

Duke COUNTERTERRORISM and PUBLIC POLICY FELLOWSHIP PROGRAM

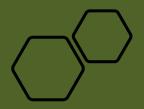
COL Ed Croot Green Beret Identity Crisis



Thesis

There is an identity crisis in SF, and it is negatively influencing the culture and behavior of Green Berets. The result of multiple changes in the expectations of SF post-September 11th, 2001, the identity crisis has manifested over two decades due in part to misaligned recruiting, education, and assignment practices.









Defining the Problem: What is Expected of USASF?

Long-Duration Partnerships-Language-Regional Alignment-Culturally Attuned

Security Force Assistance (SFA)

Foreign Internal Defense (FID)

Counterinsurgency (COIN)

Counterterrorism (CT)

Unconventional Warfare (UW)







Ukraine (2014-Present)

Syria & Iraq (2014-Present)

Afghanistan (2001)

Cooperation Competition Conflict

Defining the Problem: What is *Not* Expected of USASF?

Surgical Strike—Technical—Unilateral—Short-Duration—Strategic Impact

Surgical Strike

Hostage Rescue (HR)

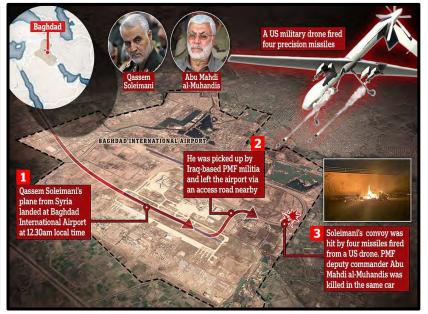
Kill / Capture Terrorists (KC)

C-WPNs Mass Destruction (CWMD)

C-Proliferation (CP)







Osama bin Laden Raid (2011)

Abu Bakr al-Baghdadi Raid (2019)

General Soleimani Strike (2020)

Modeling Culture– Identity



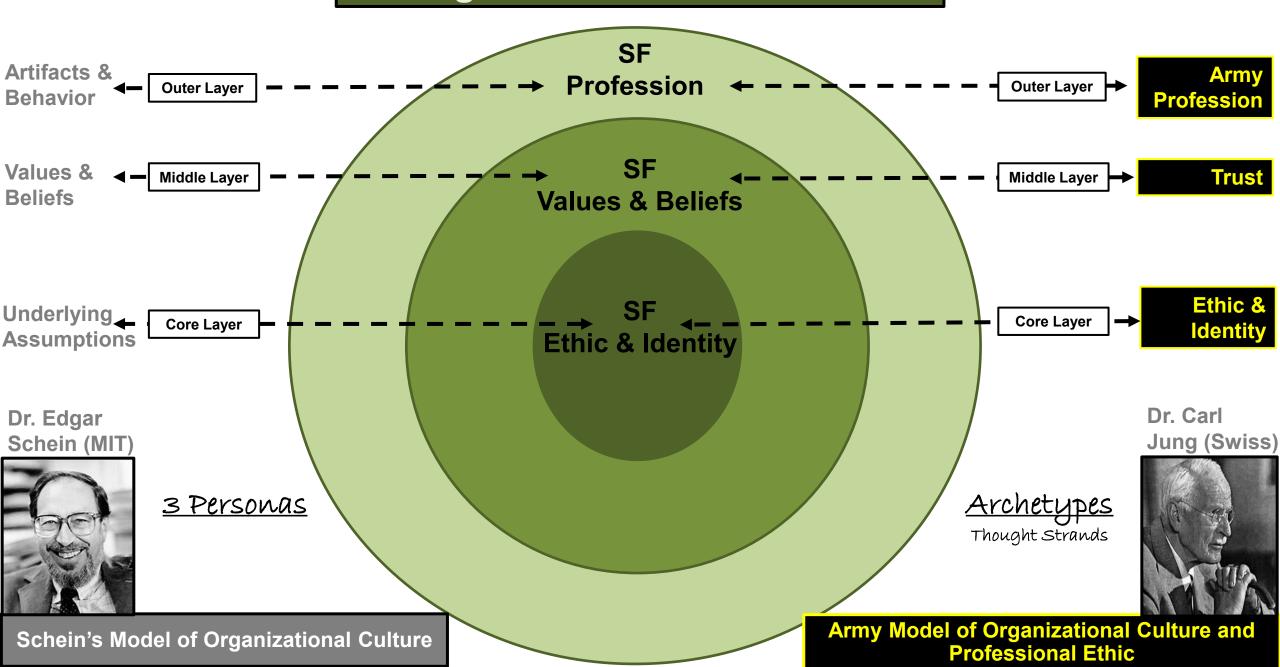




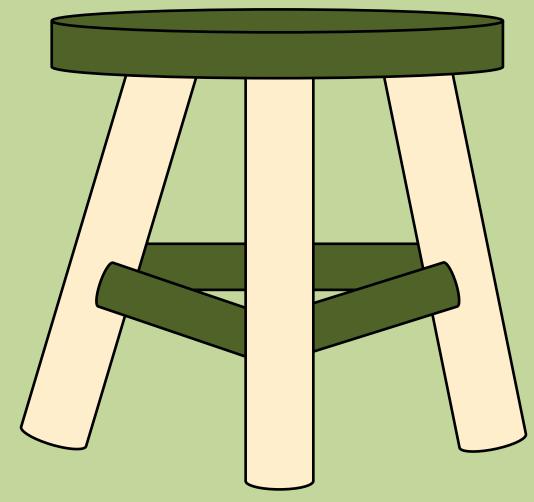




SF Organizational Culture Model



Research Design

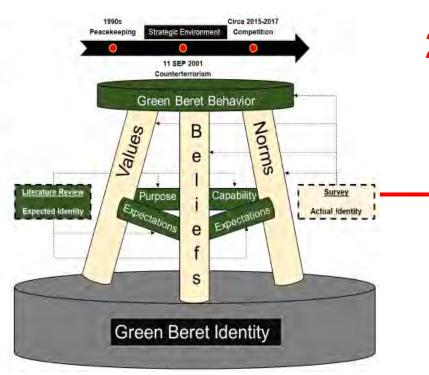


Identity Crisis: period of uncertainty and confusion in

which a person's [or group's] sense of <u>identity</u> becomes insecure, typically due to a <u>change</u> in their <u>expected aims or role</u> in society.

1. Methodology

- Compare espoused with actual Green Beret values, beliefs, and behaviors.
- Stretchers = Independent Variables
- Legs = Dependent Variables
- Literature Review defines variables = Archetypes (Jung)



2. Literature Review

- Review Legal, Doctrinal, Policy, and Strategy
- Determine which archetypes form established Green Beret identity
- 6-weeks to review 18-sources that generate 95-archetypes
- Not one document that defines the Green Beret identity?

Title 10 United States Code: Section 164 Doctore -JP 3-16 Special Operations (No. 2014) +GP 3-16 Special Operations (January 2018) +GP 3-16 Special Operations (January 2018) +GRP3-07 Army Special Operations (June 20 6) -Till 3-16 Special Force) Operations (July 2014) 240E DG Doku Akathur on Casalitti (Ara ero Sekit Tilan-Bulate' Silk Si Riccardi (Foliation 2116) Silk Si Akathur Ashaboo P 2016 Silk Si Co Talaun Protest (RAN) Napamer 2016) Silk Si Co Talaun Protest (RAN) Napamer 2016 Silk Si Co Akathur Torkest (Arabamer 2016) Silk Si Co Akathur Torkest (Arabamer 2016) -United States Army — Spettal Force of Training - GDARWY COM -United States Army — Spettal Force of Misseste - GDARWY COM LSASOCIOS Prilos Literature - United States Anni Special Operations Forces Strategy (2019) -LEASON - Delive of the Continued Historian's Vertical Defention of ST Shale (Inc.) Leader States (Literature Abstrard Security States) of the Utaled States of Amonto (2017) National Defense Strategy (Pilip United States):

18 Source Documents 95 Possible Archetypes

3. Design & Survey

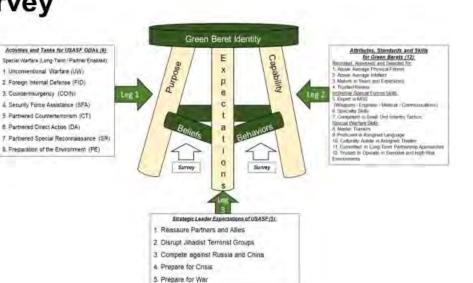
1 Unconventional Warfare (UW)

2 Foreign Internal Defense (FID)

3. Countermargency (COIN)

6 Partnered Direct Action (DA)

- 25 Archetypes from 95 Possible Archetypes
- 42 Quantitative-2 Qualitative
- Surveyed all 6,906 active duty Green Berets





Survey Results



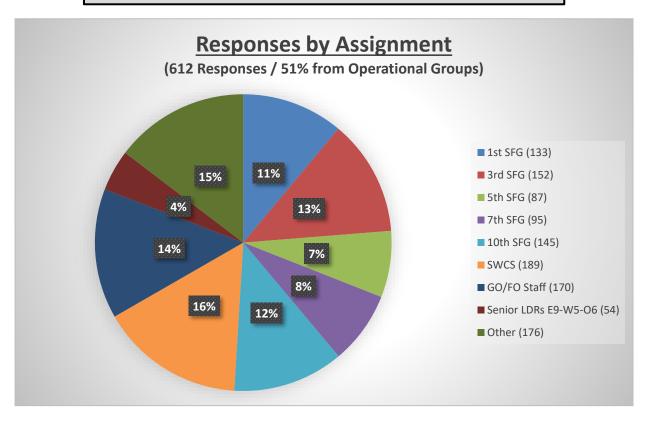
Demographics

1,201 responses— 100 pages qualitative data— 5% segment minimum— statistically significant

Table 3. Survey Demographic Data by Rank (R) and MOS (M)

	SF	Survey Responses	% of Rank-MOS	% of Total Response
	Population	Received	Population	Population
NCO (R)	4,922	553	11%	46%
SGT		34	6%	3%
SSG		94	17%	8%
SFC		291	53%	24%
MSG		105	19%	9%
SGM		29	5%	2%
NCO (M)	4,922	553	11%	46%
18B	1,053	79	8% / 14%	7%
18C	900	80	9% / 14%	7%
18D	775	101	13% / 18%	8%
18E	833	91	10% / 16%	7%
18F	452	68	15% / 12%	6%
18Z	909	134	15% / 24%	11%
180A	523	109	21%	9%
W1		11	10%	<1%
CW2		36	33%	3%
CW3		29	27%	2%
CW4		21	19%	2%
CW5		12	11%	<1%
18A	1,461	539	37%	45%
CPT	470	146	31% / 27%	12%
MAJ	547	188	34% / 35%	16%
LTC	294	148	50% / 27%	12%
COL	150	57	38% / 11%	5%
TOTAL	6,906	1,201		17%

Figure 7. Responses by Assignment

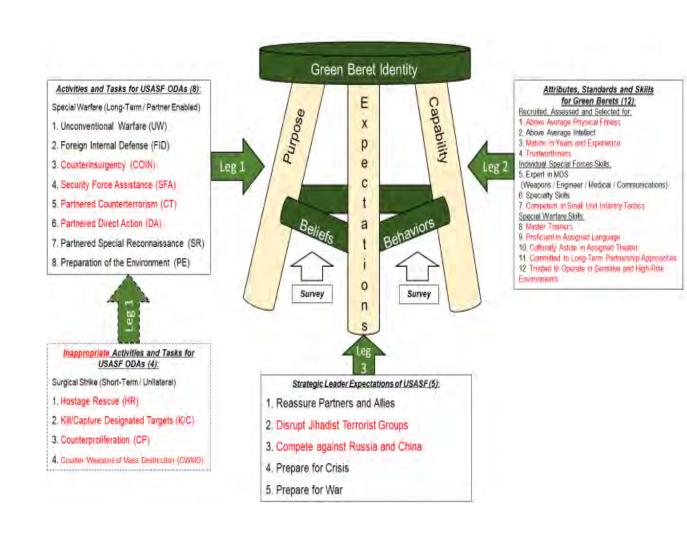


Data Results: 15% Maximum = 19 x Archetype Misalignments

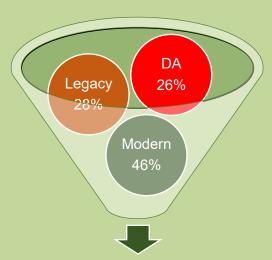
Table 7. Survey Results by 25 Archetypes

SF Criterion			
Individual: (Attributes-Standards-Skills)	Belief	Behavior	Description
Above Average Physical Fitness	+	-43%	Fitness lower post SFQC
Above Average Intellect	+	+	
Mature in Years & Experience	+	-27% -72%	Peers immature 5-12 Teammates immature
Trustworthiness	+	-	Qualitative responses
Trained & Educated in Spec	cial Force	es Skills	
Expert in MOS	+	+	
Competent in Specialty Skills	+	+	
Competent in SUIT	+	-50%	5-12 Teammates not competent
Trained & Educated in Spec	ial Warfa	re Skills	
Master Trainer	+	-24% -53%	Not a Master Trainer Never taught or assessed
Proficient in Assigned Language	-29%	-62% -52%	Practice Try to use
Culturally Astute in Assigned Theater	+	-17% -45%	Do not maintain Assignment not aligned
Committed to Long-Term Partnership Approaches	-34%	-28%	Not committed
Trusted in Sensitive & High-Risk Environments	+	-	Qualitative responses
Collective: (Competencies-Activities-Tasks)	Belief		Description
Core Competency: Specia	al Warfar	e (SF)	·
Unconventional Warfare (UW)	-11%		Believe inappropriate: DA Identity
Foreign Internal Defense (FID)	-12%		Believe inappropriate: DA Identity
Counterinsurgency (COIN)	-23%		Believe inappropriate: DA Identity
Security Force Assistance (SFA)	-43%		Believe inappropriate: DA Identity
Partnered Counterterrorism (CT)	-36%		Believe inappropriate: Legacy Identity
Partnered Direct Action (DA)			Believe inappropriate: Legacy Identity
Partnered Special Reconnaissance (SR)	+		
Preparation of the Environment (PE)	-12%		Believe inappropriate: DA Identity
Core Competency: Surgical S	trike (Oth	er ARSOF)	
Hostage Rescue and Recovery (HR)	+24%		Believe appropriate: DA Identity
Kill/Capture Designated Targets (K/C)	+47%		Believe appropriate: DA Identity
Counterproliferation (CP)	+30%		Believe appropriate: DA Identity
Counter Weapons of Mass Destruction (CWMD)	+28%		Believe appropriate: DA Identity
Strategic Leader Missions by Priority	Belief		Description
Reassure Allies & Partners	+		
Disrupt Jihadist Terrorist Group Threats			Believe inappropriate: Legacy Identity
Compete Against Russia & China			Believe inappropriate Do not feel prepared
Prepare for Conflict	+		
Prepare for Crisis Response	+		

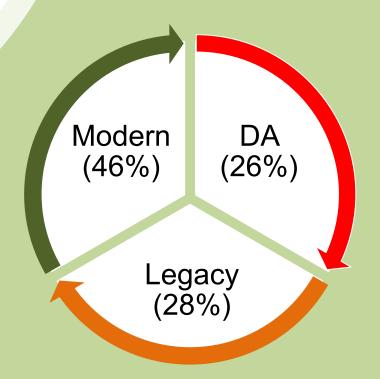
Figure 8. Archetype Misalignments



Research Findings



19 Misalignments = Identity Crisis



3 x Sub-Identities

26% Direct Action Identity (7 of 10)

Q14-Q15-Q16 (Language)

Q23-Q35-Q38 (Unilateral)

Q24-Q36 (-Special Warfare)

Q24-Q36 (+Surgical Strike)

28% Legacy Identity (5 of 7)

Q24-Q36 (-Special Warfare)

Q37-Q38-Q39-Q40-Q41 (-Deter & Compete)

46% Modern Identity

Table 8. Survey Results by Sub-Identity (+ Aligned)

				
SF Criterion	Identity			
Individual: (Attributes-Standards-Skills)	DA	Legacy	Modern	
Recruited-Assessed-Selected For				
Above Average Physical Fitness	+	+	+	
Above Average Intellect	+	+	+	
Mature in Years & Experience	+	+	+	
Trustworthiness	+	+	+	
Trained & Educated in Special Forces Skills				
Expert in MOS	+	+	+	
Competent in Specialty Skills	+	+	+	
Competent in SUIT	+	+	+	
Trained & Educated in Special Warfare Skills				
Master Trainer	+	+	+	
Proficient in Assigned Language	-29%	+	+	
Culturally Astute in Assigned Theater	+	+	+	
Committed to Long-Term Partnership Approaches	-34%	+	+	
Trusted in Sensitive & High-Risk Environments	+	+	+	
Collective: (Competencies-Activities-Tasks)	DA	Legacy	Modern	
Core Competency: Special Warfare (SF)				
Unconventional Warfare (UW)	-11%	+	+	
Foreign Internal Defense (FID)	-12%	+	+	
Counterinsurgency (COIN)	-23%	+	+	
Security Force Assistance (SFA)	-43%	+	+	
Partnered Counterterrorism (CT)	+	-36%	+	
Partnered Direct Action (DA)	+	-32%	+	
Partnered Special Reconnaissance (SR)	+	+	+	
Preparation of the Environment (PE)	-12%	+	+	
Core Competency: Surgical Strike (Other ARSOF)				
Hostage Rescue and Recovery (HR)	+24%	+	+	
Kill/Capture Designated Targets (K/C)	+47%	+	+	
Counterproliferation (CP)	+30%	+	+	
Counter Weapons of Mass Destruction (CWMD)	+28%	+	+	
Strategic Leader Missions by Priority	DA	Legacy	Modern	
Reassure Allies & Partners	+	+	+	
Deter Jihadist Terrorist Group Threats	+16%	-16%	+	
Compete Against Russia & China	+18%	-16%	+	
Prepare for Conflict	+	+	+	
Prepare for Crisis Response	+	+	+	

Sub-Identity Distribution

Table 9. Sub-Identity Characteristics (Rank & Unit)

No single rank or unit dominates a sub-identity

2% tolerance value used to measure variance between:

Survey Population & Sub-Identity Group Size

Direct Action Identity

11% Higher for NCOs

5% Higher for 7th SFG (South America)

3% Lower for 3rd SFG (Afghanistan & Africa)

Legacy Identity

21% Higher for NCOs

20% Lower for Officers

7% Higher 7th SFG (South America)

8% Lower 10th SFG (Europe)

7% Lower for 1st SFG (Asia)

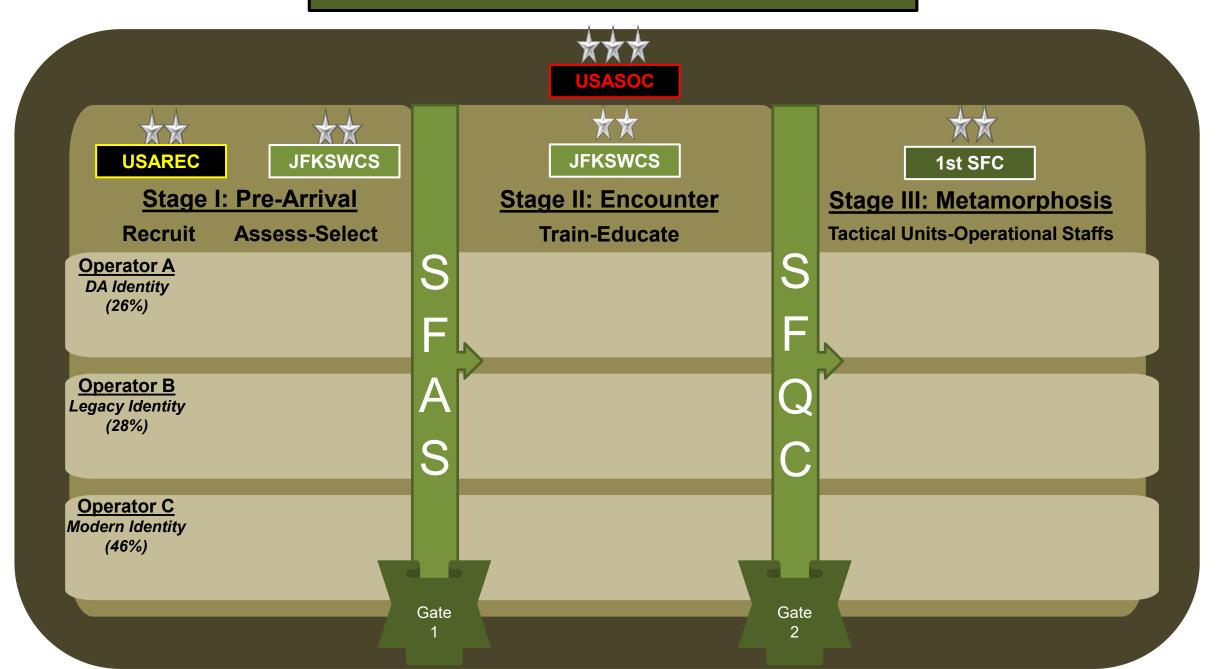
Identity (2	!%>X> <mark>2</mark> % 1	Tolerance)
DA		Modern
312 Total	336 Total	553 Total
57%	67%	
(46%)	(46%)	
6%	4%	
7%	14%	
	(8%)	
31%	38%	
(24%)	(24%)	
` ,		
0.70		
6%		
0,0		
9%		
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1070		
4%		
. 70		
DA		
0 70		
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18%		
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1970	(15%)	
	DA 312 Total 57% (46%) 6% 7% 31%	312 Total 336 Total 57% 67% (46%) 6% 6% 4% 7% 14% (8%) 38% (24%) 9% 9% 10% 4% 1% 9% 8% 2% 1% 3% 4% 1% 2% 1% 1% 2% 0% 34% 25% (45%) 6% (12%) 9% 10% (16%) 15% 7% (12%) 4% (11%) 15% 13% 12% (8%) (8%) 10% 4% (12%) 15% 15% 13% 15% 13% 19% 28%

Analysis

I was recruited to SF with the promise of killing or capturing terrorists; my NCO assessor at selection described our purpose as partnership; I participated in the ROBIN SAGE UW Exercise; upon arrival at my SFODA, my Team Sergeant focused on DA, Team Leader on UW, Company Commander on competition with China and Russia (whatever that means), and my Battalion Commander seemed most concerned with language currency. "Who am I supposed to be?"

—Notes from Interview with Departing Green Beret

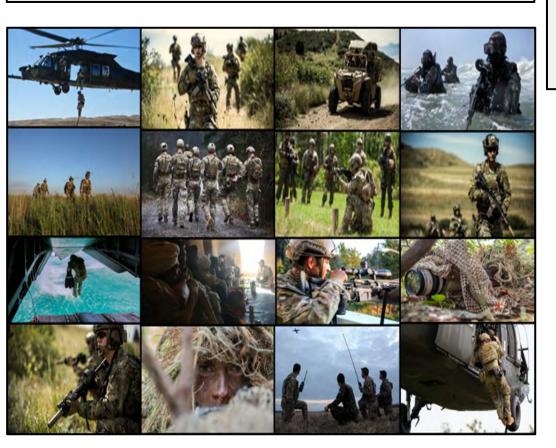
SF Socialization Model



Stage I: Misleading Recruiting Message

"Special Forces is experiencing an identity crisis in a few ways. [New] SF soldiers coming to the regiment today believe they are joining something that mirrors Delta Force. This is affecting the quality of individuals we are receiving and is largely affecting retention."

- Sergeant First Class



Stage II: Incomplete Training & Education

"The SF sergeants are expected to know the current operating environment; however they only teach the National Security Strategy and Contemporary Missions [to the officers]."

- Master Sergeant

Survey:

42% lack education

Legacy Identity:

21% Higher for NCOs20% Lower for Officers

Stage III: Misallocation

"We, as a force, are not committed to long-term anything because we infrequently deploy to the same place/mission twice. How can anyone become a master in their field if they can't even devote sufficient time...to one AOR."

- Sergeant First Class

Survey:

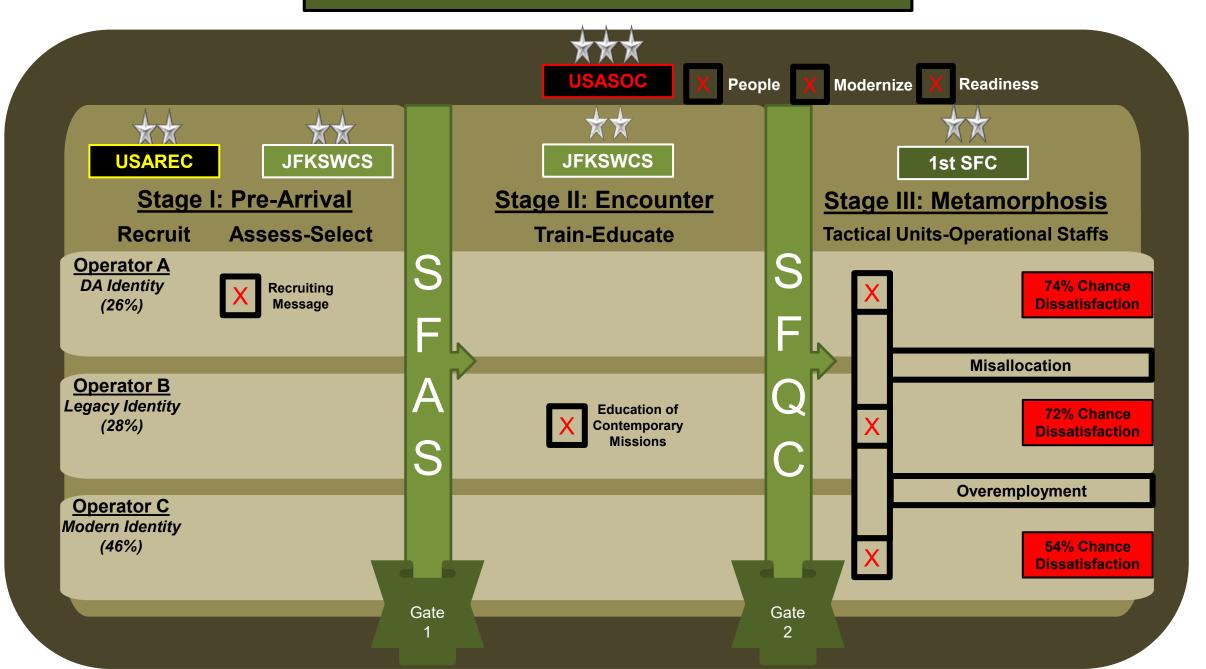
42% not assigned to region 52% last deployment outside of assigned region

Stage III: Overemployment

"We are deployed all over the world doing missions outside of our scope. Generals seem to think that USASF can do anything... SOCOM on down either agrees or doesn't know how to say no."

Sergeant First Class

SF Socialization Model



Recommendations



Define the Profession in a new Doctrinal Document as a centering mechanism for all USASF components:

ADP 1-18: Special Forces Profession



Likely similar identity crisis issues exist within other cohorts of USSOCOM and impacts their cultures and organizations' ethics:

Navy SEALs & MARSOC Raiders