

IDENTIFYING PREDICTIVE GRAY ZONE INDICATORS THROUGH PEOPLE'S VALUES

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SMA GRAY ZONE SERIES
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WHY THE FOCUS ON PEOPLE?

All indications are behavioral

All the behavior of interest is conducted by people

People underpin everything:

- Politics
- Society
- Geopolitics
- Economics
- Technology
- Religion...

INDICATIONS FOR INDIVIDUALS AND NATIONS

Individuals

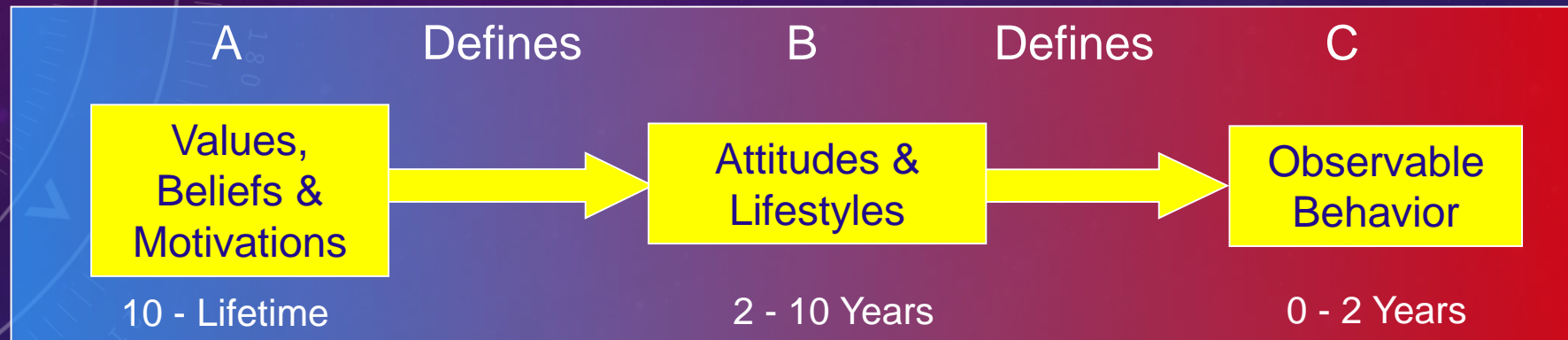
- Values
- Beliefs
- Motivations

... that lead to behavior

Nations

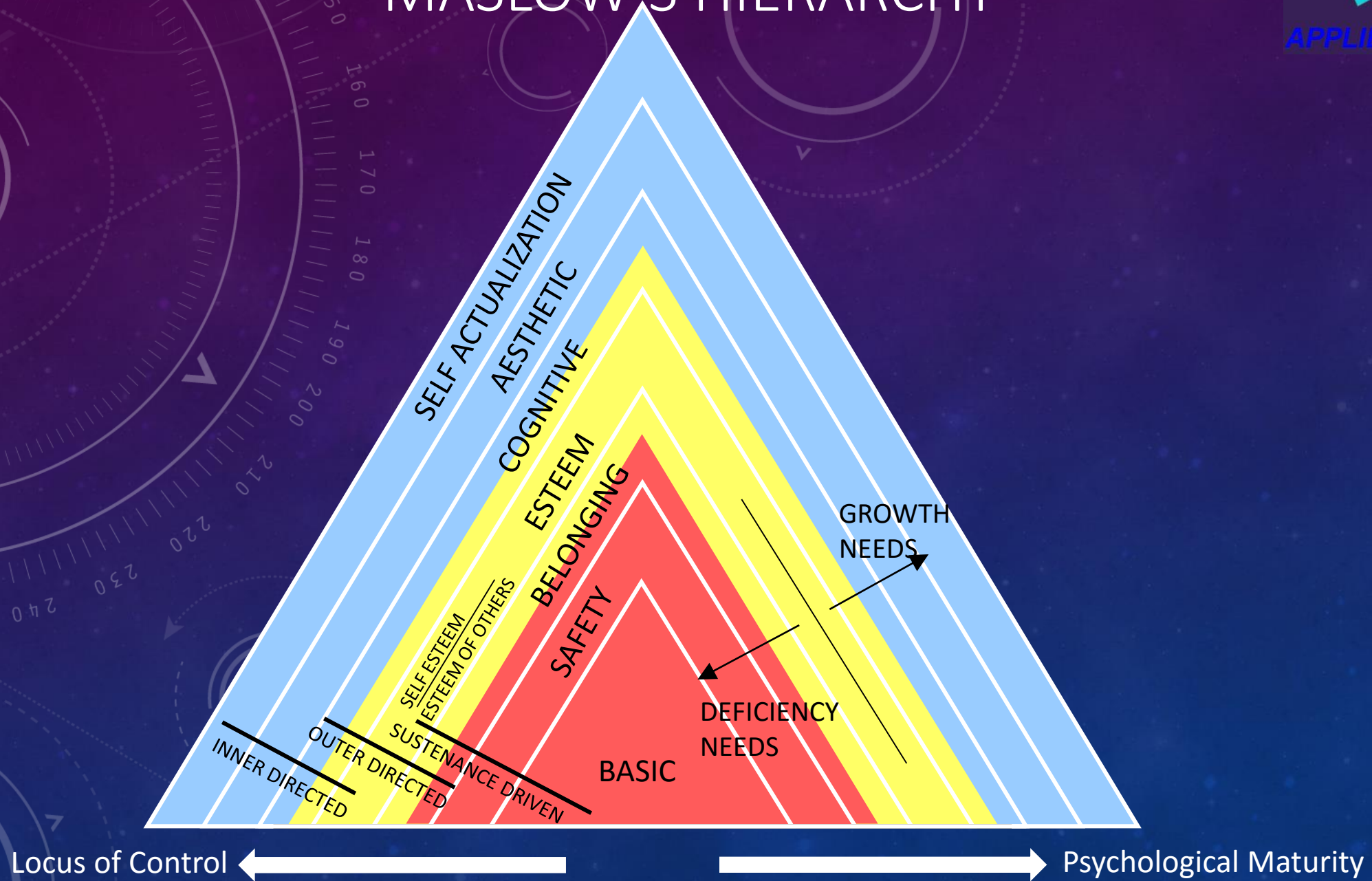
- Cultural Dimensions (Hofstede)

THE ROLES OF VALUES & MOTIVATIONS

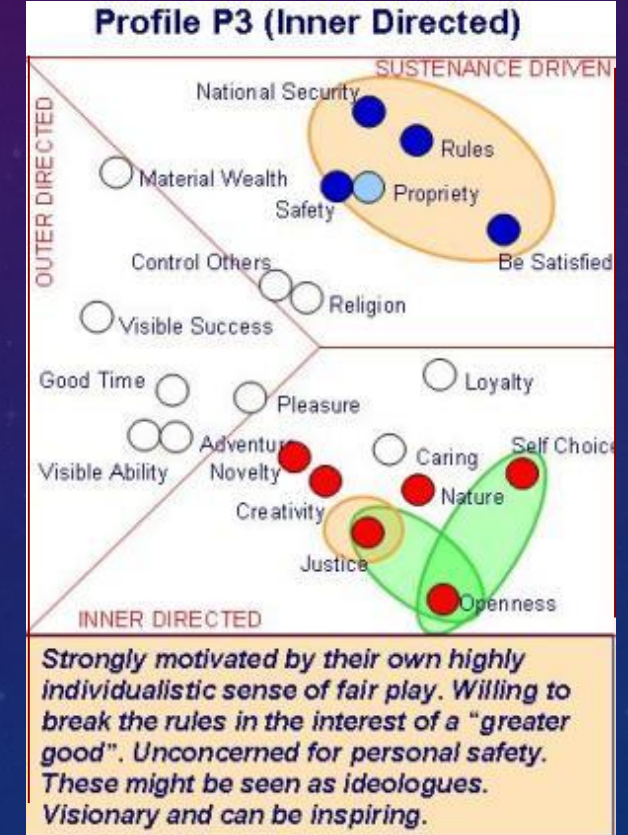
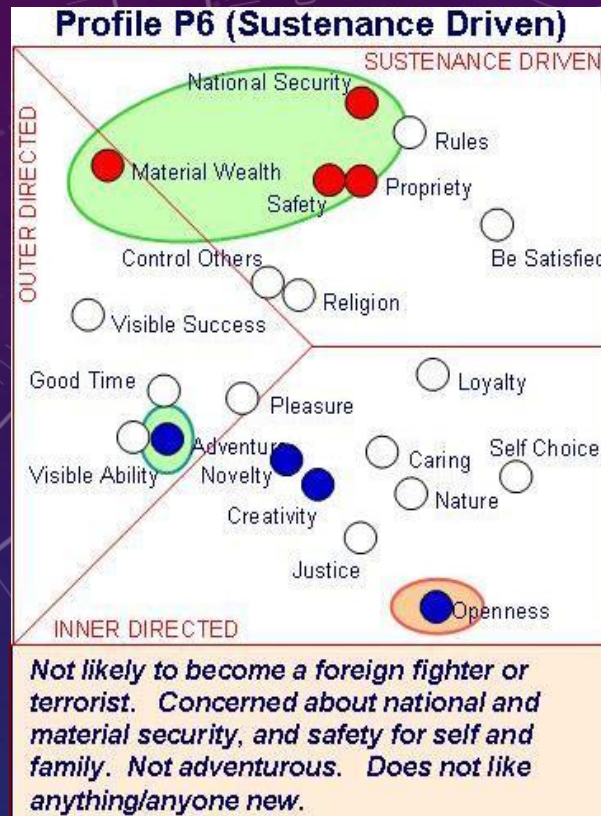


If we don't understand motivations, we have little chance of anticipating or influencing behavior

MASLOW'S HIERARCHY



SIMPLE VALUE MAPS – SCHWARZ



Do you think that people with these different values & motivations will perceive the world and respond to communications the same way?

WHAT EXACTLY IS MOTIVATION?

a trivial example

Motivation is an internal state or condition (sometimes described as a need, desire, or want) that serves to activate or energize behavior and give it direction

So... 3 young (29-ish) guys all, all of the same demographic and income level want to purchase a Porsche Boxster

▶ The motivation of all of them is to have a fast, moderately priced car?

*Yes, but this is the **superficial** motivation...there's more to it...*

WHAT EXACTLY IS MOTIVATION?

a trivial example



The first wants to buy it because, yes, it is a fast car, and it's also made with good German engineering. It feels solid and reliable.

(Safety, security reliability...)

The second wants it because it looks cool, he wants to impress his fashionable girlfriend, and it has more stowage space than most similar cars, for when they go away on trips

(Status, appearance, showing off....)

The third wants it because he loves the deep roar of the engine, he loves the way it handles – it can take 35mph bends at 70mph – and he loves the feel of the wind on his skin

(Experiential, blending with the car, the outdoors...)

*These are the **more fundamental motivations***

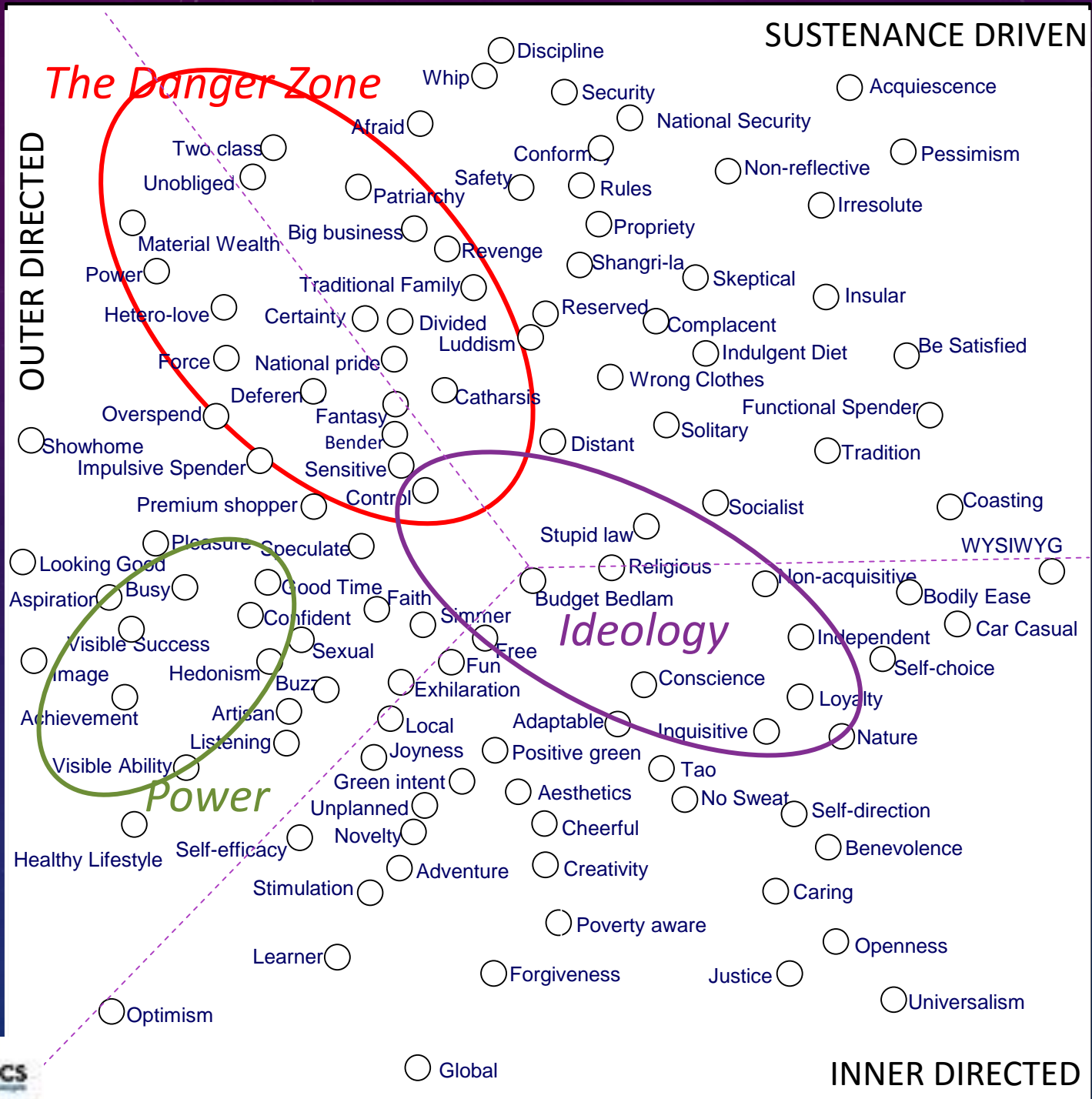
USING OUR UNDERSTANDING OF VALUES & MOTIVATIONS



- It is relatively easy to forecast changes in values
- Values can be correlated with motivations and behavior
- Therefore it is possible to forecast motivations and hence behavior with a higher degree of certainty than extrapolation of behavior alone
- This requires a baseline understanding of the values in a given population, together with correlations with behavior
- With that in hand, it is possible to scrape social media – even in real time – and identify the values of people of interest
- Keep them, their contacts and families under observation via SM

Rules are to be used
for self-gain.
Don't get caught on
The wrong side

ME



Tradition and group-based.
Rules keep you safe.
Breaking rules demands
sanctions.

Family / Tribe

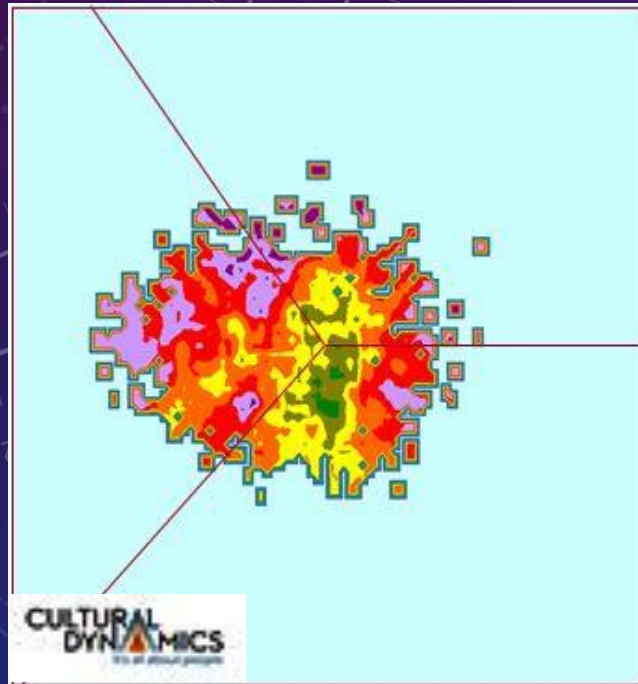
WE

Universal

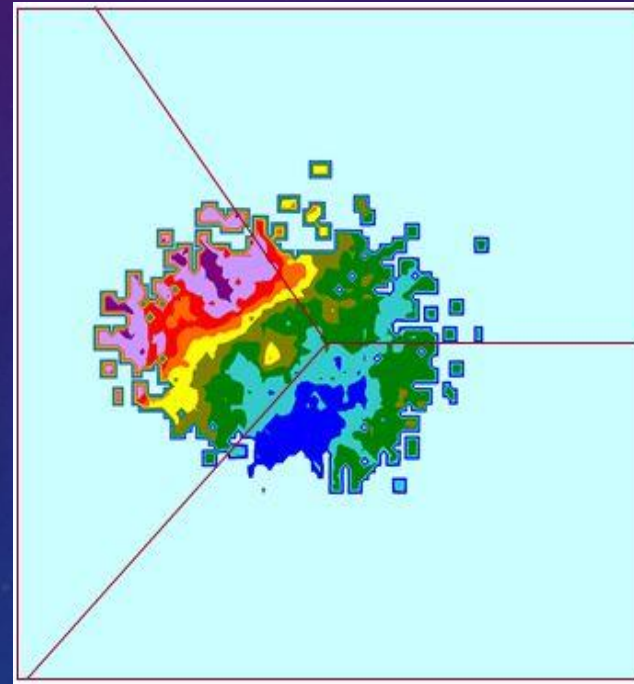
Self-defined ethics.
Not bound by traditional
morality.
Fluidity of response

INDONESIA

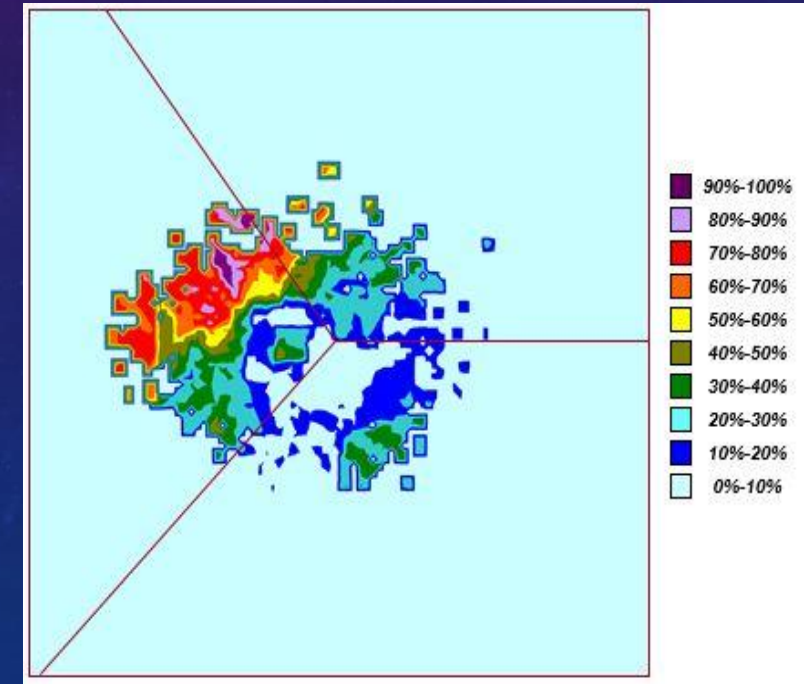
Very religious
Scale Factor 2.2



High propensity to accept
use of force
Scale Factor 2.8

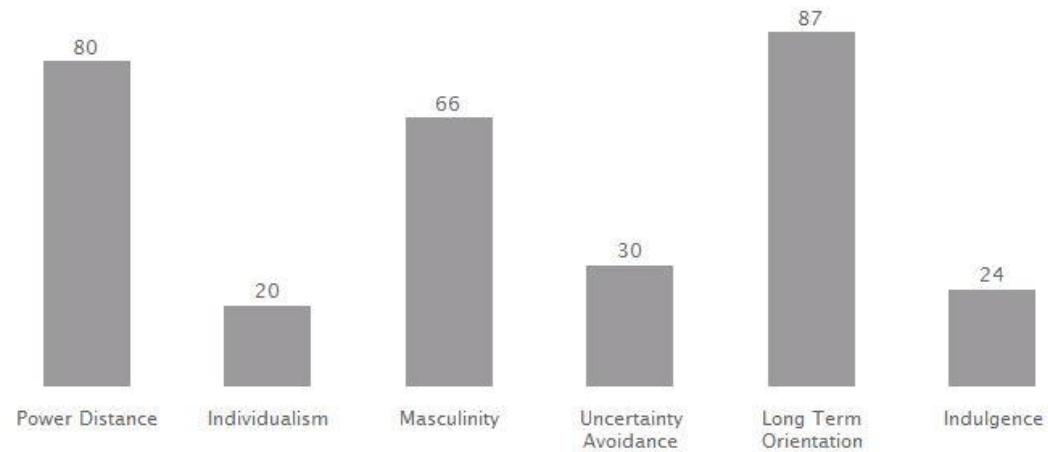


High propensity to accept
use of force AND very religious
Scale Factor 5.8

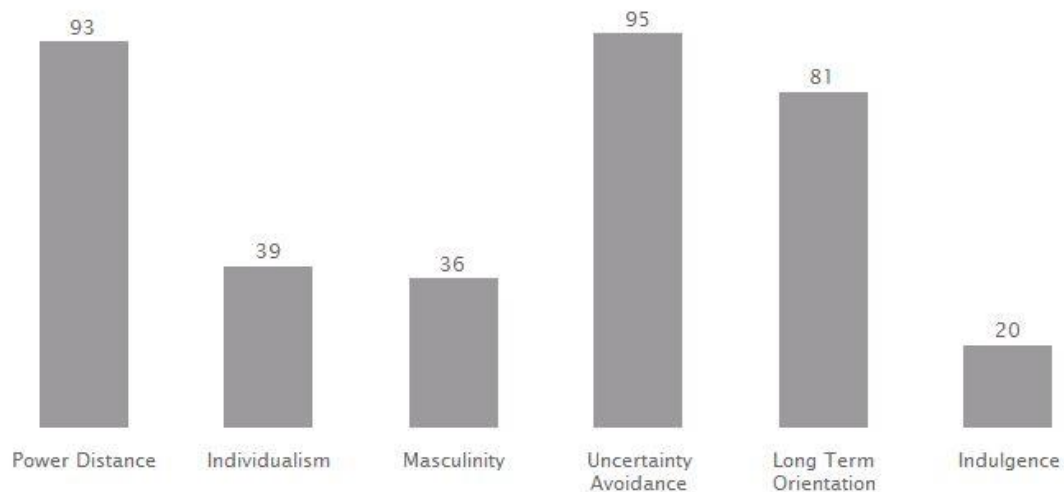


CULTURAL DIMENSIONS – HOFSTEDE

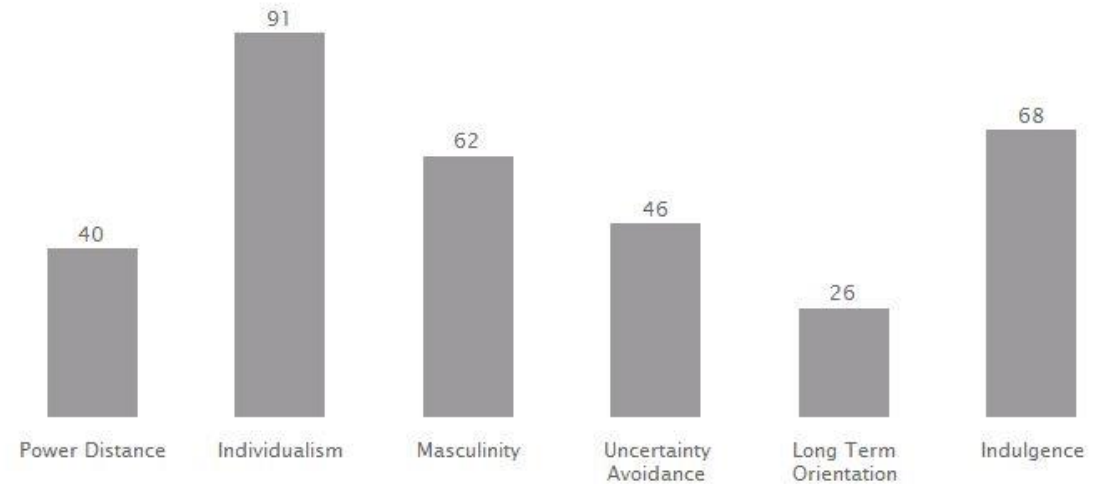
China* - Outer Directed



Russia - Sustenance Driven



United States - Inner Directed



THOUGHTS ABOUT THE FUTURE

- Gain a greater understanding of people – their values and motivations as precursors of behavior
- Identify the Danger Zone people (followers)
- Identify the Power and Ideological people (leaders)
- Observe/monitor those groups using SM
- Forecast trends in behavior based on values; develop scenarios
- Develop appropriate strategies using “all available means” such as subversion, political and psychological warfare based on understanding of values

PGZI – THOUGHTS ABOUT THE FUTURE



QUESTIONS