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To: "Dr. Baruch Fischhoff - Chair, National Academy study on behavioral science and improving intelligence" <baruch@cmu.edu>

From: Lloyd Etheredge <lloyd.etheredge@policyscience.net>

Subject: Two Footnotes: The 109-circle war strategy; President Clinton's Unmet Need

Dear Dr. Fischhoff and Colleagues:

I am forwarding two recent examples, supporting earlier recommendations, of how behavioral science might help the DNI to meet his responsibilities:

1.) **Visual analytics (# 8)**

The DNI's obligations include about \$30 - \$35 billion/year for military intelligence. The use of visual analytics for representing and communicating ideas is more extensive in the military than in the academic world. Finkel's report (below) of the 109 circles-and-spokes war strategy in Iraq suggests that the kinds of creative innovations and refinement by [Horn – www.stanford.edu/~rhorn/] and others could build this capacity.

The working memory that is available to most people by using the visuo-spatial cortex appears to be much greater than the prefrontal cortex (e.g., numerical/verbal memory):

"At the end of the briefing, Kauzlarich showed one last slide, "Sir, our fight as I define it," he said. It was a circle-and-spoke diagram. The circles had labels such as "JAM" and "COP" and "ISF," and lines from those circles led to more circles, and those circles led to even more circles, which led to even more: "Militia," "Sheiks," "Trash Removal," "Small Kill Teams," "Chow." There were 109 circles in all, and all of them were connected either directly or indirectly to the circle in the middle that was Kauzlarich and the 2-16. "Our Fight," the diagram was called. . . .

"It's very simple," Petraeus finally said. . . "Just the fact that you can construct this shows how far our army has progressed."

- David Finkel, The Good Soldiers (2009), pp. 140-141.

2.) **Concerning identifying and presenting the information that Presidents need to do their jobs as politicians - e.g., Post's use of videotapes of foreign leaders to prepare President Reagan for meetings:**

Taylor Branch's recorded conversations with President Clinton, described in his book [The Clinton Tapes: Wrestling History with the President.(2009)] and television interviews, show that Clinton's political style was to make personal connections with foreign leaders and blend personal interaction with strategic interest. However Clinton felt "a blackout of his extraordinary people skills with Jiang Zemin" (p. 91). His meetings with China's leader were an "opaque standoff" (p. 213). ["Protocol officers had coached Clinton never to smile in Jiang's presence . . . lest word leak that he had insulted China with undue familiarity" p. 88.] Jiang, in private, "treated Clinton's remarks on many subjects like a passing trifle" (p. 255). Clinton was completely blocked in being able to develop any personal relationship with China's leaders and he considered this the greatest foreign policy failure of his Presidency (p.356).

Thus, re what Presidents need and do not yet find from the CIA: Clinton wanted to know Jiang Zemin's sense of humor, what he cared about, anything [e.g., hobbies, sports). And he never found it in his CIA briefings nor could he sense openings in meetings.

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