



**Mechanisms for change: Generating influence within a comprehensive approach to operations**

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No matter how enmeshed a commander becomes in the elaboration of his own thoughts, it is sometimes necessary to take the enemy into account.

Winston Churchill



## Background

Wars are won “....by creating alliances, leveraging nonmilitary advantages, reading intentions, building trust, converting opinions, and managing perceptions”

(MG Robert Scales)

“during nationbuilding...the objective becomes creating desired perceptions in those one wishes to influence.”

(Gen Rick Hillier)

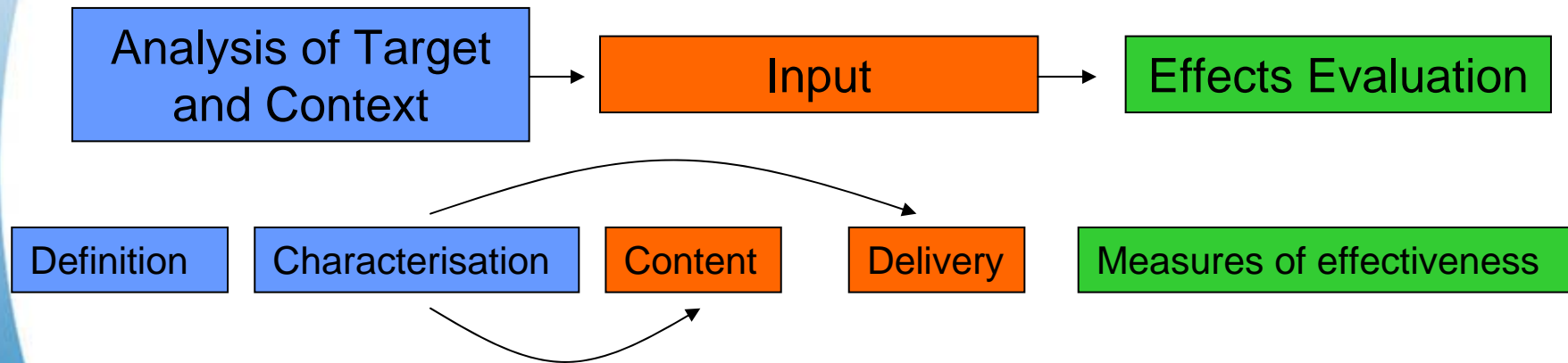
Modern war “is conducted best as an intelligence and information operation, not as one of manoeuvre and attrition in the manner of industrial war.”

“ To win the clash of wills we must change or form the intentions of the people.”

(Gen Sir Rupert Smith)



# The Influence Campaign





## Influence: Conceptual Strawman

End states may be reached in a variety of ways.

The way in which an objective is attained may contribute to the achievement, or otherwise, of a higher level goal.

Proposed characteristics of influence:

- Effects complexes resulting from military or other activity
- Psychological effect(s) induced provoke.....
- .....behaviour on the part of a target
- Behaviour results from choice on the part of the target
- Influence can be invoked by any activity
- Effects complexes can include physical effects
- Influence may be intended or unintended

What are psychological effects?



# Categories of effects

**Cognitive**

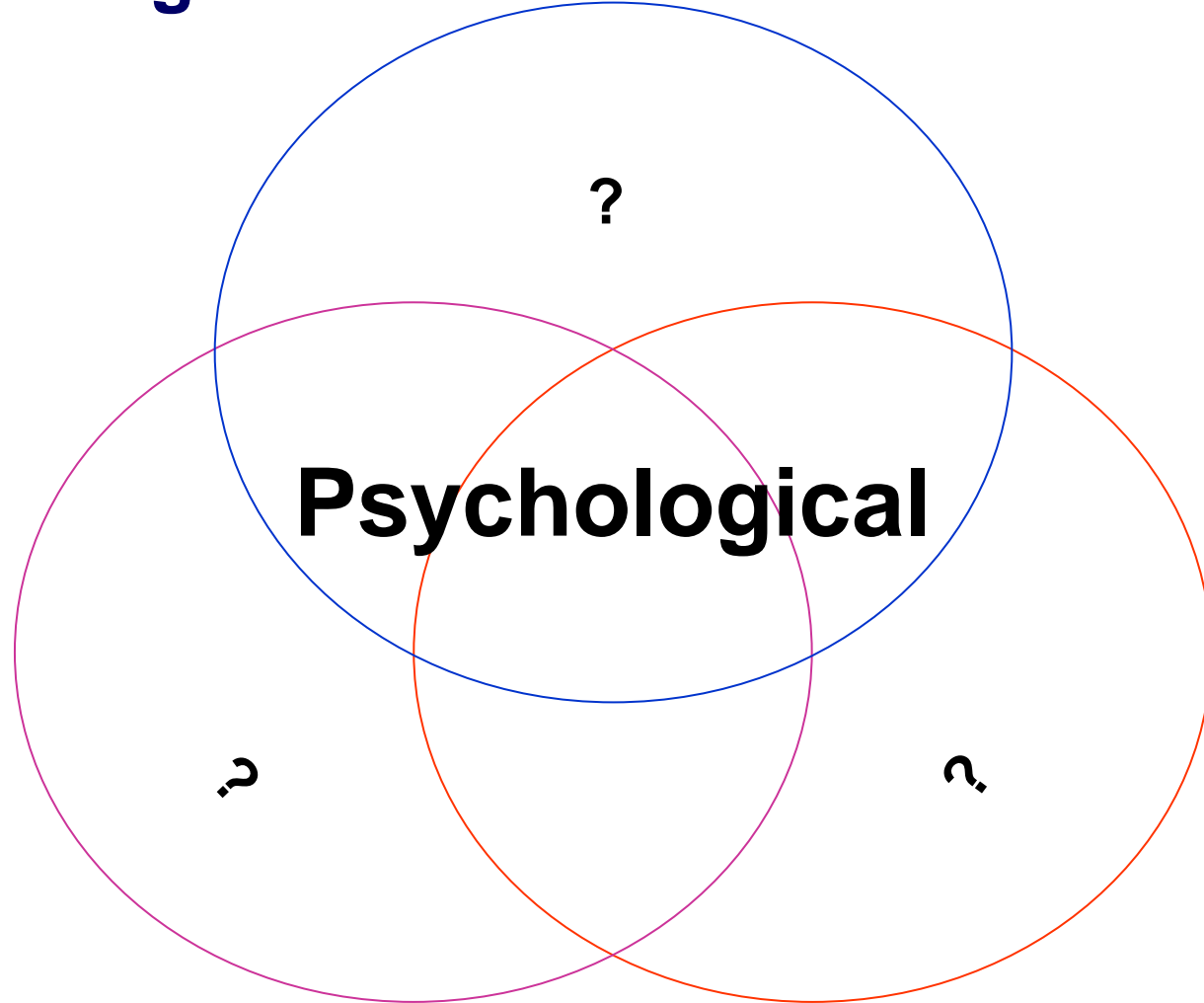


# Categories of effects

**Psychological**



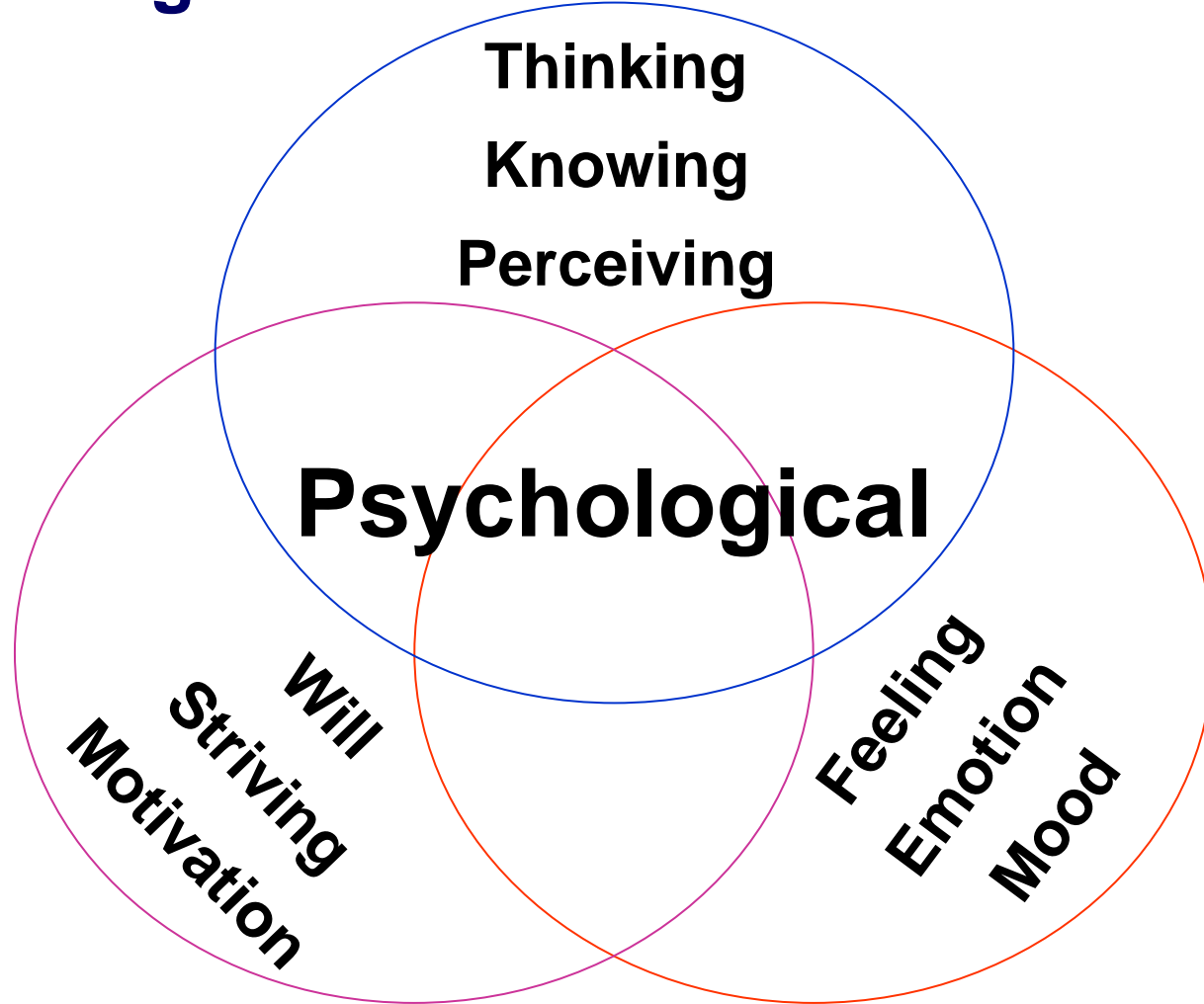
# Categories of effects





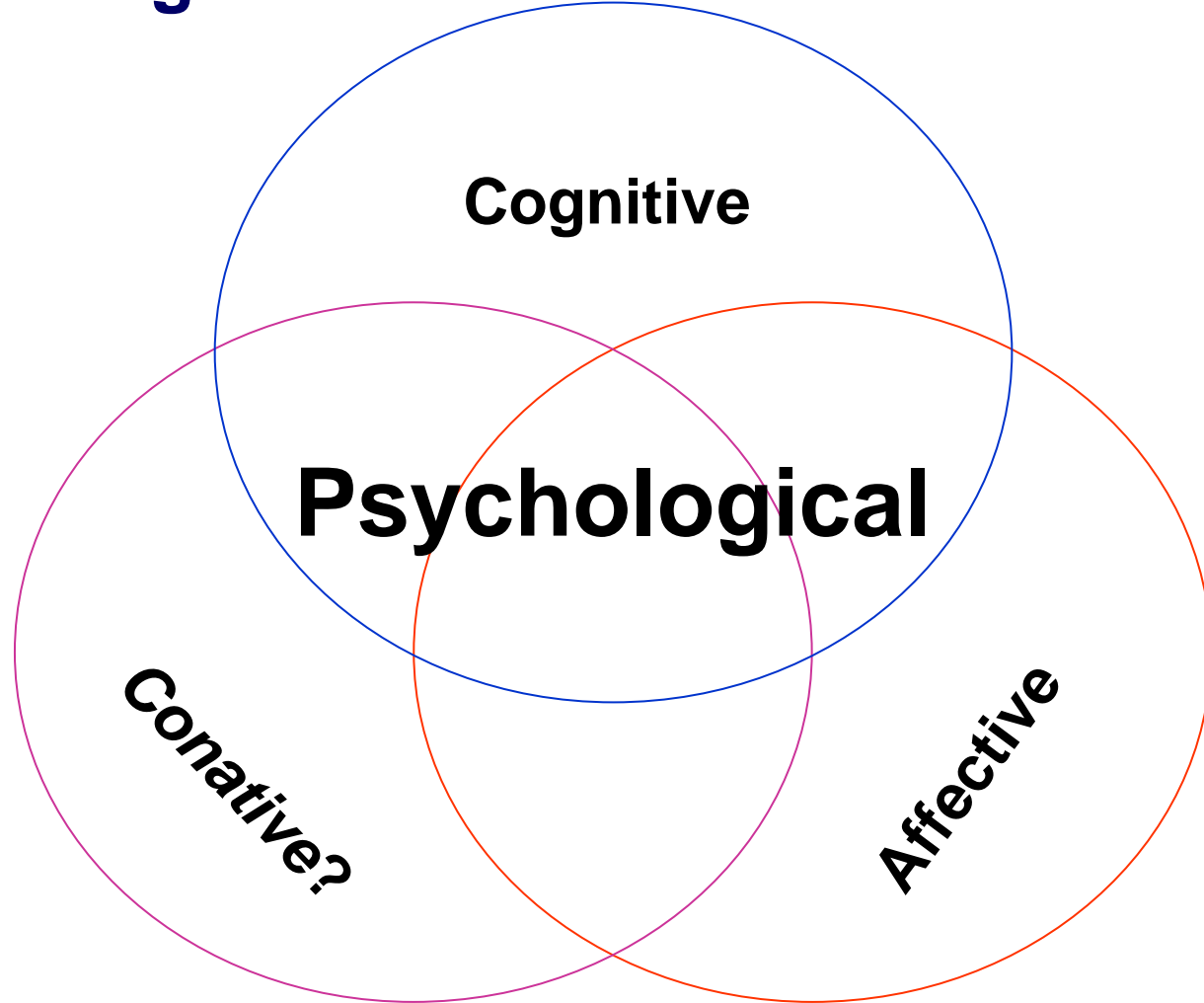


## Categories of effects





# Categories of effects



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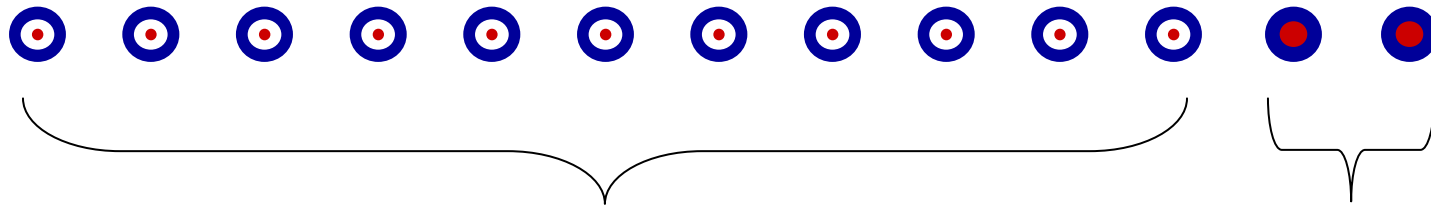
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Case Study



# Operation Black Buck – Effects Analysis

Raid on Port Stanley airfield 1 May 1982



**11 Victor Tankers**

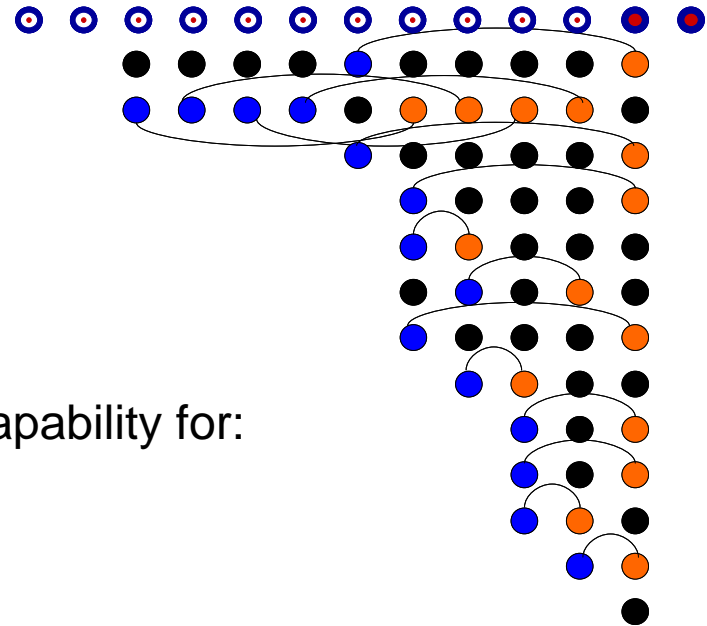


**2 Vulcan Bombers**





# Operation Black Buck

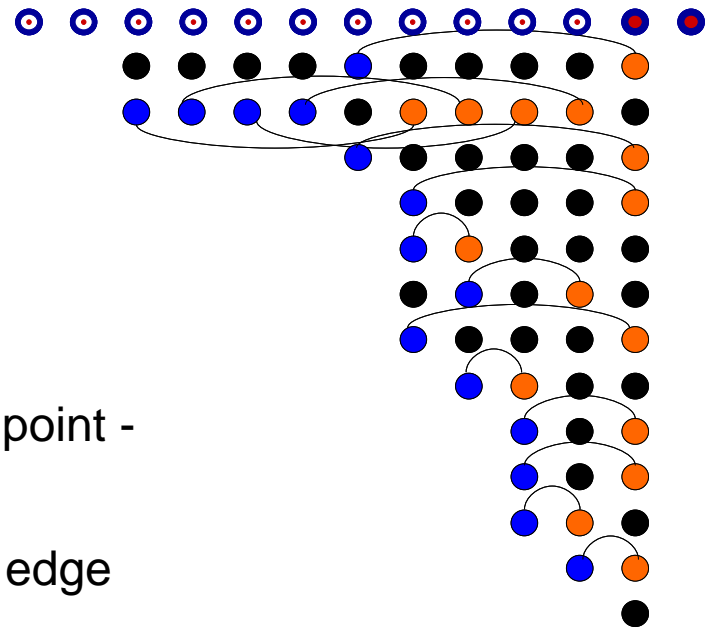


## Effort and Expense:

- Re-establishment of Vulcan's capability for:
  - Air to air refueling
  - Conventional bombing
- 15 fuel transfers (Southern leg alone)
- 10 serviceable aircraft
- 16 hr mission for the primary Vulcan
- Approximately 8000 miles roundtrip from Ascension Island



# Operation Black Buck



## Physical 'effects':

- One bomb impacts runway midpoint - penetration and heave
- One bomb impacts the runway edge
- 3 Argentinian personnel were killed
- Argentinian C130s used the runway throughout the period of the conflict
- Fast jets could not operate

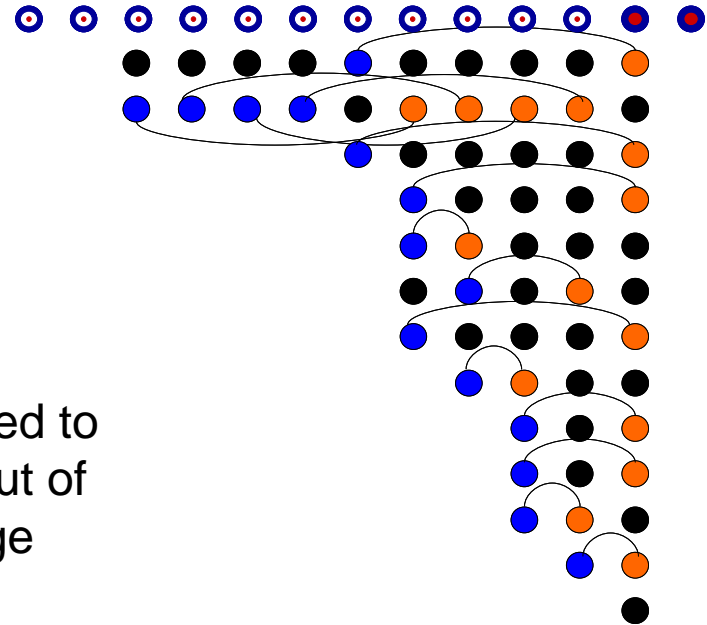


# Operation Black Buck

## Physical 'effects':

• 'In retrospect, the effort expended to mount the operation was quite out of proportion to the physical damage inflicted on Port Stanley airfield.'

(Price, 2002)





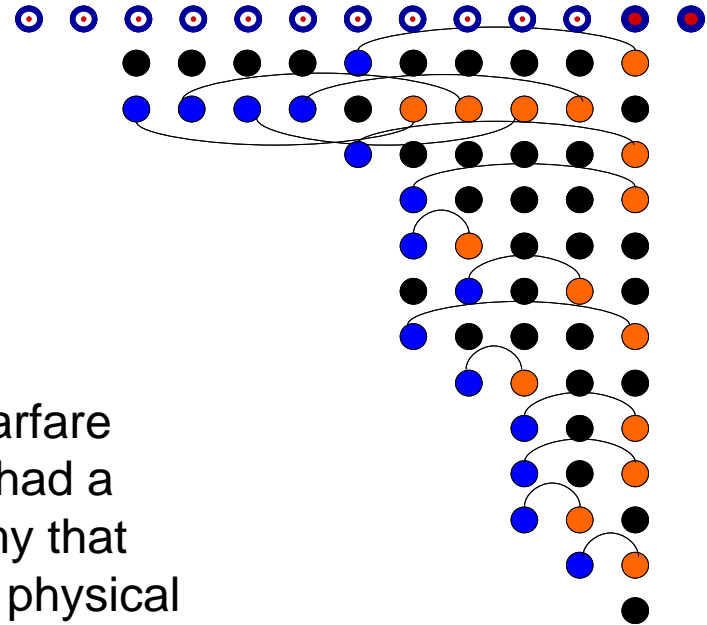


# Operation Black Buck

## Psychological 'effects':

• 'As is often the case in aerial warfare that raid on Port Stanley airfield had a psychological effect on the enemy that was also out of proportion to the physical damage caused.'

(Price, 2002)





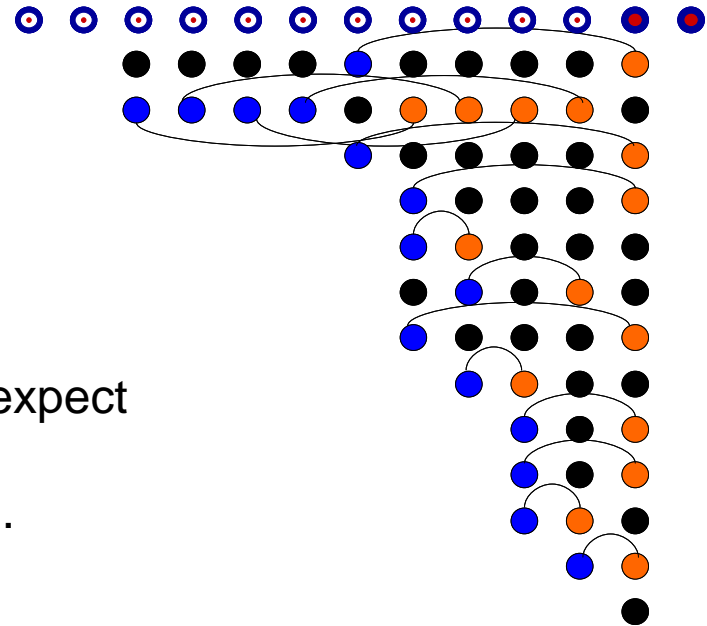


# Operation Black Buck

## Psychological 'effects':

### *Argentinian Military Junta*

- Surprise – Argentinians do not expect UK to commit to battle and are anticipating a diplomatic solution.



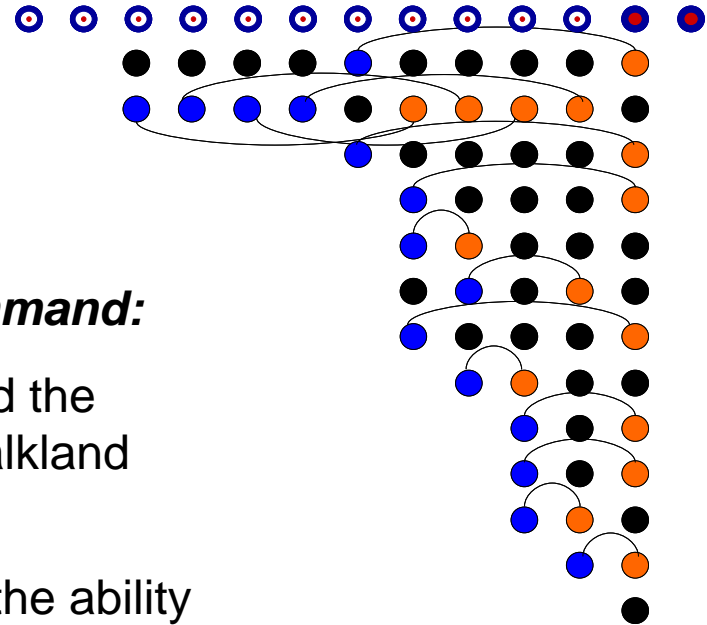


# Operation Black Buck

## Psychological 'effects':

### *Argentine Air Force High Command:*

- Demonstration that the RAF had the ability to attack targets on the Falkland Islands.
- Confirmation that the RAF had the ability to attack targets in mainland Argentina.
- Doubt over UK intentions unresolved



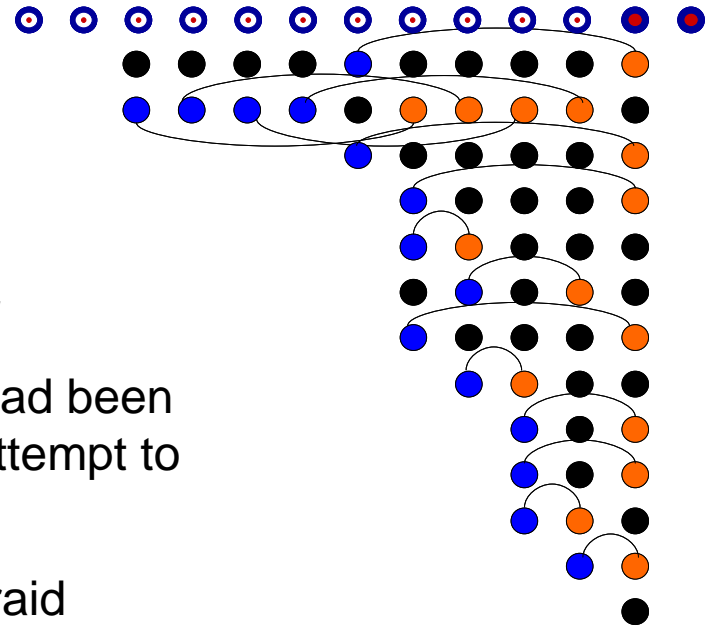


# Operation Black Buck

## Psychological 'effects':

### *Argentine Occupation Forces:*

- Predominantly conscript force had been assured that the UK would not attempt to retake the islands by force
- Morale is damaged – bombing raid confirms that the conflict would escalate to hostilities





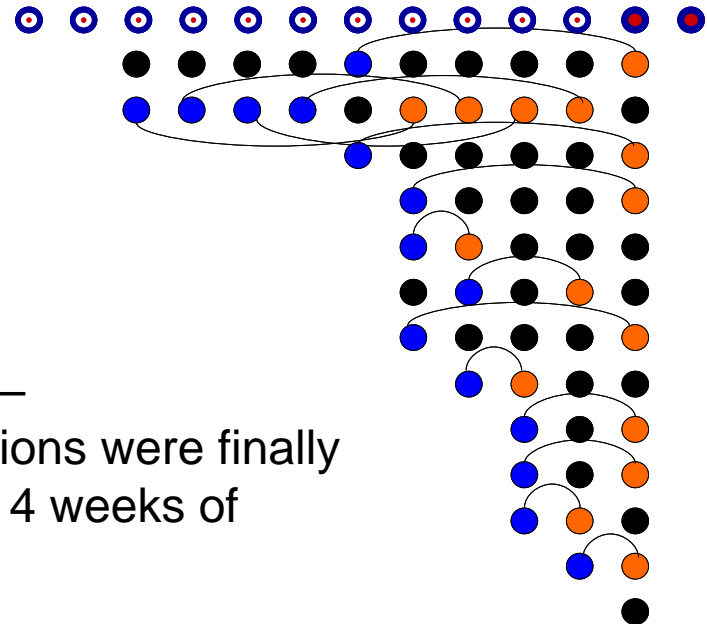
# Operation Black Buck

## Psychological effects

### *The local population:*

First shots in the war had been fired – demonstration that ‘liberation’ operations were finally underway. Morale was boosted after 4 weeks of occupation.

‘There was terrific jubilation in Stanley. From then on we really felt confident that the British forces were going to come to our rescue’ (Falklands resident)

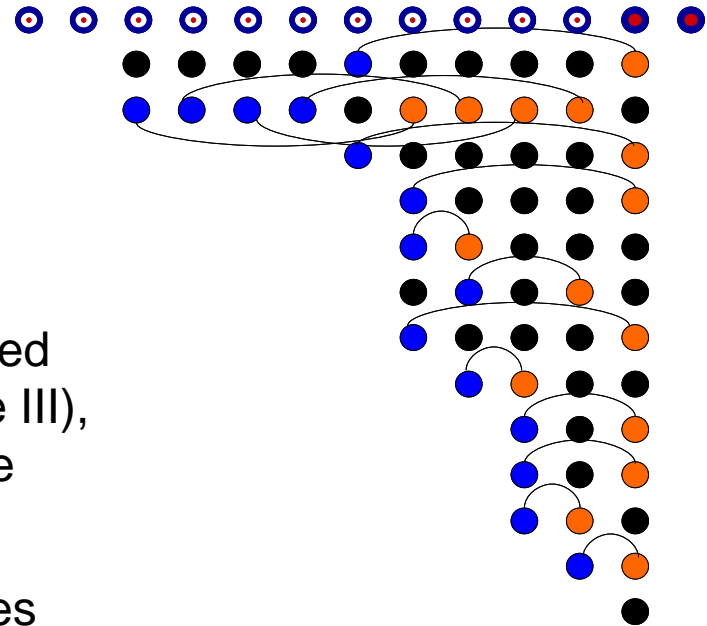




# Operation Black Buck

## Behavioural effects:

- Gruppo 8, Argentina's only dedicated fighter interceptor squadron (Mirage III), redeployed North out of range of the Falklands.
- Intention is to protect mainland cities e.g. Buenos Aires from attack.

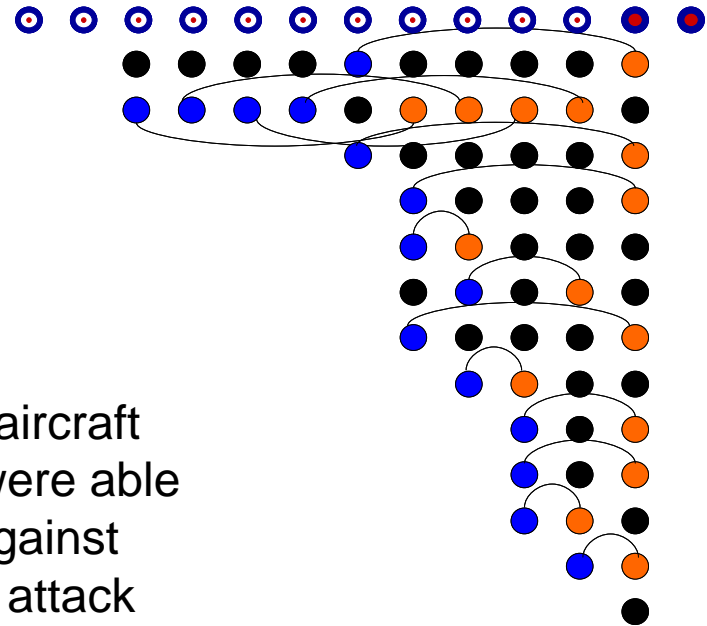




# Operation Black Buck

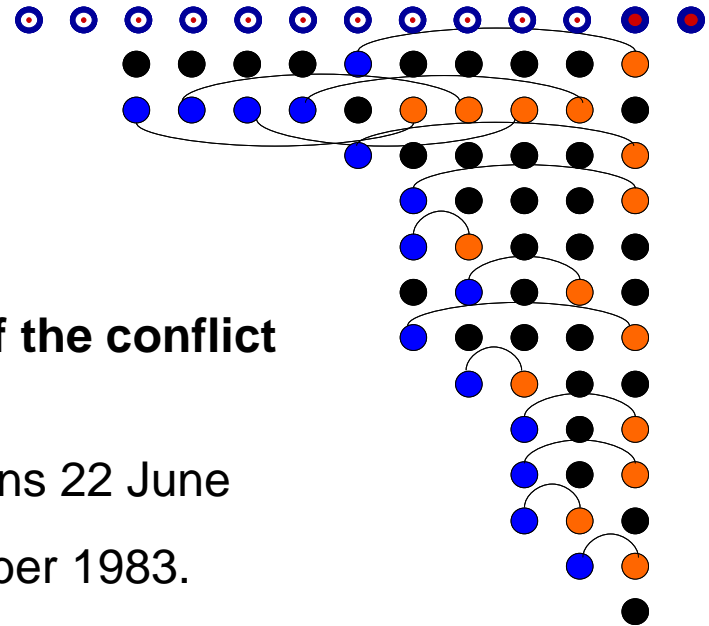
## Outcome:

RN Sea Harriers launched from aircraft carriers Hermes and Invincible were able to conduct defensive missions against Argentinian fighter bombers and attack aircraft without interference from fighters.





# Operation Black Buck



## Political strategic outcomes of the conflict include:

Argentina: General Galtieri resigns 22 June

Argentina: Junta collapses October 1983.

UK: Thatcher administration returned to power in 1983 elections – Conservatives hold power until 1997



# Conclusions

- All military activities can induce influence
- 'Physical' activity has effects on both the physical and psychological planes
- Influence – characterised by a complex of activities and effects including:
  - Psychological effects leading to...
  - Choice on the part of the target
- 'Target' is the mind(s) of the relevant individual or group
- Psychological and physical effects should be integrated during the planning process
- Requirement for an extension of the available science base to include social and behavioural sciences:
  - representation and interpretation of systems
  - analysis and plans
- What mechanisms are there other than influence?



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