



ANALYTIC GUIDANCE

# Analyzing Will To Fight

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**RD**

Office of the  
Research Director



## ANALYTIC GUIDANCE

# Analyzing Will To Fight

### What is Will to Fight analysis?

Will to Fight analysis enables analysts to transparently and meaningfully assess the status of relevant factors that can enable or undermine an individual, unit, organization, state, and/or society's disposition to survive and sustain combat, and accomplish a combat or national objective and prevail over the adversary.

### Why is Will to Fight analysis important?

"Will to Fight" is one of several factors that are considered "Intangibles" in military capabilities analysis. Military capabilities (MILCAP) analysis at DIA requires analysts to consider the interactions of a number of driving factors to answer the key MILCAP intelligence question, "What mission(s) can the force accomplish in a given set of circumstances (enemy, environment, and time)?" Those driving factors are generally grouped into the following categories: structure, training, environment, employment, personnel, roles and missions, intangibles, sustainment, and equipment.

The Will to Fight topic, along with "Why They Fight" and "How They Fight," addresses a number of "intangible" elements, including leadership, military culture, and innovation & adaptability. Will to fight can change quickly, dramatically, and many times over the course of a conflict for each party to the conflict. It also can apply across a spectrum of conflict from peacetime, short battles, proxy or frozen conflicts, or full-on war. Establishing assessments on when a combatant's will to fight can directly affect the accomplishment of an outcome, when we anticipate it will not affect the outcome, and whether will to fight can be externally affected will provide critical insights necessary to inform our clients and aid in the development of meaningful courses of action. Additionally, analysis on this topic will enable us to meaningfully drive collection as part of enhancing our understanding of what factors matter

most, at what subsets, across the combat spectrum and timeline.

### How should I think about Will to Fight-related analysis?

Analysis of an actor's will to fight can be done at any time, not just during combat. We should not only think about will to fight when we consider that a combatant is losing (suddenly or otherwise) and unlikely to change that status to prevail in a conflict. We should also analyze the other actors in the conflict, to include any we assess to have an upper hand. Will to Fight analysis can be a snapshot in time—establishing a baseline of where conditions are at a certain moment—or can be forward-leaning to support the establishment of future-oriented assessments which are also informed by our understanding of a combatant's capabilities and preferred courses of action.

A change in a combatant's will to fight status does not inherently mean that a previous baseline assessment is wrong. Analysts should seek to establish causality between events or criteria that have the ability to affect will to fight. Further, they should also seek to determine if a combatant's will to fight is the principal driver, or a significant driver, of that actor's ability to achieve an objective. If they anticipate a potential for change, or they determine that a constituent factor in will to fight is vulnerable to sudden shifts, authors should highlight these findings for their clients. This will enable clarification about emerging developments that could radically alter an assessment.

### How do I adhere to analytic tradecraft standards when assessing Will to Fight?

Analysts must conduct Will to Fight analysis in accordance with Intelligence Community Directive (ICD) 203 "Analytic Standards." In particular, Standard 8,

“Accuracy,” requires ensuring that primary assessments are associated with observable and falsifiable indicators. Yet, will to fight is heavily dominated by intangible efforts to shape beliefs and perceptions as part of a military or national strategy to defeat an adversary. We can achieve excellence on Standard 8 by focusing on making well-reasoned arguments that incorporate observable evidence related to our findings. Highlighting how related will to fight factors can affect actions a combatant takes that are observable enables us to manage the tension between ICD 203 requirements and this topic. These factors can also be addressed as secondary drivers or context in assessing potential actions.

The accompanying Analytic Framework groups will to fight factors into four categories for assessment: National Will to Fight with a worksheet addressing National Level Leadership, Combat Will to Fight, External/Operating Environment, and Adversary Military factors. Analysts are then asked to assess whether and how those specific factors affect will to fight across five subsets of a population: Individual, Unit, Organization, State, and Society.

We achieve excellence when we are able to aggregate our findings across categories to establish if one factor or set of factors is more important than others (e.g., is “Stakes of the Conflict,” a National Will to Fight factor, more important than any other factor in that category? Does that therefore make the National Will to Fight category more important than the other three categories?). When we can further assess the implications of the “Intangibles” element and determine if Will to Fight is a critical force enabler for a combatant to accomplish a combat or national objective—particularly if it can be affected by external conditions—we provide critical insights to our clients.

### What is the challenge in Will to Fight analysis?

Will to Fight is one of the most challenging elements of military capability analysis because of its fundamentally intangible nature. Some physical elements, like those related to capabilities or documented facts about a combatant’s performance or behavior from previous conflicts, may be quantitative and easy to measure. Most

elements relative to will to fight are not quantitative; nor are they easily observed. Will to fight for combatants is often assumed to be most relevant for ground forces. We encourage analysts to ensure they check their assumptions about the role of will to fight for other forces with combat (or combat-enabling) responsibilities, as appropriate. Lastly, the analytic process on intangibles is often opaque and analysts do not use a common set of terms or factors for evaluation, making updates or cross-comparisons extraordinarily difficult.

Analysts should consider the possibility that they may identify findings that the actors under assessment themselves are unaware of—factors that are independent of the current circumstances and that are deeply embedded in cultural or societal norms. Historical and cultural analysis of the actor under assessment is critical to setting the baseline for will to fight. Evaluating factors at face value based only on current reporting that is devoid of relevant historical, social, and cultural context can produce unbalanced or incorrect assessments. Multiple additional frameworks and resources exist for analysts to consult to deepen their insights related to these contextual elements. Please see Appendix II for a non-prescriptive list of suggested resources.

### When should I consider performing Will to Fight analysis?

The Will to Fight analytic framework can be used at any point in time. Categories for assessment can be considered independently or collectively; that is, National Will to Fight factors can be evaluated in isolation or in conjunction with Adversary Will to Fight factors. Combatant status as a state or non-state actor does not affect the application of the framework. Consider deepening assessments with insights from emulations, war games, or other means of understanding combatant courses of action.

### What additional tools are available for me to use?

Other tools that can augment analysis related to will to fight can be found in red team analysis, center of gravity analysis, leadership analysis, target systems analysis, and threat emulation.

## Appendices

Tradecraft Primer: Will To Fight  
Analytic Framework

Appendix I. Driving MILCAP Factors

Appendix II. Resources



## PRIMER

# Will To Fight Analytic Framework

The Will to Fight Analytic Framework enables analysts in time-constrained environments to transparently and meaningfully assess the status of relevant factors that can enable or undermine an individual, unit, organization, state, and/or society's disposition to survive and sustain combat, and accomplish the mission and prevail over the adversary. It further permits analysts to consider how those factors can affect the likelihood for a combatant to achieve an overall objective through structured evaluations in four factor groupings, or categories: National Will to Fight (with National Leadership pull-out worksheet), Combat Will to Fight, External/Operating Environment, and Adversary Military Will to Fight.

Will to Fight analysis is one of the most challenging elements of military capability analysis because of its fundamentally intangible nature. Some physical elements, like those related to capabilities or documented facts about a combatant's performance or behavior from previous conflicts, may be quantitative and easy to measure. Most elements relative to will to fight are not quantitative, nor are they easy to measure. Analysts should consider the possibility that they may identify relevant findings that the actors under assessment themselves are unaware of—factors that are independent of the current circumstances and that are deeply embedded in cultural or societal norms.

Historical and cultural analysis of the actor under assessment is critical to setting the baseline for will to fight. Evaluating factors at face value based only on current reporting that is devoid of relevant historical, social, and cultural context can produce unbalanced or incorrect assessments. Although there is a large ground force component to will to fight, it does not only apply to ground forces. A thorough assessment will also address analytic consideration of other forces with combat (or combat-enabling) responsibilities.

The analytic framework will yield relevant insights when analysts focus on identifying observable factors in the worksheets. Multiple additional frameworks and resources exist for analysts to consult to deepen their insights related to these contextual elements. Please see Appendix II for a list of suggested resources.

This Will to Fight framework draws heavily from the RAND Corporation's 2018 document, "Will to Fight: Analyzing, Modeling, and Simulating the Will to Fight of Military Units"<sup>1</sup> and its 2019 document, "Will to Fight: Returning to the Human Fundamentals of War."<sup>2</sup> This DIA framework refines and distills essential elements into four categories of factors: National, Combat, External/Operating Environment, and Adversary. A net assessment examining both sides of a conflict may produce unique insights otherwise difficult to observe that has implications for clients.

**National Will To Fight:** The set of factors that affect national-level leaders' disposition and decision to conduct sustained military operations to achieve their political goals and objectives irrespective of associated or expected political, societal, economic, and military costs.

**Combat Will To Fight:** The set of factors that affect military combatants' commitment, disposition, and decisions to persevere in order to achieve military goals and objectives.

<sup>1</sup> Document available: [rand.org/pubs/research\\_reports/RR2341.html](https://rand.org/pubs/research_reports/RR2341.html)

<sup>2</sup> Document available: [rand.org/pubs/research\\_briefs/RB10040.html](https://rand.org/pubs/research_briefs/RB10040.html)

## Definitions

**National Will to Fight** factors focus on state and/or society subsets. We define national level will to fight as a set of factors that affect national-level leaders' disposition and decision to conduct sustained military operations to achieve their political goals and objectives irrespective of associated or expected political, societal, economic, and military costs. Factor definitions are provided on corresponding worksheets.

- "State" refers to the formal government structures which fulfill administrative and other requirements for a population.
- "Society" refers to the cultural, tribal, ethnic, national, or other groupings that can provide some services for a population, but generally shape or mold identity separate from that of the state.
- The factors include Civil-Military Relations, Government Cohesion, Stakes of the Conflict, Popular Support, Allies/Diplomatic Engagement, Economic Strength, Economic Independence, Messaging, and National Identity/Nationalism.

### National Level Leadership

Ultimately, organizations (governments, coalitions, or other forms of command and control (C2)) make decisions about conflict. Their will is reflected in the political decisions made during a conflict to continue or stop fighting. At the national level, we define fighting as including not only military force but also all aspects of national power required to achieve combat-related political objectives.

- The factors include Authority, Adaptability, Resolve, and Congruity.
- Context can play an underlying role ranging from "not important" to "outright decisive." For instance, a civil war may end as a result of internal micro-cleavages within a rebel group (such as power struggles or ideological inconsistencies) that drains resources from overarching macro-cleavages (revolt against the state). Clarify if this is (or is not) happening, and why.

- Identity factors, such as history, culture, tribe, ethnicity, nationality, gender, religion, etc., strongly influence will to fight, but they can be manipulated by leaders or adversaries.
- An economically-advantaged adversary is not predetermined to prevail over a combatant; supportive alliances, converging interests, skillful engagement, and the stakes of the conflict can overcome an adversary's economic pressures. The influence of economic tools, such as sanctions, on national will can be affected by leadership perception of economic support from third-party actors, perceived resilience of the domestic industrial base, agricultural production, and the sustainability of adversary economic expenditures.

Leaders demonstrate will to fight through tangible actions. These actions include public and private messaging and engagement with their military as well as efforts to secure allies and popular support for their objectives. Additionally, considering the characteristics of an individual leader or a leadership group can also be important to understanding national will to fight.

Other elements to consider for effects on Will to Fight include the existence of a triggering event—such as an existential threat to the state, organization, or regime—for resolve and adaptability. Additionally, consider how leaders or leadership can manage a sudden transition between peace and war, crisis to combat, or other phases of conflict, since Will to Fight and its effects on achieving a combat objective can change suddenly. Center of Gravity analysis may yield insights about a combatant's strategic objectives or goals; threats to existential objectives can be significant in affecting will to fight. These elements, and those identified above, may be correlated or even causal. They may also affect, or be affected, by the factors identified on the National Will to Fight spreadsheet. When possible, identify these elements and explain how their interaction(s) affect combatant will to fight.

**Combat Will to Fight** factors affect military combatants' commitment, disposition, and decisions to persevere in order to achieve military goals and objectives. They generally are intangible factors that are directly affected by the combatant entity itself.

- The factors include Identity, Support, Integrity, Leadership, Esprit de corps, Control, Training, Competence, Strategy, Civil-Military Relations, Doctrine, Expectation, Cohesion, Quality, Desperation, Revenge, Ideology, Self-determination, and Economics.

**External/Operating Environment** factors focus on exogenous characteristics that cannot necessarily be controlled in the operating environment. They include:

- Fatigue, Weather, Food/water access, Medical Support, Terrain, Time in Combat, Allies Participating in Combat, Ally Wounded, Ally Captured, Ally Killed (this can include overall casualty counts), Leader Captured, Leader Killed, Enemy Wounded, Enemy Captured, Enemy Killed (this can include overall casualty counts), Enemy Leader Captured, Enemy Leader Killed, Unit Degradation, and Family Threatened.

**Adversary Military Will to Fight** factors focus on behaviors or tactics that one combatant faces on the battlefield from their adversary. The principal combatant may not be able to affect these adversary behaviors. Analysts should aim to address "Adversary Military Will to Fight" factors based on the combatant's perception of the adversary's actions. Findings that the adversary can, or is actively seeking to, affect these conditions may be relevant to highlight to a client. Many of the factors presented for consideration here are ground domain-centric. Cross-domain kinetic and non-kinetic effects, such as space attacks (temporary/reversible or destructive) or cyber activity, are also appropriate for consideration, if relevant to will to fight.

- The factors include Artillery Fire, Direct Fire, Armor, Flee Combat, PsyOps, Close Quarters, Air Attack, Surrender, Atrocities, Flank Attack, Fear Weapons, Sniper Fire, Massing, Aggression, Surprise, Mines/

IEDs, Fanaticism, Competence, Cyber Attack, Terrorism, Proxies, Alliances/Allies, Poor Treatment of POWs/Civilians, Attacks on Medical Facilities.

**Combat, External/Operating Environment, and Adversary Will to Fight** factors focus on individual, unit, and/or organization subsets.

- **Individual:** this subset focuses on an individual servicemember and his/her experience in or motivation for participating in combat operations. This subset can be challenging for analysts to assess because it is often difficult to find data on solitary individuals, and it can be problematic to determine the "tipping point" for when singular, individual experiences are sufficient to represent larger (unit, organization, etc.) common shared perceptions or characteristics.
- **Unit:** examples include everything from squads through division subsets.
- **Organization:** examples include corps, armies, joint warfighting forces, Armed Service branches, combatant commands, or their equivalents.

**Morale and Military Collapse** are related to—but not the same as—Will to Fight. At the individual and unit subsets, low morale may contribute to low Will to Fight based on a combination of combat, external, and adversary military factors. However, an individual or unit may also experience low morale and high will to fight if factors affecting the societal or individual subsets—such as ideology or identity—are met. Low Will to Fight could lead to military collapse. However, analysts may judge military collapse as unlikely despite low Will to Fight due to strong leadership, control, identity, or ideological factors. Analysts should use available reporting of current conditions coupled with knowledge of the factors relevant to the combatant's organization and national subsets to delineate how Will to Fight, morale, and military collapse are related on a case by case basis.

## Process

The workbook that accompanies this primer contains four worksheets: National Will to Fight Factors (with accompanying National Leadership pull-out worksheet); Combat Will to Fight Factors; External/Operating Environment Factors; and Adversary Will to Fight Factors. Each worksheet is unclassified prior to completion.

Each of the columns in the worksheets are labeled as either assessments or facts. Authors should capture their reasoning for their findings consistent with ICD203 requirements and provide any additional explanations, references, sources, and classification markings. When worksheets are filled out, adjust classification marking as appropriate.

- Additional inputs may be made in one or multiple cells in the same row, as long as it is clear how they are organizing their information.
- Each entry in a column is either prepopulated—particularly in the Combat Will to Fight worksheet, where some factors are always present—or has a built-in drop-down menu to document findings.

The framework is built to accommodate a focus on specific factors or sets of factors (such as during fast-moving circumstances or a crisis) as well as to support in-depth analysis.

- Regardless of the approach, analysts must document their findings in each row, as noted above.
- If analysts are revisiting their assessments, they should clarify if they are analyzing the same sets of factors each time.

Analysts should first establish what the overall objective of combat is at the relevant Will to Fight subset of the population—society, state, organization, unit, or individual—prior to completing any of the assessments.

They should also identify the overall objective for the National and Combat Will to Fight factors.

- If the National Will to Fight has a different objective than Combat Will to Fight, analysts should take particular care to clarify why this is so, and take that under consideration as they evaluate whether a Combat Will to Fight factor is more important than a National Will to Fight factor in accomplishing a particular objective.

For details on the driving MILCAP factors (Structure, Training, Environment, Employment, Personnel, Roles and Missions, Intangibles, Sustainment, Equipment) and the Intangibles element that encompasses Will to Fight, please see Appendix I. These are specifically referred to in the associated worksheet.

After completing each worksheet, analysts must review their findings and balance the worksheet. What do the findings for each worksheet mean in *aggregate*?

- How many factors significantly strengthen or significantly weaken will to fight? How many factors only strengthen or weaken will to fight? What are the implications of these findings?

The identification of a factor that can independently affect success of a combatant's ability to accomplish its overall objective is an important finding. In conjunction with the possibility that the factor can be directly affected by external actors, the finding may be a critical finding for the analyst to communicate to clients.

## Worksheet Details

### Using the Worksheet

Analysts should distinguish when individual reports—depending on their credibility, source, and access—represent anecdotal evidence of a factor, or a greater trend. Analysts may struggle to determine when factor findings, especially in the individual and unit subsets, can be extrapolated or assumed to apply to upper subsets, like organization, state, or society. There may be times when it is appropriate to consider factor findings on a case-by-case basis.

The National Leadership pull-out worksheet provides a good opportunity to examine factors on a case-by-case basis. The four factors on that worksheet provoke an opportunity to pause and consider additional contextual information that may further inform thinking and assessments on will to fight. The following bullets amplify details for consideration for each factor. When using the worksheets, analysts have the opportunity to reflect on how underlying characteristics of individual leader, leadership collective, or system may be relevant to achieving national or combat objectives.

- **Authority:** Does the leader(ship) have full decisionmaking authority? What constraints do they face? Do they have sway with other branches of power? Does the ruling system the leader(ship) works within contribute to or undermine a leader's authority? Consider the form of government or rule and its effect on the leader, and vice versa. Can the leader(ship) steer, direct, coerce, or compel organizational elements in a manner that affects the disposition and decision to fight, keep fighting, and to win? Will they do so?
- **Adaptability:** Can the leader(ship) respond to change? As casualties mount and unexpected calamities arise, or in the event of unanticipated success, how does the leader(ship) address, incorporate, or respond to circumstances?
- **Resolve:** How committed is the leader(ship) to the cause? Does leader(ship) project willingness to “stay the course”?
- **Congruity:** How much of an alignment is present between the culture and/or the population and the leader(ship)? How much does leader(ship) seek to enable and/or engage with the population (combatant or otherwise)? Is there dissonance or resonance between how the leader(ship) apparatus want to be perceived and how the populace perceives them? Does the public view of the conflict affect the leader?”

### Calibration Scale

A calibration scale which is informed by appropriate observable and falsifiable indicators enables us to avoid anchoring and other forms of analytic bias. How should an analyst determine whether coming under shelling for ten minutes weakens will to fight, or ten hours, or ten days? How can we determine when will to fight is more or less important in achieving combat or national objectives in the context of other military factors? When possible, establishing baselines enables us to manage some elements of analytic perceptions of time and other potential distortions. It further enables meaningful analysis of our efforts to appropriately calibrate our findings.

- A factor significantly strengthens a combatant's national/combat will to fight if it independently enables a belief in the ability to survive and sustain combat, and accomplish the mission/prevail over the adversary at a scope and scale larger than the one under evaluation (e.g., from unit to organization, or from Combat Will to Fight to National Will to Fight). In short, it contributes to a positive disposition at a macro scale.

- A factor strengthens a combatant's national/combat will to fight if it can enable a belief in the ability to survive and sustain combat, accomplish the mission, and prevail over the adversary at the same scope and scale (e.g., at the unit subset). Positive disposition at a local scale. An aggregation of strengthening factors may be sufficient to increase disposition at a macro scale.
- A factor has no effect on a combatant's national/combat will to fight when that factor's presence or absence does not affect the belief in the ability to survive and sustain combat, accomplish the mission, and prevail over the adversary. This type of factor has a neutral disposition in its ability to affect will to fight.
- A factor decreases a combatant's national/combat will to fight when that factor undermines, subverts, or disrupts a belief in the ability to survive and sustain combat, accomplish the mission, and prevail over the adversary at the same scope and scale (e.g., at the unit subset of the population). This type of factor has a negative disposition at a local scale or smaller subset. An aggregation of decreasing factors may be sufficient to reduce or eliminate disposition at a macro scale.
- A factor significantly decreases a combatant's national/combat will to fight if it independently undermines, subverts, or disrupts a belief in the ability to survive and sustain combat, and accomplish the mission/prevail over the adversary at a scope and scale larger than the one under evaluation (e.g., from unit to organization, or from Combat Will to Fight to National Will to Fight). This type of factor has a negative disposition or the ability to eliminate disposition in its effects on will to fight at a macro scale.

Note that the ability for a factor to spread beyond a particular unit, location, or moment in time to something greater or broader—its “exothermic potential” to affect something outside its immediate time, space, or scope—may require analysts to clarify what vectors or pathways enable that dissemination or spread. Factors or events that are consonant with preexisting values, shared assumptions, and beliefs may have an easier trajectory than factors that are inconsistent with existing attitudes, perceptions, or values.

- The consideration and review of analytic guidance on Red Teaming, such as that provided in The Red Team Handbook in the “Critical Variables” and “Cultural Perception Framework and Four Ways of Seeing” chapters [The Red Team Handbook v 9.0 (TRADOC G-2 Operational Environment Enterprise, University of Foreign Military and Cultural Studies, Ft. Leavenworth) [pp116-121 and pp121-139], may usefully enhance analyst understanding of relevant historical, social, and cultural context.

### Special Note: Adversary Military Will To Fight Factors Worksheet

The complex interplay between combatant and adversary and the assumptions they make about one another and resulting actions they take can be difficult to distill. This particular worksheet provides analysts an opportunity to reflect on what the adversary is currently doing, and how that affects the combatant. The worksheet asks analysts to reflect on what factors are demonstrated by the adversary to isolate the effects those factors have on the combatant, regardless of the combatant's activities. Analysts are enabled to consider whether the adversary factors can be affected by external actors (including the combatant) in the second to last column in the worksheets.

Table 1.

| FACTOR                      | CATEGORY                | EFFECT                    | SUBSETS                                              | TREND    |
|-----------------------------|-------------------------|---------------------------|------------------------------------------------------|----------|
| <b>A</b> Stakes of Conflict | National Will to Fight  | Significantly strengthens | All (Society, State, Organization, Unit, Individual) | Positive |
| <b>B</b> Fear Weapons       | Adversary Will to Fight | Significantly decreases   | State, Unit, Individual                              | N/A      |

- The use of a tool such as “Four Ways of Seeing,” in the Red Team Handbook (pp79-80), may enable analysts to deepen their understanding of the assumptions, gaps, and conclusions relevant to understanding the combatants in a particular combat.

### Presenting and Describing Framework Findings in Finished Products

The presentation of Will to Fight analysis does not require any specific format or template. Findings can be presented in tables, such as Table 1, that highlight the most positive and negative factors that affect Will to Fight, which can be further sorted by factor groupings and refined by trend assessments and the subset of society affected, where appropriate. For instance, in row **A** of Table 1 “Stakes of the Conflict,” a factor in the National Will to Fight category, significantly strengthens will to fight across all subsets of the population, and is trending positively. In row **B**, analysts have identified that during this conflict, the adversary’s use of fear weapons is significantly decreasing will to fight at the state, unit, and individual subsets. They have not established a trend assessment.

Analysts can also accompany their assessments with text elements that amplify their findings for their clients. Those can be short—such as the text that accompanies a tabloid—or they can be longer, as needed. Analysts can examine a particular category of factors (such as Combat Will to Fight or External/Operating Environment), a specific subset of society that

is being affected (state or organization), or a specific factor over time (such as support and logistics). A holistic baseline that examines as many elements as possible can describe a current situation, or can be anticipatory, incorporating analytic understanding of the most likely (or most dangerous, etc.) courses of action that may be available to combatants.

Analysts should ensure they appropriately describe the analytic framework in their finished product; its underlying sourcing; the effect of its application on their confidence levels; and any assumptions Analysts made related to its application. This can be done in a methodology tone box or in the Analytic Tradecraft Summary.

As with any other analysis, publishing findings with low confidence is acceptable. It is also appropriate to include elements that can increase or decrease assessments’ associated confidence levels. Analysts should annotate how they aggregate (or do not aggregate) their internal Will to Fight analysis findings with other Intangibles factors (why they fight, how they fight) and how they calibrate the Intangibles category against the remaining MILCAP factors detailed on page 3 and in the appendix. They should also address the timing element—how long is the assessment valid? Confidence descriptions for Will to Fight analysis can also address, as appropriate, the corroboration or lack thereof of supporting information, gaps or strengths of the information base, the strengths and weaknesses of supporting assumptions, and the roles of alternatives.

### Be on the Lookout For...

The following should be carefully considered when reviewing findings for presenting analysis:

- Analysts must conduct will to fight analysis in accordance with Intelligence Community Directive (ICD) 203 “Analytic Standards,” to include delineated analytic tradecraft standards. In particular, Standard 8, “Accuracy,” requires us to ensure our assessments are observable and falsifiable and they do not aim to assess perceptions or beliefs. Yet, will to fight is dominated by efforts to shape beliefs and perceptions as part of a military or national strategy to defeat an adversary. We can achieve excellence on Standard 8 by focusing on making well-reasoned arguments that incorporate observable evidence related to our findings. Highlighting how related will to fight factors can affect actions a combatant takes that are observable enables us to manage the tension between ICD 203 requirements and this topic.
- Pay close attention to whether your analysis is a victim of the hidden assumption that will to fight only applies to underdogs—that is, combatants that appear to be losing or otherwise unable to achieve their combat objectives—and only matters when an underdog is losing. Will to fight is present in varying forms for all combatants and matters at different times in different ways. It is our job to distill the implications for our clients.
- Ensure your findings clarify whether your assessments are built on a subset of Will to Fight factors, or whether they represent all Will to Fight factors.
- Check the validity of timing you assign to your assessment. A low will to fight in the next month does not mean that the low will to fight status will persist. Ask yourself, “What could change this status?”
- A low overall will to fight, by itself, should not imply that a combatant has a low overall capability to fight. We must clarify when we think a factor in a subordinate will to fight level (such as national will to fight or combat will to fight) or the overall will to fight has the ability to affect a combatant’s capability to achieve an objective. That is, when does will to fight as a subset of Intangibles—which is itself a driving MILCAP factor—have the potential to be the major issue that affects their capability? When does it not have this potential?
- Consider how quickly the relevant factors can change between peacetime and a combat period. This will help clarify when analysts should alert their senior decisionmakers about expected actions and reactions, and may help avoid the surprise of sudden change. Will to fight can change quickly, dramatically, and many times over the course of a conflict for each combatant, from peacetime, short battles, proxy or frozen conflicts, or full-on war. This can affect assessments as well as being a factor that supports adjusting a confidence level.
  - » Correspondingly, a change in will to fight does not inherently mean that an early assessment is wrong, depending on the nature of the assessment. Analysts should be able to establish causality between events, criteria, or other elements and will to fight. They should also seek to determine if will to fight is the principal driver of a combatant’s ability to achieve an objective. If they anticipate a potential for change, or they determine that a constituent factor is vulnerable to sudden shifts, authors should highlight these findings for their clients. This will enable clarification about emerging developments that will radically alter an assessment.
- Time spent upfront in establishing a baseline with the associated spreadsheet will yield dividends in additional application. While this approach does not produce quantitative findings, it does enable a transparent analytic process and enables us to clarify what factors are relevant to our decisionmakers.

National Will To Fight Factors 1/2

Details

Apply only at State and/or Society subsets

Calibration Scale

| Assessment or fact                                           | Assessment                                                                                                                 | Assessment                                                                                                     | Assessment                                                                                                                        | Assessment                                                                                                                                               | Assessment or fact                                                                                                                                                          |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is this factor present in the conflict for this combatant?   | Durability (how stable/dynamic is this factor? Do we anticipate it will change?)                                           | What is this factor's effect on National Will to Fight (considering all other National Will to Fight factors?) | What is this factor's effect on overall combatant Will to Fight (considering all other Will to Fight factors, not just National?) | Does this factor have the ability to independently affect success of the overall objective of combat? (Can it overwhelm other all other MILCAP factors?) | Can this factor be directly affected by external actors?                                                                                                                    |
| Either the factor is present for the combatant or it is not. | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                       | Refer to primer accompanying spreadsheet                                                                                          | Refer to primer accompanying spreadsheet                                                                                                                 | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the goal. |
| Yes or No                                                    | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                              | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                 | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                                  | Yes or No                                                                                                                                                                   |
| Civil-Military Relations                                     |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                          |                                                                                                                                                                             |
| Government Cohesion                                          |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                          |                                                                                                                                                                             |
| Stakes of the Conflict                                       |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                          |                                                                                                                                                                             |
| Popular Support (at national level)                          |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                          |                                                                                                                                                                             |
| Allies/Diplomatic Engagement                                 |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                          |                                                                                                                                                                             |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

National Will To Fight Factors 2/2

Details  
Apply only at State and/or Society subsets

| Assessment or fact                                                                                                                                                                                  | Assessment                                                                                                                 | Assessment                                                                                                     | Assessment                                                                                                                        | Assessment                                                                                                                                         | Assessment or fact                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is this factor present in the conflict for this combatant?                                                                                                                                          | Durability (how stable/dynamic is this factor? Do we anticipate it will change?)                                           | What is this factor's effect on National Will to Fight (considering all other National Will to Fight factors?) | What is this factor's effect on overall combatant Will to Fight (considering all other Will to Fight factors, not just National?) | Does this factor have the ability to independently affect success of the overall objective of combat? (Can it overwhelm all other MILCAP factors?) | Can this factor be directly affected by external actors?                                                                                                                    |
| Calibration Scale<br>Either the factor is present for the combatant or it is not.                                                                                                                   | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                       | Refer to primer accompanying spreadsheet                                                                                          | Refer to primer accompanying spreadsheet                                                                                                           | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the goal. |
| Yes or No                                                                                                                                                                                           | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                              | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                 | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                            | Yes or No                                                                                                                                                                   |
| Economic Strength<br>Economic ability to support military expenditures and other consequences of combat (such as sanctions). Can they afford combat?                                                |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                    |                                                                                                                                                                             |
| Economic Independence<br>Economic independence and/or economic leverage of combatants to one another. Is the combatant's economy closely intertwined with their adversary, or are they independent? |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                    |                                                                                                                                                                             |
| Messaging (at national level)<br>Combatant's ability to identify or create, disseminate, and manage compelling public and private narratives for internal and external audiences                    |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                    |                                                                                                                                                                             |
| National Identity/Nationalism<br>Combatant state's identification with a particular ideology, national identity, or factor                                                                          |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                    |                                                                                                                                                                             |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

National Leadership Factors 1/1

Details

Apply only at State and/or Society subsets

Calibration Scale

| Assessment or fact                                                                                                                                                                                               | Assessment                                                                                                                 | Assessment                                                                                                     | Assessment                                                                                                                        | Assessment                                                                                                                                         | Assessment or fact                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is this factor present in the conflict for this combatant?                                                                                                                                                       | Durability (how stable/dynamic is this factor? Do we anticipate it will change?)                                           | What is this factor's effect on National Will to Fight (considering all other National Will to Fight factors?) | What is this factor's effect on overall combatant Will to Fight (considering all other Will to Fight factors, not just National?) | Does this factor have the ability to independently affect success of the overall objective of combat? (Can it overwhelm all other MILCAP factors?) | Can this factor be directly affected by external actors?                                                                                                                    |
| Either the factor is present for the combatant or it is not.                                                                                                                                                     | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                       | Refer to primer accompanying spreadsheet                                                                                          | Refer to primer accompanying spreadsheet                                                                                                           | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the goal. |
| Yes or No                                                                                                                                                                                                        | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                              | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                 | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                            | Yes or No                                                                                                                                                                   |
| <div>Authority</div> <div>Ability of leader(ship) to exercise full decisionmaking authority, to include military C2. Identify and explain if the governing system has an effect on the leader's authority.</div> |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                    |                                                                                                                                                                             |
| <div>Adaptability</div> <div>Ability of leader(ship) to respond to change</div>                                                                                                                                  |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                    |                                                                                                                                                                             |
| <div>Resolve</div> <div>Commitment of leader(ship) to the cause; willingness to "stay the course"</div>                                                                                                          |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                    |                                                                                                                                                                             |
| <div>Congruity</div> <div>Alignment between culture, population, and leader(ship)</div>                                                                                                                          |                                                                                                                            |                                                                                                                |                                                                                                                                   |                                                                                                                                                    |                                                                                                                                                                             |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

Combat Will To Fight Factors 1/7

Details/factor description  
(Subfactors follow)

Calibration Scale

| Assessment                                                   | Assessment or fact                                                                                                                                 | Assessment                                                                                                                 | Assessment                                                                                                        | Assessment                                                                                                                                           | Assessment                                                                                                                                         | Assessment or fact                                                                                                                                                                   |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is this factor present in the conflict for this combatant?   | At what subunit is this factor exhibited or experienced by the combatant?                                                                          | Durability (how static/dynamic is this factor?)                                                                            | What is this factor's effect on overall Combat Will to Fight, considering all other Combat Will to Fight factors? | What is this factor's effect on overall combatant Will to Fight, considering all other Will to Fight factors, not just Combat Will to Fight Factors? | Does this factor have the ability to independently affect success of the overall objective of combat? (Can it overwhelm all other MILCAP factors?) | Can this factor be directly affected by external actors?                                                                                                                             |
| Either the factor is present for the combatant or it is not. | No calibration scale; see cell below for subset options                                                                                            | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                          | Refer to primer accompanying spreadsheet                                                                                                             | Refer to primer accompanying spreadsheet                                                                                                           | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |
| Yes or No                                                    | Individual, Unit, Organization, State, Society. If this factor is occurring at levels that are not pre-populated, add a row underneath and assess. | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                 | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                    | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                            | Yes or No                                                                                                                                                                            |
| Yes, always present                                          | Society                                                                                                                                            |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
| Yes, always present                                          | Individual                                                                                                                                         |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
|                                                              | Society                                                                                                                                            |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
|                                                              | State                                                                                                                                              |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
|                                                              | Organization                                                                                                                                       |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

**Identity**  
Varied, multifaceted, complex. Never unitary. Dynamic--not static over time--but will not change over course of single battle. Culturally obtained, can be more than one identity, and unique to individual. Homogeneity/heterogeneity can be strengths or weaknesses. Heterogeneity in U.S. is a strength; it is negative for Russia. Ideology, Ethnicity, History.

**Support**  
Sufficiency, timeliness of food, medical equipment, supplies, etc. needed to accomplish mission. Can it acquire support in a timely manner, or is it delayed to the point it affects trust and performance (disposition)? Organizational support and unit relationship may require evaluation of multiple organizations, such as service branches. Timeliness, Sufficiency; at society level, Consistency, Efficiency.

Combat Will To Fight Factors 2/7

Details/factor description  
(Subfactors follow)

Calibration Scale

| Assessment                                                                                                                                                                                                                                                                                                                                     | Assessment or fact                                                                                                                                | Assessment                                                                                                                 | Assessment                                                                                                        | Assessment                                                                                                                                           | Assessment                                                                                                                                         | Assessment or fact                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is this factor present in the conflict for this combatant?                                                                                                                                                                                                                                                                                     | At what subunit is this factor exhibited or experienced by the combatant?                                                                         | Durability (how static/dynamic is this factor?)                                                                            | What is this factor's effect on overall Combat Will to Fight, considering all other Combat Will to Fight factors? | What is this factor's effect on overall combatant Will to Fight, considering all other Will to Fight factors, not just Combat Will to Fight Factors? | Does this factor have the ability to independently affect success of the overall objective of combat? (Can it overwhelm all other MILCAP factors?) | Can this factor be directly affected by external actors?                                                                                                                             |
| Either the factor is present for the combatant or it is not.                                                                                                                                                                                                                                                                                   | No calibration scale; see cell below for subset options                                                                                           | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                          | Refer to primer accompanying spreadsheet                                                                                                             | Refer to primer accompanying spreadsheet                                                                                                           | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |
| Yes or No                                                                                                                                                                                                                                                                                                                                      | Individual, Unit, Organization, State, Society. If this factor is occurring at levels that are not pre-populated, add a row underneath and assess | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                 | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                    | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                            | Yes or No                                                                                                                                                                            |
| <b>Integrity</b><br><br>Organizational approach to corruption: what degree is it accepted or ferreted out? Be cautious; corruption in the culture requires a case-by-case analysis to avoid bias. Approach an evaluation of the organization and state separately, and then assess together; very difficult to tease apart. Trust, Corruption. | Society                                                                                                                                           |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                | State                                                                                                                                             |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                | Organization                                                                                                                                      |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
| <b>Leadership</b><br><br>Ability to accomplish tasks; demonstrated ability to win. Integrity, willingness to sacrifice for soldiers, adherence to rules/regulations; ability to adapt to succeed, ensure soldiers' safety. Character, Competence.                                                                                              | State* (leadership apparatus, not individual leader)                                                                                              |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                | Organization                                                                                                                                      |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                | Unit                                                                                                                                              |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

Combat Will To Fight Factors 3/7

Details/factor description  
(Subfactors follow)

Calibration Scale

| Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Assessment or fact                                                                                                                                | Assessment                                                                                                                 | Assessment                                                                                                        | Assessment                                                                                                                                           | Assessment                                                                                                                                         | Assessment or fact                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is this factor present in the conflict for this combatant?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | At what subunit is this factor exhibited or experienced by the combatant?                                                                         | Durability (how static/dynamic is this factor?)                                                                            | What is this factor's effect on overall Combat Will to Fight, considering all other Combat Will to Fight factors? | What is this factor's effect on overall combatant Will to Fight, considering all other Will to Fight factors, not just Combat Will to Fight Factors? | Does this factor have the ability to independently affect success of the overall objective of combat? (Can it overwhelm all other MILCAP factors?) | Can this factor be directly affected by external actors?                                                                                                                             |
| Either the factor is present for the combatant or it is not.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | No calibration scale; see cell below for subset options                                                                                           | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                          | Refer to Narrative accompanying document                                                                                                             | Refer to Narrative accompanying document                                                                                                           | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |
| Yes or No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Individual, Unit, Organization, State, Society. If this factor is occurring at levels that are not pre-populated, add a row underneath and assess | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                 | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                    | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                            | Yes or No                                                                                                                                                                            |
| <b>Esprit de corps</b><br><i>Elan, pride, "fighting spirit," and/or eagerness to pursue task/cause.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Organization                                                                                                                                      |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Unit                                                                                                                                              |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
| <b>Control</b><br><i>Obtain obedience to orders, pursuit of mission objectives. Are objectives clear? Does combatant want to engage, but cannot? Additionally, can leadership control non-military activity such as looting, rapes, murder, etc.? Relies on coercion, persuasion, compulsion; reflected in discipline. (Discipline: cultural approach to control; defines relationship between leaders and soldiers.) Methods are similar at unit and organizational levels, but measures differ. Evaluate for misalignment, determine what differences might apply. WTF will suffer from misalignment; if appropriate, WTF might be reinforced. Persuasion, Discipline, Coercion.</i> | Organization                                                                                                                                      |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Unit                                                                                                                                              |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

| Combat Will To Fight Factors 4/7                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  | Assessment                                                   | Assessment or fact                                                                                                                                | Assessment                                                                                                                 | Assessment                                                                                                        | Assessment                                                                                                                                           | Assessment                                                                                                                                         | Assessment or fact                                                                                                                                                                   | Details/factor description<br>(Subfactors follow) | Calibration Scale | ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  | Is this factor present in the conflict for this combatant?   | At what subunit is this factor exhibited or experienced by the combatant?                                                                         | Durability (how static/dynamic is this factor?)                                                                            | What is this factor's effect on overall Combat Will to Fight, considering all other Combat Will to Fight factors? | What is this factor's effect on overall combatant Will to Fight, considering all other Will to Fight factors, not just Combat Will to Fight Factors? | Does this factor have the ability to independently affect success of the overall objective of combat? (Can it overwhelm all other MILCAP factors?) | Can this factor be directly affected by external actors?                                                                                                                             |                                                   |                   |                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  | Either the factor is present for the combatant or it is not. | No calibration scale; see cell below for subset options                                                                                           | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                          | Refer to primer accompanying spreadsheet                                                                                                             | Refer to primer accompanying spreadsheet                                                                                                           | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |                                                   |                   |                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  | Yes or No                                                    | Individual, Unit, Organization, State, Society. If this factor is occurring at levels that are not pre-populated, add a row underneath and assess | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                 | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                    | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                            | Yes or No                                                                                                                                                                            |                                                   |                   |                                                                                                                                      |
| Training<br><br>Methods and capabilities to build, maintain skills. Without subfactors, WTF likely to be reduced; if present, WTF likely to be supported, sustained. Capabilities, Relevance, Sufficiency, Sustainment.                                                                                                                                                                                                                                                                                    |  |                                                              | Organization                                                                                                                                      |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |                                                   |                   |                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |                                                              | Unit                                                                                                                                              |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |                                                   |                   |                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |                                                              | Individual                                                                                                                                        |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |                                                   |                   |                                                                                                                                      |
| Competence<br><br>Skills and capabilities developed as part of a unit. Strongly influenced by military training and combat experience. Do soldiers trust they have the skills necessary to fight or do their jobs? Skills are resident in individuals/across units; capability to perform tasks. Training: methods and capabilities to build, maintain skills. Performance: demonstrate skills. Does it build or erode confidence? Does it affect the disposition to fight? Skills, Training, Performance. |  |                                                              | Unit                                                                                                                                              |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |                                                   |                   |                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |                                                              | Individual                                                                                                                                        |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |                                                   |                   |                                                                                                                                      |

Combat Will To Fight Factors 5/7

Details/factor description  
(Subfactors follow)

Calibration Scale

| Assessment                                                   | Assessment or fact                                                                                                                                | Assessment                                                                                                                 | Assessment                                                                                                        | Assessment                                                                                                                                           | Assessment                                                                                                                                         | Assessment or fact                                                                                                                                                                   |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is this factor present in the conflict for this combatant?   | At what subunit is this factor exhibited or experienced by the combatant?                                                                         | Durability (how static/dynamic is this factor?)                                                                            | What is this factor's effect on overall Combat Will to Fight, considering all other Combat Will to Fight factors? | What is this factor's effect on overall combatant Will to Fight, considering all other Will to Fight factors, not just Combat Will to Fight Factors? | Does this factor have the ability to independently affect success of the overall objective of combat? (Can it overwhelm all other MILCAP factors?) | Can this factor be directly affected by external actors?                                                                                                                             |
| Either the factor is present for the combatant or it is not. | No calibration scale; see cell below for subset options                                                                                           | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                          | Refer to primer accompanying spreadsheet                                                                                                             | Refer to primer accompanying spreadsheet                                                                                                           | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |
| Yes or No                                                    | Individual, Unit, Organization, State, Society. If this factor is occurring at levels that are not pre-populated, add a row underneath and assess | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                 | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                    | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                            | Yes or No                                                                                                                                                                            |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

|                                                                                                                                                                                                                                                                                                                                                                            |  |              |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--------------|--|--|--|--|--|
| <b>Strategy</b><br>Clarity and effectiveness are powerful tools that influence WTF. Clarity, Effectiveness.                                                                                                                                                                                                                                                                |  | State        |  |  |  |  |  |
| <b>Civil-Military Relations</b><br>Sociocultural norms--the ways political and military leaders interact can affect trust and confidence in the organization and state. The more appropriate and functional, the greater will to fight. Functionality is straightforward--either effective or not (e.g., Turkey coups; coups erode trust). Appropriateness, Functionality. |  | State        |  |  |  |  |  |
| <b>Doctrine</b><br>Approach/guidelines to prepare for combat; how to fight. Misaligned doctrine undermines effectiveness, erodes confidence. Integrates organizational power; supports military success. Effectiveness, Appropriateness.                                                                                                                                   |  | Organization |  |  |  |  |  |

Combat Will To Fight Factors 6/7

Details/factor description  
(Subfactors follow)

Calibration Scale

| Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Assessment or fact                                                                                                                                | Assessment                                                                                                                 | Assessment                                                                                                        | Assessment                                                                                                                                           | Assessment                                                                                                                                         | Assessment or fact                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is this factor present in the conflict for this combatant?                                                                                                                                                                                                                                                                                                                                                                                                        | At what subunit is this factor exhibited or experienced by the combatant?                                                                         | Durability (how static/dynamic is this factor?)                                                                            | What is this factor's effect on overall Combat Will to Fight, considering all other Combat Will to Fight factors? | What is this factor's effect on overall combatant Will to Fight, considering all other Will to Fight factors, not just Combat Will to Fight Factors? | Does this factor have the ability to independently affect success of the overall objective of combat? (Can it overwhelm all other MILCAP factors?) | Can this factor be directly affected by external actors?                                                                                                                             |
| Either the factor is present for the combatant or it is not.                                                                                                                                                                                                                                                                                                                                                                                                      | No calibration scale; see cell below for subset options                                                                                           | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                          | Refer to primer accompanying spreadsheet                                                                                                             | Refer to primer accompanying spreadsheet                                                                                                           | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |
| Yes or No                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Individual, Unit, Organization, State, Society. If this factor is occurring at levels that are not pre-populated, add a row underneath and assess | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                 | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                    | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                            | Yes or No                                                                                                                                                                            |
| <b>Expectation</b><br>Belief that unit, org, state, etc. will/not provide support to unit. (e.g., salaries, materiel, food, uniforms, etc.)                                                                                                                                                                                                                                                                                                                       | Unit                                                                                                                                              |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
| <b>Cohesion</b><br>Bonding, commitment to collective goals; willingness to sacrifice to accomplish mission. Task, Social Vertical/Horizontal                                                                                                                                                                                                                                                                                                                      | Unit                                                                                                                                              |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
| <b>Quality:</b><br>Mental and physical capability of the individual. High-quality soldiers = high disposition to fight. Understands reasons fighting is required; can remain stable and avoid panic; develop bonds w/ soldiers, leaders; avoid, overcome, take advantage of chaos, friction, and uncertainty inherent in war. How selective is the unit in looking for quality? Adaptability, Education, Fitness, Psychological Traits, Resilience, Social Skills | Unit                                                                                                                                              |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Individual                                                                                                                                        |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

Combat Will To Fight Factors 7/7

Details/factor description  
(Subfactors follow)

Calibration Scale

| Assessment                                                                                                                                                                                                  | Assessment or fact                                                                                                                                | Assessment                                                                                                                 | Assessment                                                                                                        | Assessment                                                                                                                                           | Assessment                                                                                                                                         | Assessment or fact                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is this factor present in the conflict for this combatant?                                                                                                                                                  | At what subunit is this factor exhibited or experienced by the combatant?                                                                         | Durability (how static/dynamic is this factor?)                                                                            | What is this factor's effect on overall Combat Will to Fight, considering all other Combat Will to Fight factors? | What is this factor's effect on overall combatant Will to Fight, considering all other Will to Fight factors, not just Combat Will to Fight Factors? | Does this factor have the ability to independently affect success of the overall objective of combat? (Can it overwhelm all other MILCAP factors?) | Can this factor be directly affected by external actors?                                                                                                                             |
| Either the factor is present for the combatant or it is not.                                                                                                                                                | No calibration scale; see cell below for subset options                                                                                           | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                          | Refer to primer accompanying spreadsheet                                                                                                             | Refer to primer accompanying spreadsheet                                                                                                           | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |
| Yes or No                                                                                                                                                                                                   | Individual, Unit, Organization, State, Society. If this factor is occurring at levels that are not pre-populated, add a row underneath and assess | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                 | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                    | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                            | Yes or No                                                                                                                                                                            |
| <div>Desperation</div> <div>Immediately existential, fear of genocide, desire to protect families from war. Combatants will fight to survive. A belief that failure results in an unrecoverable loss.</div> | Individual                                                                                                                                        |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
| <div>Revenge</div> <div>Immediate or long-term motivator. Can be individual (observation of enemy attack/atrocity) or state/social (long-standing ethnic disputes)</div>                                    | Individual                                                                                                                                        |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
| <div>Ideology</div> <div>fighting for a cause one believes in; self determination</div> <div>Commitment to a cause or belief system. Can be abstract ("freedom") or explicit ("defeat those guys")</div>    | Individual                                                                                                                                        |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |
| <div>Economics</div> <div>Self and family--"need to eat," motivation to earn money or socioeconomic advancement; personal advancement through looting</div>                                                 | Individual                                                                                                                                        |                                                                                                                            |                                                                                                                   |                                                                                                                                                      |                                                                                                                                                    |                                                                                                                                                                                      |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

External/  
Operational  
Environment  
Factors 1/2

Calibration  
Scale

|                                                                              | Assessment or fact                                           | Assessment or fact                                                                                                                 | Assessment                                                                                                                 | Assessment                                                                                                                                                       | Assessment                                                                                                                                         | Assessment or fact                                                                                                                                                                   |  |
|------------------------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                                                                              | Is this factor present in the conflict for this combatant?   | At what subset of the population is this factor exhibited or experienced by the combatant?                                         | Durability (how stable/dynamic is this factor? Do we anticipate it will change?)                                           | What is this factor's effect on overall combatant Will to Fight, considering all other Will to Fight factors, not just External/Operational Environment Factors? | Does this factor have the ability to independently affect success of the overall objective of combat? (Can it overwhelm all other MILCAP factors?) | Can this factor be directly affected by external actors?                                                                                                                             |  |
|                                                                              | Either the factor is present for the combatant or it is not. | No calibration scale; see cell below for subset options                                                                            | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                                                                         | Refer to primer accompanying spreadsheet                                                                                                           | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |  |
|                                                                              | Yes or No                                                    | Individual, Unit, or Organization. If this factor is occurring at multiple subsets, add a row underneath and assess for each level | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                                | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                            | Yes or No                                                                                                                                                                            |  |
| Fatigue                                                                      |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| (how much time spent in actual combat, e.g., 20 hours?)                      |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| Weather                                                                      |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| Food/water access (self-dependence)                                          |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| Medical Support                                                              |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| Skill and number of medics, proximity to wounded, success of field treatment |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| Terrain                                                                      |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| Time in Combat                                                               |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| (e.g., endurance--how many deployments?)                                     |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| Allies participating in combat                                               |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| (can be formal/state or informal/non-state or paramilitary)                  |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| Ally wounded                                                                 |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| Ally captured                                                                |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |
| Ally killed                                                                  |                                                              |                                                                                                                                    |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |  |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

External/  
Operational  
Environment  
Factors 2/2

Calibration Scale

| Assessment or fact                                           | Assessment or fact                                                                                                                    | Assessment                                                                                                                 | Assessment                                                                                                                                                       | Assessment                                                                                                                                         | Assessment or fact                                                                                                                                                                   |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is this factor present in the conflict for this combatant?   | At what subset of the population is this factor exhibited or experienced by the combatant?                                            | Durability (how stable/dynamic is this factor? Do we anticipate it will change?)                                           | What is this factor's effect on overall combatant Will to Fight, considering all other Will to Fight factors, not just External/Operational Environment Factors? | Does this factor have the ability to independently affect success of the overall objective of combat? (Can it overwhelm all other MILCAP factors?) | Can this factor be directly affected by external actors?                                                                                                                             |
| Either the factor is present for the combatant or it is not. | No calibration scale; see cell below for subset options                                                                               | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                                                                         | Refer to primer accompanying spreadsheet                                                                                                           | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |
| Yes or No                                                    | Individual, Unit, or Organization.<br>If this factor is occurring at multiple subsets, add a row underneath and assess for each level | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                                | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                            | Yes or No                                                                                                                                                                            |
| Leader captured                                              |                                                                                                                                       |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |
| Leader killed                                                |                                                                                                                                       |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |
| Enemy wounded                                                |                                                                                                                                       |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |
| Enemy captured                                               |                                                                                                                                       |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |
| Enemy killed                                                 |                                                                                                                                       |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |
| Enemy leader captured                                        |                                                                                                                                       |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |
| Enemy leader killed                                          |                                                                                                                                       |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |
| Unit degradation                                             |                                                                                                                                       |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |
| Family threatened                                            |                                                                                                                                       |                                                                                                                            |                                                                                                                                                                  |                                                                                                                                                    |                                                                                                                                                                                      |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

Adversary Military Will To Fight Factors 1/4

Details: Is the adversary using, employing, or doing...?

| Assessment or fact                                                                             | Assessment or fact                                                                                                                                 | Assessment                                                                                                                 | Assessment                                                                                                                                                                                                                                        | Assessment                                                                                                                                                                                                                                        | Assessment                                                                                                                                                                                                               | Assessment or fact                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is the adversary demonstrating this behavior?                                                  | At what subset of the population is this factor exhibited by the adversary (e.g., only individuals are performing it, or units, or organizations)? | Durability (how stable/dynamic is this factor? Do we anticipate it will change?)                                           | What is this factor's effect on the combatant's overall Military Will to Fight, considering all other Adversary Military Will to Fight factors? (If this adversary factor is present, how does it affect the combatant's military will to fight?) | What is this factor's effect on the combatant's overall National Will to Fight, considering all other Adversary Military Will to Fight factors? (If this adversary factor is present, how does it affect the combatant's national will to fight?) | Does this factor have the ability to independently affect success of the overall objective of the combatant? (Can this one adversary factor at its documented level prevent the combatant from achieving its objective?) | Can this factor be directly affected by external actors?                                                                                                                             |
| Calibration Scale<br>Either the factor is present for the adversary or it is not.              | No calibration scale; see cell below for subset options                                                                                            | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                                                                                                                                                          | Refer to primer accompanying spreadsheet                                                                                                                                                                                                          | Refer to primer accompanying spreadsheet                                                                                                                                                                                 | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |
| Yes or No                                                                                      | Individual, Unit, Organization, State, Society. If this factor is occurring at levels that are not pre-populated, add a row underneath and assess  | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                                                                                                                 | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                                                                                                                 | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                                                                                                  | Yes or No                                                                                                                                                                            |
| Artillery Fire<br><i>Indirect fire: shell type, duration, accuracy, suppression</i>            |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| Direct Fire<br><i>rifles/machine guns: accuracy, intensity, volume, duration, suppression</i>  |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| Armor<br><i>attack with tanks: mass, type, effectiveness, with/ out infantry</i>               |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| Flee Combat<br><i>adversary flees combat: numbers, observed or reported, duration, timing</i>  |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| PsyOps<br><i>Hostile messaging: resonance of message, accuracy of targeting, vector</i>        |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| Close Quarters<br><i>pistol/hand-to-hand combat: offensive or defensive, weapons, ferocity</i> |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

Adversary Military Will To Fight Factors 2/4

Details: Is the adversary using, employing, or doing...?

| Calibration Scale | Assessment or fact                                           | Assessment or fact                                                                                                                                 | Assessment                                                                                                                 | Assessment                                                                                                                                                                                                                                        | Assessment                                                                                                                                                                                                                                        | Assessment                                                                                                                                                                                                               | Assessment or fact                                                                                                                                                                   |
|-------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   | Is the adversary demonstrating this behavior?                | At what subset of the population is this factor exhibited by the adversary (e.g., only individuals are performing it, or units, or organizations)? | Durability (how stable/dynamic is this factor? Do we anticipate it will change?)                                           | What is this factor's effect on the combatant's overall Military Will to Fight, considering all other Adversary Military Will to Fight factors? (If this adversary factor is present, how does it affect the combatant's military will to fight?) | What is this factor's effect on the combatant's overall National Will to Fight, considering all other Adversary Military Will to Fight factors? (If this adversary factor is present, how does it affect the combatant's national will to fight?) | Does this factor have the ability to independently affect success of the overall objective of the combatant? (Can this one adversary factor at its documented level prevent the combatant from achieving its objective?) | Can this factor be directly affected by external actors?                                                                                                                             |
|                   | Either the factor is present for the adversary or it is not. | No calibration scale; see cell below for subset options                                                                                            | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                                                                                                                                                          | Refer to primer accompanying spreadsheet                                                                                                                                                                                                          | Refer to primer accompanying spreadsheet                                                                                                                                                                                 | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |
|                   | Yes or No                                                    | Individual, Unit, Organization, State, Society. If this factor is occurring at levels that are not pre-populated, add a row underneath and assess  | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                                                                                                                 | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                                                                                                                 | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                                                                                                  | Yes or No                                                                                                                                                                            |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

|                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Air Attack</b><br><i>fixed/rotary wing: accuracy, intensity, volume, duration, defended against?</i>                                                             |
| <b>Surrender</b><br><i>adversary surrenders: numbers, reason, observed or reported, frequency, type</i>                                                             |
| <b>Atrocities</b><br><i>adversary violating conventions of war: type, nature of victim, frequency, observed or reported, identity/affiliation of perpetrator(s)</i> |
| <b>Flank Attack</b><br><i>any attack except frontal assault: location, timing, intensity, accompanied by fire</i>                                                   |
| <b>Fear Weapons</b><br><i>CBRN/flammes/fire: type, vector, accuracy, effectiveness, duration</i>                                                                    |

Adversary Military Will To Fight Factors 3/4

Details: Is the adversary using, employing, or doing...?

Calibration Scale

| Assessment or fact                                                                                                   | Assessment or fact                                                                                                                                 | Assessment                                                                                                                 | Assessment                                                                                                                                                                                                                                        | Assessment                                                                                                                                                                                                                                        | Assessment                                                                                                                                                                                                               | Assessment or fact                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Is the adversary demonstrating this behavior?                                                                        | At what subset of the population is this factor exhibited by the adversary (e.g., only individuals are performing it, or units, or organizations)? | Durability (how stable/dynamic is this factor? Do we anticipate it will change?)                                           | What is this factor's effect on the combatant's overall Military Will to Fight, considering all other Adversary Military Will to Fight factors? (If this adversary factor is present, how does it affect the combatant's military will to fight?) | What is this factor's effect on the combatant's overall National Will to Fight, considering all other Adversary Military Will to Fight factors? (If this adversary factor is present, how does it affect the combatant's national will to fight?) | Does this factor have the ability to independently affect success of the overall objective of the combatant? (Can this one adversary factor at its documented level prevent the combatant from achieving its objective?) | Can this factor be directly affected by external actors?                                                                                                                             |
| Either the factor is present for the adversary or it is not.                                                         | No calibration scale; see cell below for suboptions                                                                                                | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                                                                                                                                                          | Refer to primer accompanying spreadsheet                                                                                                                                                                                                          | Refer to primer accompanying spreadsheet                                                                                                                                                                                 | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |
| Yes or No                                                                                                            | Individual, Unit, Organization, State, Society. If this factor is occurring at levels that are not pre-populated, add a row underneath and assess  | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                                                                                                                 | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                                                                                                                 | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                                                                                                  | Yes or No                                                                                                                                                                            |
| Sniper Fire                                                                                                          |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| Hidden long-range rifle fire: accuracy, distance, concealment, duration                                              |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| Massing                                                                                                              |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| concentration of forces to attack: timing, position, purpose, duration, type of force                                |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| Aggression                                                                                                           |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| more/less ferocious: reputation, actions, consistency, applied intelligently? Identity/affiliation of perpetrator(s) |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| Surprise                                                                                                             |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| catch friendly force unaware: timing, follow-through, purpose, type of force                                         |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| Mines/IEDs                                                                                                           |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| hidden explosive attacks: type, concealment, location, density, effect                                               |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| Fanaticism                                                                                                           |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| extreme commitment to ideals: type of ideology, reputation, effects on combat behavior                               |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

Adversary Military Will to Fight Factors 4/4

Details: Is the adversary using, employing, or doing...?

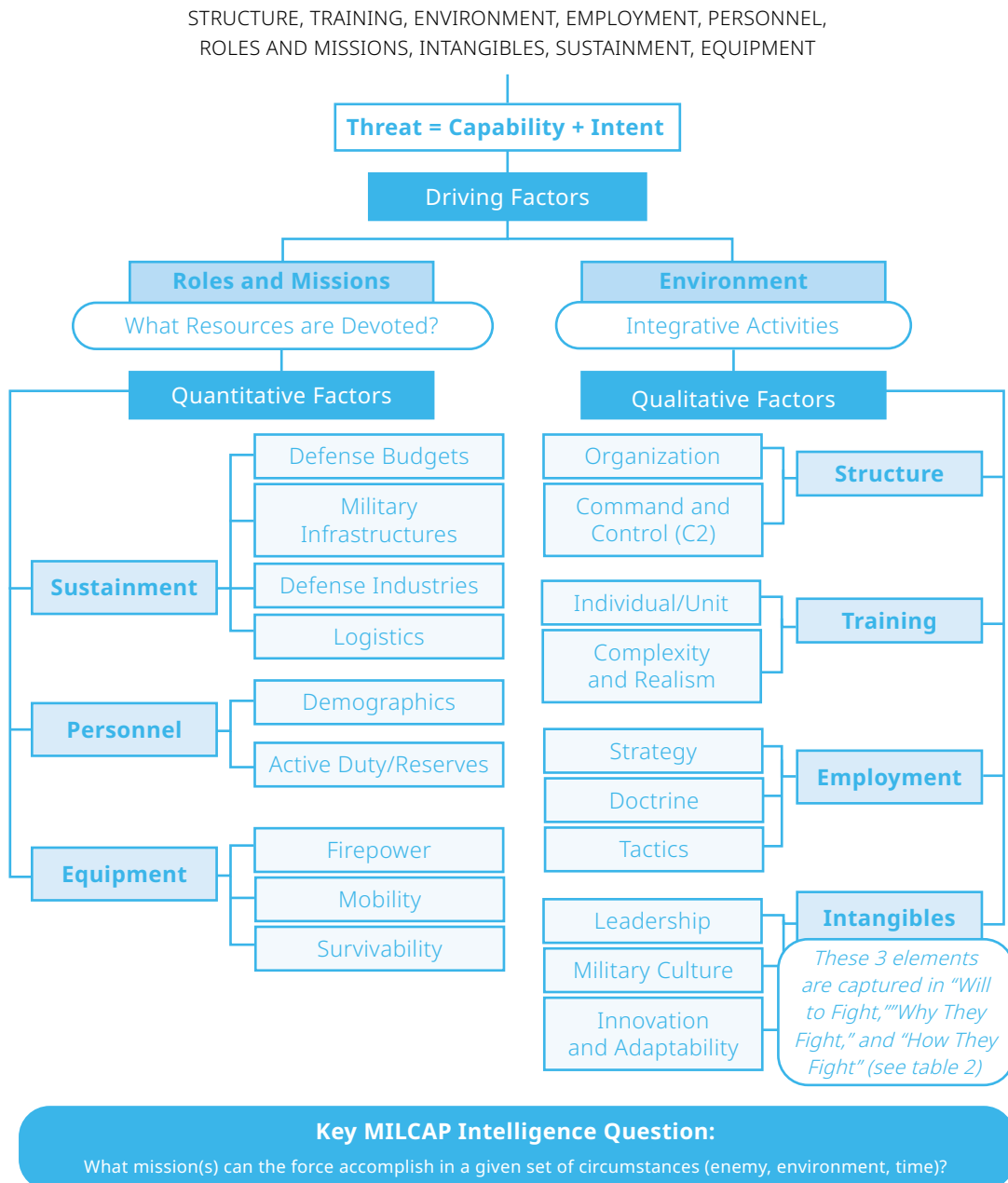
| Calibration Scale                                                                                                                                                                                                | Assessment or fact                                           | Assessment or fact                                                                                                                                 | Assessment                                                                                                                 | Assessment                                                                                                                                                                                                                                        | Assessment                                                                                                                                                                                                                                        | Assessment                                                                                                                                                                                                               | Assessment or fact                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                  | Is the adversary demonstrating this behavior?                | At what subset of the population is this factor exhibited by the adversary (e.g., only individuals are performing it, or units, or organizations)? | Durability (how stable/dynamic is this factor? Do we anticipate it will change?)                                           | What is this factor's effect on the combatant's overall Military Will to Fight, considering all other Adversary Military Will to Fight factors? (If this adversary factor is present, how does it affect the combatant's military will to fight?) | What is this factor's effect on the combatant's overall National Will to Fight, considering all other Adversary Military Will to Fight factors? (If this adversary factor is present, how does it affect the combatant's national will to fight?) | Does this factor have the ability to independently affect success of the overall objective of the combatant? (Can this one adversary factor at its documented level prevent the combatant from achieving its objective?) | Can this factor be directly affected by external actors?                                                                                                                             |
|                                                                                                                                                                                                                  | Either the factor is present for the adversary or it is not. | No calibration scale; see cell below for subset options                                                                                            | Is this a dynamic factor, where we expect constant change? Is this stable, where we expect the factor to remain unchanged? | Refer to primer accompanying spreadsheet                                                                                                                                                                                                          | Refer to primer accompanying spreadsheet                                                                                                                                                                                                          | Refer to primer accompanying spreadsheet                                                                                                                                                                                 | Either the factor can be directly affected by other actors or not. Indirect effects (such as battlefield attrition reducing overall adversary capability) are not the analytic goal. |
|                                                                                                                                                                                                                  | Yes or No                                                    | Individual, Unit, Organization, State, Society. If this factor is occurring at levels that are not pre-populated, add a row underneath and assess  | Stable or Dynamic                                                                                                          | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                                                                                                                 | Significantly Strengthens, Strengthens, No Effect, Weakens, Significantly Weakens                                                                                                                                                                 | Strongly Increases, Increases, No Effect, Decreases, Strongly Decreases                                                                                                                                                  | Yes or No                                                                                                                                                                            |
| <b>Competence</b><br><i>capabilities and qualities: reputation, and observed performance vis-à-vis reputation</i>                                                                                                |                                                              |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| <b>Cyber Attack</b><br><i>attack friendly networks: type, effectiveness, impact, complexity, timing</i>                                                                                                          |                                                              |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| <b>Terrorists</b><br><i>attacks using terror techniques or groups: type, effectiveness, identity, reputation</i>                                                                                                 |                                                              |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| <b>Proxies</b><br><i>attacks using unofficial/nominally affiliated groups: effectiveness, location, timing, reputation</i>                                                                                       |                                                              |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| <b>Allies</b><br><i>Adversary has allies that provide physical assistance (materiel, fighters, etc.)</i>                                                                                                         |                                                              |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| <b>Poor treatment of POWs/civilians in captured areas</b><br><i>Adversary exhibits inhumane treatment of prisoners of war and/or civilians in occupied territories; torture, kidnapping, forced labor, etc.)</i> |                                                              |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |
| <b>Attacks on Medical Facilities</b><br><i>dversary deliberately attacking military and/or civilian medical facilities and personnel: frequency, timing, location</i>                                            |                                                              |                                                                                                                                                    |                                                                                                                            |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                                                                                                                                                                                      |

ATS elements (reasoning, sourcing, confidence, assumptions, alternatives, etc), additional explanations, and classification markings

## APPENDIX 1

# Driving MILCAP Factors

**Table 1.** “STEEPRISE,” Military Capabilities Analysis Reference.



**Table 2.** “Intangibles,” Military Capabilities Analysis Reference.

The “Intangibles” element comprises three factors: Will to Fight, Why They Fight, How They Fight.

| INTANGIBLES        |                                           |                                                     |
|--------------------|-------------------------------------------|-----------------------------------------------------|
| WILL TO FIGHT      | WHY THEY FIGHT                            | HOW THEY FIGHT                                      |
| Morale             | <b>Culture</b>                            | <b>Leadership*</b> <i>see Table 1</i>               |
| Courage/Fear       | Honor/Shame vs. Guilt                     | <b>Adaptability/Flexibility*</b> <i>see Table 1</i> |
| Cohesion           | Loyalty                                   | Initiative                                          |
| Will/Determination | <b>Group Identity*</b> <i>see Table 1</i> | Experience                                          |
| Confidence         | Corruption                                |                                                     |
| Esprit de Corps    | Religion                                  |                                                     |

## APPENDIX 2

# Resources

Will to Fight is not a center of gravity. Per DIA, a center of gravity is a specific actor, not a concept or abstract, intangible phenomenon. However, the Center of Gravity and Critical Factors Analysis (COG-CF) process can be a follow-on step to the application of this framework.

Deepening insights on historical, social, and cultural context:

Red Team/Critical Variables/4 Ways of Seeing/Cultural Perception Framework: useful for ensuring a thorough consideration of factors which can affect decisionmaking.

- “Critical Variables,” The Red Team Handbook v 9.0 (TRADOC G-2 Operational Environment Enterprise, University of Foreign Military and Cultural Studies, Ft. Leavenworth) pp116–121.
- “Cultural Perception Framework and Four Ways of Seeing,” The Red Team Handbook v9.0 (TRADOC G-2 Operational Environment Enterprise, University of Foreign Military and Cultural Studies, Ft. Leavenworth) pp121–139.

Some Additional Reading:

Connable, Ben, et. al, “Will to Fight: Analyzing, Modeling, and Simulating the Will to Fight of Military Units,” RAND; 2018.

Connable, Ben, et. al, “Will to Fight: Returning to the Fundamentals of War,” RAND; 2019.

