



NSRCI 2014



Maritime Strategic Surprise: Can an Emphasis on Resilience be the True Center of Gravity?

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“Why is the Inevitable so often Surprising?”

Peter Schwartz





Shock vs. Surprise



- Shock
 - Unforeseen
 - Very Challenging
 - Never Imagined
- Surprise
 - Expected Later
 - Varied Challenge
 - Predicted





Predictive Failure



- Varying Impact
- Conventional Wisdom, Supports Prediction
- Easy to Imagine





Predictive Failure



- “local” Natural Threat
 - Earthquake
 - Tsunami
 - Hurricane
 - Flood





Strategic Surprise



- Significant Impact
- Challenges Conventional Wisdom
- Hard to Imagine





Strategic Surprise



- “other” Natural Threat
 - Midwest Earthquake
 - Atlantic Tsunami
 - Combined Threats





**“The marine industry is
the lifeblood of our
regional economy”**

Matt Morrison, Executive Director of
the Pacific North West Economic
Region (PNWER).





Resilience



- Shared Responsibility
 - Government
 - Industry
 - Academia
 - NGO / “Think Tanks”





Resilience



- Share Accurate/Timely Info
- Understand Other Views
- Share Resources





Resilience



- Share Accurate/Timely Info
 - Not easy for Military
 - Private Company
- Competition





Resilience



- Understand “Other”
 - Role & Responsibility
 - Recovery Needs
 - Relationships





Resilience



- Share Resources
 - Boundary Issues
 - International Regulations
 - Bureaucratic Red Tape





Resilience



- Value in Established Protocol
 - Before the Disruption
 - Discuss and Exercise
 - Share and Publish





**“Part of what makes America strong
is our resilience, tenacity,
innovation, and our willingness to
be optimistic about our future”**

Valerie Jarrett

