

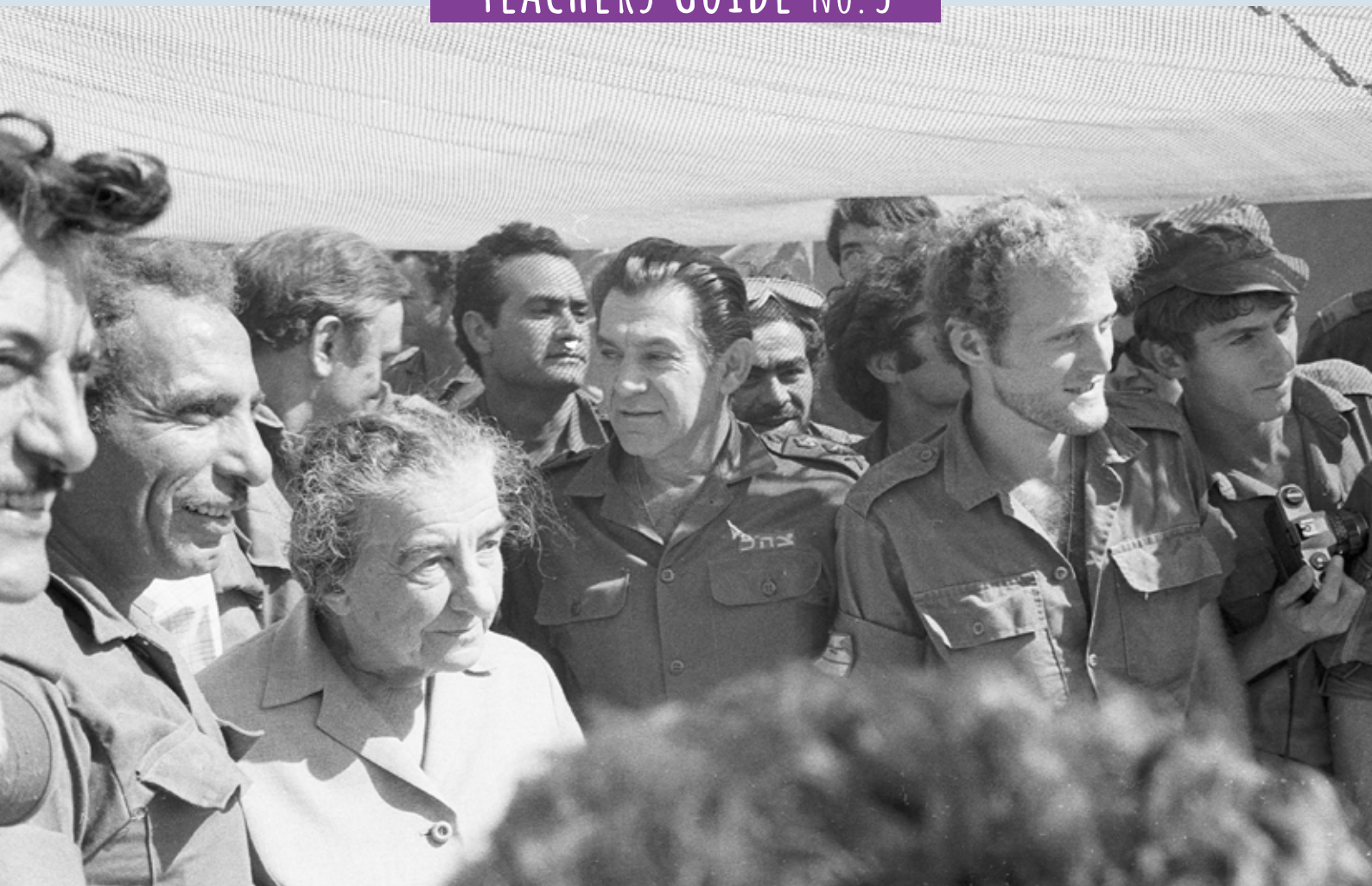


UnitEd

אל עמי - אל שמואל
אל עמי
זהות | צינות | מורשת | אחדות

50 YEARS TO YOM KIPPUR WAR

TEACHERS GUIDE NO. 3



part 3 - Decisions Under Conditions of Uncertainty

The content of the workshop

Students will learn how the Israeli leadership had to make strategic decisions under conditions of uncertainty. The uncertainty was present at several different but parallel levels.

1. The first level of uncertainty dealt with strategic decisions and the initial decision made based upon the intelligence estimations.
2. The second level of uncertainty dealt with operational decisions made during the first few days of the war.
3. The third level of uncertainty dealt with tactical decisions needed to be made on the battlefield despite the Fog of War.



Lesson Objective

The objectives of the workshop

A.

Students will recognize the decision-making process and understand the influence of uncertainty on decision-making.

B.

Students will identify the various decisions made under conditions of uncertainty on the strategic, operational, and tactical levels.

C.

Students will learn how leaders dealt with information under conditions of uncertainty and why they made the decisions that they made.

D.

Students will learn how the Israeli army leaders identified which front posed the more immediate threat.

E.

Students will learn through these case studies how to integrate these lesson into their own lives.



Lesson Outline

The first part of the lesson will focus on the decisions made before the war.

Slide 3 - Discussion: Will war break out?

1. Two students will debate whether war will break out
2. Student number 1 will receive information indicating Egypt is preparing for war
3. Student number 2 will receive information indicating that war will not break out.

Slide 4 - If there is not time for a class discussion, then show slide 4 (or use slide 4 as a summary for the class discussion)

Slides 5-6: The second part of the lesson focuses on the time after the war broke out. The situation is critical. The video describes the situation at the beginning of the war.



Decision-making during the course of the war

1. **Slide 7 -** Students will watch the video of Moshe Dayan describing the situation in Israel.
2. **Slides 8-9:** In this type of situation one has to make difficult decisions. The video describes the dilemmas facing the air force.
3. **Slides 10-11:** These slides describe an added complication factor in the decision-making process.
4. **Slides 12-15:** These slides describe the cabinet meeting on October 12.
5. Following these slides there can be a class discussion on decision-making in complex environments.
6. **Slide 16 -** Conclusions



Conclusions

There is much uncertainty in our lives. We must be able to evaluate and weigh information in the right way with the ability to change our decisions and modes of operation.



Practical Takeaways

1. Students will demonstrate that they understand we live in a world of uncertainty.
2. Students will demonstrate that they understand that we must learn how to evaluate and weigh information in an environment of uncertainty.
3. Students will demonstrate that they understand the need to have intellectual humility and to be open to changes in the dynamic with the ability to change decisions as needed.
4. Students will demonstrate that they understand the need to have multiple plans and the ability to evaluate the pros and cons of each plan. Students will also demonstrate that they understand the need to alert to changes in events in real time.
5. Students will demonstrate that they understand the importance of learning how to make decisions under conditions of uncertainty with the ability to be flexible as the situation develops.

★ **Note:**

slide 3 -

For more information and expansion on the reasons whether a war will break out or not, you can look at the files in the appendices.

1



YOM KIPPUR WAR:

Decision-Making Under Conditions of Uncertainty



2

Making decisions under conditions of uncertainty, will war break out?



3

discussion
will war break out?

4

The decision makers were faced with the following arguments



Gathering of forces on the Egyptian and Syrian border	The departure of the families of the Russian advisers
An Egyptian commando force whose purpose is to enter Jerusalem for the first time is captured and confesses about its purpose	Increased flights of enemy armies
Egypt's SAM anti-aircraft missiles are still not operational	Israel has air superiority and therefore the Egyptians will not start a war
Fear that the US government will boycott us if we cripple the Egyptians with a preemptive strike. Israel needs the United States as an ally and Israel's attack on its neighbors will affect its decisions	The Egyptians will not start a war without the Syrians
Testimony of the senior Egyptian spy Ashraf Mounir about an intervention that did not reach the Prime Minister's knowledge	There is no war warning from the IDF's special means of intelligence collection at the borders
	The border has been quiet for several months without any special incidents
	Remaining reserves without the certainty of war has severe economic and social costs

NOTES:

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War breaks on 10.6.73

On October 6, in the morning hours of Yom Kippur, after the unquestionable news arrived at around 4 o'clock in the morning that the armies of Egypt and Syria were going to attack the State of Israel that same day, and after the General Staff meeting decided to mobilize two reserve divisions, and later that morning the government confirmed mobilizing all the armored divisions and the logistics system, the country woke up to the unbelievable sight of a mass mobilization taking place on Yom Kippur.



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South Front

מזית הדרום
The Southern Front



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A situation of uncertainty - difficult decisions must be made....

- Less than a day had passed since the outbreak of the Yom Kippur War, and the Egyptian and Syrian forces had pushed into the Sinai and Golan Heights.
 - Within a few minutes a resolution must be made if to redirect the planes from the south....
 - In the meantime, it turns out that the Syrian forces are also needed in the south.
 - The problem: it will take a few hours for the planes to be redirected.
 - Another problem: there is a lack of fuel for the planes in the north, we need to refuel them in the south.
- Voices from the discussions can be heard in the following video.*



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Moshe Dayan - "The destruction of the third temple"



NOTES:

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Decision making - another consideration: strategic depth -

Beer-Sheva ↔ Suez – 160 miles

Syria ↔ Haifa – 50 miles

Syria ↔ Tiberias – 21 miles

Decision making had to be done quickly:
 If the Syrians in the north enter the Golan Heights
 They can quickly threaten cities: Tiberias and Haifa
 On the other hand, in the south - if the Egyptians enter Sinai,
 they have a long way to go until they reach an inhabited area

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Airforce- Operation "Tagar" versus "Dugman", Suez canal versus Golan heights

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Friday morning, the seventh day of the war, found the Israeli leadership tired from six days of an emotional "roller coaster" against a background of incessant fighting. Exhaustion and burnout also characterized the IDF and its commanders. The dawn of the seventh day of the war found the IDF soldiers weary from days of almost non-stop continuous fighting. The combat equipment was wearing out, and the stock of ammunition was dwindling. While the supplies from the United States were slow to arrive, it seemed that everyone was hoping for a break in the fighting or even a ceasefire that would allow the exhausted and injured army to regroup. "The families and the soldiers are waiting for a magic word - a ceasefire," Military Secretary Lion told the Prime Minister the next day during an exchange in her office.

On October 12, 1973, a meeting was held in the broad cabinet forum

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Making decisions: You can also see the height of the Golan Heights here -

Another consideration in combat...

NOTES:

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On October 12, 1973, a meeting was held in the broad cabinet forum.

The Chief of Staff David Elazar, said that the Staff is debating whether to launch an attack in the south in order to cross the canal in one place and advance towards Cairo. He claimed that in view of the situation and the great attrition in the fighter formation and the Air Force and the lack of military supplies, the IDF is in dire need of a cease-fire. If this is not achieved, a prolonged war of attrition may develop under very difficult conditions for Israel, which will require the recruitment of youth, recruitment among Diaspora Jews, etc. Therefore, the main consideration in the question whether to attack tomorrow is whether the move will increase the chance of a cease-fire or reduce it.

Haim Bar-Lev (representative of the Chief of Staff on the Southern Front) commented that the Egyptians would not agree to a ceasefire unless the Egyptian army was weakened and the government in Egypt felt threatened.



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What will they decide?

?

While the discussion continued in a heavy atmosphere and with the feeling that the IDF is in its most difficult hour, the head of Mossad Zamir received a report...



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On October 12, 1973, a meeting was held in the broad cabinet forum.

Haim Bar-Lev (representative of the Chief of Staff on the Southern Front) presented the advantages and dangers of launching an attack to cross the canal. In his opinion this is a step that can lead to a positive military breakthrough and a cease-fire. Air Force Commander Peled also supported the crossing despite the difficult situation of the corps. General Israel Alon actually opposed Bar-Lev's proposal because of the critical situation of the Air Force.



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The decision

While the discussion continued in a heavy atmosphere and with the feeling that the IDF is in its most difficult hour, the head of Mossad Zamir received a report... It was therefore decided to postpone the Israeli attack on the assumption and hope that the IDF would stop the Egyptian attack and destroy hundreds of tanks - a fact that would change the balance of forces in the south.



NOTES:

Conclusions

- We live in a world of **uncertainty**
- Learn how to **evaluate and consider information** in a sober and correct way
- Develop a sense of **intellectual humility** - maybe I'm wrong, maybe the information is wrong, maybe the basic assumptions are no longer true
- Offer **alternatives** for every scenario and every possibility
- **Flexibility**, not to "get stuck" and settle on one option and one option only



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37 of the outpost's fighters were captured by the Egyptians. The surrender was recorded on global television networks. The image that burned the most in the Israeli public was of one of the outpost's soldiers, Hillel Onsdorfer, carrying the outposts' Torah book on the way to captivity.

The late Hillel Onsdorfer was a Nahal soldier who fought in the Yom Kippur War at the dock post and was captured with the Torah scroll in his hands.

The dock soldiers were in Egyptian captivity for about five weeks and were returned to Israel as part of a prisoner exchange.

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How do you feel about this photo?

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The symbolism of surrendering with the Torah book:
 The Torah is a distinct symbol of the Jewish people. Walking with it into captivity, symbolizes that even when the situation is dire, God is with us.

Benjamin Ze'ev Herzl:

"What is the flag? It is nothing but a pole and a rag of cloth stuck to it.

No, sir, a flag is more than that."

"With the flag you lead the people to the place you want,

Even to the Land of the Chosen".

"For that flag they will live and die, only for it alone they will give their souls, if they are educated for it".

NOTES:

Prayer for the peace of the soldiers of the IDF and the security forces

מי ששבר את הרוח
 בלחימה, שאלו מעבר
 הוא, בלב את חילי צאי
 והאש, כחות הפחדון.
 המעדיים על מעמך אדגו, ונני אלקינו
 מגבול הלבנו ועד מדבר מצרים,
 וכן הים פפזול עד לבוא הטריבה
 אנכי מקום שייכן.
 בבטחה באו לי יבתי.
 יתור, את אויבינו הקשים עלינו
 קפצו, קפצו עלינו.
 חללנו, חללנו וזאת
 ועל צה וזאת.
 ושלח ברכה והצלחה בכלי מעשה, יידינו.
 וישרו בשמחה ותהלה.
 ויקים בכם בתשובה
 לעל, ה' אלהינו ה' הולך עמכם
 ויגבר אמן



את חילי צאי חנה לישראל

conclusions

- Sometimes a collection of small and personal acts of courage change the overall picture
- The value of loyalty and sticking to a goal is of great importance.
- Heroism is the ability to do the maximum, above and beyond, in the given situation
- The role of symbols in the life of the individual and the nation is immeasurable



