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*“Bosses must recognize that there is a vulnerability within their organization that red teaming can help uncover and address.”*



**MICAH ZENKO**  
Author of *Red Team*

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Dr. Micah Zenko, author of *Red Team: How to Succeed By Thinking Like the Enemy*, explains why red teaming is an important practice for any organization. Joe and Micah discuss organizational blindspots, the best practices for finding them, and how red teamers can provide constructive feedback. Additionally, Micah shares techniques for leaders to become better critical thinkers.

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## About Micah (@MicahZenko)

Micah Zenko is the Director of Research and Learning at McChrystal Group, charged with the development and instruction of offerings designed to improve organizational performance through Red Teaming, strategic planning, and scenario development. He has worked at Harvard University's Kennedy School of Government, the Brookings Institution, the State Department's Office of Policy Planning and the Council on Foreign Relations. Zenko has published in *Foreign Affairs*, the *Journal of Strategic Studies* and the *Annals of the American Academy of Political and Social Science*, and has had op-eds in the *New York Times*, *Washington Post*, *Financial Times*, and *Los Angeles Times*. He also wrote or co-wrote five Council Special Reports, including ones on the subject of US drone strike policies, early warning and preventive policy-making and nuclear weapons reduction. He is the author of *Between Threats and War: U.S. Discrete Military Operations in the Post-Cold War World* (Stanford University Press, 2010), *Red Team: How to Succeed By Thinking Like the Enemy* (Basic Books, 2015) and, with Michael Cohen, *Clear and Present Safety* (Yale University Press, 2019).

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