The Contemporary Environment and Adaptations to Future Doctrine and Education - Implications for a Campaign Framework -
<table>
<thead>
<tr>
<th>Aspirational View/Model</th>
<th>Reality/Pragmatic View</th>
<th>Implications for a Campaigning Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assumes clarity of aim and certainty of conclusion regarding the military's role.</td>
<td>Poor expectation. Conflict is inherently human and uncertain</td>
<td>Alternatives should connect with, respond to, and inform evolving policy and strategy.</td>
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<tr>
<td>Centers on the current elements of operational design.</td>
<td>Insufficient in connecting the strategic discussion with the formulation of the instrument to pursue the chosen policy.</td>
<td>A relevant and broader array of factors of true campaign design that is useful across the continuum of cooperation, competition, and armed conflict</td>
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<tr>
<td>A narrow and natural path to positive outcomes follows military victory</td>
<td>The idea of finality is elusive. The victor faces many enduring consequences, expanded political stakes, and difficult choices.</td>
<td>Appreciate that conflicts can be re-characterized in the wake of success and confound the victor’s vision of the future; Recognize the importance of consolidating gains and the effort required to translate military success into positive outcomes</td>
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### Institutional Learning and Adaptation

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| Emphasizes the idea of Shaping | Current models don’t effectively describe shaping; open to broad interpretation | - Express activities in the context of cooperation  
- Identify effective patterns – what works  
- Articulate clear principals and methodology  
- Identify best practices and specific terms relevant to these conditions |
| Bins the tools/concepts of shaping, deterrence, and leveraging the initiative; associates use with different conditions | Models artificially separate these activities. Simultaneous application is frequent, but ad hoc and improvised. | Recognize competition is an ongoing condition  
Articulate an effective role for the military dimension.  
See these three tools (and others) as working in unison in the context of campaigning |
| Focuses on decisive operations and winning quickly | Alternative styles avoid or are even immune to the preferred approach | The idea of decisive is in the aggregate and realized when the result is the meaningful change sought by the policy’s aims. Any accomplishment or articulation of success other than that, falls short of the mark. |
| Weak association with the utility of the narrative | Antagonists and Adversaries are leveraging and exploiting successful narratives | Incorporate as fundamental in designing effective campaigns. Military actions should enable and reinforce principle narrative. |
In 1978, Barry Blechman and Stephen Kaplan published the results of a landmark study titled, *Force without War: U. S. Armed Forces as a Political Instrument*. Their study chronicled and analyzed over 200 cases occurring since World War II, where the US employed forces to reinforce or modify foreign actors’ behaviors.

Although several decades old, the study’s context and analysis may be worth considering as we think through how military institutions might adapt to the current environment.

Study examined three categories of the use of force in conditions other than armed conflict

- Use or threatened use of force by a State against another State
- Influence over a State’s support to a Third party actor
- Interventions regarding Regime or State authority
Assessed as percentage of positive outcomes in 6 months and after 3 years
- Reinforce existing behavior when a change appeared imminent; maintain status quo
- Change behavior once a state embarked upon a certain policy, or initiate actions

<table>
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<tr>
<th>Reinforce Behavior</th>
<th>Antagonist</th>
<th>Protagonist</th>
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<tbody>
<tr>
<td></td>
<td>Deter</td>
<td>Assure</td>
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<tr>
<td>Modify Behavior</td>
<td>Compel</td>
<td>Induce</td>
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Assessed as percentage of positive outcomes in 6 months and after 3 years
- Reinforce existing behavior when a change appeared imminent; maintain status quo
- Change behavior once a state embarked upon a certain policy, or initiate actions

**Positive Outcomes were proportionally higher when:**
- Had a previous and sustained presence in the area before the incident.
- A clear and easily interpreted narrative led the commitment of force.
- A treaty existed that was supportive of an outcome relative to the incident.
- Demonstrated willingness to engage in armed conflict/war in that region.
- The force engaged in recognizable activities germane to the circumstance.

**Positive Outcomes were proportionally lower when:**
- A poor diagnosis of an antagonist’s behavior drove the purpose.
- A mis-interpretation of a protagonist’s propensity to act in friendly interests.
- Did not have a relevant presence in the region before the circumstance.
- A narrative merely followed the commitment of force.
- The longer the time horizon; success/gains have a short half-life if not consolidated.
Campaigning Between Peace and War – Conclusion

• Despite our preferences, we have a rich history competing in this space. Let’s consider the past.

• As these challenges do not readily lend themselves to solutions that include decisive operations and notions of “winning quickly” – current planning/execution models and processes may not be “very useful” for these conditions.

• Ideas such as “military end state” and “termination” create artificial expectations - may even inhibit the design and execution of effective campaigns.

• In contrast, consolidating gains in conjunction with methodical and informed transitions is essential. In some cases, these transitions occur over a period of many years or even decades.
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