

# Emergency Management During the Violent Insider Attack

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## The Al Qaeda Operator

# Al Qaeda's Evolution

9/11, the day everything changed

- Who were they?
- Why were they mad?

**Let's talk about it**

- We have the best security in the world
- We have the best people in the world
- It can't happen here

# Really?

# After 911

- Al Qaeda's operational tempo has remained active
  - unable to mount another attack against the American homeland
    - second wave of attacks on U.S. soil has not fully materialized
- Lower visibility, softer targets have been attacked
- Al Qaeda must act more deliberately and thoroughly to strike here again

# Central Intelligence

From the Director of Central Intelligence,  
2/3/10, Senate Intelligence Committee

- Al Qaeda is inspiring homegrown extremists to trigger violence on their own
- Militants are growing harder to detect and moving more quickly in their plots

# Director of Central Intelligence

- “Al Qaeda is increasingly relying on new recruits with minimal training and simple devices to carry out attacks”
- "It's the lone-wolf strategy that I think we have to pay attention to as the main threat to this country"

# Lone Wolf



# Violence

- All violence can be categorized as:
  - Emotional
  - Predatory

# Emotional Mode of Violence

- I have a cat ...
- Short duration
- Adrenaline driven
- Physically manifested
- Escalating
- Target displacement

# Predatory Mode of Violence

- I have a cat...
- Long lasting
- Avoids detection
- Laser focused
- Self-gratifying

# In a Violent Terrorist Attack

- Begins with a strong emotional component
  - So strong, that the operator commits to self-destruction
- Then comes the predatory mode of violence
- Then the emotional component to support the predatory behavior

Typical and characteristic suicidal thinking and behavior, i.e., **The calm before the storm.**

# Who Said It?

- “Keep a very open mind, keep a very open heart of what you are to face...You will be entering paradise. You will be entering the happiest life, everlasting life.”
- "Everybody hates death, fears death...But only those, the believers who know the life after death and the reward after death, would be the ones who will be seeking death."

# Who Said It?

- "Purify your heart and clean it from all earthly matters. The time of fun and waste has gone. The time of judgment has arrived ... those ... hours that are left you ... are very few. From there you will begin to live the happy life, the infinite paradise. Be optimistic ..."

# What Does an Al Qaeda Terrorist Look Like?



# The Al Qaeda Training Manual

Found by the Manchester (England) Metropolitan Police during a search of an Al Qaeda member's home, here's what Al Qaeda says about its objectives:



# Objective 1

**Removal of those personalities that block  
the call's path**

# Objective 1 cont.

What does that mean behaviorally?

- Anyone who disagrees with the goal will be treated with disdain
- He will use extreme self control not to argue vehemently with an opponent
- If a potential operator seems less committed than he ought to be, he is removed from the call's path

# Objective 1 cont.

- Collateral damage should be expected
- **A person who speaks approvingly of such collateral damage, and exhibits other attitude-exposing behaviors is an Al Qaeda supporter, and well may be an operator**

# Objective 2

## Proper utilization of the individuals' unused Capabilities

- Individuals = Operators
- Suicide is an unused capability
  - Being willing to die is a far cry from wanting to die, which is one of the unused capabilities being sought by Al Qaeda

# Objective 3

**Precision in performing tasks and using collective views on completing a job from all aspects, not just one**

- This is embodied in the planning function of the operation
  - Training
  - Reconnoitering/Scouting
  - Rehearsal
  - Timeline adherence
  - Scripted operational order

# Objective 4

## Controlling the work and not fragmenting it or deviating from it

- This is an operational reference
- This speaks to target discipline
  - Targets prescribe tactics
- First and second attacks on the WTC
  - Tactics changed
  - Desired outcome didn't

# Objective 5

**Achieving long-term goals such as the establishment of an Islamic state and short-term goals such as operations against enemy individuals and sectors**

- This means the establishment of AQ domination
- If subscribed to, makes the subscriber a supporter of Al Qaeda, no matter what
- An “all or none” proposition

# Objective 6

## **Establishing the conditions for possible confrontation with the regressive regimes and their persistence**

- Anybody, any place can be a target
  - Includes potentially regressive regimes
- Intent is clearly extortionate

# Objective 7

## Achieving discipline in secrecy and through tasks

- OPSEC isn't just a means to an end, it is an end in and of itself
- Operators work, train in secrecy
  - reinforces the paranoid component of the organization
  - reinforces the “specialness” of Al Qaeda
    - almost always characteristic of cults

# Pre-attack Homicidal Behaviors

- Bragging about his hatred of America
- Instrumental behavior
- Arrogant speech
- May distance himself from Americans

# Pre-attack Suicidal Behaviors

- Similar to most suicides
- Ritual, alone or with other members of his cell
- He may “leak” the future
- He may engage in sins of the flesh
- Emotional volatility
- Acts like he has no future

# Going To Heaven

- Rates of prayer increase
- Leakage of heavenly fantasies
- Purification

# Other Factors

- Hopelessness
- Omnipotence
- Entitlement
- Grandiosity
- Emotional detachment



# Envy as a Motivator for the Suicidal Assault

- Not consciously felt
- “The wish to destroy goodness” - Melanie Klein
- Impulse of those who envy is to decimate that which is envied
- Wealth, Liberty, Prosperity, Diversity, “Immorality” = AMERICA

# Suicide As A WMD

- Planned
- Purposeful
- Principal Weapon

Virtually unstoppable  
once the operation is initiated

# The Sudden Mass Assault

- Carefully planned
- Not necessarily a “Professional” operator
- Made much more effective by suicide

# How Will You Respond?

- Worst Case Scenario
- Think Big Early
- Go Fast
- Target Denial
- Negotiation
- Overwhelming Force



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