



STRATEGIC COMMUNICATIONS FOR SOCIAL **CHANGE**

WORKBOOK

Communication 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 to 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 SafeToto is used to work through developing a communications strategy.

The worksheets have been designed as editable. You do not need to print them out to use them. They are also easy to copy for example in Chapter Four on audience portraits you may need twelve sheets and while only one is provided, it is designed so that you can easily copy it out onto a word document and work on more.

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



What are you trying to achieve?
[Objective]



Who are you trying to reach and why?
[Audience?]



How do you connect with your audience?
[Audience analysis]



What do you want them to know and do?
[Messages and ASKs]



What is the appropriate way to communicate with them?
[Channels]



How do you know whether you have influenced them?
[MEL]

Module 1

**What are you trying
to achieve?**

[Objective]





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?
Also note down factors you don't expect to change i.e. neutral factors

Helping factors	Hindering factors	Neutral factors



Write down your draft objectives?

Objective 1



Write down your draft objectives?

Objective 2

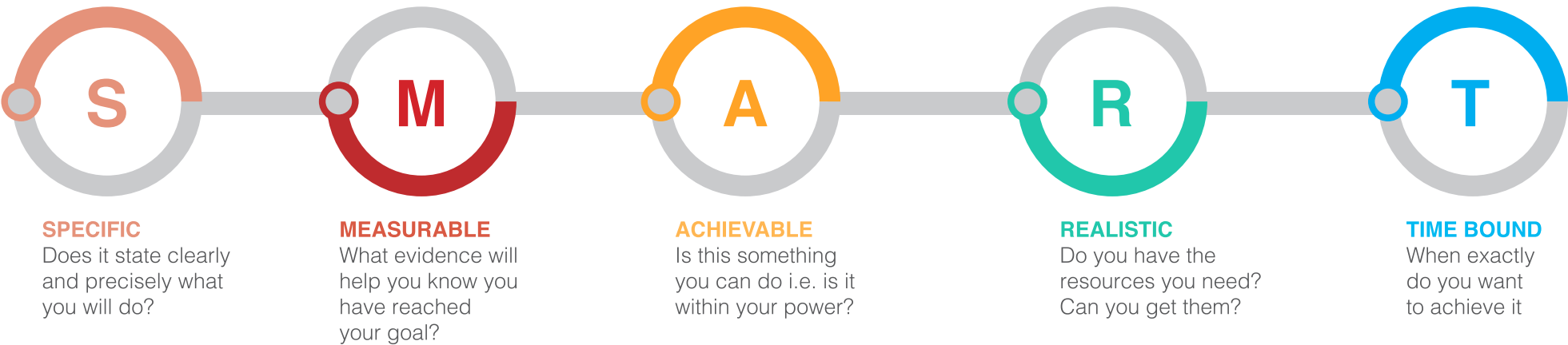


Write down your draft objectives?

Objective 3



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



Please write down your final SMART objectives below.

Objective 1

Objective 2

Objective 3

Module 2

**Who are you trying
to reach and why?**

[Audience]





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

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.

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



Archetypes

Consider the group of people you are seeking to influence.

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 adoption now is the time to take note of any shared characteristics and see if there are any connections.

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Rejectors			
Reason 1	Reason 2	Reason 3	Reason 4



For each reason for adoption or rejection please consider the following questions.

e.g. In the handbook example about reproductive health rights for teenage girls one of the reasons for rejection was that, the priority for teenage girls should be finishing school i.e., “After high school then we can teach them about reproductive rights.”

- **Demographics:** Women with some level of tertiary education in their late 20s to early thirties who were themselves older sisters and likely to be employed and living in urban areas.
- **Self-image and core values:** They are responsible for their younger sisters’ success in life and withholding this information was in the best interests of their younger sisters.
- **Information sources:** They got most of their information by listening to morning radio shows on their way to work and YouTube influencers. However they relied on radio for information and only watched YouTube for leisure.
- Let us name this archetype Stella

These are the sort of connections you are looking for as you brainstorm through this page.

In the next page write up similar profiles for your archetypes.

- | | | |
|---|--|--|
| <ul style="list-style-type: none">• 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? | <ul style="list-style-type: none">• 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? | <ul style="list-style-type: none">• 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? |
|---|--|--|



Please write up short archetype profiles for each adoption reason held by each group of people in your potential audience.

Demographic Characteristics:

Self-image and core values:

Information sources:

Archetype name:



Please write up short archetype profiles for each rejection reason held by each group of people in your potential audience.

Demographic Characteristics:

Self-image and core values:

Information sources:

Archetype name:



**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.



[Audience analysis]





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.

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

Do not ignore this group

Need to be managed carefully

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

Neither agree nor disagree with you

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

Do not invest a lot of resources communicating to this group

Agree with you

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



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.



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.



Write up your interview questions? This will cover the key bits of information that you will need to know. When designing your questionnaire please refer back to these questions and ensure that they are all included.

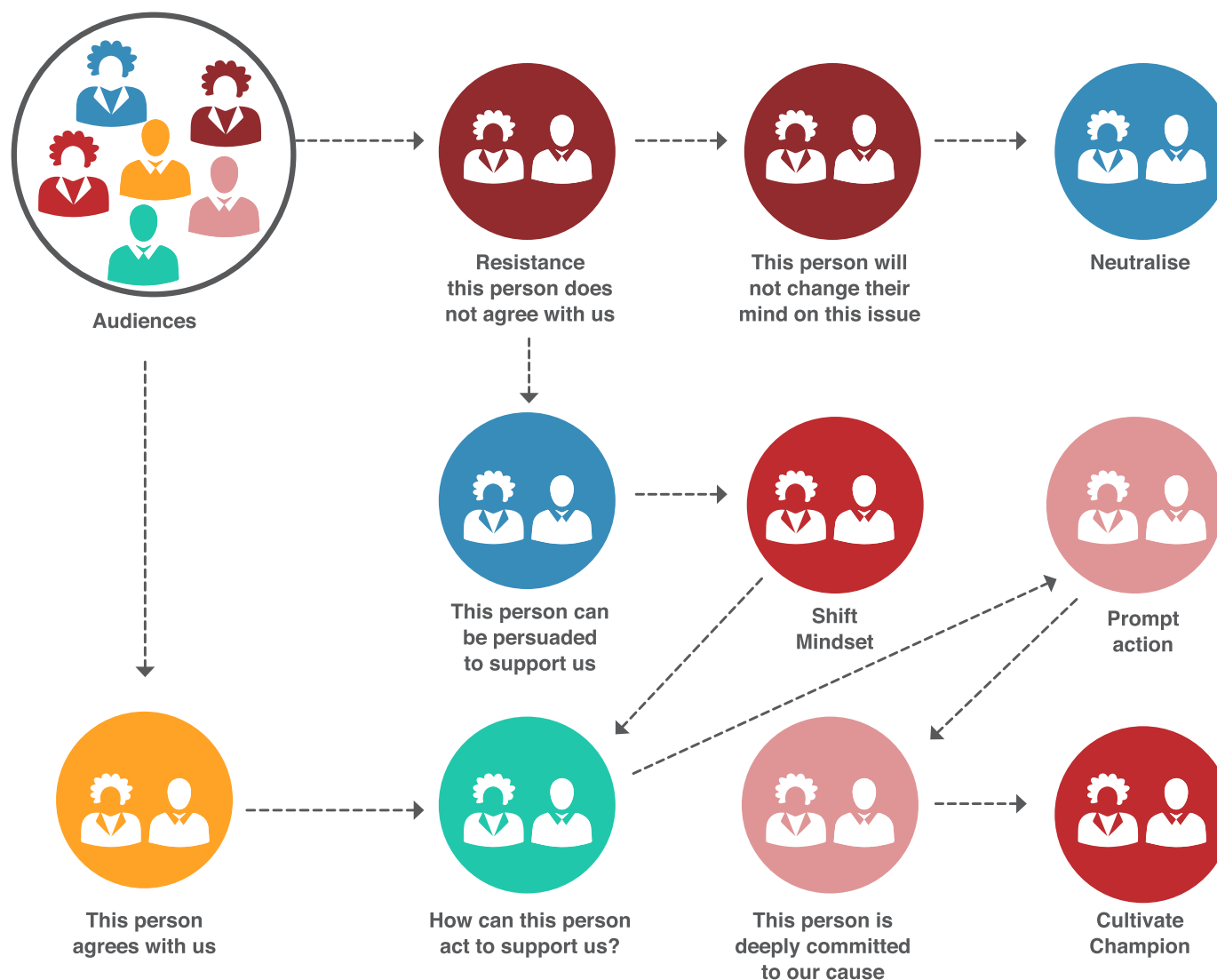
Module 4

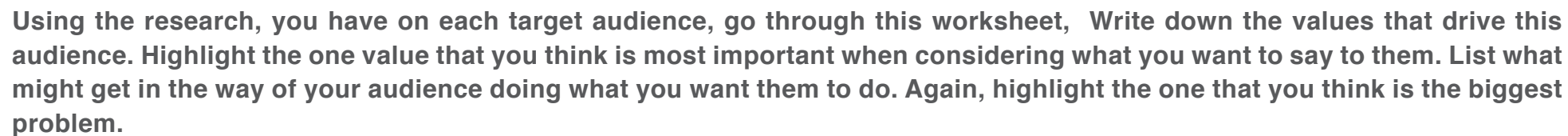
**What do you want
them to know
and do?**

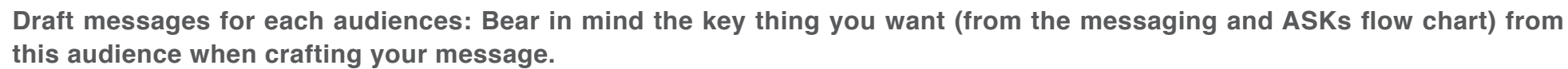
[Messages and ASKs]



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.



[illegible]

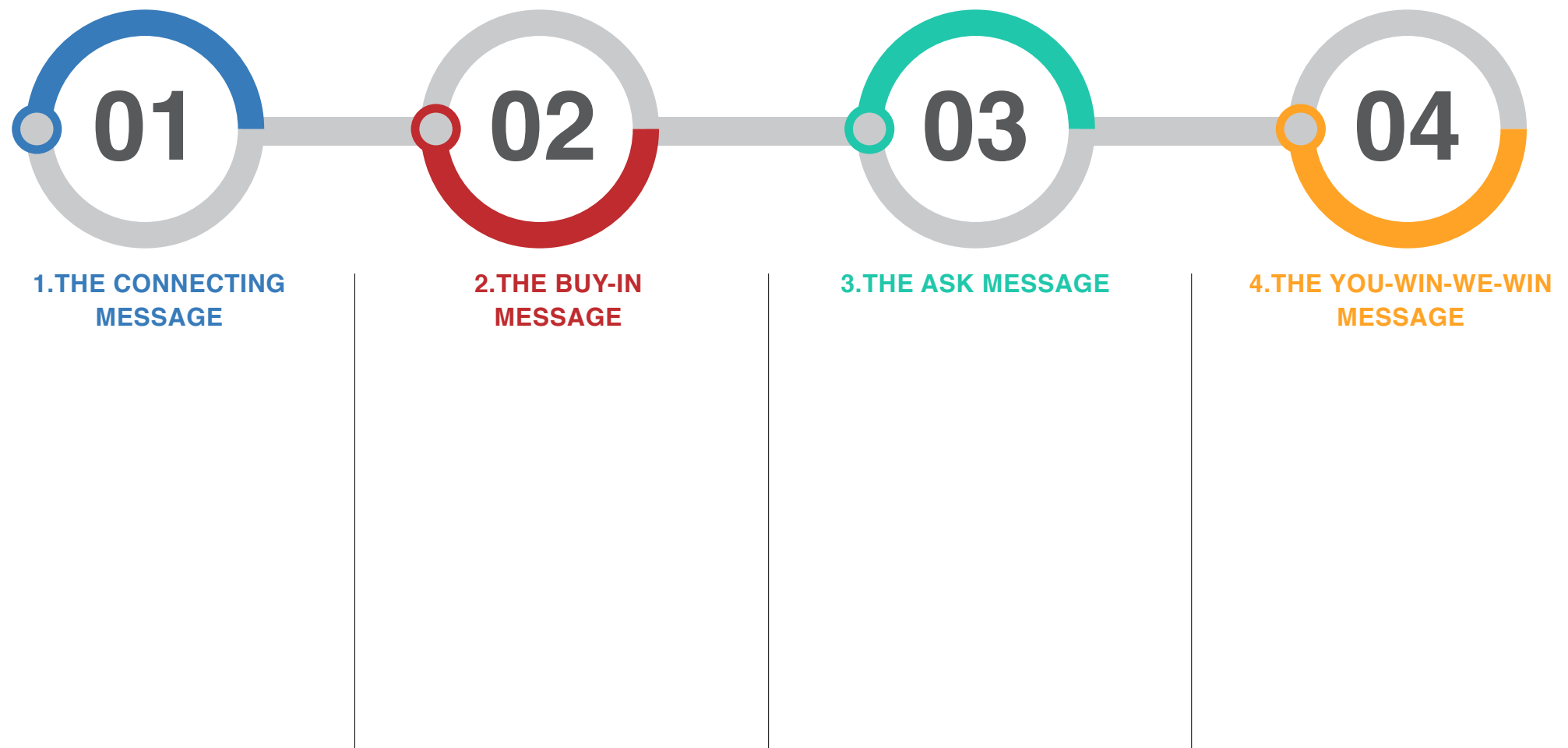
[illegible]



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



Module 5

**How do you
communicate
with them?**

[Channels]





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?
- What is the purpose of your communication to them?

Be clear on your reasoning for the channel or messenger chosen.

Audience	Message	Channel	Timeline

Module 6

**How do you know
whether you have
influenced them?**

[MEL]





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?

Shared Opinions

Agreed Facts



Process level evaluation – internal tracking – **What did we do?**

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

Objective level evaluation - external tracking – **What effect did we have?**

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



Process level evaluation – internal tracking – **What did we do?**

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

Objective level evaluation - external tracking – **What effect did we have?**

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

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.





“

This process helped us order and discipline what we already knew. These things always seemed obvious but they were jumbled up; we figured out which thread to pick up first and where to go next. The key thing we got from this was clarity.”

Oyunga Pala, The Elephant.



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