

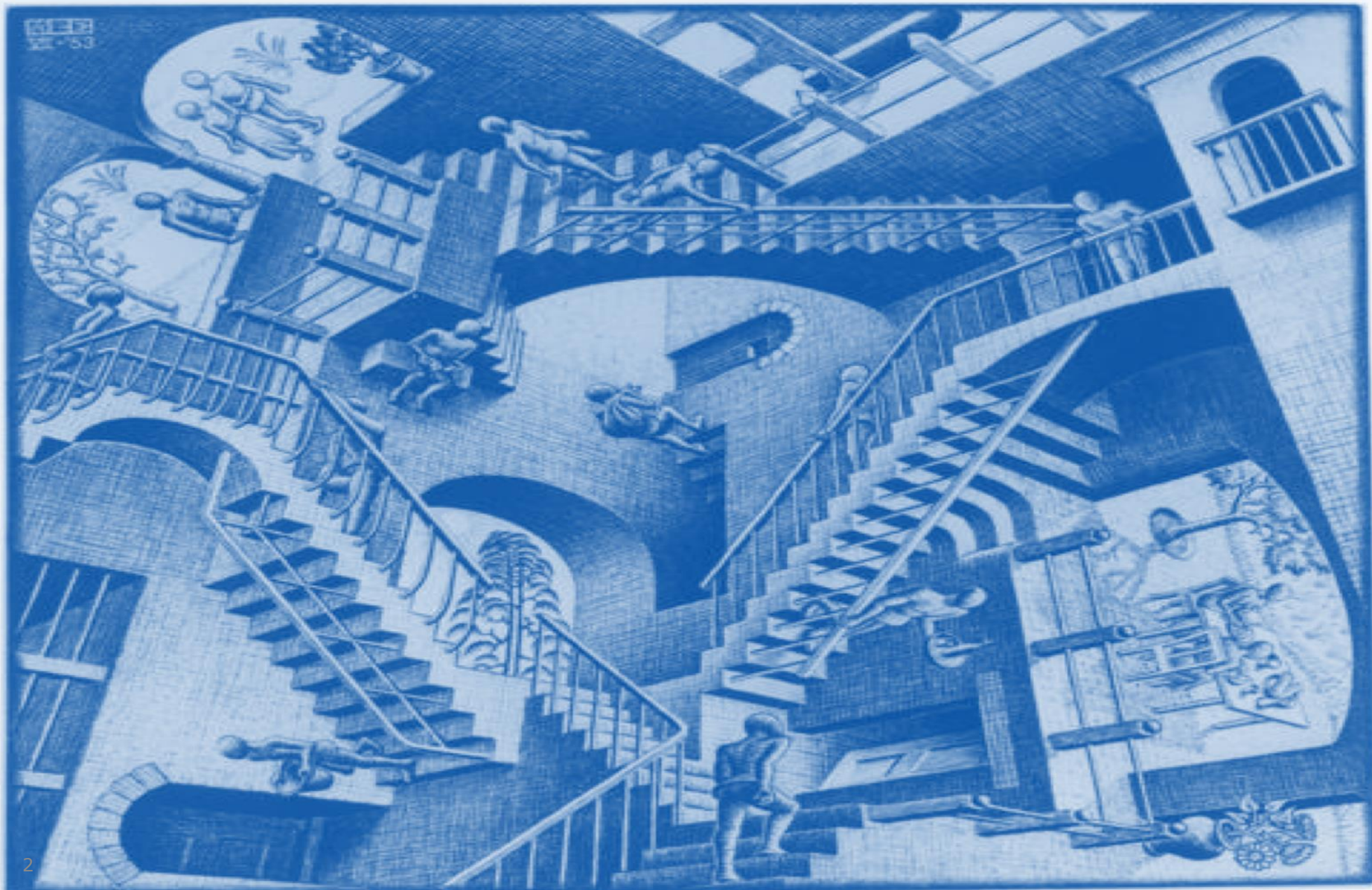
How to Consider the Future with New Tools for Uncertain Times



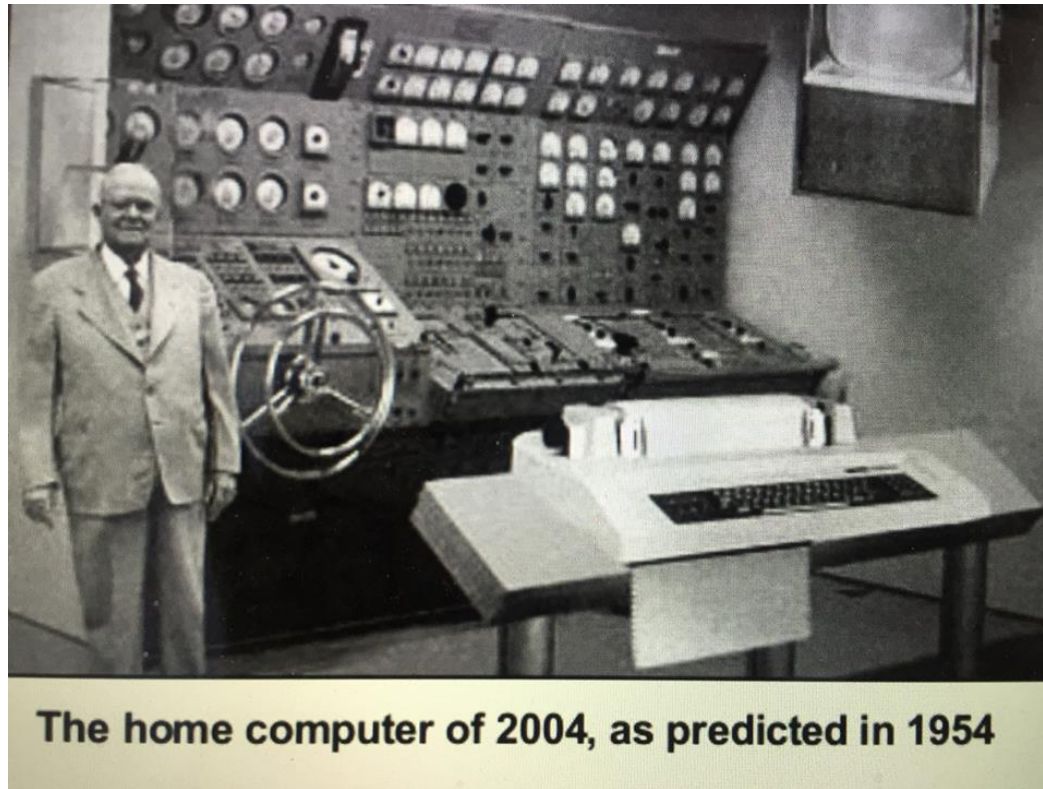
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May 23, 2018



Unimaginable Future



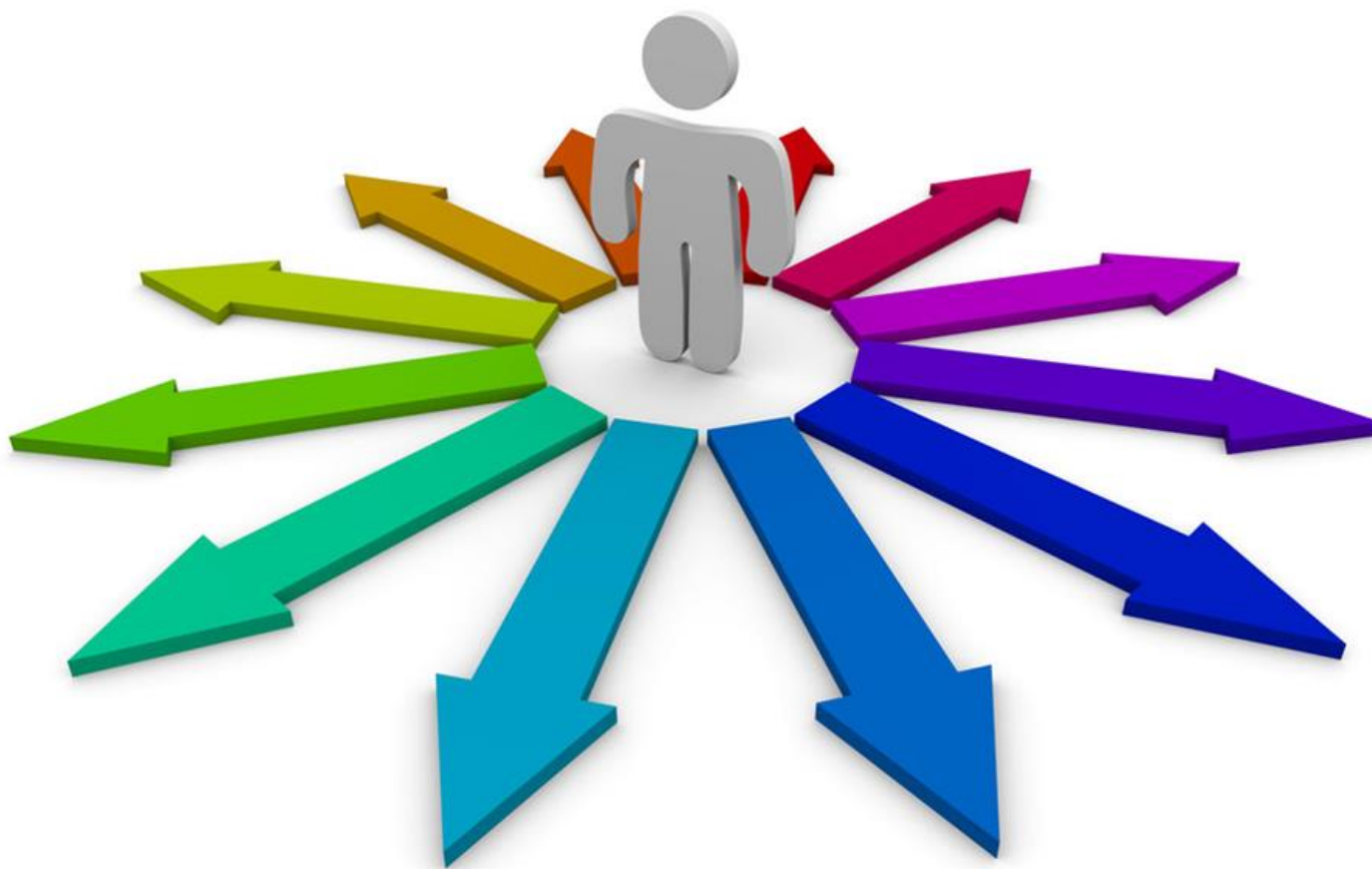
This present moment used to be the
unimaginable future.

- Stewart Brand, The Clock of the Long Now

When you come to a fork in the road, take it.

- Yogi Berra





Learning Objectives

- Define scenario planning and the circumstances when this tool is most useful
- Describe several options for scenario development
- List the steps required to develop different narratives to help your network be flexible and agile
- Explain how to use scenarios to prepare for strategic planning

Agenda

- What is scenario planning and when is it useful?
- 5-Step process to Scenario Planning
- Inputs
- Analysis
- Interpretation
- Build scenarios
- Outputs
- From Scenarios to Strategic Planning
- Q & A / Preview of Peer Group Call

What is Scenario Planning?

- A structured way to think about the future
- Scenarios ask “What if...” in a disciplined way, bringing out new and unforeseen opportunities or challenges.

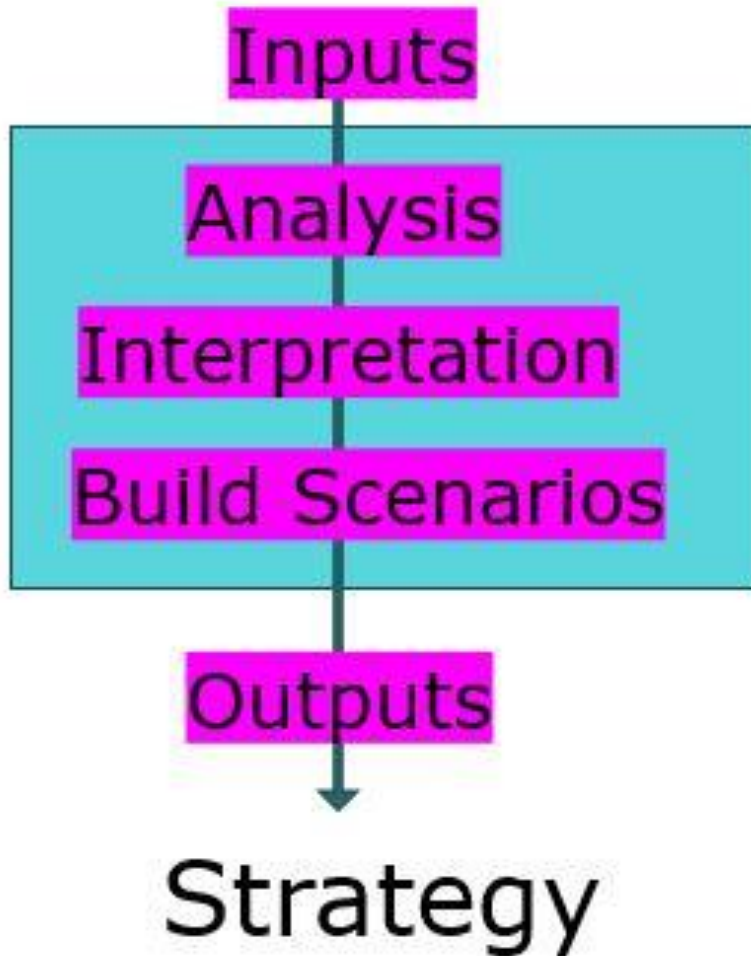
(Sometimes called
“Contingency Planning”)



When is This a Useful Tool?

- Use when things are going well
- Use when industry or future is unstable/uncertain
- Use when evaluating current strategies or formulating new ones
- Use to identify a limited set of examples of possible futures that provide a valuable point of reference
- Use as a response to a crisis (funding or personnel change)
- Use to free up thinking and create a common strategic conversations

Scenario Planning Process

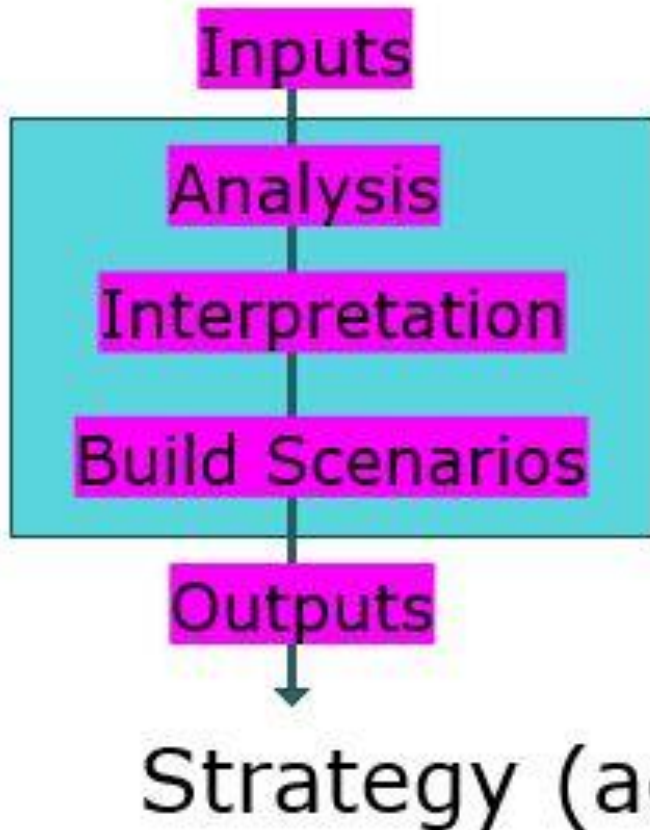


Adapted from Conway, Maree.
"An Introduction to Scenario
Planning." Foresight
Methodologies Workshop,
September 28, 2003.

Scenarios vs. Strategic Planning

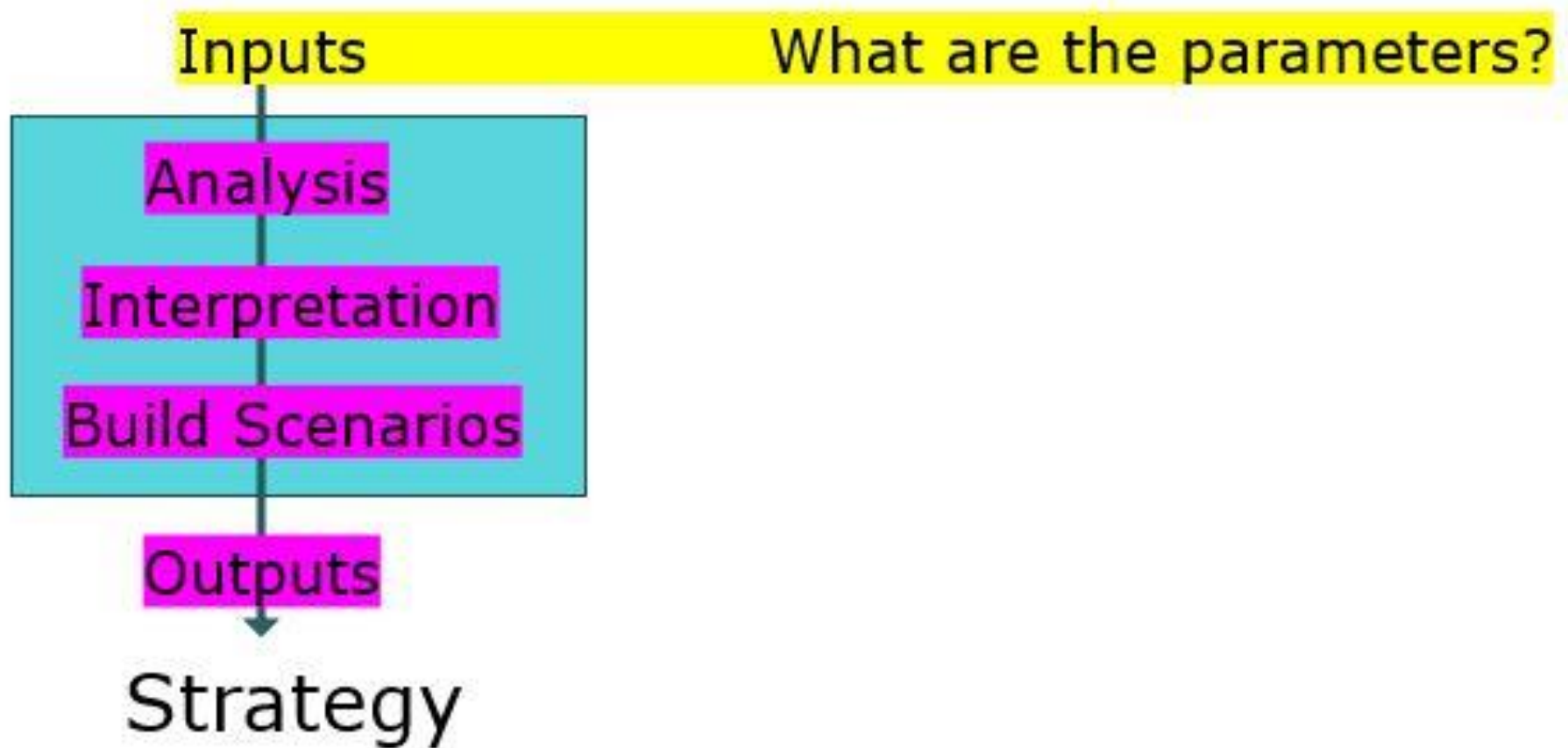
- Scenario planning does not attempt to predict which of these will occur
- Through a formal process, identifies a limited set of examples of possible futures (scenarios)
- The scenarios then provide a reference when evaluating current strategies or formulating new ones
- Strategy then addresses ACTION to take. What will we do and how will we do it?

Scenario Planning Process (Cont'd)



Adapted from Conway, Maree.
"An Introduction to Scenario
Planning." Foresight
Methodologies Workshop,
September 28, 2003.

Scenario Planning Process (Cont'd 2)



Step 1: Inputs

- What strategic question(s) do you want to explore?
- Examples:
 - Should we introduce a new service/program?
 - What if we lose our funding from our core funder?
 - How would a gain of _____ affect our operations?
- Who should participate?

Scenario Planning Process (Cont'd 3)



Step 2: Analysis

- What seems to be happening? (trends)
- What are the potential critical events?
 - Political
 - Economic
 - Social
 - Technological
 - Legal
 - Environmental

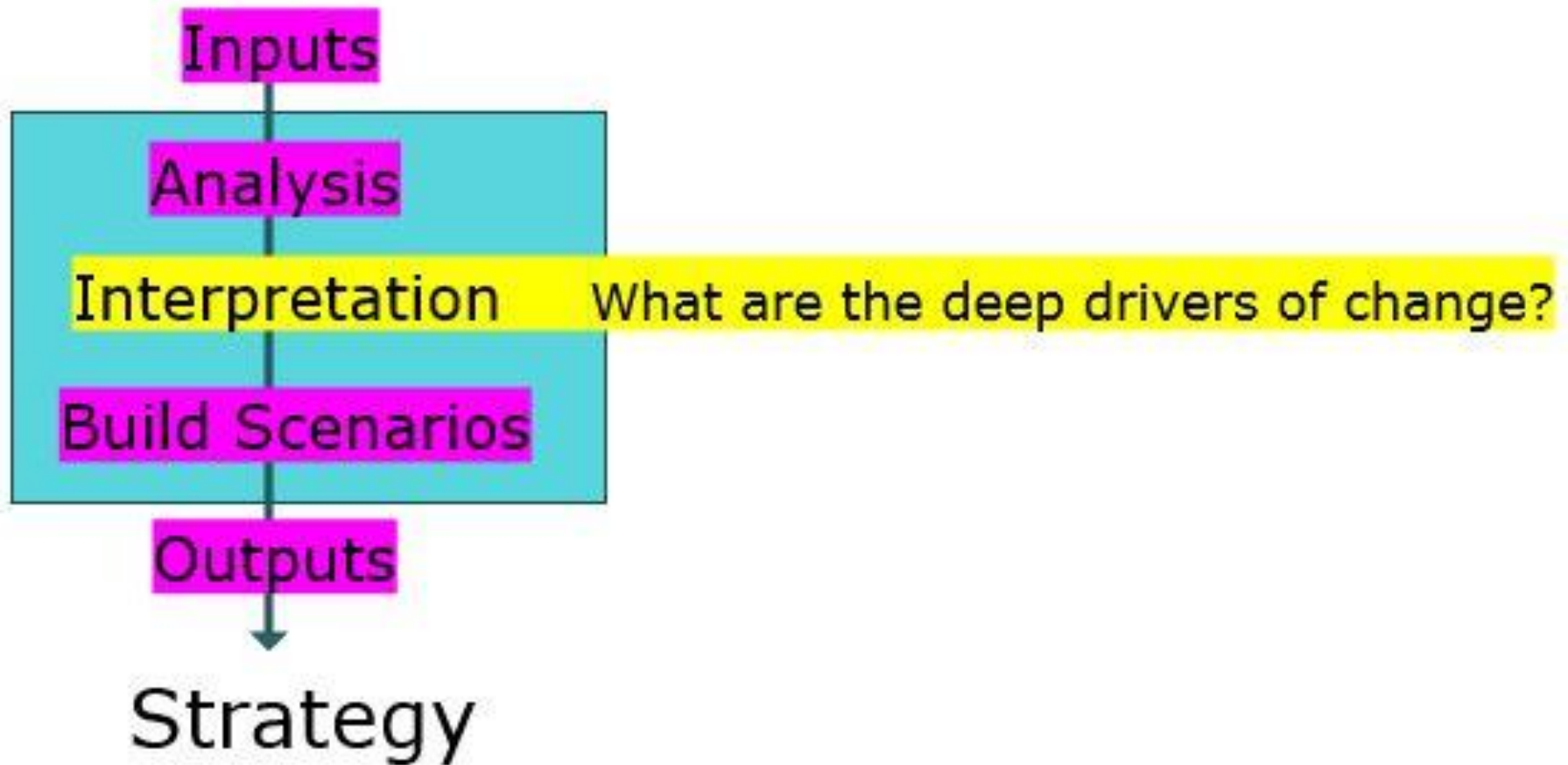
Step 2: Analysis...continued

- Who are the potential critical players?
 - Clients
 - Funders
 - Politicians
 - Community organizations
 - Patients
 - Partners
- How might those events and key players combine?

To deal with the future we
have to deal with
possibilities. Analysis will
only tell us
“What is...”

-- Edward de Bono, Parallel Thinking

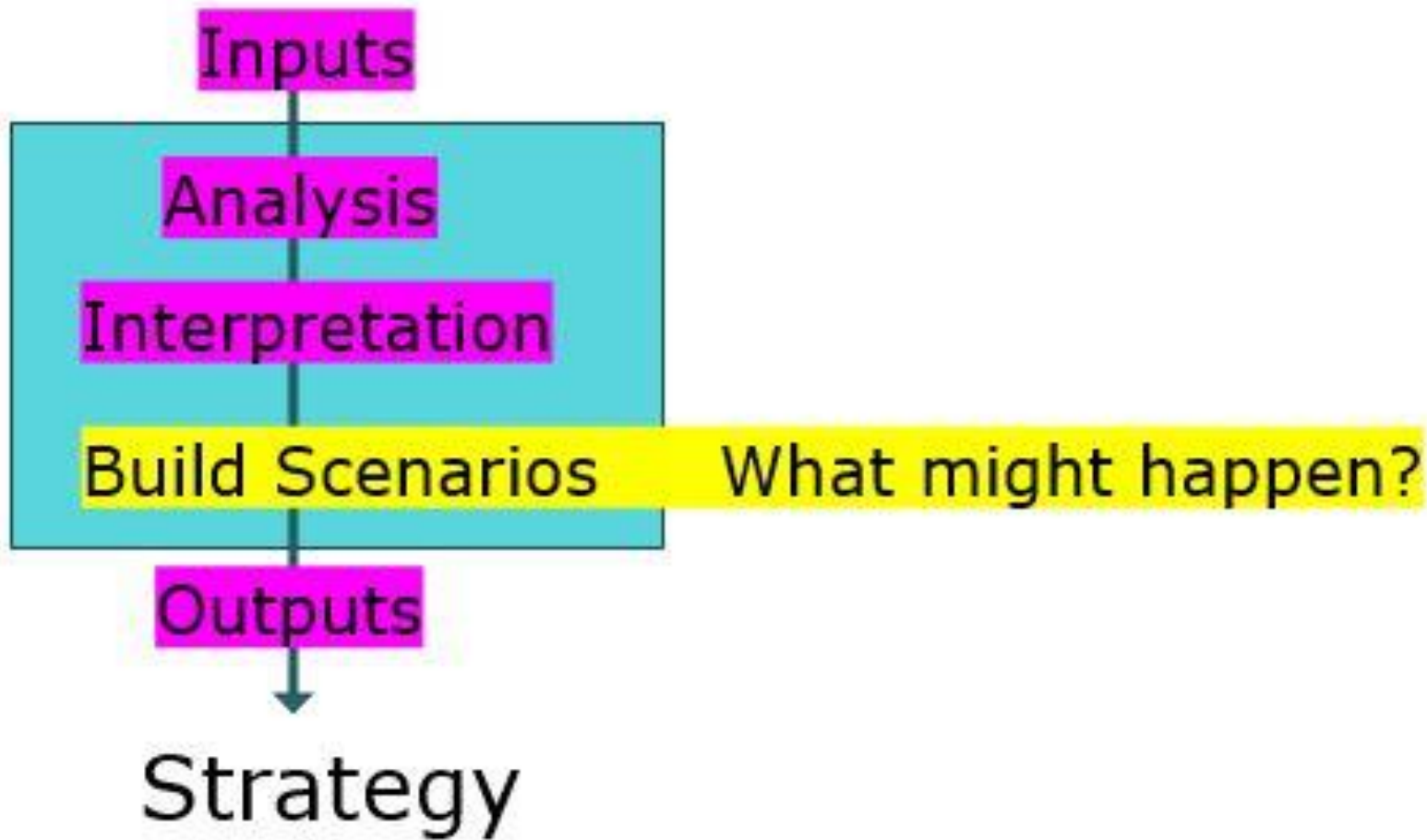
Scenario Planning Process (Cont'd 4)



Step 3: Interpretation

- What are the deep, systemic drivers of change?
- What examples can you name?

Scenario Planning Process (Cont'd 5)



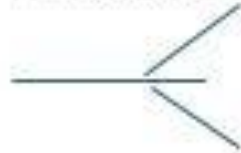
Step 4: Build Scenarios

- What might happen?
 - Methods to determine:
 - 2 x 2 matrix
 - Branch/Forks in the road
 - Cone of plausibility

2 x 2



Branch



Cone



Vertical = Amount of funding
Horizontal = Availability of workforce

Abundant funding

A

**Extensive funding
but lack of
workforce**

B

**Extensive funding and
easy access to qualified
workforce**

Lack of workforce

C

**Low funding and
lack of workforce**

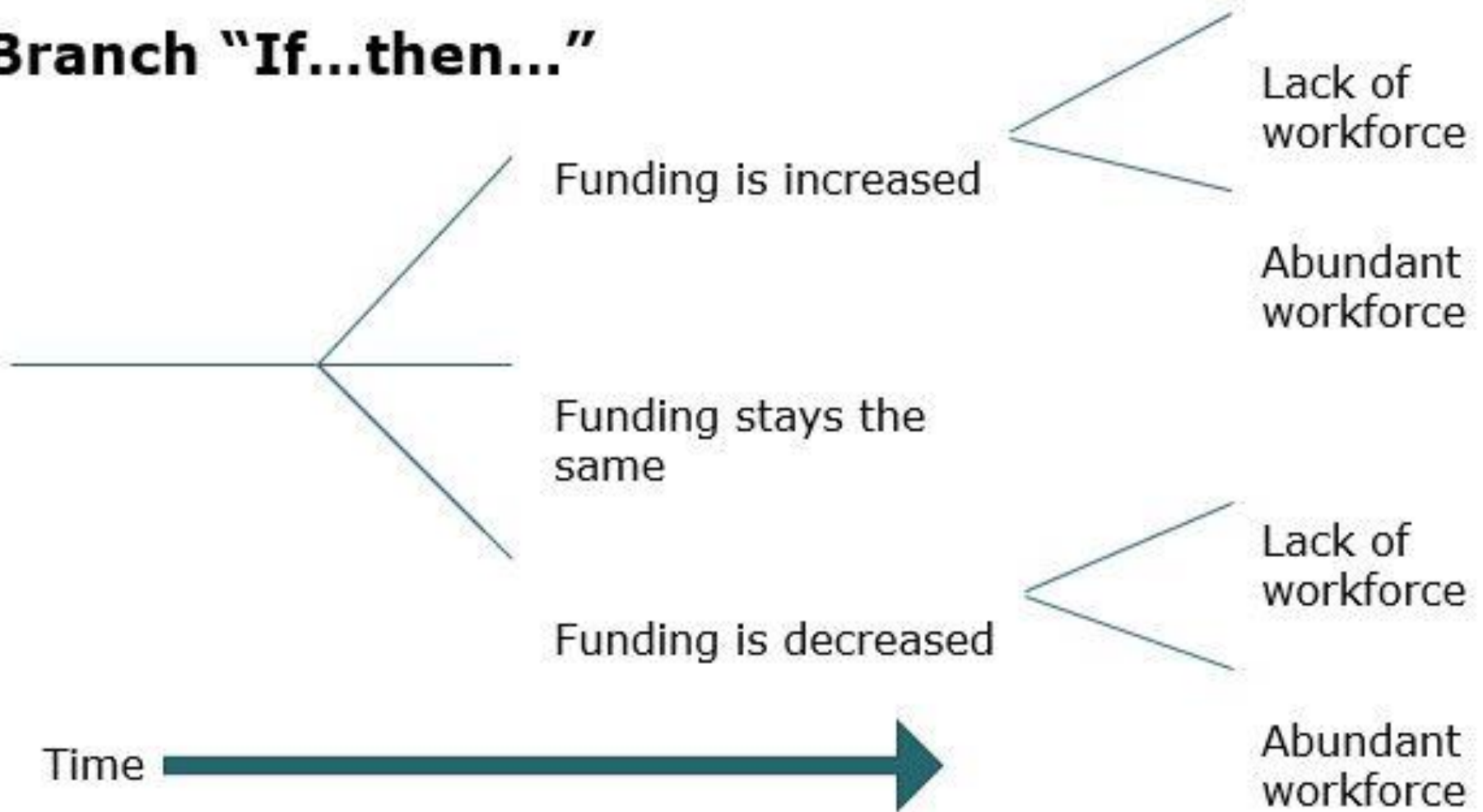
Abundant workforce

D

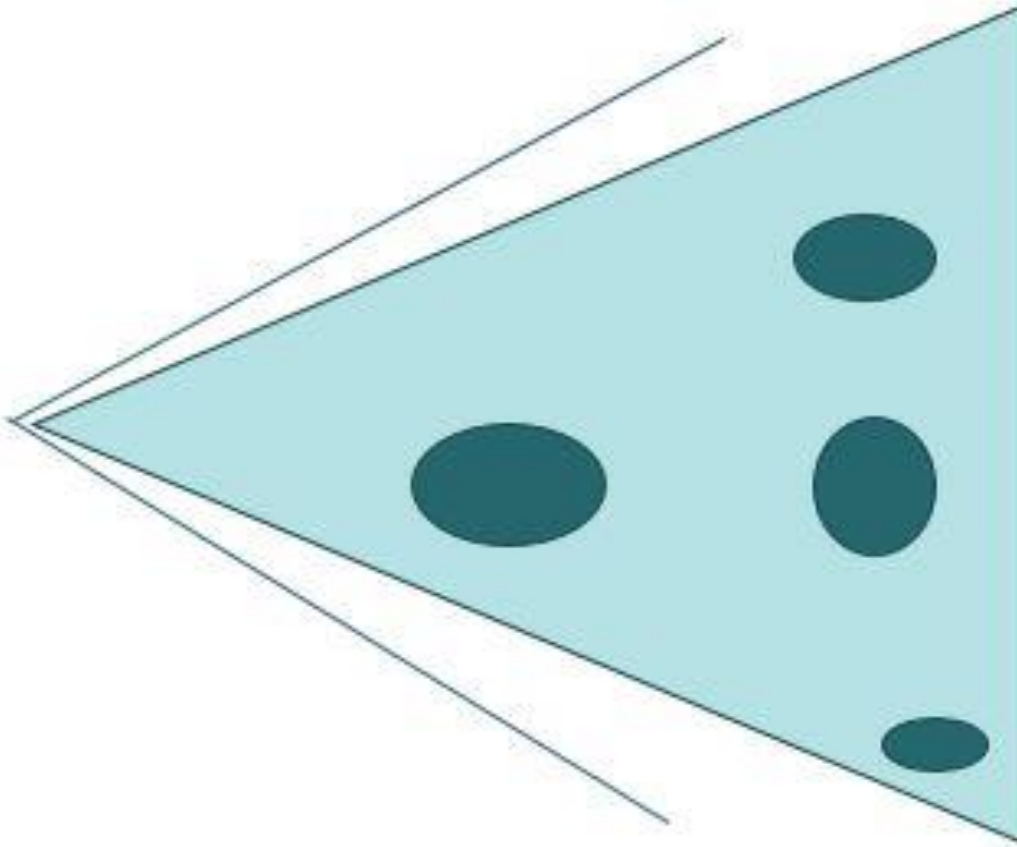
**Low funding and
huge workforce**

Low funding

Branch “If...then...”



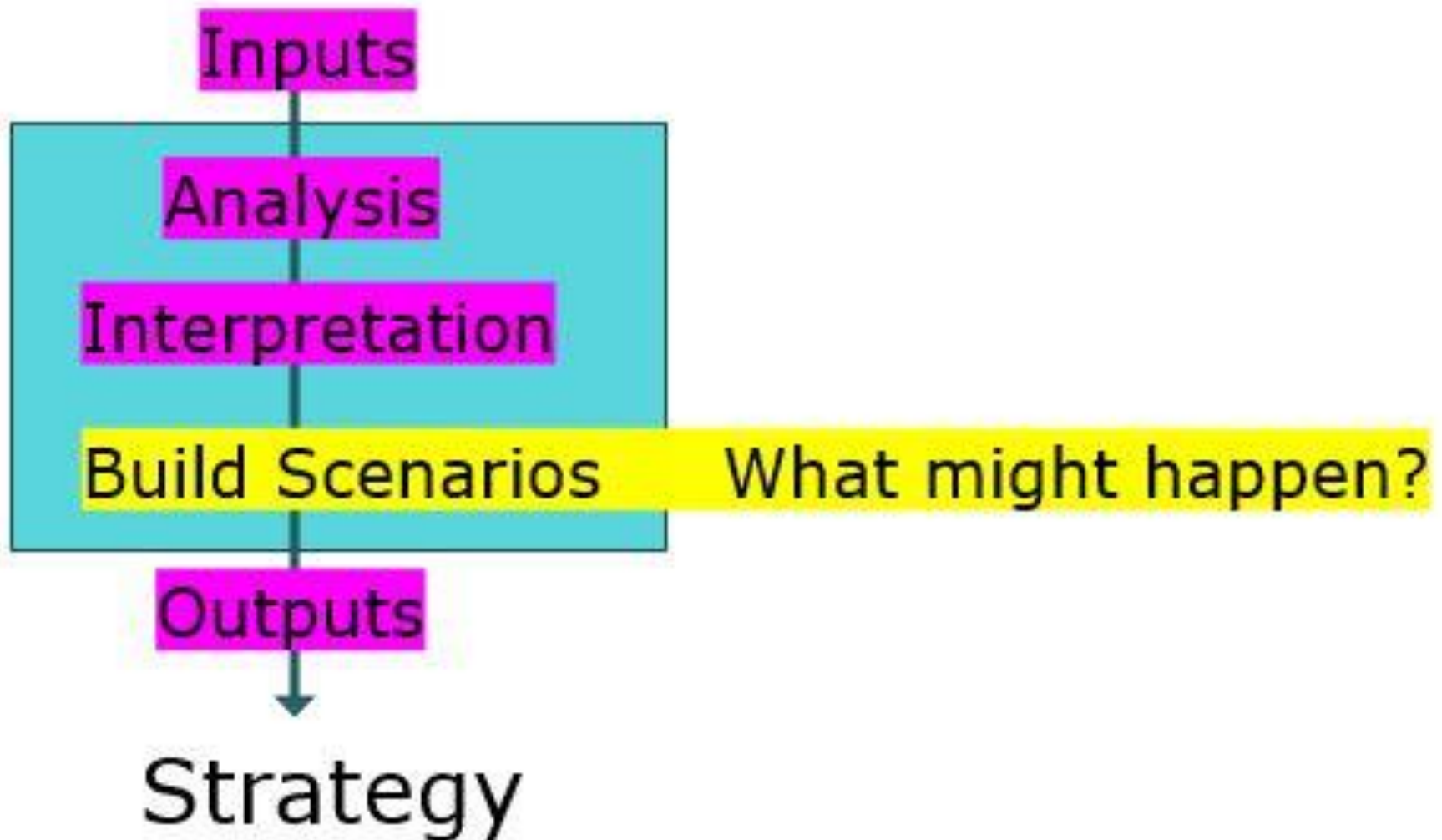
Cone of Plausibility



Best used in contexts with a limited set of key drivers.

Is it possible to imagine what might happen?

Scenario Planning Process (Cont'd 6)



Scenario Planning Process (Cont'd 7)



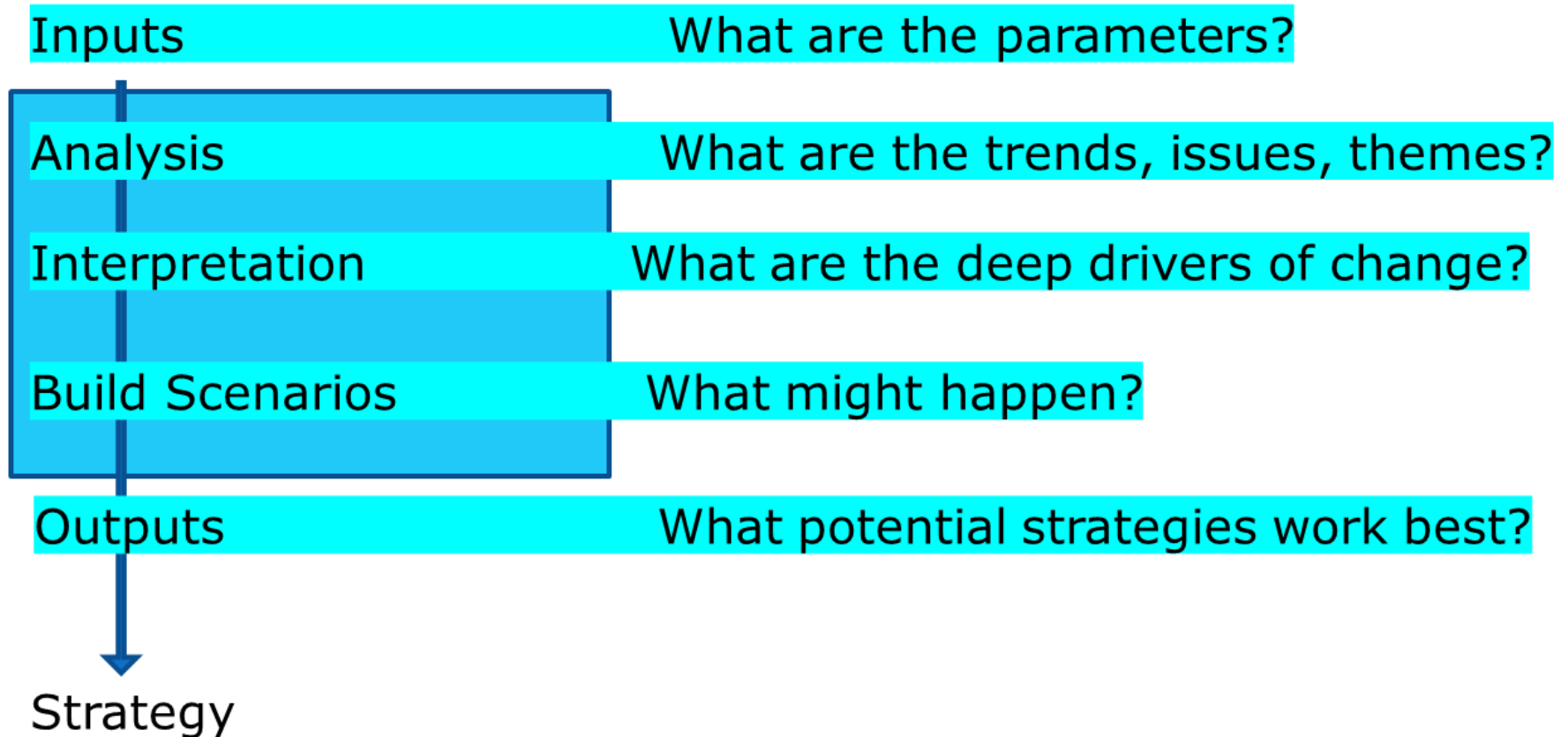
Step 5: Outputs

- Each scenario should have a title, description, and a method of presentation
- Use the scenarios to review or test a range of strategic approaches and policy options
- Generally, each strategy is likely to work better in some scenarios than others

“Cross-Walk” Scenarios & Strategy

	Strategy 1	Strategy 2	Strategy 3
Scenario 1	X		X
Scenario 2	X	X	X
Scenario 3		X	X

Scenario Planning Process (final)



Upcoming Peer Group Call



- Review of Scenario Planning process
- Apply Scenario Planning to a specific case study
- Use scenarios created for strategic planning
- Complete a planning worksheet

**“What’s comin’ will come,
an’ we’ll meet it when it does.”**

— J. K. Rowling, *Harry Potter and the Goblet of Fire*



Application and Q&A

- What is a key point for you today?
- What questions do you want addressed in the peer group call discussion on June 13th?

References

Conway, Maree. "An Introduction to Scenario Planning." Foresight Methodologies Workshop, September 28, 2003.

The Foresight Horizon Scanning Centre, Government Office for Science. "Scenario Planning." October, 2009.

Strengthening the Sector, Scenario Planning Kit, Belfast City Council, Gren Armstrong workshop companion.

Thank You

Thank you for this opportunity!

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