

Course No. 1316

Scenario Planning & Strategic Foresight Training Course

**STRATEGIC MANAGEMENT & CORPORATE STRATEGY
BUSINESS, MANAGEMENT & LEADERSHIP**

DURATION

5 Days

DELIVERY

Classroom



Course Overview

The Scenario Planning & Strategic Foresight Training Course is a professional program designed to help executives, managers, strategists, planners, and business professionals understand uncertainty, anticipate emerging developments, and prepare their organizations for multiple possible futures. Rather than attempting to predict one definitive future, the course develops the ability to identify alternative future conditions, assess their potential implications, and build strategic responses that improve organizational preparedness and resilience.

In rapidly changing environments, organizations face interconnected economic, technological, regulatory, geopolitical, social, environmental, and industry developments. Traditional planning approaches may be insufficient when assumptions can change significantly over time. Strategic foresight provides a structured approach for exploring what could happen, while scenario planning enables organizations to test strategies and decisions against different plausible futures. This course brings these disciplines together into a practical framework for long-term strategic thinking and decision-making.

Participants will learn how to identify trends, drivers of change, uncertainties, weak signals, emerging issues, and critical assumptions that may influence future organizational performance. The course introduces practical techniques for environmental scanning, horizon scanning, trend analysis, uncertainty mapping, scenario development, strategic implications analysis, scenario testing, and strategic response planning. Participants will also examine how to distinguish between predictable developments and areas of genuine uncertainty that require alternative strategic responses.

The Scenario Planning & Strategic Foresight Training Course is suitable for government entities, ministries, public sector organizations, banks and financial institutions, oil and gas organizations, and large corporations. Through practical exercises, case discussions, scenario-building workshops, and a final strategic foresight exercise, participants will develop the capability to challenge assumptions, recognize emerging opportunities and risks, strengthen strategic preparedness, and support more resilient long-term organizational decisions.

Objectives

- Analyze major trends, drivers of change, emerging issues, and uncertainties that may influence organizational performance during the course.
- Evaluate internal and external factors that could create alternative future operating environments for the organization.
- Apply environmental scanning, horizon scanning, trend analysis, and uncertainty assessment techniques to identify relevant future developments.
- Identify critical uncertainties and distinguish them from relatively predictable trends and established assumptions.
- Develop plausible and logically consistent future scenarios using structured scenario planning methodologies.
- Assess the potential strategic, operational, financial, technological, and organizational implications of alternative scenarios.
- Challenge existing organizational assumptions and evaluate their relevance under different future conditions.
- Design strategic responses and contingency options that can improve organizational preparedness and resilience.
- Apply scenario testing techniques to evaluate the robustness of existing strategies, policies, plans, and major decisions.
- Develop early-warning indicators and monitoring mechanisms for identifying changes in the external environment.
- Strengthen strategic foresight capabilities by integrating future-oriented thinking into organizational planning and decision-making.
- Prepare a practical scenario planning and strategic foresight action plan that can be adapted to the participant's organizational environment.

Who Should Attend

The Scenario Planning & Strategic Foresight Training Course is designed for executives, strategic planning directors, corporate strategy managers, business planning professionals, policy planners, organizational development leaders, transformation managers, business development managers, risk managers, enterprise risk professionals, investment and planning specialists, and senior decision makers responsible for preparing organizations for future challenges and opportunities.

The course is particularly relevant to professionals working in government entities, ministries, public sector organizations, banks and financial institutions, oil and gas organizations, energy companies, large corporations, and organizations operating in highly regulated or rapidly changing environments. It is also suitable for specialists in strategy, policy, planning, risk management, business intelligence, economics, research, innovation, sustainability, technology, transformation, and performance management.

The program is valuable for managers and professionals who contribute to long-term planning, strategic reviews, policy development, investment decisions, organizational transformation, business continuity, risk assessment, market analysis, and strategic decision-making, particularly where uncertainty and external change can materially affect organizational priorities.

Learning Outcomes

- Identify significant trends, emerging issues, weak signals, and external drivers that may affect the organization's future.
- Conduct structured environmental and horizon scanning to support future-oriented strategic analysis.
- Distinguish trends, uncertainties, assumptions, risks, opportunities, and potential disruptive developments.
- Map key drivers of change and assess their potential influence on organizational strategy and performance.
- Develop multiple plausible future scenarios using a structured and evidence-informed approach.
- Analyze the implications of alternative scenarios for strategy, operations, resources, investments, policies, and organizational capabilities.
- Test existing strategies and plans against alternative future conditions to identify vulnerabilities and areas requiring adaptation.
- Develop strategic options, contingency measures, and flexible responses for different future scenarios.
- Establish early-warning indicators that can help management identify changes in the external environment.
- Integrate strategic foresight and scenario planning into corporate strategy, business planning, risk management, and decision-making processes.
- Facilitate structured discussions that challenge conventional assumptions and encourage longer-term strategic thinking.

- Prepare and present a practical scenario planning framework and strategic response plan for a selected organizational challenge.

Course Outline

DAY 01

Foundations of Strategic Foresight and Future-Oriented Thinking

- Understanding strategic foresight and its role in organizational strategy
- Strategic foresight versus forecasting, prediction, strategic planning, and risk management
- The importance of thinking beyond short-term organizational planning
- Understanding alternative futures: possible, plausible, probable, and preferable futures
- Drivers of change and their influence on organizations
- Political, economic, social, technological, environmental, and regulatory change
- Identifying emerging issues and early signals of change
- Understanding uncertainty, complexity, disruption, and systemic change
- Challenging organizational assumptions and conventional thinking
- Developing a future-oriented organizational mindset

PRACTICAL APPLICATION OR DISCUSSION

Conducting an initial strategic foresight assessment of a selected organization and identifying key drivers of future change

DAY 02

Environmental Scanning, Trends, Drivers, and Critical Uncertainties

- Principles of environmental scanning and horizon scanning
- Identifying relevant macroeconomic, industry, technological, regulatory, and societal trends
- Distinguishing trends from temporary developments and emerging signals
- Trend analysis and assessment of potential organizational implications
- Identifying drivers of change and their relationships

DAY 02 — CONTINUED

- Mapping forces shaping future operating environments
- Identifying critical uncertainties and high-impact developments
- Assessing assumptions, dependencies, vulnerabilities, and potential disruptions
- Building uncertainty and impact matrices
- Prioritizing trends and drivers according to relevance, impact, and uncertainty
- Developing structured approaches for continuous monitoring of change

PRACTICAL APPLICATION OR DISCUSSION

Creating a drivers-of-change map and identifying the critical uncertainties most relevant to a selected organization

DAY 03

Scenario Development and Scenario Architecture

- Principles and characteristics of effective scenario planning
- Selecting the strategic question or decision to be explored
- Defining the scenario planning time horizon
- Identifying the most influential drivers and uncertainties
- Building scenario frameworks and scenario axes
- Developing alternative and internally consistent future scenarios
- Creating scenario narratives and defining future operating conditions
- Testing scenarios for plausibility, relevance, coherence, and strategic value
- Identifying implications for markets, customers, stakeholders, resources, technology, operations, and organizational capabilities
- Avoiding common scenario planning weaknesses and cognitive biases
- Using scenario workshops to generate diverse perspectives

PRACTICAL APPLICATION OR DISCUSSION

Developing a set of plausible future scenarios for a real organizational challenge and presenting their key characteristics

DAY 04

Strategic Implications, Scenario Testing, and Organizational Resilience

- Translating scenarios into strategic implications
- Assessing the impact of alternative futures on existing strategies and plans
- Scenario testing of major strategic decisions and organizational priorities
- Identifying strategy vulnerabilities and critical dependencies
- Developing strategic options for different future conditions
- Building contingency plans and adaptive strategic responses
- Identifying no-regret actions that create value across multiple scenarios
- Developing early-warning indicators and trigger points
- Linking scenario planning with enterprise risk management and business continuity
- Strengthening organizational resilience and strategic agility
- Integrating scenario insights into resource allocation, investment decisions, and business planning

PRACTICAL APPLICATION OR DISCUSSION

Stress-testing an existing strategy against alternative scenarios and developing strategic responses for each future condition

DAY 05

Strategic Foresight Integration and Future Strategy Workshop

- Integrating strategic foresight into corporate and organizational strategy
- Linking scenario planning with strategic planning and business planning
- Establishing strategic foresight governance and responsibilities
- Creating a practical horizon scanning and future-monitoring process
- Developing early-warning systems and management indicators
- Embedding scenario thinking into executive decision-making
- Communicating future scenarios and strategic implications to senior management
- Managing uncertainty through flexible strategies and adaptive planning
- Identifying strategic priorities that remain relevant across multiple futures

DAY 05 — CONTINUED

- Developing organizational capabilities for long-term preparedness
- Reviewing the relationship between foresight, innovation, risk, resilience, and strategic execution

FINAL WORKSHOP, ACTION PLAN, OR IMPLEMENTATION EXERCISE

Developing and presenting an integrated Scenario Planning & Strategic Foresight framework covering future drivers, critical uncertainties, scenarios, strategic implications, early-warning indicators, strategic responses, and implementation priorities

Register or Request More Information

Course page: <https://quest-training.com/courses/scenario-planning-strategic-foresight-training-course>

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