



Acknowledgments

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C O M M U N I C A T I O N
As a Reform Tool For The



Sharing Experiences and Innovation
Pocket Guide for Practitioners



United Nations
System
Staff College



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THE POLICY

1. The United Nations is committed to being open and transparent in its dealing with press. It is in our interest to work with the media quickly and honestly, and to develop a coherent communications strategy based on those same principles. We should not only react to events but also, where appropriate, project the Organization's point of view on important international developments. However, we must sometimes keep confidences – not to mislead or conceal, but to protect a diplomatic process. Our media policy must therefore balance the need to be open and the need to respect confidentiality.

- Designated members of the Secretary-General's staff and Heads of Departments within their areas of competence;
- Staff authorized by their Heads of Department, on the basis of guidance, and
- Directors of UNICs, on the basis of guidance from Headquarters.

7. For those speaking on sensitive issues, knowing the particular interest in the story can be useful. Such information can usually be provided by the Director of Communications or the Spokesman.

8. No staff member should presume or pretend to speak for the Secretary-General or characterize his views without his explicit consent.

SPEAKING TO THE PRESS

2. The principal voice of the Organization is the Secretary-General. He speaks to the media frequently, at Headquarters and when traveling.

3. Media policy is an integral component of the broader communications and public information work of the Organization, headed by the Under-Secretary-General for Communications and Public Information. The Director of Communications in the Office of the Secretary-General is responsible for coordinating the development of a communications strategy that would help project to the world's media a coherent and consistent message for the Organization.

4. The Secretary-General's Spokesman and his staff speak to journalists on the Secretary-General's behalf throughout the day. The Spokesman gets his guidance directly from the Secretary-General and senior members of his staff. As the Spokesman's staff cannot be expert in all subjects, they seek the assistance of UN specialists — either to provide them with information that they can pass on to the press or to speak directly to the journalists themselves.

5. As a matter of principle, every member of the Secretariat may speak to the press, within limits:

- Speak only within your area of competence and responsibility;
- Provide facts, not opinions or comment;
- Leave sensitive issues to officials who are specifically authorized to speak on them (see Paragraph 6 below).

SENSITIVE ISSUES

6. The number of officials speaking on sensitive issues is necessarily limited to:

- The Spokesman, on the basis of guidance;

SHARING INFORMATION

9. For the United Nations to communicate effectively with the outside world, it needs to do the same internally. Senior officials should share information with those under their supervision and should keep each other informed of their media activities.

GROUND RULES

10. All UN officials should normally speak to journalists on the record — that is, for attribution. Sometimes, though, officials specifically authorized to address sensitive issues can give a journalist a deeper understanding of an issue by speaking on background. However, it is very important that the journalist know on which of the following bases the conversation is being conducted:

On the record: "everything I say can be attributed to me by name"

Not for attribution (on background): "don't attribute this to me by name, but rather to a UN official"

On deep background: "use my ideas but not my words; don't attribute to anyone"

11. Keeping the Secretary-General's Spokesman informed of important background briefings will help provide an indication of the issues that the media is interested in.

12. It is unwise, and may sometimes be unethical, to tell one journalist what another is working on, or to suggest that one journalist discuss a pending story with another.

13. Officials should not feel that they have to answer every question, in particular any hypothetical ones. — 26 April 1999

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United Nations System Staff College
Department of Public Information Workshop



C O M M U N I C A T I O N
As a Reform Tool For The UN System:
Sharing Experiences and Innovation

Communication is strategic when it supports and promotes a management objective. The ultimate goal of communication is to facilitate a change in behavior rather than merely to disseminate information. Such change in behavior among specific client and stakeholder groups is critical to the achievement of management objectives. Strategic communication takes a client-centered approach. It involves the development of programs designed to influence the voluntary behavior of target audiences to achieve management objectives.

Because the success of communication is now measured in terms of behavior change, management accepts the responsibility to create an environment that facilitates behavior change. The communication of messages is integrated with other management actions that influence behavior change – a policy framework that supports behavior change and shapes social norms as well as services and products that make the behavior easy, convenient, and feasible.

Five management decisions influence the formulation of a communication strategy. These are:

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

Knowledge is power.

Building image, influence, and identity in the global network is largely a function of what you know (information) and how you use that knowledge (communication). More than ever before, your professional success — and that of your enterprise — rests upon these two pillars. Today, effective communication skills are the currency of the new Information Age.

When launching strategic communications initiatives, there is no substitute for proper preparation. Conducting research, and practicing for public communication of any kind, (media interviews, speeches) will reduce communication anxiety and enhance your credibility. The mastery of compelling facts and figures minimizes your risk of making unfortunate misstatements and provides ammunition to discredit dangerous press allegations. Scholars of advocacy agree that Ethos (credibility of the communication source) is even more influential in changing peoples' beliefs and behavior than appeals to logic or emotion.

○ **Strategic Communication is results-driven; it begins with an end in mind.** Start by determining your goal (to inform, to persuade, to actuate) and the requirements for achieving it.

- ▶ What do I want the targeted public(s) to: feel, know, believe, and do?
- ▶ Construct clear, compelling, credible, key messages specifically designed for the audience(s) you want to reach.
- ▶ 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.
- ▶ When you think of communication—think of the 4 C's: Clear, Convincing, Consistent, Credible (key messages).

○ **Strategic communication is always audience-centered.**

- ▶ Success or failure of strategic communication initiatives is measured by the extent to which a given audience responds to your intended outcomes. Sole benchmark: Did it work for the audience?
- ▶ Remember that the A in audience stands for: Analyze, Anticipate, Adapt

Analyze: Who is my audience? Why are they here? Why should they care? What's at stake for them? How familiar are they with subject matter? What would it take to make them understand, believe, and/or act?

Anticipate: What motivates this audience- their beliefs and behaviors? How might they react to material presented? What objections/resistance can I expect?

Adapt: What nonverbal clues am I receiving from this audience? How can I package my ideas rhetorically to ensure maximum audience receptivity?

○ **Public communication must be driven by the "E.A.R. Principle.":**

Easily understood
Audience-centered
Repetitive and Real

- ▶ The written word is fundamentally different than the spoken word. You cannot go back and re-read the spoken word. It must be instantly intelligible, memorable, and tied to the needs/interests of the audience. The typical audience remembers only 40% of what the speaker says after a half-hour. The successful communicator adapts to the unique requirements of oral communication and uses them to advantage.
- ▶ To be more audience-conscious is to be less self-conscious.

○ **When executed correctly, strategic communications should provide a blueprint and management tool that drives any and all communications tactics and activities.**

- **Media relations are part of an overall strategic communication strategy involving**
 - ▶ Stakeholders
 - ▶ World Wide Web
 - ▶ Advertising campaigns
- **Advantages**
 - ▶ Media can reach a large audience at little cost to the organization.
 - ▶ Media can add “credibility” to an issue.
 - ▶ Media can give visibility to an issue and distinguish it from other concerns competing for the public’s attention.
 - ▶ Effective media relations can help you control the dialogue on important issues and get your story told your way.
- **Disadvantages**
 - ▶ Media can distort an issue.
 - ▶ Complex issues are given 30-second sound bites on television.
 - ▶ The “infotainment” phenomenon detracts from urgency and importance of the issues.
- **Objectives for the Organization**
 - ▶ Visibility
 - ▶ Advocacy for specific cause
 - ▶ Fund Raising
 - ▶ Public Education
 - ▶ Other

- **Media Relations – Fast, Factual, Friendly, Fair, Frank**

Recognize the motivations of the media and try to improve relations within the context of that understanding. — OECD Report

- ▶ **Fast**
Know journalists’ deadlines and meet them.
Do not wait to return calls.
Make yourself available.
- ▶ **Friendly**
Say thanks.
Avoid criticisms.
Know journalists’ names.
Make the newsman’s job easier.
Help them cover the story.
Set up interviews.
- ▶ **Don’t let communication apprehension make you invisible.**
Regard each media interview as an opportunity—rather than an obstacle.
Re-channel nervous energy to work for you, not against you.
- ▶ **Fair**
Do not offer exclusives.
Treat media in a balanced way.
Offer everyone the story and work with those that show an interest.
Recognize the differences among various media (e.g. daily newspaper vs. specialized press.)
- ▶ **Frank**
Be honest, but do not spill the beans!
Be open to journalists’ concerns.
There is no problem admitting you do not have the answer—do not speculate
Do not say “no comment” on television.
Do not go off the record.
- ▶ **Factual**
Use facts and statistics when possible, but do not overwhelm.
Anecdotes about individuals make a story more interesting.
Knowledgeable spokespersons are more often quoted.
Provide fact sheets to help reporter cover a story.

General Tips for Smart Media Interviews

○ General Tips

- ▶ Be proactive: take initiative by choosing a subject and focusing on it.
- ▶ Link your subject with a current issue to which the media can relate.
- ▶ Obtain in advance a clear definition of the agenda and of the time boundaries of the interview when possible.
- ▶ Be prepared to live with everything you say to a reporter. If you cannot: don't say it.
- ▶ Avoid "off the record" comments. This is risky business unless you really know the interviewer well. The reporter may find confirmation from other sources and therefore use the information.

○ Preparation for an Interview

- ▶ Check all facts and statistics thoroughly.
- ▶ Decide what your message will be and consistently and assertively deliver that message. (See messages.)
- ▶ Have a maximum length of 20 seconds or sound bite for each complete concept. Otherwise the message may be cut and could appear distorted.
- ▶ Include a "sound bite" which is consistent with your message that could be used as a self-contained shorter version of your message in radio summaries of the interview.
- ▶ Anticipate journalist's questions—and which responses will be most effective. While role playing your answers, think about links through which, regardless of the questions, you may still go back to reinforce your message. (bridging)
- ▶ Use a "quotable quote" to be more effective and to be broadcast. Be sure it is brief and can stand on its own. Use simple, colorful language.
- ▶ Use "bridges" (i.e. bring the interview back to the subject of your message by using phrases such as: "This may not be the real issue...The real issue is..." or "Let's look at it from this point of view...")
- ▶ Overcome "blanks." If you are at a loss for words, pause, collect your thoughts, stay cool, and eventually start anew. If you do not understand, or if you are not actually concentrating, gain time by politely asking the reporter to repeat the question. Do not say "uh" or "er."

○ Vocal Communication Techniques: Strive for Variety, Intelligibility, Quality

- ▶ Pace – vary the pace to keep your message interesting. Optimal rate of speaking is approximately 150 to 200 words per minute. Slow down for serious, complex thoughts; increase speed for subordinate points.
- ▶ Inflection – vary the emphasis you place on words. Avoid tedious, monotonous delivery.
- ▶ Intelligibility - avoid dropping consonants and ends of sentences. Articulate! Tailor volume to the speaking environment.
- ▶ Phrasing – pause before or after key words and phrases to emphasize their importance. Phrasing should be varied and tailored to clarifying and reinforcing key message points.
- ▶ Resonance - avoid nasality by breathing from the diaphragm.
- ▶ Pitch - raised inflection at the end of sentences makes speakers appear tentative and reduces credibility/authoritativeness. This is especially true for women. (Note article: "The Feminine Authoritative Voice.")
- ▶ Tone – keep your tone pleasantly friendly and open; deliver your message in a measured speaking style.
- ▶ Energy and enthusiasm are keys to credibility: They won't care to believe unless they believe you care!

○ Verbal Communication Techniques

- ▶ Words – use simple, vivid words. Avoid jargon. Do not use insider language. Omit unnecessary words to keep sentences short and to the point (KISS). Where possible, omit modifying phrases, subordinate clauses, -sion and -tion words. Use visualization techniques: colorful language that paints a picture in the minds' eye so that your audience understands and remembers your message. Spoken language is less formal-more personal- than written language. Use contractions wherever possible.
- ▶ Examples: Make these real, and concrete. Substitute names for phrases like "A young child I met in Somalia..."). Substitute figures for words like "many," "most," "few." When asserting that "experts agree," tell us who those experts are (i.e. The World Health Organization tells us that...").
- ▶ Transitions: Create a road map for the audience so that they know where they've been, where you're taking them, and how they're going to get there. (i.e. You must keep these three things in mind in order to understand the importance of the fourth. In addition to...notice that... In contrast to...)

○ Visual Communication Techniques

- ▶ **Image** – project one of low key thoughtfulness when listening to questions, or while others are speaking; project energy when you speak.
- ▶ **Eye Contact** – sustain eye contact without staring.
- ▶ **Smile** – only when appropriate.
- ▶ **Posture** – sit straight but relaxed; do not lean on one side; do not cross your arms on your chest because it looks defensive. Stand with weight equally distributed and avoid shifting weight from one foot to other.
- ▶ **Gestures** are the nonverbal equivalent of punctuation and should reinforce verbal messages, rather than distracting the audience. Strive to be natural by focusing on the message you want to deliver rather than on how you appear to the audience. When standing, distribute weight evenly between both feet; avoid shifting from side to side.

○ Handling “Difficult” Questions

- ▶ **Loaded** – Example: “How much damage has this done to the UN?” Do not tacitly accept the premise by trying to ignore it. Instead, politely and firmly challenge it. Then move quickly to your message.
- ▶ **Baited** – Example: “Don’t you think that this initiative will actually kill the prospects of peace?” Do not repeat the “bait” word “kill” not even in order to deny it. Refute the question, carefully avoiding repeating the word.
- ▶ **Personal** – Example: “What do you personally think about the SG Year 2000 Report?” Keep your personal opinion out as much as possible. Say: “I do not believe the issue here is my personal opinion but rather what governments will do about the Report.”
- ▶ **Two Options Trap** – Example: “Do you suggest increasing the number of peace-keepers and their funding, or maintaining the same level?” Ignore the two options. Do not become boxed in. Answer with a straightforward message leading back to your theme track.
- ▶ **Placing Words in Your Mouth** – Example: “You will certainly agree that the position of this government has been rather hostile to an enlargement of UN role in the world?” Do not fall into the trap of silently “agreeing” with such a statement or question. Start by saying: “This is your opinion. I would not put it like this.” Then go back to your message.

- ▶ **False Assumption** – Sets a premise that is incorrect. Do not repeat the error in your response, even to deny it. Simply say: “That’s not true. What is correct...”
- ▶ **Persistent or Badgering** – Example: “Why do you continue to refuse to say...?” Politely but firmly signal that you are not going to give in and then repeat your message.
- ▶ **Emotionally Charged or Hostile Question** – Do not respond with hostility or emotion. Make a quick, clear disclaimer. Restate the issue, rephrasing it in less emotional words. If there is some truth in the allegation, admit it. Never lie. Admit it, but go on to rephrase the issue in your own terms.
- ▶ **Sympathy** – Example: “The UN failure must be painful for you, considering all the local difficulties you are facing.” Do not be lulled into agreeing. Go back to your proactive and non-defensive message.
- ▶ **Phantom Authority** – Example: Vague reference to a study or a quote by some authority. Do not attempt to respond unless the reporter can provide the exact date. You are well within your rights to ask for time to review the information and frame an answer before you respond.
- ▶ **Dumb Questions** – Example: “List your five biggest problems.” Or “Describe the problems you’ve encountered in the program.” Quickly decline to answer such questions. If you do respond, you may count on a story about every issue you’ve pointed out.
- ▶ **What IF? Questions** – Do not speculate, conjecture, or guess. Don’t speak for others. Say: “We’ll cross that bridge when we get to it.”
- ▶ **Irrelevant Questions** – When the reporter strays from your area of expertise, don’t follow. Bridge to your own objective or message.
- ▶ **Multiple or Rapid Questions** – Take issues one at a time. When confronted with several questions, pick the one you want to answer and ignore the rest.

1

What is the deadline?

The first question to ask when a request for interview comes in. If it is a taped interview, how much time do you need?

2

Pause before you answer.

Give yourself plenty of time to consider the question and its implications.

3

If the question is tough, ask a question.

This buys time to frame your answer.

4

Achieve credibility,

by being likable and caring; using short words and simple sentences and an appropriate energy.

5

Show compassion.

In your remarks communicate concern for those affected by the issue, especially in a crisis.

6

Stay on message.

No matter what the question, bridge back to your most important points. Repeat them in every answer in a taped interview. Vary them in a live interview. Provide depth in a print interview

7

Stay on the record.

Do not give the reporter the impression that there is more to the story than what you want to or can disclose. You both want an interesting story that will appear in the press.

8

Use word pictures —

visuals that explain what you are trying to say.

9

Record what you are saying.

You will increase the likelihood that your statements will be used accurately and in context.

10

The interview is not over when its over.

The interview is still on until the reporter has physically left or has hung up the phone. Be careful of off the cuff remarks.

○ **Before the Interview**

The interview process usually begins with a phone call from a reporter.

- ▶ Instead of answering questions during the initial call, ASK questions:
 - What is the story about and what type of story is it? (Hard news, feature, in-depth background, etc.)
 - Who has the reporter talked to and what documents has he/she seen?
 - How do you or your organization fit into the story?
 - What is the interview format?
 - When will the story run? What is the deadline?
 - What does the reporter believe about the story? Does he/she have strong feelings about it?
- ▶ Agree upon a time for the interview and hang up the phone.
- ▶ Determine who is the best person to respond.
- ▶ Alert the Public Affairs Officer and other staff.
- ▶ Gather the information the reporter wants.
- ▶ Anticipate the questions based on the reporter's agenda and recent news stories.
- ▶ Identify and focus on vulnerable areas: "murder board."
- ▶ Prepare talking points – key messages and facts - and fit them on a small index card.

○ **During the Interview**

- ▶ Make eye contact with the reporter.
- ▶ Talk naturally and be alive and confident.
- ▶ Focus on your key messages. Make your points in every answer.
- ▶ Never say "no comment" but instead bridge.
- ▶ Do not state your critic's position.
- ▶ Be memorable – use visual images, word pictures, personalize as much as possible, and use anecdotes.
- ▶ Keep answers short and simple. Talk in sound bites.
- ▶ Stop talking when you have answered a question.
- ▶ Always behave as if the camera is on.
- ▶ Ask questions before answering them.
- ▶ Interview the interviewer. Anticipate questions your answers are likely to trigger.

○ **Special Types of Interviews**

▶ **Telephone/Radio Interviews**

- Hold the telephone a few centimeters away from your mouth.
- Speak slowly and clearly. Emphasize key words which projecting energy and confidence.
- Repeat your message. Change your tone of voice to avoid dullness.
- Never lose your temper.
- Keep your answers brief - 20 to 30 seconds.
- Think of the interview as an energetic dialogue and put yourself in the place of the listener/audience who is at home or in the car and needs to be kept interested in what you say.

▶ **Studio Interviews with Guests for Radio or Television**

- Do not allow the other guests to take over the agenda.
- Disagree when necessary, but do so firmly but politely.
- Do not get personal. You will lose your focus on the message and sympathy of the public.
- Show a discrete sense of humor but avoid sarcasm.
- Focus on your objective to persuade listeners/viewers – not other guests in the studio.
- If you become bogged down, politely agree to disagree and then immediately get on with your own message/agenda.

▶ **Additional Tips for Studio-Based Radio/Television Interviews and Roundtables**

- Arrive early. Familiarize yourself with the environment and the other people. The more you know about other guests, the easier for you to foresee their counter-arguments.
- Do not look at yourself in the television monitor. It may distract you and you may appear unnatural.
- Agree in advance with the interviewer whether you will look directly at her/him and not at the camera.
- Project warmth and variety in your voice during the interview. Slightly animate your face to keep the viewers' attention and stress your message.
- Remember that you may be on camera all the time. Be aware of what you do even when not directly engaged in the dialogue.
- Remember that how you look on television is more important than what you say. Steady eye contact and a smile portray confidence and believability.

- ▶ **Office Interviews**
 - Choose a setting that accommodates a television crew and equipment. Avoid a bureaucratic setting. Get out from behind the desk if possible.
 - Make sure that all objects you would not want seen on camera are put away before the camera crew arrives.
 - After the interview, the reporter may ask you to nod and simulate a dialogue for subsequent editing purposes. Remember that the microphone may still be on. Do not say anything you might regret.

- ▶ **“Stand Up” Interviews**
 - Be particularly brief in your replies.
 - Do not refer to a previous statement because it spoils the sound bite.
 - Do not use the reporter's name in your response. It may kill the “clip” for other broadcasters who might use your interview.
 - Do not attempt to cover every nuance of the question. Get the gist of the question and then move quickly back to your own “message track.”
 - Control the pace. Slow your delivery. Stay low key and cool, regardless of how intense the questioning is.
 - Do not let the stand-up interview go on for too long. Once you have said what you wanted to say, excuse yourself politely but firmly and leave.

- ▶ **Press Conferences**
 - After the chairperson has introduced you, deliver a short, prepared message before taking questions. Avoid reading the message if possible.
 - Stay calm even if a question seems aggressive.
 - Look at one section of the room each time you look up. Deliver your message with conviction to that part of the room. Remember not to glance all around the room as you speak. In a close-up, this may make you look “shifty and uncertain.”
 - Do not get into one-to-one dialogue with a specific reporter. Suggest instead that you meet him/her later and move on to someone else.
 - Repeat, repeat, and repeat your message that you included in your opening statement – even when answering questions.

- **Public Communication Checklist for Empowerment in the Global Network: Building Image, Influence and Identity with Effective Presentations.**
 - ▶ Research and master the subject area

 - ▶ Identify your purpose: to inform, persuade, actuate

 - ▶ Distill your theme into a single, declarative sentence. If you can't do this, chances are you'll leave your audience confused.

 - ▶ Reduce further to create an epigram, GEM (Great Expression that's Memorable), or soundbite that is repeated throughout the presentation.

 - ▶ Construct three to four key message points tailored to the needs, interests, and beliefs of your target audience.

 - ▶ Know your audience: Analyze, Adapt, Anticipate

 - ▶ Start strong: refer to subject or occasion; personal reference; rhetorical question; relevant quotation; startling statement of fact or opinion; humorous anecdote.

 - ▶ Conclude with confidence: personal intention; additional inducement; illustration; quotation; summarizing; inspirational challenge, or appeal.

 - ▶ Organize your presentation logically with the 5 Step Power Progression (refer to handout: Think The Way Your Audience Thinks): (1) Attention; (2) Need to Know; (3) Satisfaction; (4) Visualization; (5) Action

 - ▶ Connect ideas with transitions that: Tell them what you are going to tell them, tell them again, then tell them what you've told them.

 - ▶ Support key message points with interesting evidence. Proceed to explain HOW your evidence functions as proof.

- ▶ “Package” ideas with rhetorical tools to make them understandable and memorable: parallel structure (similar verb tense, balance and rhythm); size and contrast; alliteration; personification; picture-talk; immediacy; onomatopoeia; repetition and restatement; metaphors; real examples; figures of speech; and rhetorical questions that build agreement.
- ▶ Use appropriate technology and visuals (TIP: increase letter size one inch for every 32 feet of distance between speaker and audience). Power point presentations should highlight key messages with terse bullet points- rather than offer a written script of the presentation. Too much information and the audience will be busy reading rather than listening! Turn toward the audience when referring to slides.
- ▶ Use key words, not a script; memorize key sequence of ideas so that delivery sounds extemporaneous.
- ▶ Practice your presentation OUT LOUD so that in “real-time” the sound of your own voice doesn’t throw you off.
- ▶ See yourself as your audience sees you - rehearse in front of a mirror. This exercise strengthens concentration and keeps you aware of distracting body language. Practice delivery of natural and effective vocal/visual communication.
- ▶ Re-channel nervous energy to work for you - not against you - by making eye contact with your audience. To be more audience conscious is to be less self-conscious! Communication confidence—like muscles—can be built!

REVIEW: The 10 Most Common Mistakes Speakers Make:

1. Failing to speak within time
2. Material not suited to audience
3. Information overload: more than three to four key points
4. Material too technical
5. Failure to explain why evidence supports proposition
6. Failure to practice speech out loud
7. Distracting or ineffective visuals, verbals, vocals
8. Lack of eye contact
9. Lack of enthusiasm
10. Purpose unclear

CHECKLIST: Predicting Your EP (Effectiveness Potential)

1. Have you determined the type of listener?
2. Is your central idea clear?
3. What is the purpose?
4. Have audience motives been factored into the communication equation?
5. Does the presentation contain adapted appeals?
6. Does the introduction establish a favorable rapport between you and the listener?
7. Is the line of reasoning obvious to audience and applicable to the topic?
8. Do main points stand out from sub points?
9. Do key messages function to compel audience conviction?
10. Does the conclusion clarify and motivate?
11. Do rhetorical devices make the message easier to understand and easier to remember?

○ Writing a Speech

- ▶ **Step 1:** Start at THE END.
 - Decide how you want to END the speech.
 - Do you want the audience to take action, to DO something?
 - Do you want them to KNOW something they didn't know before?
 - Do you want them to feel inspired or uplifted?
Or do you just want them to feel good and have a smile on their faces?
- ▶ **Step 2:** Say OUT LOUD the words you want to say at the END of your speech.
 - Make your final pitch, your major appeal, your big finish!
 - You could end with a story, a quote, or a challenge.
 - Say the words OUT LOUD!
- ▶ **Step 3:** STOP & WRITE
 - On a 3x5 card, and write down EXACTLY WHAT YOU SAID, just the way you said it. Keep the card.
- ▶ **Step 4:** REFER TO YOUR OUTLINE and the "bulleted" points you want to make. Let it remind you of what you know about that part.
 - Then OUT LOUD TALK about that particular point, as if you were telling someone else what you know in a casual conversation.
- ▶ **Step 5:** STOP & WRITE down exactly what you said...just the way you said it on a 3x5 card.
- ▶ **Step 6:** TALK your speech in segments, instead of writing it down all at once.
 - Illustrate the main points by use of examples, similes, metaphors, personal stories, anecdotes, statistics. Avoid too many facts and figures.
 - Make what you are saying COME ALIVE for each member of the audience.
- ▶ **Step 7:** GATHER UP all the cards, once you've covered your three main points, and arrange them in a logical order of presentation, with your ENDING as the LAST card.
 - ▶ Remember that once the damage is done, no defense can undo it. You can only limit the damage, so watch for warning signs.
 - ▶ Anticipate "bad" stories by brainstorming possible scenarios. What if...?
 - ▶ You need a response team, identified ahead of the crisis. The spokesperson and the information officer must work together.
 - ▶ Avoid blame and never get personal. You will have to deal with the same media in the future.
 - ▶ Be professional and do not disappear. Editors are used to PR officials coming around for a positive story, but disappearing when there is trouble.
 - ▶ Remember that the media will be your ally at other times (natural disasters for example).
 - ▶ Never question the judgment of the reporter or news media.
 - ▶ Do not do anything to make it worse. You will be dealing with the news media long after the story is over.
 - ▶ Disclosure is often the fastest way to "kill" a story.
 - ▶ Do not let the story dribble out.
 - ▶ Avoid mixed messages – through better planning.
 - ▶ Decide when to "feed the beast." Know when to respond and when to keep quiet.
 - ▶ Your response should be part of a strategic plan and not an ad hoc process.
 - ▶ Never speculate. Stay on the facts and stay on the record.
 - ▶ In the case of a factual error, call the reporter first to seek clarification, but never demand a correction.
 - ▶ Do not waste time complaining about headlines. Reporters have nothing to do with them.

- **Principles of Communication [Lehmann, Ingrid A. *Peacekeeping and Public Information: Caught in the Crossfire*. 1999. London: Frank Cass Publishers.]**
 - ▶ **Principle 1:** Public perceptions are a strategic factor that affects conflict resolution and peacekeeping operations at all levels.
 - ▶ **Principle 2:** International public opinion and local public concerns interact in creating images of United Nations peacekeeping operations that, once established, become inseparable from, and exercise continuing influence on, the political process.
 - ▶ **Principle 3:** To be effective in implementing their mandates, field missions must, from the outset, include external (public) and mission-internal information programmes as a strategic and operational-level management function.
 - ▶ **Principle 4:** In (a) peacekeeping environment... education campaigns on specific issues, such as human rights, electoral processes and the rule of law are likely to be important components of peacekeeping operations.
 - ▶ **Principle 5:** Information campaigns in peacekeeping missions must be culturally sensitive to the host country's information environment, without compromising principles such as freedom of the press and human rights.
 - ▶ **Principle 6:** Peacekeeping operations are conducted in an open environment in which transparency of policy and objectives is a principal characteristic of the management of the mission.

- American Journalism Review Media newsletters, media reports, marketing research, and other lists of news sites and miscellaneous resources. <http://ajr.newslink.org>
- Aspen Institute Communications and Society Program <http://www.aspeninst.org> promotes integrated, thoughtful, values-based decision making in fields of communications, media, and information policy.
- Bartlett's Familiar Quotations <http://www.cc.columbia.edu/acis/bartleby/bartlett>
- The Communication Initiative <http://www.comminit.com/> Excellent source of selected articles from news media coverage of communication, development and change trends, programs and policies, excellent linkages and dialogue on communication, development and change.
- Development Communications Research Takes lessons from the advertising industry and from market research companies. <http://www.esomar.nl/index>
- Expert Lists for Journalists <http://nyu.edu/globalbeat/experts.html>
- Global Vision, Local Voice A Strategic Communications Programme for the United Nations Report of the Task Force on the Reorientation of United Nations Public Information Activities <http://www.un.org/reform/track2/info/contents.htm>
- Media and Complex Humanitarian Emergencies <http://www.odihpn.org/report.asp?ReportID=1066>
- Media Mentor The media training, media coaching, and strategic messaging resource for executives of high-tech companies. <http://www.mediamentor.com/>
- The Media Relations Group <http://www.mediatraining.net/trainingfortv/> This site includes tips on dealing with Media Interviews.
- Media - What Makes It Mainstream? Authored by Noam Chomsky. <http://www.zmag.org/chomsky/articles/z9710/-mainstream-media.html>
- Newstrawler <http://www.newstrawler.com/> This meta search engine tracks an archive of over 300 Web news sites. It includes newspapers, magazines, journals, and other Web-based sources from more than 30 countries. You can personalize it to your needs
- Peace Journalism Seventeen Tips on what a peace journalist would try to do. <http://www.mediachannel.org/originals/warandpeace2.shtml> Also see <http://www.mediachannel.org/front.shtml>
- Power Pointers Advice and resources for speakers. www.powerpointers.com Articles focus on planning and building presentations and creating effective handouts; includes templates and clip art for PowerPoint, Corel, and other presentation programs.
- Presenters University Tutorials, clipart, templates for preparing presentations. www.presentersuniversity.com
- The Quotations Page <http://www.quotationspage.com/> Thousands of quotes by alphabetic list, author or type of saying, such as aphorisms or a category like serious sarcasm. Includes search capability.
- Refdesk This site has hundreds of reference sources. <http://www.refdesk.com>
- Speech Communication Eleven step program addresses topics from selecting appropriate topics to overcoming "communication apprehension." <http://www.la.psu.edu/speech/100a>
- Strategic Communication <http://www.strategiccomm.com/resources.html> Strategic Communications is a Connecticut-based firm that consults to U.S. and multinational corporations and government agencies in all areas of written and spoken communications skills. This site provides useful tips in presentation planning.
- Technology in Conflict Resolution <http://www.batnet.com/oikoumene/arbtdadr/html>
- Winning with the News Media <http://www.winning-newsmedia.com/> This website is designed to be a rich resource for news media relations and public relations -- strategy, skill building, inside information. It is loaded with public relations tips, crisis management guidelines, and ideas for better news interviews and news conferences
- World Communication and Information Report 1999 - 2000 Discusses issues such as freedom of the media, the role of public service broadcasting, editorial independence, worldwide access to information sources, and censorship on the Internet. <http://www.unesco.org/webworld/wcir/en/report.html>
- World News <http://www.wn.com/> provides extensive news and invaluable links to other sites from all over the world