

Anticipating Surprise: Analysis for Strategic Warning



Cynthia M. Grabo

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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* **Handbook of Warning Intelligence** Cynthia Grabo, 2010-03-16 Handbook of Warning Intelligence Assessing the Threat to National Security was written during the cold war and was classified for 40 years The majority of this manual however is now finally available to the general public An abridged version Anticipating Surprise Analysis for Strategic Warning was published but this original document goes into much greater detail about the fundamentals of intelligence analysis and forecasting It discusses military analysis as well as the difficulties in understanding political civil and economic analysis and assessing what it means for analysts to have warning judgment Much of what Grabo writes in her book seems to appear in many of the numerous commission reports that emerged after the 9 11 attacks However this book was written in response to the surprise attack of the Soviet Union's invasion of Czechoslovakia in 1968 According to the author that event was no surprise And while analysts have to take some of the blame for their failure to strenuously present their case that the threat was real and imminent what occurred was a failure by policymakers to listen to the warning intelligence reports that were written at the time **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 Warning Analysis for the Information Age John Bodnar, 2016-01-18 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 Together with the accompanying classified case studies that are available to the Community on Intelink 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

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