Through the Lens of Cultural Awareness: Planning Requirements in Wielding the Instruments of National Power

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"… if we had better understood the Iraqi culture and mindset, our war plans would have been even better than they were, [and] the plan for the post-war period and all of its challenges would have been far better…we must improve our cultural awareness…to inform the policy process. Our policies would benefit from this not only in Iraq, but… elsewhere, where we will have long-term strategic relationships and potential military challenges for many years to come."

Ike Skelton, in a letter to Donald Rumsfeld, October 23, 2003

Typical Cultural Briefs

BOTTOM LINE: You're so scared of offending, you can't focus on mission.

➢Culture shock is normal

➢Watch out for snakes.

➢It's very hot sometimes…so drink lots of water.

➢Arabs are very generous, and…oh, and Iraqis are different.

Take Away:
- Don't offend anyone
- Arabs are very mysterious
- You won't understand anything

What We Really Need to Know…

BOTTOM LINE: Cultural niceties are important but do not "check the box.".

➢ What is the enemy thinking and why?

➢ What are my friends thinking and why?

➢ What will they do if I take action X and why?

➢ How are cultural issues impacting my operations?

➢ How can I make them do what I want them to do?

Bottom Line Up Front

To an American Soldier, culture can be likened to a minefield - dangerous ground that, if not breached, must be navigated with caution, understanding, and respect.

➢ Cultural interpretation, **competence**, and adaptation are prerequisites for achieving a win-win relationship in any military operation.

➢ Arabic culture in particular is very complex. Take the time to understand the intricacies of Arabic culture.

"There are no true Middle East 'experts,' only varying degrees of ignorance"

**"لا تحقرن صغيراً في رثاثته،
فلربما البعوضة تدمي مقلة الأسد."**

"Don't despise those who are unfortunate in threadbare clothes, for even a mosquito can make a lion's eye bleed."

AL Motanabi, famous Arab Poet

Agenda

➢ Background.

➢ Why is Cultural Competence important?

➢ Integrating Culture Into The Process.

➢ Cultural Influences, Variations, and Manifestations.

➢ Concept Implementation
  ➢ *Cultural Intelligence.*
  ➢ *Culture-Centric Warfare.*

Culture Defined

The totality of socially transmitted behavior patterns, arts, beliefs, institutions, and all other products of human work and thought.
The American Heritage Dictionary of the English Language, Fourth Edition

➢Culture
  ➢Is a shared set of traditions, belief systems, and behaviors.
  ➢Is shaped by history, religion, ethnic identity, language and nationality, and evolves in response to various pressures and influences.
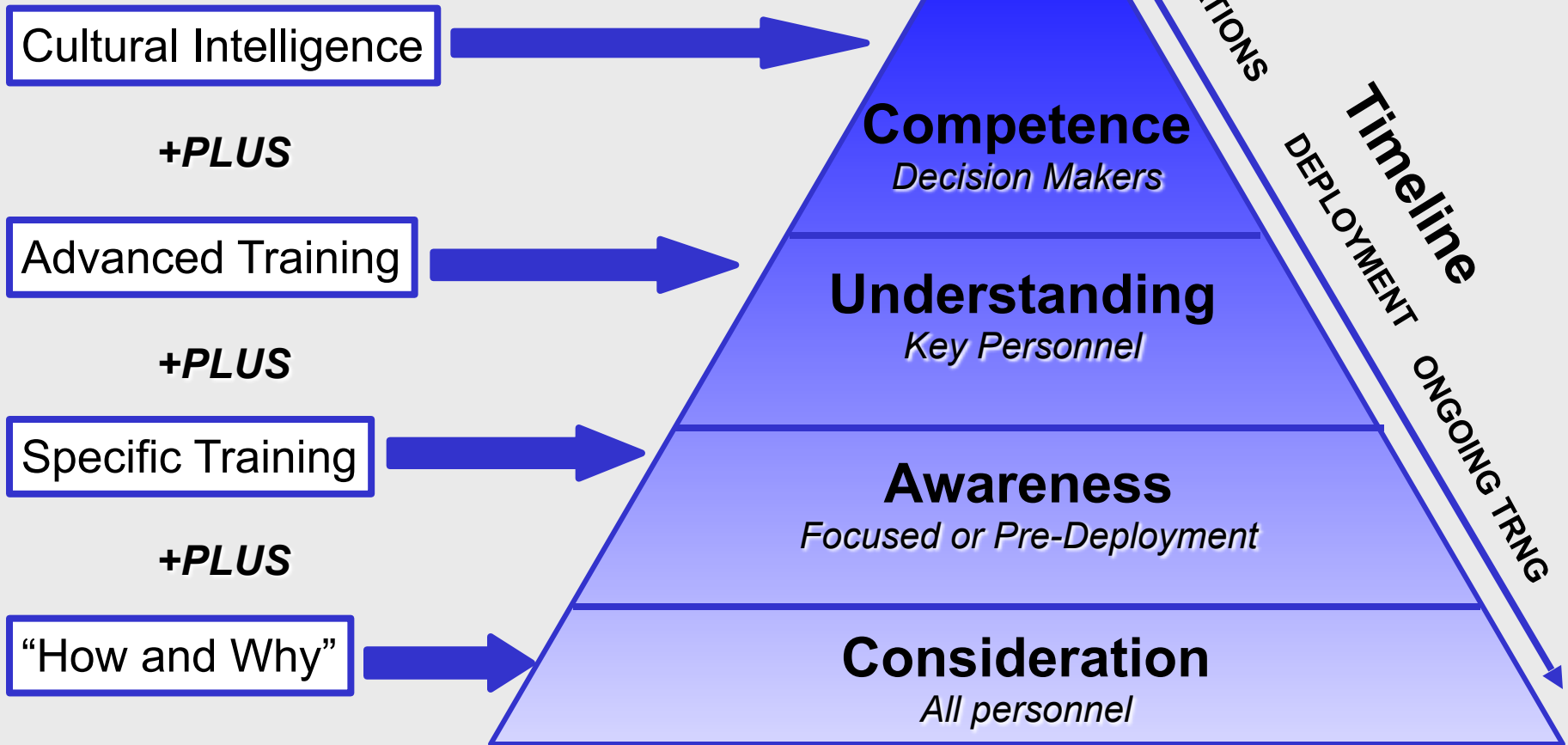 ➢Is learned through socialization…it is not inherent.

Working Concept

➢ Levels of Awareness:
  ➢ **Cultural Consideration** - is the incorporation of generic cultural concepts in common military training, knowing how and why to study culture, knowing where to find cultural factors and expertise.
  ➢ **Cultural Awareness** - is exposure to basic cultural issues such as cultural niceties, survival language skills, "do and don't."
  ➢ **Cultural Understanding** - is a deeper awareness of the specific culture that allows general insight into thought processes, motivating factors, and other issues that directly support decision making.
  ➢ **Cultural Competence** - is the fusion of cultural understanding with cultural intelligence that allows focused insight into current operations. Cultural competence infers insight into the intentions of specific actors and groups.

Working Concept

Integrating Culture into Operations:

Cultural Intelligence →

+PLUS

Advanced Training →

+PLUS

Specific Training →

+PLUS

"How and Why" →

Competence
Decision Makers

Understanding
Key Personnel

Awareness
Focused or Pre-Deployment

Consideration
All personnel

OPERATIONS

Timeline

DEPLOYMENT

ONGOING TRNG

Who Cares?

"I have been driving in Baghdad for the last 4 days. Whoever thought to call this place the Paris of the Middle East should have their head examined. It's filthy - and not just due to war damage. The people are devious and shifty and you cannot trust them a second; not even the translators…"

SFC U.S. Army,
Psychological Operations Battalion

"On January 9, 1991, the Foreign Minister of Iraq, Tariq Aziz, and the Secretary of State of the United States, James Baker, met in Geneva to attempt a last-minute compromise that would avoid a war. Baker used the verbal channel of communication almost exclusively, and said very clearly that the United States would attack if Iraq did not move out of Kuwait. *The Iraqis, however, paid less attention to what Baker said and most attention to how he said it*. Hussein's half-brother reported to Baghdad that 'the Americans will not attack…

…They are weak. They are calm. They are not angry. They are only talking..."

….Seven days later Operation Desert Storm began.

"They taught me that no man could be their leader except he who ate the rank's food, wore their clothes, lived with them and yet appeared better in himself."

T.E. Lawrence

Forging the Warrior Spirit

U.S. Negotiators Global Report Card

Competency	Grade
➢ Preparation	B-
➢ Synergistic approach (win-win)	D
➢ Cultural I.Q.	D
➢ Adapting the negotiating process to the host country environment	D
➢ Patience	D
➢ Listening	D
➢ Linguistic abilities	F
➢ Using language that is simplistic and accessible	C
➢ High aspirations	B+
➢ Personal integrity	A-
➢ Building solid relationships	D

Adapted from Acuff, F.L., *How to Negotiate with Anyone, Anywhere Around the World*, New York: AMACOM, 1993.
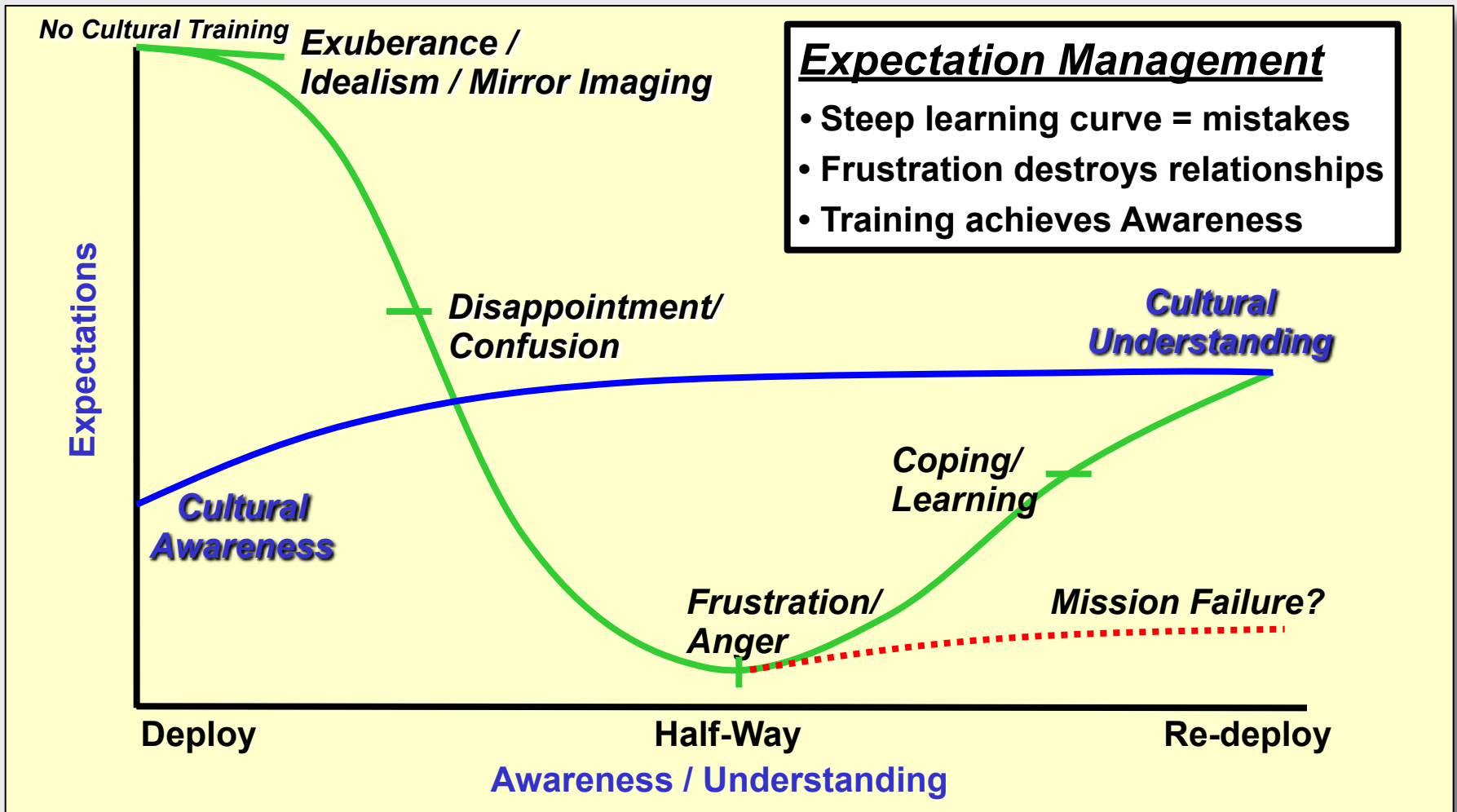
Why Cultural Awareness is Important

➢ Recent experiences in Afghanistan, Iraq, and the War on Terror demonstrate that understanding foreign cultures and societies has become a national security priority.

➢ To defeat opponents who are transnational in scope, non-hierarchical in structure, clandestine in their approach, and operate outside of the context of nation-states, we need to improve our capacity to understand foreign cultures and societies.

➢ Culture may be compared to a ***"set of lenses through which all parties to a conflict necessarily see."***

"Culture is the 'human terrain' of warfare. Human terrain is key terrain." MG(Ret) Jeff Lambert

Cultural Terrain
The Next Challenge in Military Operations

No Cultural Training

Exuberance / Idealism / Mirror Imaging

Expectation Management
- Steep learning curve = mistakes
- Frustration destroys relationships
- Training achieves Awareness

Disappointment/ Confusion

Cultural Understanding

Cultural Awareness

Coping/ Learning

Frustration/ Anger

Mission Failure?

Expectations

Deploy   Half-Way   Re-deploy

Awareness / Understanding

Cultural Terrain

➢ Cultural terrain can parallel geographic terrain for military considerations.

➢ Just as geographical terrain influences decisions, so does cultural terrain.

➢ Cultural ignorance or unintended bias can undermine agreements or trust.

➢ Displays of cultural ignorance can expose weakness and vulnerability.

➢ Study of culture is equally important when dealing with members of a coalition.

➢ Culture may be our best guide to understanding intentions.

BOTTOM LINE: If ignored, cultural factors can undermine our mission objectives. Successful incorporation of cultural factors is equally vital to tactical planning as to campaign and strategic planning.
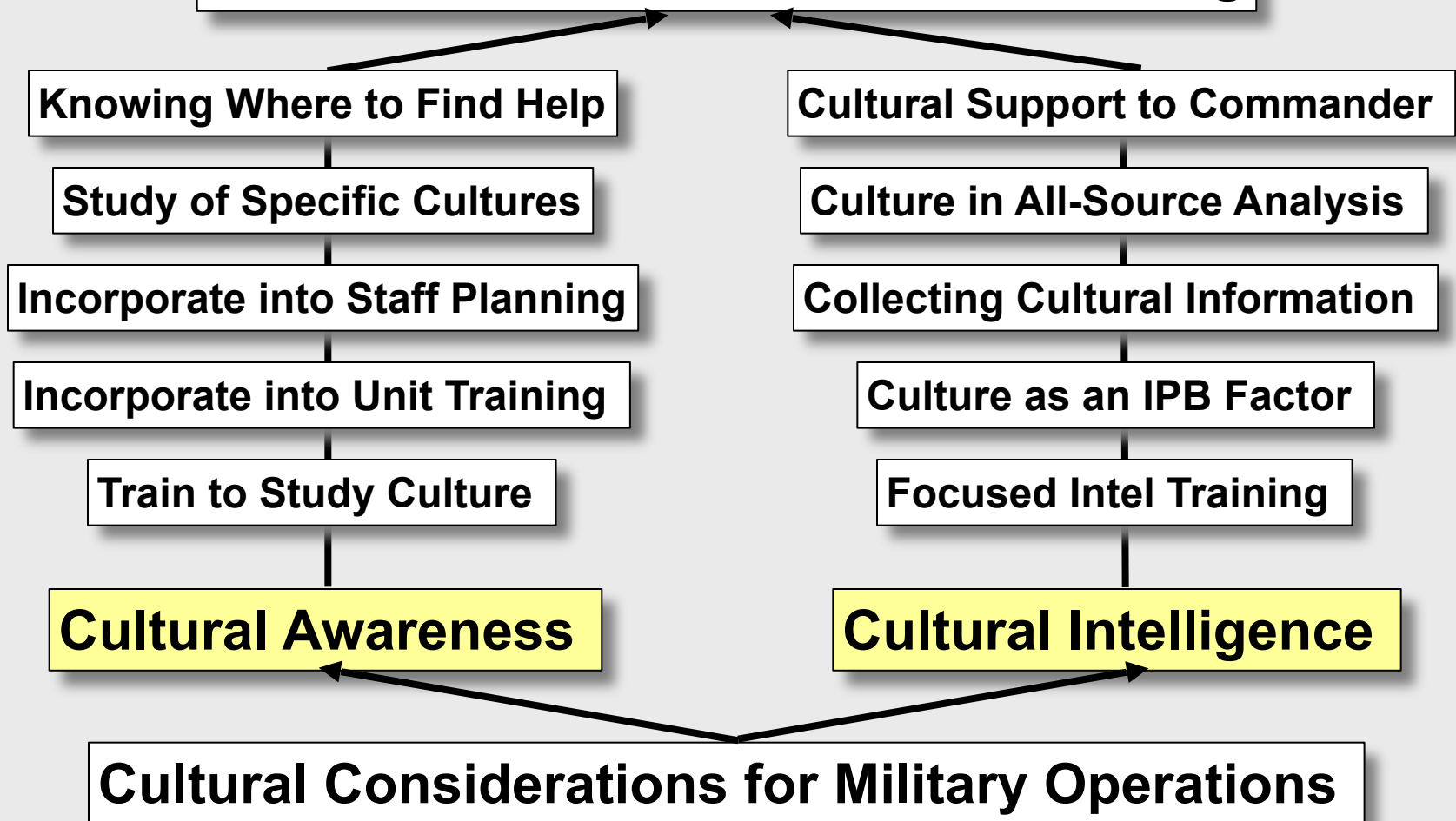
“Study art, history, and philosophy, then all of this will mean something to you.”

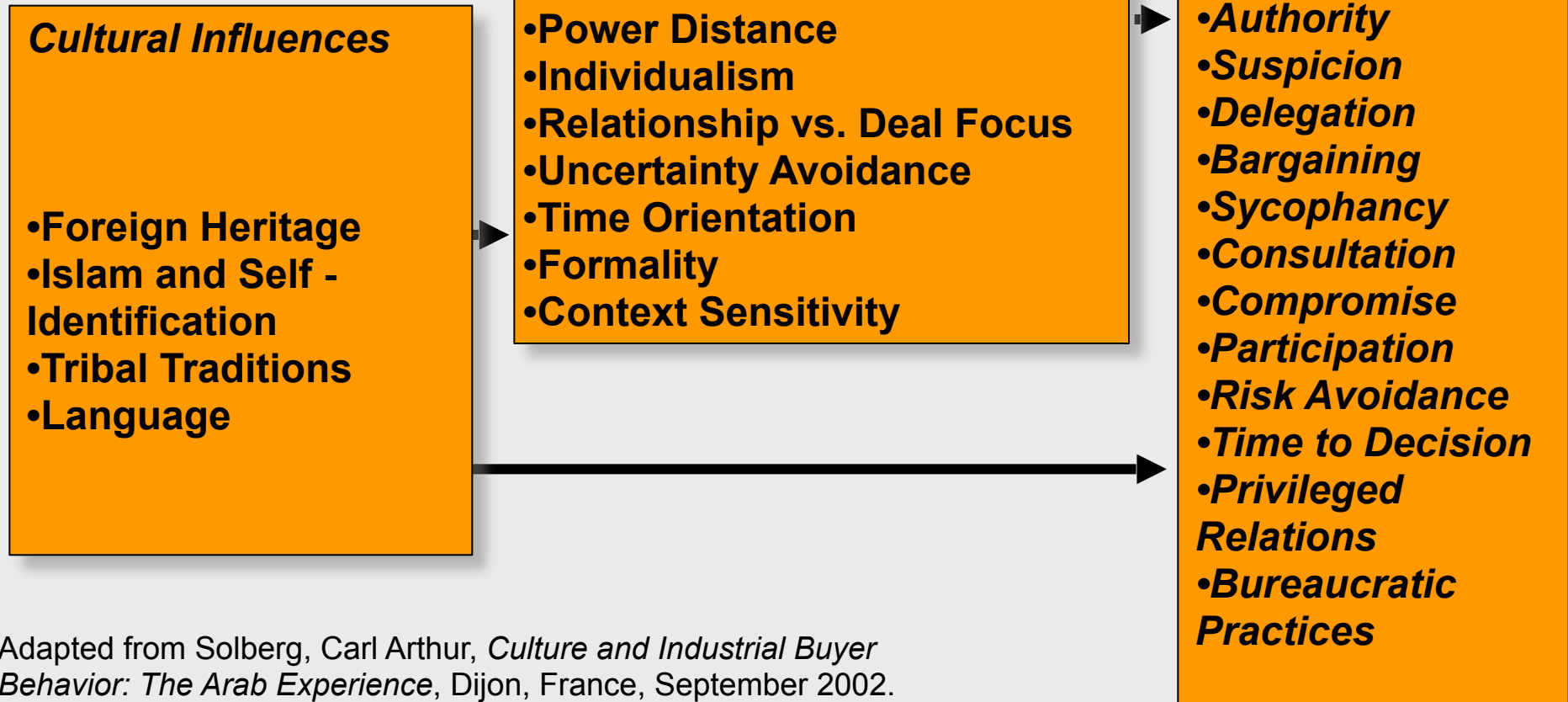Jean-Luc Picard, to a young ensign worried about his Star Fleet Exams

Conceptualizing Culture Support

Culture Factored-In to Decision-Making

Knowing Where to Find Help	Cultural Support to Commander
Study of Specific Cultures	Culture in All-Source Analysis
Incorporate into Staff Planning	Collecting Cultural Information
Incorporate into Unit Training	Culture as an IPB Factor
Train to Study Culture	Focused Intel Training
Cultural Awareness	**Cultural Intelligence**

Cultural Considerations for Military Operations

Cultural Influences, Variations, and Manifestations

Cultural Influences

- Foreign Heritage
- Islam and Self - Identification
- Tribal Traditions
- Language

Cultural Variations (Behaviors, Values, Cognition)

- Power Distance
- Individualism
- Relationship vs. Deal Focus
- Uncertainty Avoidance
- Time Orientation
- Formality
- Context Sensitivity

Cultural Manifestations

- Wasta
- Planning
- Nepotism
- Authority
- Suspicion
- Delegation
- Bargaining
- Sycophancy
- Consultation
- Compromise
- Participation
- Risk Avoidance
- Time to Decision
- Privileged Relations
- Bureaucratic Practices

Adapted from Solberg, Carl Arthur, *Culture and Industrial Buyer Behavior: The Arab Experience*, Dijon, France, September 2002.

Influences on Arabic Culture

➢Foreign Heritage - Iraq

➢Islam and Self Identification

➢Tribal Traditions

➢Language

Iraq

A Country Overview

Iraq Situation and Overview

- ➤ The area of Iraq is known as the cradle of civilization, dating back to 2500 BC.
- ➤ Formerly part of Ottoman Empire, occupied briefly by Britain
- ➤ Kingdom from 1932-1958 (Hashemite family)
- ➤ Republic since 1958, ruled by military strongmen
- ➤ 437,072 square km – twice the size of Idaho
- ➤ Widely diverse terrain with extensive borders
- ➤ Economy dominated by oil sector
- ➤ $120 Billion in external debt
- ➤ Population: 24.7 million (40% less than 14 years old)

- ✓ Iraqi expectations vs. reality
- ✓ History and geopolitics
- ✓ Inside and outside the political process
- ✓ Government dysfunctional due to Saddam legacy
- ✓ Factional nature of country - particularly Kurds and Arabs; Sunna and Shia; parties and tribes (75-80% Arab, 15-20% Kurdish, 5% other)
- ✓ Level of uncertainty

Distribution of Ethnoreligious Groups and Major Tribes

Majority Groups
- Kurd
- Sunni Arab
- Sunni Arab/Kurd mix
- Shia Arab
- Shia/Sunni Arab mix
- Sunni Turkoman
- Sparsely populated

Sinjar   Tribe name

Boundary representation is not necessarily authoritative.

761864AI 1-03

| Ethnic Group	Estimated Population	Also Found In	Religion	Language
Arabs	16 to 20 million	Throughout North Africa and the Middle East, Iran	65-80 percent Shia, 20-30 percent Sunni, less than 5 percent Christian	Arabic (Iraqi dialect)
Kurds	3.6 to 4.8 million	Turkey, Iran, Syria, Armenia, Georgia, Azerbaijan	Mostly Sunni, Shia, and Yazidi minority	Kurdish
Turkomans	300,000 to 800,000	Related to other Turkic peoples in Turkey, Azerbaijan, Iran, and Turkmenistan	Primarily Sunni	South Azeri Turkish
Others	As many as 1 million	Mostly Christians, Iranians, and other groups found in the Middle East	At least 50 percent Christian; Shias, Sunnis, and members of other religions account for the balance	Mostly Arabic, some Persian and other languages

11/18/20

Views of Religion

➢ The West: The basic unit of human organization is the nation.

  ➢ In American usage, this is virtually synonymous with country.
  ➢ This is then subdivided in various ways, one of which is by religion.

➢ Muslims: Tend to see not a nation subdivided into religious groups, but a religion subdivided into nations.

"Islam is not so much a religion as a form of life, not so much a theological system as a pattern for personal and social conduct based on an active consciousness of God."

Role of Religion
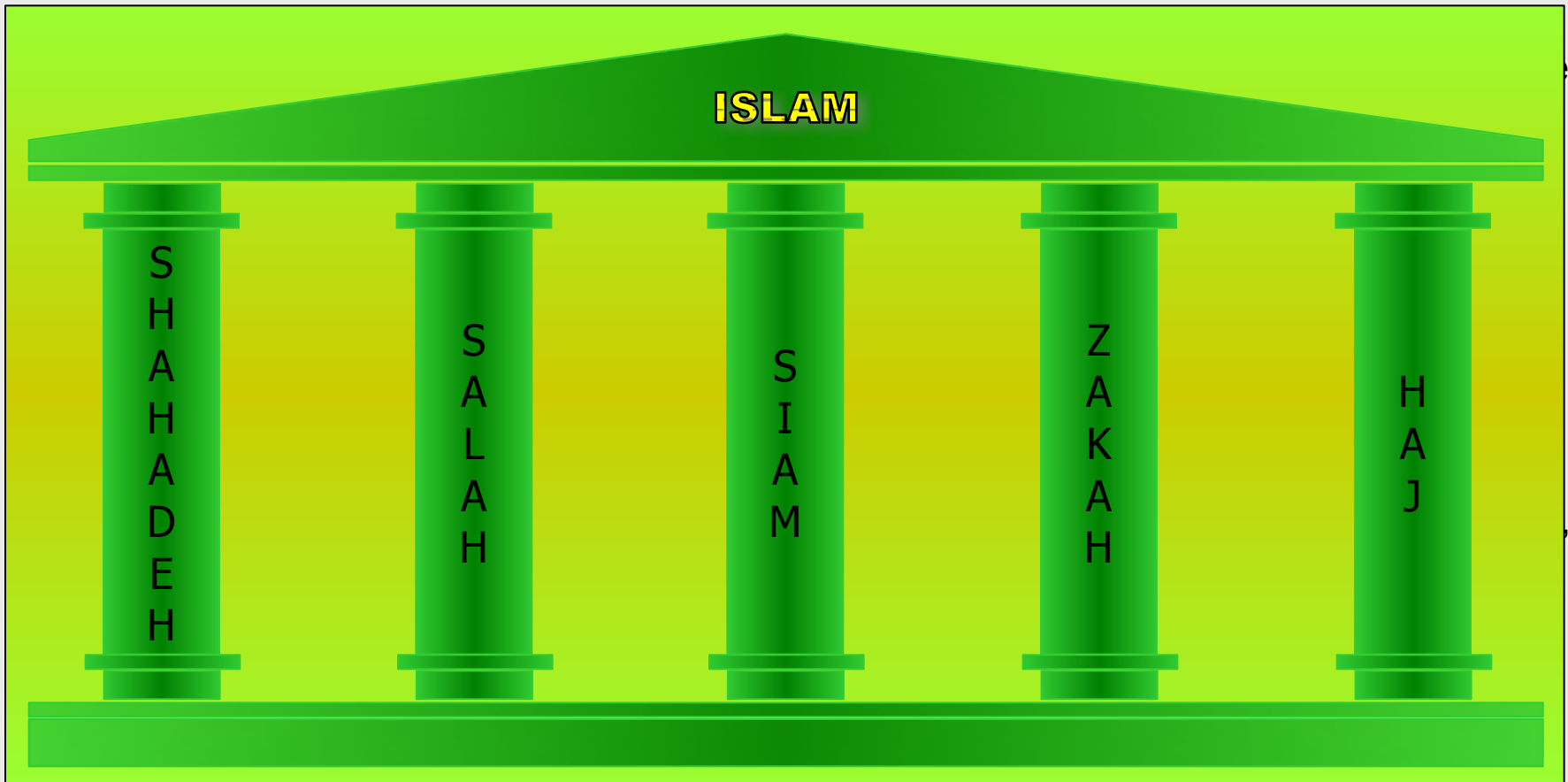
Self Identification

➢Americans
  ➢Country
  ➢State
  ➢Town
  ➢Group (school, work)
  ➢Family

➢Iraqis
  ➢Immediate Family
  ➢Extended Family
  ➢Village
  ➢Clan
  ➢Tribe
  ➢Country
  ➢Ethnicity
  ➢Religious Sect

Religion

Leadership Sets

➢ Determine leaders vs. decision-makers

➢ Three sets of leaders:
- ➢Civil/Administrative: Mayors, Police Chiefs, etc.
- ➢Religious: Clerics
- ➢Tribal: Sheikhs

➢Sources of power and extent of authority will vary from group to group and from situation to situation.

➢Expect your counterparts to be position and rank conscious.

Mayors / Police

➢Looked upon as civil administrators.

➢Expected to serve citizens and maintain civil functions within their area.

➢Not always highly respected.

➢Influence in past determined by Baath Party ties.

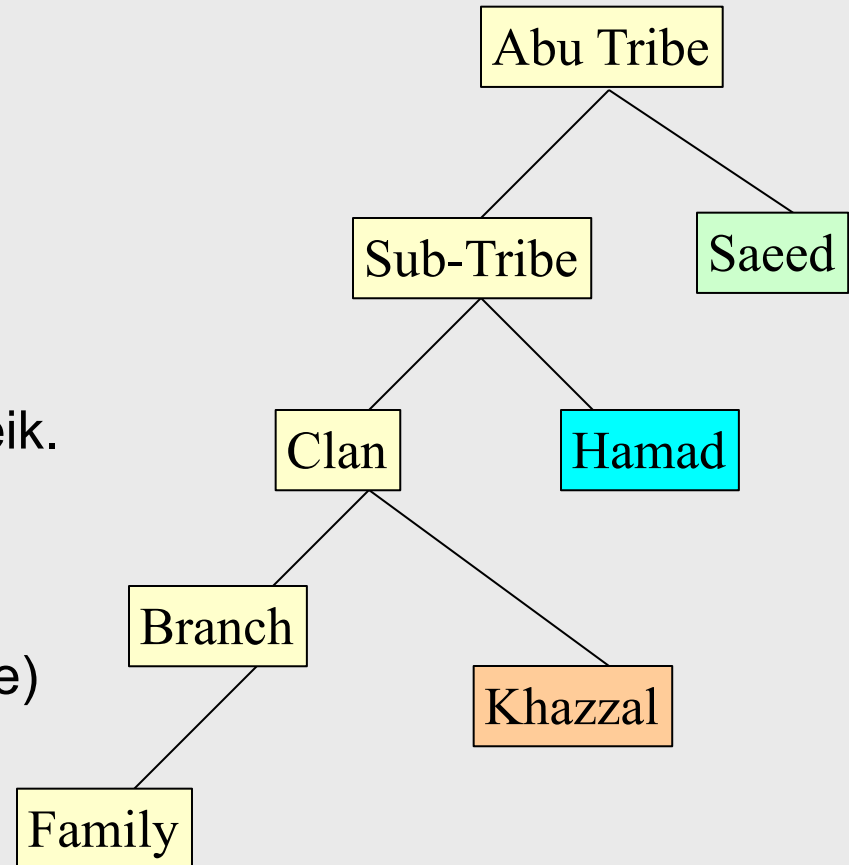➢Modestly influential within the community.

Religious Leaders

➢ Shia-Sunni split started in Iraq back in 656 A.D.

➢ Titles and roles vary between Sunni and Shia.

➢ Sunni:
  ➢ No formal clerical hierarchy
  ➢ Leaders chosen by consensus or appointment
  ➢ Key religious figures:
    ➢ Imams – primarily a prayer leader
    ➢ Qadis – judge of Islamic law

➢ Shia:
  ➢ Evolved clerical hierarchy: Ayatollahs, Mullahs
  ➢ Strong Iranian influence, but still independent

Tribal System

➢Complex tribal organization forms key social network.
➢Kinship ties are the link.
➢There are sub tribes, clans, branches, and families within tribes.
➢Tribal leader referred to as Sheik.
➢Sheiks can be influential and powerful, but not always.
➢A Sheik can have family members (and therefore influence) spread over large geographic areas.

```
                    Abu Tribe
                   /         \
          Sub-Tribe          Saeed
          /       \
      Clan        Hamad
      /    \
  Branch   Khazzal
     /
  Family
```

Tribal Vs. Civil Structure

Tribal Structure		Civil Structure
		President
Sheik of Sheiks		Governor
Sheikh		
		Mayor
Mokhtar		

Language

➢ Arabic is spoken in more than 21 countries and throughout the Arabian Peninsula.

➢ It is the first language of over 208 million people, and at least another 35 million speak it as a second language.

➢ Arabic is the language of Islam. It is the liturgical language of about one billion Muslims throughout the world.

➢ Modern Standard Arabic (MSA) is the official language throughout the Arab world and, in its written form, is relatively consistent across national boundaries.

Cultural Variations

Cultural Variations

➢Behaviors

➢Values

➢Cognition

Behaviors

The outward observable artifacts (including structures and institutions of a culture).

Behaviors

The outward, observable artifacts (including structures and institutions of a culture)

➢ ***Context Sensitivity***: Cultures that emphasize the surrounding circumstances (or context) make extensive use of body language and take the time to build relationships and establish trust.

➢ ***Personal Space***: The region around an individual, within which it is considered taboo (to varying degrees) for another individual to enter that space.
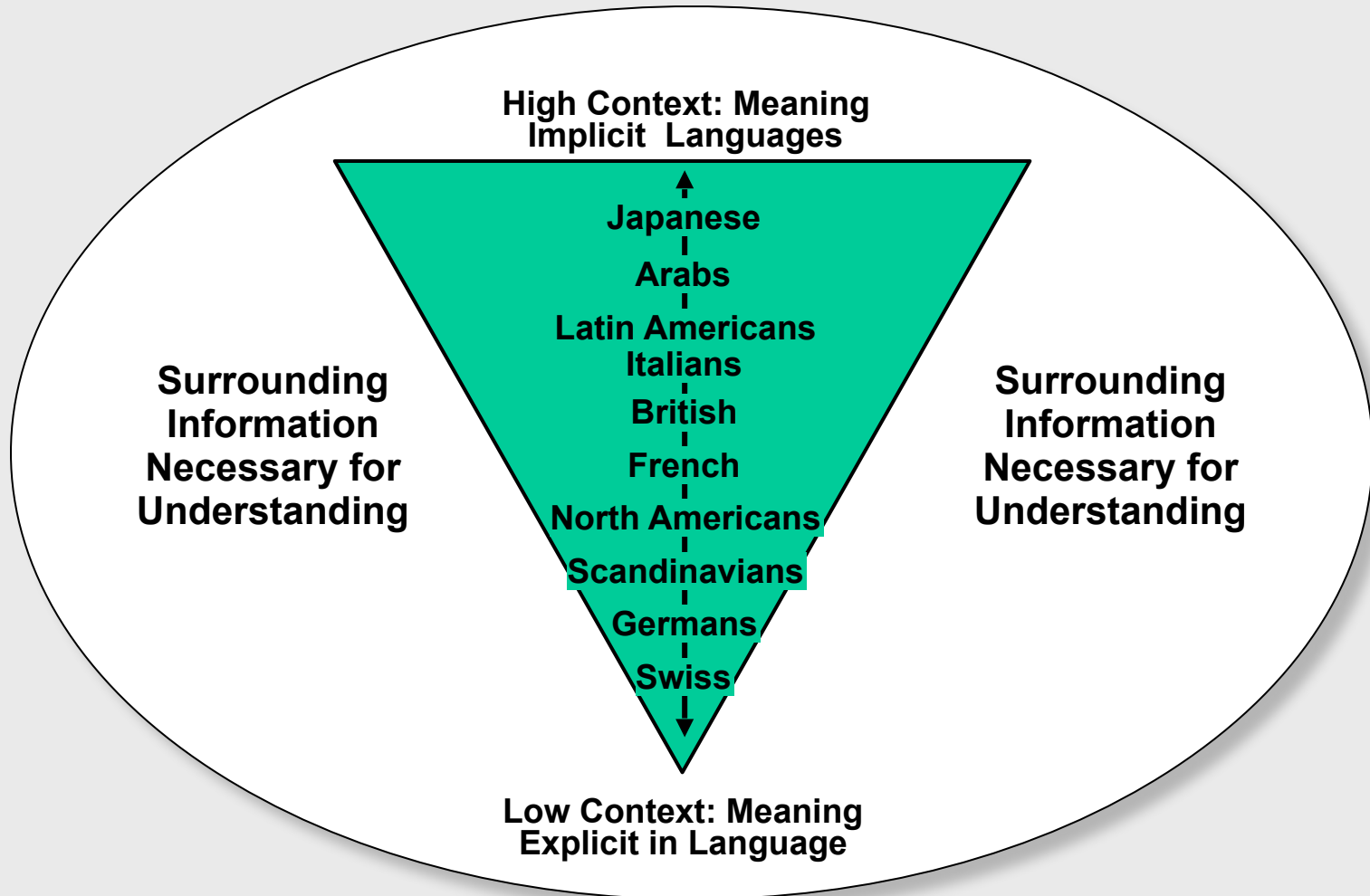
Context Sensitivity

➢ To understand a particular culture, we must understand the context of how a particular group communicates.

➢ There are basically two types of communication - Low Context and High Context.

  ➢ In Low Context communications, words provide most of the meaning.

  ➢ In High Context communications, words can have multiple meanings only able to be interpreted by reading the situation…in context.

Context Sensitivity

High Context: Meaning Implicit Languages

Japanese

Arabs

Latin Americans
Italians

British

French

North Americans

Scandinavians

Germans

Swiss

Low Context: Meaning Explicit in Language

Surrounding Information Necessary for Understanding

Surrounding Information Necessary for Understanding

Nonverbal Communications and Personal Space

➢ In order to adequately communicate with someone from an Arab country and avoid any miscommunication, misperception or misinterpretation, we must be able to "read" what is not being said…through nonverbal communications.

➢ Nonverbal communications, communicating without words, is done through the use of *Kinesics, Proxemics*, and *Touch*.

➢ *Kinesics* is communicating through body movements, facial expressions and body posture.

➢ *Proxemics* is the space used to communicate. The personal "bubble," generally from 9" to 20," or an arm's length. Americans prefer more personal space than do Arabs.

➢ *Touch* is a basic human interaction that includes shaking hands, embracing, or kissing. Arabic cultures prefer more touching than do Americans.

Values

The base judgments of good and
bad common to a culture.

Values

➢Power Distance

➢Uncertainty Avoidance

➢Long-term Orientation

➢Time Orientation

➢Individualism

➢Formality

➢Relationship Focus vs. Deal Focus

Power Distance

The acceptable difference of power between a superior and a subordinate

➢ Power distance can be defined as "the extent to which the less powerful members of society accept and expect that power is distributed unequally."

  ➢ In high power distance countries, the people are more concerned with status. Subordinates are perceived as afraid and they usually have to agree with their superiors' decisions.

  ➢ In low power distance countries, employees prefer a "consultative" manager and managers take subordinates' suggestions into consideration when they make a decision,

Uncertainty Avoidance

> The value an individual attaches to a perceived risk - how much an individual experiences uncertainty as stressful, and how much they avoid it.

- ➢ Uncertainty avoidance deals with a society's tolerance for uncertainty and ambiguity. It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations.
- ➢ Arabs tend to feel threatened by uncertainty and ambiguity, thus try to avoid these situations.
- ➢ This is closely related to the dual concepts of "honor" and "saving face."
  - ➢ Simply stated, *saving face* means that neither party in a given interaction should suffer embarrassment. This concept often makes it difficult for an Arab to say "no" to a request because it would be impolite. They are reluctant to offend others - even if they intentionally mislead them instead. Thus, a "yes" to an Arab might mean, "Yes, I understand you" rather than "Yes, I agree."
- ➢ Because of this, it is essential to be able to read between the lines because what is left unsaid or unwritten may be just as important as what is said or written.

Long-Term Orientation

➢ Long-term Orientation is defined as the fostering of virtues oriented toward future rewards - in particular, perseverance and thrift.

➢ Short-Term Orientation fosters virtues related to the past and present - in particular, respect for tradition, preservation of "face", and fulfilling social obligations.

Time Orientation

> Whether the individual is focused on the past, present, or future in making decisions.

➢ Americans are very time-conscious and very precise about appointments, while Arab cultures tend to be more casual about time.
  ➢ For example, if your Arab host tells you that he will meet with you at 1500 hours, he most likely means " إن شاء الله"- *inshallah* (Arabic for "If God wills, as God pleases").

➢ Middle Eastern cultures tend to favor long negotiations and slow deliberations.
  ➢ They exchange pleasantries at some length before getting down to business.
  ➢ Arabs use silent intervals for contemplation, whereas Americans seem to have little tolerance for silence during negotiations.

Individualism vs. Collectivism

Cultures in which people see themselves first as individuals and believe that their own interests take priority.

➢ American culture is a typical example of individualism.
  ➢ Once the kids grow up, they are expected to leave the parents and live on their own.
  ➢ They typically do not assume the responsibility of taking care of their parents.

➢ In collective societies, everyone belongs to a certain group.
  ➢ This group protects its "members" and expects their loyalty in return.

➢ In individualistic cultures, individuals are more task-oriented as compared to collectivism cultures.

Formality

Cultures that attach considerable importance to tradition, ceremony, social rules, and rank.

➢Compared to traditional American culture, Arabs value and respect a much more formal approach to business dealings and negotiations.
  ➢Call your counterparts by their titles and family names unless specifically asked to do otherwise.

➢Most of the Arab world can be categorized as a formal business culture.
  ➢Respect is very important in a formal business culture. How you address a person is one of the important ways to show your respect.

Relationship vs. Deal Focus

> Refers to the importance of personal relationships in conducting business and negotiations.

➢ Relationship-focused people prefer to do business with friends, families, and persons well known to them.
> ➢ They always want to know their business partners very well before talking business with them.
> ➢ The business relationship is based on trust, and networking is very essential for doing business in these countries.

➢ Deal-focused cultures are relatively open to do business with strangers. To them, business has nothing to do with their private life.

Cognition

The preference-based strategies used in decision-making, perception, and knowledge representation.

Cognition

The preference based strategies used in decision-making, perception, and knowledge representation

➢ ***Dialectical Reasoning***: Whether options are delineated to show their differences, or whether those options are merged to maintain possibly contradictory perspectives.

➢ ***Hypothetical Reasoning***: Whether the individual uses hypothetical (imagined) circumstances to show implications of actions, or grounding analysis in context and experience.

➢ ***Counterfactual Reasoning***: Whether the individual uses counterfactual (untrue, explicitly opposite what is known to be true) circumstances to show implications of actions.

➢ ***Perception***: The tendency for people to perceive objects in a scene as relating to other objects in that scene.

➢ ***Attribution***: How people of different cultures attribute causality across cultures.

Concept Implementation

"Know your enemy and know yourself and in a hundred battles you will never be in peril."

Sun Tzu

"Those who can win a war well can rarely make good peace, and those who could make good peace would have never won the war."

Winston Churchill

You Won't Find This In a Book..

Doctrine provides guidance and methodology for completing the deliberate planning process.

➢ Currently, U.S. Joint and Service doctrine does not stress the consideration of any type of cultural awareness and competence factors during the deliberate planning process.

➢ When cultural factors are addressed in doctrine, it is usually in reference to working together with coalition partners and not specifically how cultural factors could affect enemy reaction and impacts on our selected COA.

Culture-Centric Warfare

"… the lesson learned [in Somalia] that kept coming out was that we lacked cultural awareness. We needed cultural intelligence going in."

Gen Anthony Zinni (USMC Ret.)
National Defense University
August 8, 1996

"An army of strangers in the midst of strangers."

LTG David Petraeus
Commander, Multinational
Security Transition Command

This cultural wall must be torn down. Lives depend on it.

"When I took a decision or adapted an alternative, it was after studying every relevant – and many an irrelevant – factor. Geography, tribal structure, religion, social customs, language, appetites, standards – all were at my finger-ends. The enemy I knew almost like my own side."

Colonel T.E. Lawrence
26 June 1933

Culture-Centric Warfare

➢A focus on intellect (versus technology) based on intellectual acumen, cultural competence and the art of war to demystify our adversaries motives and predict his actions.

Forging the Warrior Spirit

Understanding the Problem

Warfighting Operations	Stability Operations
Conventional military operations	Administration, information operations, and conventional military operations
Attrition of fighting power of Military Units – Decisive Action	Management of Perception of Civil Government, Population - Stability
Targets: Humans and Machines	Targets: Hearts and Minds
Locating, tracking, identifying, targeting and killing physical objects (C4ISR)	Locating, tracking, identifying, and influencing minds (reason) and hearts (emotions)
Physical Sciences Physical Sensing Target ID, Tracking Physical Situational Awareness	Social and Cognitive Sciences Civil Collection, Sensing Perception ID, Tracking Cognitive Situational Awareness

Because of this, I refer to Stability Operations as "The Cultural Phase of the War."

The Cultural Phase of War

➢ Is a thinking man's game.

➢ Focus is on Intellect versus technology.

➢ This "Phase" is won by:
  ➢ Creating alliances
  ➢ Leveraging non-military advantages
  ➢ Reading intentions
  ➢ Building trust
  ➢ Converting opinions
  ➢ Managing perceptions

➢ When we fail to do "X", how will an adversary react based on cultural intelligence?

These tasks demand an exceptional ability to understand people, their culture, and their motivations.

Effects Based Operations

➢Offensive, defensive, stability, and support operations planned and executed to achieve the commander's desired effect on a threat element, civil leader (tribal, ethnic, or governmental), or population group.

EBO achieves the commander's desired effect through the synchronized, sequential, or simultaneous application of leadership, maneuver, firepower, and information.

Situational Awareness

"I knew where every enemy tank was dug in on the outskirts of [the city]…The only problem was, my soldiers had to fight fanatics charging on foot or in pick-ups and firing AK-47s and RPGs. I had perfect situational awareness. Great technical intelligence…Wrong enemy."
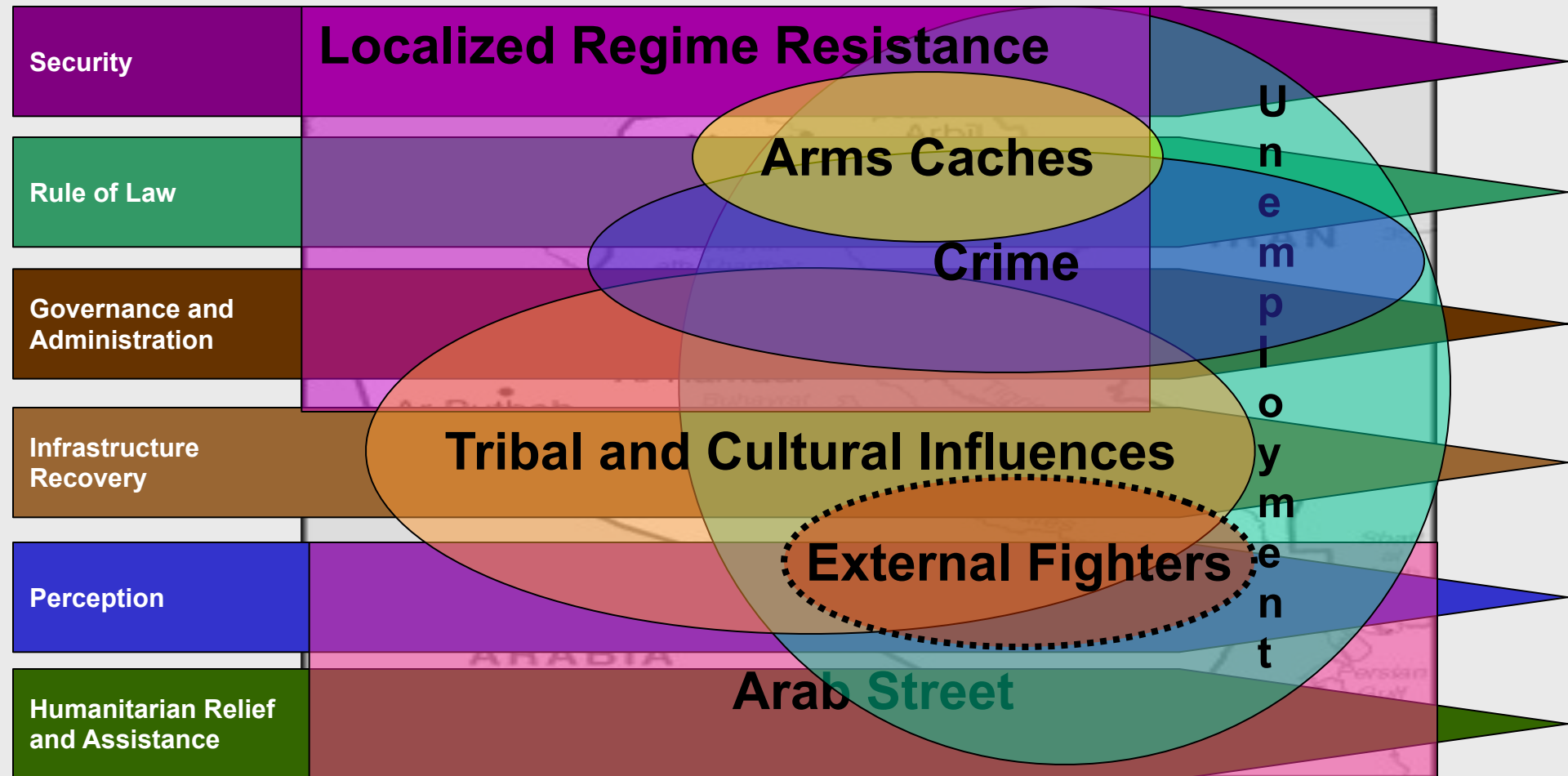
Brigade Commander
3rd Infantry Division
Enroute to Baghdad

Information Gap

➢ Computer, drones and layers of three-letter information agencies above the tactical level are no substitute for human eyes and brains. Therefore, the focus of every agency must be at the tactical level.

➢ Information that does not benefit the soldier in combat is irrelevant.

➢ To do this we must close the information gap.

Closing the Information Gap…
Cultural Intelligence

➢ Intelligence derived from all sources regarding the social, political, and economic aspects of governments & civil populations, their demographics, structures, capabilities, organizations, people, and events.

➢ Cultural Intelligence incorporates Cultural Factors and Cultural Awareness into the intelligence cycle to support decision making.

HUMINT ≠ Cultural Intelligence

Cultural Intelligence Factors

➢ Cultural Factors are dynamic aspects of society that have the capacity to affect military operations. They include religion, ethnicity, language, customs, values, practices, perceptions and assumptions, and driving causes like economy and security.

➢ All these factors affect the thinking and motivation of the individual or group and make up the cultural terrain of the battlespace.

Cultural Intelligence Categories

Intelligence derived from all sources regarding the social, political, and economic aspects of governments and civil populations, their demographics, structures, capabilities, organizations, people, and events.

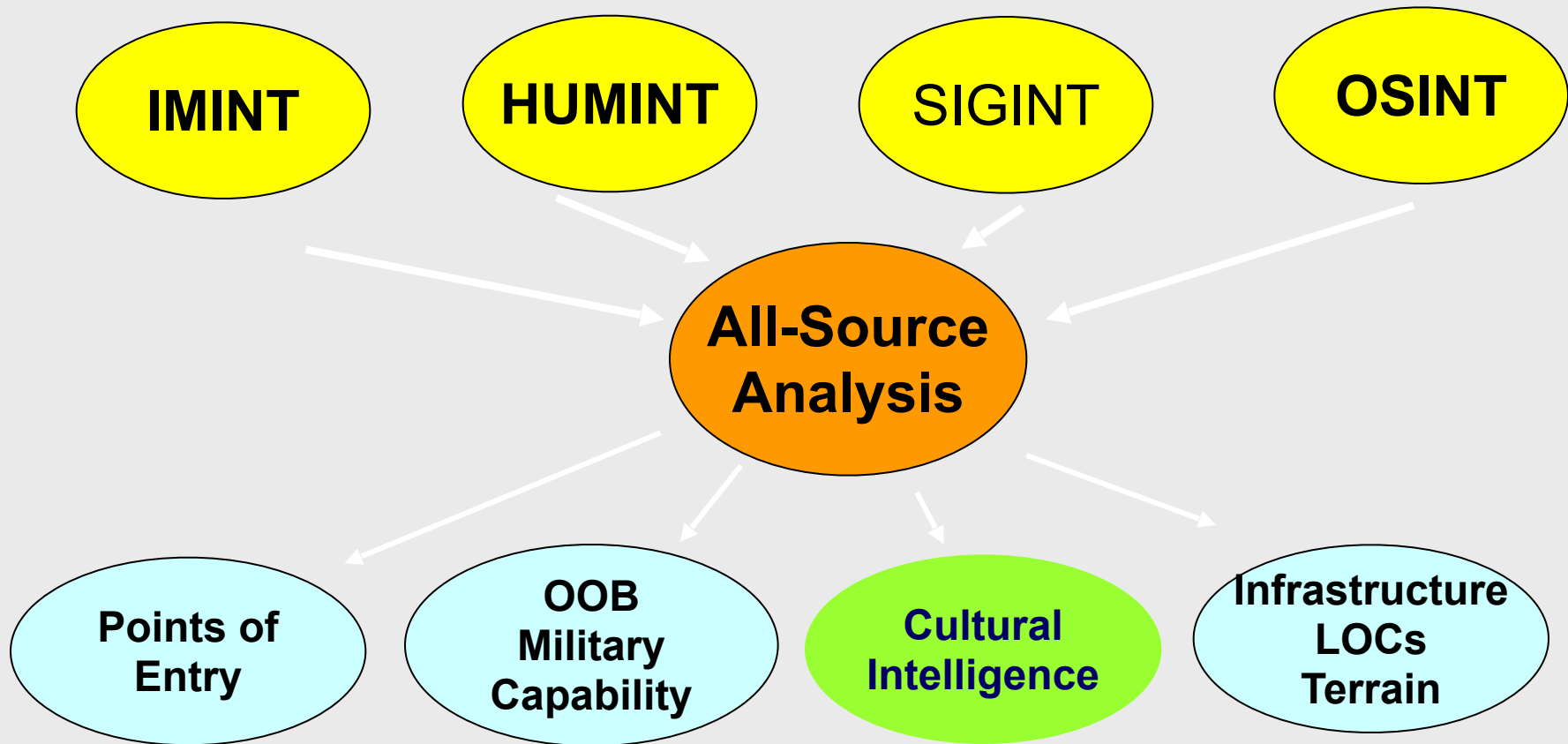| 1. Physical Setting	2. Political	3. Socio-Cultural	4. Economic	5. Media	6. External
➢Topography and Underlying Terrain ➢Boundaries ➢Physical compositions and Neighborhoods ➢Civil Infrastructure ➢Buildings	➢State Institutions and structures ➢Government administration (actors) ➢Political Organizations (actors) ➢Criminal organizations	➢*Population Demographics* ➢*Population Culture*	➢Resources and Production ➢Commerce and Trade ➢Finance Transportation ➢State Roles ➢Foreign Roles ➢Power structure	➢Media sources and channels ➢Media controllers (actors)	➢International Actors, organizations ➢Nongovernmental Organizations (NGO's)

Cultural Intelligence Factors

- ➢ Languages
- ➢ History, development of city, region & nation-state
- ➢ Religions (beliefs & institutions)
- ➢ Social groups
  - ➢ Ethnic, race, tribe/clan, religious, economic
  - ➢ Segmentation, distribution, history, power
  - ➢ Leaders, elites, followers (religious, tribal, civil, business)
  - ➢ Relationships with state, groups: Pro, Neutral, Insurgent
- ➢ Customs, attitudes, social taboos
- ➢ Cohesive and divisive issues in the community

- ➢ Literacy rates and education levels
- ➢ Diasporas
- ➢ Social roles of population segments (women, elders)
- ➢ Cultural variations and manifestations
- ➢ Cognitive Domain
  - ➢ Negotiating
  - ➢ Persistent, historically-based perceptions, outlooks, temperaments
  - ➢ Distinctive organizational behavior (political, economic, social)
- ➢ Culturally significant locations
- ➢ Dates, holidays and events

Cultural Factors incorporated into the Intelligence Cycle…

IMINT

HUMINT

SIGINT

OSINT

All-Source Analysis

Points of Entry

OOB Military Capability

Cultural Intelligence

Infrastructure LOCs Terrain

Cultural Dimensions

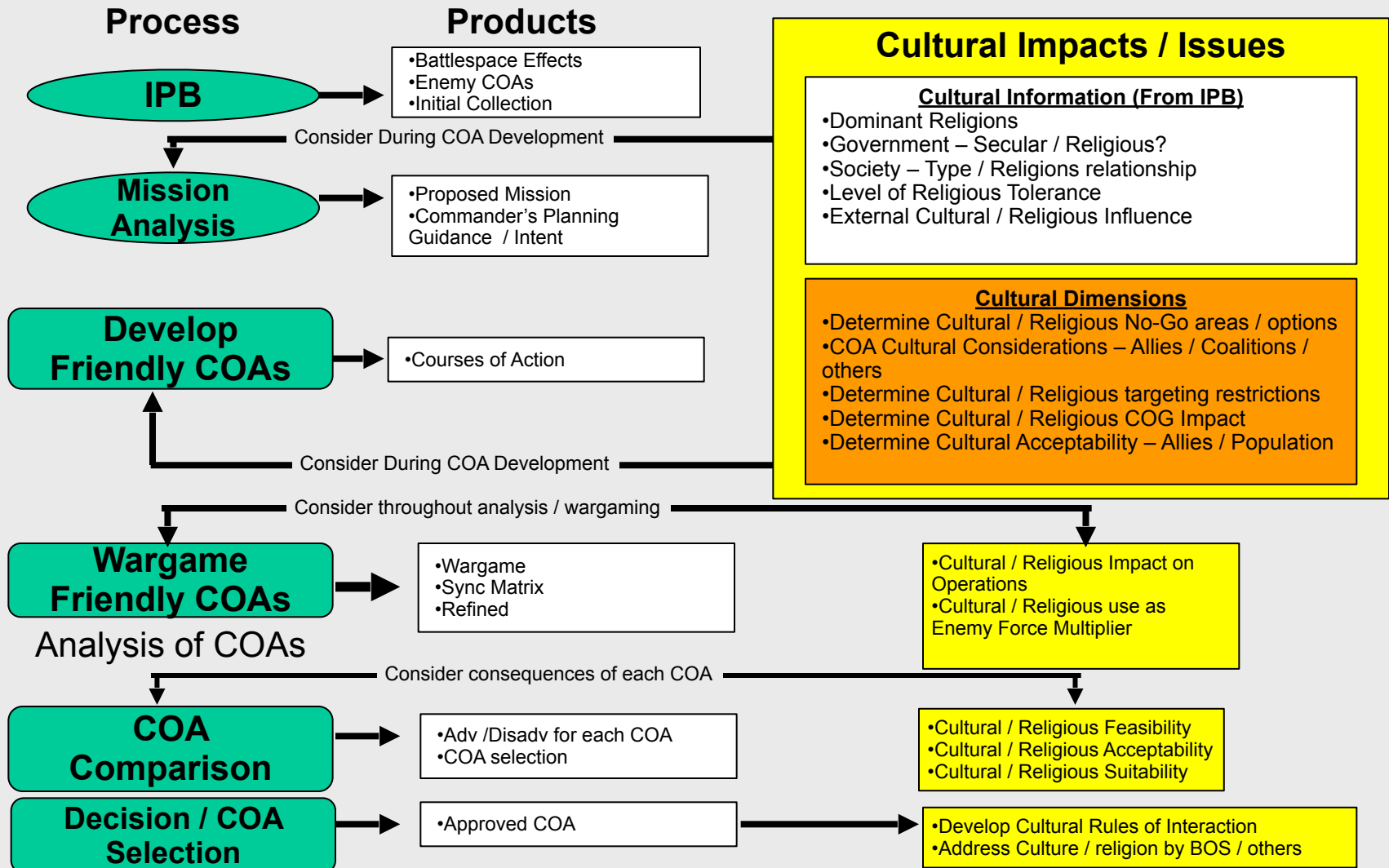| Dimensions of Cultural Variance		
Behaviors	**Languages, Customs, Dress, Religion**	The normal definitions for these…
The outward, observable artifacts (including structures and institutions of a culture)	**Personal Space**	The region around an individual, within which it is considered taboo (to varying degrees) for another individual to enter that space.
	Context Sensitivity	Cultures that emphasize the surrounding circumstances (or context), make extensive use of body language, and take the time to build relationships and establish trust.
Values	**Power Distance**	The acceptable difference of power between a superior and a subordinate
The base judgements of good and bad common to a culture	**Uncertainty Avoidance**	The value an individual attaches to a perceived risk; how much an individual experiences uncertainty as stressful, and how much they avoid it.
	Time Orientation	Whether the individual is focused on the past, present, or future in making decisions.
	Individualism	Cultures in which people see themselves first as individuals and believe that their own interests take priority.
	Formality	Cultures that attach considerable importance to tradition, ceremony, social rules, and rank.
	Relationship Focus vs. Deal Focus	Refers to the importance of personal relationships in conducting business and negotiations.
Cognition	**Dialectical Reasoning**	Whether options are delineated to show their differences, or whether those options are merged to maintain possibly contradictory perspectives
The preference based strategies used in decision-making, perception, and knowledge representation	**Hypothetical Reasoning**	Whether the individual uses hypothetical (imagined) circumstances to show implications of actions, or grounding analysis in context and experience
	Counterfactual Reasoning	Whether the individual uses counterfactual (untrue, explicitly opposite what is known to be true) circumstances to show implications of actions
	Perception	The tendency for people perceive objects in a scene as relating to other objects in that scene

Modified IPB

Analytic Elements	Intelligence				Operations			Operation Elements
	Intelligence Preparation of the Environment (IPB)				Effects-based Operations (EBO)			
Analytic Elements	Terrain Analysis	Enemy Force	Infrastructure Analysis	Population Analysis	Administrative Operations	Information Operations	Security Operations	**Operation Elements**
Objects of Analysis	Natural Terrain	Enemy Force	Structures (physical and informational)	Civil Populations, Institutions	Civil Populations, Institutions	Information Flows, and Content	Civil Populations, Opposition	**Object of Operations**
Example Components	Topography Hydrography Vegetation Barriers	Equipment Force Structure Order of Battle Intent Capabilities Timing	Buildings LOC's Information channels, nodes - telecom, media	Demography Populations Perceptions Norms Decision-making Style	Policy, laws, reg's News Security PA, CA	PSYOP CNO EW Physical	Patrols Searches Raids Direct Action	**Example Components**

Traditional IPB   Modified IPB

Civil Intelligence

Modified Commander's Estimate of the Situation

Process

IPB

Mission Analysis

Develop Friendly COAs

Wargame Friendly COAs

Analysis of COAs

COA Comparison

Decision / COA Selection

Products

- •Battlespace Effects
- •Enemy COAs
- •Initial Collection

Consider During COA Development

- •Proposed Mission
- •Commander's Planning Guidance / Intent

- •Courses of Action

Consider During COA Development

Consider throughout analysis / wargaming

- •Wargame
- •Sync Matrix
- •Refined

Consider consequences of each COA

- •Adv /Disadv for each COA
- •COA selection

- •Approved COA

Cultural Impacts / Issues

Cultural Information (From IPB)
- •Dominant Religions
- •Government – Secular / Religious?
- •Society – Type / Religions relationship
- •Level of Religious Tolerance
- •External Cultural / Religious Influence

Cultural Dimensions
- •Determine Cultural / Religious No-Go areas / options
- •COA Cultural Considerations – Allies / Coalitions / others
- •Determine Cultural / Religious targeting restrictions
- •Determine Cultural / Religious COG Impact
- •Determine Cultural Acceptability – Allies / Population

- •Cultural / Religious Impact on Operations
- •Cultural / Religious use as Enemy Force Multiplier

- •Cultural / Religious Feasibility
- •Cultural / Religious Acceptability
- •Cultural / Religious Suitability

- •Develop Cultural Rules of Interaction
- •Address Culture / religion by BOS / others

Cultural Competence Across the Spectrum

Dimensions of Cultural Variance		Implications / How is Feature Manifested		
		Strategic *National / Theater mission objectives, using diplomatic, economic, and military means to accomplish goals (policy)*	**Operational** *The organization of mid-level objectives into plans to accomplish strategic goals*	**Tactical** *The implementation of plans in terms of observable activity "on the ground"*
Behaviors *The outward, observable artifacts (including structures and institutions of a culture)*	Languages Customs Dress Customs Religions High vs Low Context Personal Space	Religion Type of Government Mass communication (policy explanation)	Language barriers in coalition Planning Social rules governing house-to-house searches	Language barriers Religious norms Gender / age Roles and Rules Social Norms (shaking hands, personal space) In-group / Out-group Relationships / Constraints Family Structure Interpersonal communications
Values *The base judgements of good and bad common to a culture.*	Power Distance Uncertainty Avoidance Time Orientation Individualism Formality Risk Avoidance Independence vs interdependence Relationship Focus vs. Deal Focus	Trust formation Risk tolerance in uncertainty among coalition partners Risk tolerance in uncertainty of slow reconstruction effort Consensus-building in coalition	Speed of decision-making Locus of D-M in organization (command authority) Risk tolerance in uncertainty Trust formation Perception in risk situations Distribution of Authority in targets Understanding PSYOP Communication	Speed of decision-making Consensus-building Risk tolerance in uncertainty Response to threats Trust formation Perception of risk in situations Negotiation Dynamic Reciprocation of acts Face saving
Cognition *The preference based strategies used in decision-making, perception, and knowledge representation*	Dialectical Reasoning Hypothetical Reasoning Counterfactual Reasoning Perception Attribution	Negotiation, argumentative styles; use of evidence and hypothetical reasoning to justify policy decisions	Perception of consequences Negotiation styles Argumentation styles Causal attribution	Perception of consequences Negotiation styles Argumentation Styles Causal attribution

Analysis of Iraq

"Cultural and religious ignorance of allies and enemies negatively impact coalition coherence, mask enemy and expose friendly centers of gravity, delay or deter operational success, and influence conflict termination…"

Calvin F. Swain Jr.

Analysis of Iraq

Value	Higher	Lower
Power Distance: Cultures in which decisions are made by the boss simply because he or she is the boss.	**Iraq**	**United States**
Individualism: Cultures in which people see themselves first as individuals and believe that their own interests take priority.	**United States**	**Iraq**
Relationship Focus vs. Deal Focus: Refers to the importance of personal relationships in conducting business and negotiations.	**Iraq**	**United States**
Uncertainty Avoidance: Cultures in which people want predictable and certain futures.	**Iraq**	**United States**
Long-Term Orientation: Cultures that maintain a long-term perspective.	**United States**	**Iraq**
Time Orientation: Cultures that perceive time as a scarce resource and that tend to be impatient.	**United States**	**Iraq**
Formality: Cultures that attach considerable importance to tradition, ceremony, social rules, and rank.	**Iraq**	**United States**
Context Sensitivity: Cultures that emphasize the surrounding circumstances (or context), make extensive use of body language, and take the time to build relationships and establish trust.	**Iraq**	**United States**

Power Distance

➢ Iraq is a relatively high power distance country where authority is accepted and people wait for those in authority to act on their behalf.

➢ Communication campaigns will be more effective if they are directed with targeted messages at the multiple leaders who will be battling among themselves for power.

➢ There would be mistrust of outsiders, and the people would wait to see what their leaders think and would look to them for direction.

Counterfactual Thinking

➢In Iraq, the pattern of thinking is based in the analysis of past events through the eye of experience. Given that Iraq's history has been fraught with invasion and control by outsiders, one could predict with relative certainty that outsiders would not be trusted.

Family-Tribe Centered

➢ Trust is based in family and tribal/village ties. Outsiders are distrusted, and their motivations suspect.

➢ Given the "in-group" nature of Iraq's culture and Iraq's porous borders and history of invasion, it would be predictable that small cells of terrorists or extremists might go undetected or be ignored because the Iraqi people are focused on their own in-groups that keep to themselves.

Fatalism and Collectivism

➢ There is a general acceptance of circumstances, a belief that people have little control over what happens to them, and that they must accept the fate handed to them by God. Fatalism leads to a tendency to accept circumstances and wait for them to change, rather than try to control them.

➢ Iraq is also a collectivist, or group oriented culture. Fatalism, combined with collectivism, could be predicted to lead to a willingness to sacrifice individual life for the good of the in-group.

Competition

➢ There is inherent competition among different subgroups in Iraq that is rooted in religious and historical roots, and in natural geographic boundaries.

➢ Competition for resources and power will be predicted to continue and intensify when there is a power void.

Conclusion

➢ The geo-strategic landscape has shifted dramatically since the Cold War, and diplomatic and military activities increasingly take place in parts of the world that are disconnected from the global economy.

➢ In expeditionary warfare, unconventional operations and combating terrorism, military forces must adapt to operating in non-western social contexts.

➢ Terrorism often emerges from specific social contexts and reflects cultural values of the original group.

➢ Effective PSYOP and IO depend on understanding both the mind and the culture of the adversary.

➢ The new strategic environment necessitates a deeper understanding of the cultural and social systems of our present and potential adversaries.

➢ Success in future operations other than war depends on our ability to use local knowledge, to work with indigenous people, and to train and educate soldiers to function in austere and complex battlespaces.

Users of this Brief

➢ Joint Readiness Training Center

➢ Joint Forces Staff College

➢ RAND Corporation

➢ Office of Naval Research

➢ International Conference on Adversary Cultural Awareness

➢ Office of Force Transformation, Office of the Secretary of Defense

➢ Marine Corps Intelligence Activity (MCIA)

➢ MAGTF Staff Training Program

➢ Army Directed Studies Office

➢ Headquarters Marine Corps, Intelligence Department

➢ Joint Psychological Support Element - CENTCOM

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- ➢ **FM 3.06-11 Combined Arms Operations in Urban Terrain (2000).**
- ➢ **FM 3-07 Stability Operations and Support Operations (February 2003).**
- ➢ **FM 27-100 Legal Support to Operations (1 March 2000).**
- ➢ **FM 34-36 Special Operations Forces Intelligence and Electronic Warfare Operations (30 Sept 1991).**
- ➢ **FM 34-130 Intelligence Preparation of the Battlefield (8 July 1994).**
- ➢ **FM 100-5, Operations (14 June 1993).**
- ➢ **FM 100-23 Peace Operations (30 December 1994).**
- ➢ **Joint Pub 3-07.3 Joint Tactics, Techniques, and Procedures for Peace Operations (12 Feb 1999).**
- ➢ **Joint Pub 5.00-1 Joint Doctrine for Campaign Planning (25 Jan 2002).**

References: On-line

➢ CIA World Fact Book (www.cia.gov/publications)

➢ Iraq Country Study (http://memory.loc.gov/frd/cs/iqtoc)

➢ University of Texas – Austin online library (great maps (http://www.lib.utexas.edu/maps/iraq.html)

➢ PBS Online News Hour – The New Iraq (http://www.pbs.org/newshour/bb/middle_east/iraq/)

➢ Christian Science Monitor – Iraq in Transition (http://www.csmonitor.com/world/iraq.html)

Recommended Reading

Literature Review

✓ Benjamin Whorf – Context Sensitivity

✓ Ernst Cassirer – Circle of Humanity.

✓ Geert Hofstede – Cultural Dimensions.

➢Ronen & Shenkar's – Country Clusters.

➢Schwartz – Cultural Dimensions of Values.

➢Smith/Peterson's –Sources of Meaning.

➢Kluckhohn and Strodtbeck – Maznevski's Dimensions.

➢Inglehart – Human Values and Beliefs.

➢Fons Trompenaars – Seven Dimensions of Culture.

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Questions

"All men dream: but not equally. Those who dream by night in the dusty recesses of their minds wake in the day to find that it was vanity: but the dreamers of the day are dangerous men, for they may act their dream with open eyes, to make it possible."
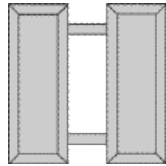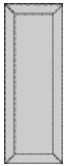
T.E. Lawrence

Forging the Warrior Spirit

LTC William Wunderle

Scout Platoon Leader	**Assistant S3**	**Chief Strategic Plans**	**CGSC**	**Chief of Plans**	**Advisor KSA**
CO XO	**Company CDR**	**J3 JTF-Safe Haven**	**SAMS**	**BN S3**	**ME FAO**
Aide-de-Camp	**Plans officer**	**USARSO**			**DLI -Arabic**
		JTF-Panama			

Honduras	**Panama**	**Strategic Plans**	**MBA**	**TF Hawk**	**Pol-Mil**
	Desert Shield	**Counter-Drug**	**MMAS**	**Kosovo**	**Southern**
	Desert Storm	**JTF Safe Haven**		**DROC**	**Watch**
	Haiti				**OEF**
					OIF

FUTURE: Middle East Branch Chief - G3

WARFIGHTING: OPERATIONAL REALITIES

WEDNESDAY, NOVEMBER 17TH - 10 A.M. PST • SANTA MONICA FORUM CONFERENCE ROOM 1224

THIS SEMINAR WILL BE UNCLASSIFIED

THROUGH THE LENS OF CULTURAL AWARENESS
PLANNING REQUIREMENTS IN WIELDING THE INSTRUMENTS OF NATIONAL POWER

LTC William D. Wunderle, U.S. Army

As recent experiences in Afghanistan, Iraq, and the War on Terror demonstrate, understanding foreign cultures and societies has become a national security priority. To defeat non-Western opponents who are transnational in scope, non-hierarchical in structure, clandestine in their approach, and operate outside of the context of nation-states, we need to improve our capacity to understand foreign cultures and societies. Specifically, expeditionary warfare, unconventional operations and combating terrorism, military forces must adapt to operating in non-western social contexts. Success in future operations other than war depends on our ability to use local knowledge, to work with indigenous people, and to train and educate soldiers to function in austere and complex battlespaces.
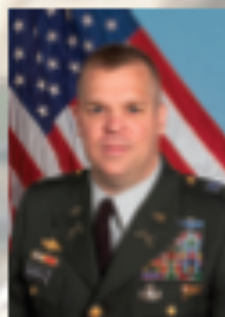
LTC Wunderle is a graduate of the Joint and Combined Warfighting course at the Joint Forces Staff College in Norfolk, Virginia, and the Arabic Basic Course at the Defense Language Institute Center, Presidio of Monterey, California. As a Middle East Foreign Area Officer, his most recent operational assignment was to serve as principal U.S. advisor to the Saudi Arabian Ministry of Defense and Aviation Joint Staff. As an Infantry officer, Wunderle served as chief of plans, operations officer, and Infantry company commander with the 82nd Airborne Division at Fort Bragg, North Carolina. In Panama he served as chief of strategic plans for the U.S. Army South and J3, Joint Security Brigade, Operation Safe Haven. He holds an MBA from Benedictine College in Atchison, Kansas, an MMAS from the School of Advanced Military Studies at Fort Leavenworth, Kansas, and a B.A. from Cleveland State University in Cleveland, Ohio.

This seminar will be videotaped and made available to the Arlington & Pittsburgh staff

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This briefing is part of the continuing "Warfighting: Operational Realities" series. These all-service seminars are designed to introduce our fellows and to illustrate the impact of U.S. national security strategy and RAND's policy research on actions taken by warfighters in battle and in crisis around the world.

11/18/20