



U.S. Strategic Communication: Process and Structure

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Purpose



- Provide you with information needed to build the necessary SC processes and support structure



Overview



- SC definition
- Major components of SC
- SC “Facts of Life”
- Required relationships and linkages
- Way Ahead and Summary



SC Definition



Focused United States Government efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of United States Government interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power – Joint Pub 1-02

Don't fight the definition – it's what we've got and we need to make the best of it



SC - the Basics



- What U.S. interests/policies/objectives do we want others to embrace and why?
- Who are the key audiences to whom the above must be communicated and why?
- How will we communicate our programs, plans, themes, messages, and products?
- Is the thinking of the key audiences being influenced as desired and why or why not?
- How should the communication (or its basis) be adjusted so that the audience is influenced according to our desire?
- Who else needs to know (assist/be aware) of our intent and actions?

These six questions form the basis for conducting SC, and provide the framework for coordinating and integrating SC and acquiring enabling technology



Some SC “Facts of Life”



- When we say something, it matters
- When we don't say something, it matters
- What we say will be misconstrued by some
- When we say nothing, our silence will be misconstrued by some
- If actions are taken, these must be consistent with what has been said

When we say something, it should be because someone has decided that more advantage accrues from making the statement than from keeping quiet



Required Relationships, Linkages and Tools



What U.S. interests/policies/objectives do we want others to embrace?

- Those deciding this must be able to “sort” based on country/region/group or topic – these are J5/policy folks in DoD and their counterparts in the interagency – to decide the answer here
 - Sorting is the basis for their recognition of each other’s roles and acknowledgement that collaboration is necessary
 - Implies the need for an “SC taxonomy” that allows for a common view of the components and parameters of SC and how to group the topics
 - Also requires a “Yellow Pages” of who the US and Allied folks are who should comprise the COI



Required Relationships, Linkages and Tools



Who are the key audiences to whom the interests/policies/objectives must be communicated, and why?

- Those deciding this aspect must be able to “sort” as well, but now based on the relative importance of the receiver of SC
- Implies the need for intel/diplomacy–related databases so we know who the audience is and/or should be



Required Relationships, Linkages and Tools



How will we communicate our programs, plans, themes, messages, and products?

- Those deciding this aspect must understand the various means for communicating and understand the trade-offs among speed of delivery, delivery accuracy and delivery mechanism
- For SC to be effective in emerging critical situations there must be a short chain between what we say, to whom we say it and how (rapidly) we say it
- Implies the need for a catalog of means used to communicate our desires



Required Relationships, Linkages and Tools



Is the thinking of the key audiences being influenced as desired and why or why not?

- Short term
 - Best assessment mechanism – first hand responses by target audiences, backed up by actions
 - Second best - rapid, vetted U.S. intelligence community feedback
 - Third best – corroborated rapid open source reporting
 - Fourth best – sole source open source reporting
- Long term
 - Trend data over time

A simple, GEMS-like tool showing, as a minimum, actual performance versus projected performance, is needed



Required Relationships, Linkages and Tools



How should the communication (or its basis) be adjusted so that the audience is influenced according to our desire?

- Hardest one to do
 - Needs the fewest, but brightest and most well-trained and qualified COI members
 - Requires a communication mechanism and underlying process so that response alternatives to situations are provided rapidly
 - Implies a war gaming and branch/sequel pre-process with a modeling/simulation backbone



Required Relationships, Linkages and Tools



Who else needs to know (assist/be aware) of our intent and actions?

- Coordination and support
- It's the "trans-regional" thing
- Implies the need for the "Yellow Pages"



The Potential SC Community of Interest (COI)



So, how big is the potential SC COI?

(We'll usually be working within a subset of the group on the next slide, but want our deliberations to be visible to all COI members on demand)

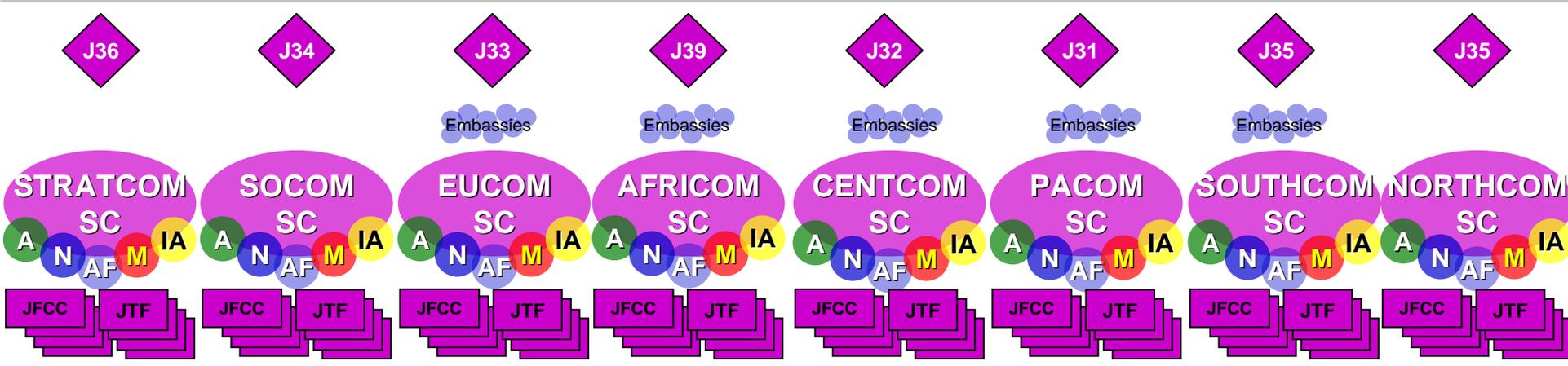
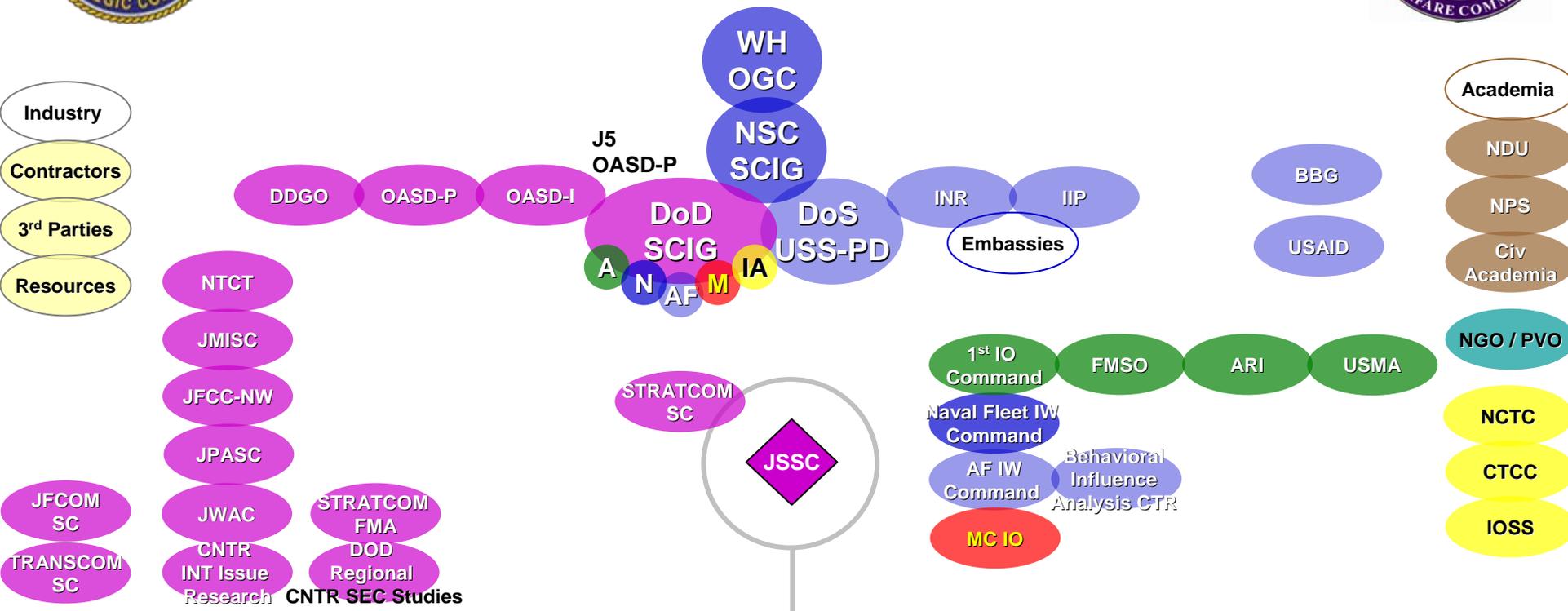


SC Community of Interest



- Industry
- Contractors
- 3rd Parties
- Resources

- Academia
- NDU
- NPS
- Civ Academia





The COI Support Structure



Here's what we'll need to support the SC COI

- The SC Yellow Pages (people and offices) - a database tool
- The SC taxonomy – a process/tool and data structure
- The SC reference documents (policies, etc) – a database/search tool
- The target audience catalog - an intel/diplomacy database tool to determine who the target audience should be
- The SC “Means” catalog – a database of ways to get our desires known
- The SC Assessment tool – how are we doing at getting our message out and why?
- The SC Refinement tool – a way to determine how to adjust our message or policy (includes mod/sim)
- The SC coordination tool – a way to allow comms and coordination



Way Ahead



- Use the Wikipedia as a basis
- Expand to include links to the types of tools described on the previous slide
- Start compiling the yellow pages database
- Work out a rudimentary taxonomy for data management and process flow
- Find a good real-world situation, use it as the basis, and start to build the support structure
- Test, evaluate, refine
- Market, market, market



Summary



- SC is not hard
- Crafting an SC support structure should not be difficult, but it requires the focused effort of a staff dedicated to making it happen
 - Management backup is fundamental to success
- All good staff work is based on personal relationships

Questions?