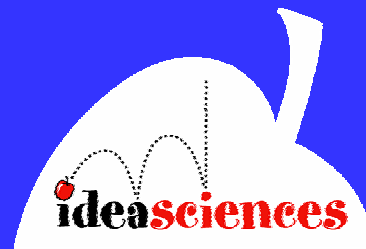


Confrontation and Collaboration Analysis (CCA)

Effects Based Operational tools for
forming and changing intent

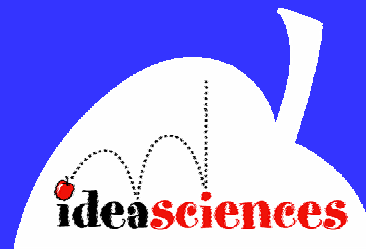
What Is CCA?

**Systematic approach for changing
the intentions & attitudes of non-
compliant parties**

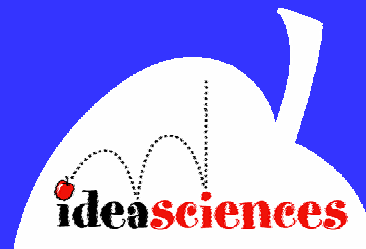


What is CCA?

- Confrontation and Collaboration Analysis (CCA) is a proven technique that uses emotion and logic to map strategies for forming and changing the intent of non-compliant parties (NCPs)
- CCA identifies the critical decision points required to bring stability to the situation and identifies the key leverage points (kinetic and non-kinetic) that will strengthen the commander's position when changing the intent of foes, neutrals and allies.

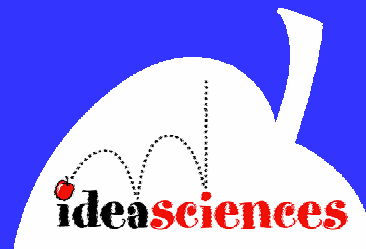


- Based on a general (mathematical) theory of human interaction – i.e. how to form intentions in other parties
- Identifies areas where action needs to be taken to form desired intentions
- Provides a *formal* process for producing desired effects, through the development of compelling arguments (often reinforced “kinetically”)
- Scales to support all levels of command



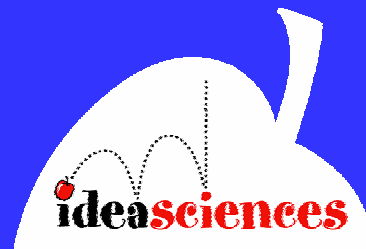
Why is CCA Needed?

- Need to clearly and explicitly define exit conditions
- Exit conditions require the formation of desirable intentions in non-compliant parties
- Forming the intentions of non-compliant parties *depends on effective collaboration with civilian agencies*
- Commander must *directly* engage with civilian agencies and non-compliant parties



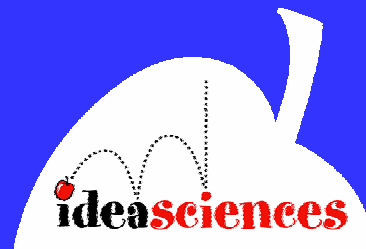
Why is CCA Useful?

- The military utility of CCA lies in the following aspects:
 - Controlling strategic effects of tactical actions.
 - Networking the effects of tactical actions.
 - Focusing intelligence collection and analysis.
 - Giving coherence to the information campaign.



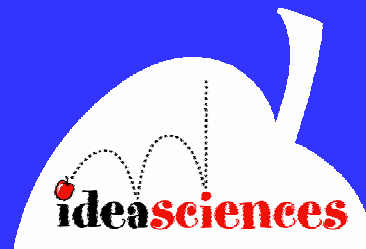
CCA as tool for commanders

- Stabilization and Reconstruction Operations, and now the War On Terrorism, have created a need for CCA skills
 - Before attacking terrorists, we must isolate them — or terrorism is replenished from its environment. So anti-terrorist coalitions must be maintained and motivated – at all levels of the military.
- A War-Fighting Operation generally needs a post-conflict Peace Operation to keep the theater conflict free
- War-Fighting itself needs support from coalition-building:
 - At *Strategic* level, it needs support of coalition of nations
 - At *Operational* level, civilian as well as military needs must be met in order to isolate terrorists
 - At *Tactical* level, commanders negotiate local help in intelligence and fighting



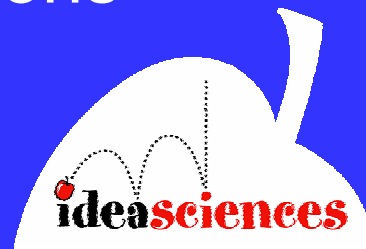
Role of Commander

- Commanders have to deal with a wide range of civilian agencies
- Commanders have to choose with great care and precision where, and to whom, to apply what pressure --- and who to reward and with what.
- Conventional military training focuses on the deployment and use of military force
- Commanders are forced to develop their systems for applying force to achieve the exit objective

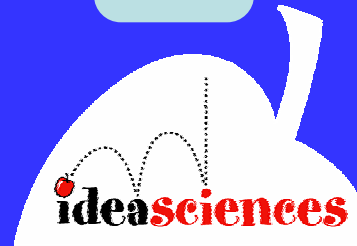


“Commander as Point Man”

- Commanders, at all levels, must *directly* interact with civilian agencies to secure their collaboration in pursuing military objectives
- Commanders, at all levels, must *directly* confront non-compliant parties
- Commanders continue to direct subordinates
- In addition to planning for their traditional “Commander as director” missions, commanders must plan for their personal “*Commander as point man*” missions
- Commander collects INTEL from interactions

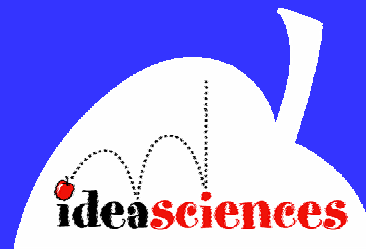


Commander at “the point”



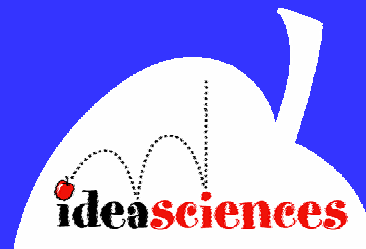
Commander's CC briefing

- Where appropriate, reviews superior's intent
- Describes issues, and their interrelationships
- For each of the critical issues:
 - Outlines parties and their positions
 - Outlines parties' fallbacks/threats
 - Highlights relevant intelligence gaps
 - Describes weaknesses in commander's position
 - Outlines Courses of Action for addressing these weaknesses (comprised of *messages* designed to eliminate weaknesses)
 - Advises the commander on tactics for implementing (CC) Courses of Action (e.g. emotional tone)



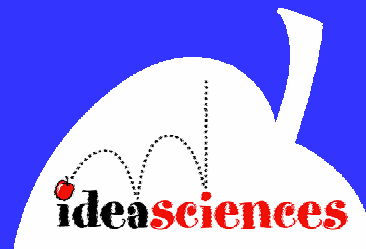
Commander's CC *debriefing*

- Commander is responsible for filling intelligence gaps during the meeting
 - Staff will brief commander on the question the commander needs to ask to elicit necessary intelligence
- On the commander's return from key meetings, staff will debrief the commander and update their CC models/analysis accordingly
- For example, "Does the asset know how much we need the INTEL he's providing?"



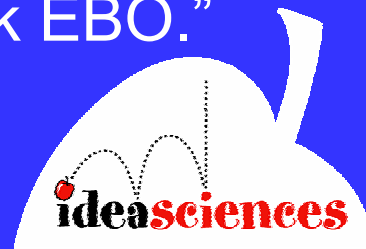
CCA and exiting the theater

- If non-compliant parties are persuaded to comply, military can leave the theater
- So, CCA:
 - increases the effectiveness of this kind of operation;
 - economizes on the use of military assets; and
 - shortens the time during which these assets have to be employed.



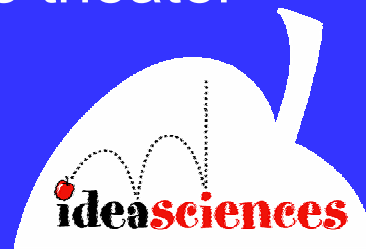
Military Comments on CCA

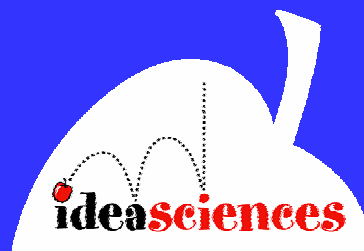
- 👤 CCA provides “position of the ‘other side’ in a systematic way.”
- 👤 “CCA ...(puts) a lot of good thoughts ‘into a nutshell’ to help prevent overloading the commander with information, and to help carve out the essential (intelligence) he needs”
- 👤 CCA is a “good tool for the commander to bring his strategy across to subordinates so that they understand his overarching aims, thus enabling them to think EBO.”



Summary

- CCA is a powerful commander decision support tool for non-compliant parties
- Supports EBO and Operational Net Assessment
- Directs the intelligence gathering by focusing on the critical questions that need to be answered
- Analyzes the leverage points so resources can be refocused and pressure applied where it will do the most good to persuade NCPs to comply
- Provides a formal structure for dealing with NCPs as commanders frequently rotate
- Allows civilian organizations to engage with the military from a common operating framework
- Clearly outlines a sequence of actions to achieve theater stability and to accomplish the exit objective





CCA Toolkit

🍎 The CCA Toolkit:

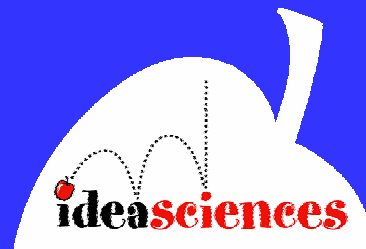
- 🍎 Conceptual Framework

- 🍎 Options Board

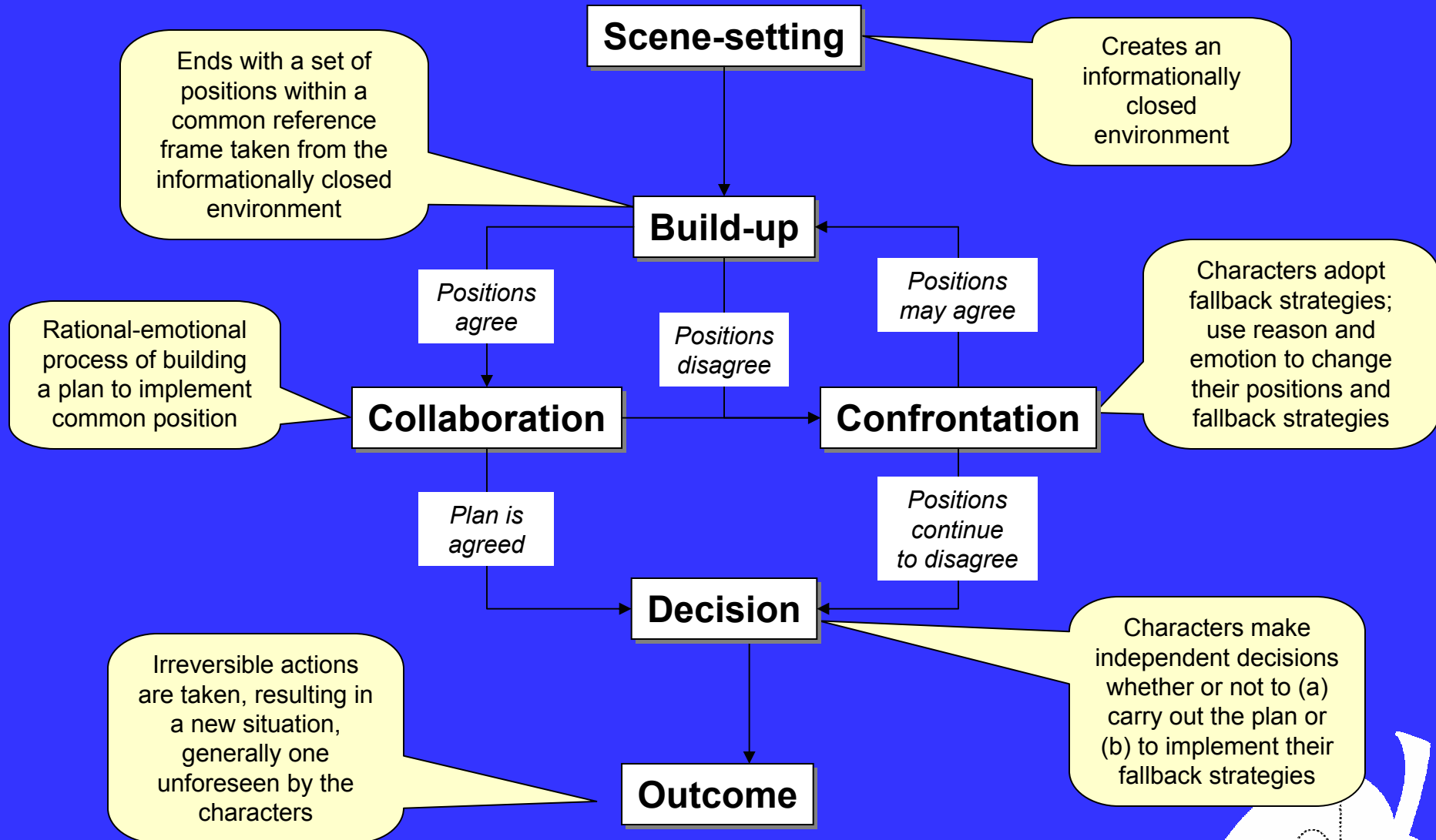
- 🍎 Tug of War

- 🍎 CC Support Plan

- 🍎 Immersive Role Play System

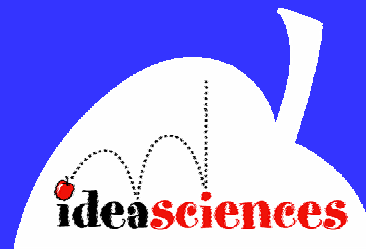


Six phase process



Conceptual steps

- Parties Are Listed
- Positions (Espoused End States) Of Parties Are Defined
- Options (Actions That May Be Taken) Are Identified
- Main Objective Is Understood
- Fallback Strategy Is Defined For Each Option
- Contingent Objectives Are Developed
- Preferences Are Explored



Electronic Options Board

The screenshot shows a software window titled "Coalition Manager" with a menu bar (File, Edit, Model, Analysis, Options) and a toolbar. The main area displays a decision matrix with columns labeled C, t, and W. The rows are grouped into "Coalition" and "Warlord".

	C	t	W
Coalition			→
give control over aid			■
give arms	■	?	■
crack down on illegal funding sources/criminal activities		▲	
Warlord	→		
fight against terrorists	■		■
give INTEL against terrorists	■	▲	■

The "Dilemmas" dialog box shows a tree structure of dilemmas:

- Coalition
 - has a Threat dilemma
 - has a Persuasion dilemma
 - has a Rejection dilemma
 - has a Trust dilemma
- Warlord
 - has a Cooperation dilemma

An "OK" button with a green checkmark is at the bottom.

Immersive Role Play System

Sarajevo Feb '94

File About Yourself About Others Relationships Data Conflicts Help

Bosnian Serbs's World

UN Commander's Background

The UN Commander presents & no doubt sees himself as a efficient, experienced professional soldier who wishes to

- remain impartial
- not exceed his mission to oversee delivery of humanitarian aid.

In fact, the media & the general climate of of misrepresentation of Serbs make him profoundly biased. You Serbs are hated because you are a nuisance - you will not tamely lie down & allow

UN Commander's Projects

To try to get the Serbs to forgo their right to peace & security without endangering the life of a single Western soldier or incurring any unnecessary cost. Specifically, to persuade you to retreat & so allow Sarajevo to remain an island of anti-Serb forces in the middle of Serb-controlled Eastern Bosnia.

Immediately, his aim is to pacify the international media outcry, which is creating difficulties for his government. His government dare not

The 'Grand Strategy' problem

This is the problem on the international, inter governmental level. You are a character in this drama as well, since while you negotiate with the UN Commander, negotiations between government are deciding whether or subject you to

Due to hysterical anti-coverage of the market square bomb, Western govts pressure to get you to military pressure on S US GOvt is arrogantly

'Hands' in 'Sarajevo'

READ THE COLUMNS!

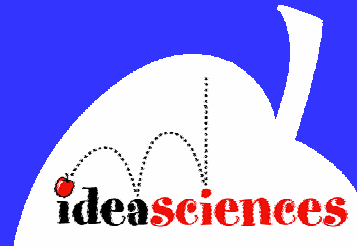
U is UN Commander's Position
Y is Your Position
B is Bosnian Govt's position
t is threatened future
d is default future

U Y B t d

UN COMMANDER	-				
blame Muslims	█	█	█	█	█
bomb Serbs	█	█	█	█	█
blame Serbs	█	█	█	█	█
YOU					
cease fire & withdraw weapons	█	█	█	█	█
retaliate against UN personnel	█	█	█	█	█
BOSNIAN GOVT					
cease fire	█	█	█	█	█

Background Values Projects

Problem Positions Strategies Tug of War



CCA Support

- Training --- CCA Team to support the commander in theater by analyzing the confrontations and collaborations required to maintain stability
- Software --- CCA Analysis Tools and Role Play tools to support implementation of the courses of action at the strategic, operational and tactical levels
- “Reach back” --- CCA capability stateside to analyze situations and make recommendations

