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*Perception becomes Reality'*

Ohrid,

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# Perception becomes reality...



- 'BOCCA DELLA VERITAS' – THE MOUTH OF TRUTH
- PERCEPTION BECOMES REALITY

*I'm not upset that you lied to me, I'm upset that from now on I can't believe you.*

*Friedrich Nietzsche*

*If men define situations as real, they are real in their consequences*

*'The Thomas theorem'. WI Thomas,*



# Russian StratCom view: Info 'Phase Zero'

## THE ROLE OF NONMILITARY METHODS IN THE RESOLUTION OF INTERSTATE CONFLICT

Main phases (stages) of conflict development

Neutralization of the military conflict

Localization of the military conflict

Crisis reaction

Deepening contradictions

The transformation of differences into contradictions and their recognition by the military-political leadership

The appearance of

Covert origin

Escalation

Initial conflicting actions

Crisis

Resolution

Reestablishment of peace (post-conflict regulation)

The formation of coalitions and alliances

The search for methods of regulating a conflict

Political and diplomatic pressure

Economic sanctions

Disruption of diplomatic relations

Economic blockade

Transition of the economy to military lines

Carrying out a complex of measures to reduce tensions in relations

Formation of the political opposition in target countries

Actions of opposition forces in target countries

Replacement of the military-political leadership

Conduct information confrontation

Military measures of strategic deterrence

Strategic deployment

The conduct of military operations

Peacekeeping operation



(U) CoGS  
GEN Valeriy  
Gerasimov  
(OS - mil.ru)

Non-military measures

Correlation of nonmilitary and military measures (4:1)

Military measures

# Russian New Generation Warfare/hybrid conflict



- Formerly fought in a 3D environment, armed struggle has expanded from the ground, sea, and air **into an entirely new environment – information.**

*Russia's 'Military Thought' journal*

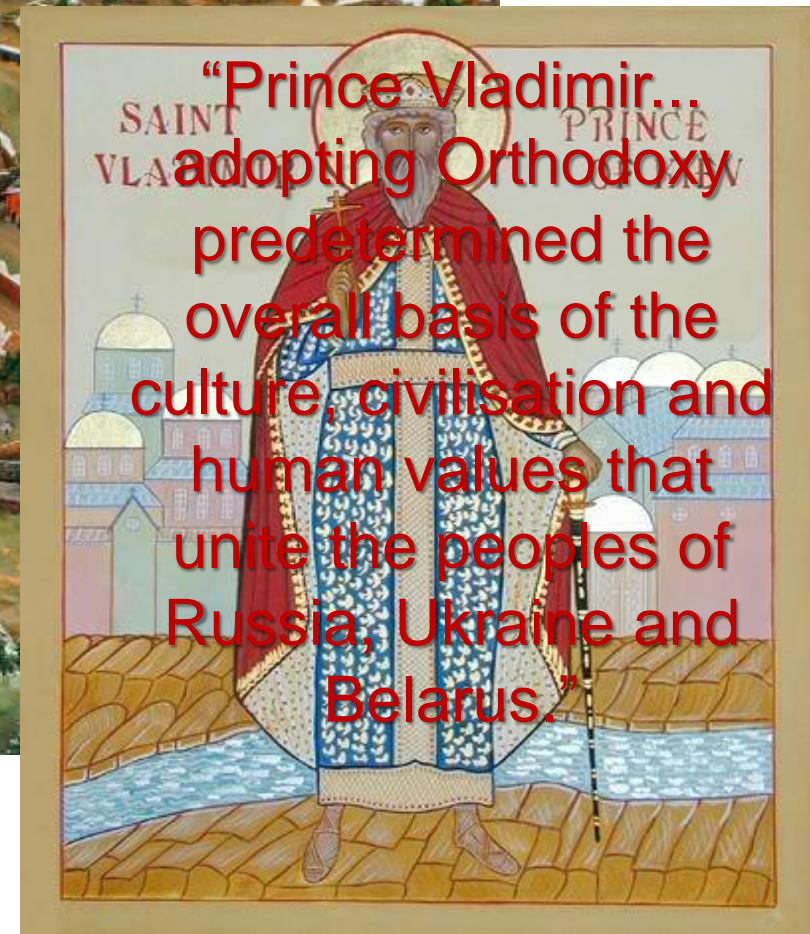
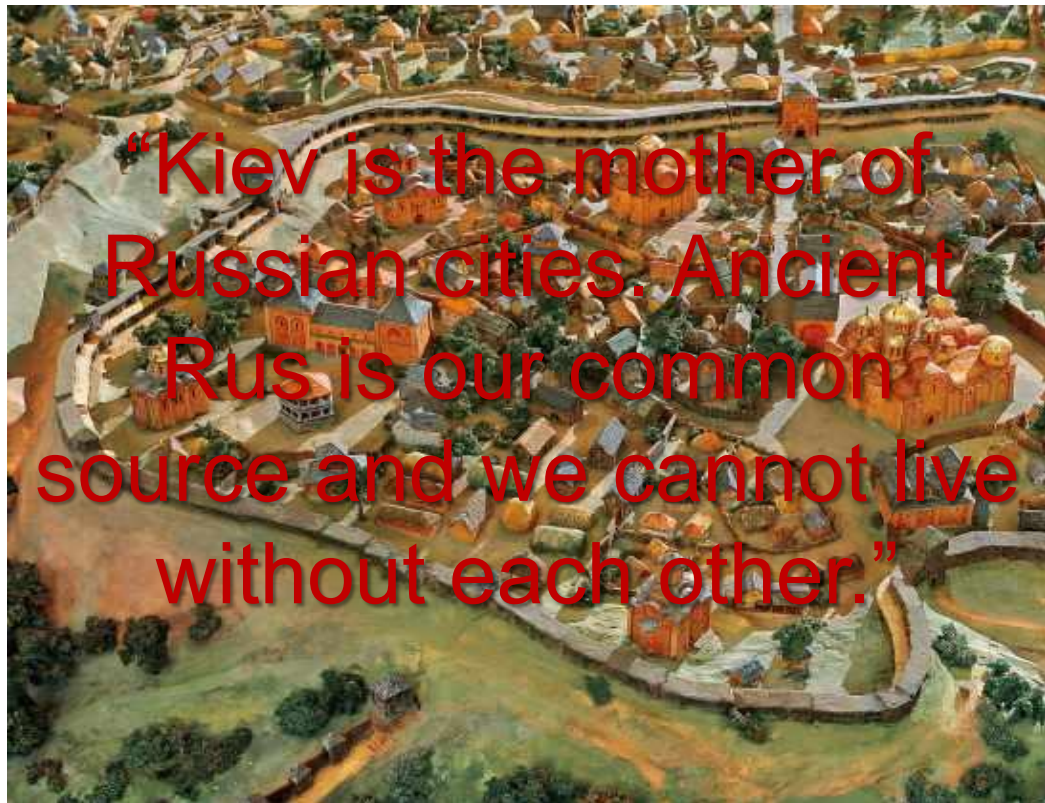
- “The role of non-military means of achieving political and strategic goals has grown, and, in many cases, they have exceeded the power of force of weapons in their effectiveness....**including carrying out actions of informational conflict.**” *General Valery Gerasimov, Russian Chief of the General Staff*

- **...before we had some kind of idea that it was either peace or war. But now more and more countries are living in a state which is somewhere in between. And that is about this blurring line between war and peace....We have to do things differently.** We have a new playbook for NATO. It's not going to look like it did during the Cold War days...

*NATO SG, Jens Stoltenberg, January 2016*



**Narrative:** “History is an unending dialogue between the present and the past.”  
(EH Carr)





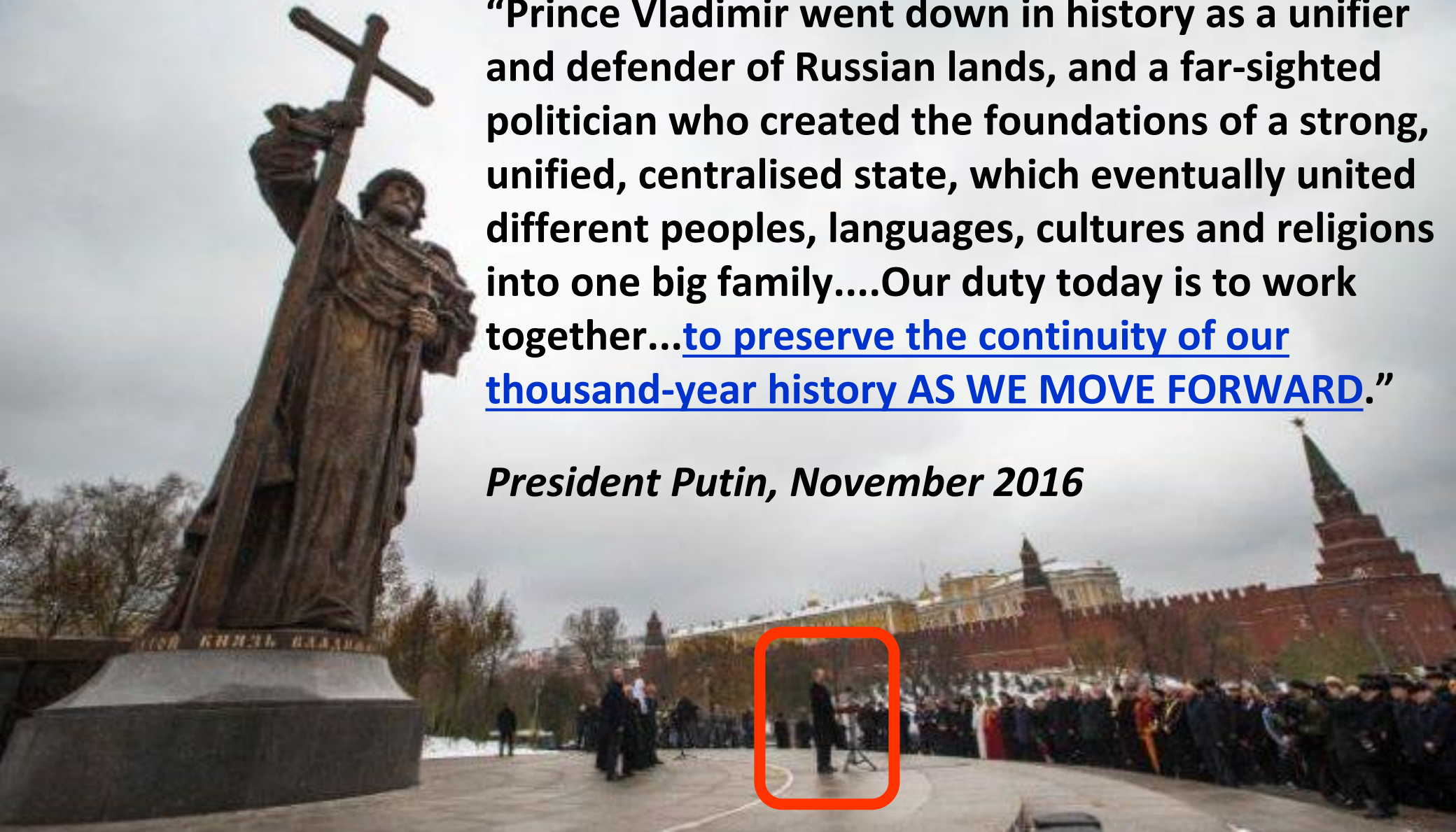
**Narrative:** “History is an unending dialogue between the present and the past.”

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“Prince Vladimir went down in history as a unifier and defender of Russian lands, and a far-sighted politician who created the foundations of a strong, unified, centralised state, which eventually united different peoples, languages, cultures and religions into one big family....Our duty today is to work together...to preserve the continuity of our thousand-year history AS WE MOVE FORWARD.”

*President Putin, November 2016*



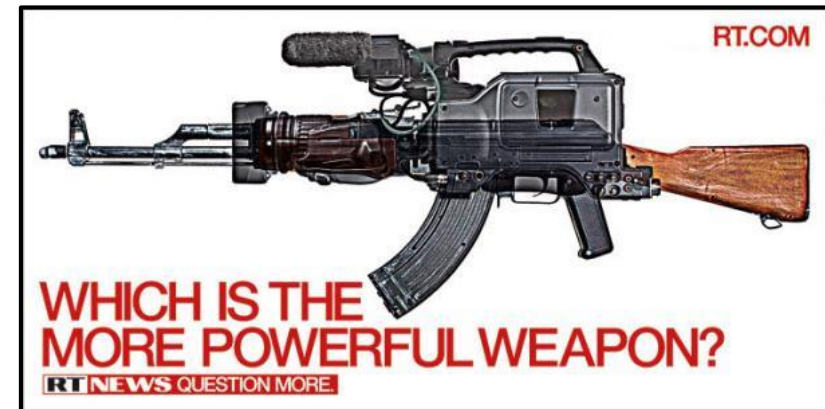
# 'Question More' (but not in Russia!)



- ✓ Distrust – the current 'zeitgeist'
- ✓ A 'POST-FACT' ERA?

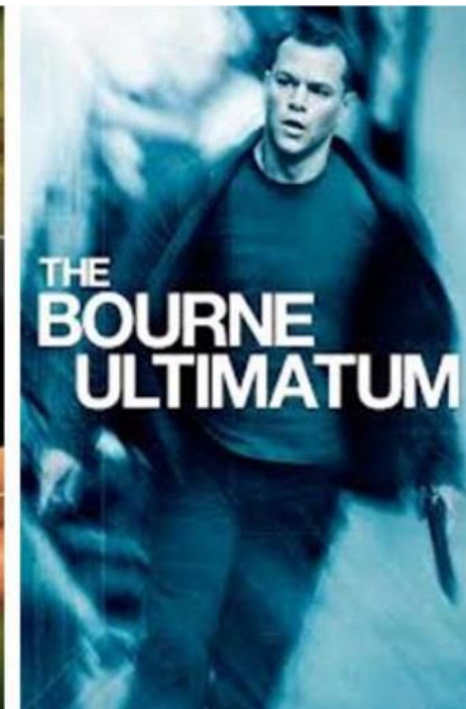
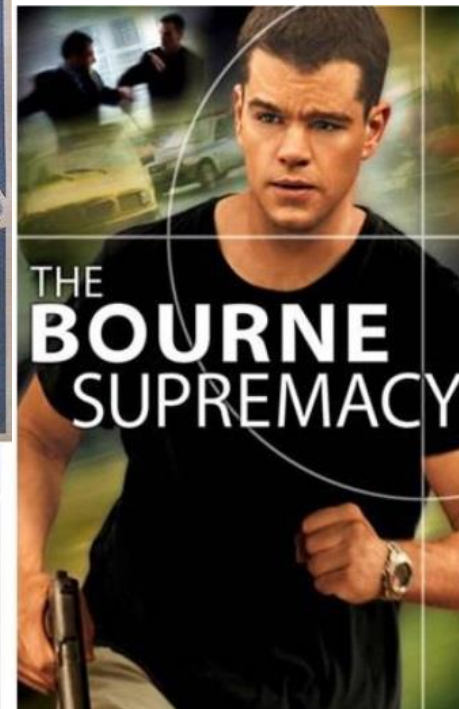
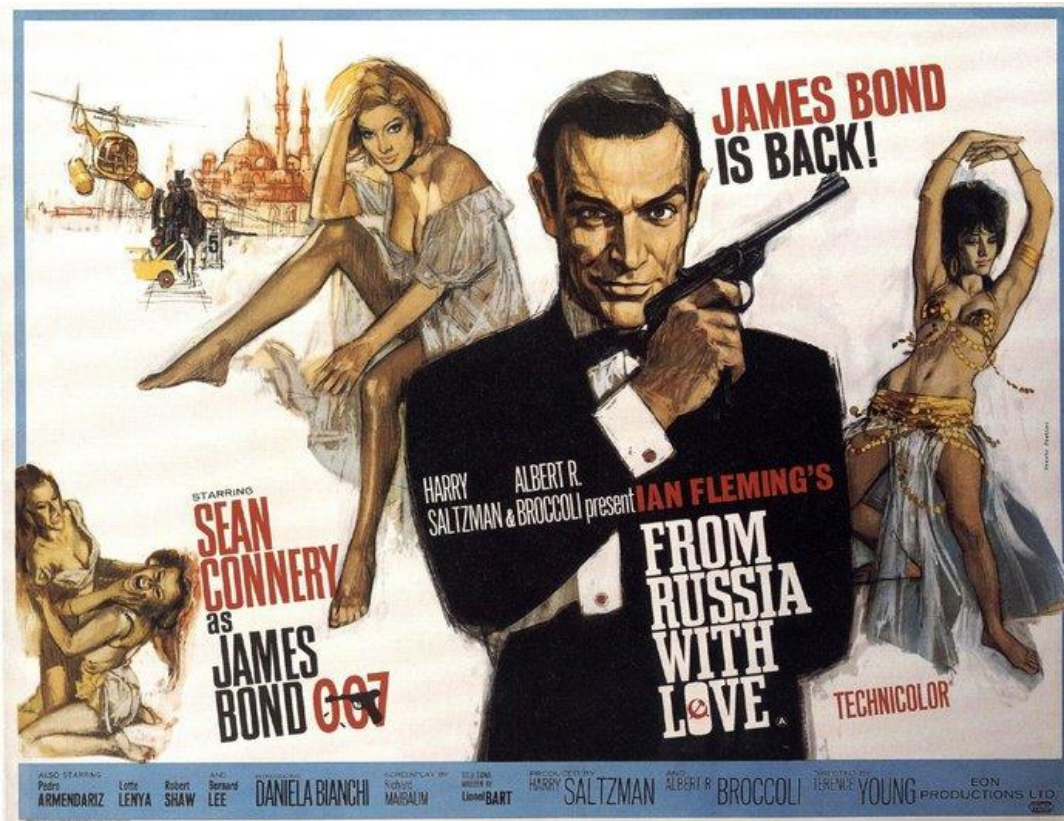
There is no objectivity – only approximations of the truth by as many different voices as possible. *Margarita Simonyan, RT editor-in-chief*

The ideal subject of totalitarian rule is not the convinced Nazi or the dedicated communist, but people for whom the distinction between fact and fiction, true & false, no longer exists. *(Hannah Arendt)*





# From Bond to Bourne





**“We are all trying to go from an old story to a new story.”**

**Throughout history stories are how we make sense of the world and our place in it.**





*Budget; weather events; ministerials; Serbia*



**EVENTS**



**EVENTS**

*alkan neighbours*

*EU*

*NATO*

*Russia*

*Language*

*Culture*

*Migration*

*Inter-ethnic*

***Our country***

**THE NARRATIVE "TREE"**

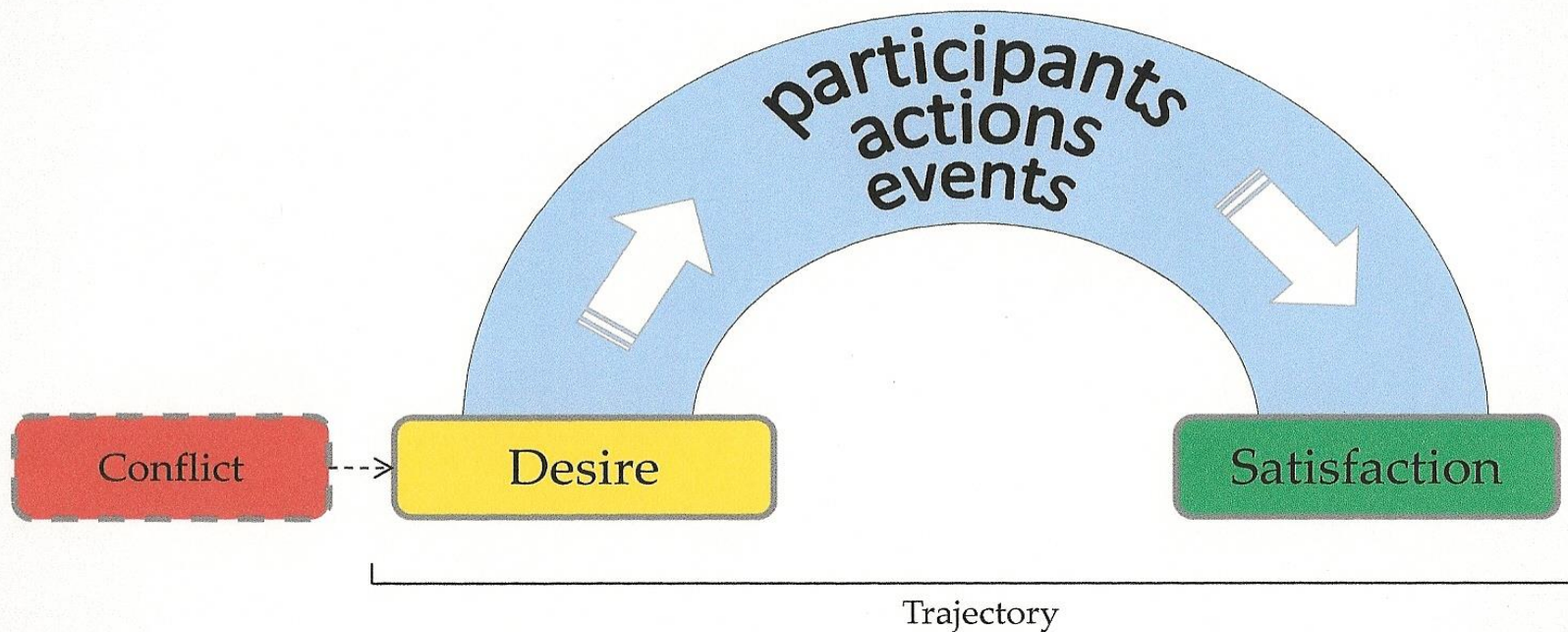
**& CYCLE**

**VALUES**

**VALUES**



## Narrative Arc



**Situation:** **Objectives:** **Execution:** **End State**

# *Perception becomes reality...* Strategic Narrative



- The three elements of successful communication:
  - **Logos** = argument (*rational persuasion*)
  - **Pathos** = passion (*emotional resonance*)
  - **Ethos** = moral authority (*connection & credibility*)

*(Aristotle's Rhetoric)*
- A narrative is an organizational scheme expressed in story form. Stories about a community's history provide models of how actions and consequences are linked. Stories are often the basis for strategies and actions, as well as for interpreting others' intentions.

*pp 1-14. FM3-24 Counterinsurgency*
- "The strategist in war has to combine the physical and the perceived...to draw a sharp distinction between strategy and strategic narrative is misguided: as the explanation of actions, strategic narrative is simply strategy expressed in narrative form."

*War from the Ground Up', Emile Simpson*

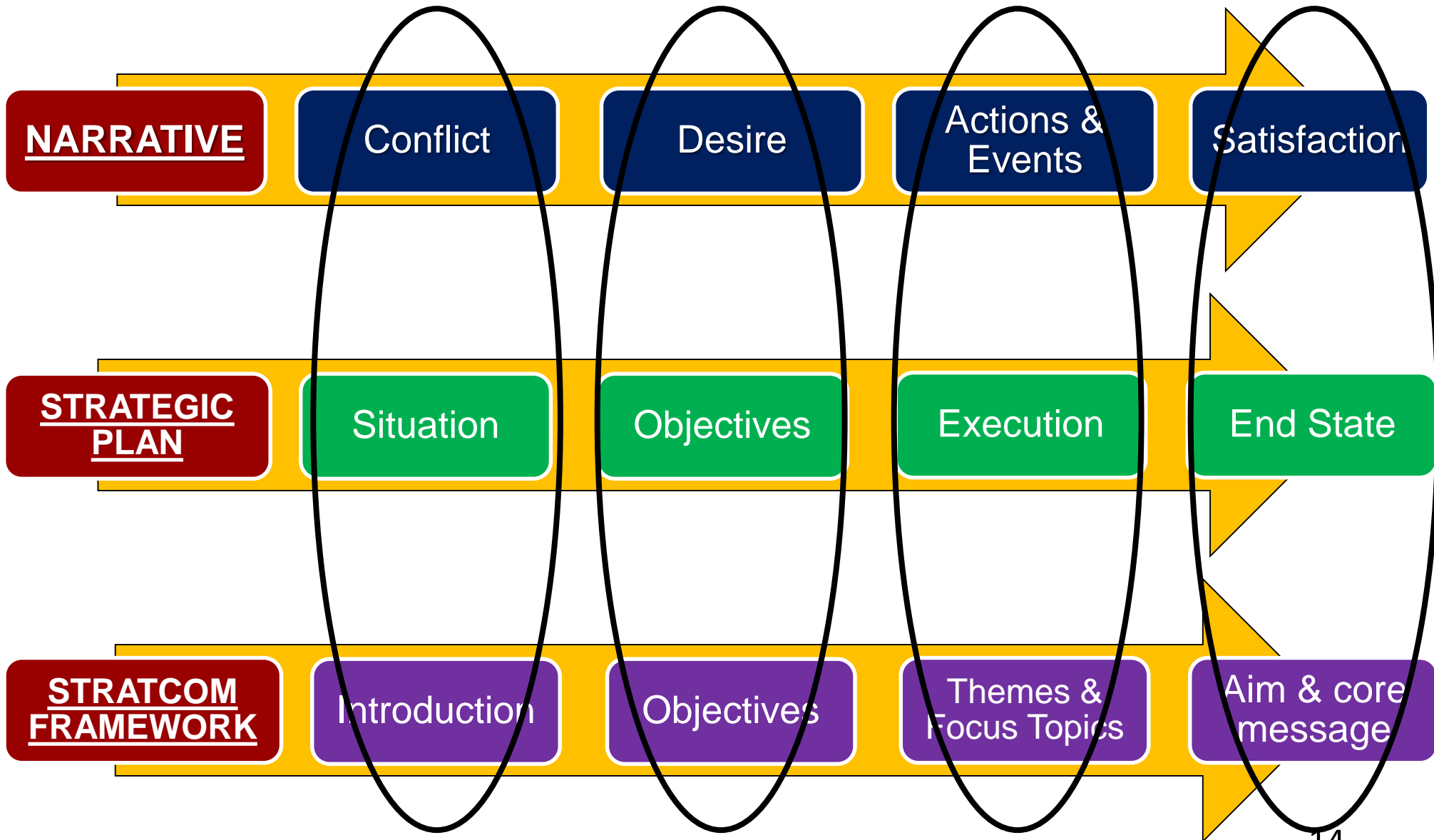


## StratCom Frameworks: Linking, simplifying, short...

“The purpose of a framework is to provide **overarching guidance common to all** in order to generate a ‘golden thread’ linking top to bottom. NATO’s StratCom objectives for the operation, mission or activity. **Objectives must be integrally linked to the overall strategic aim** ...and will refer to the effect we wish to achieve .

- Introduction: Outline the situation
- Aim/message: What’s the end state?
- Objectives: What do we need to do achieve success?
- Themes: What is the image we need to project?
- Focus Topics: What areas help us achieve the aim?
- Co-ordination: Who needs to be involved and how?

# Aligning: *Narrative*; *Strategy*; *Framework*





# Perception becomes reality...



## Credibility

To be persuasive we must be believable; to be believable we must be credible; to be credible we must be truthful.

*Ed Murrow*

## Perception

“...the battlefield isn’t necessarily a field anymore. It’s in the minds of the people. It’s what they believe to be true that matters.”

*Adm. Mike Mullen*

## Simplify

“Everything in war is simple, but the simplest thing is difficult...this is proof enough of the superiority of the simple over the complex.”

*Clausewitz*



**Questions?**  
**Questions?**  
**Questions?**  
**Questions?**



# We like to think we think, but...

- Rational or Rationalising...
- Even I may not know why I do what I do...
- Facts inform, emotions inspire...
- Don't confuse me with the facts or the stats...
- Framing – it depends how you put it...
- Priming – setting you up to agree...
- Anchoring – it depends where you start from...
- Prospect theory – a bird in hand is worth two in the bush
- Broken windows like company...
- I'm in with the in crowd...

*...and we still haven't talked about the message!*



## The five SSSss:

**Simplifying**

**Shortening**

**Sharing**

**Sustaining**

**Staffing**

*(which together also produces **SPEED**)*

# Perception becomes reality...

- 1. SIMPLIFY:** Rather than try to outbid the enemy with complicated schemes, one should on the contrary try to **outbid him in simplicity.**  
(Clausewitz)
- 2. SHORTENING:** “The length of this document defends it well against the risk of being read.” (Churchill)
- 3. SHARING:** StratCom is a whole of enterprise effort. Structure, direct and lead so you **share the effort not fight over turf.**
- 4. SUSTAINING:** “We didn’t fight the Vietnam war for 9 years, **we fought the same war for one year, 9 times.**”
- 5. STAFFING:** Know who is doing what, why and when.  
“...we at SHAPE are in very great danger of losing our clear and simple military purpose. The staff is immersed in details; the output of paper is enormous and I would say that half of it is not read and a good deal of it is **not worth reading.**” (Field Marshal Montgomery (as DSACEUR))