

## **Chapter 9**

# **Brigade and Below Information Operations**

9-1. IO integration and synchronization activities are essential to mission success at all levels. At brigade and below, units synchronize fewer IRCs but their effects are more immediate and, proportionately, more integral to achieving unit objectives. Brigade and below and especially small-unit operations require Soldiers to be ready and capable of effectively engaging the local populace while part of patrols, convoys, and tactical actions. Brigade and below operations also take advantage of effects being achieved by IRCs at higher levels and makes them relevant to a unit's area of operations.

9-2. As an example, IO considerations during patrols expand the purpose of patrols beyond combat operations and reconnaissance. Patrols always create effects in the information environment. In addition to gathering information, patrols can execute psychological actions, deliver messages, disseminate information, and influence target audiences through presence and direct interaction. Lower-echelon units must therefore shape this presence to reinforce the commander's intent. Their presence is further shaped and amplified through the use of available higher-echelon IRCs, such as military information support operations (MISO), public affairs, and civil affairs operations. Individual Soldiers must be able to engage the local population and deliver messages in such a way that they influence target and audience behavior in accordance with objectives.

## **PRESENCE, PROFILE, AND POSTURE**

9-3. Presence, profile and posture are interrelated terms that define and describe a unit's visual, aural, and oral presentation to others. Everything a unit or Soldier does speaks, in some manner, to those who witness or hear it. Presence, profile and posture are an active means by which units can shape sentiments through physical, visual, and audible actions.

### **PRESENCE**

9-4. Presence, the act of being physically present, always sends a message. Presence can be menacing or reassuring, depending on the situation. Absence, or the lack of presence, can create perceptions that work for or against the unit's aims. Being very conscious and deliberate about being present or absent can be a powerful form of influence and should not be left to chance. Once units determine that presence is required, or that there is no choice but to be present, how they convey that presence is important. Both profile and posture address the way that units, patrols, and Soldiers are present.

### **PROFILE**

9-5. Profile is about the degree of presence, both in terms of quantity and quality. Quantity is reflected in how much a unit is present, as in its footprint or task organization. Quality speaks to the nature of that presence, as in its current capability, as well as its reputation.

9-6. During the conduct of offensive- and defensive-focused operations, a unit tends to optimize its profile, not simply in number of forces but in terms of all assets or effects it can bring to bear. Here is where an information-related capability (IRC) like military deception can play a significant role. It allows commanders to make their force appear larger or more substantial than it is. In contrast, during stability-focused operations, the aim is often to keep one's profile to a minimum—to conduct an operation with the smallest force necessary to ensure force protection but not appear unduly threatening. Therefore, a unit's profile may be both minimized and optimized through partnership efforts with local national security forces.

9-7. Quality of presence significantly affects perceptions or sentiments, either positively or negatively, and requires continual vigilance. Soldiers and leaders must be conscious of their personal profile and actively work to build and preserve their credibility.

## **POSTURE**

9-8. Posture is an expression of attitude. Whether active or passive, threatening or non-threatening, or defensive or welcoming. Posture dictates how units or Soldiers appear to others and how they act towards them.

9-9. Posture is determined by the operational environment and necessity. For example, if force protection is paramount, a unit might decide to wear full protection and appear more aggressive in its stance and movements. If persuading the local population to support an upcoming change to the way biometrics are gathered is paramount, a unit might decide to wear soft hats and no body armor.

9-10. The relationship between posture and profile enables one to counterbalance the other. A unit at a numerical disadvantage can compensate through an aggressive posture. Conversely, a unit with more than enough forces can soften its posture, appropriate to the situation.

## **SOLDIER AND LEADER ENGAGEMENTS**

9-11. Like presence, profile and posture, Soldier and leader engagement (SLE) is an IRC that every unit inherently has at its disposal and for which it is responsible to employ. Patrols conduct deliberate SLE as part of their mission but must be ready to conduct dynamic SLEs; that is, unplanned engagements with local audiences with whom they come in contact during the routine conduct of the patrol. While these interactions may be impromptu, they still benefit from prior planning and training. Themes, messages, and talking points provide Soldiers with the necessary guidance to communicate with target audiences, whether deliberately engaged or inadvertently encountered.

9-12. Planning for dynamic SLEs is integral to planning the patrol. It involves anticipating individuals and groups that the patrol might encounter and developing appropriate response scenarios. Further, it involves reviewing and, to the extent necessary, memorizing the commander's intent, desired end state and narrative, and the messages and talking points that support them. Perhaps most important of all, it means having Soldiers rehearse the response scenarios to a point where they can engage local foreign audiences with confidence, competence, and nuance.

## **LEVERAGING OTHER IRCS**

9-13. At the brigade level, the S3 coordinates with IRC experts and other members on the staff to support tactical-level operations and produce desired effects in and through the information environment. These capabilities are generally requested through the target nomination process and coordinated with the higher headquarters. Common IRCs include, but are not limited to:

- MISO.
- Civil Affairs Operations.
- Combat Camera.
- Electronic Warfare.
- Space Operations.
- Cyberspace operations.
- Military Deception.
- Special Technical Operations.

## **MILITARY INFORMATION SUPPORT OPERATIONS (MISO)**

9-14. A MISO detachment typically supports a brigade combat team. The detachment commander and non-commissioned officer in charge serve on the brigade combat team staff as planners and coordinators of influence activities. They employ subordinate tactical teams to conduct engagement activities, execute

psychological actions, deliver messages, use loudspeakers for message delivery and tactical military deception, and for collecting information on the operational environment. Product development and production is a company-level and above function and requires coordination for dedicated support or tailored messages and are subject to applicable or required authorities within the given area of operations.

### **CIVIL AFFAIRS OPERATIONS**

9-15. When planning a patrol, consideration must be given to civil affairs operations that may be ongoing or recently completed in the area that the patrol will occur. Spotlighting or reinforcing these operations, whether through talking points or by presence at the project site, can help reinforce their benefits.

9-16. Civil affairs operations units often develop novelty items that resonate with indigenous audiences, such as school supplies, radios, and sports equipment or apparel. Patrols can employ these items to increase the effects of their engagements and interactions favorably. Commanders can facilitate the development and use of these items by providing access to funding sources and implementing streamlined approval processes. However, these items simply provide the venue to engage an audience and deliver the desired message. They are not the sole purpose of Soldier and leader engagements.

### **COMBAT CAMERA**

9-17. Combat camera provides several benefits to patrols. First, combat camera can record engagements for historical purposes. Second, combat camera images can be used for future public affairs or MISO products. They can also be used to counter threat propaganda. If combat camera assets are not available, units can designate one or more Soldiers to use unit-issued or personal cameras; however, the unit must have a procedure in place for the review, clearance, and disposition of any images taken.

### **TECHNICAL AND SPECIAL CAPABILITIES**

9-18. Electronic warfare assets can be coordinated to support operations by jamming, broadcasting, or spoofing to gain information environment effects that support and reinforce maneuver actions. Space assets can be requested to assist with reconnaissance, surveillance, communications, and imagery support. Requests for assets may have to go through the S-2 or S-6, depending on the specific capability and its intended use.

9-19. Tactical military deceptions can be employed to influence a threat decision maker to take actions that give the friendly force a position of relative advantage. Special technical operations can be employed to create effects within the unit's area of operations that cannot be accomplished by available assets or that would cause too great a risk. Effects in cyberspace may be requested to protect, exploit, or deny the threat the ability to collect or disseminate information in and through cyberspace.

This page intentionally left blank.