

## **Editorial Note: Edition 3 March 2007**

The articles in this issue of *project White Horse 084640* continue to highlight areas of impact on crisis/disaster decision making – from how we think about selecting options to how we think about the world environment in which those decisions must be made.

To date, Project White Horse 084640 has offered the *perspective* of the OODA Loop as a way of thinking about organizational behavior - an “operational scheme for organizational success.” In the last edition, the *perspective* was that of analysis (destruction) and synthesis (creation) required in the face of ever changing environments. This suggests that the first step towards acceptable action/survival is recognition of the mismatch between observation and model; the second - broadening the field of view.

In this edition, the first article, *Da Vinci's Horse*, serves as a precursor to the two following new articles, and additionally, as a major back plane for overall website future content. It is a discussion on perspective based on Leonardo's ideas on cognition. Dr. Gary Klein adds another *perspective*, contrasting analytical decision-making processes with discussion of experienced-based Recognition Primed Decision (RPD) making. The final featured article, *Detours off the Path to 9/11* is a story intended to provoke reflection on how well we really understand the 21<sup>st</sup> Century environment, and recognize the level of abstract thinking necessary for critical decision making. Can we manage a crisis before it becomes one?

Additionally, in a quest to serve as an intended forum on decision making, this edition includes several new features. Some aspects have been reorganized and the “Forum/Blog section is now open. This is not intended as a day-day exchange but rather a search for reader inputs on subjects that will be presented as potential research areas, comments on current content, or recommendations for future endeavor. Dr. Klein, in his further work on RPD ascribes significant value to storytelling, as it helps us consolidate our experiences, making them available in the future, either to ourselves or to others. Therefore, we will endeavor to include *storytelling* as a unique provider of perspective on decision making.

In the search for multiple perspectives, two significant new relationships have been formed. This linkage will provide selected access to articles by subject matter experts, longer documents from academia, and formal organizational documents as references. The first is with the Naval Postgraduate School and its Homeland Security Affairs Journal (HSAJ) and the second is U.S. NORTHERN COMMAND (USNORTHCOM). Articles from HSAJ are currently being selected. And from USNORTHCOM, contained in the new Reference Library, is a report driven by 9/11 events, the *Bi-National Planning Group: The Final Report on Canada and the United States (CANUS) Enhanced Military Cooperation*.

Also, of significant note, with this edition, Project White Horse 084640 welcomes a new advisor: Lieutenant General Paul K. Carlton, Jr., M.D. (USAF, Ret). General Carlton was Surgeon General of the U.S. Air Force from 1999 to 2002. He conceptualized and

implemented the first Air Force rapid-response surgical team in Europe -- the flying ambulance surgical trauma team, and during Operation Desert Storm, commanded the 1702nd Air Refueling Wing Contingency Hospital, completing 32 combat support missions and 140 combat flying hours. A practicing surgeon, he is currently the Director of Homeland Security, Texas A&M Health Science Center. As medical aspects can affect significantly first response and incident command decisions, his insight will be of particular importance.

The promise of Project White Horse 084640 is that we will endeavor to always provide multiple perspectives on crisis and disaster event critical decision making. We want to present concepts from multiple fields, professional cultures, and experience. We are in a constant search for insight on what it takes to “believe you look good” – with performance to match – “on a white horse.” Critical original thought from this century is most certainly needed, but *relearning* the lessons of Thucydides, the Militärische Gesellschaft, from T. E. Lawrence, or from John Boyd, is equally as important. Those lessons apply not just to military thought but most significantly in this century, to those who must defend the undefendable, who must do the abstract thinking that will create the processes that can and will protect a free society.

In closing, thanks is offered to Ms. Alis Gumbiner and Ms. Greta Marlatt at the Naval Postgraduate School, to Major Maria Quon at USNORTHCOM, and to advisors Dr. Stan Supinski and Dr. Dag von Lubitz for their efforts in making all of the above happen for this addition.

In particular, great gratitude is extended to Admiral Tim Keating, Commander, US NORTHERN COMMAND, for facilitating the linkage with Project White Horse 084640. He, certainly more than most, understands the significance of a future “084640” and lives day-day the awesome undertaking required to stand in defense of a free country.