

STRATEGY CHECKLIST

The Audience

Who is the primary audience? [Remember that your audience can be one person or many people.]

What is your relationship to the primary audience? Superior? Subordinate? Peer?

How much does the audience know about the subject of the communication?

What questions might the audience ask?

What are the audience's biases about the subject?

How involved is the audience in the subject?

If the audience is one person, what are his/her significant managerial traits or personal characteristics?

If the audience is composed of several people, what demographic characteristics, if any, do they have in common?

What are the audience's stylistic preferences?

Who will influence the audience? What do they know? How might they react?

Who is the secondary audience?

The Purpose

What managerial objective(s) do you hope to accomplish with this communication?

Will the audience's reaction to the communication be primarily positive, negative or neutral?
Is the purpose of the communication primarily informative or persuasive?

If persuasive, do you need to reinforce the audience's current belief, change that belief, or create a new belief?

What do you want the audience to know? feel? do? after having read or heard the communication?

Credibility

How much credibility do you have with the audience?

What are the sources of that credibility? Position within the company? Technical expertise? Your "track record"? Relationship with key people? Personal characteristics? Values similar the audience?

How can you increase or reinforce your credibility with the audience?

Context

Does the corporate culture dictate you should deliver the message orally or in writing?

If orally: Should the message be delivered at a meeting? over the telephone? at a teleconference?
in a casual conversation? through a formal presentation?

If in writing: Should the message be a relatively formal letter or memo? an informal handwritten note? an electronic mail message? Is there an appropriate standard format?

What are the corporate and cultural norms regarding verbal communication (e.g., use of jargon)? nonverbal communication (e.g., dress)? use of space and time?

What political factors need to be taken into account?

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