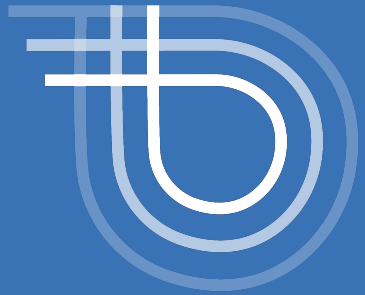
scansion

Uncertainty Management

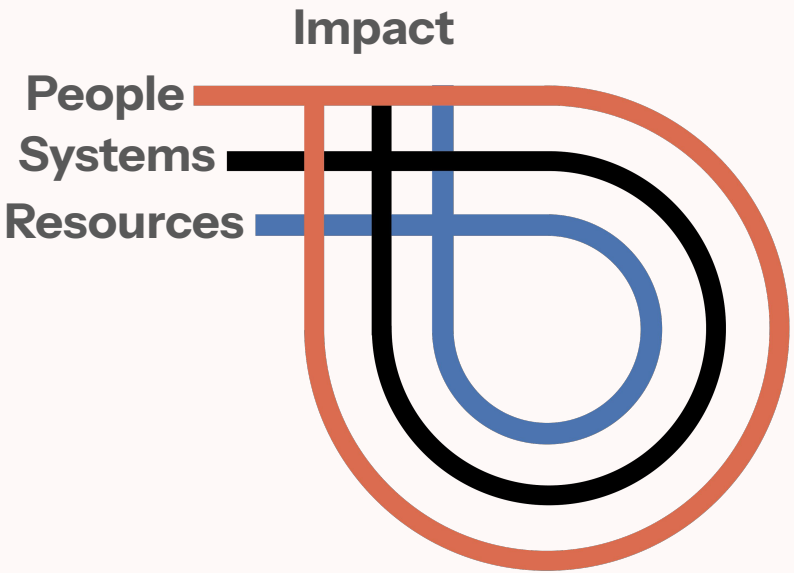
About Scansion

RESOURCES



Achieve enduring
possibilities.

Scansion is a people-centered design strategy group that enables organizations to imagine, design, and achieve impactful solutions.



Together with clients, we map the pathways that align people, systems, and resources to build experiences and offerings that deepen engagement and advance your strategic vision.

Our goal is to ensure our clients can deliver increasing value to their communities.

Our capabilities include:

- **Experience Strategy and Design**
- **Strategic Planning and Systems Design**
- **Community-Driven Strategy**
- **Brand and Positioning Strategy**

For more about our capabilities click here and our team here

Agenda

01 **Disruption**

02 **Regenerative Resilience**

03 **Uncertainty Management**

04 **Strategic Foresight**

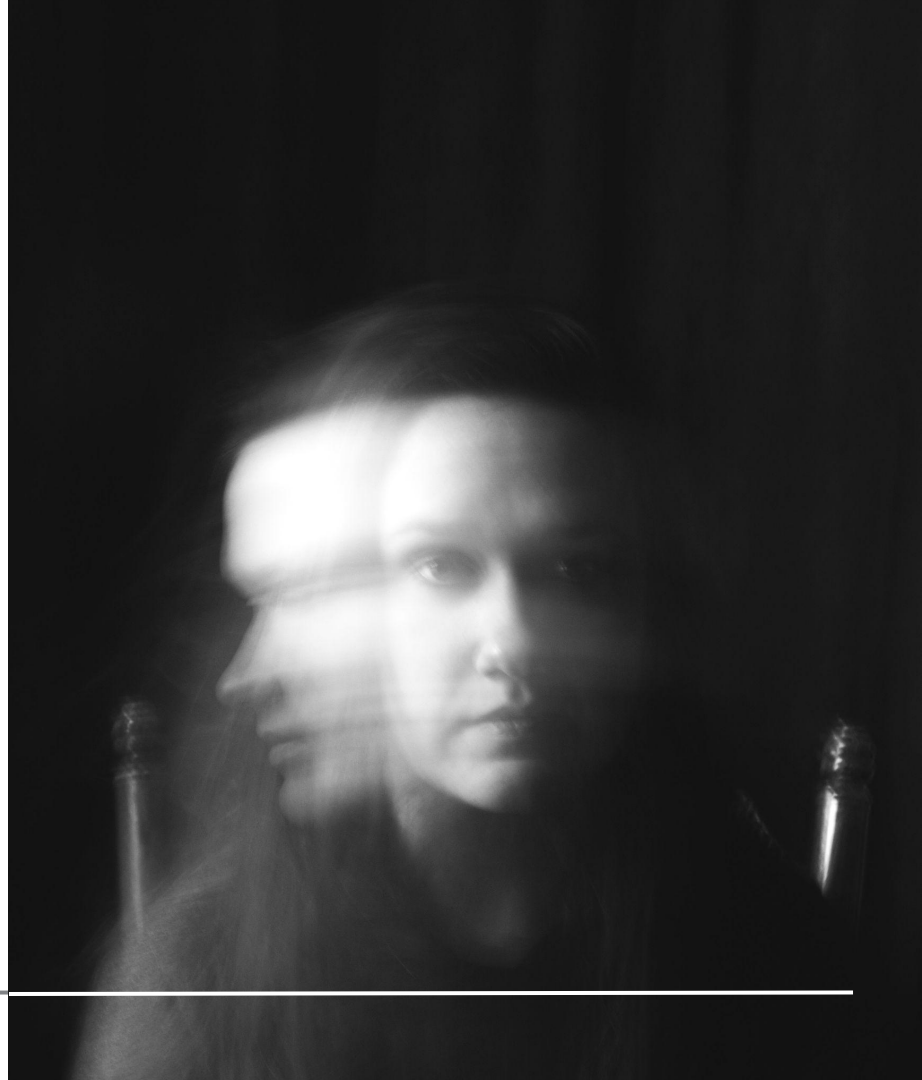
05 **Financial Resiliency**

06 **Transparent Leadership**

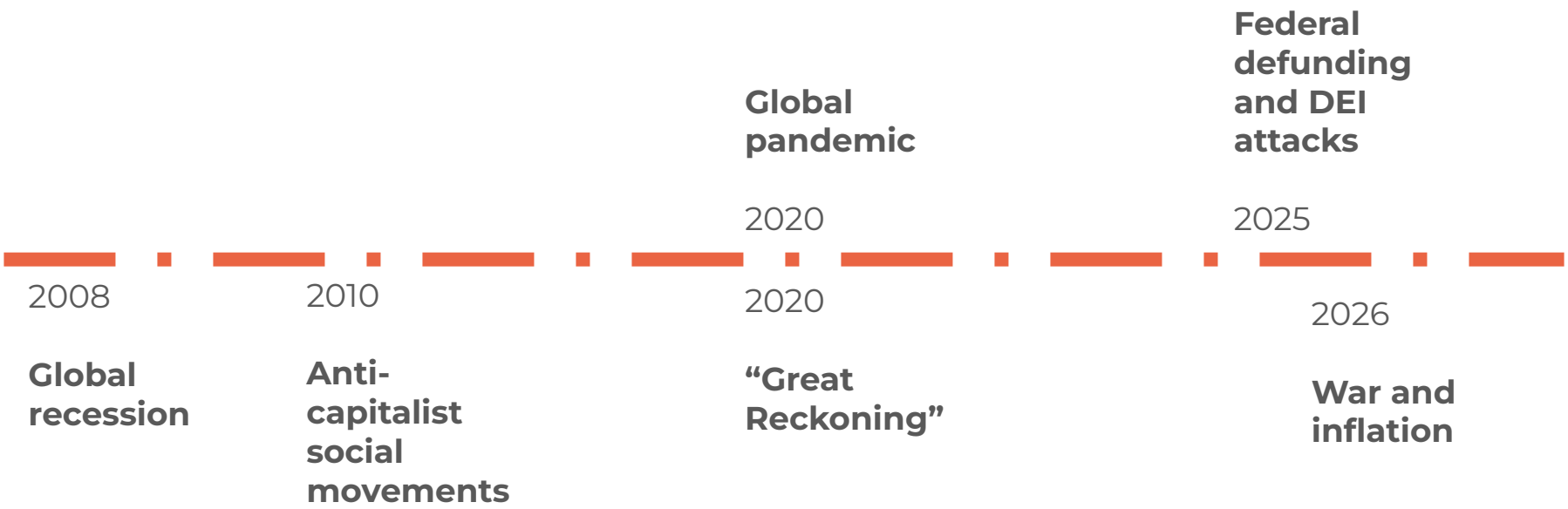
07 **Collaboration and Operational Efficiency**

Disruption

- Attempts at federal defunding of basic services, arts and culture, science, public lands, etc.
- Threats to freedom of speech (including DEIA)
- Artificial Intelligence
- Changing audience behaviors
- Backdrop of economic and political volatility and dislocation



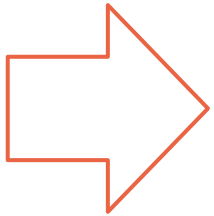
Many cycles and shocks in a short time



Frameworks to describe the world we live in

VUCA

- Volatile
- Uncertain
- Complex
- Ambiguous



BANI

- Brittle
- Anxious
- Non-linear
- Incomprehensible

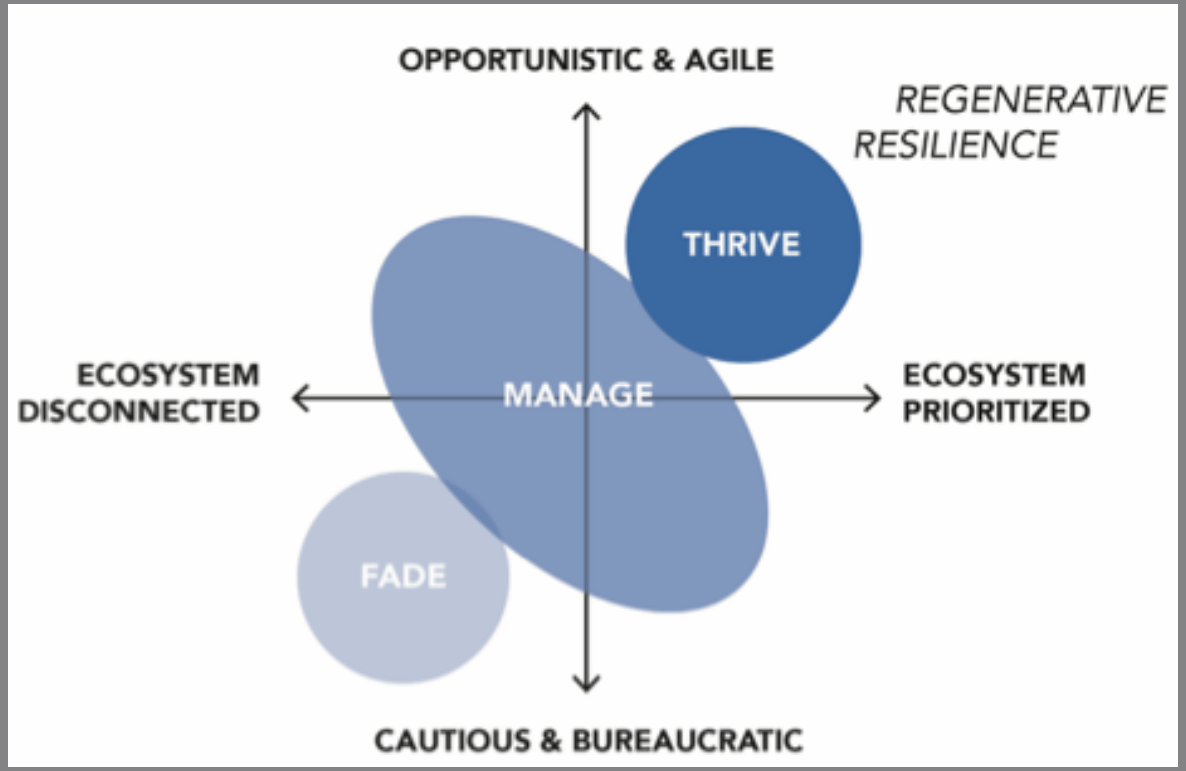
Adopted in the 80s during a period of economic, social, and political transformation

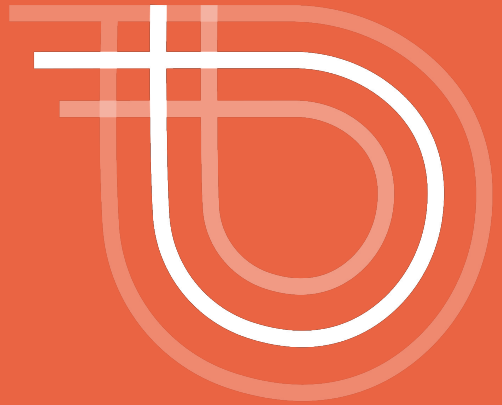
Developed post-pandemic. It highlights the need for resilience, empathy, and adaptability over rigid planning.

Scansion's post-pandemic thinking:

"Regenerative Resilience"

You can see the report here





What is Uncertainty Management?

Uncertainty Management

Strategic Foresight

Transparent Communication and Leadership

Financial Resilience and Diversification

Collaboration and Operational Efficiency

Strategic Foresight

Strategic Foresight is the disciplined, systematic process of identifying, analyzing, and using early signals of change to anticipate plausible future scenarios, rather than predicting a single outcome.

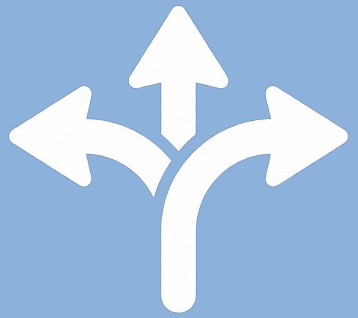
Scenario Planning: Identify key "trigger points" for action, developing best-, moderate-, and worst-case scenarios

Prioritization: Focus on core strategies that directly align with the organization's mission to avoid overextending resources.

Risk Assessment: Identify and rank potential risks, creating mitigation plans for each.

Strategic Foresight is Resilient

- Surfaces assumptions and challenges entrenched thinking
- Stretches beyond conventional wisdom and certainties
- Uses divergent thinking to discover unseen opportunity spaces
- Reduces implications of unexpected change and blind spots
- Is adaptive by proactively reframing challenges and decisions

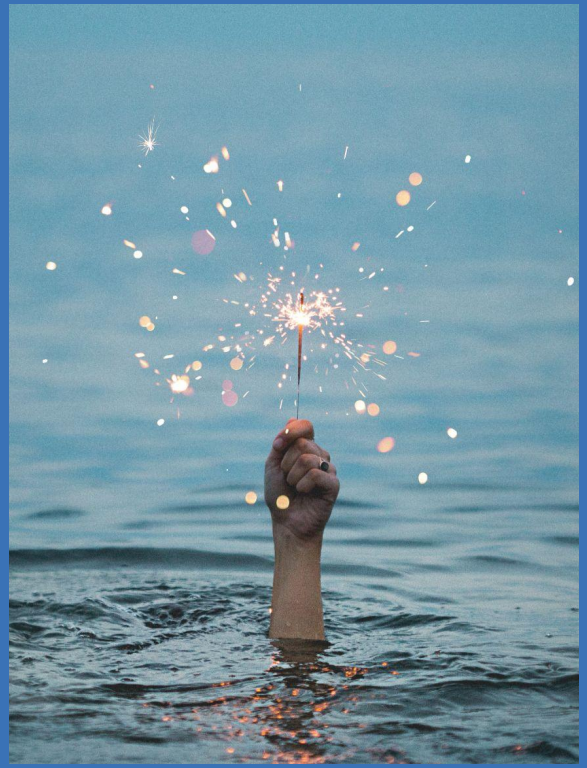


Financial Resiliency and Diversification

Financial Monitoring: Implement strict cash flow management and conduct regular financial check-ups.

Diversification: Reduce reliance on a single source by exploring alternative revenue models and fundraising strategies.

Strategic Reserves: Maintain or increase cash reserves to cover operational disruptions.



Concrete financial resilience examples

- Use of key ratios for active financial management of nonprofits and commercial firms
- Liquid Unrestricted Net Assets (LUNA)
- Minimum of three months of cash reserves
- Building toward working capital
- Diversification of revenue, which begins wherever we are today

Transparent Communication and Leadership

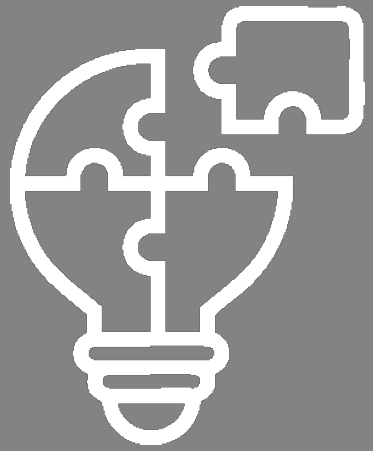
Open Communication: Maintain regular, honest updates with staff, board members, constituencies, and donors about challenges and actions.

Adaptive Leadership: Be prepared to adapt strategies, such as switching to virtual events or re-allocating staff.

Culture of Care: Focus on team well-being by offering flexibility and mental health support to reduce anxiety.

Concrete transparency examples

- Design with*
- The way of council
- New mutualism
- Culture of care philosophy and methods
- Cynefin framework (ability to prioritize and shift focus)



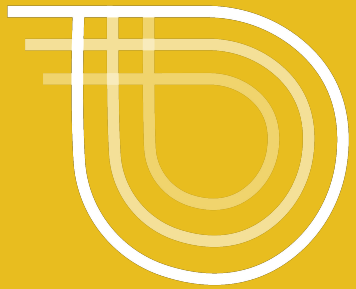
Collaboration and Operational Efficiency

Ecosystem Alliances: Unlock shared value through resource-sharing (e.g., collective procurement) and collaborative funding through joint proposals and aligned advocacy.

Data Analytics: Use data tools and analytics to streamline operations and strengthen decision-making.

Relational Resourcing: Evolve from stewardship to dynamic, trust-based resource flows by cultivating donors as co-strategists and long-term value creators.

PEOPLE



Q & A

What are the most important factors that will influence your sector in the next 10 years?

Thank you!

We hope to see you at the Scansion Strategic Foresight Workshop