



# CRITICAL DECISION SUPPORT: The World of Endless Turmoil, the World of Business, and the Discipline of Intelligence

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## INTRODUCTION

The purpose of this White Paper is to offer suggestions to you about decision making and put in context for the reader the vulnerabilities, threats, and risks that exist in the world today. More importantly, it will describe for you how to accurately **PREDICT** those risks, with the aid of intelligence, **PLAN** against those risks, **PERFORM**, and thereby mitigate them as necessary. This **PREDICT. PLAN. PERFORM.**<sup>®</sup> process will reduce feelings of tension and give you confidence to make vital decisions for your organization.

## THE WORLD OF ENDLESS TURMOIL

What is this world about with its constant rumblings and roaring---with natural disasters and human mistakes where anger, hatred, rage and greed abound? Is it the greed of the rich and powerful that incites the anger, hatred and rage of the have not's?

As a simple example, does the petroleum industry with its continual price increases at the pump cause unhappiness for the consumer? Of course it does; and has Uncle Sam, as well as the oil producers, taken note of that phenomenon? If not, they should because it is not a good thing to allow the masses to become disturbed. There are breaking points.

The internet and the information explosion across the globe has built a fire of resentment within the have not's---they see via the magnificence of the computer and satellite what the people of the industrial nations have and they want the same things. Anger, hatred and rage wells up and the world feels that turmoil and eventually those feelings play out.

Witness Egypt and the events escalating there---rioting, mayhem and unrest. And why?---Some report it is due to unemployment, grinding poverty, a brutal police force, religious unrest, and thousands of people held in prison, some without charges against them. The masses are screaming and hollering about President Mubarak insisting that he must step down. He continued to resist for weeks but finally stepped down on the 11<sup>th</sup> of February 2011, after more than 300 people were killed and thousands of foreigners had fled the country.

The rioters in Egypt "DECIDED", and they did not allow the continuation of the current regime, because there is a place that takes away all the maneuver room, a place where rebellion takes over. This place had been reached in Egypt.

Many times in the history of man---certain despots, dictators, regimes have failed to react in favor of the people and those leaders and regimes have been brought down just like in Egypt. Remember the French Revolution and why it occurred?

There has been a wrenching, painful, violent outcome in Egypt and it could activate discontent and violence in other Middle Eastern regimes and countries. The entire area could become destabilized and the world of business will suffer.



Some 50, 000 Americans fled from Egypt in the midst of riots and mayhem. Why were they in Egypt? Because they were conducting business there---and those business organizations could very easily vanish as a result of the disaster in Egypt.

Was your corporation doing business on the ground in Egypt?

Some leaders, even modern leaders, can see unrest on the horizon yet they choose to ignore it and continue their same old patterns. What is it that gets into the minds of these people that allows them to continue to rule even in the face of an unhappy population? When will Hugo Chavez, Kim Jong-Il and his son, and the mafia in Burma fall?

Some suffer from some of this sort of single narrow focus in America as manifested by the recent economic turn down. The power of Wall Street, the failure of investment companies, insurance companies, banks, government agencies, the failure of the housing market, lost jobs, and more almost brought our economy to a halt. Today, we have some of the people that were responsible for taking our economy down now holding government jobs where they are responsible for reviving the economy. The voters have shown leadership and demonstrated that the public does not like this kind of action - this unusual form of cronyism.

What is it that causes some leaders here and abroad to fail and be blind to the public and its needs----is it because they have egos that will not allow them to see reality and admit mistakes or is it their greed that must be assuaged even at the expense of the masses? In discussing disasters, we refer to this behavior as disaster denial. What threats are on the horizon that could impact your company?

Be cautious about the trends and the style of leadership at the corporate or national level especially if you are going to do business abroad.

These trends are the things you must be aware of and be prepared to take action on. Be cognizant of world events, know the market place, and know where manufacturing can be accomplished with reduced risk. What are your alternatives? Do you know? Are you ready?

In addition to world events, be aware of natural events---don't build your facilities on top of a fault line, or on low ground that is subject to flooding, stay out of tornado alley and major hurricane areas. In reality, there should be few surprises. Have you identified all the threats, hazards, and risks? Do you have a monitoring plan?

Look at the supply chain that supports your organization. Does it consist of stable, resilient, well run organizations? Are they capable of supporting you in the future or are you relying on an organization that is producing widgets in Egypt---the very widget that is vital to your operation? Are you sure? How do you know? Lack of understanding of the supply chain and its reliability is one of the major faults of corporate America.



## THE WORLD OF BUSINESS

So what does this all mean to the business world? What does it have to do with intelligence? Should the reader be concerned or even interested in such world events?

The answer is a resounding **yes!!**

If you have a manufacturing facility in a foreign country, have you ever looked at the government, considered its policies, studied the condition of the population of that country and contemplated the stability of that nation? Have you asked, “Could there be a destabilizing coup in this country?” Or when?

If you have found a huge foreign market or manufacturing capability for your corporation and you are doing big, big business in country X---have you ever looked at that market and determined the condition of the leadership, their rules and regulations and the resulting condition of the population? Could that market disappear overnight due to civil unrest, leaving a big hole in your sales program and putting the CEO, board, and company in jeopardy?

## THE DISCIPLINE OF INTELLIGENCE

The sort of contemplation described above borders on the concept of Strategic Intelligence---i.e. a detailed examination of **“what if”** concerning a foreign country. You can also bring it home---where should you do business in the USA? Which state is the best state and willing to give you the most in benefits if you open a manufacturing center or set up your corporate headquarters there? Which state is broke and likely to increase corporate taxes in the near future? Strategic Intelligence is vital to your success.

Firestorm® Solutions, LLC can provide you with a framework for the collection of Strategic Intelligence or, better yet, it can generate a current Strategic Intelligence study targeted to your specific needs. Such an analysis will quickly create for you an actionable model for decisions.

FOR EXAMPLE, DO WE GO TO ZAMBIA AND SET UP A MANUFACTURING CENTER THERE?

Intelligence can be a vital part of our planning before a decision about Zambia comes clear. You must consider at least the following about this African nation:

- Is it too backward?
- Is it politically difficult?
- Is it bureaucratically difficult?
- Is bribery rampant?
- Can we find or create skilled workers from the available population?
- Are there tribal issues?
- What are the taboos?
- What is---or is there---a work ethic?
- How about pilferage--will it be rampant?
- Will the city fire department come to our facility?



- Do we need to provide our own organic firefighters?
- What about police response?
- Will we need a security force--what training will they require?
- Can the supply chain function in Zambia and provide our organization the support it requires?

### **What critical production nodes exist?**

- What is the threat to those nodes in Zambia?
- What is the risk to those nodes?
- How can those risks be mitigated?
- Evaluate solutions?
- Identify high value solutions?

### **Post crisis solutions in Zambia:**

- Examine critical nodes.
- Repair those nodes as required.
- Evaluate production shortfalls.
- Improve shortfalls as quickly as possible.
- Move to full capacity.

The use of Strategic Intelligence is critical in these days of turmoil. It will, if properly gathered and accurately portrayed give you **decision points** that will allow you to proceed with a viable plan or to withdraw and for good reason.

Remember, a crisis can crop up in seconds and be over in minutes, and the solution to such a disaster can be very costly and drag on for years (the BP Oil Spill). So it is paramount that the CEOs and Boards of Directors of our nation's mid to large size corporations use Strategic Intelligence before moving forward with far reaching and important decisions that could place their organizations in jeopardy.

You must be able to **PREDICT** vulnerabilities and threats, **PLAN** against the triggering of such events and continually **PERFORM** by testing and training to avert such threats. Without such measures as standard procedure in your organization, you could put your corporation in an untenable economic or liability situation.

Good leaders see the battlefield, observe the terrain, consider the impact of weather, know the enemy and ensure a 3 to 1 fire power ratio before they attack. America's business leaders must observe and understand all the factors at play before implementing their decisions and then attack full speed ahead with a well thought out business model in hand. Go forward with the best Strategic Intelligence you can generate and succeed!

### **WHAT IS INTELLIGENCE?**

What is this mysterious intelligence process? Does it involve spies, late night meetings in smoke filled coffee shops in Morocco, exotic ladies with snub nosed guns in their purses? No, it



in fact, turns out that it is not mysterious and not glamorous but it is a discipline that requires hard work. It involves a comparison of beliefs to arrive at facts, and the best way to do that is to have multiple sources of information that corroborate each other.

Using a military example:

Assume that a battalion intelligence officer, whose battalion is in a defensive position, has detected through his organic ground surveillance radar systems that the enemy is reinforcing itself with tanks. A satellite report confirms such movements as well as the forward movement of an artillery force including ammunition trucks. This type of action suggests that the enemy is going to attack.

The intelligence officer sends out two reconnaissance patrols that night and they confirm that the tanks are in place. Now there are three different sources corroborating the enemy action and you have a classic example of TACTICAL INTELLIGENCE.

Such intelligence is vital to the battalion commander and with this knowledge in hand he can create a plan of action based on the actual situation. He will be victorious.

This is exactly how the process can work within a corporation and take the CEO to a successful year with a strong bottom line.

#### **THE INTELLIGENCE PROCESS INVOLVES A CYCLE WHICH INCLUDES:**

- Collection planning
- Collection of information
- Processing of information to create all source intelligence
- Dissemination of the intelligence product

The collection planning should be accomplished by the security officer or equivalent and the CEO. It is the CEO who needs the finished intelligence and who is familiar with all facets of the problem being examined so he must participate in the initial planning stage in order to end up with the intelligence he requires. He must tell the planner what his needs are and he should set a deadline.

The next step is the collection of information. In the corporate world collectors can be employees, consultants or others who have access to information. They can ask questions of employees, observe operations, or involve themselves in the operation.

As an example of a problem, assume the CEO has determined that there seems to be a major lag in the production line at the final assembly point. He wants confirmation of his assessment and/or he wants the true facts concerning this delay.



He asks his three floor managers (the day shift, the mid shift and the night shift managers) to dig in and get the facts. They observe and use the question and answer technique, all of which requires three days to accomplish.

They meet and compare notes. They are actually creating all source intelligence in this process. They discover that the fault is not with the employees on the line but with the supply chain feeding into the line. The materials required to complete the product arrive at the assembly line late, out of order, and incomplete.

And now for the last step the dissemination of intelligence. The managers brief the CEO on the situation and the process starts all over again---now the problem is how do we fix the in-house supply chain?

This is a very elementary explanation of the Intelligence Cycle but it demonstrates how the cycle works and how it could be useful to you.

In conclusion, the world and its citizens and Mother Nature are in constant turmoil. Terrorism of all sorts, workplace violence, supply chain failures, destruction of overseas production centers by rioters, floods, tornadoes, hurricanes - these threats are real. What can one do to reduce/eliminate potential catastrophes?---**PREDICT.PLAN.PERFORM.**<sup>®</sup> and make use of INTELLIGENCE!!

Firestorm Solutions, LLC can assist you to **PREDICT. PLAN. PERFORM**<sup>®</sup> when facing critical decisions using intelligence to enhance the process of uncovering vulnerabilities, threats and risks. Such analyses are vital to the ultimate success and overall continuity of your organization.

Firestorm and General Wilmot have developed a two-day customized in house seminar to help you and your executives with your overall critical decision support, business intelligence, security and problem solving needs.

#### **ABOUT GENERAL (US ARMY RETIRED) RICHARD WILMOT**

General Richard Wilmot is a successful international businessman, internationally known public speaker, consultant to governments and industry and an author. He is a retired US Army Brigadier General and ended his military career as the commandant of the US Army Intelligence Center and School. He served the US Government as an employee of one of their intelligence organizations and was successful in engineering the covert procurement of twelve main battle tanks of the Soviet Army. This operation was instrumental in the early demise of the Iraqi ground forces during operation Desert Storm. The General is a graduate of Michigan State





University, the Command and General Staff College, the Industrial College of the Armed Forces, the US Army War College and conducted research at Oxford as a War College student.

As a private citizen, he founded and served as CEO of the Lincio Trading Corporation of Zurich, Switzerland and successfully operated the company for seven years. He has served as a trusted consultant and advisor to a long list of domestic and foreign corporations and presidents of two foreign nations. He held the position of CEO of the Steele Foundation; a global enterprise risk management company. With broad experience overseas, having visited 107 countries, and with many true-life adventures under his belt, he is sought after as an international speaker and lecturer. He has given hundreds of speeches and his speaking venues and audiences have been diverse ranging from keynote presentations in New Deli, India to leading industrialists from Southeast Asia to security specialists in Katmandu, Nepal. In 2002, General Wilmot replaced the Vice President of the United States as the keynote speaker at the Energy Security Council's annual national convention. On December 2, 2010 General Wilmot appeared on SPIKE TV Network as a cameo presenter on the TV show Deadliest Warriors where the forces of George Washington and Napoleon were pitted against each other in combat.

As a consultant to industry he has offered advice on projects such as nation building, government policy and procedures, creating strategic alliances, international business techniques, counter-terrorism, international security, crisis management, leadership, team building and communication skills.

## **ABOUT FIRESTORM**

Firestorm is a national leader in critical decision support providing crisis communications & management, vulnerability and threat analysis, risk mitigation, emergency response and business continuity consulting services. Firestorm's mission is to build strong *Disaster Ready People* and *Disaster Ready Businesses*. Firestorm focuses on establishing nationwide private sector readiness before disaster strikes.

Firestorm specializes in disaster mitigation by helping organizations identify their vulnerabilities and establish appropriate enterprise programs for enhanced business continuity and crisis management. Firestorm's services help clients protect their employees, assets, revenues, reputation and, ultimately, the value to all stakeholders. Firestorm services are designed to include emphasis on the human component in every crisis. Firestorm's core philosophy is '*Every Crisis is a Human Crisis*', and this philosophy is embedded into all recommendations and implementations, to ensure organizations focus on people, processes, and procedures.

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