DOCTRINE NOTE 07/08   **Authority**
                                                          HQ LWC

THE COORDINATION OF KEY LEADER ENGAGEMENT

INTRODUCTION

1.   Joint Action is the deliberate use and orchestration of the full range of available military capabilities and activities to realise effects[1]. It is conducted to affect the will, understanding and capability of all participants in a situation, be they hostile, neutral or friendly. Joint Action requires a detailed and coherent targeting process in order to synchronise both fires and influence activity, of which Key Leader Engagement (KLE) is recognised as an increasingly important element. Whilst much has been achieved in raising the level of cultural awareness of those engaged in KLE, there is a requirement to provide further guidance on the coordination of this activity if it is to be as effective as possible.

AIM

2.   The aim of this doctrine note is to provide guidance on the coordination of KLE at battlegroup (BG) and brigade level.
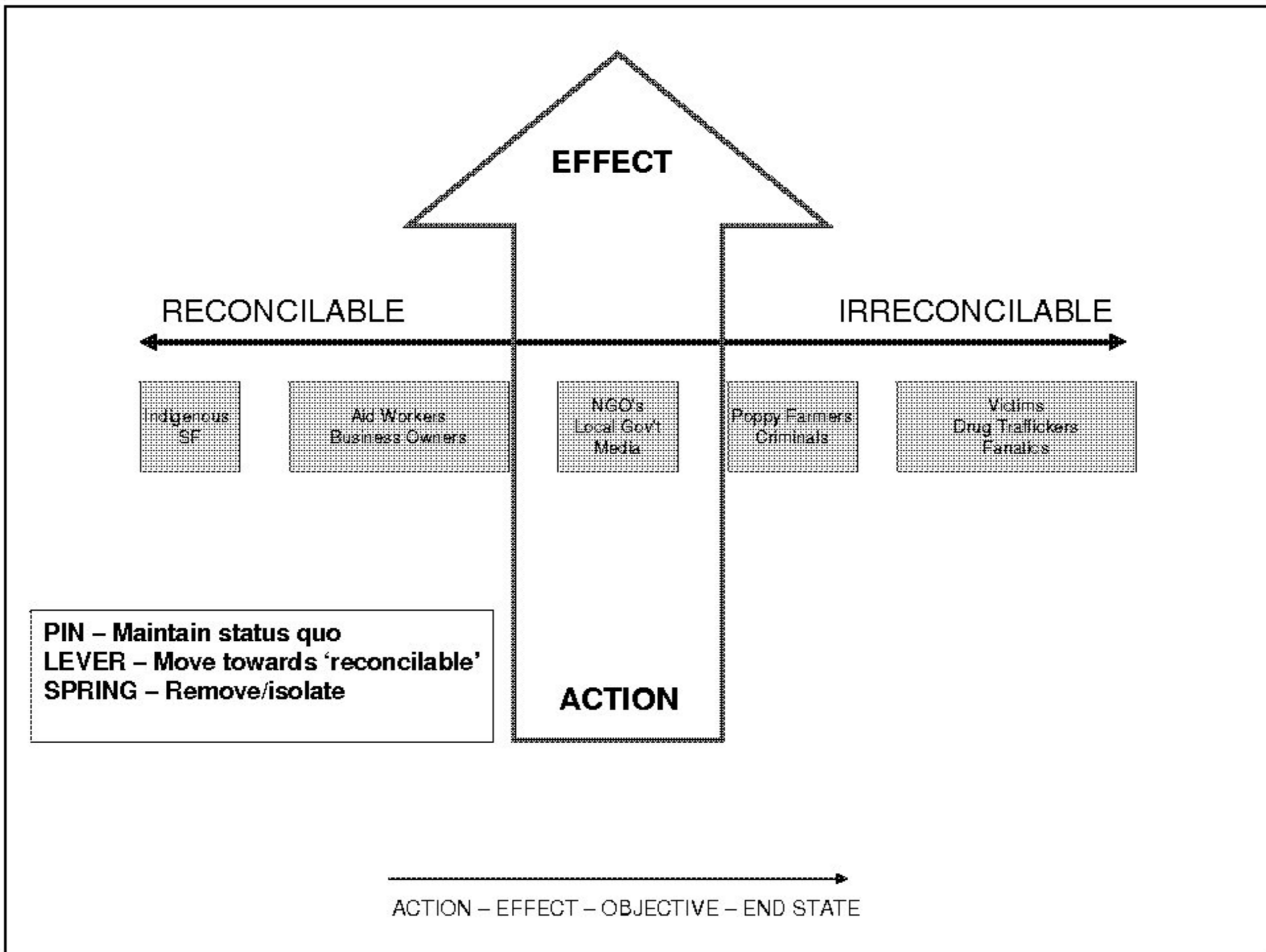
COORDINATION

3.   Key Leaders will inevitably be engaged by a range of diplomatic, military, economic and other parties. Whilst geared towards a common endstate, immediate objectives may be at variance. Within military lines of action, Information Operations (Info Ops) staff will coordinate KLE – and liaise accordingly – to ensure that exploitation opportunities are optimised for effect. This will ensure that occasions are neither wasted, nor excessive, that protocols are not compromised, that there is coherence and consistency in messages and that the equally important lines to take when acknowledging responses are sustained. This is particularly critical where KLE is conducted indirectly via family or other networks.

PURPOSE OF KLE

4.   KLE is predominantly conducted to gain information or to influence behaviour. In the latter case, we seek to maintain the support of those who are sympathetic or neutral, persuade those who are not to adopt a more favourable view or position, and isolate those who are irreconcilable or actively hostile. In other words, for each effect we seek to achieve, it is necessary to pin, lever or spring each of the separate audiences involved.

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[1] Effects are 'changes as a result or consequence of actions, circumstances or other causes'.

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                              EFFECT

   RECONCILABLE                              IRRECONCILABLE
   ◄──────────────────────────────────────────────────────►

   ┌─────────┐  ┌──────────────┐  ┌──────────┐  ┌──────────────┐  ┌──────────────┐
   │Indigenous│  │ Aid Workers  │  │  NGO's   │  │Poppy Farmers │  │   Victims    │
   │   SF    │  │Business Owners│  │Local Gov't│  │  Criminals   │  │Drug Traffickers│
   │         │  │              │  │  Media   │  │              │  │   Fanatics   │
   └─────────┘  └──────────────┘  └──────────┘  └──────────────┘  └──────────────┘

   ┌─────────────────────────────────────┐
   │ PIN – Maintain status quo           │
   │ LEVER – Move towards 'reconcilable' │
   │ SPRING – Remove/isolate             │        ACTION
   └─────────────────────────────────────┘
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ACTION – EFFECT – OBJECTIVE – END STATE

Pins, Levers and Springs

SELECTION OF PERSONNEL

5.   Selection of the appropriate personnel to conduct KLE is critical. The convention has been for the senior officer within a particular area of operational responsibility (AOR) to engage directly with the perceived key leader of the intended target audience. This requires closer consideration however, and the following factors should also be borne in mind when selecting personnel for this task:

      a.   **Rank.**   Key leaders and their communities are likely to be extremely rank conscious. Correctly matching personnel of the appropriate rank to the individuals they are to engage with maintains face but also avoids an inappropriately high level of engagement in matters which may not require it on a routine basis. It may be necessary to consider the use of acting or local rank to achieve the correct level of engagement.

      b.   **Background and Training.** The ability to influence a target audience through its key leader, as well as to interpret correctly the nuances of the verbal and non verbal feedback received, requires a rare combination of background and training. As well as an understanding of the language and culture, personnel will also need a grasp of the issues being discussed and knowledge of the techniques for negotiating with and influencing both individuals and groups. In the likely event that all of these qualities are not invested in one person, it may be necessary for two, or even three

individuals (as well as the interpreter) to conduct KLE – the principal, a subject matter expert (SME) and a PSYOPS trained soldier.

c. **Continuity.** The requirement for continuity in the conduct of KLE is paramount in building rapport, maintaining consistency of message and in detecting changes in feedback over time. The selection of individuals who are likely to remain in theatre for a reasonable period must, therefore, be considered early in an operational tour. After initial identification of existing and potential key leaders, it may be appropriate to 'assign' individuals (and alternatives) to them for the remainder of the tour, either as the principal or in attendance during any engagement.

TARGET AUDIENCE ANALYSIS

6. Failure to differentiate adequately between the separate constituent elements of a society can lead to the mistake of over simplifying either the message or its method of delivery, to the point where little or no effect is achieved. Even within a small village or town there are likely to be numerous 'sub-audiences', including the ruling and subordinate tribes, merchants, farmers, criminals, enemy forces, police, schoolchildren and foreign aid agencies. To be effective, the same message may have to be tailored and delivered in many different ways if it is to have the desired impact across the breadth of a community. A degree of Target Audience Analysis (TAA) is therefore necessary prior to the conduct of any KLE. This may have to be re-visited periodically, particularly if the composition of a community changes. Examples of such changes are an influx of refugees, the rotation of a host nation army unit or the eviction of enemy forces.

7. TAA in the field is a key task of PSYOPS Support Element (PSE) staff and evolves from the basic psychological study for the AOR. This will also be the source of general cultural awareness guidance in theatre TAM inserts. TAA is a continuous process conducted on groups and individuals, with priorities informed by mission needs. The PSE has reach-back capability to both HQ 15 (UK) PSYOPS Gp (who also conduct basic TAA packages for unit and brigade G2 personnel) and human factors experts within the Directorate of Targeting and Information Operations. TAA is time intensive. Depending on the availability of research material and the degree of profiling required, products may take from a few hours to up to three months.

PREPARATION AND COORDINATION

8. Prior to undertaking a KLE task, additional preparation and coordination is required beyond that already mentioned:

a. **Forecast.** A KLE forecast should be maintained by Info Ops. It should be visible to the primary branches of the brigade HQ, including G2, G3/G5, PSYOPS, Media Ops, POLAD and CIMIC. Such a forecast enables oversight and coordination of the KLE effort as a whole and allows additional input where required.

b. **Briefing.** As for any patrol or operation, those conducting KLE must obtain sufficient and appropriate planning information beforehand. As a minimum, a G2 update is needed. Wider input may also be required to avoid confliction with other

military or OGD activities, or to establish the most appropriate approach to address particular issues.

c. **Estimate Process.** In order to clarify to themselves the purpose of a KLE event, principals should go through a seven questions estimate process beforehand. In particular they should satisfy themselves, at the level of the KLE event concerned, of:

Q1 – the overall political, security and economic situation within which the meeting is going to take place.

Q2 – who the real target audience is – it may not be anyone actually represented in the meeting itself.

Q3 – the effects we wish to have on the target audience.

Q4 – If the engagement goes awry, what pins and levers can be employed to recover the initiative?

Q5 – what undertakings might be offered that could be honoured?

Q6 – the requirement to avoid confliction with other current or planned activities.

Q7 – the potential for any preparatory shaping and can the event be rehearsed?

d. **Force Protection (FP).** KLE will often take place within locations, and be attended by persons under the control of the key leader concerned. Without creating an atmosphere detrimental to the successful conduct of the meeting, the requirement for adequate and appropriate FP must not be forgotten. It is worth remembering, however, that FP in this instance extends beyond the physical protection of the individuals involved – there is a requirement to protect the wider force from any potential damage resulting from real or perceived insensitivity to elements of cultural awareness which may be exploited, or even deliberately orchestrated, by the enemy.

CONDUCT

9. Although cultural awareness plays an important role in the successful conduct of a meeting, wider coordination issues must also be addressed:

a. **Responsibility.** As noted, it is likely that KLE will be conducted by more than one person. The tasks and responsibilities of each individual must, therefore, be clearly understood beforehand. This may include:

(1) **Principal.**

(a) Establish seating plan.

(b) Demonstrate hierarchy.

        (c)   Act as the primary speaker.

    (2)   **Interpreter.**

        (a)   Identify those in the room able to understand English.

        (b)   Translate word for word and without spin.

        (c)   Advise or explain only when requested, less for cultural sensitivity issues.

    (3)   **SME/Visitor.**

        (a)   Advise principal beforehand and during the meeting.

        (b)   Lead on subject area of expertise.

    (4)   **PSYOPS.**

        (a)   Provide close FP.

        (b)   Note taker for principal.

        (c)   Observe and assess inputs/reactions from others in engaged key leader party.

b.   **Rapport.** One of the main aims of KLE is to build up a rapport between the main players on both sides. The establishment of trust and mutual respect adds validity to the message being conveyed and allows greater confidence in the feedback received. Building such rapport is not easy, however, and must overcome numerous barriers (eg suspicion, frustration, and scepticism) at a personal level first, if the positive effects of KLE are to be subsequently felt amongst the wider population. It may often be likely that no rapport or common ground can be achieved at all. In this event, it is critical that the Principal recognises the fact and avoids undermining the basis of subsequent meetings or, in extreme cases, attempts by others to establish such rapport.

c.   **Other Meetings.** The identified local key leader is likely to receive numerous visits from other groups which are also attempting to influence the population. These may be legitimate, criminal or insurgent in nature. An important function of KLE is to establish the identity of these groups and, where possible, gain some idea of their likely future engagement. This information may subsequently be used by Info Ops to:

    (1)   Prevent overloading a key leader with meetings.

    (2)   Coordinate the delivery of the same message from different sources.

    (3)   Convey a message from a third, perhaps more trusted, source.

        (4)   Counter the impact of conflicting or negative messages.

POST KLE ACTION

10.   The recording and prompt dissemination of the results of KLE is vital in order to exploit any opportunities which may arise, contribute to wider situational awareness and the G2 picture, and to coordinate any subsequent or related meetings. Where possible, debriefings should be conducted by the BG Intelligence Officer or the SO2 Info Ops at brigade HQ. Where this is not possible, the principal should debrief his KLE team personally, using the appropriate brigade formats. There are two principal elements to the post KLE report – G2/G3 and Human Factors:

        a.   **G2/G3.** The G2/G3 element of the post KLE report records details of the meeting which may be of intelligence or operational value. It should include an indication of the success or progress of any influence activity objectives, as well as suggestions as to how these might be taken forward at the next meeting. This part of the report may follow the normal brigade or unit conventions and format for any post patrol report.

        b.   **Human Factors.** The human factors element of the report concentrates on the personality of the key leader himself. This information is vital in building up a picture of the individual concerned in order to devise appropriate strategies to influence his behaviour and actions and to assist in the planning and conduct of future meetings. Where possible, the PSYOPS representative should complete this element of the report, using the format at Enclosure 1, or similar.

Distribution of the completed report must be directed and coordinated by Info Ops if it is to contribute to coherent follow up activity by the relevant brigade staff elements.

MAINTAINING ENGAGEMENT

11.   Maintaining a relationship between the principal and key leader between meetings is an important element in building rapport. It may also significantly reduce the amount of time spent in social manoeuvring during KLE meetings themselves. Engagement may be maintained in any number of ways, but principally via personal letter and mobile telephone communications. Factors to consider include:

        a.   The requirement to continue to coordinate any contact through Info Ops.

        b.   OPSEC/COMSEC.

        c.   The safety of the key leader concerned.

        d.   The potential for releasing material which may subsequently be used by the enemy in propaganda, or by the media.

Engagement in this manner may vary widely, from explanations of recent military activity to congratulations on the occasion of religious events or holidays.

SUMMARY

12.   Much work has already been done to improve cultural awareness and an understanding of how to interact appropriately with HN civilians. The coordination of KLE activity itself often requires, however, greater consideration if the effectiveness of this activity is to contribute significantly to the successful conduct of Joint Action.

Enclosure:

1.   DTIO Human Factors Personality Preferences Indicator.

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PERSONALITY PREFERENCES INDICATOR

The Personality Preferences Indicator (PPI) is designed to help operational staff keep up-to-date information on Key individuals by highlighting individual behaviour patterns and personality traits. To be of value, these PPIs should be completed as soon as possible after each meeting. If considered sufficiently important the PPI should be passed to the Human Factors team in DIS.

Used effectively the PPIs will enable those involved in KLE to gain a clearer appreciation of the detailed character traits of all the major personalities with whom they interact during their tour. When required and in conjunction with other information the DIS will use the detail to provide fuller more robust assessments for more specific purposes

The PPI will always be used in conjunction with other information. This approach helps ensure many individuals, not just one, are bringing their insights and judgements together and this is done so using a shared framework and language for assessment.

The assessment form covers five areas. You will see a title and then a box complete with bulleted points, thus:

Decision Making	
☒ Impersonal approach, task focused	☐ Assess impact on people

Please use this box as a mental checklist to judge whether the individual in question displays these behaviours.

If you are unable to comment or you do not have enough information or cannot 'make a call' on certain issues place a question mark next to that line and look for solutions at subsequent meetings. Work quickly through the various areas providing your particular judgement where you can. You may feel as if you do not have enough information or cannot 'make a call' on certain issues, however we would still encourage you to work quickly through the various areas providing your particular judgement where you can.

Anecdotes that illustrate observed behavioural traits in the 'Comment' box can often be extremely useful in adding context to when these behaviours occurred and can thus make the subject 'more real'.

Comments:

In 2006 President X asked to consult with his advisors prior to making a decision. However, he ignored his chief of staff who tried to help during the meeting with information of which he was not aware. Dominated all discussions and was not interested when contrary proposals were suggested.

Background and Context

Please enter the following details to assist with background and contextual information on the individual, if available.

1). Date:

2). Name of assessed individual:

3). Position:

4). Family information:

5). Meeting Type: ☐ Formal (working)   ☐ Informal (social)

6). Approx size of meeting:

7). Advisers/key influencers – individuals within:

    Informal social network:

    Formal working network:

8). Key issues of interest:

9). Any other relevant information:

Motivation

☐ Rejects external pressure	☐ Blaming of others for failure
☐ Blinkered at times	☐ Moralistic at times
☐ Obsessive about reaching targets	☐ Exploitative in approach to relationships
☐ Competitive by nature	☐ Retaliatory when slighted
☐ Persistent in attempting to reach goals	☐ Hierarchical in approach to organising
☐ Objective and rational	☐ Vulnerable to flattery and ingratiation
☐ Challenging of self and others	☐ Maintains tight control over activities
☐ Procrastinating at times	☐ Assertive and influential
☐ Accommodating and submissive	☐ Nurturing of friendships and subordinates
☐ Values goodwill over reason	☐ Consultative in approach
☐ Prefers to work with friends	☐ Friendly and cooperative by nature
☐ Wanting popularity	☐ Peaceful in outlook
☐ Sympathetic with people	

Comments:

Interpersonal style (Communicate)

☐ Energy and enthusiasm (if any) is readily observable	☐ Energy and enthusiasm (if any) is quiet, hard to detect
☐ Prefers to communicate face-to-face	☐ Prefers to communicate by writing
☐ Prefers to be brief and concise, little time for small talk	☐ Prefers to engage in small talk, sociable and friendly
☐ Prefers to communicate in groups	☐ Prefers to communicate one-to-one
☐ Works through problems by doing and discussing	☐ Works through problems by independent, quiet reflection
☐ Tends to speak first, think later	☐ Tends to think carefully before speaking
☐ Sociable and expressive	☐ Private and restrained
☐ Likes having people around	☐ Likes working alone
☐ Responds quickly, without long pauses to think	☐ Likes to think before responding
☐ Tends to interrupt others	☐ Lets other finish
☐ Tends to run on, hard to get a word in	

Comments:

Taking in information (Perceive)

☐ Focuses on what is real and actual, values practical applications	☐ Focuses on the "big picture", possibilities
☐ Factual and concrete, notices details	☐ Abstract and theoretical, interested in the why
☐ Focuses on the "here and now", the present	☐ Focuses on the future
☐ Wants information step-by-step	☐ Likes to have an overview first
☐ Presents own ideas in a detailed, step-by-step fashion	☐ Presents an overview first, then fills in the details (if at all)
☐ Builds up picture methodically	☐ Thoughts jump around, butterfly mind
☐ Trusts experience	☐ Trusts inspiration
☐ Refers to specific examples to explain self	☐ Refers to general concepts to explain self
☐ Asks 'what' and 'how' questions	☐ Asks 'why' questions
☐ Talks in precise terms	☐ Talks in general terms

Comments:

Making decisions (Decide)

☐ Primarily task-focused Impersonal approach	☐ Primarily assesses impact of decisions on people
☐ Guided by general principles	☐ Guided by personal values
☐ Strives for objective truth	☐ Strives for harmony
☐ Concerned for justice for all	☐ Concerned for mercy for individuals
☐ Reasonable and fair-minded	☐ Compassionate and accepting
☐ "Tough-minded"	☐ Sympathetic to other peoples' needs
☐ Tends not to show appreciation for others and may criticise, but constructively	☐ Readily shows appreciation for others and may compliment inaccurately
☐ Tends to focus on challenges and problems when discussing issues	☐ Tends to focus on areas of agreement when discussing issues
☐ Appears to be 'testing you' on first meeting	☐ Seeks common ground on first meeting
☐ Disagrees readily, ready to challenge even on first meeting	☐ Tends to agree or is non-committal, does not challenge
☐ Closed to information	☐ Open to information

Comments:

Behavioural Style (Behave)

☐ Systematic and methodical in approach	☐ Unstructured and flexible in approach
☐ Prefers to plan ahead	☐ Resists getting tied down by plans
☐ Likes completion, to have things decided	☐ Likes to keep options open
☐ Phased by changes of plan, surprises	☐ Can accommodate changes of plan, surprises with ease
☐ Makes firm arrangements and agreements	☐ Makes only tentative arrangements and agreements
☐ Attempts to control situations and events	☐ Adapts approach to circumstances and events
☐ Prefers a routine and settled conditions	☐ Enjoys change and variety
☐ Sets goals, targets and deadlines, wants to meet them	☐ Goals, targets and deadlines are shifting affairs
☐ States their position and decisions clearly	☐ Presents views as open to modification
☐ (All things being equal) tends to use "...ed" words: looked, compared, evaluated when discussing subjects	☐ (All things being equal) tends to use "...ing" words: looking, comparing, evaluating when discussing subjects

Comments:

Notes	Notes

Notes	Notes