

Scenarios The Art Of Strategic Conversation

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Scenario planning allows companies to move away from linear thinking and better understand external change. Eight years (and 30,000 copies) after publication Scenarios is still acknowledged as the definitive work in the field. Now, Kees van der Heijden brings his bestseller up to date, following up on his original case studies and adding significant new material. The Second Edition changes focus slightly by providing more in-depth analysis and application of the concept of 'strategic conversation'. While maintaining the underlying rigour of the first edition, van der Heijden revisits the text to make it far more practical and accessible, and in doing so gives you the tools you need to set out and negotiate a successful future course for your organization in the face of significant uncertainty.

Scenarios The Art of Strategic Conversation "Kees van der Heijden has written the most comprehensive, detailed and insightful guide to understanding the business environment in a way most useful to business. No one has mastered the art of bringing that insight to bear in the real world of business with greater depth than Kees." Peter Schwartz, Chairman, Global Business Network; author of The Art of the Long View. "The only constants in the current business environment are turbulence and change. When initially developed at Royal Dutch/Shell, scenario planning helped companies understand external change - change in markets, the competitive arena, technology, demographics and so on. In this book, Kees van der Heijden takes the art of scenario planning one giant step further. After showing you how to understand how the world around you is changing, he then shows you how to move your organization to meet the future by linking scenario thinking and your Business Idea in an ongoing strategic conversation. The result is a learning organization with the finely honed ability to track the marketplace and business environment. How Scenarios will help you think through the way forward, and keep you thinking as you move." * Understand the basis of an organization's success - articulate its central business idea * Break out of the organization's restrictive "thinking box" - take a wider perspective, scenic view * Develop scenarios as alternative ways of interpreting the present - see beyond current range of vision * Become clearer about the many apparently unrelated developments - build a systemic framework using a story line * Be more secure with the future - understand uncertainty * Do it by using a practical methodology * Nurture and sustain an ongoing strategic conversation throughout the organization "The span of this book is unusually wide; it goes from the philosophy of scenario thinking to the minute practicalities of how to do it. This book is, in my view, the best guide in a field where it is easy to go astray and where guidance is precious." Pierre Wack, Former Head of Scenario Planning, Royal Dutch/Shell

This book provides students and line managers in organizations with the means to create better scenarios and to use them to create winning business strategies. The book covers scenarios such as: economic outlooks; political environments; acquisitions; downsizing, and more.

Is your business ready for the future? Scenario planning is a fascinating, yet still underutilized, business tool that can be of immense value to a company's strategic planning process. It allows companies to visualize the impact that a portfolio of possible futures could have on their competitiveness. It helps decision-makers see opportunities and threats that could emerge beyond their normal planning horizon. Scenario Planning serves as a guide to taking a long-term look at your business, your industry, and the world, posing thoughtful questions about the possible consequences of some current (and possible future) trends. This book will help you: Outline (and help you prepare for) any trends that could play out in the future that could change the political, social, and economic landscapes and significantly impact your business Explore the impact of technological advances and the emergence of new competitors to your business Examine challenges that are only dimly recognizable as potential problems today This visual book will help you answer this question: Is my organization ready for every possibility?

Traditional strategy assumes stability and predictability. Today's world is better characterised by turbulence, uncertainty, novelty and ambiguity - conditions that contribute disruptive changes and trigger the search for new ways of coping. This book aims to become the premier guide on how to do scenario planning to support strategy and public policy. Co-authored by three experts in the field, the book presents The Oxford Scenario Planning Approach (OSPA). The approach is both intellectually rigorous and practical. Methodological choices and theoretical aspects in practice are detailed in reference to the relevant literatures and grounded in 6 case studies the authors have been involved with. The book makes several contributions to the field, centred on how learning with scenario planning is supported by re-framing and re-perception; how this iterative process can be embedded in corporate or government settings, and how it helps those that it supports to do well in today's world. The book is written in an accessible style and will be a useful introductory text as well as a useful guide for the more experienced scenario planning practitioner and scholar.

Properly researched and intelligently deployed, scenario planning is today's most powerful tool for understanding and preparing for an uncertain future. Yet it remains a niche approach, poorly understood by leaders at large. To bring it into the strategy mainstream, leaders need advice on how to turn concepts (scenarios) into actions (strategy). Scenarios for Success delivers a unique and coherent account of the state of the scenario planning art. It is aimed particularly at those trying to implement its findings. Striking a balance between theory and practice, the contributors show how and why the core techniques of scenario thinking have endured and are still valuable, while bringing new tools and processes that keep scenario planning in touch with modern realities.

"Scenarios are now a part of every successful manager's toolkit. This book is the first comprehensive guide to the latest developments in scenario thinking written by today's leading practitioners in the field." -Napier Collins, a pioneer of scenario planning at Dutch/Shell now Managing Director, Gloal Business Network (GBN) "In twenty years of helping companies create and plan for their futures, I have never come across a book that dealt with the use of scenario-based planning as comprehensively as this one." David Kelley CEO, IDEO Product Development the creators of the Apple Mouse "This book is the greatest reference today on scenario planning-the preeminent tool for those who believe that the future belongs to those with the imagination to create it. The combination of scenario planning and strategy formulation can be a wondrous right brain process that galvanizes teams with a compelling vision and common purpose." -David E. Schneider Director, Corporate Planning Sun Microsystems, Inc. "Organizations must create intellectual and organizational tension around distinctly different views of the future. Learning from the Future demonstrates why scenarios are ideally suited to generate such tension and how to use scenario learning as a steppingstone to superior strategies." -Richard Pascale, Associate Fellow of Oxford University and author of Managing on the Edge: How the Smartest Companies Use Conflict to Stay Ahead "An invaluable guide to the mind-stretching benefits of scenarios that are fully embedded in the strategic-thinking process. It should be required reading for any management team embarking on scenario development so they can realize the benefits and evade the pitfalls." -George Day, Geoffrey T. Boisi Professor and Director of the Huntsman Center for Global Competition and Innovation Wharton School, University of Pennsylvania

The newest technique for strategic planning and execution, scenario planning is the only technique that takes into account the many uncertainties that are the reality of today's world. The central theme of SCENARIO PLANNING HANDBOOK is that this uncertainty and discontinuous change characterizing the marketplace make it mandatory that companies change the way they think about and plan for the future. Scenario-based strategy both confronts and deals with uncertainty and leads to a strategy that is focused but resilient, specific but flexible. Extremely practical, this detailed handbook for developing and using scenarios guides readers step by step through the sequence and intricacies of a scenario project. It explains what scenarios are and are not, why they are needed, as well as their uses and benefits. It also deals with cultural and organizational changes that an organization must undertake to maximize the benefits of scenario-based planning. This resourceful handbook is an excellent resource for CEOs, COOs, and general managers responsible for long-term strategy development.

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