

## Summary of “The Policy Playbook: Building a Systems-Oriented Approach to Technology and National Security Policy”

For leaders navigating the complexities of technology, national security, and the economy, the policy landscape can be disjointed and difficult to manage. Today’s fragmented approach to policymaking—in which experts focus on narrow sets of issues and policies—can make it difficult to design holistic strategies. **This brief offers a framework for constructing a more holistic, systems-oriented approach to technology and national security strategy.**

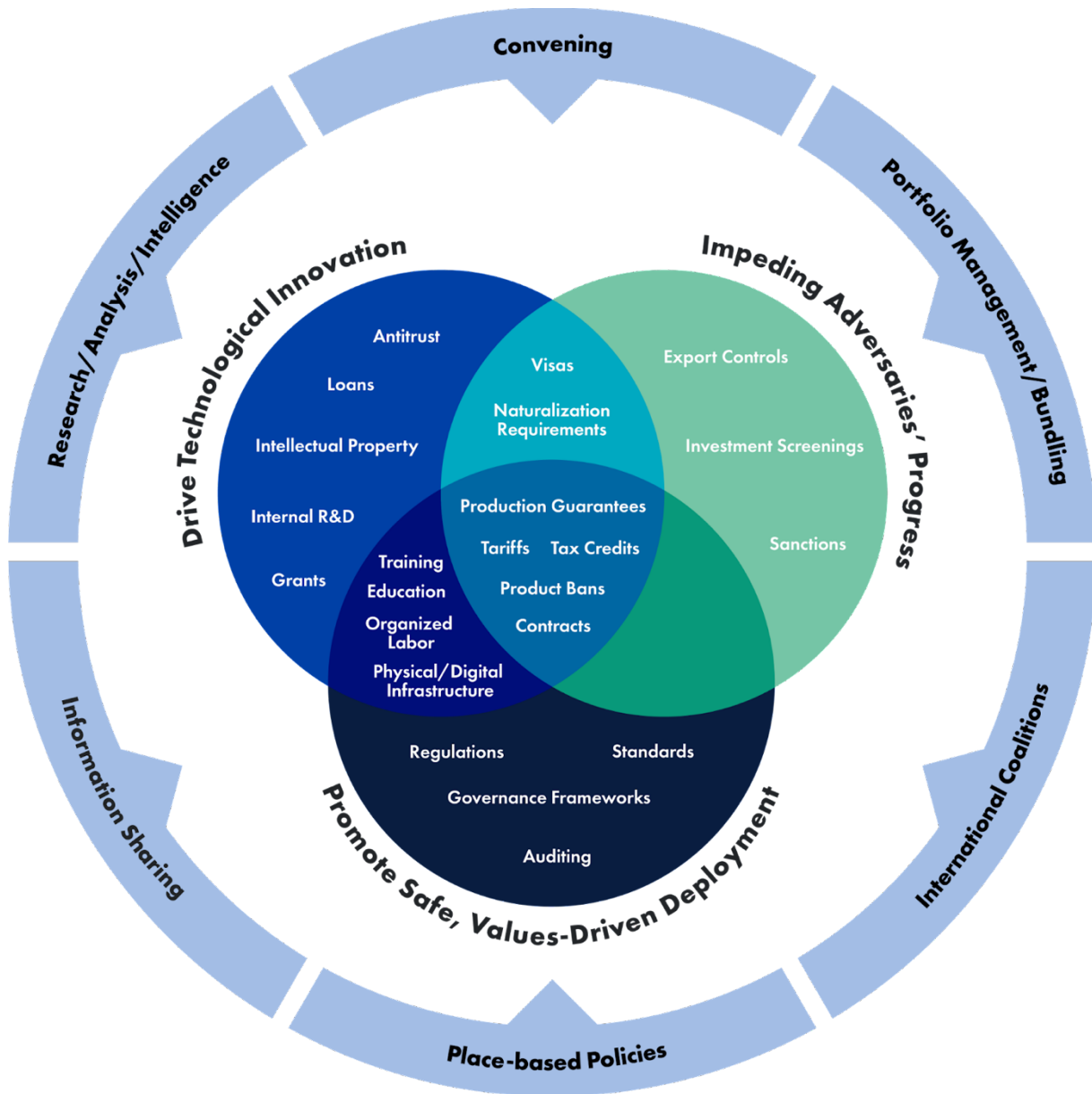
**While the potential goals for such a strategy are numerous, many existing policy proposals are aligned with three broad strategic goals:**

- 1. Drive technological innovation**
- 2. Impede adversaries’ progress**
- 3. Promote safe, values-drive deployment**

**These goals are often in tension with one another, each comes with trade-offs, and no policy enacted in their pursuit will be effective in perpetuity.** Given the dynamism of the geopolitical and economic landscape, government leaders need to create feedback loops to monitor emergent trends in technology policy, plan short- and long-term responses, recognize and respond to unintended consequences, and change course when tensions among goals fall out of balance.

**The report also highlights 15 levers of power through which policymakers can pursue these goals and balance the tensions between them.** These include nine *direct levers of power*, which are focused on discrete functions and issue sets; and six *enabling levers of power*, which are more general-purpose and can be used to enhance the effect of the direct levers. These levers of power may impact specific or multiple goals, and the nature of that impact can change depending on the specific types of policies that are employed.

**A more holistic, systems-oriented approach to policymaking is crucial for addressing novel challenges and balancing competing technology and national security goals.** To craft effective strategies, leaders must understand the array of policy levers at their disposal, recognize the trade-offs, and create feedback mechanisms to monitor the real-time impacts of their policies in a rapidly changing world.



**For more information:**

- Download the report: <https://cset.georgetown.edu/publication/the-policy-playbook/>
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