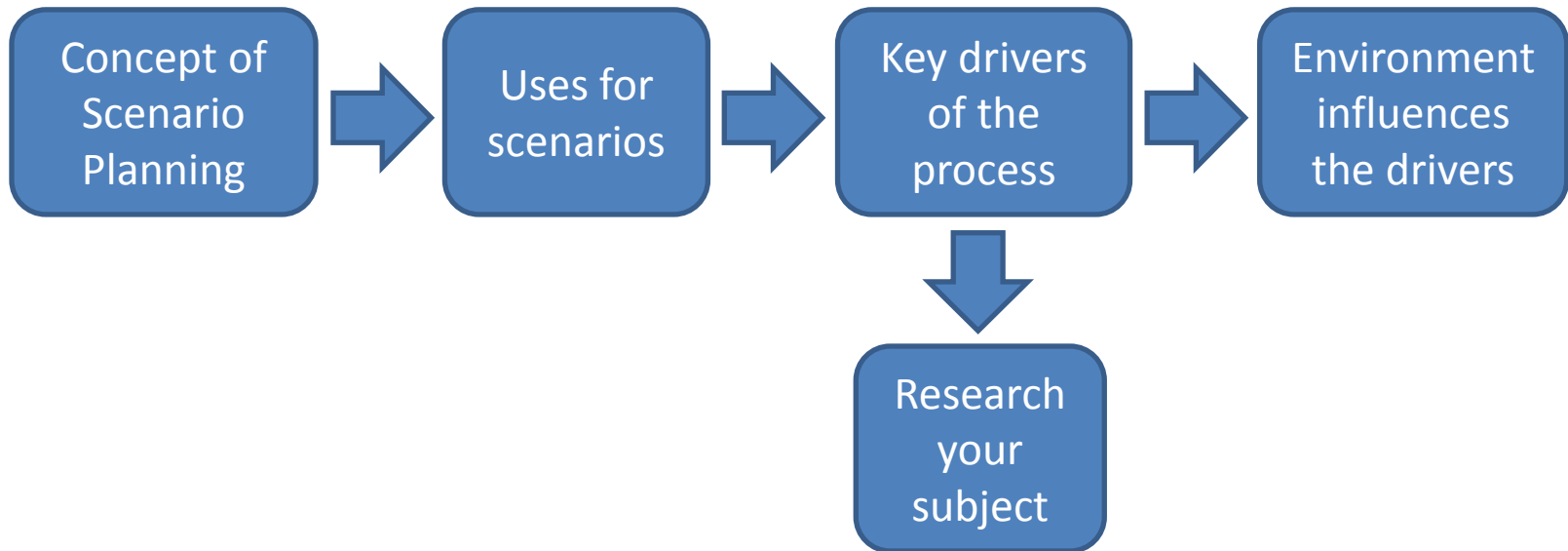


RSM Erasmus – Fulltime MBA – Class of 2010
Scenario Thinking
Professor Daniel Erasmus

Individual Learning Log

Mauricio Hadime Suzuki - 323223

Session 1



Scenarios are not static and must be updated regularly

Session 2

What makes a good scenario?

- Solid assumptions
- Detailed stories
- Plausible and coherent
- Beyond the obvious
- Balanced (equally probable)

What is a driving force?

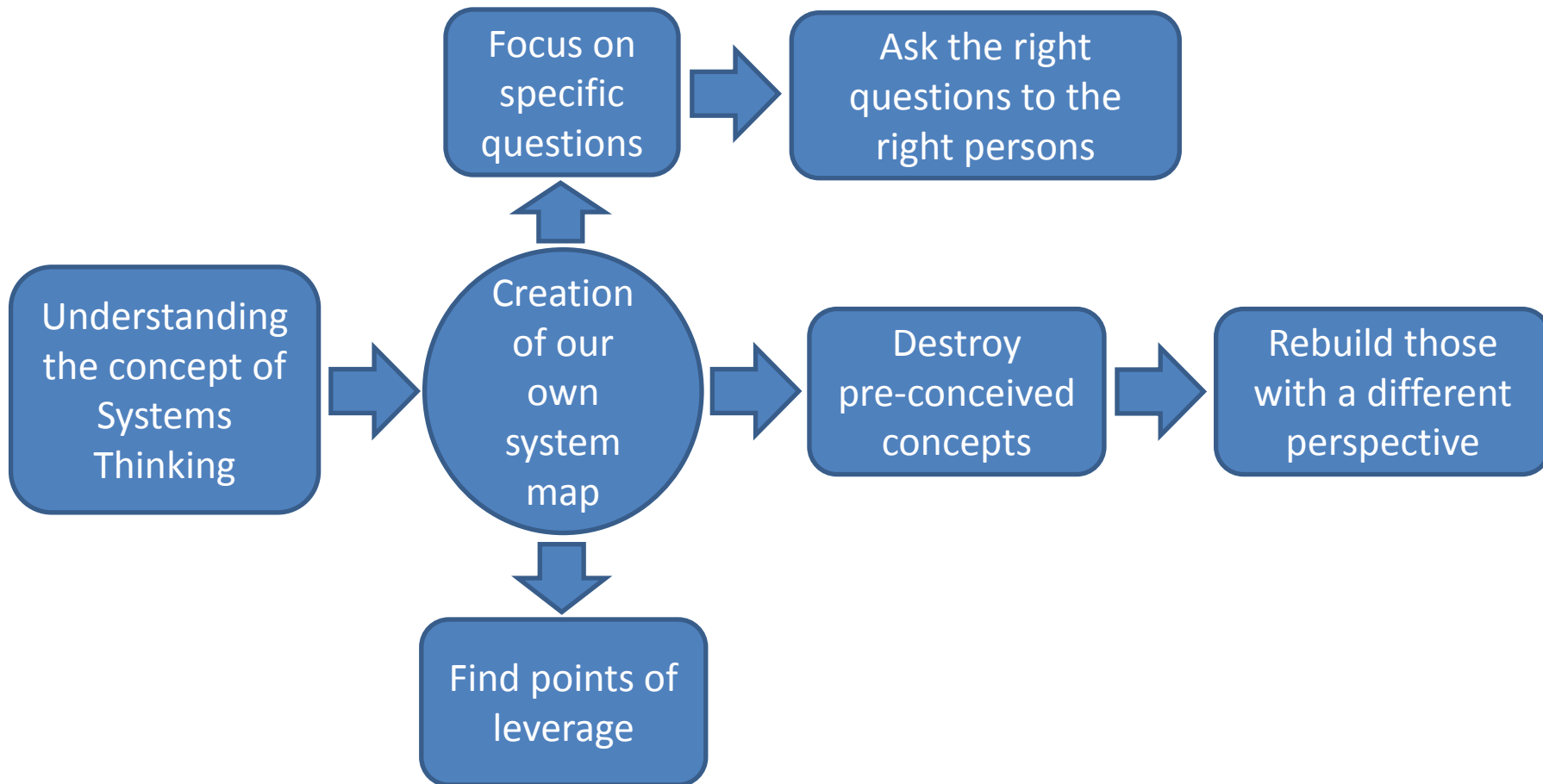
- Identifying a driving force
- Developing the idea
- What influences a driving force
- Driving forces are formed by other driving forces

Linking scenarios and strategies

- You do not create a strategy to achieve a scenario because most of the driving forces are beyond your control
- You create a strategy to deal with each scenario

Strategy is the consequence of a scenario

Session 3



Everything is connected to everything

Session 4

Golden Rules for Designing a System Diagram

Everything is connected to everything

Do not use too broad questions; try to be more specific to have a better understanding of the subject being analyzed

If a node has too many connections, it has a question seen from a very high level perspective – rephrase it, make it simpler

Always describe the interaction between each node at the moment you are writing it, otherwise you may lose the point later

Do not categorize! Interactions can happen among all categories and we want to know those!

There is not a simple solution

When you think you finished, redraw it using a different perspective (different initial question, different mindset...)

Research, research and research!

Session 5

Checking our System Diagram

Challenge the assumptions in your system diagram	Try to find those points of high leverage	Understand the existing interrelations among the agents present in your system diagram. Those must be realistic, plausible and well supported	Always recheck the leverage points because new assumptions can change this point	If the diagram is not strong enough to resist the test, redraw it using different perspectives
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Know when to stop playing with the variables

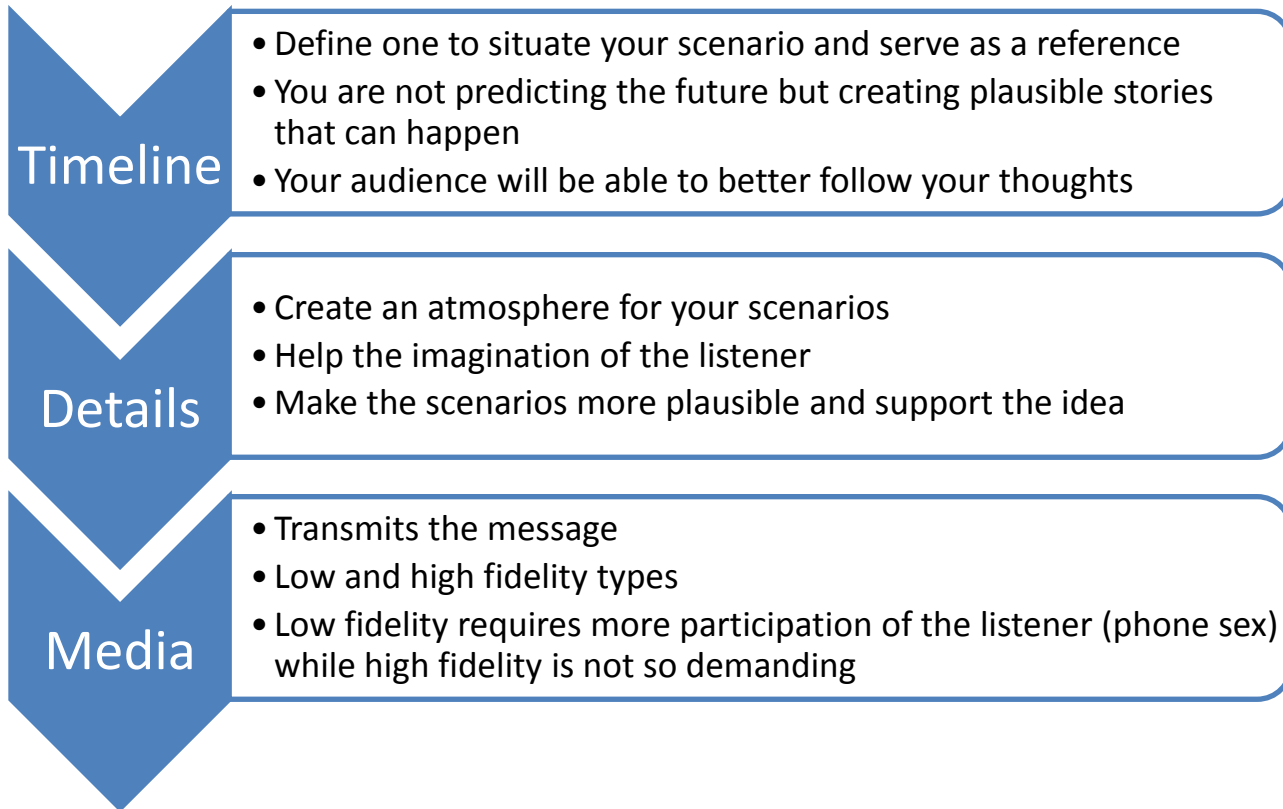
Session 6

- L'avenir ≠ Le futur
- Play with the different situations
- Try to turn your ideas into concrete things (transitional objects, write it down, tape it) instead of just keeping those into your mind
- Inference matrix, fishbone diagram
- Learn by playing (use simulations, workshops), in other words: DO IT!
- Give time for your brain to process your ideas (you are not used with those and you have a tendency to refute what you do not believe or are not comfortable with)

DO IT!!!

Session 7

Telling your story



Scenarios can be vastly improved just by changing the storyteller

Learned while Creating Scenarios

- Discuss your ideas and ask for feedback about your assumptions
- There is no untouchable paradigm
- Unanswered question: How to keep teams and/or individuals motivated during the whole period of the creation process?
- Different points of view are good to challenge our assumptions

Individual Learning

Beginning of the course

- Vague and blurred idea of scenario planning
- To create scenarios one does not need to do much research
- Strategy leads to scenarios
- Some scenarios are more likely than others

End of the course

- More consistent understanding of the topic
- Research is the key factor for a good scenario
- Scenarios are created and only after that, strategies are planned
- All scenarios are equally likely
- Powerful tool that can be used in various business situations
- Still need to understand how to motivate teams during the long process