



THE ADVERSARY HAS A VOTE

Freedom of action for RED – but how much?

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Principal
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Background

- Independent consultant, ex-RAF (1977 – 1999)
 - Currently work for US Strategic Command, UK MOD, and others
- 41 years experience in Air Defence, 29 years in Missile Defence
 - Operations, command, policy, research, testing, training, evaluation...
- Also worked in a wide range of other environments and disciplines
 - Emergency services C2, unmanned aerial systems, international development...
- Long experience of wargaming
 - First education game 1979 (School of Maritime Warfare ‘Tactical Floor’)
 - Player, analyst, designer for analytical games since 1997
- Trained facilitator
 - 16 years experience
 - Lead facilitator for US-led multi-national wargaming programme since 2007
- Still learning!
 - *“He who learns but does not think is lost. He who thinks but does not learn is in great danger” – Confucius*

To put it another way...



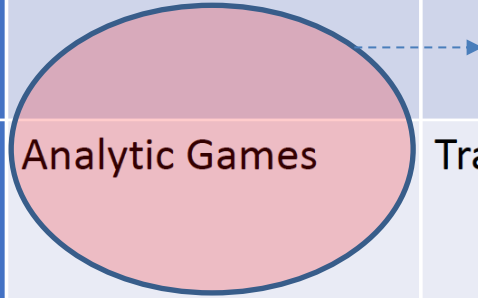
To become old and wise,
you must first survive being young and stupid

Context (1)

- The technique I'll cover has been developed over a number of years and used fairly extensively
- The programme for which it was developed is set in a hypothetical epoch 10 years in the future
 - Hence it is by nature exploratory and analytical
- The programme considers countering advanced air and missile threats, at the strategic and operational levels, with a strong policy focus
- It covers all phases from emerging crisis to full conflict
 - It runs to a two-year cycle, with 3 – 4 gaming events per cycle
 - Each game typically lasts 5 days

Where do we fit?

| | Creating Knowledge | Conveying Knowledge | Entertainment |
|----------------------|--------------------|---------------------|------------------------------------|
| Unstructured Problem | Discovery Games | Education Games | Role Playing |
| Structured Problem | Analytic Games | Training Games | Commercial Kriegsspiel (E.g. Risk) |



Exploratory Games

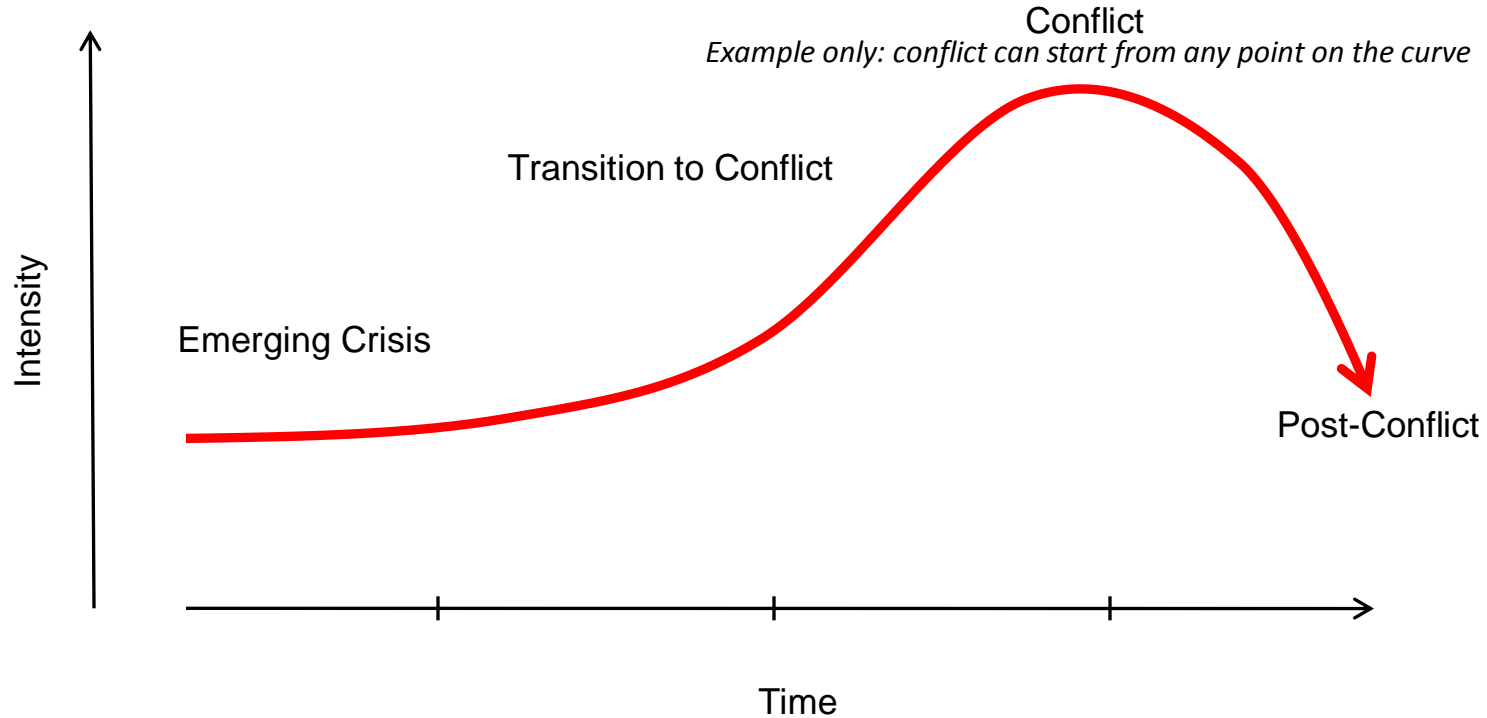
Context (2)

- The players come from a wide range of nations and organisations, on a global basis
- They are split between Defence and Foreign Policy
 - Depending on the event, typically between O-6 and 2-star
- Our objectives are a mix between how to avoid getting into a fight (dissuasion, deterrence, de-escalation, etc) and how to win one if we do (denial, defeat, etc)
 - The objectives are set by and collectively agreed with the national sponsors
- The game has to be as realistic as possible, both for effective learning and for player immersion
 - So how do we manage to fight a war if we were successful in deterring one on Day 1?

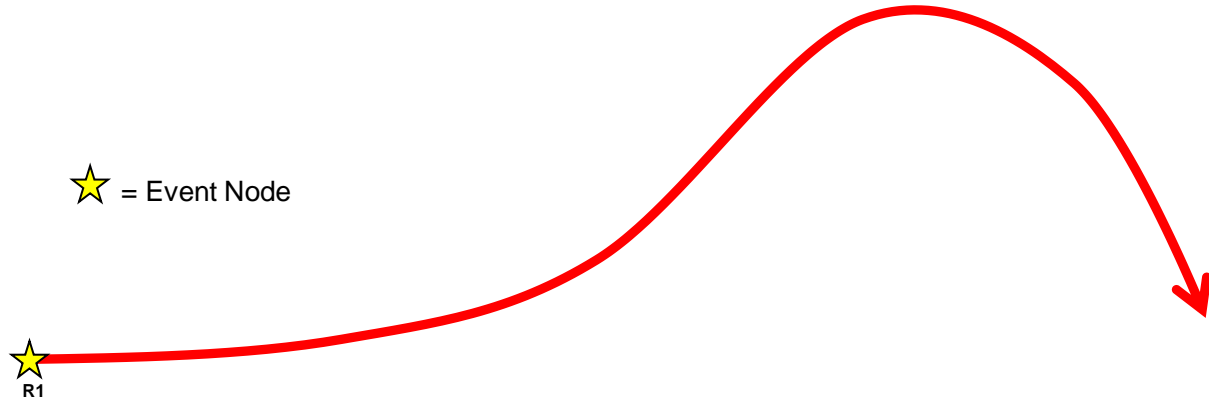
~~Un~~chained Melody

- At the start of each game, RED has a defined set of strategic goals
 - These may remain constant throughout the 2-year campaign if appropriate
- Within these, RED has full freedom of action and a comprehensive war plan ready for use if needed
- **EXCEPT**
 - Where the objectives need to be considered in an escalated situation, RED will have to carry out certain antagonistic or hostile acts
- **HOWEVER**
 - How do you keep game play realistic (and rewarding) when all the diplomats are trying to kiss and make up?
- **OUR SOLUTION**
 - We don't tie RED's hands behind his back, but we do constrain his options
 - RED has his battle plan, but...

The Escalation Curve

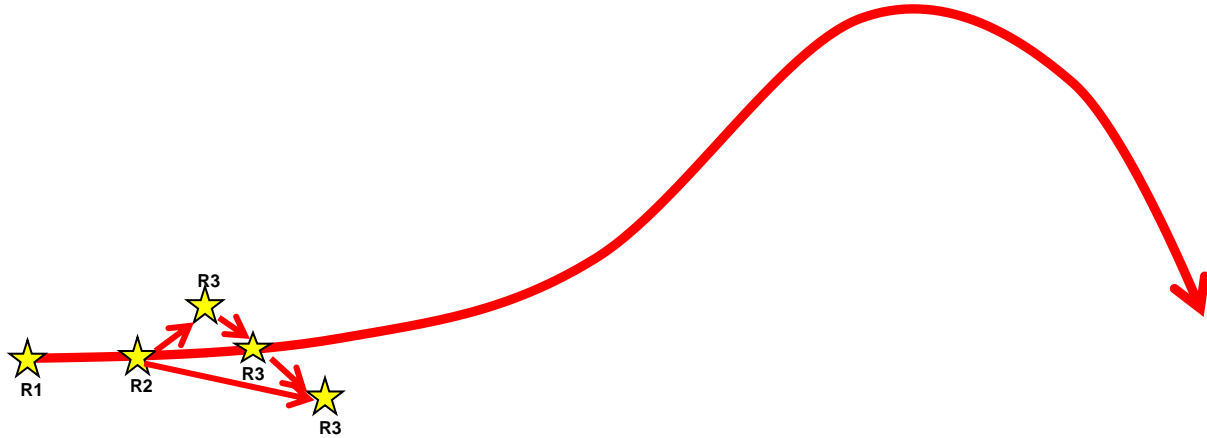


The Escalation Curve



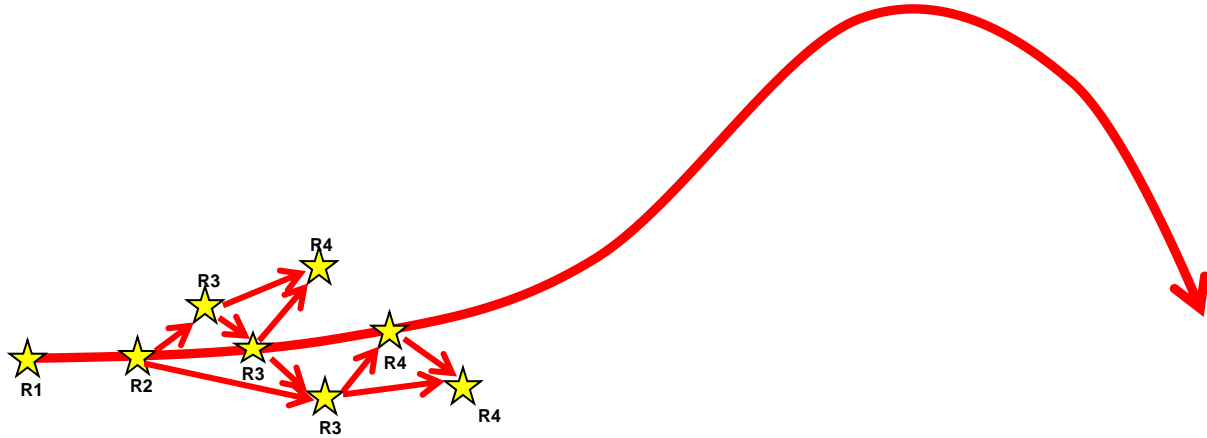
The first RED event is generally pre-scripted, and is often used to bed the players in
However, BLUE is expected to decide on and implement an appropriate response

The Escalation Curve



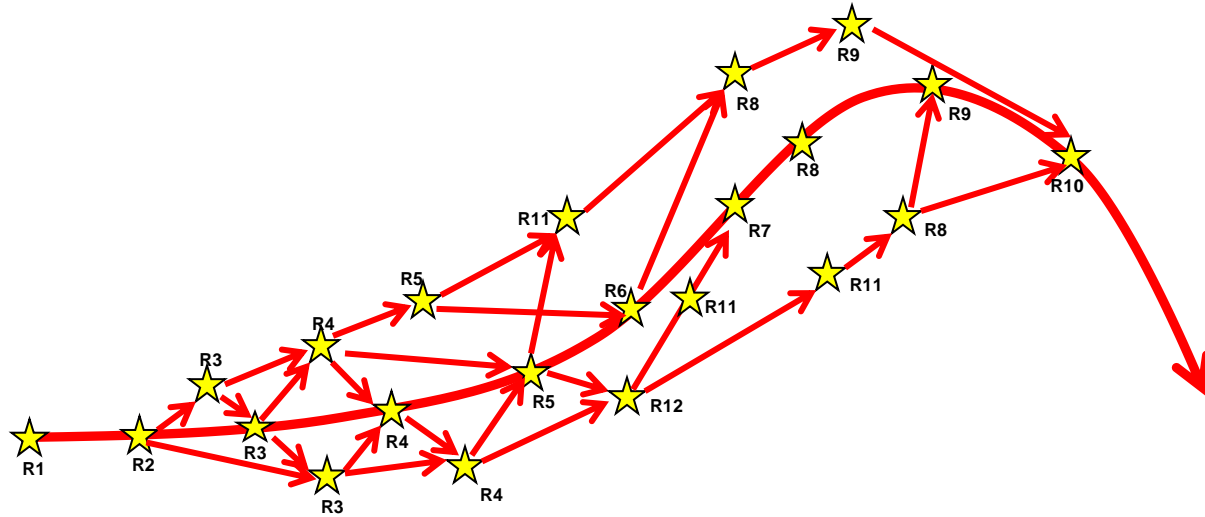
RED will decide whether it sees BLUE's actions as increasingly escalatory (up), de-escalatory (down), or maintaining the status quo (the middle line), and will accelerate, increase, delay or decrease its next move accordingly
Every BLUE move therefore gives RED three basic options

The Escalation Curve



And so on – every action has a reaction. In some cases, RED may make alternative moves. Decisions on RED's choices are made jointly by Analysis, Control and Facilitation

Until

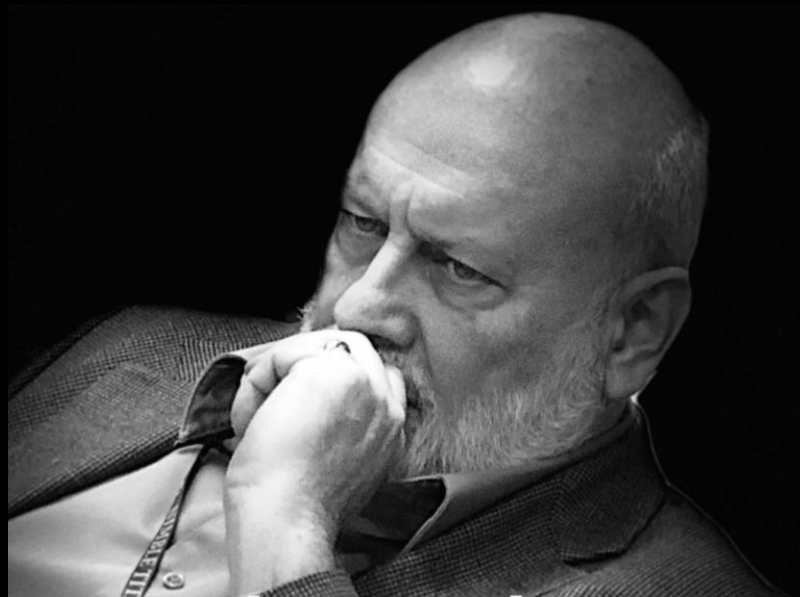


“The Red Banana”

It's effective, but it can be quite hard work at times



Before



After



Any Questions?

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