Discussion Points

- Definition and Background of Scenario Planning
- Comparison to Other Strategic Planning Approaches
- The Process
- References and Resources
Scenario Planning Defined

*It is not about predictions and forecasts.*
*It’s about preparing for whatever *might* happen.*

- Peter Schwartz

The Art of the Long View for the Future in an Uncertain World
Scenario Planning History

Military Planning

Oil pricing

Strategy Planning
Business Development
Concept Development
Paradigm Shifts
Organizational Development

WWII 1970’s Today
It’s Not Just About the Past

Feedback:
- Historical Results
- Feedback
- Evaluations

Feed-Forward
- Forecasts
- Trends
- Scenarios

Vision

Past → Future
It’s Bigger Than Us

Driving Forces

- Technology
- Economy
- Political
- Environmental
- Legislative
- Socio-Cultural
- Industry Demands
- Customers
- Suppliers
- Distribution
- Competitors

Arena

Inner World
(Your Organization)
The Process

1. State the issue or decision

What role will HR play in the future?

2. Identify the Driving Forces

P - Political
E - Economic
S - Socio-cultural
T - Technological
L – Legal/Regulatory
E - Environmental
3. Distinguish Pre-Determined from the Uncertainties

- Technology will continue to advance
- Globalization will continue
- Baby boomers are retiring
- Safety and security are concerns
- Increased diversity in the U.S.
- Healthcare advances and costs

- Diffused and matrixed organizations
- Impact of political and economic conditions on talent
- Impact of robotics on workforce, education, and processes
- Rising protectionism with a centralized organization

4. Build a Scenario Matrix

<table>
<thead>
<tr>
<th>Availability of U.S. Talent</th>
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<tbody>
<tr>
<td>Scarce</td>
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Organizational Structure

- Hierarchical
- Self-Organizing
5. Write the Scenario Stories

### Organizational Structure

<table>
<thead>
<tr>
<th>Scenario A</th>
<th>Scenario B</th>
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<tbody>
<tr>
<td><strong>Casting Director</strong></td>
<td><strong>Global Dealmaker</strong></td>
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<th>Scenario C</th>
<th>Scenario D</th>
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<td><strong>Caregiver</strong></td>
<td><strong>Systems Integrator</strong></td>
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6. Analyze the Implications of Each Story

Drivers: What got us here

Themes: What it will be like

Strategic Imperatives: What we must do in this situation

7. Identify the Leading Indicators and Signposts

Event(s) to watch

What future is unfolding

Plan in place
Scenario A
Casting Director
- Talent Management
- Sourcing Management
- Business Acumen
- Facilitation Skills

Scenario B
Global Dealmaker
- Negotiation Skills
- Conflict Management
- Intl./Global Perspectives
- IT

Scenario C
Caregiver
- Talent Management
- Security & Safety
- Crisis Management
- Community Development

Scenario D
Systems Integrator
- Re-engineering
- Creativity
- New Competency Models

References and Resources


