Scenarios Analysis in Public Order Organizations

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Abstract. The avalanche of events with a significant impact on public order wins, along with the explosion of media, the increasing power of misinforming and alienating the unseen spectator, who becomes captive to endless post-event debates. Combining evolved technical means used to capture, process and play significant clips, invite, interview and interpret sometimes biased interpretations of personalities and opinion leaders in many areas, selecting and re-presenting evidence (with or without legal value), on the background of specific interests of trust (audience, political obedience, professionalism, etc.), creates a dense, invisible, yet intuitive, insidious net that leaves the media consumer no chance to get informed correctly, objectively and use their own intellect to draw conclusions.

The post-truth society, recently launched ideologically from the US through the giants of the media audience, to cover some blunders, failures, or fanciful statements of the most authoritative voices and institutions, has the gift of flexibly (further reading complicating) the philosophical context which will decipher the evolution of alternative truths in the future.

1. Introduction

If the current information society has permanently removed to the public eye, thanks to technology, the occult veil worn by the great actors on the important events, it seems obvious that instead it is being used to implement a new, elaborated type of sophism that will make permanently available many keys, necessary for interpretation according to the interests of the moment.

Still false news, confusion, misinformation and propaganda are not allowed to conquer exponents of state authorities. The three state powers (the legislative, the judiciary and the executive one), the military corps, the intelligence services and the public order system can not afford to enter the trap prepared by certain entities even if they have or display congruent interests with the current context of leaders. From this point of view, there is a need and lack of special training and information for the authorities, both to identify and combat information aggression (part of the ubiquitous hybrid war), in order to know permanently and precisely the specific operative situation in the field of responsibility, and to consciously minimize the psychological impact of misinformation.
The management act is based on the forecast, and the inventory of the modern management includes mandatory planning or analysis of the scenarios. Defined formally for military use as a hypothetical conceptual framework that configures a probable crisis situation in the field of security or other, operative or tactical strategic level, generated by military or non-military bill threats affecting the interests of Romania and its allies, jeopardize national security and the stability of certain areas at regional level, the resolution of which requires the engagement of the armed forces.

2. History of scenarios in military, academic and commercial organizations

The doctrine mentions as the father of the scenario using by Herman Kahn, an US Army coordinator at the RAND Corporation, who in the 1950s set out an original way (called the scenario) to present the future as if someone who already lives in the future describes the surrounding reality. The advantages of his approach have led to the founding of the Hudson Institute in the 1960s to broaden the study of social scenarios and the prediction of the evolution of public order. At the same time, in France they developed under the coordination of the futurist philosopher Gaston Berger, similar research at the newly established Center for Prospective Studies. The prospective method developed regulatory scenarios in a desirable future, which were then used as a guide to national public policy.

Since the 1970s, scenario planning has seen a special momentum in specialized institutions (Stanford Research Center, SEMA Metra Consulting Group, Hudson Foundation), but more and more companies and business groups have grasped the importance of planning to remove the uncertainty consistent with long-, especially after the 1973 oil shock, environmental movements and OPEC Cartel initiatives (Royal Dutch Shell, General Electric, DHL Express).

Scenario analysis is the strategic planning used by the organization to create long-term strategic plans. Originality consists in developing simulation games for decision-makers by combining well-known future data (economic, demographic, political, military, geographic etc.) with evolution trends identified after studying social, political, technical and environmental forces.

For the development of a viable scenario, systemic thinking, awareness of the fact that complex relationships can produce Black Swans (surprises due to non-linear feedback loops), but the game also admits the influence of some hard standardized elements such as relevant discoveries, changes paradigm, unexpected legislative approaches, reversal of principles and values that together form possible scenarios, in which there is a causal relationship between elements.

Generally scenarios look at situations and issues with major social impact but unlikely, unannounced, difficult to anticipate. Analysts choose the possible and inconvenient variants to help decision-makers anticipate change, prepare a feedback, develop efficient and flexible strategies. Early confrontation with probable scenarios allows decision makers to avoid mistakes, reduce losses, and show a position of mastery of the situation, deficiencies that would affect the institution if problems should be resolved under pressure from a real emergency.

The main challenge for scenario planning experts is to identify the real needs of decision-makers, especially in the context in which some are promoted to positions other than professional, so that core labor-specific elements are lacking and making it more difficult to achieve they themselves what information they want for the flexibility of managed organizations.

The big advantage of strategy games is that they run faster than real life so that beneficiaries can make decisions on a daily basis and follow the simulated effects for the next few years. In this way, decision makers can make mistakes, correct, draw conclusions and learn at zero risk for real-life careers. It is an opportunity to exercise the future without risk and in a controlled environment, which in complex real complex operations is significantly paid.
3. A simplified scheme of stages of scenario planning would necessarily include the following steps:

1. Establish the problem which the analysis should provide the optimal solution;
2. Fix the duration and purpose, depending on the previous evolution (usually a range of 5 to 10 years);
3. Identify the actors involved, affected parties and stakeholders;
4. The principles of functioning and the forces operating in the system (political, economic, legal, societal tendencies) are outlined, and then (usually by brain-storming) the way of influencing the subject to be researched;
5. Identify the main issues, challenges, shortcomings. The interests are represented on two axes, assessed as: predictable - uncertain and important - insignificant. The latter are out of the question for the minor impact it represents, as well as the important and predictable ones that can be included in any scenario;
6. Group the correlated vectors until the scenario is reduced to the two most important forces highlighted on a x-y diagram;
7. For consistency and plausibility, the extremes of the two driving forces are identified and the correspondence with the time frame initially established, the internal coherence of the scenario and the evolution of the stakeholders are assessed;
8. Build 2 to 3 to 4 scenarios, but avoid the most favorable combination and the most inappropriate theoretical case;
9. Writing scenarios and naming themselves to ease the reference later;
10. Scenarios are assessed from the point of view of relevance to objective, internal coherence, stability.
11. By the chosen option, the research needs, the information supplementation, are established;
12. Quantitative analysis methods are used to quantify the consequences of the various scenarios chosen;
13. Converges to decision scenarios that address the organization's main needs or challenges.

Strategic plans are continuously updated at departmental level to provide instantly the best solution to predictable problematic situations. Also based on them, specific training is adapted and alarm scenarios are outlined.

Scenario planning is also very popular with military planners. Most state war departments maintain a series of continually updated strategic plans to deal with well-known military or strategic issues. These plans are almost always based on scenarios and often plans and scenarios are updated by war games, sometimes played with real troops. This process was initially carried out (probably the method was invented by) the general Prussian staff in the middle of the nineteenth century.

By planning the scenarios, it becomes evident the mechanism by which the whole fabric changes if we act on one or more yarns of a complex fabric. To begin with, we will separate our knowledge into two distinct categories: things we think we know and elements of uncertain or unknown. The first category includes trends, it is based on the past, that things evolve from inertia, with continuity. The second component collects hardly predictable elements (long-term political evolution, crisis response, change of fashion or technological development), and scenario planning is the art of a coherent combination of the two types of knowledge to cover a wide range of possibilities of uncertainty).

4. General limitations

The subjective and heuristic nature of scenario planning, as well as its practical nature, linked more to experiment than to scientific evidence, in the context in which academic environments have no resources to realize or teach scenario planning, casts a shadow of doubt on the opportunity, legitimacy and validity of this activity.
There is the temptation to approach the scenario as a given of a fixed future that removes the uncertainty or interprets it too literally, not as a collective learning tool, adjustable as the future happens. Auditing scenarios in private companies has highlighted that decision-making processes following scenarios have sometimes led to a lack of strategic implementation rather than scenarios themselves. Some managers spend today more time in the decision making process than the others need to create scenarios.

Emergency planning is a tool such as "What if ...?" but takes into account only one uncertain situation. Sensitivity analysis analyzes changes in just one variable that is useful for simple changes, while scenario planning attempts to expose decision-makers to significant interactions of all major variables.

Scenario planning can benefit from computer simulations, is less formal, and can be used to make plans for quality models that occur in a wide variety of simulated events.

In specific environments, scenario planning is not yet discussed or this tool is still unknown. The current environment, characterized in the last period of time as a very dynamic one, in a constant change, corroborated with a great number of uncertainties, risks or threats, makes the forecast even impossible or hard to realize. That's why decision-makers want to see, more and more, how the future will look.

Scenarios can provide a complete and different approach because they focus on achieving an imaginative situation that could influence the situation of the institution. By identifying the trends and the possible risks, threats or uncertainties, possible scenarios can be built up, with the negative consequences diminished.

After the scenarios are built, decision makers are the ones that quantify the possible effects of each scenario on the organization or the concrete situation and identify the steps to be taken to achieve success.

It must be constantly taken into account that scenarios are fictitious, based on a set of proposals. However, the decision-maker should also consider the criticism of this instrument over time, as follows:
- Generated scenarios are prone to subjectivity and measurement errors, as several managers can interpret differently the same situation;
- Scenarios may prove to be false assumptions, since they are built on different levels of knowledge and experience, specific to each manager;
- Managers can be strongly influenced by personal interest in preference for a particular scenario;
- The scenario building process can not be carried out by beginners and as a result it can consume long time and resources among corporate managers;
- Due to the great amount of time and effort, this tool is used in a fairly large proportion in big companies as well as big industries where strategic planning covers large horizons of time;
- If a scenario implies a radical approach, difficulties can arise in adopting it by managers and employees of the enterprise;
- Scenarios imply the existence of visionary managers who often do not meet this quality.

5. Conclusions:

Going beyond these elements, we should say planning is a continuous learning product, with the emphasis on the process and less on the resulting plans, which helps managers to develop their strategic thinking and gain experience in decisions making.

The characteristics of the hybrid threats and the environment in which the current operations in the field of public order are carried out, reveal the need for their planning, preparation and execution, being constantly adapted and improved. The use of the scenario method in public order operations is the optimal solution for the successful development of this tool, regardless of its purpose (an emergency plan, training, evaluation). The primary objective of using the scenario method is to eliminate uncertainty. This scenario process leads to focusing planning efforts to provide solutions in
planning situations that are stressful, due to the lack of time, the importance or the degree of uncertainty. In other words, the scenario method is a key tool in planning operations that take place in the real environment.

At the extreme limit in scenario play appears the tendency to interpret any event as an occult arrangement among the great actors of politics, economy, finance, strategists, counselors, spies ... deep state.

Sometimes intelligence agencies launch smoke curtains between their special operations and the population, because some of the means used are not even the most politically correct, but many conflicts and open tensions are avoided this way.

Excess analysis is not a specific Romanian disease. With the disappearance of censorship specific to the communist system, the average media consumer has been contaminated by the fantasy of the press workers, tempted to use their imagination to launch conspiracy scenarios that explain everything. Most are overcome in trying to explain the complicated world and surrounding events, but they find in scenarios a more or less coherent version of understanding The Great Plan, adapted to its own intellectual and moral standards. Those scenarios do not need information, but answer any problem.

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