



## Scenario Planning Handbook: Developing Strategies in Uncertain Times

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By Ian Wilson; Bill Ralston

Cengage Learning, 2006. Book Condition: New. Brand New, Unread Copy in Perfect Condition. A+ Customer Service!

Summary: Part 1: THE NATURE AND USES OF SCENARIOS.

Chapter 1: Why Bother? The extent of uncertainty-and the dilemma it poses: focus or flexibility? The need for foresight-but the dangers of (single-point) forecasting. Scenarios as an escape from the dilemma-what they are, and are not. The benefits of scenario-based planning and action. Part 2: INITIAL STEPS. Chapter 2: Preparing the Way. Assessing the current planning culture. Understanding scenarios: what they are-what they require how they can be used. Designing the effort and approach to fit the need (e.g., the decision(s) to be supported; the information and resources needed; time available; etc. Defining realistic expectations. Getting top management's support. Chapter 3: Getting Started. Assigning responsibilities. Forming the scenario team. Using consultants? Determining the initial focus/use for the scenarios. Defining the scope and time horizon. Chapter 4: Laying the Foundation. Identifying the "key decision factors" (i.e., "What we need to know about the future in order to make the decision"). Identifying and assessing the range of macro- and micro-forces that will shape the dynamics of the future environment. Identifying and assessing the critical uncertainties. Part 3:...



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