Leading Through, By, and With: The Challenge of Managing Transitions When the US is Not the Lead Partner

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The opinions expressed here are those of the author and do not necessarily reflect the positions of the United States Civil Affairs and Psychological Operations Command (Airborne), the United States Army Reserve or the United States Army.

Experiences in Iraq and Afghanistan Suggest One Model of COIN/Transition

- "Made in the USA"
  - Significant United States presence
  - Unilateral leadership (protagonist)
  - Decisive and security-centric (heavy military)
  - Focused, rapid, and decisive achievement of a "tipping point"

But…this Model is not Sustainable in the Long Term

- Kennedy's "Imperial overstretch"
  - significant costs of international leadership
  - increasing long-term demand signal for global presence
- Zakaria's "rise of the rest"
  - emergence of multipolarity
  - "*Victory is easier with friends*"[1]

Notes: See Paul Kennedy, *The Rise and Fall of the Great Powers: Economic Change and Military Conflict from 1500 to 2000*, (New York: Vintage Books, 1989) and Fareed Zakaria, *The Post American World*, (W.W. Norton & Company, 2008).
1. Patrick M. Cronin, Ed., America's Security Role in a Changing World, (Washington, DC: National Defense University Press, 2009), 374.

Experiences Elsewhere Suggest an Alternative Model

- Response to security threats and transition to autonomy in governance
  - Colombia
  - Philippines
  - Republic of Korea
- Indicators used:
  - duration of U.S. involvement,
  - levels of military presence since 1950
  - evolution of political and military interaction
  - current state of transition planning and/or execution

What Does An Alternative Model Look Like?

- "Through, by, and with…"
  - Partnership
    - Advisors/Military Assistance/Financial Aid
  - Patience
    - Long term commitment/"Ramp up" as needed
  - Parsimony
    - Economy of Force
    - Restraint

Some Caveats Apply

- Preliminary work, subject to further analysis
- There are no templates in COIN/Transitions
- Strategic sponsorship or collaborative model is one more approach to counterinsurgency and post-conflict transition

Notes: For discussion on limitations of templates see, for example, David Kilcullen, *Counterinsurgency*, (New York: Oxford University Press, 2010),26.

There Are <u>At Least</u> Two Models, Both Viable In Different Contexts

"Made in the USA"

- Significant U.S. presence
- Unilateral leadership (protagonist)
- Decisive and security-centric (heavy military)
- Focused, rapid, and decisive achievement of a "tipping point"

"By, Through, and With.."

- Relatively small U.S. presence
- Co-equal partnership (strategic sponsor)
- "Ramp up" security approach and significant economic aid
- Focused, gradual, patient "search for solutions"