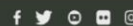




# COMMUNICATION TRAINING

United States Army



## **Objective: Opening for Communication Training**

Intro w/ welcome.

# AGENDA

- | **Instructional** Goal & Objective
- | **Communication** Top Five Rules
- | **Mind and Message** Mapping
- | **Interview** Techniques
- | **Ready** Resources
- | **Practical Exercise**



## Objective: The Agenda

Instructional Goal & Objective  
Communication Top Five Rules  
Mind and Message Mapping  
Interview Techniques  
Ready Resources  
Practical Exercise

# INSTRUCTIONAL GOAL

To learn communication best practices to be a more effective messenger telling **your Army story** – to **inform** the American people and Army, establishing conditions that lead to **confidence in America's Army** and its readiness to conduct multi-domain operations.



## Objective: Instructional Goal (AR 360-1, FM 3-0, ADRP 6-0)

The instructional goal is to learn communication best practices to be a more effective messenger telling **your Army story** – to **inform** the American people and Army, establishing conditions that lead to **confidence in America's Army** and its readiness to conduct full-spectrum operations.

Public affairs fulfills the Army's obligation to keep the American people and the Army informed and helps to establish the conditions that lead to confidence in America's Army and its readiness to conduct full-spectrum operations (update in progress for multi-domain operations). (AR 360-1)

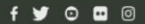
Public affairs is a command responsibility (FM 3-0). One of the commander's tasks within the mission command warfighting function is to "inform and influence audiences, inside and outside their organizations." (ADRP 6-0) Just as the commander drives the operations process, he or she similarly drives the public affairs process of **planning, preparing, executing and assessing** public engagements.

*Ref: Communication Guidebook; Communication Toolkit on PA Portal.*

# OBJECTIVE

## Learn:

- | The Communication Top Five Rules.
- | How to develop a message map.
- | Ten interview techniques.
- | Where to get ready resources.
- | To practice using these resources.



## Objective: The Instructional Objective

### The learning objective is to know:

- | The Communication Top Five Rules.
- | How to develop a message map.
- | Ten interview techniques.
- | Where to get ready resources.
- | To practice using these resources.

Pro Tip: Teach these objectives followed by a practical exercise for a spokesperson to encounter a situation or topic necessitating developing a message map and engaging in a mock interview. Feedback should be given

throughout the exercise and especially after the interview.

# OBJECTIVE



## Objective: Visualize the central idea of this lesson plan with concepts

This slide helps to visualize the learning objective with the central idea and associated concepts. The central idea is in the center: 'Finding the effective messenger in YOU.' That's the main idea that will drive our discussion. See the five associated concepts that are depicted by small circles and a cloud containing simple words. These words will lead us to more context and details for each topic of this lesson plan. This creative, non-linear picture shows the training agenda.

The concepts include:

- 1) Communication Top Five Rules for effective engagements
- 2) Mind and Message Mapping for effective preparation and performance
- 3) 10 Interview techniques for control and composure
- 4) Ready Resources for constant growth to be an authentic, effective messenger
- 5) To practice and use these resources

We will have a practical exercise following this presentation for opportunity to practice the new resources.

Pro Tip: Communication Toolkit, Guidebook and more at the Army PA Portal.

<https://army.deps.il/army/cmds/ocpa/paportal>

# COMMUNICATION

## TOP FIVE RULES

1. **Mentally prepare** – sorting complex facts and emotions helps relax the mind and body. Prepare a message map for a clear mental picture of your communication goal;
2. **Be message driven, not question driven** – have mental direction and master interview techniques;
3. **Practice good behavior** – communication is behavior, verbal and nonverbal. Find harmony by sorting the complex in advance and practicing good behavior;
4. **Expect the unexpected** – anticipate what reporters will likely ask. Mitigate vulnerabilities in advance by knowing the Army's position on hot and emerging topics of the day;
5. **Never let the setting define you** – you define the setting. Know you, the audience and other variables like the event flow, timing and room or venue.



### Objective: Communication Top Five Rules for Engagement Preparation

Firstly, here are the top five rules for engagement preparation:

**Mentally prepare** — sorting complex facts and emotions helps relax the mind and body. Prepare a message map for a clear mental picture of your communication goal;

**Be message driven, not question driven** — have mental direction and master interview techniques. Know the Army position and if necessary, redirect to your messaging goal by mastering interview techniques;

**Practice good behavior** — communication is behavior, verbal and non-verbal. Find harmony by sorting the complex in advance and practicing good behavior. Being composed and controlled helps show you are authentic, credible and accountable;

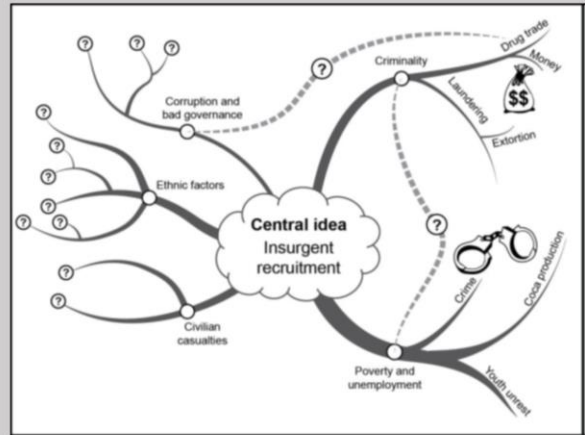
**Expect the unexpected** — anticipate what reporters will likely ask. Mitigate vulnerabilities in advance by knowing the Army's position on hot and emerging topics of the day;

**Never let the setting define you** — you define the setting. Know you, the audience and other variables like the event flow, timing and room or venue.

# MIND MAPPING

“ Mind mapping is a technique for discerning and depicting the relationships of relevant variables and actors in an operational environment and problem. ”

U.S. ARMY  
ATP 5-0.1, 3-40



## Objective: Mind Mapping in an Operational Planning Environment

Secondly, mapping is a creative way to make decisions and communicate. Let's take a look at how mapping can be used.

In this case, insurgent recruitment is the big idea. From this central idea, the planning team writes out secondary ideas and words associated to insurgent recruitment. The team uses lines, symbols, pictures, and colors to show relationships. This example shows a picture from an operational context. The Army uses mind mapping for applying critical and creative thinking to understand, visualize, and describe unfamiliar problems and approaches to solving them.

Specifically, the Army Design Methodology describes how to use mind mapping in the operational process. For more on that refer to Army Techniques Publication (ATP 5-0.1) and to The Operations Process, Army Doctrine Publication (ADP 5-0). There is a real art and science to mind mapping. It's a method of brainstorming, thinking and learning to find the big or central idea and other variables to frame knowledge and associations. It's good for problem solving, it's also good for public speaking. No matter the purpose, mind mapping begins with a single idea or topic represented in the center of a white board or paper.

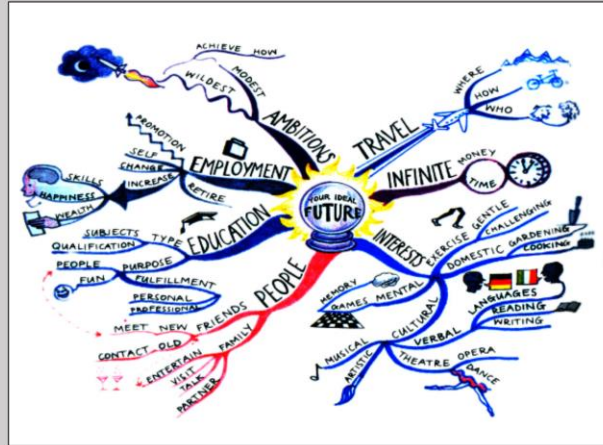
This said, let's take a look at how we can learn and communicate from a mind mapping example for public speaking. {next slide}



# MIND MAPPING

“ A Mind Map is the easiest way to put information into your brain and to take information out of your brain – it’s a creative and effective means to note-taking that literally ‘maps out’ your thoughts. ”

TONY BUZAN  
“HOW TO MIND MAP ®”



## Objective: Mind Mapping from the originator: Tony Buzan for public speaking

The late Tony Buzan, who is known as the originator of the mind map, created this mind map to speak from his experiences, knowledge and imagination on your ideal future. This image is a mind map that represents a speech delivered by Buzan. What do you notice about the image in the slide? There is a center point - a big idea, colors, one-word key concepts, pictures, branches and sequels. Look at the one-word concepts with personal associations and imaginative connections made to tell this story. Mr. Buzan could deliver this well, but anyone else would likely have problems. Why? Because the \*colors \*pictures \*etc. are personal to him.

We know the brain thrives on - \*colors; \*pictures, \*circular patterns, \*a center point, \*imagination, \*association. Mental preparation like this helps to think and process, fueling the brain with a meaningful picture of our words, concepts, stories and facts. This mental direction increases memory and relaxes the mind and body. The advantage of using a mind map for presentations, which millions in the world of business do, is that it keeps your mind constantly aware of the “whole picture” – a **planned** picture. A presentation mind map gives you freedom to be yourself {authentic} and connect with your audience. When you mentally prepare, you maintain control and composure by relaxing the mind and body. You can see the whole picture with a lot of information on one page!

Pro Tip: The take-away here is, every Mind Map is different and unique to the individual creating and using it. (This example of a Mind Map for a presentation is from Tony Buzan’s 2002 book, “How to Mind Map.” This is a resource recommended to explore.)

# Message Mapping

“ A Message Map is a thinking tool to optimize the messenger in you. It is derived from mind mapping to organize your thoughts into powerful messages, supported by your stories and facts. ”

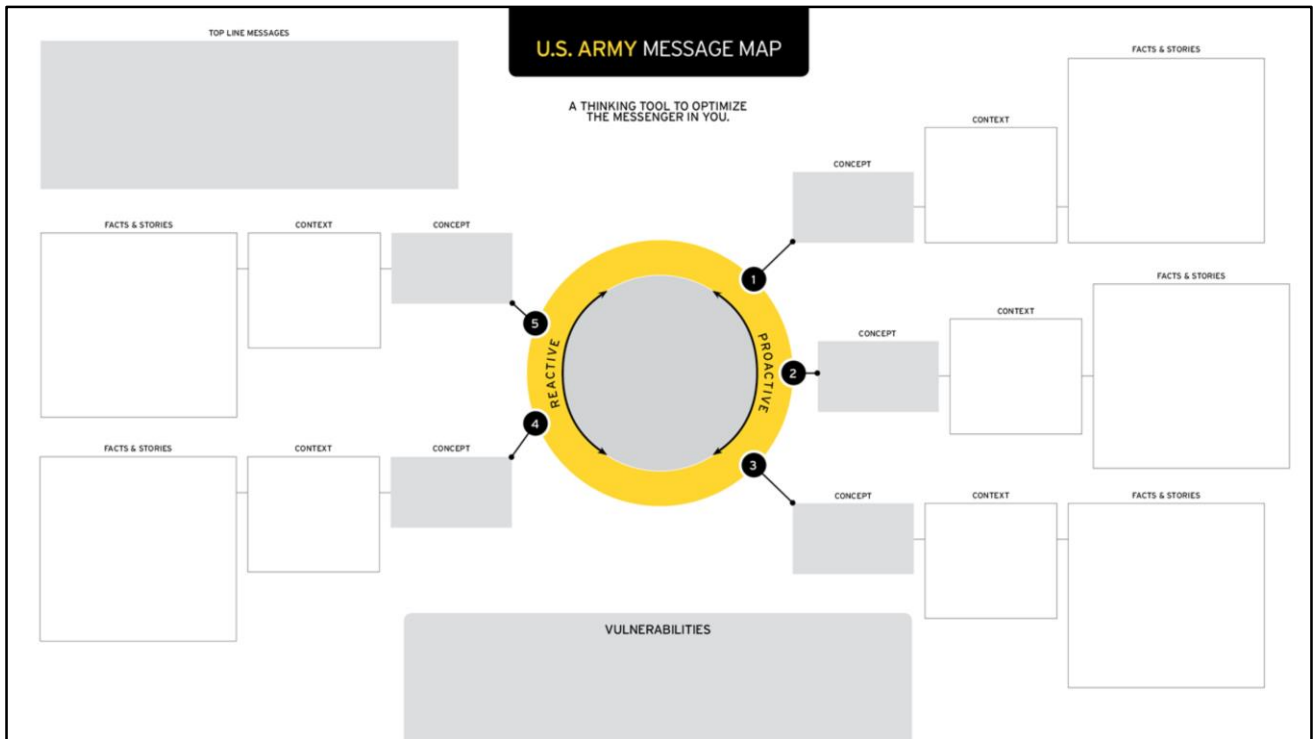
U.S. ARMY  
PUBLIC AFFAIRS



## Objective: Message Mapping – Picture the communication goal.

This is the Army’s message map that is derived from mind mapping. This one-page thinking tool called the **Message Map** can add clarity by mentally processing knowledge, experiences and emotions ahead of an engagement. It helps find a more effective messenger in yourself. Let’s review the map by following these simple steps.

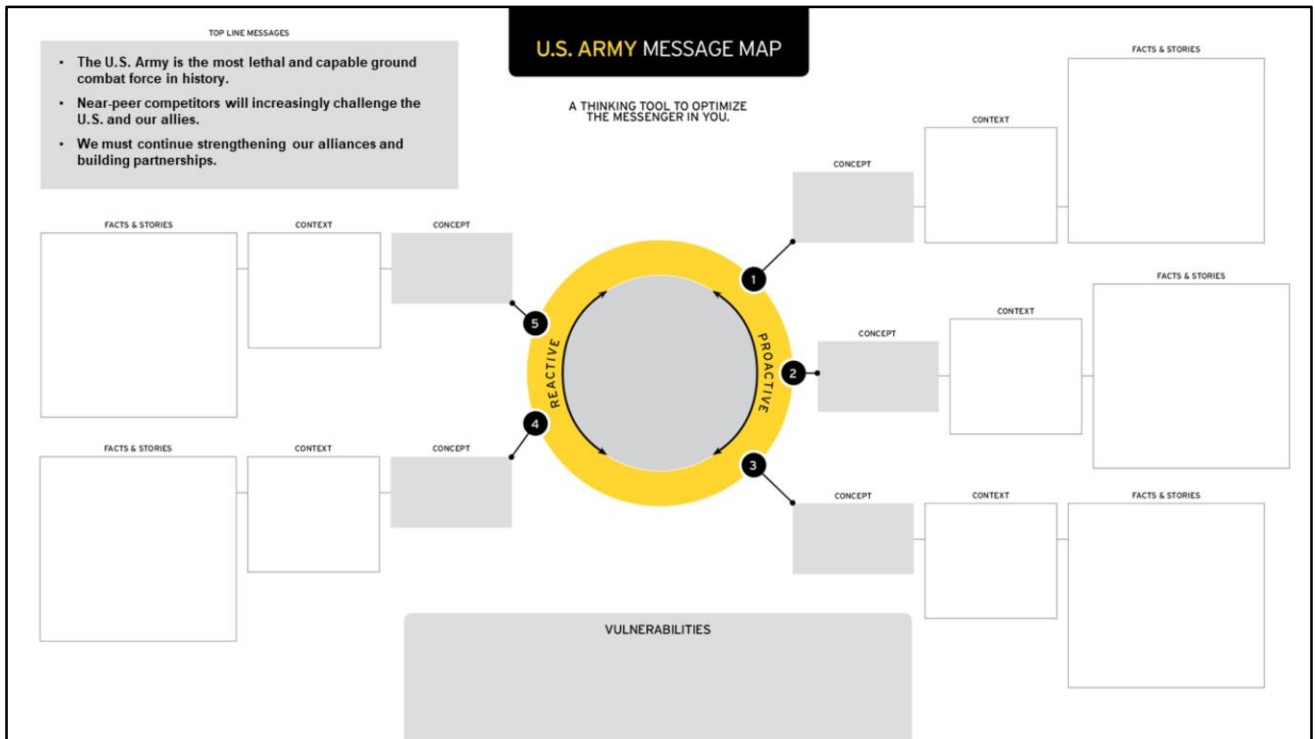
1. Consider the audience and three top line organizational messages important to your communication objectives. See the upper left box, use it to write these points. This aligns you.
2. Next, associate top line messages with your purview. Go to the circle. Write the central theme for clear direction. What is your main point? What should the audience know and feel?
3. Select three one-word concepts aligned with proactive Army messages and related to the center point. Write them in the squares to the right.
4. For the first concept (1), add a sentence for context in the next box. Then, in the next sequential box, write a fact and story to support your point. Be brief; these short phrases are guideposts to trigger your memory.
5. Follow this process for the other two main concepts.
6. List contentious or bad-news issues in the “Vulnerabilities” box – anything that may complicate your communication goal. Anticipate tough questions & know the Army’s position.
7. Prepare a reactive response for the two vulnerable topics most likely to be asked. That topic, context, fact and story should not dominate the interview, but clearly convey the Army’s position in a credible way.
8. Then practice. This template can be found on the PA Portal, but sketching by hand is also impactful. {Click to next slide}



## Mapping Sequence: A real-world example of message mapping

### Situation: SMA & PAO on Army Vision – Audience: Congress & Media (2018)

Let's take a look at a real-world example. This message map was developed in the fall of 2018 when then-Sergeant Major of the Army Daniel Dailey was preparing for congressional and media engagements about the Army's future. Considering the audience before messages and facts helps get the most out of an engagement. Selecting concepts, messages and facts relatable to you and your audience makes stronger connections.

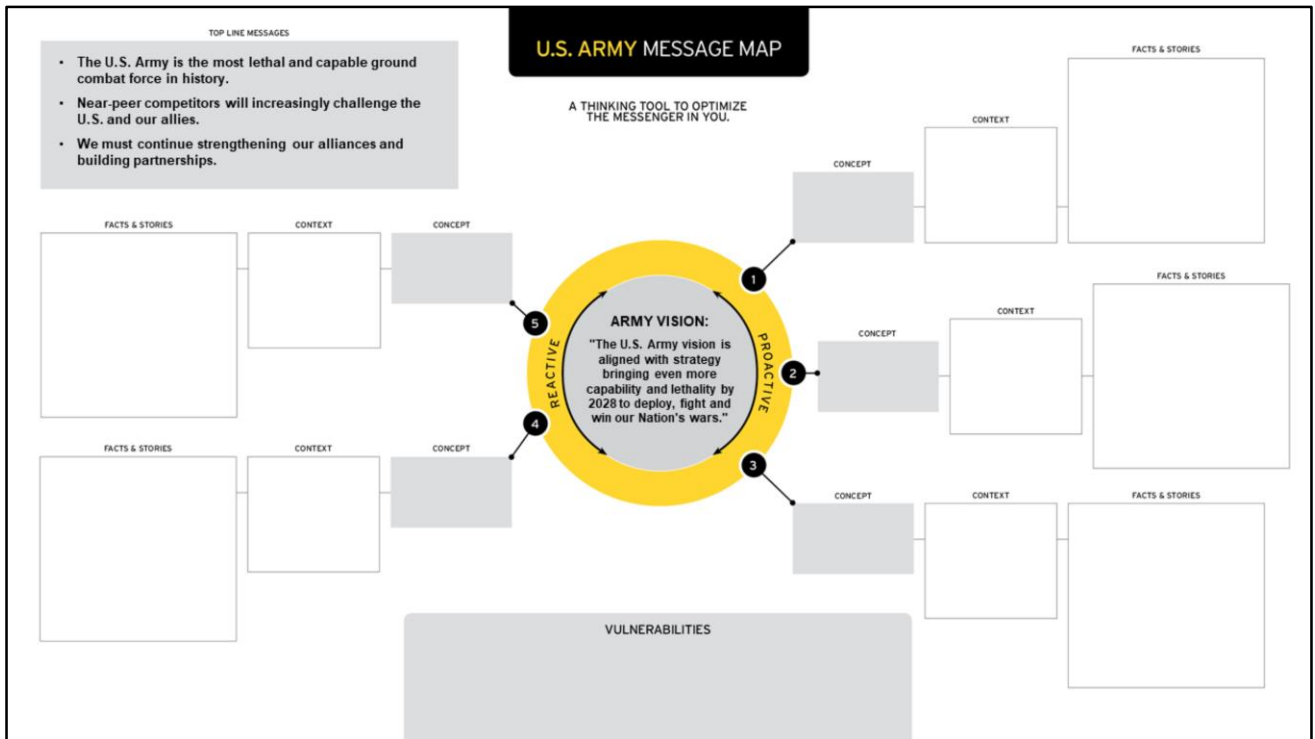


## Sequence 1: Look at the top left corner.

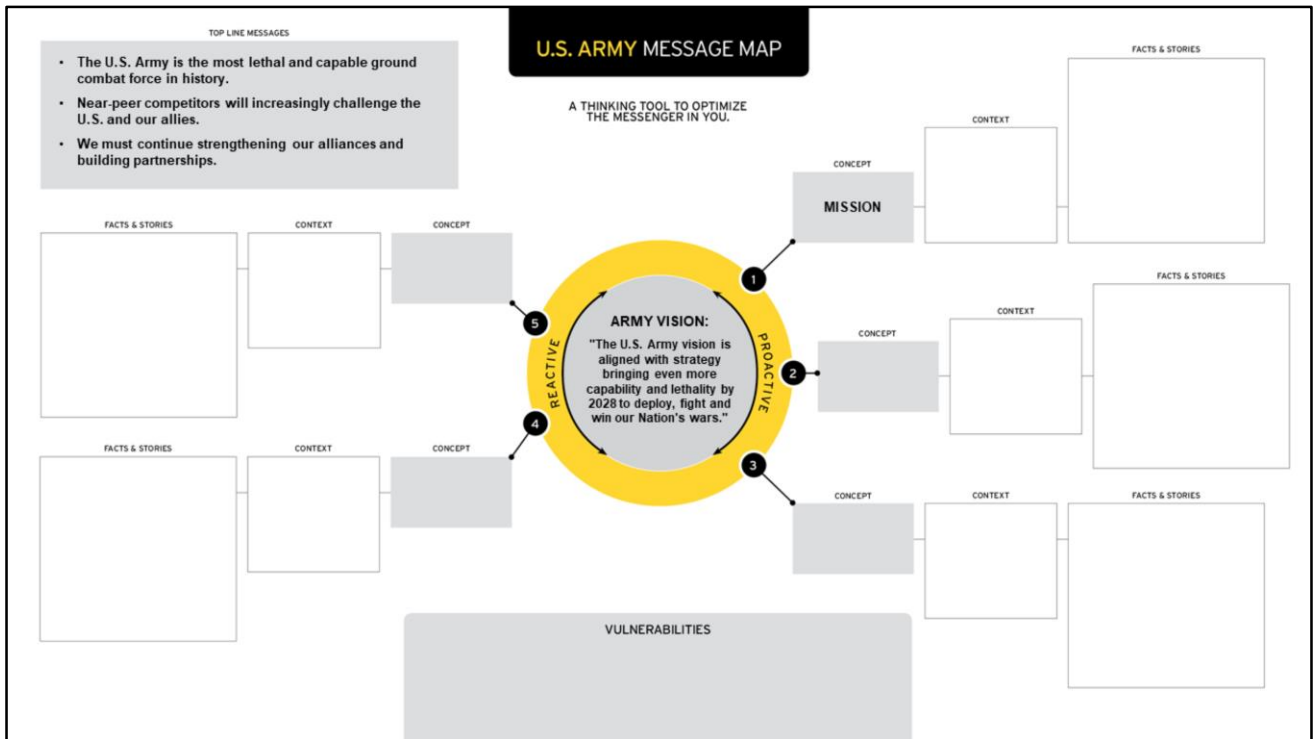
In this situation, the then-SMA prepared to discuss the Army's vision tied to strategy. He was preparing to engage with Congress, the press and others. Being prepared to talk about the Army from personal stories and examples aligned with Army messages proved powerful. The PAO for SMA Daily, MSG Tyrone Marshall, helped visualize a communication (articulation) goal by mentally preparing. Let's take a look at how this methodology was used to engage on the Army's vision.

Notice the three short sentences in the upper left box focused on lethality, competitors and partnerships. These are statements from the Army vision memo that SMA Dailey chose to align his engagement. Working with his PAO, he aligned his engagement with organizational goals. Using the message mapping process can help a spokesperson clearly see critical messages and the facts of talking points for more deliberate, authentic communication. This process can help you, too. The mapping tool is designed to help a spokesperson align, localize and personalize strategic messages.

In this case, the PAO discussed the material with the SMA and used the framework of the Army Vision which also supports the National Defense Strategy. No matter the situation, you too must mentally process facts, context, intellect, emotion and logic to reach the right audience with the right message and fact.



**Sequence 2:** Next, the SMA wrote precise words in the center. The words were from the Army vision. He developed a clear, concise center point (central theme) for mental direction. See the center point in this example? See the central theme or main purpose, "The U.S. Army vision is aligned with strategy bringing even more capability and lethality by 2028 to deploy, fight and win our Nation's wars." The spokesperson developed a headline to frame all knowledge. By mentally processing a clear central idea by personal association and evidence before an engagement, we are more likely able to communicate intended messages through our body, voice and words. Assembling information the way the brain works improves our memory and presentation. {click to next slide}



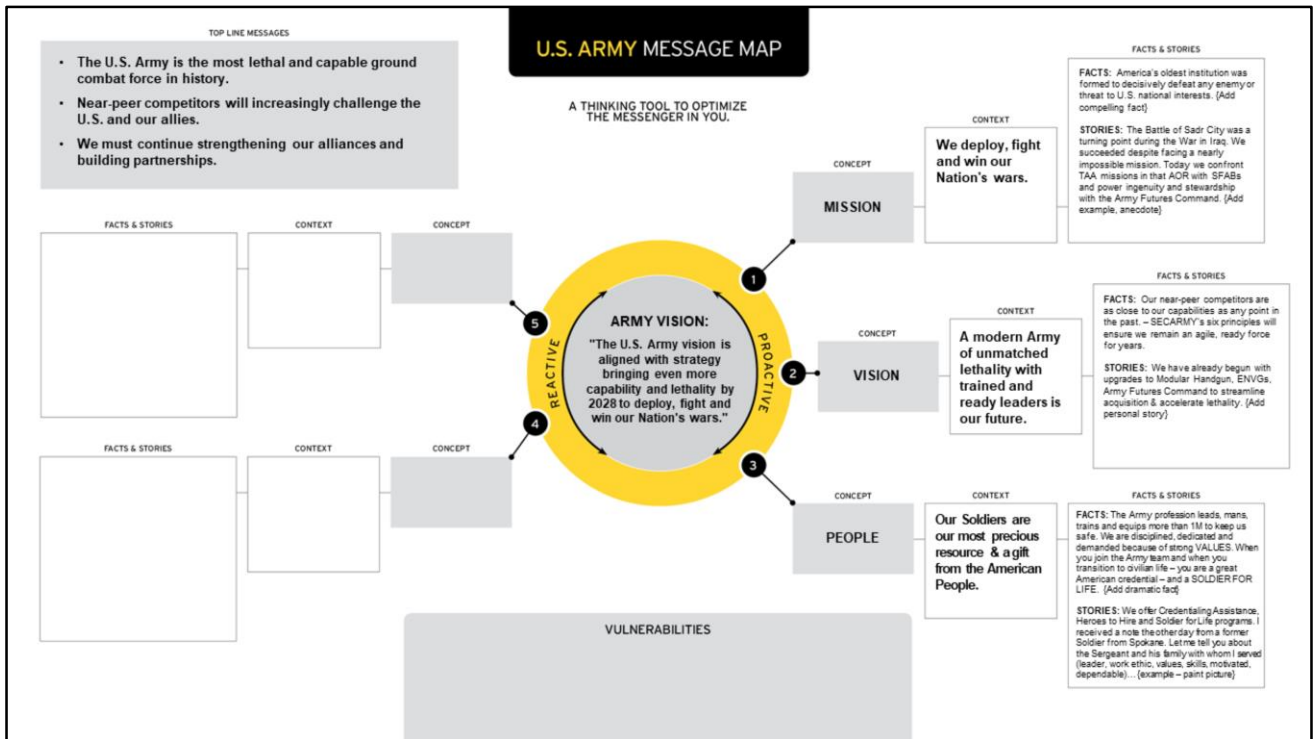
**Sequence 3:** In the next step, the SMA mentally prepared by associating one-word concepts to his main theme. He started with the mission as his first concept. {click to next slide}



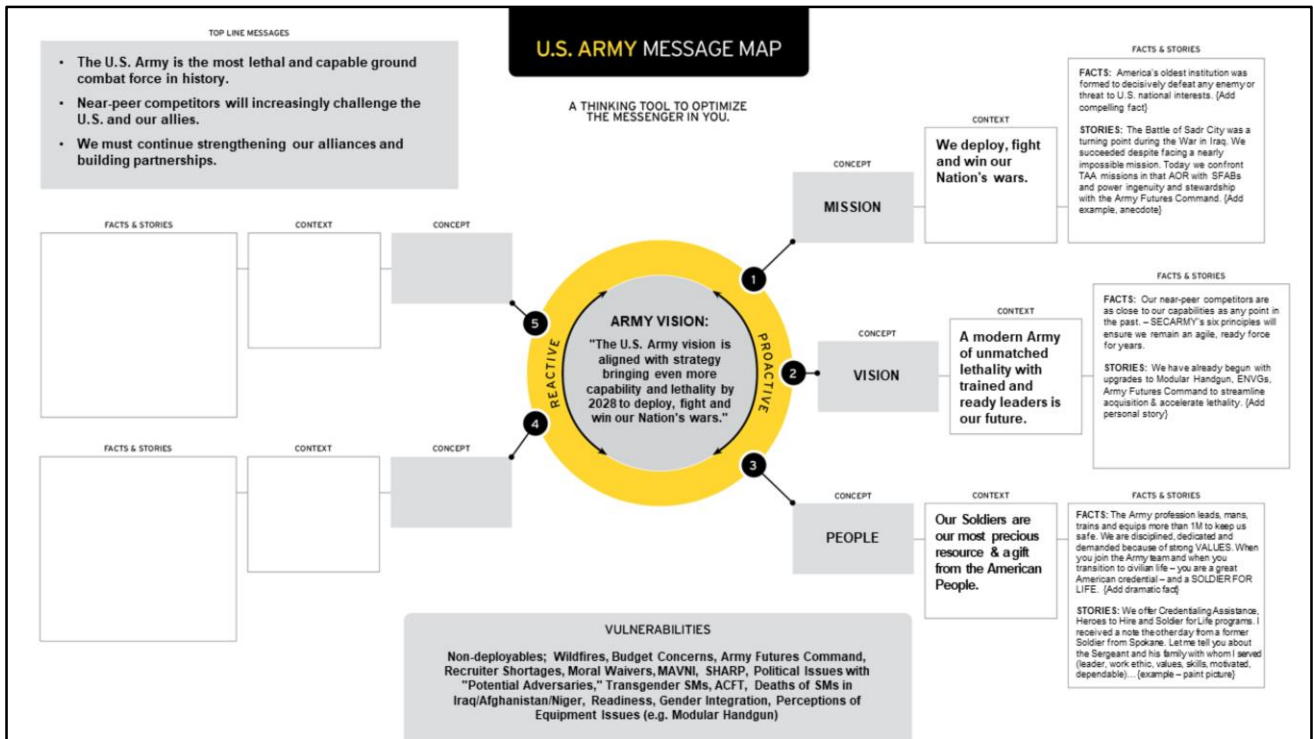








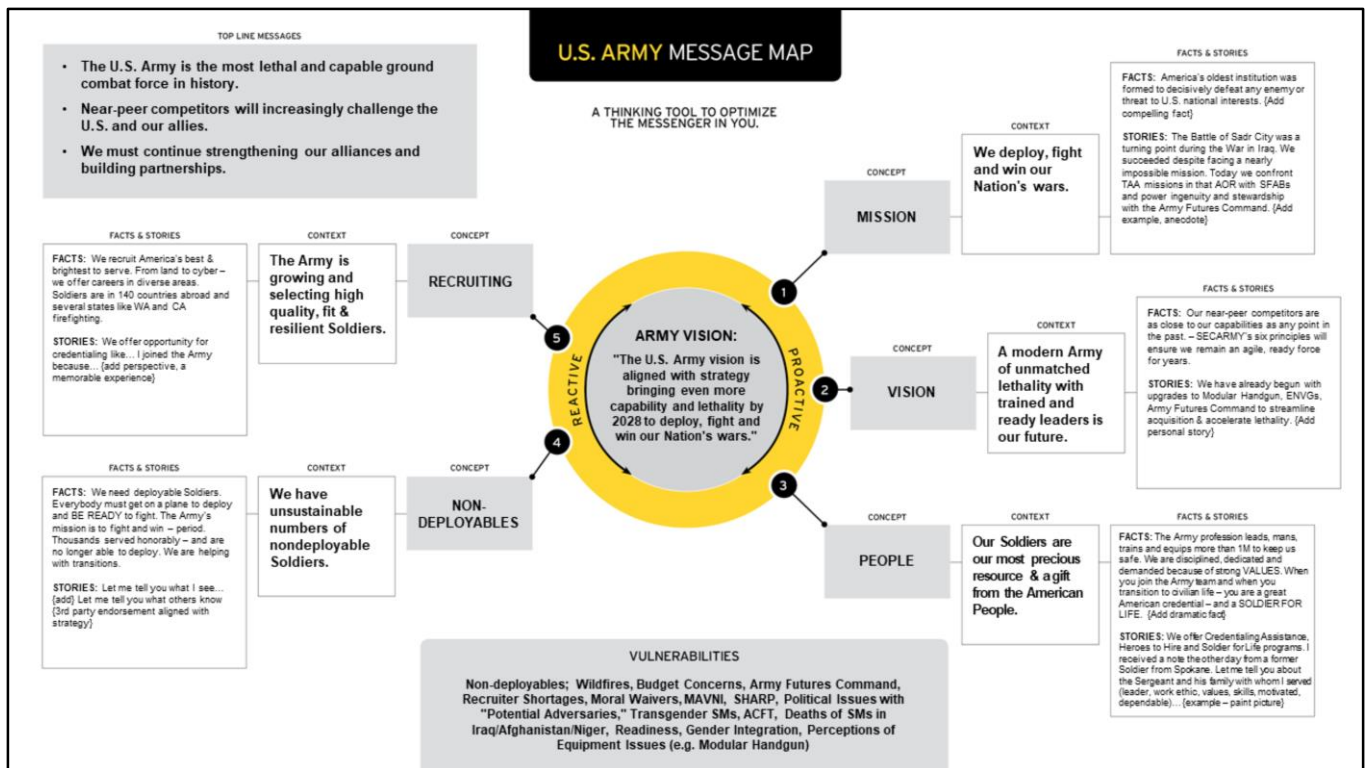
**Sequence 7:** There are three proactive concepts with branches and sequels to the stories. This is a great delivery plan for the proactive portions. However, we need to do more work to fully process the potential land mines associated with hot topics or news of the day. {click to next slide}



**Sequence 8:** Let's closely look at the slide at the bottom. Notice the gray box. It shows a list of hot topics that could pose a threat to the intended communication goal. These are vulnerabilities, and none should take over the dialogue. But, knowing the Army's position helps to confirm, correct and/or redirect to reinforce the Army values and broad position. Use this box as a way to deliberately 'red team' on the negatives issues. This is about expecting the unexpected.

As a rule, anticipate tough topics by listing and then mitigating them. Conceptualizing and verbalizing the Army position on tough topics helps to get it right in an engagement. That said, notice the 'reactive' area above the box and on the left of the center point. See numbers 4 and 5. These are the two most anticipated hot topics from the gray box of vulnerabilities. These require more synthesis, similar to leading concepts supporting the proactive concepts on the other side of the circle. Let's see which two hot topics were selected by the SMA considering the situation, audience and messenger. {click to next slide}





**Sequence 10:** Notice recruiting was chosen as another reactive concept. See the message that adds context with the Army's position. Look at the facts and stories associated with the main concept.

Notice that precise words support the SMA's and Army's point of view. The outcome was direct, concise, concerned and confident messages. That said, as you can see, a message map gives direction from a central idea.

**Pro Tip:** Don't allow yourself to get bogged down in topics that don't support your goal or are outside your purview. As a reminder though, if your situation calls for you to address the news of the day, use this model to help you chose the most important elements to discuss and set the record straight in the reactive portion. In any situation, leaders, spokespeople and PAOs should be engagement ready. Run drills and practice to ensure you have a ready Army response to acknowledge and move on to support the Army point of view.

# TEN INTERVIEW TECHNIQUES

- Pausing
- Repeating
- Consistency
- Asserting
- Flagging
- Headlining
- Blocking
- Bridging
- Opening
- Closing



## Objective: Ten Interview Techniques

We've talked about the top five rules, mind and message mapping. Our third concept to reveal is about control. How do you stay on message and control an interview? It's simple. Have a mental plan derived from message mapping, and practice good communication behavior using this control arsenal. These ten interview techniques along with a mental picture of your goal will ensure you are message driven, not question driven. Interview techniques are critical to master. Let's examine each.

\***Pausing:** gives you control! (A two- to three-second pause after a question helps you communicate in an intended way!)

\***Repeating:** take advantage of repeating your message to reinforce the Army's position.

\***Consistency:** proves you are credible.

\***Asserting:** can be used to communicate a message, redirect or set the record straight.

\***Flagging:** draws attention to your point and message! **"My top priority is.."**

\***Headlining:** conveys messages in concise, interesting headlines (eight words or less)

*{a message is a headline and a behavior exhibited in language}*

\***Blocking and Bridging:** transfers from a negative or vulnerable topic to a positive or an intended topic and message – "What's important is...."

\***Opening and Closing:** gives simple, short first and last impressions supporting your message(s). Now that you are armed, let's take a look at the likely components of a message-driven response. **{go to next slide}**

Pro Tip/note to trainer: Use multiple examples.

# INTERVIEW EQUATION

$$\text{Response} = (\text{a} + \text{M}) + \text{S}$$


**a:** Answer (little time)

 **:** Bridge (transition to the message)

**M:** Message

**S:** Story



## **Objective: The Interview Equation**

**Consider how you can use these components to further your message. Remember, questions are opportunities to communicate your message and story. (average soundbite is 11-15 seconds) The four components of a typical response.**

1. **An Answer**– is a brief confirmation of the obvious or a fact.  
(Note: **Spend little time here**, and bridge naturally to your message. You can generalize, for example; ‘I’m aware of the issues and we have some work to do, but what’s important..... ‘ (If you as spokesperson don’t actually answer the question, you will appear evasive or “messagy,” which could turn the reporter against you, destroy any rapport, and tarnish your credibility. So answer briefly, and avoid negative words.) Dwell on the answer only if it adds context supporting your interview goal. A spokesperson should provide an answer to the core element of the question.
2. **(the bridge)**– is a simple transition phrase to your headline (message) and story.
3. **A Message**– is a short verbal headline and/or other behavior emphasizing an intended point.
4. **A Story** -- emphasizes **personal, human accounts of feelings and facts giving examples that make the message stick!** (HINT: **Spend most time on the story.**)

***\*Let's look at a few good bridging phrases. {next slide}***



# BRIDGING PHRASES

**“Yes / no / I don’t know...”**

“...what I do know is...”

“...another point I should make is...”

“...what’s also interesting to note is...”

“...here’s what we’ve done as a result of that...”

“...what’s important to keep in mind is...”

“...let me put that into perspective...”

“...what’s more interesting is that...”



## Objective: Bridging Phrases

Here are some examples of bridging phrases that can help you transfer quickly from your answer to your message and story. Pick a couple to practice.

***The power of communication is within YOU.***

**Reminder: Spokespeople should consult public affairs professionals and seek additional bridging phrases available on the PA Portal.**

**PRACTICE, PRACTICE, PRACTICE – it’s necessary, not superficial.**

# **PRACTICE, PRACTICE, PRACTICE!**

It's necessary, not superficial.



PRACTICE, PRACTICE, PRACTICE

# READY RESOURCES

## Explore resources available on the Public Affairs Portal:

<https://army.deps.mil/army/cmds/ocpa/paportal>

**Please Note:** Select your Email CAC certificate when prompted.

This site includes the Army Communication Toolkit with video tutorials, mapping templates, the Army Communication Guidebook; messages and more.



### Objective: Ready Resources

Fourthly, spend time building the effective Army messenger in you. Use the resources available on line at the PA Portal and seek help from your local PAO.

# PRACTICAL EXERCISE

## **The Interview: Mental Preparation & Practice** *Bringing Your Army Story to Life*

Apply learning objectives in a practical exercise.

- ☐ Receive a scenario and situation.
- ☐ Use the Communication Top Five Rules.
- ☐ Prepare a message map.
- ☐ Use your message map and interview techniques.
- ☐ Get feedback. Continue practice.



### **Objective: Apply learning objectives in a practical exercise.**

Lastly, we'll apply learning objectives after we take a break. You will:

- ☐ Receive a scenario and situation.
- ☐ Use the Communication Top Five Rules
- ☐ Prepare a message map.
- ☐ Use your message map and interview techniques.
- ☐ Get feedback. Continue practice.

**Pro Tip:** Replicate a realistic setting to depict either a TV, Public or Congressional engagement. Use the After Action Review (AAR) to facilitate discovery immediately following the interview or engagement. Record the replicated engagement for the AAR to discuss verbal and non-verbal behavior. Video playback is preferred. Proper resources are critical for the practical exercise.

# READING LIST

- | *How to Mind Map – The Thinking Tool That Will Change Your Life*  
Tony Buzan
- | *Building an Authentic Leadership Image*  
Criswell Corey and Campbell David
- | *You, Not I: Exceptional Presence Through the Eyes of Others*  
Jennifer K. Crittenden
- | *You Say More Than You Think*  
Janine Driver
- | *You Cant Lie to Me*  
Janine Driver
- | "Persuasive Presentations"  
Nancy Duarte
- | *Focus, The Hidden Driver of Excellence*  
Daniel Goleman
- | *The Silent Language of Leaders*  
Carol Kinsey Goman

- | *Pitch Perfect*  
Bill McGowan and Alisa Bowman
- | *Encountering the Media, Media Strategies and Techniques, Pocket Tips*  
Barry J. McLoughlin
- | *Overcoming Panic and Fear, Risk and Crisis Communications, Pocket Tips*  
Barry J. McLoughlin

## MUST READS:

### **Baseline Presence:**

*Building an Authentic Leadership Image*

### **Basics on Mind Mapping:**

*How to Mind Map*

### **Conceptualizing for Impact:**

*Persuasive Presentations*

### **A Media Producer View:**

*Pitch Perfect*



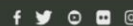
Reading List for future discovery.

The list is available on the PA Portal.



# COMMUNICATION TRAINING

United States Army



**Objective: Closing for Communication Training**