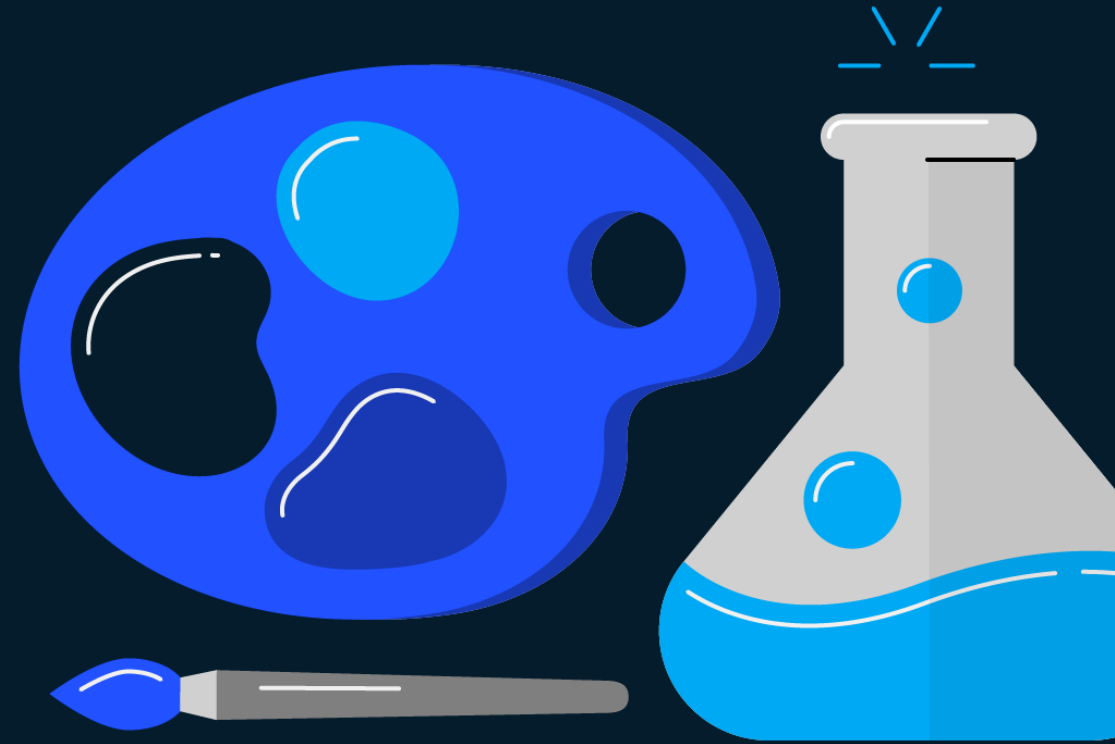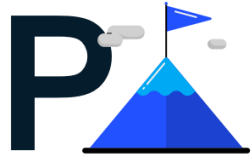McKinsey
Academy

# Orient toward an objective:
# Key Takeaways
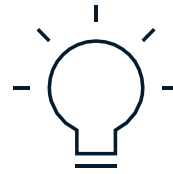
Communicating for Impact

# Key takeaways
Core content



## What is purpose?

- The aim of an interaction is **defined by the context** and has a **specific purpose** to meet your needs and the audience's
- There can be **several purposes for a conversation**, most which fall into one or more of the **Five Purpose Archetypes**

## Why is purpose important?

- With each interaction, it's important to define a **shared purpose** between you and your audience
- Having a shared purpose **ensures that everyone is engaged** in the conversation and can ultimately **move to action** as a result

## How do I apply purpose?

Leverage the following tools and/or techniques to master purpose:

- Purpose archetypes

- Heads, Hearts, and Hands

# Orient toward an objective: EPIC guiding questions
## Worksheet

**P**

## Purpose
Define the purpose to include their needs and yours

| What questions do we ask ourselves? | Write your answers here |
|---|---|
| What does the other person want to get out of the interaction? | |
| What do you want to get out of this interaction? | |
| What is the overall purpose of the project, and how does this interaction help move us towards it? | |

# Purpose archetypes
Framework

**The purpose of an interaction should be as specific as possible, but it may fall into one of five common archetypes**

| Purpose archetype | Description |
|---|---|
| **1** **Understanding** | Ensuring that everyone involved understands and is aligned with the work that we have been asked to do |
| **2** **Gathering and developing information and ideas** | Creating a picture of the situation and facilitating problem solving |
| **3** **Rapport building** | Actively listening, learning about concerns and motivations, and building a relationship |
| **4** **Reassurance** | Building confidence in the project and the insights being developed |
| **5** **Decision making** | Providing the insight and space for everyone to make an informed decision on a specific topic |

# Heads, Hearts, and Hands

Illustrative example

| | Deliverables | What do you want your audience to understand? | How do you want your audience to feel? | What do you want your audience to do? |
|---|---|---|---|---|
| **Project kick-off** | • Scope of project<br>• Proposed workplan<br>• Deadlines and deliverables | • Your approach and workplan<br>• Help, information, support you need from them<br>• How the scope of the project is defined | • Valued<br>• Confident in the approach<br>• Willing to contribute | • Validate and/or modify the approach<br>• Answer questions<br>• Spot missing deliverables<br>• Add nuance and detail to the thinking |
| **Progress review 1** | • Analysis, data<br>• Synthesis of pain points/ blockers | • The analyses completed and their implications (the "so whats")<br>• Pain points requiring further action | • Well informed<br>• Engaged<br>• Valued | • Ask questions<br>• Dig into/immerse themselves in the findings |
| **Progress review 2** | • Initial solutions and recommendations<br>• Initial list of enablers and barriers for solutions | • Trade-offs involved in solutions and recommendations | • Willing to contribute<br>• Respected | • Generate additional ideas<br>• Test the recommendations<br>• Advise on barriers, enablers |
| **Final progress review** | • Prioritized recommendations<br>• Detailed implementation roadmap | • Vision for the future<br>• Understand their role in the change vision | • Trust<br>• Confidence in the implementation plan | • Agree and reach consensus<br>• Modify the implementation plan |

# **Heads, Hearts, and Hands**
## Worksheet
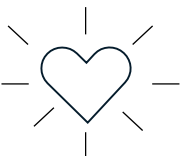
| | Deliverables | What do you want your audience to understand? | How do you want your audience to feel? | What do you want your audience to do? |
|---|---|---|---|---|
| **Meeting 1:** | | | | |
| **Meeting 2:** | | | | |
| **Meeting 3:** | | | | |
| **Meeting 4:** | | | | |