



Ulrich Golüke worked at the Scenario Unit at the World Business Council for Sustainable Development for quite some time. He has experience with scenario based strategy for multi-nationals on a global level and now uses his experience to introduce this methodology to schoolchildren in Germany.

This is the summary of his speech at the Scenario Based Strategy book launch at Nyenrode Business Universiteit, 19th June 2014

Scenarios at school

When scenario planning?

Usually large companies use scenario based strategy. Large companies have a successful history; they have products or services that made it up the s-curve. But the s-curve is only half of the story and the truth looks different; it is the rise and fall of something else, e.g. of a product or of a corporation. The s-curve shows in fact life and death, just as in that old print by Kelloggs & Comstock which depicts the life & age of woman. When you are young, you are playful and curious and planning your life. Then you rise to a plateau while starting a family. Finally you get old and die. And in these last stages of life, organizations do strategy, so they can live a little longer.

What to do?

Ulrich Golüke decided to move to the bottom of the s-curve, by taking this idea from Shell and trying to introduce it to schoolchildren, 15 to 18 year olds. The project started about two years ago in the area around Aachen. Mostly young teachers are taught how to do scenarios in their normal school settings, in their normal subjects with kids. Teachers have done it once or twice now and it works! Scenario planning is now part of the curriculum at about half a dozen schools. And because it works, we want to introduce this throughout Germany, throughout Europe and beyond.



Stages of life and s-curve



Why do scenarios at school work?

It works first and foremost for the students. Kids between 15 and 18 are in the phase of finding their identity. In nowadays world this is much more difficult than 30 to 40 years ago. Help doesn't come from studying history, or studying one plus one is three, or doing econometrical modelling. They get help from exploring options, which they love to do! And making scenarios at the bottom of the s-curve is not only playful, it is fast. In twelve hours it is done, because these kids are so hungry to explore. And now they are allowed to do so! It also works for the teachers. The students are happy and they learn real things and skills. Students had so much enthusiasm while doing the scenarios; they went all the way to the end; you reach them! Thus scenario planning allows the teachers to do what they really want to do: to help these kids to find their way in life.

Join and spread the word

Ulrich Golücke invited everyone to join us in the languages and in the parts of the world where we are not present yet. And he has a wish: someone should translate this book *Scenario Based Strategy. Navigate the Future* which was launched today, for the language and world and images of 15 to 18 year olds. Because despite all the enthusiasm, despite the playfulness, this is a very serious business. And for all he knows, Paul de Ruijter's book is one of the few that actually walks you through the way from start to finish!

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