



UNITED STATES MARINE CORPS



Advisor Programs

- **Cross-Cultural Psychology : Language of the Mind**
Insight through psychological profiles matched with counterpart culture
- **Marine Advisor Rapport Assessment Program (MARAP)**
Real-time role player feedback during field exercises
- **Marine Advisor Training Impact System (MATIS)**
Assess advisor readiness and impact in theater

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STATUS : Small, Veteran Owned Business

Principals

Thomas D. Affourtit, PhD Psychologist
Lieutenant Colonel, USMC (Ret)

Barba B. Affourtit, Statistician

**Marine Advisor Training Impact
System (MATIS) Survey:**

www.irism.com/usmc

USMC Advisor Publications:

www.irism.com/pubs

I MEF ATG MATIS Reports:

www.irism.com/atg

Username: **devil**

Password: **dog**

U.S. Marine Corps Advisor Training Enhancement

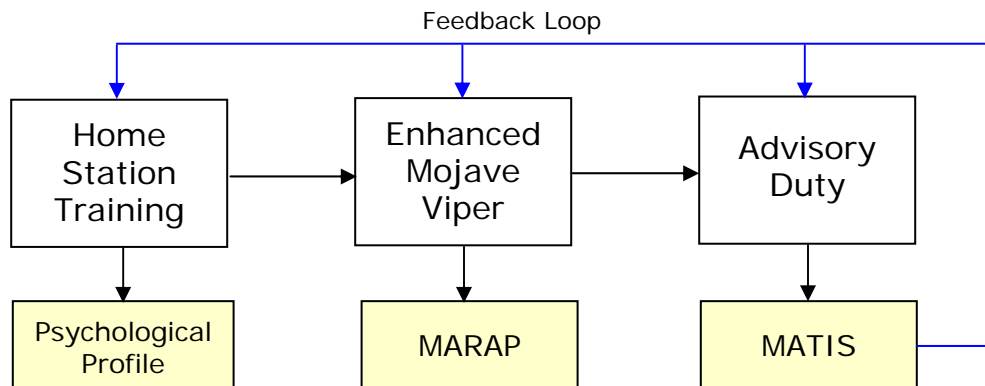
The three programs described below have been implemented over the past several years to enhance advisor effectiveness and assess impact in theater. Each has been endorsed by Marine Corps Advisor training commands as instrumental in producing a more effective and successful Advisor force.

The purpose of this point paper is to gain support for these training improvement efforts toward a more consolidated and coordinated Marine Corps training strategy.

Cross-Cultural Psychology: Language of the Mind. This course prepares advisors for overseas duty through individual assessment and self analysis to promote psychological adaptation to the counterpart group. Each participant receives a psychological profile that is matched with the counterpart group. Participants learn *what* they bring to a situation in terms of their own needs and strivings, *why* they may interpret any situation from a personal frame of reference, and *how* a counterpart culture may judge their behavior. Better understanding of this interpersonal relationship will reduce the time to build rapport, establish trust and confidence, and promote more effective communication. Applied for Advisor training commands since 2004.

Marine Advisor Rapport Assessment Program (MARAP). Field exercises using indigenous role players are considered a primary method in preparing Marine Advisors for assignment overseas. The MARAP is an *automated interactive* program that allows role players to provide *real time* feedback to advisor trainees during field exercises. The feedback develops individual and team insight, promotes team cohesion, and reduces the time to build rapport in theater. Implemented at I MEF ATC 2008-2009. Currently applied for MAGTF-TC ATG FinEx.

Marine Advisor Training Impact System (MATIS). The MATIS is a systematic method designed to *optimize the readiness* of Marine Advisors by assuring that training is *relevant* and *current*. The system provides *quick, comprehensive, and focused* feedback to those who implement pre-deployment training and provide in-theater support. During 2008 and 2009, the MATIS was administered to 62 transition teams returning from duty in Iraq. Immediate quantitative and qualitative reports were produced, focusing on *training effectiveness, desired training, and barriers to mission accomplishment*. Readiness improved significantly in every category of mission preparedness over the period of assessment. Anonymous, all-hands participation assures *representativeness* and avoids *report bias*. The challenge is to continually update training to meet the fast paced operational changes in theater.

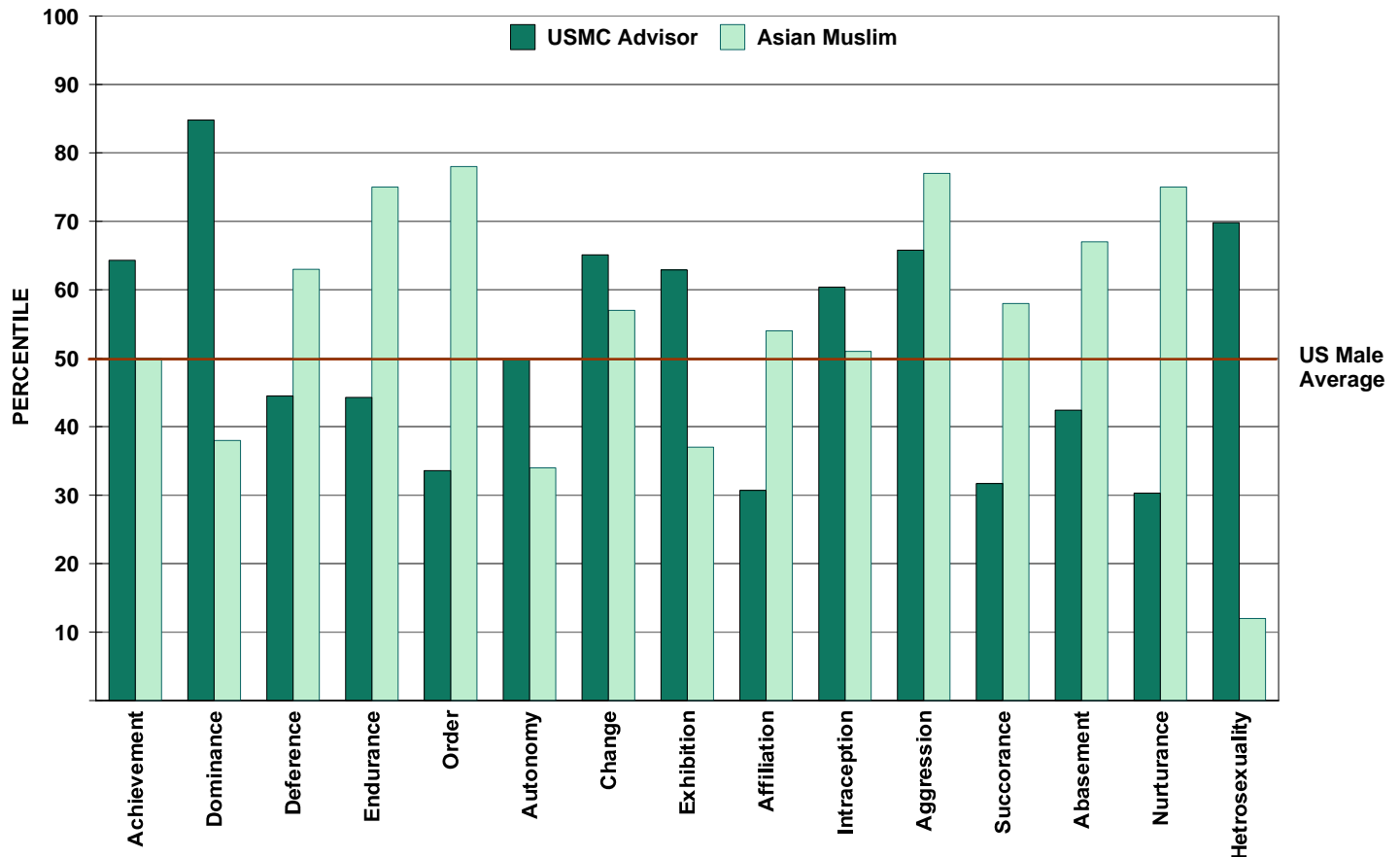


Marine Advisor Training Enhancement System

Cross-Cultural Psychology™

Language of the Mind

Language of the Mind: This course prepares Marines for advisory duty through individual assessment and self analysis to promote psychological adaptation to the counterpart group.



- Each participant receives a psychological profile (confidential) that is matched to a counterpart group, the average U.S. male, and a Marine advisor standard.
- Marines learn *what* they bring to a situation, *why* they may interpret any situation from a personal frame of reference, and *how* a counterpart group may judge their behavior.
- *Insight* gained produces a better understanding of interpersonal relationships within the team and between counterpart groups.
- Reduces the time to *build rapport* and establish trust and confidence, and promotes more effective communication.

Course material featured in *Navy Proceedings* (Oct 2007) and currently included in reading assignments for the USMC Command and Staff College.

Cross-Cultural Psychology

Language of the Mind

Scheduling

- One hour to administer (on-site)
- Two days + for analysis (off-site)
- 90 minutes to present results (on-site)

Materials

- Marine Advisor: Personal psychological profile and interpretation material
- Team Leader: Team profile and optional team leader session

“The psychological profile and stress reaction classes both have been valuable. I thought your package was very worthwhile and relevant. Things have been going very well here; very busy, but moving forward. The team is doing good work and I feel we were well trained for this.”

Colonel Robert Castellvi, USMC
Commanding Officer
1st Iraqi Army Division
Military Transition Team (2008)

“Attendees agreed that the majority of the cultural awareness training they received prior to deployment was rudimentary and of little value. It was either too simplistic or “flat out” wrong. Cultural training should accurately reflect aspects of culture that influence behavior so transition team members can understand the reasons and motivations underlying personal interaction before performing as an advisor.”

Marine Corps Center for Lessons Learned.
Transition Team Conferences. *Lessons Learned from OEF & OIF; I, II & III MEF.* 9 April 2008

Note: The psychological profile instrument is sanctioned by the American Psychological Association, based on the theory of H. A. Murray and developed for the OSS, CIA and FBI; and validated by over 50 years of use producing normative standards for over eight counter cultures.

Marine Advisor Rapport Assessment Program (MARAP) ©

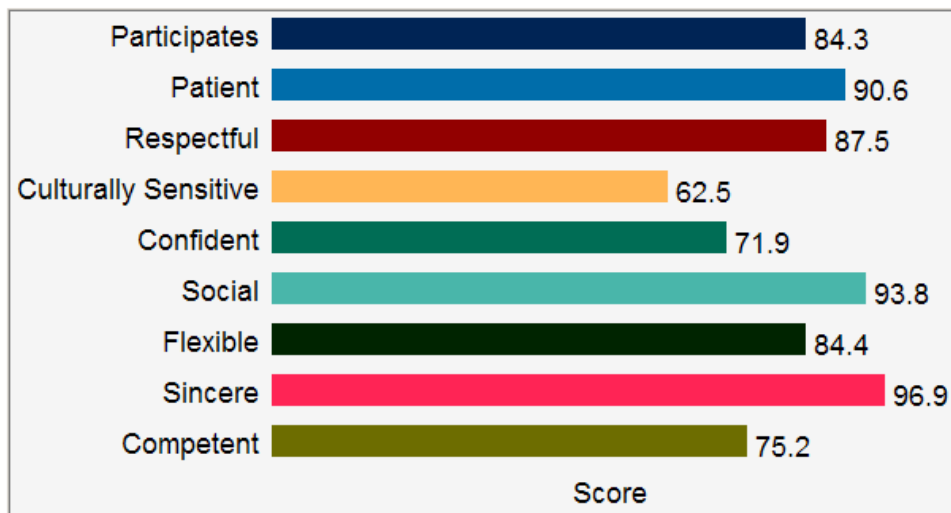
Field exercises using indigenous role players are considered a primary method to prepare Marine Advisors for assignment overseas.

- The MARAP is an automated interactive program that allows role players to provide real time feedback to advisors during field exercises.
- Role players rate each advisor according to a series of rapport indicators derived from former advisors.

Marine Advisor Rapport Assessment Program (MARAP) Report

Student Advisor: Capt John Doe, USMC
Transition Team: PTT-1234
Number of evaluations: 16

Rapport Assessment Survey Scores



Purpose

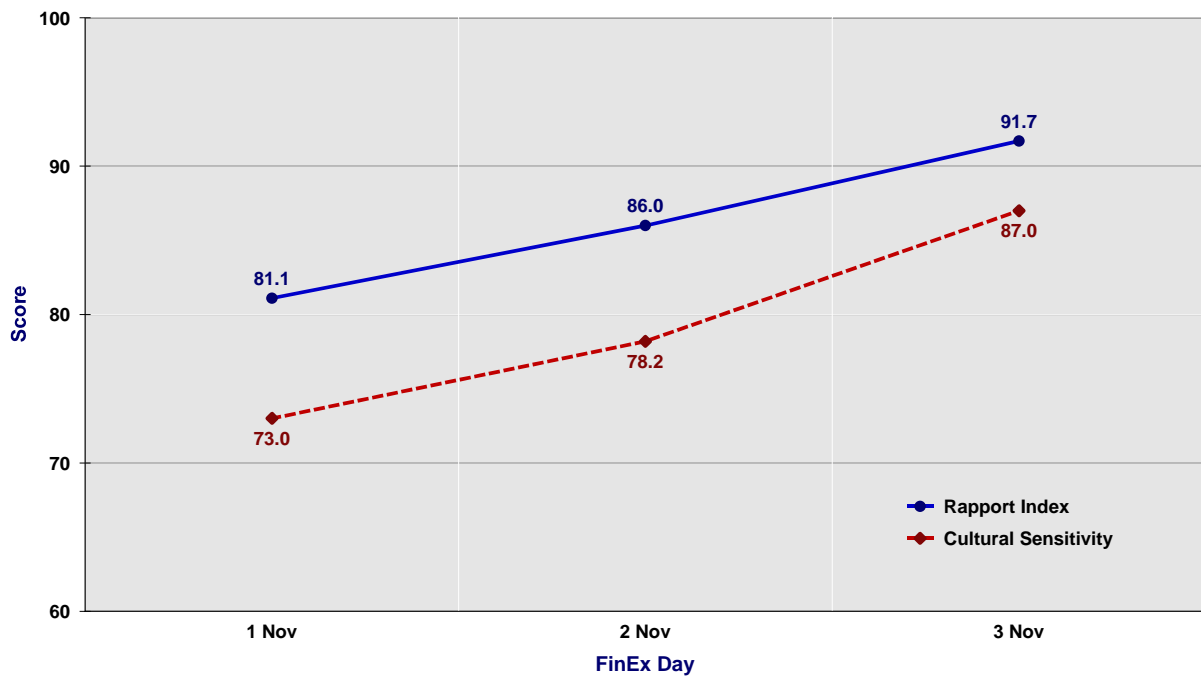
- Provide individual and team insight of cultural interaction
- Increase role player engagement during exercise
- Develop trust and confidence with counterpart culture
- Reduce time to build rapport in theater
- Promote team cohesion

Marine Advisor Rapport Assessment Program (MARAP)



Role players interact with advisors and input evaluations after each encounter.

ATG EMV 1-11 MARAP Scores by FinEx Day



Marine Advisor Training Impact System (MATIS)[®]

Purpose

- Provide a systematic method to *optimize* Marine Advisor readiness.
- Assure training is *relevant* and *current*.
- Provide a *quick, comprehensive, and focused* feedback mechanism.

Focus

- Preparedness for mission requirements.
- Effectiveness of training segments.
- Barriers to mission accomplishment.

Procedure

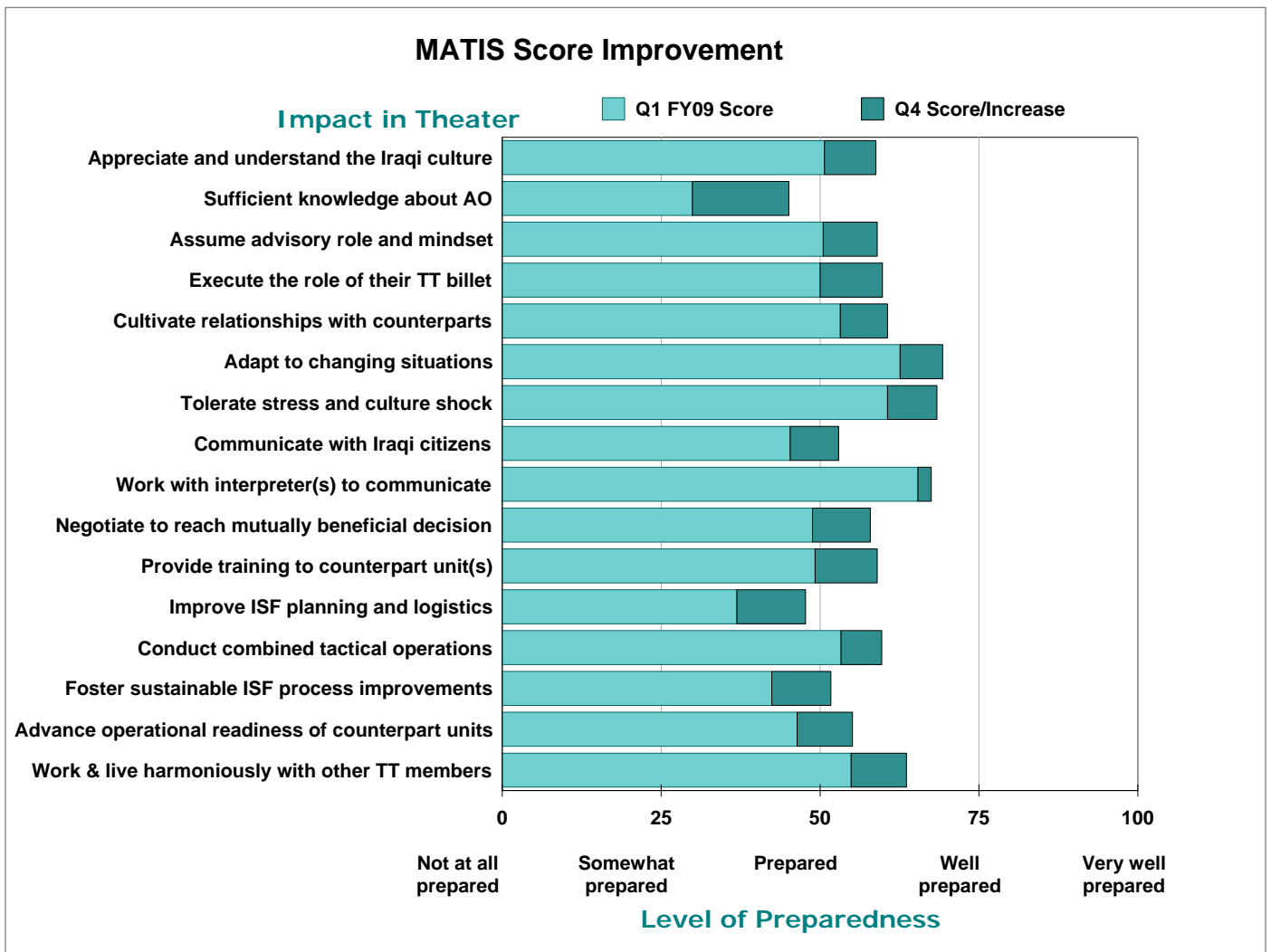
- Standard MATIS form is completed in 30 minutes or less.
- Can be administered at *mid* and *post* deployment.
- Anonymity and all hands participation avoids report bias and assures representativeness.
- Offers dynamic and real time access to findings.
- Provides instant trend and comparative analysis.
- Can be linked to host nation readiness indicators.
- Flexible to address unique mission requirements.
- Recommendations are made by the entire team.

Marine Advisor Training Impact System (MATIS)

MATIS Implementation

The MATIS was implemented at I MEF ATC between June 08 and September 09:

- 62 Transition Teams participated (three evolutions of seven month deployments)
- Immediate quantitative and qualitative results were submitted
- Quarterly reports display tabulations, trends, and recommendations
- Results were provided to ATG 29 Palms and II MEF ATC



I MEF OIF Transition Teams improved significantly in 15 of the 16 assessment categories between September 2008 and September 2009.

Marine Advisor Training Impact System (MATIS)

MATIS Identified Major Barriers:

- **Mission clarity**
 - Teams need to be prepared to formulate their own objectives.
- **Collaboration & support of Coalition Forces**
 - Reporting and support structure between RCT and advisory teams.
- **Team Dynamics / Unit cohesion**
 - Greatest impact on mission accomplishment.
 - Not usually identified in AARs.

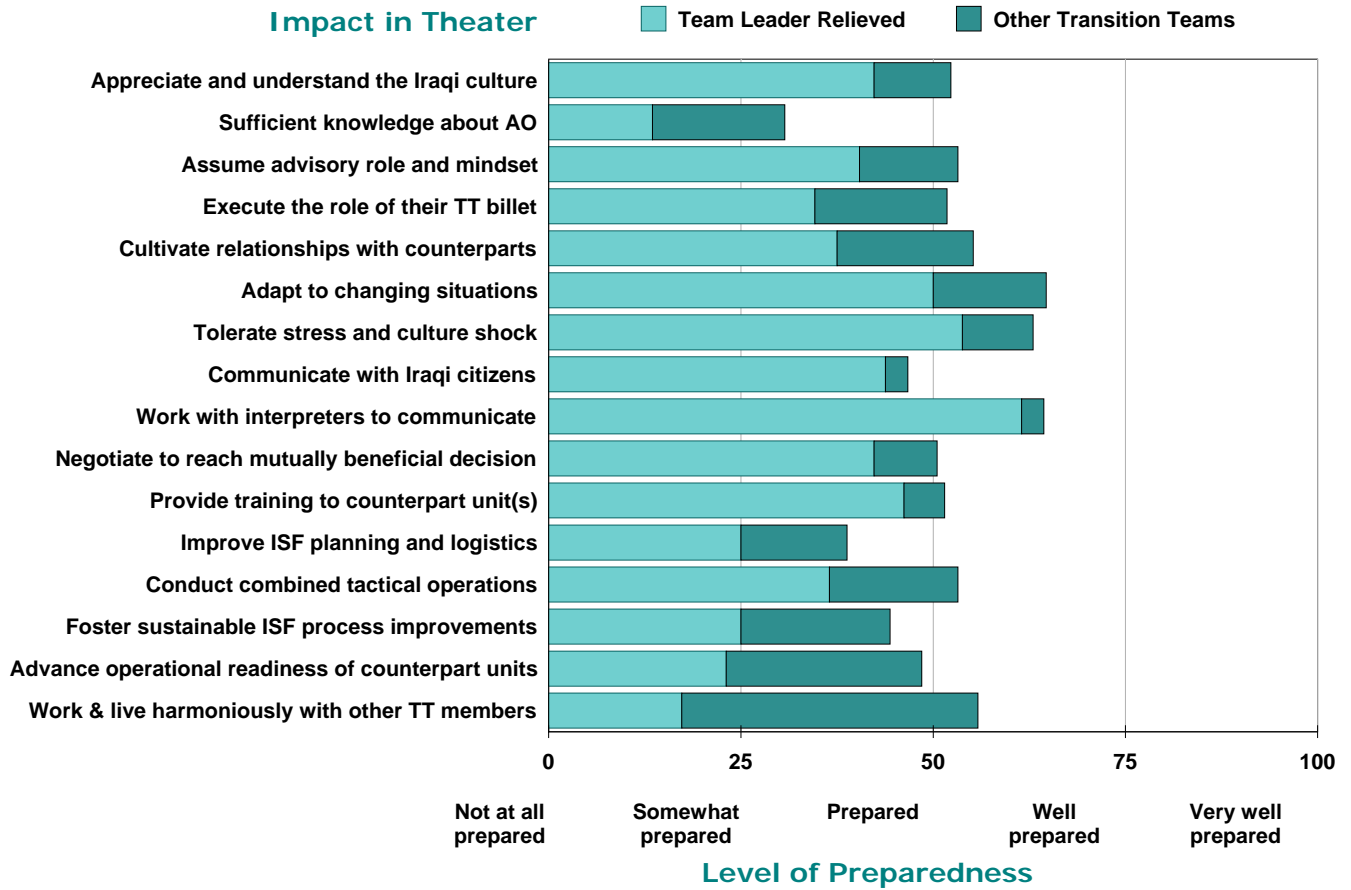
MATIS results enabled training commands to quickly adapt training:

- **Develop proficiency with equipment used in theater**
 - Comm assets, weapon systems, MRAP licensing, BFT.
- **Maintain strategic/tactical currency**
 - Evolution from kinetic operations to host nation systems enhancement.
- **Reduce redundancy**
 - More progressive & sequential training.
- **Provide more active scenario based training**
 - Prepare advisors to operate independently.

The MATIS is a diagnostic tool that not only assesses training requirements, but also gathers information to identify root causes that lead to viable solutions.

MATIS Score Comparison

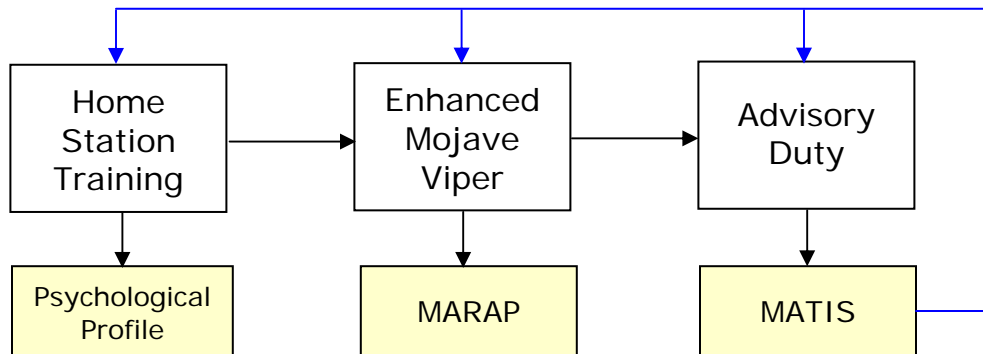
TTs with Team Leader Relieved vs. Other Transition Teams



- 10-20% of TT Leaders relieved in theater.
- Transition Teams that had a Team Leader relieved scored significantly lower on most MATIS categories.
- MATIS comparison – Team Dynamics/Unit Cohesion most significant issue.
- Identify causes and cures – incorporate successful team dynamics into training.

Marine Advisor Training Enhancement System

Feedback Loop



The feedback mechanism is the most effective form of learning.

The MATIS report is “*critically important*” for training the ANSF in Afghanistan.

Marine Corps Center for Lessons Learned (MCCLL) Newsletter
October 2009

“Best advisor AAR and training tool program – MATIS”

Joint Center for International Security Force Assistance (JCISFA)
Fort Leavenworth, KS
16 September 2010



MARAP Demonstration to CMC
6 Dec 2010

MAGTF-TC Advisor Training Group
Twentynine Palms, CA

Interaction Research Institute, Inc.

Thomas D. Affourtit, PhD President (Psychologist)

Barba B. Affourtit, Vice President (Statistician)

Dr. and Ms. Affourtit served in Vietnam in the early '70s. Captain Affourtit, USMC served with the Marine Advisory Unit (MAU), and the Marine Security Battalion, and was attached to the Republic of Vietnam Armed Forces (RVNAF) Airborne Division, and the ARVN Political Warfare Division. During the Easter Invasion of 1972, Captain Affourtit was awarded the Bronze Star with combat "V" for action as an advisor to the Vietnamese Marine Corps during the recapture of Quang Tri City from NVA forces.

Mrs. Affourtit was assigned to the Department of State as an advisor to the Chinese accounting contingent for USAID functions in Saigon. She also provided service to local orphanages seeking placement for Vietnamese and Eurasian orphans.

The couple remained in Vietnam after the withdrawal of U.S. Forces in 1973. As an advisor to the RVNAF, Dr. Affourtit was responsible for training U.S. engineers and their Vietnamese military counterparts in the management and eventual turnover of the Intercontinental Communication System.

Upon return to the U.S. in 1974, Dr. and Ms. Affourtit established IRI, Inc. During the period that followed the Vietnam War, IRI designed the *Leadership Evaluation and Analysis Program (LEAP)*, a command assessment program that was implemented worldwide by the U.S. Marine Corps.

Over the years IRI completed numerous strategic projects, include the following:

Office of the Secretary of Defense, Planning & Evaluation:

- White House Military Office (WHMO). Assessment of WHMO command readiness (2001).
- *Anatomy of an Attack*. Study of the Pentagon evacuation on Sep 11, 2001 (2002).
- Defense Threat Reduction Agency. Organizational climate survey to assess mission readiness and identify improvement opportunities (2002).
- U.S. Army Elements, Allied Command Europe. Comparison of combat readiness measures and quality of services for impact on retention (2001).
- USEUCOM, Joint Analysis Center. Organizational assessment study of conditions affecting joint military performance (2001-2002).
- George C. Marshall Center for Security Studies. Climate web-based survey to assess conditions related to performance (2001-2002).
- Asia Pacific Center for Security Studies. Led Management Assistance and Review Team (MART) to study results and impact of programs designed to promote security and cooperation among nations within the Asia-Pacific region (2003).
- Center for Hemispheric Defense Studies. Manpower study to determine resources required to execute expanded program (2004).

Since 2004, IRI has provided training in *Cross-Cultural Communication* for Marine Advisors prior to deployment, and assessed training impact during deployment. In 2006, IRI conducted a study of former Marine Advisors with an emphasis on critical incidents that cause successful and unsuccessful outcomes. In 2009, IRI produced a second volume focusing on critical incidents during OIF. These studies are employed as required readings and reference for Marine Advisors assigned to Iraq and Afghanistan. Dr. Affourtit's course material, *Cross-Cultural Psychology: Language of the Mind*, a comparative study of Marine Advisors and Muslim counterparts featured in the Navy Proceedings (Oct 2007), is currently included in reading assignments for the USMC Command and Staff College.

Dr. and Ms. Affourtit have authored several books and articles on leadership/management dynamics, intercultural relations, and motivational assessment. They have four children and reside in Northern Virginia.