

# Future Scenario Planning

## Tools for Observing and Planning

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Missio Nexus

Steve Coffey

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## Overview

- Introduction
- Biblical Principles related to Strategic Foresight
- What is Strategic Foresight?
- Why Strategic Foresight is Important?
- One approach to Strategic Foresight: Scenarios
- Using Scenarios in Planning

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- God & Time
  - Man's Relationship to Time
  - Relating to Time and the Future

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## Why Strategic Foresight?

- “Planning develops strategies for present operations, while foresight creates the framework for future actions, five to ten years out.” (Jay Gary)
- Foresight aims to identify those uncertainties and discontinuities that could become "game changers."

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## Defining Strategic Foresight

- “Strategic Foresight is the ability to create and maintain forward views and use the insights arising in organisationally useful ways.” (Slaughter)
- “Strategic Foresight is based on the approach of standing in the future – planning from the future back – unrestricted by how things look today.” (Marsh)
- **Strategic Foresight is about making wise decisions today by having an informed perspective on the future. (De Simone)**

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## How is Strategic Foresight Done?

Future  
Scenario  
Planning

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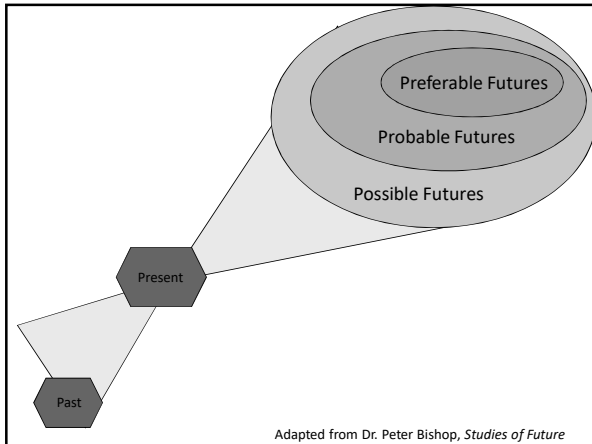
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## Chains of Perception

- Scenarios are **not** about predicting the future, but about perceiving futures in the present. (Peter Schwartz)
- Scenarios deal with two worlds:
  - The world of facts
  - The world of perception

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## Chains of Perception

***“They explore for facts but they aim at perceptions inside the heads of decision-makers. The purpose is to gather and transform information of strategic significance into fresh perceptions.”*** (Pierre Wack)

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## The Power of Narrative

“Stories are about meaning; they help explain why things could happen in a certain way. They give order and meaning to events – a crucial aspect of understanding future possibilities.”

(Schwartz)

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## Example

- **Progress report of the Secretary-General of the United Nations:**
- **Causes of Conflict and the Promotion of Durable Peace and Religious Diversity**
- **9 January 2030**

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## Scenario Building

- **Step 1: Decide on the key question that you need to address.**
- **Step 2: Identify the Key Factors through *Environment Scanning***

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## Environmental Scanning

- "Environmental Scanning" is a primary tool used for identifying change on the horizon that we are moving toward (or that is coming to us).

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## ES - Objectives

- Provide comprehensive information on the current and possible future environment that will impact the organization's future.
- Detecting STEEP\* events, situations, and (possible) trends
- Identifying potential opportunities and threats for the organization implied by these events, situations, and (possible) trends
- Gaining accurate understanding of your org's strengths and limitations
- Providing a basis for analysis of future program engagements

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## Categories of Scanning

- **PEST** : Political, Economic, Social, Technological
- **EPISTLE**: Economic, Political, Informational, Social, Technological, Legal, Environmental
- **STEEP** : Social, Technological, Economic, Environmental and Political.
  - Social is often times subdivided into Demographic, Cultural, Spiritual, although that arrangement of letters is not
  - The point of STEEP is to remind you to scan broadly, across these sectors.

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*Looking for Hits in Environment Scanning*

1. It is actually *something that happens* in the world (not just an idea that occurs to a scanner).
2. It is from a *credible source*.
3. It has the *possibility of changing* the future--the more potential change, the better the hit.

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*Looking for Hits in Environment Scanning*

4. It is new to the person or group hearing it and has not yet hit the mainstream media.
5. It does eventually hit the media, but after a substantial period of time--the longer the time, the better the hit to allow people time to prepare. (*Hits which hit the mainstream right away are more news items than scanning hits.*)\*\*
6. It does eventually change the future, or the future of a domain.

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Getting Quality Hits

<i>Type</i>	<i>Definition</i>	<i>Example- Parenting</i>
Confirming	A change that indicates that the baseline forecast is more likely	A report shows an increase in mothers going to work
Creating	A change that indicates that a new alternative future not envisioned in our framework is plausible	A lawsuit by non-parents in the work place contesting the family benefits offered to parents
Disconfirming	A change that makes an alternative future less plausible	New Supreme Court Justices that continue to support <i>Roe vs. Wade</i> .

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## Journal Entry

Title					Author		
Source				Date		Page/s	
STEEP			Keywords				
Substance & Significance							
Potential Implications							
Novelty		Importance		Relevance		Timeliness	
						Total	

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## Environment Scanning Activity

- With the articles provided – we are going to develop environment scanning entries for a scan journal
  - 7-10 minutes – read the article and complete the form
  - 10 minutes – verbal presentation of how your hit relates to the key question

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## Scenario Building

- **Step 3:**  
**Identifying the Larger Driving Forces**
- **Step 4:**  
**Ranking Factors for Import and Uncertainty**

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## Scenario Building

	High	Low
High	High/High	High/Low
Low	High/Low	Low/Low

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## Two Driving Forces...

- Technology
- Funding




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## Driving Forces

Scraping By	High Tech	Hands-Off
High Technology – Low Funding	High Technology – High Funding	
Low \$		High \$
Low Technology – Low Funding Back To Basics	Low Technology – High Funding \$1M Rowboats	
	Low Tech	

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## Scenario Building

- **Step 6:**  
**Filling in the Details in Each Quadrant of the Matrix**
- **Step 7:**  
**Draft the Four Scenarios**

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## *Key Components of a Scenario*

- They convey images more than facts.
- They contain the essence not the details.
- They capture the assumptions and forces of the future.
- They portray the future in a vivid, engaging manner.

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## Future Scenario Planning

- **Step 8:**  
***The Payoff* → Implications and Early Indicators**

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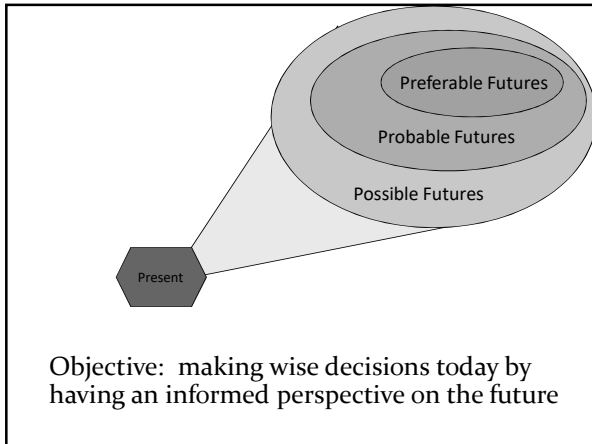
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<i>Step</i>	<i>Description</i>	<i>Product</i>
<b>Framing</b>	What is the question that is being addressed in this project?	Project plan
<b>Scanning</b>	Collecting information: the system, history and context of the issue; environmental scan for information impacting the future of the issue	Information
<b>Forecasting</b>	Describing alternative futures: drivers and uncertainties	Scenarios (our presentation: a four scenario process)
<b>Visioning</b>	Choosing a preferred future: What would place us in good stead in several--or even all four--of the scenarios?	Preferred future
<b>Planning</b>	Organizing the resources: implications of each scenario for current and future strategy development	Strategic plan (strategies)
<b>Acting</b>	Acting Implementing the plan: communicating the results, developing action agendas, and institutionalizing strategic thinking and intelligence systems	Action plan (initiatives)

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Questions??

- Feel free to contact me @ [steve@imi.org](mailto:steve@imi.org)

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