



Inquirer

You know uncertainty matters. Your organization only plans for it when something breaks.

What This Looks Like

- ✓ Scenario planning starts after a crisis, disruption, or leadership request.
- ✓ An individual or small team carries the work.
- ✓ The output sparks a useful discussion but isn't tied to a defined decision.
- ✓ No one owns the follow-up once the presentation is delivered.
- ✓ The organization is curious about uncertainty but has no shared rhythm for revisiting it.

⚠ The Signature Pain

The “what-if” deck gets filed in a folder nobody ever reopens. The organization can see that uncertainty matters, but it cannot yet turn a live question into a small exercise that actually changes what leaders do next. The work ends at the presentation instead of starting a new action.

👤 What Holds People Here

Waiting for a crisis or an executive mandate keeps the practice reactive. The organization often treats scenario planning as an abstract strategy exercise instead of a way to answer one concrete question, trying to design the full enterprise program before proving value. Without a sponsor who can protect the work and connect it to a decision, the effort ends with a report rather than a next conversation.

When AI enters the picture, it adds complexity rather than solutions. Without a clear strategic question or a defined path to action, using AI to generate scenarios creates more noise and confusion.

📊 The Numbers That Matter*

The reactive baseline. In a survey of 800 strategy and portfolio leaders, 14% say they revise strategy, funding, and operating plans only when there is a compelling reason, and 1% say they do not revise throughout the year.

The gap between insight and action. Even when organizations do look ahead, the work rarely changes behavior. McKinsey research shows that while 53% of executives believe scenario planning would significantly strengthen their resilience, fewer than 30% use those tools to guide decision-making.

🔄 The Next Move

Build momentum for the practice by running one small pilot to answer a single question. Anchor the pilot to a specific decision and a senior sponsor. Your goal is to prove that considering multiple futures changes the outcome. Establish this path to action first. Then, AI can accelerate the work instead of generating noise.

Are You Really an Inquirer?

Take the Scenario Planning Maturity Assessment to identify your organization's current starting point and chart a path beyond reactive planning:

[Take the Assessment](#)

Want a step-by-step roadmap to move scenario planning from a sporadic, reactive exercise into a systematic practice?

Download: [Scenario Planning for Strategic Advantage](#)