



International Baccalaureate®
Baccalauréat International
Bachillerato Internacional

Scenario Planning: A roadmap for strategic planning

IB Americas Conference

New Orleans, LA USA

July 19-21, 2013

alternatives
SOCIETY
Change
futures
globalization
economy
politics
technology
Imagine
scenarios
new
education
consumerism
world
citizens
government
innovation



Traditional ways to approach strategy

Tools

Financial Modelling

\$	£	%	
2	12	31	22
3	15	10	2
32	22	100	23

Environmental scans

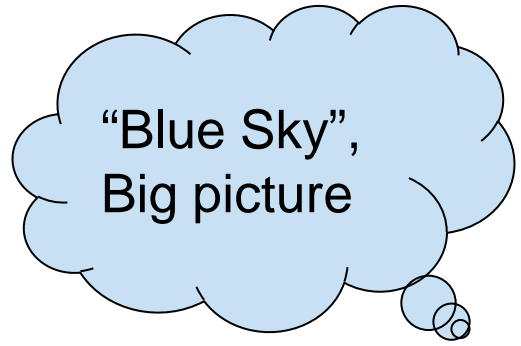
Growth projections

Competitor analysis

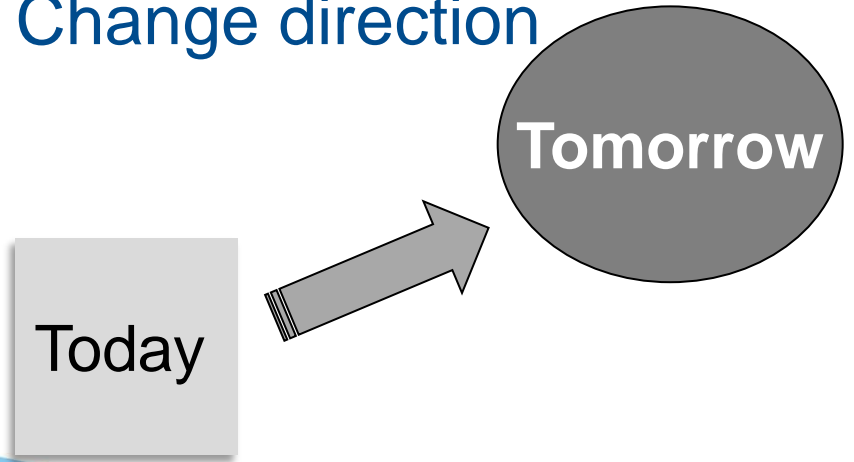
Stakeholder analysis

SWOT Matrix:
Strengths Weaknesses
Opportunities Threats

Concepts



Change direction





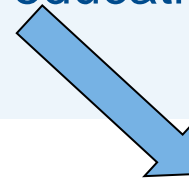
New thinking... For a changing world

5 'traditional' questions...

- What are our aspirations, goals?
- Where will we choose to operate?
- How do we choose to compete?
- What capabilities do we need?
- What management systems are necessary?

... Informed by future world scenarios

- What will the world look like in the future?
- What factors will drive change in education?
- How may our stakeholder needs and the education 'industry' change?





What is scenario planning?

“A scenario is a story that describes a possible future. It identifies some significant events , the main actors and their motivations, and it conveys how the world functions. “

Scenarios: an explorers guide
Shell International 2003

“Scenario Planning is a valuable technique used by business leaders to expand thinking around decisions that involve complex future choices. It is particularly helpful in identifying the larger leaps of change — both potential risks and unseen opportunities — that lie outside our normal range of vision.”

Roy Maurer, the Clarion Group,
“What if...” 2003



How to build scenarios

1 Identify Environmental Factors

What factors impact the decision?

- Economic
- Governments
- Political / Legal
- Social / Demog.
- Technology
- Other

Example:

Governments – the relative control and power of governments will be a key driver of education in the future

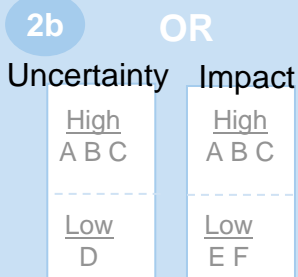
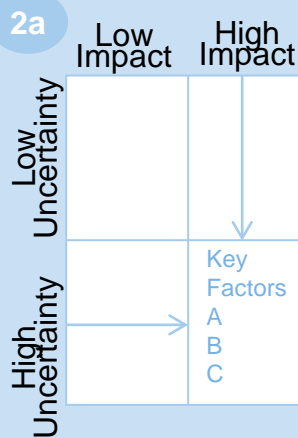
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- Technology
- Natural environment
- Industry
- Org. Capability
- Other

2 Rank Factors by Impact and Uncertainty



Example:

Governments will have a high impact on education. How will governments around the world develop – greater control, more nationalism; or less control, greater globalization? This is highly uncertain

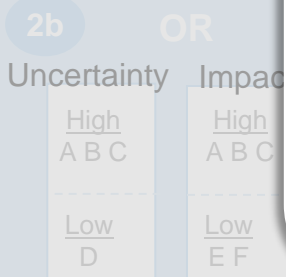
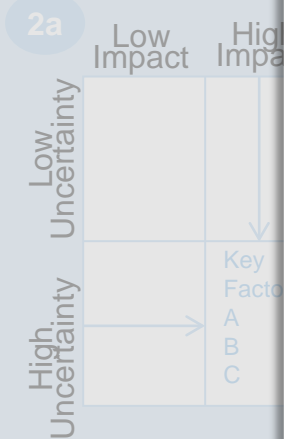
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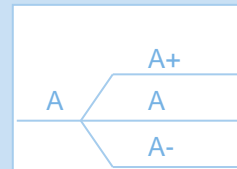
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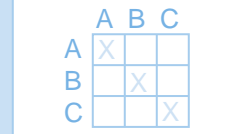


3 Develop Scenarios from Key Factors

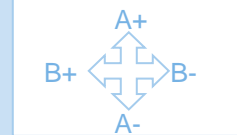
Options



Variations



Polar Opposites



Extremes



Example:

3 scenarios could develop:

- High government control
- Government power decreases; greater power to corporations or civic society
- Globalization – greater collaboration among governments

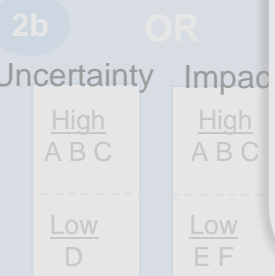
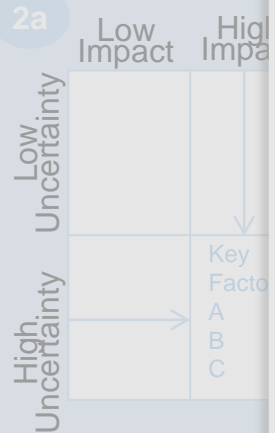
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3 Develop Scenarios for Key Factors

Options

A

Variations

A
B
C

Polar Opposites

B+ S

Extremes

A

Input into Strategic Development

Strategic Choices

Initiatives

Strategic Plan

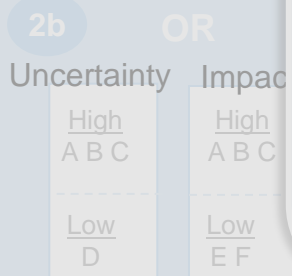
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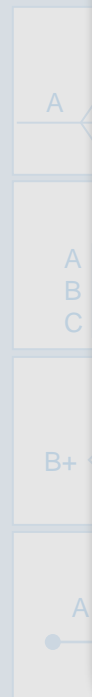
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3 Develop Scenarios for Key Factors

- Options
- Variations
- Polar Opposites
- Extremes



4 Input into Strategic Development

- Strategic Choices
- Initiatives
- Strategic Plan

5 Select Leading Indicators to Monitor

How will we monitor scenarios as they develop in the future?

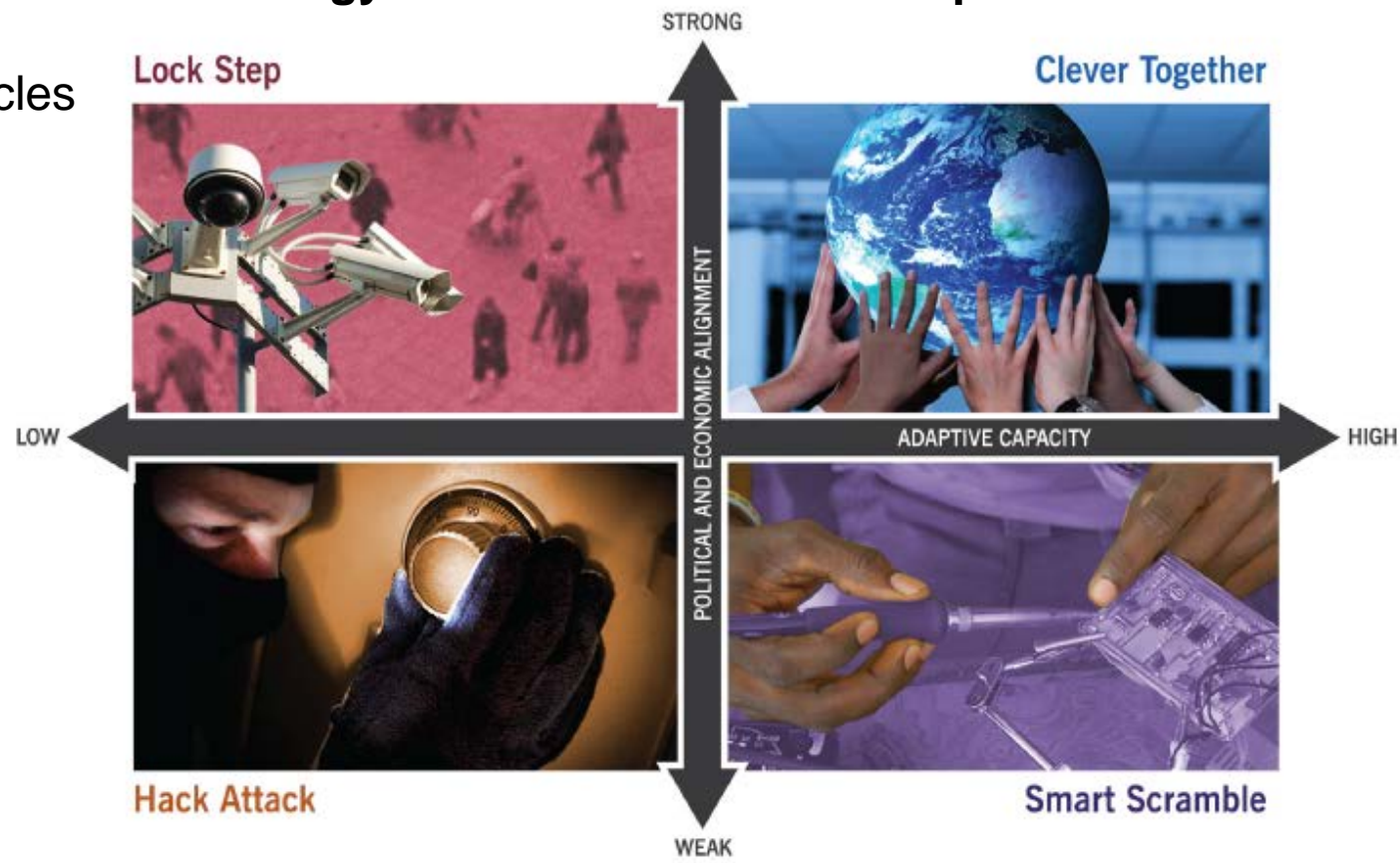
How will we know when and how to act?



Scenarios in practice: The Rockefeller Foundation

Scenarios for the Future of Technology and International Development

<http://www.gbn.com/articles>



Scenarios in practice : Shell

Mountains

Strong role for government, and the introduction of firm and far-reaching policy measures.

These help to develop more compact cities and transform the global transport network.

New policies unlock plentiful natural gas resources – making it the largest global energy source by the 2030s – and accelerate carbon capture and storage technology, supporting a cleaner energy system.

Oceans

More prosperous and volatile world. Energy demand surges, due to strong economic growth.

Power is more widely distributed and governments take longer to agree major decisions.

Market forces rather than policies shape the energy system: oil and coal remain part of the energy mix but renewable energy also grows.

By the 2070s solar becomes the world's largest energy source.

<http://www.shell.com/global/future-energy/scenarios/new-lens-scenarios.html>

Scenario planning – does it really help?

1970s

The 1960s was an era of rapid growth for the energy industry and stable low oil prices, Shell's scenarios raised the possibility of high oil prices—which happened in 1973. Other scenario sets suggested further oil shocks and examined their economic consequences, such as improved energy efficiency.

Source: Scenarios: An Explorer's Guide
Shell International 2003

Scenarios give us lenses that help us see future prospects more clearly, make richer judgments and be more sensitive to uncertainties.
JEREMY BENTHAM, HEAD OF SCENARIOS,
STRATEGY AND BUSINESS DEVELOPMENT,
ROYAL DUTCH SHELL

Scenario planning for education

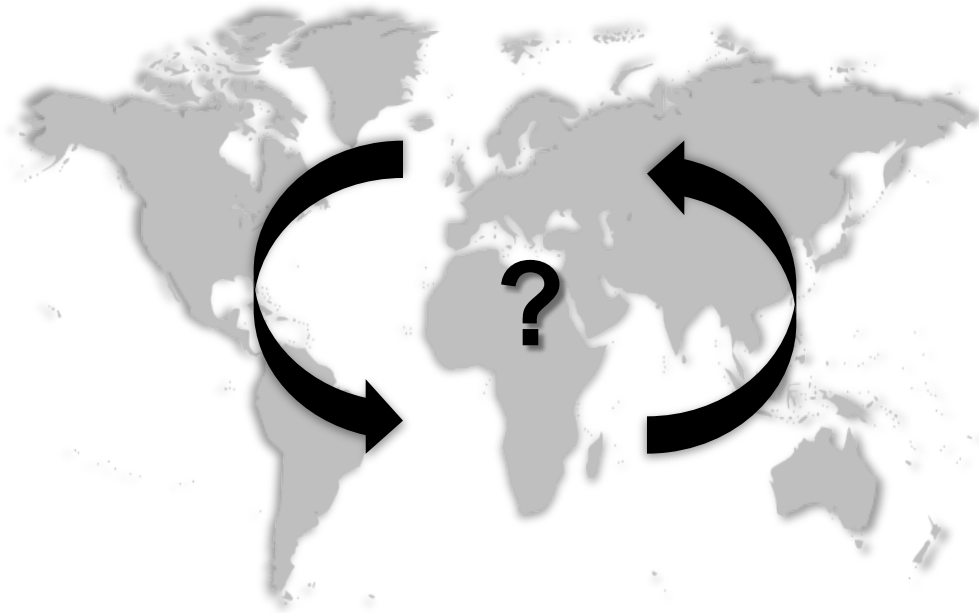
Key factors affecting the future of education:

- Rise of East and Decline of the West
- Consumerism
- Nation States Compete for Human Capital
- Credentialing Education
- Technology
- Globalism / Regionalism / Protectionism
- Global Economy



A few ideas to stimulate thinking...

Global economy: Will global business, market dynamics become a more dominant force than governments in influencing the shape of the world?

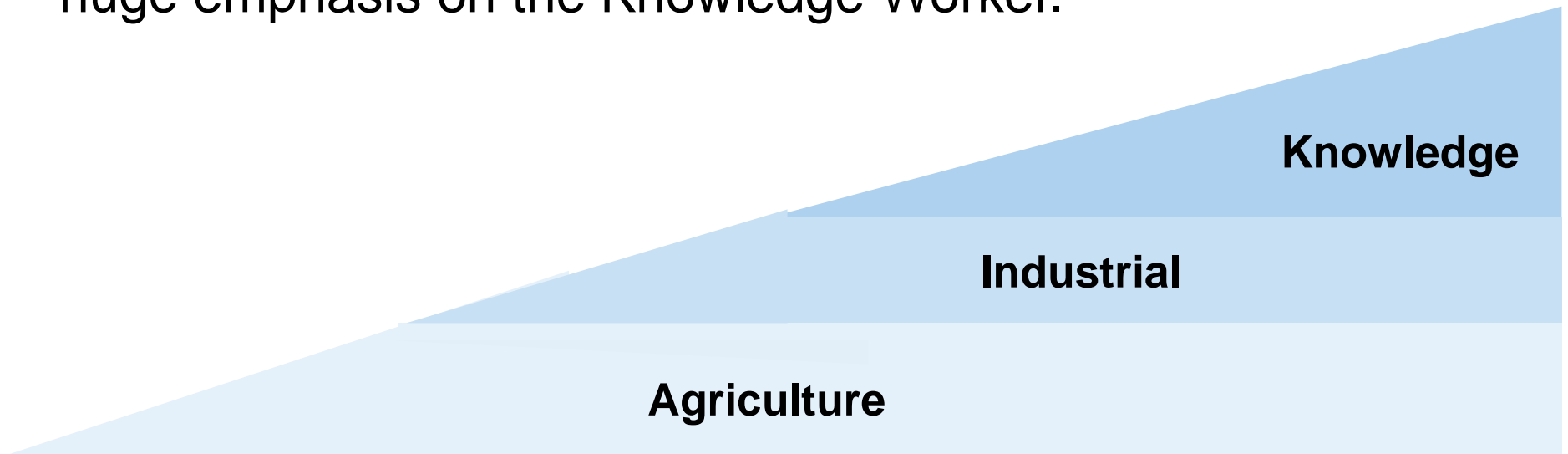


The Rise of The East; The Decline of the West?



Understanding Economics As a Primary Driver

Clear evolution of economic stages that drive the need for different kinds of education. Today there is huge emphasis on the Knowledge Worker.



Alvin Toffler (Revolutionary Wealth, 2006): think of these holistically, as broad, interconnected Systems

Potential Changes in the Delivery of Education

Sequential, Staged, confined in time and space

An Education System that Delivers Results

Foundation Year

Primary
Ages 5-12
Yr. 1 - Yr. 6

Secondary
Ages 13-18
Yr. 9
Yr. 10
Yr. 11 - NCEA Level 1
Yr. 12 - NCEA Level 2
Yr. 13 - NCEA Level 3

Tertiary
Ages 18+
Institutes of Technology & Polytechnics
Private Tertiary Institutions
Universities
Bachelor's Degree
Postgraduate Diploma
Master's Degree
Doctorate

English Language Schools



Create opportunity for learning anywhere, anytime

Free Open Source IP

Sugata Mitra's "School in the Cloud".



Self Organizing Learning



Massive Open Online Course

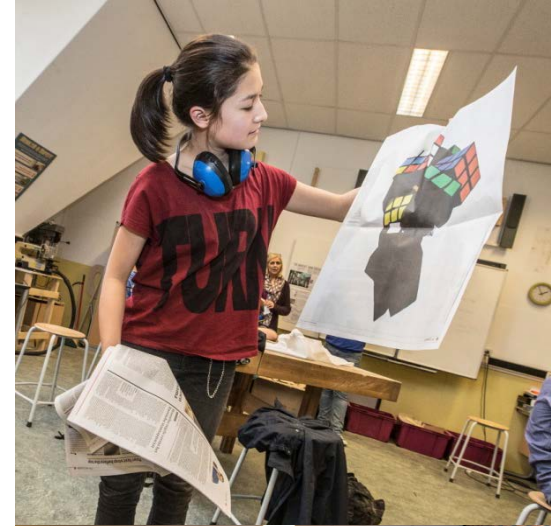
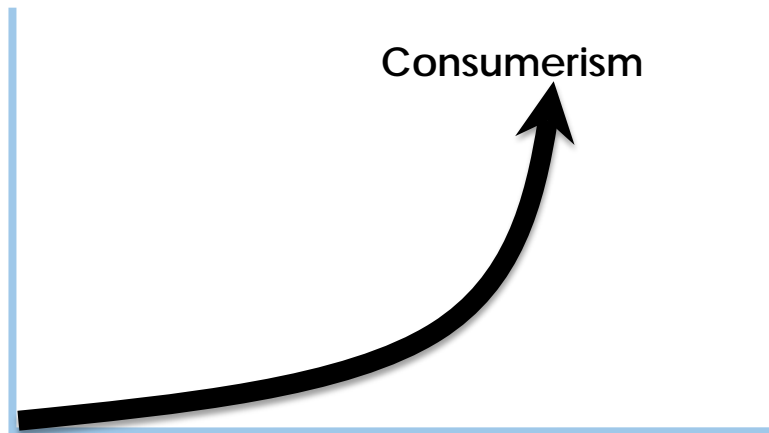
Transportable Storage of Sum of World's Knowledge (Michael Lesk)



Age of Consumerism

In the age of consumerism the balance of power is shifted to individuals.

- Marked by transparency of information and the democratization of knowledge.
- Fueled by the flow of information on the internet widely shared by broad networks of people.





Credentialing and Assessment Chain

Currently universities hold the power in the linear chain of credentialing. This may change.



Scenario planning for education

Key factors affecting the future of education:

- Rise of East and Decline of the West
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- Credentialing Education
- Technology
- Globalism / Regionalism / Protectionism
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How would you rank these factors?

Current scenario work at IB: one example

Market cycles have no impact (even each other out)

Globalism will rise / Regionalism will increase due to greater increase of regional trading blocks

Human resources become the most important resource - nation states compete for best and brightest ('imagineers')

Creation of collateral (smaller, faster, cheaper)

A degree has less value, the portfolio of work, capabilities and experience more important

Individualised and customised educational solutions

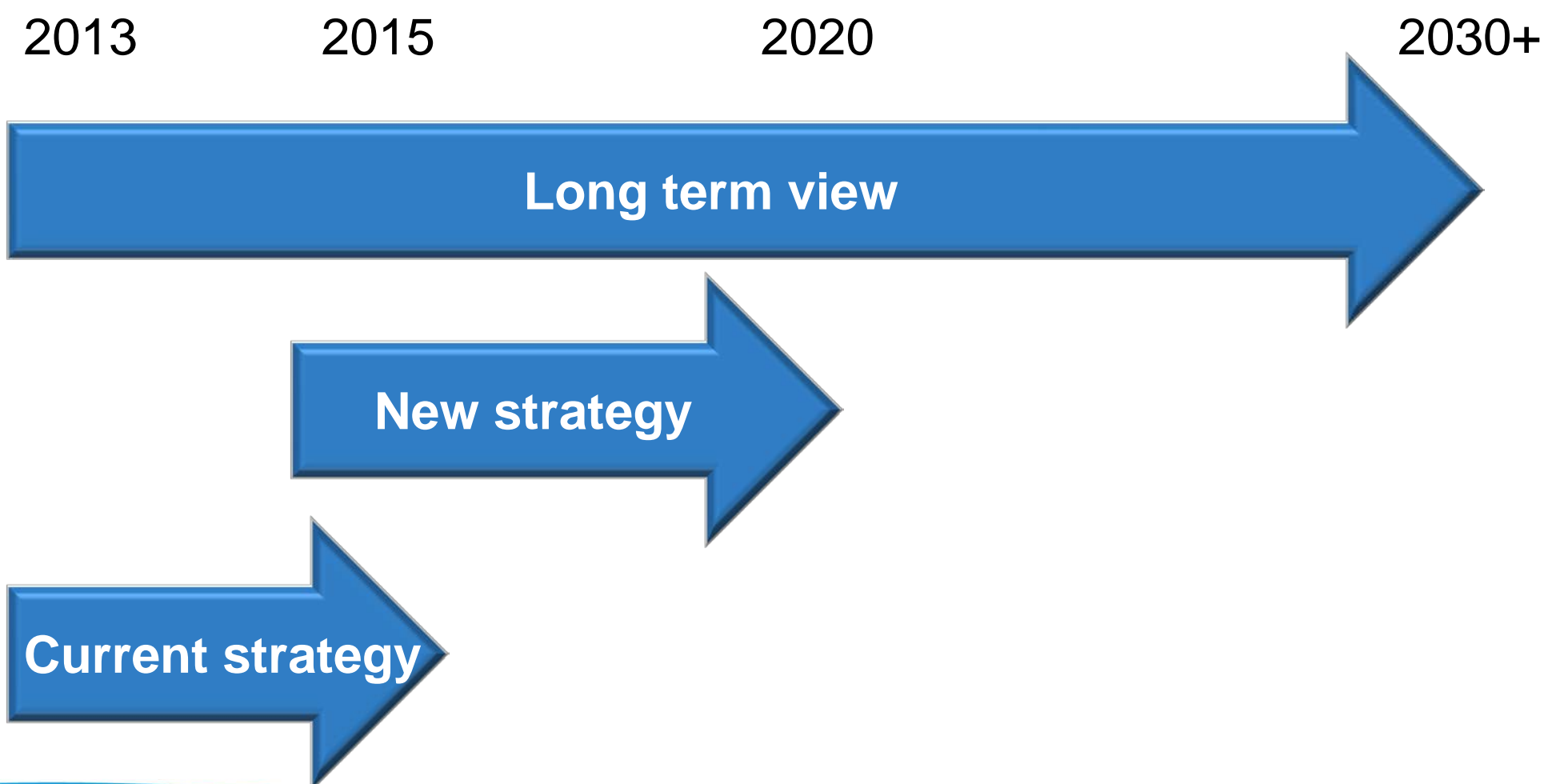
Global economy -East increase; West decline.

Impact on credentialing in 2030

- A degree, by itself, holds less value.
- A portfolio of work experience and the overall “package” is more important
 - Personality
 - Genetic Assessment
 - Social media
 - Soft skills embedded in curriculum can be measured



Strategic planning at IB



Thinking of the future: new strategy 2016-2020

Understand the world view:
Key drivers of a global education system



Develop scenarios:
How may the world look for IB?



Develop IB Mission:
Relevant for the world of the future; and true to IB's history and values



Develop IB values:
Articulate the value IB brings to stakeholders; the way in which we achieve our mission

and IB history and key attributes of IB that are essential; understand how IB evolves



Informed by long range planning (who, what we want to be)



Identify options for IB



Informed by current term plan (what we are today)

Make strategic decisions



Further information

- Andrea Smith, Head of Strategy, IB andrea.smith@ibo.org
- The Clarion Group: www.theclariongroup.com AS – check with Clarion first



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