

***Navigating the Future with Scenario Planning: A Guidebook for Librarians.* Joan Giesecke, Jon Cawthorne, and Deb Pearson. Chicago: Association of College and Research Libraries, 2015. 128pp. ISBN 9780838987513.**

*Reviewed by Jodi Oaks, State University of New York, College at Oneonta*

The uncertain future that all libraries face is apparent, along with the corresponding need for effective planning that allows libraries to best embrace that uncertainty. Joan Giesecke, Jon Cawthorne, and Deb Pearson help address this need in this book, which is an update of Giesecke's *Scenario Planning for Libraries* published in 1998 by the American Library Association. In this book, librarians will find a comprehensive and clear step-by-step guide to scenario planning. Scenario planning, as defined by the authors, involves identifying multiple possible futures to encourage decision-makers to examine current issues and to consider the impact of future change. Scenario planning facilitates discussion, learning, changes in thinking, and overall organizational change. This book provides practical advice and examples of scenario planning in action. It is thorough, logically organized, and includes a bibliography to consult for further information.

Part one covers the scenario planning process, including step-by-step instructions, information on how to write scenarios that engage decision-makers, and how to develop strategies from scenarios. Chapter one explains how scenario planning is different from traditional planning systems. Scenario planning is flexible, allowing the envisioning of multiple futures or scenarios. Organizational strategies can then be developed based on these possible futures. Chapter two introduces different scenario planning models and their corresponding steps, along with "core steps" for all models and an example of scenario development. Chapter three includes tips on writing scenarios that engage decision makers and the characteristics of effective, high-quality scenarios. Chapter four describes how to develop strategies from scenarios. In these chapters, it is explained how scenarios need to engage decision makers and should not attempt to predict the future, but to encourage looking at events from a new viewpoint.

Part two includes essays and case studies. In chapters five and six, Tyler Walters discusses research techniques that can be used to enhance scenario planning. In chapter seven, Jon Cawthorne explains how leaders can use scenarios to implement change and to challenge the current thinking and beliefs in an organization. In chapter eight, Jon Cawthorne describes four case studies in discussing the role of human resource directors in organizational change. Chapter nine, by Joan Giesecke and Deb Pearson, reproduces a case study originally included in *Scenario Planning for Libraries* that reported on the University of Nebraska-Lincoln scenario planning process used to help implement a student technology fee, along with an update on how the fee was modified to address unexpected changes. This case study shows how scenario planning can provide a flexible way for organizations to respond to change.

Rather than planning based on what has already happened or what is projected to happen, scenario planning focuses on the uncertainties in considering multiple plausible futures. Scenario planning provides a structured approach, while the planning process remains flexible.



Any librarians preparing for change should consult this book for a valuable, straightforward guide to scenario planning.