



Scenario Planning Overview

Mary Cook, LLC

marycookllc@gmail.com

317.823.6441



Discussion Points

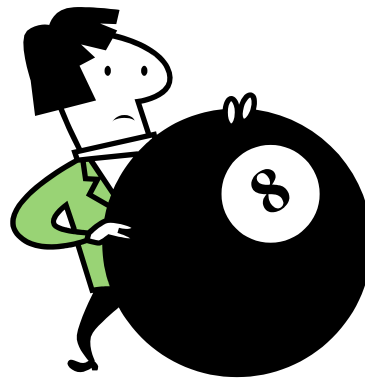
- Definition and Background of Scenario Planning
- Comparison to Other Strategic Planning Approaches
- The Process
- References and Resources

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



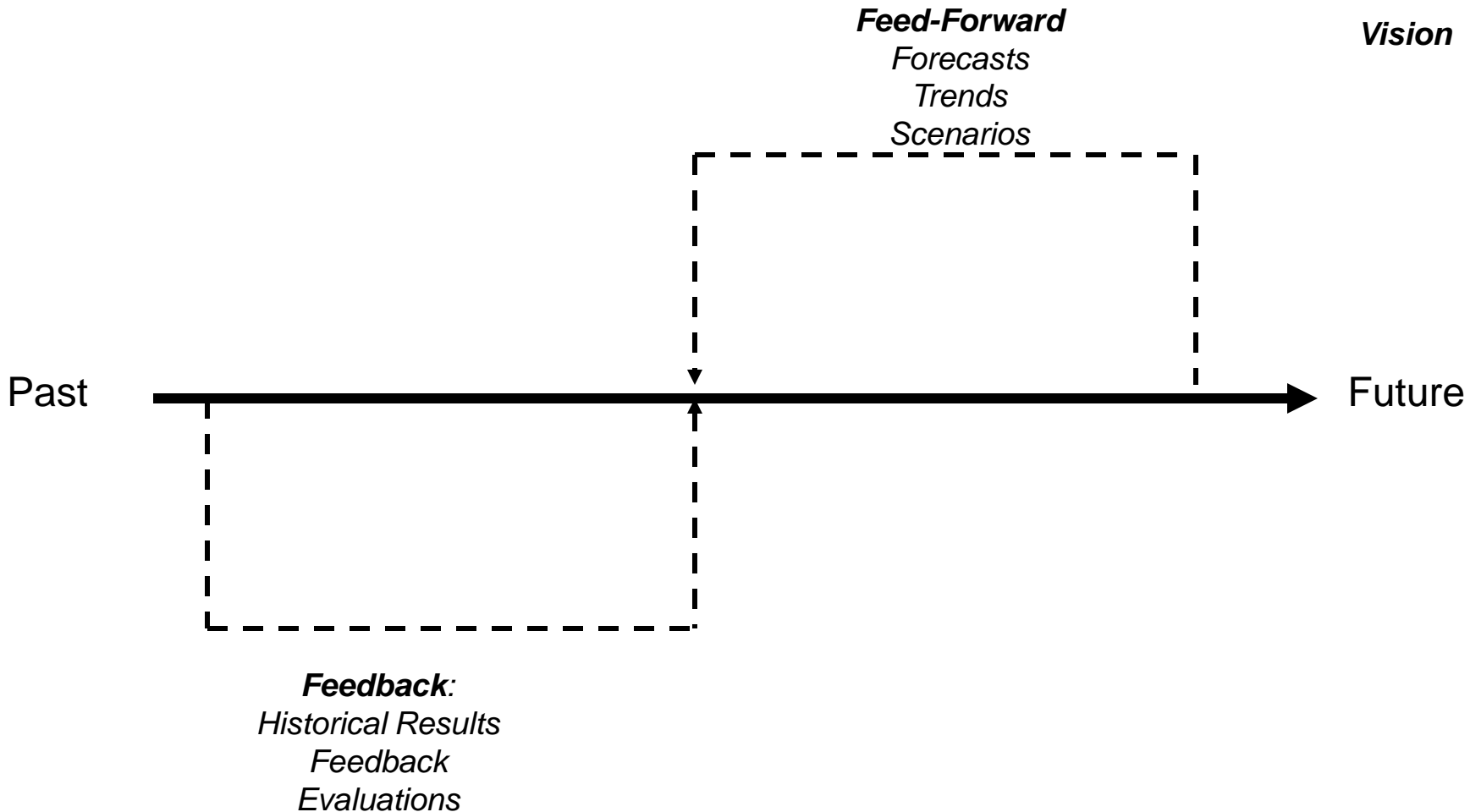
Strategy Planning
Business Development
Concept Development
Paradigm Shifts
Organizational Development

WWII

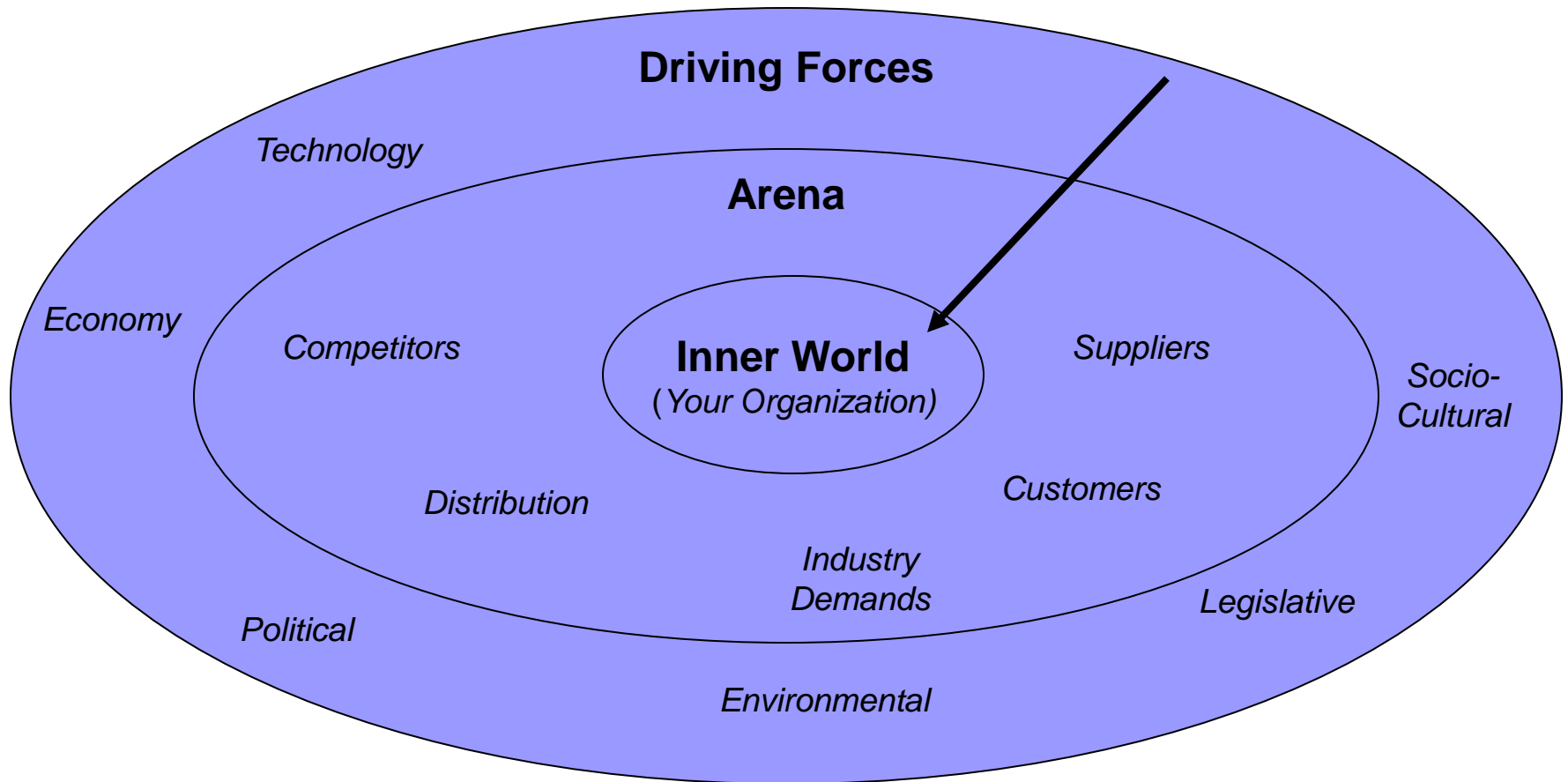
1970's

Today

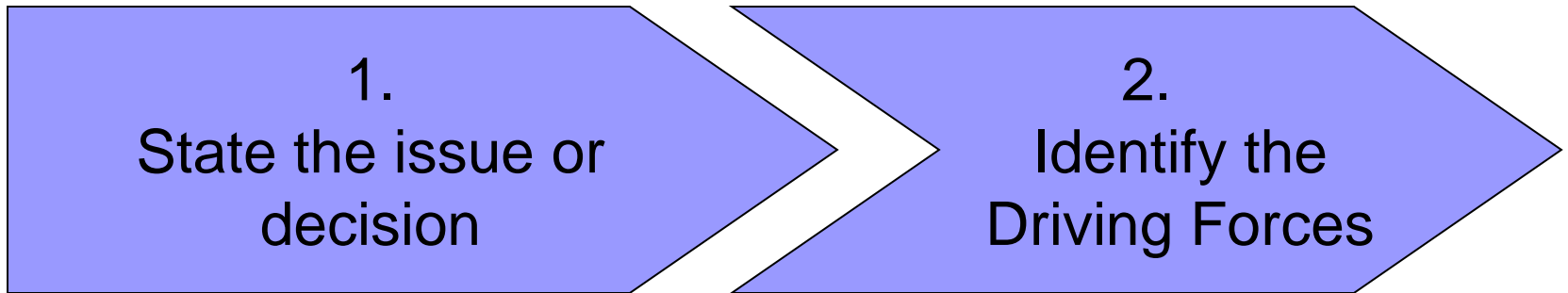
It's Not Just About the Past



It's Bigger Than Us



The Process



What role will HR play in the future?



- P - Political
- E - Economic
- S - Socio-cultural
- T - Technological
- L – Legal/Regulatory
- E - Environmental

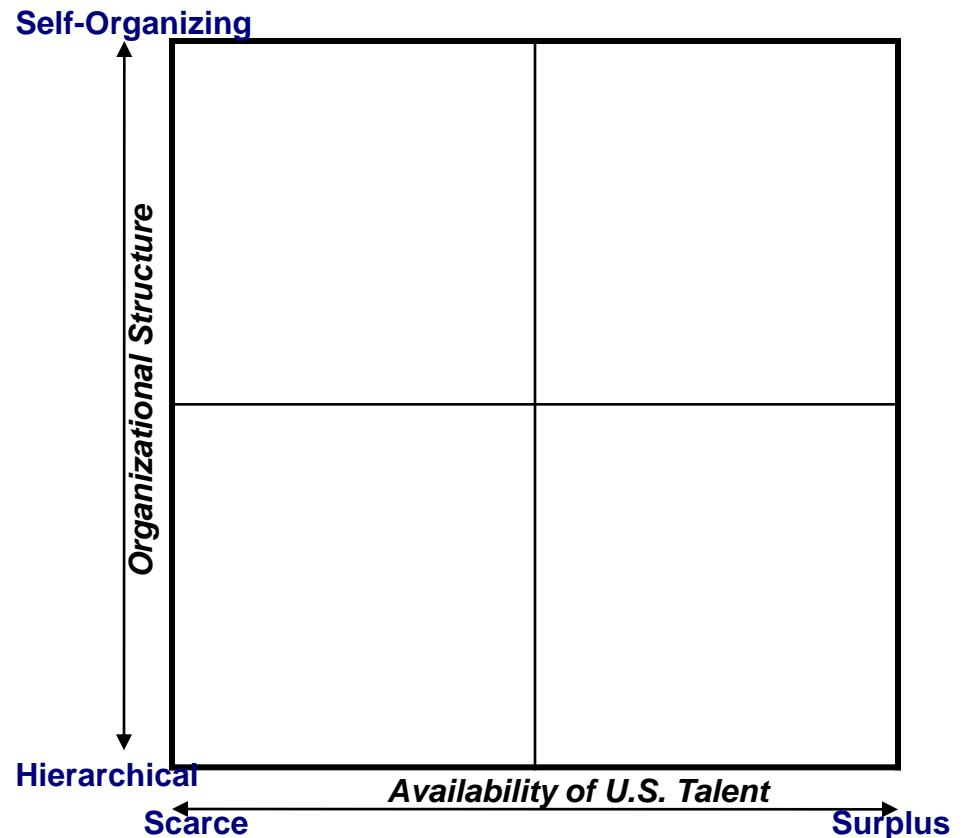
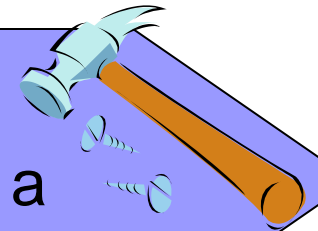


3. Distinguish Pre-Determined from the Uncertainties

- ✓ 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



5. Write the Scenario Stories



Self-Organizing

Organizational Structure	Scenario A <i>Casting Director</i>	Scenario B <i>Global Dealmaker</i>
	Scenario C <i>Caregiver</i>	Scenario D <i>Systems Integrator</i>

Hierarchical

Availability of U.S. Talent

Scarce

Surplus

6.
Analyze the
Implications of
Each Story

7.
Identify the
Leading Indicators
and Signposts

Drivers: What got us here

Event(s) to watch

Themes: What it will be
like

What future is unfolding

Strategic Imperatives:
What we must do in this
situation

Plan in place



A Final Note



Self-Organizing

Organizational Structure	Scenario A <i>Casting Director</i> Talent Management Sourcing Management Business Acumen Facilitation Skills	Scenario B <i>Global Dealmaker</i> Negotiation Skills Conflict Management Intl./Global Perspectives IT
	Scenario C <i>Caregiver</i> Talent Management Security & Safety Crisis Management Community Development	Scenario D <i>Systems Integrator</i> Re-engineering Creativity New Competency Models
	Hierarchical	Availability of U.S. Talent

- Strategic Thinking
- Talent Management
- Business Acumen
- Technology Skills
- Global Perspective
- Finance Capability
- Flexibility/Adaptability
- Change Management
- Innovation & Creativity

Scarce

Surplus

References and Resources

Lingren, Mats and Bandhold, Hans (2003). *Scenario Planning: The Link Between Future and Strategy*. New York: Palgrave Macmillan.

Ringland, Gill (1998). *Scenario Planning: Managing for the Future*. West Sussex, England: John Wiley & Sons, Ltd.

Schwartz, Peter (1991). *The Art of the Long View: Planning for the Future in an Uncertain World*. New York: Currency Doubleday.

Schwartz, Peter (2003). *Inevitable Surprises: Thinking Ahead in a Time of Turbulence*. New York: Penguin Group.

www.pwc.com: <http://www.pwc.com/gx/en/managing-tomorrows-people/future-of-work/download.jhtml?WT.ac=mtp-future-hp-panel-2>

www.shrm.org: <http://www.shrm.org/Research/FutureWorkplaceTrends/Documents/ScenariosProjectExecSumm.pdf>

