
Contents

Foreword	xi
Introduction	xv
Part 1. Observing and Discerning: Contextualizing the Situation and Recommending a Consistent Set of Options	1
Chapter 1. Understanding the Strategic Landscape	3
1.1. Understanding the decision-making situation.	4
1.1.1. Identifying the variables and factors that make up the situation	4
1.1.2. Detecting the context of the situation through structural analysis.	5
1.2. Representing the context of the action	15
1.2.1. Addressing the situational context through nested frames	16
1.2.2. Conceptualizing the strategic landscape as a system with three macrocomponents.	17
1.2.3. Reconstructing the multilevel landscape system.	26
1.2.4. Configuring the intervention as a system connected to the landscape.	32
1.2.5. Specifying the interactions of the “landscape” and “intervention” systems.	32

Chapter 2. Imagining and Directing Plausible Futures	37
2.1. Exploring the future through the use of scenarios	37
2.1.1. Reorienting scenarios as a core element of foresight	38
2.1.2. Building frames or scenario profiles	39
2.1.3. Sketching morphological profiles	43
2.1.4. Adopting a two-step procedure	45
2.2. Reinforcing and fleshing out the scenarios	60
2.2.1. Enriching and completing global scenarios	60
2.2.2. Periodically updating the scenarios	63
2.2.3. Using scenarios for strategic purposes	65
Chapter 3. Developing Relevant Strategic Initiatives	67
3.1. Defining objectives and considering options	67
3.1.1. Specifying and defining the main orientations	68
3.1.2. Drafting consistent action profiles	69
3.1.3. The case of the industrial future of a department in Ile-de-France	72
3.2. Transforming options into project concepts	75
3.2.1. Creating the tree of objectives	75
3.2.2. Detecting the critical conditions for achieving objectives	77
3.2.3. Summarizing each option in the form of a logical framework	80
3.2.4. Aggregating projects into coherent programs	85
3.2.5. Considering the plan as a metaprogram of actions	88
Part 2. Judging and Arbitrating: Evaluating and Reconfiguring Recommendations to Decide on a Successful Intervention	91
Chapter 4. Defining Priorities and Gauging Courses of Action	93
4.1. Clarifying preferences and comparing options	93
4.1.1. Setting up the overall performance appraisal system	95
4.1.2. Structuring and weighting criteria according to their hierarchical breakdown	97
4.1.3. Determining the estimators and scales of appreciation of the options according to the operational criteria	100
4.2. Evaluating options according to the macrocriteria to inform the decision	100
4.2.1. Appreciating congruence with the context of intervention as a springboard for pragmatism	101

4.2.2. Assessing future validity as an indicator of future pluralism	106
4.2.3. Assessing the adequacy of the strategic reference as a guarantee of finalism	111
4.3. Gauging the options according to their propensity to immerse themselves favorably in the strategic landscape: interpreting and appropriating the triad of macrocriteria	113
4.3.1. A subtle mix of key priorities	113
4.3.2. An evolving assessment of the intervention according to the macrocriteria	115
4.3.3. Using fundamentally circumstantial multicriteria assessment	116
Chapter 5. Revealing Areas of Potential and Adopting a Decision-making Logic	119
5.1. Modeling the decision problem and scrutinizing the spaces of freedom and opportunity	119
5.1.1. Considering strategic initiatives in terms of composite options	120
5.1.2. Revealing the scope of plural actions	128
5.2. Making wise use of uncertainty and ambiguity	132
5.2.1. Adopting a strategic posture according to the level of uncertainty	132
5.2.2. Exercising circumspection in an almost inextricable situation	135
Chapter 6. Recomposing Solutions and Making the Best Decisions	137
6.1. Reconciling requirements and risks by combining simulation and optimization	138
6.1.1. Conducting a cascading arbitration and selection process	138
6.1.2. Adjusting inconsistent interventions by adapting them to constraint	139
6.1.3. Developing a robust trade-off in a reasonably uncertain future	141
6.1.4. Guarding cautiously against contingencies and any eventuality	144
6.1.5. Changing the conditions to modify or transform the intervention	149

6.2. Interpreting optimized solutions to support the decision	150
6.2.1. Visualizing the results in a triptych of dashboards	150
6.2.2. Revealing performance levels for the objectives-criteria.	152
6.2.3. Describing the composition of the options and exploiting the room for maneuver	154
6.2.4. Identifying saturation and estimating the pressure of constraints	156
6.2.5. Detecting and estimating the value of proactive deposits	159

**Part 3. Acting and Intervening: Judiciously Guiding Action
to Generate a Virtuous Dynamic** 161

**Chapter 7. Identifying Predispositions to Act and Generating
Compromises** 163

7.1. Deciphering the power relationships and power factors of the actors	164
7.1.1. Schematizing the conceptual approach and introducing key concepts.	165
7.1.2. Determining the power effect (or leverage)	170
7.1.3. Conducting a structural analysis of the actors in terms of their strengths or powers.	172
7.1.4. Interpreting the power relationships according to the stature and posture of the actors	174
7.2. Extending the analytical framework to a metasystem incorporating actors and objectives	180
7.2.1. Globalizing the existence of each actor on the basis of their relations to the subsystem of factors and objectives	181
7.2.2. Aggregating the existence of each objective based on its relationship to the two subsystems of objectives and actors: visible and/or hidden preponderance and prevalence.	183
7.2.3. Extending the relational existence of each actor by adding successive dimensions	183
7.2.4. Measuring the overall coherence and the capacity for relational convergence of the metasystem	185
7.3. Interpreting the dialectic of transformation of the interplay between actors.	186
7.3.1. Diagnosing dynamic power accesses	187
7.3.2. Interpreting the dialectic of power access regimes	191

Chapter 8. Breathing Lasting Vitality into the Long Term	197
8.1. A gradual movement towards a good start	199
8.1.1. Mobilizing a triad of key skills to guide action	200
8.1.2. Bringing together the three dimensions of performance evaluation: finality, pluralism with regard to the future, and pragmatism.	201
8.1.3. Driving and animating wise actions: a conceptual insight	204
8.1.4. Promoting a dizzying rise towards beneficial action	209
8.2. Working for sustainable viability, generating vitality	212
8.2.1. Gaining directivity through continuous monitoring and evaluation of finality: a dialogical spiral between voluntarism and conservatism	212
8.2.2. Gaining insight and agility through the permanent regulation of pluralism and pragmatism	214
8.2.3. Stimulating the emergence of sustainability through a proven experience of overall performance	217
8.3. Ensuring the completion of the vortex elevation	219
8.3.1. Gaining access to prosperity, sustainability, and vivacity as completion of directivity, perspicacity, and agility	220
8.3.2. Tending towards vitality as a sublimation of viability and a complement to prosperity, sustainability, and vivacity	220
Chapter 9. Forging a Guidance System and Deploying Skills	223
9.1. Reinvigorating practices of anticipation	225
9.1.1. Differentiating and making normative approaches more flexible	225
9.1.2. Comparing and enriching the results at the different stages of the process	226
9.1.3. Committing to reinvigorating the process of forward thinking or strategic planning	229
9.2. Making the process more fluid and sustainable through deployment plans and projects	234
9.2.1. Considering the main structures involved	234
9.2.2. Strengthening institutional anchoring and organizational learning.	234
9.2.3. Preserving the logic and prerogatives of the preceding parts	235
9.2.4. Opting for a strengthened approach capable of percolating through the organization	236
9.2.5. The case of a project to strengthen technical-institutional capacities in strategic foresight.	237

9.3. Practicing, integrating, and appropriating the strategic engineering approach.	240
9.3.1. Thinking of organization and action as holomorphic	240
9.3.2. Organizing conferences, specific training courses, or on-site strategic engineering projects in a modular manner.. . . .	242
9.3.3. Promoting and developing advanced strategic engineering instruments	247
Conclusion	249
Postface	251
Glossary	255
References	265
Index	273