Scenario Planning
The link between future and strategy

Revised and updated edition

Mats Lindgren
CEO, Kairos Future

and

Hans Bandhold
Senior Partner, Kairos Future

palgrave macroillan
# Contents

- **List of figures** vii
- **List of tables** x
- **Foreword** xi
- **Introduction** 1

## Chapter 1 Why is Scenario Planning Needed? Some Reasons from the Field of Strategy Research
- The search for strategic flexibility: a strategic dynamic take-off 4
- Dogfights, speed-learning ... 5
- ... and strategic response capability 6
- Putting the strategic response theory into perspective 7
- So how much does strategic flexibility mean? 9
- It means more than we think! 10
- What makes companies strategically flexible? 11
- So: are companies emphasizing the essentials? 16
- There is need and there are opportunities! 19

## Chapter 2 Scenario Planning: An Introductory Overview
- What are scenarios and scenario planning? 22
- Developing scenarios 33
- A brief history of scenario planning 34
- TAIDA™: a framework for thinking of the future 39
- Scenario planning and leadership 43
- Paradoxes in scenario planning 44
- When can scenario techniques be used? 46

## Chapter 3 Scenario Planning in Practice
- TAIDA™: the method for scenario planning 49
- Preparations 50
- Task and prerequisites 55
- Tracking 59
- Analysing 65
- Imaging 82
- Deciding 88
### Chapter 4: The Principles of Scenario Thinking

The seven principles of scenario thinking
Principle 1: Get yourself a toolbox
Principle 2: Handle your brain with care
Principle 3: Think in dramas
Principle 4: Think in futures
Principle 5: Think in uncertainty
Principle 6: Think in systems
Principle 7: Think in actors and moves

### Chapter 5: The Principles of Strategic Thinking

Principle 1: Think in paradoxes
Principle 2: Think in visions
Principle 3: Think in jamming
Principle 4: Think in time
Principle 5: Think in resources
Principle 6: Think in life cycles
Principle 7: Think in experiments and bets

### Appendix 1: Methods

- Media-based methods
- Interview-based methods
- Timeline-based methods
- Intuitive, generative methods
- Actor-oriented methods
- Consequence-focused methods
- Systems methods

### Appendix 2: Glossary

Notes
Kairos Future
Bibliography
Further reading
Index