Army National Guard
Comprehensive Communication Skills
Participant Workbook

NAME: _____

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A Different Kind of Learning

Welcome to **Comprehensive Communication Skills** — the skills, processes, and practices to help you succeed as an RRNCO and fulfill your *Strength Maintenance Mission.*

This workbook contains reading and activities that will help you develop the competencies you need. Use the workbook during the course to read about the concepts, practice the skills, capture ideas, and think about actions you will take once you are back on the job.

After the course, use the workbook and other materials as a reference to continue to review and practice the **Comprehensive Communication Skills** in all your recruiting, attrition management, and retention actions.

The course is *about* you and *for* you. Your questions, ideas, and insights are as important as the techniques and skills that are taught. The course is designed around discussion and exchange of ideas, so your participation is essential and adds value to CCS. Everything that you learn here will help you create your own success as an RRNCO.

References Used in the Course

Although it is a good idea to keep all your references in the classroom for this training, at a minimum you should be sure to have these on hand throughout CCS training and Guard-X:

- AR 600-9
- AR 40-501
- NGR 601-1
- ECM
- SRIP
- CCS Workbook
- CCS Field Manual

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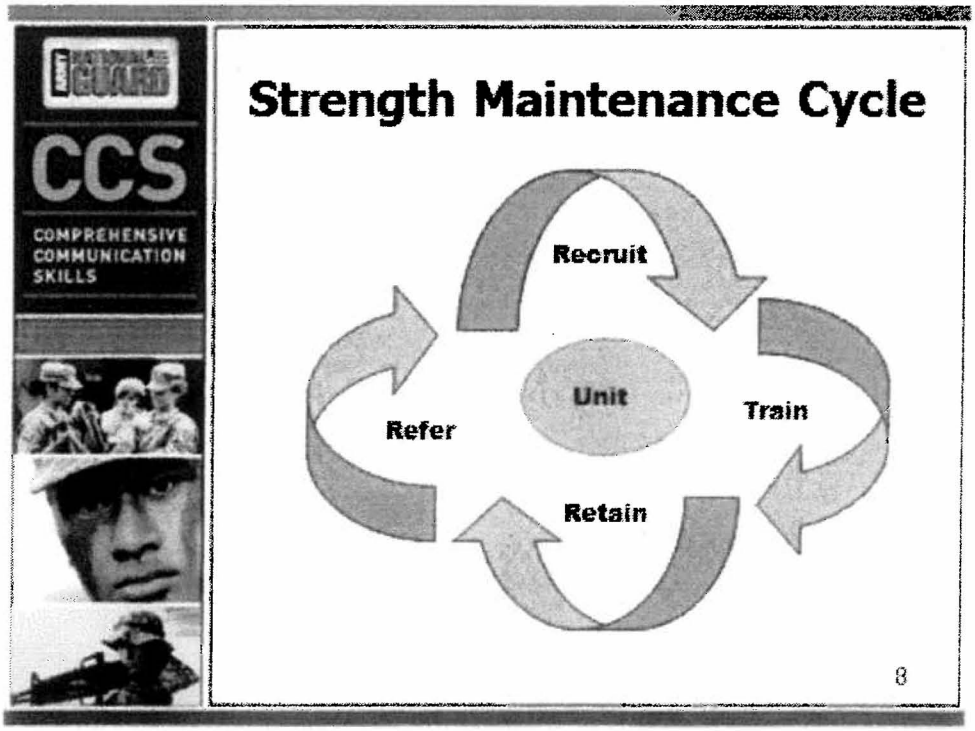
Introduction

Purpose: Provide an overview of the **Comprehensive Communication Skills** course and how it helps the RRNCO fulfill the three tenets of recruiting, attrition management, and retention.

Outcomes: At the end of the *Course Introduction*, you will:

- Understand the structure of the **Comprehensive Communication Skills** course.
- Be able to see how the process and skills taught in the course support the three tenets and apply throughout the Soldier's life cycle with the Army National Guard.
- Gain an awareness of the five key roles of the RRNCO — planner, advisor, communicator, evaluator, and salesperson.
- Become familiar with the RRNCO competencies identified in course development.



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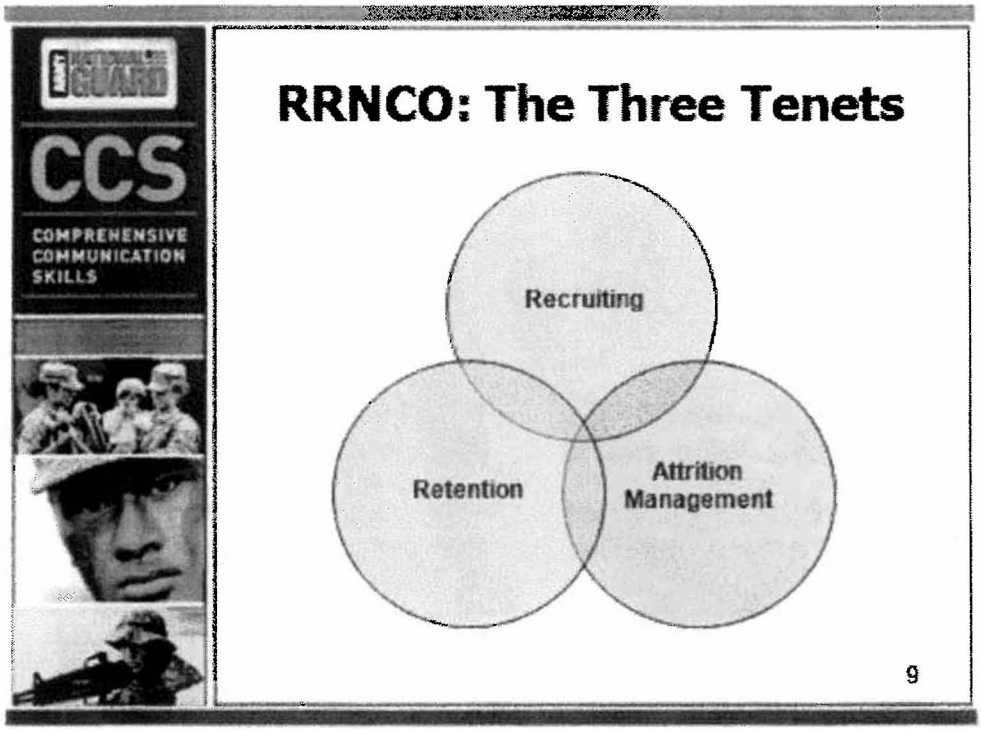
What is the job of the RRNCO?



Yours is a complex assignment and one that is critical to the future of the Army National Guard. Your tasks center on the *three tenets*:

1. Recruiting
2. Attrition Management
3. Retention

The tasks and responsibilities within these three tenets will let you enlist and retain the fine men and women who are the heart of the Army National Guard. Your actions assure the strength of the force for the future. No matter what the state or the nation asks of us — we will be ready.

> *"You're not only a strong symbol of today's Army National Guard, but you also represent the future of our team. Never lose sight of the importance of your commitment to the Army National Guard and to your country."*
>
> — LTG Roger C. Schultz
> Director, Army National Guard (2004)

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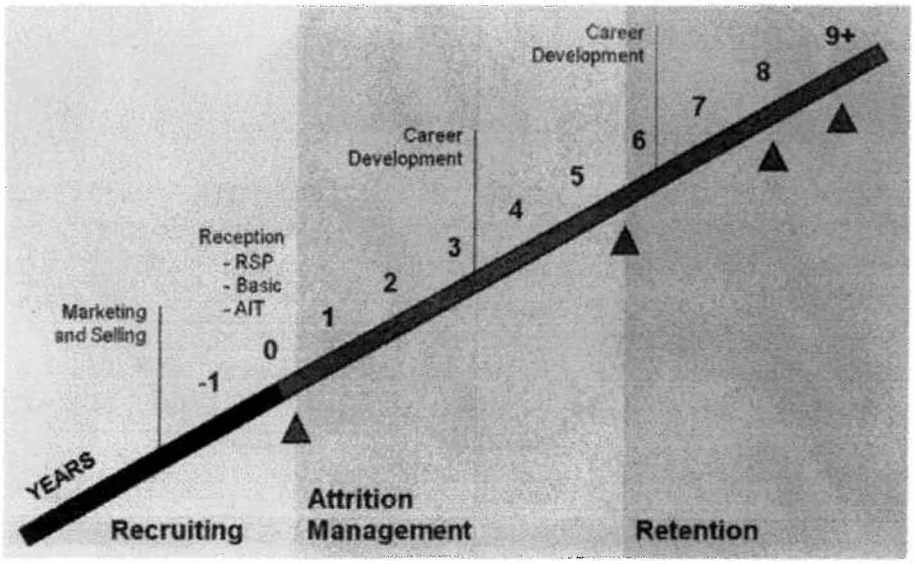
Why are all three tenets important?

ARNG Soldier Life Cycle Timeline



The Army National Guard "Soldier Life Cycle Timeline" provides a visual representation of the timeline to help you execute on the three tenets. At each stage of the timeline, the prospect, applicant, or Soldier is an individual as well as a vital link to additional leads.

Instructions: *Fill in the name of the stage in the "Soldier Life Cycle" that is described by each statement below.*

1. _____ You will focus on this stage as you work with MOS-qualified Soldiers to provide the information and direction needed to help them make the right decision about extending their enlistment. This stage involves working with the Soldier and the unit to ensure continued career development.

2. _____ Activities at this stage include marketing, area canvassing, telephone prospecting, and interviewing prospective Soldiers and the people who influence their decisions for the future.

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3. [redacted] You are engaged in this stage from the moment the prospect agrees to enlist until his or her first enlistment is over. You work closely with the unit to prepare Soldiers for basic training and AIT. You are the liaison with the unit and counselor to the Soldier and the family, helping to make the transition from citizen to Soldier seamless and helping to ensure that the experience is as promised.

How successfully a Soldier progresses through the "life cycle" depends on many factors — not the least of which is his or her desire for what the Army National Guard offers. Your influence and support throughout the cycle can make the difference in choosing to join and stay with the Army National Guard.

"RRNCOs are the backbone of the recruiting and retention organization. Every effort should be made to ensure that they are adequately trained and supported to accomplish their assigned three-tenet strength maintenance mission."

Quoted from NGR 601-1

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Going Through the PACES

The **PACES** roles are actions that help you accomplish the RRNCO mission. These are the leadership standards. At all times, remember, you are an NCO first and your primary responsibility is to take care of your Soldiers. These roles help you do that.

Instructions: *Draw a line from each role listed in the left column below to its correct description in the right column.*

Planner
Advisor
Communicator
Evaluator
Salesperson

Help prospects and Soldiers make the decisions that satisfy their motivators and values. Partner with unit leadership to make the Army National Guard experience all that it can be. Help Soldiers plan their careers with the Army National Guard; be a liaison to help them work through concerns, and achieve their objectives.

Planner
Advisor
Communicator
Evaluator
Salesperson

Examine and stay alert to issues within your market or your unit; be able to get to the root cause and take the right action. Review leads, determine sourcing opportunities, evaluate sales support materials, and understand your market to be able to target your efforts most efficiently.

Planner
Advisor
Communicator
Evaluator
Salesperson

Prospect for new recruits, conduct interviews with prospects and Soldiers, market yourself and the Army National Guard to maximize the opportunities for quality enlistments and extensions, and work with the Soldiers in the unit to lower attrition and increase retention.

Planner
Advisor
Communicator
Evaluator
Salesperson

Prepare and organize information to make recruiting, retention, and attrition management more efficient and effective. Manage your time, your market, and your activities to effectively and efficiently complete the mission.

Planner
Advisor
Communicator
Evaluator
Salesperson

In presentations and one-on-one discussions, keep dialogue open and sincere; present Army National Guard image with clarity, conviction, and enthusiasm. Know the skills to communicate effectively with prospects, Soldiers, leadership, and the community.

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Real World Knowledge

The **Comprehensive Communication Skills** course was developed following intensive needs analysis and focus group interviews with master RRNCOs, new Soldiers, experienced leadership, and other key Army National Guard personnel.

Below are five best practices identified during the course of the analysis.

Best Practices of an RRNCO

1. NCO first — take care of your Soldiers.
2. Live in your unit.
3. Make the technology and tools "yours."
4. Actively market yourself and the Army National Guard. You are the "brand."
5. Constantly prospect — keep the funnel filled.

America's first permanent militia regiment was organized by the Massachusetts Bay Colony in 1636. This was the precursor of today's Army National Guard, making the Army National Guard the first American armed force. Since that time, the Army National Guard has participated in every U.S. conflict from the Pequot War of 1637 to our current deployments. To learn more about the proud history of the Army National Guard in each of our nation's conflicts, visit www.1800GoGuard.com.

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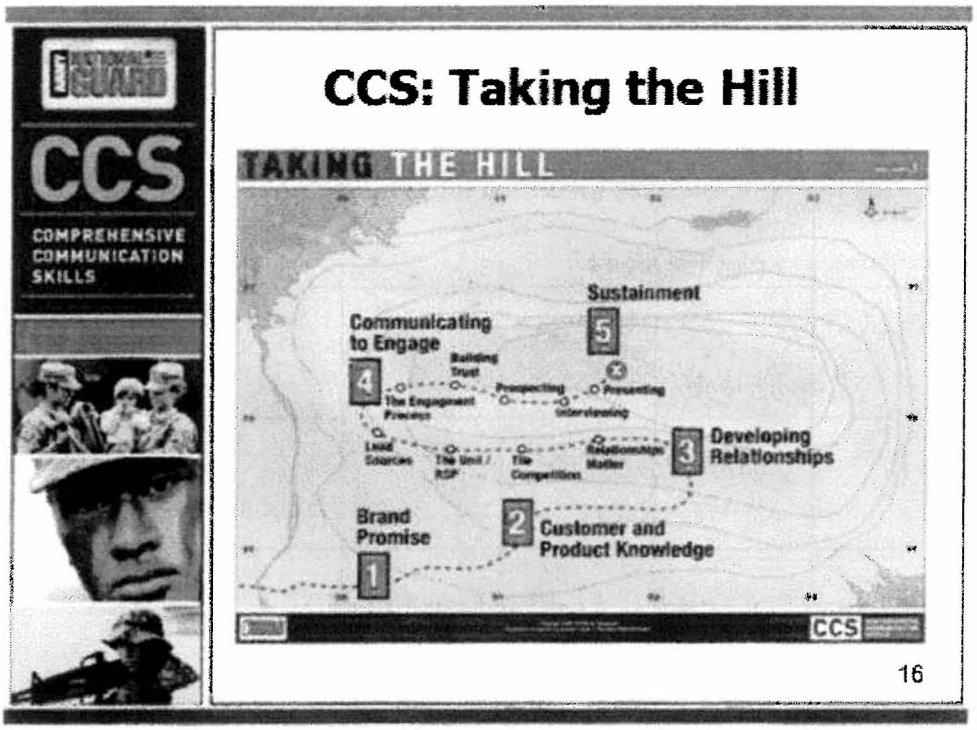
Course Overview



Your mission as RRNCO is not that different from any other military mission. You want to "take the hill" — the hill of maintaining Army National Guard strength. The course is structured to help you do that — learn the terrain, move incrementally, and gain ground as you learn and practice the processes and skills that lead to success as an RRNCO.

To take the strength maintenance hill, you have to be fully prepared:

- Have equipment and weapons in order
- Maintain mental and physical status at peak readiness
- Have battle plan clearly laid out

CCS contains five phase lines and a series of checkpoints — each building your skills and knowledge as you "take the hill."

Each phase line builds on the previous ones, so that you use the gains you make on one to move to the next and take a new piece of ground. At the end, you will have conquered CCS and are ready to face the excitement and challenges of recruiting, attrition management, and retention.

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Competencies by Phase Line

Instructions: *As you read each list of competencies, put an "S" beside those you see as strengths, and an "O" beside those you see as opportunities.*

Phase Line 1: Brand Promise

First, you will scope out the terrain by gaining a thorough understanding of the brand marketing premise of the Army National Guard, what it is, and how it affects your role.

Competencies	
	___ Know and be able to present the value/history/heritage and future of the Army National Guard — the "You Can" promise.
	___ Above all else, **NCO First** (NCO creed).
	___ Understand that you (as RRNCO) are a key part of the Army National Guard brand — sell yourself.
	___ Understand the importance of your role as model, counselor, and guide. - Be honest and engender trust. - Embody Army values.
	___ Ensure that recruiting and retention is not just a "numbers game," but instead focuses on quality of enlistments.
	___ See yourself as a career counselor, helping people make good decisions for themselves and for the Army National Guard.
	___ Execute *all* three tenets of the RRNCO.

Phase Line 2: Customer and Product Knowledge

Next, you will find and apply customer and product knowledge, such as characteristics of the market and what the Army National Guard offers.

Competencies	
	___ Know who your customers are, including: - Prospects, recruits, parents, guidance counselors, COIs - First-termers, careerists - Unit leadership

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Competencies	
	___ Understand your market demographics and typical reasons to join and to stay.
	___ Plan your own marketing to maximize leads and referrals.
	___ Know the features and *both* tangible and intangible benefits of the Army National Guard; rarely is someone interested in just one or the other.
	___ Know the national programs (most critical, valuable, and unique) and the state programs.
	___ Be able to communicate about the programs in a customer focused way.

Phase Line 3: Developing Relationships

In the third phase line, you'll explore the ways that the RRNCO must build relationships to succeed. You'll consider how to develop relationships through understanding and action. It is important to develop long-term relationships with a variety of individuals and groups to be a successful RRNCO.

Competencies	
	___ Know the importance of developing long-term relationships.
	___ Develop relationships through understanding and action.
	___ Understand the various groups and individuals with whom an RRNCO needs to develop relationships: - Applicants and Prospects - The competition - The Unit/RSP - Lead Sources
	___ Know Army National Guard exclusive benefits vs. other services, employment opportunities, college.
	___ Take action to build relationships within the Unit and RSP.
	___ Understand and plan for developing relationships with all of the lead sources available to the RRNCO.

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Phase Line 4: Communicating to Engage

A large part of CCS focuses on **Phase Line 4 — Communicating to Engage**. These are the communication skills that move you through the interactions when prospecting, interviewing and giving presentations. These skills help you establish rapport and communicate effectively with all your "customers" — prospects, applicants, Soldiers, unit and RSP leaders and members, as well as community and family.

Competencies

___ Become proficient in communicating at key points in the "Solder Life Cycle Timeline."

- Prospecting
  - Skills for "cold calls": "meet and greet" prospecting
  - APPLE-MD to qualify; handle if *not* qualified
- Interviewing
  - Skills for effective interviewing — building trust, asking questions to determine motivators, presenting the value of the Army National Guard, addressing concerns, closing on a commitment
  - Active listening skills
  - Awareness of nonverbal communication

___ Provide service after the sale and take care of Soldiers to avoid "buyer's remorse" and prevent the gap between RRNCO and enlistee after the sale.

- Presenting
  - Skills for commanding presence and conveying ideas to groups (unit, schools, and community)
- Influencing

  Skills for presenting ideas and resolving problems with unit leaders and others within your organization when you may not have direct control or authority over the situation

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Competencies	
	___ RRNCO should always be prospecting and conducting sales interviews, attrition interviews, and retention interviews. – Know the sources for leads and different "weights," i.e., priority one schools, ASVAB lists – Track activity/know the tools (ARISS, Virtual Armory, etc.) – Consult with unit members to evaluate retention environment ___ Follow up on *all* contacts and commitments.

Phase Line 5: Sustainment

The final phase line extends beyond this course. Sustainment provides guidance to the techniques, tools, and activities to help you apply, review, refresh, and practice the concepts, processes, and skills back on the job.

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Glossary of Terms Used in CCS

Understanding the terms that are used in the course is critically important. Refer to this glossary for a definition if you come across a word or phrase that's unfamiliar. For a full glossary of terms and acronyms you may encounter in your work, refer to *NGR 601-1 Glossary*.

Instructions: *Use the list of glossary terms below to label the definitions on this and the following two pages.*

Applicant	Attrition	Benefit
Call	Center of influence (COI)	Contact
Feature	Influencing	Interview
Lead	Motivator	Pipeline or training pipeline
Pipeline attrition	Presenting	Prospect
Recruiting	Referral	Retention
Values	VIP	Selling

1. _____ Maintaining Army National Guard membership of Soldiers exposed to ETS

2. _____ The act of replenishing/reinforcing the Army National Guard with prior-service and non--prior-service personnel

3. _____ A discussion with a prospect, applicant, Soldier, or prior-service civilian with all decision makers present, with specified objectives

4. _____ Telephone contact with a lead or prospect

5. _____ Effecting actions by others within your organization over whom you have no direct or implied authority

6. _____ The exchange of information with a lead or prospect

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7. _____ A person who is prequalified, desires voluntary enlistment in the Army National Guard, and is being considered for entry

8. _____ An individual who has agreed to an appointment/interview

9. _____ The needs, wants, desires, and wishes that cause a person to act

10. _____ An aspect of Army National Guard service and the description of that aspect (what it is, how it works, who qualifies, etc.)

11. _____ Separation of Army National Guard Soldiers prior to achieving their expiration term of service (ETS)

12. _____ Individuals who influence individuals to enlist or extend in the Army National Guard; individuals who provide leads to RRNCO and other Army National Guard personnel (unit members, teachers, and counselors)

13. _____ Very influential person

14. _____ Providing information about the Army National Guard for the purpose of generating leads

15. _____ How the Army National Guard helps an individual accomplish goals, satisfy motivators, and support his or her values (why it matters)

16. _____ Information about a person given to the RRNCO by unit personnel or COI for the purpose of pursuing enlistment

17. _____ The inner drivers that shape choices and influence the motivators

18. _____ The period of time between enlistment and MOS qualification

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19. The name, address, and/or phone number of someone who may or may not be interested or who has expressed interest in joining the Army National Guard.

20. Matching what an organization can provide to what the customer is willing to buy; an exchange of something of value

21. Separation of Army National Guard Soldiers prior to MOS qualification

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Summary

- The three tenets are the foundation — recruiting, attrition management, and retention.
- The three tenets apply throughout the Soldier's life cycle with the Army National Guard.
- The five roles — **PACES** — help you execute on the three tenets.
- CCS is designed to share best practices of master recruiters and experienced RRNCOs.
- It will help you develop the competencies it takes to succeed in your *Strength Maintenance Mission.*

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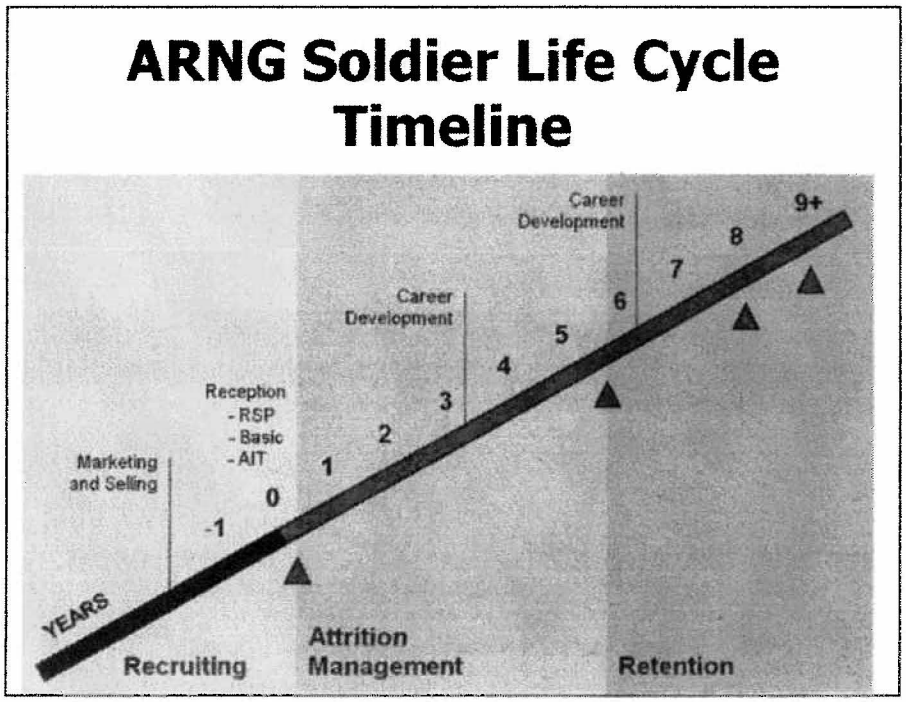
Concept Quiz: Course Introduction

1. The three tenets are (list them below):
   a. _____
   b. _____
   c. _____

2. What do the triangles on the chart below represent?

_____

_____



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3. Attrition Management impacts retention, so you should work on retaining Soldiers throughout their careers through your attrition management efforts. However, what is the most critical time for retention efforts?

   a. Before an applicant goes to MEPS
   b. Drill weekends
   c. At a Soldier's ETS
   d. Before AIT
   e. All through the career

4. When should the RRNCO focus on attrition management (list at least two times)?

   _____

   _____

5. Fill in the name of the missing PACES roles of the RRNCO.

   a. Planner
   b. _____
   c. Communicator
   d. _____
   e. Salesperson

6. Why is "communicator" a critical role?

   a. RRNCO is required to make presentations
   b. Used in interviews and cold calls
   c. Talks about the Army National Guard with clarity, conviction, and enthusiasm
   d. Discuss the Army National Guard with Soldiers, prospects, unit leadership, and community
   e. All of the above

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