CULTURAL AWARENESS AND THE MILITARY

March 2010

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CONTENTS

- Internet Resources
- Books
- Documents
- Periodicals

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Some of the "Internet Resources" materials and other links in this publication require access to MSFRIC's subscription databases. If you cannot gain access, contact your local library for availability. AU students and faculty can contact the Center's Web Maintainer for a password.

If a file does not open by clicking on the link, copy the link into your browser address bar.

All sites listed were last accessed March 30, 2010.

Internet Resources

Center's website offers separate sections on Culture Education, Culture Training, Language Resources, and Prepare to Deploy/Research a Country.


Includes links to online documents and related websites.

Cultural Awareness and the Military

Available online at:  http://proquest.umi.com/pqdweb?did=1706489501&sid=4&Fmt=3&clientId=417&RQT=309&VName=PQD
Explores the impact of cultural knowledge exposed during Operation Iraqi Freedom and the different military understanding of these cultural approaches by U.S. Forces. Explores the conflicting beliefs and varied approaches to their missions.

DoD Regional and Cultural Capabilities:  The Way Ahead.  
Available online at:  http://www.culture.af.edu/PDF/CulturalCapabilities.pdf
Publication is "the outcome of a gathering of senior leaders from the Department of Defense to focus on the mission demands for regional and cultural capabilities and develop a framework for synchronizing policies, plans, and programs to meet these demands". Summit held June 2007.
Includes "The Regional and Cultural Expertise Summit: Building a Framework to Meet National Defense Challenges."

The author contends that "the contributing factor to the failure of several international cooperation and conflict settlement is related to the communication problem and cultural differences. He claims that effective communication based on cultural understanding is effective in addressing political, economic and social problems of various countries worldwide." - Abstract

Available online at:  http://handle.dtic.mil/100.2/ADA472089
"Current operations in Iraq and Afghanistan involving counterinsurgency, peace-keeping, stability and support missions and nation building have increased interest in cross-cultural negotiation skills as a central component of military leadership." - Abstract

Racius, Egdunas. The 'Cultural Awareness' Factor in the Activities of the Lithuanian PRT in Afghanistan.  
"Examines the cultural awareness factor in the activities of the Lithuanian Provincial Reconstruction Team (PRT) in a central Afghanistan province of Ghor. It questions the extent to which Lithuanian governmental institutions, supervising the mission perceive the cultural awareness factor as a crucial step in the successes and failures of the activities of the Lithuanian PRT in the province as well as in the capital, Kabul." - Abstract


The U.S. Army and Marine Corps have published an updated field manual for fighting insurgencies that stresses cultural awareness, personal contacts, reconstruction strategies and close cooperation with nonmilitary agencies. The manual, titled Counterinsurgency, updated for the first time in 20 years, includes
Cultural Awareness and the Military

new lessons from Iraq, Afghanistan and elsewhere, as well as a historical overview spanning more than a century that calls attention to important aspects of past insurgencies.

Available online at:  http://proquest.umi.com/pqdweb?did=1191783061&sid=1&Fmt=3&clientId=417&RQT=309&VName=PQD

Internet Resources (Student Research)

Available online at:  http://handle.dtic.mil/100.2/ADA467135
"Culturally sensitive communications such as negotiation and media interactions are vital to effective coordination and cooperation in modern peacekeeping.  Thus, Civil-Military Cooperation (CIMIC) officers must know how to deal with the media.  They must know how, despite enormous cultural diversity, to successfully conduct their jobs; how to work efficiently with interpreters; and finally, how to resolve local conflicts using negotiations." - Abstract

Available online at:  http://handle.dtic.mil/100.2/ADA491143
"Understanding the intrinsic values of an enemy’s ideology, the civilian population, and the friendly forces that we will encounter will enable our forces to make decisions that will minimize unintended consequences and maximize our intended influence in the most positive manner possible." - Executive Summary

Available online at:  http://handle.dtic.mil/100.2/ADA470747
The author emphasizes the importance for the interagency and non-governmental organization to work well with Muslim leaders to change the culture that refuses to modernize and globalize.

Available online at:  https://www.afresearch.org/skins/RIMS/display.aspx?moduleid=be0e99f3-fc56-4ccb-8dfe-670c0822a153&mode=user&action=researchproject&objectid=3f95e85c-38cd-4f3b-ada0-019e13adf2ed
Examines how the Air Force Medical Services (AFMS) can better prepare the medical personnel in providing medical care for detainees in the Air Force Theater Hospitals (AFTS) and the importance of understanding the culture of the detainees.

Available online at:  http://handle.dtic.mil/100.2/ADA464552
"Contends that joint intelligence doctrine focuses too much on traditional adversaries in combat situations and does not adequately address issues of foreign culture.  Analyzes the focus of the joint intelligence doctrine and its lack of consideration of foreign culture." - Abstract

Ellis, Deborah M.  Integrating Language and Culture.  Fort Leavenworth, KS, Army Command and General Staff College, School of Advanced Military Studies, 2005.  55 p.
Available online at:  http://handle.dtic.mil/100.2/ADA437562
"Future conflicts will be asymmetrical with more ethnic and religious issues as the source of conflict.  An understanding of language and culture is just as important as understanding the enemy order of battle." -
Abstract

Available online at: http://handle.dtic.mil/100.2/ADA467210
"The complex contemporary political stage and operations in support of the Global War on Terrorism have demanded a different kind of Army strategic leader. These officers must be sound tactical and operational leaders, be multi-disciplined, and possess senior management, cultural, and diplomatic skills not typically required of officers in the past." - Abstract

Available online at: https://www.afresearch.org/skins/RIMS/display.aspx?moduleid=be0e99f3-fc56-4ccb-8dfe-670c0822a153&mode=user&action=researchproject&objectid=32581e8e-9372-43fe-95a3-ac5c8ae8054f
Since women are now increasingly in the front lines more appropriate training for their own safety should be given.

Available online at: http://handle.dtic.mil/100.2/ADA389824

Available online at: http://handle.dtic.mil/100.2/ADA470803
Emphasizes the necessity of cultural awareness to achieve cultural knowledge of potential adversaries and coalition partners in order for the commander to meet the challenges that culture brings to the contemporary operating environment.

Available online at: http://handle.dtic.mil/100.2/ADA470764
The author analyzes that "the nation's recent culture-focused initiatives in meeting the demands for cultural competence fall short of transforming cultural competence within the armed forces of the United States in order to ensure successes at the operational level." - Abstract

Available online at: http://handle.dtic.mil/100.2/ADA478493

Available online at: http://handle.dtic.mil/100.2/ADA512487
"A unit must train collectively in a physically and culturally simulated environment in order to apply cultural skills as a base foundation for cultural competence." - Abstract

Available online at: http://handle.dtic.mil/100.2/ADA515487
**Available online at:** [http://handle.dtic.mil/100.2/ADA478246](http://handle.dtic.mil/100.2/ADA478246)

In order to understand convention for negotiation it is necessary to understand the host nation’s history and culture.

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**Books**

See index for references to culture.  
**Book call no.:** 355.4 G656m

Also available online at: [http://handle.dtic.mil/100.2/ADA499701](http://handle.dtic.mil/100.2/ADA499701)  
**Book call no.:** 355.5071 C951

"Highlights the importance of culture, and cultural awareness, in formulating a broad strategy for counterinsurgency which also has wide-ranging implications for U.S. foreign policy." - Foreword  
**Book call no.:** 355.0218 J24o

"There has been a growing recognition in the post-Cold War era that culture has increasingly become a factor in determining the course of today’s complex and interconnected world. The U.S. experience in Afghanistan and Iraq extended this trend to national security and military operations." - Summary  
Also available online at: [http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB919.pdf](http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB919.pdf)  
**Book call no.:** 303.482 K49c

"Describes the preparations that an advisor should make, illustrates the questions he should ask, and explains the political and cultural complexities that affect his mission." - Abstract  
Also available online at: [https://www.strategicstudiesinstitute.army.mil/pdffiles/PUB869.pdf](https://www.strategicstudiesinstitute.army.mil/pdffiles/PUB869.pdf)  
**Book call no.:** 355.0320973 M594a

**Book call no.:** 355.50973 S172o

This group of studies first appeared in a special issue of the journal Small Wars & Insurgencies, Autumn 1999. Comparisons of Srebenica and Somalia show that the demands of peace interventions often more resemble counter-insurgency operations of the past than some of the more peaceful peacekeeping missions of the 'blue helmet' type. This calls for better and more extensive preparation for troops and personnel...
involved, including cultural awareness training.

**Book call no.: 355.35 P355**


**Book call no.: 355.5071 S468m**


"This paper examines the ideological threats confronting the United States and America's lack of cultural savvy, along with its implications, proposing a new outlook for policy leaders and strategists." - Abstract

Also available online at: [http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB706.pdf](http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB706.pdf)

**Book call no.: 303.48273 S849f**


"This work describes strategic culture and its value as a methodological approach to the study of international relations. The strategic culture approach yields important insights into the national and organizational motivations behind state decisions to acquire, proliferate or deploy weapons of mass destruction and fills the theoretical and empirical gaps suffered by realist and neo-realist approaches." - Book Jacket

**Book call no.: 355.0217 S8984**


Also available online at: [http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB792.pdf](http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB792.pdf)

**Book call no.: 355.550973 T799n**


Also available online at: [http://purl.access.gpo.gov/GPO/FDLP122](http://purl.access.gpo.gov/GPO/FDLP122)

**Book call no.: 303.482 U585d**


**Book call no.: 306.09174927 W965m**


If hyperlink does not open, copy into browser.

Also available online at: [http://purl.access.gpo.gov/GPO/LPS81757](http://purl.access.gpo.gov/GPO/LPS81757)

**Book call no.: 335.4 W965t**

Documents
"This report presents a framework for cross-cultural competence in Army leaders, reviews empirical research on predictors of intercultural effectiveness, and describes existing measures of cross-cultural competence and related constructs." - Abstract
Also available online at: [http://handle.dtic.mil/100.2/ADA476072](http://handle.dtic.mil/100.2/ADA476072)
**Doc. call no.:** M-U 31716-34 no.2008-01

Also available online at: [http://handle.dtic.mil/100.2/ADA420821](http://handle.dtic.mil/100.2/ADA420821)
**Doc. call no.:** M-U 40381-41 no.2665

This study utilized findings from existing predictive models that deal with the use of information related to cultural traits and attitudes of potential target audiences to develop a system that could help military planners estimate the probability of achieving various PSYOP objectives.
Also available online at: [http://handle.dtic.mil/100.2/ADA400796](http://handle.dtic.mil/100.2/ADA400796)
**Doc. call no.:** M-U 44289-16 2000 no. 0158

"In order that military personnel be better armed to access vital information and are thus able to use it to enhance their probability of mission success, we need a science of cultural readiness. In this we need to identify and distill methods of measurement and assessment which allow us to capture and disseminate culturally-contingent information." - Abstract
Also available online at: [http://handle.dtic.mil/100.2/ADA488614](http://handle.dtic.mil/100.2/ADA488614)
**Doc. call no.:** M-U 43543-16 no.07-2

"The purpose of this project is to derive a preliminary operational definition of cross-cultural competence and test and validate related measures in the military population." - Abstract
Also available online at: [http://handle.dtic.mil/100.2/ADA488612](http://handle.dtic.mil/100.2/ADA488612)
**Doc. call no.:** M-U 43543-16 no.08-3

**Documents (Student Research)**

"This paper demonstrates how a better understanding of culture can lend itself to a better understanding of meaning in discourse between two cultures who operate across a linguistic barrier. The paper falls under the tradition of cultural relativism, and the modern version of linguistic relativity." - Abstract
Also available online at: [http://handle.dtic.mil/100.2/ADA470457](http://handle.dtic.mil/100.2/ADA470457)
**Doc. call no.:** M-U 42022 A159m
To meet today's challenges and to prepare for both unlimited war and MOOTW, cultural intelligence must be integrated into the Joint Intelligence Preparation of the Battlespace phase of the Commander's Estimate of the Situation.
Also available online at:  http://handle.dtic.mil/100.2/ADA425940
Doc. call no.:  M-U 41662 A5462c

The author contends how the lack of cross cultural awareness has decreased military effectiveness and explains what needs to be done to correct these shortcomings." - Abstract
Also available online at:  http://handle.dtic.mil/100.2/ADA469379
Doc. call no.:  M-U 39080-537 A6571i

Identifies skills and applications that American soldiers in a Brigade Combat Team should be educated and trained on to effectively conduct IO.  These skills are intercultural communication, language, negotiation, and media awareness.
Also available online at:  http://handle.dtic.mil/100.2/ADA451276
Doc. call no.:  M-U 42022 B3971p

Also available online at:  http://handle.dtic.mil/100.2/ADA400907
Doc. call no.:  M-U 41662 B415L

Also available online at:  http://handle.dtic.mil/100.2/ADA429682
Doc. call no.:  M-U 42525 B428r

Also available online at:  http://handle.dtic.mil/100.2/ADA436485
Doc. call no.:  M-U 42022 B646u

Although the Marine Corps' focus should remain on developing combat readiness, it must do more to properly prepare for future MOOTW.  Author identifies a number of recommendations that the Marine Corps should take in achieving this goal.  They include standardizing cultural awareness training and expanding the Marine Corps foreign language program.
Also available online at:  http://handle.dtic.mil/100.2/ADA401238
Doc. call no.:  M-U 41886-71 B676c

Argues "that the military and the Army in particular must genuinely understand the cultures and languages of the places they are sent if they are to successfully carry out US foreign policy." - Abstract

Also available online at:  http://handle.dtic.mil/100.2/ADA469107

Doc. call no.:  M-U 39080-537 B839a


Presents the why and the how culture is important in pre-deployment training and how it will improve the military's ability to operate successful military missions.

Also available online at:  http://handle.dtic.mil/100.2/ADA439382

Doc. call no.:  M-U 42525 C455w

Chowning, Scott D.  **The Clash of Cultures.**  Maxwell AFB, AL, Air Command and Staff College, 2003.  29 p.

Examines three cases from Korea to Vietnam to Kosovo to explore the implications of past failings to understand culture.

Doc. call no.:  M-U 43122 C552c


"Iraqi culture is radically different from U.S. culture and so it has become an easy scapegoat for any apparent lack of progress by U.S. forces in postwar operations. The lack of progress is attributed to a fundamental misunderstanding of Iraqi culture. However, successful nation building in a culture that is very distant from the United States is not without precedent. This work analyzes the U.S. occupation of Japan to determine what went right in that occupation and what lessons learned there can be applied to Iraq." - Abstract

Also available online at:  http://handle.dtic.mil/100.2/ADA471210

Doc. call no.:  M-U 42022 C554w


Also available online at:  http://handle.dtic.mil/100.2/ADA498023

Doc. call no.:  M-U 39080-537 C5592u

Clark, Todd J.  **Developing a Cultural Intelligence Capability.**  Fort Leavenworth, KS, Army Command and General Staff College, 2008.  72 p.

Contends that "the effect of cultural ignorance is directly linked to mission accomplishment and therefore the military must improve its collective cultural capabilities to address this threat to military operations." - Abstract

Also available online at:  http://handle.dtic.mil/100.2/ADA502169

Doc. call no.:  M-U 42022 C595d

Clarke, Alan J.  **Tribal Identity and Conflicts with Tribes.**  Carlisle Barracks, PA, Army War College, 2008.  22 p.

Addresses the impact the tribes pose to the future of conflicts. Offers two case studies - The Plains Indian Wars of 1865-1891 and the Philippine Insurgency.

Also available online at:  http://handle.dtic.mil/100.2/ADA478534

Doc. call no.:  M-U 39080-537 C5971t

Crooks, Rory A.  **Cultivating a Cross-Cultural Disposition.**  Fort Leavenworth, KS, Army Command and General Staff, June 2007.  79 p.

"The Army has incorporated knowledge of foreign cultures and foreign languages into its professional military education (PME) curricula. While this knowledge and these skills are clearly needed, possessing them does little to shape the dispositions of military students. PME must examine the foundations of its educational
philosophy and seek more creative approaches to teaching cultural awareness." - Abstract

Also available online at: http://handle.dtic.mil/100.2/ADA471220

Doc. call no.: M-U 42022 C948c

Csicsila, Michael A. Using BATs, CATs, and RATs to Defeat Transnational Terrorist and Control Ungoverned Space. Fort Leavenworth, KS, Army Command and General Staff College, School of Advanced Military Studies, 2006. 53 p.

According to the author "the Department of Defense must establish specially trained and selected advisory teams that immerse themselves in the country for 2-3 years, and who work at the regional, country and unit level, provide the cultural understanding and regional coordination that is required to defeat transnational terrorist and control ungoverned space." - Abstract

Also available online at: http://handle.dtic.mil/100.2/ADA449943

Doc. call no.: M-U 42022-2 C958u


"Despite its domination of conventional warfare the United States military finds itself in a quagmire concerning the unconventional fight in Iraq. Cultural factors influence the genesis, lifetime, and demise of an insurgency. To understand insurgency and the environment that breeds it, one has to understand culture." - Abstract

Also available online at: http://handle.dtic.mil/100.2/ADA437568

Doc. call no.: M-U 42022-2 D253c


"The cultural dimension has been an item of interest for conflict after conflict and yet the military seems to lack the ability to operationalize this fundamental concept until far too much blood has been needlessly spilled." - Abstract

Also available online at: https://www.afresearch.org/skins/rims/display.aspx?moduleid=be0e99f3-fc56-4ccb-8dfe-670c0822a153&mode=user&action=downloadpaper&objectid=f77f77a7-5dac-4737-80fa-13231dada486&rs=PublishedSearch

Doc. call no.: M-U 43122 D558w

Evans, Michael R. Clear, Hold and Build: The Role of Culture in the Creation of Local Security Forces. Fort Leavenworth, KS, Army Command and General Staff College, School of Advanced Military Studies, May 2006. 64 p.

Also available online at: http://handle.dtic.mil/100.2/ADA450083

Doc. call no.: M-U 42022-2 E923c


Human Terrain System was used as a means to have a better understanding of culture at the operational and tactical level.

Also available online at: http://handle.dtic.mil/100.2/ADA505497

Doc. call no.: M-U 42022-2 F278c


Examines case studies of actions in Vietnam, Somalia, Haiti, and Iraq, and argues that the United States either misunderstood or did not appropriately consider cultural aspects in planning campaigns.
Cultural Awareness and the Military

Studies historical successes and failures of Army operations in light of the cultural preparedness of the officers involved, and examines areas where better cultural awareness could have facilitated operations. Also available online at: [http://handle.dtic.mil/100.2/ADA449349](http://handle.dtic.mil/100.2/ADA449349)

Demonstrate the importance of cultural awareness in military operations by incorporating a comprehensive training program to insure that Marines deploying have the cultural competency to be successful in the field. Also available online at: [http://handle.dtic.mil/100.2/ADA482980](http://handle.dtic.mil/100.2/ADA482980)

Also available online at: [http://handle.dtic.mil/100.2/ADA482217](http://handle.dtic.mil/100.2/ADA482217)

Examines the impact of culture on negotiations. Also available online at: [https://www.afresearch.org/skins/rims/display.aspx?moduleid=be0e99f3-fc56-4ccbf-8dfe-670c0822a153&mode=user&action=downloadpaper&objectid=66cb70b5-1b24-4131-9f1e-9dc230a1d33c&rs=PublishedSearch](https://www.afresearch.org/skins/rims/display.aspx?moduleid=be0e99f3-fc56-4ccbf-8dfe-670c0822a153&mode=user&action=downloadpaper&objectid=66cb70b5-1b24-4131-9f1e-9dc230a1d33c&rs=PublishedSearch)

Hoskins, Brant D. **Religion and Other Cultural Variables in Modern Operational Environments.** Fort Leavenworth, KS, School of Advanced Military Studies, Army Command and General Staff College, 2007. 62 p.
Examines questions on the importance and necessary steps to account for religious and cultural factors in future operational environments. Also available online at: [http://handle.dtic.mil/100.2/ADA470675](http://handle.dtic.mil/100.2/ADA470675)

Authors "examine the current levels of cultural understanding and irregular warfare being taught in U.S. Army conventional military schools." - Abstract Also available online at: [http://handle.dtic.mil/100.2/ADA435524](http://handle.dtic.mil/100.2/ADA435524)

Jackson, Matthew J. **Swimming with the Natives: Cultural Immersion and Its Applications for Naval Special Warfare.** Monterey, CA, Naval Postgraduate School, 2004. 101 p. Also available online at: [http://handle.dtic.mil/100.2/ADA427334](http://handle.dtc.mil/100.2/ADA427334)

Leardi, Joseph L. **Influence of the First Crusade on the Current Situation in the Middle
East. Fort Leavenworth, KS, Army Command and General Staff College, 2006. 97 p. Investigates if the current clash between the Arab Islamic and American culture may have been influenced by the First Crusade.
Also available online at: http://handle.dtic.mil/100.2/ADA463854
Doc. call no.: M-U 42022 L438i

Lewis, Brett G. Developing Soldier Cultural Competency. Carlisle Barracks, PA, Army War College, 2006. 16 p. Examines the role of cultural competency in U.S. military operations and the essential components necessary in developing culture competency among the soldiers.
Also available online at: http://handle.dtic.mil/100.2/ADA449393
Doc. call no.: M-U 39080-537 L6732d

Also available online at: http://handle.dtic.mil/100.2/ADA470802
Doc. call no.: M-U 42022-2 L814c

Montgomery, Pollyanna. Building Better Strategists. Carlisle Barracks, PA, Army War College, 2008. 24 p. States that the "officers must not only be able to develop strategies, they must be able to communicate them to civilian policymakers and interagency partners around the globe, with an understanding of the strategic cultures involved." - Abstract
Also available online at: http://handle.dtic.mil/100.2/ADA479688
Doc. call no.: M-U 39080-537 M7881b

Also available online at: http://handle.dtic.mil/100.2/ADA491333
Doc. call no.: M-U 41886-71 M817c

Doc. call no.: M-U 41662 M824m

Also available online at: http://handle.dtic.mil/100.2/ADA479976
Doc. call no.: M-U 42525 N553r

Peltier, Isaac J. Surrogate Warfare: The Role of U.S. Army Special Forces. Fort Leavenworth, KS, School of Advanced Military Studies, Army Command and General Staff College, 2005. 42 p. "Analysis of the two most recent UW campaigns in Afghanistan and Iraq suggest that cultural awareness and regional expertise are critical to conducting surrogate warfare, as well as the ability to function as an operational-level joint headquarters capable of planning and supporting an unconventional warfare


Cultural Awareness and the Military

"Shows how Understand, Immerse, and Reinforce (UIR) Framework can be applied to an Army logisticians's career to demonstrate a complimentary method of increasing cross-cultural savvy and thereby providing additional benefits to the military services." - Abstract
Also available online at: [http://handle.dtic.mil/100.2/ADA478489](http://handle.dtic.mil/100.2/ADA478489)

Also available online at: [https://www.afresearch.org/skins/rims/display.aspx?moduleid=be0e99f3-fc56-4ccb-8dfe-670c0822a153&mode=user&action=downloadpaper&objectid=c5f7df73-c50b-40b0-9b6b-26f607725cbf&rs=PublishedSearch](https://www.afresearch.org/skins/rims/display.aspx?moduleid=be0e99f3-fc56-4ccb-8dfe-670c0822a153&mode=user&action=downloadpaper&objectid=c5f7df73-c50b-40b0-9b6b-26f607725cbf&rs=PublishedSearch)

Williams, Timothy R. **Culture -- We Need Some of That!: Cultural Knowledge and Army Officer Professional Development.** Carlisle Barracks, PA, Army War College, 2006. 19 p.
Also available online at: [http://handle.dtic.mil/100.2/ADA448821](http://handle.dtic.mil/100.2/ADA448821)

In order for America to attain and sustain its credibility, Africans must perceive that America’s goals are in their best interests as well." - Introduction
Also available online at: [https://www.afresearch.org/skins/RIMS/display.aspx?moduleid=be0e99f3-fc56-4ccb-8dfe-670c0822a153&mode=user&action=researchproject&objectid=7b8deda0-71c8-4cde-81c1-eaa6b2cc5d5b](https://www.afresearch.org/skins/RIMS/display.aspx?moduleid=be0e99f3-fc56-4ccb-8dfe-670c0822a153&mode=user&action=researchproject&objectid=7b8deda0-71c8-4cde-81c1-eaa6b2cc5d5b)

Wilson, James S. **Iraqi Sunnis’ Cultural Receptivity of Islamic Extremists’ Beliefs.** Maxwell AFB, AL, Air Command and Staff College, April 2008. 25 p.
This paper "analyzed the Iraqi Sunni behaviors and willingness to associate with Islamic extremists, but not to accept Islamic extremism and had determined that insurgent actions do reflect the cultural values of honor and social character versus extremists' views." - Abstract
Also available online at: [https://www.afresearch.org/skins/rims/display.aspx?moduleid=be0e99f3-fc56-4ccb-8dfe-670c0822a153&mode=user&action=downloadpaper&objectid=521ce93c-8901-4c5b-abdb-582d5c94e796&rs=PublishedSearch](https://www.afresearch.org/skins/rims/display.aspx?moduleid=be0e99f3-fc56-4ccb-8dfe-670c0822a153&mode=user&action=downloadpaper&objectid=521ce93c-8901-4c5b-abdb-582d5c94e796&rs=PublishedSearch)

Zahn, Matthew A. and Lacey, Wayne R. **Building a Virtual Cultural Intelligence Community.** Monterey, CA, Naval Postgraduate School, June 2007. 77 p.
The author states that "although cultural intelligence plays a key role in many of America’s political and military successes, the maintenance of a broad-based, detailed cultural intelligence capability has thus far proven elusive and with the advent of networked collaboration tools, the intelligence community now has the ability to deploy a virtual cultural intelligence community." - Abstract
Also available online at: [http://handle.dtic.mil/100.2/ADA471070](http://handle.dtic.mil/100.2/ADA471070)

Doc. call no.: M-U 41662 T758w

Doc. call no.: M-U 39080-537 W5781u

Doc. call no.: M-U 43122 W5872g

Doc. call no.: M-U 43117 W748m

Doc. call no.: M-U 43122 W7493i

Doc. call no.: M-U 42525 Z191b
Periodicals

"This article describes current conceptual approaches to increasing soldiers’ and leaders' capability of dealing with cultural factors and explains why the services need to go beyond these approaches if they are to establish a comprehensive strategy for developing and institutionalizing broadly defined cultural capability".- Article
Also available online at:  [http://proquest.umi.com/pqdlink?did=1986259171&sid=1&Fmt=3&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdlink?did=1986259171&sid=1&Fmt=3&clientId=417&RQT=309&VName=PQD)

"Conclusion emphasizes the importance of taking into account gender and cultural considerations to properly address the interest of family members - i.e., women, children and the elderly who are most affected by house raids. - Abstract
Also available online at:  [http://www.informaworld.com/smpp/content~content=a782840910~db=all](http://www.informaworld.com/smpp/content~content=a782840910~db=all)

The author "discusses the need of integration of a new religious-factors analysis into the intelligence preparation of the battlefield. Stresses that failure to consider the dynamics of religion will limit intelligence and allow religion to remain a secret code of motivating messages and symbols that will confound the analysis and hamper the understanding of the enemy’s center gravity." - Abstract
Also available online at:  [http://proquest.umi.com/pqdweb?did=1184142561&sid=1&Fmt=3&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=1184142561&sid=1&Fmt=3&clientId=417&RQT=309&VName=PQD)

Also available online at:  [http://proquest.umi.com/pqdweb?did=1169291021&sid=1&Fmt=3&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=1169291021&sid=1&Fmt=3&clientId=417&RQT=309&VName=PQD)

Cultural awareness is linked in the success in the contemporary operation environment.
Also available online at:  [http://proquest.umi.com/pqdweb?did=1278238471&sid=3&Fmt=3&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=1278238471&sid=3&Fmt=3&clientId=417&RQT=309&VName=PQD)

Emphasizes the importance of cultural knowledge to understand the African military cultural terrain.
Also available online at:  [http://proquest.umi.com/pqdweb?did=1881170371&sid=7&Fmt=4&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=1881170371&sid=7&Fmt=4&clientId=417&RQT=309&VName=PQD)

Discusses the challenges French soldiers encountered in operating in the different cultures in Africa.

"Presents information on the new U.S. maritime strategy of developing cross-cultural relationship, and establishing a broad set of global maritime partners." - Abstract


"Reports on the ethical considerations for U.S. commanders and chaplains in bringing peace to Central and Southwest Asia." - Abstract


Reports on the two-week military mission of Afghan soldiers to train and advise U.S. service members about the way of doing business in Afghanistan.

Charkowske, Kevin M. *Practical Impacts and Effectiveness of Cultural Intelligence*. Marine Corps Gazette 89:20-23 October 2005.

Overall cultural intelligence had a significant impact on the 15th Marine Expeditionary Unit’s success in Sri Lanka, Indonesia, and Iraq. Aspects of culture and behavior extend beyond the "meet and greet" mentality for which cultural intelligence is often used. Author discusses how cultural intelligence facilitated mission accomplishment in support of Operations Unified Assistance and Iraqi Freedom III.

Also available online at: [http://proquest.umi.com/pqdweb?did=916373361&Fmt=7&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=916373361&Fmt=7&clientId=417&RQT=309&VName=PQD)


"Multinational cooperation makes particular sense in a world of fragile states and failing societies." - Abstract

Also available online at: [http://proquest.umi.com/pqdweb?did=1170637831&sid=4&Fmt=3&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=1170637831&sid=4&Fmt=3&clientId=417&RQT=309&VName=PQD)


"Focuses on the weaknesses and shortcomings of the military cultural training and education in meeting the Armed Forces' operational requirements in the U.S. It discusses the need to have a comprehensive change in the military cultural training and intelligence analysis, by applying the long-term knowledge and cultural terrain analysis program." - Abstract


Contends that "the success of the rescue operation of merchant vessel Maersk Alabama's Captain Richard Phillips from the Somali pirates was due to establishing cultural knowledge and insight into the human element." - Abstract


For soldiers going through the Special Forces Qualification Course, and those already in the field, one of the most critical lessons is the importance of understanding and embracing the culture of the area where they will be operating.

Also available online at: [http://proquest.umi.com/pqdweb?did=1256751371&sid=3&Fmt=3&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=1256751371&sid=3&Fmt=3&clientId=417&RQT=309&VName=PQD)


Author relates his experiences with the First Battalion, 25th Marines during their one week training at Twentynine Palms (desert expanse south of the Interstate 40, home of the Marine Corps Air Ground Combat Center) the location for final training for marines before they depart for Iraq. Discusses how cultural awareness was part of the training.


Also available online at: [http://proquest.umi.com/pqdlink?id=1637641081&Fmt=7&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdlink?id=1637641081&Fmt=7&clientId=417&RQT=309&VName=PQD)


"A nation's structure and culture of civil-military relations are important and largely overlooked factors in explaining the performance of armed forces involved in complex expeditionary operations." - Abstract

Also available online at: [http://www.informaworld.com/smpp/content~content=a769180907~db=all](http://www.informaworld.com/smpp/content~content=a769180907~db=all)


Also available online at: [http://proquest.umi.com/pqdweb?id=1215730131&sid=1&Fmt=3&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?id=1215730131&sid=1&Fmt=3&clientId=417&RQT=309&VName=PQD)


Reflects on the importance of cultural and human factors to the success of the counterinsurgency in Iraq. Cultural training should represent a large portion of the soldiers' predeployment training, especially for maneuver and civil affairs units.


Focuses on grappling with the complexity of total environment and threat as the most important aspects of intelligence support to operations, the difficulty of understanding the environment and identifying the most
significant aspects of various elements of the environment for every operation, and the need for all soldiers to develop an awareness of the indigenous culture.

Also available online at: http://search.ebscohost.com/login.aspx?direct=true&db=f5h&AN=18530515&site=ehost-live


Also available online at: http://search.ebscohost.com/login.aspx?direct=true&db=f5h&AN=44043766&site=ehost-live


Goldstein, Evan R. *Task: Professors on the Battlefield.* **Wall Street Journal** 250:W11 August 17, 2007. Discusses the relationship between the academe and the armed forces, and the U.S. Department of Defense's Human Terrain System. The system embeds social scientists with brigades in Afghanistan and Iraq, where they serve as cultural advisers to brigade commanders. The initiative was led by General David H. Petraeus, commander of the multinational forces in Iraq. Also available online at: http://proquest.umi.com/pqdweb?did=1321502721&sid=3&Fmt=3&clientId=417&RQT=309&VName=PQD

Gooren, Robert H. E. *Soldiering in Unfamiliar Places: The Dutch Approach.* **Military Review** 86:54-60 March-April 2006. Dutch soldiers are trained that cultural awareness and basic respect for host nation culture are essential to force security and the success of the mission. Also available online at: http://search.ebscohost.com/login.aspx?direct=true&db=mth&AN=20673843&site=ehost-live

Goswami, Namrata. *India's Counter-Insurgency Experience: The 'Trust and Nurture' Strategy.* **Small Wars & Insurgencies** 20:66-86 March 2009. "The author argues that a counter-insurgency strategy of 'trust and nurture' based on democratic political culture, measured military methods, special counter-insurgency forces, local social and cultural awareness and an integrative nation-building approach will result in positive handling of India's internal security problems." - Abstract

Also available online at: http://www.informaworld.com/smpp/content~content=a910291239~db=all

Grace, Jean. "*The New Army.*" **National Defense** 90:38-41 May 2006. As they train for combat in mock Middle Eastern villages, soldiers find that their fighting skills often cannot make up for a shortage of interpreters and a poor understanding of Iraqi culture. Also available online at: http://proquest.umi.com/pqdweb?did=1040340051&sid=2&Fmt=4&clientId=417&RQT=309&VName=PQD

Grant, Greg. *Adapt or Die.* **Government Executive** 39:36-41 August 1, 2007. Army Sgt Jennings "told the soldiers the Army was waging an entirely new type of war in which the traditional skills of fire and maneuver were less important than softer skills, such as cultural awareness and building trust and confidence among the Iraqi people". Emphasizes the importance of having the ability to communicate and work with the local people.
Cultural Awareness and the Military

Also available online at: http://proquest.umi.com/pqdweb?did=1321858421&sid=2&Fmt=3&clientId=417&RQT=309&VName=PQD


Discusses the importance of cross-cultural competency in achieving success in military operations.
Also available online at: http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=47143449&site=ehost-live

Also available online at: http://proquest.umi.com/pqdweb?did=1312212031&sid=2&Fmt=4&clientId=417&RQT=309&VName=PQD


Describes the job of cultural experts in the US Army, and reviews one officer's work near the Iraq-Syria border. Cultural experts dress in civilian clothes and speak native languages. US officials say that the officer described will spend the rest of his career in the Middle East, operating alone in often hostile territory.
Also available online at: http://proquest.umi.com/pqdweb?did=926383261&sid=3&Fmt=3&clientId=417&RQT=309&VName=PQD


Describes the Human Terrain System being managed by the Foreign Military Studies Office, a U.S. Army Training and Doctrine Command organization. The HTS aims to address cultural awareness shortcomings at the operational and tactical levels.
Also available online at: http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=23055986&site=ehost-live


Discusses "the impact of combined military and peacekeeping operations in the Arab Middle East by the U.S. in bringing legitimacy and attracting international support". Reviews a U.S. Air Force commissioned study of the Arab mind to identify key differences between Arab and Western thinking". These differences "can fuel misunderstanding and hostility during Arab-Western interactions".- Abstract/Article
Also available online at: http://search.ebscohost.com/login.aspx?direct=true&db=mth&AN=34409609&site=ehost-live


"Provides cross-cultural communication skills for U.S. security cooperation implementers. Special focus is given the skills necessary to interpret the actual meanings that occur within interpersonal engagement in the Middle East." - Abstract
Also available online at: http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=32001823&site=ehost-live


"The author reflects on the controversy concerning the sociocultural mastery of military personnel. It focuses on the controversy concerning the usefulness of such sociocultural mastery to the military personnel and
officers and cites how it can ameliorate the cooperation between military men and the civilian, particularly in security affairs." - Abstract
Also available online at: http://search.ebscohost.com/login.aspx?direct=true&db=mth&AN=36065636&site=ehost-live

Emphasizes the importance of incorporating cultural sensitivity and cultural awareness into the planning and execution of the mission.
Also available online at: http://proquest.umi.com/pqdweb?did=1379120661&sid=2&Fmt=3&clientId=417&RQT=309&VName=PQD

Examines the advantages of incorporating cultural sensitivity to combat operations of the U.S. Army in Iraq.
Also available online at: http://proquest.umi.com/pqdweb?did=1215730111&sid=1&Fmt=3&clientId=417&RQT=309&VName=PQD

Also available online at: http://proquest.umi.com/pqdweb?did=1253257721&sid=5&Fmt=4&clientId=417&RQT=309&VName=PQD

Discusses one way of accelerating cultural training is through a web-based system such as OLIVE (On-line Interactive Virtual Environment).
Also available online at: http://proquest.umi.com/pqdweb?did=1643677691&sid=2&Fmt=3&clientId=417&RQT=309&VName=PQD

The article discusses the controversial manifestation of the Russian officers going native. This sort of disguise by the Russians, wearing Caucasian outfits, were very effective in every war in the region." - Abstract
Also available online at: http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=31207403&site=ehost-live

Based on the authors’ experiences mentoring and coaching both an Iraqi Army battalion and the Iraqi police with whom the Iraqi Army operates to improve security in Mosul, Iraq. The article presents a few ideas about fostering teamwork within the human terrain in Mosul.
Also available online at: http://proquest.umi.com/pqdweb?did=1230303711&sid=2&Fmt=3&clientId=417&RQT=309&VName=PQD

Role of anthropology in national-security establishment; impact of cultural and social knowledge on military operations; factors that affect the outcome of military operations.
Also available online at: http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=16782859&site=ehost-live

McFate, Montgomery. *The Military Utility of Understanding Adversary Culture.* Joint Force Quarterly
The need for cultural and social knowledge has been increasingly recognized within the armed services. While much of this knowledge is available inside and outside the government, there is no systematic way to access or coordinate information from these sources. Authors detail how to develop a specialized organization within DoD to produce, collect, and centralize cultural knowledge.

Also available online at: [http://proquest.umi.com/pqdweb?did=902580341&Fmt=7&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=902580341&Fmt=7&clientId=417&RQT=309&VName=PQD)

Argues that the United States needs nonkinetic, "softer" solutions, such as civil affairs, public affairs, and psychological operations--informed by cultural expertise--to meet its national-security objectives in present and future conflicts.

Also available online at: [http://www.airpower.maxwell.af.mil/airchronicles/apj/apj07/spr07/mcintoshspr07.html](http://www.airpower.maxwell.af.mil/airchronicles/apj/apj07/spr07/mcintoshspr07.html)

Highlights the efforts of U.S. troops in Iraq to prepare for the role of advising Iraqi soldiers and police. Increased emphasis is being placed on language instruction, and recognition of cultural differences between Sunni and Shia locals.


Also available online at: [http://proquest.umi.com/pqdweb?did=973269421&Fmt=7&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=973269421&Fmt=7&clientId=417&RQT=309&VName=PQD)

Contends that culture has an immediate impact on the operations and success of the mission whether it's Afghanistan or any region where Marines are deployed. According to the article "the team would continue to reinforce the importance of cultural understanding as a lifesaving tool and provide the training tools Marines need to succeed on the front lines." - Abstract

Also available online at: [http://proquest.umi.com/pqdweb?did=1875966931&sid=7&Fmt=3&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=1875966931&sid=7&Fmt=3&clientId=417&RQT=309&VName=PQD)

Provides recommendations for U.S. soldiers on the appropriate questions to ask the Iraqi citizens of different age groups to gather intelligence information. Soldiers must be cognizant of local customs and behaviors before engaging in conversation with the populace.

Also available online at: [http://proquest.umi.com/pqdweb?did=1875966931&sid=7&Fmt=3&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=1875966931&sid=7&Fmt=3&clientId=417&RQT=309&VName=PQD)

Puertas, Lorenzo. *Corporal Jones and the Moment of Truth.* U.S. Naval Institute Proceedings 130:42-44 November 2004. This article focuses on the need for cultural training of U.S. soldiers to ensure they make the right decisions while patrolling. Stories from Vietnam, Afghanistan, and Iraq demonstrate that these lessons often are painfully relearned, time and time again, by each new rotation of troops. This information must first come through formal training and a cultural orientation to the battlespace, the enemy, and the civilian population.


Robinson, Klaudius K. *Cultural Awareness and Understanding.* Armor & Cavalry Journal 1:34-35+ January-February 2008. Reinforces the fact that language skills and cultural sensitivity are as important as critical weapon systems.


Rusling, Matthew. *Ready, Aim, Specialize!* National Defense 93:36-37 September 2008. States that the Marines in order to be successful in future conflicts need to gain a deeper and better understanding of the most volatile regions of the world.

Salmoni, Barak A. *Beyond Hearts and Minds: Culture Matters.* U.S. Naval Institute Proceedings 130:54-56+ November 2004. Operation Iraqi Freedom is a multifaceted war in which U.S. troops not only must root out insurgents — as was accomplished in this Fallujah enclave — but must be trained to grasp indigenous mores, mind-sets, and means of operating. Success in 21st-century conflicts increasingly will depend on understanding the larger cultural picture.


Sargent, Ron. *Strategic Scouts for Strategic Corporals.* Military Review 85:12-17 March-April 2005. Since the Vietnam War, US military operations have largely occurred in full view of the public and as a result,
the Army must change if it wishes to maintain strategic legitimacy in faraway lands, as it simply cannot afford to collateralize alienate the people it tries to influence, liberate, protect, or aid. Author claims that throughout history, conventional military forces have rarely fared well operating in regions where indigenous cultures are significantly different from their own.


Also available online at: [http://proquest.umi.com/pqdweb?did=732184181&Fmt=7&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=732184181&Fmt=7&clientId=417&RQT=309&VName=PQD)


In order to succeed in counterinsurgency, the servicemen must have a deeper knowledge and understanding of the people and their culture.

Also available online at: [http://proquest.umi.com/pqdweb?did=1728842521&sid=7&Fmt=3&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=1728842521&sid=7&Fmt=3&clientId=417&RQT=309&VName=PQD)


Explains the analogy of the bees (Americans) and spiders (Arabs) -- how the American and the Middle Eastern military are motivated and how different cultures see the world differently.

Also available online at: [http://proquest.umi.com/pqdweb?did=1923355801&sid=1&Fmt=3&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=1923355801&sid=1&Fmt=3&clientId=417&RQT=309&VName=PQD)


Discusses the principles on becoming successful military advisors in the U.S. Significance of cultural awareness and sensitivity to advisors; respect of the Muslim religion and history; need for negotiation skills.

Also available online at: [http://proquest.umi.com/pqdweb?did=933564001&sid=1&Fmt=4&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=933564001&sid=1&Fmt=4&clientId=417&RQT=309&VName=PQD)


"Proposes that while cultural understanding is of genuine importance when operating in such a challenging environment, possession of it does not necessarily aid either the design or implementation of successful policy." - Abstract from Author


Also available online at: [http://proquest.umi.com/pqdweb?did=1248982331&sid=2&Fmt=3&clientId=417&RQT=309&VName=PQD](http://proquest.umi.com/pqdweb?did=1248982331&sid=2&Fmt=3&clientId=417&RQT=309&VName=PQD)

In Iraq, civil affairs is generally associated with all non-tactical operations that affect the local populace. What is not commonly addressed is the requirement for engagement on all tactical levels, particularly at the battalion-commander level. In the absence of any credibly enforced civil law, Iraqi tribal law controlled by the tribal sheiks can re-establish and strengthen local area security significantly. Also available online at: [http://search.ebscohost.com/login.aspx?direct=true&db=mth&AN=18805096&site=ehost-live](http://search.ebscohost.com/login.aspx?direct=true&db=mth&AN=18805096&site=ehost-live)