

The use of scenarios for the consolidation of a defense policy


El uso de escenarios para la consolidación de una política de defensa


Abstract: This is a reflection that proposes the relevance of the applicability of prospective scenarios for the improvement of the analysis process for the construction of the Military Force. With a qualitative bias, a deductive perspective was adopted, based on bibliographic research, treated with the support of content analysis. Since war is a concrete social phenomenon, which is expressed on the battlefield, the perspective that Military Sciences approach Applied Social Sciences is corroborated. Therefore, it is suggested that the application of prospective scenarios, resulting from a multidisciplinary analysis, provides elements of reflection that analytically contribute to a more solid study of the Military Force and, therefore, an improvement of the necessary military capabilities to achieve the Objectives. Nationals of a Nation. In this context, the need to devise a coherent methodology for conducting the analyzes and observations collected is highlighted, to avoid the bias and individualism of the conclusions, as well as reporting the gain in the quality of the analyzes with the increase of the scenarios prospects as a substantive factor in the analysis process of the Military Force, essentially, in the definition of the ideal military capabilities.

Keywords: Military Sciences; defense management; prospective scenarios; military capabilities; content analysis

Resumen: Es una reflexión que propone la pertinencia de la aplicabilidad de escenarios prospectivos para el perfeccionamiento del proceso de análisis y construcción de la Fuerza Militar. Con sesgo cualitativo, se adoptó una perspectiva deductiva, basada en la investigación bibliográfica, tratada con el apoyo del análisis de contenido. Siendo la guerra un fenómeno social concreto, que se expresa en el campo de batalla, se corrobora la perspectiva de que las Ciencias Militares están próximas a las Ciencias Sociales Aplicadas. Por lo tanto, se sugiere que la aplicación de escenarios prospectivos, resultantes de un análisis multidisciplinario, proporcione elementos de reflexión que contribuyan analíticamente a un estudio más sólido de la Fuerza Militar y, por consecuencia, a una mejora de las capacidades militares necesarias para el logro de los Objetivos Nacionales de una Nación. En este contexto, se destaca la necesidad de diseñar una metodología coherente para la realización de los análisis y observaciones recolectadas, a fin de evitar la parcialidad e eç individualismo de las conclusiones, así como reporta la ganancia en la calidad de los análisis con el aumento de los escenarios prospectivos como sustantivo en el proceso de análisis de la Fuerza Militar, fundamentalmente, en la definición de las capacidades militares ideales.

Palabras clave: Ciencias Militares; gestión de la defensa; escenarios prospectivos; capacidades militares; análisis de contenido..

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1 INTRODUCTION

Scenarios are increasingly used as a tool to test and improve organizational performance, in addition to adding content to the organizational decision-making processes of public or private institutions, in dynamic environments.

In the field of Security & Defense, scenarios are used for the planning of military forces, however, differing from time to time. For example, the post-Cold War planning scenarios were different from the scenarios used during the Cold War, mainly due to the greater availability of computer simulation resources and other analysis tools (LARSON, 2019).

In addition, the post-Cold War approach to the use of scenarios for the planning of military forces began with a certain planned and alternative force structure, moving on to a test, in order to achieve success, with a low to moderate level of risk. Next, the ability of the military force to meet the requirements of various combinations of simultaneous or overlapping scenarios was assessed. Finally, a military force that met these requirements and scenarios, with low to moderate risk, was considered a robust force (LARSON, 2019).

To this end, according to the United States Department of Defense (UNITED STATES, 2001), scenarios concretize the representation, planning of a hypothetical situation or state, the result of a combination of operations that can be conducted. However, these plans are guided by strategic concepts, assisting in the planning effort of the military forces to be applied, providing a framework to relate these forces to strategic ends.

In addition, these plans, or can also be considered a strategic analysis, involve the decoding of defense policy and strategy in military purposes, forms and means. However, such decoding process should not be confused with detailed operational planning related to operations plans or conceptual plans developed by commanders of military forces, or even with crisis response planning, despite having an operational orientation (UNITED STATES, 2011).

In order to support robust analysis, during the Obama administration (2009-2017), the scenarios were grouped into one or more groups, called Integrated Security Constructs (ISCs). Each ISCs, with a specific goal, represented a hypothetical state, combining different types of operations that could be conducted (UNITED STATES, 2010). This innovation in planning enabled tools to specify alternative hypothetical states, each composed of a combination of simultaneous and overlapping scenarios. In this way, this new planning configuration provided the construction of a military force, that met the requirements of different *ISCs* and, consequently, generating a more robust force (LARSON, 2019).

Nevertheless, considering that the prospective scenarios are a solid tool, but not unique, that helps in the planning of defense and security policies, this paper seeks to highlight

the relevance of using the prospective scenarios to strengthen the construction of policies and capabilities involving Security & Defense. In this way, the present text approaches, in a new way, the daily vision of analyzing the use of prospective scenarios and how these scenarios corroborate for the construction of robust public policies in the area of Security & Defense.

Moreover, it is not a main objective to describe the methods and forms of scenario construction, as well as to deepen the process of making the scenarios, but to give views to the important role of prospective scenarios as a resource that assists and subsidizes the decision-making process, in the area of Security and Defense, as in the area of scientific knowledge.

2 METHODOLOGICAL FRAMEWORK

Usually, Contemporary Culture influences Science, and this Science groups a range of empirical and pragmatic knowledge from applied research, building the importance of epistemology. Therefore, the philosophical conceptualization, in which the ideas are worked on, is of an essential peculiarity, highlighting the philosophical assumptions of the method used, in addition to guiding the construction of clear solutions to the problems found, appropriate to the reality of scientific research (TESSER, 1994).

In addition, the verification of theoretical and empirical trends within the literary work adds a set of beneficial effects, such as encouraging debate about the relative merits of new trends, contributing to an increase in the understanding of epistemological positions, the methodologies used and the communicability of the allegations and knowledge presented. However, these debates intensify awareness and reflection, providing a better methodological experience to the academic community.

The epistemological basis asserts a point of view through which the writer visualizes and reasons the environment around him. Consequently, it can be said that epistemology consists of the careful study of the hypotheses and results of the numerous sciences, thus becoming a theory of knowledge and greatly influencing the future choice of designs and research methods that will be adopted (TESSER, 1994). Therefore, individuals are able to achieve certain proposed goals only by logical reasoning and by experiences. In view of this and due to the dynamics and complexity of the themes presented, a theory linked with diversities is needed, which is directly connected with The Complexity Theory, inserted at the end of the twentieth century in academia (CILLIERS; RICHARDSON, 2001).

It is also observed that the simple reading of epistemic concepts does not provide a clear understanding between the different scientific areas, be they Social Sciences (BYRNE, 1997), Political Sciences (CAIRNEY, 2012), Military Sciences (LARSEN-FREEMAN; CAMERON, 2008), etc. In this way, Complexity Theory provides the discontinuous integration of concepts, as well as amplifies and expands understanding, offering other possibili-

ties based on space and time. Therefore, Complexity Theory makes possible the connection between knowledge about the conceptual evolution of War, the importance of individual experience for scientific studies and the Military Sciences. With the exploration, classification and interpretation of epistemic concepts, the limits are recognized and the understanding of complexity and problems is obtained, enabling a perspective of the smaller parts and the understanding of these parts provides the perception of the whole.

Methodologically, the work is structured through a qualitative research, seeking the identification of the main epistemic concepts, which enables the recognition of different points of view, in addition to characterizing, in this way, a systematic review of the research. The disparate concepts researched contributed to an intense and solid discussion, and consequently, the construction of new appreciations, not quantifying the circumstances. The collection of concepts contributes to the clarification of the developed thinking, architecting a universe of meanings, and not being limited to variables (MINAYO, 2001).

The set of philosophical concepts will be worked with the support of the concept of “content analysis” (BARDIN, 1977). From this conceptual set, the typology, taxonomy and associated indicators will be condensed (FRANCHI; MIGON; VILLARREAL, 2017), agglutinating the stages of pre-analysis, exploration and interpretation of epistemic concepts, and generating the appropriate circumstances for processing and proving the conclusions within a social context, in addition to providing a more robust verification of the selected articles and books.

This text is characterized by a bibliographic review of theoretical references already analyzed, investigating and opposing the issues visualized. The association of different perspectives to the central themes of the text allows the understanding and visualization of the conceptual evolution of prospective scenarios, the applicability of these scenarios in the area of Security & Defense and the positive aspects, motivating the inter-structuring of networks and alliances (PARIS, 2004). The text begins with a detailed plan, independent of the methodology, however, it is built on a dense theory, legitimizing the consolidated study (DEACON, 2011).

The structured and interconnected investigation between the pillars of the conceptual base corroborates for a homogeneity in the verification process, always seeking to oppose one concept to the other, building new perspectives, without ending the discussion, giving a better transparency to the process. In this context, it is observed the existence of numerous studies on the construction process and the applicability of prospective scenarios, without, however, delving into the bias of the contributions of this application to the area of Security & Defense, particularly with regard to Defense Management. Thus, this philosophical work seeks to expose a revisit to the concept of the prospective scenario, the applicability of prospective scenarios and their collaborations for the area of Security & Defense.

Data collection was intensified by the selection and analytical reading of the sources. After this process, the observations were consolidated, contrasting the relevant points. The research was carried out in the databases listed in Table 1, in the period from January 15 to April 18, 2022. Supported by the database, the literary review includes a scope of articles

and journals that deal conceptually with War, Military Sciences, prospective scenarios and the relationship of prospective scenarios with the area of Security & Defense and Military Sciences, in which the language used for research on international sites was essentially the English language, due to the restricted collection of publications in the Portuguese language.

Table 1 - Details of literature terms mapping

Database	Search strings
Google academic Scientific Electronic Library SciELO Science Direct CAPES SAGE journals Routledge Fundação Getúlio Vargas RAND Corporation	War Violence Experience Art Of War Military Sciences Clausewitz

Source: The authors (2022).

The research considered the works from the book *Scenarios and strategic management*, by Michel Godet, from 1987, in chronological order, however, not aiming to carry out a complete historical survey on the epistemology of scenarios, aiming to maintain, essentially, the focus on the knowledge obtained from the use of prospective scenarios in the area of Security & Defense. The criteria of language (Portuguese/English/French/Spanish), types of documents (article/review) and area of knowledge (Applied Social Sciences) were also adopted for the selection of the material. We identified 28 sources for consultation, including articles and books, thus enabling us to base the research, demonstrating vast production, mainly in English. This text relies heavily on research and the works of other writers.

The debate and study of the use of prospective scenarios in the area of Security & Defense is an old phenomenon, with an intense and practically inexhaustible debate, as it has been configured a theme of growing prominence in the national and international academic community. Still, such debate is not the objective of this article to work on those definitions.

3 APPLICABILITY OF PROSPECTIVE SCENARIOS

The apprehension with what can happen is an organic need of human beings, which leads the man himself to the fascination in dominating it, in order to ensure its continuity (GEUS, 2002). Based on this idea, a way to approach and manage the uncertainties of assumptions about the future or even a way to speculate on uncertain relationships and the dynamics of change, begins with the possibility to examine the consequences of an action

or a set of actions within possible and hypothetical contexts. This examination or verification process aims to focus attention on causal processes and decision points, enabling an organization to make more solid decisions. Thus, these approach tools are identified as scenarios (KAHN; WIENER, 1967; KLEINER, 1996; SHEARER *et al.*, 2006). In a business environment, the scenarios have as their primary function the mitigation of uncertainties, as well as providing a tool that supports the definition of strategies.

Still in relation to scenario definition, it can be stated that scenarios consolidate a group of description of a future conjuncture, as well as the possibilities that lead a current condition to a future condition. Moreover, the scenarios do not determine a future reality, but rather a representation, guiding current actions directed towards a possible and desirable future (GODET, 1987). In addition, Schwartz, Leyden and Hyatt (2000) reinforce the conception that scenarios provide an ordering of perception about future alternative projections, providing an aid in identifying aspects of possible changes in the present environment.

However, Shearer (2009) corroborates that the scenarios are fictitious reports that draw a process of change over time, describing the cases, actions and consequences that are related in an eventual way, that is, understood as predictive judgments, which portray what can happen and not situations that will happen or even that are likely to happen. To this end, the scenarios organize the observations within defined structures¹, providing a means of relating and understanding isolated occurrences in a single arrangement, comparing meanings, and facilitating discussion of planning options.

Therefore, the prospective scenarios are not associated with the definition or determination of what will occur, nor does it consist of a prediction or projection defined by qualification and quantification (GODET, 1993). Schwartz, Leyden and Hyatt (2000) point out that one should seek facts and perceptions that challenge the presuppositions already established, however, without getting lost in the profusion of qualitative and quantitative information, avoiding such a situation through the use of filters for selection.

Scenarios inspire the decisions or actions that lead to success, reducing risk, thus enabling the decision maker to act in advance. Within this context, prospective scenarios arise as a way of standardizing the group's way of acting and thinking, stimulating, in addition, the increase of creativity, the consolidation of communication and the building of a situational awareness (MARCIAL; COSTA, 2001).

Shearer (2009) highlights the relevance of the distinction between scenario and alternative future, since these terms are sometimes used interchangeably within the academic literature. With that, an alternative future basically amounts to a possible state. However, a prospective scenario is already defined as a means to achieve that possible state. Each scenario can serve as milestones by which decision makers can track emergence and progress along a path, which guides to a specific future. However, the alternative future aims to quantify the

1 To deepen the organization of the structures that make up the scenarios, it is suggested to read the article by Shearer (2009), which appears in the list of references.

consequences associated with a particular path, enabling decision makers to take stock, and can also serve as an instrument to compare the consequences of different paths of change.

Steinitz (1990) reports that to carry out a planning based on prospective scenarios, it is initially necessary to describe the initial state, in content, space and time, identifying the main characteristics of the object of interest for the study. After the definition of the parts or environment, it has to be established how the functional and structural relationships between these parts are. Another crucial point for the analysis is the verification of the functioning of the current environment, thus characterizing the baseline of the study, in principle, the current conditions. From more to more, it must be verified how the environment can be changed, therefore, by what actions, where and when, seeking to demonstrate the complexity of the change. Depending on the needs of a particular study, changes may include those brought by exogenous forces², such as social, economic and political pressures, or even, by endogenous actions, such as the implementation of plans, investments or regulations. The conditions of future change commonly considered include the implementation of plans and a future without surprises.

In addition to everything, another point consists in identifying the predictions that changes can cause in relation to the initial assessments of the baseline. Finally, it is observed how the landscape should be changed and how alternative scenarios can affect the environment. In possession of these observations, decision-makers will be prepared to choose how the environment can be changed or how to prepare for predictions that are beyond their control (STEINITZ, 1990). Marcial and Costa (2001) state that the time horizon of the scenarios consists of a time lapse that depends on the dynamics and evolution of the techniques used, and can vary, on average, ten years. Therefore, it is suggested that this temporal coverage does not have a time horizon shorter than five years, emphasizing that such a factor may reflect on the decisions to be made (PORTER, 1992).

In this context, it should be noted that the structure of planning analysis based on prospective scenarios is guided by decisions, and not by data or information. Therefore, the acquired knowledge should support the decision-making process and this process should not be structured around the available data (SHEARER, 2009). In addition, Marcial and Costa (2001) reinforce the idea that the prospective attitude of the scenario leads to a long view, paying attention to a long-term analysis, with amplitude, seeking the intersection with other information. The conception of in-depth research for the construction of relevant factors and trends is strengthened.

2 The influence of endogenous and exogenous forces is a factor that should not be neglected during the process of analyzing the scenarios, even intervening in the preparation of plans and the definition of future actions, in order to avoid surprises. To deepen on the relations of endogenous and exogenous forces, it is suggested the complementary reading of the article of Steinitz (1990), which appears in the list of references.

4 PROSPECTIVE SCENARIOS AND A VIEW ON APPLICABILITY IN THE AREA OF SECURITY AND DEFENSE

In the area of Security and Defense, it is observed that the prospective scenarios support and help to review the related policies, particularly regarding the desired requirements of a military force. Contextualizing this statement, the U.S. Department of Defense (UNITED STATES, 1993) reports that, during a review of the study on the structure of the military forces of the George H. W. Bush administration, five critical issues were listed to structure a military force, among them, the need to define the interests of the nation; potential threats; the definition of the strategy for confronting such potential threats, with the delimitation of the size and type of military force to be faced; visualization of the future military doctrinal base; and, finally, the level of risk that the United States of America would take for not being able to simultaneously protect all national security interests. In addition to this study, Larson, Orletsky and Leuschner (2001) suggested adding to this list of critical issues, the budgetary question³ made available to the defense for the achievement of the planned objectives or goals.

At the same time, the U.S. Department of Defense defines scenarios as a report of an ongoing or future action, in particular, with strategic objectives, including information about threats, contexts, military-political background of friendly and enemy forces, assumptions, restrictions, limitations and other points of interest desired for planning. However, the scenarios represent a tangible challenge, and may not portray the most probable facts, in the same way that it mirrors a situation in which the evolution from one state to another can be explained in different ways, depending on the point of view of each one and the emphasis given to different influences (UNITED STATES, 2011).

However, in the area of security & Defense, one can still observe the use of scenario-based planning in various subjects, such as the study sponsored by the U.S. Department of Defense that involves observations about the relationships between military operations, at the National Army Training Center, based in the United States. *Fort Irwin*⁴, and environmental management needs, throughout the 1980s and 1990s as new training initiatives were planned. Much of the debate centered on the protection of the desert tortoise, listed as a threatened species by the Fish and Wildlife Service in April 1990, with efforts focused on drafting a conservation plan for the region (CHAPMAN, 1997).

Another example in this context was the study developed around the *Fort Huachuca*⁵, which has been in operation since 1877, in the region defined by the Upper San Pedro Basin,

3 The budget issue is an intensely debated factor today, given the relevance for continuity in the execution of any project, especially in the area of Security & Defense. The authors Larson, Orletsky and Leuschner (2001) deepen the knowledge and debate of the subject in the article "Defense planning in a decade of change", which appears in the list of references.

4 Fort Irwin is located in the state of California - San Bernardino County (CHAPMAN, 1997).

5 Fort Huachuca is located in the state of Arizona - Cochise County (BAHRE; MCPHERSON, 1995; KEPNER; EDMONDS & WATTS, 2002).

for the inclusion of *habitat* grassland that has become less common in the region due to fire suppression. In addition, it was found that the concerns involve the study, the *habitat* maintenance of the nesting site and fodder for the long-nosed migratory bat, listed as an endangered species in 1988 (BAHRE; MCPHERSON, 1995; KEPNER; EDMONDS & WATTS, 2002). Such studies demonstrate the diversity of the use of scenarios for the area of Security & Defense.

On the other hand, due to the uncertainty that surrounds international affairs, given the complexity and volatility, the United States of America recognized that the security environment has not become benign, causing the U.S. government to plan its armed forces not only to face possible threats, on the contrary, the need was made in the face of the unpredictability of the world to seek a planning of military capabilities aimed at a potentially more threatening future. In view of this, at the time, international security uncertainties and instability in the former Soviet Union and Eastern Europe could lead not only to regional wars, but to a remilitarization of Russian Foreign Policy (UNITED States, 1993)⁶.

Therefore, the U.S. Department of Defense chose to reformulate the process of evaluating military forces, thus seeking the requirements not only in terms of immediate threats, but also using a capabilities-based approach to planning, in addition to maintaining that these forces could perform military tasks ranging from the spectrum of combat missions to those not specifically related to combat, such as advanced presence, counter-terrorism, humanitarian assistance, among others. (UNITED STATES, 1993).

Consequently, the prospective scenarios were adapted in *Quadrennial Defense Reviews (QDR)* - to better present an increasingly rich portfolio of details, describing the threats and challenges, which required a development of capabilities. However, the challenges to improve the construction process of prospective scenarios are numerous, and therefore, seek to consider a greater variety and combination of mission types to evaluate the next construction of the planning. In the case of the United States of America, based on the *Quadrennial Defense Reviews (QDR) 2001*, it sought to outline as requirements the elimination of weapons of mass destruction and other missions to combat these weapons of mass destruction (UNITED STATES, 2001).

According to the Department of Defense (UNITED States, 2012), despite the complexity of the construction of prospective scenarios that contribute to the planning of military force, the result of this type of planning should have as its primary objective the guarantee of the defense of the homeland. Moreover, this planning is premised on deterring aggression and coercion in four key regions, as well as conducting two major campaigns of various kinds, such as operations to eliminate weapons of mass destruction in order to seek decisive results leading to victory, and supporting the smaller-scale contingency operations underway.

6 To understand the evolution of strategic thinking in the planning of military forces and capabilities in the U.S. Department of Defense, as well as the evolution of the evaluation process of future defense requirements and the main defense policy options for the structuring of military forces, it is suggested the complementary reading of "Force structure: issues involving the Base Force" (UNITED STATE, 1993).

Nevertheless, the ability to analyze prospective scenarios is a relevant factor within the process of reviewing the capabilities of military forces (LARSON, 2018). To this end, the Department of Defense is charged with reviewing analytical capabilities, as well as assessing the range of missions that are of contemporary interest; identifying deficiencies and gaps that prevent equally reliable assessments of unconventional missions. In addition, one should seek to identify doctrinal, organizational, training, material, leadership and educational changes, personnel and facilities that allow, in the future, an improvement of analytical competence, in order to add a better approach to the capabilities necessary to achieve the objectives set.

In this context, it is also stressed the need to review, refine and develop the risk structure analysis process and develop the necessary bases to assess with greater fidelity the level of risk associated with the different levels of force, planned capabilities and resources made available (UNITED States, 2001).

According to Larson (2019), within the reality of the U.S. Department of Defense, in order to seek a military force planning appropriate to the objectives set, particularly defense of the homeland, it is important to develop five categories of defense plans that are interconnected and overlap, although distinct, Concept Formulation Plan, Requirements Plans, Capability Plans, Mobilization Plans and Crisis Plans.

The Concept Formulation Plan seeks to outline the goals, missions, objectives and guidelines of national security policy. The Requirements Plans describe the resources that must be allocated, in addition to establishing strategic concepts and the form of composition of the military forces, according to the thinking of Military Commanders, given the orientations and objectives of the nation, commitments, policies and threat assessments, based on the prospective scenarios. Capability Plans describe how to do and what to do with existing resources, based on available military and civilian capabilities. Mobilization Plans establish a link between Requirements Plans and Capability Plans in time of war or national emergency, as well as building the necessary steps to organize and allocate the necessary resources. Finally, Crisis Plans seek to draw attention to perceptions of national interests and to set the friendly forces of the capabilities and limitations of opposing forces (COLLINS; SEVERNS; GLAKAS, 2019).

Larson (2018) reinforces that the improvement of the capabilities of the Department of Defense analysis process in assessing the structure of the military force, requirements and risk assessments intensifies a better transparency of the arguments of the Department of Defense, allowing a clear understanding by decision-makers and society, demonstrating clear and solid planning, as well as greater transparency to the process, since they are based on clear analytical arguments, facilitating the allocation of budgetary resources for the development of the desired capabilities.

5 CONCLUSION

This theoretical essay aims to bring to light some reflections on what are the prospective scenarios and how these scenarios can be used in the area of Security & Defense, providing a revisit on the relevance of the use of scenarios for the planning of military force, as well as its value in the decision-making process. Therefore, it began with a deepening of the theme, as for clarification on the concept of scenario, with the debate of epistemological aspects, allowing a better understanding of the use and possible information to be obtained, as well as decision support. Due to the very nature of the object of study, an interdisciplinary vision was sought, pointing out some intersections with other areas of knowledge.

The idea of strengthening the use of prospective scenarios requires a broad deepening in the philosophical field, and empirically, leading to a theorization of the various possible ways to visualize the concept of scenarios and how this information can be represented, as well as the various interpretations that can support the understanding of the theme.

However, a significant point regarding scenario definition, in addition to the possibility of scenarios consolidating a description of a future conjuncture or an ordering of perception about future alternative projections, is that scenarios do not define a future reality, but a representation, guiding actions towards a possible and desirable future.

The systematization of the analysis process is a tool that stands out through the description of the initial state, based on content, space and time, through the observation of the environment, with the survey of significant points of change. In addition, it is verified the exogenous and endogenous forces that can favor or hinder any changes and, finally, the verification of the objective that wants to be achieved. In this context, an idea that is strengthened is the ability to manage and organize this process, through a systematization of ideas and procedures, favoring the quality and reliability of information to the decision maker to direct decisions with the implementation of plans and, therefore, the consolidation of the objectives set in a future without surprises.

Moreover, this systematization of analysis consolidates the idea that a prospective attitude of the scenario directs to a visualization of a long-term situation, with amplitude and intersection with other information, enabling the construction of an investigation of solid factors and trends. Thus, such visualization contributes to a robust current planning and, consequently, a confrontation of future obstacles in better physical and financial conditions, with a predictability in the necessary actions.

Based on this theoretical bias, a significant and positive transformation is visualized in the way of observing and analyzing the planning process of the military forces, particularly in terms of the necessary capabilities to face the phenomenon of war, enabling a readjustment of forces and a better response to society. This change of perspective provides a course correction and a restructuring of available capabilities, under a new perspective of requirements analysis and threat approach, building a more comprehensive awareness.

In the area of Security & Defense, due to the uncertainties resulting from the complexity and volatility of international affairs, a significant collaboration of the scenarios was the breaking of paradigms regarding threat-based planning in favor of capacity-based planning, causing the military forces to seek planning not only to face probable threats.

It is also observed that the prospective scenarios support the definition of the nation's interests, as well as the definition of the strategy for confronting potential threats and a visualization of the future military doctrinal base, taking into account budgetary issues, reflecting on the current *status quo* and the design of a new doctrinal basis, as well as the military capabilities that best respond to the needs of the nation, essentially, of society.

Within the role of relevance of prospective scenarios for the Security & Defense area, it is assumed that the use of prospective scenarios aims not only at future planning and support to the decision-making process, but also the idea of predictability, particularly regarding the financial budget, mitigating risks and reducing inaccuracies in times of economic recession or even budget cuts. In this perspective, predictability ensures continuity in the process of research, development and acquisition of new capabilities, shortening any obstacles or setbacks that may arise.

The increment of the process of reviewing the capabilities of the military forces is another collaboration that deserves attention in terms of prospective scenarios. The scenarios allow the evaluation of the missions of interest, as well as the deficiencies and gaps existing in the doctrinal, organizational, training, material, leadership and education base, personnel and facilities, ensuring a better approximation of the war capabilities that lead to the achievement of the objectives set.

In addition, according to the U.S. Department of Defense, the fact of the existence of evidently identifiable threats does not express an obligation in the planning of the armed forces to face these threats, on the contrary, however, the unpredictability of events reinforces the line of thought that military force should be planned based on military capabilities, further reinforcing a capabilities-based approach to formulating military forces. In this way, the military force would become a force capable of shaping the international security environment, mitigating risks and ensuring that threats do not consolidate.

Therefore, with examples that go through simpler situations, such as the management of preservation areas, substantial decision support, predictability support, there is consistent evidence that prospective scenarios not only enable greater awareness of contingencies, but also alter expectations and perception about possible future events.

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