



Tactical Culture for Marine Expeditionary Forces



What it is... and is not

How to develop it

How to disseminate it

How to validate it

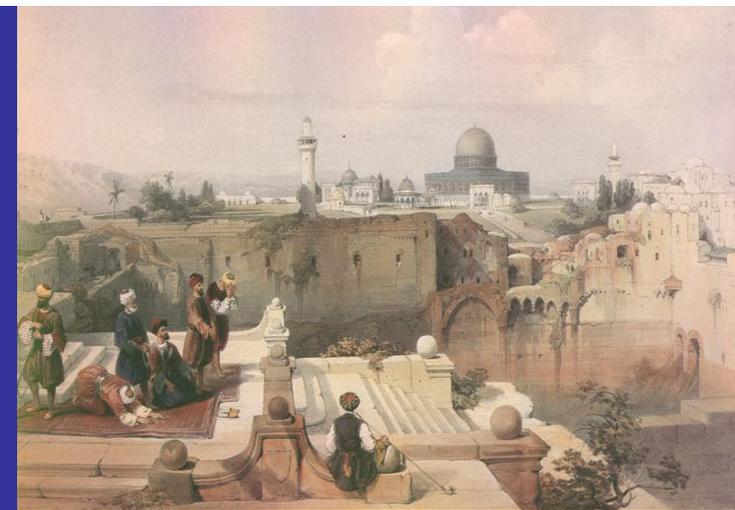
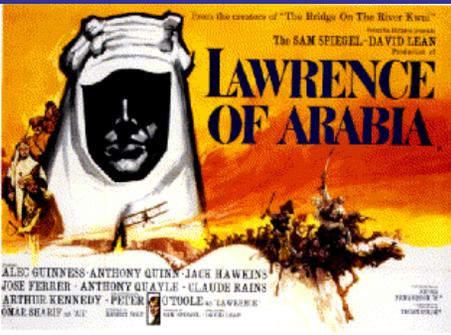
How to archive it



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What is CuI? A “Doer’s” View

What it is not:



cookie cutter...

an unemployed German is not a shaykh
Bosnian negotiation skills are not Iraqi
Not all Marines are same

static...

“in the can” lasts as long as it takes to get canned
not same from pre-start to finish

dictated by
the “experts”...

How do training staffs know?
What do academicians know?
What use best material from last conflict?

a commodity...

not box to be checked, not bureaucratic logic

Adjunct Icing...

“Do you want to win” SASO/OOTWA/LIC?
“I don’t see how we can hope to operate without it”

What is Culture?



Can you define an ever-changing phenomenon:

over time, over place, and according to the nature of the operation?

Is indigenous culture, or tactical cultural intel the same for



LAR... Force Recon... FSSG...

CAG...

CAP?



So, the answer through a question:

What does an operator need in a local environment to get the job done...

and how will indigenous people's values, mores, practices, preferences, ways of mobilization influence mil ops?



In other words... What do experienced Marines ask for? (and they do!)



On the Way to Cultural Intel Races...

There is neither *one* mil customer; nor *one* cultural intel

- Job: Service, MOS, rank
- Time: Deployment date, deployment timetable
- Kind: Nature of deployment
 - ...humanitarian-to-war continuum
- Place: AO, sub-AO
 - ... rural/urban, secular/religious...
- Mind: Basic education and aptitude of “customer”



Amounts to “culture guy’s” METT-TC

- ...need for flexible, time-place-specialty specific
- ...continually evolving project
- ...maximizes Marines’ own knowledge

If we do CuI chicken right:



Tactical Culture for Marine Expeditionary Forces (TCMEF)

One Approach...(a perpetual process with dynamic products)

A “12-step program,” September 2003 through July 2004

Step 1: exit interviews

Marines/soldiers/SOF
Marines best responders

Step 2: evaluate existing materials



October 2003, all non-OIF:
MCIA, DoS, limited US Army

Step 3: adapt academic materials...

Paltry Harvest

Step 4: begin training cycle 1

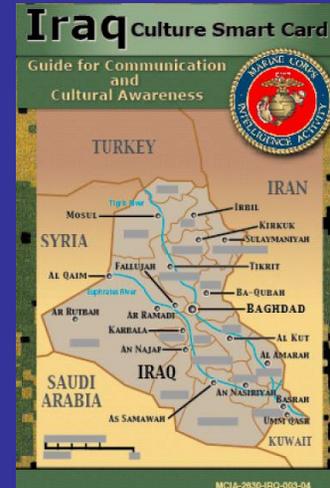
USA/NG OIF 2-1

Step 5: repeat steps 1-3

Begin dissemination of surveys

Step 6: training cycle 2

IMEF OIF 2-1



The 12-step program, continued

Step 7: rpt steps 1-3

incl think tankers, journalists
interviews, correspondence



Step 8: CONUS AAR

test the teach
feedback returning personnel
units immed. pre-deployment



Step 9: training cycle 3

IMEF OIF 2-2

Step 10: In country

AAR training w/units, collect data (P/O)
A/A: IO, G-2, CAG, CAP, FAO, Bns, trainers

Step 11: repeat steps 1-3, 7

with additives from step 10

Step 12: Pay-back time

train, debrief, tool-up for IIMEF/OIF 3

More than 12 steps helpful:

Sure!

Less than 12 steps workable:

Absolutely not!

What can be in the box?... It is a live box

a) Tribal Culture and Mission-Relevant History

b) Use of Translator

c) Islam and Cultural Customs, HumInt-Relevant

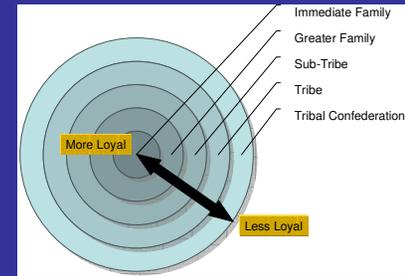
d) Communication/Negotiation tips and Scenarios

VCP, Arrest, House Search, 1st Mtg w/ Leadership, TOA

e) Cultural impact on Inf/Intel TTPs, and Dealing w/ Media

f) Body language, Do's, Don'ts, and Gender Dynamics

g) Info Share



On Request

History, Politics, Govt Structures

Ethnic Geography

Regional Dynamics

Training Iraqi Security Forces

Survival Iraqi Arabic



Bugs to be worked out

1) Commanders at each level need to engage in active process:

do you know what you want to know, don't need to know?

What do you want?

What will you be doing?

Where will you be going?

When will you be doing it?

“...go do your culture thing”

2) Need more seats at table

“culture guy” knows culture

Returning Marine's “been-there-done-that”

Operator knows ops (?)

Div trainer knows training (?)

Lang trainer knows language

“Culture guy” or “gal” is expert *IF* recognizes not an expert.

DO you want me to decide for you what you need? How much?

De-Bugging, cont.

3) Keeping it Fresh

If Δ METT-TC

Then Δ CuI

If Δ CuI

Then Δ TCMEF

If Δ TCMEF

Then TCuIT in AO = categorical necessity

I'd wager that the best trainers are NS community civilians...

time in regions

interaction with civ pop

Intellectual linkages

rounded skills

different "conknow," well-suited to TCuI

IF kept fresh by time in country during deployment.

Access forward interdicted by danger or mindsets:

"Non-essential"

"show boater"

"Magic Wand"

But, in July, what use previous December's "best" CuI?



De-Bugging, cont.

4) TCMEF: tough sell to mid-level planners, trainers

Bureaucratic, kinetic priorities

“look, it’s either this or gunnery.”

Not enough trainer-operator nexus:

“Marines *think* they know what they need, but we *do* know.”

Operators’ repartee:

“do you want to win?”

“If this is the kind of war we got, it’s mission essential”

5) Culture not “piece,” but a way of thinking, approaching

Time (when/duration), substance

NOT dictated by bureauc/logistical deployment logic

Dangers of “did you get the culture thing”:

Reductionist message

“Train the trainer”

commodification... the left hand thing

Big Ideas

- Ø Don't shake a female's hand unless she offers it first
- Ø Don't move away if an Arab "invades your space"
- Ø Don't behave arrogantly or lose your temper
- Ø Don't touch women or engage them socially
- Ø Don't pat a person on the head
- Ø Don't blatantly show the bottoms of your feet
- Ø Don't bring a big entourage into a person's house
- Ø Avoid big hand gestures / finger movements
- Ø Don't use the left hand to eat or offer food
- Ø Don't ask personal questions about female family
- Ø Don't slouch when sitting
- Ø Don't use the "OK" hand gesture
- Ø Don't try to convert someone to your religion

but... a firmer integration into the ConOp as a non-lethal weapon

The Way Ahead

Solution 1: 4-Step method for Live Training

1. Teach concepts
2. Illustrate through operational anecdotes
3. Work through scenarios linking concepts-anecdotes
4. AAR training on back-end

Solution 2: Extended 6+4

1. Basic written material
2. AV
3. Live Training
4. Take-Aways
5. Immediate pre-deployment refresher
6. AAR/group therapy

Solution 3: Heretical 2 that makes 6+4

1. Tweak enlisted/officer PME at every stage
2. Systems, human/data resources/networks

for global contingencies' TCuI cultivation, training, archiving





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