

MILITARY EMPLOYMENT IN SUBSIDIARY MISSIONS FROM THE PERSPECTIVE OF DISRUPTIVE EVENTS

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ABSTRACT

Crises, emergencies, disasters, and other events that disrupt normal conditions produce social, economic, environmental, and health impacts and are classified as crises when they require exceptional measures in response to institutional or operational breakdowns. From the perspective of risk metaphors, such events are distinguished according to their predictability, visibility, and generative mechanisms. In this context, this article examines the employment of the Armed Forces in missions subsidiary to national defense, with emphasis on civil crises arising from disasters, by classifying the nature of these events in light of Disruptive Events Theory. The results indicate that framing events within the logics of the Black Swan, Pink Flamingo, and Dragon King operationalizes Disruptive Events Theory as an applied instrument to support decisions on the proportional employment of means according to the specific characteristics of each crisis.

KEYWORDS: subsidiary missions, Brazilian Armed Forces, National Defense

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1. Introduction

Crises, emergencies, disasters, and other events that disrupt normalcy have accompanied humanity, imposing social, economic, environmental, and health impacts whose duration ranges from hours to years. Over time, extreme events have affected populations without societies being able to avert their consequences (Brito Junior et al., 2019). These occurrences generate human suffering and material destruction, with short-term effects associated with mortality and physical damage and long-term effects linked to the triggering of structural changes (Bavel et al., 2020).

Within the context of the Brazilian Armed Forces, events that affect the civilian population are treated as “crises” when they constitute a rupture of normalcy and require exceptional measures (Brasil, 2007). From this perspective, a “disaster” is defined as the consequence of natural or anthropogenic actions on a vulnerable setting, causing human, material, and environmental damage as well as socioeconomic losses, and “state of emergency” and “state of public calamity” are classified as abnormal conditions that partially or substantially compromise the State’s response capacity, requiring emergency relief actions and the restoration of essential services (Brasil, 2025).

Events that disrupt normalcy – crises, emergencies, and disasters – are understood as disruptive because they interrupt social, institutional, or operational functioning (ISO, 2019). From the perspective of risk metaphors, they are distinguished according to predictability, visibility, and generating mechanisms. Black Swan events arise as rare and unexpected occurrences with high impact and retrospective explanation. Pink Flamingo events are foreseeable but ignored due to cognitive and institutional biases until they trigger disruption. Dragon King events stand out for amplifying mechanisms that generate statistically atypical extremes and may present detectable precursors, reinforcing the need for surveillance and precursor management in complex systems (Bennett, 2014).

When a severe crisis affects the population, civil society expects state intervention, with the Armed Forces serving as an instrument to mitigate the effects of disasters and social disruptions (Brasil, 1999). This role is operationalized through logistics, wherein humanitarian logistics – a branch derived from both civil and military practices – is responsible for providing all resources aimed at alleviating the suffering of affected populations, focusing its efforts on disaster response and the improvement of living conditions in communities facing critical situations. Its operations exhibit distinct characteristics during peacetime, unfolding into two categories: the provision of disaster relief and the promotion of human development (Besiou et al., 2011).

Understanding Black Swan, Pink Flamingo, and Dragon King phenomena provides situational awareness of uncertainty and extremes, guiding the preparation, detection, and response to crises. For the Armed Forces, this understanding enables the calibration of readiness, enhances coordination, supports proportional employment of resources, and strengthens legal compliance, preventing

delays in the face of foreseeable risks while preserving capacity against unpredictable shocks (Madhavan, Anderson & Romig Jr., 2022). Within the Brazilian strategic environment, their recognition is decisive for crisis mitigation, as it allows differentiation of shocks that require specific responses in contexts marked by structural vulnerabilities, competition for resources, and regional interdependencies, where cascading effects are likely (Rodrigues & Góes). For allied countries and coalitions, it reinforces collective capacity to deter, manage crises, and operate jointly, relying not only on military assets but also on civil resilience, continuity of essential services, and civilian support to operations, making multinational coordination critical when facing natural, hybrid, or armed shocks that cross borders (Abdénur & Souza Neto, 2014).

This article examines the employment of the Brazilian military contingent in missions subsidiary to the defense of the nation, with an emphasis on civil crises resulting from disasters, aiming to classify the nature of these events in light of Disruptive Events Theory. The study is justified by the scarcity of research addressing this topic, as it seeks to understand the nature of events in which the Brazilian Armed Forces are deployed. Its relevance lies in translating the abstract discussion on Disruptive Events Theory into an applied approach, integrating frameworks from Military and Defense Studies, Political Science, and International Relations with the operational reality of the Brazilian Armed Forces.

The document is structured into six sections. The first, the introduction, provides the contextualization of the topic, the objective, the justification, and the relevance of the study. The second section presents the theoretical framework, in which Disruptive Events Theories are introduced, defined, and discussed. The third section, on methodology,

describes the research design and details the procedures adopted for conducting the study. The fourth section, concerning the results, presents a case study of crises involving the participation of the Brazilian Armed Forces. The fifth section offers a discussion of the findings, and finally, the sixth section concludes the document by consolidating the study's main outcomes.

2. Disruptive Events Theories

A disruptive event is defined as a disturbance that alters the functioning of the environment in which it occurs, whether a sector, industry, or system. This change can be triggered by various factors, positive or negative, such as unexpected crises. It is characterized by its profound and lasting impact, introducing uncertainty due to its unpredictability and complicating planning and adaptation to its effects (Govindarajan & Trimble, 2010). To understand the origin of such events, their meanings, impacts, and consequences, theories have been developed, including the logic of the Black Swan, the Pink Flamingo theory, and the Dragon King theory.

The Black Swan logic refers to unpredictable, rare, and high-impact events capable of significantly altering the course of developments. Although these events can be explained retrospectively, their occurrence cannot be anticipated solely through analysis of the past. A Black Swan event possesses three distinct attributes. First, it is an outlier, meaning it lies beyond common expectations and cannot be predicted based on historical data. Second, it has an extreme impact. Third, although it is an outlier, human nature tends to seek explanations for its occurrence after the fact, rendering it retrospectively explainable and even seemingly predictable. In other words, a Black Swan event represents a "point outside the curve" (Taleb, 2007).

Black Swan events are unpredictable and may have catastrophic consequences due to the lack of preparedness or resources

to address an unknown and unexpected occurrence. Therefore, it is prudent to acknowledge the possibility of such events and prepare accordingly, avoiding a complacent and overconfident assumption that situations will always be predictable and familiar (Montolli, 2020).

The term Pink Flamingo was coined to describe predictable events that are nonetheless neglected due to cognitive biases of political leaders influenced by powerful institutional forces, potentially resulting in catastrophic outcomes. This concept highlights the tendency of authorities to ignore or underestimate evident threats because of political or institutional interests, emphasizing the importance of a proactive approach to risk identification and mitigation (Hoffman, 2015). Such events are, in fact, known but are deliberately disregarded by policymakers. They are comparable to "inevitable surprises", where those who fail to learn from history are destined to be caught unprepared by it (Schwartz, 1975).

The Dragon King theory offers an alternative perspective on events considered outliers, proposing that certain extreme events are, in fact, recognizable and predictable through the identification of early warning signals. These atypical events are driven by specific mechanisms that can render them foreseeable and even controllable. They often exhibit gradual growth toward instability and disruption, reflecting emergent collective behavior in a nonlinear process. The resulting crisis is attributed to the system's inherent instability, where "positive" feedback amplifies and exacerbates subsequent responses (Sornette, 2009).

The theory postulates that there is a critical point at which the system will inevitably transform, triggering a significant change. At this point, it is theoretically possible to mathematically identify the moment of rupture, as the necessary information is present from the

early stages of the system's development. Outliers emerge from a collective phenomenon of positive feedback, where each problem leads to an even larger one, allowing predictions within a probabilistic range regarding when the rupture will occur. However, strategic blindness represents a significant obstacle, as it involves misinterpreting signals of

instability and underestimating the potential for unpredictable change once the system reaches a certain level of complexity (Sornette & Ouillon, 2012).

Table no. 1 presents a comparison of the Black Swan, Pink Flamingo, and Dragon King metaphors, aimed at supporting a conceptual analysis applied to strategic and operational scenarios.

Table no. 1
Comparison of Metaphors Applied to Disruptive Events

Metaphor	<i>Ex Ante</i>	Cause	Effects
Black Swan	It arises outside the domain of regular expectations.	It arises from limits of knowledge or beliefs and from deep uncertainty.	It produces extreme impact and tends to be rationalized retrospectively.
Pink Flamingo	Visible risk, yet ignored.	It occurs due to cognitive bias and institutional forces that suppress warnings.	It generates avoidable (or mitigable) crises because signals were disregarded.
Dragon King	An anomaly resulting from instability trajectories that culminate in rupture.	Driven by specific endogenous mechanisms.	It produces disproportionate crises.

(Sources: Taleb, 2007; Aldous, 2011; Sornette & Ouillon, 2012; Aven, 2013)

In the defense and security domain, enhancing awareness and preparedness for events considered in some measure unpredictable, such as Black Swans, Pink Flamingos, and Dragon Kings, proves useful. Black Swans represent high-impact, unpredictable events that can, however, be explained retrospectively. Pink Flamingos are predictable events that are nonetheless ignored due to cognitive biases of leaders influenced by powerful institutional forces. Finally, Dragon Kings are extreme events leading to instability and rupture, which can be recognized and anticipated through early warning signals that are often neglected due to their slow development (Corrêa & Guimarães, 2021).

3. Methods

The research is classified as qualitative and applied, with an exploratory objective and an inductive logical basis,

employing the technical procedure of Case Study. Supported by the relationship between theory and method to guide its development, it is classified in terms of purpose as exploratory, due to the scarcity of studies analyzing Brazilian military employment in subsidiary missions from the perspective of Disruptive Events Theory. It is descriptive, aiming to identify characteristics of unpredictable phenomena typical of civil crises requiring military involvement, and methodological, by proposing models and procedures that use the case study to analyze the employment of the Armed Forces (Vergara, 2016).

For the construction of the theoretical framework, publicly available and freely accessible documents were consulted, including academic and non-academic publications, ordinances, reports, and institutional documents.

The case study is configured as an empirical investigation aimed at gaining an in-depth understanding of a phenomenon within a contemporary real-world context, being appropriate when the research seeks to answer “how” and “why” questions. A multiple case study approach is adopted, as it allows the analysis of two or more subjects and expands the informational basis, contributing to more comprehensive and substantiated interpretations. The choice of multiple cases enables the comparison of operational contexts, the identification of patterns and gaps across different types of humanitarian responses, whether in sudden disasters, anthropogenic occurrences, or gradually developing events. By encompassing diverse employment situations, it becomes possible to assess the nature of the crisis, deepen the analysis, and validate its application (Fleury et al., 2010).

The case study protocol follows a logical sequence, allowing continuous revisions throughout its development (Yin, 2017). The protocol also defines the case selection criteria, the temporal scope of the sample, the treatment of the collected evidence, and the analytical procedures employed to examine the data and interpret the findings.

1. The planning stage consists of adapting the method to the research objective, being relevant for the analysis of the real and contemporary phenomenon through sources of evidence, thereby justifying the adoption of the case study to examine the nature of events in which the Brazilian Armed Forces are employed.

2. The design stage contributes to structuring the plan through five components: research questions, propositions (if any), units of analysis, the logic linking data to propositions, and criteria for interpreting findings. The research question pertains to the analysis of the nature of events in which the Armed Forces are deployed. Regarding the units of

analysis, as this is a multiple-case study, subsidiary missions within a five-year temporal horizon are selected. The interpretation criteria consider concrete data that enable discussions grounded in the literature and observations of the real-world context.

3. The preparation stage involves the development of the research protocol, which organizes the theoretical foundation and the methodological procedures necessary for data collection and analysis.

The protocol includes:

- a. initial definitions, including the formulation of the research question and case selection criteria, aimed at establishing analytical boundaries that facilitate the identification of relevant hypotheses or patterns.
- b. technical data collection framework, utilizing multiple sources to serve as empirical evidence.
- c. research instruments based on the review and interpretation of peer-reviewed academic literature and publicly available documents.
- d. data analysis, conducted in light of Disruptive Events Theory.

The discussion of the results is conducted with the purpose of deepening the interpretation of the data and examining the findings, providing a refined and contextualized understanding.

The validity of the study is understood as a reflective and situated process, in which the researcher assesses the adequacy of observations to the analyzed context, ensures coherence between data and interpretations, clarifies the analytical path employed, and consistently links theory and empiricism, demonstrating the capacity to rigorously and contextually apprehend and represent the meanings constructed (Croom, 2005).

4. Results

The following presents the case study with occurrences applicable to the metaphors – Black Swan, Pink Flamingo, and Dragon King – within the scope of subsidiary missions of the Brazilian Armed Forces, aimed at enhancing the analytical understanding of these theoretical constructs.

4.1. Floods in Rio Grande do Sul in 2024 – Operation Taquari II

Rio Grande do Sul experienced an episode of intense rainfall and widespread flooding, with generalized impacts and severe infrastructure degradation, marking a historical milestone. The floods are characterized as the largest natural disaster ever recorded in the state due to their unprecedented duration, intensity, and territorial extent in Brazil. The event is classified as an unprecedented climatic disaster, associated with anomalous atmospheric conditions and the El Niño phenomenon, underscoring its exceptional nature (Marengo et al., 2024).

The state response involved the deployment of the Armed Forces in support of Civil Defense, encompassing rescue operations, transportation, distribution of water and food, clearance of roadways, security, and infrastructure recovery. From a regulatory perspective, the Ministry of Defense reports that the operations occurred in support of Civil Defense, and Ordinance No. 2309 GM-MD, dated May 1, 2024, governed the temporary deployment of the Armed Forces and activated the Taquari II Joint Operational Command, establishing the legal and organizational framework for actions carried out within the state and its municipalities (Brasil, 2024).

From the Black Swan metaphor perspective, the event can be characterized as such regarding the planning, coordination, and execution of public actions, combining historical rarity, extreme impact, and a perception of disruption relative to the existing standards

of response structures and routines. The rainfall, described as unprecedented at the national level in terms of extent, duration, and intensity, and identified as the largest natural disaster in Rio Grande do Sul, supports its classification as an occurrence outside regular expectations. The surprise associated with the episode does not preclude explanations formulated retrospectively, linked to atmospheric dynamics and El Niño, but reinforces Taleb's argument that extreme events tend to be rationalized after the fact.

The occurrence of the climatic disaster in Rio Grande do Sul is characterized as an extreme event of historical nature, which required the deployment of the Armed Forces in a subsidiary mission, supported by an explicit legal basis, formalized in Ordinance No. 2309 GM-MD and the activation of the Taquari II Joint Operational Command, with the execution of actions in support of Civil Defense. From the analytical perspective of the Black Swan, the episode illustrates how a rare, high-impact disruption exceeds the parameters of ordinary planning and imposes a large-scale emergency response, even if it is subsequently explained by climatic conditions and hydrometeorological processes.

4.2. Health Crisis – COVID-19 Operation

During the COVID-19 outbreak, Manaus, in the state of Amazonas, faced a collapse in the supply of medical oxygen during the so-called “second wave of the pandemic,” resulting in inadequate care and the emergency transfer of patients. The worsening scenario and the risk of shortages were considered predictable, with prior communications regarding the incapacity to meet the growing demand. Concurrently, the state response involved the intensification of oxygen transport and the aeromedical evacuation of patients, constituting an acute crisis that required the implementation of large-scale emergency logistics measures (Brasil, 2021).

The Brazilian Armed Forces' involvement in logistical and health support during the pandemic was formalized under Operation COVID-19, with the activation of joint structures and provision of support to civil public health actions, representing a subsidiary mission aimed at supporting health campaigns and logistics in a calamity context. The specific legal basis is Ordinance No. 1,272 GM-MD, of March 20, 2020, which approved the Ministerial Execution Directive and activated the operation, authorizing support measures intended to mitigate impacts, in accordance with the institutional definition of subsidiary actions directed toward public health support and contingency management (Brasil, 2020).

Under the Pink Flamingo metaphor, the oxygen crisis in Manaus can be characterized as a predictable event, marked by the presence of prior signals and warnings that were ignored or underestimated, resulting in an inevitable surprise. In this case, the escalation of demand and the risk of supply shortages were considered foreseeable, with prior communications highlighting supply limitations before the collapse. The presence of alerts prior to the peak of the crisis reinforces the notion of a widely known risk that was inadequately mitigated, consistent with institutional failure in the face of an identified threat.

The oxygen crisis in Manaus, in January 2021, constituted a critical public health event that triggered an emergency logistical response, materializing within the defense scope as a subsidiary mission conducted under Operation COVID-19, formally activated by Ordinance No. 1,272 GM-MD and executed through oxygen transport, aeromedical evacuation of patients, and support to health authorities. From the Pink Flamingo perspective, the occurrence is explained by the existence of prior warnings regarding supply insufficiency and projections of increasing

demand, where preventive measures proved insufficient to avert the collapse, converting a foreseeable risk into a disaster that could have been mitigated.

4.3. Fires in the Pantanal – Pantanal II Operation

The Pantanal region was affected by a season of severe wildfires, encompassing extensive areas under fire and requiring prolonged firefighting operations, demanding integrated mobilization of multiple agencies and organizations. The context was marked by antecedent conditions characterized by prolonged drought and river levels below historical averages. This combination of factors constitutes an extreme event of progressive development and cumulative worsening over time, distinct from a sudden and isolated shock (Brasil, 2024a).

The Brazilian Armed Forces' involvement was framed as logistical support for firefighting operations, representing a subsidiary mission in support of emergencies and Civil Defense, with the formal activation of the Pantanal II Joint Operational Command. Ordinance No. 3,179, of June 28, 2024, established operational guidelines and formalized the joint command, enabling the deployment of aerial, riverine, and communication assets to support IBAMA and Fire Department operations. Within the same scope, the use of remote sensing capabilities and communication systems provided operational support through the provision of imagery, data, and links, structuring interagency coordination within the operational theater (Brasil, 2024b).

The Dragon King metaphor characterizes extreme events associated with specific amplification and maturation mechanisms leading to instability, often accompanied by antecedent signals that allow for partial diagnosis and preparation. In the context of the Pantanal in 2024, prior and concurrent indicators of worsening

were observed, such as prolonged drought, below-average river levels, and the continuous expansion of affected areas identified via remote sensing. The operational response itself, oriented toward sustained support of firefighting through communications, integrated logistics, and intensive use of aerial assets for water deployment, aligns with the dynamics of an extreme event of endogenous nature within the climate-vegetation-fuel system, whose progressive growth leads to rupture.

The 2024 Pantanal fires are characterized as an extreme event of cumulative progression, conditioned by prolonged drought and monitored through remote sensing data, whose response required a long-duration, integrated operation. Within the scope of subsidiary missions, the Armed Forces' participation was formalized as logistical and operational support through Ordinance No. 3,179 and the activation of the Pantanal II Joint Operational Command, employing military assets for transport, communications, and firefighting actions. Under the Dragon King metaphor framework, the case is consistent with a trajectory of instability marked by antecedent signals, such as adverse hydrological and climatic conditions and expansion of the affected area, requiring sustained response based on continuous monitoring and mitigation capacity, in contrast to abrupt and unpredictable shock events.

4.4. Floods and Landslides in the Northern Coast of São Paulo – São Sebastião and Surrounding Region

In 2023, the Northern Coast of São Paulo, with emphasis on the municipality of São Sebastião, was affected by exceptionally intense precipitation, resulting in severe impacts such as flooding, landslides, area isolation, casualties, and significant material damage. The episode constituted an extreme event of historical nature, arising from the

combination of meteorological factors, notably the action of a cold front with atypical characteristics and the formation of a low-pressure system that intensified rainfall and winds, raised sea levels, and hindered water drainage. Concurrently, maximum-level alerts were issued for accumulated precipitation, indicating high risk of flooding, overflows, and landslides in susceptible areas (Marengo et al., 2024).

The state response involved the deployment of the Armed Forces in a subsidiary mission supporting Civil Defense, mobilizing logistical, operational, and health capacities. In this context, the Brazilian Navy deployed the Multipurpose Aircraft Carrier *Atlântico* to the São Paulo coast to support response actions, providing medical personnel, shipboard treatment infrastructure, logistical assets, and resources for clearing affected areas, including the employment of naval infantry and specialized equipment. Legally, the cooperation of the Armed Forces with Civil Defense is grounded in Article 16 of Complementary Law No. 97/1999, which establishes as a general subsidiary role the support of national development and civil defense, in line with the institutional definition of subsidiary actions aimed at disaster assistance (Brasil, 2023).

The event admits simultaneous framing within the three metaphors, as each captures a distinct dimension of the disaster. From the Pink Flamingo perspective, formal warnings and risk forecasts were issued prior to the peak of the episode, with technical communications indicating a very high probability of intense precipitation capable of triggering flash floods, inundations, and landslides. Under the Dragon King lens, the occurrence resulted from identifiable amplification mechanisms, stemming from the combination of an intense cold front, a low-pressure system, maritime winds that raised sea levels and reduced drainage, and soil saturation, configuring a maturation process

toward instability and cascading impacts. From the Black Swan perspective, despite prior alerts, the effective magnitude of the event and its cascading effects – such as area isolation, road collapses, and multiple simultaneous rescue fronts – were perceived by local actors and the population as outside regular patterns, exceeding existing planning and causing operational disruption.

The disaster in the Northern Coast of São Paulo thus constituted an extreme meteorological event, associated with inductive mechanisms that resulted in significant damage and required emergency response. Within the defense scope, the episode was characterized as a subsidiary mission, activating military capacities in support of Civil Defense, exemplified by the deployment of the Multipurpose Aircraft Carrier *Atlântico* and logistical and health assets. Methodologically, the event can be concurrently framed within all three analytical metaphors: Pink Flamingo, due to prior alerts; Dragon King, due to the amplification and maturation process of risk with observable signals and mechanisms; and Black Swan, insofar as the final magnitude and cascading impacts exceeded expectations and ordinary capacities, necessitating an exceptional mobilization.

5. Discussions

The 2024 rainfall and flooding event in Rio Grande do Sul is classified as a Black Swan, representing a shock whose operational magnitude exceeded internalized planning parameters, stockpiles, continuity, and command-and-control capacities. The surprise was predominantly organizational rather than meteorological, as the prevailing readiness was sufficient for isolated severe floods but inadequate to address the simultaneous combination of extensive territorial impact, prolonged duration, and systemic infrastructure failures. Subsequent explanations linking the event to El Niño

and atmospheric anomalies functioned more as rationalizations than actionable predictive capacity, highlighting that the strategic value of the Armed Forces in subsidiary missions lies in logistical flexibility, scalability, redundancy, and interagency interoperability, aimed at minimizing the gap between disruption and response through modular capabilities and joint mobilization protocols.

The oxygen crisis in Manaus during COVID-19 is characterized as a Pink Flamingo, revealing a predictable risk of logistical bottlenecks in supply, transport, and storage chains amid rapidly expanding demand. Its occurrence stemmed less from a lack of information and more from institutional incapacity to translate warnings into timely decisions, compounded by risk governance failures, absence of escalation objectives, and delays in implementing structural measures. This shifted the Armed Forces' role from operational prevention to emergency damage containment, indicating that their optimal contribution in such crises lies in prior integration as a guarantee infrastructure, with pre-established routes, assets, protocols, and interagency exercises capable of converting warnings into automatic, traceable, and timely action.

The Brazilian Pantanal wildfires are interpreted as a Dragon King event, arising from a progressively unstable system which, upon exceeding critical thresholds, produces disproportionate impacts. This required that operational efforts extend beyond direct firefighting to continuous monitoring of structural factors such as humidity, river levels, vegetation fuel load, winds, and access conditions, as well as containment of accelerated propagation processes. The response necessitated a framework based on persistent situational intelligence, prolonged logistical support, and interagency coordination, guided by operational thresholds, pre-positioning of assets, scenario-based escalation, and

anticipatory mobilization to reduce the likelihood of systemic collapse under nonlinear dynamics.

The 2023 rainfall and landslide event on the Northern Coast of São Paulo represents a hybrid occurrence, simultaneously reflecting the Pink Flamingo, Dragon King, and Black Swan metaphors. Prior alerts were inadequately translated into operational decisions, amplification processes emerged from the interaction of extreme precipitation with territorial vulnerabilities producing cascades of landslides, road blockages, and community isolation, while the magnitude and convergence of impacts exceeded ordinary response capacities. This necessitated massive and exceptional deployment of assets, underscoring the need for integrated risk governance based on timely decision-making, monitoring of critical precursors, and modular interagency forces capable of operating beyond the limits of standard planning.

6. Conclusions

The objective of this article was to analyze the employment of the Brazilian military contingent in subsidiary missions for the defense of the Nation, with a focus on identifying the nature of civil crises resulting from disasters, in light of Disruptive Events Theory. Initially, the article presented Disruptive Events Theory, addressing the Black Swan, Pink Flamingo, and Dragon King frameworks.

Subsequently, a multiple case study was developed, based on occurrences recorded over the past five years that required Brazilian Armed Forces intervention.

The study's limitations stem from the inherent subjectivity of applying theoretical metaphors to complex operational scenarios, in which the classification of events as Black Swan, Pink Flamingo, or Dragon King varies according to the observer's analytical perspective.

The study's contributions encompass theoretical, operational, conceptual, and empirical dimensions. At the theoretical level, it articulates Disruptive Events Theory with the employment of the Armed Forces in subsidiary missions, refining the analysis of crises under uncertainty. Operationally, it proposes guidelines to reduce the gap between disruption and state response. Conceptually, it offers a classification system for crises based on predictability, visibility, and generating mechanisms. Empirically, it systematizes crisis patterns that condition the transition from foreseeable risks to actual crises.

As a suggestion for further research, the study proposes deepening investigations on the employment of the Brazilian Armed Forces in subsidiary operations through the lens of Strategic Surprise Theory, with emphasis on analytical, communication, and decision-making failures in the assimilation of alerts, as well as political-strategic decision-making in contexts of crisis and perception.

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