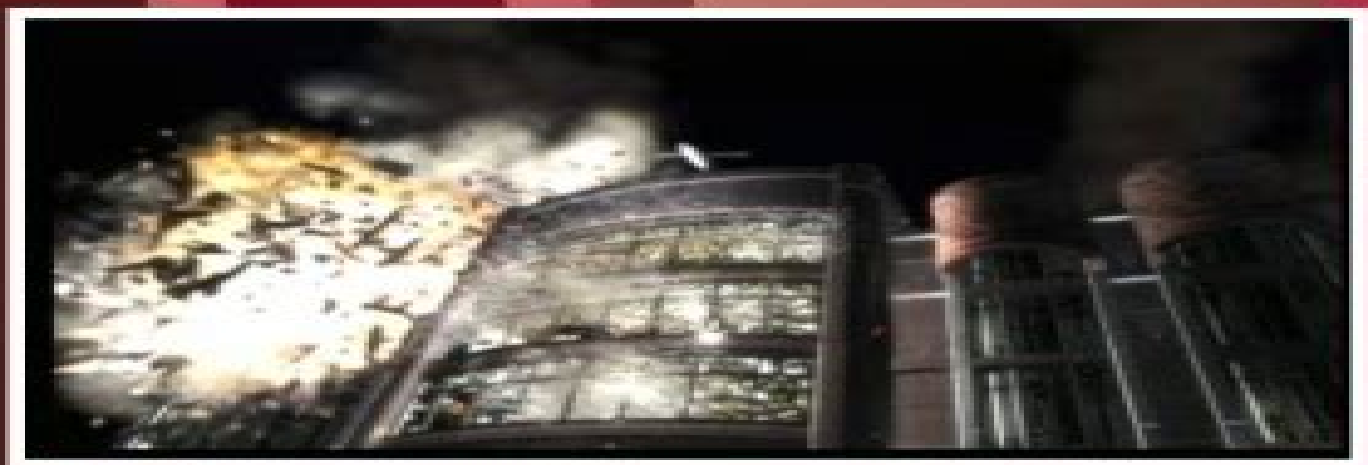


Anticipating Surprise: Analysis for Strategic Warning



Cynthia M. Grabo

Anticipating Surprise Analysis For Strategic Warning

**Gabriele Jacobs, Ilona Suojanen, Kate E.
Horton, Petra Saskia Bayerl**

Anticipating Surprise Analysis For Strategic Warning:

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 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* , 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* *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

Words of Intelligence Jan Goldman, 2006-05-24 Words of Intelligence A Dictionary is intended for the intelligence and national security men and women who are fighting the Global War on Terrorism at all levels local state and federal The intelligence community has undergone massive changes since the Central Intelligence Agency National Security Agency and the Department of Defense were created and recently with the establishment of Homeland Security and a Director of National Intelligence it has taken on even more duties and responsibilities Intelligence now must be transmitted to state and local public administrators health officials and transportation planners to name just a few in times of a possible domestic attack Containing over 600 terms related to theoretical aspects of intelligence intelligence operations intelligence strategies security classification of information obscure names of intelligence boards and organizations and homeland security this dictionary is an invaluable tool for those requiring a working knowledge of intelligence related issues A topical

index is also included Knowledge Discovery, Knowledge Engineering and Knowledge Management Ana Fred,Jan Dietz,Kecheng Liu,Joaquim Filipe,2013-04-10 This book constitutes the thoroughly refereed post conference proceedings of the Third International Joint Conference on Knowledge Discovery Knowledge Engineering and Knowledge Management IC3K 2011 held in Paris France in October 2011 This book includes revised and extended versions of a strict selection of the best papers presented at the conference 39 revised full papers together with one invited lecture were carefully reviewed and selected from 429 submissions According to the three covered conferences KDIR 2011 KEOD 2011 and KMIS 2011 the papers are organized in topical sections on knowledge discovery and information retrieval knowledge engineering and ontology development and on knowledge management and information sharing *Analyzing Intelligence* Roger Z. George,James B. Bruce,2008-04-09 Drawing on the individual and collective experience of recognized intelligence experts and scholars in the field *Analyzing Intelligence* provides the first comprehensive assessment of the state of intelligence analysis since 9 11 Its in depth and balanced evaluation of more than fifty years of U S analysis includes a critique of why it has under performed at times It provides insights regarding the enduring obstacles as well as new challenges of analysis in the post 9 11 world and suggests innovative ideas for improved analytical methods training and structured approaches The book s six sections present a coherent plan for improving analysis Early chapters examine how intelligence analysis has evolved since its origins in the mid 20th century focusing on traditions culture successes and failures The middle sections examine how analysis supports the most senior national security and military policymakers and strategists and how analysts must deal with the perennial challenges of collection politicization analytical bias knowledge building and denial and deception The final sections of the book propose new ways to address enduring issues in warning analysis methodology or analytical tradecraft and emerging analytic issues like homeland defense The book suggests new forms of analytic collaboration in a global intelligence environment and imperatives for the development of a new profession of intelligence analysis *Analyzing Intelligence* is written for the national security expert who needs to understand the role of intelligence and its strengths and weaknesses Practicing and future analysts will also find that its attention to the enduring challenges provides useful lessons learned to guide their own efforts The innovations section will provoke senior intelligence managers to consider major changes in the way analysis is currently organized and conducted and the way that analysts are trained and perform **The Oxford Handbook of National Security Intelligence** Loch K. Johnson,2010-03-12 The Oxford Handbook of National Security Intelligence is a state of the art work on intelligence and national security Edited by Loch Johnson one of the world s leading authorities on the subject the handbook examines the topic in full beginning with an examination of the major theories of intelligence It then shifts its focus to how intelligence agencies operate how they collect information from around the world the problems that come with transforming raw information into credible analysis and the difficulties in disseminating intelligence to policymakers It also considers the balance between secrecy and public

accountability and the ethical dilemmas that covert and counterintelligence operations routinely present to intelligence agencies Throughout contributors factor in broader historical and political contexts that are integral to understanding how intelligence agencies function in our information dominated age

The Elusive Enemy Douglas Ford, 2011-10-15 The Elusive Enemy explores the evolution of U S intelligence concerning the combat capabilities of the Imperial Japanese Navy and its air arm during the interwar period and the Pacific War Ford contends that the US Navy could not accurately determine the fighting efficiency of Japan s forces until it engaged them in actual battle conditions over an extended period As the conflict progressed the Americans were able to rely on a growing array of intelligence material including POWs captured documents and specimens of captured enemy weapons These sources often revealed valuable information on the characteristics of Japanese equipment as well as some of the ideas and doctrines which governed how they carried out their operations First hand observations of the Japanese navy s performance in battle were the most frequently used source of intelligence which enabled the US Navy to develop a more informed assessment of its opponent Ship crews along with US aviators were tasked to collect information by making a thorough observation of how the Japanese fought Action reports described how the Imperial fleet demonstrated a number of weaknesses the most important of which was a shortage of modern equipment and after 1942 diminished air power Yet he demonstrates how the Japanese remained a resilient enemy who could be defeated only when the Americans deployed sufficient equipment and used it in an appropriate manner The Office of Naval Intelligence as well as the intelligence services operating in the Pacific theater thus had to assess a wide array of conflicting characteristics and provide a balanced evaluation concerning the strengths and weaknesses of the Imperial navy At the same time a large part of the intelligence analysis was undertaken by commanders in the Pacific Fleet Naval personnel and aircrews assessed the information gained through encounters with the enemy so that they could develop a set of methods whereby US forces were able defeat the Japanese without incurring excessive casualties and losses The intelligence services in turn played an important role in disseminating the information on the most efficient tactics and weapons that could be used to defeat the Imperial Fleet The Elusive Enemy aims to explain how American perceptions concerning the Japanese navy evolved during the conflict with a particular focus on the role of intelligence It also seeks to introduce a new perspective on the question as to why the U S Navy carried out its campaigns during the Pacific War in the manner that it did

Studies in Intelligence , 2006 *Security Science* Clifton Smith, David J Brooks, 2012-12-31 Security Science integrates the multi disciplined practice areas of security into a single structured body of knowledge where each chapter takes an evidence based approach to one of the core knowledge categories The authors give practitioners and students the underlying scientific perspective based on robust underlying theories principles models or frameworks Demonstrating the relationships and underlying concepts they present an approach to each core security function within the context of both organizational security and homeland security The book is unique in its application of the scientific method to

the increasingly challenging tasks of preventing crime and foiling terrorist attacks Incorporating the latest security theories and principles it considers security from both a national and corporate perspective applied at a strategic and tactical level It provides a rational basis for complex decisions and begins the process of defining the emerging discipline of security science A fresh and provocative approach to the key facets of security Presentation of theories and models for a reasoned approach to decision making Strategic and tactical support for corporate leaders handling security challenges Methodologies for protecting national assets in government and private sectors Exploration of security's emerging body of knowledge across domains

Intelligence and National Security J. Ransom Clark, 2007-08-30 Clark presents a brief history of the creation and development of the intelligence services in the United States He centers his examination on the two main constants in the American way of gathering processing analyzing and using intelligence change and a concern for the impact of secret activities on democratic government Resolving the ever growing need for informed decision making continues to put pressure on the country's ability to manage and provide oversight of intelligence Clark assesses how those forces have resulted in ongoing changes to the intelligence apparatus in the United States Consistent with other volumes in this series Clark supplements his narrative with key documents and brief biographies of influential personalities within the intelligence community to further illustrate his conclusions Clark provides a current explanatory text and reference work that deals with what intelligence is what it can and cannot do how it functions and why it matters within the context of furthering American national security He describes the U S intelligence community prior to WWII demonstrating that intelligence gathering and espionage have played a key role in national security and warfare since the inception of the Republic Through their ubiquity Clark establishes them as a necessary function of government and governmental decision making Today the intelligence apparatus encompasses numerous activities and organizations They are all responsible for different parts of the practice of collecting processing analyzing disseminating and using intelligence With the demise of the Soviet Union in 1991 significant stresses began to appear in the U S approach to the intelligence process Clark concludes by chronicling those stresses and the attendant drive for change was accelerated after the terrorist attacks of September 11 2001

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 International Security Management Gabriele Jacobs, Ilona Suojanen, Kate E. Horton, Petra Saskia Bayerl, 2020-08-07 This book offers a new look at international security management combining practical applications and theoretical foundations for new solutions to today's complex security and safety challenges The book's focus on safety as a positive experience complements the traditional approach to safety as risks and threats In addition its multi stakeholder multi disciplinary international and evidence based approach provides holistic and timely insights for the field Topics raised in this book focus on the crucial questions of Who is safety actually for and How can sustainable safety solutions be jointly created This book provides comprehensive insights into the latest research findings practical applications and suggestions for dealing with challenges in international security management in integrated and sustainable ways making it relevant reading for practitioners as well as academics and students with a view to obtaining thorough first hand knowledge from serving experts in the field We explore new ways of working with citizens police and policymakers in order to co create safety This book emphasises the importance of safety as a topic that matters for all Safety and security are basic pillars for the development of our society However the number of areas actors and procedures involved in the management of the different elements composing the international security ecosystem its coordination and alignment make it a challenging issue to resolve This book provides a fresh new approach to this complex issue in which we all have a role to play Fernando Ruiz Acting Head of European Cyber Crime Centre Europol A very timely analysis that brings a much needed international perspective to the field of security management The authors explore the challenges confronting security management in a complex and connected world and generate new ideas to support practice and inspire research Professor Mark Griffin John Curtin Distinguished Professor Curtin University Director Future of Work Institute This book presents the role of International Security Management in the 21st century in an innovative way Dr Christian Endre Managing Director ASW Bundesverband German Association for Security in Industry and Commerce *Deception* Robert M. Clark, William L. Mitchell, 2018-01-12 The chapters on the exercises are a treasure chest of material to work with covering a whole array of scenarios I think virtually every page and topic could spark robust and spirited classroom discussion starting with the text title itself Ronald W Vardy University of Houston Most students have very little or no background in this subject area so Clark's work is great to introduce students to intelligence and the analytical disciplines a really excellent book that fills a gaping hole in the public literature and is of genuinely great value to both students and practitioners Carl A Wege Professor Emeritus College of Coastal Georgia Bridging the divide between theory and practice *Deception Counterdeception and Counterintelligence* provides a thorough overview of the principles of deception and its uses in intelligence operations This masterful guide focuses on practical training in deception for both operational planners and intelligence analysts using a case based approach Authors Robert M Clark and William L Mitchell draw from years of professional experience to offer a fresh approach to the roles played by information technologies such as social media By reading and working through the

exercises in this text operations planners will learn how to build and conduct a deception campaign and intelligence analysts will develop the ability to recognize deception and support deception campaigns Key Features New channels for deception such as social media are explored to show readers how to conduct and detect deception activities through information technology Multichannel deception across the political military economic social infrastructure and information domains provides readers with insight into the variety of ways deception can be used as an instrument for gaining advantage in conflict Contemporary and historical cases simulate real world raw intelligence and provide readers with opportunities to use theory to create a successful deception operation A series of practical exercises encourages students to think critically about each situation The exercises have several possible answers and conflicting raw material is designed to lead readers to different answers depending on how the reader evaluates the material Individual and team assignments offer instructors the flexibility to proceed through the exercises in any order and assign exercises based on what works best for the classroom setup

Investment Leadership and Portfolio Management Brian D. Singer, Greg Fedorinchik, 2009-10-26 An industry leader candidly examines the role of investment leadership in portfolio management Investment Leadership investment philosophy process and portfolio construction communication and transparency and ethics and integrity Leadership issues in investment firms are a serious concern and this book addresses those concerns Details the strong correlation between excellence in investment leadership and excellence in portfolio management Written by a group of experienced professionals in the field including the Chairman of the CFA Institute Board of Governors Understanding how to operate in today's dynamic investment environment is critical Investment Leadership Portfolio Management contains the insights and information needed to make significant strides in this dynamic arena

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