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# ASSUMPTION-BASED PLANING

A PLANNING TOOL FOR VERY UNCERTAIN TIMES



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# <u>Assumption Based Planning A Planning Tool For Very Uncertain Times</u>

**Gregory F. Treverton** 

#### **Assumption Based Planning A Planning Tool For Very Uncertain Times:**

Assumption-based Planning James A. Dewar, 1993 Documents the process of Assumption Based Planning ABP a five step methodology for long and mid range strategic planning developed at RAND to make organizational planning more adaptive to Assumption-Based Planning; A Planning Tool for Very Uncertain Times, 1993 This report documents a strategic planning methodology Assumption Based Planning the RAND has developed over the last four years It distills long range planning work for the Training and Doctrine Command TRADOC Research Activity and the Manpower Training and Performance Program now the Manpower and Training Program of RAND's Arroyo Center and was funded as Arroyo Center exploratory research This work was conducted to aid the U S Army with its long and mid range planning As argued the method is particularly suited to planning in the military It should also be of interest to anyone engaged in long range or strategic planning This report is intended to describe the fundamentals of Assumption Based Planning and to provide numerous examples although it is not a complete user s manual **Assumption-Based Planning** James A. The Innovator's Toolkit David Silverstein, Philip Samuel, Neil DeCarlo, 2009 An Dewar, 2002-10-17 Table of contents innovation guide for business leaders managers and new product developers The Innovator's Toolkit explains all the fundamental tools and concepts anyone involved in innovation should be familiar with especially methods and strategies for improving products and services and developing new ones This book is written in an easy to use reference format that helps readers understand why when and how to apply each tool The tools and techniques in this book are organized around a four step innovation methodology define discover develop and demonstrate that takes readers through problem identification then flows into idea generation idea selection and finally idea implementation Constant innovation is a necessity for business success today The Innovator's Toolkit presents an effective plan for achieving it Joint Force Quarterly, 1999 Joint Force Quarterly is published for the Chairman Joint Chiefs of Staff by the Institute for National Strategic Studies National Defense University to promote understanding of the integrated employment of land sea air space and special operations forces The journal focuses on joint doctrine coalition warfare contingency planning combat operations conducted by the unified commands and joint force development Rapid Decisive Operations Antulio J. Echevarria (II),2001 Technological innovation plays a paradoxical role in military transformation With each problem it solves technological innovation tends to introduce new challenges or complications Operational concepts can partly reconcile these tensions by finding the optimal balance between technological strengths and weaknesses In so doing they perform two vital functions integrating and stimulating for military transformation Page v **Unfolding the Future of the Long War** Christopher G. Pernin, Brian Nichiporuk, Dale Stahl, Justin Beck, Ricky Radaelli-Sanchez, 2008-12-16 The United States is currently engaged in a military effort that has been characterized as the long war This study explores the concept of long war and identifies ways in which it might unfold as well as the implications for the Army and the U S military more generally This report uses the generation of

 $either\ trajectories\ or\ alternative\ paths\ in\ which\ the\ long\ war\ might\ unfold\ to\ explore\ the\ implications\ for\ the\ U\ S\ military$ 

New Challenges, New Tools for Defense Decisionmaking Stuart E. Johnson, Martin C. Libicki, Gregory F. Treverton, 2003 The collapse of the Soviet Union and the end of the Cold War and then the terrorist attacks of September 11 2001 transformed the task of American foreign and defense policymaking This book outlines the dimensions of that transformation and sketches new tools for dealing with the policy challenges from modeling and gaming to planning based on capabilities rather than threats to personnel planning and making use of best practices from the private sector Climate Change Adaptation Manual Andrea Prutsch, Torsten Grothmann, Sabine McCallum, Inke Schauser, Rob Swart, 2014-02-24 Due to the lack of success in climate change mitigation efforts the importance of adaptation is becoming more and more apparent and is now one of the main imperatives of international research and action However research on adaptation is mostly not directly applicable to adaptation policy or practice leaving a gap between scientific results and practical advice for decision makers and planners This book seeks to address this problem and bridge the gap and should provide readers with practical and applicable information on climate change adaptation Following an introduction the book is organised into four main sections each reflecting an essential component in the adaptation process Climate change adaptation is an emerging subject area and has gained increased political and academic attention within the last decade Whereas most books in the field focus on adaptation in developing countries this volume provides an examination of predominantly European policy and offers inter disciplinary insight into cutting edge knowledge and lessons learnt in a relatively new field of implementation

A History of Risk Science Terje Aven,2025-08-15 Risk has been handled as long as there have been humans on Earth However the risk field is a young discipline systematic attempts to access and handle risk explicitly conceptualizing and expressing risk in society are a recent endeavour This book presents a history of risk science and risk analysis highlighting concepts and principles for understanding assessing communicating managing and governing risk The author presents and discusses key contributions to risk science using a historical lens and from the perspective of a risk scientist The book strengthens our understanding of what risk science is and how it has evolved by exploring fundamental topics such as risk characterization risk perception risk communication risk handling and decision making and concludes with reflection on the future of risk science and in particular what we can learn from its history A History of Risk Science will be essential reading for risk researchers and graduate students as well as scholars from associated fields applying risk related analysis to their work

Scenario Planning M. Lindgren, H. Bandhold, 2002-12-04 Recent research in the field of business strategy has shown that strategic flexibility can be achieved through a scenario planning perspective for long term competition and performance The authors have drawn upon examples and cases to develop a new model for scenario planning that is closely integrated with strategy They argue that the concept of scenario planning is as much an art as a practical management tool

Transdisciplinary Lifecycle Analysis of Systems R. Curran, N. Wognum, M. Borsato, 2015-07-15 Concurrent

Engineering CE is based on the premise that different phases of a product s lifecycle should be conducted concurrently and initiated as early as possible within the Product Creation Process PCP It has become the substantive basic methodology in many industries including automotive aerospace machinery shipbuilding consumer goods process industry and environmental engineering CE aims to increase the efficiency of the PCP and reduce errors in later phases while incorporating considerations for full lifecycle and through life operations This book presents the proceedings of the 22nd ISPE Inc International Society for Productivity Enhancement International Conference on Concurrent Engineering CE2015 entitled Transdisciplinary Lifecycle Analysis of Systems and held in Delft the Netherlands in July 2015 It is the second in the series Advances in Transdisciplinary Engineering The book includes 63 peer reviewed papers and 2 keynote speeches arranged in 10 sections keynote speeches systems engineering customization and variability management production oriented design maintenance and repair design methods and knowledge based engineering multidisciplinary product management sustainable product development service oriented design product lifecycle management and trends in CE Containing papers ranging from the theoretical and conceptual to the highly pragmatic this book will be of interest to all engineering professionals and practitioners researchers designers and educators American Defense Policy Paul J. Bolt, Damon V. Coletta, Collins G. Shackelford, 2005 American Defense Policy has been a mainstay for instructors of courses in political science international relations military affairs and American national security for over 25 years The updated and thoroughly revised eighth edition considers questions of continuity and change in America's defense policy in the face of a global climate beset by geopolitical tensions rapid technological change and terrorist violence On September 11 2001 the seemingly impervious United States was handed a very sharp reality check In this new atmosphere of fear and vulnerability policy makers were forced to make national security their highest priority implementing laws and military spending initiatives to combat the threat of international terrorism In this volume experts examine the many factors that shape today s security landscape America's values the preparation of future defense leaders the efforts to apply what we have learned from Afghanistan and Iraq **Avoidable Deaths** Nibedita S. Ray-Bennett, 2017-09-04 This book addresses one of the most fundamental questions of the 21st century why deaths continue to occur in natural disasters despite the tremendous advancements in disaster management science and weather forecasting systems increased sophistication of human built environments and ongoing economic and policy development worldwide By presenting an interdisciplinary tool for analysing systems failure the book provides concrete suggestions on how deaths may be reduced in resource poor contexts It goes beyond traditional risk and vulnerability perspectives and demonstrates that deaths in disasters are complex problems that can be solved by adopting a socio technical perspective to improve current disaster management systems in the developing world The book is a timely contribution as it directly addresses Global Target One of the UN s Sendai Framework for Disaster Risk Reduction which has urged 185 UN Member States to reduce disaster mortality by 2030 Further it offers a valuable

resource for students researchers policy makers and practitioners interested in disaster risk reduction human rights gender sociology of risk crisis and disasters environmental science organisation and management studies **Stall Points** Matthew S. Olson, Derek Van Bever, 2008-01-01 In this probing study of the growth experience of Fortune 100 sized firms across the past fifty years authors Olson and van Bever find that great companies stop growing not because of market saturation government regulation or other external constraints but rather because of a finite set of common strategy mistakes that appear time after time across industries across geography and across the economic cycle Jacket 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 **Intelligence for an Age of Terror** Gregory F. Treverton, 2009-03-23 During the Cold War U S intelligence was concerned primarily with states non state actors like terrorists were secondary Now the priorities are reversed and the challenge is enormous States had an address and they were hierarchical and bureaucratic They thus came with some story Terrorists do not States were over there but terrorists are there and here They thus put pressure on intelligence at home not just abroad The strength of this book is that it underscores the extent of the change and ranges broadly across data collection and analysis foreign and domestic as well as

presenting the issues of value that arise as new targets require collecting more information at home Uncertainty in Climate Change Research Linda O. Mearns, Chris E. Forest, Hayley J. Fowler, Robert Lempert, Robert L. Wilby, 2025-07-14 This edited volume with open access discusses all aspects of uncertainty in climate change research with a unique emphasis on decision making under uncertainty and the assessment of various uncertainties in the landscape of decision making By analyzing uncertainty through the lens of decision making the book seeks to understand and assess the various uncertainties inherent in climate change research including uncertainties in economic impacts human health and vulnerability fluctuations in the physical climate system changes in infrastructure and future climate projections Very little published material exists on the uncertainties regarding vulnerability of different populations to climate change and so the book characterizes the uncertainty in vulnerability to better formulate solutions to climate change problems in affected populations The volume will be of interest to students post docs early career scientists and researchers interested in all aspects of climate change After an introduction that addresses the issue of uncertainty in general as it pertains to climate change research the book is divided into 5 main sections Section 1 focuses on uncertainty in policy and decision making and how climate related policy choices impact risk management impact mitigation and adaptation Section 2 discusses uncertainty in climate change impacts including impacts in agriculture water resources transportation infrastructure and human health and vulnerability Section 3 analyzes physical climate uncertainties such as Earth system projections emissions concentrations and sea level rise projections Section 4 details the methods for quantifying uncertainty from a statistical perspective Section 5 concludes the volume with discussions on special topics and integrated themes on uncertainty including ethics and uncertainty communication the economics of climate change and integrated modeling for decision support Health Care Market Strategy Steven G. Hillestad, Eric N. Berkowitz, 2018-11-30 Health Care Market Strategy From Planning to Action Fifth Edition a standard reference for nearly 20 years bridges the gap between marketing theory and implementation by showing you step by step how to develop and execute successful marketing strategies using appropriate tactics Put the concepts you learned in introductory marketing courses into action using the authors own unique model called the strategy action match from which you will learn how to determine exactly which tactics to employ in a variety of settings Public Policy Analysis Wil A. H. Thissen, Warren E. Walker, 2012-10-05 Traditional policy analysis approaches are characterized by a focus on system modeling and choosing among policy alternatives While successful in many cases this approach has been increasingly criticized for being technocratic and ignoring the behavioral and political dimensions of most policy processes In recent decades increased awareness of the multi actor multiple perspective and poly centric character of many policy processes has led to the development of a variety of different perspectives on the styles and roles of policy analysis and to new analytical tools and approaches for example argumentative approaches participative policy analysis and negotiation support As a result the field has become multi faceted and somewhat fragmented Public Policy Analysis New Developments acknowledges the

variety of approaches and provides a synthesis of the traditional and new approaches to policy analysis It provides an overview and typology of different types of policy analytic activities characterizing them according to differences in character and leading values and linking them to a variety of theoretical notions on policymaking Thereby it provides assistance to both end users and analysts in choosing an appropriate approach given a specific policy situation By broadening the traditional approach and methods to include the analysis of actors and actor networks related to the policy issue at hand it deepens the state of the art in certain areas While the main focus of the book is on the cognitive dimensions of policy analysis it also links the policy analysis process to the policymaking process showing how to identify and involve all relevant stakeholders in the process and how to create favorable conditions for use of the results of policy analytic efforts by the policy actors The book has as its major objective to describe the state of the art and the latest developments in ex ante policy analysis It is divided into two parts Part I explores and structures policy analysis developments the development and description of approaches to diagnose policy situations design policy analytic efforts and policy process conditions Part II focuses on recent developments regarding models and modeling for policy analysis placing modeling approaches in the context of the variety of conditions and approaches elaborated in Part I

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