



Rethinking Future Elements of National and International Power

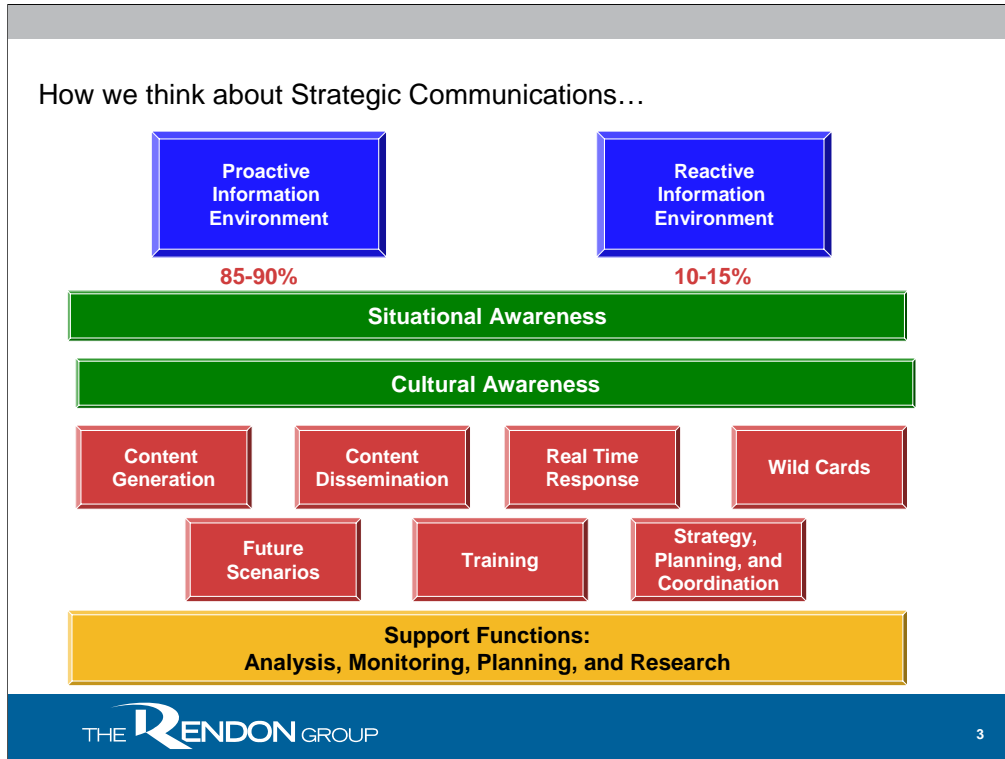
December 14, 2007

Global Strategic Communications

Global Strategic Communication is a process that communicates information through actions and words in a timely, truthful and transparent fashion to achieve an effect in support of policy initiatives...

...which when applied correctly, it's a precision capability enhancing the ability to communicate with a nation, nation-state, geo-demographic sub-group, an individual or the circle of influence around them.

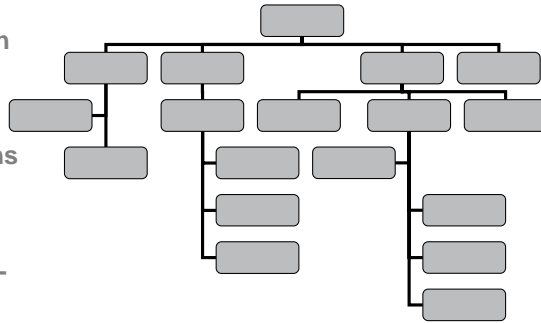
Some of you might remember when the days were about Mass media and media specialists. Media was seen as a production line and PR strategies were made to ensure the way to sell your product. Communication was a production line like all of those existing during an industrial era.



Strategic communications is a process that is non linear. It is not a series of repetitive techniques in search of a standardized product. Strategic communication may include but is not limited to the following activities. Most of the activities serach to improve the knowledge of decision takers either at policy level or at a citizen level, that is reduce the noise and organize the information in a useful fashion.

Communication during Industrial era

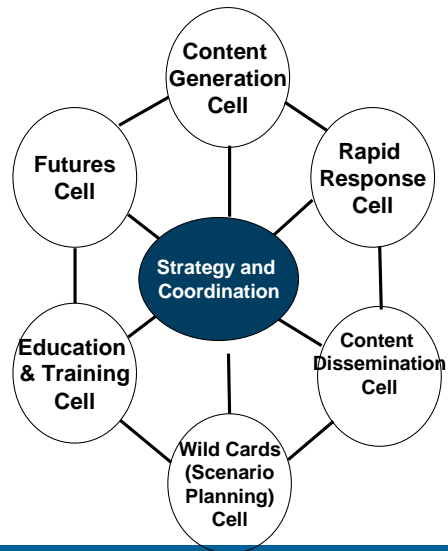
- Decisions and communication strategies had to follow an Industrial Age Organizational Structure
- Many thought communications was about controlling an engineering problem: input-output
- Emphasis was about process-standardization



- **Productivity =
Number of boxes**

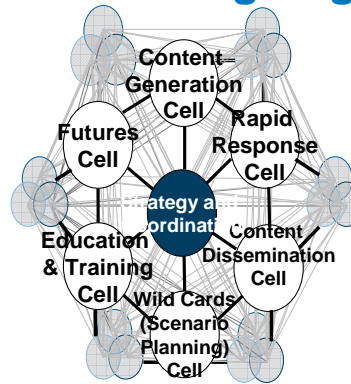
Communication during an Information Age

- The production of information is not hierarchical
- A non linear Organizational Structure (Metcalf's Law) to describe the possible flows of information
- Emphasis is less on control and more on awareness
- **Productivity = N_2**



Information ecology for a Knowledge Age

- Information now creates Organizational Structure (Reed's Law)
- Exposure to multiplying sources of information and less noise controlling skills
- Now, the key is understanding information individually when and how it converges and creates networks. Relationships have value.
- **Productivity = 2ⁿ**



Information from a relationship perspective and not a production one.

Clearforest

Bluetooth and 100 dollar laptop

Info relationship= Spectrum risk till trust

GSC: Information Environment

- Two environments
 - **Pro-Active** Information Environment and the
 - Responsive, or **Real-Time** Rapid Response Information Environment
- The information, communication, and entertainment platforms of the 21st century are moving from the telephone, television, and PC to broadband enabled mobile devices
- Mobile technology helps political activism and civic engagement
- From dissemination to content as “king”, now its “ubiquity, utility, and engagement” in a continual communication environment.

Responsive seems to be a concept more inclusive for all audiences...

Mobile is beyond digital, its global and has less of a divide. For ex. “Mobile phones now account for 75 percent of all telephone connections in 19 of the poorest countries in Africa”.....(J.D Lasica, *The mobile generation*)

NO LONGER ARE MAJOR INSTITUTIONS EXERTING THE MOST POWERFUL INFLUENCE ON THE WAY PEOPLE THINK AND BEHAVE ... (J.D Lasica, *The mobile generation*)

Message Delivery Systems

- **Traditional Media (mediated media)**
 - Radio (50 years to reach 50 million)
 - Television (13 years to reach 50 million)
 - Newspapers
 - Internet (6 years to reach 100 million)
- **Traditional view of the media in a modern democracy**
 - Guaranteed access to information
 - Government's responsibility

Traditional Communication based on a five part communication system:

Information sources; transmitter; channel; receiver; and destination

SYSTEMS: Discrete (pTp), continuous (TV), both (mixed)

Transmission, encoding, singular reception

“Traditional media is a journalistic one, newscasts and entertainment pieces and so forth. Media is a tightly controlled form that TELLS the AUDIENCE what IS important, according to the viewpoint and priorities of each specific organization.” (Neil Shister, Media convergence, Diversity, and Democracy)

Cellphones. Bangladesh now has about 16 million cellphone subscribers -- and 2 million new users each month -- compared with just 1 million land-line phones to serve a population of nearly 150 million people. (Nov 22, 2006) The centers are building on a cellphone network created over the past decade by a Grameen Bank program that helped provide more than 250,000 cellphones in villages. When that program started in 1997, only 1.5 percent of the population had access to a telephone; that has risen to more than 10 percent.

Lawmakers against anti-immigrant video game. The Congress of the northern Mexican border state of Chihuahua has called on federal authorities to seek ways to prevent dissemination of an Internet video game in which players murder Mexicans sneaking across the border into the United States. The game shows three caricatures of Mexicans trying to enter the United States: a "nationalist" carrying the tricolor Mexican flag and revolvers, a marijuana smuggler, and a pregnant woman with little children described as "a breeder."

Message Delivery Systems

- **Non-Traditional Media, new media or platform media**
 - Connecting first billion mobile users took 12 years; connecting the second billion took 2.5 years, and connecting the third will take less.
 - Media that serves as the open circuit loop that facilitates communication between governed and their governors.
 - (Neil , Media convergence, Diversity, and Democracy)
 - Open architecture innovating and using technology and broadband
- **What's the role of new media? Is it a "common good"?**

Reception, process and acting on the information.

NOT ABOUT RECEPTION

By 2003 1.16 billion subscriptions to mobile telephone services worldwide, more than subscriptions to traditional land lines

“the presumption is that a competitive media will provide competitive media will provide competitive perspectives and that democracy is best served in this market places of ideas” (Neil Shister, Media convergence, Diversity, and Democracy)

This media serves as a platform that allows one individual to speak directly to another individual.

Remember what we mentioned before, **Traditional Communication based on a five part communication system:**

Information sources; transmitter; channel; receiver; and destination. It was also based on the assumption that the source and destination had no RELATIONSHIP.

**From
static
audience
to
Netizens**

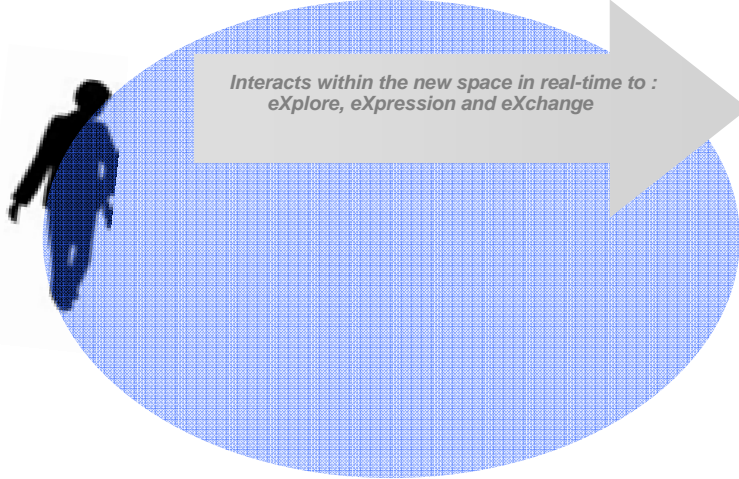


Information flows

- **An individual is an audience but also a network**
- **reside in apartments, houses, farms and virtual worlds**
- **Constantly interact in their communities of interest, daily real world decisions, ignore borders, create new public spaces, technology is theirs to own**

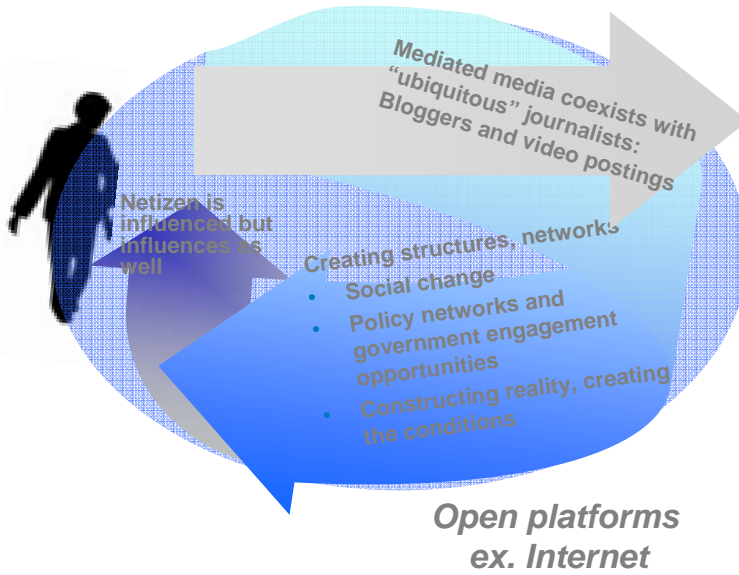
***Open platforms
ex. Internet***

Information flows

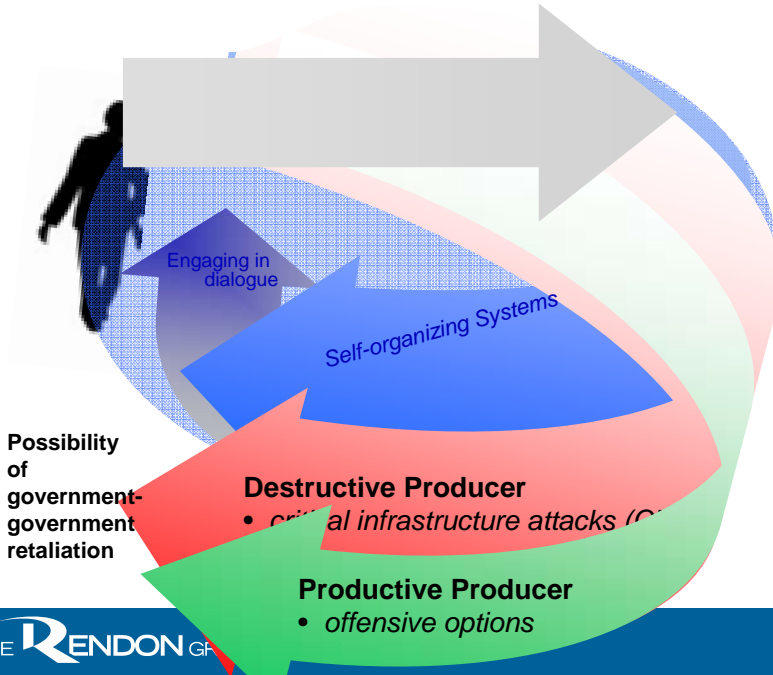


***Open platforms
ex. Internet***

Information flows



Information flows



The Future: Networks and Narratives

- Convergence and autonomous networks
- Ubiquitous access to communications and information
- Technological innovation
- Billions of self-validating sensors
- The stories we tell and how we tell them
- Media and “trust deficiency” phenomena
- Public is not always a “consumer” audience it is also a “citizen” one.

Not about control; it's about evolution.

Learning; cultural aspects;

Form of identity.

Networks operating under DISTRIBUTED CONTROL

Hyperactive media ECOLOGY evokes confusion... (Neil Shister, Media convergence, Diversity, and Democracy)

“the challenge facing policymakers is to devise appropriate responses to recalibrate the balance between the potential to make information available and its capacity to enhance the exercise of democratic citizenship...” ... (Neil Shister, Media convergence, Diversity, and Democracy)

GSC: Choices and Challenges

- How do we “see” the gap between Perception and Reality?
- Tyranny of Real Time, How do we “slow” time down?
- How can you “accelerate” engagement to enter an Adversary’s decision cycle?
- How can we get Communicators to think about the Multi-verse instead of the Universe?
- How to integrate IO and PA, as allies, not enemies?

GSC: Choices and Challenges

- **Coping with Learning and adaptive audiences**
- **Identifying and acting on International, transnational and local politics**
- **Getting to know active identities**
- **Working with Stakeholders, Communities of interest and action**
- **Beyond information; sharing and creating knowledge,**
- **Coping with collective intelligence challenges**
- **Setting the conditions**



Questions?

Hopefully, some answers....

Global Strategic Communications



Some communication examples to discuss

Global Strategic Communications

Public Diplomacy

- Effective public diplomacy starts from the premise that dialogue, rather than a sales pitch, is often central to achieving the goals of foreign policy: public diplomacy must be seen as a two-way street.
USC Center on Public Diplomacy, on Wikipedia
- MDS used in a dialogue of cultural understanding

According to the definition at the [USC Center on Public Diplomacy](#) - focuses on the ways in which a country (or multi-lateral organization such as the United Nations) communicates with citizens in other societies. A country may be acting deliberately or inadvertently, and through both official and private individuals and institutions.... Film, television, music, sports, video games and other social/cultural activities are seen by public diplomacy advocates as enormously important avenues for otherwise diverse citizens to understand each other and integral to the international cultural understanding, which they state is a key goal of modern public diplomacy strategy. It involves not only shaping the message(s) that a country wishes to present abroad, but also analyzing and understanding the ways that the message is interpreted by diverse societies and developing the tools of listening and conversation as well as the tools of persuasion.

Policy Communication strategies

- Going for only message influencing models to engaging in dialogue and expecting uncertain change
- *“changing communication systems requires, first understanding the dynamics at work; and second, using communication as a strategy to disrupt and perturb existing systems such as they can begin to organize around new meaning-making frameworks.”* (Steven R. Corman, Angela Trethewey and Bud Goodall)
- From Global War on Terror to Global War of Ideas

Steven R. Corman, Angela Trethewey and Bud Goodall wrote for Arizona State University a paper describing such model.

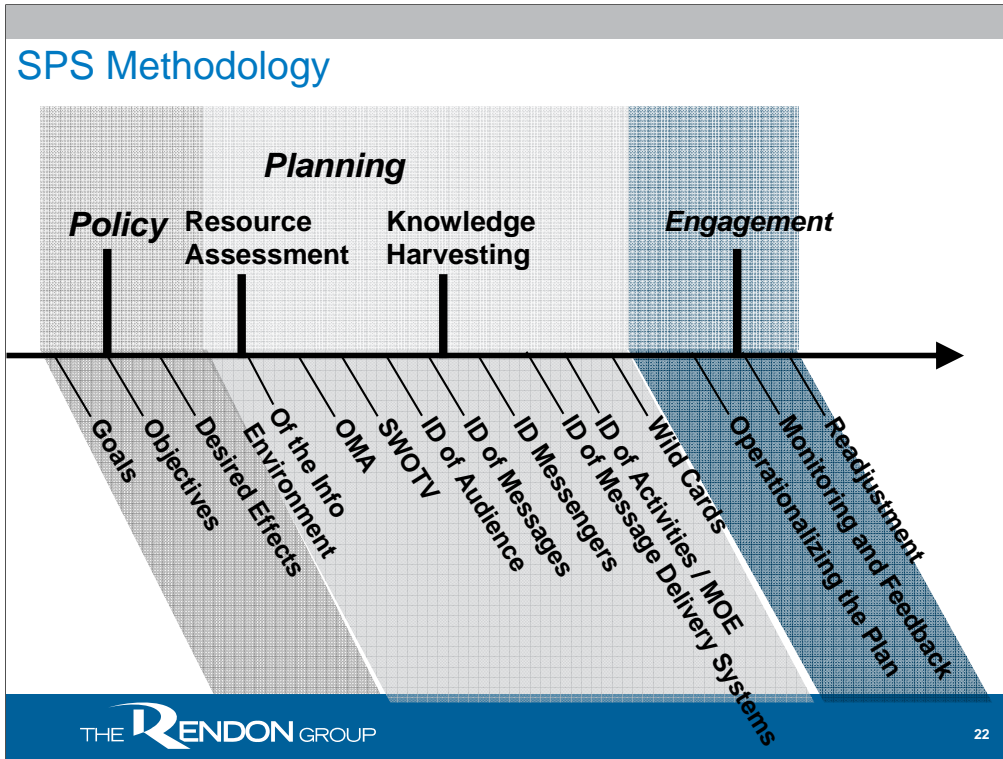
Model for Communication in the Global War of Ideas

Their principles of effective communication is

- 1) deemphasize control and embrace complexity,
- 2) replace repetition with variation,
- 3) consider disruptive moves, and
- 4) expect and plan for failure.

Past model Message Influence Model

- Communication concept, sending messages and “signals” to a well defined audience;
- Principles: insure message fidelity; influence attitudes/belief/behaviors; and avoiding misunderstanding



Policy: The client states their goals, objectives, and desired effects