

Lessons Learned in the Global War on Terrorism

- Bosnia
- Georgia
- Philippines
- Afghanistan
- Horn of Africa
- Yemen
- Colombia?



It's Global

Lessons Learned from The War on Terrorism

Lesson #1: SOF core competencies are clearly emerging.

IO

PSYOP & CIVIL AFFAIRS

**SURROGATE/COALITION
WARFARE**

**UNCONVENTIONAL
WARFARE – SPECIAL
FORCES**

STRATEGIC ACCESS

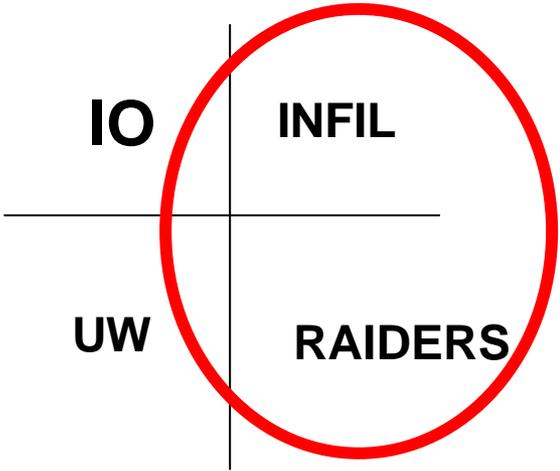
SOF INFIL/ FS PLATFORMS

SURGICAL OPNS

RANGER RGT, SEALS

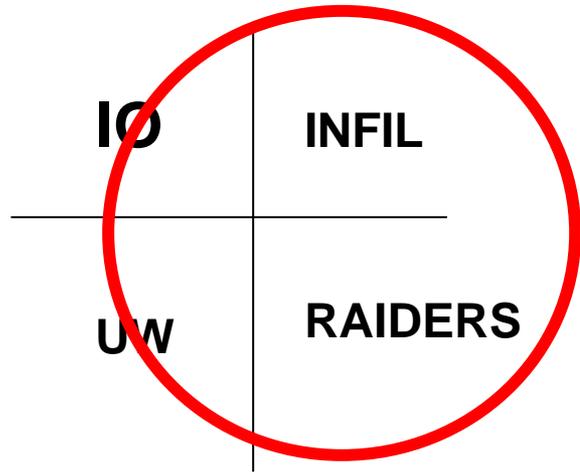
The Competencies: Powerful Mix

GRENADA



Key Tasks: DA/SR

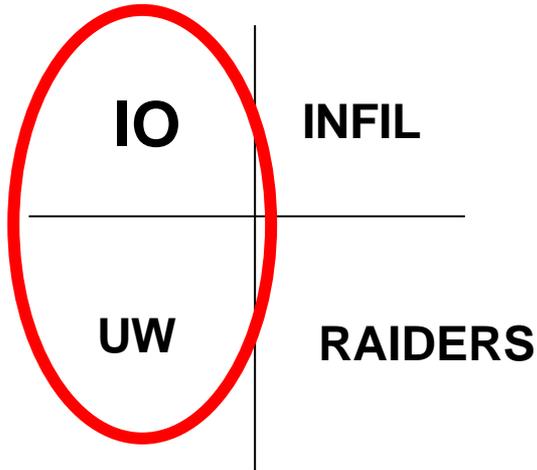
PANAMA



Key Tasks: SR/DA/CA/PSYOP

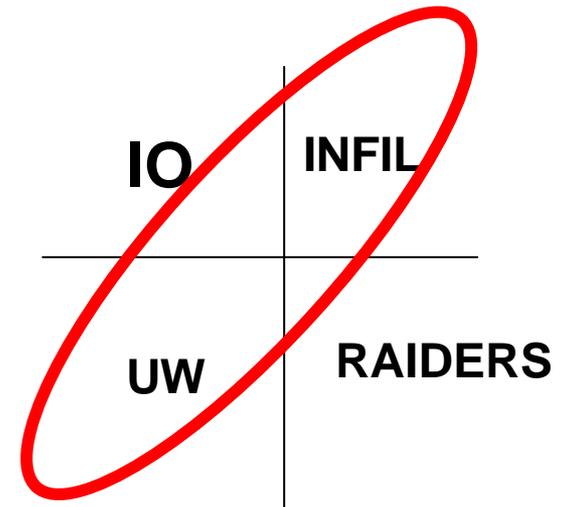
The Competencies: Powerful Mix

EI SALVADOR



Key Tasks: FID/IO

AFGHANISTAN

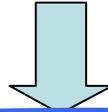


Key Tasks: UW/FID

Would this work?

CHARTER

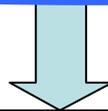
USSOCOM MISSION



**WHAT WE
ARE**

SOF COMPETENCIES:

- National Resource Skill Sets??
- Strategic Access??
- Information Operations??
- Surgical Operations??
- Surrogate Warfare??



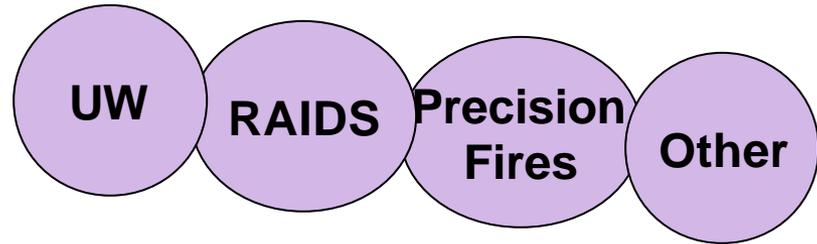
**HOW WE
TRAIN**

CORE TASKS:

CP, CT, UW, FID, SR, DA, CA, PSYOP, ?

Lessons Learned from The War on Terrorism

Lesson #2: Be ready.



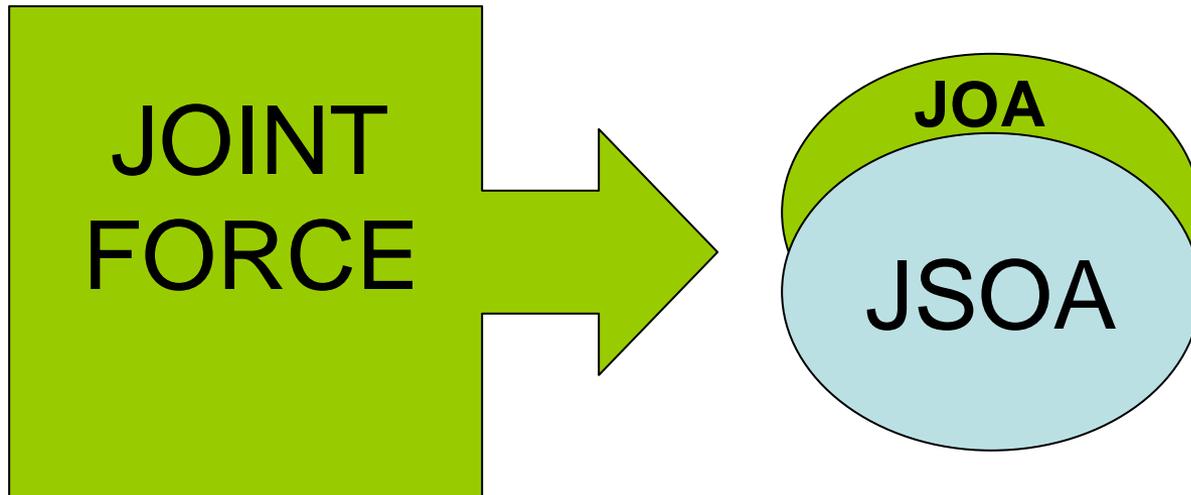
TRAIN and EQUIP for worst case scenarios, even in extended periods of relative tranquility.

Lessons Learned from The War on Terrorism

Lesson #3: Convergence of forces – an operational and tactical reality.

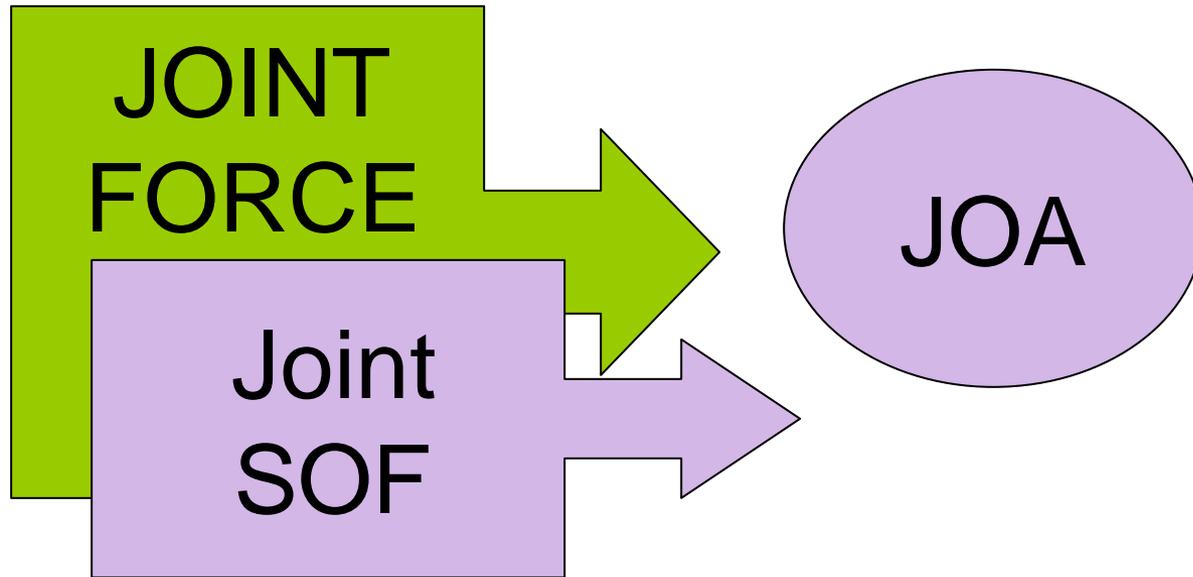
The battlefield is fluid, dynamic, ...

#1: We converge on the battlefield.



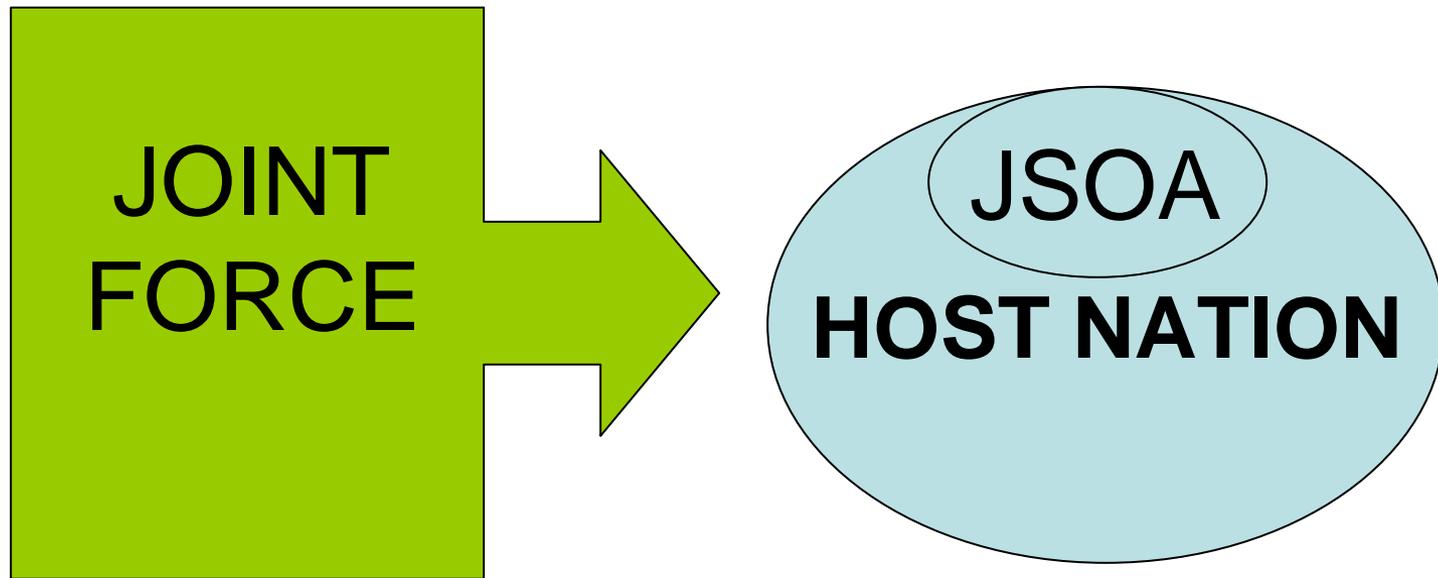
Example: Afghanistan

#2: We plan and execute together.



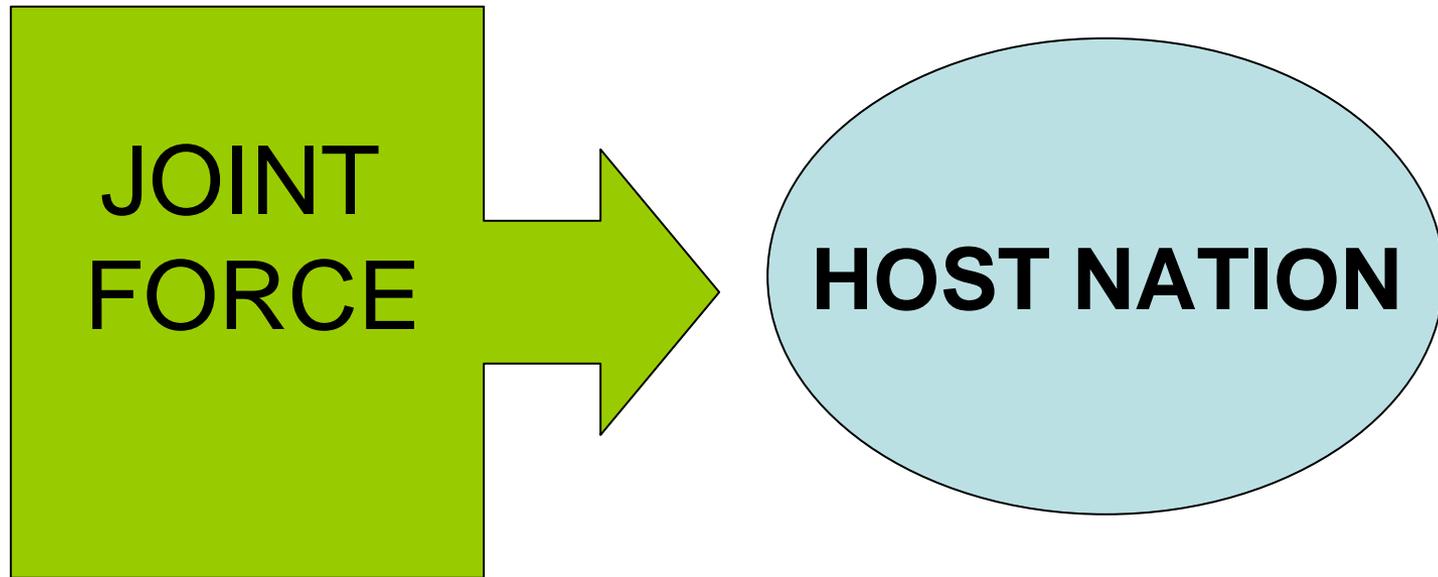
Example: Panama

#3: Surrogate Warfare fails or is failing.



Example: Philippines: 1892 revolution against Spain begins in Philippines. 1898 US brings Emilio Aguinaldo back from exile, but must use conventional troops under General Merritt to defeat Spain. (*PI Insurrection follows.*)

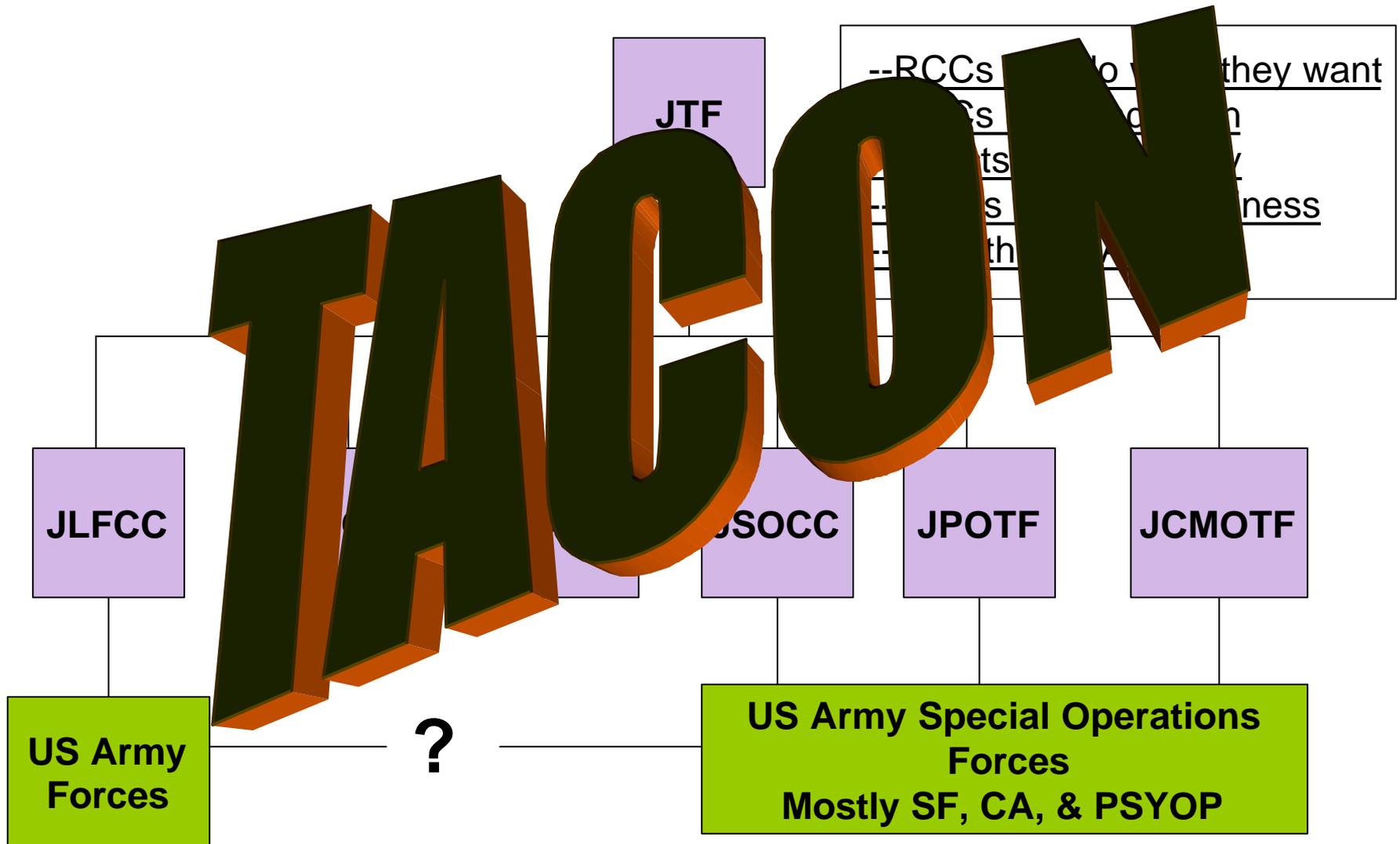
#4: SF is on the ground when *IT* happens.



Example: DROC, Kenya, Albania, Rwanda, Congo, Cote D'Ivoire, Liberia, Sierra Leone...

Golden Pheasant (Honduras), now long forgotten...

How do we work together?



Lesson #4:
*UW math has
changed.*

Red Army Convergence:

- Convergence was recognized.
- C2 was passed to Russian Corps Commanders prior to convergence.
- Partisan activity moved from strategic to operational support
- Battle of Kursk? → **Rail Cuts in the Thousands**

Give us INTENT!!!!

Lessons Learned from The War on Terrorism

Lesson #5: Theater Special Operations
Commands (TSOCs) need significant
investment both in personnel and
equipment

Here is why:

Invest!
Now!!

Forward
Based!!

Culturally
Astute!!

Theater
Experts!!

Embedded
In GCC
Staff.

“...another type of war, new in its intensity, ancient in its origins—war by guerrillas, subversives, insurgents, assassins; war by ambush instead of by combat; infiltration instead of aggression, seeking victory by eroding and exhausting the enemy instead of engaging him.”

President John F. Kennedy

Lesson #6: Info Dominance = *situational* C2.

In UW/COIN, C2 must be malleable, and situational-- while being absolutely clear.

Lesson #6A: There is no substitute for Checklists, Risk Assessment, and solid TTP...

CAUTION!!!!

Fantastic cooperation is NOT a substitute for POSITIVE CONTROL and coordinated TTP!

Lesson #7: Joint fires need to move to the next level.

Ground commanders need all-weather, 24/7, responsive fire support.

SOF troops on the ground, overt, covert, or clandestine, need to be able to provide terminal guidance and to receive responsive support.

**Need common joint terminology, radios, and standards.
JCAS qualification.**

Lesson # 8: Wise enemies invest in deception and denial, to include Al Qaeda.

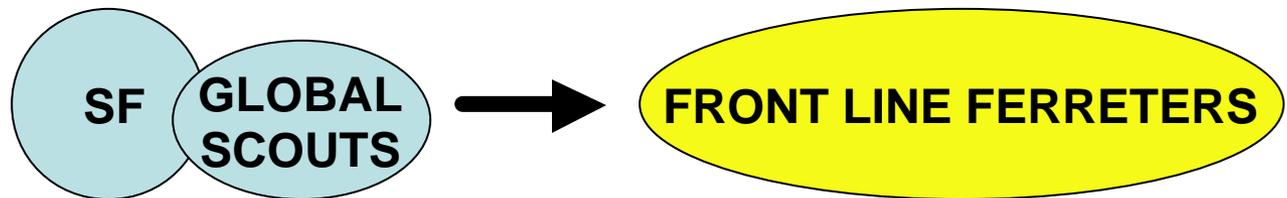
Therefore SF and SOF need fully developed “ferreting” TTP, equipment and support.

Every “INT” there is.

Pursue HUMINT.

Fully fund SF cultural expertise.

Fix record keeping.... “national collective memory.”



Lesson #7: In some UW environments, forward units must “self-generate” their targets.

HUMINT

SIGINT

“...hard, hard work.”

COALITION

HN FORCES/POLICE

POPULATION

ARCHIVES

SHARING

REACHBACK

**Lesson #8: Info Dominance and JIM
warfare break down industrial age OPSEC
practices.**

Read-ons.

Clearances by TOE position.

Black ops cells in TOCs/JOCs.

**It's over. In the INFO
AGE we need Just-In-
Time clearances!!**

Lesson #9: Bottom up planning and execution worked well. SF doctrine was validated

In Afghanistan...

SF ODAs were given a mission to plan. Frequently knew little more than intent and a link-up scenario.

SF ODAs were chartered to “develop” their operational areas and to make good things happen.

Each team overcame their distinct difficulties and challenges to meld the resistance forces in the north to serve common purpose, followed by those in the south.

Lesson #10: There is no substitute for live-fire, full profile training in anticipated environments.

Lesson #11: There is no substitute for the Special Forces soldier; theater oriented & culturally aware.

Lesson #12:

Thanks.