Category

Strategy

Board Scenario Planning & Strategic Risk Oversight Playbook

Running scenario planning at the board level as genuine oversight, not a management presentation the board watches

- Executive
- Advanced
- Template Included

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- 4 minute(s)

Overview

A framework for board-level scenario planning that genuinely tests management's strategic assumptions and risk appetite, structured as active board deliberation rather than a passive review of scenarios management has already concluded on.

Doesn't management already do scenario planning as part of the

strategic plan? Usually yes, but management's scenario planning is naturally shaped by management's own assumptions and incentives. Board-level scenario planning should independently stress-test those assumptions, not simply ratify management's already-completed analysis.

How much time should the board spend on this?

A dedicated session (half-day to full-day) at least annually, separate from routine board meeting agendas, is typical for genuine board-level scenario planning to have the depth this playbook requires.

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