

GLOSSARY: EXPLORATORY SCENARIO PLANNING PROCESS DEMONSTRATION

Module 1: Why Exploratory Scenario Planning

Driving Forces Influences or causes of certainties, uncertainties and scenario conditions.

Exploratory Scenario Planning (XSP)

A form of Scenario Planning that utilizes multiple plausible scenarios to develop broader strategy, action and policy coordination to achieve goals despite uncertainties in the planning environment.

Module 2: Colorado Water and Growth Dialogue Case Study

Core Team Denver's Project Manager selected members of the working group closest to the project and most available to help guide the facilitation team towards meaningful results.

Focal Question Frames the boundaries and goals of the exploration. A good focal question will solicit the root drivers of the issue(s) and scenarios being explored.

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Steering Committee A group of highly engaged stakeholders selected from the overall Working Group that guides and oversees the development and execution of the XSP initiative.

Technical Advisory Committee

A group of experts selected to fill gaps and disseminate pertinent details of subjects relevant to the exploration being commenced.

Working Group The entire group of participants undertaking the Exploratory Scenario

Module 3: Overview of the Exploratory Scenario Planning Process

Assistants	Assistants are tasked with providing the visual cues for breakout groups and scribe drivers, implications, strategies, etc. for the facilitator and group to reference while exploring.
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Facilitator	Facilitators lead the Workshop plenary and breakout sessions.
Focal Question	Frames the boundaries and goals of the exploration. A good focal question will solicit the root drivers of the issue(s) and scenarios being explored
Note Taker	Note takers capture the stream of consciousness/conversation for later reference in clarifying details of the conversation and informing the Scenario Narratives.
Primer	Any research, background information, planning documents and or summaries, that will prep participants for workshop dialogue and activities.
Scenario Narratives	Descriptions of conditions in plausible futures; used in Workshop #2 to derive implications and relevant strategies.
XSP Workshop 1	Convening of the Working Group to: Identify and Rank the Driving Forces, Identify the most Critical Uncertainties and create the Uncertainty Matrix that informs Scenario Narratives. Typically, a full day gathering.
XSP Workshop 2	Convening of the Working Group to: Explore the implications of each future described in the Scenario Narratives, create a set of actions that address the emerging needs of each future, and identify actions/strategies common to multiple futures.

Module 4: Step 1- Develop a Focal Question

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Module 5: Step 2 – Brainstorm Driving Forces

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- Root Driver** The core driver causing or resulting in a specified condition; the driver which other drivers come from.
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Module 6: Step 3 – Rank Driving Four & Step 4 – Identify Critical Uncertainties

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- Critical Certainties** Driving forces identified as critically important to the focal question and certain to prevail despite uncertainties.
- Critical Uncertainties** Driving forces identified as critically important to the focal question and highly uncertain over the planning horizon.

Module 7: Step – Develop the Uncertainties Matrix

- End States** Values attributed to a driver, the range that a driver operates within. For example, population growth could be high (an end state) or low (an end state). These are defined by the participants.
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- Critical Certainties** Driving forces identified as critically important to the focal question and certain to prevail despite uncertainties.
- Critical Uncertainties** Driving forces identified as critically important to the focal question and highly uncertain over the planning horizon.
- Scenario Narratives** Descriptions of conditions in plausible futures; used in Workshop #2 to derive implications and relevant strategies.
- Uncertainty Axis** One axis of an Uncertainty Matrix; identifies a Critical Uncertainty and the two end-states that may reveal themselves in a plausible future. Combine 2-3 axis to create an Uncertainty Matrix.

Module 8: Step 6 – Develop the Scenario Narratives

- Credible, Compelling, Divergent* and *Challenging***
It is optimal to explore scenarios that could likely happen (*credible*), entice participants into thoughtful, expansive dialogue (*compelling*), differ enough in
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Module 9: Step 7- Explore the Implications of Each Future & Step 8 – Create a Path of Action

Common to All

Scenario conditions common to all scenarios explored; derived from the identified Critical Certainties, collected cognitive history and relevant trends.

Credible, Compelling, Divergent* and *Challenging

It is optimal to explore scenarios that could likely happen (*credible*), entice participants into thoughtful, expansive dialogue (*compelling*), differ enough in context to afford alternative perspectives (*divergent*), heighten the explorers' awareness and contest their perspectives and understanding of the problem, available resources and potential strategies to attain goals (*challenging*).

Critical Implications

Conditions implied in scenarios that significantly impact the Focal Question.

Driving Forces

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Module 10: Step 9 – Identify Robust Strategies

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