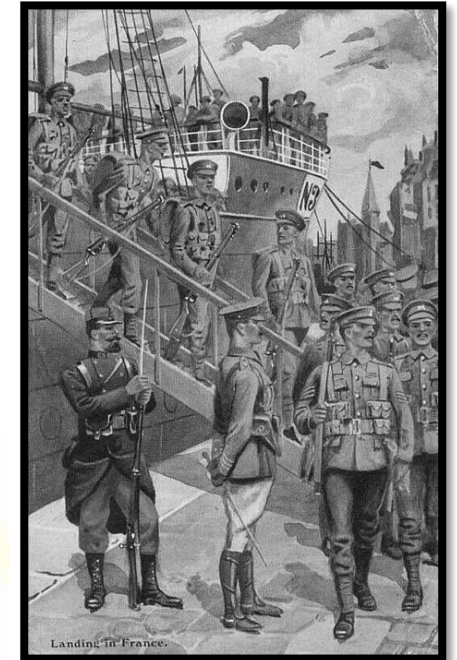
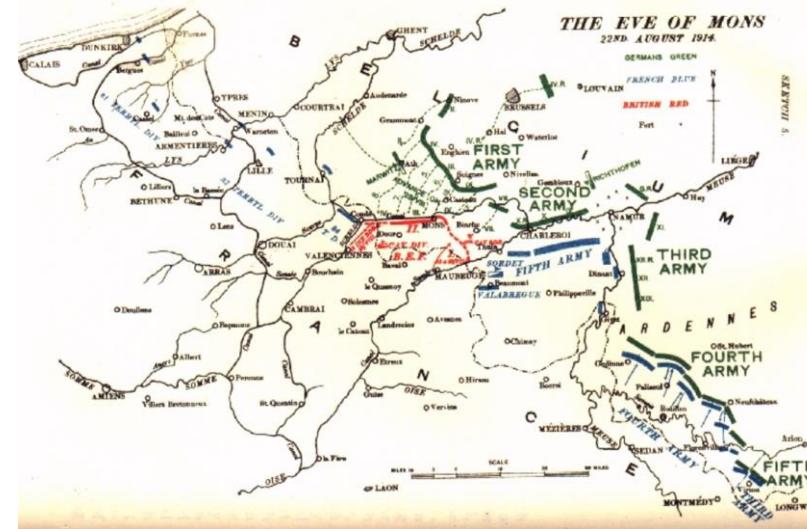






# Privileging Operations

## Vignette: The Movement of the British Expeditionary Force (BEF)







## Professional Strategy Simulation

1. The question of Strategy & Decision
2. Analytical, Scientific, & Educational aspects



# I. Strategy: Lost Meaning?

*Strategos* – the art of the general



## **Strategy is:**

1. Campaigning to bring about a decisive battle and impose a political settlement (Clausewitz)
2. The use of various levers of national power to achieve one's interests
3. A process, or options, to achieve ends, though certain ways and means, while assessing risks (Lykke, Echevarria)
4. A bridge between operations and political intentions (Gray)
5. Creating power (Freedman)
6. A dialogue between civil and military leaders (Strachan)
7. Plans, planning, goal setting, resource management, vision (*etcetera*)

The common characteristic is: Making Decisions and Executing Decisions

# Strategy: Making Decisions and Executing Decisions

Strategy is making decisions and executing decisions because:

1. Strategos was the art of making and carrying out decisions as a general
2. Campaigning to bring about a decisive battle is to make decisions in such a way as to bring the enemy to a point of decision
3. The use of various levers of national power to achieve one's interests depend on making decisions, and then executing them
4. A process, or options, to achieve ends, through certain ways and means, while assessing risks is a description of the decision making process and then the fulfilment of the decision
5. A bridge between operations and political intentions is a description of an agreed decision
6. Creating power depends on making the appropriate decision and then executing it to produce successes and opportunities
7. A dialogue between civil and military leaders is also a description of the decision-making process.

Leaders are considered leaders because they decide and act in such a way that others will follow.

# Strategy in Practice

Strategy is executed in conflict, where the adversary is trying to decide and execute their own strategy.

Strategy therefore consists of three elements:

1. The intended decision and action
2. The reactive decisions and actions, as the interaction occurs (requiring adaptation, re-evaluation, trimming, adjustment) (Mintzberg)
3. The emergent decision, action, and outcome

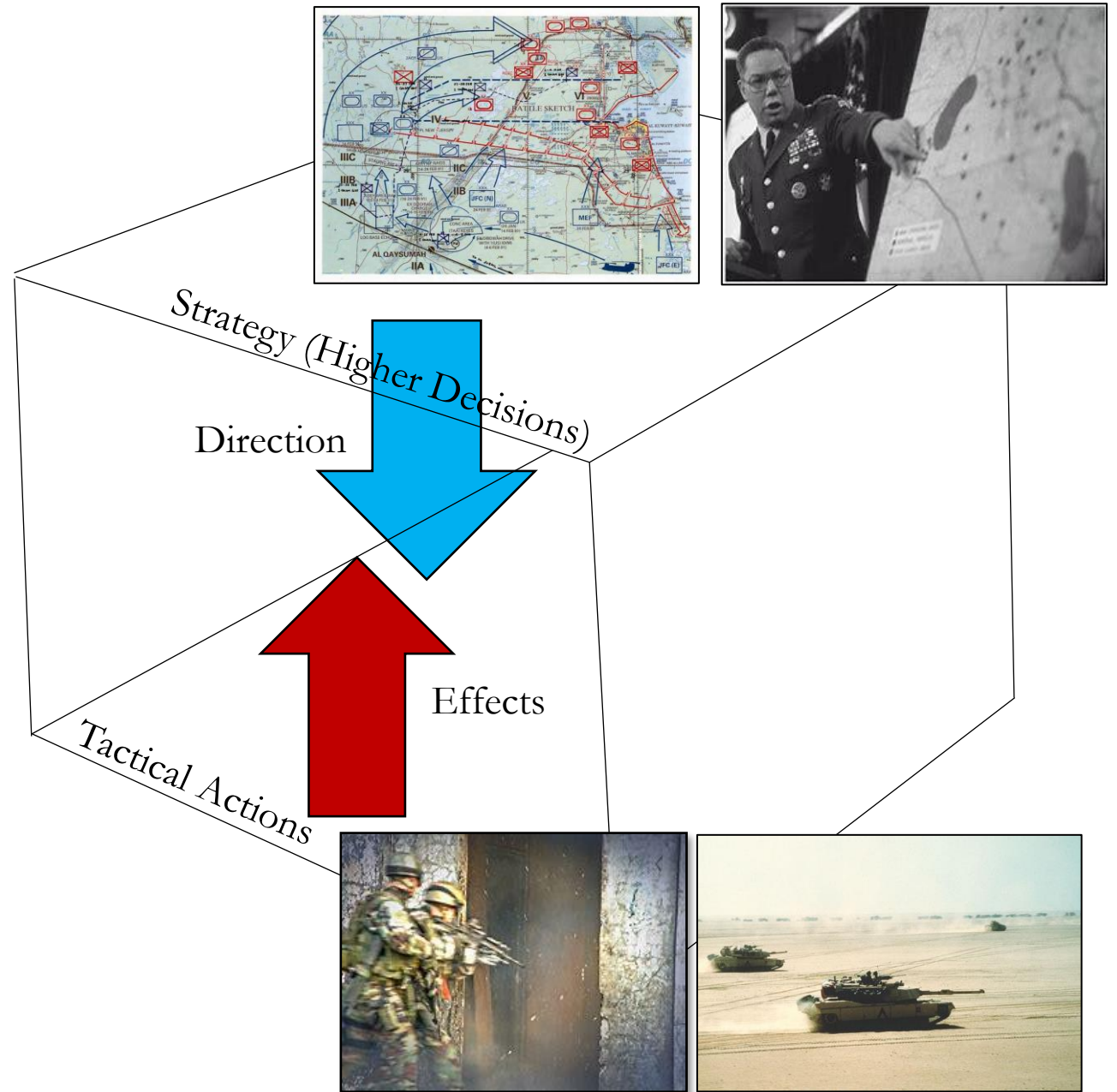
Strategy in practice is manifest in **communications and networks**: the physical passage of resources, the flow of information, the interactions of data and decisions, the ownership or dominance of networks and nodes...

The successful strategy **stays on the general course**, adapting to changes of route and avoiding obstacles, to emerge at **the intended destination**.



# The Operational Dimension

- Strategic decisions are played out against other decision makers, and within the operational dimension
- Tactical actions (and decisions) affect strategic decisions
- Operational 'level'?





# Grand Strategy

## Enduring Conditions

- Geography: island or continent; proximity of threats;
- Relative power: scale of neighbours
- Resources

## Enduring Interests

- Upholding values, ideology, political and economic system
- Honouring alliances and obligations
- Communications and commerce (free trade/protection)

## Enduring Practice

- Coalitions and partners
- Converting wealth in a crisis or a standing force
- Assertive or pacific propensities



Stabilisation



Rebalancing

Expansion

Combination



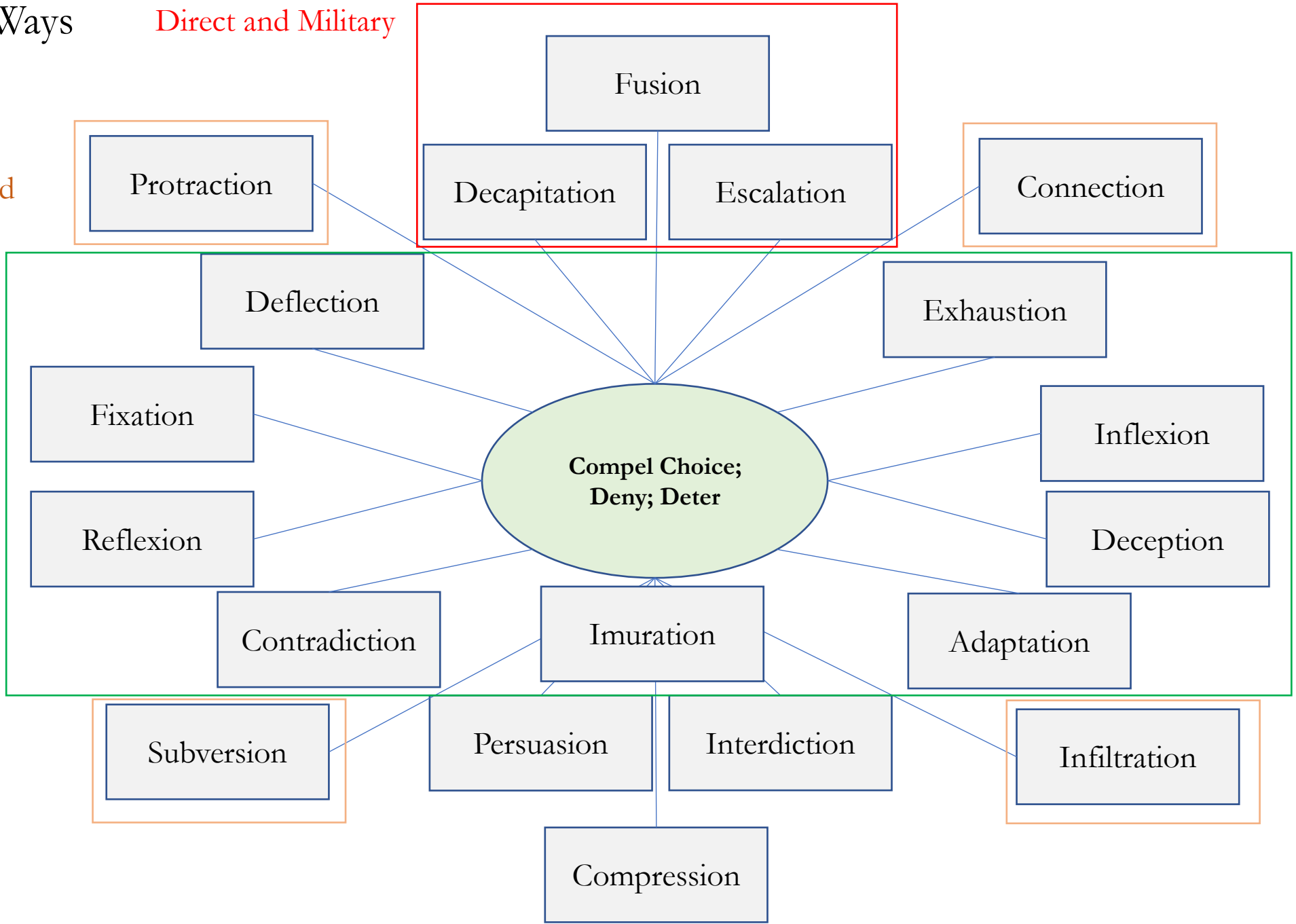


Strategic Ways

Direct and Military

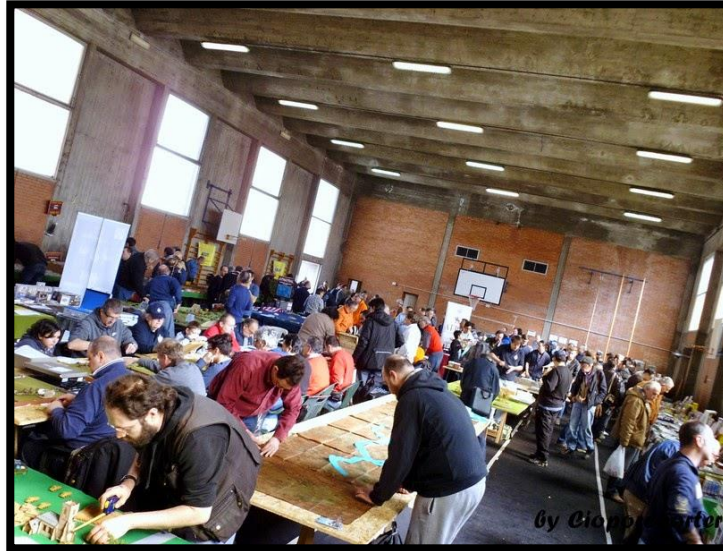
Indirect and Protracted

Indirect and Successive



# Cognition and Action

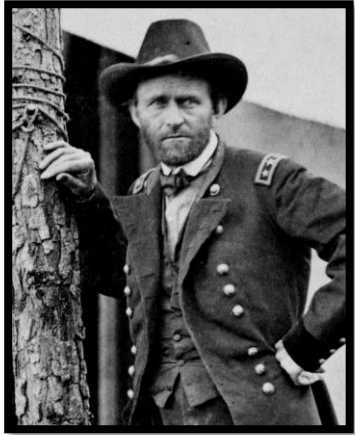
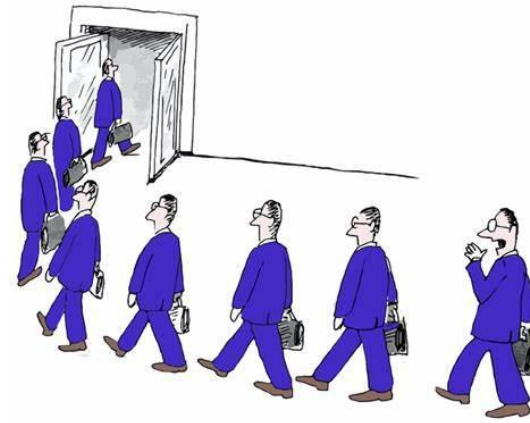
- Strategic deliberation... tactical action





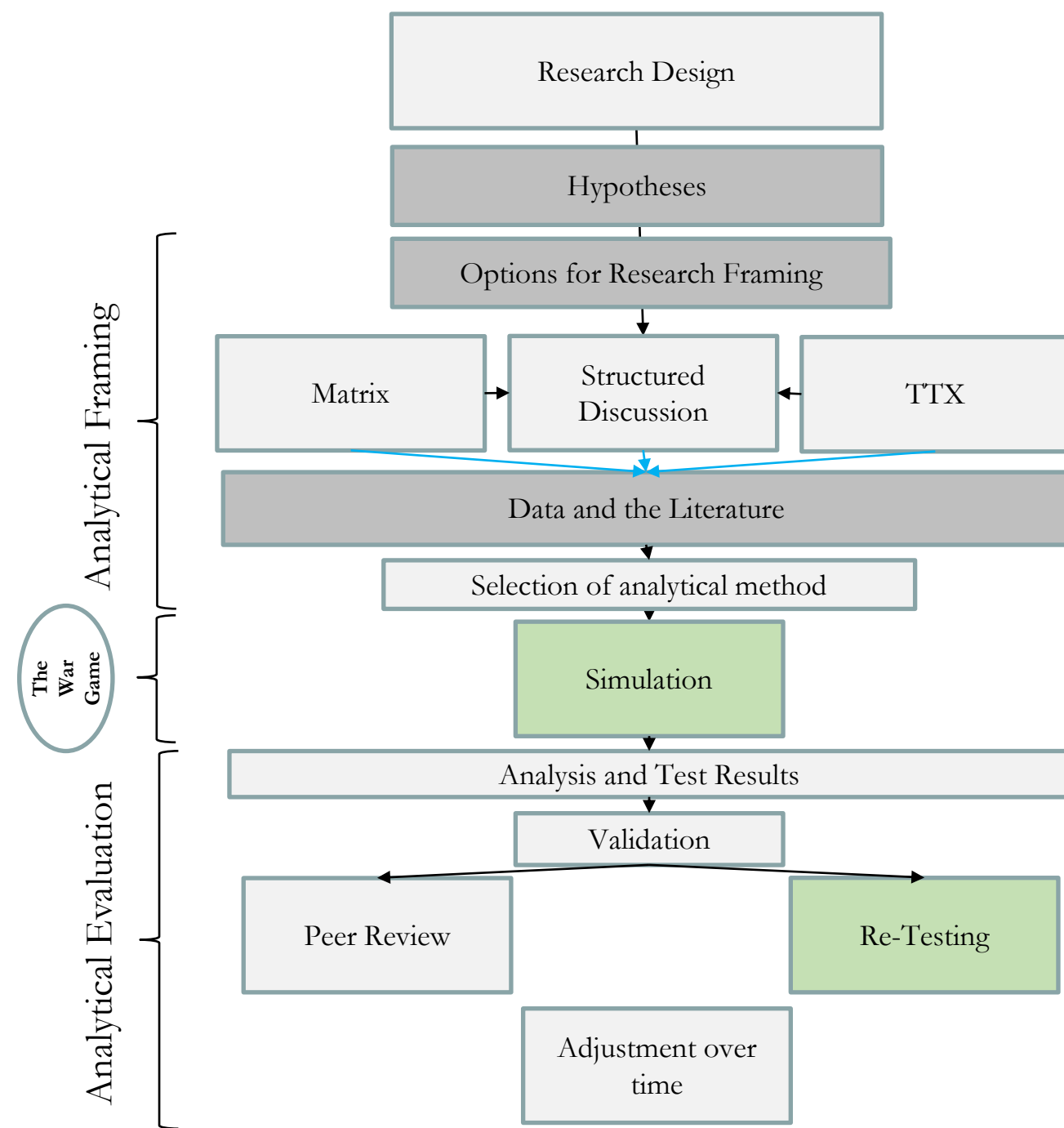
# Human Elements

- Types and behaviours
- Strategic theory vs Strategic actors



# Analytical Aspects of Professional Wargaming

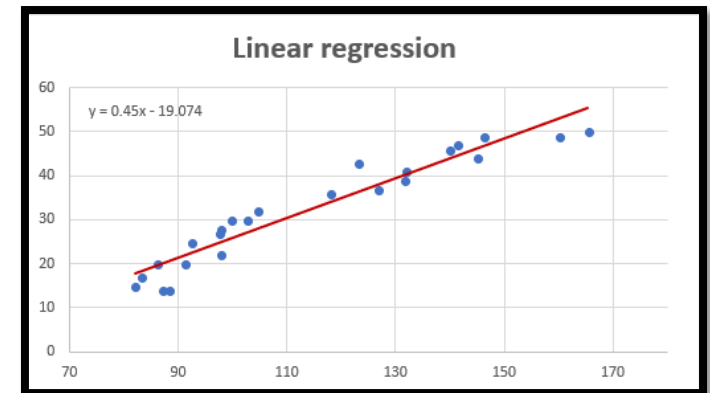
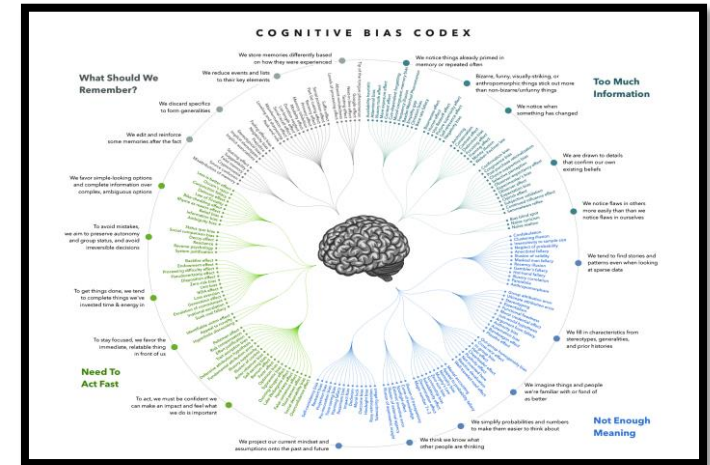
- Strategic considerations: the decision to commit force; procurements; technological ‘big bets’, alliance building...
- Matrix games...
- Senior leaders’ time constraints
- Approach...





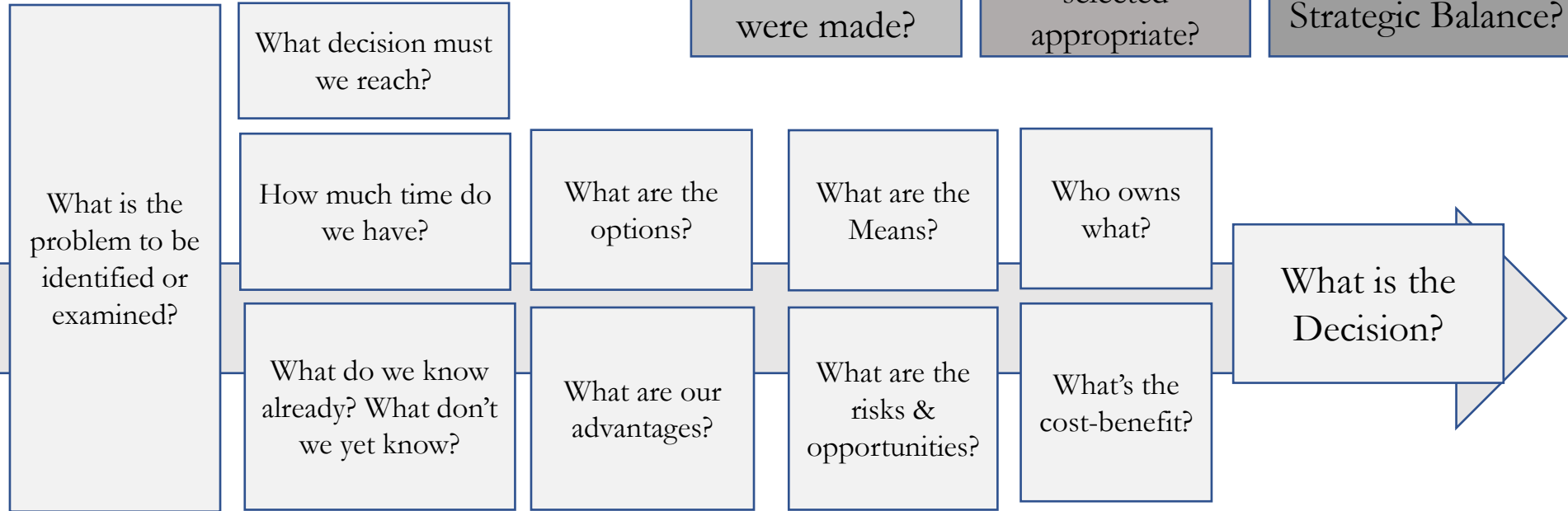
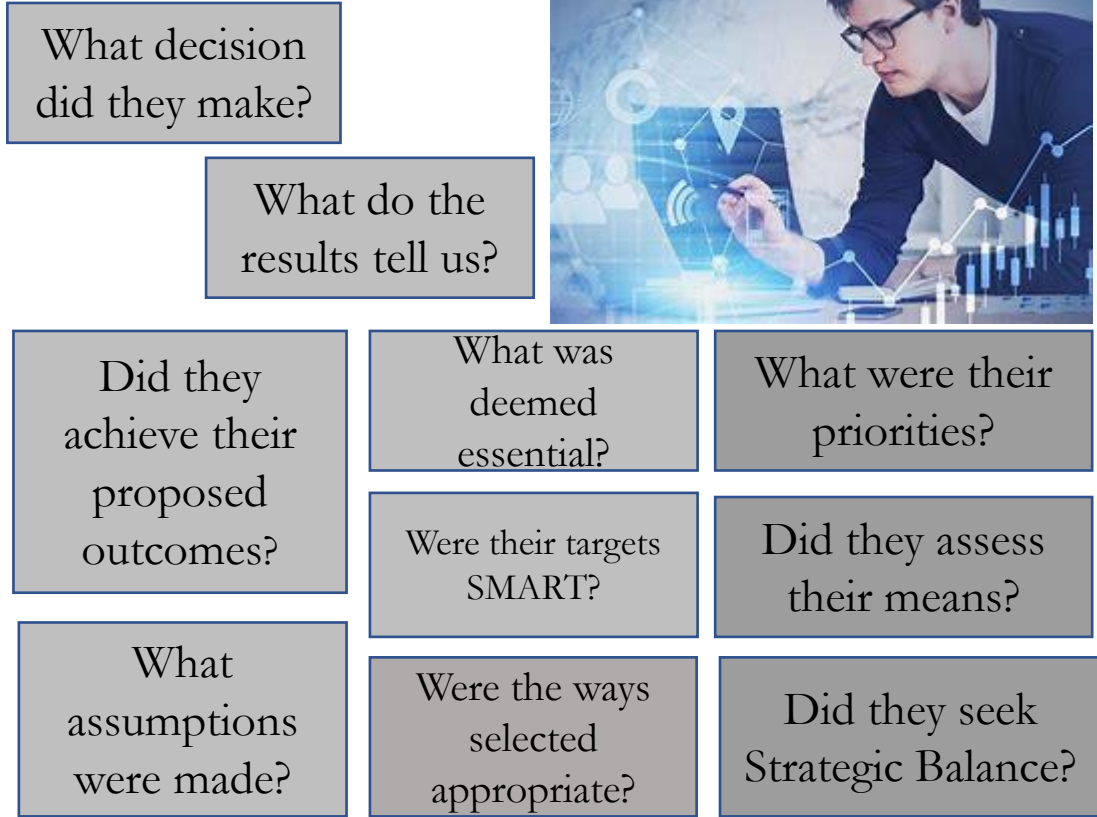
# Analytical Advantages

- Explanatory Models of Human Behaviours
- Creative Solutions (multiple actors; complexity; time)
- Causation, drivers, thresholds
- Social Statistics (hypotheses and frequency, dispersion, statistical significance, parametric test, bivariate and contingency analyses, correlations, multivariate analyses, linear or multiple regression)
- Improving design
- Explanation of decisions made: Isolating the individual and context from the variables ... measuring expectation (Minimum Expected Utility: MEU), probability, and parameters... This reveals what is determined, causally-related or influenced
- Weighting of the non-human variables... coaching of the 'athlete' leaders



# Analytical Questions

- Critical questions of decisions
- Evaluation of assumptions, deductions, perception, reflexive decision-making, and the range of responses
- Areas for research development



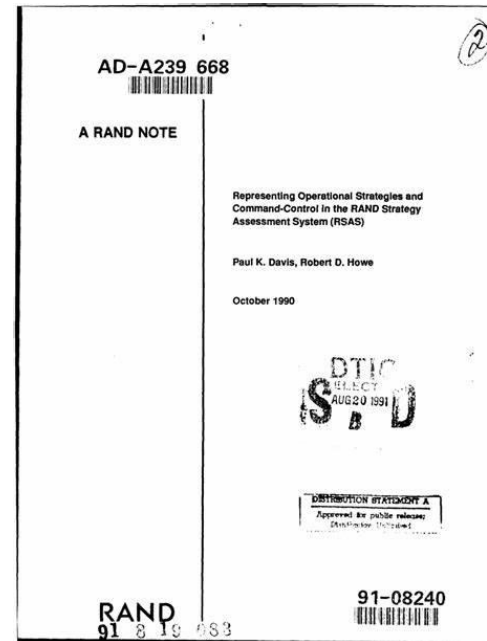






# Scientific Aspects of Professional Wargaming

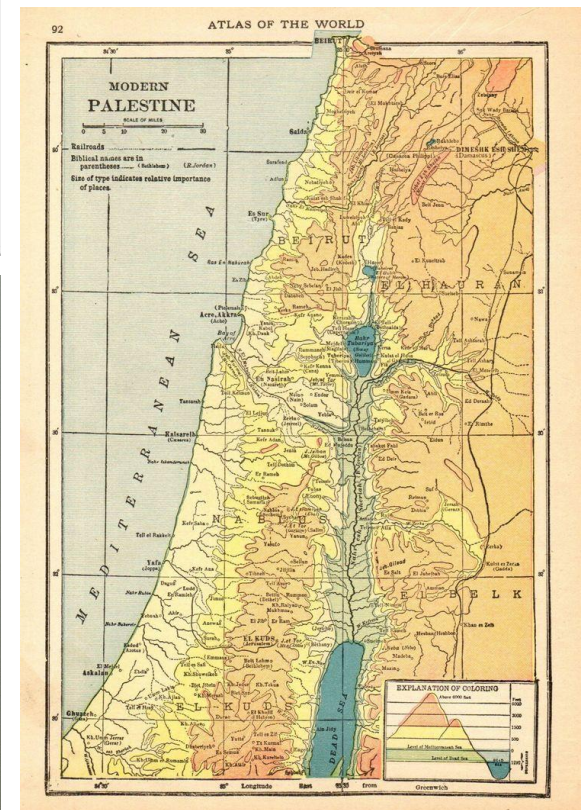
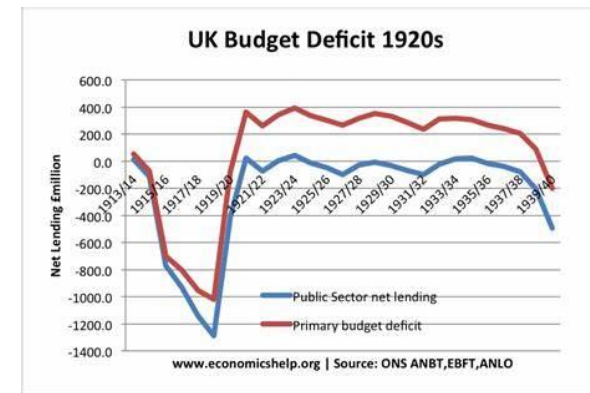
- Blending simulators with human decision making
- McNamara and the 'Whizz Kids'
- Marshall and RAND's Strategic Assessment System (RSAS)





# The Educational Purpose

- Learning Objectives
- *Active* reading of history...
- Value of historical scenarios... lessons, complete data sets (including intelligence), 'real-world', replicate situations with fresh decisions
- Blending...



**AIR MINISTRY OR ROYAL AIR FORCE**

Registered Number: **S 22826**

Date Opened: **16.1923**

UNIT OR BRANCH (For R.A.F. use only)

SUBJECT: **THE STRATEGICAL IMPORTANCE OF PALESTINE**

For numbers and subjects of former and subsequent papers see inside cover

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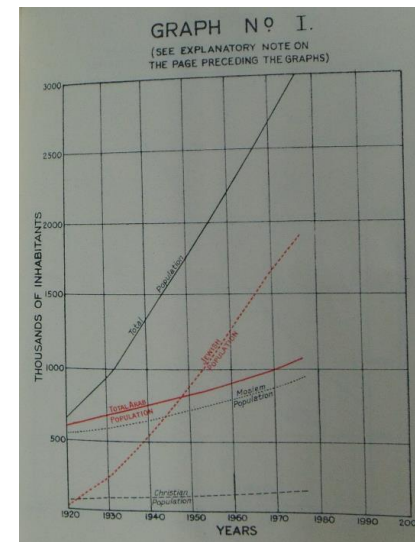
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Subject: **Palastine. Report of Commission of Enquiry (1929-1930)**

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# Scientific and Educational Wargaming: The Future

- Enhanced wargaming: more time for thinking, questioning and deciding, less time lost on game mechanics
- Strategy as decision and communications, nodes, & networks

