

Having discovered the huge motivational force that self-interest propagates, we need to learn about the self-interest of your audience.

Who Is Your Audience?

Your audience is (are) the recipient(s) of your message. It could be your opposite number(s) at a meeting you, he (or they) call. It could be the group assembled for a speech. It could be friend or foe, client or colleague.

Audiences all have one thing in common. He/she/they are on the other end of whatever you're sending. Your message and its possible effects are for them.

What Makes a Difference

What motivates your audience *before* your encounter begins? **How will** what you say or do either tap into their motivation or somehow change or affect them?

This is what you need to know to plan strategy, and this information and understanding can be gained only through Fore-Thought. Developed in specific steps, Fore-Thought gives you the insight to see what your audience's basic self-interest and motivations are; where yours and theirs clash or connect; what are the potential stumbling blocks to achieving your goals.

Fore-Thought means going beyond the more obvious outward goals and delving into the inner realm as well; learning about deeper motivations, analyzing needs and feelings on both sides.

What You Know, What You Need

A Familiar Audience

- *What's easy to know*

What comes to you at once are the specific characteristics of your familiar audience of one or several. You could quickly describe their special foibles:

"Joe? Yeah, he's great but don't cross him. He's got a short fuse!"