

***USAF Behavioral Influences Analysis (BIA) Center
Maxwell AFB, Alabama
“Analyze to Understand, Assess to Influence”***

Behavioral Influences Analysis

Mission and Methodology Overview

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BIA Center Director***

Discussion Outline

- **Behavioral Influences Analysis**
 - **Concept – Mission – Goal**
 - **Target Individuals/Groups**
 - **Responsibilities**
 - **Key Factors**
 - **Core Questions**
 - **Knowledge Domains and Workflow**
 - **Role in IPB**
 - **Influence Operations Chain**
 - **Products**
 - **Summary**

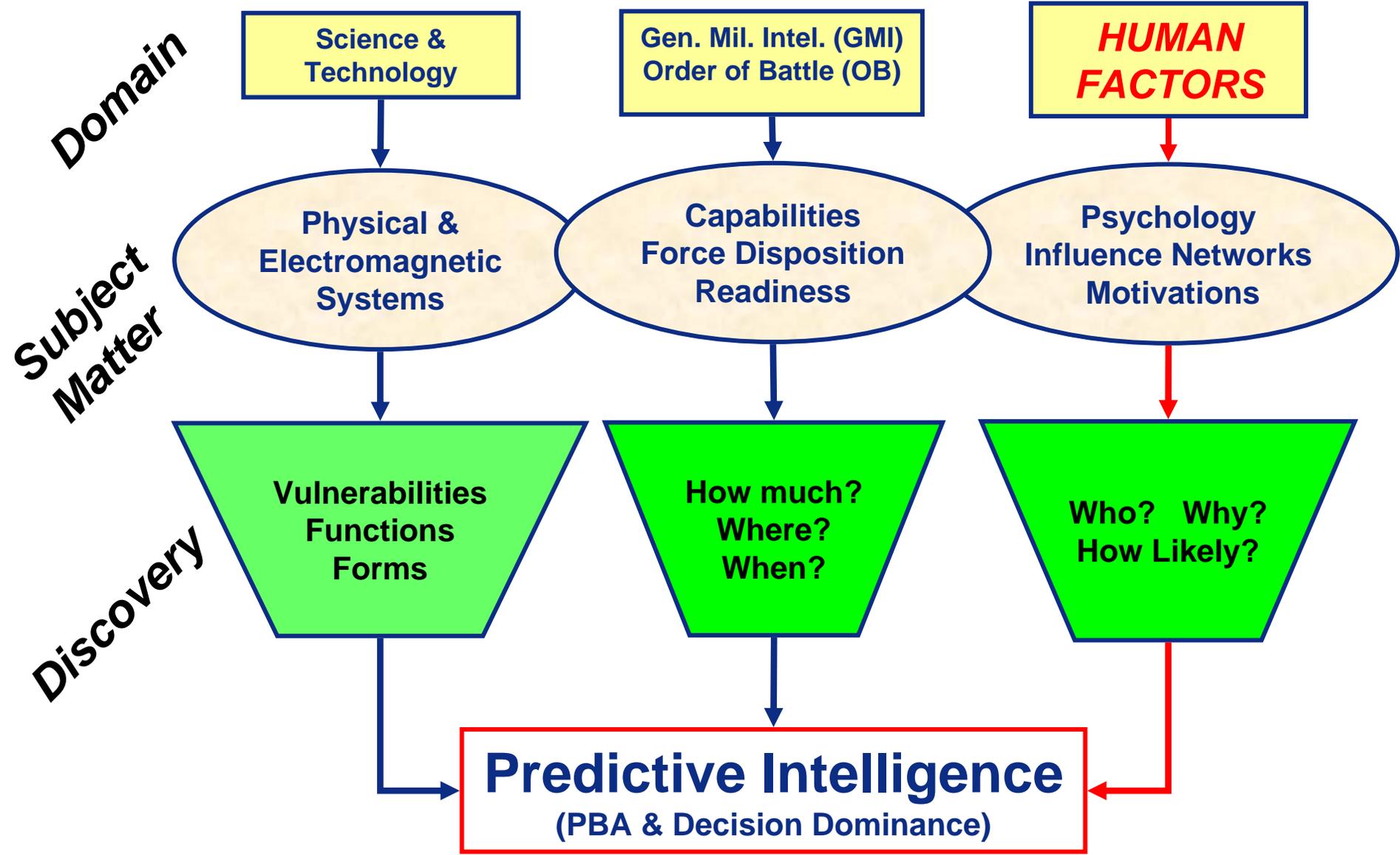


Human Factors (HF) Background

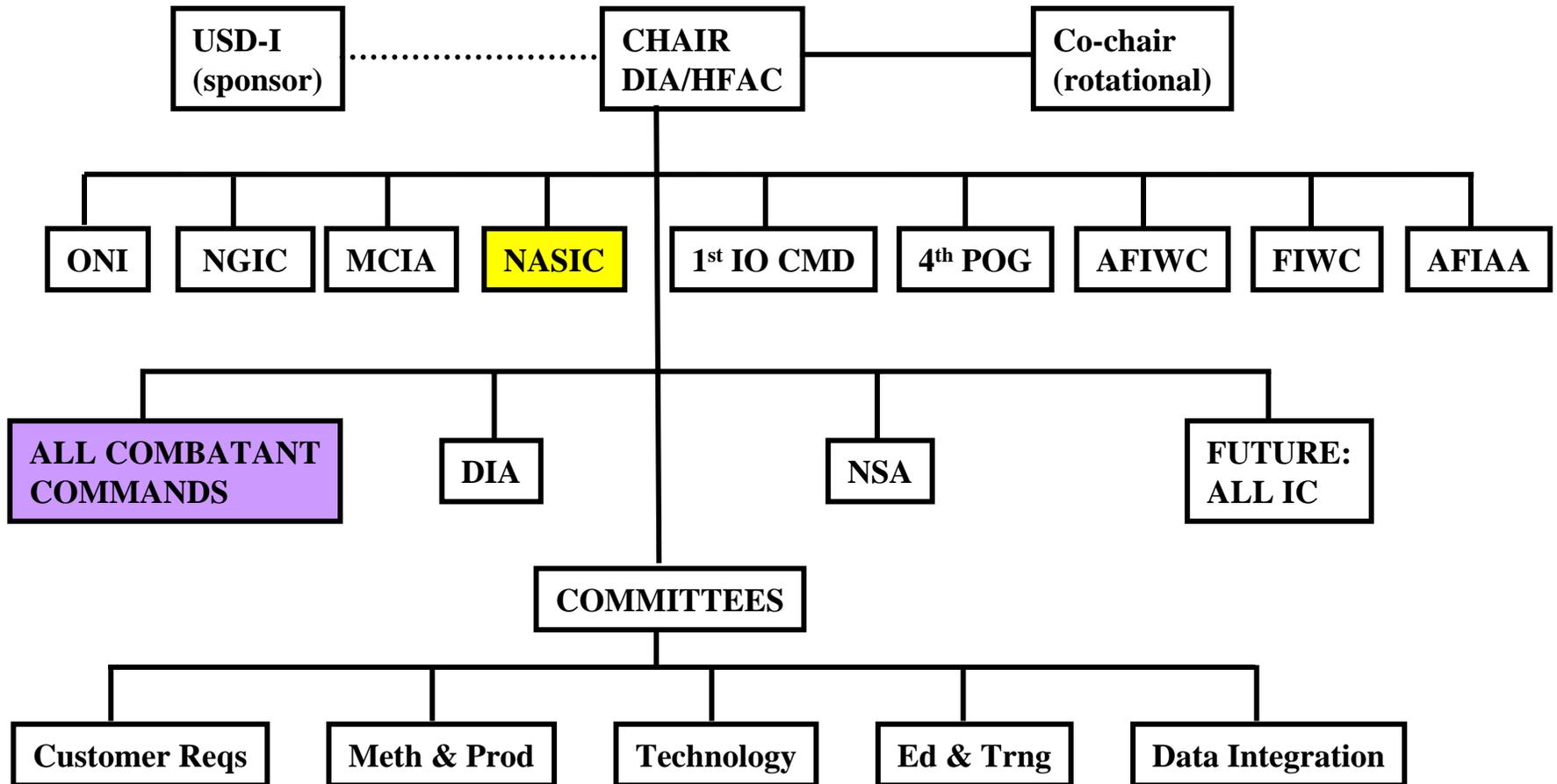
- **“The psychological, cultural, behavioral, and other human attributes that influence decision-making, the flow of information, and the interpretation of information by individuals and groups at any level in any state or organization.”**

DCID 7/3 (5 June 2003)

Domain Integration



DOD HUMAN FACTORS IPT



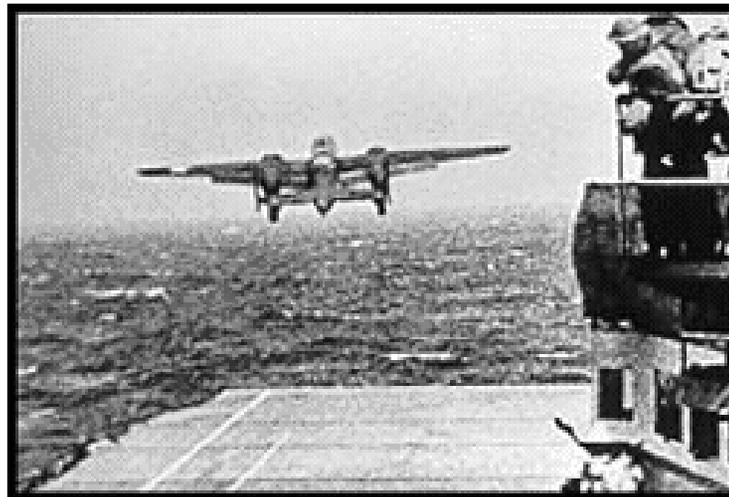
IPT meets semi-annually; coordinates continuously

Macro-Context for Behavioral Influences Analysis



Mission

Provide analysis and assessments to strategists, commanders, planners, targeteers, and operators to understand and exploit the *perceptual* and *behavioral* context of the battlespace (or other missions)



Operational Support Objective

Recommend information-based or kinetic methods to influence behaviors by managing adversary perceptions and providing relevant behavioral incentives or disincentives

Target Individuals/Groups

- **Air, air defense, missile, C4IO, and space operators**
- **Operational military planners and leadership**
- **Others as required or directed to support commander's intent**

“The real target in war is the mind of the enemy commander, not the bodies of his troops.”

**Captain Sir Basil Liddell Hart,
*Thoughts on War, 1944***

Behavioral Influences Analysis Responsibilities

- **Research**
- **Analysis**
- **Production**
- **Human Target Systems Analysis**
 - **Vulnerability Analysis**
 - **Susceptibility Analysis**
 - **Accessibility Analysis**
- **Reachback**
 - **Forward Support**
- **Collection Requirements**



Core Questions

WHO?

...is the adversary, in terms of his motivations and “behavioral history”?



WHY?

...would an adversary or competitor choose to oppose us?



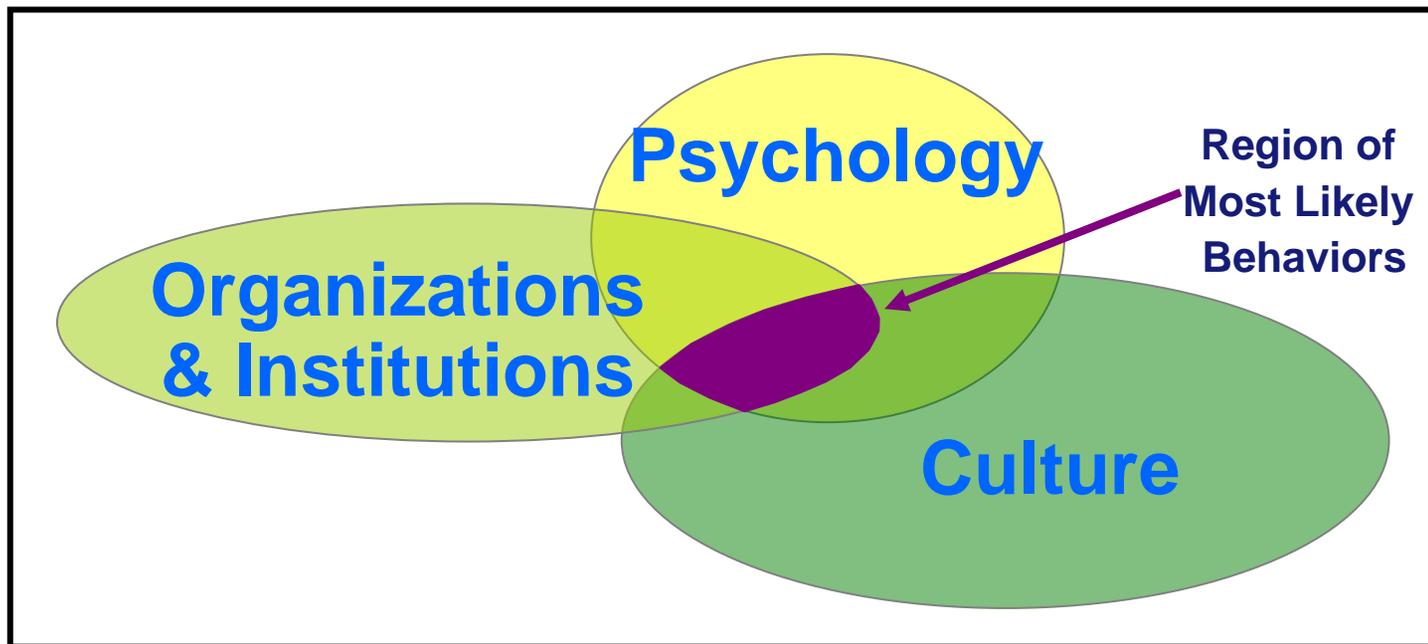
HOW LIKELY?

...is the adversary to select any one of the behaviors (courses of action) available to him?

Threat = Capability + Intent + Opportunity

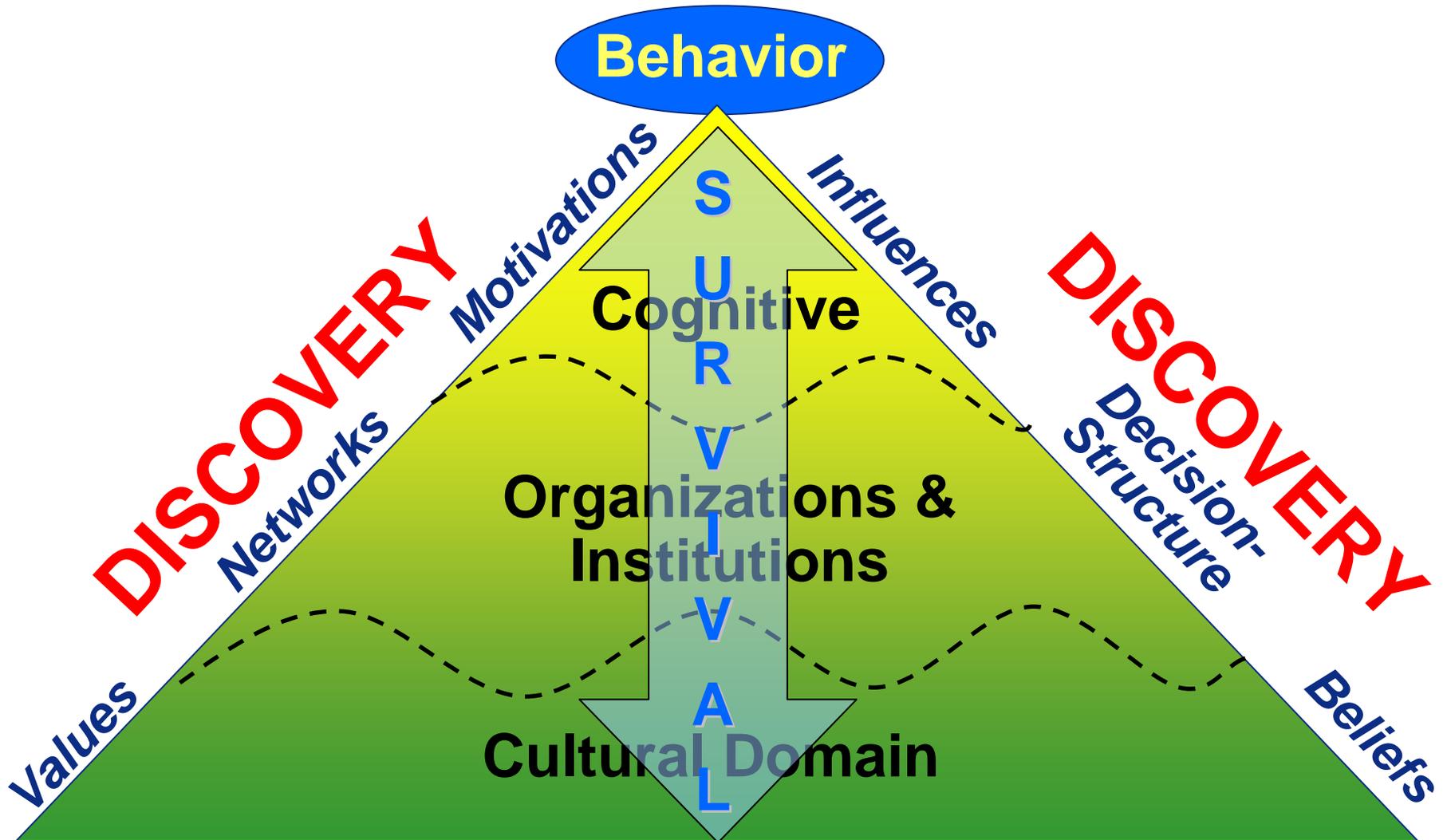
How Likely?

...is the adversary to select any one of the behaviors
(courses of action) available to him?



Sources of Behavioral Influences

Knowledge Domains of Analytical Interest



KEY FACTORS FOR RESEARCH AND MODELING

PSYCHOLOGICAL

- perceptual pattern; cognitive style; decision making

ORGANIZATIONAL

- operational code; cohesion; friction; structure; purpose/mission;
- member/leader selection; information processing; decision making

CULTURAL

- language; ethnicity; religion; nationality



Analytical Workflow: **General to Specific** **(Knowledge to Assessments)**

Values, Beliefs, Worldview (*cultural anthropology/social psychology*)

Operational Behavioral History (*organizational dynamics*)

Perceptions

Motivations (Needs and Objectives)

Current Capabilities

Situational Factors

Decision Process

Probable Intent

Likely Behavior (COAs)

Vulnerabilities

Influence Susceptibilities

Accessibility

Recommendations



Key Factors



-Wealth

- Material
- Armament
- Land
- People
- Power

-Survival

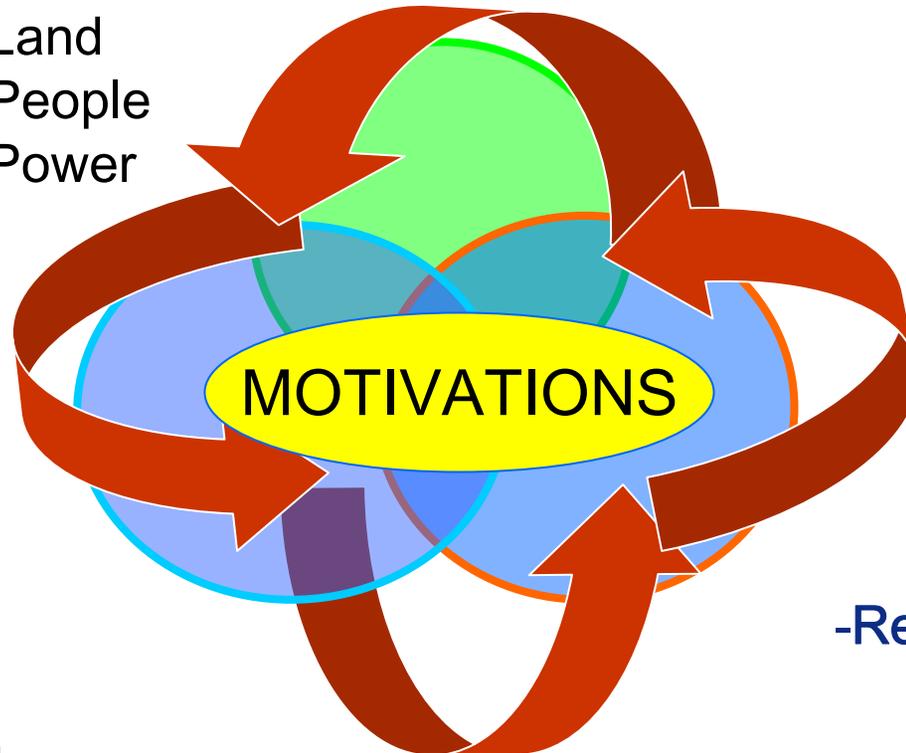
- Alliances
- Basic Needs

-Power

- People
- Lineage
- Prestige
- Influence
- Sovereignty
- Wealth
- Religion

-Morality

- Culture
- Religion
- Ethics
- Legality
- Virtue



-Livelihood

- Subsistence
- Profession/ Job
- Gender Roles
- Welfare
- Security

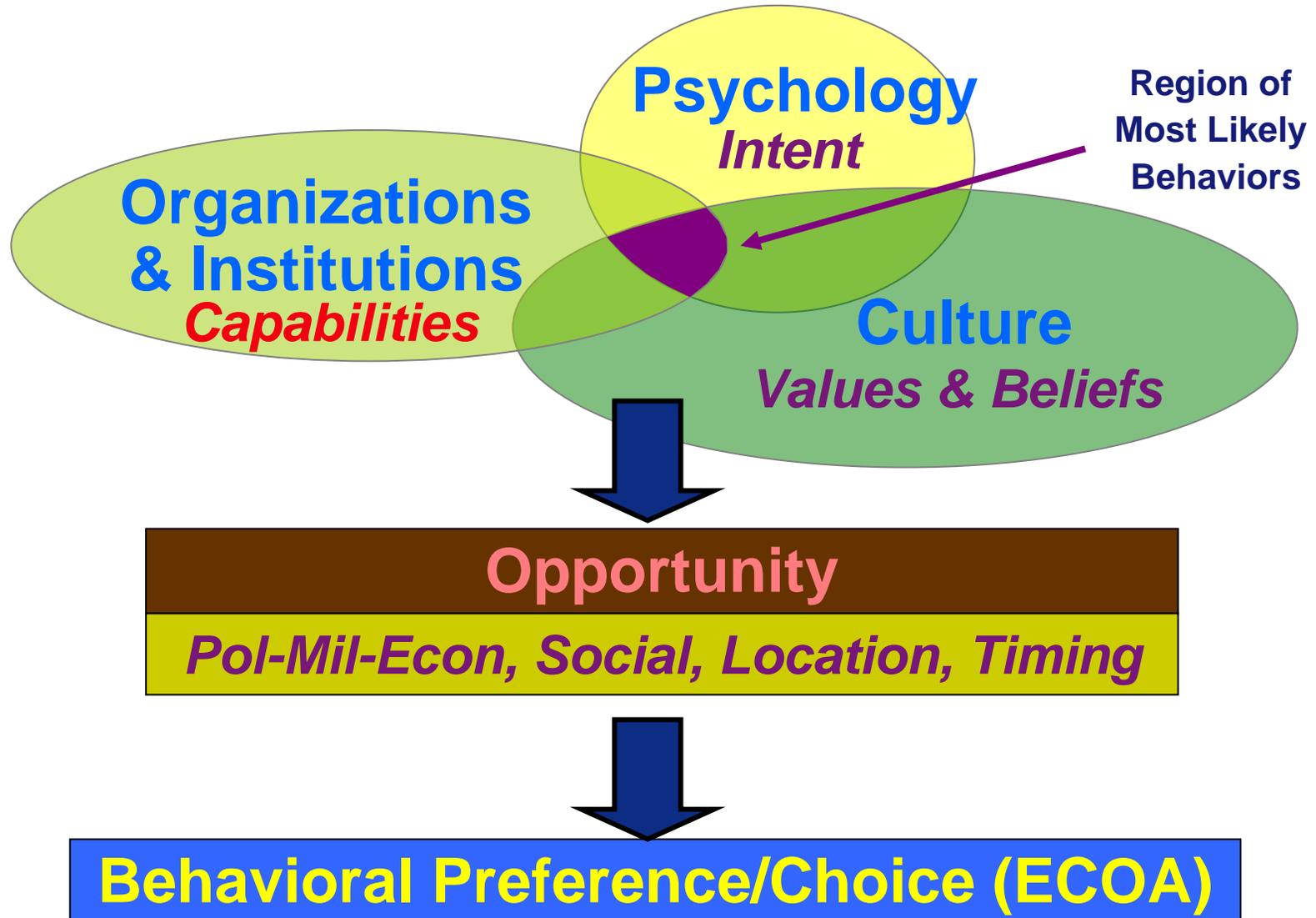
-Hierarchy

- Power Transfer
- Government
- Military
- Organizational
- Lineage

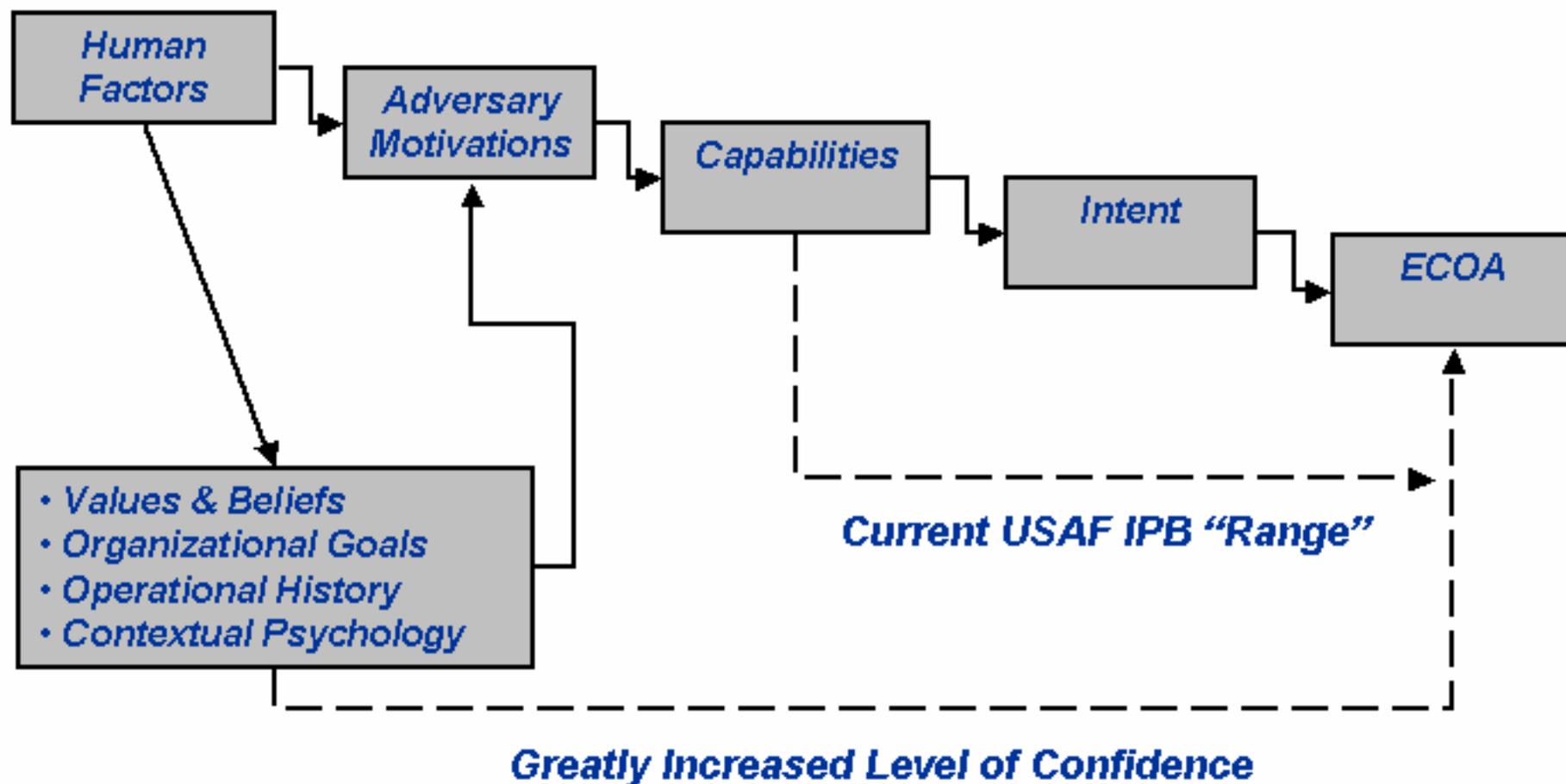
-Religion

- Supernatural/ Myth
- Sects
- Traditions
- Divinity
- Power

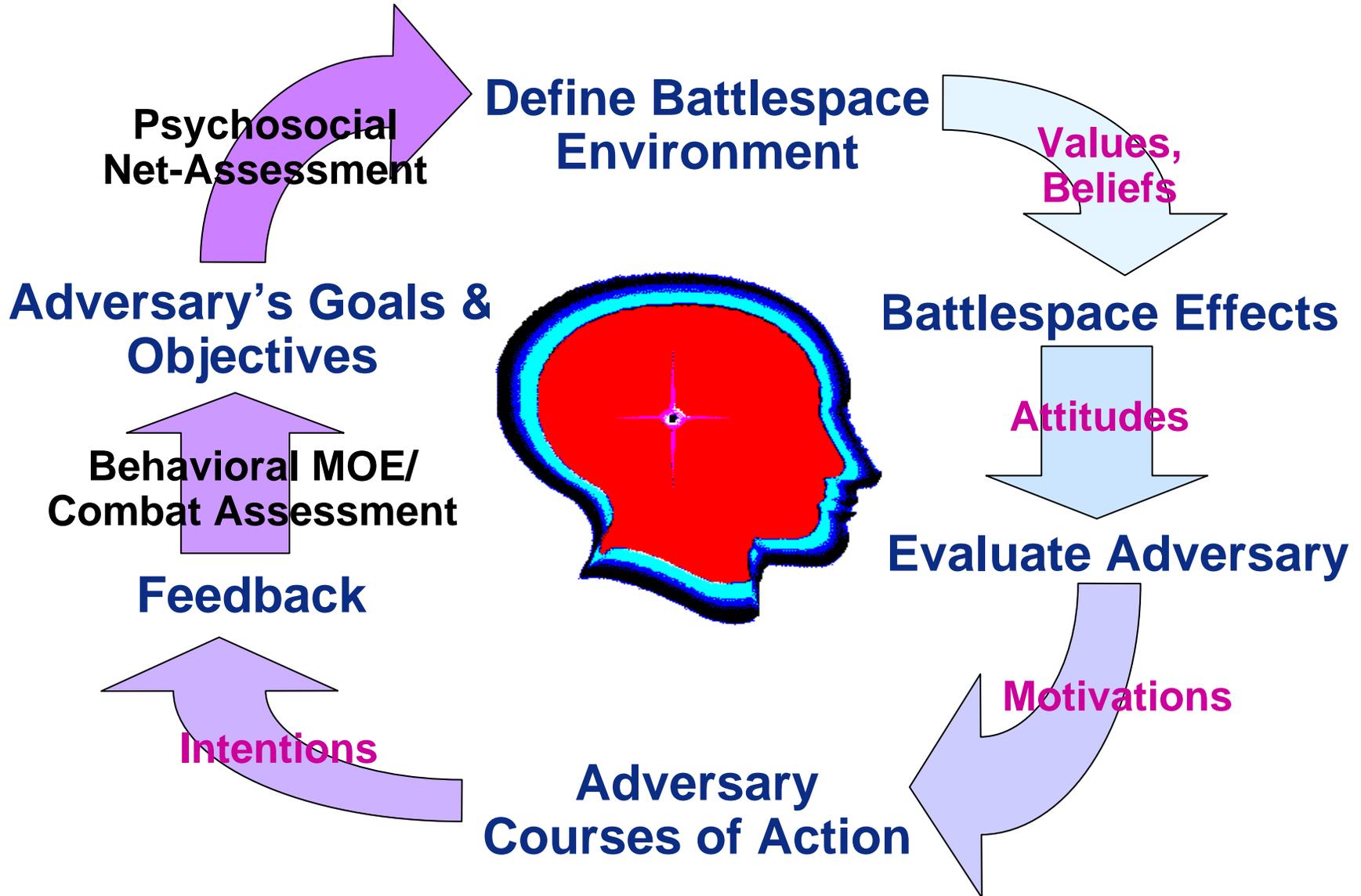
Adversary “Net Assessment”



HUMAN FACTORS ANALYSIS FOR IPB

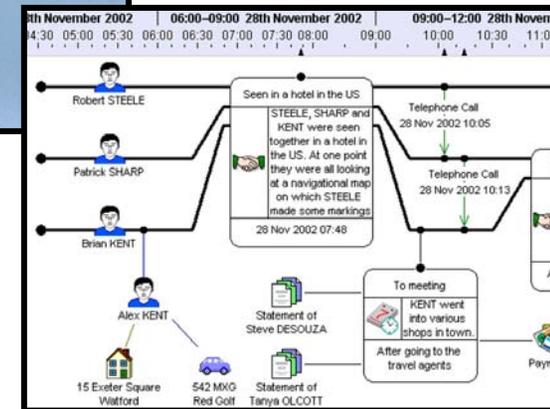


Joint IPB Behavioral Assessment Template



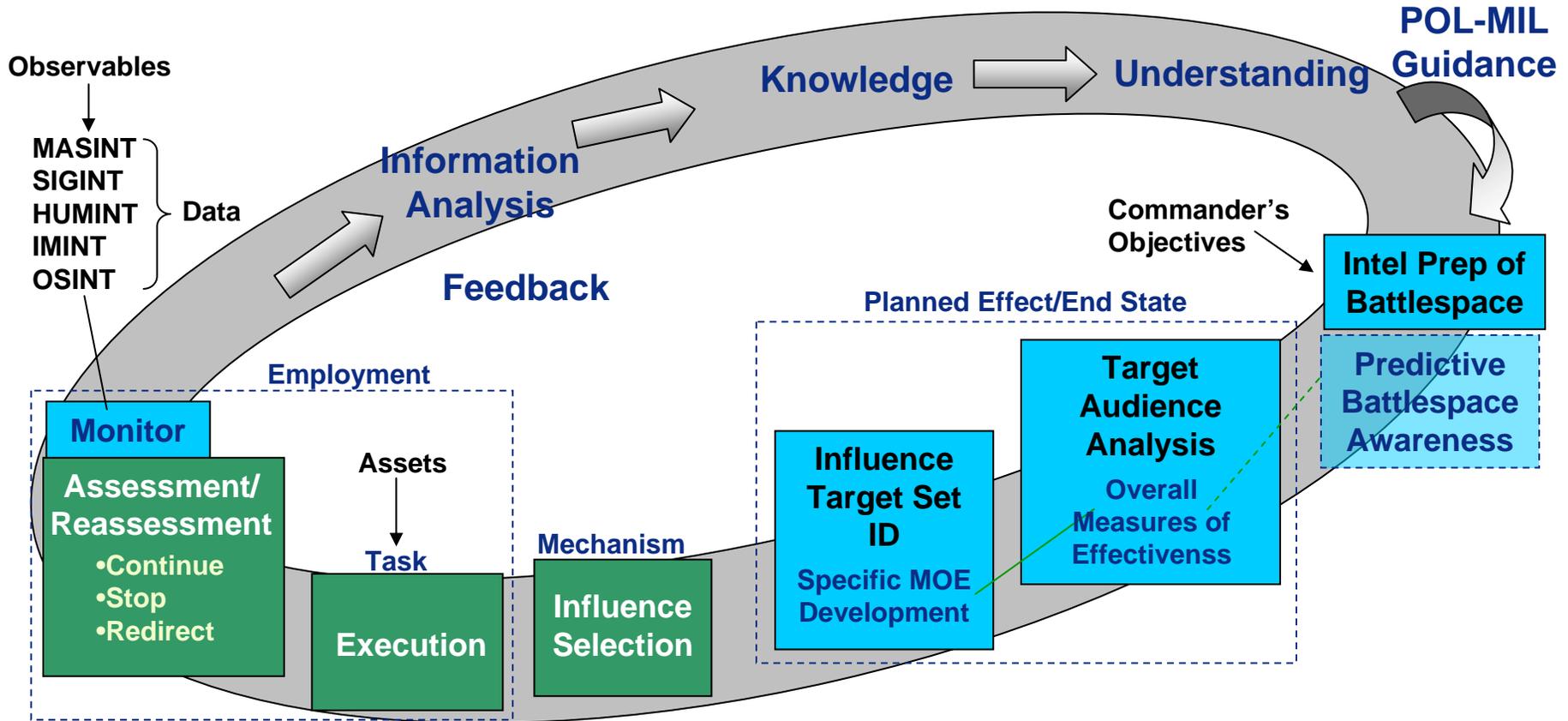
Analytical Products

- Psychosocial Net Assessment
 - Individual Behavioral Profile
 - Group Behavioral Profile
 - Operational Behavioral Influences Assessment
 - Analytical Commentary
 - Alert
-
- Influence Links & Nodes Mapping
 - Social Network Analysis
 - Human Target Systems Analysis
 - Bayesian Belief Network Modeling



Influence Operations Chain

“Kill-chain” for non-kinetic effects

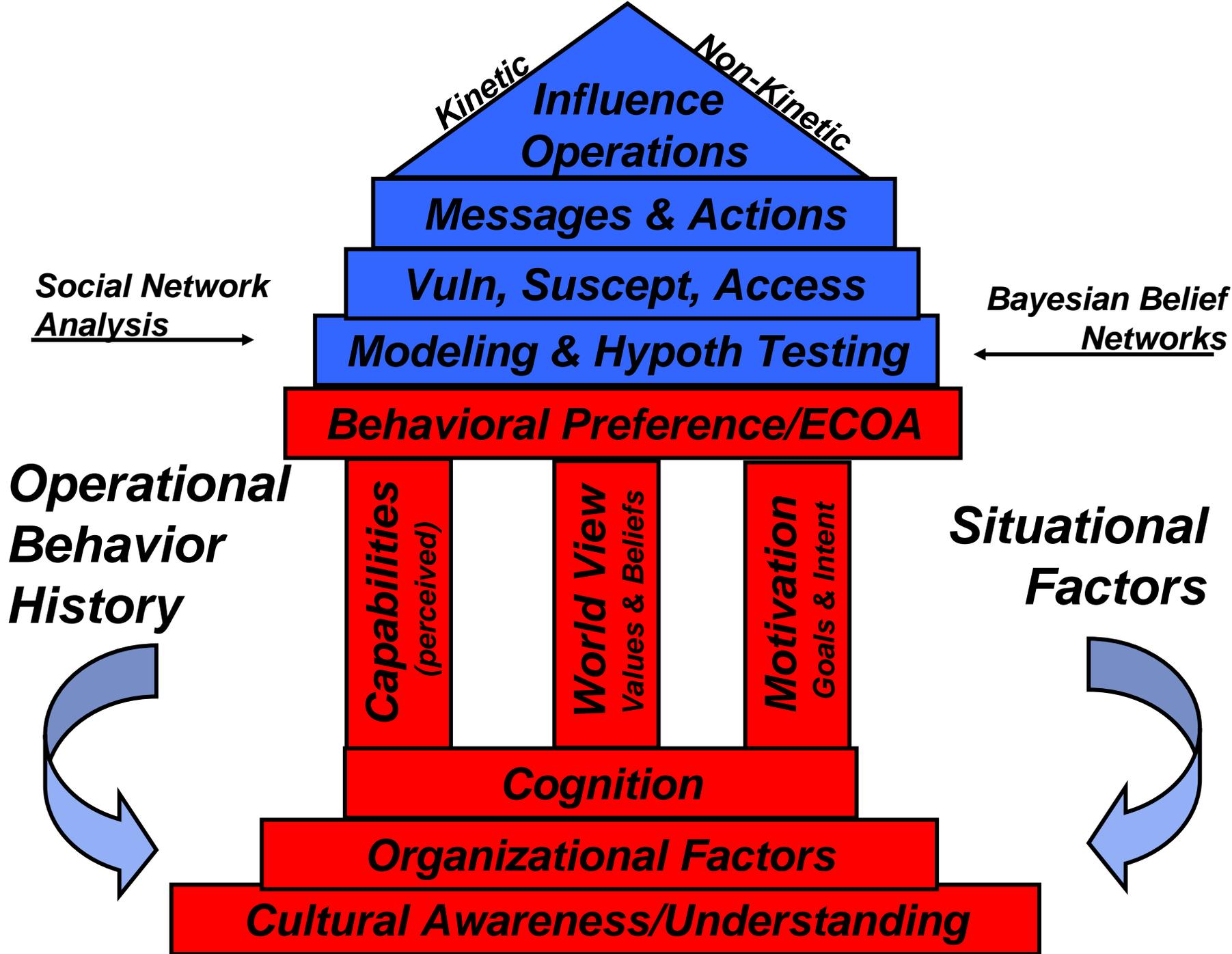


Summary

- All missions have a human context: cultural, organizational, psychological
- Battlespaces are shaped, prepared, & exploited to achieve influence effects
- Adversary behavior can be influenced through relevant knowledge, analysis, targeting and means

What Have We Done For Them Today?





Behavioral Influences Analysis Process Flow

Key Assessment Factors

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graph TD; A([Key Assessment Factors]) --> B([Leadership & Decision Making Style & Dynamics]); B --> C([Influence Themes (Menu) for Target Susceptibilities to Persuade/Dissuade]);
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**Leadership & Decision Making
Style & Dynamics**

**Influence Themes
(Menu) for Target Susceptibilities
to Persuade/Dissuade**

Behavioral Influences Analysis Process Flow

I. Key Assessment Factors

Behavioral

**Cultural Imperatives/Values
Religion &/or Ideology
Race/Ethnicity/Nationality
Language & Dialect
Training/Education
Work Experience
Current Organization/Position**

Situation

**Geography/Locations
Issue/Event/Problem
Sequence of Events
Political Entities
Organizations/Units
Elements of Novelty
Volatility**

Decision Environment

**Decision Makers
Interests Involved
Objectives
Time Frame
Risks
Costs
Precedents**

Behavioral Influences Analysis Process Flow

II. Leadership & Decision Making Style & Dynamics

Routine Circumstances

**Leadership preparation,
selection, and installation**

Assumption

**Collegial, corporate or
Individual**

BOTH

Process

Experience

Value Orientation

Interests Orientation

Crisis Situation

Training/Simulation

Succession

Key Actors

Behavioral Influences Analysis Process Flow

III. Influence Themes (Menu) for Target Susceptibilities to Persuade/Dissuade

Objectives/Actions

**Obvious/Transparent
Futility
International Condemnation
Misguided/Unworthy
Easily Denied
Aids Adversaries**

Organization

**Survival Unlikely
Internal Disaffection
Public Disrepute
Uncivilized Conduct
Penetrated/
Compromised
Betraying Purpose**

Key Actors/Groups

**Irrelevance
Risks Exceed Benefits
Dishonor
Destroying Organization
Survival Unlikely
Compromising Principles
Criminality**

Seeking Common Motivating Factors



Behavioral Influences Analysis (BIA)

Focusing on the "Human Terrain"

Researching...

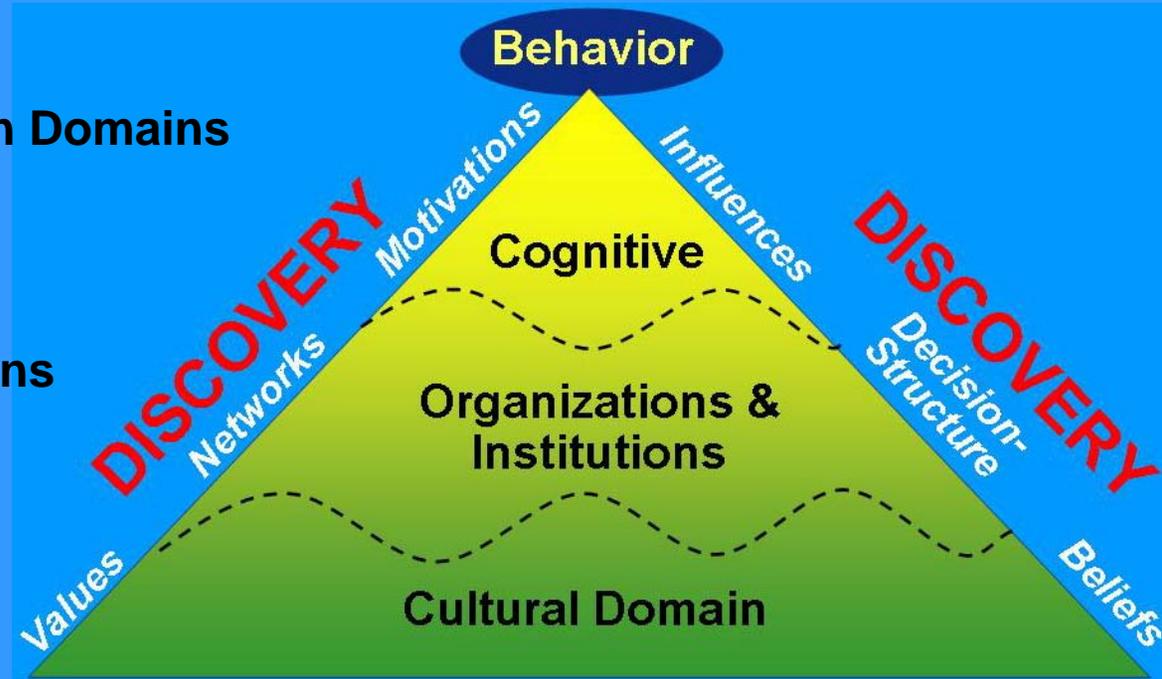
Cultural, Organizational
and Cognitive Information Domains

Discovering...

Influence Networks,
Motivations and Intentions

Answering...

Who? Why? How Likely?...
to *exploit vulnerabilities*



Producing...

Analysis and Assessments with
Non-Kinetic and Kinetic Recommendations

Supporting...

the **Warfighter** and **policy maker** in understanding the
Perceptual and *Behavioral* Context of the Battlespace

