

A decorative graphic at the top of the page features several overlapping lines and arrows. There are solid blue and red lines, dashed white and red lines, and a dashed yellow line. The arrows are in various colors (red, blue, yellow) and point in different directions, creating a sense of movement and complexity.

# SCENARIO PLANNING AND THE CHILEAN LANDSCAPE

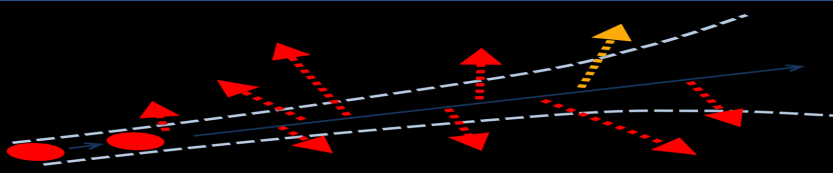
## **Dear attendees:**

The outcome of the recent elections means that all the people in Chile will face the possibility of significant change in the next few years, no matter if we are looking at the future as individual citizens, or from the viewpoint of a business or other organization that aims to be successful in the future.

As we are facing enormous uncertainties, we must give serious thought to how the future could develop, so that we can begin preparing for it today. But rather than trying to predict what *will* happen - which is difficult to get right - it can be very helpful to envisage different possible futures that realistically *could* happen. If we could foresee how different outcomes could materialize, we would be in a better position to respond to the changes more flexibly.

A structured approach for thinking about potential future change is scenario planning. This fascinating method for visualizing how the “future landscape” could realistically evolve is used by many organizations worldwide to foresee future change, and plan for it effectively.

Scenario planning is based on a simple idea: to foresee how different the future might be, you need to identify the factors that can influence it. Most of these so-called “driving forces” will be relatively unimportant. For example, they might change things in one part of the economy, or only have a temporary effect, but won’t significantly and permanently change the “big picture” in its entirety.



However, other factors are identifiable that could have a huge impact on the entire economy, the political terrain, people's lives and fortunes. These are the ones we want to focus on.

The problem with some of these high-impact driving forces is that we believe they could be very important, but we may not be sure in which direction they will in fact evolve. This is why we call these factors "critical uncertainties", and they are the ones that interest us the most.

This is where the logic of scenario planning comes into play: Since we don't know how they will turn out, but we believe that their ultimate outcome will be vital to the way the future takes shape, we can get an idea of the alternative possible landscapes if we visualize these critical uncertainties evolving in opposite directions.

In other words: visualize two outcomes, not only one. And the two outcomes should be very different from each other, so that we can understand the contrast between the futures that would result.

These are some of the topics we will be discussing next Thursday 17Jun2021, in the webinar "And now what...? How to foresee possible futures for Chile...", hosted by the Santiago-based management consulting firm KONCEPT Ltd. ([www.koncept.cl](http://www.koncept.cl)).

I hope to meet you there...!

<https://bit.ly/3uPcb5l>

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