

Scenario Planning

Business & Management

Planning for several futures rather than forecasting one.

Used where forecasting fails because uncertainty is structural.

1

Identify driving forces

Political, economic, social, technological. Long-list them.

2

Rank by uncertainty and impact

Keep the two that are both highly uncertain and highly important.

3

Build a 2×2

The two axes give four distinct, plausible futures.

4

Write each scenario out

Narrative, not bullet points. Name each one.

5

Test the strategy in each

Which moves work in all four? Those are robust.

THE OUTPUT

Robust strategies that work in every scenario

Early warning indicators for each branch

Contingent plans held in reserve

Scenarios are not forecasts and are not ranked by likelihood. The point is preparedness, not prediction.