KIERNAN GROUP HOLDINGS / SIGNATURE METHODOLOGY

THINK BEYOND THE OBVIOUS.



Furciferi Versuti

THE CRAFTY BASTARDS PLAYBOOK

A practical framework for challenging assumptions, broadening perspectives and discovering actionable responses to complex problems.

A modernized edition based on the original KGH Crafty Bastards Workshop materials.

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01 / THE CHALLENGE

The challenge

Complex problems rarely yield to a single discipline, checklist or familiar way of thinking.

Decision-makers confront more information than they can reliably interpret. Some of it is incomplete, contradictory or misleading. Time pressure, organizational habits and established assumptions can narrow the options considered, even when skilled people and capable technology are available.

Crafty Bastards Workshops (CBW) create a structured environment for examining difficult questions from deliberately different perspectives. The objective is not contrarian thinking for its own sake. It is to identify overlooked relationships, test assumptions and produce practical options that the client can assess and act upon.

WHAT DISTINGUISHES THE APPROACH

Reframe the problem

Challenge the initial question before accepting it as the problem to be solved.

Cross boundaries

Bring practitioners and subject-matter experts with different experience into the same analysis.

Examine alternatives

Work with competing hypotheses and follow implications beyond the first obvious answer.

Turn insight into action

Translate discussion into options, decisions and recommendations appropriate to the client.

THE CRAFTY BASTARDS ETHOS

Challenge and be challenged. Stay open to unconventional evidence and perspectives. Follow downstream consequences across security, law, policy, education, commerce, supply chains and defense. Keep the work rigorous, constructive and creative.

02 / THE WORKSHOP MODEL

The workshop model

A disciplined process with room for discovery, divergent thinking and client-specific adaptation.

KGH's original methodology describes an extended preparation and follow-through process built around a facilitated workshop. The sequence below retains its core phases without prescribing a fixed calendar for every engagement.

01 Define and scope

Clarify the client's challenge, decision context, intended outcomes and constraints.

02 Refine the questions

Review assumptions, competing explanations, available information and important gaps.

03 Assemble perspectives

Select relevant expertise from public- and private-sector disciplines; prepare participants.

04 Prepare the analysis

Develop background research, source materials and the perspectives to be examined.

05 Facilitate and explore

Run structured sessions, test multiple hypotheses and pursue overlooked strategic options.

06 Synthesize and report

Document findings, actionable alternatives, implications and recommended next steps.

ADAPTABLE BY DESIGN

The legacy Playbook describes a standard two-day workshop, smaller four-hour sessions and longer preparation cycles. The sequence, format and timing may be tailored to the problem, stakeholders and available information. Workshop participation is supported by preparation before the sessions and reporting afterward.

ONE RULE MATTERS

Do not allow the first framing of a problem, or the loudest expert in the room, to determine which explanations and interventions are explored.

03 / EIGHTEEN STRATEGIC LENSES

Eighteen strategic lenses

A visual prompt to expand the number of ways a problem can be understood and approached.

The blue Crafty Bastards wheel organizes 18 non-kinetic perspectives. It is not a checklist to complete mechanically, and no single lens is expected to explain the whole problem. The value comes from considering where perspectives intersect, conflict or reveal a neglected path forward.



The original 18-lens wheel, retained from the KGH Playbook.

- Administrative
- Political
- Policy
- Organizational
- Advocacy
- Business Intelligence
- Media
- Influence Operations
- Religious
- Financial
- Gaming / Shaming
- Law Enforcement
- Academic
- Environmental
- Ethical
- Supply Chain
- Judicial
- Legal

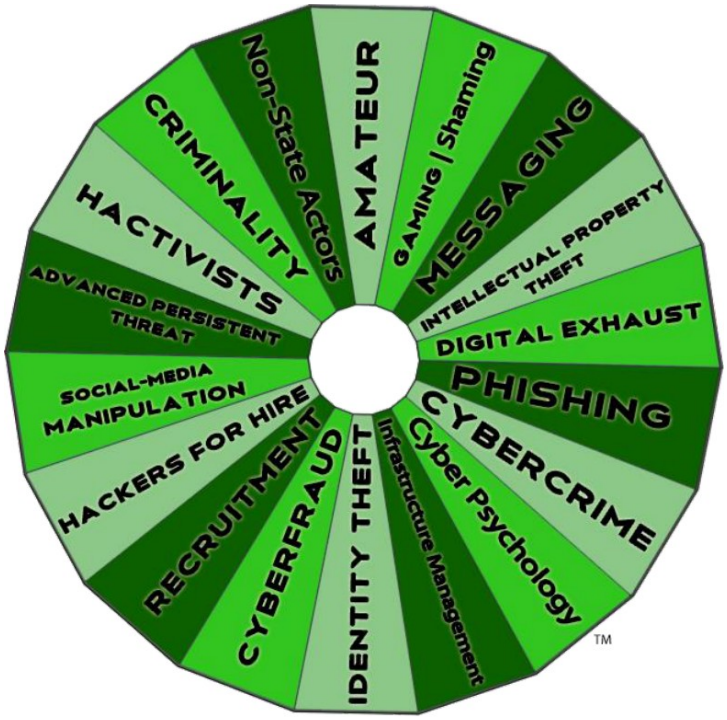
Illustrative prompts: What would this look like from a different institution's viewpoint? Which constraints are real, and which are inherited assumptions? What secondary effects follow if the obvious intervention succeeds?

04 / FURCIFERI DIGITALE

Furciferi Digitale

The same multidisciplinary approach applied to cyber and digital-era problems.

The original materials identify Furciferi Digitale, also called Cyber Bastards, as a specialized application of the Crafty Bastards workshop method. The focus is on connections among technology, adversarial behavior, trust, information, infrastructure and human decision-making.



Original Cyber Bastards wheel from KGH's source materials.

- Identity Theft
- Cyberfraud
- Recruitment
- Cybercrime
- Hackers for Hire
- Social-Media Manipulation
- Advanced Persistent Threat
- Hacktivists
- Criminality
- Non-State Actors
- Amateur
- Infrastructure Management
- Gaming & Shaming
- Messaging
- Intellectual Property Theft
- Digital Exhaust
- Phishing
- Cyber Psychology

The wheel is a thinking aid, not a claim that every engagement covers all 18 topics or delivers every technical capability.

What an engagement produces

The workshop is designed to create useful outputs, not merely an interesting conversation.

FIVE CORE DELIVERABLES DESCRIBED IN THE ORIGINAL PLAYBOOK

01 Literature and source review

A focused baseline of existing knowledge, relevant literature, available evidence and unresolved questions.

02 Tailored learning environment

Selected preparatory materials and a shared context for participants. Where appropriate, KGH and the client can agree how materials and discussions will be managed securely.

03 Diverse subject-matter expertise

An intentionally varied set of practitioner and specialist perspectives chosen for the question at hand.

04 Facilitated workshop

A structured setting for challenging assumptions, exploring competing explanations and developing alternatives.

05 Proceedings and out-brief

A synthesis of insights, decisions, possible interventions, strategic implications and recommended next steps.

THE MEASURE OF SUCCESS

A stronger shared understanding of the challenge and a more useful set of choices. Specific deliverables, information-handling requirements and the workshop structure should be agreed for each engagement.

06 / THE NAME AND THE EMBLEM

The name and the emblem

A distinctive identity built around resourcefulness, complexity and the discipline of seeing more.



Furciferi Versuti

The original Playbook explains Furciferi as a Latin term evoking a rascal or rogue, and Versuti as a term for clever, versatile or resourceful thinking. Together, the name conveys the Crafty Bastards spirit of ingenuity and unconventional perspective.

The emblem's many elements are intentional. They invite curiosity about number systems, interconnected systems and different ways of interpreting the same symbols.

SELECTED SYMBOLISM FROM THE ORIGINAL KGH PLAYBOOK

Ten stars

Five stars on each side. The original text associates ten with decimal notation and other cultural or mathematical references.

Sixteen rays

Rays on the orb, connected in the source to hexadecimal notation and mathematical symbolism.

Eight exterior points

A reference to eight, including the eight-bit byte and other mathematical associations.

Two orbs and orbital ribbons

The original design evokes celestial systems, interconnected motion and computing/security concepts.

Binary inscription

The source says the binary sequence around the emblem spells "Furciferi Versuti."

Runic markings

The source describes markings on the points as conveying "Strength."

07 / PUTTING THE APPROACH TO WORK

Putting the approach to work

When a difficult question calls for more than an ordinary meeting, start by changing the aperture.

THREE QUESTIONS TO BEGIN

01 What is the actual decision?

Separate the decision to be made from the symptoms, inherited framing and immediate requests.

02 Which perspectives are missing?

Identify disciplines, stakeholders, evidence and alternative hypotheses not yet represented.

03 What would a useful outcome look like?

Define what will help the client choose, prepare, implement or learn.

ABOUT KGH

Kiernan Group Holdings is a practitioner-led firm working across risk, preparedness, resilience, analysis and advisory services. The Crafty Bastards methodology reflects its commitment to combining experienced people and disciplined thinking to address complex challenges.

START A CONVERSATION

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