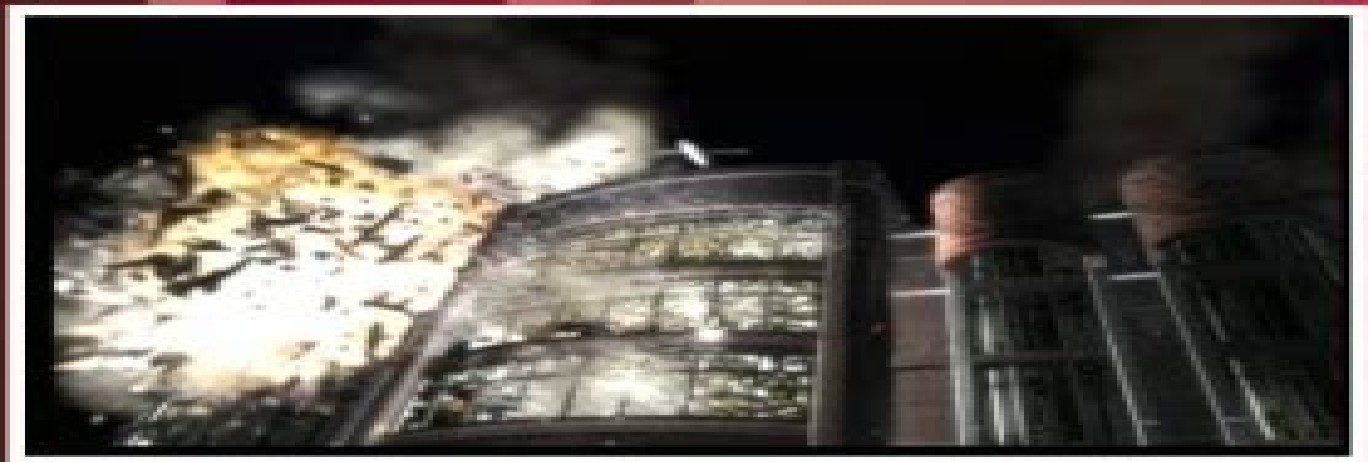


Anticipating Surprise: Analysis for Strategic Warning



Cynthia M. Grabo

Anticipating Surprise Analysis For Strategic Warning

Erik J Dahl, David Strachan-Morris



Anticipating Surprise Analysis For Strategic Warning:

Anticipating Surprise Cynthia M. Grabo, 2002 *Anticipating Surprise* Cynthia Grabo, Joint Military Intelligence College, 2013-04-03 Assigned to the National Indications Center Cynthia Grabo served as a senior researcher and writer for the U S Watch Committee throughout its existence 1950 to 1975 and in its successor the Strategic Warning Staff During this time she saw the need to capture the institutional memory associated with strategic warning With three decades of experience in the Intelligence Community she saw intelligence and warning failures in Korea Czechoslovakia Hungary and Cuba In the summer of 1972 the DIA published her Handbook of Warning Intelligence as a classified document followed by two additional classified volumes one in the fall of 1972 and the last in 1974 These declassified books have now been condensed from the original three volumes into this one Ms Grabo s authoritative interpretation of an appropriate analytic strategy for intelligence based warning is here presented in a commercial reprint of this classic study Originally published by the Joint Military Intelligence College **Anticipating Surprise: Analysis for Strategic Warning** Cynthia M. Grabo, 2012-08-12 Assigned to the National Indications Center Cynthia Grabo served as a senior researcher and writer for the U S Watch Committee throughout its existence 1950 to 1975 and in its successor the Strategic Warning Staff During this time she saw the need to capture the institutional memory associated with strategic warning With three decades of experience in the Intelligence Community she saw intelligence and warning failures in Korea Czechoslovakia Hungary and Cuba In the summer of 1972 the DIA published her Handbook of Warning Intelligence as a classified document followed by two additional classified volumes one in the fall of 1972 and the last in 1974 These declassified books have now been condensed from the original three volumes into this one Ms Grabo s authoritative interpretation of an appropriate analytic strategy for intelligence based warning is here presented in a commercial reprint of this classic study Originally published by the Joint Military Intelligence College **Anticipating Surprise: Analysis for Strategic Warning** , 2002 Warning is a skill unto itself requiring an understanding of the attitudes and disciplines of potential adversaries as well as their capabilities their history their culture and their biases In an era of asymmetric warfare in which our national security and well being can be seriously threatened by hostile groups as well as nations it is imperative that lessons from the past not be forgotten and the discipline of warning reinvigorated Warning intelligence differs significantly from current intelligence and the preparation of long range estimates It accepts the presumption of surprise and incomplete intelligence and requires exhaustive research upon which to build the case for specific warning Relationships among events or involving the players may not be readily evident at first and initial signs often consist of fragmentary evidence conflicting reports or an absence of something It is not merely a compilation of facts It is an abstraction an intangible a perception or a belief While a specific methodology for developing warning may have been tailored to the needs of the Cold War the same principles apply even to asymmetric conflict This updated and revised edition of an earlier classified publication is an excellent primer for both

intelligence analysts and policymakers Events have shown that accurate and timely warning has most often been produced by a minority viewpoint brought to the attention of decisionmakers in some way it is not the product of a majority consensus In the rush to build new intelligence mechanisms to combat terrorist attacks and to provide warning for the homeland as well as for forces deployed the nation and the Intelligence Community would be well served by reviewing this book to gain an understanding of what constitutes warning and how it is arrived at As the author points out warning does not exist until it has been conveyed to the policymaker and he must know that he has been warned *Anticipating surprise* Cynthia M. Grabo, 2002 **National Defense Intelligence College Paper** Department of Defense, National Defense Intelligence College, National Intelligence University, Center for Strategic Intelligence Research, U. S. Government, 2017-03-05 This unique and informative paper was produced by the National Intelligence University National Defense Intelligence College This updated and revised edition of an earlier classified publication is an excellent primer for both intelligence analysts and policymakers Events have shown that accurate and timely warning has most often been produced by a minority viewpoint brought to the attention of decisionmakers in some way it is not the product of a majority consensus In an era of asymmetric warfare in which our national security and wellbeing can be seriously threatened by hostile groups as well as nations it is imperative that lessons from the past not be forgotten but be brought up to date and the discipline of warning reinvigorated Warning intelligence differs significantly from current intelligence and the preparation of long range estimates It accepts the presumption of surprise and incomplete intelligence and requires exhaustive research upon which to build the case for specific warning Relationships among events or involving the players may not be readily evident at first and initial signs often consist of fragmentary evidence conflicting reports or an absence of something It is not merely a compilation of facts It is an abstraction an intangible a perception or a belief While a specific methodology for developing warning may have been tailored to the needs of the Cold War the same principles apply even to asymmetric conflict In the rush to build new intelligence mechanisms to combat terrorist attacks and to provide warning for the homeland as well as for forces deployed the nation and the Intelligence Community would be well served by reviewing this book to gain an understanding of what constitutes warning and how it is arrived at As the author points out warning does not exist until it has been conveyed to the policymaker and he must know that he has been warned All intelligence professionals and key policymakers must understand the principles outlined in this very relevant publication Topics and subjects Factors influencing Warning warning intelligence analytical method political and military factors for warning surprise and timing deception inference induction deduction strategic versus tactical indicator lists long term warning files logistical preparations DEFCON status Soviet invasion of Czechoslovakia 1968 Cuban Missile Crisis 1962 Korean War World War II Six day war Vietnam War cover plans or cover stories Chapter 1 The Role of Warning Intelligence General Nature of the Problem What Is Warning Intentions versus Capabilities Chapter 2 Introduction to the Analytical Method Indicator Lists Compiling Indications Fundamentals of

Indications Analysis Specifics of the Analytical Method Chapter 3 Military Indications and Warning The Nature of Military Indicators Order of Battle Analysis in Crisis Situations Logistics is the Queen of Battles Other Factors In Combat Preparations Chapter 4 Political Factors for Warning Ambiguity of Political Indicators A Problem of Perception Considerations in Political Warning Chapter 5 Warning from the Totality of Evidence The Relative Weight of Political and Military Factors Isolating the Critical Facts and Indications Some Guidelines for Assessing the Meaning of Evidence Reconstructing the Adversary's Decisionmaking Process Chapter 6 Surprise and Timing Principal Factors in Timing and Surprise Examples of Assessing Timing Warning is Not a Forecast of Imminence Chapter 7 The Problem of Deception Infrequency and Neglect of Deception Principles Techniques and Effectiveness of Deception Types of Deception What Can We Do About It Chapter 8 Judgments and Policy Facts Don't Speak For Themselves What Do Top Consumers Need and Want to Know Intelligence in Support of Policy Assessing Probabilities Anticipating Surprise, Analysis for Strategic Warning, Etc., December 2002 United States. Defense Intelligence Agency, 2003* *Strategic Warning Intelligence* John A. Gentry, Joseph S. Gordon, 2019-03-01 John A Gentry and Joseph S Gordon update our understanding of strategic warning intelligence analysis for the twenty first century Strategic warning the process of long range analysis to alert senior leaders to trending threats and opportunities that require action is a critical intelligence function It also is frequently misunderstood and underappreciated Gentry and Gordon draw on both their practitioner and academic backgrounds to present a history of the strategic warning function in the US intelligence community In doing so they outline the capabilities of analytic methods explain why strategic warning analysis is so hard and discuss the special challenges strategic warning encounters from senior decision makers They also compare how strategic warning functions in other countries evaluate why the United States has in recent years emphasized current intelligence instead of strategic warning and recommend warning related structural and procedural improvements in the US intelligence community The authors examine historical case studies including postmortems of warning failures to provide examples of the analytic points they make Strategic Warning Intelligence will interest scholars and practitioners and will be an ideal teaching text for intermediate and advanced students Anticipating Surprise Cynthia Grabo, 2002-12 Anticipating Surprise originally written as a manual for training intelligence analysts during the Cold War has been declassified and condensed to provide wider audiences with an inside look at intelligence gathering and analysis for strategic warning Cynthia Grabo defines the essential steps in the warning process examines distinctive ingredients of the analytic method of intelligence gathering and discusses the guidelines for assessing the meaning of gathered information Since the September 11 2001 terrorist attacks on America intelligence collection and analysis has been hotly debated In this book Grabo suggests ways of improving warning assessments that better convey warnings to policymakers and military commanders who are responsible for taking appropriate action to avert disaster **Studies in Intelligence**, 2019 *Six Moments of Crisis* Gill Bennett, 2013-02-14 This book examines six major British foreign policy

challenges the country faced after World War Two

Climate Security Intelligence Adrian Wolfberg, 2025-05-24 Climate security intelligence is the capacity to warn national and sub national security organizations of the physical effects of climate change that can have a negative societal effect on nations governments and their populations This book discusses the uniqueness of climate security intelligence the maturity of its development as a knowledge domain and its possible future Written by an intelligence analyst with over forty years of experience this book centers upon the challenges that organizations may face when analysts their managers and their organizations are given the task of warning policymakers and decision makers about threats to climate security Taking a necessarily transdisciplinary approach this book will be of interest to a wide audience of students researchers practitioners and policy makers concerned with how the impacts of climate change affect the social cultural political and economic stability of national interests

Advances in Information and Intelligent Systems Zbigniew W Ras, William Ribarsky, 2009-10-12 The College of Computing and Informatics CCI at UNC Charlotte has three departments Computer Science Software and Information Systems and Bioinformatics and Genomics The Department of Computer Science offers study in a variety of specialized computing areas such as database design knowledge systems computer graphics artificial intelligence computer networks game design visualization computer vision and virtual reality The Department of Software and Information Systems is primarily focused on the study of technologies and methodologies for information system architecture design implementation integration and management with particular emphasis on system security The Department of Bioinformatics and Genomics focuses on the discovery development and application of novel computational technologies to help solve important biological problems This volume gives an overview of research done by CCI faculty in the area of Information Intelligent Systems Presented papers focus on recent advances in four major directions Complex Systems Knowledge Management Knowledge Discovery and Visualization A major reason for producing this book was to demonstrate a new important thrust in academic research where college wide interdisciplinary efforts are brought to bear on large general and important problems As shown in the research described here these efforts need not be formally organized joint undertakings through parts could be but are rather a convergence of interests around grand themes

Introduction to Intelligence Studies Carl J. Jensen, III, David H. McElreath, Melissa Graves, 2022-09-15 Introduction to Intelligence Studies third edition provides an overview of the US intelligence community to include its history organization and function Since the attacks of 9 11 the United States Intelligence Community IC has undergone an extensive overhaul This textbook provides a comprehensive overview of intelligence and security issues defining critical terms and reviewing the history of intelligence as practiced in the United States Designed in a practical sequence the book begins with the basics of intelligence progresses through its history describes best practices and explores the way the intelligence community looks and operates today The authors examine the pillars of the American intelligence system collection analysis counterintelligence and covert operations and demonstrate how these work together to provide decision advantage The book

offers equal treatment to the functions of the intelligence world balancing coverage on intelligence collection counterintelligence information management critical thinking and decision making It also covers such vital issues as laws and ethics writing and briefing for the intelligence community and the emerging threats and challenges that intelligence professionals will face in the future This revised and updated third edition addresses issues such as the growing influence of Russia and China the recent history of the Trump and Biden administrations and the IC and the growing importance of the cyber world in the intelligence enterprise This book will be essential reading for students of intelligence studies US national security foreign policy and International Relations in general **Analyzing Intelligence** Roger Z. George,James B. Bruce,2014-02-26

Analyzing Intelligence now in a revised and extensively updated second edition assesses the state of the profession of intelligence analysis from the practitioner s point of view The contributors most of whom have held senior positions in the US intelligence community review the evolution of the field the rise of new challenges pitfalls in analysis and the lessons from new training and techniques designed to deal with 21st century national security problems This second edition updates this indispensable book with new chapters that highlight advances in applying more analytic rigor to analysis along with expertise building training and professional development New chapters by practitioners broaden the original volume s discussion of the analyst policymaker relationship by addressing analytic support to the military customer as well as by demonstrating how structured analysis can benefit military commanders on the battlefield **Analyzing Intelligence** is written for national security practitioners such as producers and users of intelligence as well as for scholars and students seeking to understand the nature and role of intelligence analysis its strengths and weaknesses and steps that can improve it and lead it to a more recognizable profession The most comprehensive and up to date volume on professional intelligence analysis as practiced in the US Government **Analyzing Intelligence** is essential reading for practitioners and users of intelligence analysis as well as for students and scholars in security studies and related fields *Understanding Near Crises and Escalation in World Politics* Steven E. Lobell,Patrick James,Scott A. Silverstone,Victor Asal,Kyle Beardsley,Edward Gonzalez,Norrin M. Ripsman,2025-07-31 This book introduces the near crisis phase of conflict and escalation These time sensitive disputes between states and even with violent non state actors do not involve significant risk of military escalation at least in the moment Investigating how and why some near crises escalate while others do not requires an explanation of the different dynamics of international disputes and the policy tools that states and international institutions can employ We ask an expanded set of questions about specific cases and general patterns of conflict behavior such as why did Israeli leaders respond to Hezbollah s 2006 cross border raid with escalation resulting in the Second Lebanon War while in previous instances the Israelis limited their retaliation Why didn t the 2015 Iranian Ballistic Missile Test or the 1995 Norwegian Black Brant Missile Launch escalate while the 2009 North Korea Missile Movement and the 1995 Taiwan Straits dispute tipped into a full blown crisis and why did the 2008 Russia Georgia conflict escalate from near crisis to war We use primary sources and

newly created data on near crises to answer these questions and others The overall conclusion is that an ounce of prevention at the near crisis phase is worth a pound of cure in averting a full blown crisis or war This book will be of great interest to students of security studies conflict studies foreign policy and international relations Countering Terrorism and WMD Peter Katona, Michael D. Intriligator, John P. Sullivan, 2007-01-24 This volume shows us that in order to deal with today's Fourth Generation asymmetric warfare by terrorist groups using conventional arms and weapons of mass destruction we need a new global networked approach The contributors examine the various attempts that have been made to counter the latest wave of terrorism including the US strikes against Afghanistan and Iraq President George W Bush's declaration of a war against terrorism the creation of the US Department of Homeland Security and the 9 11 Commission Drawing from our experience with Terrorism Early Warning and the co production of counter terrorism intelligence this book explains the need for such a network and shows how it could be formed It compiles the opinions of experts from clinical medicine public policy law enforcement and the military These expert contributors identify the nature of a global counter terrorism network show how it could be created and provide clear guidelines for gauging its future effectiveness This book will be of great interest to all students of terrorism studies US national security international relations and political science in general **Can't We All Just Get Along?**, 2007 Weapons in Space Aaron Bateman, 2024-05-07 A new and provocative take on the formerly classified history of accelerating superpower military competition in space in the late Cold War and beyond In March 1983 President Ronald Reagan shocked the world when he established the Strategic Defense Initiative SDI derisively known as Star Wars a space based missile defense program that aimed to protect the US from nuclear attack In Weapons in Space Aaron Bateman draws from recently declassified American European and Soviet documents to give an insightful account of SDI situating it within a new phase in the militarization of space after the superpower duopoly fell apart in the 1970s In doing so Bateman reveals the largely secret role of military space technologies in late Cold War US defense strategy and foreign relations In contrast to existing narratives Weapons in Space shows how tension over the role of military space technologies in American statecraft was a central source of SDI's controversy even more so than questions of technical feasibility By detailing the participation of Western European countries in SDI research and development Bateman reframes space militarization in the 1970s and 1980s as an international phenomenon He further reveals that even though SDI did not come to fruition it obstructed diplomatic efforts to create new arms control limits in space Consequently Weapons in Space carries the legacy of SDI into the post Cold War era and shows how this controversial program continues to shape the global discourse about instability in space and the growing anxieties about a twenty first century space arms race Predictive Intelligence for Tomorrow's Threats Erik J Dahl, David Strachan-Morris, 2025-05-09 The world is facing an ever changing array of complex threats to international security Yet intelligence agencies have a mixed record of anticipating these threats while decision makers have an equally mixed record of effectively acting on predictive intelligence when offered Sometimes

intelligence has provided a useful warning such as Russia's invasion of Ukraine but at other times it has failed to anticipate critical events such as the progress of fighting in Ukraine or the likelihood that a mob would carry out a deadly assault on the US Capitol building. And at still other times intelligence agencies appear to have provided warning and yet policy makers failed to listen such as before the Hamas attack on Israel on October 7, 2023. This book casts new light on past failures and suggests new frameworks for thinking about future threats and challenges. Written for academics and practitioners, it answers key questions about how intelligence can better inform policy makers and in turn help them anticipate and act upon future threats. The chapters in this book were originally published as a special issue of *Journal of Policing, Intelligence and Counter Terrorism*.

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