

*This website is dedicated to those who choose to go in
harm's way as their brother's keeper...
to those who must lead...
And to the families who wait, sometimes in
vain, for their return from the charge into the fire.*



Edition 3 of Project White Horse 084640 is now on line. (www.projectwhitehorse.com) The articles in this issue 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. We have opened a Reference Library, and the Forum section is now open for reader comment.

In this offering:

> Director's Article, *Da Vinci's Horse*, uses the creation of the statue, *Il Cavallo*, a 24 foot bronze horse, to offer that in the coming years, no learning paradigm shift will be more needed and forcefully felt than the enrichment of thought through cross-pollination. Leonardo Da Vinci's body of work has provided a highly workable model for how this shift might be accomplished. He developed a unique theory of knowledge in which art and science form a synthesis – with multiple *perspectives* as key – *saper vedere*- “to see is to know.”

> Dr. Gary Klein (author of *Sources of Power*) provides the perspective of Recognition Primed Decision making, contrasting RPD with the analytical approach to optimized solutions in time critical situations. Dr. Klein's is renowned for his decision making research efforts reaching from first responders, fighter pilots to analysis of the USS Vincennes shoot-down incident. *Sources of Power* is most highly recommended and a Featured Book on this site.

> In what may initially appear as an unusual inclusion, screen writer and producer of the ABC mini-series *The Path to 9/11*, Cyrus Nowrasteh, provides a story that underpins the complexity and continuing lack of understanding of our post Cold War environment. For Nowrasteh, the goal was a simple one: to place 9/11 in context; ... to connect the proverbial dots of the past in hope that we can connect them better in the future. It is offered for consideration that, as much as any story from the 9/11 experience, it is indicative of an observation of reality and response model mismatch, and highlights the difficulty in just getting the right people on the same page in searching for long term solutions.

Additionally, two significant new relationships have been formed. The first is with U.S. NORTHERN COMMAND (USNORTHCOM), and the second with the Naval Postgraduate School and its Homeland Security Affairs Journal (HSAJ).

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

The promise of Project White Horse 084640 is that we will endeavor always, to 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.”

In closing, 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.