LETHAL LEADERSHIP

USING ORGANIZATIONAL PSYCHOLOGY
TO EXAMINE TERRORIST GROUPS

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START Affiliate Researchers

23 March 2017
10th Anniversary Homeland Defense/Education Summit
TODAY’S AGENDA

1. Who we are
2. Assumptions that allow us to use organizational theory
3. Method of LEADIR Attack & Cyber Coding
4. Attack Innovation
5. Cyber Innovation
6. Request for Input into 2017 Study
WHO WE ARE

THE CENTER FOR COLLABORATION SCIENCE

• Interdisciplinary Research Center Examining All Forms of Collaboration

• Radicalization and Violent Extremism (RAVE) Division

• NSRI: DoD University Affiliated Research Center (UARC)

• National Consortium for Studies of Terrorism and Responses to Terrorism (START) researchers for Department of Homeland Security, Science and Technology Directorate, Office of University Programs
PUTTING THE “O” IN VIOLENT EXTREMIST ORGANIZATION *

- SHARED PERFORMANCE GOALS
- IDENTIFIABLE BOUNDARIES
- COLLABORATION

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SHARED PERFORMANCE GOALS
IDENTIFIABLE BOUNDARIES
COLLABORATION

PUTTING THE “O” IN VIOLENT EXTREMIST ORGANIZATION

- Shared Performance Goals
- Identifiable Boundaries
- Collaboration

DESTRUCTIVE LEADERSHIP & VIOLENT ORGANIZATIONS:

L.E.A.D.I.R.

LEADERSHIP OF THE EXTREME AND DANGEROUS FOR INNOVATIVE RESULTS
2016 PROJECT

TEN JIHAD GROUPS

- Abu Sayyaf Group
- AQAP
- AQIM
- Jabat Fatah al-Sham
- Tehrik Taliban Pakistan
- Afghan Taliban
- Al-Shabaab
- Boko Haram
- Da’esh
- Lashkar-e-Taliba
MALEVOLENT INNOVATION

- Originality/surprise
- Quality/Effectiveness
- Elegance/Complexity

KEY PERFORMANCE INDICATORS (KPIs) OF MALEVOLENT INNOVATION

L.E.A.D.I.R. STUDY FOR INNOVATIVE RESULTS
METHOD

ATTACK DATA
ATTACKS

- GTD Stratified Sample against target type for the 10 groups from height of power – end of 2015
- 1440 total attacks
- Coded using behaviorally anchored benchmark scales (1-5)
UNIQUENESS OF ATTACK METHOD AT THE TIME
(USE CULTURAL CONTEXT OF REGION)

Uniqueness of Attack Method at the Time is a 5-point, Likert-type scale assessing the degree to which the method used in the attack was unique, novel, or original within the context of the attack and within the typical profile of the organization.
ATTACK INNOVATION

FACTOR ANALYSIS RESULTS

Unique Proficiency ($\alpha = .78$)

- Weapon Uniqueness
- Level of Expertise
- Attack Uniqueness

$\rho = .46$

Attack Sophistication ($\alpha = .65$)

- Coordination
- Scope of Attack’s Impact
- Sequential Attacks
- Physical Infrastructure Damage

$\rho = .52, .62, .60, .57, .68$

Complexity & Damage

Originality and Expertise Required

Effectiveness
SOCIAL MEDIA FOR INFLUENCE AND RADICALIZATION (SMIR) PROJECT *

TOP 25 CHANNELS USED BY DA’ESH

twitter.com
youtube.com
justpaste.it
du3a.org
archive.org
zad-muslim.com
sendvid.com
drive-google.com
up.top4top.net
dump.to
web.archive.org
wp.me
ghared.com
qurani.tv
quran.to
telegram.me
7asnat.com
dailymotion.com
almlf.com
d3waapp.org
wthker.com
my.mail.ru
quran.ksu.edu.sa
pho2up.net
mezani.net
METHOD

CYBER OBJECT DATA
METHOD CYBER OBJECT DATA

SOPHISTICATION
- Photo Uploads
- Video Uploads
- Other URLs
- Encrypted Messaging
- Forum Count

DEGREE OF SOCIAL INTERACTIVITY
- Social networking features
- Direct messaging availability
- Comments availability
- Account Requirements
CYBER INNOVATION

FACTOR ANALYSIS RESULTS

- Encrypted Messaging
- Group Messaging Count
- File Upload Count
- File Download Count

Sophistication \( \alpha = 0.738 \)

- Complexity & Variety of Features

Social Interactivity \( \alpha = 0.830 \)

- Facilitates Social Networks
  - SNS Count
  - Audio Viewable Count
  - Text Viewable Count
  - Direct Messaging Count
  - Comments Count

r = 0.46
<table>
<thead>
<tr>
<th>VRIO Strategic Differentiators of Ten Groups</th>
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</thead>
<tbody>
<tr>
<td>Marketing and Branding</td>
</tr>
<tr>
<td>-------------------------</td>
</tr>
<tr>
<td>Da'esh</td>
</tr>
<tr>
<td>AQAP</td>
</tr>
<tr>
<td>AQIM</td>
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<tr>
<td>ASG</td>
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<tr>
<td>Al-Shabaab</td>
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<tr>
<td>Taliban</td>
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<td>LeT</td>
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<td>Jabhat</td>
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<td>TTP</td>
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**High Competency**

**Low Threat**
IMPLICATIONS

1. Variability in innovation across attacks and cyber

2. Social interactivity of cyber presence has implications for organizational boundaries and types of attacks inspired by website visitors

3. Organizational leadership and structure explains much of the variance across performance indices...toward prediction

4. Others from you?
OTHER CYBER PROJECTS

1. Automated Classification of VEO Websites/Content (Church)
2. Data Visualization of Attack Profiles (Robinson)
3. Automated Linguistic and Sentiment Coding for Extremist Content (Hall)
4. Image Study: Tourism Appeal and Neurophysiological Instrumentation (Logan)
5. Collection and Classification of Far-Left Internet Content (Perez & Logan)
YOUR FEEDBACK

- Groups to Exam (Jihad + Far Left)
- Leader Profiles
- Organizational Profiles

- Attack Profiles
- Cyber Profiles
- Items We Are Missing That Would Help You?
PAST FUNDING SOURCES

DEPARTMENT OF DEFENSE
• SOCCENT: Intangible Nature of ISIL
• SOCOM: ISIL Leadership and Cyber Profile
• CENTCOM: SME Support to Counteract Virtual Caliphate

STATE OF NEBRASKA
NRI: VEO Collaboration

DEPARTMENT OF JUSTICE
Empirical Assessment of Domestic Disengagement and De-radicalization

DEPARTMENT OF HOMELAND SECURITY SCIENCE AND TECHNOLOGY OFFICE OF UNIVERSITY PROGRAMS
Organizational Determinants of Violence and Capacity for Destruction

PRIVATE DONORS
• The Brain and Violence
• Countering Violent Extremism
CONTACTS

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