Allow me to inflict an “academic model” on you
“Strong Ties” - Those enduring social connections that are heavily invested with personal, emotional and social meaning, typically resulting from kinship or residential proximity.

“Weak Ties” – Those social connections that are more occasional and instrumental, less emotionally invested, that require constant efforts to maintain.

“Weak Ties” – essential to cohesion of large, heterogeneous societies (like modern nation-states).
In Africa:
Plenty of “Strong Ties”

“Strong ties”

Co-ethnicity, kinship, residential proximity, religion
In Africa: Insufficient “weak ties”

“Weak ties”

Weak ties “break” easily if not carefully maintained
Goods provided by the state: security, economic opportunity, infrastructure, etc
When the “weak ties” break

- People seek security in the groups with the strong ties
- Many “normal” cultural patterns disappear
- The “social pathologies” emerge
The Significance of the African Embrace of Human Security

- It provides a conceptual framework for state/society relations (emphasizing the “weak ties”)
- It directs attention to the full range of destabilizing human needs
- It provides a highly useful template for partnerships with external organizations
Africans are seizing control of their own security

Emergence of Africa Union after 2000

Development of continental security architecture
- Emergency Warning Center (Addis Ababa)
- Regional “standby” brigades
Africans Engaged in African Peace Operations

- African Union/UN Troops in Darfur
- South African Peacekeepers in Burundi
- AU Peacekeepers in Somalia
- Botswana Defence Force transports Ugandan Civil Police
African Security: Continuing Cultural Challenges

Legacy leaders...

Personality incompatibilities...

Poor communication across sectors...

Poor communication within governments...

Profound disagreement over allocation of value...

Suspicious over hegemonic intent...

Accountability and the “social contract”
What are Africans Seeking In security partnerships?

- Sensitivity to their priorities (eagerness to listen)
- Appreciation of their diversities
- Understanding of their constraints
- Genuine help in overcoming their problems
- Recognition of their achievements
- Respect for their professionalism
- Comradely generosity in accolades and resources
Our culture and language “professionals” require:

- Deep grounding in local cultural detail and history
- Substantial familiarity with local social dynamics
- Acquaintance with local personalities
- “Professional level” foreign language skill

By way of contrast. . .
African Cultural Diversity and AFRICOM Mission Success

Our GPF in African engagements require:

- Generalizable cross-cultural communication skills
- Generalizable relationship-building skills
- Familiarity with different world view constructs
- Familiarity with differing models of social organization
- Ability to apply cultural “relativism”
- “As needed” familiarization with local social dynamics
- “As needed” familiarization with local history
“Cultural” Challenges for AFRICOM Leaders

Bolstering capacity and professional ethics without appearing patronising.

Helping African security agencies connect with civil society and rest of public sector.

Accepting African lead in partnership activity. . . working within African security infrastructure.

A real commitment to human security (as Africans see it).
A Brief Commercial

Air Force Culture & Language Center

U.S. Air Force

Air Force Contribution to the Fight
DoD 3C Approach:
Air Force Implementing with Gusto

Cross-Cultural Competence (3C)

“The ability to quickly and accurately comprehend, then appropriately and effectively act, in a culturally complex environment to achieve the desired effect.”
Regional Experts
And Language “Professionals”

Regional Affairs Specialist
(Foreign Area Officer)

The Air Force (like the other services) has long maintained small, highly trained communities

Intelligence and crypto-linguist specialties
Emphasis Now

General Purpose Force Operating in culturally complex environments
Developing 3C in the Air Force

Deliberate, long-term effort aimed at the Total Force

Conceptual foundation established in AF education... . . .

. . .honed in Expeditionary Skills Training

Takes advantage of experience

Includes expanded capabilities: foreign language, negotiations
Air Force Foreign Language Learning

Since 1947:
• The Air Force has had small cadres of foreign language experts

Since 2006:
• AU has provided foreign language familiarization
• AFROTC has offered language scholarships for cadets
• USAFA has ramped up language instruction

Since 2008:
• Language familiarization has been integrated to Air Advisor and other advanced training

In 2010:
• The Language Enabled Airman Program (LEAP) was born
Air Force
Expeditionary Skills Training

- Distance Learning Courses for Deploying Airmen
  - “Culture General” (Generalizable tools for use anywhere)
  - “Culture-Specific” (Application to particular countries)

- Expeditionary Airman Field Guides

- A standard “training package” for Mobile Training Teams

- Cutting edge, creative, Live-Actor Immersion Training (VEST)
Airmen initially alerted for deployment take a “culture-general” course.

When a specific assignment is identified an Airman takes a “culture-specific” course addressing a particular foreign country.
Expeditionary Airman Field Guides

- Provide generalizable “culture” tools
- Show applications to specific countries
- Correlate with the on-line AF “culture courses”
- Correlate with 3C instruction in Air Force Professional Military Education
Air Force Culture Training
The “standard package” for MTTs

A Logically-Sequenced Program of Culture-General & Specific Training

Language – 30 hrs

Culture Specific – 2+ hrs

Negotiate – 4hrs

Relate – 2hrs

Communicate – 2hrs

Culture General – 2hrs
The Air Force is moving out on “3C” for the GPF
The Intellectual and Leadership Center of the Air Force

We Produce the Future…

One Student at a Time

One Faculty Member at a Time

One Idea at a Time