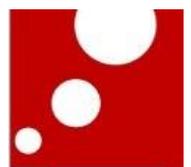




# Introduction to Scenario Thinking

Maggie Kolkena  
Third Thought Consulting



**This pace of change will continue to accelerate at warp speed, with more change expected in the next 15 years than in all of human history to date.**

~ Andrew Bolwell, VP and Global Head of HP Tech Ventures.

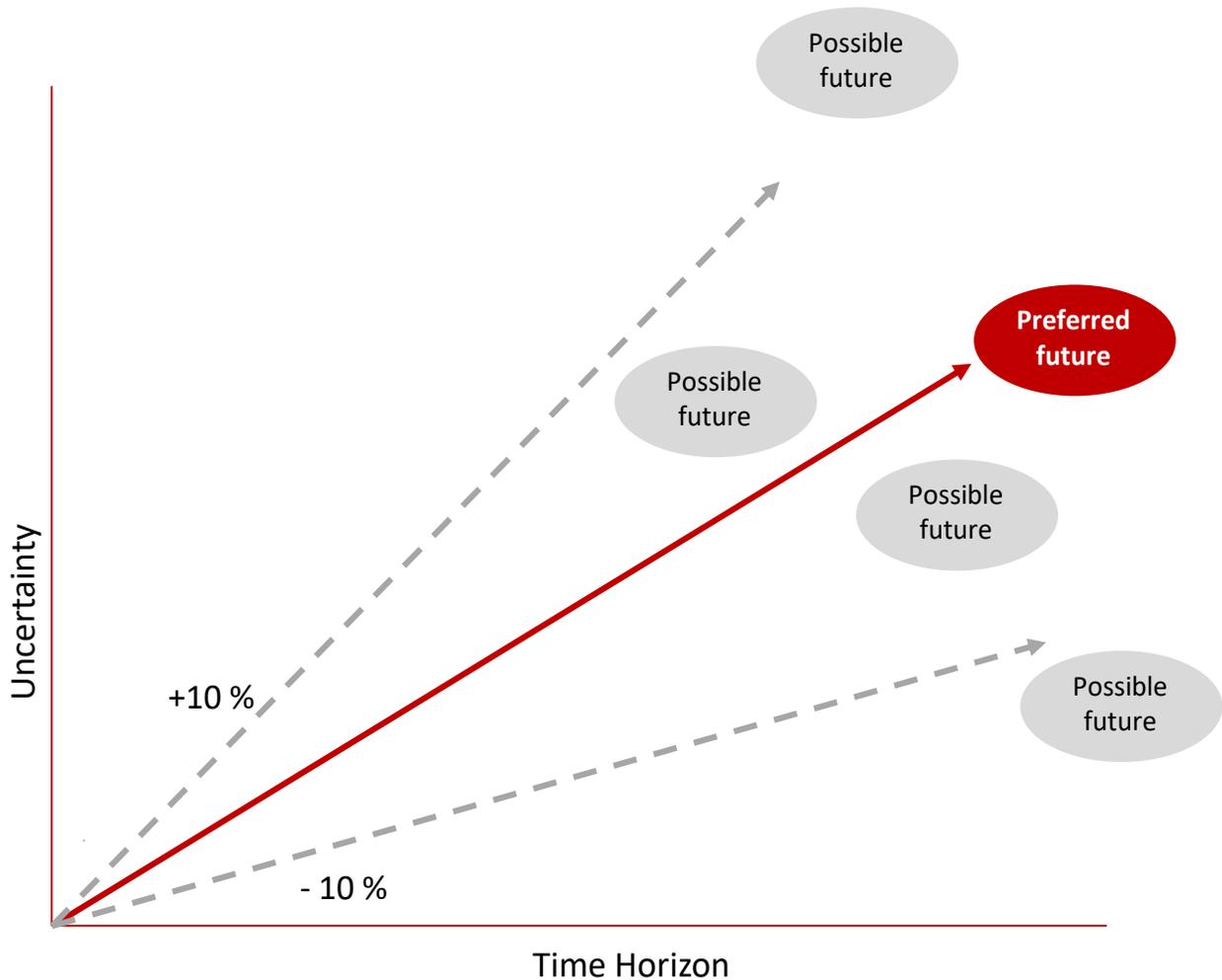


## Key Challenges

How do we create a winning future in a rapidly changing and unpredictable environment?

How do we balance current objectives while we work to bring about a desired future?

# Traditional Planning is Inadequate



## Horizon 1 CORE

- Greatest source of revenue
- 1-3 year business plans
- Overemphasis leads to incrementalism & quarterly mindset

## Horizon 2 GROWTH

- De-risking emerging opportunities
- 3-5 year plans
- Entrepreneurial mindset

## Horizon 3 FUTURE

- Scanning and generating future ideas for growth
- Danger of relying on a plan for a preferred future with so many uncertainties

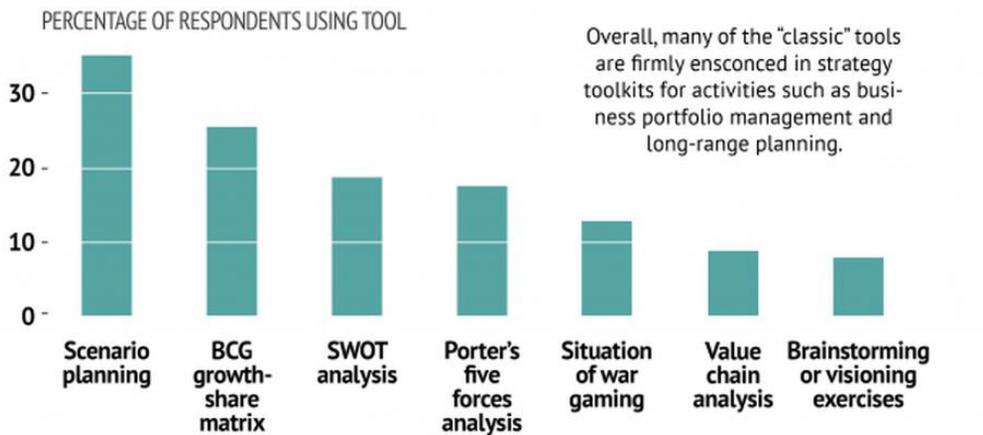


## Scenario Thinking Defined:

Exploring the combined impact of multiple issues/factors related to a topic to manage a high degree of complexity, risk, and uncertainty when thinking about the future.

# What Users Say

Scenario Thinking can explore the combined impact of multiple issues. It can manage a degree of complexity that other methods can not. This is why it has become a preferred long-term planning method.



Source: Corporate Strategy Board Member Survey N = 183

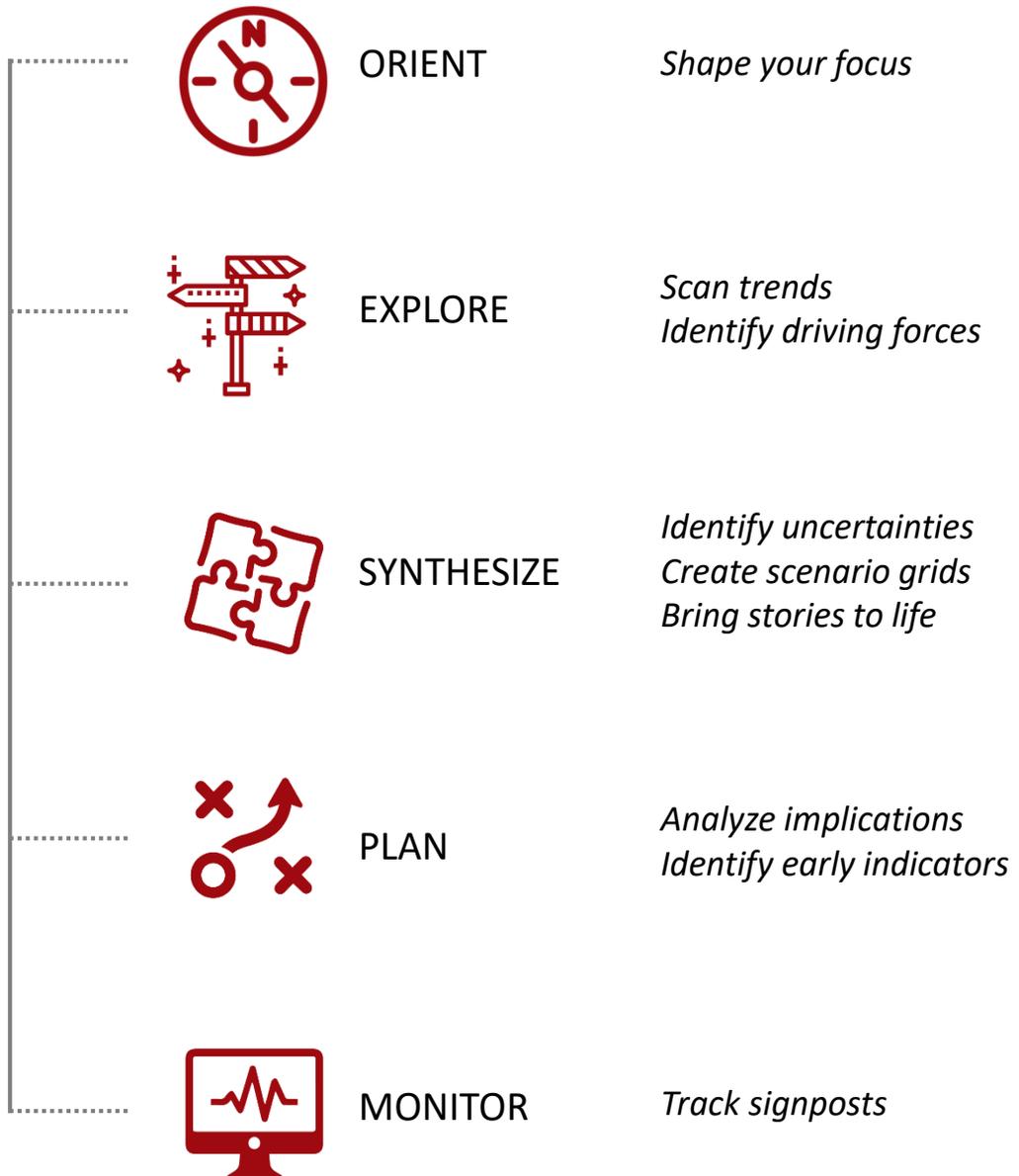
## Workshop Participants agree.

*Scenario Thinking helped me a lot to look at different dynamics, understand what is important to look at and what is not, apply thinking model which can help decide next steps. I can use it in regular business as well while working on long term strategic framework. ~ Director, Global Tech Corporation*

*Acquiring this skill to manage the long-term motivated me to do a better job of delegating (versus micro-managing!). ~Director, Global Hospitality Corporation*

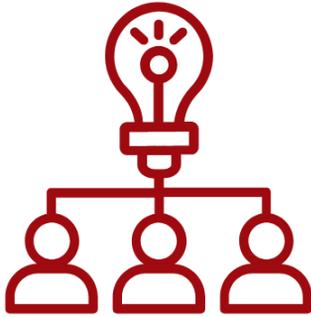
*We were challenged to dig deeply and really think through complex scenarios. Very well worth the time. ~ Director, Global Tech Corporation*

# Scenario Thinking Overview \*



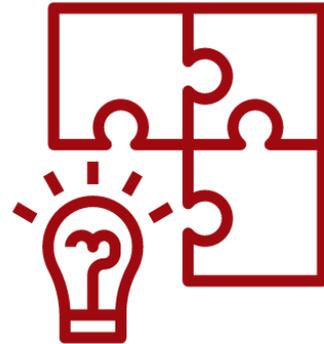
\* As with many processes this looks linear. It is not.

# Outcomes of Scenario Thinking



## Expanded & Shared Mindset

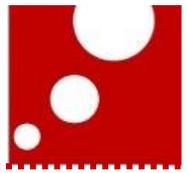
- As teams work together to create scenarios, they develop a shared understanding of issues for the future that pertain to their industry, organization or profession.
- Scenarios are a thinking tool that can apply to many instances.
- Once trends have been noted and explored they will continue to be noticed.



## Implications & Options for Strategic Planning

- When the scenario grid has been completed the team identifies Implications for their own businesses.
- Given the implications they then generate Options to address future possibilities. These actions may take several forms: 1) No-brainers—actions that address multiple Futures, 2) Little Bets—small investments that will put the organization ahead (e.g a new partnership).
- Critical weak signals can be monitored.

**Scenario workshops can be configured in many ways and are designed to meet the objectives of YOUR organization or team.**



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## About Third Thought



Maggie Kolkena

Maggie has been working in organization development for over 25 years and founded Third Thought Consulting in 1995. She is currently focusing her work on leadership development—specifically helping leaders balance the short-term and the long-term. Sessions are highly experiential and require leaders to work on projects relevant to their organization.

For three years Maggie was the OD Manager for Intel's first CTO, supporting a transformation from a fragmented collection of research sites into today's *Intel Labs*. During that time she had the opportunity to study Scenario Planning with the premiere Global Business Network. Scenario Planning has long been the realm of experts but in 2018 Maggie began teaching Scenario Thinking to senior leaders.

Maggie received her Master's degree in Organization Development from Pepperdine University's respected MSOD program. She has been a Research Associate with McKinsey & Company doing ethnographic research into leadership in 'white space'. She's worked with Nike's leaders in Beaverton, Canada, Asia and the Americas. Additionally, she's done non-profit work in Bangladesh and throughout the Pacific Northwest. For the last 3½ Maggie has had the privilege of working with Johnson & Johnson (as a member of *The Immersion Lab* team) in a challenging leadership development program focused on innovation with Action Learning Projects. She's facilitated hundreds of meetings, many of them with senior leaders with competing priorities. She draws on years of experience as a facilitator of successful leadership experiences.

Third Thought Consulting

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