

Scenario Planning Worksheet

Scenario planning prepares teams and organisations to anticipate and respond to potential future events. It encourages proactive thinking, helping leaders make better strategic decisions in uncertain or changing environments.

1. Purpose of This Tool

- ☐ Explore multiple plausible futures to test strategy resilience.
- ☐ Anticipate risks and opportunities before they occur.
- ☐ Support agile decision-making in uncertain environments.
- ☐ Strengthen organisational readiness for disruption or change.
- ☐ Encourage creative thinking and collaboration across teams.

Tip: The goal of scenario planning is not prediction but preparation.

2. Define the Focus Area

Question	Response
----------	----------

What is the core issue or decision under consideration?	
---	--

What is the relevant time horizon (for example, 1 year, 3 years, 5 years)?	
--	--

What assumptions currently guide our thinking?	
--	--

- | | |
|---|--|
| <input type="checkbox"/> Choose a focus area that is strategically important and uncertain. | |
|---|--|

Tip: Clarity of scope ensures that scenarios remain realistic and actionable.

Notes

3. Identify Key Drivers of Change

Driver	Description	Certainty (High / Medium / Low)	Impact (High / Medium / Low)
Economic			
Technological			
Social / Cultural			
Environmental			
Political / Regulatory			

- ☐ Identify the external forces that could shape future outcomes.
- ☐ Assess their likelihood and potential impact.

Tip: Focus analysis on the two or three most uncertain but impactful drivers.

4. Determine Critical Uncertainties

Uncertainty Description Why It Matters

- ☐ Select the two uncertainties that would most significantly alter your strategic direction.
- ☐ These will form the basis for developing your scenarios.

Tip: High-impact uncertainties create the richest and most useful scenarios.

Notes

5. Develop Scenario Framework

Scenario	Description	Defining Assumptions	Headline Summary
----------	-------------	----------------------	------------------

Best-Case

Worst-Case

Most Likely

Wild Card

- ☐ Use narrative form to bring each scenario to life.
- ☐ Describe what the world looks like, not just the data behind it.

Tip: A memorable story helps people visualise and internalise complex possibilities.

6. Implications for Strategy

Scenario	Opportunities	Threats	Strategic Response
----------	---------------	---------	--------------------

Best-Case

Worst-Case

Most Likely

Wild Card

- ☐ Explore how each scenario affects current plans, investments, and priorities.
- ☐ Identify strategies that remain robust across multiple futures.

Tip: Flexible strategies outperform rigid ones when uncertainty is high.

7. Early Warning Indicators

Scenario	Early Signals or Trends	Monitoring Frequency	Owner
----------	-------------------------	----------------------	-------

- ☐ Define measurable signs that indicate a scenario may be emerging.
- ☐ Assign ownership for monitoring these indicators.

Tip: Regular tracking allows timely adjustments before risks escalate.

8. Contingency Planning

Scenario Key Risk Contingency Action Responsible Person Deadline

- ☐ Develop pre-planned actions for each major risk identified.
- ☐ Integrate these into operational or crisis management plans.

Tip: Good contingency planning turns uncertainty into readiness.

9. Review and Adaptation

- ☐ Review scenarios every six to twelve months or when major changes occur.
- ☐ Retire outdated scenarios and introduce new ones as needed.
- ☐ Adjust strategy, budgets, or communications based on updated insights.

Tip: Scenario planning is continuous, not a one-off exercise.

10. Reflection Questions

- ☐ Which existing assumptions were challenged through this process?
- ☐ Which strategies remain strong across all scenarios?
- ☐ What indicators should we track most closely over the next year?
- ☐ What new opportunities or partnerships might emerge?
- ☐ What lessons have we learned about flexibility and foresight?

Tip: Reflection ensures that learning from scenario planning translates into practical strategic advantage.

How to Use This Worksheet

Use this worksheet in strategic workshops, leadership meetings, or risk reviews. Involve diverse perspectives to explore a full range of possibilities. Scenario planning strengthens strategic resilience by helping organisations think ahead, test ideas, and stay prepared for whatever comes next.

Notes