Course
"Strategic thinking for trade unionists"

20-22 March 2019, Palermo

Sascha Meinert
Institute for Prospective Analyses, Berlin

Agenda
Exploring different scenarios and their strategic implications

- Some preliminary remarks on scenario building
- Setting the main drivers
- Group activity on scenario building
- Report back
- Reflecting the results of the group activity
- Resume & Feedback

Some remarks on ScenarioBuilding -
WHY and HOW

Scenarios are about change ...

Different Ways of Dealing with Change …

- **Denial of change**
  („What should change?"; „So far this strategy always did the job")

- **Driving „on sight"** (focus on short term horizon)

- **Trying to avoid uncertainty through prognosis**
  and trend exploration (foresight)

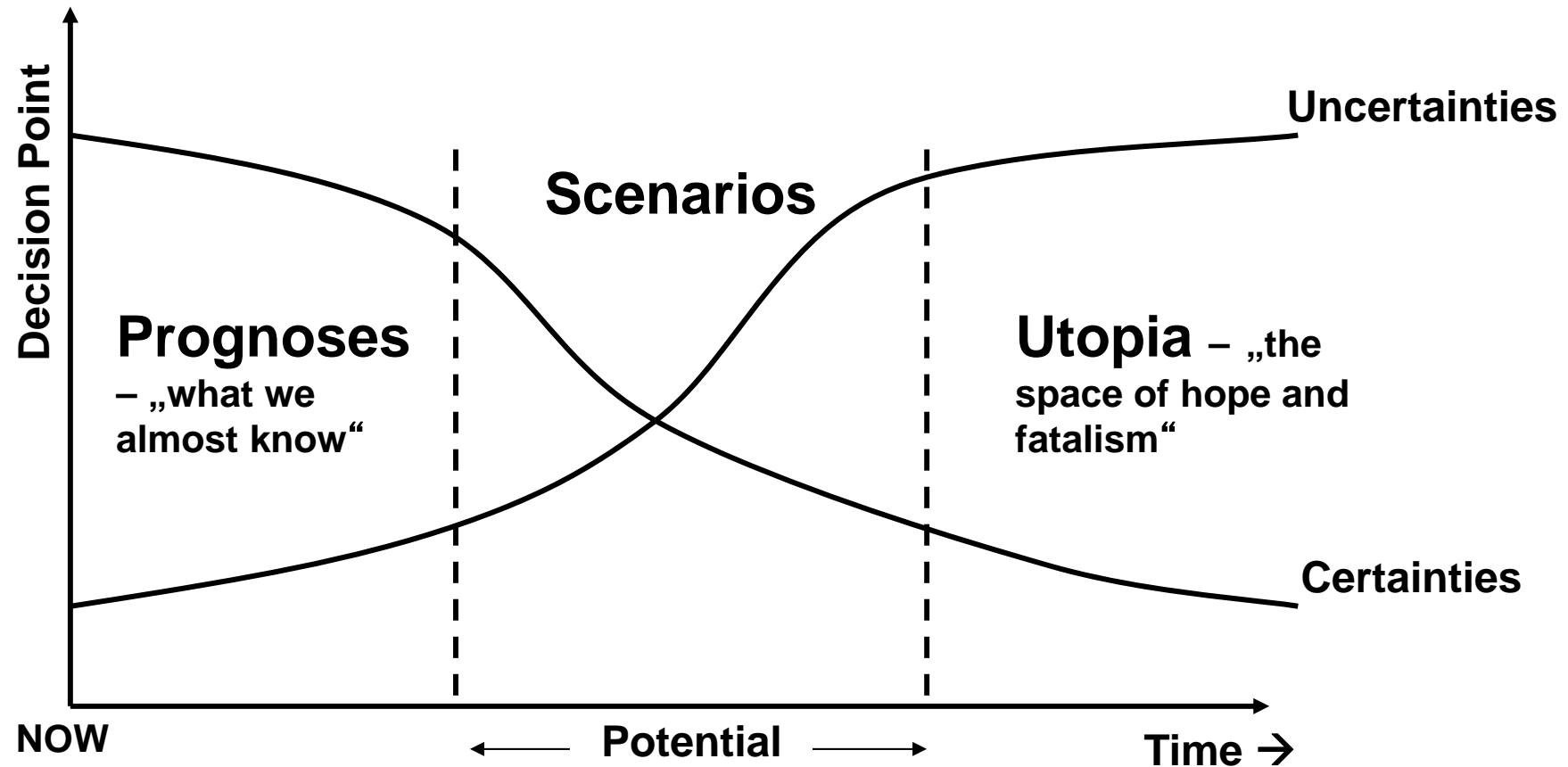- **Focussing on the change we want** (normative scenarios)

- **Making fundamental** **uncertainties** **(and possibilities)
  explicit through alternative scenarios**
  (scenario building – identifying, illustrating and exploring different
  futures and their implications; „being prepared")

- …   **... „What, if ...?"**

The Space for Scenarios

Scenarios deal with uncertainties ...

by making them explicit

→ Thinking in alternatives
(there are always several scenarios)

... „What, if ...?"

→ Creating stories about possible
developments in the future – which are
moving/preparing people to take action

→ Creating possibilities

→ **NO** predictions/prognoses or clear decision advices

The Six Steps of Building Scenarios

1. Choosing and Approaching the Topic/Question and Time Horizon; „Collecting Voices"

2. Identifying and Ranking the Big Uncertainties (& Givens)

3. Naming the Alternatives (connected with these uncertainties)

4. Building Common Frame of Reference - a „Compass" - for the Time Horizon

5. Plotting different Scenario Narratives (plot, causalities, protagonists, relationships, dilemmas; title)

6. Reflecting/Refining the Scenarios (and their Implications)
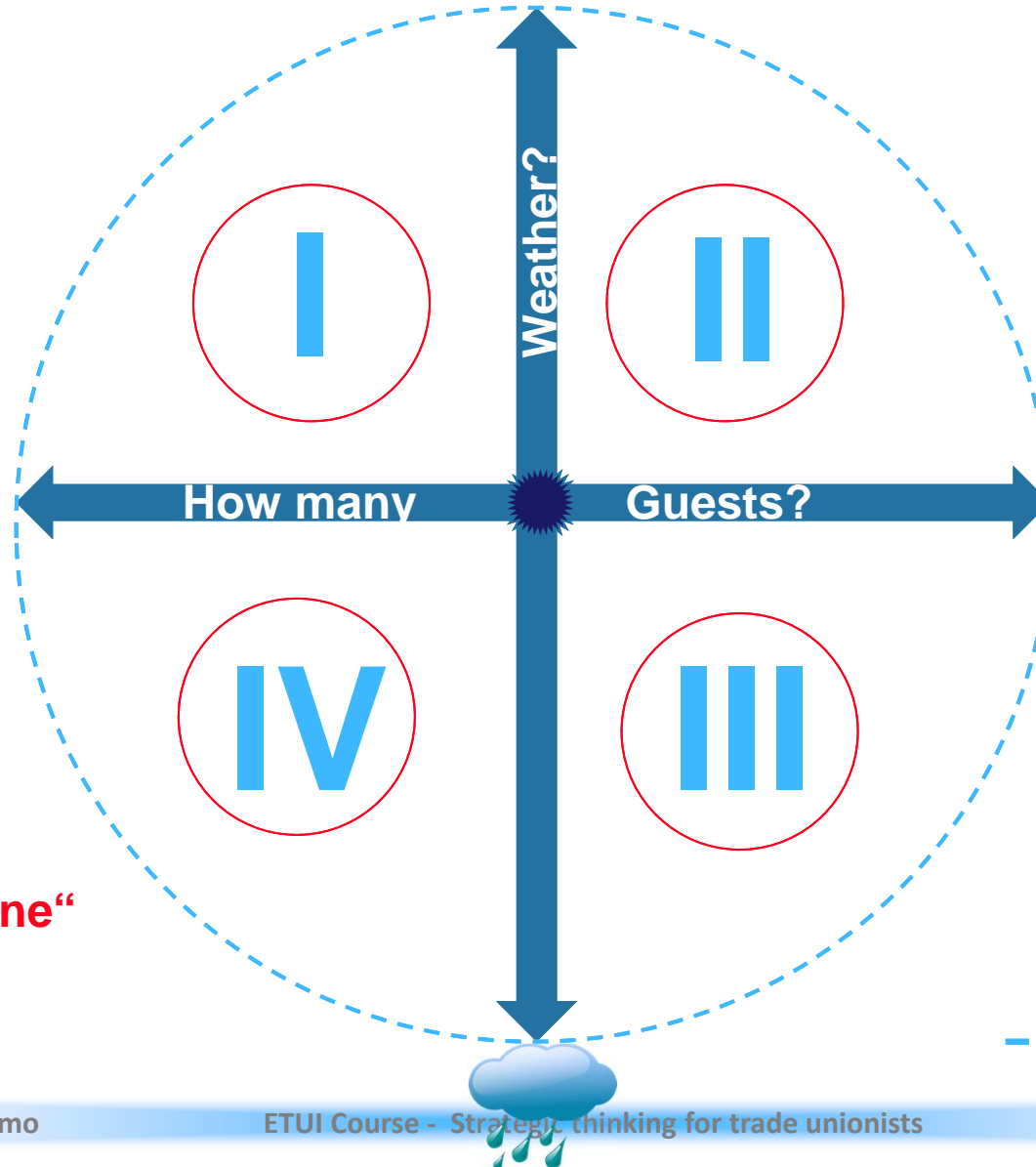
Small Example: „Your next Barbecue"
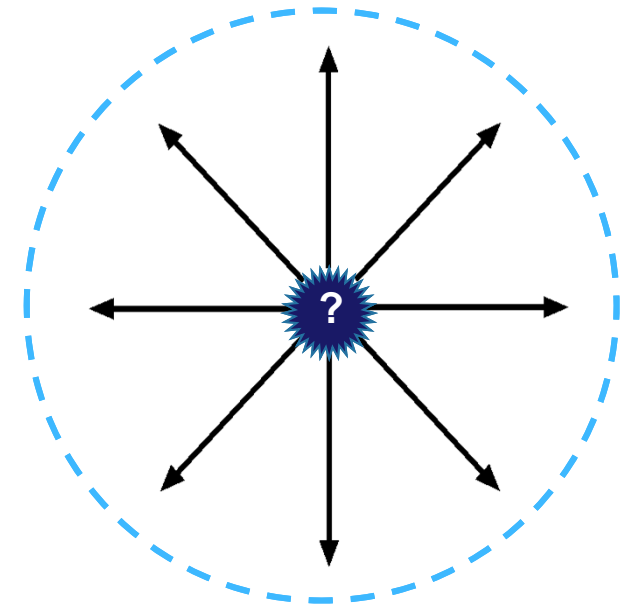
„Suzy & Me"

„Bacardi feeling"

I   II

Weather?

How many   Guests?

IV   III
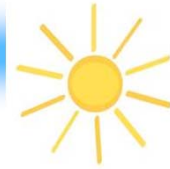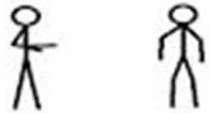
„Bowling Alone"

„Dancing in the rain"

✹ = Today
- - - = Today + n weeks

„Step by Step"

1. Topic and Time Horizon

→ **Approaching the Topic at Question**

→ **Gathering Perspectives and Concerns**

→ **Choosing a time horizon, that allows space for real change**
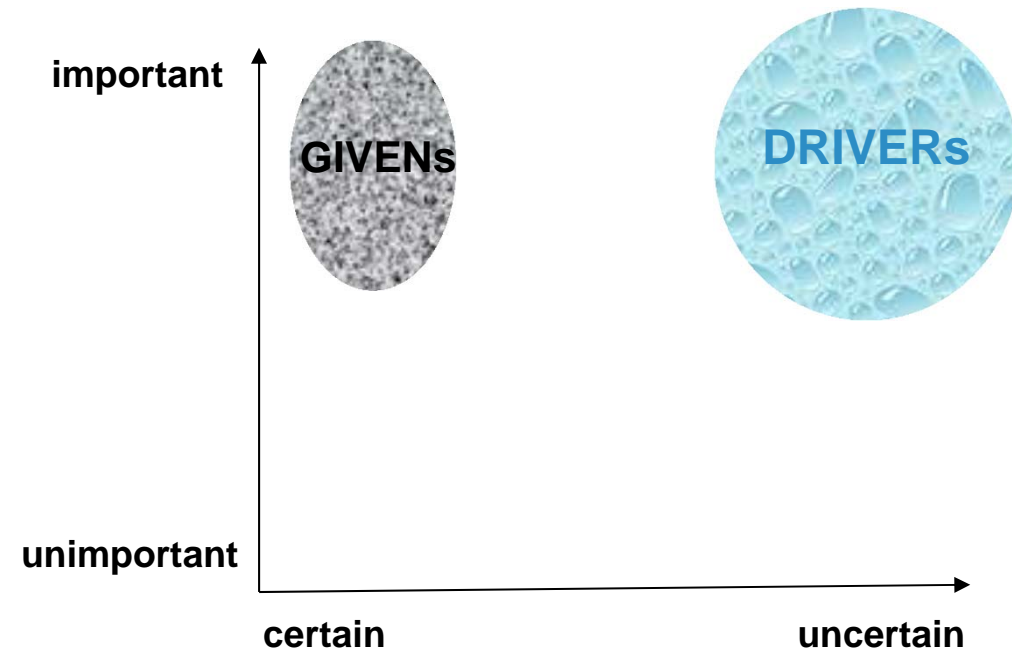

= Today

= Today + n Years

2. Identifying and Ranking the Big Uncertainties (& Givens)

In the group:

Identify the two most important and most uncertain drivers

Why two?

List the Givens

important

GIVENs

DRIVERs

unimportant

certain   uncertain
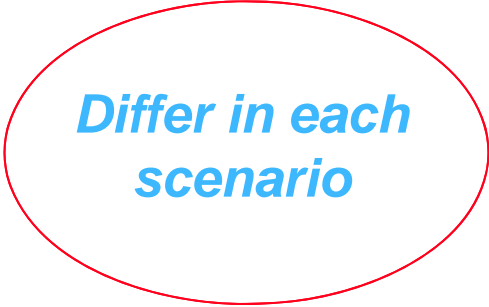

GIVENs („TINAs")

→ important, predictable

DRIVERs (two)

→ important and very uncertain

2. Identifying and Ranking the Big Uncertainties

Drivers and Givens for the future

Influencing factors	High Influence (important)	Low Influence (unimportant)
DRIVERS variable (uncertain, open for the period in question)	*Differ in each scenario*	*Are not included in further deliberations*
GIVENS fixed (certain for the period in question)	***Defined and fixed for all scenarios***	*Can be included in further deliberations*

3. Naming the Alternatives
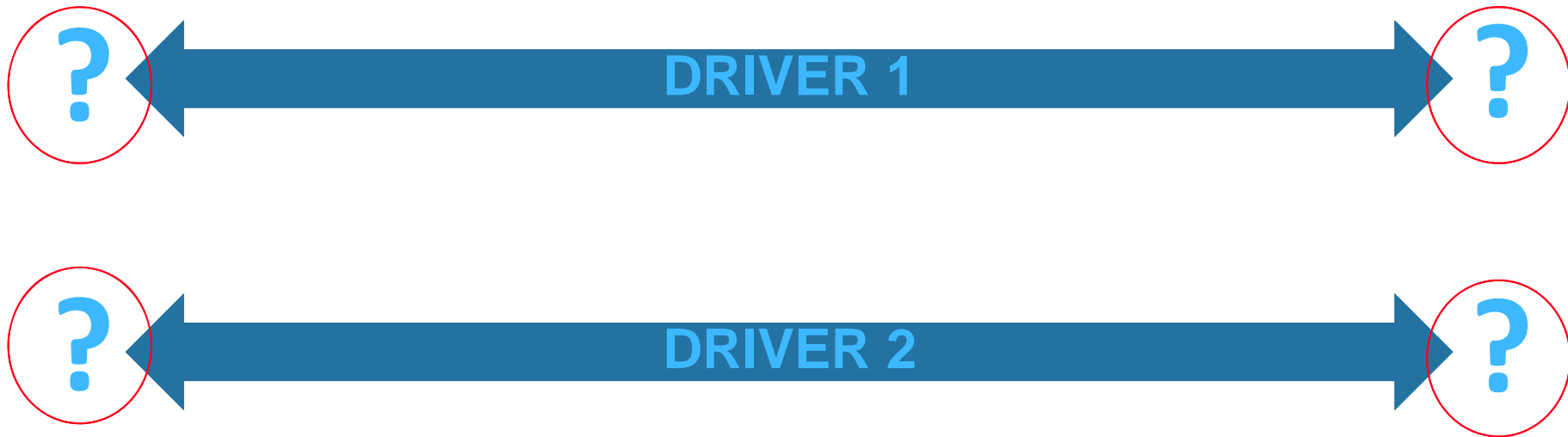
? ←—————— DRIVER 1 ——————→ ?
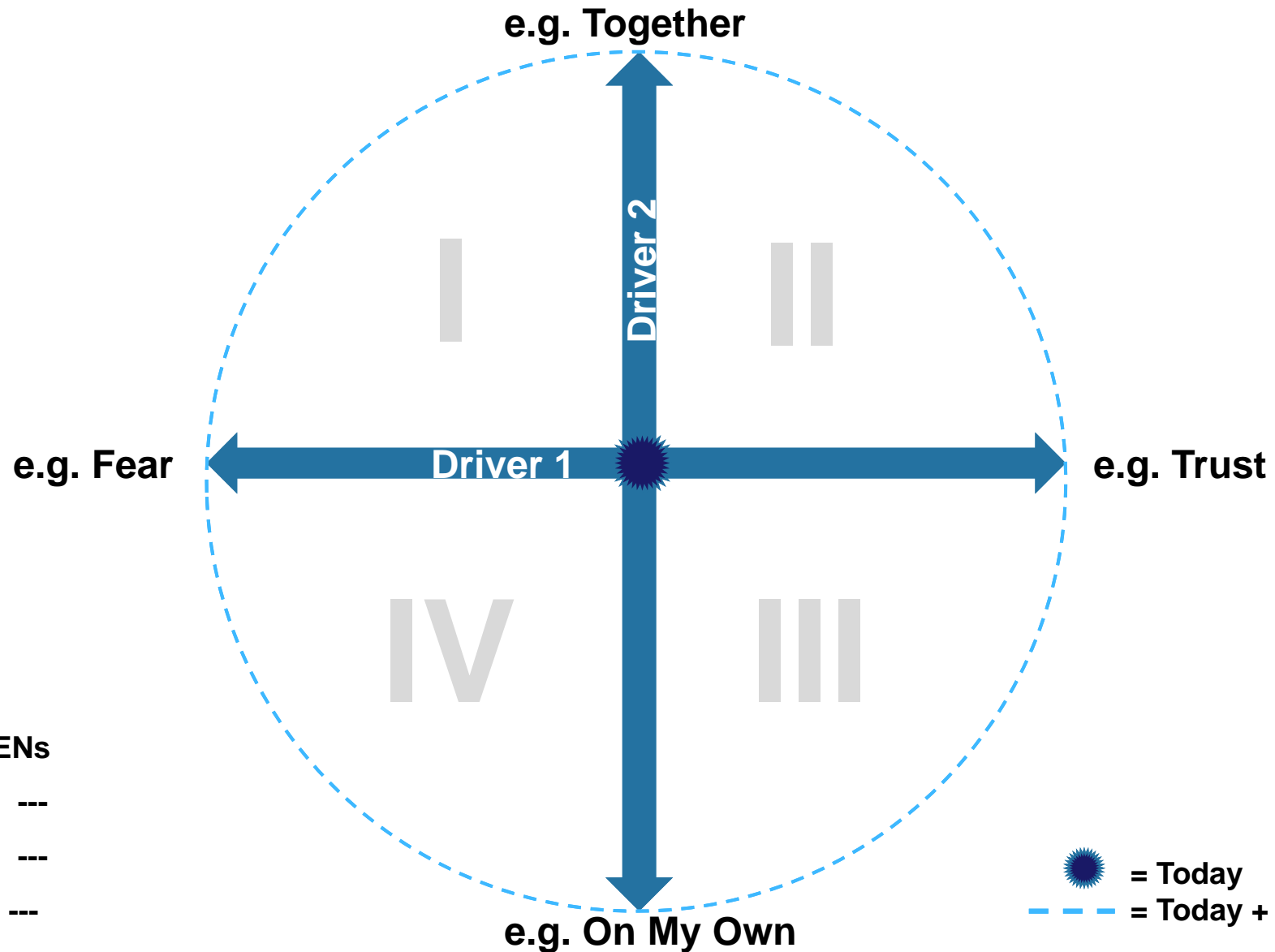
? ←—————— DRIVER 2 ——————→ ?

Define the endpoints of the two drivers

(considering the time horizon given)

GIVENs

1. ---

2. ---

n. ---

4. Building a ‚Compass' for the Future

e.g. Together

Driver 2

I   II

e.g. Fear ←——— Driver 1 ———→ e.g. Trust

IV   III

e.g. On My Own

GIVENs

1.   ---

2.   ---

n.   ---

⬤ = Today

- - - = Today + n Years

IPA

enlarging

Scope

I

II

fragmented ⟵ **Governance** ⟶ **coherent**

Geographical

IV

III

shrinking

GIVENs

1.   ---

2.   ---

n.   ---

⚫ = Today

- - - = Today + n Years

4. Building a ‚Compass' for the Future

IPA

e.g. Together

Driver 2

e.g. Fear ← Driver 1 → e.g. Trust

I   II

IV   III

e.g. On My Own

GIVENs

1.   ---

2.   ---

n.   ---

= Today

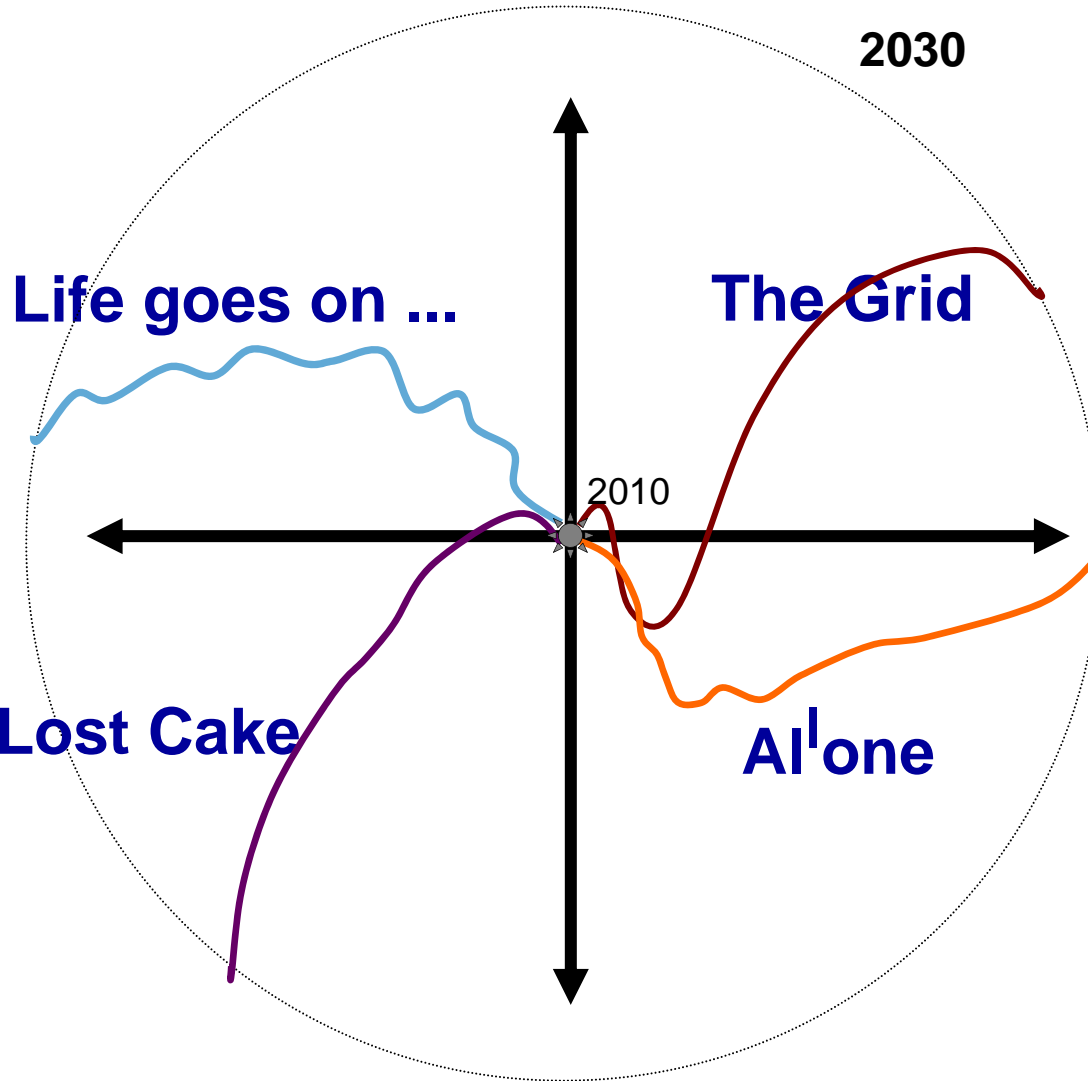= Today + n Years
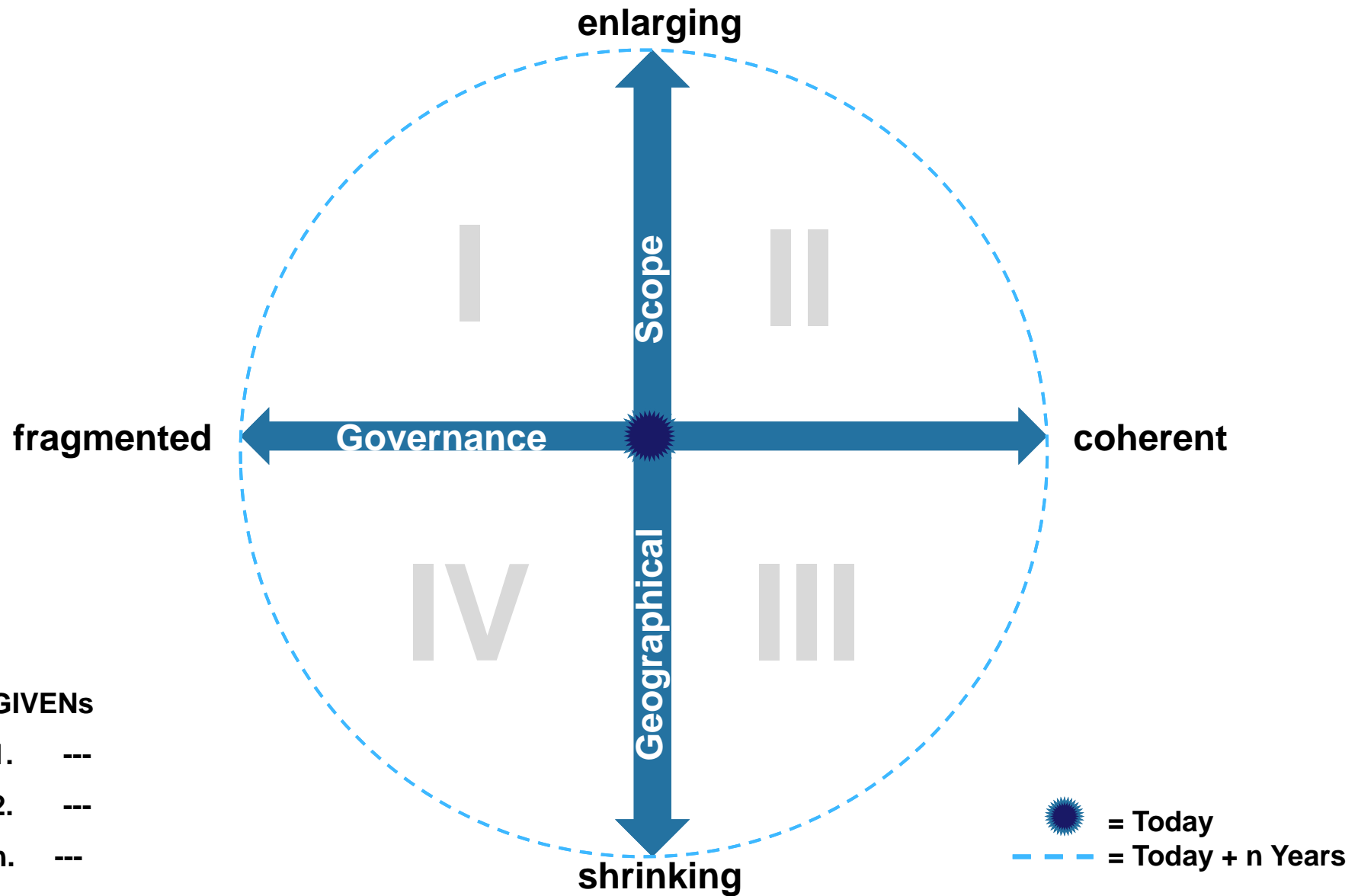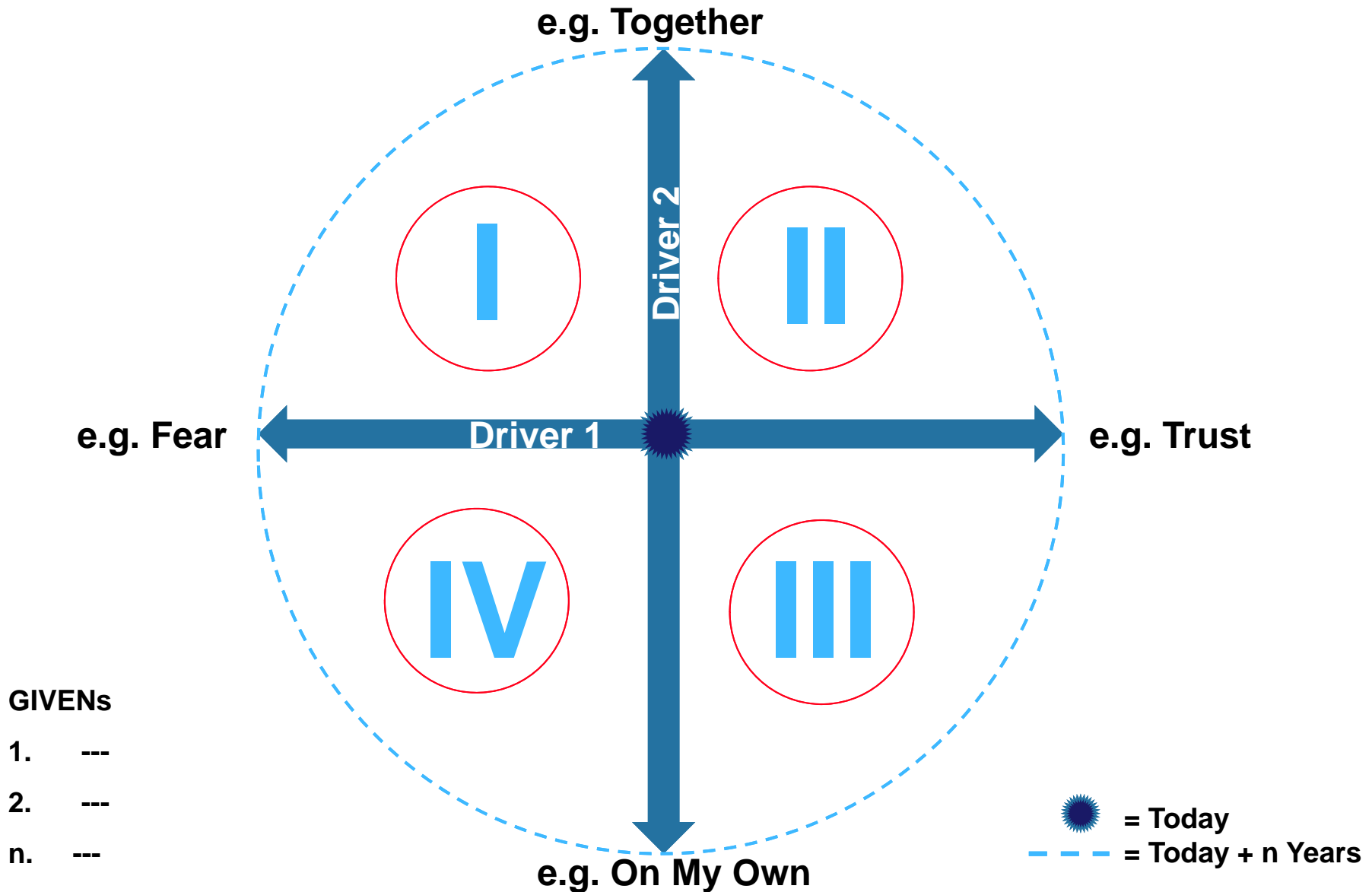
5. Plotting the Scenario Narratives

Scetch a first Story:

→ **What is the basic dynamic / logic of the scenario? Tensions, givens, conflicts, solutions, relationships (picking up the results from the previous working steps)**

→ **Storyline (causality, not chronology, keep the eyes on the future)**

→ **Illustrate the development, the actions and their different impacts with concrete examples**

→ **Suitable title**

Driver 2

Driver 1

Storylines

✦ = Today

– – – = Today + n Years

Life goes on ...

The Grid

2030

2010

Lost Cake

Al^{l}one
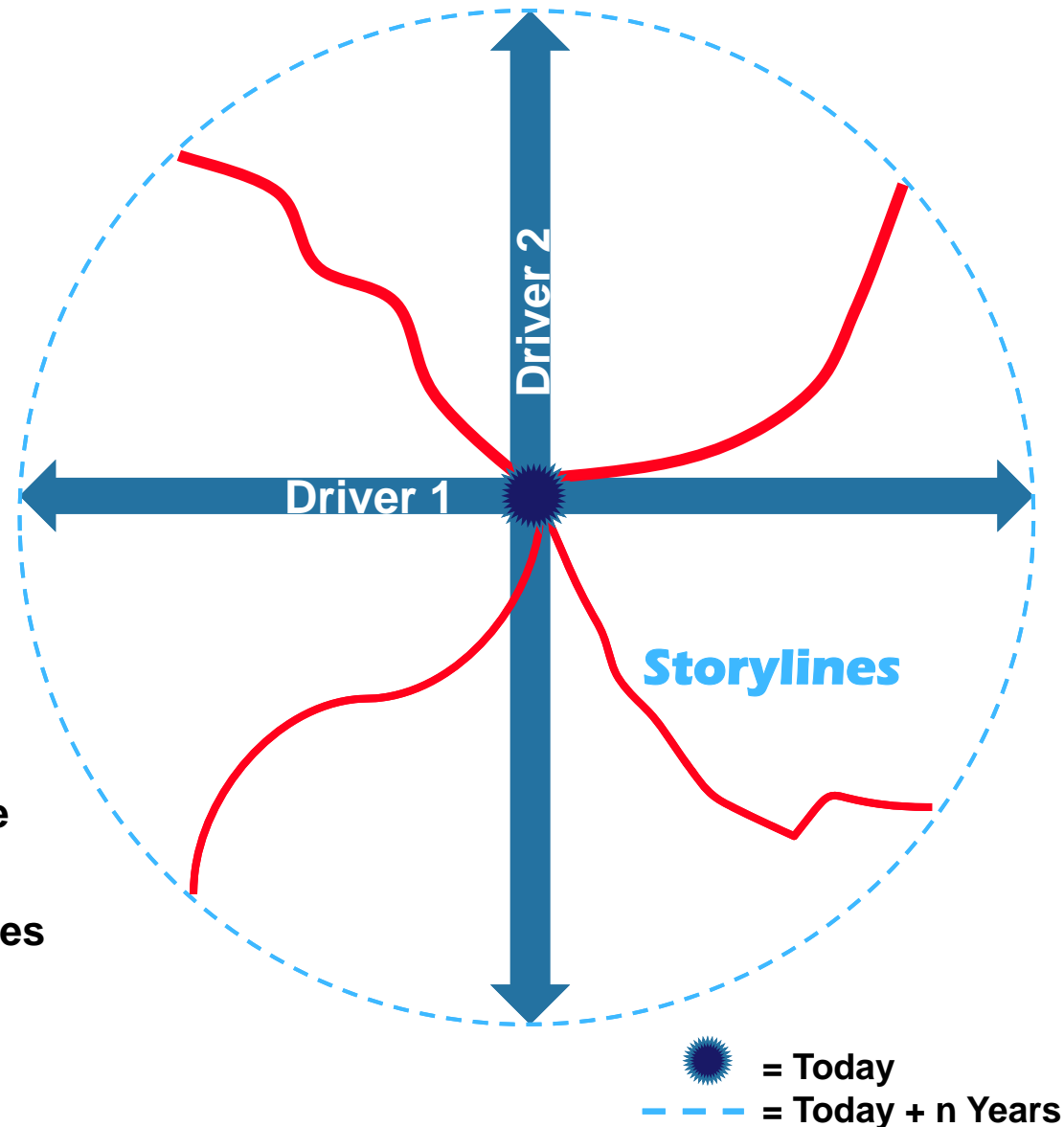
Good Scenarios are ...

→ **plausible and in themselves coherent**

→ **challenging and surprising (change!)**

→ **relevant**

... that of course lies in the eye of the beholder ;-)

Scenarios should...

→ **give a sense of context**

→ **link different spheres (e.g. political, societal, economical, technological, cultural, individual)**

→ **make possible changes and their impacts visible *in advance***

IPA

Institute for Prospective Analyses

Sascha Meinert

Prenzlauer Allee 36 F, 10405 Berlin
Fon: +49(0)30 - 33987340
Fax: +49(0)30 – 33987341
Email: meinert@ipa-netzwerk.de
www.ipa-netzwerk.de