Cultural Intelligence

“There is no teacher but the enemy”
On January 2, 2020, the United States carried out a lethal strike in Iraq killing Iranian IRGC-Quds Force commander Qassem Soleimani while Soleimani was in Iraq. Iranian leadership and several affiliated violent extremist organizations publicly stated they intend to retaliate against the United States.

What the continued escalation of tensions in the Middle East means for security
Cultural Intelligence

Definition and Attributes
Culture

Definitions

Merriam-Webster:
1. the customary beliefs, social forms, and material traits of a racial, religious, or social group
2. the set of shared attitudes, values, goals, and practices that characterizes an institution or organization

For Intelligence Analysts:
- Those shared attributes within an adversary or allied group that provide insight into intent
- What are the long-term impacts on an adversary’s strategy
- Important for us: what cultural pressures may impact how group decisions are made

Cultural Levels
- Racial
- National
- Regional
- Ethnic
- Affinity Group
- City
- Neighborhood
- Street
- Clan
- Family
Cultural Intelligence

Multidisciplined Approach

- Gaining a wider view of adversary or partner
- Understanding and applying culture requires additional disciplines
- Moving from the hardware and software realm to the wetware realm
- $2+2$ may not actually equal 4 but rather a bushel of bananas
- Diversity of background, religion, culture, education, ethnicity, gender
- Alternative analysis or Red-teaming
- Cyber Intelligence Net Assessment

Various Disciplines:
- Sociology
- Anthropology
- History
- Political Science
- Psychology
- Cyber Security
- Cyber Threat Intelligence
Cultural Intelligence Case Study

China

- Reemerging world power with aspirations for wider influence
- Long history – Sun Tzu 545 BC
- Nationalism
- Stability and economic growth / 13th Five-year plan
  - Strengthen State-Owned Enterprise
  - Higher value-added manufacturing
  - Raise standard of living
- Secretive and top down control

China’s Cancer Problem:
- Leading cause of death in China
- “Cancer villages”
- APT 22
- Attacks against healthcare and specifically cancer research
Cultural Intelligence Case Study

Russia

• Rapid decline of world prestige 1991-2020
  • Went from 1/3 GDP of US to 1/15 GDP of US
  • Rapid decline of control – loss of satellite states
  • Long history of imperial influence in Europe and Asia
  • Peter the Great
  • Cheka V. Putin and East Germany
• Exerting control over former satellite states
  • Attempt to regain control
• Dezinformatsiya
  • Operation INFEKTION

Gerasimov Doctrine
• Developed by Gen. Valery Gerasimov
• Politics and War at the same level
• Cyber-guerrilla warfare
• Information warfare
• Offset military strength
Cultural Intelligence Analysis

Cognitive Biases and Other Pitfalls

- Research and analysis is more subjective than objective
- This increases the amount of bias in the analysis
- Number of biases that can skew the analysis
- Mirror imaging = examining another culture through our cultural perception
  - “Why don’t they ____________”
  - “Don’t they want ____________”
  - “We would do the same.”

Some common biases:
- Confirmation Bias
- Hindsight Bias
- Groupthink
- Mirror Imaging
- Nothink
- Screen fixation
Four Ways of Seeing

Breaking the “mirror”

1. You see yourself
2. They see themselves
3. How they see you
4. How you see them

- Alternative Analysis Technique
- Addressing the Mirror Imaging Bias
- Examine how the adversary sees us
- Also understand how we may not have adequate understanding of their culture
Four Ways of Seeing

Examining a cultural divide in America

New York Hotdog: Mustard, Sauerkraut, onions (the correct option)

Chicago Hotdog: Relish, tomato, pickle, peppers, salt
Integrating Cultural Intelligence

Cyberspace Net Assessment

- Cultural intelligence provides some insight into the long-term goals of an adversary
- Pressures within may indicate changes in approach and strategy
- Cultural Intelligence is there to supplement CTI to provide the broader context of the threat landscape
- Understanding the adversary strategy helps us craft our own
- Leverage OSINT
  - Sputnik or RT
  - Chinadaily.com.cn
  - Individual Experts
  - Reading