



**Supreme
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Transformation**

Strategic Foresight Analysis Workshop - I

**RADM Pete GUMATAOTAO (US Navy)
Deputy Chief of Staff Strategic Plans and Policy
19/20 April 2016**



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**Strategic Foresight Analysis
Workshop - I
Col Tibor Szabo (HUN AF)
Strategic Analysis BH, Strategic Plans and Policy
19/20 April 2016**

UNDERSTANDING SECURITY CHALLENGES



**TO IDENTIFY, ANALYZE, AND ADDRESS FUTURE CHALLENGES
AND OPPORTUNITIES, OUR WORK:**

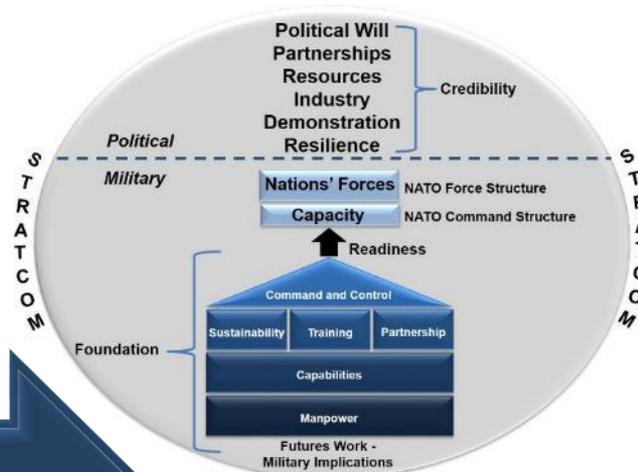
- **DRAWS UPON THE PAST**
- **INFORMS THE PRESENT**
- **PROVIDES A LONG-TERM TRAJECTORY**

19 Apr 2016

NATO UNCLASSIFIED – Publicly Disclosed

What is the future like?

What is the long-term impact to the Alliance?



- 5 Themes
- 15 Long-Range Trends
- 8 Emergent Trends
- 34 Defence & Security Implications

- 10 Instability Situations
- 5 Strategic Military Perspectives
- 460+ Military Implications



- Strategic Discussion
- White Paper and Strategic Vision
- Alignment of National Defence Plans
- NATO Defence Planning
- Capability Development
- Concept Development
- Doctrine, Training, Exercises, Leadership, Education

SFA Report 2013: http://www.act.nato.int/images/stories/events/2012/fc_ipr/sfa_security_implications.pdf

SFA Update Report 2015: <http://www.act.nato.int/images/stories/media/doclibrary/160121sfa.pdf>

FFAO 2015: <http://www.act.nato.int/images/stories/media/doclibrary/ffao-2015.pdf>



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Strategic Foresight Analysis Workshop - I

Mr. Mehmet KINACI
Strategic Analysis BH, Strategic Plans and Policy
19/20 April 2016

Understanding the Change

Long Ago, People Danced
@ Concerts

1990s



Now They Video / Click / Share
/ Tweet

2010s



On the internet, **nobody** knows
you're a dog

1993



"On the Internet, nobody knows you're a dog."

On the internet, **everybody** knows
you're a dog

2013



Determine how NATO should transform to continue to

- **accomplish its core tasks, (Collective Defence, Crisis Management, Cooperative Security)**
- **address the full range of security challenges,**
- **establish and apply a unifying vision, and**
- **advance a conceptual framework**

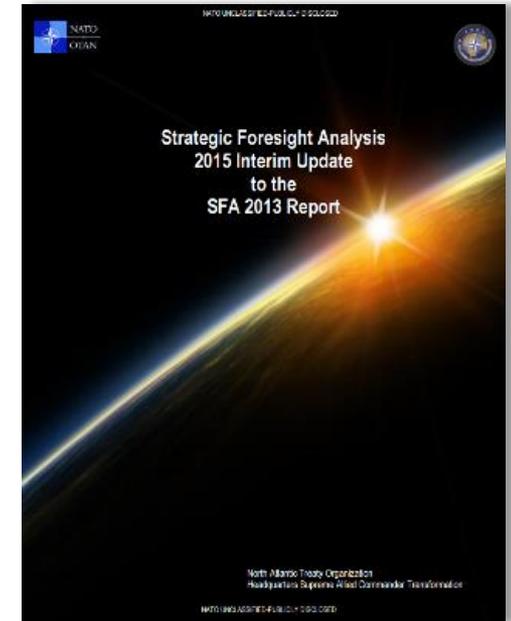


for forces and capabilities required to succeed beyond the mid-term planning horizon.

- Identifies trends that will shape the future strategic context
- Derives defence and security implications for the Alliance out to 2035 and beyond
- Based on national and international studies and a series of workshops
- First SFA Report was published Sep 2013 and SFA 2015 Update Report was released in Jan 2016
- Promotes a common understanding of the future security environment



- Review trends identified in the SFA 2015 Update Report
- Discuss ideas require further analysis – either include them in the trend list or discard
- Finalise the trends that should be included in the SFA 2017 Report and start initial discussions on implications
- Outreach to Nations, Academia and Industry



SFA Themes & Trends



- Shifts of Global Power
- Shifting Political Structures
- Polycentric World
- Role of Non-State Actors
- Power Politics
- Democratic Discontent



- Technology Accelerates Change
- Increased Access to Technology
- Centrality of Dynamic Networks
- Evolution of Robotics
- Breakthrough Energy Technology



- Human Network
- Changing Demographics
- Urbanization
- Fractured Identities
- Transparency
- Ideological Polarization



- Globalization of Financial Resources
- Increased Resource Scarcity
- Decreasing Defence Expenditures
- Global Inequality



- Natural Disasters
- Environmental/ Climate Change

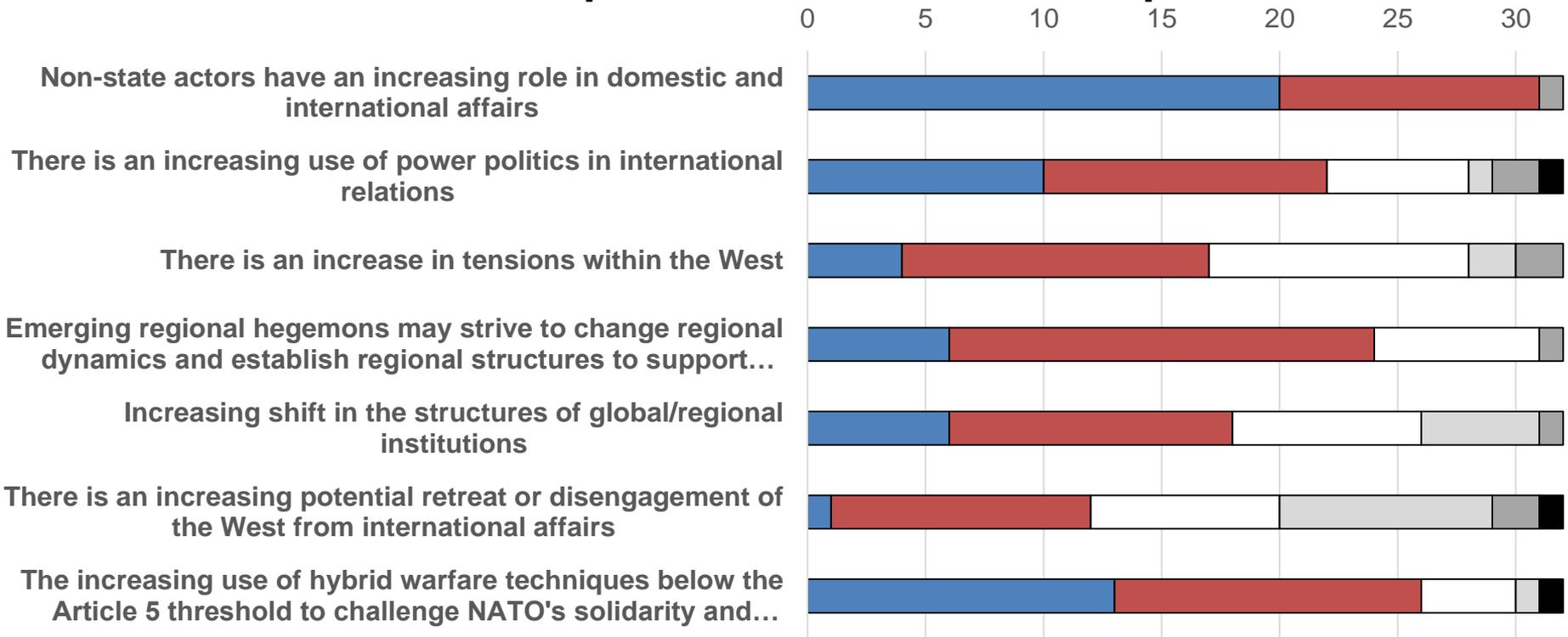


“Daring ideas are like chessmen moved forward. They may be beaten, but they may start a winning game.”

Johann Wolfgang von Goethe

- **Purpose:** To gain community of interest's perspectives on the trends identified in the SFA 2015 Update Report and ideas that require further analysis in support of the discussion in the SFA/FFAO joint WS in Lucerne.
- **Survey** was open for four weeks and 32 total responses were received from the community of interest.
- **Full results** will be available on the ACT web page
- **Bottom line:** The views are aligned with the findings of the SFA 2015 Update Report and perspectives are diverging on the ideas that require further analysis. SFA Reports have been widely used in National Futures Work and Defence Planning.

The following should be considered as stand-alone trends in the development of the SFA 2017 Report



■ Strongly Agree - should be a stand alone trend

■ Agree

□ Neutral

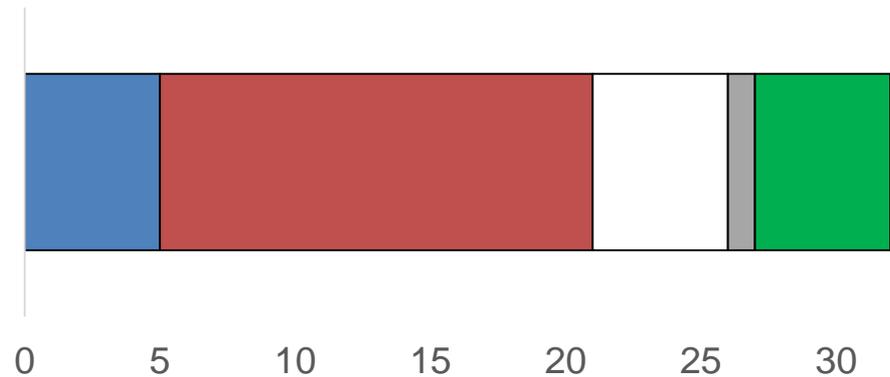
□ Disagree

■ Strongly Disagree - should not be a stand alone trend

■ Doesn't have merit to be a trend at all

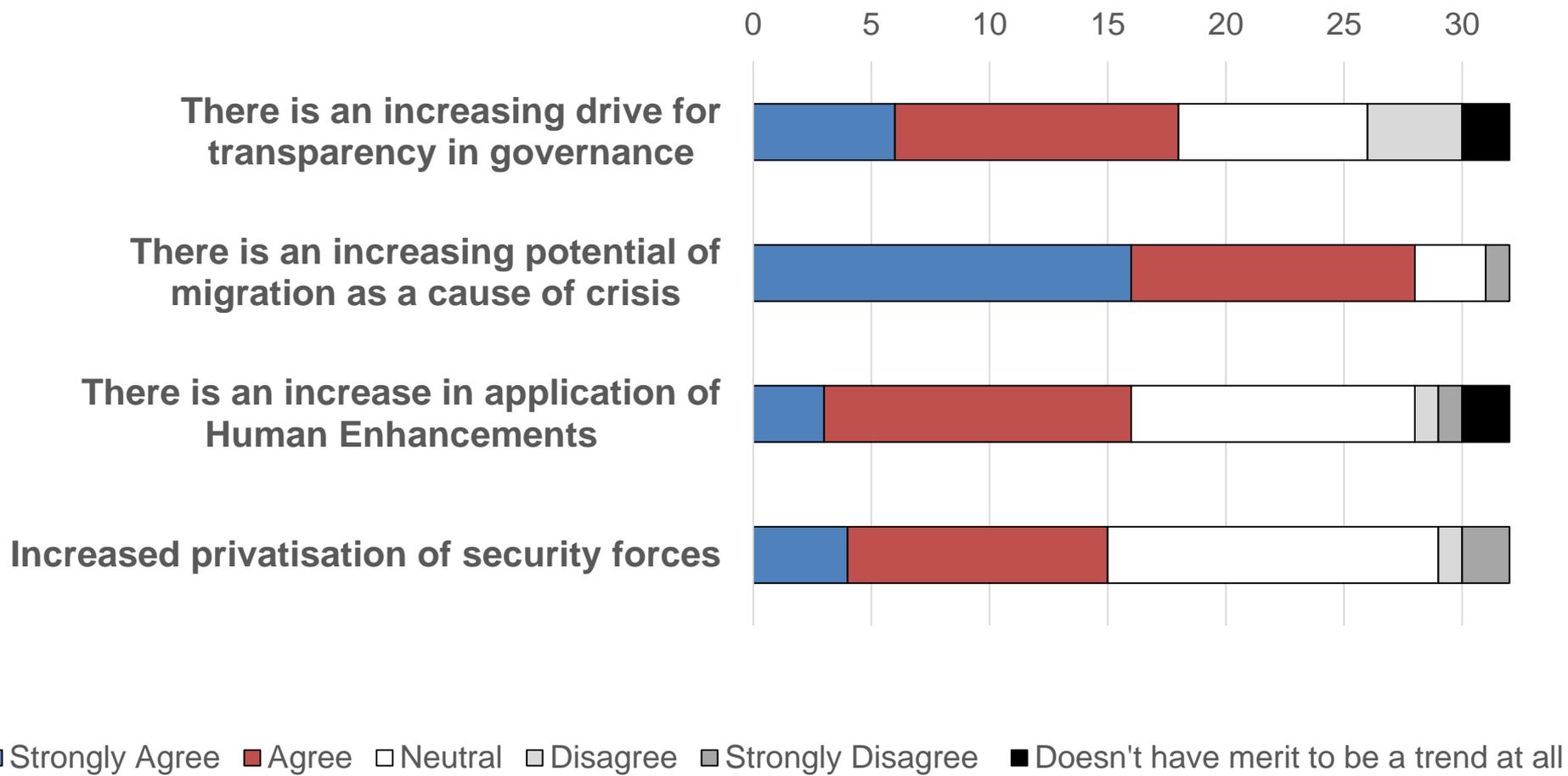
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There is an increasing democratic discontent in both old and new democracies



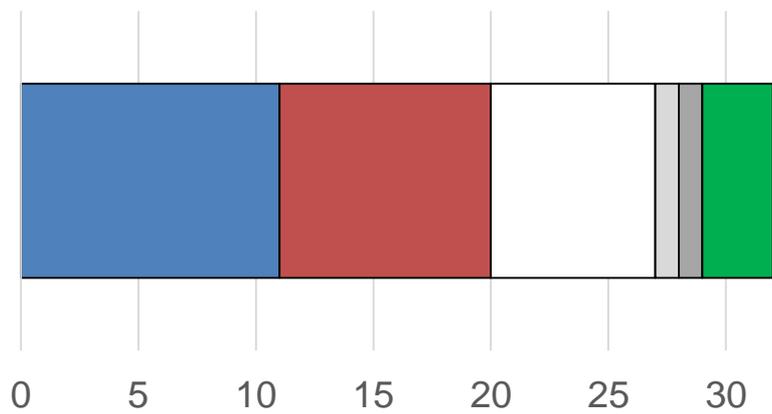
- Strongly Agree - should be a stand alone trend
- Agree
- Neutral
- Disagree
- Strongly Disagree - should not be a stand alone trend
- Doesn't have merit to be a trend at all
- Should be considered as part of the existing shifting political structures trend.

The following should be considered as stand-alone trends in the development of the SFA 2017 Report



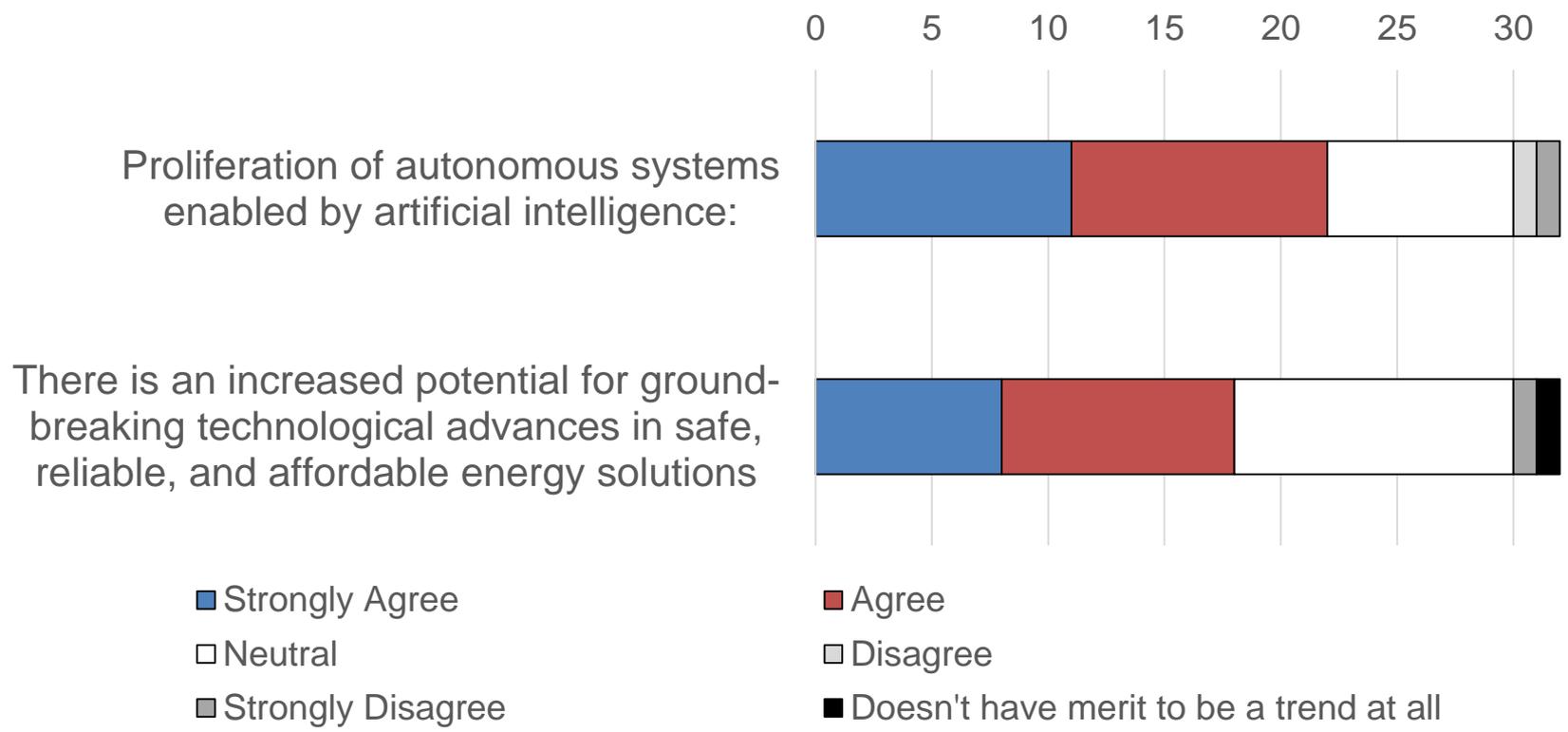
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Ideological polarisation is increasing

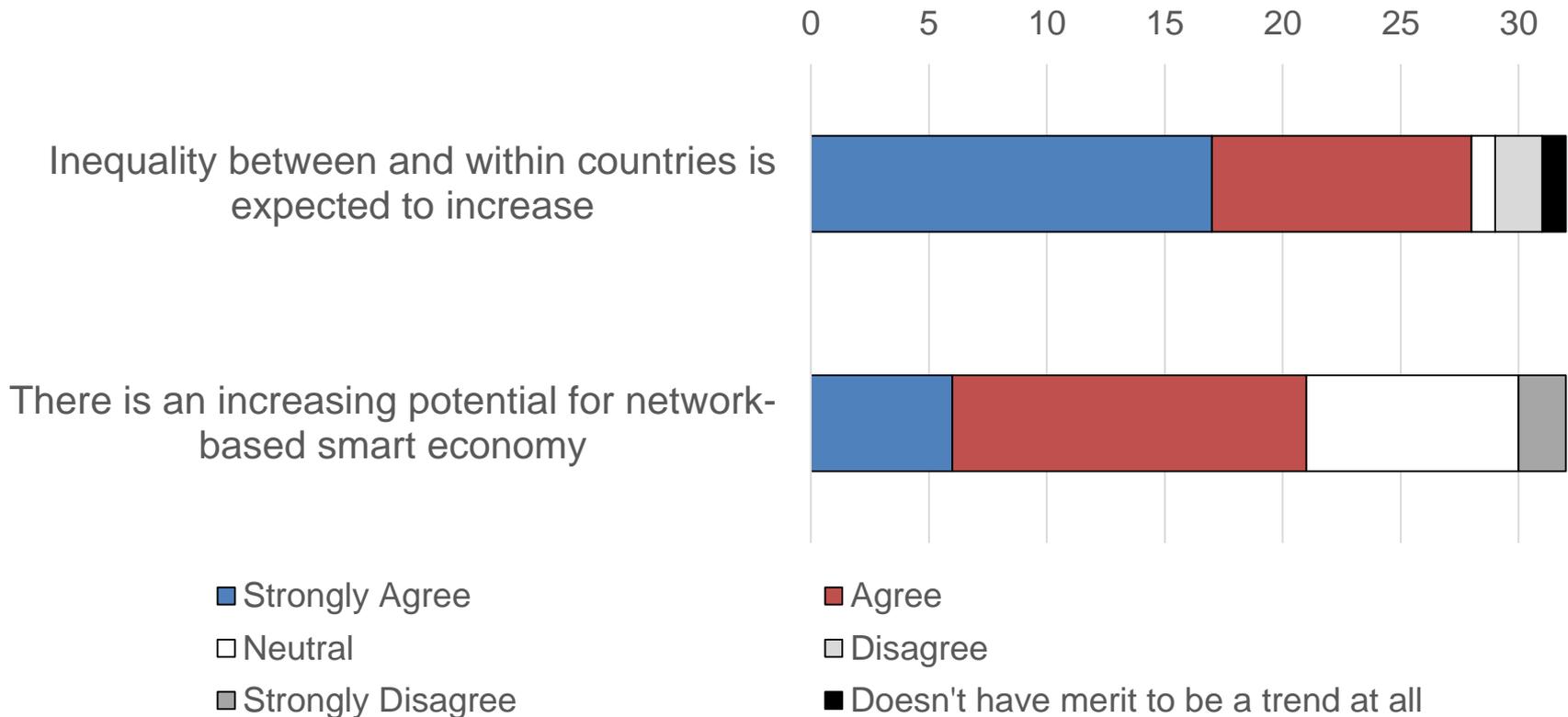


- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree
- Doesn't have merit to be a trend at all
- Should be merged and considered as part of the existing "fractured identities"

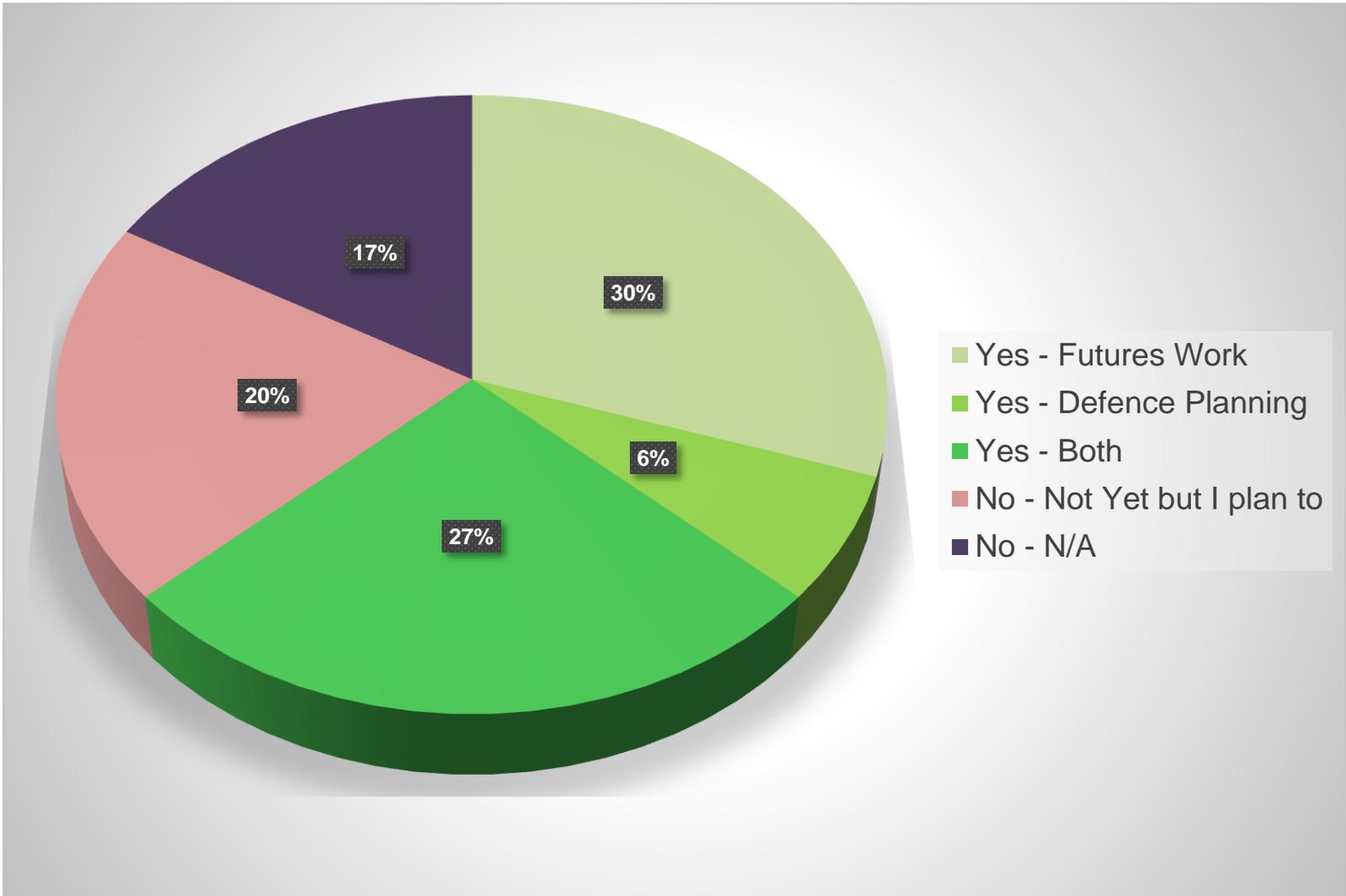
The following should be considered as stand-alone trends in the development of the SFA 2017 Report



The following should be considered as stand-alone trends in the development of the SFA 2017 Report



Have you used the SFA Report in your own Futures Work and/or Defence Planning?



- Yes - Futures Work
- Yes - Defence Planning
- Yes - Both
- No - Not Yet but I plan to
- No - N/A

SFA and the FFAO will be delivered in time to help develop MC input to next Political Guidance

**Fall18
Political Guidance
Writing**

NDPP

**OCT 2017
SFA 2017 Published**

JUN Final Draft Circulated

FEB Coord Draft Circulated

JUN - WS #4 Final Coordination

APR - WS #3 DCDC concept test

NOV-DEC Initial Draft Circulated

OCT - WS #2 - Defence & Security Implications

MAR
Engagement
FR-GE-UK-
US

APR - WS #1 -Trends Review

2016

2017

2018

SFA - Workshop Schedule

19 April	20 April
08:00 Check in Registration	08:00 Welcome
08:50 Admin Remarks <i>- Col Andreas SCHLEGEL</i>	<i>- BG Siegenthaler ROLF</i>
09:00 Welcome & Introductory Remarks <i>- RADM Peter GUMATAOTAO</i> <i>- Col Tibor SZABO</i>	08:30 US Joint Operating Environment <i>- Mr. Jeff BECKER</i>
09:25 SFA Overview <i>- Mr. Mehmet KINACI</i>	09:00 Australian Defence White Paper – Outlook to 2035 <i>- MG Gavan REYNOLDS</i>
09:50 Coffee Break	09:45 Breakout session contnd <i>- Initial discussion on Implications</i>
10:10 Breakout Sessions <i>- Political: Prof Regina KARP</i> <i>- Human: Mr. Jeff BECKER</i> <i>- Technology: Mr. Neil CARSON</i> <i>- Economics/Resources</i> <i>• Economics Dr Adrian KENDRY &</i> <i>• Energy Dr Frank UMBACH</i> <i>- Environment: Mr. Chris HOUGH</i>	11:45 Lunch
11:45 Lunch	13:00 Breakout session contnd <i>- Discussion on Implications</i>
13:00 Breakout session contnd <i>(coffee breakout at discretion of the Moderators)</i>	14:30 Coffee Break
17:00 SME, Moderator, Facilitator Meeting	15:00 Breakout Session Out-briefs <i>- Panel presentation</i>
	16:30 Closing Remarks <i>- Col Tibor SZABO</i>
	16:45 SME, Moderator, Facilitator meeting

Deliverables

1. Trends that will be the foundation of SFA 2017 Report

2. Initial findings on implications

- Panel Discussion
- SME/Moderators
- Outcome of Trend Review
- Key Take Aways



Outcome of Trend Review

1. Shift of Global Power
2. Shifting Political Structures
3. Increasing Role of Non-state Actors
4. Use of Power Politics

Key Takeaways

1. Increase in tensions within the West and potential retreat or disengagement of the West should be considered as a new trend
2. Increasing democratic discontent in both old and new democracies should be considered as part of shifting political structures

Implications

1. Use of power politics will influence defence spending in the West albeit financial concerns

Conference I/O

Interactive Facilitation Tool

<http://sfa.cnf.io>



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