



“We cannot **solve** our **problems** with the same thinking we used when we created them.” *Albert Einstein*

***Scenario-based (war) gaming enables
“risk-free” innovative thinking and problem-solving***

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So What? Who Cares?

Space: CBP strategic security policies

Problem: Critical decision-makers (members of parliament, senators, ministers, senior civil servants) may need additional operational understanding affecting the design of security-related policies & quality of decision-making. This may result in the suboptimal use of resources, over- or underspending.

Solution: Scenario-based War Gaming (WG) provides such decision-makers with additional operational & situational understanding in order to facilitate their strategic decision-making.

Results of previous games:

- *Example 1.* Game used for procurement process innovation at Schiphol Group (Asset Management). Result: improved high-level design of procurement processes.
- *Example 2.* Game used for multiple years in Netherland for defence-related spending and mission-critical decision-making. Result: structural increase of €1.4 billion in Defence funding.
- *Example 3.* Game used to create EU-wide ministerial understanding about the the state of military logistics. Result: high-level working group with EU-wide mandate to streamline pan-EU military

Recommendations: Run a war games with CBP stakeholders

How to apply it to CBP?



1. DHS (Watt, NII & McEntee, DHS S&T) → **slow procurement**

Run a game in which innovation within procurement cycle is integrally explored, demonstrating the effects of procurement delays on CBP daily operations

2. CBP (Brian Sale, LA/Long Beach) → **Common operational understanding and information sharing.**

Use a game to build relations and experiment with the sharing of sensitive information in order to build trust and solve “complex” problems that require multiple stakeholders collaborate.

3. DHS (Jenkins, NTC) → **Culture Change - workforce mentality**

Run games in which stakeholders / employees experience the benefits of the culture change, creating “workforce buy-in” before “*change*” happens.

For senior (political) decision-makers A CBP wargame would:

- Provide situational understanding of current challenges
- Give insights into the effects - over a period of time (months - years) - of strategic policy choices made
- Gain understanding of the usage of resources (manpower & technology) and its effects associated to these policy choices made.
- Test and pre-develop strategic communications based on game outcomes/experiences

How wargaming works?

Wargaming enables participants, representing various stakeholders, to identify problems and define & execute potential solutions in a secure, fully comprehensive and realistic environment.

Some key characteristics:

- Well-prepared and thoroughly researched,
- Initial scenario as starting point,
- Turn-based with step-sequences per round,
- Adversarial, including red-teaming and facilitated arbitration
- Use of (risk) models reflecting important “real life” variables, e.g. technology capabilities, migration flows, & # of manpower, public opinion,
- Consequence management
- Risk & uncertainty is represented in the game,
- Every action and outcome is recorded and transcribed.

The more often a game is played, trends can be distilled and the results can be used for forecasting purposes.

The game models that are build can be continuously improved and digitized.

Contact

- **GS&A has performed over 400+ wargames for clients including: NATO, NLD MoD, UK MoD, Think Tanks, Universities and commercial institutions.**
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