



One of The Institute's **worksheets** series, to help you improve your leadership skills and capability, making you a better leader

Scenario planning is a way of trying to anticipate what may lie ahead. It sits at the strategic level of organisational thinking and is now more than ever necessary because of the pace and scope of change in the business environment and customer marketplace. This worksheet will help you focus on the purpose and methods outlined in the Spotlight 'Scenario Planning.'

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

Understanding Scenario Planning

Construct a sentence on scenario planning that contains the following words:

help

uncertain

strategy

stories

future

critical

Select TRUE or FALSE for each statement and explain the reasons for your choice:

	True or False	Why?
Scenario planning is an unstructured process with no practical outcome		
Scenario planning helps us understand that the business environment can quickly get much better or worse		
Scenario planning is a threat to leadership because it offers alternative visions for the future		
Scenarios must be built by teams of like-minded people who can work together and reach a consensus		
Scenario planning is another term for contingency planning		



Worksheet

Future Readiness: Scenario Planning

Use the graphic below to show the strengths and limitations of scenario planning:



Scenario Development

Using your organisation as an example, work through the scenario development process below (with work colleagues if this is feasible) to **identify at least two likely scenarios and their implications for the organisation**. You will also need to identify the tools or techniques to be used at each stage of the process.

	Scenario 1:	Scenario 2:	Tools/techniques
Driving forces			
Critical uncertainties			
Most likely scenarios			
Implications			

Review Write a tweet to explain to how scenario planning can contribute to future readiness:

All references are cited in The Institute of Leadership & Management (2018) 'Spotlight on Scenario Planning'

Vision – Future Readiness – Scenario Planning

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