# ALBANY ACADEMY

Comprehensive Communication Training for Development, Diplomacy and Defence



CIPR CHARTERED INSTITUTE OF PUBLIC RELATIONS

CPD APPROVED

> **ALBANY HAS BECOME A GLOBAL LEADER IN OFFERING EXPERT ADVICE AND SUPPORT FOR POLICY DEVELOPMENT BY PROVIDING FIRST-CLASS TRAINING PROGRAMMES.**

**Deputy Head of Mission, UN**

Albany works in areas where development, diplomacy and defence converge; where aid workers, diplomats and soldiers cohabit. In these often complex circumstances, the value of communication cannot be ignored.

Understanding the local information environment, using digital media effectively, engaging local and niche communities, dealing with the media fairly, planning and running effective campaigns – the development of these and other communication capabilities contributes greatly to the effectiveness of civil society, governments and business in challenging environments.

More than communicating change, we enable change through effective comprehensive communication.

## ABOUT ALBANY ACADEMY

Albany has worked for over a decade in the fields of Development, Diplomacy and Defence. Our experience and reputation in capacity-building through training is proven. Training is a core function of what we do. With an open, engaging and empathetic style, we are practitioners who teach, not trainers who preach.

## ABOUT CIPR AND CPD

The Chartered Institute of Public Relations (CIPR) is by far the biggest member organisation of communications practitioners outside of North America. Its Continuing Professional Development (CPD) program is world renowned for advancing professionalism across the industry. Albany's training modules have been comprehensively assessed by CIPR and attract CPD points, contributing to and encouraging world class communications and public relations education. These CPD points can contribute to delegates achieving CIPR Accredited and/or Chartered Public Relations Practitioner status.

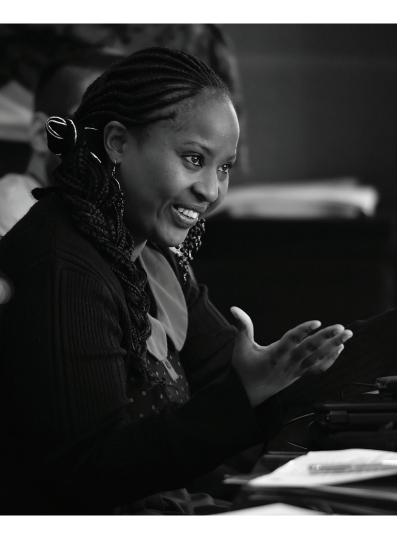For more details on CIPR's CPD program see www.cipr.co.uk

Our modules are designed to complement one another, intended to stand alone or work in conjunction with other modules to enhance the learning experience. Our approach to training has the following benefits:

- Flexible modules to fit varying client requirements
- Tailored to delegate experience and seniority
- High instructor to delegate ratio
- Customised scenario-based practical exercises
- High quality training manuals
- Flexible and competitive pricing schedules
- Experienced instructors
- Training conducted anywhere at anytime

CIPR has approved the module content for CPD purposes. Completion of this training can count towards delegates' CPD requirements. The CIPR in no way endorses or approves any other training or material provided.

## OUR MODULES

### HOW IT WORKS

- The modules on the right can be taught together in any mix. They are designed to be discrete teaching blocks but also link seamlessly to each other.

- This allows for clients to choose from our 'menu' of modules to create a course to suit their exact requirements.

- Each module is scheduled to take 8 hours, i.e. a course of 4 modules will take approximately 32 hours or 4 days.

- This modular system is designed around group training, for organisations not individuals, in groups (batches) of no less than six delegates. Modules can be delivered to multiple batches at once i.e. in multiples of six, maintaining effective instructor to delegate ratio.

STRATEGIC COMMUNICATION

COMMUNICATION MANAGEMENT

CAMPAIGN PLANNING

MEDIA ENGAGEMENT

COMMUNICATION FOR DEVELOPMENT

INFORMATION OPERATIONS

LEADERSHIP COMMUNICATION

COUNTERING EXTREMIST NARRATIVES

WRITING FOR MODERN MEDIA

CRISIS COMMUNICATION

EFFECTING BEHAVIOURAL CHANGE

INFORMATION ECOLOGY

CONFLICT RESOLUTION

DIGITAL STRATEGY

MEASUREMENT & EVALUATION

CREATIVITY FOR CONTENT

POLITICAL REPORTING

MEDIA DEVELOPMENT & REGULATION

PUBLIC SPEAKING

## OUR SUGGESTED MODULAR COURSES

**3 DAY COURSE**

Example 1

| | | |
|---|---|---|
| STRATEGIC COMMUNICATION | COMMUNICATION MANAGEMENT | CAMPAIGN PLANNING |

Example 2

| | | |
|---|---|---|
| DIGITAL STRATEGY | MEDIA ENGAGEMENT | CRISIS COMMUNICATION |

Example 3

| | | |
|---|---|---|
| MEDIA ENGAGEMENT | LEADERSHIP COMMUNICATION | INFORMATION ECOLOGY |

**4 DAY COURSE**

Example 4

| CAMPAIGN PLANNING | COMMUNICATION MANAGEMENT | EFFECTING BEHAVIOURAL CHANGE | MEASUREMENT & EVALUATION |

Example 5

| POLITICAL REPORTING | WRITING FOR MODERN MEDIA | CREATIVITY FOR CONTENT | DIGITAL STRATEGY |

Example 6

| COUNTERING EXTREMIST NARRATIVES | CONFLICT RESOLUTION | INFORMATION OPERATIONS | STRATEGIC COMMUNICATION |

Note: These are only suggestions. Any combination of modules is designed to form a complete course to suit specific requirements.

## FANTASTICALLY ENERGETIC, ENDLESSLY CREATIVE AND TIRELESSLY FOCUSED ON DEVELOPING PEOPLE TO BE THEIR BEST.

**Senior US Public Diplomacy Officer**

## STRATEGIC COMMUNICATION

This module examines drivers, ideas and mechanics of identifying, developing and maintaining strategic focus. Within wider social, political and technological contexts, focus is practically applied to communication functions to achieve strategic objectives.

**Covering:**

- Why 'strategic communication'?
- The changed nature of Armed Conflict/ Diplomacy/Development
- Linking to policy
- Strategic communication vice communicating strategically
- Addressing the 'say-do' gap
- Providing strategic counsel
- The Information Environment
- 10 Rules of Comprehensive Communication

## COMMUNICATION MANAGEMENT

Covering a wide spread of activity, communication requires proper management. This module highlights methods, structures and techniques required to put planning into practice.

**Covering:**

- Organisational issues
- Managing time and resources
- Liaising with stakeholders
- Identifying management issues
- Selecting effective media platforms
- Implementing campaign plans
- Navigating information ecology

> ## REALLY EXCELLENT – BRILLIANT AT DRAWING ON A WIDE RANGE OF EXPERIENCES.
>
> **Communication Team Lead, UK Foreign and Commonwealth Office (FCO)**

## CAMPAIGN PLANNING

Using best practice from UK government and wider methodologies, this module concentrates on all aspects of campaign planning, from identifying clear actionable objectives, through behavioural techniques to evaluation.

**Covering:**

- OASIS Model
- Campaign objectives
- Audience insight
- Strategy/Idea development
- Implementation
- Scoring/Evaluation
- Message strategy
- Using EAST

## MEDIA ENGAGEMENT

Covering the essentials of media interview techniques, this highly practical module also looks at press conferences and modern media releases. This provides an all round understanding of vital media 'touch points'.

**Covering:**

- Media environment
- The journalist mindset
- Interview preparation
- Working with the 'Message'
- Interview conduct
- Press conferences
- Media releases
- Video news releases

## COMMUNICATION FOR DEVELOPMENT

This wide-ranging but vital field of communications has its own unique challenges. This module examines those and poses approaches to tackle them.

**Covering:**

- Engaging advocacy
- Dialogue – between communities, stakeholders and across borders
- Role of diasporas
- Moving from co-option to collective action
- Assisting mobilization
- Role of ICT in communication
- Sustainable Development Goals

## INFORMATION OPERATIONS

This module dissects the key elements of communication activities conducted by militaries in conflict. A significant and sometimes contentious part of the information space, the understanding of its relationship with other activities is vital.

**Covering:**

- The military structure
- Public affairs/media operations
- Influence and communication related operations
- 'Soft' information operations
- 'Hard' information operations
- Practical and ethical challenges
- Relationships between civilian entities and military entities

## LEADERSHIP COMMUNICATION

Communication in complex environments demands sound leadership in order to be effective and focused. This module examines the leadership role in both external and internal communications.

**Covering:**

- Leadership principles
- Setting objectives
- Nurturing the 'Why?'
- Collaborative action and co-creation
- Delegation, teamwork and staff engagement
- Working up a network
- Meetings
- Stakeholder relations
- Personal branding

"THE COURSE WAS ABSOLUTELY EXCELLENT. ABSOLUTELY WHAT WE NEEDED TO KNOW/TEST/REHEARSE, WITH NO PADDING OR IRRELEVANCE. EVERY MINUTE USEFUL. TERRIFIC.

**Ambassador, UK Foreign and Commonwealth Office (FCO)**

## COUNTERING EXTREMIST NARRATIVES

Communication has a significant role to play in Countering Violent Extremism (CVE). In adapting sound and relevant communication concepts and practices, this module explores approaches to support or lead CVE initiatives.

**Covering:**

- Process of radicalization
- Micro, meso and macro level causes
- Gender and radicalization
- Funnel of radicalization
- Countering the narrative
- Creating a compelling story
- Youth mobilization

## WRITING FOR MODERN MEDIA

In today's information environment, some of the rules may have changed but the need to provide good writing has not. This module looks at how to provide this fast, succinctly and powerfully.

**Covering:**

- Rules of the modern media
- Focus, clarity and brevity
- Structure
- Text versus visual
- Text for digital platforms
- Linguistic mechanisms
- Editing techniques
- Numbers and data

> **THE BEST THING ABOUT THE COURSE WAS WORKING TOGETHER WITH OTHER PEOPLE, COLLABORATING, SHARING IDEAS, AND ENGAGING IN CONSTRUCTIVE AND ENTHUSIASTIC DIALOGUE.**

**Strategic Communications Advisor, UNICEF**

## "SPECIFIC AND FOCUSED – I THINK THIS IS THE MOST INTELLIGENT EVENT OF ITS KIND THAT I'VE EVER SEEN.

**International Defence Journalist**

## CRISIS COMMUNICATION

Speed and clarity are of the essence in reacting to today's crises. By examining best practice in crisis response communication this module utterly prepares for the worst.

**Covering:**

- Principles
- Strategic response options
- Working with external agencies
- Command structure
- Roles and responsibilities
  – CMT/EMT
- Media handling and Battlebox
- Focusing on PEAR
- Running a Media Information Centre
- Reporting Casualties
- Internal communications

## EFFECTING BEHAVIOURAL CHANGE

Recent research has spawned a new approach to influencing humans. This module examines the practical application of behavioural science within communication campaigns.

**Covering:**

- Human psychology
- Behavioural theories
- MINDSPACE principles
- Practical application of EAST
- Choice architectures

## INFORMATION ECOLOGY

Influence comes from a blinding array of differing interlinked mechanisms. Any communicator needs to fully understand those mechanisms and the ecology they exist within. This module delves deep into that complex ecology.

**Covering:**

- Digital influence
- Virtual reality journalism
- Niche networks
- Gameification
- Sharing/reputation economics
- Changing traditional media
- Big data
- New media power brokers

## CONFLICT RESOLUTION

The very nature of communication in challenging environments involves varying degrees of conflict resolution. In looking at the subtle frameworks and mechanisms required, this module applies tested approaches to handling such conflicts.

**Covering:**

• Creating resolution strategies
• Negotiating and bargaining
• Identifying conflict triggers
• Cycle of conflict
• Mediation in conflict
• Conflict mapping
• Reflection and paraphrasing
• Reaching a consensus

## DIGITAL STRATEGY

By encouraging a strategic and managed approach to such a powerful capability, genuine effect can be achieved. This module pulls platforms together for a coherent and targeted outcome in the digital space.

**Covering:**

• Audience and facilitating dialogue
• Filtering and Boolean Filtering
• Awareness and engagement
• Control vs. Credibility
• Branding and style
• Messaging
• Social media practices
• Decision Trees

> ## THE QUALITY OF THE LECTURES WAS OF A VERY HIGH STANDARD. THE SET UP WAS FANTASTIC. THE ORGANISATION WAS SUPERB.
>
> **Senior Representative, OSCE**



## MEASUREMENT & EVALUATION

Utterly critical to the success of communication, measurement and evaluation are often neglected, considered too difficult. This module, examining the fundamentals, ensures that they're not.

**Covering:**

- Output/outtake/outcome
- Metrics and mechanisms
- Performance frameworks
- Aligning objectives to outcomes
- Media monitoring
- Digital analytics
- Establish milestones
- Feedback loops

> **I WISH I'D HAD THE CHANCE TO ATTEND SOMETHING SIMILAR IN THE LAST 3 YEARS!**
>
> **Director of Influence and Outreach, NATO**

## CREATIVITY FOR CONTENT

Content is still king, and creative content reigns supreme. This highly engaging module aims to unleash creative energy through the use of facilitated methods and innovative interventions. Banish the bland.

**Covering:**

- The creative process
- Creative thinking
- Conceptualization and visualization
- Methods and tools of creative thinking
- Creative problem-solving
- Original ideas and solutions
- The audience and fostering engagement
- Presenting work creatively

## POLITICAL REPORTING

Critical to developing civil society in challenging environments is the enabling of sound public understanding of local politics. This module aims to enhance that understanding by raising standards of political journalism.

**Covering:**

- Media/Politics dynamics
- Effective sourcing
- Avoiding political bias
- Interview techniques
- Ethics, partiality and balance
- Principles of election reporting
- Using data
- Gender-sensitive and minority issues

Note: Due to the contextually-specific nature of this module it is not CPD accredited by CIPR

# MEDIA DEVELOPMENT & REGULATION

Civil society needs effective free media, adequately regulated. This module examines those requirements and how they can be developed.

**Covering:**

- Purpose of regulation of communications
- Developing media standards
- Codes of ethics and conduct
- Content regulation and enforcement
- Questions of jurisdiction
- Protecting and promoting local culture and values
- Protecting minorities
- External relations accuracy and transparency
- Regulation of digital content
- Mechanisms of moderation

Note: Due to the contextually-specific nature of this module it is not CPD accredited by CIPR

# PUBLIC SPEAKING

The last three feet – there's nothing so powerful as delivering your message in person. This module aims to enable delegates to do just that with maximum impact to crowds or small groups.

**Covering:**

• Audience analysis
• Building a message
• Behavioural techniques
• Linguistic mechanisms
• Non-Verbal Communication
• Stagecraft
• Script and Structure
• Questioning, Answering and Listening

Note: This is a two-day module

# OUR WORKSHOPS AND EXERCISES

Traditional workshops are where things get fixed or, more notably, improved. True to this, Albany also provides bespoke workshops to clients. We can support your communication campaigns with an intervention that works through the narrative, the messages and methods for presentation to maximise impact and enhance reputation.

Based on the premise that even experienced communicators may require external and independent experts to help them prepare, we will work with you to enhance your communications engagement. By fostering creativity and bringing forth subtle but significant changes, we can improve the effectiveness of any communications endeavour.

**These workshops are normally conducted in three phases:**

• Research and scoping
• Analysis, mapping and understanding
• Creative output

Our experience has shown that such early intervention in campaigns, issues or strategy development can have significant and cost-effective impact on the outcomes.

**Exercises**

All our training involves customised scenario exercises. Further to this, we can develop and conduct customised stand-alone exercises, designed to test management and communications teams around specific issues. These can be conducted in table-top format through to fully immersive and dynamic exercises.

## OUR TEAM

**All of our instructors:**

- have extensive experience as communications professionals, with previous backgrounds in the media, military or public relations.

- are selected not only on the basis of their high levels of knowledge and experience but also on their ability to teach.

- are open, engaging, flexible, and creative.

- operate in complex and challenging environments.

- contribute to and are trained in Albany's course curricula.

- fully understand Albany's ethos and approach to training, contributing to coherent world-class training programmes.

"If you think training is expensive, try ignorance"
**Peter Drucker**

**ALBANY**

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