The Question…

What can we do to Increase the Effectiveness of our Soldiers in the Complex Cross-Cultural Settings that will Characterize the Twenty-First Century?
Mission

Provide the US Army with mission-focused culture education and training. This includes training units & soldiers preparing to deploy, and enabling institutional organizations to effectively educate & train culture.

- Develop Culture Education and Training Support Packages (e.g., the 2007 Army Culture Training Program)
- Conduct TTT’s to support Culture Education and Training in PME
- Conduct MTTs to support predeployment training
A Complex Environment…
Preparing for an Uncertain Future…

Persistent Conflict
**Army Culture Training Strategy**

**Comprehensive Culture Training Strategy Framework**

### Individual Domain

- **Foundational**
  - IMT
  - IET/WOCC/BOLC

- **Individual**
  - PME
  - WLC
  - BOLC III/WOBC/BNCOC
  - CCC/WOAC/ANCOC
  - ILE
  - SMA/SSC/GO

### Operational Domain

- **Individual & Collective**
  - Crawl/Walk
  - Ready
  - Available

#### Home Station Training

Commander Planned & Resourced:
- Institutional Army
  - Provides: Doctrine, T&EOs, TSPs, TADSS, etc…
  - Functional Courses with embedded culture training
- Command Planned & Externally Resourced:
  - MRX Training with embedded culture training
  - MTTs; basic and advanced culture training
  - Executive Program for Operational and Strategic leaders

#### Deployed Training

Commander Planned & CENTCOM
Resourced/Provided:
- Human Terrain Teams
- RIP TOA / RSR Culture Training
- Reach back to TCC

#### CTC/Mobilization Site Training

Commander Planned & Externally Resourced:
- CTCs – BCTP/JRTC/JMRC/NTC with embedded culture training
- Mob Site Training w/ embedded culture training – 1A TSB/TASS Bns
- Non-CTC MRE/MRX w/ embedded culture training

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**AKO/UMI Websites**

**Gaming and Simulations**

**Reading list**
Progression of Cross-Cultural Competence
Institutional Training Domain

Pyramid Logic: Training is progressive and sequential.

Evaluation
Synthesis

Analysis
Application

Knowledge
Comprehension

Understanding
Cultural
Awareness

“How?”
PEs
Case Studies
Discussion
Lecture

“What?”
Cultural Awareness
Cultural Expertise

Strategic
Operational
Tactical

Pre-Commissioning/IMT
WLC
BOLC III
WOBC/BNCOC
CCC/WOAC/ANCOC

ILE
SSC
SMA

American Culture
Religion (e.g., Islam)
COE (e.g., Iraq, Afghanistan)
Application of CK

Cultural Awareness
Cultural Expertise

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Progression of Cross-Cultural Competence
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Pyramid Logic: Training is progressive and sequential.

Key Aspects:
- PE Intensive
- Informed by Lessons Learned

* Expectations Management

Cultural Expertise

Cultural Understanding

Cultural Awareness

* MTTs will mature to become more focused on specific battle space, but will never scratch every itch.
Individual Culture Training: Self-Development Training Domain

- Pursue Emerging Technologies
  - AKO/BCKS/UMI as Community of Practice
- Enablers
- Road to Deployment Website with Updated Cultural Information
- Gaming & Simulations
- Culture Reading List
- Civilian Education
Concluding thoughts...