

# Evergreen

A Service that thinks and acts with strategic intent

## Evergreen: Program Update Spring 2015



## Evergreen IV Scenario Dimensions

International Stability & Cooperation: how well nation-states interact with each other and their level of respect for international norms.

US National Stability & Role of Government: the relationship between the government and the governed; the degree of political, social and economic unity or discord within the nation.

Population Shift & Demographics: the degree of mobility and demographics and their influence on social order.

Influence of Tech: the rate of technological change and its relative assimilation into society.

Resource Availability: the accessibility and affordability of renewable and non-renewable resources and raw materials.

Global Order: the extent to which the world has either migrated to a single global government or fragmented into individual states with no established international governance

Environmental Change & Adaptation: the rate of change in the global environment, climate and constituent ecosystems; the ability of nations to adapt and manage the changes.

## Evergreen IV Scenario Dimension Extremes

International Stability & Cooperation: Free-For All vs. The Global Collective

US National Stability & Role of Government: A Divided Union vs. A United State

Population Shift & Demographics: Low Mobility vs. High Mobility

Influence of Tech: Conservative vs. Radical

Resource Availability: Scarcity vs. Abundance

Global Order: Pervasive Isolationism vs. One World Order

Environmental Change & Adaptation: Rapid Failure vs. Measured Response



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## Final Ten Scenarios: Names & Ranking

1. The New Opportunity	3.85
2. Death Spiral: Eyes Wide Shut	3.76
3. Status Woe	3.73
4. Thank you Server, May I Have Another	3.67
5. Tech World	3.61
6. I've Fallen and I Can't Get Up	3.48
7. Economic Warfare	3.42
8. The Even Greater Depression	3.39
9. Scarcity & Skepticism	3.36
10. Hobosapien	3.08



Scenario scores based on four weighted factors: Plausible (15%), Challenging (35%), Relevant (30%), and Provocative (20%).

## Scenario Development Process

August 2014 – Core Team Scenario Workshops

September 2014 – Core Team Scenario Refinement

October 2014 – Tiger Team Analysis and Scenario Refinement

January 2015 – Initial Brainstorming using HCD (creative matrix)

Evergreen Program Manager Review

Core Team Input

External stakeholder Input (potential)

Final Core Team Input

Final Program Manager Review

April 2015 – Final scenario Presentation



### Notes:

- Each review expands the pool of reviewers
- Core Team members assigned to specific scenarios
- These 'specialists' will be used in future Strategic Needs workshops as Scenario SMEs
- Option to develop additional scenarios.

## On the Horizon: Strategic Needs Development

May 2015 – West Coast Workshops

- \*Mid-Grade Meeting – Identify strategic needs areas

- \*Senior-Grade Meeting – Build on Mid-Grade and fully develop Strategic Needs

June 2015 – East Coast Workshops

- \*Mid-Grade Meeting – Identify strategic needs areas

- \*Senior-Grade Meeting – Build on Mid-Grade and fully develop Strategic Needs

August 2015 – Evergreen IV Strategic Needs Report

## Ongoing Research Projects

### Long View: How Did We Do?

- \* Project Long View completed in 1999.
- \* Scenario-based planning model for contemporary Evergreen program.
- \* Four drivers, five scenarios, robust world development.
- \* **Finding: As a composite set, the five scenarios captured the current world across every descriptor.**
- \* **Scenario-based planning for an array of futures is a powerful tool to advantageously pre-position an organization for an uncertain environment.**

## Ongoing Research Projects

Strategic Needs Map: Where do Evergreen Strategic Needs Manifest in Coast Guard Strategy and Initiatives?

- \* Mapped strategic needs from projects Long View (1999) through Evergreen III (2013) against Coast Guard strategic documents and initiatives.
- \* Many strategic needs directly link to themes in various Service strategies.
- \* Map identified 27 initiatives that can be tied to Evergreen work over the past 14 years (e.g. CG Sectors, MDA, North Atlantic Forum, Innovation, Prevention & Response Model).
- \* When fully executed, those strategic needs have transformed and modernized the Coast Guard.



## Evergreen Vision & Mission

Evergreen's vision is a strategically agile Coast Guard prepared to manage a complex and fast-changing environment.

Evergreen's mission is to position the Coast Guard to navigate emerging strategic challenges and harness opportunities by:

- Building capacities, mindsets, expertise, and tools for strategic anticipation and risk management;
- Developing insights into future trends, discontinuities, and strategic surprises; and
- Communicating insights to decision makers for informed policy planning.

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## Evergreen POCs

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“If we had had the courage of our convictions and implemented the Long View strategies, we would have been much better positioned after 9/11”

- ADM Thad Allen (ret), 23<sup>rd</sup>  
Commandant of the Coast  
Guard