

# HEDGEMONY

A GAME *of* STRATEGIC CHOICES



ABBREVIATIONS  
AND GLOSSARY

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# Introduction

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Hedgemony<sup>1</sup> is a pedagogical wargame designed for U.S. defense strategy and policy professionals, as well as graduate school faculty and students in related fields of study. This booklet contains a list of abbreviations and an annotated glossary of terms used throughout the Hedgemony game materials, including the rulebook, *Hedgemony: A Game of Strategic Choices—Rulebook*, and the player guide, *Hedgemony: A Game of Strategic Choices—Player Guide*.

We urge players and those planning to run a game session to peruse both sections of this booklet: the glossary of terms and the list of abbreviations. The cross-referenced glossary provides definitions for many defense-related terms that, although commonly used by planners and strategists, have not been formally defined or might have acquired multiple meanings, depending on context. Where we have chosen particular definitions that might differ from common usage or represent only one of multiple commonly used definitions, we have tried to include all of those definitions to provide better context for how we have used those terms in the game. In those cases, the definition we use is prepped by the phrase “In Hedgemony . . .”

Terms that are defined in the glossary appear in bold type upon their first use in the rulebook and the player guide. The glossary also contains definitions for terms that are used in other definitions and that we felt needed to be defined, in keeping with the pedagogical objectives of

the game, but that might not appear in either the rulebook or the player guide. Several terms were added to the glossary because of how often questions about the meaning of those terms came up during play testing and during actual game sessions.

The abbreviations list contains all abbreviations that are used throughout both books and the game materials.

The initial research and development of Hedgemony was sponsored by the Office of the Under Secretary of Defense for Policy and conducted within the International Security and Defense Policy Center of the RAND National Security Research Division (NSRD), which operates the RAND National Defense Research Institute (NDRI), a federally funded research and development center sponsored by the Office of the Secretary of Defense, the Joint Staff, the Unified Combatant Commands, the Navy, the Marine Corps, the defense agencies, and the defense intelligence enterprise. For more information on the RAND International Security and Defense Policy Center, see [www.rand.org/nsrd/isdp](http://www.rand.org/nsrd/isdp) or contact the director (contact information is provided on the webpage).

Funding to produce the game in a format useful for a broader policy-making audience was provided by gifts from RAND supporters and income from operations.

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<sup>1</sup> The name **Hedgemony** arose from the nature of a common challenge facing those who craft U.S. defense strategy. For the past 30 years, U.S. defense policymakers have been focused on an environment that has presented the United States with options for employment of defense forces in many different roles (such as humanitarian assistance, counterinsurgency, and major power conflict) and in many different locations (such as Afghanistan, Estonia, Haiti, Iraq, Korea, and Somalia). U.S. defense policymakers must prepare for a variety of near-term contingencies while also building U.S. armed forces for the future. The tension inherent in this set of challenges led us to think in terms of “hedging strategies”—the kinds of strategies investment professionals use to deal with uncertainty in the investment markets. This challenge also typically entails efforts to either maintain parity or achieve overmatch with one’s adversaries. Hence, we have the term **Hedgemony**.



# Glossary of Terms

## acquisition

- **Acquisition** refers to the conceptualization, initiation, design, development, test, contracting, production, deployment, integrated product support, modification, and disposal of weapons and other systems, supplies, or services that are to satisfy U.S. Department of Defense (DoD) needs and are intended for use in, or in support of, military missions.<sup>2</sup>

## Action Card

- In Hedgemony, an **Action Card** is a type of card players may use to take actions during their turn. Each card's adjudication has been preconsidered as part of the session scenario.

## Action and Investment Cards

- In Hedgemony, a deck of **Action and Investment Cards** is assigned to each player as part of the session scenario. The deck represents a catalog of actions and investments from which a player may choose during their turn and whose adjudication has been preconsidered during development of the scenario.

## action/event outcome

- In Hedgemony, **action/event outcome** refers to the final result(s) of resolving an action, interaction, or event in the game context (i.e., what has happened in the world represented in the game as a result of the action, interaction, or event).

## activation markers

- **Activation markers** are small white chits with the word *Activate?* on one side and the word *Yes* or *No* on the other. In the default scenario, they are used by Red to signal whether Red is going to execute the three cards it placed on its placemat during the Red Signaling Phase.

## adjudicated—See adjudication.

## adjudication

- In wargaming, **adjudication** is the process of resolving the outcome of one or more player actions or interactions during a turn or phase of a turn.
- In Hedgemony, adjudication typically involves stepping through one or more resolution procedures dictated in the rules or specified on the card currently in play.

## Annual Resources Allocation Phase

- In Hedgemony, the **Annual Resources Allocation Phase** is the phase of a game turn when players receive their per-turn allocation of resources.

## area of interest (AOI)

- The **area of interest** refers to the specific area, or areas, of the world that are relevant to the interaction of military forces during a specific operation or campaign.

## area of responsibility (AOR)

- An **area of responsibility** is the geographical area associated with a combatant command, within which a geographic

combatant commander has authority to plan and conduct operations.<sup>3</sup>

- In Hedgemony, **areas of responsibility** are the geographical areas that are abstractions of the combatant command AORs and that are used to regulate the deployment and movement of forces.

## asymmetrical capability—See critical capability.

- An **asymmetrical capability** is a capability specifically intended to take advantage of an adversary's weakness(es) to achieve a degree of mission or campaign overmatch.
- In Hedgemony, critical capabilities represent asymmetrical capabilities.

## balance, balance of play—See game balance.

## baseline resolution table

- In Hedgemony, a **baseline resolution table** is one of two tables (Combat Resolution Table A or Resolution Table B) that are used to resolve probability outcomes of combat and noncombat interactions between forces.

## Blue

- Typically, **Blue** players are “friendly to” (i.e., willing to cooperate or align with to some degree) the United States during a game.
- In Hedgemony, Blue is the U.S. player and the North Atlantic Treaty Organization and European Union player, plus any other aligned proxies or sides.

## Blue Investments and Actions Phase

- In Hedgemony, the **Blue Investments and Actions Phase** is the phase of a game turn when Blue players plan and then proactively execute one or more investments and actions in alignment with their strategy.

## campaign

- A **campaign** is an orchestrated series of simultaneously and/or sequentially executed operations.

## capability, capabilities

- **Capability** is the ability of a military force to deliver one or more military effects within one or more operational contexts.
- Examples of military capabilities include the ability to maneuver, the ability to defend oneself against specific threats, and the ability to conduct specific missions in specific contexts.
- In Hedgemony, a force's Modernization (Mod) Level and its Critical Capability Modernization (Mod) Levels are measures of capability relative to other players' forces.

## capacity, capacities

- **Capacity** is the ability of a military force to achieve and sustain a rate, pace, and/or scope of military effects over time.
- **Military force capacity** is typically a combined measure of a force's capabilities, its size, and its readiness.

<sup>2</sup> Defense Acquisition University, “Glossary of Defense Acquisition Acronyms and Terms (DAU Glossary),” database, last updated February 9, 2017.

<sup>3</sup> Joint Chiefs of Staff, *DoD Dictionary of Military and Associated Terms*, U.S. Department of Defense, June 2018.

- In Hedgemony, force capacity (size) is expressed as some number of Force Factors.

### chits

- **Chits**, or **counters**, are traditional “playing pieces” in wargames. They are usually made from cardboard, plastic, or wood.
- Hedgemony uses cardboard counters to represent players’ military forces and to track player status on the game board, tracking sheets, and placemats.

### Combat Factor (CF)

- A **Combat Factor** is a traditional measure of military force capability/capacity or combat power that is used in wargames.
- In Hedgemony, Combat Factors are a function of force size and force capability.

### Combat Resolution Table A (CRT A)

- In Hedgemony, **CRT A** is the resolution table used to determine probability outcomes during the resolution of combat interactions.
- CRT A is one of two baseline resolution tables; the other is Resolution Table B.

### counters—See **chits**.

### Critical Capability, Critical Capabilities

- In Hedgemony, **Critical Capabilities** are used to represent specific capabilities that a nation or actor can invest in to achieve asymmetrical capability overmatch with an adversary.
- In the default scenario, examples include command, control, communications, computers, intelligence, surveillance, and reconnaissance; Integrated Air and Missile Defense; long-range fires; special operations forces; and nuclear forces.

### Critical Capability Modernization (Mod) Level

- In Hedgemony, the **Critical Capability Mod Level** indicates the level of technological advancement of a particular Critical Capability (e.g., an Integrated Air and Missile Defense Critical Capability at Mod Level 4 will overmatch a long-range strike Critical Capability at Mod Level 3).

### default scenario

- The **default scenario**, which is included with Hedgemony, consists of sets of Action and Investment Card decks, sets of Domestic Event Card decks, an International Event Card deck, a set of Starting Conditions and Victory Conditions, and the set of rules in effect for the game session (which also may include additional cards and marker chits).

### deployment

- **Deployment** involves the movement of forces from one area of responsibility (AOR) to another or the redeployment of forces within an AOR from one area of interest to another.

### die-roll modifier

- A **die-roll modifier** is a method used in wargaming to shift the outcome probability curve of an interaction in one or another

player’s favor, depending on various situation-dependent conditions.

- Specifically, it is a positive or negative value added to a die roll before the outcome is determined.

### DIME (Diplomatic, Information, Military, and Economic)

- **DIME** is a framework that emerged from U.S. military academia for characterizing powers that a state may use to influence outcomes in the world.

### domain

- Unless otherwise qualified, in the Hedgemony rulebook, **domain** usually refers to **domain of warfare** (see definition).

### domain of warfare

- A **domain of warfare** is one of several physical or virtual dimensions of warfare that encompass a body of military concepts, missions, and doctrine.
- The boundaries between these dimensions are far from distinct, because they overlap in significant ways that complicate the implementation and evolution of integrated warfighting concepts (i.e., there are very few missions that do not involve multiple domains).
- Typical domains of warfare include land, sea, air, space, and information/cyber.
- In Hedgemony, there is no specific differentiation between domains of warfare (e.g., air, ground, sea, cyber) on the forces counters (playing pieces); a player or the White Cell determines which specific domains of warfare are involved during an interaction on a case-by-case basis during player discussion of actions and events.

### domain expertise

- In defense disciplines, **domain expertise** refers to any narrowly or broadly defined field, area, arena, sphere, discipline, or sector of expertise defined by the professional categories and/or specialties that are typical of defense, intelligence, or government strategy, policy, planning, or operations.

### Domestic Event—See **Domestic Event Card**.

### Domestic Event Card

- In Hedgemony, **Domestic Event Cards** represent a variety of domestic issues or events that could arise in players’ countries or regions as part of a session scenario. These cards are normally controlled and injected by the White Cell.

### economy of force

- **Economy of force** is a deliberate effort to use the minimum forces necessary to achieve intended outcomes, often by accepting some risk of failure under certain conditions.

### employ—See **force employment**.

### Event Card

- **Event Cards** are controlled and injected into the game either by the White Cell or at random, depending on the session scenario, to adjust the direction, balance, or pace of play. There are two types of Event Cards in Hedgemony—**Domestic Event Cards** and **International Event Cards**. How these cards are used

and affect play is detailed in Chapters Seven and Eight of the rulebook.

#### **event/action outcome**

- In Hedgemony, an **event/action outcome** is the final result of resolving an action, interaction, or event in “game context” (i.e., what happened in the world represented in the game as a result of the action, interaction, or event).

**facilitator, facilitators**—*See* **White Cell**.

#### **favor**

- **Favor** refers to which player benefits from a given probability outcome.
- Resolution tables are used to determine the favor of a probability outcome from a die roll.

**force capability**—*See* **capability**.

#### **force development**

- **Force development** is the process of determining military forces’ capability and capacity requirements and then translating them into time-phased program investments that deliver military capabilities and force structure to accomplish the forces’ assigned missions in alignment with a strategy.

#### **force employment**

- **Force employment** is the use of military forces in specific operational contexts to achieve one or more tactical, operational, or strategic objectives.

#### **Force Factor (FF)**

- In Hedgemony, a **FF** is a measure of military force capacity (and size). Each forces counter denotes some number of FFs.

#### **force laydown**

- **Force laydown** is a term used in **global force management** in reference to a particular plan, policy, or instance of force allocation, assignment, and apportionment.

#### **force management**

- In the Army, **force management** is a formal term for the capstone process for establishing and fielding mission-ready Army organizations throughout their life cycle.<sup>4</sup> In Hedgemony, force development is a subprocess of Army force management.
- For other military services, the Joint Chiefs of Staff, and the Office of the Secretary of Defense, the term **force management** is more loosely defined and refers to the process of allocating and maintaining existing military forces’ readiness for deployment and operations in alignment with strategy.
- Hedgemony uses the latter, less formal definition of force management.
- **Force management** is not to be confused with **global force management**.

#### **force modernization**

- **Force modernization** is the improvement of an existing military capability.

- In Hedgemony, **modernization** is the upgrading of existing technologies or military forces capabilities to a higher Modernization (Mod) Level through the expenditure of resources.

#### **Force Modernization (Mod) Level**

- In Hedgemony, **Force Mod Level** indicates how technologically advanced a given-sized force is (e.g., one Force Factor at Mod Level 4 is more capable than one Force Factor at Mod Level 2).

#### **force posture**

- **Force posture** is the configuration of a military force’s home and overseas relationships, activities, facilities, and basing-sourcing-surge policies and capacities that enable it to respond and execute its missions around the world.

**force procurement**—*See* **procurement**.

**force ratio**—*See* **ratio of forces**.

#### **force readiness**

- **Force readiness** is a measure of a military force’s manning, training, equipment, mobility, and sustainment (e.g., fuel, parts, munitions, replacements) levels—essentially, a force’s preparedness to deploy, execute, and sustain its assigned missions for some period of time at some tempo of operations.
- In Hedgemony, a force’s Readiness Level will affect its combat capability (expressed in Combat Factors).

#### **force size**

- **Force size** is the number of troops and/or platforms (e.g., vehicles, aircraft, ships) in a military force, usually expressed as some number of military formations (e.g., armies, divisions, brigades, squadrons, task groups).
- Force size is also a measure of force capacity.
- In Hedgemony, force size is expressed as some number of Force Factors.

#### **force structure**

- **Force structure** is the overall size *and* composition of a military force (i.e., the numbers and types of personnel, equipment, units, and formations that constitute the force).

#### **forces**

- Unless otherwise qualified, **forces** are professional organizations authorized, trained, and equipped to support and defend sovereign states.
- **Irregular and paramilitary forces** are special cases of such forces that may be more loosely aligned or unaligned with sovereign states.
- In Hedgemony, the players represent nation-sanctioned military forces but may also represent irregular and/or paramilitary forces when they are called for in a session scenario.

**forces counters**—*See* **chits**.

<sup>4</sup> U.S. Army War College, *How the Army Runs: A Senior Leader Reference Handbook, 2015–2016*, Carlisle, Pa., 2015.

## forward presence

- **Forward presence** refers to the regular, sustained forward operations and/or stationing of military forces overseas—an instrument of force posture.

## game

- A **game** can be thought of as any interactive process with five basic characteristics: (1) Multiple independent decisionmakers (2) compete to achieve goals (3) in evolving contexts that change according to their interactions, (4) which are governed by a set of rules, and (5) the results of the interactions do not have a direct impact on the state of the world.<sup>5</sup>

- *See wargame.*

## game balance

- **Game balance** is a measure of perceived fairness among the players—the perception that each player’s freedom of action and chances for success relative to those of other players are reasonable or can be justified by the scenario context.

## game mechanics

- The term **game mechanics** refers to the system of rules, techniques, and artifacts used in the game to facilitate and regulate play.

## game session

- A **game session** is an instance of a game played from start to finish.

## game turn—*See turn.*

## global force management (GFM)

- **GFM** is the process of systematically managing the allocation, assignment, and apportionment of forces around the world to support a defense strategy.

## global security environment

- The **global security environment** is an estimate or assessment of world geopolitical, military, and economic trends, relationships, and tensions; sources of potential regional conflict; and emerging threats to U.S. national security. It is used to provide a baseline set of assumptions for defense strategy and policy.
- The global security environment often is called the **international** or **world security environment**, or simply the **security environment**.

## gray zone—*See gray zone conflict.*

## gray zone conflict

- **Gray zone conflict** is competitive interaction among and within state and nonstate actors that falls between the traditional duality of war and peace. It is characterized by ambiguity about the nature of the conflict, opacity of the parties involved, or uncertainty about the relevant policy and legal frameworks.<sup>6</sup>
- The term **gray zone** might be new, but the phenomenon is not. Although many of the techniques used now are based on modern technology, notably cyber and networked

communication, many are as old as history. What are now being called gray zone methods have been conducted in the past under such names as “political warfare,” “covert operations,” “irregular warfare,” “guerrilla warfare,” “active measures,” and the like. In some sense, the Cold War was one protracted gray zone campaign, on both sides and on a global scale. The central characteristic of gray zone operations is that they involve the use of instruments beyond normal international interactions yet short of overt military force. They occupy the space between (1) normal diplomacy and commercial competition and (2) open military conflict. Although they often employ diplomacy and commercial actions, gray zone attacks go beyond the forms of political and social action and military operations with which liberal democracies are familiar to make deliberate use of instruments of violence, terrorism, and dissembling. Moreover, gray zone attacks often involve asymmetry in the magnitude of national interests or capabilities between the adversaries.<sup>7</sup>

## home base

- In Hedgemony, a force’s **home base** is either (1) where it started the game (for those forces, such as U.S. forces based overseas, that are assumed to be permanently stationed in those locations) or (2) its home country (for forces that were assumed to be temporarily or rotationally deployed overseas).

## Influence

- In Hedgemony, **Influence** is an abstract representation of a country’s standing and ability to shape its region and the world. Influence is used to define and track progress toward each player’s Victory Conditions.

## Influence Points (IP)—*See Influence.*

## International Event—*See International Event Card.*

## International Event Card

- In Hedgemony, **International Event Cards** represent a variety of issues or events that could affect multiple players’ countries or regions as part of a session scenario. These cards are normally controlled and injected by the White Cell.

## Investment Card

- In Hedgemony, an **Investment Card** is a type of card players may use to make investments during their turn. The card’s adjudication has been preconsidered as part of the session scenario.

## Investments and Actions Phase

- In Hedgemony, the **Investments and Actions Phase** is the phase of a game turn when Red or Blue players proactively execute one or more investments and actions in alignment with their strategies.

## levels of war (tactical, operational, strategic)

- The term **levels of war** traditionally refers to a model of warfare involving three or more different levels of abstraction. Usually,

<sup>5</sup> RAND Center for Gaming, homepage, undated.

<sup>6</sup> Philip Kapusta, “The Gray Zone,” *Special Warfare*, October–December 2015.

<sup>7</sup> U.S. Department of State, International Security Advisory Board, *Report on Gray Zone Conflict*, Washington, D.C., January 3, 2017.



the model includes tactical, operational, and strategic levels; a fourth level often added is the political level.

- The levels of war in this model typically denote different degrees of detail, timespans, or timesteps; sizes of the area of interest or area of responsibility; how the forces are commanded and controlled, etc.
- At the basic level,
  - the **strategic** level of war is concerned with the art of employing national power (including the use of military forces) to achieve national objectives.
  - the **operational** level of war is concerned with the planning and conduct of military campaigns in the context of a strategy that involves the orchestration of numerous operations across one or more domains of warfare over time.
  - the **tactical** level of war is concerned with the planning and conduct of specific operations of limited scope and duration in the context of a campaign.
  - Hegemony is a strategic-level game.

#### **magnitude**

- In Hegemony, **magnitude** refers to the size or scale of a player's success or setback of a given probability outcome (i.e., Minor Gain or Major Gain).
- A resolution table is used to determine the magnitude of a probability outcome from a die roll.

**military force, military forces**—*See forces.*

**mission**—*See operation.*

**modernization**—*See force modernization.*

**Modernization (Mod) Level**—*See Force Modernization (Mod) Level and Critical Capability Modernization (Mod) Level.*

**multi-sided** (game)

- A **multi-sided** game is a game involving more than one player. Sides can be live or virtual/scripted.
- Hegemony, a multi-sided game, has six live-player sides and the potential for additional scripted sides.

**National Technology (Tech) Level**

- In Hegemony, the **National Tech Level** indicates the strength of a country's science and technology research and development capabilities—the upper limit for how modern a player's forces or capabilities can be at any point in the game.

**operation**

- An **operation** is the employment of military forces in a specific context of relatively limited scope and duration to achieve specific objectives in the context of a campaign or strategy.

**operational**—*See levels of war.*

**operational context**—*See scenario.*

**outcome**

- In Hegemony, an **outcome** is a result of resolving an action, investment, or event. There are two types of outcomes: a **probability outcome** (an intermediate step in a two-step

resolution procedure) and an **action/event outcome** (the final in-world-context result of the resolution procedure).

- For more information, see the definitions of the bolded terms in the previous bullet and Chapters Nine, Twelve, and Thirteen in the rulebook.

**overmatch**

- The term **overmatch** refers to an advantage in military capability or capacity of one military force over another.
- A state of little to no meaningful capability and capacity advantage between forces is typically called **parity**.

**parity**

- **Parity** is roughly equal capability, capacity, or status between opposing forces.

**phase**

- In gaming, a **phase** is a subsegment of a game turn set aside for specific types of player planning, actions, and/or decisions.
- A Hegemony game turn has five phases, played in sequence (described in detail in Chapter Three of the rulebook, "Play Sequence"):
  - Red Signaling Phase
  - Blue Investments and Actions Phase
  - Red Investments and Actions Phase
  - Annual Resources Allocation Phase
  - State-of-the-World Summary Phase.
- Hegemony also differentiates player actions within the Investments and Actions phases depending on whether a player's actions are **proactive** (on the player's own initiative) or **reactive** (in reaction to another player's actions).

**play balance**—*See game balance.*

**playability**

- **Playability** is the ability of players to play the game and achieve the game's objectives without becoming mired in or distracted by game mechanics.

**player turn**—*See turn.*

**PMESII (Political, Military, Economic, Social, Information, Infrastructure)**

- **PMESII** is a multidimensional framework for understanding the operational environment as part of the operational planning process.
- The abbreviation typically used now is **PMESII-PT**, which adds the dimensions of Physical Environment and Time.

**posture**—*See force posture.*

**presence**—*See forward presence.*

**private**

- In Hegemony, a **private** action, event, investment, or outcome is one that is known only to the owning player and the White Cell. It is hidden from the other players.

## proactive

- A **proactive** deployment takes place on a player's own initiative (as opposed to a **reactive** deployment, which takes place in reaction to another player's actions).

## probability outcome

- **Probability outcome** is the outcome of a die roll on one of the two baseline resolution tables (either Combat Resolution Table A or Resolution Table B); these tables provide probability distributions for the outcomes of combat and noncombat interactions between forces as part of the default scenario.
- The probability outcome is the first step in a two-step resolution procedure.

## procurement

- In Hedgemony, **procurement** is the purchase of new military forces capabilities or capacities through the expenditure of resources.

## proxy, proxies—See proxy forces.

## proxy forces

- In Hedgemony, **proxy forces** are forces that are aligned to varying degrees with a player and that may support that player's actions under certain circumstances.

## public

- In Hedgemony, a **public** action, event, investment, or outcome is one that is visible to all players.

## ratio of forces

- The **ratio of forces** is a measure of the relative combat power (capability and/or capacity) between opposing military forces.
- In Hedgemony, the ratio of forces is calculated by dividing the number of Force Factors in one force by the number of Force Factors in the opposing force and (typically) rounding down.

## reactive

- A **reactive** deployment takes place in reaction to another player's actions (as opposed to a **proactive** deployment, which takes place on the player's own initiative).

## Readiness—See force readiness.

## Readiness Level—See force readiness.

## Red

- Typically, **Red** players act as adversaries to Blue players during a game.
- In Hedgemony, Red includes the Russia, China, Iran, and DPRK players, as well as their proxies and other aligned sides.

## Red Investments and Actions Phase

- In Hedgemony, the **Red Investments and Actions Phase** is the phase of a game turn when Red players proactively play one or more Action and Investment Cards in alignment with their strategies.

## Red Signaling Phase

- In Hedgemony, the **Red Signaling Phase** is the phase of a game turn when Red players assume a Blue supporting role

and present intelligence summaries to Blue about their nation's possible intentions.

## redeployment—See deployment.

## reset

- **Reset** is the process of restoring a force that has returned from deployment (possibly having suffered losses, material casualties, or reduction in capability or capacity caused by wear and tear) to full mission capability, capacity, and/or Readiness.

## resolution

- In wargaming, during adjudication, **resolution** is the process of determining the outcome of a specific action, interaction, or event, often by means of rolling a die followed by looking up the outcome in one or more tables.

## resolution table

- A **resolution table** is a table used during adjudication to determine (resolve) the outcomes of actions, events, and interactions in a game.
- Hedgemony uses two probability resolution tables (one for combat actions/interactions and one for noncombat actions/interactions), as well as action/event outcome resolution tables printed on many of the Action, Investment, and Event Cards.

## Resolution Table B (RT B)

- In Hedgemony, **RT B** is the resolution table used to determine probability outcomes for noncombat interactions and most unopposed combat interactions.
- RT B is one of two baseline resolution tables; the other is Combat Resolution Table A.

## resolved—See resolution.

## Resource Points

- In Hedgemony, **Resource Points** are an abstraction for the funding that players need to pay for the development, management, and employment of their forces.

## resources—See Resource Points.

## round

- A **round** usually denotes a complete set of player turns (plans, moves, and/or actions) within a game turn.
- In Hedgemony, a round is synonymous with a game turn (see **turn**).

## scenario

- A **scenario** consists of the factors and conditions that are necessary to understand how military capabilities and capacities can and/or will be employed and will perform in a certain time frame and region of the world.
- Factors typically include an assessment (or projection) of the security environment, the geography and physical environment, and the military capabilities and capacities of the forces involved in a specific time frame.
- A scenario must be defined for each Hedgemony game session.
- Sets of Action and Investment Card decks, sets of Domestic Event Card decks, an International Event Card deck, a set of

Starting Conditions and Victory Conditions, and the set of rules in effect for the game session (which also may include additional cards and marker chits) represent the default scenario.

**security environment**—*See* **global security environment**.

**session**—*See* **game session**.

**session scenario**

- A **session scenario** is the scenario chosen or developed for a particular game session, or the situational, “state-of-the-world” context in which the game session is played.

**side**

- A **side** comprises a player or group of aligned players working toward common or shared game objectives.
- In Hedgemony, players begin the game unaligned unless specified in the session scenario, and there may be additional aligned or unaligned actors, including allies, proxies, and groups (i.e., Hedgemony has six or more sides).

**Starting Conditions**

- **Starting Conditions** consist of the configuration of each player’s situation, status, and forces, relative to that of the other players, at the start of the game. Factors include locations of forces, resource levels, and defined capabilities.
- In Hedgemony, the Starting Conditions are typically asymmetrical, meaning that each player starts the game under different circumstances and with a different configuration of factors from those of the other players.

**State-of-the-World Summary Phase**

- In Hedgemony, the **State-of-the-World Summary Phase** is the phase of a game turn when the White Cell summarizes what has happened in the “world” up to that point. This phase takes place at the start of the game and at the end of each game turn, and it includes notable trends and changes in player status relative to the Victory Conditions for the session scenario.

**strategic**—*See* **levels of war**.

**strategy, strategies**

- A **strategy** is a high-level plan to achieve one or more goals under conditions of uncertainty.
- In Hedgemony, the U.S. player (representing the U.S. Department of Defense) is expected to play in alignment with a defense strategy, while the other players (representing their entire respective governments) are expected to play in alignment with a national strategy. In all cases, these strategies could be fictional, actual, or historical, depending on the learning objectives of the game session.

**tactical**—*See* **levels of war**.

**threat**

- **Threat** typically refers to an adversary’s (or potential adversary’s) military capabilities or capacities that are assessed to be sources of risk to achieving one’s national, defense, and/or military security objectives.

**tiered readiness**

- **Tiered readiness** is a strategy or policy of deliberately under-resourcing the readiness of some portion of a nation’s military forces to free resources for other priorities (e.g., science and technology, force development, force management, force posture, force employment).
- This strategy or policy carries the risk that force capability or capacity may be unavailable when needed, either because there is not time to rebuild the readiness of the affected forces or because of the significant costs typically associated with restoring (“buying back”) readiness that has deteriorated.

**tracking marker chits; tracking chits**

- **Tracking marker chits** are small round disks used to keep track of various important game parameters—some are managed by the players and some by the White Cell.
- Some chits are labeled to denote their purpose (usually along with the color of the owning player), some simply have the name and color of the owning player printed on them, and some are blank and plain white.
- Those with labels are intended for the tracking boxes and uses associated with those labels, in accordance with the rules described in the rulebook.
- The plain white chits are used by the White Cell to keep track of the current turn and turn phase.
- Examples of tracking marker chits include those for keeping track of Influence Points, National Tech Level, Critical Capability Mod Level, and Readiness Level.

**turn**

- A **turn** is a segment of time during a game session in which players may plan and take actions in accordance with the game rules.
- Player turns within game turns may be sequential (one player at a time), simultaneous (multiple players planning and/or acting at the same time), or a mixture of both.
- In Hedgemony, game turns are divided into phases set aside for specific types of player planning, decisions, and/or actions.
- Hedgemony uses a sequence of multi-phase game turns denoting roughly a year in time that involve both simultaneous and sequential player turns.

**turn-based** (game)

- A **turn-based** game is a game that involves a sequence of game turns and/or player turns.

**turn phase**—*See* **phase**.

**Victory Conditions**

- **Victory Conditions** consist of the configuration of factors, relative to other players and measured during a game, that define whether a player has “won.”
- In Hedgemony, the Victory Conditions are typically asymmetrical, meaning that each player is working to achieve a different configuration of factors relative to one or another of the opposing players. One of these factors is typically Influence.

## **vignette**

- In wargaming, scenario development, or operational planning, a **vignette** defines a representative or hypothetical situation in a scenario or operation, analogous to a scene in a movie.
- Vignettes are typically used to define or understand how different military missions or capabilities contribute to a scenario campaign, because operations within a campaign are often described as a sequence or set of vignettes.
- Each Action, Investment, and Event card in Hedgemony can be thought of as defining a vignette in the session scenario.

## **wargame**

- A **wargame** is a type of game used to explore decisionmaking possibilities in an environment with incomplete and imperfect

information.

- It is a warfare model or simulation that does not involve the operation of actual forces and in which the flow of events is shaped by decisions made by a human player or players.<sup>8</sup>
- Wargames embrace and leverage a concept expressed by Thomas Schelling: “One thing a person cannot do, no matter how rigorous his analysis or heroic his imagination, is to draw up a list of things that would never occur to him.”<sup>9</sup>

## **White Cell**

- The **White Cell** is the team of people administering and facilitating the game on behalf of the players.

**world security environment**—See **global security environment**.

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<sup>8</sup> Peter Perla and Ed McGrady, “Wargaming and Analysis: Presentation for MORS Special Meeting,” presentation slides, Alexandria, Va.: CNA Corporation, October 2007. This definition is a refinement of that offered in Peter P. Perla, *The Art of Wargaming: A Guide for Professionals and Hobbyists*, ed. John Curry, Annapolis, Md.: Naval Institute Press, 2011.

<sup>9</sup> Mark Herman, Mark Frost, and Robert Kurz, *Wargaming for Leaders: Strategic Decision Making from the Battlefield to the Boardroom*, New York: McGraw-Hill, 2009; and Thomas C. Schelling, “The Role of War Games and Exercises,” in Ashton B. Carter, John D. Steinbruner, and Charles A. Zraket, eds., *Managing Nuclear Operations*, Washington, D.C.: Brookings Institution, 1987.

AI	artificial intelligence	ISR	intelligence, surveillance, and reconnaissance
AOI	area of interest	JCPOA	Joint Comprehensive Plan of Action
AOR	area of responsibility	LeT	Lashkar-e-Taiba
AP	Arabian Peninsula	LR	long-range
AU	African Union	LRA	Lord's Resistance Army
BH	Boko Haram	LRBM	long-range ballistic missile
BM	ballistic missile	LRF	long-range fires
BMD	ballistic missile defense	MARV	maneuverable reentry vehicle
C4ISR	command, control, communications, computers, intelligence, surveillance, and reconnaissance	mod	modernization
CAR	Central African Republic	MRBM	medium-range ballistic missile
CF	Combat Factor	NATO	North Atlantic Treaty Organization
CON	conflict	NGO	nongovernmental organization
CONUS	contiguous United States	NLL	Northern Limit Line
CRT	combat resolution table	O&M	operations and maintenance
CRT A	Combat Resolution Table A	OCONUS	outside the contiguous United States
CT	counter-terrorism	ops	operations
D10	ten-sided die	OSD	Office of the Secretary of Defense
DHS	U.S. Department of Homeland Security	P5+1	China, France, Russia, the United Kingdom, and the United States; plus Germany
DIA	Defense Intelligence Agency	PED	Processing, Exploitation, and Dissemination
DIME	Diplomatic, Information, Military, and Economic	PEO	program executive officer
DMZ	Demilitarized Zone	PKF	Peacekeeping Force
DoD	U.S. Department of Defense	PKK	Kurdistan Workers Party
DPRK	Democratic People's Republic of Korea	PLA	People's Liberation Army
EEZ	Economic Exclusion Zone	PMESII	Political, Military, Economic, Social, Information, and Infrastructure
EU	European Union	POL	political
EVT	event	PRC	People's Republic of China
FARC	Revolutionary Armed Forces of Columbia	R&D	research and development
FF	Force Factor	R2P	responsibility to protect
GCC	Gulf Cooperation Council	ROK	Republic of Korea
GFM	global force management	RP	Resource Point
HLD	Homeland Defense	RT	resolution table
HQ	headquarters	RT B	Resolution Table B
HUM	humanitarian	RU	Russia
HUMINT	human intelligence	S&T	science and technology
IAMD	Integrated Air and Missile Defense	SCS	South China Sea
ICBM	Intercontinental Ballistic Missile	SECDEF	Secretary of Defense
IDF	Israeli Defense Forces	SIGINT	signals intelligence
IP	Influence Point	SOF	special operations forces
IR	Iran	SOH	Strait of Hormuz
IRBM	intermediate-range ballistic missile	SLBM	submarine-launched ballistic missile
IRS	Internal Revenue Service	SRBM	short-range ballistic missile
ISI	Inter-Services Intelligence		
ISIS	Islamic State of Iraq and Syria		

SREB	Silk Road Economic Belt	USCYBERCOM	U.S. Cyber Command
SVR	Foreign Intelligence Service (Russia)	USEUCOM (or EUCOM)	U.S. European Command
tech	technology	USINDOPACOM (or INDOPACOM)	U.S. Indo-Pacific Command
THAAD	Terminal High Altitude Area Defense	USNORTHCOM (or NORTHCOM)	U.S. Northern Command
UAE	United Arab Emirates	USSOUTHCOM (or SOUTHCOM)	U.S. Southern Command
UAV	unmanned aerial vehicle	WMD	weapon of mass destruction
UK	United Kingdom	YPG	<i>Yekîneyên Parastina Gel</i> (People's Protection Units)
UN	United Nations		
USAFRICOM (or AFRICOM)	U.S. African Command		
USCENTCOM (or CENTCOM)	U.S. Central Command		

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