

COIN Community Core Building  
by social activation  
in Uruzgan

A human contact concept, based on lessons learned, to create more understanding of our personal ways of interacting with the Afghan people.

**Get rid of the conventional mindset,  
focus on the people,  
not the militants**

**(Gen Stanley McChrystal)**

## **Contents:**

### **Preface**

### **Purpose**

### **Reference to previous COIN experiences**

<b>1. Uruzgan Big Six Conferences</b>	<b>7</b>
<b>2. Personal perception concept</b>	<b>9</b>
<b>2.1. GIRoA end state</b>	<b>9</b>
<b>2.2. Basic Personal Perceptions</b>	<b>11</b>
<b>2.3. How to get more local connection and commitment?</b>	<b>12</b>
<b>2.4. Local focus and broad view</b>	<b>13</b>
<b>2.5. Negative perceptions</b>	<b>15</b>
<b>2.6. Key leader perceptions</b>	<b>15</b>
<b>2.7. Leader negative manipulation</b>	<b>16</b>
<b>2.8. Leader positive manipulation</b>	<b>16</b>
<b>2.9. Key leader perceptions</b>	<b>17</b>
<b>3. Personal contact process</b>	<b>18</b>
<b>3.1. Interactive personal contact</b>	<b>19</b>
<b>3.2. Directive personal contact</b>	<b>20</b>
<b>3.3. Effects of mismatching</b>	<b>22</b>
<b>4. Key leader Core building concept</b>	<b>24</b>
<b>4.1. Effect of individual mentors</b>	<b>24</b>
<b>4.2. Individual coaching and mentoring</b>	<b>25</b>
<b>4.3. Building the core</b>	<b>28</b>
<b>4.4. Practical training of the principles</b>	<b>30</b>

### **References**

# URUZGAN COIN COMMUNITY BUILDING

## PREFACE

The past years experiences on the “buy-in of the local population” have not been totally favorable. According to Gen. Stanley McChrystal we are losing the battle for the local population perception. According to the newest ISAF guidance, a population centric approach is needed.

A classic military approach is often centered on active and direct actions to defeat the "enemy", which can have a negative resonance in the local perceptions. An action from the outside to a closed local community always has a resisting reaction attached to it. These are often small communities with local perceptions, where everybody knows everybody. Active repression of some individuals within the smaller community leads to a perception shift in the entire community, a counter reaction and greater resistance, out of our own western individual perception. In our own shadow realms: We, Coalition Forces and international community, do not form an integral part of this local community.

This concept is an explanation of the indirect way with creating least possible resistance simply by doing what can be achieved through the local Afghan communities as is being done in Uruzgan on various levels. This also means mobilizing and creating (new) social tissue based on individual local perceptions, which often has been destroyed by 30 years war; civil war and active outside pressures and interventions. This is the other side of war, the building of human community structures from within a local community, "Chrystallisation" and its perceptions. It is about managing expectations and perceptions. It is about growing social connections, social tissue.

It is the condensation of a number of individual interviews with a very hospitable Task Force Uruzgan (TFU) and the recognition of the huge and courageous task undertaken by the entire TFU on all levels and all nationalities. This writing constitutes an enhancing picture from the perspective of the local population to help and build communities that last. Much like crystallization cores around which societies on all levels can rotate. To develop social pillars of strength and social tissue, to connect National-, regional-, district interests and the local community cores with the local population. A bottom up approach from with a deeper personal local perception towards the outside communities to promote a supported local base. It is by no means exclusive but both a conceptual enhancement and a combination of expressed lessons learned in easy to understand concepts. They are easy to train to empower each level of interaction with the local populations, Shura, tribes, local leaders and local government groups to create connection.

## **PURPOSE**

- This study is a quick scan based on professional civilian experiences in reorganization of companies for best human capacity building. The personal expertise includes psycho analysis to view underground flows of human dealing as well as a business organizational background. To build human working structures by using personal motivation as inner drivers, building from inside to outside. Basically to generate the wind to do sailing, not changing the steering direction, but more fine tuning the sails for given personal, social and community based directions.
- It is a scan based on personal interviews and perception scan from these levels. It is meant to augment and clarify processes and concepts already in use and expanding these. It constitutes another pair of glasses to view the same in a different light. The main emphasis being local population stimulus effects and the creation of social tissue where in which every Afghan contributes and experiences its benefits personally.
- Its concepts will also help facilitate the long term institutionalization of knowledge, process and methods as personnel changes over time (civilian and military).

## Reference to previous COIN experiences

Many experiences with Counter insurgency (COIN) have been recorded.

The purpose of this analysis is to clarify the base principles behind dealing with the perception of the local population. Purpose of this entire writing is to bring the "laws" to life, to expand them from their dried up, solidified, condensed state and bring them to life in you. The described concept has already been trained.

To draw one integral space around the insurgents and the "population" in order to understand fully, to the best of your own perceptions, the entire local collective and effects. An insurgent for this purpose is therefore an integral part of the local population and cannot effectively be separated by external force or intention, only by the communities themselves.

### David Galula's **Four Laws for successful COIN:**

1. The support of the population is necessary for the COIN as it is for the insurgent
2. Support is gained through the active minority
3. Support from the population is conditional
4. Intensity of efforts and vastness of means are essential

We will explain how points 1 to 4 are actively done in Uruzgan. How an active partition within the local population can be found and motivated into action. We will discuss the local perception and how to get population support via the inroad of this individual perception. We will show why a consistent effort and concentration of means is essential to move and stabilize local positive perception. We will show the leadership effects that coincide with this.

### Charles Callwell's **Ideas for Successful COIN**

1. Following up successes.; a single blow will often achieve results, but a succession of blows paralyzes the enemy
2. Matching the enemy in mobility and inventiveness
3. Collecting actionable intelligence
4. Seizing what the enemy prizes most.

These four ideas are basically action driven and are not really applicable for the local populous and local leadership,. They impose enemy type thinking, not the general local population. To take the complimentary side, these are translated for the local population:

1. Following up successes.; a single contact or project will often achieve results, but a succession of well timed effects move the local population to actively experience benefits and participating. To build strong relational ties.
2. Matching the local population in mobility and inventiveness
3. Collecting population intelligence to identify local active minority
4. Bringing what the local population wants and needs most.

This analysis starts at the bottom, lower than the bottom, the inner perceptions of individuals, to build local acceptance, motivation and activation from there upwards. To do this we need to retranslate everything to the local population views and needs.

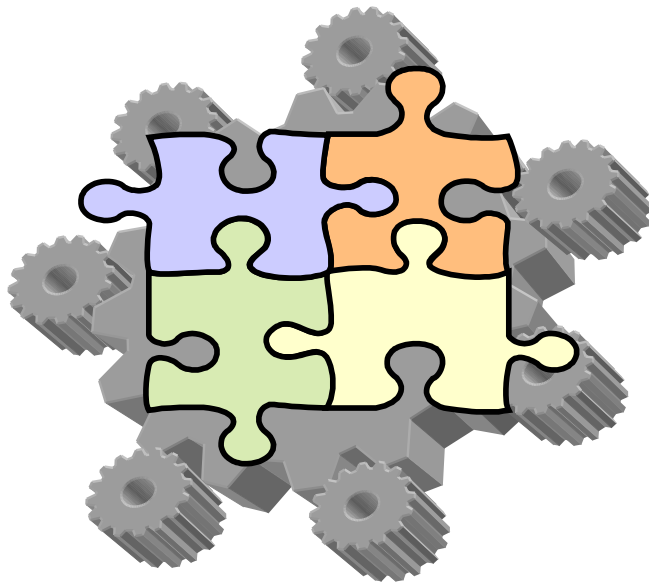
In order to develop a working concept, a frame is needed as a practical base to expand upon.

This concept is based on Uruzgan experiences in steadily building a community core, by using a step by step approach in conferencing.

We will start with the Uruzgan conferencing system and look at the practical lessons learned. Then we will look at personal perception, from the local population, from key leaders and mentors.

The process will be explained to build a social community core which will be pivotal in the local or district community; the COIN (Counter Insurgent) community core. A core in the centre of communities that will be functional and create commitment in the individuals connected with it.

The principles are applicable in any relational culture, since they are based on inner human patterns. They are illustrated for the Pashtu culture and the Uruzgan governance building.



## **1. URUZGAN Big Six conferences**

The conferences were held on provincial governor's level. The process was started together with TFU 5 and 6. The Big six approach, which took off in the TFU-6 period, was to bring together 6 main players together on security issues. This forum had to deal with the security situation and issues. The big six include the Governor, the civilian representative CIVREP and the commanders of the Afghan National Police COM ANP, - Afghan National Army COM ANA, -National Defense Service COM NDS, -Taskforce Uruzgan COM TFU and, henceforth the name Big Six.

At the last TFU-6 meeting at 24 July three documents were signed: the safety agreement for the Chora-Tarin Kowt road, an agreement for the upcoming elections and a disclosure agreement for the exchange of information between ISAF and the Afghan authorities. Currently there are considerations to change the name into Big 4 in order to increase local driver ship by the three local commanders and the Governor. Slowly beginning the process of some TLSR (Transfer of Lead security responsibility) and decreasing COM TFU and CIVREP influences.

### **Identifying actors, Key players:**

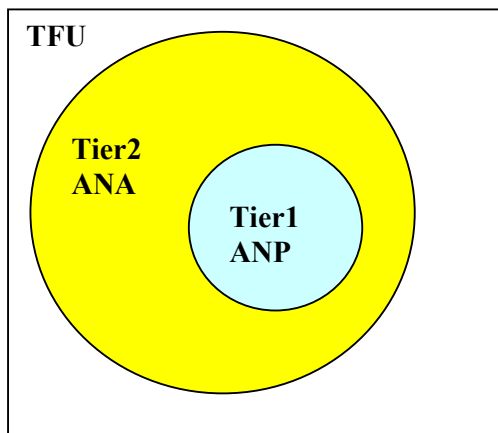
Through research and previous meetings key leaders were identified en brought together. At first differences of opinion and interests seriously hampered the communication and governing process. For protection of privacy no names and details will be mentioned.

### **Activation**

A first series of meetings was undertaken in March and April '09 to discuss and agree upon serious safety issues at hand. These series resulted in the signing of the Uruzgan Security Plan. It has been reviewed as a useful document for further planning on security. In the personal interviews it was remarked that certain pressure is needed to get a working structure started. Whilst the meetings progressed it was perceived that also gradually the relations between the members improved. This is attributed to the presence of the Task Force Commander (COM TFU) and the civilian representative (CIVREP). In the Provincial Security Counsel apparently the same issues are discussed without these results. An important added Information Operations effect has been to show the inhabitants of Uruzgan their province leaders take care of the local security. (Local positive perception of government).

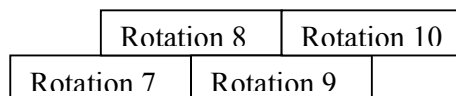
A second series of 6 meetings was held in June/July '09 dealing with the upcoming elections. Again the six gathered, supplemented with the International Election Committee (IEC) chairman and a Unama representative. This resulted in the signing of a mutual agreement to actively participate in safe and fair elections for the inhabitants of Uruzgan. It was agreed that the ANP takes care of the first line of security of the polling stations, ANA takes the second ring (Tier2) and outside of this TFU can assist (see picture next page). The ANA presented a well thought through plan. The IEC chairman played a very important role by clearly stating the biggest safety issues.

**Figure: Layered system of security responsibility around polling stations**



**Lesson Learned and recommendations from the Big 6 interviews:**

- To reduce public and improve personal freedom of speech for the leaders, small groups are preferred with a working group type structure, with clear agenda points. The process acts as a type of integration process where leaders are more "connected" to discuss actively the agenda items. The personal coaching and mentoring of each individual is instrumental for success.
- The individual personal rapport and effectiveness of personal lead mentors / OMLT / POLAD is an essential instrument to connect each individual KL to the forum. Individual CF caveats or interests should be inline to create unity of effort.
- The meetings should be not be preset in timing but held when certain conditions or situations arise to address the issues which are at hand. So meetings should be held conditions- or situation based, when focus and deliverables are easily at hand with realistic community based events (security, elections, larger community projects etc).
- A smaller working forum can create a greater vulnerability for individual and tribal interests outside of the forums perception. If one of the persons or more have hidden agendas or hidden loyalties.
- A personal approach also has a downside, when the people leave (promoted), you have to restart the parts of the process. On the Afghan side there is vulnerability if a main contact is threatened, leaves or is promoted else were (elections etc.)
- The rotation periods of 6 months should be made to overlap 3 months for critical functions, so as to allow a more steady inflow of new people. The average effectiveness will not go down right after a new team has arrived. A minimum core of three months experience will always be present in this way.



Using these lessons learned, a concept model is formulated and explained in the next chapters.



## 2. Personal Perception Concept:

In order to have an integral approach, this chapter starts with the general population perception and move to leader perceptions. Key Leaders are in essence also masters of perceiving and steering their local population. In order to understand local leaders we need to describe the contours of the local human perception terrain and than the leaders perceptions are discussed.

### 2.1 GIRoA Community end state.

Within the operating frame of the international community, inclusive of ISAF and the National Afghan Government the desired end state has been identified as:

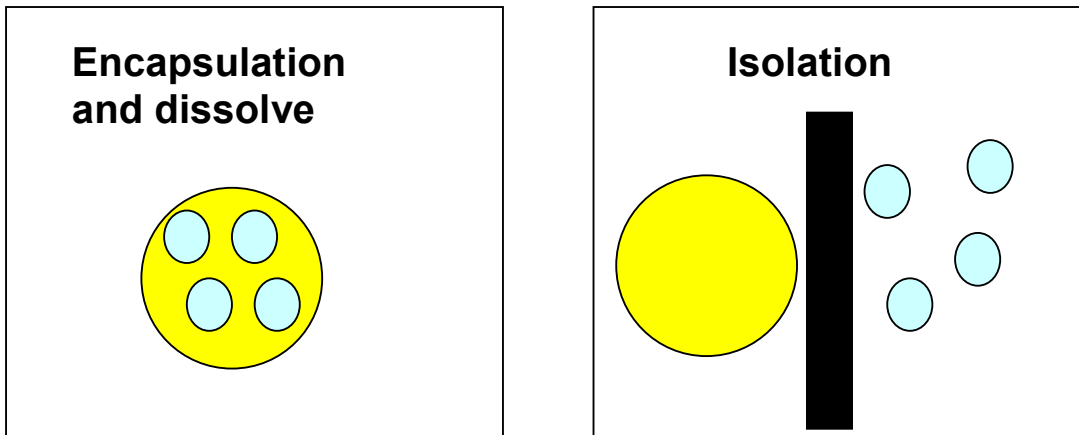
- **“The Afghan population believes that GIROA (Government of the Islamic Republic of Afghanistan) is the legitimate national ruling body of Afghanistan and that it offers a path of prosperity and freedom whereby people can live by their values, norms and customs”**
- **“Afghans understand that the insurgency undermines the development of the country and only offers a path of destruction, intimidation and violence and as such, they actively support GIROA and ISAF in their fight against the INS”**

The local population has generally no big reference with regards to the functioning of a democratic society. The current generation of 30-40 years has only had experiences with consecutive occupations and war. In essence they have experiences like being in the "trenches" all the time. Enemy thinking is present all over and presents a selective perception. (With a hammer in your hand everything looks like a nail). This works on both sides of the fence. Classic military thinking is also based on identifying and targeting the enemy, making them actionable. This consists of a block in between two likewise approaches and only the strongest can win this in regular conflict. When two individuals have a similar opposing view and persist, a conflict is the result.

In this theatre this conflict obviously is moved below the belt, into the shadow area's of hidden actions of IED's (Improvised Explosive devices) and subversion, simply because no other ways are left open. Exactly there where in general our own laws prohibit actions, the possibility exists to rebel at that level. Answering hidden, subversive actions with more repression as immediate action alone does not work and is counterproductive to the creation of a social community. We cannot isolate the malign actors from the population, since they are within the population, they are part of it. By our actions driven responses we greatly hamper the social processes of regular society. A good example is the appearance of the Bader Meinhof group in Germany in the 70's. With five persons they managed a security counter reaction of the German state which brought the social society to brink of degrading.

In order to resolve this blocking position space needs to review at a higher concept level to show new positions and new directions to activate and motivate the local population. Let us further this and move closer into the perception of the local population, even of the individual perception, to create some new highlighted ways of positive interaction with the local population. A COIN population centric approach and its way of dealing with insurgency can be completely different. Instead of isolating and separating the "enemy", it can be treated as an integral part. Much like newest cancer treatments, where no longer a tumor is removed. In New York State Hospital the cancer not treated directly, but indirectly. The blood vessels that supply blood to the tumor are blocked. Within a number of months the body has completely absorbed the tumor. The tumor no longer is able to feed on the body and slowly withers. This is a beautiful analogy for Insurgency treatment.

When a local community has nonconforming behavior it should be made to encapsulate it herself, deal with it her self, absorb it and have it dissolved.



In order to view the dynamics from the local population we need to fully understand what feeds the insurgency. We need to have full contact in order to have all the information; we need to have its perception. If we know this than we can understand what drives it, what its motives are.

The geographic- and human terrain is isolated here and limits overviews in broader perspectives as it historically always has done. The local population has a local view based on personal, family- and tribal based loyalties. These are the basic assumptions we have to work with. We start from the individual, with individual drivers, and expand this to form a community in a number of steps; from individual intrinsic perceptions, followed by inter-personal relations and finally to positive community opinion.

## 2.2 Basic Personal perceptions

In a western society, basic motives will be both emphatic and cognitive Leitmotivs. In about 80% of cases these will be the empathic and advantage Leitmotiv. Due to 30 years of more experiences with war the perception will have increased awareness on security and leadership. These basic motives are echoed consistently in local polls as "we don't like foreign influence", "we distrust government", "we are unsafe" and "nothing really is being done". Any perception is channeled via these motives...they constitute the glasses through which we perceive our surroundings.

**Table 1** describes a standard set of basic motives used in communications theory and practice; they have been adapted to match remarks from interviews.

	<b>Negative</b>	<b>Leitmotiv</b>	<b>Basic statement</b>	<b>Basic "interaction"</b>
1.	Don't like	Sensitive emphatic	"You like me? I like you	None, wait till they come, follow them to where they want to go and ask clarification to fully understand them, stand under!
2.	Distrust	Leadership	I am the same	Show trust, by following and asking, you are worthy and need nothing for yourself, it is about them and what they want
3.	unsafe	Security	Predictable sustainable life	Demonstrate long term resolve and presence through systematic predictable (slow) answers.
4.	too little	Advantage	What's in it for me?	Translate your mission and its general advantages to personal and local group benefits, prove them.

This set is a basic one. A precise perception set can be measured and refined to describe Leitmotivs from the local population. (See also Psycho analytics in Afghanistan by same author). Leitmotivs are the basic leading movements (German Leitmotive) that drive behavior.

## 2.3 How to get more local connection and commitment?

The Leitmotivs act in this case, at first instance as negative qualifiers, this can be said on point 1-3 (from the table 1 above), before you end up with the actual connection. This is given when the desire for a certain advantage is met. So to retranslate: **people need to like you, trust you and have a clear consistent picture of who you are.** After this they will allow an opening to work together with you. This is the case in all more collective, group type societies. Within the concept of TLSR (transfer of Lead Security Responsibility), this first phase of contact is as a transfer of leadership in contact, TL first phase, a transfer of control to your speaking partner. You let your speaking partner go, where he wants to go, simultaneously asserting basic pressure to qualify his primary direction. The combination of slowly increasing pressure and sensitivity (active listening) is needed to find the real direction, the real needs and -wants, on which a steady connection can be made. Basically also simultaneously the profile of the person can be determined and qualified for further interaction and use. In chapter 3 this qualifying contact process is explained.

This more or less standard sales interaction process has been described by all TFU interactions with the local population, in governance and PRT interactions. In essence this is simple, but in state of the art communications practices requires a lot of feedback and active personal training on a regular base. Much like football training, every body knows the ball needs to go into the goal, but in essence it requires continuous practical training to do it right.

Purpose here is a personal sell to get commitment on your speaking partner's side. Again in other words: **everybody is motivated for something, the question is finding out what for.** Here a connection can be made for a greater good. If you make possible a way where individuals work in different, their own, directions, but for the greater community you have installed active social tissue and motivation for the entire community. This is a definition of natural leadership based on one side the following of personal motivations by others and on the other side connecting them to the outside tasks ahead. It is non directive and receptive of nature, in order to view people correctly without changing them and allocating the best fitted tasks to them. Within the local communities tasks are identified and relayed and coached that fit both the community challenges and the individual capabilities. Here one plus one becomes greater then the sum of its parts.

## 2.4 Local focus and broad view

The next step is to convince the person you are talking with. This has to be done within the areas he is interested. In the case of the local population the perception radius is not very large; their typical viewing radius often does not outgrow their own local village.

The earlier General GIRoA End state of chapter 2.1 needs to be tailor-made to the personal perception. Parts of the message will not be understood because of the "color of the glass" through which it is viewed. If perception is local this constitutes the door through which contact can be made. So it is both the Leitmotivs combined with the local perception which determines the gateway to personal perception. You cannot sell what is not perceived. The earlier general end state is now retranslated into the maximum possible perceived.

### The locally perceived end state:

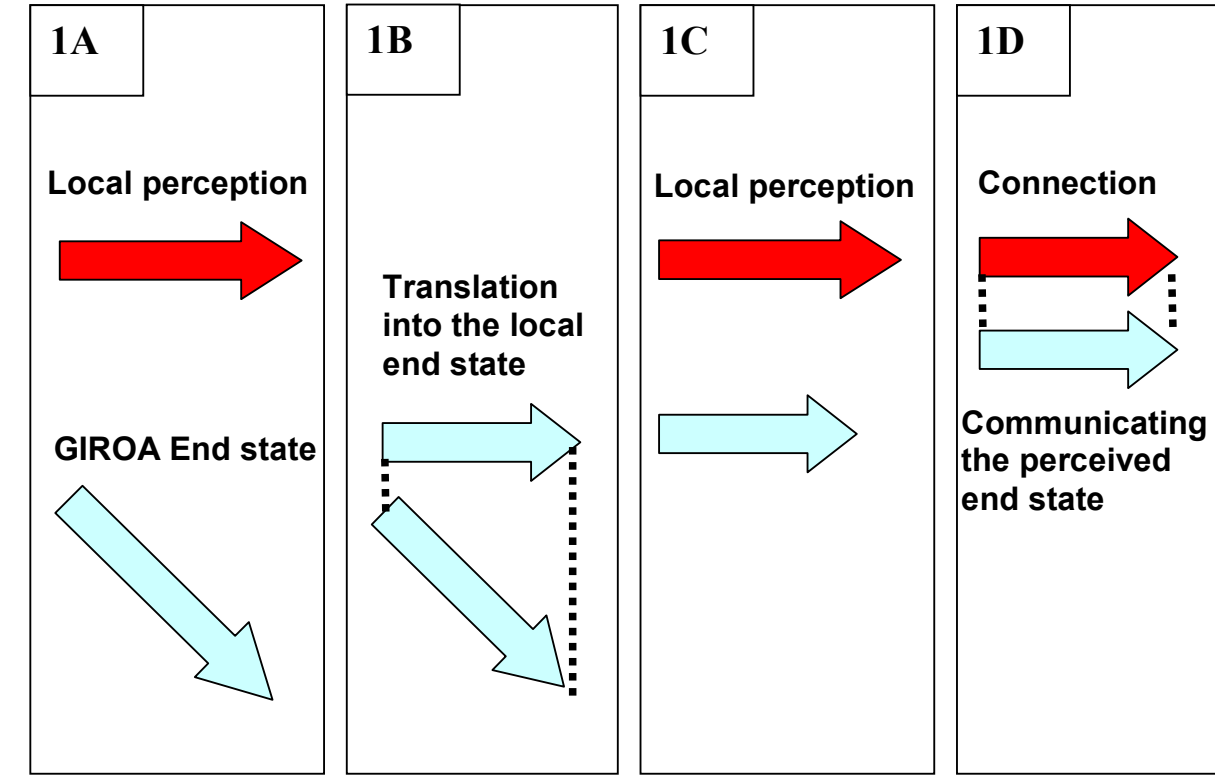
- **“The local population is convinced it is in their own personal and family interests to grow and build a social community together. The district, regional and GIRoA national ruling body of Afghanistan offer an accepted and active listening platforms, which offers a path of sustained prosperity and freedom whereby they themselves can live by their own values, norms and customs”**
- **“Local Afghans actively understand that insurgency behavior threatens the social tissue of the village and is counterproductive in getting external community support. The local social community itself, with the help of ANP (local/district/regional/National), identifies and encircles anti social behavior leading to destructive behavior”**

This is the perception base which can be helped, fed and stimulated. Our actions and perceived actions should be in line with this basic format. Broader views simply will not have effect since they are not noticed at this stage of society. Depending on local tribes or local perception, changes can be made to get a better fitting end state statement to work with as a tailor-made central message.

In Key Leader Engagement, depending on the individual perception, changes can also be made to get a better connection. This again constitutes a basic translation into "language" somebody easily understands and connects with. The actual actions themselves can be exactly the same. This process is often misunderstood as changing the message itself. It can be compared with speaking somebody's local language, like talking "Australian" with Australians, whilst remaining true to your own country (when you're not Australian). The better you emulate Australian culture, language and ways of looking at things, the easier contact becomes. The art lies in the translation, "C'est le ton qui fait la musique"; it is the tone of the message that makes the resonance.

To explain this translation process of the GIRoA end state into the actual perceived local end state a graphic presentation is given below.

**Figure 1: Translation of the GIRoA end state into the locally perceived version.**



There exists a local receptive direction in 1A (red arrow) and the GIRoA end state. In order to make sure sending and receiving are properly connected a fitting translation of the general end state is needed. When both are aligned with each other 1D, a connection and possible deal can be found. The communication from the sender's side (being us) only takes place after the counterpart's perception and wants are found. Depending on the person you are speaking with, personal adaptations will be helpful for the best fit.

## 2.5 Negative perceptions

A list of common negative perceptions also exist locally (Psyops manual). Let us look at them and see what we can tell from them with regards of local perception. This is essential because it also will present ways of dealing with them.

**Critical Vulnerabilities (Psyops manual) are listed as being:**

- a. Perception of GIRoA Corruption
- b. Perception of weakness of state institutions
- c. Perception of inability to govern at lowest level and link to Central Government
- d. Intolerance of unacceptable levels of corruption
- e. Influence of malign actions of power-brokers
- f. Perception of the abuse of power
- g. ISAF errors
- h. CIVCAS

The local contact approach to points a, b and c, would be to show a working and effective government system as perceived by the local population: what they actually can experience locally. This is exactly what we will show to build in the next chapters. Also the numbers d, e and f, can be addressed from within the contents of their own community, since these are mostly implicit or indirect perceptions (hear say etc.). They can be replaced by actual local positive experiences, or reinforced with local negative experiences that resonate with this selective perception. Both points g and h are effectively addressed by the current Uruzgan TF in a personal and open contact setting and are by no means shunned away, see also chapter 3, the Personal contact process.

## 2.6 Key leader perceptions

The perception of key leaders will be more differentiated than a general (overall) population perception, but will effectively make use of them, in order to connect with their population. Because of the leaderships issues, we need to highlight the "leadership Leitmotiv" from table 1 and further this on a deeper level.

In any leadership there will be a manipulative component. In essence making others move. This is by no means judgmental. We need to further the leadership's motive to also include a collective or group effect. Basically we are talking about collective manipulation. We expand on this later in its "natural" form, natural, sympathetic leadership.

A leader uses a combination of directive and sensitive approaches. The directive style moves from the outside and makes people move by structure, directives etc. The other style moves and makes movement form the inside. It connects the natural talents that exists below the cognitive structures and induces movement to the outside in this way.

To explain the more directive way: this is the general way of military organizations. It is very quick in achieving targets. It also has some disadvantages in more relational environments linked to community "structures" like villages and making real human contact surroundings.

## 2.7 Leader negative manipulation

If you as Leader can project unto the central leadership of GIRoA the perceptions of corruption, weakness and inabilities, you can create a helpful perception to lower personal pressure. This mechanism allows for a general acceptance of these effects, within your own local population. Automatically you are absolved from the effects and cannot be held accountable for them. This is a very powerful manipulation using and fuelling local negative perceptions.

The accountability statement would be: "what are you doing about these negative issues your self", "what are you doing in your own community about this?"

The leadership Leitmotiv is "Authority". In a **negative** context, leaders will be **authoritarian, selfish and egoistic**. This is exactly what is resonating in the local perceptions. It is the negative resonance of leadership, a manipulation for their own good, own family, own tribe; this is exactly the story that goes around.

This approach will not help to connect Key Leaders in a joint forum, since they will not be interested in open contact on these perceptions.

## 2.8 Leader positive manipulation

The leadership Leitmotiv again is "Authority", but now **positive**. In this positive context leaders will show **sympathetic, natural authority and autonomy**. These movements will be present and can be reinforced and strengthened. The rise or promotion of true leadership presents an open inroad to personal contact. It is imperative to use this line of communication, because this will present the right community based solutions that are acceptable to the local population.

This is an appeal for natural leadership, to take full responsibility inclusive of all negativity in- and outside the community and in your self. For you the reader I also appeal to your personal leadership and open perception to take full responsibility of the contacts you make. Then real learning can take place. Learn from your counterparts first who they are.

To illustrate this from the east a sentence from the Samurai "Bushido" code is taken on Heroic Courage (YU).

*Rise up above the masses of people who are afraid to act. Hiding like a turtle in a shell is not living at all. A Samurai must have heroic courage. It is absolutely risky. It is dangerous. It is living life completely. Fully, wonderfully. Heroic courage is not blind. It is intelligent and strong.*

It is this type of open personal leadership in contact; this is the key, irrespective of shells, judgments or whatever. Key leaders will recognize this open, non assertive, human contact with all the senses open and view it as being intelligent and strong. You need to show leading by example.

In order to help this process we will expand the personal contact process in chapter 3.



## 2.9 Key leader perceptions:

We have explained the leitmotifs for leaders. This is what drives them. Now we also have to look at the empathic side, the more receptive side. This is the sensing type reception, which is essential for a human connection, the receiving side.

This emphatic motive will show **Sympathetic, Natural and Self-sacrificing-behavior**. We will use these to again translate the first GIRoA end state message from 2.1.

We have to take care of the negative movements attached to this emphatic motive. They are: **Oversensitive, self-sacrificing, tendency towards anti-social behavior; Sly and stealthy, sneaky and meddlesome attitude towards others**. We will view these when they occur, but will not be lead by them. It is essential to accept these resonances, but not be moved by them. We will connect to the sympathetic and natural behavior, which is receptive in its nature. It is contrary to focused thinking since it encompasses all.

### Key Leaders Community end state.

Now let us look at the translation of the general end state for the key leaders. We will enhance the motives for leadership and create a more collective perception.

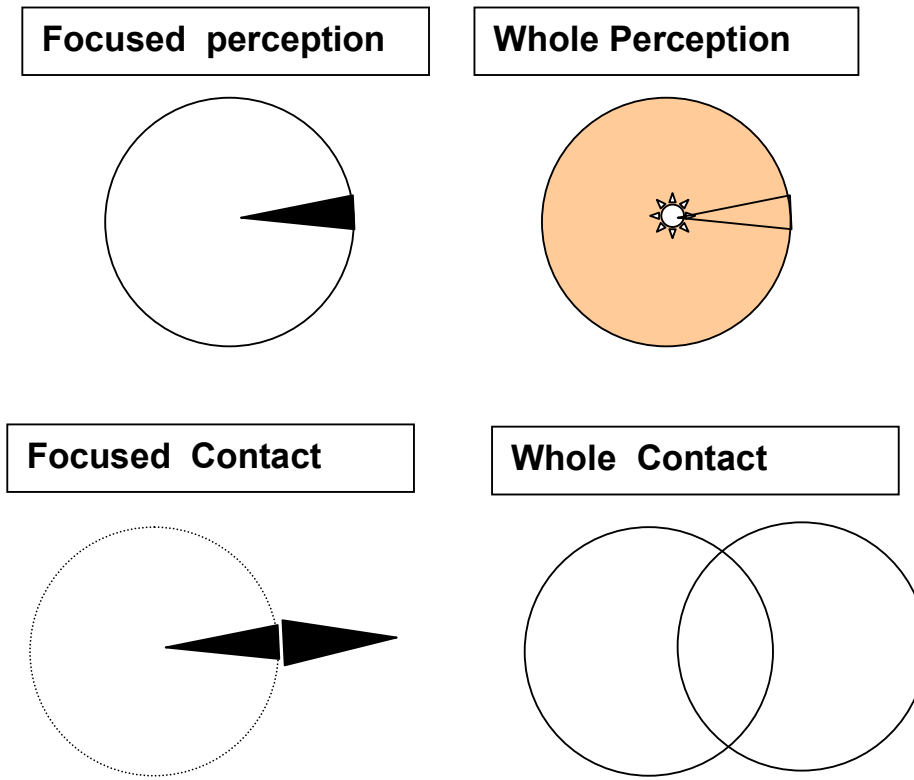
- **“The population entrusted to you warmheartedly, support the local counsel, your place in it and have experienced the counsel listens and takes care of their needs by showing true, and servant leadership.**
- **“Key leaders understand that the insurgency undermines the development of the district, their own authority, the counsel’s authority, their own future and the future of the local community. It undermines local support for the counsel.**

The receptive motive closes the loop and is crucial for the human contact. The sending is the action component, the directive and listening element is the sensing.

Exactly this "listening" element cannot be easily transferred in any text. The texts themselves only make very indirect contact on the mental side. To have a real contact also a more physical contact is needed; to use words in combination with sensing.

The cognitive side is able to focus (see figure 2); in general we do this very well. It is relative easy to convey this type of knowledge. The sensitive, emphatic listening side "sees" the whole picture (see figure 2). Normally men are prone to focus and women easier to sense the whole "picture". Both sides are needed to create a whole community, both the female as the male aspects. (For a more in-depth analysis on this see earlier writing: Psycho Analytics in Afghanistan). Natural leadership has both aspects united in it self.

**Figure 2: Difference in focused viewing vs. sensing the whole.  
Followed by focused contact and integral, whole contact.**



Focused contact leads to pressure buildup, action leads to reaction. The two sides can never come closer.

In the whole perception the contact is diffuse and the two sides encapsulate part of the same space. In essence this type of contact will lead to unification of the two sides. It also offers the possibility of encapsulation and dissolving.

### **3. Personal contact process**

In order to go from focused perception to an interactive two sided approach, contact; we will show ways of making personal contact using pictures and movement. 70% of the people are kinesthetic, meaning they are very receptive to movements, physical type learning, and contact as ways of explaining. Formats are taken from Aikido training by Yoshigasaki Sensei) in combination with depth psychology.

In personal contact a similar approach and alignment to view through your counterparts glasses, the same positions exists like in figure 1 with the GIRoA translation to a personal perception, but it is much more dynamic.

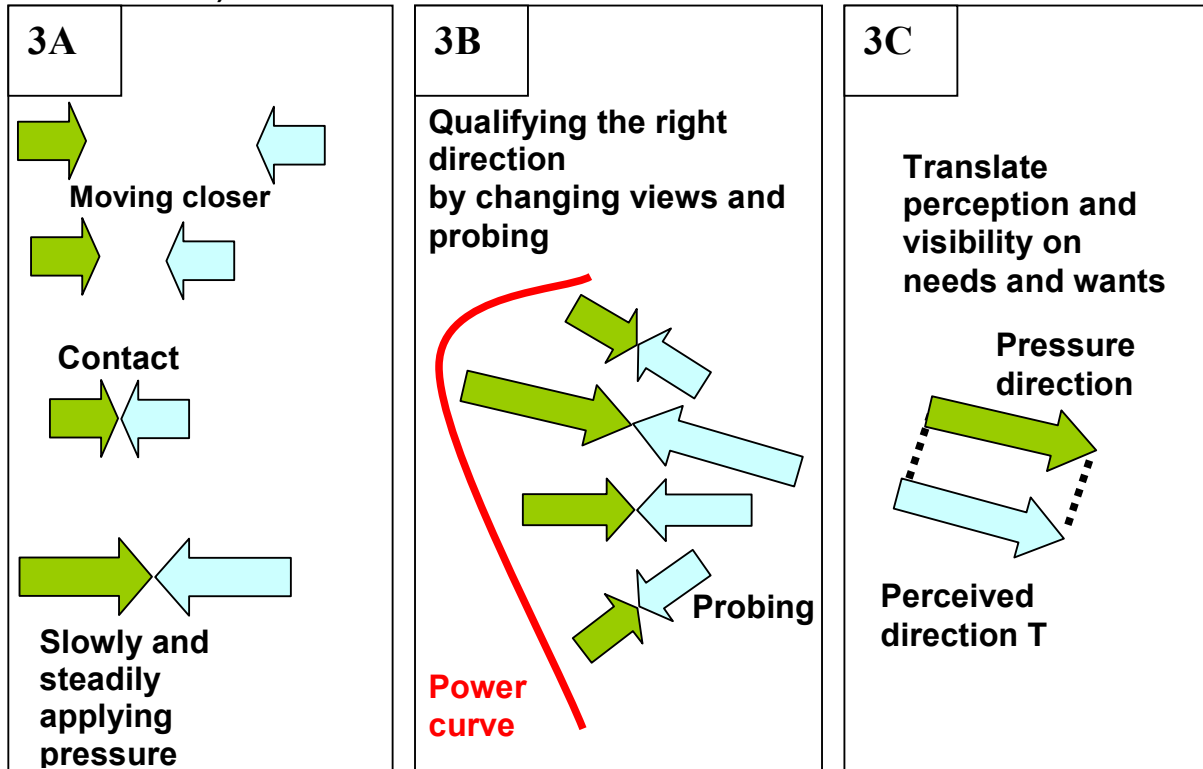
Assuming that on first contact you really do not know the other party, you have to find out his views, perception and his wants. Basically what message is he sending? This individual, person to person process is the base for mentored operations and the start of any group interaction. The more you are convinced of your own right of way the more difficult it becomes to really meet your counterpart, we will show why.

### 3.1. Interactive personal contact

To translate a message one sided into a perception is easy compared to a human interactive process. Now sender and receiver interact both ways. Via the contact point they are "joined" in balance. Each action has a counter reaction. This is portrayed below.

Personal contact process to find perception and wants from your counterpart (in green). Slow steady pressure is needed to qualify the right direction of personal movement. This can be called the Eigen movement 3B, a movement from within, expressed and projected outwards.

**Figure 3: Personal contact process between host (green movement) and visitor (blue movement)**



This process of applying pressure is very instrumental to finding your counterparts (green) real position 3B and translate your direction (3CB blue arrow) into the fitting T T (blue 3C) direction. The translation is the reversed direction of the largest green arrow in 3B, the main pressure point. For instance you have been building up slowly pressure on security, explaining what negative effects will occur. Enlarging these will bring the pressure on. Suddenly your host remarks that now he views this as a not viable solution; for instance hampering travels inside the village, every body having to stay close. You than reply: "This is very important for you?"... Yes.."I understand you want to keep the village open, how do you view this?". Here you will exactly hear what his views and perceptions are (basic boomerang technique). Basically you draw at position 3B one circle around you and your opponent to fully accept your counter part (see earlier whole approach). The translation now consists of the view of the local end state definition adapted to the vision, needs and wants from your counterpart, the host. Please note that where a blocking occurs a very sensitive perception is found behind that. This is a major "selling point" and needs to be brought into the translation of the security issue. It is his main important perception on security. (there can be more, normally about three different views on a subject are needed).

This process of applying pressure was also mentioned in the interview by the POLAD (political Advisor) for the Big six conferences at Governmental level. Obviously in a more process oriented society this is a slow process which may take many recurring meetings. If you go too quickly you will loose. You will "push away" your host and will loose view on his perception and "power curve". In that case you do not have real contact.

This process was briefly trained in five one hour sessions with 5 separate Dutch marine platoons at Minhad and was perfectly understood and directly applied in contact with the local population. Its insights directly changed contact making attitudes. Within the training differences in individual contact talent could be observed. The talented persons should be the ones interacting with the local population.

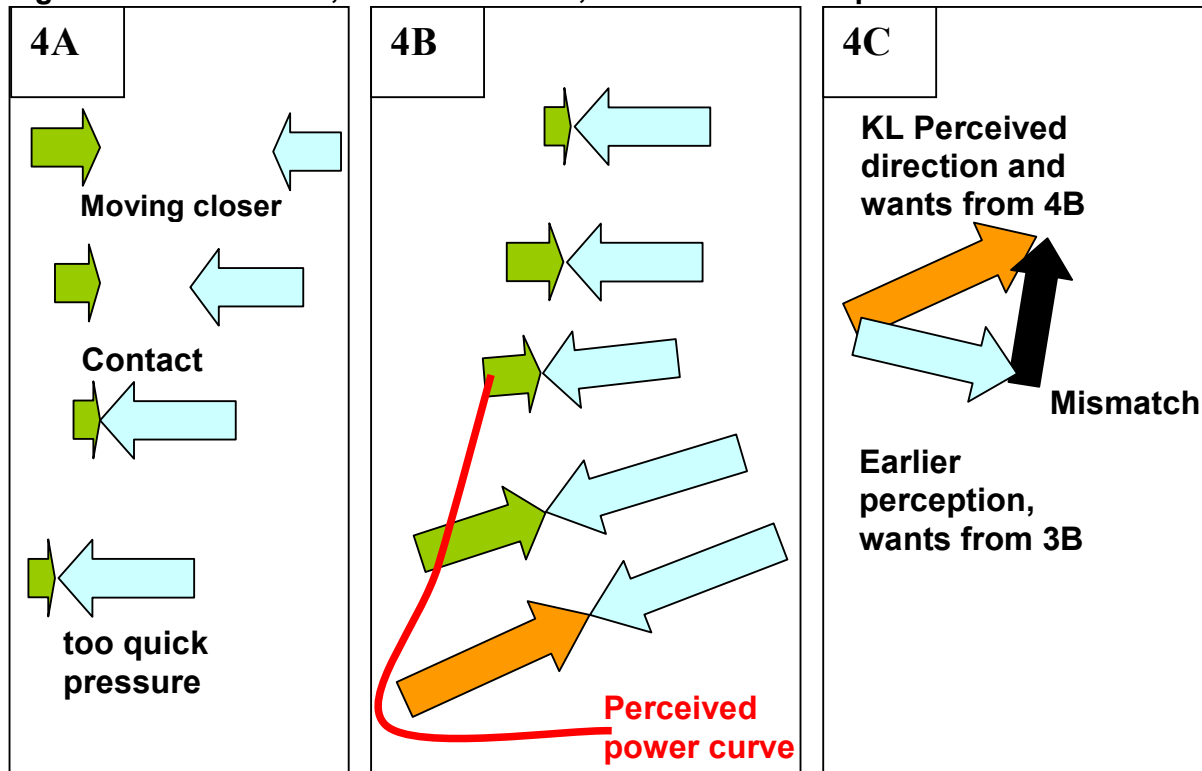
### 3.2. Directive personal contact

Some cultures are more direct than others; some people are more rigid in their approach than others. This will lead to a more focused type of making contact, thereby losing part of the view on your counterpart.

The more flexible you are in combination with sensitive listening skills, the better the tuning process can take place. When one is too directive, too quick, or is not listening and adapting properly, the following will happen.

The personal contact process when a too direct and too quick approach is taken is portrayed in figure 4. Effectively you do not have an open listening contact but go in with too much of your own views and objectives and wait till you perceive contact, when "feedback" stops you.

**Figure 4: Too directive, focused contact, too much sudden pressure**



This strategy will give you the perception of contact, but basically you are pushing your contact partner into a resistance see 4A en 4B. You are effectively qualifying his

resistance and not the personal motivation for his own movement, his own needs and wants. You will find resistance exactly in the area where you have directed him; a self fulfilling effect is the result. This is a mechanism behind the selective perception. With a hammer in your hand everything looks like a nail. In figure 4C the mismatch in comparison with the figure 3B vector is portrayed. Since these mismatches are generally outside the perception of us, the visitor, their effects on a repelling attitude, leading to "no deal" can be huge. This also relates to cultural awareness, if everybody has the same culture, less mismatches will occur, because all have the same frame, general ways of addressing and doing things. A cross-cultural approach is therefore much broader and accepting.

We can conclude from this that

- an open listening attitude is imperative, a non action driven attitude is essential
- you should take time to follow your local host, you should stand under your speaking partner, to let him lead the process in order to understand him
- You should ask clarifying questions to further understand your host, active listening. Allow your host to receive new insights and receive the credits and recognition within the local community (Shura etc.).
- Typical power curves and timings of this contact process depend on the specific culture, your counterpart and your own personal interaction flexibility.
- It is better to be careful and slow. This will give you the opportunity to get to know your host, especially needed in a relational Afghan culture.
- By responding and answering to the right pressure, your host will acknowledge you in return.

These contact principles also apply for group type contact, which we will explain later. The more flexible you are yourself in probing with sensitiveness, the least chance of mismatch you will have, the better the match.

The only real entrance in personal contact will really be to go in slowly, step by step. In an old Islamic example:

***"How do you keep a frog in the frying pan?"...Slowly bring in the heat so she will not notice and will stay sitting still.***

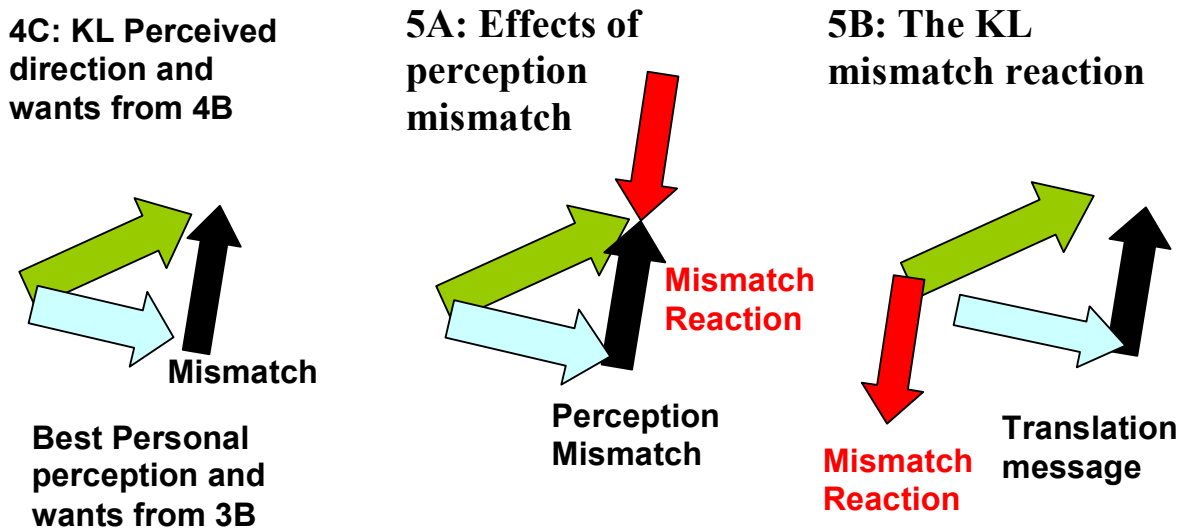
Too quick and the real human contact is gone. Your view will be focused and you lose full sight on your counterpart. You will not find solutions outside your focused perception, because you cannot see them. You can there not perceive your counterpart, his reasons for moving, his Leitmotivs. There will be a blind spot due to the limited view. You are mismatching your counterpart.

### 3.3 Effects of mismatching:

What will happen when a mismatch occurs? Some effects will be direct, but often indirect reactions are the result. We also do this frequently ourselves when we talk or gossip about others we resent in some way, especially when they are not present.

The picture of 4C is used again here to explain effects of mismatching. Your LN partner (red/orange) will be compelled to react to the mismatch (5A), either directly when very large, but more often indirect, or later when you are gone. Because of social lead times and hospitality rules (Pashtunwali) the mismatch will be first absorbed and expressed later within the community of friends, -associates, reinforced and indirectly given back to us. This is portrayed in 5B when the mismatch is projected outward.

**Figure 5: Effects of mismatching**



Since the local habits include many collective social meetings this projected mismatch of explicit experience of one persons counter reaction will resonate through the local community and solidify in the local group perception as implicit pre-judgments (they are this and that, they really are not interested in us, they can't be trusted... see basic personal perception). In the local communities rumors have a large impact, since they are the local media. Typical "mismatch resonances" include for instance also civilian casualties by the military and not doing what we promise. These counter reactions will resonate into the local village collective and build up below the surface (outside of our earlier perception, perpendicular to it); waiting to overflow in active behavior to reduce pressure by creating an external reaction. The process approach to community building will show how to prevent mismatch by doing what they perceive, addressing that, what they want and still help. And in the case of mismatch openly addressing, to stand exactly in the centre point of it, to show truthfulness, get all the info and let all local perceptions freely express and prevent below perception level resonances.

**Highlight: The negative changing perception or even solidified perception can also be countered and changed by a succession of positive personal experiences. This individual personal experience can be made to resonate in the local collective if addressed properly.**

It is a dynamic process and a counter mismatch approach is already actively being used at Uruzgan for when civilian casualties happen and other accidents. This is a population centric approach, building with and for the communities.

We will now discuss the practical experiences at Uruzgan and further them simultaneously into a community building concept model to better describe the dynamic process.

## 4. Key Leader Core building concept

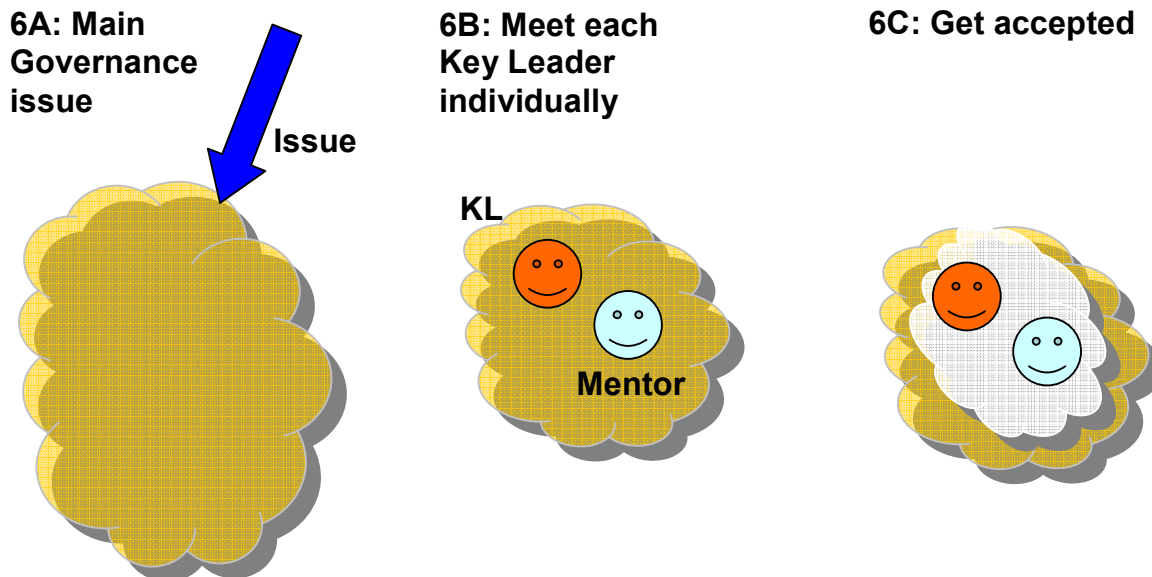
It is always hard to re-explain to the reader, a growing human approach in progress. The work that is described was done by TFU 5 and -6, the Political advisor POLAD, commander TFU and many others. In order to retain some of these experiences and pass them on, a language is needed to express experiences. This is an attempt to put these experiences into pictures. Although simple pictures are used the actual human skills to do this is high. A close cooperation and unity of effort by all is essential to get the best of all worlds in the subsequent meetings. We will first show the overall core building process in steps.

### 4.1 Effect of the individual mentors

A main governance issue exist (security, care, building, elections etc.) which needs immediate attention. This theme is the focus of all the meetings.

If we look back to the earlier start of the Big Six meetings, the building process started with the use of mentors. In the individual engagement of the identified Key Leaders (KL), personal contact was made with each individual leader to build trustful person to person relations to further building. Individual matching is essential for the mentors. This allows maximum clear perceptions on the individual needs and wants of our leaders that will work together to create a governance core. All partners have individually connected and mentors are accepted on a one-to-one base. When bringing these together in a first meeting all ready a base of trust and recognition has been laid. The individual mentors will act as a catalyst sub core, because they themselves are already connected to one common goal.

**Figure 6A/B/C:** In 6A an important issue exist which will be the initial focus for results. Each key Leader is individually contacted to get acceptance by the selected mentor.

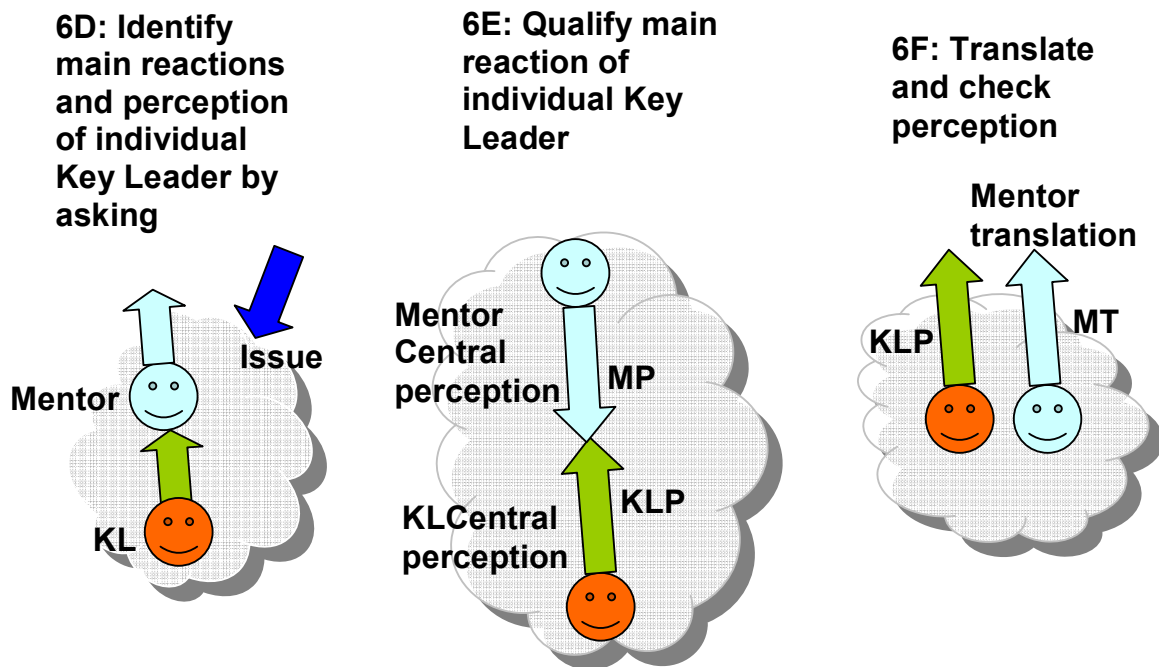




## 4.2 Individual coaching and mentoring

Individual coaching and mentoring meetings are held with every individual key leader to personally qualify each member's perception thoroughly. The personal mentors play a significant role with their fitting specialisms and practical matching with the key leaders (KL). Let us zoom in, into this phase. The process is similar to the earlier described personal contact. In 6D-F they individually have identified the KL perceptions, needs and wants from their counterpart and are able to translate this properly. In the personal motivation process the local leaders invited to participate in a number of meetings. Individual approaches are needed here to translate the main issues in a feasible perception as earlier portrayed in the personal contact process.

**Figure 6D/E/F:** In 6D one key leader is asked to express his views on the key issue at hand (blue arrow). The mentor questions the perception KP in 6E in order to qualify if this is the strongest, real perception, opinion expressed by the key leader on the subject. When this is clear the view is translated MT back to the KL and feedback is asked to check the views.

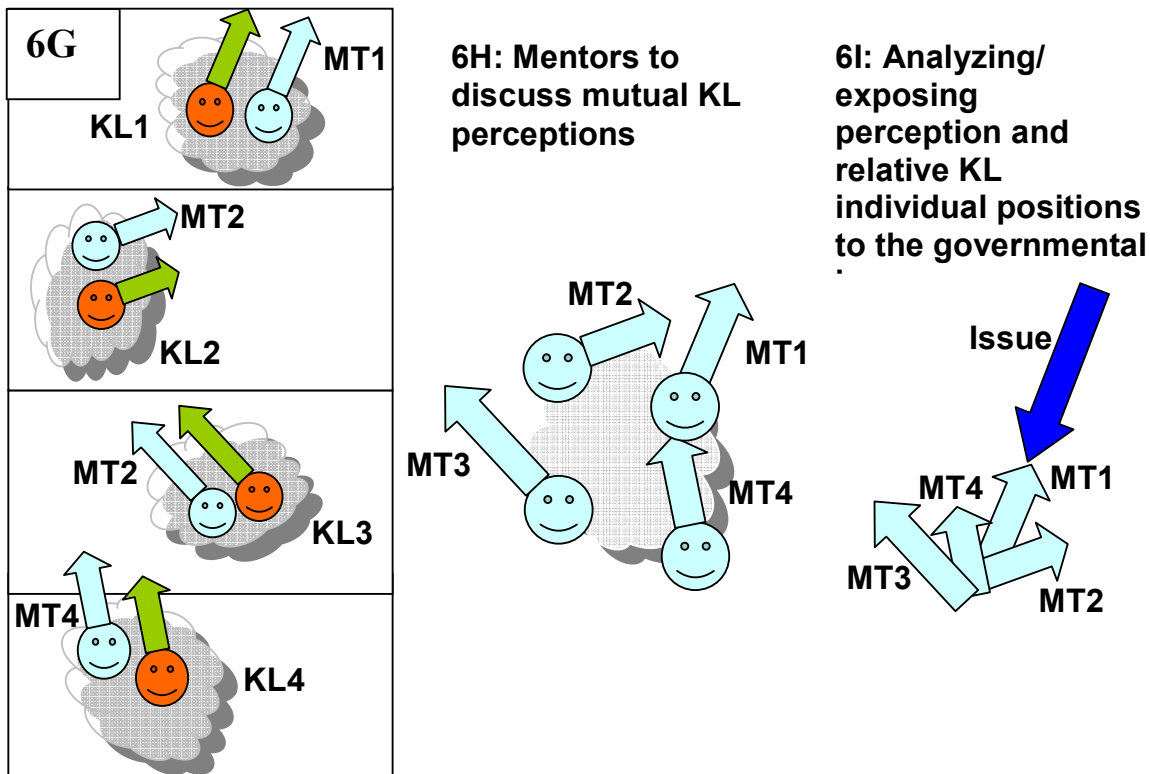


Individual coaching and mentoring actions are being taken to personally qualify each member's perception thoroughly. Now the earlier personal mentors play a significant role with their fitting specialisms and practical matching of the KL (to one being coached). The mentors will act as if like "soap" in a solution of oil and water, in themselves they possess two sides and are able to translate and connect back and forth. The selection of fitting mentors (as well as the leaders) is essential in the total connection end result of a working core (see later). They should be both very empathic and professionally capable to have maximum effect. If a key leader profile is fully clear, also a psychological profile, a counterpart or "twin" can be exactly matched to get the maximum rapport. The qualities of the mentor should make him able to translate the governmental issues in this case into fitting language, also to raise personal interest to join the meetings. For ANP (Afghan

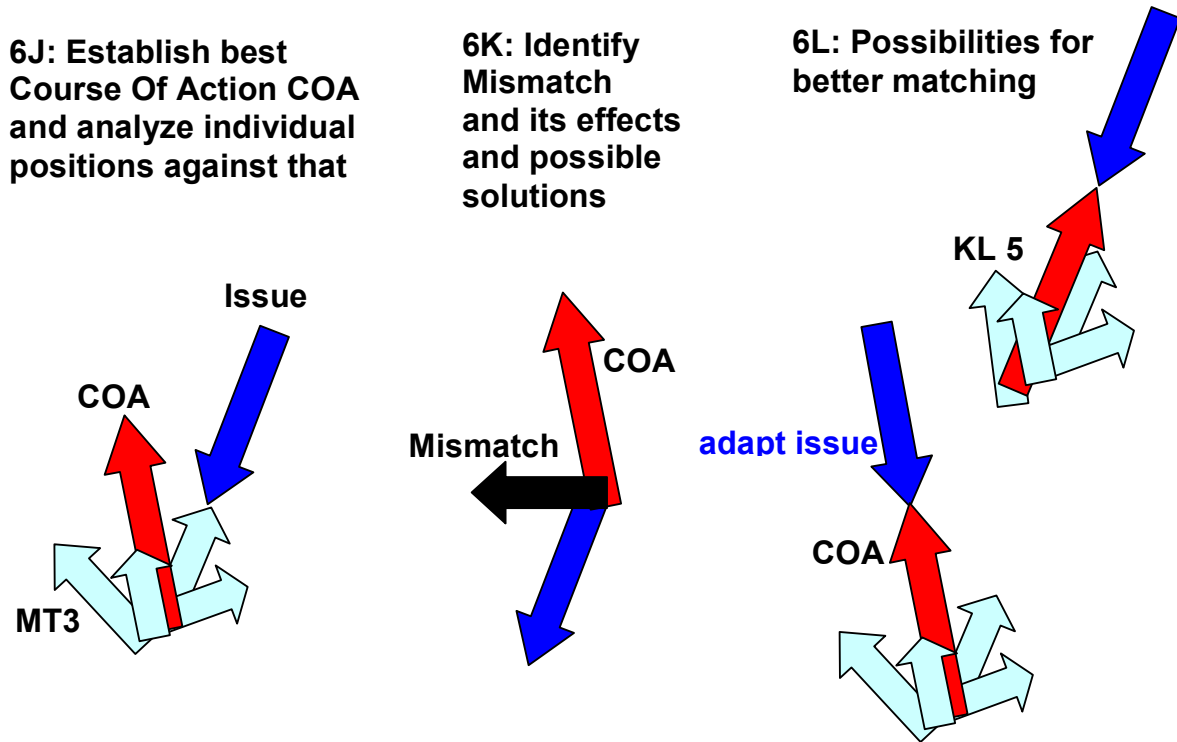
National Police) this should be a police type mentor/translator, for ANA (Afghan National Army), army, for the governor a governmental specialist etc.; the cultural awareness of how things are viewed locally obviously is essential.

In the case of the Big 6, for all four Afghan National key leaders, a counterpart was available for personal contact and help. In order to bring the participants together here already the use of personal relations with the mentors are essential. The 4 mentors act as sub core already connected to form a pivotal connection. Like the axle of a wheel, they look as if doing nothing. In reality the hard work of translation and conduction of the 4 key leaders' perception is hard work. We will use the 4 mentors to further the concept. In other cases the selection of mentors could be one to two coaches or other ratios depending on capabilities and personal profiles.

**Figure 6g/6H/6I:** In 6G four times this partnering is done separately and discussed by the mentor group first, before introducing the KL to a group meeting. The mentors will discuss mutual understandings and perceptions of "their" key leaders. They can assess the relative positions of the individual leaders and their position towards the key governance issue.



**Figure 6J/K/L:** In 6J the best mean course of action is determined and compared to the individual KL perceptions and wants. There always will be a difference in the average perception and the actual issue at hand. Automatically this will mean a mismatch with its indirect effects.



The mismatch needs to be openly discussed and analyzed for the indirect effects. A number of possibilities will exist to reduce this mismatch. Just to name a view 6L: devote extra attention to this one KL3 (work on position change), change KL3, approach another KL5, adapt the main issue to a better fit, but also leave as it is and use the group dynamics to resolve this. We will show later how this can be done, using the forum as effective structure.

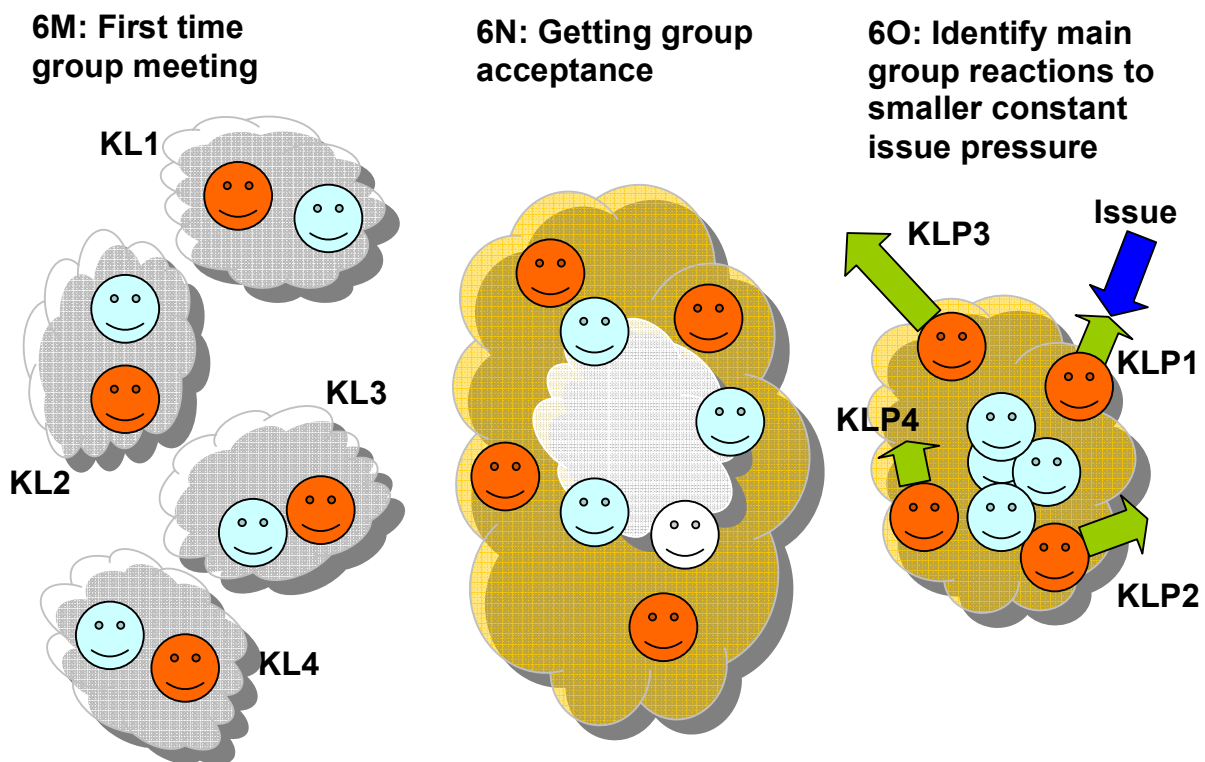
The use of mentors will also help reduce the amount of "mismatch" simply because each person has his own blind spots, if openly discussed the mentors can supplement each other and form a de facto functional sub core. This sub core can act as pivoting point to allocate individual strengths from the mentors and assign them to match a particular challenge.

### 4.3 Building the core

In 6M the key leaders are brought together; In this case 4 persons and 4 mentors. It is imperative to first get accepted as a group. The purpose itself of the meetings 6O is less important than the end condition of acceptance which flows with this.

In 6N the mentors group act as a sub core, a pivotal point of movements, translations which is already connected. The mentors as a group work together for a common goal. They therefore have the "weight" advantage in the centre point of the meeting. They act as if they are the axle in the wheel of all movements and perceptions.

**Figure 6M/N/O: Group forming by using the mentor sub core as centre**

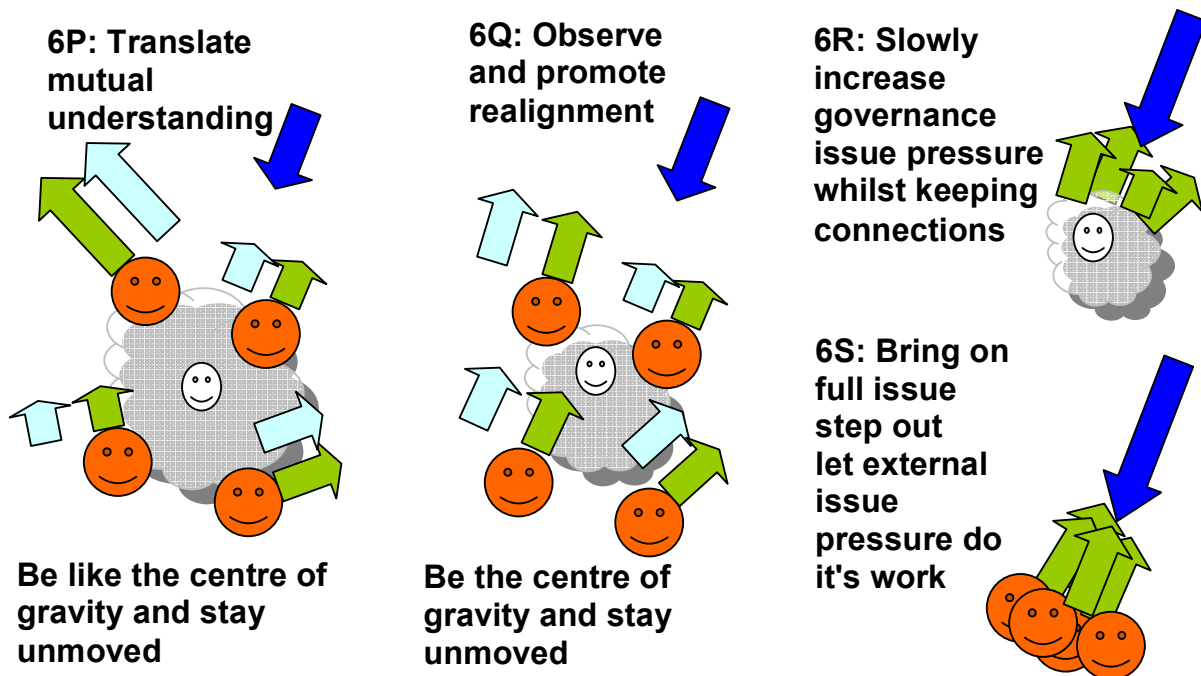


In 6O the main reactions key leader perceptions KLP1-4 to the governance issues are determined again within the new forum. Individually this was done before getting the participants to the meeting, basically to sell the forum. Now we can observe a change if occurs due to the group dynamics. We need to identify them again and get the matching perceptions in order to later translate properly into the community perspectives. All perceptions are brought together in one (non existent, virtual) personal community center point from which perceptions can be viewed (6P). This could be the governor when he is the turning point, but can also be someone else in the meeting, or even outside this forum. Within the group meeting now the individual mentors act as centre point and stay in the "backseat positions" as well as helping with the proper translations of the external issues into personal commitments of the members. They are not driving issues at this stage but

just follow and "translate" for "their" KL with highest personal perception, together with the (whole) focus of the issue.

In 6P the main reactions to the governance issues are placed in the context of the group by translating them to the individual perceptions. Now slowly the actual weight of the governance issues 6Q is brought on (Like security) and its consequences for the entire community discussed. The group dynamics is coached to fully express actions that need to be taken in order to resolve issues. Simultaneously the influence of the mentors will be lessened in order to create maximum of group momentum and interaction (6R) Because of the centre point position of the mentor sub core, this will act as a turning points for all expressed opinions and perceptions by the KL's. The automatic effect will be a joining of all four. This effect of alignment which coincides with the centre point can be experienced and therefore proven by practical exercises. It is the natural collective joining which belongs to the human natural state. The whole perception.

**Figure 6P/Q/R:**



If and when some of the external issues can not be met by the team, supplements can be made to help with knowledge etc. But there will always be a hidden talent that will be able to take parts of the problem. For self-confidence and future autonomy reasons it is better to allow for lesser solutions at a lower level. If they make do themselves, it increases the self confidence. If we step in and resolve, it may be done, but in effect we are sending the perception "you cannot do it" and lower their self esteem. As explained earlier in "mismatches" this will not help building a social substructure that is needed to make them stand up and take charge of all community issues. In essence the entire process must be managed to use natural flow, in order not to create second order negative effects. Any compliment will have to be returned to your hosts, any success is theirs, compliments to encourage etc. They will like you for this and make your job easier.

## 4.4 Practical training of the principles

In order to understand fully it is not enough to understand these pictures, it needs to be experienced. Due to the more physical nature of sensing also movement in contact is needed to fully appreciate its values. Once understood they remain and are not forgotten. Some helpful Ki-Aikido exercises exist to experience the principles:

1. "The unbendable arm", personal experience of the increase in personal power due to open and centered perception.
2. Blocking, scanning and reversing to find the real direction of your counterpart
3. Moving whilst simultaneously staying innerly unmoved
4. Experiencing strength and the overview of the unity of mind and body

This concept of making personal contact described in chapter 3, was trained in 5 hour sessions, to about 120 Royal Dutch marines (July 2009) to explain the value of personal attitude in COIN, personal Psyops if you will.

### Embedded mentoring

The same principles to building a core will apply to building performance communications centers in military type organizations, Afghan National Army, Afghan National Police, even local community cores in local villages.

The dual principle of contact with mentors, like described earlier as "soap to mix water and oil" also applies to the mixing of two cultures, embedded partnering. There will be people in any organization who have the talent to combine both sides and act as connection in between two organizations. Because they incorporate two sides in them, they will naturally have a complete view on both simultaneously (whole perception). They can be reasonably well selected to perform their unique liaison functions in between two organizations and cultures. The training will need to consist of practical exercises in making contact in combination with culture education.

### Selection

Selection based on personal contact ability can be done psychological, basically to view the inner talents and look at the protection level that shields it. The contact talents, or perception gateways will be the ones that are closest to the natural state.

In practical surroundings like group training it is easy to spot the contact talents. The talents are often irrespective of prior education, they just are there unused and unknown. These types of people are the ones that react immediately to this line of thinking and will interact most. They will be culturally sensitive, since they are sensitive. A COIN attitude is needed at all levels interacting with the local population; Not only with mentors, but with each and every soldier.

**References**

- A. COMISAF Commander's Counterinsurgency Guidance
- B. Coin Course Sept 2009 materials and inputs
- C. Three years Later, The liaison Office, 15 may 2009
- D. The Uruzgan Campaign Plan UCP, March 2009
- E. TAR 20/2009 Dutch Report on the Big six conferences
- F. US Army Counterinsurgency Field Manual 3-24
- I. Voyage of a stranger, Yoshigasaki