EXECUTIVE SUMMARY

Scenario Planning attempts to change the cognitive structure of the managerial culture to enhance foresight skills. In so doing it also deals with organizational defensive mechanisms. In this it follows organizational development interventions for cultural change, emphasizing organizational learning. This paper analyzes the difficulties faced by scenario planning as a cultural intervention. It highlights the affinity of the scenario planning process with approaches followed in OD, particularly by C. Aruris. The analysis also uses concepts of culture derived from the sociologist P. Bourdieu, to focus on subtle aspects of scenario planning. This paper attempts 10 develop a balanced and realistic view of the promised benefits of scenario planning.

Keywords: Scenario planning, Managerial culture, Organizational development, P. Bourdieu.