Scenario Planning Template

**Framework for a Session**

* 1 hour preparation time – develop one or more scenarios to discuss (leader)
* 1 ½ hour joint session focused on the three questions (group)
* 2 hours reflection and consolidation (leader)
* 1 hour joint follow-up session (group)

**Overview of the Process**

* Describe the scenario
* Discuss three questions:

1. How likely is the scenario?

2. What would you want to be doing or prepared to do at that time if the scenario came true?

3. What should you do now in light of your answers to the first two questions?

* Debrief

**First Scenario**

It’s **[MONTH]** 2020, and for whatever reason (COVID-19, recession, internal issues) your nonprofit faces a **year-over-year reduction in revenues of at least 10%** [or X%] compared to **[SAME MONTH]** 2019.

**(1) How likely is the scenario?**

* Make assumptions and estimates explicit
* Ask why people estimate as they do
* Ask how various opinions and assessments might be wrong
* Do any criteria or early warning signs emerge from the discussion?

**(2) What would we want to be doing or prepared to do then?**

* Providing advice to your future self
* What impacts would you expect?
* How would you want to be responding to those impacts?

**(3) What should you be doing now in light of your answers to the first two questions?**

* Research topics?
* Areas of optionality?
* Areas of leverage?
* Issues to track?

**Try Other Possible Scenarios**

* Expand the first scenario (above) by exploring alternative possibilities
  + Repeat the first scenario, but choose a different value percent. XX% less revenue than this time last year
  + Recovery, so same amount of revenue as last year
  + Grant worth an additional 10% of budget
* Our electronic files are held for ransom
* Crystalize a worry into a concrete future experience
* Crystalize a hope into a concrete future experience
* ED/CEO departure
* ED/CEO unexpectedly out of contact for a period of time (e.g. due to a family or health emergency)