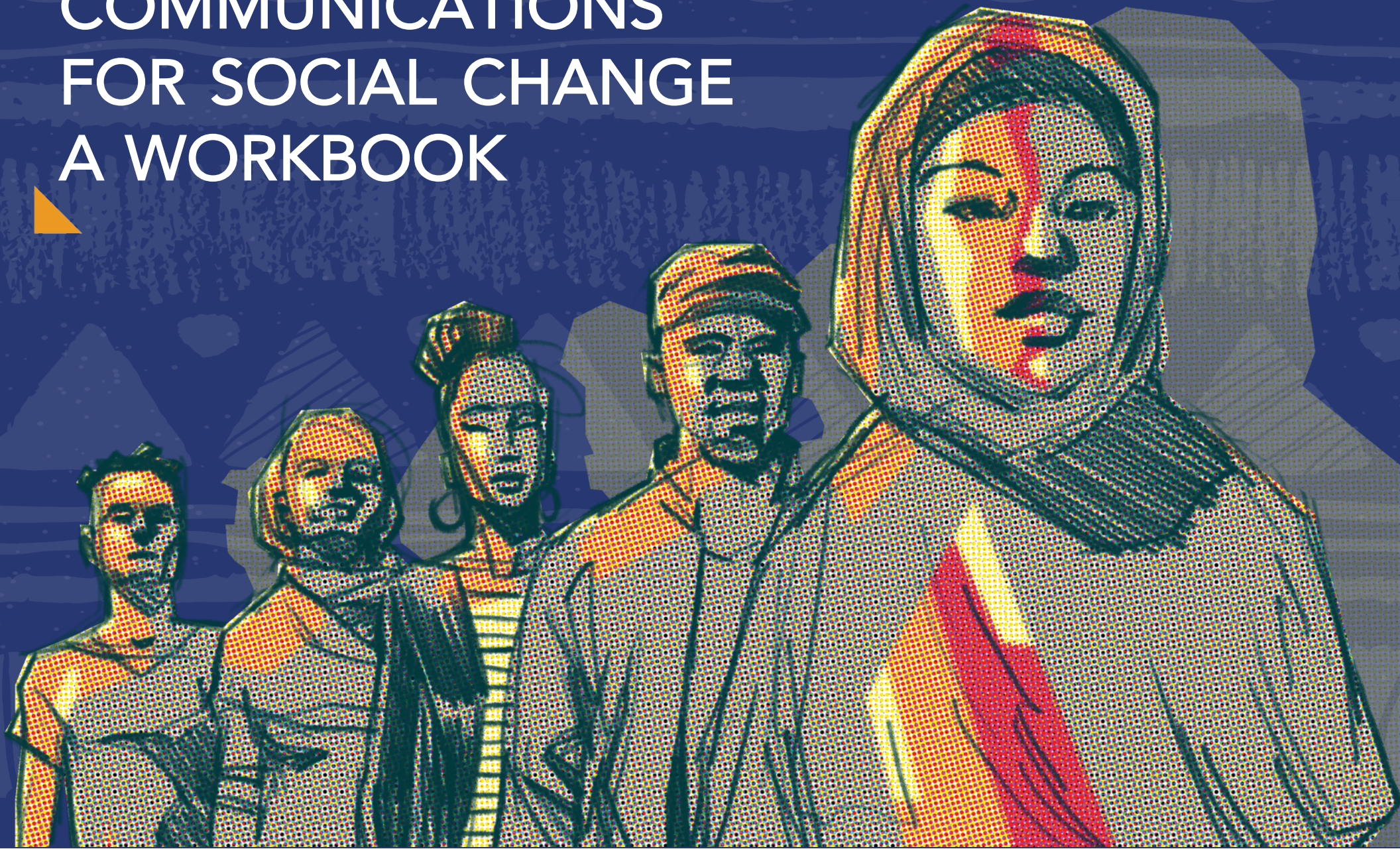



STRATEGIC COMMUNICATIONS FOR SOCIAL CHANGE A WORKBOOK



Introduction:

Communications is a powerful tool for social change

Well Made Strategy's intention in developing the Strategic Communications for Social Change handbook was not just that organisations and the individuals who work for them would understand the strategic communications process but rather that they would practically apply that understanding to develop their own strategic communications on the issues that matter them.

The purpose of this workbook is to provide a workspace for you to develop your own communications strategy by working through the various modules of the Strategic Communications for Social Change handbook. While the workbook is separate from the handbook, they are closely linked to each other.

Each workbook chapter provides space to and guidelines for a practical application for what the corresponding handbook module chapter teaches. We expect that you will be reading the two together and have thus not repeated material covered in the handbook in this workbook. In the handbook the example of LearnRight is used to work through developing a communications strategy.

This workbook provides room for you to develop your own strategy. For ease of use we have separated the various sheets so that you can print out more copies of each worksheet as need arises. For example, in Chapter Four on audience portraits you may need twelve sheets and while only one is provided, it is designed so that twelve sheets can be printed.

Once you have worked through all the modules in the handbook using the workbook you can put together all your worksheets and have the heart of your communications strategy.



The Modules:

- 1. What are you trying to change?**
What is the change you wish to see in the world? [Objective]
- 2. Who are you trying to influence?**
Who exactly are you trying to reach and why? [Audience]
- 3. How do you connect with your audience?**
What do you know about them that would be useful for your communications? [Audience Analysis]
- 4. What do you want them to know and do?**
Why are you trying to reach this specific audience? [Messages and Ask]
- 5. How do you communicate with them?**
Picking the appropriate way to deliver your message? [Tactics and Channels]
- 6. How do you know whether you have influenced them?**
Planning, for monitoring, evaluation and learning. [MEL]

MODULE 1

What are you trying to change?



Why did you come into the social change business? Quickly write down your vision for a better tomorrow

Landscape analysis: What factors can help or hinder your planning?

Write down your draft objectives?

Objective 1

Write down your draft objectives?

Objective 2

Write down your draft objectives?

Objective 3

Use the space in the draft objectives worksheet to refine each of your objectives by doing a SMART check.

S

Specific

Does it state clearly and precisely what you will do?

M

Measurable

What evidence will help you know you have reached your goal?

A

Achievable

Is this something you can do i.e. Is it within your power?

R

Realistic

Do you have the resources you need?
Can you get them?

T

Time Bound

When exactly do you want to achieve it?

Write down your SMART objectives:

Objective 1

Objective 2

Objective 3

MODULE 2

Who are you trying to influence?



Who do you need to influence and how do you need to influence them to achieve your objective?

Who needs to say yes? Who needs to be supported and who needs to be neutralised?

If working with institutions narrow it down to the specific people you will need. If dealing with a group of people leave this worksheet blank and use the next pages to work out what archetypes you are dealing with.

Archetypes

As you go through this exercise the [video uploaded on the Facebook Learning page "Strategic Communications for Social Change"](#) will be of great help in understanding this process.

1. Consider the group of people you are seeking to influence.
2. List the key points of adoption or rejection that are coming through. Think of the immediate top of mind ones. Those are the strongest.

Adopters	Rejectors
Reason 1	Reason 1
Reason 2	Reason 2
Reason 3	Reason 3
Reason 4	Reason 4
Reason 5	Reason 5

3. Do the people who share these points of adoption share any other characteristics? Gender, social economic status (poor, rich, middle class), formal vs informal employment, level of education, race, sexual orientation, religious affiliation. For each reason for adoption now is the time to take note of any shared characteristics and see if there are any connections.

Be careful to work from a point of information and not assumption.

Adopters			
Reason 1	Reason 2	Reason 3	Reason 4

The reasons and characteristics will help you draw up a generalised portrait of the various groups. These groups are your archetypes.

3. Do the people who share these points of rejection share any other characteristics? Gender, social economic status (poor, rich, middle class), formal vs informal employment, level of education, race, sexual orientation, religious affiliation. For each reason for rejection now is the time to take note of any shared characteristics and see if there are any connections.

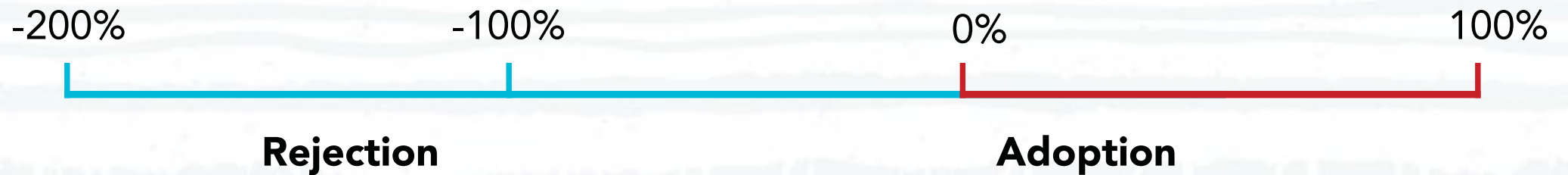
Be careful to work from a point of information and not assumption.

Rejectors			
Reason 1	Reason 2	Reason 3	Reason 4

The reasons and characteristics will help you draw up a generalised portrait of the various groups. These groups are your archetypes.

Assign them names for ease of reference, list them below and how you need to influence them to achieve your objective

Plot the people / archetypes on the adoption-rejection scale: Be realistic you might have further to go than you first assumed.



MODULE 3

How do you connect with your audience?



Write up short written portraits of your audience (person/archetypes):

- What are their general demographic characteristics?
- What do they think in relation to your objective?
- What motivates their position on your objective?
- How do they see themselves?
- Where do they hang out?
- What are they into?
- Where do they get their information?
- Do they listen to any celebrities? Who and Why?
- What are they called?
- Who do they think they are?
- Who are they really?
- Who do they want to be?
- Who do they like?
- Who don't they like?
- Who is their peer group?
- Who do they not identify with?
- What are their beliefs?
- Where do they live?
- Where do they work?
- Where do they learn?
- Where do they want to be?
- What are their needs?
- How old are they?
- How youthful do they act?
- How conservative are they?
- What are their driving ambitions?
- What are their wants and needs?
- What are their pleasures?
- What are their pains?
- What do they love?
- What do they hate?

[illegible][illegible][illegible]

Go through your audience and decide who among them you shall communicate with and note down the rationale that has influenced your choice. The audience you choose shall be your target audience. Also decide who you will not communicate with and why.

If you are wondering how to make that choice, please supplement the guidance in the handbook with the videos on the “Strategic Communications for Social Change” Facebook learning page.

Audience	Yes / No	Rationale

Use the grid below to plot your audience and guide whether or not you will communicate with a specific audience.

Investment

Disagree with you

Neither agree
nor disagree
with you

Agree with you

Do not ignore this
group

Need to be managed
carefully

Keep an eye on them
but do nothing unless
they grow in influence.

Reach out to them
and see if you can get
them to support you

Can be swayed to
support you and help
you reach other
audiences

Ignore this group

Do not ignore!
Consider cultivating
champions

Figure out how
these people can
support you

Figure out how to maximise
on this audience but do not
invest majority of your
resources in reaching this
group.

High influence

Mid level influence

Low influence

Influence

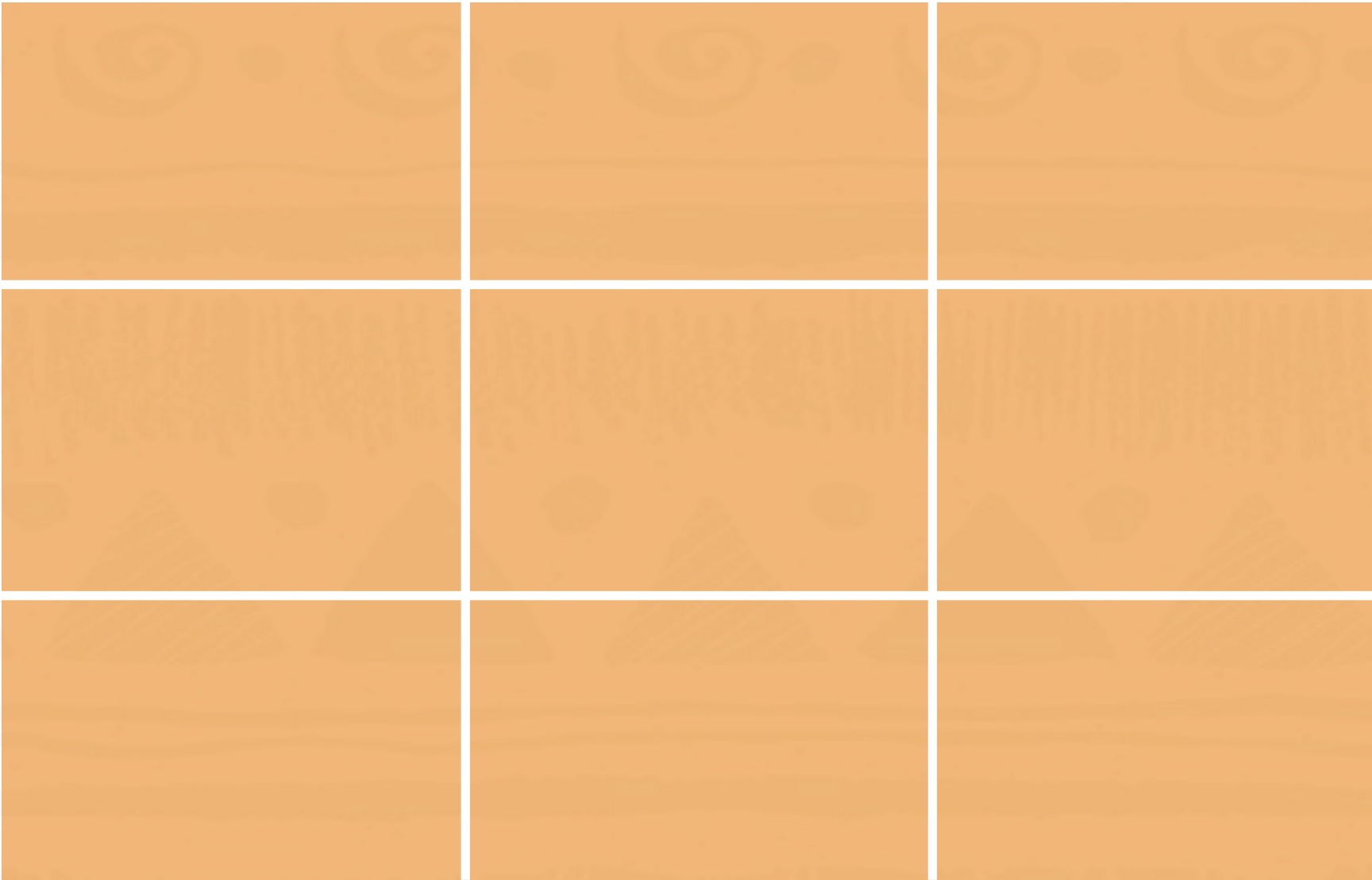
Use the grid below to plot your audience and guide whether or not you will communicate with a specific audience.

Investment

Disagree with you

Neither agree nor disagree with you

Agree with you



High influence

Mid level influence

Low influence

Influence

Write down your research questions for the audiences with whom you shall communicate.

For each audience consider what you will need to know about them. It is possible that different audiences will have require different research questions.

A decorative background featuring a repeating pattern of light blue triangles and circles. The pattern is centered horizontally and vertically, with the triangles pointing upwards and the circles positioned between them. The overall design is simple and modern, suitable for a variety of applications.

How will you go about conducting your research? It is OK to have several options lined up before settling on one.

Please note it down for future reference.

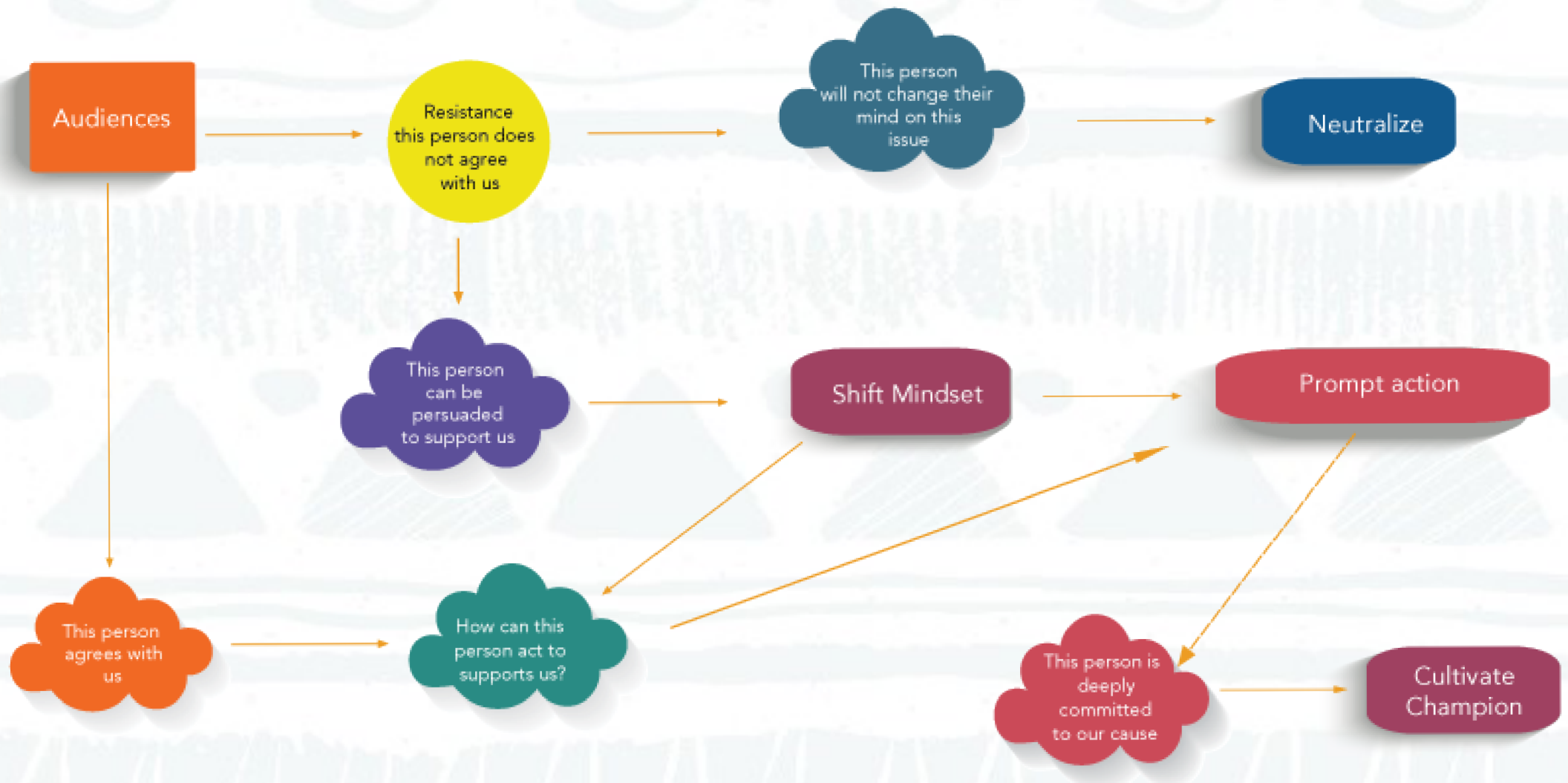


MODULE 4

What do you want them to know and do?



Go through the graphic for each of your audiences to help you figure out your messages and asks for each audience. Take each of your audiences through this messaging and asks flow chart to help you figure out how to communicate with them.



Using the research, you have on each target audience, go through this worksheet. Write down the values that drive this audience. Highlight the one value that you think is most important when considering what you want to say to them. List what might get in the way of your audience doing what you want them to do. Again, highlight the one that you think is the biggest problem.

Testing your messages:

Decide how will you go about testing your messages: document the rationale for the decision

Write down the final messages for testing for each audience

01

1.THE CONNECTING MESSAGE

02

2.THE BUY-IN MESSAGE

03

3.THE ASK MESSAGE

04

4.THE YOU-WIN-WE-WIN MESSAGE

MODULE 5

How do you communicate with them?



For each audience consider: Where do your audience already get their information from? What channels do they use and trust? What would be the most appropriate channel for your message to this audience? Who is the best messenger for the message?

Consider:

Are they a public or private audience? Do you need an urgent response? Is confidentiality needed?

Do you have an existing relationship with them?

Is the message extensive or brief?

What resources are available to you?

Be sure to document your reasoning for the channel or messenger chosen?

Also consider the purpose of your communication to them in selecting a channel?

Audience	Message	Channel	Timeline

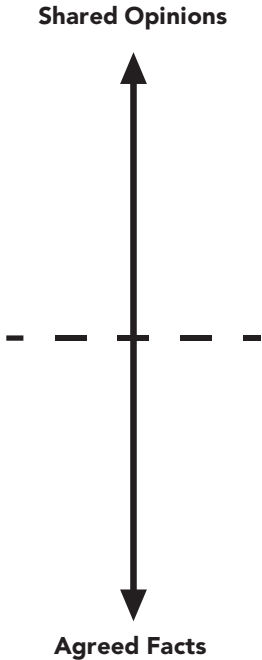
MODULE 6

How do you know whether you have influenced them?



Here is a sample After Action Review sheet for you to use in the course of your implementation

1.) What was supposed to happen?	2.) What actually happened?
3.) Why was there a difference?	4.) What can we learn from this?



Objective:

Audience:

Tactic	Who is responsible?	When will the tactic happen?	When to monitor?	Indicator?	How will you find it out?

Process level education - internal tracking - DID WE DO WHAT WE PLANNED?

Audience:

Indicator	How will you find it out?	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6

Objective level evaluation - external tracking - WHAT EFFECT DID WE HAVE?

Audience:

Indicator	How will you find it out?	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6



Conclusion:

Communications is a powerful tool for social change

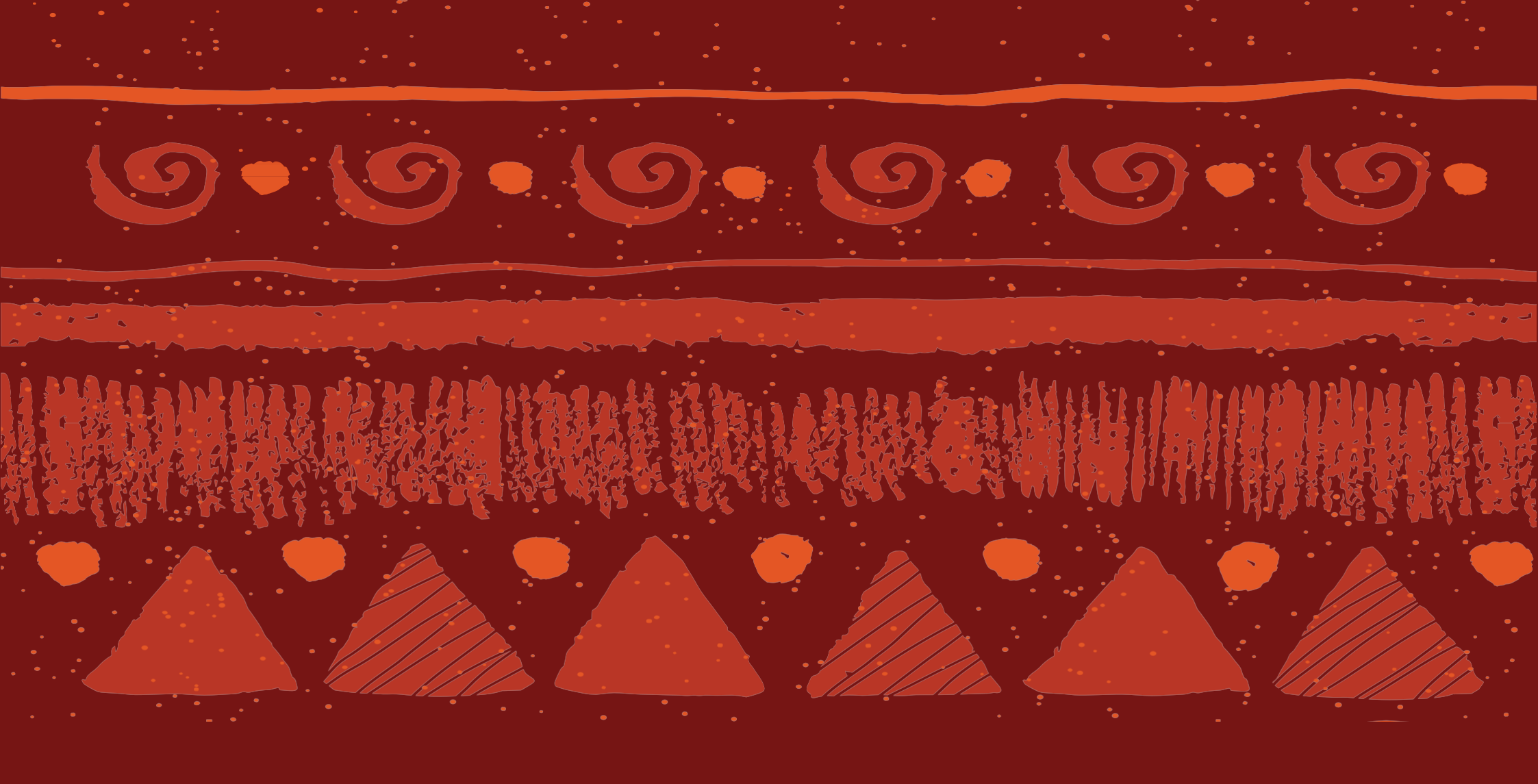
Strategic communications is a powerful tool for social change. We hope this process of planning your Strategic Communications has been both honest, insightful, inclusive, ambitious, realistic and fun.

It's exhilarating when at Well Made Strategy we work with teams of committed people and they find that exploring their objectives and targets with a varied group encourages them to re-examine and firm up everything that they are doing. And the joy we feel when people start hitting their social change targets more effectively is why we keep doing this work.

It is our hope that going through this process for your own organization will overhaul the way you approach communications in your organization.

Do let us know as you start to see results by reaching out to us on the Facebook Learning page. Put together all your worksheets and you have a communications strategy. Go for it and remind yourselves how great you are at what you do.





STRATEGIC COMMUNICATIONS FOR SOCIAL CHANGE