Confrontation and Collaboration Analysis (CCA)

Effects Based Operational tools for forming and changing intent
### Report Documentation Page

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<thead>
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<th>1. REPORT DATE</th>
<th>JUN 2004</th>
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<tbody>
<tr>
<td>3. DATES COVERED</td>
<td>00-00-2004 to 00-00-2004</td>
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<td>Confrontation and Collaboration Analysis (CCA). Effects Based Operational tools for forming and changing intent (Briefing Charts)</td>
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<td>5a. CONTRACT NUMBER</td>
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<td>5f. WORK UNIT NUMBER</td>
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<td>6. AUTHOR(S)</td>
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<tr>
<td>7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)</td>
<td>Idea Sciences, 205 The Strand, Alexandria, VA, 22314-3319</td>
</tr>
<tr>
<td>8. PERFORMING ORGANIZATION REPORT NUMBER</td>
<td></td>
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<tr>
<td>9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)</td>
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<td>10. SPONSOR/MONITOR’S ACRONYM(S)</td>
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<tr>
<td>11. SPONSOR/MONITOR’S REPORT NUMBER(S)</td>
<td></td>
</tr>
<tr>
<td>12. DISTRIBUTION/AVAILABILITY STATEMENT</td>
<td>Approved for public release; distribution unlimited</td>
</tr>
<tr>
<td>13. SUPPLEMENTARY NOTES</td>
<td>The original document contains color images.</td>
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<td>14. ABSTRACT</td>
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<td>15. SUBJECT TERMS</td>
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<td>16. SECURITY CLASSIFICATION OF:</td>
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<td>b. ABSTRACT</td>
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<td>17. LIMITATION OF ABSTRACT</td>
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<td>18. NUMBER OF PAGES</td>
<td>63</td>
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<td>19a. NAME OF RESPONSIBLE PERSON</td>
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Form Approved  
OMB No. 0704-0188

Standard Form 298 (Rev. 8-98)  
Prescribed by ANSI Std Z39-18
What Is CCA?

Systematic approach for changing the intentions & attitudes of non-compliant parties
What is CCA?

- Confrontation and Collaboration Analysis (CCA) is a proven technique that uses emotion and logic to map strategies for forming and changing the intent of non-compliant parties (NCPs).
- CCA identifies the critical decision points required to bring stability to the situation and identifies the key leverage points (kinetic and non-kinetic) that will strengthen the commander’s position when changing the intent of foes, neutrals and allies.
CCA

- Based on a general (mathematical) theory of human interaction – i.e. how to form intentions in other parties
- Identifies areas where action needs to be taken to form desired intentions
- Provides a formal process for producing desired effects, through the development of compelling arguments (often reinforced “kinetically”)
- Scales to support all levels of command
Why is CCA Needed?

- Need to clearly and explicitly define exit conditions
- Exit conditions require the formation of desirable intentions in non-compliant parties
- Forming the intentions of non-compliant parties depends on effective collaboration with civilian agencies
- Commander must directly engage with civilian agencies and non-compliant parties
Why is CCA Useful?

- The military utility of CCA lies in the following aspects:
  - Controlling strategic effects of tactical actions.
  - Networking the effects of tactical actions.
  - Focusing intelligence collection and analysis.
  - Giving coherence to the information campaign.
CCA as tool for commanders

- Stabilization and Reconstruction Operations, and now the War On Terrorism, have created a need for CCA skills
  - Before attacking terrorists, we must isolate them — or terrorism is replenished from its environment. So anti-terrorist coalitions must be maintained and motivated – at all levels of the military.

- A War-Fighting Operation generally needs a post-conflict Peace Operation to keep the theater conflict free

- War-Fighting itself needs support from coalition-building:
  - At Strategic level, it needs support of coalition of nations
  - At Operational level, civilian as well as military needs must be met in order to isolate terrorists
  - At Tactical level, commanders negotiate local help in intelligence and fighting
Role of Commander

- Commanders have to deal with a wide range of civilian agencies.
- Commanders have to choose with great care and precision where, and to whom, to apply what pressure --- and who to reward and with what.
- Conventional military training focuses on the deployment and use of military force.
- Commanders are forced to develop their systems for applying force to achieve the exit objective.
“Commander as Point Man”

- Commanders, at all levels, must *directly* interact with civilian agencies to secure their collaboration in pursuing military objectives.
- Commanders, at all levels, must *directly* confront non-compliant parties.
- Commanders continue to direct subordinates.
- In addition to planning for their traditional “Commander as director” missions, commanders must plan for their personal “Commander as point man” missions.
- Commander collects INTEL from interactions.
Commander at “the point”

Commander → Direct CC engagement → Non-compliant party

(CC) Direction

Subordinate commanders

(CC) Direction

Company commander

(CC) Direction

Private soldier

Direct CC engagement → Non-compliant party

Functional commanders
Commander’s CC briefing

- Where appropriate, reviews superior’s intent
- Describes issues, and their interrelationships
- For each of the critical issues:
  - Outlines parties and their positions
  - Outlines parties’ fallbacks/threats
  - Highlights relevant intelligence gaps
  - Describes weaknesses in commander’s position
  - Outlines Courses of Action for addressing these weaknesses (comprised of messages designed to eliminate weaknesses)
  - Advises the commander on tactics for implementing (CC) Courses of Action (e.g. emotional tone)
Commander’s CC debriefing

- Commander is responsible for filling intelligence gaps during the meeting
  - Staff will brief commander on the question the commander needs to ask to elicit necessary intelligence

- On the commander’s return from key meetings, staff will debrief the commander and update their CC models/analysis accordingly

- For example, “Does the asset know how much we need the INTEL he’s providing?”
CCA and exiting the theater

- If non-compliant parties are persuaded to comply, military can leave the theater.
- So, CCA:
  - increases the effectiveness of this kind of operation;
  - economizes on the use of military assets; and
  - shortens the time during which these assets have to be employed.
Military Comments on CCA

- CCA provides “position of the ‘other side’ in a systematic way.”

- “CCA …(puts) a lot of good thoughts ‘into a nutshell’ to help prevent overloading the commander with information, and to help carve out the essential (intelligence) he needs”

- CCA is a “good tool for the commander to bring his strategy across to subordinates so that they understand his overarching aims, thus enabling them to think EBO.”
Summary

- CCA is a powerful commander decision support tool for non-compliant parties.
- Supports EBO and Operational Net Assessment.
- Directs the intelligence gathering by focusing on the critical questions that need to be answered.
- Analyzes the leverage points so resources can be refocused and pressure applied where it will do the most good to persuade NCPs to comply.
- Provides a formal structure for dealing with NCPs as commanders frequently rotate.
- Allows civilian organizations to engage with the military from a common operating framework.
- Clearly outlines a sequence of actions to achieve theater stability and to accomplish the exit objective.
CCA Toolkit

- The CCA Toolkit:
  - Conceptual Framework
  - Options Board
  - Tug of War
  - CC Support Plan
  - Immersive Role Play System
Six phase process

Scene-setting
- Creates an informationally closed environment

Build-up
- Positions agree
  - Plan is agreed
- Positions disagree
  - Positions may agree
  - Positions continue to disagree

Character adopt fallback strategies; use reason and emotion to change their positions and fallback strategies

Collaboration
- Positions agree

Confrontation
- Positions may agree
- Positions continue to disagree

Rational-emotional process of building a plan to implement a common position

Decision
- Plan is agreed
- Positions continue to disagree

Irreversible actions are taken, resulting in a new situation, generally one unforeseen by the characters

Outcome
- Characters make independent decisions whether or not to (a) carry out the plan or (b) to implement their fallback strategies

- Ends with a set of positions within a common reference frame taken from the informationally closed environment
Conceptual steps

- Parties Are Listed
- Positions (Espoused End States) Of Parties Are Defined
- Options (Actions That May Be Taken) Are Identified
- Main Objective Is Understood
- Fallback Strategy Is Defined For Each Option
- Contingent Objectives Are Developed
- Preferences Are Explored
Electronic Options Board

Coalition
- give control over aid
- give arms
- crack down on illegal funding sources/criminal activities

Warlord
- fight against terrorists
- give INTEL against terrorists

www.ideasciences.com
CCA Support

- Training --- CCA Team to support the commander in theater by analyzing the confrontations and collaborations required to maintain stability

- Software --- CCA Analysis Tools and Role Play tools to support implementation of the courses of action at the strategic, operational and tactical levels

- “Reach back” --- CCA capability stateside to analyze situations and make recommendations