2020 Executive Forum
August 20, 2020

Scenario Planning and Strategy: Facing our Future Together

Presenter: David Kaplan, Founder and CEO of Panoramic Strategy
Agenda

1. INTRO / ABOUT SCENARIO PLANNING
   - 20 min. Presentation, w/ Chat

2. COVID-19 SCENARIOS
   - 15 min. Presentation, w/ Chat, Q&A

3. PRACTICE, INPUT AND KEY CONCEPTS
   - 20 min. Presentation, w/ Chat, Q&A

4. TOOLKIT GOALS AND WALKTHROUGH
   - 15 min. Presentation, w/ Chat Q&A

5. QUESTIONS AND WRAP-UP
   - 10 min. Live Q&A
Housekeeping – Using Zoom

Best to use speaker view, not gallery view
About Scenario Planning
Opinion

Covid-19, Confusion and Uncertainty

It will be a difficult road back to any kind of normal living.
Scenarios acknowledge a wider uncertainty... about what business you will need to be in.
The perils of prediction
Scenarios map the plausible range of stories
Scenarios map the plausible range of stories

External conditions

Multiple hypotheses / acknowledge uncertainties

Imaginative, but plausible

Holistic
ORIENT
• Internal perspectives, knowledge and beliefs
• Focal question

EXPLORE
• External perspectives
• Scanning the “fringe”
• Driving forces and uncertainties

SYNTHESIZE
• Combine forces into scenario logic and framework
• Detailed scenario stories and sector-level impacts

CHOOSE / ACT
• “Rehearse the future”
• Generate options
• Tentative priorities

MONITOR
• Early indicators and signposts
• Ongoing dialogue and adjustment

Diverge to generate insight
Converge to drive action
We get there by thinking outside-in.

**CONTEXTUAL ENVIRONMENT**
- Social change
- Technology advances
- Economic shifts
- Environmental trends
- Political developments

**COMMUNAL DYNAMICS**
- Constituent needs / financial status
- Donor capacity and interests
- Partner developments
- Relevant policies
- Enabling capabilities

**ORGANIZATION**
- Services and programs
- Assets and capabilities
- Leadership
- Relationships
- Reputation
- Operations and infrastructure
Key building blocks for diverse scenarios: **Critical Uncertainties**

Aspect of a force of change (i.e. STEEP), or a response to a force of change, that
1. Has the potential to move in *multiple directions* (i.e. uncertain)
2. Has an *unusually high, distinct* impact on future conditions (i.e. important)
Example scenario framework

- **EXILE**: Economic transformation for some, few choices for others
- **MANNA**: Public health breakthroughs provide a path to recovery, for now
- **PLAGUES**: Lingering struggle to survive in a highly fractured society
- **TRIBES**: Small, collective risk taking to navigate an inconsistent world

- Maintains or improves
- Mostly doesn’t return
- Partly or mostly returns
- Worsens

- Financial Stability
- Civic and social gathering
Reply in Chat: Questions about scenarios in general?
Where scenarios fit in creating strategy

- External conditions / scenarios:
  - Not so much in your control

- Strategy:
  - Mostly in your control

- Capabilities and assets:
  - Very much in your control

- Vision and values:
  - Very much in your control
Where scenarios fit in creating strategy

- External conditions / scenarios
- Capabilities and assets
- Vision and values

- Who do we serve?
- What do we offer?
- How do we do it uniquely? (I.e. why us?)
- What do we need to be really good at?
- In what ways do we organize and operate to do this best?
Rehearsing the future

Given our vision and values,
and given our capabilities and assets,
what might we....
A portfolio of bets against the future

Create a contingency plan ("playbook")
Identify partner(s) to share the load/risk
Keep a program/initiative, but break into smaller commitments
Start something new your self, in a small way

Clear, primary focus
With a forwardview
"Not" list

CORE

MUST DO’S

SIDE BETS

SIDE BETS

SIDE BETS
You will choose how best to adapt

**ACT IN ANTICIPATION**
Early Indicators

**RESPOND QUICKLY**
Clear Evidence / Event
You will choose how best to adapt

**ACT IN ANTICIPATION**
Early Indicators

**RESPOND QUICKLY**
Clear Evidence / Event

Most individual orgs
Reply in Chat: Questions about planning for multiple futures?
COVID-19 Scenarios
How we got to our scenarios

Focus: *What might the lives of our stakeholders look and feel like in the next 24 months?*

• “24 months”

• Some operational, but more strategic questions
  o Less of “How do we re-open for high holidays?”
  o More of “What else can we do with our buildings?” “Do we need to do more outside the building”
How we got to our scenarios

What might the lives of our stakeholders look and feel like in the next 24 months?

In order to help us think about...

What could organized Jewish life look like in the next 24 months, given each scenario?

Given values and vision, capabilities and assets, what should we be doing over the next 24 months (and how)?
How we got to our scenarios

- Review of other COVID-19 scenario work
- Mass interview: ~500 people across 3 webinars
- Input from prominent sociologists
- 5 sessions with small working group across JFNA and broader Jewish network
- Review with Federation planners
The scenarios

- Mostly does’t return
- Maintains or improves
- Civic and social gathering
- Worsens

Financial stability

Partly or mostly returns

Worlsens

Civic and social gathering

Maintains or improves

Financial stability

Mostly does’t return

Partly or mostly returns
The scenarios
The scenarios
PLAGUES

The response to the health and economic crises becomes further politicized, leading to intentional misinformation and poor coordination in efforts to understand and contain the virus. Continued lockdowns stall reopening efforts. They are met with compliance in some places and resistance in others, while fear and uncertainty increases everywhere. Growing tensions reignite unresolved social issues, including racial injustices and economic disparity. Trust is harder to find, and the perceived risk of physical gatherings remains high, not just for health-related reasons but also due to violence and crime.

Market systems strain to adjust as the economy's ability to function disappears with continued limits on physical gathering domestically and trade disruption globally. Access to food and other basic household needs is intermittent, and income insecurity proliferates as jobs continue to be lost (except among the very wealthy or self-reliant). Personal health is a priority, and individuals do whatever it takes to look out for themselves and their immediate family, including avoiding any gathering deemed nonessential.
The scenarios

- **PLAGUES**: Lingering struggle to survive in a highly fractured society
- **TRIBES**: Small, collective risk taking to navigate an inconsistent world
TRIBES

In the face of continued economic decline and social isolation, people are restless and anxious to get back to work and the other important aspects of their lives. Individuals willingly take certain types of risks to gather. Meanwhile, the lack of a coordinated national effort leads to different regions, states, and cities experimenting with different rules for containing virus transmission.

Given a patchwork of safety guidelines, and without clear and consistent legal precedents, organizations are mostly left to their own devices in implementing health and safety measures and assuming liability. Most physical gathering is highly resource intensive and capacity limited. As a result of continued health uncertainty and financial insecurity, people are exclusive and selective in the types of groups and people they spend time (and money) with, and they seek out trusted options that meet their personal standards of care.
The scenarios

- MANNA: Public health breakthroughs provide a path to recovery, for now
- PLAGUES: Lingering struggle to survive in a highly fractured society
- TRIBES: Small, collective risk taking to navigate an inconsistent world
There is a coordinated, highly technical approach to reopening. Global efforts drive health breakthroughs with a greater understanding of the virus, treatments that reduce effects, and standard containment guidelines. Governments shoulder the costs of testing and tracing services. A new public service corps helps manage the distribution and implementation of public health initiatives. Organizations still make changes to physical spaces, but the bar is lower given the reduced risks to individuals and organizations' ability to leverage the public health system.

At first, people cautiously gather but then gain confidence to broaden their movements. Individuals generally accept the new rules around personal tracking, mandatory quarantining, or shelter in place when necessary. However, for many, choices about where they spend time and with whom have been permanently altered due to recent traumatic experience.

As economic activity recovers, many feel they are on stable ground. However, not everyone is back doing the same job as before, and some jobs do not return at all. Portions of the middle class in every community continue to slide into financial hardship. Even as life seems to be getting back to a semblance of the pre-virus normal, unintended consequences emerge, including rising stigmas against the vulnerable of those who were sick, and debates ramp up over data surveillance and privacy.
The scenarios

- **EXILE**: Economic transformation for some, few choices for others.
- **MANNA**: Public health breakthroughs provide a path to recovery, for now.
- **PLAGUES**: Lingering struggle to survive in a highly fractured society.
- **TRIBES**: Small, collective risk taking to navigate an inconsistent world.

Diagram showing the relationships between these scenarios.
EXILE

Funding for collaboration, social networking, telehealth, and other relevant technology platforms accelerates, leading to a new digital lifestyle for those who can afford it. New employment opportunities open to those with the required skills and/or education, including otherwise unemployed youth, and this revitalizes key economic and social prospects for a good portion of the middle class, especially the upper-middle class. For those groups, physical distancing becomes much more bearable and in some cases is preferred.

The demand for new ways of living and working remotely is partly driven by the desire of certain families to flee unhealthy environments and is partly due to societal shift from centralized, physical offices to an increasingly distributed (rural and ex-urban) and remote workforce. This not only changes the demographic makeup of many places but also leads to a massive split in the quality of life between different types of workforces and populations (e.g., creative/tech/office workers, shared economy workers, and essential workers). Two-thirds of the population is left behind because they cannot afford the transition to an expensive digital-first lifestyle, lack the training and personal networks needed to participate, or are in the wrong job at the wrong time.
The scenarios

Questions?

- **EXILE**: Economic transformation for some, few choices for others
- **MANNA**: Public health breakthroughs provide a path to recovery, for now
- **PLAGUES**: Lingering struggle to survive in a highly fractured society
- **TRIBES**: Small, collective risk taking to navigate an inconsistent world
Getting to core/side bets

1. Align on likely emerging scenario(s)

2. Define corebet

3. Identify and prioritize side bets
Poll: Current Assumptions

3 questions surrounding the possible scenarios

1. Manna
2. Tribes
3. Plagues
4. Exile
Core Bet
PLAGUES

The response to the health and economic crises becomes further politicized, leading to intentional misinformation and poor coordination in efforts to understand and contain the virus. Continued lockdowns stall reopening efforts. They are met with compliance in some places and resistance in others, while fear and uncertainty increases everywhere. Growing tensions reignite unresolved social issues, including racial injustices and economic disparity. Trust is harder to find, and the perceived risk of physical gatherings remains high, not just for health-related reasons but also due to violence and crime.

Market systems strain to adjust as the economy's ability to function disappears with continued limits on physical gathering domestically and trade disruption globally. Access to food and other basic household needs is intermittent, and income insecurity proliferates as jobs continue to be lost (except among the very wealthy or self-reliant). Personal health is a priority, and individuals do whatever it takes to look out for themselves and their immediate family, including avoiding any gathering deemed nonessential.
TRIBES

In the face of continued economic decline and social isolation, people are restless and anxious to get back to work and the other important aspects of their lives. Individuals willingly take certain types of risks to gather. Meanwhile, the lack of a coordinated national effort leads to different regions, states, and cities experimenting with different rules for containing virus transmission.

Given a patchwork of safety guidelines, and without clear and consistent legal precedents, organizations are mostly left to their own devices in implementing health and safety measures and assuming liability. Most physical gathering is highly resource intensive and capacity limited. As a result of continued health uncertainty and financial insecurity, people are exclusive and selective in the types of groups and people they spend time (and money) with, and they seek out trusted options that meet their personal standards of care.
There is a coordinated, highly technical approach to reopening. Global efforts drive health breakthroughs with a greater understanding of the virus, treatments that reduce effects, and standard containment guidelines. Governments shoulder the costs of testing and tracing services. A new public service corps helps manage the distribution and implementation of public health initiatives. Organizations still make changes to physical spaces, but the bar is lower given the reduced risks to individuals and organizations’ ability to leverage the public health system.

At first, people cautiously gather but then gain confidence to broaden their movements. Individuals generally accept the new rules around personal tracking, mandatory quarantining, or shelter in place when necessary. However, for many, choices about where they spend time and with whom have been permanently altered due to recent traumatic experience.

As economic activity recovers, many feel they are on stable ground. However, not everyone is back doing the same job as before, and some jobs do not return at all. Portions of the middle class in every community continue to slide into financial hardship. Even as life seems to be getting back to a semblance of the pre-virus normal, unintended consequences emerge, including rising stigmas against the vulnerable of those who were sick, and debates ramp up over data surveillance and privacy.
EXILE

Funding for collaboration, social networking, telehealth, and other relevant technology platforms accelerates, leading to a new digital lifestyle for those who can afford it. New employment opportunities open to those with the required skills and/or education, including otherwise unemployed youth, and this revitalizes key economic and social prospects for a good portion of the middle class, especially the upper-middle class. For those groups, physical distancing becomes much more bearable and in some cases is preferred.

The demand for new ways of living and working remotely is partly driven by the desire of certain families to flee unhealthy environments and is partly due to societal shift from centralized, physical offices to an increasingly distributed (rural and ex-urban) and remote workforce. This not only changes the demographic makeup of many places but also leads to a massive split in the quality of life between different types of workforces and populations (e.g., creative/tech/office workers, shared economy workers, and essential workers). Two-thirds of the population is left behind because they cannot afford the transition to an expensive digital-first lifestyle, lack the training and personal networks needed to participate, or are in the wrong job at the wrong time.
Individual Exercise: Question 1

*Under the most likely scenario identified........*

What might the lives of those Human Service Agencies serve look and feel like in the next 24 months?

*Use the chat box to let us know some of your insights... They will be used as we get into scenario planning with NJHSA!*
Individual Exercise: Question 1

*Under the most likely scenario identified........*

What 1 or 2 core capabilities of Human Service Agencies will be most critical under this scenario?

*Use the chat box to let us know some of your insights... They will be used as we get into scenario planning with NJHSA!*
You Can Do It Too!
Toolkit for Individual Organizations
The Toolkit (v1.5)

Download it now!
Toolkit Process

1. Analyze
2. Rehearse Each Future and Generate Options
3. Evaluate and Prioritize
4. Plan

Understand our organization today
Explore Future Possibilities
Narrow the list
Define our organization tomorrow
Toolkit Process:

1. Analyze
2. Rehearse Each Future and Generate Options
3. Evaluate and Prioritize
4. Plan

Understand our organization **today**
Explore **Future Possibilities**
Narrow the **list**
Define our organization **tomorrow**
Step 2: Rehearsing the future
Toolkit Process

1. Analyze
2. Rehearse Each Future and Generate Options
3. Evaluate and Prioritize
4. Plan

Understand our organization today
Explore Future Possibilities
Narrow the list
Define our organization tomorrow

Subjective Incomplete Imperfect Hard
Step 3:
Creating a portfolio of bets
Step 3: Creating a portfolio of bets

Clear, primary focus
With a forward view
“Not” list
**3 Core bet fill-in-the-blank**

**Describe the core bet**
Given the most likely emerging scenario you picked, revisit your top 1-3 ideas from that scenario in Step 2. You’ll use these ideas to further develop your core bet using the fill-in-the-blank below.

Example: “Our core bet is to be 100% focused on emotional support and will focus on vulnerable populations with mental health support. We’re the right ones to do this because unlike others we have the full range of needed services enabled by our connections with city services to make it happen.”

Our core bet is ____________________________ (few words about what it is) and will focus on ______________________________ (people / group we’re serving) with ______________________________ (problem they have / need).

We’re the right ones to do this because unlike others, we have the ______________________________ (what makes us unique) enabled by our ______________________________ (capabilities, skills, systems, partnerships, etc) to make it happen.
Step 3: Creating a portfolio of bets
1. Analyze
2. Rehearse Each Future and Generate Options
3. Evaluate and Prioritize
4. Plan

Understand our organization today
Explore Future Possibilities
Narrow the list
Define our organization tomorrow
Toolkit Process

1. Analyze
   - Understand our organization today

2. Rehearse Each Future and Generate Options
   - Explore Future Possibilities

3. Evaluate and Prioritize
   - Narrow the list

4. Plan
   - Define our organization tomorrow

Goal: Structured, strategic conversation
Quick Walkthrough
Different Levels of Decision Making

Programming/operating
- What we offer
- How it is designed/delivered
- How we staff
- What it costs
- Who pays

“Fitness center with COVID safeguards, limited capacity…”

“Small events only…”

“Outdoor classes and 1-on-1 learning only…”

“75% virtual…”
Different Levels of Decision Making

**Organizational strategy**
- Who we are
- What we do
- How we do it well
- Funding mix

**Programming/operating**
- What we offer
- How it is designed/delivered
- How we staff
- What it costs
- Who pays

“Promote and provide wellness for kids and their families across the country, based on expertise and tailored facilities…”

“Focus on seniors, with multiple forms of care and support, based on deep relationships and knowledge of this population…”

“Safe place for local Jewish community to gather, for any type of activity, evolving over time…”
Individual Exercise: Uniqueness

1 or 2 things you do uniquely, or can offer that others do not?

Should be something that you could build a core bet around, or would justify core bet
Strategy Frameworks / Concepts

Jim Collins, *Good to Great*

Roger Martin and A.G. Laffley, *Playing to Win*

Beth Cousens, *What Do We Say No To?*
Adapting to change

Initial bets

- Emergent scenario(s)
- Impact on mission
- Fit with our unique capabilities
- Flexibility/re-usability
- Response time needed
Adapting to change

Initial bets

New bets

- Emergent scenario(s)
- Impact on mission
- Fit with our unique capabilities
- Flexibility/re-usability
- Response time needed
4 Must do’s across all the scenarios

Look for areas of organizational improvement

Hopefully, through this process you’ve seen the need for greater organizational flexibility and other areas of general improvement required in the future. Before planning further, take a moment to identify changes required to be a more responsive organization overall.

With any future we face...

1. What **costs can we reduce to preserve cash** while still keeping our options open?

2. What **core capabilities do we need to lean into more** and/or develop further (such as a particular expertise, set of relationships, systems, etc)?

3. What **organizational or process changes** can we make to operate more effectively?

4. How might we **adjust our planning** for shorter cycles while maintaining our long-term vision?
Questions

Use the “Q&A” feature to ask questions. We’ll do our best to address your questions!
Next Steps
Thank You
2020 Executive Forum
October 28 @ 1 p.m. ET– Final Webinar

Taking action and highlighting critical opportunities to build on the collective strength of our Human Service Agencies, especially in uncertain times, is the most important outcome of our scenario planning process.

The culmination of this process is in fact the beginning of another:

*How we will all make change in our organizations to continue serving our communities as Jewish Human Service Agencies.*

For other upcoming offerings and the link to the final Executive Forum webinar, please visit the Members Only section of our website [www.networkjhsa.org](http://www.networkjhsa.org).