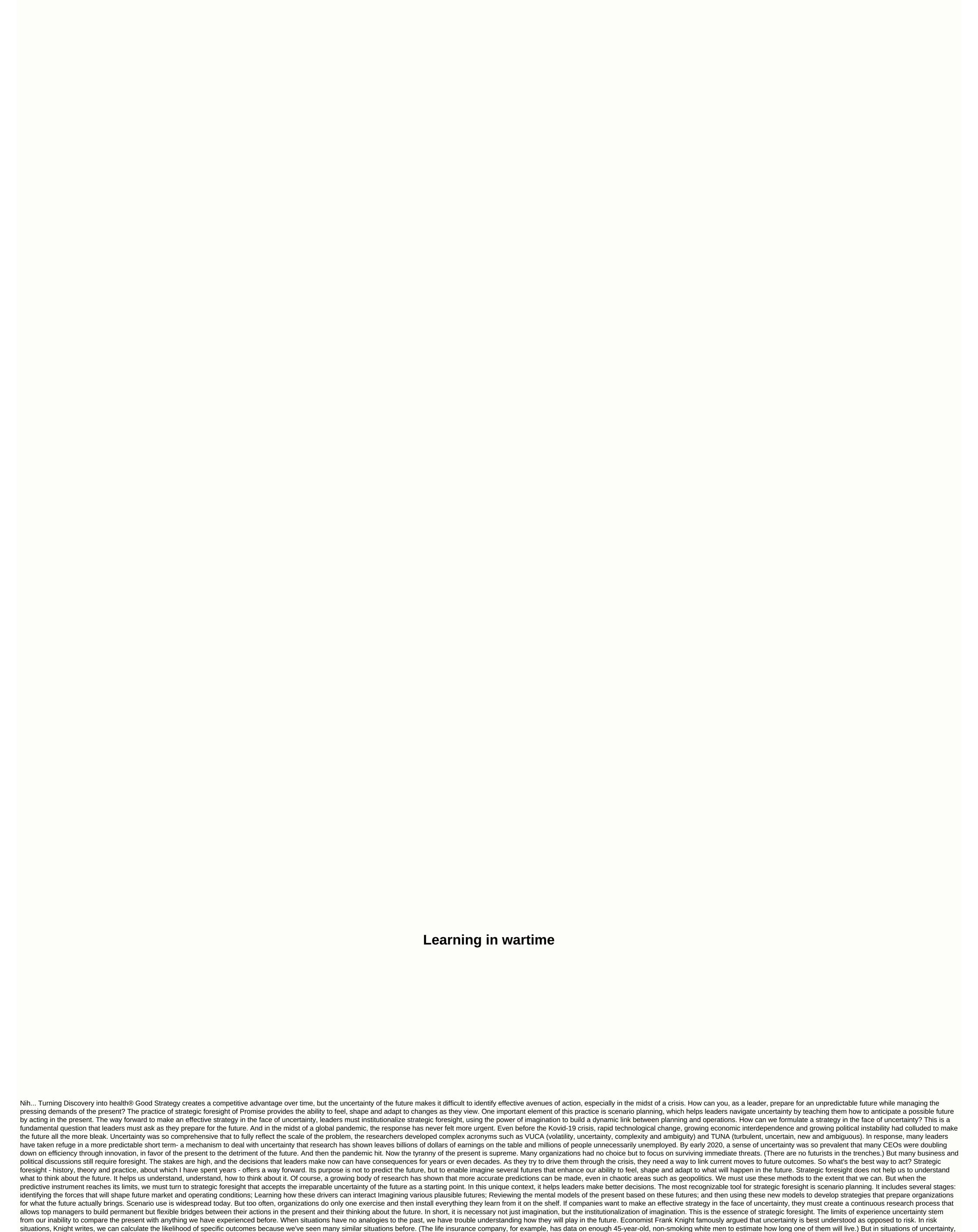
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and Knight put most business decisions in this category, we can only guess what might happen because we have no experience to evaluate the most likely outcome. In fact, we may not even be able to imagine a range of potential outcomes. The key in such situations, according to Knight, was judgment. Managers with good judgment can successfully chart a course through uncertainty, despite the lack of guidance. Unfortunately, Knight had no idea where the good judgments can experience. And in many uncertain situations managers, in fact, turn to historical analogies to anticipate the foreseeable This is why business schools use the method of teaching the experience. And in many uncertain situations analogies, and thus supposedly helping them develop judgments-much faster than is possible in a normal course of life. When there are no analogies to the past in situations, it is difficult to imagine the future. But Knight's case is that uncertainty is characterized by a novelty, which, by definition, lacks a predecessor. At the very moment when the present is least reminiscent of the past, there is no point in looking back in time to clues about the future. In times of uncertainty, we run against the limits of experience, so we have to look elsewhere for judgment. That's where strategic foresight comes in. Instead of inflateing the mystery of judgment, RAND scientists hoped to replace it with rational quantitative analysis tools. However, faced with the military demands of the post-war world, they cannot escape the fact that nuclear weapons have fundamentally changed the nature of war. The two countries, the United States and the Soviet Union, have acquired the ability to destroy each other as functioning civilizations. And because no one has ever fought a nuclear war before, no one knew how best to fight (or avoid) one. One RAND analyst who approached the problem of a potential apocalypse with glee that made him a model for Dr. Strangelove Stanley Kubrick was a mathematician named Herman Kahn. In the atomic age, Kang real

Royal Dutch Shell. In the early 1970s, Wack famously applied Kahn's ideas to the business world, developing scenarios to help Shell prepare for what might have happened when the oil-rich middle East began to assert itself on the world stage. When the changes occurred, in the form of price shocks caused by the 1973 OPEC oil embargo, Shell was able to better to get out of the crisis crisis competitors. (In 1985, Wack recorded Shell's efforts in two articles for this magazine: Scenarios: Uncharted Waters Ahead and Scenarios: Shooting on The Thresholds.) Shell's exercises marked the birth of
scenario planning as a strategic tool for business managers. In the years that followed, Wak's successors improved his method, and Shell script designers became some of the most outstanding scientists and practitioners in the field. Nevertheless, few organizations that have carried out scenario planning
activities in recent decades have institutionalized them as part of a broader effort to achieve strategic vision. One rare exception is the U.S. Coast Guard, which describes its work with the planning scenario as part of a strategic renewal cycle. So it offers a model that many organizations can learn. One
may wonder how relevant the Coast Guard experience is to business, but it is actually what social scientists call a critical test. As a military service, the Coast Guard has less organizational flexibility than most private firms, with a mission mandated by statute and a budget determined by Congress. Moreover, for a long time, his need to respond daily to numerous emerging situations, from courts to drug bans, has forced him to focus almost exclusively on the short term, leaving him with little bandwidth to formulate a strategy for the long term. In recent years, however, it has been able to take
advantage of scenario planning by refocusing the organization on the future. This, in turn, has enabled it to respond and adapt to devastating changes, such as those that followed the terrorist attacks of 11 September. Future-Proof Coast Guard That tragic morning, hundreds of thousands of people were
trapped in Lower Manhattan, desperate to escape the burning chaos that was Ground zero. While some were able to walk up the city or across bridges that officials were closed to vehicles, for many the best way to leave the island was by water. Thus, over the next hours a makeshift flotilla of ferries, tugs,
private vessels, firefighters and police boats edged people from under the rubble of the World Trade Center and through the water to safety. Although many vessels acted on their own initiative, much of the evacuation was led by the Coast Guard, which called for all available boats and coordinated the
chaotic debarction with remarkable poise, creativity and efficiency. These efforts have reminded many of the British evacuation across the English Channel of several hundred thousand soldiers who were trapped by Nazi forces in Dunkirk, on the coast of France. The fact that the Coast Guard has risen to the challenge is not surprising. Although it has a wide range of responsibilities, responsibilities, responsibilities, From search and port safety, the organization's motto is Semper paratus, or Always Ready, and it prides itself on responding to emergencies. As one retired captain told me, Our
whole idea is to be able to fly in when the alarm goes off. But 9/11 was more than a short-term challenge. The Coast Guard then discovered that its mission was expanding rapidly. Within 24 hours, he was tasked with taking radically enhanced port security measures across the country: port security had
previously accounted for between 1% and 2% of the daily operating load, but soon consumed between 50% and 60%. In March 2003, the Coast Guard was integrated into the new Department of Homeland Security, and in the same month it received work to secure ports and waterways throughout Iraq,
following the U.Sled invasion. In the years to come, the service's budget will double and its ranks will grow. A new future promptly and did so in part because in the late 1990s it held a scenario planning event called Project Long View, which was designed to help the organization combat a strikingly complex future operating environment characterized by new or unfamiliar security threats. His goal, in fact, was the coast guard's future proof. The service operated Long View in 1998 and 1999, and then, in 2003, in response to the 9/11 upheaval,
renamed it Project Evergreen and began managing it every four years. Since then, the organization has relied on Evergreen to help its leaders think and act strategically. Reliable Strategy - No matter what the future holds when the Coast Guard decides to launch Long View, it enlisted the help of the
Futures Strategy Group (FSG), a consultant specializing in scenario planning. FSG argues that uncertainty excludes forecasting but requires expectation, and that creative and careful study of a plausible future can facilitate decision-making. Working with FSG, the Coast Guard has identified four forces
for change that will have a significant impact on its future: the role of the federal government, the strength of the U.S. economy, the seriousness of threats to American society, and the demand for maritime services. Studying them and looking forward to about 20 years, the team has come up with 16 possible Far Eastern worlds in which the Coast Guard may have to work. Of these, coast guard leaders selected five of them, which were as different as possible (while maintaining believable) and represented the range of environments the service might encounter. FSG then wrote detailed descriptions of
the futures and fictional events that led to them. Every future was given a name, designed to contend with
world rents because of political instability and economic catastrophe. Planet Enterprises was dominated by giant multinationals. Regional trading blocks focused on the dollar and the euro were presented on the Pan American Highway. And Balkanized America prophetically warned of a divided world in
which terrorism strikes with frightening frequency and is getting closer to home. NurPhoto/Getty Images Using these scenarios, the Coast Guard convened a three-day workshop that FSG promoted. Groups of civilians and officers have been deployed to various future worlds and have been tasked with
developing strategies that would enable the Coast Guard to operate effectively. At the end of the workshop, the groups compared again and again, in different teams, were considered inconsumable. In their final report, Long View organizers listed 10 of these strategies, ranging from building a more unified command structure to specifying a more flexible human resources system and specifying full maritime awareness, which the Coast Guard defines as the ability to acquire, track and identify in real time any vessel or aircraft entering the
Americas sea zone. All of these strategies, in their view, will help the Coast Guard accomplish its mission, regardless of what the future holds. Many strategies were not new. But Long View allowed participants to think about them in a new way, which proved decisive in the post-9/11 world. In fact, Long
View allowed the Coast Guard to put pressure on test strategies within a range of likely futures, prioritize the most promising strategies and communicate with them among management, which meant that after the attacks, when the organization discovered that its mission was changing dramatically, it was
able to respond quickly. Running Long View and then creating Evergreen as a continuous process was not easy. It took exceptionally strong leadership, particularly from Admirals James Loy and Ted Allen. The programme also ran into problems in implementing ideas; there is a difference between strategic foresight and strategic execution. But once the program was created, it developed a significant momentum, partly fueled by a growing number of graduates who saw the value of a dynamic relationship between the present and the future. The Coast Guard institutionalized the imagination.
Exploration allows the operation of Long View and Evergreen were not designed to achieve a wholesale organizational transition from operational transition from operational to strategic or to train the attention of the Coast Guard primarily in the long term. Instead, the goal is to get your staff to think about the future in a way that
informs and their ability to act in the present. It wasn't a small problem. Management scientists have long noted that in order to survive and thrive over time, organizations need to both use existing competencies and learn new ones. They should be ambidextrouse. The problem is that these two
imperatives compete for resources, require different ways of thinking and require different organizational structures. Doing one makes it harder to do the other. Ambidexterity requires managers to somehow resolve this paradox. Long View and Evergreen helped service managers do this. Programs do not reduce the organization's ability to attend the present. In any case, the opposite has happened. Intelligence allowed to operate. The members of the Coast Guard I interviewed for my research reported that Long View and Evergreen achieved this in several ways. At the most obvious level, they identified
strategies that the Coast Guard then pursued. Take marine domain awareness. The scenarios made it clear to Coast Guard Interviewed for my research reported that Long view and Evergreen achieved this in several ways. At the most obvious level, they identified strategies that the Coast Guard then pursued. Take marine domain awareness. The scenarios made it clear to Coast Guard leaders that in any likely future they would want to be able to identify and track every vessel in U.S. waters. While this may seem an obvious necessity, it is not a possibility that the
service was in the 1990s. As one retired admiral explained, ships can come 10 miles or even three miles off the coast of the United States, and we may not know about it. This is partly because American agencies do not have a comprehensive system for gathering and disseminating information.
Anadolu/Getty Images Art Agency: During quarantine in March and April this year, photographers in cities around the world captured deserted tourist sites. Although the coast Guard does not have the organizational and technological infrastructure to build full maritime awareness area immediately, Long
View has built a consensus about its value among senior management, which has helped the service implement it faster after 9/11. In fact, the Coast Guard captain who led Evergreen led interagency efforts to develop the first National Marine Safety Strategy, which eventually prompted the creation of a National Automatic Identification System, a kind of transponder system for ships. The strategies identified during the scenario planning exercises also allowed staff to act with greater awareness of the future needs of the service. For example, the first iteration of Evergreen emphasized the importance of
building strategic partnerships at home and abroad. From this point in command, a senior coast guard chief was preparing for the threats that might arise in the Pacific as a result of the development of bilateral relations with island states; Exchange coordinating patrols and conducting joint exercises with
counterparts in China, Russia, Canada, Korea and Japan; and find ways to work harder with other U.S. agencies, from the FBI to the National Oceanic and Atmospheric Administration. At the most basic level, Long View and Evergreen just made the service people think more about the future. The Chief
Superintendent of the Coast Guard described how Evergreen changed his mind, referring to a recent conversation with a colleague: He and I were here in my office this morning, talking about what it would look like in twenty-five years, what would the Coast Guard reserve component look like? before taking part in Evergreen, he added, I just don't understand how to think that. Perhaps most interesting, however, and most important in addressing the perceived paradox between exploration and exploitation is how Long View and Evergreen helped participants understand the demands of the past and the
future not as competing, but as complementary. The exercises changed the way participants thought about time. People tend to perceive time as linear and one-directional, as a transition from the past to the present to the future, with each discrete term. We remember yesterday; We are experiencing
today; we're expecting tomorrow. But the best planning scenario covers a decidedly non-linear concept of time. This is what Long View and Evergreen did: They take stock of trends now, jumped many years into the future, described the believable worlds created by these drivers, worked back to develop
stories about how these worlds came true, and then worked forward to re-develop robust strategies. In this model, the circles of time around on itself, in an ever-changing feedback loop between the present and the future. In short, it's a noose. As soon as participants began to view time as a loop, they realized thinking about the future as an important component of action in the present. The scenarios gave them a structure that strengthened their ability to be strategic despite the enormous uncertainty. It has become clear that when making decisions, Coast Guard officers must learn not only from past
experience, but also from an imaginary future. Getting the prospect of organizing script exercises can intimidate the uninitiated. There are clear advantages to attracting one of the individuals, boutique consultants, or even large firms that specialize in scenarios to provide a useful direction. However,
regardless of who is in charge of the process, managers should follow these key guidelines: invite the right people to participants who
have vastly different organizational roles, points of view and personal experience. You also need people who represent what Keys van der Heijden, one of Wack's successors described as the three forces needed for any effective conversation about strategy: power to perceive, power to think, and power to act. Best scenario planning includes a decidedly non-linear concept of time. Identify assumptions, drivers, and uncertainties. It is important to clearly articulate assumptions in the current strategy and what future you expect as a result of its implementation. Think of this scenario as a projected scenario,
but think of this as just one of many possible futures, and focus on determining what assumptions would be useful to revise. Rafael Ramirez, who heads the Oxford Scenarios program, advises you to disaggregate transactional entities that you can influence or control from environmental forces that you
can't. How can these forces unite to create different possible futures? Imagine a plausible but radically different future. This can be the hardest part of the exercise, especially for those who are used to more analytical ways of thinking. Click yourself to imagine what the future will look like in five, 10 or even
20 years, not just extrapolate out of trends now. It takes a high degree of creativity, and also requires a solution to distinguish a script that, as the Coast Guard puts it, pushes the envelope of plausibility away from what tears it into is inherently a subjective task. Good facilitators can both blossom the imagination and maintain the fences of reality. Inhabited in this future. Scenario planning is most effective when it is an exciting artifacts from the future, such as fictional newspaper articles or even video clips, often helps to challenge existing mental models. It's also a good idea to
disconnect participants from the present, so hold workshops behind the site and discourage the use of phones on them. Isolate strategies that will be useful in several possible futures. Form teams to inhabit each of your distant worlds, and give them this task: What should we do now that will allow us to
work better in this particular future? Create an atmosphere in which even younger participants can nominate their ideas without hesitation. Once groups develop strategies for their worlds, combine them for comparison notes. Look for commonalities, highlight them, and identify plans and investments that
will make sense across the entire range of futures. Implement these strategies. This may seem obvious, but it is a place where most companies fall. Using scenario planning to develop strategies is not resource-intensive, but implementing them requires commitment. To communicate foresight with action, leaders must create an official system in which managers clearly explain how their plans will advance the firm's new strategies. Realistically, there will be no foresight every initiative, but script exercises can still be valuable in different ways. First, they can give participants a common language to talk about
the future. Secondly, they can support the idea within the organization so that when the need for implementation becomes apparent, it can be promoted more quickly. Finally, they can allow participants to operate at the unit level, even if the organization as a whole cannot link the present and the future as
closely as it should. To root the process. In the long run, you will reap the most value from stage exercises by setting an iterative cycle, a process that constantly guides your organization into the future, keeping an eye on the present, and vice versa. This ambidexterity will allow you to thrive in the best
conditions and it is necessary to survive at worst. Moving in a loop between the present and several imaginary futures will help you constantly adjust and update your strategies. The question is this last point is crucial. As the current pandemic is clear, needs and assumptions can change rapidly and unpredictably. Preparing for the future requires constant reassessment. Strategic foresight - the ability to feel, shape and adapt to what is happening - requires iterative research, whether through scenario planning or other methods. (See Future: Glossary.) Only the institutionalization of the creative
process can the organization establish a permanent opportunity to give and take between present and future. Dynamic scenario planning and other strategic foresight tools allow us to map an ever-changing territory. Managing the uncertainty of the future requires many tools, some of which have similar or
even duplicative features. To carve out the confusion, here's a quick guide. Backcasting asks participants to work backwards in time from a particular future to find out what has now caused its appearance. This practice is most often used to determine the path to the preferred future, but can also be used
to avoid steps towards a negative future. Premorthams, for example, are designed to identify the causes of a hypothetical future failure. Contingency planning facilitates decision-making by preparing participants for specific activities that are considered possible or even likely. A contingency plan provides
a game book in the event of an emergency. Crisis simulations and desktop exercise participants respond to specific scenarios and then analyze their actions to help people prepare for real-world situations. They differ from war games in that they suggest a specific possible not a number of plausible futures. Forecasting involves making probabilistic predictions about the future and, as such, is a tool that practitioners of strategic foresight tend to avoid. But it also has its place in helping strategists manage uncertainty by adding angle to the quality methods preferred by, say, script designers. The best
approach is to predict what you can; Imagine that you can't; and develop a judgment to know the difference. Horizon scanning asks participants to look for weak signals of changes in the present with an eye to monitoring their development and assessing their potential impact. The practice is guided by the
idea that the future is often the first time that comes into view in places that most of us ignore, such as specialized scientific journals. Scenario planning uses stories about alternative futures to challenge assumptions and rethink perceptions of the present. This process does not attempt to predict the
future, but is instead aimed at exploring a plausible future to inform the strategy. Trend analysis asks participants to consider the potential impact of already visible patterns of change. A popular structured approach is the STEEP structure, which disaggregates patterns of change into five categories: social, technological, economic, environmental and political. War games ask participants to engage the enemy in a simulated conflict, often to study the response to new circumstances. Like scheduling scenarios, war games don't try to predict what will happen; rather, they project what might happen,
thereby giving an idea of decision-making. Despite the name, war games can solve much more than just military aspects of the conflict. Of course, strategic foresight also allows us to identify opportunities and enhances our ability to use them. Organizations are not just preparing for the future. They're
doing it. Moments of uncertainty have great entrepreneurial potential. As Waq once wrote on these pages: It is in these conditions, not in stable times, that real opportunities for competitive advantage through strategy are real. It takes power to confront the tyranny of the present and invest in the
imagination. Strategic foresight makes both possible and gives leaders a chance at heritage. After all, they will judge not only by what they are doing today, but also by how well they set the course for tomorrow.

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