> ANSWER KEY 6

CHAPTER SIX: SCENARIO PLANNING

1   *(p. 148)* True

2   *(pp. 153–169)*
  • Determining the question — correct framing of the initial question to ensure the integrity and accuracy of the outcome
  • Contextualization — understanding the context within which the question is being asked, the influence of internal drivers
  • External drivers — understanding the external drivers that are most likely to impact on the outcome of the question being asked, use of expert input/star chamber
  • Ranking and ranging — ranking of the internal and external drivers in order of relevance and immediacy and level of uncertainty they may introduce into the scenario planning process
  • Naming and framing — fleshing out the scenarios which are starting to suggest themselves into five basic scenario frameworks
  • Logic and narrative — writing up of each scenario making sure that each contains its own internal logic, rationale and narrative that seems real and true, involves role playing and acting out
  • Distillation and dialogue — revisiting all the scenarios from the beginning and combing them for ideas they share in common
  • Validation and refinement — star chamber helps to assess and comment on the results of previous stage
  • Interpretation and implementation — looking at the strategic implications of each scenario, delivering of a plan

3   *(p. 153)* those factors within an organization that require a question to be asked in the first place e.g. declining performance, slow response to competitor activities, a de-motivated workforce, inadequate budgets, etc.

4   *(pp. 156 – 157)* cultural, economic, civic, social, political, technological, environmental, ethical, competitive, known unknowns

5   *(p. 163)* base case proposition, best case proposition, worst case scenario, cross case scenario, rogue scenario

6   *(p. 167)* red scenario — turbulent and contains high level of change, challenge and a need to react quickly and strategically to incoming forces; need to assess all possibilities, including the improbable and impossible
green scenario — one in which every possibility is factored in and question being asked can be answered in a positive and beneficial way; overall all issues can be resolved