


**Advisor Training**

**What Works and What Doesn't**

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**MoDA Mission Statement**

**The Ministry of Defense Advisors (MoDA) program provides trained Department of Defense civilian advisors in support of United States security cooperation and institutional capacity building efforts worldwide.**





Ministry of Defense Advisors Program

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## Critical Factors in Advising



Successful advising missions require:

- A keen focus on Adaptive Challenges
  - Vice Technical Problems
- Understanding gained through Trust and Commitment
  - Trust is a prerequisite to gaining real Understanding and Insight
  - Commitment and Longevity are required to build Trust
  - True understanding only comes from working on the ground, over time, in close collaboration with the Partner
- Non-U.S. Solutions for Enduring Change
  - U.S. Solutions only work for Americans, usually
- Calibration with the Partner's Operational Reality
  - A Partner's 'Strategic' challenges are often operational or tactical for the U.S.

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## MoDA Advisor: A Working Definition

1. A MoDA is a technical expert...
  - Who can be an executive coach and mentor
  - Not a liaison, consultant, or tutor
2. Who builds relationships and...
  - By demonstrating Empathy, Humility, and Respect
  - Forms a true Partnership, dedicated and on the ground
3. Leverages those relationships to...
  - Identify the root of the problem or capability gap
  - Facilitate/catalyze the Partner's problem solving effort
4. Facilitate Enduring, Local Solutions that Build Partner Capacity.


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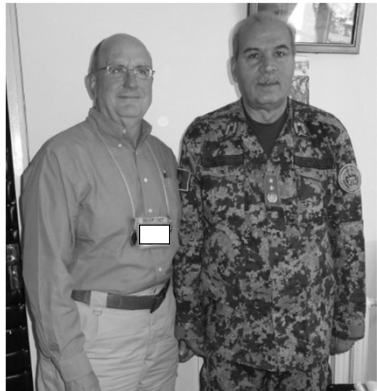
## Recruiting: a Critical First Step



### Ideal Advisor Characteristics

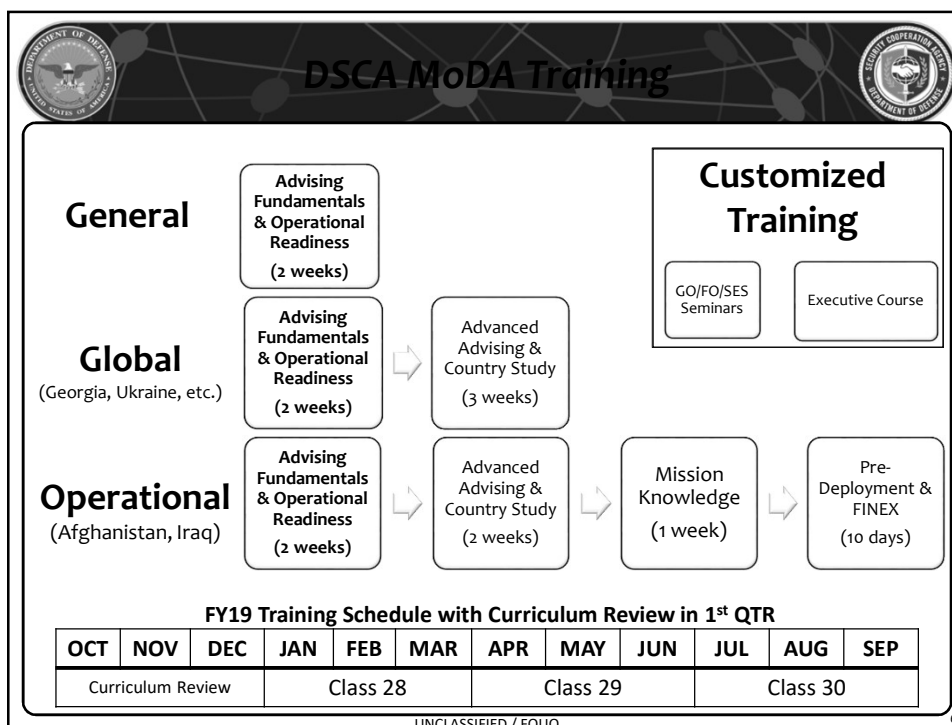
(Not all inclusive)

- Curious about Other Peoples & Places
- Willing to go “outside the wire”
- Empathetic and intuitive
- Strategic thinker
- “Outside the box” thinker
- Comfortable with Ambiguity
- Flexible and Adaptable
- Resilient and Resourceful
- Sense of humor
- Can develop and maintain vertical and horizontal relationships
- Can operate both independently (self-starter) and on a team
- Can write and brief at the executive level




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## Highlights of Training Programs




Students are trained and educated on a variety of subjects, including:

- Principles of Advising, Partnership, and Capacity Building
- History, Culture, Demographics, Society, and Rule of Law
- Country/Region-specific Language Instruction
- Special Topics such as Counter Insurgency, Hybrid Warfare, Communication in High Risk Settings
- Operational Readiness and Personal Security


- Guest Speakers provide perspective and support, including former Commanders, Resolute Support; Director, DSCA; related Deputy Assistant Secretaries of Defense; authors, and others

- Program Learning Objectives are reinforced through vignettes, role playing exercises, and structured feedback using After Action Reviews and other tools




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# Questions?




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## MoDA Program of Instruction: Overarching Goal



“Through comprehensive training and education, develop and deploy skilled DoD advisors capable of having strategic impact – based upon their strategic understanding, mindset, and character – while maintaining the highest standards of professionalism and expertise in their respective functional areas.”

**Strategic Understanding (Appreciating Local Context)**

- Respect for host-country nationals, culture, and religion
- Appreciation for their counterpart’s capacity
- Understanding of overarching mission objectives and host country realities
- Strategic and operational situational awareness

**Strategic Mindsets (Appreciating Strategic Purpose and Constraints)**

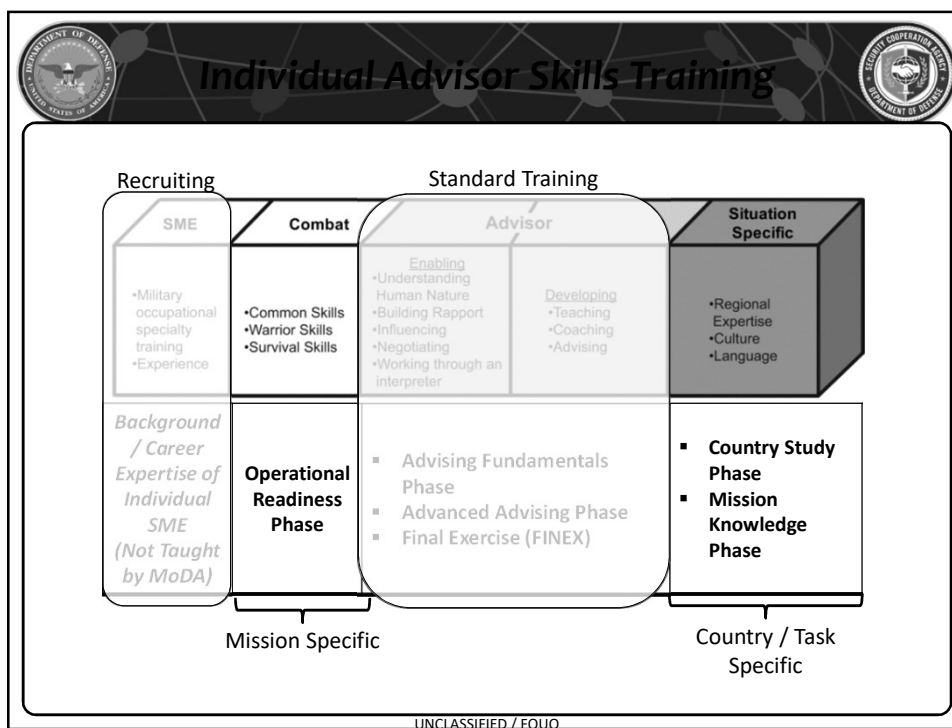
- Ability to balance U.S. and Coalition/International equities with counterpart’s desires
- Ability and willingness to listen and work with others
- Adaptability and resolve

**Character (Demonstrating Core Behavior Traits)**

- Honesty and Integrity
- Humility
- Empathy
- Respect

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## MoDA Training Development

1. MoDA Advisor Fundamentals and Operational Readiness (AFOR) and Advanced Advising training is **standard for all missions**, worldwide.
2. Country study, language training, mission preparation, and exercises are customized based on the in-country assessment, mission analysis, and candidate evaluation.
  - Country-specific History, Culture, Society, and Politics
    - Language Instruction
    - Special Topics such as Counter Insurgency and/or Hybrid Warfare
  - Office Calls and Guest Speakers provide Perspective and Insight
    - DoD and Inter-Agency Senior Leaders
    - DoD and DoS Desk Officers and Program Managers
  - Training vignettes and role playing exercises are customized
    - Mission specific operational tactics, techniques and procedures
    - Task specific knowledge and skills
    - Country specific Language, Customs and Courtesies
  - Operational Readiness & Personal Security is augmented as appropriate

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## Training Outreach & Collaboration


- Working with the Joint Center for International Security Force Assistance (JCISFA) (Ft. Leavenworth)
- Army Maneuver Center of Excellence (MCoE) (Ft. Benning) to expand training for Security Force Assistance Brigades (SFABs) and their Military Advisor Training Academy (MATA)
- 3<sup>rd</sup> BN, 353<sup>rd</sup> Regiment, Security Cooperation / Security Force Assistance Training Battalion in Ft. Polk, requesting assistance with their ministerial advising level training
- Discussions with the NATO Joint Force Training Center (JTC) (Bydgoszcz, Poland)

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## MoDA Executive Course




- MoDA provided a four-day pilot advising course for deploying advisors and staff members supporting the Train, Advise, and Assist (TAA) mission per the request of MG Richard Kaiser, Commanding General, Combined Security Transition Command – Afghanistan (CSTC-A)
- Training held 10-13 July 2017 in Pentagon City, VA
- 39 Total Students (Ranking from O4-O6)
- Army G3/5/7 requested additional Executive Course 30 OCT – 02 NOV 2017





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## MoDA Requirements Development





1. **Nomination: Initial definition of the Requirement**
  - a. Problem Statement, Identify the Capability Gap
  - b. Partner and Mission Receptivity?
  - c. U.S. Goals and Objectives
2. **Position Description**
  - a. Translate the Requirement to a Recruiting Tool
    - Identify the required Knowledge, Skills, and Abilities
3. **Scoping Mission: Confirm the Requirement**
  - a. Assess the Environment
  - b. Understand the Partner
  - c. Finalize the Position Description
4. **Recruitment**
5. **Candidate Mission: The Final Interview**
  - a. Assess the Candidate in the Environment with the Partner
  - b. Identify Training and Deployment Requirements

➤ Gain the understanding needed to match the person to the job.

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## Key Considerations



MoDA Mission Analysis focuses on the following:

- What is the required technical expertise?
  - What is the real gap?
  - What assistance is being provided by other means?
- What is the counterpart's style, approach, and receptivity?
  - Who are they?
  - How do they operate?
  - Are they really interested in having an advisor?
- What is the operational environment?
  - Permissive or non-permissive?
  - Supportive or non-supportive?
- What are the living conditions and expatriate lifestyle?
  - Quality of life, schools, safety, cultural/historical opportunities, etc...

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## In-Country Assessment is Essential

**Successful establishment of an advising mission requires an expert assessment, in-person, on the ground.**

- Facts come to light and issues are easily clarified
  - You can learn more from a 15 minute meeting than a 150 page dossier
  - Assessing the Candidate in the Environment with the Partner is the true measure of compatibility
- Forces rigor and ensures realistic analysis
  - A critical management control
  - Forces timely decisions
- Establishes critical relationships
  - U.S. internal relationships, as well as those with the Partners
  - Can catalyze actions and leverage the Partner

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