Index

ARPs, see Assumption-Based Planning
ABTs, see Assumption-Based Thinking
actions
connections to assumptions, 10, 21, 38–39, 43–45, 57
connections to the future, 21, 175–76
contingency, 123–26
definition of, 229
effectiveness of, 52–53
evasive, 104
hedging, see hedging actions
literature on, 193
for load-bearing assumptions, 69
motivational, 114
must statements and, 41
preventive, 125
reactive, 192
shaping, see shaping actions
unconnected, 45, 45n2, 234
active strategies, 127
actor-testing method, 141, 229
adaptability, 229
adapting posture, 214
adaptive organizations, 111, 127, 206–7
addressed assumptions, 21–22, 229
advertising, 108, 109, 111–12, 114, 115, 117
aimpoints, 94–95, 100, 101–2, 229
AirLand Battle Future, 189, 190
alliances, strategic, 115
ambiguity, 192, 199–200
analysis, 196
Annual Key Bets Contract, 55, 85, 86, 204, 212, 229
anonymous response, 80
Ansoff, I. H., 207
anxiety, 128
AOIs, see Areas of Interest
Apple Computer, 180
Areas of Interest, 95–96
Armys, see U.S. Army
Army 21 program, 189, 190
Asking the journalist's questions technique for assumption identification, 47–49, 57, 58, 161, 181
facilitators and, 165
as an interview technique, 166
Assumption-Based Planning
basics of, 1–11
definition of, 229
facilitating, 154–71
flowchart of, 2, 64, 91
general setup for, 155–59
goal of, 4–5, 12–13, 19
inappropriate application of, 156
origins of, 185, 186, 189–91
participation in, 156–58, see also group participation
during planning, 172, 173–78
as a post-planning tool, 1, 6, 32–35, 172–73
role of, 1, 172–73
steps in, 2–5
strengths of, 9–11
timing of, 133–36, 172, 173
uses of, 8–9, 172–73
value-added of, 5–7
weaknesses of, 11–12
Assumption-Based Thinking, 172, 178–83
Assumption Surfacing Competition, 54
assumptions, 14–31, 32–63
actions connected to, 10, 21, 38–39, 43–45, 57
addressed vs. unaddressed, 21–22, 229
Annual Key Bets Contract for, see Annual Key Bets Contract
Asking the journalist’s questions technique for, 47–49, 57, 58, 161, 181
Assumption-Based Planning

broken, 9, 10, 29, 173; see also failure capturing, 162
change in, 178–80; see also change conflicting, 165
consensus on, 203
Core Belief Identification and, 54–55, 57, 58–59
definition of, 14–16, 210–12, 229
deleting, 61–62
directed, 30–31, 230
Discovery-Driven Planning for, see Discovery-Driven Planning
documentation of, 19, 37, 176
Driving Force Analysis for, 50–51, 54, 57
elected, 30–31, 231
explicit, see explicit assumptions
failure of, see failure flowchart of, 34
the future and, 1, 14–15, 43–45, 191
future-tense verbs in, 39–41
good vs. bad, 28–29
group identification of, 159–68
high-consequence, low-probability, 168
high-risk, high-impact, 192, 212
identifying, 2–3, 6–7, 30, 32–63, 202–4
implicit, see implicit assumptions
invulnerable, 24–25, 61, 66, 72, 232
vs. issues, 204
key, 32, 55, 57, 202–4
levels of, 29–30, 232
likelihood of, 66–67, 68, 74, 77, 162, 173
literature on, 191–92, 202–4, 210–12
load-bearing, see load-bearing assumptions
load-bearing, vulnerable, see load-bearing, vulnerable assumptions
Looking for wills and musts technique for, 39–41
m Must statements for, 39–41, 57, 58
non-load-bearing, 22–24, 61
number of, 59–63
opportunities from, 179–80
performance, 205
primal, 83–84
Pollyanna, 26n5
post-planning identification of, 32–35
for problems vs. solutions, 17–18
quantitative, 102–3
Rationalizing a plan technique for, 41–47, 56, 57, 59, 175–76
relevancy of, 15
revisiting, 60
risk and, 28
Strategic Assumptions Surfacing and Testing for, see Strategic Assumptions Surfacing and Testing
in strategic thinking, 191
taxonomy of, 16–28
Telling planned actions the long way, 38–39
too many, 59, 61–63
unaddressed, 21–22, 234
unconnected, 45, 46, 234–35
underlying, 160–61, 162, 175
valid, 160–61, 235
voluntary, 3
vulnerable, see vulnerable assumptions
weakly connected, 45, 46, 235
well-connected, 45, 235
w will statements for, 39–41, 42, 57, 58, 162
atomic bomb program, 129–30
automobile industry, 20, 97, 99
availability heuristic, 74, 75, 77, 229
avoidance
cultural, 97
defensive, 96, 97, 139, 230
organizational, 97
regret, 128
bad assumptions, 28–29
banking industry, 98
battlefield environment, 18, 95–96
beach-house example, 124–25
Beinhocker, Eric D., 126, 213
beliefs, 211
Berlin Wall, 18n1, 190
Bernstein, Peter, 208
best-case scenarios, 189–90
bias
overestimating, 76
in signposts, 96–100, 169
underestimating, 75, 76, 77–78
in vulnerability assessment, 73–77
BiC pens, 113
big bets, 193
big-picture view, 169
blinders, 97
BOGSAT, 144, 229
Bracken, Paul, 98, 186n1, 202, 214
branch-point uncertainties, 214–15
branding, 45, 108, 109, 114
Builder, C. H., 141n4
building permits, 101
Bunch Of Guys Sitting Around A Table, see BOGSAT
Business Idea, 200
but statements, 162
cable-television industry, 113
can statements, 40n1
causation
  cumulative, 74
  in Driving Force Analysis, 51
  identifying, 74, 75, 76
  outcomes and, 140n3
  scenarios and, 140–41
  theory of, 115–16, 234
censorship, 78, 82
certainty, feigned, 198
change, see also signposts
  in assumptions, 178–80
  bias and, 96–100
  consequences of, 97–98
  customer, 201
  important, 92–93, 96–100
  indicator systems for, 100–101
  recognizing, 96–100
  significant, 66–67, 69–70, 75, 96–101, 179
  speed of, 201, 201n5
  technology, 201
of uncertainties, 209
Chesnutt, Thomas, 128, 198–99
circle reasoning, 160–61
Cognitive maps, 30
Cold War, 18n1, 116, 200
cohesion, 157, 164
combinatorial explosion, 136–37, 136n1, 230
Comdex exposition, 126, 208
communications industry, 113, 145
companies, see organizations
  comparable situations, 116–17
  comparative experiences, 116–17
  competition, 109, 111, 163, 201
  Japanese, 97, 99, 175
  computer industry, 99, 113, 126, 145, 180, 208
  concepts, 174, 185, 186
  confirmation processing, 74, 77, 230
  conflicting assumptions, 165
  conglomerates, 201
  conjunction fallacy, 74, 76–77, 140, 140n3, 230
  containment, theory of, 117
  contingency actions, 123–26
  contingency plans, 69, 124, 126, 208–9, 214–15, 230, see also hedging actions
  continuous learning, 182
control
  feedback, 80–81
  implementation, 194
  operational, 194
premise, 95, 194, 233
special alert, 194, 234
strategic, 95, 194–95, 206, 234
  control system, 92, 177–78, 234
  momentum, 195
Cook's tour planning, 209–10
  copiers, 175
Core Belief Identification Squad, 54–55, 57, 58–59, 230
Corporate Strategy Board, 53–55, 203–4, 205, 196, 207, 212
corporations, see organizations
  costs, 124–25, 128–29, 149–50, 155
could statements, 40n1, 170
Courtney, Hugh, 192–93, 201, 209, 214
creativity, 78, 82, 117, 134
credibility, 133, 134, 135, 139, 170
cultural avoidance, 97
cultural, 74, 76, 230
Customer change, 201
data, 96–97, 206–7
D'Aveni, Richard A., 104–5, 111
debate, dialectic, 84, 230
delay, 138, 199, 207–8, 230
discussion, dialectic, 139
deductive structuring, 138
Defense Department, 131, 170–71, 209–10
Defense Planning Guidance, 27n6, 170–71
defensive avoidance, 96, 97, 139, 230
de Geus, Arie P., 143
Delphi technique, 80–81, 230
deWeerd, H. A., 134, 138
dialectic debate, 84, 230
Digital Corporation, 99
dinner-plan example, 2–4, 5
directed assumptions, 30–31, 230
disaster-recovery plans, 124–25, 126, 128–29
Discovery-Driven Planning, 52–54, 57, 59
aimpoints in, 94, 95
definition of, 230
load-bearing, vulnerable assumptions in, 52–53, 70, 85
monitoring systems in, 203
discussions, see also group participation
closed vs. open, 161–63
stalled, 163–64
documentation
  of assumptions, 19, 37, 177
  identifying assumptions in, 33, 35–36, 41–42, 58, 59
  improving, 46
dot coms, 15, 197
Driving Force Analysis, 50–51, 54, 57, 138, 231
Drucker, Peter, 12, 202
economic indicators, 100, 104
economies of scale, 51
elected assumptions, 30–31, 231
electronic publishing, 60
end state, 138
trepreneurs, see organizations
environment, external, see external environment
environment-shaping strategies, 111, 201
environmental scanning, 231
evasive actions, 104
events
key, 213
plausible, 72, 73
trigger, 181, 192, 213, 234
experience-based intuition, 72
experiences
comparative, 116–17
historical, 116–17
expert opinion, 72, 74, 80, 199
explanation-based tasks, 75–76
explicit assumptions, 7, 19–21, 191
definition of, 231
hedging actions for, 148–49
literature on, 211
shaping actions for, 114
external environment, 6–7, 18, 22, 206–7
facilitators, 29, 154–71, 231
facts, 211
Fahey, Liam, 132, 138, 206, 213
failure
advertising and, 112
aimpoints and, 101
consequences of, 66–67, 68–70
definition of, 231
favorable, 71
gradual, 70
imaging, 100, 102–3
likelihood of, 66–67, 68
of load-bearing assumptions, 22–23, 133, 136–37
multiple causes of, 77–78
opportunities and, 25n4
plausibility of, 72
signposts for, 92, 94
vulnerabilities and, 25–28, 25n4, 26n5, 71–72
warning of, 92
failure mechanisms, 63, 77, 103–4, 137
Falshaw, J. Richard, 201
fast followers, 23
Federal Communications Commission (FCC), 113, 145
Federal Express, 180
financial plans, 205
first to market, 23
five deadly business sins, 12
focus, 138–39, 144
forecasting, 73, 74n1, 192–93
French Army, 27
the future, see also scenarios
actions connected to, 175–76
alternative, 9, 192–93
approach to, 178
assumptions and, 1, 14–15, 43–45, 191
global, 18, 201
inventing it, 15
judgments of, 15–16
most-likely, 189, 232
plausibility and, 72–73
questions on, 79–82
time factors and, 24
unaddressed assumptions and, 21
uncertainties of, 86–87, 191, see also
uncertainties
well out in, 197
worst case, see worst-case scenarios
future backward/forward directions, 138
future-tense verbs, 39–41, 42
futurists, 133, 189–90
futurology, retrospective, 83, 233

gaming
for scenarios, 144–46
war, 131, 134, 144–45
GBN, see Global Business Network
Ginter, P. M. A., 188
Glaister, Keith W., 201
Global Business Network, 86–87
globalization, 18, 201
goals, 94, 101, 177–78
Goldilocks order, 190n3
good assumptions, 28–29
Gorbachev works scenario, 190
government planning, 200–201
graphical user interface, 126
gravity, 61
Greening of Russia, 142
group dynamics, 157
group participation
in ABP sessions, 135–58
closed discussions and, 161–62
collegial, 157, 164
Delphi technique for, 80–81
in identifying assumptions, 159–68
new participants for, 176–77
open discussions and, 162–63
in SAST, 83–84
Index

seminars for, 82
in signpost identification, 169–70
stalled discussions and, 163–64
venting and, 160
growth stalls, 53–54, 231

Haeckel, S. H., 206–7

Harvard Business Review on Managing Uncertainty, 200
hedging actions, 121–53
assumptions connected to, 10
collections of, 127–28
contradictory, 130
costs of, 128–29, 149–50
definition of, 123, 231
developing, 130–48
for explicit assumptions, 148–49
flowchart of, 122
gaming for, 131, 134, 144–46
vs. hedging strategies, 127–28
identifying, 9, 129–30, 132
implicit assumptions and, 149
for insurable risks, 147
literature on, 193, 213–14
for load-bearing assumptions, 69
number of, 148–49
for one-sided vulnerabilities, 71
options in, 129
in plans, 149–50
regulatory requirements and, 147–48
replanning and, 150–51
role of, 4, 12–13
for Royal Dutch/Shell, 142–43
scenarios for, 130–46
selling, 128–29
vs. shaping actions, 4
solution-based assumptions and, 18
for uncertainties, 127–29, 150–51
without scenarios, 146–48
hedging strategies, 126–29
high-consequence, low-probability
assumptions, 168
high-risk, high-impact assumptions, 192, 212
historical experiences, 116–17
Hodges, James S., 127
honesty, 39
how questions, 47–49
HTML, 231
hurricane example, 124–25
hypercompetition, 104–5, 111, 201
Hypercompetition (D’Aveni), 104–5, 111

I & W, see Indications and Warning
IBM, 99, 175
ignorance, 165–66
imagination, 73, 100, 102–3
implementation control, 194
implicit assumptions
culturally ingrained, 61
definition of, 19–20, 231
Discovery-Driven Planning for, 52–54
Driving Force Analysis for, 51
vs. explicit assumptions, 19–21
hedging actions for, 149
identifying, 5, 6–7, 8–9, 41–47, 59, 177
load-bearing, 20–21
now explicit, 7, 19, 21
overlooked, 173
shaping actions and, 114–15
unconnected actions and, 45
valid, 161
important vulnerable assumptions, see
load-bearing, vulnerable assumptions
Index of Leading Economic Indicators,
100, 101, 104, 232
Indications and Warning, 95–96, 231–32
indicator systems
formal, 100–101, 104, 232
industry-wide, 99
military, 95–96, 231–32
signposts as, 213
for strategic health, 206
inductive structuring, 138
industry position, 113
industry standards, 52
industry structure, 112–13
industry-wide indicator systems, 99
information, 97, 113–14
innovation, 36, 38, 55
insurance coverage, 4, 123, 147
insurance industry, 98
intelligence failures, 96, 99
Intelligence Preparation of the Battlefield, 95–96
Intelligence Preparation of the Battlespace, 95–96
Internet, 22, 102, 113, 117, 209
interview protocols, 166–67, 232
intuition, experience-based, 72
invulnerable assumptions, 24–25, 61, 66, 72, 232
IPB, see Intelligence Preparation of the Battlefield
Iran, 118
issues
definition of, 211, 232
key, 198, 204, 211, 212, 212n8
iteration, 80–81
Japanese banking industry, 98
Japanese competition, 97, 99, 175
Jobs, Steve, 180
Assumption-Based Planning

Journalist's questions technique, see Asking the journalist's questions technique judgments of consequences, 67, 68–69
of the future, 15–16
good vs. bad, 28–29
in group discussions, 164
of judgments, 87
likelihood, 74
plausibility and, 73–77
time factors in, 24
justifications, 49
Kahneman, D., 75
Kay, Alan, 15
Kennan, George, 116, 117
key assumptions, 32, 55, 57, 202–4
key bets method, 55, 85, 86, 204, 212, 229
key events, 213
key issues, 198, 204, 211, 212, 212n8
key uncertainties, 85, 86, 212
King, W. R., 207
knowledge, altering, 113–14
Kodak Company, 175
leadership, 158–59, 180–83
Leading Economic Indicators, see Index of Leading Economic Indicators
learning, continuous, 182
learning loop, 200
learning organizations, 127
LEI, see Index of Leading Economic Indicators
lemonade-stand example, 62–63, 88–90, 105–7, 118–20, 151–53
lesser-included case scenarios, 27n7
Levin, Morlie Hammer, 189
Lewis and Clark planning, 209–10
likelihood of assumptions, 66–67, 68, 77, 162, 173
bas and, 74, 77
definition of, 232
of failure, 66–67, 68
of scenarios, 170
literature, planning, see planning literature load-bearing assumptions, see also load-bearing, vulnerable assumptions
actions for, 69
aimpoints and, 94
Asking the journalist's questions technique for, 58
changing to, 179
damage from, 22–23
definition of, 66, 232
Discovery-Driven Planning for, 70
failure of, 22–23, 133, 136–37
flowchart of, 65
identifying, 3, 8, 12, 39, 66–71, 78–85
implicit, 20–21
invulnerable, 66
management on, 68–69
in new business ventures, 52
vs. non–load-bearing assumptions, 22–24
one-sided vulnerability and, 71
risks of, 167
scenarios for, 10, 133
shaping actions for, 114
Strategic Assumptions Surfacing and Testing for, 50
load-bearing, vulnerable assumptions
aimpoints and, 94–95
Annual Key Bets Contract for, 85
for the Army, 190
Discovery-Driven Planning for, 52–53, 70, 85
flowchart of, 65
goals and values as, 31
group identification of, 159–68
identifying, 3, 8, 64–90, 76–85, 159–68, 202–4
implicit, 20–21
insurance coverage for, 147
issues and, 204
key, 35, 202–4
literature on, 212
in new business ventures, 52–53
number of, 60, 87–88
ranking, 85–87, 168
retrospective futurology for, 83
Rip Van Winkle technique for, 79–82
risks of, 83–87, 167–68
scenarios from, 9, 136–37
Strategic Assumptions Surfacing and Testing for, 83–84
in worst-case scenarios, 87, 88
logics, 138
long-range planning, 196–98
long-range weapons, 8–9, 23
Lorange, P. F., 178, 195
MacMillan, Ian C., 52
Maginot Line, 27
management big-picture view of, 169
directed assumptions by, 30–31
hedging actions and, 127–28
on load-bearing assumptions, 68–69
scenarios for, 132
on too many assumptions, 61–62
on vulnerabilities, 68–69
Manoeuvring Through Shifting Terrain (Wells), 191–92
manipulation, 163–66
Index

manufacturing companies, 7, 36, 38–39, 58, 101, 174
mapping technique, 56
March, James G., 199
market responsiveness, 36, 38
Markides, Constanos C., 206, 214
Mason, Richard O., 50, 84, 203
may statements, 40n1
McGrath, Rita Gunther, 52
McNamara, Robert, 131
medicine, 167
Microsoft Corporation, 126, 208
the military, see also U.S. Army
able-bodied soldiers for, 183
ABP use by, 174
environment-shaping strategies, 111
on failure mechanisms, 137
group discussions and, 163–64
Indications and Warning methodology, 95–96, 231–32
intelligence failures in, 99
mission system analysis by, 53n3
recent uncertainties for, 200
scenarios for, 131, 133, 135, 170–71
signposts for, 99–100
use of ABP, 8–9
war gaming by, 131, 134, 144–45
Mintzberg, Henry
on creativity, 154
on strategic planning, 144, 188, 195–96, 198, 202
misinformation, 97
misinterpretation, 97–98
mission statements, 181
mission system analysis, 53n3
Mitroff, Ian A., 50, 84, 203
modeling, 72–73
monitoring systems, see also signposts
definition of, 232
external environment, 206–7
literature on, 204–7
for plans, 177–78, 204–7
for significant change, 179
signposts and, 99–100, 207, 232
most-likely future, 189, 232
motivational actions, 114
Muralidharan, Raman, 194–95, 213
must statements, 39–41, 40n1, 57, 58
naiveté, 165–66
national security, 111
natural disasters, 124–25
Navy SEALs, 163–64, 233
NCO, see Noncommissioned Officers Corps
NCOES, see Noncommissioned Officer Education System (NCOES)
new business ventures, 52–54, 70, 85, 205
Newland, Edward, 131–32
Noncommissioned Officers Corps, 48–49, 166, 180–83
non-load-bearing assumptions, 22–24, 61
Noncommissioned Officer Education System (NCOES), 181
object-oriented programming, 126
objectives, 94, 101
observe, orient, decide, act system (OODA), 206n6
oil industry
conjunction fallacy and, 77
hedging actions for, 142–43
scenarios for, 9, 68–69, 131–32, 141, 142–43
shaping actions of, 113, 117–18
signposts for, 102–3
time horizons and, 72
one-sided vulnerabilities, 25–28, 26n5, 36, 71, 232
OODA system, 206n6
OPEC, see Organization of Petroleum Exporting Countries (OPEC)
operational control, 194
opportunities, 7, 11–12, 25n4, 179–80
optimism, 39, 77, 173
options, 129
Organization of Petroleum Exporting Countries (OPEC), 142
organizations
adaptive, 111, 127, 206–7
core beliefs of, 54–55, 57, 58–59
culturally ingrained assumptions in, 61
culture of, 74, 76, 230
goals of, 31
learning, 127
politics of, 74, 76
risk-averse, 23–24n3, 26, 27
support for ABP, 158–59
values of, 31
vision of, 180–81, 183, 232
outcomes, 57, 76, 138, 140n3
parallel programs, 129–30
participants, 138–59, 176–77, see also group participation
passive strategies, 127
the past, 15
past-tense verbs, 140
pattern recognition, 72
Peale, Norman Vincent, 128
pens, 113
the Pentagon, 27
Assumption-Based Planning

performance assumptions, 205
physically challenged people, 183
plan fragments, 11
planned actions, see actions
planners, 6, 15, 37
planning
ABP during, 172, 173–78
art of conducting, 154
cycles, 32
definition of, 233
identifying assumptions during, 35–36, 175, 177
identifying problems for, 174–75
Lewis and Clark, 209–10
long-range, 196–98
new participants in, 176–77
phases of, 11n4
vs. plans, 195
risk and, 28
vs. strategic planning, 195–96
utility of, 157
planning literature, 185–216
ABP concepts in, 193–210
ABP-like processes in, 191–93
general, 187–89
on hedging actions, 193, 213–14
on load-bearing, vulnerable assumptions, 212
on monitoring systems, 204–7
on robustness, 207–9
on scenarios, 192, 199–200, 208, 215–16
on shaping actions, 193, 213–14
on signposts, 212–13
on strategic planning, 186–87, 195–96, 198, 202
on uncertainties, 187, 191–92, 198–201, 209–10
on words, 185, 210–16
planning methodology, 11n4, 201–2
planning tools, 201–2
plans
ABP for, 10–11, 32
adaptability of, 229
changes in, 66–67, 69–70
cohesion of, 11
contingency, 69, 124, 126, 208–9, 214–15, 230
cost of, 27–28
definition of, 15, 232
disaster-recovery, 124–25, 126, 128–29
documentation of, see documentation
goal of, 177–78
hedging actions in, 149–50
implementation of, 177–78
lifetime of, 24–25, 72
monitoring, 177–78, 204–7
vs. planning, 195
preliminary, 174
progress of, 102
rationalizing, 41–47, 56, 57, 59, 175–76
testing, 132, 174, 190–91
unaddressed assumptions and, 21
weaknesses of, 46, 175–76, 178
plausibility, 72–77
plot, 138–39
plywood industry, 97–98, 101
policies, testing, 132
Pollyanna assumptions, 26n5
post-planning tools, 1, 6, 32–33, 172–73
The Power of Positive Thinking (Peale), 128
preliminary plans, 174
premise control, 95, 194, 233
premises, 211
the present, 15
preventive actions, 125
probability, 76–77, 140, 168
problem-solving techniques, 187
problems, 12, 17–18, 174–75
Proceeding in Daylight, 53, 203–4
professional-society example, 60
profitability, 52–54, 85
pro forma operations specifications, 52
Project SIERRA, 131
public utilities, 197
Quadrennial Defense Review, 201
quantitative assumptions, 102–3
questions
Delphi technique for, 80–81
on the future, 79–82
for group discussions, 163
journalist’s, 47–49, 57–58, 161, 165, 166, 181
Raiffa, Howard, 199
Randall, Robert M., 132, 138, 206, 213
Rationalizing a plan technique, 41–47, 56, 57, 59, 175–76
reactive actions, 192
reasoning, 36, 160–61
rebates, 109
recession, 104
regret avoidance, 128
regulatory requirements, 113, 147–48
relevancy, 10, 133–34
replanning, 130–31
research and development, 113–14, 129–30
### Index

reserving-the-right-to-play posture, 214  
retrospective futurology, 83, 233  
reverse decision-tree analysis, 138  
reverse income statement process, 52, 205  
Ridgway, Matthew, 134  
The Rise and Fall of Strategic Planning (Mintzberg), 195–96  
risk management, 104, 208, 233  
risk assessment, 167–68  
assumptions and, 1, 28  
definition of, 86, 233  
insurable, 147  
of load-bearing, vulnerable assumptions, 85–87, 167–68  
recognizing, 12–13  
robustness and, 23–24n3  
scenarios for, 130, 135, 137  
robustness, 12–13, 26, 69  
contingency plans for, 208–9  
decision analysis and, 207–8  
definition of, 233  
literature on, 207–9  
load-bearing, vulnerable assumptions and, 87  
risks and, 12–13, 23–24n3  
testing, 11, 33  
Royal Dutch/Shell  
conjunction fallacy and, 77  
hedging actions for, 142–43  
scenarios for, 9, 68–69, 131–32, 141, 142–43, 215  
shaping actions of, 113, 117–18  
time horizons and, 72  
safety measures, 112, 147–48  
SAST, see Strategic Assumptions Surfacing and Testing (SAST)  
scenario learning, 132, 200, 206, 233  
scenario planning, 132, 199–200, 233  
scenarios, see also worst-case scenarios  
actor-testing method for, 141, 229  
alternative, 189–90  
attitude for, 143–44  
best-case, 189–90  
captured by, 170–71  
causation and, 140–41  
consistency of, 141, 150  
credibility of, 133, 134, 135, 139, 170  
decision theory and, 139  
for decisions, 132  
definition of, 131–32, 233  
details of, 135, 140–41  
developing, 9, 10, 138–42  
direction of, 138  
evaluation of, 141, 141n4  
from failure, 133  
focus of, 138–39, 144  
framing, 140  
gaming for, 144–46  
global, 18  
for hedging actions, 130–46  
for hedging strategies, 128–29  
introducing, 170–71  
lesser-included case, 27n7  
likelihood of, 170  
literature on, 192, 199–200, 208, 215–16  
for load-bearing assumptions, 10, 133  
from load-bearing, vulnerable assumptions, 136–37  
for the military, 131, 133, 135, 170–71  
most-likely, 189, 232  
negative, 139–40, 139n2  
number of, 135–37  
quantification of, 141  
relevancy of, 10, 133–34  
for risks, 130, 135, 137  
for robustness, 26–27, 132, 199–200  
for Royal Dutch/Shell, 9, 68–69, 131–32, 141, 142–43, 215  
for shaping actions, 131  
for signposts, 131  
uses of, 215  
scheduled uncertainties, 214–15  
Schelling, Thomas C., 146  
Schlesinger, James R., 209–10  
Schreyogg, G., 194  
Schwartz, P., 138  
Sea, Air, and Land (SEAL) unit, 163–64, 233  
SEAL unit, 163–64, 233  
seminars, 82  
sense-and-interpret, 206–7  
sense, interpret, decide, act system (SIDA), 206n6  
sense, interpret, evaluate, respond system (SIER), 206n6  
Shah of Iran, 118  
shaping actions, 10, 18, 108–20  
causation and, 115–16  
counterproductive, 118  
creativity for, 117  
definition of, 109–10, 233  
developing, 115–18  
vs. environment-shaping strategies, 111  
experience and, 116–17  
flowchart of, 110  
hedging actions and, 4, 130  
identifying, 114–15  
literature on, 193, 213–14  
for load-bearing assumptions, 114
Assumption-Based Planning

role of, 3–4, 12–13
scenarios for, 131
signposts and, 110
Shell Corporation, see Royal Dutch/Shell
shifting, 111
SIA, see Strategic Issue Analysis (SIA)
SIDA system, 206n6
SIER system, 206n6
signals, 111
significant change, 66–67, 69–70, 75, 96–101, 179
signposts, 10, 18, 91–107
aimpoints and, 94–95, 100, 101–2
bias in, 98–99, 169
consensual, 98–99, 103, 169–70
definition of, 92–94, 213, 234
derived, 102
flowchart of, 93
identifying, 100–104, 169–70
imagination and, 100, 102–3
Indications and Warning as, 95–96
indicator systems for, 100–101, 104
literature on, 212–13
monitoring systems and, 99–100, 207, 232
quantitative, 102–3
recognizing, 96–100
role of, 3, 92
scenarios for, 131
shaping actions and, 110
solution-based assumptions and, 17–18
strategic control and, 95, 177–78
for validity, 92–93
for vulnerabilities, 92–94, 111–14
warning times for, 104–5, 124–25
signs, 192
SIM, see Strategic Issues Management (SIM)
simultaneous thrusts, 111
situations, comparable, 116–17
Slywotzky, A. J., 206–7
Smith, Fred, 180
soldiers, able-bodied, 183
solutions, 17–18, 127, 130
Soviet Union, 18n1, 116, 190, 200, 209
space utilization, 196
special alert control, 194, 234
stakeholders, 30, 163, 198
statistical group response, 81n4
Steinmann, H., 194
stock-market examples, 68, 70
strategic alliances, 115
Strategic Assumptions Surfacing and Testing (SAST), 49–50, 54, 57, 83–84
definition of, 234
literature on, 202–4, 212
strategic choice, 211
strategic control, 95, 194–95, 206, 234
strategic control system, 92, 177–78, 234
strategic health, 206
Strategic Issue Analysis (SIA), 207
Strategic Issues Management (SIM), 207
strategic momentum control, 195
strategic planning
assumptions in, 191
continuous, 6n2
definition of, 234
lifetime of, 24–25
literature on, 186–87, 195–96, 198, 202
vs. long-range planning, 196–98
statistics on, 187–88
U.S. Army, 18
strategic postures, 193, 214
strategic surveillance, 194
strategy, 186–87, 186n1, 188, 189n2
“Strategy Under Uncertainty” (Courtney), 192–93, 209
Strengths, Weaknesses, Opportunities, and Threats (SWOT), 182, 202
stretch goals, 94
surprises, 3, 8–9, see also uncertainties
SWOT analysis, 182, 202
synthesis, 144, 196
tactical battlefield planning, 18, 95–96
targets, 94, 101
trends, 14–15, 46
theories, modeling, 72–73
time factors
in change, 201
in scheduling ABP, 135–56
special alert control, 24, 25
signposts and, 104–5
vulnerabilities and, 25, 72
time horizons, 196–98
TRADOC pamphlet, 40, 40n1
trends
analysis of, 138
extrapolation of, 72, 73
indicator systems for, 101, 104
trigger events, 181, 192, 213, 234
tripwires, 213
Troll gas field, 142–43
two-sided vulnerabilities, 25–28, 36, 61, 109, 173, 234
unaddressed assumptions, 21–22, 234
unconnected actions, 45, 45n2, 234
unconnected assumptions, 45, 46, 234–35
underlying assumptions, 160–61, 162, 175
understanding, 212
urban terrain, 176
U.S. Air Force, 196
U.S. Army
able-bodied soldiers for, 183
ABP's origins and, 8–9, 185, 189–90
Areas of Interest methods, 95–96
Asking the journalist's questions technique and, 48–49
Assumption-Based Thinking by, 180–83
battlefield environment, 18, 95–96
on combined operations, 23, 26, 112
facilitators for, 166
load-bearing assumptions and, 23
load-bearing, vulnerable assumptions and, 190
on long-range weapons, 8–9, 23
Noncommissioned Officers, 48–49, 166, 180–83
one-sided vulnerabilities and, 26
Rationalizing a plan technique for, 176
Soviet Union collapse and, 190, 209
strategy doctrine, 189n2
on urban operations, 22
will statements by, 40, 40n1
Vaill, P. B., 180
validity, 92–93, 160–61, 235
van der Heijden, Kees
on external scenarios, 131
on relevance, 133, 134
on scenario direction, 138
on scenario planning, 132, 199–200
on uses of scenarios, 208, 215
venting, 160
verbs
future-tense, 39–41, 42
past-tense, 140
vision, organizational, 180–81, 183, 232
voluntary assumptions, 5
vulnerabilities
bias in assessment of, 73–77
changes in, 112–14, 129
definition of, 25
failure and, 26n5, 71–72
management on, 68–69
one-sided, 25–28, 26n5, 71, 232
overestimating, 76
reducing, 111–12
robustness and, 26
signposts for, 92–94, 111–14
time factors and, 25, 72
two-sided, 25–28, 36, 61, 109, 173, 234
vulnerable assumptions, 3, 10, 52, see also
load-bearing, vulnerable assumptions
aimpoints and, 94
bias in, 77–78
changing to, 179
definition of, 24, 235
flowchart of, 63
identifying, 3, 11–12, 39, 71–85
vs. invulnerable assumptions, 24–25
time factors and, 24, 25
validity of, 161
Wack, Pierre, 131–32, 215
waferboard industry, 97–98
war gaming, 131, 134, 144–45
warning systems, see monitoring systems
warning time, 104–5, 124–25, 192
weakly connected assumptions, 45, 46, 235
weather forecasting, 74n1
well-connected assumptions, 45, 235
Wells, Stuart
on assumptions, 191, 192, 210–11, 212
on contingency plans, 125–26, 208–9
on key events, 213
Maneuvering Through Shifting Terrain, 191–92
on monitoring, 192, 206
what questions, 47–49, 163
when questions, 47–49
where questions, 47–49
why questions, 47–49
will statements, 39–41, 42, 57, 58, 162, 170
words, 185, 210–16

Assumption-Based Planning

the world, see external environment; the
future
World Trade Center, 27
World War II, 27, 129–30
World Wide Web, see Internet
worst-case scenarios
deleting, 61
developing, 189–90
drawbacks to, 27–28, 27n6, 27n7
identifying assumptions in, 36
load-bearing, vulnerable assumptions in, 87, 88
planning for, 26–28
worse than expected, 71
Wozniak, Steve, 180
Xerox, 97, 99, 175
Yugoslavia, 139–40
zero-interest-rate policy, 98