



***Introduction to Tactical Leadership
Effective Army Communication
Part I – Verbal Communication***

144399



Class Objectives

- Understand the importance of effective communication
- Explain the Communication Process
- Know when effective communication occurs
- Apply the *Five Tips for Effective Communication* and the *Three Tips for Effective Speaking*
- Identify barriers to effective communication



In YOUR words, why is effective communication so important?

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Gettysburg Vignette

Day One at Gettysburg: Vague Orders Have Significant Consequences

[On the first day of the battle of Gettysburg, Pa., Confederate attacks drove Union troops through the town to the top of Cemetery Hill, a half-mile south.] The battle so far appeared to be another great Confederate victory.

But Lee could see that so long as the enemy held the high ground south of town, the battle was not over. He knew that the rest of the [Union] Army of the Potomac must be hurrying toward Gettysburg; his best chance to clinch the victory was to seize those hills and ridges before they arrived. So Lee gave [LTG Richard S.] Ewell discretionary orders to attack Cemetery Hill “if practicable.” Had [LTG Thomas J. (Stonewall)] Jackson still lived, he undoubtedly would have found it practicable. But Ewell was not Jackson. Thinking the enemy position too strong, he did not attack—thereby creating one of the controversial “ifs” of Gettysburg that have echoed down the years.

What does “if practicable” mean ???? James M. McPherson



The Importance of Effective Communication

❑ Understand that your success as a military leader depends on your ability to think critically and creatively ... and to communicate your intentions and decisions to others.

❑ As a military leader, YOU must communicate clearly—*both verbally and in written form.*

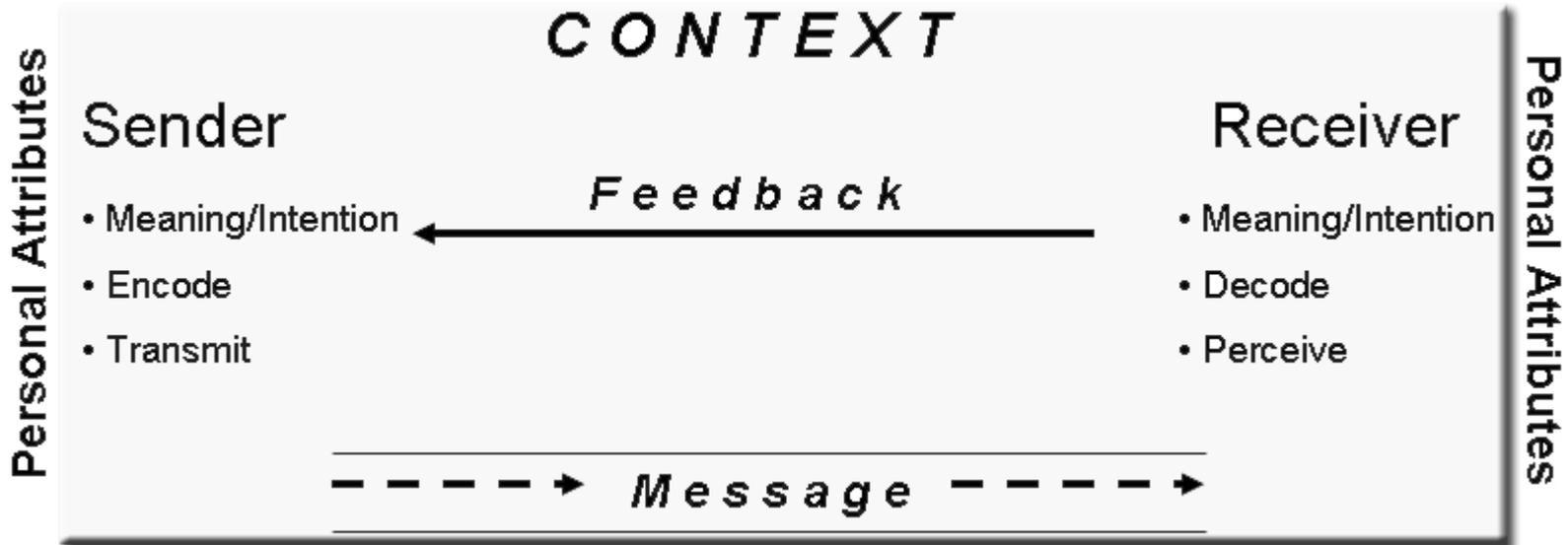
❑ The ability to communicate *clearly—to get your intent and ideas across so that others understand your message and act on it*—is one of the primary qualities of leadership.





The Communication Process

- Communication is a system of transmitting messages using multiple components.
- It is generally used to convey thoughts, feelings and/or ideas.





The Communication Process

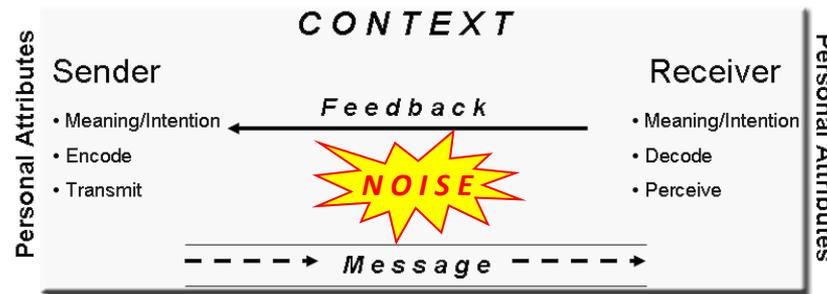
- Communication is affected by the context or setting as well as the communicator's own personal attributes.





The Communication Process

- What is happening during the Communication Process?



Noise is anything that interferes w/ communication between the sender & the receiver.

SENDER

Meaning

- What I am thinking in my mind – i.e. my intention?



Encoding

- How I translate the message into words and/or symbols?



Transmit

- How I send the message (i.e. channel)?

RECEIVER

Meaning

- How I apply my personal attributes to the words in my mind?



Decode

- How I interpret the words and/or symbols?



Perceive

- How I receive the context?



The Communication Process

- Feedback is the receiver's response to the sender's message, which can indicate understanding, lack of understanding, misunderstanding, agreement, disagreement, desire for more information, etc.



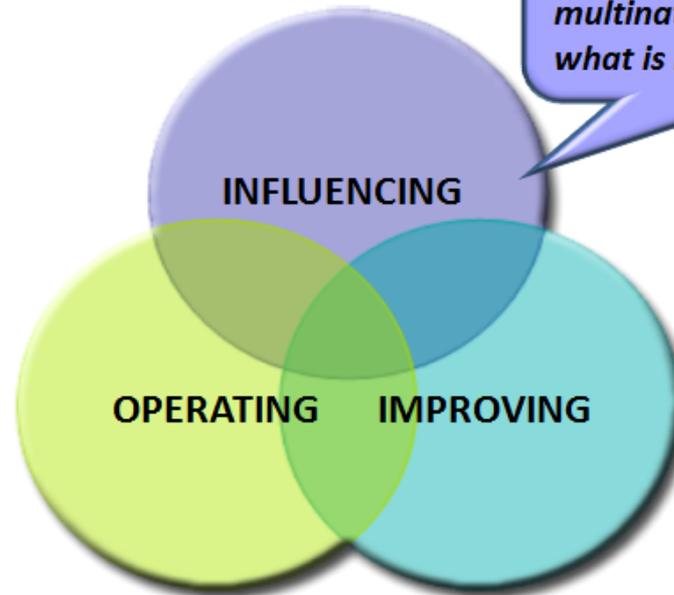


The Communication Process

- Communicating critical information in a clear fashion is an important skill to reach a shared understanding of issues and solutions.
- Leadership is the process of influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.

Army Leader Actions:

- **COMMUNICATING**
- **DECISION-MAKING**
- **MOTIVATING**

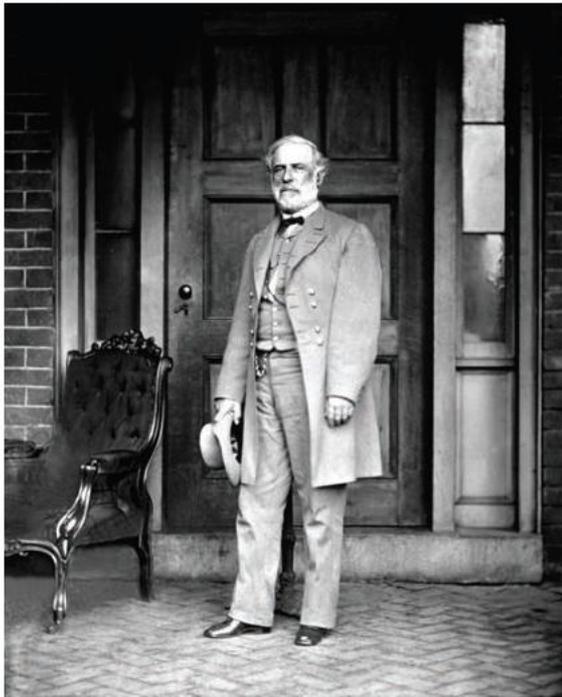


Influencing is getting people, Soldiers, Army civilians, and multinational partners to do what is necessary.



When does effective communication occur?

When the receiver's idea matches the sender's intended idea.



GEN Robert E. Lee

In the Gettysburg Vignette, did LTG Ewell's idea of attack "if practicable" match GEN Lee's intended idea of attack "if practicable"?



Five Tips for Effective Communication

1. Focus your message
2. Break through the noise
3. Put your Bottom Line Up Front (BLUF)
4. Use simple words
5. Use concrete words



Five Tips for Effective Communication

1. Focus your message

- Two categories of messages

Action-and-Information: The sender tells the receiver to do something

Information-only: The sender tells the receiver something

- It is YOUR responsibility (the sender) to clarify, or to focus your message so the receiver is absolutely certain on what he or she is supposed to do or know.



Five Tips for Effective Communication

2. Break through the noise

- It is YOUR responsibility (the sender) to communicate clearly. Eliminate possible barriers or distractions.
- Think in terms of your receiver. Use your receiver's terms of reference.
- Magnify the receiver's attention by creating interest, conveying importance, and even ask for their attention.
- Ask for feedback to ensure the receiver is getting YOUR intended message. If necessary, revise your message.



Five Tips for Effective Communication

3. Put your Bottom Line Up Front (BLUF)

- What is the point of your message? The point is the bottom line of your message.
- *Tell the receiver the point of your message within the first 10 seconds of you opening your mouth.*
- Most audiences (receivers) are impatient. They want you to get to the point before they get distracted.



Five Tips for Effective Communication

4. Use simple words

- Great communicators use simple words.
- Save impressive, 50-cent words for your English papers. Military leaders need to be clear, complete, and concise when communicating ideas, intentions, and decisions to subordinates.
- Given the choice between a simple word and a long word—and given there's no difference in the meaning of the two words—use the simple word.



Five Tips for Effective Communication

5. Use concrete words

- Concrete words draw pictures in your receiver's brain.

“An old car.”

versus

“A red, 1957 Chevy Bel-Air





Five Tips for Effective Communication

5. Use concrete words

- Concrete words draw pictures in your receiver's brain.



“A bad guy”

or

“One Taliban fighter ready to fire a RPG-7, rocket-propelled grenade launcher”



Three Tips for Effective Speaking

1. Use the “Five Tips for Effective Communication”
2. Mark the parts of your presentation
3. Listen Actively



Three Tips for Effective Speaking

1. Use the “Five Tips for Effective Communication”

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Three Tips for Effective Speaking

2. Mark the parts of your presentation

- Use pauses to indicate changes in ideas.
- Use strategic movement to indicate changes in your ideas. For example, talk about your first point while standing on the left side of your audience ... then move to the right side to deliver your second point.
- Use gestures and body language to complement the layout, structure, and sequence of your presentation.

Caution: Don't go overboard!



Three Tips for Effective Speaking

3. Look and Listen Actively

- You have one mouth, but two eyes and two ears for a reason. LOOK at and LISTEN to your audience. Determine how your message is being perceived.
- When you are the receiver, how do YOU demonstrate that you understand, are interested, that you agree with the message?
- When you are the receiver, how do YOU demonstrate that you don't understand, are not interested, that you don't agree with the message?



Barriers to Effective Communication

Internal Barriers:

- ❑ Lack of listening
- ❑ Uninteresting
- ❑ Unimportant
- ❑ Distraction – because receiver has begun to respond.
- ❑ Prejudices/bias

Semantic Barriers:

- ❑ Language barriers



Anything that interferes w/ communication between the sender & the receiver.

External Barriers:

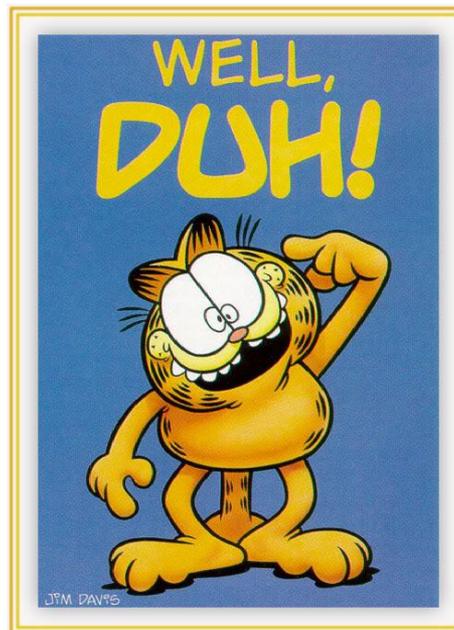
- ❑ Environmental distractions
- ❑ Visual distractions
- ❑ Cultural differences





A Final Thought

*Plan before
you speak!*





Homework: Plan before you speak

- You will have the opportunity to practice, use, and apply what you know about effective communication by presenting a 15-25 minute Team Brief.
- Team Briefs will cover topics presented during the fall semester. The material presented will be a review for returning Cadets and an introduction/overview for new Cadets.
- Team Briefs will be conducted during Week 3:
M/W classes on 27 & 29 Jan
T/TH classes on 28 & 30 Jan
- See Team Brief Assignment Sheet for further details.



The University of Akron
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The 42nd Ohio Volunteer Battalion
Spring Semester, 2014

Class Leader Announcements

Admin Stuff

PT

Lab

Misc.



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The 42nd Ohio Volunteer Battalion
Spring Semester, 2014

*Be Safe. Be Smart. Be Legal.
Stay Focused on YOUR Goals.*

Are YOU committed?