

AOREN

Coaching Questions for Engineering Leaders

<https://www.elevatedyou.live>

AOREN is a five-part framework for planning any presentation, meeting, or stakeholder conversation. It helps your people stop thinking about what they want to say, and start thinking about what their audience needs to hear.

Use the coaching questions below to help your team members build better AOREN templates before any important presentation. These questions are not a checklist. They are prompts to get people thinking harder about their audience and their objective.

How to use this guide

Work through each section with your team member before they build their content. Push them on vague or generic answers. The quality of their thinking here determines the quality of everything that follows. Help them create a template with a few punchy bullet points for each heading. They can use it as a reference as they build their content.

A

Audience

Before you build a single slide, understand who is in the room and what they actually care about.

1. Who specifically will be in the room? If it's a big group what personas?
2. What is keeping these people up at night? What pressure are they under? What pain are they facing? What are they running from?
3. What opportunities does your topic help them with? What are they running to?
4. What technical depth does this audience actually want? Deep detail, or high level business impact?
5. What biases or assumptions might they bring into the room about you or your topic?
6. Have you ever sat in their chair? What would annoy you about this presentation if you were them?

O

Objective

Know what your audience want to get from this session. Know exactly what you want to happen as a result of this presentation.

1. What is the objective of the audience? What do they want to get from this session?
2. What do you actually want this person to do after you finish presenting?
3. If you had to cut your objective down to one sentence, what would it be?
4. Is your objective realistic given what you know about this audience?
5. What would success look like the day after this presentation?

R**Remembered**

People will forget most of what you say. The question is whether they remember the right thing.

1. What is your key message?
2. Can you say your key message in under ten seconds without jargon?
3. Is that the thing your audience will find most valuable, or just the thing you find most interesting?
4. What are the 3-5 key subthemes that support this key message?
5. If this person had to summarise your presentation to their boss afterwards, what would you want them to say?
6. Does every slide and every section support that one message, or are you diluting it?

E**Emotion**

People make decisions based on how they feel, then justify with logic. If your presentation has no emotional connection, it has no power.

1. How do you want your audience to feel when you finish presenting?
2. Are there any examples, case studies, stories you can tell that makes the problem or opportunity real for them?
3. Where does your presentation currently feel dry or transactional, and why?
4. What is at stake for this person if they ignore what you are telling them?
5. Have you made this about them, or is it still mostly about you and your team?

N**Next Steps**

A great presentation with no clear next step is just a nice conversation. End every session with a specific commitment.

1. What is the one specific action you want them to commit to before they leave the room?
2. Are your next steps in your control, their control, or both? Who owns what?
3. How will you follow up if they leave without making a decision?
4. Are you being specific enough? Saying let us catch up soon is not a next step.
5. What might stop them from taking action, and how will you address that in the room?

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Presentation / Meeting: _____ Date: _____

A

Audience

Who are they? What do they care about? What pain and opportunities are relevant?

O

Objective

What does the audience want from this session? What do you want them to do as a result?

R

Remembered

What is the one key message? What 3-5 subthemes support it?

E

Emotion

How do you want them to feel? What stories or examples will create that connection?

N

Next Steps

What specific actions do you want to agree before leaving the room? Who owns each one?