Behavioral Influences Analysis
Mission and Methodology Overview

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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

- Science & Technology
- Gen. Mil. Intel. (GMI) Order of Battle (OB)
- HUMAN FACTORS

Physical & Electromagnetic Systems

Capabilities
- Force Disposition
- Readiness

Psychology
- Influence Networks
- Motivations

Vulnerabilities
- Functions
- Forms

Discover
- How much?
- Where?
- When?

Predictive Intelligence
- Who?
- Why?
- How Likely?

(PBA & Decision Dominance)
DOD HUMAN FACTORS IPT

USD-I (sponsor)
CHAIR DIA/HFAC
Co-chair (rotational)

ONI  NGIC  MCIA  NASIC  1st IO CMD  4th POG  AFIWC  FIWC  AFIAA

ALL COMBATANT COMMANDS  DIA  NSA  FUTURE: ALL IC

COMMITTEES

Customer Reqs  Meth & Prod  Technology  Ed & Trng  Data Integration

IPT meets semi-annually; coordinates continuously
Macro-Context for Behavioral Influences Analysis

Analyze Adversary Behaviors

PSYCHOLOGY

SOCIETY AND CULTURE

ORGANIZATIONS AND INSTITUTIONS

POLITICAL SCIENCE - SOCIOLOGY - HISTORY - GEOGRAPHY - COMMUNICATIONS - ANTHROPOLOGY - LINGUISTICS - LAW
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, C4I0, 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?
Knowledge Domains of Analytical Interest

Behavior

Cultural Domain

Organizations & Institutions

Cognitive

Motivations

Influences

Decision Structure

Beliefs

DISCOVERY

Networks

Values

SURVIVAL
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
Adversary “Net Assessment”

- Organizations & Institutions
- Psychology
  - Intent
- Culture
  - Values & Beliefs

Opportunity
- Pol-Mil-Econ, Social, Location, Timing

Behavioral Preference/Choice (ECOA)
HUMAN FACTORS ANALYSIS FOR IPB

- Values & Beliefs
- Organizational Goals
- Operational History
- Contextual Psychology

Adversary Motivations → Capabilities → Intent

Current USAF IPB “Range”

Greatly Increased Level of Confidence
Joint IPB
Behavioral Assessment Template

Define Battlespace Environment

Psychosocial Net-Assessment

Adversary’s Goals & Objectives

Behavioral MOE/Combat Assessment

Feedback

Adversary's Goals & Objectives

Values, Beliefs

Battlespace Effects

Battlespace Effects

Evaluate Adversary

Motivations

Intentions

Adversary Courses of Action
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

Adapted from SRA, Intl. and AFRL/HE, with permission
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

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
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

Desires
- Power
- $$$

Needs
- Security
- Survival

Psychology

Organizations and Institutions

Culture
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