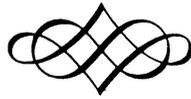


SECTION TWO



*Information Effects: Integrating Information in
Warfare*



INTRODUCTION

Colonel David J. Smith

Faculty Instructor

Department of Military Strategy, Planning, and Operations

U.S. Army War College

The previous section examined strategic communication as a way of telling the U.S. government story through its themes, messages and actions. This section focuses on “information effects,” that is the achievement of desired outcomes by applying information in warfare as well as considering the informational impact of other combat actions. Rafal Rohozinski and Dennis Murphy rightly note that “if IO (information operations) is meant to accomplish a planned intent, then the concept of ‘information effects’ compels a broader analytical lens that includes the unintended consequences of both IO and kinetic actions.” In short, the messages soldiers send, both through informational means and other actions, will in some way influence the receivers: adversary, friendly, and neutral, be they foreign or domestic. Our military must be culturally astute enough to identify appropriate messages and messengers for each specific target audience in order to positively influence them if we are to win the long-term battle of ideas as expressed in the 2006 Quadrennial Defense Review. The student papers in this section examine what the military can do in both word and deed to meet these challenges.

In the first paper, Lieutenant Colonel John French (in a Department of Distance Education award winning paper) provides a unique perspective on the role of thought control used by terrorist organizations and recommends a strategic influence campaign to counter it.

The second paper, written by Lieutenant Colonel Rick Welch looks more specifically at the indigenous social networks inherent in Iraqi tribes and recommends a policy and procedure for U.S. and coalition forces to effectively use this network to fight the battle of ideas.

Finally, Colonel Chris Holshek considers the mutually complementary areas of intelligence, information operations and civil-military

operations and argues that synchronizing these three areas under an effects-based, systems approach at all levels is critical to success across the spectrum of conflict from peace to war.

Well-written and insightful, these papers serve to provide the military with the necessary tools to fight the long term struggle in the Global War on Terrorism and ultimately counter ideological support for terrorism.