



Solving the People Puzzle: Cultural Intelligence and Special Operations Forces

Dr. Emily Spencer

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The twenty-first century has brought the perfect storm of conditions to create substantive global instability. This contemporary operating environment (COE) is characterized by complexity, ambiguity, volatility, and constant danger. It is a human invention that requires a human solution.

Special operations forces (SOF), a group comprised of highly trained personnel with the ability to deploy rapidly and apply special skills in a variety of environments and circumstances, is the logical force of choice to achieve success in the COE. Increasing their effectiveness is cultural intelligence (CQ) – the ability to recognize the shared beliefs, values, attitudes, and behaviours of a group of people and then apply that knowledge toward a specific goal. Empowered by CQ, SOF are positioned to dominate in the COE.

Solving the People Puzzle makes a convincing argument for the powerful union of the "force of choice" with the "tool of choice." This book will inspire and inform.

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