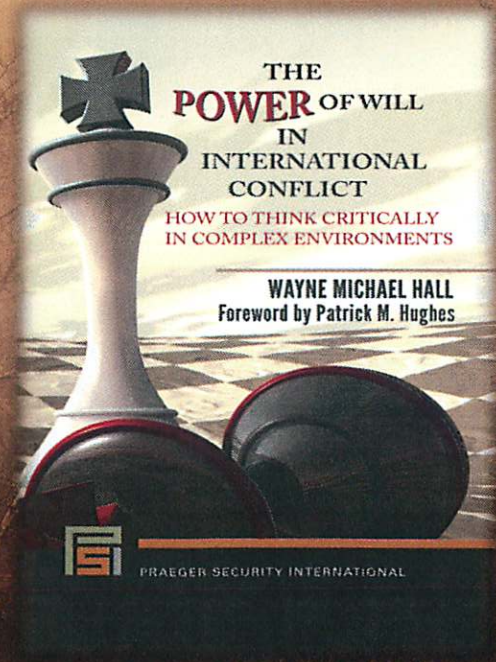
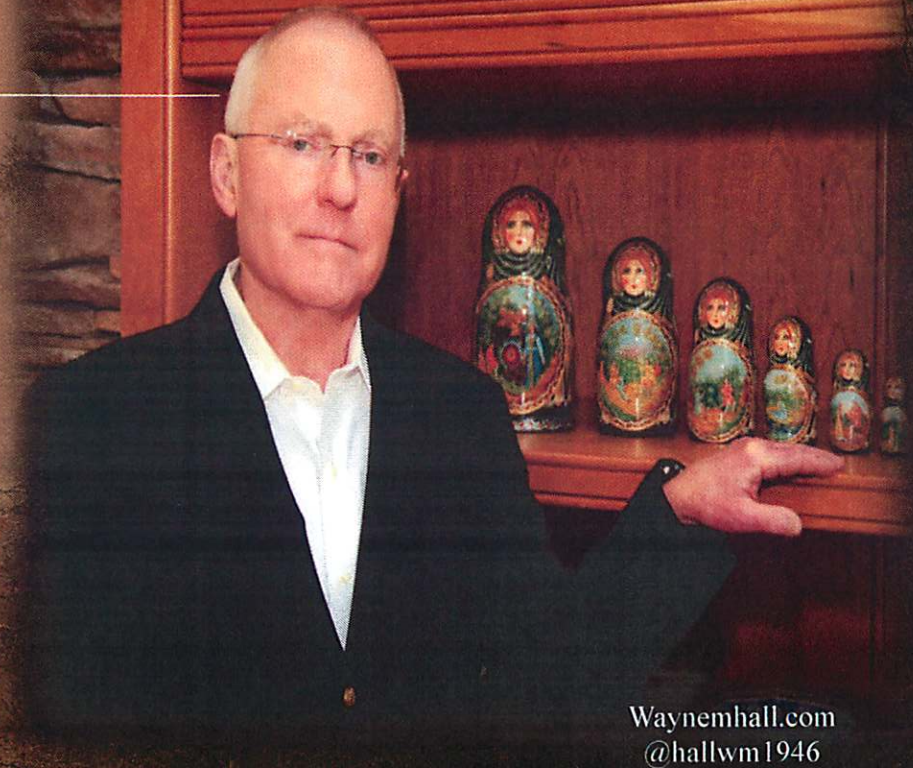
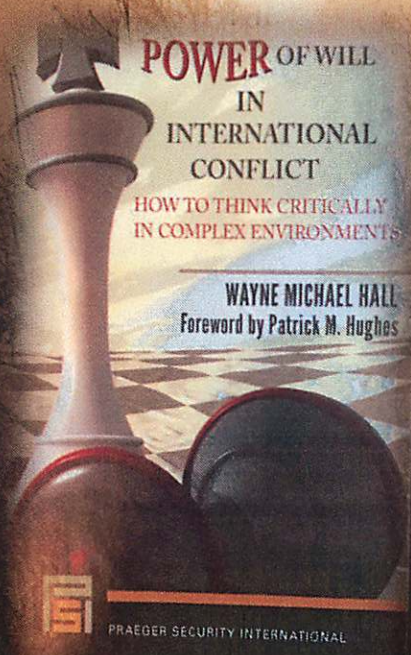


*The Anatomy of a Book:
The Power of Will in International Conflict*



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Exemplar 1—19 Big Ideas



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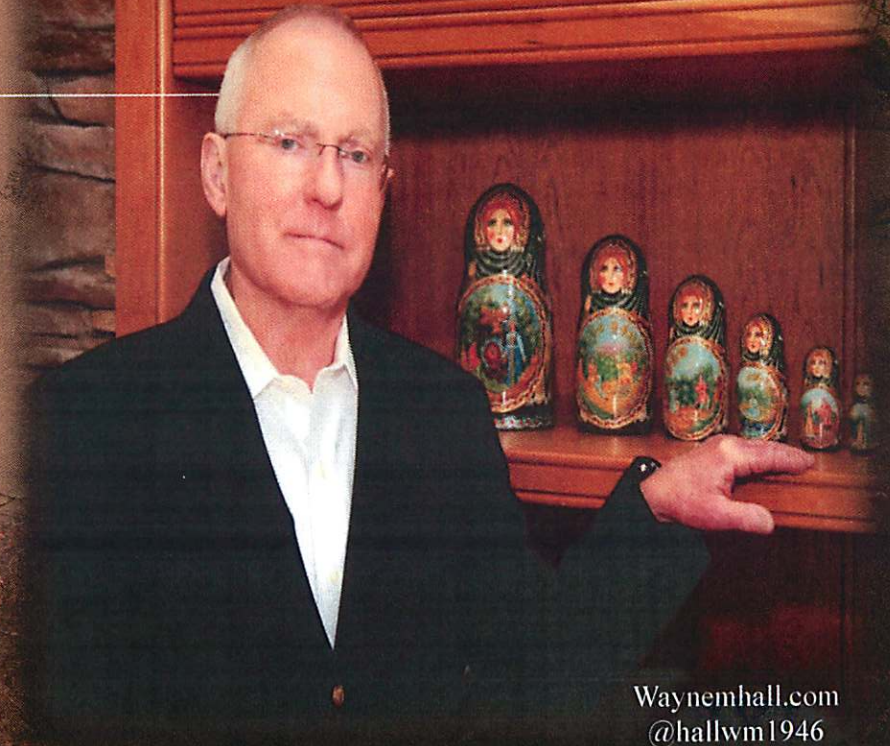
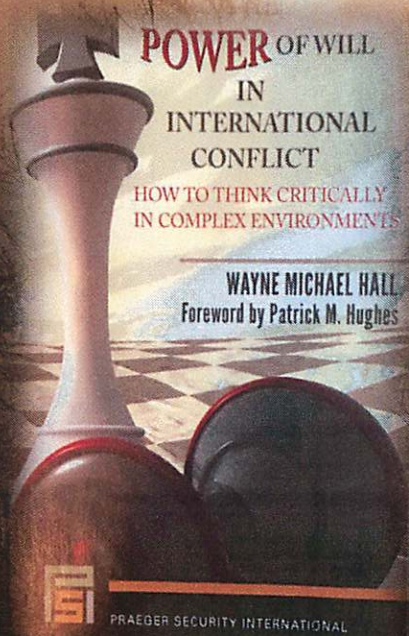
A Host of Ideas—*The Power of Will in International Conflict*

- 1. Defines ‘will’**
 - New theory—while laced w/history, philosophy
 - System of thought—‘will’
 - Glossary for ‘will’
- 2. Life-force—early, vital energy in ‘will’**
- 3. Key differentiations—‘will’ and volition**
- 4. How to think re value of objectives**
- 5. Examines alternatives and ‘will’**
 - Examines fear/disdain for alternatives
- 6. A comprehension of that which truly matters**
- 7. Models:**
 - 14 element thought model for ‘will’
 - 18 considerations of ‘will’
 - 13 element thought model—adaptation
 - 13 elements—adversary’s thinking
- 8. Observed/observer relationship—a heavy influence**
- 9. Precognition thought model**
- 10. Metaphor—ride the wild pendulum—adversary’s mind**

Host of Ideas—*The Power of Will in International Conflict—cont.*

- 11. Connectedness—past, present, future**
- 12. Humans—complex adaptive systems (CAS)**
- 13. Expanded thought—operational context**
- 14. Matrix war—28 cells—a union—7 vertical silos w/4 horizontal levels**
 - **Presence: COGs & their children residing as *particles* in the 28 cells**
- 15. Wargaming adversary's wargaming**
 - **Mental combat always extant in war of wits—continuous**
- 16. 7 kinds of advantage**
- 17. New kind of mass, maneuver, swarm: computers, data, VKEs, minds, etc.**
- 18. Quality of thinking—thought model—adversaries, self, other players**
- 19. Technical implications for 'will'—abundant**

Exemplar 2—Definition



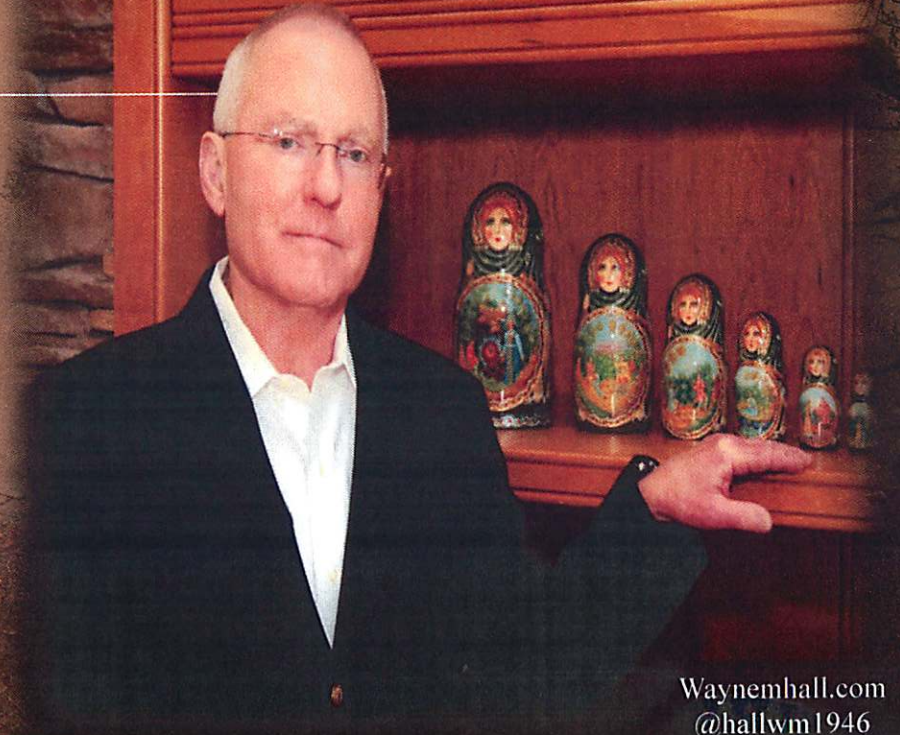
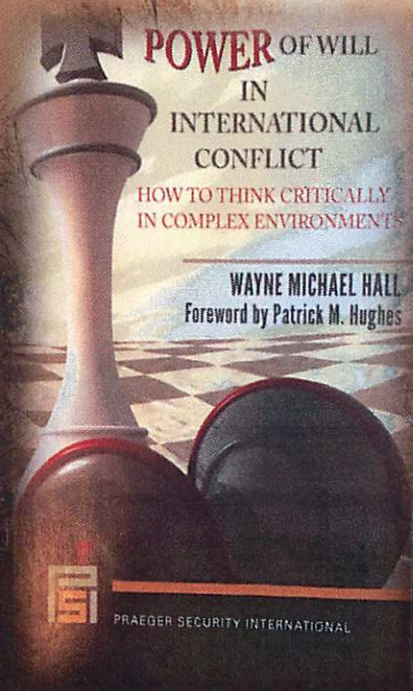
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Definition of *Will*

SHORT VERSION—Appearance of desire, volition, life-force, bringing to life a purpose to impose ‘*Will*’ on another entity, who may or may not resist; with this appearance, a call goes forth in each side’s collective mind for a willingness to sacrifice and an arousal of sufficient passion to win.

- **Each side must assess sufficiency of their sacrifice and passion and wargame their adversary’s willingness to sacrifice and arouse passion.**
- **This is a place of potential for error in one or both of these requirements in thinking.**

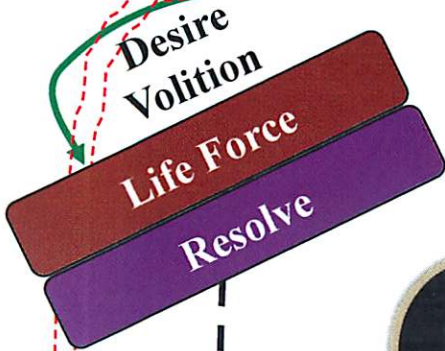
Exemplar 3—14 Element Model of ‘Will’



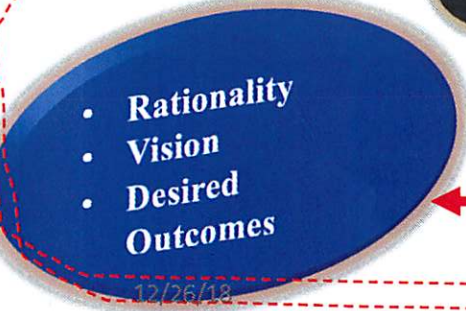
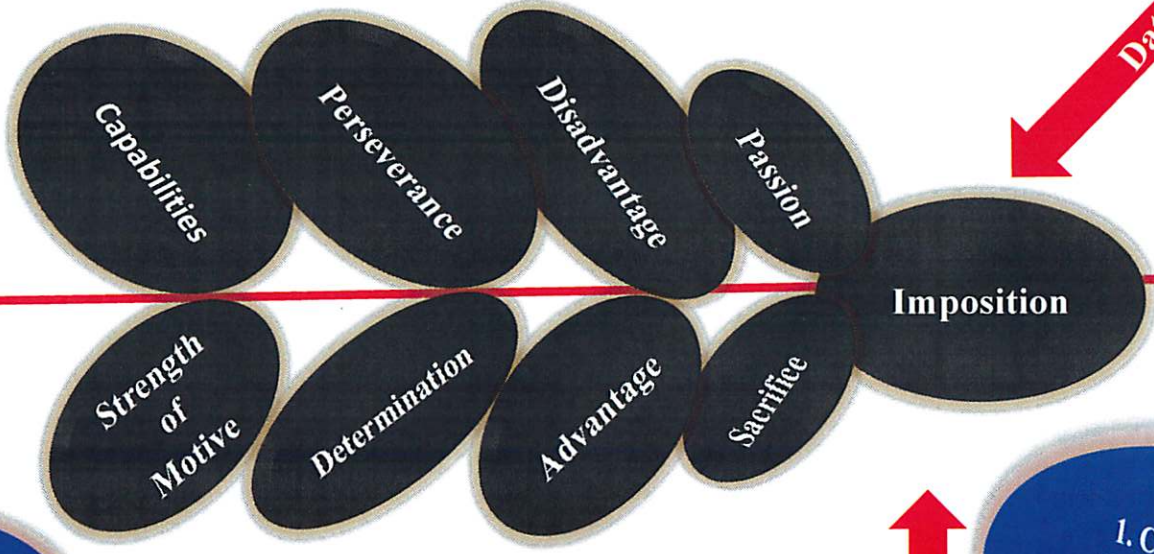
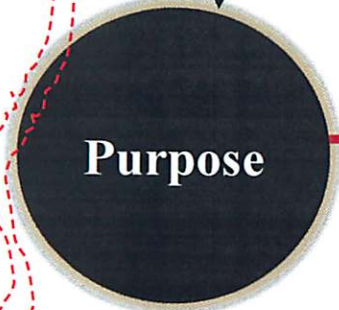
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Operational Context

Operational Context



14 Step Will Thought Model



Feedback to Enable Heuristics



Operational Context

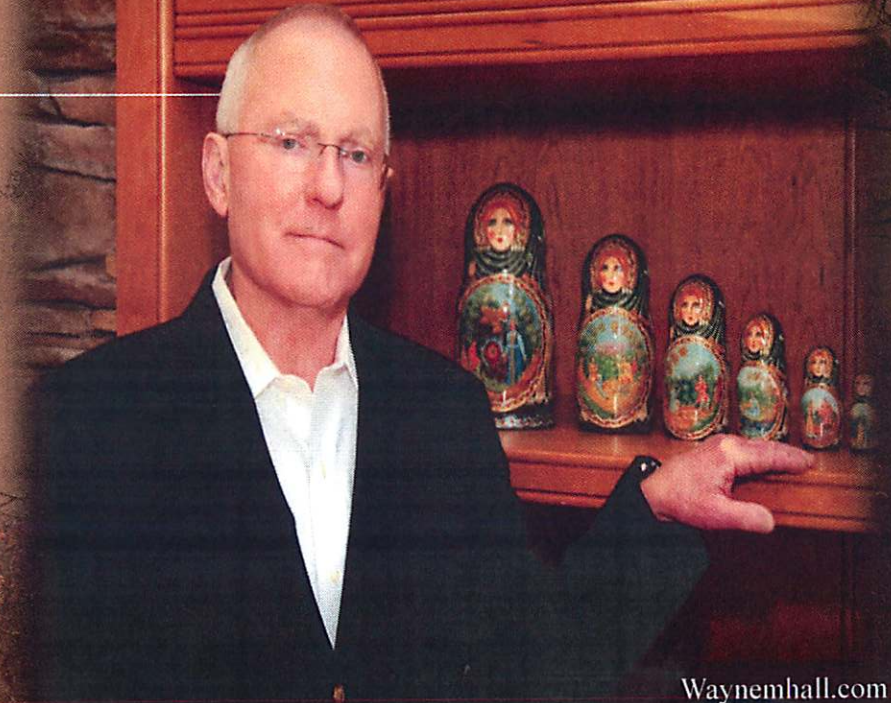
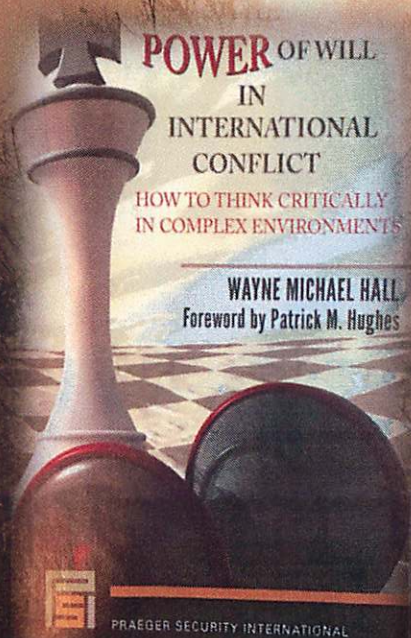
ASSESSMENT

ADAPTATION

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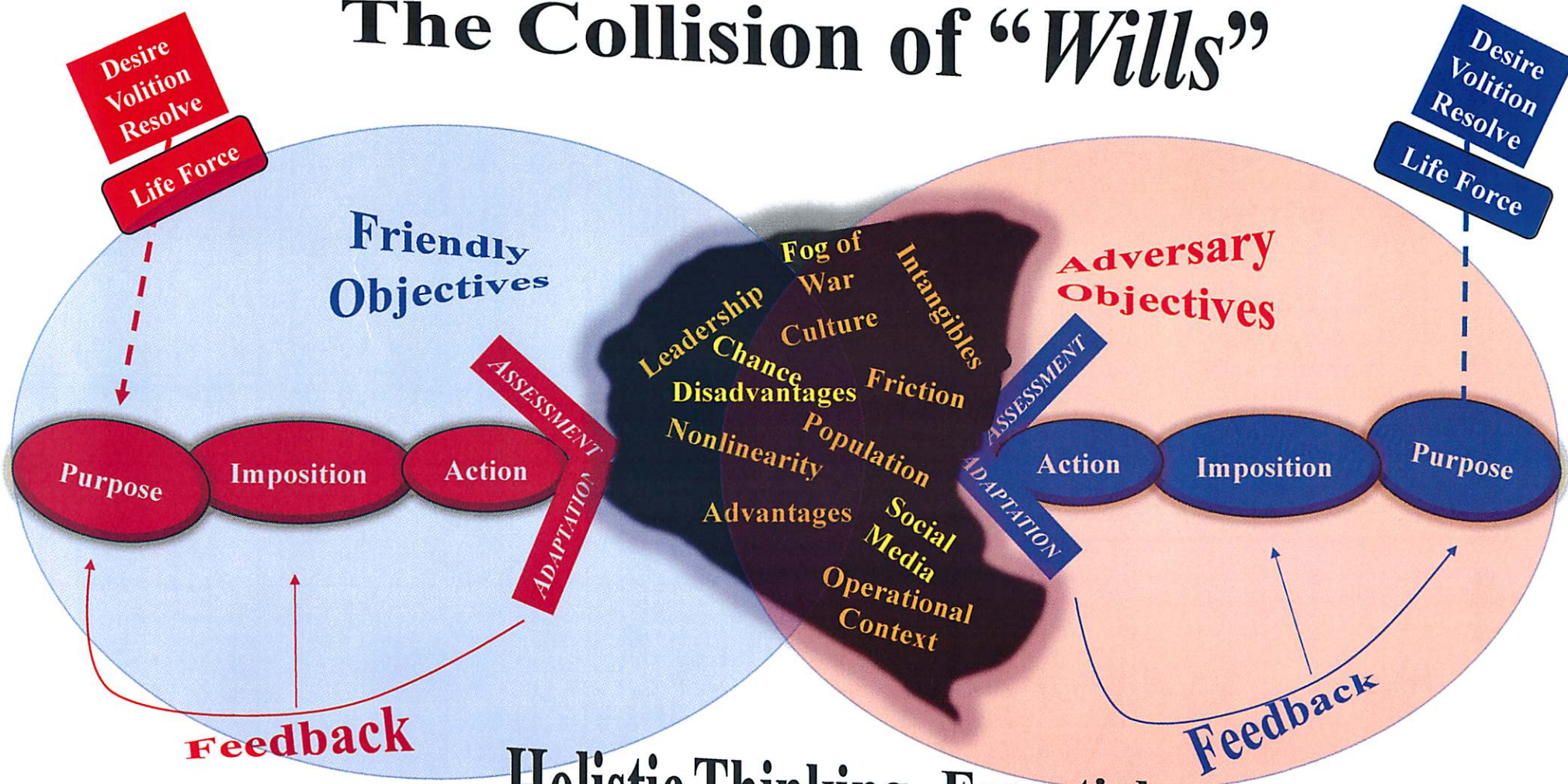
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Exemplar 4—Clashes of ‘Will’ Moral and Physical Domains



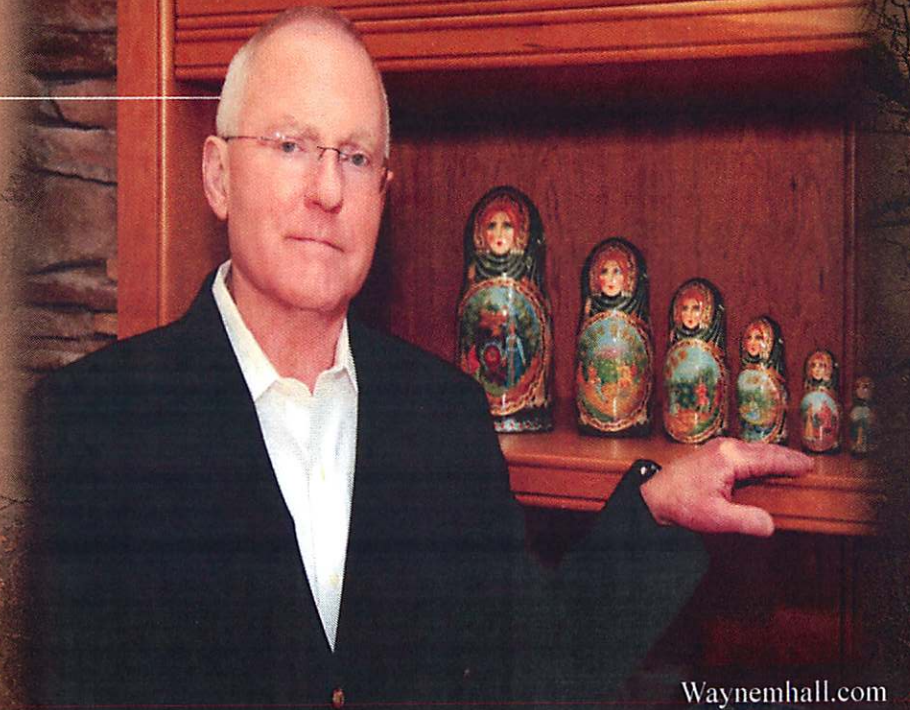
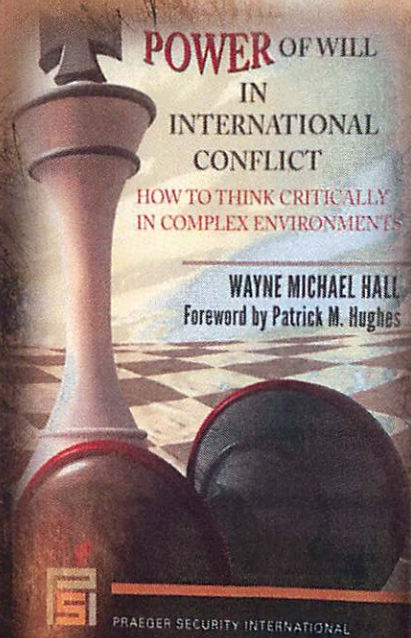
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The Collision of “Wills”



Holistic Thinking—Essential

Exemplar 5—18 Considerations of 'Will'

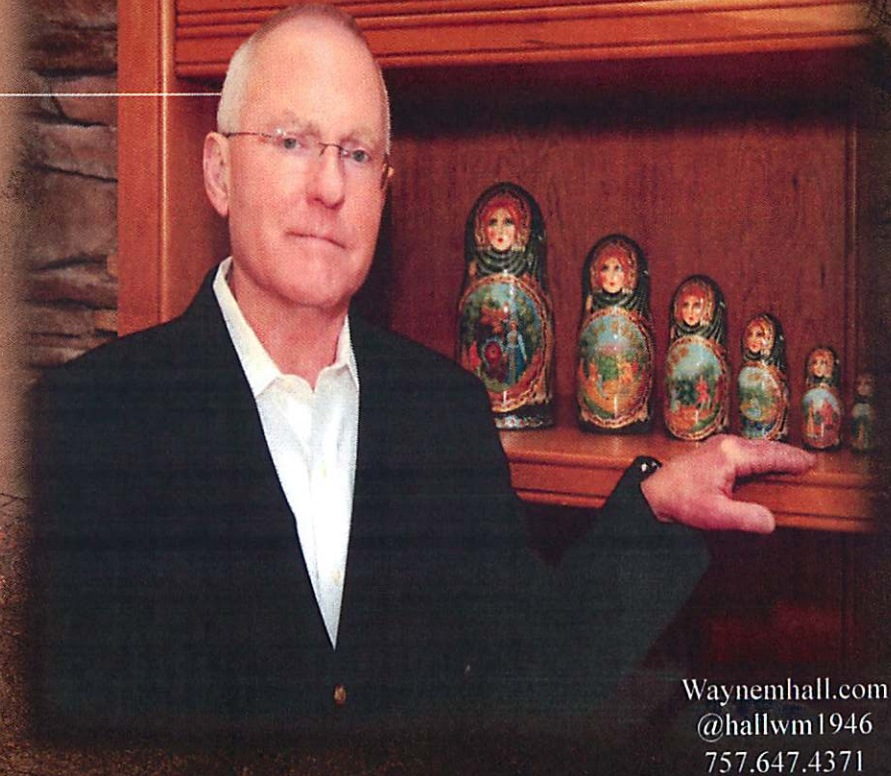
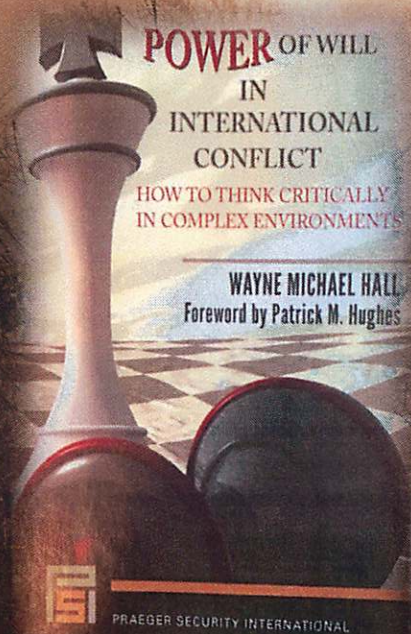


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Thought Model—18 Considerations of Will

1. Life-force
2. Purpose
3. Capabilities
4. Strength of Motive
5. Passion
6. Perseverance
7. Determination
8. Advantages and Disadvantages
9. Sacrifice
10. That Which Truly Matters
11. Trinity, Incentives, and Inducements
12. Value of Objectives
13. Constraints
14. Pressure Points, Decisive Points, COGs
15. Kinds of 'Will'
16. Fear of Alternatives
17. Pressures
18. Affecting CAS Adaptation Cycles

Exemplar 6—23 Figures in The Book of 'Will'



23 Figures in *The Power of Will in International Conflict*

2.1. Ancient to Present to Future—Collision of *Wills*

2.2. Model for Contemplating *Will*

3.1. Genesis of Imposing *Will* on a Resisting Entity

3.2. Hierarchy of Life Force Aggressiveness

5.1. Building a Model for Understanding *Will*

5.2. Building Our Our Model for *Will*—Motive and Capability

6.1. Building Out Our Model of *Will*—Perseverance

6.2. Early Important Relationships to Consider

6.3. Focus on Determination

7.1. Adding Passion

7.2. Adding Sacrifice

8.1. Decisions and Truth Model

9.1. Vertical Domain Silos and Horizontal Levels of War Troughs

9.2. COG Connections in Domain Silos and Levels of Conflict Troughs

10.1. Analytic Wargaming—Outputs

10.2. Holism at Work—Model of *Will*

12.1. Advantage and Disadvantage

12.2. The Marvelous Trinity—In Balance

12.3. The Always Dangerous “Tilt” of the Trinity

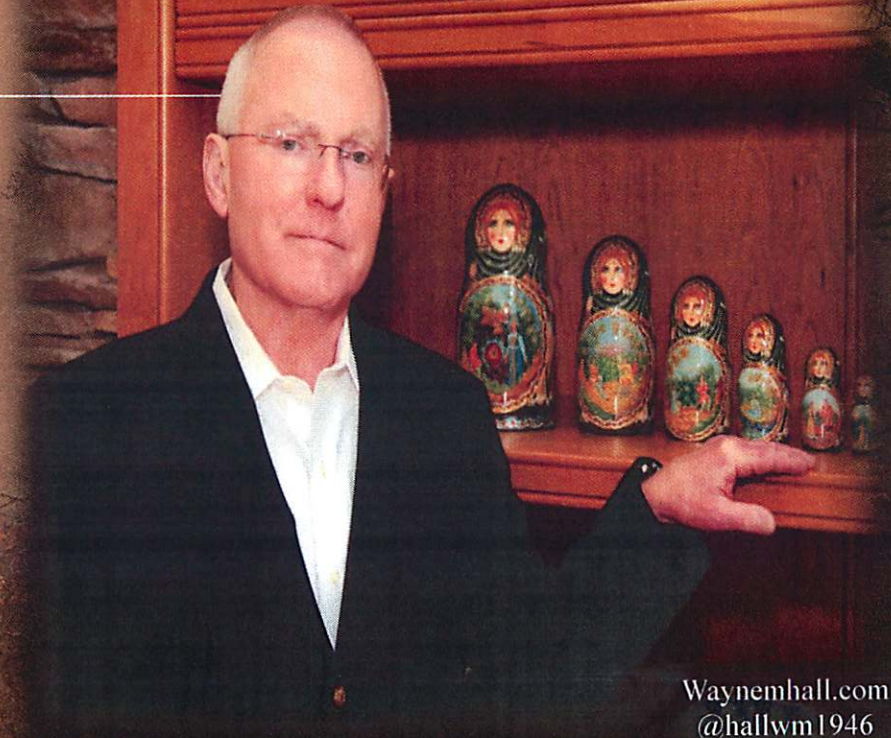
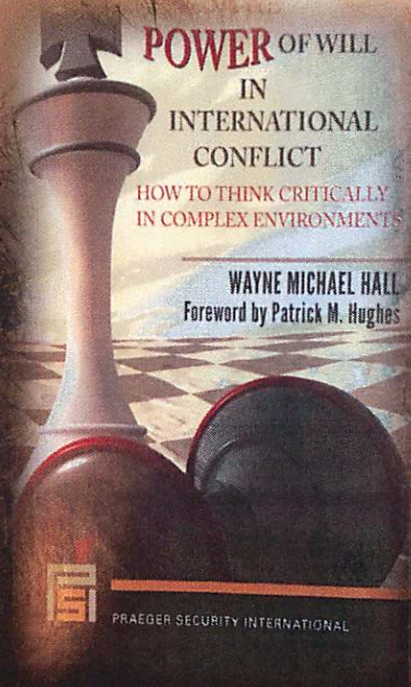
14.1. How an Adversary Could Be Thinking—A Thought Model

15.1. Vertical and Horizontal Thinking

15.2. Problem Set Schema

15.3 The Quest for Quality

Exemplar 7—Tables in The Book of ‘Will’



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7 Tables in *The Power of Will In International Conflict*

2.1. 18 Considerations of *Will*

3.1. Possible Influences on One's Life Force

7.1. Antidotes against the Virus That Is Harmful Passion

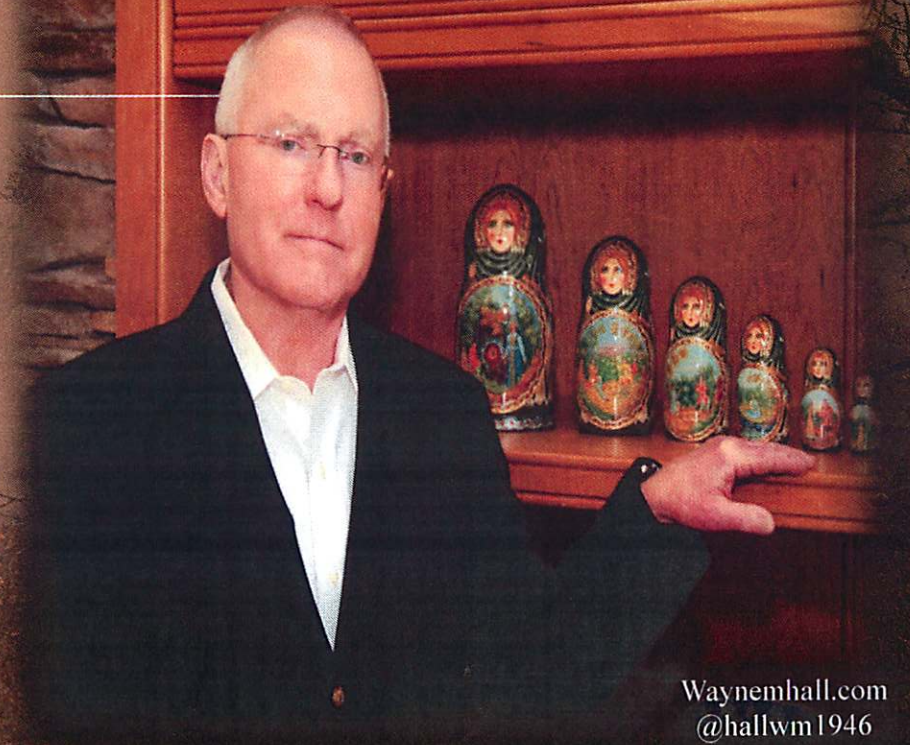
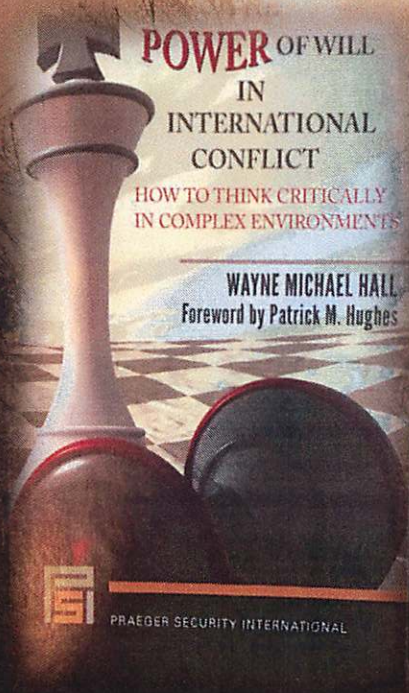
8.1. How to Think about the Value of Objectives

13.1. Generic CAS Rules

13.2. Possible CAS Models Driving Actions

14.1. Adversary Strategy Thought Model

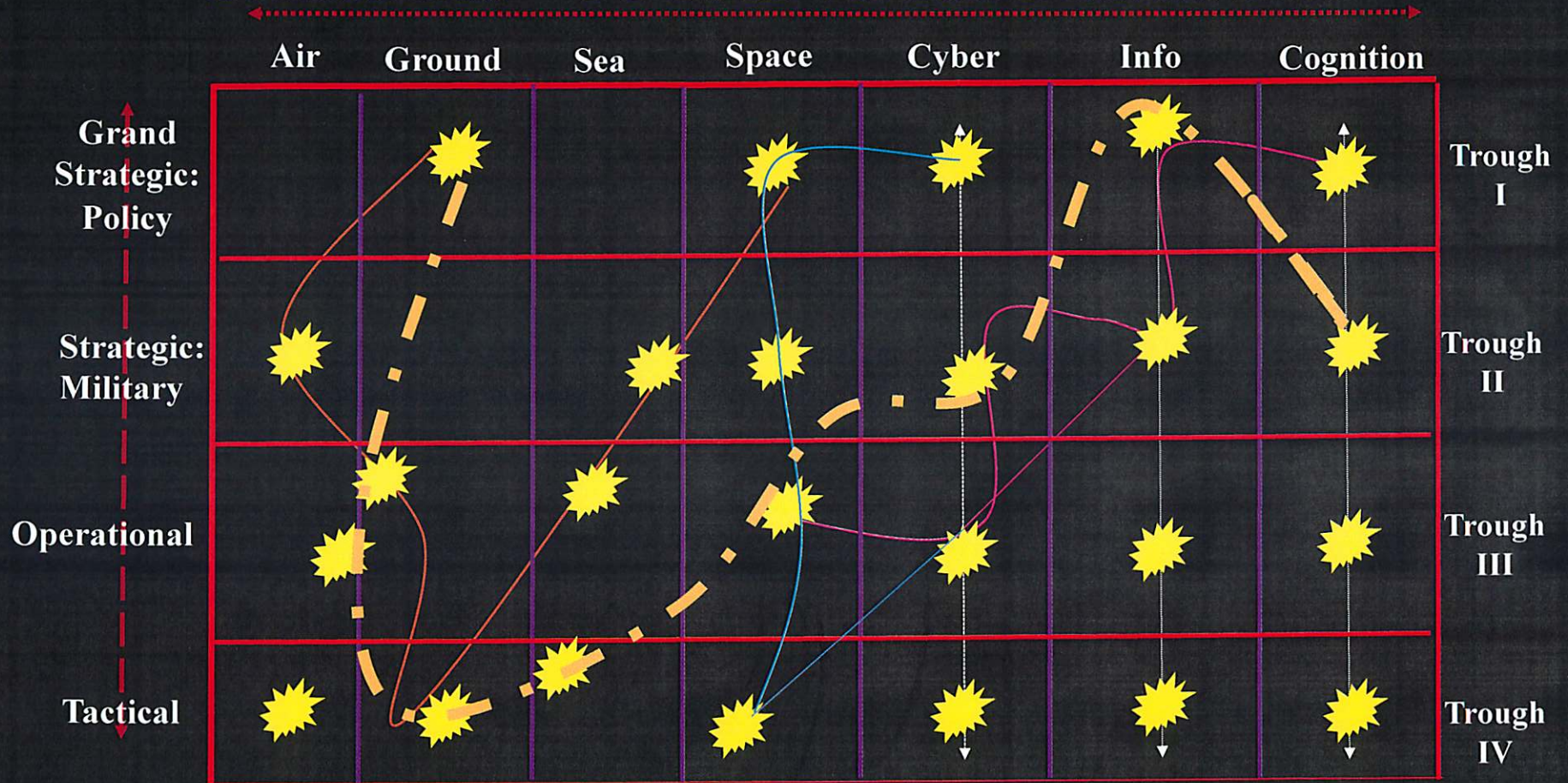
Exemplar 8—Matrix War in The Book of ‘Will’



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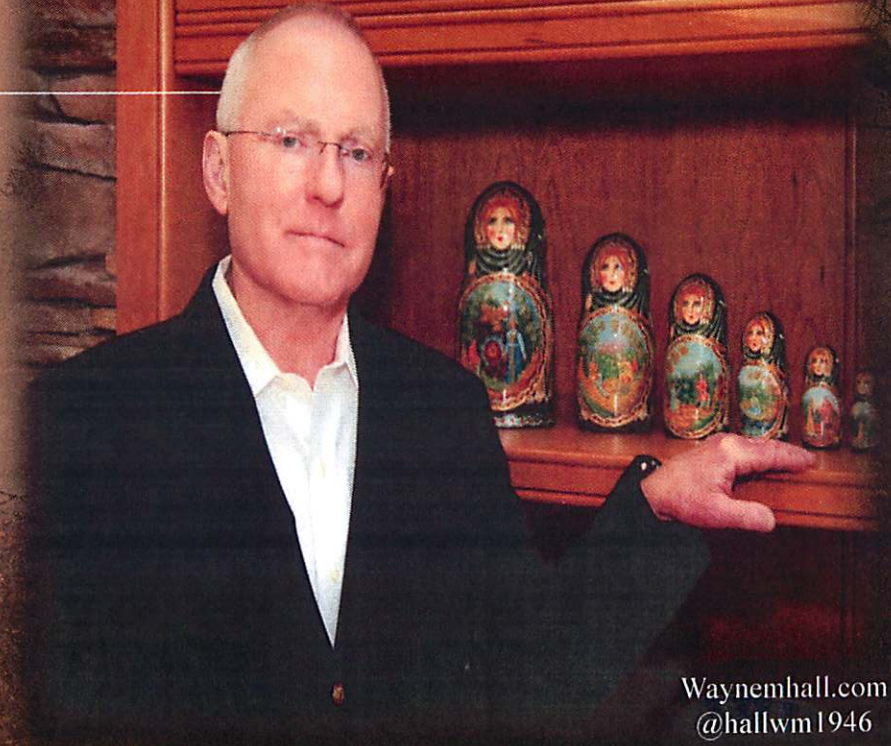
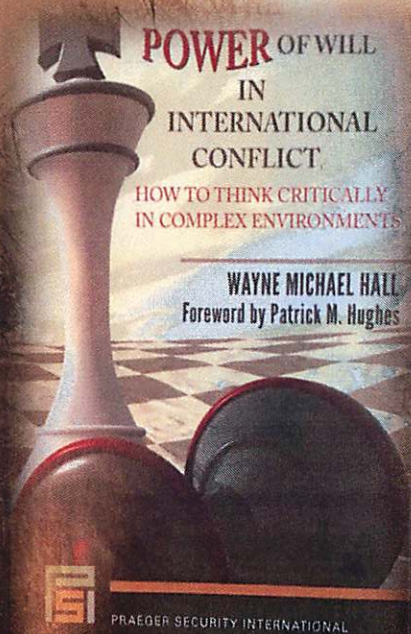
COGs in Levels of Conflict Troughs

Connections—COGs in Vertical Domain Silos



Exemplar 9—Bibliography

The Book of 'Will'



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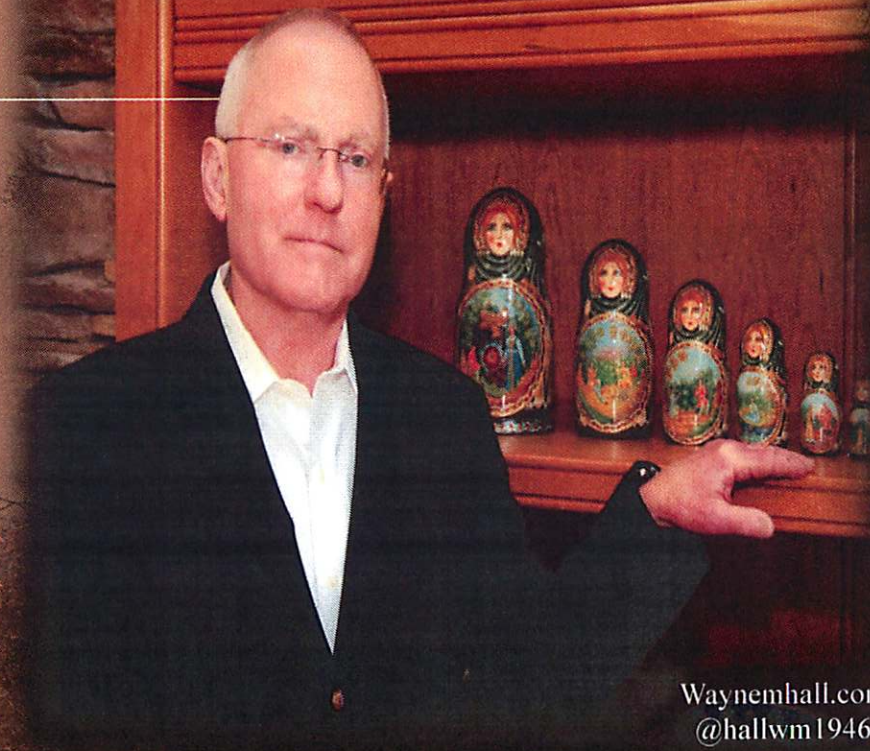
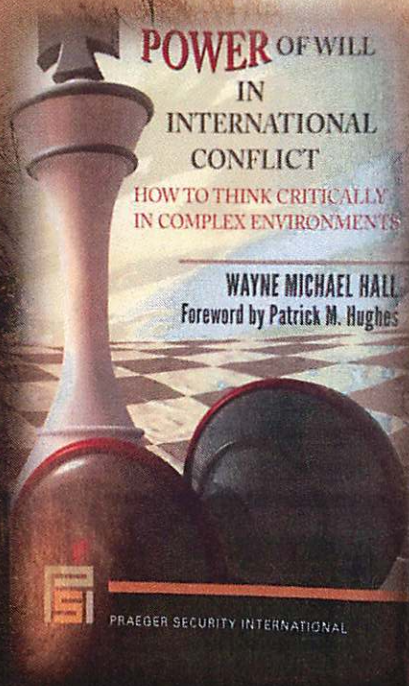
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Exemplar 10—Book Summary



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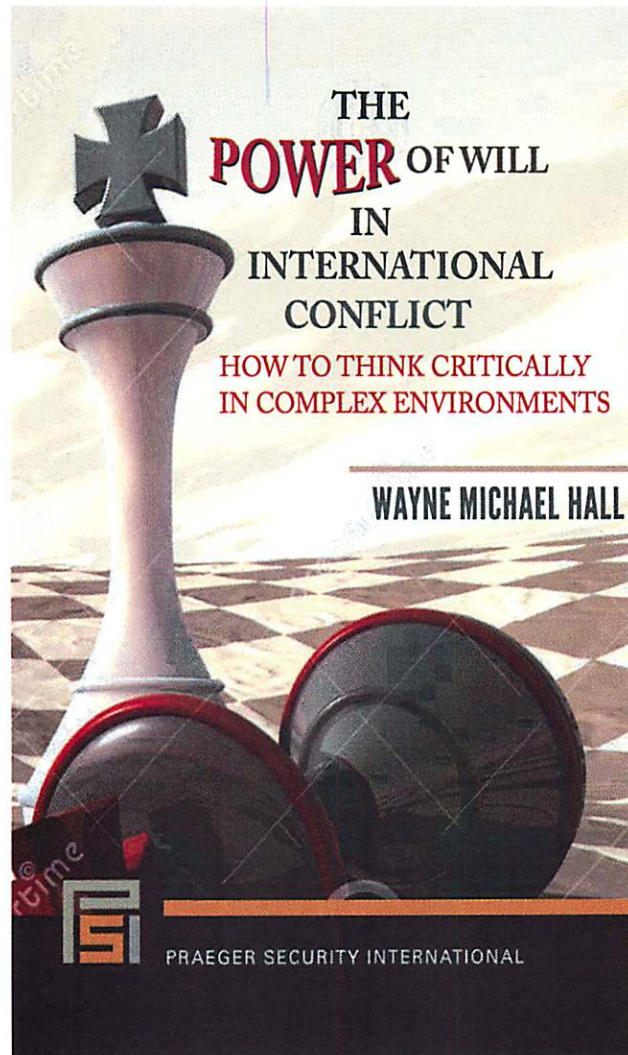
Book Summary—*The Power of Will in International Conflict*

Wayne Michael Hall, Ed.D.

Brigadier General

US Army, Retired

08 August 2018



Summary—*The Power of Will in International Conflict*

What barest the exit of that hungry wolf,
Volition. It can be that man has evolved
Into asceticism far enough to hold his
Natural tendencies at bay. It could be that
A catalyst has not awakened this day. But
Know well all ye who dwellith here on
This earth, it can be a monster that is held
at bay. Author Unknown

Human beings have been fighting one another since the first man clubbed another man to take his food and women. *Will* is the essence of this fighting; one side commits an aggressive act against another, the other side defends or submits. *Will*, an unpretentious word, yet complicated, often unplumbed, and difficult to contemplate, let alone use in life. I muse about what happens when one human attempts to impose their *will* on another. What happens if resistance to the imposition occurs? An imposition is an action and suggests a clash unless there is no resistance. Often though resistance occurs or perhaps a form of submission by one side or the other in a conflict because of the attendant relationships of each side's actions with the other. Such struggles usually involve physical and intangible clashes. And, always nearby with occurrence of clashes of *will*, the gruel of life appears and makes its presence known—I'm speaking of greed, fear, retribution, desire, lust, religion, narcissism, and so on.

Thus, I have concluded that the subject is important for all of mankind and warrants a detailed discussion. The book's flow provides a way to think about *will* via theory, history, and philosophy and introduces ways to put them into practice. Now, I admit that this book is different and difficult. It encourages people to think of the phenomenon as a series of interlocked rings. The book examines each ring—each represents one of the 14 essential elements. I examine each ring separately, but synthesize them into a coherent whole slowly, as you move through the book. This book uses an allegory and movement to help people think about this awe-inspiring concept and to move the discussion along. The allegory, a spin-off from Plato's Cave discussion in the *Republic*, occurs during a long trek from the dark pit of Plato's Cave where false truths rule the day but whose strength dissipates as one moves up, up to the light of truth. Before the trek starts, the departing group resolves to master *will*. Because of its difficulty, learning about *will*'s workings must become a concerted effort for thinking people. With successful grasping of these ideas and concepts, readers can fill an existing void—a hole in the fabric of conflict—with comprehension of a systematic thought model that this book presents and explores.

With this introduction as a setting, the group begins ascent of a steep and obstacle-strewn path, ever so foreboding, dark, and narrow. I guide two travelers in this journey, my acolytes including one *Über-thinker*¹ and one *thought pilgrim*,² who escaped from the Cimmerian Gloom of Plato's Cave. Of course, my intrepid readers also accompany our group. This subject has been

¹ *Über-thinker* – literally, a great, or better-than-anybody type of thinker. This kind of thinker transcends all other thinkers and is trained and educated to engage in *mental combat* and to win against any foe, in any domain, at any level of conflict, day or night. This thinker is older and more experienced than a *thought pilgrim*.

² *Thought pilgrim* – a person preparing themselves for 'deep thinking' engagements by traveling to their personal 'high country,' which is conducive to their brand of deep thinking. Younger than the *Über-thinker*, the thought pilgrim is an intellectual apprentice, perhaps a journeyman.

The Power of Will, Book Summary, Hall, 080818

long over-looked; I do not know why, but its absence from detailed and serious discussions about conflict seems obvious. Throughout history, it has been highly influential, but despite its importance, it has been mentioned, for the most part, in the sense of platitudes, abstractions, or broad generalities. Curiously, there isn't a book like this to my knowledge, but it has, in my experience, been sorely needed. This is not to say people don't use the word, and I certainly admit great leaders do some of which I speak because they had a personal doctrine suggesting the presence of an innate, intuitive sensing about *will*. And, some philosophers discuss *will* somewhat relative to my book (Schopenhauer and Nietzsche—I quote both in my book), but not exactly in the way I wanted to discuss it. I thus concluded there is more to *will* than platitudes and innate sensings. All of us ordinary people need to take the time and expend the mental effort to think deeply and critically about this marvelous phenomenon to put it into practice, but generally, one needs a guide for thinking about the subject. This book, in its entirety presents the guide—a detailed method for thinking about this difficult subject matter. With this methodology, one has the potential to codify *will's* intellectual, historical, philosophical, and conceptual underpinnings.

In my book, I provide my travelers and my readers with a variety of models. Models help us learn 'how to think' not only about *will* but also about future adversaries and fields of strife. As one model, I use *duality* from Clausewitz's book *On War*. Clausewitz's thoughts involving our subject can help us, as he wrote in *On War*,

War is thus an act of force to compel our enemy to do our will.³

He also wrote this thought that involves our subject,

One more observation needs to be made, which goes to the very heart of the matter. Only the commander who imposes his will can take the enemy by surprise; and in order to impose his will, he must act correctly.⁴

Aggressive acts of *will*, man's nemesis, have caused war, death, and famine from the beginning of recorded time. Such struggles connect with the past and dominate conflict today. Its tentacles stretch forth and connect with future conflict. When I speak of this phenomenon, however, I'm not speaking of 'will power' or 'free will' or the 'will to live,' as those constitute topics for someone else. Instead, I'm speaking of the aggressive side of man and his desire for power, money, revenge, and so on. I am speaking about man and his tendencies to satisfy his yearnings. He finds an obstacle—say another human being— and thus seeks to impose his *will* on this person, who may not acquiesce to said imposition. An equation is at work, and it is deceptively simple—one person wants something another possesses. He conjures his *will* and imposes it via action to satiate his desires. The recipient of this violence resists or complies.

While climbing the trail from Plato's Cave, a whispering draft in this dreaded cave brings forth this question, "Who should read this book about your explanation of *will*?" I answer as such, "All people who could be involved in conflict—present or future—of any type, should not only read, but study this book." All forms of conflict involve a struggle of sorts to establish

³ Carl von Clausewitz, *On War*, (Princeton: Princeton University Press, 1976), 75.

⁴ Clausewitz, 200.

The Power of Will, Book Summary, Hall, 080818

dominance. But conflict doesn't have to pit one army against another army. It could be friendly conflict, such as in football or basketball games. Contrarily though, a clash could be antagonistic. If so, this clash could involve two people or a group of people trying to perform a hostile take-over of a company or a country trying to abscond with another country's source of wealth or perhaps a warm-water port. So, a wide range of people in a multitude of jobs and positions in life should read this book—here you see a smattering; more are in the book.

1. Decision-makers
2. Policy makers
3. Military leaders
4. Military strategists
5. War College attendees and instructors
6. Command and Staff attendees and instructors
7. Law enforcement
8. District Attorneys
9. Corporate leaders and their security people
10. Government leaders
11. Border agents
12. Drug Enforcement Agents (DEA)
13. Transportation Security Officers (TSA)
14. Conflict scholars

Six premises frame the substantive thoughts of this book. Practitioners and students of conflict should work with these premises build upon them or add more premises.

1. Practitioners and students of conflict must know will's intricacies and put this knowledge into practice.
2. The importance of *will* is self-evident. It is the central idea of conflict and competition.
3. The subject is difficult to master and put into use; therefore, to succeed, one has to use a method of 'how to think' about the subject to comprehend and use its powers.
4. To understand and employ this subject I present a thought model. It has 14 essential elements: 1) life-force; 2) purpose; 3) strength of motive; 4) capabilities; 5) determination; 6) perseverance; 7) sacrifice; 8) passion; 9) advantage; 10) disadvantage; 11) imposition; 12) action; 13) assessment; and 14) adaptation.
5. In conflict, the winner always considers their adversary's point of view (this is duality), and the operational context within which the clashes occurs.
6. To put forth the highest-quality⁵ thinking possible, one must know, understand, and comprehend 'connectedness.' It requires thinking skills—holism and synthesis.

Cautious but still inquisitive, apparitions appear in and out, to and fro, and wander about in the dark of Plato's Cave; as they roam, they come to me and ask, "What techniques did you use

⁵ *Quality*: The degree of excellence in a product, thought, play, book, briefing, solution, and the like. It is judged by identifying a predetermined and defined standard or set of standards derived from the essence of an outcome that acknowledges the purpose of an effort and satisfies the purpose, recognizing the central idea, nub, core that is the cause of the effect—the output of an endeavor, action, product, a finish place in a track meet, recognizing a good wine, enjoying a good book, or those predetermined criteria with which one judges its degree of goodness.

The Power of Will, Book Summary, Hall, 080818

to help readers thrash through the brush and obstacles along the trail to the light while trying to understand and comprehend ‘*will?*’ I answer, “I used these ten approaches you see below.”

1. Allegory.
2. Thought travelers.
3. Excursions into my inner sanctum.
4. High country.
5. Thought models.
6. Graphics.
7. Fragments spun into wholes.
8. Poetry.
9. Thoughts in quotes.
10. Digressions, side bars, and Chautauquas.

In our effort to understand *will*, we immediately draw a conclusion—people compete with other people for control or influence of a wide variety of things and situations involving conditions such as position, presence, appearance, dominance, influence, power, wealth, position, promotion, bonuses, land, resources, and so on. So to help us understand the fundamentals of this powerful force, I developed and use this definition throughout my book:

The appearance of one’s desire, volition, life-force—empowered by potency of resolve and willingness to sacrifice, that when yoked with strength of motive and appropriate capabilities, provides action sufficient to accomplish or satisfy an aim, goal, objective, strategy and thereby imposing one’s desires over and gaining the acquiescence of a resisting entity, or understanding the phenomenon sufficiently to resist such attempts from another human entity.

I explain that in my view, as I mentioned above, 14 interconnected elements are at play within this phenomenon—1) life-force; 2) purpose; 3) strength of motive; 4) capabilities; 5) determination; 6) perseverance; 7) sacrifice; 8) passion; 9) advantages; 10) disadvantages; 11) imposition; 12) action; 13) assessment; and, 14) adaptation. To master the concept, people must know each element and how they relate to one another.

Next, I present my book’s main ideas—they follow as words with bold font. Space doesn’t allow for a total listing and discussion, so these following ideas have to suffice.

Duality is an important concept and is a thinking process—a mindset. As such, my *Über-thinker* and *thought pilgrim* know they must occasionally ‘ride the wild pendulum’ of duality⁶ to consider the adversary’s mind, mental prowess, points of view, empathy, his wargaming of ours, thoughts about advantages and disadvantages, and, of course, how to think about struggles over

⁶ **Duality** – the state of being in which one thinks in two connected opposites, in motion all the time, and emitting noise and energy as one side interacts with the other. Duality, while difficult to understand and to remember, considers two parts – friendly and adversary (and could increase the numbers in complicated contexts and conditions).

The Power of Will, Book Summary, Hall, 080818

will in any contested operational context. The considerations our thinker makes about duality always demand a relationship between friend and foe.

Deep think⁷—provides our *Über-thinker* and *thought pilgrim* insights into human nature and motivation—thus impositions of *will*. In their state of deep thinking our *Über-thinker's* and *thought pilgrim's* minds discover a truism—purely altruistic activities always prove rare. Instead, at the core of most human actions and struggles one finds **self-interest**. It is fully or partially masked, and thereby not always obvious. But in this Hydra there exists a presence, a lingering evil, possessing a voracious appetite to influence outcomes for one sole reason—self-interest, whether in matters trivial or of life, or death. I tell my acolytes to always consider self-interest in their examination of *wills'* nub because it is self-interest that always nurtures the process. Interestingly, self-interest, as much as it could be hidden or laying fallow, drives overly aggressive people to enter and attempt to win contests of volition all the time; they do anything to win these contests.

What does man seek as he attempts to impose his *will*. Most often, he seeks power. Why does he want to keep it once he grasps and feels its razor-sharp edges? Reasons exist. Some include: recognition, legacy, indestructability, destiny (determinism), and these forces transcend time and burn in all human beings, but more so in some people than others. Cascading from desire and volition, **life-force** appears, gains influence, and serves as the 'midwife' to *will's* birth, maturation, and instantiation of purpose through essential elements. Astoundingly, during this process, one connects with people who lived in antiquity. People of today entangle with people who came before us; we connect and commune by reading and studying their words and deeds. With the bonding of which I speak, one finds something common to in all ages—humans fighting humans in warring struggles to successfully impose their *will via force*; this human condition burdens mankind and grinds away any portents of humanness.

As we travel through this book, you find a constant drumming signifying the importance of my **14 essential element model**. I created it to help people understand and turn theory into practice via ideas, concepts, and observations. Of interest, some of these elements prove interchangeable in their order, but not in meaning.⁸ Also, they relate with one another and to all elements. Sometimes in conflict, a paucity of elements comes into play; at other times, many wait for their day. Please study this model in visual form.

⁷ **Deep think** – taking the time and expending the mental effort to think about a subject or problem deeply and critically.

⁸ **Condition of stability** – life-force, purpose, imposition, action, assessment, and adaptation; **condition of flux** – capabilities, strength of motive, perseverance, determination, disadvantage, advantage, passion, sacrifice.



Figure 1. Model for Contemplating Will

I have also concluded that people must always ponder my **18 considerations** to succeed in contests of *will*. They help people plan, impose actions, assess outcomes, and adapt. Understandably, it is difficult to remember all of the considerations so I put them into a graphic.

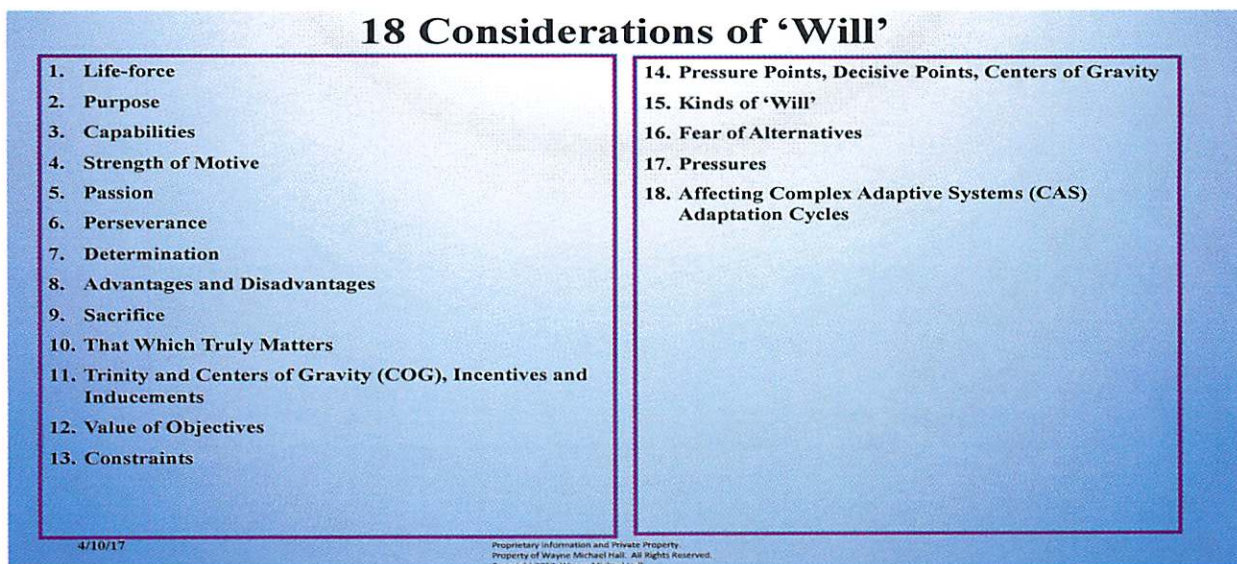


Figure 2. Considerations of will

Remember, various strains of these considerations prove essential for winning in any kind of struggle. Similarly, a formidable adversary understands *will* and works a comparable approach.

In the book, I speak of and emphasize the importance of an ageless admonition—if you want to impose your *will* on a resisting opponent, always consider and create a **union of moral and physical force**. Moral forces stand essential for infusing energy into *wills'* intricacies: interplay of purpose, capabilities, strength of motive, determination, perseverance, passion, and commitment to sacrifice. Holistic thinking, brought forth by synthesis, provides an indispensable and irrefutable way to bring these two elements of conflict into the union of which I speak. The all-important merger of moral and physical forces requires an active state of **connectedness**:

People, organizations, countries, etc., merged into wholes, one hopes to be viable and operable. When I speak of connectedness, know I'm also including people, organizations, objects, sub-systems, micro-aggregations, macro-aggregations comprising wholes, and many other organisms and entities.

If one peers deeply into the entanglements in which they find themselves trussed, connectedness always appears. Thus, of direct interest to our inquiry, physical and the nonphysical (moral and physical) aspects of conflict *entangle* with one another. Finding this discussion challenging to my acolytes, I encourage them to break off and travel to their particular high country. There, in their **high country**,⁹ is where the *Über-thinker* and *thought pilgrim* think about duality and its dependence upon connectedness and entanglement. Here they contemplate how to attack an adversary's strength of motive and willingness to sacrifice sufficiently well to prevail in a struggle. It is their place to ponder mysteries, discover the purpose of *will*, and understand its nub. Each side in any kind of conflict must account for connectedness whose presence influences, always affecting their possible actions. This means they must affect their adversary's connectedness for an advantage to win. One of the goals—gain superiority in creating narratives, defining truths, defining facts, presenting evidence, shaping interpretations of data, shaping expectations, and influencing perceptions. Be aware though, of the difficulty one must endure when working with connectedness. It is intellectually demanding because of the on and off opacity of its bonding links and thereby requires high-quality holism and synthesis to succeed.

I next advise people to attend to their thinking about a vulnerability of *will*— this slant of thought involves **decay**. Interestingly, decay is neutral in any conflict; each side in a clash can induce decay. A useful strategy, regardless of organization or personal position, involves targeting an adversary's strengths to cause degradation, thus decay. I speak of strengths such as: strength of motive, ego, position, wealth, morality, and ideology. They do so, however, by simultaneously advising their decision-maker to be alert for adversary efforts to try to induce decay into his strengths. Further, each side in a fray could attack one or more of the 14 elements in my thought model specifically to induce decay. All elements appear vulnerable.

Early in the book I present the presence of different kinds of *will*. So, as a next step in our summary, please stand on this escalator as it moves up the **slope of aggression** in the graphic below. Immediately, you notice a variation in the types of people and how each relates with *will* at intervals along this upward slope.

⁹ Robert Pirsig, *Zen and the Art of Motorcycle Maintenance*. (New York: Bantam Books, 1974), 113.

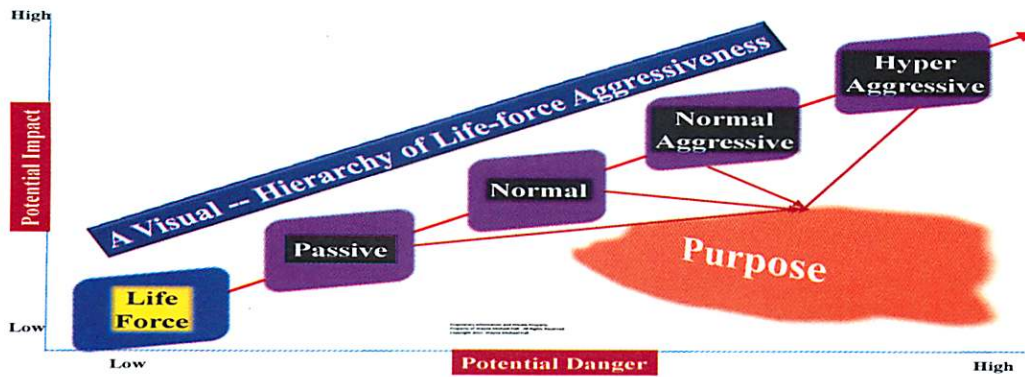


Figure 3. Glide Slope to Aggressive Imposition of *Will* - Redux

Sometimes people prove to be passive and therefore benign. They allow the activities of life to come and go. These people are not overly assertive and prove content with normal, subdued ripples of *will*—related activities involved with living. In this kind of living, some variations of imposition action leading to ascendancy of *will* are normal; I’m speaking about disciplining a child, entering a weight losing contest, winning a softball game, and so on. The next step involves people with normal but more active aggressiveness such as competing in business, competing for promotions, or taking over a company, corporation, conglomerate. This form of imposition is more antagonistic but still an accepted part of any society. Finally, one finds the hyper-aggressive people; they live and thrive at the upper right portion of the slope. At the far end of this depiction, one finds Hitler, Stalin, Genghis Khan, Kim Jong-un, Napoleon, and even data manipulators and hackers. Power drives people like this; they have an insatiable desire to acquire more power with the power they gain.

Now, let us consider **vertical domain silos and horizontal levels of conflict troughs**. My book explains these two schemata. Understanding this theory has a direct impact on successfully instantiating one’s *will* on other people or organizations, or defending oneself from another person’s onslaught. Here, I advocate competing via clashes of *will* in the cells that become visible when vertical domain silos slice into horizontal levels of conflict troughs:

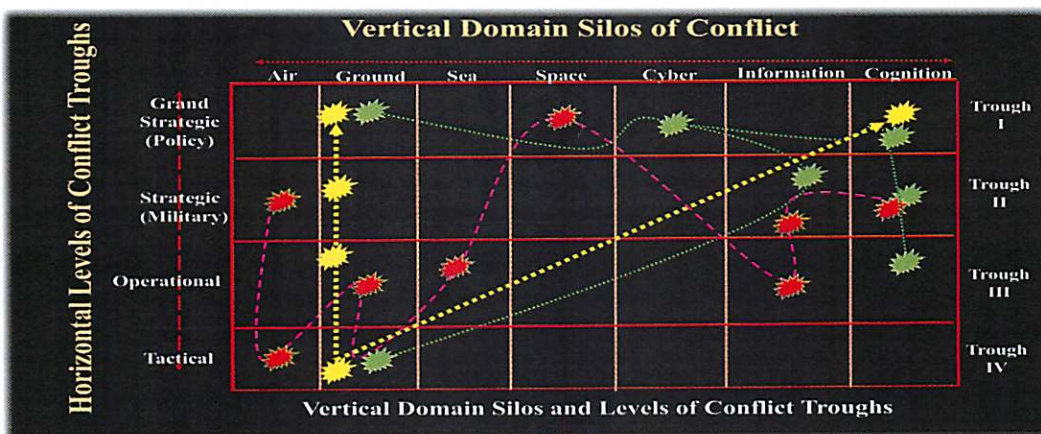


Figure 4. The Cutting Board—Vertical Silos and Horizontal Troughs

With visualization and some thought, one can discern the importance of cells relative to vertical horizontal domain silos and their intersections with horizontal levels of conflict troughs. This graphic presents this notion: battles of *will* occur in the 28 cells. In this graphic you see four

horizontal levels of conflict troughs—Trough I—Grand Strategic (Policy), Trough II—Strategic (Military), Trough III—Operational, and Trough IV—Tactical. You also see the *Vertical Domain Silos* of seven domains of conflict—air, ground, sea, space, cyberspace, information, and cognition (I added the last two domains). The graphic shows that an event or even a slight disturbance at the low end of one vertical domain trough (Ground) can skyrocket diagonally toward the upper right to affect the highest level of grand strategy—policy, Trough I and all cells between. And, it leads us to think relationally, as all parts of this whole connect and function as a self-contained entity, but when one part weakens, the other parts can weaken too—an exemplar of holism. This is matrix war, where struggles over *will* occur among connected parts and pieces of pressure points, decisive points, and centers of gravity, each scattered but connected across and down the matrix's cells—they are distributed aggregations. Arguably, distribution provides some security, but when one piece is found and affected, the strength of the whole, across vertical and horizontal entanglements, changes. Fundamentals of matrix war appear in my book.

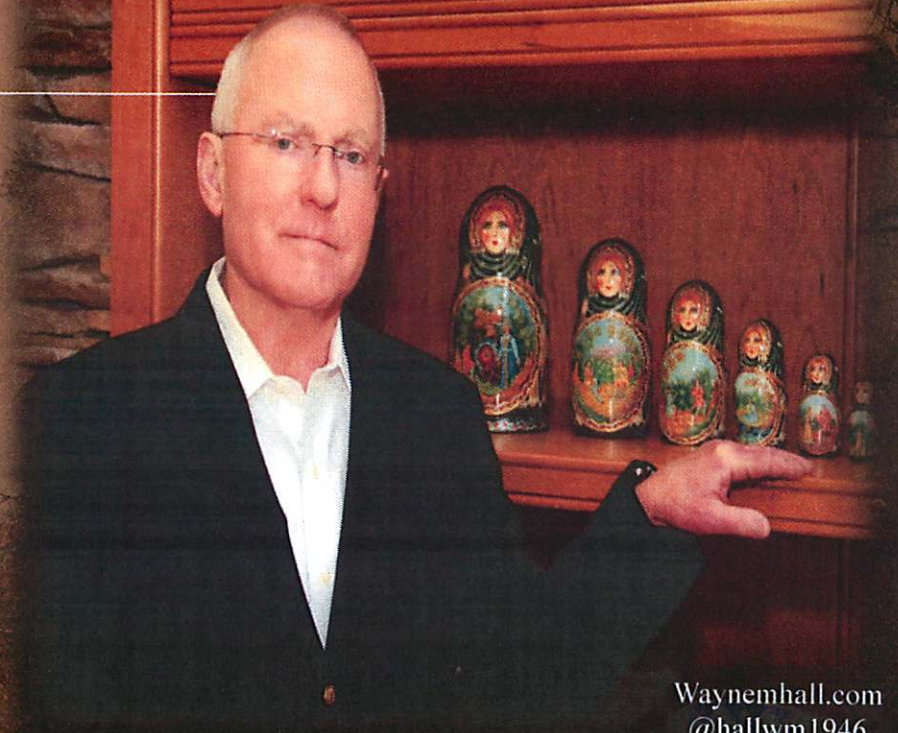
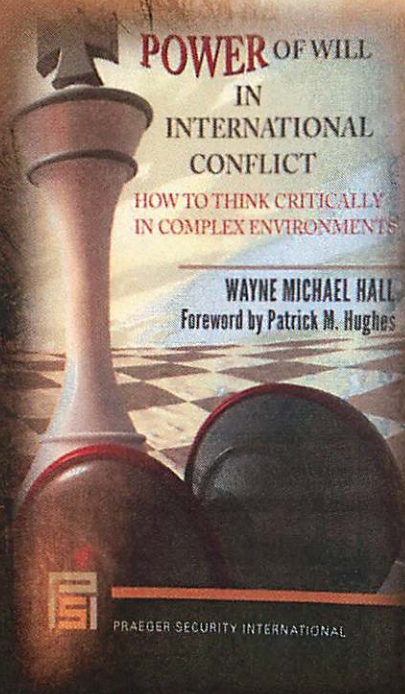
Context is always more than it appears to be in contests of *will*. Its bubble surrounds any conflict and sends data to all adversaries alerting them to changes in their certain context of strife as either a plus or minus for each side in the fray of concern. Either side or both sides can influence their adversary's or competitor's thinking, reasoning, rationale, and/or decision making about *will* by *manipulating true data or creating false data inputs from the context into the adversary's models for action and the rules that govern the action*. Affecting an adversary's co-evolution capability anywhere along this generalized continuum—decide, act, assess, evaluate, learn, adapt—interferes with this entity's ability to cope and adapt in a fast changing and turbulent operational context. This knowledge presents a wonderful advantage to an adversary understanding how important co-evolution is to competing entities enduring battles of *will*.

In closing this summary, it is my unwavering thought that people must, at a minimum, do three things: 1) carefully study the thoughts, models, and concepts in this book, 2) learn *will's* many intricacies, and 3) turn the book's theory, history, and philosophy into action. This book provides a treasure trove of ways to seek, find, and use advantages over their opponent in mental combat via *will*. In my study of the phenomenon, I have found some interesting constants. They include but are not limited, to: competitors must understand and cope with a nonlinear and linear operational context; it is human beings who lead fights over dominance or advantage; in a competitive contest, one side wins and the other loses; the specter of violence and suffering must be considered; the stretch and influence of retribution reaches far to affect *will*; and self-interest is always at play. Thus, my following admonition should peal as a truism—beware, as each and every day you live, you shall stare into the eyes of voracious wolf of volition. It appears in many forms and appears intermittingly. To do battle with the wolf, proceed down into the dark hollow where he lives when not ravaging the world. Most often though, you find the hollow empty, the restraining straps snapped, as the wolf of volition has absconded from the hollow; it appears elsewhere, sometimes predictable and at other times completely unexpected. Regardless, it appears and wreaks havoc all of the time, everywhere, no matter how much people desire peace.

This book explains the importance of understanding *will*, not to fear it, but to comprehend and respect its intricacies and use them for altering the dark forces associated with *will's constant appearance and influence in the course of human events*. Then and only then does humankind stand any chance of keeping the wolf of volition restrained in his keep, in the dark hollow where he should reside. We know with certainty that we cannot kill him, but perhaps can keep him constrained where the dark desires of mankind reside ever so deep.

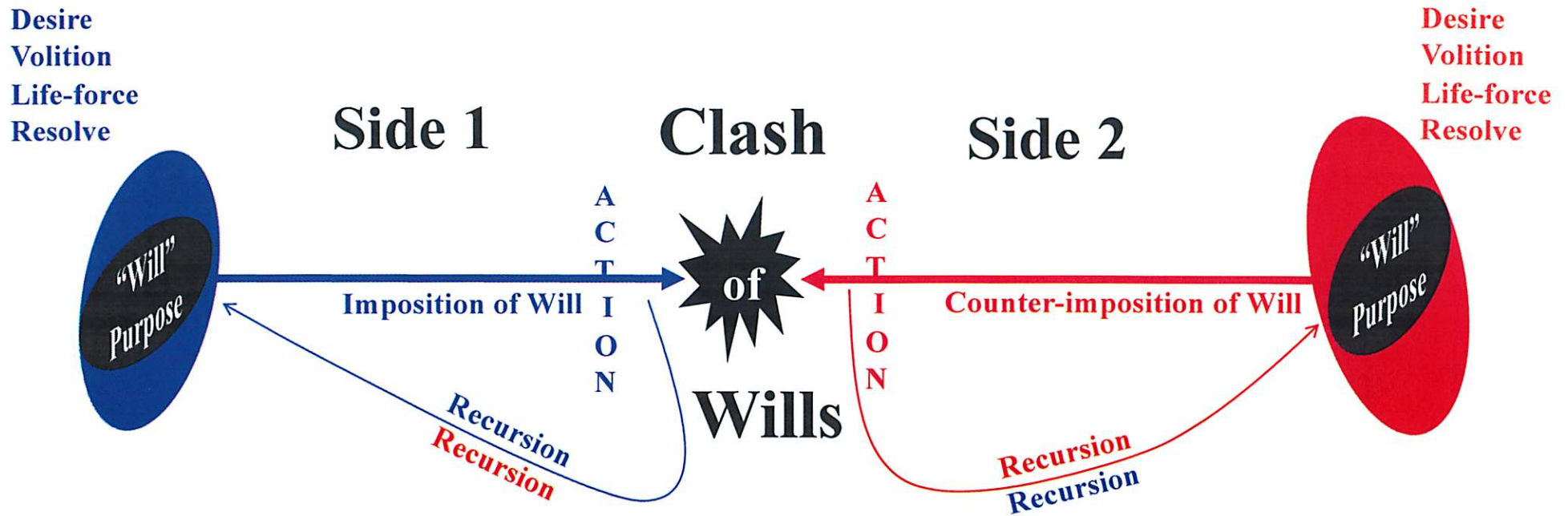
Exemplar 11—Theory Redux

‘Will’ at its Essence

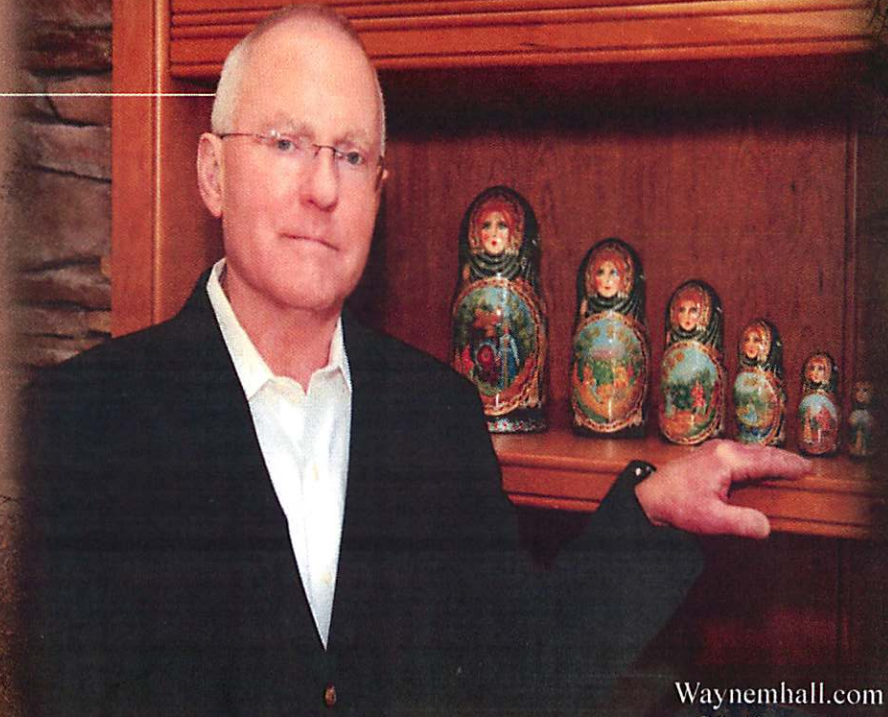
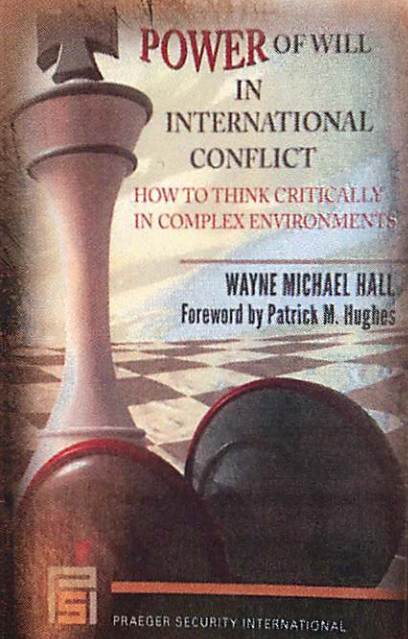


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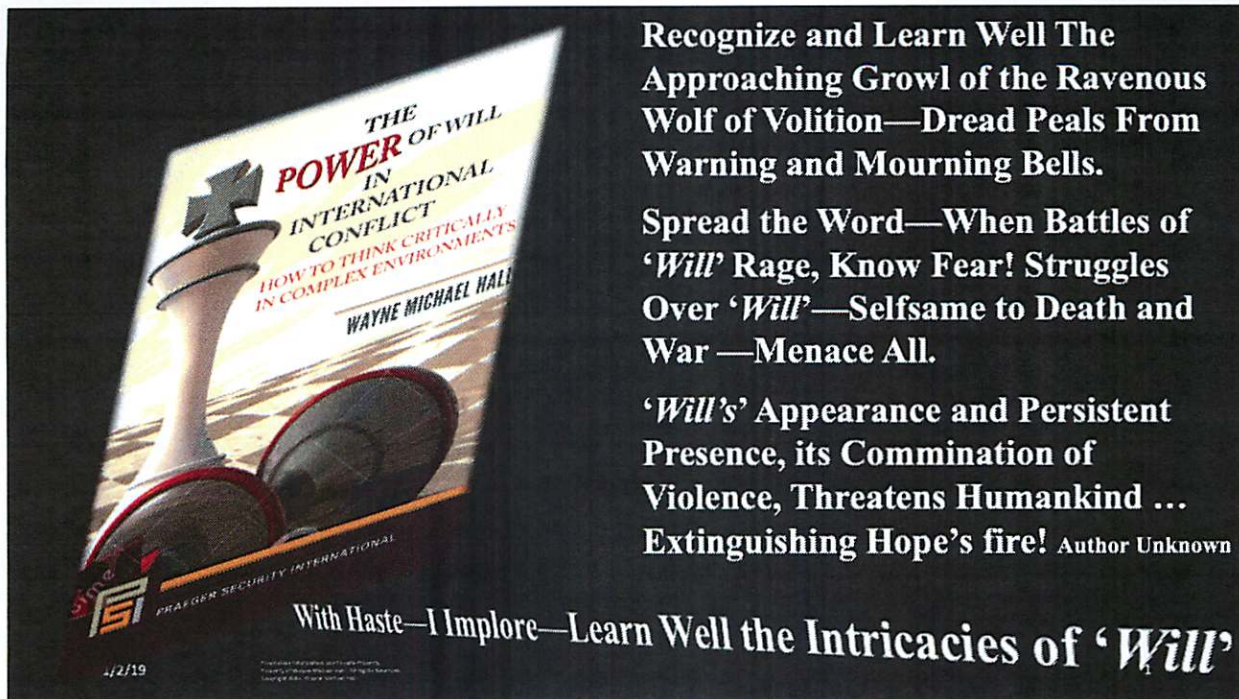
“Will”—A Rudimentary View



Exemplar 12—Book Briefing with Notes



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Recognize and Learn Well The Approaching Growl of the Ravenous Wolf of Volition—Dread Peals From Warning and Mourning Bells.

Spread the Word—When Battles of ‘Will’ Rage, Know Fear! Struggles Over ‘Will’—Selfsame to Death and War —Menace All.

‘Will’s’ Appearance and Persistent Presence, its Commination of Violence, Threatens Humankind ... Extinguishing Hope’s fire! Author Unknown

Will—the most important aspect of any conflict. It is the nub for all conflict from wars and conflict descending to spats between spouses.

Yet, what do we know about this important phenomenon? I have used the term for ~ 48 years in my work with conflict yet, neither I nor my leaders bored into its true meaning.

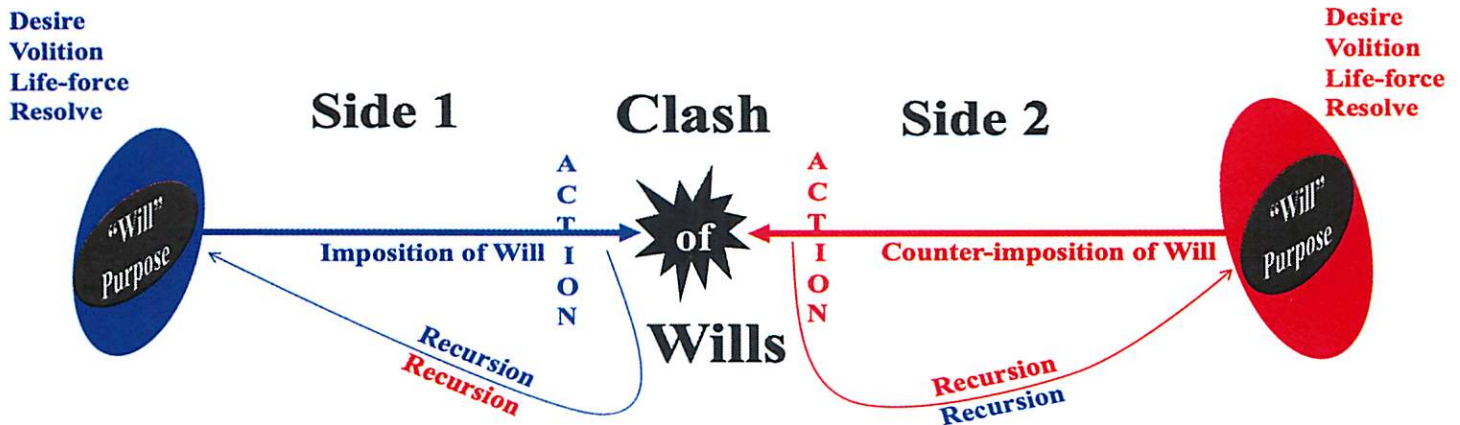
Instead, people have and still talk about *Will* with platitudes and generalities passing this great phenomenon off as too difficult to study.

To top it off, there is no definition for *Will* except as a transitive verb. That is to say, nobody has delved into this topic, defined the term, developed the concepts, and put forth argumentation for praxis.

The basis of my work lies in: 1) philosophy, 2) history, 3) theory, 4) conceptualization, and 5) creative thinking. It took me well over two years to write the book.

The book is but a start. *Will* is a great subject and powerful phenomenon so deserving of continuous study, publication, and use for advantages deserving to be contained in the pages of our military doctrine.

“Will”—A Rudimentary View

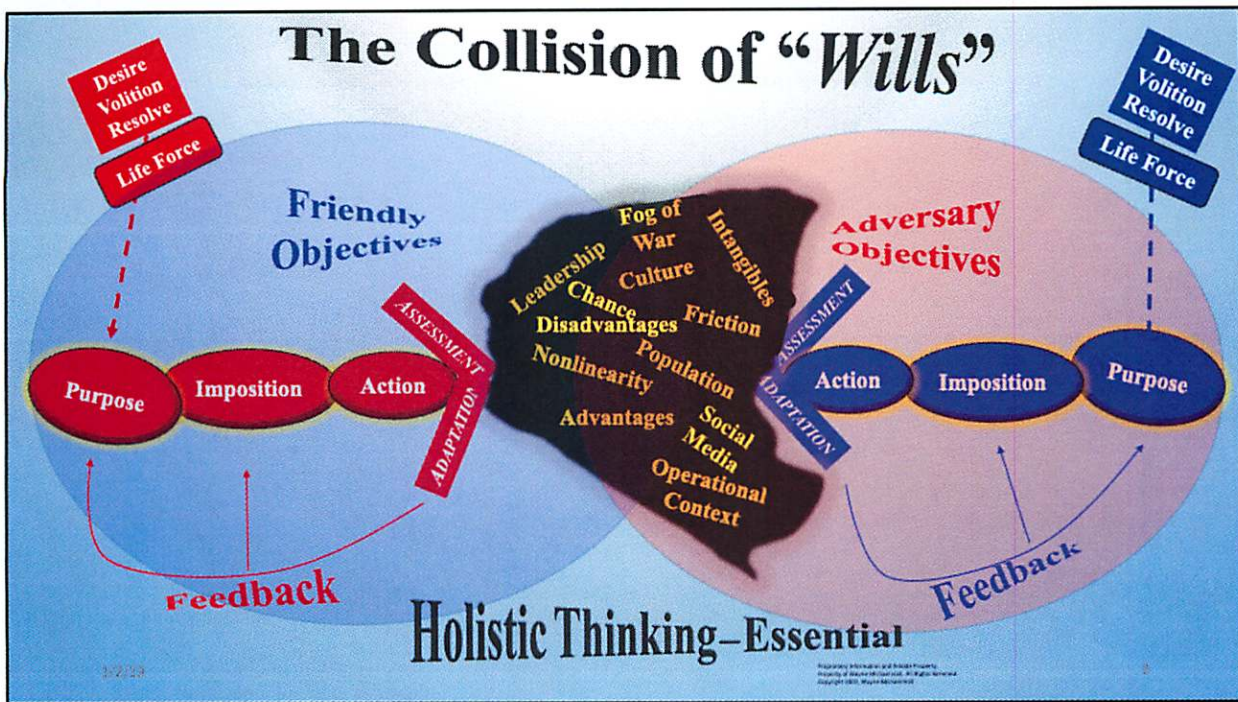


This graphic presents the nub of *Will*, as I constrain its breadth and depth in my book—*The Power of Will in International Conflict*.

Since the beginning of time, men have competed with each other to obtain what one side wanted that the other side had and didn't want to part with. This is the genesis of the drive to impose *Will* or deny such imposition.

At the start, my imagination takes me to the dankness of a cave where one caveman covets a club, a spear, a fur, a woman that another man possesses. The coveter's desires, life-force, resolve, and purpose come into play but within the mind of the covetous. If he decides to move from a passive volition to an imposition of his *Will*, he then attaches the invisible thoughts to purpose and acts to impose his *Will* on his opponent. If the recipient of this imposition resists, the two struggle; one side wins and the other loses.

Nonetheless, nothing in life is ever so simple as what you see here, in this graphic. The clash of *Wills* is much more complicated—you are going to delve into complications now.



In this visual, you see a build of two *Wills* clashing. It is definitely a collision, even in the cyber and information domain.

- People have to think about these struggles as they occur in 7 (air, ground, sea, space, cyber, information, cognition) vertical domain silos intersecting with 4 horizontal levels of war/conflict (strategic (policy), strategic (military), operational, tactical).
- All the pieces in frays over *Will* matter—a truism that always serves one well as they think about difficult problem sets.

Notice the recursion occurring through the all-important feedback for both competing organisms. **ANOTHER CLASH!!**

But, your mind cannot rest. You include, in a broad and illustrative sense, the objectives for each side in the struggle as blue considers theirs and their adversary's objectives and vice versa.

Are we done? No, we have to consider the dark cloud in the middle. It is full of important aspects of conflict like the context, potential for chance to occur, change, populace, culture as it influences CAS rules and operations models. It is full of variables—powerful they are!

To grasp the macro, one has to engage in synthesis and holistic thinking—entwined with one another—neither easily understood nor easily applied in praxis.

Definition of *Will*

SHORT VERSION—Appearance of desire, volition, life-force, bringing to life a purpose to impose ‘*Will*’ on another entity, who may or may not resist; with this appearance, a call goes forth in each side’s collective mind for a willingness to sacrifice and an arousal of sufficient passion to win.

- Each side must assess sufficiency of their sacrifice and passion and wargame their adversary’s willingness to sacrifice and arouse passion.
- This is a place of potential for error in one or both of these requirements in thinking.

12/20/07

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Until now, there has been no definition of *Will*. We must have a definition to know in depth what lays at the core of any and all conflict!!

I thought about the subject off and on over my 30 years on active duty, but only in broad terms—clichés, and platitudes.

I went back to work on defining *Will* in my 2009 advanced analysis book – but, it was only a start and a poor one at that. I wrote that book from 2006-2008.

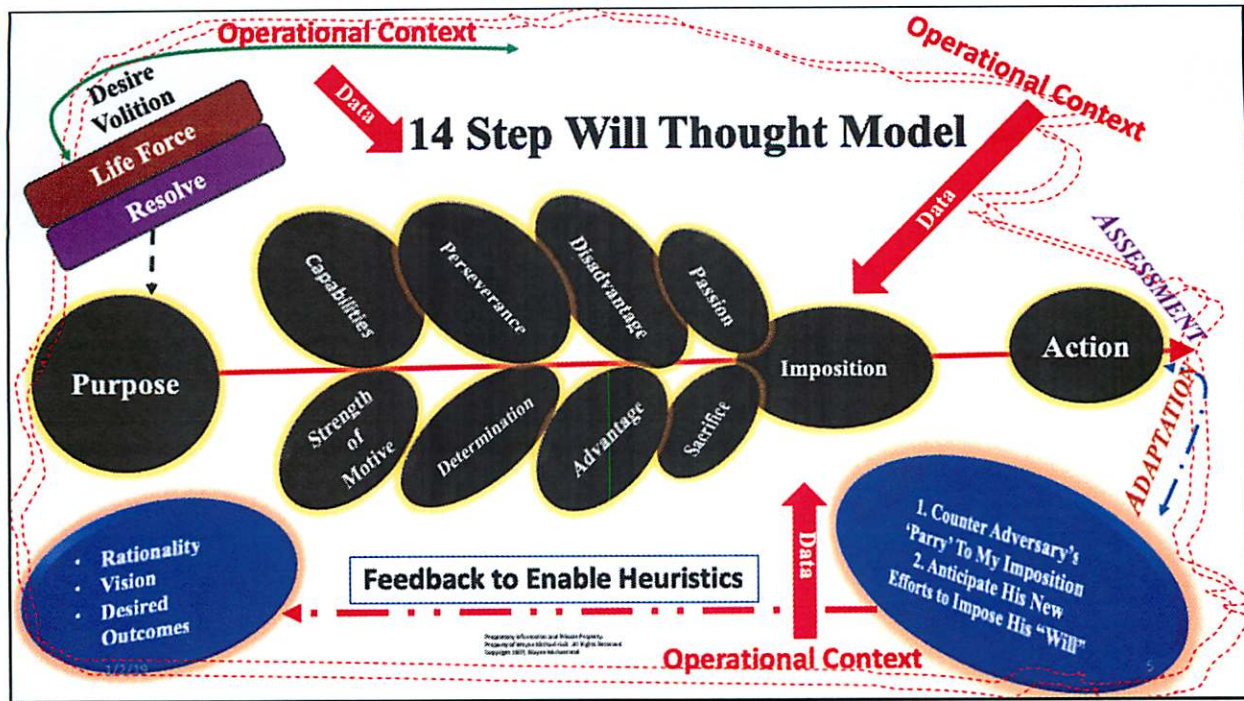
I evolved in my thinking by listening to criticisms of my students. Nobody had a worthy definition but the ideas that rolled around those seminar rooms helped me form what you see now.

First, on this graphic, you see a short-hand version.

Then, in a later slide in the long-briefing, you see a complete definition—much more detailed version.

I stand by both, but I am enough of a realist to know that surely some thoughtful person will improve upon what I started. This is what I hope!!

The definition of *Will* and its explanation must go into doctrine now!



This is the hallmark thought model in the book. Note, the front end—life-force, purpose, and strength of motive and the back end—the need for action, assessment, and adaptation remain relative stable.

The elements involve what I came up with as I thought about *Will*. I do not know how to cut out any of the elements but certainly more can be added. I did add degrees of flux in the middle elements as their power and role and influence depend on variables and human beings and the turbulence and change involved with chaos. To top it off, each of the middle elements are intangible, lacking in finite shapes and objects. Thus, they prove difficult and elusive to imagine, to appear in our minds, yet, we know that they are at play and any attempt to deal with *Will* cannot ignore these elements without imperiling themselves.

These middle elements fluctuate in intensity and importance and sometimes do not come into play through weakness or pressures. Importance and change in the middle revolve around nonlinearity and the play of sensitive variables and, of course, chance and the ever unpredictable adversary.

Also, note this is a model that encompasses the ideas in the book about the importance of co-evolution and adaptation and the omnipresent feedback involved with assessment and adaptation inherent to any complex adaptive system (CAS).

Thought Model—18 Considerations of *Will*

1. Life-force
2. Purpose
3. Capabilities
4. Strength of Motive
5. Passion
6. Perseverance
7. Determination
8. Advantages and Disadvantages
9. Sacrifice
10. That Which Truly Matters
11. Trinity, Incentives, and Inducements
12. Value of Objectives
13. Constraints

14. Pressure Points, Decisive Points, COGs
15. Kinds of '*Will*'
16. Fear of Alternatives
17. Pressures
18. Affecting CAS Adaptation Cycles

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6

It seems to reason that along with the 14 element model of *Will* that I needed some meat for the conceptual framework.

I started working on this list in 2006 and have been working with it ever since.

I originally came up with 42 considerations. But, the list was unwieldy and I found that I had some redundancy.

- So, I came up with the top 18 considerations that I believe have the greatest potential for helping people learn 'how to think' about *Will* in sufficient depth to grasp its intricacies and to use it in combatting their adversaries in contests of *Will*.

More or less considerations could be appropriate depending on the adversary, the context, your aim, goals, objectives, and so forth.

What happens is that people, even when they recall the 18 considerations and know what they mean, also know that they cannot consider all of the above. So, my advice is—carefully choose which you need to work with and draw a cut line separating those you choose to work with and those you do not.

- For those considerations below the cut line, they become risks and you have to ensure other people know about your risks and how they can become active requiring a heavy duty and quick thinking exercise to address those now pressing considerations.

Decision-makers ...

1. Read book—*The Power of Will in International Conflict*—internalize and use to win
2. Put your people through learning seminars *The Power of Will in International Conflict*. Purposefully develop Über thinkers and thought pilgrims.
3. Learn ‘how to think’ about “will” to enable advantages to come to you.
 - Synthesis and holistic thinking prove essential to success in understanding this book.
4. Learn and use, as a minimum, these models of “will”...
 - 14 essential elements of “will”
 - 18 considerations of “will”
 - Duality
 - Ride the wild pendulum, and go to where conflict occurs—in the matrix.
 - Where fights over “will” occur and connectedness—Matrix War—28 cells.

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To close, I present what I think readers should do. The points in the next two slides are self-evident so I will not bore you with explanation.

I humbly request that you read the long briefing with notes that I have developed to explain the book—the few slides you must read is just a teaser. But, I will share the lengthy book briefing.

- Just go to hallwm@icloud.com or hallwm@me.com and I plan to send immediately.
- Also, you can go to my website— waynemhall.com, proceed to the tab, contact us, and scroll to the blog. There you will find the book summary, marketing paper, and long-book briefing.
- Or call me at 757.647.4371 and request the long briefing with notes. But, the briefings do not do justice to the totality of the book.

Decision-makers ...

5. Understand/comprehend my 19 big ideas of “will” in which I propose theoretical acceptance and praxis.
 - Resolve internal/external contradictions within central ideas of “will” I propose.
6. Importance of ‘*big ideas*:’
 - Foundational ideas—constitute the ‘core’ of rationale.
 - Organize for conflict around these 19 ideas, “will’s” foundation.
 - Bring forth technology to support organizational design and central ideas for conflicts.
7. Recognize and adjust to *nonlinear operational contexts* in which military and other kinds of security operations occur—advantages lurk here ...
8. Wargame your adversary’s wargaming—gain advantages.
9. Outthink your adversary—attack his plans at their inception—win.

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Many people think this subject to be too difficult to know. I disagree. Not only can we know the voracious wolf of volition, we can use this knowledge to win in clashes of Will.

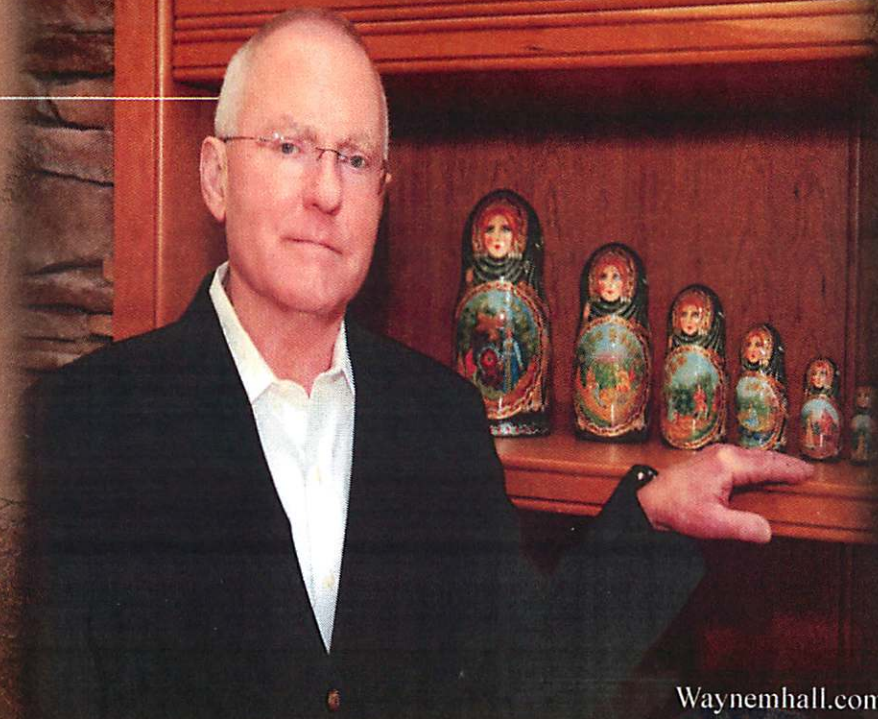
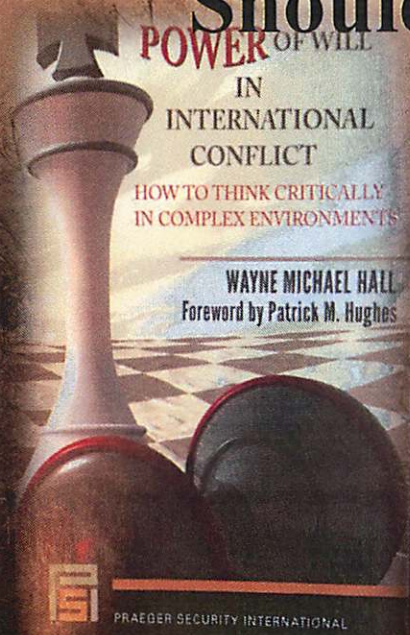
- **But, leaders have to learn this book and then mentor their youth to know and understand its thrust points.**

The book builds a solid foundation coming from history, philosophy, theory, and original thinking. It provides thought models, visuals, and literary techniques to help readers understand Will’s intricacies.

Always, the books messages push the reader not merely to know the history, philosophy, theory in this book, but to put what they learn into practice—this is praxis!

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Exemplar 13—What Decision-Makers Should Do



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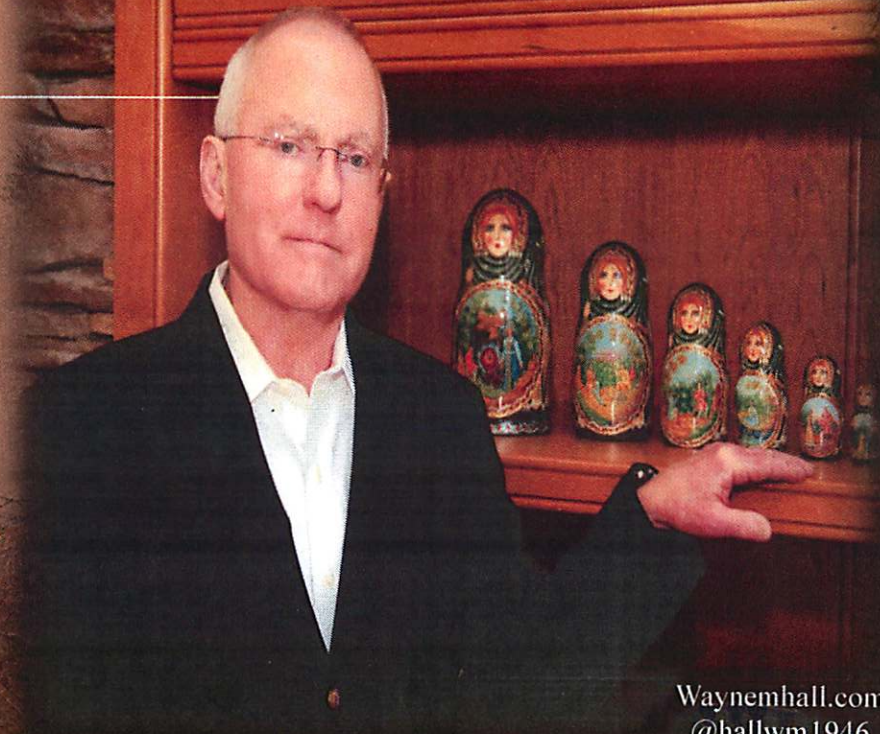
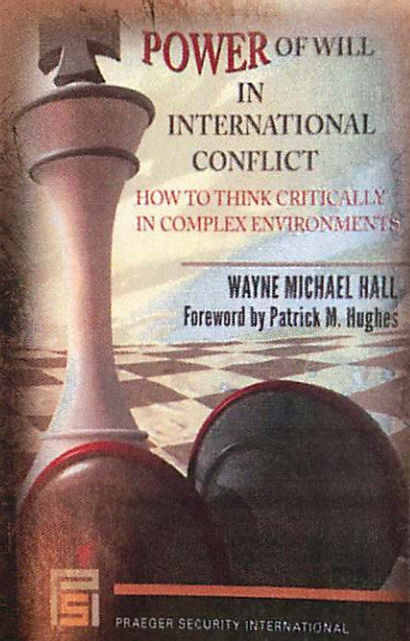
Decision-makers ...

1. Read book—*The Power of Will in International Conflict*—internalize and use to win
2. Put your people through learning seminars *The Power of Will in International Conflict*. Purposefully develop Über thinkers and thought pilgrims.
3. Learn ‘how to think’ about “will” to enable advantages to come to you.
 - Synthesis and holistic thinking prove essential to success in understanding this book.
4. Learn and use, as a minimum, these models of “will”...
 - 14 essential elements of “will”
 - 18 considerations of “will”
 - Duality
 - Ride the wild pendulum, and go to where conflict occurs—in the matrix.
 - Where fights over “will” occur and connectedness—Matrix War—28 cells.

Decision-makers ...

5. Understand/comprehend my 19 big ideas of “will” in which I propose theoretical acceptance and praxis.
 - Resolve internal/external contradictions within central ideas of “will” I propose.
6. Importance of ‘*big ideas*:’
 - Foundational ideas—constitute the ‘core’ of rationale.
 - Organize for conflict around these 19 ideas, “will’s” foundation.
 - Bring forth technology to support organizational design and central ideas for conflicts.
7. Recognize and adjust to *nonlinear operational contexts* in which military and other kinds of security operations occur—advantages lurk here ...
8. Wargame your adversary’s wargaming—gain advantages.
9. Outthink your adversary—**attack his plans at their inception—win.**

Exemplar 14—Table of Contents



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Book's Table of Contents

- *Figures and Tables*
- *Foreword*
- *Preface*
- *Acknowledgments*

1 Introduction

2 Theoretical Foundations

3 Life-Force as the Underlying Motivation

4 Understanding the Operational Context

5 Purpose, Capabilities, and Strength of Motive

6 Perseverance and Determination

7 Passion and Sacrifice

8 Value of Goals and Objectives

9 Constraints, Pressure Points, Decisive Points, and Centers of Gravity

10 That Which Truly Matters

11 The Influences of Alternatives and Pressures on Will

12 Balancing Advantages, Disadvantages, and the Marvelous Trinity

13 Complex Adaptive Systems (CAS) and Will

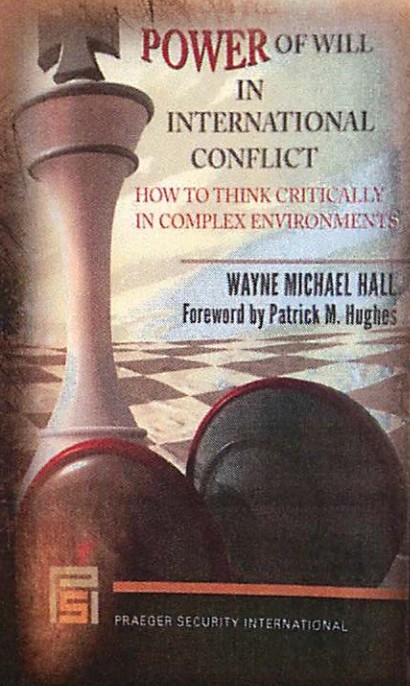
14 The Thinking Adversary

15 How to Think Critically about Will

16 Conclusion: A State of Continuity

- *Glossary*
- *Bibliography*
- *Index*

Exemplar 15—Colonel Walters' Book Review



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Review of *The Power of Will in International Conflict*
Eric Walters, Colonel, US Marine Corps, Retired

Compared to his previous books on how to think about conducting intelligence operations supporting national security, Wayne Michael “Mike” Hall’s latest work appeals to much wider audience. The title easily suggests its relevance for national policy leaders and professional strategists, but this work encompasses much more. Hall infuses his argument with not only theories of conflict, but also includes much evidence drawn from psychology, literature, and philosophy. The reader will find not only a well-articulated lexicon and conceptualization of human will, but also the author’s intellectual map to uncover all of this and his essential requirements for disciplined “deep thinking.” For fans of his earlier books, this and much else besides will seem familiar at first glance. However, it is quickly evident that Hall’s previous work was only exploring the foothills of his subjects. Here he takes his thinking—and his reader—into intellectual “high country” as he terms it. It’s worth the climb; the journey is every bit as important as its ultimate destination.

Be forewarned: the author assumes the reader possesses at least a modicum of familiarity with and appreciation of history, strategic theory, and philosophy. *The Power of Will in International Conflict: How to Think Critically in Complex Environments* is neither a book for dilettantes in strategic theory nor novice practitioners of critical and creative thinking. Mike Hall guides his notional acolytes through his arguments leading upwards and out of “Plato’s Cave” of intellectual darkness and inertia, rising into the “high country” of understanding. These acolytes he terms: (1) an “Über-thinker,” one with significant intellectual abilities and accomplishments who has yet to reach the height of his powers; and (2) a “thought pilgrim,” who may lack in many of these areas but nevertheless possesses the genuine desire, persistence, and stamina to make the trip. Of course, the other acolyte is the reader, who might be either an Über-thinker or thought pilgrim, but likely falls somewhere in-between. The climb is rugged but the scenery quite rich with insight; for those not quite as familiar with Hall’s academic and artistic references, the book is fortunately not stingy with citations. While the reader likely suspects there may be other paths to understanding will than this one, so far no one (in the English language, leastways) has made the kind of claim Mike Hall has.

At the outset, it can be easy to mistake the author’s “14 Elements of Will Thought Model” and diagrams of the “Collision of Wills” as something static, but a detailed reading quickly puts that notion out of mind. This categorization/classification is useful in establishing concepts and basic premises, as well as a outlining a general topology for the phenomenon. But once the reader delves into the details, the chapters portray an organic, dynamic environment of struggle full of challenges and peril. Each chapter dissects each element, relevant considerations, and inevitable collisions not only theoretically and philosophically, but also historically and artistically. Hall does not rely on inductive argumentation resting purely on appeals to needs and values. He cites military theorists, philosophers, writers, poets, and more to buttress his claims. This is what makes the book so appealing to so many audiences. It’s indeed a “crossover” work; there are many ways to approach and understand his broad-based logic.

The author synthesizes his discrete analysis of the 14 Elements of the Will Thought Model as he explains the holistic nature of active opposition with chapters on “Complex Adaptive systems (CAS) and Will,” “The Thinking Adversary,” “How to Think Critically About Will,” and his final conclusions on why this subject deserves far greater attention than it has gotten in the

Western tradition. His conceptions defy easy generalization; the book resists leisurely skimming. One is compelled to immerse oneself in Hall's musings, assumptions, and methods.

There will be counterarguments that this book should have included various paths towards understanding human will in conflict and not just this one. Some might say there should be more detailed historical cases demonstrating the applicability and superiority of Hall's conception. Given the book's length and purchase price as it is, inclusion of these might well have put it intellectually and financially beyond the reach for many. Others are already taking up the task and we can expect more to come.

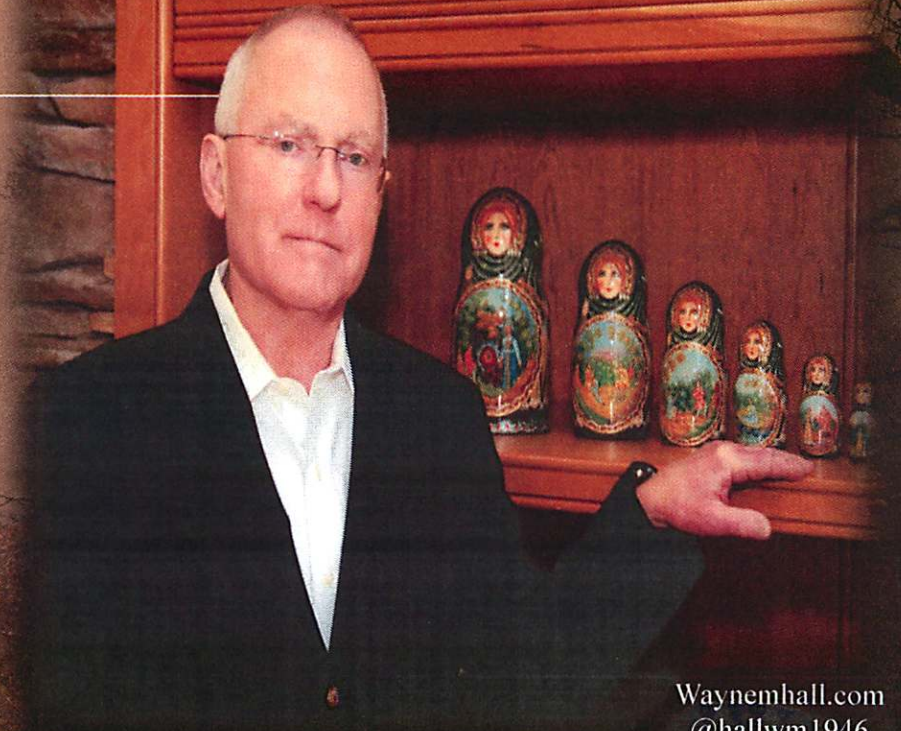
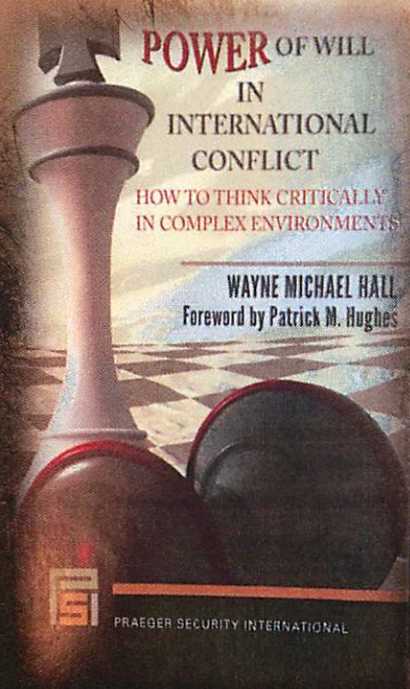
Published in the same month as *The Power of Will in International Conflict: How to Think Critically in Complex Environments*, RAND Corporation published alternative conceptions in two publications: *National Will to Fight: Why Some States Keep Fighting and Others Don't* (2018) and *Will To Fight: Analyzing, Modeling, and Simulating the Will to fight of Military Units* (2018). Both these and Hall's work were developed independently of each other; the contrast in approach could not be more starkly differentiated. One should expect that given the RAND publications are authored by a committee, whereas Hall's work is his alone. It should be immediately apparent that some sort of method in understanding human will in international conflict is likely better than not having one at all, if for no other reason in aiding study and effective explanation. Beyond that, such competing concepts should widen our field of view on the topic of will, particularly when applied to various cases.

While Hall uses historical examples to illustrate his points, others will no doubt dissect historical cases in far greater detail, aiming to evaluate just how well his conception clarifies and explains the contest of wills evident in them. This book ought to inspire terminal degree and post-doctoral investigations to determine whether Hall's theory is useful in explaining all varieties of international conflict through the lens of will. Semester-long graduate-level academic seminars could be devoted toward such an end. As such, *The Power of Will in International Conflict: How to Think Critically in Complex Environments* is a benchmark work that others will inevitably use as a jumping off point or reference for their own inquiries.

Mike Hall, in this most significant book, has surveyed the intellectual high ground, providing us a direction of travel and the necessary waypoints for facilitating our understanding of something so fundamental to success in conflict. If nothing else, he has thrown down the challenge for others to build upon or overturn his formidable conceptualization. This is an indispensable work for strategists, senior policy officials, academicians, and students of history, conflict theory, and cognitive performance.

Exemplar 16—BG

Smith's Book Review



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John Smith Review of *The Power of Will in International Conflict*

The Power of Will in International Conflict: How to Think Critically in Complex Environments

Author: Wayne M. “Mike” Hall

Reviewer: John W. Smith, Brigadier General, U.S. Army (Retired)

October 11, 2018

“Will” is an idea. It is an idea that if acted upon, or even if ignored, can have enormous consequences. People talk about will all the time, but often just in passing—“where there’s a will there’s a way.” But this book could never be characterized as a casual treatment; it is a full-fledged assault on “will.” It examines will in every imaginable way—and some ways that the reader (especially this one) would never conceive. It describes what will is (14 elements), it identifies the main factors that can influence its application, it provides thought models for thinking about the fine-grained dimensions of imposing one’s will. And it cautions repeatedly that one’s understanding of will can be fleeting—owing to time and the omnipresent “connectedness” of...well...just about everything. The author uses multiple original approaches and artful devices to make just that point; “just about everything” would never do in Mike Hall’s precision explanation of how things—real and intangible—interact to help or thwart imposing one’s will.

Wayne Michael Hall, Mike Hall to his friends and professional contemporaries, is a former US Army general officer with an unmatched, decades-long reputation for excellence as an intelligence expert. But that’s just his topline biography. He is a prolific writer. He is a thinker; let me say that again with feeling. Mike Hall, in my estimation, is easily one of if not the best thinker that the Army has produced over the last three decades. He is a self-described theorist. He is a philosopher and poet. He is frustrated when the explanation of the “whole” escapes.

“Parts into wholes electrify my soul; it is holism I seek—it is the goal, the peak for which I climb and strive to find the sublime, and eventually find!”

If you grabbed this book, hoping to do a quick, casual “beach read,” you will be disappointed. “This book is arduous...the subject is difficult too...” These are his words. Instead of being defensive, he attacks: “People may try to simplify this subject and denigrate its complexity, but if so they don’t speak the truth.” The author is an unapologetic deep thinker; he loves the notion of breaking things apart (analysis) and reassembling them (synthesis and holism).

“Down, down into the depths of the well of thought I go, where my thoughts come from, nobody knows; I do know in this, my place of intellectual refuge, my thoughts become clear, intense, extensive, relational, combinatorial, yet agile enough to shift when I see my mind glow.”

If you picked up *The Power of Will in International Conflict*, hoping to woo your significant other into getting married, there surely is grist here to satisfy that challenge, but if you need this much help, you are likely way over your head. This reader suggests instead: stick to buying flowers and bling and for heavens’ sake don’t mention his or her pudginess. If, however, you have a serious, complex challenge where imposing your personal or organization’s will could be the answer, this book is for you.

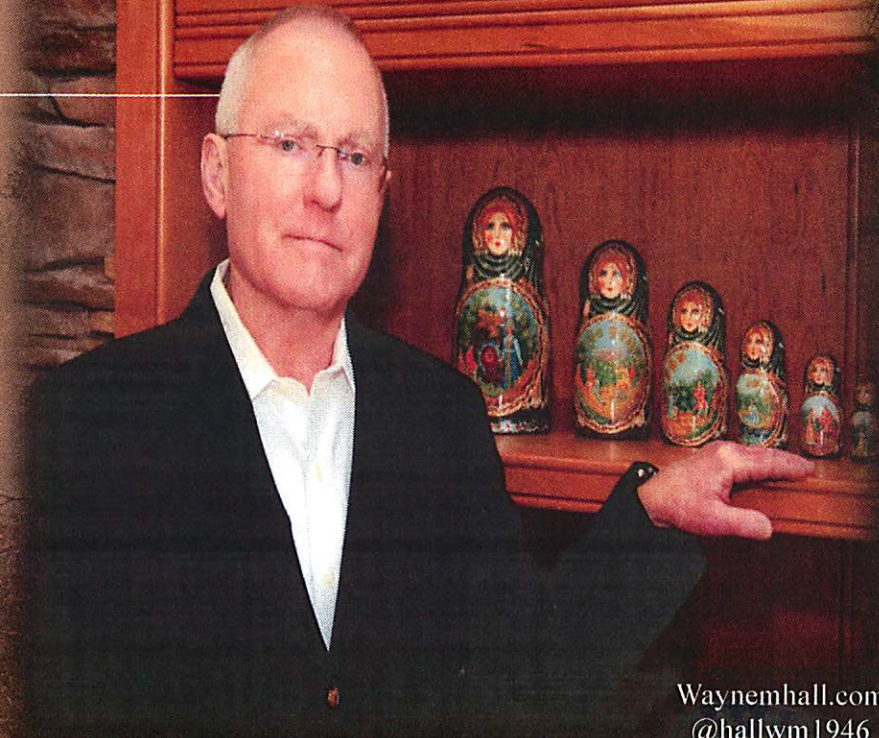
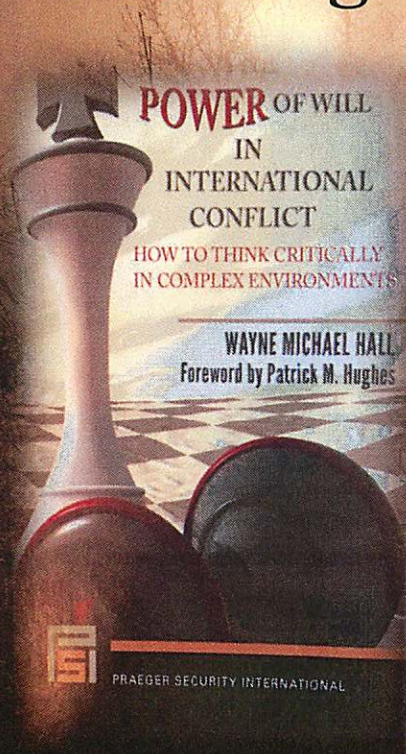
In a decade or so from now, I predict that this work will be a well-regarded classic. It will have

guided multitudes to understand how to think about will; how to craft strategies to pursue its imposition; how to have experienced the wild pendulum ride, moving back and forth between one's own view of the challenges, pros and cons, to imposing your will PLUS seeing, assessing and, yes, even wargaming the other side's views of those same issues and challenges. Reading alone can, and probably will, leave the reader overwhelmed. Study, contemplation, and re-reading is needed to mine this gem. I found that coming to the two month-long experience of tackling this book was made doable, profitable, and yes even enjoyable because I also came armed with a real-life Army readiness-related challenge that I was attempting to unravel...and resolve. By the end, even though this book leads the reader on a journey about will, it is clear that there's more than will. This is really also a book about how to think about logically solving hard problems. Mike Hall goes to great pains to advertise his focus on understanding the whole, sometimes even denigrating those of us who have a proclivity toward reductionist approaches. But he fails at disguising his practical side. Yes, he is a theorist; but he is also the ultimate pragmatist.

He has used thought models and poetic excursions into his inner sanctum, he has used philosophical discussion (citing old masters), he has used unique graphics...and much more. For me, one of his most useful tools that helps practical application of his thinking is the simple but elegant model that visualizes the intersection of seven domains of conflict with four levels of conflict. His discussion proceeds to superimpose centers of gravity upon this construct. There is much going on through this almost 400 page correctly-labeled arduous and difficult book. This side excursion into providing the reader with practical ways to internalize and apply a largely theoretical discussion to real world problems I believe over time will be one of this book's ultimate tests of its utility and value.

My final comment might be taken as blasphemous; that is not my intent. I simply want to make the point, without equivocation, that this is a serious book. It is a book, much like the Bible, that I think will eventually be seen as timeless. Mike Hall's work is seminal and priceless. *The Power of Will in International Conflict* should be in the library of anyone who thinks that they are in the business of bringing real-world solutions to real-world complex problems—be they in the business world, government, the military, academia or anywhere else where serious minds congregate to discuss hard issues.

Exemplar 17— Granddaughter's Essay



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Books have a way of changing how we view the world around us. Tell us about a book that impacted your world view. How has this affected your life in tangible ways? 500 words

I love to read and feel that there are many books that have impacted my world view. I considered countless options when pondering this essay, including obvious choices such as *The Diary of Anne Frank* and *The Holy Bible*. My final choice, a book titled *The Power of Will in International Conflict*, may appear to be an unusual one for a seventeen-year-old-girl. Written by my grandfather, it was published earlier this month. Although this book is brand new, it has already impacted my world view in a significant and personal way.

Although the content of my grandfather's book is extremely complex and will take many readings in order for me to fully understand it, I already view the concept of "will" in a much different way than I did in the past. Learning about this abstract, difficult concept has been fascinating, but is not what impacted me the most about this book. What really changed the way I see the world is experiencing the process my grandfather went through to write it.

My grandfather first told me the idea for his latest book more than two years ago during my yearly summer visit to Virginia to see him and my grandmother. Through the use of the Socratic method, he shared the concept of will and led my brother and me in a thought-provoking conversation about it. I was captivated by the passion he expressed and the complex diagrams he drew out right there in front of us, using some of our input and ideas. My grandfather kept me updated on the progress of his book through phone calls, texts, and emails and two weeks ago, when he handed me my own copy of *The Power of Will*, I almost burst with the pride and love I felt for him. As I reflect about the process he undertook, I realize that his book is affecting my life in many tangible, significant ways.

I've learned the power of dreaming "big" and that determination, hard work, and perseverance are needed in order to achieve anything that is going to make a real impact on our world. I am also becoming increasingly aware of the importance of original thought. I am inspired by the fact that my grandfather developed his own definition of the concept he wrote about and that there is no other book exclusively about this topic.

The way my grandfather's conversations about his book encouraged and cultivated my natural intellectual curiosity is another tangible way *The Power of Will* has affected my life. I can picture myself talking with my future college classmates, professional colleagues, and family members in such a way, hopefully encouraging others' creativity and productivity. Finally, I am learning how important it is to leave one's mark on this world. Writing this book is one of the ways my grandfather is striving to do this and his efforts inspire me to do everything I can to leave my own mark, in my own way.

LEFTOVERS

Truthfully, it was a concept about which I rarely gave much thought and I certainly never imagined that 400 page book could be written about it.

Determination, hard work, and perseverance are needed in order to achieve anything that is going to make a real impact on our world. MANY steps are needed in order to achieve a goal this big,

including thinking of the concept; developing original ideas about it; conducting research; refining the concept; working hard to communicate these ideas; and making ongoing edits.