



*Strengthening mission-driven organizations as they have a positive impact in our world.*

## Rapid Recovery Scenario Planning

North Star Strategies provides expert web-based meeting facilitation for leaders to **develop scenarios** for their organizations and align on **action plans** and **contingency plans**. The proven process that we use is based on the Royal Dutch Shell planning approach and the derivative “Field Manual for Scenario Building” published by Sascha Meinert of the Institute for Prospective Analyses in Berlin. The process can be done as a series of virtual meetings with time to reflect in between or as a virtual workshop.

### Our Process:

- Step 1:** Identify the broad topic and time horizon for planning, i.e. scope.
- Step 2:** Use familiar SWOT analysis as a brainstorming technique that surfaces and groups assumptions around what is known/certain and what is unknown/uncertain.
- Step 3:** Conduct in depth, structured interviews to listen while each leader explores potential scenarios that they are considering, or being kept awake at night by, as well as thoughts that were triggered in the brainstorming session. (This step isn't included in the workshop version.)
- Step 4:** Use visioning techniques to develop stories around potential scenarios that are internally consistent. This key step can be difficult for people in practice without an experienced facilitator.
- Step 5:** Work with the leadership team to reduce potential scenarios to a few plausible, relevant scenarios and build them out further with imagination and story.
- Step 6:** Identify the significant decisions, the major uncertainties, and the measurable indicators that are relevant to each scenario.
- Step 7:** Describe quantitative/financial elements as best as possible to help focus the dialogue and prioritize issues.
- Step 8:** Short term action plan with responsibilities and milestone/event-based timing. This action roadmap includes short term activities and a high level, longer term Plan A or Plan B structure.

### Selected Clients:

“North Star helped us focus the discussion, identify the real issues, and resolve those issues...My only regret is that we did not engage North Star earlier, as we would have saved considerable time and resources.”

- James Peffley  
Board Chairman,  
Housing Alliance Delaware,  
and Vice President, Cinnaire



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