

THE BUGLE

BALTDEFCOL NEWSLETTER



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Reps of US Marine Corps University in BALTDEFCOL



On 13-15 September the Baltic Defence College (BALTDEFCOL) was visited by the delegation of the US Marine Corps University. The aim of their visit was to deliver to the BALTDEFCOL Directing Staff with lectures in the framework of their professional education. The distinguished lecturers were LTC John Karagosian, LTC Randolph T. Page and Dr. Bruce M. MacKay.

Three days, three topics—every day there was a different field under discussion. By the end of the visit the crowd had gone through EBO (Effects-Based Operations), Joint Intel and Joint Targeting, and War Gaming and Campaign Assessment.



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Dear staff and students

I am glad to greet you all now that we are almost in the middle of the HCSC 2010 curricula as well as the first parts of the JCSGC 2010/2011 have been executed. The HCSC has very successfully started with new Course Director COL Andrej Boičišin to whom I wish continuous success and energy in his challenging position. Of equal importance is the fact that this year's JCSGC can be considered as new and improved course in regard to the updated assessment system as well as the new unanimous feedback system, the latter giving us more needed feedback on the quality of our deliveries.

We have all done a great job in bettering our delivery and will need to keep on the same track. In order to help to smoothen the preparations of delivery of main teaching for our DS we will continue the process of implementation of lesson plans which we plan to finalise by November 2010.

In addition, we need to continue to keep our focus on internal delivery improvements such as the improvement of the use of case studies and staff rides, as well as improve areas of delivery of teaching by decreasing the use of student discussion format.

Moreover, decision was taken in March that improvements are

needed in order to advance with the introduction of the Comprehensive Operations Planning directive as part of our curricula. This is a demanding task requiring continuous flexibility and adaptability from our faculty members to pass on the needed knowledge to our students, but will also test of our capability to do this all on a right level in a most professional way.

Important helping tool in advising the BALTDEFCOL Commandant from academic perspective on the delivery of Course will be newly created Academic Advisory Board that will summon for the first time in this November.

This school year has required great efforts in regard to making the BALTDEFCOL key documents adjust to the decisions taken by the Baltic Ministerial Committee in this spring. This has resulted in compiling and signing new updated Regulations, and since August new BALTDEFCOL structure have been introduced. Despite of missing key persons we have fortunately managed to make this structure work.

The professional development of faculty will continue to get full attention. We have started very good cooperation initiatives with Shrivenham JCSGC in UK, US Marine Corps University and Canadian Forces College to develop the

skills and knowledge of our DS. We are very grateful for these institutions for their support, and continue to keep our faculty development as one of our internal development priorities.

Our contributions are not left unrecognized to the wider knowledge of the outside world. Clear sign of that is the continuous interest in visits to the BALTDEFCOL. In the first month and a half we have already hosted big delegations of Defence Attaches accredited to Estonia, French Institute of Higher Studies for National Defence, and Swiss Association Saint-Maurice d'Etudes Militaires to name some.

Next months to come, especially coming November, will nicely demonstrate that leisure and work go hand in hand also in the BALTDEFCOL. We will get a change to load energy during the celebration of the annual International Night in the Baltics on 5 November, which we will need to put into use when hosting the ESDC High Level Course Module II "EU Crises Management Capabilities" on 7-12 November.

I hope you have all had a good start and will keep up the high spirits during the rest of the year.

*Commandant of the Baltic Defence College
Brigadier General Gundars Abols*

Farewell of Editor

The latest, 7th issue of The Bugle, the one that you are reading now is the last edition that was compiled by the current editor.

By the time you are reading it, I have already closed the door behind me and all the complaints and advices will be forwarded to my successor who is going to bring some fresh blood to the Baltic Defence College and to the Bugle.

More importantly, I take this opportunity and use it to forward

my final thoughts.

All the seven numbers of The Bugle would not have been issued if it wasn't for the help of all of the staff.

This help has included informing people of the latest news in the departments, giving interviews and forwarding information, and of course, writing the short essays on topics linked to the military affairs or military education. All these articles have made The Bugle that

what it is now.

The next Bugle will be prepared by the new editor Ms. Berit Marksoo, and thus will have a totally different face. However, I hope that the excellent support that I have received from all of you will be carried on also to the next numbers.

Thank you once again and *arriveerci!*

Villu Varjas

Winning Information Battle

A seminar carrying the same title was held in BALTDEFCOL on 8 September. The aim of the seminar was to familiarize and update college's Directing Staff with the latest Information Operations (Info Ops) or StratCom trends and to use the gathered knowledge in their everyday work.

The main speaker of the seminar was LTC Ulrich Janßen from NATO School Oberammergau, Germany. LTC Janßen is an acknowledged expert of Info Ops with impressive experience which he was most glad to share with Baltic Defence College faculty; Estonian General staff and Government's Office's participants.

The seminar was not LTC Janßen's first time in the college, and when thinking back he noted that compared to the time two years ago the professionalism in BALTDEFCOL had raised both among the students and the instructors. The same, he thought could be said about the general awareness about the field of Info



Ops.

About the importance of the Info Ops field in general in military affairs and military education the presenter told that the term of Information Operations is slowly disappearing/ dissolving. Its place at the same time is being taken over by Strategic Communications. However, for LTC Janßen the question is not how the notions are merging with each other or

how they are coordinated, but that the action and the words would properly sit together.

The highest aim in the BALTDEFCOL is to involve the area of Info Ops in exercises planning, but as LTC Janßen stated, "if the function can be implemented in the planning staff that's a success itself".

Staff training week

By Col Zdzislaw Sliwa

The beginning of the academic year at the In BALTDEFCOL included the Staff Training and Preparation Week, which took place on 2-6 August. The aim of this orientation and preparation week was to provide guidance from the College leadership and coordinate BALTDEFCOL activities during the academic year 2010/2011. Additionally, new members of the staff were introduced to the College procedures and environment with some time taken to introduce everyone to the city of Tartu.

At the opening of the week, the BALTDEFCOL Commandant BG Gundars Abols presented his vision of the education during the academic year, moreover he provided

his guidance for key personnel, Directing Staff (DS) members and also for the Support Staff of the College. He was followed by the Dean, Dr. James Corum, who introduced the BALTDEFCOL Development Plan and the current status of the Master in Arts degree based on national programs in cooperation with academic institutions in Latvia and Lithuania. He also provided an overview of the main research activities of In BALTDEFCOL.

Next, the Dean introduced Teaching and Tutoring standards for the academic year supported by his guidelines in the area, including a Lesson Plan concept overview. This introduction and guidance provided by the Commandant and the Dean was important to shape the internal preparations in

the frame of departments. An overview of Course Plans and Curriculum of the Joint Command and General Staff Course (JCGSC); and Higher Command Studies Course (HCSC) was provided by the respective Course Directors, and this completed the introductory part of the academic year 2010/2011 overview.

The important part of the first week was introduction and integration of the new DS members into their respective departments. At the same time, they received necessary information from the Support Staff regarding functioning in the college. During the introduction, they received an information package, and a tour of Tartu to show vital places and locations.

Continues on next page

The Support Staff also had to make final preparations for the new housing provided for officers attending the College as well as some staff members. These new facilities provided a significant improvement in living standards. They also called for some adjustments in procedures and policies. Thanks to good cooperation and planning, occupation of the new quarters went off with only minor difficulties.

JCGSC Acting Course Director (CD) LtCol (ret.) Ron LaGrone, was in charge of the training for Syndicate Guiding Officers (SGOs), who were the officers with the primary role to facilitate the development of assigned students according to the course aims. This training was critical as SGOs are

mentors to the syndicate members, monitoring and assessing student progress during the course. The CD included a general overview of SGO role, Syndicate Assignments, JCGSC Assessment Procedures and basic standards for teaching and tutoring.

The last two days of the Staff Training Week were dedicated to internal departments' preparations which were conducted by respective Directors of Departments (DoDs) and respective superiors. The topics included presentation of Learning Areas (LAs), coordination of activities, and an introduction into syndicate work in respective Las. The IT office provided an update regarding ILIAS and other internal College systems. All the DoDs provided their detailed guidance at the end of the preparatory

week to facilitate the efficient flow of the course in their respective LAs. It is also necessary to mention that part of the departments preparations were done jointly by all the departments to finalize coordination of their activities and to ensure the cohesion of the teaching in the College.

The Staff Preparation Week was a rather important event to start the academic year as it created the opportunity for the key leaders of BALTDEFCOL to provide very clear guidance regarding education during the academic year 2010/2011, to make overview of the main activities of the courses and was also an opportunity to integrate new staff members into the College community.



Delegation of Defence Attachés visiting BALTDEFCOL

On 7 September the BALTDEFCOL was honoured by the visit of the Defence Attachés (DATTs) accredited to Estonia. The visit was part of the annual tour of the DATTs to South-Estonia.

The program in the BALTDEFCOL included presentations by the

BALTDEFCOL Commandant BG Gundars Abols, Course Director of Higher Command and Staff Course COL Andrej Boičišin, and Acting Course Director of Joint Command and General Staff Course LTC (ret) Ronald LaGrone. DATTs had also an opportunity to

get familiarized with the BALTDEFCOL facility as well as had meeting with the students of their respective counties currently studying at the BALTDEFCOL courses.

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Students moved to brand-new dormitories

Not too much before the official beginning of the school year happened what already had been waited for a while – BALTDEFCOL got to its disposal brand new dor-

Abols stressed in his speech then the College has moved constantly upwards in the development of living conditions and hopefully that carries over also to the general

the suburbs of Tartu, still staying in a walking distance from the College's main building. Five three-floor houses, creating together a small community, have each either one- or two-bedroom apartments plus a room or two for special purposes, such as a storage room, sauna or laundry room. For academic and official purposes there is a meeting room with all the necessary technical equipment to run presentations. All the apartments are completely furnished and equipped with kitchen utensils and cutlery. Also all the apartments have a TV-set and an internet cable running in.

For those who like to spend their leisure time outside there is a special barbecue area and for more active students an outdoor gym was created. Also those students with families and children were not forgotten – just by the houses a brand-new playground was built. Altogether these houses should create an environment for the students where they can concentrate their attention 100% on the study process.



Minister of Defence Mr. Jaak Aaviksoo having a tour in the dorms (photo: Oliver Toots)

mitories. The keys to five houses were handed over to the BALTDEFCOL Commandant BrigGen Gundars Abols at an official ceremony by Estonian Minister of Defence H.E. Mr. Jaak Aaviksoo.

The opening of the dormitories was an important milestone for several reasons. Firstly, it is the pioneer project for the Ministry of Defence in the area of public-private partnership. The contract was signed for 20 years and in his speech the minister expressed his hope that this experience would serve well also in the future projects.

Secondly, the minister pointed out the importance of the new dorms for the image of the BALTDEFCOL on international scene. Since the College plays a unique role in the Baltic region and hosts a number of students from all across the world, the conditions for their stay play a large role in creating a pleasant atmosphere for studying.

And last but not least, this moment is a sign of BALTDEFCOL's development in general. As BG

quality of education. In addition, it cannot go unnoticed that for the College, being itself only 11 years old, the 20-year lease period is something that adds confidence in



View to the dormitories from the courtyard (photo: Oliver Toots)

the BALTDEFCOL's durability and in the right decisions made so far.

The dormitories themselves are located in the developing region in

Breaking ice in agricultural museum

Traditionally in the start of the school year all students and staff come together to a teambuilding event. Also this year, as several years before, the event was held at the Estonian Agricultural Museum just in the outskirt of Tartu.

The necessity for that kind of events was clarified by the project officer of the event CDR Annes Vainamäe. He explained that throughout the whole year the students will be together in the syndicates, without much alternation to their school work. The purpose of the teambuilding is that they get a common physical experience with the whole syndicate. On one hand it will let the most talented of them show their skills that might not be revealed in the daily school work.

On the other hand, it will also show well how things will work out in the syndicate.



How many support staff members does it take to make a box? (photo: Oliver Toots)

The day at the museum started with a guided tour on the prem-

ises, but after that arrived students' own turn to complete different tasks. All of which have once been a part of the more or less daily life of an Estonian peasant. The participants could test their skills in making linen and sorting different cereals, but also in trying out utterly manly blacksmith's work.

In the end of the day CDR Vainamäe thought the day had been a success and also the student feedback gave overall positive opinion about event. Even those who had been in the museum before got to know about new things and try them out in practice. And what more was interesting for him and gave material to think of was how different were the syndicates in handling the tasks and how they communicated inside the groups. The success of the event made the project officer think that even more events like that should be organized where people could just get out of the routine and spend more time together out of school.



Sometimes you have to trust the leader blindly (photo: Oliver Toots)

The Challenge Cup returns to home department!

By Aare Tuvike and Villu Varjas

Since initiation of the OPD Challenge Cup tradition in April, the Holders of the Cup have been from outside of the Operations Department - from the Support Staff. First, the team was victorious in bowling and after that Go Cart Race was won by the same team. Apparently, the other BALTDEFCOL Directing Staff teams started to get excited about situation and the time for changes had come.

Based on the principles of honest competition and the reglement of the Statute, the Holders of the Cup arranged the Archery Competition on 9th of September near Tartu. Not surprisingly, the popularity of the competition has grown higher than before - 27 participants were eager to contribute in winning the Cup for their department. In addition to usual teams, the HCSC planning team was participating. They afforded a good competition to the Cup Holders and applicants.

Before the actual competition started, instructor Enno Mõts from the Estonian National Defence College gave a short overview of how to hold the bow, hit the target and not hurt anybody, including the shooters themselves. Hints were very useful since by the end of the day most of the arrows, that



were let fly from 20 meters, also hit the target.

This time, the best archers were from the Operations Department. Three best results gave altogether 32 points (of 45). The second place went to the Support Staff team (27 points). In competi-

tion for the third place the united team of Department of Political and Strategic Studies and Department of Management and Officer-ship outperformed the first-timers from HCSC Planning Team by one point. Results were 17 and 16 respectively. Therefore, the new Challenge Cup Holders are from the OPD and the OPD Challenge Cup has returned home!

The unofficial title of the Robin Hood of Baltic Defence College for the best individual result was shared by Maj Ugis Romanovs from OPD and Villu Varjas from Support Staff. Both archers scored 12 points of 15.

According to the Statute of the Challenge Cup, the OPD is now responsible for new Competition. No discipline has yet been chosen, but rumours tell that belly-dance has strong support in the Cup Holders' lines. New Competition will be held in November.



Is 'brainwashing' possible?

By Harri Ints

Sometimes we can hear people saying that somebody has been 'brainwashed'. It often happens when someone whom we are holding a conversation keeps on any basically emotional argument, despite ours' 'excellent' rational argumentation. The trick is that in such kind of cases we tend to use word 'brainwashed' in the same emotional and rather judgmental way as our opponent seems to use his or her arguments.

APA Dictionary of Psychology defines:

Brainwashing is a broad class of intense and often coercive tactics intended to produce profound changes in attitudes, beliefs, and emotions. Targets of such tactics have typically been prisoners of war and members of religious cults.

Psychological kidnapping, on the other hand, is a depriving a person of the free functioning of his or her personality. The term is commonly used to describe the psychological mind control attributed to cults."¹

Why this is important for us? The coercive tactics are important primarily in the context of psychological warfare, which is a broad class of activities designed to influence the attitudes, beliefs, and behaviour of soldiers and civilians with regard to military operations.² Such activities include attempts to bolster the attitudes and morale of one's own people as well as to change or undermine the attitudes and morale of an opposing army or civilian population. And of course 'brainwashing' seems to have an important role to play in the context of influencing the 'human dimension' of operations.

'Brainwashing' is a term originally used to describe the official Chinese Communist programme of *szu-hsiang kai-tsao* which has been translated as 'ideological remoulding', 'ideological reform' or 'thought reform'.³

Edward Hunter, a British journalist stationed in China, used the

term "brainwashing" to describe the process he saw being applied in China to coerce conformity among its citizens. The concept was used again during the Korean War to explain the defections of American soldiers. Hunter alleged that these persuasive techniques were so powerful as to be irresistible and irreversible. This view received added credibility following the release of the novel *The Manchurian Candidate* (Condon, 1959).⁴

After the Korean War, the US government commissioned several independent studies of brainwashing. The two published studies were by Lifton and Schein.⁵

Some claim that brainwashing is a workable method of mind control, other say it is an impossibility. There is a view that brainwashing, as a technique to implant a particular belief system, does work, but that the success of the technique is dependent on the development of intense relationships among the people involved.⁶

To say that members of a group are 'brainwashed' is too simplistic and is technically inaccurate. Walsh (1996) has stated that within many cults there is an extreme element of social control. However, it is not magical; it is an extension of processes well known within social psychology and the psychology used in advertising, utilizing the need to 'belong' to the 'in' group. It is most effective among those individuals who have, because of their previous histories, a vulnerability which is expressed as a need for social cohesiveness over and above that of the norm.⁷

Another intriguing and related to the topic subject is hypnotic induction. By the APA Dictionary of Psychology a *hypnotic induction* is a process by which an individual comes under the influence of verbal suggestions, or any other stimuli that are believed by the individual to induce suggestibility, during hypnosis. The process depends on the individual's hypnotic susceptibility and often involves fixation of

attention and relaxation. *Hypnotic susceptibility* on the other hand is the degree to which an individual is able to enter into hypnosis. Although many individuals can enter at least in a light trance, people vary greatly in their ability to achieve a moderate or deep trance. It is also called as *hypnotizability*.

There is nothing from point of view of psychology science what we can't measure in a human being, so at Stanford University the Stanford Hypnotic Susceptibility Scale has been developed by Ernest R. Hildegard. It is a standardized 12-item scale used to measure hypnotic susceptibility by means of the participant's response to such suggestions as falling forward, closing the eyes, or lowering an outstretched arm for mild hypnosis and hallucinating a fly or posthypnotic amnesia for deeper hypnosis.

The exact nature of the psychological state and of the use and effectiveness of hypnotic procedures as therapy remain the subject of much debate and, consequently, of ongoing psychological research.

In conclusion, 'brainwashing' is possible, however, quite often the word are being used by people not in a correct way by the terms of psychology.

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