

# Four communication styles for a powerful message

Use the four archetypes below to inform your communication strategy for Covid-19 and any other communications requiring action. If you don't know a stakeholder's preferred communication style in advance, use the questions at the bottom of the page to adapt your approach in the moment.

Stakeholder Type	Characteristics	Points to emphasize	Sample scripting for Covid-19
<b>Fact finder</b> <i>What's the bottom line?</i>	<ul style="list-style-type: none"> <li>• Data-driven</li> <li>• Wants projected results</li> <li>• Seeks confirmed, valid data in support of decisions</li> <li>• Responds to concisely articulated concepts</li> <li>• Apt to query assumptions and underlying analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Data</li> <li>• Summary of evidence</li> <li>• Methodologies employed in calculations</li> <li>• Citations</li> <li>• Confirmations</li> <li>• Projected results</li> </ul>	<p><i>According to a paper by an international coalition of physicists, if at least 80% of a simulated population wore a mask, Covid-19 transmission levels would drop to one-twelfth of what they would be in a simulated population in which no one wore a mask. We are seeing similar results now in the real world.</i></p>
<b>Architect</b> <i>How does it work?</i>	<ul style="list-style-type: none"> <li>• Work plan-driven</li> <li>• Wants to know timelines, work plans, and protocols</li> <li>• Perceives interrelation between multiple timelines or activities</li> <li>• Focused on sequence and next steps</li> <li>• Seeks details about practical impact of plans</li> </ul>	<ul style="list-style-type: none"> <li>• Timeline</li> <li>• Work plans</li> <li>• Job descriptions</li> <li>• Protocols</li> <li>• Projections of impact to other activities</li> <li>• Feasibility studies</li> </ul>	<p><i>We highly encourage you to wear a face mask in grocery or retail stores, at any public gathering, and in the health care setting. When you wear a cloth or surgical mask, ensure it fits snugly around your nose bridge to be most effective. We plan to roll out these recommendations within the next 72 hours and have our public health directors be our gatekeepers.</i></p>
<b>Strategist</b> <i>Why are we doing this?</i>	<ul style="list-style-type: none"> <li>• Strategy-driven</li> <li>• Wants alignment of plan with existing goals</li> <li>• Responds to connection to "big picture" goals</li> <li>• Requests proposals for expanded timeline or broader scope of activities</li> <li>• Understands drivers of strategic action within the organization</li> </ul>	<ul style="list-style-type: none"> <li>• Statement of purpose</li> <li>• Alignment of plan with existing goals</li> <li>• Confirmation of senior leader support</li> <li>• Previous adoption by best-in-class institution(s)</li> </ul>	<p><i>One of the core goals of our organizations has always been public safety. Imposing protocols that require wearing a mask will help us "flatten the curve" and hit a statewide reduction in Covid-19 cases for 14 days which is a great step towards our goal.</i></p>
<b>Diplomat</b> <i>Who wins, who loses?</i>	<ul style="list-style-type: none"> <li>• Relationship-driven</li> <li>• Wants assurances of key stakeholder support</li> <li>• Seeks consensus opinion across constituents</li> <li>• Assesses impact on current and future relationships</li> <li>• Identifies individual motivations</li> </ul>	<ul style="list-style-type: none"> <li>• Assurance of key stakeholder support</li> <li>• Potential impact on human capital</li> <li>• Preferences of individuals involved</li> </ul>	<p><i>We understand that wearing masks all the time is inconvenient and can be uncomfortable. But even if you're not concerned about your risk for contracting Covid-19, wearing a mask protects friends and loved ones who might be susceptible to illness such as the elderly or immunodeficient.</i></p>

## Questions to redirect your communication style in the moment

Noting someone's communication archetype in the moment has a lot to do with being a good listener. Ask these questions to uncover an individual's style:

What additional information would you like to see?

How comfortable do you feel about what I've just outlined?

What are your concerns about this?

How can I help you understand why this is important?