

Exercise: Scenario Planning

Try your hand at a fast-paced version of scenario planning.

1. Select a Big Question.

This could be something that has been coming up at board or staff meetings, or something that you know is likely to be addressed in your planning process.

2. Identify Your Unknowns.

What are the unknown factors that make it hard to make a decision about your big question? What information do you feel you lack and can't get from research? What factors are in flux right now and that changeability is making planning difficult?

3. Identify Your Triggers.

What would trigger a change in your factors, or create a situation where there would be new information you'd have to take into account? Make note of these triggers, especially if you think you have "level 3" uncertainty.

4. Describe Your Unknowns.

	Unknown #1:	Unknown #2:	Unknown #3:
Triggers			
More of the Same			
Best Case			
Worst Case			
Most Likely Case			

5. Build Your Scenarios

Look at your various elements, and combine them in ways that make sense. Try to develop scenarios that are within the realm of possibility. What might actually happen? It can help to give each scenario a memorable name as you go along.

6. Determine Options.

For each scenario, determine what you could or should do. What steps could you take? What outcomes might you expect? What strategies could you employ?