Soft skills

# Anticipating: Scenarios and Strategic Thinking

One day to look beyond this year's budget and prepare the company for several possible futures. Participants identify the trends and weak signals that matter for their business, build contrasting scenarios, draw robust options and warning indicators from them, then turn that work into decisions to take right now.

**Duration : 1 day**

## Objectives

1. Explain what distinguishes forecasting, planning and scenario thinking
2. Identify the major trends, key uncertainties and weak signals in your sector
3. Build contrasting, plausible scenarios from two key uncertainties
4. Assess strategic options by how robust they are against each scenario
5. Define warning indicators and the decisions to trigger when they move

## Programme

**Day 1 — morning**

• Thinking strategically: choosing where to go and what you will not do

• Forecasting, planning, anticipating: the limits of extrapolation

• Environment analysis: markets, customers, regulation, technology, resources, climate

• Major trends, key uncertainties, weak signals: exercise on your sector

**Day 1 — afternoon (workshop)**

• Two-uncertainty matrix and writing four scenarios

• Consequences of each scenario for the company: customers, offer, skills, supply

• Options that hold in every scenario, deliberate bets, wait-and-see options; fallback plans

• Workshop: scenarios for your business over five years and the warning indicators to monitor

• Knowledge test and presentation of the scenarios

## Teaching methods

• Work on the company's real sector: agri-food, packaging, industry, distribution, services

• Examples of developments affecting Moroccan exporters: buyers' carbon requirements, European packaging rules, new customer requirements

• Collective writing of scenarios in sub-groups

• Simulation of a strategy committee arbitrating between options

• Preferably delivered in-company, with a management team that works together

## Assessment and documents

Knowledge test and presentation of the scenarios built in the workshop, with a follow-up evaluation at D+1. Numbered training certificate, verifiable online, for each participant; the company receives the training report and the summary of the scenarios.

Bilingual materials for every participant; each classroom course comes with its digital twin on OmniLearn.

**Good to know**

"Taking a Step Back: Big Picture and Reading the Issues" is good preparation for this day. For deciding day to day in a shifting context, see "Deciding and Moving Forward Under Uncertainty".

## Practical information

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| **Duration** | 1 day |
| **Audience** | Members of management teams, business or subsidiary managers, heads of strategic projects |
| **Prerequisites** | Experience in a management, line management or business steering role |
| **Group size** | Groups of 6 to 12 participants, in-company |
| **Format** | In-company, face to face on your site |
| **Language** | French, Darija or English; bilingual materials |
| **Funding** | OFPPT special training contracts (TFP), GIAC, Maroc PME: we prepare the applications with you, at no extra cost. |
| **Programme customisation** | Programme adapted to your procedures, your equipment and your audience |

## Frequently asked questions

**What time horizon is worked on?**
Generally three to five years, depending on the pace of your sector. The horizon is set with management before the session.

**Does this day produce a strategic plan?**
No. It produces scenarios, options and warning indicators, which then feed management's thinking. A strategic plan takes longer work, with the company's own data.

**Should the whole management team take part?**
That is the most useful format: scenarios built together become a shared reference for later trade-offs. The day can also bring together managers from several subsidiaries of the same group.

**How does it differ from "Deciding and Moving Forward Under Uncertainty"?**
This day looks several years ahead and prepares the organisation. "Deciding and Moving Forward Under Uncertainty" helps a manager act this week despite the unknowns in their scope.