

## OPEN ENROLLMENT PROGRAM



# SCENARIO PLANNING FOR STRATEGIC AGILITY AND RESILIENCE



## PROGRAM DETAILS

FACULTY	DATE/TIME	FEE
Shardul Phadnis	10 July 2025 9.00AM - 5.00PM	RM2,750 before SST*

\*Fee excludes accommodation at ASB Residential for outstation/ overseas participants but can be arranged at additional cost.

## Program Overview

The post-COVID-19 world has been marked with an unprecedented level of ambiguity and uncertainty emerging from developments in various domains: the meteoric rise of Artificial Intelligence capabilities and other technological advances, geopolitical tensions, tariffs and trade wars, challenging pursuits of net-zero goals, demographic shifts, etc. These developments not only make the future uncertain, but it is also often difficult to understand how they may affect an organization. Leading an organization in such a world is incredibly challenging and requires a different way of thinking and management than that based on the optimization of certainties and quantifiable risks.

This program introduces a strategic planning process called “Scenario Planning” – a process used since the 1950s for making critical organizational decisions in ambiguous and unpredictable environments. The course uses a hands-on approach involving a combination of lectures, breakout group workshops, presentations, and discussions.

The program is particularly suitable for senior leaders and members of boards of directors, who are responsible for stewarding organizations in environments marked by large systemic changes (such as those mentioned above). The traditional decision-making tools focusing on operational excellence and risk management are inadequate in such environments when it is difficult to know what those systemic changes even mean for the organization and how they unfold. Scenario planning is a systematic way to learn about the changing environment, structure the uncertainty, synthesize divergent views, and chart a way forward using adaptable and resilient strategies – instead of getting paralyzed by the fear of the unknown.

## Learning Outcomes

At the end of the program, participants will have learned:

- Recognize the challenge of uncertainty and ambiguity, and how it differs from risk.
- Identify the void scenario planning fills in strategic decision-making toolkit
- Create custom scenarios by following a systematic process
- Apply the scenarios to define resilient and adaptable strategies
- Understand how scenario planning creates vigilant organizations

## Who Will Benefit?

- Members of boards of directors
- Senior management
- Management staff
- Anyone who might find this program helpful

## Program Outline

### **Session 1: Leadership Challenge of Uncertainty**

In this session, the participants explore uncertainty and ambiguity in organizational environments using multiple case examples and understand how they differ from quantifiable risk. The session will explore the challenges of managing organizations in such environments. Building on this, the session will introduce scenario planning as a solution to overcome these challenges.

### **Session 2: Creating Scenarios for your Organization**

This session will take a deep dive into the process of creating scenarios specific to an organization by analyzing its environment systematically. This framework helps parse the organizational environment in the PESTEL (an acronym for politics, economy, society, technology, environment, and law) domains and makes it amenable to analysis. The participants will apply the process to a chosen case example to define scenario logic and work in small breakout groups to develop the scenarios. This is a highly interactive session where participants learn through hands-on application.

### **Session 3: Putting Scenarios into Action - Building Adaptable and Resilient Strategies**

In this session, the participants will learn about scenario application and work in small breakout groups to apply the scenarios they developed to the chosen case example. Similar to the previous session, this is a highly interactive session of learning through hands-on application. However, in contrast to the previous session (which focuses on understanding the organizational environment), this session focuses on the organization's strategic actions and choices. The participants will also perform cross-scenario analysis to identify resilient and adaptable strategies.

### **Session 4: Building Vigilant Organizations with Human and Artificial Intelligence**

This session builds on the learnings of the first three sessions to elevate the discourse to the leadership level to understand how scenario planning can be used to develop vigilant organizations that can build lasting resilient strategies and make adaptable moves. Time permitting, the session will also explore the role of sensors and strategic radars.

## Faculty



**Shardul Phadnis** is a Professor of Supply Chain and Operations Management at the Asia School of Business. He has over fifteen years of experience working with senior management in businesses and the public sector on strategic and long-term scenario planning, in addition to seven years of hands-on early-career work in manufacturing management. He has led supply chain scenario planning projects at organizations in various industries like chemicals, convenience store retail, food & beverage, pharmaceutical distribution, semiconductors, and more. He is an active researcher with publications in journals such as MIT Sloan Management Review, Strategic Management Journal, Academy of Management Perspective, Technological Forecasting & Social Change, and Production and Operations Management.

Detailed accounts of some of his corporate and public strategic scenario planning projects are published in his book *Strategic Planning for Dynamic Supply Chains: Preparing for Uncertainty Using Scenarios* (2022, Palgrave) details the process of scenario creation and application, illustrated with in-depth accounts of his first-hand three case applications. Shardul is a sought-after speaker on supply chain scenario planning.

Shardul serves as the President of the board of directors of one of Malaysia's largest foodbanks, The Lost Food Project. He holds a PhD in Engineering Systems from the Massachusetts Institute of Technology with research focusing on strategic supply chain design and scenario planning.





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