

Tools of Tactics

The purpose of tactics is to affect human perception:

- Penetrate & disrupt adversary's time competitive decision-making process
- Change situation more rapidly than adversary can comprehend
- Create conditions to prevent adversary from forming mental images that agree with unfolding situation
- Break down adversary:
 - Mentally: intuitive & analytical cognitive processes
 - Emotionally: feelings & sensibility
 - Psychologically: mentally + emotionally = shape behavior, reactions, expectations
- Cause confusion & disorder
 - Attack/menace adversary's mind-time-space
 - Create turbulent & rapidly deteriorating situation with which adversary cannot cope
 - Inhibit/impair adversary's ability/capacity to shape or adapt to change

SURPRISE

- Unexpected action
- Quickness of execution
- Violence/intensity of action
- Compresses adversary's time/expands own time
- Preempts adversary's planned action

AMBIGUITY

- Alternative/competing impressions of events as they may or may not be
- Disrupts adversary's ability to orient to situation
- Adversary stuck in observe-orient-observe indecision loop
- Unpredictable – adversary uncertain what intentions are

DECEPTION

- Adversary has false view of unfolding events
- Focus effort not on what you want adversary to think, but on what you want him to do so you can exploit advantage gained from his predictable behavior

- Manipulate/entice adversary to make wrong decision

FAST TRANSIENT MANEUVERS

- A variety of rapid, focused, unexpected actions
- Irregular & rapid/abrupt shift from one maneuver event/state to another
- Agility: transition more quickly between maneuvers than adversary (mental/physical quickness)
- Tempo:
 - Generates a novelty of events that appear new
 - Adversary falls behind & actions become inappropriate to situation

ASYMMETRY

- Focus effort to uncover & exploit adversary's weakness(es)
 - Pit strength against weakness, not strength vs. strength
 - Weaknesses change as adversary's vulnerabilities change
- Compel adversary to exert greater effort/expense to counter threats of lesser effort/expense

NOVELTY

- Ideas/events/actions that are unconventional/unorthodox/outside-the-box (least expected vs. most effective)
- Adversary has no previous experience to draw from
- Slows orientation to situation
- Disrupts adversary's intuitive sense of situation
- Adversary unfamiliar with what can & cannot be done

"SAD FAN" (Surprise, Ambiguity, Deception, Fast Transient Maneuvers, Asymmetry, Novelty)

References:

1. Hammond, Grant T.: *The Mind of War: John Boyd and American Security*. Smithsonian Institution Press, Washington, DC, 2001
2. Cowan, Jeffery L., MAJ, USAF: "From Air Force Fighter Pilot to Marine Corps Warfighting: Colonel John R. Boyd, His Theories on War, and Their Unexpected Legacy." http://www.d-n-i.net/fcs/boyd_thesis.htm
3. www.d-n-i.net/boyd/boyds_ooda_loop.ppt
4. http://www.d-n-i.net/second_level/boyd_military.htm

The fight will not be the way you want it to be. The fight will be the way it is.

You must be flexible enough to adapt. - Unknown