Introduction to Scenarios
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Thank you for your participation in our scenario workshop! This handout is for your personal use.
We Assume Thinking About the Future is Foreknowing

Due to selective perception ⇒ (mental models)

⇐ Due to linear extrapolation (status quo bias; wishful thinking)
Foresight is the systematic thinking about *uncertain* futures
Strategic foresight is action-oriented foresight

Foresight

Scenario construction, future studies

Strategic Foresight

Strategy development, long-term planning
Scenarios are (strategic) foresight tools
## Scenarios vs. prognoses (foresights vs. forecasts)

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• Use of scenarios: “Hygiene of Thinking”

• Scenarios illustrate alternative developments and make them imaginable (reduce linear thinking).

• The scenario process forces participants to systematically review their own thinking and perspectives.

• Reduction of blind spots

• Reduction of the bias blind spot
• Use of scenarios: “Hygiene of Group Think”

• Scenarios can provide focal points in complicated discourses (avoid fragmentation/fray out).
• Reducing group think/shared information bias
• Reduce reactive devaluation (not-invented-here-syndrome)
• The scenario process provides a platform for structured, interdisciplinary, and intercultural group communication.
Approach

1. Scoping
   Topic
   Focal Question

2. Environment Scanning
   Influential Factors

3. Factor Assessment
   Relevant Trends
   Key Uncertainties

4. Projections
   Alternative Assumptions for 2030

5. Scenario Construction
   Raw Scenarios for further elaboration

6. Scenario Development
   Pictures of the Future
   Histories of the Future

7. Consequences
   Goals
   Opportunities and Threats

8. Implications
   Strategic Options
   Robust Approach
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