



Scenarios and Scenario Planning

The 15th Annual Water Assembly

“Choosing Our Future”

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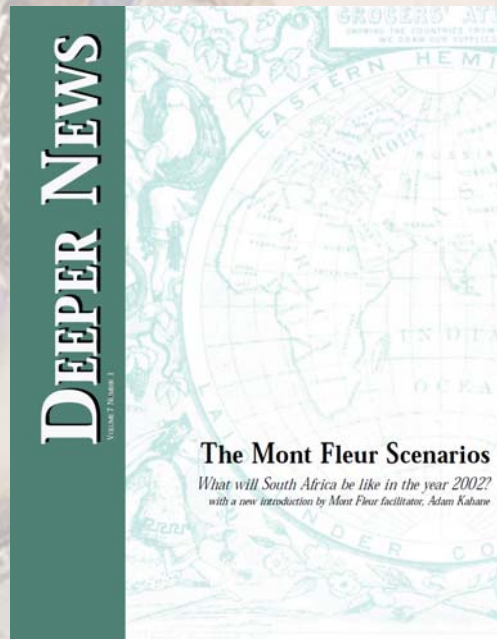


Scenarios Are...

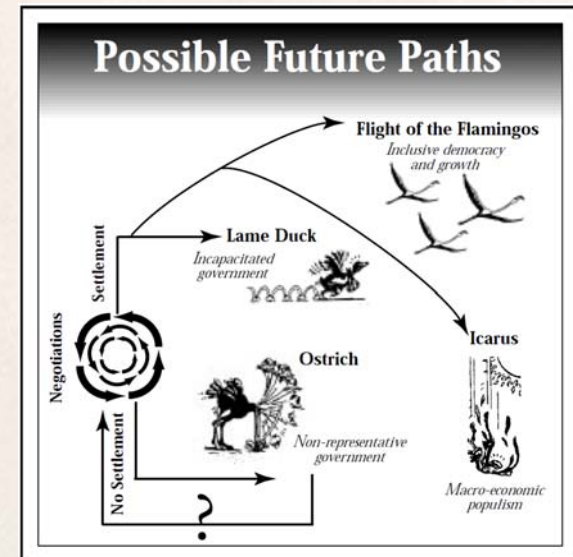
- Stories that stretch the imagination
- A way to identify, discuss and prepare for uncertain futures
- A “long view” in a world of great uncertainty
- Stories about the way the world might turn out tomorrow
- A way to allow people to say “I am prepared or whatever happens”
- A way to change a person's view of reality
- A method to achieve better decisions about the future
- Peripheral vision for policy makers
- A modern day hearth for people to gather around and talk about what might be

What is Scenario Planning?

A tool used to stretch the imagination of leaders to anticipate and prepare for probable futures and to speculate and ponder upon improbable futures...



Changing the future of a nation: The “Mount Fleur” Scenarios helped to create a positive future world without Apartheid for South Africa in 1991-92



See: http://www.gbn.com/consulting/article_details.php?id=35

Scenarios Are Not...

- About predicting the future
- An accurate picture of tomorrow
- A science
- Conceived of one at a time

The History of Scenarios

- Royal Dutch Shell utilized a modified version of War Gaming in the 1970's to prepare management for uncertain futures – including the Oil Crisis
 - “The Gentle Art of Re-Perceiving” by Pierre Wack
Harvard Business Review 1984
- Global Business Network – application of the Royal Dutch Shell process to the broader business and government communities
 - “The Art of the Long View” – Peter Schwartz –
<http://www.gbn.com>
- The Mount Fleur Scenarios – Scenarios developed and publicized in South Africa describing life after Apartheid - changing the future for a country -
http://www.gbn.com/consulting/article_details.php?id=3

What Scenarios Require

- A constant feeding through rich, diverse, and thought-provoking information
- Becoming aware of your own “filter” and continuously readjusting it to let in more data about the world
- Educating yourself on the views of others
- Research, research, research
- Keeping track of new technologies, one of the most important drivers of future events
- Knowledge of the “fringes” – in the 21st Century, Social Networking
- An understanding of the driving forces – Society, Technology, Economics, Environment, and Politics
- Vocabulary, imagery and rhythm
- Remarkable people
- A Champion and support resources
- An understanding of the mental maps of decision makers

Creating the Scenarios

Environmental Scan

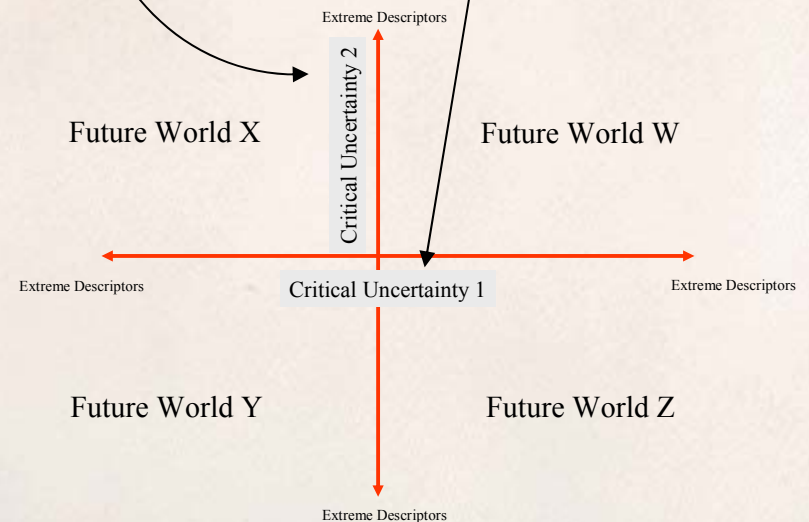
Interviews – the “mindset of policy makers”

Strengths, Weaknesses, Opportunities and Threats (SWOT)

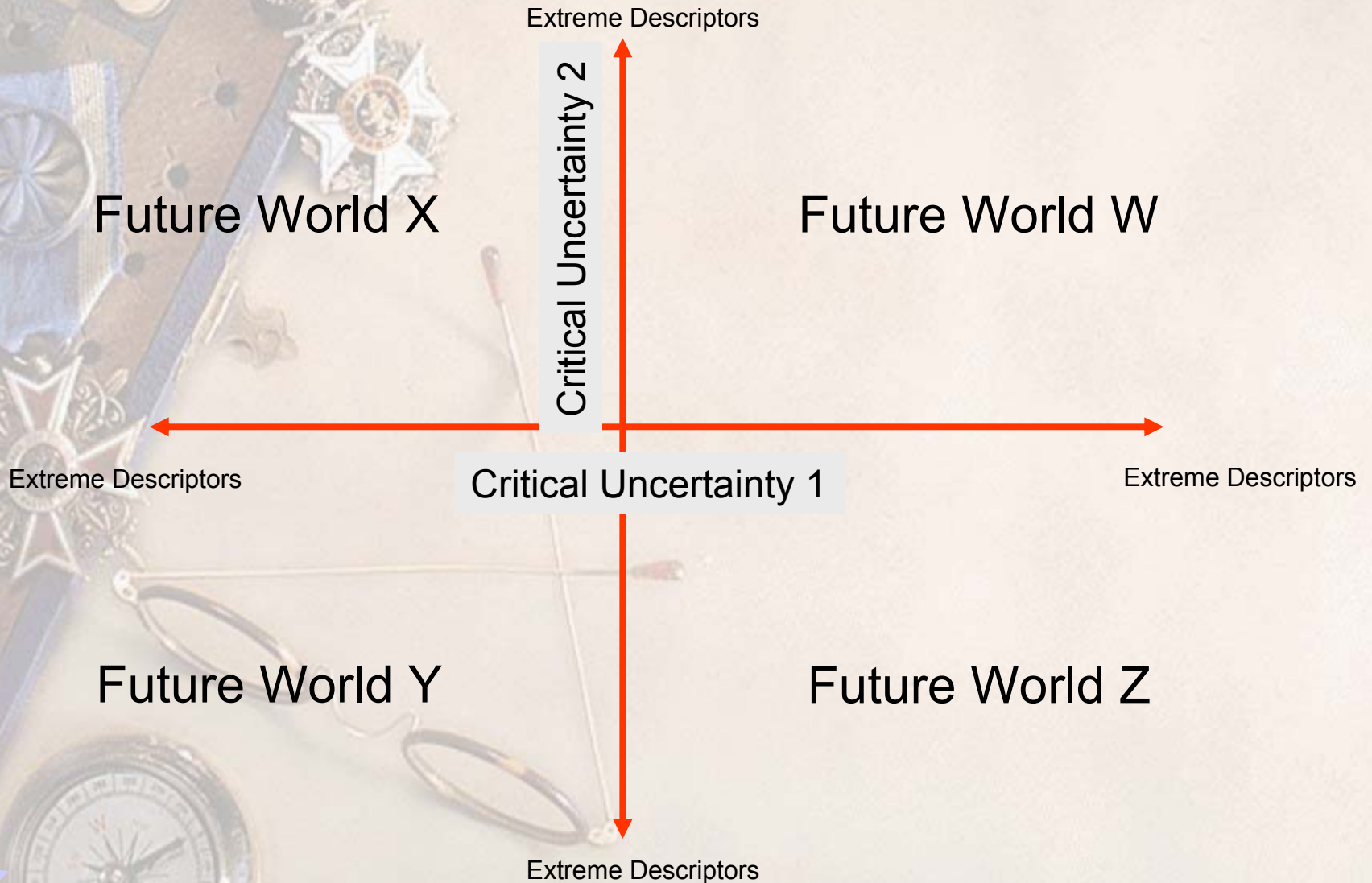
Driving Forces

Predetermined events

Critical Uncertainties



Creating the Scenarios



Identifying Events and Indicators

THE GLOBAL NUCLEAR DANGER

J. Jekowski
September 9, 1998

- Growing incidents of nuclear leakage create an inevitable path toward use by rogue states
- US abandons Nunn-Lugar and reestablishes a testing readiness posture
- US abrogates ABM treaty and deploys an ABM system
- Nuclear incident of 2000

Scenario A

“Prepare for the Terrorists”

Scenario B

“The Dominos Fall”

Theft and Diversion of Nuclear Materials

The Proliferation of Nuclear Weapons States

- CTBT Stalls
- Russia political and economic upheavals drive return to nationalism
- Nuclear Weapons remain the power symbol for nation states - Nuclear weapons states abound
- Russia resumes testing to ensure viability of stockpile
- North Korea Tests, Israel announces NWS status, Iran and Syria announce plans for nuclear programs

“A Glimmer of Hope”

Scenario C

“A Delicate Balance”

Scenario D

- Fissile Cut-Off Treaty signed
- NPT sets date for total elimination of Nuclear Weapons
- START III leapfrogs Start II
- MPC&A technologies evolve and are embraced by nuclear states

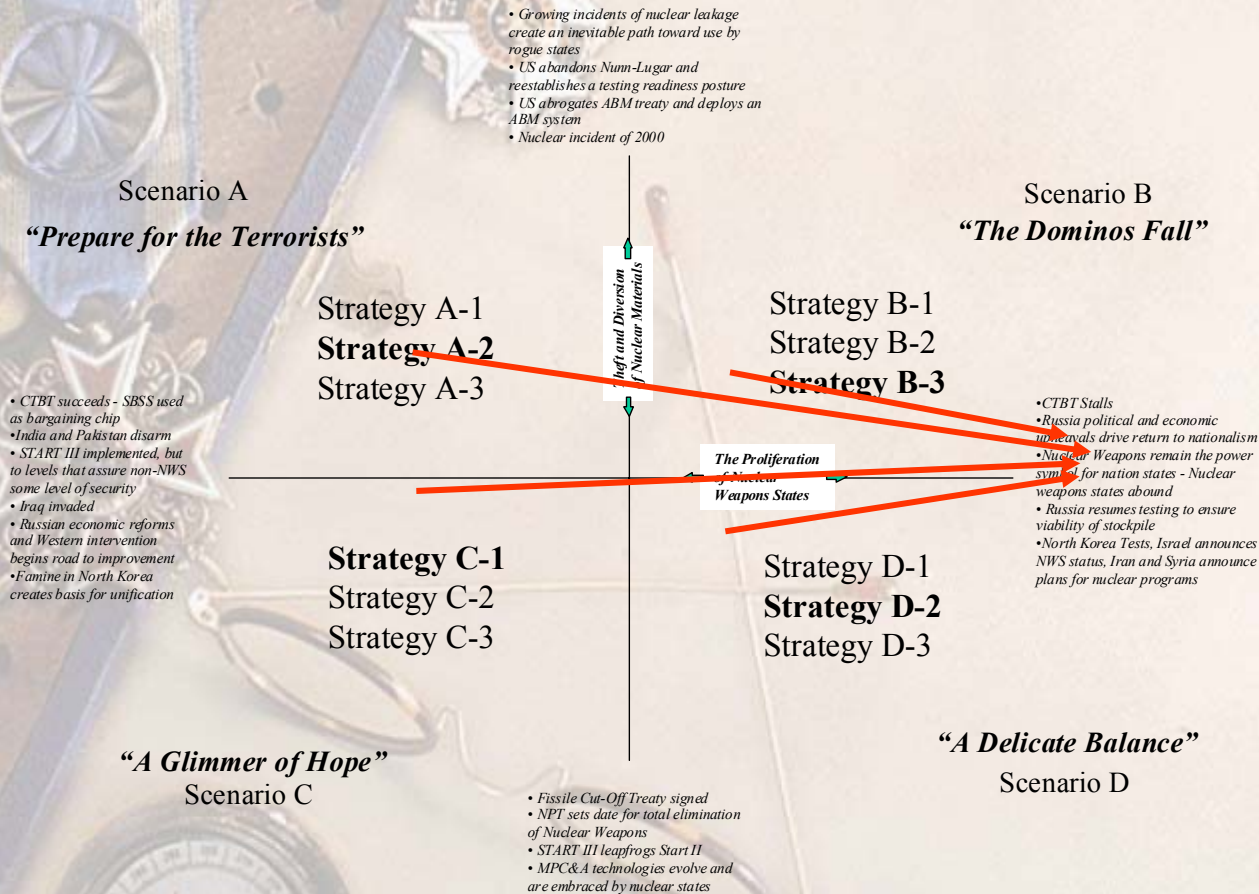
- CTBT succeeds - SBSS used as bargaining chip
- India and Pakistan disarm
- START III implemented, but to levels that assure non-NWS some level of security
- Iraq invaded
- Russian economic reforms and Western intervention begins road to improvement
- Famine in North Korea creates basis for unification

The events along the path to the endpoint in each scenario can serve as indicators that can be monitored. These indicators are the basis for research that is performed continuously to “track” which scenario path is being followed and engage the decision makers in strategic discussions to determine responses. The farther out in time the events are postulated, the more uncertain they become.

Identifying Robust Strategies

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Many scenario developments will identify a small number of strategies in each scenario that are similar - these are the “**robust strategies**” that should take top priority for the organization - allowing it to be better prepared no matter what world evolves. By rehearsing other strategies for each future world, participants are better prepared to respond to any event

The Evolution of a Scenario

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Scenario C

Scenario B

“The Dominos Fall”

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Scenario D

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Constructed in
1998

Revisited in
2000

As the world enters the third millennium, it teeters on the brink of disaster. With the proliferation of weapons of mass destruction, mankind no longer has the luxury to allow others to exercise unilateral actions in support of extreme agendas. The potential for a single incident to take the lives of millions of people, impact the economy of countries or regions in the trillion of \$\$, and effect social change of unprecedented scale requires the creation of a new global social conscience and rule of law. Unfortunately, mankind has acquired the power for such destruction before it has developed a responsible social structure. In this unstable world a sequence of discontinuities, particularly those for which an inappropriate, or no response occurs, could lead mankind to those desolate worlds so often depicted by Hollywood. It is of paramount importance that world leadership understands the consequences of their actions or inaction and engage in strategic conversations that identify critical indicators that could lead to the unimaginable...

15th AWA – “Choosing Our Future”

- Some work has already been accomplished – the selection of axes

