

# SCENARIO PLANNING

**DATE:** 20-21 June / 11-12 October 2023  
26-27 February 2024

**FEE:** RM1,350

**DURATION:** 2 Days

**HRD CORP SCHEME:**  
HRD Corp Claimable Courses

## PROGRAM OVERVIEW

Scenario planning is simply about “thinking the unthinkable” and prepare for the consequences. It is a tool used to deal with the significant changes in a company’s environment. It attempts to describe what is possible and the results are a few distinct futures. Scenario planning is a way of understanding the forces at work today, such as demographics, globalization, technological change and environmental sustainability that will shape the future. While the origins of scenario planning were in the world of strategic planning, many organizations now apply scenario planning techniques to the operational planning, budgeting and forecasting processes as a means of evaluating their effectiveness under different sets of assumptions about the future.

Scenario planning involves bringing together a wide range of perspectives in order to consider scenarios. It involves high level managers, technical expert and industry leaders.

In this course, participants learn to evaluate an organization's strategic position, competencies, and plans for expansion across a full range of potential future development.

### LEARNING OUTCOMES

Upon completion of this program, participants will be able to:

- Assess whether scenario planning is right for their organization
- List steps in Scenarios Planning correctly & apply them within their work environment
- Collect and arrange (extracted from workforce plans) the data necessary for planning a scenario
- Organize an effective team for scenario planning
- Assess their organization’s current competencies and develop robust strategies for multiple scenarios
- Develop early warning indicators to identify emerging scenarios
- Identify new competencies and courses of action that will give their organization the greatest strategic advantage

### METHODOLOGY

- Interactive slides presentations , Simulation & Games, Short video clips and Brainstorming Sessions

### WHO SHOULD ATTEND

- Mid/Senior Level Manager
- First Level Manager

## FACILITATOR

### Dr Zainol Bin Abdul Rani

He has been a training facilitator and management consultant to various organizations and business establishments in Malaysia and the region since 1990. He is a mechanical engineer (graduated from Oklahoma State University in the USA in 1989), holds an MBA in Total Quality Management (graduated from Newport University, California, USA in 1998) and Doctor of Business Administration (DBA) (in Business Process Management) from University Utara Malaysia (2009).

## PROGRAM CONTENT

### Module 1

Overview of the contexts for Scenario Planning

- Strategic planning process
- Scenarios in strategic planning
- Scenarios in strategic management
- Scenarios in decision making

### Module 2

Overview of Scenario Thinking

- Definitions: scenario and scenario thinking
- Scenario planning ecology
- Overall approach to forecasting
- Scenarios vs. forecasting
- Goals of scenario planning
- Applications of scenario planning

### Module 3

Scenario Planning Steps:

- Step 1: Framing the Challenge (*Tool: Megatrend Analysis*)
- Step 2: Gathering Information (*Tool: Megatrend Analysis*)
- Step 3: Identifying Driving Forces (*Tool: PESTEL; Porter's 5-Factor Analysis*)
- Step 4: Developing Future Critical Uncertainties (*Tool: SWOT Analysis*)
- Step 5: Generating the Scenarios
- *Tool: 2x 2 matrix & 'wild cards' illumination*

### Module 3 (Continue)

Scenario Planning Steps:

- Step 6: Fleshing Out & Creating Story Lines (*Tool: Creative Writing*)
- Step 7: Validating the Scenarios (*Tool: Critical Analysis by Questioning 5W1H*)
- Step 8: Assessing Implications & Possible Responses (*Tool: Critical Analysis by Questioning 5W1H*)
- Step 9: Identifying Signposts (*Tool: Key Performance Indicators/Result Areas*)
- Step 10: Monitoring and Updating Scenarios (*Tool: Trends Analyses*)

### Module 4

Closing Session

- Translating Scenarios into Strategies
- Role of scenario thinking in strategic planning
- Benefits of scenario planning
- Pitfalls in scenario planning & how to avoid them

## PROGRAM SCHEDULE

### Day 1

|                   |   |                              |
|-------------------|---|------------------------------|
| 9:00am - 10:30am  | : | Module 1                     |
| 10:30am - 10:45am | : | Coffee Break                 |
| 10:45am - 1:00pm  | : | Module 1                     |
| 1:00pm - 2:00pm   | : | Lunch                        |
| 2:00pm - 3:30pm   | : | Module 2                     |
| 3:30pm - 3:45pm   | : | Coffee Break                 |
| 3:45pm - 5:30pm   | : | Module 2 ( <i>Continue</i> ) |
|                   |   | <b>End of the day</b>        |

### Day 2

|                   |   |                              |
|-------------------|---|------------------------------|
| 9:00am - 10:30am  | : | Module 3                     |
| 10:30am - 10:45am | : | Coffee Break                 |
| 10:45am - 1:00pm  | : | Module 3 ( <i>Continue</i> ) |
| 1:00pm - 2:00pm   | : | Lunch                        |
| 2:00pm - 3:30pm   | : | Module 4                     |
| 3:30pm - 3:45pm   | : | Coffee Break                 |
| 3:45pm - 5:30pm   | : | Module 4 ( <i>Continue</i> ) |
|                   |   | <b>End of the day</b>        |

