



# Microsoft, Al-Jazeera, and the Predator - The Challenge of Effects-Based Operations in the Global War on Terrorism: Wright Flyer Paper No. 21

By Maj David J Kumashiro

Createspace. Paperback. Condition: New. This item is printed on demand. 36 pages. Dimensions: 8.9in. x 6.0in. x 0.1in.A complex and interdependent environment in the global war on terrorism (GWOT) highlights the challenge of translating the theory of effects-based operations (EBO) into practice, particularly with respect to influencing the will of the people and achieving a desired end state. The following paper seeks to illustrate the conditions and challenges surrounding the translation of current effects-based theory into operational practice in the GWOT by using three conceptual constructs. First, the Microsoft Corporation, its connectivity to the Internet, and the persistent attacks by computer hackers on Microsoft products help frame the adversary and the complex environment and conditions surrounding the GWOT. Second, the Al-Jazeera satellite news network serves as an anecdotal backdrop for the challenges military planners face in managing EBO assessment and controlling the effects in EBO. Third, the versatility of both the MQ-1B Predator unmanned aerial vehicle and Special Operations Forces illustrates the importance of developing and maintaining collective knowledge, technological relevance, and doctrinal adaptability in an ever-changing GWOT environment. Military planners who follow an effects-based strategy should recognize EBOs inherent limitations and plan for its characteristic uncertainty and uncontrollability....



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