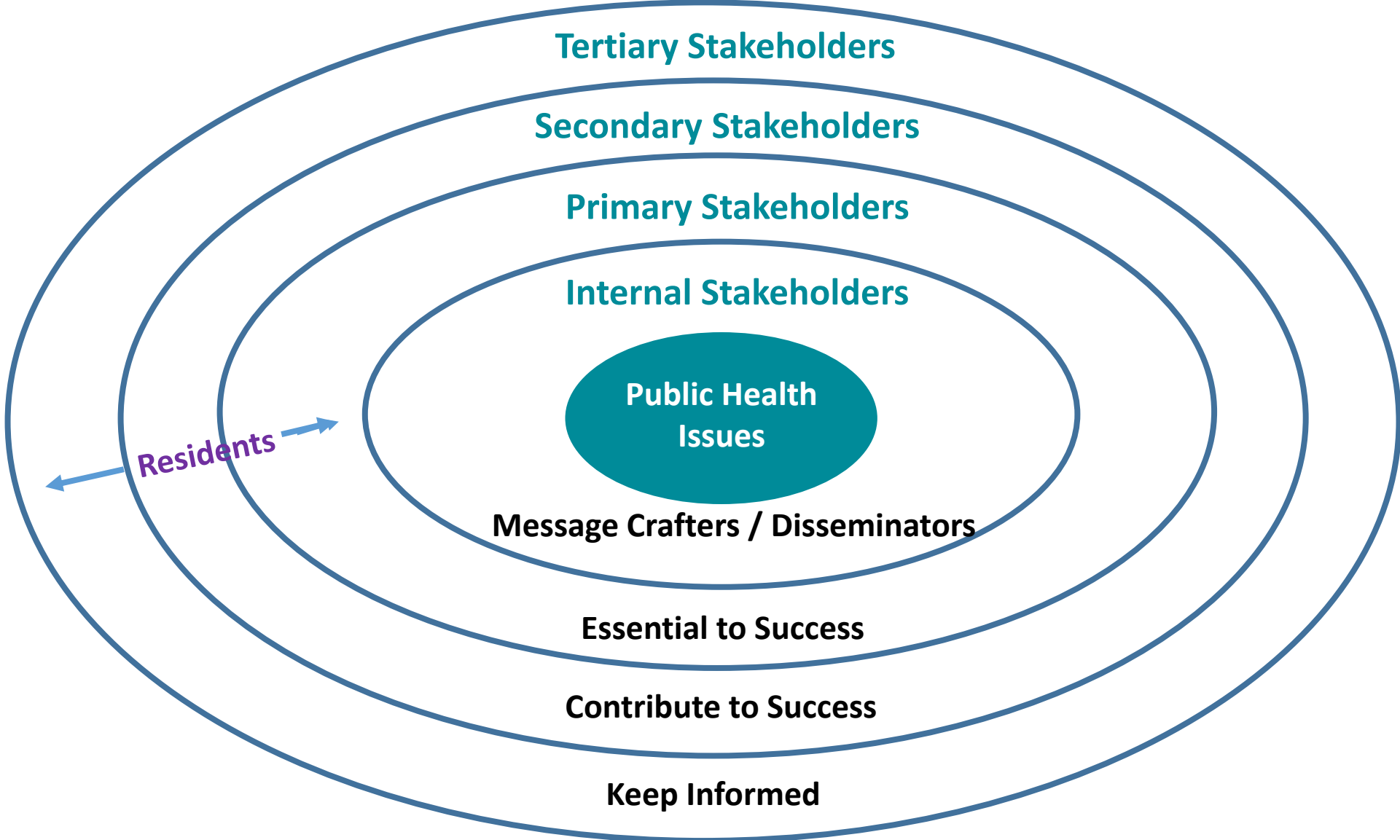


Activity: Messaging Circles of Engagement

Group Type	Description	Example Message Types	Contact Frequency
Internal Stakeholders (Message Owners)	Agency and partner staff responsible for developing and disseminating messages	See other groups	High
Primary Stakeholders	Key individuals and organizations essential to the success of your agency/issue , incl. residents*, governing bodies (e.g., Board of Health, County Board, Mayor's/Governor's Office), and key partners	Tailored, professional/accessible, short yet informative, in-person with follow-up contact	High
Secondary Stakeholders	Individuals and organizations who contribute to the success of your agency/programs/issues , including residents*	Tailored, professional/accessible, short yet informative, emails, print, web, in-person as needed	Medium
Tertiary Stakeholders	Individuals, organizations, residents*, and the media who should be kept informed, but whose actions are not expected	Tailored, accessible, short yet informative, broadly disseminated (e.g., social media, news releases, listservs, web posts)	Low/As Needed; Media: High

*Communications to residents should be considered across levels, depending upon the issues promoted.

Activity: Messaging Circles of Engagement



Understanding what motivates and influences stakeholders is key to informing effective public health messaging. Knowing how values, loyalties, and losses impact stakeholders can help you strategize on how to engage with them.

Losses: What are the potential losses a stakeholder faces when choosing to support your health department or public health issue? Fear of loss often shows up as resistance. Consider what is most important to your stakeholders and anticipate what losses people risk by getting involved. Common losses include competence, identity, comfort, reputation, status, time, resources.

Loyalties: All of your stakeholders also have loyalties to consider. These are loyalties to their home organization, and to the groups they represent (constituents, advocacy groups, etc.) It is important for your stakeholders to retain their identity and honor those loyalties, but also to contribute to the group cause. Loyalties may exist across organizations as well, between individuals or in cases of existing or past partnerships.

Values: Considering the values that your stakeholders hold will go a long way in building a stronger, more effective message. Values inform decision making and motivate behavior. When looking at values, it is important examine behaviors in addition to what each stakeholder states principles are, inclusive of their organization or agency’s mission and vision. Examining where stakeholders spend their time, money and energy can give you insights into their behavior.

Stakeholder	What is important to them? What are their values?	How could they benefit from supporting public health and your agency’s role? Why should they engage?	What could they lose if they support public health and your agency’s role? Why might they be resistant?	Targeted Messaging