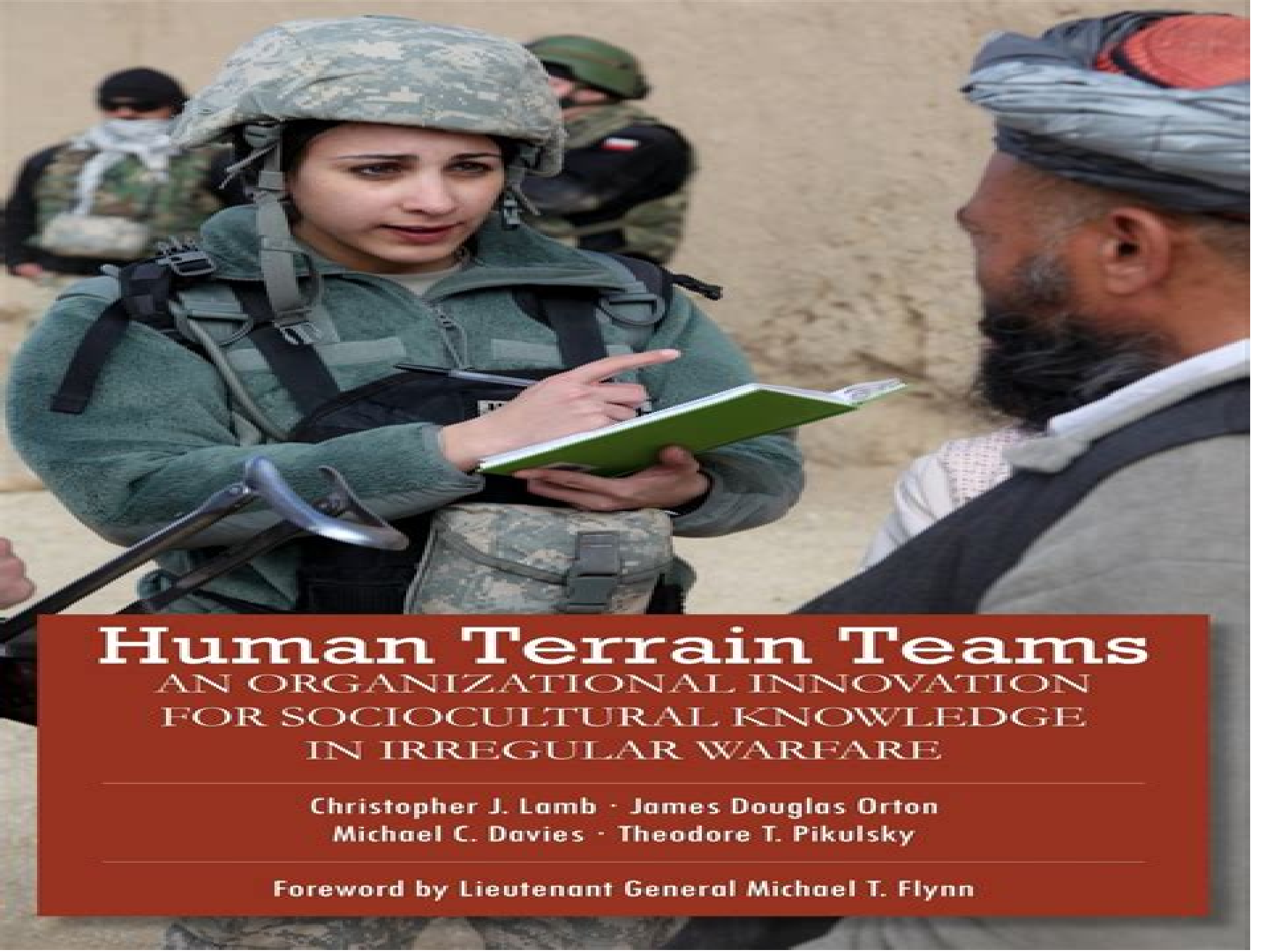




Human Terrain Teams

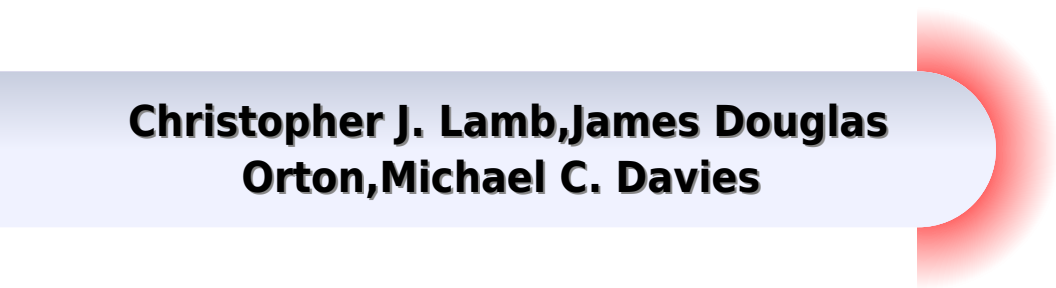
AN ORGANIZATIONAL INNOVATION
FOR SOCIOCULTURAL KNOWLEDGE
IN IRREGULAR WARFARE

Christopher J. Lamb · James Douglas Orton
Michael C. Davies · Theodore T. Pikulsky

Foreword by Lieutenant General Michael T. Flynn

Human Terrain Teams An Organizational Innovation For Sociocultural Knowledge In Irregular Warfare

**Christopher J. Lamb, James Douglas
Orton, Michael C. Davies**



Human Terrain Teams An Organizational Innovation For Sociocultural Knowledge In Irregular Warfare:

Human Terrain Teams Christopher J. Lamb, James Douglas Orton, Michael C. Davies, 2013-06 This study explains the performance of Human Terrain Teams why the large majority of commanders found them useful and why collectively they did not ameliorate much less reverse growing cross cultural tensions between U S forces and Afghans It examines the tremendous challenges the Human Terrain Team program faced in starting and rapidly expanding a non traditional military capability and why some challenges were met successfully while others were not First a historical analysis explains how external forces and management decisions affected team performance An organizational analysis then explains the variations in team performance by examining the teams with variables substantiated by previous studies of small cross functional teams Finally all available commander observations on Human Terrain Team performance are analyzed to better determine why commanders were satisfied or dissatisfied with their teams The insights from the three analyses historical organizational and commander assessments are then integrated The results demonstrate that Human Terrain Teams had to overcome numerous organizational limitations to perform well but that they were able to meet the expectations of commanders who did not fully appreciate the optimum role the teams could play in an integrated counterinsurgency strategy Human Terrain System Christopher J. Sims, 2018-04-19 To avoid the footpaths which may have been mined with improvised explosive devices IEDs Ryan Evans a U S federal civilian was walking across a wheat field in Babaji Helmand Province in the spring of 2011 Evans was attached to the Royal Highland Fusiliers 2 Scots C Company a heavy infantry patrol tasked with providing security in the vicinity Begun 2 years earlier the Helmand Food Zone Program was a form of development intervention which offered subsidies seed and fertilizers to farmers who replaced lucrative opium cultivation from poppies with growing and harvesting wheat and vegetable crops Babaji had been in the control of insurgents until a few months earlier and had not received any assistance from the program during the previous year consequently there were tensions between the community and British forces As Evans and the patrol emerged from the field an Afghan man sitting nearby clearly irate shouted in Pashto that the British soldiers had wanted the farmer to grow wheat instead of poppy and then the same British soldiers walked through their fields At the immediate level the encounter demonstrated the direct link between conflict food security and local trade but conflict has many interrelated and mutual dependencies such that the anecdote is instructive on myriad broader milieus Where for example is the tipping point that makes a civilian value creating an expression of discontent to a heavily armed patrol above his immediate physical security Do livelihoods and cultures affect military strategies Are there interdependencies between insurgencies societies and economies Does the language of war require a sociological grammar in order to be understood Armed conflict is a human enterprise such that by extension understanding of the human dimension in a given area of operations should be thought integral to planning successful operations **“Soft”**

Counterinsurgency: Human Terrain Teams and US Military Strategy in Iraq and Afghanistan Paul

Joseph,2014-06-06 Soft Counterinsurgency reviews the promises and achievements of Human Terrain Teams the small groups of social scientists that were eventually embedded in every combat brigade in Iraq and Afghanistan The Human Terrain System Christopher J. Sims,2015 The Human Terrain System embedded civilians primarily in brigade combat teams BCTs in Iraq and Afghanistan between 2007 and 2014 to act as a collection and dispersal mechanism for sociocultural comprehension Set against the backdrop of the program s evolution the experiences of these social scientists clarifies the U S Army s decision to integrate social scientists at the tactical level in conflict Based on interviews program documents material from Freedom of Information Act requests and secondary sources this book finds a series of limiting factors inhibiting social science research at the tactical level common to both Iraq and Afghanistan Complexity in integrating civilians into the military decision making cycle in creating timely research with a high level of fidelity and in making granular research that resonated with brigade staff all contributed to inhibiting the overall effect of the Human Terrain System Yet while high operational tempo in contested spaces complicates social science research at the tactical level the author argues that there is a continued requirement for a residual capability to be maintained by the U S Army Related items Other resources produced by the Strategic Studies Institute US Army War College can be found here <https://bookstore.gpo.gov/agency/1609> Weapon of Choice U S Army Special Operations Forces in Afghanistan can be found here https://bookstore.gpo.gov/products/sku/008_029_00431_3 Counterinsurgency Leadership in Afghanistan Iraq and Beyond can be found here https://bookstore.gpo.gov/products/sku/008_046_00274_6 Surging South of Baghdad The 3d Infantry Division and Task Force MARNE in Iraq 2007 2008 can be found here https://bookstore.gpo.gov/products/sku/008_029_00522_1 Iraq and Persian Gulf Wars collection can be found here https://bookstore.gpo.gov/catalog/us/military/history/battles/wars/iraq/persian_gulf_wars Training Humans for the Human Domain can be found here https://bookstore.gpo.gov/products/sku/008_000_01173_7 Paid to Perform Aligning Total Military Compensation With Talent Management can be found here <https://bookstore.gpo.gov/node/49300/edit> The Effective Use of Reserve Personnel in the U S Military Lessons From The United Kingdom Reserve Model can be found at this link https://bookstore.gpo.gov/products/sku/008_000_01100_1 Afghanistan War collection can be found here https://bookstore.gpo.gov/catalog/us/military/history/wars/conflicts/afghanistan_war *The SAGE Encyclopedia of War: Social Science Perspectives* Paul Joseph,2016-10-11 Traditional explorations of war look through the lens of history and military science focusing on big events big battles and big generals By contrast The SAGE Encyclopedia of War Social Science Perspective views war through the lens of the social sciences looking at the causes processes and effects of war and drawing from a vast group of fields such as communication and mass media economics political science and law psychology and sociology Key features include More than 650 entries organized in an A to Z format authored and signed by key academics in the field Entries conclude with cross references and further readings aiding the researcher further in their research journeys An alternative Reader s Guide table of contents groups articles by disciplinary areas and by broad themes A helpful Resource Guide directing researchers to

classic books journals and electronic resources for more in depth study This important and distinctive work will be a key reference for all researchers in the fields of political science international relations and sociology

War and the Politics of Ethics Maja Zehfuss, 2018-02-02 Contemporary Western war is represented as enacting the West's ability and responsibility to help make the world a better place for others in particular to protect them from oppression and serious human rights abuses That is war has become permissible again indeed even required as ethical war At the same time however Western war kills and destroys This creates a paradox Western war risks killing those it proposes to protect This book examines how we have responded to this dilemma and challenges the vision of ethical war itself exploring how the commitment to ethics shapes the practice of war and indeed how practices come in turn to shape what is considered ethical in war The book closely examines particular practices of warfare such as targeting the use of cultural knowledge and ethics training for soldiers What emerges is that instead of constraining violence the commitment to ethics enables and enhances it The book argues that the production of ethical war relies on an impossible but obscured separation between ethics and politics that is the problematic politics of ethics and reflects on the need to make decisions at the limit of ethics

On Posthuman War Mike Hill, 2022-08-16 Tracing war's expansion beyond the battlefield to the concept of the human being itself As military and other forms of political violence become the planetary norm On Posthuman War traces the expansion of war beyond traditional theaters of battle Drawing on counterinsurgency field manuals tactical manifestos data driven military theory and asymmetrical war archives Mike Hill delineates new Areas of Operation within a concept of the human being as not only a social and biological entity but also a technical one Delving into three human focused disciplines newly turned against humanity On Posthuman War reveals how demography anthropology and neuroscience have intertwined since 9/11 amid the Revolution in Military Affairs Beginning with the author's personal experience training with U.S. Marine recruits at Parris Island Hill gleans insights from realist philosophy the new materialism and computational theory to show how the human being per se has been reconstituted from neutral citizen to unwitting combatant As evident in the call for bullets beans and data whatever can be parted out counted and reassembled can become war materiel Hill shows how visible and invisible wars within identity community and cognition shift public sphere activities like racial identification group organization and even thought itself in the direction of war This shift has weaponized social activities against the very notion of society On Posthuman War delivers insights on the latest war technologies strategies and tactics while engaging in questions poised to overturn the foundations of modern political thought

International Broadcasting and Its Contested Role in Australian Statecraft Geoff Heriot, 2023-03-14 This book offers an insightful reappraisal of international broadcasting as discursive rather than soft power in service of democratic statecraft This at a time when issues of transnational media the credibility of news and the perils of disinformation and information warfare figure worryingly in public discourse Reflecting the perspective of middle power Australia author Geoff Heriot locates the strategic utility of multiplatform international

broadcasting with reference to contemporary theories of soft hard smart power projection and intercultural communication He applies a fresh model of strategic analysis to the political history of Radio Australia examining the various external and internal variables that resulted in its flawed success in political communication during the late Cold War period Social Science Goes to War Montgomery McFate, Janice H. Laurence, 2015-01-11 The Human Terrain System HTS was catapulted into existence in 2006 by the US military's urgent need for knowledge of the human dimension of the battlespace in Iraq and Afghanistan Its centrepiece was embedded groups of mixed military and civilian personnel known as Human Terrain Teams HTTs whose mission was to conduct social science research and analysis and to advise military commanders about the local population Bringing social science and actual social scientists to the wars in Iraq and Afghanistan was bold and challenging Despite the controversy over HTS among scholars there is little good reliable source material written by those with experience of HTS or about the actual work carried out by teams in theatre This volume goes beyond the anecdotes snippets and blogs to provide a comprehensive objective and detailed view of HTS The contributors put the program in historical context discuss the obstacles it faced analyse its successes and detail the work of the teams downrange Most importantly they capture some of the diverse lived experience of HTS scholars and practitioners drawn from an eclectic array of the social sciences *The Oxford Handbook of National Security Intelligence* Loch K. Johnson, Regents Professor Emeritus of International Affairs Loch K Johnson, 2025-10-27 This is a book about national security intelligence NSI a phrase referring to the activities of a nation's secretive government agencies Foremost among these activities is the collection and analysis of information that might provide policy officials with timely accurate and unbiased knowledge of potential threats and opportunities a decision advantage Examined as well are the intelligence responsibilities of covert action and counterintelligence Covert action refers to the use of hidden operations to advance a nation's interests in world affairs activities that include propaganda political actions economic sabotage and paramilitary operations Counterintelligence requires a nation's secret services to protect its own secrets from being stolen and to help shelter the homeland from attack by hostile intelligence services terrorist organizations and domestic subversives Explored too is a fundamental challenge faced by democratic nations keeping their secret agencies accountable to the law and ethical values This vital task involves the executive and lawmaking divisions of government plus the intelligence agencies themselves to carry out programs that help ensure the legality and morality of spy operations The era of new and more serious intelligence accountability over intelligence activities began in earnest during 1975 with the Church Committee inquiries and continues today The ongoing search continues in the United States the United Kingdom Canada and several other democracies for the proper balance between the close supervision of intelligence under the law on the one hand and sufficient executive discretion to permit the effective conduct of vital intelligence missions against foreign autocrats and domestic insurrectionists on the other hand Provided by publisher *The Universal Adversary* Mark Neocleous, 2016-02-12 The history of bourgeois modernity is a

history of the Enemy This book is a radical exploration of an Enemy that has recently emerged from within security documents released by the US security state the Universal Adversary The Universal Adversary is now central to emergency planning in general and more specifically to security preparations for future attacks But an attack from who or what This book the first to appear on the topic shows how the concept of the Universal Adversary draws on several key figures in the history of ideas said to pose a threat to state power and capital accumulation Within the Universal Adversary there lies the problem not just of the terrorist but more generally of the subversive and what the emergency planning documents refer to as the disgruntled worker This reference reveals the conjoined power of the contemporary mobilisation of security and the defence of capital But it also reveals much more Taking the figure of the disgruntled worker as its starting point the book introduces some of this worker's close cousins figures often regarded not simply as a threat to security and capital but as nothing less than the Enemy of all Mankind the Zombie the Devil and the Pirate In situating these figures of enmity within debates about security and capital the book engages an extraordinary variety of issues that now comprise a contemporary politics of security From crowd control to contagion from the witch hunt to the apocalypse from pigs to intellectual property this book provides a compelling analysis of the ways in which security and capital are organized against nothing less than the Enemies of all Mankind

The Future of Postcolonial Studies Chantal Zabus, 2014-11-20 The Future of Postcolonial Studies celebrates the twenty fifth anniversary of the publication of The Empire Writes Back by the now famous troika Bill Ashcroft Gareth Griffiths and Helen Tiffin When The Empire Writes Back first appeared in 1989 it put postcolonial cultures and their post invasion narratives on the map This vibrant collection of fifteen chapters by both established and emerging scholars taps into this early mapping while merging these concerns with present trends which have been grouped as comparing converting greening post queering and utopia The postcolonial is a centrifugal force that continues to energize globalization transnational diaspora area and queer studies Spanning the colonial period from the 1860s to the present The Future of Postcolonial Studies ventures into other postcolonies outside of the Anglophone purview In reassessing the nation state language race religion sexuality the environment and the very idea of the future this volume reasserts the notion that postcolonial is an anticipatory discourse and bears testimony to the driving energy and thus the future of postcolonial studies

Democratic Counterinsurgents William Patterson, 2016-06-21 This book explores the ways in which democracies can win counterinsurgencies when they implement a proper strategy At a time when the USA is retrenching from two bungled foreign wars that involved deadly insurgent uprisings this is a particularly important argument Succumbing to the trauma of those engagements and drawing the wrong conclusions about counterinsurgency can only lead to further defeat in the future Rather than assuming that counterinsurgency is ineffective it is crucial to understand that a conventional response to an insurgent challenge is likely to fail Counterinsurgency must be applied from the beginning and if done properly can be highly effective even when used by democratic regimes In fact because such regimes are often wealthier have more experience at

institution building and functional governance are more pluralistic in nature and therefore enjoy higher levels of legitimacy than do autocracies democracies may have considerable advantages in counterinsurgency warfare Rather than give up in despair democracies should learn to leverage these advantages and implement them against future insurgencies Lessons Encountered Richard D. Hooker (Jr.), Joseph J. Collins, 2015 It then moves on to an analysis of the campaigns in Afghanistan and Iraq from their initiation to the onset of the U S Surges The study then turns to the Surges themselves as tests of assessment and adaptation The next part focuses on decisionmaking implementation and unity of effort The volume then turns to the all important issue of raising and mentoring indigenous security forces the basis for the U S exit strategy in both campaigns Capping the study is a chapter on legal issues that range from detention to the use of unmanned aerial vehicles The final chapter analyzes costs and benefits dissects decisionmaking in both campaigns and summarizes the lessons encountered Supporting the volume are three annexes one on the human and financial costs of the Long War and two detailed timelines for histories of Afghanistan and Iraq and the U S campaigns in those countries *Super Soldiers* Jai Galliot, Mianna Lotz, 2016-03-03 The Spartan City State produced what is probably one of the most iconic and ruthless military forces in recorded history They believed that military training and education began at birth Post World War II saw a shift to army tanks fighter jets and missiles that would go on to fight the next huge battle in Northern Europe Today with the advent of unmanned systems our hopes are attached to the idea that we can fight our battles with soldiers pressing buttons in distant command centres However soldiers must now be highly trained super strong and have the intelligence and mental capacity to handle the highly complex and dynamic military operating environment It is only now as we progress into the twenty first century that we are getting closer to realising the Spartan ideal and creating a soldier that can endure more than ever before This book provides the first comprehensive and unifying analysis of the moral legal and social questions concerning military human enhancement with a view toward developing guidance and policy that may influence real world decision making **Case Studies in DOD Acquisition** United States. Congress. House. Committee on Armed Services, 2015 **Politics and Kinship** Erdmute Alber, Tatjana Thelen, 2021-12-15 Politics and Kinship A Reader offers a unique overview of the entanglement of these two categories in both theoretical debates and everyday practices The two despite many challenges are often thought to have become separated during the process of modernisation Tracing how this notion of separation becomes idealised and translated into various contexts this book sheds light on its epistemological limitations Combining otherwise distinct lines of discussion within political anthropology and kinship studies the selection of texts covers a broad range of intersecting topics that range from military strategy DNA testing and child fostering to practices of kinning the state Beginning with the study of politics the first part of this volume looks at how its separation from kinship came to be considered a modern phenomenon with significant consequences The second part starts from kinship showing how it was made into a separate and apolitical field an idea that would soon travel and be translated globally into

policies The third part turns to reproductions through various transmissions and future making projects Overall the volume offers a fundamental critique of the epistemological separation of politics and kinship and its shortcomings for teaching and research Featuring contributions from a broad range of regional temporal and theoretical backgrounds it allows for critical engagement with knowledge production about the entanglement of politics and kinship The different traditions and contemporary approaches represented make this book an essential resource for researchers instructors and students of anthropology

United States Special Operations Forces Christopher J. Lamb, David Tucker, 2019-11-19 In this book two national security experts put the exploits of America's special operation forces in historical and strategic context David Tucker and Christopher J Lamb offer an incisive overview of America's turbulent experience with special operations Starting with in depth interviews with special operators the authors illustrate the diversity of modern special operations forces and the strategic value of their unique attributes Despite longstanding and growing public fascination with special operators these forces and their contribution to national security are poorly understood With this book Tucker and Lamb dispel common misconceptions and offer a penetrating analysis of how these unique and valuable forces can be employed to even better effect in the future The book builds toward a comprehensive assessment of the strategic utility of special operations forces which it then considers in light of the demands of future warfare This second edition of *United States Special Operations Forces* revised throughout to account for lessons learned in the twelve years since its first publication includes two new case studies one on High Value Target Teams and another on Village Stability Operations and two new appendixes charting the evolution of special operation missions and the best literature on all aspects of U S special operation forces

A History of Counterinsurgency Gregory Fremont-Barnes, 2015-05-05 This two volume history of counterinsurgency covers all the major and many of the lesser known examples of this widespread and enduring form of conflict addressing the various measures employed in the attempt to overcome the insurgency and examining the individuals and organizations responsible for everything from counterterrorism to infrastructure building How and when should counterinsurgency be pursued as insurgency is growing in frequency and conversely while conventional warfare continues to decline as a means by which political rivals seek to impose their will upon each other What lessons from the past should today's policymakers strategists military leaders and soldiers in the field keep in mind while facing off against 21st century insurgents This two volume set offers a comprehensive history of modern counterinsurgency covering the key examples of this widespread and enduring form of conflict It identifies the political military social and economic measures employed in attempting to overcome insurgency examining the work of the individuals and organizations involved demonstrating how success and failure dictated change from established policy and carefully analyzing the results Readers will gain valuable insight from the detailed assessments of the history of counterinsurgency that demonstrate which strategies have succeeded and which have failed and why After an introductory essay on the subject each chapter provides historical background to the insurgency

being addressed before focusing on the specific policies pursued and actions taken by the counterinsurgency force Each section also provides an assessment of those operations including in most cases an analysis of lessons learned and where appropriate their relevance to counterinsurgency operations today The set s coverage spans modern counterinsurgencies from Europe to Asia to Africa since 1900 and includes the ongoing counterinsurgency operations in Afghanistan today Its wide international approach to the subject makes the set a prime resource for readers seeking specific information on a particular conflict or a better understanding of the general theories and practices of counterinsurgency *Parameters* ,2017

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