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# The Tehran Playbook: Iran's Strategy in Regional Conflict and Competition

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## Introduction

This book examines Iran's regional strategy as it is actually practiced: a blend of deterrence, coercion, and diplomacy sustained by asymmetric capabilities and partnerships. Rather than asking whether Tehran is "expansionist" or "defensive," we ask how it calibrates risk, resources, and relationships to influence events in Syria, Iraq, Lebanon, and Yemen. The approach is empirical and comparative. We map the actors and institutions that matter, identify the strategic concepts Tehran invokes, and trace how those ideas translate into operational choices on the ground. Throughout, we avoid caricature—seeing neither a master chess player nor a reckless gambler, but a state with ambitions, constraints, and learning curves.

The organizing premise is straightforward: Iran's leaders seek regime security and strategic depth while managing costs under persistent pressure. To achieve this, they cultivate allies and partners, invest in capabilities that offset conventional inferiority, and use diplomacy as a force multiplier when advantageous. The resulting playbook is not a fixed script but a repertoire. It includes building proxy and partner networks, maintaining a layered deterrent of missiles, drones, cyber tools, and maritime disruption, and leveraging negotiations to ease economic strain or buy time. Each move is shaped by domestic politics, regional balances, and global alignments.

Syria, Iraq, Lebanon, and Yemen are the primary arenas where these dynamics can be seen in relief. In Lebanon, Hezbollah exemplifies the model of a long-term partner embedded in politics, society, and deterrence calculations. In Syria, intervention preserved an ally and access routes while transforming Iran's forward operating environment. In Iraq, the contest is political as much as military, with militias and parties vying over the definition of sovereignty. In Yemen, support to the Houthis projects pressure into the Arabian Peninsula and adjacent waterways. Across these theaters, Iran pursues depth, linkages, and leverage—often accepting tactical setbacks to preserve strategic options.

Asymmetric capabilities underwrite this approach. Ballistic and cruise missiles, increasingly precise and survivable, create a deterrent that can impose costs at range. Uncrewed systems extend reach and saturate defenses. Cyber and information operations target infrastructure and narratives alike. Maritime harassment and interdiction keep chokepoints salient, tying regional crises to global markets. The nuclear program, meanwhile, functions simultaneously as an ultimate hedge, a bargaining chip, and a prestige project—its trajectory conditioned by technical, political, and economic considerations. Together, these tools support a strategy designed to deter adversaries, coerce selectively, and signal resolve without routine large-scale conventional war.

Yet strategy is never implemented in a vacuum. Iran operates under heavy sanctions, limited fiscal space, and a youthful, digitally connected population sensitive to economic performance and personal security. Factional competition, institutional rivalries, and leadership transitions complicate coherent execution. Externally, Israeli red lines, U.S. policy shifts, Gulf rivalries, and the evolving roles of Russia and China all constrain and enable Tehran's choices. These pressures generate feedback loops: as Iran adapts, so do its adversaries, producing cycles of innovation and countermeasure that raise the stakes of miscalculation.

This study also asks what can realistically limit escalation. Deterrence need not rely on maximalist threats, and coercion can backfire if it hardens opposing coalitions. Effective policy mixes deterrence by denial with calibrated costs, supports governance in contested spaces, enhances resilience at sea and in cyberspace, and maintains credible diplomatic offramps. It requires understanding not only how Iran signals, but how it reads others' signals—what it considers red lines, what it treats as noise, and which channels it uses when crises intensify. The objective is not to predict every move but to reduce surprise, close perception gaps, and widen the space for managed competition.

The chapters that follow proceed from foundations to applications. We begin with the evolution of Iran's strategic thinking and the institutions that translate guidance into operations. We then explore the composition, financing, and command dynamics of proxy and partner networks before turning to the four key arenas. Subsequent chapters analyze the technologies and domains that enable asymmetric pressure—missiles, drones, maritime tactics, cyber, and information operations—and the nuclear file's role in coercive diplomacy. We situate Iran within broader regional and global relationships and evaluate domestic political economy constraints that shape bandwidth and risk appetite. Finally, we model escalation ladders and present realistic policy options centered on limiting escalation while preserving channels for de-escalation.

The Tehran Playbook offers neither consolation nor alarmism. It is a field guide to how Iran balances goals and constraints in regional conflict and competition, and how others can respond with prudence and precision. By grounding analysis in observable behavior and comparative cases, we aim to clarify choices—Tehran's and everyone else's—when the costs of misreading intent are high and the margin for error is thin.

## **CHAPTER ONE: Revolution to Realpolitik—The Strategic Genealogy of Iran’s Regional Posture**

Iran’s regional posture, often perceived as a reactive or opportunistic improvisation, is in fact the product of a long and complex strategic genealogy. It’s a lineage shaped by profound historical memory, the transformative experience of revolution, the crucible of war, and a continuous adaptation to evolving geopolitical realities. To understand Tehran’s contemporary playbook, we must first appreciate the historical currents and ideological tides that have sculpted its strategic DNA. This journey begins not with the Islamic Republic, but with the imperial ambitions and vulnerabilities of its predecessors, demonstrating how enduring geopolitical concerns often find new expression in revolutionary garb.

Before 1979, Iran, under the Pahlavi dynasty, harbored its own set of regional aspirations and anxieties. The Shah’s Iran, flush with oil wealth and backed by the United States, saw itself as the undisputed gendarme of the Persian Gulf. Its military, though conventionally equipped, projected power through a combination of assertive diplomacy and, at times, direct intervention, such as in Oman’s Dhofar Rebellion. This era established a foundational understanding of regional influence rooted in military strength and strategic alliances. However, it also sowed seeds of resentment among some neighbors and fostered an internal sense of vulnerability to external manipulation, a sentiment that would explode with the revolution.

The 1979 Islamic Revolution fundamentally reoriented Iran’s strategic compass. Out went the Shah’s Western-aligned, monarchical vision; in came a revolutionary, anti-imperialist ethos championed by Ayatollah Ruhollah Khomeini. This dramatic shift was not merely a change in government but a profound ideological overhaul that instantly recast Iran's role in the region. The new Islamic Republic declared its solidarity with oppressed Muslim populations worldwide and viewed the United States as the "Great Satan" and Israel as a usurper. This ideological framework, while outwardly transformative, nevertheless built upon certain pre-existing nationalistic impulses and a desire for regional prominence, albeit through a radically different lens.

The concept of "neither East nor West"—a cornerstone of Khomeini’s foreign policy—articulated a fierce independence from both superpower blocs, the United States and the Soviet Union. This wasn't merely a rhetorical flourish; it reflected a genuine desire to forge a distinct path, free from the perceived subservience of the Pahlavi era. Practically, it meant a reliance on indigenous capabilities and a search for allies beyond traditional geopolitical alignments. This self-reliance, born of necessity and ideological conviction, would become a defining characteristic of Iran’s strategic

approach, particularly in developing asymmetric capabilities.

The Iran-Iraq War (1980-1988) proved to be the single most formative experience for the nascent Islamic Republic's strategic thinking. It was a brutal, existential conflict that left an indelible mark on the nation's psyche and institutional memory. Faced with an internationally supported aggressor, and initially lacking sophisticated weaponry, Iran was forced to innovate. This era saw the embryonic development of many elements that define the Tehran playbook today: the reliance on popular mobilization, the emphasis on asymmetric warfare tactics, the cultivation of resilient logistical networks, and the grim realization that conventional military superiority could not always be achieved. The war cemented the belief that self-sufficiency and the ability to impose unacceptable costs on an adversary were paramount for survival.

During the war, the Islamic Revolutionary Guard Corps (IRGC) emerged as a parallel military force, distinct from the conventional *Artesh* (army). The IRGC, imbued with revolutionary fervor and directly accountable to the Supreme Leader, quickly became the primary instrument for projecting Iran's revolutionary ideology and, subsequently, its strategic interests. Its specialized Quds Force, initially focused on supporting revolutionary movements, would evolve into the spearhead of Iran's regional proxy network, a topic we will delve into in a later chapter. The war also underscored the importance of developing a missile program, a strategic imperative born from Iraq's use of Scud missiles against Iranian cities. This early pursuit of missile technology, often achieved through illicit means and international circumvention, was a direct consequence of wartime exigency and the painful lesson of vulnerability.

Following the war, as Iran embarked on reconstruction and solidified its internal revolutionary structures, its regional strategy began to mature. The ideological zeal of the early revolutionary period gradually blended with a pragmatic, almost cynical, understanding of *realpolitik*. While rhetorical support for revolutionary causes remained, the focus shifted towards cultivating strategic depth and deterring potential threats. The lessons of the war - particularly the importance of self-reliance and asymmetric capabilities - were institutionalized and refined. This period saw the strengthening of ties with groups like Hezbollah in Lebanon, which had emerged during the Israeli invasion of Lebanon in 1982 and shared Iran's anti-imperialist and anti-Zionist sentiments.

The 1990s witnessed a complex interplay of internal reform efforts under presidents like Akbar Hashemi Rafsanjani and Mohammad Khatami, alongside a continued external focus on enhancing regional influence. Despite internal debates about rapprochement with the West, the fundamental tenets of Iran's regional strategy remained consistent: regime survival, strategic depth, and the deterrence of external aggression. The catastrophic experience of the Iran-Iraq War continued to cast a long shadow, informing a deep-seated suspicion of external powers and a determination to develop capabilities that would prevent a similar vulnerability. This strategic calculus

was not monolithic; different factions within the Iranian establishment held varying views on tactics and prioritization, but the core objectives endured.

The post-9/11 era and the subsequent US interventions in Afghanistan and Iraq dramatically altered Iran's regional security environment. The fall of Saddam Hussein, a long-standing adversary, removed a significant conventional threat on Iran's western flank. However, it also introduced a new set of challenges: the presence of a formidable US military footprint on its borders and the subsequent chaos that engulfed Iraq. This period presented both opportunities and threats for Tehran. On one hand, the power vacuum in Iraq allowed Iran to cultivate influence among various Shiite factions and militias. On the other, the specter of "regime change" became more acute, reinforcing Iran's resolve to develop a robust deterrent and project power beyond its borders to keep potential threats at bay.

The concept of "forward defense" solidified during this period, transforming from an abstract idea into a concrete operational doctrine. Rather than waiting for adversaries at its borders, Iran sought to engage them further afield, creating layers of defense and strategic ambiguity. This involved nurturing proxy forces and partner networks in countries like Lebanon, Syria, and eventually Yemen, effectively extending Iran's strategic reach without directly committing large numbers of its own conventional forces. It was a cost-effective and plausible deniable approach to managing security concerns, reflecting a sophisticated understanding of asymmetric warfare and regional power dynamics.

The Arab Spring uprisings, beginning in 2011, provided yet another critical juncture in Iran's strategic evolution. While initially viewed by some in Tehran as an opportunity to further spread revolutionary ideals, the subsequent instability and sectarian polarization presented both dangers and opportunities. The Syrian civil war, in particular, became a pivotal arena. For Iran, the survival of the Assad regime was not merely about ideological solidarity; it was a matter of preserving a vital strategic artery, a key link in its "axis of resistance" that connected Tehran to Hezbollah in Lebanon. Iran's extensive intervention in Syria, deploying advisors, supporting militias, and providing substantial material aid, showcased its commitment to its regional partners and its willingness to invest significant resources to protect its strategic interests.

Throughout these transformations, Iran's nuclear program has remained a constant, evolving element of its strategic posture. Initially pursued under the Shah, it gained renewed urgency after the Iran-Iraq War as a perceived ultimate guarantee of national security. While Tehran consistently asserts the program is for peaceful purposes, its trajectory and the international scrutiny it has attracted demonstrate its central role in Iran's broader strategic calculations. It serves as a powerful bargaining chip, a source of national prestige, and a potential deterrent against overwhelming conventional attack, underscoring the deep-seated historical anxieties that continue to inform Iran's

pursuit of strategic autonomy.

Therefore, Iran's regional playbook is not a static document but a dynamic and adaptive strategy, deeply rooted in historical experiences and continuously refined by contemporary challenges. From the Shah's imperial ambitions to the revolutionary fervor of Khomeini, the crucible of the Iran-Iraq War, and the shifting sands of the post-9/11 Middle East, each era has added layers to its strategic DNA. The result is a sophisticated and often resilient approach to projecting power and securing national interests, characterized by a blend of ideological conviction and pragmatic realpolitik, always seeking to maximize influence while minimizing direct exposure to overwhelming conventional force. This ongoing strategic genealogy provides the essential context for understanding the intricacies of Iran's present-day actions and its future trajectory in regional conflict and competition.

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