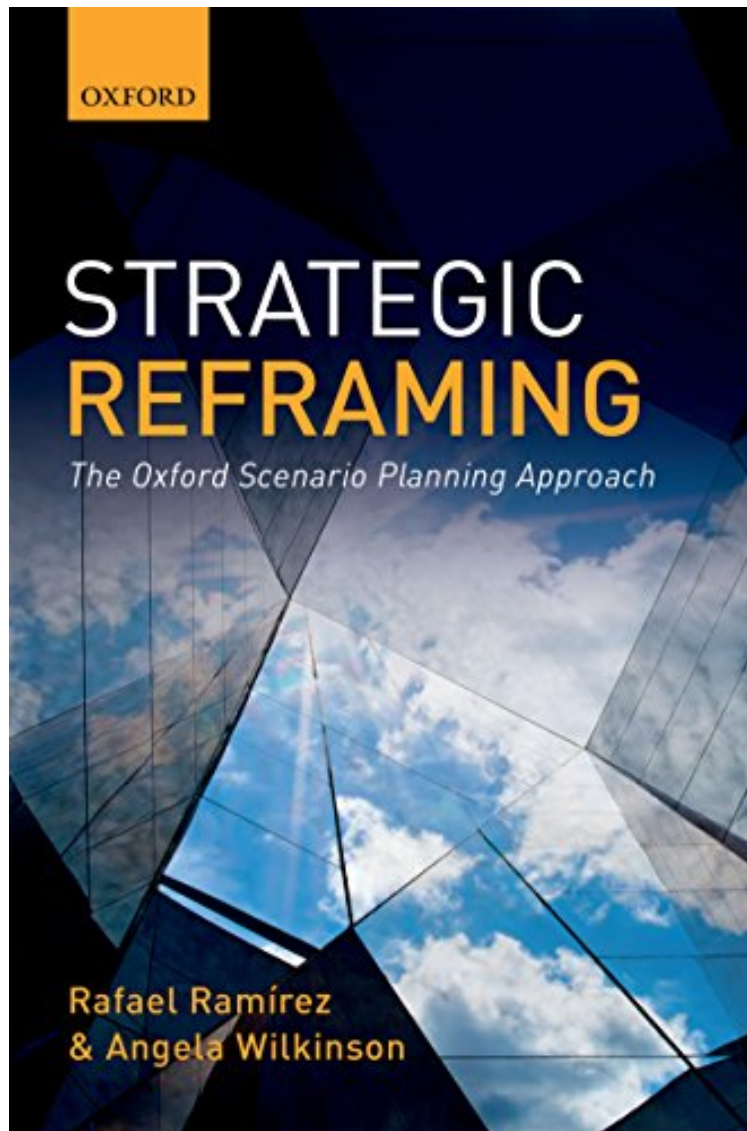


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## Strategic Reframing: The Oxford Scenario Planning Approach

*Rafael Ramiacute;rez, Angela Wilkinson*  
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**Rafael Ramiacute;rez, Angela Wilkinson : Strategic Reframing: The Oxford Scenario Planning Approach**  
before purchasing it in order to gage whether or not it would be worth my time, and all praised Strategic Reframing: The Oxford Scenario Planning Approach:

0 of 1 people found the following review helpful. A new perspective on the scenario environment with their TUNA ...By Theo VenterA new perspective on the scenario environment with their TUNA approach, although is reminds very strongly on the existing VUCA view of the external environment.2 of 2 people found the following review helpful. The route to deep scenarios learningBy J. P. SykesStrategic Reframing, by Dr. Rafael Ramirez of Oxford Said Business School and Dr. Angela Wilkinson, Head of Strategic Foresight for the OECD, aims to provide the leading

guide to scenario planning – with a particular focus on corporate strategy and public policy. Undoubtedly it is certain to become a well-thumbed fixture on the bookshelves of serious scenario planners and foresight practitioners. As an alumnus of the Oxford Scenarios Programme I have been waiting for this book, since I took the course two years ago. Strategic Reframing, as the subtitle seeks to promote the Oxford Scenario Planning Approach, however, in doing this, it makes some valuable contributions to the scenarios library. Strategic Reframing is not a ‘how to’ guide on running a scenario planning workshop, though this subject is covered well. It is a guide on how to become a scenarios expert – what are the serious high-level issues you will have to deal with if you want to run regular, impactful and varied workshops? The authors place emphasis on the scenarios practitioners’ responsibility in designing each of their scenarios workshops appropriately, presenting the readers with a range of issues to be considered when designing workshops, rather than an off-the-shelf solution. As a result, the book raises more questions than it answers, and is somewhat vague and flexible in its recommendations. Such an approach, however, is its strength – it is helping you ask the important questions (for example, what conceptions of time are you using for your workshops?), rather than giving you easy answers. Scenario planning is a practice-led field with origins in industry, more than academia. As such bridging the gap between practice and theory has presented a somewhat of a challenge for the scenarios community in recent years. The book therefore also seeks to bridge this gap. It helps readers understand the different theoretical options available when designing scenarios workshops. Again Strategic Reframing succeeds in this regard. It will be of especial use to postgraduate students and other academics who need a clear understanding of the ontology, epistemology, and methodology of their research. The book also includes a very thorough reference list, which will keep enthusiastic readers occupied for years to come. The areas the book covers include the theoretical foundations of the Oxford Scenario Planning Approach, scenario planning as a social and knowledge acquisition process, how to teach and to ‘do’ scenario planning and the current gaps in scenario planning understanding and thus the areas where future innovations in the field may arise. The book has a number of useful diagrams which will likely become staples of workshop notes and papers, such as the ‘contextual and transactional environments’, ‘three arrows of time’, ‘iterative learning cycles’ and ‘reframing-reperception interconnections’. My copy is already well thumbed and littered with pencil notes. It provided valuable assistance in my recent PhD-research scenario planning workshops, where the chapters on the theoretical foundations of scenario planning and how to run scenario planning workshops were particularly useful. For those seeking more practical advice on running scenarios workshops, in addition, there are seven detailed case studies of scenarios workshops in the appendices. All of the case studies are of major organizations (Wartsila, Shell, United European Gastroenterology, Aids in Africa, European Patent Office Risk-World). The case studies should help scenario planners bridge the gap between the theory in the book, and the reality of running workshops. In line with the authors’ views, it seems to me there are too few descriptions of previous scenario planning workshops publically available. In particular, discussion of past successes, and more importantly failings, in scenarios workshops is absent from the general literature. The appendices in Strategic Reframing will, therefore, begin to address the gap, and thus presented one of the highlights of the book for me. In summary, this book will be a fixture on any serious scenario planners bookshelf.

Traditional strategy assumes stability and predictability. Today's world is better characterised by turbulence, uncertainty, novelty and ambiguity - conditions that contribute disruptive changes and trigger the search for new ways of coping. This book aims to become the premier guide on how to do scenario planning to support strategy and public policy. Co-authored by three experts in the field, the book presents The Oxford Scenario Planning Approach (OSPA). The approach is both intellectually rigorous and practical. Methodological choices and theoretical aspects in practice are detailed in reference to the relevant literatures and grounded in 6 case studies the authors have been involved with. The book makes several contributions to the field, centred on how learning with scenario planning is supported by re-framing and re-perception; how this iterative process can be embedded in corporate or government settings, and how it helps those that it supports to do well in today's world. The book is written in an accessible style and will be a useful introductory text as well as a useful guide for the more experienced scenario planning practitioner and scholar.

"I applaud your efforts to put scenario planning on a solid academic footing; the lack of such intellectual grounding is a notable weakness in this fine art drawn which is mostly drawn from practice." -- Paul J.H. Schoemaker is an entrepreneur, researcher and speaker who was a Professor at the University of Chicago and the Wharton School for many years "Richard Normann would be proud to see how his ideas concerning scenario planning have been developed and adapted to present conditions. In turbulent times, reframing is a necessity, and fixed framing a threat. The future is a useful fiction indeed, and the authors show convincingly how to make use of it in knowledgeable management. This book encourages reflection and experimentation, and will interest theoreticians as well as practitioners." -- Barbara Czarniawska, Professor of Management Studies, University of Gothenburg "Scenario planning unlocks dynamic ways of thinking and forces strategists to confront and plan for the unanticipated twists and turns of the future. Turbulence, uncertainty, and ambiguity in our world are growing both in terms of amplitude and velocity. Rafael Ramiaacute;rez

Angela Wilkinson lay out a usable and rigorous, structured toolbox to help chart a way forward in these conditions." -- David Levin, President and CEO of McGraw-Hill Education "In a post- 9/11/financial crisis/geopolitically turbulent world, scenario planning has become more central than ever to the development and execution of successful corporate strategy. Strategic Reframing is the how to guide to effective use of scenario planning. I heartily recommend this compelling benchmark to anyone interested in seizing competitive advantage in an era of chronic volatility and ever-more rapid change." -- Paul A. Laudicina, Chairman, Global Business Policy Council; Partner and Chairman Emeritus, A.T. Kearney About the Author Rafael Ramirez, Fellow in Strategy and Director of the Oxford Scenarios Programme, Saïd Business School, University of Oxford, Angela Wilkinson, Strategic Foresight Counsellor, Organisation for Economic Cooperation and Development (OECD) Rafael Ramirez is Director of the Oxford Scenarios Programme and has pioneered work in organizational aesthetics; the interactive design of strategy; and how scenarios work. He was Visiting Professor of Scenarios and Corporate Strategy at Shell International 2000-2003 and Chairman of the World Economic Forum's Global Agenda Council of Strategic Foresight. Rafael holds a PhD from the Wharton School, speaks Spanish, English and French fluently, has lived in five countries, and has worked on scenarios and futures work in some 30 countries since 1980. Angela Wilkinson has contributed to over 100 futures studies and has directed several international multi-stakeholder scenario planning and foresight initiatives. She has over 30 years of analytical, managerial and consultancy experience, including board-level responsibility, honed in a wide range of organisations and international bodies, spanning the public and private sector. She is a member of the WEF's Global Strategic Foresight Community. Angela was Director of Futures Programmes, Smith School of Enterprise and Environment, and Director of Futures Research, James Martin Institute, University of Oxford. She spent nearly a decade in Shell's global scenario team. She has a Ph.D in Physics.