

SMA Reach-back

Question (S3): *What must the coalition do in the information environment to achieve its objectives in Iraq and Syria and how can it deny adversaries the ability to achieve theirs?*

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Executive Summary

The following set of responses to Question S3 represent an attempt to distill the input from individuals who have contributed to any number of OSD-SMA efforts in recent years. Giordano's Access, Assess, Engage (AAE) framework will be used to categorize these recommendations. The recommendations are an attempt to distill the concepts proposed in a set of recent OSD-SMA publications¹. CENTCOM may improve cognitive engagement by producing a broader, more expansive joint intelligence preparation of the operational environment (JIPOE). An expanded JIPOE (Joint Intelligence Preparation of the Operational Environment) could potentially identify the behaviors of target audiences necessary to achieve US objectives, to develop possible psychological effects and leverage operations as a cognitive scheme of maneuver that could lead to synchronizing actions and messages to achieve coalition objectives. (Contributing Authors: LTC Xavier Colon, Joint Staff J39, LTC Rafael 'Rafa' E. Linera Rivera, Ph. D, USASOC, SFC Matthew John Martin, USASOC, Dr. Ian McCulloh, JHU/APL, CPT Christopher O'Brien, 20th Special Forces Group (Airborne), MAJ Robert Payne, CENTCOM, MAJ Gregory Seese, Ph.D, USASOC, SGM Sohail Shaikh, AWG, Dr. Jason Spitaletta, (Maj, USMCR), JHU/APL, LTC Brian Steed, CGSC, Dr. Gwyneth Sutherlin, Geographic Services, Inc., Dr. Robert Taguchi USASOC)

Access

Determining the accessibility of a target audience, the sixth step in the doctrinal target audience analysis process), identifies how a particular audience may be reached through various media.

- While social media can provide macro-level insights, the focus should be placed on the secure chat rooms where recruiters more readily interact with potential members.
 - Mining the Dark Web content and subjecting the information to Thematic Content Analysis (TCA), Integrative Complexity (IC), and/or Leadership Trait Analysis (LTA) amongst other techniques will provide more accurate insight than sentiment analysis derived from Twitter.
 - A priority of insurgent and revolutionary organizations is the establishment of legitimacy and the questioning of the State
 - Much has been made of Da'esh and their virtual caliphate but an outstanding research question and/or intelligence requirement remains whether a virtual caliphate is indeed legitimate in the minds of the Umma.

¹ Topics in the Neurobiology of Aggression: Implications to Deterrence (2013), Topics for Operational Considerations: Insights from Neurobiology & Neuropsychology on Influence and Extremism—An Operational Perspective (2013), White paper on Leveraging Neuroscientific and Neurotechnological (NeuroS&T) Developments with Focus on Influence and Deterrence in a Networked World (2014), White Paper on Social and Cognitive Neuroscience Underpinnings of ISIL Behavior and Implications for Strategic Communication, Messaging, and Influence (2015), White Paper on Assessing and Anticipating Threats to US Security Interests: A Bio-Psycho-Social Science Approach for Understanding the Emergence of and Mitigating Violence and Terrorism (2016), Counter-Da'esh Influence Operations: Cognitive Space Narrative Simulation Insights (2016), and-Bio-Psycho-Social Applications to Cognitive Engagement (2016)

- The perceived legitimacy of the virtual caliphate underlies the next stage of the conflict once Da'esh is militarily defeated in Iraq and Syria.
 - If the virtual caliphate is indeed legitimate in the minds of enough people, the next phase of this conflict may be entirely in the cognitive and information dimensions.
- Emphasize face-to-face methods of access and influence using Special Operations Forces (SOF).
 - Leverage USSOCOM's Transnational Coordinating Authority to extend these efforts into the areas of operation that produce the foreign fighters and conduct interviews, assessments, and/or asset validation activities in order to develop a physical connection to the target audiences of interest.
- Consider integrated reach-back to augment organic analytic capability.
 - Identify service members across the active and reserve components with the requisite operational and academic backgrounds and provide opportunities to deploy in order to facilitate research and/or guidance ISO operations.
 - Leverage Military Information Support Operations (MISO) capabilities in the Army and Air Force across the active and reserve components with the requisite operational and academic backgrounds in order to facilitate influence campaign assessments.
 - Leverage USSOCOM's Service like responsibility to submit a Joint Urgent Operational Needs Statement (JUONS) requesting an augmented data collection and analytic capability that includes the methods and skill-sets identified in the various OSD-SMA publications.
- Big data may be useful, but consider a more nuanced approach to analysis.
 - Understanding individual ethnicity, religion, language, tribal affiliation, social identity/ relationships), and political allegiance at a granular family-group level provides a deeper understanding of the locations (origins) of people and their socio-cultural identity (religion, ethnicity, language).
 - Localizing communications analysis around cultural variation in thinking may compensate for the more macroscopic approaches while also providing a geographic reference for forms of communication that require face to face interaction.

Assess

Employing the Strange Model of Centre of Gravity (COG) analysis to identify critical capabilities, critical requirements (CR) and associated critical vulnerabilities (CV) of the threat. This type of functional decomposition could identify cognitive aspects of the threat that are exploitable through the information dimension. Our working hypothesis is that the COG lies in the cognitive domain.

- Expand the Joint Intelligence Preparation of the Operational Environment (JIPOE) to further breakdown the Physical, Informational, and Cognitive Dimensions in which CENTCOM is conducting operations.
 - The JIPOE could produce significant characteristics of:
 - 1) Physical Dimension: Terrain, weather, geography, and infrastructure impacts on the dissemination audio, visual, and audio-visual products.
 - 2) Informational Dimension to describe Information and its quality, flow and distribution impacting the collection, processing and distribution of information.
 - 3) Cognitive Dimension to identify and to map the significant characteristics of attitudes, beliefs, and perceptions that influence population group and adversarial decision making of the information environment.
 - From the JIPOE, CENTCOM should focus on the different interconnected relationships that may reflect current target audience behaviours.

- Leverage current approved MISO programs in the AOR to direct actions and messages towards the desired target audiences.
 - Leverage the MISO Objectives (MO) within approved programs.
 - The purpose of MO is to state the desired behaviour changes in selected TA that best support the accomplishment of the CENTCOM Cdr's mission.
- Among the methods that have potential applicability are those that comprise human factors analysis; group and population analysis, social network analysis, and individual and leadership analysis.
 - Continue to collect data using as many methods as possible to include opinion polling via telephone, internet, and face-to-face methods;
 - When able, focus data collection on behavior vice attitudes as the former is a better predictor of future behaviors.
 - Catalysts or triggers (an event, individual, or threat that motivates a particular behavior) that precede behaviors of interest may correlate with key transition points between ideological and/or behavioral categories.
 - Triggers can be correlated with established risk factors for radicalization; as the set of risk factors increases (and/or intensifies), engagement tactics can adjust accordingly as well as serve as empirically derived assessment criteria and intelligence requirements, which are integrated into the intelligence, surveillance, and reconnaissance collection plan.
 - These triggers can also be integrated into the MISO program assessment plan.
- Two specific components of target audience analysis, vulnerability and susceptibility, can benefit from integrating bio-psycho-social perspectives into the command's targeting process.
 - Vulnerabilities are the needs, wants, or desires that arise from the conditions within the operational environment; vulnerabilities are traditionally social, but can be extended to include cognitive and neurobiological and can be exploited through both the message content as well as the dissemination mechanism.
 - Susceptibility is the degree to which a particular message is likely to influence a target audience and are often identified through both primary and secondary methods in either background research and/or product testing.
 - These approaches can be augmented by neuroscience research methods to identify one's elaboration likelihood requirement or information display preference at a neuropsychological level to enable more precise susceptibility analysis.
 - Each line of persuasion can then be evaluated based on its ability to influence both the target audience's behavior and neural response.
- Segment audiences to the degree practicable but don't lose the nuance.
 - Many TA within the AOR are bi- or multi-lingual and as a result of this cognitive ability, individuals also must navigate conceptual differences and differences in cultural norms (such as politeness, intensity, gender, topic framing, communications modes such as when to use face to face and when to use social media and with whom.)
 - This process requires reiteration for each audience segment.
- Visualization and communication of MISO-specific data and analysis should be simplified to the degree possible and communicated/depicted in a manner that maneuver commanders find intuitive.

Engage

CENTCOM should consider the combination of informational and physical powers in concert with members of the interagency to drive CENTCOM actions through an operational narrative. Leverage existing MISO programs Actions and messages are synchronized to generate the behaviors necessary to achieve coalition objectives.

- Actions and messages are synchronized to generate the behaviors necessary to achieve US objectives
 - Leverage current advice and assist authorities to integrate messages with actions.
- Integrate information power considerations in plans and policies
- Influencing the foreign fighter target audience is about an emotional decision; one cannot fight feelings with facts. Eschew rhetorical persuasion, and focus on the concomitant emotions of their decision to leave home, risk their lives, and/or continue to fight despite the Da'esh top management team fleeing. Make it personal.
- Personalizing the engagement is more likely to resonate with impressionable and emotionally vulnerable military-aged males.
 - Personalized persuasion require themes, messages, and dissemination mechanisms specifically tailored to an individual's psychological vulnerabilities and/or susceptibilities and delivered to the device at the time when the effect will be greatest.
 - Exploit available data through open sources and intelligence methods to collect data on persons of interest.
 - Contemporary microtargetting incorporates open-source aggregation to develop demographic profiles, incorporate psychographic information to develop a more precise (or actor-specific) set of vulnerabilities and susceptibilities.
 - Susceptibility is a function of prediction error; the more novel an event, the more likely it is to resonate.
 - Vary influence means, methods, and themes to maximize novelty and avoid message habituation, unless, the goal is to reinforce learning through repetition.
 - Instead of negative tones and nebulous instructions, use positive recommendations encourage specific behaviors; avoid “don’t do y” and instead use “do x”.
 - Empathize with individuals; avoid labels and/or paternalistic approaches to “improving” them and/or their situation IOT better understand how a particular individual perceives consistency, specifically the violation of consistency with defection.
 - Focus on understanding perception of social identifies and developing identify-congruent options that meet US political and/or military objectives.
- Emphasize face-to-face methods of influence using Special Operations Forces (SOF).
 - SOF, particularly Level III qualified personnel, are exceptionally well-equipped to understand and exploit emotional states and traits. Employ these personnel to develop influence agents within both Da'esh and the surrounding population.
 - Since human-to-human access to the target is mediated through a computer, methods developed in one domain must be applied to cyber operations.
 - In order to more effectively counter IS messaging CENTCOM employ Webops to:
 - Ridicule and Satire as weapons, particularly when providing MISO support to indigenous resistance organizations.
 - Manage the narrative by helping to sequence tactical and operational level action into a coherent story.

- Build a competitive cognitive environment with multiple choices to encourage their narrative's potential for selective advantage
 - Coordinate efforts with USSOCOM, to extend these efforts into the areas of operation that produce the foreign fighters.
 - Request USSOCOM to evaluate and operationalize existing and/or developing future capabilities.
 - These efforts already exist and should be coordinated through an external operations office or desk responsible at the Military Information Support Task Force-Central (MISTF-C).
 - Overarching narrative is supported and furthered by effective series and PSYACTs, actions taken to enhance psychological effect, developed at the local, tactical level.
 - The strategic campaign management, i.e. linking of efforts in different AORs, such as Syria, Yemen, and Iraq, should be managed at the CENTCOM level.
 - CENTCOM should help to ensure that tactical and operational actions are within the overarching narrative goal by providing a synchronization and assistance function.
- Leverage OSD ATL, CENTCOM S&T, as well as academic and industry partnerships to accelerate development.
- Operationalize the narrative: identify the story to be told and then allocate the political, economic, and military resources to support it.
 - CENTCOM must execute a strategic mission narrative that synchronizes all JIM efforts across the AOR Coalition Forces operate in.
 - This will enable coalition forces in Iraq and Syria, Afghanistan, or elsewhere to execute a synchronized operational mission narrative at their echelons.
 - The operational mission narrative will allow tactical units to execute a synchronized mission narrative that is mutually supporting to one another, as our advisory does, and deny adversaries the ability to achieve their objectives through the narrative space.
 - Coalition forces must identify:
 - Who is/are the most credible messengers of the strategic narrative;
 - What is the most logical strategic narrative that resonates across the AOR within the local belief system;
 - What master narrative residents across the AOR care enough about to translate into human behavior that achieves U.S. interests.
 - Use scientific principles of storytelling and focus on the emotional aspects of the characters and their experience.
 - Coordinate with EUCOM and AFRICOM to pool resources and coordinate engaging.
- Invest in computer-assisted persuasive technology (captology) and leverage DoD innovation efforts.
 - Request USSOSOCOM task USASOC with evaluating and operationalizing existing and/or developing future capabilities.
 - Leverage academic and industry partnerships to accelerate development.
- Message Characteristics for Da'esh ideologues who focus on ideological goals in decision making (e.g., return to past levels of greatness, use of negative mental models/past

experiences with failure to inform on lessons learned and mistakes to avoid (thus, historical references valued), use of symbolic imagery and rituals in communications.

- Do: craft inspirational messages in ideal of Islam and purity. Focus on incongruence of decisions of other subgroups that are in conflict with historical vision of Caliphate.
- Don't: attack ideology, don't have incomplete or weak arguments based on misunderstanding of Islam. Don't use Apostates to deliver message.
- MOE:
 - Questioning pragmatic and violence goals/decisions
 - Increased Risk-Taking
 - Weakening loyalty to other leader subgroups
 - Greater attention to potential negative consequences of action.
 - Silo communication (lower communication, information sharing with other leaders)
- Message Characteristics for Da'esh pragmatics who focus on secular, tangible goals in decision making (e.g., control of government, critical resources, strategic revenue streams such as highly traveled roads); use data and facts to make decisions, rational and incremental progress toward long-term goals. Focus on solving day-to-day problems for organization and people.
 - Do: craft rational messages based on data, facts, and logical arguments. Highlight how ideological goals and violent goals conflict with more data-driven, incremental approaches. Remind them of their education, training in academics. Praise their attention to detail and careful planning. Focus on the future.
 - Don't: Use ideological or inspirational appeals to influence them. Avoid focusing on past Da'esh atrocities (if possible) as it might present perceived barrier to defection.
 - MOEs:
 - Questioning ideological and violence goals/decisions
 - Slower decision making
 - Weakening loyalty to ISIL organization and other leader subgroups
 - Focus on day-to-day short term goals over long-term, strategic goals.
- Message Characteristics for Da'esh violence seekers who focus on adventure seeking, sensation seeking activities; short-term decision-making; escalation of violence and means to punish others.
 - Do: craft messages about chance for violence; need to escalate (and other's slow decision making); do use forceful messengers who have expertise in fighting.
 - Don't: Use ideological or rational appeals to influence them.
 - MOE:
 - Questioning ideological and pragmatic goals/decisions
 - Impulsive decision making
 - Weakening loyalty to ISIL organization and other leader subgroups
 - Low information sharing and decrease in exchange.
- Online engagement is an area where many have criticized the US of failing short.
 - If CENTCOM is willing to compile a comprehensive dataset of what they've done, against whom, and the effect with appropriately cleared researchers a deeper understanding of the problem can potential solutions may be developed.

Author Biographies

LTC Xavier Colon



Lieutenant Colonel Xavier "X" Colón currently serves as the Chief, MISO Branch in The Joint Staff, Deputy Directorate for Global Operations (J39). He earned a Master of Arts Degree in National Security Studies from the American Military University. He earned a Bachelor of Science degree in General Sciences from the Pontifical Catholic University of Puerto Rico and was commissioned as a 2LT in the US Army through the Reserve Officer Training Corps on 28 January 1999.

His most recent assignments include, Chief, PSYOP Division (J39), Special Operations Command South, Operations Officer (J3) Military Information Support Task Force, Afghanistan, Company Commander, 1st Military Information Support Battalion (A), 8th MISG (A), Chief of Training Branch, PSYOP Training and Doctrine Division, US Army John F. Kennedy Special Warfare Center and School, Detachment Commander, A Co. 1st PSYOP Battalion, 4th PSYOP Group (A), Company Commander, Service Battery, 3rd Battalion (Airborne) 4th Air Defense Artillery Regiment, 82nd Airborne Division; Corps Maintenance officer, 18th Airborne Corps, Mortuary Affairs Officer, Multinational Corps Iraq.

LTC Colón is graduate of the Joint Information Operations Planners Course, Military Deception Planners Course, Joint Professional Military Education Phase II, Command and General Staff College at the Western Hemisphere Institute for Security Cooperation, Latin America Regional Studies, Psychological Operations Officer Qualification Course, Combined Arms Services Staff School, Combined Logistics Captains Career Course, Ordnance Transition Course, and the Infantry Officer Basic Course.

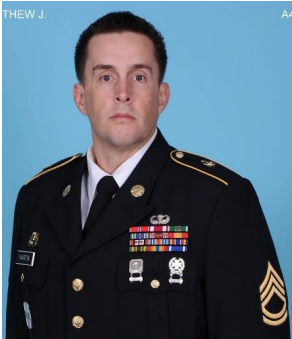
Awards and decorations include, Joint Meritorious Unit Award (one Oak Leaf Cluster), The Bronze Medal, The Defense Meritorious Service Medal, The Joint Service Commendation Medal (one Oak Leaf Cluster), The Army Commendation Medal (four Oak Leaf Cluster), National Defense Service Medal, The Iraqi Campaign Medal (two star device), The Afghan Campaign Medal (two star device), Overseas Ribbon (3 Device), NATO Medal, Senior Parachutist, Air Assault Badges, and the Joint Staff Identification Badge. His foreign awards include The Honduran Army Distinguished Medal Second Class and parachutist badges from Bolivia, Chile, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, and Mexico.

LTC Rafael 'Rafa' E. Linera Rivera, Ph. D



Lieutenant Colonel Rafael 'Rafa' E. Linera Rivera, Ph. D., Rafael E. Linera Rivera (or 'Rafa') was commissioned in 1997 as a Second Lieutenant in the Infantry Branch. Rafa has served several assignments both domestically and abroad, including South Korea, Iraq, Mexico, Ecuador, and Afghanistan. Rafael is currently serving as the USASOC G39, Cyberspace Electromagnetic Activities & Influence Operations Chief. He has earned numerous awards and decorations – the Bronze Star, Defense Meritorious Service Medal, the Army Meritorious Service Medal with two Oak Leaf Clusters, the Major General Robert A. McClure Bronze Medal, among others. He holds a Ph.D. and M.A. in Psychology from the Fielding Graduate University Media Psychology Program, a M.A. in Finance from Webster University, and a B.B.A. in Accounting from the University of Puerto Rico.

SFC Matthew John Martin



SFC Matthew Martin joined the Active Army as a Chaplain Assistant (56M) on 20 March 2002. After two tours as a Chaplain Assistant, SFC Martin re-enlisted and joined the Psychological Operations (37F) career field. SFC Martin received his Bachelors of Science degree in Psychology from Excelsior College in 2009. He received a Masters of Arts degree in Industrial and Organizational Psychology in 2014 from The Chicago School of Professional Psychology and was awarded a graduate certificate for Media Psychology with a focus in Neuromarketing from Fielding Graduate University in 2016. He is published in both academic and professional periodicals. SFC Martin has served in Kuwait, Thailand, and Afghanistan and has considerable experience teaching and training both US and foreign service members. He is currently assigned to the US Army John F Kennedy Special Warfare Center and School as the US Army Reserves Psychological Operations Advanced Individual Training Course Manager. He resides in Whispering Pines, NC with his wife, Denise, two daughters, Maryann and Natalie, and two cats.

Dr. Ian McCulloh



Ian McCulloh is a senior scientist in the Asymmetric Operations Department of the John's Hopkins University Applied Physics Lab. His current research is focused on strategic influence in online networks and data-driven influence operations and assessment. He is the author of "Social Network Analysis with Applications" (Wiley: 2013), "Networks Over Time" (Oxford: forthcoming) and has published 38 peer-reviewed papers, primarily in the area of social network analysis. He retired as a Lieutenant Colonel from the US Army after 20 years of service in special operations, counter-improvised explosive device (C-IED) forensics and targeting, and weapons of mass destruction (WMD) defense.

He founded the West Point Network Science Center and created the Army's Advanced Network Analysis and Targeting (ANAT) program. In his most recent military assignments as a strategist, he led interdisciplinary PhD teams at Special Operations Command Central (SOCCENT) and Central Command (CENTCOM) to conduct social science research in 15 countries across the Middle East and Central Asia to included denied areas, which he used to inform data-driven strategy for countering extremism and irregular warfare, as well as empirically assess the effectiveness of military operations. He holds a Ph.D. and M.S from Carnegie Mellon University's School of Computer Science, an M.S. in Industrial Engineering, and M.S. in Applied Statistics from the Florida State University, and a B.S. in Industrial Engineering from the University of Washington. He is married with four children and a granddaughter.

CPT Christopher O'Brien

CPT Christopher O'Brien is a Media, PA native and a graduate of The Citadel. CPT O'Brien graduated with a bachelor's degree in Criminal Justice and was commissioned as an Ensign in the United States Navy through a three year NROTC scholarship.

Following graduation, CPT O'Brien served as a BUD/S student and the NSWCEN Legal Officer in Coronado, CA. After an inter-service transfer, CPT O'Brien was assigned to 2-502D IN REG at Fort Campbell, KY. While assigned to the 101st Airborne Division, CPT O'Brien served as an Infantry Platoon Leader, SFAAT Executive Officer, SFAAT Team Commander, Infantry Company Commander, Infantry Company Executive Officer, and an Infantry Battalion Plans Officer. CPT O'Brien is currently assigned to the 20th Special Forces Group (Airborne) serving as the Detachment Commander for Operational Detachment Alpha 2314.

CPT O'Brien has deployed twice to Afghanistan in support of Operation Enduring Freedom. While serving as a Company Commander, CPT O'Brien implemented FORSCOM's first practical gunnery application for the TOW ITAS. CPT O'Brien also competed in the 2013 Best Ranger Competition and will be published in the OSD-SMA White Paper *Bio-Psycho-Social Applications to Cognitive Engagement* in September 2016.

CPT O'Brien is a graduate of the Special Operations Forces Surveillance Operators Course, Special Forces Military Free Fall School, Special Forces Qualification Course, Sabalauski Air Assault School, Basic Airborne School, US Army Ranger Course, Infantry Basic Officer Leader Course, Basic Officer Leader Course II, Direct Commission Basic Officer Leader Course, and Combative Course Levels I and II. His awards and decorations include the Army Commendation Medal with four oak leaves, the Army Achievement Medal with oak leaf, the Navy Achievement Medal, the Afghanistan Campaign Ribbon with two campaign stars, the Combat Infantryman's Badge, and the Expert Infantryman's Badge.

CPT O'Brien has been married five years to Kristin O'Brien. They have a three year old daughter named Macie, a ten month old son named Henry. CPT O'Brien and his family currently reside at Sumter, SC.

MAJ Robert D. Payne III



MAJ Robert D. Payne III is a Field Artillery officer serving with the United States Military Training Mission in the Kingdom of Saudi Arabia. He received his commission from the Army ROTC program at Boise State University in 2005 with a Bachelor of Arts in U.S. History. He completed his first Masters Degree in Military Arts and Science at the Army Command and General Staff College Ft. Leavenworth, KS in June 2016 and is currently earning a second Masters Degree from George Washington University in Political Science.

After the Army's Field Artillery Officer Basic Course Robert was assigned to 2-7 Infantry Battalion, 1st Brigade, 3 Infantry Division and deployed with 2-7 INF as part of the "Surge" for a fifteen month tour in Al Anbar province, Iraq. After completing the Army's Field Artillery Captain's Career Course Robert was assigned to 210th Fires Brigade, Camp Casey Korea where he completed his battery command time. After a brief time with First Army East preparing National Guard and Reserve forces for deployments Robert was selected and joined the Army's Asymmetric Warfare Group. Robert was then selected to attend the resident Command and General Staff College Officer Course where he served until joining USMTM in Riyadh.

Robert's co-authored paper, *Narrative in the Operations Process*, was presented at the fifth annual Computational Models of Narrative Workshop in 2014 and formed the foundation of his Master's Thesis, *The Military Application of Narrative: Solving Army Warfighting Challenge #2*. In addition to being a Field Artillery Officer, Robert is a trained/certified Army Strategist, Information Operations Officer, Joint Capabilities Integration and Development System Officer, Security Cooperation Officer, and Operational Advisor Support Officer.

Major Gregory Seese, Ph.D



Major Gregory Seese, Ph.D. is a US Army Psychological Operations Officer (PSYOP) currently serving as the PSYOP Division Chief in the United States Army Special Operations Command (USASOC) G39. He was previously assigned to the Office of Security Cooperation – Iraq (OSC-I) in support of Operation Inherent Resolve (OIR) as the Chief of Behavioral Sciences in the Tribal Engagement Coordination Cell (TECC). Prior to that, Major Seese was a Regional PSYOP Company Commander in the 6th PSYOP Battalion at Fort Bragg, and the J5 Director of Plans at the Joint Information Support Task Force – Special Operations (JISTF-SO) in the Persian Gulf. While assigned to the United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS), Major Seese held a variety of positions to include standing up the newly formed PSYOP Advanced Skills Detachment where he is credited with developing the Special Operation Forces Military Deception Planners Course, and the Advanced Target Audience Analysis Course. He also commanded the PSYOP Advanced Individual Training (AIT) Company, and was the PSYOP Officer Qualification Course Manager. He also held several positions in the Directorate of Training and Doctrine (DOTD) to include both Chief of the PSYOP Training Branch, and Chief of the PSYOP Doctrine Branch. Major Seese served in Bosnia-Herzegovina and in Afghanistan during Operation Enduring Freedom with the 3rd and 19th Special Forces Groups. His research interests include attitude and behavior change, motivation, deception, behavioral prediction/modeling, and bio & neurofeedback/qEEG.

Major Seese is a licensed psychologist and has a Bachelor of Arts, Master of Science, and Doctorate in Psychology. He also earned a graduate certificate in Stability, Security, and Development in Complex Operations (SSDCO) from the Naval Post Graduate School. Relevant publications include: *Countering Violent Extremism and Terrorism - Targeting Active Support Networks* (Seese, G., 2016) In-press; *Winning The Battle In Narrative Space Using Applied Neuroscience - Enhancing and Modernizing The PSYOP Process* (Seese, G., Linera, R., Stangle, S., Otwell, R., & Martin, M., 2016); *The Neuroscience of Influential Strategic Narratives and Storylines* (Seese G., & Haven K., (2015); *Comprehensive PSYOP Assessment and Evaluation in Counterterrorism Efforts* (Seese, G., 2014); *Deconstructing Narratives: Using Primal Branding To Design Oppositional Narratives* (Hanlon, P., & Seese, G., 2013); *Measuring Psychological Operations (PSYOP): It's all about the SPO* (Seese, G., 2009); *Measuring Psychological Operations (PSYOP) Effectiveness* (Seese, G., & Smith, P., 2008).

SGM Sohail A. Shaikh



SGM Shaikh serves as NCOIC in Analysis and Production Cell in the Asymmetric Warfare Group, Fort. Meade, MD.

His recent deployments were in support of USSOCOM elements in Iraq followed by an IO assessment for SOJTF-A in Afghanistan. He holds a Master of Public Administration from The Troy State University, AL; and a Bachelor of Arts in Political and Military Science from San Jose State University, CA. He was recently awarded an Honorary Diploma by the Information Operations Proponent for his continuous contribution to the Information Operations Qualification Course (FA30) qualifying him as the only NCO in the Army to achieve this honor.

His key assignments include: Linguist Cell NCOIC, Guantanamo Bay Cuba; Detachment Sergeant, 8th Psychological Operations Battalion, (Airborne), Fort Bragg, NC; Military Information Support Team Sergeant, Kabul, Afghanistan, Field Support Division, Team Sergeant, 1st Information Operations Command, Ft. Belvoir, VA; Information Operations Planner, 1st Special Forces Group; OPERATION IRAQI FREEDOM, Iraq, Psychological Operations Planner, 173rd Airborne Brigade Combat Team, OPERATION ENDURING FREEDOM, Afghanistan.

Personal awards and decorations include the Bronze Star Medal, Meritorious Service Medal (2nd Award), Joint Service Commendation Medal, , Combat Action Badge, Parachutist Badge, Sr. Aviation Crew Member Badge, Air Assault Badge, Italian and Polish Parachutist Badges, and various other unit and service awards.

Dr. Jason Spitaletta, (Maj, USMCR)

Jason Spitaletta is a Major in the US Marine Corps Reserve and a psychologist with primary research experience in applied, experimental, political psychology and cognitive neuroscience as well as operational experience in Psychological Operations (PSYOP)/Military Information Support Operations (MISO) and intelligence assignments in the US Marine Corps as well as Joint and Special Operations communities. He has deployed to the Western Pacific, Iraq, and Uganda. In civilian life, he is a researcher at The Johns Hopkins University-Applied Physics Laboratory as well as an adjunct faculty member at National Intelligence University and the Daniel Morgan Academy. He holds a bachelors' degree in biochemistry from Franklin & Marshall College, a master's degree in human factors from Embry-Riddle Aeronautical University and a master's degree and Ph.D. in applied experimental psychology from and Catholic University. He also holds a graduate certificate from Stanford University's Summer Institute for Political Psychology.

LTC Brian Steed

Brian L. Steed is currently a Military History instructor at the US Army Command and General Staff College and a Middle East Foreign Area Officer. He served eight and a half consecutive years in the Middle East including assignments in the Levant, Mesopotamia, and the Arabian Peninsula. He served briefly in Iraq in 2005, a full year in 2010-2011, and again December

2014-February 2015. He was a Jordanian Army Officer as part of the Military Personnel Exchange Program for two and a half years giving him an immersed perspective in Arab culture and a liaison to the IDF providing another immersed experience from a different regional perspective. He has written numerous books on military theory and military history and cultural

awareness. His most recent book is *Bees and Spiders: Applied Cultural Awareness and the Art of Cross-Cultural Influence* about using cultural awareness to develop empathy and ultimately influence.

Dr. Gwyneth Sutherland

Dr. Sutherland is the Director of Human Geography and Analytics Research at Geographic Services, Inc. She provides analytic expertise in socio-cultural dynamics, geospatial technology, cognitive linguistics, and emerging conflict. She is uniquely qualified to provide analysis on complex risk environments drawing from 10+ years of project and field experience. Her publications including 'digital battlefield' and 'lines in the cybersand' have emerged on the cutting edge for multilingual data modelling for security contexts. Always with an eye toward innovation, she applies Human Geography research to improving collection/analysis granularity, security (targeting), cyber security (software development), and geospatial communications intelligence (GEOINT and COMINT). Before completing a Ph.D. with fieldwork in East Africa, her expertise facilitating intercultural dialogue garnered UN recognition, in particular, in the MENA and Sub-Saharan regions of Africa.

Dr. Robert Taguchi



Dr. Robert M. Toguchi is currently serving as the Chief, Concepts Division, G9 Directorate, in the U.S. Army Special Operations Command at Fort Bragg, North Carolina. He has spent over 30 years on active military duty while serving as a Functional Area 59 strategist for the U.S. Army. His past assignments included a tour as the Senior Concept Developer and Chief of the Initiatives Group, U.S. Army Capabilities Integration Center, TRADOC. In the Pacific region, he spent a tour with the U.S. Pacific Command while serving as the Deputy Director, J8; and the Chief of Strategic Plans, J5 Directorate, USPACOM. Dr. Toguchi was also assigned to Africa in 2005 while serving as the senior U.S. military observer to the U.N. Mission in Liberia. Previously, he served on the faculty and taught military strategy at the U.S. National War College, National Defense University. Additionally, in the Washington D.C. area, Dr. Toguchi gained valuable experiences within the halls of the Pentagon while serving as a strategist in the DAMO-SSP, Strategy and Policy Division, Army G3/5/7; and as a war planner in DAMO-SSW, War Plans Division, Army G3/5/7, 1996-1999. Dr. Toguchi received a B.S. degree concentrating in Engineering, from the U.S. Military Academy in 1980; and received a PhD in History from Duke University in 1994.