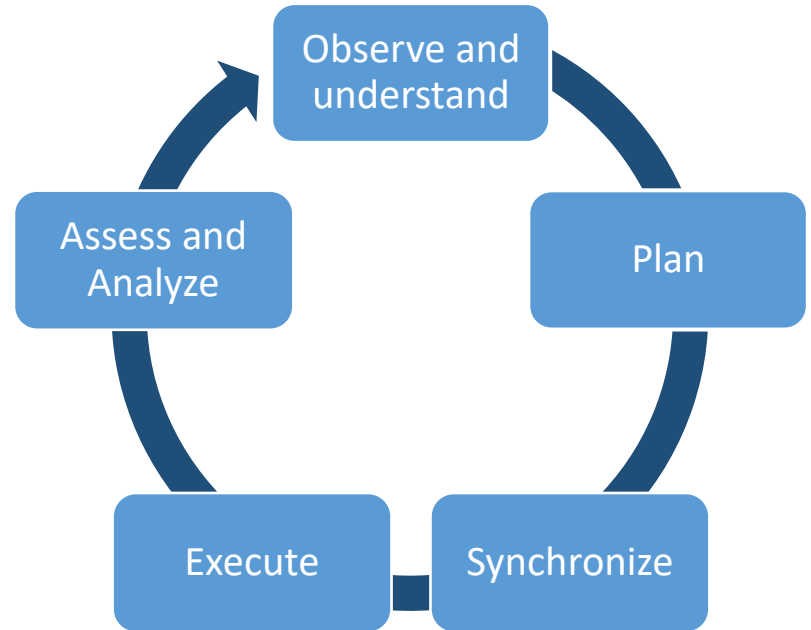


Strategic Communications for Leaders

Mary Markovinovic
PAO/Adjunct Professor
DKI APCSS

Agenda

- Types of Communication
- What happens when Communications go wrong?
- Building a StratCom Plan
- Synchronizing the Plan
- Case Studies
- Measures of Effectiveness



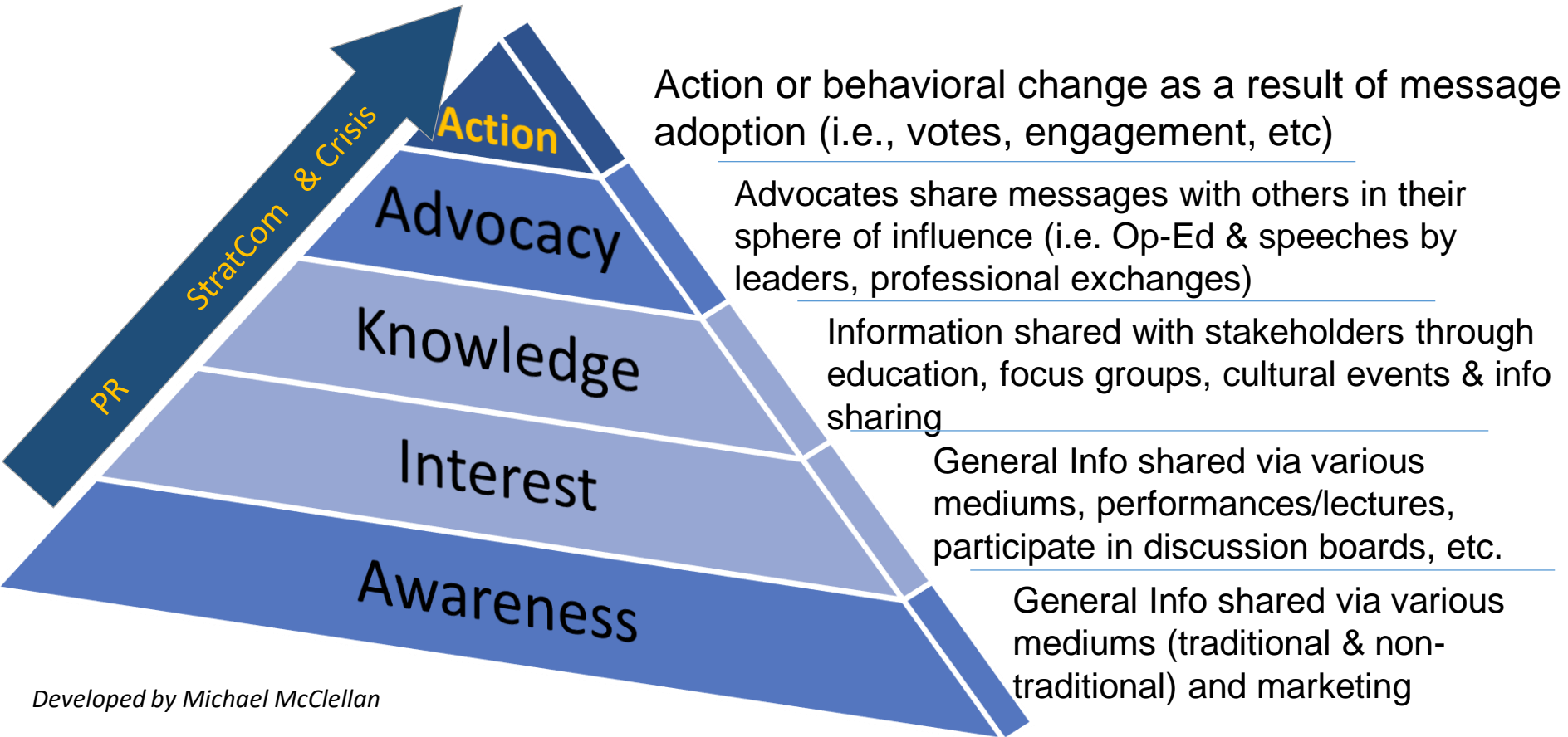
Communication Strategy

A communication plan should be part of every major plan otherwise how will people understand:

- Your mission goals & objectives
- What actions they should take
- Whether the program was successful
- Why they should trust your plan or organization



Communications Pyramid



Developed by Michael McClellan

Strategic Communication:

The right message

Through the right media

to the right audience

at the right time

with the right effect



Problems caused by poor communications



The Washington Post

Despite talk of a military strike, Trump's 'armada' actually sailed away from Korea

On April 16, one week after U.S. officials suggested it had been ordered to leave Singapore and sail north toward the Korean Peninsula, the USS Carl Vinson was seen headed in the opposite direction leaving the Sunda Strait.



THE WASHINGTON POST

The New York Times

“(White House officials) described a glitch-ridden sequence of events, from a premature announcement of the deployment by (PACOM) to an erroneous explanation by (SECDEF) – all of which perpetuated the false narrative that an American armada was racing toward the waters off North Korea.”

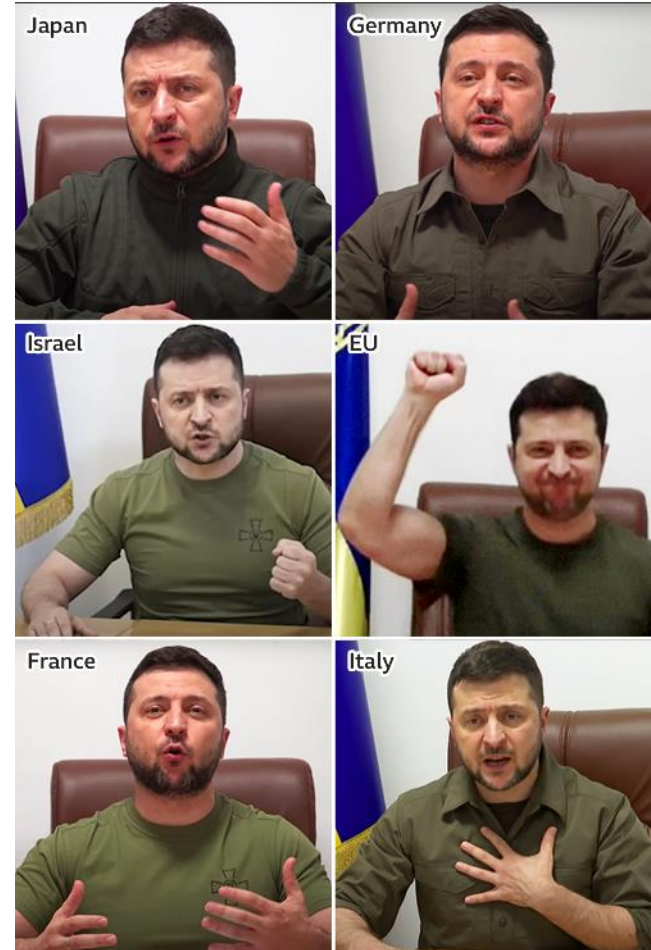
Strategic Messaging

Has been very successful for the Ukraine in several areas:

- Pre-bunked Putin narratives
- Upended Putin's original strategy
- Unified in opposition to the invasion
- Drove unprecedented levels of economic sanctions and business withdrawals from Russia

--Peter Singer

Zelensky's parliamentary appearances



How did he do it?

- Focused messages
- Knew his audiences
- Customized messages
- Use memorable words and phrases.
- Be authentic

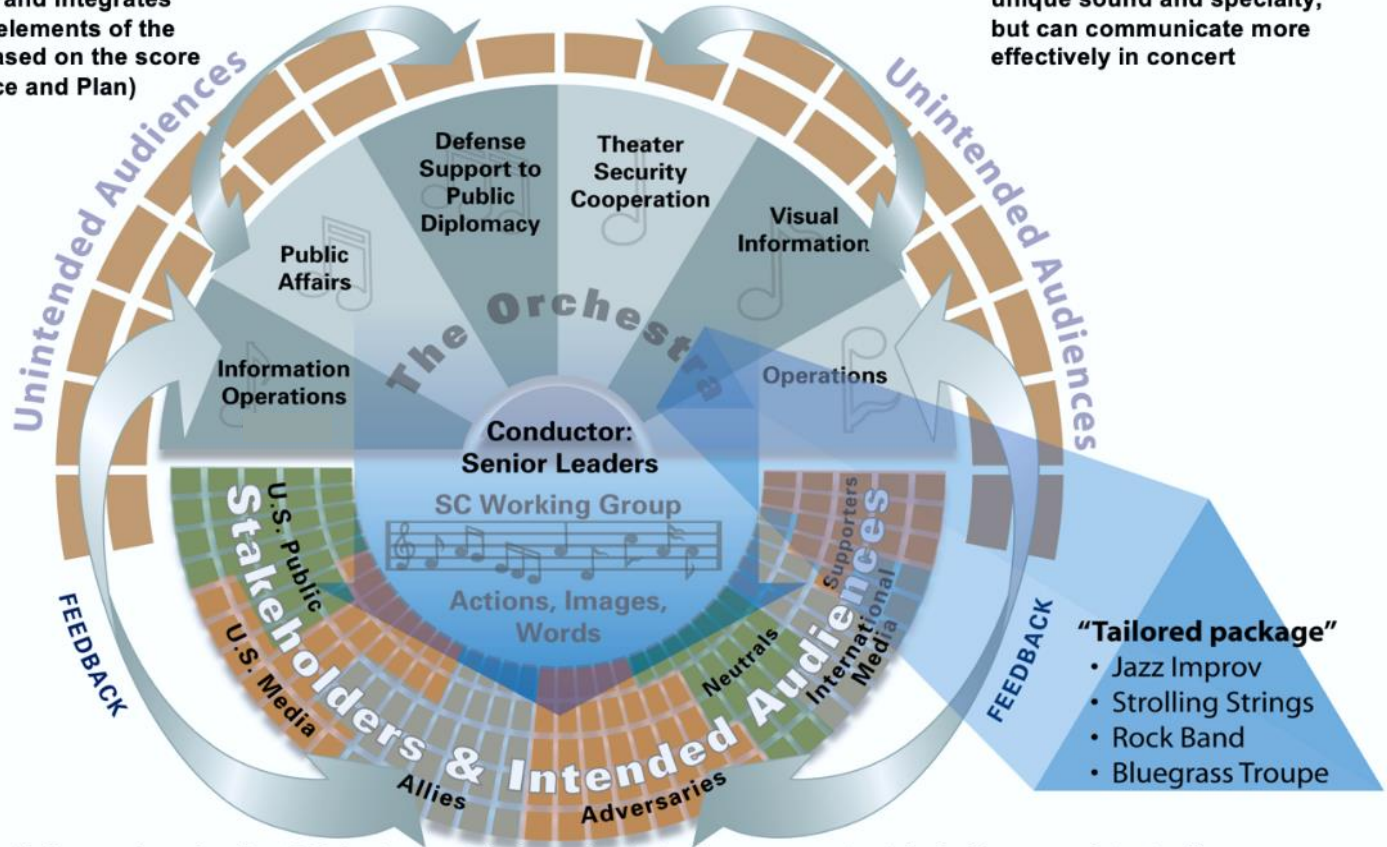


UKRAINIAN PRESIDENTIAL PRESS SER

- Means:
 - Briefings/Interviews with media
 - Testimony before various countries' parliaments
 - Customized videos

- **Conductor (Senior Leader)** coordinates and integrates the various elements of the orchestra based on the score (SC Guidance and Plan)

- All instruments retain their unique sound and specialty, but can communicate more effectively in concert



The selection, timing, and emphasis of SC instruments help orchestrate the message to stakeholders consistent with a desired effect or commander’s intent. The Conductor must continuously adapt the score based on stakeholder feedback.

Information Forces

Guide for the Integration of Information in Joint Operations (cont.)

F. OIE toolbox: capabilities, operations, and activities for leveraging information

 Civ-mil ops Coordinate Establish Exploit Influence Maintain	 Cyberspace ops Degrade Deny Disrupt	 EMSO Degrade Deny Destroy Enable Exploit	 KLE Communicate Engage Establish	 MILDEC Deceive Distort Exaggerate Manipulate	 MISO Amplify Clarify Counter Educate Influence	 MISO Inform Mitigate Persuade Reinforce
 OPSEC Coordinate Establish Exploit Influence Maintain	 Public Affairs Inform Mitigate Persuade Reinforce	 Enhance Inform Reinforce	 Combat Camera Communicate Clarify Document Enhance	 Inform Persuade Reinforce	 Space ops Degrade Deny Disrupt	 STO Enable Support

Legend

C2	command and control	MILDEC	military deception
CCIR	commander's critical information requirement	MISO	military information support operations
CCMD	combatant command	MOE	measure of effectiveness
Civ-mil	civil-military	MOP	measure of performance
CO	cyberspace operations	OE	operational environment
COA	course of action	OIE	operations in the information environment
DOD	Department of Defense	OPCON	operational control
EMSO	electromagnetic spectrum operations	ops	operations
HHQ	higher headquarters	OPSEC	operations security
IE	information environment	PAI	publicly available information
JA	judge advocate	ROE	rules of engagement
JFC	joint force commander	STO	special technical operations
JOA	joint operations area	TACON	tactical control
KLE	key leader engagement		

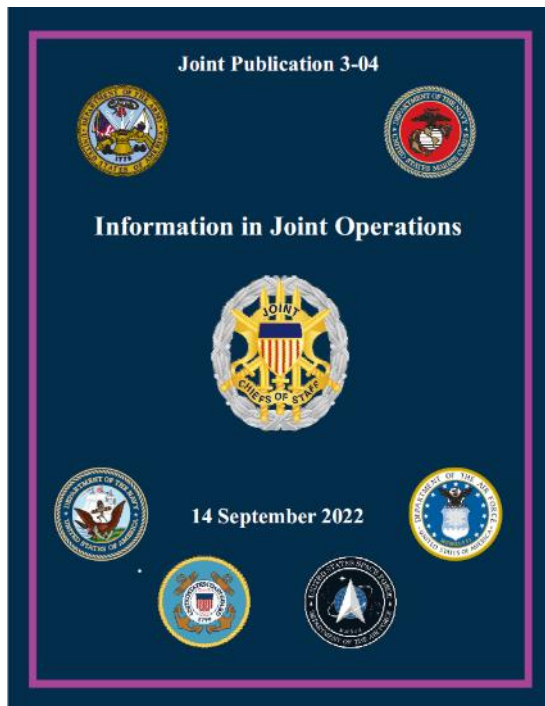
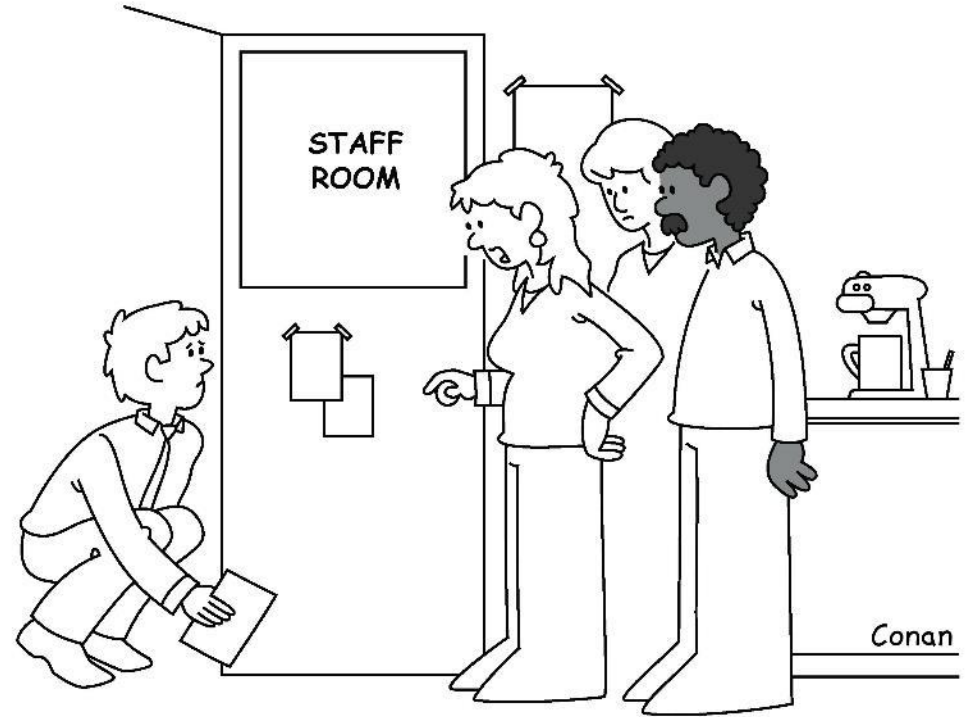


Figure C-1. Guide for the Integration of Information in Joint Operations (cont.)

Building a plan

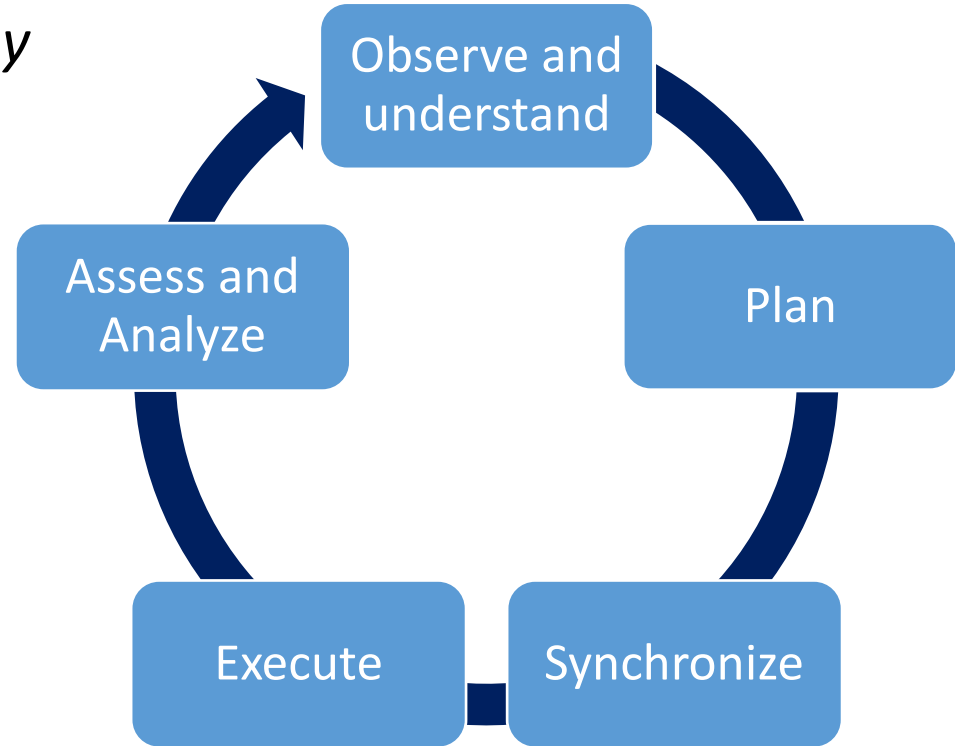


"I'm not sure slipping notes under the door is the best communications strategy."

Requires Planning

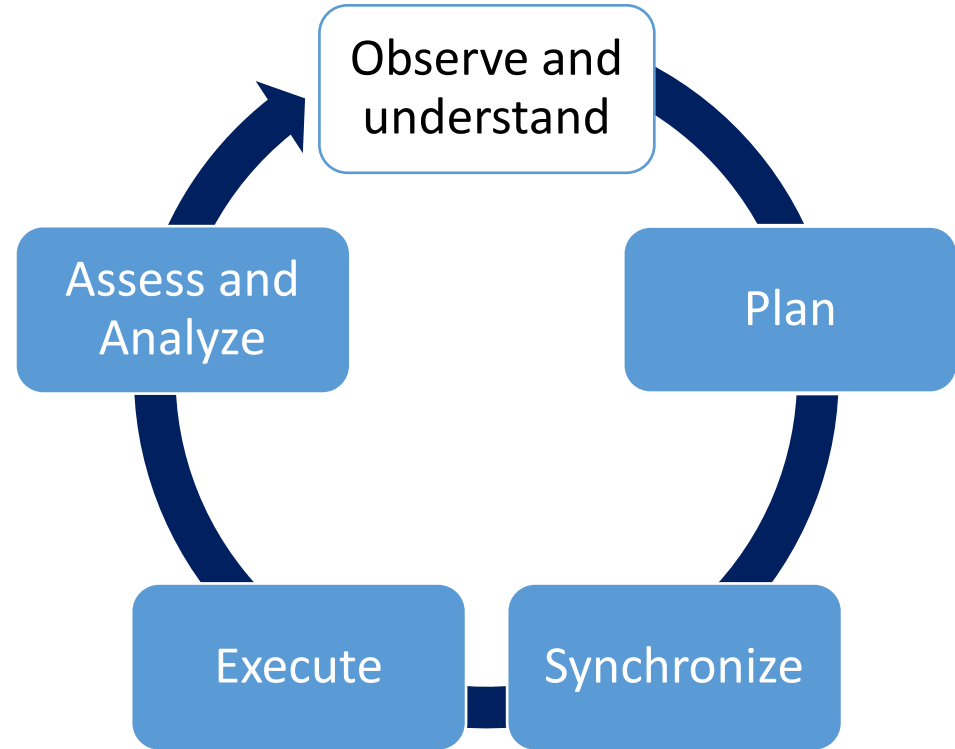
Follows a *plan* and *methodology*

- Aligned with mission goals
- Research-based
- Sets priorities
Proactive and reactive
- Tactically sound
- Accountable and measurable



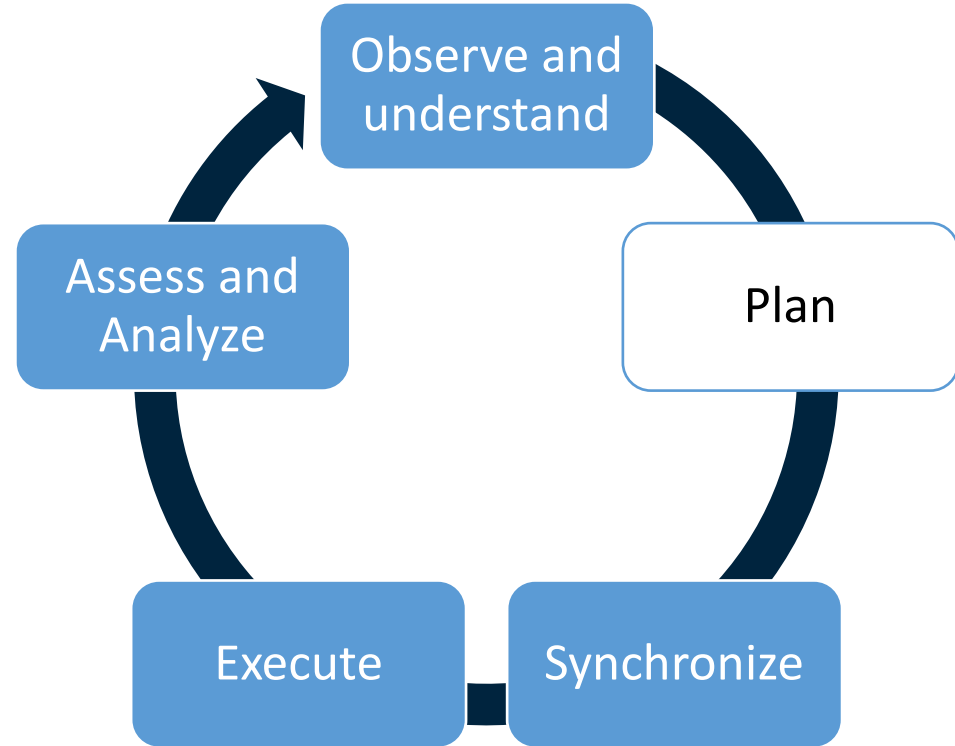
Observe and Understand

- What are your goals?
- What behaviors do you want to change?
- What how does the local environment impact your messages?



Planning

- Which audiences need to be reached?
- What change in behavior is required?
- What messages would be appropriate?
- Which channels of communication would be most effective?
- How will the communication process be monitored and evaluated?



Elements of a Strategic Communication Plan



Who is your audience?

- Who needs to receive or understand this information?
- Who are the influencers?
- Who are their influencers?



Audience Analysis















A nalyze	Who is/are the recipient(s)?
U nderstand	What is their knowledge of your message?
D emographics	What is their age, gender, education level, position?
I nterest	What are their interests or investment to your message?
E nvironment	What is your relationship to the audience? What is their likely attitude to your message? Have you taken cultural differences into consideration?
N eeds	What information does your audience need?
C ustomize	How do you adjust your message to your audience?
E xpectations	What is your audience's expectations?

Table 1 Audience Analysis

<http://writingcommons.org/index.php/2013-12-30-04-56-15/2014-02-04-20-46-53/audience-analysis-primary-secondary-and-hidden-audiences>

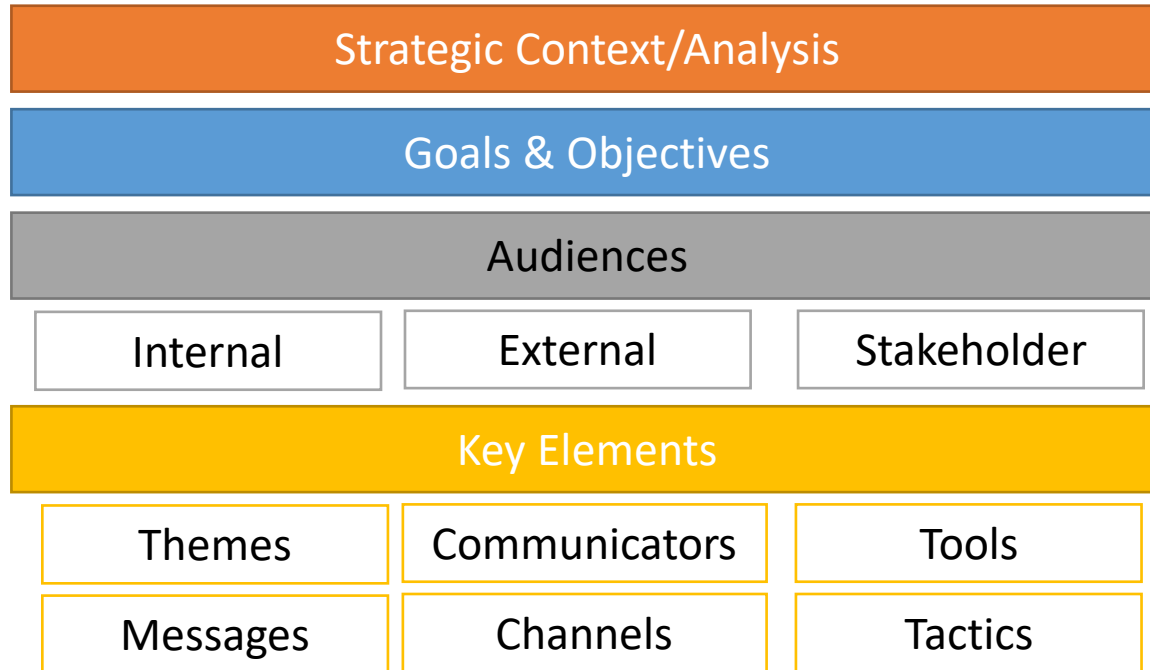
One policy - 4 generations

4 generations will be working side-by-side in 2020. Here we look at the most effective ways to communicate with each.

	Baby Boomers (1945 - 1960)	Generation X (1961 - 1980)	Generation Y (1981 - 1995)	Generation Z (after 1995)
Preferred ways to engage	 Phone	 Email  Text	  Text Social media	 Handheld devices
Preferred comms methods	 Email  Phone  Face to face	 Email  Text	 Online  Mobile	 Facetime

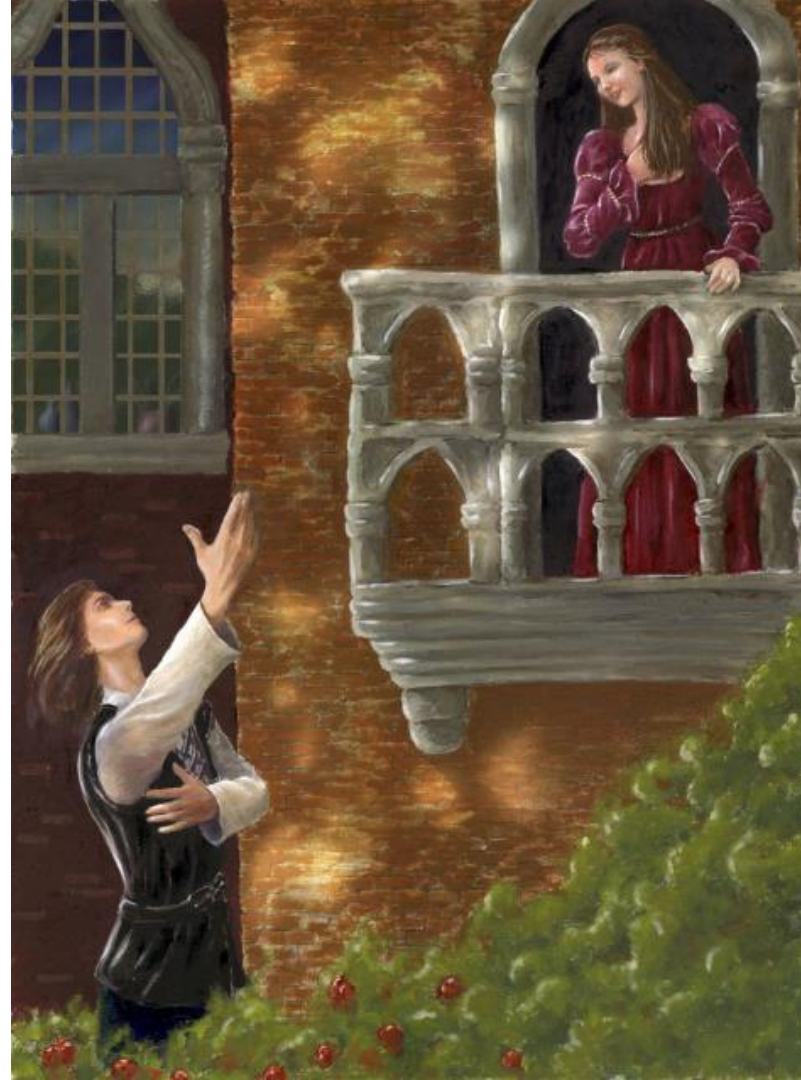
Source: Barclays

Elements of a Strategic Communication Plan



Communicating Your Point

- **Themes** – overall idea – what you want people to understand
- **Messages** - what you say so they will understand
- **Narratives** – Using stories to express your idea
- **Frames** – Points of View that influences the receiver.



Theme Example

“We will continue to fly, sail, and operate wherever international law allows and demonstrate resolve through operational presence in the South China Sea and beyond.”

Message Example 1

"We view with concern [China's] unlawful claim to the entire South China Sea — directly and negatively impacting all of the countries in the region, from their livelihood, whether it be with fishing or access to natural resources," Aquilino said. "Those are the things that lead me to believe that our execution of integrated deterrence has to occur now, and with a sense of urgency."

DoD News, Aug. 4, 2021

<https://www.defense.gov/Explore/News/Article/Article/2720047/us-will-continue-to-operate-in-south-china-sea-to-ensure-prosperity-for-all/>



Message Example 2



Beijing's claim to the vast majority of the South China Sea has no basis in international law. That assertion treads on the sovereignty of states in the region. We continue to support the region's coastal states in upholding their rights under international law.

– (27 July 2021)

Creating a Narrative

An easily expressed story that:

- Resonates with the group
- Taps into deep cultural identity
- Includes a call to action
- Has credibility
- Future focused
- Emotional symbolic imagery

Adapted from David Kilcullen, 2007



Photo: Associated Press' Khalid Mohammed

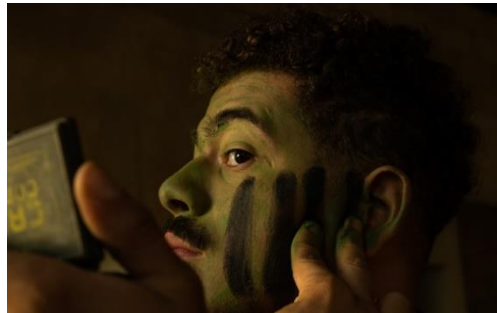
How are people motivated?

Are they motivated by...

- Positive?
- Negative?
- Wanting to help?
- Wanting to profit?



Storytelling - Personify and exemplify



Framing Your Point

Things to consider:

- History
- Culture/Religion
- Biases
- Benefits/Risks
 - Financial
 - Environmental
 - Humanitarian



Who can best share your message?

- Traditional Media .
(Print, TV, Radio)
- Teachers/Religious leaders
- Political leaders
- Internet sites/Social Media
- Entertainers
- Internal audience

Cultivate and maintain good relationships before, during, and after your campaign.

How do does your audience want to receive information?

Communication channels

Efforts to inform and engage the public



Face-to-face engagement



Media relations



Social media engagement

Tailoring messages for the medium

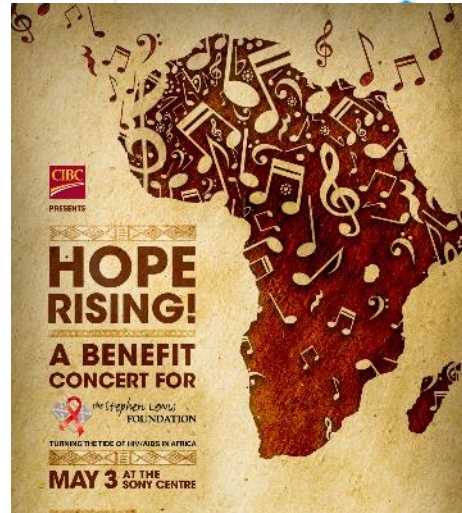
How can I package my ideas to ensure maximum audience receptivity?

- Useful graphics
- Topics people care about
- Compelling photos of people

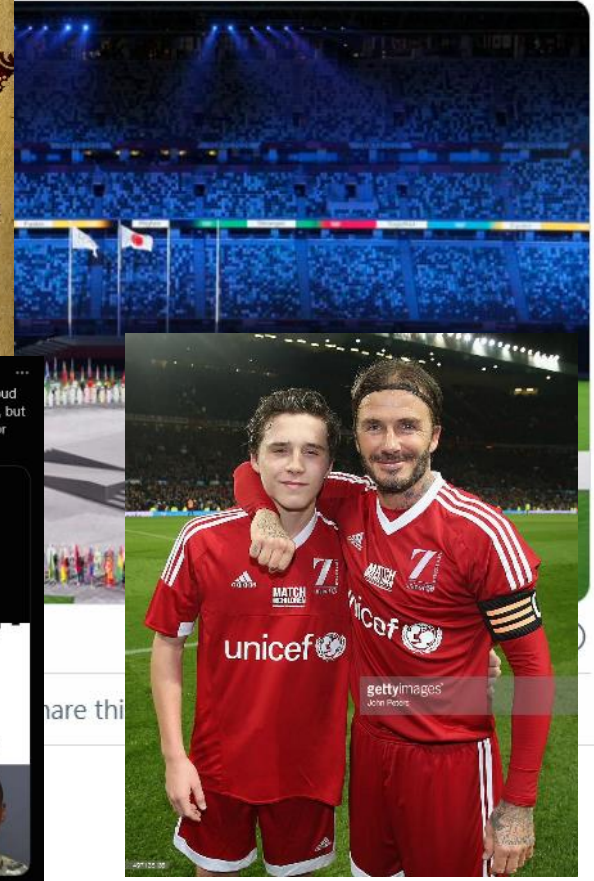


Events

- Events can be the reason for the plan
- Or a tool for implementing a plan

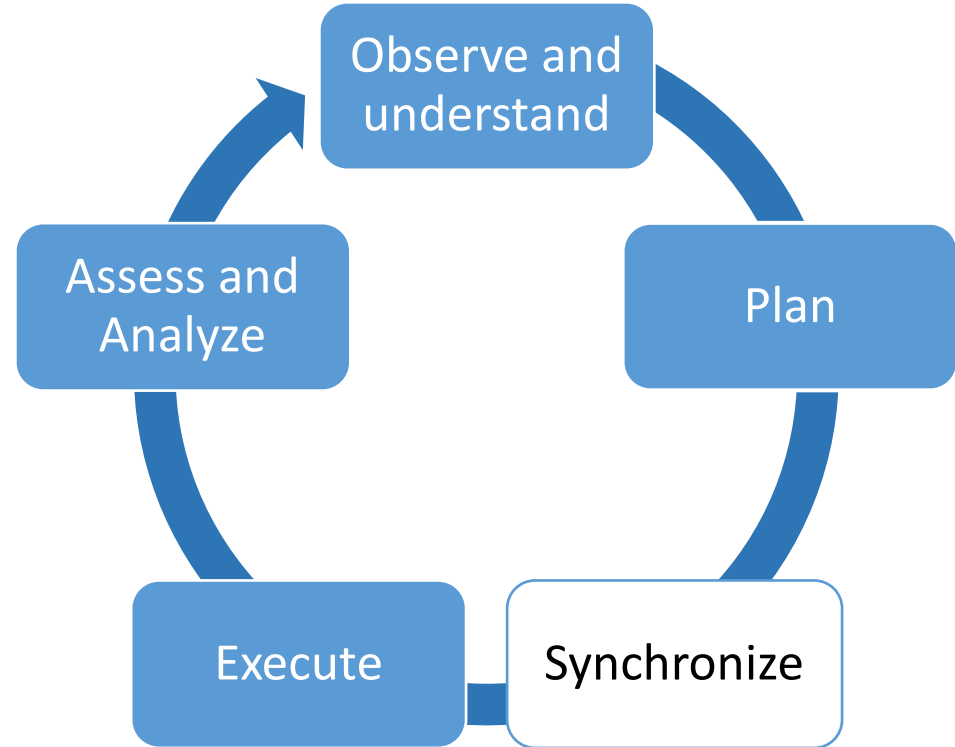


the #Tokyo2020 #ClosingCeremony



Synchronize the Plan

- Coordinate messages & events in advance with other stakeholders.



Synchronize the Plan

- Interagency coordination to synchronize efforts.
- Coordinate strategic planning for both domestic and international audiences.



Synchronize your plan

Example from the World
Health Organization



Synchronizing Images and Actions

Your photo or photo op should match the intent of your message.

Or make sure there isn't evidence against your message.

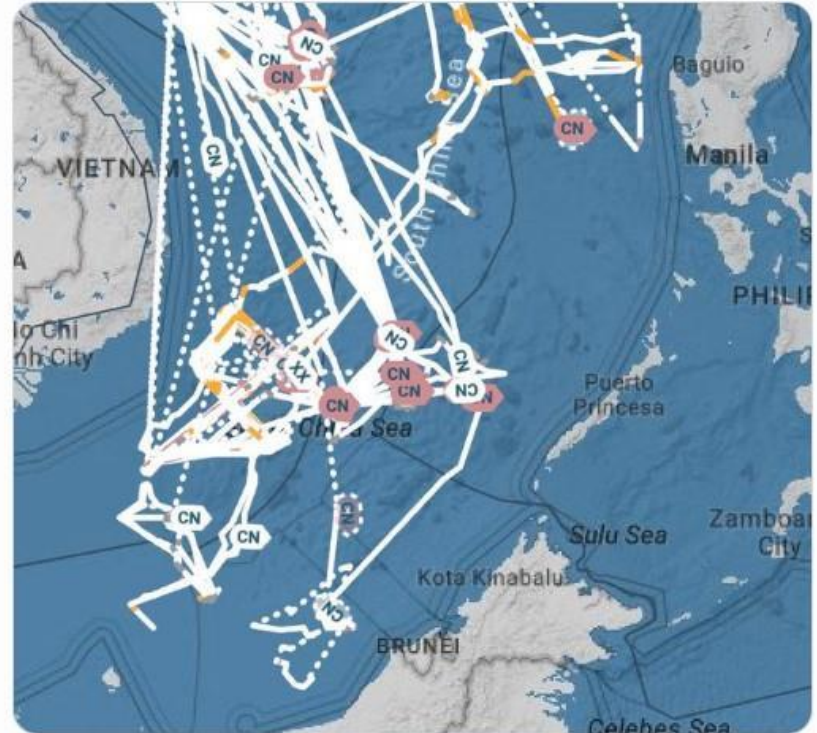


Ray Powell [@GordianKnotRay](#) · 6h

[#China's](#) Defense Minister at [@IISS_org](#)'s Shangri-La Dialogue: "Chinese ships and aircraft never go near other countries' airspace and waters." 🇨🇳

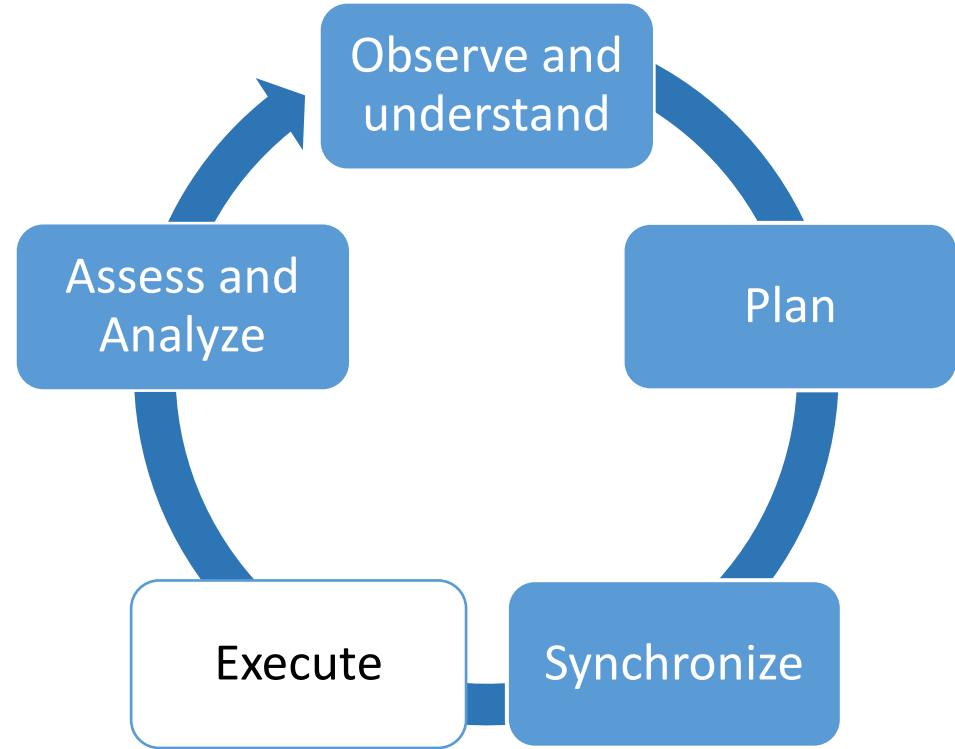
China's neighbors 🇺🇸 🇵🇭 🇯🇵 🇸🇰 🇮🇩 🇪🇺 🇻🇳

📍 China's coast guard, maritime militia & survey ships in the [#SouthChinaSea](#), 1-31 May 2023 📍



Executing the Plan

- Disseminate consistent messages – appropriately adapted to meet the requirements of different media channels to reach your publics.
- Deliver these messages with a unified voice through various spokespeople.



Message Coordination Examples

- Local Government Energy Program
- National Government Elections
- Whole of Society – Defense Support
- National Communications - NATO exercise

Communications Strategy Table Template

PURPOSE	AUDIENCE(S)	MESSAGES	CHANNELS	PRODUCTS	LEAD
Build political support	Mayor, city council	Energy efficiency is improving local residents' quality of life and saving them money	One-on-one meetings, presentations to council	One page program summary with citizen testimonials	Program manager
Attract additional funding	Foundations, government agencies	The program has a compelling business model for delivering cost-effective energy efficiency	One-on-one meetings	One page program summary, business plan	Program manager
Create opportunities to expand the program	Nearby city governments and program partners	We have an opportunity to bring the benefits of energy efficiency to a broader region through a proven program model	One-on-one meetings, presentations	Program summary, replication plan	Program summary, replication plan
Help support other programs by sharing lessons learned	Energy efficiency program administrators	Learn from what has been successful and avoid our mistakes	Conference presentations	Presentation, lessons learned report	Program manager
Attract partners	Public and non-profit organizations with a related mission	This energy efficiency program can help you achieve your goals	One-on-one meetings, presentations	Program summary	Partnership staff
Build demand by demonstrating success	Homeowners in program's target markets	Your neighbors have increased their comfort and saved money—you can too	Local advertising, direct mail, website	Yard signs, advertisements, flyers	Marketing and outreach staff

Message Coordination

1st Iraqi Election Example

Themes– Voting is essential for the nation and will be safe

Media/Civic engagement coordination done together- Iraqi & US

- Government of Iraq – PM, Ministry of Defense, Ministry of Foreign Affairs, religious leaders, teachers, police chief, etc.
- US support– Senior military & diplomatic leader engagement & interviews.

Example of interagency coordination across lines of operations for an election

- Elections - Government message to ensure “fairness, honesty, widest participation for a unified nation.”
- Organizations sharing information
 - Election committee
 - Information about polling locations and processes
 - Information about candidates & issues
- Police/Security forces
 - Information on what is being done to protect voters and avoid/curb violence during elections
- Who else has a part of this?
 - Community leaders – encourage people to vote
 - Schools – education about elections, visits to government offices or speakers visit classes
 - Ministry of Foreign Affairs - provide talking points to ambassadors in other nations.



Referendum Engagement



	8	9	10	11	12	13	14	15 Referendum	16
GEN			←	3,4,6 (Radio)	TBD		→		
MG BG		A1: 3,4,6 (Arabic)		L2: 3,4,6 (Radio)		L2: 3,4,6			L2: 5,8,6
MNF Other			DCSINT 6	←	Cdrs o/o 3,4,6		MNC CG 3,4,6 →		
US AMB	←				DOS Working				→
DOS other	←				DOS Working			SecState 7,8 (Address)	→
PM President		Kubba 2	PM 1,2,5	Kubba 2,3	Ministers 1,2		Pres 1,2,5		ITG 1,8
MOI or MOD	MOI 3,4	Qadir (T) 3,4		Babiker (T) 3,4			MOI/MOD 2,3,4		
Other		IECI 2		Korsheed (T) 3,4,6	WAQF (T) 1,5				
Other Event		Fallujah Haditha	Tikrit (IECI) Sul'mani'a	Diwaniya Haditha	Haditha				← DOS Media Surge (4 Cities) →

Messages

- | | | |
|-----------------------|---------------------------|---|
| 1. Unified Iraq | 4. Capable ISF | 7. Legitimate Government |
| 2. Participate/Vote | 5. Opportunity for Iraqis | 8. Congratulate Iraqis or
Condemn Terrorists |
| 3. Secure Environment | 6. Insurgency Incapable | |

Singapore Total Defence Program

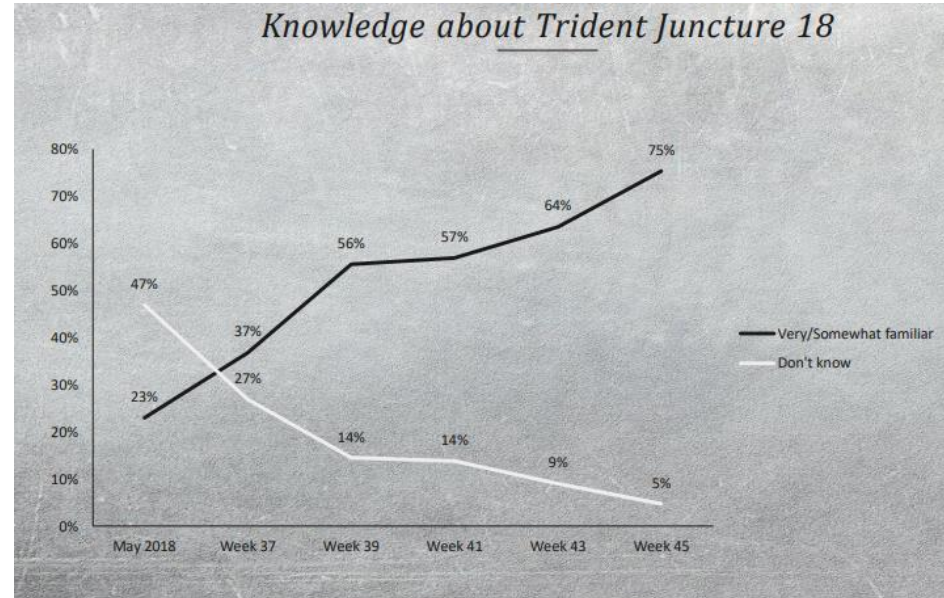
Long term whole-of-society program which includes promotion on:

- Mainstream media
- Social Media
- Co-creation: film, digital animation, docudrama, photo competition, puzzles, card game, song contest.

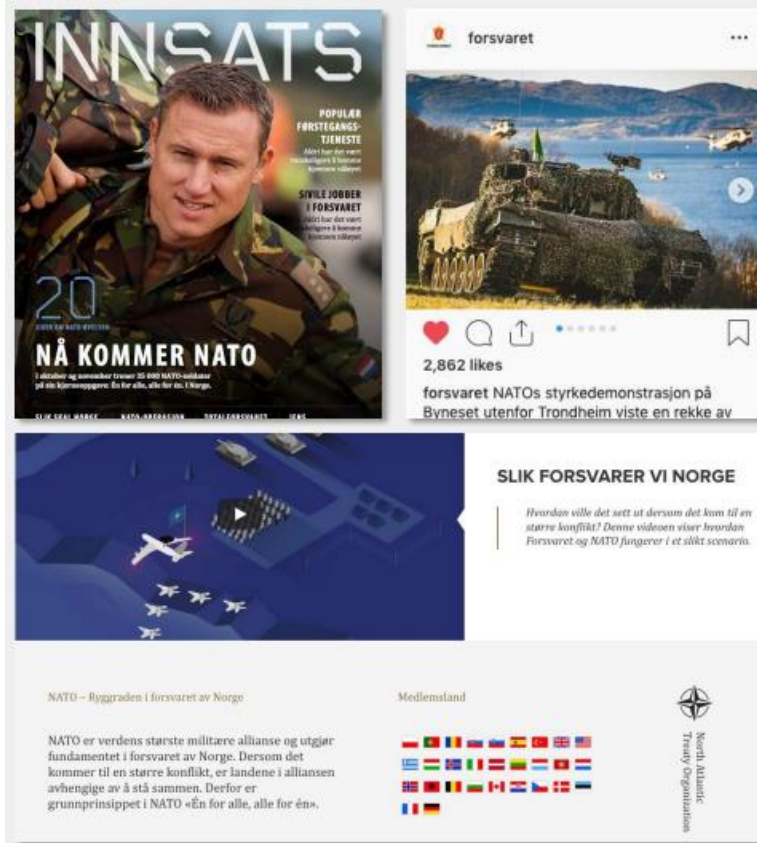


NATO/Norway – Trident Juncture

- Strategic communication plan to raise awareness of an upcoming NATO exercise over 4 months
- Developed clear goals:
 - Explain the value of NATO without scaring the population
 - Reach more than 50% of the population 5x






NATO/Norway – Trident Juncture






- Utilized various platforms
 - Mainstream Media
 - Social Media (Facebook, Instagram, Snapchat)
 - Face to Face with community leaders
- Messages/Styles
 - Video, text, stories and animations.
 - How we (Norway and NATO) defend ourselves. And how the NATO Total Defence concept works.

Be prepared
for pushback



 **Russian Embassy, UK**  @RussianEmbassy · Nov 3, 2018 


.@NATO forces in Latvia, Lithuania, Estonia and Poland reached 11.000 in 2018 vs 2.000 in 2015. They have all types of offensive weaponry. Who is being aggressive?..



 **Oana Lungescu**  @NATOpres

.@RussianEmbassy Get your facts right. The #NATO battlegroups in #Estonia, #Latvia, #Lithuania & #Poland include under 5,000 troops - defensive, rotational & transparent. It's all on our website so [#StopFakingNews.nato.int/nato_static_fi...](https://www.stopfakingnews.nato.int/nato_static_fi...)

 266  10:40 AM - Nov 4, 2018 

 123 people are talking about this 

RIMPAC



RIMPAC News

RIMPAC 2022 Concludes

The world's largest international maritime exercise concluded Aug. 4 following more than a month of realistic, relevant combined operations training conducted in and around the Hawaiian Islands and Southern California.

Partner Nation EOD, Divers Build Combined Force Capabilities during RIMPAC 2022

Divers and explosive ordnance disposal (EOD) technicians from six partner nations completed training at Rim of the Pacific 2022 in Pearl



RIMPAC Home

Participants

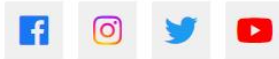
News

Open Ship Day

Environment

Media

Follow RIMPAC



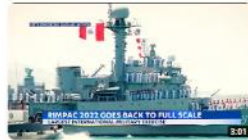
Find video, photos and more at DVIDS—your source for DoD media.

Term: rimpac 2022 Type: news

FILTERS: Date Category Branch Component Unit CCVID County State Journalist Sort By

HIMPAC 2020 PARTICIPANTS CONDUCT SINKING EXERCISE 05.30.2020	CANADA, ADAPTIVE PARTNERS PARTICIPATE IN RIMPAC 2020 06.17.2020	CANADA, ADAPTIVE PARTNERS PARTICIPATE IN RIMPAC 2020 06.17.2020	ROYAL CANADIAN NAVY REPRESENTING CANADA AT RIMPAC 2020 06.19.2020	COMMANDER U.S. 11th AIRBORNE DIVISION VISITS RIMPAC 2020 06.19.2020
EXERCISE RIM OF THE PACIFIC 2020 CONCLUDES 08.01.2020	USS LAKE ERIE PARTICIPATES IN GUNNERY EXERCISE DURING RIMPAC 2020 08.19.2020	EXERCISE RIM OF THE PACIFIC 2020 BEGINS 08.19.2020	NAVY'S PEARL HARBOR SUSTAINS MULTINATIONAL FORCES WITH CONTACTLESS DE LIVERIES DURING RIMPAC 2020 08.28.2020	HIMPAC REGINA CONDUCTS HARPOON SURFACE TO SURFACE MISSILE FIRING DURING SINNEX AT RIMPAC 2020 08.30.2020
HIMPAC ALLOWS DEWEY SAILOR TO GAIN ON-PANELY LEADERSHIP 08.19.2020	MSC'S LUIS HENRY-J. KAISER PROVIDES LOGISTICS SERVICES TO THE 5th FLEET DURING RIMPAC 2020 08.19.2020	HIMPAC WASHINGTON CONDUCTS LIVE MISSILE FIRING AT RIMPAC 08.19.2020	STUDENT TO TEACHER ON RIMPAC 22: PRIVATE LUCAS HINERWOOD 08.19.2020	FEMALE COMMANDER DE AUSTRALIAN MARITIME TASK FORCE AT RIMPAC NAVIES HISTORY 08.19.2020
USS CHUNG HOON CONDUCTS SINNEX WITH HMAS STUART 08.19.2020				

Filters



RIMPAC returns with full scale operations representing 26 countries
28K views - 11 months ago

KITV

While it provides a boost to our local economy, some residents have concerns about the military exercises. While it provides a...



Smiles, shakas during Open Ship Day at Pearl Harbor
57K views - 10 months ago

KHON2 News

The Rim of the Pacific (RIMPAC) exercise is ongoing and the public had a chance to step aboard floating fortresses from around the world.



All 38 Ship at RIMPAC 2022
45K views - 10 months ago

Nighthawk Veterans

01:11 Indian Navy frigate INS Satpura (F48) 01:37 Royal Australian Navy auxiliary oiler replenishment ship HMAS Supply (A 193) ...

China's Toolbox for Global Media Influence

- Partnerships with media outlets/shared content
- Funding for journalism training
- Influencers
- Film industry funding
 - Film control via budget
 - Satellite dish bargains
 - Translation services



Propaganda

- Expanding Chinese state media
- Cultivating foreign outlets to produce pro-Beijing content
- Purchasing foreign media
- Conducting disinformation campaigns



Censorship

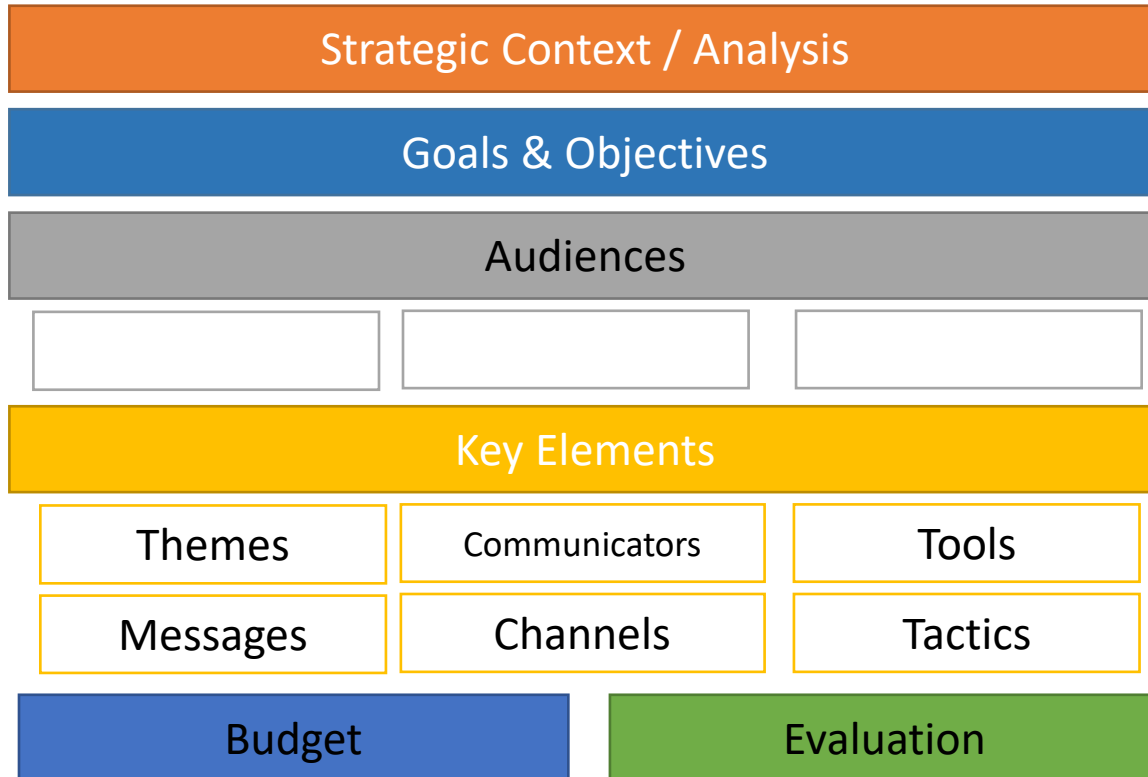
- Intimidating critical journalists and outlets
- Incentivizing self-censorship
- Deploying cyberattacks, physical assaults, and verbal abuse



Content Delivery

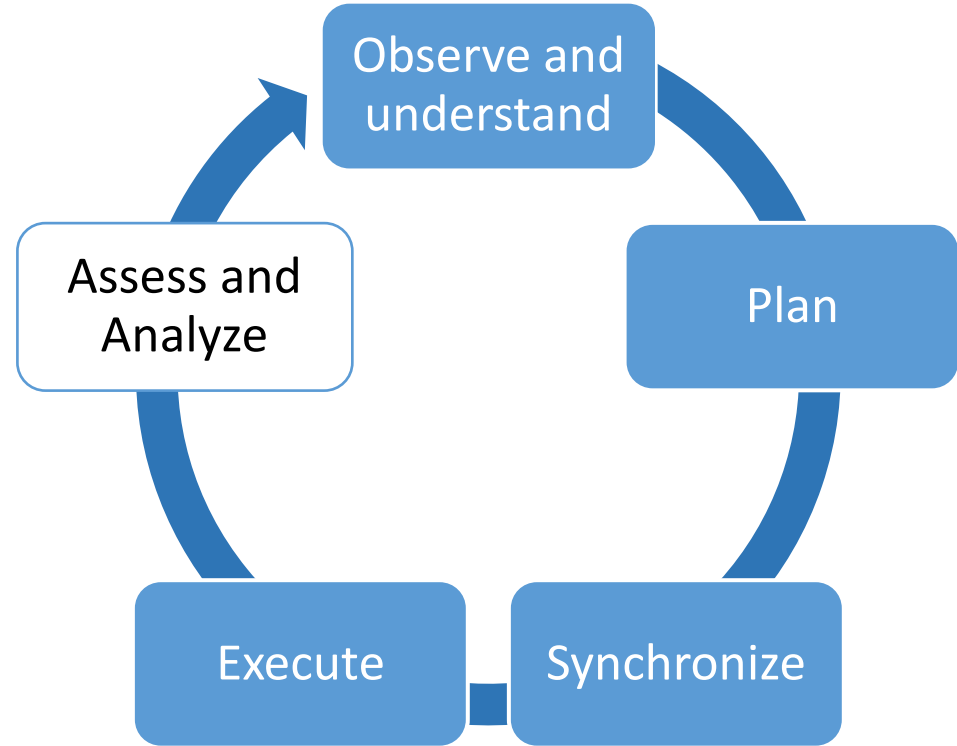
- Becoming a leading force in digital television
- Expanding Chinese social media platforms
- Gaining worldwide mobile market share

Elements of a Strategic Communication Plan

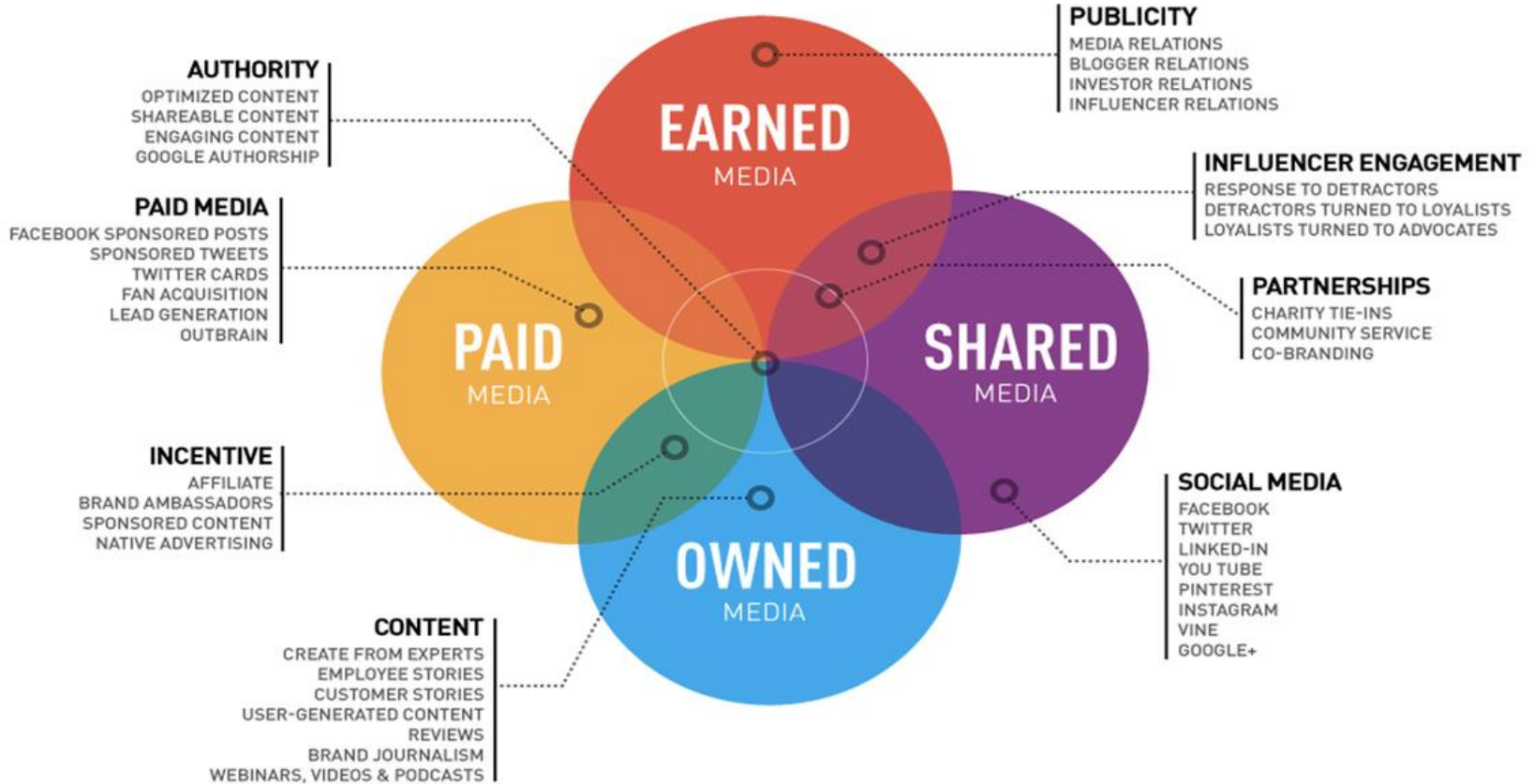


Assess and Analyze

- Figure out how you are going to assess before you begin your plan.
- How much money do you have for this?
- Use feedback throughout to adjust messages.
- Post-event analysis and lessons learned should be shared and USED for future planning.



The PESO Model



Measures of Effectiveness

Barcelona Principals

- Define your goals
- Understanding stakeholders
- Define your benchmarks
- Define your metrics
- Select right data collection
- Use the data to make better decisions

For more info:

<https://prguidetomeasurement.org/guide/>



Questions?

References

- **NATO StratCom Center for Excellence** <http://stratcomcoe.org/>
- **Communications for Leaders in a Crisis (CDC publication)** - <https://emergency.cdc.gov/cerc/manual/index.asp>
- **UN StratCom Booklet** - http://www.cendevcom.org/wp-content/uploads/2012/01/Booklet_FINAL_3.25.02.pdf
- **WHO Strategic Communication Guide** - <https://www.who.int/about/communications>
- **Joint Publication 3-04 – Information in Joint Operations** - newly published
- **Resist2: Counter-disinformation toolkit** - <https://gcs.civilservice.gov.uk/wp-content/uploads/2021/11/RESIST-2-counter-disinformation-toolkit.pdf>