RedQuadrant – accelerated scenario planning process

Using the past and present, start to explore possible futures.

As we look into the future, we categorise our outputs into two groups:

- Certainties – events that we **unanimously** believe will be there or happen over the time frame you are using for your scenarios

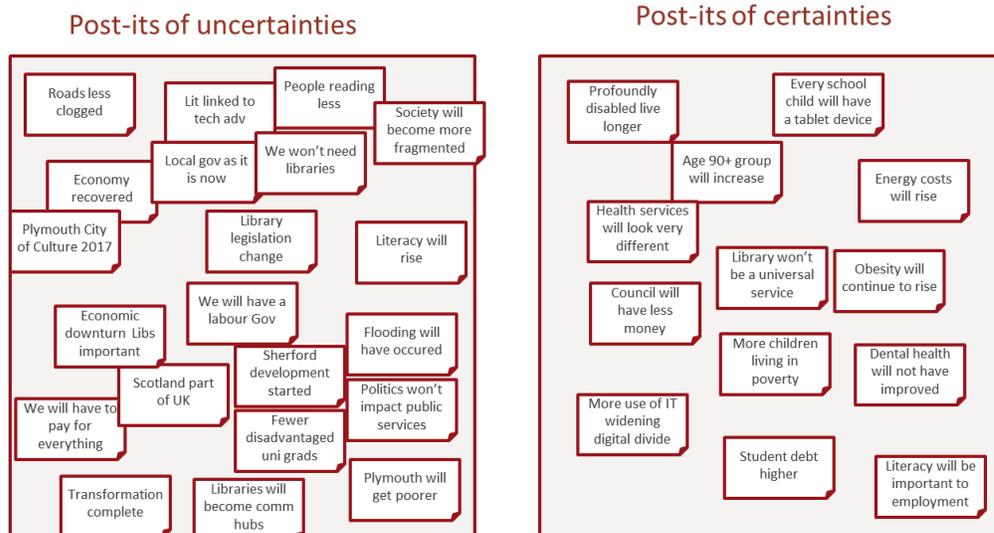e.g.: English will continue to be the official language in the USA in 2018

- Uncertainties – events that **at least one person** believes can have two (or more) possible outcomes in the timeframe
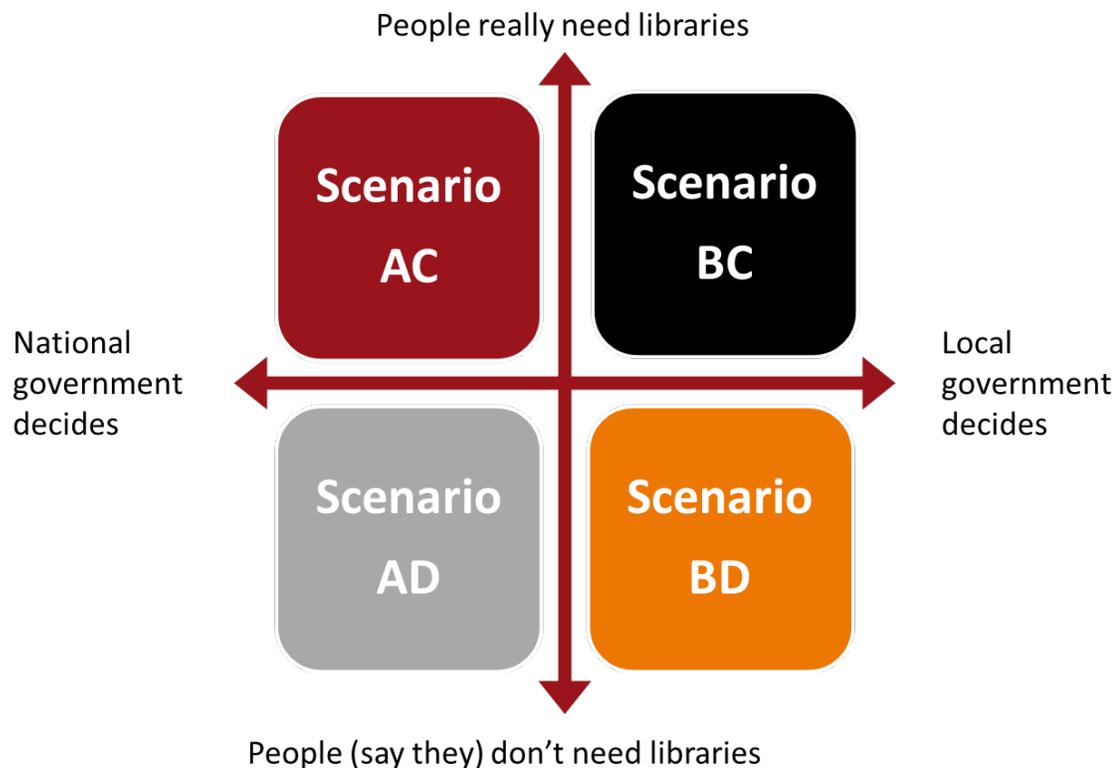
e.g.: England will win the World Cup in 2018

We post ONE certainty or uncertainty per post-it note

Group these by affinity – they provide the background for the scenario planning

Post-its of uncertainties

Roads less clogged

Lit linked to tech adv

People reading less

Society will become more fragmented

Local gov as it is now

We won't need libraries

Economy recovered

Plymouth City of Culture 2017

Library legislation change

Literacy will rise

We will have a labour Gov

Economic downturn Libs important

Flooding will have occured

Scotland part of UK

Sherford development started

Politics won't impact public services

We will have to pay for everything

Fewer disadvantaged uni grads

Plymouth will get poorer

Transformation complete

Libraries will become comm hubs

Post-its of certainties

Profoundly disabled live longer

Every school child will have a tablet device

Age 90+ group will increase

Energy costs will rise

Health services will look very different

Library won't be a universal service

Obesity will continue to rise

Council will have less money

More children living in poverty

Dental health will not have improved

More use of IT widening digital divide

Student debt higher

Literacy will be important to employment

STEP 3 – ORGANISE AND PRIORITISE THE UNCERTAINTIES

We now put the grouped uncertainties across two axes:

- Material impact – organise uncertainties in terms of **how much** impact they have on the public sector consulting

e.g.: this would affect 80% of our activities

- Relevant uncertainty – which outcomes have the **most uncertain** impact (not the probability of the outcomes happening) on public sector consulting

e.g.: this could go either way!

STEP 4 – CREATE THE SCENARIO AXES FROM THE MOST INTERESTING UNCERTAINTIES

Identify the **two most critical** uncertainties and treat them as simple bipolar variables.

Outcome A ⟷ Outcome B
Uncertainty 1

Outcome C ⟷ Outcome D
Uncertainty 2

STEP 5 – DEVELOP NARRATIVES FOR SOCIAL CARE IN EACH OF THE FOUR SCENARIOS

People really need libraries

| Scenario AC | Scenario BC |

National government decides ← → Local government decides

| Scenario AD | Scenario BD |

People (say they) don't need libraries

- Brainstorm bullet points against each criteria

- Now make the scenarios more concrete by fleshing them out into imaginary, but plausible, stories that reflect the forces at play.

- Write a scenario narration explaining what has happened and provide your reasoning. This will help with further analysis.

- Create a memorable, reflective name for each scenario.

STEP 6 – REFLECT ON THE LEARNING

Brainstorm implications and actions

- List the implications of each scenario

- Develop strategies for coping with the four futures

- What are the implications now for workforce?

- What should our next steps be?

Now come up with actions that would enable you to prosper under the new conditions: if this scenario were true, what would we have to make happen?

Some actions would apply to almost any scenario. These common actions form the basis of your plan, since they help you prepare for a range of possible futures.

- What are the 'surprise' implications that cannot be ignored?

- What do you see 'anew'?

- What surprises cannot be ignored?

- What do you personally need to do next?

- What else should be done *now*?

- What are the common themes?

We welcome additional comments to socialcare2020@redquadrant.com

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