



# HOW-TO GUIDE FOR USING THE SCENARIOS

## **Transformative Scenarios Process 2022**

Produced by Reos Partners

[www.reospartners.com](http://www.reospartners.com)

January 2023

# Table of Contents

<b>About the Scenarios</b>	4
<b>Individual Reflection on the Scenarios</b>	8
Questions for individual reflection	10
Tools for individual reflection	11
<b>Stimulating Public Dialogue and Awareness</b>	12
You can contribute to the dissemination effort by:	14
How to organize a presentation and dialogue event	15
Possible agenda for presentation and dialogue events	16
<b>Collective Reflection About the Scenarios</b>	18
Levels of conversation	20
Tools for dialogue and collective reflection	21
Sample questions for collective reflection	22
<b>The Scenarios in Education Settings</b>	24
Ideas for student assignments	26
<b>Strategy Development with the Scenarios</b>	28
Objectives of a scenario-based strategic planning exercise	30
Tools for strategy development	31
Defining your strategic intent	33
Considering internal implications for your organization	36



# What are the scenarios and why should I use them?

The Cyprus Futures scenarios are the collective creation of a group of 36 Cypriots who represent a cross-section of Cypriot society. Half of them are Greek Cypriot, half of them are Turkish Cypriot, and the group is gender balanced.

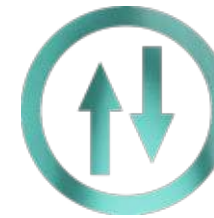
This team worked together, in eight days of workshops, to identify key forces at play, ask burning questions, consider possibilities, and create stories about what the future might hold.

The group built four scenarios for the future of Cyprus:



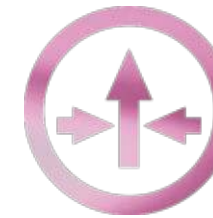
## NO WAY

a scenario of stagnation and inaction



## MY WAY

a scenario of divergence and opposition



## THEIR WAY

a scenario of peace under pressure



## OUR WAY

a scenario of resilient peace

1

# ABOUT THE SCENARIOS

These scenarios are **not** predictions.

They are **not** proposals.

They are imagined stories that describe possible pathways into the future to help us talk and think more deeply about our current reality.

The purpose of the exercise is to:



→ Catalyze open and reflective strategic dialogue among Cypriots about the possible futures of the island, and about the opportunities, risks, and choices these futures present



→ Stimulate individual and collective wise decisions and strategic actions

The purpose of structured reflection on the scenarios is not to arrive at a consensus about what will happen. It is to engage in discussion about what could happen, using the scenarios to inform and inspire individual and collective strategies, illuminate possible pathways, and clarify next steps.

The success of a set of scenarios is thus not evaluated by whether they actually occur in the future, but rather on whether they influence the choices of today. Sometimes the most significant scenario is, in hindsight, the one we manage to avoid.

Therefore, for the scenarios to be successful, it is essential for people to reflect on and talk about them. In developing scenarios, we create a common language that allows us to engage with the challenges of the present and the future.

We encourage anyone, whether influential leader or concerned citizen, to gather with others to talk about the different scenarios and their implications. This reflection may be individual or collective, face-to-face or virtual. Based on this conversation, we can make choices and form collaborative alliances that allow us to promote a future reality that we desire.

**“Given my own experience with transformative scenarios and this new approach to collaboration, I was pleased to hear about the new Cyprus Futures initiative which applies a similar approach. This approach invites us not to fear complexity, not to fear the truth, but rather to take into account the different perspectives and possibilities such complexity presents and, in addition, to be willing to change our strategy if circumstances warrant it. Only then can we collaborate effectively and lay the foundation for a better tomorrow.”**

**– Juan Manuel Santos,**  
former President of Colombia and winner of the Nobel Peace Prize

We suggest you familiarize yourself with the content of the four scenarios before using the tools in this booklet.

You will find the full scenarios report, along with other useful presentation materials that can be freely used and reproduced, on the project website:  
**[www.cyprusfutures.org](http://www.cyprusfutures.org)**

Please also contribute your ideas via social media:

Facebook:  
**[www.facebook.com/cyprusfutures](https://www.facebook.com/cyprusfutures)**



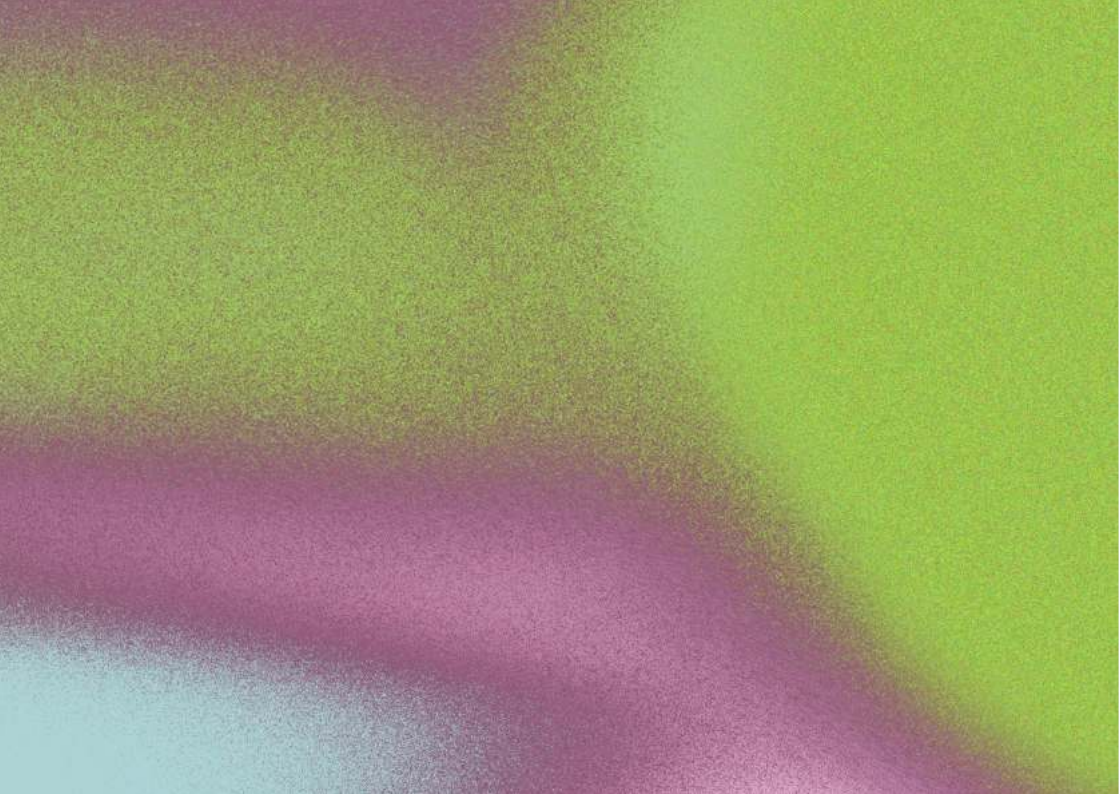
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# 2

## INDIVIDUAL REFLECTION ON THE SCENARIOS

### **How do I reflect on the scenarios and discover my own role in influencing them?**

The Cyprus Futures scenarios are relevant for every citizen and leader from any sector across the island, as well as regional and international actors working with Cyprus. Everyone has a role in determining the future, and everyone is affected by how that future plays out on the island.

We offer here a set of questions and tools for individual reflection on the scenarios. We encourage you to engage with these questions personally, whether for five minutes or for several hours, to deepen your thinking about the future of Cyprus and your role in it.

We invite you to share the results of your reflections, if you wish, with your peers, with partners and collaborators, and even with those you disagree with, through virtual or face-to-face interactions.

## Questions for individual reflection

### Each scenario:

- How does this scenario make me feel?
- Could this happen?
- If it happens, what impact would it have on me, on the people I care about, on the groups that I am part of, and on Cypriots in general?
- If it happens, what opportunities could I make the most of, and what threats or challenges would I face?
- What options would I have?
- What can I do today to prepare for this possible future, to avert it or help it to come about?

### The set of scenarios:

- What feelings does the set of scenarios as a whole evoke in me?
- What do I see now that I didn't see before?
- Do I imagine different scenarios?

### The future:

- What worries me about the future?
- What excites me about the future?
- What is my vision for Cyprus?

### My role:

- Where do I have power to influence the future?
- What role do I want to play?
- What actions can I take to influence the future?

## Tools for individual reflection

### CONTEMPLATION

Contemplation means observing and thinking about something without judgment. You may want to read the scenario narratives calmly and reflectively with the above questions in mind, spend some time in silence, and notice what insights and meaning emerge for you.



### JOURNALING

Writing in a journal is a key tool for learning through experience, by noticing, reflecting, and documenting how your ideas evolve. It is simply the practice of immediately writing what comes to mind rather than thinking through the ideas first, and involves writing for yourself rather than for others. Journaling is an opportunity to reflect on ourselves, on our context, and on what we are learning.



### DRAWING

Another useful tool for individual reflection on a set of scenarios is to draw freely. Try, for example, drawing each scenario with yourself in the picture. Or simply draw something that represents the feeling you have when you consider the scenarios.



### THINKING WITH A PARTNER

Together with a thought partner, you may want to express out loud what you are thinking. Have a friend ask you the reflection questions and listen to your answers, provoking you to deepen your thinking as the conversation evolves. Then turn the tables and ask your friend the questions, without expressing your own opinions.





## **How do I effectively present the scenarios to a group and stimulate dialogue around them?**

The Cyprus Futures scenarios offer an opportunity to engage many diverse voices across the island and the region in drawing attention to the opportunities, risks, and choices we face regarding the future. More than a product with a single message, the scenarios are a catalyst to spark reflection, discussion, and action.

We wish to generate a buzz, repeated across the island and beyond through different voices and in different words, to provoke strategic actions and deepen the debate around the future of Cyprus. You can contribute to this effort by organizing presentations, debates, meetings, and workshops and by spreading the word about the scenarios through the media and social networks.

3

STIMULATING  
PUBLIC DIALOGUE  
AND AWARENESS



## You can contribute to the dissemination effort by:

- Organizing a presentation and dialogue event
- Scheduling a briefing or discussion meeting for your colleagues, peers, or strategic partners
- Reaching out to the media
- Writing articles, blog posts, or tweets related to the scenarios and their messages
- Mentioning the scenarios at existing conferences and seminars you are participating in
- Commenting on current political events in the context of the scenarios
- Follow Cyprus Futures on social media and sharing relevant items



## How to organize a presentation and dialogue event

### 1. DEFINE THE OBJECTIVE OF YOUR EVENT

As the event promoter, you need to clearly articulate the objective. Use the overall scenario process objectives on page 4 as a starting point. You may want to tailor them for your event, for example, “Consider the implications of the scenarios for the xx sector.”

### 2. DECIDE THE DATE, TIME, AND LOCATION

Decide where and when the event will take place. The room should be large enough for people to spread out and preferably be equipped with a projector, a computer, flipcharts, and markers. We suggest scheduling a minimum of two hours for the event.

### 3. INVITE PARTICIPANTS

Create an invitation with the information on date, time, venue, and objectives. Create a participant list, and send the invitation. It’s important to extend personalized invitations to the people you most want to attend.

### 4. CLARIFY ROLES

Define with your team who will facilitate the event, who will present the scenarios, and who will document the results and compile the attendee list.

### 5. DESIGN THE AGENDA

See the suggestion on the next page.

### 6. DOCUMENT THE EVENT AND SHARE LESSONS LEARNED

Take photos and make note of the key points discussed so you can share them on the project’s social media pages.



# Possible agenda for presentation and dialogue events

0h00	<p><b>WELCOME AND OPENING</b></p> <p>The host welcomes the participants and shares the event's objectives.</p> <p>The facilitator explains how the event will work.</p>
0h10	<p><b>INTRODUCTIONS</b></p> <p>Ask each participant to consider, "If you could speak to a clairvoyant, what question would you ask about the future of Cyprus in 2035?" If your group is smaller than 20 people, ask each person to say their name and their question. If it is larger than 30 people, ask participants to share with their neighbors and then request 5-6 of the questions to share in plenary.</p>
0h30	<p><b>PRESENT THE SCENARIOS</b></p> <p>Use the executive presentation available on <a href="http://www.cyprusfutures.org">www.cyprusfutures.org</a></p>

1h00	<p><b>GROUP DISCUSSION</b></p> <p>Facilitate a discussion in plenary or at small tables followed by a plenary.</p> <p>What signs are we seeing today that one or more of these scenarios are emerging?</p> <p>What opportunities, risks, and choices do these scenarios present to us?</p>
1h40	<p><b>FINAL REFLECTION</b></p> <p>Ask some or all of the participants to share their response to the question, "What do I see now that I didn't see before?"</p>
2h00	<p><b>CLOSE</b></p>



# 4

## COLLECTIVE REFLECTION ABOUT THE SCENARIOS

### **How do I facilitate a collective reflection around the scenarios?**

Beyond disseminating the scenarios and provoking discussion, you may be looking for an in-depth way for a group to consider the scenarios together. For instance, you may want to host a collective reflection in a community, sector, group of peers, or diverse group of citizens who do not work together in their day-to-day activities.

The intention of your collective reflection may be to deepen the group's understanding of what is emerging and/or to brainstorm possible actions.

If you want to reach a deeper level of dialogue, we recommend scheduling sessions that are at least four hours long, so you have time to both grasp and internalize the content of the scenarios, and come to new insights about their meaning for the group.

This section offers you tools and ideas for hosting such dialogues.

## Levels of conversation

When preparing for a collective dialogue about the scenarios, be aware that there are different types of conversations. Each type has its place and usefulness, described below. Sharing this language with your group may help you to consciously move into a reflective dialogue.

### DOWNLOADING

Downloading is the mode of conversation where we say what is habitual, polite, known, or expected. We are essentially “downloading” our brain’s customary responses as if we were a computer. While downloading may supply the “right” answer quickly and keep the peace or the status quo in place, it is insufficient when dealing with complex changes in context or seeking to create something new.



### DEBATING

Debating is different from downloading in that we speak our minds openly, even at the risk of generating conflict. The process of actively searching for alternative facts, perspectives, and options represents a significant leap in the level of conversation. But in this mode, we are still constantly judging whether or not we agree or disagree, and our primary orientation is seeking to be “right.”



### DIALOGUING

Dialogue is a creative conversation, requiring empathy and self-reflection. In this mode, we listen with attention, speak with intention, and seek to understand and discover new meaning. We inquire about each other’s experience and share what we are noticing. A truly generative dialogue can help a group to develop collective understanding.



## Tools for dialogue and collective reflection

### CIRCLE DIALOGUE (FOR UP TO 30 PARTICIPANTS)

Invite participants to sit on chairs in a circle, and present a question to the group. Ask each person to share their reflection on the question, moving around the circle or inviting them to speak as they are ready. The ideal is to hear each person’s voice. Encourage participants to listen with attention and speak with intention.

### SMALL-GROUP CONVERSATIONS

Especially if your group is more than 15-20 people, it is useful to break into small groups for parts of the conversation. You may give the groups a task such as filling in the worksheet at the end of this section, generating their top three challenges and top three opportunities, or their top three ideas for transformative actions. At the end, come back into the whole group to share learnings.

### PAIRED WALKS

We often underestimate the power of walking and talking. Most of our meetings are sitting meetings. By walking together, we can seek inspiration, generate energy and focus, connect with our impulse toward movement, and deepen our collective reflections. Even a 20-minute walk in pairs to reflect together around a guiding question can make a big difference to the productivity and collaborative capacity of a diverse group.

The tools and ideas in the other sections of this booklet can all be adapted for collective reflection.

**“Engaging with the future does not take place in the future; it takes place in the present. Having a future focus changes the way we see the present, so much so that we ‘re-perceive’ that present and its strategic requirements. Learning from the future is exciting and challenging because it changes forever the way we engage with the present.”**

– Oliver Freeman

# Sample questions for collective reflection

All the questions from the section on individual reflection can also be applied to a process of collective reflection. By sharing our answers in a group, we may deepen them for ourselves.

In addition, there are other questions that are particularly useful for collective dialogue:

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→ What strikes us as interesting about the scenarios?

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→ What signs are we seeing that indicate one or more of these scenarios are realizing themselves?

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→ What do we see as the most important forces influencing the direction of the future of Cyprus?

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→ What are the most important levers for influencing the future of Cyprus?

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→ What do we see as the highest potential for Cyprus in 2035?

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→ What is the collective sphere of influence of this group?

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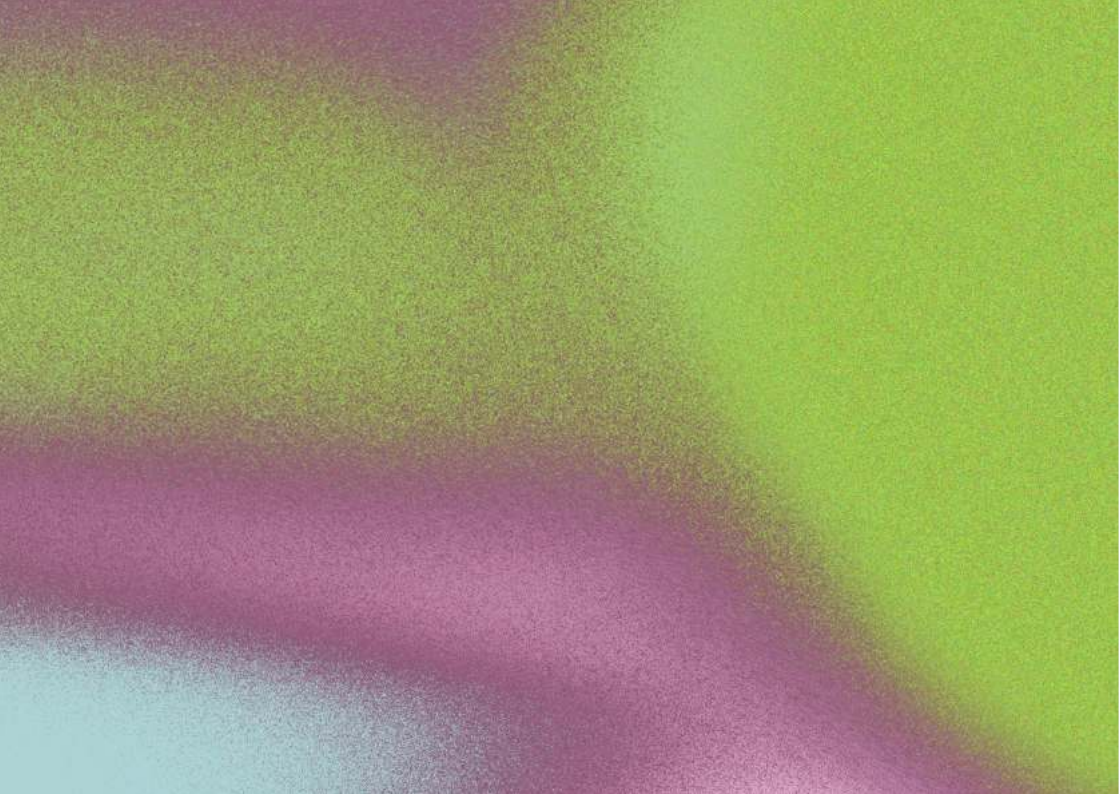
→ What ideas can we think of for actions that could influence the future of Cyprus?

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# Small Group Conversations: Worksheet

	What opportunities does this scenario present us with?	What challenges does this scenario present us with?	What would we do to adapt to this scenario?	What can we do to influence this scenario?
NO WAY				
MY WAY				
THEIR WAY				
OUR WAY				





## **How can I incorporate the scenarios material into an existing educational program?**

The scenarios can be a stimulating element in academic programs on politics, sociology, economics, business, public administration, journalism, or other disciplines.

Use the slide presentation provided on the website to prepare a lecture on the scenarios, and/or assign the report, website, and social media posts as pre-reading before you hold a class discussion.

Another option is to organize an academic debate or seminar about the four scenarios, inviting participants to comment on the challenges and opportunities they see reflected in the scenarios and the policy or strategy implications.

5

THE SCENARIOS  
IN EDUCATION  
SETTINGS

# Ideas for student assignments

→ What signs do you see of these scenarios emerging today? Write an essay defending the plausibility of each scenario, using data on current trends.

→ Which scenario do you consider to be the most relevant and challenging? Write an essay or prepare a presentation explaining your argument.

→ What will the news media say in the future? Write a newspaper article, press release, or blog entry for each scenario from the perspective of the year 2035.

→ Considering these scenarios, what forces do we most need to monitor? Write an essay in which you discuss the patterns and trends you see today.

→ Rewrite one of the scenarios, maintaining its essential meaning, but contextualizing it specifically for your community.

→ Write a fifth scenario – what else could happen?

→ Create a role play or art piece reflecting the meaning of the four scenarios for you.





## **How can my organization or others use the scenarios to improve our strategy or policies?**

Scenarios are a useful tool for developing or rethinking an organization's or collective's strategy and for guiding the development of new policies.

When we work with scenarios, we are looking at the big picture and the long term. The scenarios do not directly provide the answer for what you should do tomorrow. But by reflecting on the implications of each scenario, you can consider what position you want your organization to be in, what forces you need to pay attention to, and where your effort is best spent in the unfolding future of Cyprus. The scenarios also create a strategic clarity that will help you to plan initiatives and actions.


Here are ideas, questions, and tools you can customize to meet your particular strategic planning needs.

6

STRATEGY  
DEVELOPMENT WITH  
THE SCENARIOS



# Objectives of a scenario-based strategic planning exercise

<p>To better understand the driving forces affecting Cyprus</p> 	<p>To identify the challenges and opportunities the scenarios present to the organization or collective</p> 
<p>To develop strategic direction and priority initiatives for the organization or collective</p> 	<p>To build participants' ability to see the big picture and the long term</p> 

## QUESTIONS FOR STRATEGY DEVELOPMENT

- What opportunities, risks, and challenges do these scenarios present for our organization or collective?

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- What forces, indicators, or warning signals in our context do we need to be paying attention to?

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- Considering these four scenarios, how do our current strategies hold up?

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- In each scenario, what position would we want to be in?

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- What is our desired reality?

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- What strategies/policies do we want to pursue?

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- What do we need to stop doing, what do we need to start doing, and what do we need to continue doing?

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- What do we need to think about and what do we need to do now?

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# Tools for strategy development

## SWOT

A SWOT analysis is a commonly used method for evaluating strengths, weaknesses, opportunities, and threats for a particular organization or initiative. Because it provides a framework for looking at both internal and external factors, it is a simple and interesting mapping tool to work with in the light of a set of scenarios.

	HELPFUL 	HARMFUL 
INTERNAL	<p><b>Strengths</b></p> <p>In light of these scenarios, what are our organization's strengths in being able to adapt to or influence the future of Cyprus?</p>	<p><b>Weaknesses</b></p> <p>In light of these scenarios, what are our organization's weaknesses that place us at a disadvantage in adapting to or transforming the future of Cyprus?</p>
EXTERNAL	<p><b>Opportunities</b></p> <p>In our specific context, what opportunities do the scenarios present us with?</p>	<p><b>Threats</b></p> <p>In our specific context, what threats do the scenarios present us with?</p>

Work as a group to write examples of strengths, weaknesses, opportunities, and threats on post-it notes, and place them on one or more flipcharts. The advantage of using post-it notes rather than writing directly on the flipcharts is flexibility: You can easily change the post-its and move them between quadrants if, for example, something that one person considered a threat can also be rephrased as an opportunity.

The strategy session does not end with a SWOT. The SWOT is a mapping tool to contextualize the implications of the scenarios for your specific organization before moving into defining your strategy in light of the scenarios.



## IDENTIFYING LEVERAGE POINTS

A leverage point is a place where you can strategically take action to address a given situation. It is low leverage if a small amount of effort will lead to a small change. It is high leverage if a small amount of effort can lead to a large change. In dealing with complex social problems, high-leverage points are those that address root causes. One way to identify root causes is to continually ask “why?”

→ Identify an event that concerns you related to the future of Cyprus.

→ Ask “Why did that happen?” then ask of the answer, “Why is that?” and continue to ask “why” until you believe you have reached a root cause.

Having identified root causes of certain situations, think about your sphere of influence. Where do you have the resources and capacity to apply solutions? How can you expand your sphere of influence through partnering?

Next, consider where your organization could invest its energy and resources to achieve the highest impact for the effort invested. Consider, “Where is our power?”

## VISIONING

In this activity, each participant draws a picture of their desired reality. They should include themselves and the organization in the picture. For inspiration, you may want to consider what is happening in your desired reality for each of the differentiators that distinguish the Cyprus Futures scenarios from each other. You will find these in the comparative table of the scenarios available on the website and in the scenarios report.

After drawing the vision, consider:

→ What would have to happen for this situation to be true?

→ How could these things happen, given the strengths, weaknesses, opportunities, and threats we identified?

# Defining your strategic intent

Based on your SWOT, your leverage points, and your vision, clarify your organization’s strategic intent:

*Strategic Intent = A clear and easily understandable statement of the actions the organization will take.*

- 1 Ask each team member to try phrasing a strategic intent statement.
- 2 Identify as a group where these statements are similar or different.
- 3 Seek agreement on a collective statement.

**“Fear and discomfort are an essential part of strategy making...true strategy is about placing bets and making hard choices.”**

— Roger L Martin





## DEVELOPING OPTIONS AND ACTIONS

Once you have clarified your higher-level strategic intent, you may want to brainstorm your short-term options and actions.

Start the brainstorm session with the question, “What actions can we take in the next year to help us to achieve our strategic intent?”

Ask the group to generate ideas for actions on post-it notes, and briefly read them out one by one. Don’t dismiss or debate any ideas during the brainstorm. Listen to other people’s ideas and see if they spark ideas for you.

With many options on the table, as a group, choose the ones you think deserve further consideration. Consider the potential implications and impacts of the scenarios on the identified options.

## PROTOTYPING STRATEGIC ACTIONS

Prototyping is a way to build, test, and refine a strategic action before investing considerable resources in it. It’s the process of deploying a series of small-scale experiments to quickly assess the strength of the idea, and then adapting the idea based on what you have learned.

Though prototyping, you take an unproven idea and turn it into one supported by feedback, data, and observation.

Steps in prototyping:

1. **Build** a model of your idea (this may be a drawing or a 3D model using modeling materials).

2. **Invite** colleagues to give you feedback.

3. **Rebuild** the model, taking the feedback into account.

4. **Test** the initiative at a small scale and closely observe the results.

5. **Incorporate** lessons learned and further refine the idea.

Prototyping is a learning process. It’s crucial to keep a record of the information, insights, and feedback gained as the idea being prototyped evolves. Through iteration, the idea can evolve into something worthy of implementing on a large scale.

# Considering internal implications for your organization

Your strategy is not only about what actions you want to take in the world outside. It is also about how your organization may need to adapt its own culture, capacity, structure, and way of operating.

## CONSIDER:

→ What organization do we need to become in the next five years to respond to these possible futures?

→ What capacities do we need to learn and embody to stay alert and make sense of a fast-changing world and not get stuck in business-as-usual?

→ What steps could we take today to become such an organization?

Invite your team to create statements related to what the organization could become. Write each statement on a flipchart.

Check if there are objections to any of the statements and ask the person objecting what they would propose instead. Keep the process going until you have a set of 5-6 high-level statements that most team members agree on and are inspired by.

## THEN DISCUSS:

→ What will help us move forward from here?

→ How are we going to drive this process? Who will lead it? If possible, identify a lead for each statement.





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# POSSIBLE FUTURES OF CYPRUS

2022

2035

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The Cyprus Futures scenarios were developed by a diverse group of 36 Cypriots, who each invested over 15 days of their time on a volunteer basis. The group was facilitated by Reos Partners ([www.reospartners.com](http://www.reospartners.com)), using an internationally validated methodology. The project was supported by PRIO Cyprus Centre and Result Mediation Foundation. Funding was provided by the governments of the Netherlands, Norway (via PRIO), and Finland.

All the materials produced are freely available in the public domain.

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If you have other ideas for how to use the scenarios,  
please post them on:

[www.facebook.com/cyprusfutures](https://www.facebook.com/cyprusfutures)

and/or

[info@cyprusfutures.org](mailto:info@cyprusfutures.org)

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