

Preparatory worksheet for Problem Set 6: Computational qualitative scenarios

To help you think through your deliverable for Problem Set 6, elements of the Policy Sciences framework (developed by Harold Lasswell and Myers McDougal) can be helpful for developing a *requisite cross-impact balances model* to explore alternative scenarios for a decision context.

Remember that a decision context will include:

- Key stakeholders and their main objective(s);
- Decisions that the stakeholders would like to influence;
- Uncertainties that influence outcomes of decisions.

From the Policy Sciences framework: Problem orientation

- What is your decision context? Who are n key stakeholders?
- What key objective(s) do stakeholders want to achieve?
- What forces are working for vs. against the objectives of each stakeholder? In other words, what are the trends?
- What things can be done now or in the future that might shift the status quo?

From the Policy Sciences framework: Mapping the social process

- **Participants:** Who are key stakeholders participating in the decision context? Consider various stakeholders (e.g., groups, organizations, individuals). Who is demanding to participate? Who do you think should be participating?
- **Perspectives:** What are the perspectives of those who are participating?
 - Demands: What things do participants want (e.g., power, wealth, respect)?
 - Expectations: How do they see the world?
 - Identifications: How do they see themselves?
- **Situations:** In what situations are the participants interacting (e.g., through what kinds of communications, through what kinds of organizations)? In what situations would you like to see them interact?
- **“Base values”:** The Policy Sciences meaning of “base values” differs from how we have discussed values in decision analysis. This Policy Sciences element refers to capacities/competencies that participants have that they can use in their efforts to realize their goals (e.g., power, knowledge, wealth, health, skill, social connections, respect, ethics)?
- **Strategies:** What strategies might participants use to realize their goals? Example strategies are diplomatic (e.g., negotiation), ideological (e.g., persuasion, public relations), economic (e.g., money, services), conflictual (e.g., strikes, direct actions).
- **Effects, both near and short term:** How effective might participants be at making progress in realizing their goals?

Preparatory worksheet for Problem Set 6: Computational qualitative scenarios

Example: "SomewhereLand"

Problem orientation:

- Decision context: Election decision
- Who are n key stakeholders? Three parties ($n=3$): Patriots, Prosperity, Social
- What key objective(s) do stakeholders want to achieve? Foreign policy, economic policy, social policy (i.e., distribution of wealth, social cohesion, social values)
- What forces are working for vs. against the objectives of each stakeholder? In other words, what are the trends? See completed sheet below
- What things can be done now or in the future that might shift the status quo? Changes in the wider policy environment may make certain parties appear more desirable to the electorate.

From the Policy Sciences framework: Mapping the social process

- **Participants:** Who are key stakeholders participating in the decision context? Consider various stakeholders (e.g., groups, organizations, individuals). Who is demanding to participate? Who do you think should be participating? In this example, political parties are the explicit participants; how the electorate would be expected to vote is implied (due to the incumbent 'scenario of the external world').
- **Perspectives:** What are the perspectives of those who are participating?
 - Demands: What things do participants want (e.g., power, wealth, respect)? Political power (i.e., a mandate from the electorate)
 - Expectations: How do they see the world? See below party platforms
 - Identifications: How do they see themselves? See party platforms
- **Situations:** In what situations are the participants interacting (e.g., through what kinds of communications, through what kinds of organizations)? In what situations would you like to see them interact? In this example, participants are interacting through their political platforms and how well the platforms match the 'external world'.
- **"Base values":** What capacities/competencies do participants have that they can use in their efforts to realize their goals (e.g., power, knowledge, wealth, health, skill, social connections, respect, ethics)? Political power when elected
- **Strategies:** What strategies might participants use to realize their goals? Example strategies are diplomatic (e.g., negotiation), ideological (e.g., persuasion, public relations), economic (e.g., money, services), conflictual (e.g., strikes, direct actions). Ideological strategies
- **Effects, both near and short term:** How effective might participants be at making progress in realizing their goals? Participants make progress when their platforms match best the 'external world' and vice versa.

Preparatory worksheet for Problem Set 6: Computational qualitative scenarios

	Stakeholder groups	Institutions	Individuals
Participants			
Perspectives			
<i>Demands</i>			
<i>Expectations</i>			
<i>Identifications</i>			
Situations/Interactions			
Base values			
Strategies			
Near-term effects (< 5 years)			
Long-term effects (> 5 years)			

Preparatory worksheet for Problem Set 6: Computational qualitative scenarios

EXAMPLE: SomewhereLand	Stakeholder groups	Institutions
Participants	Political parties	In this example, any variables that parties cannot entirely 'control': <ul style="list-style-type: none"> Foreign policy (international affairs) Economy Social cohesion
Perspectives		
Demands	(All parties want political power, i.e., to be elected; no further elaboration on notes above.)	
Expectations	How they parties see the world: Political platforms (see Row A, intersections with columns B-C) <ul style="list-style-type: none"> Patriots are somewhat suspicious of cooperative foreign policy Prosperity is in favour of cooperative foreign policy and strongly supports a growing/ changing economy The Social Party is somewhat opposed to a changing economy, as this can mean job losses in some sectors 	N/A
Identifications	How they parties see themselves: Political platforms (see Row A, intersection with columns D-F) <ul style="list-style-type: none"> Patriots believe that opposition to their agenda is unpatriotic, which slightly raises social tensions. When they have been in power in the past, riots occurred in some communities The Prosperity Party believes that anyone with talent can and should be successful (Social values = meritocratic). They also believe successful people should be able to keep as much of their earnings as possible, which may result in uneven wealth distribution. 	N/A

Preparatory worksheet for Problem Set 6: Computational qualitative scenarios

	<ul style="list-style-type: none"> The Social Party advocates solidarity among all working classes and strongly believes that wealth distribution should be balanced (equitable) 	
Situations/Interactions	<p>Certain situations (i.e., external conditions) make particular parties more attractive to the electorate (see judgement cells in Column A and explanations at right)</p>	<p>In Column A, particular conditions from the 'external world' influence the likelihood of each party to be elected:</p> <ul style="list-style-type: none"> When foreign policy (international affairs) has been conflictual, this has strongly advantaged the Patriots and more negatively affected the Social Party When the economy has been shrinking, this has strongly disadvantaged the Social Party and somewhat advantaged the Patriots When the economy has been stagnant, this has been most favourable for the Prosperity Party, as the electorate believes the Prosperity Party can get the economy growing again When inequalities in wealth distribution are too high, the electorate believes that the Social Party will set things right. High wealth inequality strongly negatively affects political support for the Prosperity Party Low social cohesion (riots) favours the Patriots Party most, as the electorate becomes distrustful Meritocratic social values support the Prosperity Party the most and the Solidarity Party the least When feelings of solidarity are high, the Prosperity Party is disadvantaged most and the Social and Patriots parties are each slightly advantaged
<ul style="list-style-type: none"> Base values Strategies 	<p>The capacities/ competencies and strategies of each party are mostly the same.</p>	<p>When distribution of wealth is inequitable, the 'haves' feel entitled to what they have, and they will use any of their ideological or political power ("base values") to strongly endorse meritocratic social values. In turn, the 'haves' will</p>

Preparatory worksheet for Problem Set 6: Computational qualitative scenarios

		use similar capacities/ strategies to slightly discourage social values focusing on solidarity or family.
<p>Effects, such as</p> <ul style="list-style-type: none"> • Near term (< 5 years) • Long term (> 5 years) 	<p>For SomewhereLand, CIB finds the conditions where the 'external world' and party platforms match best. CIB does not distinguish whether the election scenarios are short- or long-term; they could be either.</p> <p>The SomewhereLand model reflects a blend of domestic priorities and 'external factors' (described at right). The states of descriptors in the "institution" column could possibly change on a party after it has come to power. In this way, external conditions can introduce 'external forces' on a party, making it ill-suited for leadership. When such effects happen, a party may be voted out in the next election (i.e., a short-term scenario).</p>	<p>Consider interactions amongst 'external factors' B-F only:</p> <p>External factors directly influencing <u>Column B, Foreign policy</u></p> <ul style="list-style-type: none"> • When domestic social cohesion is tense or low (riots), people are respectively slightly or strongly opposed to cooperative foreign policy stances. In turn, conflictual foreign policy is slightly or somewhat promoted. <p>External factors directly influencing <u>Column C, Economy</u></p> <ul style="list-style-type: none"> • Trade is important to SomewhereLand's economy. When foreign policy is cooperative, this somewhat discourages a shrinking economy due to increased trade. In turn, a stable or growing economy is instead slightly encouraged. • When there is foreign rivalry, a stagnant economy is slightly encouraged and a growing economy is slightly discouraged. • When foreign policy is conflictual, this strongly discourages economic growth and strongly encourages a shrinking economy. • Commerce between SomewhereLand's diverse communities is important to its economy. When social cohesion is high, a growing economy is strongly encouraged, and a shrinking economy is more strongly discouraged than a stagnant economy. • When social cohesion is tense or low (riots), this somewhat or strongly discourages economic growth. Tense social relations equally slightly encourages a shrinking or stagnant economy. Low social

Preparatory worksheet for Problem Set 6: Computational qualitative scenarios

		<p>cohesion strongly encourages a shrinking economy.</p> <ul style="list-style-type: none"> • Meritocratic social values strongly encourage a growing and changing economy; in turn, a shrinking economy is strongly discouraged. • Social values focused on solidarity or family somewhat promote economic growth that is more stagnant. <p>External factors directly influencing <u>Column D, Distribution of wealth</u></p> <ul style="list-style-type: none"> • When the economy is shrinking or growing, the 'haves' wish to protect what they have, somewhat encouraging inequality • When social values are meritocratic, the 'haves' feel entitled to what they have, strongly encouraging inequality • When solidarity is the focus of social values, wealth inequality is somewhat not tolerated; in turn, a balanced distribution is somewhat encouraged • When family is the focus of social values, wealth inequality is slightly not tolerated; in turn, a balanced distribution is slightly encouraged <p>External factors directly influencing <u>Column E, Social cohesion</u></p> <ul style="list-style-type: none"> • In SomewhereLand, when foreign affairs are characterized by rivalry or conflict, this slightly or strongly promotes high social cohesion domestically (i.e., increased patriotism). In turn, low social cohesion (riots) are more strongly discouraged than domestic tensions. • When the economy is shrinking, low social cohesion is somewhat encouraged and high social cohesion is strongly discouraged • When the economy is growing and changing, social peace is strongly encouraged. In turn,
--	--	---

Preparatory worksheet for Problem Set 6: Computational qualitative scenarios

		<p>low social cohesion is more strongly discouraged than internal tensions.</p> <ul style="list-style-type: none"> • When wealth distribution is balanced, social peace is strongly promoted; in turn, low social cohesion is more strongly discouraged than internal tensions. • When wealth inequality is high, low social cohesion (possibly leading to riots) are somewhat encouraged; in turn, feelings of social peace are strongly discouraged • When social values are meritocratic, the 'haves' feel entitled to what they have, which slightly encourages tension or low social cohesion across SomewhereLand. In turn, high social cohesion is somewhat discouraged. • When solidarity or family are the focus of social values, high social cohesion is somewhat promoted. In turn, tensions or low social cohesion are equally slightly discouraged. <p>External factors directly influencing <u>Column F, Social values</u></p> <ul style="list-style-type: none"> • When foreign affairs are conflictual, social values focusing on solidarity or family are slightly encouraged. In turn, values focusing on meritocracy are somewhat discouraged • When distribution of wealth is balanced, social values focusing on solidarity or family are slightly encouraged. In turn, values focusing on meritocracy are somewhat discouraged • When distribution of wealth is inequitable, the 'haves' feel entitled to what they have, and they will use any of their ideological or political power to strongly endorse meritocratic social values. In turn, the 'haves' will slightly discourage social values focusing on solidarity or family. (This was noted
--	--	---

Preparatory worksheet for Problem Set 6: Computational qualitative scenarios

		<p>above in the “base values” section.)</p> <ul style="list-style-type: none">• When social cohesion is high, social classes in Somewhereand are slightly less receptive to the protective social values of solidarity and family; in turn, they are somewhat more receptive to meritocratic social values• When social cohesion is tense, social classes start to question meritocratic social values; in turn, family/kinship values are slightly encouraged• When social cohesion is low (riots), social classes less receptive social values of meritocracy and solidarity (with meritocracy trusted less than solidarity). In turn, family/kinship values are strongly encouraged.
--	--	---