Red Teaming

*Alternative Analysis and Risk
Assessments for a Changing World*

CSIS EXECUTIVE EDUCATION

CSIS | CENTER FOR STRATEGIC &
INTERNATIONAL STUDIES

Course Overview

Red Teaming: Alternative Analysis and Risk Assessments for a Changing World is Washington's first practical course for mid-to senior-level professionals who need to help diverse organizations assess and adapt to rapidly changing environments. The faster the world changes, the more important it is for organizations to evaluate competing perspectives and understand how systems – from public health to defense – change.

Engage in seminars and interactive exercises with CSIS scholars and experienced red team practitioners and learn to apply time-tested techniques like argument mapping, assumption checks, pre-mortem analysis, and other methods for updating baseline forecasts. Equip yourself with the knowledge and know-how to organize and lead a team tasked with conducting an alternative assessment..

Course Objectives

The curriculum focuses on practical skills and red teaming methods that include:

- Understanding the history and role of alternative analysis
- Applying proven red teaming techniques to industry-specific issues
- Organizing and running alternative analysis teams tasked with augmenting strategic planning and foresight activity

Register

DATES: APRIL 3-5, 2024

TUITION: $3,500

LOCATION: 1616 Rhode Island, Ave, Washington, D.C. 20036

REGISTER:

If you have questions or your organization is interested in a private, customized offering, please contact **Eric Palomaa,** Director of the Hess Center for New Frontiers, at epalomaa@csis.org.

Sample Agenda

Time	DAY 1	DAY 2	DAY 3
9 AM	Welcome Session & Breakfast	What is the Problem? Red Team Diagnostic Techniques	Exercise Team A/B Competitive Estimates
10 AM			
	Break	Break	
11 AM	Red Teaming: The History and Evolution of Alternative Analysis	Are We Measuring Change the Right Way? Red Team Calibration Techniques	Lunch
12 PM	Lunch	Lunch	What if We Are Wrong? Challenging Red Team Techniques
1 PM	Exercise: Decision Forcing Case Study: Strategy and the Early Cold War	Exercise Argument Mapping	
2 PM			Break
			Exercise: Pre-Mortem Risk Estimates
3 PM	Networking Reception		
4 PM			Closing Session

Focus Areas	Seminars
	Exercise
	Networking

Seminars

RED TEAMING:
THE HISTORY AND EVOLUTION OF ALTERNATIVE ANALYSIS
Review the emergence of red teaming over time as a set of alternative analysis techniques while exploring the larger search for divergent thinking methods. The session will introduce participants to a range of concepts from foundational philosophical ideas like dialectical thinking to contemporary intelligence analytical tradecraft.

WHAT IS THE PROBLEM?
RED TEAM DIAGNOSTIC TECHNIQUES
Dive deep into various diagnostic red teaming methods and how to apply them in professional settings ranging from the boardroom to the battlefield. Participants will gain an appreciation of problem framing and the importance of asking the right questions.

ARE WE MEASURING CHANGE THE RIGHT WAY?
RED TEAM CALIBRATION TECHNIQUES
Gain an applied overview of calibration techniques and how to test assumptions and assess change in dynamic settings. Participants will learn ways to identify bias, noise, and psychological factors limiting objective assessments and how to support monitoring and evaluation efforts with novel analytical techniques.

WHAT IF WE ARE WRONG?
CHALLENGING RED TEAM TECHNIQUES
Participants will learn how to design analytical efforts that challenge ingrained ideas and core beliefs in a manner that facilitates dialogue and divergent thinking.

Interactive Exercises

DECISION FORCING CASE STUDY:
STRATEGY AND THE EARLY COLD WAR

Reenact a seminal red teaming case linked to strategy and statecraft. Through the case study, participants will recreate the conditions surrounding proposing— and evaluating— competing national strategies to confront the Soviet Union as a means of understanding when and how to conduct red teaming.

ARGUMENT MAPPING

Better understand how to design and conduct an argument mapping exercise. Using a real-world scenario based on the professional backgrounds represented in the course, teams will conduct an argument mapping exercise and apply red teaming calibration methods.

TEAM A/B COMPETITIVE ESTIMATES

A hands-on introduction to a core competitive estimate method: Team A/B. Participants will build on their argument maps and produce competing estimates analyzing the underlying assumptions and evidence.

PRE-MORTEM RISK ESTIMATES

Using an underlying scenario, participants will practice designing and conducting a pre-mortem analysis that augments risk estimates and develops indicators of change.

CSIS Executive Education

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(CSIS) Executive Education Program convenes
professionals from diverse backgrounds at
Washington, D.C.'s premier bipartisan think tank
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