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# Red Team: How To Succeed By Thinking Like The Enemy

 **Brilliance**Audio

**Unabridged**

MICAH ZENKO

**RED  
TEAM**

HOW TO SUCCEED BY  
THINKING LIKE THE ENEMY



## Synopsis

Red teaming. It is a practice as old as the Devil's Advocate, the 11th-century Vatican official charged with discrediting candidates for sainthood. Today, red teams - comprised primarily of fearless skeptics and those assuming the role of saboteurs who seek to better understand the interests, intentions, and capabilities of institutions or potential competitors - are used widely in both the public and private sector. Red teaming, including simulations, vulnerability probes, and alternative analyses, helps institutions in competitive environments to identify vulnerabilities and weaknesses, challenge assumptions, and anticipate potential threats ahead of the next special operations raid, malicious cyberattack, or corporate merger. But not all red teams are created equal; indeed, some cause more damage than they prevent. In *Red Team*, national security expert Micah Zenko provides an in-depth investigation into the work of red teams, revealing the best practices, most common pitfalls, and most effective applications of these modern-day Devil's Advocates. The best practices of red teaming can be applied to the CIA, NYPD, or a pharmaceutical company, and executed correctly they can yield impressive results: red teams give businesses an edge over their competition, poke holes in vital intelligence estimates, and troubleshoot dangerous military missions long before boots are on the ground. But red teams are only as good as leaders allow them to be, and Zenko shows not only how to create and empower red teams, but also what to do with the information they produce. Essential listening for business leaders and policymakers alike, *Red Team* will revolutionize the way organizations think about, exploit, compensate for, and correct their institutional strengths and weaknesses. Drawing on little-known case studies and unprecedented access to elite red teamers in the United States and abroad, Zenko shows how any group - from military units to friendly hackers - can win by thinking like the enemy.

## Book Information

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## Customer Reviews

I realize that I will never be that four star general Red Teaming the possible choices a major world power might make when it realizes it has lost the race to singularity and its nuclear arsenal no longer provides the strategic projection of force it once did, nor will I be the CEO of a multinational internet sale behemoth Red Teaming Europe's demographic chances into a comprehensive future cooperate sales strategy, nevertheless I did enjoy Micah Zenko's new book Red Team: How to Succeed by Thinking Like the Enemy. Despite the subtitle of the book How To Succeed By Thinking Like The Enemy, Mr. Zenko explains how Red Teaming is essentially, focused alternative analysis directed towards a real world problem so that it may be more clearly understood and then solved with the best possible outcome. In reading this book an aspect of the subject which really stood out to me was that no matter your position of authority or social status, humility and critical thinking often go hand in hand, and that pride and its companion arrogance are often rewarded by a special kind of blindness. Red Team offered many historical examples of effective and ineffective red teaming exercises and the lessons to be learned from both. The history enthusiast and those who follow the evolution of military/corporate thought and strategy are sure to find the book especially enlightening. Though clearly Mr. Zenko is a proponent of Red Teaming and its many beneficial outcomes, he also acknowledged the weaknesses and limits of the endeavor. In an effort to address the weaknesses and increase the effectiveness of the concept Mr. Zenko provides six guiding principles for Red Teaming. There are as follows: 1. The Boss Must Buy In 2. Outside and Objective, While Inside and Aware 3. Fearless Skeptics with Finesse 4. Have a Big Bag of Tricks 5. Be Willing to Hear Bad News and Act on It 6. Red Team Just Enough, But No More! found Red Team: How to Succeed by Thinking Like the Enemy a stimulating read which will provide food for thought for many days to come. On a more personal note, as I was reading this book over the past week I couldn't help but share with my wife and children some of the fascinating historical examples of Red Teaming that Mr. Zenko wrote about in this book. So a couple of nights ago we were all sitting around the dinner table discussing the day's events and our plans for the coming week. I brought up the subject of the soon arrival of our new baby chicks and the necessity to complete a new home for them. I asked our five children if they had any suggestions on

how to improve upon our existing design and my sixteen year old daughter gets a big smile on her face and responds, "So you mean we are going to Red Team the chicken coop?" In closing I don't know what other people will get out of Mr. Zenko's book but it has offered the seven of us new perspective on problem solving and critical thinking, and who knows we might even get a better chicken coop out of it, that is if the our children can get their CEO's to buy into the idea. (A special thanks to William McCants for recommending Red Team.)

Likely my (favorable) bias on this subject. I agree with the author that the use of red-teaming and alternate analysis can (should) lead to better decisions. Sadly, as the author relates, some of the most hopeful exercises failed not because of the methods but because those who wish to hide shortcomings were able to confound the red-teamers. So even the best laid plans for analysis can be derailed due to bad intentions of various actors. Remain hopeful and try to integrate these methods into regular business activities, even if you refrain from calling your efforts "red-teaming."

This is a great book to get introduced to red teaming and how it is used by different organizations and industries. I've been a technology red teamer for several years and Mr Zenko introduced new ways of using red teaming to me. For example, as I read and thought about how red teaming is used in law enforcement, I realized how I to apply those lessons in technology red teaming to help train network defenders. I really liked how he demonstrated red teaming in action by using clear and impactful examples from real events. I recommend checking the book out.

This was perhaps one of the best reviews of red teaming that I have ever read. I've already recommended it to a number of people before I even finished reading it.

Good read!

A fascinating read if you work in the security world, are interested in military history, or just curious to learn about red teaming. Many of the organizational shortcomings the Zenko writes about will be familiar to anybody who works in a mid-size or large organization. Worth the purchase.

Great book about an obscure subject!!!

This is a very interesting--but not casual--read.

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