



Diversity & Inclusion Scenario Planning

Scenario Planning: What is it?

- Scenarios are specially constructed stories about the future
 - Each scenario represents a distinct, plausible world
- The purpose is not to predict the future; but to show how different forces can manipulate the future in different directions.
- The utility lies in its ability to anticipate the future in order to better respond to future events.
- Decisions that have been pre-tested against a range of what the future may offer are more likely to stand the test of time.
- Proven track record in tapping the knowledge of a group of people with diverse perspectives to yield breakthrough insights and innovations.

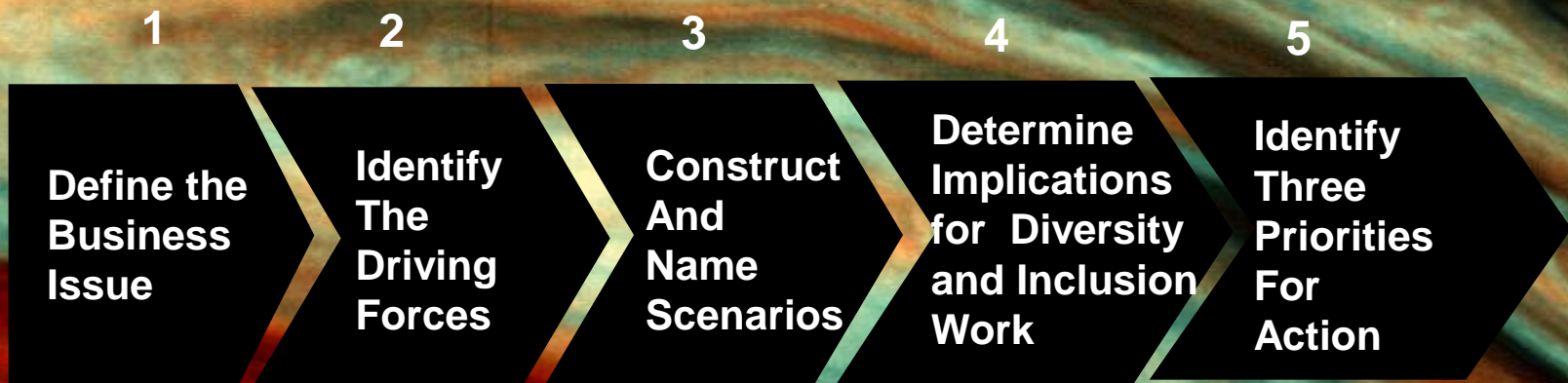
Benefits of Scenario Planning

- Provides a framework for developing and testing strategic alternatives
- The actual process of developing each of the scenarios can be valuable as it increases the understanding of the forces shaping the company, how the company might evolve and what the future business environment may look like
- Ensures that a detailed, consistent set of business plan assumptions is produced
- Scenario descriptions provide context for the forecasts and makes them easier to understand and explain to the various audiences

Use of Scenario Planning

- Long been used by the military
- Last 30 years moved to corporations and other large organizations
- Royal Dutch/Shell made the tool famous by using it to great effect:
 - To anticipate the Arab Oil embargo
 - To anticipate and prepare for the dramatic drop in oil prices during the 1980s.
- Usually a
 - best-case scenario
 - worst case scenario
 - and a scenario somewhere in between are developed

Steps in Our Scenario Planning Exercise



How might future trends impact our diversity and inclusion work?

- Social/ Demographic
- Economic
- Technological
- Political

- Best case
- Middle case
- Worst Case

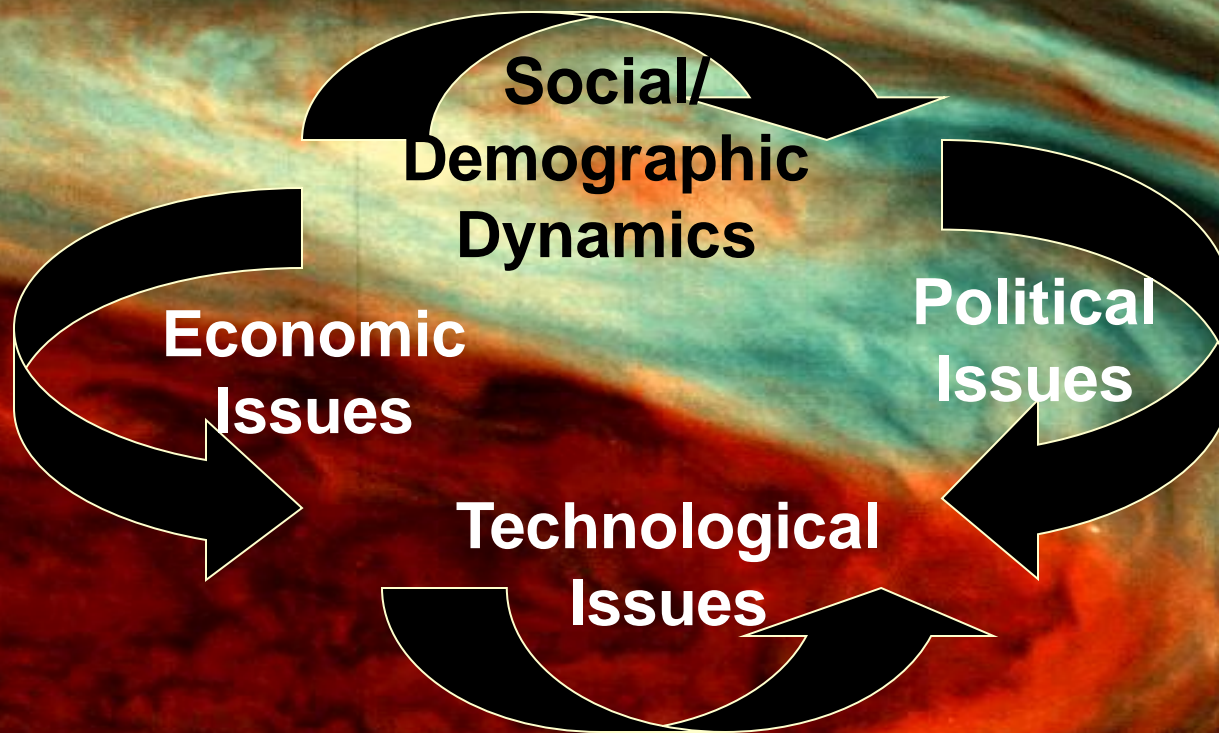
- Leadership
- Communication and Involvement
- Education and Training
- Measurement and Accountability

Identify priority areas to be addressed to respond to these future scenarios

1. Define the Business Issue

*How might future trends
impact our
Diversity and Inclusion work?*

2. Identify the Driving Forces



3. Construct and Name Scenarios

Best Case Scenario Name:

Middle Case Scenario Name:

Worst Case Scenario Name:

4. Determine Implications for Our Diversity and Inclusion Work

Leadership

Communication and Involvement

Education and Training

Measurement and Accountability

5. Identify Three Priorities for Action

Priority #1:

Priority #2:

Priority #3: