

Federal Information Systems Security Educator's
Association

University of Maryland College Park, Maryland

Information Warfare Psychological Operations

Implications for 21st Century Organizational Leadership

Richard K. Smith, Pepperdine Univ.,
GSEP Ed D O L, 6100 Center Drive,
Los Angeles, CA 90045 11MAR04

Information Warfare – Psychological Operations
Implications for 21st Century Organizational Leadership

“There are but two powers in the world, the sword and the mind. In the long run the sword is always beaten by the mind.”

Napoleon Bonaparte

Leadership causes people to follow their superiors willingly; therefore, following them in death and life, the people will not betray them.

Sun-tzu

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Psychological Operations:

Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups and individuals.

Joint Publication 1-02

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Information Warfare:

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**“Information Warfare is
about control of
information.”**

Winn Schwartz (1994)
Information Warfare

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Civil Affairs:

The activities of a commander that establish, maintain, influence or exploit relations between military forces and civil authorities, both governmental and nongovernmental, and the civilian populace in a friendly, neutral, or hostile area of operations in order to facilitate military operations and consolidate operational objectives.

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Perspectives:

Diplomat

to

Battle-Space Commander

to

[Organizational leaders?]

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Overt Peacetime Psy-Ops Programs:

Those programs developed by combatant commands, in coordination with the chiefs of US diplomatic missions, that plan, support, and provide for the conduct during military operations other than war, of psychological operations in support of US regional objectives, policies, interests, and theater military mission.

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Knowledge Determines

Use

Value

Risk

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Knowledge Determines

Use

SENSORS - SERVERS - SYSTEMS

Value

Risk

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Knowledge Determines

VALUE is determined by your organization, plus your customers, suppliers, and users which determine their mission success based on your infrastructures' support.

Your user's expanding circle of customers, suppliers and their users product or service **VALUE** may also be dependent on your organization's infrastructure service.

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Knowledge* Determines

Use

Value

Risk

“How might our current and future capacity to execute the major elements of our national strategy be compromised or even defeated by new information warfare threats against key elements of the national information infrastructure?”

Risk = f (uncertainty, damage), then Risk = f (hazard, safeguard*).

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Risk can be defined as a function of uncertainty and damage i.e.

Risk = f (uncertainty, damage)

Uncertainty is measured as a probability. Consequences are measured as damage.

As uncertainty or damage increases, so does risk.

Another element of risk is the cause or source of danger; e.g. hazard.

Risk = f (hazard, safeguard)

Risk increases with hazards but decreases when safeguards are known.

Equations depend on courses being structured to identify counters to hazards providing the safeguards.

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Risk Analyses:

Sensor

Server

System

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Course Development Criteria:

- 1. Risk Analysis**
- 2. Needs Assessment**
- 3. Cost Benefit Analysis**

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Step-by-Step Needs Assessments: [What Is +/- What Should Be = Gap]

Sensor

Server

System

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Cost - Benefit Analyses:

Sensor

Server

System

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**Information Dominance
is
Control of Data**