

## Allison 1971 Essence Of Decision

A brief survey of the major theoretical approaches to international relations, discussing their relevance to international affairs from the viewpoint of the early 1970s. In a concluding chapter some of these approaches are applied in a case study of the relations between Britain and the European Economic Community.

This major new textbook introduces students to the dynamic and evolving field of foreign policy. The book opens with a consideration of different theoretical and historical perspectives; it then focuses on a range of actors and the goals they seek to advance; and it ends with a series of case studies involving issues and crises relating to a wide range of different countries. Foreign Policy: Theories, Actors, Cases is timely given the growing significance of foreign policy in the post-9/11 world. It will be essential reading for all students new to foreign policy. The book is accompanied by an Online Resource Centre. Student resources: Timeline Web links Flashcard glossary Instructor resources: Three case studies PowerPoint slides

Graham Allison's book *Essence of Decision* changed the way in which academic analysts think about how governments make major foreign and defense policy decisions.<sup>1</sup> Before Allison's book appeared in 1971, even the leading writers on foreign policy tended to

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describe and explain governmental decisions almost exclusively as if governments were rational human beings making carefully considered choices among available options. This book applies the Allisonian framework to the response of the United States government to a private arms control initiative undertaken in 1986 by the Natural Resources Defense Council, an environmental organization. Political psychology applies what is known about human psychology to the study of politics. It examines how people reach political decisions on topics such as voting, party identification, and political attitudes as well as how leaders mediate political conflicts and make foreign policy decisions. The Oxford Handbook of Political Psychology gathers together a distinguished group of scholars from around the world to shed light on these vital questions. Focusing first on political psychology at the individual level (attitudes, values, decision-making, ideology, personality) and then moving to the collective (group identity, mass mobilization, political violence), this fully interdisciplinary volume covers models of the mass public and political elites and addresses both domestic issues and foreign policy. Now with new material providing an up-to-date account of cutting-edge research within both psychology and political science, this is an essential reference for scholars and students interested in the intersection of the two fields.

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In this classic work, John Steinbruner argues that the time is ripe for exploration of a new theoretical perspective on the decision-making process in government. He suggests that the cybernetic theory of decision as developed in such diverse fields as information theory, mathematical logic, and behavioral psychology generates a systematic but non-rational analysis that seems to explain quite naturally decisions that are puzzling when viewed from the rational perspective. When combined with the basic understanding of human mental operations developed in cognitive psychology, the cybernetic theory of decision presents a striking picture of how decision makers deal with the intense uncertainty and fundamental value conflicts that arise in bureaucratic politics. To illustrate the advantages of using cybernetic theory, Steinbruner analyzes the issue of sharing nuclear weapons among the NATO allies.

Scholars of international relations tend to prefer one model or another in explaining the foreign policy behavior of governments. Steve Yetiv, however, advocates an approach that applies five familiar models: rational actor, cognitive, domestic politics, groupthink, and bureaucratic politics. Drawing on the widest set of primary sources and interviews with key actors to date, he applies each of these models to the 1990-91 Persian Gulf crisis and to the U.S. decision to go to war with Iraq in 2003. Probing the

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strengths and shortcomings of each model in explaining how and why the United States decided to proceed with the Persian Gulf War, he shows that all models (with the exception of the government politics model) contribute in some way to our understanding of the event. No one model provides the best explanation, but when all five are used, a fuller and more complete understanding emerges. In the case of the Gulf War, Yetiv demonstrates the limits of models that presume rational decision-making as well as the crucial importance of using various perspectives. Drawing partly on the Gulf War case, he also develops innovative theories about when groupthink can actually produce a positive outcome and about the conditions under which government politics will likely be avoided. He shows that the best explanations for government behavior ultimately integrate empirical insights yielded from both international and domestic theory, which scholars have often seen as analytically separate. With its use of the Persian Gulf crisis as a teachable case study and coverage of the more recent Iraq war, *Explaining Foreign Policy* will be of interest to students and scholars of foreign policy, international relations, and related fields.

One of the most promising trends in modern political science is the development of a theory of politics as rational action. Focussing on choice as the central topic of study, rational choice theorists set out to

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specify what alter native an actor should prefer if he has some given knowledge of the conse quences of each alternative and wants to see his preference system as fully realized as possible. But rational choice theory is not confmed to the norma tive sphere of science. It can also be used for explanatory purposes. Then, the alternatives actually chosen are specified and the task is to explain the decisions by fmding out what considerations lay behind them. The starting point for an emerging research program at the Department of Government, Uppsala University, on 'Politics as Rational Action' is to describe the major choices in fifteen different policy areas of Swedish domes tic politics and explain why they were made.

Purposes of evaluation; Formulating the question and measuring the aswer; Design of the evaluation; The turbulent setting of the action program; Utilization of evaluation results.

A NEW YORK TIMES NOTABLE BOOK OF THE YEAR | SHORT-LISTED FOR THE 2018 LIONEL GELBER PRIZE | NAMED A BEST BOOK OF THE YEAR BY: FINANCIAL TIMES \* THE TIMES (LONDON) \* AMAZON "Allison is one of the keenest observers of international affairs around."— JOE BIDEN, former vice president of the United States  
China and the United States are heading toward a war neither wants. The reason is Thucydides's Trap: when a rising power threatens to displace a ruling

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one, violence is the likeliest result. Over the past five hundred years, these conditions have occurred sixteen times; war broke out in twelve. Today, as an unstoppable China approaches an immovable America, and both Xi Jinping and Donald Trump promise to make their countries “great again,” the seventeenth case looks grim. A trade conflict, cyberattack, Korean crisis, or accident at sea could easily spark a major war. In *Destined for War*, eminent Harvard scholar Graham Allison masterfully blends history and current events to explain the timeless machinery of Thucydides’s Trap—and to explore the painful steps that might prevent disaster today. “[A] must-read book in both Washington and Beijing.”—NIALL FERGUSON, BOSTON GLOBE “[Allison is] a first-class academic with the instincts of a first-rate politician.”—BLOOMBERG NEWS “[Full of] wide-ranging, erudite case studies that span human history . . . [A] fine book.”—NEW YORK TIMES BOOK REVIEW

A case study of decision making under pressure, this text covers the Cuban missile crisis, using the crisis as a basic frame of reference. It seeks to teach students how to compare and contrast perspectives on foreign affairs.

*The Cuban Missile Crisis Revisited* is a comprehensive overview of the great cornucopia of new materials recently released by the Soviet Union, United States, and Cuba. The authors, some of

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whom were participants in the crisis, have all had a major role in bringing to light either significant reevaluations of the crisis, or in some cases, truly startling revelations of the extant wisdom surrounding much of the crisis. The collection, edited by a long-time student of the crisis, is a coherent, original, and up-to-date work that bears on a moment when the world, for good cause, held its breath in fear that the morning might bring the apocalypse.

Dr. James David Barber's well-known, provocative examination of who has the potential to be voted into the highest office in the land - and why - is being reissued as the newest addition to the "Longman Classics in Political Science" series. Arguing that patterns in a person's character, world view, and style can allow us to anticipate their performance as president, *The Presidential Character* offers explanations and predictions of the performance of presidents and presidential candidates. Drawing on historical, biographical, and psychological research, Dr. Barber hoped to help voters make judicious choices in determining the country's highest leaders. Revisiting this classic work in today's important presidential election season begs a reconsideration of Barber's probing and enduring query, "What should we look for in a president?"

Examines the political decisions made during the Missile Crisis.

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If you could improve one area in your dad journey...what would it be? What would it be like if you mastered not one, but several aspects of your dad journey all at once? What would life be like if you improved your level of patience, had better and deeper connections with your wife and kids, improved your relationships outside the immediate family, and all while mastering a good work/life balance? How would life be different if you did this?

Hello, I'm Larry Hagner and I'm a dad. I love being a dad. And I believe that being a dad is one of the most rewarding aspects of a man's life. However, being a father can humble you like nothing else can. There really is no roadmap. With so few resources out there for dads like us, I decided to create The Dad Edge to help YOU as a dad to give you easy to implement techniques you can use to be your very best and enjoy your journey of fatherhood. The Dad's Edge will help you:

- \* Master work/life balance\*
- Discover three techniques to improve and maintain a great connection with your kids\*
- Improve your connection & intimacy with your spouse, no matter how busy you are\*
- Improve your relationships outside the immediately family\*
- Uncover three easy ways to improve your patience short term and long term\*
- Discover simple ways to show up big for your kids and be present in the moment\*
- Thrive (Not Survive) your journey of fatherhood

If you can identify with one or more of these issues, I understand first

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hand. Every one of us struggles with these issues on our dad journey and now I've empowered you with some great strategies and a solid roadmap in The Dad's Edge so you can relax and feel confident you are "good dad focused" and nothing will stand in your way!

The study of politics seems endlessly beset by debates about method. At the core of these debates is a single unifying concern: should political scientists view themselves primarily as scientists, developing ever more sophisticated tools and studying only those phenomena to which such tools may fruitfully be applied? Or should they instead try to illuminate the large, complicated, untidy problems thrown up in the world, even if the chance to offer definitive explanations is low? Is there necessarily a tension between these two endeavours? Are some domains of political inquiry more amenable to the building up of reliable, scientific knowledge than others, and if so, how should we deploy our efforts? In this book, some of the world's most prominent students of politics offer original discussions of these pressing questions, eschewing narrow methodological diatribes to explore what political science is and how political scientists should aspire to do their work.

This Handbook brings together a collection of leading international authors to reflect on the influence of central contributions, or classics, that

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have shaped the development of the field of public policy and administration. The Handbook reflects on a wide range of key contributions to the field, selected on the basis of their international and wider disciplinary impact. Focusing on classics that contributed significantly to the field over the second half of the 20th century, it offers insights into works that have explored aspects of the policy process, of particular features of bureaucracy, and of administrative and policy reforms. Each classic is discussed by a leading international scholar. They offer unique insights into the ways in which individual classics have been received in scholarly debates and disciplines, how classics have shaped evolving research agendas, and how the individual classics continue to shape contemporary scholarly debates. In doing so, this volume offers a novel approach towards considering the various central contributions to the field. The Handbook offers students of public policy and administration state-of-the-art insights into the enduring impact of key contributions to the field. The constant threat of crises such as disasters, riots and terrorist attacks poses a frightening challenge to Western societies and governments. While the causes and dynamics of these events have been widely studied, we know little about what happens following their containment and the restoration of stability. This volume explores 'post-crisis politics,' examining how crises give birth to longer term

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dynamic processes of accountability and learning which are characterised by official investigations, blame games, political manoeuvring, media scrutiny and crisis exploitation. Drawing from a wide range of contemporary crises, including Hurricane Katrina, 9/11, the Madrid train bombings, the Walkerton water contamination, Space Shuttles Challenger and Columbia and the Boxing Day Asian tsunami, this is a ground-breaking volume which addresses the longer term impact of crisis-induced politics.

Competing pressures for stability and change mean that policies, institutions and leaders may occasionally be uprooted, but often survive largely intact.

Seminar paper from the year 1999 in the subject History Europe - Germany - Postwar Period, Cold War, grade: 1 (A), University of Kassel (FB 8), course: The United States in the 1960s, 28 entries in the bibliography, language: English, abstract: It might perhaps be correct to say that never in history has any historical event assembled such great importance in all of its aspects, and been studied in such depth. I believe that is fully understandable, because never before had humankind been so close to the brink of nuclear holocaust. This short statement by Oleg Troyanovsky reveals that the Cuban missile crisis is indeed one of the most studied subjects in U.S. and Cold War history. Ever since the thirteen days in October 1962 there has

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been a lively discussion about the origins and the management of the crisis. Despite an enormous range of opinions, and an incredible output of books and articles by participants and scholars of the crisis, most of the approaches were limited to studying the events from an American perspective. However, during the last decade the discussion has continued due to the declassification of secret American documents. In fact it gained new speed after they became available for scholars to review. One issue that has been heavily disputed since 1962 is the reason for the Soviet missile deployment to Cuba. Even after more than 35 years, it is unclear why Nikita Khrushchev ordered nuclear missiles to be sent to Cuba. Even President John F. Kennedy and his advisers in the Executive Committee (ExComm) could not agree on the reason for the missile deployment. The official Soviet explanation states that the missiles were sent to defend Fidel Castro's revolution and to deter American aggression in Cuba. However, this theory has been vigorously dismissed as facesaving propaganda for the test-of-will theory which states that the Soviets wanted to probe America's resolve in Cold War politics. I will show in this paper that Khrushchev did not send the missiles to Cuba because he wanted to directly challenge Kennedy, but rather two reasons were responsible for stationing strategic missiles 90 miles off the U.S. coast. After reconsidering the defense-of-

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Cuba theme it becomes apparent that the Soviets and the Cubans believed that the deployment of troops and finally nuclear missiles was necessary to save Cuba. This threat perception was not known to the United States. Secondly, American nuclear policy and the Soviet perception of the nuclear situation led to the deployment of Medium Range Ballistic Missiles (MRBMs) and Intermediate Range Ballistic Missiles (IRBMs).

Predicts that a catastrophic nuclear attack is likely to occur within the next decade if policy makers continue present tactics, and states that such an attack is preventable, offering recommendations for addressing national vulnerabilities.

Why do presidents and their advisors often make sub-optimal decisions on military intervention, escalation, de-escalation, and termination of conflicts? The leading concept of group dynamics, groupthink, offers one explanation: policy-making groups make sub-optimal decisions due to their desire for conformity and uniformity over dissent, leading to a failure to consider other relevant possibilities. But presidential advisory groups are often fragmented and divisive. This book therefore scrutinizes polythink, a group decision-making dynamic whereby different members in a decision-making unit espouse a plurality of opinions and divergent policy prescriptions, resulting in a disjointed decision-making process or even decision

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paralysis. The book analyzes eleven national security decisions, including the national security policy designed prior to the terrorist attacks of 9/11, the decisions to enter into and withdraw from Afghanistan and Iraq, the 2007 "surge" decision, the crisis over the Iranian nuclear program, the UN Security Council decision on the Syrian Civil War, the faltering Kerry Peace Process in the Middle East, and the U.S. decision on military operations against ISIS. Based on the analysis of these case studies, the authors address implications of the polythink phenomenon, including prescriptions for avoiding and/or overcoming it, and develop strategies and tools for what they call Productive Polythink. The authors also show the applicability of polythink to business, industry, and everyday decisions.

Political leadership has made a comeback. It was studied intensively not only by political scientists but also by political sociologists and psychologists, Sovietologists, political anthropologists, and by scholars in comparative and development studies from the 1940s to the 1970s. Thereafter, the field lost its way with the rise of structuralism, neo-institutionalism, and rational choice approaches to the study of politics, government, and governance. Recently, however, students of politics have returned to studying the role of individual leaders and the exercise of leadership to explain political outcomes. The list of topics is nigh endless: elections, conflict

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management, public policy, government popularity, development, governance networks, and regional integration. In the media age, leaders are presented and stage-managed—spun—as the solution to almost every social problem. Through the mass media and the Internet, citizens and professional observers follow the rise, impact, and fall of senior political officeholders at closer quarters than ever before. This Handbook encapsulates the resurgence by asking, where are we today? It orders the multidisciplinary field by identifying the distinct and distinctive contributions of the disciplines. It meets the urgent need to take stock. It brings together scholars from around the world, encouraging a comparative perspective, to provide a comprehensive coverage of all the major disciplines, methods, and regions. It showcases both the normative and empirical traditions in political leadership studies, and juxtaposes behavioural, institutional, and interpretive approaches. It covers formal, office-based as well as informal, emergent political leadership, and in both democratic and undemocratic polities.

Provides an account of the most dangerous moment of the Cold War--the Cuban Missile Crisis

“Jefferson aspired beyond the ambition of a nationality, and embraced in his view the whole future of man.”—Henry Adams Thomas Jefferson (1743–1826) left a vast literary legacy in the form of

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journal entries, notes, addresses, and seventy thousand letters. This extraordinary volume represents many of his most important contributions to American political thought. It features his Autobiography, which contains the original and revised versions of the Declaration of Independence; the Anas, or Notes (1791–1809); Biographical Sketches; selections from Notes on the State of Virginia, the Travel Journals, and Essay on Anglo-Saxon; a portion of his public papers, including his first and second inaugural addresses; and more than two hundred letters. Taken together, these writings offer indispensable insight into the mind of the man who was instrumental in formulating and guiding this nation's principles. From the Preface: This selection from the writings of Thomas Jefferson is planned to be a comprehensive presentation of his thought. The greatest amount of space has been allotted to his letters, in the belief that they are of primary importance in revealing the man and his intellect. Jefferson's two original full-length works, the Notes on Virginia and the Autobiography, are given virtually complete. Along with his best-known public papers, selections from his minor writings are also included. Together, all these serve to depict the man who more aptly than any of his countrymen might be called the American Leonardo.

On May 25, 1961, President John Kennedy declared: "I believe that this nation should commit

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itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to earth." Over his remaining time in the White House, JFK actively involved himself in space decisions and several times reviewed his decision to go to the Moon, each time concluding that the benefits of being the leader in space outweighed the massive costs of the lunar landing enterprise. Logsdon traces the evolution of JFK's thinking and policy up until his assassination, which brought to an end his reexamination of the program's goal and schedule and his hope to collaborate, rather than compete, with the Soviet Union in going to the Moon. This study, based on extensive research in primary documents and archival interviews with key members of the Kennedy administration, is the definitive examination of John Kennedy's role in sending Americans to the Moon.

Tapes recorded during the Cuban Missile Crisis reveal the work of President Kennedy and the National Security Council to come up with an effective response. Reprint.

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The analysis of decision making under uncertainty has again become a major focus of interest. This volume presents contributions from leading specialists in different fields and provides a summary and synthesis of work in this area. It is based on a conference held at the Harvard Business School. The book brings together the different approaches to decision making - normative, descriptive, and prescriptive - which largely correspond to different disciplinary interests.

Mathematicians have concentrated on rational procedures for decision making - how people should make decisions.

Psychologists have examined how people do make decisions, and how far their behaviour is compatible with any rational model. Operations researchers study the application of decision models to actual problems. Throughout, the aim is to present the current state of research and its application and also to show how the different disciplinary approaches can inform one another and thus lay the foundations for the integrated analysis of decision making. The book will be of interest to researchers, teachers - for use as background reading for a decision theory course - students, and consultants and others involved in the practical application of the analysis of decision making. It will be of interest to specialists and students in statistics, mathematics, economics, psychology and the behavioural sciences, operations research, and management science.

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The process of negotiation, standing as it does between war and peace in many parts of the globe, has never been a more vital process to understand than in today's rapidly changing international system. Students of negotiation must first understand key IR concepts as they try to incorporate the dynamics of the many anomalous actors that regularly interact with conventional state agents in the diplomatic arena. This hands-on text provides an essential introduction to this high-stakes realm, exploring the impact of complex multilateralism on traditional negotiation concepts such as bargaining, issue salience, and strategic choice. Using an easy-to-understand board game analogy as a framework for studying negotiation episodes, the authors include a rich array of real-world cases and examples—now updated with the results of the Paris climate change agreement—to illustrate key themes, including the intensity of crisis situations for negotiators, the role of culture in communication, and the impact of domestic-level politics on international negotiations. Providing tools for analyzing why negotiations succeed or fail, this innovative text also presents effective exercises and learning approaches that enable students to understand the complexities of negotiation by engaging in the diplomatic process themselves.

This classic work has helped shape the field of international relations and especially influenced scholars interested in how foreign policy is made. At a time when conventional wisdom and traditional approaches are being questioned, and when there is increased interest in the importance of process, the insights of Snyder, Bruck and Sapin have continuing and increased relevance. Prescient in its focus on the effects on foreign policy of individuals and their preconceptions, organizations and their procedures, and cultures and their values, "Foreign Policy Decision-Making" is of continued relevance for anyone seeking to understand the ways foreign

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policy is made. Their seminal framework is here complemented by two new chapters examining its influence on generations of scholars, the current state of the field, and areas for future research.

"A minor classic in its laconic, spare, compelling evocation by a participant of the shifting moods and maneuvers of the most dangerous moment in human history."—Arthur M. Schlesinger, Jr. During the thirteen days in October 1962 when the United States confronted the Soviet Union over its installation of missiles in Cuba, few people shared the behind-the-scenes story as it is told here by the late Senator Robert F. Kennedy. In this unique account, he describes each of the participants during the sometimes hour-to-hour negotiations, with particular attention to the actions and views of his brother, President John F. Kennedy. In a new foreword, the distinguished historian and Kennedy adviser Arthur Schlesinger, Jr., discusses the book's enduring importance and the significance of new information about the crisis that has come to light, especially from the Soviet Union.

Grand strategist and founder of modern Singapore offers key insights and controversial opinions on globalization, geopolitics, economic growth, and democracy. When Lee Kuan Yew speaks, presidents, prime ministers, diplomats, and CEOs listen. Lee, the founding father of modern Singapore and its prime minister from 1959 to 1990, has honed his wisdom during more than fifty years on the world stage. Almost single-handedly responsible for transforming Singapore into a Western-style economic success, he offers a unique perspective on the geopolitics of East and West. American presidents from Richard Nixon to Barack Obama have welcomed him to the White House; British prime ministers from Margaret Thatcher to Tony Blair have recognized his wisdom; and business leaders from Rupert Murdoch to Rex Tillerson, CEO of Exxon Mobil, have praised

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his accomplishments. This book gathers key insights from interviews, speeches, and Lee's voluminous published writings and presents them in an engaging question and answer format. Lee offers his assessment of China's future, asserting, among other things, that "China will want to share this century as co-equals with the U.S." He affirms the United States' position as the world's sole superpower but expresses dismay at the vagaries of its political system. He offers strategic advice for dealing with China and goes on to discuss India's future, Islamic terrorism, economic growth, geopolitics and globalization, and democracy. Lee does not pull his punches, offering his unvarnished opinions on multiculturalism, the welfare state, education, and the free market. This little book belongs on the reading list of every world leader.

Essence of Decision Explaining the Cuban Missile Crisis  
Boston : Little, Brown

The first edition of *Bureaucratic Politics and Foreign Policy* is one of the most successful Brookings titles of all time. This thoroughly revised version updates that classic analysis of the role played by the federal bureaucracy—civilian career officials, political appointees, and military officers—and Congress in formulating U.S. national security policy, illustrating how policy decisions are actually made. Government agencies, departments, and individuals all have certain interests to preserve and promote. Those priorities, and the conflicts they sometimes spark, heavily influence the formulation and implementation of foreign policy. A decision that looks like an orchestrated attempt to influence another country

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may in fact represent a shaky compromise between rival elements within the U.S. government. The authors provide numerous examples of bureaucratic maneuvering and reveal how they have influenced our international relations. The revised edition includes new examples of bureaucratic politics from the past three decades, from Jimmy Carter's view of the State Department to conflicts between George W. Bush and the bureaucracy regarding Iraq. The second edition also includes a new analysis of Congress's role in the politics of foreign policymaking.

President Kennedy's decisive action during the 1962 nuclear confrontation between Russia and the U.S. over missile sites in Cuba is chronicled.

"If one laughs when David Hackett Fischer sits down to play, one will stay to cheer. His book must be read three times: the first in anger, the second in laughter, the third in respect....The wisdom is expressed with a certain ruthlessness. Scarcely a major historian escapes unscathed. Ten thousand members of the American Historical Association will rush to the index and breathe a little easier to find their names absent. Increasingly, the challenge of management is to create and supply knowledge in order to sustain organizational performance. However, few books on management strategy have been written using this concept as a foundation. This unique volume adopts a knowledge-based approach that will complement

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and perhaps supplant other perspectives. Editors Nick Bontis and Chun Wei Choo look at the literature through the lens of strategic management and from the vantage point of organizational science. The thirty readings have been carefully selected and commissioned to provide the best literature available--from articles newly written for this book and from existing publications.

A harrowing account of the Cuban missile crisis and how the US and USSR came to the brink of nuclear apocalypse. Nearly thirty years after the end of the Cold War, today's world leaders are abandoning disarmament treaties, building up their nuclear arsenals, and exchanging threats of nuclear strikes. To survive this new atomic age, we must relearn the lessons of the most dangerous moment of the Cold War: the Cuban missile crisis. Serhii Plokhyy's *Nuclear Folly* offers an international perspective on the crisis, tracing the tortuous decision-making that produced and then resolved it, which involved John Kennedy and his advisers, Nikita Khrushchev and Fidel Castro, and their commanders on the ground. In breathtaking detail, Plokhyy vividly recounts the young JFK being played by the canny Khrushchev; the hotheaded Castro willing to defy the USSR and threatening to align himself with China; the Soviet troops on the ground clearing jungle foliage in the tropical heat, and desperately trying to conceal nuclear installations on Cuba, which were

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nonetheless easily spotted by U-2 spy planes; and the hair-raising near misses at sea that nearly caused a Soviet nuclear-armed submarine to fire its weapons. More often than not, the Americans and Soviets misread each other, operated under false information, and came perilously close to nuclear catastrophe. Despite these errors, nuclear war was ultimately avoided for one central reason: fear, and the realization that any escalation on either the Soviets' or the Americans' part would lead to mutual destruction. Drawing on a range of Soviet archival sources, including previously classified KGB documents, as well as White House tapes, Plokhy masterfully illustrates the drama and anxiety of those tense days, and provides a way for us to grapple with the problems posed in our present day.

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