

## Doing the work: Preparation For Building Alignment

<p><b>Know your audience(s)</b></p>	
<ul style="list-style-type: none"> <li>• Who do I need to build alignment with?</li> <li>• What are your different audience needs?</li> <li>• <i>For clarity</i>, what do they know, want to know or need to know?</li> <li>• <i>For dialogue</i>, what questions might they have in mind about the vision?</li> <li>• <i>For inspiration</i>, what motivates them?</li> </ul> <p><b>Practice the skills</b></p>	
<ul style="list-style-type: none"> <li>• What aspects of building alignment will require the most work?</li> <li>• Who can be your sounding board?</li> <li>• Where and when can you practice being clear, encouraging dialogue, inspiring others?</li> </ul> <p><b>Tips for clarity</b></p>	
<ul style="list-style-type: none"> <li>• Be straightforward and transparent.</li> <li>• Look at it from the listeners point of view, it needs to make sense to them.</li> <li>• Monitor people's reactions for comprehension.</li> <li>• Find the 'headline' of your message, you should be able to express it in eight words or less.</li> <li>• Create talking points that balance the big picture and the details.</li> <li>• Refer back to your message repeatedly over time.</li> </ul>	

### Tips for dialogue

- Create an open and relaxed environment.
- Have one-on-one conversations with people.
- Practice reflective listening.
- Make sure your tone of voice and body language come across as receptive.
- Be careful not to debate or battle for your own side.
- Look for signs of people just telling you what you want to hear, then encourage more honest feedback eg: tell me more, explain that to me, describe that for me.

### Tips for inspiration

- Identify and label what your passion feels like.
- Choose specific talking points that speak to people's hearts.
- Be aware that your body language and mood are often mirrored by your followers.
- Give people a common aspiration.
- Come up with a rallying cry.
- Consider your audience; offer a source of encouragement that they will care about.

Source : The Work of Leaders : WILEY