

Scenario Planning for Successful Contingency Planning

Instructions

1. Issue identification:

What is it that happens (perhaps on a recurrent basis) that needs to be resolved

2. Identify the variables that cause the issue to occur:

Usually only a few things really make the difference. As per the 80/20 rule, we need to identify which (few) variables really make a difference regarding the issue we identified. What are the primary causes of this?

3. Develop a list of "alternate outcomes" for each variable (Think through this step well):

For each variable (identified in step 2), try to brainstorm a list of how it may possibly materialize (occur). What are the ranges of possibilities for each variable? Identify as many alternate outcomes for each variable as you can. Number them.

4. Consider the implications for each alternate outcome:

Consider the reality that each of the "alternate outcomes" (from step #3) may emerge

A. Probability:

Identify, for each, what we feel is the probability for it to actually occur.

B. Plans and action:

Then, for each, consider how we should perhaps change our plans, and which actions we may need to take, assuming that it may occur.

C. Best choice:

After we have estimated the probabilities, effects on our plans, and appropriate actions to take for each, then we need to assess which (step "B") may be the most acceptable action plan for us. This may help guide us as we react to any given situation.

5. Identify "early warning" signals and watch for them:

For each alternate outcome (step #3) identify an early warning and measurement system.

A. Early warning indicators:

Identify, for each alternate outcome, occurrences that can be observed. Consider (for each alternate outcome) what we might be able to notice, early on, that may warn us that it may actually occur. What are the subtle indicators that may help us predict that something may happen in the future?

B. Measurement systems:

How can we enhance our measurement systems so that we are constantly monitoring the "early warning indicators"? Once a measurement system is in place, we can be confident that we are sensitive to appropriate indicators, and that we are consistently scanning for them. This foresight can help us to notice potential problems in their early stages, and execute contingency plans based on thoughtful consideration of potential outcomes.

Scenario Planning for Successful Contingency Planning

Issue: <i>Describe the issue</i>	
Variables (causes): <i>List up to 5 causes for the issue</i>	1.
	2.
	3.
	4.
	5.

Variable 1:	“Alternate outcome” 1 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 2 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 3 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 4 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 5 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):

Variable 2:	“Alternate outcome” 6 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 7 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 8 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 9 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 10 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):

Variable 3:	“Alternate outcome” 11 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome”12 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 13 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 14 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 15 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):

Variable 4:	“Alternate outcome” 16 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome”17 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 18 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 19 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 20 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):

Variable 5:	“Alternate outcome” 21 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 22 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 23 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 24 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):
	“Alternate outcome” 25 (how this variable may play out):
	Probability of occurrence (0-100%):
	Action plan (what we should do, assuming this will take place):

Action Plan preference:	For each variable, which numbered action plan (above) may be most acceptable for us? If is not the most probable outcome for that variable, then what is our backup plan based on most probable outcome)?
Variable 1:	Preferred action plan: Back up:
Variable 2:	Preferred action plan: Back up:
Variable 3:	Preferred action plan: Back up:
Variable 4:	Preferred action plan: Back up:
Variable 5:	Preferred action plan: Back up:

Early Warning Indicators and Measurement

Early Warning Indicators	Consider (for each alternate outcome) what we might be able to notice, early on, that may warn us that it may actually occur.
Measurement systems	How can we enhance our measurement systems so that we are constantly monitoring the "early warning indicators"?
Alternate Outcome 1:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 2:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 3:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 4:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 5:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 6:	Early warning indicators:
	Measurement (what to measure):

Alternate Outcome 7:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 8:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 9:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 10:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 11:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 12:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 13:	Early warning indicators:
	Measurement (what to measure):

Alternate Outcome 14:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 15:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 16:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 17:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 18:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 19:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 21:	Early warning indicators:
	Measurement (what to measure):

Alternate Outcome 22:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 23:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 24:	Early warning indicators:
	Measurement (what to measure):
Alternate Outcome 25:	Early warning indicators:
	Measurement (what to measure):