



Wargaming “For the Sponsor” Not “By the Sponsor”

MORS Wargaming and Analysis Workshop

**“Bureaucrats vs. Barbarians”
Debate**

Prof. Stephen Downes-Martin, Ph.D.

401-841-6933

stephen.downes-martin@nwc.navy.mil

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Two Fundamental Problems

- Modern military/strategic problems are hard
 - Traditional wargaming does not handle modern problems well
 - Hard problems require serious smarts – genius – to solve

AND

- Most people do not bring you a problem to solve
 - They bring you their poorly thought out solution to implement
 - For a problem they have not told you about



Factors that Influence Wargaming

Factor	←	→
Executions	Many	Few
Domain	Physical	Social
Scope	Detailed	Comprehensive
Level	Tactical	Strategic
Adversary	Symmetric Doctrinaire/Centralized	Asymmetric Decentralized
Technology	Old	New
Strategy	Attrition	Effects



Genius Wargaming

- Solving serious problems requires Genius Wargaming, not Rote Wargaming
- Genius scores high on three dimensions
 - Raw intelligence
 - Compulsivity
 - Psychosis
- We don't want genuine psychotics
 - They see connections that simply are not there
- We want near psychotics
 - Concrete “I'm from Missouri, show me” people are great for running bureaucracies ... and are highly trainable ...



Bureaucratic Wargaming

- Often demands you wargame something that
 - Is not “gameable”,
 - to prove a pre-ordained outcome,
 - using a Victory Machine
- Often sends unqualified players
- And tries to design the game for you
- Generating a Conflict of Interest



If you comply ...

- You will have a happy sponsor ... for a while ...
 - Promoting dubious results
 - Which will damage US National Security
 - And will eventually surface
 - Resulting in a very annoyed Sponsor
- Guess who the Bureaucrat will blame?
- Simply doing what the Sponsor thinks he wants rarely solves the problem nor serves the Sponsor or U.S. National Security
 - Must dig for what the Sponsor needs
 - Must provide what U.S. National Security needs



Conclusions

- It is the Wargamer's responsibility to be innovative
 - Even if that means breaking the game
 - That is why we use games
- That is why we have professional wargamers
 - Who research new techniques to both old and new problems
 - Who know more about wargaming than sponsors
- The seam between Bureaucrat and Barbarian
 - The Sponsor is the subject matter expert
 - The Wargamer is the wargame expert

Debate



TWO BARBARIANS AND A PROFESSOR OF BARBARIAN STUDIES

