

FORESIGHT AND SCENARIO PLANNING FURTHER READING

I. Further Reading

There are countless books, articles and websites that you can access to learn more about all aspects of scenario planning and strategic foresight. The following is small selection of material that I have found most useful for scenario work that I have undertaken during my career. I have divided the materials into a few sections.

1. OVERVIEW/TEXTBOOKS

Peter Schwartz (1991): The Art of the Long View – widely seen as the most accessible, seminal introduction to scenario planning.

Kees Van der Heijden (1998): Scenarios: the Art of Strategic Conversation (2nd Edition) – van der Heijden offers a more detailed treatment of scenarios, especially their use in strategy work

Thomas J. Chermack (2011): Scenario Planning in Organizations – useful practical guide for undertaking and sustaining effective scenario work

Ramirez and Wilkinson (2016): Strategic Reframing: The Oxford Scenario Planning Approach – offers the most recent and advanced thinking about scenarios and aims to put the discipline on a solid academic footing

Alfred Marshall (2009): Strategic Foresight: A New Look at Scenarios – a good summary that combines process insights with a focus on mega trends such as demographics, energy & environment and technology

Woody Wade (2012): Scenario Planning: A Field Guide to the Future – nicely designed overview containing accessible examples

2. ORGANIZATIONAL USES OF SCENARIOS

HBS Case: Morgan Stanley – Japan Rev. Feb 28, 2002: describes Morgan Stanley's extensive use of scenarios

HBS Case: Strategic Planning at UPS – Rev. November 16, 2005: describes UPS's history in applying scenarios

Wilkinson and Kupers (May 2013): Living in the Futures, Harvard Business Review: draws a small number of powerful lessons from Royal Dutch Shell's longstanding experience with scenarios

3. FORESIGHT

RAHS Singapore (2010): Decisions in a Complex World: Building Foresight Capabilities: edited summary of a 2010 symposium that covers advanced thinking in foresight and scenarios

Michael Jackson (2011): A Practical Foresight Guide – Methods; Shaping Tomorrow: online resource that describes and explains dozens of different strategic foresight techniques (to complement scenario work)

Bishop, Hines & Collins (2007): The Current State of Scenario Development. Foresight Vol. 9 No. 1 – well-researched overview of various foresight techniques and approaches to scenario creation

4. DESIGN AND FACILITATION

Ertel and Solomon (2014): Moments of Impact: How to Design Strategic Conversations that Accelerate Change – thoughtful, accessible and practical guide that will improve how you approach meetings

Peter Senge et al. (1994) The Fifth Discipline Field Book: Strategies and Tools for Building a Learning Organization – highly regarded summary containing practical ideas for facilitating dialog, discussions and exercises

5. KEY ARTICLES

Pierre Wack (1985): Uncharted Waters Ahead, Harvard Business Review, September 1985 and

Pierre Wack (1985): Scenarios – Shooting the Rapids, Harvard Business Review, November 2005 – a set of HBR articles that pulls together Wack’s key insights and lessons from his pioneering scenario work at Royal Dutch Shell

Constance Gustke (2009): Scenarios: All the Options. Conference Board Review, Jan/Feb 2009 – short, accessible article that describes how various organizations engage in scenario work

Nonno, Nonaka and Ogilvy (2014): Scenario Planning: The Basics. World Futures 70, 2014 – co-written by the original designer of GBN’s Developing and Using Scenarios training program, a straightforward guide to the concepts and best practice techniques of scenario work

Schwartz and Ogilvy (1998) “Plotting Your Scenarios” – article in Fahey & Randall: Learning from the Future – comprehensive article full of good advice and practical tips for producing great scenario work

6. GUIDEBOOKS AND MISCELLANEOUS

Scenarios: An Explorers Guide (2003) Global Business Environment, Shell International: A process guide to scenarios produced by the most famous exponent of the technique

Using Scenarios to Explore Climate Change: A Handbook for Practitioners – US National Park Service (July 2013): detailed, in-depth approach to each step of the scenario process, with a particular emphasis on the uncertainties of climate change

Strategic Planning in Singapore: Center for Strategic Futures, Public Service Division, Prime Minister’s Office, Singapore: 4 separate articles that describe how Singapore has pioneered the use of scenarios and strategic foresight

7. FUTURES TRENDS

Global Trends: Paradox of Progress (2017) US National Intelligence Council - extensive summary of global trends for two decades ahead, created from the perspective of what matters most to US security

Global Risk Report (2018) World Economic Forum – detailed research- and survey-based compilation of current (and future) risks that are concerning business leaders around the world

8. EXAMPLES OF SCENARIO REPORTS / OUTPUTS

Mont Fleur Scenarios: GBN Deeper News - report on one of the most famous and influential scenario projects ever undertaken

<https://reospartners.com/wp-content/uploads/old/Mont%20Fleur.pdf>

Scenarios for the Future of Technology and International Development: Rockefeller Foundation – good example of a well-researched and extensive scenario report

<http://www.nommeraadio.ee/meedia/pdf/RRS/Rockefeller%20Foundation.pdf>

Radical Ocean Futures – Science Based Stories about Our Future Oceans – innovative and beautifully illustrated example of a set of scenario stories about what could happen to the world’s oceans (scenarios created via inductive sci-fi story building techniques)

<https://radicaloceanfutures.earth/stories-about-our-future-oceans>

Shift: The Commission on Work, Workers and Technology - good example of how an important public policy issue can be informed and illustrated by the use of a scenario framework

<https://shiftcommission.work/>