Overview

We live in a world of uncertainty. Yet most organizations plan as if the world were predictable, developing point forecasts, budgets, and initiatives that will succeed as long as the external environment cooperates. At Decision Strategies International, we help organizations see the world differently. For over 20 years DSI has been a thought leader linking scenario-based planning to action.

Our unique approach introduces a new conceptual framework and methodology to assure innovative as well as disciplined strategic thinking in volatile and complex environments. We use an outside-in view of doing planning that actually embraces external uncertainties as a source of superior opportunities and profit, and present a step-by-step methodology for crafting an adaptive strategy under conditions of uncertainty - around the concepts of scenario planning, real options, peripheral vision, and dynamic monitoring.

Today’s Environment Requires New Tools

The DSI Adaptive Strategic Planning model is based on a few crucial principles. First, organizations devote insufficient resources to profiting from uncertainty and therefore miss substantial opportunities. Second, in dealing with strategic decisions, there tend to be numerous uncertainties that interact with each other causing additional complexity. Third, executives are advised to employ a specific combination of tools that meet the today’s complex and global business environment.

The framework is divided into three concrete steps:

- **Experience multiple futures**—By using scenario planning, you will be readily able to explore the uncertainty you face, gain insight about the possibilities for the future, and uncover new opportunities.

- **Develop a flexible strategy**—Using the scenarios, Key Success Factors and real option thinking, you can create a strategy that balances commitment and flexibility in line with the uncertainty you face.

- **Monitor in real time**— Using early warning systems and other knowledge management resources, you proactively monitor how the future unfolds and adjust accordingly in a timely fashion.
Adaptive Strategic Planning Objectives

- Encourage creative thinking by separating the predictable trends from those unknowns that matter most in shaping the future of the industry.
- Build an adaptive strategic direction including specific options and initiative requirements for an organization to secure long-term, sustained growth.
- Engage a leadership team in the strategic thinking steps required to instill continued vigilance and adaptability of the strategy as it is executed.
- Build capabilities through experience and tools that allow the organization to sustain best planning practices in their business.

Adaptive Strategic Planning Modules

This approach is a significant change in how most companies and other consulting firms approach strategy development. The most important benefit of this approach is creating a strategy that thrives in volatile and complex environments. The process steps through a detailed, creative analysis of the external and internal environments facing your organization.

- Self-diagnosis regarding approaches to strategic management
- Challenging of conventional wisdom via scenario thinking
- Reframing of strategic segments and competitive position
- Completion of a core capabilities matrix
- Defining future value-maximizing strategies
- Generation and valuation of strategic options
- Action plan and implementation strategies

DSI can also provide more detailed work in options valuation, decision analysis, strategy monitoring and on-going implementation support.

Adaptive Strategic Planning Benefits

- A unique process to mitigate the downside of risk and profit from uncertainty
- Encourages a strategic dialogue of what is possible across the organization and beyond
- Clarifies the organization’s (risk) culture, values, philosophy and creates alignment across the leadership team
- Leverages a flexible options portfolio approach to strategy

About Decision Strategies International, Inc. (DSI)

Founded in 1990, Decision Strategies International (DSI) is known across the globe for its expertise in strategic decision-making and uncertainty management. Its team of world-class consultants helps companies, non-profit organizations and government agencies cope with many of today’s most pressing issues as well as the long-term dynamics of industry change. DSI arms management teams with the tools, processes and insights they need to manage uncertainty and foster ongoing success. From customized consulting and learning programs to Blue Ocean Strategy™ and innovation planning, DSI helps organizations see the world differently and prepare for tomorrow. More information is available at www.DecisionStrat.com.