

NATO

Smart Card



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UNCLASSIFIED

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- NATO Members
- Northern PfP Partners
- Former Soviet PfP Partners
- Southeastern PfP Partners
- Other



NATO Members

NATO has 29 member countries. The term 'members' only refers to alliance signatories who are covered by Article 5. Founding members include Iceland, Canada, the United States, and members noted below by an asterisk.

- | | |
|-------------------|--------------------|
| A. Albania | N. Lithuania |
| B. Belgium* | O. Luxembourg* |
| C. Bulgaria | P. Montenegro |
| D. Croatia | Q. Netherlands* |
| E. Czech Republic | R. Norway* |
| F. Denmark* | S. Poland |
| G. Estonia | T. Portugal* |
| H. France* | U. Romania |
| I. Germany | V. Slovakia |
| J. Greece | W. Slovenia |
| K. Hungary | X. Spain |
| L. Italy* | Y. Turkey |
| M. Latvia | Z. United Kingdom* |

NATO Partners

NATO has 42 partner countries, and most are in regional partnerships. The Partnership for Peace (PfP) is the largest, and it offers countries in Europe a way to identify what must be done to join the alliance. Many current PfP partners were formerly included in the Soviet Union and the Warsaw Pact.



Other partnerships include the Mediterranean Dialogue, and Istanbul Cooperation Initiative. NATO also has strategic partners around the globe. While all partners can participate in NATO operations and exercises to gain and share experience, they are not members of the alliance and are not subject to Article 5 collective defense protections of the NATO Charter.

Significant Activities

The North Atlantic Treaty Organization (NATO) engages in exercises with partners to practice skills and interoperability that can be applied to a wide variety of operations.

In 1989, the Cold War ended with the fall of the Berlin Wall. Two years later, the Soviet Union and the Warsaw Pact dissolved. NATO adjusted to these events and related crises in Eastern Europe in the early 1990s by engaging more in peace-keeping and stability operations. Examples include the Kosovo Force (KFOR) and Resolute Support, which is the follow-on to the International Security Assistance Force (ISAF).



Counter-trafficking and counter-terrorism are on-going activities, especially in the Mediterranean and off the Horn of Africa. To prepare for unanticipated situations, NATO also has the NATO Response Force (NRF).

The United States contributes to all of these efforts, both to preserve capabilities and to reinforce strategic commitments to European partners.

Basic Facts

- Founded:** 04 April 1949
- Members:** 29 countries (2017)
- Partners:** 42 countries
- Headquarters:** Brussels, Belgium
- Mission:** Secure lasting peace in Europe
- Languages:** English and French

The NATO Charter

- Also called the Washington Treaty
- Contains only 14 articles
- Signed by 12 founding nations
- Takes authority from Article 51, UN Charter
- Collective defense enshrined in Article 5
- Values individual liberty, democracy, human rights, and rule of law
- Three critical areas: collective defense, crisis management, cooperative security
- Members target 2% of GDP for defense



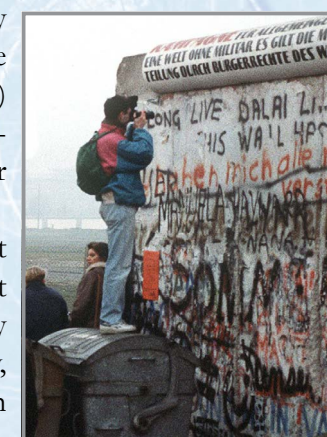
More information at:
www.nato.int

Important Influences

Europe is the central cultural focus of NATO because this is where the majority of members and aspirants call home. Recovery after World War II led to the formation of the treaty alliance and has shaped how the organization still functions. The end of the Cold War led to NATO's expansion from 16 to 29 members.

Knowing about European history is important to understand the values, interests, and priorities of most NATO partners. It also helps explain relations between members. For example, the Cyprus conflict has caused friction between Turkey and Greece. Events, like the global financial crisis (2008) and the Ukraine Crisis (2014-16), influenced how member states view defense.

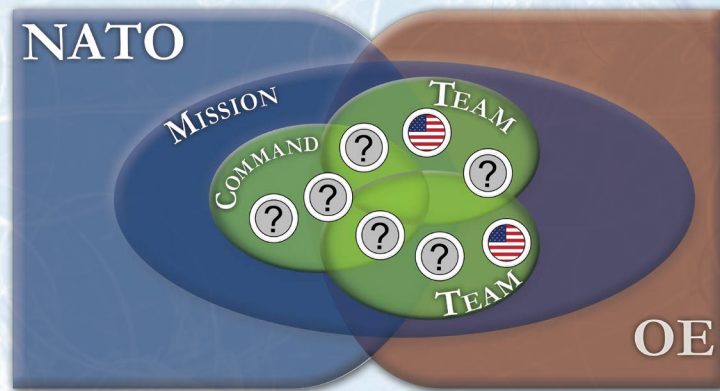
Soldiers should note that historical issues or current events, like terrorism, energy security, or domestic stability, can impact the ability for team members to work together.



Tearing down of the Berlin Wall

Levels Of Culture

NATO missions have several levels of culture as do any Joint, International, Interagency, Multinational (JIIM) missions. All missions are tied together through the organizational culture of NATO. Each mission command tends to set certain norms for a mission, which may reflect preferences of the lead or dominant nation. Each team, comprised of several partner nations, must follow the norms of these higher levels of culture while navigating the cultures present within their team. Missions are also shaped by the Operational Environment (OE), encountered either as a host nation culture (exercises) or kinetic environment (operations).



Military Culture

Europe is a continent comprised of many cultures and nations. The cultures of each country help define the cultural space, as well as the legal, political, and economic limits, for each of their militaries. Soldiers may expect the behavior of NATO counterparts to be based on their national cultures, but they are likely to be more direct, lower context, and higher task focused than civilians at home because of their military training and experience. Soldiers should not expect all military cultures to act the same. For example, most counterparts in NATO follow a sharper division between enlisted, NCOs, and officers. Anticipate that national pride, traditions and practices, and regional perspectives will shape the culture of each partner military as will their capabilities, internal issues, national threats, and other experiences.



NATO Culture

NATO has its own culture based on the shared values of its members and a consensus-based decision-making process. To make this alliance work smoothly, everyday operations rely on a system of protocol, customs and courtesies that are defined in Standard Agreements (STANAGs). These joint doctrine publications cover nearly all aspects of NATO operations. As guidelines, they also promote interoperability and help teams align different cultural approaches.



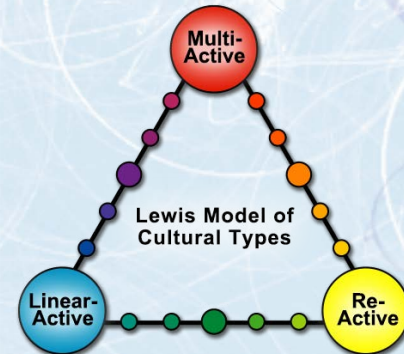
To navigate this environment at the individual level, Soldiers should respect the differences in military ranks and responsibilities. NATO's system of rank equivalencies uses abbreviations and numbers for alignment—OF for Officers, OR ("other ranks") for enlisted, and WO for US Warrant Officers. Since some militaries have fewer grades than the allotted amounts, rank numbers are skipped to allow for accurate comparison.

Culture Types Across Partners

National cultures determine how each partner behaves and prefers to do things. Differences across partners can be seen in the Lewis Model of Cultural Types. Moving from West to East and North to South, most NATO members fall between linear-active and multi-active types. This means some are more linear, like Germany and the UK; they tend to be direct and decisive. Others are multi-active, like Italy and Spain, who are higher context and more spontaneous. Reactive cultures, like Turkey and Canada, are better at compromise and maintaining harmony. Turkey is also multi-active while Canada is also linear-active. This means they engage partners differently.



More information at: www.crossculture.com



Cultural Dimensions

In order to engage individual partners, Soldiers are advised to plan interactions based on the national culture of the other partner. NATO has a similar approach that uses six cultural continua to learn about partners. These continua integrate communication styles, norms of interaction, and negotiation styles.

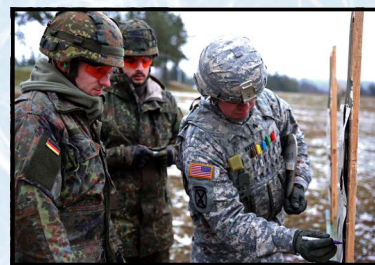
- Independence ← - - - - - → Interdependence
- Egalitarian ← - - - - - → Status
- Risk ← - - - - - → Restraint
- Direct ← - - - - - → Indirect
- Task ← - - - - - → Relationship
- Short-Term ← - - - - - → Long-Term

When dealing with multi-national teams, Soldiers may use these six dimensions to predict how each partner, including the US, will likely engage along each continuum.



This information can then be used to find an approach that is best suited to work with all of the partners together.

Leadership



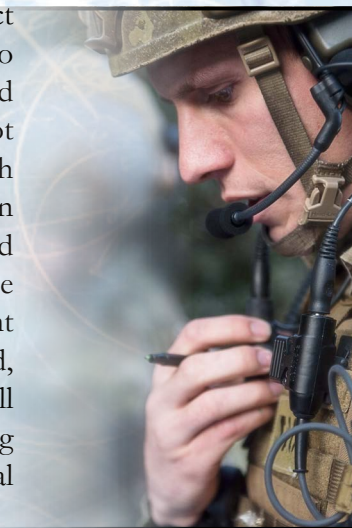
While protocols, mission and consensus guide the majority of formal interactions, Soldiers should be mindful that within a NATO team the cultural background of units and their leaders will influence the way information is communicated and the way expectations are set. For example, unit commanders will know and respond to the needs and interests of his/her national team. Accordingly, NATO team leaders need to account for all differences across the team and find ways to meet the interests and concerns of everyone.

Leadership styles also vary across partners. Some leaders tend to be autocratic or rely on a hierarchy. Others try to be more collaborative by either participating as a full team member or stepping in only when necessary. NATO leaders tend to be of two types—transactional leaders, who provide actual rewards for work, or transformational leaders, who develop a vision and then work with the team to achieve it.

Language & Communication

NATO uses English and French as its official languages, but member states have a combined total of more than 60 languages. Many counterparts are likely to use English as their second, third or even fourth language. Accordingly, when conversing with counterparts, it is essential for Soldiers to limit the use of jargon, acronyms, and slang and to speak as simply and clearly as possible.

Soldiers should also respect teammates' attempts to convey their thoughts and needs in English. Do not interrupt, try to finish sentences, or show agitation with slower speakers. Instead try to establish a comfortable and safe environment where mistakes are allowed, but meanings are still communicated. Rephrasing and summarizing essential points is a good practice.



Building Rapport



Members of multinational teams must be able to demonstrate respect, build trust, and anticipate each other's intentions and actions. They must also be ready to engage upon arrival. Building rapport, even before an activity begins, is essential for meeting these requirements. It is also important for Soldiers and units to find ways to spend off-time together with teammates in informal activities to build one-to-one relationships and to experience each other's culture and traditions. Stronger relations and shared understanding allow formal activities to proceed more smoothly.

During all activities, observe and account for each others' holidays, diets, and other traditions. Appropriate adjustments should be made when one partner's cultural practices, like dietary choices, may go against another's rules or cultural prohibitions. Note that some partners, like Albania and Turkey, have significant Muslim populations.