

Navigating Uncertainty
Scenario Planning Workshop

March 10, 2025

Workshop Packet

Sponsored by:



Organizational Resiliency Assessment

Please select Yes, No, or Sometimes for each question below.

Do most people in your organization...	Yes	No	Sometimes
1. Cherish the organization's history, but not let it limit their aspirations?			
2. Feel like they can uniquely make a positive difference through the organization's work and take individual responsibility for their work?			
3. Get energized by new opportunities and/or challenges?			
4. Know how to identify and manage risk in a timely fashion?			
5. Maintain a connection with someone to whom they can turn for support in work-related matters?			
6. Tackle conflict head-on as an opportunity to learn and grow as well as make better decisions for the organization?			
7. Respond constructively and calmly to bad news or unexpected events?			
8. Promote a culture that supports self-care and prevents burnout?			
9. Understand that their actions (or inaction) directly affect the outcome of events?			
10. Accept the consequences of those actions and take responsibility for them?			

If you answered "yes" to at least six of these questions, your organization can more than likely handle routine and unexpected change/stress relatively well.

If you answered "yes" to fewer than six of these questions, here are five tips to help build your organization's resilience:

1. Consider characteristics of resiliency unique to your organization
2. Foster a culture of candor, trust, and mutual support
3. Assume responsibility for lack of preparedness or involvement in crisis
4. Assess your decision-making style, ability, and track record
5. Commit to collective learning and improvement
6. View crisis as catalyst to evolve your organization

5 Phases of Scenario Planning

Phase 1: Scenario Preparation

Example – Purpose, Estimated Scope and Timeline, Scenario Team and Roles, Costs, Outcomes

Purpose: To help make sense of a rapidly changing environment due to a new administration and executive orders; to shift our organizational culture to one that supports intentionally and strategically building characteristics of resiliency

Estimated Scope and Timeframe: The project will begin with an initial organizing meeting on March 15, 2025; we estimate that 5-6 planning sessions will be scheduled over the next two months to develop scenarios and create a set of actions to successfully manage each scenario; the scenarios will have a horizon of five years out

Scenario Team and Roles: Our scenario team will include the executive director, chief financial officer or bookkeeper, board member with a corporate background, and a diverse group of staff and key volunteers; the executive director will be the project coordinator; others will serve as “think tank” team members during the planning project; if needed, work with a consultant

Costs: Staff will be compensated for their time away from regular work; volunteers will be given gift cards for their participation; the board member will donate their time; consultant rate will be negotiated and not exceed \$5,000; material costs include team member resources, printing, and preparation of a final project report; meals will be provided at planning sessions

Outcomes: We expect several outcomes including assessments of our capacity (e.g., SWOT, decision making, cash flow, cost/benefit analysis, communication), strategic insights about our services and industry, three unique scenarios, time devoted to dialogue about potential impacts on our organization, and right sizing of our programs

Phase 2: Scenario Exploration

Conduct external and internal analysis (interviews, STEEP, SWOT, cash flow)

Phase 3: Scenario Development

Brainstorm major issues, rank by impact and uncertainty, write 2-3 scenario stories (best, moderate, worst)

Phase 4: Scenario implementation

Gain strategic insights, expand assumptions, test decisions, expose opportunities and risks

Phase 5: Project Assessment

Revisit purpose and outcomes, assess impact, benefits and obstacles

Scenario Planning Tool

Scenarios

Drivers/Major Elements	Scenario A: Best Case	Scenario B: Moderate Case	Scenario C: Worst Case
Key Issue: Some of the new executive orders will take effect in 2025			
Programs: How will our programs and the people we serve be impacted?			
Operations: How will our people, facilities, inventory, etc. be impacted?			
Finances: How will our finances, especially revenues, be impacted?			

Scenario Planning Tool

Portfolio of Actions

Action Categories	Scenario A: Best Case Actions	Scenario B: Moderate Case Actions	Scenario C: Worst Case Actions
Appropriate for any scenario: Actions that will positively affect the organization's ability to deliver impact and financial position under any future scenario			
Smaller-scale and more flexible: Smaller-scale, flexible investments or cost reduction measures that can be executed quickly (and reversed) if various scenarios come to fruition			
larger and more permanent: : Large-scale investments or cost reduction measures that may be more permanent in nature			

Scenario Planning Tool

Trigger Points

Actions	Scenarios			Key Trigger Points
	Best	Moderate	Worst	

Indicators to Track and Responsibilities: