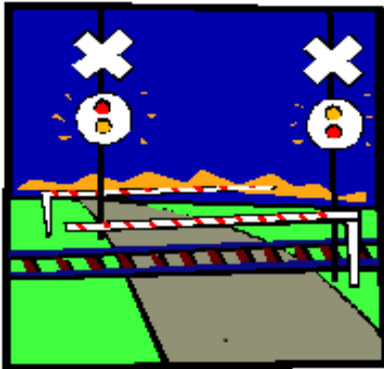
A photograph showing a long stretch of barbed wire fence running parallel to a dirt path. The fence is made of multiple strands of twisted metal. The background consists of dry, brownish grass and a hillside. The lighting suggests it might be late afternoon or early morning.

IMPROVE COMMUNICATION
WITHIN MY UNIT UNDER MY COMMAND
TO CREATE AN COOPERATIVE
ORGANIZATION AND TO MAXIMIZE
MISSION PERFORMANCE

ASC 10-1
Seminar 1
Republic of Korea



PROBLEM AND CHALLENGES

◎ **HIERARCHICAL COMMUNICATION CULTURE**

- Rigid working climate, lack of two-way communication
- Not accustomed to interactive communication via high-tech electronics
- Appear to welcome suggestions & questioning from subordinate, but not really value their inputs

◎ **AUTHORITATIVE LEADERSHIP STYLE**

- Used to downward communication culture, giving instructions & directions
- Lack of efforts to get feedback from subordinates

◎ **LACK OF COMMUNICATION CAPACITY & SKILLS**

- Both leaders & subordinates are not educated on how to communicate effectively
- Most subordinates feel comfortable complying with directions rather than creative thinking

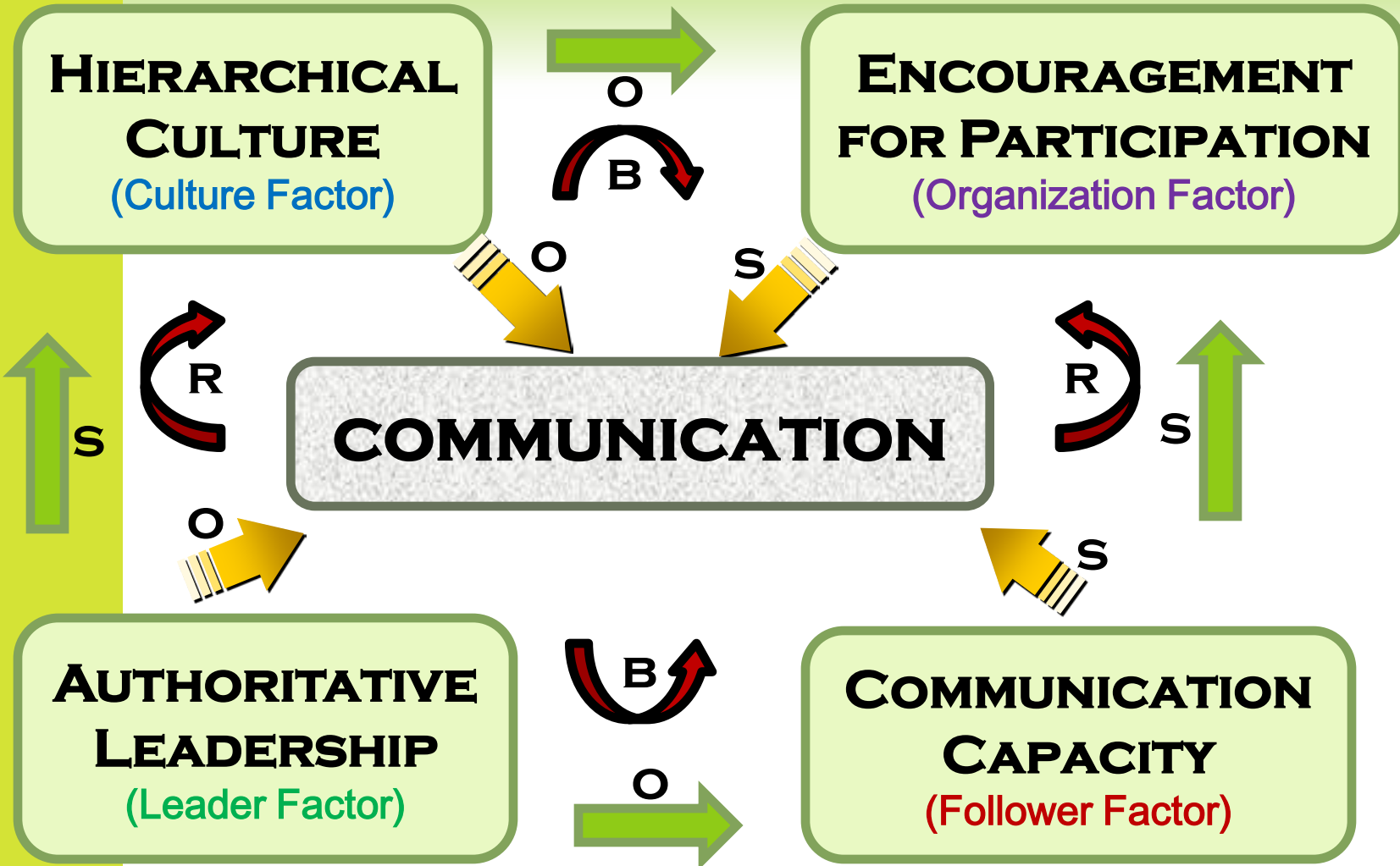
◎ **LACK OF ENCOURAGEMENT FOR PARTICIPATION**


- No brainstorming process for taking opinion & inputs from below
- Lack of information sharing efforts among members
- No communication audit system





CAUSES





**COMING
SOON!**

GOAL

**TO IMPROVE INTERACTIVE
COMMUNICATION AMONG
MEMBERS UNDER MY COMMAND
TO ENABLE BETTER
COOPERATION**



OBJECTIVES

- ◎ **CREATE AN OPEN WORKING CULTURE & ENVIRONMENT**
 - Customize use of high-tech communication methods
 - Put coffee breaks in regular daily schedule
- ◎ **ADOPT EFFECTIVE LEADERSHIP STYLE**
 - Regularize feedback dialogues and provide various incentives
 - Communicate & release regular updates of current issues
 - Institute open-door policy to encourage face to face dialogues at all time
- ◎ **ESTABLISH VARIOUS CHANNELS AND SYSTEMS**
 - Conduct regular meetings for brainstorming & information exchange
 - Organize evaluation team to systemize communication audit
- ◎ **DEVELOP COMMUNICATION CAPACITY**
 - Educate periodically to develop & improve individual communication skills
 - Enhance team building activities to increase interaction



ACTION PLAN

- ◎ **PHASE 1 PLANNING (5 WEEKS)**
 - Assess current situation of members & organization (2 weeks)
 - Revise this action plan in response to assessment (4 weeks)
 - Report revised concept paper to my commander & get buy-in (1week)
- ◎ **PHASE 2 INITIATING (4 WEEKS)**
 - Inform members of goal and objectives & ask for active participation (1 week)
 - Promote consensus through various dialogues (2 weeks)
 - Ensure whether all members understand the new vision (1 week)
- ◎ **PHASE 3 IMPLEMENTATION (TERM OF TENURE)**
 - Launch detailed plan to accomplish respective objectives
- ◎ **PHASE 4 EVALUATION (EVERY 3 MONTHS)**
 - Conduct communication audit and evaluate achievement
 - * Invite experts from Army Leadership Center to perform external audits
 - Regularize feedback sessions responding evaluation result



MEASURES OF SUCCESS

- ◎ **FREQUENCY OF USE OF HIGH-TECH**
 - Total numbers of e-mails, text messages & telephones
 - No hesitation to use high-tech communications
- ◎ **QUANTITY OF SUGGESTIONS & QUESTIONING**
 - Active involvement in brainstorming and information sharing
 - Increase of creative & innovative suggestions
 - Activation of dialogues among members
- ◎ **REGULARIZATION OF DIALOGUES & ACTIVITIES**
 - Dialogues, brainstorming & information sharing sessions
 - Communication capacity building education
 - Team building activities
- ◎ **SYSTEMIZATION OF FEEDBACK**
 - Regular audit of communication by outside experts & in-residence evaluation team
 - Showing progress to entire unit



END STATES OF PROJECT

MAXIMIZE MISSION PERFORMANCE CAPABILITY

**INTERACTIVE
COMMUNICATION**

Increasing involvement
& empowerment

Feedback &
information sharing

Improvement
communication capacity

Normalization
use of high-tech

Regularization team
building activities