

# Section III: Communication planning for high performance



## At A Glance

Constructing a communication plan to support business performance excellence requires you to:

- ◆ Draw upon and analyze your research with a 10-trait perspective in mind, assessing what your current state situation is
- ◆ Recognize strengths, weaknesses and obstacles – those specific areas you need to address, improve, overcome or build on in the coming year – and prepare an environmental factors analysis to guide you
- ◆ Understand and integrate your organization’s key goals, key business targets, and key messages into your communication plan
- ◆ Identify focused, workable communication solutions that effectively support goals and messaging
- ◆ Create strategic and tactical communication plan templates that tie together organizational goals, messages and 10 trait actions you’ll take to accelerate high performance.



## Quick Tip

### Use the worksheets to help you think and plan

See the end of this chapter for seven worksheets (marked 3A through 3G) you can print out and use to complete the communication planning process. The worksheets correspond with each of the 5 STEPS in this section. Worksheets 3A, 3B and 3G are two pages; the remaining worksheets are a single page. They will help as you strive to identify and list your communication program’s high performance strengths to build on, weaknesses to address, and obstacles to overcome. We also provide worksheets to create an Environmental Factors Analysis chart and strategic and tactical communication planning charts.

You can also use the blank spaces we provide as you read to jot down your thoughts as you go through the material.

### 7 WORKSHEETS APPLY TO SECTION III

- Worksheet 3A...Current State Communication Assessment
- Worksheet 3B...Strengths, Weaknesses, Obstacles, Other Factors
- Worksheet 3C...Alignment With Key Business Goals, Messages
- Worksheet 3D...Key Message Mapping
- Worksheet 3E...Overall Environmental Factor Analysis
- Worksheet 3F...Summary of Activities Added/Eliminated/Continued/Discontinued
- Worksheet 3G...Strategic and Tactical Communications Plan Templates



## In This Section:

**OVERVIEW:**  
A 5-STEP communication planning process . . . . . 3-2

**STEP #1:**  
Analyze your input from a 10-trait readiness perspective . . . . . 3-3

**STEP #2:**  
List strengths, weaknesses, environmental factors . . . . . 3-26

**STEP #3:**  
Integrate/align with key goals/business targets/messages . . . . . 3-30

**STEP #4:**  
Identify actions to support your plan . . . . . 3-36

**STEP #5:**  
Complete the plan: put all the elements together and execute! . . . . . 3-42

**WORKSHEETS:**  
3A, 3B, 3C, 3D, 3E, 3F, 3G

