



## PERSUASION PLANNING

**Effective audience engagement is essential to meeting business goals.** But much communication is ineffective because it is poorly planned – or not planned at all. Leaders must plan in order to communicate effectively, persuade audiences, and meet business goals.

Gen. Carl von Clausewitz built the foundation of modern military strategy in *On War* (1832)



His concepts of war and policy also apply to **effective communication**

*“War is the continuation of policy by other means ... The political objective is the goal, war is the means of reaching it, and the means can never be considered in isolation from their purposes.*

Communication is the continuation of business by other means ... The business objective is the goal, communication is the means of reaching it, and the means can never be considered in isolation from their purposes.

**All effective communication persuades the audience to**



**know**



**think**



**feel**



**do**

**what they otherwise wouldn't, in service of a business objective.**



# PERSUASION PLANNING CHECKLIST

## **1 Define audience**

- > What is your business goal?
- > Which person or group is most relevant to that goal?

## **2 Set objectives**

- > As a result of your engagement, what do you want this audience to:



**know**



**think**



**feel**



**do**

## **3 Craft analysis**

- > What are this audience's values, hopes, fears, and desires?
- > How does this audience make decisions?
- > What are the barriers to this audience knowing, thinking, feeling, or doing what you want, and how can those barriers be overcome?

## **4 Plan engagement**

- > What does this audience need to see, hear, or experience in order to know, think, feel, or do what you want?
- > Who is the most influential messenger?
- > What is the most influential message?
- > What is the most influential medium?

- > How can resources be mobilized to make it happen?