





The Shape of Things to Come: Scenario Planning in Education

Gill Ferrell

Director of Business Change

JISC Services

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Scenario Planning



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Scenario Planning

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What is Scenario Planning?

Scenario planning or **scenario thinking** is a strategic planning tool used to make flexible long-term plans. It is a method for learning about the future by understanding the nature and impact of the most uncertain and important driving forces affecting our world.

Many of the regular methods for strategy development assume that the world in three to ten years' time will not significantly differ from that of today and that an organisation will have a large impact on its environment: they assume we can mould the future. Scenario planning however assumes that the future can differ greatly from what we know today.

The method is based on creating a series of 'different futures' generated from a combination of known factors, such as demographics, with plausible alternative political, economic, social, technical, legal and environmental (PESTLE) trends which are key driving forces. The goal is to craft diverging worlds by extrapolating these heavily-influencing driving forces. The technique can also include anticipatory thinking elements that are difficult to formalise, such as subjective interpretations of facts, shifts in values, new regulations or inventions.

It is a group process which encourages knowledge exchange and development of mutual deeper understanding of central issues important to the future of your organisation. Although the method is most widely used as a strategic management tool, it can also be used for enabling other types of group discussion about a common future.

The thought processes involved in getting to the scenarios have the dual purpose of increasing knowledge of the environment in which you operate and widening the participant's perception of possible future events - encouraging them to 'think the unthinkable'. For each of these worlds, appropriate action plans can be considered. Asking the key question, 'what do we need to do (now) to be ready for all scenarios?', can then inform the formulation of strategies to cope with these differing pictures of the future (or at least to address the maximum number of possibilities).

Scenarios provide alternative views of the future. They identify some significant events, main actors and their motivations, and they convey how the world functions. Building and using scenarios can help us explore what the future might look like and the likely changes of living in it.



Predicting is difficult!

Future-gazing and making accurate predictions is notoriously fraught with difficulty. Scenario planning, by using trend analysis as its base, keeping a focus and reigning in the prediction period to somewhere around the 10-year mark, helps build tests of plausibility into the process.

The Evolution of Scenario Planning

Some Predictions

- 1901
The world market for cars is 1 million
- 1943
There is a world market for maybe 5 computers - Chairman, IBM
- 1968
There is no market for Japanese cars in the USA
- 1977
There is no reason why everyone should have a computer - CEO, DEC
- 1978
All offices paperless by 1990

Forecasting and Gaming

play the game.



Superstruct is the world's first massively multiplayer forecasting game.

You can help chronicle the world of 2019 by playing the game between October 6 and November 17, 2008. After that time the outputs will remain online as an



Scenario Planning

Steps to Scenario Planning

1

Scoping

What is the question/issue you want to answer/address?

2

Trend Analysis

Identify external forces in operation and consider the pressures they play

3

Building Scenarios

Using the outcomes from the first two stages, build your scenarios to explore

4

Generate Options

Consider options available within the scenarios - innovations, new services, projects or opportunities

5

Test Options

Identify and discuss potential implications and impacts of scenarios on the identified options

6

Action Plan

Define an action plan as a result of these activities



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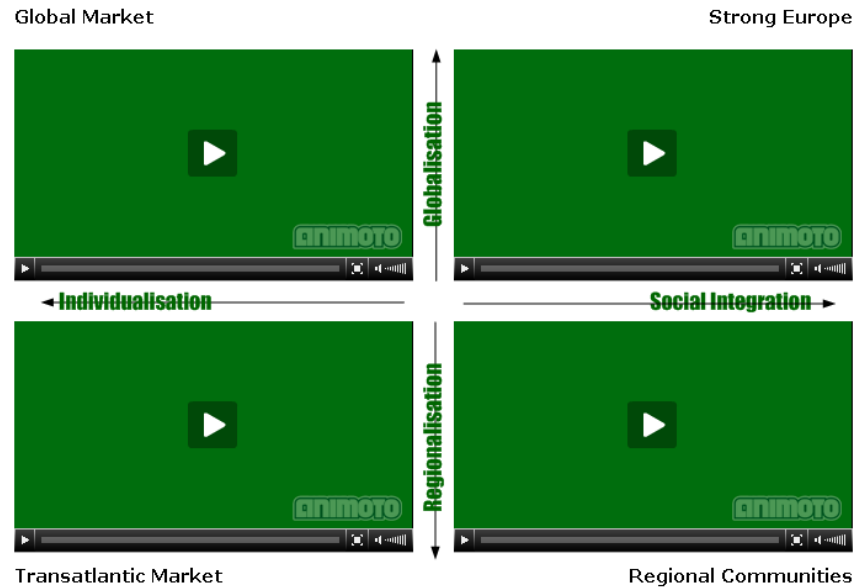
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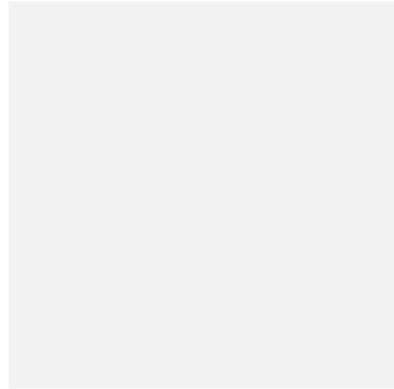
Scenario Animations





Generate Options

Difficult ideas



YELLOW IDEAS
Ideas for the future
Dreams, challenges
Stimulation for the brain
Red ideas for tomorrow

Easy ideas

BLUE IDEAS
Easy to implement
Few risks
High acceptability
Past evidence

RED IDEAS
Innovative ideas
Breakthrough
Exciting
Can be implemented

Common ideas (known)

Original ideas (new)

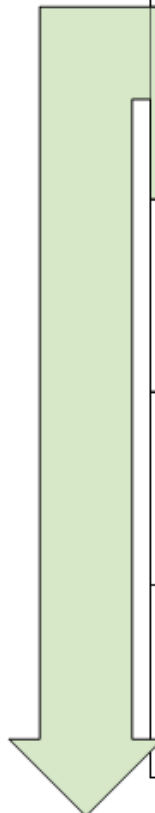


Scenario Planning

Test Options

Example of a test result

Energy-saving Options	Scenarios:			
	Cautious World	Future Unlimited	Satisfied Citizens	Challenging World
Household consumption savings	++ hot issue, saving money	0 people don't care	++ ecological consciousness, saving reasons	+ reduction of costs
Savings in building blocks & service centres	++ official saving policies	0 installation of new technologies, but no cost reasons	++ ecological consciousness very important	+ cost reduction, also with new technologies
Energy audits	++ saving & competition reasons	+ cost cutting measures due to high consumption	++ environmental policies, advantages by labels	+ modern energy management, labels
Taxation and subsidies	++ saving policies, EU regulations	+ new income for governments, no subsidies	+ taxes on heavy energy use, new technology subsidies	+ / ++ national regulations



Scenario Planning

SUPERSTRUCT



play the game.
invent the future.

Welcome to Superstruct—the world's first massively multiplayer forecasting game. Watch the videos. Play the game. Invent the future.

WHAT IS SUPERSTRUCT?

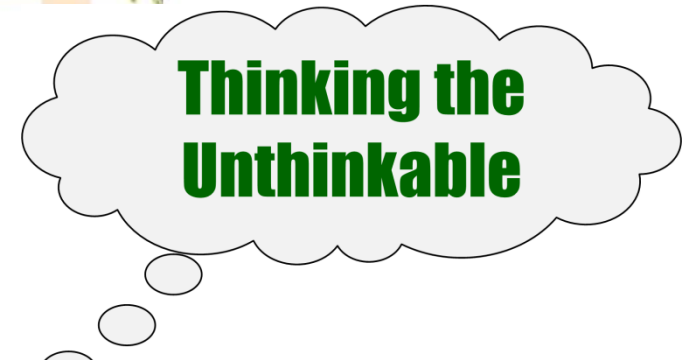
EXPLORE THE WORLD OF 2019

LOG-IN NOW

JOIN THE GAME

DON'T MISS:

- QUARANTINE
- RAVENOUS
- POWER STRUGGLE
- OUTLAW PLANET
- GENERATION EXILE
- THE SUPERSTRUCT WIKI
- THE FACEBOOK GROUP
- SUPERSTRUCT FORUMS
- SUPERSTRUCT CHAT
- CLASSIFIEDS
- THE COMMUNITY OUTPOST
- RECONSTRUCT
- EARN BADGES NOW!
- THE STORY SO FAR



Thinking the Unthinkable



Predicting is difficult!



Scenario Planning



Predicting is difficult!

