

# 22 OPPORTUNITY-DRIVEN APPROACH FOR PLANNING IN UNCERTAINTY



1h 15m



PLENUM AND  
SMALL GROUPS

## DESCRIPTION

The world is complex and it is constantly changing. When working in an organization, you realize that you cannot always stick to a 3 to 5 year plan, and that new chances or opportunities come up which are not accounted for in the planning phase.

How can you plan more flexibly and take advantage of good opportunities?

This approach shows you how you can seize good opportunities without losing track of your plan for the future.



## PREPARATION

Review **Background Papers:**

VUCA (14) and Opportunity Driven Model (13)



## MATERIALS

- Flip Chart
- Green and Red Markers



## TOOLS

- **Background Papers:**

VUCA (14)

Opportunity Driven Model (13)



ORIENTATION




SUMMIT



STRATEGY

### STEP 1 IN PLENUM:

Review **Opportunity Driven Model (13)**  and discuss the strengths and weaknesses of the Strategy Stretch versus the Strategy Pyramid. **[15 MIN]**

### STEP 2 IN TWO GROUPS:

One group identifies your strategic intent. What do you strive to change in the world in the near future? Stay realistic and view the strategic intent as a guiding compass for your organization. **[15 MIN]**

The second group identifies the challenges or problems your organization would like to address through its work (3-5).

### STEP 3 IN PLENUM:

Come together and present the strategic intent and the challenges. Check whether tackling the challenges would support your strategic intent. **[10 MIN]**

### STEP 4 INDIVIDUALLY:

In terms of your strategy, take a moment to think about opportunities your organization took or didn't take in the past. Write down two of these opportunities: one which was taken in the past (with a green marker) and one which wasn't taken in the past (with a red marker). **[05 MIN]**

### STEP 5 IN PLENUM:

Each person shares the opportunities they wrote down. Why was an opportunity taken? Which challenge did it address? Why was an opportunity not taken? **[20 MIN]**

**STEP 6** Discuss whether or not your organization always took the right opportunities and why other opportunities were not taken. What can you learn from this for the future? **[10 MIN]**