

# **Small-Unit Leaders' Guide to Counterinsurgency**



**June 2006**

# Small Unit Leaders Guide To Counterinsurgency

**Sergio Catignani**



## **Small Unit Leaders Guide To Counterinsurgency:**

**Small-unit Leader's Guide to Counterinsurgency** United States. Marine Corps, 2006 **Small-Unit Leaders' Guide to Counterinsurgency** U. S. Marine Corps, 2010-12-01 From the introduction This handbook provides the tactics techniques and procedures that may be applied by small unit leaders engaged in counterinsurgency It is principally focused at the company and below It describes the nature of insurgency and counterinsurgency common insurgent approaches preparation for counterinsurgency mobilizing the populace information and intelligence operations and operations in a counterinsurgency environment The handbook is not prescriptive but meant to inform The specific aspects of each conflict combined with small unit leader judgment and initiative will drive how to apply the ideas within the handbook Chapter 1 Overview Chapter 2 Common Insurgent Approaches Chapter 3 Preparation for Counterinsurgency Chapter 4 Mobilizing the Populace Chapter 5 Information and Intelligence Operations Chapter 6 Operations in a COIN Environment Annex A Patrol Search Annex B Basic Observation Skills Annex C The Twenty Eight Articles Fundamentals of Company level Counterinsurgency Annex D Improvised Explosive Devices Originally published in 2006 136 pages ill **Small-Unit Leaders' Guide to Counterinsurgency** U. S. Marine Corps, 2010-12-01 this is the full color edition Marine Corps Operating Concepts for a Changing Security Environment describes Marine Corps forces that will be organized based trained and equipped for forward presence security cooperation counterterrorism crisis response forcible entry prolonged operations and counterinsurgency The Tentative Manual for Countering Irregular Threats an Updated Approach to Counterinsurgency Operations and Countering Irregular Threat A Comprehensive Approach elaborate on counterinsurgency operations at higher echelons of command However counterinsurgency is warfare characterized by small unit action This handbook provides a guide for the small unit leader Purpose This handbook provides the tactics techniques and procedures that may be applied by small unit leaders engaged in counterinsurgency It is principally focused at the company and below It describes the nature of insurgency and counterinsurgency common insurgent approaches preparation for counterinsurgency mobilizing the populace information and intelligence operations and operations in a counterinsurgency environment The handbook is not prescriptive but meant to inform The specific aspects of each conflict combined with small unit leader judgment and initiative will drive how to apply the ideas within the handbook Understanding Insurgency Insurgencies date to the earliest forms of government and will continue to exist as long as the governed harbor grievances against authority that they believe cannot be resolved by peaceful means What is an insurgency The Department of Defense DOD defines insurgency as an organized movement aimed at the overthrow of a constituted government through use of subversion and armed conflict Simply put an insurgency is a struggle between a non ruling group and their ruling authority Insurgents use political resources to include the increased use of the media and international opinion as well as violence to destroy the political legitimacy of the ruling authority and build their own political legitimacy and power 1 Examples of this type of warfare range from the American Revolution to the

present situation in Iraq The conflict itself can range from acts of terrorism to the more conventional use of the media to sway public opinion Whatever form the insurgency takes it serves an ideology or political goal What are the root causes of an insurgency For an insurgency to flourish a majority of the population must either support or remain indifferent to insurgent ideals and practices There must be a powerful reason that drives a portion of the populace to armed opposition against the existing government Grievances may have a number of causes such the lack of economic opportunity restrictions on basic liberties government corruption ethnic or religious tensions or the presence of an occupying force It is through this line of thought or ideal that insurgents attempt to mobilize the population Understanding Counterinsurgency What is counterinsurgency DOD defines counterinsurgency as those military paramilitary political economic psychological and civic actions taken by a government to defeat insurgency Also called COIN The United States uses a wide breadth of national capabilities to defeat insurgencies through a variety of means The Department of State DOS Central Intelligence Agency CIA and Department of Justice DOJ use country teams to generate strategic objectives and assist the host nation government The military may support those efforts by employing conventional forces in combination with Special Operations Forces SOF in a variety of activities aimed at enhancing security and or alleviating causes of unrest The Marines, Counterinsurgency, and Strategic Culture Jeannie L. Johnson,2018 The US Marine Corps has traditionally been one of the most innovative branches of the US military but even it has struggled to learn and retain lessons from past counterinsurgency wars Jeannie L Johnson looks at the clash between strategic culture and organizational learning through the US Marine Corps s long experience with counterinsurgency She first undertakes a fascinating examination of what makes the Marines distinct their identity norms values and perceptual lens To do this Johnson uses an innovative framework for analyzing strategic culture Next she traces the history of the Marines counterinsurgency experience from the expeditionary missions of the early twentieth century through the Vietnam War and finally to the Iraq War She shows that even a service as self aware and dedicated to innovation as the US Marine Corps is significantly constrained in the lessons learned process by its own internal predispositions Even when internal preferences can be changed ingrained biases endemic to the broader US military culture and American public culture create barriers to learning *Department of Defense Authorization for Appropriations for Fiscal Year 2008* United States. Congress. Senate. Committee on Armed Services,2007 **U.S. Marines and Irregular Warfare** Nicholas J. Schlosser,2015 U S Marines in Irregular Warfare Training and Education is a brief history that recounts how the U S Marine Corps adapted to fight the Global War on Terrorism during 2000 10 The Marine Corps has a long history of fighting irregular wars including the Banana Wars in Central America during the 1920s and the Vietnam War during the 1960s To battle the insurgencies in Iraq and Afghanistan the Corps drew upon this experience while also implementing new plans and programs to better prepare Marines to carry out counterinsurgency operations The Marine Corps updated the curriculum at the Command and Staff College and transformed the annual Combined Arms Exercise into Exercise Mojave Viper an immersive

training program that simulated the urban environments in which Marines would be operating in Southwest Asia. Most importantly, Marines adjusted in the field as battalion and company commanders drew on their basic training and education to devise innovative tactics to better combat the new threats they now faced. As this story shows, the Marine Corps did not undergo a radical transformation to fight in Iraq and Afghanistan but instead drew on principles that had defined it as a warfighting organization throughout most of its history.

**Keywords:** United States Marine Corps, United States Marines, U.S. Marine Corps, U.S. Marines, Marines, Marine Corps, Global War on Terrorism, global war on terrorism, irregular warfare, military strategy, counterinsurgency, combat, Iraq War, Iraq War, Afghanistan, military education, soldier training, combat training, and tactics, Southwest Asia.

*Improving the Decision Making Abilities of Small Unit Leaders*, National Research Council, Division on Engineering and Physical Sciences, Naval Studies Board, Committee on Improving the Decision Making Abilities of Small Unit Leaders, 2012-08-06. For the past decade, the U.S. Marine Corps and its sister services have been engaged in what has been termed hybrid warfare, which ranges from active combat to civilian support. Hybrid warfare typically occurs in environments where all modes of war are employed, such as conventional weapons, irregular tactics, terrorism, disruptive technologies, and criminality, to destabilize an existing order. In August 2010, the National Research Council established the Committee on Improving the Decision Making Abilities of Small Unit Leaders to produce *Improving the Decision Making Abilities of Small Unit Leaders*. This report examines the operational environment, existing abilities, and gaps to include data, technology, skill sets, training, and measures of effectiveness for small unit leaders in conducting enhanced company operations, ECOs, in hybrid engagement complex environments. *Improving the Decision Making Abilities of Small Unit Leaders* also determines how to understand the decision-making calculus and indicators of adversaries. *Improving the Decision Making Abilities of Small Unit Leaders* recommends operational and technical approaches for improving the decision-making abilities of small unit leaders, including any acquisition and experimentation efforts that can be undertaken by the Marine Corps and/or by other stakeholders aimed specifically at improving the decision-making of small unit leaders. This report recommends ways to ease the burden on small unit leaders and to better prepare the small unit leader for success. *Improving the Decision Making Abilities of Small Unit Leaders* also identifies a responsible organization to ensure that training and education programs are properly developed, staffed, operated, evaluated, and expanded.

**On the Ground in Afghanistan**, Gerald Meyerle, Megan Katt, Jim Gavrilis, 2012. Contains copyright material. The case studies cover ten provinces in Afghanistan's south and east. They describe the diverse conditions these units faced, how they responded to these conditions, what worked and what did not, and the successes they achieved. Some of the book's key themes include: Dealing with a localized insurgency; Navigating the political terrain; Searching for political solutions; Engaging the population and building popular support; Using reconstruction funds; Protecting the population; Employing restraint in the use of force; Finding the right balance between concentration and dispersion; Maintaining continuity; Operating with little strategic guidance. A

History of Counterinsurgency Gregory Fremont-Barnes, 2015-05-05 This two volume history of counterinsurgency covers all the major and many of the lesser known examples of this widespread and enduring form of conflict addressing the various measures employed in the attempt to overcome the insurgency and examining the individuals and organizations responsible for everything from counterterrorism to infrastructure building How and when should counterinsurgency be pursued as insurgency is growing in frequency and conversely while conventional warfare continues to decline as a means by which political rivals seek to impose their will upon each other What lessons from the past should today s policymakers strategists military leaders and soldiers in the field keep in mind while facing off against 21st century insurgents This two volume set offers a comprehensive history of modern counterinsurgency covering the key examples of this widespread and enduring form of conflict It identifies the political military social and economic measures employed in attempting to overcome insurgency examining the work of the individuals and organizations involved demonstrating how success and failure dictated change from established policy and carefully analyzing the results Readers will gain valuable insight from the detailed assessments of the history of counterinsurgency that demonstrate which strategies have succeeded and which have failed and why After an introductory essay on the subject each chapter provides historical background to the insurgency being addressed before focusing on the specific policies pursued and actions taken by the counterinsurgency force Each section also provides an assessment of those operations including in most cases an analysis of lessons learned and where appropriate their relevance to counterinsurgency operations today The set s coverage spans modern counterinsurgencies from Europe to Asia to Africa since 1900 and includes the ongoing counterinsurgency operations in Afghanistan today Its wide international approach to the subject makes the set a prime resource for readers seeking specific information on a particular conflict or a better understanding of the general theories and practices of counterinsurgency

*Small-unit Leader's Guide to Counterinsurgency* United States. Marine Corps, 2006

Call Sign Chaos Jim Mattis, Bing West, 2021-03-02 1 NEW YORK TIMES BESTSELLER A clear eyed account of learning how to lead in a chaotic world by General Jim Mattis the former Secretary of Defense and one of the most formidable strategic thinkers of our time and Bing West a former assistant secretary of defense and combat Marine A four star general s five star memoir The Wall Street Journal Call Sign Chaos is the account of Jim Mattis s storied career from wide ranging leadership roles in three wars to ultimately commanding a quarter of a million troops across the Middle East Along the way Mattis recounts his foundational experiences as a leader extracting the lessons he has learned about the nature of warfighting and peacemaking the importance of allies and the strategic dilemmas and short sighted thinking now facing our nation He makes it clear why America must return to a strategic footing so as not to continue winning battles but fighting inconclusive wars Mattis divides his book into three parts Direct Leadership Executive Leadership and Strategic Leadership In the first part Mattis recalls his early experiences leading Marines into battle when he knew his troops as well as his own brothers In the second part he explores what it means to command

thousands of troops and how to adapt your leadership style to ensure your intent is understood by your most junior troops so that they can own their mission In the third part Mattis describes the challenges and techniques of leadership at the strategic level where military leaders reconcile war's grim realities with political leaders' human aspirations where complexity reigns and the consequences of imprudence are severe even catastrophic Call Sign Chaos is a memoir of a life of warfighting and lifelong learning following along as Mattis rises from Marine recruit to four star general It is a journey about learning to lead and a story about how he through constant study and action developed a unique leadership philosophy one relevant to us all

*Agents for Games and Simulations* Frank Dignum, Jeffrey Bradshaw, Barry G. Silverman, Willem van Doesburg, 2009-12-01 Research on multi agent systems has provided a promising technology for implementing cognitive intelligent non playing characters However the technologies used in game engines and multi agent platforms are not readily compatible due to some inherent differences in concerns Where game engines focus on real time aspects and thus propagate efficiency and central control multi agent platforms assume autonomy of the agents Increased autonomy and intelligence may offer benefits for a more compelling gameplay and may even be necessary for serious games However problems occur when current game design techniques are used to incorporate state of the art multi agent system technology A very similar argument can be given for agent based social simulation This volume contains the papers presented at AGS 2009 the First International Workshop on Agents for Games and Simulations held in Budapest on May 11 2009 The focus of the workshop was on the particular challenges facing those using agent technology for games and simulations with topics covering the technical conceptual and design aspects of the field

Counterinsurgency Field Manual The U.S. Army Marine Corps, 2024-05-31 When the U S military invaded Iraq it lacked a common understanding of the problems inherent in counterinsurgency campaigns It had neither studied them nor developed doctrine and tactics to deal with them It is fair to say that in 2003 most Army officers knew more about the U S Civil War than they did about counterinsurgency The U S Army Marine Corps Counterinsurgency Field Manual was written to fill that void The result of unprecedented collaboration among top U S military experts scholars and practitioners in the field the manual espouses an approach to combat that emphasizes constant adaptation and learning the importance of decentralized decision making the need to understand local politics and customs and the key role of intelligence in winning the support of the population The manual also emphasizes the paradoxical and often counterintuitive nature of counterinsurgency operations sometimes the more you protect your forces the less secure you are sometimes the more force you use the less effective it is sometimes doing nothing is the best reaction An new introduction by Sarah Sewall director of the Carr Center for Human Rights Policy at Harvard's Kennedy School of Government places the manual in critical and historical perspective explaining the significance and potential impact of this revolutionary challenge to conventional U S military doctrine An attempt by our military to redefine itself in the aftermath of 9 11 and the new world of international terrorism The U S Army Marine Corps Counterinsurgency Field Manual will play a

vital role in American military campaigns for years to come The University of Chicago Press will donate a portion of the proceeds from this book to the Fisher House Foundation a private public partnership that supports the families of America's injured servicemen To learn more about the Fisher House Foundation visit [www.fisherhouse.org](http://www.fisherhouse.org) **US Military**

**Innovation Since the Cold War** Harvey Sapolsky, Benjamin Friedman, Brendan Green, 2009-04-28 This book explains how the US military reacted to the Revolution in Military Affairs (RMA) and failed to innovate its organization or doctrine to match the technological breakthroughs it brought about Many called for the transformation of the US military in the years after the end of the Cold War seeking the changes in organization and doctrine that would complete the RMA innovation and a commitment to counter insurgency peace keeping and nation building missions This volume describes the origins uses and limits of the RMA technologies examines how each of the five US armed services categorising the Special Operations as a separate service made their adjustments both to the technologies and the use of force and how the role of the civilian officials and the defense industry altered in this process of change and avoidance of change The book examines the internal politics of the services as well as civil military relations to identify the external pressures on the services for significant change in their doctrine and weapons Many have noted the failure of the services to innovate in what can be called the Second Inter war Period the years after the Cold War This book offers explanations for this failure and arguments about the possible range and desirability of military innovation in the post Cold war era This book will be of great interest to students of strategic studies US defence politics military studies and US politics Harvey M Sapolsky is Professor of Public Policy and Organization in the Department of Political Science at MIT and former Director of the Security Studies Program Benjamin H Friedman is a Research Fellow in Defense and Homeland Security Studies at the Cato Institute and a Ph D Candidate in Political Science at MIT Brendan Green is a Ph D Candidate in Political Science at MIT and an affiliate of the Security Studies Program

**Black Hearts** Jim Frederick, 2010-02-09 Riveting a testament to a misconceived war and to the ease with which ordinary men under certain conditions can transform into monsters New York Times Book Review This is the story of a small group of soldiers from the 101st Airborne Division's fabled 502nd Infantry Regiment a unit known as the Black Heart Brigade Deployed in late 2005 to Iraq's so called Triangle of Death a veritable meat grinder just south of Baghdad the Black Hearts found themselves in arguably the country's most dangerous location at its most dangerous time Hit by near daily mortars gunfire and roadside bomb attacks suffering from a particularly heavy death toll and enduring a chronic breakdown in leadership members of one Black Heart platoon 1st Platoon Bravo Company 1st Battalion descended over their year long tour of duty into a tailspin of poor discipline substance abuse and brutality Four 1st Platoon soldiers would perpetrate one of the most heinous war crimes US forces have committed during the Iraq War the rape of a fourteen year old Iraqi girl and the cold blooded execution of her and her family Three other 1st Platoon soldiers would be overrun at a remote outpost one killed immediately and two taken from the scene their mutilated corpses found days later booby trapped with explosives Black

Hearts is an unflinching account of the epic tragic deployment of 1st Platoon Drawing on hundreds of hours of in depth interviews with Black Heart soldiers and first hand reporting from the Triangle of Death Black Hearts is a timeless story about men in combat and the fragility of character in the savage crucible of warfare But it is also a timely warning of new dangers emerging in the way American soldiers are led on the battlefields of the twenty first century **The Army Lawyer**,2008 *Infantry*,2007 **Israeli Counter-Insurgency and the Intifadas** Sergio Catignani,2008-01-24 This volume analyzes the conduct of the Israel Defence Forces IDF counter insurgency operations during the two major Palestinian uprisings 1987 1993 and 2000 2005 in the Territories of the West Bank and Gaza Strip It employs primary and secondary resources to produce a comprehensive analysis on whether or not the IDF has been able to adapt its conventional conduct of warfare to the realities of the Israeli Palestinian low intensity conflict and achieve any sort of victory over the Palestinian insurgents Sergio Catignani provides new insights into how conventional armies struggle with contemporary insurgency by looking in particular at the strategic operational tactical and ethical dilemmas of the IDF over the last two decades By examining the way in which the IDF and the Israeli security doctrine were formed and developed over time he explores the extent to which Israeli security assumptions civil military relations the organizational culture command and control structure and conduct of the IDF have affected its adaptation to the contemporary Israeli Palestinian low intensity conflict Israeli Counter Insurgency and the Intifadas will be of much interest to students of low intensity conflict and counter insurgency the Israeli army the Middle Eastern conflict and strategic studies in general *Mailing List (Infantry School (U.S.))*,1971

**Economy of Force** Patricia Owens,2015-08-27 A provocative new history of counterinsurgency with major implications for the history and theory of war but also the history of social political and international thought and social political and international studies more generally This book will interest scholars and advanced students in the humanities and social sciences

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