



Cultural Summit II

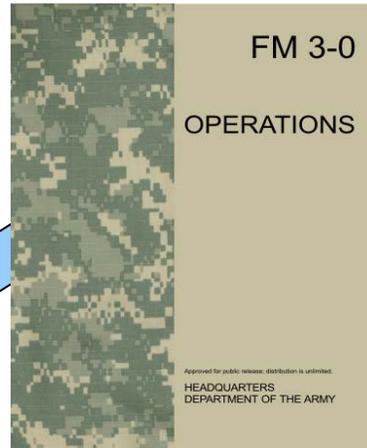
Fort Huachuca, AZ



LTG William B. Caldwell, IV
U.S. Army Combined Arms Center Commander
Fort Leavenworth, KS



FM 3-0 Key Changes



*An Era of
Persistent
Conflict*

*Stability Operations
Given equal importance as
Offensive and Defensive
Operations:
All done simultaneously*

*Working among the people to
build their Nation*



Navy





Marines





Air Force





Army





Bridging the Cultural Gap





Culturally Astute

- **Skills – Most importantly language skills**
- **Knowledge – Culture, customs, religion, values**
- **Attitude/Motivation – Most importantly is the attitude that is perceived**



Goal: Building Relationships





Skills





Knowledge



- It is about **Context**
- **Understanding**
 - History
 - Culture
 - Religion
- It is also about **using the knowledge correctly**





Our Cultural Isolation





LTC Chris Hughes



“Take a knee!”



“Smile!”



Non Verbal Cues



**Its not what you say –
Its how you say it...
And more importantly
what you do!**



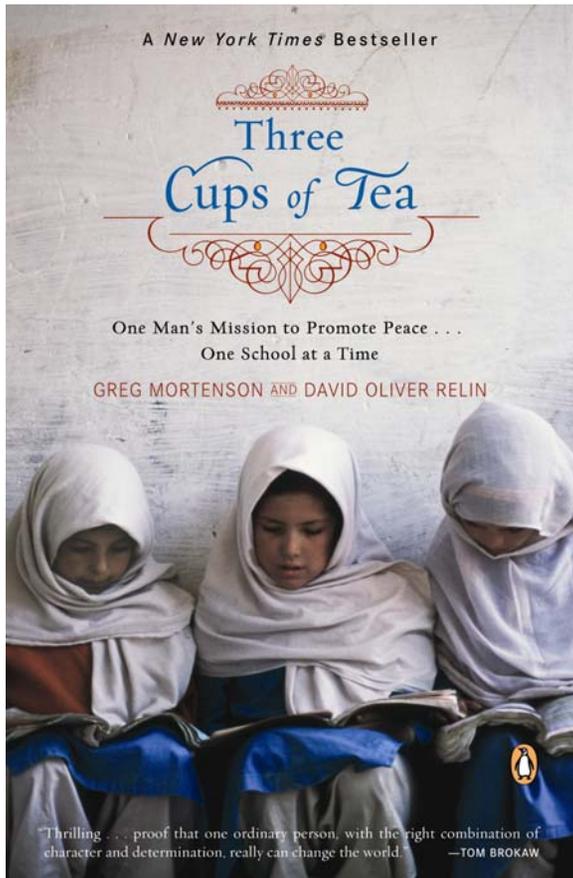
T.E. Lawrence of “*Arabia*”



“Go easy for the first few weeks. A bad start is difficult to atone for and the Arabs form their judgments on externals that we ignore. When you reach the inner circle of a tribe, you can do as you please with yourself and them.”



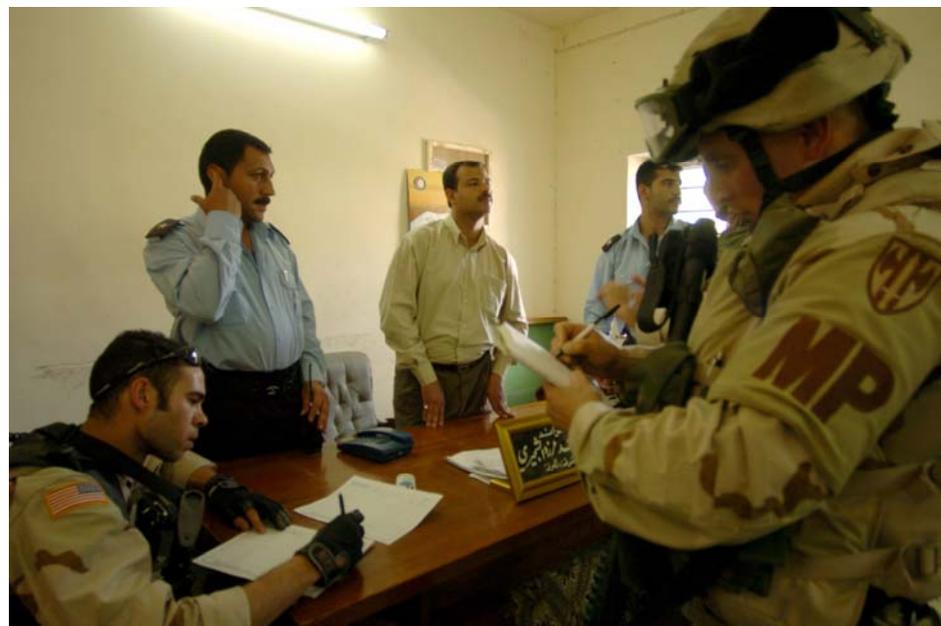
Three Cups of Tea



Develop interpersonal relationships!



Are we working WITH the indigenous people to help them solve their problems?





T.E. Lawrence of “*Arabia*”



“Do not try to do too much with your own hands. Better the Arabs do it tolerably than you do it perfectly. It is their war, and you are to help them, not to win it for them. Actually, under the odd conditions of Arabia, your practical work will not be as good as, perhaps, you think it is.”



Arrogance at Union Pacific led to gridlock and delays – **Consultation** and **Collaboration** are the keys to Success



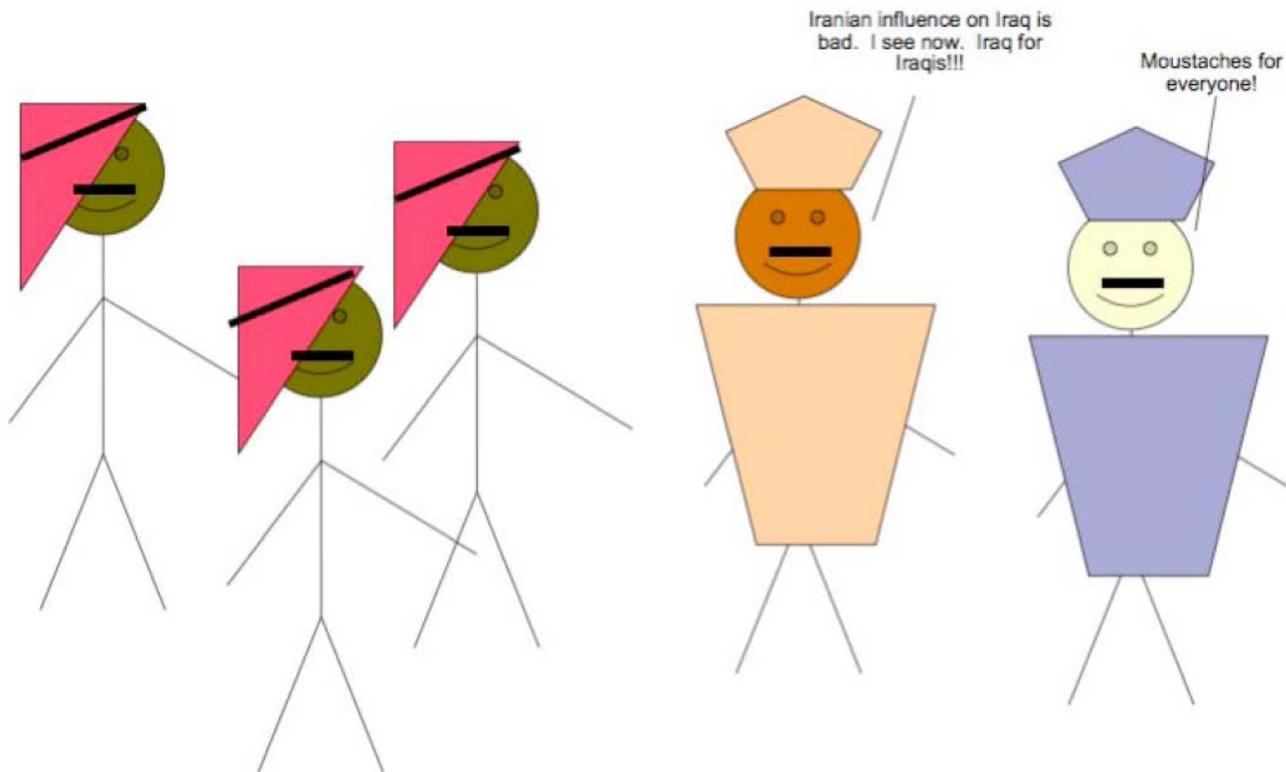


The Culturally Astute Leader

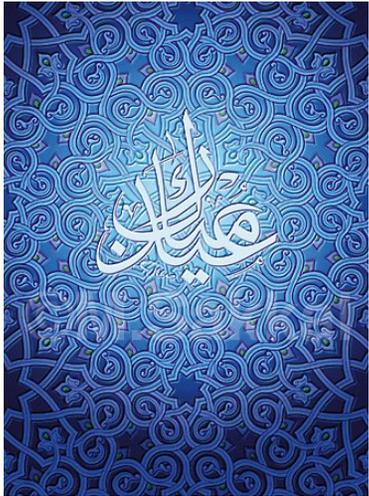




Conclusion



The Sheik brings more Sheiks, more sheiks bring more men. Joe realizes that if he'd done this three years ago, maybe his wife would be happier, and he'd have been home more. Mohammed gets to meet the Sheiks. They realize he's not such a bad guy, which is good for Iraq. Joe grows a moustache, because he realizes that Iraqis like people with moustaches and have a hard time trusting people without one.



Questions?

