

Vol. 3, Issue 1
March 2011

IO Journal

A publication of the Information Operations Institute

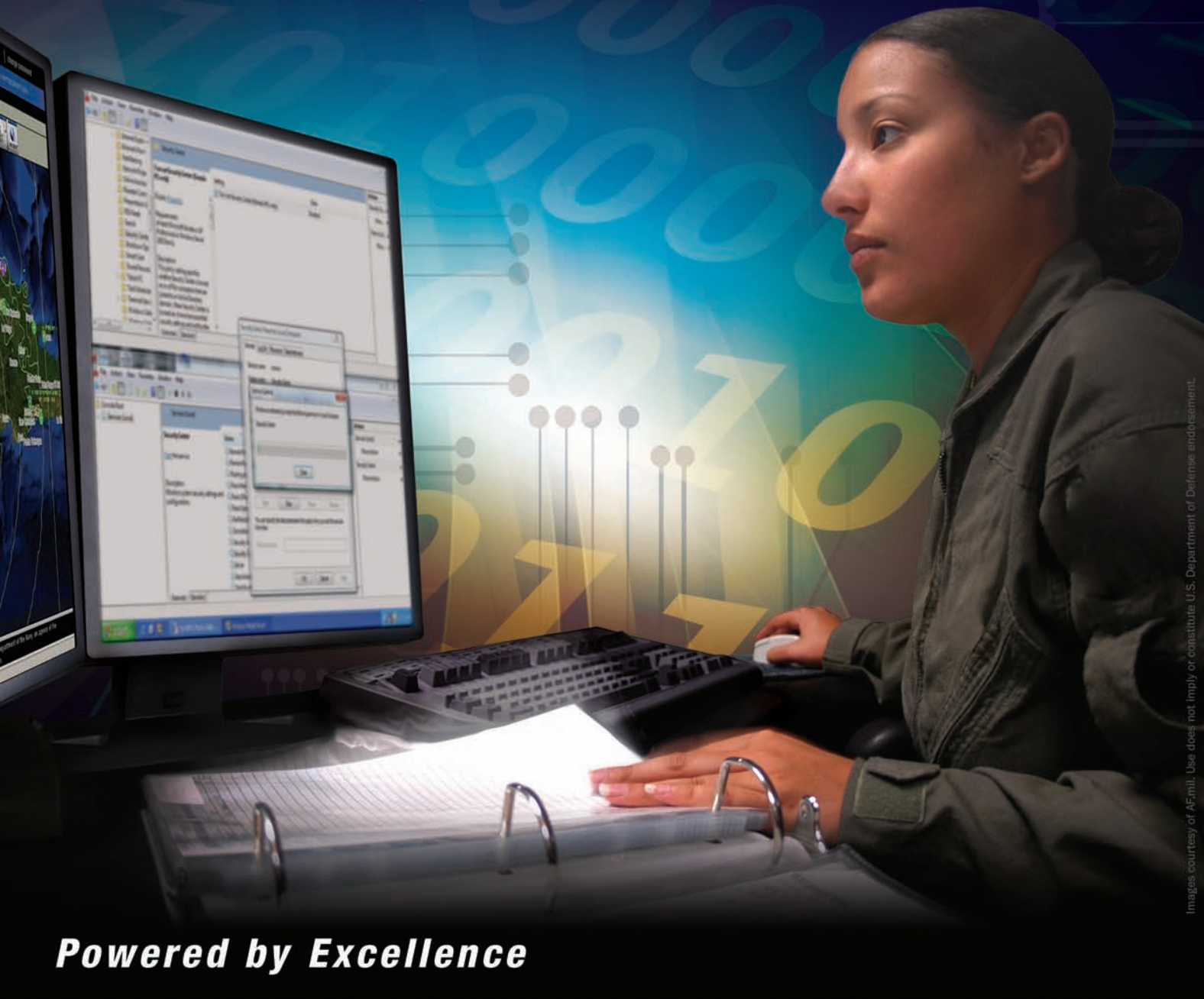
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Also in this issue:
Voices of Moderate Islam
The Art of the War Room
Rising Dominance of the Information Revolution



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IO Journal

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US Air Force Airman 1st Class Timothy Ogburn, an electronic warfare journeyman assigned to the 354th Maintenance Squadron, programs a spectrum analyzer, which helps operate the ALQ-188 electronic attack pod, at Eielson Air Force Base, Alaska. *US Air Force photo by Airman 1st Class Christopher Griffin (Released)*

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The guided missile destroyer USS Stockdale (DDG 106), the guided missile frigate USS Gary (FFG 51), the aircraft carrier USS Carl Vinson (CVN 70) and guided missile destroyer USS Gridley (DDG-101) perform a straits transiting exercise in the Pacific Ocean Dec. 12, 2010. *US Navy photo by Mass Communication Specialist 3rd Class Aaron Shelley (Released)*

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State of Affairs

“We’ve been living in the ‘Information Age’ for at least two decades, yet we haven’t formulated a governmental strategy for how to exploit this for our national security. What are we waiting for?”

As I’m writing this, the president’s State of the Union Address is only a few hours away and it offers a few advance opportunities to reflect on Information Operations in the broadest sense and some of the issues we face and deal with:

Cyber: I’m taking a pool on how many times the president mentions cyberspace tonight. Maybe once or twice, maybe none at all. Given the amount of attention paid to the topic in both his first National Security Strategy last spring, and the slightly newer British National Security Strategy from last fall, I wouldn’t be surprised if cyberspace and especially cybersecurity gets at least one mention. But even if it isn’t cited by name, it will be in the foundational background for several issues, especially any mention of infrastructures and, of course, the economy. Since the 1980s we’ve based ever greater segments of the American economy on businesses that create/use/protect cyberspace, and this isn’t going to decrease, only intensify.

Strategy: The State of the Union Address is all about national security strategy, and I’ll wager that term gets used more than once. Other strategies, such as the National Military Strategy, or the Iraqi and/or Afghan strategies, will probably be mentioned. But the two strategies you certainly will NOT hear mentioned—because they don’t exist—are our cyber strategy and our information strategy. This omission is in my honest opinion a serious strategic oversight. We’ve been living in the “Information Age” for at least two decades, yet we haven’t formulated a governmental strategy for how to exploit this for our national security. What are we waiting for?

Strategic Communication: Karen Hughes, former Under Secretary of State for Public Diplomacy/Public Affairs, often used a wonderful term, “diplomacy of the deed,” meaning that actions speak louder than words. We’re going to see exactly that tonight, when the members of the House and Senate play “congressional date night” and sit all mingled together. It’s a wonderful symbolic action that speaks volumes without actually overtly saying anything, but sends a pretty clear message about the need to dial down the shrill political partisanship. It’s the right “theme and message” to send at this moment in our history.

War of Ideas: I’ll bet that although this term probably will not be used tonight, the issue of the evolving long struggle with violent religious extremists will certainly come up, especially because of the terrorist attack in Moscow only a day before. This is all about strategic influence, and who is exerting it more successfully in the global struggle in which we are engaged. We have tremendous capabilities for the delivery of informational content that can sway cognitive effects in our favor...let’s use them.

“It’s the Economy, Stupid!”: While we won’t hear this phrase from several elections back, it will be at the heart of the entire address. The defense budget will decrease, which means we need to be more effective and efficient, and information operations allows us to be both. If the “War of Ideas” being waged with non-kinetic “strategic communication” (see above!) is our most effective means of operating, it will place a premium on the use of innovative and creative information operations. Additionally, at a strategic level one or two steps higher, our continuously advancing information and cyber technologies provide a clear asymmetric advantage for our economy...let’s take advantage of them.

It’s time for the US to develop a unified information strategy. Without an information strategy we will always be a nation reacting to events, rather than proactively engaging and shaping them.

Dan Kuehl



The Rising
Dominance

of the

Information

Revolution

within

RMA Thought

By MAJ Tripp McCullar

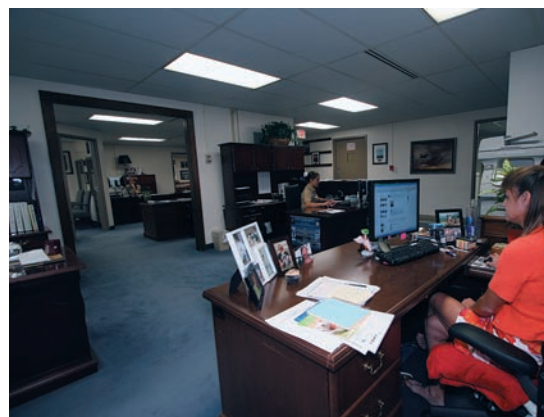
Although scholars continue to debate the definitive terms and significance of the so-called Revolution in Military Affairs (RMA), history eventually will suggest that the still-in-progress Information Revolution most radically redefined the western way of war. In *War Made New*, Max Boot masterfully addresses the phenomenon of RMAs and how various military scholars view what constitutes an RMA.¹ Although Boot's piece allocates an entire section for the Information Revolution, it falls significantly short of giving due credit to the impact the Information Revolution will have on the western way of war. The purpose of this piece is to argue that the Information Revolution ultimately will eclipse most of history's widely accepted RMAs² due to its ability to "empower the weak" by (1) widely propagating strategic weapons technology, (2) rendering traditional military organizations nearly obsolete, (3) providing open access to mass social mobilization platforms, and (4) bypassing the development of industrialized mobility to achieve strategic effects.

From 1300 to 1500, advances in weapons technology significantly altered the face of warfare. In particular, European polities and feudal lords developed new weapons and new tactics that enabled decisive advantages over adversaries.³ One of the most significant game-changers during this era was the development of gunpowder. Most scholars agree that the advent of gunpowder marked a tremendous RMA. Without question, nations that first acquired it achieved a decisive advantage over those that did not. However, the acquisition, control, and directed employment of gunpowder were centrally based and a luxury afforded only by wealthy power holders, and thus its subsequent proliferation was limited both in availability and scope. By contrast, the Information Revolution allows for weapons technologies, methods, and tactics, techniques and procedures (TTPs), e.g., the suicide bomb, to be rapidly and globally circulated "on the cheap." This fluid exchange of information can empower the

weak by allowing "poor man technologies" to be readily accessible to disenfranchised or marginalized members of ethnically connected global communities. As demonstrated most recently by Al Qaeda franchise groups, the Information Revolution has made knowledge of weapons of mass destruction (WMD) development and employment available to any individual with an Internet connection - in effect, robbing the monopoly on mass strategic violence from the rich and powerful and delivering it to the hands of the masses.

In addition to weapons innovations, history also suggests that armies who were able to organize themselves effectively were prepared to methodically outmaneuver and overcome adversaries. Some scholars have called this the "Managerial RMA." Frederick the Great revolutionized the ability to mass combat power by instituting drill, discipline, and maneuver through a rigid hierarchy. Frederick revolutionized warfare by maneuvering and concentrating his firepower against enemy weak points. As such, Frederick's managerial and organizational impacts on the western way of war eventually earned Napoleon's highest praise for its skill, yet much more so for its boldness.⁴ In the current era of so-called global counterinsurgency, the Information Revolution has nearly negated the requirement for a rigid hierarchy to synchronize operations by allowing the creation of global communications channels among networks of like-minded groups and individuals. In Frederick's time, it was necessary to mass and maneuver combat power in order to achieve decisive effects; however, in the current strategic environment, many would argue that there is no force-on-force peer competitor with the United States and that the current enemies of the United States cannot compete in a traditional force-on-force conflict as per Frederick's concept. However, the Information Revolution has allowed the militarily weak adversaries of the United States to incorporate Maoist insurgency methods on a global scale⁵ by facilitating the coordination of activities across nations and theaters of war and transforming the enemy into a lighter, faster, and more nimble than the often cumbersome United States military machine. Such advances can twist the US's decisive force advantage against itself.

Although Fredrick's theories revolutionized the ways that armies organize and maneuver themselves, with the rise of Westphalian states, western states learned to fuel their armies by mobilizing populations with nationalistic ambitions as citizens and future stakeholders. Napoleon Bonaparte charismatically tapped into French nationalism to coalesce mass support for his army. With revolution still in the air, Napoleon evoked powerful, emotive nationalist imagery of what it meant to be French in order to provide a vision of honor, and shared direction to the common Frenchman. By doing this, he elevated common Frenchmen to the role of stakeholders in the broader concept of the French nation.⁶ Although Napoleon's method was brilliant, it was limited in reach due to the requirement for him to be constantly mobile in order to access his target population. Today, the Information Revolution offers "strategic voices" to all people, allowing for the rapid, circulation of ideologies of identity or shared grievance. For example, the jihadist narrative is widely propagated on the Internet, and calls for Muslims worldwide to join in its struggle. Most recently, the US-born radical Yemeni cleric, Anwar al-Awlaki, has achieved celebrity status and a spot on the CIA's hit list. This is attributed to his powerful and globally propagated message, which has incited international jihadi social movement⁷, as well as violence within US, such as the 2009 Fort Hood massacre. Here again, the Information



Dorothy Singleton, right, and US Navy Aircrewman Airman Jeannine McNamara, administrative clerks assigned to Naval Education and Training Command (NETC), navigate their way through the NETC Facebook social networking page in Pensacola, Fla., July 13, 2010. (U.S. Navy photo by Steven Vanderwerff (Released))



Instructors from the U.S. Air Force Expeditionary Center's 421st Combat Training Squadron and Airmen from Echo Flight of Combat Airman Skills Training Course 10-1A pause for a moment of silence for the shooting victims of Fort Hood, Texas, at 2:34 p.m. on a training range at Joint Base McGuire-Dix-Lakehurst, N.J., Nov. 6, 2009. The instructors and students are conducting land navigation training at the range. (U.S. Air Force photo by Tech. Sgt. Scott T. Sturkol/Released)

Revolution has bypassed a single source of leadership and communication in a manner that can enable social mobilization on a level never envisioned by Napoleon.

During the latter portion of the 19th century, other technological advances ushered in the Industrial RMA and further transformed the face of modern warfare. The railroad enabled modern militaries to rapidly mass forces and resources while the telegraph allowed for more rapid communications and timely intelligence that resulted in better decisions by battlefield

commanders.⁸ Although the telegraph allowed for rapid transit of information, its effect was limited to only those who possessed the knowledge to send and interpret Morse Code. Today, the Information Revolution enables anyone with a Twitter or Facebook account to send bursts of rapidly understood text that needs no decoding. Additionally, the Information Revolution eventually may trump (and to some degree, already has) the requirement to mass combat forces from a centrally managed entity by allowing dispersed net-

centric adversaries to “swarm” toward common objectives quickly.⁹ This swarming effect was evidenced in the Balkan wars of the late 1990s and most recently on the battlefields in the Middle East.

In summary, within the past two decades, the still unfolding Information Revolution has advanced many of the last several centuries’ most significant components of a RMA – in effect, by eclipsing them. This shift has allowed (1) the broad propagation of weapons technology and their employment, (2) the sidestepping of the top-down control structures of the traditional military organization, (3) global strategic communication to mobilize marginalized have-nots in a given population, and (4) allowing the mass global coordination of paramilitary activities. Indeed, the Information Revolution has changed the western way of war. Looking ahead, there is little doubt that America’s enemies such as Al Qaeda will maximize the power of technology to spread its ideology and organize the disenfranchised into loosely connected cells or circles of identity.¹⁰ Since Al Qaeda’s strategic vision involves inciting a largely leaderless¹¹ grassroots global social movement, the West must seize the initiative in the war of ideas¹² by developing powerful and emotive counter-narratives that *de-glorify the jihadist movement*¹³ and then apply them to the social and cognitive domains where the Information Revolution has opened new spaces. Subsequently, the US must aggressively leverage the products of the Information RMA to attack the brand name of movements by employing branding and “strategic ridicule”¹⁴

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campaigns of its own to tarnish such movements and remove the allure that attracts desperate young men to them in their search for personal glory.

Throughout historic counterinsurgency campaigns, information always has been the most powerful weapon – and in modern global counterinsurgency, the political competitor who the best masters the developments of the Information Revolution ultimately will win the war of the narrative. The lessons of previous RMAs should not be ignored during the present RMA. To prevail in this global counterinsurgency, the United States must realize that the so-called western way of war must evolve into the new global way of war as enabled by the Information Revolution. Indeed, the Information Revolution shouts to us that the “past is prologue”¹⁵ of wars to come. Unfortunately, this maxim is much better understood by our enemies than ourselves. As the US continues to long for a return to its comfort zone of traditional force-on-force linear wars, our enemies appear to be the real visionaries who truly see the past as prologue and are leveraging the Information Age most creatively. These are the new rules¹⁶ for the *global way of war*: it is the fight already being waged by our enemies, and the paradigm that the modern strategic environment will continue to demand. 🐦

MAJ Tripp McCullar is a US Army Special Forces officer and recent graduate of the Naval Postgraduate School Special Operations masters program. He is currently assigned to DIA.



Local Afghan contractors install a satellite dish to the new cellular telephone tower at the Musa Qa'leh District Center, Afghanistan, Oct. 19, 2010. The tower is being built to equip a satellite dish that will provide cellular communication for the local people of Musa Qa'leh. (U.S. Marine Corps Photo by Lance Cpl. LaMarcus O. Adkins/Released)

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- ⁵ John Mackinlay, *The Insurgent Archipelago* (New York: Columbia University Press, 2009), p.81.
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- ¹³ David Kilcullen, *Counterinsurgency* (Oxford: Oxford University Press, 2010).
- ¹⁴ J. Michael Waller, *Fighting the War of Ideas Like a Real War* (Washington DC: Institute of World Politics Press, 2007), p. 109.
- ¹⁵ CGSC Ft. Leavenworth, *H112: Past as Prologue*, lecture by Bradley Carter, PhD. Fort Gordon, Sept 29, 2010.
- ¹⁶ John Arquilla, “The New Rules of War,” *Foreign Policy*, March/April 2010.

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Voices of Moderate Islam attendees prepare to break their day-long fast in Medina, Saudi Arabia, Sept 7, 2010. The fast is part of observing Ramadan, the Muslim Holy month.

Voices of Moderate Islam

“This is not a war for hearts and minds. This is a battle of words, deeds, and images: we and our Afghan allies must win all three.”

—MAJ Matthew J. Yandura, Brigade S-7, 173rd ABCT

It was as audacious an idea as it was controversial. If successfully implemented it could have game-changing implications for our area of operations in Afghanistan. The mission: send 35 Afghan key communicators to Amman, Jordan for a 10-day intensive religious study, debate, and tour seminar, then facilitate their pilgrimage to Mecca, Saudi Arabia for the Umra, or lesser Hajj, during the last ten-days of Ramadan. At the conclusion of the experience the attendees would travel back to Afghanistan bearing the honorific title of *Haji*. Upon returning, each participant would share, unscripted, the story of their tremendous life-changing journey with family, friends, and fellow Afghans. The operation would have the effect of eroding the

credibility of a major theme of the insurgent narrative. The end state of this operation was three-fold: demonstrate respect for Islam and Afghan culture; expose Afghan key communicators to Islam in the context of a modern and religiously tolerant Jordanian society; and facilitate an Afghan-to-Afghan narrative. The following is the abbreviated version of how the 173rd Airborne Brigade Combat Team conducted an initiative we dubbed *Voices of Moderate Islam*.

Know Thy Enemy

The Brigade began mission analysis for the upcoming deployment in May 2009 using a visualization tool we developed

called “The Cycle of Frustration” (See illustration 1). The cycle depicted how we saw the problem set in Afghanistan and included a fusion of enemy center of gravity (COG) analysis, Military Information Support Operations (MISO) target audience analysis, and critical thinking tools—all applied in a single, descriptive PowerPoint slide. Moreover, this visualization tool proved critical in how we mentally prepared and task organized ourselves for the fight ahead. The most important part of the cycle was what we saw as the heart of the problem: the enemy’s *radical suppressive ideology*. The cycle combined with other products we developed to form our campaign visualization (see illustration 2). Countering enemy ideology is the provenance of inform and influence operations. But how would the brigade manage

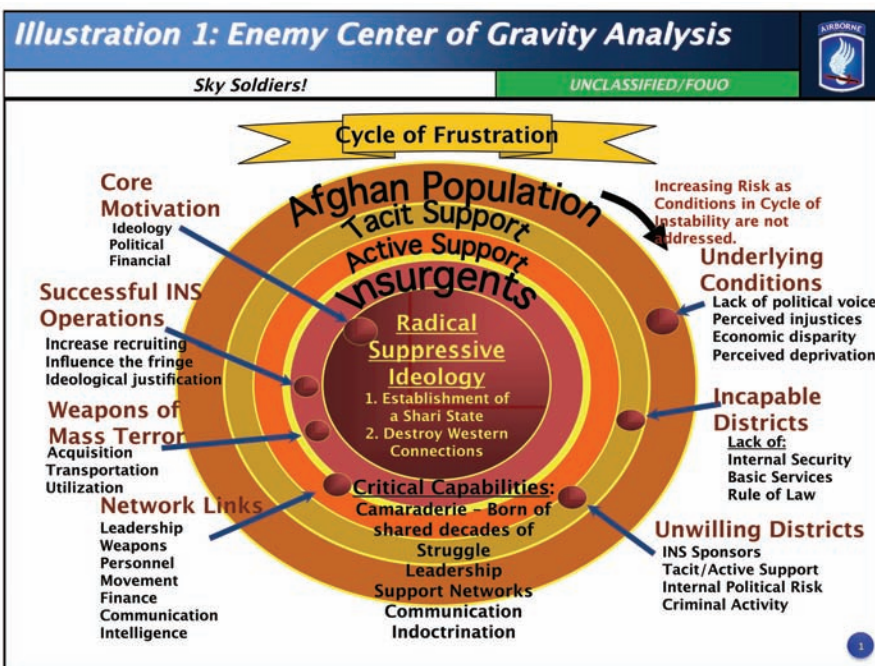
this? Going into Afghanistan it was not yet clear how we would achieve the commander’s intent of making the enemy and their radical suppressive ideology less relevant—but I knew that effective information operations were required toward achieving this endstate.

Command Focus

IO officers do not arrive at maneuver brigades expecting to be a major focus of the Brigade’s efforts and we were only a few weeks away from going to our mission readiness exercise (MRX) in Germany. The staff was assembled in the Brigade Conference Room for our MRX concept-of-the-operation brief. The Battalion Commanders were also in attendance. During the brief, the Commander unexpectedly declared “Information Operations will be our decisive operation and most significant line of effort of the exercise and deployment.” My jaw hit the floor. In that one short sentence my commander had delivered an IO officer’s dream: a first-class ticket into the fight. The commander had a vision for this deployment, but now the pressure to perform was on. All the schoolhouse theory had to be put to practice.

International Relations

During our tour of duty, the 173rd partnered with three allied nations: two provincial reconstruction teams from Turkey and the Czech Republic and one light



infantry battalion from Jordan. However, it was the Jordanian contingent under the dynamic leadership of US-trained Jordanian Special Forces Colonel Aref Alzaben who would prove decisive to the Brigade's IO efforts. Unbeknownst to the 173rd, Alzaben would arrive in theater with an entire information operations campaign that he developed while serving at the National Defense University. Alzaben based his campaign on the five pillars of Islam including the call for all able bodied Muslims to make the Hajj once in their lifetime. Alzaben's "IOC" as he would refer to it dovetailed perfectly with two upcoming Brigade operations named "Operation Noktai Tagheer I and II."

Operation Tipping Point I

It was March 2010 and the Brigade had been in theater just over three months. We still didn't have as detailed a picture of local influencers necessary to conduct effective, locally-informed operations. We were responsible for partnered US-Afghan security, development, governance, and information initiatives in Logar and Wardak provinces, an area roughly the size of Rhode Island. Logar was home to the infamous "Kabul Attack Network," a loose affiliation of ruthless Taliban fighters and criminals with links that stretched into Pakistan. In Wardak, in addition to a Taliban presence, there was an assortment

of tribal, ethnic, and criminal networks that added a degree of difficulty to conducting operations there. Together the two provinces offered challenges along many fronts. It was during this period that the Commander determined it was time to "hyper-charge" our information operations. With the Commander's guidance in hand, we conducted a Brigade-level information operation called *Noktai Tagheer I*, Pashto for "Tipping Point," named after the Malcolm Gladwell book of the same title. The goal of Tipping Point I was to identify the key communicators in each Battalion Task Force's area of responsibility down to the village level. During the mission analysis for *Noktai Tagheer I*, I developed and discussed with leaders the idea of sending select Afghans to Jordan. However, the time was not right to act on this idea—we had a lot of homework and coordination to do first. For Tipping Point I, we employed a Key Communicator Assessment Team, or K-CAT as we called it, to assist the battalions in gathering the desired fidelity of information. K-CAT was composed of the Brigade Human Terrain Teams (HTT), Human Intelligence Collection Teams (HCTs), US Army Reserve MISO Detachment 307-40, Civil Affairs teams, Provincial Reconstruction Teams (PRTs), Combat Camera (COMCAM) teams, Agro-business Development Teams (ADT), and other key enablers. At the conclusion of

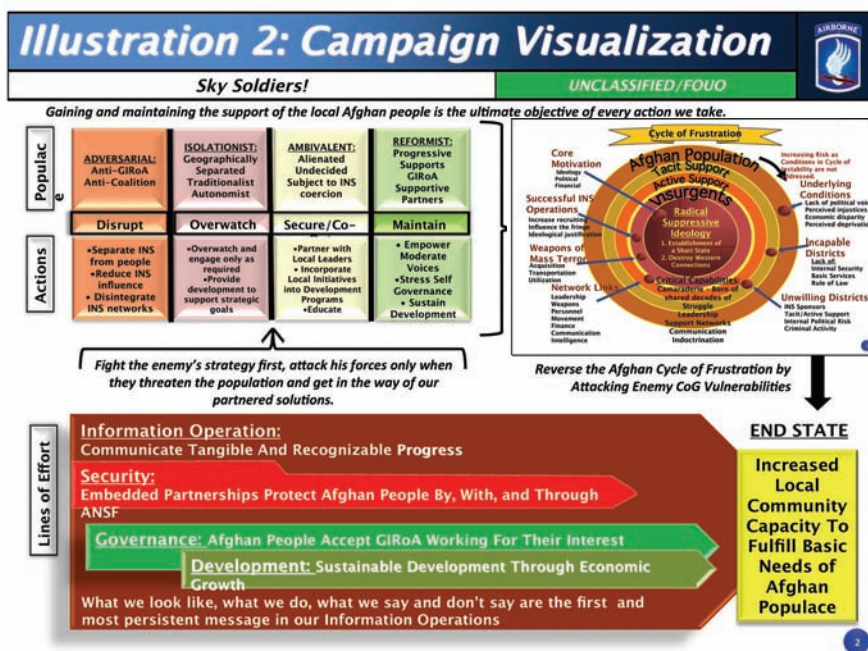
Noktai Tagheer I, the brigade had a better understanding who and where many of the previously unidentified formal and informal influencers were located across our operational area. Now that we had this data, how were we going to exploit it? What were we going to do? Cue *Noktai Tagheer II*.

Operation Tipping Point II

If *Noktai Tagheer I* was the question, *Noktai Tagheer II* was the answer. In Tipping Point II, we used our deeper understanding of the human terrain within Logar and Wardak to conduct a series of deliberate Afghan key communicator outreach initiatives designed to empower Afghans to take on increasing levels of responsibility for community security, governance, and development. During this time, the Brigade began formalizing its program for reintegrating local Taliban fighters and leaders back into Afghan society using a community-based approach. More importantly, it was *Noktai Tagheer II* that provided the impetus for us to conduct the *Voices of Moderate Islam* or VoMI initiative.

Ideology versus Ideology

The only way to defeat an ideology is with a countervailing ideology. But what ideology does an Army Brigade IO officer employ to counter a radical suppressive form of Islam? And moreover, how would we actually go about doing it? After consulting a respected Afghan provincial official, I initially drew toward employing patriotism or nationalism as a vehicle toward achieving our end state. However in Afghanistan's history, the people have never expressed a strong or enduring sense of nationalism. When nationalist sentiments were roused it was defined by xenophobia against foreign incursions into Afghan territory. We would need to dig deeper. In discussions with the Brigade MISO planner, a Pakistan-born naturalized US citizen, and the senior State Department officer assigned to our Brigade, we examined that most Muslims in the world practiced a moderate, tolerant version of their faith. My initial bias began to surface the longer we talked. "Correcting" a radical form of Islam with so-called "Afghan patriotism" or nationalism proved incorrect in this case. Instead,



we determined that the way to fight radical Islam within the context of an Afghan counter-insurgency was with the true, moderate message of Islam. In short, Islam will police itself.

Planning Considerations for VoMI

1. In 2004, King Abdullah II of Jordan sought to answer once and for all the question of what and what does not comprise Islam? To that end, he wrote the Amman message. The message was supported by over 500 leading Muslim scholars from 50 countries and was supported by six other international Islamic scholarly assemblies, culminating with unanimous support by the International Islamic Fiqh Academy of Jeddah, in July 2006. The Amman message created a strategic breach in the enemy's ideology, and our intent was to exploit that breach with *Voices of Moderate Islam*.
2. One of the falsehoods propagated by the Taliban, because the Afghan culture is heavily informed by Islam and Islamic practices, was that the US and Coalition Forces were stationed in Afghanistan to destroy Islam. That notion has led many Afghans to become active or tacit supporters of the Taliban. In other cases, this belief has pushed Afghans to assume the position of either ambivalence or isolationism.
3. There remains a great deal of misunderstanding regarding the continued US and Coalition force presence in Afghanistan. Taliban and local criminal networks exploit local ignorance with relatively effective and highly decentralized information operations.
4. Local Afghan tradition (in keeping with Islamic teaching) looks at Hajj attendance as the ultimate journey a Muslim can make in their life. Hundreds from one's village and tribe may gather to see off a pilgrim. Thousands may greet them when they return. With VoMI we exploited this socio-religious phenomenon to tap into a network of networks that reached well beyond our two provinces.
5. Word-of-mouth, often facilitated by cell-phone and radio, were the most credible sources of information. We knew that news of our initiative would spread quickly and credibly,



A group of Afghan civilians chosen for the *Voices of Moderate Islam* program, wait to board a C-130 Hercules aircraft for a five day seminar in Amman, Jordan, then on to Mecca, Saudi Arabia, Aug. 25, 2010. US Army photo by Pfc. Michael Sword (Released)

particularly if the right participants were chosen.

6. We needed money, lodging, visas and transportation for 35 Afghans, two US, and two Jordanian escorts.
7. VoMI candidate selection was delegated to our Task Forces. They knew their areas of responsibility best and we trusted them to find suitable prospects. Selection guidance was simple: identify formal or informal Afghan leaders within your respective AO whom you believe, through their participation in this program, could bring about a significant positive change in the areas of security, governance, development, or information. There was no restriction on gender. Lastly, current and former Taliban members were also legitimate candidates for selection.

Final Selection of Attendees

The battalions had a week to cull through the deck of key communicators identified within their respective areas during Noktai Tagheer I, determine candidate availability, develop a candidate order-of-precedence list based on the selection criteria provided, and then submit and brief to Brigade the final roster of desired candidates. Each of our six battalions could submit up to 10 names. Although several high-quality Afghan candidates were not eligible to participate due to their inability to get an Afghan passport in time, in the end, 35 Afghan governmental, social, religious, security, and tribal leaders were selected. Thirteen selectees were tribal leaders, nine were from the Afghan military and police, four were government officials, four served as

religious leaders, one Afghan worked as radio broadcaster, and two were former Taliban sub-commanders whom we had reintegrated earlier in the deployment. We hoped to use VoMI to tap into the street credibility and vast social networks of these individuals by demonstrating through our actions, the US's respect for Islam and Afghan culture.

Department of State & Department of Defense Support

One of our early realizations was that we would not be able to do this operation without major assistance and support from the Department of State (DoS) and our three embassies in Afghanistan, Jordan, and Saudi Arabia. It was our DoS representative who made us aware of the DoS Public Diplomacy grant program that could assist with some of the funding. It was possible, he said, to receive money for initiatives like the one we were proposing. If we kept our request under \$100K, if we were able to find a DoS approved non-governmental organization (NGO) sponsor through which to facilitate the initiative, and if we were able to draft and submit a strong proposal with our NGO sponsor that included all the financials, *then* we *might* be able get a major portion of the needed funding. It was a lot of "ifs," and time was against us. The word "impossible" was uttered by some who were either ideologically opposed to the operation or thought there simply was not enough time to pull it all off, but such commentary only strengthened our resolve. While there are many details to this part of the story, the short of it, was that we found a supportive NGO partner in the Hashemite Charity



His Majesty, King Abdullah II of Jordan (left), receives VoMI participants in Amman, giving them a warm welcome upon their arrival to the Hashemite Kingdom in August 2010. His Majesty held a special Ramadan Iftar meal later that evening in honor of the Afghan VoMI attendees.

Organization (HCO). We drafted, submitted, and received approval for a proposal of an approximate amount of \$65k, and worked out the extensive billeting, transportation, VISA, and oversight issues. We briefed our program concept and received a huge boost of support from none-other-than General Petraeus, his staff, Ambassador Eikenberry, King Abdullah II, and several other key DoS and DoD players. In the end, final approval for the request lift assets for VoMI would get routed from our Brigade, through in-country Command channels, to CENTOM, to DoS in Washington, DC, up to the White House for deliberation, and back down to the Pentagon, where the offices of the US Undersecretary of Defense for policy and Deputy Secretary of Defense ultimately gave their approval to proceed with the initiative and to provide the requested lift support.

This operation represented one of the biggest moments of our deployment. We needed help, and in the end, we got it. In short, we could not have pulled this operation off without the help of lot committed individuals.

Naming the Program

It was late Sunday night, the clock in my office said 00:00—midnight. Our DoS officer and I had spent the last two days

trying to figure out what to name this program and we were feeling the pressure of a deadline to submit our NGO-supported proposal to DoS. Over fifty different concepts were put on the table. None of them seemed to work. Then, in a moment of over-caffeinated sleep deprivation, our DoS officer suggested using the phrase “Voices of Moderate Islam.” It had a ring to it. And yet, we assessed that the phrase had the potential to offend Muslims and others who might bristle at the notion of Islam being referred in such terms. As an inform and influence professional I was hyper-aware of the power of words, and all too cognizant of the implications of a poorly branded campaign. Interestingly, the term “*moderate Islam*” was an en vogue buzzword within certain DoS circles at the time and there was money out there to support programs that helped foster the notion along. But how would the name “Voices of Moderate Islam” play on the Afghan street? In the end it played out well. We consulted several Afghan religious leaders, to include the senior and most influential Mullah in Wardak province, along with both provincial governors. They liked the name, and more importantly, they saw no harm in it. Nevertheless, there was enough internal reservation expressed that we ended up using two names for the program

side-by-side when promoting the event in a mixed Afghan-US audience. The official name of the program was *Voices of Moderate Islam*. Our DoS officer was right—the US Embassy in Amman and Afghanistan liked the name and the concept. With some tweaking and advice from State, our proposal was approved as named. However, to ensure we reached the largest Afghan audience possible and to eliminate any barriers to accepting the initiative, we also referred to it as *Voice of Islam* when speaking to exclusively Afghan audiences. We experienced no loss in fidelity or understanding or buy-in from the target audience in what message we were trying to deliver. From a marketing standpoint, we were able to have our cake and eat it too.

The Beginning of the Journey & the Importance of First Impressions

All 35 participants made the trek across our two provinces to come to Forward Operating Base Shank (FOB Shank) where we received them as honored guests. Some of the participants flew via helicopter with their Battalion Task Force sponsors, others arrived as passenger-guests in US military convoys, while another group arrived using local transportation. Every detail of the reception and onward movement was meticulously planned. Everything was rehearsed and executed precisely. From the moment the participants arrived, to the moment they boarded the US C-130 bound for Amman, Jordan, we communicated through word, deed, image, and our respect for Islam and Afghan culture. We knew that this would be a positive life-changing experience for the attendees and we wanted them to know our understanding as well. We also realized that this would be the first time most of the VoMI participants had ever traversed on the inside of a US forward operating base, the first time they had flown on a plane, and the first time they had traveled to a foreign country. Participants would stay the night at FOB Shank and then depart the following morning. Until then, we were intent on ensuring they had a terrific stay. Ramadan had begun several days earlier and many of the attendees were wondering if we were prepared to facilitate their unique requirements. Their concerns were alleviated when we shared them that we had two mosques on FOB Shank and that they would have

We determined that the way to fight radical Islam within the context of an Afghan counter-insurgency was with the true, moderate message of Islam. In short, Islam will police itself.

escorts and transportation to ensure they could make daily prayers. Our Jordanian battalion had also arranged for a special meal for the attendees. We all broke Ramadan fast together that evening, then after breaking fast, the Jordanians hosted a pre-departure *Shura*, or meeting, with the participants and a small portion of the BDE IO team. After we made opening remarks, without prompting, the participants got up, one by one, and spoke: "I can speak for us all when I say, we never knew that American bases here had mosques on them, or that you had Muslim soldiers in your Army, or that you would allow them to pray, and observe Ramadan. I thought you were only about killing—but now I see so much more." Another participant declared: "This journey is our life. When we return, we will tell others what we saw here...we will tell others what you did for us. Everyone will know of the respect you've shown us." The last to speak was the oldest of the group. The frail tribal elder, with a wispy white beard stood up with assistance from those seated next to him. He said in a raspy, ethereal voice that still held power, "this is the first time that I do not feel like a prisoner in my own country. Thank you. I never thought I would see this day." The sentiments expressed by the participants that day boded well for the Journey ahead. *This* was the power of VoMI, and the program had only just begun.

From Amman to Mecca and Back

The attendees departed on 25 August 2010 for Amman, Jordan. Our Deputy Commander would accompany the group to Amman to make a public statement announcing the program to local Jordanian media, then return to FOB Shank shortly after. The Jordanian Commander and his senior Imam, along with two senior Muslim US non-commissioned officers would accompany the 35 Afghans throughout the entire journey. The group

would return to Afghanistan on 15 September 2010—four days later than we had planned. Nevertheless, the experience in Amman, Jordan and Mecca was filled with experiences that the VoMI attendees would never forget. On the second day of the arrival in Amman, King Abdullah II personally invited the attendees to join him and members of the Royal court, along with the senior officers from the Jordanian Armed Forces to share in a Ramadan prayer and meal. King Abdullah spent an unprecedented 20 minutes with the attendees at the event. In the spirit of charity during the Ramadan season, the King gave the Afghan participants a gift of 1500 Jordanian Dinars each to cover any additional personal expenses while in Saudi Arabia. The Afghans were overwhelmed by the kindness and generosity the Jordanians had shown them. During the Amman phase, the attendees spent a day engaging in lectures and debate with respected religious figures from Jordan and Egypt. They discussed and debated such topics as: *What is the Amman*

Message? What is moderate Islam? Why does it matter? What is a Muslim? What are the duties of Muslims? What is Jihad? Who is authorized to issue a Fatwa? The Amman portion of the VoMI program called for a day of discussion and debate, followed by a day of travel to sites of religious significance to Islam, Judaism, and Christianity. It was in Amman, during the visit to the King Hussein I Mosque that the attendees experienced an important revelation. The Afghans were dumbfounded, not at the site of this massive and beautiful mosque, but at the site of the Christian Coptic Church located directly across the street. From where they were standing, they could see the mosque's minaret with its crescent moon on top and the crucifix from the dome of the church—side by side. "From this example, we learn that Islam and Christianity can co-exist in harmony and with respect for one another," said the Jordanian Senior Imam. One of the attendees commented, "I never thought such a thing was possible." After several more days in Amman, and numerous experiences, the attendees boarded a Jordanian Armed Forces C-130 Hercules and flew to Mecca with special permission from the Saudi Government. The next five days were a whirlwind of activity as the attendees, now Hajj pilgrims, went to Mecca and Medina to make the journey as the prophet Muhammad had once done. Thousands of

continued on page 28

Voices of Moderate Islam (VoMI)

Sky Soldiers!
UNCLASSIFIED//FOUO

VOMI FACTS:

- 35 AFGHANS FROM WARDAK AND LOGAR PROVINCES ; HASHEMITE CHARITY ORGANIZATION (HCO) IS OUR NGO IMPLEMENTING PARTNER
- THREE-PHASE OPERATION: FOB SHANK TO AMMAN PHASE, UMRA PHASE, ENGAGEMENT PHASE
- INT'L INTERAGENCY TEAM EFFORT: THE WHITE HOUSE, COMISAF, 173RD ABCT, US EMBASSY-KABUL, US EMBASSY-AMMAN, HIS MAJESTY KING ABDULLAH II, JORDANIAN MINISTRY OF HEALTH, JORDANIAN ARMED FORCES, SAUDI ARABIAN MINISTRY OF FOREIGN AFFAIRS, US UNDER SECRETARY OF DEFENSE, US DEPUTY SECRETARY OF DEFENSE

MEASURES OF EFFECT: COMMENTS FROM VOMI ATTENDEES




"THIS PROGRAM IS OUR LIFE. WE NEVER WOULD HAVE THOUGHT THE AMERICANS WOULD DO SOMETHING LIKE THIS FOR US."

"WHEN WE RETURN, EVERYONE WILL KNOW WHAT HAPPENED HERE. THEY WILL KNOW WHAT YOU DID."

"THE RESPECT YOU ARE SHOWING TO ISLAM AND AFGHANS WILL NEVER BE FORGOTTEN."

"WHO KNEW YOU HAD MUSLIMS IN YOUR ARMY? I CANNOT BELIEVE THIS. I THOUGHT YOU WERE ONLY ABOUT WAR. I SEE SO MUCH MORE NOW."

VOMI RETURNEE ENGAGEMENT PLAN:
ATTENDEES WILL BE EMPLOYED IN KEY LEADER ENGAGEMENTS, SHURAS, REINTEGRATION EVENTS, OFFICIAL CEREMONIES, TACTICAL RADIO BROADCASTS, SCHOOL AND MADRASSA OUTREACH INITIATIVES, RELIGIOUS OBSERVATIONS, AND MORE

The

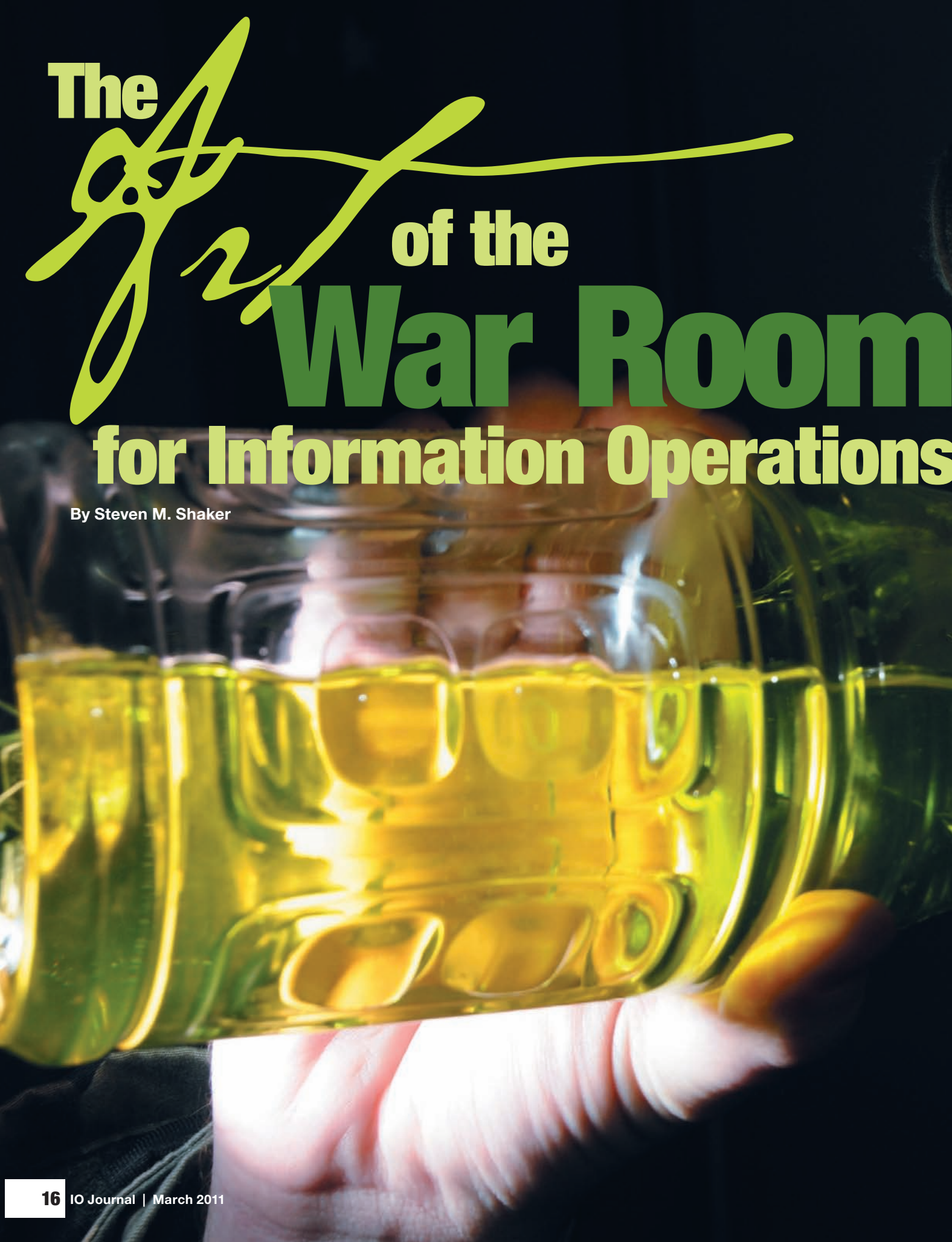
Art

of the

War Room

for Information Operations

By Steven M. Shaker





Connecting the right people with a resonating message within the needed timeframe is a core principle to winning many of society's information campaigns. Effective planning, implementing and managing these campaigns, whether for political races, corporate media response, or advocacy and issue campaigns, often capitalizes on the "art of the war room." Issues management and governmental strategic communications can also benefit from the use of war room processes and tools.

Use in the Political and Business Spheres of Influence

Political war rooms became en vogue with the successful 1990 Clinton presidential campaign and its subsequent depiction in the movie, "The War Room." The initial war room was arranged to gather as much intelligence, or in political jargon, "opposition research," to support the campaign's issues management. This involved anticipating what stories reporters were working on, shaping those that were positive, and killing or dampening damaging stories. Within the confines of the war room, brainstorming sessions were held to discuss how to best respond to specific stories and events. Following the campaign, the Clinton White House instituted war rooms to focus on achieving specific goals and policies such as for health care reform, the North Atlantic Free Trade Agreement, and Reinventing Government initiatives.¹

Worldwide, subsequent political campaigns that spanned the ideological spectrum began to incorporate sophisticated war rooms. Many kept abreast with advances in information technology and communications. Through these technological advances, targeted messages relating to a particular topic or issue could now be sent en masse to specific media organizations and journalists. Separate "spins" or interpretations could go to different journalists and publications. All this could be done within a few clicks of a mouse.

Within the last few years, political campaigns have grasped the importance of social media and social networking sites such as Twitter and Facebook for use in fundraising, generating spontaneous rallies, and raising awareness on key issues or events. Focused war rooms on the use of social media have now become a critical component to successful influence campaigns.

In the commercial world of advertising and reputational monitoring, war rooms

US Air Force Staff Sgt. George Wolfe drinks Gatorade during an operational readiness exercise at the 180th Fighter Wing, April 16, 2010, in Swanton, Ohio. US Air Force photo by Airman 1st Class Amber Williams (Released)



Japan Maritime Self-Defense Force Rear Adm. Umio Ohtsuka, center, listens to a brief in the war room of aircraft carrier USS George Washington (CVN 73) Dec. 4, 2010, in the Pacific Ocean. US Navy photo by Mass Communication Specialist 3rd Class David A. Cox (Released)

have become a key asset in influencing perceptions of products and the corporate brand. Among the most sophisticated examples is the Gatorade brand's social media response war room, called the "Gatorade Mission Control Center," in the marketing department of the firm's Chicago headquarters. Within the war room are six large monitors surrounding a table of five of Gatorade's marketing team. Through the use of these monitors, the team aggregates data-driven, custom visualizations and dashboards into war room analysis. They monitor blog conversations related to the brand, competitors, athletes and sports nutrition. The volume and importance of relevant tweets are visualized by the icon size and proximity displayed on the screen. The company also can run sentiment analysis around key topics and events. The lessons learned from this war room are expected to be applied to other companies and units operated by PepsiCo, the parent of Gatorade.²

There are a number of excellent media monitoring and response software solutions that are useful for social media war rooms. This software enables a user to monitor and visualize the quantity of the commentary on a particular topic or brand, find the originators of the comments, and

track their subsequent postings. The number of a commenter's followers and other important facets of information flow and control are discoverable through these products. Some examples of such media monitoring and response software vendors include Vocus, Radian6, Kaleidico, Iphus and LexisNexis Analytics.

In two decades of developing war rooms for commercial, government and political applications, one project stands out as a role model for subsequent war room efforts, particularly in strategic communications. In this case, a prominent energy firm initiated an advocacy campaign to slow down the pace of deregulation. Advocacy campaigns involve a concerted and coordinated effort of companies that share a similar interest to influence or alter legislation or change elements within the environment, market, or societal structure in order to ensure the companies' survival or success. The CEO of a southern energy firm felt that slowing down the pace of deregulation by two years would give his company enough "breathing room" to refocus and better compete in the new marketplace.

Because of the importance of this campaign, a major conference room facility was dedicated solely to the effort. A

process board located in the center of the room contained magnetic panels that had graphics and hand-written words on the front. The war room team consisted of the company's lobbyists, who best understood both the state and national legislative process, the company's competitive intelligence unit, and external war room consultants. Using the process board, the team mapped out the legislative process for which deregulation laws could be enacted. The magnetic panels were arranged in sequential steps to navigate through the entire legislative process. With the state level on the top and the national level on the bottom, they depicted how the legislation would be initially introduced, what outside groups would be interacting with various legislators, and the committees through which the legislation would proceed. As the team's understanding of the process evolved and sharpened, the removable magnetic strips were repositioned on the board. Dotted lines revealed the pathway for how the legislation would ultimately work its way toward enactment.

The war room team was then able to identify the best case scenario that would forestall or delay the legislation's enactment. Similarly, a worst case scenario

depicted showing how such legislation could be rammed through the various committees in record time. The latter became the optimal scenario for the company's prime competitor and their allies. Several different scenarios were postulated in all, including optimal, worst-case and mixed results.

A sideboard within the war room was used to describe the strategy and tactics that could be used to influence decision makers at critical junctures. The "key influentials" with the most sway and impact on the decision-makers were identified. They analyzed potential tactics that the key influentials could use to persuade the decision makers towards the desired outcome. Another sideboard described the intelligence required to support their decisions and the actions needed to employ these tactics. Ultimately, the war room became the CEO's daily command post and strategy room and was credited for successfully slowing the pace of deregulation.³

Application to the Information Operations Realm

It is somewhat ironic that military and foreign policy organizations have been slower at using war rooms for strategic communications and information operations than their civilian counterparts. In a round table discussion on Reinigorating

America's Strategic Communications, Tony Blankley, Executive Vice President with Edelman Public Relations and Visiting Fellow in National Security Communications at the Heritage Foundation, stated:

*"Public diplomacy is a big piece, a big central part of any way in which America communicates... The last several years I was wondering, where is it that we are designing and implementing our world communication strategy? Where is the war room for America in the war that we've had inflicted upon us by radical Islam? I don't think there is an effective war room the way there is an effective war room in a well-run presidential campaign. And there needs to be, and it needs to have the resources to be able to act."*⁴

Information operations and governmental strategic communications efforts can greatly benefit from the disciplined structure and insight gained from the use of a war room. War rooms can assist IO/strategic communications organizations at both a macro strategic level and at the tactical level.

At the strategic level, examining an organization's portfolio of IO programs and activities and contrasting and

de-conflicting them with another organization's programs is essential for program funding, investment and prioritization. The war room also serves as a mechanism to explain the overall program and to generate support and advocacy among influential external actors. Lessons learned, key indicators and early warning factors can also be applied across programs.

On the tactical level, the war room provides a systematic process for the collection, integration and analysis, and presentation of IO and strategic communications information. This in turn ensures that decision makers, operations officers and analysts have the ability to deliver the right message, to the right target audience segment, through the right channel, in the right context.

Although current strategic communications efforts may have many distinct and useful components, the sum total is often lacking. This occurs when the different elements fail to be integrated within a coherent framework and the flow of information is fragmented rather than synergistic. Metrics and performance measurement are often not linked to the actions, goals and objectives. The implementation actions may not necessarily correspond to the mission, goal and objectives of multiple campaigns of well-intentioned authorities. The deconfliction process of multiple campaigns across agencies is notional at best, and difficult to conduct within established security constraints. The result is that no one group maintains an overall "big picture" of operations ongoing in the battlespace and the process of deconfliction is hampered.

Lessons Learned from Previous War Room Implementations

Successful war rooms are innovative tools that manage information in a time-sensitive environment. They are dynamic facilities that channel the collection, analysis and dissemination of information. They foster collaboration and team-based decision-making and lead to innovation. Studying examples of past successes reveals lessons that should be incorporated in the design and planning of the Strategic Communications War Room.

- The foundation on which all else is based in the war room is the capture and mapping of the decision making



A Hawaiian blogger updates his Facebook page while listening to a briefing at the 535th Airlift Squadron, Joint Base Pearl Harbor-Hickam, Hawaii, July 16, 2010. Pacific Air Forces and the squadron invited social media specialists to view an air drop during a Rim of the Pacific exercise. US Air Force photo by Tech. Sgt. Cohen A. Young (Released)

process and logic flow. Effective war rooms graphically depict this process within the facility; understanding it is a key to managing a campaign.

- The war room creates a high degree of information density and dimensionality by using advanced visualization techniques in both paper and digital formats. Neglecting these can reduce the war room's effectiveness
- The war room is not a one-person tool or operation: its real utility is as a facility to enable team-based thinking and decision making. Much of its benefit is derived from being a means for others to quickly gain comprehension and to develop a common frame of reference. It can also serve as an effective brainstorming tool.
- War rooms serve as effective advocacy tools that can gain senior management and peer-level support. When exposed to the war room, they may see flaws and gaps in the group's thinking. Absorbing their outside thoughts and ideas on program enhancements will often serve to gain their interest, participation and support
- The scenarios analyzed in the war room are a means to delineate courses of action. Once courses of action are determined, the war room can also be used as a device to assign responsibility and accountability.
- The war room is not just a planning device. Once a plan is prepared, the war room should be used as a mechanism to implement the program and to track and to monitor related events and activities.
- The war room does not in itself guarantee success of a project, program or activity. It is, however, a highly

effective tool for controlling and exploiting information.

The Information War Room Concept of Operations

A war room can facilitate the rapid generation of a campaign approach that incorporates a structured and repeatable development process.


A major function of the war room is to determine a target audience. Once the topic and the content of the message are determined, the tone and cultural logic in how the message is best conveyed to the target audience is factored into the war room. Other factors include past topics and messengers, their level of credibility and interest to the super empowered individuals/key influentials, and whether the message generated the intended impact. Linking the right messenger to the specific demographic and using the optimal message delivery mode and medium is an essential component of a successful information campaign.

Further to this point, the war room may use media management tools such as the media monitoring and response software described earlier. The software tool contains dropdown lists of media by main topical area(s), by geographical area of coverage and their audience demographics. It also has links to past media used by the messenger, and the types of messages generated. This enables the selection of the optimal media (print, broadcast, news, etc.) to best connect the messenger's message or meme to the targeted audience.

The war room's tools and processes can capture all aspects of the campaign so that the team can visualize its serial and parallel dimensions. This minimizes the

risk of unintended consequences by helping the team to discern alternative scenarios and any "wildcards." The war room's tools illuminate behavioral signatures that are tied to metrics and measurements of effectiveness. Attention to behaviors and other observables for cause-effect analysis aligns the campaign with "Effects-Based Operations" methodology.

Use of a war room can foster interaction and collaboration among the campaign staff and inspire innovation. It also provides a means to obtain stakeholders' input, increasing the campaign's robustness. Through the portal of the war room, stakeholders may obtain a rapid comprehension of the planning, implementation and status (through metrics and measurements) of the campaign effort.

The post-campaign planning function of the war room serves as a platform to monitor progress of campaign implementation, thereby enabling periodic enhancements and readjustments. It tracks and monitors important developments, serves as an early warning mechanism for problem areas, and provides diagnostics and alternative courses of action. 

Mr. Shaker is Executive Vice President with Globimus, LLC an international market research and due diligence firm. He has held senior executive positions in both commercial and governmental organizations. He is also an expert on competitive intelligence and market research, and a leading authority on the design and implementation of war rooms for strategic planning, advocacy campaigns, competitive intelligence and investment decision-making. He co-authored "The WarRoom Guide to Competitive Intelligence" published by McGraw Hill. He is currently authoring a book on Social Networking: Strategy and Intelligence. Mr. Shaker can be reached at steves@globimus.com.

ENDNOTES

¹ The *War Room* documentary was released in 1993 and was directed by D.A. Pennebacker. It focuses on the activities of political pros James Carville and George Stephanopoulos; also described in Shaker, Steven and Mark Gembecki: *The WarRoom Guide to Competitive Intelligence*, McGraw Hill, New York, 1998 pp. 29 & 30.

² For examples, see: <http://communicateordie.com/node/887>; <http://www.imediainconnection.com/content/26607.asp>; <http://mashable.com/2010/06/15/gatorade-social-media-mission-control/>; and http://www.contagiousmagazine.com/2010/06/gatorade_7.php

³ Shaker, *The WarRoom Guide to Competitive Intelligence*, pp. 189-193; and Steven M. Shaker "Lessons Learned from War Room Designs and Implementations", 2002 Command and Control Research and Technology Symposium; www.dodccrp.org/events/7th-ICCRTS/Tracks/pdf/118.PDF

⁴ "Public Diplomacy: Reinvigorating America's Strategic Communications"; *The Heritage Foundation Lecture on National Security and Defense*, Lecture 1065; March 14, 2008.

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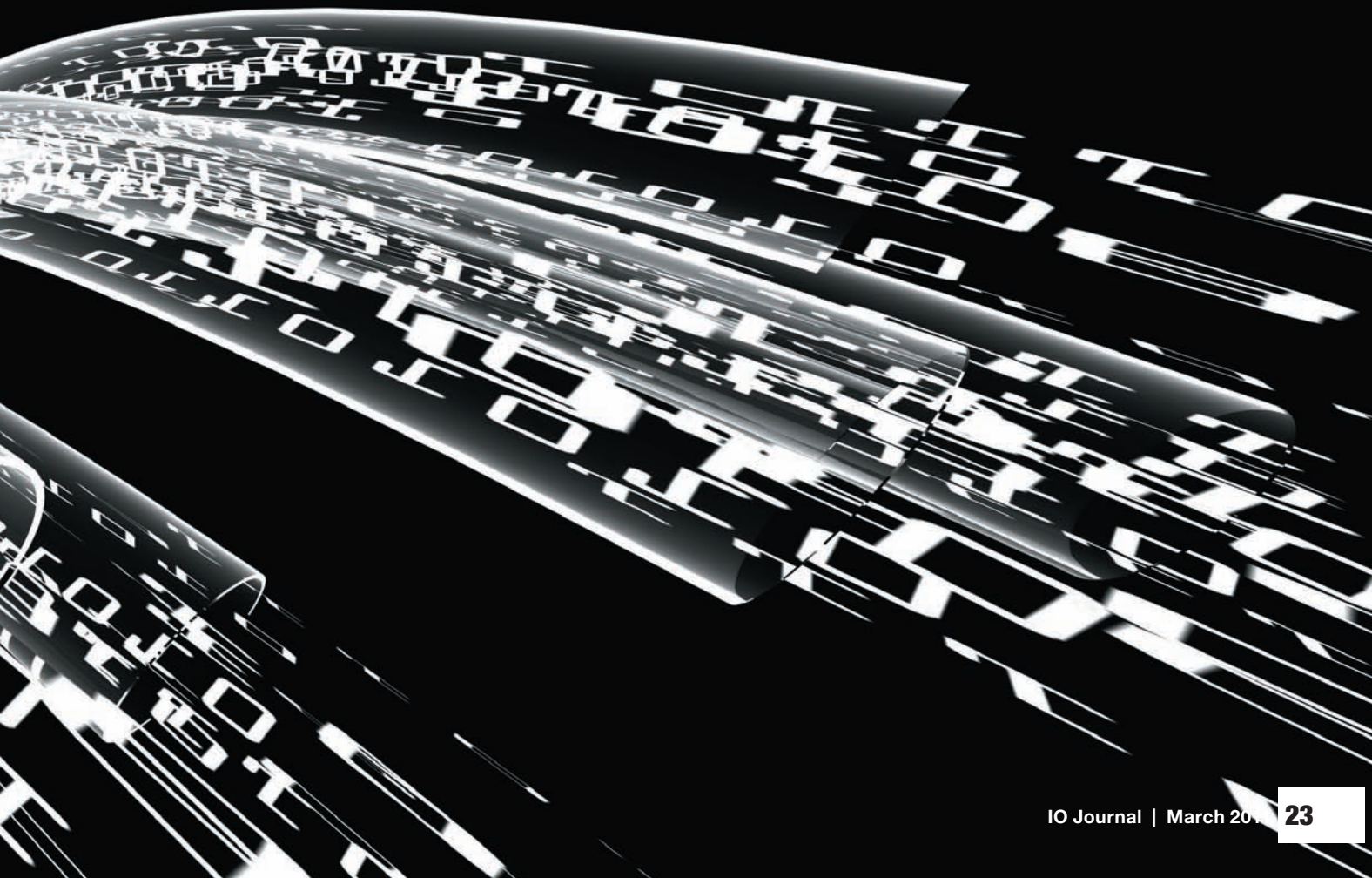
Synchronizing the Information, Electromagnetic, and Cyberspace Domains into our Doctrinal Framework:

Streamlining our

Currently, contentious debates revolve around whether cyberspace, information, and the electromagnetic spectrum are environments or domains.

Operational Environment

By LTC Robert Cheripka (Ret)
Co-Authored with MAJ (P) Christopher Reichart and MAJ Kerry Roberts



Defining the Problem



In 1989, long before I entered the Army, I had the benefit of spending many hours with my grandfather. Being a stereotypical Italian grandfather, he had a unique way of looking at life and passing down its finer lessons. Every fall, we enjoyed making our family's homemade wine and discussing everything and anything under the sun. One key lesson I learned from him was that in order to solve a problem, one first needs to understand the problem

one is trying to solve. Grandpa would relate everything back to wine-making, saying, "Bob, you have to understand if you're making wine or you're making vinegar." This analogy is applicable to the current problem the Army is struggling with in terms of information operations, cyberspace operations, and electronic warfare operations. As technology has propelled us forward at a rocket pace, we have struggled with how to properly define each of these terms, how they relate to each other, how to organize to fight in these emerging battle-spaces, and how to man, train, and equip the forces to enable us to do so. The Army has expended a tremendous amount of manpower, time, and money attempting to find the right model and define information operations, cyberspace operations, and

electronic warfare operations. Yet, the key question remains: How do we capture, structure, and operationalize these emerging areas and turn them into militarily significant operations? Or more accurately, how do we define information operations, electronic warfare, and cyberspace operations and capture the unique relationships that exist between them while preserving the traditional kinetic aspects of military operations? In short: Are we making wine or are we making vinegar?

This article will look at how we define the relationship between these battlespaces. As we examine how relationships between IO, cyber and electronic warfare are defined and what structure is required between these emerging areas, we will build upon existing DoD definitions as much as possible, without being constrained by them.

Part I: Understanding the Framework – How does it fit together?

Before identifying solutions to a potential problem, it is crucial to establish a foundational framework. Joint Vision 2020 defined the operational dimension of this framework for the Department of Defense. The ultimate goal of Joint Vision 2020 is to achieve full spectrum dominance over our adversaries whether at the strategic, operational, or tactical levels. Joint Vision 2020 established five principles (Dominant Maneuver, Focused Logistics, Precision Engagement, Full Dimension Protection, and information superiority) that enable the

United States to achieve full spectrum dominance. However, there is a pre-existing challenge. These terms, with the exception of information superiority, are not doctrinally defined in Joint Publication 1-02. Recommended definitions are captured in Appendix A of this article for inclusion into JP 1-02 based on the discussions in Joint Vision 2020.

In my view, the principle of information superiority requires further discussion and refinement. Of the five principles, I believe information superiority was originally given too much importance in its relationship to full spectrum dominance. The correct principle that should have been part of this construct is decision superiority. Information superiority is a contributing component when combined with expertise, training, and leader development. By redefining this principle as decision superiority, it cleans up the construct and more clearly defines the principles that apply across the full-spectrum of conflict from full scale kinetic operations to stability and support operations. See Figure 1.



US Sailors assigned to the guided missile destroyer USS Lassen (DDG 82) prepare a BQM-74E drone for launch from the ship's flight deck during a Valiant Shield 2010 missile exercise while under way in the Pacific Ocean. Valiant Shield enables the ability to locate, track and engage units at sea in the air, on land and in cyberspace in response to a range of missions. US Navy photo by Fire Controlman 2nd Class Roberto Ruvalcaba. (Released)

Part II: Environment versus Domains

Currently, contentious debates revolve around whether cyberspace, information, and the electromagnetic spectrum are environments or domains. Again, here is where our doctrinal definitions fail. To move the discussion forward, I would propose that an environment consists of: 1) the complex of physical, chemical, and biotic factors that act upon an individual or community, and 2) the aggregate of the social and cultural conditions that influence the life of an individual or community. Put more succinctly, an environment exists around us whether we choose to notice it or act upon it or not. Based on this understanding of an environment,

Definitions on the areas of information, electromagnetic spectrum, and cyberspace have begun to be introduced; however, there is much debate on what is the proper relationship of these three areas.

two distinct divisions emerge at this level. The first is the physical environment: the objects, conditions, and circumstance that exist around us. It is the “what is” of the world around us. The second distinct environment equates to the cognitive environment, which can be summed up as the “how we interpret” the physical world. This represents the summation of knowledge, training, experience, and background that contribute to our interpretation and understanding of the world. It is the aggregate of the social and cultural conditions that influence the life of an individual or community.

Figure 1.

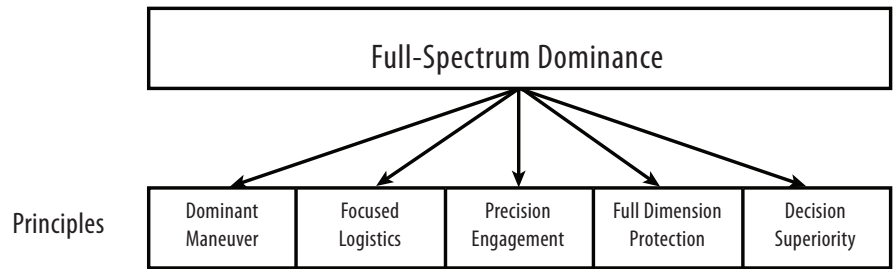
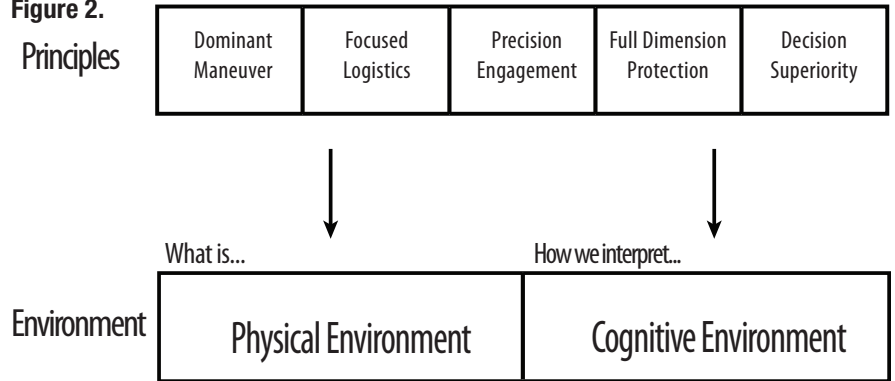


Figure 2. Principles



We can then apply the five principles of achieving full spectrum dominance across both of these environments in order to achieve our military and security goals. See Figure 2.

To apply military power against these two environments, we need to further clarify them into militarily relevant areas and focus our operational efforts. Enter the discussion of domains. Again, as it is fully defined in neither the Joint Publication nor Army Field Manual, I would propose that a domain is “a territory or space over which dominion is exercised

that is marked by either physical feature or a sphere of knowledge, influence or activity.” A domain becomes how we organize and exert military influence over different aspects of the environment which sets the stage for us to develop, organize, and apply military power in order to achieve full spectrum dominance. In other words, it is our effort to apply order and understanding to the two environments around us. The military conducts offensive and defensive operations within the domains to achieve military and security objectives.

Figure 3.

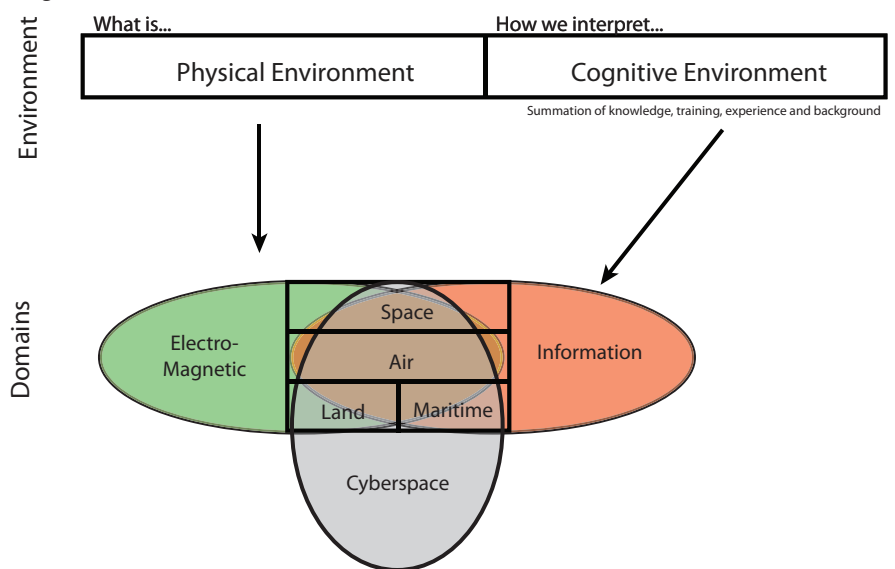
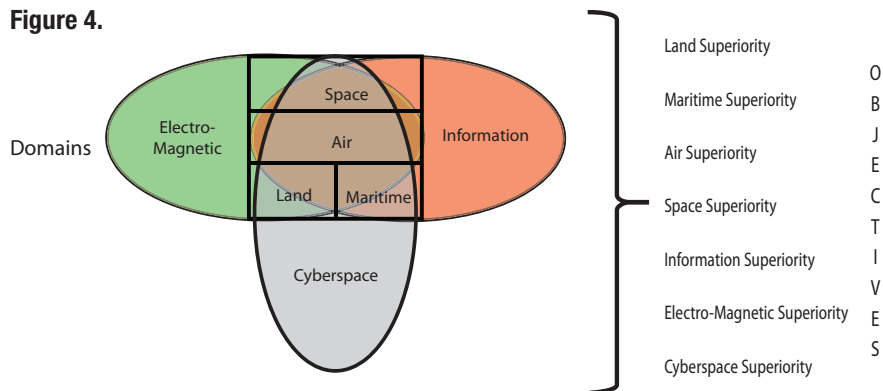


Figure 4.



The military community recognizes four well-established and commonly accepted domains within the physical environment: the domains of air, space, maritime, and land. Proposed streamlined definitions that would standardize these domains across communities are included in Appendix A. Each of these domains has clearly defined boundaries and clear distinctions and transitions between them. Definitions on the areas of information,

electromagnetic spectrum, and cyberspace have begun to be introduced; however, there is much debate on what is the proper relationship of these three areas.

The challenges for the military community begin when we discuss information, electromagnetic, and cyberspace as divisions within the physical and cognitive environments. The first challenge is that each of these areas is fairly new and has only been partially defined and

minimally accepted as a separate domain. In this regard, I would propose that each of these areas are separate domains, with the electromagnetic and cyberspace domains under the physical environment and information being a domain under the cognitive environment. The second challenge is that unlike the traditional domains of land, maritime, air and space, the transitions or distinction between the domains are not as clearly defined or bounded. In some cases, they overlap with the other domains, while in other cases they are completely separate. Thus, the challenge is how to identify and characterize the overlap, while still representing and acknowledging that each of these three new domains is distinct and unique from the other. This model enables us to capture and achieve a synergy in the overlapping areas while still accounting for and addressing those areas that are unique to each domain. In representing this relationship graphically, a

Appendix A: Proposed Definitions

Air Domain: The region beginning at ground level and extending upward to the Earth’s ionosphere (Approximately 50KM) (Based on Space & Maritime Environment definitions from JP 1-02)

Air Superiority: The degree of dominance in the air battle of one force over another that permits the conduct of operations by the former and its related sea, land, space, information, electromagnetic, cyber, and air forces at a given time and place without prohibitive interference from the opposing force. (Based on JP 1-02).

Cognitive Environment: The aggregate of the social and cultural conditions that influence the life of an individual or community consisting of the summation of an individual’s knowledge, training, experience, and cultural background. (Derived from Webster’s definition of Environment – 2008)

Cyberspace Domain - A global domain within the physical environment consisting of the interdependent network of information technology infrastructures, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers. (Derived and modified from CJCS CM-0363-08)

Cyberspace Superiority: The degree of dominance in the cyberspace battle of one force over another that permits the conduct of operations by the former and its related sea, land, air, space electromagnetic, information, and cyber forces at a given time and place without prohibitive interference from the opposing force. (Proposed)

Decision Superiority: The ability to arrive at and implement better decisions faster than an opponent can react, or in a noncombatant situation, at a tempo that allows the force to shape the situation or react to changes and accomplish its mission. (Joint Vision 2020).

Domain: A territory or space over which dominion is exercised that is marked by either physical features or a sphere of knowledge, influence or activity. (Derived from Webster’s definition of Domain – 2008)

Dominant Maneuver: The ability of the joint force to gain positional advantage with decisive speed and overwhelming operational tempo in the achievement of assigned military tasks. (Joint Vision 2020)

Electromagnetic Domain: The resulting product of the power and time distribution, in various frequency ranges, of the radiated or conducted electromagnetic emission levels that may be encountered by a military force, system, or platform when performing its assigned mission in its intended operational environment. It is the sum of electromagnetic interference; electromagnetic pulse; hazards of electromagnetic radiation to personnel, ordnance, and volatile materials; and natural phenomena effects of lightning and precipitation static. (Based on Electromagnetic Environment definition in JP 1-02 and JP 3-13.1)

Electromagnetic Superiority: The degree of dominance in the electromagnetic battle of one force over another that permits the conduct of operations by the former and its related sea, land, air, space cyberspace, and information forces at a given time and place without prohibitive interference from the opposing force. (Proposed)

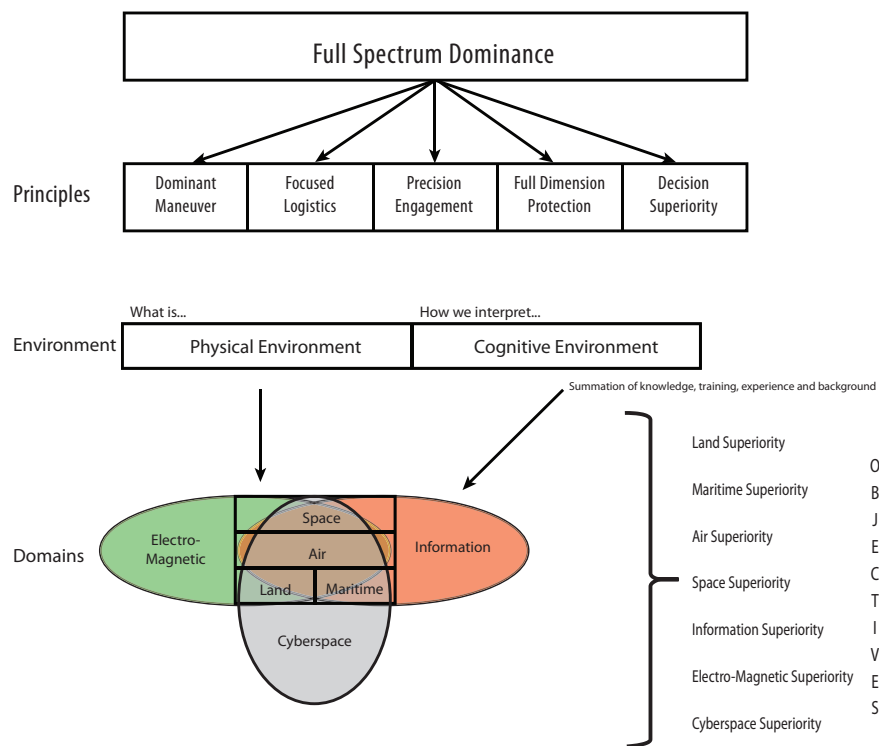
Environment: The circumstances, objects or conditions by which one is surrounded consisting of both the complex of physical, chemical, and biotic factors that act upon an individual or community and the aggregate of the social and cultural conditions that influence the life of an individual or community (Derived from Webster’s definition of Environment – 2008)

proposed model would look like *Figure 3* on page 25.

This model illustrates that cyberspace, electromagnetic, and information domains each have an area that overlaps with the others and with the other physical domains. However, each has a distinct and unique area that is fundamentally separate and distinct from that overlap area. This view of the physical and cognitive environment now applies militarily significant domains and sets the foundational relationships to enable further discussions on how we organize to man, train, and equip to fight.

In order to put the final block into our foundation and set the stage for follow-on discussions, we must identify the military objective across each of the domains. Drawing from the macro-objective of full spectrum dominance at the beginning of our discussion, it is easy to draw the parallel that we seek to achieve dominance across each of the seven militarily

Figure 5.



Focused Logistics: The ability to provide the joint force the right personnel, equipment, and supplies in the right place, at the right time, and in the right quantity across the full range of military operations. (Joint Vision 2020)

Full Dimension Protection: The ability of a joint force to protect its personnel and other assets required to decisively execute assigned tasks. (Joint Vision 2020).

Information Domain: The aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information; also included is the information itself. (Based on Information Environment Definition from JP 1-02 & JP 3-13).

Information Superiority: The degree of dominance in the information battle of one force over another that permits the conduct of operations by the former and its related sea, land, air, space electromagnetic, cyberspace, and information forces at a given time and place without prohibitive interference from the opposing force. (Proposed)

Land Domain: The land masses, peninsulas, and terrain and the lower portions of the airspace that can be affected by ground operations. (Based on Maritime Environment Definition from JP 1-02)

Land Superiority: The degree of dominance in the land battle of one force over another that permits the conduct of operations by the former and its related sea, air, space, information, electromagnetic, cyberspace, and land forces at a given time and place without prohibitive interference from the opposing force. (Based on JP 1-02; inferred from Air Superiority definition; no formal definition).

Maritime Domain: The oceans, seas, bays, estuaries, islands, coastal areas, and the airspace above these including the littorals.

(Based on Maritime Environment Definition from JP 1-02).

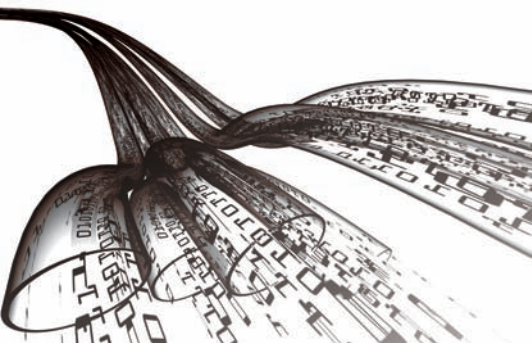
Maritime Superiority: The degree of dominance in the maritime battle of one force over another that permits the conduct of operations by the former and its related air, land, space, information, electromagnetic, cyberspace, and maritime forces at a given time and place without prohibitive interference from the opposing force. (JP 1-02)

Physical Environment: The circumstances, objects or conditions by which one is surrounded consisting of the complex of physical, chemical, and biotic factors that act upon an individual or community. (Derived from Webster's definition of Environment – 2008)

Precision Engagement: The ability of the joint force to locate, surveil, discern, and track objectives or targets, select, organize, and use the correct systems; generate desired effects; assess results; and reengage with decisive speed and overwhelming optempo as required throughout the full range of military operations. (Joint Vision 2020).


Space Domain: The region beginning at the lower boundary of the Earth's ionosphere (Approximately 50KM) and extending outward that contains solid particles (asteroids and meteoroids), energetic charged particles (ions, protons, electrons, etc), and electromagnetic and ionizing radiation (x-rays, extreme ultraviolet, gamma rays, etc). (Based on Space Environment definition from JP 1-02).

Space Superiority: The degree of dominance in the space battle of one force over another that permits the conduct of operations by the former and its related sea, land, air, information, electromagnetic, cyberspace, and space forces at a given time and place without prohibitive interference from the opposing force. (JP 1-02)



significant domains. We achieve our objective of dominance across the domains through the conduct of military operations that achieve superiority in each of the domains. Thus, our military objectives that focus our future operational and capability discussions result in superiority within each of the domains. See Figure 4.

This article describes a preliminary doctrinal framework, working from the macro level to a more detailed level to define the military operating environment. It also captures how warfare domains have evolved with the emergence of new technologies and capabilities. Furthermore, in clearly defining the relationships between the existing domains and the newer and emerging domains, we set the stage for focused discussions about how we organize to man, train, and equip the Army to achieve superiority within each of the militarily significant domains. This complete model defines the relationship from our high level vision through the principles that serve to guide us across a clearly defined operational environment that is further categorized into militarily relevant domains with distinct and achievable objectives. In short, it establishes that we are indeed making wine and not vinegar. See Figure 5.

This article attempts to streamline our current doctrine and attempts to clarify our understanding of our operational environment. While the article briefly outlines the construct and key concepts, more detailed explanations and examples should be included in the key doctrinal capstone documents to add further clarity and understanding of this concept. Operationalizing this construct will better prepare our military to man, train and equip our forces to achieve full spectrum dominance by achieving superiority across each of the domains. 

continued from page 15


pictures were taken. Hours of video were shot. These images from all the attendees would be collected and later produced into a video presentation of the entire trip and given back to the participants as a gift to commemorate their VoMI experience. As the attendees, wrapped up their time in Saudi Arabia and prepared to return to Afghanistan, the Brigade IO team was ramping up for the exploitation phase of VoMI. The real information operation was about to begin.

“IO HellFire Missiles”

As the Afghan attendees returned home, the Brigade Commander ensured his Task Force Commanders understood the opportunity before them. “The Brigade S-7 has provided each of you the equivalent of IO hell-fire missiles. Partner with your VoMI returnees ASAP. Help get them out into your local communities and to public events where they can share their story. *This is their biggest moment and ours.*” [See illustration 3 – page 15].

The effects of the program exceeded our expectations. Actionable calls into our Community Safety Phone Number (CSPN), a local 911 line, had spiked; local Afghans were self-organizing and meeting with the newly returned Hajjis in the hundreds to hear their story; one of our former Taliban VoMI attendees got one of Afghanistan’s most wanted criminals to turn himself in to Coalition Forces without a single bullet being fired. One month after returning from VoMI, we held a “Reunion Shura” to consolidate the effects of the program and its attendees, and discuss VoMI’s future. COL Johnson invited the 35 attendees to each bring “five of their friends or family” to share in the Shura as our guests. We expected no more than 185 Afghans would come to the reunion. Over 400 Afghan ended up showing for the event. The reason for the turn-out? They heard about VoMI from other Afghans. They believed in the program, and respected what the US and Jordanians were trying to do. God willing, they wanted a chance to make the VoMI journey themselves. Both of our Afghan provincial Governors attended and spoke at the event in support of VoMI. Senior leaders from the Afghan Uniformed Police (AUP) and Afghan National Army

Every detail of the reception and onward movement was meticulously planned. Everything was rehearsed and executed precisely.

(ANA) were in attendance, along with hundreds of local Afghan tribal elders and religious leaders. All of the major media outlets from Kabul were there to cover the event. Several of the attendees, including a gifted Afghan radio broadcaster, gave impassioned addresses to the assembled audience. Many audience members showed their emotions openly as he spoke. VoMI had changed their lives forever. The veil had been lifted. The Taliban had lied. *The US does respect Islam and the Afghan people.* VoMI proved it. The implication was clear. *What other lies have the Taliban been spreading among us?* “May there always be a program like VoMI. May its blessings reach other Afghans like it has reached us. God will bless Coalition Forces a thousand times for a thousand lifetimes for what they’ve done here and what they’ve done for us” were the broadcasters parting words. Everyone in attendance nodded in agreement. 

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