Challenges and Institutions in Global Security

Master in Global and International Studies

VNiVERSiDAD D SALAMANCA

Fulton T. Armstrong
American University
Syracuse University

Washington, DC

☙ Welcome ❧

Supporting Policy Through Actionable Analysis

Session 5: Crafting "Scenarios" with Meaningful Probabilities and Messages

DATES / TIMES

Session 1	Wed	11 Dec	4pm-7pm
Session 2	Thu	12 Dec	4pm-7pm
Session 3	Fri	13 Dec	6pm-9pm
Session 4	Wed	08 Jan	4pm-7pm
Session 5	Thu	09 Jan	4pm-7pm
Session 6	Fri	10 Jan	10am-1pm
Session 7	Mon	13 Jan	10am-1pm
Session 8	Tue	14 Jan	10am-1pm

All times CET

Questions or Comments
from
Previous Discussions?

REVIEW

1. Read your own and think.
2. Read next person's and think.
3. Discuss.

Tirza

Questions: What is the current state of Iran's regime? *Or* What are current challenges to Iran's regime stability?

Drivers:

- Stagnant/poor economy. Pror
  rampant internal corruption;
- Growing anti-government mo
  Widespread Youth Disconten
- Possible conflict with Israel.
- Fall of key allies; Assad regi
- Nuclear proliferation: Are the
- Trump 2.0. How hard is Trun

Policies:

1) Official social liberalization
   - For the regime to be r
     official concessions to
     paramount that they h
     women and women's
     to be reigned in.
2) Official dialogue with the We
   - For the regime to offs
     Israel, as well as its ec
     with the West. With t
     perhaps the regime ca

Justin Mirabent
Challenges and Institutions in Global Security

Drivers

Military Provocations

- Both North and South Korea have been pr
- North Korea has sent balloons filled with
  tests. Skirmishes between North and Sout
  frequent. Cyber attacks aimed at S. Korea
- South Korea on the other hand has had dr
  regularly issue anti-North Korea propagar
  loudspeakers along the border. South Kor
  operations to monitor North Korean milit
  operations in the Ukraine war.

Propaganda

- The use of propaganda on both sides is a
  countries.
- North Korea portrays the alliance betwee
  how western influence will be the downfa
  justify their own military actions, and pol
- South Korea uses loudspeakers along the

Eesha

Topic: The Impact of Assadism, After Its Demise and The Political Future of Syria
Five Principal Drivers

- History of The Assad Regime
  - Definition: The history of the Assad Regime is a key driver to consider because the Assad family has ruled over Syria for the past 50 years. The regime of Hafez Al-Assad was very militaristic. Additionally, pan-Arabism and Ba'athism were important concepts that shaped the regime's ideology, and meaningful relationships were built between other Arab countries. After Hafez's death and the death of his older son, Bashar Al-Assad, his younger son, came into power, Syria changed. This family's history and autocratic rule are essential to how Syria will move forward.
- Ahmed Al-Sharaa and His Past
  - Definition: Formerly Abu Mohammed Al-Jolani, he has been tied to Al-Qaeda and even designated a terrorist individual by the US in 2013. He is the emir of Hayat Tahrir Al-Sham, the opposition group that took down Bashar Al-Assad. Since 2016, he has sought to legitimize himself as a bonafide leader of Syria. However, it is essential to consider his past and how other countries will want to work with him.
- Relationships with Neighbors
  - Definition: Syria's relationships with its neighbors are essential to consider as drivers for its future, as they are the ones who can help it rebuild and impact its

REVIEW

Does the analysis set up policymaker to make good policy?

Do the drivers set you up to do good analysis?

Relevance?
Hierarchy?
Inclusiveness and balance?
Meaningful trends?

REVIEW

"SANITY CHECK"

Does this idea of drivers work well for you?

What other factors weigh on policymakers' decisions?

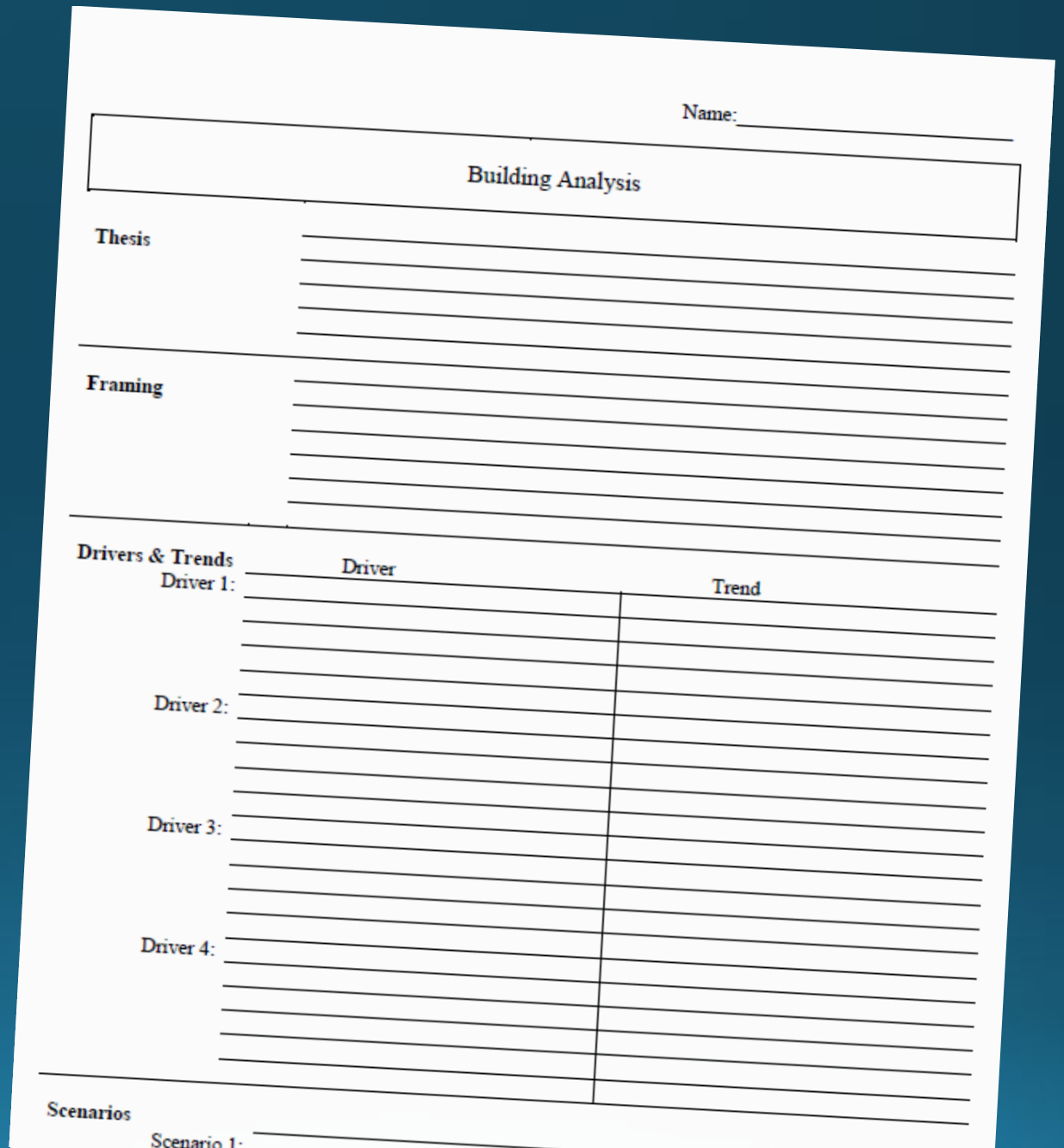
What impact should those factors have on your analysis?

APPLICABLE IN OUR LIVES?

Do you agree that understanding the drivers in individual lives can help people make good decisions?

REVIEW

Do you have a thesis?
What's your framing?
How do your drivers and trends look?



Name:

Building Analysis

Thesis

Framing

Drivers & Trends

	Driver	Trend
Driver 1:		
Driver 2:		
Driver 3:		
Driver 4:		

Scenarios

Scenario 1:

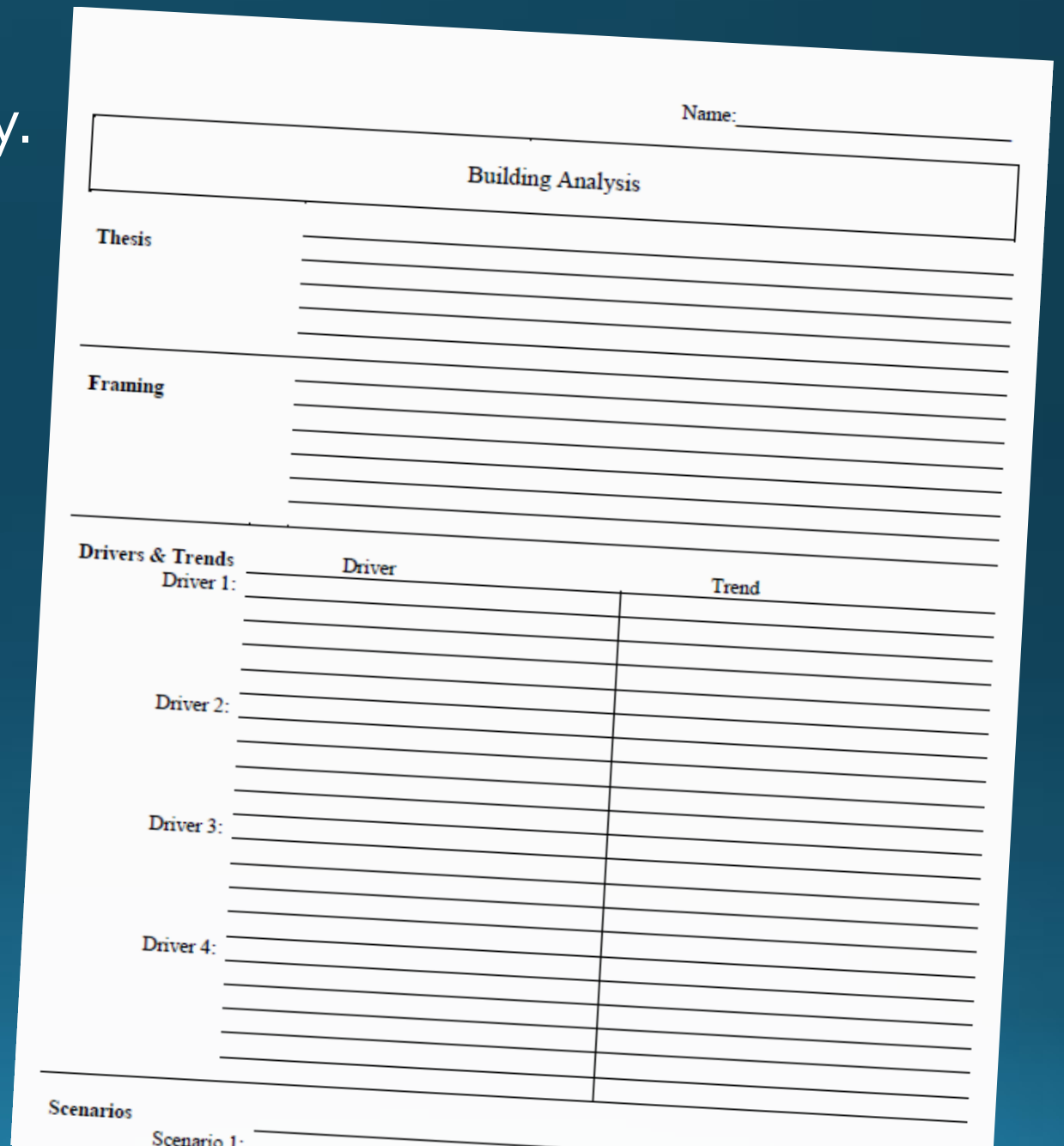
We will CONTINUE with this today.

And then COMPLETE the model.

Do you have a thesis?

What's your framing?

How do your drivers and trends look?



So … TODAY

Session 5: Crafting “Scenarios” with Meaningful Probabilities and Messages

Let’s talk about YOUR projects.

Where are your issues headed?

Discussion

What do you see on policymakers' plates today?

- U.S., EU, other?

How well prepared do you think the policymakers are to deal with them?

- Why not better? How could be better?

What issues would you prioritize if you were policymakers today?

- How would you prepare?

Discussion

In broader terms …

Are our governments configured for effective policymaking?

What, if anything, should we change?

Let's finish our analytical model

Principal Alternative(s)

Probabilities

Remote but powerful

Outside assum-ptions

Sanity check

Maybe help decisionmaker

Build the Principal Scenario

What's going to happen in the short, medium, and long term?

Why?

What drivers will produce this scenario?

How much confidence do we have in this scenario?

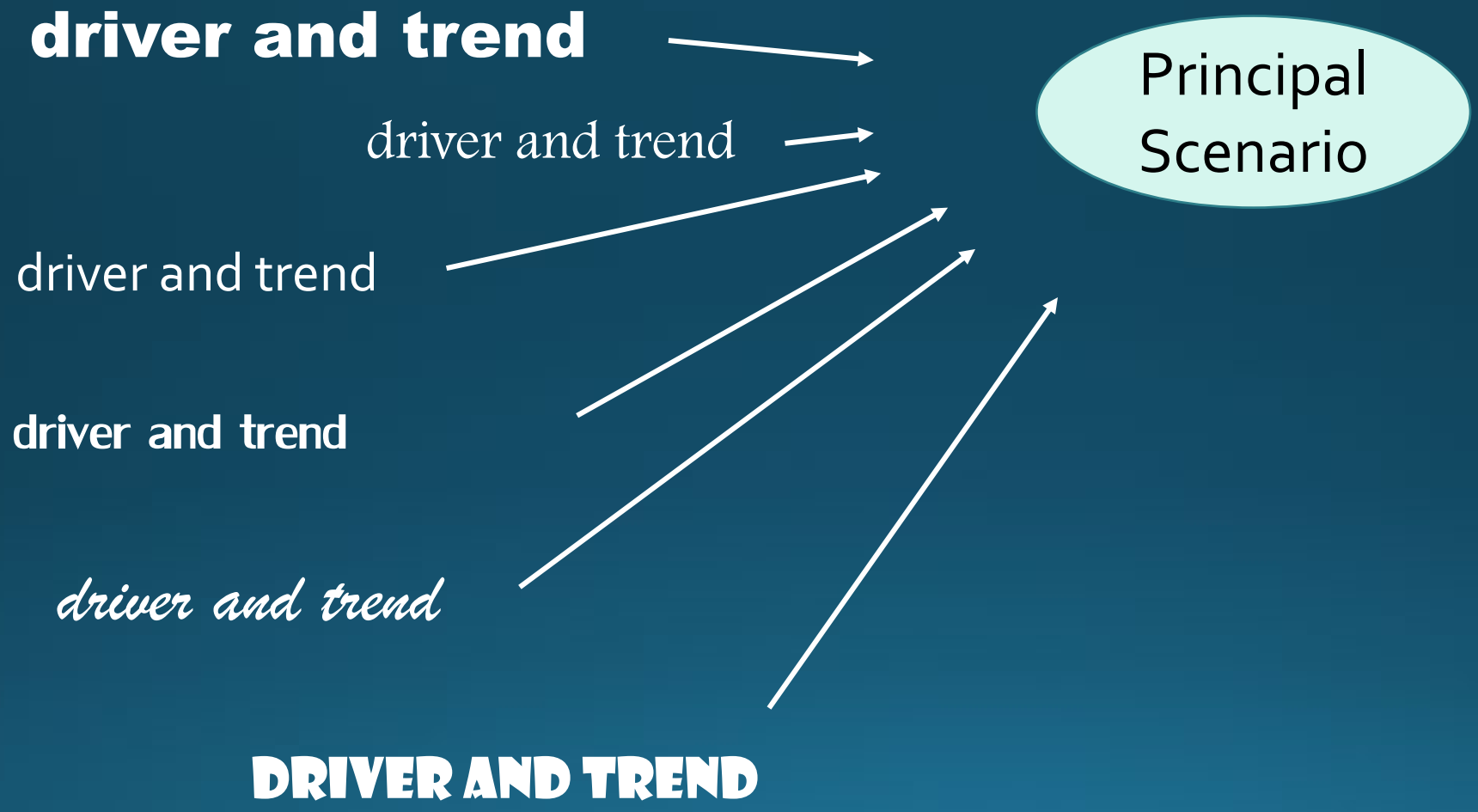
What level of probability do we give this scenario?

Build the Principal Scenario

Steps:

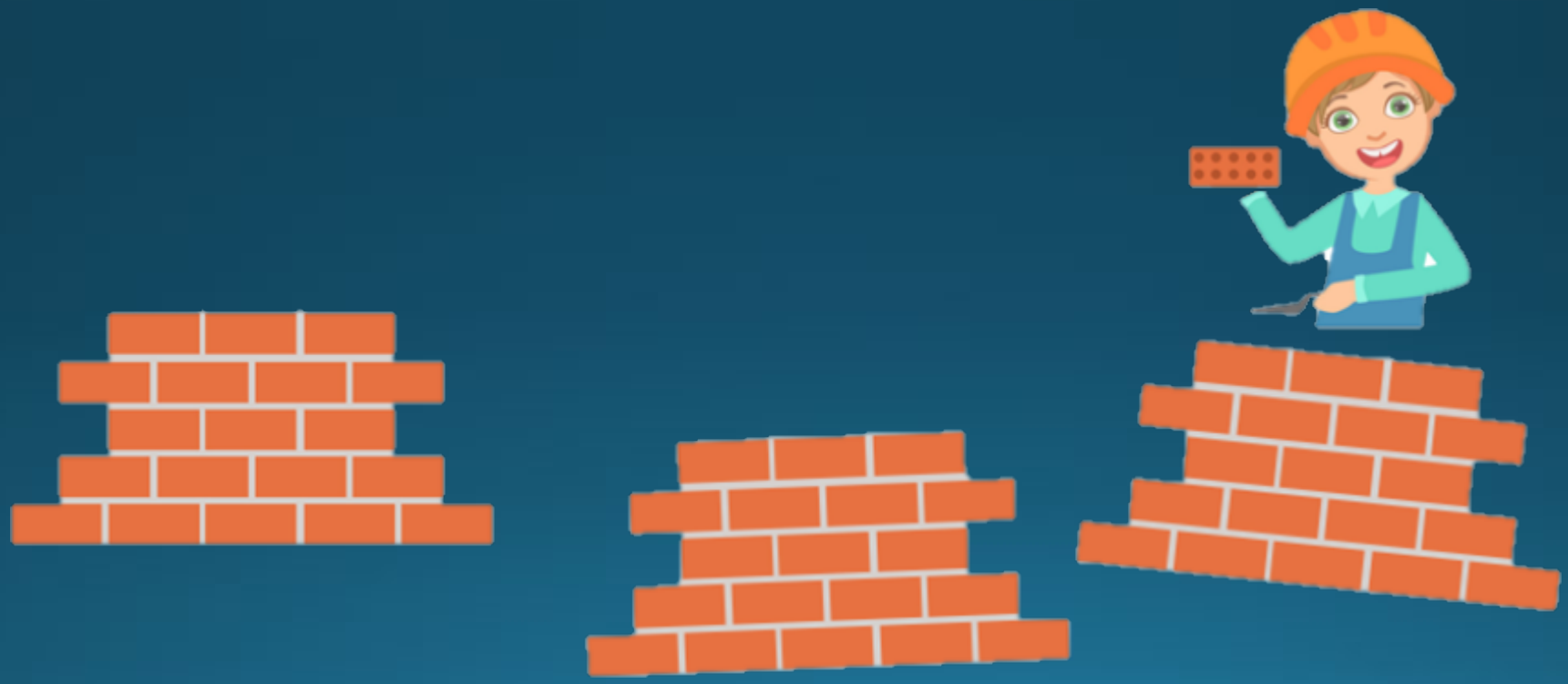
1. *Where* are the drivers and trends (already identified) taking the issue in my defined timeframe?
2. *Which* drivers are predominant if not determinant?
3. *What* will the issue look like after I take all of this into account?
4. *What probability* to assign to this scenario? What words should I use?

Building the Principal Scenario



EXAMPLE: Central American Migration

Build the ALTERNATIVE Scenario



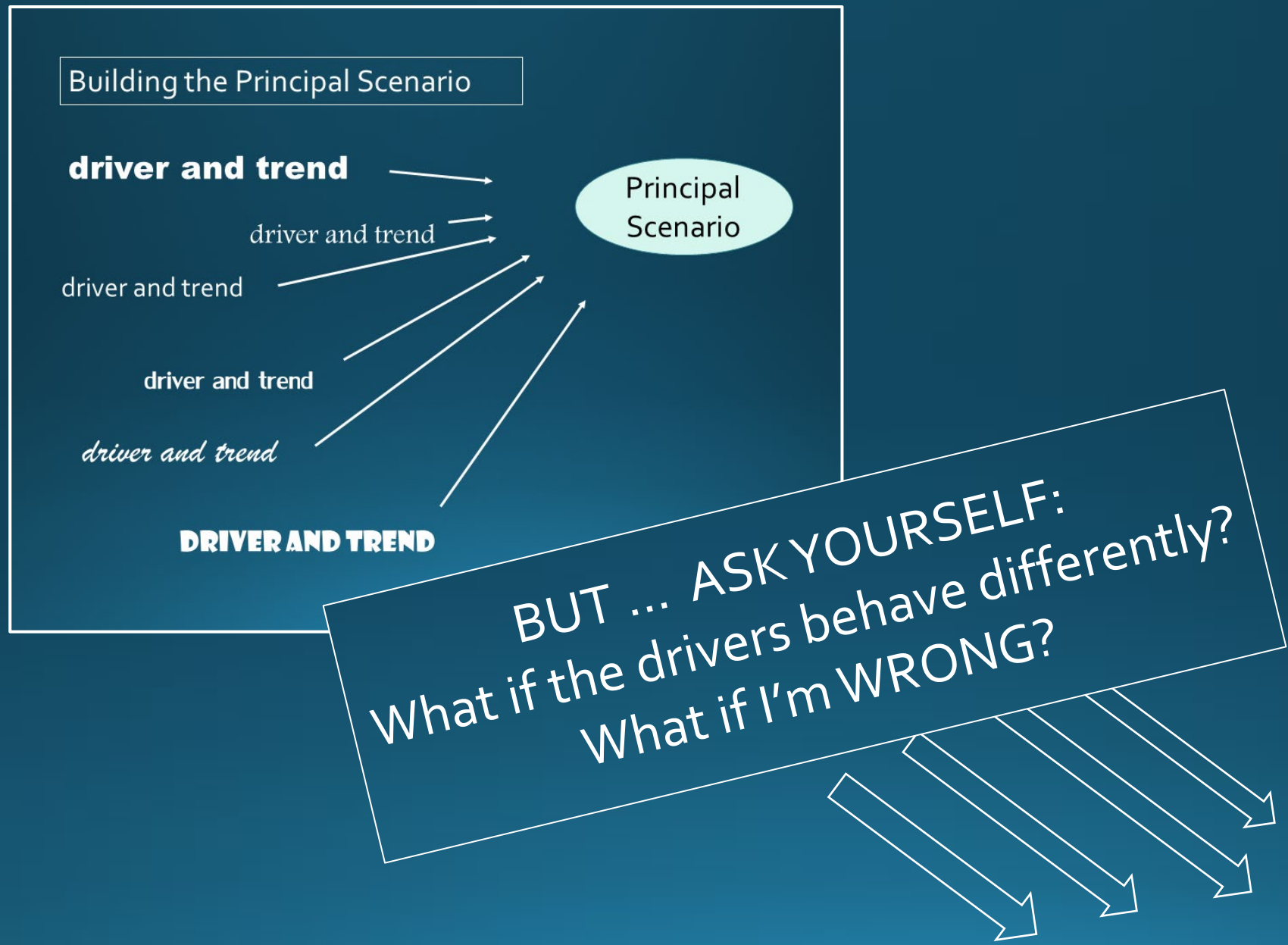
Building the ALTERNATIVE Scenario

What is it, and why does it matter?

How do we build it?

How do we give it a probability?

How do we present it?


Building the Principal Scenario
driver and trend
driver and trend
driver and trend
driver and trend
driver and trend
DRIVER AND TREND
Principal Scenario
BUT … ASK YOURSELF:
What if the drivers behave differently?
What if I'm WRONG?

Building the ALTERNATIVE Scenario

Building the ALTERNATIVE Scenario

driver

driver and

driver and t

In other words …
If the drivers evolve …
gain or lose salience …
then you get a different outcome.

Alternative Scenario

driver and trend

DRIVER AND TREND

EXAMPLE: Central American Migration

EXAMPLE: Central American Migration

EXAMPLE: Central American Migration

WHY do an alternative scenario (or two)?

Helps test your drivers.

Helps test your main scenario.

} Raises sophistication, confidence in judgments.

Results in better product for decisionmaker?

} Prepares them and educates them.

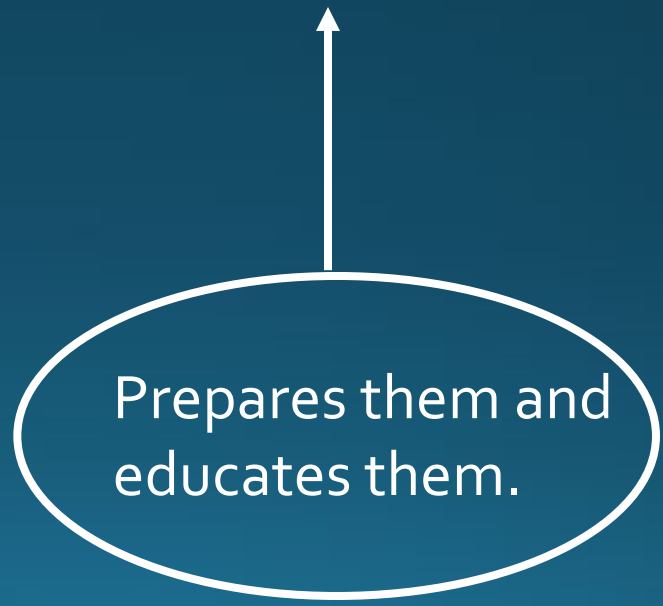
WHY do an alternative scenario (or two)?

Helps test your drivers.

Helps test your main scenario.

Results in better product for decisionmaker?

Helps them track and understand INDICATORS



scenario building

(Not just an academic exercise.)

May's Brexit Deal Failed. What Happens Now?

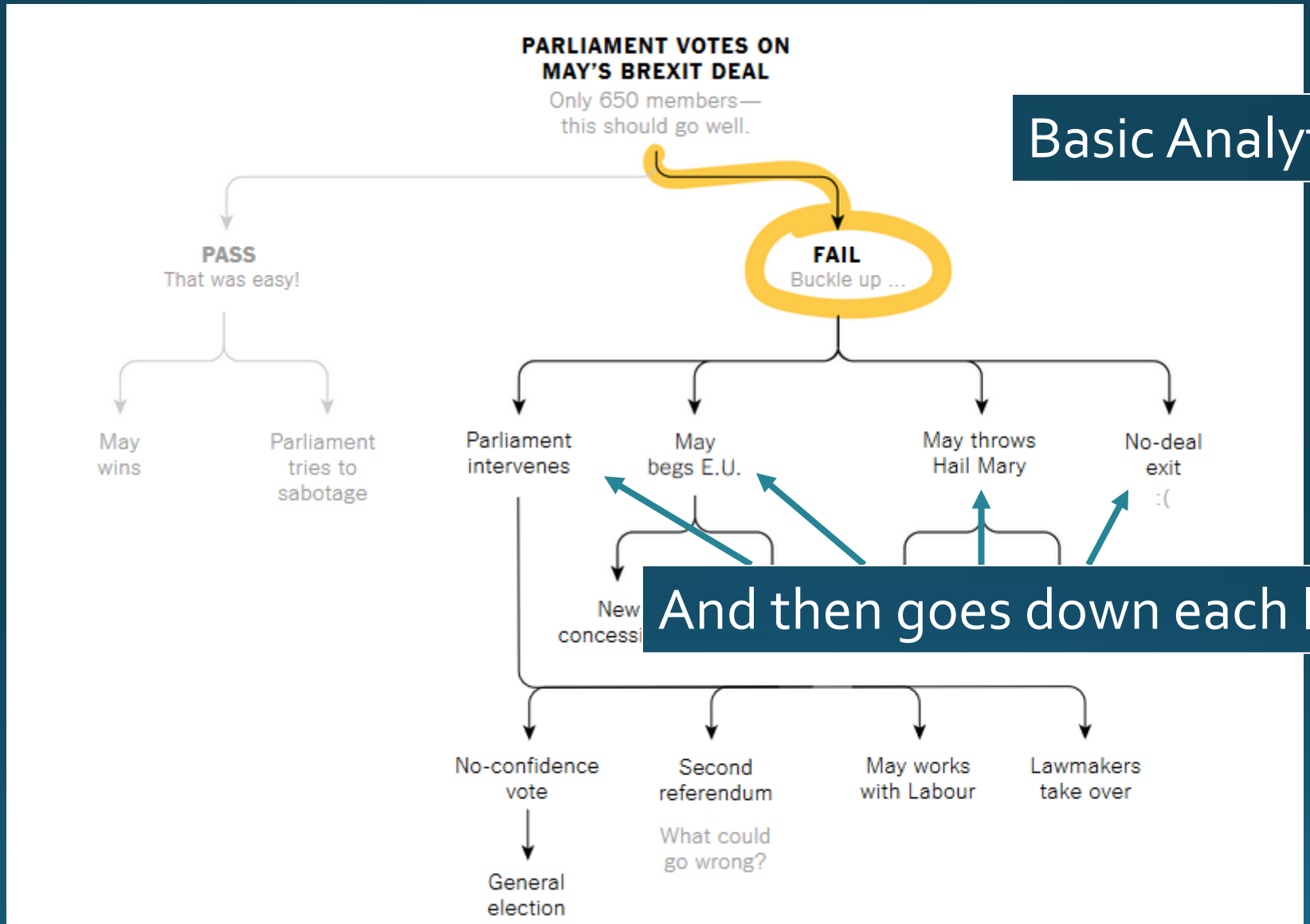
By ALLISON MCCANN and STEPHEN CASTLE UPDATED January 25, 2019

scenario building

The New York Times

January 2019

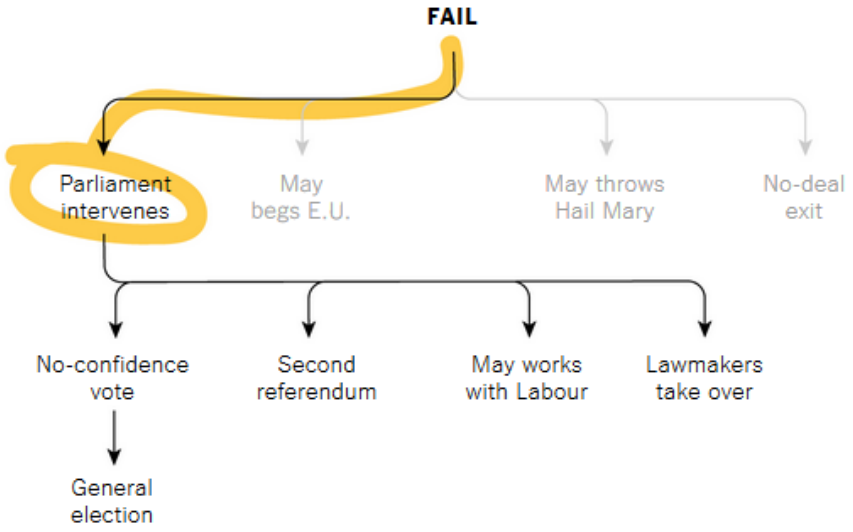
Basic Analytical Scheme



And then goes down each line

PARLIAMENT INTERVENES

Parliament could flex its muscles and intervene in the Brexit process in a variety of ways.

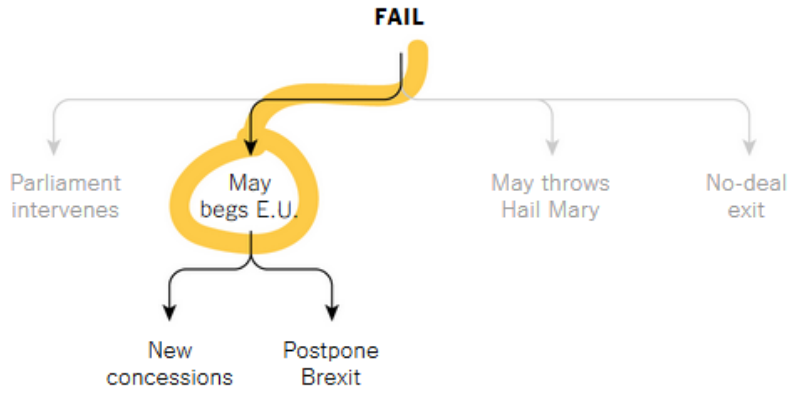


1. Labour Party calls a no-confidence vote
2. Labour Party calls for a second referendum
3. May works with the Labour Party on a new Brexit deal
4. Lawmakers take over

1. May asks E.U. for new concessions
2. May asks E.U. to postpone Brexit

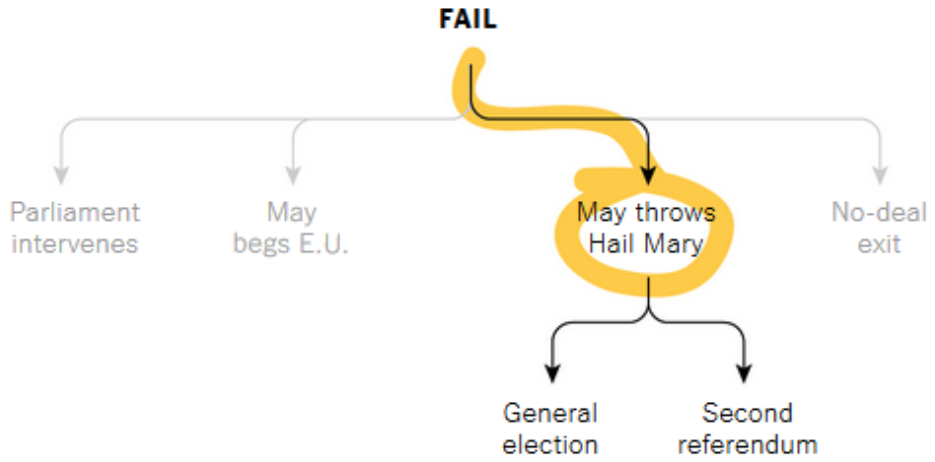
MAY BEGS E.U.

Mrs. May could go back to the E.U. and try to sweeten her deal. If that doesn't work, and the E.U. has given little or no reason to think it would, she may ask for an extension.



MAY THROWS A HAIL MARY

Mrs. May might have to consider a bold gesture in order to remain in power.

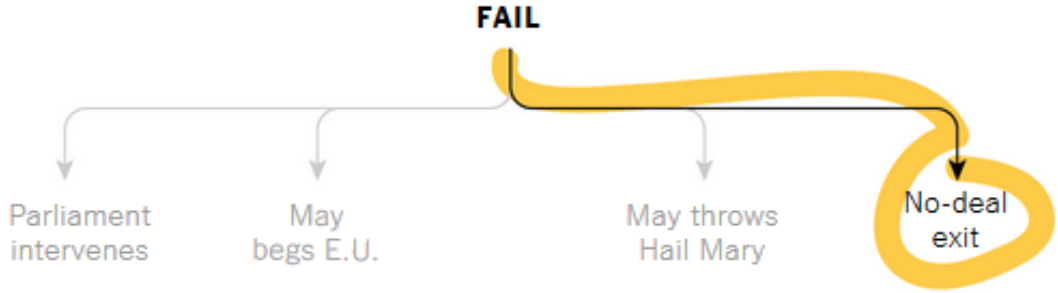


1. May calls a general election
2. May seeks a second Brexit referendum

Britain leaves with no deal.

NO-DEAL EXIT

Parliament has found it impossible to assemble a majority for any outcome. If this persists the crisis could grow.



Will developing scenarios help me if I'm NOT doing *predictive* analysis?

"Why did the global financial system collapse in 2008?"

"What caused the pandemic?"
or
"Did China cause the pandemic (or allow it to advance) on purpose?"

YES!
Scenarios test your drivers … carry your logic to conclusion … define your interests … increase your confidence.

Scenario Building

Questions? Comments? Concerns?

Discussion

Where are your issues headed?

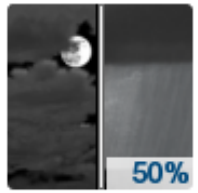
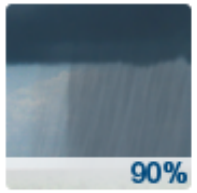
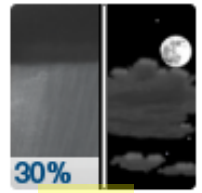
And, perhaps more importantly, how will they get there?

(Why is this so important?)

How do we state probability?

Who are (supposedly) the best estimators of probability?

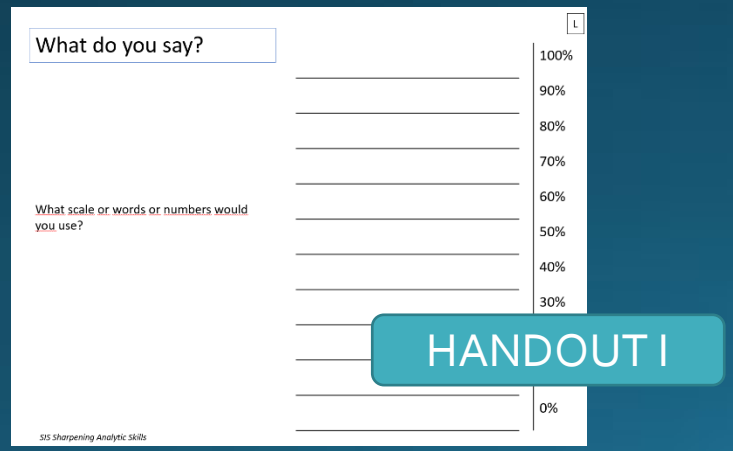
Extended Forecast for
Arlington VA

Today	Tonight	Wednesday	Wednesday Night	Thursday	Thursday Night	Friday	Friday Night	Saturday
60%	100%	60% ⟶ 20%	 50%	 90%	30%	40%	 30%	
Showers Likely	Rain	Rain Likely then Slight Chance Showers	Mostly Cloudy then Chance Showers	Showers	Chance Showers	Partly Sunny then Chance Showers	Chance Showers then Partly Cloudy	Partly Sunny
High: 62 °F	Low: 54 °F	High: 66 °F	Low: 53 °F	High: 61 °F	Low: 47 °F	High: 61 °F	Low: 42 °F	High: 56 °F

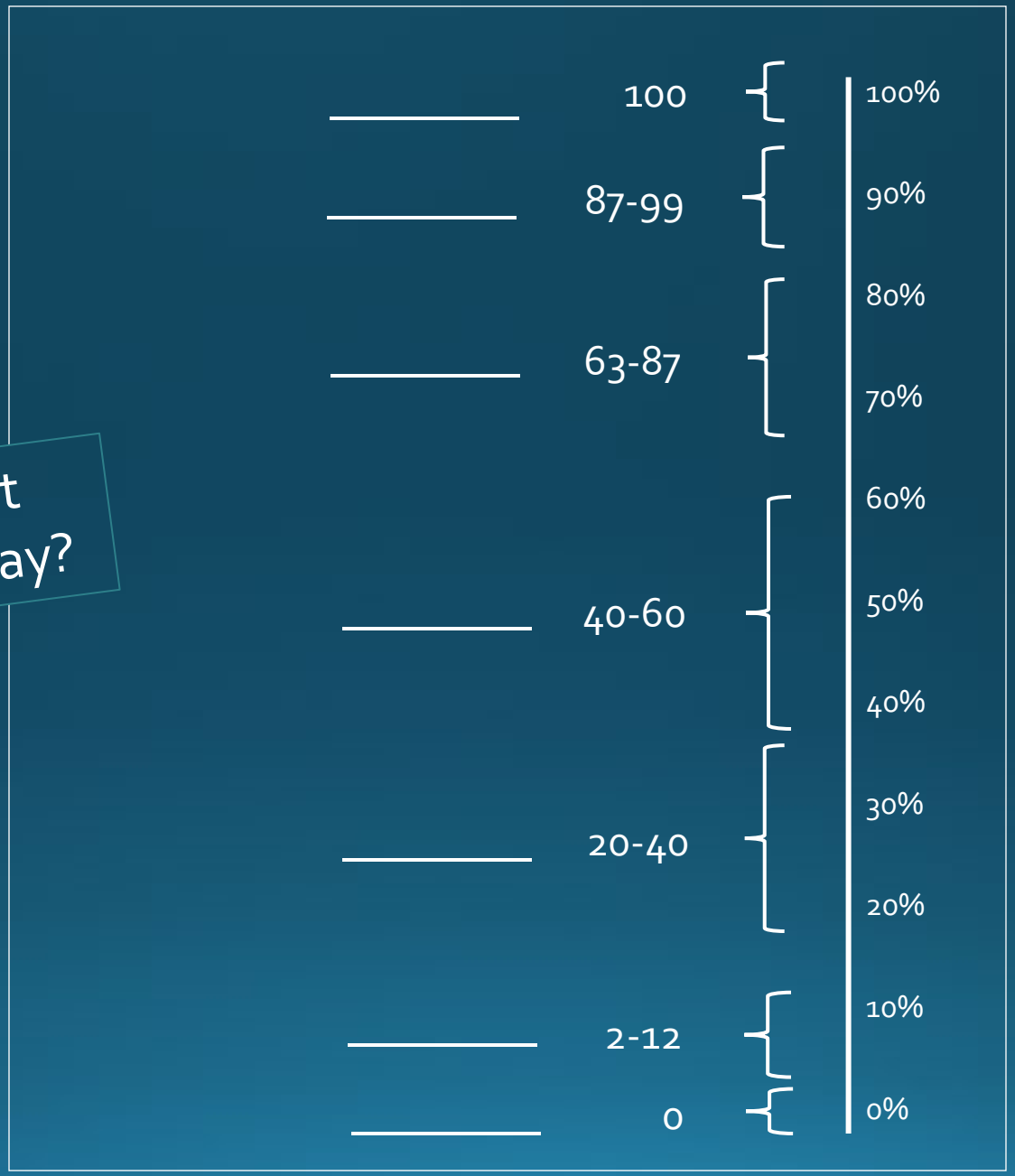
NATIONAL WEATHER SERVICE
NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

How do we state probability?

FIRST, what would YOU say?

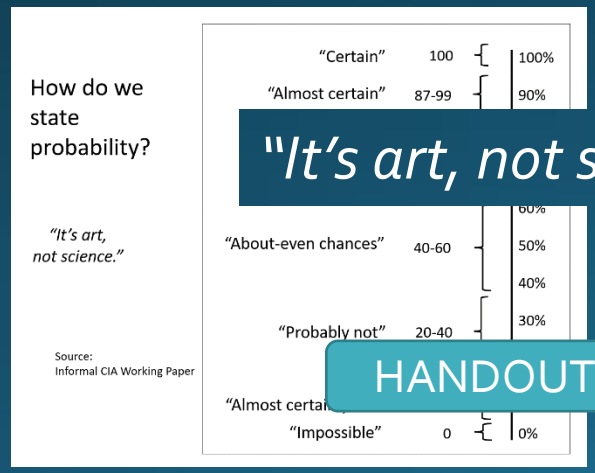


HANDOUT I



How do we state probability?

NOW, what did CIA analysts say?



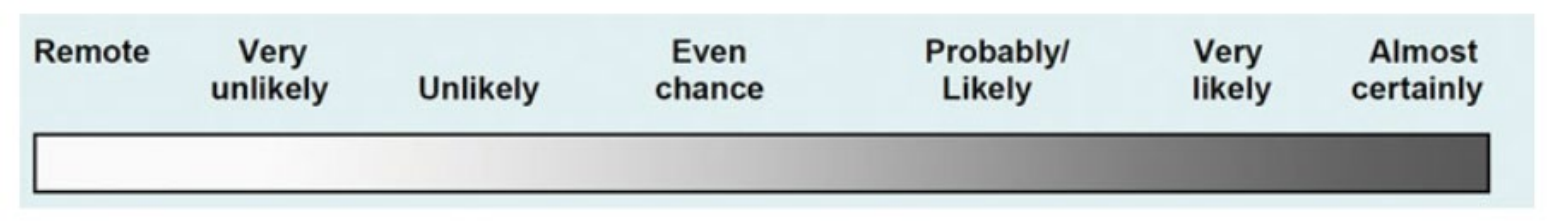
"*It's art, not science.*"

HANDOUT L

"Certain"	100	100%
"Almost certain"	87-99	90%
"Probably"	63-87	80%, 70%
"About-even chances"	40-60	60%, 50%, 40%
"Probably not"	20-40	30%, 20%
"Almost certainly not"	2-12	10%
"Impossible"	0	0%

Source: Informal CIA Working Paper

Words of Estimative Probability



Source: 2007 National Intelligence Estimate, *Iran: Nuclear Intentions and Capabilities*, and other products)

(a) For expressions of likelihood or probability, an analytic product must use one of the following sets of terms:

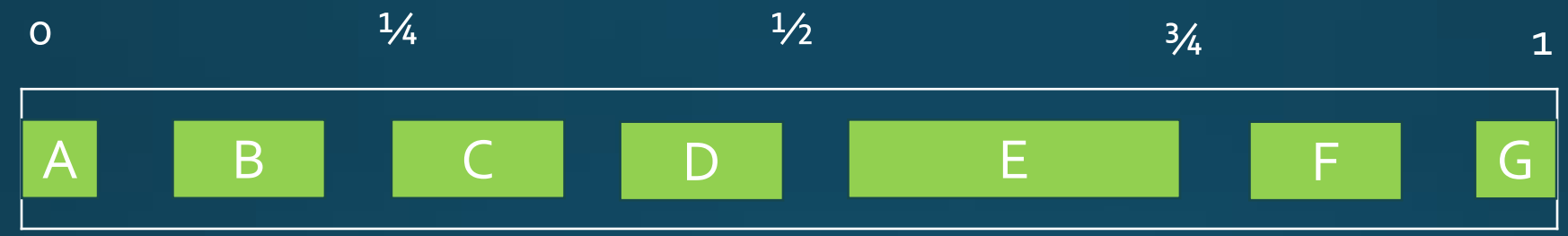
almost no chance	very unlikely	unlikely	roughly even chance	likely	very likely	almost certain(ly)
remote	highly improbable	improbable (improbably)	roughly even odds	probable (probably)	highly probable	nearly certain
01-05%	05-20%	20-45%	45-55%	55-80%	80-95%	95-99%

Analysts are strongly encouraged not to mix terms from different rows. Products that do mix terms must include a disclaimer clearly noting the terms indicate the same assessment of probability.

Source: 2015 Intelligence Community Directive 203 on ANALYTIC STANDARDS

Defence Intelligence

PROBABILITY YARDSTICK



0% 25% 50% 75% 100%

A	0-5%	Remote chance
B	10-20%	Highly unlikely
C	25-35%	Unlikely
D	40-50%	Realistic possibility
E	55-75%	Likely or probable
F	80-90%	Highly likely
G	95-100%	Almost certain

Also from ICD 203:

> (b) To avoid confusion, products that express an analyst's confidence in an assessment or judgment using a "confidence level" (e.g., "high confidence") must not combine a confidence level and a degree of likelihood, which refers to an event or development, in the same sentence.

Example of a no-no:

We are highly confident that the President will probably veto the legislation.

Or …

The meteorologist is pretty confident that there's a 30 percent chance of rain.

Questions? Comments?

We've got …

?

Next … wild cards!

"Wildcards"

- Extremely low probability; impossible to predict …

  but …

- Changes our analysis drastically

- Something that, in our list of assumptions, we calculate as beyond our analysis

HINT - HINT

“Wildcards”

EXAMPLES

- Leader’s death by natural cause
- Assassination without any indications
- Natural disasters, epidemics, etc.

Factors that we can’t analyze.

Wild Cards in your Exercise?

Iran?

Korea?

Syria?

"Wildcards"

What are some wildcards that would turn analysis of some other current events on its head?

China's push into the South China Sea
Drug flows to the U.S. and Europe
Global warming
UK implementation of Brexit
Cyber-attacks
The cost of a barrel of oil

(Other topics you follow)

Next … last but not least … implications!

Analyzing Implications

What importance do the current situation and the scenarios have for the decisionmaker?

Why should they pay attention?

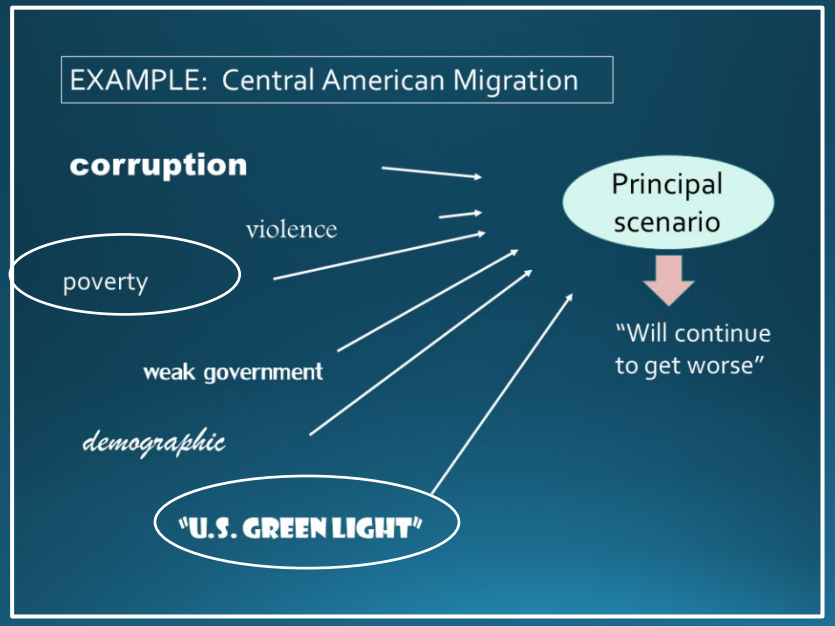
How can events affect their interests?

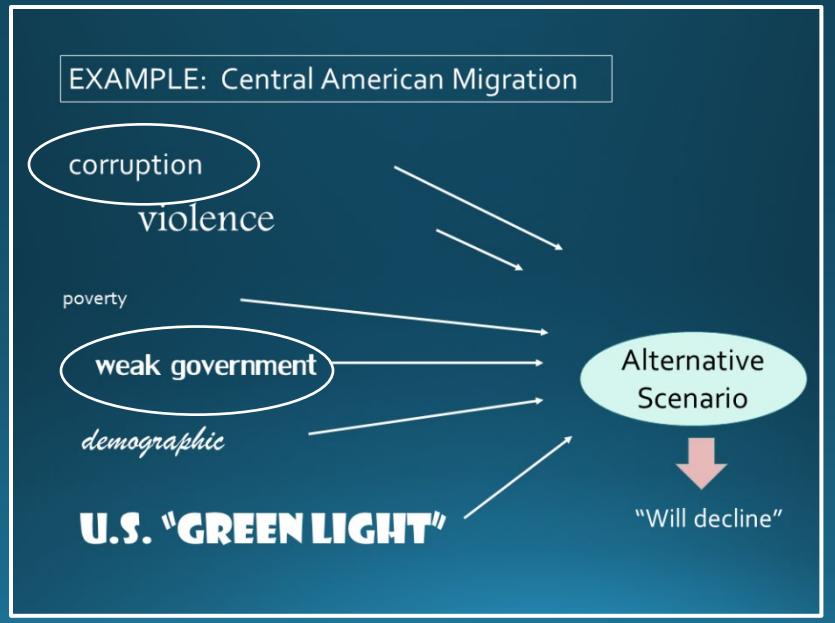
Assumes, of course, knowledge of decisionmaker and interests.

Analyzing Implications

Warning analysis vs Opportunity analysis

(implicit or explicit)





Analyzing Implications

EXAMPLES

SCENARIO: War

humanitarian crisis
uncontrolled migration
disorder

SCENARIO: Inconclusive elections

political tensions
indecision
harm to institutions

SCENARIO: Economic decline

unemployment
popular suffering
tensions
weak institutions

Analyzing Implications

EXAMPLES

SCENARIO: Global warming

reduced ag production
water shortages
threat to coastal cities

SCENARIO: Manipulation of social media

threaten legitimacy
undermine institutions
youth disorientation

SCENARIO: New patents (5G)

monopolies
insecurity, doubt
international tensions

Implications?

What are the IMPLICATIONS of your various scenarios for the United States, Western Europe, the world?

Iran?

Korea?

Syria?

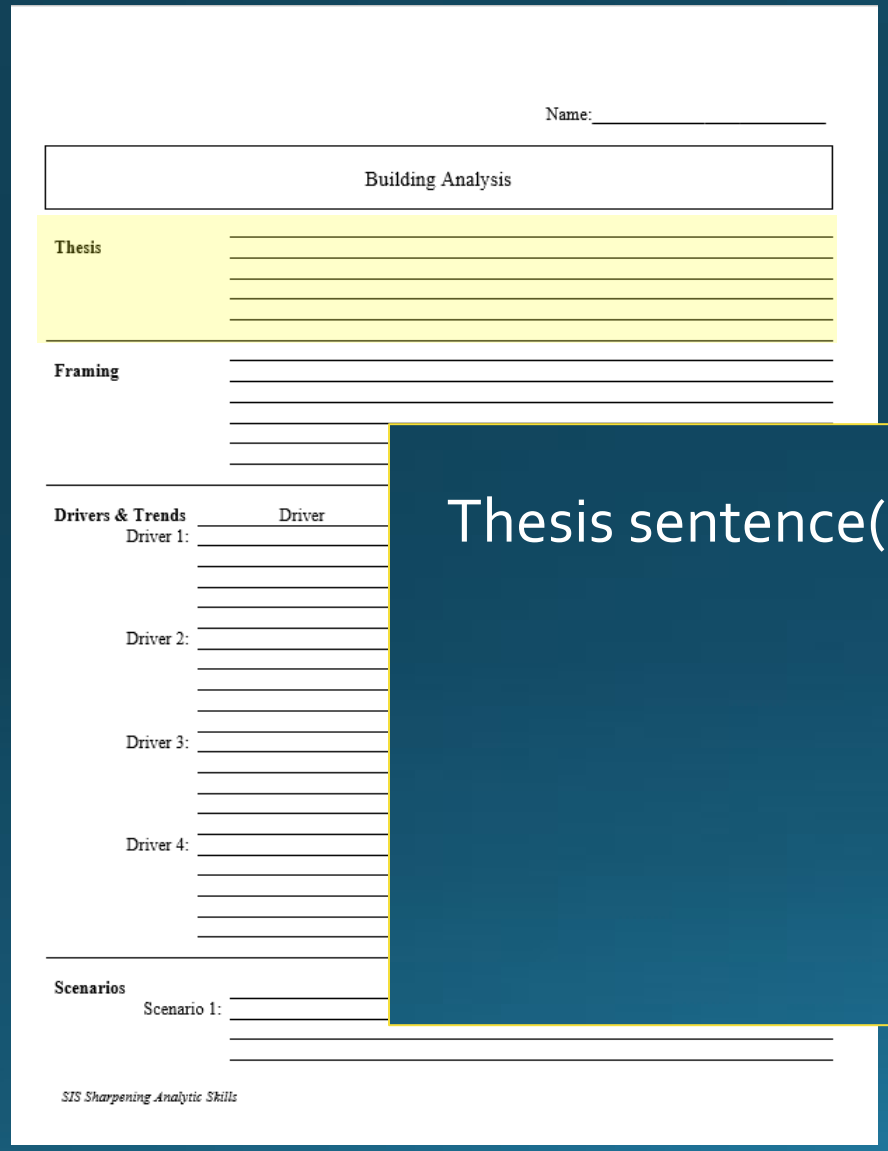
Implications?

What are some IMPLICATIONS of the different scenarios of some current events?

China's push into the South China Sea
Drug flows to the U.S. and Europe
Global warming
UK implementation of Brexit
Cyber-attacks
The cost of a barrel of oil

(Other topics you follow)

So, with a thesis sentence at the top, that's the whole model.


Name:

Building Analysis

Thesis

Framing

Drivers & Trends Driver

Driver 1:

Driver 2:

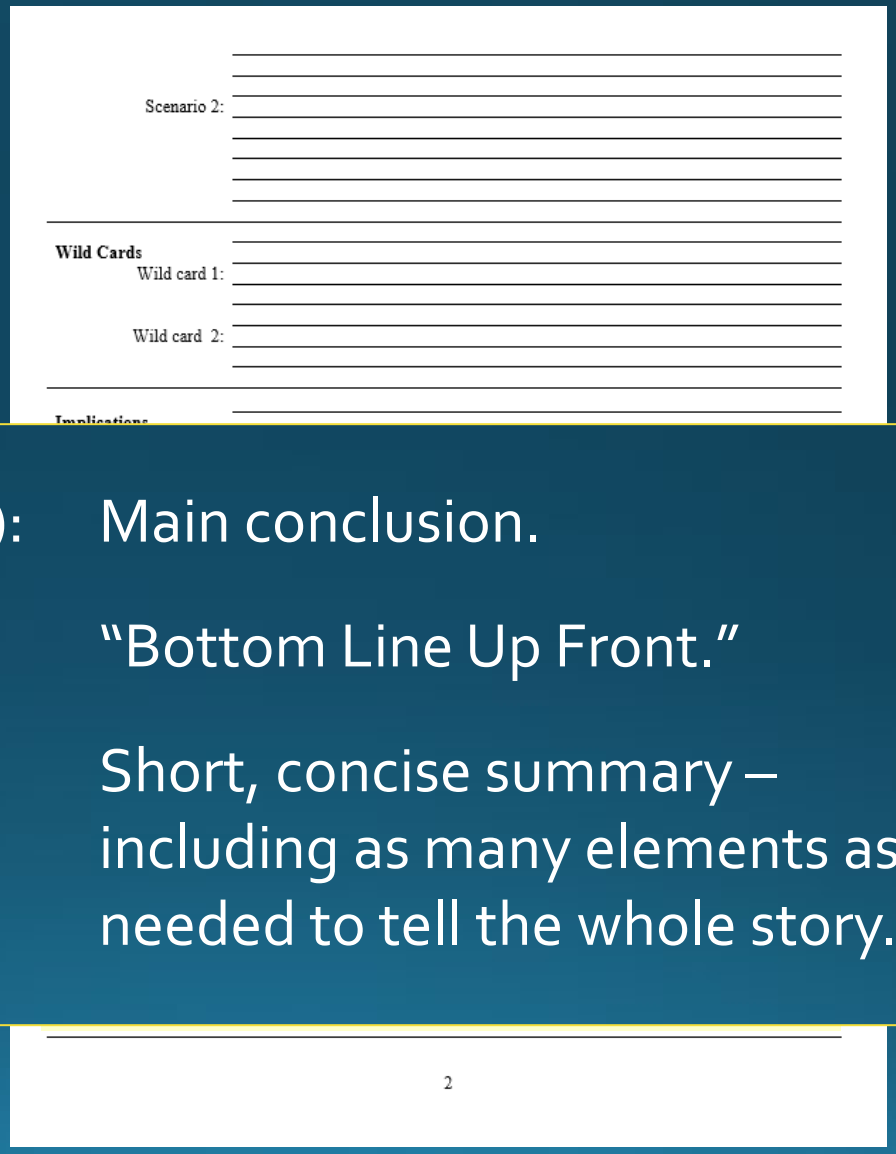
Driver 3:

Driver 4:

Scenarios

Scenario 1:

SIS Sharpening Analytic Skills


Scenario 2:

Wild Cards

Wild card 1:

Wild card 2:

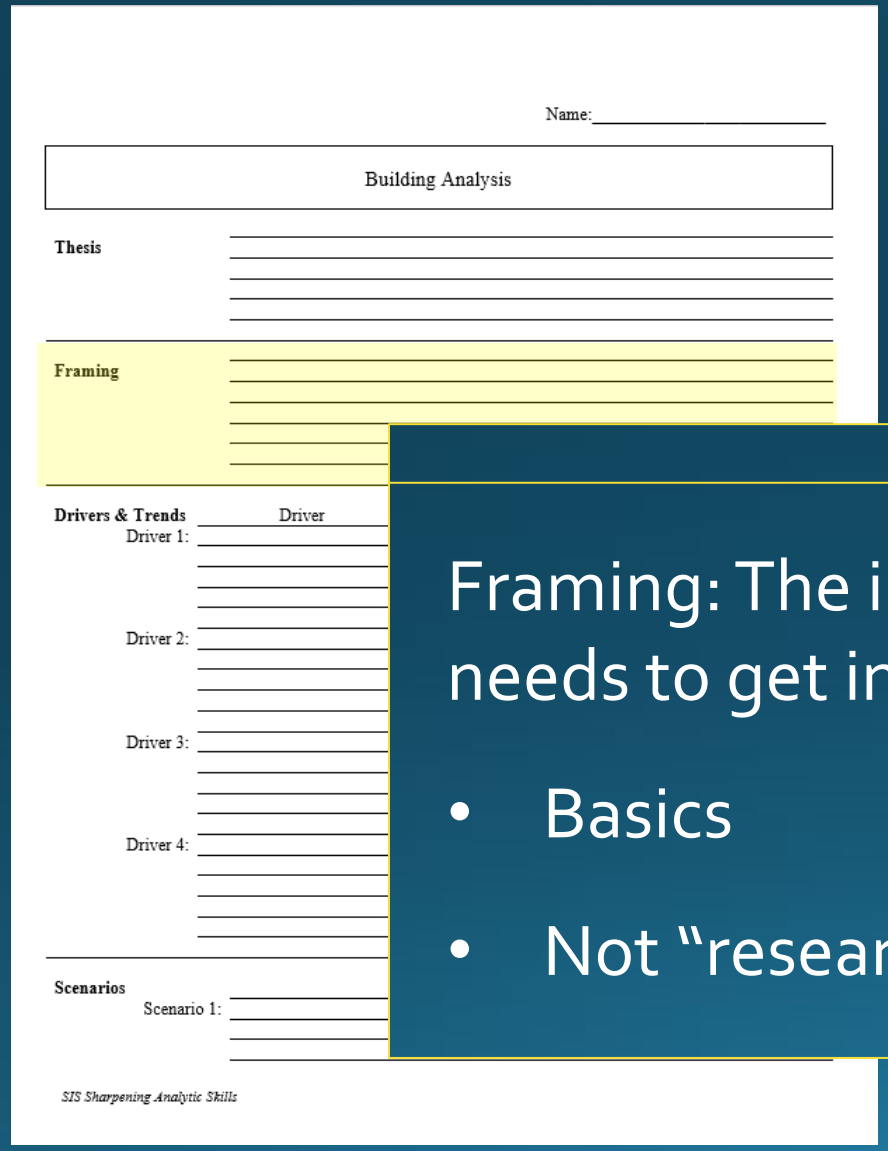
2

Thesis sentence(s): Main conclusion.

"Bottom Line Up Front."

Short, concise summary – including as many elements as needed to tell the whole story.

So, with a thesis sentence at the top, that's the whole model.


Name:

Building Analysis

Thesis

Framing

Drivers & Trends Driver

Driver 1:

Driver 2:

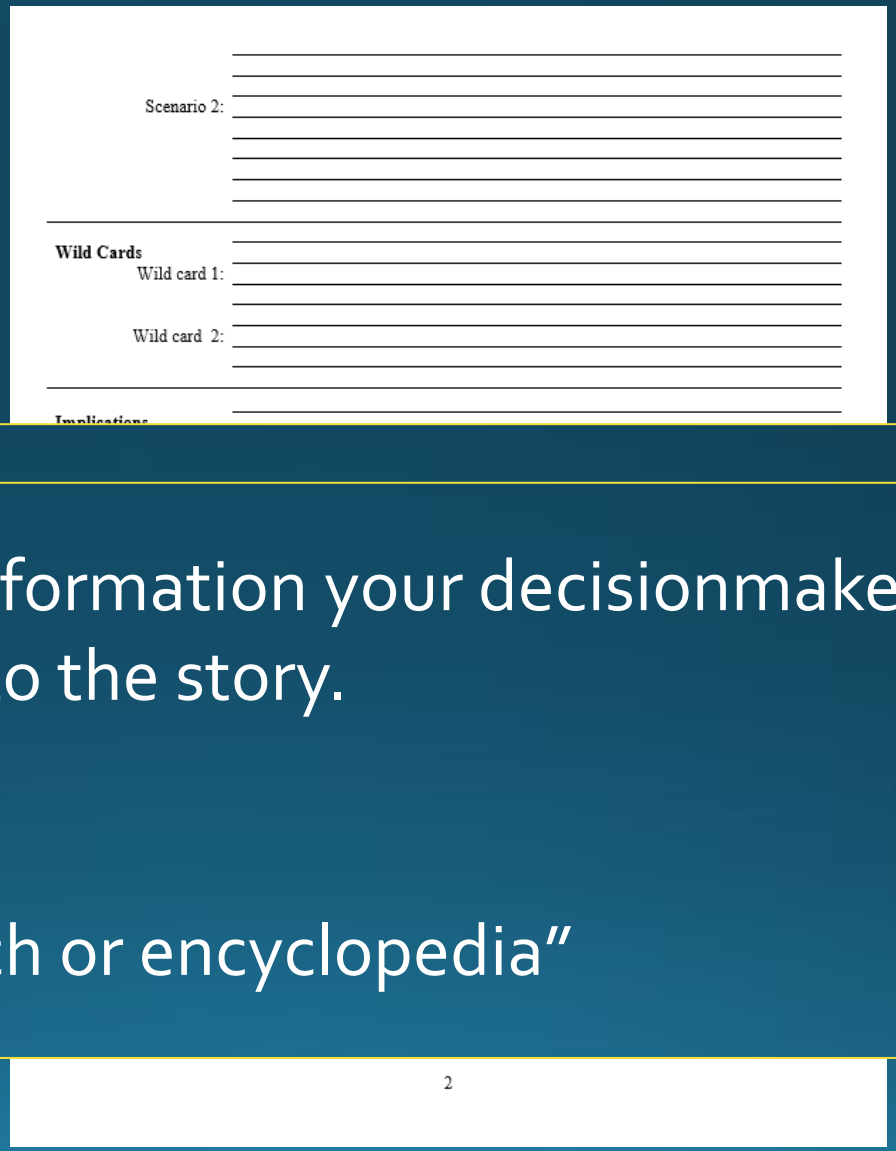
Driver 3:

Driver 4:

Scenarios

Scenario 1:

SIS Sharpening Analytic Skills


Scenario 2:

Wild Cards

Wild card 1:

Wild card 2:

2

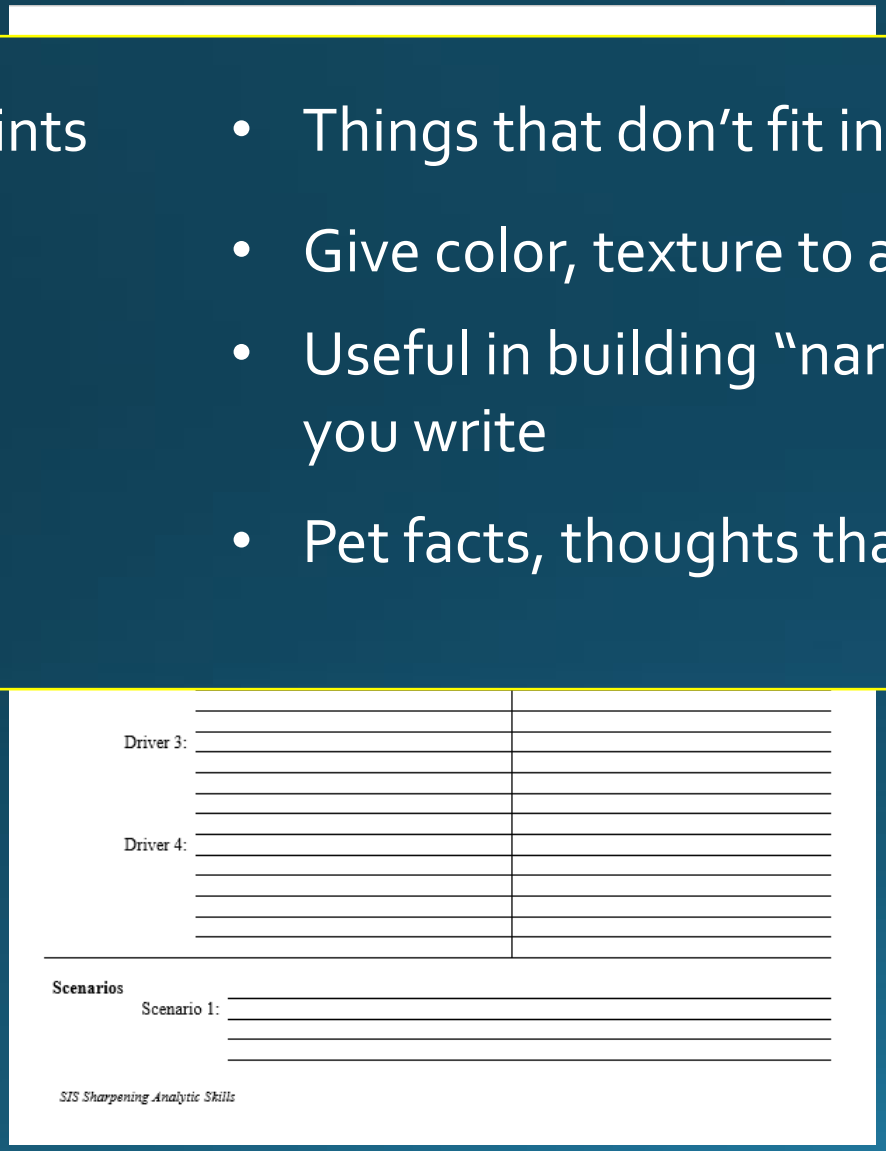
Framing: The information your decisionmaker needs to get into the story.

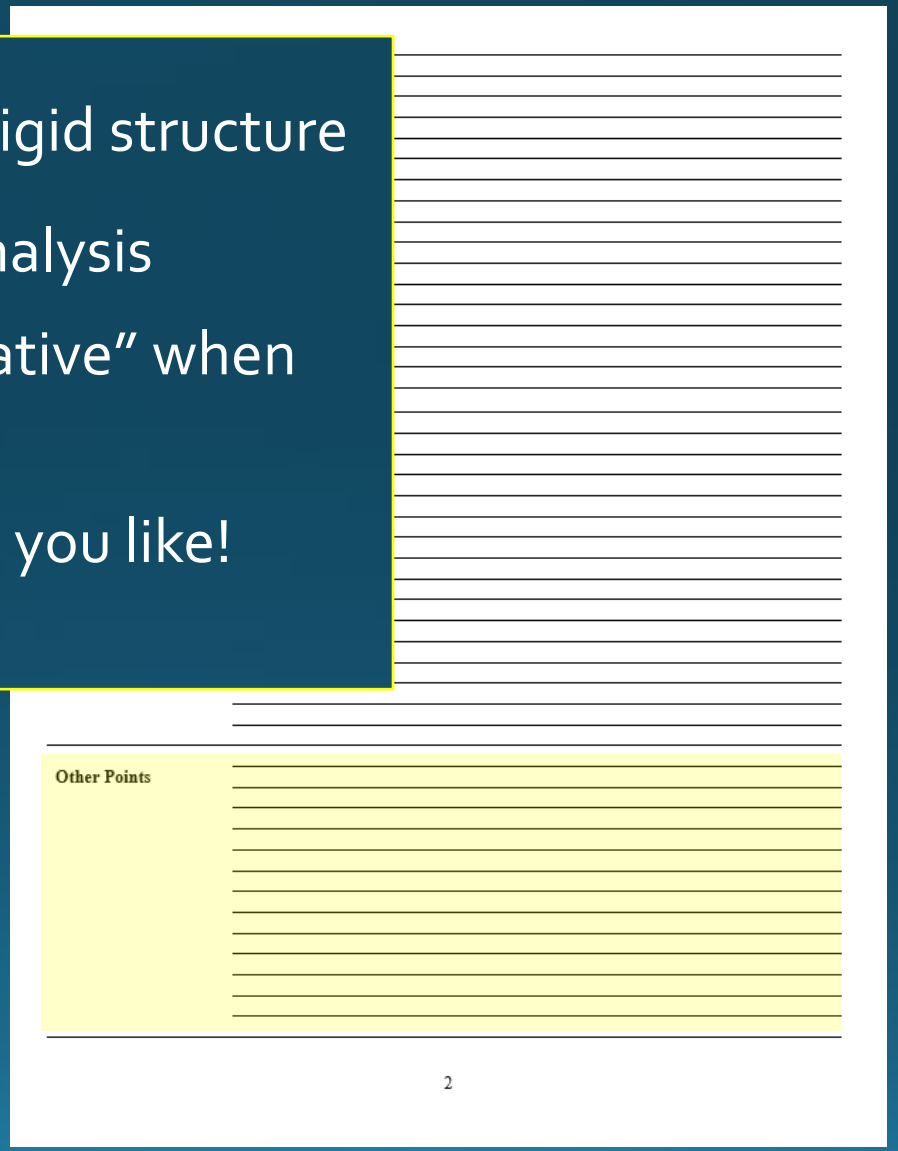
- Basics
- Not "research or encyclopedia"

So, with a thesis sentence at the top, that's the whole model.

Other Points

- Things that don't fit in rigid structure
- Give color, texture to analysis
- Useful in building "narrative" when you write
- Pet facts, thoughts that you like!





That’s the whole model.

Questions? Comments?

ASSIGNMENT FOR TOMORROW

Complete a first draft of your entire analytical worksheet.

Bring it (hardcopy if possible) tomorrow morning.

Next Class: TOMORROW
Thursday, 10 January
10:00am CET
ROOM 253A

Sharpening Our Analysis and Honing our Tradecraft

PREPS: Sections in the guide on Confidence
Mind-mapping
Other analytical models
} pp. 66-76

UPDATE YOUR ANALYTICAL WORKSHEET
with scenarios, wild cards, implications, and "other points"

Challenges and Institutions in Global Security

Master in Global and International Studies

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