



# Standing Joint Force Headquarters



# Standing Joint Force Headquarters Group Wargaming

*Lt Col Nigel Jordan-Barber SCOTS*

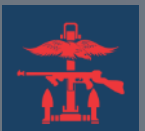
*Connections UK*

*6 Sep 17*



# SJFHQ Wargaming

- Introduction
- SJFHQ Group Wargaming Journey
- Observations, Insights and Lessons

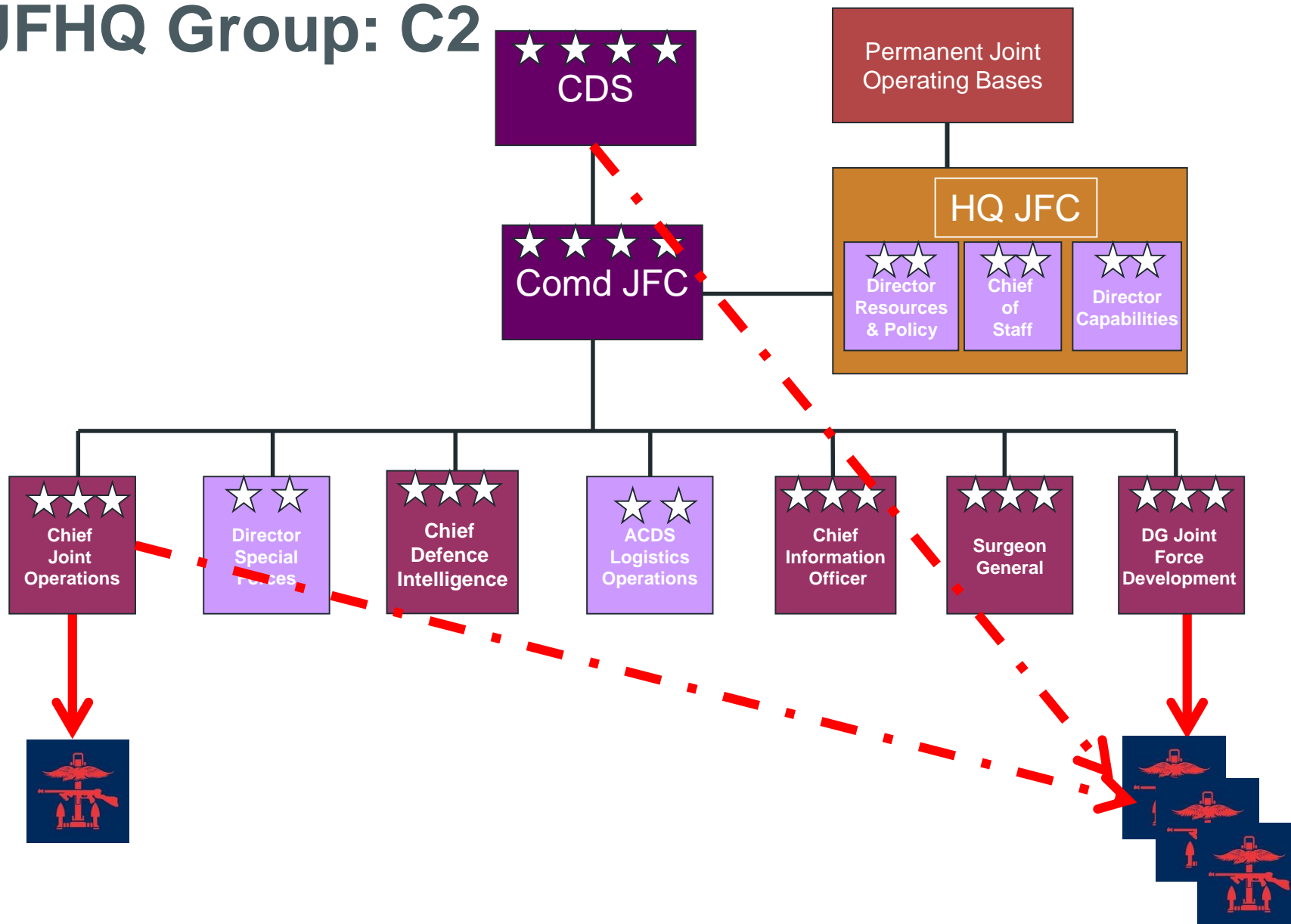


# Introduction

## ■ SJFHQ Group



# SJFHQ Group: C2



# SJFHQ Group: Joint Operational C2 Capability

## 2\* Standing Joint Force Headquarters:

- Joint Medium Intervention
- Up to and including Cbt Ops
- Component Commanding
- Joint Action
- Inter-Agency Integration
- JEF & CJEF

2\* SJFHQ

1\* JFHQ

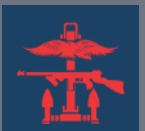
## Joint Force Headquarters:

- Extremely High Readiness
  - OLRTs @ 4 & 12 NTB
  - EEHQ @ 48 NTM
  - Building to 1\* JTFHQ
- Crisis Response
- Early Entry Operations
- Small Scale Interventions

1\* SJFLogC

## Standing Joint Force Logistic Component:

- Theatre Activation
- Force Reception
- Cross Component integration & optimisation
- Strat Base to Theatre coherence



# SJFHQ Wargaming

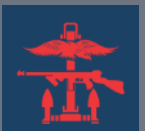
- Introduction
- SJFHQ Group Wargaming Journey



# Nigel's wargaming journey

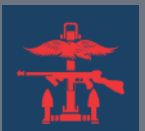
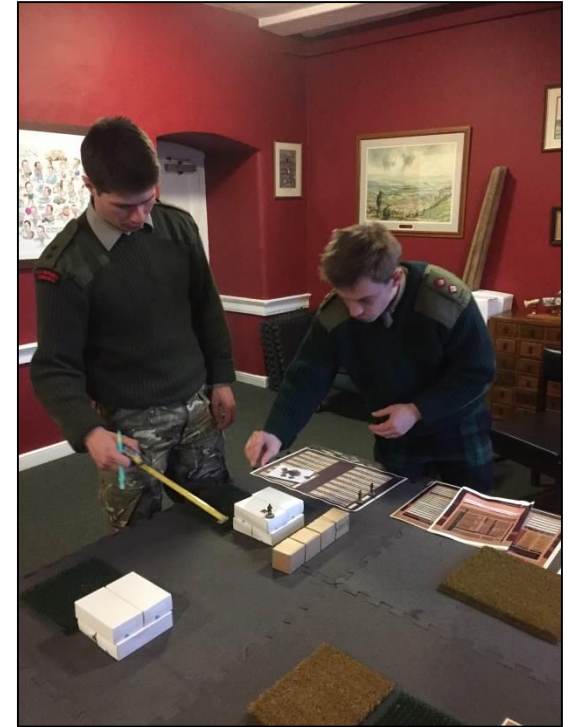
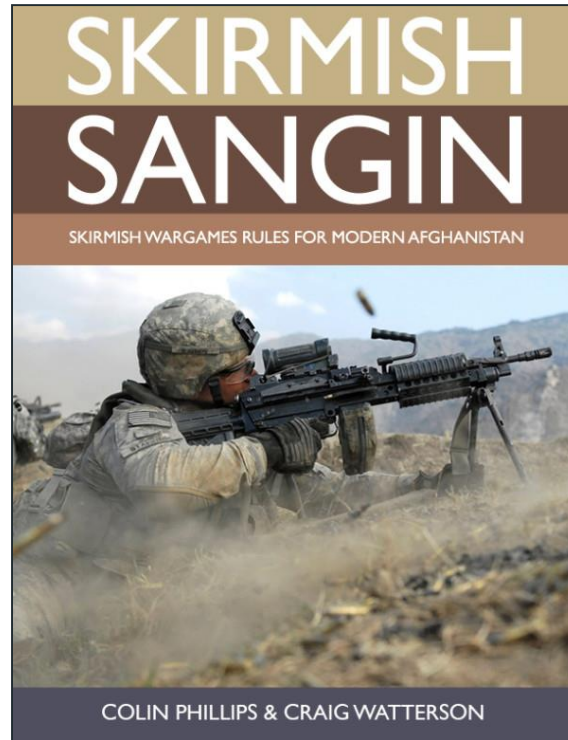
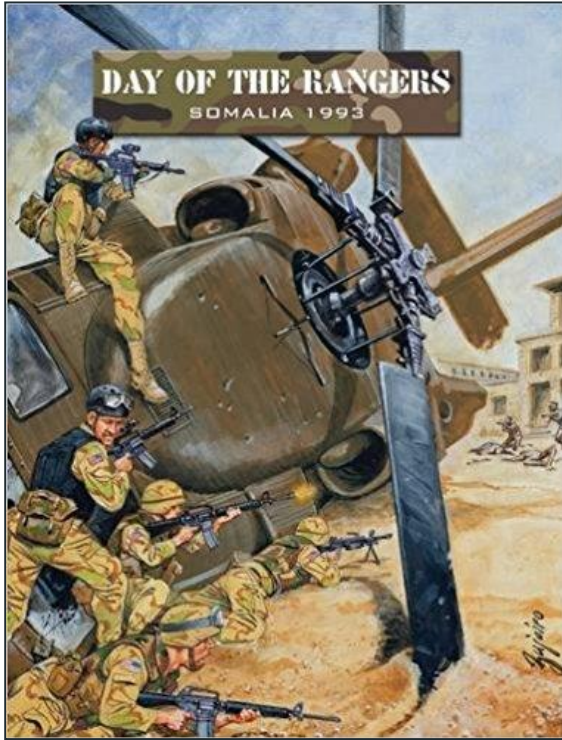


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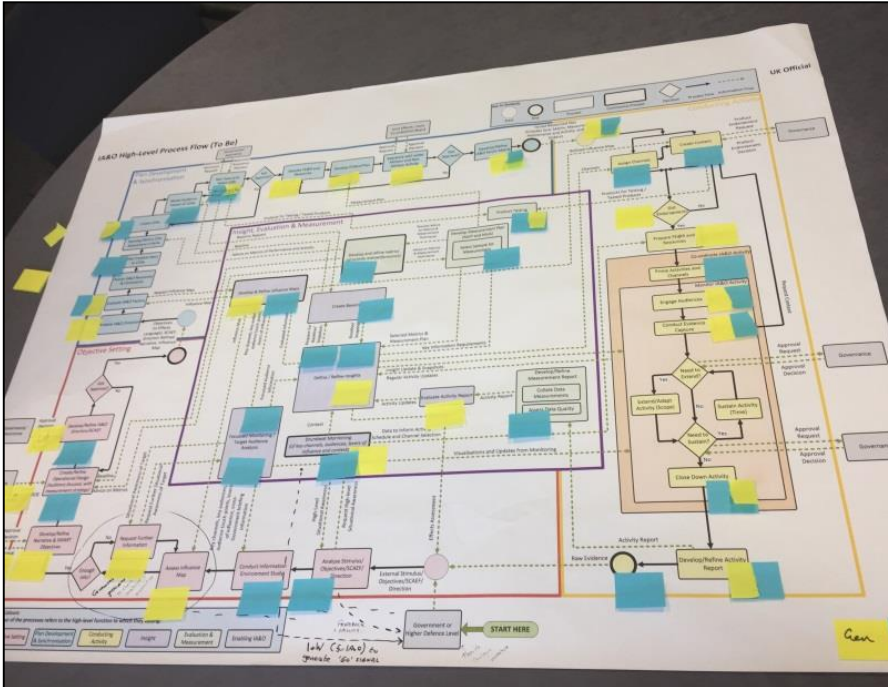


# Nigel's wargaming journey (2)





# SJFHQ Group Wargaming



[dstl]

## A Messaging Wargame for Full Spectrum Effects

Aaron Cooper (ajcooper@dstl.gov.uk), Gabriella Sherry, Verity Mallion, Katie Woodward, Andrew Poulter

### Aim

Communication and influence skills are increasingly important as the information and media environment becomes progressively more pervasive. Consequently, the project aims to deliver a wargame that encourages participants to consider wider full spectrum effect (FSE), focussing on messaging and information activities. It also enables participants to predict messaging skills and identify areas for capability development.

**Benefits:** The wargame will provide participants with a dynamic, real-time, free play social media environment, with access to information through a social media tool that is representative of existing open source tools and techniques.

The game format encourages participants to identify creative and innovative non-physical solutions (e.g. counter-narratives). It does this by deliberately testing participants from the constraints of organisational processes, promoting instead a focus on skill development. Post-hoc analysis of the game will identify gaps in knowledge, skills and capabilities that have historic not been empirically captured.

### Objectives

- The wargame will encourage a series of competencies to improve participants' messaging skills, including but not limited to:
  - Adapt and respond to an evolving information environment
  - Undermine hostile narratives and provide positive narratives and counter-narratives
  - Be aware of the ABCN factors - Audience (target), Broadcaster (base), Channel (source) and Narrative (strength of emotion)
  - Be aware of the strengths and limitations of various messaging technologies
  - Consider extended consequences and second first order effects
  - Be aware of relevant cultural, historical or political issues that may impact the success of the narrative(s)
  - Critically evaluate data sources and provide justification for actions
  - Define and analyse the various causes of complex social concerns
  - Respond effectively to communications that are culturally-influenced

### Method

The team will take a multi-disciplinary approach to produce an innovative FSE wargame, built on both theoretical and practical evidence.

Wargaming

Educational Theory

Social Sciences

Technology

### Structure

Turn 1: Scenario Brief

Identify narratives and audiences

Construct and disseminate messages

Turn 2: Scenario Brief

Identify narratives and audiences

Construct and disseminate messages

Feedback/Wash-up Session

### Design

#### Information Delivery

The wargame is designed to represent a realistic, information-rich environment. Participants will be able to respond to whichever aspects they deem relevant, and will be assessed on the reasoning behind the decisions.

Participants will receive information from seven sources, and they must use the information to build an understanding of the narratives of three target populations.

1. Social Media feed
2. Closed websites
3. Radio broadcasts
4. TV news
5. Propaganda videos
6. TAA survey data
7. Scenario Handbook

Butajira  
Nejuru  
Da'esh

#### Scenario Handbook



#### Social Media Feed



#### Embedded Websites



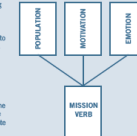
### Activities

**Activities**  
The game structures participants' decision making using two card-based activities within each of two turns.

**Activity 1:** Identification - encourages participants to interpret a fast changing information environment. This involves identifying key populations, motivations and emotions using card decks and assigning a relevant mission verb.

**Activity 2:** Construction and Dissemination - encourages participants to respond to a dynamic information environment, considering the aim of the message, the intended audience and the available dissemination technologies (presented in a separate card deck).

#### Example of Activity 1 Card Decks



Theory and practical advice is included on the back of each card.

For example, on the back of each mission verb, the card provides:

- A doctrinal definition
- Key principals and techniques
- Potential use and effects
- Operational examples

Each card deck includes blank "wild cards" to allow participants to use creative "out of the box" thinking.

#### Example of Activity 2 Card Deck



### Impact

Impact that the wargame will deliver include:

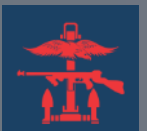
- A dynamic information environment in which participants can practice messaging and non-physical FSE skills and techniques
- Providing participants with support and feedback from: S&T subject matter experts
- A flexible game structure that can be adopted for different audiences and learning objectives
- A social media tool that represents existing open source tools and techniques
- A game format that encourages participants to identify creative non-physical solutions in the FSE environment
- Post-hoc analysis of the game can identify gaps in knowledge, skills and capabilities (i.e. capability development for end users)
- Provide a technical approach that can be used for fundamental research, Defence experimentation and support to operations

The wargame exploits S&T knowledge and products from across the Information Activities and Outreach (IACO) project (e.g. target audience analysis, deception, measurement of effects), combining them into a practical deliverable designed for exploitation across Defence and Security. It will utilise Exercise ASTUTE CONQUEROR (part of Ex-JOINT VENTURE US) as a baseline case study. The results will be used in a number of subsequent exploitation studies, which potentially includes the Maritime Force Staff Trainer, the Maritime Warfare Centre, 77 Brigade, the NATO Training School at Oostmalle, and other opportunities with our partners across government (TAG).

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## Cooperation with dstl

- Design
- Alternative Thinking





## Standing Joint Force Headquarters



# Ex BALTIC CHALLENGE

Collective Staff Training  
4 Jan 17



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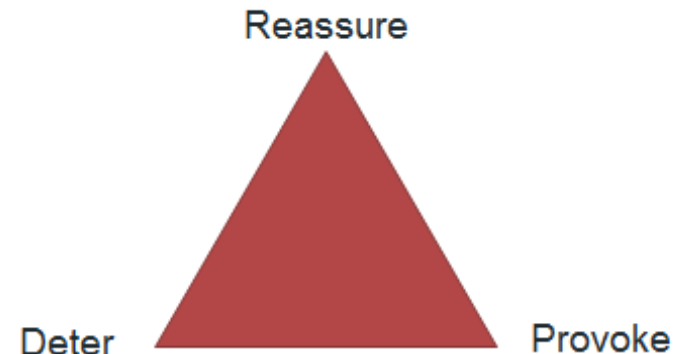
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## Threats

- Bias is an inclination or outlook to present or hold a partial perspective, often accompanied by a refusal to consider the possible merits of alternative points of view.
  - Service
  - Heritage
  - National
- Heuristics, is any approach to problem solving, learning, or discovery that employs a practical method not guaranteed to be optimal or perfect, but sufficient for the immediate goals.
  - Experience
  - Learning

## Dilemma

- Dilemma, a situation in which a difficult choice has to be made between two or more alternatives, especially ones that are equally undesirable.



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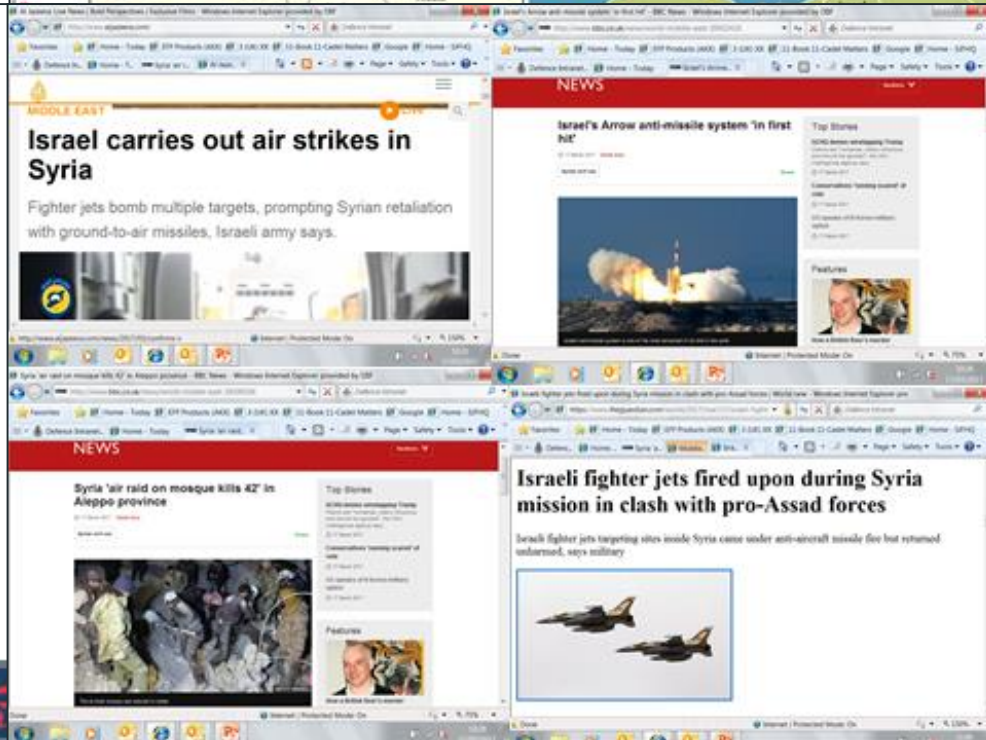


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## Ex NASHE MORE

BST 1  
SO1 J3  
17 Mar 17





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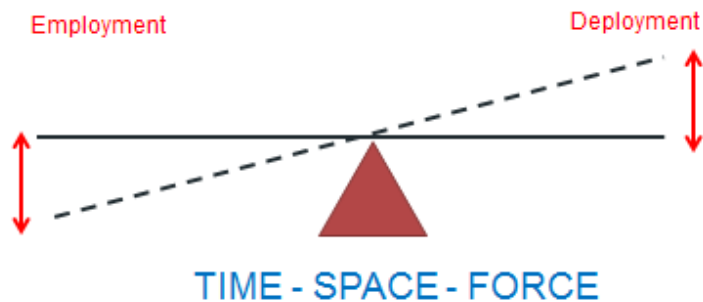
# Joint Theatre Entry A2 and AD Wargame

Battlestaff Training 3  
SO1 J3  
25-26 Apr 17



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## Considerations



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FSA

### CJTF Support

- White PSYOPS
- Grey PSYOPS
- Media Ops
- Sanctions enforcement
- CIMIC
- MCB

### General Deterrence (Modern)

### CJTF Support

- Inform
- Coalition Building
- Synchronise with Strategic Level

**Hybrid / Grey Zone Warfare**  
Narrative Dominance  
• Information Operations  
• Legal  
• Media  
• Academia  
Diplomatic  
Cultural

**Modern Deterrence - General**  
Nuclear  
Cyber  
Economic  
Diplomatic and International

**A2/AD**  
Ballistic /cruise missiles  
Integrated Air Defence  
Surface/Submarine/  
Mine  
Spectrum denial/  
Electronic Warfare  
Reconnaissance  
Space denial  
Cyber

**Force Protection**

- Joint Hard Kill Defence
- Denied EMS, Space, Cyber
- Operational Soft Kill

**Defeat**

- LR strike
- Influence
- Cyber

**Tailored Deterrence**

- Punishment
- Forward Presence
- Flipping
- Full Spectrum

**Manoeuvrist**

- Expand theatres
- Irrationality / Ambiguity
- Escalation Dominance

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Headquarters

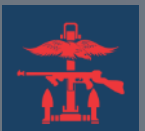






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# Observations, Insights and Lessons

- Last turn madness
- The wrong map
- Articulation of Risk
- Articulation of Effect
- Consequence Management
- When to use wargaming

