

FIELD GUIDE

SIMPLE WAYS TO APPLY “TACTICAL INFLUENCE” TODAY

TACTICAL INFLUENCE FIELD GUIDE

MH.

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Thanks for reading Tactical Influence and I hope you can use it as a baseline for improving the process and succeeding in your unique situation.

Over the course of years, I have found that yes, this is a proven way for small unit leaders in the Marine Corps and Army can influence local nationals, but also civilians can use the methods in their own career. This makes absolute sense because I took these ideas from the civilian world, not the military! When it comes down to it, this is simply sales.

It is using Cialdini's influencing approach that usually is revered in the sales world an implementing it into the counter insurgency fight. It is thinking from Munger's latticework of mental models approach and bringing that to course of action development. Let me be clear: this is really a communication thing. How you communicate is vital. How you communicate to your subordinates, leaders, peers, and those outside of your organization is going to be a reflection of whether you are successful or not. I think of it from this perspective:

If I can take the mental model approach and the use of influencing techniques to counter an insurgency, what can't this work with? You know what you are struggling with. You know the challenges that you face in your work and personal life. Don't you think you can use this framework, too? I know you can. I have used this in multiple areas of my life. Now it's your turn. I'm excited to hear from you and your success. Reach out to me, I'm easy to find:

Below is a checklist of the steps involved in building a network, influencing local nationals, and countering an insurgency with words. As you read the checklist, think through my story and how I applied these steps in Mosul. Then, consider how you can apply them to your situation.

STEP 01.

Meet Everyone

- Pick a street and secure the block with your vehicles on the perimeter.
- Knock on the first door. When someone answers,
 - » Introduce yourself.
 - » Tell them you're their new neighbor.
 - » Say you're there to protect them and their family.
 - » Ask if there's anything they feel you should know. Ask if they have information regarding bad people or weapons or bombs that might hurt them or their families. Don't expect them to tell you anything, at least not the first time you meet.
 - » Ask their occupation and the names of their kids.
 - » Shoot the "stuff" with them, if they're open.
 - » Give them your business card with your cell phone number. (This must be in their language.)
 - » Have them call your phone "to ensure the number works" while you're standing in front of them. This will give you their number without you having to ask for it.
 - » When they ring your phone, smile, and say, "Great, now you know how to contact me if you need me."
 - » Then walk away.

STEP 01.

Meet Everyone

- » Once outside, write down the following in a notebook:
 - ☞ *Their address.*
 - ☞ *Their name.*
 - ☞ *Their phone number.*
 - ☞ *Their occupation.*
 - ☞ *Their children's' names.*
 - » Any other details of note.
 - » Their demeanor. If they were open and friendly, they could be a future network connection. If they were cold toward you, they could be a bad guy. Or, they could be innocent and simply unhappy that you walked into their home like Darth Vader.
- Repeat the above steps with the next house and continue along the street until your patrol is over.

STEP 02.

Record Notes and Calendar Reminders

- When you return to your command post, use your resources to enter the information you wrote down for each person you spoke with. It may look something like this:

☞ *Father: Ibrahim Mukhtar, 74 Hay Alzirai Road, plumber. Son: Muhammed, about 10 years old, had a runny nose. Two daughters.*

- Use your calendar software, such as Microsoft Outlook, to schedule an appointment to call those people the next day. This can be one appointment with multiple names listed within it.

☞ *For example, Call Ibrahim Mukhtar, Nawaf Fadhil, Abdul Al-bazi, and Laith Ammouri from Hay Alzirai Road.*

- Create a second appointment for yourself to call those people again two weeks from tomorrow.

STEP 03.

Make the First Phone Call

- The next day, grab your interpreter and cell phone, and go to your calendar reminder. Call the first person, who in our example is Ibrahim, and use this script when they answer:
 - ☞ *You: Good morning, Ibrahim. This is [your name]. I wanted to make sure that when I left yesterday, no bad guys came along and messed with you or your family. Are you okay? Are you safe?*
 - ☞ *Ibrahim: Yes, we are okay. No one came.*
 - ☞ *You: Great. If you need me, you call me. If someone messes with you, I will have helicopters flying over your house in five minutes.*
- Then hang up. Even if Ibrahim starts to speak, hang up. This will ensure you don't end up asking for anything.

STEP 04.

Make the Second Phone Call

- Two weeks later, your calendar will pop-up with a reminder to call Ibrahim and his neighbors again.
- Pull up your notes about Ibrahim and his family.
- With your interpreter, call Ibrahim and use this script when he answers:
 - ☞ *You: Ibrahim, it's [your name]. I was thinking of you this morning, and I realized I was a bad person. I saw Muhammed was sick and I was going to send the doctor over to help him, but then completely forgot while we were talking. Can I send a doctor for him now? Is he okay?*
 - ☞ *Ibrahim: Oh, I can't believe you remembered. No, Muhammed is fine. No need to send the doctor but thank you.*
 - ☞ *You: Oh, good. I'm glad he's okay. Again, I am sorry, but if you need me to get a doctor or need me for anything else, please don't hesitate to call.*
- Then hang up. Don't wait for a response. You have now made three contacts with Ibrahim, one in person and two via phone, and you haven't asked for any intel. All you've done is make it clear that you are not a threat and that you want to help. This will blow his mind.
- Create another calendar reminder to call again in two weeks.

STEP 05.

Make the Third Phone Call

- Two weeks later, your calendar will pop-up with your next reminder to call Ibrahim and his neighbors again. It has now been a month and a day since you first met in person in Ibrahim's home. You've asked for nothing and left enough time between calls to show you're not nagging him.
- Pull up your notes about Ibrahim and his family and make the next call, which typically starts by following this script:
 - ☞ *You: Hello Ibrahim, it's [your name].*
 - ☞ *Ibrahim: Hello! How are you?*
 - ☞ *You: I'm good. Thanks for asking.*
 - ☞ *Ibrahim: When will you come to the house again? Come over for dinner.*
 - ☞ *You: I will soon. I just wanted to check in with you and see how things are going.*
- Ibrahim will, most likely, be happy to talk. Just build rapport with him. If he gives you information, great. If not, it's not a big deal. The purpose of this call is to build a trusting relationship between you and him.

STEP 06.

See Them in Person

- Out of every 25 to 35 people you meet going door-to-door, only one or two will be open and receptive on these calls like our example of Ibrahim. That's normal.
- Make sure you see Ibrahim and any others open to you again. Return to their homes. Don't let them know you're coming, just show up. Don't have them make you dinner, but if they insist, it's polite to eat what is offered. Only you should eat, not everyone on the patrol. The locals have limited resources.
- After visiting Ibrahim, knock on the doors of several other houses on his street, so you don't draw attention to him. If you only visit Ibrahim's house then leave the area, neighbors will believe something is up, and Ibrahim's family may become a target for retaliation for helping the Americans. Be smart and creative in disguising those who are receptive to you.

STEP 07.

Repeat Daily

- Repeat the process above every day.
- Never be predictable in which streets or houses you'll knock on. Don't go to one street one day and the very next street the next day. Be random. Record the locations you target to make sure you haven't accidentally fallen into a pattern. You don't want to end up in an ambush because you're being predictable. Record your sister platoon's targets for the same reason.
- You may speak with 15 to 25 people on one patrol, and then the same number on the phone the next day. Over the course of six months or so, you'll have a network of additional eyes and ears surrounding your combat outpost. They will fill you in on what's happening in the area.