



# Anticipating Surprise: Analysis for Strategic Warning

*Cynthia M. Grabo*

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*Anticipating Surprise*, originally written as a manual for training intelligence analysts during the Cold War, has been declassified and condensed to provide wider audiences with an inside look at intelligence gathering and analysis for strategic warning. Cynthia Grabo defines the essential steps in the warning process, examines distinctive ingredients of the analytic method of intelligence gathering, and discusses the guidelines for assessing the meaning of gathered information. Since the September 11, 2001 terrorist attacks on America, intelligence collection and analysis has been hotly debated. In this book, Grabo suggests ways of improving warning assessments that better convey warnings to policymakers and military commanders who are responsible for taking appropriate action to avert disaster.

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