

Scenario Planning: Select Bibliography

Originally edited by Kees van der Heijden
Updated by George Burt & Ron Bradfield

Getting started

van der Heijden, Kees. *Scenarios: The Art of Strategic Conversation*. Chichester & New York: John Wiley & Sons, 1996 & 2005 (2nd edition)

A general conceptual and methodological overview.

<http://www.wiley.com/>

van der Heijden K, Bradfield R, Burt G, Cairns G and Wright G: *The Sixth Sense, Accelerating Organisational Learning with Scenarios*. Chichester & New York: John Wiley & Sons, 2002

Develops scenario planning, and its underpinning methodology, with organisational learning. Discusses the psychological barriers to organisational learning.

<http://www.wiley.com/>

Schwartz, Peter. *The Art of the Long View: Paths to Strategic Insight for Yourself and Your Company*. (2nd edition) New York: Doubleday Currency, 1996.

The most-read introduction to the subject of scenario planning.

Ringland, Gill. *Scenario Planning: Managing for the Future*. Chichester: John Wiley & Sons, 1998.

A series of cases and examples.

<http://www.wiley.com/>

Methods

Ackoff, Russell, Presearch Series, GBN
“Placing scenarios in a systemic context”

Best, Eric (editor) “Probabilities – Help or Hindrance in Scenario Planning?” *Deeper News* (Emeryville, CA: GBN) Summer 1991

Do scenarios come with probabilities attached?

Fahey, Liam, and Robert M. Randall (eds.), *Learning from the Future*. New York: John Wiley & Sons, 1997.

Various perspectives on scenario planning from a large number of authors.

<http://www.wiley.com/>

Methods continued

Van der Heijden, Kees, Presearch Series, GBN
“Scenarios, strategy and the strategy process”

Integrating scenarios and strategy

Hodgson, Anthony. “Hexagons for Systems Thinking.” *European Journal of Operational Research* 59, no. 1 (1992): 220–230.

About a visual facilitation technique to support scenario planning.

Leemhuis, Jaap “Using Scenarios to Develop Strategies”, *Long Range Planning*, 18, No. 2 (1985).

Integrating risk and decision-making with scenario planning.

Michael, Don, Presearch Series, GBN
On “making things happen”

Schoemaker, Paul J. H., and Kees van der Heijden. “Integrating Scenarios into Strategic Planning at Royal Dutch/Shell.” *Planning Review* 20, no. 3 (1992): 41–46.

How Shell institutionalized scenario planning in the overall planning process.

Vennix, Jac A.M., H.A. Akkermans, E.A.J.A. Rouwette. “Group Model Building to Facilitate Organizational Change: An Exploratory Study.” *Systems Dynamics Review* 12, no. 1 (1996): 39–58.

About creating group systems thinking.

Wilkinson, Lawrence. “How To Build Scenarios.” *Wired* [Scenarios: 1.01 Special Edition] (September 1995): 74–81.

One (simple) way of doing it

In Practice

Le Roux, Pieter “The Mont Fleur Scenarios.” *Deeper News* (Emeryville, CA: Global Business Network) 7, no. 1 (1997).

The multi-stakeholder scenario process in South Africa

Ogilvy, James, “Three Scenarios for Higher Education.” *The Deeper News* (Emeryville, CA: Global Business Network) 3, no. 1 (1992); reprinted in *Thought & Action: The NEA Higher Education Journal* 9, no.1 (1993).

Three scenarios developed with the national education Board

Brand, Stewart and Schwartz, Peter. *Decades of Restructuring: The 1989 GBN Scenario Book*. Emeryville, CA, 1989.

Driving Forces produce divergent futures

The Congress of South Africa Trade Unions, September Commission. *The Future of the Unions*. Johannesburg: COSATU (August 1997)

A report to COSATU on scenarios for labour.

<http://www.cosatu.org.za/congress/sept-ch1.htm>

In Practice continued

Destino Colombia, a Scenario-Planning Process for the New Millennium, Deeper News (Emeryville, CA: GBN) 9, no 1, 1998.

Columbia's national scenario project

Institute of Economic Affairs and Society for International Development. Kenya at the crossroads: Scenarios for our Future. Nairobi: Institute of Economic affairs, 2000.

Kenya's national scenario project

Wilkinson, Lawrence and Cowan, Jim. *The Logics of Change: The 1995 GBN Scenario Book*. Emeryville, CA, 1995.

Different logics and implications of change

McCorduck, Pamela, and Nancy Ramsey. *The Futures of Women: Scenarios for the 21st Century*. New York: Addison-Wesley, 1996.

A scenario look at the future of women

Peters, Glen. *Beyond the Next Wave: Imagining the Next Generation of Customers*. London: Pitman Publishing, 1996.

Scenario thinking about new markets

Daimler Benz, Scenarios on the Future of the Internet, by BC Fuller and NN Tolia

Rosell, Steven A. *Changing Maps: Governing in a World of Rapid Change*. Ottawa: Carleton University Press, 1995

A scenario discussion on the future of Canada

Vision Guatemala (Spanish language)

Guatemala's national scenario project

World Business Council for Sustainable Development
Exploring Sustainable Development, WBCSD Global Scenarios 2000-2050

Also refer to "Greedy Frogs, balanced Humans, and Improvisational Music: The Plenary Scenarios of the World Business Council for Sustainable Development." Whole Earth Review, Spring 1999.

Three scenarios letting businesses envision for the future of sustainability

Scenarios for Scotland
University of St. Andrew's and University of Strathclyde, Scotland

Scotland's post-devolution National scenario project

Shell Global Scenarios to 2005

The future business environment: trends, trade-offs and choices

Two scenarios that explore major uncertainties and predetermined elements

Sources of Scenario Thinking

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Bradfield, Ron

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Discussion on strategic change from scenario interventions

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Colinvaux, Paul A. "Towards a Theory of History: Fitness, Niche and Cluth of *Homo Sapiens*." *The Journal of Ecology* 70, no. 2 (1982): 393–412.

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The interaction between thinking and culture.

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Categorizing the environment.

Forrester, Jay W. *Industrial Dynamics*. Portland, OR: Productivity Press (originally Cambridge, MA: MIT Press), 1961.

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Gleick, James. *Chaos: Making a New Science*. New York: Viking Press, 1987.

The book that put "intrinsic uncertainty" on the map.

Ingvar, David H. "Memories of the Future: An Essay on the Temporal Organization of Conscious Awareness." *Human Neurobiology* 4, no. 3 (1985): 127–136.

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Porter, Michael E. "What is Strategy?" *Harvard Business Review* 74, no. 6 (1996): 61–74.

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