TRANSFORMATIVE SCENARIO PLANNING



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Introduction

Transformative Scenario Planning examines how groups facing complex, contested problems build shared futures and act on them together. This Training Course covers stakeholder convening, scenario construction, and the move from scenarios to strategy. Participants study the Transformative Scenario Planning method, the 2x2 matrix approach, the Three Horizons framework, soft systems thinking, causal loop diagrams, and the Cynefin framework. Furthermore, the programme connects dialogue to decisions through scenario labs, actor mapping, and transformation roadmap workshops. As a result, delegates leave able to convene diverse stakeholders, build credible alternative futures, and convert shared understanding into joint action.

Transformative Scenario Planning Course Objectives

- Define transformative scenario planning and how it differs from forecasting.
- Convene diverse and conflicting stakeholders constructively.
- Map actors, interests, and contested issues accurately.
- Identify driving forces and critical uncertainties.
- Build three to four distinct, plausible scenarios.
- Apply the 2x2 matrix and the Three Horizons framework.
- Test strategy against each scenario for robustness.
- Use causal loop diagrams and the Cynefin framework.
- Derive joint actions and commitments from scenarios.
- Review, refresh, and embed scenarios in planning cycles.

Course Methodology

- Interactive workshops using real contested-issue cases.
- Stakeholder convening and interviewing practice.

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- Driving force and uncertainty identification labs.
- Scenario narrative construction and stress-testing workshops.
- Transformation roadmap and commitment design sessions.
- Action planning that converts each session into a workplace commitment.

Who Should Take This Course

- Strategy and foresight professionals.
- Public sector and policy planners.
- Development and humanitarian programme leads.
- Sustainability and ESG strategists.
- Multi-stakeholder initiative conveners.
- Facilitators and organizational development specialists.
- Executives facing contested strategic decisions.

Transformative Scenario Planning Course Outlines

Day 1: Foundations of Transformative Scenario Planning

- Defining scenarios, forecasting, and transformative practice.
- When scenario planning helps and when it does not.
- Contested problems and stakeholder diversity.
- The convening role and neutrality of the facilitator.
- Ethics, inclusion, and power awareness in convening.
- Governance of a scenario process.
- Building the scenario project plan.

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Day 2: Convening and Understanding the System

- Actor mapping and interest analysis.
- Interviewing stakeholders and listening for meaning.
- Soft systems thinking and rich pictures.
- Causal loop diagrams and feedback analysis.
- Systems mapping of drivers and pressures.
- Power, exclusion, and voice considerations.
- Documenting the system understanding.

Day 3: Identifying Drivers and Critical Uncertainties

- PESTLE and horizon scanning for change drivers.
- Distinguishing predetermined elements from uncertainties.
- Ranking drivers by impact and uncertainty.
- Selecting the two axes for the 2x2 matrix.
- The Three Horizons framework and transitions.
- Testing uncertainties for relevance and independence.
- Documenting the driver and uncertainty set.

Day 4: Building and Testing Scenarios

- Writing plausible, distinct, and challenging narratives.
- Scenario naming and storytelling techniques.
- Testing scenarios for internal consistency.
- Deriving implications for the organization or sector.
- Stress-testing current strategy against each scenario.

- Identifying robust, hedging, and shaping actions.
- Documenting scenario outputs and strategic implications.

Day 5: From Scenarios to Joint Action and Renewal

- Designing transformation roadmaps and milestones.
- Building commitments across participating actors.
- Governance for joint implementation and review.
- Communicating scenarios to wider audiences.
- Embedding scenarios in planning and risk processes.
- Refresh triggers and scenario update cycles.
- Personal action plan and continuous improvement.

Conclusion

By successfully completing Transformative Scenario Planning, participants will have acquired a practical command of stakeholder convening, driver analysis, scenario construction, and joint action design. They will know how to bring conflicting parties into a productive conversation, build credible alternative futures, and test strategy against uncertainty rather than assuming one future. In addition, the course prepares delegates to convert shared understanding into commitments and to embed scenarios in planning and risk cycles. As a result, they return to work ready to lead scenarios that change decisions, not just reports. Gentex Training Center delivers this Training Course with a practical, standards-based approach.

FAQs for the Transformative Scenario Planning course

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Q1 What is the "Transformative Scenario Planning" course about?

It is a five-day programme on building shared futures with diverse and conflicting stakeholders. It covers convening and actor mapping, driver and critical uncertainty analysis, the 2x2 matrix and Three Horizons framework, scenario narrative building, strategy stress-testing, joint action design, and scenario embedding in planning cycles.

Q2 What are the key benefits of the "Transformative Scenario Planning" course?

Participants gain the ability to convene parties who disagree, surface assumptions that block agreement, and build scenarios that people accept as credible. They also learn to test strategy against several futures rather than betting on one, which produces more robust plans and stronger commitment to joint action.

Q3 What skills will I gain from the "Transformative Scenario Planning" course?

Stakeholder convening with actor mapping, interviewing, and neutrality practice, systems analysis with soft systems thinking, rich pictures, and causal loop diagrams, scenario construction with driver analysis, the 2x2 matrix, the Three Horizons framework, and narrative writing, and strategy stress-testing with robustness testing, hedging and shaping actions, and joint action roadmap design.

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Q4 What tools, methods, or standards are covered in the "Transformative Scenario Planning" course?

The course covers scenario, forecasting and transformative practice distinctions, conditions where scenario planning helps, contested problem characteristics and stakeholder diversity, the convening role and facilitator neutrality, ethics, inclusion and power awareness, scenario process governance, scenario project planning, actor mapping and interest analysis, stakeholder interviewing and meaning listening, soft systems thinking and rich picture construction, causal loop diagram and feedback analysis, system mapping of drivers and pressures, power, exclusion and voice analysis, PESTLE and horizon scanning for change drivers, predetermined element and uncertainty separation, driver ranking by impact and uncertainty, 2x2 matrix axis selection, the Three Horizons framework and transition analysis, uncertainty relevance and independence testing, plausible, distinct and challenging scenario narrative writing, scenario naming and storytelling technique, internal consistency testing, implication derivation for the organization or sector, current strategy stress-testing against each scenario, robust, hedging and shaping action identification, transformation roadmap and milestone design, cross-actor commitment building, joint implementation and review governance, scenario communication to wider audiences, scenario embedding in planning and risk processes, and refresh trigger and scenario update cycle design.

Q5 How is the "Transformative Scenario Planning" course applied in real-world practice?

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Delegates apply it through convening plans, actor maps, interview records, rich pictures, causal loop diagrams, driver and uncertainty tables, 2x2 matrices, Three Horizons maps, scenario narratives, implication papers, stress-test reports, robust action lists, transformation roadmaps, commitment agreements, governance terms of reference, scenario communication packs, planning integration notes, and scenario refresh documents. They also use it to chair multi-stakeholder dialogues and to brief leadership on uncertainty and strategic options.