

***“We are in a war that will set the course for a new century.”***

***Winning the war against terrorism is the “calling of our generation.”***

**President Bush  
September 11, 2006**

## **7 Things You Did Not Know About Terrorism**

- Terrorism is more psychology than it is military strategy.
- We are at greater risk now, than we were on September 10, 2001.
- Historically, attrition-based, terrorism-like acts have largely been rewarded.

## **7 Things You Did Not Know About Terrorism**

- Terrorists do not appear to recognize nor fear our military superiority.
- We are not prepared.
- We are our own worst enemy.
- A clear and recognizable victory may never be achieved.

## **First**

- Terrorism is more psychology than it is military strategy.
- It's all about psychology!

# **TERRORISM!**

**The way in which one defines terrorism dictates how one thinks about it and how one responds.**

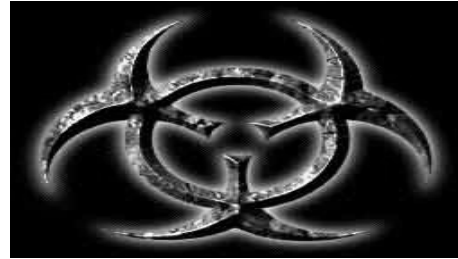
## **Terrorism**

- From a law enforcement perspective, terrorism may be thought of as the premeditated and unlawful use, or threatened use, of force or violence as a coercive or punitive agent.
- From a military perspective, terrorism represents war waged against civilians.

## **Terrorism**

- From a psychological/ behavioral perspective, terrorism represents psychological warfare. Terrorism is used as a tool to break down the resistance and diminish the will of a population and/or its government.

The ultimate tool of the terrorist . . .



is not death and destruction, it is fear and demoralization.

**“TO FIGHT AND CONQUER IN ALL  
YOUR BATTLES IS NOT SUPREME  
EXCELLENCE;**

**SUPREME EXCELLENCE CONSISTS IN  
BREAKING THE ENEMY’S  
RESISTANCE WITHOUT FIGHTING”**

*The Art of War - - Sun Tzu*

## **The Process of Terrorism Undermines Confidence**

- Terror is the absence of confidence and hope.

**All major social, political, and  
economic systems are built  
upon the psychology of  
CONFIDENCE.**

***Public sentiment is everything.  
With public sentiment, nothing  
can fail. Without it, nothing can  
succeed.***

**Lincoln**

**"The US is losing the propaganda war against al-Qaeda and other enemies.**

**Donald Rumsfeld has said."**

**"We risk losing public support for this conflict. As Americans turned away from the Vietnam War, they may turn away from this one..."**

**Sen. McCain said.**

**BBC News  
February 17, 2006**

## **Second**

- **We are at greater risk now than we were on September 10, 2001.**

### **Attorney General Gonzales:**

- **"The convergence of globalization and technology has created a new brand of terrorism. Today terrorist threats come from smaller, more loosely defined cells not affiliated with al-Qaida but who are inspired by a violent jihadist message, and left unchecked these homegrown terrorists may prove to be as dangerous as groups like al-Qaida."**

### **UNC Attack Suspect Wanted to Punish Government**

- **CHAPEL HILL, N.C. — A University of North Carolina graduate, Mohammed Reza Taheri-azar, a 22-year-old native of Iran, accused of running down nine people on campus told an emergency dispatcher he wanted to "punish the government of the United States for their actions around the world," according to a 911 recording released Monday.**

### **UNC Attack Suspect Wanted to Punish Government**

- **University Police Chief Derek Poarch said Taheri-azar told investigators he intentionally hit people to "avenge the deaths of Muslims around the world."**

**The Associated Press  
March 6, 2006**

### **MIAMI June 23, 2006**

- **WASHINGTON (AP) - Seven young men arrested in an alleged plot against the Sears Tower were part of a group of "homegrown terrorists" who sought to work with al-Qaida.**

**Muslims urged to make West 'bleed for years' and continue war to recapture Palestinian lands.  
CNN March 6, 2006**



**Ayman al-Zawahiri**

- "Many believe that the United States, bloodied and exhausted by the insurgency, stripped of its allies, will eventually withdraw," Brian Jenkins writes of the jihadist view. From that perspective, "this defeat alone could bring about the collapse of the United States, just as collapse followed the Soviet defeat in Afghanistan."

–The Atlantic Monthly, Sept. 2006  
Declaring Victory by James Fallows

**Wednesday, February 21, 2007  
4:51 AM ET (AP)  
LONDON –**

- Prime Minister will announce on Wednesday a new timetable for the withdrawal of British troops, with 1,500 to return home in several weeks, British media reported.

The announcement comes as the U.S. implements an increase of 21,000 more troops for Iraq, but while some of the other coalition partners are pulling out:

The Italians and Slovaks have left, and the Danes and the South Koreans want to start withdrawing.

- WASHINGTON - President Bush's policy in Iraq "is not working," a high-level ISG commission said Wednesday in a blunt, bleak assessment that called for an urgent diplomatic attempt to stabilize the country and allow withdrawal of most U.S. combat troops by early 2008.

–NBC News and news services.  
12/05/06

### **Third**

- Historically, attrition-based, terrorism-like acts have largely been rewarded.
- Terrorism may be uniquely effective when the opposition possesses military, economic, or demographic superiority.

**The tools of demoralization...**

***Those who fail to read history are doomed to repeat it . . .***

**Santayana**

- Vietnam
- Iran
- Somalia
- Madrid
- Holy Lands - Hamas

**It was reported in the national media that insurgents viewed results of 2006 elections as support for continued resistance.**

**Outcome**

- Beginning with the principles of terrorist-based warfare used in Vietnam through to current events, the acts of terrorism have largely resulted in capitulation on the part of the terrorists' targets, and even significant geopolitical change.

**Fourth**

- Terrorists do not appear to recognize nor fear our military superiority.

- It must be obvious to you that, due to the imbalance of power between our armed forces and the enemy forces, a suitable means of fighting must be adopted to initiate a guerrilla warfare.

- "We experienced the Americans through our ...combat against them in Somalia...We found they had no power worthy of mention....America exited dragging its tails in failure, defeat, and ruin, caring for nothing."

– Osama bin Laden - Oct. 21, 2001  
[aired on CNN on Feb 5. 2002]

- BAGHDAD, Iraq - A suicide bomber struck Sunday outside a college campus in Baghdad, killing at least 41 people and injuring dozens as a string of other blasts and rocket attacks left bloodshed around the city. The wave of attacks around Baghdad came a day after Prime Minister Nouri al-Maliki lauded the progress of an ongoing U.S.-Iraqi security operation seeking to cripple militant factions and sectarian killings in the capital.

– SINAN SALAHEDDIN, Associated Press Writer, Feb. 25, 2007

## Fifth

- We are not prepared.

- "Today's Americans 'just don't get it'...we recognize neither the size and nature of the...threat, nor that we have yet begun to fight the kind of war needed"

– Imperial Hubris. Anonymous, 2004, p.261

- "The nation's mental health, public health, medical, ...systems currently are not able to meet the psychological needs that result from terrorism"

– Institute of Medicine, 2003, Preparing for the Psychological Consequences of Terrorism, abstract

- 1991 Gulf War
- Kuwait
- Sarin – Tokyo
- September 11 Flight Attendants

## Sixth

- We are our own worst enemy.

***“We have met the enemy,  
and he is us.” - Pogo***

**Terrorist groups cannot  
destroy us as a nation, only  
we can do that to ourselves.**

- BAGHDAD, Iraq – Feb. 24, 2007 – Shameer Yacoub, Associated Press
- Thousands of Shiites rallied in the holy city of Najaf on Saturday to protest the nearly 12-hour detention of the eldest son of the most influential Shiite politician as he crossed back from...

- BAGHDAD, Iraq – Feb. 24, 2007 – Shameer Yacoub, Associated Press

...Amar al-Hakim, who was taken into custody on Friday, complained Saturday that U.S. soldiers handcuffed and blindfolded him before his release and "strongly abused" his bodyguards. "Is this the way to deal with a national figure? This does not conform with Iraq's sovereignty," he said.

## Perception of the Loss of the Moral “High Ground”

- Failure to mobilize a lasting and cohesive public sentiment in the US in support of the war
- Political polarization
- Emergence of divisive anti-war movement
- Loss of credibility and support in international community

## Failure to Contain Violence in Iraq

- Despite presence of US and Iraqi forces, sectarian violence increasing, Sunni vs Shiite Muslims
- 600,000+ civilians died in all types of violence since 2003 (Lancet, 2006)
- Death squads killed 1450 people in September (450 in Feb. 2006). Worst month's sectarian assassinations, about 77 per day

**. . . the failure of the US to impose order in Iraq . . . has emboldened all those who believe that further spasms of violence will force Washington . . . to give up”**

**Time  
July 31, 2006**

### **Failure to Establish a Solid Iraqi Political and Economic Infrastructure**

- Two days before his resignation, Rumsfeld expressed frustration at the inability of the Iraqis to establish an infrastructure that had potential to endure.

### **Failure to Establish a Solid Iraqi Political and Economic Infrastructure**

- Shiite cleric Muqtada al-Sadr declared “most dangerous man in Iraq.”
- US forces restricted by Iraqi government from pursuing his followers.

### **US Casualties (Beginning 3/2003)**

- ~3000 killed
- ~20,000 wounded (explosive devices accounting for ~ half)
- 97% since the “end of major combat
- Average weekly US death toll since end of “combat operations May 2003 = 14
- Chance of being wounded:
  - 3.1% Iraq
  - .02% Persian Gulf War
  - 1.8% Vietnam
  - 1.8% Korean77

### **We Must Remember**

- As in the past, all of the battles can be won, but the war can be lost.
- Divisiveness and distrust can erode any sense of national unity and serve to encourage terrorists.
- We must retain the moral “high ground.”
- We must allow others the right of self-governance.

### **Seventh**

- The war may never be truly won, in traditional terms.
- A clear and recognizable victory may not be possible.



*“No matter what we do or how many terrorists we kill, the fact remains that we will not win a war of ideology with bombs and bodies.”*

M. Kreppen  
US Navy, 2006

**“My view is the only way we lose in Iraq is if we leave before the job is done.”**

President G. W. Bush

### **The Next Jihadists (children)**

Newsweek  
Jan. 22, 2007

### COUNTERING TERRORISM:

Social and Psychological  
Mechanisms of  
PSYCHOLOGICAL  
COUNTERTERRORISM

(adapted from Everly & Castellano, *Psychological Counterterrorism and World war IV*, 2005)

**The Strategic Imperative:  
If terrorism is primarily  
psychology (psychological  
warfare), then countering  
terrorism must be based in  
psychology (psychological  
counterterrorism).**

### **Five Key Elements In Psychological Counterterrorism**

- Preparation
- Action
- Perseverance
- Communication
- Learning from mistakes

## I. Preparation

### Franklin D. Roosevelt, Inaugural Address, March 4, 1933

"This great Nation will endure as it has endured, will revive and will prosper. So, first of all, let me assert my firm belief that the only thing we have to fear is fear itself —nameless, unreasoning, unjustified terror which paralyzes needed efforts to convert retreat into advance."

### Franklin D. Roosevelt, Inaugural Address, March 4, 1933

"The people of the United States...have registered a mandate that they want direct, vigorous action.

They have asked for discipline and direction under leadership. They have made me the present instrument of their wishes. In the spirit of the gift I take it."

Though I walk through the valley of death, I shall fear no evil, because I am prepared...

## II. Action

### Action Toward the Enemy

- Four major elements of a psychological program designed to counter terrorism are:
  - Inhibiting potential terrorists from joining terrorist groups.
  - Producing dissension within groups.
  - Facilitating exit from groups.
  - Reducing support for groups and their leaders.

### **Action Toward the Enemy**

- Relentless pursuit, punishment
- Holding insurgent leadership responsible
- Reinforcing contradictory behavior
- Fostering perception of terrorism as illegal, immoral, cowardly, beneath contempt
- Fostering justice

### **Actions Directed Toward Self: Crisis Intervention**

Enhances Resiliency

### **Crisis Intervention**

- A short-term helping process
- Acute intervention designed to mitigate the crisis response
- Not psychotherapy

### **Core Competencies of Crisis Intervention**

- Basic communication skills
- Assessment/triage of benign vs. malignant symptoms
- One-on-one crisis intervention
- Skills in follow-up and referral
- From CDC/ASPH draft proposed recommendations

### **Differentiated Clinical Outcome Variables:**

- Post-traumatic distress:
  - Mean effect size: .65
- Assaults:
  - Mean effect size: 3.68
- Alcohol use:
  - Mean effect size: .83
- Depression: .81

### **Differentiated Clinical Outcome Variables:**

- Anxiety: .98
- General health and global impairment:
  - Mean effect size: .166
- Overall effectiveness: 1.53
- Effect size with data on assaults removed: .60

## **Psychological First Aid (PFA)**

- A supportive and compassionate presence designed to reduce acute psychological distress and/or facilitate continued support, if necessary.

- In all disasters, whether they result from the forces of nature or from enemy attack, the people involved are subjected to stresses of a severity and quality not generally encountered.
- It is vital for all disaster workers to have some familiarity with common patterns of reaction to unusual emotional stress and... must also know the fundamental principles of coping most effectively with disturbed people.

## **Johns Hopkins RAPID - PFA**

- Evidence-informed
- Evidenced-based
- Reflective listening
- Assessment of need
- Prioritize interventions
- Intervention
- Discharge or refer

## **III. Perseverance**

**“But for everyone. . . this is the lesson: Never give in. Never give in. Never, never, never, never—in nothing, great or small, large or petty—never give in, except to convictions of honor and good sense. Never yield to force. Never yield to the apparently overwhelming might of the enemy.”**

**– Winston Churchill**

## **IV. Communication**

An essential element of empowering others while fostering cohesion and support will be effective communications. In the final analysis, crisis communications should be designed to provide five essential elements:

- Information (and rumor deterrence)
- Reassurance
- Direction
- Motivation
- A sense of connectedness, support.

**“Remember we shall never stop, never weary, and never give in. . . . Good night, then: sleep to gather strength for the morning. For the morning will come.**

**Brightly will it shine on the brave and true,  
kindly upon all who suffer for the cause,  
glorious upon the tombs of heroes.  
Thus will shine the dawn.”**

W. Churchill

## **V. Learning from mistakes**

*“What I know for sure is that behind every catastrophe, there are great lessons to be learned...[what] we as a country need to get is that as long as we play the “us and them” game, we don’t evolve as people, as a nation, as a planet.”*

O. Winfrey

**Life is what happens when you are making plans...**

***You can't keep blaming yourself.  
Just blame yourself once, and  
move on.***

Homer Simpson

**Dr. Everly's 21st Century  
DISASTER WORKER BURNOUT CLUB**

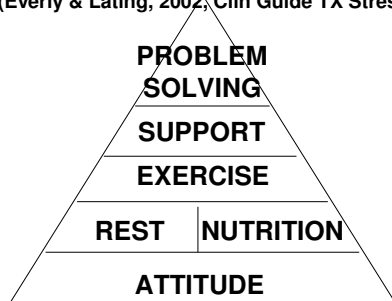
1. Be a perfectionist, never accept excellence.
2. Never exercise!
3. Remember, the glass is always half empty!  
Empathize with ALL disaster victims, you MUST "feel their pain."
4. Eat as much "fast food" as possible; only eat things that had faces (chickens don't count--no lips). Never eat breakfast. If forced to do so, purge!
5. Blame all of your failures in life on your parents, your lack of friends, your coercive unethical money-grubbing outsourcing capitalistic boss, or the great right-wing conspiracy.

**Dr. Everly's 21st Century  
DISASTER WORKER BURNOUT CLUB**

6. Accept responsibility for everything and everyone, all the time!
7. Engage in an endless process of controlling everything and everyone, especially those people/ things over which you have no actual control. It is YOUR responsibility to make all disaster victims "happy."
8. Strive to sleep as little as possible!
9. NEVER desire to return home, if forced to do so, feel guilty.
10. Seek out a routine: Sleep until you are hungry, eat until you are tired; use ETOH to relax, stimulants to get going.

**6 KEY ELEMENTS OF  
STRESS MANAGEMENT**

(Everly & Lating, 2002, Clin Guide TX Stress)



**PSYCHOLOGICAL BODY  
ARMOR  
FOR LAW ENFORCEMENT,  
PUBLIC HEALTH &  
EMERGENCY RE  
7 Strategic Lessons About Life,  
Resiliency, and Coping with Stress**

**1. First and foremost, follow a  
moral compass.**

- Concepts of right vs. wrong have blurred.
- Moral relativism
- We accept immoral and dishonest behavior in politicians, athletes, performers. Sets stage for cultural values.

*2. Do the unexpected... Take  
responsibility for your actions*

- Some people get stressed when they are complimented. Accept compliments graciously.
- From the other perspective... When you've hurt someone, say you are sorry. Immediately and relentlessly, do what you can, within reason, to make it better.

### *3. Foster friendships, support networks*

- Friendships and personal support can help you overcome even the most difficult of problems.
- The support of others, especially in times of great need, is a precious commodity, but beyond family, it must be earned. So as you go through life be sure that you earn the friendship of others.

### *4. Learn to Make Difficult Decisions*

- When faced with a difficult decision, make it as wisely as you can, then let it go.
- The moment of absolute certainty will never be upon you.
- And no matter whether the decision leads to positive or negative outcome, take heed, in each decision there is a lesson to be learned that will make you wiser and stronger for another day.

### *5. Be Honorable*

- What you do today will reflect, not just upon you, but upon your parents, your spouse, and your children.
- Make a promise to never do anything that will dishonor your family.
- A useful thing to say to yourself each morning may be, "What I do today will be my legacy for every tomorrow."

**In the words of Roman General Maximus...**

**"What you do in life will echo for eternity."**

**And when I am gone from this world, I hope to be judged not by how much I made, but by how much I gave;  
Not by how many names I dropped, but by how many people hear my name and think fondly of me;**

**I hope my children will say of me he was wise, he was silly, with all of his flaws he was still a good man, he was there for us. He taught us the value of honesty, fidelity, of family and of friends, but above all else, he loved us, he was there when we needed him...  
he will be with us always.**

### *6. Be Optimistic*

- Where there is life, there is hope.
- When you lose hope, you have already lost life as you know it.
- So never give up! Be relentlessly perseverant and optimistic.
- If you want something badly enough, take the risk of failing...you may just succeed!

### **7. FAITH**

Faith is a belief. Faith does not necessarily mean religious belief. Faith is simply that which allows us to accept the things we cannot understand. Faith may be the thing that allows us to accept the things we cannot change.

With faith there are no mysteries, only answers yet revealed. In the absence of faith, there is only the abyss. Faith is the acceptance that there is predictability and coherency in life.

**With all its sham , drudgery,  
and broken dreams, its still  
a beautiful life. – Desiderata**

**The challenge is to hold on  
to the beauty when life  
seems most difficult.**

### **3 Keys to Happiness...**

- Work like you didn't need money;
- Love like you've never been hurt;
- Dance like nobody's watching.

**Satchel Paige**

**What will your legacy be...**

**As a leader, a parent, a  
human being?**

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