



# DISCON Specialists

EA Enabling Technique

## Scenario Dependency Diagram (SDD)

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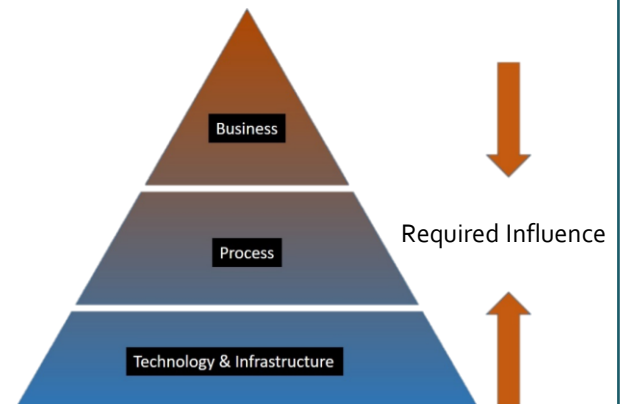
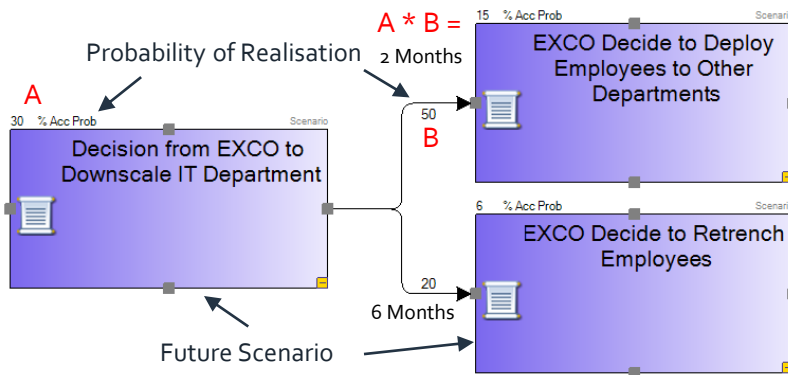
### Reason for Existence

Scenario planning is a technique that builds various plausible futures for a business. Scenario planning helps to anticipate hidden weaknesses and inflexibilities in organisations and methods. When disclosed in advance, these weaknesses can be avoided or their impacts reduced more effectively than if similar real-life problems are dealt with under the pressure of an emergency.

The idea is to allow different people to collectively participate and debate the world as it really is and to define a shared insight of the possible future states (Good or Bad).

Scenario Planning helps to:

- Crystallise the group's strategic thinking.
- Accelerate the pace and direction of strategic thinking.
- Allows people to rethink the future and re-contextualise it, rather than just fixate on a part of its predetermined focus point.
- Provides a clearer definition as to where we would like to be in the future state.
- Provides insight of the paths we do not want to follow.



### Building the Future Scenarios

Scenarios for the future need to be investigated at both a Business and Technology & Infrastructure Architectural Layer.

Formulating Scenarios guidelines:

- In order to develop the scenarios, knowledge and insight into the two Architectural Levels are required, even if it has to be sourced from outside.
- To be effective, scenarios need not be highly detailed and go through excessive iterations involving many workshops.
- It is important to assure a degree of differentiation between the scenarios so that each scenario will leave a clear understanding and mark in the mind of each participant.
- Construct the logic of a scenario via the unveiling of the interplay between cause & effect: "If this were to happen, what would be the result and what would happen if this results"
- Do not start the scenario planning exercise with the current situation. Let the audience think back in time about the company a few years ago and what scenarios was back then, and how those scenarios played out.
- Scenarios will have a start and end date as they are only relevant at a specific point in time.

### Probability of Realisation

The probability of resultant scenarios in the context of the immediate preceding scenario has to be stated. This is highly dependent on assumptions, but the risk can nevertheless be countered by obtaining expert opinions.

To quantify the risk associated with a particular scenario the assumptions must be plotted against the scenario. This will enable us to describe the contribution a particular assumption makes in terms of a particular scenario by assigning a weight to it. From this we can then determine the severity of an assumption being wrong. Once we clearly understand the risks involved with particular assumptions we get expert opinions and revise the assumptions or attempt to transform them into a set of facts. Now we revisit the individual probabilities of realisation and therefore get a more accurate probability of realisation.

### Positioning in Terms of Scenarios

Evaluate the different end scenarios in terms of their accumulated probabilities of realisation. If the scenarios with relatively higher probabilities of realisation are not favourable scenarios, we have to devise a strategy to eliminate the chances of this scenario realising and elevating a more favourable scenario, with a lower probability of realisation.