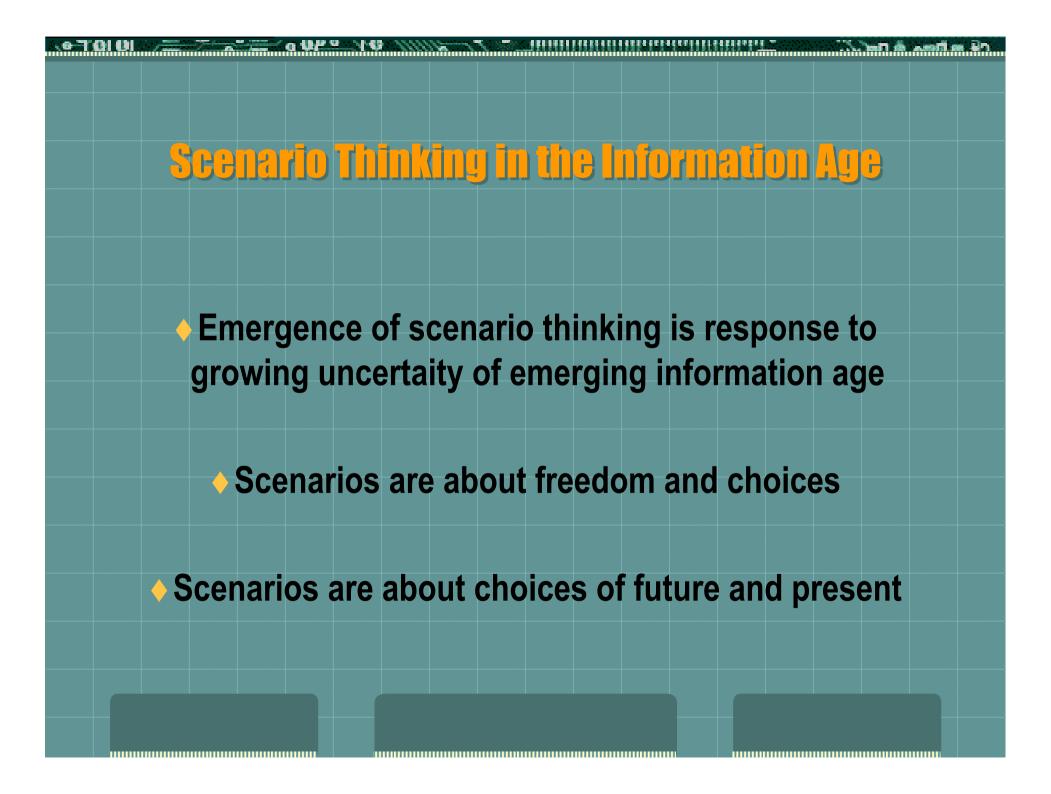
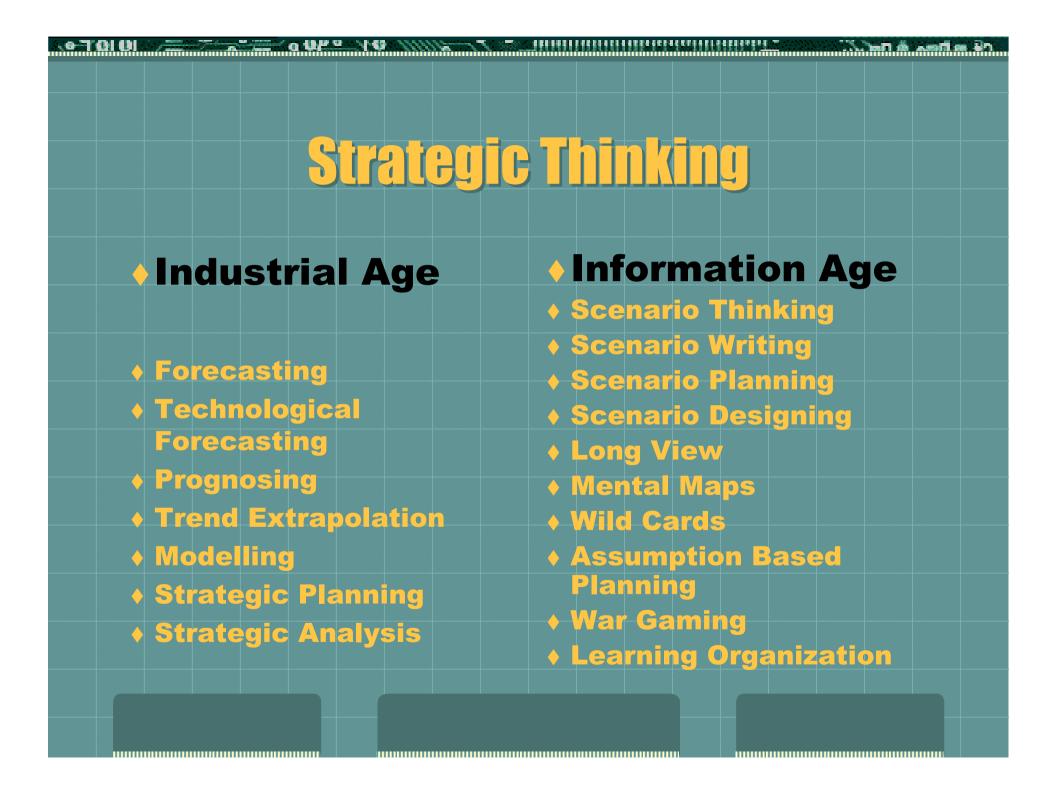
# The First Prague Workshop On Futures Studies Methodology CESES, Charles University, Prague September 16-18, 2004

## Strategic Thinking in the Information Age and the Art of Scenario Designing

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- Pierre Wack
- Gill Ringland
- Miriam Galt
- Jerome Glenn
- Theodore Gordon
- Liam Fahey
- Robert Randall
- Chantel Ilbury
- Clem Sunter
- Diana Scearce
- John Petersen

- James Ogilvy
- Lawrence Wilkinson
- Napier Collyns
- Art Kleiner
- Kees van der Heijden
- Adam Kahane
- Ged Davis
- Michel Godet
- Andrew Marshall
- Katherine Fulton
- Max More

## Scenario Thinking Organizations

- RAND Corporation
- Hudson Institute
- SRI International
- Royal / Dutch Shell
- Batelle
- Global BusinessNetwork
- Arlington Institute

- Millennium Project of AC/UNU
- Net Assessment Office
- Club of Rome
- Global Scenario Group
- Chatham House
- **IDON**
- **♦ RAND Pardee Center**

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- ◆ Peter Schwartz: The Art of Long View. Planning for the Future in an Uncertain World. 1991
- Wired. Scenarios Special Edition. October 1995
- Lawrence Wilkinson: How to Build Scenarios? 1995

- Kees van der Heijden: Scenario. The Art of Strategic Conversation. 1996
- Art Kleiner: The Age of Heretics. Heroes, Outlaws, and the Forerunners of Corporate Change.1996
- Kees van der Heijden, Ron Bradfield, George Burt, George Cairns, George Wright: The Sixth Sense. Accelerating Organizational Learning with Scenarios. 2002
- Eamonn Kelly, Peter Leyden and Members of Global Business Network: What's Next? Exploring the New Terrain for Business. 2002

- ◆Arie de Geus: Planning as Learning. 1988
- ◆ Peter Senge: The Fifth Discipline. The Art and Practice of the Learning Organization. 1990
- ◆ Arie de Geus: The Living Company. 1997
- Miriam Galt et al.: Idon Scenario Thinking. How to Navigate Uncertainty of Unknown Future. 1997
- Liam Fahey, Robert Randall: Learning from the Future.
   Competitive Foresight Scenarios Advantage Through Scenario Planning. 1998
- ♦ Gill, Ringland: Scenario Planning. Managing for the Future.1998

- John Petersen: Out of the Blue. How to Anticipate Wild Cards and Big Future Surprises. 1999
- Michel Godet: Creating Futures. Scenario Planning as a Strategic Management Tool. 2001
- Chantell Ilbury, Clem Sunter: Mind of a Fox. Scenario Planning in Action. 2001
- James Ogilvy: Building Better Futures. Scenario Planning as a Tool for a Better Tomorrow. 2002
- Peter Schwartz: Inevitable Surprises. Thinking Ahead in a Time of Turbulence. 2003
- Rober Lempert, Steven Popper, Steven Bankes: Shaping the Next One Hudred Years. 2003
- Diana Scearce, Katherine Fulton: What If? The Art of Scenario Thinking for Nonprofits. 2004

## Milestones of Scenario Thinking

- 1950 Herman Kahn started and developed scenario techniques at RAND Corporation
- 1956 Emerging information society in United States
- 1960 Herman Kahn founded Hudson Institute
- 1960 Several Herman Kahn's books on scenario thinking
- 1970 Warning scenarios of Club of Rome
- 1970-1980 Developing scenario thinking and scenario planning at Royal / Dutch Shell
- 1984 Pierre Wack's articles on scenario planning
- 1990 Emerging World Wide Web

#### Milestones of Scenario Thinking

- 1987 Foundation of Global Business Network by Peter Schwartz, Jay Ogilvy, Napier Collyns, Stewart Brand and Lawrence Wilkinson
- 1995 Wired Magazine Scenarios Special Edition
- 1997 The Millennium Project of AC/UNU started
- 1997 State of the Future reports published every year
- 1999 Future Research Methods 1.0 edited by Jerome Glenn
- 1999 Out of the Blue How to Anticipate Wild Cards and Big Future Surprises by John Petersen
- 2003 Future Research Methods 2.0 by Jerome Glenn and Theodore Gordon
- 2004 Pentagon's 2020 warning scenario by Peter Schwartz and Doug Randall

## What Are Scenarios

- Scenarios are the powerful vehicles for challenging our mental models about the world.
  - Peter Schwartz
- Scenarios are a tool for helping us to take a long view in a world of great uncertainty.
  - Peter Schwartz
- Scenarios are stories about the way the world might turn out tomorrow, stories that can help us recognize and adapt to changing aspects of our present environment.
  - Peter Schwartz.

- Scenarios are attempts to describe in some detail a hypotethical sequence of events that could lead plausibly to the situation envisaged.
  - Herman Kahn
- Scenario is a tool for ordering one's perceptions about alternative future environments in which one's decisions might be playede out.
  - Peter Schwartz
- Scenario is a set of organized ways for us to dream effectively about our future.
  - Peter Schwartz

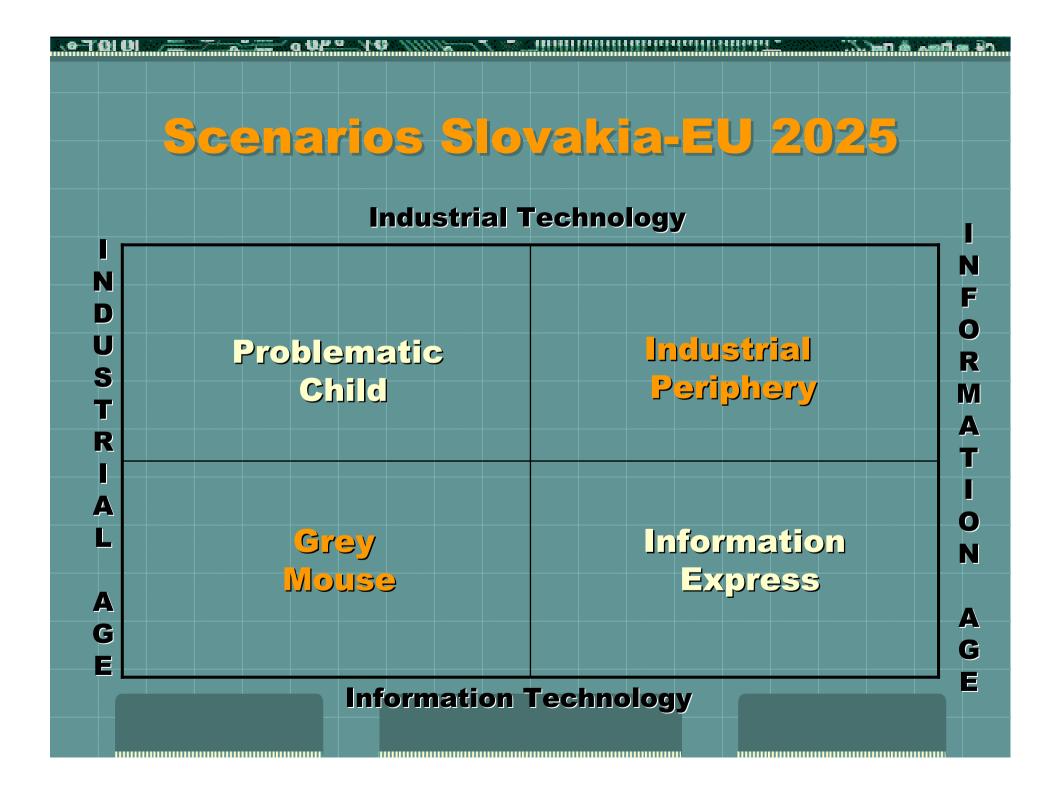
 Scenario planning is about making choices today with an understanding of how they might turn out.

Peter Schwartz

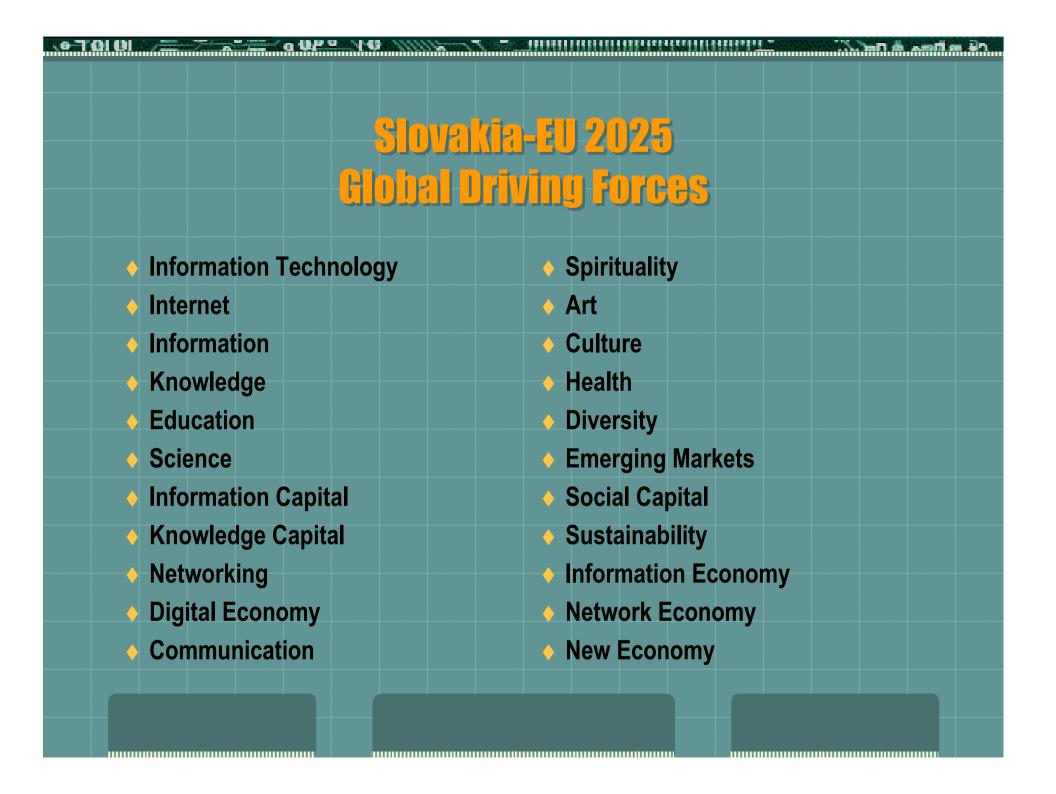
 Scenarios liberated planning from the traditional predict and control approach. They are not accurate forecasts, they are, as Kahn said, thinking tools.

Kees van der Heijden

- Step One: Identify Focal Issue or Decision
- Step Two: Key Forces in the Local Environment
- Step Three: Driving Forces
- Step Four: Rank by Importance and Uncertainty
- Step Five: Selecting Scenario Logic
- Step Six: Fleshing Out the Scenarios
- Step Seven: Implication
- Step Eight: Selection of Leading Indicators and Signposts
  - Peter Schwartz: The Art of Long View







## Slovakia-EU 2025 Scenario I. — Industrial Periphery

- Driving Forces: Industrial Policymakers plus Market
- Political System: Parliament Democracy, Partisan System, Corruption
- Economy: Second Wave Industrial Economy
- Priorities: Second Wave Industries
- Currency: SKK, EURO since 2012
- Unemployment:12-18 %
- ♦ Inflation: 7-15 %
- GDP Growth: 3-4 %
- Internet: 50-75 % Online
- Social Capital: Decrease
- Demography: Decrease, Ageing
- Organization: Industrial Hierarchies, Crime and Shadow Economy Networks
- Society: Second Wave Industrial Society, Tribalism
- Culture: Industrial Unification

## Slovakia-EU 2025 Scenario II. — Information Express

- Driving Forces: Information Technology plus Market
- Political System: Parliament Democracy, Civic Society
- Economy: Third Wave New Economy
- Priorities: Third Wave Priorities, Information Society, Science, Education, Tourism
- Currency: SKK, EURO since 2008
- ♦ Unemployment: 5-8 %
- ♦ Inflation: 4-8 %
- GDP Growth: 4-7 %
- ♦ Internet: 75-95 % Online
- Social Capital: Moderate Growth
- Demography: Moderate Growth
- Organization: Information and Value Networks
- Society: Third Wave Society, Civic Society
- Culture: Diversity

- Driving Forces: Industrial Policymakers plus Events
- Political System: Parliament Democracy, Partisan System, Corruption
- Economy: Second Wave Industrial Economy
- Priorities: Second Wave Industries
- Currency: SKK, EURO since 2015
- Unemployment:15-20 %
- Inflation: 8-25 %
- ♦ GDP Growth: 0.1-0.5 %
- Internet: 30-45 % Online
- Social Capital: Rapid Decrease
- Demography: Decrease, Ageing
- Organization: Industrial Hierarchies, Crime and Shadow Economy Networks
- Society: Second Wave Industrial Society, Tribalism
- Culture: Industrial Unification, Disruption

## Slovakia-EU 2025 Scenario IV. – Grey Mouse

- Driving Forces: Third Wave Technocracy plus Market
- Political System: Parliament Democracy, Civic Society
- Economy: Transformation to Third Wave New Economy
- Priorities: Third Wave Priorities, Information Society, Science, Education, Tourism, Selected Second Wave Industries
- Currency: SKK, EURO since 2010
- Unemployment: 10-15 %
- Inflation: 5-12 %
- ♦ GDP Growth: 3-5 %
- ♦ Internet: 70-85 % Online
- Social Capital: Stagnation or Moderate Growth
- Demography: Stagnation or Moderate Growth
- Organization: Hierarchies and Networks
- Society: Emerging Third Wave Society, Civic Society
- Culture: Diversity

