

**OPERATING
ON THE MARGINS:
SOF IN THE GRA**

OPERATING ON THE MARGINS

SOF IN THE GRAY ZONE

EDITOR

DR. HOWARD G. COOMBS

with DR. CHRISTOPHER MARSH

C 2023 H a K , Ca a a a
a a D



§

§ &

§ ()
()

§ ()
()

DISCLAIMER

© 2008 by the author(s). All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or by any information storage and retrieval system, without the prior written permission of the author(s).

TABLE OF CONTENTS

PREFACE	iii
INTRODUCTION	1
Campaigning in the Gray Zone	
Dr. Christopher Marsh and Dr. Thomas Searle	
CHAPTER 1	11

TABLE OF CONTENTS

CONCLUSION	85
<hr/>	
On the Margins of Empire	
Dr. Howard G. Coombs	
CONTRIBUTORS	91
<hr/>	
GLOSSARY OF ABBREVIATIONS	95
<hr/>	
NOTES	97
<hr/>	
INDEX	111
<hr/>	

PREFACE

... () ...

... () ...

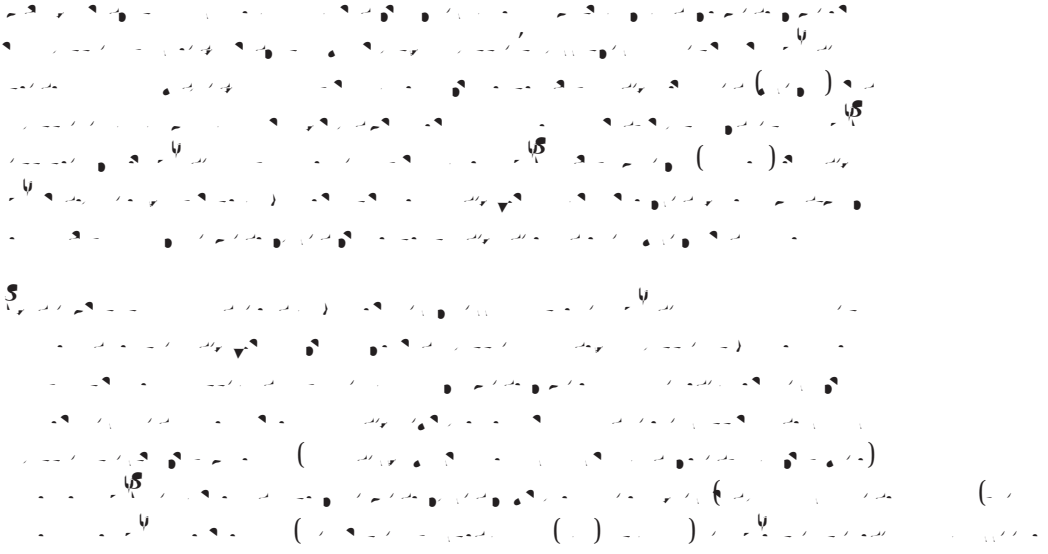
... () ...

... () ...

... () ...

... () ...

INTRODUCTION

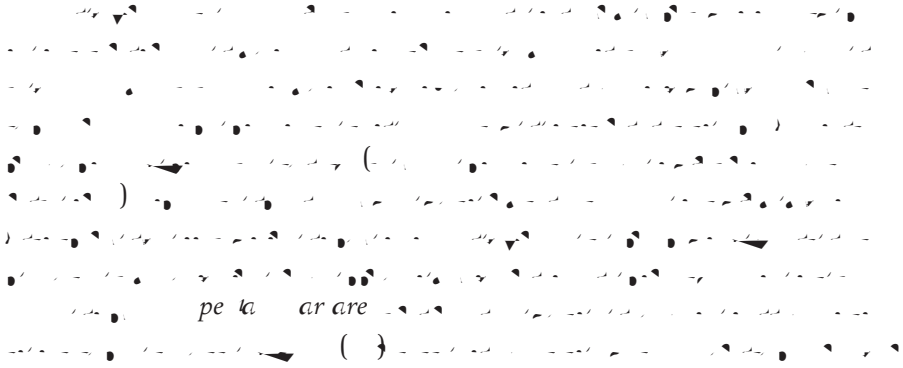


INTRODUCTION

THE GRAY ZONE: A CONCEPTUAL INTRODUCTION



INTRODUCTION



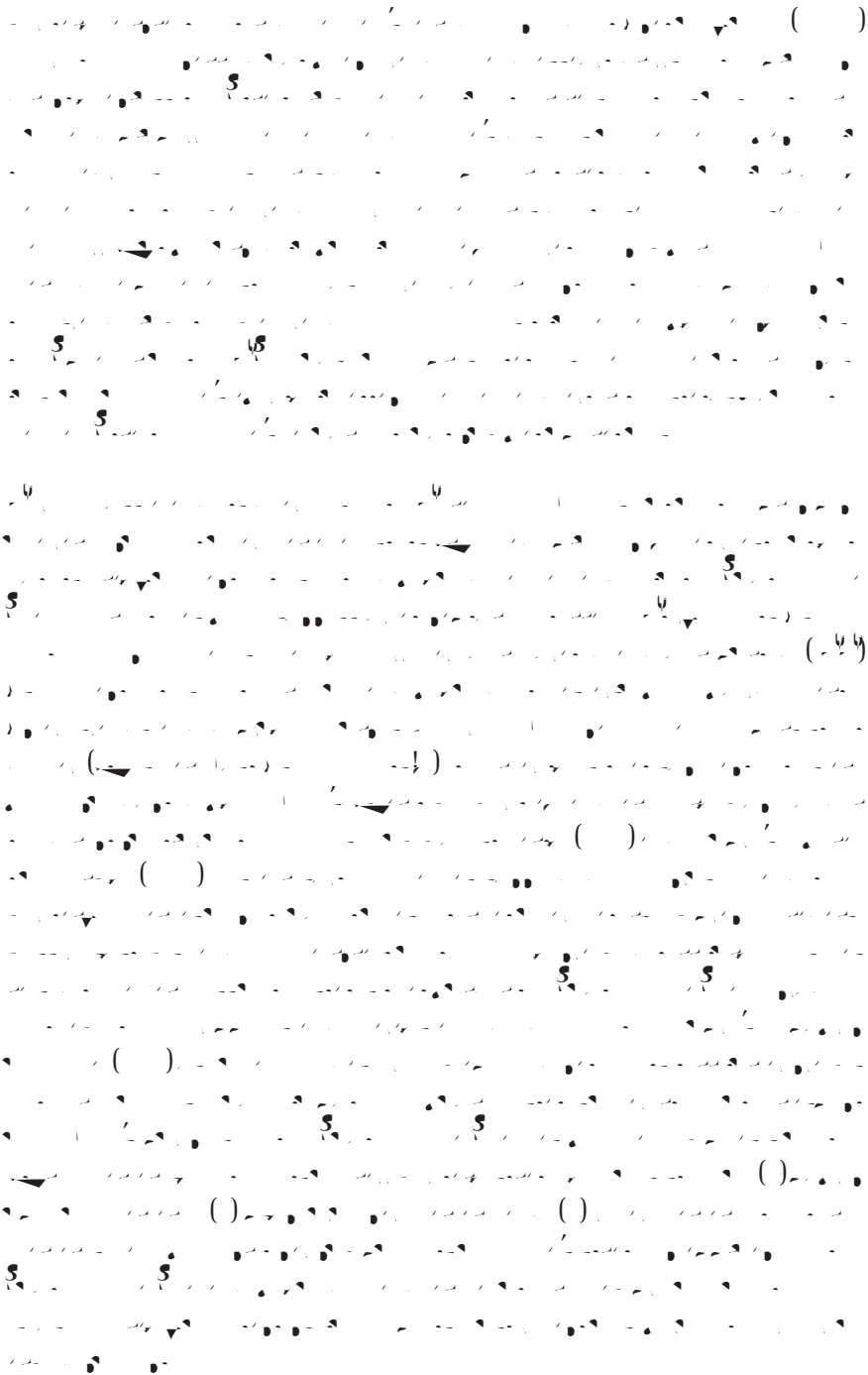
INTRODUCTION



THE GRAY ZONES: GEOGRAPHY AND RUSSIA

Musical score for the section "THE GRAY ZONES: GEOGRAPHY AND RUSSIA", including a vocal line with the text "per se".

INTRODUCTION



INTRODUCTION

THE GRAY ZONE: HERE TO STAY



INTRODUCTION

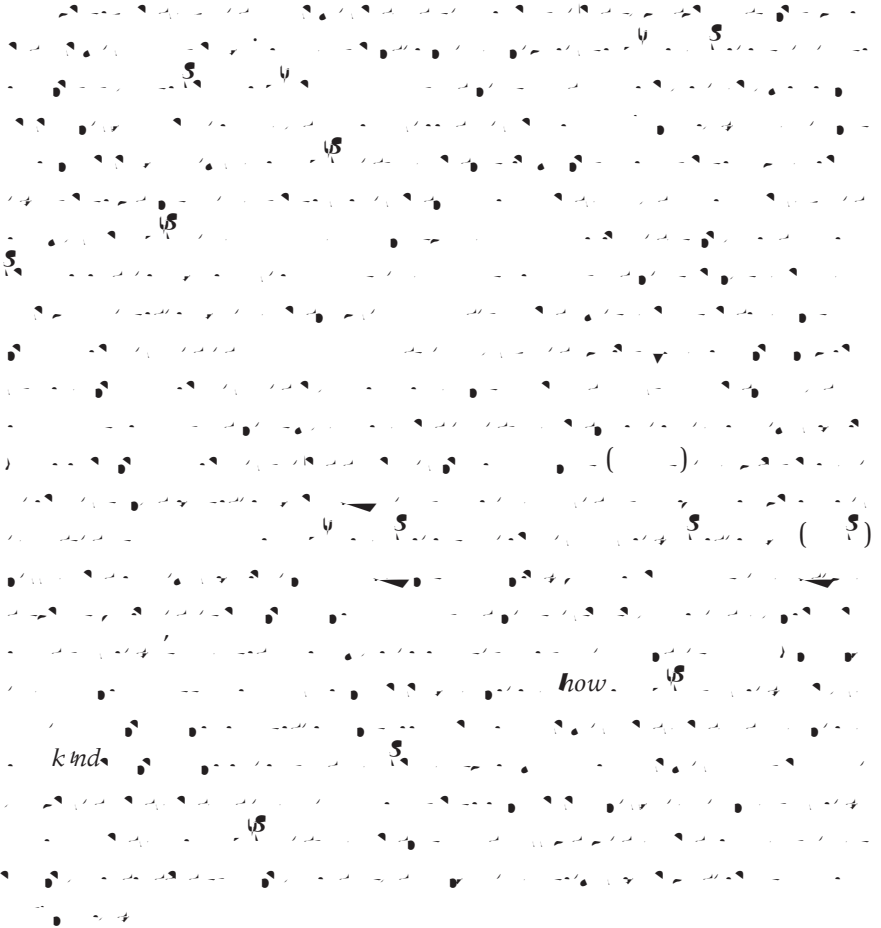


CHAPTER 1

CHAPTER 1



CHAPTER 1



CHAPTER 1

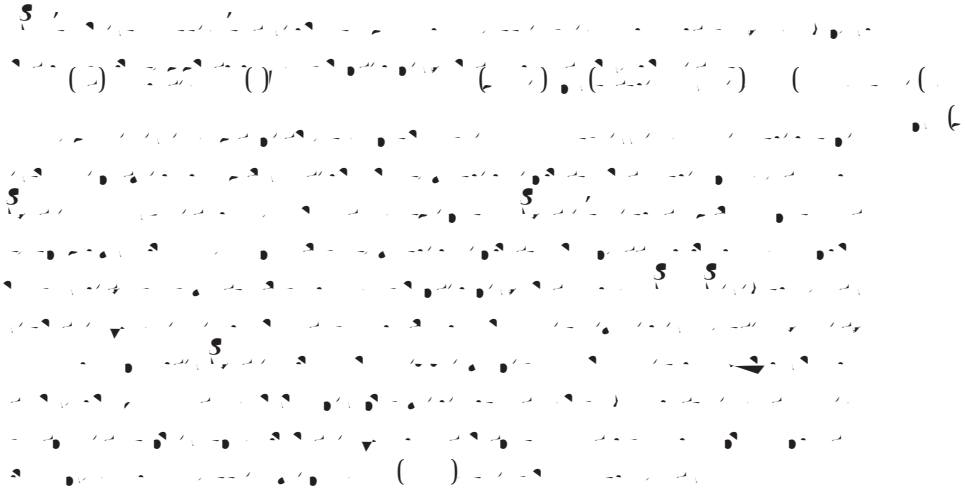
CHAPTER 1



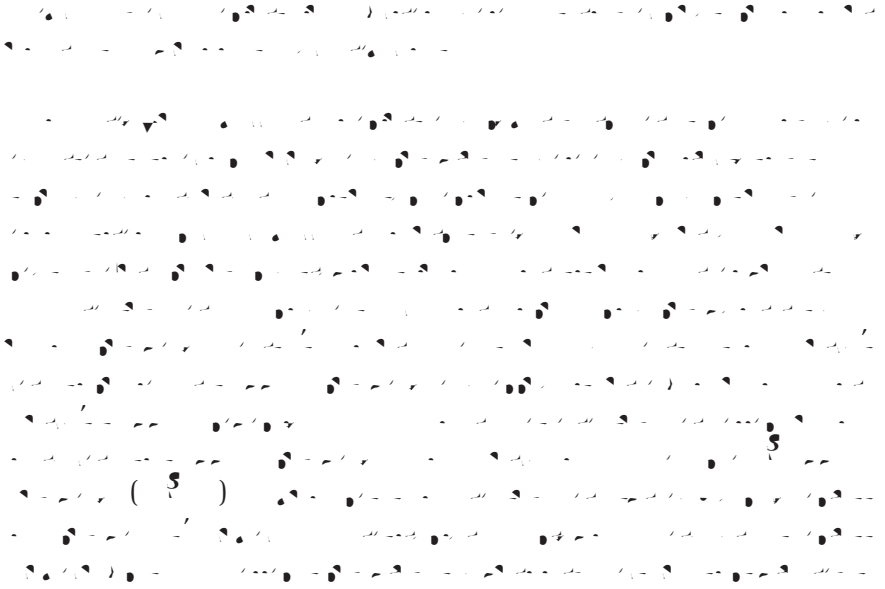
CROSS-DOMAIN IRREGULAR COMPETITION



CHAPTER 1



CHAPTER 1



CHAPTER 2

RE-FRAMING NATO PERSPECTIVES OF 21ST CENTURY CONFLICT AND SPECIAL OPERATIONS IMPLICATIONS

DR. HOWARD G. COOMBS

*The nature of war has not changed,
but that which surrounds and enables war has.*

§ 5 § 5 § 5
() () ()
4
() ()
5

CHAPTER 2

... and the ... of ...
... and the ... of ...
... and the ... of ...
... and the ... of ...
... and the ... of ...

... and the ... of ...
... and the ... of ...
... and the ... of ...
... and the ... of ...

... and the ... of ...
... and the ... of ...
... and the ... of ...

... and the ... of ...
... and the ... of ...
... and the ... of ...

CHAPTER 2

... ..

... ..

... ..

CHAPTER 2

U S
U

U S

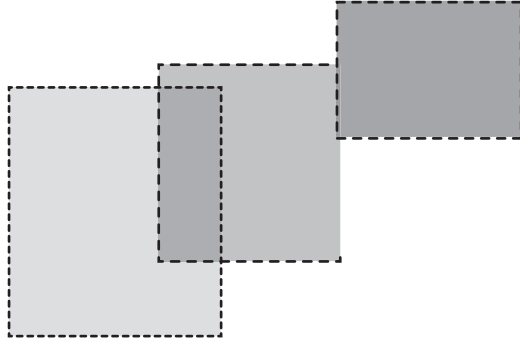
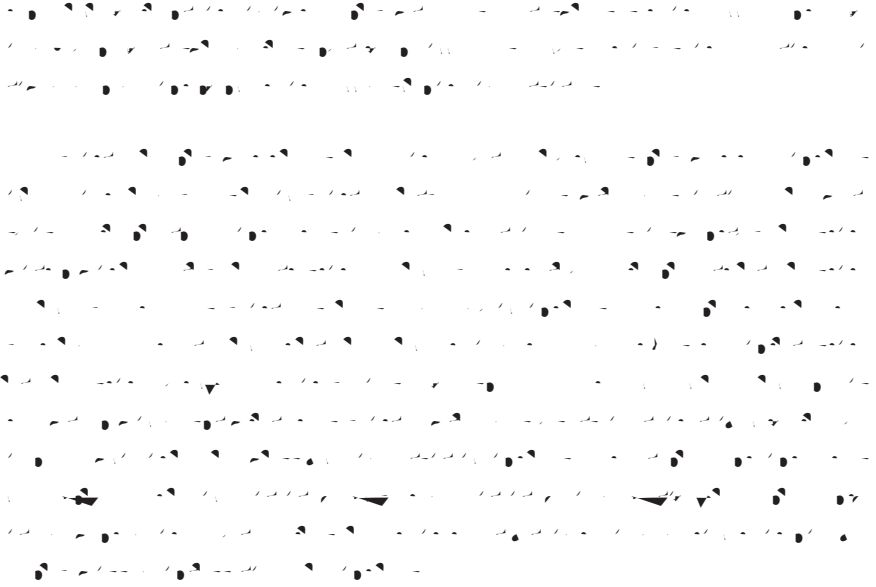
U S

U S

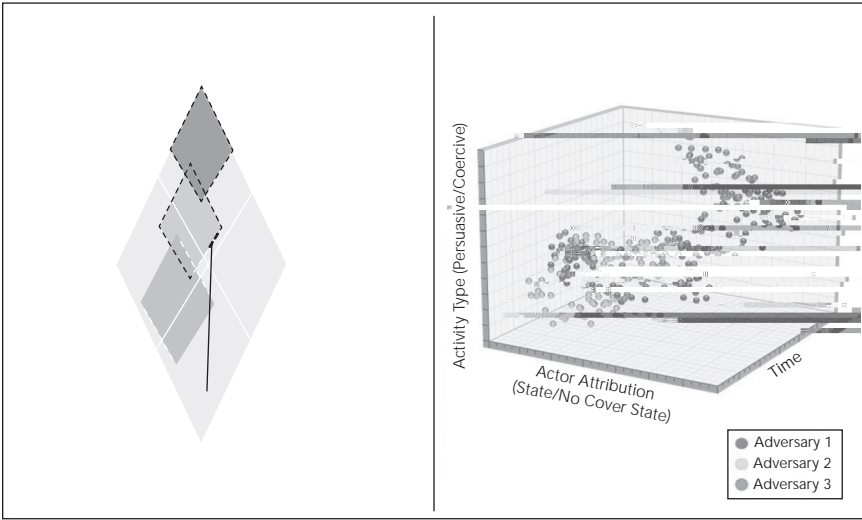
U S

U S
U S

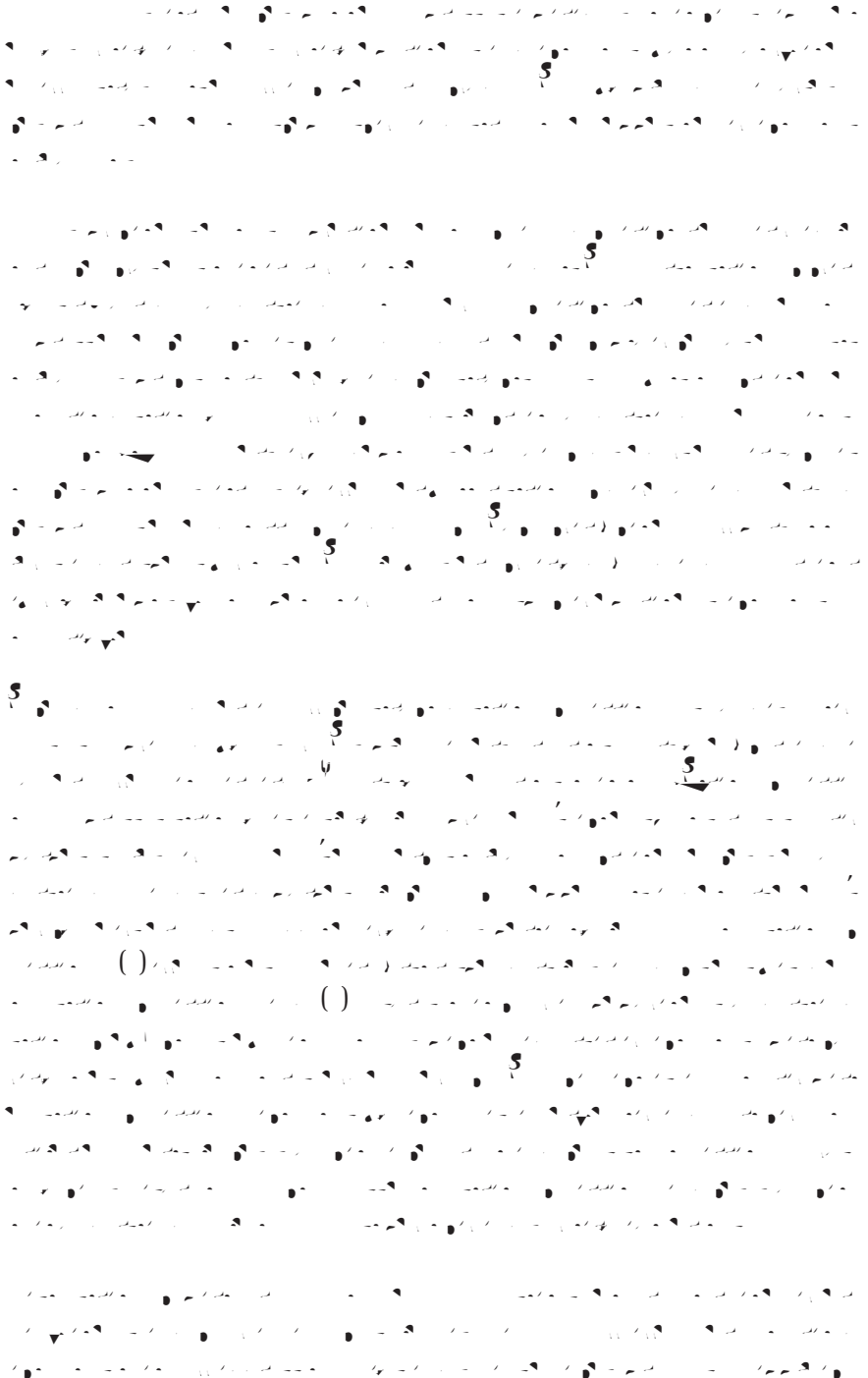
CHAPTER 2



CHAPTER 2



CHAPTER 2

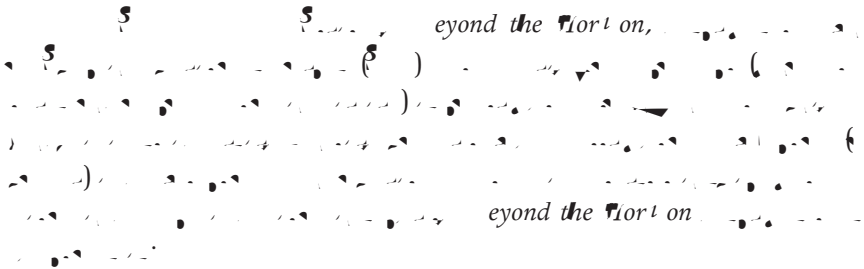


CHAPTER 2

CHAPTER 3



BACKGROUND



CHAPTER 3



CHAPTER 3

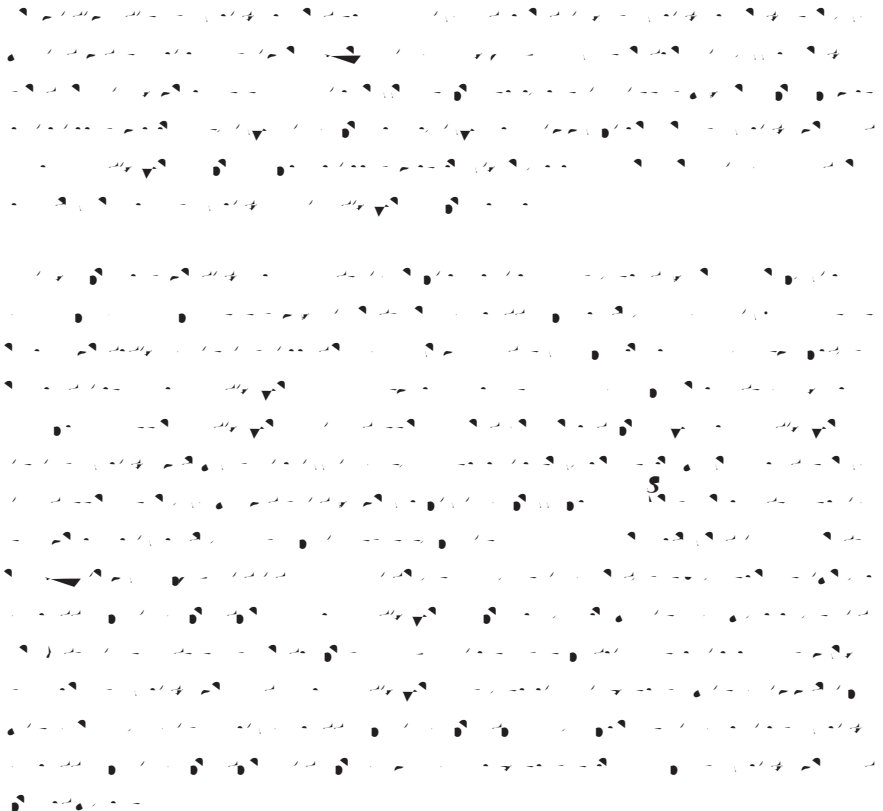
... ..
... ..
... ..
... ..
... ..
... ..

... ..
... ..
... ..
means (... ..) *ends* (... ..)
... ..
ways (... ..)

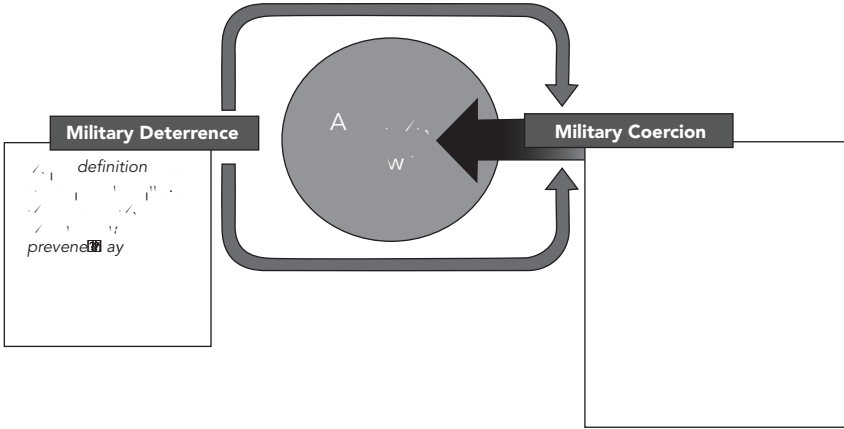
... ..
... ..
... ..
... ..
... ..
... ..



A MILITARY CONCEPT OF THE GRAY ZONE



CHAPTER 3



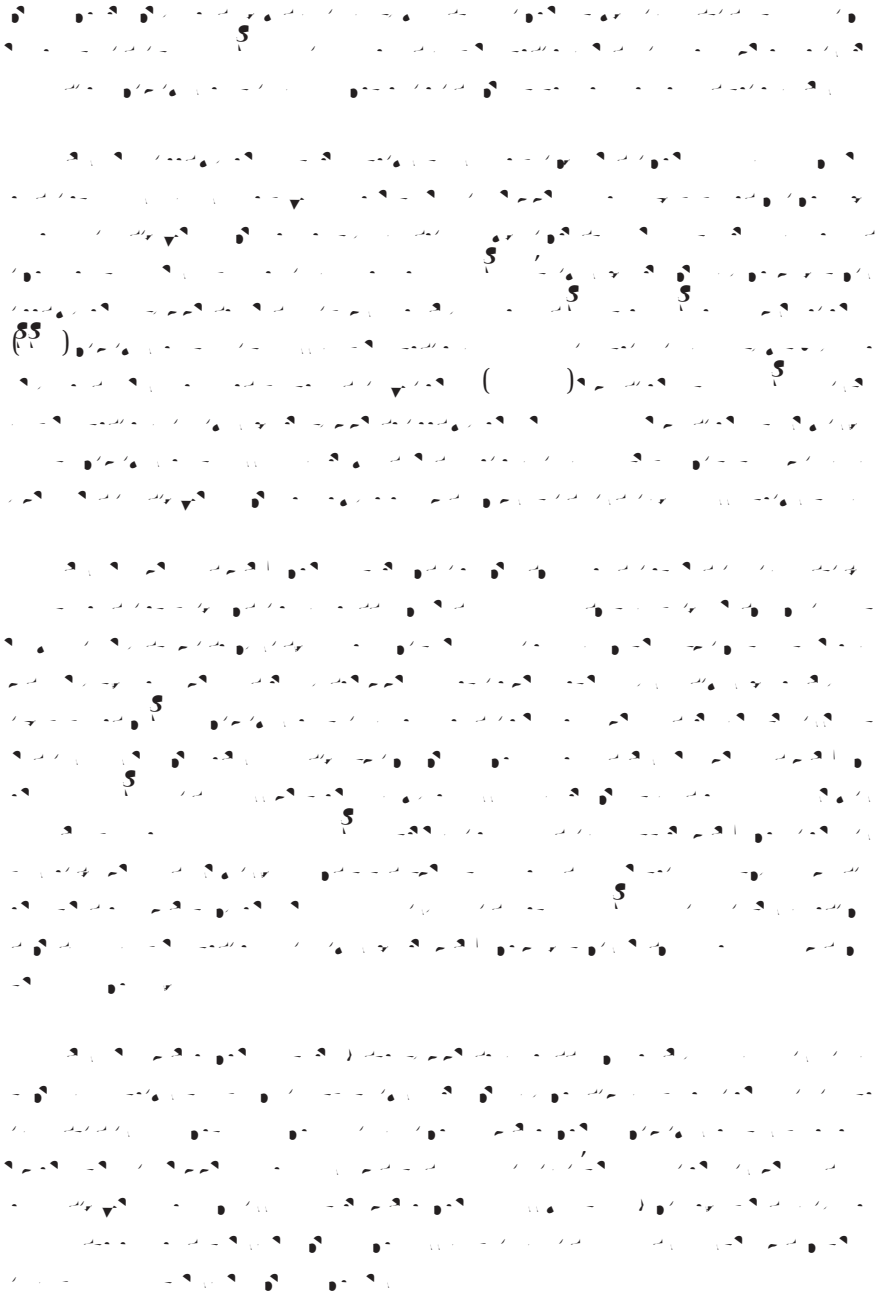
CHAPTER 3



CHAPTER 3

The image displays a page of musical notation, likely a score for a piece of music. It features several staves of music, each containing various notes, rests, and dynamic markings. The notation is dense and includes various musical symbols such as clefs, time signatures, and articulation marks. The page is numbered 38 in the bottom left corner and has the title 'OPERATING ON THE MARGINS' and subtitle 'SOF IN THE GRAY ZONE' in the bottom right corner.

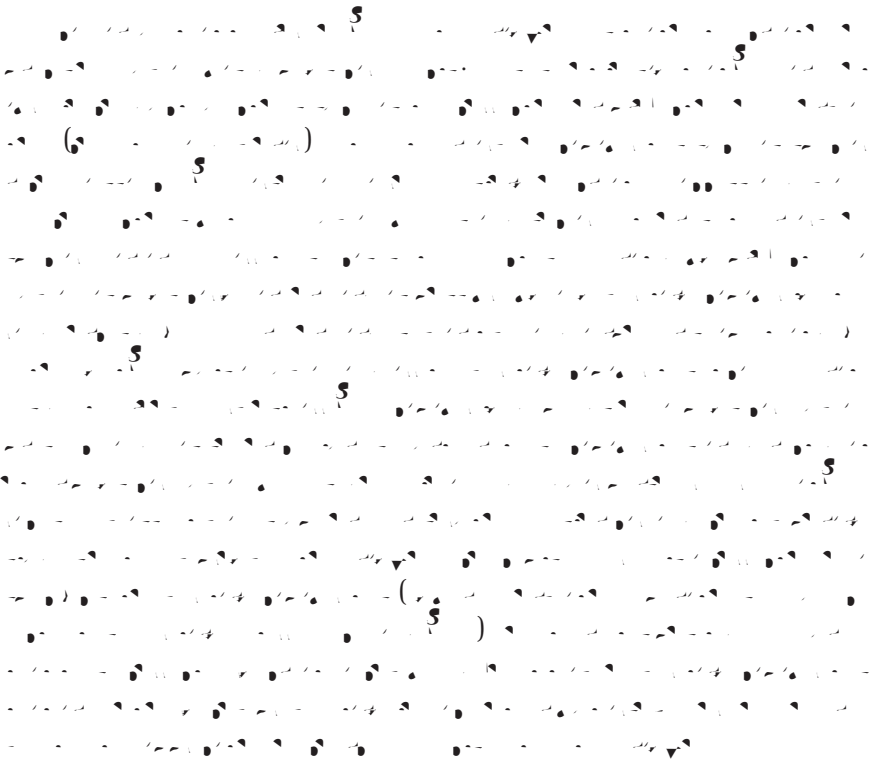
CHAPTER 3



CHAPTER 3



CANSOF IN THE GRAY ZONE



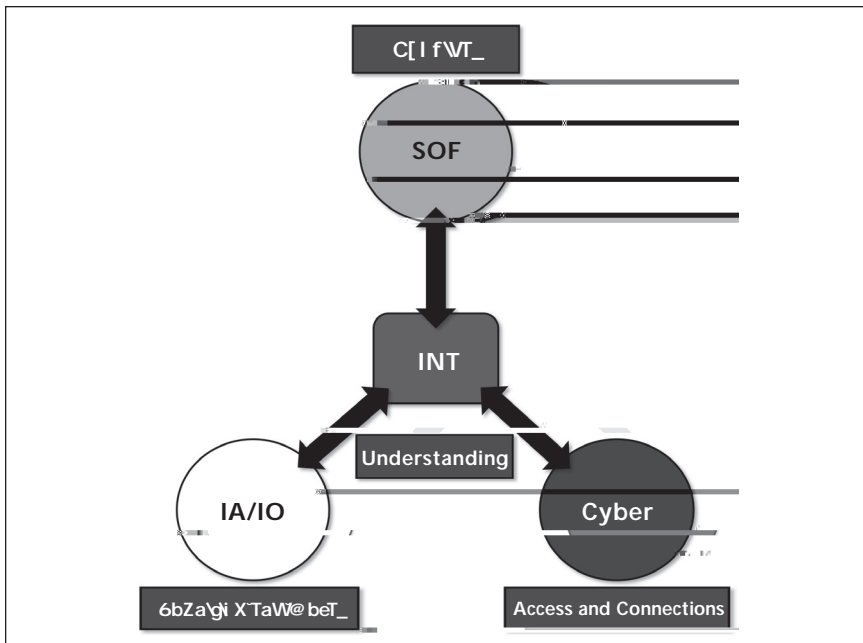


FIGURE 3: Complementary Gray Zone Capabilities

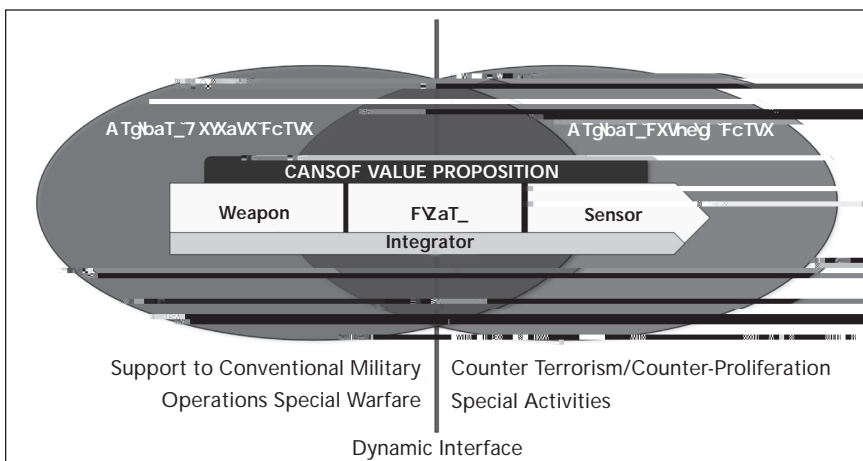


FIGURE 4: Role of CANSOF within National Security and Defence Nexus

CHAPTER 3

CHAPTER 4

SPECIAL OPERATIONS FORCES COLLECTIVE TRAINING FOR THE GRAY ZONE

LIEUTENANT-COLONEL (RETIRED) TODD S. SCHARLACH



DEFINING "THE GRAY ZONE"

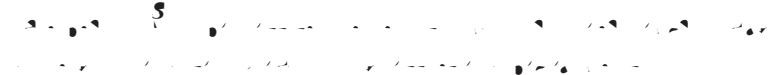
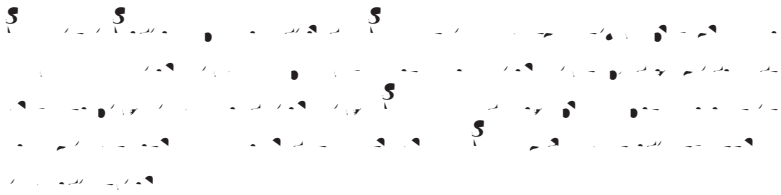
... beyond the horizon: A strategy or Canada's pe... operations or es... in an evolving environment

SOF ROLES AND STRATEGIC FUNCTIONS IN THE GRAY ZONE

... () ... () ...

... ..

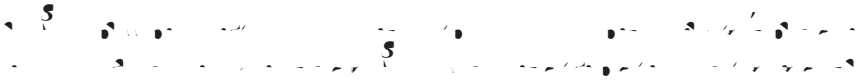
... ..



SOF COLLECTIVE TRAINING EVENTS AND THEIR USE IN THE GRAY ZONE



CHAPTER 4



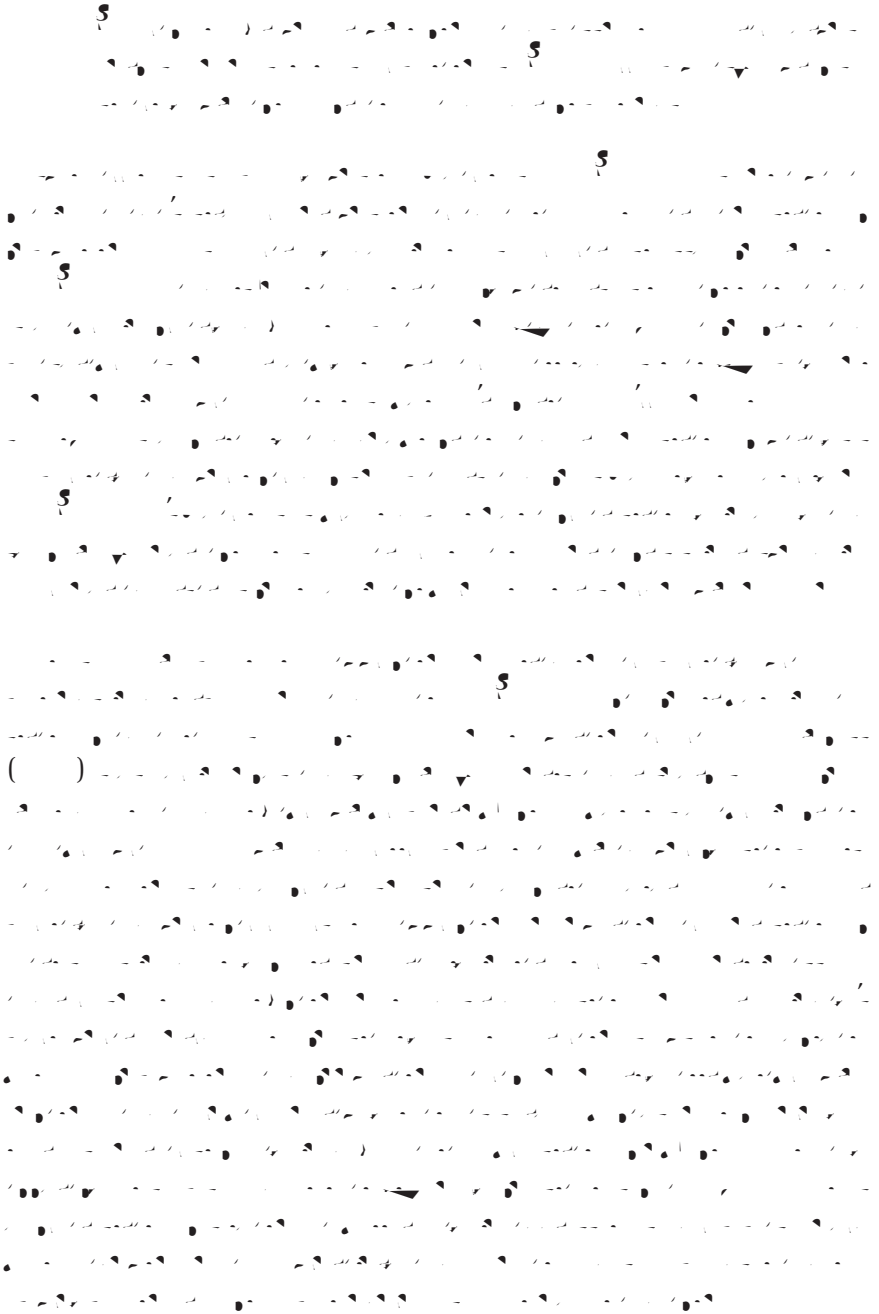
FB9EbXf^a`g`X: eTI Mbax					
SOF Gray Zone Strategic Functions		Sensor	FVZaT_	Weapon	Integrator
	Attribution	CULEX/ FTX/MAPEX			
	Power Projection	CULEX/FTX	CULEX/FTX Experiment / Demonstration	CULEX/FTX Experiment / Demonstration	CPX/CAX/FTX
	Protection	MAPEX	TTX/MAPEX		TTX

TABLE 1: SOF Gray Zone Roles, Functions and Collective Training Activities.

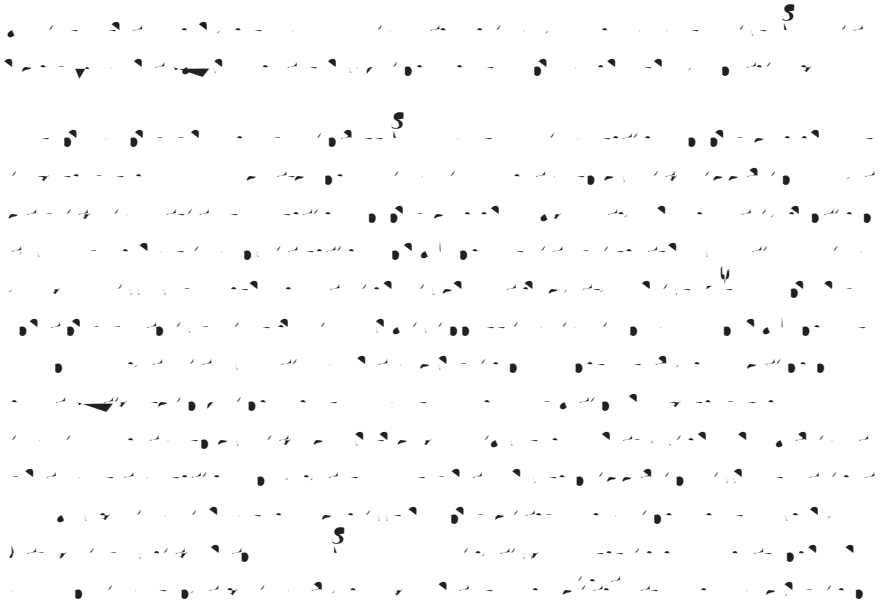
CONCLUSION

CHAPTER 5

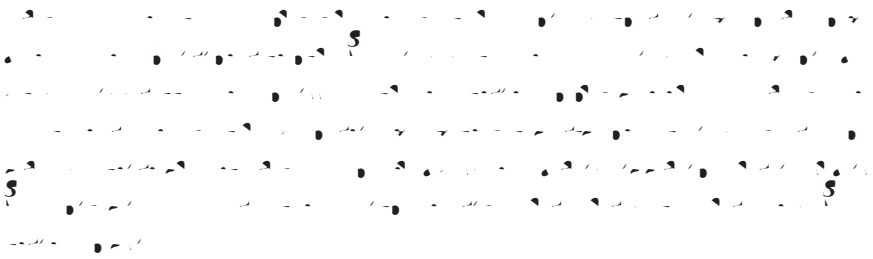
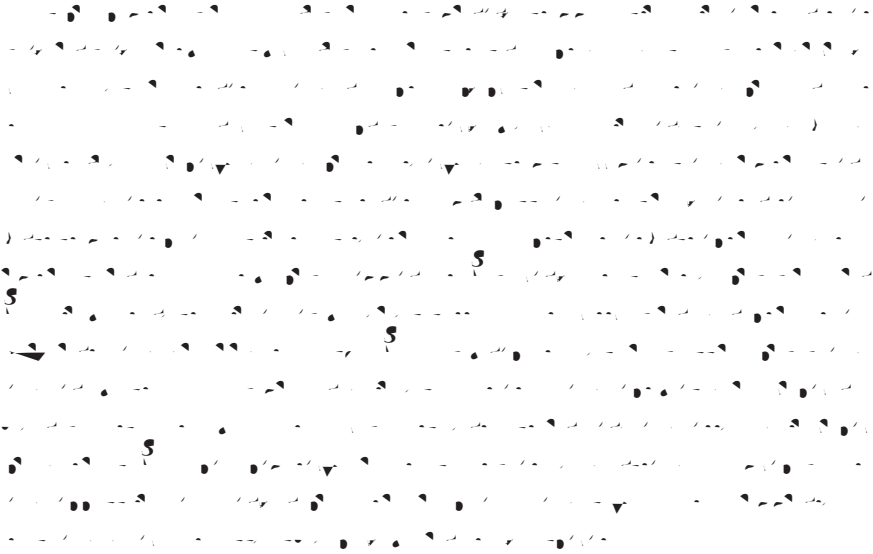
CHAPTER 5



CHAPTER 5

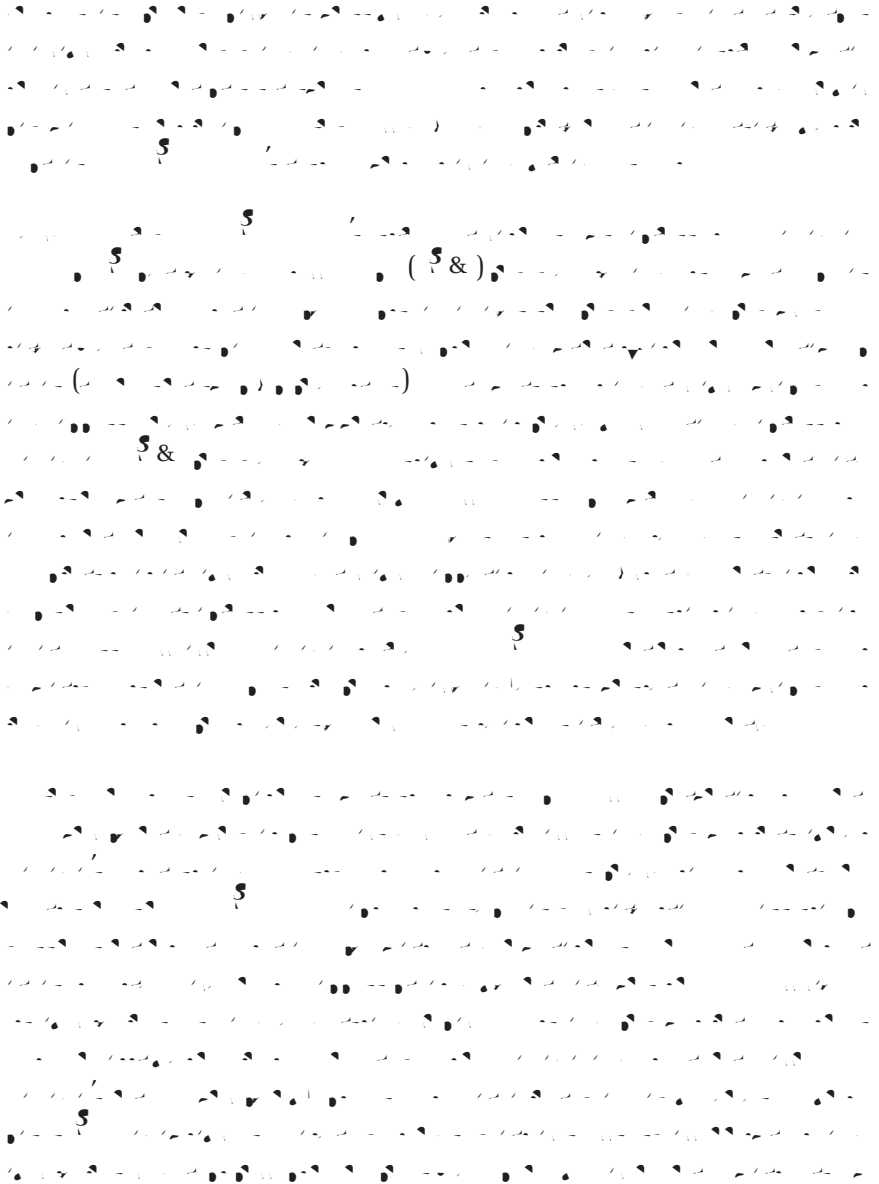


CHAPTER 5

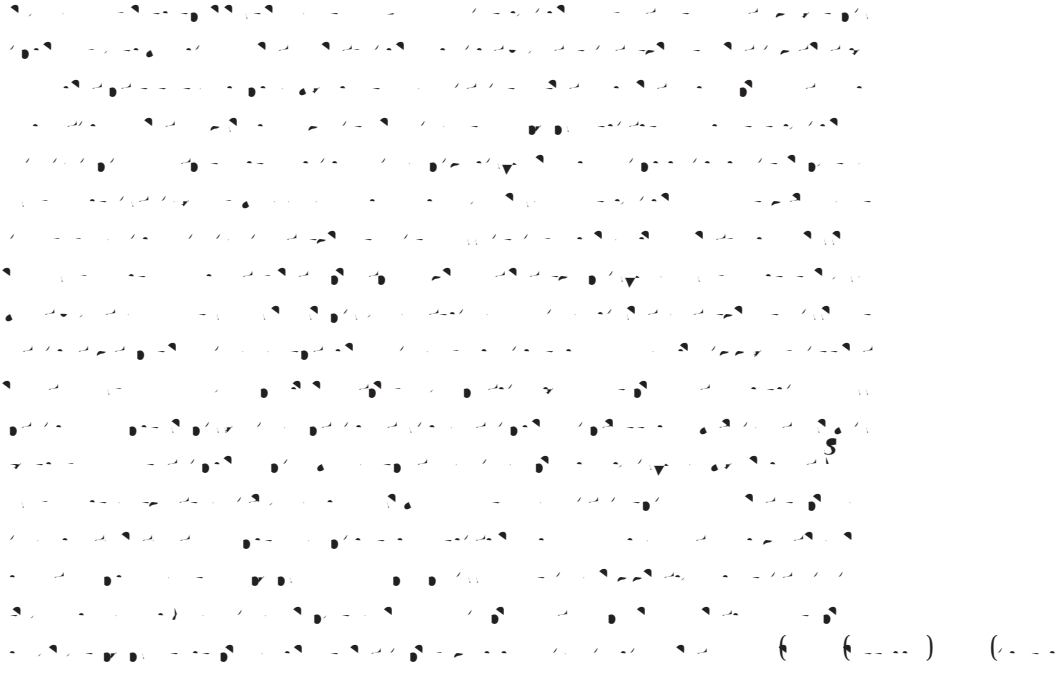


EXPERIMENTATION, EXPLORATION AND ITERATIVE REFLECTIVE PRACTICE

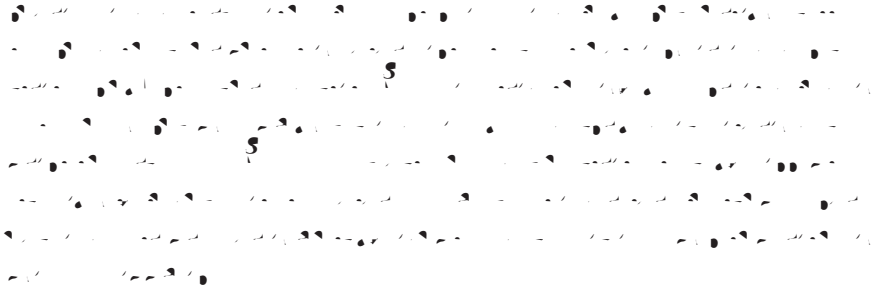
CHAPTER 5



CHAPTER 5



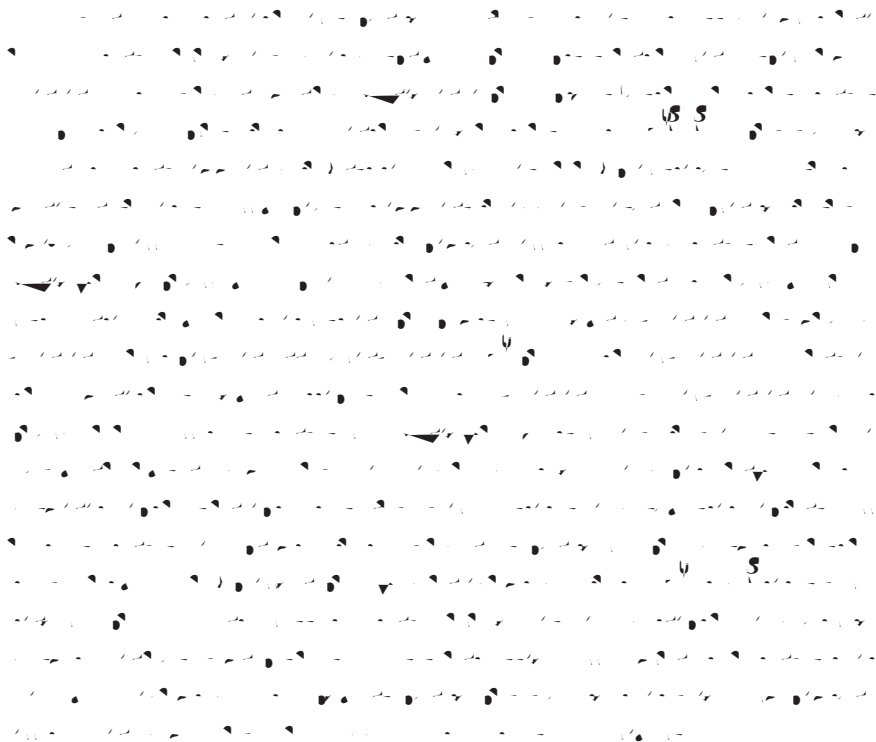
CHAPTER 5



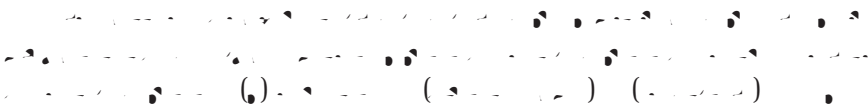
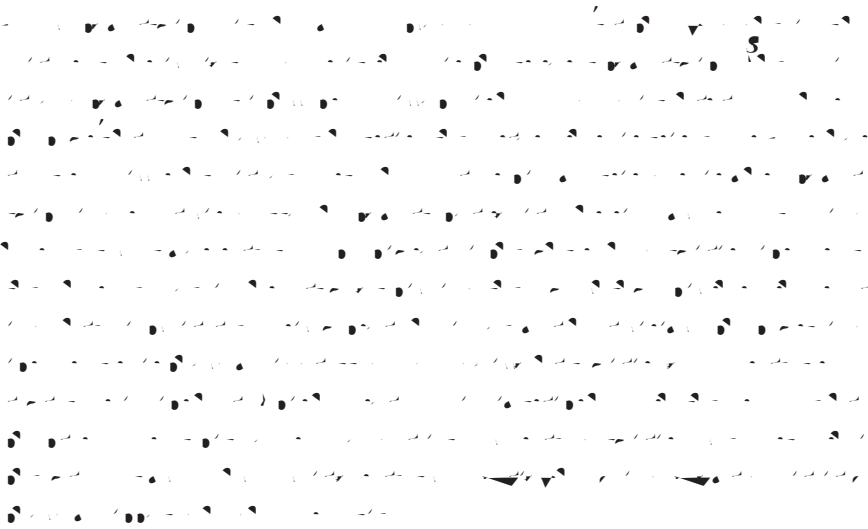
CHAPTER 6

SOMETHING BORROWED: CYBERSPACE CONCEPTS AND GRAY ZONE CONFLICT

DR. MICHAEL A. HENNESSY

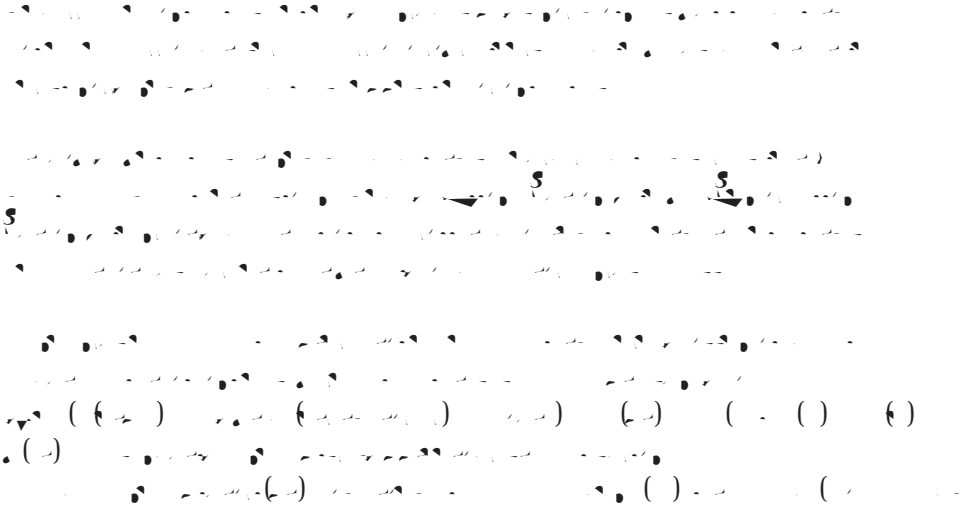


CHAPTER 6

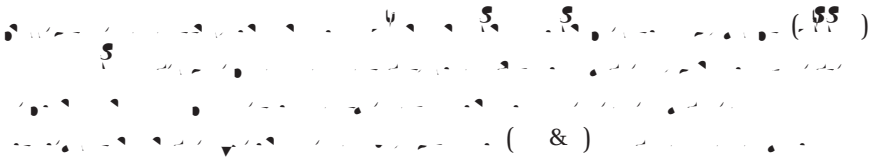


CHAPTER 6

CHAPTER 6



CHAPTER 7



CHAPTER 7

u twa e

ommando e eh

CHAPTER 7



CHAPTER 7

CHAPTER 7



CONCLUSION



CONCLUSION

INTERPRETING THE MEANING OF THE GRAY ZONE

mean-
ing

CONCLUSION

1. The first part of the text discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting.

2. The second part of the text focuses on the role of internal controls in preventing fraud and ensuring the integrity of financial data. It highlights the importance of a strong internal control system.

3. The third part of the text discusses the impact of external factors, such as market conditions and regulatory changes, on financial performance. It emphasizes the need for flexibility and adaptability in response to these changes.

4. The fourth part of the text focuses on the importance of effective communication and collaboration between different departments and stakeholders. It highlights the need for clear communication and shared goals.

5. The fifth part of the text discusses the role of technology in improving financial reporting and internal controls. It highlights the importance of investing in technology and training staff to use it effectively.

6. The sixth part of the text focuses on the importance of regular audits and reviews to ensure the accuracy and reliability of financial data. It highlights the need for independent audits and reviews.

7. The seventh part of the text discusses the impact of global economic trends and market volatility on financial performance. It emphasizes the need for a diversified portfolio and risk management strategies.

8. The eighth part of the text focuses on the importance of maintaining a strong relationship with investors and other stakeholders. It highlights the need for transparency and regular communication.

9. The ninth part of the text discusses the role of leadership in setting the tone for the organization's financial reporting and internal controls. It emphasizes the importance of strong leadership and ethical behavior.

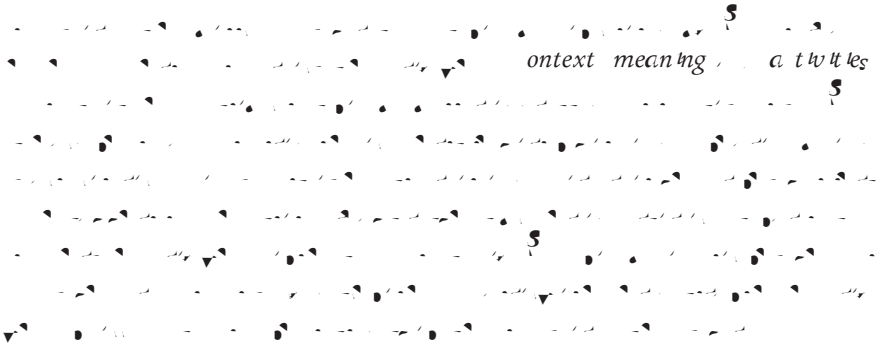
10. The tenth part of the text focuses on the importance of continuous improvement and innovation in financial reporting and internal controls. It highlights the need for ongoing learning and development.

11. The eleventh part of the text discusses the impact of emerging technologies and digital transformation on financial reporting and internal controls. It emphasizes the need for staying up-to-date with the latest trends and technologies.

12. The twelfth part of the text focuses on the importance of maintaining a strong ethical culture within the organization. It highlights the need for clear ethical guidelines and a commitment to integrity.

13. The thirteenth part of the text discusses the role of the board of directors in overseeing financial reporting and internal controls. It emphasizes the importance of active board involvement and oversight.

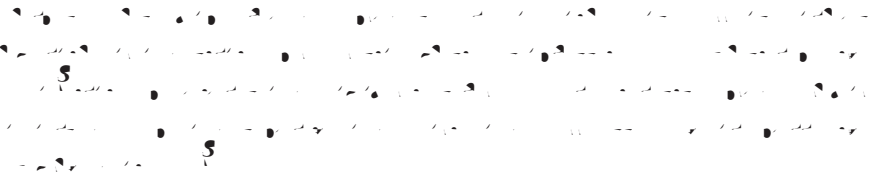
CONCLUSION



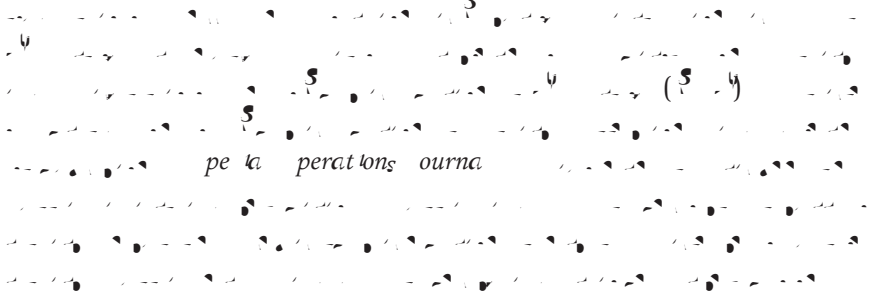
CONTRIBUTORS



LONGLEY



MARSH



MCMICHAEL

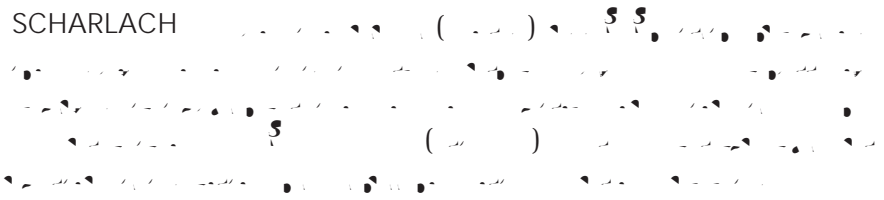


MIRON

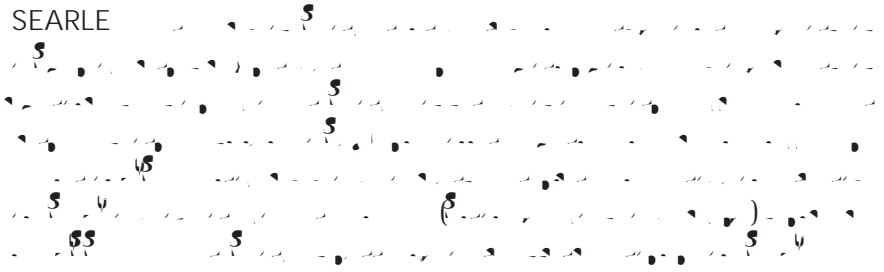


CONTRIBUTORS

SCHARLACH



SEARLE



ZORRI



NOTES

ux: *he* *vo* *ut* *on* *o* *o* *ta* *ap* *ta* *in* *ontemporary* *o* *ky* (*emo* *ra* *y* *in*)

he *uture* *o* *ower*

he *at* *ona* *itary* *trategy* *o* *the* *United* *ates* ()

()

-
-

oreign *A* *ats* ()

()

enter or strateg¹ and interna¹ona
tud¹es ()

CHAPTER 2

() ()

European
Armed¹es and the¹ condu¹t o¹ ar ()

()

()

operating in the gray zone: An Alternative paradigm or
Military strategy. ()
strateg¹ Analysis, current trends: Hybrid
threats and the¹ o¹ut¹s o¹ interna¹ona¹ law ()

()

()

()

NOTES

§ *... ()*

§ *... () ()*

-
-
-
-

§ *... ar from the round up twenty-first century om at AS o t t s*
()

§ *...*

CHAPTER 3

§ *...*

§ *... beyond the horizon: A strategy or Canada's pe la perat ions or es in an vo v ng e urty n v nment ()*

-

§ *... ompeting in the gray zone: us kan a t t s and estern esponses ()*

§ *...*

§ *... canad kan or es o h t u t at ion () OI canad kan t tary o t t ne*

-
-

§ *... e t t ve ar are: A tudy in t tary theory ()*

§ *... ompeting in the gray zone: us kan a t t s and estern esponses*

NOTES

• *countering over ton h artthe As the theory and rate o ray one*
eterren e (.)

CHAPTER 4

... beyond the horizon,
... per la ... are (...)
... (...)

... beyond the horizon
... ermum us, the overnment o canada's
terminology and linguistics (...)
... (...), ... e urty.org - tary (...)

NOTES

14ant design5.p7). Threat Analysis and capability-based analysis: implications for analysis or analysis operations or es command (A) strategical capabilities Assessment - -2020- 145 ()

theory () operations

design and innovation Advanced course student handbook ()

an-oma or employment on opt-revaling in an Un certain or d ()

m.

() (.)

NOTES

The page contains several lines of handwritten musical notation. The notation is written on a grid background. It includes various notes, rests, and symbols such as 'S' and 'u'. There are several instances of '()' and '&' interspersed within the musical lines. The handwriting is dense and somewhat messy, typical of a working draft or a student's work.

NOTES

Handwritten musical notation on a staff. The notation includes various notes, rests, and dynamic markings. The lyrics "u da ap" are written below the staff. There are several circled numbers (4, 5, 3) and a circled 'u' above the notes, possibly indicating fingerings or specific notes. The notation is somewhat faint and appears to be a sketch or a working draft.

NOTES

U.S. ...

U.S. ... ()

command in ar ()

operating in the
human domain, Version 1.0 ()

NOTES

et a
rookings nsttution ()

treet ourna ()

rookings nsttute
()

61.17 06 (0 dark) r d p 1.10n (r) 1217 nw 1925u0p39.2n (- wt 13(e

INDEX

#

..... notes

A

..... notes

..... notes notes

.....

.....

.....

.....

.....

..... notes

..... notes

..... notes

.....

B

.....

..... notes

.....

..... ()

.....

.....

..... notes

..... ()

..... notes

C

.....

..... notes notes

..... ()

..... notes notes

.....

..... notes

..... notes notes notes notes

..... notes

..... notes ()

..... ()

..... ()

..... notes

..... notes

.....

F

-
-
- ()
-
- notes

G


- notes
- notes
- notes
-
- notes
- ()
- notes
- notes


H


-
-
-
-
- notes
- () notes
-
- notes


INDEX


P


 notes


 notes notes








 ()


 ()























 notes notes


 notes










 ()













R


 notes








 ()

 ()








 notes notes notes notes


 notes notes


S








 notes



 () notes

 notes

 notes notes



INDEX

S
S
notes
S
notes notes notes
notes

S
notes
notes

U

S
S
S
notes notes

U
notes notes
notes notes

S
S
S
notes notes

U
notes notes

S
S
S
notes notes

U
notes notes

T

T
(&)
notes
notes
notes
notes notes

T
notes
notes
notes

V

- notes
- notes
- ()
- notes

W

- notes notes notes
- notes notes
- notes
- notes
- notes
- ()
- ()

Y

-
-

Z

- notes

CANSOFCOM ERC BOOKS

Special Operations Forces: A National Capability

Dr. Emily Spencer, ed., 2011.

Special Operations Forces: Building Global Partnerships

Dr. Emily Spencer, ed., 2012.

“By, With, Through.” A SOF Global Engagement Strategy

Dr. Emily Spencer, ed., 2014.

In Pursuit of Excellence. SOF Leadership in the Contemporary Operating Environment

Dr. Emily Spencer, ed., 2017.

The Birth of the Ranger Tradition. Irregular Warfare During the Lake Champlain Theatre of Operations, 1754-1760. A Battlefield Study Guide

Colonel (retired) Bernd Horn, PhD, 2017.

Thinking for Impact: A Practical Guide for Special Operations Forces

Dr. Emily Spencer, 2018.

“We Will Find A Way.” The Canadian Special Operations Legacy

Colonel (retired) Horn, PhD, 2018.

Now Set Europe Aflame! The SOE and the Canadian Connection

Colonel (retired) Bernd Horn, PhD, 2019.

Risk & Decision-Making

Colonel (retired) Bernd Horn, PhD, ed., 2019.

Risk: SOF Case Studies

Colonel (retired) Bernd Horn, PhD, ed., 2020.

The (In)Visible Hand: Strategic Sabotage Case Studies

Colonel (retired) Bernd Horn, Dr. James Kiras and Dr. Emily Spencer, 2021.

A Perilous Future: High End (s) 6.5 (s) 6.6 (s) 6.7



This volume examines “gray zone conflict,” or the space between peace and war in which state and non-state actors engage in competition. Even with the February 2022 Russian invasion of Ukraine, this interpretive paradigm retains great utility and helps explain the current strategic environment and the holistic nature of contemporary conflict. The idea of the gray zone needs to be kept in the special operations forces planners’ conceptual toolkit since it helps clarify and articulate the contemporary global operating environment, particularly in Russia’s near abroad and in the South China Sea and China’s relations with Taiwan. This conflict model – the gray zone – is a valuable cognitive tool that facilitates a holistic comprehension of the unseen competitive struggle in which the West is currently engaged against various adversaries.