



CREATIVE STRATEGIC INTELLIGENCE ANALYSIS AND DECISION MAKING WITHIN THE ELEMENTS OF NATIONAL POWER

THE 2ND ANNUAL PROTEUS FUTURES ACADEMIC WORKSHOP AND THE WAY AHEAD

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To operate in an uncertain world, people need to be able to re-perceive—to question their assumptions about the way the world works, so that they can see the world more clearly.

—Peter Schwartz

The Proteus Management Group (PMG) hosted the second annual Proteus Futures Academic Workshop 14-16 August 07 at the Center for Strategic Leadership, United States Army War College (USAWC) at Carlisle Barracks, PA. This year's workshop provided international scholars from various organizations and institutions across government, academia and the private sector the opportunity to present papers on topics that explore complex issues within the future global security environment, as well as to examine Proteus related new and innovative concepts, strategies and processes to meet 21st century security challenges. Over 70 workshop participants from a variety of disciplines and backgrounds participated in this year's event.

This year's workshop was the second in a series of annual futures academic workshops, and one of many PMG initiatives sponsored by the National Intelligence University, Office of the Director of National Intelligence and Center for Strategic Leadership. These initiatives promote academic exploration and scholarly research into the development and application of new and emerging "Futures" concepts by interested individuals and organizations. The three-day event centered on examining future complex security issues through creative and holistic analysis and decision making across the elements of national power (Diplomatic, Informational, Military and Economic). Its overall objective was to assist leaders in gaining foresight in order to prevent strategic surprise.

The workshop featured guest speakers from a variety of government and academic institutions and independent think tanks who set the stage for the plenary and break out topical panel sessions. On day one, after USAWC Commandant, Major General David Huntoon's welcome, Mr. Erik Peterson, Center for International and Strategic Studies, gave the opening presentation followed by Dr. Warren Fishbein, Global Futures Partnership, who gave the luncheon address. That evening, Dr. William Nolte, School of Public Policy, University of Maryland and former Chancellor of the National Intelligence University provided the opening dinner keynote address. Dr. Michael Waller, The Institute of World Politics, opened day two followed by COL (Ret) T.X. Hammes, author of the "Sling and the Stone," who spoke to the participants after lunch. Mr. Graham Molitor, Public Policy Forecasting followed by setting the stage for the afternoon's futures economic panel. Day three featured Ms. T. Irene Sanders, Washington Center for Complexity and Public Policy who opened the morning session.

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Each of the five panels provided a variety of topics for the presenters and panelists to consider. Panelists who had submitted workshop papers were given the opportunity to explain their theses during panel sessions and take questions from the other panelists and participants. A total of fifteen papers and four monographs were presented. The following are synopses of the five panels and corresponding topical papers and presentations:

- Panel One explored the complexity challenge of future Political and Diplomatic action dealing with issues such as radical regimes with nuclear ambitions like Iran, the threat of global nuclear terror, the rise of unrest and instability in Central and South America, Middle East demographics and forecasting regional stability, and the complexity of northern U.S. border security, and impeding the spread of radical jihad in West Africa.
- Panel Two focused on the nature and challenges of future information operations, public diplomacy and strategic communication. Topics ranged from truth and perception management, a model for 21st century communication in the global war of ideas, and understanding the limits of ubiquitous information to blending body, mind and information technology.
- Panel Three examined the multifaceted, multi-dimensional and integrated aspects of future 21st century conflict. Presentations and discussions focused on complex irregular and unrestricted warfare, rethinking insurgency, future force structure and adaptive leader development and Chinese culture, philosophy and military analysis and assessment.
- Panel Four centered on futures economic scenario development, intelligence, trend analysis and strategies for future economic sustainability. The panel members discussed China and India's growing economic prowess, global economic parity and its effect on U.S. employment and business, and the impact of Russia and international organized crime and terrorism on global economic stability.
- Panel Five spotlighted new emerging technology and advanced scientific concepts and methods that will enhance future intelligence analysis and complex problem solving and decision making. Subject areas included predictive network-centric intelligence analysis and assessment, teaching emergent futures analysis, methods for achieving creative, responsive strategic intelligence analysis, identifying over the horizon threats and vulnerabilities through open source information in academic and research institutions, counterfactual reasoning and structured scenario fusion, and advanced adaptive planning and future decision making.



The workshop concluded with a plenary session led by the PMG leadership that included a synthesis of the panel discussions, the way ahead for conducting and partnering on future workshops and symposia, and an overview of new PMG initiatives for 2008. Participants encouraged the PMG to continue its workshop series with a focus on pushing the envelope to explore more futures oriented and provocative subjects in the areas highlighted above. The group agreed that this type of event and overall effort is needed to insure that novel and innovative ideas from outside government are vetted and reviewed that would normally may not be considered.

They noted that PMG offers a venue and platform to advocate “turning many rocks over without throwing them.” A number of the participants stated that the objective of the PMG and its outreach must continue in the spirit of academic exploration and non-attribution in order to find those golden nuggets that will better equip and assist analysts, planners and decision makers to better understand complexity and constructively deal with uncertainty. The general consensus was that the overall goal should be to continually share and expose new ideas and methods on how to holistically frame and solve complex future strategic problems and to gain foresight in order to better shape the future and prevent strategic surprise. The PMG will publish an official workshop report in November and a digest of selected workshop papers early next year.

2007 PMG Initiatives, “a Productive Year”

This year’s successful workshop highlighted and punctuated an extremely ambitious and prosperous second year. Since its inception in 2005, the PMG, under the direction of National Intelligence University and the U.S. Army War College’s Center for Strategic Leadership, has grown into a multi-community international consortium and “think tank” of nearly 400 associates and fellows. These diverse groups of professionals are interested in exploring creative and alternative methods to enhance current processes in order to identify future threats and seize discreet opportunities to prevent strategic surprise.

The PMG has continued to generate interest internationally, and has established a rich dialogue for new research and study partnerships with a number of organizations in government, academia, intelligence and the private sector. It has also received overwhelming support from its large membership base in work related to the following 2007 focus areas: Educational Exercises/Experiential Learning, Analysis and Decision Support and Future Research and Publication.

The PMG has implemented a series of corresponding programs over the last year to “operationalize” these focus areas. In addition to growing its membership and conducting this second annual workshop, the PMG has established and funded the Proteus Monograph Series Fellows Program (PMSFP). This effort has netted four innovative and provocative works by distinguished authors. To complement this program, the Proteus Writing Excellent Award (PWEA) was also established to recognize related graduate work as well.

Another key effort has centered on the development of Intelligence Futures Curricula. These 3, 6 and 15 hour blocks of instruction have been developed to supplement core curricula at National and DoD Intelligence colleges and universities. The content is centered on teaching tomorrow’s mid- to senior-level analysts and planners how to handle uncertainty and think creatively and critically about future complexity. Course modules include: Critical and Creative Thinking, Advanced Analytic Techniques, Forecasting and Global Futures.

The Group has also published several scholarly articles, four quarterly newsletters, a 100-page comprehensive report and a 350-page digest of selected 2006 workshop papers. To enhance information sharing among its members the PMG has improved its initial website content and capability. Please visit the Proteus website at: <https://www.carlisle.army.mil/proteus/>

Another initiative, the Complexity Gaming Enterprise (CGE), has gathered ideas from various potential user communities on the possibility of expanding the use of serious gaming to assist modeling and simulation for intelligence education, analysis, planning and decision making. As a parallel effort, the PMG has worked to further develop the Protean Media, an interactive Role Playing Simulation (RPS) which will provide a wide audience with hands-on opportunities to experience the application of advanced concepts in complexity and complex adaptive systems theory in dealing with the cognitive domain. The PMG has developed a comprehensive game design improvement plan to explore the costs and time associated with enhancing the game’s overall capability.

2008 PMG Charter and Initiatives: “Raising the Bar”

The PMG’s 2008 charter continues to promote further discourse, study and research on the application of new ideas in solving complex strategic problem sets, focusing on the refinement and continued development of emerging innovative concepts. These new concepts will assist strategic and high-operational level decision makers, planners, and analysts in “outside the box” consideration and critical analysis of National military and intelligence issues within the Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment by encouraging them to:

- Consider differing values and perceptions of future target audiences by systematically looking “outside” of the values contained in Western Civilization when considering the application of all elements of national power
- Frame complex issues holistically, to identify and consider the 2nd and 3rd order effects and unintended consequences of policy and strategy decisions
- Scan the horizon and define the future environment and scenarios to systematically identify discrete threats and capitalize on hidden opportunities

2008 brings new horizons for PMG to add to and improve on its current initiatives. The Group plans to expand

its membership to over 450 associates and fellows. Second, an aggressive outreach program is being developed to actively partner with organizations and institutions in government and academia by assisting in and co-sponsoring related research, studies, workshops, seminars and symposia. Part of this effort includes hosting the third annual Proteus Futures Academic Workshop in August 2008. Third, the group will expand its writing and publication effort. This year's PMSFP will include additional funded monographs and the PWEA will add a monetary award for selected student papers. Fourth, the PMG will work with the



intelligence community (IC) to refine and expand the newly developed Intelligence Futures Curricula. Fifth, the appearance and user functionality of the PMG website appearance and user functionality will be improved to include an interactive blog and discussion group capability to allow authors to discuss and vet their topical work with other members. Sixth, the Group will seek to partner with the intelligence community to host an unclassified educational simulation and gaming forum that is part of the overall Complexity Gaming Enterprise (CGE). Lastly, the PMG will continue to work with the Naval Postgraduate School to make the programming and design improvements to the Protean Media RPS.

This year's workshop and other key PMG initiatives and programs, highlighted above, amply show that the PMG has made significant progress over the past two years and will continue to grow and be a relevant and value-added umbrella and catalyst organization that promotes related work in coping with and understanding future complexity and uncertainty.

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*This and other CSL publications may be found on the USAWC/CSL web site at:
<http://www.carlisle.army.mil/usacsl/IPapers.asp>.*

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