Worksheet: Message development

When it comes to developing strategic messages, if we don't know what to say, that is probably because we’re not sure what we want to accomplish. That is why the message is never first. In other words, you always have to let your overall strategy guide your message and not the other way around. Once you know what action you want people to take to solve the problem you are concerned about, you can use this guide to develop your message. Our formula for a successful message is simple: 1) Name the problem 2) Talk about why it matters 3) Tell people what should be done and who should do it. Although these components do not have to be in this order, every successful message should contain them. Once you have answered these questions, you will have the core of your message, which then can be expanded or distilled, depending on the format you’ll use to deliver it, whether in a 600-word op-ed or a 280-character a tweet.

Here’s a guide on what to include in each component:

1. **Name the problem**

You need to clearly state your concern, which should align with your overall strategy. This statement should explain what the problem is and how we see it affecting people — but keep it short. Too often, advocates try to tell journalists everything they know about the issue because they feel this may be their only opportunity to convey the enormity and importance of the problem. Resist that urge. It is impossible to be comprehensive and strategic at the same time. Instead, focus on the aspect of the problem that your proposed solution will address.

2. **Say why it matters**

Use shared values, such as ingenuity, interconnectedness, or pride of place to describe why you care. Berkeley Media Studies Group’s research shows that advocates don’t do this enough. In news coverage, the value component is often absent; policies are named but not justified at a values level.

*Make every Who holler! Make every Who shout!*  
> Dr. Seuss
Advocates may state a fact or show data — X number of people are homeless, X number of people are hungry — but this is an expression of the problem, not why it matters and what it means to our society at large. Values statements should indicate why you and your target should care about the matter at hand. Name the value, calling on your target’s sense of fairness or duty. Remind them of our obligation to the greater good.

3. **Emphasize the solution**

Drawing from your overall strategy, keep your focus on the solution, or the change you want to see. A common message pitfall is that advocates expend so much energy communicating about the problem that when the inevitable question about the solution is asked, they are ill-prepared to answer it. They give vague responses like, “Well, it is a very complex problem with many facets, so the solution is complicated,” or “The community needs to come together.” Certainly, these responses are truthful, but they are not strategic; they don’t show what action you want policymakers to take. It’s more effective to answer with a specific, feasible solution, which will usually be an incremental step toward the larger goal or vision. Spending time speaking about your solution and how it will work can invigorate your audience and remind them that all problems are not intractable, and that something can be done to solve or address the problem.

Here are some examples of how these components come together:

**Street safety**

Park Street contains generous helpings of pedestrian warning lights sprinkled between light-controlled crosswalks. At the push of a button, a walker can stop traffic as needed. Contrast this with the sparse traffic lights on High Street to slow speeding cars between Interstates 580 and 880. People are the key ingredient in making the built environment a place. In time, the familiar strangers you greet on the street can become neighbors. If we want to nurture the vibrancy of urban life in Oakland and cities across the Bay Area, we need to address pedestrian safety now.
**Sexual violence prevention**

I’m here because as a parent, protecting kids and helping them thrive is my priority. I was surprised to learn that sexual abuse and harassment is often committed by other children, acting out things they’ve seen. But then I was relieved to learn that all the research shows that if caring adults can intervene early when kids start acting out in sexual ways, and get them the help they need, abuse can be prevented.

That’s why today I’m here supporting a proposal to ensure that every counselor and teacher in our state has the training they need to recognize early warning signs of harmful behavior and know what to do next. That will make every child in their care – and every child in our state – safer.

**Tobacco control**

Tobacco companies are targeting consumers in our state with cheap tobacco products. Sometimes this is done through discount coupons and sometimes through financial incentives provided directly to the stores that sell cigarettes. Kids are especially vulnerable to these tactics since they have less money to spend. Restricting coupons and other promotions would go a long way toward solving this problem and when we can do something to improve the health of the community, we have an obligation to do it.
Now, you try it!

Keeping your policy goal in mind, use the space below to develop a brief message that will convey the problem, solution, and why it matters.

Why is the problem?
________________________________________________________________________
________________________________________________________________________

Why does it matter?
________________________________________________________________________
________________________________________________________________________

What should be done?
________________________________________________________________________
________________________________________________________________________

Now, synthesize the answers to the questions above into a cohesive message:
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
References

1 Excerpted from “We Must Prioritize Pedestrian Safety in Oakland and Other Bay Area Cities for the Good of Us All,” an op-ed published in the San Francisco Chronicle by Stacy Torres, PhD. https://www.sfchronicle.com/opinion/article/We-must-prioritize-pedestrian-safety-in-Oakland-13600031.php
