

Notes for *The Fog of War*

The Fog of War: Eleven Lessons from the Life of Robert S. McNamara,
directed by Errol Morris, Sony Pictures Classics, 2003

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Robert S. McNamara

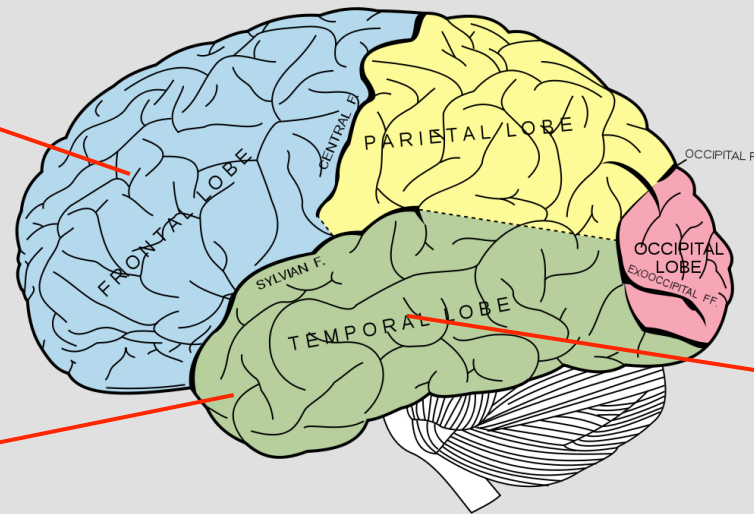
- 1916: Born in San Francisco
- 1937: Graduated from UC Berkeley
- 1939: Graduated from Harvard Business School
- 1943-46: Worked to improve efficiency of U.S. bombers during the War in the Pacific
- 1946-1960: Worked at Ford Motor Company, ending as president
- 1960: Appointed Secretary of Defense by JFK
- 1962: Argued for U.S. blockade rather than attack during Cuban Missile Crisis
- 1963: Recommended withdrawal of all U.S. military personnel from South Vietnam
- 1963-1967: Directed Vietnam War under Lyndon Johnson
- 1968-1981: Led World Bank and shifted its focus to poverty reduction
- 2009: Died at age 93 in Washington, D.C.



Blight, J., and j. Lang, *The Fog of War: Lessons from the Life of Robert S. McNamara*, Rowman & Littlefield, 2005, 4/11/16 19:36243-247. Based on: *The Fog of War: Eleven Lessons from the Life of Robert S. McNamara*, directed by Errol Morris, 2 Sony Pictures Classics, 2003. Graphic: http://commons.wikimedia.org/wiki/File:Robert_McNamara_1961.jpg

Medial prefrontal cortex →

Predict the subsequent behavior of other players, by asking how one might oneself subsequently act in their positions (anchoring) and then modifying these predictions (adjusting) to take into account how one thinks their mental states (intentions, desires, knowledge, and beliefs) differ from one's own



Temporal poles →

Collect historical information about the particular context being studied

Posterior superior temporal sulcus →

Collect data, based on various inputs, about the current behavior of the other players



History →

Collect historical information
about the particular context
being studied

- 111 BC – 40 AD: Han domination
- 43 AD – 544 AD: Liang domination
- 602- 905: Tang domination
- 1258 – 1288: Mongol invasions
- 1407 – 1428: Ming domination
- 1525 – 1775: Trjnh (North) - Nguyen (South) division
- 1887 – 1940: French Indochina
- 1940: Japanese invasion
- 1941: Ho Chi Minh forms the Viet Minh Front
- 1946 - 1954: France fights Viet Minh
- 1954: UN divides Vietnam into North – South
- 1954 – 1975: North (backed by Soviet Union) fights
and defeats South (backed by U.S.)



Observation →

Collect data, based on various inputs, about the current behavior of the other players

October 15, 1962: U.S. discovers missile sites in Cuba

October 25, 1962: Soviet ships turn back from U.S. naval blockade of Cuba

October 26, 1962: Soviet leader Khrushchev sends a letter offering to remove the missiles from Cuba in return for a U.S. promise not to invade

October 27, 1962: Khrushchev adds in a public announcement that the U.S. must remove its missiles from Turkey (placed there in 1959); U.S. U-2 spy plane shot down over Cuba