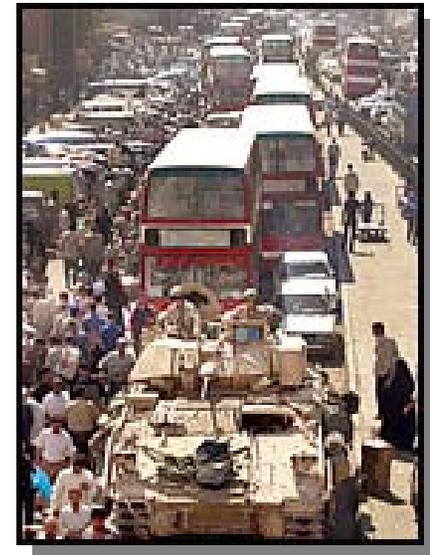




Effects-Based Information Operations: Some Observations



Larry Wentz
8th International
Command and Control
Research and Technology
Symposium
17 June 2003
National Defense University



GMU

George Mason University

Information Operations is More Than Leaflet Drops and Commando Solo



**Commando Solo
(Radio/TV Broadcasts)**



	English Version	Arabic Version
Image		

Information Radio
1800-2300 Daily

756 KHZ AM
693 KHZ AM
9715 KHZ SW
11292 KHZ SW
100.4MHZ FM

FOR YOUR SAFETY
Abandon your weapons systems.
Whether manned or unmanned, these
weapons systems will be destroyed.

ترسل الامارات على متانتك
اغلق عن الترتيبات المتكاملة
تحت اخطار التدمير عند العودة الى ارضنا

Leaflet Drops

U.S. Information Operations

“Actions taken to affect adversary information and information systems, while defending one’s own information and information systems...”

- **Requires Close, Continuous Integration of Capabilities and Activities**
 - **Offensive and Defensive**
 - **Vertical and Horizontal**
 - **Compartmented and Collateral/Unclassified**
- **IO in Process of Being Operationalized**
 - **Primary War Fighting Capability**
 - **Military Core Competency**

Information Operations (IO) Capabilities



- **Core Capabilities**
 - Operations Security
 - ← – Psychological Operations
 - Military Deception
 - Electronic Warfare
 - Computer Network Operations
- **Related Capabilities**
 - ← – Physical Attack
 - Information Assurance
 - Physical Security
 - Counterintelligence
- **Supporting Capabilities**
 - Public Affairs
 - ← – Civil Military Operations

Built on Solid Foundation of Intelligence

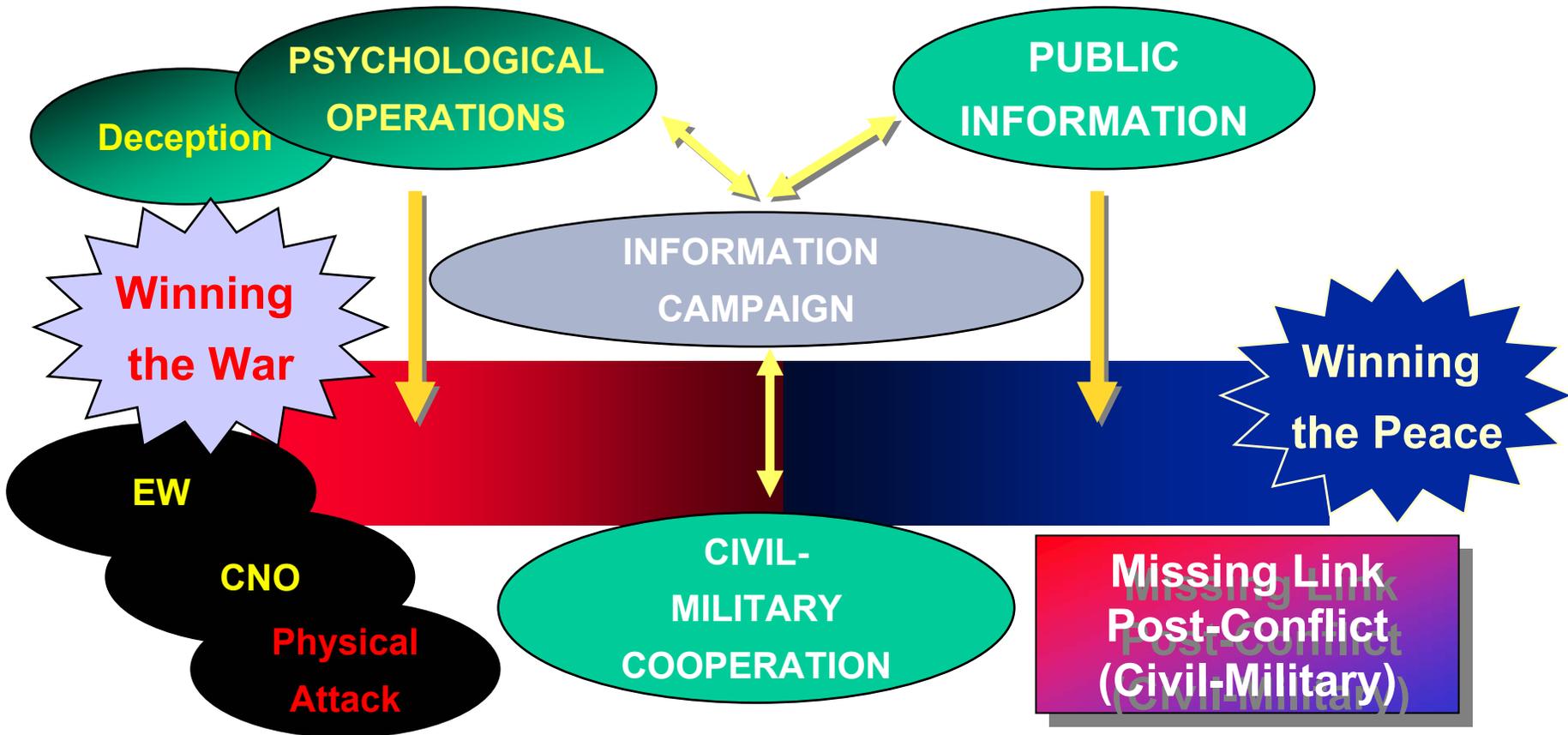
Evolving Information Operations Focus



- **Move Away from “Integrating Strategy”**
- **Integrate as an Element of Overall Operation (Synergy)**
- **Focus on Development of Vulnerabilities**
- **Emerging Doctrine, TTPs, Capabilities, Tools, Training, & Education**
- **“Target the Appropriate *Node* (Cultural or Infrastructure) with the Appropriate Capability to Achieve the Appropriate Effect”**
 - **Manage Expectations**
 - **Understand 2nd and 3rd Order Effects**
- **Influence Operations Becoming Key**
 - **Shape the Environment**
 - **Integrate PSYOP, Deception, CMO, PAO**

Information Operations: Influence Operations

Actions Need to Support Words



Information Environment



- **Adversary Information and C2I Systems**
 - Military and Civil
- **Propaganda and Deception Likely a Key Factor**
 - Warring Parties Control Media
 - Competing With Professionals
- **International Media**
 - CNN Factor (Unsubstantiated/Incomplete Reporting)
 - Embedded and Freelance (Everywhere)
 - 24X7 News Cycle (Including Talking Heads)
- **Internet and Telecommunications**
 - Email and Web Sites
 - Computer Network Attack and Exploitation
 - Cellular and Satellite Phone
- **Local Population**
 - From Unsophisticated to Very Sophisticated
 - Information Always Circulating
 - Not a Single, Homogeneous Entity
- **Field Incidents (First Reports Incomplete)**
- **Civil and Military Information Campaigns**
 - Leverage Truth
 - Competition and De-confliction

The Challenge: “What Effects do you Want?”

- Linking Effects to Nodes to Actions to Resources
- Apply full range of national power to defeat an adaptive adversary by attacking the coherence of his centers of gravity

Elements of National Power

- Diplomatic
- Information
- Military
- Economic

Adversary Centers of Gravity

- Political
- Military
- Economic
- Social
- Infrastructure
- Information

**Information is an Integral Part of the
National Elements of Power...**

Thinking Effects



Willingness to Arrest War Criminals in Bosnia

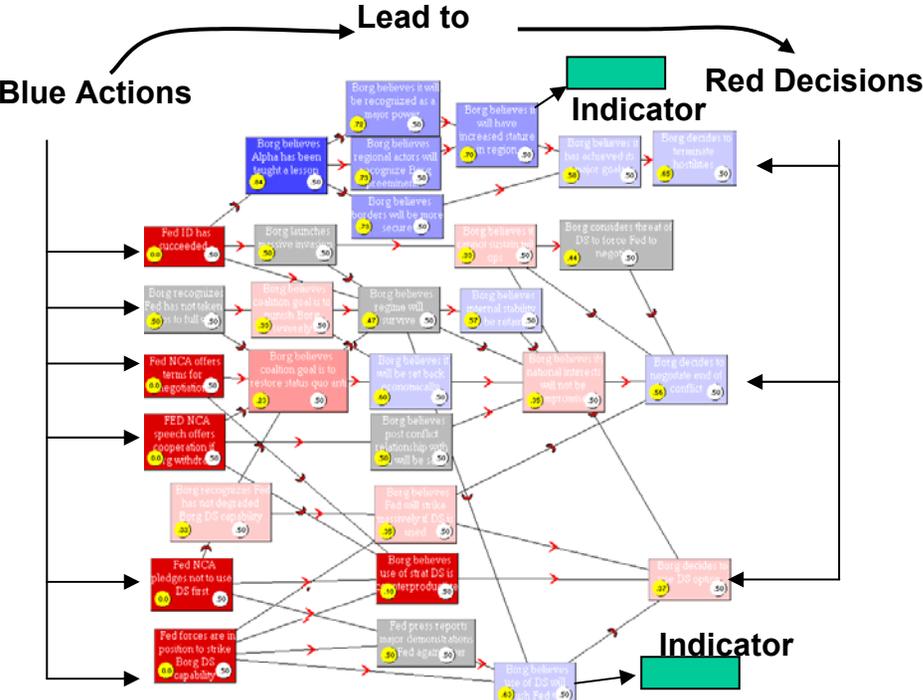
- **Establish Cause Effect Linkages**
- **Tangible and Intangible Domains**
 - **1st Order Effects**
 - **Observable and Quantifiable**
 - **Physical Destruction of C2 Nodes**
 - **2nd Order Effects**
 - **Aggregate of Actions**
 - **Ability to Exchange Information and Conduct C2 Degraded**
 - **3rd Order Effects**
 - **Subjective**
 - **Attitudes**
 - **Perceptions**
- **Unintended Consequences**
 - **Windows of Vulnerability**

EFFECTS BASED INFORMATION OPERATIONS

- **Planning**
 - Identify desired effects
 - Identify actionable events and relate them to the effects (establish a cause-effect relationship)
 - Develop strategies that maximize the probability of achieving the desired affects
 - Determine a set of indicators of progress and when those indications are likely to occur so progress can be monitored
- **Execution**
 - Be able to measure the degree to which the desired effects are being achieved as the plans are executed (Assessment)
 - Be able to identify undesired effects and unintended consequences
- **Creating and evaluating Courses of Action requires a **suite of tools** that support an **Effects Based process****

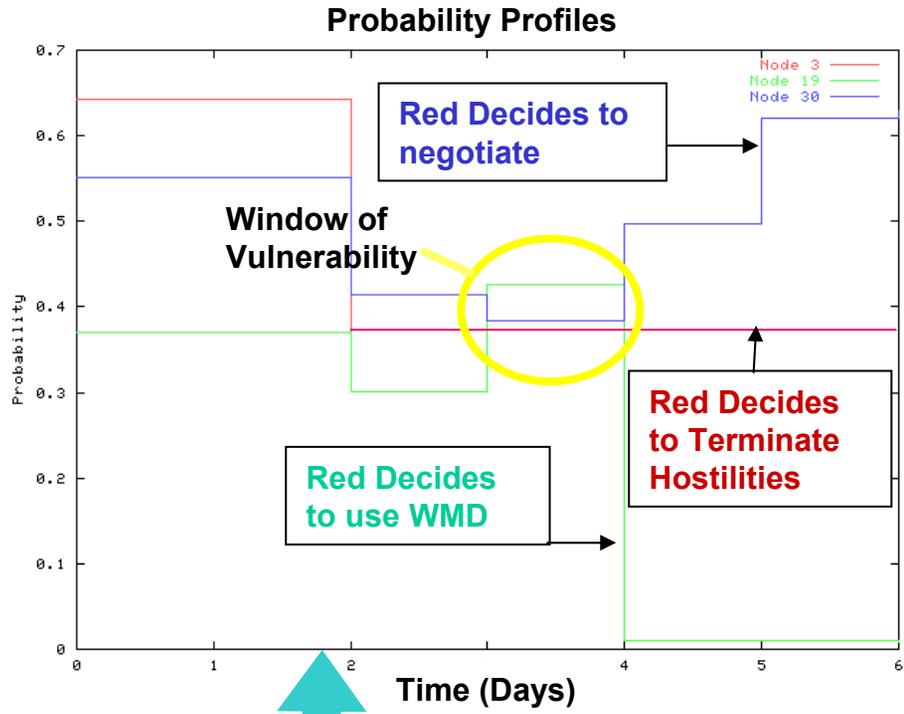
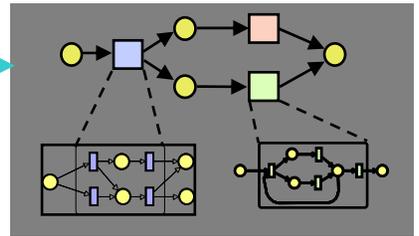
GMU: CAESAR II/EB Planning and Assessment Tool

- Model of Red reaction to Blue actions
- Indicates best strategy for Blue



Influence Net
 ↓
EXECUTABLE MODEL

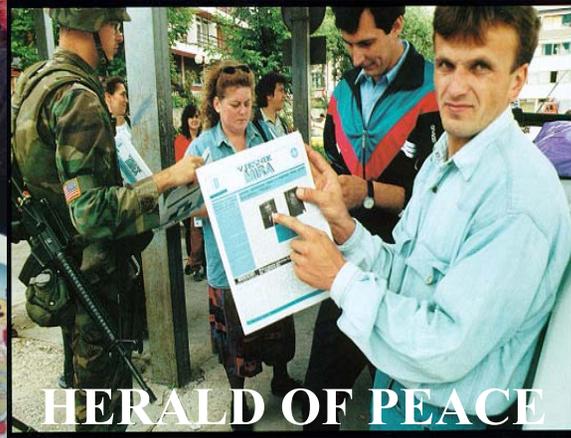
COAs (actions with times)



Know Your Target Audience



AM RADIO



HERALD OF PEACE

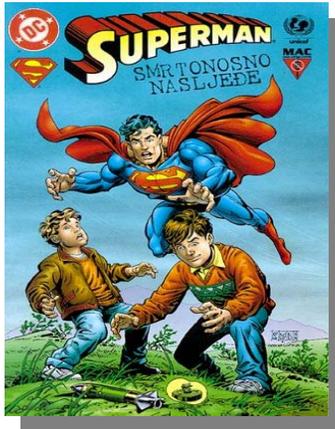


POSTERS

Bosnia Target Audience
FM Radio
Television

- Media consumption habits
 - Print material
 - Radio and TV
 - Internet
- Knowledge of customs and issues
 - Religious
 - Cultural
 - Political
 - Social
 - Economic
- Understand taboos, mindset, beliefs and behavior
- Local, Regional, US, Western, and International

Range of Products and Methods



- Leaflet Drops
- Commando Solo Airborne and TARBS Ship Broadcasts
- Media Conferences, Interviews, Staged Events
- Radio Messages and TV/video Products
- Tactical PSYOP Teams (Face-to-face)
- Fund Local Radio and TV Stations
- Internet Web Sites and Emails
- Telecommunications Including Cellular
- Posters, Handbills, Pamphlets
- Loudspeakers
- Magazines, Newspapers (Including Inserts)
- Medical and Dental Civil Action Programs
- Talking Point Papers
- Miscellaneous
 - Soccer Balls, Baseball Hats, T-shirts
 - Coloring Books, Crayons, Pens, Pencils, Note Pads

Delivery Means



STOP THE VIOLENCE



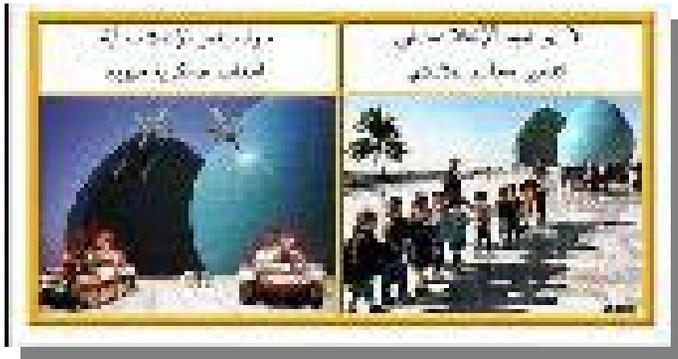
Does it matter if I am
 Albanian or Serbian?

**ONLY YOU CAN
 STOP THE VIOLENCE!!!**

KFOR

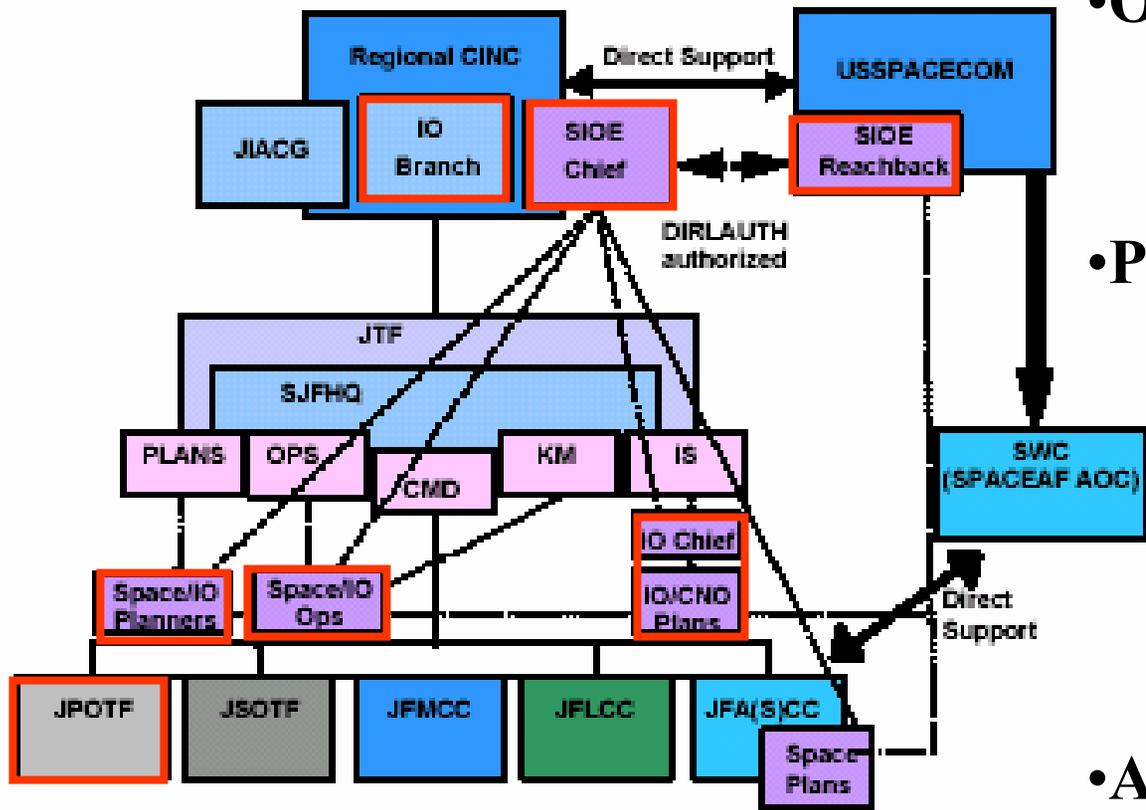
**ONLY YOU CAN
 STOP THE VIOLENCE!!!**

Product Testing and Assessments



- **Pre-testing (PSYOP)**
 - Local hires
 - Interpreters/Translators
 - Random street sampling
 - Media representatives
 - Quick studies
 - Subject Matter Experts
- **Assessments**
 - BDA and Friendly Unit Reporting
 - Numbers and Coverage of Products/Actions
 - Gallop-like polls in peace operations
 - Open source monitoring and assessments
 - Print, Radio and TV, Internet
 - Tape radio and TV shows and review
 - PIO, PSYOP, CIMIC situation reports
- **Cause Versus Effect Linkage**
 - Tangible (Physical) and Intangible (Perception, Attitudes) Effects
 - 1st, 2nd and 3rd Order Effects

Joint Information Operations Experiences



- **Organization and C2**
 - Commander Interest
 - JTF Arrangements
 - IO Cell/SIOE/JPOTF
- **Plans and Execution**
 - Ops (Integration of IO)
 - Approval/Authority
 - M/S Tools and ISR
 - MOEs and MOPs
 - Coordination/Tasking
 - H/V and RCCs
 - Special Access (STO)
- **Ad Hoc IO Cell**
 - Staff Skills/Experience
- **Linguists/SMEs**
- **Training/Education**

**More Than a War Fighting Capability
Also Winning the Peace**

Operation Iraqi Freedom (IO Examples)

- **PSYOP Campaign (Desert/Surrender, Do Not Use WMD, Do No Sabotage Oilfields, Against Gov't Regime Not People or Nation)**
 - **Leaflet Drops**
 - **Distributed 36 Million Leaflets**
 - **Commando Solo and Other Radio Broadcasts**
 - **Distributed Solar-Powered and Hand-Crank Short-wave Radios**
 - **Instructions to Tune to Arabic-language Broadcasts**
 - **Special Forces**
 - **Iraqi Opposition Leaders Taken into Villages to Urge Support of US**
 - **CNO (CNA)**
 - **Emails to Senior Iraqi Military and Civilian Leaders**
 - **Wanted Posters with Pictures Posted in Towns**
 - **Baath Party Members and Fedayeen Militia Leaders**

Operation Iraqi Freedom (IO Examples)

- **EW/Deception**
 - **Jam and Spoof Iraqi C2 and Air Defense Networks**
 - **Trucks with Loudspeakers and Drones**
 - **Broadcast Recordings of Truck and Tank Movements**
- **Physical Attacks**
 - **Iraqi Radio/TV Stations and Telecommunications Facilities**

Some Things Worked

- **Iraqi Military Force Surrenders Followed Leaflet Instructions**
- **Iraqi Oilfield Workers Decided Not To Sabotage Oilfields**
- **Spoofing Demoralized Some Iraqi Military Elements**
- **WMDs Were Not Used (But Also Not Found)**
- **Civilian Population Attitude Toward Coalition Forces Positive**

Some Things Did Not Work

- **Failed to Produce Significant Defections of Senior Iraqi Military and Civilian Leadership—Did Not Meet Expectations**

The Future: Some IO Challenges

Winning Both the War and the Peace



Victor R. Caivano / AP



AFP



Gleb Garanich / Reuters

- **Senior Leadership**
 - “Will” to Use
- **The Message and Techniques**
 - Know the Target Audience
 - Pre-Product Testing
- **Planning and Assessment**
 - M/S Tools
 - Agreed MOEs and MOPs
 - Area Experts and Linguists
- **Execution**
 - Organization (SIOE, IO Cell, PSYOP)
 - Collaboration and Synchronization
 - Cumbersome Approval Process
 - IO-Focused ISR Capabilities
- **Training and Education**

**Making Progress but Much
Remains to be Done**