

FORECASTING INTELLIGENCE

Scenario Forecasting Ahead of the Russia-Ukraine War

Geopolitical & Security Outlook Forecasting — Scenario Planning & Decision Triggers

Role: Intelligence Program Manager **Audience:** Executive Leadership, General Managers, Business Continuity, Global Security, Legal

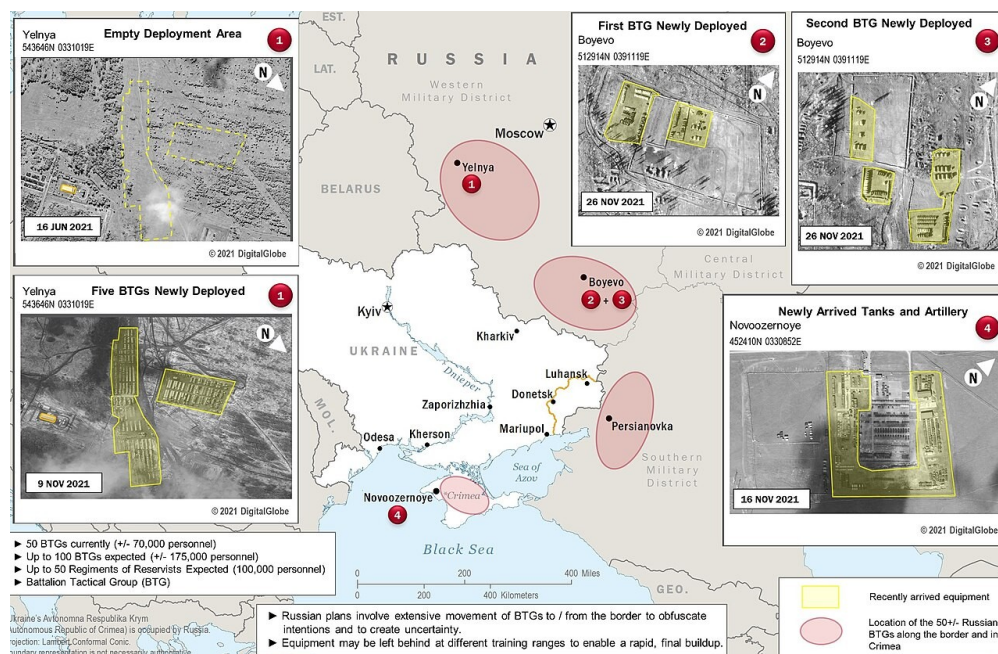
The Intelligence Question

What is the geopolitical and security outlook in this area over the next 12–18 months — and how could it affect our operations?

We don't predict the future. We narrow down likely scenarios and monitor trackable indicators. We determine how to adjust operational posture based on those indicators — and we know what actions to take, and when to take them.

The Situation

In spring 2021, a client in the energy sector with a major presence — people and physical assets — in Ukraine grew increasingly concerned about the possibility of a full-scale Russian military invasion, following a large-scale training exercise along the border. Leadership needed a way to move beyond headlines and reach a working understanding of how likely different outcomes were, and what each would mean for their people and operations on the ground.



Illustrative open-source imagery of the type used to track military posture and force buildup along the border.

The Approach

We built a forecasting intelligence project to track the overall situation, determine which scenario was most likely to unfold, and recommend how the client should adjust its operational posture as conditions changed.

Five scenarios — spanning status quo to worst case — were developed for the 12–18 month period following the initial military exercise, each detailing potential impacts on geopolitical stability, military activity, security services, transportation, and critical infrastructure. For every scenario, we identified trackable indicators and built a corresponding decision matrix to guide operational adjustments as those indicators moved.

Situation updates were delivered on an agreed cadence, with frequency increasing as real-world indicators began aligning with specific scenarios — keeping the client's operational picture current as the situation moved rather than static.

		Impact →				
		Negligible	Minor	Moderate	Significant	Severe
Likelihood ↑	Very Likely	Low Med	Medium	Med Hi	High	High
	Likely	Low	Low Med	Medium	Med Hi	High
	Possible	Low	Low Med	Medium	Med Hi	Med Hi
	Unlikely	Low	Low Med	Low Med	Medium	Med Hi
	Very Unlikely	Low	Low	Low Med	Medium	Medium

Likelihood / impact matrix used to structure scenario prioritization and decision triggers.

Findings & Impact

The scenario framework let senior leaders cut through uncertainty and focus on the signals that actually mattered, rather than reacting to every incremental headline. Because operational adjustments were pre-mapped to specific indicators, decisions could be made quickly and with confidence as the situation evolved — including through the escalation that followed in February 2022.

The engagement demonstrated the core value of forecasting intelligence over point-in-time assessment: it isn't about predicting a single outcome, but about building a structure that lets an organization recognize which future is arriving in time to act on it.

