Chapter 1 : Inside China's secret 'magic weapon' for worldwide influence | Financial Times

Two key features of the modern workplace are particularly important in the context of change. One is the increasingly advanced technological and digital landscape, including mobile connectivity and social media, that has opened up exciting new possibilities for influence.

There are several ways one can achieve this: This soft power — getting others to want the outcomes you want — co-opts people rather than coerces them. Soft power can be wielded not just by states but also by all actors in international politics, such as NGOs or international institutions. In this sense, it is also important to set the agenda and attract others in world politics, and not only to force them to change by threatening military force or economic sanctions. This soft power — getting others to want the outcomes that you want — co-opts people rather than coerces them. In his book, Nye argues that soft power is a more difficult instrument for governments to wield than hard power for two reasons: It is not necessarily better to twist minds than to twist arms. It is simply a form of power, one way of getting desired outcomes. Please help improve this article by adding citations to reliable sources. Unsourced material may be challenged and removed. March Learn how and when to remove this template message Soft power has been criticized as being ineffective by authors such as Niall Ferguson in the preface to Colossus. Neorealist and other rationalist and neorationalist authors with the exception of Stephen Walt dismiss soft power out of hand as they assert that actors in international relations respond to only two types of incentives: As a concept, it can be difficult to distinguish between soft power from hard power. Though military and economic force was not used to pressure other states to join its coalition, a kind of force — representational force — was used. This kind of force threatens the identity of its partners, forcing them to comply or risk being labelled as evil. This being the case, soft power is therefore not so soft. Measurement[edit] The first attempt to measure soft power through a composite index was created and published by the Institute for Government and the media company Monocle in The index is said to measure the soft power resources of countries, and does not translate directly into ability influence. Monocle has published an annual Soft Power Survey since then. But having such resources does not always produce the desired outcomes, as the United States discovered in the Vietnam War. The extent of attraction can be measured by public opinion polls, by elite interviews, and case studies. And soft power is more than just persuasion or the ability to move people by argument, though that is an important part of it. It is also the ability to attract, and attraction often leads to acquiescence. The generation of soft power is also affected in positive and negative ways by a host of non-state actors within and outside the country. Those actors affect both the general public and governing elites in other countries, and create an enabling or disabling environment for government policies. In other cases, where being seen as friendly to another country is seen as a local political kiss of death, the decline or absence of soft power will prevent a government from obtaining particular goals. But even in such instances, the interactions of civil societies and non-state actors may help to further general milieu goals such as democracy, liberty, and development. Soft power is not the possession of any one country or actor. Thus, soft power is often associated with the rise of globalization and neoliberal international relations theory. Popular culture and mass media are regularly identified as a source of soft power, [24] as is the spread of a national language or a particular set of normative structures; a nation with a large amount of soft power and the good will that engenders it inspire others to acculturate , avoiding the need for expensive hard power expenditures. The high prominence of the US in international news, for example, has been linked to its soft power. But soft power is a descriptive rather than a normative concept. Like any form of power, it can be wielded for good or bad purposes. While soft power can be used with bad intentions and wreak horrible consequences, it differs in terms of means. It is on this dimension that one might construct a normative preference for greater use of soft power.

Chapter 2 : Download [PDF] winning hearts and minds

Winning Minds. The science of persuasion lies in winning minds with logical, well-articulated positioning and analysis in favor of your idea. If you're trying to persuade anyone of anything, you.

At street level, the aura of anonymity is confirmed. Uniformed guards stand by grand entrances checking official cars as they come and go. But there are no identifying signs; the sole information divulged is on brass plaques that bear the street name and building numbers. A Financial Times investigation into United Front operations in several countries shows a movement directed from the pinnacle of Chinese power to charm, co-opt or attack well-defined groups and individuals. Its nine bureaux cover almost all of the areas in which the Communist party perceives threats to its power. The third bureau, for instance, is responsible for work in Hong Kong, Macau, Taiwan and among about 60m overseas Chinese in more than countries. The second bureau handles religion. The seventh and ninth are responsible respectively for Tibet and Xinjiang â€" two restive frontier areas that are home to Tibetan and Uighur minority nationalities. Minorities and religions bureau China has 55 official national minorities. United Front is charged with building coalitions of shared interests to ensure that distinct identities do not evolve into separatism. It is also charged with ensuring that all practising religions in China regard the Communist party as their highest authority. Cadre bureau Little is known about the work of the fourth bureau, which focuses on cultivating cadres and operatives throughout the vast United Front system. Non-party members, non-party intellectuals The sixth bureau is charged with cultivating support among intellectuals and other influential people who have no party affiliation in China. This bureau is dedicated to fostering unity among this group. This bureau is charged with cultivating loyalty and suppressing separatism among these minority peoples. The hard edge of United Front is evident in its current struggle over the future reincarnation of the 14th Dalai Lama, the year-old exiled Tibetan spiritual leader who Beijing castigates as a separatist bent on prising Tibet from Chinese control. Tradition dictates that after a Dalai Lama dies, the high priesthood of Tibetan Lamaism searches for his reincarnation using a series of portents that lead them to his reborn soul in a child. United Front is charged with crafting a solution. The plan so far, officials said, is for the Communist party â€" which is officially atheist â€" to oversee a reincarnation search themselves within Chinese territory. A protest by Tibetan exiles in New Delhi. Exiled Tibetans protest in Delhi. The two sides have been manoeuvring, mostly in secret, for more than a decade to find common ground. There have been signs of progress in recent years, with both sides agreeing to recognise the appointment of five new Chinese bishops in and Nevertheless, officially at least, United Front remains resistant. Successive leaders have lauded United Front but none more so than Mr Xi , who made several moves in and to upgrade the status and power of the organisation. He also decreed the establishment of a Leading Small Group dedicated to United Front activity, signifying a direct line of command from the politburo to United Front. This has meant a sharp increase since in the number of United Front assignees to posts at the top levels of party and state. Another consequence has been that almost all Chinese embassies now include staff formally tasked with United Front work, according to officials who declined to be identified. This has given a boost to United Front efforts to woo overseas Chinese. Even though more than 80 per cent of around 60m overseas Chinese have taken on the citizenship of more than host countries, they are still regarded as fertile ground by Beijing. It recommends a number of ways in which United Front operatives should win support from overseas Chinese. These stipends are funded by a number of United Front subsidiary organisations such as the China Overseas-Educated Scholars Development Foundation, according to foundation documents. The largesse, however, may come with obligations. To be clear, by no means do all Chinese students in Australia or elsewhere in the west see themselves as agents for soft power. However, Chinese and Australian academics have noted that pro-Beijing militancy is on the rise. Feng Chongyi, professor at the University of Technology Sydney, says the influence exerted by Beijing over Chinese associations in Australia has grown appreciably since the late s. The teaching manual notes approvingly the

success of overseas Chinese candidates in elections in Toronto, Canada. In , six were elected from 25 candidates but by the number jumped to 10 elected from among 44 candidates, it says. At times, however, the quest for political influence can go awry. Noting that Canberra is planning to introduce a law against foreign interference activities, she also called for Wellington to launch a commission to investigate Chinese political lobbying.

Chapter 3 : How to win wars by influencing people's behaviour | Science | The Guardian

Anthony Pratkanis, in his "Winning Hearts and Minds: A Social Influence Analysis," defines social influence as "any technique, device, procedure, or manipulation that relies on the social.

September 14, , 4: Hard power, in contrast, derives from military might. In recent years, a third type of power has become increasingly important as authoritarian countries such as China and Russia have tried to manipulate and co-opt culture, education systems, and media to influence democracies. Rather, they have attempted to make democracy look relatively less attractive, through an attack on the integrity of democracies and on the ideas underlying democratic systems. Yet it would be strange for decision-makers in Moscow, Beijing, and elsewhere to waste increasingly large sums of money, year after year, without ever considering correcting course. What is really going on is that authoritarian states are attempting to exert influence through sharp power , which typically stems from ideologies that privilege state power over individual liberty and are fundamentally hostile to open debate and independent thought. Practice differs from regime to regime, but sharp power usually involves censorship and manipulation designed not to win over publics but to degrade the integrity of independent institutions. How do we know who is exerting sharp power effectively, and how do we gauge its impact? First, public opinion polls should be set aside. Far more useful would be compiling and categorizing instances of censorship and manipulation, which could better show the ways in which sharp power shrinks the space for discussion or undermines debate. It might be a good model on which to base further efforts. For example, its and reports found that populations in Central and Eastern Europe increasingly perceive their geopolitical and cultural identity as falling somewhere between West and East. Additional studies that compare Russian state media reporting on such topics with local media reporting and social media trends could be useful. They might be used in conjunction with issue-based surveys to show instances in which Moscow has successfully manipulated or divided public opinion on specific issues. Authoritarian regimes have also applied sharp power to pressure universities in established democracies, with potentially measurable infringements on academic freedom. The Confucius Institutes are particularly influential where host universities lack resources for their own dedicated Chinese language and studies programs. Such forms of pressure are not limited to China. In August, the Saudi government withdrew funding for scholarships for 15, Saudi students studying abroad in Canada in reaction to statements on Twitter by the Canadian Foreign Ministry about the repression of human rights activists in Saudi Arabia. Given the nature of censorship and self-censorship, it has been difficult to measure the degree to which intimidation from authoritarian governments has already made academic institutions, publishers, and individual scholars shy away from writing about China. More comprehensive measurements of sharp power might include aggregating and categorizing instances of censorship or coerced accommodation pertaining to particular issues or countries, although this depends on the reporting itself not being subjected to censorship or manipulation. This leads to content that is either edited to comply with Chinese government regulations or is proactively shaped by cautious filmmakers to exclude anything the Chinese government might consider sensitive in the first place. Compiling the instances of censorship and self-censorship the world does know about could at least start to reveal the outlines of the problem. In order to understand something, you need to be able to measure it. As with attempts to quantify soft power, it will be challenging to develop precise measurements for sharp power. However, this should not stop analysts from trying. With the stakes so high for institutions critical to the health of democracy, better ways to assess sharp power are essential. In their absence, democracies will remain at a precarious disadvantage when it comes to responding to this corrosive form of power. Christopher Walker is vice president for studies and analysis at the National Endowment for Democracy.

Chapter 4 : Winning hearts and minds - Wikipedia

Argument Forget Hearts and Minds Soft power is out; sharp power is in. Here's how to win the new influence wars.

This article needs additional citations for verification. Please help improve this article by adding citations to reliable sources. Unsourced material may be challenged and removed. January Learn how and when to remove this template message Winning hearts and minds is a concept occasionally expressed in the resolution of war , insurgency , and other conflicts, in which one side seeks to prevail not by the use of superior force, but by making emotional or intellectual appeals to sway supporters of the other side. The use of the term "hearts and minds" to reference a method of bringing a subjugated population on side, was first used by Louis Hubert Gonzalve Lyautey a French General and colonial administrator as part of his strategy to counter the Black Flags rebellion along the Indochina -Chinese border in A British report of the time stated: One impressive result of this campaign has been the extent to which Malay women are now taking part in political and social affairs â€" something still very uncommon among a Moslem people. So much for official measures to encourage racial unity. But both General Templer and his successor, Sir Donald MacGillivray, have insisted time after time that Malayan patriotism cannot be imposed from without or from above; it must develop in the hearts and minds of the Malayans themselves. A similar "Hearts and Minds" campaign in Iraq was carried out during the invasion and occupation of that country. The program was inspired by President Lyndon Baines Johnson. He used some version of the phrase "hearts and minds" a total of 28 times. In ten of these instances, Johnson inverted the words and used the phrase "minds and hearts. In his usage he addressed very different audiences, including heads of state, congressmen, and the American people. Also, Johnson referred to the "hearts and minds" of disparate groups, including the above-mentioned audiences and even humanity as a whole. On that evening he said, "So we must be ready to fight in Viet-Nam, but the ultimate victory will depend upon the hearts and the minds of the people who actually live out there. By helping to bring them hope and electricity you are also striking a very important blow for the cause of freedom throughout the world. The Revolution was in the minds and hearts of the people; a change in their religious sentiments of their duties and obligationsâ€¦. This radical change in the principles, opinions, sentiments, and affections of the people, was the real American Revolution". The phrase "winning hearts and minds" has come to be used, often in a derisory sense, to refer to any endeavor by the United States to influence public opinion in foreign countries.

Chapter 5 : Hearts and minds vietnam essay paper

As we explain in "Winning hearts and minds in the 21st century," social and mobile technologies have since created a wide range of new opportunities to build the commitment of employees to change.

As a potential new framework, the author restructures the debate around hard and soft power tactics. He also describes how the existing counterinsurgency literature primarily focuses on two frameworks: Policy debates on whether to adopt a counterterrorism or counterinsurgency strategy in Afghanistan continue to drive contemporary security discourse in the United States and NATO. The line between counterterrorism and counterinsurgency strategy has become increasingly blurred, yet they are two rather distinct doctrines. There were at least three perceptions of the problem at hand. The first focused on how Al-Qaeda was exploiting the largely nationalist insurgencies in Iraq and Afghanistan in order to play the role of strategic spoiler. The second focused on the resilient and adaptive nature of Al-Qaeda as a global organization and its ability to project its ideology worldwide in order to gain more recruits and encourage new attacks. The third focused on the need to change the facts on the ground and address the root causes of terrorism. This gave rise to several theoretical approaches to counter the threat posed to the U. Such prescriptions tended to misunderstand the nature of the terrorism and overplay causal linkages. In the following I shall try to address five questions: How has counterterrorism evolved over the past four decades? What is the nature of counterinsurgency? How are counterterrorism and counterinsurgency doctrines similar and how are they different? Counterterrorism is a difficult concept to define, especially for western democracies. Paul Wilkinson writes that: Every conflict involving terrorism has its own unique characteristics. Counterterrorism is defined in the U. This definition is more concrete but has its strengths and weaknesses. Second, this definition includes everything but essentially differentiates nothing, which is a problem. There are, however, advantages to an all-encompassing approach to counterterrorism. Counterterrorism operations are subject to change according to the nature of the terrorism threat. Indeed, international terrorism, particularly Al-Qaeda terrorism, is and remains persistent and adaptive. While terrorism is a tactic that cannot be entirely eradicated, steps can be taken to disrupt, dismantle, and ultimately defeat organizations that use terrorism. For instance, American would probably shy away from conducting Predator and Reaper drone strikes in southern Lebanon; this might not be a productive strategy in the long-term if the objective is to encourage Hezbollah to renounce terrorism, disarm, and fully blend its political and military forces into the existing Lebanese system. By the same token, while Israel may continue to carry out targeted assassination strikes against Hamas leaders, it would not be in the interest of American foreign policy or its counterterrorism policy to conduct U. Therefore, America has chosen a clearly enemy-centric approach to combating Al-Qaeda in order to achieve its objectives, which, as President Obama has recently stated, is to disrupt, dismantle, and defeat Al-Qaeda. In order to effectively frame current American counterterrorism efforts, it is important to appreciate the difference between counterterrorism policy and counterterrorism operations, and to fully understand the competing objectives and mandates within the American government. Department of State has had a long-term no concessions counterterrorism policy, which continues today. In , Palestinian terrorists seized six diplomats including the American ambassador to Sudan in Khartoum and demanded the release of over 60 terrorists jailed in Israel, Jordan, West Germany, and the United States. American counterterrorism policy and operations worldwide have, at times, appeared to present contradictions. But this is largely a problem of understanding the American bureaucracy and the competing efforts of the U. State Department, Department of Defense, and its intelligence agencies, rather than proving or disproving any contradictions in American counterterrorism policy. For example, Mark Perry has recently argued that America must talk to terrorists or risk losing the so-called war on terrorism. By this logic, he argues, the U. The American military engaged in talks with an insurgent enemy in order to quell violence within the broader context of an ongoing war. On the other hand, future negotiations with Hamas or Hezbollah, if they were to ever take place, would be handled by the Department of State within a non-war

context. This highlights the fact that different counterterrorism strategies are needed for different terrorist organizations and that different departments within the same government have different approaches. We also have to look how counterterrorism has evolved over the past four decades in order to fully appreciate the current state of affairs and the widening gap between policies and operations. The Evolution of Counterterrorism Counterterrorism has changed over the past four decades; unsurprisingly, this evolution has mirrored changes in the nature of terrorism. First, it was one of the first hijackings where the objective was primarily political, and the target was specifically chosen for its symbolism. Second, the hijacking was intended to influence a wider audience, rather than for personal criminal gain or for escape by simply redirecting a flight for transport. Rather, the terrorists were intending to trade hostages for imprisoned Palestinian terrorists in Israel. In addition, it was the first time a terrorist organization began operating regularly at the international level, leaving its home turf to attack citizens of a foreign country who, in many cases, had nothing to do with their struggle in order to promote their political cause before an international audience. These groups, Bruce Hoffman observed, learned from the PFLP that they could promote their cause worldwide by simply taking a plane, its crew, and its passengers hostage. This inspired groups like the PFLP to begin operating internationally to promote their cause because there was no chance that it could defeat Israel on the battlefield. Second, Latin American guerrilla fighters, frustrated with their battlefield failures in the countryside, began an urban terrorism campaign, which involved at first mainly the kidnapping of foreign diplomats. While acts of terrorism at this time killed relatively few people, such publicity stunts put tremendous pressure on governments to respond responsibly since a wrong decision during a hostage crisis could have disastrous consequences and the blame was likely to land in the court of the government. An example of this was the German response to the attack on Israeli athletes at the Olympic Games in Munich on September 5, While the West German government was not the primary target of the attack, the scene of crime was on German soil and the government was forced to act and bungled in its rescue attempt. This was an eye-opener as not only Germany but many other governments realized how insufficient their response capabilities were. As a consequence, several countries developed elite rapid-reaction hostage rescue teams. Over time the nature of international terrorism changed and so too did counterterrorism. Palestinian militants quickly realized that hostage takings and hijackings were little more than a nuisance to governments. New groups, such as Hamas, introduced more lethal tactics like suicide bombings with the intention of achieving at least the same level of limited strategic success that Hezbollah and the Tamil Tigers had reached by using suicide strategies. In , the Japanese religious cult Aum-Shinrikyo carried out a Sarin gas attack on a Tokyo subway system, apparently with the intention of causing mass casualties. Terrorism had evolved into a more lethal and indiscriminate form of warfare that appeared to be more religiously motivated. This once again put governments in a predicament to respond forcefully to an enemy that it did not entirely understand. The RMA is associated with new advancements in military technologies. It began in the s during the nuclear stalemate between America and the Soviet Union when it was becoming clear that possession of nuclear weapons offered little strategic or political advantage over the other since using them would have drastic consequences. The answer, for America, was to develop more conventional weapons capabilities that the USSR did not have or could not afford to develop. This, it was assumed, would ultimately give them the upper hand in the event of a conventional war. But using unmanned drones is not the first attempt by America to use the benefits of the RMA to respond to international terrorism. The large majority of them have occurred in the border regions between Afghanistan and Pakistan. Kamal Derwish, an American citizen, was also killed in the attack - the first American citizen to be killed by a CIA-orchestrated drone strike. Drone strikes can also lead to collateral damage, killing innocent bystanders who are presumably not affiliated with AQ or its leaders, which could alienate the local population or blunt the effectiveness of more population-centric strategies such as state-building and counterinsurgency, which focuses on winning the legitimacy of the local population and promoting good governance. Yet it remains to be seen if drone attacks alone are sustainable. In order to identify, locate, and target AQ and its affiliates from the air in regions like Pakistan, Afghanistan, Somalia,

and Yemen, America needs effective and timely human intelligence. Drone strikes are also questionable from an ethical and international law perspective because operations are deadly â€" capitulation to a drone is not possible. Such strikes may well violate the sovereignty of a state like Pakistan, which allows America to carry out attacks in the Federally Administered Tribal Areas FATA , which has historically been an autonomous region outside the authority of the Pakistani government. Yet the Pakistani government has yet to authorize strikes in Baluchistan which is a hotbed for Islamic extremism in Pakistan proper. At the end of the day, an advanced drone program is an operational tool, and a campaign of targeted strikes can provide a counterterrorism strategy with some innovative and timely successes. Yet drone operations are a tactic, not an overarching strategy. Moreover, the changes in the nature of counterterrorism raise a larger question of the nature of power in modern counterterrorism operations. Hard and Soft Power in Counterterrorism Existing research on counterterrorism tends to structure debates around two approaches: On the other hand, the criminal justice model champions the rule of law and democratic values which prevail in Western democracies. Doing so puts restrictions on the government and thereby risks reducing the effectiveness of counterterrorism measures. However, as Ami Pedahzur and Magnus Ranstorp have argued, both models rarely function according to academic theory during an actual counterterrorism campaign. While democracies tend to champion democratic ideals and the preservation of civil liberties, their attempts to combat terrorism forcefully have continually tested the boundaries of the criminal justice model. It is becoming increasingly clear that a new framework is needed in order to develop and measure successful counterterrorism strategies. This would require restructuring the debate around a direct and indirect approach to counterterrorism. These are useful tools if the goal is to isolate and destroy groups like Al-Qaeda. The indirect soft power approach would consist of population-centric methods, and would contain features such as capacity building, economic development, and counter-radicalization focusing on the underlying causes that allow terrorism to thrive. The direct approach to counterterrorism is straightforward but it raises serious questions regarding the ethical and legal use of force â€" on top of the issue of collection of intelligence and the protection of civil liberties within a democratic society. Moreover, providing development aid to increase capacity building is questionable from a counterterrorism perspective since a causal link between weak states and terrorism cannot be proven. Aid may well increase the standard of living, level of education and general quality of life in some countries. Yet it is difficult to argue that locals would turn to terrorism or political violence without it. Furthermore, such root cause theories would have to address the fact that homegrown terrorists do indeed radicalize and carry out attacks in democratic countries as well as weak and failing nations â€" and that while poverty and economic inequality are prevalent throughout the world, terrorism is not. Some argue that terrorist radicalization and de-radicalization should be viewed as a complex process consisting of a variety of interdependent push- and pull-factors and triggering events that drive people into and out of terrorism. This is mainly due to the fact that terrorists come from a wide variety of backgrounds and there exists no single individual terrorist profile. Yet it is difficult to prove that they would have turned to terrorism in the first place, and, more importantly, that they will not engage in terrorism afterwards. Some go a step further and look at ways soft power can facilitate an exit for individuals from terrorist groups, arguing that government counterterrorism programs should offer terrorists a pathway out of terrorism by facilitating disengagement and rehabilitation. Yet the fact remains that Hezbollah already chose to join the political process in Lebanon many years ago and has yet to decommission its militia. Hamas showed in that it could use democracy to its benefit without having to moderate its political aims or renounce violence. The FMLN in Central America, on the other hand, decommissioned its militia and joined a democratic system in the early ; it is now one of the largest political parties in El Salvador. So the record is mixed on whether democracy can offer groups a pathway out of terrorism. Yet it is reasonable to assume that some soft power measures could indeed offer certain individuals and groups some sort of pathway out of terrorism. While both hard and soft power measures in counterterrorism do not necessarily provide a magical way to defeat terrorism, such a framework can be a useful way to characterize and analyze counterterrorism initiatives. In the context of countering Al-Qaeda terrorism, however, it seems America

prefers hard power to soft power.

Chapter 6 : Soft power - Wikipedia

Download Winning Hearts And Minds written by Indranil Mitra and has been published by SAGE Publishing India this book supported file pdf, txt, epub, kindle and other format this book has been release on with Business & Economics categories.

Emotional Heart Overview When dealing with people, remember you are not dealing with creaturesof logic, but with creatures of emotion, creatures bristling with prejudiceand motivated by pride and vanity. Logic and emotion are the two elements that make for perfect persuasion. We can be persuasive using only logic or only emotion, but the effect will be short-term and unbalanced. Emotions create movement and action. They generate energy during the presentation and get prospects to act on the proposal being presented. The challenge with relying exclusively on emotion to persuade your prospect is that after she has left the persuasive situation, her emotions fade, leaving her with nothing concrete to fall back on. Logic plays the role of creating a foundation for emotion. This balance between logic and emotion could be called the twin engines of persuasion and influence. Persuaders know that each audience and individual has a different balance between logic and emotion. Your analytical type personalities need more logic than emotion. Your amiable personalities require more emotion and less logic. Always remember, you have to have both elements present in your message, regardless of the personality types listening. In most persuasive situations, people react based on emotions, then justify their actions with logic and fact. A message that is completely based on emotion will often set off alarm bells on the logical side. An effective persuader will create a proper balance between logic and emotion in order to create the perfect persuasive message. We are persuaded by reason, but we are moved by emotion. Several studies conclude that up to 90 percent of the decisions we make are based on emotion. We use logic to justify our actions to ourselves and to others. Take note that emotion will always win over logic and that imagination will always win over reality. Think about talking to children about their fear of the dark, or to someone about their phobia of snakes. They are still convinced that there is a problem. This emotional pattern can also be seen in the way we buy and even in the way we convince ourselves of something. We may even realize that no one is going to notice or care about the new shoes as much as we will. But our hearts win out, thinking of all the stunning new outfits these shoes will go with, and we go home with the new shoebox tucked under our arms. Our heads tell us not to believe everything we hear, that politicians are a bunch of liars, but our hearts are won over by their impassioned speeches. What Stirs an Audience Are we rational human beings? Do we follow all forms of logic? Do we only act if it feels right? Do we even want the facts all the time? Have you ever tried to persuade an emotional person with logic? We generally think we make decisions based on facts, but truly this is not the case. It has been found that when people agree with a particular message, they tend to perceive it as being more logical or rational. On the other hand, when people disagree with the message, they perceive it as an emotional plea. However, we cannot rely entirely on emotion until our logical side has been engaged. In one study, twenty-one students prepared speeches that were written from either a logical or an emotional standpoint. The speeches were presented, filmed, and then evaluated by other college students. Interestingly, there was no real consistency in the findings except that speeches bearing a message that the evaluator agreed with were rated as more rational even if they were intended to be emotional , while those the evaluator did not agree with were considered to be more emotional even though some of those were intended to be logical. It seemed that whether a speech was considered logical or emotional depended on the listener. Researchers also concluded that, as a general rule, people seem unable to consistently distinguish between logical and emotional appeals. Reasoning is the process of drawing a conclusion based on evidence. For an argument to be legitimate, it has to be true and valid, and logical reasoning must be used to back it up. Many persuaders and marketers use faulty forms of logic, leaving gaping holes that require the audience to make assumptions and fill in the blanks. These are called logical fallacies. A fallacy is, very generally, an error in reasoning. It differs from a factual error, which is simply being wrong

about the facts. In the next section, some of the most common logical fallacies are outlined. Common Logical Fallacies Faulty Cause: The food I tried at this one Thai restaurant just was terrible and I was sick for days. Britney Spears and Christina Aguilera dress the same and sing the same type of music, so they must have very similar personalities. That guy is wearing a big Starter jacket, has a tattoo, and wears baggy pants. You are a disagreeable person and, if you disagree with me, it will just prove even more how disagreeable you are. When accused by his wife of cheating at cards, Frank says, "Nothing I do ever pleases you. We know there are people living on other planets in other galaxies because no one can prove that there are not. Evidence and Logic Reasoning is a powerful tool for the mind, but strong, concrete evidence should be the cornerstone of a logical speech. Evidence not only makes an argument ring true in persuasive situations, but it also substantially enhances your credibility. There are four major types of evidence: You will strengthen your position when you use elements of all four forms, rather than depending on only one. Testimony Your audience wants to know what the experts say about you or your topic. Testimony is the judgment or opinions of others considered experts in the particular field or area of interest. A testimony can be a quote, an interview, or an endorsement from a credible person. Statistics Statistics are numerical proofs of your claims. For example, "this demographic uses. Some people are suspicious of statistical proof, so make sure your statistics are credible and sound. Know where you got them and who did the research. People know you can arrange statistics to say just about anything. Use statistics sparingly and only in conjunction with other forms of evidence. Besides, a roll of statistics can be very boring. Analogies Analogies have a great impact in the mind of the receiver. They enable you to make your points quickly and easily in a way that prospects will understand immediately. Analogies can also give us a new perspective on an old concept. Examples Examples can really make your evidence come alive. We love to relate to examples that bridge the gap between logic and our personal lives. Your prospects understand examples at a deeper level because they are based on common experiences and interpretations of meaning. Examples can be real or hypothetical and can include quotations, personal accounts, physical evidence, empirical studies, or published reports. In fact, we are very selective in what we allow ourselves to retain. When we hit information overload, we turn our minds off and retain nothing. A study on comprehension of television messages produced very revealing results. After watching commercials and other forms of messages, an amazing 97 percent of viewers misunderstood some part of every message they saw. On average, viewers misunderstood about 30 percent of the overall content they viewed. The evidence that you choose must be selective, precise, and powerful. When creating the logical side of your message, you have to understand the concept of the number seven. This is also known as channel capacity, which is the amount of room in our brains capable of storing various kinds of information. George Miller, professor of psychology at Princeton University, wrote, "There seems to be some limitation built into us either by learning or by the design of our nervous systems, a limit that keeps our channel capacities in this general range. This is why phone numbers only have seven digits. Spend the time necessary to fully research the types of evidence you want to use to strengthen your arguments. You already know that using the right evidence from the right sources greatly increases the credibility of your message. However, the opposite is also true; poor or irrelevant evidence undermines the credibility of your message. When compiling evidence, consider the following: Use evidence supported by an independent expert rather than facts presented alone. Statistical evidence will be more persuasive when paired with individual case studies. Document the sources of all testimonials. Updated data with new facts or research is often more convincing than old data. Build credibility by also acknowledging and even including the other side of the argument. A two-way discussion will bear far more weight than a one-sided lecture. Consider the following presentation points: Evidence that is verifiable will always be more persuasive. Evidence that is specific will always be more persuasive. Unbiased testimony is more persuasive than a biased one. Personal experience is more persuasive than not having any personal experience.

Winning hearts and minds is a concept occasionally expressed in the resolution of war, insurgency, and other conflicts, in which one side seeks to prevail not by the use of superior force, but by making emotional or intellectual appeals to sway supporters of the other side.

He warned that both physics and psychology could endanger humanity but that psychology "opens up the most terrifying prospects of controlling what people do and how they think". But as information technology has begun to globalise and behavioural science has entered the mainstream, there is an increasing move to put psychology at the centre of military operations. Techniques such as deception and propaganda have been the mainstay of warfare for thousands of years, but there is a growing belief that the modern world has changed so fundamentally that war itself needs to be refigured. Confrontations between standing armies of large nation states are becoming rare while conflicts with guerrilla or terrorist groups, barely distinguishable from the local population, are increasingly common. In other words, overwhelming firepower no longer guarantees victory. As a result, dissuading people from taking up arms is as much of a military objective as killing the people who actually engage your troops. To the insurgent, influence is crucial, owing to the impossibility of winning the conflict through the force of arms. Violence, then, becomes not an act of war, but an illustration of resistance. For both sides, showing successful attacks on the opposition or highlighting the abuses of occupying forces is essential to forcing a withdrawal through undermining domestic support or fomenting international unpopularity. The latest report on global strategic trends from the Ministry of Defence calls this "armed propaganda", highlighting the fact that attacks may be staged as much for their value on YouTube as their physical effect in weakening the enemy. From this point of view, all wars are media wars and, with this in mind, the MoD predicts that "kinetic" force will become less important as social influence becomes increasingly significant in defending British interests. Social influence has traditionally been conceptualised as winning hearts and minds, but many military thinkers are now focused on a new approach informed by the behavioural sciences. The book has become a core text for a new generation of officers and argues that changing behaviour â€" not beliefs or perceptions â€" is the key to military influence. This is an alternative to the propaganda or public relations model that says that getting the target audience to share your beliefs and understand key information is central, despite well-established research showing that beliefs and attitudes are relatively poor predictors of behaviour. Mackay and Tatham argue that researching what motivates people within specific groups and deploying informed, testable interventions on the ground will be central to managing modern conflict. The incorporation of behavioural economics, anthropology, psychology and "boots on the ground" research methods to test for genuine behavioural change mark it out from previous approaches which are largely taken from advertising. To take the example of the war in Afghanistan, a great deal of effort has been spent on encouraging the population to support the introduction of democracy, when the extent to which ideology affects co-operation either with the occupiers or insurgents varies greatly depending on local context. The need to put food on the table, fear of armed groups, resentment of foreign imposition and the solidarity of social ties may all be more important in motivating behaviour than a belief in a certain political order. This could target reasons for supporting the insurgents, perhaps poverty, with a reduction in insurgent attacks being a measurable outcome. In this view of conflict, the military are, in part, social engineers prepared to work in the most dangerous places on Earth. But attempts at influence are not just focused on the theatre of war. This could range from providing new organisations with vetted video footage to having a cadre of clandestine internet users who push key talking points in the comment sections of the internet. The fact that a behavioural change programme, a public relations campaign, computer hacking and an air strike to take out an enemy radio station would all be considered legitimate information operations is perhaps the best reflection of how warfare has changed in the 21st century. Critics argue that the whole process is anti-democratic, but it could also be argued that it is simply a reflection of how belligerent forces are having to adapt to an age

where, for the first time in history, information is sent across the globe in seconds and public opinion is the final arbiter of success.

Chapter 8 : How to Win Friends and Influence People: 12 Steps (with Pictures)

Social scientists, including psychologists, are involved in various aspects of PSYOP--from helping with strategic planning and threat analysis to selecting PSYOP personnel. But, experts say, psychology needs to play an even greater role in making these operations more effective.

Chapter 9 : The Rule of Balance -- Logical Mind vs. Emotional Heart

Social influence has traditionally been conceptualised as winning hearts and minds, but many military thinkers are now focused on a new approach informed by the behavioural sciences.