



Crafty Bastards® Update

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Crafty Bastards® Updates, a product of Kiernan Group Holdings (KGH), provide clients a weekly snapshot of emerging analytic lines during the Crafty Bastards® program. Analytic content will be folded into the final reports for each workshop.

Musings on Blue-Green-Red

The Changeable Nature of Green

Green is a fluid system, changing as a result of a country or entity's actions. These actions can have broad ripple effects throughout many areas of Green, including greater influence of certain countries and decreases in poverty as business opportunities increase. One example is companies reversing a decade-old trend and returning their manufacturing operations to Mexico from China.

- Manufacturers who once left Mexico for China for cost savings are now returning to Mexico, especially for their Western Hemisphere distribution lines.¹ The cost of manufactured goods from China rose 40 percent between 2005 and 2011, largely because of significant wage increases in China.²
- China's increase in production time, rise in labor costs, and intellectual property disputes are not found in Mexico.³
- Goldman Sachs' chief economist in 2012 predicted that Mexico will be the seventh largest economy by 2020, gaining ground on China, which is expected to remain among the largest economies.⁴

A New Approach for Blue

Shifting from a destructive conflict model to a constructive conflict model may benefit Blue as it seeks to reposition itself in the global system. While rigid goals and defeating the enemy are sometimes the only solution, many times smaller issues would not rise to the level of direct conflict if a constructive, open-minded, inclusive approach were exercised.

- Destructive conflict flows from narrowly defined or rigid goals and often produces negative results. Actors involved become less flexible and assume that the opposing party must suffer defeat.

¹ <http://www.usatoday.com/story/news/world/2013/03/18/manufacturing-mexico-china/1997883/>.

² <http://www.madeinmexicoinc.com/mexico-is-becoming-more-competitive-with-china/>.

³ <http://www.tecma.com/moving-manufacturing-from-china-to-mexico/>.

⁴ <http://www.madeinmexicoinc.com/mexico-as-a-growth-oriented-economy/>.



- Constructive conflict refers to conflict in which the benefits exceed the costs; it generates productive, mutually beneficial, shared decisions.⁵
- *Functional and constructive behaviors adapt to situations, people, and issues of the moment.*⁶

Anti-Kinship: Separating Red from “Not-Blue”

Kinship, an anthropological concept of social affinity, suggests that people seek out like-minded others with whom to bond. The question “Are you one of us?” is the basis of kinship. Anti-kinship, therefore, indicates that the relations between separate kinship groups—*us* and *them*—can turn hostile and escalate into violence if the groups’ value systems differ widely.

- Differences among groups may not necessarily lead to hostility or violence. Blue, as defined as the US by previous workshop participants, partners with countries—such as Saudi Arabia—that hold different belief systems. While these countries are “not-Blue,” the interactions between Blue and “not-Blue” are not at sufficient odds to rise to violence.
- An anti-kinship model, however, places groups in direct confrontation. When one group dehumanizes the other, such as characterizing Blue as “infidels” and failing to value Blue’s existence, that kinship group becomes Red.
- Viewing actors in Green through an anti-kinship lens suggests that Red is more than “not-Blue.” Blue can work with “not-Blue,” but Red, in contrast, precludes cooperation.
- Red can change over time and become “not-Blue” as conditions change and new threats emerge. Iran, in a CT construct, could be characterized partly as “not-Blue”—no longer entirely Red—because of its shared anti-Red stance against ISIS. Therefore, countries, organizations, and other actors can move between “not-Blue” and Red as relationships change.

⁵ <http://smallbusiness.chron.com/differences-between-destructive-constructive-conflict-1202.html>.

⁶ http://www.cios.org/encyclopedia/conflict/Cnature3_destructive.htm.