Scenario Planning:
Envisioning Research Libraries’ Futures

Association of Research Libraries
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Group Norms for Effective Strategic Dialogue

• Be open to new ideas
  - challenge your assumptions
  - ask clarifying questions

• Suspend Disbelief

• Participate Fully
  - listen actively
  - contribute ideas
  - leave “room” for others
  - stay with us (gadgets off, no multi-tasking)
Scenarios vs. Sensitivity Analysis

- **Outside-in**
  - Multiple possible futures
  - Highlights uncertainty, stretches mental maps
  - Primarily Qualitative
  - Complex systems

- **Inside-out**
  - Based on forecast/single assumption set
  - Highlights certainty, support current view
  - Primarily Quantitative
  - Single variable focus
## Scenarios vs. Sensitivity Analysis

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