

# INTERVIEWING

## INFLUENCING AND INTERVIEWING



Telling the Army Story

The Army Interview

Engender Commitment

# Influencing and Interviewing

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## **PREFACE**

**UTC 5-03.2** – The United States Army Recruiting Command (USAREC) publication, USAREC Training Circular (UTC) 5-03.2, Influencing and Interviewing, expands on the fundamental concepts and requirements in USAREC Manuals 3-0, 3-30 and 3-31. Concepts, tactics, and techniques in this UTC apply to all members of USAREC. USAREC has the mission to find and recruit qualified people to join the United States Army. Recruiters open the world of the Army to qualified people through the Army Interview.

## **PURPOSE**

The purpose of this USAREC Training Circular (UTC) is to provide fundamental information to conduct effective Army Interviews keeping the best interests of the interviewee, and the Army, in mind.

## **SCOPE**

This UTC is the "how to perform" manual for the Critical Task "Conduct the Army Interview" for all recruiters, and telling the Army Story for all personnel, in support of recruiting operations. Leaders, recruiters, and civilians should also read USAREC Manual 3-31, Recruiting Station Operations, to understand the operations at the recruiting station level. Specific performance steps for this critical task, and all other critical tasks, are accessible through the Central Army Registry (CAR).

## **APPLICABILITY**

This manual applies to all members of USAREC, regardless of recruiting mission type (Enlisted, Army Medical Department (AMEDD), Chaplain, and In-Service). This UTC supports ALL the individual steps relating to this critical task.

## **ADMINISTRATIVE INFORMATION**

The proponent for this manual is the Recruiting and Retention College, Doctrine Division. Send comments and recommendations on DA Form 2028 (Recommended Changes to this publication) directly to HQ RRS, ATTN: RCRS-DD, 1929 Old Ironsides Ave, Building 2389, Fort Knox, KY 40121 or by e-mail to USARMY Ft Knox USAREC List RRC Doctrine <usarmy.knox.usarec.list.rrc-doctrine@mail.mil>

## **PART I**

### **Connecting to America**

**Part I** discusses the Army in the community and the telling of an Army Story through:

- The Recruiter: The Face of Our Army
- The Army Story

**Chapter 1** describes the recruiter as the face of our Army. The Army recruiter visits the parents of the Future Soldier and talks to America's young people about duty, honor, and selfless service.

**Chapter 2** describes the telling of the Army Story.

## Chapter 1

### The Recruiter: The Face of Our Army

“....If you leave here with the word DUTY implanted in your mind; if you leave here with the word HONOR carved in your soul; if you leave here with love of COUNTRY stamped on your heart, then you will be a twenty-first century leader worthy...of the great privilege and honor...of leading...the sons and daughters of America...”

From a speech in Eisenhower Hall Theater to the Corps of Cadets on 15 May 1991 by **General H. Norman Schwarzkopf**

#### INTRODUCTION

1-1. Army recruiters and their families live next door to other Americans; visits leads, prospects, applicants, and their parents, their families, and their friends, in their homes and are a regular presence in nearly every high school in America. In most communities—urban, suburban, and rural—the recruiter is the face of our Army.

#### THE PROFESSIONAL

1-2. Trust is the essence of being an effective American Soldier. Our Nation depends on Soldiers to provide land power when, where, and how combatant commanders need it. We cannot accomplish this without trust: trust between Soldiers; between Soldiers and their leaders; among Soldiers, their families, and the Army; and between the Army and the Nation.

#### INTELLECT

- Mental agility
- Sound judgment
- Innovation
- Interpersonal tact
- Expertise

- This highly visible interaction places a heavy responsibility on recruiters and their leaders. Members of USAREC live in a fishbowl, with their conduct examined continuously, and appearances speaking volumes about not only them but about the uniformed service they represent. The American people justifiably look to their military to be skilled in the technical aspects of the profession of arms and to be trustworthy men and women of honor, character, and integrity. The Army offers incredible opportunities for Americans; enlistment incentives abound. The personal example of the recruiter remains the single most influential factor in a young person's decision to join the Army.

## THE RECRUITER AS A LEADER

1-3. We cannot sell the Army because no American buys the Army. Service to one's country, putting one's life on the line to defend freedom and the American way of life we all hold dear is not a concept to which we can attach cash value. Therefore, a prospective Future Soldier probably may not respond warmly to an appeal based solely on some tangible value model. Money for college and cash incentives may offer reasons for a second look at Army service, but first we must appeal to the heart.

### LEADER

- Leads Others
- Builds trust
- Extends influence
- Leads by Example
- Communicates

1-4. Thus, we cannot think of USAREC as a sales organization. First and last, recruiters are leaders; leaders need to build trust and credibility of those they lead. You will never succeed in this command, or for that matter in any other Soldier role, without a firm mastery of leadership skills. Recruiters must demonstrate the personal strengths (mental, physical, and emotional toughness) required to be successful in any endeavor.

1-5. The Soldier remains the indispensable part of our Nation's defense. Without Soldiers, there is no Army. Furthermore, how do we find these Soldiers? They come from those urban and rural neighborhoods, large and small, where Army recruiters live and work. Soldiers leave behind their comfortable homes and temporarily set aside their personal plans to put on the Army uniform to help protect their country from its enemies. They do this because someone, an Army recruiter, helped them understand the necessity, the value, and the honor of performing selfless service as a Soldier.

1-6. The Army's ability to close with and destroy the Nation's enemies depends directly on having the persons it needs to carry out the mission. Thus, the recruiter and the entire command are not merely sideline players; they are key members of the Army team. Before the Army can deploy a combat-ready unit, it must first train and equip Soldiers. Before we can train and equip Soldiers, the recruiter must find and influence qualified persons to join the Army. Thus, the recruiter is the key to providing and maintaining the strength of the Army.

### CHARACTER

- Army Values
- Empathy
- Warrior Ethos
- Service Ethos
- Discipline

1-7. **Soldiers serving on recruiting duty are given a tremendous responsibility.** Recruiters are the face of the Army in America's hometown. Recruiting duty challenges the Soldier's leadership skills in ways no other assignment can match. Recruiting duty offers unique and intangible rewards. Each day the interpersonal skills and indirect leadership practiced by recruiters directly contributes to honing the leadership skills of the recruiter that makes them a more valuable asset to any command and unit within the Army. Soldiers find that a recruiting assignment requires a deep and personal

commitment from them, their leaders and more importantly, their families.

## THE RECRUITER AS A COUNSELOR/MENTOR

1-8. Leaders in the Army counsel Soldiers and Civilians. Many recruiters provide a form of counseling to leads, prospects, and applicants for the Army. Recruiters lead prospects through the decision-making process by using the same leadership and counseling techniques that they used with subordinates previously.

1-9. Mentoring is a powerful tool for personal and professional development and plays a role in leading others to join the Army. The Army defines mentorship as “the voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect.”

Recruiters are role models and mentors to many of America’s citizens seeking to develop a plan for their careers. It is important to understand that the mentored choose the mentors and not the other way around. Therefore, recruiters must constantly develop themselves as a leader, master the art and science of counseling, and establish themselves as valid mentors to those seeking guidance about Army service.

*Counseling, one of the most important leadership and professional development responsibilities, enables Army leaders to help Soldiers and Army Civilians become more capable, resilient, satisfied, and better prepared for current and future responsibilities. (ATP 6-22.1, Ch. 1)*

## SUMMARY

1-10. When all of the planning and analyzing is complete, the success of recruiting

America’s Army rests on the shoulders of the Individual recruiter. The recruiters assigned throughout the country, whether in small towns or large cities, are the key to accomplishing the mission.

Our market may be interested in speaking with recruiters based on

incentives and national advertising efforts, but they join the Army because of the relationship they build with their recruiter. The leadership and personal example of the recruiter are the two most important factors influencing the young person considering military service. The Army’s ability to engage and destroy the Nation’s enemies relies directly on young people volunteering to serve in the country’s defense. The interpersonal skills and leadership that recruiters demonstrate daily are the key factors in young person’s decisions to serve.

*Counseling, one of the most important leadership and professional development responsibilities, enables Army leaders to help Soldiers and Army Civilians become more capable, resilient, satisfied, and better prepared for current and future responsibilities. (ATP 6-22.1, Ch. 1)*

## Chapter 2

### Telling the Army Story

*“....A speaker tells a listener what someone did to get what he or she wanted and why...”*  
*(Anatomy of Story: 22 Steps to Becoming a Master Storyteller, Truby, 2008)*

#### INTRODUCTION

2-1. The Army preceded the creation of the United States, it was built on sacrifice and value, and has forged the way and set the standard for the United States military; its legacy of service is ever prevalent on its flag with 190 campaign streamers from the Revolutionary War to the War on Terrorism (see ADP 1, Appendix A). The Army's legacy, combined with your personal story, creates "The Army Story."

#### YOUR ARMY STORY

2-2. Every Soldier and Civilian assigned to USAREC has the responsibility of telling "The Army Story" because every Soldier and Civilian has set a stone in the Army's history. By telling "The Army Story," you open the door to the world of the Army to leads, prospects, and potential Future Soldiers. For more in depth review of the Army's history visit the U.S. Army Center of Military History at: <https://history.army.mil/index.html>.

2-3. Process of telling an Army Story.

- **Step One:** Use an interesting hook or attention grabber: So there I was, driving home the winning run at the US Army softball championship – how did I get there? Let me tell you.
- **Step Two:** Tell the Story – state what happened in chronological order to captivate the audience. Add some bait to keep the listener engaged. Bait is a series of implicit or explicit questions that you raise as the storyteller. Be sure to answer or get an answer to every question you ask.
- **Step Three:** Wrap it up with reflection. Why is the story relevant? Is there a point? Tie the story to the applicant's situation. You must help the listener (audience, prospect, applicant et al.) understand what to get from your story – do not leave it open to someone else's interpretation. Make your story count.

## YOUR PERSONAL STORY

2-4. Everyone assigned to the Army also has a personal story about how they came to work for or support the Army. The Story may include things like their role, position, duties, assignments, and personal experiences. Whatever the story is, it is one that is unique to the person telling the personal story, but as the Army Story it also opens up opportunities in the Army to potential Future Soldiers.

### TELLING AN ARMY STORY

1. Grab Attention
2. Ask Questions
3. Reflect – What’s the point?

2-5. Your personal Army Story is personal, yet universal in its impact on the audience when told with honesty and conviction. This Story is your opportunity to present details of your Army experiences. Your Army Story may include your initial Army experience and subsequent assignments, promotions, awards, campaigns, and assignment locations. Your personal story reveals the world of the Army to the prospective Future Soldier. It allows them to see the Army through your eyes and picture themselves as Soldiers. Working face-to-face with a prospective Future Soldier has the immediate and most effective impact on mission success.

### TELL YOUR ARMY STORY

- Personalized
- Positive
- Inspirational
- Interesting
- Relevant

2-6. You do not always use the same story. Telling your Army Story to a scholar athlete might be different from the one you tell a computer programmer who is interested in cyber communications. The following is an example:

### **Telling Your Army Story**

I joined the Army with a full scholarship to the Ohio State University because a recruiter asked me to share my plans after HS graduation. When I told him I wanted to study law and had an academic scholarship to OSU, he congratulated me and asked, "What if I could get you into a legal profession before Christmas?" Would you join the Army? (A trial close and he had not even started an interview).

(Implicit Question): So, do you think I spent the next several years in college studying law? (Get input from listener before continuing). Not only studying it, but doing it - six months later, I was a trained Soldier and certified paralegal and I celebrated Christmas as the legal clerk for an Army battalion commander in the 101st Airborne Division. My nickname in the battalion became "Judge", because I took care of preparing and processing all legal actions. I was 18 and working in the legal field. During the next 12 years, I learned more about the law than I ever would in law school. (Explicit Question): Do you think I achieved my goal?

(Implicit Question): What does this story mean to you? (Get answer from listener before continuing if possible). It means you can achieve whatever it is you seek to achieve or want to do through service in the Army. That is just my story, there are thousands more. In fact, everyone who is in the Army from Private to General has a story about how the Army helped them achieve their goals. In addition, just like you, they were sitting with an Army Recruiter working on a plan to achieve those goals.

Figure 2-1. Example of telling your Army story

## **THE ARMY STORY**

2-7. The Army Story is one of the brave patriots who went to war and won our Nation's freedom from England. It is the story of warriors who held the Union together during the Civil War. It is the story of ordinary people who did extraordinary things to preserve freedom through two world wars, along with conflicts in Korea, Vietnam, Iraq, and Afghanistan. Today, it is the story of twenty-first-century members of the millennial generation, so-called echo boomers, going into battle against a new enemy, in a war with an end we cannot foretell.

2-8. There are many ways to tell the Army Story. We tell the Army Story by advertising in print and broadcast media. We respond to e-mail inquiries from young people who visit our Web page. Recruiters chat with prospects via social media platforms. Telling the Army Story is a company commander addressing a Rotary Club meeting, or a staff member walking through the parking lot carrying an Army bag.

*A Soldier tells the Army Story when they wear their uniform to a place of worship and tells their neighbors that yes, I am proud to be a Soldier. The following is an example:*

### **The Army Story**

Did you know that when the American Revolutionary War began in 1775, we did not even have an Army? It is true. At that time, we relied on colonial militia made up of part-time civilian-soldiers. Ten companies of riflemen formed the first full regiment of Regular Army Infantry. From that time in America's history, we have formed one of the most formidable and highly respected forces on Earth – The U.S. Army. Since that time, the Army has reorganized many times. It has grown, shrank in size, and grown again many times over in response to our nation's needs and other conflicts around the World. We have secured, protected and maintained freedom in many parts of the World. In one of the most recent conflicts in Afghanistan, the Army led the combined effort that restored freedom to the people, rescuing them from the Taliban government. However, we are not just a fighting force – Did you know that the Army is the world's largest trainer of skills and vocations? No other organization trains people better or faster in more jobs than the US Army. Can you name any other organization that can take a High School Graduate with no job training and make them a pilot in less than 3 months? The Army does that and more.

Figure 2-2. Example of telling the Army story

### **SUMMARY**

2-9. Every tactic we use to tell the Army Story serves a purpose. At the end of the day, the most effective, the most decisive voice telling the Army Story is you, a Soldier, who wears the Army Recruiter Badge.

### **TELL YOUR ARMY STORY**

- Personalized
- Positive
- Inspirational
- Interesting
- Relevant

## **PART II**

### **Execute the Army Interview**

**Part II** discusses the most important critical task that a recruiter must perform – The Army Interview. The understanding and mastery of this critical task is reliant upon the individual recruiter to sharpen each of their interpersonal skills, comprehend each step, and know the Army programs

**Chapter 3** describes the Components of the Army Interview

**Chapter 4** describes the Steps of the Army Interview

## Chapter 3

### The Components of the Army Interview

#### INTRODUCTION

3-1. Conducting the Army Interview is the most critical task for a recruiter. Your expertise in conducting the Army Interview is particularly important because you are the point of the spear in filling the ranks of America's Army. This chapter provides general details about the components of the Army Interview.

3-2. As an Army recruiter you wear several hats; Soldier, leader, mentor, and counselor. You must be able to move effortlessly from one role to another and make adjustments throughout the Army Interview to be effective. This skill does not happen overnight – it takes practice and repetition. Understanding the components of the Army Interview will enable you to be an effective recruiter and lead qualified applicants through the process of joining the Army.

3-3. The Army Interview is the culmination of other critical tasks that involved many hours of your effort in lead generation, prospecting, and follow-up. Therefore, it is imperative that you master the Army Interview and its components. The five components of the Army Interview are in Table 3-1 below.

PARA	COMPONENT	SUMMARY
3-4	The Interview	Description, Purpose and
3-10	Know How to Interview	Guide to Effective
3-22	Communication Skills	Guide to Improving Communication Skills
3-30	Effective Counseling Skills	Features of Effective
3-57	Conduct Assessments	Three Types of

Table 3-1. The components of the Army interview

#### THE INTERVIEW

3-4. **Definition.** The Army Interview is a specialized pattern of verbal communications initiated for a specific purpose. Therefore, the interview is not in the category of casual conversation or discussion. The interviewer must create and maintain an atmosphere in which the respondent feels that they are understood and in which they are safe to communicate without fear of being judged or criticized.

3-5. **Purpose of the Army Interview.** The Army Interview has one purpose and a variety of objectives. The primary purpose of the Army Interview is to engender a commitment to join the Army. The objectives are to obtain and furnish information, evaluate the qualifications of individuals, and assist individuals in career goal setting. In addition, it strengthens your conviction and commitment to an organization that makes

you proud, through professional interaction with individuals who have an interest in your organization – the U.S. Army.

**3-6. Connection to counseling.** The Army Interview is the specific adaptation of developmental counseling techniques in a recruiting environment. It can be adapted to any situation, to include prospecting operations. To effectively conduct the Army Interview and tell an Army Story, you must first understand, and then master, the art of effective counseling. Every leader in the Army has counseled a Soldier during their career. Every Soldier receives counseling during their career. You use this experience in counseling techniques, leadership abilities, and the Army's counseling process to lead a person, over whom you have no military authority, to commit to joining the Army.

**3-7. Adaptive approaches.** It is important to understand that no two people are alike, and different situations require different counseling approaches. ATP 6-22.1 discusses three approaches to counseling: nondirective, directive, and combined. The nondirective approach encourages maturity, open communication, and personal responsibility. The directive approach is good for individuals that need clear, concise direction. The directive approach allows you (counselor) to use your leadership skills to guide the individual. The combined approach encourages maturity, open communication, and allows you to share your experiences.

**3-8.** The Army interview is a developmental counseling session where you lead an individual to a decision to become a Soldier. Recruiters assist the prospect in the Army interview in identifying their true goals and passions and creating plans of action and how the Army help achieve those goals and passions. Most recruiters have experience in counseling other Soldiers. At the very least, we have received counseling from a military or civilian supervisor. It is easy to transfer that experience with counseling and adapt those skills to the Army interview. Table 3-2 shows the close relationship between developmental counseling and the Army interview.

	Developmental Counseling	The Army Interview
<b>Purpose</b>	Clearly define the purpose of the counseling.	The recruiter assists the prospect in identifying their true goals and passions; explaining the importance of mapping out their future and how the Army can assist in achieving those goals.
<b>Flexibility</b>	Fit the counseling style to the character of each subordinate and to the relationship desired.	Fit the Army interview style to the character of each prospect and tailor the interview to the individual.
<b>Respect</b>	View subordinates as unique, complex individuals, each with a distinct set of value, beliefs, and attitudes.	The recruiter must establish credibility to gain the trust and respect of the prospect. Likewise, the recruiter must always respect the prospect's values, beliefs, and attitudes and show how Army values complement and support them.
<b>Communication</b>	Establish open two-way communication with subordinates using spoken language, nonverbal actions, gestures, and body language. Effective counselors listen more than they speak.	The recruiter must actively listen to what the prospect has to say. Army interviews require open, two-way communication between the recruiter and the prospect.
<b>Support</b>	Encourage subordinates through actions while guiding them through their problems.	The recruiter guides the prospect towards a plan of action that will help them achieve their goals.

Table 3-2. Army interview and developmental counseling correlation

3-9. **Leading** someone through the process of making a decision relies heavily on your ability to use all three counseling approaches. Actively listening to the prospects responses during the interview helps you in making on-the-fly adjustments. Some prospects start out timid and slowly gain confidence as you build the prospect's self-esteem through the Army Interview process. You may use all three counseling approaches in the same interview. Knowing which approach to use enables you to conduct the Army Interview effectively to inspire and intellectually stimulate a prospect.

## **KNOW HOW TO INTERVIEW.**

3-10. In addition to the counseling approaches, you must also be able to inspire and intellectually stimulate the individual you are counseling. Inspirational motivation provides challenges and reasons for an individual to achieve his or her goals by taking action. One way to inspire a person is to help them reflect on achievements. Intellectual stimulation helps individuals question the assumptions they have made about their future. The process helps them generate realistic and achievable goals. Individualized consideration is the most important part of the interview. It allows you to coach and mentor each person one-on-one. Successful interviews inspire individuals to emulate their recruiter.

3-11. Formal training and practical experience in performing the phases of the interview create proficiency. Recruiters become successful at interviewing when they discover, master, and integrate specific habits, skills, and techniques required to conduct a quality interview. Because of the varying demands of the situation, the interviewing process must be flexible with due regard for the personal characteristics of the person interviewed.

3-12. Although it is not practicable to reduce the interview process to a set of formulas and rules, there are at least nine (9) general guideposts that will enable you to conduct an effective Army Interview. Some of the abilities for successful interviewing come naturally after a period of trial and error, but high competence is achieved by attention to the approach you take towards conducting the Army Interview. You will perfect your interview techniques through practical experience, directed training, and self-study. Using the following 9 guideposts is a way for you to become and remain a competent interviewer and an effective recruiter. These guideposts will help you build and maintain rapport. Building rapport is a continual process. This rapport building creates trust. This trust will help reveal important information earlier and more accurately.

3-13. Be prepared. Preparation is a key ingredient for successful counseling. Being prepared, and organized helps reinforce your confidence as an expert about the Army and the recruiting process. Review blueprint information gathered prior to prospecting and during contact with the individual as well as information received from third parties (friends, parents, school officials, Future Soldiers). It is important to review this information before the interview. You need this information to help establish and maintain trust and credibility, determine needs and interests, and identify goals. This information leads the person through the process and determines their best Course of Action (COA). (See Table 3-3)

3-14. Create a good appearance. Your appearance is the first step in establishing your credibility as a professional Soldier. You are the authority on the Army in your discussion with the applicant. Your appearance (including your office, equipment, and professional conduct) represents the Army as a whole. A recruiter may be the first Soldier an individual, their Family, and friends have ever met. The American people have high expectations for their Army, and recruiters must exceed their expectations. The recruiting station and government owned vehicle (GOV) must be neat, clean, and

present a professional appearance. First impressions are lasting impressions. Remember that the people in the communities where you live and work continuously observe your activities.

3-15. Choose a suitable location. You can interview an individual anywhere. However, choose a Location that minimizes interruptions and is free from distracting sights and sounds. Consider the comfort zone of the individual. Let them decide if the recruiting station, their home, or another location is the best. When an individual is comfortable, they are more apt to open up and talk freely and honestly. The ideal location is their living room or around the dining room table with their Family present. **WARNING:** According to DoDi 1304.33, you should not participate in closed-door discussions with recruits. Instructions include: "Recruiters will keep doors open when meeting recruits/trainees except when: (1) There is another person at least 18 years or older present; or (2) Based on the proximity of others, there is a need to protect Personal Identifiable Information, sensitive information, or confidential information. These "closed door" sessions shall be short in duration; or (3) the design of the office is such that the door opens to a public area where the office is left unprotected from the elements or allows unwanted public interaction. In these cases, the door shall be left unlocked and clearly marked that it is open for business and that visitors are welcome.

3-16. *Select a suitable time.* When scheduling an appointment, allow enough time for a complete Army Interview. A complete interview has the potential to take more than two hours, even without distractions. Inform the individual about the length of an interview for planning purposes. Allow enough time to give the individual the attention they deserve. Never no-show or show up late for an appointment. The individual's time is valuable. Arrive on or just before the agreed-upon time, and then use the time wisely.

3-17. *Invite influencers.* You enter a win-win situation by discovering who influences the individual's decision-making process. Include these influencers in the interview (see blueprinting). If an individual is married, requires parental consent, or relies on others advice schedule the appointment to include the influential people. This approach eliminates obstacles early on, allowing for a commitment without the individual changing their mind later. This also demonstrates the open and transparent nature of the Army. Do not forget, influencers can also refer leads.

3-18. Get organized. Review all available blueprint information (see glossary) to assist during the interview. This action is an important part of the organization for you, and it is essential to the interview process. Identify topics to explore. Gather relevant evidence related to the prospect's interests and other known factors. Evidence could be magazine articles, college brochures, local stories, and world news to name a few. Was the appointment a result of a school ASVAB? Is this individual interested in airborne training? What are his or her goals? Identify potential obstacles such as a parent's bad military experience, a significant other who may not want to endure a separation or obstacles that surfaced during the initial contact. Develop a plan to counter these potential problems so they do not become obstacles.

3-19. Write it all down. Outline the counseling session components. Using the

information obtained from the individual and outside sources, create a foundation to work from during the interview. Formulate some COAs before encountering the individual face-to-face. Be ready for anything and everything. Remain flexible, but focus on the desired outcome.

3-20. Plan a counseling strategy. Become adept at reading the situation and an individual's personality. Start the interview in the nondirective approach—soliciting input to discover goals and aspirations—then move into the combined approach to solidifying plans of action and engender a commitment to join the Army. Use the directive approach for scheduling the individual for processing.

3-21. *Establish the right atmosphere.* Make the individual feel as comfortable and relaxed as possible. If the interview takes place at the recruiting station, make sure there is something to drink (bottled water, coffee, soft drink), and that there is enough seating for everyone in attendance. Attention to detail goes a long way; setting the right atmosphere establishes the initial professionalism and credibility you want to set as a recruiter and sets an expectation of a complete interview.

No.	GUIDEPOST	SUMMARY
1	Be Prepared	Review blueprint information
2	Create a Good Appearance	Look sharp and organized
3	Choose a Suitable Location	No distractions
4	Select an Appropriate Time	Allow for about two (2) hours
5	Invite Influencers	Anticipate obstacles
6	Get Organized	Gather evidence
7	Write it All Down	Visualize the interview
8	Plan the Counseling Strategy	Use proven approaches
9	Establish the Right Atmosphere	Put the prospect at ease

Table 3-3. Summary of preparing for the Army interview

## COMMUNICATION SKILLS

3-22. **Communication** is vital to the success of the recruiter. The prospects must communicate their needs and desires; the recruiter must be able to communicate what the Army offers to fulfill those needs. This two-way communication process requires the recruiter to possess active listening skills and effective communication skills, both verbal and nonverbal. A verbal communication exchange exists when one person speaks to another. However, even though two people may exchange verbal communications, a barrier between the two can form, causing the message to fail. This barrier may be the result of the choice of words, the tone of voice, even one's appearance.

3-23. A verbal communication exchange exists when one person speaks to another. However, even though two people may exchange verbal communications, a barrier between the two can form, causing the message to fail. This barrier may be the result of the choice of words, the tone of voice, even one's appearance.

3-24. Nonverbal communication involves many of the little things that you must do to enhance the transfer of the message. Seemingly, little things, like a smile or a firm handshake, eye contact, expressions, and tone of voice that transmit the message to the prospect. Additionally, transmitting negative messages through nonverbal communication is just as easy. There is no "code book" for nonverbal communication. However, each person tends to have their own that are more consistent. Pay attention and observe; you will soon develop an ability to recognize signs of nonverbal

communication "tells" or mannerisms to the prospect's mood, attitude, and perception.

3-25. It is important for you to develop your counseling skills and techniques such as active listening, studying human behavior, and sharpening communication techniques, becoming self-aware, and developing valuable interpersonal skills. Each interview varies depending on the individual, but the skills remain constant. The basic skill that you must master is active listening. Active listening is listening thoughtfully and deliberately to capture the broad and not so broad nuances the prospects are conveying during the interview. Using active listening recruiters are able to understand the complete message and develop COAs for the prospect.

3-26. Active listening is a communication technique used in counseling, training and other situations, which requires the listener to feedback what they hear. The technique of re-stating or paraphrasing what they heard in their own words, confirms what they have heard and confirms the understanding of both the speaker and listener. The goal of active listening is to improve mutual understanding and encourage people to communicate more openly and freely. Active listening components include: body language (nodding, eye contact, open posture, body and facial expressions); verbal techniques (reflective listening, paraphrasing, asking clarifying questions, and understanding the message behind the answer). Keep in mind that eye contact varies by culture. For some this is an aggressive behavior. You must do some cultural homework when you conduct blueprinting activities. See figure 3-1 Active Listening.

<b>Active Listening</b>	
<b>Eye Contact</b>	Maintaining eye contact without staring helps show sincere interest.
<b>Body Posture</b>	Being relaxed and comfortable will help put the prospect at ease.
<b>Head Nods</b>	Occasional nodding indicates attention and encourages the prospect to continue.
<b>Facial Expressions</b>	Keep facial expressions natural and relaxed to signal sincere interest.
<b>Verbal Expressions</b>	Refrain from talking too much and avoid interrupting.
<b>Paraphrase</b>	Summarize points back to the prospect for confirmation. Ex. "What I heard was..."

Figure 3-1. Active listening

3-27. Body language interpretation is very useful but can be difficult to an unfamiliar audience. The following examples apply in some cases. Arms crossed on the chest can denote defensiveness or closed mindedness. Stroking the chin is a sign the person is trying to make a decision. Placing the hand on the cheek means the individual is evaluating and thinking about what they heard. Touching or slightly rubbing the nose can mean there is doubt, rejection, or distrust. Leaning forward means the person is very interested. Be aware of subtle changes in an individual's body position, eye contact, and hand gestures. For the same reason, it is important to recognize one's body language signals. The practice and study of nonverbal communication are necessary to communicate with an audience. Again each person has different "tells" and there is no code book other than the one that you create by your observations from earlier interactions. Keep an eye on others attending the interview. You may pick up on their body signals and adjust your presentation accordingly.

3-28. Reflective listening is crucial. It is simply repeating back to the individual exactly what they said, using their words. This technique helps you understand the person's intent. It can help the person clarify their thoughts. It can also reassure them that you understand their point of view and want to help.

3-29. Paraphrasing is repeating to the person what they said by summarizing it and putting it into your own words. When the person senses you truly understand what they are saying, you gain credibility.

### **QUALITIES to COUNSEL EFFECTIVELY.**

3-30. There are no easy answers or guides that outline what to do in all leadership situations and counseling sessions. You use the Army's basic tenets of leadership taught throughout your Army career to conduct meaningful Army Interviews. The main features of effective counseling in Table 3-4 below are critical to the success of the Army Interview.

<b>Para.</b>	<b>Feature</b>	<b>Summary</b>
<b>3-33</b>	Awareness	Self and Cultural
<b>3-39</b>	Create Trust	Guide to Create Trust & Credibility
<b>3-41</b>	Establish Rapport	Put Prospect at Ease and Build Trust
<b>3-49</b>	Army Program Awareness	Associate Options with Prospect's Needs
<b>3-52</b>	Types of Questions	Discover More About the Prospect

Table 3-4. Features of effective counseling

3-31. You develop trust and credibility with your community and prospective Future Soldiers by being honest and consistent in your statements and actions. Actions can be as simple as showing up at the same place at the same time on the same day of the week. Trust and credibility form the foundation of your relationship with the community and ultimately, the prospective Future Soldier. By successfully establishing trust and credibility, you increase the likelihood that prospective Future Soldiers rely on you for career guidance. You must be aware of the fact that ideas, plans or goals communicated from prospects are very personal; regardless of how you perceive them and you must respect the prospect's choices. By respecting every person, you create the communicative process that is vital to developmental counseling. Being non-judgmental and generally accepting in demeanor helps create trust. Many people test the waters of trust with minor disclosures. If the interviewer "passes the test", they will tell more. This can assist with determining if the Army is a good match.

3-32. Self-awareness provides you the ability to recognize your personal strengths and vulnerabilities. A self-aware recruiter understands the fact that every person is unique and may interpret statements and actions completely different from intended. Being, self-aware helps you to understand and relate to others as you help them refine or establish their goals. Often, you will encounter prospects who have not set goals. During the Army interview, you develop alternatives designed to assist your prospects in setting and achieving their goals.

3-33. Self-aware recruiters possess a greater ability to empathize with the prospect, thus, creating a better understanding of how to proceed effectively through the Army interview. You cannot afford to minimize the prospect's wants, needs, and desires. By seeming to trivialize the goals of the prospect and replacing, those with their own, recruiters create barriers to open communication that has a negative impact on the interpersonal relationship with the prospect. These "pitfalls" of communication drastically affect all relationships. The self-aware recruiter who inadvertently enters into this pitfall effectively recognize and remove this barrier. Without open dialogue, you reduce their worth to nothing more than a talking-head salesperson, easily replaced by an electronic kiosk in a mall.

3-34. Our society is one of the most culturally diverse societies in the world. You are at a distinct advantage when you have an understanding of the beliefs, values, and norms of the community and the culture of the individuals you interview. While you strive to live the Army values, you must understand that the community you recruit from may have a different set of values. It is imperative that you actively seek to understand, not judge, the environment from which you recruit. This understanding provides you the ability to appreciate what is important to the prospect you are counseling, making you more effective in your recruiting efforts. Whenever possible, you should research your communities' and prospects' beliefs, values, and norms. You can accomplish this research through the chamber of commerce, local chapters of organizations, the Internet, and actively listening during contact with prospective Future Soldiers. See figure 3-2 Cultural Awareness example.

### **Cultural Awareness — SSG Turner**

While shopping at the mall with his mother, Mario saw the Army recruiting station and told her he wanted to talk to a recruiter. The two of them stepped into the station to encounter SSG Turner, who had just been assigned to the area. SSG Turner greeted them, engaged them in conversation, and offered them a seat at his desk. Mario's mother looked a little uncomfortable, but when she dismissed herself to continue shopping "while you two talk," SSG Turner did not think anything of it.

SSG Turner proceeded to conduct the Army Interview with Mario. During the course of the interview, he discovered that Mario lived at home with his mother, was working part-time in the family business (which he was not too happy with) while going to the local university, and was interested in a career as an officer in the "military," following in his deceased father's footsteps. Mario stated that his mother was uncomfortable with the idea of him joining the Army because she remembered how his father had been treated as a minority in the military and did not want the same for her son. However, Mario thought that she would "come around."

The interview concluded with SSG Turner and Mario weighing the alternatives that were available. Mario emphatically agreed that the Officer Candidate School Program fit his goals, and he agreed to start processing for the Officer Candidate School Program. A follow-up appointment was scheduled for the next day at 10:00 to complete the packet and obtain the necessary documents from Mario.

By 1015, the following day, Mario had failed to show for his scheduled appointment with SSG Turner. SSG Turner called Mario to discover that he had changed his mind. While pursuing the reasoning behind the change of heart, SSG Turner discovered that Mario and his mother, along with her three brothers had discussed the merits of being an officer in the Army. As a family, they had concluded that it would be much better for Mario to graduate in the spring, and take over the family business that his father had established.

When SSG Turner completed his after action review with the station commander, he left with the understanding that within Mario's community, family ties are very strong and it was important to include everyone when conducting an Army Interview. If he had some insight into the cultural norms of the prospect's family- and understood the major influence that they had in the decision-making process- he may have been able to overcome the obstacles that surfaced away from the office.

Figure 3-2. Example cultural awareness

3-35. Pitfalls. Here are some counseling pitfalls to avoid:

- *Personal bias—an unfair preference or opinion based on one's background, culture, or previous experience.*
- *Rash judgments—jumping to conclusions with incomplete information.*
- *Stereotyping—Categorizing individuals or groups according to a preconceived image or idea.*
- *Loss of emotional control—getting angry and allowing personal distractions to influence the outcome of the interview.*
- *Inflexibility—an uncompromising, one size fits all counseling method.*
- *Failure to follow up—failing to re-contact the individual within a reasonable amount of time.*
- *Premature interview termination—failing to tell the Army Story to permanently or temporarily disqualified individuals (see note 1 and 2 below). Always ask for a referral, even if the person cannot join the Army.*

**Note 1:** If an individual is permanently disqualified, continue with an abbreviated interview, so they are knowledgeable of Army programs and options. Keep them in the network and stay in contact. They will help spread the Army word within the community and provide referrals if asked. Building rapport is not just with individuals but with communities.

**Note 2:** If an individual is temporarily disqualified, do not spend excessive time discussing their disqualification. Continue with the interview and try to get their commitment to join. Once they have agreed to join, explain what they must do to become qualified.

3-36. Recruiters encounter people from all walks of life. You must be able to adapt the interview to any situation. While this chapter addresses interview techniques, you must also be able to adapt them to all aspects of recruiting, such as Community Partners (CP) and Very Important Person (VIP) development. (See glossary for CP & VIP)

3-37. The Army Interview is a universal model that applies to all mission categories, to include medical and chaplain recruiting. During the interview, get to know the person, counsel them regarding their career plans, and lead them to a decision to join the Army. The principles and concepts that comprise the interview are applicable to any mission category or life situation. Understanding and practicing the concepts in this model leads to mission success.

3-38. Since the majority of your time is spent on prospecting for people to interview, it only makes sense to give them the best interview possible. Practice, rehearse and listen to other team members. Develop a personal style, but stay flexible and adjust to the individual's needs, wants, and desires. For more information on developmental counseling, see ATP 6-22.1.

**3-39. Creating Trust and credibility.** Establish trust through words and actions. Recruiters must be leaders of strong moral character and live the Army values. As ambassadors for the Army, you must embody the Army values. External trust is the confidence and faith that the American people have in the Army to serve the Nation ethically, effectively, and efficiently (ADRP 1). See figure 3-3 example creating trust and credibility.

**3-40.** The first and last lines of the Soldier's Creed are "I am an American Soldier." Recruiters serve a public that expects them to be Soldiers— self-disciplined, professional, and socially upstanding. You cannot allow a negative stereotype of your profession to be confirmed. If you live the Soldier's creed, you create mutual trust with the community and your ability to achieve mission success is greatly enhanced.

*Trust stands out as the defining element that enabled our military to overcome adversity and endure the demands of extended combat. ... Internal trust is integral to the chain of command. It is both inherent in and demanded amongst peers, between seniors and subordinates. ... External trust is the bond with which we connect with those we serve, our leaders in government and the American people. It must be continually earned. Special trust and confidence is placed in military leaders. This trust is based upon the fact that the members of our profession remain apolitical and would never betray the principles and intent of the Constitution, even at the risk of their own lives.*

**General Martin E. Dempsey**, 18th Chairman of the Joint Chiefs of Staff

### Creating Trust and Credibility — SFC House

SFC House has been recruiting in the same area for the past 4 years and is well established within the community. He has developed many community partners that have provided referrals regularly through the years. One of his community partners is Mr. Clayton, who retired from the Marine Corps as a Gunnery Sergeant. Mr. Clayton called SFC House one afternoon to inform him that he knew a young man named Matthew, who would be a good candidate for enlistment. Mr. Clayton was of the opinion that Matthew would serve well to have some direction and discipline in his life. He stated that Matthew had graduated from high school a few years ago and had been bouncing from job to job.

Lately, Matthew had been asking Mr. Clayton about his time in the Corps. SFC House thanked Mr. Clayton, called Matthew, and set up an Army Interview for the next day.

During the interview, Matthew was very excited about the opportunities that the Army had to offer and committed to joining as soon as possible. During the process of ensuring Matthew's qualifications for enlistment, SFC House sensed hesitation when questioning Matthew about his involvement with law enforcement officials. Although he denied any law infractions, Matthew's body language made SFC House suspicious.

SFC House ran the appropriate background checks and was pleased to discover that everything was clean. While walking to his vehicle in the parking lot, Officer Stan from the Sheriff's Department stopped SFC House to talk.

During their brief conversation, Officer Stan asked SFC House if he was going to be able to help Matthew. "You know, people make mistakes. I think the Army would do a great job of setting Matthew on the right path." As the conversation continued, SFC House learned of Matthew's arrest for possession of a controlled substance only a week ago. The magistrate who heard the preliminary case told Matthew that his record would remain clean if he joined the service.

Before returning to the recruiting station, SFC House stopped by Matthew's home to inform him that he was not qualified to join the Army. He visited Mr. Clayton and thanked him for the referral. SFC House informed Mr. Clayton of the unfortunate turn of events and took the opportunity to speak, subtly, about the Army standards for enlistment. Finally, back at the office, he called the First Sergeant to explain that his applicant would not be enlisting at the end of the week.

Figure 3-3. Example creating trust and credibility

### Creating Trust and Credibility — SFC House- Continued

SFC House's actions exemplify the professionalism and dedication to the Army that are required by all in USAREC. While it might have been easy for a recruiter to continue processing Matthew into the Army, justifying the action as "making the mission," SFC House upheld his commitment to the Army values. Even if SFC House had succeeded in recruiting Matthew, he would have created the impression with everyone that knew about the case that the Army will "bend" its rules. This action certainly undermines his recruiting efforts and the efforts of those that come after him.

Figure 3-3. Example creating trust and credibility (cont.)

**3-41. Establish Rapport.** The whole point of establishing rapport, and doing it from the beginning, is to put the prospect at ease and to gain their trust and confidence as well as establishing your credibility. By showing a genuine interest in the prospect, you best represent yourself and the Army.

**3-42.** Before the conduct of the Army Interview, you should already have a certain amount of information about the prospect including his or her name, home or email address, and telephone number. If prospecting from the high school (HS) list, you should also know the prospect's education level and possibly an ASVAB score. Additional information gathered through other means (e.g., school officials, friends, other Future Soldiers, or even from the prospect) may also be used during the Army Interview. Use any or all of this information to help establish and maintain rapport. Furthermore, much of the information you obtain assists you when probing for goals, needs, and interests. Finding out that your prospect intends to go to college for an engineering degree can formulate your approach to the questions you ask when probing. The information also allows you to be more flexible in your approach to determining his or her needs and interests

**3-43.** First impressions last. The first thing a prospect usually sees is the recruiting station is you, the Army recruiter. It is of the utmost importance for your prospect to see a clean, professional appearing workplace and you in an immaculate Army uniform. These factors are a critical part of rapport building, the presentation of yourself and the Army.

**3-44.** You should offer a firm handshake (no one likes to shake a hand that feels like a wet dishtowel) and a smile. The offering of your hand helps create the impression that you are someone with whom the prospect would like to do business, someone, who is not afraid of the world and is confident in what you do. Not greeting the prospect courteously and by name, when appropriate, forms the impression that they are only a possible enlistment, a quota, not a person. That destroys rapport in a hurry.

3-45. You must maintain rapport throughout the entire Army interview with the prospect right from the beginning. Greet with a handshake unless it is not appropriate. For instance when you have a cold and don't want to spread germs or it is not culturally or professionally acceptable to offer a hand shake. If you suspect it could pose an issue, you may wait for the individual to offer to shake hands. Knowing whether a person may be offended with your offer to shake hands may come out during your blueprinting activities before meeting with the prospect. For example, some prospects may not want to shake hands due to cultural concerns and some healthcare professionals would rather not shake hands. Address the prospect by name; how often you use the prospect's name depends on you, the prospect, and the situation.

3-46. Remember the dual market concept. Is your prospect work or college oriented? Knowing this early in the Army Interview allows you to key on critical goals and needs early.

3-47. One of the measurable tasks in establishing rapport is maintaining eye contact. A word of caution about eye contact. Maintaining eye contact does not mean that you have to fix the prospect with a steely stare at the beginning of the conversation and not let up until the end of the conversation. That kind of eye contact can be intimidating and can diminish the rapport you are attempting to establish. While maintaining eye contact is important, it should not be a dominant element in the interview.

3-48. If, for whatever reason, you feel the prospect is losing interest in the conversation you might have to reestablish rapport. This can be done by checking out your perception with the prospect (e.g., a direct question such as, "I have a feeling I have lost you in our conversation somewhere. Is that true, and where did we lose touch?").

3-49. **Army program awareness.** You must be aware of the basic programs, fields and components of the Army. Consider the many features and options the Army offers your market to assist in identifying the correct COA. Although we do not refer to Army features, options, and programs as "products", remember the options offered through Active Army or Army Reserves are different. Therefore, each may represent different "product" lines that appeal to different people. Our advertising, for example, is designed to represent a desirable idea that appeal to our market, as well as present the image we want people to have of the Army. That image is one of a high-tech, modern, dynamic Army.



Graphic 3-1. High tech Army

3-50. You must be able to approach an individual from your market, and accurately assess his or her perceptions of the Army. Then present those features and options tailored to satisfy his or her goals, needs, wants, and desires. To do this, you must know about Army programs and the many features and benefits they offer. You are the Army in the communities where you live and work; what you say is often taken as absolute fact. While it is not necessary to know what every Army job entails or what every military post is like, you do have to know where to find that information.

3-51. The Army has a lot to offer the American people. The caliber of Army features and programs give you, the Army recruiter, a sharp edge over the other services. Thorough knowledge of the Army and its programs enhances your ability to attract and engender a commitment from qualified people. Practice talking about the Army features and benefits and know what you are presenting.

3-52. **Develop the Correct Type of Questions.** The question is the most indispensable tool of the interviewer. It is essential that the Army interviewer be familiar with the different types of questions needed to elicit the kind of information required. The following types are applicable in Army interview situations.

3-53. Clarifying questions help you gain a deeper and more accurate understanding of what the person is trying to say. Clarifying questions lessen the possibility of any misunderstanding on your part. When a recruiter discovers an individual's real goal and provides meaningful direction, they become credible in the individual's eyes.

3-54. W-question. The W-question, when coupled with "How," constitute the most valuable tool of the interviewer. The "What," "When," "Where," "Who," and "Why" type

questions fit most interview situations. They are brief, direct, and to the point such as, “What skill was needed?”, “When did you do that?”, moreover, “How much experience was required?” Primary uses of the W-questions are to get detailed answers, to determine missing information, and to save time.

3-55. Probing questions. Probes are questions used to get information in addition to that given in response to a general question. Probing questions are of tremendous value in obtaining additional information about an interviewee’s interest in, preparation for, and participation in, an activity, or a specialty that shows some promise of having a military application.

3-56. *Alternative questions.* The alternative question forces a decision by the interviewee or for disposing of one topic and turning to another. Such questions as, “Which do you prefer?”, or, “if not, what will you do?” serves to control the interview and focus attention upon the point at issue. You should use alternative questions in situations where several possibilities for action are available to the individual or in problem solving situations. In such cases, the interviewer should, ask a series of alternative questions, make sure that each possibility for action receives consideration. Once a satisfactory solution is arrived at, you should assure its acceptance by using a confirming question such as, “That just about settles that, doesn’t it?”

## CONDUCT ASSESSMENTS

3-57. Assessments are part of every Army operation and conducting an Army Interview is no exception. Assessments allow you the opportunity to assess the effects of your interview presentation to ensure you are achieving the desired outcome for the prospect. Assessments also allow you the opportunity to adjust and refocus the interview, if required. When you conduct an assessment you are developing a situational awareness and answering a couple questions. Is the applicant listening? Are they ready to make a decision to join the Army? Is the recruiting making sense to the prospect? The three types of assessments conducted during the Army Interview are in Table 3-5 below.

Army Interview Assessments		
PARA	Assessmen	SUMMAR
3-58	First Assessment – <i>Temperature Check</i>	Check for Commitment
3-62	Second Assessment – <i>Trial Close</i>	Check if Ready to Join the Army
3-67	Final Assessment - <i>Close</i>	Ask to join the Army

Table 3-5. Army interview assessments

3-58. **First assessment “Temperature check” check for commitment.** Gaining early commitments are just as important as asking them to join. Timing is everything. A technique used to determine whether an individual is willing to commit to the Army or agree to portions of the Army Interview is a temperature check. A temperature check helps determine when the time is right for the next assessment (trial close, see par.3-

62). It is nothing more than asking the individual for an opinion on how they feel about the Army or a specific program and then analyzing their reaction. Temperature checks normally get the prospect to commit to a series of yes answers. A temperature check is not asking for the full commitment to join the Army. Asking the for the full commitment always takes place after presenting the programs, features and benefits that meet their needs and goals.

3-59. Conducting a temperature check does not have to occur during the last step of the interview. An initial temperature check can occur when first meeting the prospect for the interview. For example: “John, what size uniform do you think you would need?” or “Lisa, what size boots do you wear?” You can ask a temperature check question at any time. Another example, after telling the Army Story and experiences as a tanker, you notice the individual leaning forward in their chair. Follow up with a question such as, “So, John, does that sound like something you’d like to be a part of?” This simple temperature check gets a yes or no response. If the answer is no, or I am not sure, do not be alarmed because the individual is simply saying they need more information. You may respond by saying, “I understand John—not everyone wants to drive a tank,” and continue with the interview.

3-60. However, if the individual responds by saying yes, start treating them as though they have already committed to join the Army. Now show them how the Army can fulfill their goals and passions.

3-61. Do not let agreement opportunities slip away. Early agreement diminishes anxiety and promotes open dialog. Periodic temperature checks throughout the interview will help establish a pattern of agreement from the individual. One example is, “John, don’t you agree that the Army can help you achieve your educational goals?” It is a lot easier for the individual to say yes when asked to join the Army after agreeing to the questions throughout the interview.

3-62. **Second assessment “Trial Close” check if ready to join the Army.** Knowing when to close is just as important as closing itself. A technique you can use to determine whether or not your prospect is ready to commit to joining the Army is called a trial close. A trial close is not a close that did not work. A trial close helps you know when the time is right to do the next assessment (close, see par. 3-69). Trial closes occur during the presentation of programs, features, and benefits. It is similar to a temperature check-in that you are asking for an opinion or feeling about the Army or a specific Army program and analyzing the reaction. However, a positive response to a trial close opens the door for you to go ahead and ask for the close (par. 3-69). Conducting a trial close results in either a positive or negative reaction. A good example is, “John, doesn’t it feel good to know you have your future all mapped out?” In the case of a positive reaction continue to reinforce their commitment by asking additional trial closes until you are comfortable that the prospect is ready to commit. However, when the prospect gives a positive reaction begin treating them as a Soldier. After all, they agreed that they want to be part of the Army.

3-63. A trial close performs some very important functions: It prepares the prospect to

make a decision. Positive answers to a trial close will increase your confidence about when to ask for the commitment to join. Most important of all, trial closes help you determine where the prospect is in terms of a commitment to join the Army.

3-64. Conducting a trial close results in either a positive or a negative reaction. A good example is, "John, doesn't it feel good to know you have your future all mapped out?" In the case of a positive reaction continue to reinforce their commitment by asking additional trial closes until you are comfortable that the prospect is ready to commit. However, when the prospect gives a positive reaction, begin treating them as a Soldier. After all, they agreed that they want to be part of the Army.

3-65. Here are some examples of a trial close:

- *"Bill, are you ready to take the challenge?"*
- *"Bill, in your opinion do you feel that the Army pay and allowances could help a person such as yourself meet their financial obligations?"*
- *"Bill, can you see yourself wearing an Army uniform?"*
- *"Bill, in your opinion do you feel that being paid to learn a skill is a benefit to you?"*
- *"Bill, in your opinion do you feel that the educational incentives available to you are more than sufficient to get that degree you're interested in?"*

3-66. You should guard against passing the point of close. Watch for visual and audio signals that the prospect is ready to commit. Some positive signals are:

- *Prospect is talking about himself or herself as if they were already in the Army.*
- *Prospect showing enthusiasm, sitting forward in the chair, or eyes sparkling.*
- *Prospect is grabbing chin as if thinking.*

Some negative signals are:

- *Prospect is acting nervous or looking at the clock.*
- *Prospect is touching their nose (indicates skepticism) or scratching their head (indicates confusion).*
- *Prospect's arms folded in front them or moving back in his or her chair (indicates a barrier).*

3-67. **Final assessment “Close” ask to join the Army.** Regardless of how well you establish rapport, uncover needs and interests, present features and benefits, or prequalify, the prospect will not make a commitment unless you ask them to do so. In the case of the Army Interview asking for what you want is synonymous with asking for a commitment to join. Closing is critical to the interview for it is here that you ask for the commitment to join the Army.

3-68. Some recruiters conduct a perfect Army interview and then ruin it by forgetting to ask for the commitment or ask for the commitment at the wrong time. The effective use of trial closes and the recognition of signals are the keys to a successful closing. In Chapter, 7 closing techniques are further discussed. There is no right or wrong closing technique. The most important consideration in closing is timing, asking for the commitment when the time is right. The actual closing technique is up to you. Use whatever works best for you or a method that appears to be appropriate for that particular prospect.

3-69. The close formalizes the decision the prospect has been contemplating throughout the Army interview. The close is the prospect confirming the previously discussed Army programs help satisfy their needs, wants, and goals and they must make a commitment join the Army. Do not fall into the trap of disguising applicant processing under another name (e.g., “Bill, how about taking a trip to the Military Entrance Processing Station (MEPS) to see the Army guidance counselor?” or “Sarah, when would you like to take your test and physical?”). You must say the words that leave no doubt in the prospect’s mind as to why they are going to the MEPS, seeing a guidance counselor, and taking a test and physical (e.g., “John, in consideration of all that we have discussed, when would you like to join the Army; would Thursday or Friday be better for you?”).

3-70. Assessments help indicate whether or not you are on track to provide the required information to affect the prospect’s behavior and or actions. Assessments provide an important link between the overarching objectives (engender a commitment) and the tasks that create the desired effects to accomplish them. The goal of the assessment is, therefore, to determine if the interview is achieving the desired outcome for the individual interviewed. Master the assessment process

## SUMMARY

3-71. The Army interview is the centerpiece of Army recruiting. Conducting the Army interview is the most critical task of securing talent today for Force 2025 and beyond. You can do everything else in recruiting correctly, but failure to conduct an effective Army Interview will jeopardize the mission. This chapter defined the Army interview, summarized, and described the important parts of conducting the Army Interview. Chapter 4 lays out the steps of the Army Interview. Keep in mind that these steps have been refined over time and proven to work effectively and efficiently. After reading chapter 4, you will understand that the Army interview is not a linear process and the sequence of tasks that help your Army interview flow properly.

## Chapter 4

### Steps of the Army Interview

#### INTRODUCTION

4-1. The Army Interview is a nonlinear process. However, there is a logical sequence of steps discussed later in this chapter. Rely on your training, experience, intuition and the fundamentals of effective counseling to move through the interview. Regardless of any obstacles, adapt, adjust, and stay on course. Retrace earlier discussions or jump ahead depending on the situation and the individual. Do not use a lock-step process. By paying close attention to what is occurring during the interview, help the individual identify their goals and then formulate a plan to achieve them. Table 4-1 provides a summary of the steps of the Army Interview.

SUMMARY OF THE ARMY INTERVIEW		
PARA	TASK / STEP	SUMMARY
4-2	Establish Rapport & Building Trust and Credibility	General Guidance
4-6	Tell Your Personal Army Story	Guidance
4-8	Tell The Army Story	Guidance
4-9	Prequalification	How to Determine Eligibility
4-13	Identify & Establish Goals	General Guidance
4-18	Presenting Facts	Use SOLDIER to Present Facts
4-19	Solicit the Individual's Plan	
4-24	Generate and Compare	
4-29	Decision-Making Process	Guidance on leading the MDMP
4-30	Working through Obstacles	How to identify and overcome obstacles
4-33	Engender the Commitment and Execute the Decision	
4-35	Follow-up	General guidance on a follow-up

Table 4-1. Summary of the Army interview

#### ESTABLISH RAPPORT AND BUILDING TRUST AND CREDIBILITY

4-2. **Opening and introduction.** In most cases, you already talked with the individual either by telephone, face-to-face, or via a virtual means. Be mindful of the initial trust and credibility established and continue to build upon it with the opening of the interview. Even when interviewing a walk-in, it is very important to take the time to build trust and credibility. Just because someone walks through the door of the station does not mean the individual is 100% ready to join the Army. Most individuals feel uneasy during their first interview. They experience fear, doubt, intimidation, distrust, and anxiety as they face the unknown. A recruiter must assume these feelings exist and

take deliberate action to put them at ease and make them feel comfortable.



Graphic 4-1. Establish rapport

4-3. The best approach to break the ice is to be honest and direct. It is all right to say something like, “John, I know you may feel a little apprehensive about talking to me today. The first time I spoke with my Army recruiter, I did not know what to expect either. Just remember, I am here to help you. If you have any questions about what we talk about today, feel free to ask them at any time, okay?” The recruiter might say, “John, in case you were wondering, you cannot join the Army today. However, if you decide to join, I will do my best to make that happen, is that okay?” The individual’s agreement with the ice breaking statement sets the tone for further agreement during the interview. Inform them up front that the fear and concern they are experiencing is normal. There is always initial anxiety when encountering the unknown. You must help the individual overcome their anxiety and remove any psychological barriers that may obstruct the two-way communication channel.

4-4. **State the reason for the interview.** The Army Interview begins as the recruiter states the purpose of the meeting and establishes the role of the individual during the interview. For example, you might say, “John, the reason we are here is to develop a plan that may help you accomplish your goals. If you have not established any goals or are undecided, we can work together to determine what is best for you. I can help you discover a variety of ways you can achieve your goals.” Let them know the interview is about them. Also, ensure that the individual knows that you will, ask them at the end of the interview, to execute the best decision to accomplish their goals. Ensure they know that it includes joining the Army.

4-5. **Ask the individual what they know about the Army.** A starting point and smooth transition to build the Army Story is asking the individual what they know about the Army. You gain insight about the individual when they understand the individual's point of view.

4-6. **Tell "your personal" Army Story.** While each story is personal, it is universal in its impact on the audience when told with honesty and conviction. Telling a personal story is your opportunity to present details about your experiences. Initial disclosure by you as the Recruiter also sets the stage for the applicant to disclose and participate. Avoid bragging about experiences. By telling your personal Army Story up front, the task of establishing credibility and trust becomes easier. The story also builds your self-confidence early in the counseling process. Confidence leads to enthusiasm and enthusiasm is contagious.

4-7. Your personal Army Story may include initial enlistment or commission experience and subsequent assignments. You build on previous efforts to establish trust and credibility with the prospect through your story about joining the Army, basic training, promotions, awards, campaigns, and assignment locations. Your goal is to cause your prospects to picture themselves in the Army through you. You open the world of the Army to others through your Army Story. Your personalized Army Story must be well rehearsed and supported by some form of evidence, such as pictures, award certificates, your ribbons or personal scrapbooks. See chapter 2 for an example of a personal story and chapter 4 (Vignette) for use during the Army Interview.

4-8. **Tell "The" Army Story.** At the start of the interview, you told your personal Army Story. You told the individual why you joined the Army and mentioned your accomplishments and adventures. At this point, you can shift the focus to The Army Story. You help the prospect see the Army through history's eyes by telling The Army Story and showing them some of the things that Soldiers and the Army stood for through the years. Telling The Army Story is a powerful moment in the Army Interview. You are inspiring others to believe in whom they become and what it is they represent when they become a Soldier in America's Army. You may use the Army videos and multimedia presentations to help you bring the Army Story to life, but there is no better way of presenting The Army Story than through your words. (See chapter 2 for an example of a The Army Story and chapter 4 (Vignette) for use during the Army Interview.)

## VALIDATE QUALIFICATION

4-9. At this point, you have already done some prequalification of the prospect when the appointment was made, and know whether they are at least somewhat qualified to join the Army. Continue to qualify the individual as you progress further into the Army Interview. Assume the role as the Army's human resource representative in charge of screening prospects early in the process by asking qualification questions. You must ask questions to establish and maintain control of the interview as you continue to qualify the individual. There are no standard questions, and recruiters often ask such things as, "Do you believe that you are qualified to be a Soldier?" "What can you offer

the Army? “What do you expect from the Army?”

4-10. Prospects must qualify and meet the qualifications outlined in AR 601-210 and the other relevant messages, publications, and regulations to join the Army. Recruiters play an important role early in the process by gathering most of the required prequalification information during the body of the interview. As a general guideline, you must determine the individual’s qualifications before they develop a plan of action. This action ensures the individual receives the right options and information. As a recruiter, you hold a very important responsibility to ensure that you stay abreast of all enlistment standards. When in doubt, seek help from your station commander.

4-11. **Determining eligibility.** After you have uncovered the individual’s passions and goals, you must explain that Army programs are contingent on their eligibility to join. . A good way to remember all of the areas that address their qualifications is to use the acronym (**APPLEMDT**) as a guide: **A** = age, **P** = physical, **P** = prior service, **L** = law violations, **E** = education, **M** = marital status, **D** = dependents and **T** = testing. The guide helps uncover most disqualifications. Do not take this step lightly. Failure to uncover information that makes the individual unqualified for an option or entrance to the Army may result in losing the individual and tarnishing your trust and credibility within the prospect and the community.

4-12. When determining eligibility, it is important to ask the right questions and to see the source documents that validate each area. Be prepared to capture images of the documents to upload into the applicant’s record when he or she agrees to process. The following examples help to uncover the information needed to prequalify the individual:

- **Age.** “What is your date of birth?” “Where were you born?” “What is your SSN?” “Are you registered to vote?” “Do you have your selective service number?” Look at the birth certificate and social security card.
- **Physical.** “Are you now or have you ever been under the care of a doctor to include any childhood illnesses or injuries?”
- **Note:** Ask this question as follows: “Please tell me about all the illnesses you’ve ever had. What is the first one, when did you have it, and what medications did you use?” “When was the last time you used marijuana or any other drugs?” “How tall are you and how much do you weigh?” “Do you have any tattoos or piercings?”
- **Prior service.** “Are you now or have you ever been a member of or processed for any branch of the Armed Forces, to include the National Guard or Reserve?”
- “Have you ever been a member of any youth organization such as ROTC, JROTC, Naval Sea Cadets, Air Force Civil Air Patrol, National Defense Cadets Corp, or the Boy Scouts (or Girl Scouts)? If so, what awards did you receive?” If prior service, look at the DD Form 214. See AR 601-210 for acceptable source documents.
- **Law violations.** “Please list all your law violations to include tickets. This list must include all violations from any law enforcement agency to include

*military police. I need to know about anything that happened when you were a juvenile as well. I also require the disposition of these cases, even expunged or sealed records.”*

- **Education.** *“Did you graduate from high school or college?” “Is the school public, private, online or a charter?” “What grade are you in?” “What school did you attend?” “How many college credits did you earn?”* Look at transcripts and diplomas.
- **Marital status.** *“Have you ever been married?” “Are you planning to get married or divorced?” “Is your spouse in the military now?”* Look at marriage license and certificates.
- **Dependents.** *“Is anyone morally, legally, or financially dependent on you for support?”* Look at birth certificates.
- **Testing.** *“Have you ever taken the ASVAB? What was your score and when did you take it?”*

**NOTE 1:** If the individual does not know about the ASVAB, explain that it measures trainability and helps determine which career path is best and sets them up for success.

**NOTE 2:** If the individual has never taken the ASVAB, took it more than two years ago, or if the test is invalid, have them take the pre-screening test. Use the time they are taking the test to do a little more research to develop RA and AR plans for them.

## IDENTIFY AND ESTABLISH GOALS

4-13. **Goal setting.** The next step in establishing the prospect’s plan is to identify the desired outcome. The recruiter’s goal is to gain a commitment from the prospect to join the Army; however, the recruiter cannot afford to lose sight of the fact he is there for the prospect, to outline how joining the Army will help the prospect achieve his personal goals and aspirations. Recruiters take on the role of counselor, mentor, and coach during the initial part of the Army Interview, to lead the prospect through the mental process of identifying his needs, wants, and desires.

4-14. To recognize what the prospect’s goals and motives may be, you must actively listen and understand the prospect. The prospect may not have put much thought into the goal-setting process prior to meeting you. In many cases, prospects may have a lengthy “laundry list” that they are trying to fulfill. You draw information from the prospect using skilled questioning and active listening to correctly identify the goals that can satisfy them through joining the Army. Questions to help generate goal-oriented thoughts include, “Where do you see yourself five years from now?” “Now that you are a senior in high school, what kind of plans have you made?” “What kind of career move are you looking for?” “How do you see the Army benefiting you in the future?”

4-15. In order for you to create an atmosphere of high expectations when presenting the unique benefits that the Army has to offer, you must be thorough when questioning prospects. A prospect who responds with ‘he was thinking of attending the local

community college because his friends are going to' or 'it's what his parents expect him to do', has only given you a glimpse of his "world." Well thought out, follow-on questions are necessary to help uncover and get a complete understanding of the desires of the prospect. "What do you want to do, Lucas?" "What is important to you?" "What is your passion in life?" You must be conscious of the techniques to use in uncovering the goals of the prospect.

**4-16. Facts and assumptions.** A fact is a piece of information about circumstances that exist or events that have occurred. An assumption is a statement that is believed to be true and from which you draw a conclusion.

4-17. It is vital that recruiters base their counsel and career guidance on facts and not make assumptions. Uncovering facts about a prospect is a tedious and time-consuming process, and to be an effective counselor, you must not take shortcuts during this process.

**4-18. Present facts using the acrostic SOLDIER.** You must be conscious of the methods you use to cover your prospect's goals. Do not bombard your prospect with questions and never give the impression you are interrogating them. Take your time and make sure you cover all their goals and motives. This action effectively removes most potential obstacles down the road. You must cover the following areas when discussing Army opportunities to present facts and address the prospect's goals:

- **Service to country.** *Tradition, history, and Army values.*
- **Occupational and career enhancement.** *Practical work experience and marketable job skill, college education, and emerging technology.*
- **Leadership.** *Management development.*
- **Diversity.** *Cultural (travel) and organizational.*
- **Income.** *Financial stability and security.*
- **Excitement.** *Challenge, adventure, and recreation.*
- **Respect.** *Pride of service, public opinion, and sense of self-worth.*

4-19. **Solicit the individual's plan.** Ask the individual how they intend to accomplish their goals and aspirations after you uncover them. In most cases, they have not given it much thought, so your plan may be their best option. Now present all the features and benefits the Army can provide. While presenting these features and benefits, continue questioning them about their qualifications. These questions must be transparent to the individual but provide you the valuable insight about their qualifications for special programs and options. You are the subject matter expert on all programs, options, and benefits regardless of component. Therefore, you must be able to explain the options and benefits in detail and tailor them to meet the individual's specific goals.

4-20. **Eliminate assumptions.** Identify short and long-range goals. The next step in the plan is to identify the desired outcome. The goal is to gain a commitment from them to join the Army. One cannot afford to lose sight of the fact that you are there for the individual; to outline how the Army can help them achieve their personal goals and aspirations. During the initial part of the interview, the recruiter takes on the roles of counselor, mentor, and coach as they lead the individual through the mental process of identifying their needs, wants, and desires.

4-21. By now you should have a basic understanding of the prospect's goals and his or her plan to achieve those goals. Knowing their goals and plans help you to present an alternative course of action that includes joining the Army to achieve his or her goals. One way of doing this is to identify and present weaknesses in his or her current plan, being careful not to offend the prospect. If you have established trust and credibility, it is easy to show the prospect a better plan.

4-22. Active listening and open, two-way communication are the foundations of the interview. It is important for a recruiter's personal biases to take a backseat. One must remain objective during the counseling session. You need to look beyond the face value of any statement and try to understand what the individual is saying and feeling. You must listen to what they say and observe how they say it. Additionally, you must work with the facts presented but must continue to expand the individual's responses by asking follow-on questions.

4-23. Misunderstanding an individual's motivation leads to a COA that does not help them achieve their goals. Even when you think you understand the individual's goals, you must ask follow-on questions to make sure. The only way one can effectively lead and guide an individual is to identify their true passion. For instance, if they say they want to attend the local technical college, you may start to outline a plan that involves the Post-9/11 GI Bill. By asking additional questions, the individual may reveal their ultimate goal is to own a business. Armed with all the information about an individual's goals, aspirations, and true passion, a recruiter can effectively generate a plan consisting of options and alternatives specifically tailored for them. The plan you develop for an individual must identify the Army as the primary means to reach their goals.

## GENERATE AND COMPARE ALTERNATIVES

4-24. **Create alternatives.** After establishing the individual's goals and understanding how they plan to achieve those goals, you must develop and present alternative means of achieving those goals by joining the Army. This process involves generating at least three courses of action (COAs) that help the prospect achieve his or her goals and then comparing them to determine the best path. The first COA is the prospect's current plan. Some recruiters may call it COA 1 or COA Alpha or pick some other name to help the prospect understand the process. The next two COAs includes the features and benefits that could help achieve the same goals by joining the Army for active duty or Army Reserves.

**NOTE:** Healthcare, Chaplain, and Special Operations Recruiting Battalion (SORB) recruiters may only present two COAs, one of which is always the prospects current plan.

4-25. Every person has different goals. You must assist in generating specific COAs tailored to the goals of the person you are counseling. You must tap into their true passion and communicate the proposed alternatives as a life plan, not just a career plan.

4-26. Engage the individual's emotional side; get them enthusiastic, motivated, and involved. Present several comprehensive alternatives. Have an in-depth understanding of all potential alternatives and present them as a viable and relevant COA. Do not mention specific incentives such as the Army College Fund or a specific military occupational specialty (MOS) until their qualifications are determined. This approach helps maintain their self-esteem and eliminate the embarrassment of explaining why they do not qualify for the COA that you presented.

4-27. Include the intangible benefits (leadership skills, self-discipline, and self-awareness) when developing alternatives. Individuals can receive a cash bonus or hands-on training to take care of their short-term goals. Therefore, you must convey the character traits of loyalty, duty, respect, service, honor, integrity, and personal courage. Convey how these traits affect the individual's future endeavors. Joining the Army may not be the only alternative. You must be prepared to address all alternatives that may fall outside your lane such as college enrollment or referring them to a local job placement center. The point is that you must honestly address their goals.

4-28. **Analyze alternatives.** An individual may feel overwhelmed when presented with all their career goal alternatives. Assist the individual in weighing their choices for their area of interest and help them see the very best path. Providing alternatives using real-time data greatly enhances the individual's decision. Ask the individual what they think their best plan of action is, and explain how they arrived at their conclusion. With a good understanding of how the Army assists them to achieve their goals; the next step is to ask them to join the Army for one of the Army COAs.

**4-29. The decision-making process.** Lead the individual through the decision-making process. Point out alternatives the individual can choose to reach their career goals. You must suggest, recommend, and advise the individual about each COA available and then ask them for a decision. The wording must be direct enough to ensure there is no question in the individual's mind that you are expecting them to make a decision. "John which one of these alternatives do you feel will best support your goals?" At this point, you are asking them to decide on the best COA, which may not always be the Army. Once they select the Army as the best COA, the next step is to ask them to join.

## **WORKING THROUGH OBSTACLES**

4-30. Obstacles can appear at any time during the interview, but they most often appear when the individual must make a decision. When an obstacle appears, deal with it right away, keeping in mind, the individual is probably making their first significant life decision. Be understanding and explain how difficult it can be to make a decision. Reassure them the decision they are about to make is in their best interest and lead them through the process to make a decision.

4-31. Even if a recruiter has just given the best interview of their life and successfully mapped out the individual's future, there may still be obstacles to overcome before they agree to join. (See chapter 5 for steps and examples) Treat all obstacles for what they are: requests for more information. View obstacles as an opportunity to get more detailed in those areas that concern the individual. More information helps dispel any misgivings that hinder their ability to make a positive decision to join.

4-32. By offering insight through experience and providing the individual with choices to solve their problem, you continue to build trust and credibility. Whether addressing emotional needs or material facts, you must help them weigh the pros and cons and compare the alternatives.

## **ENGENDER THE COMMITMENT AND EXECUTE THE DECISION**

4-33. Ask for the commitment after handling all obstacles. You must ask the individual to join the Army. There are many closing questions to ask for the commitment (see chapter 6) choose one that best fits the nature of the interview. For example, "Jane, don't you agree that enduring the rigors of basic training and getting in shape is a small price to pay to realize your dreams?" When is a good day for you to take your physical and join the Army Reserve —Tuesday or Thursday?" At this time, you must discuss the ASVAB, the application, the physical exam, and the enlistment process. You might also touch on the Future Soldier Training Program (FSTP). Finally, ask for a referral, by asking "whom do you know that may benefit from joining the Army?"

4-34. If the prospect makes a commitment to join the Army continue the processing. If you have overcome every obstacle and the individual still decides not to join, or if they are unqualified, be supportive and respectful. Regardless of the outcome, get them to agree that the Army is their best alternative. Provide them with a copy of the comparison sheet so they can look at it again and share it with their Family and friends. Now is a good time to ask for a referral—someone they know who may benefit from joining the Army. They are now very knowledgeable of Army programs and can become a valuable CP, even if they did not join.

### **FOLLOW-UP**

4-35. The prospect's commitment to join the Army means that the recruiter's leadership and counseling process continues. It continues the implementation of the plan of action through the accession into the Army.

4-36. If the prospect does not commit, leave the communication door open and ask if you can check with them periodically to see how they are doing. Once the pressure is off, they are likely to be receptive to your follow-up plan. Keeping in touch reinforces the prospect's trust in you and keeps the Army alternative at the forefront, should their plans change. Not every interview results in an immediate commitment to join, but timely follow-up and proper reinforcement make it more likely the prospect joins later. Knowing when, how, and where to follow-up after the conduct of the Army Interview is almost as important as the interview itself. Figure 4-1 shows a decision flow example for following up post interview.

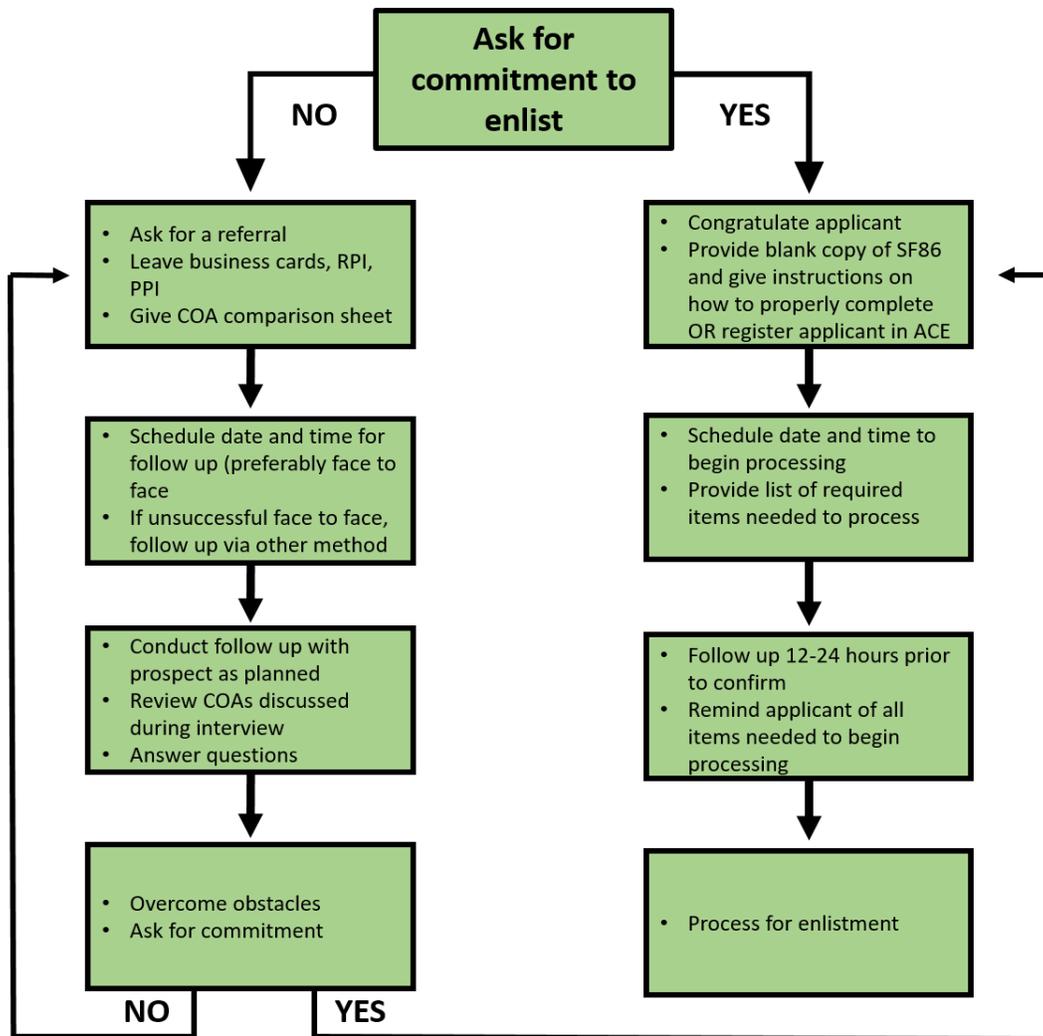


Figure 4-1. Army interview follow-up decision flow

4-37. The number of times you repeat the No Loop depends on the situation. In some cases, once may be enough, in others 2 or 3 follow-ups through the No Loop might result in a Yes. You will know better than anyone, however, if you have any doubts, ask your station commander for guidance. In the business world, more opportunities are lost as a result of someone failing to follow-up than for any other reason. Likewise, when a recruiter fails to conduct a follow-up it normally results in a loss of commitments to join the Army. Follow-up is a term used loosely in recruiting. However, whether you are contacting a CP and/or very important person again to obtain a lead, or calling a prospect who was a no-show, you are in fact following up. Adequate follow-ups must be made to ensure that you accomplish all the tasks (i.e., lead generation, prospecting, Army Interviews, processing, and Future Soldier maintenance). Timely follow-up is of the utmost importance. A general rule of thumb is to accomplish the initial follow-up within 72 hours of conducting the appointment. You must apply common sense to all other follow-ups. A good follow-up results in:

- *More leads generated.*
- *More prospects.*
- *More Army Interviews.*
- *More applicants.*
- *More commitments.*
- *Less Future Soldier losses.*
- *Success!*

## **SUMMARY**

4-38. Chapter 4 provided information about the steps of the Army Interview. Keep in mind that the Army interview is a nonlinear process. However, there is a logical sequence of steps that make the Army Interview an effective means to engender a commitment to join the Army. It is okay to adapt the interview to fit the situation. Stay engaged with the prospect throughout the interview; understand their plans and the COAs to accomplish those plans. Develop an alternative course of action to achieve those plans through Army programs, and close with a commitment to join the Army. Chapter 5 takes the information provided in chapter 4 and presents a scenario that outlines the process of conducting the Army Interview.

4-39. The ultimate task any Army recruiter performs is the Army Interview. Without it, the Army and its thousands of recruiters would not be able to provide the strength needed to defeat the nation's enemies. The Army Interview gives you means to present programs and options that meet a prospect's needs and interests. The interview also allows you to tell your Army Story and the Army's story. The Army Interview is a critical task for those Soldiers who earned the right to wear the badge of the Army Recruiter. Few are qualified to join the Army, even fewer are qualified to lead others to join the Army.

## **PART III**

### **Toolbox**

Part III provides a collection of procedures and scripts recruiters can use to assist them during their daily prospecting and interviewing activities. These procedures and scripts are used as is or as a base for recruiters to establish their interviewing techniques.

The examples in this toolbox represent tried and true techniques and explain the psychology behind their use. Memorizing scripts is good, but it is equally important to understand how each script affects the target audience.

Recruiters do not need a degree in psychology to understand human nature. All they need to understand is what makes people feel good. Generally speaking, people react favorably when shown respect such as addressing them by name, complimenting them on their achievements, or showing them special favor or treatment. If a recruiter treats people the way they want to be treated, they have greater success. Remember, the first impression is a lasting impression, whether it be face-to-face or on the telephone. The examples used in this appendix are time tested and can be customized to fit the recruiter's personality and market.

**Chapter 5** describes - Engendering the Commitment (Close)

**Chapter 6** describes - Overcoming Obstacles (Army Interview) and getting a "Yes".

**Appendix A** displays - Army Interview Scenario Played Out

## Chapter 5

### Engendering the Commitment (Close) Techniques

#### INTRODUCTION

5-1. No matter how good your interview, you still must close by asking the individual to join the Army. Closing is critical to the Army Interview because it is the point where you ask for and gain the commitment. The effective use of trial closes and reading of body language are keys to a successful closing. You may have a favorite, but there is no one best closing technique. Whichever technique you use to obtain a commitment is the best one at that particular time.

5-2. The close formalizes the decision the individual has been considering throughout the interview. The close simply summarizes the individual's career goals and passions and shows how a commitment to join the Army can fulfill them.

5-3. There is no set time during the Army Interview for the close. You may ask at any time during the interview when your prospect gives the communication signals (e.g., you may get the commitment to join after you presented your first feature and benefit when a trial close lets you know the prospect is ready to commit). If the prospect does make a commitment prior to the completion of the interview, continue the presentation, and show them how joining the Army can fulfill the remainder of their needs and goals. The tone of the interview must change to one of reinforcement and providing information rather than selling. Be careful; once your prospect has agreed to enlist do not talk them out of their decision by trying to oversell.

5-4. During an Army Interview, almost every prospect surfaces objections to committing. Do not be alarmed at this or consider an objection to be a rejection. Objections are usually nothing more than a way of asking for more information; the prospect does not understand or needs more proof. You must welcome objections; they give you the chance to keep on engendering a commitment.

5-5. Regardless of the reason, the prospect is likely to identify some objections during an Army Interview. Your job, as a recruiter, is to handle those objections. Objections are usually verbal, but can be nonverbal in some cases. Some examples of nonverbal objections are fidgeting, arms crossed over chest, or clock watching.

5-6. Objections can surface at any point in the Army Interview. Whenever an objection surfaces, you should handle it immediately. Objections usually come up when asking the prospect to make a commitment.

5-7. Objections may be real concerns, or they may be smokescreens. Prospects use smokescreens when they are trying to buy time or are frightened of making a decision. First, you must determine whether an objection is real or just a smokescreen that is masking a real objection. When you encounter an objection, restate the objection, and then apply the "obviously you and just suppose" technique to uncover the real objection. Once you identify the real objection, there are a number of ways to handle it.

## TYPES OF CLOSES

5-8. The following are closes that work.

- **Single-question close.**

*“John, are you ready to join the Army? It may be the best decision you’ve ever made.”*

*Use caution with single-question closes. You are forcing the individual to make a decision, and the answer may be no. Use this close only if you are sure the individual is ready to say yes.*

- **Two-choice close.**

*“John, which day do you prefer, Wednesday or Thursday, to take your physical and enlist?”*

*This close gives the individual a sense of control because you are allowing them to choose the day. If the prospect rejects first two days, try two more. If the individual still is not ready to commit, determine what the objection is and try again.*

- **Minor point close.**

*“John, would you rather go to basic training in September or October?”*

*Use the minor point close, so the individual does not feel cornered to make a decision. This type of close gets the individual to agree on a minor point that presumes they have already made the decision to join the Army. When they pick a month, they, in fact, have decided to join the Army.*

- **Contingent close.**

*“John, I realize this is an important decision in your life, and you would like to discuss it with your parents. I would like to be there with you to answer any questions they might have. Suppose they agree that this is a good idea. Will you be ready to take your physical and enlist this week?”*

*This close makes their decision to enlist contingent on something else happening. In this case, the contingency is getting their parents’ approval.*

- **Conditional close** (facts, evidence, benefit, agreement).

*“As you can see, John, the Army can provide you with the skill training and education assistance that you want. The benefit to you is that you have the training to get a good paying job and finish your degree in computer science. That is what you wanted, isn’t it? John, if I can guarantee you all of the things we’ve just talked about here today, will you join the Army?”*

*This close simply says; I can do what you want. Will you do what I want?*

- **Third-person close.**

*This close requires the assistance of another team member but is very effective. With a prearranged signal, hand-off the interview to another team member. Briefly explain the individual's career plans and the programs you have outlined, asking your partner for their views. Your partner goes right on with the interview, often repeating the same points you made. Because the other is a disinterested third party, this lends support to what you said, verifying the information in the individual's mind.*
- **Challenge close.**

*"John, I do not know if you are ready for the kind of challenge basic training presents you." This close challenges the individual's ego by telling them they probably cannot make it through Initial Entry Training (IET). The danger here is they may agree with you. The recruiter should not use this close with someone who has a concern about initial entry training (IET).*
- **Service to country close.**

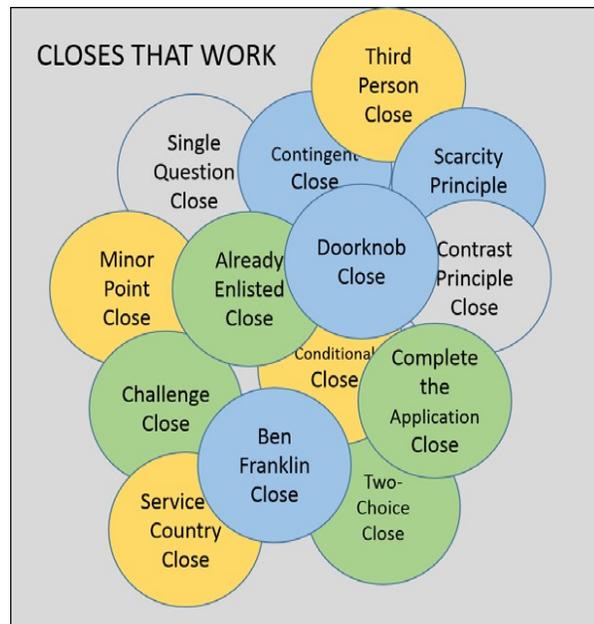
*"John, there are other reasons for joining the Army besides the training and education. By serving in the Army, you are protecting America's freedoms at home and abroad, securing our homeland, and defending democracy worldwide. Your decision to join the Army puts you in the elite company of those brave individuals who have served to protect the freedoms that you, your Family, and friends enjoy. John, are you ready to be Army strong?"*  
This close is best for an individual with a sense of obligation or pride.
- **Already enlisted close.**

*"John, when you get to the MEPS, the first thing you'll do is check in with the Army guidance counselor." In addition, "John, if you like to play sports, you're going to love basic training!"*  
This close is a frog-in-the-pot kind of close. At some point during the interview, based on positive responses to your trial closes, start using phrases that presume the individual has already decided to enlist.
- **Ben Franklin close.**

*Give the individual a piece of paper. Have them draw a vertical line down the center and write, "Reasons to join today" on the right side and "Ideas opposed" on the left. Have the individual list all the ideas opposed first. Most individuals can only come up with two or three. These are their objections remember them. Have them list all the reasons to join today. The recruiter then adds all the remaining benefits of an Army commitment. The reasons to join always outnumbers the reasons opposed. Tell them to take the sheet home to consider and share the information with their parents, spouse, or influencer. Set a time to get back with them to discuss their conclusions. Maintain a high level of rapport with them throughout the process. When they leave, immediately write down their objections and develop a plan to overcome them. This close is an excellent technique for a follow-up interview when the individual needs time to make a decision.*

- **Scarcity principle close.**  
*“John, this is the best time of year for a senior to select a job. Why don’t we schedule you for your physical so you can select your job before all the other seniors in the Nation do? Alternatively, John, the career field you are looking for is not always open. I think there are a few slots left. Why don’t we schedule you for your physical on Thursday or Friday?”* This close adds value to your product and moves the individual through the processing cycle.
- **Contrast principle close.**  
*As an example, discuss a 6-year enlistment first, and then move on to the 3-year enlistment. Use this close to help make the individual’s decision to enlist easier. This contrast adds value to the 3-year enlistment, and the cost in time is more reasonable to the individual.*
- **Complete the application close.**  
*After you have completed the interview (without asking the individual to join), begin filling out the application. This close is effective if you were receiving positive responses during the interview.*
- **Doorknob close.**  
*If all other attempts fail, the recruiter may try the doorknob close. Just before you leave, (when the pressure is off), say, “John before I leave, can I ask you one question? What is the real reason you decided against joining the Army today? This close gives you one more shot at the individual and may surface an unspoken obstacle you can overcome.*

5-9. These are the best closing techniques of all time. They are vital tools that every recruiter must master. In time, you will learn which close to use and when to use it. Knowing a variety of closes will help you conduct effective Army Interviews. You will master the techniques through study and practice. The more tools you have in your toolbox, the more likely you are to engender a commitment. For some, you only need two or three closing techniques, and you use those all the time. However, the more closing techniques you know, the more competent you become at closing.



Graphic 5-1. Closes

5-10. Use throwaway presentations to develop your skills. Whenever you get into a presentation with a person whom you know is not going to join, and you know you have nothing to lose, throw the whole book at them. Try out every closing technique, every qualifying technique, and every objection answering technique that you can recall. You only really learn these techniques by using them face to face with a live prospect. When you meet a person, who is not going to join, develop your skills by using them all.

5-11. Throwaway presentations are your practicing grounds. Here you practice your closes, you just sit in there and work away until you are through it. You learn more about how to close good prospects than in any other way. The key to success is to act boldly and to close boldly. Ask it as if you confidently expect the other person to join the Army. Act as though it were impossible to fail. Ask the closing question like it is inconceivable to you that the person could say anything but yes. Also, practice your voice. Practice your tone.

## SUMMARY

5-12. To be a closer, you must be enthusiastic. You must love the Army. You must believe in the Army and believe that the Army is the right choice for your prospect. You must have confident expectations, and you must persist. Persistence is to the character of man and woman as carbon is to steel. If you persist no matter how many times people tell you "No", you eventually succeed.

## Chapter 6

### Overcoming Obstacles (Army Interview) and Getting a “Yes”

#### INTRODUCTION

6-1. Obstacles are a good thing. When an individual raises an objection, you know that the prospect is actively listening to conversation. It is also a sign you are getting close to the reason they agreed to the appointment in the first place. Obstacles can be the result of what an individual might have heard from friends, family, influencers, and the media. They can also stem from the individual’s personal, religious, or political beliefs.

6-2. Most individuals want what the Army has to offer but may be wary of the commitment, the Army lifestyle, or both. If you treat all obstacles as requests for information, you can act more like a coach and mentor through the interview process. After all, who can better answer their questions? It is you the recruiter. Welcome the objections—they are a sure sign the individual is seriously considering the Army. Your success as a recruiter is dependent upon your developed skills in overcoming obstacles.

#### HOW TO OVERCOME OBSTACLES

6-3. In the rare case where you do not encounter any obstacles, it may be either that the individual has already decided to join or is not seriously considering it at all. If the individual does not present any obstacles, do not try to create them. For instance, “John, don’t you have any questions about the physical and emotional demands of basic training?” Such a question only brings up something that may not have been the individual’s concern. Now it can become the reason they decide not to join. Avoid creating obstacles at all costs.

6-4. The following example shows step-by-step (see Table 6-1 for steps) on how to identify and overcome obstacles. The scenario is an interview with a married man who has just learned that he is separating from his wife for a few months while he is in training.

<b>STEPS TO OVERCOME OBSTACLES</b>	
<b>STEP</b>	<b>SUMMARY</b>
Step One	Obviously You
Step Two	Repeat Obstacle
Step Three	Check for Smokescreen
Step Four	Show Emotion
Step Five	Use Logic

Table 6-1. Steps to overcome obstacles

### **Step one. Obviously you.**

- *Prospect*: “It all sounds good, but I cannot leave for that long.”
- *Recruiter*: “Obviously, John, you have a good reason for saying that. Do you mind if I ask what it is?”
- *Prospect*: “Well, I don’t want to be separated from my wife for that long of a time during training.”
- Proceed with Step two.

### **Step two. Repeat the obstacle as a question.**

- *Recruiter*: “So John, I understand that you are saying you don’t want to separate from your wife during training. Is that correct?”
- *Prospect*: “Yes.”

**Note:** By restating the obstacle, you accomplish three things. First, you clarify your understanding of the obstacle; second, you gain some time to think of an appropriate response; third, you get the prospect to say “Yes”. The more you can get the prospect to say “Yes” regardless of what it is in response to, the better your interviews go.

### **Step three. Check for smokescreen.**

- *Recruiter*: “Well, John, if you do not have to be separated from your wife while you are at training, will you join the Army?” If the individual answers yes, proceed to step four. If the answer is no, go back to step one to find the real objection.

### **Step four. Show emotion.**

- *Recruiter*: “I understand how you feel, John. Many people in your situation have felt the same way. What we have found is the time away from your Family is a small price to pay for the investment you are about to make for your future and theirs.”

### **Step five. Use logic.**

- *Recruiter*: “John, suppose the Army offers a job to you with guaranteed skill training in the field of your choice. You also receive a cash bonus, education assistance, including free medical, dental, and life insurance. However, you have to be separated from your wife for a few months. Wouldn’t you take it?” (wait for response) “Sure you would, but John, the only organization I know that can make you that kind of offer is the Army.”

## **GETTING A “Yes”**

6-5. People normally display consistency once they say “Yes” the first time. They tend to follow through with their decision. So what does this mean to you? When you

influence someone to commit to the first step of a process then it is more likely they will say “Yes” to follow on requirements of that process.

6-6. Think of it this way. The ultimate goal of a recruiter is to get the commitment to join. Some of you come straight out and ask for the ultimate commitment whereas some of you step-sell. Regardless, asking and gaining the agreement for an appointment is a “Yes”. Getting someone to agree to take the ASVAB is a “Yes.” However, each “Yes” you get, the more likely that person agrees to join. It is your choice on how easy or difficult you want others to commit to joining. If you want the easier path, you first must understand your challenges.

6-7. The challenge to you is making sure you deliver a message in such a manner that it resonates with the individual from the beginning. What this means is understanding the needs of a person and tailoring your message to fit those needs.

6-8. Example: An applicant walks in and you immediately begin explaining the benefits, options, and programs the Army provides. Many of you are surprised when the applicant does not say “Yes” to these great options. However, it should be expected because we often fail to find out their immediate, mid-range, and long-term goals and tailor our options to fit those needs.

### **GETTING THE FIRST “Yes”.**

6-9. Some of you ask an applicant if they want to join the Army immediately following an introduction as a temperature check. Normally, the response is “Not Yet.” To begin the “Yes” process and gain that first “Yes” you need to find out what the applicant wants. Consider for the moment that you just finished *Identifying and Establishing Goals* and the applicant (*Johnny*) has the following goals:

- Immediate-New Red Ford Mustang Convertible
  - Mid-Range-College money for a Masters in Family Counseling
  - Long-Term-Open Family Counseling Center and financial security
- An applicant does not have an option other than to say "Yes" if you ask the following question.

*“Johnny, if you are in the position to have a down payment to buy a new Red Ford Mustang Convertible, and achieve a Master’s Degree in Family Counseling with zero loans to pay back, and run your own Family Counseling Center, would that satisfy you?”*

6-10. You just got your first “Yes”. The answer is always "Yes" because Johnny told you what he wanted. Now it is your responsibility to show them how, therefore, make sure you know your business.

6-11. Simply, you want them saying “Yes” as often as possible so when it comes time for the “Close” they again say “Yes.”

**Warning:** There is another aspect that we must consider. When someone says “Yes” to a process or to join the Army they are saying yes to a behavior or proposed outcome. They normally have the best intentions to live up to the commitment but ignore other requirements to support that commitment.

6-12. Let us look at a scenario closer to home. Suppose a person wants to join the Army but is a little overweight, so they diet and workout to lose enough weight to join. That applicant is now in the Future Soldier Program but just cannot stay on a regimented diet and workout plan to keep the weight off. In this case, the applicant fulfilled the requirements to join but is having a hard time living up to the requirements necessary to ship. They agreed to join but are not fully committed to joining because their lacking commitment to keep off the weight.

6-13. Exercise: Think about the last time you went to buy a car. You go to a car dealership, look at multiple cars, and find the car of your dreams. You decide to buy this car and tell the salesperson that you want the payments to be \$300 or less a month. You sit down with the finance manager, and he tells you that he can get you in the car for \$325.

- *Question 1: Has this happened to you?*
- *Question 2: Did you buy the car?*
- *Question 3: What if the dealership said \$300 for 7 years?*

6-14. Chances are you bought the car because you already internally made the decision even though the payments were higher or for a longer period. The average person buys the car in this situation because it is natural to remain consistent with the initial commitment.

6-15. Note: It is critical to have the applicant saying “Yes” from the beginning because it sets up the “Yes” at the Close.

## **SUMMARY**

6-16. If achieving goals were easy, everyone would do it quickly and without difficulty. Even if your vision is clear and you can articulate a detailed destiny, there are always obstacles in the path. It is the joy and journey of clearing those obstacles that make life rich and helps people feel truly accomplished when they finally reach their pinnacle of success. Recruiters must clear the fog to allow every applicant the opportunity to have a clear vision of their goals. Clear the obstacles and see the path to success.

## Appendix A

### ARMY INTERVIEW MODEL SCENARIO

A-1. The scenario below presents the use of the concepts presented in this manual. It is not all-inclusive but provides a better understanding of the Army Interview model. The scenario includes background (including prospecting) to set the stage for the Army Interview.

#### **RECRUITER BACKGROUND**

Sergeant Rick Crewder is a detailed Army Recruiter who has worked as a recruiter for about a year. Like some new recruiters, he overcame a variety of challenges while transitioning into his new role. He quickly discovered that the recruiting environment was mission focused and not unlike the environment, he was accustomed to as an Army Infantryman. His turning point came when he realized that many of the qualities and attributes that enabled him to succeed as an infantry noncommissioned officer applied to his recruiting efforts. This revelation occurred after working with his team for many hours to accomplish their recruiting's mission. They had to dedicate themselves and place the mission first over their personal comfort. Just as in the infantry, he would not accept defeat or allow his fellow recruiters to accept defeat. Accepting defeat meant that the Soldiers in the field, his comrades would suffer. He and his team made a commitment to succeed by executing the station's recruiting operations plan (ROP) and achieving their mission.

#### **PROSPECTING BACKGROUND**

While telephone prospecting, Sergeant Crewder decided to call a lead he identified through one of his high school lead lists. After some blueprinting to develop rapport building information about Nikki Free bird, Sergeant Crewder dialed Nikki's number. After a couple of rings, Nikki answers. "Hello".

"Hello is Nikki home?" Sergeant Crewder asked. "Yes, this is she." Nikki responded politely.

"Nikki, I am Sergeant Crewder with the United States Army. Do you have a few minutes to answer a couple of important questions for me?"

"Sure" she replied.

"Nikki, thank you for taking my call. I understand that you are in the Junior Reserve Officers' Training Corps (JROTC) and I am sure you are starting to make plans for yourself after graduation. Is that true?"

"Yes sir." Nikki responded.

"Nikki, have you thought about how the Army can help you with your future?" Sergeant Crewder asked.

**PROSPECTING CONTINUED**

“Well, to be honest, I haven’t really thought about it, but my friend Mark joined the Marines last year. He tells everyone that it was the best decision he ever made.” Nikki replied with some enthusiasm.

Sensing her excitement, Sergeant Crewder smiled and picked up the pace of the conversation slightly.

“Nikki, that makes my day to hear you say that – thank you! Many of the Soldiers I work with feel the same way.” He paused, waiting for a response. When there was none, he went on: “Nikki, one of my duties as the Army representative for our community is to talk with people about their goals. I would like a chance to talk with you more about your goals. Have you thought about where you would like to be five years from now?”

Nikki responded, “I have thought about it a lot lately. I am not sure exactly what I want to do, but would really like to do something that involves helping people. I definitely know I want to go to college next year.”

Sergeant Crewder wrote down helping people and college and said, “Nikki, I think that is awesome! Have you decided on which school you want to attend?”

Nikki responded, “No, not really. I have several choices. I’m just not sure which one or what I’ll major in.”

Sergeant Crewder stated, “I understand Nikki. I can help you with your decision. I would like a chance to learn more about your goals and provide you with a way to help people and attend school. Would today at 4 PM or tomorrow at 2 PM be best for you and me to meet?” Sergeant Crewder asked. He stopped talking and did not say another word, even during an uncomfortable five or six-second pause. He knew the next word must come from her.

“I think tomorrow would work best” Nikki replied. “I’ve been working with Ms. Koplan, the school guidance counselor and she has helped me a lot.”

“That’s great, Nikki.” Sergeant Crewder said as he wrote down Ms. Koplan – helping Nikki. “How is she helping you?”

“She is putting me in touch with some colleges.” She replied.

“Have you applied to any of these schools?” Sergeant Crewder asked. “No, not yet.” Replied Nikki.

“Don’t worry Nikki. You are well ahead of many of your peers and I want to commend you for your maturity by talking to Ms. Koplan. I will bring some information with me tomorrow that you may find helpful. Is 2 p.m. good for you?”

“Yes.” She said in a more upbeat tone. “I think so. My parents usually get home around 4.”

## PROSPECTING CONTINUED

“In that case Nikki, I would prefer to meet with you and them. Are they home now, Nikki?”

“Yes they are.”

“Would you mind if I spoke with them.” Sergeant Crewder asked.

“Well, my mom is outside, but my dad is here.” She moved the receiver from her mouth and Sergeant Crewder heard the muffled words, “Dad, the Army recruiter is on the phone and would like to talk to you.” Nikki’s dad answered the phone and said, “Hello, how can I help you?”

“Sir, I am Sergeant Rick Crewder, your Army representative. Nikki and I were discussing an appointment for her and me to meet to talk about her future. I would really appreciate it if we could schedule a time that was best for you and your wife to attend as well. Is tomorrow at 4 p.m. good for you?”

There was a slight pause before Nikki’s dad asked, “Sergeant Crewder, what is this appointment for?”

“Sir, as your Army representative I have helped quite a few members of our community plan and achieve their goals. I helped Jeff Simpson, the city attorney’s son, get into the State University and I coordinated a Senator’s referral to West Point for Nancy Pacer. You may know her dad, he coaches the little league baseball team. I would like to help Nikki as well. I feel it is important that you and your wife attend the meeting. This will allow me to answer questions and address any concerns that you or your wife might have.”

“Okay Sergeant Crewder. That sounds good. We will be here tomorrow at 4:00.” Nikki’s dad said goodbye and handed the phone to Nikki.

Sergeant Crewder confirmed the appointment and asked Nikki whether anyone she knew would like to attend. Nikki informed Sergeant Crewder that she would like her boyfriend to be present. Sergeant Crewder agreed and asked Nikki for his name and phone number and asked a few more blueprinting questions about her boyfriend, Chuck. Sergeant Crewder asked Nikki if she knew Chuck’s plans. Nikki replied that she was not sure of his plans. Finally, Sergeant Crewder asked Nikki if she knew anyone else who might be interested in meeting with him to review their plans and discuss opportunities. Nikki replied that she did not know of anyone else.

## RECRUITER/STATION COMMANDER AAR

After finishing his prospecting activities for that morning, Sergeant Crewder described his call to the Recruiting Station Commander during his after action review. Sergeant Crewder discussed Nikki’s interests and asked the Station Commander for any advice.

The Station Commander recommended that Sergeant Crewder blue print as much as possible prior to the appointment.

She directed Sergeant Crewder to contact Ms. Koplan and ask for her input. The

Station Commander directed Sergeant Crewder to anticipate and prepare for any possible obstacles from Nikki, her parents, and her boyfriend.

### **BLUEPRINTING & PREPARATION FOR ARMY INTERVIEW (See Table 3-3)**

Sergeant Crewder left the after-action review and began planning his visit to Nikki's school. He called the school and asked Ms. Koplán if she had a few minutes this afternoon for him. She did, and Sergeant Crewder told her he would be there around 2 P.M. Sergeant Crewder went home and changed into his ASU, had lunch, and spent an hour or so with his wife and children before driving to the high school. Upon arrival at the school, Sergeant Crewder signed in at the registrar's office. Whenever possible, Sergeant Crewder made it a point to wear his ASU during school visits. The secretary remarked about his uniform, and Sergeant Crewder thanked her. He went directly to the guidance counselor's office. Ms. Koplán was there and was happy to see him. He informed her that he and Nikki were meeting to discuss Nikki's plans. Ms. Koplán informed Sergeant Crewder that Nikki was a good student, and she thought she would do well in college. Sergeant Crewder inquired about the different schools Nikki was interested in and asked Ms. Koplán whether she could provide him with any information she thought he should know to help her plan her future. She also told Sergeant Crewder that Nikki ran track and played on the varsity basketball team. She lettered as a freshman and was active in the student body council. Sergeant Crewder asked about Nikki's boyfriend. It was not hard to engage Ms. Koplán in casual conversation and collect all the information he needed to develop a good blueprint for both Nikki and Chuck.

While driving back to the Recruiting Station, Sergeant Crewder did a self-assessment of his school visit: He received some good blueprint info about Nikki and Chuck, built upon his excellent relationship with Ms. Koplán, added three new counselors and four students to his Facebook Friends list and generated four leads to call on tomorrow. Making appointments with them should be easy since he built some rapport with them today. All in all, a successful school visit that will help shape decisive actionable operations this week, later this month, and in May.

The next day was Thursday, and Sergeant Crewder prepared for his interview with Nikki. He invited his Station Commander to attend, and she agreed. Sergeant Crewder always made it a point to have a female recruiter with him when he conducted the Army Interview with a female. It always seemed to put his applicant at ease, and there were always questions that the female recruiter could answer better than he could.

Sergeant Crewder retrieved an application and enrollment information on two colleges.

## **SUMMARY**

A-2. The scenario presents a few of the tactics, techniques, and procedures of the recruiting concepts presented in this manual. The examples in the scenario provide a way of thinking about how to conduct an Army Interview and not a prescriptive script or THE way of doing business. The scenario should provide a better understanding of the Army Interview model and probable outcomes.

## Glossary

### Section I ACRONYMS AND ABBREVIATIONS

#### Acrostic APPLEMDT

An acrostic used to aid the recruiter in remembering all of the areas that address a prospect's qualifications.

The acrostic stands for: **A** = age, **P** = physical, **P** = prior service, **L** = law violations, **E** = education, **M** = marital status, **D** = dependents and **T** = testing.

#### Acrostic SOLDIER

An acrostic used during the Army Interview to discuss Army opportunities to present facts and identify the prospect's goals. The acrostic stands for: **S***ervice to country*. Tradition, history, and Army values; **O***ccupational and career enhancement*. Practical work experience and marketable job skill, college education, and emerging technology; **L***eadership*.

Management development; **D***iversity*. Cultural (travel) and organizational; **I***ncome*. Financial stability and security; **E***xcitement*. Challenge, adventure, and recreation; **R***espect*. Pride of service, public opinion, and sense of self-worth

**CP** Community Partner

**FSTP** Future Soldier Training Program

**HQ USAREC** Headquarters, United States Army Recruiting Command

**USAREC** United States Army Recruiting Command

**VIP** Very Important Person

### Section II Terms

#### Applicant

A prospect who has agreed to process to join the Army.

#### Army Interview

A formal meeting between an Army recruiter and a prospect for the purpose of

telling the Army Story and counseling the prospect on the benefits of an Army enlistment or commission.

**Blueprint**

An action to obtain specific or personal information about people requiring contact.

**Close**

Closing the communication session by asking for either a commitment for an appointment for an Army interview, a commitment to contract or access, or a commitment to the next step in the processing cycle.

**Community Partner**

A person or persons capable of directly or indirectly influencing people to seek more information about Army enlistment or commissioning opportunities; boost the Army's market success and credibility through referrals, testimonials, simply undervalued word -of-mouth, and third party endorsements.

**Establish rapport**

Developing a harmonious connection; gaining respect, trust, and credibility while putting someone at ease.

**Face-to-Face prospecting**

A prospecting activity where a recruiter attempts to make a face to face contact with a specific lead with the intent to schedule an Army Interview.

**Lead**

A name with an address, telephone number, or e-mail address and for whom no appointment exists for an Army Interview.

**Overcome obstacles**

Identifying the real obstacle or objection of a prospect or applicant, and then providing clear, brief, and direct answers, information or alternative courses of action.

**Prospect**

A person(s) who has agreed to meet with an Army recruiter, or a person who has been interviewed but who has not committed to process into the Army.

**Smokescreen**

A term to denote when a prospect or applicant provides a false, or not the real obstacle or objection, as the reason for not wanting to commit to the Army.

**Temperature check**

A technique used to determine whether an individual is willing to commit to the Army or agree to portions of the Army Interview. This technique helps determine when the time is right for the next assessment (trial close). The technique involves asking the individual for an opinion on how they feel about the Army or a specific program and then analyzing their reaction, which leads to the prospect to commit to a series of yes answers. A temperature check is not asking for the full commitment to join the Army. Asking for the full commitment always takes place after presenting the programs, features and benefits that meet their needs and goals.

**Trial close**

A technique to discover when the time is right to do the next assessment (close). Trial closes occur during the presentation of programs, features and benefits. It is similar to a temperature check in that the recruiter asks for an opinion or feeling about the Army or a specific Army program and analyzing the reaction. However, a positive response to a trial close opens the door to go ahead and ask for the close.

## References

### REQUIRED PUBLICATIONS

USAREC Manual 3-0 "Recruiting Operations", (dated 12 Jun 14)  
USAREC Manual 3-30 "Recruiting Company Operations", (dated 19 Jun 14)  
USAREC Manual 3-31 "Recruiting Station Operations", (dated 4 Mar 15)  
ATP 6-22.1 "The Counseling Process", (dated July 2014)

### RELATED PULICATIONS

USAREC Training Circular 5-03.3 Partnerships USAREC Training Circular 5-01  
Mission Command  
USAREC Automated User Guides (IKROme Home/My Sites/Recruiting  
Functions/);

### WEBSITES

USAREC Glossary -  
<https://recruiting.rsn.army.mil/rrc/Headquarters/Doctrine/SitePages/USAREC%20Glossary.aspx>

### PRESCRIBED FORMS

None.

### REFERENCED FORMS

DA Form 2028 (Recommended Changes to this Publication) DD Form 2807-2  
Medical Prescreen of Medical History Report  
Recruiting Operation Plan (ROP) – (referenced in UTC 5-01 Mission Command)

UTC 5-03.2  
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