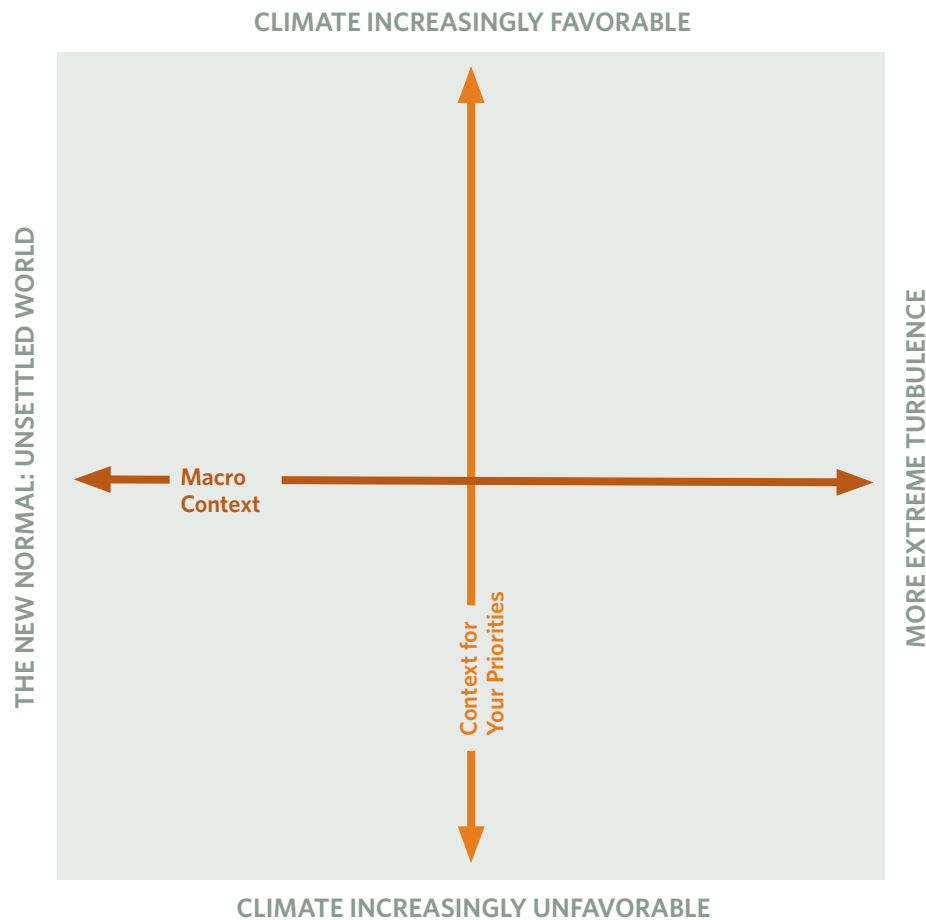


Creating Your Own Scenarios

Scenarios frame uncertainties. Working through this simple scenario matrix can help you to understand how external uncertainties might affect your philanthropic strategies.

Here, the horizontal axis considers a future in which, on the one hand, the macro geopolitical and economic context is merely unsettled (the new normal we are accustomed to now), or whether some extreme turbulence is dominating current affairs (growing violence or an economic downturn, for instance). The vertical axis invites you to consider the key uncertainties for the issue or institution that you are associated with. What could create an increasingly unfavorable or favorable climate for making progress?

The four scenarios that result from crossing these two axes give you a simple way to test your current strategies by understanding the forces beyond your control that you may have to reckon with in order to succeed. Ask yourself why each scenario might take place in the next decade, and then rehearse what you would do in each of these futures. A strategic conversation such as this may cause you to alter your present approach or theory of change. For more information on scenarios, see www.gbn.com/whatif.



Excerpted from *Looking Out for the Future: An Orientation for Twenty-First Century Philanthropists*, by Katherine Fulton and Andrew Blau

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