

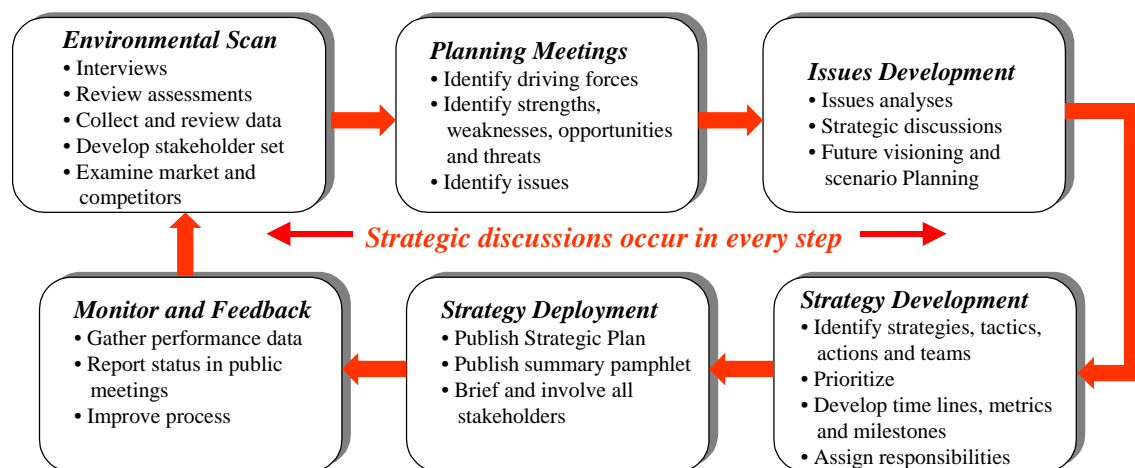
## ***What is Strategic Planning and Future Visioning?***

*As the world enters the third millennium, it teeters on the brink of disaster. With the proliferation of weapons of mass destruction, mankind no longer has the luxury to allow others to exercise unilateral actions in support of extreme agendas. The potential for a single incident to take the lives of millions of people, impact the economy of countries or regions in the trillion of \$\$, and effect social change of unprecedented scale requires the creation of a new global social conscience and rule of law. Unfortunately, mankind has acquired the power for such destruction before it has developed a responsible social structure. In this unstable world a sequence of discontinuities, particularly those for which an inappropriate, or no response occurs, could lead mankind to those desolate worlds so often depicted by Hollywood. It is of paramount importance that world leadership understands the consequences of their actions or inaction and engage in strategic conversations that identify critical indicators that could lead to the unimaginable...*

***Excerpt from the introduction to the Global Nuclear  
Danger Scenarios  
September, 1998***

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With the events of September 11, 2001 continuing to drive the focus of this country's national security posture, it is critical that organizations and businesses responsible for key infrastructure and services assess their preparedness for future events. Traditional strategic planning techniques are still applicable, and an important component of every organization's business process to ensure its goals are clearly defined, strategies are in place to ensure success, and accountability is established to ensure progress. However, because we live in such a volatile world, other tools must be brought into the strategic planning process today to ensure the management team is prepared for uncertain events - and has rehearsed robust strategies for the unthinkable. ITP Principal Partner Jack Jekowski has developed a comprehensive strategic planning methodology that has been evaluated as "world-class" against Baldrige National Quality Criteria. It is shown below:



Several tools are available that provide an environment for senior management to prepare for critical uncertainties such as those that occurred on September 11<sup>th</sup>, and to take mitigating actions prior to such events as indicators identified in strategic discussions unfold. One of those tools is *Scenario Planning*.

Innovative Technology Partnerships, LLC (ITP) has specialized in strategic planning and the facilitation and subsequent research and evaluation of critical scenarios in the nation's Nuclear Weapons Complex for the past five years. Scenarios developed for Department of Energy contractors and national laboratories include areas of nuclear proliferation, global nuclear danger, international security and stockpile stewardship. Additional scenario work has also been conducted on the future of science in the U.S., under the auspices of the Santa Fe Institute and Bob Galvin of Motorola, and for higher education institutions and Public Television in New Mexico as they have had to adjust to the mandated change to HDTV and the impact of technology on future of learning.

Studying under a recognized expert in the field of Scenario Planning, Peter Shwartz of Global Business Network, ITP Principal Partner, Jack Jekowski has focused his efforts on the Department of Energy, personally engaging laboratory, contractor and federal management personnel in the development of scenarios related to nuclear issues. Jack has also developed tools that can be used by management to increase their awareness of external events that may lead to future worlds identified in strategic discussions. By actively mobilizing the management team, "many eyes" in the organization are watching global events and internal issues within the context of better preparing the organization for "critical uncertainties".

The goal of scenario planning in the context of the development of an overall strategic plan is to serve as a tool to raise the collective knowledge and consensus of management by providing a vehicle for enlightenment, communications, and trust. This vehicle, the scenario, plays upon the fundamental characteristic of the human psyche to construct stories based upon experiences, external events, and aspirations. By sharing the diversity of these experiences and aspirations in a common setting of uncertain events, the scenario provides a commonality that instills confidence and transforms the group into a team.

Why must scenario planning be used now when we have done so well with traditional methods of strategic planning in the past? Because the complexity of technology and interrelationships in our organizations and with the rest of the world have increased to the point of a "biological organism", and the *rate* of change of that organism has become exponential. We can no longer count on simple forecasts to plan our future. We must create "images" of what the future might be, and dynamically adjust our actions as external events, over which we have no control, occur. Scenario planning, when used in the context of an overarching strategic plan for the organization can identify robust strategies that are applicable in a number of disparate future worlds. The willingness and courage to face such uncertainty requires a revolutionary transformation in most organizations. The mental image of success that exists for the organization has to be challenged, and the leaders must be willing to change dynamically *with* the environment, not in response to it. The leaders have to "shoot the tube" as the surfer does to stay ahead of the wave that threatens to engulf them. Pierre Wack, in his classic Harvard Business Review article: *Scenarios: The Art of Re-Perceiving*, describes the concept of crises of perception, where leaders have an inability to see events playing out before them because their mental image of a future world is fixed:

*“Scenario planning is a discipline for rediscovering the original entrepreneurial power of creative foresight in contexts of accelerated change, greater complexity and genuine uncertainty.”*