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# Divided We Fail: Competing in the Modern Information Environment

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# DIVIDED WE FAIL: COMPETING IN THE MODERN INFORMATION ENVIRONMENT



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## Overview

The United States is losing to its adversaries in the information environment. Despite having a large network of government influence specialists with substantial budgets, manpower, and technological assets, the United States has lost ground in the information environment to the Islamic State movement, the Islamic Republic of Iran, and the Russian Federation, all of whom are achieving their objectives in the information environment more efficiently and effectively. This study examines the U.S. Government (USG) influence enterprise and compares its will, policy & strategy, structure, processes, practitioners, and rewards to those of its adversaries using three mutually supporting methods. The objective is to diagnose what is preventing the U.S. from conducting effective information statecraft and inform organizational options and policy recommendations to enable the USG to conduct better synchronized, innovative, and proactive information statecraft as directed in the 2017 National Security Strategy. Understanding our relative strengths and weaknesses will illuminate opportunities for increased effectiveness.

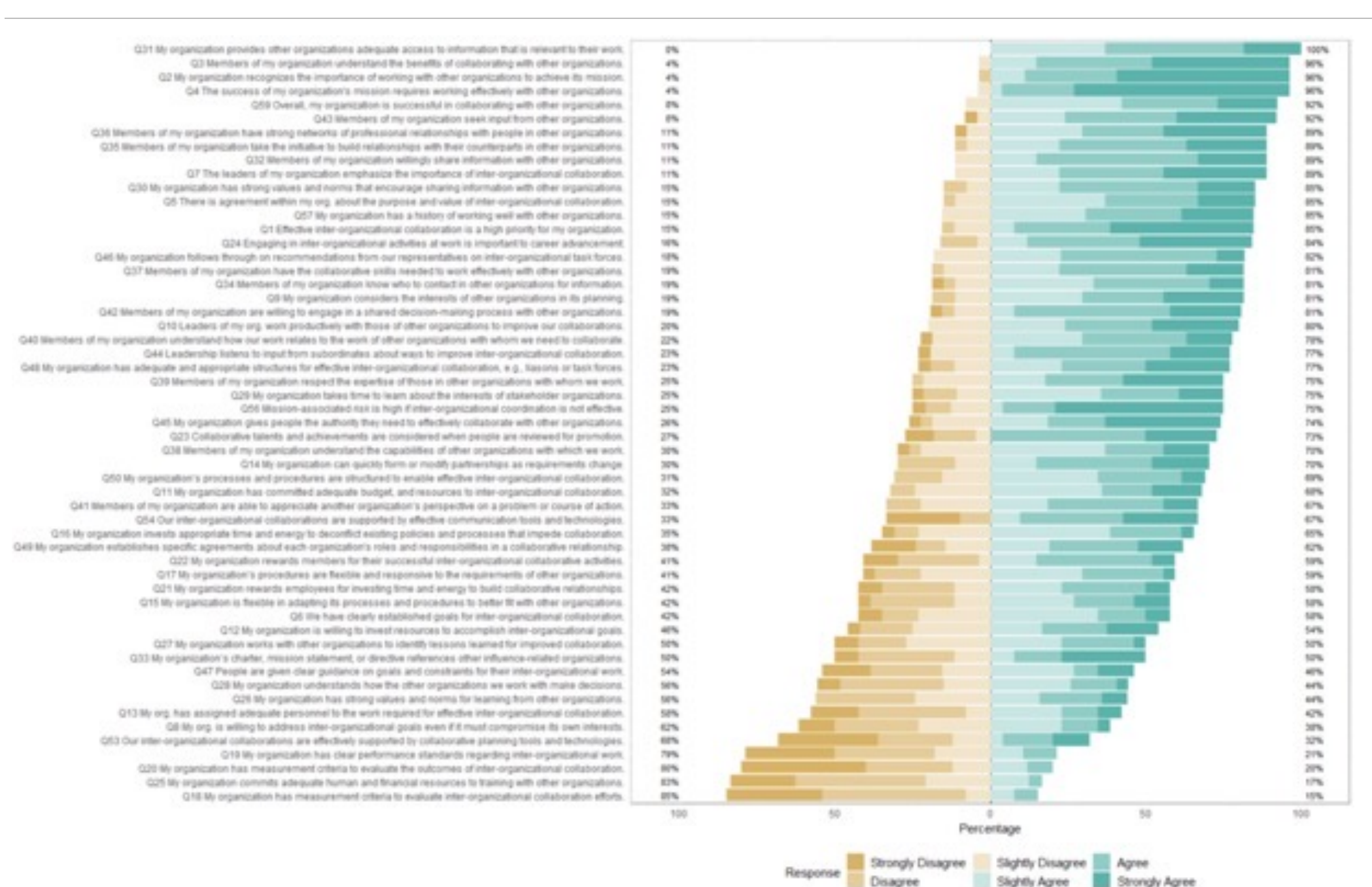


Information Statecraft Network Visualization Tool  
<https://shiny.nps.edu/InformationStatecraft>

## Research design

What are the impediments to the USG conducting effective information statecraft?

- (1) In-person semi-structured interviews (46 individuals across 6 USG agencies totaling approximately 70 hours of interviews)
- (2) Inter-organizational network analysis using Social Network Analysis tools
- (3) Qualitative analysis that is consolidated utilizing an established organizational design model.
- (4) Qualitatively examine the role of the influence operations of Russia, Iran, and the Islamic State movement to understand if and how our adversaries have chosen to prioritize and shape their influence enterprises to fit the competitive information environment and achieve their desired strategic ends.



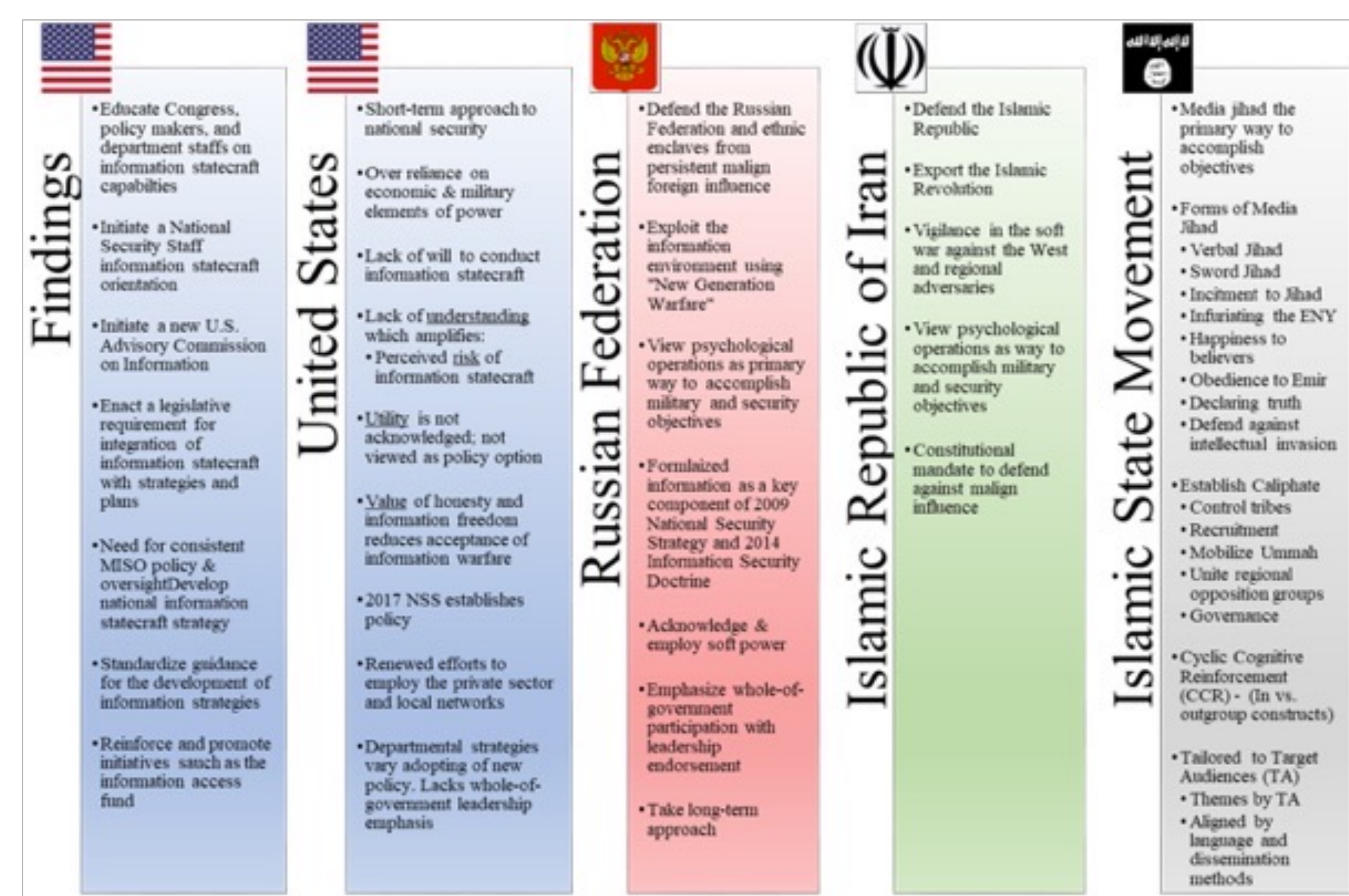
Results: Modified Inter-Organizational Collaborative Capacity Interviews

## Summarized Recommendations

- Educate Congress, Professional Staff Members, and the National Security Staff on Info Statecraft Capabilities
- Legislate requirement for integration of Info Statecraft with all USG strategies and plans
- Initiate a New U.S. Advisory Commission on Information
- Develop a National Info Statecraft Strategy
- Create and NSC Office of Information
- Incorporate Information as a function throughout DOD Service Doctrine
- Place practitioners in key interagency and leadership positions
- Provide specialized incentives to recruit talent

## The "So What"

- To inform organizational options and policy recommendations to enable the USG to conduct better synchronized, innovative, and proactive information statecraft as directed in the 2017 NSS



Will, Policy, and Strategy Findings and Case Study Observations

## Next Steps

- Analyze National Strategies and the extent to which they incorporate information statecraft activities
- Analyze classified resources regarding the Islamic State movement, the Islamic Republic of Iran, and the Russian Federation information warfare systems utilizing the hybrid study model
- Refine and elevate the Information Statecraft Network Visualization Tool with relevant classified data



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