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**Bivouac in a Sussex Wood**  
Painting by E.J. Hughes.  
Canadian War Museum 12769



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**THE VISION FOR ISR**



**THE FUTURE OF MILITARY INTELLIGENCE WITHIN THE CANADIAN FORCES**



**A MULTI-PURPOSE CAPABILITY AND ADVANCED TECHNOLOGY**

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### NOTE TO READERS

As a bilingual journal, readers should take note that where citations in endnotes are translated from their original language, we will use the abbreviation 'TOQ' at the end of the note to indicate that readers can find the original citations in the other language version of the *Journal*.

## STRATEGIC RISK ASSESSMENT

While it is encouraging to see the advocacy of analytic tools in strategic thinking in the article “An Illustrative Canadian Strategic Risk Assessment” by James Finan and W.D. Macnamara [Vol. 2, No. 3, Autumn 2001], I would like to caution against the method advocated by the authors. They used a technique called the Analytic Hierarchy Process (AHP) as a means of rating the various threats to Canadian security. While AHP has been well marketed and promoted as a widely accepted tool to rate and rank subjective data, it has also been widely criticized and discredited in the scientific world.

There are two main problems with AHP. First, it uses numerical values to represent relations between elements. The process quantifies subjective data, but it does so in an arbitrary manner that is difficult, if not impossible in most cases, to justify logically. Second, AHP is not consistent. Small changes in the input often result in wide variations in the output.

There are some instances where AHP can be used, despite its rather severe drawbacks. However, it is definitely not the panacea it is often portrayed as being, and it must be used with extreme caution and a full understanding of its limitations. Operational Research staffs have spent a lot of time studying the problem of rating and ranking qualitative information, and have found many other methods that are more consistent and robust.

Dr. Jay Adamsson  
National Defence Headquarters

## WARRIORS AND SOLDIERS

In his article, “The Dangerous Appeal of the Warrior” [Vol. 2, No. 2, Summer 2001], Captain St. Denis explored and contrasted the concepts of ‘warrior’ and ‘soldier’, arguing that there is no place for warriors in a modern army.

I disagree. You cannot avoid the need for warriors in the context of defending a modern state in a chaotic world. The following situations require such a capability:

- when defending against terrorist acts, hostage incidents and threats against citizens abroad;
- where troops are exposed to attack by guerrillas; and
- where small groups must be inserted into hostile locations (in some military actions there is a need to penetrate behind enemy lines to collect intelligence and to neutralize enemy capabilities, or to capture facilities).

In such instances, the skills you need are those of the warrior, as defined in the article.

In some ways, these forces run counter to the concepts inherent in a democratic nation-state, but I would argue that they are a necessary evil. Perhaps rather than declaring that the warrior is anathema, the state should acknowledge and accept that there are social costs to

maintaining such units. From that point, the state could look at ways of avoiding or reducing the potential harm to the state that warriors embody.

One option for reducing that potential for harm could be special training. This leads to my second observation. Captain St. Denis made reference to Richard Strozzi Heckler’s experience training Special Forces personnel, as documented in Heckler’s book, *In Search of the Warrior Spirit*. The St. Denis article left me with the sense that Heckler advocated warriors over soldiers. However, on reading Heckler’s book, I came



CTAFPC Imaging by: Cpl. Mike Barely, GND00-0197-104

away with the opposite view. Heckler was one of a small group contracted by the US Army to train Special Forces troops using non-traditional techniques, including meditation, biofeedback and martial arts, as well as concepts derived from psychology and philosophy. The results were dramatic and positive. Heckler observed that the students experienced personal growth and enhanced self-awareness, and that they developed a broader social consciousness. From a pragmatic perspective, the students’ physical performance improved markedly and across a range of indices, both in static tests and under operational (exercise) conditions.

It is interesting to note that the programme that initially embraced Heckler’s non-traditional training methods was cancelled immediately following the first serial. This was not because it was unsuccessful, but rather because a new commander could not accept such a radical departure from ‘standard’ training methods. The main point for me was that these Special Forces personnel experienced a degree of personal growth that would — taking it to its logical conclusion — make them better citizens of the state, at the same time as improving their combat skills.

Perhaps we don’t want to make all of our soldiers into warriors, but, on the other hand, surely we don’t want to eliminate all warriors from our forces, for then we will have deliberately reduced our capability in certain important areas. As I have indicated, perhaps it is possible to have both the capability and a means of minimizing its potential harm.

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Defence Research Establishment Suffield

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