants, for example:

Date:
Memo To:
Subject:



Binny

This is to update you on my current projects. I've included just the highlights, so please feel free to ask for more detail.

Project Name	Background	Issues/Concerns	Immediate Next Steps



Use BIN to Prepare for a Formal Presentation

In our program, *Presenting Persuasively*, we teach developing content, scripting, and delivery – and we spend quite a bit of time on slides. Here are a few [key points on presentations](#) that apply to using the BIN technique:

- ★ Keep your entire presentation as brief as possible. Be able to net things out in case your time on the agenda gets cut from 30 minutes to 5 minutes, or in case an executive in the room interrupts you on slide one to say: “Let’s get to the most important points right away.” Get to the most important points before they ask.
- ★ **Your slides are not your presentation** – you and your words are. People will be reading and not even listening to you. Slides should only include key words and phrases to cue you to your script (which, by the way, should be captured in the notes section of your slides).
- ★ Your script may not fit exactly into a BIN, but you can use the BIN to introduce your presentation. Consider it your executive summary:

“As you know, we’ve experienced anticipated competition from companies X and Y. As a result, we are slightly off our sales growth targets. In my presentation, I will explain the recent history, highlight our primary current concerns, and lay out the plan of action that will get us back on track and keep us there.”

Then, tell your story in logical order. Keep it brief. You don't need to tell them everything you know about this topic; you need to be crisp, clear, and concise. You've done your homework and you'll be able to give them as much detail as they want – when they want it.

Summary

Some of the recommendations in this section apply to all audiences. After all, *aren't most people really busy?* Don't you appreciate the person who provides a brief but complete note, keeps discussions to the point, and makes presentations that are crisp and clear? Most audiences are dying for this type of communication. The executive expects it and usually won't tolerate anything else.

Unclear, lengthy, and repetitive communication wastes time. Wasted time creates a backlog of work, stress, and financial loss. You need to be able to trim your message on the spot - so why not plan to trim it before you get put on the spot?

Look for these clues to determine whether anything is getting in your way:

- ★ Do you avoid preparing thoroughly?
- ★ Are you long-winded?
- ★ Are your written documents long and very detailed?
- ★ Are you typically a participant in long meetings and lengthy phone calls?
- ★ Do you find yourself going over the same ground on a topic?

While you may not be good at netting things out now, you can get good at it with practice and discipline. And, if you are good at it, you can probably get better at it and teach others.

Don't tolerate the person who takes up too much of your time. Gently share this information and coach them on the techniques for netting things out. As teams and organizations get better at getting to the bottom line in their communication, they will notice an improvement *in* their bottom line.

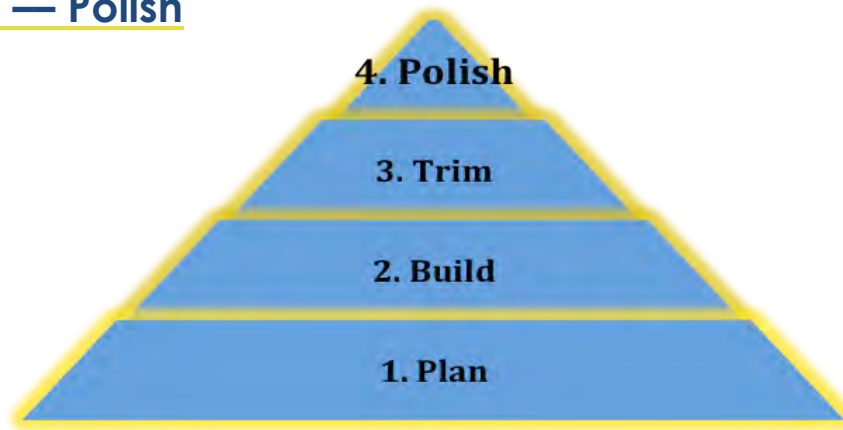
For a blank BIN form, contact info@catherineodonnellandassociates

In the subject line, type "requesting BIN Form."

Notes

What will you do to get better at being able to bottom line your messages? How can you help others?

Chapter VI — Polish



Whether it's a written document, an upcoming presentation, or an important conversation – you need to invest time on polishing. *Polish means proofing, editing, practicing, getting feedback, and adding your finishing touches.*

We previously talked about revising your content, checking your facts and rewriting until your message flows clearly. We also talked about using simple, vivid language and having a strong lead in as well as a strong ending statement.

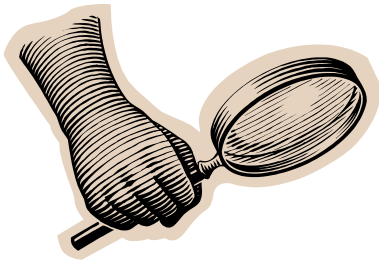
Polishing takes revising a step further.

Polishing is editing and it's needed for a detailed report or white paper, an Email, a slide presentation and script, and a BIN.

Polishing is getting input from a trusted colleague who will read your message for flow, clarity, interest, and impact.

Polishing is getting help with proofreading to be sure there are no errors. An error in a document detracts from the message as well as your image. Here are a few proofreading tips:

- ★ Run spell check and grammar check, but don't rely on them as they are far from perfect.



- ★ Read the document out loud. It slows you down and when you don't see mistakes, you will hear them. Use your finger to follow text as you read. Some people say that reading from the end of the document, one sentence at a time, is a great way to find errors.
- ★ Make one reading a check for formatting (headings, bullets, spacing etc.) and another read for grammar and spelling.

Polishing a verbal message also includes practice.



Whether it's a formal presentation or an important meeting or conversation using the BIN, **practice your message out loud** several times. Although you don't want to recite a memorized message, you want to assimilate your message, and absorb it so that it flows easily. You need to know your stuff.

Invite someone to listen and **critique your content and delivery**. Dry run a formal presentation. Ask them to evaluate how comfortable you seem with your subject, how you sound (tone, voice quality, volume), your enthusiasm (emotion without emoting), and your body language. Check to see if you persuaded them to your point of view.



For a formal presentation, do a dry run. A dry run is different than regular practice; it's a dress rehearsal. It's doing exactly what you plan to do in an actual presentation and ideally it's in the setting where you will deliver your presentation. A dry run will dramatically increase your comfort and confidence.

Summary

The investment in polish – proofing, editing, and practice – will pay high dividends. A simple checklist will remind you to do a thorough job of polishing your message and your delivery:

- ★ Proof several times, each time for different things: flow, clarity, formatting, misspelling, and errors in grammar and punctuation.
- ★ Proof out loud, from the end to the beginning.
- ★ Have others critique important documents.
- ★ Practice your verbal delivery in front of a mirror, with a tape recorder, and with an audience.
- ★ Do a final dress rehearsal to leave nothing to chance.
- ★ Show up like an executive.

Chapter VII – Program Summary

Our model for strategic communication accommodates the pace of the work environment and the demands on professionals who are busier than ever. Although initially focused on enhancing communication with executives, we've discovered that the model is all about communicating strategically with anyone at any level.



In order to have an impact on others, pay attention to *substance, presence, and influence*. Strategic communication is about influencing busy audiences who have limited time to listen to your message. Your success will be a direct result of how clear the objective is behind your communication, the amount of time you spend preparing, and how well you prepare.

You also need to look and act the part. Your dress, your body language, and non-verbal cues convey your attitude towards your words and your conviction.

Since we almost never just “show up” to inform, be conscious of what you are trying to persuade others to think and do.

Whenever you have an opportunity to communicate, expectations are high. Your goal is to convince the audience that both you and your topic should be taken seriously. By devoting time and discipline to planning, preparing, editing, and buffing up your content and delivery you will be recognized as a high impact leader.



Development Plan

On the next page you'll find a template for writing your development plan that will guide you in taking what you've learned in this program and applying it to increase your communication skills and your overall professional impact.

Feedback

And, on the last page of this guide is a form for providing us with feedback. *Please take just a few minutes to complete and send this simple form.* Tear it out of the guide and fax it. If it's easier, just send an Email with your comments on the program. Thank you very much for your participation in the program and/or your use of the step-by-step guide.



For similar guides on other business and skills building topics: Contact information@catherineodonnellandassociates.com or visit our website

<http://www.catherineodonnellandassociates.com>

Development Plan

AREAS OF FOCUS	STRATEGIES/TIMETABLE	RESOURCES NEEDED

Participant's Feedback on Strategic Communication Program

Check your response to the items below and please be candid. We want to do what it takes to improve this program to exceed expectations of clients like you. Rate content and facilitation of the program on a 1 to 5 scale:

- 1 = Didn't meet any of my expectations and was a waste of my time
- 2 = Below my expectations, but I got value
- 3 = Good and met some of my needs and expectations
- 4 = Very good and met my needs and expectations
- 5 = Exceeded my needs and expectations

	1	2	3	4	5
CONTENT (Self-Study and Workshop)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					
	1	2	3	4	5
FACILITATION (Workshop Participants Only)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

What was most valuable?

What was least valuable?

What improvements should we make?

Participant Name (optional): _____

Thank you for taking the time to provide your feedback. Please return completed form to your workshop facilitator or send to:

catherine@catherineodonnellandassociates.com or fax (866) 352-3143