



# GATES OF FREEDOM

THE DAGGER BRIGADE COMBAT TEAM

And The

BATTLE FOR NORTH-WEST BAGHDAD

OIF 06-08

Brigadier General J.B. BURTON



# **FIRST PRINCIPLES FOR TRAINING**

- **Shared and Unified Vision-Internally, Externally**
- **Battle Focused, Realistic, Multi-Echelon**
- **Agile, empowered leaders at echelon**
- **Individual and Unit Competencies (Core and Mission Tailored)**
- **Predictable lethality, Physical and Mental Toughness and Agility**
- **Self-synchronizing staffs, units and individuals**
  - **Guided by intent and situational awareness**
  - **Expanded Staff Core Competency**
  - **Non-traditional staff competencies**
  - **Culturally Savvy with timely access to information**
- **Joint and Inter-Agency Competencies**
- **Open dialogue between leaders and the led**

# BUILDING FULL SPECTRUM COMBAT READINESS

## Building Core and Motorized Warfighting Competency



**Maximize Multi-Echelon Training Opportunities...Constantly**

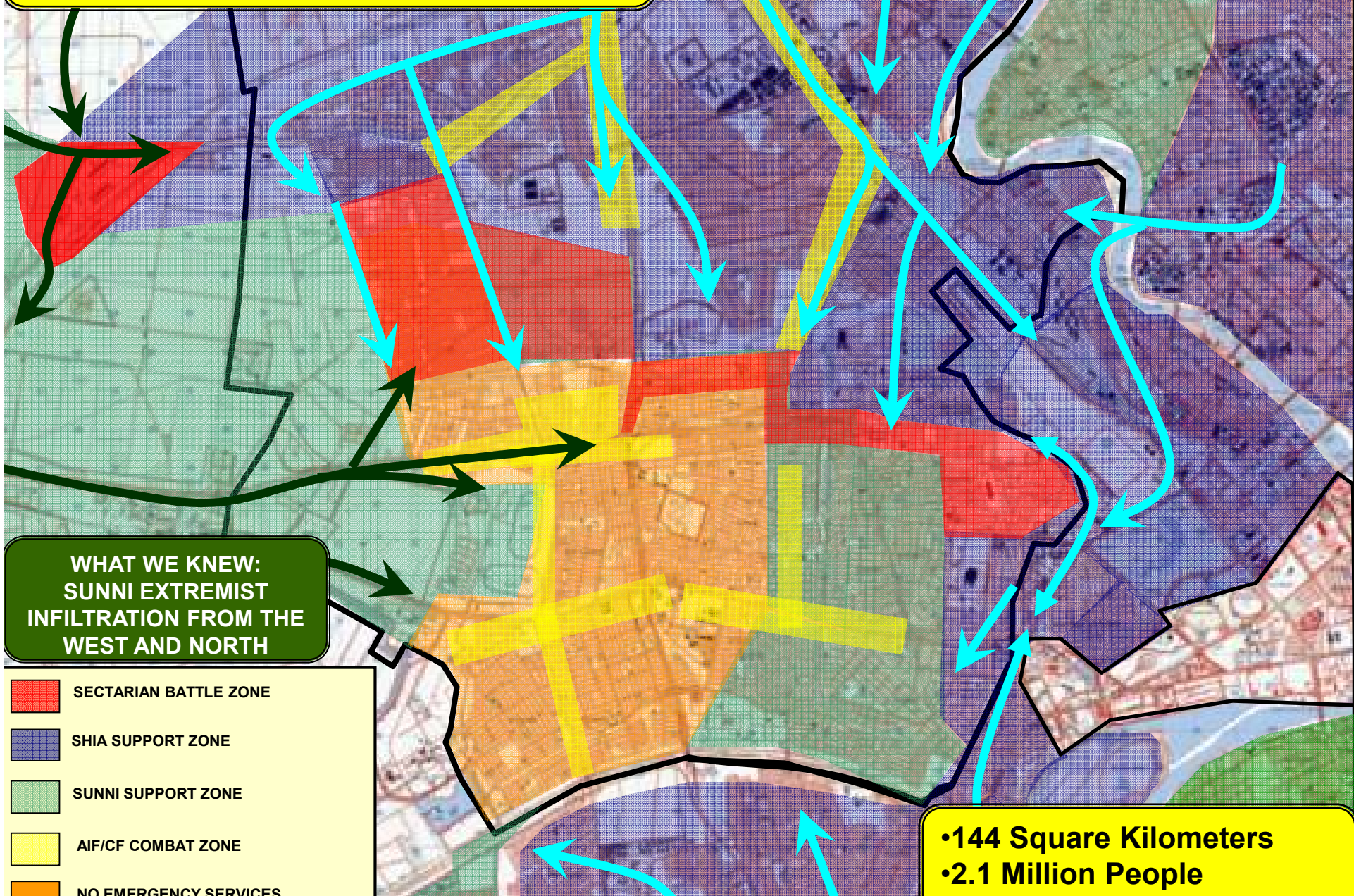
# **WELCOME TO BAGHDAD, 2006**

- **“I’M NOT CERTAIN THAT WE FULLY UNDERSTAND THE OPERATIONAL ENVIRONMENT WELL ENOUGH ....GOOD LUCK”**






***COMMENTS ISSUED TO COL JB BURTON IN SEPTEMBER 2006 AT CAMP TAJI, IRAQ***

# UNDERSTANDING THE ENVIRONMENT

WHAT WE DID NOT KNOW: SHIA EXPANSION FROM THE NORTH/NORTH EAST AND SOUTH



WHAT WE KNEW:  
SUNNI EXTREMIST  
INFILTRATION FROM THE  
WEST AND NORTH

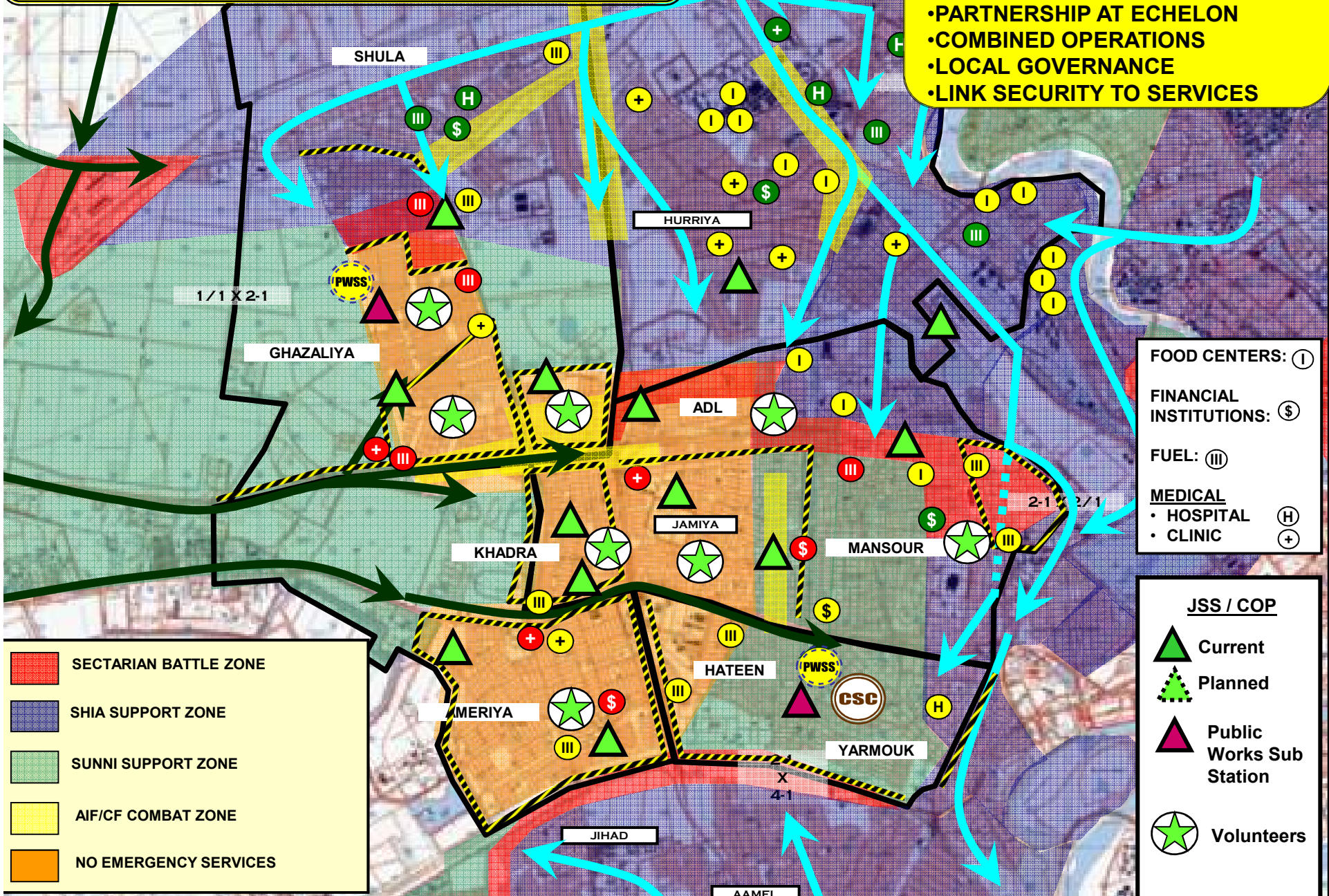
-  SECTARIAN BATTLE ZONE
-  SHIA SUPPORT ZONE
-  SUNNI SUPPORT ZONE
-  AIF/CF COMBAT ZONE
-  NO EMERGENCY SERVICES

•144 Square Kilometers  
•2.1 Million People

# A CAMPAIGN OF EXHAUSTION BY KINETIC AND NON-KINETIC MEANS...

## ESTABLISHING CONTROL

- GET INTO THE NEIGHBORHOODS
- SAFE NEIGHBORHOODS
- PARTNERSHIP AT ECHELON
- COMBINED OPERATIONS
- LOCAL GOVERNANCE
- LINK SECURITY TO SERVICES



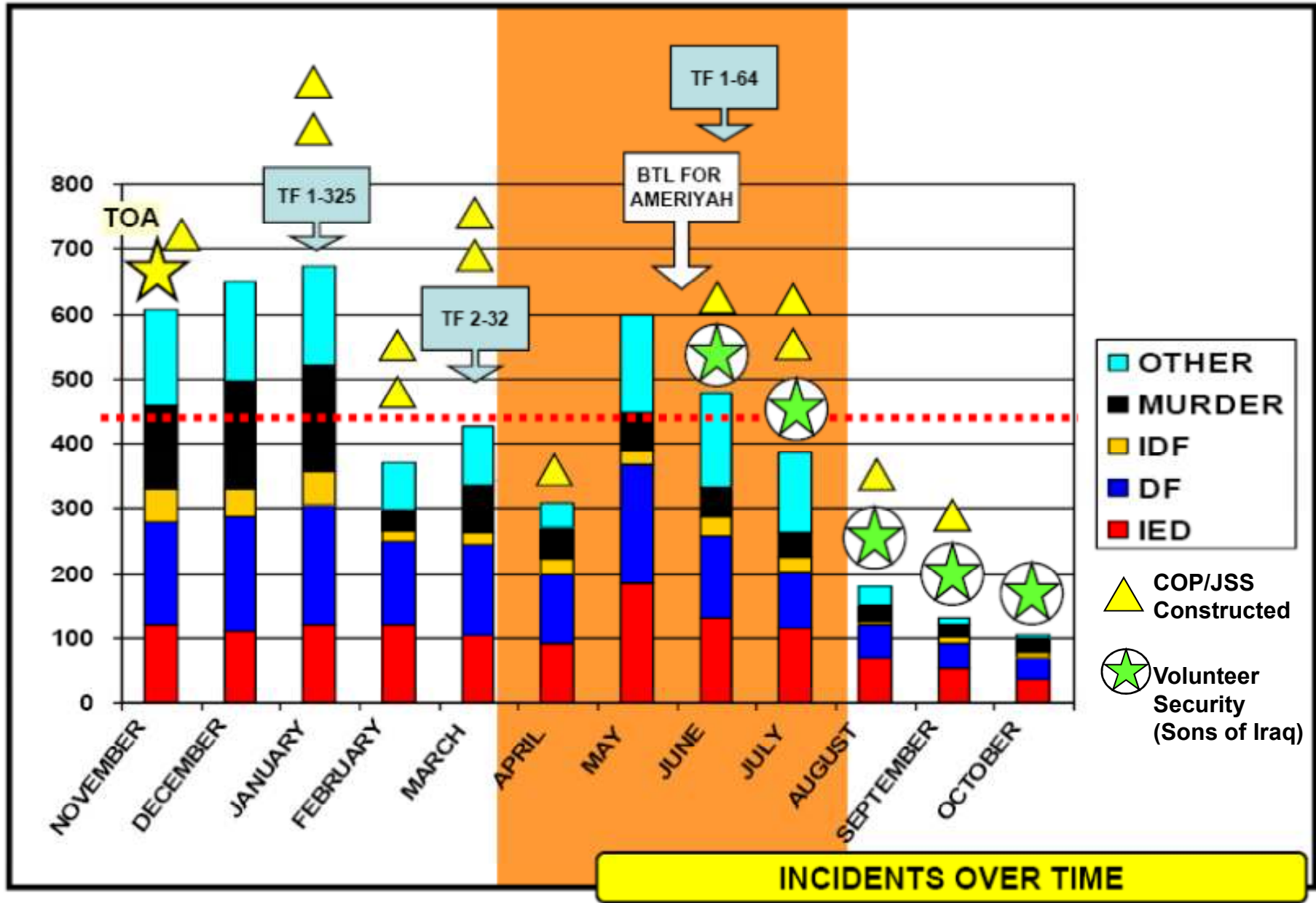
- SECTARIAN BATTLE ZONE
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- FOOD CENTERS: (I)
- FINANCIAL INSTITUTIONS: (\$)
- FUEL: (III)
- MEDICAL
  - HOSPITAL (H)
  - CLINIC (+)

- ### JSS / COP
- Current
  - Planned
  - Public Works Sub Station
  - Volunteers

# Battle for NW Baghdad...

...Partnership, JSS, Safe Neighborhoods and Local Willpower



# KEY TAKE AWAYS

- YOU MUST BE READY TO GO TO WAR WITH WHAT YOU'VE GOT
- UNDERSTAND THE TRUE NATURE OF THE CONTEST...NEVER STOP SEEKING CLARITY
- BE CAREFUL WHAT YOU MEASURE!
- UNDERSTAND HOW LOCAL DECISIONS ARE MADE AND HOW BUSINESS GETS DONE
  - BUILD RELATIONSHIPS
  - MANAGE YOUR SPHERES OF INFLUENCE APPROPRIATELY
  - LEARN TO NEGOTIATE
- DON'T FIXATE ON SYMPTOMS—FIGHT TO UNDERSTAND THE CAUSE
- BUILD CAPACITY TO ENABLE TRANSITION
- UNIFY EFFORTS AT EVERY ECHELON (JOINT, COMBINED, INTER-AGENCY).
- ACHIEVE SYNERGY AND COMPOUNDING EFFECTS THROUGH PARTNERSHIP AT ECHELON.
- DON'T BE AFRAID TO TAKE RISKS...ENCOURAGE THE SAME IN SUBORDINATES
- TRAIN FOR ENGAGEMENT ACROSS THE FULL-SPECTRUM OF CONFLICT—ONLY PERFECT IS GOOD ENOUGH.
- EVERY ACTION REFLECTS UPON YOU AS AN AMBASSADOR OF THE NATION