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From: Lloyd Etheredge <lloyd.etheredge@policyscience.net>

**Subject: 230. Red Team: Barack Obama is a Community Organizer! A Better Paradigm in World Politics? Egypt and Data Implications**

Dear Dr. Fischhoff and Colleagues:

**A Better Paradigm**

President Obama, a former community organizer, approaches world politics with the same sensibility. The pieces are coming together: Egypt is the first activation of the new foreign policy paradigm.

The purpose of this message is to underscore, for the National Academy of Sciences and its advice, that a new paradigm is coming to life. It will require a rapid rethinking of the global information systems (GIS) needed to support the President. A Red Team needs to rethink the design of the \$80 billion/year budget for foreign intelligence information systems and the questions that it asks.

- President Obama's new Grand Strategy also is ahead of the textbooks. Thus, there also

are implications for the Red Team/National Academy project to rebalance the NSF budget and the federal science portfolio.

### **Community Organizing: The Architecture of a New Foreign Policy**

My earlier ideas for the Fischhoff process (www.policyscience.net at II. D.) include scientific observations and elements that are emerging in the new US foreign policy paradigm of the Obama-Clinton Administration. The new paradigm operates alongside other (e.g., Afghanistan) more traditional paradigms. For example: the new and bold shift from risk/threat analysis to political opportunity analysis; the shift from formalist diplomacy to multi-pathway networking and multi-method lobbying; the new demographic focus on enrolling youth audiences to shape the future of the Islamic world; engaging the new technologies for social networking; replacing the traditional Realpolitik of inter-governmental relations (e.g., of Nixon-Kissinger) with the cross-national, populist commitments to human dignity, rights, opportunities, democracy, and freedom - and the use of political psychodrama; the use of acceleration via multi-player networks (“from the minuet to the basketball court.”) to outflank opposing forces; the well-placed use of President Obama’s gifts for political campaign speeches and political organizing to reframe political thinking and link directly to foreign audiences.<1>

Thus, there is a groundwork to outline the better paradigm and the dimensions that the new Red Team should, with the completion of the Fischhoff process, begin to include in the DNI system for future, upgraded, analysis and forecasting. <2> <3>

### **Community Organizing on a Regional Scale: From the Minuet to the Basketball Court**

One suggestion for a high priority task is for a Red Team/National Academy of Sciences project to take the post-Egypt (2/2011) Islamic world and rethink the DNI system in light of the many next-step constructive linkups and facilitative partnerships that need to be identified, across sectors and across countries. Team Obama needs to be moving faster, and outflanking the opponents before they regroup.

The DNI probably needs to shift assets from watching computer screens to the basketball court, helping networks of people with shared goals to set-up shots and build momentum. Secretary Clinton and President Obama may get their best new “intelligence” from hiring community organizers and campaign organizers and shifting personnel from NSA eavesdropping to a new generation of activist State Department people abroad, in open dialogues.

### **Next Activation of the new Paradigm**

I assume that scientific colleagues will be appropriately skeptical of claims about new paradigms: Egypt is only one case.

Thus, a scientific prediction: I predict that a second implementation of the new Community Organizing paradigm shift/Grand Strategy for world politics that will activate soon is global health. The details are in my earlier submissions: The new (global, election winning?) activation will be for linkups, using electronic health records, to transform global health care and benefit the lives of people in all countries. An N = 250 million prototype global system for rapid learning and the rarer diseases will be followed by global breast cancer for women (and other cancer) initiatives for rapid learning and direct online links for patients and health care professionals and researchers. Then, the full SENTINEL globalization with nomenclature translations and inter-operable codes will be activating.

Also, I predict that the second activation - like the first activation - will be purposive and will reflect, in Tetlock’s terms, a very high level of new learning, a combination of traditional analysis and creative, combinatorial thinking, integrated complexity, and a strategic sophistication that allows the US government - building a capacity across several years - to be helpful for visionary people and projects.

### **A Post-Textbook World; NSF Rebalancing Implications**

May I also underscore the implications for the Red Team concerned with rebalancing the government/NSF science portfolio? Social scientists and the US undergraduate textbooks

must catch-up with a changing reality - a reality that is partly changing because the US government, itself, is bringing together the pieces and activating the new paradigm of world politics.

Unless there is a recommendation, NSF is likely to ignore changes in reality.

NSF and its next five-year infrastructure investment plan have to become aligned to new data needs and the new lines of investigation that must move quickly in a changing world. We live in a complex, evolving and adaptive system linked (in new ways) by new technologies. The global system is, itself, an ensemble of complex, evolving, adaptive systems. And the new US leadership/community organizing paradigm (whose first steps began under President Clinton) must learn lessons, with the help of the academic world, as it launches this new historical era for a full range of visionary goals.

Lloyd Etheredge

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<1> President Obama, Secretary Clinton, and their teams are doing - on a bolder, global scale - what Bill Gates and the Gates Foundation are doing in selected areas of global health.

<2> A congeries of other new paradigms also are emerging. These also include the managerial/Davos paradigm among key actors, which faults Mubarak for failures to modernize. (These actors want to replace one of the under-performing regional managers in a globalizing economy.) Another new paradigm is the predator-prey hyper-Realist sensibility that has emerged in the global financial sector. Etc.

<3> The new paradigm adds another logic but it does not wholly change other paradigms. Not everything is new. For example, Brzezinski (like Kissinger, suspecting traditional tradecraft) has commented obliquely about the press and television coverage of only one demonstration site in Cairo, with rather bold interpretations about a country of 80 million people. The political pressures were unlikely to have arisen only from the

public demonstration.

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