

ISSN: 2538-9610 (on line)

# TRIARIUS

Volume 2 - Issue 41



November 15, 2018

MALAYSIA



Prevention and Security Bulletin on  
Terrorism and the New Threats



ISSN: **2538-9610** (online)  
Medellin Colombia  
Volume **two** - Number **41**  
15 November**2018**

**Editor**

Douglas Hernandez

**Triarius Analysts**

Victor Daniel Plata Cabrera, Eulises Moreno, Daniel Martínez, Betania R. Allo, Douglas Hernandez, Ulises León Kandiko

This newsletter is a publication of the International Observatory on Terrorism and New Threats. It is produced fortnightly, in pdf format, and its distribution is free.

**Contact information:**

**Douglas Hernandez**  
Medellin Colombia  
Mobile: (+57) 321-6435103  
[director@fuerzasmilitares.org](mailto:director@fuerzasmilitares.org)  
[hernandez.douglas@hotmail.com](mailto:hernandez.douglas@hotmail.com)



## Editorial

After two years working with the Triarius project is an honor to say-and confirmed by the evidencias-, we are fully consolidated. We have an international team of experts that supports providing us with testing and analysis, and we also have a large number of subscribers in about 80 countries worldwide, this magazine is professionally strengthened through. The original purpose was to help in the fight conta terrorism and new threats through the dissemination of knowledge, it has been fully met. Thank you all.

This time, we started with an article by Sergeant Major Daniel Plata Victor Cabrera, who works at the Adjutant General of the Ministry of Defense of Colombia, and tells us precisely in summary, how the ministerial events are organized.

A step followed, Engineer Eulises Moreno, from Venezuela, talks about the issue of sustainability. It should be recalled that the environmental crisis is the greatest threat we face in modern times, so this issue is of particular importance.

Then we present an analysis of Colonel Martinez, who from Uruguay addresses the issue of jihadist terrorism in the Sinai Peninsula. Area where wars have been fought and where there is currently presence of the Multinational Force and Observers, which are part of 14 countries, including Uruguay and Colombia.

From Argentina, the analyst Bethany Allo, provides an interesting article, the same that was presented to the National Technological University, as a final research under the Professional Skills Course in Terrorism and Cyber Terrorism. Go greetings and thanks to Professor Cassaglia, for possible publication.

Follows a cut academic article, which addresses the issue of organizational culture. It pursued by contributing to a better understanding of the organizations of the security sector, defense, intelligence and counter-terrorism as well as help to improve the performance of those with managerial responsibilities in these organizations.

We end this issue with an article by Ulises León Kandikó, which tells us about the influence of retraining training in safety equipment.

Cognize to beat!

*Douglas Hernandez*

Editor



This newsletter has an English version.

## Triarius 41 Content:

### **Strategic Innovation Model of Four Propellers implemented in the UGG - MDN, p.4**

By Víctor Daniel Plata Cabrera, Sergeant Major IM (Colombia)

### **Sustainability and truths in the context of security and times of crisis, p.6**

By Eulises Moreno (Venezuela)

### **Jihadi terrorism in the Sinai Peninsula, p.11**

Daniel Martínez, Colonel of the Infantry (r) (Uruguay)

### **Tools for Anticipating the Next Big Enemy Terrorist, p.14**

By Betania R. Allo (Argentina)

### **Paradigmatic approaches of organizational culture, p.23**

By Douglas Hernández (Colombia)

### **Training and retraining as pillars of a security team, p.31**

Ulises Leon Kandiko (Argentina)



**Fuerzas  
Antiterroristas del Mundo**

### TRIARIUS

If you are reading this, it is because you are interested in security issues, defense, intelligence and / or counter-terrorism. You are on the side of people who want to protect the lives of citizens, peace and stability, you are on our side. This time we invite you to reflect on the environment, global warming and climate change. If we destroy the planet, then there will be nothing left to protect. Please include environmental issues in their analyzes and considerations. Take this into account in the daily exercise of their activities. We can all do something for the planet.

Headlines, Special Forces of Malaysia.  
See more at the end of the magazine.

Triarius favors freedom of expression, however, the responsibility for what is said in the articles, it is exclusive to their authors.

special international analysts that free us have submitted articles for this issue thanks.



**SHIELD AFRICA**  
A b i d j a n 2 0 1 9

# Strategic Innovation Model of Four Propellers implemented in the UGG<sup>1</sup>-MDN

By Victor Daniel Plata Cabrera, Sergeant Major IM (Colombia)

Derived from the triple helix model, considering it is a strategic model innovation, which refers to a set of interactions between different areas to promote the success of a task. This framework was theorized by professors Henry Etzkowitz and Loet Leydesdorff<sup>2</sup> in the 1990s, ie several years spoken of the term of the Quadruple Helix ago, since the General Adjutant of the Ministry of how articulator National Defense processes of the Sector Defense and based on the experience of conducting various events involving other public and private entities, it was evident that these issues planning industry events always incorporate four key areas that guarantee the success of events Ministry, these areas are: Safety, Logistics, Protocol and Press, articulated Adjutant General of the Ministry of Defense.

As is well known the Ministry of Defense of Colombia is the highest authority on security in our country, it is part of a multidisciplinary sector that is the Defense Sector that are part of several institutions that contribute to the administration and operation of the associated issues security and homeland defense, these institutions are the Ministerial Cabinet, the General Command of the Armed Forces, the Army, the Navy, the Colombian Air Force, national Police and 18 companies of Social Group and Business Sector defense GSED, with nearly 500,000 employees, distributed throughout the national territory.



## Technical characteristics of the Strategic Innovation Model of Four Propellers implemented in the UGG-MDN.

This model is energized from an order issued by the superior, which is channeled by the General Adjutant of the Ministry of National Defense agency responsible for converting the instructions of the Minister orders the person concerned and the things presented below briefly acting dynamics model.

### *Assistantship General of the Ministry of National Defense*

<sup>1</sup>UGG-MDN. General Management Unit Ministry of National Defense.

<sup>2</sup> <https://www.portafolio.co/negocios/empresas/universidad-empresa-triple-helice-innovacion-61730>

Receives the instruction of higher order, evaluates the subject (who, what, where, when, where) calls the four areas at a coordination meeting to set courses of action in order to ensure a successful event.

***Security***

Consolidates information area and establishes contacts with authorities, prepares advanced to the event, coordinates the protection scheme dignitaries, assesses the measures to be taken, establishes security measures envisaged to ensure the integrity of the event.

***Logistics***

An analysis of the activity, geographical location, number of people, categorizes the type of event, made the development schedule.

***Protocol***

Defined as the event and its locative form is done, make invitations, prepares the development program of the event, makes the guest dials staff, prepares the speech or words.

***Press***

Performs the coordination of strategic communications and media, also calls for other agencies, broadcasting the event, coverage, extended event information, advises on the advertising format to be used, defines the locations audience for greater impact.

The importance of this model (SLPP)<sup>3</sup> is that it can be adapted to any need to present the organization as long as they consider that there is a level of coordination between decision-makers to articulate operational areas, but mostly to support them, advise them and make accompaniment.

**Víctor Daniel Cabrera Plata**

(Colombia) Sergeant Major of Marines. Plan Advisor for Defense Sector - Adjutant General Ministry of National Defense

---

<sup>3</sup> SLPP- Security, Logistics, Protocol and Press

# Sustainability and truths in the context of security and crisis times

By Eulises Moreno (Venezuela)

## ***Extra! Natural resources of planet Earth are over! Extra!***

Only read that headline, even -for now- fiction, one is startled thinking about its consequences and that the same humanity is taking our beloved planet to the brink of extinction entirely natural resources. The first thing you think is how the continuity of life without water, air, forests, soils and minerals that support human lifestyle is possible.

Based on that headline, you can analyze lessons learned within the broad scope of the concept of sustainability and the experiences that have been achieved by implementing programs and projects of sustainable development, seeking the economic sector to achieve harmonize their needs and aspirations, society and the environment. In analyzing some case studies it is that the solution to the problem is more qualitative than quantitative because it depends on the awareness and willingness of stakeholders.

## **sustainability**

Sustainability has many truths to locate in the current context, characterized by a word that endures through all eras crisis. It is said that something is in crisis, whether physical or moral, when a disorder, a disorder or disruption of regular order of one thing, event or phenomenon (Larousse, 2007) is presented.

The crisis generates profound changes with important consequences whenever altering symptoms intensify, to create a bad situation (RAE, 2017). In the case of sustainability, it has its three-dimensional crisis, it is the economy with its problems of recession in developed countries with capitalist economic system, as in underdeveloped countries with varied, unstable and switchable economic systems between socialism, communism and capitalism.

The economic system as a cultural dominant, have high responsibility to rationally manage natural resources of the planet to bring happiness to mankind by generating jobs and conserve the environment. If you are in crisis how does to sacrifice their financial benefits for humanity and the environment. The decision is difficult for them.

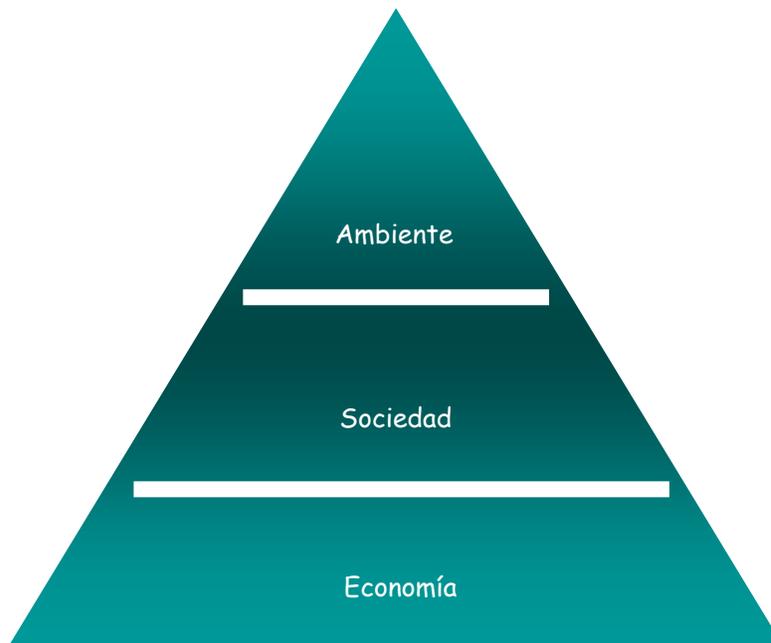
Society is in crisis, its dependence on the economic system of the day, whatever it is, always leaves her with basic needs unmet, either because they have no access to monetary resources to pay for basic services or rely on a list or policy rationing.

Society depends on the jobs that will generate the private sector of the economy to have a decent standard of living, when a financial crisis occurs, the first survival response is the reduction of jobs with the consequent increase in poverty, this along with the levels of underdevelopment in education and technology, forces individuals to rely increasingly on the resources of nature, whether local produce such as fruits, vegetables, etc., or livestock, fisheries and exploitation of forests. For these reasons, it ends up generating more pollution to the environment as prone agent war and decline in security.

If human society is in crisis, or think about the environment. If the economic system as a cultural dominant of the time, does not care about life or survival of humans, the less it will import the survival of the environment. Hence the environmental crisis is of greater magnitude than social crisis.

The environment becomes passive actor who ends up getting all the consequences of management and action economic society, the environment will stop all toxic chemical waste and organic and inorganic waste.

Analyzed the crisis situation above, you could change the economy-society-environment known as the concept of sustainability, presenting it follows the example of Maslow's pyramid relationship.



**Figure 1:** Pyramid of Sustainability.

In accordance with the cause-effect analysis, the economic model serves as the foundation that sustains society, and this in turn the environment. This truth, in times of crisis is difficult to be accepted by successive governments, particularly in underdeveloped countries with populist models that come to power, as Galeano (s / f) "says Power is like the violin, it is taken with the left and right touch. "

In developed countries economies grow, while in underdeveloped countries become depressed or contract. They grow based on advances in science, technology and knowledge management, sell information and technology products, its economy is based on the information-energy-technology, millennials and startup, while the economies of underdeveloped countries dependent the exploitation and export of natural resources, contract that are still under production scheme pan-earth-work, dominated by economism developed countries that submit to implement the new slavery in times of crisis, with boycott and financial measures that apply to strangle the underdeveloped countries by their dependence on the export of minerals,

In this crisis they have much to do political groups with personal interests above social interests, since the influence of a bribe conflict with ethical and moral principles, easily yielding to the economic interests, for this reason, underdeveloped countries is difficult to achieve social-economic and environmental balance by lack of awareness of the ruling politicians who become rich and keep their populist policies on a false economic growth financed by the depletion of natural resources and the destruction of their environment, which ultimately is the environment of all.

Surely this shows that those in power have for their country long term, but short-term measures to stay in power development goals.

If the lessons learned from programs and projects of sustainable development are analyzed, reveal, discover and reveal many truths that clash with consciousness, will, ethical and moral human being, so we say that the solution is qualitative, because it resides in being, and not quantitative because it lies in the technological instruments, or tangible assets.

Just we stated some truths about politicians, other truths concerning the application of the laws, regulations and standards, which do not apply because they receive the same bribes and sinecures, because if implemented, the economic effects will result in a decrease the collection of taxes on income and tax revenues.

Governments must regulate, formulate and implement laws to get the private sector more efficient use of natural resources to protect the environment should force them to reduce energy consumption and eliminate him all kinds of subsidy, placing taxes, fines and penalties for exceeding allowable levels of pollution, but note that it is also important to create incentives for companies to have benefits to prevent and reduce pollution of the

environment, either by recycling, reusing, treating and purifying the polluted. They should also provide incentives for reclaimed areas, such as forests, rivers, etc.

Similarly, the political sector (government of the day) should legislate to facilitate the financing of programs and projects of sustainable development agreements with international bodies such as the United Nations (UN), Organization of American States (OAS), Economic Commission for Latin America (CEPAL), etc.

Also formulate public policies to control the use of clean technology in their country but allowable controlling production of pollutants, or at least minimize achieve permissible levels, then drift toward a sustainable technology. Finally, you must legislate to include public participation, and most importantly, legislation to transform and reform the dominant economic system to make it more humane and green.

Once legislated social participation, citizens must be prepared to have the minimum knowledge about the optimal ratios of natural resources (water, air, soil, forests, wildlife) to avoid conflict with national and international advisors They will help formulate the plan for sustainable development, and thus delays in project implementation.

This would allow society to raise awareness both in knowledge about the concept of sustainable development and technology so that they themselves that apply sustainability once stakeholders such as government and national and international advisers retire.

Regarding this point, are important training initiatives and development of human resources in knowledge of sustainability and electronic market to take advantage offered by globalization with its information technology to move from an economy based on the exploitation of matter raw and natural resource consumption, to an economy based on knowledge society and information trilogy-energy-technology. Sadly, the truth in times of crisis is that governments of underdeveloped countries each day their economies rooted in populism and profiteering at the expense of destroying forests, mountains, rivers, lakes, climate, air and soil.

No development plans based on knowledge and information technologies are observed. For these reasons, the role of universities is relevant, and the harsh truth in times of crisis is that neither the university nor the government have some sort of institutional relationship towards sustainable development, humanizing economy and the environment.

The implementation of a sustainable development program, if you want to be successful, must include studies of the region, planning, legal framework and technology to develop friendly productive economic models with the environment and society. In this line of argument, the economic model is the cultural dominant of all ages, which has not been humanizing but dehumanized, as has been well said Antoine de Saint-Exupéry in his book *The Little Prince* "human I see, but humanity" .

We take the opportunity to make a strong criticism of the advances in science and space technology, sending space probes that travel vast distances to search for life on other planets (?), That is, paradoxically, our human life is declining and instead to seek how to improve it, what they do is look for life on another planet, as if not enough planet that God has given us.

Look at the collage of images presented below, where it presents a picture with a landscape of our beloved planet Earth and a photo with the landscape of the planet Mars to make you reflect and become aware, I hope not tell as some astronauts to sightsee desolate moon or what scientists claim to see the arid soil of Mars, "that beauty."

We wonder, why search for life on another planet when one of us is extremely beautiful and could seek to keep peace and harmony. You provided your own reflection and judgment to raise awareness and humanize these images. Is it worth economism or worth the green economy to live in harmony with society and the environment on this planet?

Is it worth war with its arsenal of atomic bombs or worth the serene, warm and spiritual peace?



**Picture No. 1:** Tunnel of Love in Ukraine



**Image No. 2:** Image of Planet Mars



**Picture No. 5:** The tunnel of wisteria, Japan



**Picture No. 6:** Image of Planet Mars



**Picture No. 7:** Mount Roraima, Venezuela



**Image No. 8:** Image of Planet Mars

Source images 1, 3, 5, 7, 9, 11 and 13:

blog QUO <http://www.quo.es/naturaleza/22-lugares-reales-que-no-vas-a-creer-que-existan>

Source of images 2, 4, 6, 8, 10, 12 and 14:

NASA Blog [https://www.nasa.gov/mission\\_pages/msl/images/index.html](https://www.nasa.gov/mission_pages/msl/images/index.html)

**Eulises Moreno**

(Venezuela) PhD in Management, University Yacambú Venezuela. Electrical Engineer, Magister Scientiarum in Administrative Sciences, Universidad de Oriente. Maturin Monagas-Venezuela

# Jihadi terrorism in the Sinai Peninsula

Daniel Martínez, Colonel of the Infantry (r) (Uruguay)

Since the army ousted elected Islamist President Mohamed Mursi (2013), hundreds of police and soldiers were killed in jihadist attacks. More than 450 jihadists and 50 soldiers have been killed since the launch (09 February) the military operation "Sinai 2018", according to official figures. The 02OCT2018 died Abu Hamza al Maqdisi (Palestinian), leader of the Islamic State in Sinai after airstrike in Sheikh Zuweid. They highlight the raids by Israeli drones under this scenario, to combat jihadism and the presence of troops of the MFO (Multinational Force and Observers), with the mission to monitor the peace treaty between Egypt and Israel ( Camp David accords - 26MAR1979). The staff come from Australia, Canada, Colombia, Fiji, France, Hungary, Italy, New Zealand, Norway, United States, Uruguay, Netherlands, Czech Republic and United Kingdom only with civilians.

## I.- Terrorist Organizations in Egypt

- A. Aynad Misr (Soldiers of Egypt).
- B. Islamic state in Sinai Ansar Beit al-Maqdis ex.
- C. Hasam (Movement of the forearms of Egypt).
- D. Al-Qaeda in the Sinai Peninsula.
- E. Ansar al-Islam.
- F. Harakat Abna Joshua - Children of Jesus.

## II.- Al-Qaeda in the Sinai Peninsula

It comprises:

- A. Jamaat al-Murabiteen.
- B. Muhammad Jamal network.
- C. Jund al-Islam.
- D. military wing of al-Jama'a al-Islamiyya.
- E. Ansar al-Jihad in the Sinai Peninsula.
- F. Nasr City Cell.

The most important ally Mujahideen Shura Council is around Jerusalem (Al-Qaeda in the Arabian Peninsula). The onset of terrorist actions dates back to 05AGO2006 when the leader of Al Qaeda, Ayman al-Zawahiri announced that a faction of Al-Gama'a al-Islamiyya had become Al-Qaeda in Egypt.

## III.- Islamic State in Sinai

the Islamic State, the accused spy or collaborate with the security forces, they are often forced to dig his own grave before being beheaded inside of it, according to the story that make the jihadists in their magazine Al Naba.

The modus operandi classic, is the use of suicide bombers, using homemade explosive devices patrols and great firepower and mobility on white.

Israel would conduct airstrikes against jihadists in Sinai in support of the Egyptian forces. The planes would carry the hidden flag to politically engage the Egyptian government. President Abdel Fattah el-Sisi has kept Israeli airstrikes hidden from all but a limited circle of military officers and intelligence of their country.

The Islamic State had a Palestinian Brigade within its ranks ex-combatants and commanders of the Izz ad-Din al-Qassam Brigades, armed wing of Palestinian Islamist Hamas. Rasm Abu Jazzr leader of the "Battalion Jaish al-Aqsa" and 5 other Palestinians & ISIS were killed in Hajin (Syria, 23DIC2017, airstrike). Initially there was an alliance between the Al Qassam Brigades and the Islamic State. The latter sought in the Gaza Strip, medical and other supplies and the Palestinians obtained weapons and ammunition from Egypt. Conjunctural agreement that was dissolved by the ideological impact that had the jihadists, to the point that it seems that most of the fighters of the Islamic State in Sinai are of Palestinian origin.

One of the deadliest attacks was the 15ABR2018, when the Islamic State breaks with 2 suicide bombers in the Egyptian army headquarters in central Sinai, with the balance of 22 Egyptian soldiers killed and 20 wounded.

The 08DIC2017 died Abu Abdel Rahman al-Maqdisi (Palestinian), leader of the Islamic State in Sinai, during a confrontation.

#### **Movimento IV of the children of Jesus**

The 02DIC2017 Harakat Abna Joshua, radical Christian group, "Movimento of the children of Jesus," said responsibility for the attack against the Al Rawdah (24NOV2017 Mosque. 305 dead - 27 children 109 wounded in Bir al Abed, west of Al Arish.

#### **Conclusions IV.**

A. In the Gaza Strip, the death of Hamas commander Nidal al-Jaafari (17AGO2017), by the terrorist Mustafa Qualleb member of the Salafist faction in the Gaza Strip affiliated with the Islamic State, marks a turning point because it is the first time a Palestinian throws a suicide bombing against the forces of Hamas, who have stepped up patrols in the border area, with the declared aim of preventing movement of jihadist Salafists between the Gaza Strip and the Sinai peninsula goal, where the Islamic state against Egyptian troops. Hamas seeks better relations with Egypt, which remains largely closed its border crossing with Gaza and accused of helping terrorists in Sinai part. Hamas has denied those accusations and says he seeks to defend Egypt from the Gaza border

B.- The modus operandi of the jihadists in the Sinai Peninsula is based on surprise attacks, using missiles, mortars, infantry weapons and improvised explosive devices. Prisoners are beheaded, burned alive, mutilated or shot many times with heavy weapons. Members of the local tribe Tarabin, have also burned alive any terrorists of the Islamic State, in retaliation for Islamist attacks.

C.- In Egypt, the use of the new logo "Islamic state in Egypt" as opposed to "Wilayat or Sinai Province", suggests an expansion of jihadi terrorist operations, the rest of the country

D.- In Egypt, the rise of Islam rigorista has aggravated their sense of marginalization, especially since the fall of President Hosni Mubarak (11FEB2011), which resulted in the degradation of security with bombings, beheadings and greater role Islamists

#### **References**

[https://es.wikipedia.org/wiki/Insurgencia\\_en\\_el\\_Sina%C3%AD](https://es.wikipedia.org/wiki/Insurgencia_en_el_Sina%C3%AD)

<https://www.news24.com/Africa/News/isis-in-egypts-sinai-announces-death-of-top-militant-20181003>

<http://english.alarabiya.net/en/News/middle-east/2018/10/16/A-total-of-450-extremists-killed-since-Egypt-Sinai-offensive-.html>

<https://thearabweekly.com/egypts-army-seeks-decapitate-isis-sinai>

#### **Daniel Martinez**

(Uruguay). Retired Colonel Daniel Martinez. Infantry weapon. Diploma in Staff. Peace Missions United Nations: Angola, Georgia, Haiti and DR Congo. Courses: Terrorism and Counterterrorism (USA), Strategy (Germany). Public and private security against Transnational Threats (Uruguay). He currently serves as a consultant in the area of security and military analyst. Teacher in civilian and military institutes

# Tools for Anticipating the Next Big Enemy Terrorista

By Betania R. Allo (Argentina)



## Introduction

Lt. Col. JL Schley Corps of Engineers US Army<sup>4</sup> wrote in *The Military Engineer* in 1929, "it has been critically said that there is a tendency in many armies to spend time in peace studying how to fight the last war."<sup>5</sup> This idea was echoed by the *Dallas Morning News* in 1937 as "there is a critical part justified that peacetime generals are always fighting the last war rather than the next."<sup>6</sup>

Moving rapidly to 2018, although the offensive against ISIS<sup>7</sup>It is not yet over and ignore what their consequences will be, it's time to start thinking beyond the role of Islam in international terrorism. In 10 years, maybe more non-Muslim actors concern that Islamist terrorism.<sup>8</sup>

Terrorism is a specifically defined type of violence, even as a species within the genus of violence motivated by ideology.<sup>9</sup> GTD<sup>10</sup>It defines terrorism as intentional and unlawful use of force and / or violence, whether real or threatened, against property or persons, by a non-state actor, to achieve a political, economic, religious or social goal through fear, coercion or intimidation. In addition, the action must be outside the context of war

---

*All translations were made by the author.*

<sup>4</sup> United States Army, 1927.

<sup>5</sup> Schley, 1929.

<sup>6</sup> Infantry Division, 1937. See also Various Authors, 2010.

<sup>7</sup>ISIS corresponds to the acronym of the Islamic State of Iraq and Syria, which for the purposes of this study will be used to also refer to the Islamic State of Iraq and the Levant (ISIL), the Islamic State of Iraq and al-Sham, all also known as the Islamic State (EI) and for its acronym in Arabic Daesh (داعش). It is an unrecognized following a radical Salafist doctrine, fundamentalist, extremist and militant group of Sunni Islam, a terrorist organization and exproto-state.

<sup>8</sup>Islamist terrorism is one that represents the most violent and radical branches of Islam, using religion as a pretext for a "war" in the name of Allah. It is called Islamic because they intend to impose a political doctrine and form of government based solely on a radical interpretation of Islamic law (sharia). But Islam is not what these organizations disseminate. Islam is a monotheistic, Abrahamic religion whose fundamental witness of faith (shahadah الشهادة) is that there is no god (as deity) but Allah (God in Arabic الله); and that the Prophet Muhammad (or Mohammed) is the last messenger of Allah. Three dimensions are the law in the domain of action (Islam), theology as to the fundamental beliefs of faith (iman)

<sup>9</sup> Miller, 2017.

<sup>10</sup>The Global Terrorism Database (GTD, database of global terrorism) is a database open source that includes information on terrorist events around the world from 1970 to 2018 which is updated annually. Unlike many other event databases, the GTD includes systematic data on incidents of terrorism and transnational both US and international that have occurred during this time period and includes more than 180,000 cases (Global Terrorism Database, 2018).

legitimate activities. That is, the act must not be within the parameters permitted by international humanitarian law.

The classification of the terrorist attacks motivated by ideologies may be unclear, especially when the perpetrators of the attacks are identified with more than one group or ideological perspective, which also may or may not be relevant to the motives of the attack itself. The classification of terrorist activity by an ideology does not characterize an entire population or ideological movement itself as violent.<sup>11</sup> That is why it is important to de-stigmatize Islamist terrorism as only, or as part of jihad,<sup>12</sup> and study other ideologies which can radicalize a person and eventually become or not a terrorist.

The purpose of this work is from the definition of GTD to provide the necessary tools to distinguish extremist ideologies, clarify confusing concepts and briefly know the similarities in the process of radicalization that often exclusively believed Islamist terrorism. United States is used as a case study in most of the examples being a -tristemente- exponent in the diversity of terrorists. These elements provide better conditions to start warn us what atañeremos in terms of prevention of terrorism in the coming years.

### **extremist ideologies categories**

It is impossible to know exactly what the next threat to world peace at the level that has been Islamist terrorism since September 11, 2001 (11S), but we can not wait to stay to take us by surprise. As a first step, it is elemental to recognize what other ideologies have been motivating terrorist acts and differentiating them from violent extremism. The latter has not been clearly defined except by USAID<sup>13</sup> describing the violent extremist as someone who "defends participates, prepares, supports violence or ideologically justified to promote social, economic or political goals."<sup>14</sup> The concept, far from clarifying generates more doubts. Martha Crenshaw, terrorism specialist at Stanford University, warns the difference and considers that refer to extremist violence is very specific because it goes beyond why a person would engage in terrorism. It includes those supporters who are radicalized and that even would enlist in Iraq, Syria, and Libya as revolutionary soldiers, but they are not terrorists.<sup>15</sup> In other words, extremist violence is broader and involves no element of coercion or intimidation.

For over 40 years,<sup>16</sup> There are six extremist ideologies that inspired most of the terrorist attacks in the world. One that is rarely associated with terrorism is environmental extremism. The so-called "eco-terrorists" use violence to defend the environment, biodiversity and biocentric equality, ie, that humans have no legitimate right to rule the earth.<sup>17</sup> Moreover, nationalist or separatist extremists are those who seek to violence to achieve ethnic or geopolitical self-determination.<sup>18</sup>

The most marked is the religious ideology. Although the West is associated with the Islamic ideal, extremism may also be Christian, Jewish, and even Buddhist.<sup>19</sup> Violence is used to support a particular belief system based on faith and their cultural practices and opinions. It is characterized largely by opposition to God's enemies,

---

<sup>11</sup> Miller, 2017.

<sup>12</sup> The media and academics use the word jihad to refer to the "war" in the name of Allah motivates brutal terrorist attacks, especially after that of 11 September 2001. Suitably, Jihad (جهاد) in Arabic and Islam It refers to the struggle that one has to discipline himself in religion, uproot themselves from the mundane and bow to the divine (jihad al-nafs, as part of ihsan) (Spevack, 2012). Sherman Jackson hits the spot in this matter because it analyzes jihad from the causes and purposes behind a war based on biased and radicalized interpretation of a religion of peace (Sherman Jackson, 2002). Most recently with the emergence of ISIS, they used terms like jihad around the world to feed Islamophobia. Therefore, and in today's society,

<sup>13</sup> United States Agency for International Development is an independent agency of the Federal government of the United States responsible for administering aid to other countries and providing development assistance.

<sup>14</sup> Glazzard & Zeuthen, 2016.

<sup>15</sup> LaFree, 2018. Crenshaw promotes <http://mappingmilitants.stanford.edu>, A study investigating militant organizations worldwide and represents inactivos maps.

<sup>16</sup> Miller's research spans from 1970 to 2016 and is limited to the United States, but the classification is globally examples Miller, 2017.

<sup>17</sup> Ibid. For example, the August 1, 2016, days before the Olympic Games in Rio de Janeiro, radical environmentalists detonated a pressure cooker bomb outside a shopping center in Brasilia, Brazil (TRAC, 2016). The Department of Homeland Security United States warned of possible attacks by eco-terrorists who "believe that violence is justified" against the construction of the pipeline Diamond Pipeline, which runs from Oklahoma to Tennessee (US Department of Homeland Security, 2017). See also Bartelett, 2017.

<sup>18</sup> Miller, 2017. For example, the Euskadi Ta Askatasuna, known as ETA, born in 1959 and for sixty years his priority objective has been to build a socialist state, Euskal Herria (Basque Country), independent of Spain Y France. In 1961 they began the terrorist attacks (Aparicio, 2009) and announced its dissolution in 2018 (Guadilla & Tome, 2018).

<sup>19</sup> See Fuller, 2017.

unbelievers or infidels, are fighting for inserting by force religion in politics or social sphere by imposing strict principles or religious laws, and / or the threat of the end of time .<sup>20</sup>

In addition, as two sides of the same coin, one side is the ideology of the extreme left, whose violence supports a revolutionary agenda with Communist doctrines, socialists or anarchists, and builds an opposing political discourse of capitalism, imperialism and colonialism.<sup>21</sup> On the other side, the far right believes that your personal and / or national status quo is lost, being attacked or under imminent threat. It is characterized by anti-globalism, racial, ethnic or nationalist supremacy, reverence for individual liberty and / or belief in conspiracy theories involving a serious threat to national sovereignty and / or personal freedom.<sup>22</sup>

Finally, the so-called single-issue extremism (single issue) is that terrorist act using violence to promote a specific or narrowly defined cause. Unlike the above, they tend to focus on a specific topic rather than pursuing more widespread political or religious issues,<sup>23</sup> or they belong to extreme fringes of these broader movements.<sup>24</sup>

### **Vs. hate crimes domestic terrorism vs. Homegrown terrorism**

It should succinctly distinguish three concepts that are often confused by referring to criminal types whose illegal activities are at least partly ideologically motivated: hate crimes, domestic terrorism and homegrown. To distinguish these notions is essential not only in order to place the offense within the legal figure that corresponds (in jurisdictions which are classified as such), but also to expedite the investigation and take preventive measures specific to each of them, thus increasing effectiveness.

Hate crimes are conceptualized by the FBI<sup>25</sup> as that crime against a person or well motivated in whole or in part by prejudice the victimizer against a race, religion, disability, sexual orientation, ethnicity, gender or gender identity. In 2017, these crimes increased 17% in United States.<sup>26</sup> In Argentina the figures are also increasing: in the same period there were 13 murders in a total of 103 hate crimes committed against only counting those LGBTQ people.<sup>27</sup>

The definition of domestic or domestic terrorism may vary given that it is the acts that are committed within a certain territorial jurisdiction. These are usually committed by individuals or local groups that do not have any link or foreign address, intended to intimidate or coerce a civilian population or influence government policy.<sup>28</sup> Unlike the FBI hate crimes acts of domestic terrorism by the first involving a kind of "personal malice" by the individual who perpetrates, ie, missing the broader motives behind acts of domestic terrorism. For researchers it is difficult to locate this "personal malice" in a specific case because it forces them to discuss the degree of intent of the suspect, in addition to determining if the same article ideology, belongs to a local terrorist group or due to an extremist movement. However, often it ends up classifying according to political expediency.

That motivated by ideology or foreign terrorist organizations but acts without addressing them is the so-called terrorist own or homegrown harvest. Unlike domestic terrorist, the individual may have any citizenship, live and / or operates in a given country, and their terrorist activities are motivated by ideology to promote the objectives of a foreign terrorist organization reasons, but comes from outside the organization.<sup>29</sup>

While this type of homegrown terrorism may initially be associated with Islamism in "loner," it is curious to know that if we remove the 11S, terrorism extreme right has caused more deaths in the US from 2000 to 2016 than any other ideology.<sup>30</sup> "It would be a mistake to look only outward, ignoring the growing terrorist threat at

---

<sup>20</sup> Miller, 2017.

<sup>21</sup> Ibid. For example, the "Antifa" by antifascists, all forms of racism, sexism, nationalist and anti-immigrant political opponents, among others. Unlike the conventional left and not seek to gain power through democratic channels, and focus more on combat right-wing ideology that promote leftist politics. destruction of property and even physical violence includes among its methods of militant protest. Antifa members are scattered around the world, although the most active in the US. UU., United Kingdom (with the name of Antifascist Action) and Germany (Antifaschistische Aktion) (Cammeron, 2017).

<sup>22</sup> Miller, 2017.

<sup>23</sup> Ibid.

<sup>24</sup> CTC, 2018.

<sup>25</sup> Federal Bureau of Investigations [www.fbi.gov](http://www.fbi.gov)

<sup>26</sup> Of the more than 7,000 incidents reported last year, 2,013 African Americans attacked while 938 pointed to American Jews. According to the FBI, incidents targeting people for their sexual orientation hate crimes accounted for 1,130 (FBI, 2018 & Barrett, 2018).

<sup>27</sup> Straschnoy, 2018.

<sup>28</sup> Bjelopera, June 13, 2016.

<sup>29</sup> US Department of Homeland Security, 2018.

<sup>30</sup> START, 2017.

home ..." said Lisa Monaco<sup>31</sup> in his essay for Foreign Affairs in 2017.<sup>32</sup> These types of threats are the priority challenge of security specialists whenever and white supremacists ISIS, in particular, they have harnessed the power of social networks to inspire young people to commit terrorist acts in their own cities.

### **Internet in radicalization and recruitment of terrorists**

The use of internet and social networks is not only to spread extremist discourse but also a way to establish relationships with people more receptive to propaganda and solicit support. Propaganda aimed at potential or actual supporters can focus on recruitment, radicalization and incitement to terrorism through messages that pride, feelings of triumph and dedication to achieving targets communicates extremists.<sup>33</sup> Terrorist organizations are increasingly using platforms such as restricted websites and chat groups clandestine recruitment as a means of access.<sup>34</sup>

Radicalization mainly refers to the process of indoctrination that often accompanies the transformation of recruits people determined to act violently, inspired by extremist ideologies. Terrorist propaganda may include psychological manipulation to undermine the belief of people in certain collective social values, or spreading a sense of great anxiety, fear or panic in a population or a section of it.<sup>35</sup> As a result, advertising often adapted to attract the vulnerable and marginalized groups of society to exploit feelings of injustice, exclusion or humiliation.<sup>36</sup>

Rita Katz<sup>37</sup> studying extremism in networks and not exaggerate how dangerous it is this flow of content. On the occasion of the recent bombing in Pittsburgh, United States, wrote about the impact of internet in the radicalization of the extreme right and its similarities to the Islamists. For Pittsburgh, the extremist Robert Bowers had published a few hours before an anti-Semitic message on the page Aid Society Immigrant Hebrews (HIAS), a relief organization for refugees connected to the synagogue he entered opening fire with an AR-15. According to Katz, the rise of right-wing communities as social network Gab<sup>38</sup> It is similar to ISIS in social networks: marginal extremist movements confined in grim discussion forums, which are a potential new power and reach through their respective platforms.<sup>39</sup>

The use of internet and social networks to recruit, radicalize and incite people to violence means that there is a need to innovate in the control and monitoring of potential terrorist activity. The European Commission recently made a proposal to regulate the dissemination of terrorist content online. In the context of the informal leadership meeting in Salzburg in September 2018, the project aims to establish a legal framework to prevent misuse of networks and storage services in order to ensure the smooth operation of the digital market, trust and security. The most interesting thing is the norm proposed by the challenge of effectively detecting terrorist content, taking into account the protection of fundamental rights must pursue all open and democratic society,<sup>40</sup>

### **The threat of the extreme right**

In the last time there was a large increase in mass shootings in the US, as discussed in Pittsburgh, motivated by extreme right-wing ideologies. It is curious that the authorities not only refuse to qualify as terrorist acts, but divert attention to the debate on gun ownership and the Second Amendment. In the US, if the attacker is white skin will usually linked to a hate crime or a mere mental imbalance; but if darker skin, do not hesitate to treat him as a terrorist, even faster if Muslim. The government never called Stephen Paddock, white 64 year old man who

---

<sup>31</sup> Lisa Monaco is a member of the law school at New York University and Harvard School of Government at the Belfer Center for Science and International Affairs. 2013 to 2017 was adviser to Homeland Security and Terrorism for President Barack Obama.

<sup>32</sup> Monaco, 2017.

<sup>33</sup> UNODC, 2013. See also conferences, workshops, forums and seminars on the use of the Internet for terrorist purposes OSCE (OSCE, 2018).

<sup>34</sup> Gerwehr & Daly, 2006.

<sup>35</sup> UNODC, 2013.

<sup>36</sup> European Commission Expert Group on Violent, 2008 radicalization.

<sup>37</sup> Rita Katz is terrorism analyst and co-founder of Search International Terrorist Entities Intelligence Group, a private intelligence firm based in Washington, DC.

<sup>38</sup> Gab is a social network known for its user base extreme right given to concentrating written publications mainly conservative libertarians, nationalist and populist.

<sup>39</sup> Katz, 2018.

<sup>40</sup> European Commission, 2018.

killed 58 people in Las Vegas in October 2017<sup>41</sup> a "terrorist". Just a month later, Sayfullo Saipov killed 8 people, including five Argentines in New York<sup>42</sup> and no one doubted the terrorist nature of the act.

At the end of the extreme right is the white supremacists US include supporters KKK, neo, Christian Identity, racial believe neo-Pagan, skinheads, Posse Comitatus and segments of anti militias, Patriots and Sovereign movement citizens (sovereign citizens). While between them ideological nuances, all based on the assumption that whites are part of a superior race biogenetic (ie "master race") that is being attacked by the mixture and cultural exchange.<sup>43</sup>

In specific cases, the reluctance of the US authorities to consider terrorist acts as such when the perpetrator is white is manifest. The case of Kevin Harpham is an example of how difficult it may be because initially, the FBI investigated him as domestic terrorism. In 2011, Harpham, motivated by white supremacist ideology that fed on the internet, never left a bomb detonated on the route of a parade in honor of Dr. Martin Luther King Jr. in Spokane, Washington, USA. The then Deputy Director of the FBI Counterterrorism said Harpham case was one of "several incidents of domestic terrorism [that] demonstrate the extent of the threat." But Harpham pleaded guilty<sup>44</sup>of committing a hate crime and attempting to use a weapon of mass destruction and was thus sentenced to 32 years in prison. Classified according to political expediency, thereafter, the FBI case as the successful prevention of referred "horrific hate crime."<sup>45</sup>

## conclusion

To date, the US strategy to prevent another attack like the S11 has been successful largely because it built a network designed for that. But for the next battle in the "war against terrorism"<sup>46</sup> the country and the world need a new network.<sup>47</sup> David Rapoport has made a revolutionary proposal using a cyclical analysis of terrorist violence in waves<sup>48</sup>and it came in 2002 to examine four. While terrorist organizations like ISIS remain largely criteria Jeffrey Kaplan<sup>49</sup> for a fifth wave, it is premature to announce considering multiple addressed extremist ideologies that threaten world peace as the definition of terrorism from which it split.

The above demonstrates the importance of undertaking the study of terrorism with a thorough understanding of the ideologies that motivate, accuracy and scope of the concepts used to define acts, and the role of new technologies to anticipate and warn attacks. The global strategy against terrorism must rely on preventive work in the short, medium and long term given the broad spectrum of ideologies motivating. The next big terrorist enemy may or may not be a Muslim, but it sure is already brewing.

---

<sup>41</sup> Lukov & Matza, 2017.

<sup>42</sup> The Guardian staff, 2017. See also Korte, 2017.

<sup>43</sup> Simi, Windisch, & Sporer, 2016.

<sup>44</sup> Craig, 2011.

<sup>45</sup> Bures, 2018.

<sup>46</sup>Terrorism, as stated, is a tactic, not an enemy. Speaking of the "war on terror," terminological realize how unprepared we are to participate in this war to win. For example, there is a lot ahead to achieve start giving end ISIS. With the unknown whereabouts of their leader, Abu Bakr al-Baghdadi, it is criticized that not even committed the head of the serpent. The significant reduction of territorial domination also weakened the power of the organization. Who says we're in the "after ISIS"? Not only we have not heard the last of them, but his followers continue to multiply stealthily worldwide. The power of ideology is still alive and not die with Al Baghdadi.

<sup>47</sup> Monaco, 2017.

<sup>48</sup>Rapoport, 2002. Rapoport, the "anarchist wave," represents the first truly global terrorism or international in history; the "anticolonial wave" that would begin in the 1920s and lasted about forty years; the "wave of the new left," would decrease significantly in the late twentieth century, leaving a number of active groups; and finally the "religious wave" that would emerge in 1979, and applying the pattern the three predecessor waves would disappear by 2025, when it would emerge a new wave (Sanchez de Rojas Diaz, 2016).

<sup>49</sup>Kaplan, Kaplan, 2007. defends the existence of a "fifth wave" which, like the four that preceded it, have a precise origin and a catalyst event. While its predecessors have been the Khmer Rouge would materialize with the appearance of the Lord's Resistance Army in northern Uganda, first movement of the fifth wave of modern terrorism. The characteristics that Kaplan refers are that radicalizes and breaks the established terrorist wave; born of hope expressed at the ends; promotes physical removal wildland; seeking radical form of racial, tribal, religious purity; a constant internal violence; They put their emphasis on the creation of new men and women; obsession with creating new era; children are the vanguard, as they are less contaminated by the old society; the rape as a tactic signature; violence is so pervasive that loses its message content; the effects of ritual acts of rape and murder, especially for the 'recruits' newly kidnapped; are localistas and particularists; are authoritarian patterns with charismatic leadership; of ancient nature, deeply religious support from a dream to be held through a campaign of apocalyptic violence. For a comprehensive analysis, see Sánchez de Rojas Diaz, 2016. deeply religious support from a dream to be realized through a campaign of apocalyptic violence. For a comprehensive analysis, see Sánchez de Rojas Diaz, 2016. deeply religious support from a dream to be realized through a campaign of apocalyptic violence. For a comprehensive analysis, see Sánchez de Rojas Diaz, 2016.

## Bibliography

- Aparicio, S. ((2009) The Dictatorship of Terror... Thus was born the terrorist Retrieved November 13, 2018, from EIMundo.es. <https://www.elmundo.es/eta/historia/index.html>
- Bakker, E., & Kessels, E. (2012). The OSCE's Efforts to counter violent extremism and radicalization That Lead to Terrorism: A comprehensive approach addressing root causes? [OSCE efforts to counter violent extremism and radicalization that lead to terrorism: A comprehensive approach that addresses the root causes?]. *Security and Human Rights* ,, 23 (2), 89-99.
- Barrett, D. (2018, November 13). Hate crimes rose 17 percent last year, According to new FBI data [Hate crimes rose 15 percent last year, according to new data from the FBI]. Retrieved November 13, 2018, from The Washington Post: [https://www.washingtonpost.com/world/national-security/hate-crimes-rose-17-percent-last-year-according-to-new-fbi-data/2018/11/13/e0dcf13e-e754-11e8-b8dc-66cca409c180\\_story.html?utm\\_term=.4f560168ef76](https://www.washingtonpost.com/world/national-security/hate-crimes-rose-17-percent-last-year-according-to-new-fbi-data/2018/11/13/e0dcf13e-e754-11e8-b8dc-66cca409c180_story.html?utm_term=.4f560168ef76)
- Bartlett, J. (2017, September 1). The Next Wave of Extremists Will Be Green [The next wave of extremists will be green]. Retrieved November 13, 2018, from Foreign Policy: <https://foreignpolicy.com/2017/09/01/the-green-radicals-are-coming-environmental-extremism/>
- Bjelopera, JP (June 13, 2016). Sifting Domestic Terrorism Crime and Hate from Homegrown Violent Extremism [Differentiating domestic terrorism hate crime and violent extremism homegrown]. HeinOnline.
- Bures, M. (Director). (2018). Close Calls Terrorism [Terrorist Attacks Frustrados]: Martin Luther King Day Plot [Motion Picture].
- Cammeron, B. (2017, August 14). Antifa: Left-wing militants on the rise. Retrieved November 13, 2018, from BBC News: <https://www.bbc.com/news/world-us-canada-40930831>
- European Commission. (2018, September 12). Communication (COM (2018) 640 final) A Proposal for a Regulation of the European Parliament and of the Council on Preventing the Dissemination of Terrorist Content Online [A Proposal for Regulation of the European Parliament and Council on the Prevention of the Spread of Contents Terrorista online]. Retrieved November 6, 2018, from [https://ec.europa.eu/commission/sites/beta-political/files/soteu2018-preventing-terrorist-content-online-regulation-640\\_en.pdf](https://ec.europa.eu/commission/sites/beta-political/files/soteu2018-preventing-terrorist-content-online-regulation-640_en.pdf)
- European Commission expert group on violent radicalization. (2008). Processes leading to radicalization acts of terrorism [Processes of radicalization that lead to terrorism]. European Commission.
- Craig, J. (2011, September 11). Harpham admits guilt in bomb plot [Harpham admits guilt in the plan pump]. Retrieved November 26, 2018, from The Spokesman Review: <http://www.spokesman.com/stories/2011/sep/08/harpham-admits-guilt-in-bomb-plot/>
- CTC. (2018). Single Issue Terrorism. Retrieved November 30, 2018, from Combating Terrorism Center at West Point: <https://ctc.usma.edu/terrorist-groups/single-issue-terrorism/>
- FBI. (2018, November 13). 2017 Hate Crime Statistics Released [the hate crimes statistics are published by 2017]. Retrieved November 13, 2018, from FBI.gov: <https://www.fbi.gov/news/stories/2017-hate-crime-statistics-released-111318>
- Fuller, P. (2017, November 14). Myanmar and Buddhist extremism. Retrieved November 14, 2018, from The Conversation: <http://theconversation.com/myanmar-and-buddhist-extremism-86125>
- Galtung, J. (1990, August). Cultural Violence. *Journal of Peace Research*, 27 (3), 291-305.
- Gerwehr, S., & Daly, S. (2006). Al-Qaida: terrorist recruitment and selection [al-Qaida selection and recruitment of terrorists]. In D. e. Kamien, *The McGraw-Hill Homeland Security Handbook* (p. 83). New York: McGraw-Hill.
- Glazzard, A., & Zeuthen, M. (2016, February). Violent Extremism. Retrieved from GSDRC: [http://gsdrc.org/wp-content/uploads/2016/02/Violent-extremism\\_RP.pdf](http://gsdrc.org/wp-content/uploads/2016/02/Violent-extremism_RP.pdf)
- Global Terrorism Database. (2018). Overview of the GTD [Overviews of GTD]. Retrieved November 12, 2018, from GTD: <https://www.start.umd.edu/gtd/about/>
- Guadilla, D., & Tome, M. (2018, May 2). ETA announces its dissolution in a letter. Retrieved November 13, 2018, from The Courier: <https://www.elcorreo.com/politica/anuncia-carta-disuelve-20180502150353-nt.html>
- Infantry Division. (1937, November 20). Morning News, 2 sec. two.
- Kaplan, J. (2007). The Fifth Wave: The New Tribalism? [The fifth wave: the new tribalism?]. *Terrorism and Political Violence*, 19 (4), 545-70.
- Katz, R. (2018, October 29). Inside the Online Cesspool of Anti-Semitism That Housed Robert Bowers [Within the pool of online Semitism that housed Robert Bowers]. Retrieved November 26, 2018, from Political: <https://www.politico.com/magazine/story/2018/10/29/inside-the-online-cesspool-of-anti-semitism-that-housed-robert-bowers -221949>
- Korte, G. (2017, November 1). Trump New York Quickly seizes on Terror attack to Promote immigration changes [Trump quickly seizes the terrorist attack in New York to promote immigration changes]. Retrieved November 22, 2018, from USA Today: <https://www.usatoday.com/story/news/politics/2017/11/01/trump-quickly-seizes-new-york-terror-attack-promote-immigration- changes / 821099001 />
- LaFree, G. (2018). Terrorism Podcast 360 [Recorded by START]. College Park, MD, USA.
- Lukov, Y., & Matza, M. (2017, October 2). Las Vegas attack: As It Happened [Attack of Las Vegas: As happened]. Retrieved November 22, 2018, from BBC News: <https://www.bbc.com/news/live/world-us-canada-41466148>

- Miller, E. (2017). Ideological Motivations of Terrorism in the United States, 1970--2016 [ideological motives of terrorism in the United States, 1970-2016]. SMART. College Park: University of Maryland.
- Monaco, L. (2017, November / December). Preventing the Next Attack: A Strategy for the War on Terrorism [Preventing the next attack: a strategy for the war on terror]. *Foreign Affairs*, 96 (6), 23-29.
- Munoz, M. (2018, November). Selling the Long War: Islamic State Propaganda after the Caliphate [Selling Long War: Propaganda Islamic state after the Caliphate]. *CTCSSENTINEL*, 11 (10), 31-36.
- United Nations. (2018, June 29). The fight against terrorism can not be done by sacrificing human rights. Retrieved November 6, 2018, from UN News: <https://news.un.org/es/story/2018/06/1437032>
- OSCE. (2018). Countering the use of the Internet for terrorist purposes [Countering the use of the Internet for terrorist purposes]. Retrieved from OSCE Secretariat: <https://www.osce.org/secretariat/121191>
- Rapoport, D. (2002). The Four Waves of Rebel Terror and September 11 [The four waves of rebel terror and on September 11]. *Anthropoetics - The Journal of Generative Anthropology*, VIII (I).
- Sanchez Rojas Diaz, E. (2016 Jan. 19). Are we facing the fifth wave of international terrorism? Retrieved November 29, 2018, from the Spanish Institute for Strategic Studies: [http://www.ieee.es/Galerias/fichero/docs\\_analisis/2016/DIEEEA02-2016\\_Oleada\\_Terrorismo\\_Internacional\\_ESRD.pdf](http://www.ieee.es/Galerias/fichero/docs_analisis/2016/DIEEEA02-2016_Oleada_Terrorismo_Internacional_ESRD.pdf)
- Schley, J. (1929, January-February). Some Notes on the World War [Some notes on World War]. *The Military Engineer*, 55, col. 1L.
- Sherman Jackson, A. (2002). Jihad in the Modern World [Jihad in the modern world]. *The Journal of Islamic Law and Culture* (Spring / Summer), 31-48.
- Sieber, U. (2006). International cooperation against terrorist use of the internet [International cooperation against terrorist use of the internet]. *International Journal of Criminal droit*, 77 (3), 395-449.
- Simi, P., Windisch, S., & Sporer, K. (2016). Radicalization and Recruitment Far Right Terrorists Among Us [Recruitment and radicalization among right-wing terrorists in the United States]. College Park: START.
- Spevack, A. (2012). Introduction [Introduction]. In A. Spevack, Ghazali on the Principles of Islamic Spirituality: Selections from the Forty Foundations of Religion [Ghazali on the principles of spirituality in Islam: selections of forty foundations of religion] (xv-xxxiii pp.). Woodstock: Skylight Paths Publishing.
- START. (2017, February). Far-Right Islamist and Homicides in the United States [Islamists and extreme right in the United States Killings]. Retrieved November 29, 2018, from START: [https://www.start.umd.edu/pubs/START\\_ECDB\\_IslamistFarRightHomicidesUS\\_Infographic\\_Feb2017.pdf](https://www.start.umd.edu/pubs/START_ECDB_IslamistFarRightHomicidesUS_Infographic_Feb2017.pdf)
- Straschnoy, C. (2018, October 4). There were at least 103 hate crimes against the LGBT community in 2017. Retrieved November 13, 2018, from Telam: <http://www.telam.com.ar/notas/201804/268962-crimen-odio-lgbt-informe-diversidad-sexual-killing-agresiones.html>
- The Guardian staff. (2017, November 1). Truck attack in New York City: what we know so far [Attack of the truck in the city of New York: what we know so far]. Retrieved November 22, 2018, from The Guardian: <https://www.theguardian.com/us-news/2017/nov/01/truck-attack-in-new-york-city-what-we-know-so-far>
- TRAC. (2016). Forest Secret Society / Sociedade Secreta Silvestre [Secret Society Silvestre]. Retrieved November 13, 2018, from Terrorism Research and Analysis Consortium: <https://www.trackingterrorism.org/group/secret-forest-societysociedade-secreta-silvestre>
- US Department of Homeland Security. (2017). Potential Domestic Terrorist Threats to Multi-State Diamond Pipeline Construction Project [local terrorist potential threat to the construction project of multi-state Diamond Pipeline]. Field Analysis Report.
- US Department of Homeland Security. (2018, November). Terrorism Prevention Partnerships [Partnerships to provide terrorism]. Retrieved November 29, 2018, from Homeland Security: <https://www.dhs.gov/terrorism-prevention-partnerships#>
- United States Army. (1927). Report of the Chief of Engineers [Report of the Chief of Engineers]. Washington DC: United States Government Printing Office.
- UNODC. (2013). Use of the Internet for terrorist purposes. New York: United Nations.
- Several authors. (2010, December 26). "Generals always fight the last war" ( "Economists fight the last depression"). Retrieved November 13, 2018, from The Big Apple: [https://www.barrypopik.com/index.php/new\\_york\\_city/entry/generals\\_always\\_fight\\_the\\_last\\_war/](https://www.barrypopik.com/index.php/new_york_city/entry/generals_always_fight_the_last_war/)

Image source:

[https://mundo.sputniknews.com/america\\_del\\_norte/201810181082804905-militares-estadounidenses-proxima-guerra-encuesta/](https://mundo.sputniknews.com/america_del_norte/201810181082804905-militares-estadounidenses-proxima-guerra-encuesta/)

**Betania R. Allo**

(Argentina) Specialization Professional Terrorism and Cyber Terrorism, National Technological University.



# LISA Institute

## Security Education

Paseo de la Castellana, 91, 4ª Planta (Madrid, España)



REINVENTANDO LA FORMACIÓN EN  
**SEGURIDAD e INTELIGENCIA**

Fórmate Online con Expertos.  
Cuando quieras. Donde quieras.

CURSOS CON INSCRIPCIONES ABIERTAS

### INTELIGENCIA

- Curso de Experto en Análisis de Inteligencia
- Curso de Analista de Inteligencia
- Curso de Redacción de Informes de Inteligencia
- Curso de Sesgos y Esquemas Mentales

### TERRORISMO

- Curso de Introducción al Terrorismo
- Curso de Protocolos de Autoprotección Terrorista
- Curso de Prevención del Estrés Postraumático
- Curso de Análisis Interno de Procesos de Radicalización

**15%**

Código de Descuento: **TRIARIUS15**

(Promoción válida hasta fin de existencias)

Inscríbete ahora en [www.LISAINSTITUTE.com](http://www.LISAINSTITUTE.com)

# Paradigmatic approaches of organizational culture

By Douglas Hernandez (Colombia)



This article is aimed at those with management responsibilities, and those investigating issues of administration and management, but particularly is aimed at those with both characteristics and also form part of the security sector, defense, intelligence and counterterrorism. It wants to contribute to better understanding of industry organizations, with the aim of helping improve them. This time we focus on organizational culture.

There is a story that exemplifies what we call "organizational culture": In an experiment placed five monkeys in a cage, and on top of it a tasty bananas to which was reached by a staircase that monkeys could use. When a monkey climbed the stairs to take the bananas, they are throwing cold water monkeys were down. After some time, when one of the monkeys tried to climb the ladder, the others attacked him for not to do so. In this way, everyone got used to the situation, and none tried to access food that way. Even though we already cold water was used.

When this point is reached, one of the original monkeys was replaced, and the new, entering the cage, the first thing he did was climb the ladder, to what others reacted giving a beating. After several attempts and several beatings, he stopped trying. It was the same when replacing a second monkey, then a third, then a fourth monkey, and finally also the last monkey of the original group. At the end there was a group of five monkeys that had never received a bath of cold water, but they continued beating him who dared to climb the ladder to take the bananas. It would be interesting to ask these monkeys why you're stuck trying to reach the bananas. Perhaps he answers: "The truth is I do not know, here we have always done things like that ..." (Ceballos, 2005: p.69).

"The way we do things here", is somehow the definition of organizational culture. If that scenario was the subject of scientific research, describe what happens as often happens, the measures the cage, determine how many there are bananas and how high they are, what are the characteristics of the ladder, and biological characteristics of monkeys, would be issues that would interest positivist research, which follows the quantitative model, whose purpose is to describe, measure, control.

Ask the monkeys why they act as they do, trying to understand the deeper reasons for his violent attitude and their ways of relating to each other, taking into account the context in which they find themselves, their possibilities and limitations, would be matters own an interpretative investigation, which follows the qualitative model, which aims to understand the intersubjective reality.

Finally, since the third dominant paradigm in modern science, critical, research on the relationship between the various actors who see the group of monkeys as part of something more complex, where power interests and actors who make selfish decisions they affect others, once determined and documented the condition of the monkeys, the researcher would explain what is happening, with the intention of not agreed among them, because after all belong to the same class and have the same interests. The monkeys would know that can reach the bananas, and actually begin to think about their liberation, not only from the cage, but also its condition inferior beings that can experience.

This sort of *reductio ad absurdum*, is indeed the plot of the movie "Planet of the Apes". Serve this discursive license to start exploring different research paradigms, in terms of "organizational culture".

There are three main paradigms that allow the approach to reality, they are called positivist, interpretive, and critical. Paradigms are theoretical and methodological frameworks, which are based on philosophical systems, which are operationalized through a research system. Thus, the positivist paradigm is operationalized by the system hypothetical deductive research while the other two, the interpretive and critical are operationalized through hermeneutic research system. (Martinez, 2003: p.2).

The hypothetical deductive system is also called scientist-naturalist, rationalist-quantitative, scientific-technological and managerial or systematic. All refer to the same thing: the positivist theory of knowledge, which, if applied to social, seeks the facts or causes of phenomena independently of the subjective condition of the individuals involved. It is quantitative in nature, for science -at way of positivist must ensure the accuracy and rigor. So that, when applied in the social sciences, it aims to turn what is studied in a systematic, verifiable, comparable, measurable and replicable knowledge. Scientific credibility is based on internal validity in their search procedures as "experimental control are used, systematic observation of behavior and correlation of variables; generalizing processes, with which individual, unrepeatable and of particular relevance to the explanation of the phenomena situational aspects are rejected adopting "(Martinez, 2003: p.3)..

The interpretive paradigm, also called hermeneutical, interpretative-symbolic or phenomenological, emerges as a valid alternative to the hypothetical-deductive paradigm, in order to address issues of reality that can not be explained or fully understood from the quantitative approach.

These new approaches to qualitative, to derive mainly from ethnography, anthropology and symbolic interactionism. Martinez (2003), tells us about the interpretive paradigm:

... its purpose is the development of concepts to help understand social phenomena in natural means giving the necessary importance to intentions, experiences and opinions of all participants. Unlike the method followed in the hypothetical deductive system, the method in hermeneutic system is less accurate, because it depends on how the knowledge is conceived. (P.4)

It is therefore, not to limit the pursuit of knowledge of phenomena, facts or processes, the mere quantification of some of its constituent elements.

Epistemologically positivist research on the subject remains under investigation distant, and something called value neutrality applies. While in court interpretive research, the researcher is immersed in the reality studied to grasp and understand, occurring there between subject and object (others) dependent relationships, dialogic and participatory. Importantly, this statement Martinez (2003):

Qualitative research is multimethod it collects a variety of data and information through interviews, personal experience, life stories, routines, historical texts, among others. Hence the difficulty concretely mentioned methods in qualitative research. It agrees to Sandin when he says that it is not easy to make a clear distinction between epistemological perspectives, theoretical and specific research methods, since some theoretical orientations are in turn a model with specific guidelines for the development of empirical work. (P.5)

Thus, it is possible that when Vasquez-Rivera (2016) refers to the interpretative-symbolic perspective, it can not be referring to the interpretive paradigm as such, but one of the various courses of action that are included under this paradigm.

Continuing the review of major scientific paradigms of today, we have the critical paradigm, also called dialectical, sociocritical, historical or dialectical materialist-critical. Martinez (2003), tells us about it:

Critical research assumes a democratic vision of knowledge, so the researcher and the research subjects share responsibilities; underlies a particular view of the theory of knowledge and its relations with reality and practice: theory and reality are called to maintain a constant dialectical tension; critical research is articulated, generated and organized in practice and from practice; It is built from the situational, social, educational and practical reality of subjects involved in conflicts of interest, concerns and issues that are part of their daily lives. (P.8)

The research being conducted from the critical paradigm, not only seek to explain reality they study, but also seek to transform this reality, the ultimate goal is to emancipate, free, individuals involved in the investigation. "In dialectical reasoning, social problems are not seen only as problems of an aggregate of individuals, but seeks to unravel the dynamic and interactive relationships that constitute the life of the individual and social life." (Martinez, 2003: p. 9).

As part of this paradigm, which aims then change the social reality to improve it, not only is considered the object of study as such, but also take into account social, cultural, historical, political, economic, and other class that is relevant to understand the conditions in which the object of study (which means they are people) is located.

However, organizational culture is the subject of current study. Then an adaptation of González (1996) to summarize the paradigms and apply to all organizations (originally are aimed at school).

<b>Rational Scientific Paradigm</b>	
Underlying assumptions (Hypothesis Implicit)	
<p><b>realist philosophy:</b> reality can be grasped and which is known as: external, immutable itself evolves.  <b>Positivist conception of science:</b>there are general laws that can be apprehended. There is a universal theory is generalizable instrumental resource for action.  <b>Scientific concern:</b> by generalization, by establishing causal relationships.</p>	
Design, knowledge access method (Model Research)	
<b>Design:</b>	Focus on products, therefore, it is focused on external and observable dimensions.
<b>methods:</b>	Quantitative, of empirical, deduction. That is, own natural physical science, which guarantee high certainty and predictability.
<b>Investigator:</b>	It is alien to the phenomenon and seeks and clings to the general requirement. Prevents contamination and seeks to prove previous hypotheses.
Vision of the Organization	
<p><b>The organization is a real and observable entity in its manifestations:</b> Interested in knowing how the organization manifest itself?  <b>Perspective of the organization:</b>unit. It is a cooperative system performance to achieve the interests imposed by others. the mission and vision of the organization is imposed.</p>	
Company Vision	
<b>The company is:</b> a construct or formal structure.	
Vision Management Team	
<p>It has marked tendency in his being, in his thinking and in his actions from the underlying assumptions outlined above. He considers the school as a static structure with roles and functions prescribed by current legislation. Its role is strictly enforcing those rules, or rather, encorsetar reality in the rules beyond their uniqueness, their problems, their actors. The vision is imposed because the law is what prevails. Bureaucracy is the order of the day. Its management is to monitor the effectiveness and quality of the final product. The image manager is the chief executive, who is the one who makes the decisions and the actors are simple executors. What matters is organizationally efficiency and profit. Interpersonal relationships are not valued.</p>	

**Table No. 1-** Characteristics of rational scientific paradigm. Source: adapted from González (1993)

Symbolic Interpretive Paradigm	
Underlying assumptions (Hypothesis Implicit)	
<p><b>phenomenological philosophy:</b> the reality is meant, it is subjective and consists of meanings, symbols and interpretations of those who live it.</p> <p><b>The science:</b> seeks to solve problems. The theory is contextualized, is constructed from persistent observations and analysis categorizations expressed in flexible and broad interpretation tables or through narratives are made. The theory is an information resource for social practice and / or staff.</p> <p><b>Concern:</b> understanding of phenomena. Identifying relational rules, the causal multidimensionality and intersubjectivity.</p>	
Design, knowledge access method (Model Research)	
<b>Design:</b>	Focusing on the meanings and, therefore, focused on internal and subjective dimensions: values, goals and interactions.
<b>methods:</b>	Qualitative. They are seeking to identify the rules that underlie relationships and social facts. It is descriptive-exploratory hermeneutical, ethnographic and historical methods. Cobra induction value. They consider the uncertainty and ambiguity.
<b>Investigator:</b>	It is part of the phenomenon and seeks the individual description, narration and explanation.
Vision of the Organization	
<p><b>Reality is a social construction of meanings:</b> How it is interested in knowing the organization?</p> <p><b>Perspective of the organization:</b> pluralistic. coalitions of people who negotiate their goals and build the mission and vision of the organization are recognized.</p>	
Company Vision	
<b>The company is:</b> a cultural construction.	
Vision Management Team	
<p>It has marked tendency in his being, his thinking and his actions from the underlying assumptions outlined above. Considers the company as a social construction of meaning on reality. Its role is to coordinate the construction of a shared vision from the uniqueness of reality from the meanings, symbols and interpretations of people interacting in that reality. Its management is to understand people and their situations. The image manager is that of a mediator / facilitator of negotiations since the criterion of centrality of the company. The actors are permanently invited to the deliberation. Shared decision making in relation to the agreed intentions. organizationally interested efficiency and profit, but not at any cost, in the process it is taken into account people, their needs and their subjectivity. Interpersonal relationships are characterized by communication, exchange and permanent negotiation of meanings and senses on the issues of organizational life.</p>	

**Table 2-** Features symbolic interpretive paradigm. Source: adapted from González (1993)

Paradigma sociocritic	
Underlying assumptions (Hypothesis Implicit)	
<p><b>emancipating and liberating philosophy:</b> socially constructed reality is influenced by social, historical, political, economic and cultural factors and operating conditions that require commitment to action.</p> <p><b>Science and knowledge:</b> They are ultimately a social ideology that is legitimizing certain knowledge and actions. The impregnated theory of values and ethical components. It exceeds the instrumental theory and personal practice sense to influence the reflective power.</p> <p><b>Concern:</b> to discover the contradictions and move from description to explanation, the value judgment and decision-making to intervene in the action.</p>	
Design, knowledge access method (Model Research)	
<b>Design:</b>	Focus on assumptions and focused on pragmatic dimensions of power, discourse and conflict.

<b>methods:</b>	Seeking to understand the reality, examine the legitimacy of its components and involve people in processes of change.
<b>Investigator:</b>	As a critic, it highlights the relationship between facts, values and interests and their connection with historical and social structures.
Vision of the Organization	
<b>Reality in their justifications:</b> It is a socio-critical construction. Interested in knowing the reality in their justifications, why reality is constructed so? The image of reality is the political arena. <b>Perspective of the organization:</b> It is dialectical. Organizationally it operates as ideological legitimation mechanism that keeps the unequal distribution of power, economy and cultural knowledge.	
Company Vision	
<b>The company is:</b> a social construction influenced by social, cultural, political and economic factors.	
Vision Management Team	
It has marked tendency of his being, his thinking and his actions from the underlying assumptions outlined above. Considers the company as a social construction crossed by social and cultural factors, political, economic. Its role is to coordinate and encourage the construction of a shared vision from the uniqueness of reality from the meanings, symbols and interpretations of people interacting in that reality, as speeches, conflicts and power relations (alliances, coalitions) taking place. Its management is to encourage debate and intervention for transformation. The image management resembles that of a political leader. Actors (allies and opponents) are permanently invited to the deliberation, to shared decision-making to intervene in social change. What matters is organizationally reflection on action and thoughtful action, ie, theory and practice are mutually constituted. Interpersonal relationships are characterized by being based on ethics and social responsibility.	

**Table 3-** Features sociocritic paradigm. Source: adapted from González (1993)

Organizational culture can be approached from either of these paradigms, whether the company is considered a construct or formal structure, a cultural construction, social construction or influenced by cultural, political and economic factors. However, if you have to choose only one paradigm to address organizational culture, according to the above characteristics, the interpretative-symbolic seems the most appropriate. However, as Vasquez-Rivera (2016) notes that a purely functionalist approach is flawed by reductionist, it might be thought that given the complexity of culture, an approach exclusively from the interpretative-symbolic, could also be erroneous to lose all the possibilities offered by other paradigms.

This leads us to look for alternatives that will enrich the range of possibilities. Gutiérrez (2012) presents these alternatives. In his book *The Autonomy of the Subject Research and Research Methodology* raised two new approaches. They make their way by allowing addressing issues not covered by the positivist, interpretive and critical paradigms.

Gutiérrez (2012) speaks of complex-Dialogic approach, which aims to build knowledge and Integral-holonic, an approach aimed at a comprehensive view of reality studied. Observe the following comparative table.

Focus	epistemological foundation	Ultimate Goal	Language
Analytical empirical-	Logical positivism	Control Explained	Quantitative
Phenomenological nonhermeneutic	Phenomenology	Understanding	Qualitative
Critical-Dialectical	Critical theory	Transformation-Change	Qualitative
Complex-Dialogic	Complexity	Building	quantitative and qualitative moments
Integral-holonic	interdisciplinarity	holistic view	Articulate

**Table 4-** Comparative characteristics of different epistemological approaches. Source: Adapted from Gutierrez (2012), citing Leal (2011). (P.30)

The complex-dialogical approach called lies in the paradigm of complexity. Certainly the complexity and chaos can not be studied with the three paradigms described here. Under this approach, the symmetry is understood to be broken, the disorder has the ability to be creative, the effects are fertile, this non-linearity is present, imbalances are permanent, and the causes and effects, have very complicated relationships.

Researchers who take this approach are at the heart of the production process knowledge, recognizing from the beginning incomplete and unfinished thereof. Precisely for this reason, rather than trying to absorb the reality simplify and seek dialogue with it. The researcher is covered by the configurational logic, in which it is assumed that he is an active subject, committed to the development of knowledge about subjectivity in the process involving complex intellectual processes. Incidentally, said Martinez (2012):

Configurational logic is a process in which the researcher, creatively, organizes the diversity of the studied and ideas in times of knowledge production, which finds continuity in the theoretical construction of what has been studied. In this view, the qualitative, quantitative and dialectical complement each other. (P.31).

On the other hand, whole-holonic seeks a comprehensive approach, comprehensive, inclusive and nonmarginalizing approach. This approach is part of an articulated language between qualitative and quantitative. It is guided by the transcendent interdisciplinarity, including the largest possible number of perspectives, methodologies and styles into a coherent vision. "You can say it's a" metaparadigm (Martinez, 2012: p.31) ", which seeks to unify different paradigms into an interrelated network of mutually reinforcing approaches."

Before initiating a trial, the investigator should be clear what is the ultimate goal of his research. This clarity, which will allow to pick the approach or approach that will work. Commenting on the issue of organizational culture, if the purpose of the research is to explain and / or control that reality, the focus will be the empirical-analytic, if the goal is to understand, the appropriate approach is phenomenological-hermeneutical, if the researcher pursues transform reality studying, you should lean towards the critical-dialectical approach, if it aims to build knowledge about organizational culture, the focus should be the complex-dialogical, whereas if you want to acquire a comprehensive view of reality studies, the focus should be integrationist-holonic.

Vasquez-Rivera (2016), raises two questions on the findings of their work, these are: Is there a particular paradigm on which build and develop organizations ?, Are there differences in terms of paradigm studies between Western and other organizations non-Western forms of organization and the eastern organizations or indigenous or ethnic ?, organizations in an attempt to answer that in the first case -taking the word "paradigm" in its broadest sense, as a "role model" different paradigm epistemological can say that this model would be complex, vague, much more complex as more organizations are included in the equation. Generally speaking, we note that organizations are bounded in their actions by the laws and regulations as well as social pressure. Within these limits they operate very freely, competing with each other. If all companies do the same, in the same way, there would differentiators that gave the visitors the lead over each other. Companies are different, have different organizational culture, and readings of context, which makes them act in different ways. If there is a single model building and organizational development, not research would be needed because of studying one's conclusions would be extrapolated to all others. what it makes them act in different ways. If there is a single model building and organizational development, not research would be needed because of studying one's conclusions would be extrapolated to all others. what it makes them act in different ways. If there is a single model building and organizational development, not research would be needed because of studying one's conclusions would be extrapolated to all others.

Of course, it is not known that there are cultural and legal factors mainstreamed organizations, which depend on the place and time where they are. This leads to the second response. When we speak of Western organizations, we are creating a set of organizations that amid their differences, are mainstreamed by cultural elements that are common (or at least this is true for the people who work there). Other forms of non-Western organization like the eastern organizations and indigenous and ethnic organizations are forming other sets, with own and differentiating features. These elements, which differentiate them, should be decisive when choosing the approach that will address their study,

In any case should prevail ethics and respect for diversity. Accepting the limits imposed on the participants researcher and research in general. They must know and agree with the ultimate aim of the investigation.

## References

- Ceballos, M. (2005). Theories and practices of executive management of educational institutions. [Data Online] Available: <http://www.igualdadcalidadcba.gov.ar/SIPEC-CBA/publicaciones/documentos/Teorias%20y%20practicas%20de%20la%20gestion%20directiva.pdf> [See: 2018, November 08] .
- González, MT (1993): "New perspectives in the analysis of educational organizations". In GAIRIN, J. and ANTÚNEZ, S. : New contributions School organization. PPU, Barcelona.
- Gutierrez, J. (2012). Subject Autonomy Investigator and Research Methodology. Signs, CA Venezuela.
- Martinez, V. (2013). Research paradigms. multimedia manual for the development of research. A view from the dialectical epistemology criticism. [Data Online] Available: [http://www.pics.uson.mx/wp-content/uploads/2013/10/7\\_Paradigmas\\_de\\_investigacion\\_2013.pdf](http://www.pics.uson.mx/wp-content/uploads/2013/10/7_Paradigmas_de_investigacion_2013.pdf) [See: 2018, November 08].
- Vazquez-Rivera, O. (2016). Organizational culture from its paradigms of study: an approach to the interpretative-symbolic perspective. [Data Online] Available:<http://www.scielo.org.co/pdf/entra/v12n1/v12n1a06.pdf> [See: 2018, November 02].  
Image source:  
<https://www.grandespymes.com.ar/2018/08/01/cultura-organizacional-las-personas-como-nucleo-de-la-organizacion/>

## Douglas Hernandez

(Colombia) Founder and director of website [www.fuerzasmilitares.org](http://www.fuerzasmilitares.org), works as a specialist in security and defense journalist. He collaborates with the Air and Space Power Journal of Institutional -Journal USAF-, and Segurança & Defesa Brazilian magazine. It is Sociologist and Magister in Education from the University of Antioquia (Medellin, Colombia), a doctoral student. He has a degree in International Relations.



**fuerzasmilitares.org**  
el portal militar colombiano



American  
Intelligence  
Group

# American Intelligence Group



## Formación militar, policial, y en seguridad privada

Nos avalan más de 35 años formando a profesionales de la seguridad pública y privada de todo el mundo.

Para conocer más en profundidad nuestra propuesta formativa, no duden en solicitarnos información al correo: [info@americanintelligencegroup.com](mailto:info@americanintelligencegroup.com)

[www.americanintelligencegroup.com](http://www.americanintelligencegroup.com)

# Training and retraining as pillars of safety equipment

Ulises Leon Kandikó (Argentina)



When one is in front of a safety area, no matter if staff that integrates is a private company, own, police personnel or a mix of them, what really matters is that staff should be adequately trained. You can choose to leave it to private enterprise or agency with which it contracts, but hands-off approach can leave you with less than you wanted, and you may not even know it.

In my experience and experience on the importance of an effective training program in any area of security (either Division, Department or Management both Safety and Security) comes from the hundreds of employees safety interviewed over the years. Never in my time as Director or Manager Security employee safety perspective came to me and said, "I just graduated from the University of Security and I wanted to be a guard or security officer all my life." Rather, I heard how the plant or shop where he worked, which are good workers and they need a job, or "I'm a police / military retired and need extra income" closed, or "I'm in college and I need a job to pay my studies, "or some other reason. These scenarios seem to be common both in the business of security personnel / hired vigilantes and owner: good people who want work but have little safety training. While the lack of safety training is evident, there is a great opportunity for an organization to develop its "own professional" but begins and ends with effective training.

When we face the possibility of shaping a safety area, I sincerely believe that the base will lie in the risk assessment and training. The reasons for the existence of a safety area include risk assessment, human resources and equipment / safety, training, testing human systems and equipment, a piece of quality control separate validates training and finally leaders target area.

While there may be other bits and pieces that make up the gear of a safety area, the fact remains that these pillars statements cover most or are the reason that there are other parties. The elements of safety training program remain the same regardless of the size of the safety area. The only change is in the scope and labor. A premise which should not repent, is to have a strategy to "develop, manage and implement training programs that provide realistic and flexible training, creating a highly skilled and motivated force capable of carrying out all the tasks and functions in support of the mission (of the safety area); these programs should provide the basis for all security preparedness "

This approach sets a high standard for both people doomed to training to people who are being trained. With little effort, a Manager or Director of Security could develop a strategy like this to their own people and, more effort could run. This high level can be achieved through a program of knowledge, competence and work experience.

When done on an introspective own program, one should ask what expert sources'm using to train my staff. In the healthcare industry, there is the International Association of Safety and Security Hospital (IAHSS), if we are only interested in the field of Emergentology Red Cross is usually an option. Other industries have similar professional organizations establish certification standards and there are consulting firms that can help develop a program. Use these professional groups as a basis for training can be the basis of a skilled and motivated force. One area in which the organization of distant professional standards can not help are the only local requirements.

### **Documentation is always a pending issue**

Documentation is one of the least favored over which anyone could write topics, but for those of us who have been on the witness stand, or questioned by a joint committee or other body accreditation, a training program well documented can be proof that your program is as good as it says it is. I remember hearing early in my career: "If it is not documented, it did not happen". Any good training program should have a plan and associated documents.

The starting point is to develop a complete list of all the tasks required that its officers should do. Routine daily tasks, special tasks and recurring elements are all areas that should be documented. Registration training is figuratively and literally what holds the training program and all those documents. A training log is a list of all training activities in which the student participates. This begins when you reach your workspace when you receive the initial training, passing local certification training after the shift, the annual recurrent training. Registration is a very valuable document and requires a great effort to keep up, but also the power to promote, dismiss and defend his staff.

Documents saved in them vary, but a task list with dates and initials training and certifications is the minimum. A piece of advice that allows the supervisor / trainer official comment the student is also good to keep it in the registry. Also include copies of any certificates of training received by the student.

Remember, an employee in training should have regular counseling sessions with your trainer to set expectations and provide feedback on how they are meeting those expectations. Documenting the good things achieved an apprentice is as important as the challenges they face. The training log can be your best friend or your worst enemy if you do not keep the record.

Other documents in the register of training include: a training plan describing the way forward for the apprentice for labor certification, a list of standards to be met, advice and forms a document describing the career of staff; Yes, a career for security personnel. A well experienced force is essential for effective incident response and other customer service activities, and makes your training process much easier.

### **Traditional training beyond formal and**

I personally believe and understand that training and lifelong training are vital in all areas of comprehensive security, and this is both the Security and the Safety, one of the objectives is to carry out actions from a working methodology in which theory and practice are integrated. This is characterized by research, discovery learning and teamwork that in its external appearance, is distinguished by gathering in a systematic manner, specialized in keeping the material to the subject matter having as its goal the development of a tangible product .

It is also a pedagogical strategy to address the content of a subject or theme, focuses its actions on the know-how, that is, towards the practice of an activity. And personnel involved learns by doing and their answers or solutions may be in some cases more valid than the same instructor or trainer.

These internships are organized with an interdisciplinary and comprehensive approach where the teacher no longer teaches in the traditional sense; but a technical assistant that helps you learn. It is vital to encourage learning, training area of a Department of Homeland Security could be an additional duty for the Manager or an entire department trained instructors, depending on the size of your organization. Again, just change the scope, not philosophy, quality or focus.

In the past, I have seen coaches deliver folders with hundreds of pages of text and tell their cursantes "read this" (the policies and procedures of the organization). This is a good way to sleep someone, but not train him. The instruction can be an enjoyable and effective, or painful and inefficient experience. The more senses participate in the process, students will be more engaged. Few subjects can only be taught through the apprentice reading only the material.

### **closing ideas**

Safety training is a dynamic process that requires dedicated professionals who can put together the different parts to produce a program to instruct, document and evaluate learners as they prepare for work in a demanding role. The hardest part is to create the program. Once done, the maintenance only requires a small daily effort. Not all departments, divisions or areas of security require the same scope of training, but all require some kind of training that is well documented and effective.

Those who have to answer questions about training lawyers know how important can be the training documents. Those who have been in the midst of a crisis event know how important it is to be effective training and, finally, those who come to work every day and want the best protection for employees and customers they serve know what they should be professional security force be - a highly skilled and motivated able to perform all tasks and functions in support of the mission force.

Where and with the level of structure that is, training and ongoing training they are vital, both public and private sectors, have a management or direction to understand this and to realize a plan or program of continuous training not only results in significantly increase the probability of successfully fulfill the mission, but generates esprit de corps and adds value to the employees. As I said it is not easy to put together a training plan or program, but any company or organization regardless of size should have it.

I close these lines with an acknowledgment and appreciation to the staff of Urban Control Kentucky Club de Campo in people Alcaraz Marcos Andrés, Ragazzini Lucas and Ponce Maximiliano Hector, who attended a person who was practicing tennis, from your workout continued on First Aid managed to recover this person who suffered multiple heart attacks and stabilize for transfer, thus carrying out one of the most significant events for every human being, save a life. Certainly behind them are their instructors, the training plan and accompanying Management and understands the importance of continuous training.

**Ulises León Kandikó**

(Argentina) Degree in Security, graduated from the University Institute of the Federal Police Argentina. Teacher of IUPFA in the race for Security Sciences, analyst, Director of Air Planning Ministry of Security of the Province of Buenos Aires. Cyberterrorismo specialist and criminal intelligence.

# Fuerzas Antiterroristas del Mundo

*Audentes Fortuna Iuvat*



## Malaysia National Force Special Operations

National Force Special Operations (NSOF, for its acronym in English), it is the main security force in Malaysia, serving as the first response to any terrorist threat against the country's sovereignty. The force covers elements of the Armed Forces of Malaysia, Royal Malaysian Police and the Maritime Enforcement Agency Malaysia.

NSOF is the third Task Force attached to the National Security Council (NSC), after the Special Task Force Federal (PPKPS / L) and the Task Force for Disaster Assistance and Rescue in Malaysia (SMART).



### History

It was formed on October 27, 2016 by Prime Minister Najib Razak, for the purpose of serving as a first responder security forces of the nation against all threats, including the terrorist group Islamic State. Reports directly to the National Security Council (NSC), this is to prevent any disruption in the operations of the agencies involved. The establishment of the NSOF demonstrates the government's commitment on security issues.

Malaysia is the first country in the world which forms an integrated security force to respond to terrorist threats. Since October 2016, the NSOF has 17 officers and 170 special operators of MAF, RMP and MMEA, which will be located in Fort Perdana, Sungai Besi.

The NSOF acts as a rapid reaction force to stop terrorism in the early stages. Land, air and sea units are mobilized as the initial group to address, combat and eliminate threats. NSOF main task is to eliminate all forms of terrorism on land, air or water and always be prepared to react quickly against threats.

Team members are constantly on integration training force (FIT) to improve their skills to face critical situations and prepare contingency plans for threats to national security and perform other tasks as directed by the upper echelon.

In the operating procedure NSOF, the NSC report to the Inspector General of Police and the head of MAF in case of an incident, who then forward it to him to give the nod to the mobilization. This is possible with the existence of the NSC Act.



The eight elements of the Special Operations Force of Malaysia (which are detailed below) have been entrusted with the important goal of maintaining the security of Malaysia, specifically in the fight against terrorism. An especially important after the attacks of 11 September in the World Trade Center and the Pentagon, and in a climate of global terrorism that would see the back bombardment resort of Bali and JW Marriott Hotel in Jakarta, bombings and assassinations mission southern Thailand and bomb explosions in railway stations and transit systems in Madrid and London. Security agencies in Malaysia enthusiastically studied the lessons that can be learned from all these incidents to prepare to face a similar terrorism, in the event that terrorists see Malaysia as a target. In November 2003, Malaysia passed new anti-terrorism laws that were widely criticized by local human rights groups for being vague and overbroad. Critics say the laws put the basic rights of free expression, association and assembly at risk. Malaysia continued to maintain about 100 suspected militants without trial, including five Malaysian students detained for alleged terrorist activities while studying in Karachi, Pakistan. Malaysia maintains a high level of security and to date there have been no similar terrorist atrocities. Malaysia passed new anti-terrorism laws that were widely criticized by local human rights groups for being vague and overbroad. Critics say the laws put the basic rights of free expression, association and assembly at risk. Malaysia continued to maintain about 100 suspected militants without trial, including five Malaysian students detained for alleged terrorist activities while studying in Karachi, Pakistan. Malaysia maintains a high level of security and to date there have been no similar terrorist atrocities. Malaysia passed new anti-terrorism laws that were widely criticized by local human rights groups for being vague and overbroad. Critics say the laws put the basic rights of free expression, association and assembly at risk. Malaysia continued to maintain about 100 suspected militants without trial, including five Malaysian students detained for alleged terrorist activities while studying in Karachi, Pakistan. Malaysia maintains a high level of security and to date there have been no similar terrorist atrocities. including five Malaysian students detained for alleged terrorist activities while studying in Karachi, Pakistan. Malaysia maintains a high level of security and to date there have been no similar terrorist atrocities.

including five Malaysian students detained for alleged terrorist activities while studying in Karachi, Pakistan. Malaysia maintains a high level of security and to date there have been no similar terrorist atrocities. Previously, the only incidents with possible links to Islamic terrorism have been the detonation of a small bomb at the bus station Puduraya in Kuala Lumpur and, more significantly, the raid Sauk 2000 by militants of Al-Ma 'UNAH a daring raid to steal weapons from a military base to build an Islamic insurgency. This attempt at insurrection was quickly defeated, the result of close cooperation and relationship between government, private agencies and society in general. Cooperation and relationship initiatives born from 1948 to 1989 defeated the communist insurgents during the Malayan Emergency and subsequently the second insurgency. In evaluating tactics, strength, equipment, personnel and skills together Special Forces of Malaysia, have the same competence as special forces teams from Britain, Australia, New Zealand and the United States. In fact, since its inception, Malaysian forces have been involved with these teams internationally, for example, while they were part of the missions of peacekeeping United Nations.



## **components**

### **Grup Gerak Khas**

Gerak Khas the Group (GGK) (in English: Special Service Group) is the parent of the entity in the Malaysian Army. It's basically a regiment of command in the Army Corps of Malaysia. GGK's mission is to provide a squad to track, report, harass and disrupt the enemy through long range infiltration as well as operate closely with the guerrilla or partisan forces. GGK also plan, prepare and, when directed, deployed to carry out actions unconventional warfare, internal defense, special reconnaissance and direct action, etc. in support of the objectives of government policy within designated areas of responsibility.

GGK is continuously trained to carry out unconventional warfare in any of its forms: guerrilla / anti-guerrilla guerrilla, escape and evasion, subversion, sabotage, terrorism and its recognized expertise: the war in the jungle. They have a great reputation in operations against communist terrorists. Soldiers are also trained in operations of direct action and special reconnaissance. Currently, there are three fully equipped regiments (21, 22 and 11 GGK). GGK has seen action in Cambodia, Somalia, Western Sahara, Namibia and Bosnia, among others. More recently, GGK has also participated in missions of peacekeeping in Lebanon and East Timor.

## Paskal

The Royal Malaysian Navy also has elite forces to ensure the maritime areas of Malaysia, especially the Strait of Malacca, against intruders and terrorist groups. The unit is known as Naval Special Warfare Forces (Malay: Pasukan Khas Laut, Paskal). The unit was established using command-trained men and officers Security Regiment. The first group was trained by Komando Pasukan Katak (KOPASKA), naval special forces of Indonesia. First established in 1975, the role of this team is similar to the Coast Guard for which he was assigned the safety of ships NMR and beaches. However, the command of the Royal Marines and UK Navy SEALs United States have restructured paskales forces. Paskal Some operators have also been sent to the SEALs training center. Paskal is now a highly competent unit of special forces with responsibilities to ensure all strategic areas and perform other operations to combat terrorism in freight shipments, oil rigs and terrain. Some of its staff is stationed in 'islands' made by man in the Spratlys and in strategic areas within the Exclusive Economic Zone (EEZ) of the country. Paskal is equipped with the latest high-tech weapons, as they are also funded by an oil consortium (one of the main missions of Paskal is to protect oil platforms in Malaysian waters) and shipping companies. Paskal is now a highly competent unit of special forces with responsibilities to ensure all strategic areas and perform other operations to combat terrorism in freight shipments, oil rigs and terrain. Some of its staff is stationed in 'islands' made by man in the Spratlys and in strategic areas within the Exclusive Economic Zone (EEZ) of the country. Paskal is equipped with the latest high-tech weapons, as they are also funded by an oil consortium (one of the main missions of Paskal is to protect oil platforms in Malaysian waters) and shipping companies. Paskal is now a highly competent unit of special forces with responsibilities to ensure all strategic areas and perform other operations to combat terrorism in freight shipments, oil rigs and terrain. Some of its staff is stationed in 'islands' made by man in the Spratlys and in strategic areas within the Exclusive Economic Zone (EEZ) of the country. Paskal is equipped with the latest high-tech weapons, as they are also funded by an oil consortium (one of the main missions of Paskal is to protect oil platforms in Malaysian waters) and shipping companies. oil rigs and terrain. Some of its staff is stationed in 'islands' made by man in the Spratlys and in strategic areas within the Exclusive Economic Zone (EEZ) of the country. Paskal is equipped with the latest high-tech weapons, as they are also funded by an oil consortium (one of the main missions of Paskal is to protect oil platforms in Malaysian waters) and shipping companies. oil rigs and terrain. Some of its staff is stationed in 'islands' made by man in the Spratlys and in strategic areas within the Exclusive Economic Zone (EEZ) of the country. Paskal is equipped with the latest high-tech weapons, as they are also funded by an oil consortium (one of the main missions of Paskal is to protect oil platforms in Malaysian waters) and shipping companies.



## **PASKAU**

The Royal Malaysian Air Force once had a special operations force to ensure strategic RMAF airbase became known as Special Air Service Air Force (Malay: Pasukan Khas Udara, PASKAU). In its first establishment, the name of this unit was known as HANDAU (Air and Land Defense Malay: Perta have an Udara give Da rat) and at that time still had no anti-terrorism role. The tentative designation of "special forces" was probably due to the airborne unit capacity. This unit was established after the covert attacks on strategic services RMAF Sungai Besi by agents in the Communist Party of Malaya.

With a very high level of competition, the unit had the task of securing air bases and RMAF services and civil airports, including Kuala Lumpur International Airport (KLIA), if necessary. Under Directive No. 18 of the National Defense Council, he is also responsible for managing kidnappers or terrorism involving RMAF bases. GGK army command also helped train this unit. Today, PASKAU has three branches, including equipment Hostage Rescue Flight (Malay: Skwad Udara Penyelamat Tebusan, in charge of the fight against terrorism), the Rescue Squadron air combat (Malay: Skwadron Penyelamat Tempur Udara ; SPTU, CSAR task) and Force Protection Squadron (Malay: Skwadron Kawalan Medan, SKM, job protections air bases).

The unit conducted special training techniques and rescue missions, especially rescue operations for a pilot shot down behind enemy lines or in hostile territory, but were much more popular for civilian rescue services. In addition, PASKAU can also find and eliminate enemy troops running sabotage against RMAF airbases.

## **Gerakan Khas Pasukan**

In the days of the communist insurgency, the Royal Malaysian Police had a light infantry arm called Pasukan Polis Hutan (PPH) (English: Police Field Force). Had several battalions and including the elite was known as 69 battalion commands or VAT 69. Actually, it was formed in 1969 (hence the number 69). The police force also had a special operations unit - Tindakhas Unit (UTK). UTK had a SWAT-like function and protection functions nearby. After the communist terrorists laid down their arms in 1989, VAT 69 had trouble finding a suitable role. Finally, in October 1997, the PTT was renamed Pasukan Gerakan Am (PGA) (in English: General Operations Force; GOF) while UTK and 69 Commando were merged into a special operations command.



All officers and staff of VAT 69 and UTK conduct special training in the United States, plus Germany (GSG-9), Australia, Britain and New Zealand (SAS). This training includes special investigators, counterterrorism experts, risks, special demolitions, air flights and more.

The counterterrorist police PGK always involved in anti-terrorist operations in Malaysia, for example, the armed rebellion of the terrorist militia led by Mohamed Al Ma'unah Amin Razali. Special police force, Grup Gerak Khas with, managed to track down the rebellion, as well as participate in the arrest of the alleged Jemaah Islamiyah. terrorist groups that participated in the attacks of September 11 and the Bali bombings. Besides that, the unit also assumed duties of Para 10 and GGK in East Timor after the terrorism in the country calmed down.

## **STAR operators.**

The Special Rescue Team (Malay: Pasukan Tindakan Khas give Penyelamat Maritim) is the official team of Coast Guard Maritime Control Agency of Malaysia, which was established to protect local maritime assets, especially the Strait of Malacca. Initially, the commandos were trained by the Air Force PASKAU after settling the unit on 25 April 2005. The STAR are trained to be the first to respond to possible terrorist situations; perform security actions against non-compliant actors; perform input and tactical execution facilities; participate in counter-terrorism exercises at port level; and educate other forces on counter-terrorism procedures Coast Guard.

STAR is a rapid response force capable of rapid deployment throughout the country through air, land or sea transportation in response to changing threat conditions. The multi-mission capability facilitates the increase for other selected missions Coast Guard. The purpose of STAR is to develop systems and processes for standardized training, equipment, organization, planning and scheduling rapidly deployable specialized forces to execute mission objectives in support of tactical and operational commanders.

### **Support units**

#### **10 Parachute Brigade**

10 Parachute Brigade (10 for) is a rapid deployment brigade elite which is a branch of the Malaysian Army. Then he merged with other elements infantry, including 3 battalion, 1 artillery regiment, 1 armored squadron and 11 support units.

Although its main task is rapid deployment, it is also involved in the fight against terrorism, but in a different way. This is because the operational tasks involving the convergence of conventional warfare tactics that require a lot of personnel and equipment. This includes war amphibious and airborne operations, just to name a few. 10 for it not considered as a special operations unit. The parachutist paratrooper force consists of male and some female.

#### **UNGERIN**



Marine Combat Unit or UNGERIN (Unit Gempur Marin) is a maritime anti-terror special force recently formed which was established in March 2006 under the control of Marine Operations Force RMP. Very different from other special forces of Malaysia, UNGERIN is the only special force in Malaysia who is trained exclusively by the United States (all special forces of Malaysia are regularly trained with foreign special forces including Special Regiments Air Service Australia , New Zealand and the United Kingdom and various services of the United States). The unit to which the Command and US Navy They have received special training was given the task

of ensuring maritime transport in Malaysia,

#### **Action troops Rápioda**

Troops Rapid Action, or Trup Tindakan Cepat are a new anti-terrorism special forces squad of the Prisons Department, which was established on 3 October 2005 and operates under the control of the Prison Department of Malaysia. It is composed of 20 members who were trained for three months at the Training Center for Special Warfare (PULPAK) at Fort Sungai Udang, Malacca, for the 11th Regiment Antiterrorist Rejimen Gerak Khas to confront terrorist threats and riots that pudisen occur within prisons in Malaysia.

With the formation of this team, the Prisons Department could carry out escort duties without the assistance of the police, accompanying the prisoners listed as high-profile criminal records to detention centers. When necessary, the equipment is also used to help other Malaysian special forces in missions to combat terrorism.



**MITIGA RIESGOS EN TU ORGANIZACIÓN**

# ANTES, DURANTE Y DESPUÉS

**IMPLEMENTA CONTROLES QUE REDUZCAN LOS RIESGOS**

Auditorias e implementación de estándares en seguridad física, electrónica, de la información, realización de visitas domiciliarias, verificación de antecedentes, pruebas de lealtad, poligrafía pre-empleo y específica. Investigaciones.

**MÁS QUE CONSULTORES, SOMOS TUS ASESORES DE CONFIANZA**

**PREGUNTA POR LOS PAQUETES EMPRESARIALES Y KIT PYME TOTAL**

contáctanos [info@mastersecurityconsulting.com](mailto:info@mastersecurityconsulting.com)

+57 3165479295