



## INFORMATION DOMINANCE FOR COMPANIES

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In Iraq, companies fight like battalions. In dealing with the rush of information associated with this fight, C Company, 1st Battalion, 504th Parachute Infantry Regiment, developed some tools to enhance their troop-leading procedures (TLPs).

### The Problem

Information dominance wins the peace in stability operations at the company level. In an urban counterinsurgency (COIN), getting there “fastest with the mostest” means calling all the key local players with your story before they get another less helpful story from someone else.

Even then, the locals see reality through a lens which is their own local context (see Figure 1). This context includes their historical narrative, their job and personal experiences, what their neighbor and family are saying, and even their daily mood. Reality perceived through this lens is their perception.

But commanders who reflect reality directly to the perceiver, as in a mirror, become reality to the locals. Since what is being reflected is true, then the locals think that the commander somehow has played a part in creating it, and, thus, knowledge is power. This is one of the true mysteries of working across cultures, and the effect is magnified in unstable environments.

The problem is that in order to take advantage of this effect, the commander must detect, analyze, and communicate these ground truths. The best way to do that is through systematic operations focused on the information fight. This article describes the process of collecting information, analyzing or making sense of the information, and targeting patrols to get more information.

### Planning Targets and Detection

There are three parts to this problem: the detecting (patrolling), the analyzing, and the communicating. The system described here assumes conditions where a company owns battlespace and spends its time achieving its mission relatively free of taskings from higher headquarters. The system is influenced by the effects-based processes (Center for Army Lessons

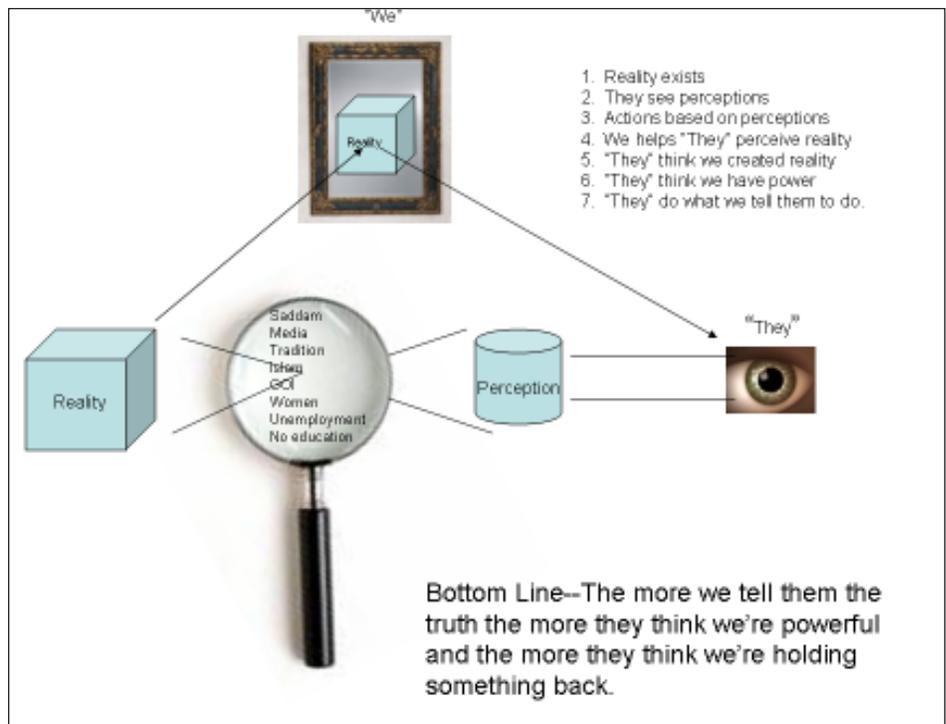


Figure 1 — Information in Urban COIN

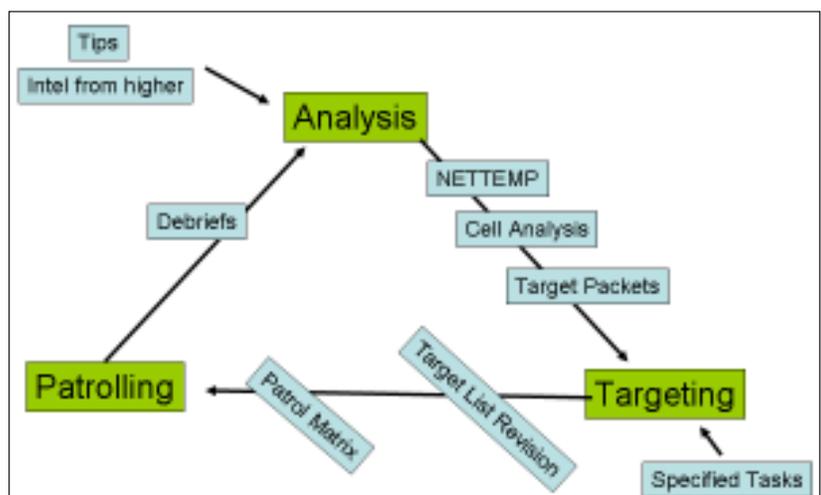


Figure 2 — Planning Analysis

Learned Handbook 04-14 - Effects Based Operations Brigade to Company Level) and from intelligence preparation of the battlefield (IPB) as well.

Task/Purpose	Targets	Effects (1 <sup>st</sup> and 2 <sup>nd</sup> Order)
1. Secure Murrow Bridge IOT prevent spectacular attacks	Murrow Bridge—secure	1. Bridge secured 2. Spectacular attack prevented
2. Destroy Special Cell IOT allow Neighborhood Watch to secure Highmount	Oak St.—Zone recon IOT allow C Co. to target SC leadership Dunkin Donuts—Area recon IOT allow C Co. to capture Blair Tighe Blair Tighe—Capture IOT allow C Co. to destroy Special Cell Mary Talley—HUMINT IOT allow C Co. to capture Blair Tighe Chief Kirby—IO IOT cause police to give C Co. information on the SC	1. C Co. has complete information on Oak St. and Dunkin Donuts. Mary Talley begins relationship with C Co. and starts giving information. 2. C Co. has enough specific information on Blair Tighe to perform ambush.
3. Secure Farmer's Market IOT prevent spectacular attack	Farmers Market—Secure CP 34 & CP 35—FD with Police	1. Market secured. Police actively searching at CP's. 2. Spectacular attack prevented. LNs trust police enough to begin giving tips to police.

Figure 3 - Target List

Begin planning from your mission analysis (Figure 2). The effects you plan to achieve can come from:

- 1) Tasks to subordinate units in higher's order;
- 2) Your daily/weekly status update to battalion; or
- 3) Some sort of battalion or brigade lines of operation.

Within these broad effects, brainstorm and list your targets. Targets are people, places, or cells that you want to affect. For each target choose a doctrinal task and purpose statement that points at the broad effect you want to accomplish.

There are several types of targets. Kinetic targets are areas or enemy personnel to interdict and they become platoon raids.

Reconnaissance targets and zone reconnaissance patrols leading to area reconnaissance patrols answer questions which lead to kinetic targets. Information operations targets become operations where coalition force (CF) leaders build rapport with key local individuals like neighborhood leaders or security leaders. Human intelligence (HUMINT) targets obviously are those where you seek to gain information from people.

The significant targets go into a target list (Figure 3), a "playbook" of possible targets organized by effect, by line of operation, or major tasking depending on how you organize your company's concept of operations.

Load targets for actioning into your

weekly patrol matrix (Figure 4) which forms the meat of your weekly operations order (OPORD).

Platoons receive the weekly OPORD verbally and conduct their own TLPs producing platoon OPORDs. A backbrief ensures platoon leaders understand the task and purpose for the target from target bank cross-referenced on the patrol matrix.

**Analyzing the Information**

Following the patrol, the platoon leader posts his debrief on an Army Knowledge Online-SIPRNET (AKO-S) forum, and the intelligence and effects cell uses the gathered information to update the company's four analysis products: the network template (NETTEMP) (Figure 5), the cell analyses (Figure 6), the target packets, and the informant template (INFORMANTTEMP). These updated products are always available for platoon leaders or battalion S-2 cells on an AKO-S portal.

A NETTEMP is a cross between a doctrinal template and a network analysis, and is designed to be a one-pager that leaders can reference on patrol to check for names and relationships. The NETTEMP has boxes denoting identified or suspected cells, and within the boxes are identified or suspected names associated with the cells. Where significant, lines are drawn to denote key relationships, and information can be color-coded to show reliability.

The cell analysis dissects each cell on the NETTEMP doctrinally on a one-pager that helps the company understand motivations of the enemy to predict future actions. The cell analysis considers:

- 1) Objectives,
- 2) Ideology,
- 3) Leaders,
- 4) Organization,
- 5) Recent activities,
- 6) Most likely course of action (MLCOA) methods, tactics and situation template, and
- 7) External support.

Target packets are usually standardized at least at battalion level. Constantly updating and making target packets at a company level on key people and places and making them available on the AKO-S portal ultimately saves time and captures key information.

Figure 4 — Weekly Patrol Matrix

Day	Mon 1	Tue 2	Wed 3	Thu 4	Fri 5	Sat 6	Sun 7
BN							
CO							
1 PLT	PATROL			PATROL			
2 PLT			PATROL			PATROL	
3 PLT	JSS						
Secure Market	FARMER'S MARKET						
	CP 34		CP 35	CP 34		CP 35	CP 34
Destroy Special Cell	DUNKIN DONUTS	OAK ST.	MARY TALLEY	DUNKIN DONUTS	OAK ST.	OAK ST.	MARY TALLEY
	CHIEF KIRBY						
Secure Bridge	Murrow Bridge		Murrow Bridge	Murrow Bridge		Murrow Bridge	
Support							

The INFORMANTTEMP is a handy one-page reference that shows what locals are reporting information to which company leader (spheres of influence), how reliable they are (by color), and how to contact them. Just as the Army sees every Soldier as a sensor, the company commander sees every local with a cellular phone as a sensor. A couple of phone calls made to confirm or deny a report is faster and safer than moving a platoon to the site.

The four analysis products are your place to go to assess whether you are being effective on your targets, and to modify from there for your next planning cycle.

### Communicating to the Company and to the Community

AKO-S is easy to use after some initial (1-3 hours) set-up, and having all company debriefs and products available 24-7 is invaluable during continuous operations. However, nothing substitutes for the weekly face-to-face at the company OPORD. The company fire support officer (FSO) should lead the intel and effects cell or another lieutenant can do the job.

Communicating with the community means working the phones with your company sphere of influence. Devolving groups of locals down to platoon leaders and below facilitates rapid detection and

Cell Analysis—Special Cell	
<b>Ideology</b> —Memphis is the rightful territory of Free-Staters and CF are invaders	<b>Objectives</b> 1. Retain Highmount to restart kidnapping operations to gain funding 2. Infiltrate Neighborhood Watch
<b>Leadership</b> <b>John Pemberton</b> —@Vicksburg—Splintered from Joe Johnston in April—contracted Memphis OPS to: <b>Blair Tighe</b> —@Vicksburg too—last known in Memphis in May	<b>Methods/Tactics</b> Intel—recruit informers in Neighborhood Watch M&M—Tighe remains in Vicksburg while Pomplun returns to Oak St. Expect DM IEDs VIC JSS. Effects—Intimidation of NW leadership Protection—DM IEDs protecting AOAs at Oak St. residence Sustainment—Cache's moved to Vicksburg to prevent capture by C Co. C2—Continue to use Dunkin Donuts for meetings monthly
<b>Organization</b> Cadre Kyle Pomplun—probably current Memphis chief—Lives around Oak St. Michael Brown—received special training in Florida—has access to weapons through Jesse Fuller @ Jackson depot Foot soldiers—Michael Fletcher, Mary Talley (Oak St.) Mass Support—Medium in Highmount, due to perceived ineffectiveness or complicity of Memphis Police	
<b>Recent Activities</b> 9 April—Report by Marlboro Man of Michael Fletcher in Highmount 9 April—Report by Lucy of Blair Tighe's association with Michael Fletcher 7 April—Found SC poster on Oak St. 6 April—IED vs. 1-17 IN on Oak St. 3 April—Report by Marlboro Man detailing cell organization	

Figure 6 — Example Cell Analysis

communication. Phone calls and face-to-face meetings are the best methods of doing Psychological Operations (PSYOPs), because current regulations limit the effectiveness of products like pamphlets or newsletters. Additionally, in many urban areas, e-mail is increasingly prevalent, so there is a possible opportunity there as well.

### Lessons to Learn

Authority over Information Operations, (currently presided over by division headquarters) should be released all the way down to company headquarters. Information fratricide is less of a hazard and easier to remedy than is currently being taught. It is interesting to note that company commanders in direct fire contact can call for Hellfire missiles but can't print their own leaflets after seeing hostile propaganda that updates itself by the hour.

Companies also need more computer power and resources to handle the information glut. Line of site (LOS) hardware provides many company outposts with internet and data communications to higher headquarters', but of course, companies need more bandwidth (like everyone else) so they can transmit imagery (especially Google Earth) and graphics at rates that facilitate company information operations.

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Figure 5 — Network Template

