



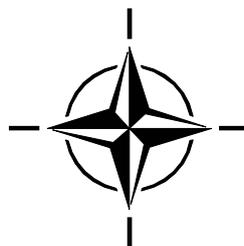
**RTO TECHNICAL REPORT**

**TR-HFM-120**

# **Multinational Military Operations and Intercultural Factors**

(Les opérations militaires multinationales  
et les facteurs interculturels)

This Technical Report documents the findings  
of Research Task Group 120.



Published November 2008





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This Technical Report documents the findings  
of Research Task Group 120.

Edited by:

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# Table of Contents

	Page
<b>List of Figures/Tables</b>	<b>vii</b>
<b>Acknowledgements</b>	<b>viii</b>
<b>Programme Committee</b>	<b>ix</b>
<b>Executive Summary and Synthèse</b>	<b>ES-1</b>
<b>Chapter 1 – Introduction</b>	<b>1-1</b>
1.1 Research Task Group Structure and Composition	1-1
1.2 Background	1-2
1.3 Defining Culture	1-3
1.3.1 Organizational Culture	1-4
1.3.2 National Culture	1-6
1.3.3 Hofstede’s Dimensions and Military Culture	1-7
1.3.4 Military Culture	1-8
1.4 Organization of Report	1-9
1.5 References	1-9
<b>Chapter 2 – Organizational Factors</b>	<b>2-1</b>
2.1 Introduction	2-1
2.2 Personnel Issues	2-1
2.2.1 HR Policy and Practice	2-2
2.2.1.1 Unions	2-3
2.2.1.2 Deployment	2-4
2.2.2 Professional and Organizational Structure	2-5
2.2.3 Well-Being	2-8
2.2.4 Professional Conduct	2-9
2.3 Operational Issues	2-11
2.3.1 Internal Organizational Processes	2-12
2.3.2 External Relations	2-14
2.4 Conclusion	2-17
2.5 References	2-18
<b>Chapter 3 – Leadership and Command</b>	<b>3-1</b>
3.1 Introduction	3-1
3.2 Individual Leadership Characteristics in the Context of Multinational, Intercultural Military Operations	3-2
3.2.1 Defining Leadership	3-2

3.2.2	Leadership is More Challenging in Multinational Military Contexts	3-2
3.2.3	Unity of Command vs. Unity of Effort/Purpose in a Multinational Military Context	3-3
3.2.4	Attributes of Effective Leadership in a Multinational, Intercultural Military Context	3-3
3.2.5	Transformational Leadership: An Expanded Leadership Paradigm	3-5
3.2.6	Combining Social, Emotional, and Cultural Intelligence: Transculturals	3-6
3.2.7	Assisting Multinational Military Leaders: Liaison Officers and Liaison Teams	3-8
3.3	Cultural Barriers to Teamwork in Multinational Military Operations: Implications for Leadership and Command	3-9
3.3.1	Hofstede's Cultural Dimensions	3-9
3.3.2	Power Distance, Uncertainty Avoidance, and Leadership	3-11
3.4	Leadership or Command Structures	3-13
3.4.1	Types of Command Structures	3-13
3.4.2	Command Structures in Action: Case Histories	3-14
3.4.2.1	Lead Nation Command	3-14
3.4.2.2	Parallel Command	3-15
3.4.2.3	Integrated Command	3-16
3.5	Recommendations for Multinational Military Leadership Training and Development	3-17
3.5.1	Training and Development for Multinational Military Leaders	3-17
3.5.2	Training and Development of Multinational Military Teams	3-20
3.5.3	Training for a Multinational, Intercultural Military Context: Additional Tools and Technologies	3-21
3.6	Conclusion	3-23
3.7	References	3-24

## **Chapter 4 – Multinational Military Teams 4-1**

4.1	Introduction	4-1
4.1.1	Teams	4-1
4.1.2	Cultural Diversity in Teams	4-2
4.1.3	Types of Multicultural and Multinational Collaborations	4-2
4.2	Method	4-3
4.2.1	Inter-Group Relations	4-3
4.2.2	Cross-Cultural Adaptability	4-4
4.3	Inter-Group Activities	4-5
4.3.1	Inter-Group Planning	4-5
4.3.2	Inter-Group Coordination	4-6
4.3.3	Inter-Group Communication	4-6
4.3.4	Inter-Group Training	4-7
4.4	Barriers to Teamwork	4-7
4.4.1	Diversity Among the Multinational Forces Deployed	4-11
4.5	Conclusion	4-13
4.6	References	4-13

## **Chapter 5 – Cultural Predispositions and Psychosocial Aspects 5-1**

5.1	Introduction	5-1
5.2	Culture, Personality and Cognitive Processes	5-1

5.2.1	Hofstede’s Definition of Culture	5-1
5.2.2	Cross-Cultural Studies on Personality Traits	5-2
5.2.3	Hofstede’s Interpretation: Culture’s Consequences for Traits	5-4
5.2.4	McCrae’s Interpretation: Personality’s Consequences for Value Systems	5-4
5.2.5	Cross-Cultural Personality Predispositions	5-5
5.2.6	The Interaction of Personality Traits with Culture: Consequences for Multinational Operations	5-7
5.2.7	Activity Orientation	5-8
5.2.8	Dialectical Reasoning	5-8
5.2.9	Hypothetical vs. Concrete Thinking	5-8
5.3	Trust and Ethics	5-9
5.3.1	Trust	5-9
5.3.2	The Antecedents of Trust	5-9
5.3.3	Trustworthiness	5-11
5.3.4	Effects of Trust on Military Operations	5-11
5.3.5	Ethics	5-12
5.4	Conclusion	5-12
5.5	References	5-13

**Chapter 6 – Communication** **6-1**

6.1	Introduction	6-1
6.2	Communication Problems of Culturally Diverse Groups	6-2
6.2.1	Lack of Language Fluency	6-2
6.2.2	Information Sharing	6-2
6.2.3	Stress and Increased Cognitive Effort	6-3
6.2.4	Perception of Ability	6-3
6.2.5	Being By-Passed for Assignments	6-3
6.2.6	Adjustment Time	6-3
6.3	How Cultural Diversity Can Cause Miscommunication	6-4
6.3.1	The Cultural Lens Model	6-4
6.4	Cultural Dimensions and How They Affect Communication	6-4
6.4.1	How Does the Power Distance Orientation Affect Communication?	6-6
6.4.2	How Does the Individualism-Collectivism Orientation Affect Communication?	6-7
6.4.3	How Does the Uncertainty Avoidance Orientation Affect Communication?	6-8
6.4.4	How Does Achievement-Relationship Affect Communication?	6-9
6.4.5	How Does the High-Low Context Orientation Affect Communication?	6-10
6.4.6	How Does the Masculine-Feminine Orientation Affect Communication?	6-10
6.4.7	How Does the Polychronic vs. Monochronic Orientation Affect Communication?	6-10
6.4.8	How Does the Past-Future Time Orientation Affect Communication?	6-11
6.4.9	How Does the Analytic vs. Holistic Reasoning Orientation Affect Communication?	6-11
6.4.10	Other Dynamics in Multicultural Miscommunications: False Consensus	6-12
6.5	Non-Verbal Intercultural Communication	6-12
6.5.1	Eye Contact and Duration of Verbalizations	6-13
6.5.2	Personal Space	6-13
6.5.3	Touch	6-13
6.5.4	Other Non-Verbal Communication Cues	6-14

---

6.6	Recommendations for Improving Communication in Multinational Groups	6-14
6.6.1	Knowledge	6-14
6.6.2	Motivation	6-14
6.6.3	Skills and Attitudes	6-15
6.6.4	Social Capital	6-15
6.7	Conclusion	6-15
6.8	References	6-16
<b>Chapter 7 – Technology</b>		<b>7-1</b>
7.1	Introduction	7-1
7.2	The Impact of Culture on the Use of Technology in Multinational Military Operations	7-3
7.3	Communication Technologies	7-5
7.4	Training Technologies for Effective Multinational Military Operations	7-5
7.5	Decision Making and Cultural Differences	7-7
7.6	Challenges for the New Strategic Landscape	7-7
7.7	Challenges for Technology	7-9
7.8	Conclusion	7-9
7.9	References	7-10
<b>Chapter 8 – Societal Factors</b>		<b>8-1</b>
8.1	Introduction	8-1
8.2	Conscripted versus Professional Militaries	8-2
8.3	Casualty Tolerance	8-7
8.4	Public Opinion	8-10
8.5	Conclusion	8-12
8.6	References	8-13
<b>Chapter 9 – Conclusions</b>		<b>9-1</b>
9.1	General	9-1
9.2	Key Conclusions and Recommendations	9-1
9.2.1	Organizational Factors	9-1
9.2.2	Leadership and Command	9-2
9.2.3	Multinational Military Teams	9-2
9.2.4	Cultural Predispositions and Psychosocial Aspects	9-3
9.2.5	Communication	9-4
9.2.6	Technology	9-5
9.2.7	Societal Factors	9-5
9.3	Final Comments	9-6
9.4	References	9-6

## List of Figures/Tables

<b>Figure</b>		<b>Page</b>
Figure 1.1	Increase in Canadian Operations 1980-2004	1-2
Figure 1.2	Layers of Organizational Culture	1-5
Figure 1.3	Conceptual Framework for Organizational Culture	1-6
Figure 4.1	Peace Operations Cross-Cultural Adaptability Model	4-4
Figure 4.2	Framework for Team Functioning	4-12
Figure 4.3	Framework for Organizational Behavior	4-12
Figure 5.1	Three Levels of Mental Programming	5-2
Figure 5.2	A Representation of the Personality System, with Categories of Variables, Specific Examples, and Arrows Indicating Causal Pathways	5-5
<b>Table</b>		
Table 4.1	Framework for Understanding Cultural Diversity in Cognition and Teamwork	4-9
Table 4.2	Source of Intercultural Problematic Relations	4-11
Table 5.1	ANOVA-Paired Comparison of Cross-Cultural Personality Predispositions in US, Romanian and Slovak Aviators	5-7
Table 6.1	Cultural Dimensions	6-5

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<b>14. Abstract</b>			
<p>Since 1990, there has been a significant increase in the number of military operations requiring nations to contribute forces as part of a multinational alliance or coalition. Evidence suggests that differences in the organizational and national cultures of contributing countries can impact the operational effectiveness of the multinational force. The purpose of the NATO Human Factors and Medicine (HFM) Research Task Group (RTG) on Multinational Military Operations and Intercultural Factors (RTG-120) was to consider the intercultural factors that influence multinational military collaboration in the areas of organizational factors; leadership and command; teams; pre-dispositional and psychosocial factors; communication; technology; and societal factors. Throughout these areas, a common theme was the need to instill greater cultural sensitivity and awareness through pre-deployment programs and training for all military personnel. It is hoped that the knowledge generated on these topics will promote an understanding of diversity in the areas of human culture, organizations and technologies of relevance to multinational military operations, and ultimately contribute to the effectiveness of these collaborations.</p>			





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