



The largest CSRT 18-1 class on record with 108 Fellows from 49 different locations or organizations round the world.

108 Practitioners Complete CSRT 18-1

One hundred and eight Fellows from 49 different locations or organizations graduated from the Daniel K. Inouye Asia-Pacific Center for Security Studies' Comprehensive Security Responses to Terrorism (CSRT 18-1) course Aug. 8.

The size of this course and number of locations represented are the most-ever for a CSRT at the Center.

Of the 108 participants, 64% were from military organizations and law enforcement agencies, with others representing various government ministries, foreign affairs departments and intelligence services and academic institutions. Just over half of the course participants were from the Indo-Pacific region, with five continents represented.

Fellows participating in CSRT 18-1 were from Afghanistan, Albania, Bangladesh, Cambodia, Cameroon, Chad, China, Colombia, Costa Rica, Dominican Republic, Egypt, Fiji, Guyana, Indonesia, Japan, Kazakhstan, Kosovo, Laos, Lebanon, Madagascar, Malaysia, Maldives, Mexico, Mongolia, Morocco, Myanmar, Nepal, Nigeria, Oman, Papua-New Guinea, Philippines, Serbia, Sierra Leone, Spain, Sri Lanka, Suriname, Taiwan, Thailand, Tonga, Tunisia, Uganda, United States, Uruguay, and Vietnam. One regional organization,

the International Committee of the Red Cross (ICRC) was also represented.

DKI APCSS Director retired Rear Adm. Peter A. Gumataotao addressed the CSRT Fellows during the commencement ceremony.

"I think you guys really tell me what you've learned, actually not by words, but by your actions after this," he said. "The best is yet to come from that."

"I've met many of you and I've seen the list of ambitious and important projects you're preparing, and I believe every one of you can make a positive difference," Gumataotao continued. "My advice is simply to be patient, to be persistent, to be passionate and to be courageous in your actions."

A highlight of the CSRT was when keynote speaker Deputy Assistant Secretary of Defense for Special Operations and Combating Terrorism, Mr. Andrew F. Knaggs, spoke to the Fellows about the security challenges of the Indo-Pacific Region Aug. 7.

CSRT is an annual, special focus course that provides security practitioners from the Indo-Pacific region and around the world the operational and strategic-level skills necessary to enhance their ability to combat terrorism while cooperating with other regional partners. Through faculty lectures and guest speaker presentations in plenary

sessions, real-world case studies, seminar discussions and collaborative experience and perspective sharing, Fellows explore the nature of current and future terrorist threats, examine the challenges associated with countering ideological support for terrorism and violent extremism, achieve a more common understanding of global and regional terrorism challenges, analyze

"My advice is simply to be patient, to be persistent, to be passionate and to be courageous in your actions."

- Director Gumataotao

tools and capabilities for combating terrorism and transnational threats in order to promote appropriate strategies. It is also designed to build relationships between and among the United States and current and future counterterrorism practitioners of participating countries, for the purpose of developing the trust and confidence necessary for increased information sharing while identifying ways to reduce obstacles to cooperation in the international struggle against those who use terror to promote their goals.

"While terrorism may be "demoted"



Deputy Assistant Secretary of Defense for Special Operations and Combating Terrorism, Mr. Andrew F. Knaggs, takes questions at the end of his presentation.



Top 3 photos: CSRT 18-2 Fellows work together during a seminar discussion.

one notch in the latest U.S. national security documents, many of our partners and allies in the Indo-Pacific see it as a leading threat—or the leading threat,” explained Course Manager Dr. Christopher Harmon. “Whether beginning or finishing the CSRT course, over half of all Fellows see terrorism as a greater threat to the region than four or five years ago.”

Intense discussions and problem-solving during seminar talks are a crucial part of isolating the complexity of terrorism.

This CSRT course was divided into three modules and held between plenary and smaller, seminar sessions. The first, “The Problems, The Causes, The Agents,” provided a framework with which to view contemporary terrorism and violent extremism through the exploration of historical examples, including the origins, motivations, environmental influences and other contributing factors that fuel terrorism. The second part, “Toward a Comprehensive Response to Terrorism,” explored various approaches to counter, deter and mitigate terrorism, including building whole-of-government cooperation, regional and international collaboration capacity, development of intelligence and information sharing technologies, and related legal complexities.

Twenty-two percent of the Fellows in this course were women, who are disproportionately affected by terrorism

and natural disasters. Having that perspective in the discussion allows Fellows to develop more comprehensive strategies in combatting terrorism.

The final part, “An Exercise in Strategy-Building,” had the Fellows grouped by sub-regions to develop counterterror strategies against evident threats in their regions. This enabled them to work with other Fellows from their regions, in some cases breaching national rivalries, to first better understand the biases that drive decision making in their cultures and later to examine future trends in their regions and the priorities along with the elements needed for a viable counterterrorism plan to collectively mitigate emerging terrorist activities and threats.

“In polling and in the Strategy-Building exercise, we repeatedly heard from Fellows that during the course, they learned to think more broadly about ways to defeat terrorists,” Harmon continued. “This class came in thinking that politics and political problems are by far the leading cause of terrorism, and they departed with even higher numbers thinking that, which was 53%. Back-briefs from the Strategy Exercise disclosed wide concern about borders and inadequacies in border control.”

Sixty-four percent of the Fellows were from the military and law enforcement agencies.

However, Fellows seemed well-

equipped to face terrorism challenges as a result of the course.

“Our experience here at DKI APCSS has been very powerful and a very high value, because it not only educates us and connects us as security practitioners, but also helps us have a shared understanding of security threats, challenges that we face today,” explained Lt. Col. Fatos Makolli, Director, Counter-Terrorism Directorate, Kosovo Police. “It also highlights some of the best practices and ways to deal with them. DKI APCSS offers a lifelong network of professionals and practitioners who continue to exchange, share and support each other in the long term. I believe this course, and the lessons that I’ve learned here, together with the knowledge I’ve gained through experience so far as a Fellow, will help me to be better in my daily job.”



CSRT at a Glance

(Since Apr. 2004)

- 22 Courses / 1,537 Fellows
- 91 nations
- Course 18-1 Demographics
 - Fellows: 108
 - Male: 84% / Female: 24%
 - Military: 56% / Civilian: 39%
 - Law Enforcement: 13%
 - International: 99% / U.S.: 9%

Diverse teaching methods prepare 107 for regional challenges

One hundred six Fellows graduated from the Advance Security Cooperation Course (ASC 18-2) Oct. 24, with broader perspectives and a newly developed common understanding of the challenges and opportunities to security in the region and enhanced networks of cooperation. U.S. and international Fellows from 34 locations took part in this course's iteration.

ASC is an executive education program enabling mid- to senior-level military and civilian leaders to deepen their understanding of the complex security environment in the Indo-Pacific region.

The ASC 18-2 curriculum offered 24 plenary topical discussions that survey the regional strategic landscape and address key regional security issues such as maritime security, countering violent extremism, disaster response, regional security architecture and emerging technologies and 25 electives on topics like geopolitics, the media, environmental security, and women, peace and security. Through a series of exercises, which culminated in a simulated negotiation over a hypothetical crisis in the South China Sea, Fellows explored solutions to the challenging security issues of their



106 ASC 18-2 Fellows pose for their official group photo with DKJ APCSS leadership and faculty.

region and applied in an engaged and practical way the knowledge and skills learned throughout the course.

ASC 18-2 Fellows were also treated to a presentation provided by DKJ APCSS Alumnae of the Year, Ms. Saira Ali Ahmed. Her presentation was based on her Fellows Project and was entitled “From Strategy to Reality,” a look at honor killings and their impact.

“It was a topic that touched my soul, that I think I should do something about this kind of battle,” Ahmed confided, “I already work for women’s rights and empowerment. When I came here and I studied, and was told we have to complete one Fellows project, that was the point, let’s do this... I think I can do, so I started.”

The ASC course relied on a variety of learning formats ranging from lectures to small-group discussions to exercises. This combination and the participant-centered method enabled Fellows to learn effectively. “Five weeks of constant interaction with more than 100 Fellows from more than 30 countries across the Indo-Pacific Region.

“The things that strike me at DKJ APCSS is the way you could muster the resources and also the network to get people on board to think about prominent issues of regional security which are relevant to all our nations’ people, societies, and organizations,” explained Col. Thach Can Bui, Vietnam Ministry of Defense. “You’ve got the really down to earth syllabus, good people leading us through the discussions, and also, we got things out of what we were doing.”

Participants were from Bangladesh, Bhutan, Cambodia, People’s Republic of China, Fiji, India, Indonesia, Japan, Kiribati, Republic of Korea, Laos, Malaysia, Maldives, Marshall Islands, Micronesia, Mongolia, Myanmar, Nepal, Palau, Papua New Guinea, Peru, Philippines, Solomon Islands, Sri Lanka, Thailand, Timor-Leste, Tonga, Tuvalu, United States, Vanuatu, and Vietnam.

“During a seminar discussion Fellows discuss complex security problems to help each Fellow greatly widen both the horizon of their knowledge and the network of their relationships,” said course manager Dr. Alexander Vuving. 🐼

ASC at a Glance

formerly Executive Course
(Since 1996)

52 Courses / 3,999 Fellows

- ▶ 62 nations, 3 int’l organizations

Course 18-2 Demographics

- ▶ Fellows: 107
- ▶ Male: 73% / Female: 34%
- ▶ Military: 41% / Civilian: 56%
- ▶ Law Enforcement: 10%
- ▶ International: 89% / US: 11%



ASC 18-2 Fellows work together on an exercise in the DKI APCSS garden area.



Fellows get acquainted by sharing their country's traditions with their counterparts.



Phone calls are one of the ways Fellows communicate during exercises.



ASC Fellows maintain their sense of humor during the challenging exercises prepared by course leadership.



Fellows work toward a consensus during a seminar session.



DKI APCSS Director Pete Gumataotao presents Ms. Saira Ali Ahmed with her Alumnae of the Year certificate shortly after presenting her Fellows project entitled "From Strategy to Reality" to ASC 18-2 in the auditorium.

Center Leads Maritime Migration and Law Enforcement Focused Cohort During ASC 18-2

Story by Lt. Cmdr. Leah Cole, USCG

The smuggling and trafficking of people and related transnational crimes are considered a significant issue in the Indo-Pacific region.

DKI APCSS professor Dr. Lori Forman, and U.S. Coast Guard Military Fellow, Lt. Cmdr. Leah Cole led the Advanced Security Cooperation (ASC 18-2) course cohort, a multinational team of Fellows, which focused on maritime security, migration, and information sharing in the Indo-Pacific region. To put the team together, Forman and Cole worked with the Bali Process Regional Security Office; United Nations Office on Drugs and Crime Regional Office for Southeast Asia and the Pacific; and the U.S. State Department Bureau of Population, Refugees, and Migration prior to the start of the course to identify members and goals for the Cohort.

Working together in preparation, DKI APCSS gained a robust understanding of the regional security issues and backgrounds of each of the cohort members' respective subject matter expertise and interests to maximize the value and contributions during their time at the Center and as members of a cohort. In these advance sessions, the direction of the cohort's Project came into focus, which was to develop a plan for a regional information-sharing mechanism, to address migration emergencies in the maritime domain, which the Bali Process Task Force on Planning and Preparedness (TFPP) could then implement.

The Fellows nominated as members of the cohort were officials involved with the TFPP under the Bali Process, or who had a critical role in information-sharing in the region. Following



Bali Process cohort Fellows with facilitators Lt. Cmdr. Leah Cole and Dr. Lori Forman (center).

the framing of the cohort's focus, Forman and Cole worked in advance of the cohort's arrival on an extensive arrival package and video. These products provided details about the Center, the ASC course, the work ahead, but also life in Hawaii and as a Fellow, which was presented to the cohort in August at an advanced organizational meeting in Bangkok.

Forman observed, "It is valuable for cohorts to meet ahead of time, particularly for multi-national cohorts. Otherwise, several Fellows Project sessions during the course are needed to get to know each other. By doing that ahead of time, the cohort was able to dive right into their work once they arrived at APCSS.

"Thanks to the Bali Process RSO for making it possible. The pre-course meeting was a chance to meet each other, learn about DKI APCSS and the ASC course, and begin framing their Fellows Project. Learning about DKI APCSS was aided by three Thai alumni who graciously shared their time to tell the Fellows about their experiences at DKI APCSS." Cole and Forman also prepared a video introduction to Honolulu and DKI APCSS to give the Fellows a preview of where they were going to be and colleagues they would

be working with.

In Bangkok, Forman gave a detailed presentation on "Introduction to the Daniel K. Inouye Asia-Pacific Center for Security Studies, the Advanced Security Cooperation course, and the Fellows Project." Cole also presented on "Comprehensive Approaches for Addressing Irregular Movement, Migration, and Human Trafficking by Sea."

Four weeks later, the cohort arrived in Honolulu for the five-week Advanced Security Cooperation (ASC 18-2) Course which ran from September through October 2018. The ASC 18-2 Bali Process cohort was jointly funded by the U.S. Department of State and Bali RSO, and was comprised of five Fellows (Sector Commander, Dhaka Sector, Bangladesh Border Guard), Malaysia (Head, Anti-Trafficking in person and Smuggling of Migrant Unit, Malaysia Police), Myanmar (Director, Office of the National Security Advisor), Thailand (Deputy Director, Internal Security Div., Royal Thai Naval Operations Dept./Thai MECC), and the Regional Support Office (Programme Coordinator, Regional Support Ofc - Bali Process).

Upon arrival, the cohort dove right

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in, and defined their Project goal, “To improve interdiction of migrant vessels at sea by developing a regional information sharing model by June 2019.”

This Inter-Agency cohort identified that establishing a regional information sharing model on irregular/illicit maritime movements would be the path to accomplish its project goal and to achieve win-win objectives such as:

- Facilitate the timely sharing of actionable information;
- Support affected member states taking appropriate actions;
- Build trust among the Member States; and
- Save lives at sea

Throughout the next several weeks, the cohort openly discussed the barriers to sharing and trust in the region and the current statistics of migration. The cooperation of two cohort members representing Myanmar and Bangladesh is particularly noteworthy, given these two countries were in the midst of a giving and receiving the end of 700,000 migrant flow this calendar year due to the ongoing, and highly politically sensitive Rohingya humanitarian crisis. According to Cole, “simply remarkable teamwork and dialog were achieved over the course of five weeks while here at DKI APCSS, under the Transparency, Mutual Respect, and Inclusion guiding principles.”

While working on their project, the cohort was also visited by Lt. Col. Jim Cahill, the military advisor at the Bureau of Population, Refugees, and Migration, Department of State, who received an update on the project.

While assigned as a cohort lead, Cole also provided weekly updates from the Center on the cohort's progress and their project to DKI APCSS Fellows Project coordinator Prof. Dave Shanahan, the Bali Process RSO, and U.S. State Department. The cohort also received feedback which Forman and Cole would then coordinate into their next Fellows project work session, ensuring communication and alignment between the cohort and their key stake-

holders along the way to ensure the value and success of the cohort's efforts.

As an outcome of the collaboration and lessons in the ASC course, the “Top 10” items the cohort worked on were:

- Defining the problem
- Pinpointing paths to solutions
- Identifying critical milestones for project management
- Discussing barriers and political realities that will impact project implementation
- Researching references on existing constructs to work smarter - not harder
- Compiling Important Background Information
- Devising a clear timetable and Milestones to Implementation
- Creating a by line-item Budgetary model
- Crafting Measures of Success and
- Predicting Obstacles to Success



The Bali Cohorts pose for a group photo after presenting their project at the Bali Project offices in Jakarta.

The cohort gave a formal project presentation to Director Gumataotao on October 22, 2018. As a retired U.S. Navy admiral, Director Gumataotao is no stranger to maritime security, governance and information sharing. He provided them with detailed feedback and observations to further enhance their project.

Immediately following their formal presentation, the cohort met for an unscheduled working lunch to update their presentation before graduating and departing the Center. This was considered important, as they had just learned that the Bali Process RSO would be funding the cohort to present their project a month after ASC 18-2 graduation to the United Nations Office on Drugs and

Crime. In November 2018, the cohort presented their project at the Trafficking in Persons and Related Transnational Crime Regional Workshop, in Jakarta, Indonesia to enhance information sharing on maritime trafficking in persons and maritime smuggling of migrants. Following the cohorts presentation in Jakarta, the Bali Process agreed to fund the cohorts project with \$150k through 2020 to achieve a successful implementation of their project that was created at DKI APCSS.

“The results from the cohort are amazing,” said Michael Odgers, co-manager (Australia) of the Regional Support Office, Bali Process. “In a short period they have been able to come to a common understanding, define the issues and identify opportunities to strengthen their efforts. APCSS provided the venue for active discussion, supported by the APCSS staff and key

speakers. While it took time to reach that common understanding, the ethos of the Bali Process, as an inclusive, voluntary and non-binding forum for policy dialogue, information-sharing, and capacity building which takes into account prevailing national laws and circumstances, shone through.”

Established in 2002, the Bali Process is a cooperative multilateral effort to boost bilateral and regional actions against people smuggling, trafficking in persons, and related transnational crime. The organization undertakes high-level political meetings and various other capacity-building activities. It involves 45 entities and 4 international organizations. 🐦

160 Fellows Complete the Final APOC of 2018



One hundred sixty-one Fellows, both U.S and international, attended the four-day course focused on issues in the Indo-Pacific region.

A total of 160 U.S. and international Fellows participated in the Asia-Pacific Orientation Course (APOC 18-3) at the Daniel K Inouye Asia-Pacific Center for Security Studies, Honolulu. The four-day course concluded on Dec. 7.

APOC is designed to provide an overview of regional states and trends in the security, economy, politics, defense, and information arenas. The curriculum broadly examines security foundations; regional security perspectives; country specific issues; transnational issues; governance, and development and security cooperation issues. Faculty members address these areas in the context of the major sub-regions: Northeast Asia, Southeast Asia, South Asia and Oceania.

The class, normally geared towards U.S. Fellows, had a ratio of 84 percent U.S. and 16 percent international. Fellows were predominately military with 69 percent military and 32 percent government civilians. With 26 percent female, this is the second highest ratio of male-female for this particular course.

According to the APOC Course Manager Dr. Christopher Snedden,



Fellows engage in seminar discussions after plenary lectures on a variety of topics.

“Although APOC was contracted to four days (from five) due to the national day of mourning for President George H.W. Bush on Dec. 5 (2018), DKI APCSS Faculty delivered another excellent course. Fellows were given current, significant and topical information about the Indo-Pacific Region. Post-course surveys confirm that this enhanced their understanding of this diverse, disparate and evolving entity.”

APOC is one of six formal courses at DKI APCSS that follow a model of participant-centered learning. 🐾

APOC at a Glance (Since 1999)

- 37 Courses / 3,918 Fellows
- 22 nations

- Course 18-3 Demographics
 - Fellows: 160
 - Male: 74% / Female: 26%
 - Military: 69% / Civilian: 31%
 - International: 16% / U.S.: 84%

Unique Perspectives, Richness of Discussion Highlight TSC 18-2



Twenty-seven senior leaders from 23 locations participated in the Transnational Security Cooperation course (TSC 18-2) from Nov. 4-9 at the Daniel K. Inouye Asia-Pacific Center for Security Studies.

The course manager was Dr. Scott Hauger and the course coordinator was Prof. Elina Noor.

The course is offered twice a year to senior security practitioners from the whole-of-government and society at the vice-minister, ambassador, and senior military officer (one- to four-star rank) levels. It aims to enhance awareness of transnational security issues within the complex environments they occur; explore collaborative policies to address transnational security challenges; identify opportunities to strengthen states' capacities; and promote effective security

governance. "What I found particularly valuable about this experience and quite enjoyable is the interactive nature of the course, and that's not by accident," explained Karena Lyons, Consul General Ambassador, New Zealand Consulate-General, Honolulu, New Zealand Ministry of Foreign Affairs and Trade. "The way the course is structured means that it entrenches interaction and therefore I get the benefit of learning a lot from my colleagues.

"APCSS has been quite selective in terms of who it allows to enter the course, so when I look around me, I'm sitting next to Nepal's Secretary of the Ministry of Defense and Sri Lanka's Senior Assistant Secretary to the Ministry of Defense, I'm sitting next to a lieutenant general and next to him is a major general – from all over the region. So there's a real richness to the discussion in terms of seniority of experience and the insight that it provides, and also the myriad of cultural backgrounds and the different perspectives that come from that. Plus, it's fun."

TSC 18-2 examined the nexus between traditional and non-traditional elements of security to highlight the importance of a broader understanding of security. The blended approach of

plenary lectures, elective presentations, and an interactive gaming simulation kept these senior leaders actively from around the Indo-Pacific region engaged in a shared learning experience throughout the week.

As in all DKI APCSS courses, each Fellow walked away from their experience with a different perspective of the course.

"What I found really unique here are two things, firstly, it's the way the course is structured and the compactness in the storyline that follows throughout the week," said Rear Adm. Christopher John Smallhorn, Commander Fleet Air Arm, Royal Australian Navy. "So, we've gone from talking at the geopolitical level, we've then honed down into a few of those touchstones that we know are highly important to us, not just at the Indo-Pacific level, but frankly at a global level such as climate change and environment, economic stresses and challenges.

"And then, we've been able to hone down even further to the point of looking at specific countries and specific strategies that are perhaps being followed by some countries in the Indo and Asia and Pacific regions," Smallhorn continued. "But then also of course, open back up again and start to ask those questions about 'What is a security challenge?' How does it affect us as a whole group?' We've looked at the regional security architecture. So, you've allowed us the opportunity to look through multiple lenses, to understand the transnational security dilemmas. I think that to be able to achieve that in the timeframe that we achieve it, culminating of course in a challenging exercise, is a pretty impressive effort."

TSC at a Glance

(Since 1999)

- 39 Courses / 906 Fellows
- 40 nations

- Course 18-2 Demographics
- Fellows: 27
- Male: 85% / Female: 15%
- Military: 48% / Civilian: 52%
- International: 89% / U.S.: 11%

The Use of Serious Games in Teaching TSC

by Deon V. Canyon, Jonathan Cham and Jim Potenza

Strategic foresight is an essential tool that allows decision makers to leverage emerging opportunities and minimize risks. Transnational Security Cooperation Games (TSCG) provide mid- to senior-level security practitioners the opportunity to practice strategic foresight thinking in a challenging but safe-to-fail environment. Players participate in asymmetric negotiations to rally support for their agenda while dynamically responding to the actions of others. This article describes and reviews the TSCG, “Radicals” and explores its relevance to security practitioners and strategists.

Game Mechanics

The TSCG “Radicals” ran in the DKI APCSS Transnational Security Cooperation (TSC) courses 17-2 and 18-1. It simulates a complex, asymmetric negotiation environment where players must collaboratively respond to the return of radicalized nationals into their society. Most players take on the role of government or community members of the fictional country of Paduana, while others act as foreign representatives to Paduana from great power nations or a multinational corporation. Each player receives different personal and private interests and tools to fulfill those interests. The game is divided into three moves, spread across three days of the course. In each move, players first meet with their team to develop or revise their strategy, then break out into an unstructured period, where they negotiate with other players and submit Action Forms that advance their strategy. An in-stride adjudication team judges proposed actions by reviewing their quality and level of support before deciding to what extent the action will fail or succeed.

Learning Objectives

TSCG “Radicals” is a “serious game” because participants are directly or indirectly informed, trained or educated in the process. While the challenges posed by the game are themselves educational, the true benefit of “Radicals” comes from its players. When played at the DKI-APCSS senior-level TSC course, security practitioners have the unique opportunity to challenge their counterparts from over 20 different countries in a complex, negotiation-based game. Players become comfortable engaging and negotiating with senior-level officials in simulated crises pertinent to the unique challenges of the Indo-Pacific Region.

Learning objectives include:

- Experience a series of transnational security crises in real-time that possess the characteristics of complex adaptive systems – unpredictability, self-organization, constant change and emergence
- Explore transnational security factors that shape effective crisis management
- Test strategies and approaches in adversarial conditions
- Deepen awareness of the variety of positive, negative

and neutral roles played by stakeholders in government, industry and civil society

- Gain insight into capacity in critical thinking, strategy, planning, leadership, communication, creativity and negotiation in an environment where every decision has a rapid impact and the unexpected decisions of others create a complex environment

Feedback and Outcomes

TSCG “Radicals” has six built-in opportunities for player reflection and feedback: two short debriefs, one long debrief discussion period and three anonymous surveys. In the past two iterations of “Radicals,” game adjudicators noticed a significant increase in game comprehension and strategic sophistication towards the end of the first move. In the last iteration, for example, 91% of players reported that they had identified all important stakeholders and/or built many useful relationships by the second move, while only 5% still struggled to find the right people. Across discussion periods and anonymous survey feedback, players felt generally positive about their experience with “Radicals.” Players felt that the game provided an opportunity to practice: Understanding complexity and developing strategy (28%), Coordination and leadership (28%), Developing relationships and cooperation (16%) and Negotiation (15%). Based on their experiences in the game, players commented on the importance of strategic clarity, relationship building and institutional stability.

The TSCG “Radicals” offers an innovative new way for senior-level security practitioners to practice strategic foresight in a fun, competitive and safe-to-fail environment. Fellows of the TSC courses 17-2 and 18-1 gained substantial educational value from participating in the TSCG “Radicals.” In particular, players gained insight into how senior-level security practitioners from the Indo-Pacific region act and react in asymmetric crisis negotiations where competing interests are present. Players developed strategies, built relationships, engaged their peers in negotiations, and demonstrated inclusive leadership. The success of TSCG “Radicals” provides support for the use of “serious games” in executive education. 