Scenario planning is a tool used by organization leaders to discover new strategic options for the future and to gain a deeper level of foresight than is typical in most strategic planning efforts.
Scenario planning enables leaders to look at the long term future and provides a means for challenging stagnant thinking in an organization. While the approach has a long history, it first made headlines into the news in 1973. In that year, the Yom Kippur War broke out in the Middle East. What made that conflict infamous was the oil embargo that was used as a means of attempting to influence the outcome of that conflict. People may recall the lines that formed at gas stations in America when gasoline rationing was eventually instituted as a way to cope with the embargo.

A second, less well-known, but still famous outcome was that one global oil company was well positioned to cope with the embargo: Royal Dutch Shell Company. They were prepared because they had been engaged in scenario planning, the concept of anticipating alternative scenarios and imagining strategic responses in each contingency was a technique long known to the military, but at the time it was little used in the business world. Even though the success of Shell captured the attention of corporate planners, the technique did not gain widespread favor as a planning tool until the 1990’s and the beginning of the Internet boom.

By then it was becoming apparent that the world was changing quickly, and often in unpredictable ways. Planning for a fixed and slowly changing world made little sense. For an increasing number of large companies, government agencies, and even smaller companies, scenario planning has been adopted as an important step in preparing the organization for the future in a way that enables the organization to be **ADAPTIVE** and **RESILIENT**.

The purpose of scenario planning is to anticipate probable and possible futures and imagine alternate strategic responses to these futures. In this way, business leaders and managers can develop a kind of tool kit of alternate strategies to call upon when a particular future begins to emerge. They can be better prepared ahead of time.
Within scenario planning, scenarios are best thought of as plausible stories that describe how the world may develop, given certain future events, trends, and developments. Suppose for example, that within the next five years a breakthrough occurs in the production of solar energy cells, so that the cells are four times as efficient as they are today in converting sunlight into electricity and cost only a fourth of what they cost in 2011, thus making them competitive with all other forms of electricity generation. Suppose too that the biggest players in the electricity generation industry make a major move to invest in solar, and that the federal government and most state governments enact financial incentives for a fast adoption rate of solar energy. In such a world, what would be the impact on your current and future strategies? Now, in an alternate future, suppose that the same technological breakthroughs occur, but that the major industry players in electricity generation, along with federal and state governments put barriers in place that slow the adoption of solar energy, in favor of traditional generation and transmission technologies. Again, in this alternate world, what would be the impact on your current and future strategies?

The goal of scenario planning is to create several such future stories and then explore your company’s strategies in each scenario. When you do this, you discover that there are certain strategies that you will intend to use in every plausible future – these are core strategies for your business. But there are also strategies that you would employ only if one particular future comes to pass, and by having played the game of scenario planning, you are ready to take that strategy off the shelf, refine it, and enact it. From a competitive standpoint you will be prepared, when your competitors might not be, as was the case for Shell in 1973.

To learn more go to: http://www.shell.com/home/content/aboutshell/our_strategy/shell_global_scenarios/scenarios_videos/

SCENARIO PLANNING AND YOUR TEAM

There are two basic models for whom to involve in scenario planning.

1. One method is to appoint a small project team. This team might be as small as three people or as large as a dozen. They might be people who usually work on strategic planning for the company, or people drawn from management ranks, or a combination of the two. They could be tasked with producing scenarios quickly, by meeting in one or two day retreat type settings. Or, they might be given a longer period of time ranging from three months to a year or more to meet regularly and produce the scenarios through more in-depth research and analysis. Such a team may enlist internal and external research help, and they may also plan input sessions with larger groups of stakeholders both inside and outside the company. Such sessions might involve brainstorming driving forces of change, or sharing some of the scenario work in progress and asking for ideas and suggestions. Assigning your scenario planning exercise to newer employees or your millennial staff may offer fresh insights and alternate views of the future!

2. A second method of involvement, appropriate to smaller companies, or to situations where a management team does the planning, is to assign senior management to produce the scenarios. This has the advantage of immersing decision makers in the analysis but has the disadvantage of requiring a significant time commitment. When a management team does the scenario development, the project is more likely to be organized as a retreat or a concentrated series of workshops. These may be done with the assistance of expert facilitation, acquired either internally or externally. As is the case with a scenario planning project team, at some point a small group of people will need to be assigned the task of producing the final, refined versions of the scenarios, and preparing the communication materials.
To create alternate scenarios, companies follow 9 basic steps. Each step is simple to understand but complicated to do well.

1 **Decide on a time frame for your scenarios. How far ahead do you want to look?**

Most of the time when companies do planning they are looking about one to three years ahead. Scenario planning is a good way to look further ahead than we usually do. A time frame of at least five years is advisable, and ten years is even better. When you look that far ahead, you have the chance to really develop some foresight, and be prepared for things that may surprise others thinking. It is valuable to note that the purpose of your scenario planning is not to divine which scenario is the most likely to emerge. We are not trying to make a perfect prediction of the future. Instead, our goal is to develop three or four different futures, each of which might happen. This frees us from the requirement to know exactly what is going to happen in the future, and so we can play with a longer period of time. Our goal is to create future stories that make sense. Shell, by the way, looks 40 to 50 years ahead in their scenarios.

2 **Research and develop a list of the Driving Forces of Change.**

This step is the research part of the process, often called an environmental scan. What is changing out there in your world? What are the events that will take place in the coming decade? What are the key trends and their direction? What are the developments that may occur? The driving forces are typically researched within categories such as demographics, economics, science and technology, societal attitudes and values, environmental issues, industry and competitor trends and developments, government policy and regulation, and other relevant domains. You will have to decide on the depth to go with this research. This can range from convening a team in a one-time retreat to share their knowledge and generate a list of driving forces, all the way to a multi-month process in which a team develops a detailed analysis of the driving forces that are relevant to your company.
This is a process in which the scenario team works together to analyze the driving forces and to choose from among them, the elements that will go into the scenarios. Some driving forces are quite easy to predict or anticipate. For example, if you are looking ten years ahead, a certain percentage of building stock is likely to be redeveloped, remodeled or replaced. The population in your market area will be older on average than today – unless your market is primarily in developing economies with very young populations. The state health insurance exchanges are scheduled to be in place by 2014, at which time companies will face a decision on how to provide health care benefits. These are predictable events and trends.

Continuing the work begun in step 3, the scenario team will assess which driving forces are important, what could happen or not, or could go in one direction or another. For example, when the Edison Electric Institute (EEI) led their stakeholders in scenario planning for a smart grid in 2010, they selected as the critical uncertainties 1) how fast economy would recover from the recession, either fast or slow; 2) how aggressive the federal government would be in public policy initiatives to promote a smart grid, either aggressive or passive; and 3) whether new market entrants would be fast or slow to enter the electricity generation market depending on economic incentives.

Typically two or three uncertainties are placed into a matrix and then differing logical combinations are then created. For example, using the EEI uncertainties, in one scenario a fast economic recovery combined with aggressive government policy favoring a smart grid and new market entrants coming on strong would lead to one scenario. In another scenario, we might see slow economic recovery, passive government policy, and new market entrants that are slow to emerge. You will be looking to create only three or four scenarios, so often just two critical uncertainties are used in such combinations.
Build or write the alternate scenarios. Combine the “pre-determined” forces and the “critical uncertainties” into a story that makes sense over the time frame that you have chosen.

Build the alternative future scenarios, either with scenario teams over time or in workshop settings. Begin each alternative scenario with the same set of “pre-determined” driving forces and two or more unique “critical uncertainties,” as well as the logic that goes with them.

Discuss the “pre-determined” forces that go into the scenario along with the “critical uncertainties” and look for possible interactions. As the discussion continues, a “PLOT” will be developed describing a possible future(s) for the target enterprise. The process is similar to writing a story.

Scenario plots may develop along many lines. For example, a story might be organized as one of challenge and response. As the scenario proceeds, challenges come up, and responses are imagined. Or, the scenario might be a story of evolution, a plot in which things develop gradually over time. Strategies will grow, die, and re-grow. There will be occasional bursts of growth or sudden change that lead in new directions. Finally, another possible plot technique is a story of revolution. A major breakthrough or event happens and leads to a major upheaval in society, in the global economy, or within the industry.

Two good tools to help create your scenarios are timelines and “futures wheels.”

To create a timeline literally take a very long sheet of paper, like newsprint, and make a time line on it, starting with present day, and adding yearly increments up to 2021, for a ten-year view. You can do this on a computer, but we find that using the physical tools helps with seeing the whole picture. Eventually what you create can be transferred to a digital file. Taking digital photos is one way to keep track of your progress. As you develop and dream up what happens in the story, you can place the story event or development on the timeline. Another useful technique is to use post-it notes for your story elements and place them on the timeline as you progress. This allows you to move the story ideas around. This is much like a film producer or writer using a “story board” to plot out a film.
The use of a futures wheel tool helps you create detail in your stories, identify new discoveries, and see multiple levels of consequences.

Place in the center of a circle the development you wish to analyze. For example, it could be a technical development like introducing inexpensive wireless phones to a developing region. Or, it could be a social trend, like the aging of a population in a particular region.

The first analysis step is to ask, "WHAT WILL BE PRIMARY CONSEQUENCES OF THIS DEVELOPMENT?" A ring of circles is then drawn around the center circle, with lines connecting to the center circle. This first outer ring captures three to five of the most important immediate consequences. For example, a primary consequence of inexpensive wireless phones would be to increase contact with other regions. A primary consequence of an aging population would be an increased need for taking care of the aging population.

It is the next analysis step, that is the key utility of the futures wheel. Rather than ending the analysis with these primary consequences, each of the primary consequences is then examined. A second ring of circles is then drawn around the first ring. One should ask, "For the first primary consequence, what is a consequence of that?" And so on... Lines are drawn connecting these second-order consequences to the relevant primary consequence. For example, a second-order consequence of increased contact with other regions would be increased economic exchange-buying and selling things. Another second-order consequence would be increased exchange of ideas. A second-order consequence of an increased need for taking care of the aging population would be increasing pressure on families or social institutions.
You can even do further rounds of analysis, looking for third-order and then fourth-order consequences, depending on how far you want to go. The futures wheel can help you see possible futures and flesh-out the content of your alternate scenarios.

You will do this for each of your three or four scenarios. This can be a time consuming project, and like the driving forces research, you will have to decide on the proper level of commitment. A team can do this in a retreat, or several teams could take many weeks developing their own stories. The quality generally improves with more time spent on scenario development.

7 Explore and develop the key strategic implications for your company in each future scenario.

In this step, your scenario team(s) goes back into the scenarios and asks how the COMPANY has been dealing with these worlds strategically? Ideas for company responses will have been occurring to the scenario developers all along, and keeping a running list of ideas is a good practice. It generally works best to wait to plug-in the company responses until the basic outline of the external world in each given scenario is in place.

In each story, one can ask,

- *Where do we invest and when?*
- *What markets do we get out of and why?*
- *Whether to react in a way that tries to alter the future story as it is happening?*
- *Is your leverage great enough or do you combine with others to do so?*
- *What technologies must we adopt?*
- *What new learning must we take on?*

The focus is on identifying the preferred directions for the company within each scenario.

Your company strategic reactions can become a part of the story, or they may be appended to the story along the timeline, depending on which approach makes the most sense to your team. In some cases, scenarios may be developed for public communication or you may not want your company strategy to be exposed on the public version of the scenario.
8 Identify triggers or indicators that will alert you that a particular scenario is beginning to occur.

This step is perhaps the most challenging, yet the most valuable! Can you, for any given scenario, identify ahead of time an indicator that you could watch for systematically that would indicate whether a scenario is emerging? An indicator might be a financial signal – commodity prices going in a particular direction for a period of time. It might be a policy indicator, a scientific breakthrough announcement, a new market entrant, or a social trend that has become the norm. Identifying what these might be, and setting up a process to watch for them can make a significant difference in whether your scenario planning work pays off.

9 Communicate the scenarios to key stakeholders.

The final step involves using the scenarios. A variety of approaches can be taken. Which ever you use, success at this step is vital, otherwise only those who worked on the project will know the scenario development work. First, identify the key stakeholders who should know about and will use the scenarios. This may be senior management, those involved in making actual strategic decisions for the company. In a smaller company, or in a company with a culture of involvement, the audience might literally be everyone in the company. Sharing the scenarios with everyone might be especially called for if one goal of the scenario planning is to change the mindset in the company, to orient the company to be more future-oriented and flexible.

The means of communication ought to use all the tools that are available. These may include presentations, printed materials, webcasts, visual presentations, the web, and video discussions. The best scenario stories often include visual material – artist renderings of what the future might look like, graphics, photos, and creative layout.

A few examples...

- Shell energy scenarios to 2050
- Siemens Pictures of the Future Magazine
- Join the taxi ride to a sustainable energy future
Engaging in scenario planning essentially means making four commitments:

1. **Commit to explore a long-term future, longer than you usually do in strategic planning.**

2. **Commit to spend financial resources and time on the project. This will take more time than your regular round of planning. Money will need to be devoted to meetings and retreats, and may include outside resources for additional assistance.**

3. **Commit on being open to new ways of thinking.**

4. **Commit to using, not just producing the scenarios. This is, surprisingly, the hardest commitment to make. Once the work has been done to produce the scenarios, the work is only worth it if decision-makers, and the whole company, actually use the insights discovered.**

At a practical level, the best time to do scenario planning is at the beginning of your strategic planning cycle. Target that moment and put a team in place to work on scenarios. It is advisable to provide this team with some training and education ahead of time, utilizing this playbook may be a great first-step!
BE BEST PRACTICES

Engaging the right people.

You want to stimulate creative and unconventional thinking. And you want decision makers to pay attention to the outcomes. Thinking many years ahead is not a routine activity, and some people will be better at it than others. In creating the scenario project team, you want to look for creative thinkers along with influencers within the company.

Choosing the right time.

If the organization is in panic mode about current market conditions or company performance, people will not be in a mood to look several years ahead. However, when the organization feels a sense of urgency about understanding a chaotic and changing environment can be the best time to begin a scenario planning effort. Urgency, but not panic!

Using the scenarios to shape actual organization strategy.

This depends, first, on a prior commitment at the top of the company, and second on an effective communication plan for the scenario results. One of the best ways to use the results is to highlight the core strategies that seem to apply across most or all scenarios. The maxim to follow is that the scenarios can reveal not what the company will be doing ten years from now, but what you should be doing in the coming year or two to be best prepared for any possible future. The analysis is focused on the longer term. The action planning is focused on the near term.

Involving stakeholders inside and outside the company.

In the research phase of developing scenarios, engaging a wide range of stakeholders – involving them in brainstorm sessions, conducting interviews, the collection of research data – will improve the quality of thinking, and increase the likelihood of later impact.

PITFALLS TO AVOID

Scenario planning is prone to some of the same pitfalls as with most strategic planning efforts.

- Tendency to believe what we want to believe. While the whole exercise of building scenarios is designed to combat this, it is still hard to let go of our pre-existing beliefs.
- Tyranny of past and present company trends. We have a natural tendency to assume that what has happened, or is happening now, will probably continue. But sometimes things change suddenly and what has been the norm disappears quite quickly. A good scenario will incorporate stable trends, but allow for big changes too.
- Not creating a powerful enough coalition that backs the scenario-planning project and intends to use the results. When this happens, no matter how good the work is, no one pays attention to the results. You need a core team of committed people, and the necessary backing from senior leadership.
- Scenario planning can increase uncertainty. This runs counter to what is hoped for in any kind of planning, which is typically to make the future more clear and controlled. Creating several scenarios increases the range of possibilities we see in the future, as well as the options for strategies. We have to complexify our thinking to really use scenario planning to its greatest advantage.
The below are four brief case studies to help illustrate the varying levels of effort and complexity that go into a scenario planning project.

**FHWA Real Estate Division: An example of a focused, quick process**

This is an organization tasked with managing federally owned real estate that is associated with current and future highways. Obviously such real estate is often prime land for business development. In 2006, the Division wished to explore the future, in a project they called “Future Needs of Public Sector Real Estate.” The purpose was defined as enlisting the aid of internal and external stakeholders to clarify for the Division what key strategies they should focus on, given different possible future scenarios. A consulting team was hired to design the process and write the final report. The process decided upon was a single two-day retreat comprised of stakeholders, preceded by research and preparation by staff and consultants, and followed by preparation of the final report by the consultants working with staff. The stakeholders invited included officials from several federal agencies, state transportation officials, private real estate developers and business representatives.

In the two-day workshop, a half day was spent in roundtable discussion of driving forces of change, a half day to draft scenarios using a timeline, a half day to refine the scenarios and ask what the preferred strategies for the Division would be in each scenario, and a final half day identifying the strategic issues that were common across the scenarios. Following the model suggested within this playbook closely, the workshop participants chose “pre-determined” driving forces such as insufficient levels of public sector funding, deteriorating and obsolete public infrastructure and increasing number of severe weather and environmental events. They created four alternate scenarios with clever names such as “To hell and back” or “Sea change” by using unique combinations of critical uncertainties like national disasters, legal limits on eminent domain, global economic conditions, and legislative openness to public private partnerships.

After the scenarios were outlined, refined, and reported, all the participants worked to identify strategic issues and priorities for the Division. These included issues like creating an independent lead agency, engaging in policy planning for employing technology, improving emergency planning and risk management, and formalizing processes for public private partnerships. The scenario planning was judged a success in challenging and stretching current thinking within the Division, as well as in informing stakeholders of future issues.

**Edison Electric Institute (EEI): An example of a four month stakeholder process**

EEI is an industry association focused on the generation and distribution of electricity. In the summer of 2010, the Institute desired to both learn and inform stakeholders about the strategic issues for the industry that will emerge in the building of a “smart grid.” The ultimate purpose was to improve Institute strategies for supporting a smart grid, both legislatively and in the industry. The institute assigned a scenario development manager, and a lead working group of about ten people consisting of staff, external stakeholders, and two project consultants. One of the consultants was tasked with designing and leading the process, while the other was assigned to write and edit materials including the final report.
The process used was for the working group to develop a forecast of driving forces, to select both “pre-determined” trends and “critical uncertainties,” and to provide a base outline of alternate scenarios along with briefing materials. This material was then used in two one-day scenario building workshops of stakeholders. Participants in each workshop consisted of stakeholders including electric industry executives, and environmental, consumer, business, regulatory and government representatives. One important feature of this process was that in the scenario development workshops the participants differed but each group followed the same process from scratch. In this format, the scenario working group developed unique results from each workshop.

The workshop process was to listen to presentations of driving forces and the basic scenario outlines, and then to work in teams to fully develop each scenario including the story, industry responses, and trigger events that would indicate the scenario is emerging. The working group then used the input from these stakeholder sessions to refine the scenarios, and the writer and editor developed a finished product.

Four scenarios out to the year 2020 resulted that have been used internally by the Institute to develop strategy, to communicate to its members, and to educate the Institute board of directors. The scenarios include an “Existing Path” scenario where the industry and public policy muddles along and smart grid deployment slows, a “Market Pull” scenario where a policy vacuum leads to a wild west “behind the meter” and utilities struggle to keep up. Two additional scenarios include a “Policy Push” scenario where federal policy driven by the Department of Defense, combines with market expansion in electric vehicles and national concerns to compete with China combine to encourage a smart grid, and finally a scenario called “Rapid Deployment” where economic boom times return, there are aggressive mandates, a flood of new businesses come into the industry, “smart” is everywhere, and it is hard to keep up.

Shell: An example of a deep process managed by a dedicated team

We have referred to Shell and its scenario process earlier within this playbook. They have been regularly producing, updating, and using scenarios for nearly forty years now. Their process is instructive in several ways.

First, they produce scenarios with a very-long term view, (usually 30 years or more). Differing versions of their scenarios are produced, one set intended for internal use by Shell executives to test Shell strategies, and a second, public version to help educate company stakeholders and the wider audience (in eight languages). These are made available on the Shell company website: http://www.shell.com/home/content/aboutshell/our_strategy/shell_global_scenarios/, along with descriptions of how the scenarios are produced. The scenarios are updated with new versions every few years. There are two current scenarios that go out the year 2050, and were finished in 2008. This year, in 2011, Shell produced a supplemental report entitled “Signals and Signposts.” The two scenarios explore a world in which we stumble our way into the energy future in a scenario called “Scramble” and one in which we proactively create the energy future in a scenario called “Blueprints.” Shell summarizes the message of the “Energy Scenarios to 2050”: Never before has humanity faced such a challenging outlook for energy and the planet. This can be summed up in five words: “more energy, less carbon dioxide”.

Second, the Shell process is unique for being both concentrated and deep. Project management is done by the Global Business Environment Unit. They engage participants both from the various Shell businesses and from outside Shell in a variety of assigned research, interviews, and workshops. When it is time to produce new scenarios six months or more is devoted to research, several months to drafting scenarios and testing them internally and with stakeholders, and then several more months producing the final result.

Finally, Shell recommends a quite specific organization for a scenario effort. This includes a scenario director responsible for success of the project and a core team with a manager to deal with the incoming research and to synthesize results. The core team ideally includes decision makers who will use the scenarios, though often senior decision makers do not have the time and interact with the scenarios as they near completion by staff.
Shell recommends a dedicated room where workshops can take place, and material can be posted on walls and maintained. The core team is further organized into research topic leaders and specialists, along with an editor who is responsible for the final product. All are supported by staff who keep schedules, organize venues, provide graphics support, and so on. Shell has offered quite detailed descriptions of their process, your team may want to explore these guides on the web at: http://www-static.shell.com/static/public/downloads/brochures/corporate_pkg/scenarios/explorers_guide.pdf

PricewaterhouseCoopers LLP: The Journey to 2020

At the beginning of 2007, a team from PricewaterhouseCoopers gathered to explore the future of people management. Our thinking was sparked by the rising profile of people issues on the business agenda – the talent crisis, an ageing workforce in the western world, the increase in global worker mobility and the organisational and cultural issues emerging from the dramatic pace of business change in the past decade. We wanted to explore how these issues might evolve and how organisations need to adapt to stay successful. Many studies have attempted to capture a vision of the workplace of the future, but we set out to understand the people challenges that will impact organisations and consequently the implications this will have on the HR function as we know it.

Few business thinkers have proposed that the marketing or finance functions might cease to exist in their present forms, but some are starting to say this about HR. With the help of the James Martin Institute for Science and Civilisation at the Business School in Oxford, we used Scenarios to think about the future of people management. Our team has identified three possible ‘worlds’ – plausible futures to provide a context in which to examine the way organisations might operate in the future. In addition we surveyed almost 3,000 Millennials – new graduates from the US, China, and the UK who represent a generation just joining the workforce, to test their views and expectations on the future of work. We hope you will help us to encourage debate around this critical topic. It is said that the future is not a place we go to, but one which we create. And while things happen that we cannot predict, we can still be prepared.

Our scenario planning exercise revealed that individualism, collectivism, corporate integration and business fragmentation would be the most significant factors affecting global business for the purposes of our study. We aligned these along two axes, around which we developed our scenarios further. We call these ‘worlds’. We began with four worlds: yellow, red, blue and green, with the yellow and red worlds straddling the top half of the quadrant. In these fragmented worlds we discovered through our analysis that the differences across individualism and collectivism were hard to define in the fragmented world. Both of these worlds relied upon networks to survive, were, small, nimble and adaptable. The motivations were the only variant factor where the red world was more self-serving than the collective altruism of the yellow world. We decided therefore to combine these themes to create a single orange world which represented the fragmented business model. To learn more about these possible ‘worlds’ go to: http://www.pwc.co.uk/eng/publications/managing_tomorrows_people.html

In the above four case study examples, we see a variety of approaches, from a simple, single workshop event to do basic scenario development, all the way to a full-blown and on-going company effort to use scenarios over many years. The approach you chose will depend on the size and complexity of your company, the level of resources you are willing and able to commit, and the extent of participation by stakeholders that you desire.
RESOURCES

Glen Hiemstra, *Turning the Future Into Revenue: What Businesses and Individuals Need to Know to Shape Their Futures*, (John Wiley and Sons, 2006), has a “how-to” section on scenario planning.


Gill Ringland, *Scenario Planning in Business*, (John Wiley and Sons, 2002), is a comprehensive look at scenario planning, from a global perspective.


Kees van der Heijden, et. al. *The Sixth Sense: Accelerating Organisational Learning with Scenarios* (Chichester: John Wiley and Sons, 2002), offers a dense, detailed, and practical guide to the benefits and techniques of scenario thinking and processes.


The Shell Scenario process and their public versions of it, provide the gold standard.
http://www.shell.com/home/content/aboutshell/our_strategy/shell_global_scenarios/

Scenarios: An Explorer’s Guide.

The PricewaterhouseCoopers LLP Scenario process and their public version, go to:
http://www.pwc.co.uk/eng/publications/managing_tomorrows_people.html

Wikipedia has a very good entry on scenario planning, with many links to resources and sample scenarios.
http://en.wikipedia.org/wiki/Scenario_planning

ScenarioThinking.org is a great source for information about and examples of scenarios. Most of the scenarios are developed as business school projects, but provide interesting models to check out.
http://scenariotinking.org/wiki/index.php/Main_Page

This Scenario Planning Playbook piece has been made possible through NAED’s Eastern Region Council in partnership with Glen Hiemstra, Founder of Futurist.com, made available for NAED membership in the summer of 2011. Glen led two of the scenario planning projects mentioned in the case studies, and has extensive experience leading long-range planning efforts, including the use of scenario planning as a tool. Glen can be contacted at www.futurist.com. For further information about NAED Membership offerings and services please feel free to contact Brian Peters, region manager, at bpeters@naed.org.

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