

## **Edition #4 Announcement**

The summer edition of Project White Horse 084640 is now on line. ([www.projectwhitehorse.com](http://www.projectwhitehorse.com))

Our world has changed and as Sun Tzu wrote in the 5th Century B.C., we must know the enemy and ourselves. We have done little of either. From Dr. Irwin Redlener: “We expect government to take care of business by strengthening what is fragile or not secure and by responding when called. But mostly we hope against hope that calamity isn’t around the corner. As a result, America is failing one of the most important tests of national capability and resolve we have ever faced.” In this edition:

### **Director’s Comments**

1) Based on the past offerings on OODA Loop, Destruction – Creation, and Recognition Primed Decision Making; and 2) Leveraging from a foundation of need to educate ourselves better from Brian Michael Jenkins, Irwin Redlener, and John Giduck, a different approach to the time critical decision making at Virginia Tech is provided. Intent is not to criticize but to widen the field of view for future reference.

### **From the Field**

Preliminary Findings on the VT Shootings: Shortly after the Virginia Tech attacks, John Giduck and two senior law enforcement officers with 50 years combined experience traveled to Blacksburg to obtain as much information as possible on the tactical situation confronted there, and on the operation ultimately launched.

Our Worst Has Got To Be Better Than Their Best: The attack on Beslan School #1 in September, 2004 portends much about ongoing threats to our society and highlights a great need to learn more. John Giduck went to Beslan, with professional connections good enough to be able to write an in depth analysis, *Terror at Beslan; a Russian Tragedy with Lessons for America’s Schools*.

### **Featured Articles**

Each of the other four articles focuses on elements that are on point consistent with Giduck and the words of other featured books authors, Brian Michael Jenkins and Irwin Redlener. (*Unconquerable Nation; Knowing Our Enemy, Strengthening Ourselves and Americans at Risk; Why We Are Not Prepared for Megadisasters and What We Can Do Now*) These articles provide deeper context for understanding the threats to society and approach to solutions, and are directly applicable to formulating enlightened response to events such as those at Beslan and Virginia Tech. The offerings stretch from 1) a recommendation for what we should read to better understand the needs of homeland security and defense; to 2) the need for improvised responses that exhibit “swarm intelligence” – the ability of a community, even an ad hoc one, to demonstrate a higher level of collective behavior than could be predicted from the capabilities of individual members; to 3) use of knowledge management tools to aid decision makers in a complex OODA cycle: to finally, 4) evidence, examples and tools (including a Power Point Army Program overview) on teaching *adaptability* for those who must make time critical decisions in the worst of situations.

### **Reference Material**

*The Final Report and Findings of the Safe School Initiative* U.S. Secret Service and Department of Education

*The School Shooter*, FBI Critical Incident Response Group

