

# Navigating Uncertain Times

A Scenario Planning Toolkit for  
the Arts & Culture Sector

Planning Worksheets

October 2020



**AEA Consulting**

Commissioned by

**Wallace**



™

# How to Use These Worksheets

This document includes 21 worksheets, each with a prompt to facilitate thinking about each scenario, their possible shared outcomes, and potential impacts on an organization. Depending on the time available, an organization might use all 21 worksheets or select a subset most relevant to their current needs. Below we have illustrated possible use maps according to potential time required – though these are estimates and actual times will depend on a number of factors including familiarity with the scenarios and the number of people involved in the process. Regardless of total meeting time, each session should ideally end with a discussion on how to incorporate scenario insights into your organization’s current operations.

### Half-day workshop (4 hours)

One-hour overview of scenarios, then 30-45 minutes each on:

Mission (p. 4)

Audiences (p. 5)

Programming (p. 6)

Business Model (p. 7)

### Full-day workshop (8 hours)

Half-day agenda +

SWOT Analysis (p. 16-20) +

1-2 Critical Issues (p. 11-13)

### Multi-day workshop (16-20 hours)

*Day 1 (4 hours)*

Detailed review of scenarios

*Day 2 (2-3 hours)*

SWOT Analysis

*Day 3 (3-4 hours)*

Key Impacts

*Day 4 (2-3 hours)*

Critical Issues

*Day 5 (3-4 hours)*

Organizational Change

Scenario Comparisons

## Contents

### Key Impacts: pages 4-9

Focusing on mission / purpose, and examining the impacts facing organizations across the core components of their activity – audiences, communities, programming, financial needs, and physical infrastructure.

### Critical Issues: pages 11-14

Connecting organizations to the changes required to address legacies of institutional racism, the climate crisis, and how artists can be supported most effectively.

### Strengths / Weaknesses / Opportunities / Threats: pages 16-20

A guide for an organizational “SWOT analysis” to determine a clearer picture of focus areas moving forward.

### Organizational Change: pages 22-25

Understanding the internal needs required to effectively implement action in the new futures.

### Scenario Comparison: pages 27-28

An opportunity to compare learnings across multiple scenarios and drawing linkages to other sector participants.



# Key Impacts



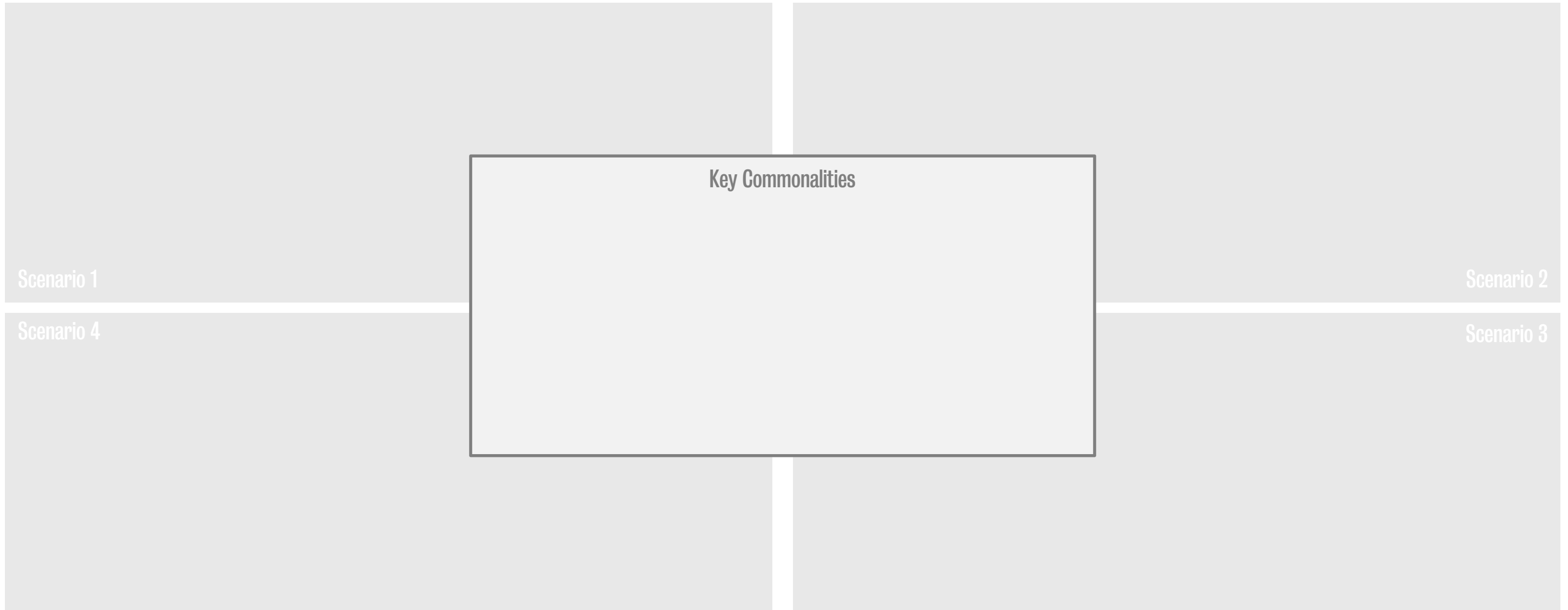
# Mission & Purpose

What are the ways our mission/purpose is most relevant in this scenario?



# Impacts

What is happening to our audiences and communities in this scenario? (Who can we reach? Who can't we reach? Who is the market not serving?)



# Impacts

How can our programming respond in this scenario? (What new cultural activities, art forms, or new platforms might be emerging?)



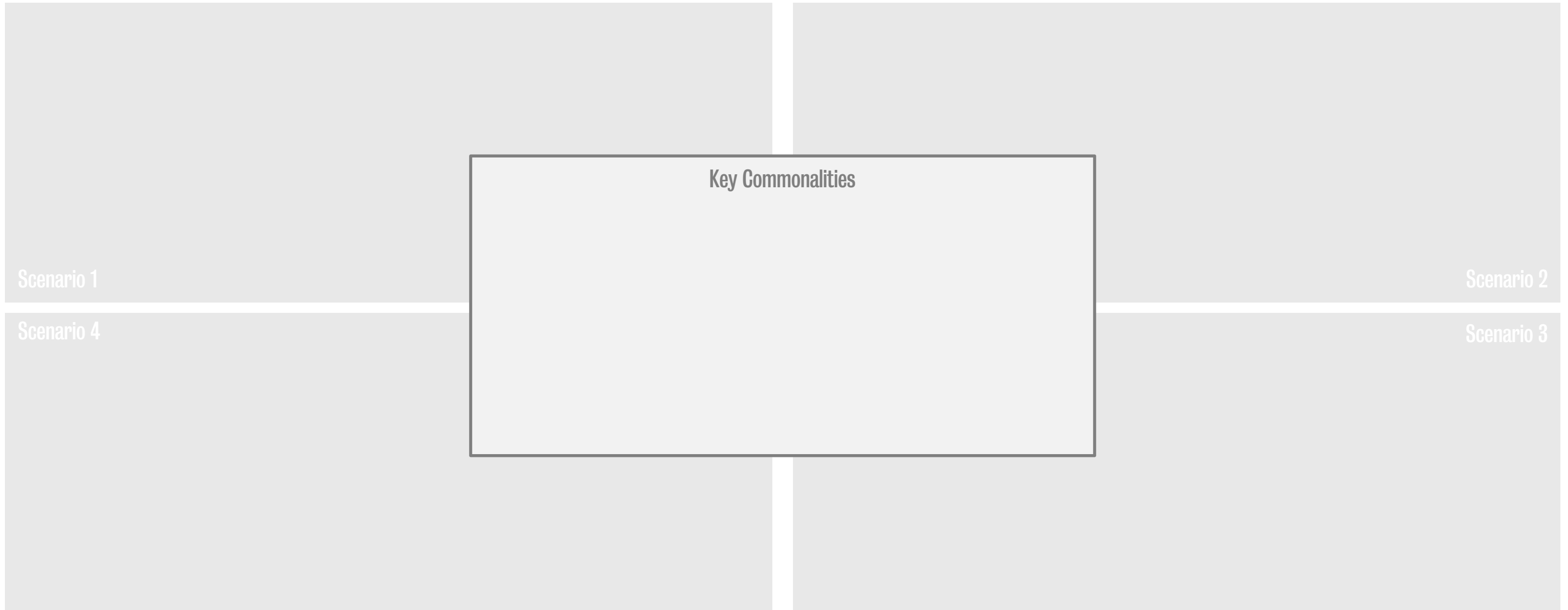
# Impacts

What is likely to happen to our revenue sources (earned + contributed) and expenses in this scenario? (What new business models might be emerging?)



# Impacts

What building & infrastructure needs exist for us in this scenario? (How can we effectively serve our programs and audiences / communities?)





# Key Impacts Summary

Carry forward the key commonalities and examine likely impacts on your mission, audiences / communities, programming, and business model

Mission / Purpose Relevance

Audiences & Communities

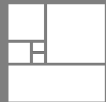
Programming

Business Model (Revenue + Expenses)

Infrastructure Needs

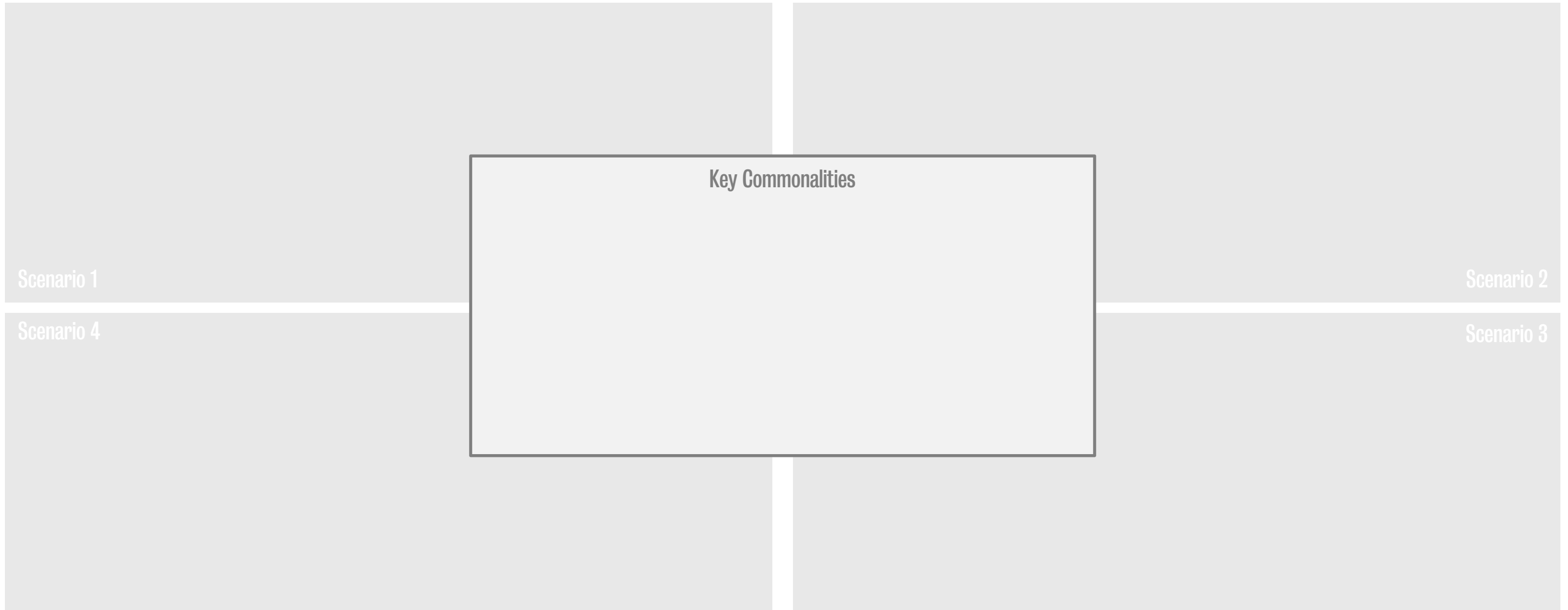


# Critical Issues



# Critical Issues

How can we remedy legacies of institutional racism and advance equity and inclusion in this scenario?



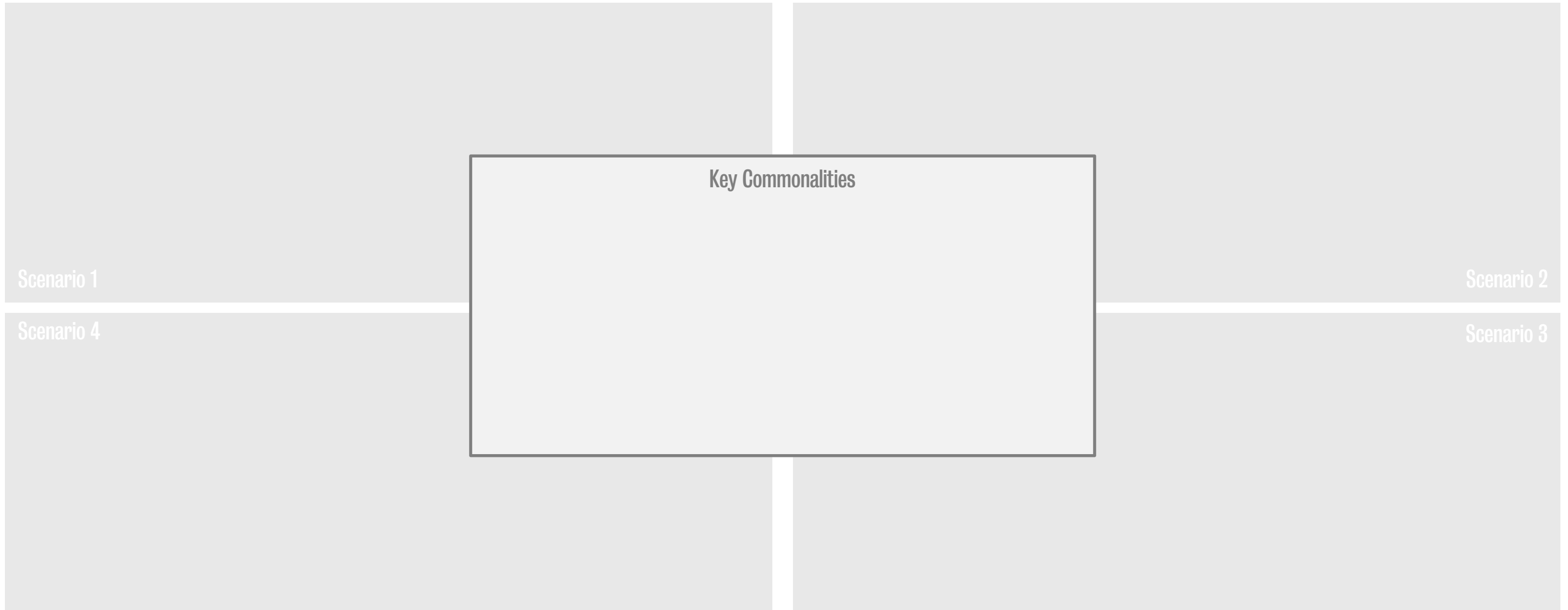
# Critical Issues

How do we respond to the climate crisis and help create an environmentally sustainable future in this scenario?



# Critical Issues

How do we work with artists to ensure their work is sustainable and continues to be vital in this scenario? (How do we communicate that to stakeholders?)



# Critical Issues Summary

Carry forward the key commonalities and examine likely paths to address these critical issues

Equity & Inclusion

Climate Change

Artist Support

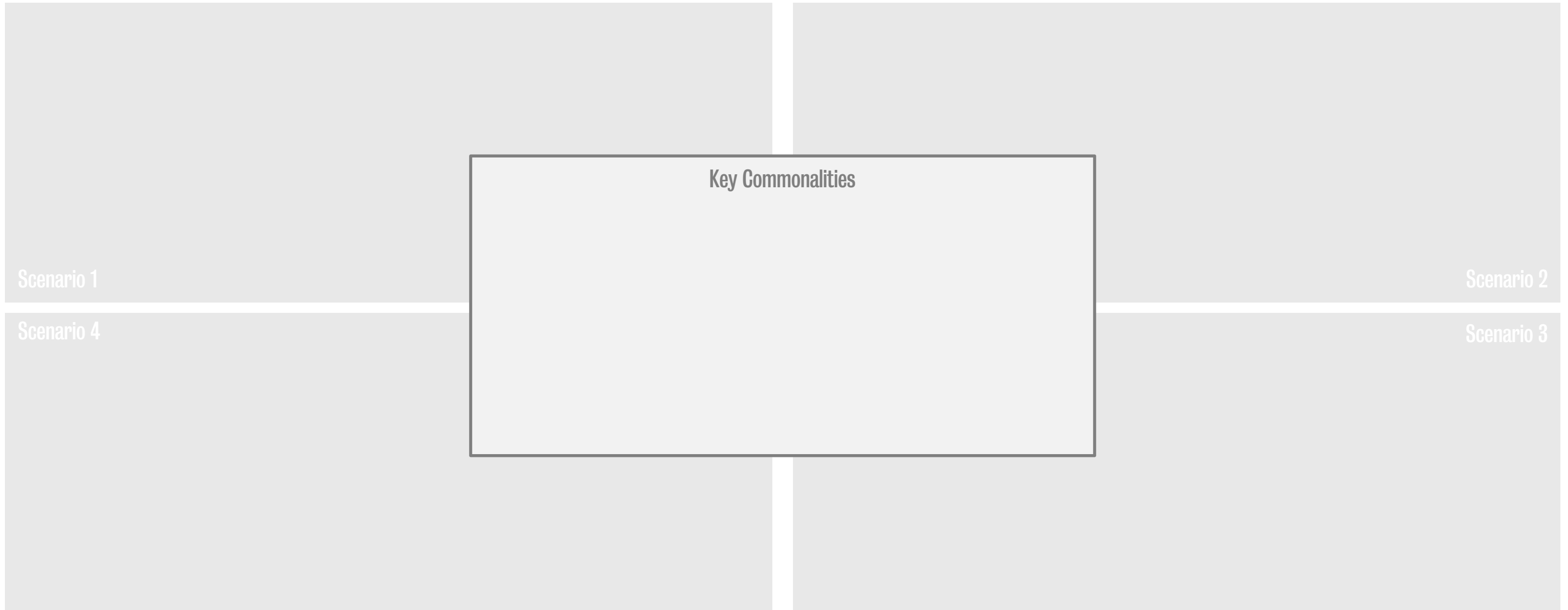


# **Strengths / Weaknesses / Opportunities / Threats**



# SWOT Analysis

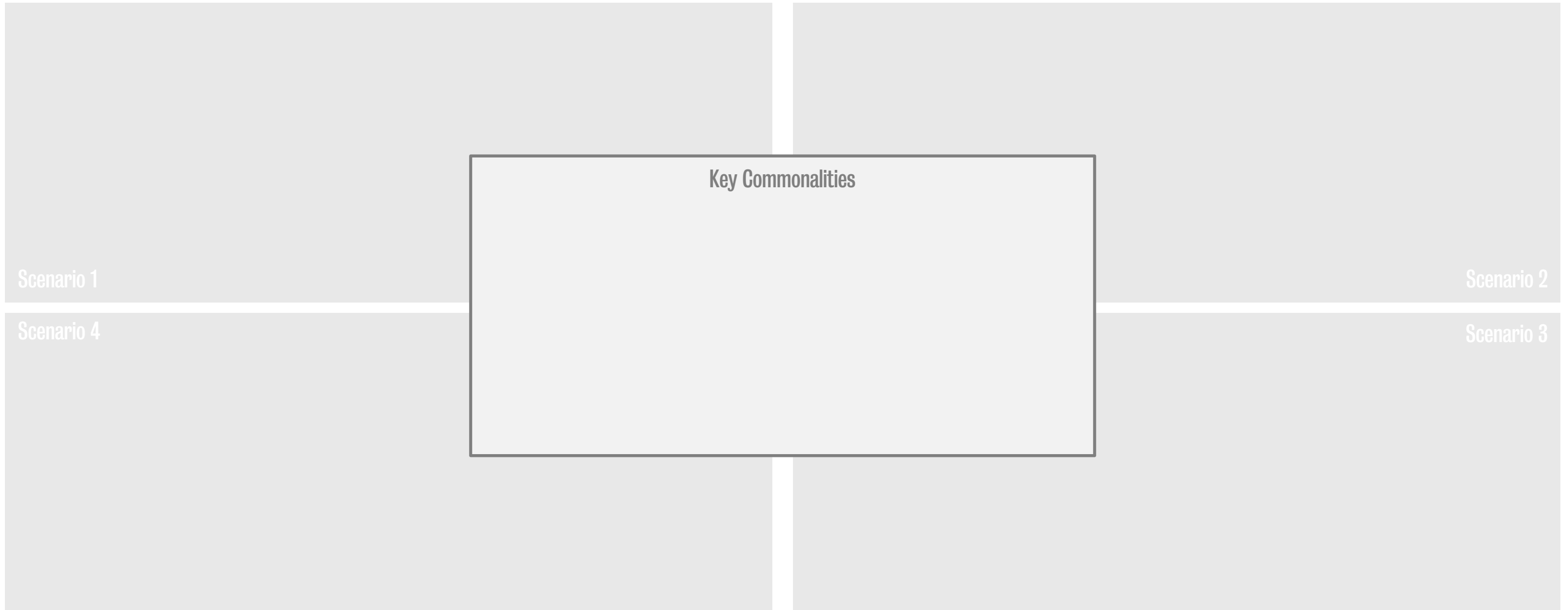
What are our strengths in this scenario?





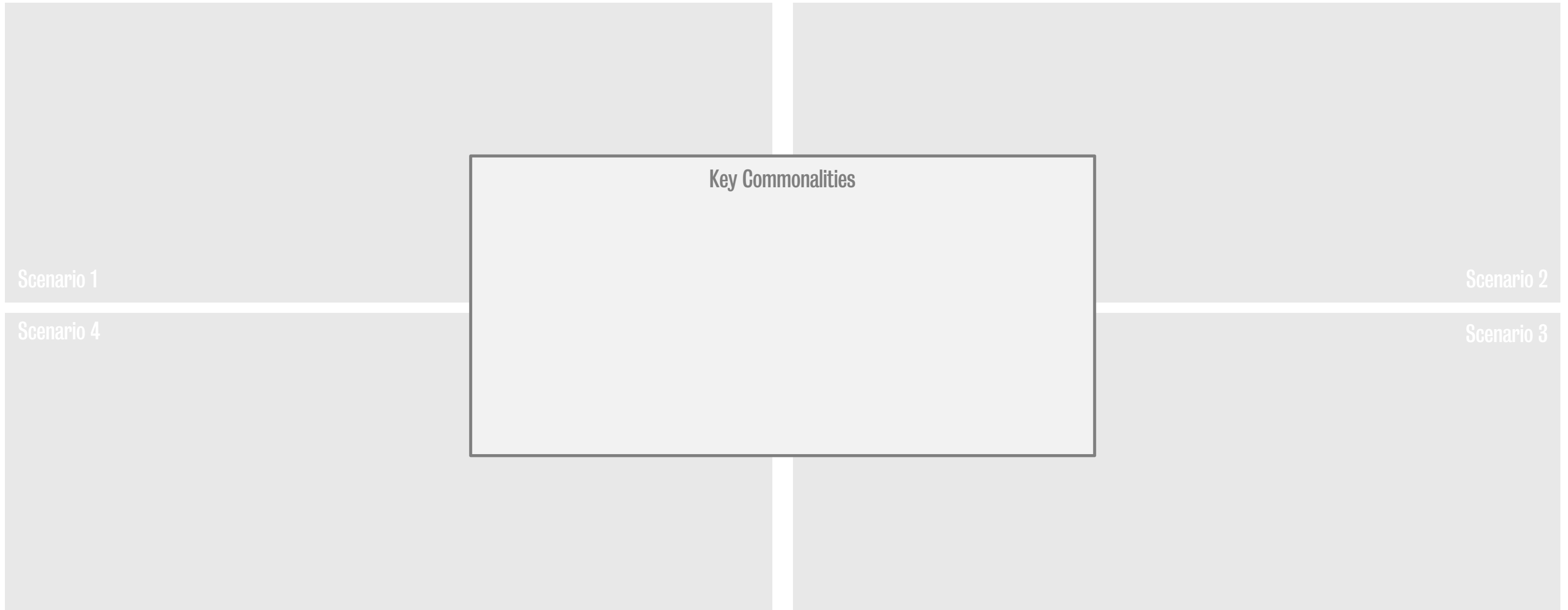
# SWOT Analysis

What are our weaknesses in this scenario?



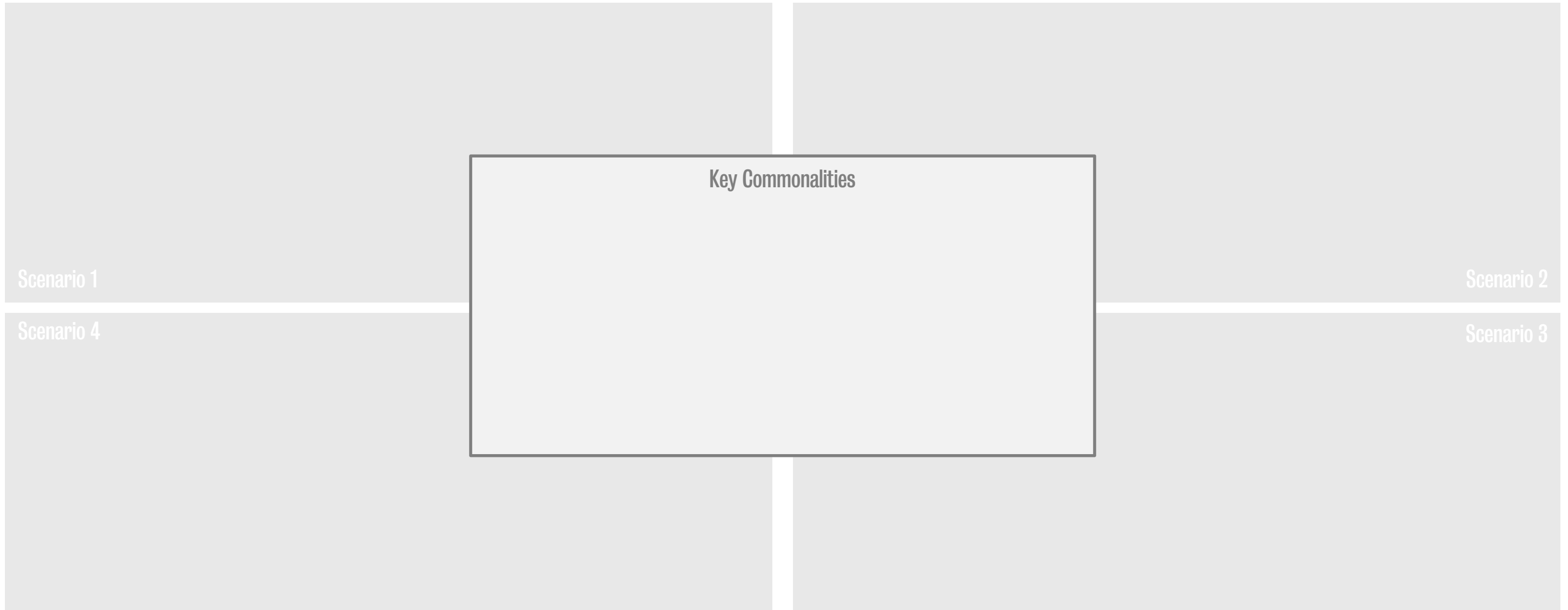
# SWOT Analysis

What are our opportunities in this scenario?



# SWOT Analysis

What are the threats to us in this scenario?



# SWOT Analysis Summary

Carry forward the key commonalities and examine likely strengths, weaknesses, opportunities, and threats

Strengths

Weaknesses

Opportunities

Threats

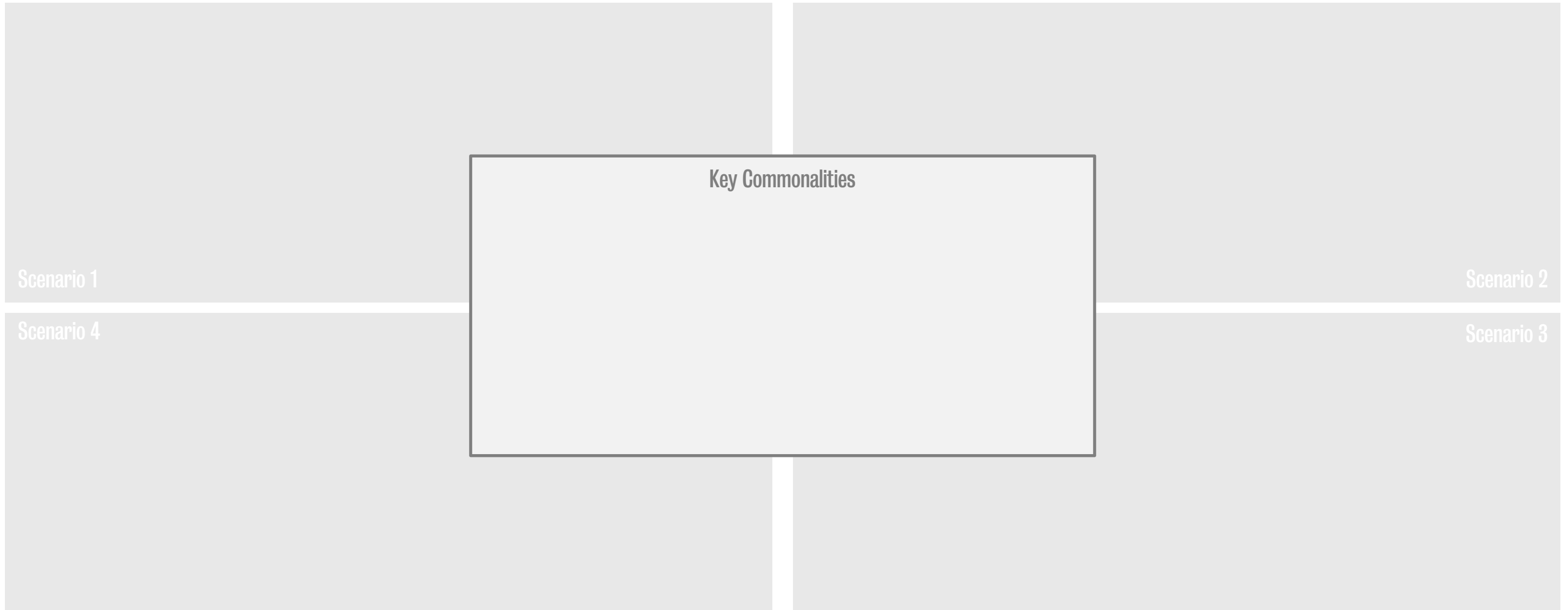


# Organizational Change



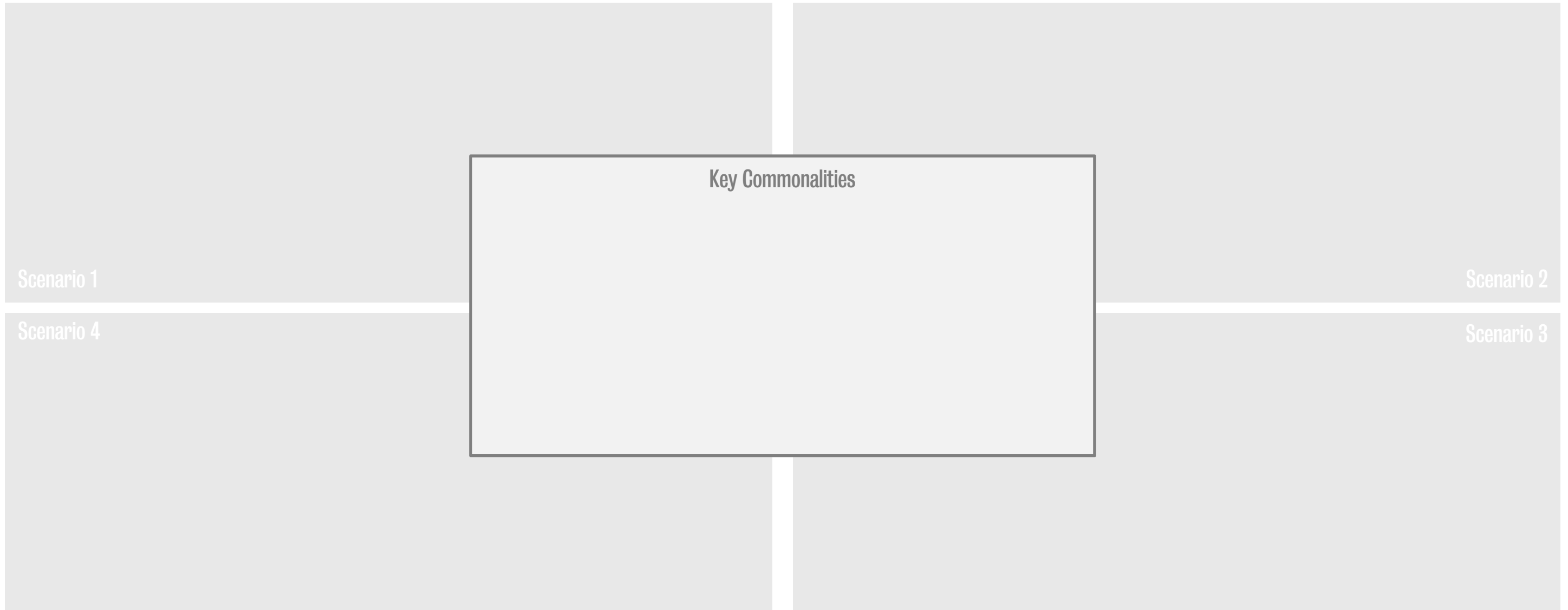
# Organizational Change

What skills and knowledge do we need to navigate each scenario? What staffing resources (internal and external)?



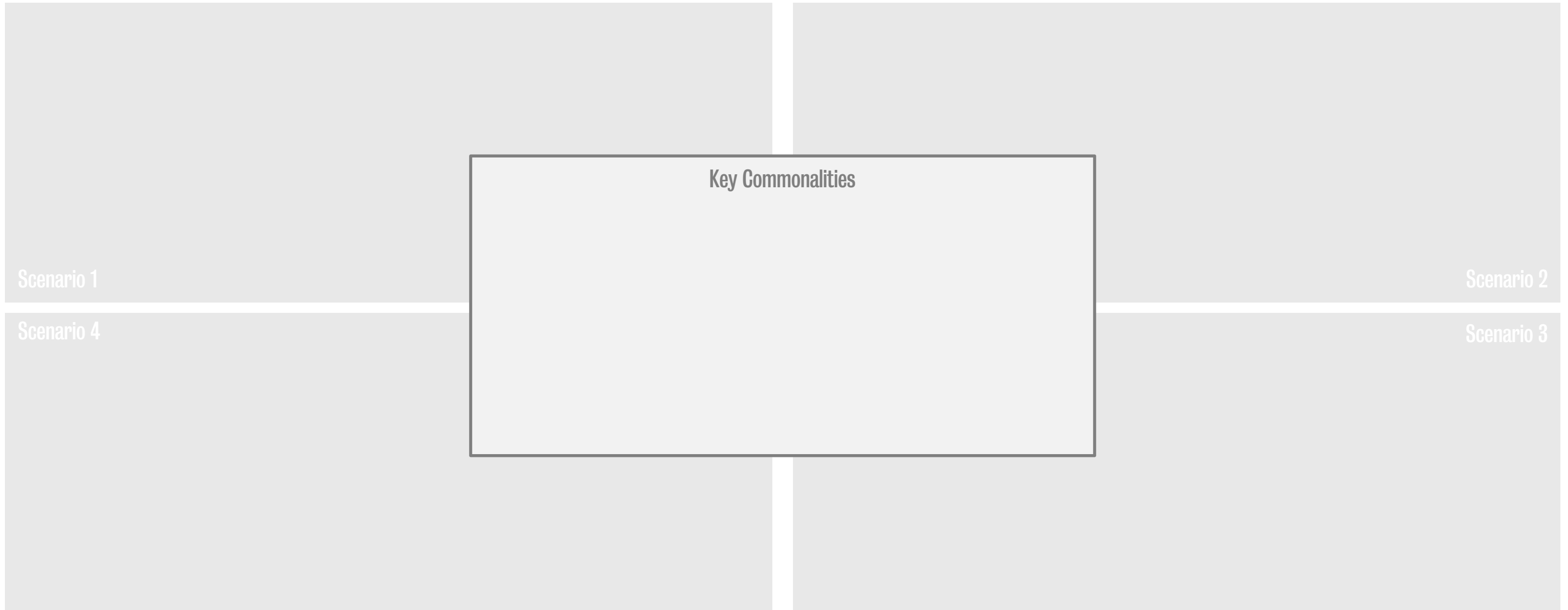
# Organizational Change

What is the impact on our team culture and roles? What new processes and initiatives (e.g. to implement new activities, ensure wellbeing, etc.) do we need?



# Organizational Change

What new partnerships do we need to create in each scenario?





# Key Organizational Change Summary

Carry forward the key commonalities and examine likely impacts on your team, skills, organizational processes, culture, and partnerships

Programs, Activities, and Functions (see Key Impacts section)

Required Staff Skillset and Roles

Organizational Culture and Processes

Partnerships



# Scenario Comparison



## Comparing Scenarios

Which scenario best describes the world the you are currently preparing for? Is there a scenario that you are currently ignoring – but shouldn't be?

How might your local market / context be different than other areas around the country? Will your community require a different response?

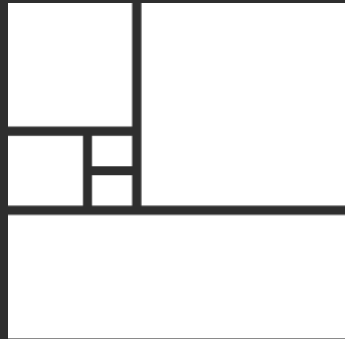


## Shaping the Future

Is there a “most desirable” scenario? How can you work to support a future that looks like that?

Which future would be most challenging? How can you mitigate those impacts?





**AEA Consulting**

Wallace ™