

Scenario Planning – Initial Steps

- 1. Identify Focal Issues or Decisions - this starts with who we are (vision). As we look forward, what is it we need to be doing to succeed?**

Key Questions:

- a) what are the things will be thinking hard about in the near future (2 to 3 years)?
- b) what decisions are pending (2 to 3 years) that we have to make?

- 2. Identify the key factors in the local environment that affect the focal issue/decision (e.g., fuel prices)**

Key Questions:

- a) what are the key factors affecting success or failure of the focal decision?
- b) what will we, the board, others want to know when making key choices affecting the focal decision?
- c) how will what we need to be doing be affected by the local environment?

- 3. Identify the driving forces that affect key local factors (macro environment – e.g., price of oil)**

Key Questions:

- a) what are the broader forces behind the key factors - predetermined, uncertain.
- b) it can be useful to imagine in the future saying, "if only I had known that"...