

# International Strategy and Decision-Making (Day 1)



Professor Jeremi Suri

<http://jeremisuri.net>

# New World Order?



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# What's New?

1. Speed
2. Reach
3. Innovation
4. Destruction
5. Authority
6. Nation-Building
7. “Democratic Development”

# The Return of History?

1. Big states
2. National ambitions
3. Rivalry and war
4. Financial instability
5. Liberalism vs. autocracy
6. Modernity vs. traditionalism
7. American predominance

# How do we Anticipate, Predict, and React?

1. Trends
2. Particularities
3. Fundamentals vs. symptoms
4. Imagined outcomes
5. Hedging
6. Adaptability

# Time-Streams

(Neustadt and May, *Thinking in Time*)





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(Neustadt and May, *Thinking in Time*)

1. The past does NOT repeat
2. The past as seed for future
3. Long past and long future
4. New futures create new pasts
5. History as source of judgment in uncertainty

# The Marshall Plan



# Training and Preparation

1. Analytical connections
2. Diverse experiences
3. Sense of historical continuity
4. Travel
5. Textual and artistic literacy
6. Character-development

# Tehran Conference, 1943

