

Index

A

- Acculturation, 196–198, 200
- Adult learning, 78, 228
- Adversarial outlooks, 79, 83, 92
 - See also* Adversary
- Adversary(-ies), 6, 29–33, 78, 79, 82, 90, 165, 166, 187, 189, 192, 195, 199, 200
 - See also* Threat
- Advisors, 61, 65, 120, 145, 146, 156
- Afghanistan, 6, 31, 60, 67, 69, 71, 76, 98, 102–104, 107, 118, 140–144, 146, 149–155, 168, 170, 186–191, 194, 200, 206, 209, 215, 227
- Afghan National Army, 102, 151, 152
- Al Qaeda, 13, 48, 188
- Anarchism, 50
- Anthropology
 - anthropology of war, 191–194, 200, 201
- Arabic, 4, 117–136
- Area of operation (AO), 30, 33, 63, 68, 109
- Area specific training, *see* Training (cultural)
- Argentina, 4, 7, 162–164, 166, 168, 175, 177
- Aristotle, 15, 16
- Armed conflict, *see* Conflict
- Armed forces, 5, 12, 25, 47, 60, 76, 98, 118, 140, 162
- ASCOPE/PMESII, 59–73, 222, 226
- Assimilation, 80, 141, 218
- Assumptions, 4, 5, 30–32, 34, 45, 62, 63, 67–70, 72, 73, 78, 83, 86, 88, 89, 92, 119, 122, 124, 126, 131, 133, 135, 199, 208
 - See also* Structured analytic techniques
- Asymmetrical operations, 12
- Asymmetrical war, 43
 - See also* War

B

- Bacha Bazi, 162, 168–172
- Bakunin, M., 51
- Barth, F., 69
- Behavior, 3, 7, 12–16, 18, 27, 28, 30, 32–36, 38, 68, 84, 86, 87, 123, 126, 132, 148, 154, 157, 165, 169, 179, 188, 190, 195, 199, 201, 209, 217, 218, 221, 229
- Bhabha, H.K., 70
- Bias
 - bias erosion, 93
 - gendered biases, 90 (*see also* Gender)
 - latent biases, 79, 83, 87, 89, 92
 - tacit biases, 79
- Binaries, 79, 83, 85
- Binary categories, 83
- Blended learning, 103, 114, 167, 170
- Bloom's taxonomy, 180
- Boko Haram, 27, 48
- Borges, J.L., 75–93
- Bosnia-Herzegovina, 142, 154
- Bourdieu, P., 6, 89, 111, 112, 209
- Brown, V., 5, 7, 75–93, 226–229
- Bundesministerium der Verteidigung, 140, 141, 143, 144, 146
- Bundeswehr, 5, 6, 12, 139–157, 222, 229
- Bureau of Ethnology, 189

C

- Canada, 5, 7, 76, 77, 79–81, 85, 86
- Canadian Armed Forces (CAF), 7, 12, 76–78, 80–82, 84–86, 91
- Canadian Defense Academy, 12
- Canadian Employment Equity Act, 80
- Canadian Human Rights Act, 80

- Capacity building, 76, 98, 102, 109, 115
- Case studies, 90, 227
- Center for Advanced Operational Culture Learning (CAOCL), 209, 210
- Central Coordination Office for Intercultural Competence (ZKIKK), 12, 145, 151, 156
- Character education, 16
- Clausewitz, Carl von, 1, 3
- Coalition, 12, 61, 98, 100, 101, 105, 107, 109, 186, 188
- COIN, 31, 36, 62, 66, 67
See also Counterinsurgency (COIN)
- Colonialism, 41, 50, 197
- Colonizing, 85
- Communication, 11–15, 17, 19, 51, 52, 87, 89, 123, 126, 144, 145, 148, 151, 168, 210
See also Cultural competence
- Communism, 51, 52
- Community of practice, 3, 90
- Competence, 1–5, 11–20, 32, 36, 63, 66, 70–72, 75–93, 123, 124, 127, 129, 140–145, 147, 151–153, 156, 164, 166–168, 177–181, 185–201, 210, 212, 216, 225–229
- Comprehensive Operational Planning Directive (COPD), 24, 29, 67, 68
- Conceptual dualism, 78
- Conceptual openness, 79, 83
- Confidence, 14, 151, 155, 174
See also Cultural competence
- Conflict
armed, 23, 25, 26, 32, 34, 163, 165
contemporary, 23, 25, 37
culture, 33
environment, 33, 226, 229
resolution, 24, 36, 37, 108
sensitivity, 33, 34
transnational, 25
- Contextual awareness, 27, 31, 36
- Continuation of politics by other means, 43
See also Clausewitz, Carl von
- Core philosophy, 141–144, 156
See also Innere Führung
- Cormier, Y., 44, 48, 226, 229
- Counterinsurgency (COIN), 2, 31, 62, 67, 186, 188–190, 192, 200
- Counter-intuitive thinking, 126
See also Structured analytic techniques
- Country specific training, *see* Training (cultural)
- Critical thinking, 17, 18, 85–87, 120, 125, 129, 130, 134, 135, 227
- Cross Cultural Competency (3C), 12, 13, 210, 211
- Crucible (U.S. Marine Corps), 205–223, 228
- Cultural assumptions, 4, 5, 119, 122, 126
- Cultural awareness, 1, 2, 4, 11, 13, 19, 36, 41, 62, 73, 125, 131, 141, 155, 164, 166, 167, 177, 180
- Cultural bias, 93, 119
- Cultural codes, 13–15, 18, 19, 131
- Cultural competence(s)
curiosity, 16, 19, 169, 171, 177, 178
empathy, 79, 83, 87, 92, 93, 166, 171, 177–179
flexibility, 166, 171, 177, 178, 188, 211
openness, 7, 19, 79, 83, 130, 148, 166, 177
respect, 166, 171, 177
stability, 2, 27, 32, 147, 166, 171, 177–179, 188, 189, 198, 200
trust, 14, 43, 44, 53, 115, 145, 152, 155, 166, 171, 179, 197, 215
- Cultural competency(-ies), 24, 36–38, 77, 163, 166, 167, 177–179, 216, 226, 227
- Cultural complexity, 4, 102, 109, 113, 115
- Cultural context, 11, 12, 14, 17, 91, 100, 123, 167
- Cultural difference, 5, 7, 11, 45, 46, 59–73, 123, 141, 168, 197, 199
- Cultural diversity, 11–15, 19, 79, 82, 85
- Cultural dynamics, 18, 97–115
- Cultural inclusion, 85
- Cultural intelligence, 3, 11–20, 41, 49, 131, 166
- Cultural knowledge, 120, 123–125, 131, 133, 188, 189, 191
- Culturally complex environments, 92
- Cultural materialism, 192
- Cultural narratives, 6, 222
- Cultural otherness, 4
- Cultural perceptions, 99, 101, 102
- Cultural relativism, 164, 168, 171, 175, 177
- Cultural skills, 36, 59–73, 207
- Cultural stereotypes, 101, 102, 113
- Cultural theory of war, 3, 42, 54
See also War
- Cultural values, 34, 79, 119, 123, 132, 171, 174, 177–179, 200, 207, 209
- Culture
agents, 122
belief, 70, 118
bias, 53, 77, 83, 92, 93, 119, 130
contact, 195–197
curriculum, 107, 109, 226, 228

- education, 5, 99, 101, 102, 106,
110, 226–229
general skills, 210
Marine Corps (U.S.), 7, 210, 211, 222
military, 6, 7, 35, 81, 82, 91, 92, 165,
183–201, 207–209, 221, 222, 226
organizational, 2, 5, 6, 43, 46, 51, 52, 192
policy, 7, 205–223 (*see also* Policy
implementation)
political, 49
programs, 227, 228
stereotypical, 6, 33, 124, 211, 214
theory, 99, 104, 159
training, 4, 180, 222, 223, 229 (*see also*
Training (cultural))
understanding, 81, 132, 163
warrior, 35, 213
weaponization, 133
- Curiosity, 16, 19, 169, 171, 177, 178
See also Cultural competence
- Curriculum
curricula, 76, 77, 81, 134, 142, 145, 146,
156, 157, 180
flexible, 90
- D**
- Dahle, S.B., 117–137, 222, 227–229
- Danish Defence, 4, 98, 101–107, 109, 114,
115, 229
- Danish Defence College, 4, 98, 102, 103, 105,
107, 109, 114, 115
- Decision support, 4, 119, 124–126, 132, 135
- Defense Language Office (DLO), 210, 211
- Dehumanization, 199
- Denmark, 102, 113
- Deployment, 6, 19, 60, 92, 99–106, 109, 111,
113, 114, 118, 131, 141–143, 145, 146,
148, 150, 151, 153–156, 163, 165, 167,
168, 170–173, 187, 191, 193–195,
199–201, 207, 209, 211, 227
- Design analyses, 88
- Dialogue, 12, 35, 80, 102, 112, 113, 115, 120,
147, 155
- Directive 3000.05, 189
- Discourse, 3–5, 7, 23–25, 62, 70, 78, 81, 101,
102, 134, 136, 192, 193
- Discrimination, 80, 85
- Diversity, 7, 11–15, 19, 76–86, 88, 89, 99,
127, 143, 153
- Doctrine
NATO doctrine, 125
- Douglas, M., 64, 111
- Dualistic thinking, 78
- Duty With Honour, 7, 12, 80–82, 84, 85, 91
- E**
- Education
adult education, 87
officer education, 3, 147 (*see also*
Professional military education)
- Educational psychology, 99, 100
- Educators, 79, 82, 87, 89–91, 119, 123, 127,
129–131, 133–135
- Electives, 4, 98–100, 102–104, 107, 109, 111,
113, 114, 177, 186, 191, 200, 206, 228
- Elites, 7, 49, 53, 73, 102, 127, 143, 207,
214, 216
- Empathy, 79, 83, 87, 92, 93, 166,
171, 177–179
See also Cultural competence
- Employment Equity Act (EE), 77, 80
- Enemy, 28, 30–32, 35, 37, 42, 45, 46, 51, 62,
68, 78, 82, 101, 149, 166, 189, 199,
207, 214
See also Threat, adversary
- Enstad, K., 1–7, 59–73, 225–229
- Episodic memory, 100, 101, 114
- Episteme, 62
- Epistemological challenges, 5, 65, 141, 148,
155, 156
- Epistemology, 5, 65, 68, 72, 141, 146, 148,
155, 156, 187, 194, 195
- Essentialism
heteronormative, 85
masculinist, 85
racial, 85
- Ethics training, 177
See also Training (cultural)
- Ethnocentrism, 84, 119, 199
- Ethnographic research, 6, 64, 194, 207
- EU, 147, 153
- Exchange, 50, 61, 110, 111, 146
- F**
- False narratives, 119
- Fear of difference, 84
- Femininities, 82, 86, 90, 91, 193
- Feminist theories, 86
- Feyerabend, P., 60, 70, 73
- Field exercise, 113, 209
- Field Manual 5-0 (FM 5-0), 67
- Flexibility, 166, 171, 177, 178, 188, 211
See also Cultural competence

Foreign languages, 19, 20
 Formation of violence, 192
 Foucault, M., 62, 65
 French culture, 42, 45–47

G

Gadamer, H.-G., 7, 62, 70–73
 Galula, D., 31
 Games, 4, 99, 110–114
 Geertz, C., 2, 3, 5, 32, 35, 66, 70
 Gender
 equality, 2, 86
 expression, 80
 gendered assessments of learning, 91
 gendered construction (of identity), 90
 gendered lenses, 90
 gendered military culture, 91
 gendered norms, 90, 91
 identity, 80, 163, 165, 168
 German Command and Staff College, 140, 141, 145, 155
 Germany, 6, 7, 46, 142, 145, 147, 149–151, 153, 154, 156
 Great power competition, 190, 200
 Groupthink, 134

H

Habermas, J., 71, 72
 Habitus, 16, 209
 Haditha, I., 220
 Harassment, 81, 84
 Haugegaard, R., 4, 97–115, 227–229
 Hearts and minds, 42, 47, 151–153, 222
 Hegel, G.W.F., 48
 Heteronormative, 85
 Heutagogic, 78, 87–91
 Heutagogy, 5, 7, 78, 79, 87, 89–92, 228
 Hexis, 16
 HIPPO, 24, 26, 27
 Historical guilt, 7, 154, 156
 Holen, S.V., 3, 23–38, 226, 228
 Holistic approach, 48, 54, 126, 227
 Holmes-Eber, P., 1–7, 19, 69, 71, 109, 163, 180, 205–223, 225–229
 Homogeneity, 80
 Horizon of understanding, 62, 70, 226
 Human domain, 190, 191
 Human factors, 125
 Human terrain, 62, 66, 67, 69, 73, 187, 188
 Human Terrain System (HTS), 187, 188
 Human violence, 193
 Hypersensitivity, 154

See also Cultural competence
 Hypothesis, 124, 130, 131, 181

I

Identity

Marine Corps, 7, 207, 215, 219, 221 (*see also* Marine Corps)
 military, 92, 229
 politics, 81
 warrior, 6, 200, 207, 212–215, 219, 220, 222 (*see also* Warrior)

Implicit understandings, 77, 92

Inclusion

inclusive leadership, 143, 146, 188
 inclusive social practices, 13, 64, 82, 85
 inclusivity, 87

Indigenous peoples, 50, 80, 81, 84, 192

Indigenous warfare, 197

Innere Führung, 141, 143–146, 156

Insecure environment, 26–28

See also Conflict

Institutional closure, 84, 91

Institutional coherence, 134

Institutional culture, 78, 91

Instructors

civilian, 60, 98, 140, 206
 military, 60, 98, 118, 140, 162, 163, 228

Insurgency, 2, 12, 31, 42, 50, 53

See also War

Integration

integration of women, 143

Intellectual virtue, 15

See also Virtue

Intelligence

analysis, 4, 120, 125, 131
 assessment, 119
 discourse, 134, 136
 education, 4, 13, 118, 120, 132
 educators, 119, 123, 127, 130, 131, 133–135
 ethics, 134
 failure, 119, 131
 intelligence-driven, 132
 processing, 120, 125
 profession, 118, 120, 122
 professional, 119, 121, 132
 tradecraft, 134, 135
 training, 4, 12, 119, 120, 128–130, 132, 134–136

Intercultural communication, 11–13, 145

Intercultural competencies, 1, 5, 6, 12, 123, 124, 139–157

See also Cultural competence

- Intercultural meetings, 119, 128
 Interdisciplinary studies, 82
 International Humanitarian Law, 32, 164, 165
 See also Law of Armed Conflict
 International Security Assistance Force
 (ISAF), 143, 149–151, 162
 Interoperability, 107, 109
 Intersectionality
 intersecting identities, 81
 Interstate war, 44
 See also War
 Iraq, 31, 34, 69, 73, 98, 102, 104–106, 109,
 118, 144, 186–190, 192, 194, 200, 206,
 207, 209, 210, 213, 215, 220
 ISIL/Islamic State, 27, 34, 44, 48, 162, 197
 Iterative process, 91, 125, 131, 215, 226
 See also Structured analytic techniques
- J**
 James, C., 65, 70
 Joint Special Operations University, 187
 Just war, 49
 See also War
- K**
 Kaldor, M., 42–44
 Keegan, J., 42–44, 198, 199
 Key leader engagements, 120, 126
 Kinetic action, 149, 150
 Knowledge sharing, 90
 Kosovo, 26, 98, 142, 144, 154
 Krulak, General (U.S.), 219, 220
- L**
 Language
 acquisition, 123
 proficiency, 19, 123
 programs, 127, 210
 skills, 19, 119, 124, 135, 210
 teaching, 123
 training, 19, 20, 153, 210 (*see also*
 Training (cultural))
 translation, 123, 129
 Law of Armed Conflict, 32
 See also International Humanitarian Law
 Leadership, 14–15, 18, 19, 60, 61, 84, 88, 91,
 98, 103, 140, 141, 143, 146, 151, 165,
 170, 180, 186, 188, 206–210, 215, 216,
 219, 226
- Learning
 behaviorist level, 87
 cognitive level, 87, 88
 collaborative, 90, 103, 228
 constructivist level, 87–89
 environment, 88–92, 100, 103, 104, 108
 experiential level, 88
 inquiry-driven, 89
 interactive, 88
 learner-centric methodologies, 87,
 89, 91, 92
 reflective, 85
 self-initiated development, 88
 social-constructivist level, 87, 88
 student-centered, 5, 89, 91
 Lévi-Strauss, C., 63, 64
 Liberalism, 49, 53
 Linguistics, 63–65, 73, 118, 120, 122, 124,
 126, 127, 130, 132–135
 Linguists, 63, 98, 102, 119, 121, 122, 124,
 134, 155
 Low intensity conflict, 12
- M**
 Mahmudiya, Iraq, 220
 Male dominance
 organization, 90
 Mali, 98, 102–107, 109, 140, 144, 162
 Marginalization
 marginalized groups, 80
 socio-cultural, 81
 Marine Corps (U.S.)
 beliefs, 209
 culture, 211, 222 (*see also* Culture)
 history, 206, 212–214, 219
 Marine Corps Intelligence Activity, 186
 Marine Corps Recruiting Command, 210
 Marine Corps War College, 187
 recruit training, 205–223 (*see also*
 Training)
 traditions, 213–216, 219
 values, 214, 217, 218, 222
 Masculinities
 hegemonic, 86
 masculinist, 84, 86
 masculinized academic disciplines, 90
 militarized masculinities, 82, 86
 warrior forms of masculinity, 91
 Masson, L., 4, 7, 161–181, 227, 228
 Mattis, General (U.S.), 206, 210
 McFate, M., 6, 72, 185–201, 222, 227–229

- Memory, 88, 100, 101, 110, 111, 114
- Military
- academies, 2, 11–13, 16–20, 59, 60, 73, 171, 191
 - culture, 6, 7, 35, 81, 82, 91, 92, 164, 198, 207–210, 221–223, 226 (*see also* Culture)
 - doctrine, 42, 68, 76
 - ethos, 84, 85
 - government, 196
 - history, 31, 103, 187, 190, 193, 198, 201
 - identity, 92, 229 (*see also* Identity)
 - institutions, 2, 5, 17, 34, 78, 91, 104, 119, 136, 166, 188, 222, 228, 229
 - intelligence, 4, 118, 119, 132 (*see also* Intelligence)
 - leadership, 151
 - Military Decision-Making Process (MDMP), 61 (*see also* Comprehensive Operational Planning Directive; Operational planning)
 - military occupational specialty (MOS), 206, 227
 - military-to-military engagement, 35, 36
 - occupation, 196
 - officers, 29–31, 35, 37, 77, 98, 99, 101–104, 107, 112, 118, 133, 186, 187, 193, 194, 200, 226, 228
 - operations, 2, 4–7, 18, 24, 29, 31, 32, 60, 62, 66, 67, 97–115, 118, 120, 124, 126, 130–132, 135, 148, 190, 191, 229
 - organisation, 107
 - planning, 3, 31, 32, 88, 101, 103, 107–109 (*see also* Military Decision-Making Process (MDMP))
 - practice, 3, 5, 6
 - profession, 5, 7, 71, 72, 75–93, 200
 - recruiting, 34, 77, 211–213, 216, 228
 - skills, 147, 156, 228
 - theory, 3
- Military Decision-Making Process (MDMP), 61
- Moelker, R., 4, 7, 161, 164, 165, 168, 170, 177, 227, 228
- Moore, D.T., 125
- Moral compass, 144
See also Innere Führung
- Morale, 42, 46–48, 54, 189
- Moral injury, 176, 200
- Moral reasoning, 88
- Moral virtue, 15
See also virtue
- Moran, P.M., 122, 123
- Mostulien, I., 4, 117–136, 222, 227–229
- Missions
- peace missions, 172
- Muslims, 35, 65, 70, 143, 154, 155, 167
- N**
- Napoleon Bonaparte, 47
- Narrative(s), 6, 29, 41, 48, 62, 65, 119, 124, 132, 199, 200, 209, 222, 229
- National Defense University, 162, 163, 187
- Nationalism, 47, 197
- National Security Strategy, 186, 190, 194
- Native Americans, 189, 198, 199
- Naval Postgraduate School, 187
- Netherlands, 4, 162–165, 168, 177, 180, 227
- Networks, 13, 25, 27, 28, 34, 61, 107, 109, 145, 156, 194, 208
- Non-fraternization, 170, 171
- NORDIS, 119–122, 124, 125, 127–130, 132–136
See also Norwegian Defence Intelligence School
- Norms
- group norms, 90
 - social norms, 119, 199
- North Atlantic Treaty Organizations (NATO), 24–26, 29, 30, 62, 67, 76, 102, 109, 125, 147, 153, 228
- Northern Ireland, 192
- North Korea, 195
- Norway, 7, 59, 60, 68, 69, 71, 122, 127, 136
- Norwegian Committee on Knowledge and Education, 71
- Norwegian Defence University College, 228
- Norwegian Military Academy, 2, 60
- O**
- Office of Strategic Services, 189
- Officer education, 3, 147
See also Education
- Officer Professional Military Education Policy (OPMEP), 188
- Officers, 2–7, 11–20, 29–31, 35, 37, 45, 47, 60, 62, 63, 65, 66, 69, 70, 72, 73, 76, 77, 88, 92, 97–115, 118–120, 129, 133, 135, 139–157, 162, 163, 169, 170, 186–188, 193–195, 198, 200, 206, 209, 213, 215, 217–222, 225–228
- Officer training, 5, 66, 72, 73, 133, 139–157, 194
- Okros, A., 5, 7, 75–93, 226–229

Openness, 7, 19, 79, 83, 130, 148, 166, 177
See also Cultural competence

Operational area, 31, 68
See also Area of operation

Operational Culture, 98, 99, 102, 103, 109, 209, 210, 217

Operational effectiveness, 163

Operational environment (OE), 12, 25, 26, 29, 33, 37, 62, 99, 108, 120, 124–126, 130, 131, 222

Operationally focused materials, 228

Operational planning, 24, 27, 29, 31, 32, 35, 37, 61, 63, 107, 188
See also Military Decision-Making Process, Comprehensive Planning Directive

Organizational change, 6, 208, 222

Organizational culture, 2, 5, 6, 43, 46, 51, 52, 192, 211
See also Culture

Orientalism, 70, 199

P

Paradigm shift, 78, 85, 151

Parenteau, D., 3, 11–20, 226

Parris Island Recruit Depot, 6, 206, 207, 209, 214–216

Participant observation, 112, 113, 142, 146

Peace and security, 3, 24, 26–28, 163

Peacekeepers, 2, 6, 7, 150, 169, 170, 207, 222

Peacekeeping, 2, 54, 98, 107, 140, 142, 147, 162, 206, 216, 228

Peace operations, 24–26, 151, 153, 165

Pedagogical framework, 123, 228

Pedagogy, 62, 70–72, 92, 140, 145, 181, 191, 227, 228

People's war, 46–53
See also War

Petraeus, D.H., 2, 31, 151

PMESII, 5, 59–73, 107–109, 222, 226
See also ASCOPE/PMESII

Policy, 6, 26, 43, 84, 119, 142, 185, 207, 229

Policy implementation, 207, 208, 222

Positionality, 79, 87, 89, 90

Postmodern thinking, 89

Powell, W.J., 189

Practice-oriented approach, 4, 99–102, 104, 114

Pre-deployment training, 141, 142, 145, 146, 151, 154, 156
See also Training (cultural)

Principle of distinction, 32

Professional ethics, 134, 135

Professional military education (PME), 5, 76, 77, 81–83, 85, 87, 88, 91, 92, 187–189, 191, 200, 229

Professional practice, 4, 99, 104

Profession of arms, 13, 16, 17, 76, 86

Professions, 1, 13, 24, 71, 76, 104, 118, 166, 187, 229

Proficiency, 19, 123

Propaganda of the deed, 49, 51, 53

Protection
 force protection, 30, 126

Protection of civilians
 protecting civilians, 25, 26, 33, 37

Prototype ideal soldier, 82

Provincial Reconstruction Teams (PRT), 149, 152, 188

Prussian Culture, 42, 46

Psychomotor, 164, 167, 180
See also Skills

Q

Quadrennial Defense Review, 190

R

Racialized identity, 78

Racism, 84, 318

Realist assumptions, 62, 67–69

Recruit training, 205–223
See also Training (cultural)

Reflections, vi, 4, 17, 70, 71, 79, 82, 84, 86, 89, 99–102, 105, 106, 110, 113–115, 127, 128, 130, 194, 197, 216

Reflective habits, 85

Reflexive thinking, 17

Regional skills, 210

Region specific training, 19
See also Training (cultural)

Religious wars, 50
See also Wars

Research, 4, 12, 24, 69, 77, 99, 141, 181, 187, 208, 225

Respects, 3, 14, 102, 133, 144, 153–155, 157, 165, 166, 168, 171, 177, 178, 196
See also Cultural competence

Royal Danish Defence College, 4, 98, 102, 103, 105, 107, 109, 114, 115

S

Sahel, 18, 98, 106, 107

Saïd, E., 42, 43, 66, 70

Saussure, F.de, 63–65

Scales, R., 186
 Scenarios, 106, 107, 128, 130, 133, 156, 170, 175, 195, 218, 227
 Security
 human security, 23, 37
 state security, 37
 Security forces, 23, 34, 61, 98, 102
 Self-initiated development, 88
 See also Learning
 Self-insight, 87, 89, 90
 Self-perception, 155
 Self-recognition, 87
 Self-reflection, 75–93
 Sexual assault, 81
 Shining Path (Sendero Luminoso), 50
 Simulation, 130
 Single-outcome forecasting, 131
 See also Structured analytic techniques
 Situational awareness, 30, 118, 120, 124, 126, 132
 Skills
 affective skills, 141, 148, 167
 cognitive skills, 79, 83, 92
 psychomotor skills, 167
 Small war, 31, 47, 200
 See also War
 Social categorization, 87
 Social cohesion, 84
 Social construction, 82
 Social exclusion, 86
 Social hierarchies, 82
 Social inequity, 83
 Socialization, 78, 80, 82–84, 89, 92, 211
 Social media, 78, 229
 Social order, 82
 Social power, 83, 86
 Social privilege, 82
 Social structure, 109, 143, 189, 199
 Social terrain, 31
 Socio-cultural changes, 143
 Sociocultural theory, 24, 32
 Socratic method, 5, 72
 Soft skill, 1, 147, 156
 Somalia Affair (Canadian Armed Forces (CAF)), 84
 Speech, 14, 15, 52, 127, 215
 Spivak, G.C., 70
 Stability, 2, 27, 32, 98, 147, 166, 171, 177–179, 188, 189, 198, 200
 See also Cultural competence
 State-building, 50, 69
 State centric model, 54
 Stereotypes
 dominant, 27, 81

Stranger danger, 5, 7, 75–93
 Structural challenges, 141, 144–146, 148
 Structuralism, 63, 64, 193
 Structured analytic techniques (SAT)
 analytical framework, 124
 iteration, 130
 Subjective thinking, 187, 195

T

Taken for granted assumptions, 83, 89
 Taliban, 65, 73, 149
 Targeting, 25, 32, 49, 126, 131
 Tartar culture, 42, 45, 46
 Teaching strategies, 120, 134
 Teaching styles, 89, 90
 Threat
 actor, 31, 35, 36
 actor-oriented, 24, 35, 36
 analysis, 26, 33, 36, 37
 to civilians, 24, 26, 27
 context-oriented, 24, 28, 37
 multipliers, 27
 perspective, 23–38
 Tolerance, 79, 144, 157, 177, 178, 199, 211
 See also Cultural competence
 Tomforde, M., 5, 7, 139–157, 222, 226–229
 Training (cultural)
 area specific training, 141
 country specific training, 140, 145
 culture training, 4, 180, 222, 223, 229
 ethics training, 177
 language training, 19, 20, 153, 210
 officer training, 5, 66, 72, 73, 139–157
 pre-deployment training, 141, 142, 145, 146, 151, 154
 recruit training, 205–223
 region specific training, 19
 Train the trainer, 145
 Transcultural competence, 119, 129
 See also Cultural competence
 Transcultural war, 185–201
 Tribal zone, 197
 Trust, 14, 43, 44, 115, 145, 152, 155, 166, 171, 177, 179, 197, 215
 See also Cultural competence
 Tupak Amaru, 50
 Turney-High, H., 193

U

United Nations (UN)
 UN Charter, 24
 UN peace-building architecture, 24

- UN Security Council, 23, 163
- UN Women, Peace and Security Report (WPS), 24, 26, 34, 163
- United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), 102, 106, 107, 144
- United States (U.S.), 6, 7, 12, 31, 67, 90, 101, 126, 151, 165, 185–201, 205–223, 228, 229
- Universals
 - false universalities, 86
- US Army War College, 187
- US Department of Defense, 185, 188–190, 207, 210, 222
- US Naval War College, 185–201, 222
- US Special Operations Command, 190
- us/them binaries, 79, 83
- us/them dualities, 78, 79, 83, 92

- V**
- Values, 2, 3, 15–17, 19, 20, 33, 34, 44, 49, 54, 71, 73, 77, 79, 81, 82, 84–86, 89–92, 102, 119, 122, 123, 126, 132, 144, 153, 164, 169, 171–179, 194, 200, 206, 207, 209, 211, 212, 214, 216–222, 229
- Values-based training (VBT), 212, 216–220
- Vietnam, 189
- Violence
 - combat violence against civilians, 26
 - culture, 35
 - perpetrators, 35
 - targets, 23
 - victims, 28
 - violent cultures, 34–36
 - violent extremism, 27–28, 31
- Virtue, 3, 11–20, 64, 180, 226
- Visible minorities, 77, 80, 81, 84

- W**
- War
 - asymmetrical war, 43
 - cultural theory of war, 3, 42, 54
 - interstate war, 44
 - just war, 49
 - people’s war, 46–53
 - religious war, 50
 - small war, 31, 47, 200
- Warrior identity, 207
 - See also* Identity
- “Whole-of-government” approach, 12
- Wicked problems, 88
- Women, peace and security, 24, 26, 163
- “Wondrous trinity”, 42, 48, 54
 - See also* Clausewitz, Carl von
- Worldviews, 48, 50, 79, 82, 83, 85, 87–89, 122, 192, 194
- Writing, 4, 14, 15, 18, 47, 65, 99, 101, 110, 114, 118, 120, 129, 193
- WWII, 193

- X**
- Xenophobic thinking, 78