

What people choose to do is based on their understanding of the present and their assumptions about how the world works



Scenarios are NOT forecasts

Forecasts are based on a single understanding of the present, which is extrapolated to the future. Scenarios by comparison are built on different understandings of the present as well as different assumptions about the future



A scenario is...

A story that describes a possible future

Scenarios are...

Credible, challenging, coherent



What are scenarios?





Predictions Credible

Projections Challenging

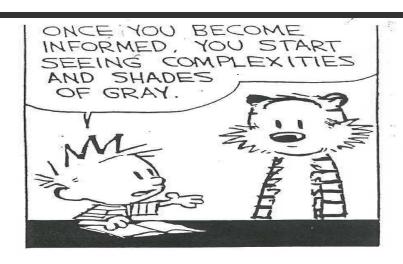
Preferences Coherent

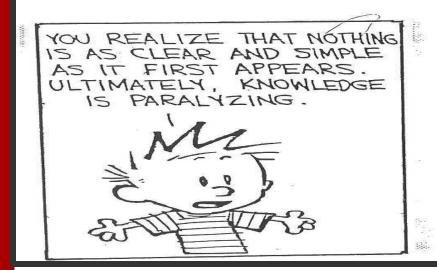
...stories describing paths to different futures

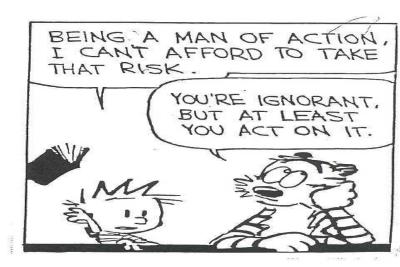


But there are few facts about the future...











Scenario are used for...

- Testing policies and decisions
- Exploring for new ideas and thinking
- Building relationships by forging alignment and shared commitment



Scenarios ask the right question...



...not whether but...WHAT IF?



Features of a Good Scenario:

- Plausible: Recognisable from signals in the present
- Internally consistent
- Challenging: helping to highlight critical dilemmas and key uncertainties
- Relevant: consequential to the decisions we must take or face today



Why scenarios?

 Success in the future depends not just on the study of the future but on the future success of decisions taken today.