

# SCAN Guide

SCAN helps you embrace uncertainty. When you pause and shift your attention, you make it possible for hidden opportunities to emerge. Each element of SCAN is like a key that unlocks a wealth of insights and options to help us get unstuck. Each element provides a view into a different, and often overlooked aspect of our situations.

| <b>Structures</b><br><i>How things are done around here</i>  | <b>Context</b><br><i>What's going on out there</i>   |
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| <p><b>Notice</b><br/>Norms, habits, systems, and processes that create stability and consistency</p> <p><b>Benefit</b><br/>Avoid solving the wrong problem</p> <p><b>Risks if overlooked</b></p> <ul style="list-style-type: none"> <li>• Fail to notice small tweaks that might lead to big improvements</li> <li>• Underestimate the stability of the status quo</li> </ul> <p><b>Ask yourself</b><br/>Which processes or routines no longer serve their intended purpose, have diminished impact, or have become counterproductive?</p> | <p><b>Notice</b><br/>Factors and trends in the external environment that signal disruptions and opportunities</p> <p><b>Benefit</b><br/>Reduce the risk of missing something important</p> <p><b>Risks if overlooked</b></p> <ul style="list-style-type: none"> <li>• Fail to notice external threats or new constraints</li> <li>• Miss opportunities to redirect assets or reprioritize investments</li> </ul> <p><b>Ask yourself</b><br/>What factors outside our control might change how people experience what we offer?</p> |
| <b>Assumptions</b><br><i>Our unquestioned beliefs</i>  | <b>Needs</b><br><i>What matters to the people who matter</i>   |
| <p><b>Notice</b><br/>Beliefs, values, worldviews that orient our attention, judgments, and priorities</p> <p><b>Benefit</b><br/>Reframe premature conclusions</p> <p><b>Risks if overlooked</b></p> <ul style="list-style-type: none"> <li>• Fail to notice a mismatch between ways of thinking and new realities</li> <li>• Start to equate beliefs with identity; change feels disloyal</li> </ul> <p><b>Ask yourself</b><br/>What assumptions about our purpose, goals, and approach should no longer govern our priorities?</p>        | <p><b>Notice</b><br/>Desires, fears, preferences, and social processes that motivate behavior</p> <p><b>Benefit</b><br/>Discover previously excluded perspectives</p> <p><b>Risks if overlooked</b></p> <ul style="list-style-type: none"> <li>• Fail to consider what's changing for those you serve or could be serving</li> <li>• Miss the benefits of including marginalized points of view</li> </ul> <p><b>Ask yourself</b><br/>What has changed about those we serve? Who might we be serving that we have overlooked?</p>  |

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Sources of information that provide insights and options about a situation you want to change

| <b>Structures</b><br><i>How things are done around here</i>  | <b>Context</b><br><i>What's going on out there</i>   |
|--|--|
| <ul style="list-style-type: none"> <li>• Metrics</li> <li>• Incentives</li> <li>• Organizational roles, reporting relationships, and titles</li> <li>• Decision making norms</li> <li>• Standard operating procedures</li> <li>• Norms of behavior</li> <li>• Commonly cited financial ratios or accounting terms</li> <li>• Regularly scheduled events / meetings</li> <li>• Regularly generated reports</li> <li>• Functional processes (e.g., manufacturing, marketing, sales, etc.)</li> </ul>   | <ul style="list-style-type: none"> <li>• Politics</li> <li>• Laws and regulations</li> <li>• Technology</li> <li>• Social movements</li> <li>• Environmental conditions</li> <li>• Competition</li> <li>• Trends</li> <li>• Economic conditions</li> <li>• Popular culture</li> <li>• Potential risks – “acts of God”</li> <li>• Availability of natural resources</li> <li>• Global conflicts</li> <li>• Discoveries</li> </ul>   |
| <b>Assumptions</b><br><i>Our unquestioned beliefs</i>  | <b>Needs</b><br><i>What matters to the people who matter</i>   |
| <ul style="list-style-type: none"> <li>• Value statements</li> <li>• Rationale for a business model (e.g., people want services at their fingertips)</li> <li>• Shared judgments</li> <li>• Implicit / unconscious bias</li> <li>• Accepted cause-effect relationships (e.g., if we lower our prices, people will buy more of our products)</li> <li>• Opinions expressed as universal truths (e.g., all people..., everyone..., you can / can't..., we would never..., etc.)</li> <li>• Repeated mantras (e.g., “this is a sales-driven business” or “lasting change starts from the top”)</li> </ul> | <ul style="list-style-type: none"> <li>• Desires</li> <li>• Motivations</li> <li>• Fears</li> <li>• Opinions from people traditionally excluded</li> <li>• Opinions from people traditionally marginalized</li> <li>• Unarticulated problems or opportunities</li> <li>• Shifting stakeholder priorities</li> <li>• Personas, customer segmentation</li> <li>• Our customers’ customers</li> <li>• Beneficiaries of our products, services, expertise</li> <li>• Potential customers or beneficiaries</li> <li>• People with unique perspectives, experiences, or access to social networks</li> </ul> |