

<b>R</b>	<b>Result</b> Offering what the listener needs.
<b>A</b>	<b>Audience</b> Flexing to the listener's communication preferences.
<b>C</b>	<b>Content</b> Adjusting to what the listener knows and needs to know.
<b>E</b>	<b>Emotional</b> Managing the listener's emotional response.

Whether you want to negotiate an alternative work arrangement with your manager or address some performance issues with a team member who you know is going through some challenging times at home, the stakes are high. For these important conversations, it's worth investing a few minutes to prepare.

Prepare by getting clear on your desired outcomes and key messages, and by ensuring your mindset for the conversation is positive, collaborative and open-minded.

Once you've done that, remember that you're dealing with other humans who have their own goals, needs and styles. Use the R.A.C.E. planner to help prepare your content and your approach.

<b>R</b>	<b>Result:</b> <i>Offering what the listener needs</i> <ul style="list-style-type: none"><li>• what are the main priorities for the other person right now?</li><li>• how does your desired outcome relate to those priorities?</li><li>• what would make them receptive to having this conversation?</li></ul>
<b>A</b>	<b>Audience Adaptation:</b> <i>Flexing to the listener's communication preferences</i> <ul style="list-style-type: none"><li>• how does the other person like to receive information and have conversations like this? (formal/informal, big picture/lots of details, quick and to the point/context and time to think)</li><li>• how does that compare to your style and what will you do so that your approach is more in line with their preferences?</li><li>• who has a similar style so that you could bounce this off them?</li></ul>
<b>C</b>	<b>Content:</b> <i>Adjusting to what the listener knows and needs to know</i> <ul style="list-style-type: none"><li>• what information and context will be relevant and necessary from their perspective?</li><li>• how will you present that information and when? (e.g. will you share some context prior to the meeting?)</li><li>• what do you need to find out from them?</li></ul>
<b>E</b>	<b>Emotional Response:</b> <i>Managing the listener's emotional response</i> <ul style="list-style-type: none"><li>• in light of their priorities and your desired outcomes, how might they be feeling during this conversation?</li><li>• how might your request/message pose a risk or a challenge to them that could make them uncomfortable or defensive?</li><li>• how will you adjust your approach to mitigate and respond to those possible emotional responses?</li></ul>

# R.A.C.E. Prepare and Frame Your Message (Worksheet)

**Result:**

*Offering what the listener needs*

R

**Audience Adaptation:**

*Flexing to the listener's communication preferences*

A

**Content:**

*Adjusting to what the listener knows and needs to know*

C

**Emotional Response:**

*Managing the listener's emotional response*

E