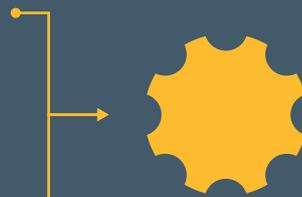


Be part of a scenario conversation

We are conducting a short form scenario exercise to collaborate with our network to explore these issues. Our goals are simple:



Provide some insights into the power of scenarios to deal with this level of complexity



Apply the scenario process to identify some plausible futures



Create some tentative insights into possible strategies to capture greater value

Focusing question

One of the essential requirements for a good scenario conversation is to pose a strong 'focusing question'. For this exercise our focusing question is:

How will the emerging political trendlines reshape the international business environment?

The question has been deliberately framed broadly to look beyond just Brexit and Trump. Potentially major issues in their own right, there are other major geopolitical shifts in play. How will this all play out?

Join the conversation

Date: Friday 26 May 2017
 Time: 07h15 to 09h00 (morning event)
 Venue: Chartered Accountants Australia & New Zealand, Level 13, Waterfront Place, 1 Eagle Street, Brisbane, Australia
 RSVP: gerrit@kayaconsulting.com.au / tim.paul@orgchange.com by Monday 15 May 2017

FREE OF CHARGE

BREAKFAST INCLUDED

The program

1

The program will begin with a brief introduction to the scenario process.

3

At the completion of this exercise participants will share their scenarios and narratives with the other participants.

2

Participants will work in syndicates on building scenarios and mapping out the beginning of the narrative for each scenario.

4

The session will finish with a brief 'plenary' conversation to reflect upon the key insights and implications of these scenarios and narratives.



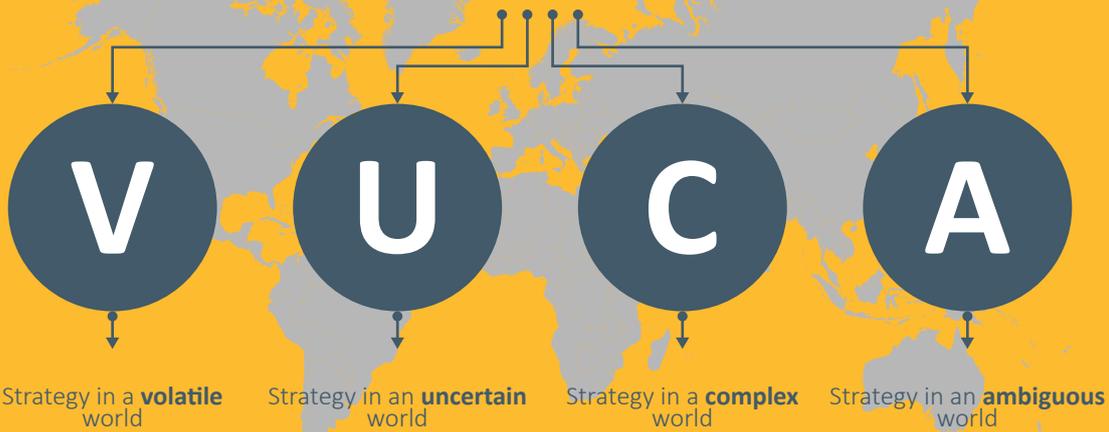
Some pundits opine what the future will look like, but the simple reality is that key elements of the macro environment are unknowable.

Understanding VUCA

Scenarios allow the strategist to help executives make strategic decisions despite this quandary.

Businesses increasingly use the term **VUCA** to describe their strategic environment: volatile; uncertain; complex; ambiguous. But they cannot afford to become paralysed by not knowing. Strategists need develop frameworks to help executives and Boards to make strategic decisions in the midst of this dilemma.

One tool to help strategists make sense of the landscape is scenario planning. Scenario planning does not seek to predict the future, but rather to describe an array of **plausible futures**.



Meaning



Rapid shifts back and forth in key variables



Likelihood and/or consequence not able to be 'measured'



Interaction effects difficult to anticipate



Lack of clarity about the meaning of events

Example



What will the iron ore price be in 3 years?



When will China's growth rate return to global norms?



What will the transport ecosystem look like in 10 years?



What does Brexit mean?

Responses

Peer through the fog... see beyond the noise



Zoom in – zoom out searching for changing patterns



Ensure capacity through the cycles

Adopt scenario planning as a core strategy process tool



Broaden and deepen your external orientation



Position for option plays

See the 'whole board'



Force interaction effects into the strategy conversation



Explore the 2nd and 3rd order effects

Use event trees to envisage potential futures



Agent based simulation



Position for option plays



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