Today's Complex Security Environment and Strategy Development

GEN Jerdwut Kraprayoon

Outline

- Introduction

- Hybrid Threats and Comprehensive Security

- Strategic Foresight

Hybrid Threats/Warfare

- Hybrid warfare is a military strategy which employs political warfare and blends conventional warfare, irregular warfare and cyberwarfare with other influencing methods, such as fake news,diplomacy, lawfare and foreign electoral intervention. By combining kinetic with subversive efforts, the aggressor intends to avoid attribution or retribution.

- Hybrid warfare can be used to describe the flexible and complex dynamics of the battlespace requiring a highly adaptable and resilient response.There are a variety of terms used to refer to the hybrid war concept: hybrid war, hybrid threats, hybrid influencing or hybrid adversary (as well as non-linear war, non-traditional war or special war).

Hybrid warfare is warfare with the following aspects:

A non-standard, complex, and fluid adversary. A hybrid adversary can be state or non-state. For example, in the Israel–Hezbollah War and the Syrian Civil War the main adversaries are non-state entities within the state system. These non-state actors can act as proxies for countries but have independent agendas as well. For example, Iran is a sponsor of Hezbollah but it was Hezbollah's, not Iran's, agenda that resulted in the kidnapping of Israeli troops that led to the Israel–Hezbollah war. On the other hand, Russian involvement in Ukraine can be described as a traditional state actor waging a hybrid war (in addition to using a local hybrid proxy). Note that Russia denies involvement in the Ukraine conflict.

Hybrid warfare is warfare with the following aspects:

A hybrid adversary uses a combination of conventional and irregular methods. Methods and tactics include conventional capabilities, irregular tactics, irregular formations, diplomacy, politics, terrorist acts, indiscriminate violence, and criminal activity. A hybrid adversary also uses clandestine actions to avoid attribution or retribution. These methods are used simultaneously across the spectrum of conflict with a unified strategy. A current example is the Islamic State's transnational aspirations, blended tactics, structured formations, and cruel use of terror as part of their arsenal.

Hybrid warfare is warfare with the following aspects:

A hybrid adversary is flexible and adapts quickly. For example, the Islamic State's response to the U.S. aerial bombing campaign was to quickly reduce the use of checkpoints, large convoys, and cell phones. IS militants also dispersed among the civilian population. Civilian collateral damage from airstrikes can be used as an effective recruiting tool.

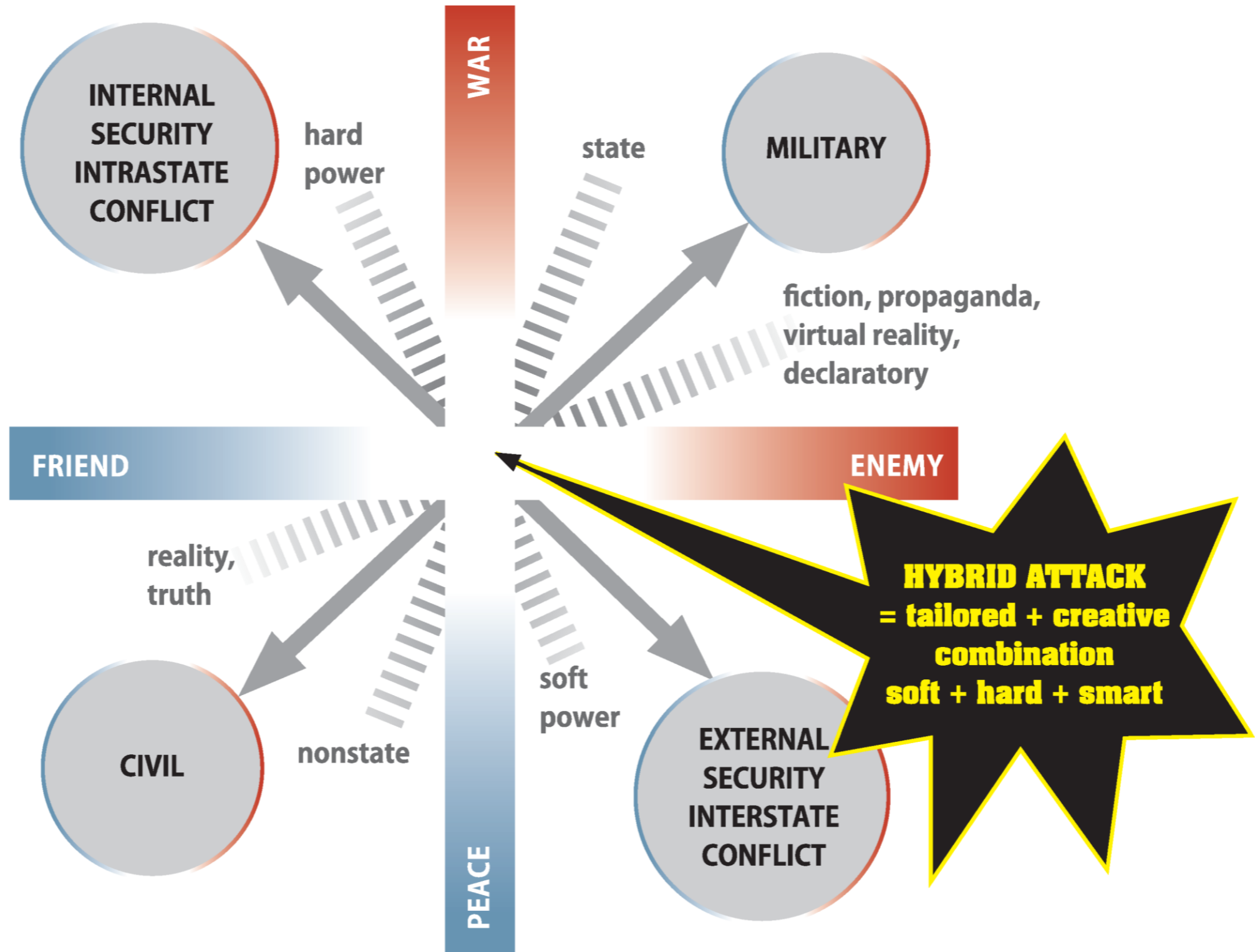Hybrid warfare is warfare with the following aspects:

A hybrid adversary uses advanced weapons systems and other disruptive technologies. These weapons can be now bought at bargain prices. Moreover, other novel technologies are being adapted to the battlefield such as cellular networks. In 2006, Hezbollah was armed with high-tech weaponry, such as precision guided missiles, that nation-states typically use. Hezbollah forces shot down Israeli helicopters, severely damaged a patrol boat with a cruise missile and destroyed heavily armored tanks by firing guided missiles from hidden bunkers. The organization also used aerial drones to gather intelligence, communicated with encrypted cell phones and watched Israeli troop movements with thermal night-vision equipment.

Hybrid warfare is warfare with the following aspects:

- *Use of [mass communication](#) for [propaganda](#).* The growth of mass communication networks offers powerful propaganda and recruiting tools. The use of [fake news websites](#) to spread false stories is an element of hybrid warfare.

- *A hybrid war takes place on three distinct battlefields.* the conventional battlefield, the indigenous population of the conflict zone, and the international community.

HYBRID WARFARE AND THE CONCEPT OF INTERFACES

Operating in the Shadow / Grey Area of Interfaces

WAR

PEACE

FRIEND

ENEMY

INTERNAL SECURITY INTRASTATE CONFLICT

MILITARY

CIVIL

EXTERNAL SECURITY INTERSTATE CONFLICT

hard power

state

fiction, propaganda, virtual reality, declaratory

reality, truth

soft power

nonstate

HYBRID ATTACK = tailored + creative combination soft + hard + smart

RUS Hybrid Warfare 'Hydra': Deployable abroad and inside Russia

INTELLIGENCE

DIPLOMATIC

LAWFARE

SOCIO-CULTURAL

CYBER

POLITICAL

INFORMATION

TARGET NATION
RUS adversaries
and
RUS population

ENERGY

ECONOMIC

INFRASTRUCTURE

MILITARY

CRIME

COVERT

CONVENTIONAL

Mark Voyger © 2015

RUS HYBRID
WARFARE
STRANDS

Comprehensive Security

- Social

- Technology

- Economics

- Environment

- Politics

- Military

- Age of Uncertainty

- Strategic Agility

Introduction

to

Futures Studies & Foresight

Strategic Foresight

Strategic Foresight, also known as Futures Studies, is a discipline organizations use to gather and process information about their future operating environment. This information can include, for example, trends and developments in their, social, technological, economic, environment, political and military.

Forecast is "Predictions"

VS

Foresight is "Anticipation" of "Uncertainty"

Strategic Foresight

- VUCA World

In the 1990s, a new term to describe our world appeared. The US Army War College described the new world order as volatile (V), uncertain (U), complex (C), and ambiguous (A). Initially, this was used to describe the state of world affairs in a post-Soviet Union world. But VUCA quickly became common language in the world of strategy making, especially in governments and organizations.

In this type of world, old ways of making strategy are no longer sufficient. We need new strategy-making processes that in part begin with the assumption that "The world is VUCA".

10 things we need to know about the future/s

1. The future cannot be fully predicted most things we think we know about the future tends to be extrapolation of current trends, which is based on past data so we should not just be "**looking at the rear-mirror when driving forward**".

2. The future should be "pluralized" there is not one, but multiple alternative futures so, in the broader scope of all possible futures, some are more **probable** or **plausible**, some are less so. Normative (**preferable**) futures are those that stakeholders aspire to create.

3. There are no facts or evidence from the future (**we create the future as we experience it**), we should be thinking about futures in terms of different (often conflicting) personal and group perspectives, frames of references, and "images".

10 things we need to know about the future/s

5. Technology is not the future, how we use existing and develop new technologies will determine their future implications.

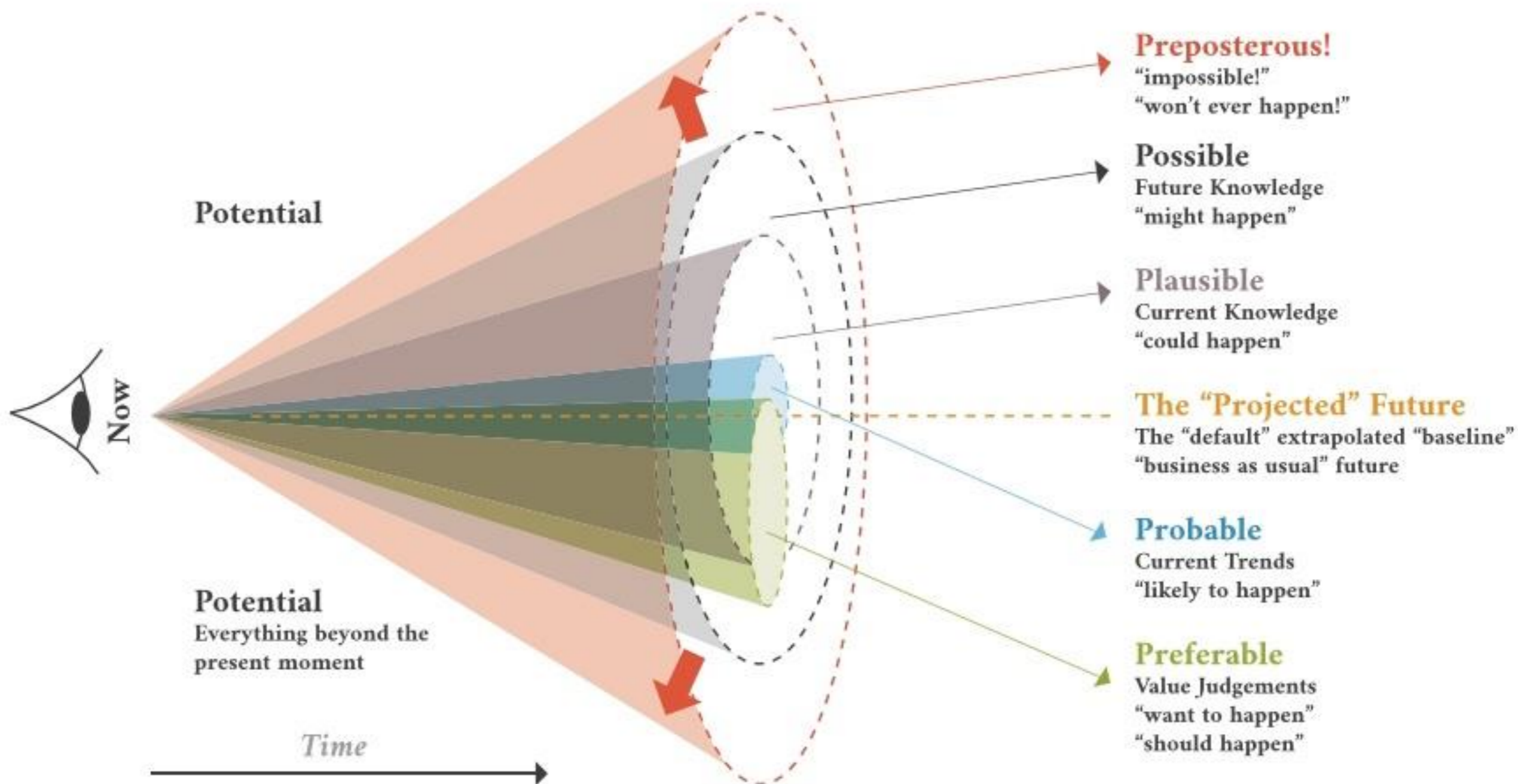6. The future belongs to the curious, those who see beyond existing systems and thinking patterns.

7. The future is a process, not a destination you cannot "reach the future or "arrive" there: there will always be another ten years into the future.

8. Historically, most trends died out relatively quickly, while most important events that did reshape the future started as barely noticeable, "weak signals" of change. So don't believe the hype.

9. For every future that will happen there are hundreds of

The future...

- Is not predetermined, inevitable or fixed, there are always alternative futures available to us.

- Is not predictable, we have choices.

- Tip: we do not use the term prediction in futures studies & foresight.

- Can be influenced by our action or inaction today, there are consequences to our decisions to act/not act today

Potential

Now

Potential
Everything beyond the
present moment

Time

Preposterous!
"impossible!"
"won't ever happen!"

Possible
Future Knowledge
"might happen"

Plausible
Current Knowledge
"could happen"

The "Projected" Future
The "default" extrapolated "baseline"
"business as usual" future

Probable
Current Trends
"likely to happen"

Preferable
Value Judgements
"want to happen"
"should happen"

The future is uncertain and isn't linear. It's full of complexity.

And the future will probably not look like today, so today's thinking may not be helpful.

What is foresight?

- The ability to take a "Forward View" and to use the insights gained in organizationally useful ways today.

- The critical point is that you have to connect the future with today. Otherwise, you are wasting your time and conventional strategic planning will be more cost and time effective for you.

- Using foresight in practice is about "Using the future today, embracing its uncertainty and working collaboratively to better understand how you can become futures ready in the present NOT predict the future".

To use foresight successfully

- Understand why you want to use foresight in your organisation.

- Understand that preparing for the future is not a one-time event.

- It needs to be just the way we do strategy.

- Understand that foresight work is **best done in a crowd**, beyond

the executive suite.

- Understand that foresight work is about **building agility** to

and can be actively influenced [and] even created, rather than what has already been decided or enacted in the past by others there only to unearth or replicate,

Your biggest challenge when using foresight?

Thinking about the future is a state of mind.. open,
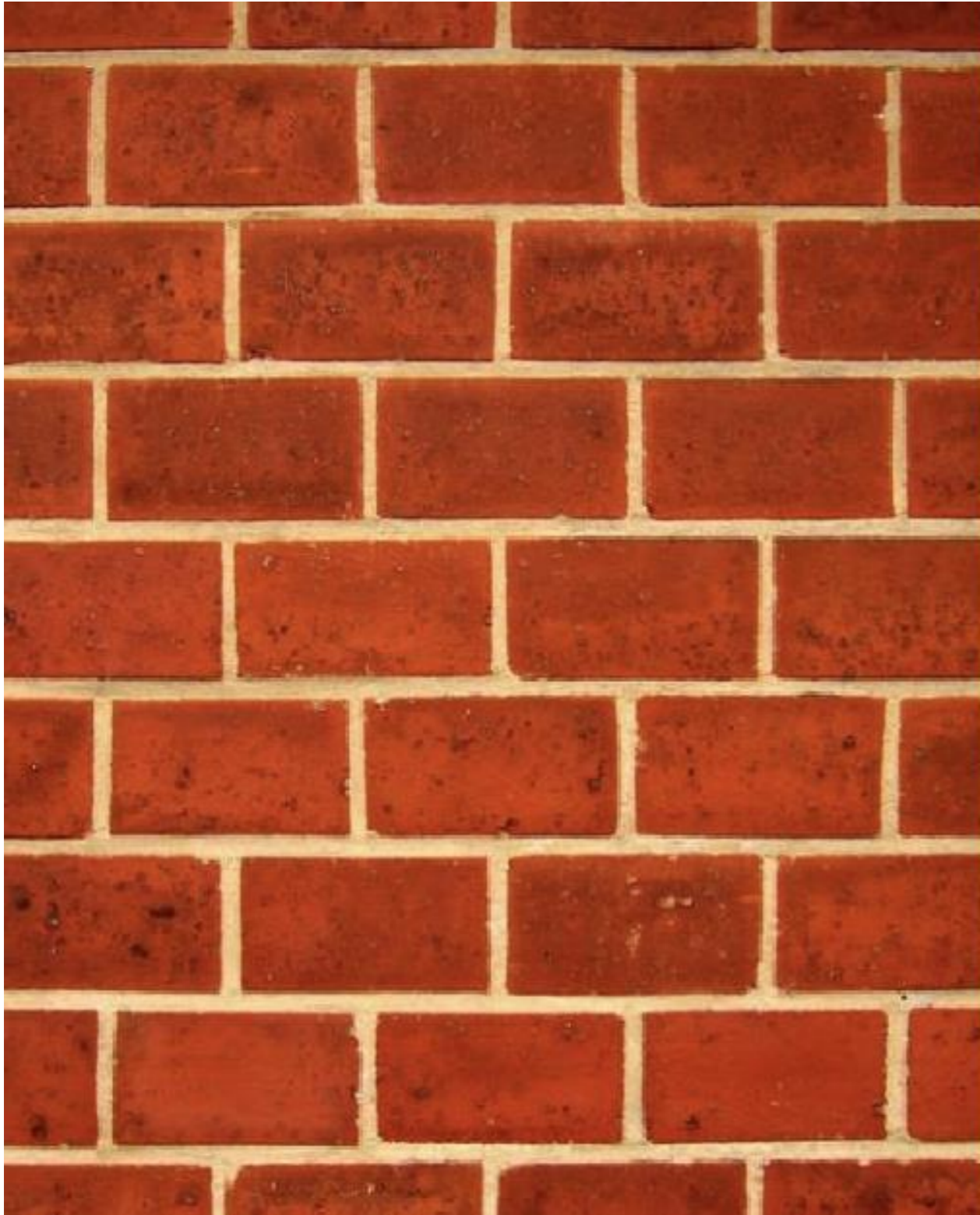
curious, aware, questioning, searching,

challenging, accepting

... and bounded by unquestioned assumptions,

cognitive biases and beliefs in our own opinions.

We all have blind spots that cause us to miss or simply reject important information – if we don't recognise these, we are walking blindfolded into the future.
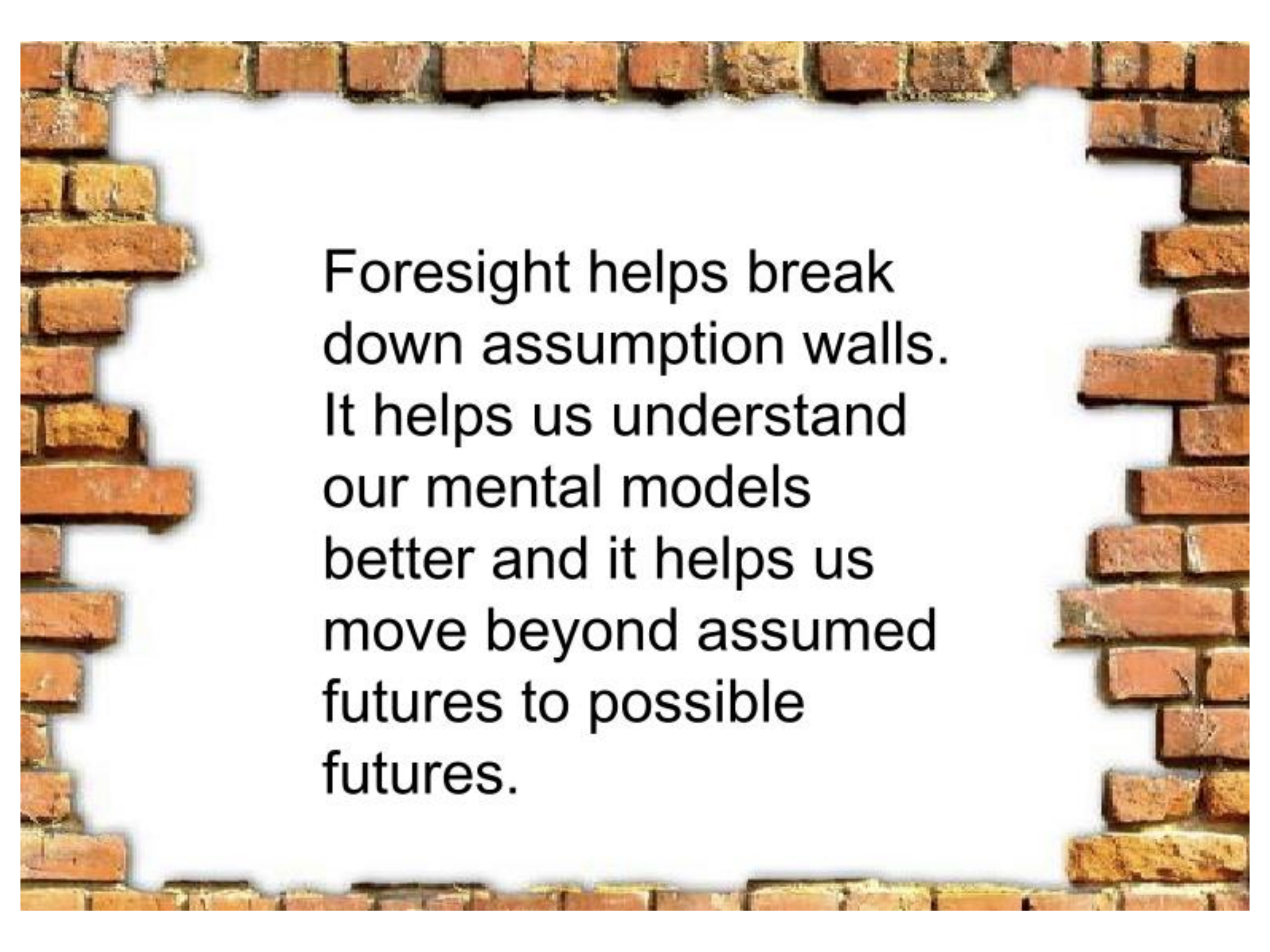
Challenging your assumptions

They create brick walls in our thinking that stop us from reframing our perceptions about the world to remove the blinkers.
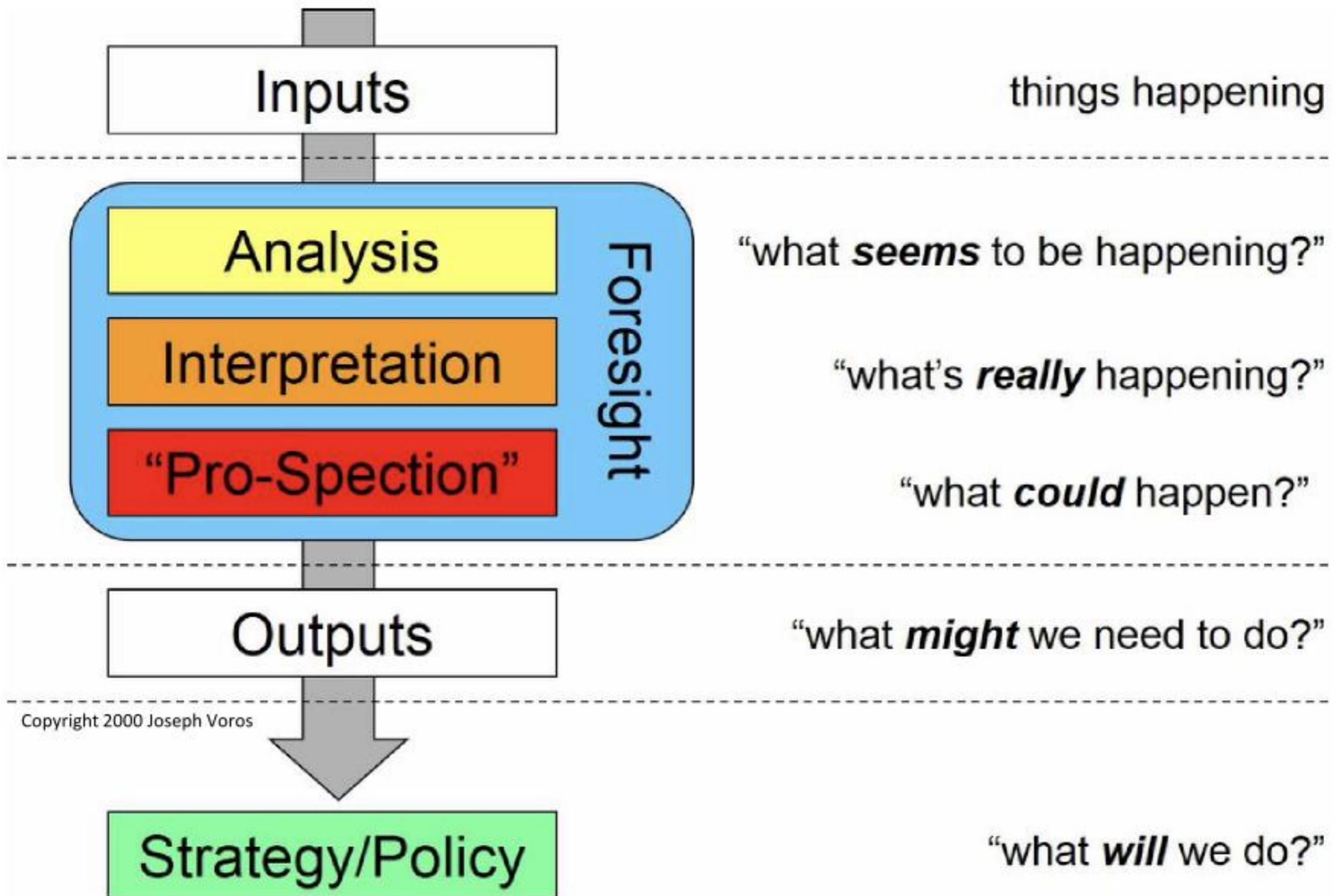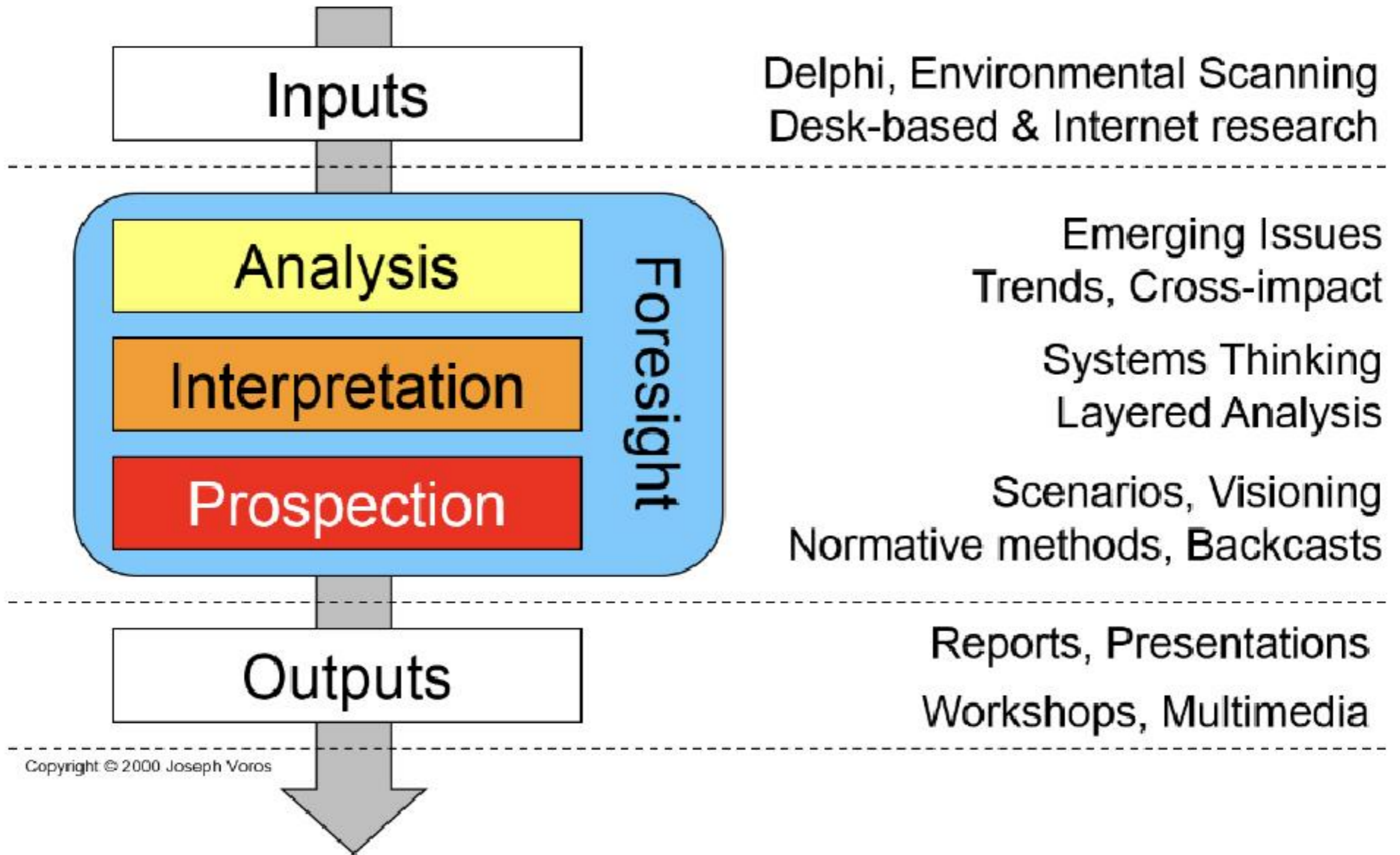
Look out for your assumption walls.

Foresight helps break down assumption walls. It helps us understand our mental models better and it helps us move beyond assumed futures to possible futures.

Public Sector Foresight

- The application of foresight in the public sector is emerging as a sub-field, as is corporate foresight.

- For example, "Public Sector Foresight" can include scenarios for countries, regions and cities, while "Corporate Foresight" focuses more on industry and organisation futures.

- The scale is bigger in public sector foresight countries not organizations so more complexity.

- But. essentially, the process is the same while the focus may not be.

Inputs — things happening

Analysis — "what **seems** to be happening?"

Interpretation — "what's **really** happening?"

"Pro-Spection" — "what **could** happen?"

Foresight

Outputs — "what **might** we need to do?"

Strategy/Policy — "what **will** we do?"

Copyright 2000 Joseph Voros

Inputs — Delphi, Environmental Scanning / Desk-based & Internet research

Foresight:
- Analysis — Emerging Issues / Trends, Cross-impact
- Interpretation — Systems Thinking / Layered Analysis
- Prospection — Scenarios, Visioning / Normative methods, Backcasts

Outputs — Reports, Presentations / Workshops, Multimedia

Copyright © 2000 Joseph Voros

Using foresight to becoming future ready

- Helps organizations move being "Reaction to Proactivity", from responding to the next threat, the next big idea that someone else had, or the most recent government directive.

- Creates a space to explore often contested images of the future, and to ask 'what if?' questions before the future becomes reality.

- Needs time and resources to bring people together for 'strategic conversations' and to explore possible futures before strategy decisions are made.

- Creativity and imagination become as important as strategic planning.

Using foresight is about being futures ready.

- Futures ready means an organization's strategy, its structure and processes are flexible enough to allow the organization to respond quickly to whatever future emerges.

- Futures ready organizations scan the environment to identify change before it becomes a reality and using the future is integrated into their strategic processes and informs strategic decision making.

- **The idea is to be able to shape your organization's future, rather than end up in a future that someone else has designed for you.**

Start here → 1 Foresight 101

9 Have regular reviews

8 Make futures someone's job

7 Link the thinking with the doing in your planning

Building a Strategic Foresight Capacity

2 Set up your scanning system

3 Use global sources & people for information

6 Involve your stakeholders

5 Schedule regular 'thinking workshops' to imagine your futures

4 Involve your staff in the scanning

Some critical success factors.

Scanning

Make it big, deep and wide, look for the new

Sharing

- Information to inform thinking to everyone in organisation

Collaborating

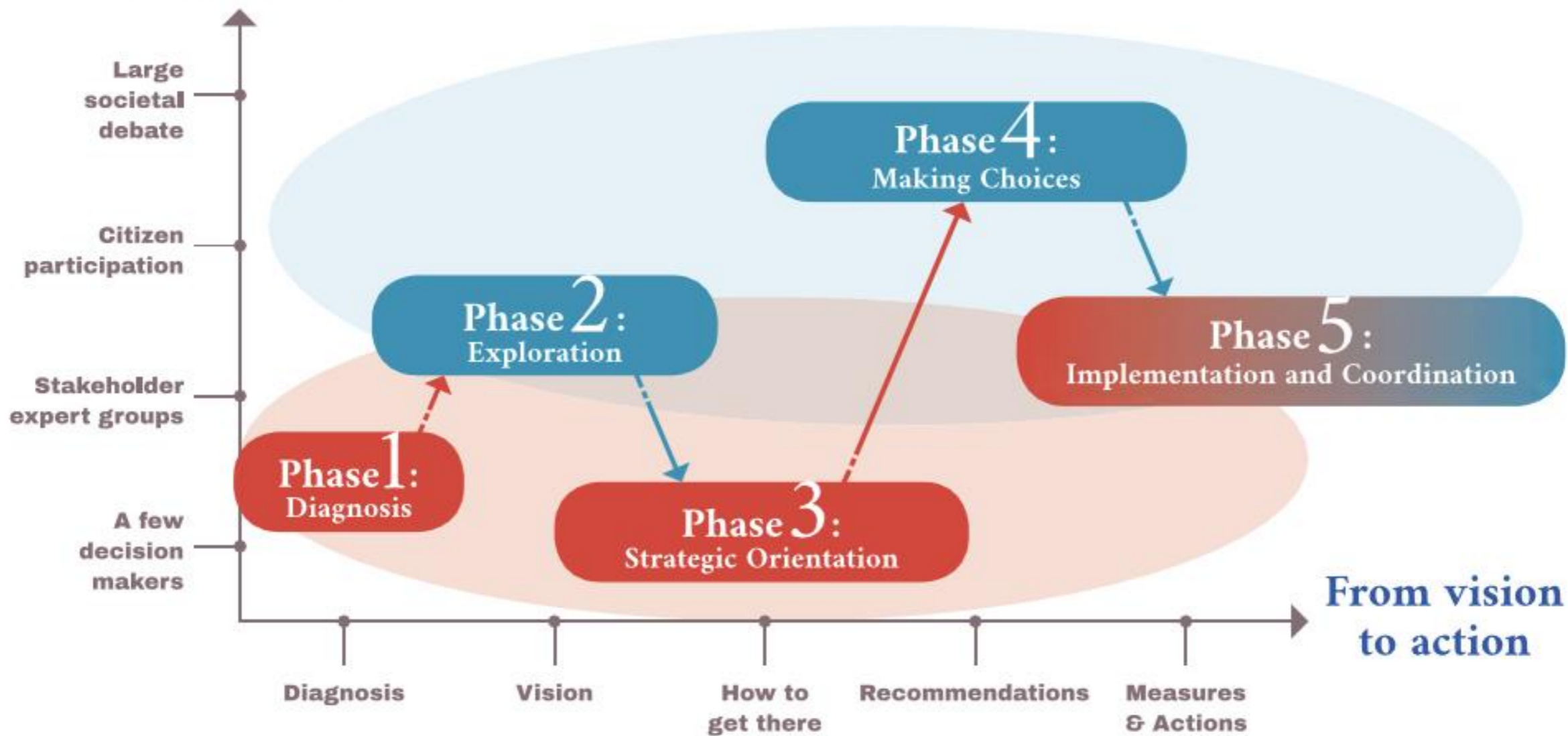- Involve staff & stakeholders, look for diversity of views

Challenging

- Stretch and challenge your thinking until it hurts!

Connecting

- Connect and integrate the past, present and future in your planning

Diversity and level of Participation

Large societal debate

Citizen participation

Stakeholder expert groups

A few decision makers

Phase 1:
Diagnosis

Phase 2:
Exploration

Phase 3:
Strategic Orientation

Phase 4:
Making Choices

Phase 5:
Implementation and Coordination

From vision to action

Diagnosis

Vision

How to get there

Recommendations

Measures & Actions

Some people are ready to imagine the future...
and others are not!

Foresight enables governments to anticipate some of these emerging trends and to evaluate the implications and impact of their policies under different circumstances. By doing so, foresight helps leaders make better decisions and regain a sense of direction over the future of the nation.

How might events unfold within the scenario time frame to get us from
A (History and current events) to **B (Range of plausible futures)?**

Reactive

Where we want to be

Plan
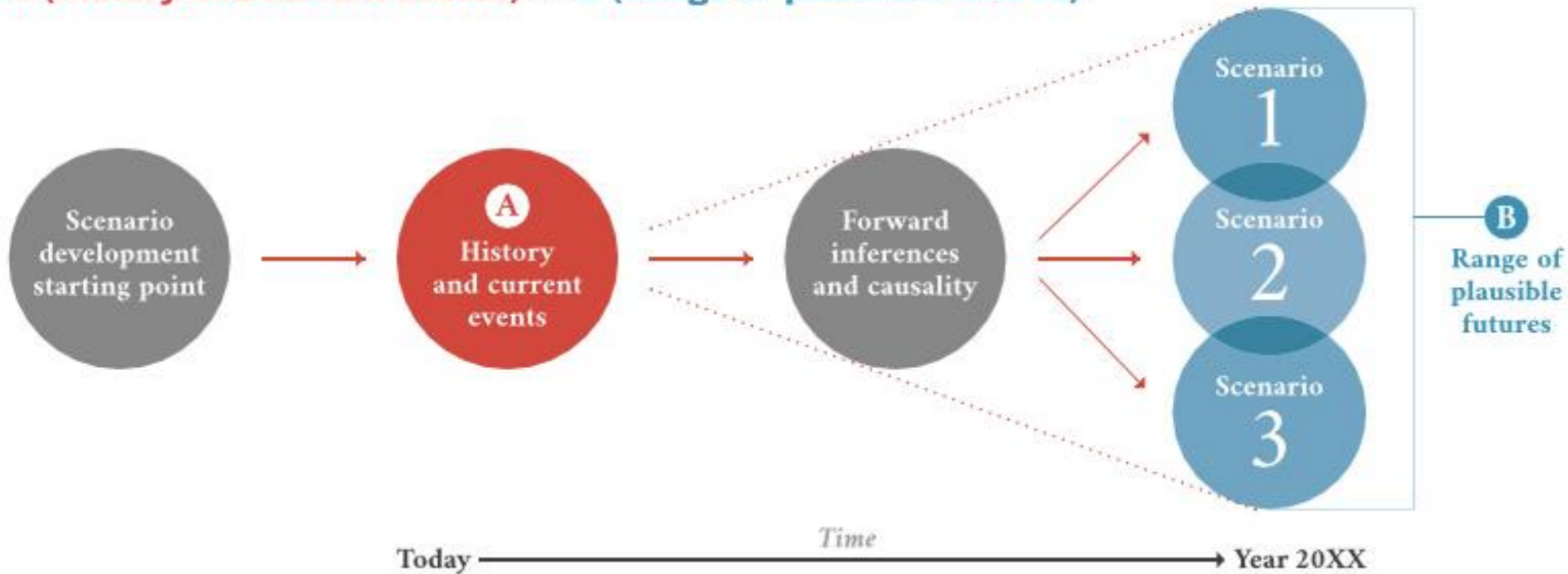
Where we are
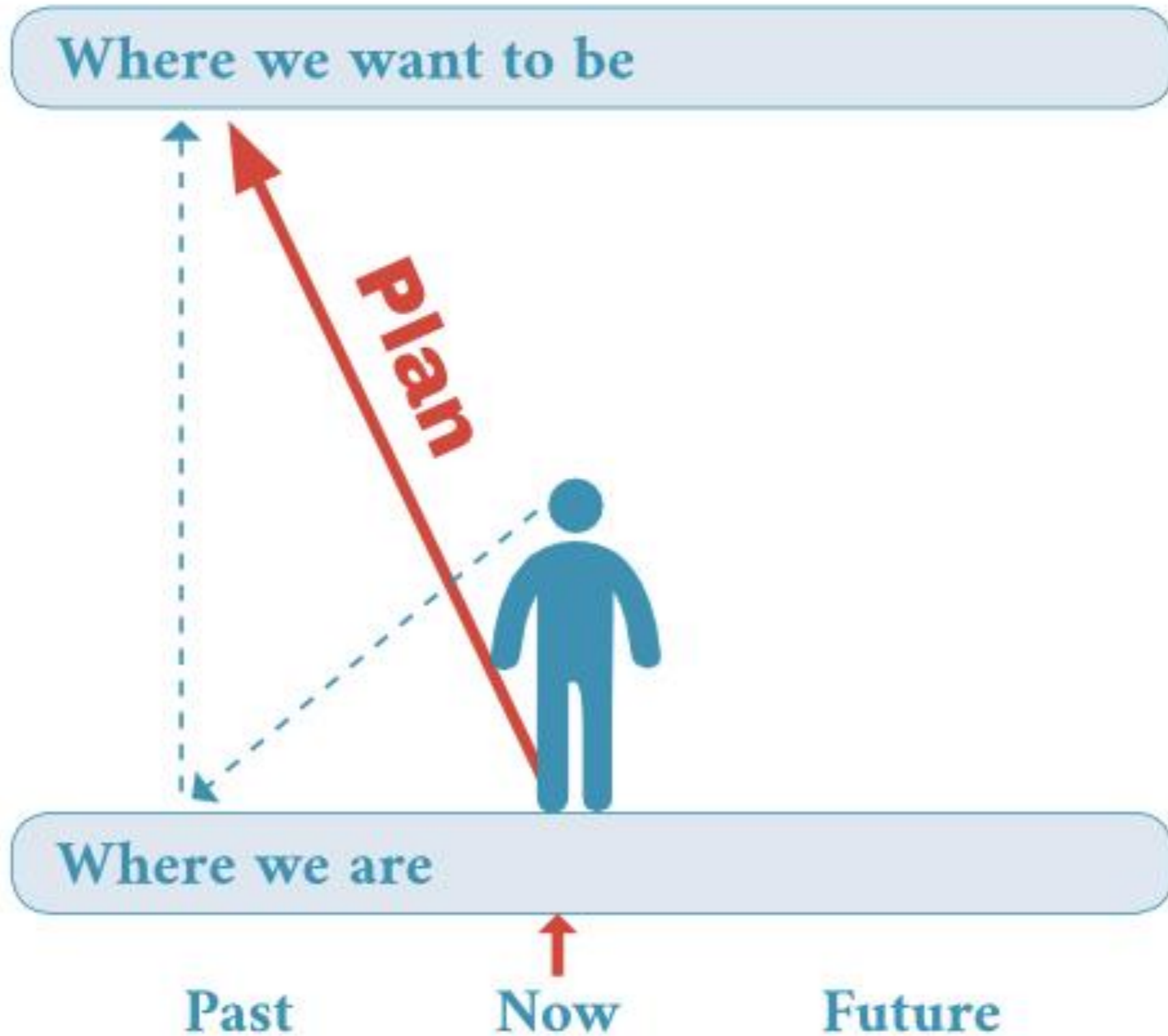
Past   Now   Future

Graph 8

Inactive

No Planning
Crisis Management

Where we want to be
Where we are
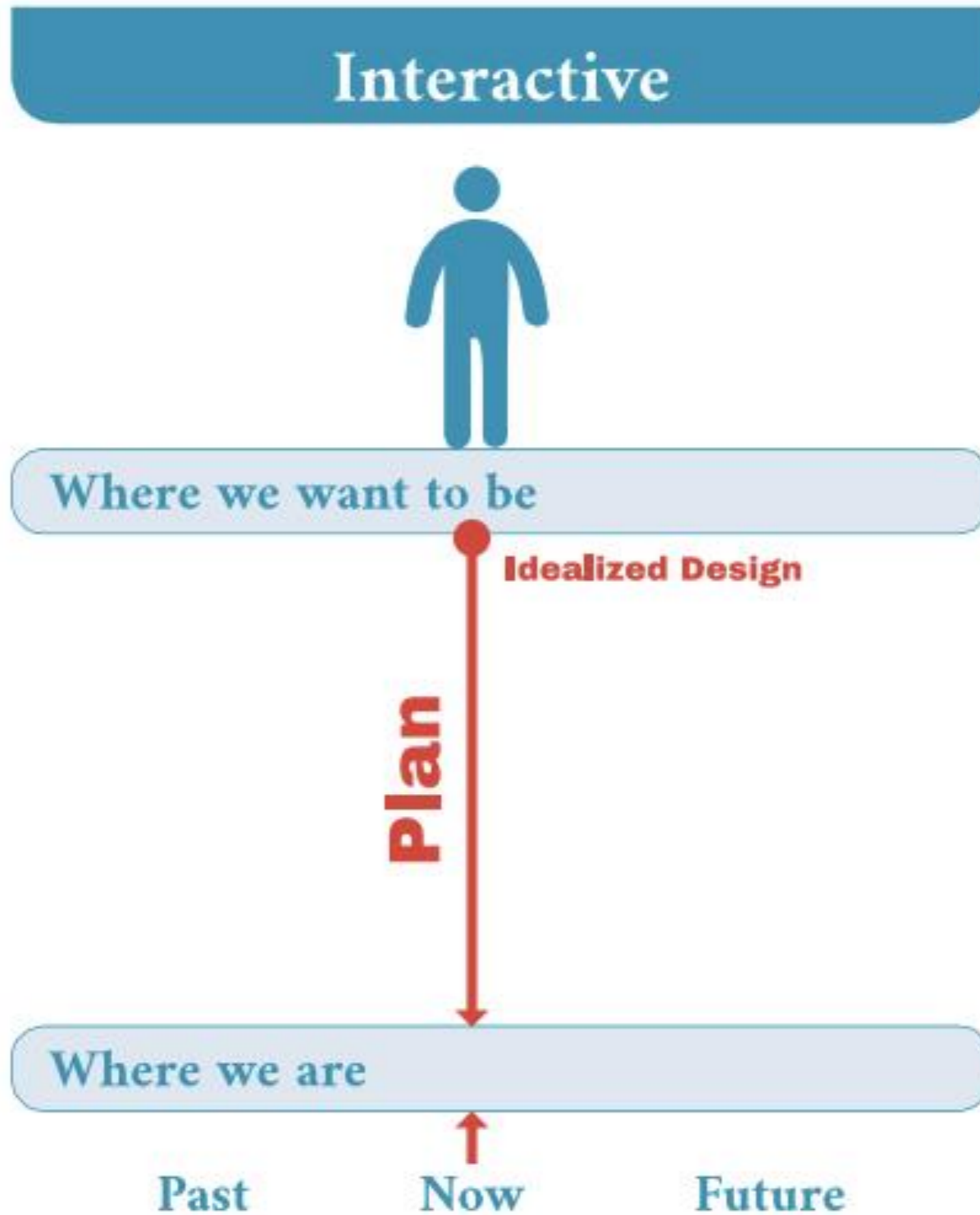
Past   Now   Future

Graph 9

Finally, using foresight helps avoid these looks when the future arrives in your organisation unawares ...