

Date: Fri, 16 Oct 2009 14:13:11 -0400

To: "Dr. Baruch Fischhoff - Chair, National Academy of Science project on Improving Intelligence" <baruch@cmu.edu>

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**Subject: 13: "Think Long . . ." Better Intelligence About Created Realities; Paul Kennedy & Pivotal States**

Dr. Fischhoff & Colleagues:

Re "Thinking Long . . ." and better analysis re constructed realities; Paul Kennedy Pivotal States & Open Source Methods. The diplomatic historian Paul Kennedy co-authored a visionary book, Pivotal States, discussing a set of new, emerging regional & global leaders in the 21st century - Indonesia, Brazil, Turkey and others. As they become more important actors outside their borders and we move (Zakaria) into the Post-American World, forward observation sites in these countries can expand US & multinational capabilities to understand what is happening. Georgetown is developing a visionary crossroads project in Doha.

The best design for these capabilities would be Open Source - e.g., multinational Centers at leading universities in the selected countries. They could be sites for advanced language and cultural experience for US graduate students and post-docs and sabbatical & mid-career leaves. They ought to have funds for survey research (and content analysis) to study the politics in the region.

**Networking and Better Intelligence Analysis: The CDC & Global Finance Examples**

A farsighted investment is to create these Centers as international crossroads: it can be just as important, for American foreign policy, that Chinese specialists (e.g., via earlier *in situ* experience at Centers in Turkey and Egypt) help their government to analyze the politics of the Middle East as it is for Americans to improve capabilities directly, or for Turkish researchers and graduate students to learn & apply social science research methods to understand Islamic and Middle

Eastern politics.

This strategy also can build professional networks for the long term. The Center for Disease Control in Atlanta has achieved a brilliant success in global public health information networks/analysis by several decades of fellowships that cycle leading public health professionals, from every country, through Atlanta at some point in their careers.

[Try to imagine what it would be like - even today - to get timely and accurate reporting of avian flu or swine flu outbreaks from UDC governments without these networks of personal/professional contacts (supported by email). The same lesson applies to improved US intelligence for international financial emergencies: the former US Under Secretary of State for Economic Affairs, Richard Cooper, told me: "You have to know people on the inside" (i.e., of G7 governments). We take these new professional networks & sharing of information & flow of analysis for granted, but in the history of world politics & spying (and even thirty years ago) this global capacity would have been impossible.]

A *lot* of what President Obama & the US government need to know may be much simpler than more/better spying: For better analysis, in most areas, some good long-term strategic investments are likely to be sociological.

### **Intelligence for Created Realities. A Future Beyond Geopolitical Chess**

Today - joyfully! - much of the future is not about winning at Geopolitical Chess. Geopolitical Chess reflected the politics of agrarian and industrial technologies when conquering and controlling more land, peasants, raw materials, and trade routes were the rules to create geographic empires and increase national wealth and power. But today, except for oil, the logics are shifting even if the new rules are unclear. And also the possibilities are changing - i.e., we can *create* realities. Why bother to fine-tune CIA statistical methods to forecast Chinese foreign policy when you can have serious discussions with them about mutual interests - and talk with almost all nations about how to design futures in which everyone benefits and has a stake? Already, in the case of China, the US has moved to large bilateral meetings, every six months, involving all major Departments. Accurately forecasting an Indian election two weeks ahead - i.e., an election whose results will be known in two weeks anyway - has little practical value compared to vast

networks of prior & continuing discussions about the design of futures and a relationship that serves US & Indian interests.

But I am not sure that we know how to do this well. The "Think Long . . ." agenda for the US & DNI is to learn how to do this (and, also, how to design new, large complex systems that are accountable and responsive to everyone's needs). Internationalizing leading US universities with more foreign students is one theory. Academic/professional networks are one theory. The British (through BBC-TV and the Financial Times) are investing in a theory of shared cognitive maps. Princeton's <http://uc.princeton.edu> is a theory. Davos is a theory.

I hope that you will give your advice to the DNI about analytical methods for fast-learning about these new opportunities in a changing world. And about President Obama's options for even more rapid and solid progress - i.e., since a global default of turbulence and chaos still is possible.

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