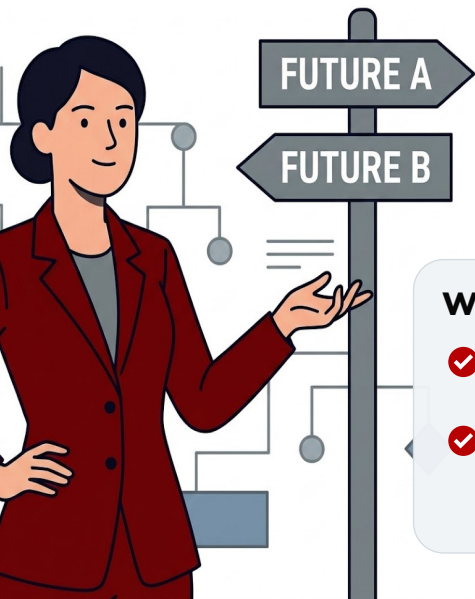




Practitioner

Your scenarios change the conversation. The next test is whether they change the budget.

What This Looks Like

- ✓ You stress-test plans against more than one future before you commit.
- ✓ Trade-offs get debated with scenarios on the table, so decisions rest on evidence rather than instinct.
- ✓ A core team runs scenario work reliably, on a steady quarterly rhythm.
- ✓ Leaders trust the scenarios enough to change direction when one starts to play out.

⚠ The Signature Pain

The gap between insight and allocation. Your scenarios sharpen the discussion, but when it is time to move money, the budget still moves slowly, and the scenario that warned you rarely gets the credit. Foresight that never reaches the funding decision is only good conversation.

👥 What Holds People Here

Budgeting and capital allocation run on a different clock than your scenarios. Annual planning cycles, fixed budgets, and separate ownership mean the insight arrives before the money can follow. Signpost monitoring – watching for the indicators that a scenario is becoming more likely – is usually informal, so scenarios sit on file until someone remembers to check them.

AI may make it faster to model scenarios and spot emerging signals. It does not solve the harder problem: agreeing who can move funding, and when.

📊 The Numbers That Matter*

When disruption hits, most organizations reprioritize work and pull data quickly. Moving money is where they stall: reallocating funding and budgets is the slowest response measured, and only 24% rank moving toward more flexible funding and budgeting processes among their top three priorities.

It shows up in what actually moves. McKinsey research reports that one-third of companies reallocate only 1% of capital annually, while the average is 8%. Active reallocators achieve an average 10% shareholder return versus 6% for sluggish reallocators.

🔄 The Next Move

Connect scenarios to funding decisions. Connect scenario outputs to budgeting and capital allocation, so a shift in the model can trigger a shift in funding. Then formalize signpost monitoring: name the indicators that should activate each scenario, assign who watches them, and set the review rhythm. That is what moves scenarios from stress-test to steering wheel.

Are You Really a Practitioner?

Take the Scenario Planning Maturity Assessment to see whether your scenarios are driving decisions or only informing them:

[Take the Assessment](#)

Transform your scenarios from interesting discussions into fully funded strategies:
Watch: [Data-Driven Investment Strategies: Portfolio Scenario Analysis for Strategic Leaders](#)

* <https://www.planview.com/lp/strategy-execution-benchmark-prm/get-report/>

<https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/how-nimble-resource-allocation-can-double-your-companys-value>