# Apprentice

**You can run the exercise. The rest of the organization is still waiting to see what it changes.**

## What This Looks Like

- A designated team runs scenario projects when requested, using established methods and templates.
- The team produces credible analysis and facilitates useful leadership discussions.
- Other functions supply data or input but rarely shape the exercise itself.
- Scenario conclusions get referenced in conversation, but they don't reliably alter a strategic choice.

## The Signature Pain

**Repeatability hasn't become relevance.** Your team can produce a sharp, credible scenario deck on demand. But the same three or four people who build it also present it, defend it, and file it away once the meeting ends. The analysis earns nods, not new decisions.

## What Holds People Here

Ownership sits with the function that started the practice, usually Strategy or Finance, so scenario planning still reads as a specialist service rather than a shared discipline. Other functions get pulled in late, mostly to hand over data, and the work rarely gets anchored to a decision before it begins. Even AI, where it's used, tends to sharpen that same closed-loop analysis rather than open it up, producing a report full of findings instead of a short list of choices someone outside the team can act on.

## The Numbers That Matter*

**You're hitting a structural wall.** A practice built inside one function stays trapped there, and 30% of strategy and portfolio leaders name departmental silos a top-three barrier to responding quickly to change.

**The gap compounds from there.** Another 33% point to misalignment between strategy and execution as a primary barrier. When scenario planning stays a specialist service, its insights rarely survive the jump into how the business actually operates.

## The Next Move

**Broaden participation before you broaden scope.** Build your next scenario project with the cross-functional leaders who will act on the result. Put them at the center of the exercise, with the team that knows the method in a supporting role. Choose the decision before the work begins.

If AI is already part of the process, point it at pulling other functions into the exercise in real time. Refining the analysis you run alone becomes secondary to that. The proof of progress is one decision shaped by people outside the team that built it.

## Are You Really an Apprentice?

Take the Scenario Planning Maturity Assessment to see whether your practice is repeatable or truly shared:

**Take the Assessment**

Read Developing a Strategic Portfolio Management Process for a broad-audience example of moving beyond siloed decision-making:

* https://www.planview.com/lp/strategy-execution-benchmark-prm/

 • 