



Understanding Commanders' Information Needs for Influence Operations

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Understanding Commanders Information Needs For Influence Operations Rand Corporation Monograph

Lukasz Olejnik



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Understanding Commanders' Information Needs for Influence Operations Eric Victor Larson, Arroyo Center, 2009

Documents a study whose goals were to develop an understanding of commanders information requirements for cultural and other soft factors in order to improve the effectiveness of combined arms operations and to develop practical ways for commanders to integrate information and influence operations activities into combined arms planning assessment in order to increase the usefulness to ground commanders of such operations

U.S. Military Information Operations in Afghanistan Arturo Munoz, 2012-04-30 The U S Marine Corps which has long recognized the importance of influencing the civilian population in a counterinsurgency environment requested an evaluation of the effectiveness of the psychological operations element of U S military information operations in Afghanistan from 2001 to 2010 based on how well messages and themes were tailored to target audiences This monograph responds to that request

Assessing Irregular Warfare Eric V. Larson, Derek Eaton, Brian Nichiporuk, Thomas S. Szayna, 2009-01-08 Provides an analytic framework and procedure for the intelligence analysis of irregular warfare IW environments that can serve as the basis for IW intelligence curriculum development efforts Defines IW in terms of two stylized situations population centric such as counterinsurgency and counterterrorism Provides a detailed review of IW relevant defense policy and strategy documents and a list of relevant doctrinal publications

Foundations of Effective Influence Operations Eric Victor Larson, 2009 The authors aim to assist the U S Army in understanding influence operations capabilities that may allow the United States to effectively influence the attitudes and behavior of particular foreign audiences while minimizing or avoiding combat The book identifies approaches methodologies and tools that may be useful in planning executing and assessing influence operations

Propaganda Lukasz Olejnik, 2024-10-02 The book is a modern primer on propaganda aspects like disinformation trolls bots information influence psychological operations information operations and information warfare Propaganda From Disinformation and Influence to Operations and Information Warfare offers a contemporary model for thinking about the subject The first two decades of the 21st century have brought qualitative and quantitative technological and societal changes and the subject of information influence needs to be re ordered Now is the time The book explains the origins of the meaning and phenomenon of propaganda where it came from and how it has changed over the centuries The book also covers modern methods including artificial intelligence AI and advertising technologies Legal political diplomatic and military considerations ensure that the material is covered in depth The book is recommended for security and cybersecurity professionals both technical and non technical government officials politicians corporate executives academics and students of technical and social sciences Adepts with an interest in the subject will read it with interest

Special Warfare ,2011

Understanding Commanders' Information Needs James P. Kahan, Duane Robert Worley, Cathleen Stasz, 1989 Based on observations of Army group corps and division command posts in action over 12 different exercises and on interviews with

a variety of military experts including doctrine writers and former commanders this report discusses the information needs of commanders of higher echelon Army units The authors attempted to determine the reasons commanders and staff communicated information and to clarify the intended uses of that information They identified three different modes of command post level communication pipeline alarm and tree Each mode is indicative of a different communication relationship between a commander and his staff and each places different demands on the command and control operating system To fulfill commanders information needs the authors recommend a number of education and training measures 1 institutionalize back briefing 2 teach process as well as procedures and 3 train unit command staffs to share images As for the design of information systems they recommend that the Army 1 identify means of more direct image sharing 2 build a hybrid information system and 3 establish an end user to end user communications orientation

Keywords Information transfer Military commanders Army operations Command and control systems EDC *Understanding Commanders' Information Needs* Rand Corporation, 2000 A commonly held belief within the Army is that commanders of higher echelon units Echelons Above Brigade or EAB often fail to obtain the information that they need The problem is viewed as a function not so much of unavailable information as of getting the right information in the right form to the right place at the right time to be used in the right way In recent years the Army has sponsored or conducted a variety of studies of varying methodological quality all aimed at addressing the higher echelon command and control problem These studies most of which resulted in lists of commanders information needs have conceptual and methodological flaws that severely limit their usefulness More important we maintain that these studies have missed the main point of the problem Commanders information needs are rarely specific pieces of data but are instead highly variable and human intensive elements Therefore any assessment of those needs must describe command post information processing in a manner that captures the interactions between the commander and his staff in producing transforming and consuming information Such a requirement implies in turn that information needs be examined from the dual perspective of information science and social psychology *Embracing the Fog of War* Ben Connable, 2012-04-06 The unpredictable counterinsurgency environment challenges centralized quantitative campaign assessment A comprehensive examination of the centralized quantitative approach to assessment as described in the literature and doctrine and applied in two primary case studies Vietnam and Afghanistan reveals weaknesses and gaps and proposes an alternative process contextual assessment *Understanding Commander's Information Needs*, 1989

Finding a New Approach to Measure the Operational Value of Intelligence for Military Operations Edison Cesar, Rand Corporation, 1992 *Understanding Commanders' Information Needs* James P. Kahan, Duane Robert Worley, Cathleen Stasz, 2000 This report discusses the information needs of commanders of higher echelon Army units The authors identified three different modes of command post level communication pipeline alarm and tree Each mode is indicative of a different communication relationship between

a commander and his staff and each places a different demand on the command and control operating system To fulfill commanders information needs the authors recommend a number of education and training measures institutionalize back briefing teach process as well as procedures and train unit command staffs to share images As for the design of information systems they recommend that the Army identify means of more direct image sharing build a hybrid information system and establish an end user to end user communications orientation

How to Win Friends and Influence People: Planning Perception Management at the Division and Corps Level ,2004 We have all heard the saying that Perception is Reality This statement is especially salient when discussing military operations in a post conflict environment The implications of the perceptions of the local populace during the transition period from major combat operations to a stable steady state environment the global information environment threats from insurgents and the presence of non governmental organizations NGOs creates operational conditions rarely experienced before Corps and division commanders are now faced with the increasingly complex challenges of conducting influence operations and managing perceptions on an order of magnitude their predecessors have rarely encountered Influence operations have received a great deal of attention in the aftermath of the terrorist attacks of September 11 2001 and subsequent operations in Afghanistan and Iraq Our nation s leadership has realized the importance of offensive and defensive information and the criticality of its collaborative use Although strategic and operational information activities have increased the emphasis on perception management at the division and corps level has been limited In order for corps and divisions to be effective and achieve lasting measurable results in a post conflict environment they must establish a secure environment foster the legitimacy of the host nation government restore essential services and infrastructure while simultaneously generating goodwill and protecting friendly forces To accomplish these objectives division and corps commanders must master the art and science of managing perceptions by employing influence operations as a weapon system This monograph proposes a model for tactical perception management and influence operations in the corps and the division

Strategic Appraisal Zalmay Khalilzad,John P. White,1999 Advances in information technology have led us to rely on easy communication and readily available information both in our personal lives and in the life of our nation For the most part we have rightly welcomed these changes But information that is readily available is available to friend and foe alike a system that relies on communication can become useless if its ability to communicate is interfered with or destroyed Because this reliance is so general attacks on the information infrastructure can have widespread effects both for the military and for society And such attacks can come from a variety of sources some difficult or impossible to identify This the third volume in the Strategic Appraisal series draws on the expertise of researchers from across RAND to explore the opportunities and vulnerabilities inherent in the increasing reliance on information technology looking both at its usefulness to the warrior and the need to protect its usefulness for everyone The Strategic Appraisal series is intended to review for a broad audience issues bearing on national security and

defense planning **Mission Analysis** James M. Loffert,2002 **Planning Ethical Influence Operations** Christopher Paul,William Marcellino,Michael Skerker,Jeremy Davis,Bradley J. Strawser,2023-08-22 Using the principles of necessity effectiveness and proportionality the authors develop a framework for evaluating influence operations with an initial screening conducting a full ethical risk assessment and preparing a justification statement **The Commander and the Media** Air University (U S) Air Command an,JAMES D. UPCHURCH,2025-05-22 Within a democracy public opinion is often the strategic center of gravity during military operations Our enemy knows this and fully exploits the information environment against us In order to be effective commanders require the necessary skill sets and resources to execute an effective strategic communication strategy to counter this effort Information operations and public affairs capabilities provide commanders the ability to shape the information environment and public opinion However commanders are not educated trained or resourced to leverage this capability The research method used for this paper was problem solution and qualitative in nature The purpose of this research was to explore solutions to mitigate risks for commanders when engaging the media and shaping public opinion through the information instrument of power This research effort found technology and policy have impacted the military media relationship and commanders must recognize how to successfully use technology and governmental policy in dominating the information domain In addition commanders receive limited education training and resources on how to engage the media A focused effort is needed to educate train and resource commanders for influence operations Finally insufficient strategic guidance doctrine and planning within the joint and Air Force communities cause undue risk for commanders preparing operations in the information domain Air Force public affairs doctrine requires a detailed review to improve planning guidance for commanders This work has been selected by scholars as being culturally important and is part of the knowledge base of civilization as we know it This work was reproduced from the original artifact and remains as true to the original work as possible Therefore you will see the original copyright references library stamps as most of these works have been housed in our most important libraries around the world and other notations in the work This work is in the public domain in the United States of America and possibly other nations Within the United States you may freely copy and distribute this work as no entity individual or corporate has a copyright on the body of the work As a reproduction of a historical artifact this work may contain missing or blurred pages poor pictures errant marks etc Scholars believe and we concur that this work is important enough to be preserved reproduced and made generally available to the public We appreciate your support of the preservation process and thank you for being an important part of keeping this knowledge alive and relevant **Intelligence Campaign Planning: An Opportunity for the Army in Defense Intelligence Synchronization** ,2007 This monograph determines the role and current posture of the United States Army and specifically its intelligence corps in Department of Defense DoD Intelligence Community IC implementation and execution of Intelligence Campaign Planning ICP ICP is emerging as a new procedure for the DoD IC to centrally plan ISR

Synchronization in support of regional combatant commander operation plans ICP initially emerged out of intelligence reform after September 11 2001 and operational intelligence challenges evident during Operation Iraqi Freedom As one of the sixteen agencies in the national IC and eight in the DoD IC the Army has a role to play to ensure its intelligence requirements and capabilities are integrated into ICP

Improving Intelligence Support for Operations in the Information Environment RAND Corporation,2022

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