



Cultural Awareness for UK Defence
Dr John Holt FORS, Principal Consultant, HVR

ISMOR24
New Place, near Bishops Waltham, Hampshire, UK
28–31 August 2007

Acknowledgement: This work was funded by the **Human Capability Domain** of the UK Ministry of **Defence Scientific Research Programme**

Overview

- Haldane–Spearman Consortium
- Adversary Culture programme
- Summary of progress to date
- Discussion

Haldane–Spearman Consortium

- Defence and security experts, QinetiQ, joined forces with Quintec and 19 committed partners
- Formed to provide world-class Human Science capabilities to the MoD Research Acquisition Organisation (RAO) and its stakeholder community
- “Preparing People for Operations” is a 6 year contract
- Aims to give the armed forces integrated access to the best human sciences thinking from industry and academia, under the umbrella of a single enabling contract

Overview

- Haldane–Spearman Consortium
- **Adversary Culture Programme**
- Summary of progress to date
- Discussion

Adversary Culture programme

- Requirement issues

- A scarcity of cultural assessment capability at the strategic level
- Deep cultural knowledge does exist within Other Government Departments (OGDs), among Defence Attachés and in émigré groups, but this knowledge is often difficult to elicit or exploit
- At the operational and tactical levels, forces have to deal with a variety of local cultures and cannot rely on reach-back to answer all their requests for information

- Adversary Culture programme

- A 15-month study in the area of cultural support to improve MoD's capability for understanding current and future adversaries
- By developing processes based on anthropological and other human and social sciences techniques

Adversary Culture programme overview

Consolidate the TNO (The Netherlands Organisation for Applied Scientific Research) Cultural Framework

- TNO with HVR

Assess UK training needs using cultural framework

- HVR with TNO
- Conduct Training Needs Analysis (TNA)

Update current MoD cultural guides using framework

- HVR
- Conduct structured evaluation of current guides

Consolidate the TNO Cultural Framework

- Jeffrey Schwerzel MA; Peter Essens, PhD.
TNO Defence, Security and Safety
- Meets need for enhanced cultural awareness
- TNO Cultural Framework
 - A simple framework for the military to analyse cultural factors as they influence operations
 - Only few concepts to learn
 - Dedicated to military needs

TNO Cultural Framework

Cultural Framework concepts

- Honour and face
 - Public behaviour determined by need to keep face
- Hierarchy & social stratification
 - Need good grasp of hierarchy e.g. in entering a village
- Purity, danger & taboos
 - Impact of purity rules e.g. not entering a house with shoes on, not point at feet, not blowing nose in public
- Proxemics and the body
 - Explains everyday etiquette, design of buildings, use of the body
- Speech acts
 - Role of speech, small talk, importance of rhetoric
- Sense of time and history
 - Not angry at delays, Battle of Kosova (1380) big impact today

Developing & validating Cultural Framework

- First assessment
 - Capture operational experiences
 - Interviews – cultural ‘incidents’ and responses from ‘veterans’ (UK/NL); specific incidents for other cultures (e.g. Iraq, Afghanistan)
 - Develop cases (‘vignettes’)
 - Workshop to consolidate
 - Match Cultural Framework with ‘incidents’
 - Identify framework coverage (less or more or different concepts)
 - Reformulate concepts and Cultural Framework

Important to have an ongoing learning using the framework on ops

Developing & validating of Cultural Framework (cont)

- Application to specific cultures
 - Use the Cultural Framework to describe existing knowledge
- Guide to the application of the framework
 - Develop Compact Briefing package **with appropriate training methods**
- Final Report on the validated framework



Assess UK training needs using framework (Conduct Training Needs Analysis)

- **Operational/Business Task Analysis**
 - Establishes current work place performance
- **Training Gap Analysis**
 - Gap between current provision and what is needed
- **Business Task Analysis**
 - New operational/ workplace performance, conditions and standards
- **Training Options Analysis**
 - Different methods and/or media to bridge training gap(s)
- **Final report**
 - Provides the requirement and the endorsed training solution

Training gaps identified

- Tradesman's requirements not fully identified
- Soldiers are not taught about their own cultural norms (e.g. as UK citizens in 21st century Britain)
- No evidence of cultural debriefs once the soldier is on tour, which is important
- Need to continue to train within theatre on cultural awareness. This is very limited at present
- No training for female soldiers and others working alongside locally employed females
 - Particularly important for Muslim countries
- TA & reservists receive no language training & reduced cultural training

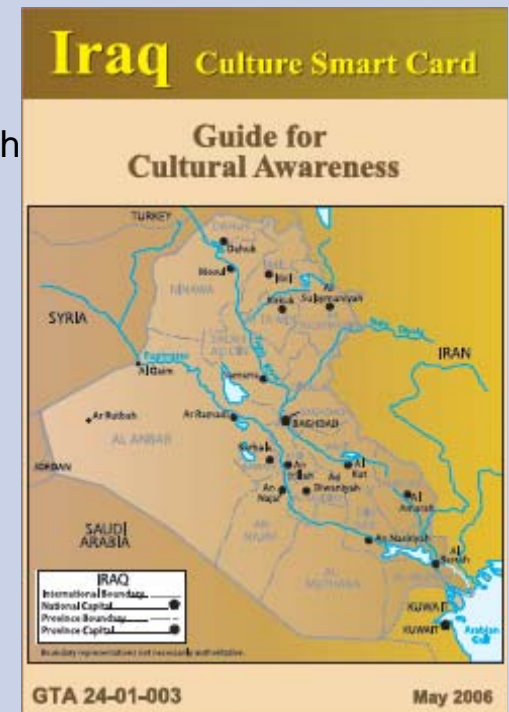
Update current MoD cultural guides using framework

Agreed approach

- Identify and review current cultural guides
- Develop questionnaire to assess examples of **good practice**
- Utilise current training course for feedback on proposed changes to current guides
- Analyse results and report findings
- Present recommendations

Guide Review

- **Initial readability assessment**
 - Flesch Reading ease
 - Flesch–Kincaid reading grade levels
 - Initial results indicate that the three UK guides have a very high reading difficulty compared with similar US guides
- **Principal areas for review**
 - Content
 - Delivery Format
 - Delivery Method
- **Questionnaire about to be delivered**
 - Comparing different guide styles



Summary of OR methods considered to date

Training needs analysis

- Cluster Analysis (in a Repertory Grid package) (looking at questionnaire ratings)
 - Correlations between cultural factors and training methods
 - Not needed so not used

Cultural Guides

- Cluster Analysis will be used to look at
 - Whether there are groups of factors that make for successful Cultural Guide design
 - Can the Cultural Factors can be grouped?
 - Looks promising
- Multi Criteria Analysis (Weighting scoring option assessment)
 - Scoring proposed changes in Cultural Guides
 - Looks promising

At end of project if factors do not hang together

- Could use Checkland's Soft Systems Methodology or other systems thinking to bring together factors

Traditional OR approaches could yet have their place!

Overview

- Haldane–Spearman Consortium
- Adversary Culture Programme
- Summary of progress to date
- Discussion

Summary of progress to date

- Operational Training Advisory Group (OPTAG) provides the pre-deployment package attended by all personnel, regardless of rank, before they deploy on any operation
 - 40 min language + 40 min culture + 40 min on working with interpreters
 - Time is extremely limited
- Whilst deployed, units undergo a spread-out 3-month training package

Summary of progress to date (cont)

Language Training

- Limited value unless certain reached – need dedicated courses

Formalisation of Cultural Awareness Training Process

- Lead authority to take work forward identified

Validation of Overall Approach Using TNO Cultural Framework

- Framework has been well received in UK
 - Too early to say whether it significantly improves current UK processes
 - UK should significantly increase time spent on cultural awareness training

Overview

- Haldane–Spearman Consortium
- Adversary Culture task
 - Consolidate the TNO (The Netherlands Organisation for Applied Scientific Research) Cultural Framework
 - Assess UK training needs using framework
 - Update current MoD cultural guides using framework
- Summary of progress to date
- Discussion

Discussion

- *In 2002 in Kabul, Afghanistan, a Dutch soldier who was just “doing his job”*
- *Took a sniffer dog into the Women’s Mosque that had been restored, to check for explosives.*
- *A few hours later, the mosque caretaker was beside himself and inconsolable*
- *Luckily the incident did not escalate further but complete disrespect had been shown for the Afghan religion.*
- For UK forces to be effective they must be fully culturally attuned

Questions?

Soft OR Method - Repertory Grid

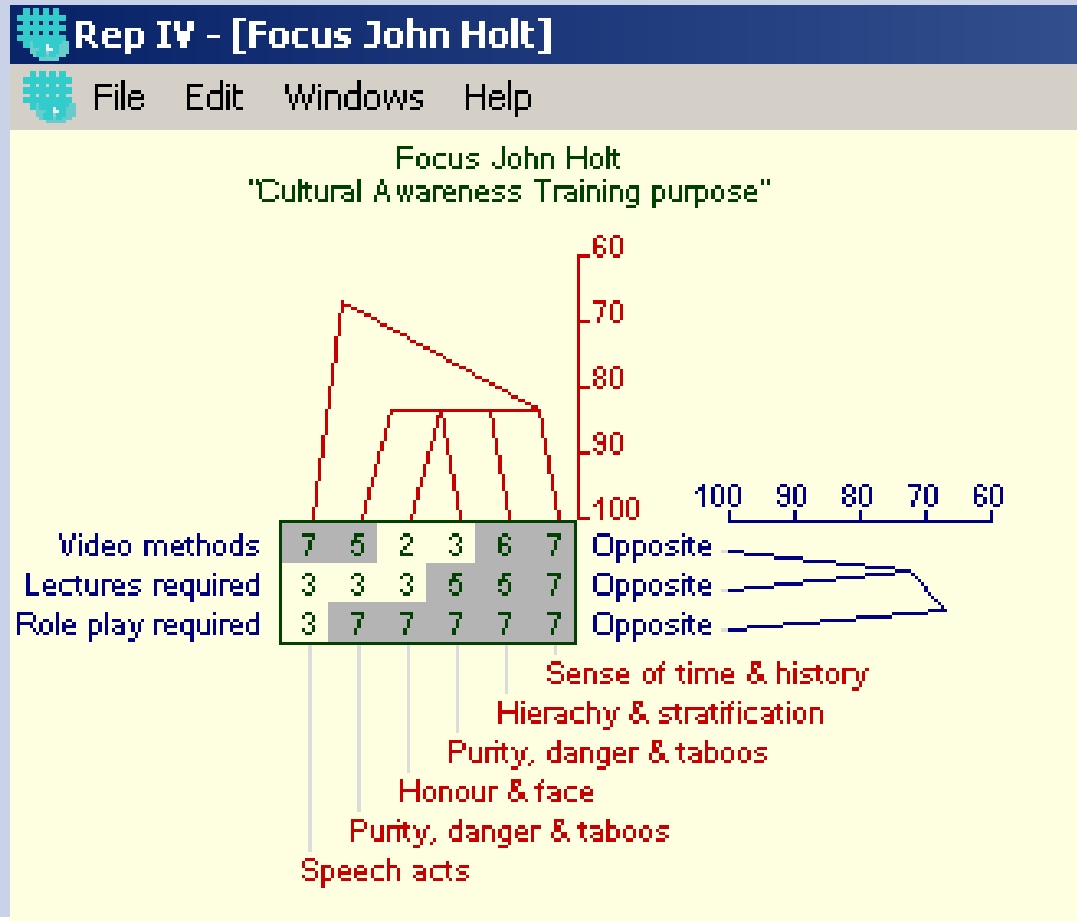
Ratings of Cultural Factors on Teaching Methods

Ratings from 1 to 7

1. Honour and Face
2. Hierarchy & Social stratification
3. Purity, Danger & Taboos
4. Proxemics and the body
5. Speech acts
6. Sense of time and history

Soft OR Method - Repertory Grid (cont)

Cluster Analysis – indicates correlation



Multi Criteria Analysis to Assess Guides

Assess Weights initially

	Best case	Worst case	Order (Change from worst case to best case)
Portability	Note book	Brief case	2
Presentation	Print shop standard	Hand drawn in biro	1
Durability	10 years	No time at all	3

Multi Criteria Analysis to Assess Guides (Cont)

Overall Assessment

	Guide Design 1	Guide Design 2	Guide Design 3	
Presentation	10%	20%	90%	
Portability	20%	80%	30%	
Durability	10%	20%	90%	

References

Rep Grids

Developed by George Kelly in 1930s for use in therapy

1. Eden, C, Jones, S and Simms, D (1983) Messsing About in Problems, Pergammon Press, Oxford
2. Holt, J Disarming Defence; a mix and match approach to problem solving. OR Insight Vol 7 Issue 4, Oct – Dec 1994
3. Fromm, M (2004) Introduction to the Repertory Grid Interview Waxman, Munster
www.gridesuite.de (In German and English)

Multi Criteria Analysis

1. Goodwin P, Wright G, (2005) Decision Analysis for Management Judgement Wiley, Third edition,

Dr John Holt FORS
Principal Consultant
HVR Consulting Services
Tel 01420 87977
Mob 07785 522 849
email: john.holt@hvr-csl.co.uk

HVR details: www.hvr-csl.co.uk