

# Scenario Mapping: Knowledge-based Processes For Actionable Scenarios

**Robert Weber, Ph.D.**  
**Managing Director**  
**Strategy Kinetics, LLC**  
**Mobile: 617-308-3336 Fax: 617-812-0443**  
**[Weber@StrategyKinetics.com](mailto:Weber@StrategyKinetics.com)**  
**[www.strategykinetics.com](http://www.strategykinetics.com)**

# What Is Scenario Mapping™?

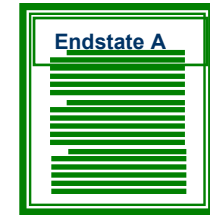
- A highly interactive scenario planning process
- A form of “simulated hindsight”
- Workshops are “highly prepared,” structured meetings
- Scenario Mapping leverages collective intelligence
- Has been used in 100+ strategic planning engagements for G1000 companies, government, education, and trade associations, e.g.,
  - Lexis-Nexis, IBM, Intel, Nokia, HP, Simon & Schuster
  - Public workshops: Future of Publishing (AAP), Future of Information Commerce

# Scenario Mapping™ Workshop Process Advantages

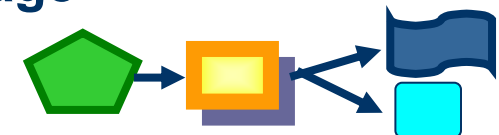
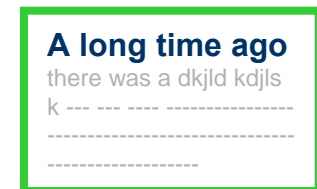
- **Manages complexity, information overload**
- **Incorporates competing points of view, perspectives**
- **Facilitates individuals contributing their personal knowledge, experience**
- **Considers alternative outcomes, NOT forecasts, predictions**
- **Structured process that manages intra- (and inter-) organizational politics**

# Scenario Mapping™ Terminology

- **Endstate**: a brief description of an extreme, but plausible future
- **Event**: a hypothetical occurrence at a specific point in the future.
- **Scenario**: a narrative describing the actors, drivers, motives, and key events that lead from the present to a particular Endstate.
- **Endstate System**: A graphical or Visual Language representation of Endstate relationships



<b>Music CD Sales Drop 50% Since 2005</b>	
..... .....	<b>2010 ±</b>



# Alternative Outcomes, Not Forecasts

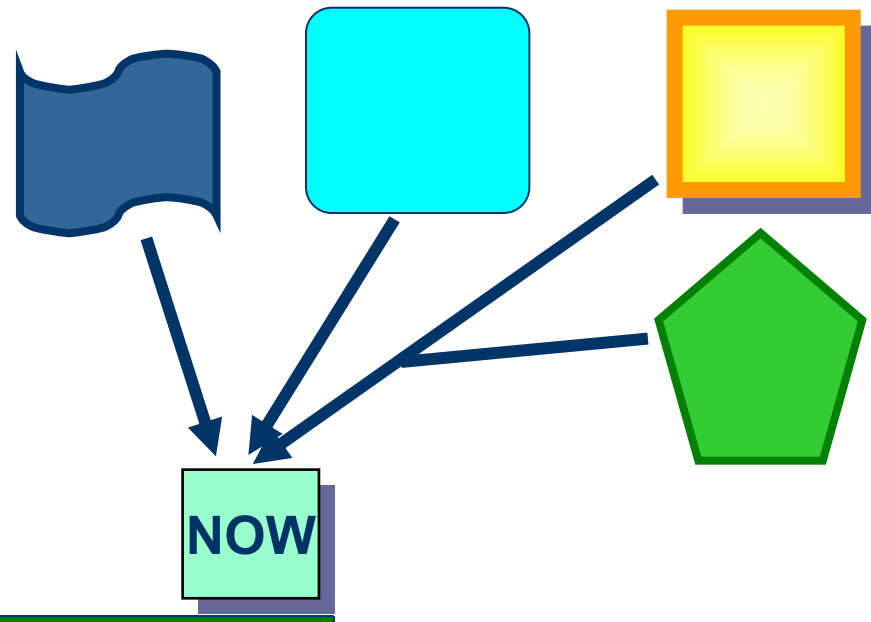
## Planning as Forecasting

- ❑ A forecast points to a single future
- ❑ Uncertainty incorporated by adjusting the forecast



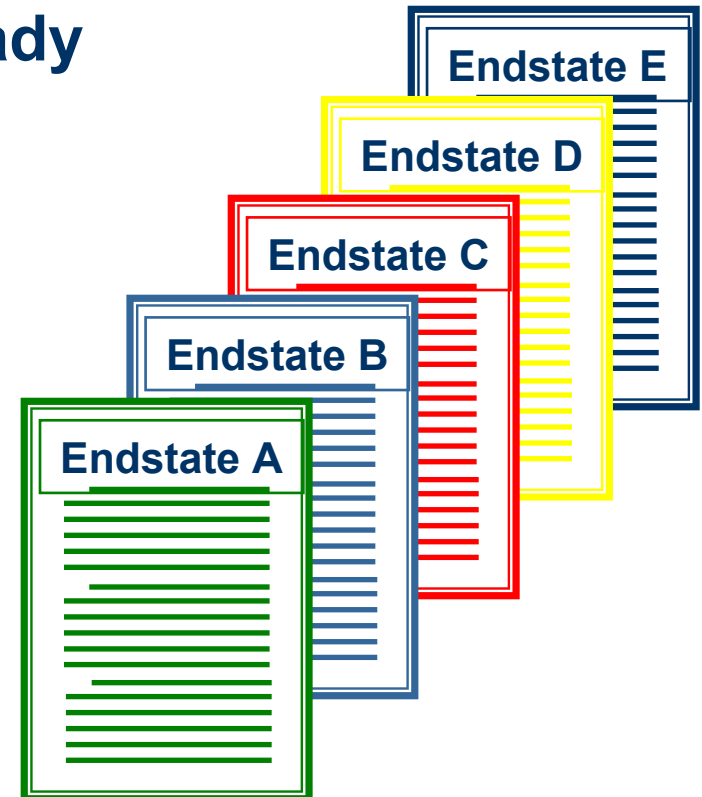
## Planning With Uncertainty

- There are many possible outcomes
- Scenarios embrace uncertainty



# Endstates

- **Written as if the future has already happened**
- **Each reflects the outcome of diverse forces**
- **Intentionally divergent visions of the future**
- **Time horizon industry or problem specific**
  - 5 years – computing and communications
  - 40 years – global climate destruction
  - 60 years – forest products



# Events

- Are specific observable occurrences that could happen
- Reflect underlying drivers and forces
- Incorporate many competing issues and interests, for example:
  - Government
  - Markets and economies
  - Political, social, & cultural factors
  - Technological innovations
  - National, International, Regional

## “Cold Fusion” Water Heaters Commercially Available

At least one company is offering Cold Fusion devices to heat water in the home.

2014 ±

## Crude Oil Hits \$180 Per Barrel

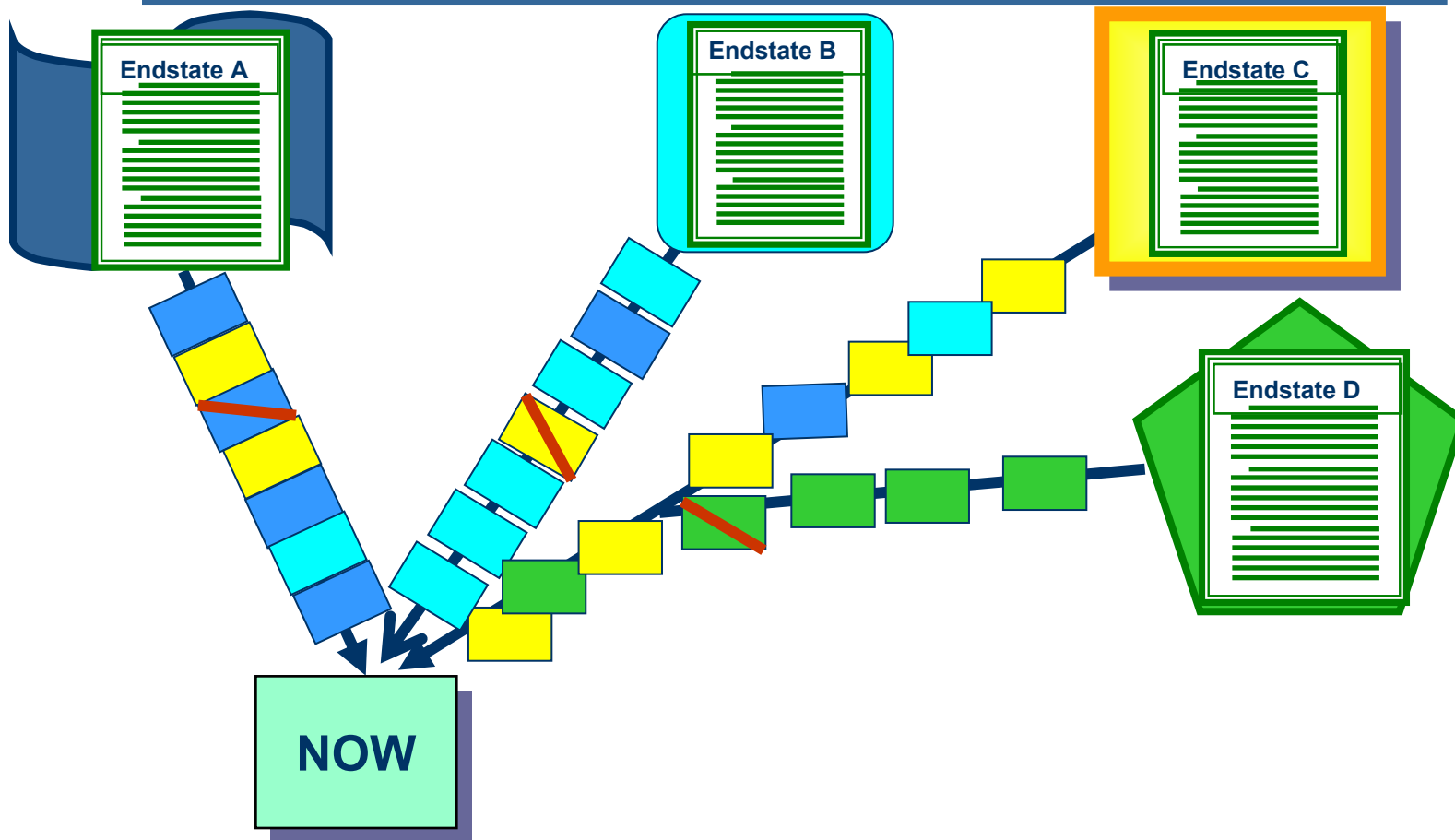
## Human “Bird Flu” Vaccine Plant Contaminated

The manufacturing plant of one of two major producer of influenza vaccine for the US market was found to be contaminated. This means that only half the amount of vaccine that includes protection against the deadly “bird flu” will be available in the US Market.

2012 ±

# Each Team Identifies *Must Happen* Events

A **red** slash indicates a *Must Not Happen* event

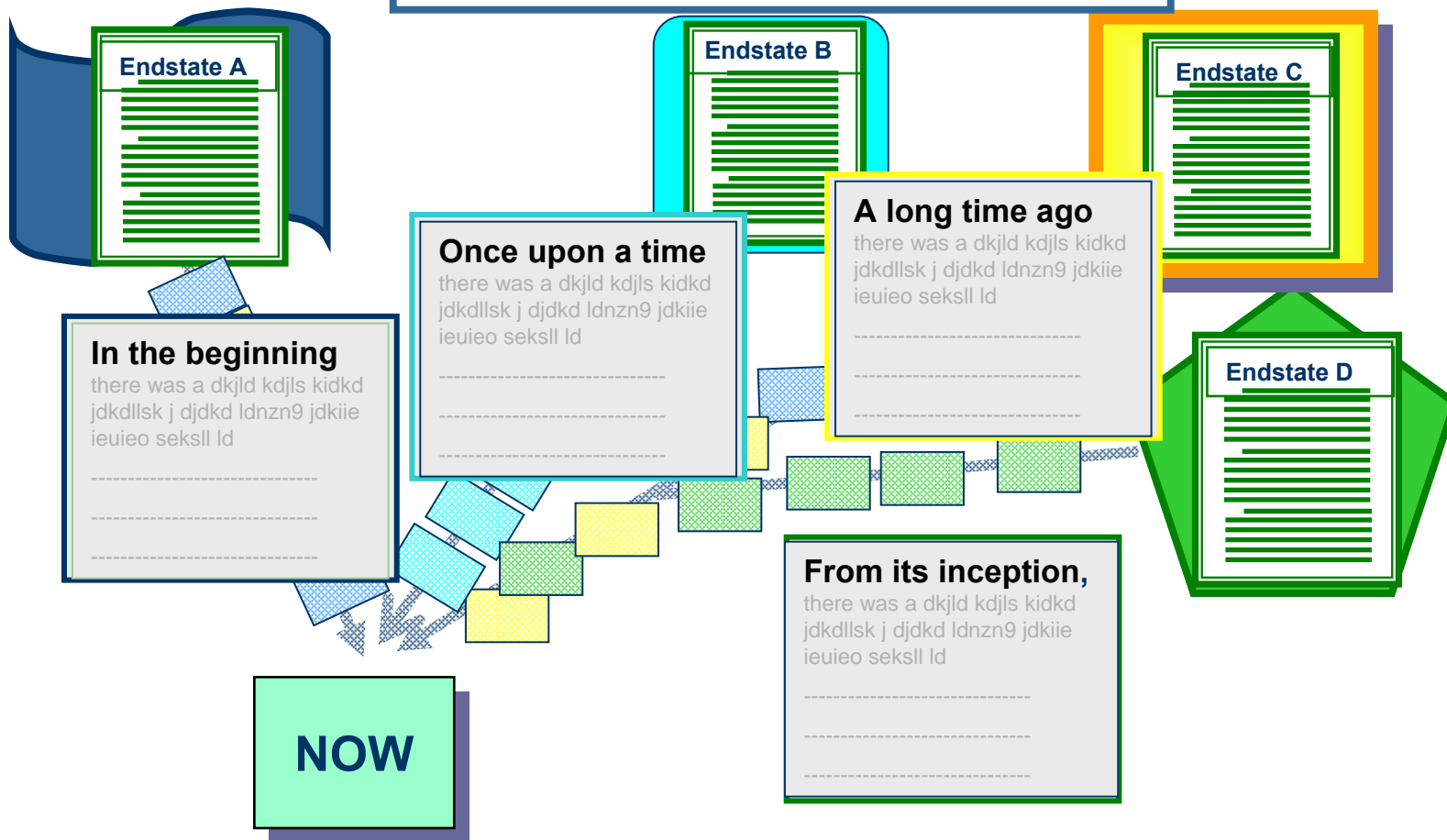




# A Scenario Is Story With A Plot

About Actors, Motives, Forces, Drivers, etc.

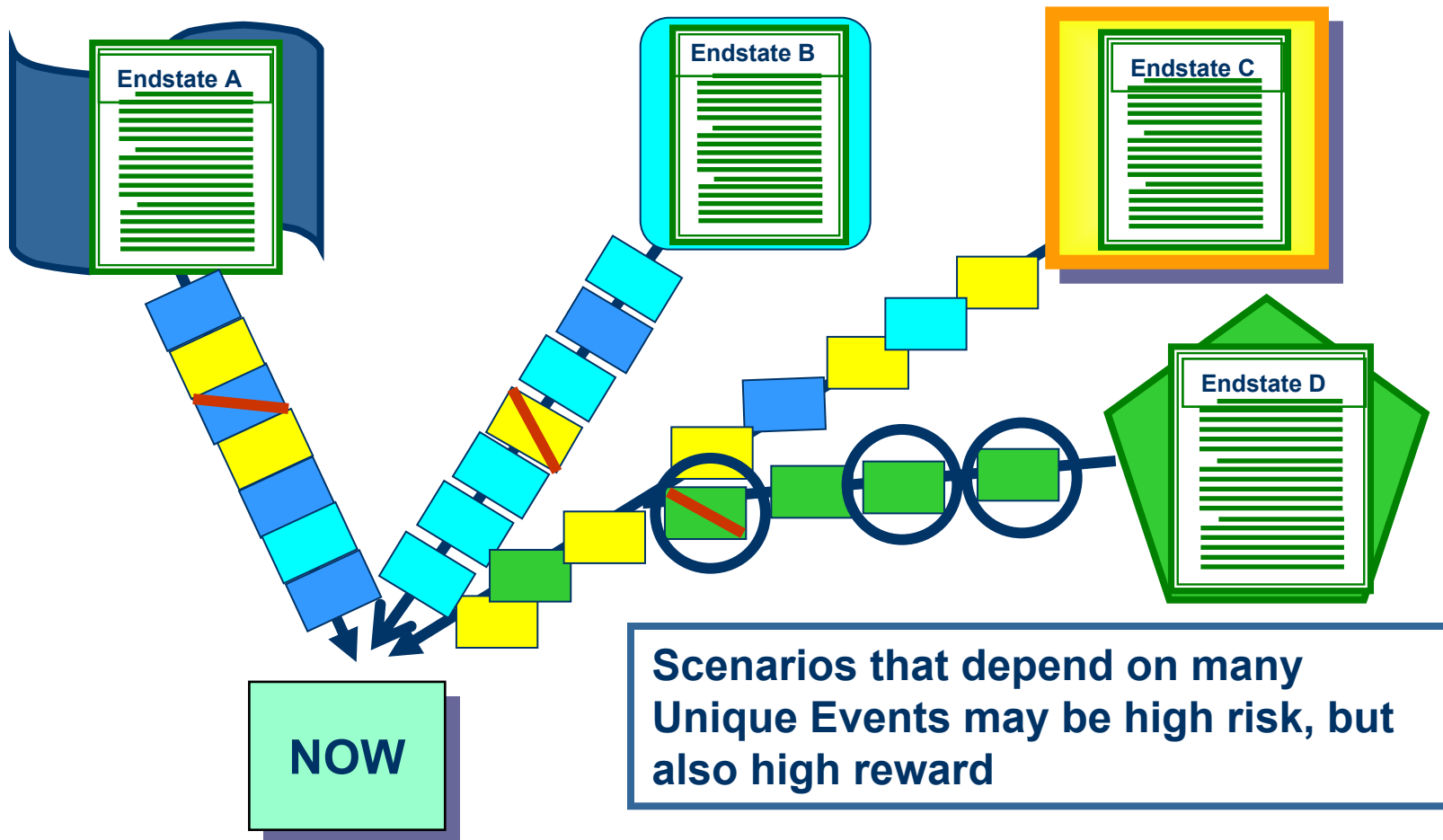
A scenario is NOT a list of events



# Common Events Appear In A Majority Of Scenarios

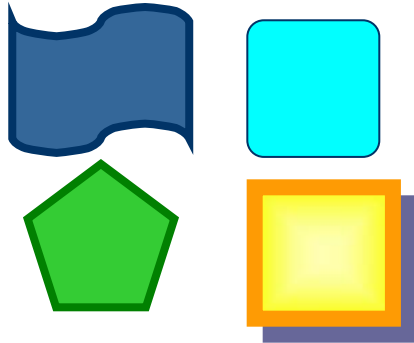


# Unique Events Appear In Only One Scenario

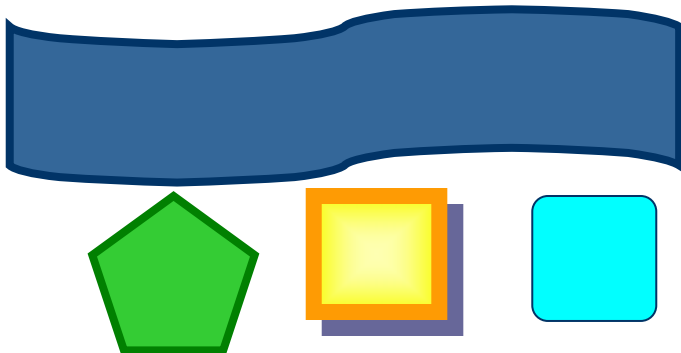


# Endstate Systems Suggest Possible Relationships

All scenarios exist in parallel — different constituencies, geographic regions, political allies, etc.



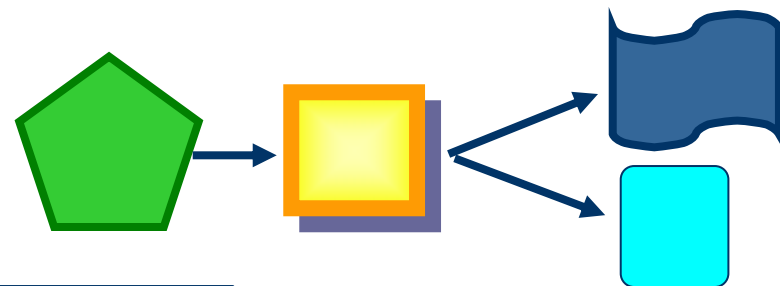
One scenario / alignment dominates



Binary possibilities — either / or



Time matters — evolutionary possibilities



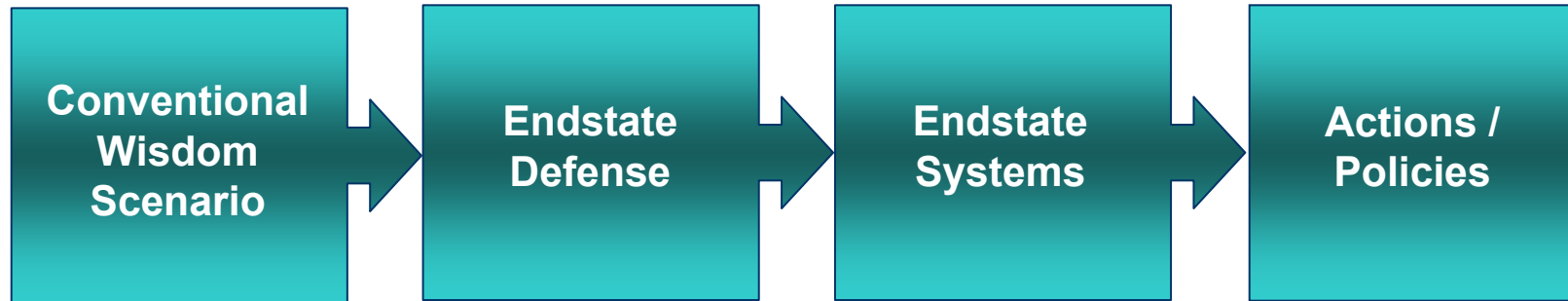
# Scenario Mapping™ Changes Beliefs

(Public Future of Information Commerce)

Endstate Rankings		Before	After
<b>Attainability</b>	1	A	D
	2	B	B
	3	D	A
	4	C	C
<b>Desirability</b>	1	C	B
	2	B	C
	3	A	AD
	4	D	AD

The “Most Attainable” is often judged the “Least Desirable” and vice versa

# Principal Scenario Mapping™ Workshop Steps



**If you want to change how people think, you first have to show them how they think.**

**For each Endstate, an analysis and narrative indicating what it would take to get there**

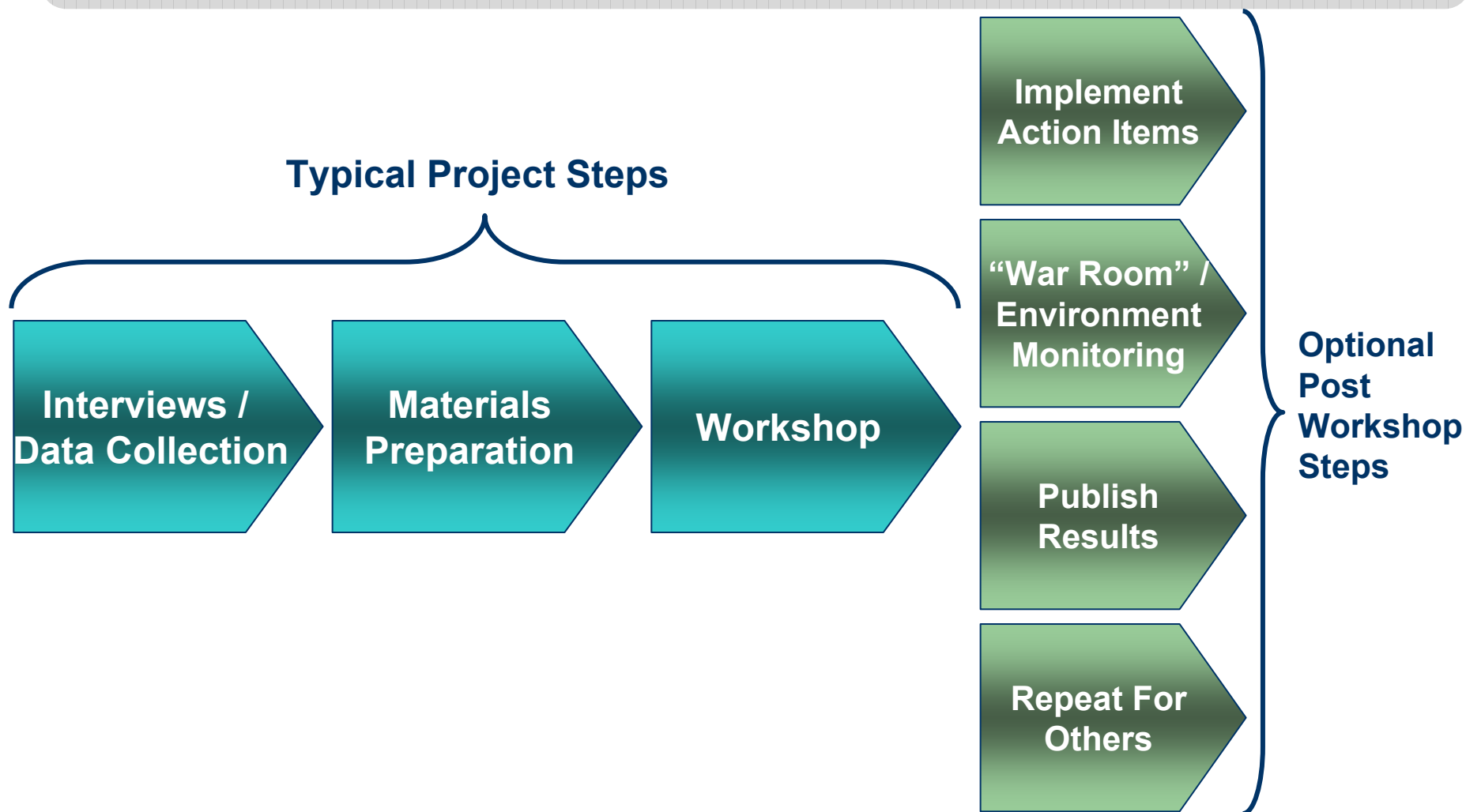
**Consideration of how Endstates might be related (or not)**

**Action plans and responsibilities are key workshop outputs**

# Typical Workshop Outputs

- **Conventional Wisdom:**
  - Workshop participants categorized 140+- events as “highly likely,” “highly unlikely,” or “uncertain”
  - Facilitators build and report the Conventional Wisdom scenario that reflects the starting-out beliefs of workshop participants
- **Endstate Defense:**
  - Teams analyze and role play a defense of their assigned Endstate
  - Participant evaluations of the attainability and desirability of each Endstate
- **Event analysis results:**
  - “Highly Likely / Highly Unlikely” Event voting
  - “Must / Must Not” happen Event voting for each Endstate
  - Unique (to a single scenario) Events identified
  - Common (to a majority of scenarios) Events identified
- **Scenario Systems Synthesis**
- **Actionable Steps:**
  - Teams define the key Events necessary to attain the chosen outcome
  - Responsibility identified for each key Event

# Project Steps And Post Workshop Alternatives





# Scenario Mapping Differentiators & Advantages

- **Scenario-enabled strategies**
  - Not a prediction or forecast
  - Discards the idea of a “most likely” future
  - Explores various possibilities and their implications
  - Empowers participants to work toward their “best” future
- **Incorporates knowledge, biases, and beliefs across diverse stakeholder and policy groups**
- **Incorporates rather than minimizes uncertainty**
- **Provides a basis for dynamic, iterative strategic decision-making**
- **The ability to learn and act faster increases the likelihood of success over the long term**

# Strategy Kinetics Can Help Your Organization

Contact us today to find out how Strategy Kinetics can help your organization:

- Anticipate the future of your organization, markets, product categories, etc.
- Choose among alternative outcomes and strategies
- Develop a detailed implementation plan

# Contact Information

**Robert Weber, Ph.D.**

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