



Warfare in the Seams

Industry Vignettes

18th Annual SO/LIC Symposium and Exhibition
February 27, 2007



Overview

One man's take on War in the Seams:

Sun Tzu circa 400 BC

"So in war, the way is to avoid what is strong and to strike at what is weak."



"If the enemy is superior in strength, evade him. If his forces are united, separate them. Attack him where he is unprepared; appear where you are not expected."



Know Your Enemy

“We are not fighting so that you will offer us something. We are fighting to eliminate you.”

-Hussein Massawi
Former Hezbollah leader

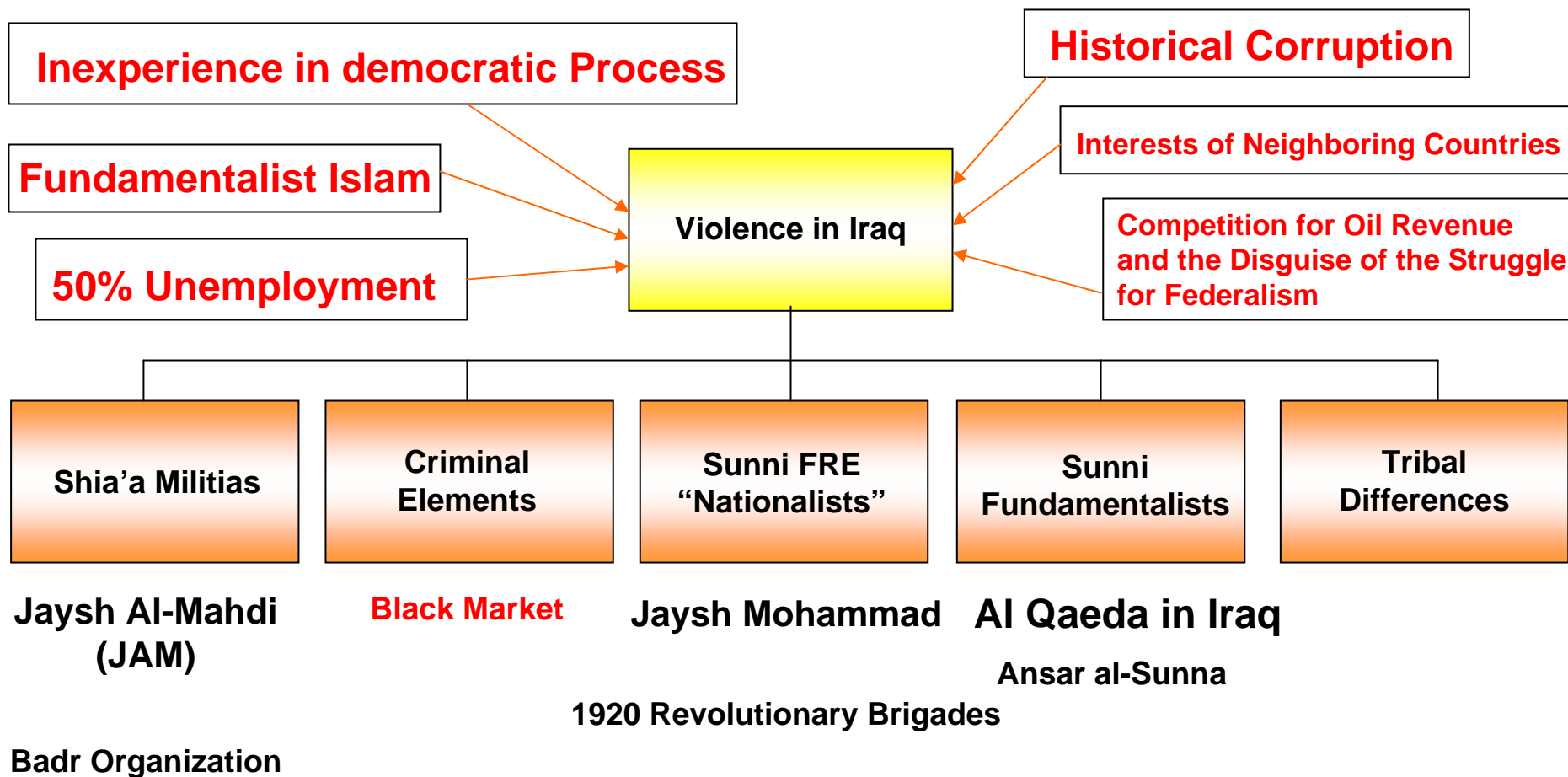


In 1648, the Treaty of Westphalia provided the state with a monopoly on the use of organized violence

Such is no longer the case



Forces Behind Iraq Instability





Defense and Industry Partnering to Win

GEN. PETRAEUS: You then should add in tens of thousands of additional forces that are over there; that provide, of all things, contract security for our embassy... and that frees up uniformed forces to perform other missions.

SEN. PRYOR: Just for the sake of clarity, when you talk about a counterinsurgent, are you talking about anybody that's on our side? I mean, it could be the Iraqi police, obviously, the Iraqi army, obviously, other Iraqi security forces.

GEN. PETRAEUS: That's correct. Yes, sir.

SEN. PRYOR: But it could also be contractors?

GEN. PETRAEUS: If they're performing security functions, yes, sir.



Types of Asymmetric Threats

- Terrorism
- Technology
- Deception
- Disinformation
- Misinformation
- Time
- Guerilla Warfare
- Will
- Training
- Tactics
- Terrain
- Values



Baghdad IZ Checkpoint





Baghdad IZ Checkpoint (Cont)





Office in Basrah





Secure Success.

Basrah Checkpoint





Basrah Checkpoint (Cont)





Iraq Concept of Shame and Honor

Shame and Honor

- Govern individual, group relationships and competition. Honor is defined differently in Iraq.
- Honor is exchanged like currency but is not for sale; most valued of resources eclipsing money, jobs and influence.
- Zero-sum exchange: Honor is gained at another's loss of honor and imposition of shame. When one is shamed, he is compelled to act to regain his honor.

Application

- Behaving as an honorable guest will often protect us and our clients, just as becoming known as shameful will often increase odds of attack.
- Important to apply cultural knowledge of shame and honor into all aspects of operational planning, assuring that our clients are respected, and thus protected, whenever possible.



Iraq Culture

Diverse Traditions

- Iraq behavior is dictated by complex rules combining 3,000 year-old tribal tradition, Sharia (Islamic Law), pre-Saddam civil law, and post-Saddam civil law. Knowing which group adheres to which laws is critical in navigating throughout the country.

Relationships

- *Always* a direct relationship between a large company, a dominant tribe, a politician, an influential cleric and a paramilitary force.
- Though the current strife between Shiites and Sunnis is very real, it does not follow that they have always been at war or always will be. Many tribes have both Shia and Suni members and many continue to inter-marry, though admittedly very quietly these days.



Conclusion

