



JULY 2026, ISSUE 11

DISINFORMATION



MANIPULATION

PERCEPTION

BIAS

UNCERTAINTY

ALGORITHMS

Applied Cognitive Effects Newsletter

FEAR

TRUST

SIGNAL

Clarity Through Complexity

NARRATIVES

DISINFORMATION



We rarely encounter reality in its full form. We encounter interpretation filtered, shaped, and contested.

BIAS

This edition explores how perception is constructed and manipulated across different levels: the individual mind, institutional analysis, and strategic competition.

The goal is not certainty. The goal is
Clarity Through Complexity.

UNCERTAINTY

ALGORITHMS



You are not experiencing reality directly.
You are experiencing what survives attention.
Everything else disappears into the fog.

SIGNAL

CONTENTS

EVENTS...4

Courses and Education...5

**The Eye and the Fog: Perception, Ambiguity,
and the Cognitive Dimension...6**

How China Sees Us...8

How Russia Sees Us...9

Lessons Learned: Ukraine..10

Recommended Reading..13

Recommended Viewing..14

REMARKS..15

EVENTS

INNOVATION CONTINUUM SERIES

GLOW EVENT: CANADA

1-3 SEP 2026

SHINE EVENT: CANADA

5-9 OCT 2026

The Innovation Continuum (IC) focuses on the creation and implementation of new ideas, technologies, and methods to advance NATO Military Instruments of Power (MloP). It drives the development of cutting-edge solutions that address emerging threats and operational challenges. By generating and rapid adoption of innovative concepts, this continuum supports measures that ensure military forces remain ahead of potential adversaries and are equipped with the most advanced tools and techniques.

NATO COMMUNICATOR'S CONFERENCE

ISTANBUL, TURKEY

7-10 SEPT 2026

The 2026 NATO Communicators Conference (NCC26), will bring together military and civilian leaders, policymakers, academia, industry, and media to advance collaboration on Alliance information and communications capabilities. Centered on the implementation of the Cognitive Warfare Concept across NATO, the conference will feature plenary panels, keynotes, and workshops on 9–10 September 2026, preceded by select NATO working groups on 7–8 September.



ALBERTA, CANADA

22-26 Sept 2026

This milestone convening brings together a highly curated group of senior international delegations, industry leaders, and strategic partners from across allied governments and critical sectors—including energy, mining, defence, aerospace, space, technology, manufacturing, medicine, and high-performance industries—to shape the future of integrated capability and industrial cooperation.

COURSES AND EDUCATION

The courses listed in this section are provided for awareness and professional development purposes. Not all courses are NATO-accredited. Some may be listed or selected rather than NATO approved. readers are encouraged to verify the accreditation status, availability, and other course details directly through NATOS's Education and Training Opportunities Catalogued (ETOC) before enrolling.

Course Title	Training Institution
PsyOps Practitioners Course (NATO Approved)	Crisis Management and Multinational Operations Department (CMMOD), Romania
Basic Public Affairs course (NATO Approved)	PTEC - Public Affairs Regional Centre (PARC)
PUBLIC AFFAIRS OFFICERS' Course (NATO Approved)	PTEC - Hellenic Multinational Peace Support Operations Training Centre (Hellenic MPSOTC)
Public Affairs in International Military Operations (NATO Approved)	PTEC - Public Affairs Regional Centre (PARC)
BASIC NATO Strategic Communications Course (NATO Approved)	Defence Institution Building School (DIBS)
Strategic Communications Course (NATO Approved)	Turkish PfP Training Centre
Intermediate Strategic Communications Course (NATO Approved)	Baltic Defence College
Introduction to Strategic Communications (NATO Selected)	Strategic Communications COE (STRATCOM COE)
NATO Strategic Communications Course (NATO Selected)	Academic Centre for Strategic Communication
Strategic Communications & Information Operations Planners' Course (Listed)	Stratcom Academy Ltd
NATO Tactical PsyOps Planner (Listed)	Italian 28th Regiment "PAVIA"
NATO Operational PsyOps Staff Officer (Listed)	NATO - School Oberammergau (NSO)
Military Public Affairs Basic Course (Listed)	Stratcom Academy Ltd
ADVANCED NATO J10 Strategic Communications Foundation Course (Listed)	Stratcom Academy Ltd
ADVANCED NATO Joint Staff Strategic Communications Course (Listed)	Stratcom Academy Ltd
Strategic Communications & Information Operations Planners' Course (Listed)	Stratcom Academy Ltd
NATO Communications & Information Activities (Comm&IA) Planner Course (Listed)	NATO - School Oberammergau (NSO)
Postgraduate Programme in Strategic Communications (Listed)	Symposium CIC
NATO information Environment Assessment Foundation Course (Listed) *NEW*	Universidad Cardenal Herrera ECU

The Eye and The Fog: Perception, Ambiguity, and the Cognitive Dimension

Dr. La Tosha L. Walker, Behavioural Scientist, NATO, HQ SACT

“We do not see things as they are, we see them as we are.”

— Anaïs Nin

There is a reason the eye has endured as one of the most powerful symbols in human history. It represents awareness, attention, perception, the narrow point where the world becomes interpreted rather than simply observed, but in modern environments, what passes through that point is no longer stable, clean, or singular; it is fragmented, competing, and saturated.

Increasingly, it is obscured not by absence, but by excess. This is where the metaphor “The Eye and the Fog” becomes operationally useful as it explores the tension between perception and reality. The fog is not ignorance; it is ambiguity. It is the condition in which meaning must be assembled rather than received.

I. THE EYE: WHERE SEEING BECOMES DECIDING

The eye does not merely witness reality; it constructs it. What is seen is not everything that exists, it is what survives attention, which is finite. It narrows under pressure, prioritizes under stress, and filters without asking permission.

Herbert A. Simon captured this constraint with brutal clarity:

“A wealth of information creates a poverty of attention.”

That poverty is where modern environments become operationally relevant, because in that space, the question is no longer what is available to know, but what can actually be held in mind long enough to matter. This is where perception becomes fragile, not because it is weak, but because it is overloaded. The eye does not fail in complexity. It adapts to it and in that adaptation, something subtle happens, i.e., what is easiest to see begins to feel like what is most important.

II. THE FOG: WHERE MEANING BREAKS APART AND REFORMS

Fog is not emptiness or ignorance, it is uncertainty. It is density without clarity. Modern information environments do not obscure reality by hiding it, they overwhelm it by multiplying it. Signals arrive faster than they can be verified; narratives overlap and compete, and meaning fragments before it can stabilize.

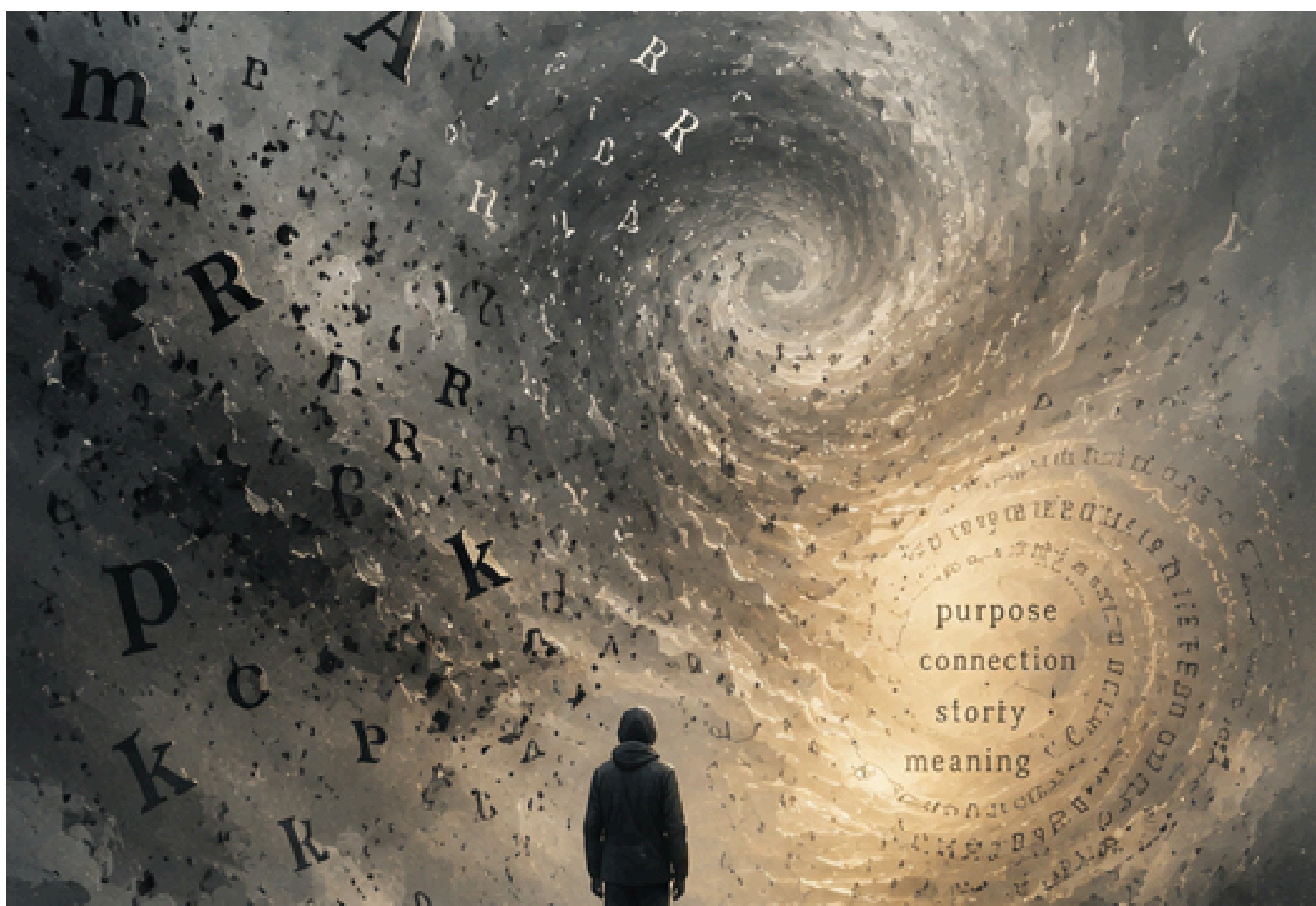
A good description of this condition evolved long before digital systems existed:

“War is the realm of uncertainty; three quarters of the factors on which action is based are wrapped in a fog of greater or lesser uncertainty.”

— Carl von Clausewitz, *On War*

That fog has not disappeared. It has accelerated and it now exists not only in operations, but in perception itself.

In this environment, uncertainty is not an exception; it is the baseline, and under that baseline, interpretation becomes effortful, continuous, and unstable. Two observers can stand in the same space and leave with entirely different understandings—not because the environment changed, but because the fog shaped what each eye was able to assemble.



III. BETWEEN THE EYE AND THE FOG: WHERE MEANING IS FORMED

Between perception and uncertainty lies the space where meaning is constructed. This is the space where attention meets ambiguity, where interpretation competes with overload. Where coherence is assembled from fragments. Here, cognition is not passive, it is active work. The mind does not receive understanding, it builds it under constraint. What emerges is not just what is seen, but what survives filtering, attention limits, and interpretation under pressure.

The instability of this process captured: “Nothing in life is as important as you think it is, while you are thinking about it.”

— **Daniel Kahneman**

In other words, meaning, is not fixed. It is momentary. and shaped in real time by what the eye can hold and what the fog allows to persist. This is the tension that defines the modern cognitive environment. It is not clarity versus confusion, but construction versus collapse.

CONCLUSION: SEEING THROUGH WHAT CANNOT BE CLEARED

The fog will not lift, the eye will not simplify, and the space between them will not stabilize. What changes is not the environment itself, but the conditions under which meaning is formed inside it. This is the space where perception narrows, ambiguity expands, attention becomes contested, and understanding emerges not as certainty, but as something closer to navigation.

“The real voyage of discovery consists not in seeking new landscapes, but in having new eyes.”

— **Marcel Proust**



NATO Through Adversary Eyes: How Adversaries Interpret the Alliance in the Cognitive Dimension



NOTE: The Chinese lens emphasizes algorithmic advantage, data dominance, and multi-domain integration as central to modern warfare. From this perspective, NATO's emphasis on cognitive advantage, AI-enabled command structures, and interconnected systems is seen as a blueprint for systemic information and decision superiority

Chinese military and strategic analysts increasingly interpret NATO's Allied Command Transformation (ACT) and the NATO Warfighting Capstone Concept (NWCC) as foundational elements in the alliance's shift toward "intelligentized warfare." In this framing, NATO is not simply modernizing its force structure; it is actively building an integrated cognitive and data-driven warfighting system designed to sustain long-term strategic superiority.

At the core of this interpretation is the belief that NATO is reorganizing itself around four interlocking pillars: data fusion, algorithmic decision-making, space-enabled awareness, and systemic resilience. Chinese assessments emphasize that data is no longer a supporting function of military operations but a strategic asset in its own right. The alliance's push toward integrated intelligence architectures and AI-enabled decision support systems is viewed as an attempt to compress decision timelines and achieve dominance in the information-to-action cycle.

Similarly, Chinese analysts highlight NATO's increasing reliance on algorithmic advantage—particularly through AI-assisted planning tools and accelerated command cycles—as evidence of a structural shift toward machine-augmented operational tempo. Space-based capabilities and persistent global sensing networks are interpreted as enabling layers of awareness that extend NATO's cognitive reach across domains and theaters. Finally, civil-military integration and supply chain resilience are seen as critical enablers of sustained competition in protracted conflict environments.

Why This Matters to NATO

China's framing suggests that NATO is perceived as building a closed-loop ecosystem linking perception, decision, and execution at machine speed. This perception reinforces the idea that NATO's comparative advantage is shifting away from platform-centric warfare toward information dominance and decision superiority.

If treated as strategically significant, there is opportunity for NATO to ensure coherence between the Cognitive Warfare Concept and external messaging to avoid misinterpretation of intent.

RUSSIA’S INTERPRETATION OF COGNITIVE WARFARE IN NATO
ACT as a Laboratory for Cognitive Competition



The Russian perspective portrays ACT as a hub for cognitive and psychological competition aimed at shaping perceptions, narratives, and societal cohesion.

Why This Matters to NATO

This interpretation matters because it demonstrates that Russia is increasingly conceptualizing NATO modernization as a direct expansion into cognitive confrontation. Whether accurate or not, this framing shapes Russian defensive and offensive posture, particularly in the information domain. It reinforces a worldview in which NATO’s technological modernization is inseparable from influence operations and strategic psychological competition.

Prioritizing clarity in doctrine and communications, explicitly distinguishing defensive resilience-building from offensive cognitive framing could strengthen resilience against misperception by investing in societal-level information integrity, media literacy, and strategic transparency initiatives across member states.

Russian military theorists and strategic commentators increasingly frame NATO’s Allied Command Transformation (ACT) as a structured laboratory for cognitive competition. In this interpretation, NATO is not merely adapting to modern warfare but actively institutionalizing non-kinetic forms of conflict that target perception, cognition, and decision-making processes.

Central to this view is the idea that cognitive warfare has become an independent operational domain. Russian discourse frequently emphasizes the human mind as a battlespace where influence, narrative shaping, and psychological pressure can yield strategic advantage without conventional force employment. Within this framing, NATO’s doctrinal development is interpreted as formalizing the integration of perception management into alliance-wide military planning.

Russian analysis also highlights what it describes as “mental warfare,” focusing on identity, historical memory, and societal cohesion as primary vectors of influence. NATO’s adoption of advanced information technologies, including social media analytics, big data systems, and AI-enabled influence modeling is often portrayed as evidence of a systematic approach to shaping adversary cognition below the threshold of armed conflict.

Institutional standardization across the alliance is similarly viewed as a mechanism for synchronizing cognitive operations across member states, effectively enabling long-term alignment in training, doctrine, and information practices.

Lessons from Ukraine: Seeing Clearly in a Changing Battlespace

Synthesis of Taras Kuzio, “Ukrainian Military Offers Lessons Learned to NATO” (Parts One & Two), published by the Jamestown Foundation



The Jamestown two-part series on Ukrainian military lessons to NATO describes a conflict environment in which adaptation is no longer a reactive function of military activity, but a structural condition of how the system operates. Across both articles, what emerges is not simply a force that adapts effectively, but a force in which adaptation has become continuous, embedded, and inseparable from execution itself.

In traditional military systems, adaptation is treated as a cycle that follows action. Conditions are observed, outcomes are assessed, lessons are extracted, and doctrine is updated before being reintroduced into training and planning. This model assumes that operational environments remain stable long enough for structured learning to occur between phases.

The Ukrainian experience breaks that assumption. Learning does not follow action—it occurs inside it. The battlefield does not pause long enough for analysis to be separated from execution. Feedback is immediate, often partial, and operationally relevant before formal interpretation can take place. As a result, learning and action merge into a single continuous loop rather than a sequenced process.

This collapse of temporal separation fundamentally changes what “adaptation” means. It is no longer a discrete capability that can be measured after the fact. It becomes a defining feature of the system’s ability to remain functional under constant change. Adaptation is not something the force does. It is how the force operates.

In this environment, clarity cannot be understood as a precondition for action. It emerges through action itself, under conditions where uncertainty is not reduced but continuously reintroduced through shifting battlefield dynamics.



A second major pattern across both parts of the series is the way innovation is generated and propagated within the Ukrainian system. Rather than being concentrated at higher levels of command and disseminated downward through formal doctrinal channels, innovation emerges across the force and is continuously shaped at the point of contact.

Units operating closest to the battlefield are not simply executing instructions. They are interpreting intent, experimenting with approaches, and adjusting behavior in response to immediate conditions. Successful adaptations are then transmitted across units through operational feedback loops rather than exclusively through formal institutional processes.

This produces a system of distributed innovation in which learning is lateral as well as vertical. The system does not rely on a centralized node to identify and standardize improvement. Instead, multiple nodes generate adaptation simultaneously, with coherence maintained through shared understanding of intent rather than uniformity of procedure.

Command structures remain essential in this model, but their function shifts. Higher command increasingly provides strategic intent, prioritization, and boundaries rather than detailed executional control. Lower levels operate with significant autonomy in determining how that intent is realized under rapidly changing conditions. The effectiveness of this structure depends not on decentralization alone, but on alignment. Distributed innovation only strengthens the system when interpretive consistency exists across units. Without shared framing, decentralization produces fragmentation. With it, it produces resilience and rapid evolution. Over time, innovation becomes less of a discrete event and more of a continuous property of the system. The battlefield itself becomes a site of ongoing experimentation, where iterative adjustment is not exceptional but routine.



Across both parts of the series, uncertainty is not treated as a temporary condition to be resolved through improved intelligence or analysis. It is treated as a permanent feature of the operational environment. This has direct implications for how decisions are made. In traditional models, uncertainty is reduced through information gathering and planning cycles that aim to improve clarity before execution. Decision quality is assumed to improve as uncertainty decreases.

In the Ukrainian operational environment described in the series, this relationship is inverted. Uncertainty persists regardless of information availability because conditions shift faster than analysis can stabilize them. As a result, decision-making is no longer structured around the elimination of uncertainty but around maintaining functionality within it.

This produces a different operational logic. Speed becomes critical not because it guarantees better information, but because it reduces exposure to changing conditions. Trust within units becomes essential because it reduces the friction associated with constant verification. Decision authority shifts closer to the point of contact because centralized validation is too slow to remain operationally relevant. Over time, uncertainty becomes normalized rather than exceptional. It ceases to be treated as a deviation from optimal conditions and becomes the baseline environment in which all operations occur.

In such a system, clarity is not defined by complete understanding. It is defined by the ability to maintain coherence and coordinated action despite incomplete and continuously evolving understanding. What matters is not informational symmetry across the force, but sufficient alignment of interpretation to sustain action under divergent perceptions of the same environment.



When viewed in aggregate, the dynamics described across both parts of the series extend beyond traditional military adaptation and intersect with broader cognitive warfare conditions. This is not limited to information operations in a narrow sense, but to the systemic competition over perception, interpretation, and decision-making under uncertainty.

In environments where information is immediate, abundant, and often incomplete, the primary challenge shifts from access to information toward the structuring of meaning. Data alone does not produce understanding. Interpretation becomes the decisive layer through which operational reality is constructed.

This creates a condition in which cognition itself becomes contested. Every operational event produces an interpretive layer that spreads rapidly across networks, shaping perception before full validation is possible. Competing narratives, fragmented signals, and accelerated dissemination cycles produce a stable state of interpretive instability.

Within this environment, cognitive advantage is not achieved through control of all information flows. It is achieved through the ability to maintain coherence in interpretation under pressure. Systems that succeed are those that can preserve shared orientation across distributed actors even when inputs are incomplete, contradictory, or rapidly changing.

The Ukrainian model described in the series reflects this condition. It does not resolve ambiguity. Instead, it structures action in a way that tolerates ambiguity without losing coordination. Clarity, in cognitive terms, becomes less about certainty of understanding and more about stability of alignment under interpretive pressure.

This represents a shift from clarity as knowledge to clarity as coordination.

[Part One Link](#)

[Part Two Link](#)

Why This Matters to NATO

It challenges the assumption that effectiveness in modern conflict is primarily a function of superior planning cycles, force structure optimization, or information dominance. The Ukrainian experience suggests that advantage increasingly depends on how quickly a force can convert ambiguity into coordinated action without waiting for complete understanding. In practice, this is visible in how rapidly ad hoc targeting networks, commercial intelligence feeds, and frontline improvisation have at times outpaced more structured, deliberative processes. It is less about possessing perfect information than about acting coherently with incomplete and often contradictory inputs.

This places pressure on NATO to examine whether its current emphasis on procedural standardization and centralized validation slows the very adaptation it seeks to enable. Long-established requirements for consensus-building, deconfliction, and doctrinal compliance—while essential for alliance cohesion—can introduce latency at precisely the point where tempo is decisive. The tension is not between order and chaos, but between controlled interoperability and adaptive responsiveness under stress.

In a battlespace defined by persistent uncertainty, interoperability is no longer just technical alignment, it is cognitive alignment under stress. That means shared understanding of intent, thresholds for action, and acceptable risk must be robust enough to survive degraded communications and fragmented situational awareness. The central question becomes whether NATO can preserve shared intent and operational coherence while empowering the level of distributed decision-making that this environment now demands—particularly at the tactical edge, where opportunities are fleeting and the cost of delay is often irreversible.



Final Thoughts

Across both parts of the Jamestown series, a single argument becomes increasingly clear beneath the operational detail. Modern warfare is not evolving toward greater predictability or structured transparency. It is evolving toward a condition in which instability is continuous and where change itself is a defining feature of the operational environment.

In that context, clarity cannot function as a fixed precondition for action. It becomes something that must be continuously produced through action, sustained through alignment, and constantly adjusted as conditions evolve.

The Ukrainian experience does not present a model of perfect situational awareness or complete informational dominance. Instead, it demonstrates a model of sustained coherence under incomplete and shifting understanding. The critical distinction is this: clarity is not defined by the removal of uncertainty. It is defined by the ability to remain operationally coherent within it, and that is the central lesson across both articles. The decisive advantage does not belong to the system that achieves the most complete understanding of its environment. It belongs to the system that can maintain alignment, coherence, and purposeful action while that understanding remains incomplete and continuously evolving.

Recommended Reading - Being You: A New Science of Consciousness. --Anil Seth--

[Link Here](#)

In Being You, neuroscientist Anil Seth reframes consciousness not as a window onto objective reality, but as a controlled hallucination generated by the brain. What we call “seeing” is actually the brain continuously predicting the world and correcting those predictions with incoming sensory data. Reality, in this framing, is never directly perceived—it is constructed.

Seth blends neuroscience, philosophy, and perceptual psychology to show that ambiguity is not a flaw in perception but its foundation. The “eye” does not capture truth; it negotiates it through prediction, uncertainty, and inference—what you’re calling the “fog.”

KEY TAKEAWAYS

1. Perception is prediction, not reception

The brain is not a passive camera. It actively generates hypotheses about reality and updates them based on sensory feedback. What we “see” is the brain’s best guess—not the world itself.

2. Conscious experience is a controlled hallucination.

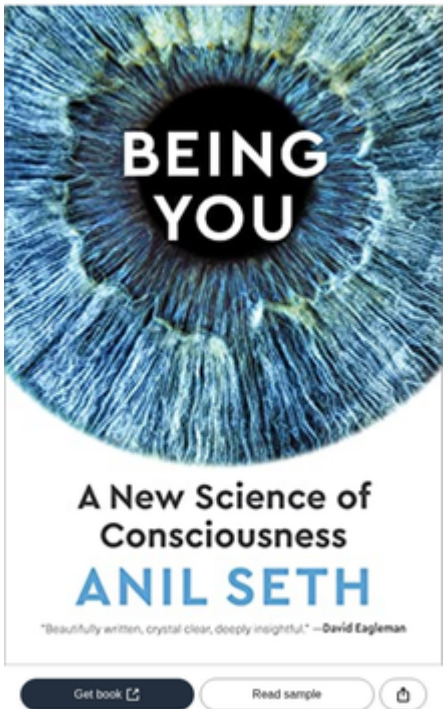
Stable perception emerges when hallucinations are constrained by sensory data. In other words, reality is a useful fiction that stays aligned with the external world through constant error correction.

3. Ambiguity is the default state of reality

The brain must resolve uncertainty at every moment. Illusions, misperceptions, and biases are not edge cases—they reveal the underlying predictive mechanics of all perception.

4. The “self” is also constructed

Even the sense of “I” is a model the brain generates. Identity is part of the same predictive system that constructs the external world.



Recommended Reading - Incognito: The Secret Lives of the Brain --David Eagleman

Incognito argues that most of what drives human thought, decision-making, and perception happens outside conscious awareness. David Eagleman shows the brain as a layered, competitive system where unconscious processes constantly filter, distort, and construct what eventually becomes “experience.” Rather than presenting reality directly, the brain acts like a backstage committee—competing interpretations fight for dominance until a single narrative reaches awareness. This makes perception inherently partial, delayed, and shaped by hidden cognitive forces.

KEY TAKEAWAYS

1. Most cognition happens outside awareness

Conscious thought is the “final report,” not the process. The brain’s real work, interpretation, filtering, and decision-making occurs below the surface.

2. Perception is a competitive construction process

Multiple neural systems propose different interpretations of reality at once. What we experience is the version that wins internal competition, not necessarily the most accurate one.

3. The brain edits reality in real time

Sensory input is delayed and incomplete, so the brain constantly fills gaps using prediction, memory, and context—creating a seamless but constructed experience of the world.

4. Ambiguity is resolved, not eliminated

Uncertainty is always present in incoming data; the brain’s job is to reduce it enough to produce a usable narrative of “what is happening.”

[Link Here](#)

BookRags

SUMMARY

INCOGNITO:
THE SECRET
LIVES OF
THE BRAIN

Incognito: The Secret Lives of the Brain by David Eagleman | Summary & Study Guide

Barnes & Noble's online bookstore for books, NOOK ebooks & magazines. Shop music, movies, toys & games, too. Receive free shipping with your Barne...

barnesandnoble.com



Recommended Viewing: Inception (2010)

The Architecture of Perception.

Christopher Nolan's *Inception* explores a deceptively simple question: how do we know that what we perceive is real?

Throughout the film, characters struggle to determine what is real, what is constructed, and what has been influenced by forces they cannot see. Layers of reality blur together. Certainty becomes elusive. Information is incomplete. Meaning must be assembled from fragments. The audience experiences the same ambiguity as the characters, forcing us to confront an uncomfortable truth: perception is not a direct window into reality, it is a process of interpretation.

The film's most powerful concept is not dream infiltration, it is the idea that once accepted, a belief can fundamentally alter how a person understands the world around them. As Cobb explains, "An idea is like a virus." Whether one agrees with the comparison or not, the observation highlights the enduring influence of ideas once they become embedded in human understanding.

Viewed through the lens of cognitive warfare, *Inception* serves as a reminder that perception matters because it shapes meaning. The eye gathers information, but the mind constructs reality from what it receives. When certainty is obscured by ambiguity, individuals must navigate a fog of competing interpretations.

KEY TAKEAWAYS

- Perception, i.e., what you see and believe, and reality are not always the same thing.
- Ideas can shape understanding long after their source is forgotten.
- Ambiguity creates conditions where multiple interpretations can coexist simultaneously.



Recommended Viewing: Shutter Island (2010)

When the Fog Is Inside the Mind.



Few films explore perception and uncertainty as effectively as Martin Scorsese's *Shutter Island*. Starring Leonardo DiCaprio as U.S. Marshal Teddy Daniels, the film begins as a mystery and gradually transforms into something far more unsettling: an examination of how human beings construct meaning when confronted with trauma, ambiguity, and incomplete information.

From the moment Daniels arrives on the isolated island, the audience is immersed in fog—both literal and metaphorical. Storms roll across the landscape. Information is fragmented. Conversations raise more questions than answers. Every clue appears to point in a different direction. Like the characters within the story, viewers are forced to rely on their own perceptions to make sense of events. Yet as the narrative unfolds, confidence in those perceptions begins to erode.

This dynamic mirrors one of the central themes explored in *The Eye* and *the Fog*: the distinction between what is observed and what is understood. The eye sees the evidence. The mind interprets it, but interpretation is shaped by assumptions, experiences, expectations, and emotional states. As uncertainty grows, so does the possibility that multiple explanations can coexist simultaneously. The challenge is determining which one reflects reality.

Viewed through a cognitive warfare lens, the film highlights a fundamental truth: understanding is often shaped as much by internal factors as external ones. The fog is not always found in the information environment, sometimes it exists within the frameworks we use to interpret that environment. *Shutter Island* is ultimately a story about perception, uncertainty, and the human search for coherence. It challenges audiences to consider a question that remains relevant far beyond the screen:

When certainty disappears, how do we know what is real?

KEY TAKEAWAYS

- Perception is influenced by prior experiences, beliefs, and emotions.
- Uncertainty often leads people to construct narratives that create coherence.
- Understanding can be shaped as much by internal factors as external information.

Thank you for engaging with this edition of our newsletter.

We appreciate your attention.

If you have any questions, concerns, suggestions, feedback,
or have an event you want us to feature,

please feel free to contact us at:

hqsact.cognitivewarfare2@nato.int

The most successful influence is the one you call your own idea.

The most powerful fog is the one mistaken for clear sight.

The most contested terrain isn't land, sea, air, space, or cyberspace.

It's PERCEPTION...

THANK YOU FOR PERCEIVING!

Stay curious about the fog and vigilant about the eye...



CLARITY THROUGH COMPLEXITY

**“The eye sees only what the mind is prepared to comprehend.”
— Henri Bergson**