

Foresighting Framework



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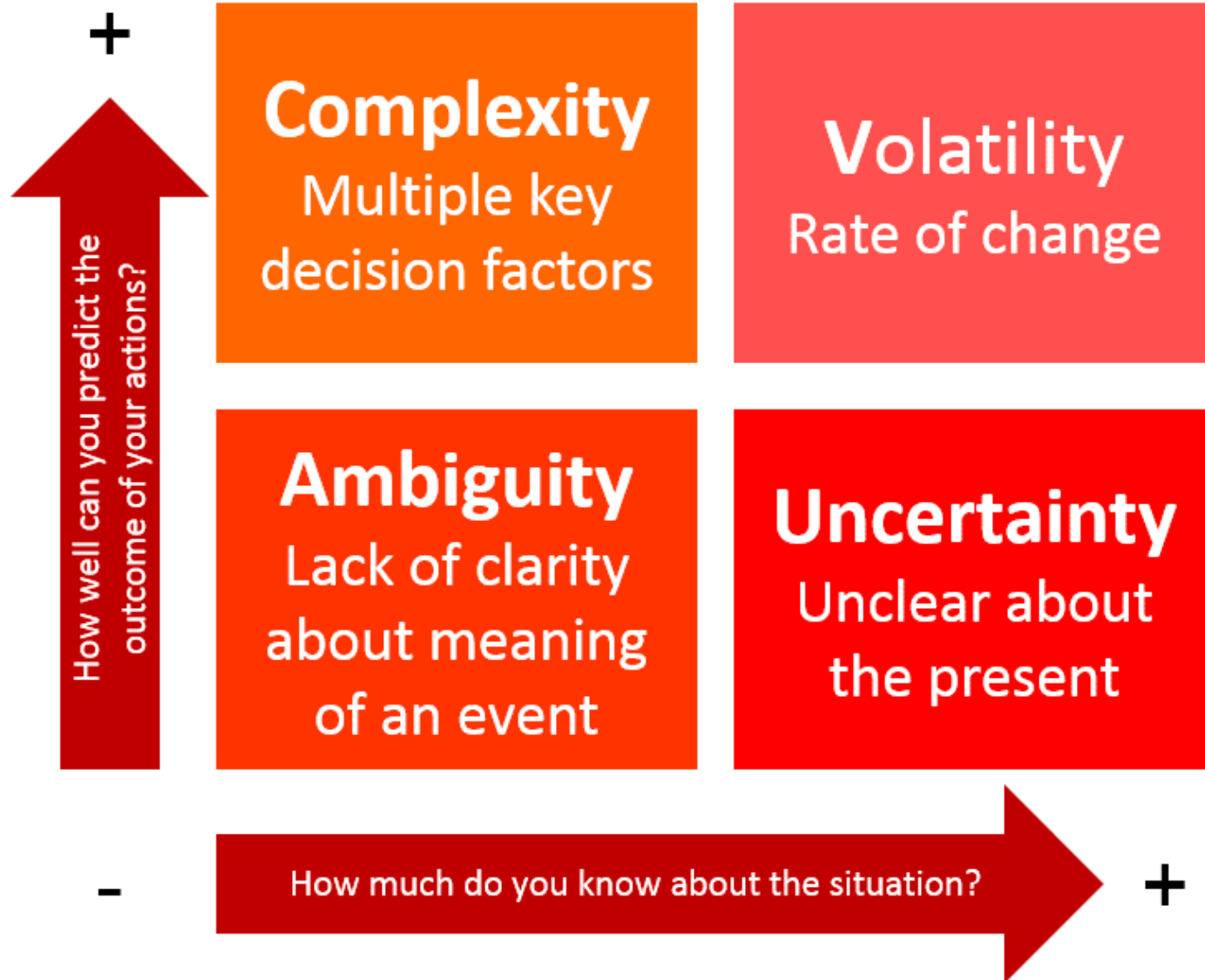
Why Thinking about the Future is Difficult...

- **It's VUCA**
- **We have biases**
- **We rely on limited tools**

VUCA



VUCA



Today topics ...

- ❖ What is Foresighting?
- ❖ Why Foresighting and scenario planning?
- ❖ Tool for future planning / STEEPM
- ❖ Foresighting framework and Scenario planning
- ❖ Conclusion

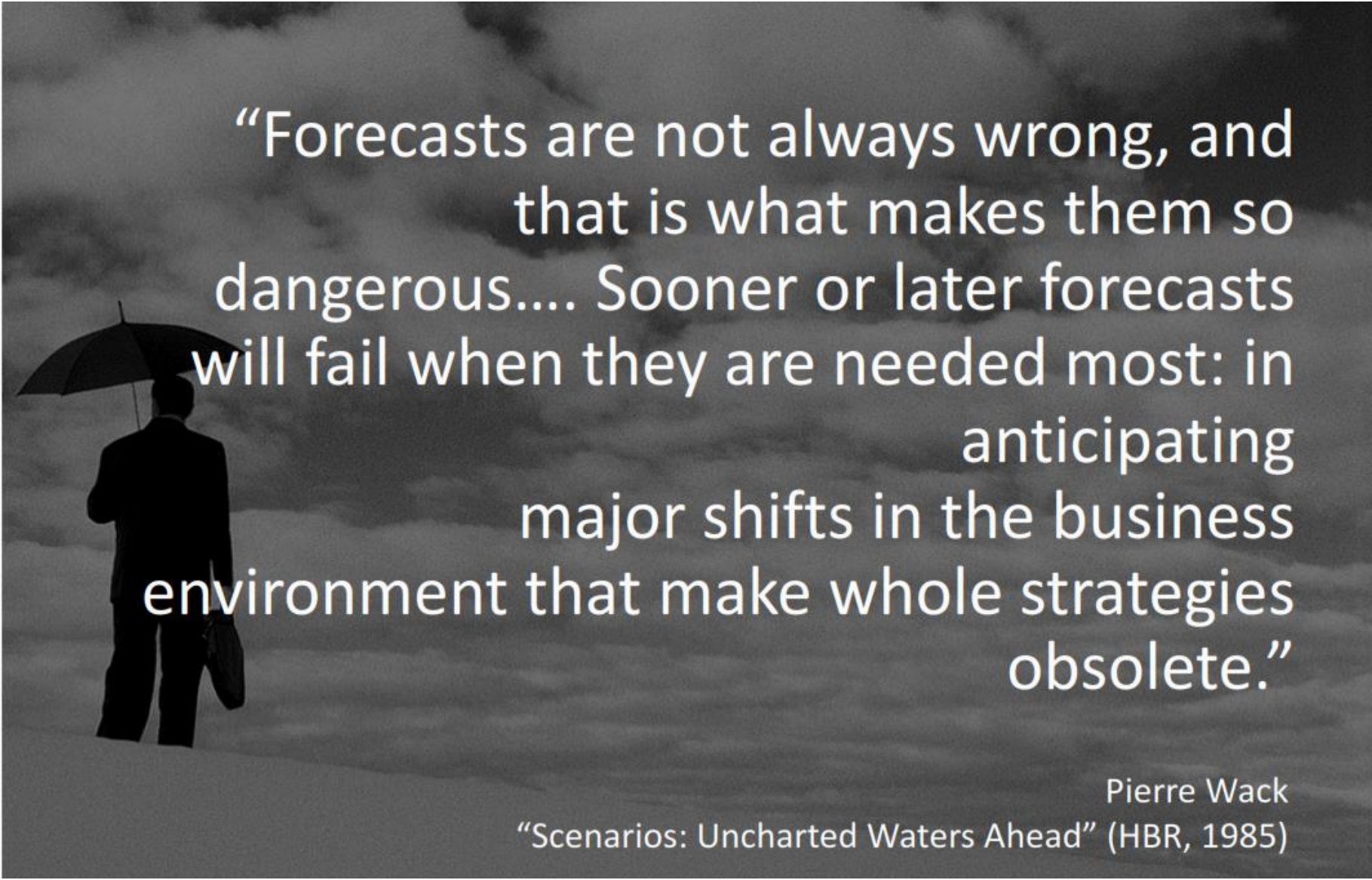
What is Foresighting?

The difference between 'futures' and 'foresight' is subtle. Futures Studies consists of pondering possible, plausible, probable and preferable futures; foresight is about strategising how to navigate a course there in the face of uncertainty. Both processes encompass many techniques that think about or use the future as a strategic planning tool.⁵ Futures Studies is not an exercise concerned with getting it right or wrong; it is about using imagination to escape from the present and drive innovation by thinking about different ways of doing things. The ultimate aim of Futures Studies is to inform decision-making by exploring future trends and potential discontinuities.⁶

The image shows the cover of a report. At the top left is the GCPSE logo (Global Centre for Public Service Excellence) with a red and blue arrow graphic. At the top right is the UNDP logo (United Nations Development Programme) with the tagline 'Empowered lives. Resilient nations.' Below the logos, the title 'Foresight as a Strategic Long-Term Planning Tool for Developing Countries' is written in a dark, sans-serif font. The main visual is a black and white photograph of a protest at night. A large banner in the foreground reads 'VIRE JÁ BRASIL'. Above it, another banner says 'COPA'. A person in the crowd holds a sign that says 'QUANDO SEU FILHO ENTRA DEBENTE LEVE ELE AO ESTÁDIO'. The bottom of the cover features a red and blue geometric graphic.

Foresight refers to processes of anticipation¹⁶ and is a part of *strategic thinking* designed to open up an expanded range of perceptions of the strategic options available.¹⁷ Strategic foresight, or what Peter Schwartz calls 'the art of the long view', is a planning-oriented subset of foresight that helps policymakers improve the effectiveness of governments¹⁸ by identifying opportunities and threats that may arise over the coming years and decades,¹⁹ as well as possible strategies to deal with them.

Why Foresighting and scenario planning?



“Forecasts are not always wrong, and that is what makes them so dangerous.... Sooner or later forecasts will fail when they are needed most: in anticipating major shifts in the business environment that make whole strategies obsolete.”

Pierre Wack

“Scenarios: Uncharted Waters Ahead” (HBR, 1985)

Why Foresighting and scenario planning?

Typical Responses to Future Uncertainty

Denial

Oversimplify

Express false confidence



Paralysis

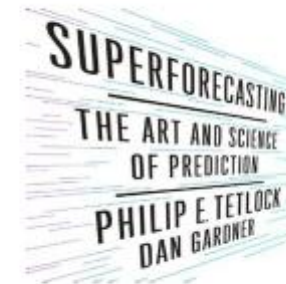
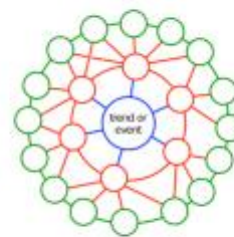
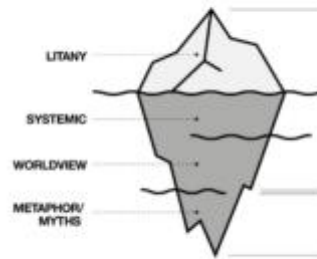
Plan for everything

Wait and see



Tool for future planning

- Horizon scanning
- Experiential futures
- Delphi
- Backcasting
- Causal Layered Analysis
- Futures wheel
- Superforecasting
- Scenario planning

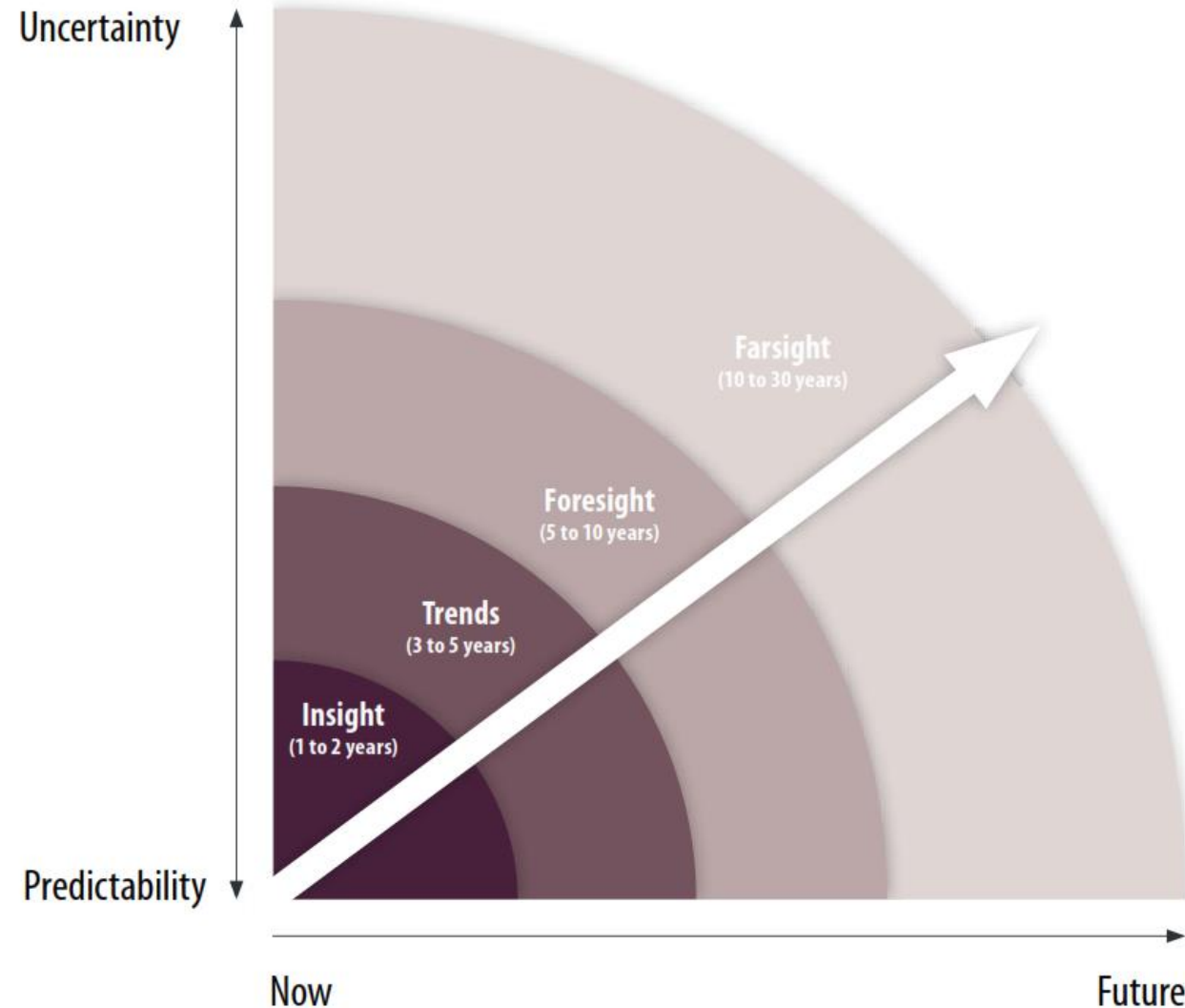


Comprehensive Security : STEEPM

STEEP Framework

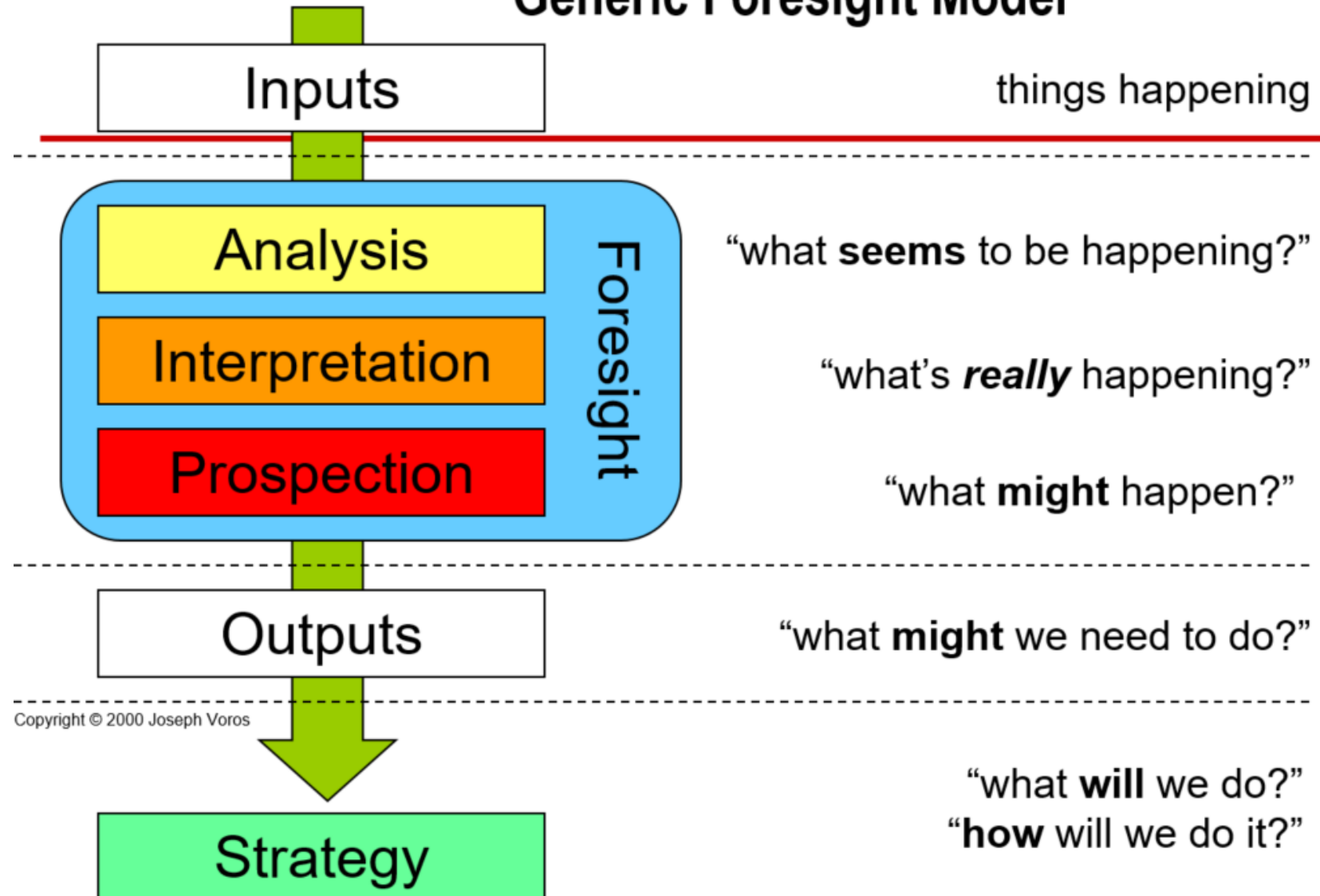


Foresighting framework and Scenario planning



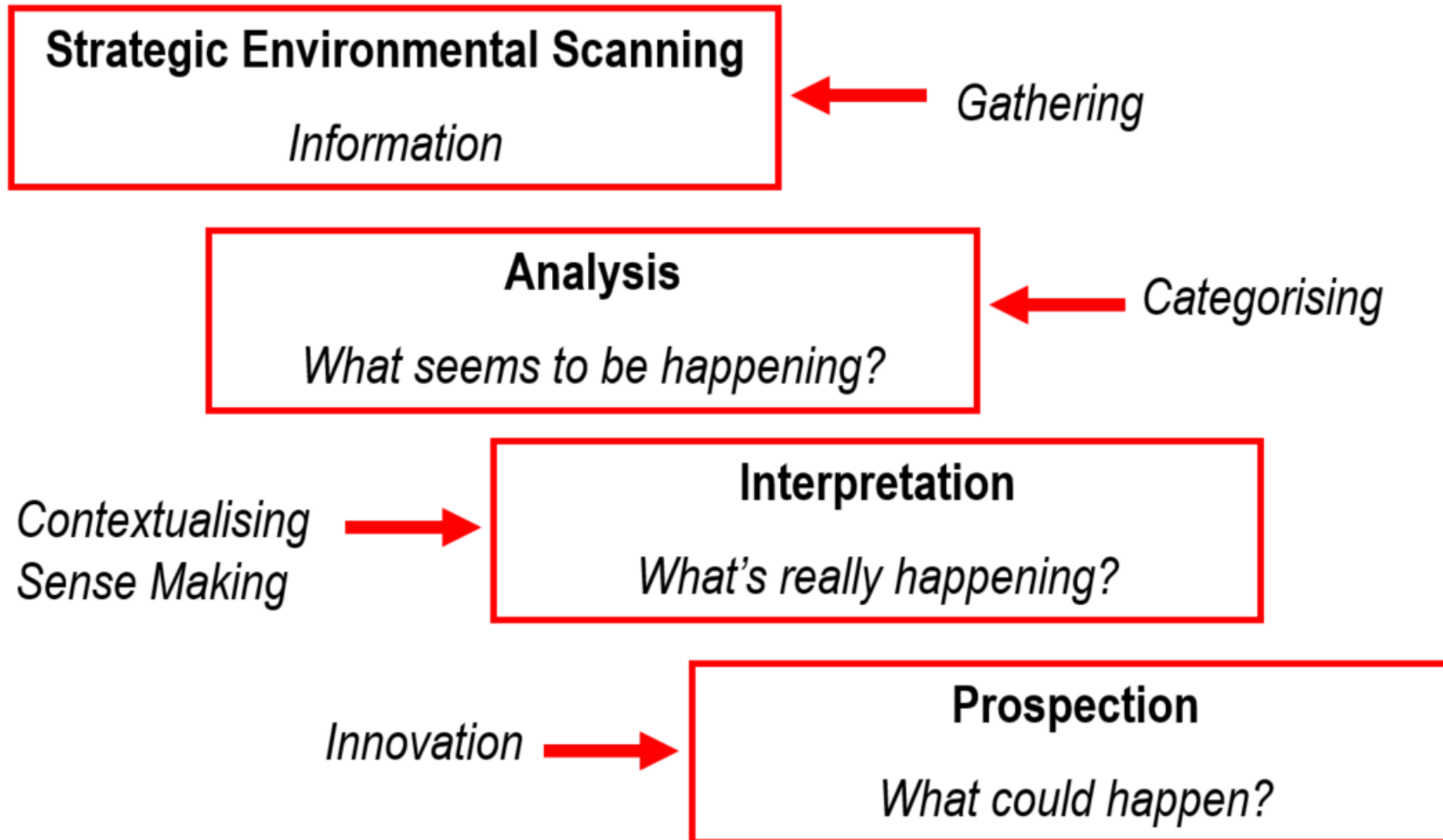
Foresighting framework and Scenario planning

Generic Foresight Model

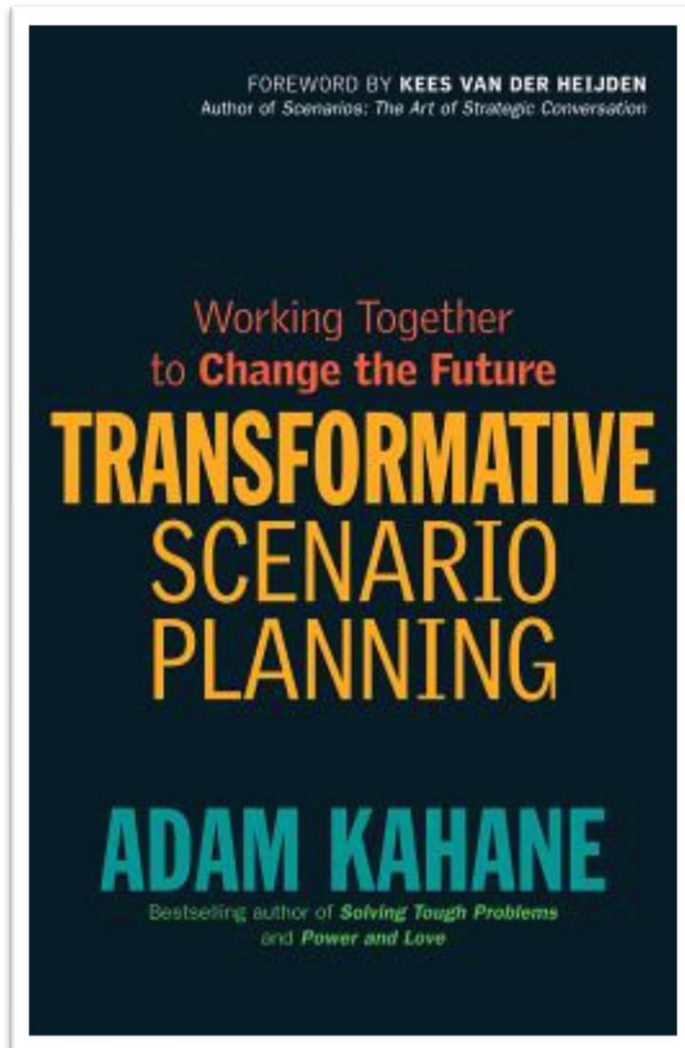


Foresighting framework and Scenario planning

A Foresight Framework



Foresighting framework and Scenario planning



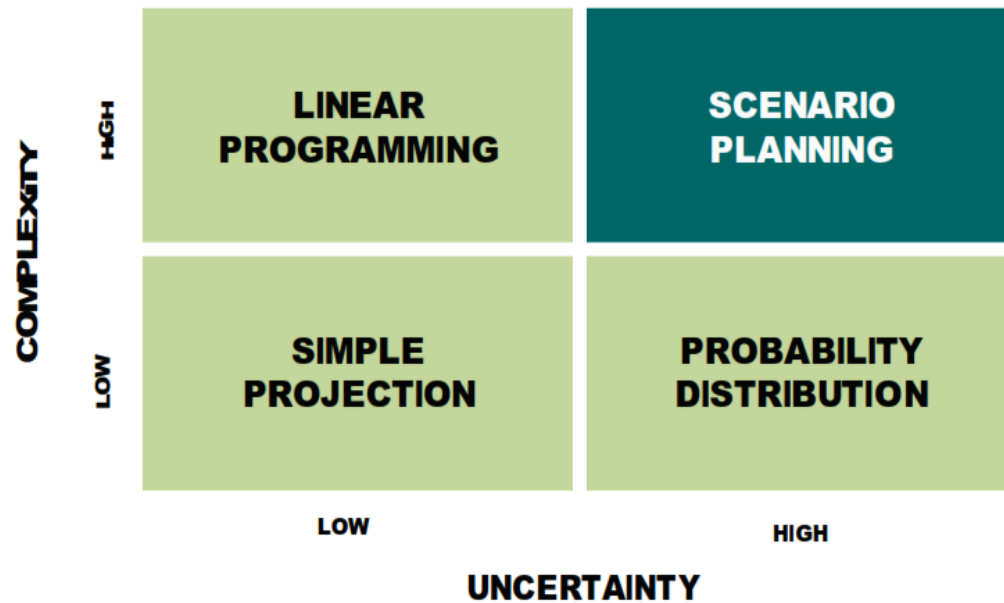
“Scenarios are stories about the ways that the world might turn out tomorrow...

...that can help us recognize and adapt to changing aspects of our current environment”

Peter Schwartz

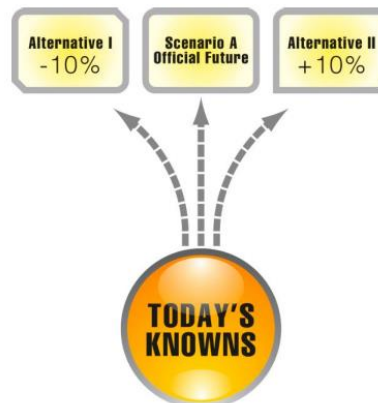
Foresighting framework and Scenario planning

When to Use Scenario Planning

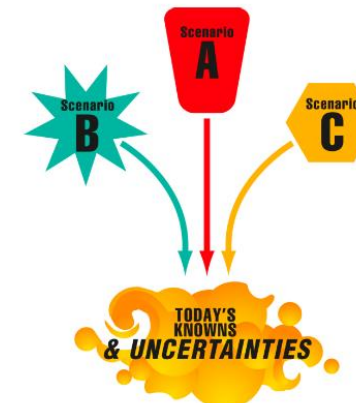


Scenarios Overcome the tendency to Oversimplify the Future by Planning for Multiple Futures

Forecast Planning
Planning for **ONE** future



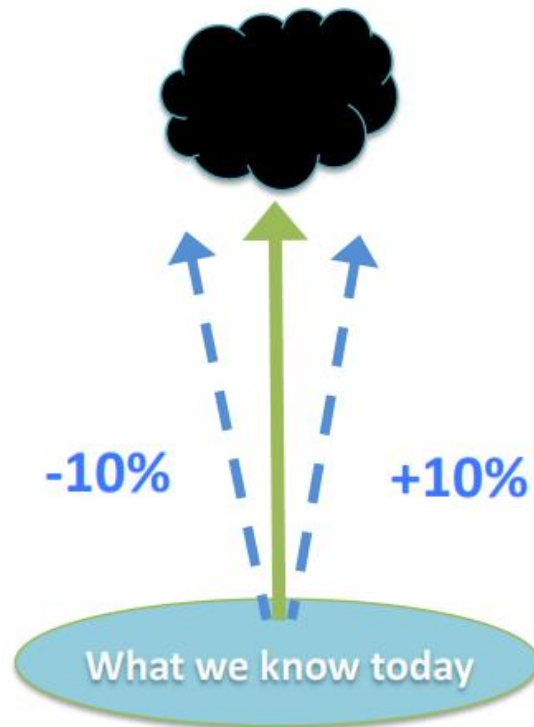
Scenario Planning
Planning for **MULTIPLE** futures



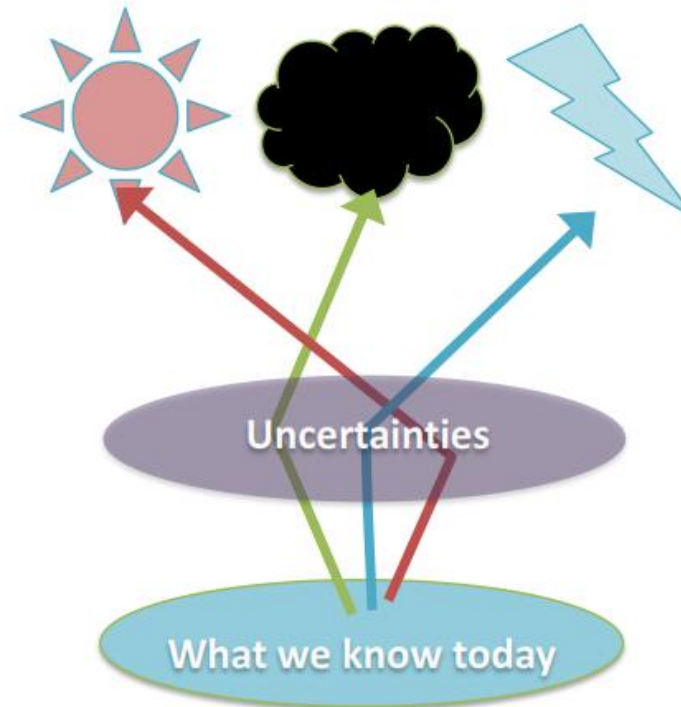
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Scenarios avoid the traps of prediction

Planning for One Future



Planning for A Range of Futures



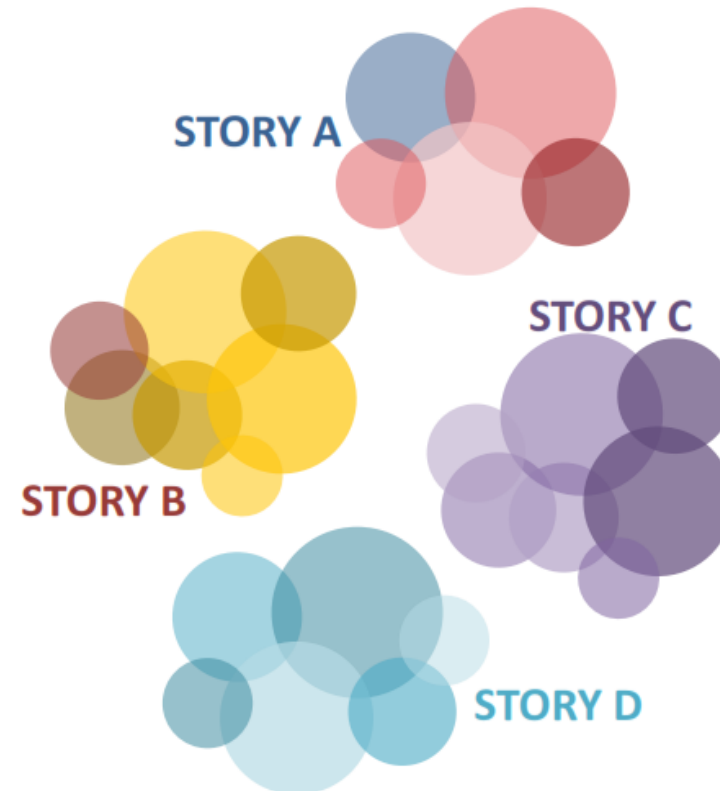
Foresighting framework and Scenario planning

Scenarios help make sense of complexity

Observed Trends,
Events, and Forces



Clustering Related Patterns
into Plausible Stories



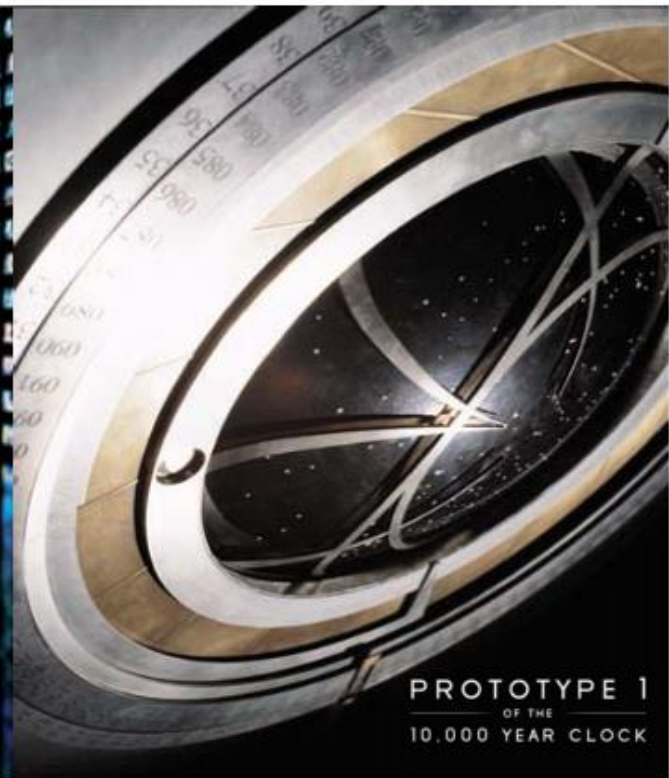
Foresighting framework and Scenario planning

The Principles of Scenario Planning

1. Use Outside-In Thinking

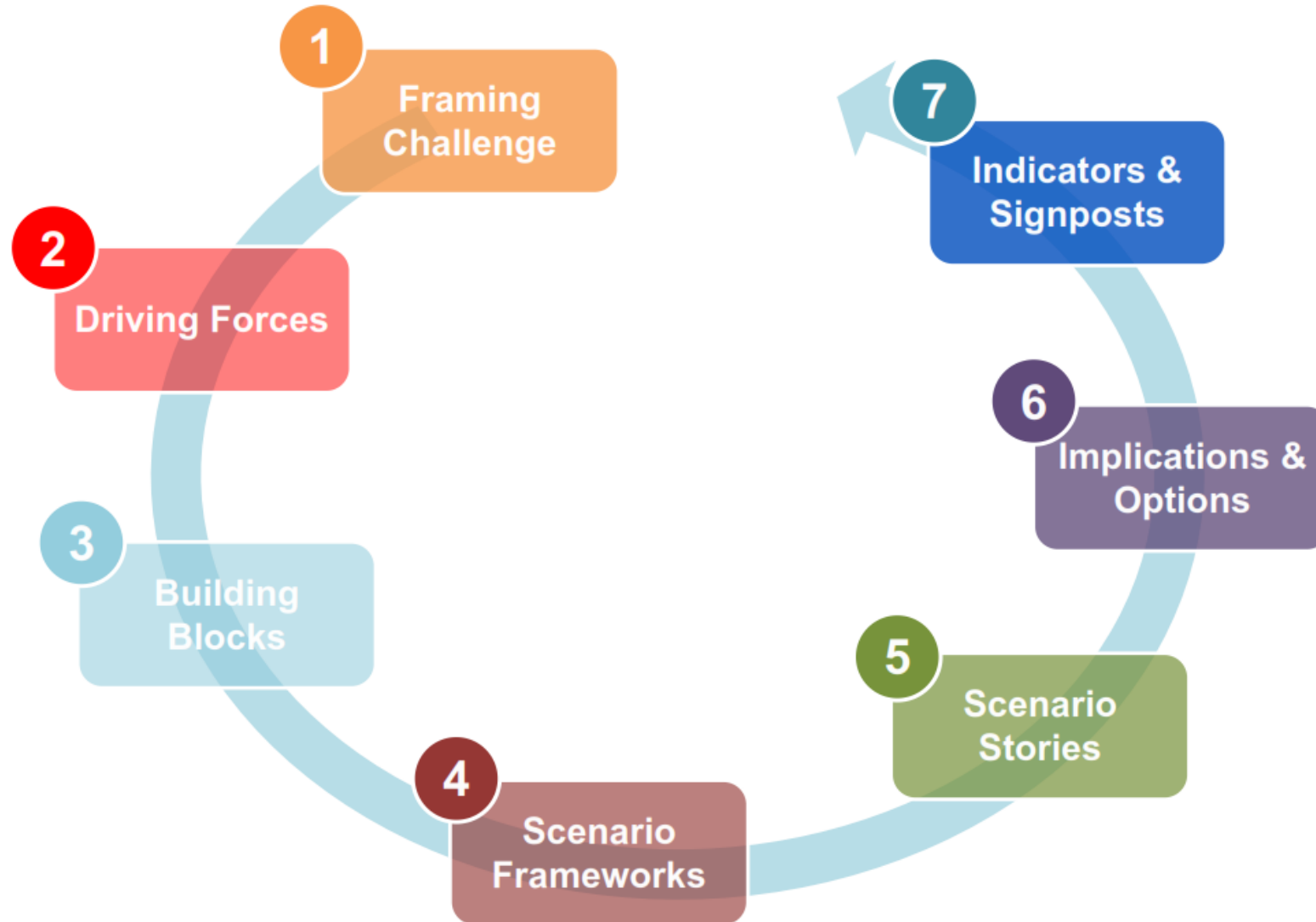
2. Embrace Diverse Perspectives

3. Take the Long View



Foresighting framework and Scenario planning

Steps to Developing Scenarios



Conclusion:

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Strategic Foresight

In Organizational and Environmental Context

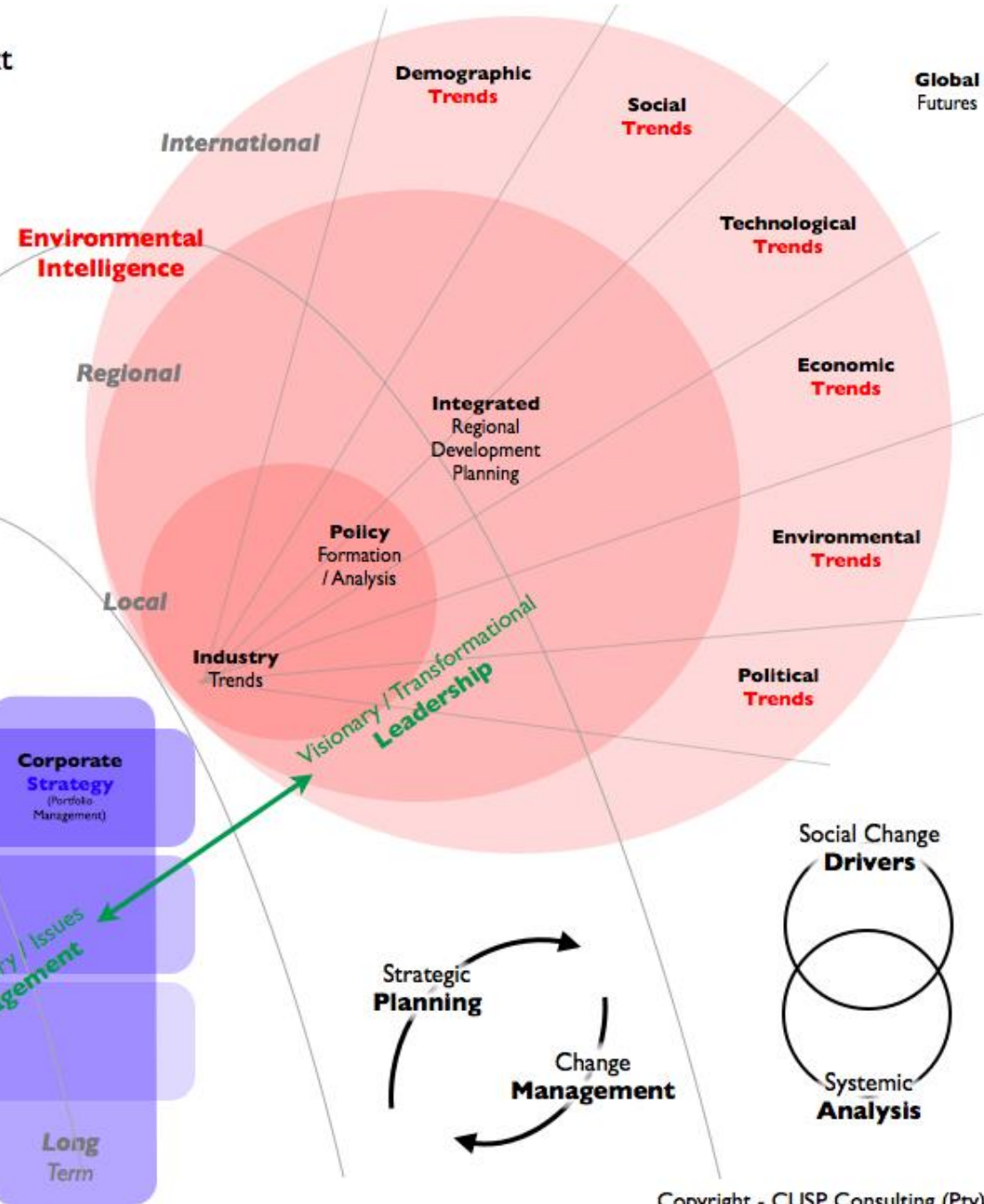
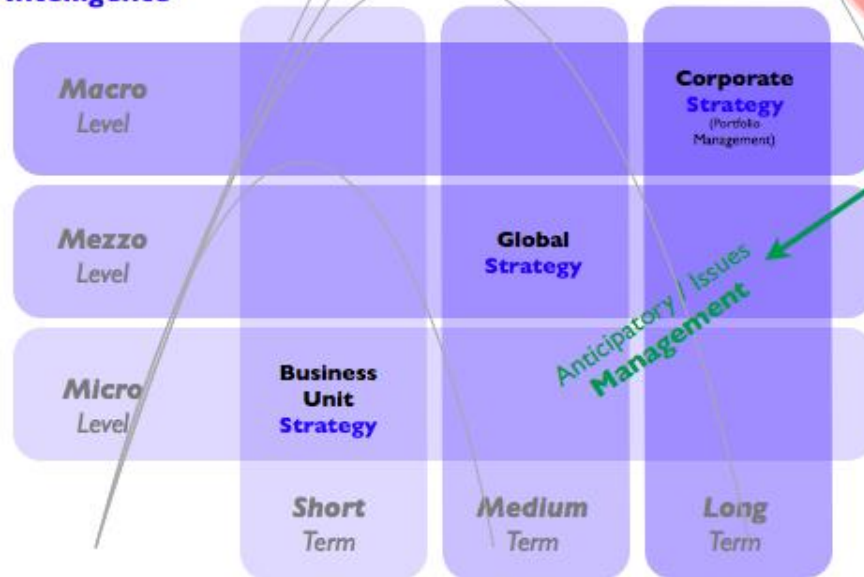
Strategic Foresight seeks to relate insights derived from environmental intelligence (across fields and in various degrees of scope), to their application within the context of business strategy, in order to enhance operations, profitability and competitive advantage.

The **rate of change** evident in turbulent times, results in strategic planning and change management becoming dynamic processes that interrelate in ongoing reciprocity.

Assessment of **social change drivers**, and analysis of the **systemic interrelationships** between factors of change, inform the impact and uncertainty of issues.

Strategic Foresight therefore informs the navigation between the responsive posture of **anticipatory management** and the innovative pursuits of **visionary leadership**.

Business Intelligence



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