

Contents

Preface	<i>page xiii</i>
Acknowledgments	<i>xvii</i>
1 The essence of Assumption-Based Planning	1
How does Assumption-Based Planning work?	2
What is the value-added of ABP?	5
Who has used ABP and how did it fare?	8
What are ABP's strengths and weaknesses?	9
How do you know robust plans are better?	12
2 A taxonomy of assumptions	14
What is a planning assumption?	14
The taxonomic tree of assumptions	16
Other characteristics of assumptions	28
3 Step 1: identifying assumptions	32
Where to look for assumptions	33
General aspects of identifying assumptions	36
Techniques for identifying assumptions	37
Which technique to use when	56
How many assumptions to identify	59
4 Step 2: identifying load-bearing, vulnerable assumptions	64
Identifying load-bearing assumptions	66
Identifying vulnerable assumptions	71
Ranking the load-bearing, vulnerable assumptions	85
How many load-bearing, vulnerable assumptions will there be?	87

Cambridge University Press

0521806534 - Assumption-Based Planning: A Tool for Reducing Avoidable Surprises -

James A. Dewar

Table of Contents

[More information](#)

x	<i>Assumption-Based Planning</i>	
5	Step 3: identifying signposts	91
	Definition of <i>signpost</i>	92
	Concepts similar to signposts	94
	How important is <i>important</i> ?	96
	Techniques for identifying signposts	100
	Linking signposts and warning times	104
6	Step 4: developing shaping actions	108
	Definition of <i>shaping action</i>	109
	Types of shaping actions	111
	Identifying existing shaping actions	114
	Techniques for developing new shaping actions	115
7	Step 5: developing hedging actions	121
	Definition of <i>hedging action</i>	123
	Concepts similar to hedging actions	123
	“Selling” hedging actions	128
	Identifying existing hedging actions	129
	Developing hedging actions using scenarios	130
	Developing hedging actions without using scenarios	146
	Guarding against underhedging	148
	Integrating hedging actions into a plan	149
	Hedging actions and replanning	150
8	The art of conducting ABP	154
	Creating the general setup	155
	Identifying load-bearing, vulnerable assumptions	159
	Agreeing on signposts	169
	Introducing scenarios	170
9	Beyond ABP as a post-planning tool	172
	Why we circumscribed the role of ABP	172
	Using ABP <i>during</i> planning	173
	Assumption-Based Thinking	178
	An example of ABT—Army NCO leader development	180
	Final word	183
	Appendix: Assumption-Based Planning and the planning literature	185
	Bibliography	217
	Glossary	229
	Index	237