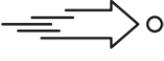
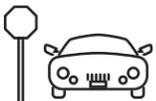


Four Views Scenario Planning

The key to developing a resilient strategy is preparing for changes in base assumptions. Use this worksheet to engage in the ultimate “what if” and test your core strategy against the four views.

<p>After you’ve developed a core strategy, we recommend you build a set of scenarios that anticipate how you’ll respond to unexpected changes in base assumptions and current circumstances. For each column, define the “conditions” that would trigger each scenario, then define your “response” to each scenario.</p>	 GO FASTER	CURRENT STATE	 PUMP THE BRAKES	 STOP THE CAR	 BREAK GLASS
	CONDITIONS		CONDITIONS	CONDITIONS	CONDITIONS
1 FULL THROTTLE Respond to accelerated growth; maximum speed, effort and risk.	RESPONSE	RESPONSE	RESPONSE	RESPONSE	RESPONSE
2 PUMP THE BREAKS Respond to foreseeable decline in revenue and a need to conserve resources.					
3 STOP THE CAR Respond to major shifts in strategy to ensure sustainability in the face of adversity.	RESPONSE	RESPONSE	RESPONSE	RESPONSE	RESPONSE
4 BREAK GLASS Respond to existential crisis that will require a major retooling for survival.					