

## Discussion of Scenario Planning

### 1. Read:

Schwartz, P., "Appendix: Steps to Developing Scenarios", in The Art of the Long View, Currency Paperback, Doubleday, 1996.

Hagel, J. III, & Brown, J.S., "Your Next IT Strategy", HBR, Nov 2002, reprint R0109G

Malone, T.W. & Laubacher, R.J., "The Dawn of the E-Lance Economy", HBR, Sep-Oct 1998, pp 144-152.

Schoemaker, P.J.H., "Scenario Planning: A Tool for Strategic Thinking", SMR, Winter 1995, pp 25-40, reprint 3622

### 2. Preparation questions:

- 1) What are the implicit "scenario drivers" (as described in Schwartz) behind the Hagel & Brown argument and the Malone & Laubacher argument? Identify give a name to three alternative scenarios for each. Identify two or three key "leading indicators" (Schwartz) for the two sets of scenarios.
- 2) We will reconstruct the creation of these scenarios in discussion in class on Thursday. In addition to becoming familiar with scenario planning, a technique and way of thinking that is increasingly in use, we will discuss the value of scenarios as context for our upcoming speakers and for career choices.