

Three Suggested Agendas for Scenario Discussions

<p>1. Situation: A group wants to use the existing ECSP scenario framework to have a conversation about the implications of climate change for their organization.</p> <p>Meeting Duration: 3 hours. Assume a 9am start.</p>	
9.00am	<p>Welcome, Introductions & Overview</p> <ul style="list-style-type: none"> Including an explanation/discussion of why the group is holding this meeting
9.15am	<p>Presentation of ECSP scenarios</p> <ul style="list-style-type: none"> Explain framework and each scenario, stressing that these are descriptions of conditions we might see 20 years into the future Invite questions in order to clarify any elements of the scenario or their purpose
9.45am	<p>Breakout Groups. Divide full group into 4 small groups. Each small group is allocated one quadrant (i.e. a specific scenario). For their scenario:</p> <ol style="list-style-type: none"> Given the basic idea of this scenario, what additions to the story would make this more memorable and relevant to our organization? What are the biggest problems we would face if we had to exist in this scenario? What are some new opportunities that could come our way if this scenario played out? What changes would we make to our organization / actions right now if we knew that this scenario would be the future in 20 years' time?
10.30am	Break
10.45am	<p>Groups reconvene in plenary. Each group reports out on their conversation, providing a few highlights to share. After each report-out, facilitators asks the group:</p> <ul style="list-style-type: none"> Could you imagine your scenario as plausible in the next 20 years?
11.05am	<p>Full group facilitated conversation, prompted by the following questions:</p> <ul style="list-style-type: none"> What did you hear from all/most groups that indicates a common action? (i.e., worth doing in all scenarios) What were the most interesting differences in ideas that indicate where we have an important choice to make?
11.30am	<p>Scenario Exercise. Voting exercise to ask each participant their views on two questions:</p> <ul style="list-style-type: none"> Which of the 4 scenarios seems to best describe conditions as you see them today? Which of the 4 scenarios do you think is most likely to lay out by 2042?
11.35am	<p>Final Reflections and Next Steps</p> <ul style="list-style-type: none"> Full group facilitated conversation to discuss practical next steps. What ideas should we take forward, and how should we do it?
12.00pm	End of Meeting

<p>2. Situation: A group wants to use the 'card-based approach' to structure a scenario-based conversation for participants:</p> <p>Meeting Duration: One Day, assume an 8.30am start</p>	
8.30am	<p>Welcome, Overview & Introductions</p> <ul style="list-style-type: none"> • Welcome from organizers / facilitator • Introduction to scenario planning and thinking about the future • Workshop Agenda, Ground Rules and Expectations • Introduction exercise <p><i>This intro session should reinforce the point that this workshop is different from many strategy workshops that participants might have attended in the past. More future-focused, more creative, more free-wheeling.</i></p>
9.00am	<p>Review of Drivers of Change and Building Blocks</p> <ul style="list-style-type: none"> • Opportunity for external presenters to share their work / ideas about driving forces that affect change in future <p>Explain scenario 'building blocks' and offer suggestions regarding which factors are:</p> <ul style="list-style-type: none"> • Pre-determined (confident predictions) • Critical uncertainties (important but unpredictable) • Wildcards (unlikely but plausible events) <p><i>This is a general discussion intended to bring everyone up to speed on the Drivers of Change, even if they have not read the briefing materials too closely. It will also stress how this workshop is focused on thinking about the future, rather than centered on addressing the problems of today.</i></p> <p>Following the presentations, provide participants with a pre-prepared list of drivers of change, divided into Pre-Determined Elements, Critical Uncertainties and Wildcards. This list will also be presented in a set of cards.</p> <p>Seated at their tables, groups will have the chance to discuss the materials, offer any edits to the cards and add their own ideas on blank cards.</p> <p>This will be followed by an explanation of the mini-scenario creation activity that groups will conduct for the rest of the day.</p>
10.00am	Break
10.15am	<p>Mini-Scenario Creation - Part 1</p> <p>Small Group Conversations, arranged with groups of 6-8 people.</p> <ol style="list-style-type: none"> 1. Group chooses cards and sets out an Expected Future. Records their ideas on a worksheet. (45 minutes) 2. Small group report out. Each group has 2 minutes to report out on their Expected Future, followed by a plenary discussion. Is there some alignment across various expected futures?
11.15am	Mini-Scenario Creation - Parts 2 and 3

	<p>Small Group Conversations continued.</p> <ul style="list-style-type: none"> • Groups complete two more mini-scenario worksheets (Alternative Future and Divergent Future).
12.30pm	Lunch
1.00pm	<p>Scenario Details</p> <ul style="list-style-type: none"> • Each small group chooses one of their 3 scenarios to investigate further. Before doing this work, groups report out on which scenario to pursue, to ensure that there is a good diversity throughout the room. • Groups complete a Scenario Details worksheet, which asks them to identify the main challenges and opportunities, and the actions they would take in that scenario.
2.15pm	<p>Break - Gallery Walk</p> <ul style="list-style-type: none"> • Each group's worksheets displayed for review by other teams
2.45pm	<p>Small Group Report Out</p> <ul style="list-style-type: none"> • Each group reports out on their work (Focus on the Scenario Details worksheet) • Plenary discussion looking for common themes from small groups
3.45pm	<p>Final Reflections and Discussions</p> <ul style="list-style-type: none"> • What have we learned from this exercise? • What ideas should we consider in more depth? • What are the next steps we should carry forward?
4.30pm	End of Meeting

<p>3. Situation: A group wants to create a 2x2 scenario matrix and use it to discuss possible future options for their organization</p> <p>Meeting Duration: Two Days, assume a 9am start</p>	
<p><i>Day 1</i></p>	
9.00 – 9.30	<p>Welcome / Introductions / Overview</p> <ul style="list-style-type: none"> • Welcome from organizers / facilitator • Workshop Agenda, Ground Rules and Expectations • Introduction exercise
9.30 – 10.30	<p>Using Scenarios to Help Address Issue</p> <ul style="list-style-type: none"> • Explanation and introduction to scenario planning • Discussion of the ‘management challenge’ and framing question. What is the point of using scenarios? What problem do we want them to help solve? • Full group discussion to clarify any questions
10.30 – 10.45	<p>Break</p>
10.45 – 12.15	<p>Looking to the Future</p> <ul style="list-style-type: none"> • Opportunity for invited participants / experts to present views on future drivers of change (e.g. climate, society, technology etc.) • Following presentations, full group brainstorms a list of driving forces of change, captured in a long list (on flipchart or worksheet)
12.15 – 1.15	<p>Lunch</p>
1.15 – 2.15	<p>“Building Blocks” for Scenarios</p> <ul style="list-style-type: none"> • Explanation of Pre-determined elements, critical uncertainties and wildcards. • Discussion and voting exercise to determine which of the driving forces are the most important ‘critical uncertainties’. • Frame each critical uncertainty as an “either-or” axis
2.15 – 2.30	<p>Break</p>
2.30 – 3.45	<p>Creating Scenario Frameworks</p> <ul style="list-style-type: none"> • Small group discussions where each group chooses a different combination of critical uncertainties and creates a possible scenario framework • Each group reports out on their suggested framework
3.45 – 4.30	<p>Discussion of each and full group decision on which framework is best to take forward.</p>
4.15 – 4.30	<p>End of Day 1</p>

<i>Day 2</i>	
9.00 - 9.30	Review of Day 1 and plans for Day 2 <ul style="list-style-type: none"> • Including confirmation of the scenario framework chosen on Day 1
9.30 - 11.00	Building Out Scenarios: Creating Stories about the Future <ul style="list-style-type: none"> • Full group divides into 4 groups, and each is given a quadrant of the matrix (scenario). • Small groups tell the story of their scenario. What happens between now and 20 years' time? How is this world different from today? What are the main challenges that this world creates? What new opportunities? • Groups add imagery, data to the stories as much as possible
11.00 - 11.15	Break
11.15 - 12.30	Generating Actions / Ideas <ul style="list-style-type: none"> • Each scenario group then identifies the actions that it would make sense to pursue if their scenario played out in the future.
12.30 - 1.30	Lunch
1.30 - 2.30	Report-Out <ul style="list-style-type: none"> • Each scenario team reports out on their scenario story, challenges, opportunities and potential actions • Full group discussion about common themes, interesting differences and priority issues to discuss further. • Full group identifies 3-5 issues for further discussion, and then divides into new groups according to these issues
2.30 - 2.45	Break
2.45 - 3.30	Issue-Based Discussion in Each Group <ul style="list-style-type: none"> • Small groups identify a series of important next steps to make progress about their issue
3.30 - 4.30	Report-Out, Reflections and Next Steps <ul style="list-style-type: none"> • Short report-out from each issue group • Do we agree on next steps for each of these issues? • Using the scenario framework for any additional conversations • Final reflections on the workshop
4.30	End of Meeting