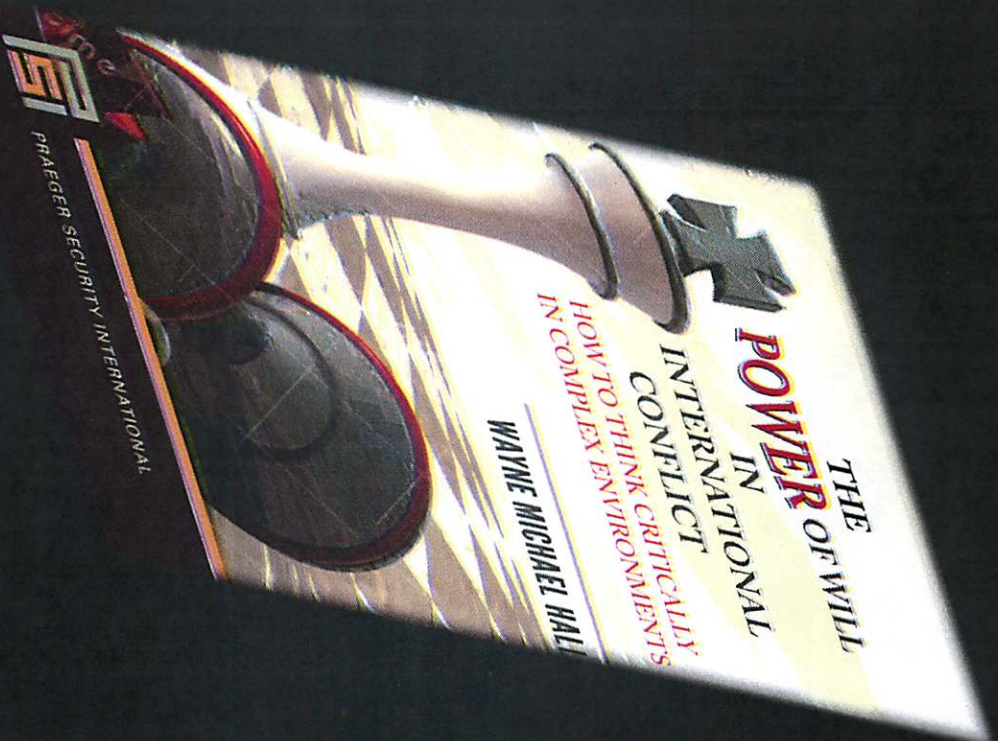


# Foreword

Wayne Michael Hall, Ed.D.  
Brigadier General  
US Army, Retired



8/13/19



# Winning in Conflict and War

## Via the Power of *Will*

Wayne Michael Hall, Ed.D.  
Brigadier General  
US Army, Retired

In the author's spoken words, a brief explanation of some of the salient points of interest in the book.



1



8/13/19



# Intellectual Foundation of The *Power of Will in International Conflict*



## 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.



# 'Talking' with the Masters and Using Their Ideas



## High Technology

*On Guerrilla Warfare*  
*The Art of War*  
*Battle of Austerlitz*  
*On War*  
*Seven Pillars of Wisdom*  
*Strategy*  
*The Gallic War*  
*Battles of Ilium and Zama*  
*Eastern Front WWII*  
*Blitzkrieg WWII*

*The Divine Comedy*  
*The Human Condition*  
*Heart of Darkness*  
*Crime and Punishment*  
*Beyond Good and Evil*  
*The World as Idea and Will*  
*For Whom the Bell Tolls*  
*Faust*  
*Zen and the Art of Motorcycle Maintenance*

## Entanglement

Checking in  
 With the  
 Masters

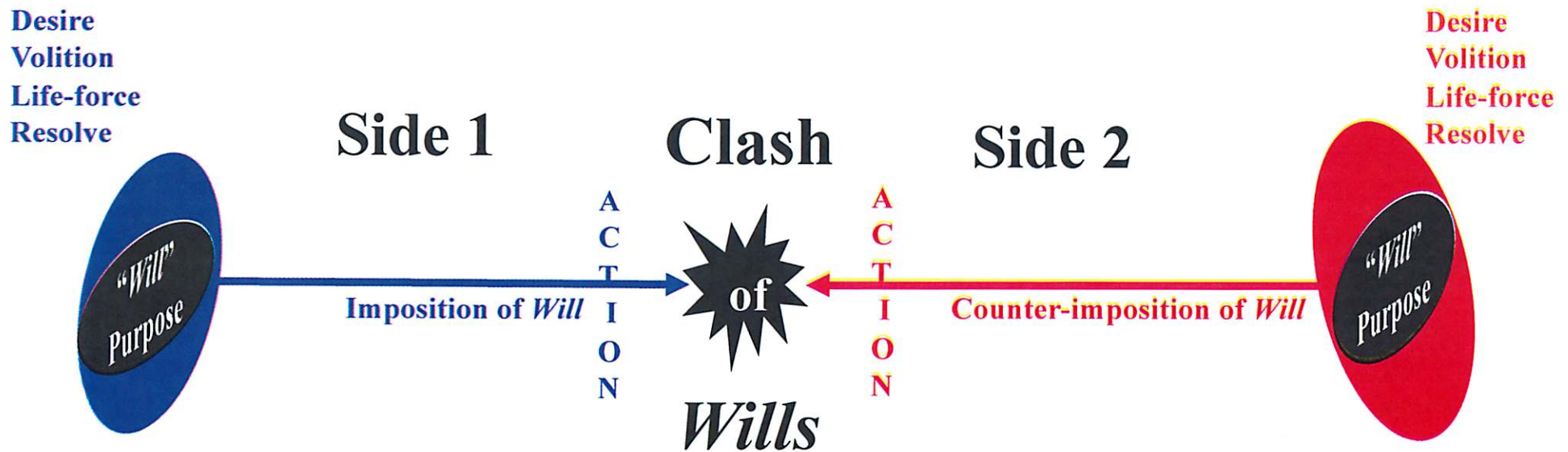


# Select Discussion of Book's Big Ideas

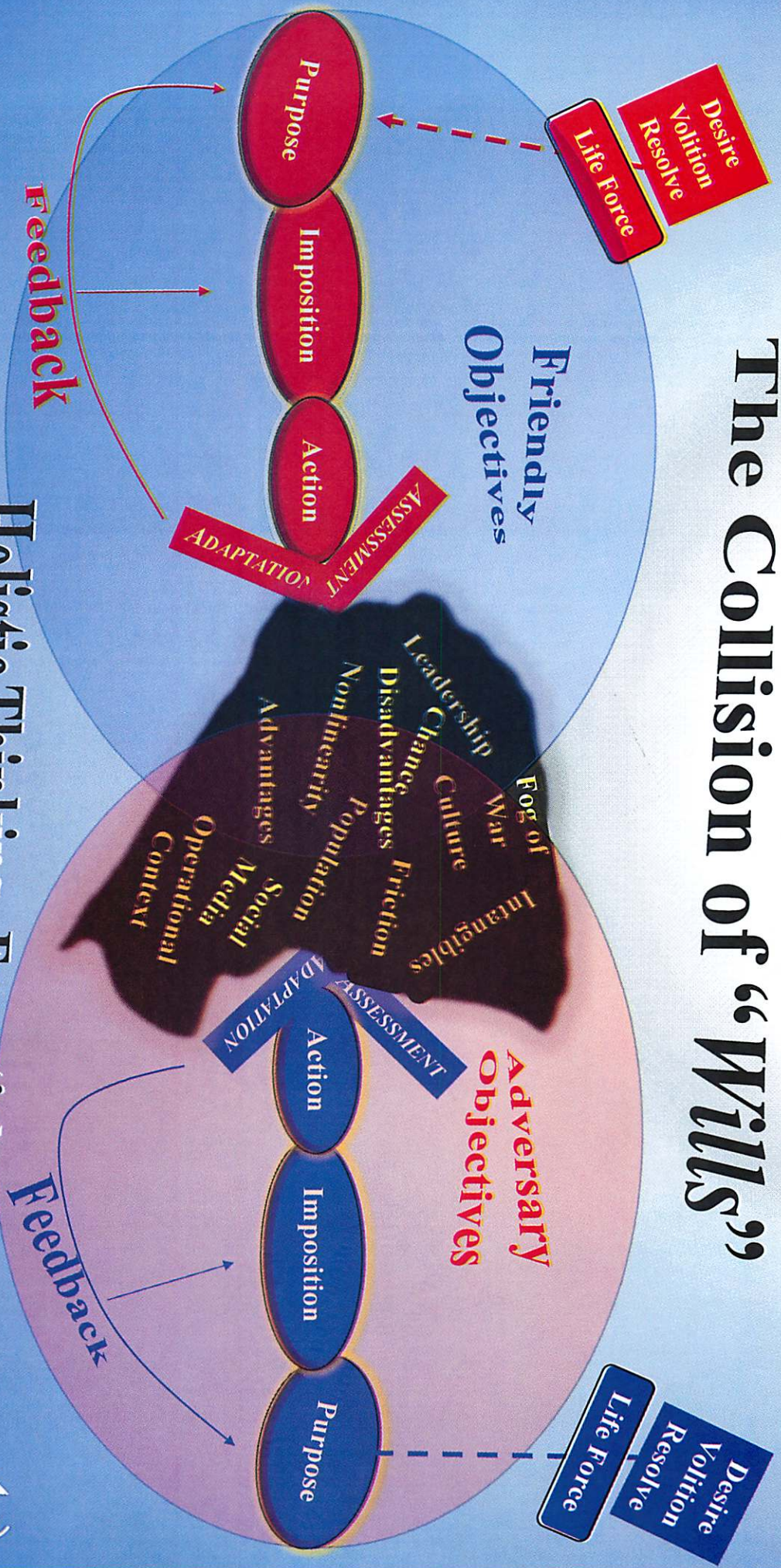


# Models to Help Us Think

# *“Will”—The Essence of the Problem*



# The Collision of “Wills”

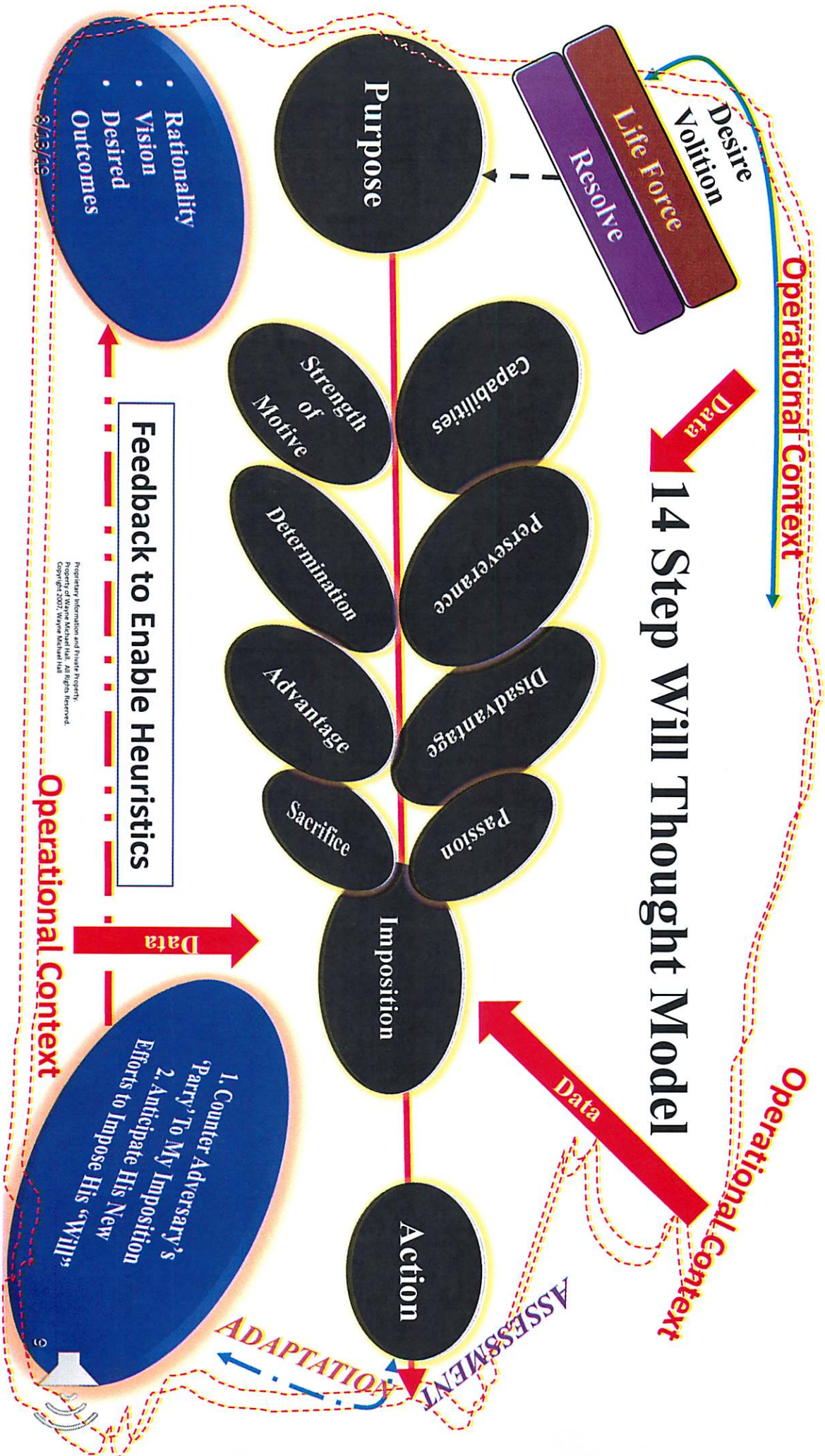


## Holistic Thinking—Essential

8/13/19

Proprietary Information and Private Property  
Property of Wayne McQuay LLC. All Rights Reserved.  
Copyright 2007, Wayne McQuay LLC





Riding The Wild Pendulum

# Duality



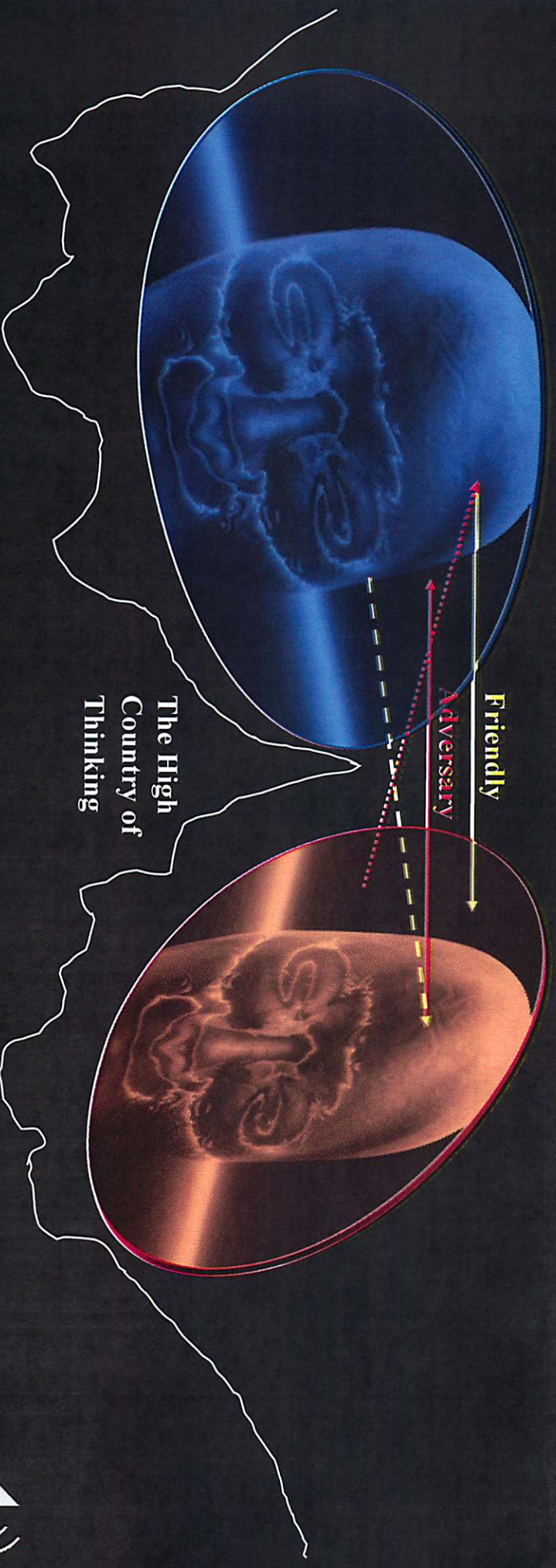
**Nonlinear Operational Contexts – Duality Always in Mind**

8/13/19

Proprietary Information and Private Property,  
Property of Wayne Michael Hall. All Rights Reserved.  
Copyright 2017, Wayne Michael Hall



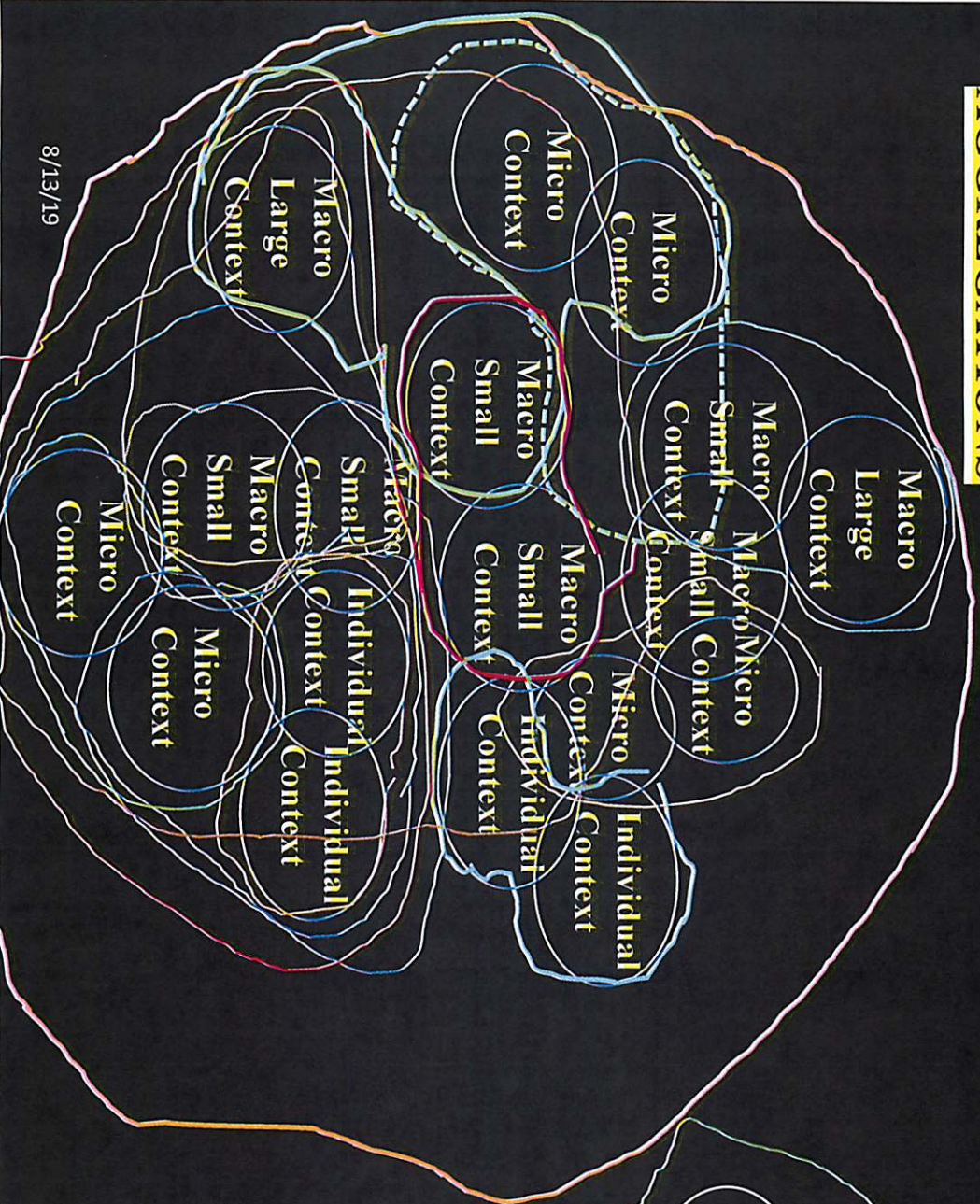
# Wargame the Adversary's Wargaming



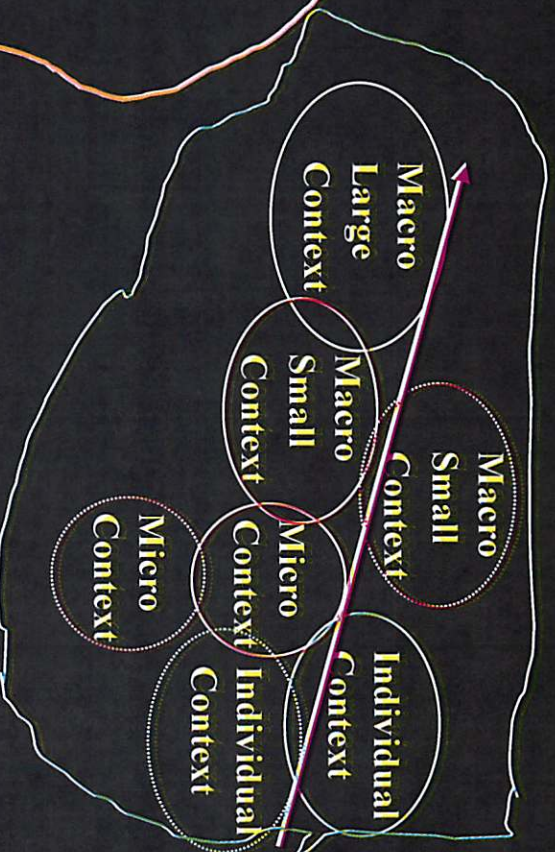
# Operational Context and Bouts of *Will*



# AGGREGATIONS

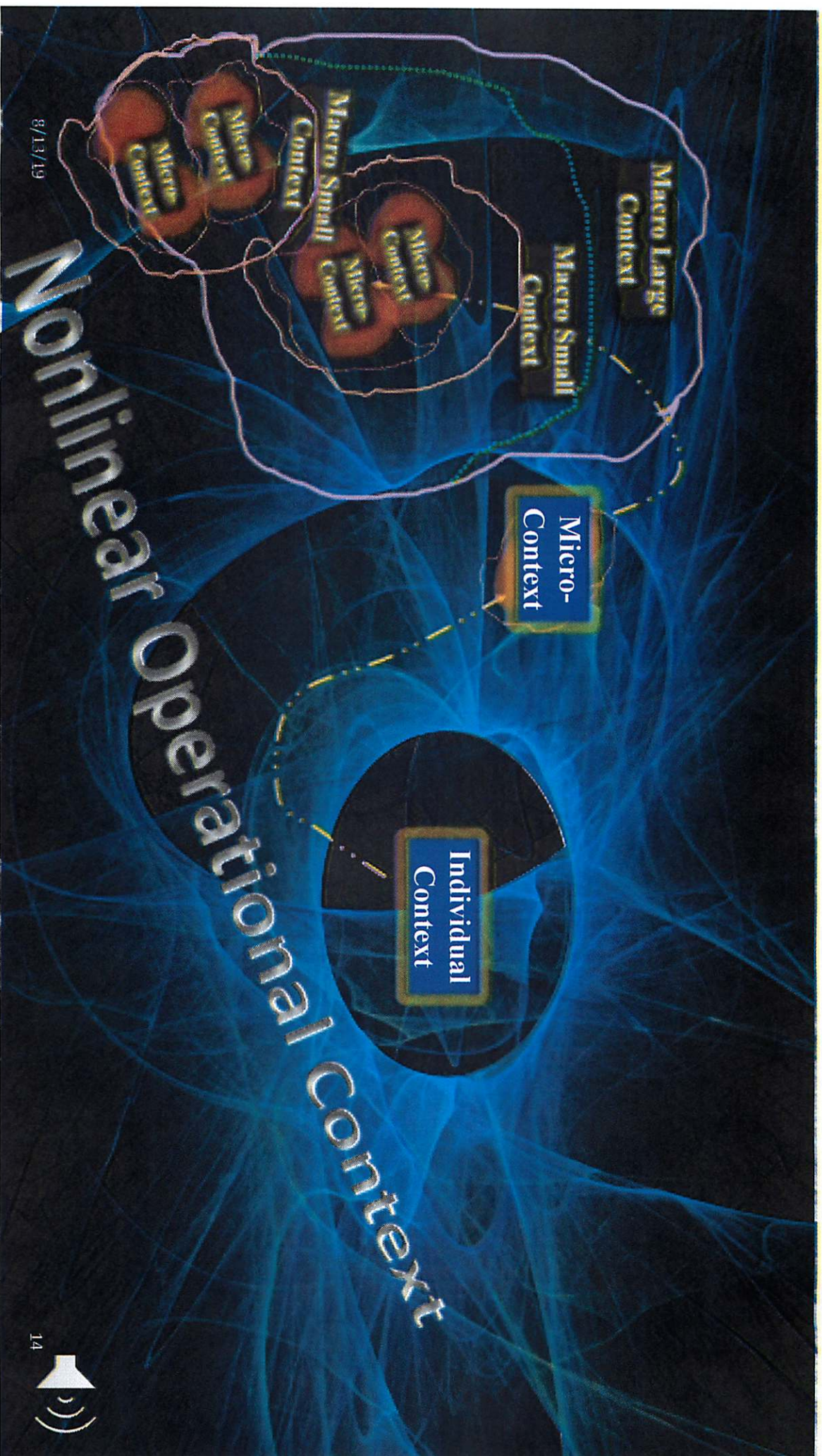


8/13/19



# AGGREGATIONS





8/13/19



# Characteristics of Nonlinear Systems

1. Constant presence of change and turbulence
2. Non-additive
3. Accurate prediction impossible
4. Importance of context
5. Edge of chaos
6. Difficult to establish causes for effects
7. Sensitive dependence on initial conditions
8. Small inputs can lead to large outputs
9. Presence and influence of friction
10. Presence and influence of randomness
11. Presence and influence of CAS
12. Presence and influence of sensitive variables
13. Presence and influence of co-evolution
14. Presence and influence of adaptation
15. Importance of observed/observed relationships
16. Presence and influence of tendencies
17. Presence and influence of aggregations
18. Presence and influence of untidy rules

**Virtual And Physical BARRAINS**

**Context**

**Rules**

- Social
- Moral
- Life
- Real
- Law
- History
- Politics
- Economics
- Myths
- Religion

**Models**

- Feedback
- Computer
- Abstract
- Antark
- Kidnap
- Suicide
- Poison
- Diseases
- Disasters

**Act**

**Culture**

**Context**

**Rules**

- Social
- Moral
- Life
- Real
- Law
- History
- Politics
- Economics
- Myths
- Religion

**Models**

- Feedback
- Computer
- Abstract
- Antark
- Kidnap
- Suicide
- Poison
- Diseases
- Disasters

**EVALUATE**

**ADAPT**

Virtual And Physical BARRAINS

Context

Rules

- Social
- Moral
- Life
- World
- Relative
- Law
- History
- Passions
- Politics
- Economics
- Technology
- Myths
- Ideology

Models

- Feedback
- Computer
- Abstract
- Antark
- IED
- Kidnap
- Suicide
- Poison
- Diseases
- Diseases

Act

Culture

Context

Rules

- Social
- Moral
- Life
- World
- Relative
- Law
- History
- Passions
- Politics
- Economics
- Technology
- Myths
- Ideology

Models

- Feedback
- Computer
- Abstract
- Antark
- IED
- Kidnap
- Suicide
- Poison
- Diseases
- Diseases

EVALUATE

ADAPT

Virtual And Physical BARRAINS

Context

Rules

- Social
- Moral
- Life
- World
- Relative
- Law
- History
- Passions
- Politics
- Economics
- Technology
- Myths
- Ideology

Models

- Feedback
- Computer
- Abstract
- Antark
- IED
- Kidnap
- Suicide
- Poison
- Diseases
- Diseases

Act

Culture

Context

Rules

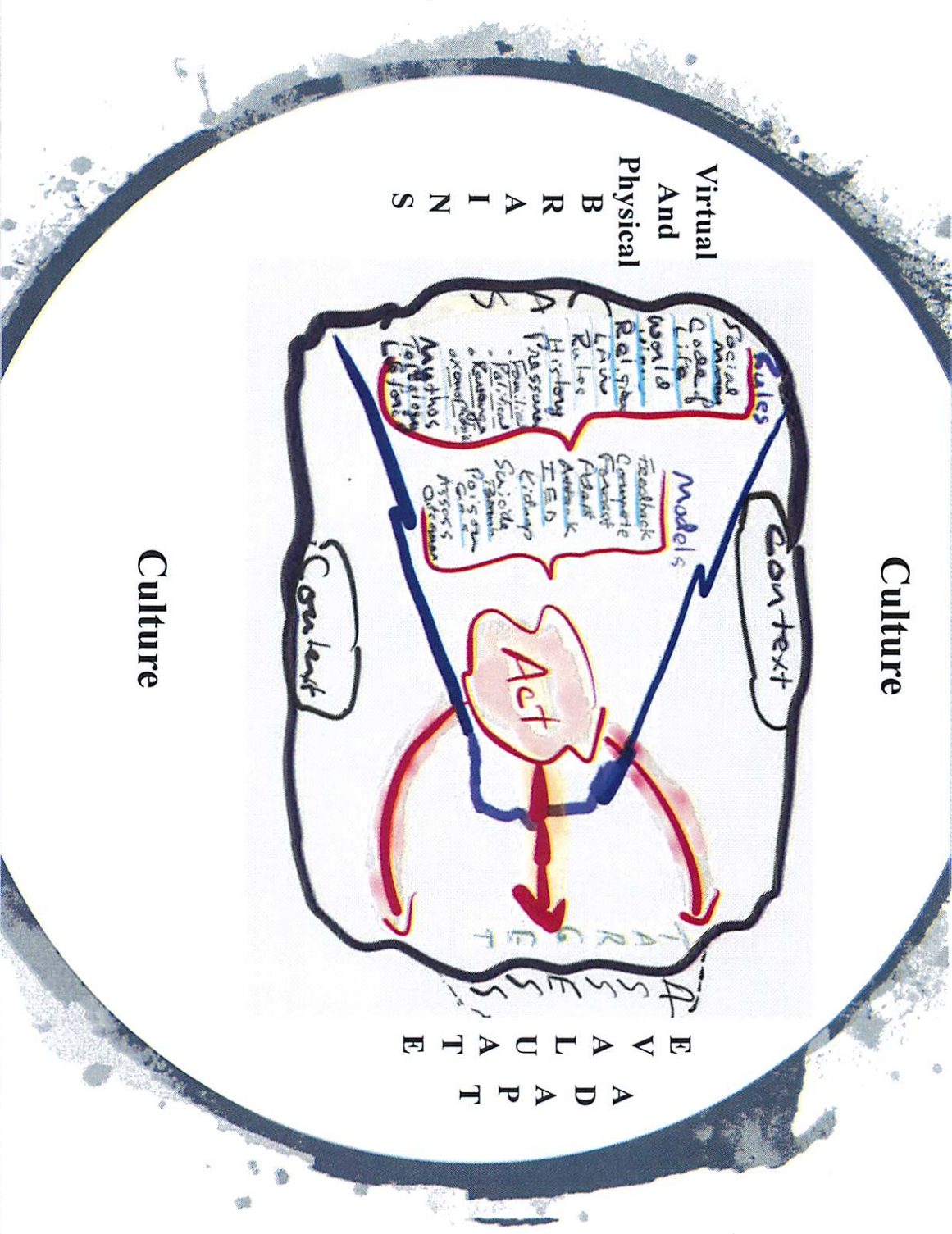
- Social
- Moral
- Life
- World
- Relative
- Law
- History
- Passions
- Politics
- Economics
- Technology
- Myths
- Ideology

Models

- Feedback
- Computer
- Abstract
- Antark
- IED
- Kidnap
- Suicide
- Poison
- Diseases
- Diseases

EVALUATE

ADAPT



**Virtual And Physical BARRAINS**

**Rules**  
 Social, Moral, Life, World, Relative

**Models**  
 Feedback, Computer, Abstract, Antark, Kidnap, Suicide, Political, Religious, Philosophical, Historical, Law, Rules

**Context**

**Culture**

**Act**

**EVALUATE**

**ADAPT**

**Virtual And Physical BARRAINS**

**Context**

**Rules**

- Social
- Moral
- Life
- World
- Relative
- Law
- History
- Passions
- Politics
- Economics
- Technology
- Myths
- Ideology

**Models**

- Feedback
- Computer
- Abstract
- Antark
- IED
- Kidnap
- Suicide
- Poison
- Diseases
- Diseases

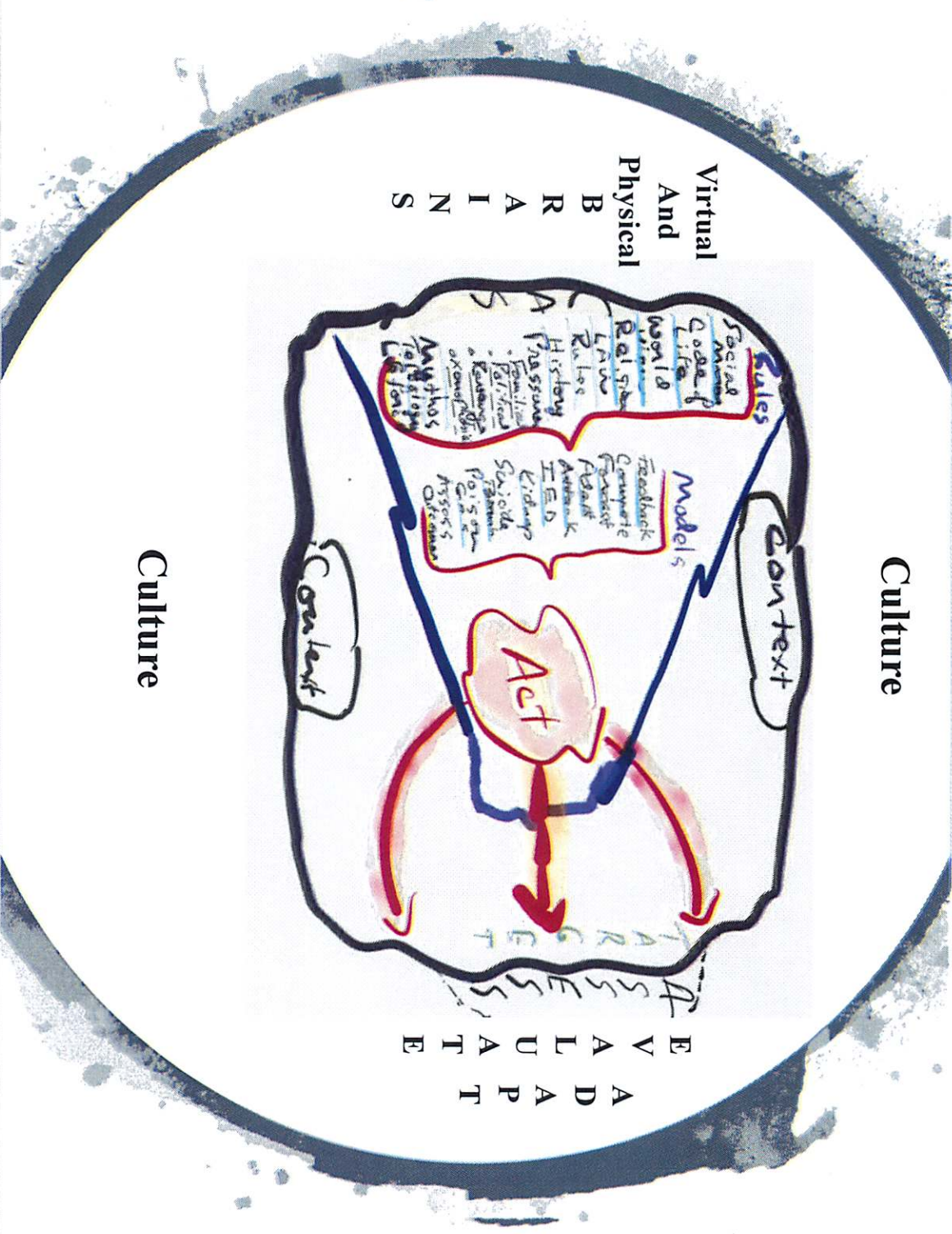
**Act**

**Culture**

**Context**

**EVALUATE**

**ADAPT**



# Slide 16 Considerations to Think Effectively About *Will*

Slide 18 Considerations of *Will*

Slide 19 Thinking About the Adversary's Mind's Eye

Slide 20 Imagining the Mind's Eye

Slide 21 Thinking Like the Adversary

Slide 22 Thinking Model for Adaptive Adversaries

Slide 23 Matrix War

Slide 24 The Matrix in Simple Form

Slide 25 Connectedness in Matrix War

Slide 26 Connections—COGs in Vertical Domain Silos



# **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. Affecting CAS Adaptation Cycles**

- 11. That Which Truly Matters**
- 12. Trinity, Incentives, and Inducements**
- 13. Value of Objectives**
- 14. Constraints**
- 15. Pressure Points, Decisive Points, COGs**
- 16. Kinds of 'Will'**
- 17. Fear of Alternatives**
- 18. Pressures**

Proprietary Information and Private Property.  
Property of Wayne Michael Hall. All Rights Reserved.  
Copyright 2017, Wayne Michael Hall



# The Mind's Eye and Thinking Like the Adversary Thinks Attack His Plans At Their **Inception**



# Imagining the Mind's Eye



Upper Mind  
Knowledge  
Imagination

Lower Mind  
Dreams  
Intuition

Mind's Eye:  
Creativity  
Synthesis  
Holism

Proprietary Information and Trade Secret  
Property of Wayne Michael Hall. All Rights Reserved.  
Copyright 2017, Wayne Michael Hall

# Wargame Your Adversary's Wargaming

## Thinking Like The Adversary Thinks

- Who is he?
- How does he think?
- What is his culture?
- What are his goals?
- What are his objectives?
- What are his resource?
- What are his constraints?
- What is his morality?
- How strong is his 'will'?

## Do You Know 'How to Think' Like Your Adversary?

8/13/19

Proprietary Information and Private Property.  
Property of Wayne Michael Hall. All Rights Reserved.  
Copyright 2017, Wayne Michael Hall

# Co-evolution and Adaptation

## 13 Steps to Power, 13 Steps to Vulnerability

1. Perceive
2. Think
3. Plan
4. Decide
5. Act
6. Assess
7. Observables
8. Collect Data
9. Information
10. Knowledge
11. Evaluate
12. Learn
13. Adapt



# Matrix War

## 28 Cells

### Where Bouts of *Will* Play Out



# Vertical Domain Silos of Conflict

## Levels of Conflict Troughs

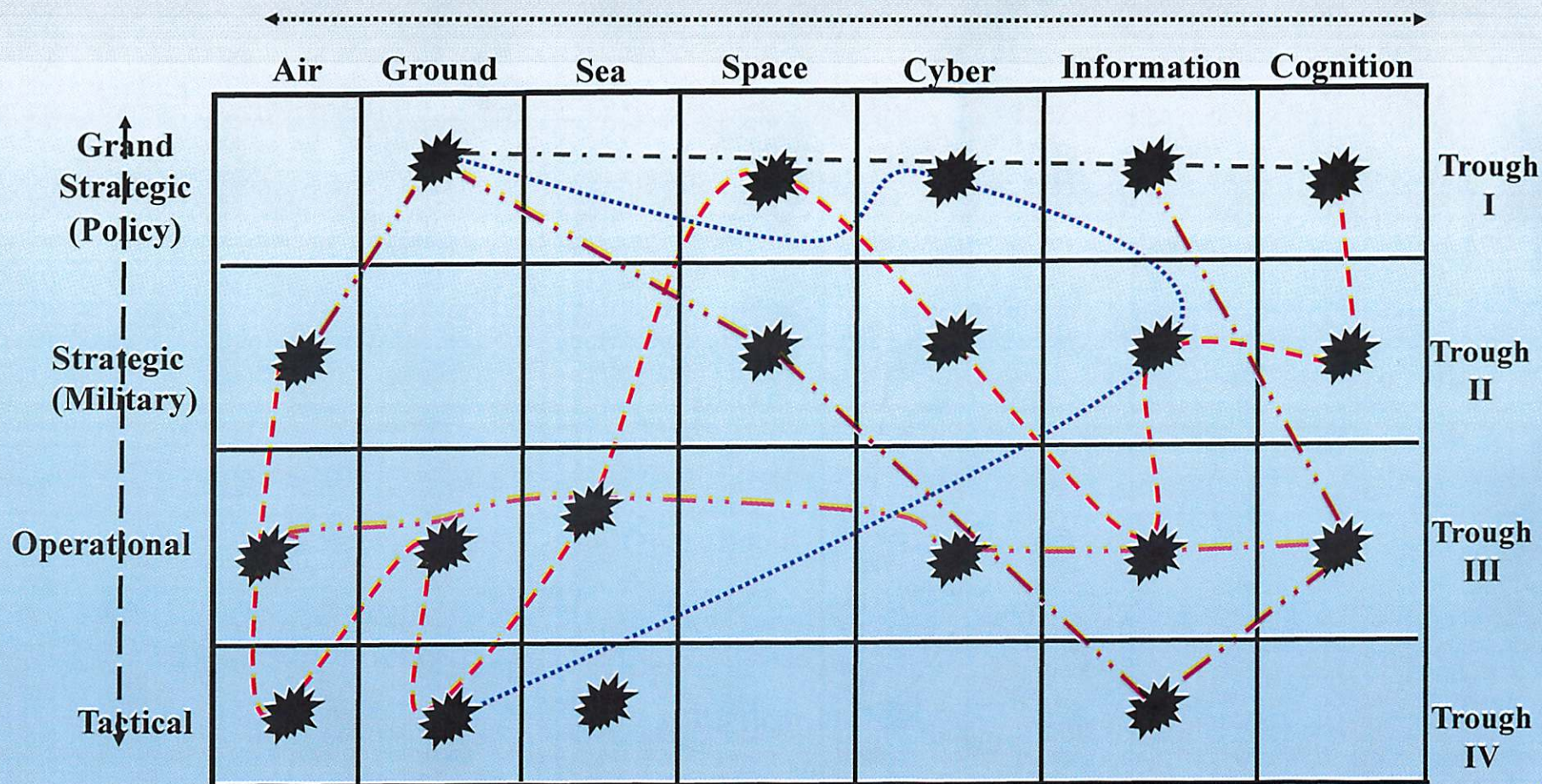
	Air	Ground	Sea	Space	Cyber	Information	Cognition	
Grand Strategic (Policy)								Trough I
Strategic (Military)								Trough II
Operational								Trough III
Tactical								Trough IV

28 Cells—Matrix War's Framework



# Vertical Domain Silos of Conflict

## Levels of Conflict Troughs



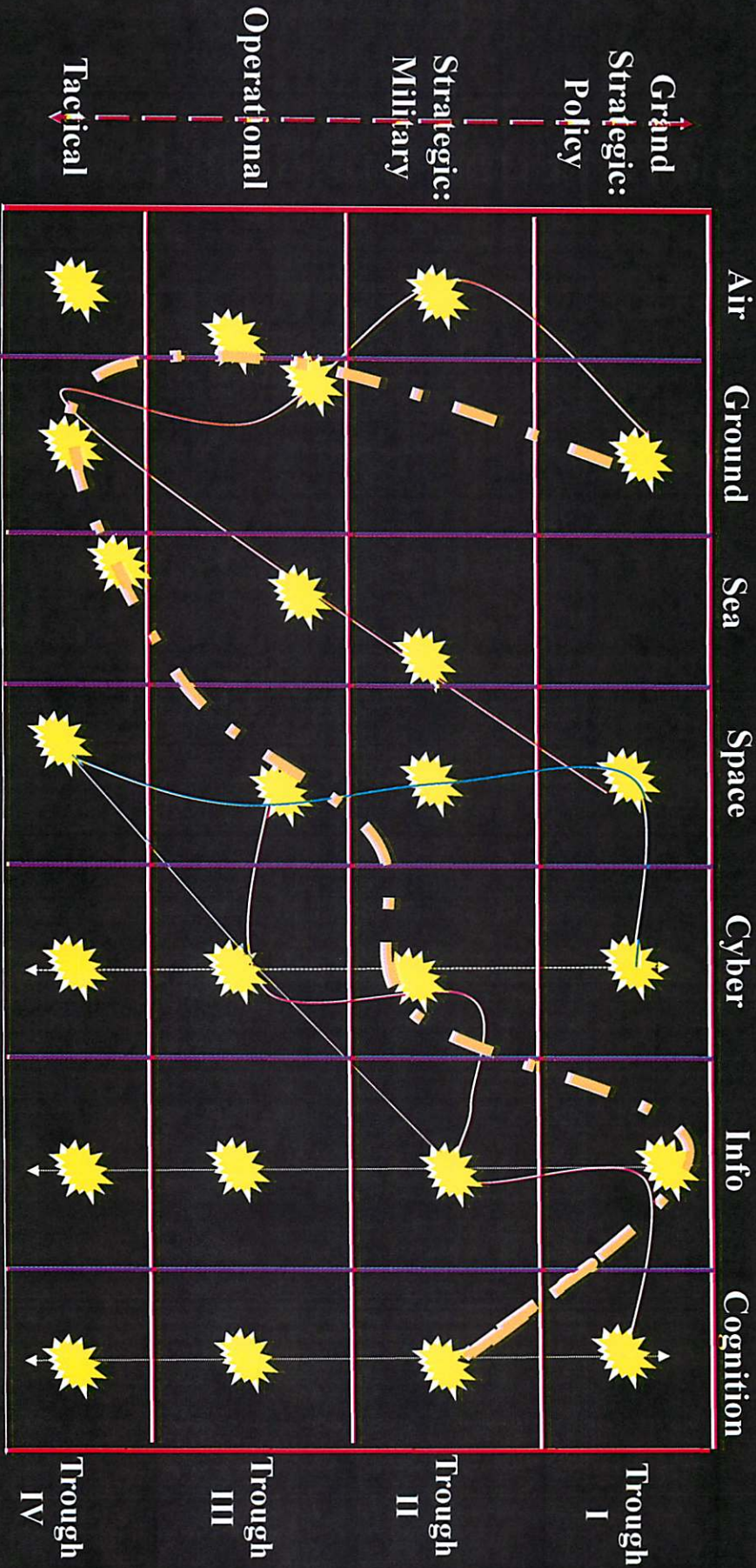
**Importance—Relationships, Connectedness, and Holism**



# COGs in Levels of Conflict Troughs

9/13/19

## Connections—COGs in Vertical Domain Silos



Proprietary Information and Private Property.  
Property of Wayne Michael Hall. All Rights Reserved.  
Copyright 2017, Wayne Michael Hall



# What We Be Done?

8/13/19



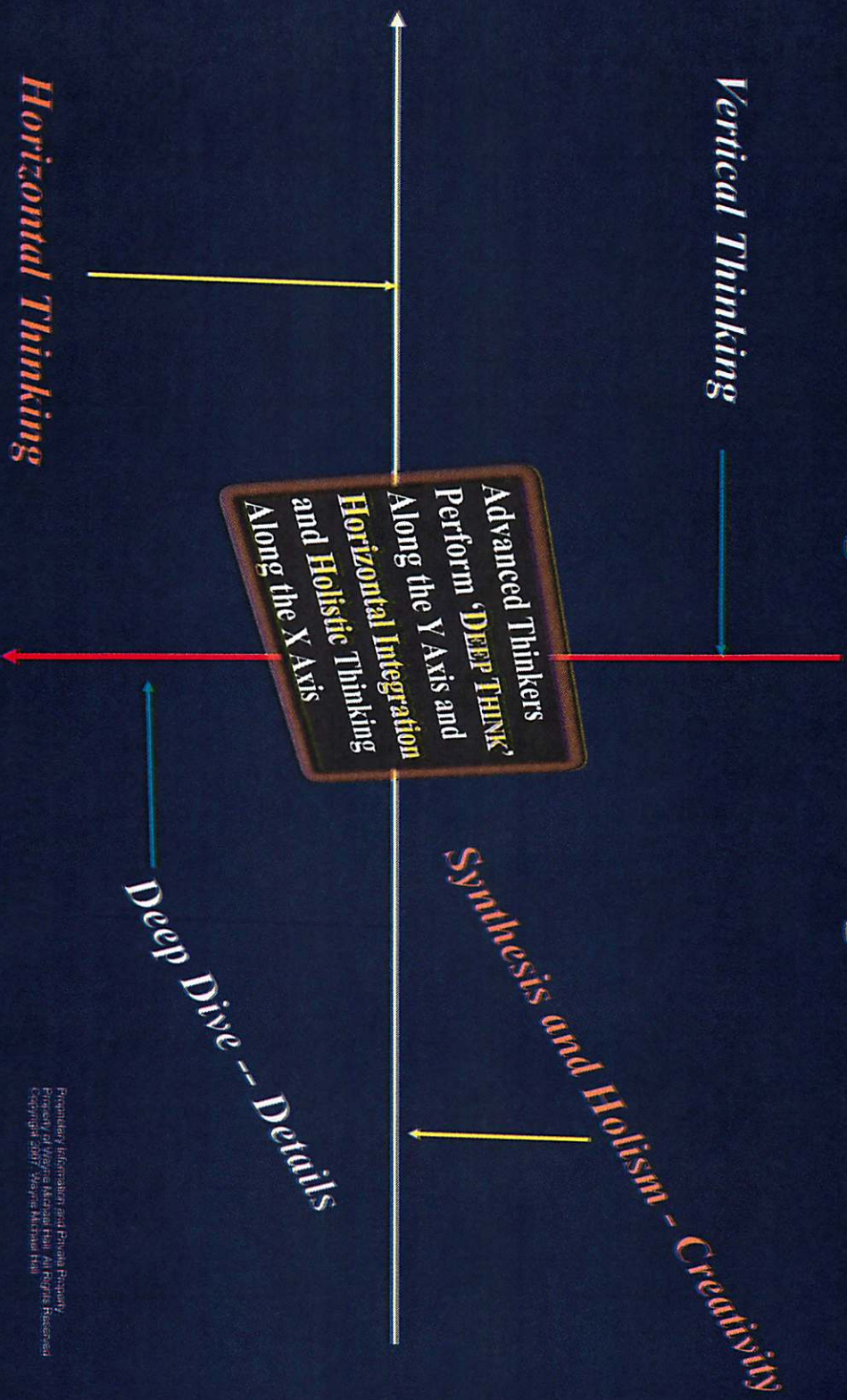
# Thinking Requirements Prove Rigorous

1. Synthesis
2. Holism
3. Imagination
4. Integration
5. Combinatorial
6. Analysis
7. Synchronization
8. Anomaly
9. Tendencies

10. Anticipation
11. Integration
12. Aggregations
13. Coalescence
14. Relationships
15. Connectedness



# Integrative Thinking



Proprietary Information and Private Property  
Property of Virginia Katsaris Hall All Rights Reserved  
Copyright 2017 Wayne Michael Hall

# Appearances and Strengths

Appearances—can be ‘real’ or mystic, thought or intuition, presence or apparition

1. Physical presence/anomaly
2. Imagination and mind’s eye
3. Past, present, and future action and vestiges
4. States of emotions
5. Insights and intuition about the future

Appearances can  
Induce Decay



Strengths—Examples of strengths that have to exist before their antipode (decay) can appear:

1. Resolve.
2. Purpose
3. Strength of Motive.
4. Capability
5. Perseverance.
6. Determination.
7. Passion.
8. Sacrifice.
9. Morality.
10. Ideology.
11. Position.
12. Ego.
13. Belief.
14. Value.

# What Needs to Be Done

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 the intellects of 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.
  - Integration, relationship, analysis, metacognition, combination prove valuable in learning ‘how to think.’
4. Learn and use, as a minimum, these ideas and concepts and models of *will*...
  - 14 essential elements of *will*
  - Wargaming the adversary’s wargaming
  - Co-evolution and adaptation—the struggle for ascendancy of *will*
  - 18 considerations of *will*



# What Needs to Be Done ... cont.

## Cont.

- Duality, ride the wild pendulum
- Where fights over *will* occur and connectedness—Matrix War—28 cells.
- How to wargame the adversary's wargaming

**5. Think about the four kinds of context, how they collide, and the possible effects of 17 characteristics of nonlinearity**

- Recognize and adjust to *nonlinear operational contexts* in which military and other kinds of security operations occur—advantages lurk here ...

**6. Identify the technology and organizational implications that come forth from a deep understanding of *will* and its role in any kind of conflict.**

**7. Outthink your adversary—attack his plans at their inception—win.**

