

# Assumption-Based Planning

A Tool for Reducing Avoidable Surprises

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# Assumption Based Planning A Tool For Reducing Avoidable Surprises

**Meir Finkel**



## **Assumption Based Planning A Tool For Reducing Avoidable Surprises:**

**Assumption-Based Planning** James A. Dewar, 2002-10-17 Table of contents      *On Flexibility* Meir Finkel, 2011-02-28

An outstanding work Inculcating adaptability flexibility and responsiveness to surprise is the chief preoccupation of the major armies of the world David Betz Department of War Studies King's College London This book addresses one of the basic questions in military studies How can armies cope effectively with technological and doctrinal surprises ones that leave them vulnerable to new weapons systems and or combat doctrines Author Meir Finkel contends that the current paradigm with its over dependence on intelligence and an all out effort to predict the nature of the future battlefield and the enemy's capabilities generally doesn't work Based on historical case analysis of successful under fire recovery and failure to recover he identifies the variables that have determined these outcomes and he presents an innovative method for military force planning that will enable armies to deal with the uncertainties of future wars in real time His proposed method combines conceptual doctrinal cognitive command organizational and technological elements to produce optimal battlefield flexibility and adaptability He then demonstrates that when properly applied this method can eliminate most obstacles to overcoming battlefield surprises A thoroughly researched and objective work of events impacting America's military affairs and security policies Parameters Originally published in Israel in 2007 this thoughtful work by Col Finkel IDF looks at how modern military forces have coped with surprise in terms of innovative technologies techniques or tactics A A NoFi StrategyPage.com This book combines solid history and an innovative analytical structure It begins to fill in a serious hole in our understanding of flexibility or what could better be called adaptation under fire It is strongly recommended for senior military leaders and students of military innovation and force planning Frank Hoffman Journal of Military History      *Discovering Requirements* Ian F. Alexander, Ljerka Beus-Dukic, 2009-02-11 This book is not only of practical value It's also a lot of fun to read Michael Jackson The Open University Do you need to know how to create good requirements Discovering Requirements offers a set of simple robust and effective cognitive tools for building requirements Using worked examples throughout the text it shows you how to develop an understanding of any problem leading to questions such as What are you trying to achieve Who is involved and how What do those people want Do they agree How do you envisage this working What could go wrong Why are you making these decisions What are you assuming The established author team of Ian Alexander and Ljerka Beus-Dukic answer these and related questions using a set of complementary techniques including stakeholder analysis goal modelling context modelling storytelling and scenario modelling identifying risks and threats describing rationales defining terms in a project dictionary and prioritizing This easy to read guide is full of carefully checked tips and tricks Illustrated with worked examples checklists summaries keywords and exercises this book will encourage you to move closer to the real problems you're trying to solve Guest boxes from other experts give you additional hints for your projects Invaluable for anyone specifying requirements including IT practitioners engineers developers business analysts test engineers configuration managers

quality engineers and project managers A practical sourcebook for lecturers as well as students studying software engineering who want to learn about requirements work in industry Once you've read this book you will be ready to create good requirements

Decision Making under Deep Uncertainty Vincent A. W. J. Marchau, Warren E. Walker, Pieter J. T. M. Bloemen, Steven W. Popper, 2019-04-04 This open access book focuses on both the theory and practice associated with the tools and approaches for decisionmaking in the face of deep uncertainty It explores approaches and tools supporting the design of strategic plans under deep uncertainty and their testing in the real world including barriers and enablers for their use in practice The book broadens traditional approaches and tools to include the analysis of actors and networks related to the problem at hand It also shows how lessons learned in the application process can be used to improve the approaches and tools used in the design process The book offers guidance in identifying and applying appropriate approaches and tools to design plans as well as advice on implementing these plans in the real world For decisionmakers and practitioners the book includes realistic examples and practical guidelines that should help them understand what decisionmaking under deep uncertainty is and how it may be of assistance to them Decision Making under Deep Uncertainty From Theory to Practice is divided into four parts Part I presents five approaches for designing strategic plans under deep uncertainty Robust Decision Making Dynamic Adaptive Planning Dynamic Adaptive Policy Pathways Info Gap Decision Theory and Engineering Options Analysis Each approach is worked out in terms of its theoretical foundations methodological steps to follow when using the approach latest methodological insights and challenges for improvement In Part II applications of each of these approaches are presented Based on recent case studies the practical implications of applying each approach are discussed in depth Part III focuses on using the approaches and tools in real world contexts based on insights from real world cases Part IV contains conclusions and a synthesis of the lessons that can be drawn for designing applying and implementing strategic plans under deep uncertainty as well as recommendations for future work The publication of this book has been funded by the Radboud University the RAND Corporation Delft University of Technology and Deltares

**Asset Management** Telli Van der Lei, Paulien Herder, Ype Wijnia, 2012-01-12 In the past decades asset intensive companies have witnessed a number of regulatory changes and especially industry is facing ever increasing competitiveness To overcome these challenges different asset management methods have been developed aimed to improve the asset life cycle Especially the design phase and operation and maintenance phase have seen a rise in tools and methods Smarter design can lead to improved operation Likewise improved operation and maintenance leads to lower replacement costs and may provide the basis for better design This book brings together and coherently presents the current state of the art in asset management research and practice in Europe from a life cycle perspective Each chapter focuses on specific parts of this life cycle and explains how the methods and techniques described are connected and how they improve the asset life cycle thus treating this important subject from a unique perspective

A Separate Space Michael Spirtas, Yool Kim, Frank Camm, Shirley M. Ross, Debra Knopman, Forrest E.

Morgan, Sebastian Joon Bae, M. Scott Bond, John S. Crown, Elaine Simmons, 2020-03-13 As the United States creates the Space Force as a service within the Department of the Air Force RAND assessed which units to bring into the Space Force analyzed career field sustainability and drew lessons from other defense organizations The report focuses on implications for effectiveness efficiency independence and sense of identity for the new service **ECIE2012-7th European Conference**

**on Innovation and Entrepreneurship**, 2012 **Uncertainty in Strategic Decision Making** Richard J. Arend, 2024-01-03 Knight 1921 defines uncertainty as an informational market failure that while being detrimental to most existing businesses presents possible profitable opportunities for others This book builds upon that classic work by providing an analysis of the alternative approaches to strategic decision making under such uncertainty It covers what uncertainty is why it is important and what connections it has to business and related fields culminating in a new and comprehensive typology and a valuable guide for how to appropriately address various types of uncertainties even under AI It clarifies the current terminological and categorical confusion about unknowns while complementing the mathematical probability based approaches that treat uncertainty as knowable i e as risk It corrects the mistaken approaches that treat unknowables as shapeable or discoverable This book widens the perspective for viewing uncertainty in terms of its impacts across humanity by offering a shrewder understanding of what roles uncertainties play in human activity It will appeal to academics across business economics philosophy and other disciplines looking for approaches to apply test and hone for dealing with decision making under uncertainty **Improving and Enhancing Scenario Planning** Megan M. Crawford, George

Wright, 2025-02-12 This book presents a contemporary view of the approaches and theories that inform global scenario planning and foresight science providing practical recommendations for improving scenario development processes Its insights bridge the gap between last century's foundations and this century's innovations **Evaluation in the Face of Uncertainty** Jonathan A. Morell, 2011-06-10 Unexpected events during an evaluation all too often send evaluators into crisis mode This insightful book provides a systematic framework for diagnosing anticipating accommodating and reining in costs of evaluation surprises The result is evaluation that is better from a methodological point of view and more responsive to stakeholders Jonathan A Morell identifies the types of surprises that arise at different stages of a program's life cycle and that may affect different aspects of the evaluation from stakeholder relationships to data quality methodology funding deadlines information use and program outcomes His analysis draws on 18 concise cases from well known researchers in a variety of evaluation settings Morell offers guidelines for responding effectively to surprises and for determining the risks and benefits of potential solutions *Defense Resource Planning Under Uncertainty* Robert J. Lempert, Drake Warren, Ryan Henry, Robert W. Button, Jonathan Klenk, Kate Giglio, 2016-01-29 Defense planning faces significant uncertainties This report applies robust decision making RDM to the munitions mix challenge to demonstrate how RDM could help defense planners make plans more robust to a wide range of hard to predict futures **Defence Planning and Uncertainty** Stephan

Frühling,2014-04-24 How can countries decide what kind of military forces they need if threats are uncertain and history is full of strategic surprises This is a question that is more pertinent than ever as countries across the Asia Pacific are faced with the military and economic rise of China Uncertainty is inherent in defence planning but different types of uncertainty mean that countries need to approach decisions about military force structure in different ways This book examines four different basic frameworks for defence planning and demonstrates how states can make decisions coherently about the structure and posture of their defence forces despite strategic uncertainty It draws on case studies from the United States Australian and New Zealand each of which developed key concepts for their particular circumstances and risk perception in Asia Success as well as failure in developing coherent defence planning frameworks holds lessons for the United States and other countries as they consider how best to structure their military forces for the uncertain challenges of the future

**Strategic Choices for a Turbulent World** Andrew R. Hoehn,Richard H. Solomon,Sonni Efron,Frank Camm,Anita Chandra,Debra Knopman,Burgess Laird,Robert J. Lempert,Howard J. Shatz,Casimir Yost,2017-01-18 This report is the last of a six volume series in which RAND explores the elements of a national strategy for the conduct of U S foreign policy It analyzes U S strengths and weaknesses and suggests adaptations for this new era of turbulence and uncertainty The report offers three alternative strategic concepts and evaluates their underlying assumptions costs risks and constraints **Driver**

**Acceptance of New Technology** Dr Alan Stevens,Professor Michael A Regan,Professor Tim Horberry,2014-02-28 Acceptance of new technology and systems by drivers is an important area of concern to governments automotive manufacturers and equipment suppliers especially technology that has significant potential to enhance safety To be acceptable new technology must be useful and satisfying to use If not drivers will not want to have it in which case it will never achieve the intended safety benefit Even if they have the technology drivers may not use it if it is deemed unacceptable or may not use it in the manner intended by the designer At worst they may seek to disable it This book brings into a single edited volume the accumulating body of thinking and research on driver and operator acceptance of new technology Bringing together contributions from international experts from around the world the editors have shaped a book that covers the theory behind acceptance how it can be measured and how it can be improved Case studies are presented that provide data on driver acceptance of a wide range of new and emerging vehicle technology Although driver acceptance is the central focus of this book acceptance of new technology by operators in other domains and across cultures is also investigated Similarly perspectives are derived from domains such as human computer interaction where user acceptance has long been regarded as a key driver of product success This book comes at a critical time in the history of the modern motor vehicle as the number of new technologies entering the modern vehicle cockpit rapidly escalates The goal of this book is to inspire further research and development of new vehicle technology to optimise user acceptance of it and in doing so to maximise its potential to be useful satisfying to use and able to save human life *Designing Usable and Secure Software with IRIS and*

*CAIRIS* Shamal Faily, 2018-04-28 Everyone expects the products and services they use to be secure but building security in at the earliest stages of a system's design also means designing for use as well Software that is unusable to end users and unwieldy to developers and administrators may be insecure as errors and violations may expose exploitable vulnerabilities This book shows how practitioners and researchers can build both security and usability into the design of systems It introduces the IRIS framework and the open source CAIRIS platform that can guide the specification of secure and usable software It also illustrates how IRIS and CAIRIS can complement techniques from User Experience Security Engineering and Innovation Entrepreneurship in ways that allow security to be addressed at different stages of the software lifecycle without disruption Real world examples are provided of the techniques and processes illustrated in this book making this text a resource for practitioners researchers educators and students

**Futuring** Edward Cornish, 2004 Assessing the Tradecraft of Intelligence Analysis Gregory F. Treverton, C. Bryan Gabbard, 2008-02-27 This report assesses intelligence analysis across the main U S intelligence agencies and makes a number of recommendations some of which parallel initiatives that have begun in the wake of the December 2004 legislation for instance create a Deputy Director of National Intelligence as a focal point for analysis establish a National Intelligence University build a Long Term Analysis Unit at the National Intelligence Council and form an Open Source Center for making more creative use of open source materials

**Implications of Modern Decision Science for Military Decision-support Systems** Paul K. Davis, Jonathan Kulick, Michael Egner, 2005 A selective review of modern decision science and implications for decision support systems The study suggests ways to synthesize lessons from research on heuristics and biases with those from naturalistic research It also discusses modern tools such as increasingly realistic simulations multiresolution modeling and exploratory analysis which can assist decisionmakers in choosing strategies that are flexible adaptive and robust

Review of the New York City Department of Environmental Protection Operations Support Tool for Water Supply National Academies of Sciences, Engineering, and Medicine, Division on Earth and Life Studies, Water Science and Technology Board, Committee to Review the New York City Department of Environmental Protection Operations Support Tool for Water Supply, 2019-01-11 New York City's water supply system is one of the oldest largest and most complex in the nation It delivers more than 1.1 billion gallons of water each day from three upstate watersheds Croton Catskill and Delaware to meet the needs of more than eight million people in the City one million people in Westchester Putnam Orange and Ulster counties and millions of commuters and tourists who visit the City throughout the year The Catskill and Delaware portions which make up about 90 percent of the supply receive no filtration or treatment other than disinfection except for rare instances of high turbidity when a coagulant is added to increase deposition of suspended solids The remaining 10 percent of the supply comes from the Croton watershed and receives treatment via filtration The drinking water supply is managed by the Bureau of Water Supply within the New York City Department of Environmental Protection NYC DEP To continue to avoid filtration of the Catskill Delaware portion

of the water supply in 2007 NYC DEP reexamined its control of turbidity in the Catskill portion of the water supply including both structural improvements to the system and operational changes The Operations Support Tool OST was developed as part of these efforts OST couples models of reservoir operations and water quality it uses real time data on streamflow snow pack water quality reservoir levels diversions and releases and it incorporates streamflow forecasts all in order to predict future reservoir levels water delivery to customers and water quality within the system These predictions inform the system operators who then make decisions based on the most current data and forecasts This report reviews the use of OST in current and future reservoir operations It considers potential ways in which the City can more effectively use OST makes recommendations for additional performance measures and reviews the potential effects of climate change on the City s water supply to help identify and enhance understanding of areas of potential future concern with regard to the use of OST

**Forecasting and Management of Technology** Alan L. Porter, Scott W. Cunningham, Jerry Banks, A. Thomas

Roper, Thomas W. Mason, Frederick A. Rossini, 2011-07-12 Published in 1991 the first edition of Forecasting and Management of Technology was one of the leading handful of books to deal with the topic of forecasting of technology and technology management as this discipline was emerging The new revised edition of this book will build on this knowledge in the context of business organizations that now place a greater emphasis on technology to stay on the cutting edge of development The scope of this edition has broadened to include management of technology content that is relevant to now to executives in organizations while updating and strengthening the technology forecasting and analysis content that the first edition is reputed for Updated by the original author team plus new author Scott Cunningham the book takes into account what the authors see as the innovations to technology management in the last 17 years the Internet the greater focus on group decision making including process management and mechanism design and desktop software that has transformed the analytical capabilities of technology managers Included in this book will be 5 case studies from various industries that show how technology management is applied in the real world



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## **Table of Contents Assumption Based Planning A Tool For Reducing Avoidable Surprises**

1. Understanding the eBook Assumption Based Planning A Tool For Reducing Avoidable Surprises
  - The Rise of Digital Reading Assumption Based Planning A Tool For Reducing Avoidable Surprises
  - Advantages of eBooks Over Traditional Books
2. Identifying Assumption Based Planning A Tool For Reducing Avoidable Surprises
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Assumption Based Planning A Tool For Reducing Avoidable Surprises
  - User-Friendly Interface
4. Exploring eBook Recommendations from Assumption Based Planning A Tool For Reducing Avoidable Surprises

- Personalized Recommendations
- Assumption Based Planning A Tool For Reducing Avoidable Surprises User Reviews and Ratings
- Assumption Based Planning A Tool For Reducing Avoidable Surprises and Bestseller Lists
- 5. Accessing Assumption Based Planning A Tool For Reducing Avoidable Surprises Free and Paid eBooks
  - Assumption Based Planning A Tool For Reducing Avoidable Surprises Public Domain eBooks
  - Assumption Based Planning A Tool For Reducing Avoidable Surprises eBook Subscription Services
  - Assumption Based Planning A Tool For Reducing Avoidable Surprises Budget-Friendly Options
- 6. Navigating Assumption Based Planning A Tool For Reducing Avoidable Surprises eBook Formats
  - ePub, PDF, MOBI, and More
  - Assumption Based Planning A Tool For Reducing Avoidable Surprises Compatibility with Devices
  - Assumption Based Planning A Tool For Reducing Avoidable Surprises Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Assumption Based Planning A Tool For Reducing Avoidable Surprises
  - Highlighting and Note-Taking Assumption Based Planning A Tool For Reducing Avoidable Surprises
  - Interactive Elements Assumption Based Planning A Tool For Reducing Avoidable Surprises
- 8. Staying Engaged with Assumption Based Planning A Tool For Reducing Avoidable Surprises
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Assumption Based Planning A Tool For Reducing Avoidable Surprises
- 9. Balancing eBooks and Physical Books Assumption Based Planning A Tool For Reducing Avoidable Surprises
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Assumption Based Planning A Tool For Reducing Avoidable Surprises
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Assumption Based Planning A Tool For Reducing Avoidable Surprises
  - Setting Reading Goals Assumption Based Planning A Tool For Reducing Avoidable Surprises
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Assumption Based Planning A Tool For Reducing Avoidable Surprises

- Fact-Checking eBook Content of Assumption Based Planning A Tool For Reducing Avoidable Surprises
- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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