

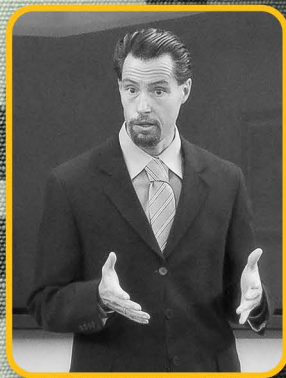


U.S. ARMY[®]

ALX

ARMY LEADER EXCHANGE

CULTURE



FACILITATION GUIDE

TRADOC Culture Center

<https://ikn.army.mil/CultureCenter>

Facebook: TRADOC Culture Center



FM 3-24
MCWP 3-33.5
INSURGENCIES AND
COUNTERING
INSURGENCIES

Get Grounded in Doctrine!

Discuss it:

- Why does our Army have doctrine?
- What is the relevance of doctrine to training and operations?
- Where would you expect to find culture references in Army doctrine?

Research it:

- FM 3-24, Insurgencies and Countering Insurgencies
https://armypubs.us.army.mil/doctrine/DR_pubs/dr_a/pdf/fm3_24.pdf
- ADRP 6-22 Army Leadership
http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp6_22_new.pdf
- Culture in Army Doctrine, TRADOC Culture Center
<https://ikn.army.mil/CultureCenter>

Do something with it:

- Apply the ASCOPE model to analyze civil considerations in your current duty location or your hometown
- Summarize FM 3-24's description of culture and apply these foundational concepts to the area of operations during your last deployment
- Apply the ASCOPE model to analyze civil considerations for your next deployment area

*“Look a little bit less in
the rear-view mirror and
a little bit more out the
windshield.”*



We Build Adaptive Leaders!

Discuss it:

- How is culture training like training someone to read a map?
- How can knowing the cultural terrain help you to be an adaptive leader?
- Think of a time when you failed to adapt to the social environment:
 - What was the outcome?

Research it:

- Army Leader Development Strategy
<http://usacac.army.mil/cac2/CAL/repository/ALDS5June 2013Record.pdf>
- Cross-Cultural Adaptation
<http://my.ilstu.edu/~jrbaldw/372/Adaptation.htm>
- Adaptive Leadership in the Military Decision Making Process, Military Review
http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20120630MC_art007.pdf

Do something with it:

“Cultural competency is about learning...self-awareness...situational awareness.” Conduct an assessment of the cultural competency of your last leader/primary supervisor. When that’s done, do the same assessment on yourself. What resources are available to you for self-development in the area of cultural competency?

“This is our asymmetric advantage as an Army: we build adaptive leaders.”

WHY IS THE FISH SWIMMING ALONE?



Get Ready to Engage Your Unified Action Partner!

Discuss it:

- How does the story associated with your name reflect part of your narrative?
- How will you leverage your understanding of Army culture to build and sustain rapport with your allied army counterparts?

Research it:

- ADRP 3-0 Unified Land Operations
https://armypubs.us.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp3_0.pdf
- TRADOC Pam 525-8-5, U.S. Army Functional Concept for Engagement
<http://www.tradoc.army.mil/tpubs/pams/tp525-8-5.pdf>
- Unified Land Operations, Military Review
http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20120630MC_art010.pdf

Do something with it:

Go to the Center for Army Lessons Learned public products website (<http://usacac.army.mil/cac2/call/Products.asp>) and find an example in one of the publications of an engagement with a Unified Action Partner. What can you learn about the strategic/tactical application of cultural knowledge from that engagement?

“This young Army officer discovered that he could get a lot more work done on the soccer pitch than in the staff meeting.”

CULTURE

VBBN

BEHAVIORS

NORMS

VALUES

BELIEFS

Simple is Powerful!

Discuss it:

- Why are there Army Values?
- What are some differences between Officer, Warrant Officer, and Noncommissioned Officer cultures?
- Why is it critically important for an American Soldier to be securely tied to their American culture before they enter a foreign culture?
(<https://www.youtube.com/watch?v=5sBzahZTa3c>)

Research it:

- Building Cultural Capability for Full-Spectrum Operations, Allison Abbe
<https://www.deomi.org/CulturalReadiness/documents/BuildingCulturalCaps.pdf>
- STP 21-1 SMCT Warrior Skills Level 1 301-COM-1001, See Yourself Culturally
https://armypubs.us.army.mil/doctrine/DR_pubs/dr_aa/pdf/stp21_1.pdf
- 101 Characteristics of Americans/American Culture
<http://www.press.umich.edu/pdf/9780472033041-101AmerCult.pdf>

Do something with it:

- Using the VBBN model:
 - Describe the culture of your hometown
 - Describe the culture in the area of your last deployment or duty station
 - How could you use the commonalities and differences between these two cultures to get them to cooperate with each other?

“Let’s train and condition our soldiers to ask lots of questions.”



Own Culture Training!

Discuss it:

- What does it mean to make culture the condition in your training?
- How do you make culture the condition at weapons qualification tables, lane training, physical training, and drivers training?
- How can you use on-line training to assist your soldiers when there aren't enough computers for every soldier?

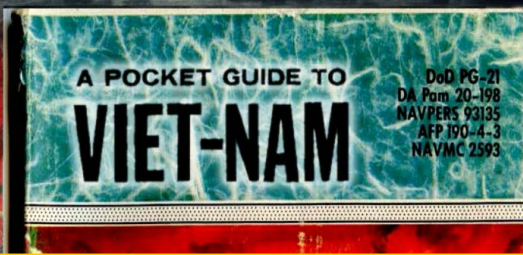
Research it:

- The Army Training Strategy
[https://g357.army.pentagon.mil/Guidance2/Army Training Strategy 2012.pdf](https://g357.army.pentagon.mil/Guidance2/Army%20Training%20Strategy%202012.pdf)
- The Cultural Imperative for Professional Military Education and Leader Development, Abbe and Halpin
[http://strategicstudiesinstitute.army.mil/pubs/parameters/Articles/09winter/abbe and halpin.pdf](http://strategicstudiesinstitute.army.mil/pubs/parameters/Articles/09winter/abbe%20and%20halpin.pdf)
- TRADOC Pam 525-8-2, The U.S. Army Learning Concept for 2015
<http://www.tradoc.army.mil/tpubs/pams/tp525-8-2.pdf>

Do something with it:

- Download the Culture Matters smart card and determine how NCOs could use this to conduct hip-pocket training about the role of culture in military operations. To download the Culture Matters smart Card:
 - Go to <https://ikn.army.mil/CultureCenter>
 - Select Culture Matters
- Go to <http://jko.jfcom.mil/> and complete a block of their training
 - Under the Course Catalog tab,
 - Search for one of these course titles
 - > Cross-Cultural Competence Trainer
 - > VCAT

“How many psychiatrists does it take to change a light bulb?”



Don't Forget What We Have Learned the Hard Way!

Discuss it:

- How do you share what you have learned about soldiering with your Soldiers?
- In what ways are the cultural lessons learned from previous generations relevant to our modern times?
- What have you learned from previous generations that is relevant to soldiering today?

Research it:

- Center for Army Lessons Learned
<http://usacac.army.mil/cac2/call/index.asp>
- Case Studies in Operational Culture
https://www.mcu.usmc.mil/mcu_press/PublishingImages/Pub images/Case Studies in Operation Culture 1.pdf
- Native American Scouts
http://www.army.mil/article/114646/Native_American_Scouts

Do something with it:

- Compile first-hand information from your peers on cultural lessons learned from the broad range of military operations. Organize your findings by country / region / tribe or ethnicity / and any other necessary sub-topics.
- Try the same thing with organizational cultures: NGOs, Unified Action Partners, U.S. Government Agencies. Share your compiled information with each other and the TRADOC Culture Center Director
 - Go to <https://ikn.army.mil/CultureCenter>
 - > Select contacts link

"We've got to ensure we preserve these hard fought lessons and we share these lessons with our soldiers."

Useful Resources

Army Training Network

<https://atn.army.mil/>

Center for Army Lessons Learned

<http://usacac.army.mil/cac2/call/index.asp>

Defense Language Institute

<http://www.dliflc.edu/>

**Defense Language and
National Security Office**

<http://www.cultureready.org/>

Joint Knowledge Online

<http://jko.jfcom.mil/>

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