

Be

wh

of

us

2 things we'll refrain from saying...

- "We need to share intelligence better"
- "Whole-of-government-approach"

icles

Rome

Istanbul

London

Paris

Berlin

New York

Palo Alto

10,000 ft AGL

Communities are very complex organisms

### My intent...

1. Say something clever – hold your attention
2. Incite thought and discussion
3. Get full credit for participating in the conference

- 7 characteristics of resilient communities
- 5 things we need to be effective

Soft Power Tools to do what...?

community

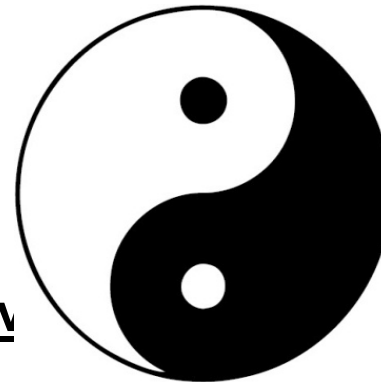
7

**characteristics of resilient communities**

Soft Power Tools must enable us to address the complexity of communities

- Disaster preparedness and survival resources
- Expectations (hope)
- Social cohesion (respect, trust, commitment)
- Personal investment
- Information
- tensile-strong infrastructure...something left to start with
- Global connectivity (he ain't heavy....)

intangible



**Understand the environment**

**Make smart and timely decisions** effective

- **Understand my environment**
- **Make smart decisions**
- An enterprise of action-figures
- Employ relevant resources
- More verbs than nouns (action – Royal Bank of Scotland)

tangible

- 51% world population
- 36 nations encompassing about half the earth's surface
- 3,000 languages
- World's six largest armed forces (China, Russia, U.S., India, North Korea, South Korea)
- World's three largest economies (U.S., Japan, China)
- Source of about one-third of U.S. trade
- 15 time zones
- Most of the world's Muslims



# Understand the environment

Informed Dictionary	Aware Great American Novel
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afghanistan

eastern kenya

Soft Power Tools must enable us to address the complexity of communities

decisions about fuzzy things, like

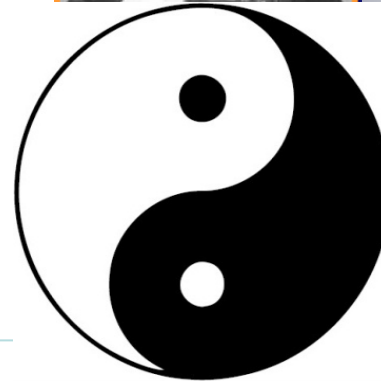
Observe  
Orient  
Decide  
Act



indonesia

William Butler Yates

intangible



"... I threw a penny to find out if I might love"

ing for you personality predictors of success."

1910

tangible

2009

# Make smart and timely decisions

## Operational acupuncture

everything, everywhere matters all the time...

It is all about the humans.

And it is our ability to understand them in their local environment within an increasingly global context that enables us to make smart and timely decisions about cultivating resiliency and advancing the human condition

# Our last Cold Start

0846 on 11 September 2001 was essentially our 'cold start' in the War on Terror. The American people will not tolerate another one. The overall finding of the 9-11 Commission was that our primary vulnerability was created by a failure of imagination. The speed and power of our ideas will now be our principal strength.

## SOJ3 Planning Guidance

Be audacious and creative in planning

Solve the problem as soon and from as far away as possible

Think & plan outward from a potential event—backward / forward—across space and time.

Disaggregate the problem and identify opportunities

Continuously *multiply our options* and *network our effects*

Cheat the enemy at every opportunity and cede them no advantage

Shape enemy behavior to make them more targetable

Shape the environment to make US interests less vulnerable

Exploit our capacity to *Out-think*, *Out-decide* and *Out-network* the enemy

Consider our imagination now as our primary force multiplier

## Always remember:

The American people expect us to be tough

They expect us to be good at our job

They expect us to serve with Honor

*CAPT R V Gusentine, USN  
Director for Operations  
Special Operations Command Pacific*



“The first three socio-economic revolutions were all based on things – the plow for the agrarian revolution, the motor for the industrial revolution and the computer for the information revolution. Perhaps the time has come for the world to consider a fourth revolution, aimed no longer at objects but at understanding the most precious resource on earth – ourselves.”

**Dr. Michael Dertouzos, MIT**