Scenario planning helps policy-makers to anticipate hidden weaknesses and inflexibilities in organizations, methods and policies/plans/programmes (PPPs). Most development PPPs are fixed in that they tend to assume a self-validating future – one usually based on extrapolation or prediction that dominates decision-making (an usually termed the default scenario). But we live in world of discontinuities, with sudden change and uncertainties – so PPPs fail to hold up under the stream of real events – and lead us into shocks and surprises.


Please log in to set a read status. Setting a reading intention helps you organise your reading. To set a reading intention, click through to any list item, and look for the panel on the left hand side: Close. The Library: Connecting you with information, support and your community For members of staff who need more information about Reading Lists at Warwick, please visit the Library website, contact your Academic Support Librarian or email academicsupport@warwick.ac.uk. Scenario planning is a strategic tool that provides managers with a route map for the future. Using scenarios is rehearsing the future says Peter Schwartz in his book “The Art of the Long View”. By rehearsing these future scenarios an organisation can adapt to what is happening and anticipate what could happen. So, in essence, scenario planning enhances the ability of organisations to discern what is happening in the business environment, to assess what this means for them and then take action on the basis of this new knowledge. This white paper will describe what scenario planning involves an