



# Lessons from RAND's Work on Planning Under Uncertainty for National Security

*Paul K. Davis*

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Using examples from strategic planning, acquisition management, logistics, manpower, crisis decisionmaking, and organization and management, this monograph summarizes 20 years of RAND's uncertainty analysis for national security. Highlights include RAND's evolutionary view of how to deal with "deep uncertainty" and coping with surprise developments. This report should interest readers of strategy, planning, and related analytic methods.

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