



The Three-Layer Communication Plan

One shared strategy, explained and used wherever decisions happen.

ORGANIZATION OR TEAM	PLAN OR VERSION	COMMUNICATION OWNER
BUILD ALL THREE LAYERS. The message can change in depth. The commitments do not.		
1 ONE-PAGE STRATEGIC PLAN The shared front door		
LOCATION OR LINK <i>Where does the current plan live?</i> 	MAINTAINER <i>Who keeps it current?</i> 	LAST UPDATED <i>When?</i>
REQUIRED VISIBILITY <i>Where must the One-Page Strategic Plan appear so it becomes the shared front door?</i> 		
2 NARRATIVE BRIEF Explain the choices, evidence, trade-offs, and implications		
FORMAT AND LOCATION <i>Deck, written brief, or both?</i> 	OWNER AND UPDATE DATE <i>Who keeps the narrative aligned?</i> 	
THE NARRATIVE EXPLAINS ☐ why these priorities ☐ what changed ☐ the evidence ☐ the trade-offs ☐ what people do differently		

Build Strategy into the Places Work Happens

3

REPEATED USE

Build the plan into where work is discussed and approved

USE IT IN staff meetings, board packets, budget reviews, project approvals, onboarding, status reviews, and stakeholder updates

COMMUNICATION MOMENT	AUDIENCE	DECISION OR DISCUSSION IT ANCHORS	OWNER	CADENCE

CONSISTENCY CHECK

☐ Same priorities

☐ Same trade-offs

☐ Same decision logic

Change the context, not the commitment.