



Exceptional service in the national interest

Empower Your Workforce

Skill-Building for Bolstering Resilience
MASTER CLASS

Presented by
Alex Adams • Stephanie Beasly • Elizabeth Kistin Keller • Karla Weaver

ASP CONFERENCE • MAY 2022

WELCOME TO OUR MASTERCLASS

This session will cover the why and how of empowering your workforce through skill-building as a low-cost, high return model to bolster institutional resiliency and exponentially increase strategic capacity and capability.

HELLO, I'm
Glad you're here!



LEARNING OBJECTIVES



Review a case study about the design and implementation of a scenario skill-building series intended to empower foresight and strategy practitioners to bolster institutional resilience



Learn tools/methods for structuring and tailoring a skill-building series for your audience



Identify options for sharing knowledge and methods to enable distributed agility/resilience within your organization

DESIRED OUTCOME:

Tangible takeaways to empower YOUR workforce and build capacity for strategy formulation and transformation at different levels across an organization



INTRODUCTIONS: *Who are we?*



Alex Adams



Stephanie Beasly



Elizabeth Kistin
Keller



Karla Weaver

Let's network! Share with us in the chat:

1

Your name

2

Your organization
and role

3

Why do you identify
as a strategist?

DISCUSSION

- *What is the current environment we are all operating in?*
- *What prevents you/your organization from effectively scaling strategic efforts?*



A CASE STUDY: *Why did we set out on this journey?*

2020 – Sandia National Labs (like the rest of the world) was in the midst of the COVID-19 pandemic and engaged in strategic foresight and planning with executives and business units...



Operating in a 90% virtual environment



Business and functional areas need to plan for and adapt to an uncertain future



Requests for futures thinking and strategy support are high



Strategists and strategic foresight experts are limited and overloaded



Executive level activities exist and could be leveraged

THOUGHT WORK & DISCUSSION

- *What strategy problem are you/your organization trying to solve?*
- *What efforts already exist in your organizations to drive/scale the strategic effort?*
- *What are the obstacles and opportunities to be successful?*



A CASE STUDY: *What did we decide to do?*

Designed a Scenario Skill Building Series open to the entire institution to enable mentoring and coaching at scale



TRAINING

Three Interactive Skill-Building Sessions



NETWORK

Opportunities to Connect with Other Practitioners



RESOURCES

Dynamic Resource Repository

DESIRED OUTCOME:

Empower a broader set of foresight and strategy practitioners to guide their organizations through strategic decision-making under uncertainty



A CASE STUDY: *How did we do it?*



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#	Session Title	Office Hour	Topic	Material
1	Introduction to Scenarios (1 hour Session) <i>January 14, 2021</i>	Scoping Fireside Chat (1 hour Recorded)	<ul style="list-style-type: none">• What is Scenario Planning?• Why are we hosting these sessions?• Use examples• Deep Dive Session Info	<ul style="list-style-type: none">• Slides from Session• Additional reading on scenario uses• Scenario examples• Video recording of session
2	Scenario Research & Development (1.5 hour Deep Dive) <i>February 10, 2021</i>	Peer Mentoring (1 hour) <i>February 11, 2021</i>	<ul style="list-style-type: none">• Identifying driving forces and uncertainties• Combining forces to create a framework• Sketching, testing, and validating scenarios• Crafting storylines	<ul style="list-style-type: none">• Slides from Session• Breakout group resources• Additional reading material<ul style="list-style-type: none">• Other frameworks• Driving forces/uncertainties• Compelling story lines• Video recording of the session
3	Exercise Design & Facilitation (1.5 hour Deep Dive) <i>March 17, 2021</i>	Peer Mentoring (1 hour) <i>March 18, 2021</i>	<ul style="list-style-type: none">• Designing exercise to explore strategic implications• Facilitating exercise(s)• Capturing implications and insights	<ul style="list-style-type: none">• Slides from Session• Breakout group resources• Additional reading material<ul style="list-style-type: none">• Facilitation & Design• Video recording of the session
4	Analysis & Decision Support (1.5 hour Deep Dive) <i>April 14, 2021</i>	Peer Mentoring (1 hour) <i>April 15, 2021</i>	<ul style="list-style-type: none">• Analyzing and communicating implications and insights• Enabling strategic decisions• Informing implementation• Identifying and monitoring key indicators• Supporting continuous strategic improvement/ adaptation	<ul style="list-style-type: none">• Slides from Session• Breakout group resources• Additional reading material<ul style="list-style-type: none">• Facilitation & Design• Video recording of the session

THOUGHT WORK & DISCUSSION

- *How does your organization learn/share knowledge?*
- *What venues already exist that you can tap into?*
- *Where are your strategy experts in the organization?*



A CASE STUDY: *How did we do it?*

Took a four pronged approach:



Leverage existing strategy and foresight communities of practice.



Access existing scenarios and foresight materials.



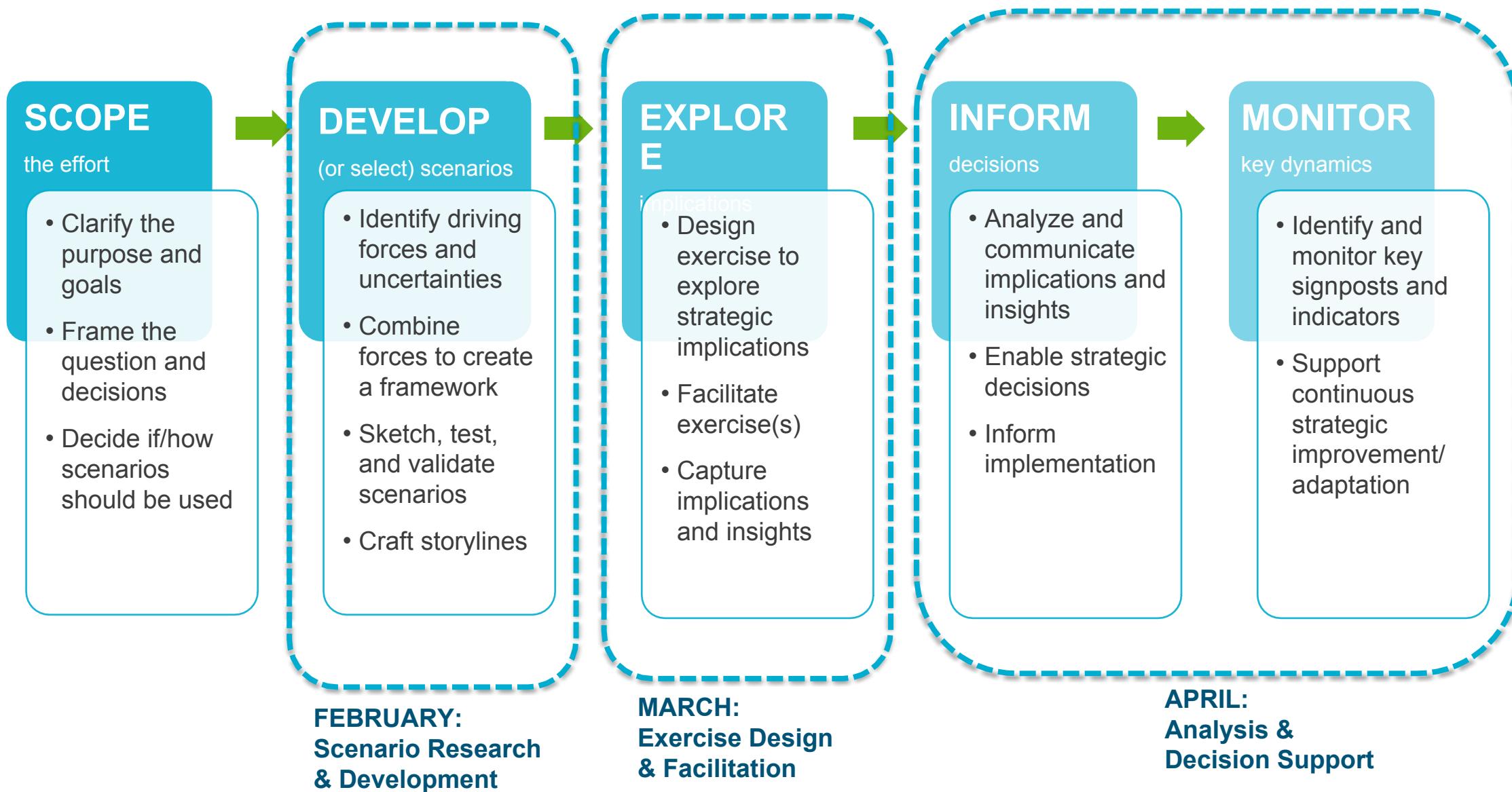
Fill a **resource** hub with multimedia resources for on-demand learning.



Provide **consultation** services.

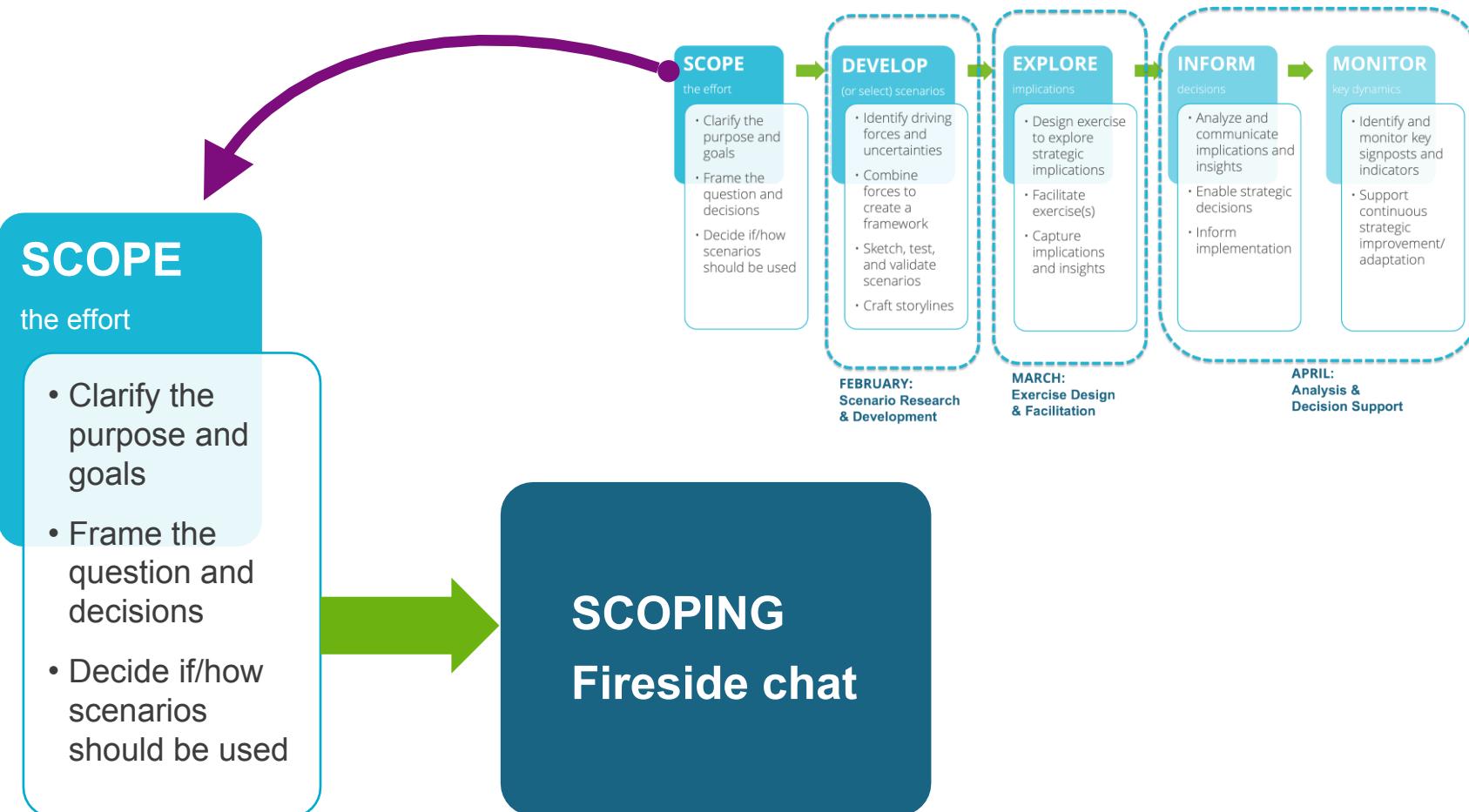


A CASE STUDY: *How did we do it?*





A CASE STUDY: *How did we do it?*



A CASE STUDY: *Examples – What did it look like?*

Resource Hub

Confluence Spaces Forums People Tags Calendars Create ...

Pages UNPUBLISHED CHANGES

Edit Save for later Watch Share ...

Scenario Planning Resource Hub

Created by Alexandra Andregu Adams, last modified on Jan 13, 2021

Welcome!
Sandia's Foresight and Strategy Communities of Practice have teamed up to create this resource hub on scenario-based planning. Browse, search, and contribute to our growing body of knowledge!

This resource hub is aimed to empower foresight and strategy practitioners at Sandia to bolster the Labs' resilience by leveraging the content, methods, and expertise from recent scenario-based exercises to develop tailored initiatives to inform strategic discussions and decisions with their teams.

Search for a resource or topic

A CASE STUDY: *Examples – What did it look like?*

Virtual Bookshelf

Pages / Scenario Planning Resource Hub  

Our Virtual Bookshelf

Created by Alexandra Andregos Adams, last modified on Mar 09, 2021

Interested in additional reading? Browse our virtual bookshelf below! Click on a cover to see the amazon book page.



- Tags
- Calendars
- SPACE SHORTCUTS
 - Session Overviews and ...
 - Contact Core Team Me...
 - Give Session Feedback
- PAGE TREE
 - FY21 Scenario Skill Building
 - Our Virtual Bookshelf
 - Article and Research Repository
 - Resource & Topic List
 - Sandia Examples



A CASE STUDY: *Examples – What did it look like?*

Article and Resource Repository

Pages / Scenario Planning Resource Hub  

Article and Research Repository

Created by Alexandra Andregg Adams, last modified on Jan 13, 2021

Browse, search, and add to our growing article and research repository on Scenario Planning!

⚠ This repository is accessible internally to all of Sandia - please do your due diligence in marking and ensuring that your contributions are appropriate for this forum.

[Add a New Resource or Article](#)

Upload a Document	Resource Type	Brief Title	Brief Description of the Resource	Categories this document falls under	Associated Hyperlink
Dong et al 2013_Scenario development for water resource planning and management.pdf	Article	Scenario development for water resource planning and management: A review	Overview of existing techniques, highlight any limitations, and discuss future research directions	Case study External Trending Information	
DTRA 2017_Four Worlds Scenarios.pdf	Example	DTRA Four Worlds Example 2017	Example of scenarios	Tips/Tricks	

A CASE STUDY: *Examples – What did it look like?*

Additional Reading Lists

Pages / Scenario Planning Resource Hub / Resource & Topic List      

Besides the double uncertainty method, what are some other scenario methods?

Created by Alexandra Andregg Adams, last modified on Feb 09, 2021

The double uncertainty model is a practitioner favorite for a number of reasons. But it is important to know what else is out there!

Note: All of the resources listed here are linked from our Article & Resource Repository or Our Virtual Bookshelf where you can search for more!

Overview of Multiple Methods

- The Scenarios Question (2012 article)
- Road Less Travelled: Different Futures Different Methods (2009 article)
- The current state of scenario development: an overview of techniques (2007 article)
- Scenario Templates and Approaches (2020 doc)

Archetypes

- Alternative Futures of Geopolitical Competition in a Post-COVID19 World (2020 report)
- Alternative Futures at the Manoa School (2009 article)

Causal Layered Analysis

- Causal Layered Analysis (2013 TEDx video)
- The Causal Layered Analysis Reader (2004 report)

Morphological Model

- Scenario modelling with morphological analysis (2018 article)
- Futures studies using general morphological (2009 article)

Threatcasting/Backcasting

- What the heck is threatcasting? (2017 article)
- Brian David Johnson's visit with the SFCoP (articles and slides [here](#))

Related articles

 [Besides bullet points and fake news articles, what are some other ways to craft compelling scenario story lines?](#)



A CASE STUDY: *Examples – What did it look like?*

Examples and Content

Pages / Scenario Planning Resource Hub / Sandia Examples  

 Edit  Save for later  Watching  Share ...

COVID-19 Scenario Initiative

Created by Alexandra Andrego Adams, last modified on Mar 17, 2021

Video on the different scenario development and exercise design methods used on the SNL COVID-19 Scenarios initiative:
<https://digitalmedia.sandia.gov/Mediasite/Play/3875bf1d19e844a2986fc4de9740ecb51d>

- › [Comparison of Select COVID-19 Scenario Methods](#)
- › [Horizon Scanning](#)
- › [Fall 2020 Table Top Exercise](#)
- › [FY21 Budget Fluctuations and Adaptations](#)
- › [Lab Operations Impact](#)
- › [Mission Futures](#)
- › [Fall 2021 NSLDP Exercise](#)
- › [Return to Normal Operations](#)
- › [Fall 2021 SLT Exercise](#)

A CASE STUDY: *What were the results?*



Participation of over 150 Sandians across the Labs in the live sessions and accessing the **resource repository**.



Invitation to **leverage** and expand the content for Sandia's annual "by nomination only" Strategic Engagement Training (SET) series.



Ongoing utilization of the material for mentoring, peer coaching and team trainings.



A CASE STUDY: *Lessons Learned*

If we could do it over again...



Timing



Balance desire to share info and teaching tools and techniques.



More **advertising** of the opportunity



Post series integration into formal **training** avenues

REFLECTION DISCUSSION

- *What will you take from this session to implement at your organization?*
- *What do you want to learn more about?*
- *What are some of the other approaches that you've tried to drive/scale a strategic effort?*

Thank you!



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