



Summary of Insights from the Small Unit Operations Roundtable

- **We Live in an Era of Small-Unit Operations**
 - DA, COIN, FID...
- **We Face a Complex Operating Environment**
 - Need to Master Physical, Human Information
- **Technology, Doctrine, Training Has to be Relevant to Soldier**
- **Over-Reliance on Technology?**
 - Technology, Tool, Way of Thinking
- **Excessive Iraq Focus?**

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INTEGRATING STRATEGY,
ANALYSIS AND TECHNOLOGY



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Discussion Group Insights

(**Small Unit Operations** Roundtable)

- **US Best Practitioner of URW**
- **Iraq, Afghanistan Are Changing Training and Education**
- **Small Unit Operations Broader than Infantry**
 - **CI, CA, Psyops**
 - **Consequence Management**
 - **Law Enforcement**
- **No blanket solutions, because small = local**



Unanswered Questions

(**Small Unit Operations** Roundtable)

- **What Can Be Expected of a 19-Year-Old?**
- **What Should (Must) DOD Do in this Area?**
- **How do we Fix Underlying Problems?**

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Suggested Actions for **Strategy** (**Small Unit Operations** Roundtable)

- Need Small, Deployable Interagency Units
- Need Cadre with Intimate Local Knowledge, Ability to Enable Local Forces
- Need More Capacity in DOS, USAID, etc.
- Need DOD Personnel to be Interagency from Day 1
- Need to Export SF Skill Set to General Purpose Forces

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Suggested Actions for **Analysis** (Small Unit Operations Roundtable)

- **Network Analysis**
- **GOOD Red Teaming of URW**
- **Systematic Operational Data Collection, Analysis, Databasing**
- **Modeling and Simulation for URW**
- **Need to Analyze Intent up and Down the Chain of Command**

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Suggested Actions for **Technology** (Small Unit Operations Roundtable)

- **IT'S NOT ABOUT TECHNOLOGY, BUT...**
- **Biometric Database**
- **Intelligent Filtering of Databases**
- **Connectivity + Databases**
- **Tools to Enable In-Depth Knowledge of Area Over Time**