Staged Appreciation

looking out and in for black swans

Lorraine Dodd, Director of Research
Centre for Applied Systems Studies, DOIS, Cranfield University,
Defence Academy of the UK

Developed in collaboration with:
Prof Gillian Stamp, BIOSS Foundation, UK
Anthony Alston, Paddy Turner CfASS, Defence Academy of UK
Prof Gwyn Prins, Mackinder Centre, London School of Economics
General Sir Rupert Smith, British Army

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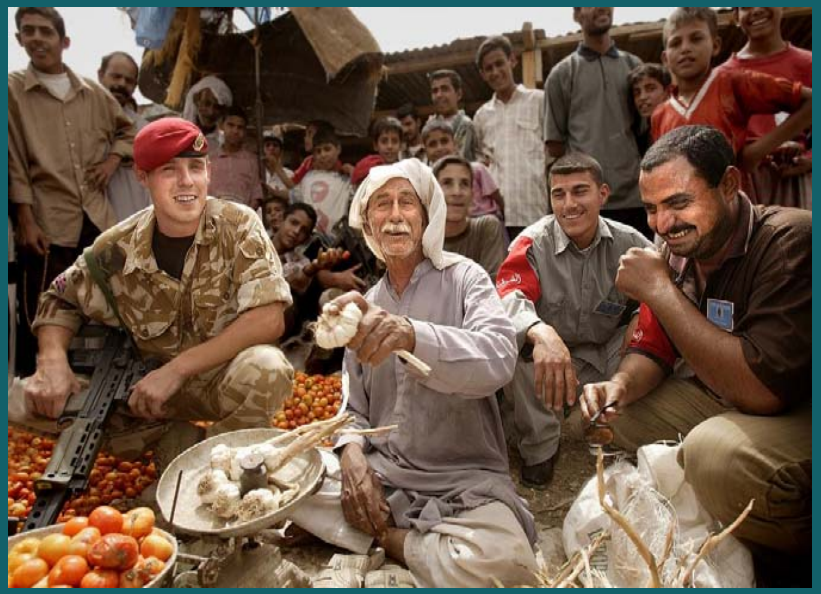
General assumption

The problems facing us in contemporary operations are socially complex as well as being open-ended.

Research question

How might we use an open multi-perspective approach to help us more openly understand how to support decision-making in socially complex situations?



First we need to introduce some concepts and do some re-orientation.

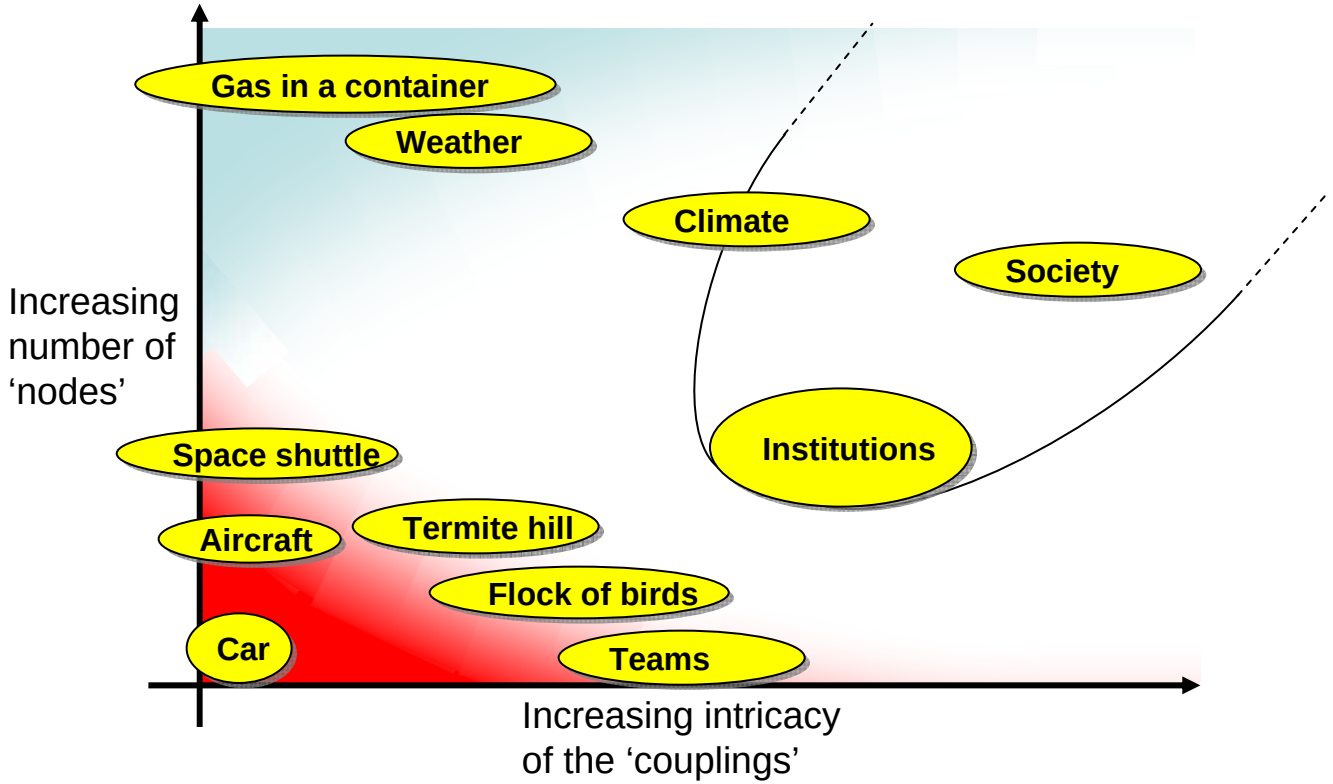
Environmental and Social complexity

Consider complexity in terms of:

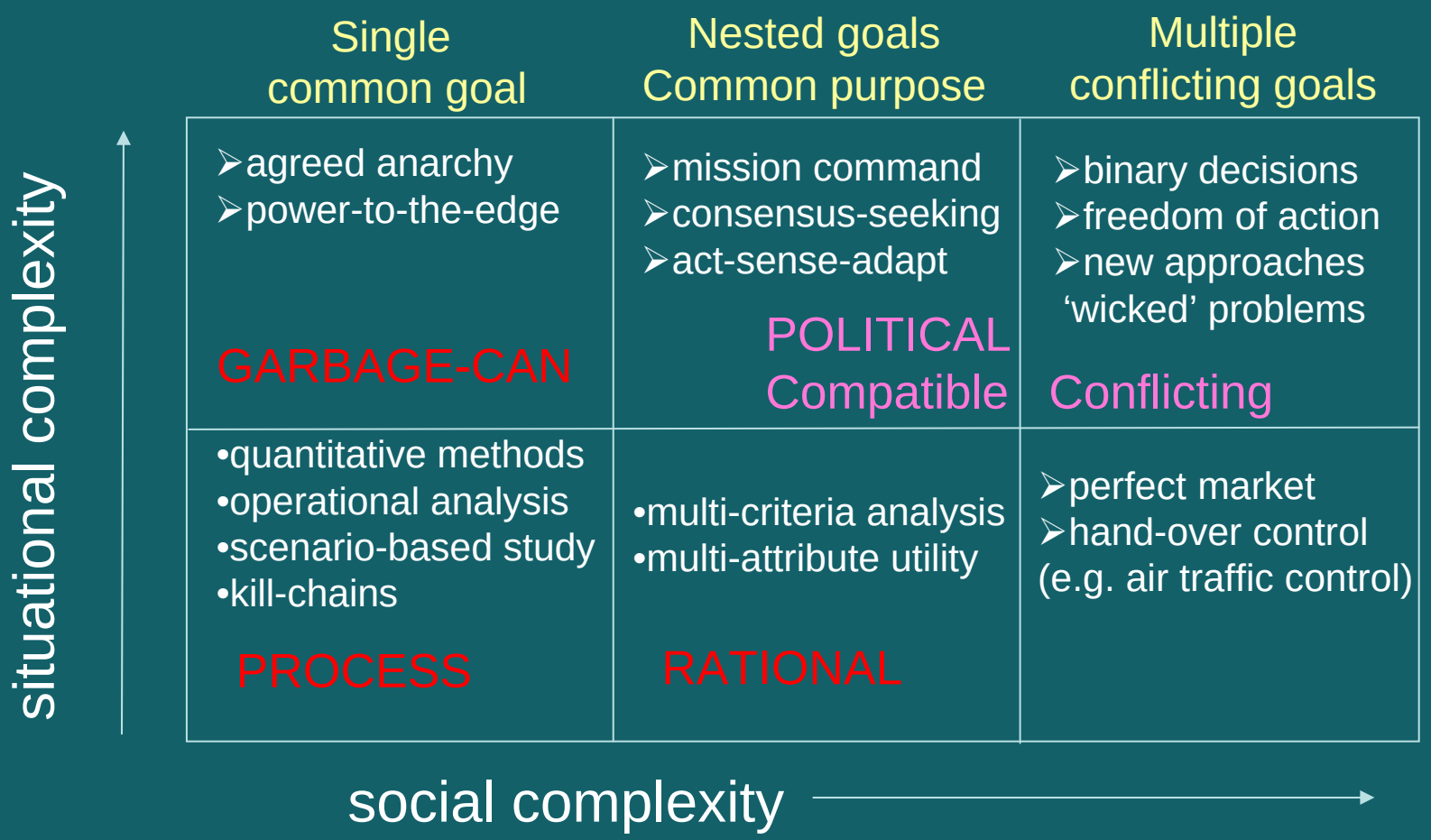
- Environmental complexity, which demands that sense-making and response actions need to consider unexpected extents of interactions and unanticipated effects of actions;
  - ➢ what *can* happen rather than what *will* happen.

- Social complexity, which asks for attention to be widened and points of view to be broadened to take in relationships (actual and achievable) in order to see the potential for possible options, interdependencies and re-configurations;
  - ➢ what *could* happen rather than what *should* happen.

Example Systems



Character of decision and analysis



Meeting the challenges through open inquiry

Many practitioners who have experienced contemporary operations might agree that they are characterised by four things in particular: complexity, ambiguity, uncertainty and volatility and by the fact that they all tend to be 'wicked problems' – problems that are intractable and circular with complex inter-dependencies – where solving one problem can create further problems or make the whole problem greater.

Kiszely, J. (2008). ‘Coalition Command in Contemporary Operations`, in Williamson M (ed) *Democracies in Partnership: 400 Years of Transatlantic Engagement*.

Open approach: going…

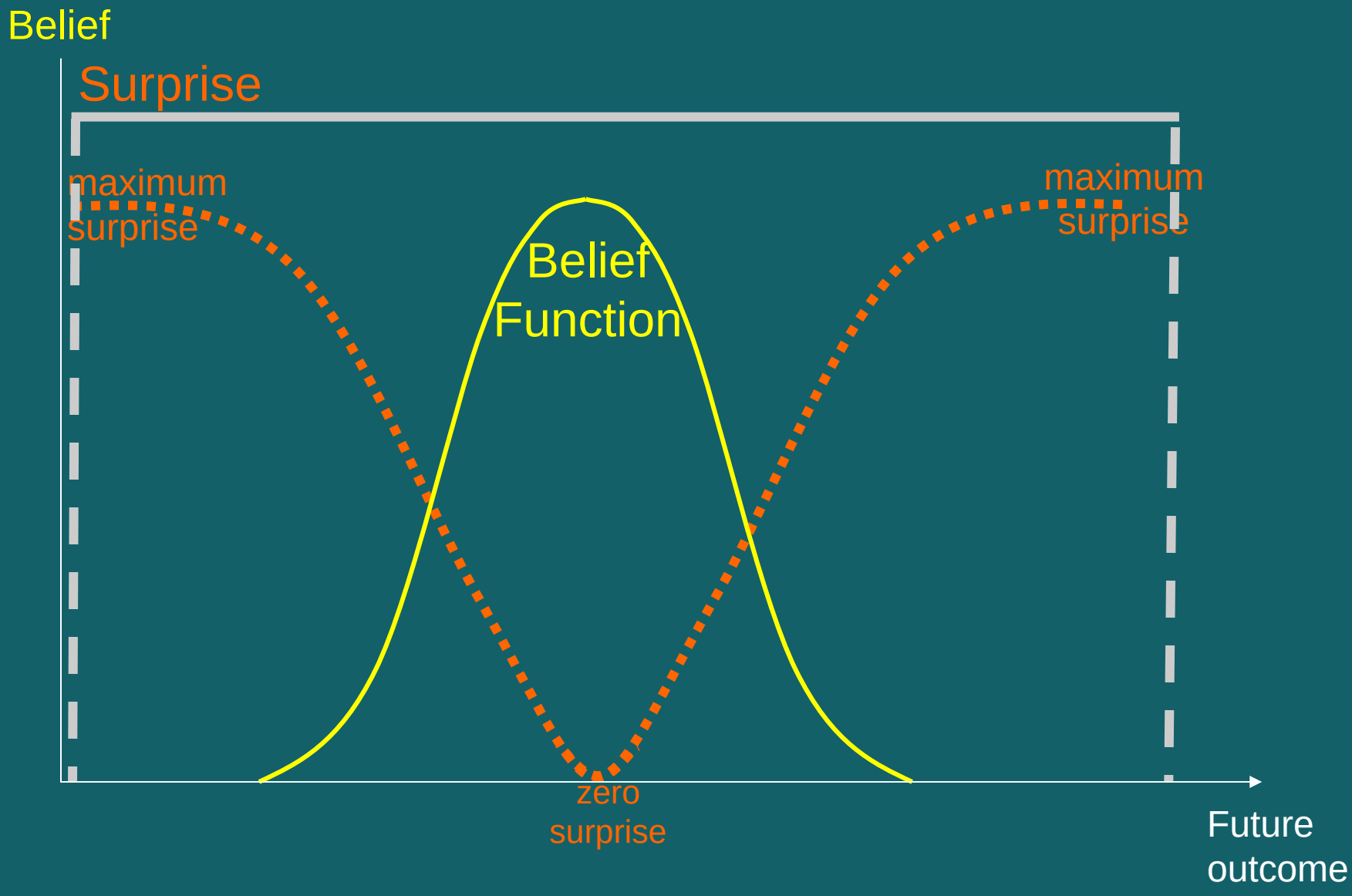
…away from solely:

- objective and normative analyses
- single viewpoint
- fixed frames
- probability
- trend prediction
- advocacy

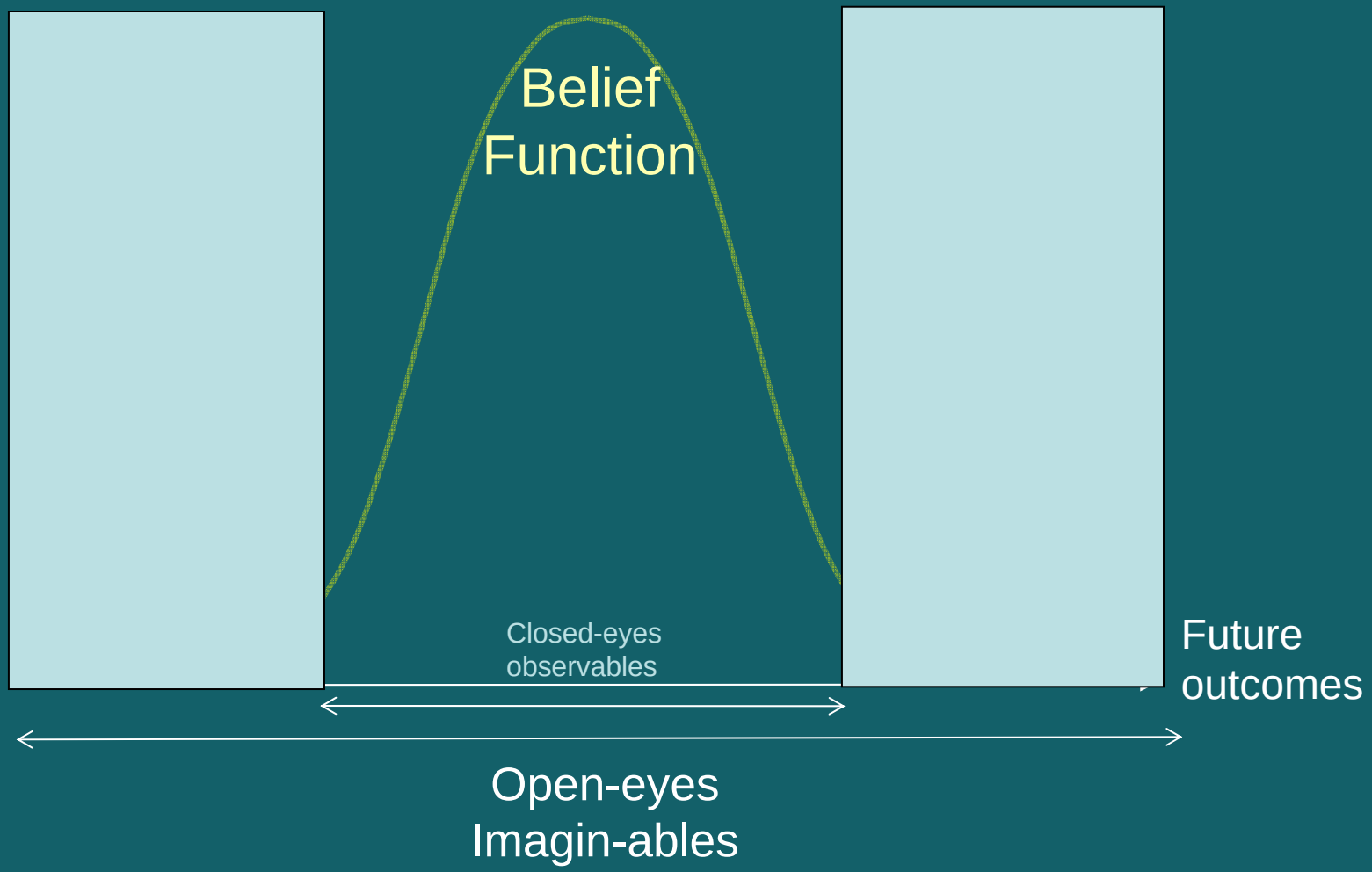
….towards:

- subjectively sensed appreciations
- multiple viewpoints
- adaptive framing
- possibility
- open imagination
- balance with inquiry

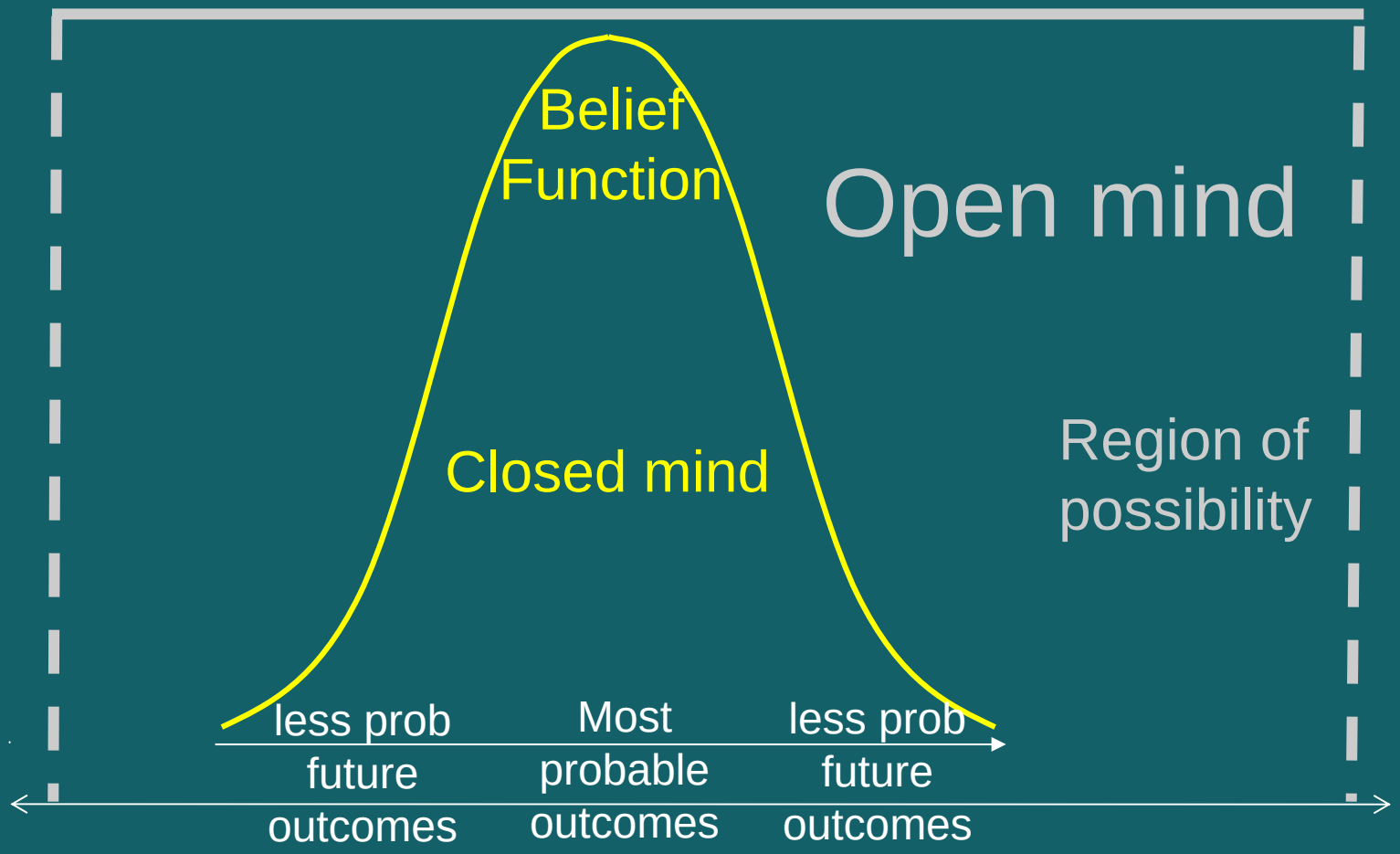
Belief and surprise



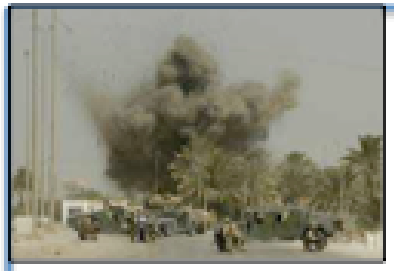
Closed-eyes / open-eyes
Institutional or individual ‘blinds’



Closed-mind / open-mind
Probabilistic models / possible futures



Closed-open matrix: some illustrations

	Closed - eyes	Open - eyes
pen nind	 A very scary place to be! We know it's there but we can't see it	Let us see…. What might be deemed possible if we adopt different viewpoints and widen scope of view…?
osed nind	We see only what our models predict via our set of indicators So this is what will happen next	Able to see 'out of model' events but can only respond to what is known Just deal with it as if it's a white swan

Option-making

Comfort of closed eyes and minds relates to a restricted set of options, which may be due to:

- institutional pressures to conform (e.g. blame culture);
- lack of confidence in people to allow discretionary trust, etc.

Understand where people are in terms of their ranges of options.

- What might be the implications of painting others or yourself into a corner?

Encourage use of narrative and imagination in order to create new options (e.g. creating ‘hedging’ options to deal with ambiguity).

Opening options will then naturally extend sense-making.

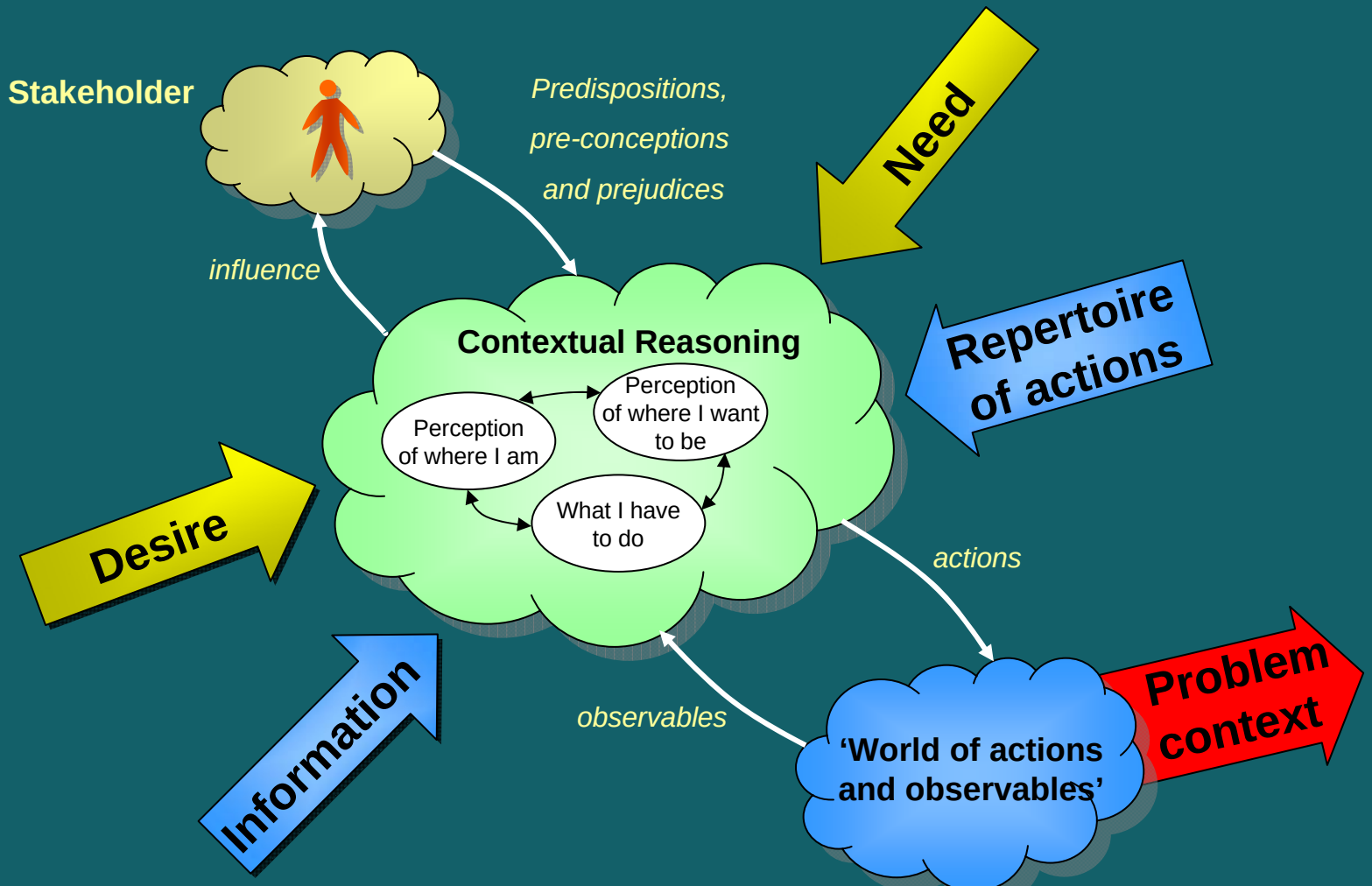
- Understanding and avoiding pacific shrimp syndrome.

‘Staged’ Appreciation

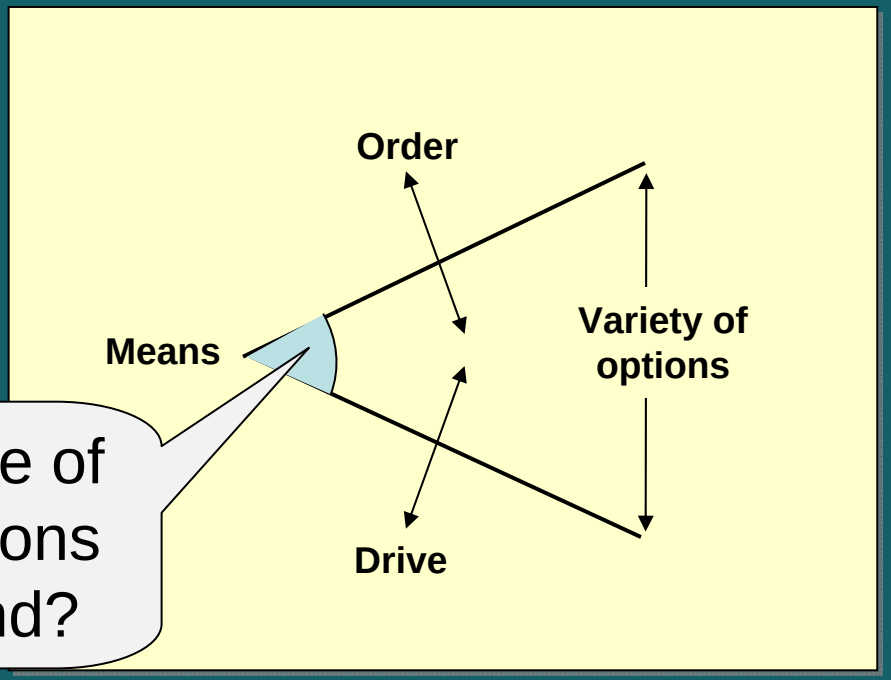
- Where people are
- Sense-making: open-eyes/open-mind
- Belief / surprise
- Choice-making
- Focus function and preference
- Stakeholder viewpoints and multi-perspectives

e written paper for more detail of the appreciation of the situation as a whole.

Concept of a stakeholder viewpoint: single viewpoint



Clausewitz meets Turing

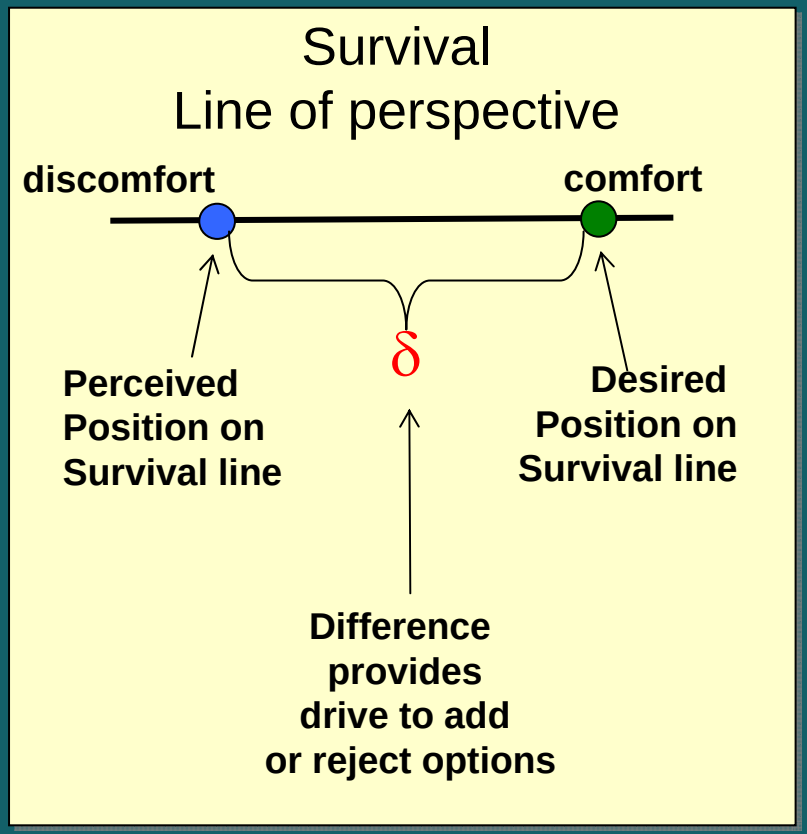


ople's degree of
edom of options
at lies behind?

Different people's perspectives

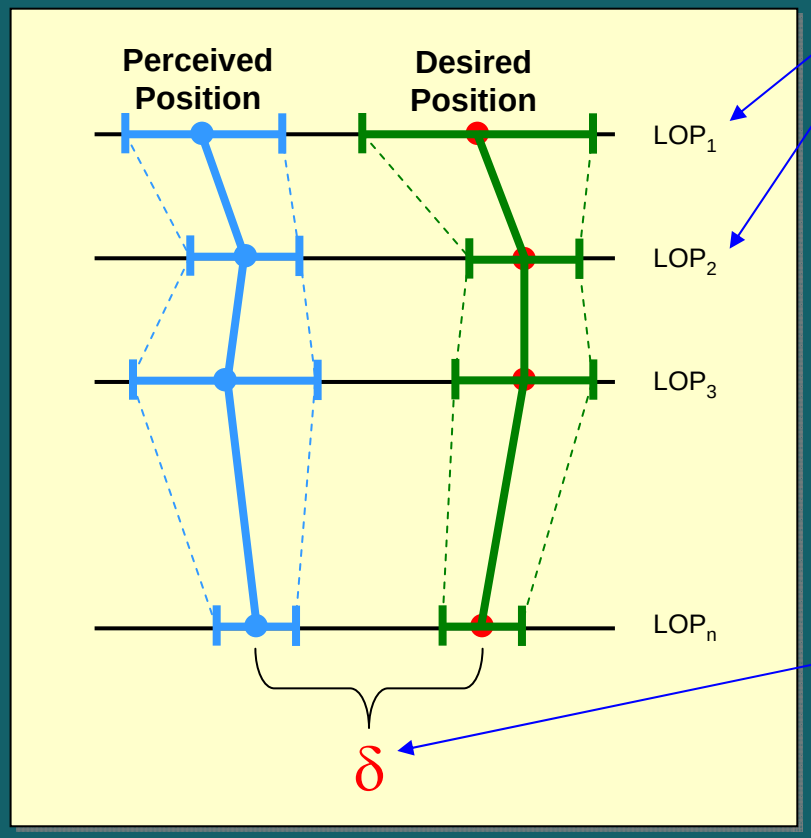
Vith respect to any socially
ocused future option:

low might it affect people
n terms of what they
eally care about?
rom a perspective of:
Day-to-day survival
ducational
inancial
…



Drive to add or reject options

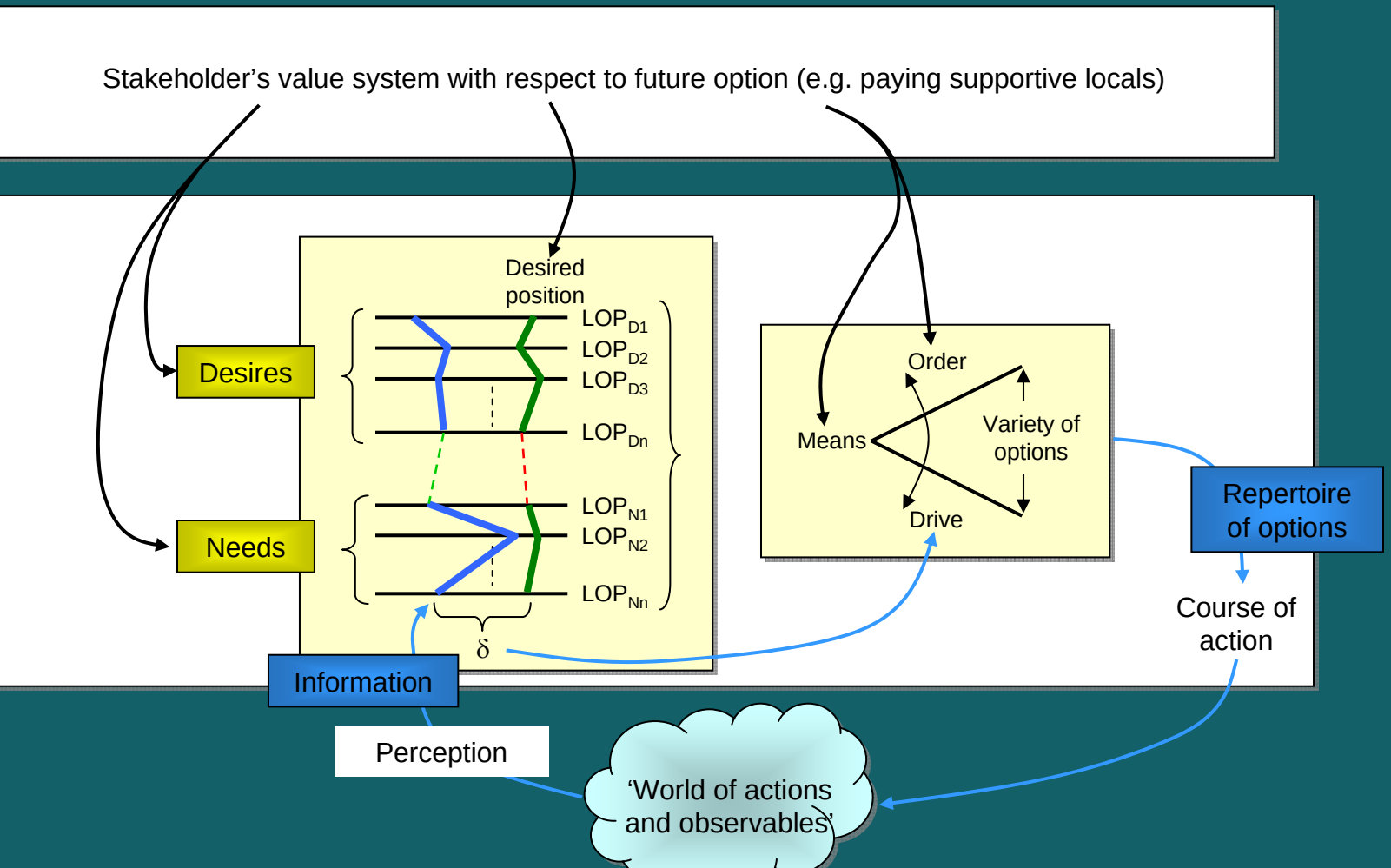
Lines of Perspective: What people care about.



Lines of perspective such as survival, social, educational, financial, etc

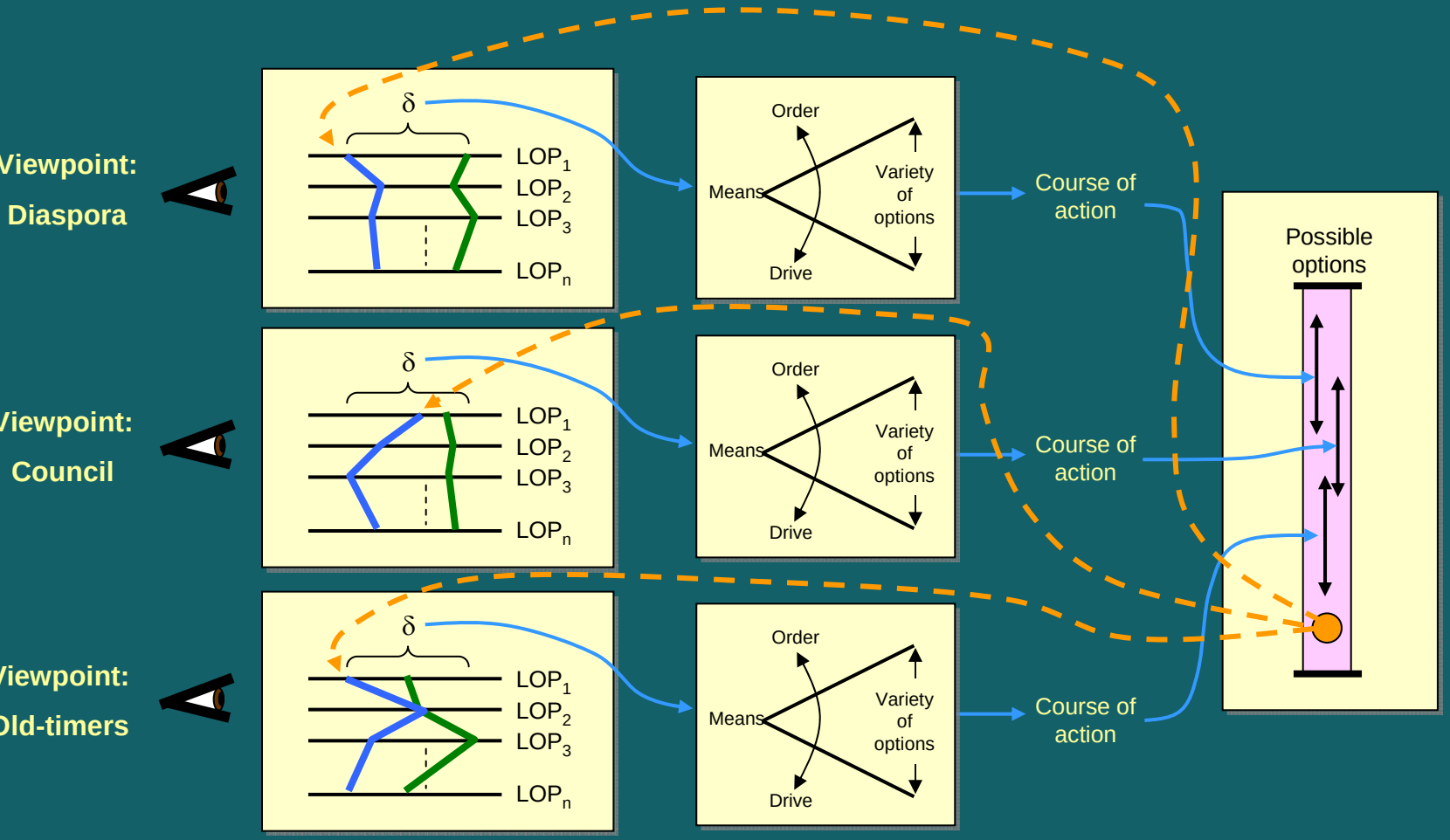
Stakeholder's drive for action

An analytical framework: single stakeholder



“What if…?” analysis

‘If we do this, how might this affect others?’



Take aways

Think about how to visualise a social landscape for *where people are*.

Where there's a way there's a will – what lies behind behaviours?

Black swans signify need for internal adaptation – subjective surprise.

Open inquiry is about supporting collaboration by enabling us to put on someone else's shoes*.

*helps us to take our own off first!

Defence Academy of the United Kingdom

Cranfield UNIVERSITY

Questions?

L.dodd@cranfield.ac.uk

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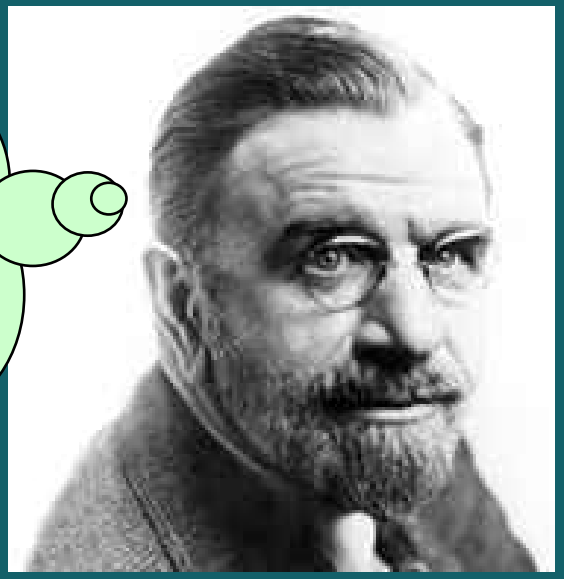
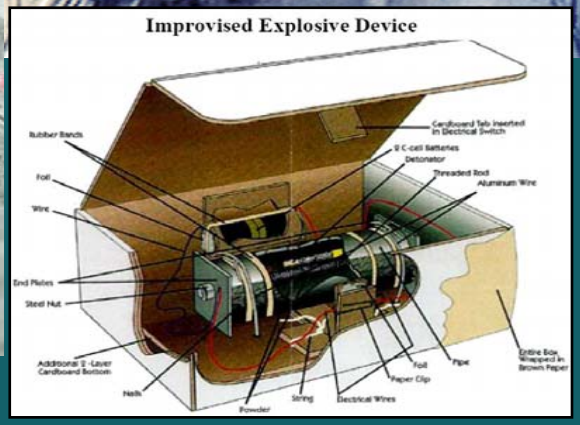
If everybody is thinking alike, then somebody isn't thinking.

General Jan Smuts
one-time terrorist



ustrative Example: Counter-IED

ptions for action



Candidate questions

- Candidate forward-looking "What if?" question:
  - Is it deemed reasonable to pay for IEDs to be handed-in? If so, how much?
- Candidate backward-looking "Why?" question:
  - Why did the number of IED incidents not decrease during poppy harvest in 2007?

- Within our adaptive analytical framework, "why?" questions are very challenging due to the multiplicity of frameworks required.

Potential Stakeholders for C-IED in Afghanistan

- Coalition Command
- Ordinary Solider
- ***ATOs (ie IEDD operators)***
- Local population (Collateral)
- ***Local population (Protection)***
- Bomb operatives (inc. finance & training)
- Afghan forces (inc. police)
- UK Public
- UK Government
- Tribal Elders (inc. District Councillors)
- ***Taleban***
- Businessmen (Legitimate)
- NGOs
- Afghan Government
- Businessmen (Non-legitimate)
  - (inc. narcotics/weapons trading)
- ***Media***
- UK Analysts (Int. etc)
- …

Stakeholder interests

Stakeholder	What defines main aspects of stakeholder interest in IED.
Taleban	IED as force element
ATO Operator	IED as device to be 'made safe'
Local population	IED as personal threat or opportunity
Media	IED as news-story element

Context: paying for IED

eholder	What defines main aspects of stakeholder interests in IED	line of perspective	Measures
n	IED as force element	• Geographical • Financial • Educational • Ideological • Social • Societal • Technical • Organizational • Political • Operational	
perator	IED as device to be 'made safe'	• Geographical • Professional • Social • Operational • Technical • Analytical • Organizational	

Context: paying for IED

eholder	What defines main aspects of stakeholder interests in IED	line of perspective	Perceived Position / Desired Position Measures
n	IED as force element	• Geographical • Financial • Educational • Ideological • Social • Societal • Technical • Organizational • Political • Operational	• **No. of regions of influence** • **Level of self-financing** • number of schools • % signed-up to ideology • **Taliban with referent power** • Re-established societal control • **numbers with IED skills** • % positions of authority • **Degree of Governmental power** • **% reqd operative status**
perator	IED as device to be 'made safe'	• Geographical • Professional • Social • Operational • Technical • Analytical • Organizational	• **% secure patrols & safe areas** • **Degree of achievement** • **Extent of social knowledge** • **% reqd operative status** • **Extent of device knowledge** • **Amount of support** • **Degree of autonomy**

Discussion of multi-perspective approach

- Adopting different viewpoints and considering multiple perspectives has potential for providing interesting cross-stakeholder insights.
- The conceptual framework supports a more open and subjective approach to analysis.
- The outline analytical method helps to open-up inquiry and tries to avoid advocacy – visualisation needs further work.
- The approach encourages thinking about possibility in addition to probability – also brings out importance of addressing surprise in addition to beliefs and expectations.

QUESTIONS?

L.Dodd@cranfield.ac.uk
A.Alston@cranfield.ac.uk