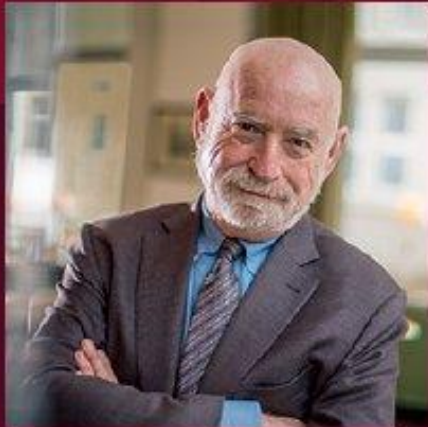


Peter Schwartz in einem Podcast über Szenariotechnik / Scenario Planning



Peter Schwartz

Author

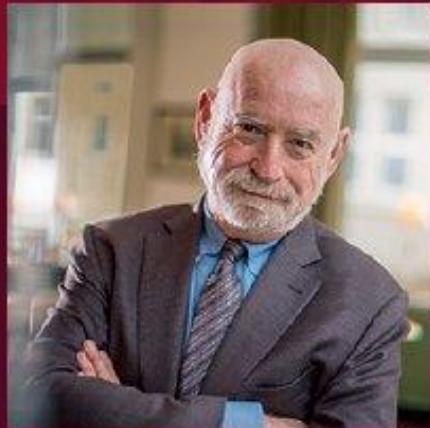
The Art of the Long View

Scenarios for Navigating an Uncertain World

Business is fraught with uncertainty, more than ever before. Peter Schwartz asserts that we have good tools to help manage the risk and parse the choices leaders must make: enter Scenario Planning.

Scenarios are rich, data-driven stories about tomorrow that address important, immediate choices for business leaders. Good scenarios incorporate rigorous analysis, but are also driven by insightful imagination. Schwartz will lay out the rigor involved in constructing and using scenarios and draw rich examples from successful cases.

Peter Schwartz in einem Podcast über die Zukunft nach CORONA



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THE **DOs** AND **DON'Ts** OF SCENARIO PLANNING

1
Fight the urge to make decisions based on what you already know

What to do

Review all trends likely to affect your company's business, especially interconnections between issues and markets

What to avoid

Relying on readily accessible information or evaluating trends only within the same geography or industry context

Availability bias

2
Beware giving too much weight to unlikely events

What to do

Evaluate and prioritize trends using first qualitative, then quantitative approaches

What to avoid

Focusing on numerical precision early in the process

Probability neglect

3
Don't assume the future will look like the past

What to do

Build scenarios around critical uncertainties, engaging top executives through experiential techniques

What to avoid

Outsourcing or delegating the creation of scenarios to junior team members

Stability bias

4
Combat overconfidence and excessive optimism

What to do

Assess the impact of each scenario and develop strategic alternatives for each

What to avoid

Planning for a scenario deemed most likely, to the exclusion of all others

Optimism, over-confidence biases

5
Encourage free and open debate

What to do

Instill the discipline of scenario-based thinking with systems, processes, and capabilities that sustain it

What to avoid

Using scenario planning as a one-off exercise or ignoring social dynamics such as groupthink

Social biases