Scenario Planning and Strategic Thinking

Prepare your organisation and yourself for an uncertain and changing environment.

18 – 20 May 2020

ALSO AVAILABLE AS AN IN-HOUSE PROGRAMME

Gordon Institute of Business Science
University of Pretoria
Your world, and the markets in which your organisation competes are becoming more uncertain and complex every day. This creates challenging conditions for organisations that want to plan and exercise some influence over their future. This programme will show you how to **develop a resilient and useful strategy by using scenario planning to conceptualise and develop multiple diverse scenarios, and to design and execute personal and business strategies more effectively.**

**Who should attend?**
- Functional heads, senior managers, business consultants, analysts and strategy executives;
- Those leaders who work in uncertain, fast changing environments, who wish to execute business and corporate strategies effectively and resourcefully.

**Key focus areas:**
- Strategic thinking in a complex and uncertain environment:
  - Why we need different approaches to setting strategy in uncertain environments;
  - The DNA of strategic thinking; and
  - Key principles of scenario planning.
- Conduct a scenario planning “pre-build”:
  - Defining your business idea – what is the basis of your success; and
  - Clarifying your focal question – how to focus and shape the scenario planning exercise.
- Scan the environment:
  - Identifying trends, drivers of change and key uncertainties; and
  - Understanding the factors that are likely to shape the future environment.
- Develop “skeleton scenarios” of the future:
  - Building and testing skeleton scenarios of the future;
  - Fleshing out and naming the future scenarios;
  - Testing your business idea against the future scenarios;
  - Identifying the capabilities needed to win in these future environments;
  - Building the requisite capabilities for the future environments; and
  - Develop your action plan to move forward.

**How you will benefit:**
At the end of the programme, you will be able to:
- Assemble the building blocks of a practical scenario plan;
- Improve the way you scan the environment to identify trends, drivers of change and key uncertainties;
- Understand changes in your environment by using appropriate tools and frameworks;
- Equip yourself and your organisation to constructively deal with accelerating change;
- Understand the key principles of neuroscience that underpin decision-making in a changing and uncertain environment;
- Construct alternative future scenarios that may face your organisation;
- Test your current business idea against a range of these futures;
- Enhance the agility to respond to a rapidly changing competitive landscape;
- Define the capabilities required to execute future strategy; and
- Build a scenario plan for a range of situations and organisations.

**7 benefits of developing / improving your scenario planning capabilities**

- Improves the speed and outcomes of your decision-making processes.
- Improves your ability to develop and implement agile strategies.
- Develops and enhances the quality of the business idea.
- Enables you to respond to change proactively.
- Builds your resilience in uncertain times and allows to organisations to withstand volatility.
- Enhances the accuracy of your environmental scanning initiatives.
- Improves your ability to develop multiple and diverse scenarios of the future.
- Improves your organisation and improve strategic agility.

**FACULTY > Dr Norman Chorn** is a strategy and organisation development practitioner who works in Australia, New Zealand, the United Kingdom and South Africa. He holds visiting appointments at a number of graduate schools of management, including GIBS, Macquarie University (Australia) and Otago University (NZ). Norman uses innovative principles of economics and neuroscience to explore strategy and organisational capability for complex and uncertain environments.

**FEE > R 22 300 (includes tuition, instruction material, lunches and refreshments and is VAT exempt).**

**DURATION > Three days**

**DATES > 18 – 20 May 2020**

For more information and an online application form, please visit [www.gibs.co.za/scenario](http://www.gibs.co.za/scenario)