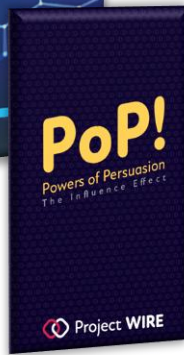
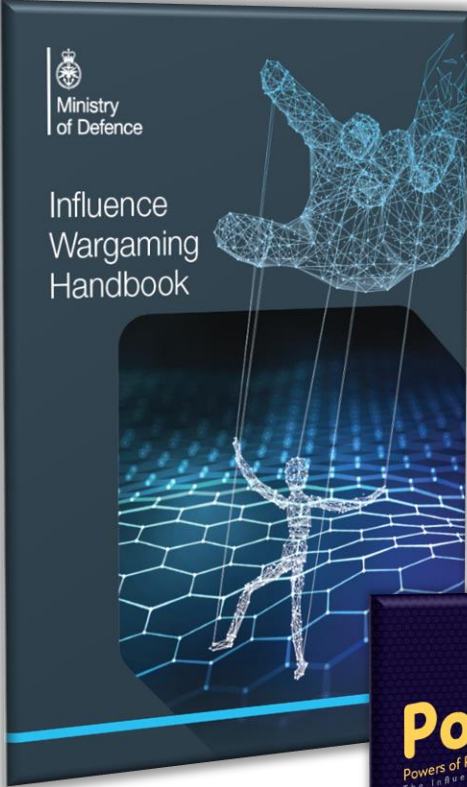




Influence wargaming

Colin Marston, Beth Ellis, Robin Aylott,
Andy Shepherd, Alex Williams, Peter Williams

6 Sep: 1140-1310



Speakers



1. Colin Marston (Dstl) - ***Influence Wargaming Handbook***
2. Robin Aylott (Dstl) - ***'Powers of Persuasion' PoP! The card game***
3. Beth Ellis (Dstl) - ***Behaviour Science Education Game Series***
4. Andy Shepherd & Alex Williams (British Army) – ***Audience Analysis***
5. Peter Williams (DSTG) - ***Saga***

Q&A panel at end of speaker session.

Influence Wargaming Handbook

Colin Marston

DSTL/PUB149735

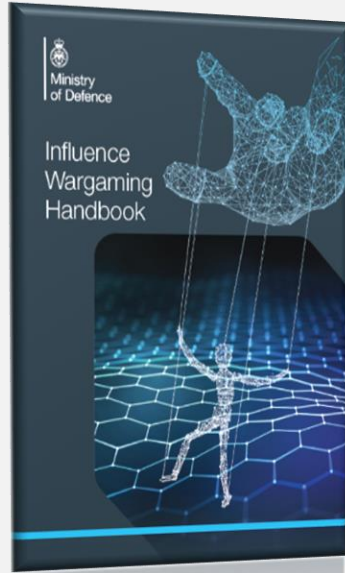
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Influence Wargaming Handbook



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Influence Wargaming Handbook

<https://www.gov.uk/government/publications/influence-wargaming-handbook>

Brigadier Peter Rowell, Head Concepts DCDC

The Influence Wargaming Handbook brings together

Chapters

| | | | | | |
|--------------|------------------------|-------------------|--------------------------------|-------------------------------|-----------------------------------|
| 0:00 | 15:03 | 22:58 | 26:32 | 29:34 | 34:54 |
| Introduction | Part 1 for the sponsor | Part 1: Chapter 2 | Controlling influence wargames | Part 2 - for the practitioner | Challenges to wargaming influence |

GUWS

[dstl] The Science Inside
Influence Wargaming Handbook
(Georgetown University Wargaming Society)
Colin Marston & Graham Longley-Brown
DSTL/PUB 148735

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ICYMI: Colin Marston and Graham Longley-Brown summarize the newly released UK Ministry of Defence Influence *#Wargaming Handbook* from @dstlmod. It also explores how influence effects might be better represented within *#wargames*.

Link: youtu.be/ecVxwlaAxE

[dstl] The Science Inside

Project WIRE
Wargaming influence

Development, Concepts and Doctrine Centre



| | | | |
|-------------------|--|---------------------------------|---|
| 41:29 | 48:53 | 50:28 | 51:51 |
| Part 2: Chapter 4 | Example methods of representing the... | Example adjudication approaches | Annex A case studies for the practitioner |

<https://www.youtube.com/watch?v=ecVxwlaAxE>



Ministry
of Defence

Influence Wargaming Handbook



Challenging traditional thinking through wargaming is critical to reform of our Services. I expect those commissioning wargames to play an active role in those games so that reform and challenge are seen to be part of everyday thinking rather than occurring in academic or scientific backrooms. Wargame outputs have been central to our decision-making under my leadership and everyone has a role to play in this cultural shift.

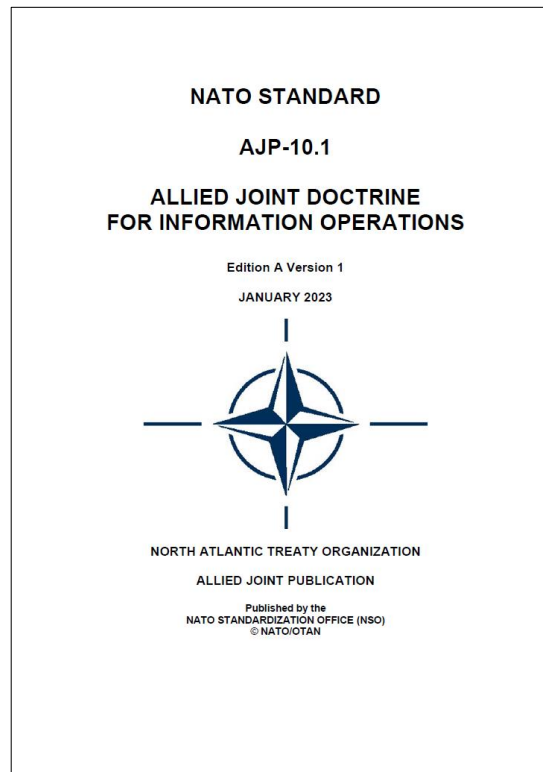
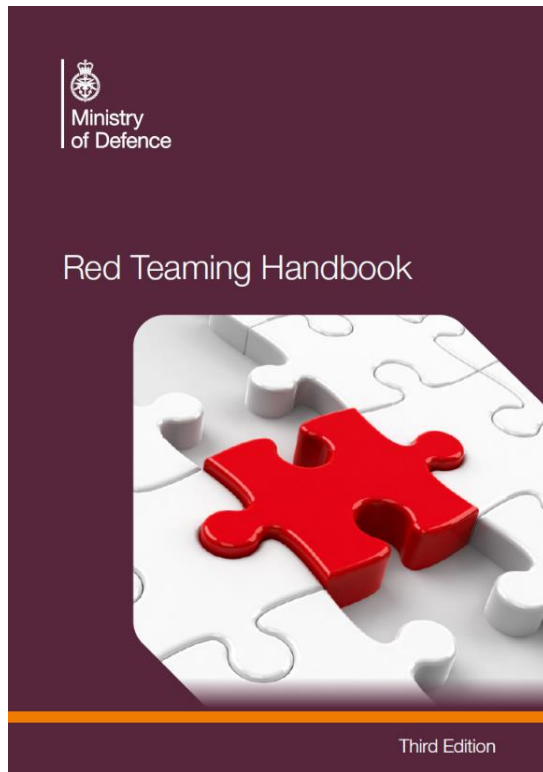
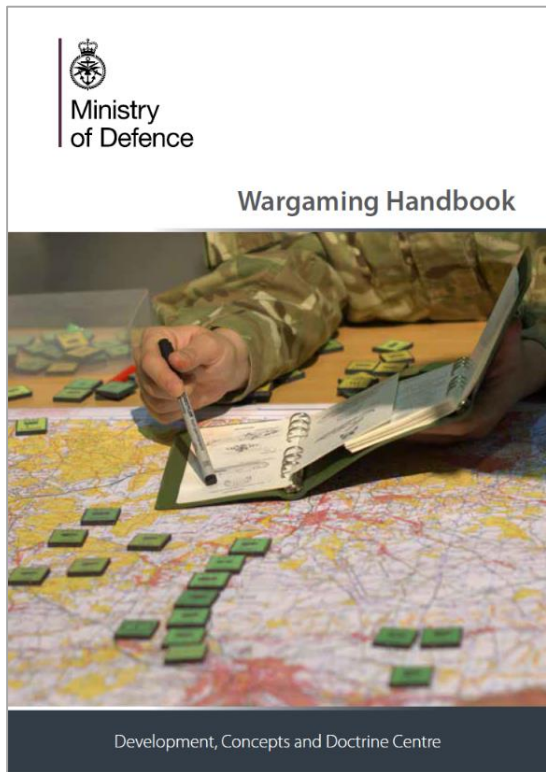


Rt Hon. Ben Wallace MP, Secretary of State for Defence



Rt Hon. Ben Wallace MP, Secretary of State for Defence (right), with the Influence Wargaming Handbook

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1. <https://www.gov.uk/government/publications/defence-wargaming-handbook>
2. <https://www.gov.uk/government/publications/a-guide-to-red-teaming>
3. <https://www.gov.uk/government/publications/allied-joint-doctrine-for-information-operations-ajp-101>

- **Influence**
- Actor
- **Audience**
- Information operations (the staff function)
- Information activities
- Psychological operation
- **Information environment**
- **Red team**
- ...and lots more (see lexicon)

influence

The capacity to have an effect on the character or behaviour of someone or something, or the effect itself. (COED)

actor

An individual, group or entity whose actions are affecting the attainment of the end state. (NATOTerm)

audience

An individual, group or entity whose interpretation of events and subsequent behaviour may affect the attainment of the end state.

Note: The audience may consist of publics, stakeholders and actors. (NATOTerm)

information operations

A staff function to analyze, plan, assess and integrate information activities to create desired effects on the will, understanding and capability of adversaries, potential adversaries and audiences in support of mission objectives. (NATOTerm)

information activities

Activities performed by any capability or means, focused on creating cognitive effects. (NATOTerm)

information environment

An environment comprised of the information itself, the individuals, organizations and systems that receive, process and convey the information, and the cognitive, virtual and physical space in which this occurs. (NATOTerm)

red team

A team that is formed with the objective of subjecting an organisation's plans, programmes, ideas and assumptions to rigorous analysis and challenge. (JDP 0-01.1)

psychological operation

Planned activities using methods of communication and other means directed at approved audiences in order to influence perceptions, attitudes and behaviour, affecting the achievement of political and military objectives. (NATOTerm)

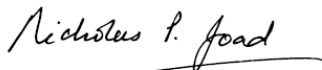
Foreword

Human behaviour is a central concern of much Defence and security activity, and operational success frequently depends upon influencing the attitudes, perceptions and behaviours of different audiences. Adequately representing and exploring the impact of behavioural interventions on conflict and security outcomes is challenging however, because precise causal mechanisms are elusive, and informational and non-kinetic activities embody significant uncertainty in their impact and effectiveness. The *Influence Wargaming Handbook* seeks to explain how wargaming can be used to better represent and explore influence effects across a range of policy, force development, planning, education and training problems.

The character of warfare is changing rapidly, driven by the pervasiveness of information and pace of technological change. Our competitors and adversaries are pursuing a strategy designed to undermine political cohesion, erode social and economic resilience, and challenge the global order and international stability. Their goal is to achieve these objectives – ideally below the threshold of armed conflict – by employing a diverse and ungoverned set of information-centric approaches to affect the attitudes, beliefs and behaviours of audiences globally. Accordingly, representing and exploring audience behaviours is now central to UK Defence doctrine and the wider Defence and security activities across the continuum of competition.

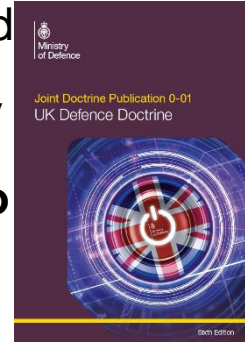
Wargaming is a trusted analytical technique that provides structured, intellectually-liberating and safe-to-fail environments where decision-makers can differentiate 'what works' from 'what doesn't'. It is also a potent technique to be employed to understand influence and information activities. At the same time, wargaming influence is different from conventional wargaming (typified by force-on-force and kinetic activity) and demands a new mindset and a change in approach from sponsors, practitioners and participants alike.

The *Influence Wargaming Handbook* provides a handrail for would-be sponsors, practitioners and participants striving to include and better represent influence within wargames. It is a key resource, designed to prompt debate and further research, and I commend it to you.



Dr Nick Joad
Director Defence Science and Technology

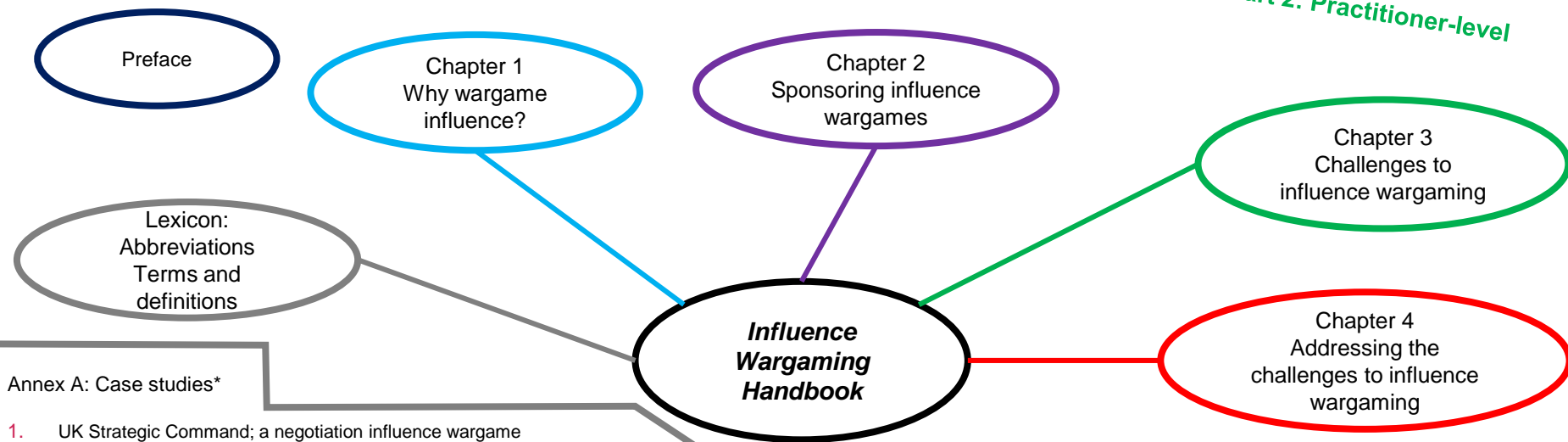
- Manoeuvrist Approach, Mission Command and now **Integrated Action**: 'the **audience-centric** orchestration of military activities, across all operational domains, synchronised with non-military activities to **influence the attitude and behaviour of selected audiences necessary to achieve successful outcomes.**'
- The representation of influence effects in wargames is of variable quality.
- Influence should be *'baked into a plan, not sprinkled on at the end'*.
- Opportunity for wargaming:
 - Gamify behaviour science models
 - PMESII (Political, ^{Military} Economic, Social, Information and Infrastructure)
 - DIME (Diplomatic, Information, ^{Military} and Economic).



Purpose: The *Influence Wargaming Handbook* seeks to explain how wargaming can be used to explore influence. It also looks at how influence effects might be better represented within wargames.

Part 1: Sponsor-level

Part 2: Practitioner-level



Annex A: Case studies*

1. UK Strategic Command; a negotiation influence wargame
2. Strategic communication; wargaming future force development for influence and cyber
3. **Behaviour Science Education Game – COM-B (Edition 1)**
4. **Defending DEFENDER, an educational influence game designed for the Joint Information Activities Group**
5. **Malign; a strategic influence wargame**
6. iWarrior; wargaming cyber, electronic warfare and influence
7. The Brynania Peacebuilding Simulation; roleplay and free adjudication

*Covering Policy / Strategy, Force Development / Experimentation, Operational Planning, Education & Training.

Scope:

- Not a guide to practising influence.
- Not a detailed guide to practising wargaming. 7

Part 1 – for the sponsor

“

Against all odds and doom and gloom scenarios, Ukraine didn't fall. Ukraine is alive and kicking. And it gives me good reason to share with you our first, joint victory. We defeated Russia in the battle for the minds of the world.

”

Volodymyr Zelenskyy speaking to the United States Congress, 21st December 2022



© Bloomberg/Getty Images

1

Chapter 1

Why wargame influence?

1.1. This chapter describes influence and wargaming;* note that the descriptions/definitions and scope of both influence and wargaming are not universally agreed nor well understood. The chapter then explains why wargaming is particularly suited to examining influence. Finally, it discusses why the wargaming of influence is different from conventional wargaming (typified by force-on-force and kinetic activity) and demands a new mindset and approach from sponsors, practitioners and participants.

What is influence?

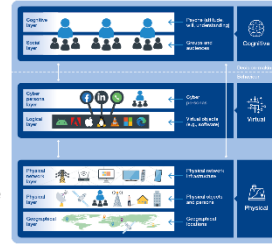
1.2. The importance of audiences is recognised in UK Defence doctrine with the addition of integrated action to the two existing tenets of mission command and the manoeuvrist approach. Integrated action can be described as the audience-centric orchestration of military activities, across all operational domains, synchronised with non-military activities **to influence the attitude and behaviour of selected audiences necessary to achieve successful outcomes.** Understanding the audiences is the major consideration of

* Further detail can be found in: Joint Doctrine Publication (JDP) 0-01, *UK Defence Doctrine*, 6th Edition; Allied Joint Publication (AJP)-10.1, *Allied Joint Doctrine for Information Operations*; and the *Wargaming Handbook*.

Despite the challenges of influence wargaming, the conclusion must be that more effort be made to develop and practise it.

influence

The capacity to have an effect on the character or behaviour of someone or something, or the effect itself. (COED)



What is influence?

Dimensions (cognitive, virtual and physical) and layers (see next slide):

Vignette: conventional and influence wargames

Influence is central to integrated action and all operations

Chapter 1 Why wargame influence?

Why wargaming influence is different (overview)

- Requires different techniques that build on conventional ones
- Developing capability
- Potentially unbounded in scope
- Deal in unknown unknowns

- Human endeavours
- Adversarial and immersive nature ensures an audience-centric lens
- Experiential act of communication
- Gameplay reveals cascading effects
- Uncertainty and friction are inherent
- Safe to fail environment
- Confidence levels can be established, which help mitigate risks

Why influence is important – and challenging

Example key challenges:

- Effects are shaped by audiences' perceptions, culture and beliefs
- Limited understanding of audiences
- Large number of variables
- Widely differing timelines
- Poorly understood

What is wargaming?

Why use wargaming to examine influence?



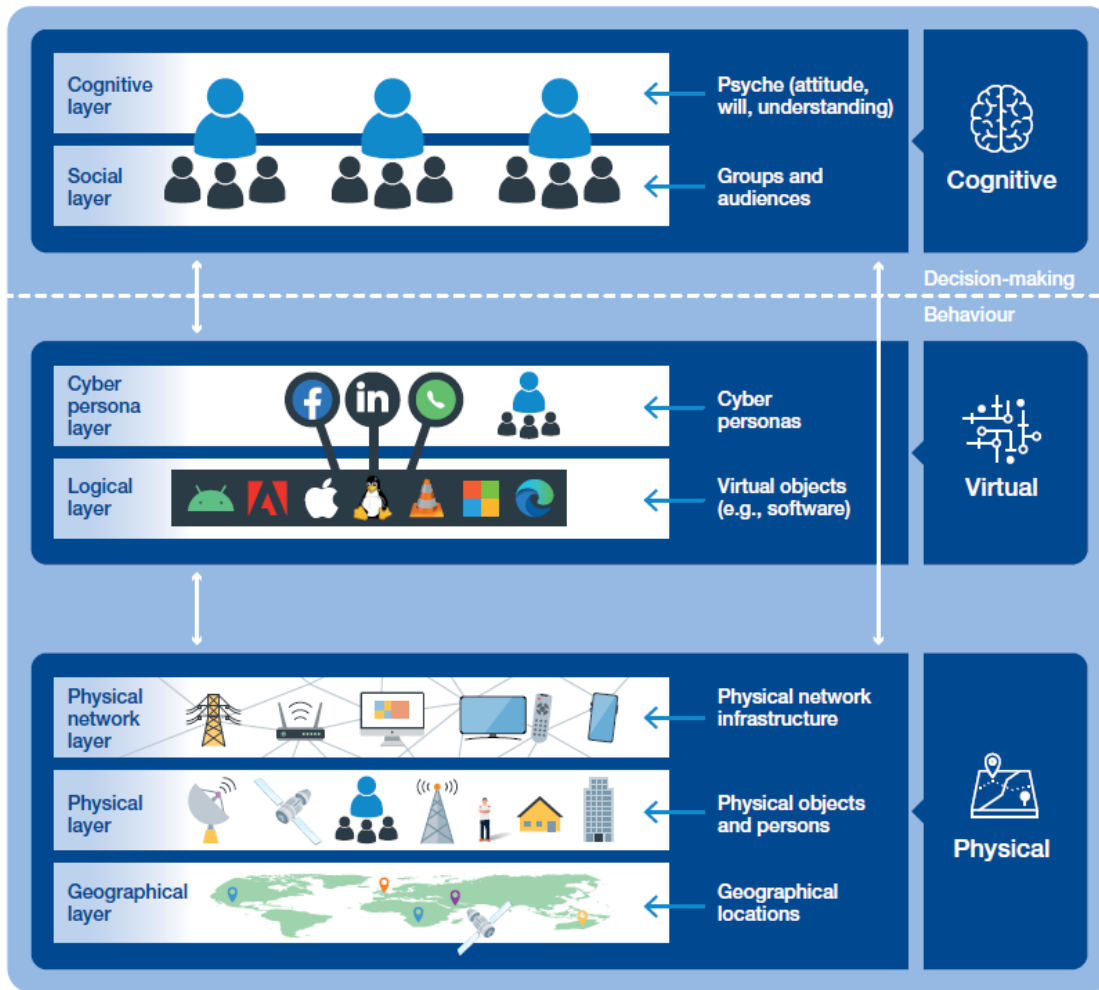


Figure 1.1 – The information environment¹⁰

Part 1: Chapter 2



The only thing harder than getting a new idea into the military mind is to get an old one out.



B. H. Liddell Hart



2

Chapter 2

Sponsoring influence wargames

2.1. Chapter 1 introduced the idea that influence wargaming is different to conventional wargaming and, consequently, demands a different mindset. This must be instilled and championed by the sponsor of an influence wargame. This chapter outlines the key factors that sponsors must consider. It concludes with a checklist that sponsors can use to ensure they provide the correct leadership, direction and resourcing to the wargame team, and that risks are properly managed.

Influence wargames require new approaches, a new mindset – and leadership

2.2. Sponsors of influence wargames should not expect the games to necessarily resemble or function in the same way as conventional wargames. The representation of the information environment will be different. It, and the associated audiences, will need to be modelled using novel techniques, although these will often build on existing approaches. Furthermore, the sponsor and designers will need to adopt new mindsets when commissioning, designing and delivering influence wargames. This will require leadership, an appetite for risk and an understanding of how to manage these. A visual comparison of conventional and influence wargames is at Figure 2.1.

Influence Wargaming Handbook

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11

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Influence wargames require novel approaches, a new mindset – and leadership

Leadership:

- Engagement on a shared journey
- Resourcing and empowerment
- Encouraging personnel to deal with the unfamiliar
- Active participation
- Ensure diverse participants

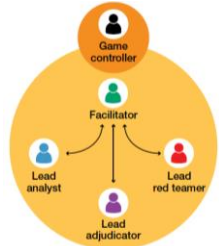
Bullet list of challenges discussed in chapter 3

The primary considerations for the sponsor

Sponsor's check list

Chapter 2 Sponsoring influence wargames

- Aim, objectives and bounded scope
- Level of experimentation
- Timescales, in-game and real-world
- Factors to be represented within the wargame
- Representation of force elements
- Understanding audiences' perspectives
- Balancing simplicity against playability
- Control



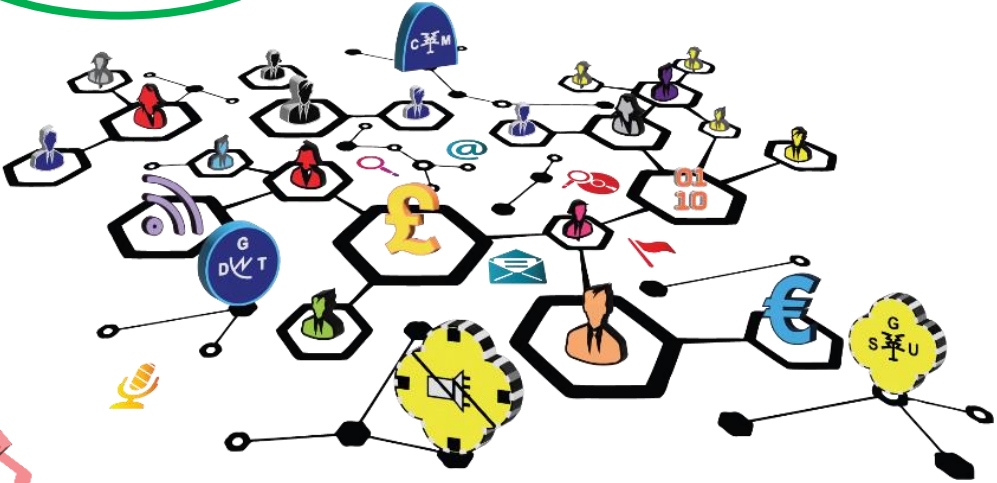
- Is wargaming a suitable technique?
- Is the aim clear and achievable?
- Is the wargame bounded?
- Does the wargame synergise with other activities?
- Is a campaign approach appropriate?
- Has a SQEP wargame team been recruited?
- Are the wargame team properly resourced?
- Has an empowered red team been established?
- Have the correct participants been recruited?
- Do participants have an appropriate understanding of influence, wargaming and cognitive biases?
- Has effective wargame control been established?
- Is adjudication appropriate?
- Has a process been established to determine confidence levels?
- Are the wargame's methods and techniques valid?
- How will the narrative be confirmed?
- Has the after-action review been resourced?
- Are the project timelines workable?
- Are key risks being managed?
- Do classification issues have workarounds?

- Adjudication
- Recognising cognitive biases
- Managing risks
- Analysis
- Metrics and Visualisation
- Scrutinised assumptions
- Supporting or supported wargame
- Integration with wider activities
- Supporting methods and techniques
- Appropriate resourcing

Sponsors can now stop reading!

This chapter outlines the challenges facing influence wargaming practitioners. These are explained by illustrating the differences between conventional and influence wargames

**Chapter 3
Challenges to
wargaming
influence**



1. Scenario, narrative and objectives

1. Influence wargames are likely to be vastly multi-sided

2. Influence wargame teams are likely to be diverse and different

3. Influence wargames focus on rivalry and confrontation, not just armed conflict

4. There are unlikely to be clear winners in an influence wargame

5. Influence wargame scenarios require greater detail across the information environment

3. Modelling

10. Influence wargames must contain both behavioural and physical science approaches

12. Influence actions do not have equal and opposite reactions

14. Influence effectors and their effects have a complex relationship

16. Influence actions and effects operate over vastly different time scales

11. Influence actions and their effects are not proportionate

13. Influence effects can propagate unpredictably

15. Information in influence wargames is open to many different interpretations

Chapter 3 Challenges to wargaming influence

2. Perspectives and biases

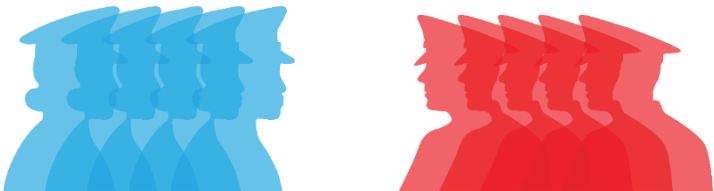
6. Influence wargames are more prone to cognitive bias

7. Influence wargames require a greater understanding of audiences' perspectives

8. Influence wargames will contain multiple subjective perspectives on the game narrative

9. Influence is ill-defined and poorly understood

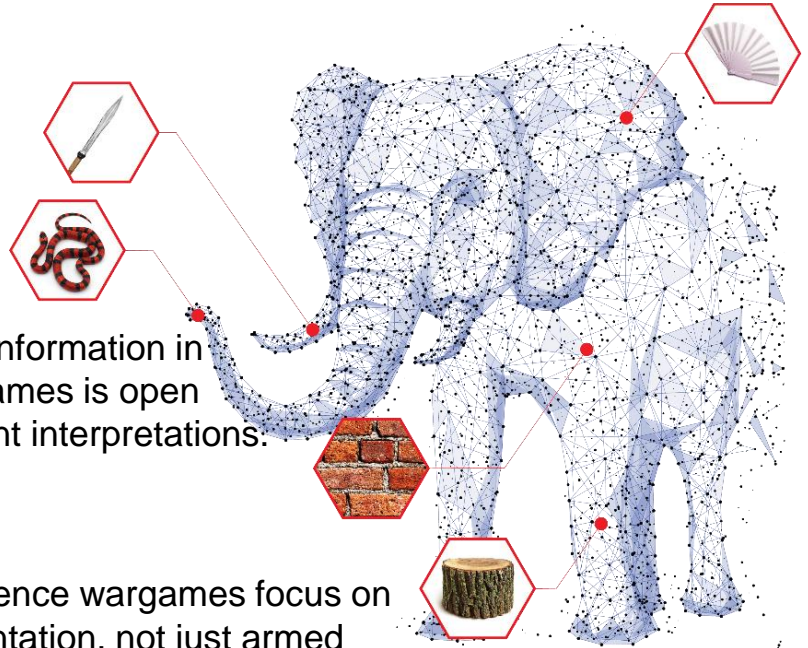
Challenges to wargaming influence



Challenge 2. Influence wargame teams are likely to be diverse and different.



Challenge 10. Influence wargames must contain both behavioural and physical science approaches.



Challenge 15. Information in influence wargames is open to many different interpretations.

Challenge 3. Influence wargames focus on rivalry and confrontation, not just armed conflict.



Part 2: Chapter 4



If the only tool you have is a hammer, you tend to see every problem as a nail.

Abraham Maslow

Chapter 4

Addressing the challenges to wargaming influence

4.1. Chapter 4 suggests how the challenges raised in Chapter 3 might be addressed. Influence wargaming is an evolving discipline and many of the examples in this chapter and Annex A are novel. They are intended to prompt ideas and fresh thought for practitioners when developing influence wargames. Experience shows that bespoke solutions are almost always required for each influence wargame problem, so the ideas in Chapter 4 should not be applied mindlessly to an influence wargaming problem.

Section 1 – Representing the information environment

4.2. Methods and techniques used to represent the information environment must be appropriate to the wargame's aim, focusing attention onto the factors to be considered within the bounded game. Audiences are the key element of the information environment. An example of the range of audiences that could be considered when designing a wargame is presented in Figure 4.1 taken from Joint Doctrine Publication (JDP) 0-01, *UK Defence Doctrine*, 6th Edition.

4

1. Representing the information environment

Methods of representing the IE

Representing deception

Representing force elements

Scenarios

7. Building confidence

Game outputs

The game itself

6. Analysis, data capture and the after-action review

Analysis

After-action review

Data capture

5. Wargame participants

Teams, cells and sides

2. Wargaming approaches

- Matrix gaming
- Seminar games
- Course of action wargames
- Role playing games
- Closed wargames
- Jury games
- Card-driven games and mechanics

3. Games, and game turns

Turn lengths

Campaign games

Integration with wider activities

Chapter 4 Addressing the Challenges of Wargaming Influence

4. Methods and techniques to support influence wargames

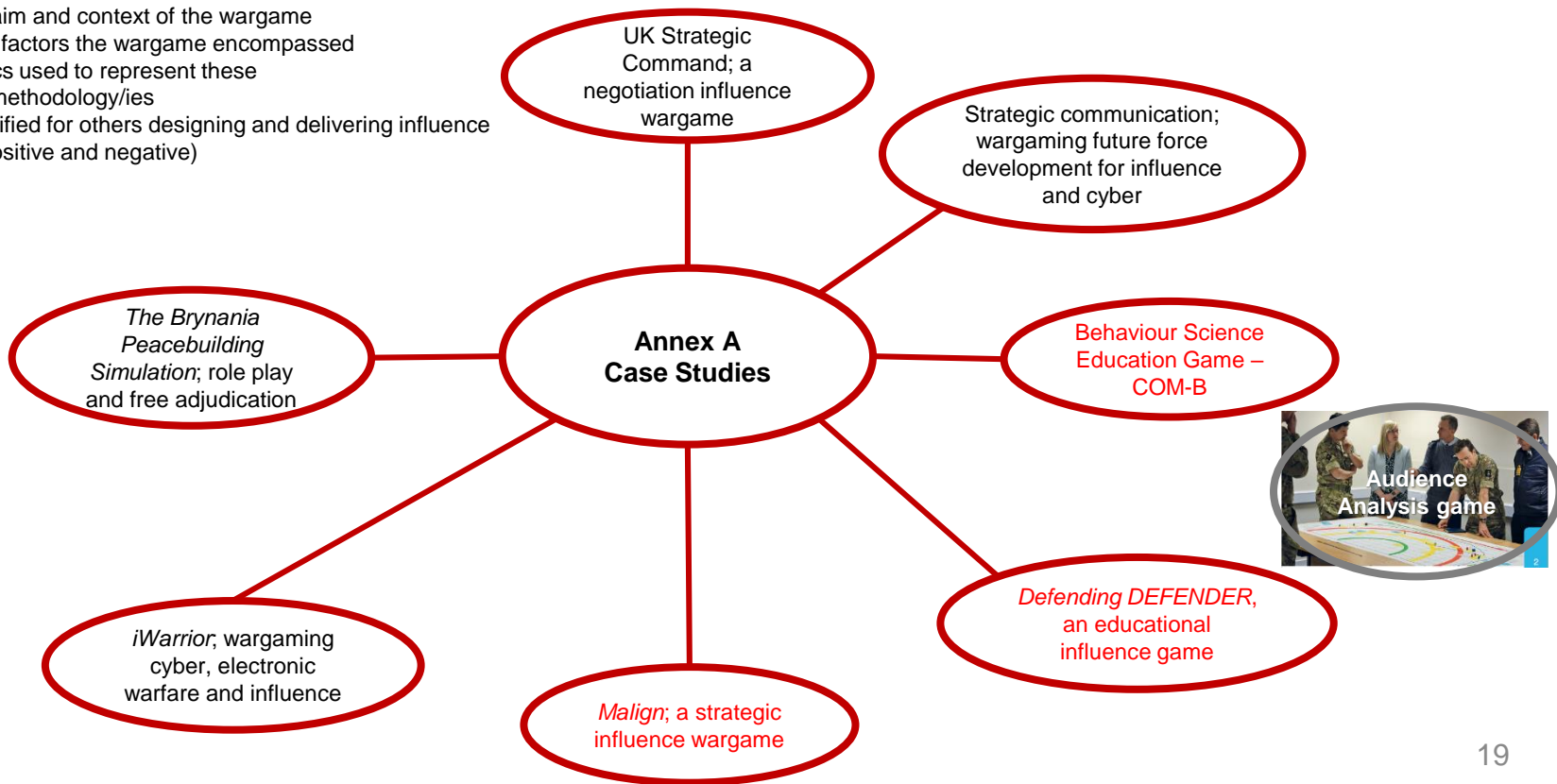
Adjudication

Red teaming

Annex A case studies* for the practitioner

General headings:

1. Introduction: aim and context of the wargame
2. The influence factors the wargame encompassed
3. The mechanics used to represent these
4. Adjudication methodology/ies
5. Lessons identified for others designing and delivering influence wargames (positive and negative)



* Covering Policy / Strategy, Force Development / Experimentation, Operational Planning, Education & Training.

Behaviour Science Education Game: COM-B

The Behaviour Science Education Game for COM-B is an invaluable resource for students on JIAG courses, offering an innovative and engaging way to reinforce learning whilst providing Defence context to the COM-B model. The game encourages healthy debate around the application of the theory, enhancing student understanding in a memorable and enjoyable format.

Captain Nick Atkinson, Chief Instructor, Military Psychological Operations Course, Joint Information Activities Group



Defending DEFENDER: an educational influence game designed for Joint Information Activities Group

Ministry of Defence · 23/06/2021
 A statement on HMS Defender from Secretary of State for Defence, @BWallaceMP:
 "This morning, HMS Defender carried out a routine transit from Odesa towards Georgia across the Black Sea."
 1/2
 57 265 517



Ministry of Defence @DefenceHQ
 "As is normal for this route, she entered an internationally recognised traffic separation corridor. She exited that corridor safely at 0945 BST. As is routine, Russian vessels shadowed her passage and she was made aware of training exercises in her wider vicinity."
 2/2
 13:27 · 23/06/2021



Ministry of Defence Press Office @DefenceHQPress
 No warning shots have been fired at HMS Defender.
 The Royal Navy ship is conducting innocent passage through Ukrainian territorial waters in accordance with international law.
 13:04 · 23/06/2021
 2,361 Retweets 1,029 Quotes



Joint Information Activities Group has a history of using 'gamification' to support Defence communication and Information Operations training. Wargaming as a technique allows the testing of learned skills in a live, adversarial environment, that other forms of training/exercising does not. Keeping scenarios relevant to the contemporary operating environment is key to bringing training to life for students, and in this respect the opportunity to develop an updated game based on Defender adds tremendous training value.

Lt Col Pat Owen
 Commanding Officer Joint Information Activities Group

Defending DEFENDER

PHASE 1 PHASE 2 PHASE 3

| | | | |
|---------|-------------|---------------|---|
| | U.K. | RUSSIA | |
| TENSION | | | |
| 15 | | | 5 |
| 14 | | | 4 |
| 13 | | | 3 |
| 12 | | | 2 |
| 11 | | | 1 |
| 10 | | | ● |
| 9 | | | 1 |
| 8 | | | 2 |
| 7 | | | 3 |
| 6 | | | 4 |
| 5 | | | 5 |
| 4 | | | |
| 3 | | | |
| 2 | | | |
| 1 | | | |

Game board showing U.K. and RUSSIA columns with cards and dice. Includes a ship icon at the top right and flags for U.K. and RUSSIA on the right side.

Malign: A strategic influence wargame

Case study 5 – Malign: a strategic influence wargame

Introduction

A.43. Malign is a card-driven educational game with rigid rules, where players grapple with the pernicious effects of malign influence while attempting to foster social resilience. The game is set in a fictional world that enables an exploration of a range of factors from foreign electoral interference to domestic disinformation campaigns. Players representing different countries compete to increase their malign influence on others, while simultaneously mitigating the influence of others. Players must build successful influence campaigns through a combination of cards that represent an 'intent', 'method' and 'multiplier'. The game is designed for two to five players but can accommodate up to ten if two players represent a single country. The game duration is two to three hours.

Aim

A.44. The aim of the game is to familiarise players in an engaging and discursive manner with the different tools used to create malign influence and develop resiliency, and show how these combine to create the narratives seen in international affairs today.

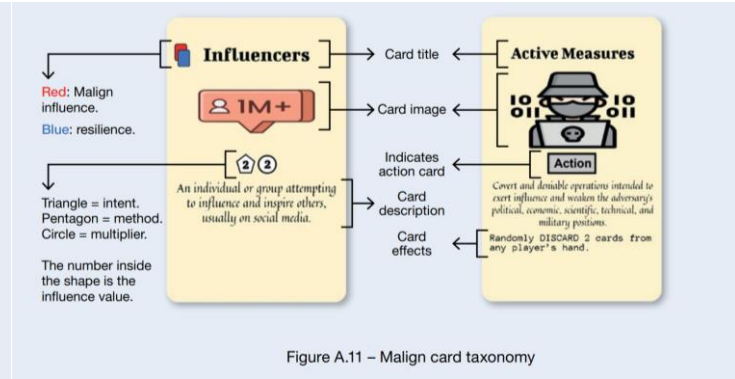
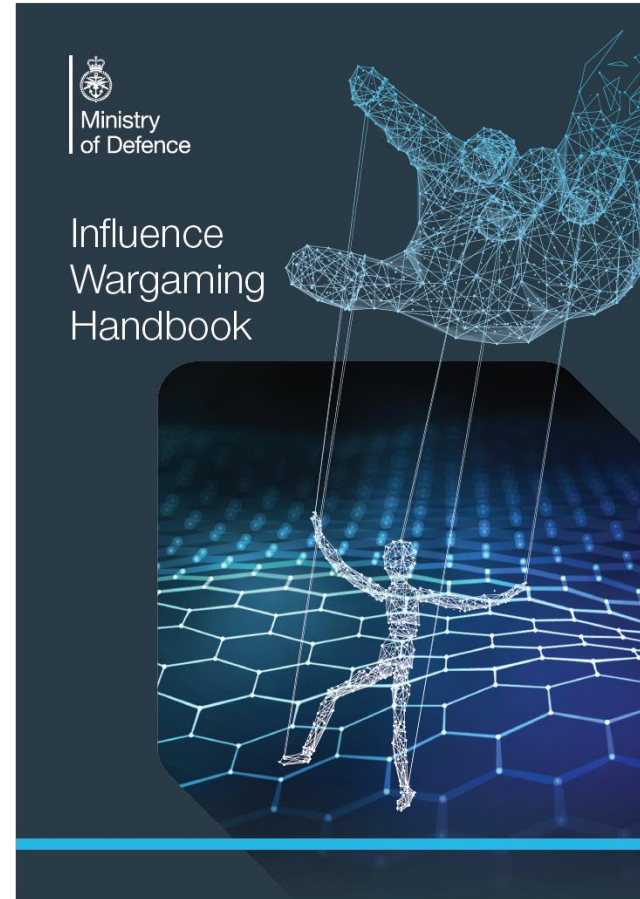


Figure A.11 – Malign card taxonomy





<https://www.gov.uk/government/publications/influence-wargaming-handbook>



[dstl] The Science Inside

Discover more



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