Leonard Wood Institute Research Project
Final Report

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<td>Principal Investigator:</td>
<td>Dr. Annette Sobel</td>
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<td>Co-Investigator(s):</td>
<td>Dr. Esther Thorson, Dr. Margaret Duffy</td>
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Project Abstract

One of the challenges in developing agile and adapt leaders is enhancing communication at every level. University of Missouri – Columbia researchers in partnership with Fort Leonard Wood (FLW) STRATCOM and other key personnel, conducted qualitative and quantitative research in order to establish benchmarks and make recommendations about how best to meet communication challenges and opportunities.

Phase I involved a series of interviews with small and medium sized enterprises (SMEs) in all areas of FLW to gain a range of perspectives. This was a critical step, in part because FLW is such a large and complex organization. Phase I also involved analysis of current communication programming, tools, plans, and structure. It emerged that currently an overarching strategic plan did not exist, though considerable progress was being made by the appointment of a STRATCOM cell and leader to bring together communicators in various areas. Notably, excellent communication vehicles did and do exist as evidenced by the Guidon, FLW web sites, successful events, and the like. Nevertheless, communication strategy had not been formalized in a document that all entities embraced. Some structural issues and barriers emerged in that it was unclear how the STRATCOM cell can and should interact with senior leaders and stakeholders. In addition, research and evaluation metrics did not exist.

Phase II was a two-pronged effort to better understand internal and one specific external audience. First, for internal stakeholders, researchers developed an online questionnaire that examined media preferences and needs for information based on the Army-centric Media Choice Model (Thorson & Duffy, 2009). This model provided crucial insights and found significant differences among SMEs for types of information they desire and how they prefer to get such information. In the research, we segmented internal stakeholders into Enlisted, Officer, Retired, and Civilian employee groups and we found distinctly different preferences and needs for news and information. Enlisted personnel in particular express stronger needs for information and the manner in which this information is conveyed than other SMEs. Different preferences were also discovered based on a respondent’s leadership characteristics. This has implications for leadership training and development. Second, Phase II included qualitative, in-depth interviews with influential individuals in business, government, communities, and media. These interviews sought to establish current perceptions and beliefs about FLW among opinion leaders in Missouri. The interviews revealed that these leaders knew very little about FLW, its sophistication and its mission, and also revealed that they would be receptive to gaining more information and developing stronger ties.

Recommendations

FLW communicators are doing an excellent job with restricted resources using several different communication vehicles. In an interview with the Guidon, FLW’s newspaper, on the event of his deployment, Major General Gregg Martin stated that there are four central goals for FLW: first, train Warriors; second, train and develop leaders; third,
support and nurture families; and fourth, design capabilities, doctrine, organizational and material solutions for successful warfare. To accomplish this, General Martin went on to say; it would be necessary to team with a variety of stakeholders, military, industrial, academia, political and community leaders. And the key to developing what he called this “team of teams” was top-notch internal and external communication. The following recommendations will increase opportunities to achieve these goals.

1. Examine the current organizational structure and extend the STRATCOM cell’s capabilities. Assure that the STRATCOM cell reports directly to the CG and include representation from major areas.

2. Develop a strategic plan based on goals and measurable objectives and including evaluation criteria. The strategic plan goals and objectives should be developed based on knowledge of media and information needs and preferences of stakeholders.

3. Conduct ongoing research to further elaborate current findings and extend understanding of stakeholders and their changing roles and importance to FLW. Use this research as the continuing evaluation criteria.

4. Develop reminder guidelines of best practices in communicating with each segment in the most effective way so as to achieve Fort goals for all personnel charged with communication duties. This report can provide the foundation for these guidelines.

5. Develop an action plan based on influentials research aimed at filling the “blank canvas” that many have regarding the Fort and its activities, and for the Leonard Wood Institute.

6. Enhance the FLW web site so as to make it more useable and accessible to journalists including rich media and other information available for downloads.

7. Develop a message platform designed for business audiences, expand the existing network of credible third party allies, and launch a strategic campaign to tell the story.
Executive Summary

This project was aimed at helping to achieve the vision of CG Gregg Martin and was enabled through the LWI and its executive director, Joseph L. Driskill.

It sought to address some of the primary challenges that senior leaders saw in creating agile and adaptive leaders. Important elements of the challenges lay in enhancing communication at every level.

To assist in the effort, MU researchers in partnership with FLW STRATCOM and other key personnel, conducted extensive qualitative and quantitative research in order to establish benchmarks and make recommendations about how best to meet challenges and take advantage of opportunities. The program, begun in August 2009 was completed in January 2010.

Phase I involved a series of interviews with SMEs in all areas of FLW to gain a range of perspectives. This was a critical step, in part because FLW is such a large and complex organization. Phase I also involved analysis of current communication programming, tools, plans, and structure. An important aspect of Phase I followed General Martin’s goal to foster partnerships and shared initiatives. It also was part of his and other leaders’ effort to understand the different publics and audiences, both internal and external, on which FLW depends for its success.

As he put it recently, “We can partner together and ask ourselves ‘What are we fundamentally trying to do?’ and how can we all approach this together and share best practices, identify requirements, and then reach out across not only Fort Leonard Wood, but the region, state and nation to find the best solutions to these requirements to strengthen our Warriors, our leaders, our families, our forces to do this vitally important national defense mission.”

General Martin clearly understood that in order to communicate with those diverse groups. FLW communicators would have to go beyond traditional approaches. In fact, he and others focused on important stakeholders and that focus was a primary impetus for the current study. More specifically, he and others were concerned that stakeholder perceptions may not accurately reflect the high level of professionalism, technological expertise, commitment and pride that is present at FLW.

As part of Phase I, it emerged that currently an overarching strategic plan did not exist, though considerable progress was being made by the appointment of a STRATCOM cell and leader to bring together communicators in various areas. Notably, excellent communication vehicles did and do exist as evidenced by the Guidon, FLW web sites, successful events, and the like.

Nevertheless, communication strategy had not been formalized in a document that all entities embraced. Some structural issues and barriers emerged in that it was unclear how the STRATCOM cell can and should interact with senior leaders and stakeholders. In
addition, research and evaluation metrics did not exist.

Phase II was a two-pronged effort to better understand internal and one specific external audience. First, for internal stakeholders, researchers developed an online questionnaire that examined media preferences and needs for information based on the Army-centric Media Choice Model (Thorson & Duffy, 2009). This model provides crucial insights and found significant differences among segments for types of information they desire (news agenda) and how they prefer to get such information.

Second, Phase II included qualitative depth interviews with influential individuals in business, government, communities, and media. These interviews sought to establish current perceptions and beliefs about FLW among opinion leaders in Missouri. The interviews revealed that these leaders knew very little about FLW, its sophistication and its mission, and also revealed that they would be receptive to gaining more information and developing stronger ties.

**Important Study Findings and Recommendations**

FLW communicators are doing an excellent job with restricted resources using several different communication vehicles. However, certain changes and enhancements will increase opportunities to achieve the CG’s goals. Following are research based suggestions and observations:

1. Examine the current organizational structure and extend the STRATCOM cell’s capabilities. Assure that the STRATCOM cell reports directly to the CG and include representation from major areas.

2. Develop a strategic plan based on goals and measurable objectives and including evaluation criteria. The strategic plan goals and objectives should be developed based on knowledge of media and information needs and preferences of stakeholders.

3. Conduct ongoing research to further elaborate current findings and extend understanding of stakeholders and their changing roles and importance to FLW. Use this research as the continuing evaluation criteria.

4. Develop reminder guidelines of best practices in communicating with each segment in the most effective way so as to achieve Fort goals for all personnel charged with communication duties. This report can provide the foundation for these guidelines.

5. Develop an action plan based on influentials research aimed at filling the “blank canvas” that many have regarding the Fort and its activities, and for the Leonard Wood Institute.

6. Enhance the FLW web site so as to make it more useable and accessible to journalists including rich media and other information available for downloads.
**Key Research Findings and Takeaways**

**Internal stakeholders**

In the research, we segmented internal stakeholders into Enlisted, Officer, Retired, and Civilian employee groups and we found distinctly different preferences and needs for news and information. Enlisted personnel in particular express stronger needs for information in many areas than other segments. In particular, they are concerned with new policies, safety, their deployments, and leisure activities. Simply put, all segments are hungry for information, but this is especially true for the Enlisted.

In addition, Enlisted personnel expressed an overriding preference for video and audio and it is likely that communication to this group would be more effective using these channels. Further, as smart phones and other mobile media become more ubiquitous, message delivery should include those approaches.

Moreover, the research indicates that different segments have different news agendas that FLW communicators can address.

We identified notable differences in aperture, or the optimal time and channels for delivering a message to gain most awareness and understanding. We applied this to best media/times for delivering urgent and non-urgent messages.

We also detected different preferences for media based on respondent’s leadership characteristics, an area we look forward to exploring further. This has implications for leadership training and development.

**Missouri Influentials**

Based on the depth interview with influentials, it is clear that FLW has a significant opportunity to build awareness and appreciation for the Fort’s activities and role in the state, nation, and world.

We recommend developing a message platform designed for business audiences, expanding the existing network of credible third party allies, and launching a strategic campaign to tell the story.

Again, by “strategic” we suggest that this plan also will be carefully crafted to reach the highest priority stakeholders and decision-makers. Events or programs that “we’ve always done” should be evaluated individually to test whether they are strategically sound.
In an interview with the *Guidon* on the event of his deployment, Major General Gregg Martin stated that there are four central goals for FLW: first, train Warriors; second, train and develop leaders; third, support and nurture families; and fourth, design capabilities, doctrine, organizational and material solutions for successful warfare. To accomplish this, General Martin went on to say; it would be necessary to team with a variety of stakeholders, military, industrial, academia, political and community leaders. And the key to developing what he called this “team of teams” was top-notch internal and external communication. In a note welcoming incoming General Dave Quontock, General Martin said:

-Communicating our story -- who we are, what we do, and why we do it... To both internal and external teammates, with clarity, enthusiasm and purpose ... And empowering/encouraging each member of the Team to go forth and tell the story -- to spread the good news of MSCoE/FLW, which has become a mini-DOD, Full Spectrum, Center of excellence and innovation!!!

Clearly, the success of FLW will be extended through enhanced communication and knowledge of stakeholders.
A study to examine the effectiveness of 
the strategic communications strategy of the U.S. Army 
Maneuver Support Center at 
Fort Leonard Wood

A research project toward its mission to insure military readiness to 
assist civil authority in taking actions to maintain or restore essential 
services and manage and mitigate problems caused by natural and manmade 
disasters or catastrophes

The University of Missouri Research Team would like to thank Major General Gregg 
Martin for his vision, insights, and guidance. In addition, we would like to thank the all 
of the Fort Leonard Wood team members who made this research project possible and 
whose contributions were invaluable.

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I. Context of the Study and Key Elements

A. Impetus for the study

As articulated by Major General Gregg Martin, Fort Leonard Wood is built on a legacy of strength and service, a legacy embodied by the life of its namesake. As General Martin has clearly demonstrated in his talks and discussions, this is an extraordinary time for the military, offering great opportunities for creating a new future for the Army, a future in which FLW plays a critical role.

However, General Martin, senior leaders and the STRATCOM cell were concerned that perceptions of key stakeholders, internally and externally, may not accurately reflect the high technology and 21st century training and research conducted at FLW or the extremely high quality of its Soldiers. This project was developed to examine current strategic communication practices and channels and to make recommendations.

B. Key aspects of the FLW mission and capabilities

The range and scope of FLW’s accomplishments and capabilities are impressive, and FLW’s military and civilian personnel demonstrate world-class performance in executing their mission:

• High-technology maneuver support training prepares Soldiers as agile and skilled warriors and to be Soldier diplomats as Army forces face new challenges around the world.
• Today’s Soldiers are both enabled by and embrace technology innovation.
• Soldiers and civilian personnel are vibrant members of the community, state, and region, contributing to the social capital of civic life. Moreover, wherever they are assigned around the world, they bring this high-level preparation to the mission and contribute to social capital and community improvement.
• FLW is an important center for cutting-edge research for force protection and a think tank for developing innovative solutions for current and future challenges. There is significant potential to further link the UM system with FLW to provide synergies in training and research.
• The vision of former Commanding General Gregg Martin extends throughout each aspect of FLW as it is a brain trust for war, for peace, for training, for bringing together great ideas for the Army for use around the world. Moreover, an ethic of caring and concern for each Soldier and his or her family suffuses all FLW programs.

C. Organization of the study and deliverables

This report is based on communication research that can form the basis for solid decision-making in enhancing communication effectiveness, addressing potential gaps between
stakeholder perceptions of FLW and facts, and assisting leaders and STRATCOM in accomplishing the mission.

The report outlines three research initiatives: 1) FLW SME interviews; 2) A comprehensive investigation of internal communication effectiveness based on survey research; 3) In-depth interviews with key influentials around the state of Missouri to understand current perceptions that important thought leaders have about FLW. It is organized as follows:

• Summary of research findings
• A primary message that will emphasize that today’s Soldier is a citizen-diplomat, technology-enabled communicator based on the FLW mission and research findings
• Recommendations for high-impact message delivery
• Methods of evaluating success of various components of the program
• Recommendations for media marketing and dissemination strategies
• Enhanced relationships and understanding of the FLW mission and accomplishments

D. Communication as a major factor in fostering able and adaptive Soldiers

“Communication is not a secondary or derived aspect of organization—a ‘helper’ of the other presumably more basic functions. It is rather the essence of organized activity and the basic process out of which all other functions derive.”—Bavelas & Barrett (Davis, 1978)

Successful organizations are those that adapt to changing environmental factors, are proactive in embracing adaptive change, and have a clear understanding of publics on which they are dependent for success. These publics are also known as stakeholders. Crucial elements of successful adaptation include understanding the environments in which the organization operates, monitoring the environment for changes, evaluating relationships with stakeholders, and communicating the organization’s most critical messages. If organizations do not continually evaluate and adjust their relationships, they are likely to break down because they are inadequate or inappropriate for current circumstances. (Cutlip, Center & Broom, 2006).

“The most successful organizations are especially adroit at continually responding to change of any sort in their environments” (in Cutlip, et al, 2006, p. 174). Adaptive organizations are “open systems” that anticipate potential threats and opportunities whereas “closed systems” react only when issues become significant problems—often when it is too late to correct the problems.

The role of communication in organizations consists of three major issues: 1) Assessing stakeholder and other environmental attitudes, often using media or other communication methods; 2) Understanding that communication is an extremely important factor in all organizations, especially those with multiple stakeholders; 3) Understanding that failure to communicate strategically and effectively with stakeholders has potentially disastrous implications.
1. Structural issues in organizations

In many of the world’s top organizations, professional communicators participate in decision-making and policy discussions. Moreover, they fulfill and important cybernetic role in scanning the environment to understand and articulate the threats and opportunities that may arise. The “dominant coalition” of an organization is comprised of the individuals who have power (Grunig, 1992).

The best public affairs outcomes tend to emerge from organizations that provide proximity and access to public affairs professionals. An important study revealed that “CEOs in the top 10% of organizations were almost three times more supportive of the public relations function than were CEOs in other organizations” (Cutlip et al, 2006). In other words, the most successful organizations are those that consider communication as integral to the mission.

2. Why conduct strategic communication research?

• Part of a sophisticated open system communication approach, probing the environment to adjust and adapt to rapidly changing environments
• Identify and communicate with crucial external stakeholders whose perceptions and attitudes are critical to your success
• Identify and communicate with crucial internal stakeholders to improve accuracy, adaptive behaviors, and performance.
• Communication is a vital tool in winning the wars our Country faces today.

3. Myths about communication

• Information is a commodity and it can be transferred as it’s intended. Fact: It is a highly complex process with much opportunity for misunderstanding.
• Information is power. Fact: It is only powerful if properly managed.
• More information is always better. Fact: Information overload disempowers individuals.
• Information is knowledge. Fact: Information does not always lead to understanding

II. Theory Guiding the Research and Research Designs

A. The Army-Centric Media Choice Model

The model in Figure 1 predicts important communication aspects that we tested in this project. First, it predicts that different groups of people (e.g., retired, civilian, enlisted and officers) will have different patterns of media use and preferences. Second it predicts that there will be clear aperture patterns for everyone. These are crucial because if communicators get the right information to people at the right time, communication is far more effective. Third, the voice from the source will be differentially preferred by different groups. “Voice” refers to such sources as authoritative sources (as in traditional
news) news from other people like oneself (as in blogs, texts from friends), etc. Voice will vary, of course, with media features.

**Figure 1: The Army-Centric Media Choice Model for Optimizing Information Transmission**

Using the tested framework of the Media Choice Model, we applied appropriate research methodologies that include qualitative interviews, content analysis, and quantitative survey research. This research was based on identifying the most critical stakeholders whose knowledge and attitudes have an impact on the Fort’s success in accomplishing its mission.

The strategies behind the MCM go beyond segmentation based on demographics or other traditional categorization approaches to aggregation of stakeholders based on how they desire to fulfill their communication needs.

It crosses communication needs such as information or entertainment with various media features such as rich media, customizability, searchability, and mobility. Further, it factors in aperture, or the optimal times for communicating different types of content. This matrix of communication needs and media features provides a blueprint for developing strategic communication that is effective with today’s FLW stakeholders. The research instruments developed in this process were based on the Army-centric Media Choice Model.
Table 1: Usability Features of Each Medium (Media Choice Model)

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B. FLW Stakeholders and Their Crucial Importance

Freeman (1984) defines a stakeholder as “any group or individual who is affected by or can affect the achievement of an organization’s objectives.” Rawlins (2006) points out strategic planning for any organization must identify and prioritize its stakeholders. There are three most important ways prioritize stakeholders: by attributes, by relationship to situations, and according to the organization’s communication strategy (Rawlins, p. 1). Once stakeholders are identified and categorized, they can be prioritized so leaders can make decisions about how much attention, energy, and resources should be devoted to each one. Simply put, some stakeholders are more important to the Fort’s success than others.

Our discussions with FLW personnel and leaders (reported below) lead us to identify FLW stakeholders as shown in Figure 2. In this figure we identify each stakeholder in terms of their relationship to FLW. Grunig & Hunt (1984) suggested four basic relationships: enabling, diffuse, functional, and normative. Of course each organization will have different stakeholders and adaptive organizations will constantly monitor and adjust to changes in stakeholders.

Enabling stakeholders have a level of authority and control of the organization’s activities and benchmarks for success. In a typical corporation, this would include government regulators, stockholders, and legislators. They are enabling because they can provide or foster resources and materiel for operations and the organization’s ongoing success.
hinges upon their support and understanding of its goals and mission. Functional stakeholders accomplish the work of the organization providing “input functions that provide labor and resources to create products or services (such as employees and suppliers) and output functions that consume the products or services (such as consumers and retailers)” (Rawlins, p, 4).

Normative stakeholders are those that have common interests with the organization. For example, communities around a military installation have very important common interests based on the size and activities of the installation.

Diffuse stakeholders are more challenging to describe as their relationship with the organization varies depending on the situation. For example, when a problem or crisis arises on a military base, the media and special interest groups may become much more salient. However, because they are more difficult to identify, it does not mean they are unimportant. Leaders and professional communicators need to understand the most critical of these stakeholders and when they are likely to come to the fore based on changing circumstances. It should also be noted that stakeholders and their interests in the organization necessarily overlap and are often interdependent.
Figure 2: STAKEHOLDER ANALYSIS OF FORT LEONARD WOOD

Fort Leonard Wood and Stakeholders

Enabling
- Federal Gov’t
- Missouri State Legislature
- Army Decision Makers
- Universities, Colleges and Community Coll.
- FLW surrounding communities

Functional
- Officers
- Enlisted
- Schools
- State-wide influence
- News media
- Citizens in state
- Advocates *

Normative
- FLW
- Recruiting
- Families

Diffused
- Other branches on post – Navy, Marines, AF
- Civilian Employees
- Officers
- Enlisted
- Schools
- State-wide influence
- News media
- Citizens in state
- Advocates *

Dimensions for Prioritizing
- Power
- Legitimacy (legal or moral claim)
- Urgency
- Level of involvement

Grunig & Hunt Linkages
- Enabling: have some control or authority
- Functional: input, output
- Normative: have common interest
- Diffused: may under certain circumstances become involved

* Includes support organizations like 100 Club

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III. Research Designs and Findings

A. Fact-finding and document analysis report

On Site Initial Meeting, 9/22/09

PIs Dr. Annette Sobel, Dr. Margaret Duffy and Dr. Esther Thorson met with the CG and key staff members to gain basic understanding of the CG’s goals and objectives, and his vision for FLW. This meeting included CG Martin, MAJ Renea Timko, Joe Driskill, Robert Dills, Kevin Carlile, Steve Tupper, Kathy Volz, and Mike Alley. This meeting was very productive in setting the stage for the next round of discussions and interviews and in understanding existing communication programming and structures.

On Site Meeting, 10/07/09

Drs. Duffy and Thorson conducted interviews with 11 key staff members including Tiffany Wood, STRATCOM office, Nancy Gregory, SGS, LTC Samaris, Chief of Staff Engineer School, Robert Dills, Asst. Chief of Staff, Mike Warren, Director Public Affairs Office, Cliff Hammock, Mission Director Resource Management, Kevin Carlile, Director Visual Information Center, COL Kula, Chief of Staff, Megan O’Donoghue, Morale, Welfare, Recreation Coordinator, Kasie Lercher, Commander’s Initiative, and Dennis Ryno, MANSCEEN Safety Office.

On Site Meeting, 10/28/09

Drs. Duffy and Thorson meetings with Major Timko, Kadie Lercher, LTC Sheredy, Air Force Detachment Commander, Mark Premont, Plans, Analysis and Integration, the CG and other SMES, 1500-1600, LTC Rogers, Assistant Chief of Staff/G6 (Communications), Col Ascunce, Marine Corps Detachment Commander.

Each discussion was positive and focused around thoughtful and strategic ways to communicate the exciting and important mission and accomplishments of FLW. Everyone demonstrated strong commitment to improving communication flow and contributing to innovative solutions.

We observed that FLW has a great story to tell, though messages are complicated by the many roles that the installation plays, including the diversity of the three key schools. In addition, the base location is not convenient for major media markets and reporters, offering certain challenges for strategic communication.

Additional Interviews/Interactions

Oct. 19, hosted visit from FLW leaders, Brig. Gen. Cardone, Fort Leavenworth
Oct 26, LTC Overby, ROTC, University of Missouri
Nov. 20, Major presentation to FLW Senior Leaders, Branson, MO
Dec. 10, visited Fort Leavenworth and met with SAMS class, Brig. General Edward Cardone
Dec. 17, hosted visit from FLW and Col. Drew Meyerowich (SAMS), Trampes Crow, (SAMS and State Dept.

Key conclusions based on interviews

1. We determined that there was no overarching strategic plan, though considerable progress had been made with the appointment of a primary person for STRATCOM and the STRATCOM cell. Communication strategy had not been articulated in a single integrated document. Instead the approaches were more governed by immediate responses to events.
2. Little formal research had been conducted on which to base decision-making. A related problem is that there are no metrics for evaluating audience impact of strategic efforts. PR metrics need to refocus from impressions to engagement using strategically identified audiences’ responses.
3. There are stakeholders that most of the FLW personnel seem to agree on. (See stakeholder figure above).
4. There are structural barriers that seem to inhibit development of a more strategic approach. Some of the structural variables include the lack of clarity of the official role of the STRATCOM cell and formalization of how it reports to the dominant coalition (that is, the CG, the Deputy CG, the Garrison Commander and the heads of the three schools). Another barrier is the disparate locations of crucial components of the offices responsible for communication and communication channels (that is, Public Affairs Office, Guidon, Safety Office, MRW, STRATCOM CELL, etc.). These barriers need to be furthered explored and suggestions for remedies identified.
5. Events are the primary vehicle for influencing external audiences. These events are somewhat ad hoc, in that they are not guided by a strategic plan, or by an analysis of external stakeholders. They generally are not formally evaluated.
6. It is unclear how priorities for message importance are set. Again, it is crucial to develop a strategic plan.
7. The Public Affairs Office is under-resourced and somewhat more reactive than proactive in its approach. This is likely related to lack of a strategic plan.
8. The installation relies mostly on chain of command for internal communication.

Our findings suggested that internal publics may not be aware of everything FLW is doing to support personnel, thus missing WOM and other viral opportunities. Effectiveness of internal communication activities is unclear and it is not guided by a strategic plan, by knowledge of the information internal audiences most value, and the channels from which they optimally process information—and prefer.
**Document Analyses**

Researchers reviewed all relevant communications documents including:

- Base web sites
- *Guidon* and MyGuidon
- CGs and others speeches and memos
- Leaders’ schedule of events
- PAO’s summary of Community Relations Events
- STRATCOM engagement plan
- Past USAMANSCEN & FLW communication plan
- Command vision and mission
- CG’s detailed itineraries of selected events/meetings (e.g. Congressman Skelton)

**Target audiences/Stakeholders**

It is clear that a number of message audiences are important. These include, not necessarily in order of importance:

1. Congressional leaders, state, regional officials
2. Influential players around the state, especially in the state’s two largest cities STL and KC, but also Columbia and Springfield.
3. Community leaders
4. Local community around FLW
5. Army at various levels outside FLW
6. Internal audiences
7. Academic institutions in the state

The document analyses and interviews were used to create the stakeholder analysis shown in Figure 2.

**B. Internal stakeholders survey report**

**1. Design and execution**

In consultation with the STRATCOM cell and based on the interviews and document analyses, the researchers developed an extensive online survey instrument. The survey was guided by the Army-Centric Media Choice Model to investigate the effectiveness of the many media and interpersonal channels in FLW communication. Approximately 900 individuals responded to the survey (the numbers may vary slightly as not all respondents answered all questions) with an acceptable number of responses in segments identified such as Enlisted, Officers, Civilians, and Retirees.

In general, the research examined preferred media, how frequently respondents used those media, how effective they considered them to be, and interest areas they had about FLW information. It also explored respondents’ attitudes and knowledge about aspects of FLW activities and mission.
Further, the survey employed two often-used measures to probe attitudes and issues of esteem, identification with the mission in Enlisted and Officers. The Porter/Maslow scale (see Rogers, 2005) has been used to identify leaders and non-leaders in a variety of fields. The Manifest Needs Questionnaire (Steers & Braunstein, 1976) has been used to measure motives including dominance, affiliation, autonomy and achievement. These often correlate with success in leadership.

The entire survey questionnaire can be viewed in Appendix 2.

Survey Results

A. How do FLW internal groups get their information about what’s going on and what communication channels do they find most effective?

This section describes the most used communication channels as identified in our survey.

The first survey items read: Each item below describes a current method of communication at Fort Leonard Wood. First, for each item, tell us HOW OFTEN you use each communication channel. Second, if you have used the communication channel, tell us HOW EFFECTIVE you thought it was for you. Both were measured on a 5-point scale, from never to very often and from not very effective to very effective. The distribution of the responses for all respondents are shown in Tables 1-6 in Appendix 3. The means for each channel are shown in the Figures 3 and 4.

![Frequency of Use FLW Communication Channels](image)

Figure 3: Mean frequency of use of FLW communication channels for all respondents (n = 900)
Effectiveness for Me
FLW Communication Channels

<table>
<thead>
<tr>
<th>Channel</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inter-office mail</td>
<td>3.6</td>
</tr>
<tr>
<td>FLW website</td>
<td>3.7</td>
</tr>
<tr>
<td>Post intranet</td>
<td>3.7</td>
</tr>
<tr>
<td>The Guidon</td>
<td>3.7</td>
</tr>
<tr>
<td>Post-wide e-mail blasts</td>
<td>3.6</td>
</tr>
<tr>
<td>Post memorandums</td>
<td>3.7</td>
</tr>
<tr>
<td>Safety displays</td>
<td>3.3</td>
</tr>
<tr>
<td>School bulletins</td>
<td>3.3</td>
</tr>
<tr>
<td>Unit website</td>
<td>3.0</td>
</tr>
<tr>
<td>Bulletin boards</td>
<td>3.0</td>
</tr>
<tr>
<td>FLW produced videos</td>
<td>3.2</td>
</tr>
<tr>
<td>Maneuver Support Magazine</td>
<td>3.0</td>
</tr>
</tbody>
</table>

Figure 4: Mean effectiveness of FLW communication channels for all respondents (n = 900)

The outcomes show several clear preferences that may guide a future STRATCOM plan and provide information about allocating scarce resources. The FLW website shows the highest frequency of use, with 95% of the respondents using it. The post intranet is used by 87% of the respondents and has a high effectiveness rating (x = 3.7). Guidon is read by nearly 90% of the respondents and also has a high effectiveness rating (x = 3.7). Email blasts are used by 81% of respondents and have a high mean effectiveness level (x = 3.6). 81% of respondents use post memorandums and they have a high effectiveness score (x = 3.7). We unfortunately, did not look at Guidon.com separately, but reports are that its use is high.

The other communication channels score less well. Bulletin Boards (29% don’t use), FLW videos (39% don’t use), and Maneuver Support Magazine (48% don’t use) are used less. Of course school bulletins and unit websites are used less often also, but that is likely because they are relevant only for the specific schools.

The Guidon is an effective communication channel for the majority of the respondents who report that they use the outlet frequently and generally find it effective. A concern is that some 30% use it never or very infrequently. It would be useful to get its prize-winning content out to internal groups more frequently.

Other preferred channels included the FLW web site, email, the post Intranet, and interoffice mail. However, there seems to be a persistent gap between reported frequency of use and how effective the respondents deemed each channel to be for them. This
seems to suggest that enhancements of frequently used channels might result in even greater effectiveness.

The next question asked about communication channels that are not specific to FLW. Their mean frequency of use to communicate about FLW and mean effectiveness ratings are shown in Figures 5 and 6 and details of their distributions are in Tables 3 and 4 of Appendix 2.

**Figure 5:** Mean frequency of use of general media to communicate about FLW

**Figure 6:** Mean effectiveness of general media to communicate about FLW
The clear media winners here were email, both military and personal. 96% of the respondents use military email and 92% use personal email. And both types of email are seen as highly effective. Thus it is clear that an important opportunity is to move more FLW information into these channels.

Network television is highly used, although it is clear that respondents are not getting a lot of specifically FLW information through this sort. The popularity of the media shows the importance of videos as an information channel. Cable television is used less frequently on average, but it again preference for visual story telling as a way to get information.

Phone texts are used by 78% of the respondents and receive a high effectiveness score ($x = 4.14$). If more specific FLW information were available by phone, these high scores suggest the phone as a potentially very powerful way to communicate with internal FLW audiences.

Social networks are used by only 67% of the respondents, although 28% use them frequently. More research needs to look at how much of this use is related to critical FLW information. There is a potential here, although at the present time, it would not be effective for the majority of internal audiences.

Local radio is more frequently used than local newspapers. This suggests the importance of the audio feature of media. These respondents like getting media that provide audio and video—not an unusual finding, but something to consider in thinking about how to improve the efficiency and effectiveness of moving information about FLW to people.

Interestingly, Twittering has not caught on much at all for the respondents. This does not mean that if the CG and other leaders twittered there would not be an audience for it, but the phenomenon is something that should continue to be addressed because of the rapid changes we are seeing nationally in the use of new media like Twitter.

The next question asked respondents to evaluate events and interpersonal communication channels. The frequency of use and effectiveness evaluations are shown in Figures 7 and 8 below and details in their distributions are shown in Tables 5 and 6 or Appendix 3.
Three standouts on effectiveness and frequency are communication with immediate supervisors, others on the post, and work-related meetings. It is not surprising that these close interpersonal communication channels are used and found effective. Interestingly, however, the work related meetings clearly get a lower effectiveness rating than communication with an immediate supervisor.

It is important to look into what is leading to this lower perceived effectiveness. It is also important to note that speeches, sponsored events by the command group, and family-oriented meetings and events get higher effectiveness ratings than work-related meetings.
oriented meetings are not used frequently to gather information and their effectiveness evaluations are at or below the mean. It is therefore necessary to look overall at these activities with an eye to increasing the usefulness of the information provided.

It will also be important to ask how the information now being communicated interpersonally could be moved to what we have seen are the more effective digitally-based channels. We have seen the most frequently used channels and those considered most effective for acquiring information about FLW. But do these patterns differ for four main subgroups: Retired, Civilians, Enlisted, and Officers?

To simplify the analysis we factor analyzed all the media variables shown in Figures 3-8. With a principal axis factoring and a varimax rotation with a Kaiser normalization, we found six factors, shown in Table 2. The effectiveness data did not yield a successful factor solution.

Table 2: Six factors identified in the frequency of use of various media

<table>
<thead>
<tr>
<th>Factor 1</th>
<th>Factor 2</th>
<th>Factor 3</th>
<th>Factor 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Events_Command Group</td>
<td>FLW</td>
<td>Social</td>
<td>Work groups</td>
</tr>
<tr>
<td>Speeches-GC</td>
<td>website</td>
<td>Networks</td>
<td>Supervisor mttings</td>
</tr>
<tr>
<td>Speeches-other</td>
<td>Post Intranet</td>
<td>Personal E-mail</td>
<td>Phone texts</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Others on post</td>
</tr>
<tr>
<td>Factor 5</td>
<td>Factor 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guidon</td>
<td>Bulletin boards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local newspaper</td>
<td>Safety displays</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 3 shows the overall means for each of the six factors based on frequency and the means for each of the four groups on each of the six factors.

Table 3
Scores on Six Media Factors by Four Groups••

<table>
<thead>
<tr>
<th>Factor</th>
<th>Overall</th>
<th>Retired</th>
<th>Civilian</th>
<th>Enlisted</th>
<th>Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Events and speeches</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>2.45</td>
<td>2.23</td>
<td>2.44</td>
<td>2.49</td>
<td>2.52</td>
</tr>
<tr>
<td>F(3, 892) = 2.21, p = .09</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal websites</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.70</td>
<td>3.80*</td>
<td>3.82*</td>
<td>3.58*</td>
<td>3.68</td>
</tr>
<tr>
<td>F(3, 892) = 3.00, p = .03</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Retired and Civilians were significantly higher than enlisted.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>External information (Social networks, phone texts, personal e-mail)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>2.66</td>
<td>2.43*</td>
<td>2.53*</td>
<td>2.80*</td>
<td>2.73*</td>
</tr>
<tr>
<td>F(3, 892) = 8.44, p &lt; .001</td>
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<td></td>
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</tr>
<tr>
<td>* Enlisted and Officers were significantly higher than Retired and Civilians.</td>
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</tr>
<tr>
<td>Interpersonal communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.92</td>
<td>3.86*</td>
<td>4.00*</td>
<td>3.82*</td>
<td>4.07*</td>
</tr>
<tr>
<td>F(3, 892) = 3.32, p &lt; .02</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Officers and civilians were significantly higher than Retired and Enlisted.</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Print (The Guidon, local newspaper)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>2.97</td>
<td>3.47*</td>
<td>3.03*</td>
<td>2.87*</td>
<td>2.64*</td>
</tr>
<tr>
<td>F(3, 892) = 11.40, p &lt; .0001</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Retired were significantly higher than all others. Civilians were significantly higher than Officers. Generally, Retired and Civilians were higher than Enlisted and Officers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bulletin boards and safety displays</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>2.73</td>
<td>2.89*</td>
<td>2.57*</td>
<td>2.87*</td>
<td>2.55*</td>
</tr>
<tr>
<td>F(3, 892) = 5.9, p &lt; .001</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Retired and Enlisted were significantly higher than Civilians and Officers.</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

••(The six factors accounted for 87% of the variance.)

The frequency of getting information through events and speeches was low and there were no differences in the four groups. Frequency of using internal websites was generally high, with the Retired and Civilians showing higher use than the Enlisted. The
Enlisted and Officers were not significantly different from each other. Thus the internal websites are generally a better communication tool for Retired and Enlisted.

External information sources (social networks, phone text messages and personal email) were not frequently used, but Enlisted and Officers used these media significantly more than did Retired and Civilians. As noted above, use of interpersonal communication was very frequent overall, but Civilians and Officers reported higher use levels than did Retired and Enlisted.

Print use was right at the mean of the scale (mean = 2.97), but print use was significantly higher for Retired (who used it the most) and Civilians than for either Enlisted or Officers.

Finally, signage (bulletin boards and safety displays) frequency was below the mean of the scale. Retired and Enlisted used these channels significantly more than did Civilians and Officers.

The crucial findings here are that internal websites and interpersonal communication channels are the most frequently used ways FLW groups get their information, but the four groups have significantly different frequencies of use of the media. We will take these findings into account when making recommendations.

To more specifically ask about where internal stakeholders get their news, we next asked, “If there was a major news story about FLW, how much would you like to get the story from each of the following communication channels?”

Table 4 shows the percent of respondents who chose each possible level of liking and also shows the mean score for each medium. By far the two strongest preferences were “watching a TV news story” and “receiving an emailed news story.” Three alternatives that scored lower than the top two but above the mean of the scale were “hearing it on radio,” “reading about it in the newspaper,” and “watching a website video about it.” Table 4 shows where there were differences in media channel preferences for getting a FLW story across the four stakeholder groups.
Table 4
Preference on where to get major stories about Fort Leonard Wood.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Overall</th>
<th>Retired</th>
<th>Civilian</th>
<th>Enlisted</th>
<th>Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newspapers Mean</td>
<td>3.53</td>
<td>3.7</td>
<td>3.6</td>
<td>3.5</td>
<td>3.4</td>
</tr>
<tr>
<td>No significant differences.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Television news story Mean</td>
<td>4.04</td>
<td>4.3*</td>
<td>4.1</td>
<td>4.0</td>
<td>3.9*</td>
</tr>
<tr>
<td>* Retired were significantly higher than Officers ($p = .03$).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Website video Mean</td>
<td>3.43</td>
<td>3.5</td>
<td>3.6*</td>
<td>3.3*</td>
<td>3.3</td>
</tr>
<tr>
<td>* Civilians were significantly higher than Enlisted ($p = .003$).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cellphone video Mean</td>
<td>1.95</td>
<td>1.7*</td>
<td>1.8</td>
<td>2.2*</td>
<td>2.0</td>
</tr>
<tr>
<td>* Enlisted were significantly higher than Civilians ($p = .005$).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cellphone text Mean</td>
<td>2.26</td>
<td>2.0*</td>
<td>2.0*</td>
<td>2.5*</td>
<td>2.4*</td>
</tr>
<tr>
<td>* Enlisted were significantly higher than all Retired ($p = .002$) and Civilians ($p = .002$). Officers were significantly higher than Civilians ($p = .05$).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radio Mean</td>
<td>3.61</td>
<td>3.9*</td>
<td>3.8*</td>
<td>3.4*</td>
<td>3.4*</td>
</tr>
<tr>
<td>* Retired and Civilians were significantly higher than Enlisted and Officers ($p = .06$).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-mail Mean</td>
<td>3.99</td>
<td>4.2*</td>
<td>4.2*</td>
<td>3.8*</td>
<td>3.9*</td>
</tr>
<tr>
<td>* Retired and Civilians were significantly higher than Enlisted and Officers ($p = .06$).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As can be seen, there were no differences in preferring newspapers. For TV news stories, the Officers showed a lower preference, although they were still high at $x = 3.9$. For website videos, there was a slightly higher preference in Civilians and Retired than for Enlisted and Officers.
For cell phone videos, there was a higher preference by Enlisted and Officers than Retired and Civilians. For text on cell phones, there was a higher preference by Enlisted and Officers than Retired and Civilians. For radio there were higher preference by retired and Civilians than Enlisted and Officers. And finally, Retired and Civilians liked email as a news story channel more than Enlisted and Officers.

**B. What do FLW internal groups think is the most important information to them personally?**

This section might be thought of as the preferred news agenda about matters personnel believe are important to them as individuals. The question they were asked was “For each topic listed below, tell us how important getting new information about that topic is to you personally.” Figure 9 shows the mean interest ratings. Table 7 in Appendix 3 shows the distributions of importance. Table 8 shows differences in importance across the four groups.

In general, respondents’ greatest area of interest is “new policies,” followed by safety, “your deployment,” leisure activities, installation success stories, others’ deployment, sports/working out, and “news about people like me.” It is important to note that respondents had very high levels of interest in all of these topics and thus are likely hungry for news delivered, of course, in media they find most useable.

![Interest in New Information](image)

**Figure 9:** Mean interest in FLW topics

As can be seen in Appendix 3 (Table 9), the four groups responded differently to this: Enlisted personnel were most interested in new policies, safety, and their own deployment. Again, the high need for news was most salient among enlisted people.
Retired and Civilians are most interested in safety; Officers the least interested. One’s own deployment is, not unexpectedly, higher for Soldiers (Enlisted and Officers). Everyone was equally interested in new policy information. Enlisted personnel were most interested in news about people like themselves, in sports and working out and leisure activities. Retired and Civilian personnel were more interested in key people on the installation, perhaps because they are more likely to stay longer times at the fort. Officers are less interested than the other groups in installation success stories.

Figure 10 shows interest in additional FLW-related topics. Respondents were asked “Indicate your level of interest in each of the following kinds of information about Fort Leonard Wood.” Again, there were generally high levels of interest in these topics. Information about crime statistics and family health care topped the list followed closely by MWR activities, community events, redeployment ceremonies, and public school information. Respondents revealed high levels of interest in these topics and are probably seeking more information that also has more depth and information.

**Figure 10: Mean interest levels in additional FLW topics**

Table 10 in Appendix 3 shows differences in interest in the topics by the four internal groups. Interest in community events was uniformly high for all groups. For all of the other topics, interest was consistently highest for Enlisted personnel. They were clearly hungry for all kinds of information. The Retired were slightly more interested in family health care than Enlisted personnel. Clearly for this group health care is a highly significant issue.

As can be seen in Table 10, similarly to the previous question, Enlisted personnel showed the highest levels of interest in almost every category, led by crime, family health care,
and MWR activities. Officers revealed less interest than Enlisted in every category.

C. **In what media do FLW personnel most prefer to receive stories about FLW?**

Although we had asked respondents about how frequently they used and how efficacious they considered a variety of media channels, it was important to determine how they most preferred to receive news stories about FLW. They were asked “If there was a major news story about FLW, how much would you like to get the story from each of the following communication channels (1 = dislike very much; 5 = like very much. Figure 12 shows the mean liking levels for each of the media. The two big winners were television and receiving an email about the story. Radio came in a close third. Newspaper and watching it on a website were the intermediate scorers. The lowest were cell phone texts and cell phone video. This may be because fewer individuals have smartphones, making particularly video impossible to receive.

Table 11 in Appendix 3 shows the differences in how the four groups liked receiving news stories about FLW.

![Figure 12: Mean preference for media in which to receive news stories about FLW](image)

D. **What opinions about major features of FLW and the quality of communication do respondents have?**

This section asked personnel about their agreement with various aspects of the base and about their beliefs about communication. Table 5 shows the results. Respondents show a high level of pride in their base, strongly agreeing that “FLW is a top training facility for Army Soldiers and civilians.” They also show confidence in their understanding of the role of their group/division and how it relates to the overall FLW mission.
Table 5
Distribution of Responses to Perceptions and Attitudes about FLW

Question: Indicate your level of agreement with each of the statements. (N=904)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Mean</th>
<th>1 - Strongly disagree</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 - Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand FLW's mission as it applies to my group/division.</td>
<td>4.21</td>
<td>18</td>
<td>39</td>
<td>4.3%</td>
<td>123</td>
<td>13.6%</td>
</tr>
<tr>
<td>FLW is a top training facility for Army Soldiers and civilians.</td>
<td>4.02</td>
<td>25</td>
<td>56</td>
<td>6.2%</td>
<td>172</td>
<td>19.0%</td>
</tr>
<tr>
<td>I get good information that helps me do my job.</td>
<td>3.81</td>
<td>25</td>
<td>75</td>
<td>8.3%</td>
<td>228</td>
<td>25.2%</td>
</tr>
<tr>
<td>When there's something I really need to know, I know where to go to find out about it.</td>
<td>3.81</td>
<td>25</td>
<td>76</td>
<td>8.4%</td>
<td>227</td>
<td>25.1%</td>
</tr>
<tr>
<td>I'm encouraged to communicate my opinion about operations to my supervisor and others.</td>
<td>3.71</td>
<td>64</td>
<td>80</td>
<td>8.8%</td>
<td>195</td>
<td>21.6%</td>
</tr>
<tr>
<td>I receive a lot of information that is not relevant to me.</td>
<td>3.70</td>
<td>36</td>
<td>98</td>
<td>10.8%</td>
<td>240</td>
<td>26.5%</td>
</tr>
<tr>
<td>I get most of my information from other Soldiers/civilian workers.</td>
<td>3.69</td>
<td>23</td>
<td>94</td>
<td>10.4%</td>
<td>255</td>
<td>28.2%</td>
</tr>
<tr>
<td>Sometimes I'm surprised by information that I should have received earlier.</td>
<td>3.38</td>
<td>45</td>
<td>152</td>
<td>16.8%</td>
<td>290</td>
<td>32.1%</td>
</tr>
<tr>
<td>I usually feel that I'm getting all the information about FLW that is relevant to me.</td>
<td>3.38</td>
<td>51</td>
<td>123</td>
<td>13.6%</td>
<td>310</td>
<td>34.3%</td>
</tr>
<tr>
<td>Information from higher channels is accurately received.</td>
<td>3.37</td>
<td>50</td>
<td>124</td>
<td>13.7%</td>
<td>319</td>
<td>35.3%</td>
</tr>
<tr>
<td>There is good flow of information from higher levels down to me.</td>
<td>3.35</td>
<td>66</td>
<td>120</td>
<td>13.3%</td>
<td>302</td>
<td>33.4%</td>
</tr>
<tr>
<td>I am knowledgeable about all three FLW schools.</td>
<td>3.10</td>
<td>127</td>
<td>149</td>
<td>16.5%</td>
<td>271</td>
<td>30.0%</td>
</tr>
<tr>
<td>My family gets good information about what's going on at FLW.</td>
<td>3.05</td>
<td>87</td>
<td>170</td>
<td>18.8%</td>
<td>350</td>
<td>38.7%</td>
</tr>
</tbody>
</table>

In addition, most felt that they got information important to their job duties. FLW also seems to engender an atmosphere where personnel are encouraged to express their ideas and opinions to supervisors.
Table 11 in Appendix 3 shows the mean agreement with the statements broken out by the four stakeholder groups. Consistently, both officers and enlisted personnel showed lower agreements with statements than retired and civilian employees. Interestingly, however, only five of the statements showed statistically significant differences between the four groups. This shows a strong sense of “consistent attitudes” already existing on the base.

We asked whether the number of years spent at FLW had any significant impact on the agreement with each of the nine statements for both the Enlisted and Officers. Interestingly there were no significant differences by time spent at the fort.

E. What are media preferences for entertainment and information during the major portions of the workday? (Aperture)

To measure aperture, we asked respondents to indicate whether they used each of the communication channels shown in Table 6 for information at four time periods during the day: before class or work; During the workday, Early evening (1800 to 2200), and Late evening (after 2200). The percent of respondents who indicated they used each channel at each time period is shown in Table 6 below. As can be seen, the major media used before work/class were cell phones, Internet, computers and cable TV.
Table 6
Use of Each Type of Medium by Daypart
(Information Use)

Question: For each of the time periods, tell us what media you’re likely to use for information. Mark all time periods which apply for each media option. (N varied based on category.)

<table>
<thead>
<tr>
<th>Communication Channel</th>
<th>Before class/work</th>
<th>Druing the workday</th>
<th>Early evening (1800-2200)</th>
<th>Late evening (after 2200)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other people (face-to-face)</td>
<td>281</td>
<td>32.0%</td>
<td>769</td>
<td>87.7%</td>
</tr>
<tr>
<td>Cell phone</td>
<td>444</td>
<td>56.1%</td>
<td>569</td>
<td>71.8%</td>
</tr>
<tr>
<td>Internet</td>
<td>389</td>
<td>42.9%</td>
<td>673</td>
<td>74.3%</td>
</tr>
<tr>
<td>Computer</td>
<td>392</td>
<td>43.8%</td>
<td>741</td>
<td>82.9%</td>
</tr>
<tr>
<td>Network television</td>
<td>297</td>
<td>35.9%</td>
<td>150</td>
<td>18.1%</td>
</tr>
<tr>
<td>Cable television</td>
<td>359</td>
<td>41.8%</td>
<td>179</td>
<td>20.8%</td>
</tr>
<tr>
<td>Print newspaper</td>
<td>237</td>
<td>31.6%</td>
<td>289</td>
<td>38.5%</td>
</tr>
<tr>
<td>News website (e.g., CNN.com)</td>
<td>300</td>
<td>35.0%</td>
<td>436</td>
<td>50.8%</td>
</tr>
<tr>
<td>Online video</td>
<td>157</td>
<td>22.0%</td>
<td>327</td>
<td>45.8%</td>
</tr>
</tbody>
</table>

During the day, the most important information channels were other people, cell phones, Internet and computers. For evening the pattern was quite different. There was heavy use of network and cable TV, print newspapers, news websites, and online video. Based on these patterns, we suggest that urgent and non-urgent information should optimally be provided with the media identified below.

Entertainment use of the media during various dayparts is shown in Table 12 of Appendix 3, but not included here because it is of less utility to defining aperture. We conclude from this question that the following media should be employed for urgent and non-urgent information at each aperture.

•How to reach them with URGENT INFORMATION at different times of day
  Before work: Cell phone, Internet
  During the day: other people, cell phone, Internet
  Early evening: TV, Internet, computer, online video
  Late evening: Cell phone, Internet, TV

•How to reach them with ongoing NON-URGENT INFORMATION
Before work: online video
During the day: computer, other people, newspaper
Early evening: newspaper, online video, Internet
Late evening: Internet, cell phone, online video, Internet, cable TV

F. McClelland’s Manifest Needs Test

The McClellan Manifest Needs Questionnaire (Steers and Braunstein, 1976) was developed to measure four motivations: Achievement, Affiliation, Autonomy and Power. In previous studies these different motives have been shown to predict (Miller, Clinton, & Camey, 2007) how young adults respond to Army slogans like “An Army of One,” “Be All You Can Be,” and “Today’s Army Wants to Join You.” It also predicts work values and career-marriage balancing (Cooper, Arkkelin, & Tiebart (1994). In the survey, this scale was provided only to the Soldiers, Enlisted and Officers. Factor analysis of the items identified the same four factors as are classically observed. However, there was not a significant different in the scores of Enlisted and Officers.
Table 7

Manifest Needs Questionnaire (Steers and Braunstein, 1976)

<table>
<thead>
<tr>
<th>Factor Loading</th>
<th>Factor 1 (Affiliation/Achievement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>.635</td>
<td>I do my best work when my assignment is fairly tough.</td>
</tr>
<tr>
<td>.595</td>
<td>When I have a choice, I try to work in a group instead of by myself.</td>
</tr>
<tr>
<td>.698</td>
<td>I seek an active role in the leadership of a group.</td>
</tr>
<tr>
<td>.716</td>
<td>I try very hard to improve on my past performance at work.</td>
</tr>
<tr>
<td>.645</td>
<td>I pay a good deal of attention to the feelings of others at work.</td>
</tr>
<tr>
<td>.663</td>
<td>I consider myself a ‘team player’ at work.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor Loading</th>
<th>Factor 2 (Power)</th>
</tr>
</thead>
<tbody>
<tr>
<td>.567</td>
<td>I find myself organizing and directing the activities of others.</td>
</tr>
<tr>
<td>.624</td>
<td>I strive to gain more control over the events around me at work.</td>
</tr>
<tr>
<td>.513</td>
<td>I try to perform better than my coworkers.</td>
</tr>
<tr>
<td>.618</td>
<td>I strive to be ‘in command’ when I am working in a group.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor Loading</th>
<th>Factor 3 (Autonomy #1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>.651</td>
<td>I go my own way at work, regardless of the opinions of others.</td>
</tr>
<tr>
<td>.680</td>
<td>I prefer to do my own work and let others do theirs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor Loading</th>
<th>Factor 4 (Autonomy #2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>.645</td>
<td>I disregard rules and regulations that hamper my personal freedom.</td>
</tr>
<tr>
<td>.553</td>
<td>I try to avoid added responsibilities on my job.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor</th>
<th>Enlisted</th>
<th>Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factor 1</td>
<td>5.45</td>
<td>5.55</td>
</tr>
<tr>
<td>Factor 2</td>
<td>4.68</td>
<td>4.71</td>
</tr>
<tr>
<td>Factor 3</td>
<td>4.15</td>
<td>3.98</td>
</tr>
<tr>
<td>Factor 4</td>
<td>2.23</td>
<td>2.02</td>
</tr>
</tbody>
</table>

No significant differences between Enlisted and Officers.

G. Porter’s Measure of Motivations

The Porter/Maslow need priority scale measures autonomy, achievement, affiliation, and esteem motivations (Rogers, 2005). Autonomy and need for achievement have been shown to be consistently predictive of leadership (Rogers, 2005). This scale was presented to all Soldiers (Enlisted and Officers). Interestingly it did not factor into four factors, but showed all items loaded on a single factor. There was no significant
difference in the scales on the single scale between Enlisted and Officers.

3. External stakeholders interview report (Influentials)

This initiative sought to explore the knowledge and beliefs of key influential individuals around the state. Researchers conducted 25 in-depth interviews with business, civic, and political leaders from around Missouri. These interviews were conducted over a two-month period, from early November to early January and interviews were about 25 minutes in length. Interviewees were leaders in government, business, and communities and participants included representatives from:

- Enterprise Rent-A-Car
- Emerson
- Ford Motor Company
- Unigroup
- Lockton
- Quilogy
- Assurant Employee Benefits
- Blue Cross Blue Shield
- Center for Emerging Technology
- Mid-America Regional Council
- Greater Kansas City Community Foundation
- St. Louis Regional Business Council
- St. Louis Chamber of Commerce
- Missouri Chamber of Commerce

Names of individuals interviewed are not included in this document because of privacy concerns.

With the exception of political leaders, most other leaders interviewed have very limited knowledge of Fort Leonard Wood and its mission. In fact, most can only scratch the surface: it’s an Army base in central Missouri that does training.

About one-in-four influentials who were interviewed say they have heard of the Leonard Wood Institute. More importantly, however, most indicate an interest in learning more about how Fort Leonard Wood is working with and partnering with companies throughout the state. Specifically, influentials express the greatest interest in learning more about how Fort Leonard Wood may play a role as follows:

- Creates jobs
- Partners with companies
- Strengthens Missouri’s economy
- Protects America

In more bottom line terms, influentials would suggest to Fort Leonard Wood that it tell the state’s business community what exactly the installation does for the state of Missouri and how companies in this region can partner with it. Their overarching message to the Commanding General is to increase Fort Leonard Wood’s external communications and outreach efforts. Most participants offer specific advice on how to accomplish this, but
the general theme of this advice is that face-to-face communication with this audience is going to be most effective.

**Research Specifics:**
*What do most people think of when they think Fort Leonard Wood?*

- **“Army base”**
  - 12 of 25 influentials specifically mentioned “Army” when describing Fort Leonard Wood
  - However, only five influentials note that other branches are present on the base

- **“Located in central Missouri”**
  - Virtually all influentials reference the installation’s location

- **“Training”**
  - 18 of 25 influentials mention training as Fort Leonard Wood’s primary role

- **“Don’t know”**
  - 11 of 25 influentials volunteered at the onset of the interview that their knowledge of Fort Leonard Wood is very limited and they don’t know much about the base beyond the very basic facts noted above. While this may not seem to be a positive finding, it does offer a great opportunity to shape perceptions of key Missouri citizens about the base and the Leonard Wood Institute.

Another interview question asked, “What is your overall opinion of Fort Leonard Wood?”

- 17 of 25 influentials have a positive opinion of Fort Leonard Wood
  - “Very good asset”
  - “Positive”
  - “Under-appreciated asset”
  - “Very positive”
  - “No negative opinions”
  - “Much better today than 40 years ago”
  - “Favorable”
  - “Very Army-centric”
  - “Survived some tough BRACs, which speaks volumes of its importance and location”

The others who were interviewed note that they do not have enough knowledge of the base to have an opinion of it.

When asked “What do you consider to be the greatest strengths of Fort Leonard Wood?” only a handful of those interviewed offered their thoughts on the greatest strengths of Fort Leonard Wood (many felt they didn’t know enough in order to comment). More specifically:

- Responses indicate there is no prevailing message
- “Excellent job in training”
• “Diversity of missions”
• “Quality folks coming out of there”
• “Relationships you can have with others in terms of research and development”
• “Economic engine for that part of Missouri”
• “Positive economic impact”
• “Wide spectrum of training and doctrine development”

Figure 13: Percent of people who indicate they knew these facts about FLW

In response to 12 different items that Fort Leonard Wood could be discussing with the business community, the ones people are most interested in include:

• Strengthening Missouri’s economy
• Creating jobs
• Partnering with companies on defense-related research
• Helping protect America

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• Partnering with companies on defense-related research

Distribution Statement A. Approved for public release; distribution is unlimited.
Helping protect America

An important finding is that three quarters of the influentials have never heard of the Leonard Wood Institute (LWI); upon learning more about it, however, most indicate this knowledge positively affects their opinion of Fort Leonard Wood. Generally speaking, reactions to the partnership between FLW and LWI were strongly positive, and people felt this was good information. Some specific comments include:

- “It would be interesting to know what local businesses are doing stuff with Fort Leonard Wood.”
- “I am very enthusiastic about partnerships like this, especially in this part of the state.”
- “This is very good, but you’re going to have problems getting business leaders to find it credible.”

Influentials suggest Fort Leonard Wood should be telling the business, civic and government communities what the installation does for the state of Missouri and how they can partner with it. Their overarching message to the Commanding General is to increase Fort Leonard Wood’s outreach efforts; most participants offer suggestions to accomplish this.

Suggestions for outreach:

Education

- I would think that Fort Leonard Wood leadership would have to identify business leadership and political leadership and get them together to brainstorm ideas on how to plug in... The business community and academic community would be interested in this message. Fort Leonard Wood has a very compelling story to tell.
- I would suggest interaction with the community leaders, like a Fort Leonard Wood 101.
- Don’t use websites; maybe educate directly to leaders in the state and then let it filter down from there.
- You need to identify your audience and figure out what they need. If the business community is the audience, then tailor the communication to them. Are there things they could do like bringing the general up to the university in Columbia? He could talk about the future of the military generally and also make some points about Fort Leonard Wood specifically. Neither Fort Leonard Wood or the Leonard Wood Institute websites are really telling a story.

IV. Conclusions and Proposed Actions

FLW should be accurately portrayed as a world-class maneuver support training center helping shape and care for the Soldier of the future. Fort Leonard Wood should be seen for the local and global beacon that it is.

A. Specific recommendations from findings:

1. Development of a research-based strategic communication plan is crucial. When communication plans are research-based, communicators and senior...
leaders are able to evaluate their success because benchmarks have been established in the process. A strategic plan that is effective must include the following elements: it must be needs-based; it must be presented in the right media/channels; it must be presented in the right media with desired features; it must be presented in the “voice” desired; it must be aperture sensitive.

By “strategic” we mean that the plan should not begin with tactics (a website redesign, more events, etc.) but it should be based on best means for communicating with identified stakeholders. For example, research reveals that younger audiences rarely use print newspapers. Therefore, if a communicator or advertiser relies on print advertising or news releases, he is very unlikely to reach organizational goals.

Moreover, it is important that communicators not rely on gut feelings or “what we’ve always done.” Another example: some communicators might assume that older audiences will not be receptive to or use Internet and other digital technologies. However, research reveals that Baby Boomers are adopting technologies at almost the same rate as the next two younger segments. The most important takeaway is that research is critical at every stage of planning, implementation and evaluation in order to communicate effectively and use resources wisely.

The graphics below reveal the most crucial aspects of planning.
This communication plan should be built around FLW goals and begin with prioritizing stakeholders. A two-pronged approach for strategy is indicated: An internal communication strategy and an external communication strategy.

2. Structural issues must be addressed to reduce message fragmentation. Because FLW is such a complex organization with so many diverse stakeholders, it is critical that the organizational structure foster coordinated and focused plans and programming. A diffuse structure leads to non-purposive approaches.

From the standpoint of planning, the STRATCOM cell has taken important steps to bring together the key communication personnel on a regular basis. This is important and we would recommend that its role be formalized in the management structure. Another structural issue is the geographic distance of the...
PAO from the CG’s office. While it seems counterintuitive in the age of instant digital communication, geographic proximity of the key players is often helpful in coordinating efforts and sharing knowledge both formally and informally.

3. Based on research, senior leadership may wish to consider reallocation of resources to certain activities.

   a. Successful communication channels should be strengthened including the FLW web site and the Guidon. It seems clear that web- and Internet-based information is highly desired stakeholders and it is likely this preference will accelerate.
   b. In addition, traditional and successful communication channels could be strengthened by the adding more desired features such as video, audio, and on-demand programming.
   c. Ease of use and accessibility indicate that much text-based communication will not be effective going forward for many audiences.
   d. For media and channels for which respondents indicated much lower usage and usefulness, leaders may wish to learn more about the reasons for this.

4. Conduct additional qualitative research to better understand the motivations and reasons for media preferences. While we have several hypotheses for why Enlisted personnel prefer audio and video, but this could be further elaborated.

5. Increase the amount and availability of FLW news. The news agenda for FLW should be reconsidered for segmented internal stakeholders. Enlisted personnel in particular show a strong desire and interest for specific kinds of news topics. Using the research, it will be possible for STRATCOM to develop strategies and tactics for reaching them. For example, if information about family health issues is strong, resources could be put forward to provide opt-in RSS feeds about those topics including links to other health and medical information on the web site with links to hundreds of health care companies/associations.

   Similarly, personnel showed extremely strong interest in information about new policies. RSS feeds, video summaries, more prominent web site alerts and the like all provide opportunities to enhance message delivery.

   For primary and secondary stakeholders (including families, for instance), the Internet and related mobile devices serve increasingly as an information and entertainment hub. Moreover, the dividing line between traditional media such as network television and Internet delivered programming is increasingly blurred, offering substantial opportunities for focused messaging.

6. Consider developing a branded journalism product based on video. Clearly, the demand for specific types of information is strong and there is a significant desire to obtain it through video—both in traditional approaches and online.
Therefore, we propose investigation of a branded journalism site, similar to the Newsy.com approach. Seen through the lens of the MCM, stakeholders want content that is tailored to their interests and communication needs, delivered in channels and with features they desire. See below for a more detailed explanation of how a branded journalism/custom content site might serve FLW.

7. Consider tactical development in several specific areas.
   a. Re-examine the web site considering function and usability for journalists. This could include highlighting materials aimed at journalists, providing media releases with banks of graphics, video, and photos, etc. This would be an enhancement of the present site, making access, contacts, and ready-to-use news and feature stories more easier for journalists. Use video capabilities on base for enhanced VNR opportunities. Research and consultation with key players will provide the insights needed to understand how best to strategize the program, understand the nature of the situation, address the most important audiences, and identify the best and most cost-effective approaches to get the right message to the right person at the right time.
   b. Consider computer based impact tracking systems Obtain computer programs such as Vocus that can help with tailoring news, developing impact studies. Develop more extensive databases of journalists and other influentials to contact appropriately with new information.
   c. Consider how to enhance email and meeting communication with audio/video follow up.

B. Developing an action plan based on the influentials research

The overarching takeaway from this research is that the state’s business community knows almost nothing about Fort Leonard Wood. The good news aspect of this is that it means Fort Leonard Wood has a blank canvas on which it can tell its story – this is about building awareness rather than changing outdated or negative perceptions. This could be accomplished by implementing the following communications plan:

1. Develop a message platform
   • Develop a message platform that’s tailored to the business audience.
   • They want to know what exactly Fort Leonard Wood does for the state and how can the business community partner with it.
   • In particular, case studies would be an effective tool for bringing these messages to life.

2. Create a network of third party allies
   • Assemble a network of third-party allies and messengers to help tell the story.
   • Stakeholders who are likely to positively influence the future of Fort Leonard Wood, either directly or indirectly, are the right program messengers. Possible examples include: university officials; state legislators and regulators; local elected officials; business and civic leaders; leaders of professional
organizations; other stakeholders (e.g., editors/correspondents of key local and state media outlets), and veterans groups.

3. Launch a strategic communication campaign targeting state influentials.
   • Launch a strategic communications campaign to tell the story (with the help of your third-party allies and messengers). It is critical that a plan is developed to most effectively reach highest priority, highest impact events and individual. Each selection of a venue and topic should be considered in light of desired outcomes.

   • Speaking opportunities at chamber events, panel discussions, and other business functions.
   • Sponsorship of business groups to visit the post for a day, meet with leadership, and see first-hand how Fort Leonard Wood is effectively partnering with other Missouri companies right now.
   • Media relations efforts targeting the state’s business publications (e.g., St. Louis Business Journal).

C. Brand Journalism/Custom News Content

This research as well as many other research initiatives suggest that audiences prefer news and information that is tailored, customized, and customizable for them. Indeed, the present research showed that stakeholders are often receiving information they perceive as not relevant to them. This is problematic in that if people receive many messages that they do not believe are important or relevant to them, important and significant information may be lost in the clutter. Similarly, mass media including broadcasting, is a shotgun approach that misses most important stakeholders. Targeted and narrowcasting media offer both the organization and audiences control in receiving news that is useful, important, and in-depth. International and national stories that are germane to stakeholders can be tagged and repurposed.

The research demonstrates that for news and information, FLW audiences would respond to video, interviews, guests, and other materials delivered in a highly visual format. A branded journalism site would also be a portal for entertainment and games. Building on the heavy reader/viewership of the Guidon, Guidon.com, and the FLW web site, a brand journalism site and partnership with MU and affiliates may be a starting point.

Properly structured and promoted, such a site could become a quick source for influentials who can see powerfully how their businesses and communities can work with FLW. The core FLW story can be told in a variety of multidimensional media. The brand narrative can be told again and again in different ways to build and reinforce an accurate vision of FLW.
Sample Branded Journalism Plan

Media Convergence Group, Inc. is based in Columbia, MO and launched first service (Newsy.com) in 2009. Newsy is a multi-source, multi-platform video news service that monitors, synthesizes and presents the world’s news coverage. Newsy is supported by a variety of revenue sources including advertising; content licensing fees and custom corporate news content fees. Media Convergence Group, Inc. operates in partnership with the Missouri School of Journalism and is enthusiastic about partnering in research and learning opportunities with Fort Leonard Wood.

There are a variety of ways for Newsy to work with the project including training Fort personnel on how to create and distribute multi-source news, custom production of branded multi-source news targeted specifically for the Fort’s audiences and consulting services on how to design, build and operate a multi-source, multi-platform video newsroom. Newsy would operate on a monthly fee basis with a 12-month commitment to provide these services to Fort Leonard Wood.

An example of an agreement could include Newsy producing 20 Fort Leonard Wood-branded multi-source news stories per week for distribution across multiple platforms (web, mobile and TV). Newsy could also produce a 30-minute Fort Leonard Wood week in review show for distribution across web, mobile, and TV. The newsgathering operation could be converged with the FLW video production facility and the FLW base newspaper into a state-of-the-art (but low-cost) media center.

This newsroom or media center would consist of the following:

- Workspace to accommodate 6 to 8 journalists to report and produce news stories – video, audio, still pictures, television scripts and internet text.
- An adjacent studio, small in size with two inexpensive cameras, a basic lighting system, and a director’s switcher.
- Small, portable cameras to report in the field.
- A newsgathering content management system for writing and editing. (This would be a simple software package loaded on standard pc’s or apple computers.)
- Standard newsgathering operations – an assignment desk, equipment management system, editorial meeting schedule, standards and daily routine for critique of the news product, development of a code of ethics that meets the special interests of Base Command as well as journalistic requirements.

Establishing a news operation requires selection of and training for management and staff. Initial training should be supplemented by periodic training updates. Training of the initial staff of managers and journalists could be conducted in approximately 100 hours.

This base news operation could be a model for American military bases worldwide. It would foster communication and goodwill between all the army’s constituencies in the military base environment.
D. A Quick Look at Research-Based Guidelines for FLW Leaders and Communicators

As we know from decades of research, people prefer news and information that is highly relevant to them. Rather than delivering material in a one-to-many format, through technology we are able to bring customized news and information in ways that will increase knowledge acquisition.

1. Develop a strategic integrated communication plan and use it to take action. Assure that every individual and group assigned communication duties follow the plan.

2. Assure that accountability and evaluation are established in the strategic plan and that the communication function is directly associated with the dominant coalition.

3. Consider development of a training protocol that assists each FLW Soldier-Diplomat embrace and understand the mission and goals of FLW and allow her or him to communicate them quickly and persuasively.

4. Test all tactics against strategies. For example, communication tactics that do not expressly support the mission and vision should, at least, be relegated to lower priorities.

5. Use a shorthand guideline for message strategies. Based on the research, messages should:
   • Use rich video and audio media for maximum effectiveness.
   • Deliver messages in media and formats that different stakeholders prefer and monitor those preferences.
   • Make it easy for stakeholders to access and digest information.

6. Conduct ongoing research to track changing preferences based on emerging technologies and preferences, especially with regard to cell phones, video/audio, email, and web sites.

7. Make it easy for journalists to access individuals, rich media, and other materials that help them tell the FLW story more effectively.

IV. References


VI. Appendix 1: Interview Questions for FLW SMES

1. What is your understanding of the General's intent on strategic communication?
2. How do you measure success in it? Can you quantify/empirically support your answer?
3. Who links all the communication pieces together? How? Is there a roadmap?
4. How do you decide what the stories are?
5. What IN YOUR VIEW are your priorities for communication? Who sets them?
6. What is your discretionary budget?
7. What is the role of civilians in the public affairs office?
8. In the public affairs office, what are the tasks?
   How are speeches coordinated with the events?
   What does evaluation look like? Of individual events? Of the whole year?
9. What is the information flow between brigade commanders and battery commanders?
10. What is the decision-making process for event planning?
11. Is event planning related to the training mission of various units?
12. How does the hometown news release program work here at FLW?
13. How is publicity for national guard and reserve units handled?
14. What research has been conducted at this installation or others regarding communication channels and effectiveness? (For internal AND external communication?)
15. What published material is available regarding military communication internally and externally in various success factors, e.g., war college theses and other published materials?
16. How is FLW focus on family communicated to soldiers? What are the obstacles to successful communication to soldiers and their families?
17. How do you measure success in communication with the community?
18. How do you measure success in communication with Soldiers?
19. How do you measure success in communication with Families?
20. What media sources does your PAO have regular contact with? (local newspaper/tv regional? national?)
21. How long are Soldiers typically stationed at Fort Leonard Wood? (This affects Soldiers’ desire to be community oriented)
22. What events or activities outside the post are FLW units/Soldiers encouraged to participate in or attend? And what are their roles?
23. Do L Ts handle PAO duties at the battalion level and below? If so, what training do your non-PAO officers receive? (since most are given that position and didn't 'ask' for it.
24. How do you see your mission supported through communication—or not?
25. How are values communicated throughout the system? From basic training on up.

VII. Appendix 2: Internal Survey Questionnaire

Thank you for participating in this survey. Please read each question and mark appropriate answers. All information is confidential and will be used for research purposes only. Twenty (20) iPod Nanos will be awarded randomly to those who completely finish the questionnaire. If you have any questions about the study, please contact Dr. Esther Thorson (ThorsonE@missouri.edu) or Dr. Margaret Duffy (Duffym@missouri.edu).

We do not anticipate there will be any risks or direct benefits to you as a consequence of your decision to complete the survey. You have the right to withdraw from the study at any time without consequence.

Agreement: "I have read the procedure described above. I voluntarily agree to participate in the procedure by pressing the NEXT button."

1. Introduction
2. Information for reward
3. Communication Channels (FLW)
1. Each item below describes a current method of communication at Fort Leonard Wood. First, for each item, tell us HOW OFTEN you use each communication channel. Second, if you have used the communication channel, tell us HOW EFFECTIVE you thought it was for you.

Frequency of Use Effectiveness for me
Maneuver Support
Magazine
Unit website
The Guidon
Bulletin boards
Safety displays
Post intranet
Post memorandums
School bulletins
Inter-office mail
Post-wide e-mail blasts
Videos produced by FLW
FLW website

1. Each item below describes a current method of communication at Fort Leonard Wood. First, for each item, tell us HOW OFTEN you use each communication channel. Second, if you have used the communication channel, tell us HOW EFFECTIVE you thought it was for you.

Frequency of Use Effectiveness for me
Cable television
Network television (e.g., NBC, CBS)
Other non-FLW military websites
Instant Messaging
Personal e-mail
Phone texts
Military e-mail
Local newspaper (excluding The Guidon)
Tweets
Local radio
Social Network Sites (e.g., Facebook,
1. Each item below describes a current method of communication at Fort Leonard Wood. First, for each item, tell us HOW OFTEN you use each communication channel. Second, if you have used the communication channel, tell us HOW EFFECTIVE you thought it was for you.

<table>
<thead>
<tr>
<th>Frequency of Use Effectiveness for me</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-related meetings</td>
</tr>
<tr>
<td>Other speeches and presentations</td>
</tr>
<tr>
<td>Communication with other people on post</td>
</tr>
<tr>
<td>Speeches and presentations by the Command Group and staff</td>
</tr>
<tr>
<td>Events sponsored by the Command Group office</td>
</tr>
<tr>
<td>Family-oriented meetings and events</td>
</tr>
<tr>
<td>Communication from immediate supervisor or person in your chain of command</td>
</tr>
</tbody>
</table>

Page 5

1. If there was a major news story about Fort Leonard Wood, how much would you like to get the story from each of the following communication channels.

Dislike very much <-------- -------- ---------> Like very much

Watching a TV news story about it

Watching video about

Receiving it by e-mail

Getting a text story on your cellphone

Reading about it in a newspaper

Watching video about
it on a website

Hearing the story on
the radio

Getting a video story
on your cellphone

1. For each of the time periods, tell us what media you're likely to use for INFORMATION. Mark all time periods which apply for each media option.

Before class/work During the workday
Early evening (1800-2200)
Late evening (after 2200)

Internet
Cable TV (e.g., CNN, FOX)
Cell phone
Network TV (e.g., ABC, NBC)
Other people (face-to-face)
News website (e.g., CNN.com)
Print newspaper
Computer
Online video

Page 6

2. For each of the time periods, tell us what media you're likely to use for ENTERTAINMENT. Mark all time periods which apply for each media option.

Before class/work During the day
Early evening (1800-2200)
Late evening (after 2200)

Cable TV (e.g., CNN, FOX)
Print newspaper
Network TV (e.g., ABC,
NBC) fe c fe c fe c fe c
Online video fe c fe c fe c fe c
News website (e.g., CNN.com) fe c fe c fe c fe c
Internet fe c fe c fe c fe c
Computer fe c fe c fe c fe c
Online video fe c fe c fe c fe c
Other people (face-to-face) fe c fe c fe c fe c
Cell phone fe c fe c fe c fe c

1. For each topic listed below, tell us how important getting NEW INFORMATION about that topic is to you personally.

Information about:

Not important at all
<----- ----- ----->
Extremely important

Leisure activities m1 j m1 j m1 j m1 j m1 j
Sports/Working Out m1 j m1 j m1 j m1 j m1 j
Installation success stories
m1 j m1 j m1 j m1 j m1 j
Safety m1 j m1 j m1 j m1 j m1 j
News about people like me
m1 j m1 j m1 j m1 j m1 j
New policies m1 j m1 j m1 j m1 j m1 j
Key people on the installation (e.g., Commanding General, NCO of the Year)
m1 j m1 j m1 j m1 j m1 j
Your deployment m1 j m1 j m1 j m1 j m1 j
Others' deployment m1 j m1 j m1 j m1 j m1 j

2. Indicate your level of interest in each of the following kinds of information about Fort Leonard Wood.

No interest <----- ----- ---->
Extremely
interested
Family health care ml ml j ml j ml j ml j
Crime statistics ml j ml j ml j ml j
Public school information ml j ml j ml j
Redeployment ceremonies ml j ml j
Community events ml j ml j ml j ml j
Housing information ml j ml j ml j
Religious services ml j ml j ml j
MWR activities ml j ml j ml j
FRG Events ml j ml j

Page 8

1. Indicate your level of agreement with each of the statements below.
   Strongly disagree <----- ----- -----> Strongly agree
   FLW is a top training facility for Army Soldiers and civilians.
   ml j ml j ml j ml j
   I understand FLW's mission as it applies to my group/division.
   ml j ml j ml j ml j
   I get good information that helps me do my job.
   ml j ml j ml j ml j
   I get most of my information from other Soldiers/civilian workers.
   ml j ml j ml j ml j
   I'm encouraged to communicate my opinion about operations to my supervisor and others.
   ml j ml j ml j ml j
   I am knowledgeable about all three FLW schools.
   ml j ml j ml j ml j

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Information from higher channels is accurately received.

I usually feel that I'm getting all the information about FLW that is relevant to me.

Sometimes I'm surprised by information that I should have received earlier.

My family gets good information about what's going on at FLW.

When there's something I really need to know, I know where to go to find out about it.

There is good flow of information from higher levels down to me.

I receive a lot of information that is not relevant to me.

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1. Select the category which currently applies to you.

1. What is your current pay grade?
2. Years of service:
3. Is your unit stationed at Fort Leonard Wood?
4. If yes, how long have you been stationed at Fort Leonard Wood?
Active Army, Reserves, National Guard
Retired military

Civilian

E1 through E4

E5 or E6

E7 or greater

WO1 or CW2

CW3 through CW5

O1 through O3

O4 or O5

O6 or greater

Yes

No

Not applicable

Less than 6 months

7-12 months

More than one year, but less than two

More than two years, but less than three

More than three years, but less than five

More than five years

5. At which location do you do most of your work?

6. If you answered 'Other' above, please specify location:

MP School

Engineering School
1. How important are the following statements with regards to your position in the military.

Least important

Most important

1. The feeling of self-esteem

2. The opportunity of personal growth and development

3. The prestige of the job inside the military

4. The opportunity for independent thought and action

5. The feeling of job security

6. The feeling of self-fulfillment

7. The prestige of the job outside the military

8. The feeling of worthwhile accomplishment

9. The opportunity to give help to other
people

10. The opportunity for participation in setting goals

11. The opportunity for determining methods and procedures

12. The authority connected with the job

13. The opportunity to develop close friendships

Page 12

1. Answer the following questions using the scale provided. Never <-------- -------- -------- -------- --------> Always

1. I do my best work when my job assignment is fairly difficult.

2. When I have a choice, I try to work in a group instead of by myself.

3. In my work assignments, I try to be my own boss.

4. I seek an active role in the leadership of a group.

5. I try very hard to improve on my past performance at work.

6. I pay a good deal of attention to the feelings of others at work.
7. I go my own way at work, regardless of the opinions of others.

8. I avoid trying to influence those around me to see things my way.

9. I take moderate risks and stick my neck out to get ahead at work.

10. I prefer to do my own work and let others do theirs.

11. I disregard rules and regulations that hamper my personal freedom.

12. I find myself organizing and directing the activities of others.

13. I try to avoid any added responsibilities on my job.


15. I consider myself a 'team player' at work.

16. I strive to gain more control over the events around me at work.

Page 13

1. Answer the following questions using the scale provided.
Never <-------- -------- -------- -------- --------> Always

11. I disregard rules and regulations that hamper my personal freedom.

12. I find myself organizing and directing the activities of others.

13. I try to avoid any added responsibilities on my job.


15. I consider myself a 'team player' at work.

16. I strive to gain more control over the events around me at work.

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17. I try to perform better than my coworkers.

18. I find myself talking to those around me about nonbusiness-related matters.

19. I try my best to work alone on a job.

20. I strive to be 'in command' when I am working in a group.

1. What was your last pay grade in the military?
   E1 through E4
   E5 or E6
   E7 or greater
   WO1 or CW2
   CW3 through CW5
   O1 through O3
   O4 or O5
   O6 or greater

2. How long have you lived in the FLW area?
3. Is your spouse (or significant other) currently serving in the military?
4. Do you work full- or part-time on Fort Leonard Wood?

1. At which location do you do most of your work on Fort Leonard Wood?
2. If you answered 'Other' above, please specify location:

Less than 6 months
7-12 months
1. Is your spouse (or significant other) currently serving in the military?

2. How long have you lived in the FLW area?

3. Do you work full- or part-time on Fort Leonard Wood?

1. At which location do you do most of your work on Fort Leonard Wood?

2. If you answered 'Other' above, please specify location:

Yes

No

Less than 6 months

7-12 months
More than one year, less than two

More than two years, less than three

More than three years, less than five

More than five years

Yes (full-time)

Yes (part-time)

No

MP School

Engineering School

CBRN School

Post headquarters

PX/Commissary/Shoppette

Other (see below)

Thank you for participating in this survey.

1. Gender:
2. Age:
3. Race:
4. Education:

Male

Female

Asian

Black

Caucasian

Hispanic
Other

Some high school

GED

High school graduate

Some college

College graduate

Some graduate school

Graduate degree
VIII: APPENDIX 3: Detailed data from the Internal Survey

Table 1
Frequency of Use of Channels
(Compare with Figure 3 in text)

Question: How often do you use each communication channel?

<table>
<thead>
<tr>
<th>Communication Channel</th>
<th>Mean</th>
<th>1 - Never</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 - Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLW website</td>
<td>3.83</td>
<td>44</td>
<td>126</td>
<td>12.7%</td>
<td>203</td>
<td>20.4%</td>
</tr>
<tr>
<td>Inter-office mail</td>
<td>3.59</td>
<td>175</td>
<td>110</td>
<td>11.1%</td>
<td>132</td>
<td>13.3%</td>
</tr>
<tr>
<td>Post intranet</td>
<td>3.51</td>
<td>130</td>
<td>132</td>
<td>13.3%</td>
<td>211</td>
<td>21.2%</td>
</tr>
<tr>
<td>The Guidon</td>
<td>3.50</td>
<td>109</td>
<td>178</td>
<td>17.9%</td>
<td>178</td>
<td>17.9%</td>
</tr>
<tr>
<td>Post-wide e-mail blast</td>
<td>3.34</td>
<td>179</td>
<td>139</td>
<td>14.0%</td>
<td>190</td>
<td>19.1%</td>
</tr>
<tr>
<td>Safety displays</td>
<td>2.94</td>
<td>168</td>
<td>228</td>
<td>22.9%</td>
<td>275</td>
<td>27.7%</td>
</tr>
<tr>
<td>Post memorandums</td>
<td>2.88</td>
<td>191</td>
<td>222</td>
<td>22.3%</td>
<td>274</td>
<td>27.6%</td>
</tr>
<tr>
<td>Bulletin boards</td>
<td>2.53</td>
<td>284</td>
<td>236</td>
<td>23.7%</td>
<td>259</td>
<td>26.1%</td>
</tr>
<tr>
<td>Unit website</td>
<td>2.32</td>
<td>423</td>
<td>188</td>
<td>18.9%</td>
<td>162</td>
<td>16.3%</td>
</tr>
<tr>
<td>Videos produced by FLW</td>
<td>2.11</td>
<td>386</td>
<td>286</td>
<td>28.8%</td>
<td>207</td>
<td>20.8%</td>
</tr>
<tr>
<td>Maneuver Support Magazine</td>
<td>1.99</td>
<td>477</td>
<td>230</td>
<td>23.1%</td>
<td>163</td>
<td>16.4%</td>
</tr>
<tr>
<td>School bulletins</td>
<td>1.90</td>
<td>588</td>
<td>139</td>
<td>14.0%</td>
<td>127</td>
<td>12.8%</td>
</tr>
</tbody>
</table>

Distribution Statement A. Approved for public release; distribution is unlimited.
Table 2
Effectiveness of the Channels for Me

Compare with Figure 4 in the text

Question: How effective are the communication channels for you?

<table>
<thead>
<tr>
<th>Communication Channel</th>
<th>Mean</th>
<th>1 - Not effective</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 - Very effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLW website</td>
<td>3.60</td>
<td>24</td>
<td>123</td>
<td>236</td>
<td>239</td>
<td>328</td>
</tr>
<tr>
<td>Inter-office mail</td>
<td>3.37</td>
<td>31</td>
<td>92</td>
<td>148</td>
<td>144</td>
<td>423</td>
</tr>
<tr>
<td>The Guidon</td>
<td>3.30</td>
<td>33</td>
<td>119</td>
<td>245</td>
<td>187</td>
<td>306</td>
</tr>
<tr>
<td>Post intranet</td>
<td>3.26</td>
<td>31</td>
<td>119</td>
<td>240</td>
<td>175</td>
<td>310</td>
</tr>
<tr>
<td>Post-wide e-mail blast</td>
<td>2.96</td>
<td>58</td>
<td>139</td>
<td>201</td>
<td>156</td>
<td>276</td>
</tr>
<tr>
<td>Safety displays</td>
<td>2.78</td>
<td>46</td>
<td>191</td>
<td>273</td>
<td>147</td>
<td>185</td>
</tr>
<tr>
<td>Post memorandums</td>
<td>2.65</td>
<td>38</td>
<td>174</td>
<td>287</td>
<td>133</td>
<td>172</td>
</tr>
<tr>
<td>Bulletin boards</td>
<td>2.20</td>
<td>81</td>
<td>192</td>
<td>256</td>
<td>98</td>
<td>113</td>
</tr>
<tr>
<td>Unit website</td>
<td>1.89</td>
<td>86</td>
<td>142</td>
<td>179</td>
<td>86</td>
<td>125</td>
</tr>
<tr>
<td>Videos produced by FLW</td>
<td>1.87</td>
<td>53</td>
<td>191</td>
<td>208</td>
<td>93</td>
<td>86</td>
</tr>
<tr>
<td>Maneuver Support Magazine</td>
<td>1.57</td>
<td>41</td>
<td>172</td>
<td>168</td>
<td>87</td>
<td>65</td>
</tr>
<tr>
<td>School bulletins</td>
<td>1.38</td>
<td>50</td>
<td>92</td>
<td>135</td>
<td>76</td>
<td>85</td>
</tr>
</tbody>
</table>

Note: Respondents selecting “0 – don’t personally use” not included in table.
Table 3
Frequency of Use of Additional Communication Channels
Compare with Figure 5 in text

Question: How often do you use each communication channel?

<table>
<thead>
<tr>
<th>Communication Channel</th>
<th>Mean</th>
<th>1 - Never</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 - Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>Military e-mail</td>
<td>4.28</td>
<td>37 3.8%</td>
<td>36 3.7%</td>
<td>102 10.5%</td>
<td>117 12.1%</td>
<td>675 69.8%</td>
</tr>
<tr>
<td>Personal e-mail</td>
<td>3.80</td>
<td>78 8.1%</td>
<td>102 10.5%</td>
<td>153 15.8%</td>
<td>133 13.8%</td>
<td>501 51.8%</td>
</tr>
<tr>
<td>Network television</td>
<td>3.41</td>
<td>136 14.1%</td>
<td>116 12.0%</td>
<td>207 21.4%</td>
<td>137 14.2%</td>
<td>371 38.4%</td>
</tr>
<tr>
<td>Phone Texts</td>
<td>3.36</td>
<td>207 21.4%</td>
<td>121 12.5%</td>
<td>105 10.9%</td>
<td>97 10.0%</td>
<td>437 45.2%</td>
</tr>
<tr>
<td>Local radio</td>
<td>3.28</td>
<td>161 16.6%</td>
<td>126 13.0%</td>
<td>205 21.2%</td>
<td>145 15.0%</td>
<td>330 34.1%</td>
</tr>
<tr>
<td>Other non-FLW military websites</td>
<td>3.23</td>
<td>137 14.2%</td>
<td>132 13.7%</td>
<td>249 25.7%</td>
<td>181 18.7%</td>
<td>268 27.7%</td>
</tr>
<tr>
<td>Cable television</td>
<td>3.14</td>
<td>240 24.8%</td>
<td>108 11.2%</td>
<td>158 16.3%</td>
<td>109 11.3%</td>
<td>352 36.4%</td>
</tr>
<tr>
<td>Social Network Sites</td>
<td>2.78</td>
<td>329 34.0%</td>
<td>126 13.0%</td>
<td>143 14.8%</td>
<td>96 9.9%</td>
<td>273 28.2%</td>
</tr>
<tr>
<td>Local newspaper</td>
<td>2.35</td>
<td>372 38.5%</td>
<td>189 19.5%</td>
<td>185 19.1%</td>
<td>78 8.1%</td>
<td>143 14.8%</td>
</tr>
<tr>
<td>Instant Messaging</td>
<td>2.06</td>
<td>512 52.9%</td>
<td>145 15.0%</td>
<td>115 11.9%</td>
<td>72 7.4%</td>
<td>123 12.7%</td>
</tr>
<tr>
<td>Tweets</td>
<td>1.18</td>
<td>858 88.7%</td>
<td>41 4.2%</td>
<td>49 5.1%</td>
<td>9 0.9%</td>
<td>10 1.0%</td>
</tr>
</tbody>
</table>

Distribution Statement A. Approved for public release; distribution is unlimited.
Table 4

Effectiveness of Communication Channels for Me
Compare with Figure 6 in text

Question: How effective are the communication channels for you? (N=967)

<table>
<thead>
<tr>
<th>Communication Channel</th>
<th>Mean</th>
<th>1 - Not effective</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 - Very effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Military e-mail</td>
<td>4.15</td>
<td>5</td>
<td>37</td>
<td>4.0%</td>
<td>118</td>
<td>12.7%</td>
</tr>
<tr>
<td>Personal e-mail</td>
<td>3.67</td>
<td>21</td>
<td>84</td>
<td>9.4%</td>
<td>161</td>
<td>18.0%</td>
</tr>
<tr>
<td>Phone texts</td>
<td>3.19</td>
<td>28</td>
<td>77</td>
<td>10.0%</td>
<td>108</td>
<td>14.1%</td>
</tr>
<tr>
<td>Network television</td>
<td>3.16</td>
<td>44</td>
<td>94</td>
<td>11.1%</td>
<td>226</td>
<td>26.8%</td>
</tr>
<tr>
<td>Local radio</td>
<td>3.07</td>
<td>37</td>
<td>98</td>
<td>12.0%</td>
<td>217</td>
<td>26.5%</td>
</tr>
<tr>
<td>Other non-FLW military websites</td>
<td>3.06</td>
<td>31</td>
<td>111</td>
<td>13.2%</td>
<td>257</td>
<td>30.6%</td>
</tr>
<tr>
<td>Cable television</td>
<td>2.78</td>
<td>31</td>
<td>94</td>
<td>12.8%</td>
<td>189</td>
<td>25.7%</td>
</tr>
<tr>
<td>Social Network Sites</td>
<td>2.35</td>
<td>59</td>
<td>90</td>
<td>13.9%</td>
<td>139</td>
<td>21.5%</td>
</tr>
<tr>
<td>Local newspaper</td>
<td>1.99</td>
<td>46</td>
<td>131</td>
<td>21.5%</td>
<td>199</td>
<td>32.7%</td>
</tr>
<tr>
<td>Instant Messaging</td>
<td>1.60</td>
<td>44</td>
<td>91</td>
<td>19.2%</td>
<td>134</td>
<td>28.2%</td>
</tr>
<tr>
<td>Tweets</td>
<td>0.37</td>
<td>38</td>
<td>35</td>
<td>24.1%</td>
<td>43</td>
<td>29.7%</td>
</tr>
</tbody>
</table>

Note: Respondents selecting “0 – don’t personally use” not included in table.
Table 5
Frequency of Use of Interpersonal Communication Channels
Compare with Figure 7 in the text

Question: How often do you use each communication channel?

<table>
<thead>
<tr>
<th>Communication Channel</th>
<th>Mean</th>
<th>1 - Never</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 - Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication from immediate supervisor/chain of command</td>
<td>4.07</td>
<td>26 2.8%</td>
<td>56</td>
<td>5.9%</td>
<td>129 13.7%</td>
<td>147 15.6%</td>
</tr>
<tr>
<td>Communication with other people on post</td>
<td>3.55</td>
<td>56 5.9%</td>
<td>94</td>
<td>10.0%</td>
<td>248 26.3%</td>
<td>190 20.1%</td>
</tr>
<tr>
<td>Work-related meetings</td>
<td>3.53</td>
<td>66 7.0%</td>
<td>97</td>
<td>10.3%</td>
<td>233 24.7%</td>
<td>192 20.3%</td>
</tr>
<tr>
<td>Speeches and presentations by Command Group/staff</td>
<td>2.43</td>
<td>226 23.9%</td>
<td>260</td>
<td>27.5%</td>
<td>254 26.9%</td>
<td>112 11.9%</td>
</tr>
<tr>
<td>Events sponsored by the Command Group office</td>
<td>2.31</td>
<td>264 28.0%</td>
<td>257</td>
<td>27.2%</td>
<td>244 25.8%</td>
<td>106 11.2%</td>
</tr>
<tr>
<td>Other speeches and presentations</td>
<td>2.26</td>
<td>247 26.2%</td>
<td>289</td>
<td>30.6%</td>
<td>269 28.5%</td>
<td>85 9.0%</td>
</tr>
<tr>
<td>Family-oriented meetings and events</td>
<td>2.14</td>
<td>364 38.6%</td>
<td>208</td>
<td>22.0%</td>
<td>212 22.5%</td>
<td>84 8.9%</td>
</tr>
</tbody>
</table>
Table 6
Effectiveness of Interpersonal Channels
Compare with Figure 8 in text

Question: How effective are the communication channels for you?

<table>
<thead>
<tr>
<th>Communication Channel</th>
<th>Mean</th>
<th>1 - Never</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 - Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication from immediate supervisor/chain of command</td>
<td>3.90</td>
<td>27</td>
<td>2.9%</td>
<td>58</td>
<td>6.3%</td>
<td>142</td>
</tr>
<tr>
<td>Communication with other people on post</td>
<td>3.44</td>
<td>17</td>
<td>1.9%</td>
<td>91</td>
<td>10.2%</td>
<td>249</td>
</tr>
<tr>
<td>Work-related meetings</td>
<td>3.34</td>
<td>45</td>
<td>5.0%</td>
<td>98</td>
<td>11.0%</td>
<td>234</td>
</tr>
<tr>
<td>Speeches and presentations by Command Group/staff</td>
<td>2.30</td>
<td>68</td>
<td>9.2%</td>
<td>175</td>
<td>23.6%</td>
<td>244</td>
</tr>
<tr>
<td>Events sponsored by the Command Group office</td>
<td>2.09</td>
<td>68</td>
<td>9.8%</td>
<td>180</td>
<td>25.9%</td>
<td>229</td>
</tr>
<tr>
<td>Other speeches and presentations</td>
<td>2.09</td>
<td>65</td>
<td>9.1%</td>
<td>194</td>
<td>27.1%</td>
<td>289</td>
</tr>
<tr>
<td>Family-oriented meetings and events</td>
<td>1.88</td>
<td>51</td>
<td>8.6%</td>
<td>143</td>
<td>24.0%</td>
<td>190</td>
</tr>
</tbody>
</table>

Note: Respondents selecting “0 – don’t personally use” not included in table.
### Table 7

Distribution of Perceived Importance of Different Types of Information

Compare with Figure 9 in text

Question: How important is getting new information about each topic for you personally?

<table>
<thead>
<tr>
<th>Topic</th>
<th>Mean</th>
<th>1 - Not important at all</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 - Extremely important</th>
</tr>
</thead>
<tbody>
<tr>
<td>New policies</td>
<td>3.71</td>
<td>15 1.7%</td>
<td>37</td>
<td>4.1%</td>
<td>195</td>
<td>21.5%</td>
</tr>
<tr>
<td>Safety</td>
<td>3.55</td>
<td>27 3.0%</td>
<td>78</td>
<td>8.6%</td>
<td>209</td>
<td>23.0%</td>
</tr>
<tr>
<td>Your deployment</td>
<td>3.33</td>
<td>159 17.5%</td>
<td>54</td>
<td>5.9%</td>
<td>140</td>
<td>15.4%</td>
</tr>
<tr>
<td>Leisure activities</td>
<td>3.20</td>
<td>47 5.2%</td>
<td>96</td>
<td>10.6%</td>
<td>296</td>
<td>32.6%</td>
</tr>
<tr>
<td>Installation success stories</td>
<td>3.17</td>
<td>35 3.9%</td>
<td>116</td>
<td>12.8%</td>
<td>305</td>
<td>33.6%</td>
</tr>
<tr>
<td>Others’ deployment</td>
<td>3.12</td>
<td>66 7.3%</td>
<td>110</td>
<td>12.1%</td>
<td>284</td>
<td>31.2%</td>
</tr>
<tr>
<td>Sports and working out</td>
<td>3.00</td>
<td>101 11.1%</td>
<td>117</td>
<td>12.9%</td>
<td>294</td>
<td>32.3%</td>
</tr>
<tr>
<td>News about people like me</td>
<td>2.96</td>
<td>92 10.1%</td>
<td>127</td>
<td>14.0%</td>
<td>307</td>
<td>33.8%</td>
</tr>
<tr>
<td>Key people on the installation</td>
<td>2.96</td>
<td>65 7.2%</td>
<td>157</td>
<td>17.3%</td>
<td>321</td>
<td>35.3%</td>
</tr>
</tbody>
</table>
Table 8  
Differences in Four Groups on Importance of Information Topics  

Questions: How important is new information on these topics?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Overall</th>
<th>Retired</th>
<th>Civilian</th>
<th>Enlisted</th>
<th>Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.9</td>
<td>4.1*</td>
<td>4.0*</td>
<td>3.9*</td>
<td>3.5*</td>
</tr>
<tr>
<td>* Officers were significantly lower than Retired, Civilians, and Enlisted.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your deployment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.6</td>
<td>2.9*</td>
<td>3.0*</td>
<td>4.2*</td>
<td>4.3*</td>
</tr>
<tr>
<td>* Enlisted and Officers were significantly higher than Retired and Civilians.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others’ deployment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.4</td>
<td>3.2</td>
<td>3.3</td>
<td>3.5</td>
<td>3.5</td>
</tr>
<tr>
<td>No significant differences.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New policies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>4.1</td>
<td>4.0</td>
<td>4.1</td>
<td>4.0</td>
<td>4.0</td>
</tr>
<tr>
<td>No significant differences.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>News about people like me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.2</td>
<td>3.2</td>
<td>3.2</td>
<td>3.4*</td>
<td>3.0*</td>
</tr>
<tr>
<td>* Enlisted were significantly higher than Officers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sports and working out</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.3</td>
<td>3.0</td>
<td>2.8*</td>
<td>3.7*</td>
<td>3.5*</td>
</tr>
<tr>
<td>* Enlisted and Officers significantly higher than Civilians.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key people on installation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.2</td>
<td>3.4</td>
<td>3.4*</td>
<td>3.1*</td>
<td>3.2</td>
</tr>
<tr>
<td>* Civilians were significantly higher than Enlisted.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Installation success stories</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Mean</td>
<td>3.5</td>
<td>3.6*</td>
<td>3.7*</td>
<td>3.4*</td>
<td>3.2*</td>
</tr>
<tr>
<td>* Civilians and Retired were significantly higher than Enlisted and Officers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leisure activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.5</td>
<td>3.5</td>
<td>3.3*</td>
<td>3.7*</td>
<td>3.3*</td>
</tr>
<tr>
<td>* Enlisted were significantly higher than Civilians and Officers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 9
Distribution of Levels of Interest in FLW Topics
Compare with Figure 10 in the text

Question: Indicate your level of interest in each of the following kinds of information about Fort Leonard Wood.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Mean</th>
<th>1 - Not interest</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 - Extremely interested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crime statistics</td>
<td>3.34</td>
<td>57</td>
<td>94</td>
<td>232</td>
<td>256</td>
<td>270</td>
</tr>
<tr>
<td>Family health care</td>
<td>3.33</td>
<td>98</td>
<td>84</td>
<td>185</td>
<td>218</td>
<td>324</td>
</tr>
<tr>
<td>MWR activities</td>
<td>3.31</td>
<td>53</td>
<td>91</td>
<td>244</td>
<td>278</td>
<td>243</td>
</tr>
<tr>
<td>Community events</td>
<td>3.29</td>
<td>51</td>
<td>91</td>
<td>280</td>
<td>266</td>
<td>229</td>
</tr>
<tr>
<td>Redeployment ceremonies</td>
<td>2.76</td>
<td>138</td>
<td>150</td>
<td>308</td>
<td>185</td>
<td>128</td>
</tr>
<tr>
<td>Public school information</td>
<td>2.67</td>
<td>265</td>
<td>113</td>
<td>171</td>
<td>147</td>
<td>213</td>
</tr>
<tr>
<td>Religious services</td>
<td>2.59</td>
<td>209</td>
<td>142</td>
<td>275</td>
<td>158</td>
<td>125</td>
</tr>
<tr>
<td>Housing information</td>
<td>2.34</td>
<td>320</td>
<td>131</td>
<td>210</td>
<td>117</td>
<td>12.9%</td>
</tr>
<tr>
<td>FRG events</td>
<td>2.30</td>
<td>277</td>
<td>178</td>
<td>244</td>
<td>132</td>
<td>78</td>
</tr>
</tbody>
</table>
Table 10
Interest in information about Fort Leonard Wood

<table>
<thead>
<tr>
<th>Factor</th>
<th>Overall</th>
<th>Retired</th>
<th>Civilian</th>
<th>Enlisted</th>
<th>Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>MWR activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.6</td>
<td>3.7</td>
<td>3.5*</td>
<td>3.8*</td>
<td>3.5</td>
</tr>
<tr>
<td>* Enlisted were significantly higher than Civilians.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FRG events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>2.5</td>
<td>2.3*</td>
<td>2.3*</td>
<td>2.7*</td>
<td>2.6</td>
</tr>
<tr>
<td>* Enlisted were significantly higher than Retired and Civilians.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.6</td>
<td>3.7</td>
<td>3.6</td>
<td>3.6</td>
<td>3.5</td>
</tr>
<tr>
<td>No significant differences.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public school information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>2.9</td>
<td>2.8*</td>
<td>2.7*</td>
<td>3.2*</td>
<td>2.7*</td>
</tr>
<tr>
<td>* Enlisted were significantly higher than Retired, Civilians, and Officers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>2.6</td>
<td>1.9*</td>
<td>2.1*</td>
<td>3.1*</td>
<td>2.8*</td>
</tr>
<tr>
<td>* Enlisted were significantly higher than Retired, Civilians, and Officers. Officers were significantly higher than Retired and Civilians.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family health care</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.7</td>
<td>4.0*</td>
<td>3.4*</td>
<td>3.8*</td>
<td>3.5*</td>
</tr>
<tr>
<td>* Retired and Enlisted were significantly higher than Civilians and Officers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Religious services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>2.8</td>
<td>2.9</td>
<td>2.6*</td>
<td>3.0*</td>
<td>2.9</td>
</tr>
<tr>
<td>* Enlisted were significantly higher than Civilians.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Redeployment ceremonies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.0</td>
<td>3.2*</td>
<td>2.9*</td>
<td>3.1*</td>
<td>3.1</td>
</tr>
<tr>
<td>* Civilians are significantly less interested than Retired and Enlisted.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crime</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.7</td>
<td>3.8*</td>
<td>3.6</td>
<td>3.7</td>
<td>3.4*</td>
</tr>
<tr>
<td>* Retired were significantly more interested than Officers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>1.95</td>
<td>1.7*</td>
<td>1.8</td>
<td>2.2*</td>
<td>2.0</td>
</tr>
<tr>
<td>* Enlisted were significantly higher than Civilians (p = .005).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cellphone text</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>2.26</td>
<td>2.0*</td>
<td>2.0*</td>
<td>2.5*</td>
<td>2.4*</td>
</tr>
<tr>
<td>* Enlisted were significantly higher than all Retired (p = .002) and Civilians (p = .002). Officers were significantly higher than Civilians (p = .05).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radio</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.61</td>
<td>3.9*</td>
<td>3.8*</td>
<td>3.4*</td>
<td>3.4*</td>
</tr>
<tr>
<td>* Retired and Civilians were significantly higher than Enlisted and Officers (p = .06).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-mail</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.99</td>
<td>4.2*</td>
<td>4.2*</td>
<td>3.8*</td>
<td>3.9*</td>
</tr>
<tr>
<td>* Retired and Civilians were significantly higher than Enlisted and Officers (p = .06).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 11
Agreement with Fort Leonard Wood statements

<table>
<thead>
<tr>
<th>Mean</th>
<th>Statement</th>
<th>Retired</th>
<th>Civilian</th>
<th>Enlisted</th>
<th>Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.0</td>
<td>FLW is a top training facility for Army Soldiers and civilians.</td>
<td><em>4.4</em></td>
<td><em>4.4</em></td>
<td><em>3.7</em></td>
<td><em>3.9</em></td>
</tr>
<tr>
<td></td>
<td>Mean by category</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Retired and Civilians were significantly higher than Enlisted and Officers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>I understand FLW’s mission as it applies to my group/division.</td>
<td><em>4.5</em></td>
<td><em>4.5</em></td>
<td><em>3.9</em></td>
<td><em>4.1</em></td>
</tr>
<tr>
<td></td>
<td>Mean by category</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Retired and Civilians were significantly higher than Enlisted and Officers. Officers were significantly higher than enlisted.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.8</td>
<td>I get good information that helps me do my job.</td>
<td><em>4.0</em></td>
<td><em>4.0</em></td>
<td><em>3.6</em></td>
<td>3.8</td>
</tr>
<tr>
<td></td>
<td>Mean by category</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Retired and Civilians were significantly higher than Enlisted.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.7</td>
<td>I’m encouraged to communicate my opinion about operations to my supervisor/others.</td>
<td><em>3.9</em></td>
<td>3.8</td>
<td><em>3.6</em></td>
<td><em>3.9</em></td>
</tr>
<tr>
<td></td>
<td>Mean by category</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Enlisted were significantly lower than Retired and Officers..</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>I am knowledgeable about all three FLW schools.</td>
<td><em>3.4</em></td>
<td><em>3.3</em></td>
<td><em>2.9</em></td>
<td><em>3.1</em></td>
</tr>
<tr>
<td></td>
<td>Mean by category</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Retired were significantly higher than Enlisted and Officers. Civilians and Officers were significantly higher than Enlisted.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No significant differences.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.7</td>
<td>I get most of my information from other Soldiers/civilian workers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.4</td>
<td>Information from higher channels is accurately received.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.4</td>
<td>I usually feel that I’m getting all the information about FLW that is relevant to me.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.4</td>
<td>Sometimes I’m surprised by information that I should have received earlier.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>My family gets good information about what’s going on at FLW.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.8</td>
<td>When there’s something I really need to know, I know where to go to find out about it.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.4</td>
<td>There is a good flow of information from higher levels down to me.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.7</td>
<td>I receive a lot of information that is not relevant to me.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 12
Use of Each Type of Medium by Daypart
(Entertainment Use)

Question: For each of the time periods, tell us what media you’re likely to use for entertainment. Mark all time periods which apply for each media option. (N varied based on category.)

<table>
<thead>
<tr>
<th>Communication Channel</th>
<th>Before class/work</th>
<th>During the workday</th>
<th>Early evening (1800-2200)</th>
<th>Late evening (after 2200)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other people (face-to-face)</td>
<td>266 32.0%</td>
<td>584 70.2%</td>
<td>548 65.9%</td>
<td>166 20.0%</td>
</tr>
<tr>
<td>Cell phone</td>
<td>348 47.5%</td>
<td>450 61.4%</td>
<td>554 75.6%</td>
<td>253 34.5%</td>
</tr>
<tr>
<td>Internet</td>
<td>338 38.5%</td>
<td>436 49.7%</td>
<td>690 78.6%</td>
<td>289 32.9%</td>
</tr>
<tr>
<td>Computer</td>
<td>314 36.4%</td>
<td>435 50.5%</td>
<td>669 77.6%</td>
<td>281 32.6%</td>
</tr>
<tr>
<td>Network television</td>
<td>265 32.0%</td>
<td>152 18.4%</td>
<td>691 83.6%</td>
<td>267 32.3%</td>
</tr>
<tr>
<td>Cable television</td>
<td>298 35.6%</td>
<td>163 19.5%</td>
<td>697 83.4%</td>
<td>296 35.4%</td>
</tr>
<tr>
<td>Print newspaper</td>
<td>201 29.3%</td>
<td>253 36.9%</td>
<td>400 58.3%</td>
<td>74 10.8%</td>
</tr>
<tr>
<td>News website (e.g., CNN.com)</td>
<td>264 34.6%</td>
<td>316 41.5%</td>
<td>535 70.2%</td>
<td>170 22.3%</td>
</tr>
<tr>
<td>Online video</td>
<td>126 18.8%</td>
<td>222 33.1%</td>
<td>472 70.3%</td>
<td>153 22.8%</td>
</tr>
</tbody>
</table>
Appendix 4—Influential Interview Instrument

US Maneuver Support Center and Ft. Leonard Wood:
Brand Perception Research – Influencer Interviews (Draft 1)

• **PURPOSE:** Understand existing attitudes and beliefs to help guide the development of a marketing communication plan

• **RECORDING:** Permission to record for note-taking purposes

**GENERAL IMPRESSIONS OF US Maneuver Support Center and Ft. Leonard Wood**
Hello, I’m xxxx calling on behalf of Fort Leonard Wood. Thanks for your willingness to talk with me today about your perceptions and opinions about FLW. Is now still a good time for us to talk?

Thank you.

1. **First, have you or others in your family served in the Armed Forces? Where? When?**

   __________________________________________________________

   __________________________________________________________

2. **When you think of the U.S. Armed Forces, what words or images come to mind?**

   __________________________________________________________

   __________________________________________________________

3. **What military bases come immediately to mind? (Note names and locations)**

   __________________________________________________________

   __________________________________________________________

4. **When you think of these military bases – what words or images do you associate with them?**

   __________________________________________________________

   __________________________________________________________
5. When you hear “Ft. Leonard Wood” what does that mean to you? What do you think of?


7. In broad terms, what is your overall opinion of Ft. Leonard Wood?


8. What do you consider to be the greatest strengths of Ft. Leonard Wood? Explain.


9. What attributes, characteristics, or personality traits would you use to describe Ft. Leonard Wood? (PROBE: What is the essence of Ft. Leonard Wood? What is it all about?)


10. What are the perceived weaknesses of Ft. Leonard Wood that we need to know about?


11. From your perspective as a business leader / government leader, what’s the real unsung benefit that Ft. Leonard Wood offers the state’s business...
community / taxpayers >>? For example, how would you complete this sentence: 

The one thing Ft. Leonard Wood needs to be telling << the Missouri business community / Missouri taxpayers >> is: __________

________________________________________________________________________

________________________________________________________________________

12. Have you ever heard of the Ft. Leonard Wood Institute? If yes, can you describe its primary role?

________________________________________________________________________

________________________________________________________________________


________________________________________________________________________

________________________________________________________________________

PRE-TEST: ATTITUDES ABOUT FT. LEONARD WOOD

14. What is your general impression of US Army Ft. Leonard Wood when compared to other US Military installations? Would you say it’s superior, comparable, or inferior to others? Explain. (Probe names of other installations)

________________________________________________________________________

________________________________________________________________________

15. Please indicate whether you feel the following statements are true or false about Ft. Leonard Wood:
   o Has three Army colleges within its borders and trains all of the Army’s Engineers, Military Police, Chemical, Biological, Nuclear, Radiological Soldiers, and Truckdrivers.  
     (T)  (F)
   o Is a first responder to national threats like earthquakes and tornadoes  
     (T)  (F)
   o Trains the Army of today to be leaders for life  
     (T)  (F)
   o Is important to our country in defending our homeland.  
     (T)
   o Integrates with major organizations in the community.  
     (T)  (F)
16. What in your opinion is the single most important statement above? Explain.

________________________________________________________________________________

________________________________________________________________________________

17. Which is the second most important statement above? Explain.

________________________________________________________________________________

________________________________________________________________________________

18. Which statement was the biggest surprise to you? How so?

________________________________________________________________________________

________________________________________________________________________________

19. Was there anything else that you found to be surprising or did not know to be true about Ft. Leonard Wood? Why was that?

________________________________________________________________________________

________________________________________________________________________________


________________________________________________________________________________

________________________________________________________________________________
21. Based in this context, what images, adjectives or attributes would you now associate with Ft. Leonard Wood?

22. Now, I’m going to read you some statements. One a 1-5 scale where 5 is very important and 1 is not very important, please tell me how you feel about the following statements:
   - Strengthening Missouri’s economy
   - Creating jobs
   - Putting Missouri on the national defense map
   - Partnering with companies on defense-related research
   - Training young people to be tomorrow’s leaders
   - Training young people to be tomorrow’s citizens
   - Helping protect America
   - Helping protect Missouri and its communities
   - Creating opportunities for youth to mature
   - Building strong warriors
   - Supporting strong families
   - Creating opportunities for youth to continue their education
   - Building leaders for life
   - Supporting American soldiers in Iraq and Afghanistan

23. Now, reviewing the list again, please tell me which statement in your opinion is the most important:
   - Strengthening Missouri’s economy
   - Creating jobs
   - Putting Missouri on the national defense map
   - Partnering with companies on defense-related research
   - Training young people to be tomorrow’s leaders
   - Training young people to be tomorrow’s citizens
   - Helping protect America
   - Helping protect Missouri and its communities
   - Creating opportunities for youth to mature
   - Building strong warriors
   - Supporting strong families
   - Creating opportunities for youth to continue their education
   - Building leaders for life
   - Supporting American soldiers in Iraq and Afghanistan
MESSAGE TESTING

24. Now I would like to read you some information about the Ft. Leonard Wood. For each one of the following statements, I’d like to know the extent to which this information makes you more likely to want to have positive views toward Ft. Leonard Wood. Please use a scale from one to seven, where 1 means “this information does NOT make me more likely to have positive views toward Ft. Leonard Wood” and 7 means “this information makes me VERY likely to have positive views toward Ft. Leonard Wood.” AFTER EACH STATEMENT, BRIEFLY EXPLAIN YOUR RESPONSE.

<table>
<thead>
<tr>
<th></th>
<th>Does NOT make me more likely to have positive views</th>
<th>Makes me VERY likely to have positive views</th>
<th>Unsure</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>FLW partners with the other branches of the military, including Marines, Navy, and Air Force.</td>
<td>1 2 3 4 5 6 7 9</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>FLW trains soldiers to be citizens as well as warriors.</td>
<td>1 2 3 4 5 6 7 9</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>FLW has many partnerships with companies across Missouri.</td>
<td>1 2 3 4 5 6 7 9</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>FLW helps ensure the national security of America.</td>
<td>1 2 3 4 5 6 7 9</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td>FLW trains critical civil support teams for the U.S. Army.</td>
<td>1 2 3 4 5 6 7 9</td>
<td></td>
</tr>
</tbody>
</table>

EXPLAIN:
<table>
<thead>
<tr>
<th></th>
<th>EXPLAIN:</th>
</tr>
</thead>
<tbody>
<tr>
<td>f.</td>
<td>FLW results in millions of dollars being invested in Missouri.</td>
</tr>
<tr>
<td>g.</td>
<td>FLW prepares many young people for successful jobs after their service.</td>
</tr>
<tr>
<td>h.</td>
<td>FLW prepares young people to be good citizens and leaders for life.</td>
</tr>
<tr>
<td>j.</td>
<td>FLW strengthens the Missouri economy.</td>
</tr>
<tr>
<td>j.</td>
<td>FLW provides hundreds thousands of civilian jobs (civil service and contract).</td>
</tr>
<tr>
<td>k.</td>
<td>FLW provides significant health care to people in Missouri.</td>
</tr>
<tr>
<td></td>
<td>FLW is the only installation in the US to have three colleges: to train and educate the Army’s military police, engineers, and CBRN/chemical Soldiers and truck drivers</td>
</tr>
<tr>
<td>m.</td>
<td>EXPLAIN:</td>
</tr>
<tr>
<td>n.</td>
<td>FLW is a major Missouri asset.</td>
</tr>
<tr>
<td>o.</td>
<td>FLW can provide excellent role-modeling for Missouri’s youth.</td>
</tr>
<tr>
<td></td>
<td>EXPLAIN:</td>
</tr>
</tbody>
</table>
POST-TEST: ATTITUDES ABOUT FT. LEONARD WOOD

25. After hearing the information I’ve shared with you, how has your opinion of Ft. Leonard Wood changed? (PROBE: Was there any information I shared with you that made you feel differently, or that you found particularly surprising?) Explain.

___________________________________________________________________________________________________________________________________________________________________________

26. Based upon the information that has just been shared with you, would you say that your general impression of Ft. Leonard Wood when compared to other US Military installations is still <<superior, comparable, or inferior>> to others? Explain.

___________________________________________________________________________________________________________________________________________________________________________

27. Do you still think this impression is consistent with the general image that most Missourians have of Ft. Leonard Wood? Explain. (PROBE: Was there any information I shared with you that made you feel differently, or that you found particularly surprising?)

___________________________________________________________________________________________________________________________________________________________________________

FINAL THOUGHTS

28. As you can probably tell, we are trying to figure out what is the most effective way to get the message out about the importance of Ft. Leonard Wood in the State of Missouri, and in particular the benefits that Ft. Leonard Wood provides to government leaders, the business community and everyday citizens.

With this in mind, can you give any advice on the best way to reach out to << other members of the business community / other government leaders >> with such a message?

- PROBE: Are there any particular concepts, words, or phrases that you feel resonate well with this audience when speaking about this kind of topic? Or any concepts, words, phrases to avoid?

- PROBE: Are there any particular media (e.g. publications or programs) or other avenues that you recommend for reaching this audience?
- PROBE: If there were a message that you would like to be delivered to the Commanding General about Ft. Leonard Wood, what would it be?

- PROBE: Any other recommendations?


29. Is there anything else that you would like to add that you feel I might have missed during this interview?


(END OF QUESTIONNAIRE)

* It should be noted that the researchers have no financial interest in Newsy.com or other potential service providers to FLW.

Letter to Influentials from the CG

Dear FIRST NAME,

An important goal I pledged to tackle upon my appointment as Commanding General of Fort Leonard Wood was to expand our collaborations with private businesses in Missouri. As you may or may not know, Fort Leonard Wood << need one sentence explanation of its offering >>

To that end, we have engaged the University of Missouri and the communications firm of Fleishman-Hillard to conduct a baseline study of attitudes among business leaders, and
government decision makers. The goal of this research project is to measure awareness and perceptions of Fort Leonard Wood, and to better understand how the base more effectively partner with Missouri companies, particularly those in the technology industry.

In order to gain this deep and valuable understanding of perceptions, and also the opportunities and challenges that lie ahead, we are conducting in-depth interviews with a small sampling of key business and government leaders across the state. Given your position, background, and expertise, I would personally like to ask for your help in this process by sharing your opinions and insights.

Fleishman-Hillard’s research team will be conducting interviews throughout the month of November. In the coming days, a representative from Fleishman-Hillard will contact you to schedule a 30 minute telephone interview at your convenience. Alternatively, if you wish to proactively reach out to Fleishman-Hillard to schedule your interview, please contact Laura Kurzu (314) 223-1400 or laura.kurzu@fleishman.com.

Please be assured that Fleishman-Hillard will exercise the highest degree of confidentiality and sensitivity when handling the results. All responses will be used for summary analysis only. Anonymity is absolutely guaranteed, and your name will not be revealed in conjunction with any aspect of this study or the analysis.

I hope that you will accept this invitation to participate in an interview. Your opinions will help us generate a truly meaningful analysis.

Sincerely,

General Gregg Martin