

## **Edition #3 Announcement**

Edition 3 of Project White Horse 084640 is now on line. 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. 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*) discusses Recognition Primed Decision making. Adding that experienced decision makers do an excellent job of coping with time pressure and dynamic conditions, he emphasizes that we should be developing techniques for broadening their experience base through training, so they can gain situation assessment more quickly and accurately.

Can we manage a crisis before it becomes a painful disaster? From the first day to the last, for Cyrus Nowrasteh, screen writer and producer of the ABC mini-series *The Path to 9/11*, the goal was a simple one: to enact in historically accurate fashion that 9/11 was merely one more step in an escalating pattern of Islamic fundamentalist terrorism against the U.S; ... 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. This story underpins the complexity and continuing lack of understanding of our post Cold War environment. As much as any story from the 9/11 experience, it is indicative of observation and response model mismatch and difficulty in just getting the right people on the same page in searching for long term solutions.

In the search for multiple perspectives, the Forum section is now open for reader comment and two significant new relationships have been formed. The first is with the Naval Postgraduate School and its Homeland Security Affairs Journal (HSAJ) and the second is U.S. NORTHERN COMMAND (USNORTHCOM).

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.