

# U.S. ARMY WAR COLLEGE

# LIBRARY NOTES

### **CULTURAL AWARENESS**

Compiled by Jenny Silkett, MSLS, and Greta H. Andrusyszyn, MLS Research Librarians October 2013

Cultural considerations continue to play a vital role in communications, leadership development, international security, and military operations. The U.S. Army War College Library compiled this bibliography to provide selected resources of information about Cultural Awareness. All items are available in the Library or through database links and the Internet.

Due to licensing agreements, access to articles in the Library's subscription databases is limited to current USAWC faculty, staff, and students. When off-network, USAWC personnel should use their login and password for remote access. For the Army community stationed elsewhere or deployed, many articles are online in AKO's "My Library" databases. Local libraries are another option.

## **Books, Documents, and Internet Resources**

Alegre, David Max. *U.S. Army Soldiers' Experiences in Cross-Cultural Communications: A Phenomenological Study*. University of Phoenix, January 2012. 276pp. <a href="ProQuest Dissertations">ProQuest Dissertations</a>

Beck, Jerry G. *Transformative Change in Army Training: A Case Study*. [focus is on cultural awareness training] Capella University, August 2011. 168pp. ProQuest Dissertations

Braziel, Carlos. Analysis of Cross-Cultural Leadership Competencies for United States Military Leaders: A Study of United States Military Security Assistance Officers in Cairo, Egypt. Indiana Wesleyan University, April 2011. 302pp. ProQuest Dissertations

Culhane, Elizabeth Nicole. *The Trainability of Cross-Cultural Competence and the Examination of the Affective Component*. Florida Institute of Technology, December 2011. 203pp.

<u>ProQuest Dissertations</u>

- DeCamp, Jennifer, et al. An Assessment of the Ability of U.S. Department of Defense and the Services to Measure and Track Language and Culture Training and Capabilities among General Purpose Forces. Santa Monica: RAND, 2012. 61pp. (U716 .A88 2012) <a href="http://www.rand.org/content/dam/rand/pubs/technical\_reports/2012/RAND\_TR1192.pdf">http://www.rand.org/content/dam/rand/pubs/technical\_reports/2012/RAND\_TR1192.pdf</a>
- Gannon, Martin J. Understanding Global Cultures: Metaphorical Journeys through 29 Nations, Clusters of Nations, Continents, and Diversity. 4th ed. Thousand Oaks: Sage, 2010. 634pp. (GN345.7.G36 2010)
- Garcia, Javier, and Jose Fdez-Alfaro. *Guidelines for Commanders and Staffs: How to Incorporate Cross Cultural Awareness into Syllabi/Curricula and Training Programs*. Granada: Training and Doctrine Command, Directorate for Research, Doctrine, Organization, and Materiel, November 1, 2010. 26pp. <a href="http://handle.dtic.mil/100.2/ada562035">http://handle.dtic.mil/100.2/ada562035</a>
- Hajjar, Maurice S. *The Emerging Postmodern US Military Cultural Toolkit: Traversing the Tightrope of the Military Advising Mission*. Northwestern University, June 2013. 300pp. <a href="ProQuest Dissertations">ProQuest Dissertations</a>
- Howard, Russell D. *Cultural and Linguistic Skills Acquisition for Special Forces: Necessity, Acceleration, and Potential Alternatives.* MacDill Air Force Base: Joint Special Operations University, December 2011. 50pp. (U262 .J65 no.11-6 ) <a href="https://jsou.socom.mil/JSOU%20Publications/11-6\_Final.PDF">https://jsou.socom.mil/JSOU%20Publications/11-6\_Final.PDF</a>
- Kolaski, Gerard W. *Cultural Awareness and the U.S. Military Advisor in the Arab Middle East: A Phenomenological Study*. University of Phoenix, October 2010. 395pp. ProQuest Dissertations
- Kusiak, Pauline. *Culture, Identity, and Information Technology in the 21st Century: Implications for U.S. National Security.* Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, August 2012. 25pp. (U413 .A66K87 2012) <a href="http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=1122">http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=1122</a>
- Lenard, Patti Tamara. *Trust, Democracy, and Multicultural Challenges*. University Park, PA: Pennsylvania State University Press, 2012. 193pp. (JC423 .L464 2012)
- Martin, Jeanette S., and Lillian H. Chaney. *Global Business Etiquette: A Guide to International Communication and Customs*. 2nd ed. Santa Barbara: Praeger, 2012. 229pp. (HF5389 .M37 2012)
- Morrison, Terri, and Wayne A. Conaway. *Kiss, Bow, or Shake Hands: Sales and Marketing*. New York: McGraw-Hill, 2012. 284pp. (HF5539 .M674 2012)
- Pete, James P. *Intercultural Competency at the Geographic Combatant Command Level*. Newport: U.S. Naval War College, Joint Military Operations Department, May 4, 2011. 22pp. <a href="http://www.dtic.mil/dtic/tr/fulltext/u2/a546271.pdf">http://www.dtic.mil/dtic/tr/fulltext/u2/a546271.pdf</a>

- Rabotin, Maureen Bridget. *Culture Savvy: Working and Collaborating across the Globe*. Alexandria, VA: American Society for Training & Development, 2011. 180pp. (HM1271 .R33 2011)
- Scoppio, Grazia, and Robin Schock. *The Importance of Culture: Soft Skills for Inter-Agency, Complex Operations*. Kingston: Canadian Defence Academy, Canadian Forces Leadership Institute, May 2011. 83pp. (U440 .S36 2011)
- Turnley, Jessica Glicken. *Cross-Cultural Competence and Small Groups: Why SOF* [Special Operations Forces] *Are the Way SOF Are.* MacDill Air Force Base: Joint Special Operations University, March 2011. 76pp. (U262 .J65 no.11-1) <a href="http://handle.dtic.mil/100.2/ADA541961">http://handle.dtic.mil/100.2/ADA541961</a>
- U.S. Department of the Army. *Army Culture and Foreign Language Strategy*. Washington, DC: U.S. Department of the Army, December 1, 2009. 86pp. <a href="http://www.defenseculture.org/Leadership/LeadershipDocs/DoD/HQDA\_G37TRI\_Army\_Culture\_&\_Foreign\_Language\_Strategy.pdf">http://www.defenseculture.org/LeadershipDocs/DoD/HQDA\_G37TRI\_Army\_Culture\_&\_Foreign\_Language\_Strategy.pdf</a>
- U.S. Government Accountability Office. *Actions Needed to Improve Planning and Coordination of Army and Marine Corps Language and Culture Training*. Washington, DC: U.S. Government Accountability Office, May 2011. 38pp. <a href="http://www.gao.gov/assets/320/318899.pdf">http://www.gao.gov/assets/320/318899.pdf</a>
- U.S. Joint Chiefs of Staff. *Language, Regional Expertise, and Culture (LREC) Capability Identification, Planning, and Sourcing*. Chairman of the Joint Chiefs of Staff Instruction [CJCSI] 3126.01A. Washington, DC: U.S. Joint Chiefs of Staff, January 31, 2013. 63pp. <a href="http://www.dtic.mil/cjcs\_directives/cdata/unlimit/3126\_01.pdf">http://www.dtic.mil/cjcs\_directives/cdata/unlimit/3126\_01.pdf</a>

# U.S. Army War College Student Papers

- DuVall, Kenneth E. The Strategic Use of Chaplain Liaison in a Policy Projection Platform to Resolve Conflict and Promote Peace. Civilian Research Project. Carlisle Barracks: U.S. Army War College, May 26, 2010. 40pp. (AD-A544-751) <a href="http://handle.dtic.mil/100.2/ADA544751">http://handle.dtic.mil/100.2/ADA544751</a>
- French, Jeffrey W. Fighting with One Arm behind Our Back: Cultural Capability in the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 34pp. (SRP 2013 FREN)
- Homan, Eric D. *Expanding U.S. Army Language and Cultural Proficiency*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 3, 2010. 27pp. (AD-A520-000) <a href="http://handle.dtic.mil/100.2/ADA520000">http://handle.dtic.mil/100.2/ADA520000</a>
- Horneck, Robert C. *Understanding Culture and Influencing Change*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 25, 2010. 28pp. (AD-A521-978) http://handle.dtic.mil/100.2/ADA521978

- Jewell, David. Sustaining Foreign Language and Cultural Competence among U.S. Army Officers. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 17, 2012. 32pp. (AD-A560-449) <a href="http://handle.dtic.mil/100.2/ADA560449">http://handle.dtic.mil/100.2/ADA560449</a>
- Mitchell, Timothy D., Jr. *The Army FAO* [Foreign Area Officer] *Training Program: Time to Break More Glass.* Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 45pp. (SRP 2013 MITT)
- Owens, Wade. *Improving Cultural Education of Special Operations Forces*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 5, 2010. 21pp. (AD-A518-468) http://handle.dtic.mil/100.2/ADA518468
- Soules, Kara. *A Matter of Perspective*. [improving cultural awareness and competence] Civilian Research Project. Carlisle Barracks: U.S. Army War College, April 21, 2012. 34pp. (SSC 2012 SOU)
- Thomas, Richard B. *Combatant Commander Challenges and the Role of Religion and History*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 29pp. (SRP 2013 THOMR)
- Tolman, Derek J. *Developing Operationally-Proficient Linguists: It's About Time.* Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 14, 2011. 45pp. (AD-A553-141) <a href="http://handle.dtic.mil/100.2/ADA553141">http://handle.dtic.mil/100.2/ADA553141</a>
- Wanovich, William J. *New Training Competencies for Today's Junior Leader*. [cultural awareness and language proficiency] Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 16, 2010. 21pp. (AD-A524-064) <a href="http://handle.dtic.mil/100.2/ADA524064">http://handle.dtic.mil/100.2/ADA524064</a>

## **Articles**

- Abbe, Allison, and Melissa Gouge. "Cultural Training for Military Personnel: Revisiting the Vietnam Era." *Military Review* 92, no. 4 (July-August 2012): 9-17. ProQuest
- Abbe, Allison, and Stanley M. Halpin. "The Cultural Imperative for Professional Military Education and Leader Development." *Parameters* 39, no. 4 (Winter 2009-10): 20-31. <u>ProQuest</u>
- Allen, Scott. "Developing Cultural Competency for Success in Stabilization Operations." *Military Intelligence Professional Bulletin* 37, no. 1 (January-March 2011): 86-89. ProQuest
- Aube, Angela. "What Is Cross-Cultural Competency? Evolution of 3C in the U.S. Army." *Military Intelligence Professional Bulletin* 37, no. 1 (January-March 2011): 14-16. ProQuest

- Bartholf, Mark C. "The Requirement for Sociocultural Understanding in Full Spectrum Operations." *Military Intelligence Professional Bulletin* 37, no. 4 (October-December 2011): 4-10. ProQuest
- Chill, Steve. "One of the Eggs in the Joint Force Basket: HTS [Human Terrain Systems] in Iraq/Afghanistan and Beyond." *Military Intelligence Professional Bulletin* 37, no. 4 (October-December 2011): 11-15. ProQuest
- Clark, Chris. "Leveraging Culture: Employing Culture as a Mission Enabler." *Military Intelligence Professional Bulletin* 37, no. 1 (January-March 2011): 17-18. ProQuest
- Donnelly, Edward P., and Robert Maginnis. "Preparing Soldiers to Help Foreign Partners Meet 21st Century Challenges." *Military Review* 91, no. 3 (May-June 2011): 17-24. ProQuest
- Duyvesteyn, Isabelle. "Hearts and Minds, Cultural Awareness and Good Intelligence: The Blueprint for Successful Counter-insurgency?" *Intelligence and National Security* 26, no. 4 (August 2011): 445-459. Full Text
- Freeman, Lloyd. "Challenging the Marine FAO [Foreign Area Officer] Program: What Is the Utility of the Program?." *Marine Corps Gazette* 96, no. 6 (June 2012): 67-70. ProQuest
- Haddad, Said. "Teaching Diversity and Multicultural Competence to French Peacekeepers." *International Peacekeeping* 17, no. 4 (August 2010): 566-577. Full Text
- Hajjar, Remi M. "A New Angle on the U.S. Military's Emphasis on Developing Cross-Cultural Competence: Connecting In-Ranks' Cultural Diversity to Cross-Cultural Competence." *Armed Forces & Society* 36, no. 2 (January 2010): 247-263. Sage
- Ibrahimov, Mahir J. "Cross Cultural Negotiations, Skill Building in an Operational Environment." *Fires* (May-June 2011): 40-43. <u>ProQuest</u>
- Kochman, Timothy. "Foreign Language: A Critical Skill Set that Deserves a New Approach." *Marine Corps Gazette* 96, no. 3 (March 2012): 60-63. ProQuest
- "Language and Cultural Competency." *Military Intelligence Professional Bulletin* 38, no. 1 (January-March 2012): entire issue. ProQuest
- Laurence, Janice H. "Military Leadership and the Complexity of Combat *and* Culture." *Military Psychology* 23, no. 5 (September 2011): 489-501. Full Text
- Marrero, José M., and Lee A. Rials. "WHINSEC [Western Hemisphere Institute for Security Cooperation]: Forging International Relationships, Strengthening Regional Democracies." *Military Review* 92, no. 1 (January-February 2012): 55-58. ProQuest
- McBride, Sharon. "Creating Culturally Astute Leaders: Joint and Combined Fires University Providing Innovative Cultural Education." *Fires* (September-October 2010): 23-26. <u>ProQuest</u>

- Mills, Janine. "Language and Culture in the Marine Corps: Are Current Programs Meeting Tactical Demands?" *Marine Corps Gazette* 96, no. 8 (August 2012): 66-69. ProQuest
- Mouton, Daniel E. "The Army's Foreign Area Officer Program: To Wither or to Improve?" *Army* 61, no. 3 (March 2011): 21-22, 24. <u>ProQuest</u>
- Norris, Keith W. "The Afghan National Army: Has Capacity Building Become Culture Building?" *Military Review* 92, no. 6 (November-December 2012): 31-40. ProQuest
- Oclander, David. "Missed Opportunities: Cultural Awareness Is Critical during Crises." *Infantry* 101, no. 3 (September-October 2012): 24-25. <u>ProQuest</u>
- Osman, El-Rayah A. "U.S. Army CFL [Culture and Foreign Language] Advisor: Transition and Challenges." *Military Intelligence Professional Bulletin* 37, no. 1 (January-March 2011): 53-58. ProQuest
- Parrish, Joshua. "The Value of Regional Alignment." *Military Intelligence Professional Bulletin* 39, no. 1 (January-March 2013): 43-46. ProQuest
- Philyaw, Vern. "The Importance of Cultural Awareness in the Modern Day Operational Environment." *Military Intelligence Professional Bulletin* 37, no. 1 (January-March 2011): 74-76. ProOuest
- Potter, Gregg C. "Always Out Front: Cultural Competence and the Contemporary American Soldier." *Military Intelligence Professional Bulletin* 37, no. 1 (January-March 2011): 2-4. ProQuest
- Potter, Gregg C. "Cultural Lessons Learned: How Learning from the Past Illuminates the Way Ahead for Culture in the Army." *Fires* (November-December 2012): 8-9. ProQuest
- Rasmussen, Louise J., and Winston R. Sieck. "Strategies for Developing and Practicing Cross-Cultural Expertise in the Military." *Military Review* 92, no. 2 (March-April 2012): 71-80. <u>ProQuest</u>
- Reeves, Sonny. "Some Thoughts on Cultural Mirror Imaging." *Military Intelligence Professional Bulletin* 37, no. 1 (January-March 2011): 6-9. <u>ProQuest</u>
- Resick, Martin J. "How Cultural Ignorance and Cultural Arrogance Can Affect the Outcome of American Wars." *Army* 61, no. 6 (June 2011): 26, 28. <u>ProQuest</u>
- Schnell, James A. "Cultural Capability Moves to Center Stage within Military Strategy." *Army* 63, no. 2 (February 2013): 47-49. ProQuest
- Stanhagen, Eric W., and Daryl K. Liskey. "Unburdening Culture: Implications for the United States Army Training and Education." *Fires* (May-June 2013): 31-40. <u>ProQuest</u>

- Tannenbaum, David. "Army Culture Training: What Works, What Doesn't, by the Numbers." *Military Intelligence Professional Bulletin* 37, no. 1 (January-March 2011): 43-49. ProQuest
- Vane, Michael A. "New Norms for the 21st Century Soldier." *Military Review* 91, no. 4 (July-August 2011): 16-24. <u>ProQuest</u>
- Wardaya, Baskara T. "Diplomacy and Cultural Understanding: Learning from US Policy toward Indonesia under Sukarno." *International Journal* 67, no. 4 (Autumn 2012): 1051-1061.

  ProQuest
- Watson, Jeff R. "Language and Culture Training: Separate Paths?" *Military Review* 90, no. 2 (March-April 2010): 93-97. ProQuest
- Western, D. J. "How to Say 'National Security' in 1,001 Languages." *Air & Space Power Journal* 25, no. 3 (Fall 2011): 48-61. ProQuest
- Wiercinski, Francis J. "Building Credibility, Confidence and Trust through Engagement in the Pacific." *Army* 62, no. 10 (October 2012): 131-132, 134-135. ProQuest
- Wilson, D. Scott. "Cultures-and Their Differences-Matter." *Army* 61, no. 9 (September 2011): 32, 34. ProQuest
- Wood, Bruce, and Charles Morrison. "The Army Journey in Training Cultural Competence: 1941-2010." *Military Intelligence Professional Bulletin* 37, no. 1 (January-March 2011): 50-52. ProQuest

#### Multimedia

U.S. Department of the Army. Games for Training Program. *Operational Language & Culture Training System (OLCTS)*. Orlando: U.S. Department of the Army, Games for Training Program, 2010. 1 CD-ROM. (U310.2 .O64 2010)

### **Websites and Databases**

- Country Watch. Country Review. The Social Overview section provides specific information on cultural etiquette for any selected country. <a href="Database for current USAWC students">Database for current USAWC students</a>, <a href="faculty">faculty</a> <a href="mailto:and-staff">and-staff</a>
- CultureGrams. Provides cultural reference information for the countries of the world. <u>Database</u> for current USAWC students, faculty and staff
- Patheos. Web portal with information about religions, includes a library of the histories and belief systems of many of the world's faiths, along with maps of their origins and videos of their religious services. http://www.patheos.com

- *University of Military Intelligence*. Culture Center and other cultural and language information. <a href="https://rdl.train.army.mil/catalog/view/100.ATSC/558A0F93-FD12-4496-87C5-83858F039AE5-1276037829519/cultural\_awareness/cultural\_awareness.htm">https://rdl.train.army.mil/catalog/view/100.ATSC/558A0F93-FD12-4496-87C5-83858F039AE5-1276037829519/cultural\_awareness/cultural\_awareness.htm</a>
- U.S. Air University. *Socio-Cultural and Language Resources*. <a href="http://www.au.af.mil/au/awc/culture">http://www.au.af.mil/au/awc/culture</a>
- U.S. Department of Defense. *Foreign Language Center*. Links to a variety of language familiarization and field support materials. <a href="https://lmds.monterey.army.mil">https://lmds.monterey.army.mil</a> Requires CAC [Common Access Card] to access.
- U.S. Department of the Army. Cultural Knowledge Consortium. https://ckc.army.mil
- U.S. Department of the Army. *Human Terrain System*. Describes a system which uses social scientists and regional experts to advise military forces. <a href="http://humanterrainsystem.army.mil">http://humanterrainsystem.army.mil</a>
- U.S. Marine Corps. *Center for Advanced Operational Culture Learning*. http://www.tecom.usmc.mil/caocl

# **Bibliography**

Garder, Lenore K., comp. *Cultural Awareness: Library Notes*. Carlisle Barracks: U.S. Army War College Library, August 2009. 8pp. <a href="http://www.carlisle.army.mil/library/bibs/cultural2009.pdf">http://www.carlisle.army.mil/library/bibs/cultural2009.pdf</a>

### **Current Awareness Guide**

U.S. Army War College Research Librarians. "Culture and Strategy." <a href="http://usawc.libguides.com/content.php?pid=321364&sid=2631087">http://usawc.libguides.com/content.php?pid=321364&sid=2631087</a>