



## Scenario Planning – Best Practices

Brian J. Rhiness

*When a crisis hits, you do not want to start considering options.*

- **Brian J. Rhiness**

- ❖ ***Do scenario planning before you need it***
- ❖ Ensure involvement and commitment from senior managers
- ❖ Involve as many stakeholders as possible in the process
- ❖ Find a trusted outside advisor to facilitate the process
- ❖ Always use a Systems Thinking Approach
- ❖ Build scenario planning into your strategic planning process
- ❖ Use the *Strategic Thinking Simplicity* model as the guide
- ❖ Do a rigorous future environmental scan
- ❖ Take a “helicopter view”
- ❖ Embrace skeptics – they are your best friends
- ❖ Ask “What if?”
- ❖ Balance optimism with realism and pessimism
- ❖ Enforce the Law of Expected Surprises
- ❖ Assess your current state honestly
- ❖ Ask the tough questions throughout the process
- ❖ Ensure you are measuring the right things
- ❖ Use the Action Bridge to close the gap from the current state to desired future state
- ❖ Have specific strategies and actions to deal with possible scenarios
- ❖ Build contingency plans *after* you have considered scenarios
- ❖ Have clear individual accountabilities and timelines
- ❖ Ensure everyone is aware of the contingency plans
- ❖ Make scenario planning part of your yearly strategic management cycle
- ❖ Remember Simplicity, Clarity, Action, Results

