

# Scenario Planning:

## Asking the Right Questions

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# Introduction

It's a difficult time and you have many decisions to make. Scenario planning can help you make the right choices for your organization.

We don't know where the economy or association business operations are going, but we do know that you'll never regret having a plan. .orgSource is working with several organizations on short, mid, and long-term planning scenarios.

This document includes the questions we think organizations should be asking themselves about important aspects of their businesses including:

- Members and customers
- Products and services
- Finances
- Operations
- Governance

Our seasoned association consultants can help you facilitate these important, but sometimes difficult, conversations with your volunteer leaders, board members and executive staff. They'll help you determine the best actions to take to shape your future. We offer online planning sessions for leadership as well as for specific departments.

If you would like to talk through your organization's situation or need help facilitating scenario planning, I'd be happy to get on the phone with you to discuss. You can schedule a 15-30 minute call with me [here](#). *We stand ready to assist.*

Best Wishes,

Sherry

Sherry Budziak  
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Founder and CEO, .orgSource  
Co-Founder, .orgCommunity

# POTENTIAL IMPACT ON MEMBERS AND CUSTOMERS

## Short Term 1 - 2 Months



- What do you think your members will encounter at their jobs in the next 4 weeks?
- Are their professions at the heart of the crisis?
- What do we need to change to support them better right now?

## Mid - Term 3 - 8 Months



- If the situation doesn't improve for them, what will they most likely plan to do in their career?
- What do we need to offer to support them in the new normal?
- How are the tools we introduced for the short-term being utilized?

## Long Term >10 Months



- If we've turned a corner, what do we think they will need in the coming months?
- Have we captured the lessons, we learned over the course of the crisis?
- If we haven't turned a corner, what do we think they will need in the coming months?

# POTENTIAL IMPACT ON PRODUCTS AND SERVICES

Short Term  
1 - 2 Months



- Which of our product lines are the most vulnerable?
- What do we have in the pipeline that could/should be pushed through?
- Are there sectors of our business that are steady? Why?

Mid - Term  
3 - 8 Months



- Is it time to return to product development?
- Do we have the capacity to develop new programs?

Long Term  
>10 Months



- What does our revenue base look like now?
- What are the needs of the industry? What do the jobs look like?
- Can we invest in technology?

# POTENTIAL IMPACT ON FINANCES

Short Term  
1 - 2 Months



- Where can we cut smartly?
- Should we consider partnerships?
- How can we cover budgetary short falls?

Mid - Term  
3 - 8 Months



- Are we optimizing delivery channels?
- Do we need to decrease capacity?

Long Term  
>10 Months



- What does our revenue base look like now?
- Do we need to increase capacity?

# POTENTIAL IMPACT ON OPERATIONS

Short Term  
1 - 2 Months



- How do we communicate?
- How do we manage a stressed staff?
- How do we build the right culture for right now?

Mid - Term  
3 - 8 Months



- How do we keep staff motivated?
- Do we need to permanently outsource certain functions?
- Should we consider other changes to our operations and infrastructure?

Long Term  
>10 Months



- If things are improving, when do we need to think about hiring?
- How will we reward staff who got us through to retain them?

# POTENTIAL IMPACT ON GOVERNANCE

## Short Term 1 - 2 Months



- What role should the Board play?
- How do we “calm the waters?”
- How do collect input in a transparent and meaningful way?

## Mid - Term 3 - 8 Months



- How do we keep the Board engaged?
- How do we leverage committees to help us see what’s ahead?
- How will we actively listen and communicate progress?

## Long Term >10 Months



- Are there ways we need to change governance?
- Do we interact effectively? If so, how do we continue during better times?

# Since 2005 .orgSource has helped organizations shape their future.

In a challenging—and constantly changing—  
landscape of disruption, we know association  
leaders have a lot on their minds.

Whether you need a facilitator to help you “ask the  
better question,” an expert in operational  
improvements, a leader in digital transformation or  
leadership development, we can help you...

**Build Value, Innovate Within and Discover Strategy.**



Find out more at [orgsource.com](http://orgsource.com)