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# Anticipating Surprise Analysis For Strategic Warning

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**HUFFMAN OSBORNE**

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**Military Intelligence**

**Professional Bulletin**  
Rand Corporation  
The Wiley Handbook of

Science and Technology for Homeland Security is an essential and timely collection of resources designed to support the effective communication of homeland security research across all disciplines and institutional boundaries. Truly a unique work this 4 volume set focuses on the science behind safety, security, and recovery from both man-made and natural disasters has a broad scope and international focus. The Handbook: Educates researchers in the critical

needs of the homeland security and intelligence communities and the potential contributions of their own disciplines Emphasizes the role of fundamental science in creating novel technological solutions Details the international dimensions of homeland security and counterterrorism research Provides guidance on technology diffusion from the laboratory to the field Supports cross-disciplinary dialogue in this field between operational, R&D and

consumer communities  
*Anticipating Surprise: Analysis for Strategic Warning* Scarecrow Press  
 Meet any business or competitive analysis challenge: deliver actionable business insights and on-point recommendations that enterprise decision makers can't and won't ignore! All you need is one book: *Business and Competitive Analysis, Second Edition* . This generation's definitive guide to business and competitive analysis has now been thoroughly

updated with additional methods, applications and examples. Craig S. Fleisher and Babette E. Bensoussan begin with a practical primer on the process and context of business and competitive analysis: how it works, how to avoid pitfalls, and how to communicate results. Next, they introduce their unique FAROUT method for choosing the right tools for each assignment. The authors then present dozens of today's most valuable analysis methods. They cover

"classic" techniques, such as McKinsey 7S and industry analysis, as well as emerging techniques from multiple disciplines: economics, corporate finance, sociology, anthropology, and the intelligence and futurist communities. You'll find full chapters outlining effective analysis processes; avoiding pitfalls; communicating results; as well as drill-downs on analyzing industries, competitive positioning, business models, supply chains, strategic relationships,

corporate reputation, critical success factors, driving forces, technology change, cash flow, and much more. For every method, Fleisher and Bensoussan present clear descriptions, background context, strategic rationales, strengths, weaknesses, step-by-step instructions, and references. The result is a book every analyst, strategist, and manager can rely on - in any industry, for any challenge.

**Publications Combined:  
Over 20 National**

### **Intelligence University Studies Focusing On Domestic Intelligence**

#### Historical Studies

This book bequeaths to the Defense Intelligence Agency, and to the Intelligence Community at large, a substantiated vision, with examples, of how analysts can exploit already-available, massive databases to tackle many of the most vexing problems that we face. Dr. Bodnar builds on the earlier work and insight of Cynthia Grabo, whose book *Anticipating Surprise: Analysis for*

*Strategic Warning* [ADA476752] was recently published by the Joint Military Intelligence College's Center for Strategic Intelligence Research. The author also usefully integrates into this book the often-cited but rarely-seen original work of the USAF's strategic and operational philosopher Colonel John Boyd. This book reaches farther than any other toward the objective of bringing together substantive expertise with an accessible, methodologically sound

analytical strategy in the service of the U.S. Intelligence Community. Those who go on to apply this method will not only derive fresh understanding from existing data, but will also be able to guide future intelligence collection in an appropriately frugal fashion.

### **Preventing Surprise**

**Attacks** Springer Nature This study evaluates whether surprise and intelligence failure leading to mass casualty terrorism are inevitable. It explores the extent to

which four factors – failures of public policy leadership, analytical challenges, organizational obstacles, and the inherent problems of warning information – contribute to intelligence failure. The study applies existing theories of surprise and intelligence failure to case studies of five mass casualty terrorism incidents: World Trade Center 1993; Oklahoma City 1995; Khobar Towers 1996; East African Embassies 1998; and September 11, 2001. Handbook of Warning

Intelligence Rowman & Littlefield  
Presents the deep subject-matter understanding gained by a mid-career Air Force officer who as a Research Fellow engaged in a year-long quest for insight into asymmetric conflict analysis and synthesis. He acquired a first-hand appreciation of how intelligence can more systematically build and employ a capability to gain ground in this challenging environment. He presents his formulation in an

accessible, systematic manner that makes it suitable as a handbook for practitioners at any level. Goes well beyond any existing guidance yet assembled in on e package. Strategic Intelligence Rowman & Littlefield  
Understanding Russia's grand strategy can help U.S. decisionmakers assess the depth and nature of potential conflicts between Russia and the United States and avoid strategic surprise by better-anticipating Moscow's actions and

reactions. The authors of this report review Russia's declared grand strategy, evaluate the extent to which Russian behavior is consistent with stated strategy, and outline implications for the United States.

### **Russian Grand**

**Strategy** Government Printing Office  
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](#)  
Stanford University Press  
Handbook of Warning Intelligence: Assessing the

Threat to National Security was written during the Cold War and classified for 40 years, this manual is now available to scholars and practitioners interested in both history and intelligence. Cynthia Grabo, author of the abridged version, *Anticipating Surprise: Analysis for Strategic Warning*, goes into detail on the fundamentals of intelligence analysis and forecasting. The book discusses the problems of military analysis, problems of

understanding specific problems of political, civil and economic analysis and assessing what it means for analysts to have "warning judgment." [Warning Analysis for the Information Age: Rethinking the Intelligence Process](#) Rowman & Littlefield This book bequeaths to the Defense Intelligence Agency, and to the Intelligence Community at large, a substantiated vision, with examples, of how analysts can exploit already-available, massive databases to

tackle many of the most vexing problems that we face. Dr. Bodnar builds on the earlier work and insight of Cynthia Grabo, whose book *Anticipating Surprise: Analysis for Strategic Warning* was recently published by the Joint Military Intelligence College's Center for Strategic Intelligence Research. The author also usefully integrates into this book the often-cited but rarely-seen original work of the USAF's strategic and operational philosopher Colonel John Boyd.

*Strategic Warning Intelligence* Georgetown University Press  
*Surprise Attack* explores sixty plus years of military and terror threats against the United States. It examines the intelligence tools and practices that provided warnings of those attacks and evaluates the United States' responses, both in preparedness – and most importantly – the effectiveness of our military and national command authority. Contrary to common claims, the historical

record now shows that warnings, often very solid warnings, have preceded almost all such attacks, both domestic and international. Intelligence practices developed early in the Cold War, along with intelligence collection techniques have consistently produced accurate warnings for our national security decision makers. *Surprise Attack* traces the evolution and application of those practices and explores why such warnings have often failed to either interdict or intercept

actual attacks. Going beyond warnings, *Surprise Attack* explores the real world performance of the nation's military and civilian command and control history – exposing disconnects in the chain of command, failures of command and control and fundamental performance issues with national command authority. America has faced an ongoing series of threats, from the attacks on Hawaii and the Philippines in 1941, through the crises and confrontations of the Cold War, global



attacks on American personnel and facilities to the contemporary violence of jihadi terrorism. With a detailed study of those threats, the attacks related to them, and America's response, a picture of what works – and what doesn't – emerges. The attacks have been tragic and we see the defensive preparations and response often ineffective. Yet lessons can be learned from the experience; *Surprise Attack* represents a comprehensive effort to

identify and document those lessons. *Handbook of Warning Intelligence* Joint Military Intelligence College Center for Strategic Intelligence Research Dr. Bodnar builds on the earlier work and insight of Cynthia Grabo, whose book *Anticipating Surprise; Analysis for Strategic Warning* was recently published by the Joint Military Intelligence College's Center for Strategic Intelligence Research. The author also usefully integrates into this book the often-cited

but rarely-seen original work of the USAF's strategic and operational philosopher Col. John Boyd. This book reaches farther than any other toward the objective of bringing together substantive expertise with an accessible, methodologically sound analytical strategy in the service of the U.S. Intelligence Community. **Blindside** Government Printing Office This book presents the deep subject-matter understanding gained by a mid-career U.S. Air

Force officer who as a Research Fellow engaged in a year-long quest for insight into asymmetric conflict analysis and synthesis. During the year, through innumerable exchanges with expert counterterrorism practitioners inside and outside of government, he acquired a first-hand appreciation of how intelligence can more systematically build and employ a capability to gain ground in this challenging environment. His formulation,

presented here in an accessible, systematic manner that makes it suitable as a handbook for practitioners at any level, goes well beyond any existing guidance yet assembled in one package. This product has been reviewed by senior experts from academia and government, and has been approved for unrestricted distribution by the Office of Freedom of Information and Security Review, Washington Headquarters Services. It is available to the public through the

National Technical Information Service ([www.ntis.gov](http://www.ntis.gov)).

**Fool Me Twice:  
Intelligence Failure  
and Mass Casualty  
Terrorism**

Georgetown University Press

Why does America consistently receive such low ratings in opinion polls around the world? The answer, as Pilon explains, lies not just in America's overtly forceful actions but in the construction and presentation of its self-image. Scholars and policymakers alike will

find Why America Is Such a Hard Sell both a penetrating analysis of America's current efforts in public diplomacy and a prescription for delivering a more appealing self-portrait to the world. Cognitive Bias in Intelligence Analysis Cambridge University Press Tests whether the analysis of competing hypotheses reduces cognitive bias, and proposes a more effective approach Reveals that a key element of current training provided to the

UK and US intelligence communities (and likely all 5-EYES and several European agencies) does not have a proven ability to mitigate cognitive biases Demonstrates that judging the credibility of information from human sources means that intelligence analysis faces greater complexity and cognitive strain than non-intelligence analysis Explains the underlying causes cognitive biases, based on meta-analyses of existing research Shows that identifying the ideal

conditions for intelligence analysis is a more effective way of reducing the risk of cognitive bias than the use of ACH Recent high-profile intelligence failures - from 9/11 to the 2003 Iraq war - prove that cognitive bias in intelligence analysis can have catastrophic consequences. This book critiques the reliance of Western intelligence agencies on the use of a method for intelligence analysis developed by the CIA in the 1990s, the Analysis of Competing Hypotheses (ACH). The

author puts ACH to the test in an experimental setting against two key cognitive biases with unique empirical research facilitated by UK's Professional Heads of Intelligence Analysis unit at the Cabinet Office, and finds that the theoretical basis of the ACH method is significantly flawed. Combining the insight of a practitioner with over 11 years of experience in intelligence with both philosophical theory and experimental research, the author proposes an alternative approach to

mitigating cognitive bias that focuses on creating the optimum environment for analysis, challenging current leading theories. *Business and Competitive Analysis* Rowman & Littlefield  
This book presents a range of qualitative and quantitative analyses in areas such as cybersecurity, sustainability, multivariate analysis, customer satisfaction, parametric programming, software reliability growth modeling, and blockchain technology, to name but a

few. It also highlights integrated methods and practices in the areas of machine learning and genetic algorithms. After discussing applications in supply chains and logistics, cloud computing, six sigma, production management, big data analysis, satellite imaging, game theory, biometric systems, quality, and system performance, the book examines the latest developments and breakthroughs in the field of science and technology, and provides

novel problem-solving methods. The themes discussed in the book link contributions by researchers and practitioners from different branches of engineering and management, and hailing from around the globe. These contributions provide scholars with a platform to derive maximum utility in the area of analytics by subscribing to the idea of managing business through system sciences, operations, and management. Managers

and decision-makers can learn a great deal from the respective chapters, which will help them devise their own business strategies and find real-world solutions to complex industrial problems.

**Strategic Theory for the 21st Century: The Little Book on Big Strategy** Lulu.com

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.

*Global Data Shock* Jeffrey Frank Jones  
Constructing Cassandra analyzes the intelligence failures at the CIA that resulted in four key strategic surprises experienced by the US: the Cuban Missile Crisis in 1962, the Iranian revolution of 1978, the

collapse of the USSR in 1991, and the 9/11 terrorist attacks—surprises still play out today in U.S. policy. Although there has been no shortage of studies exploring how intelligence failures can happen, none of them have been able to provide a unified understanding of the phenomenon. To correct that omission, this book brings culture and identity to the foreground to present a unified model of strategic surprise; one that focuses on the internal make-up the CIA,

and takes seriously those Cassandras who offered warnings, but were ignored. This systematic exploration of the sources of the CIA's intelligence failures points to ways to prevent future strategic surprises.

**Perspectives on Military Intelligence from the First World War to Mali** Georgetown University Press  
Intelligence and security communities have access to an overwhelming amount of information. More data is better in an information-hungry world,

but too much data paralyzes individual and institutional abilities to process and use information effectively. Robert Mandel calls this phenomenon "global data shock." He investigates how information overload affects strategic ambiguity, deception, and surprise, as well as the larger consequences for international security. This book provides not only an accessible framework for understanding global data shock and its consequences, but also a

strategy to prepare for and respond to information overload. Global Data Shock explores how information overload facilitates deception, eroding international trust and cooperation in the post-Cold War era. A sweeping array of case studies illustrates the role of data shock in shaping global events from the 1990 Iraqi attack on Kuwait to Brexit. When strategists try to use an overabundance of data to their advantage, Mandel reveals, it often results in

unanticipated and undesirable consequences. Too much information can lead to foreign intelligence failures, security policy incoherence, mass public frustrations, curtailment of democratic freedoms, and even international political anarchy. Global Data Shock addresses the pressing need for improved management of information and its strategic deployment. *Warning Analysis for the Information Age* John Wiley & Sons Full of practical

illustrations from business, government and the military, this book covers the organization, leadership, tools and culture of intelligence. It reveals new instruments, platforms and breakthrough concepts to address intelligence issues at national and corporate levels. It can help companies use intelligence to win customers and allies, and shield their assets from adversaries. Its focus is on detecting threats and opportunities, by legal and ethical means, and

earlier than can be learned through reliable media. Readers will learn how to orchestrate and hitchhike on surprise events to create value. Based on Harvard University Global System? management road maps pioneered by the author, the book features extensive endnotes and Web sites, a bibliography, a book index and colorful Harvard road maps on strategy and risk. The book is suitable for general audiences. Technical terms are explained thoroughly.

Some stories could be used to stimulate discussions and give college students a primer on intelligence. Real-life examples about people and important issues will be fun to read, talk about, both at work and at home. As Harvard Emeritus Professor William J. Bruns said: "Martin has created a framework and processes that anyone or any organization can adapt and use to create information and intelligence that will prevent or reduce unpleasant surprises in



their lives or work." We Never Expected That Edinburgh University Press  
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.