

Step 1: Understand External Factors that Matter Most

As a team reflect on the macro-environmental issues that are outside of your control that will directly influence your organization or your clients.

Describe how each factor could impact programs/organization or beneficiaries

Consider the probability to help identify which factors may be a priority to consider for scenario planning

List as many factors that are relevant, by adding rows below



list all impacts here to reference later and the probability it will happen

Factor	Describe the Impact to Organization/Program	Probability	Describe the Impact to Beneficiaries	Probability	Timing
<i>example: Prevention Contract is Eliminated</i>	<i>Loss of \$250K in funding or 50% total, reduction of 2 FTE</i>	<i>100%</i>	<i>Can only be open on weekends, 200 less people served for rest of 2025</i>	<i>95%</i>	<i>July 1</i>
Factor 1					
Factor 2					
Factor 3					
Factor 4					
Factor 5					

Adapted from BridgeSpan, "Making Sense of Uncertainty: Scenario Planning in the Covid-19 Pandemic", May 2020