



Cultural Awareness for UK Defence
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ISMOR24
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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

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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

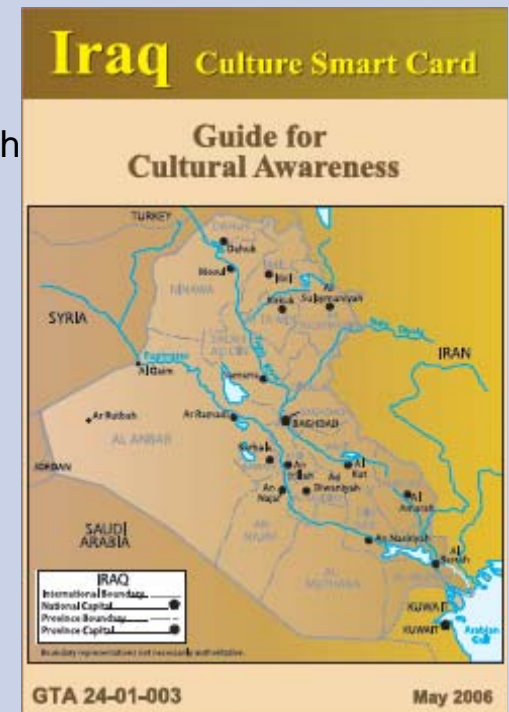
Update current MoD cultural guides using framework

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!

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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

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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

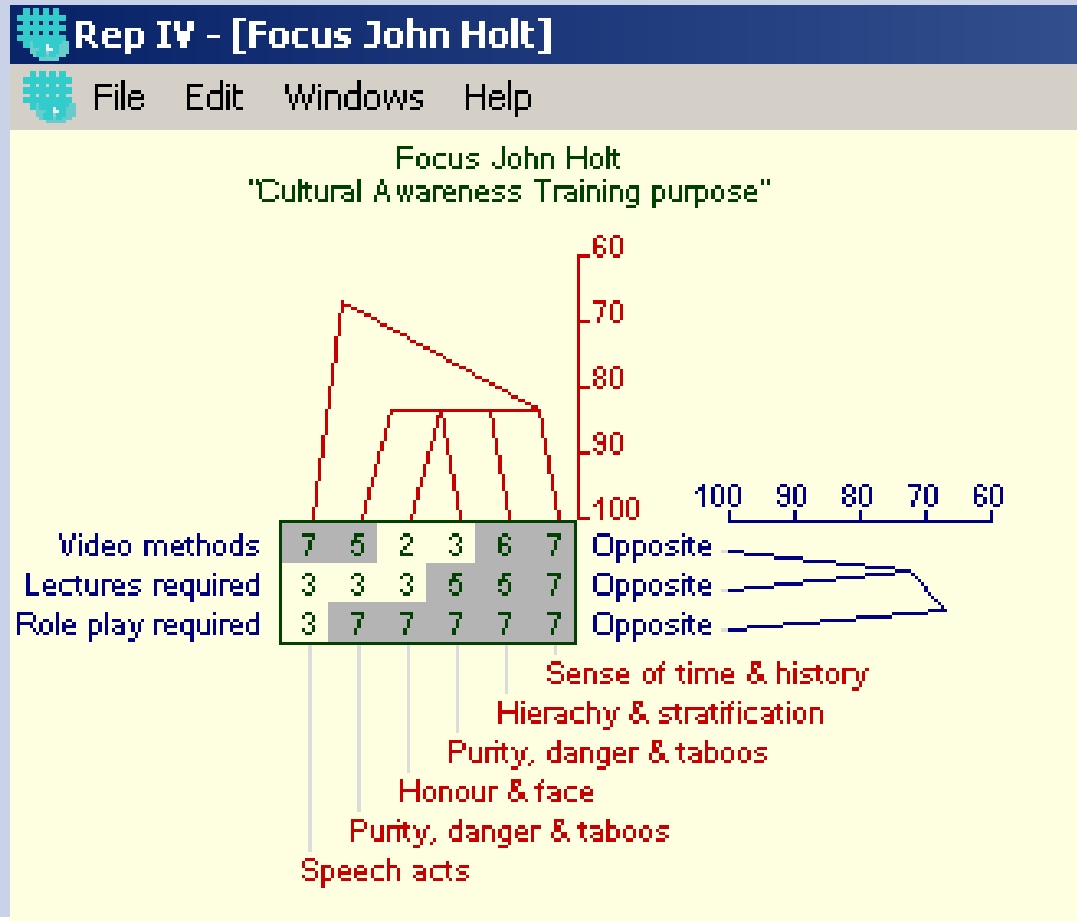
Ratings of Cultural Factors on Teaching Methods

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
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Multi Criteria Analysis

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

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