



TWO DAYS INTERACTIVE WORKSHOP

SCENARIO PLANNING

INTRODUCTION

It is a truism that the future is unpredictable. However, its development can be better anticipated through developing and using scenarios. Scenarios are stories about different and plausible futures that can be created using the powerful scenario thinking and planning tools. They assist the decision makers and business planners to be more anticipative and adaptive to the changes and critical uncertainties impacting their businesses as they navigate the future.

METHODOLOGY

The 2-day interactive programme is designed to expose the participants to a comprehensive overview of scenario thinking and planning; the process of building scenarios and understanding their value and applications to business decisions, strategy development and organizational learning.

Participants will also learn how to craft scenarios and integrate scenarios into planning through a hands-on experience in working on a real “mini scenario” exercise – an integral element of the course.

WHO SHOULD ATTEND?

The workshop is designed for CEOs, Managing Directors, Senior Managers, Risk Officers, Corporate planning Managers and Managers who manage and operate business operations.

DURATION

2 days

OBJECTIVES

- 1** Understand the concepts and processes of scenario thinking and planning and their uses in decision making,
- 2** Understand the benefits of using scenario thinking to challenge "business-as-usual" thinking and mental models and stimulate out of the box thinking,
- 3** Understand the application of scenario planning to enhance quality of decision making processes and
- 4** Acquire knowledge and basic skills of building scenarios to address future uncertainties and risks.
- 5** Make better decisions about the future by avoiding bad decisions through recognizing warning signals early and evaluating unfolding developments.

Integrate scenarios into the strategic business planning.

PROGRAMME CONTENT

SESSION 1 – INTRODUCTION & OVERVIEW

INTRODUCTION

- The changing World & competing in the future
- Uncertainty & ambiguity
- Mental Maps & the limits to institutional & individual perception
- Why organizations lose long-run competitiveness
- Sustainable competitive advantage

SCENARIO TECHNIQUES AND THEIR USES

- Scenario Planning defined
- A brief history of the evolution of modern day Scenario techniques
- Types of Scenario Planning
- A taxonomy of Scenario techniques
- The purposes behind Scenarios
- Scenario Planning in the context of Strategy

A TEMPLATE OF DEVELOPING SCENARIOS

Scenario planning / thinking is one of many tools in the strategic planning toolbox. It is a tool particularly well suited to business environments which are unstable and fast changing, and the aim of this introductory session is to begin by setting the context and need for scenarios. Having established this, the session moves to an overview of what scenarios are, the forms that scenario planning can take, the main types of scenario techniques and the underlying objectives of using these techniques. The session concludes by providing a template for developing scenarios.

SESSION 2 – IDENTIFYING THE DRIVING FORCES & CRITICAL UNCERTAINTIES

SETTING THE SCENARIO AGENDA

- Identifying the focal issue or Organizing Question
- Establishing the Scenario horizon

OUTSIDE-IN THINKING

- A template for Scenario development
- The business environment taxonomy
- Identifying Driving Forces using STEEP Analysis
- Pre-determined versus Uncertainties
- Analysis of the Past / Present
- Thinking in the Future Tense
- Iceberg Analysis & questions to simulate Scenario thinking
- Undertaking scenario research
- The role of 'Remarkable People'
- Suspending disbelief & creativity killers
- Rules of the game

THE SCENARIO STRUCTURING MATRIX

- Clustering driving forces
- Using the 'Predictability / Impact' matrix to determine Critical Uncertainties
- Establishing linkages, causality and inter-relationship

This and the following session take the workshop participants through a guided step-by-step process of scenario development using the Intuitive Logics model.

SESSION 3 – FROM SCENARIOS TO STRATEGY

THE LINK BETWEEN SCENARIOS & STRATEGY

- Surfacing & testing strategic options
- Using scenarios to wind tunnel the robustness & synergies of strategies
- Using scenario techniques to generate new ideas
- Scenarios & institutional strategy-making, planning & decision-making

UNDERSTANDING & IDENTIFYING EARLY WARNING SIGNALS

- Classification of Early Warning Signals
- Environmental Scanning systems to detect EWS

In this session, participants will identify implications and appropriate options which are robust within each scenario and across the scenario set. The final step for participants will be to generate a summary list of early warnings signals for each scenario, which can be tracked in order to gain forewarning of which particular future, or combination of futures is unfolding.

SESSION 4 – PUTTING IT ALL TOGETHER

- Common myths and errors about Scenarios & Scenario Planning
- Process & content pitfalls in Scenarios
- Why Scenario initiatives fail
- Organizational learning & implementing a learning culture
- Institutionalising Scenarios in the organization

It has been said that when Scenario Planning is combined with a sophisticated approach to strategy and decision making, and its integrated with a systematic approach to innovation, it becomes a powerful tool for the framework for bringing together apparently disparate and unconnected fragments of information from the environment into views of the future. The process however is not an easy one, and there are a number of process and content pitfalls which need to be avoided if scenario techniques are to be used successfully, and the workshop concludes by examining these and discussing how scenarios can be institutionalized in organizations.