



For three decades I proudly wore the uniform of an officer in the United States Army. During those years a recurring theme presented itself. The person who uses information best, wins. From my time; as a platoon leader at Fort Stewart Georgia, through the burning sands of Iraq, the ragged mountains of Afghanistan, and the halls of the Pentagon, I learned one recurring and valuable lesson about the power of a well-crafted story to change the hearts men.

After spending nineteen years in the Infantry I decided to pursue my passion for stories by becoming an Information Operations Officer where I learned about psychological operations, deception operations, influence operations, electronic warfare, computer network operations and computer network defense. As I developed these new skills the one constant remained power of information and the need to use a story to convey information.

During my last combat tour in Afghanistan is used the opportunity to develop a comprehensive theory of information. A compilation of lessons I learned through a lifetime of training soldiers and fighting actual enemies. The theory led me to the concept of Information Dominance, and I founded Universal Logic so I could share the lessons I learned about the power of stories with likeminded individuals and organizations.

After I founded Universal Logic. I decided to improve my mastery of the power of stories by studying for and completing a Master of Fine Arts in Professional Screen Writing from National University. The combination of my advanced military training combined with my graduate training dramatically improved my ability to engineer stories that support a wide range of endeavors.

The mission of Universal Logic is to help you engineer the story that will help you reach of point of Information Dominance. The smartest people in the world realize when I don't know what they're doing and how to deal with their ignorance. Our mission is to help you join the ranks of the smartest people in the world.

Achieving Information Dominance requires the application of three basic Principles of Information to the development of your organization's story.

Principles of Information

First Principle

Information is best understood within the context of a narrative.

Take the raw data of a baseball game or baseball team without the narrative of the rules of the game and the state of the season and the statistics associated with baseball would be unintelligible to the average person. Take that average person and teach them the rules of the game and allow them to watch the relationship of the game statistics to the outcome of the games on the field and a young child gains the ability to argue potential trades with the professionals.

Second Principle

Predictable manipulation of information will only be achieved when the actor maintains enough knowledge of the relevant system to operate above the veil of ignorance. Actions taken by those who lack enough knowledge of the relevant system will achieve results based on random outcomes. This principle is often violated without apparent detriment because the actor has enough resource to overcome a lack of knowledge.

A military force might overcome a minefield without gaining enough knowledge to defeat mines, by simply marching more soldiers through the minefield than there are mines along the line of march. Many military operations are planned and conducted while the leadership knowledge of the situation and environment are well below the veil, but the organization has enough resources to exchange blood and treasure for relevant knowledge.

The veil of ignorance is the point of comprehension of a system where the actor gains the ability to take actions with predictable outcomes. Before you have enough knowledge about the system to act with predictable outcomes you are operating below the veil of ignorance. Moving above the veil of ignorance is the condition of mastery that is achieved by individuals,



organizations, or professions when they understand the system well enough to manipulate the outcomes of their actions to achieve results greater than the energy put into the system.

The greater the mastery of the system, the greater the ability to manipulate the system with lower levels of input energy. This is one way of understanding the adage, *work smarter not harder*.

Imagine a complete novice in the kitchen decides to make a cake. They might live in a house with a well-equipped kitchen that contains all the raw materials and tools needed to successfully make the cake. Without a cookbook or premade cake mix, the novice will have little chance to successfully make the cake. He is operating well under the veil of ignorance with respect to the system of baking cakes.

Give the novice a chance to watch a video online and then read a cookbook, and his baking knowledge would likely rise above the veil, and greatly improve the likelihood of his efforts resulting in an edible cake.

A simple example of operating at the veil of ignorance would be in person attempting to take the ingredients needed to bake a cake and successfully baking a cake

Third Principle

An individual must act with informed purpose to achieve clear objectives. If the effort involves more than one person, all parties must act with unity of effort. Informed purpose and unity of effort require that the actor or actors know the story of their effort and the role they must contribute to the accomplishment of the climax of the story.

Think of a leadership class that has been tasked with a mission that must be completed on Saturday morning at the local state park. Each member of the class is given an assignment. One student is told to salt bring salt, another to secure bell peppers, and so on until each student has an assignment. In the last class before the weekend, the professor tells the class he has one additional condition to add. He will help them work together by telling them a story.

His class is going to State Park to cook omelets for breakfast. Instantly the students recognize the significance of their individual assignments and they



notice opportunities to work together that did not occur to them when they were thinking about their individual assignments. The power of the story and their clear understanding of their part in the story, contributes greatly to a successful morning of tasty omelets. Organizations with shared understanding of their story maintain the best opportunity to achieve maximum unity of effort

If you want to find your personal story or engineer a story for your organization contact Universal Logic and we will begin this journey together.

