



# Anticipate Change through Scenario Planning

(A Hands-on Seminar Experience in Scenario Planning)

## SEMINAR FOCUS

The *Scenario Planning* seminar is a 1-day workshop designed to help organizations develop the strategic agility required to gain advantage from changes in the business environment. Benefits of scenario planning include:

- early warning of business risks and opportunities
- objective decision support which balances the risks and returns of business options
- innovative business ideas
- challenge to any assumptions of business-as-usual
- common language for strategic debate which helps to capture divergent views across the business
- create better understanding of the implications of alternative scenarios
- equip the organization with the capability to respond to changes in the trends, patterns or assumptions that are part of its strategic planning process

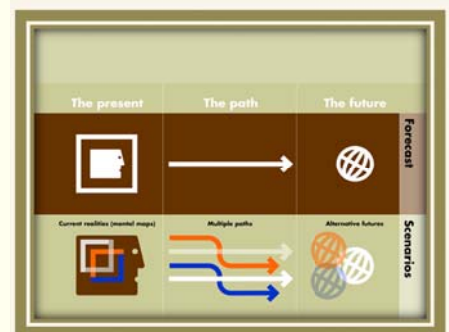
Participants will work together in 4 stages of the scenario process:

- Stage 1: identification and analysis of change drivers resulting from a thorough environmental scan of business, governmental, social, technological, etc. patterns and trends
- Stage 2: identification of predetermined elements and critical uncertainties
- Stage 3: construction of the scenario matrix
- Stage 4: construction of the scenario narratives

## HOW LEADERS WILL BENEFIT

*Scenario Planning* will provide leaders with the necessary tools to create and establish such processes as:

- Short-listing of critical drivers
- Summarizing significant scenario alternatives
- Defining how and who will track critical drivers (e.g., business trends, patterns and assumptions)
- Maintaining a disciplined schedule of reviewing the impact of the critical drivers on the strategy to see if an alternative scenario is a more likely future for the organization
- Establishing processes for rapidly assessing consequences and implications of shifts in the critical drivers
- Keeping key stakeholders updated with informed communications
- Adjusting the strategy and business plan elements to keep pace with changes in the business environment



Here is what the president of a U.S. bank had to say about the value of scenario planning:

*"We can either stumble into the future and hope it turns out alright or we can try and shape it. To shape it, the first step is to work out what it might look like based on our collective knowledge of business and social trends and patterns."*