

Influence Defence & Institutional Resilience

Program Options Paper (Example) - Pilot -> 12-month rollout -> multi-country scale (Europe)

Confidential discussion draft | IOSI Global (Europe)

1. Executive intent

Grey-zone influence rarely arrives as a single, cleanly labeled incident. More often it shows up as confusion in decision cycles, rumour cascades, internal friction, delayed escalation, and reputational exposure - especially during disruption. This program is designed to build practical, measurable resilience so organisations maintain operational continuity and decision advantage under influence pressure.

2. What the program is

A modular capability program delivered through executive briefings, workshops, simulations, and blended learning. It is designed for European corporate and institutional settings: methods-based, non-partisan, governance-strong, and measurable.

Two-track design (run independently or together)

- **Track A - Employee resilience:** leadership decision discipline, workforce information hygiene, rumour control, escalation clarity, and crisis communication patterns that hold under pressure.
- **Track B - Youth resilience (optional):** politically neutral skills modules for youth cohorts and educators, focused on recognising manipulation tactics and practising source-checking behaviours.

Core learning modules (configurable by sector and risk profile)

- **Grey-zone and influence operations primer:** how pressure campaigns work and how they intersect with business disruption.
- **Information hygiene and cognitive security:** verification habits, source validation routines, and safe escalation behaviours.
- **Decision quality under pressure:** structured decision loops, priority discipline, and coordination across functions.
- **Crisis communications and trust discipline:** internal clarity first; avoiding inadvertent amplification; alignment with legal and compliance.
- **Exercises and simulations:** scenario workshops and tabletop exercises that integrate influence dynamics with operational disruption.

Measurement and governance (built-in)

- Baseline and post assessments, plus retention checks to confirm learning sticks.
- Behavioural indicators captured during exercises (for example: trace-to-origin actions, time-to-source checks, escalation accuracy).
- Privacy-first data handling and anonymised reporting where appropriate.
- Milestone-gated rollout and an explicit methods-over-opinions posture to bound reputational risk.

3. Program options

Option 1 - Pilot (12-14 weeks)

Designed to prove impact quickly with clean measurement and minimal reputational exposure. Suitable as an entry point for boards and executive leadership.

- **Employee track:** executive briefing; manager enablement sessions with toolkits; frontline learning in shift-friendly formats; one scenario workshop (influence + crisis communications + escalation).
- **Youth track (optional):** a small set of schools or equivalent cohorts; educator enablement; learner modules delivered in short, repeatable sessions.
- **Measurement:** baseline + post + retention check; short outcomes pack suitable for leadership review.
- **Decision gate:** proceed, refine, or stop based on measured outcomes and adoption.

Option 2 - 12-month rollout (single-country or regional cluster)

Designed to build durable capability at scale with quarterly governance and an annual outcomes pack. Suitable for embedding into risk, crisis, and learning systems.

- Executive briefing and recurring enablement cadence for leadership and managers.
- Multiple scenario workshops/tabletops across functions (risk, security, operations, legal/compliance, communications).
- Microlearning and toolkit refresh cycles to reinforce habits over time.
- Measurement framework with periodic reporting and a year-end evaluation pack.
- Scale decision at year end: expand into supplier ecosystems, add geographies, or institutionalise as business-as-usual training.

Option 3 - Multi-country scale (EU footprint)

Designed for organisations operating across multiple European markets. Focus is standardisation with local fit: languages, culture, and regulatory realities are built into delivery and measurement.

- Multi-language delivery and localisation plan aligned to organisational structure and workforce profile.
- Standardised core modules with country-specific scenarios and stakeholder mapping.
- Expanded evaluation design and governance model suitable for multi-market reporting.
- Optional external review structure and a publishable methodology note (methods-only) if desired.

4. Implementation cadence (typical)

- **Mobilise:** governance and metrics lock; stakeholder map; content guardrails; localisation plan.
- **Deliver wave 1:** measured cohorts; first exercise; rapid refinements.
- **Scale delivery:** expanded reach; interim learning report; reinforcement for managers and frontline teams.
- **Evaluate:** final evaluation pack; leadership review; scale decision for year two.

5. How value shows up (board-ready)

The program is positioned as resilience capability infrastructure. Its value shows up in day-to-day decision quality and in how teams behave under pressure during disruption.

- Faster escalation and clearer decision cycles during disruption.
- Reduced internal friction and fewer avoidable communication breakdowns.
- Lower risk of inadvertent amplification of false or manipulative narratives.
- More consistent crisis communication patterns across business units and countries.
- Evidence of readiness for audit, regulators, and risk committees where applicable.

6. Next steps

A short scoping call confirms footprint, languages, audience mix, and priority risks. IOSI then provides a briefing pack and a draft statement of work covering modules, cadence, measurement, and governance.

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