An Insider's Guide to
Foresight Consulting

Andy Hines & Riel Miller
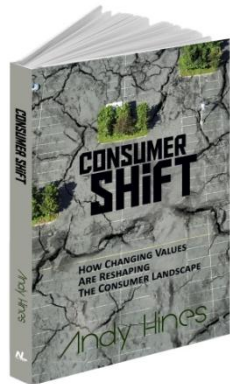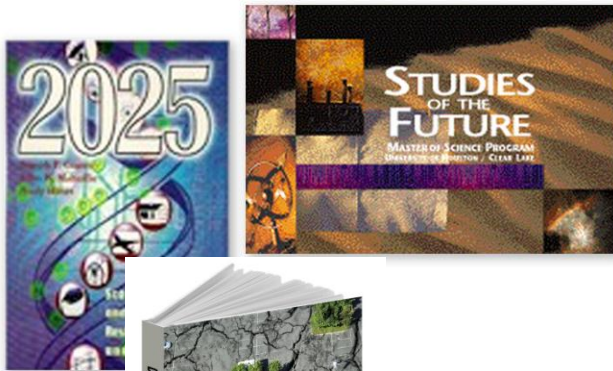
WFS 2012

July 27, 2012

UNIVERSITY OF HOUSTON

Learning. Leading.

Where I'm Coming From

Slides available at www.andyhinesight.com

Morning Agenda

9–10:30 Preparing	<u>Why foresight</u> (Riel 30 minutes) <u>Know yourself</u> (Andy 30 minutes) Personal branding <u>Know your audience</u> (Andy 30 minutes) Foresight Audit
10:30–10:45 BREAK	
10:45–12:00 Preparing	<u>How we spend our time</u> (Riel 30 minutes) 1/3rd selling, 1/3rd marketing 1/3rd billable hours, 1/3 R&D <u>Approaching Engagements</u> (Andy 30 minutes) TATF Framework Sample proposal Kickoff diagnostic <u>Challenges of Foresight work</u> (Riel 15 minutes)
12:00–1:00 pm LUNCH	

Afternoon Agenda

1:00-2:30 Doing	Framing case: CLA pitch Scanning case: Dow hunting platforms Forecasting case: Scenario Indicators *FuturesIreland: National Futures* Visioning case: APF case Planning/Acting case: integration process *France – sud-Nivernais: regional*
**2:30–2:45 pm BREAK**
2:45–5:00 Reflecting: Case sharing	Success framework Cases: The contact, The pitch, How it unfolded Audience cases
**5:00 ADJOURN**

Preparing

- Why foresight
- Know yourself
- Know your audience
- How we spend our time
- Approaching Engagements

WHY FORESIGHT?

Why Foresight?

- What do you think futurists sell?

Some Suggestions….

- Uncover new opportunities
- Detect threats
- Craft strategy
- Guide policy
- Understand emerging customer needs
- Explore new offering, markets, products, or services

Benefits of Foresight

Activity	Benefits
FRAMING (22%)	1. Thinking more diverse open, balanced and non-biased (9%) 2. Focusing on the right questions and problems more clearly (7%) 3. Being aware of, and influencing, assumptions and mental models (6%)
SCANNING (16%)	4. Understanding the context, in all its complexity, through establishing frameworks (5%) 5. Anticipating change and avoiding surprise (10%)
FORECASTING (22%)	6. Producing more creative, broader, and deeper insights (16%) 7. Identifying a wider range of opportunities and options (5%)
VISIONING (10%)	8. Prioritizing and making better and more robust decisions (10%)
PLANNING (7%)	10. Constructing pathways from the present to the future that enable rehearsing for the future (7%)
ACTING (23%)	10. Catalyzing action and change (7%) 11. Building alignment, commitment and confidence (14%) 12. Building a learning organization (2%)

UH **FUTURES** STUDIES : *Preparing Foresight Professionals*

KNOW YOURSELF

Branding Questions

What are the most important reasons you do futures work?	
What are your strengths compared to other futurists?	
What distinguishes you from non-futurist competitors?	
What challenges do your clients face? What is their "searing pain?	
How do you meet that "searing pain?	

Tools

PROJECT TOOLS

- Scenarios
- Lead User
- Roadmapping
- Ideo Deep Dive
- Innovation Landscape
- Strategos Lenses & Action Lab

WORKSHOP TOOLS

- KAI, MBTI, HBDI
- Bottom Line Innovation
- Knowbrainer
- Critical Methods
- Causal Layered Analysis
- Trends-to-Opportunity
- Learning Journeys
- Open Space

EXERCISES

- Know Your Brain Game
- Trend Poker
- Mind Mapping
- Six Hats
- Brainwriting
- The Usual Suspects
- Futures Wheel
- Uncovering Assumptions
- Idea Recycling
- 10 Years Ago
- Social Change
- Visioning

OTHERS

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Generic Skills

Research	Primary research Secondary research Analyzing Interpreting Synthesizing
Thinking	Critical thinking Systems thinking Creativity
Facilitating	Group processes Teamwork Conflict resolution
Decision-making	Values clarification Decision analysis
Communicating	Speaking Writing Visualizing

Foresight-Specific Skills

Framing	Problem formulation Domain mapping
Scanning	Searching Evaluating
Forecasting	Crafting baseline & alternative futures Implications analysis
Visioning	Envisioning preferred futures
Planning	Devising plans
Acting	Doing it!

Worksheet: Landmark Achievements

What tools and skills did you use in your most successful projects?

	Achievement 1	Achievement 2	Achievement 3
Tools			
Generic Skills			
Foresight-specific Skills			

Source: Strategos, www.strategos.com

Brand Positioning Example

The Association of Professional Futurists is a growing community committed to leadership, excellence and innovation in foresight.		
Unique Perspective	**Thriving Community**	**Professional Excellence**
APF members provide a unique perspective to anticipate and influence the future.	*The APF supports thriving communities of practice that provide opportunities for professional growth.*	*The APF sets the standard of excellence for professional futurists.*
• Understanding of change • Long term view • Alternative futures • Holistic orientation (systems thinking) • Interdisciplinary thinking	• Professional networking • Communities of practice • Participatory • Shared learning • Diverse perspectives	▪ Membership standards ▪ Professional development ▪ Best practices ▪ New techniques ▪ Code of ethics ▪ Client focus

Brand Positioning Worksheet

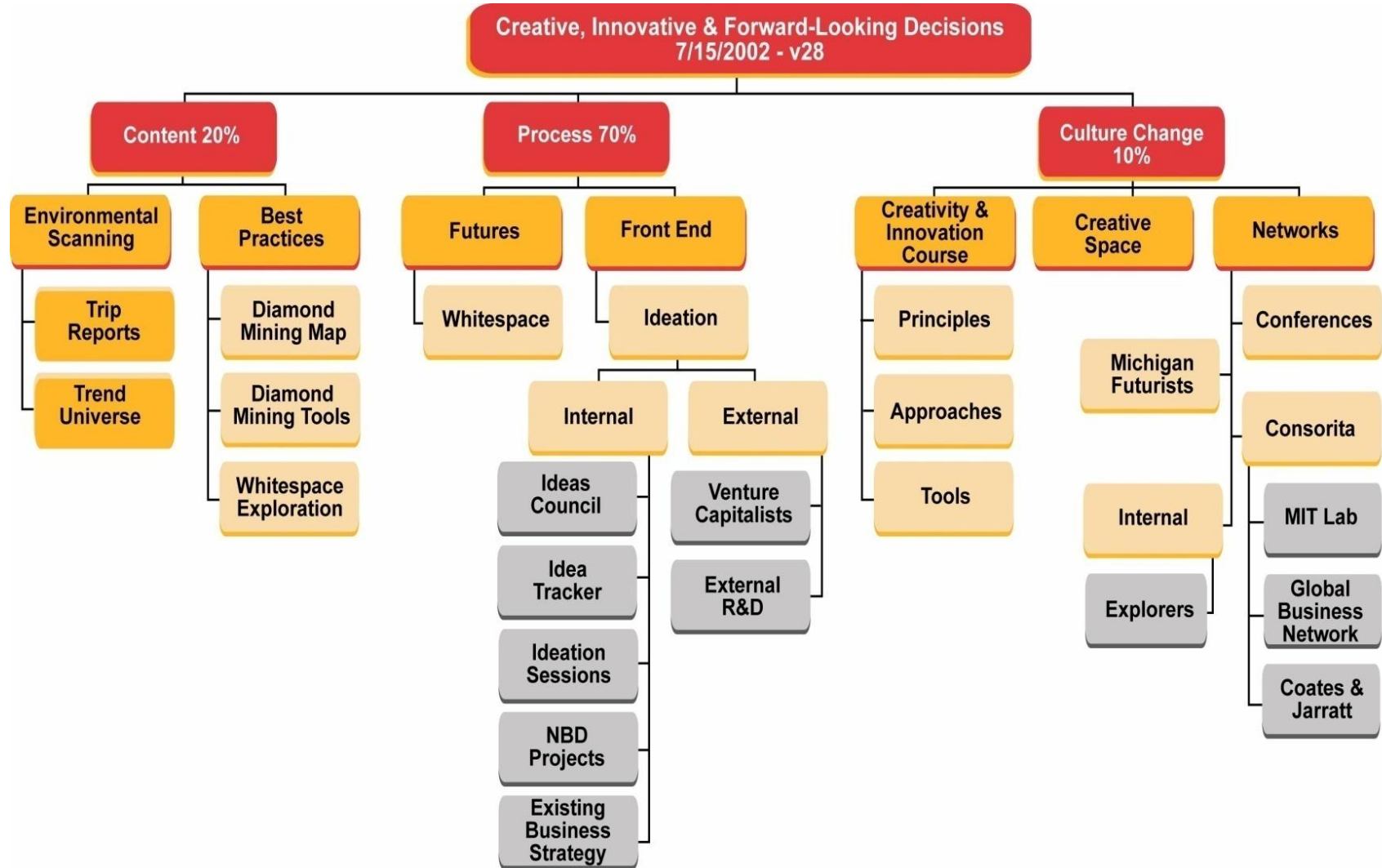|			
Statement			
Pillars			
Summary			
Examples	• • • •	• • • •	▪ ▪ ▪
Tag Line			

KNOW YOUR AUDIENCE

The Checklist

(1) How are you going to spend your **time**?

(2) What is your **positioning**?

(3) What is your leadership **style**?

(4) What is your **framework**?

(5) Who is your **audience**?

(6) Who is in your **network**?

(7) What is in your **tool** kit?

(8) What is your guiding **orientation**?

(9) What are your **purposes**?
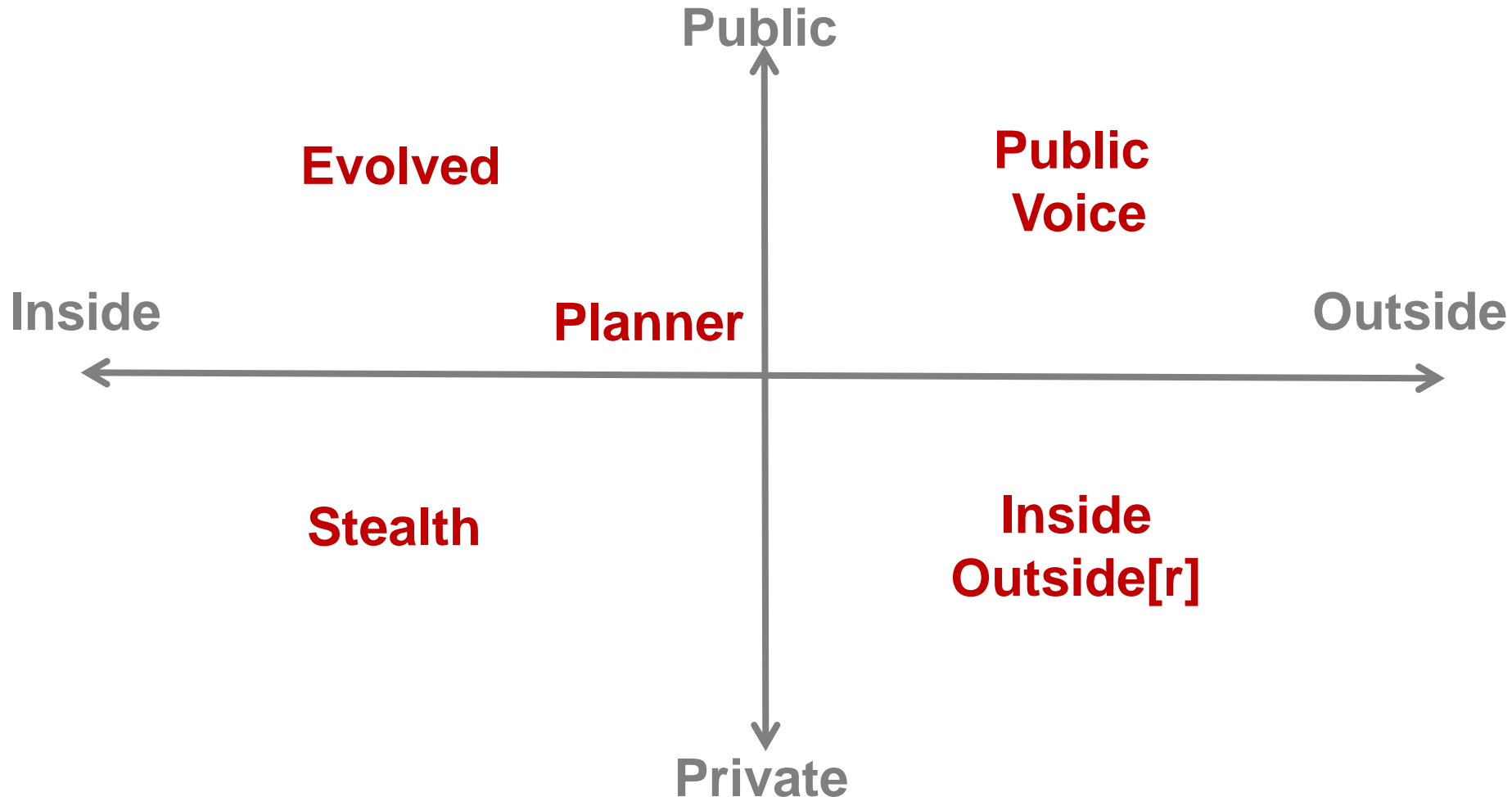
(10) What are your intended **uses**?

Audit Worksheet

1. Content _____% Process_____% Education_____%

2. Stealth____Evolved_____ Planner_____ Inside Outside[r]____Public Voice____

3. Coercive___ Authoritative____Pace-Setting____Affiliative____Democratic____

4. 1. Core_____% 2. Extension_____% 3. New Territory_____%

5. Frogs_____ Lemmings_____

Vultures_____ Rats_____

6. Internal_____

External_____

7. Project tools_____

Workshop tools_____

Exercises_____

8. Pop_____ Problem_____ Critical_____ Epistmological_____

9. (Rank) Future-oriented___Deeper/Systematic___Creative__Handle Change____

Other_____

10. Awareness_____ % Finding_____% Solving_____% Seeding____%
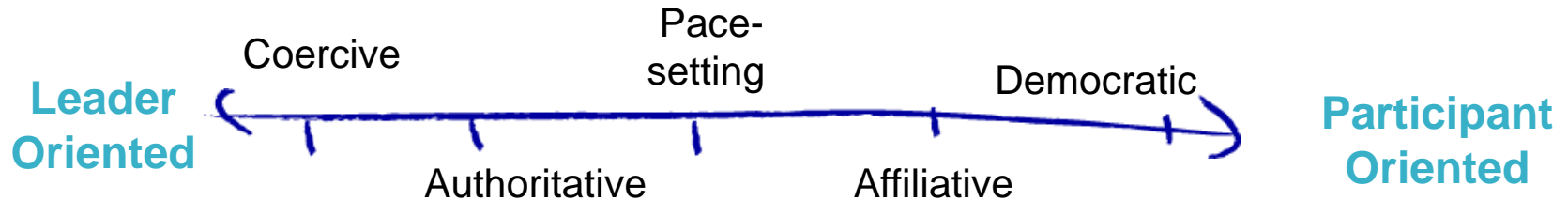
Other_____

How Are You Going to Spend Your Time?

What Is Your Positioning?

What kind of a Futurist are you?

Public

Evolved

Public Voice

Inside   Planner   **Outside**

Stealth

Inside Outside[r]

Private

What Is Your Leadership Style?

Leader Oriented ←———————————————————→ Participant Oriented

Coercive · Authoritative · Pace-setting · Affiliative · Democratic

Coercive leaders demand immediate compliance

Authoritative leaders mobilize people toward a vision

Pacesetting leaders expect excellence and self-direction

Affiliative leaders create emotional bonds and harmony

Democratic leaders build consensus through participation

Coaching leaders develop people for the future

Source: Daniel Goleman "Leadership That Gets Results," HBR, March-April 2000.

UH **FUTURES** STUDIES : *Preparing Foresight Professionals*

What Is Your Framework?

Three Horizons

1	2	3
Execute Core Business	**Line Extensions**	**New Territory**

Educational

Source: Adapted from McKinsey, *Alchemy for Growth*

Who Is Your Audience?

Fence-sitters – Rats   Bridge Builders – Frogs

PRAGMATIST

Don't Get It   Get It

IDEOLOGUES

Laggards – Vultures   True Believers – Lemming
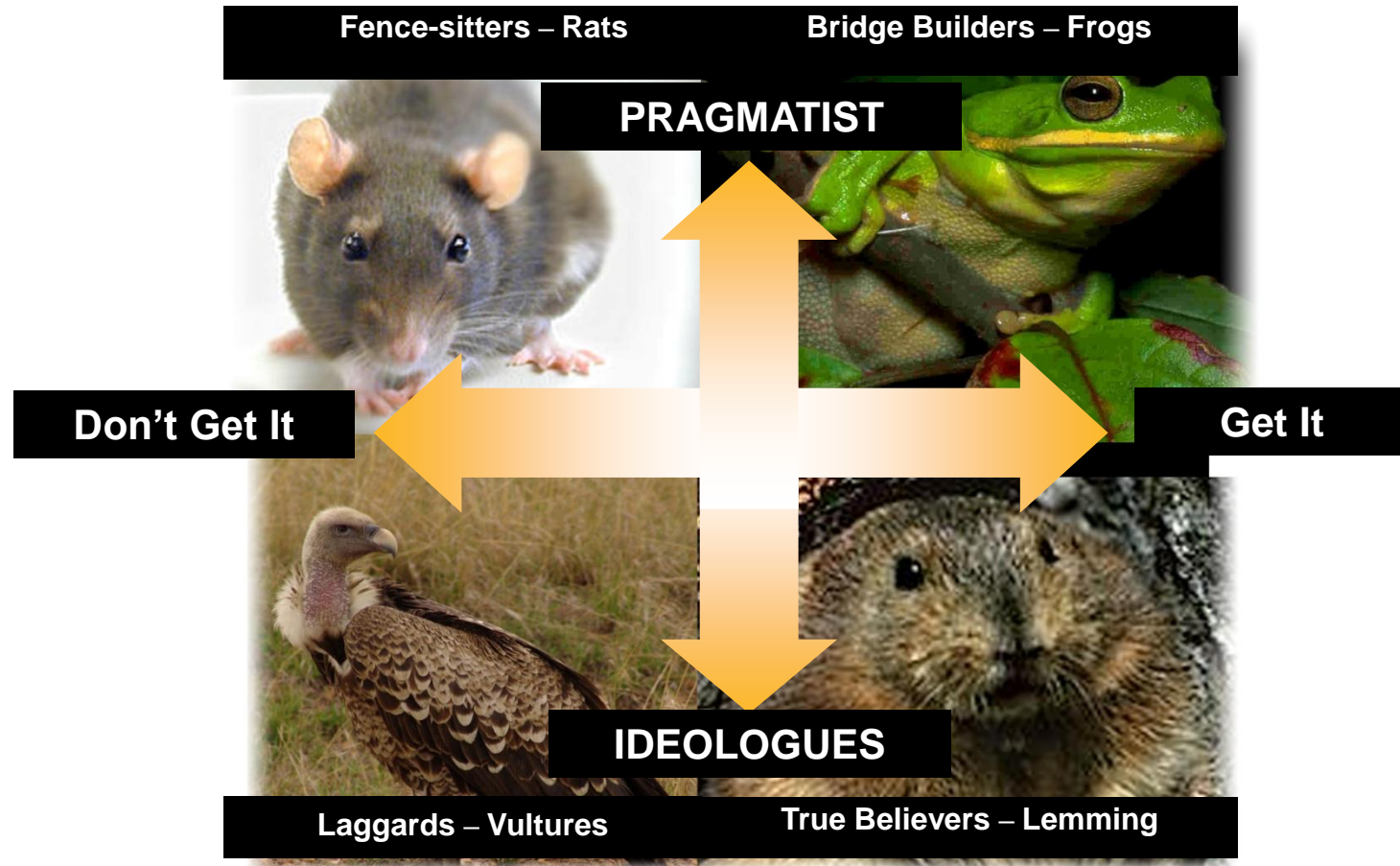
We're Different!

- Big Picture
- Openness To New Experiences
- Comfortable With Ambiguity
- Typical Myers-Briggs is E/I_N_T_P
- Systems Thinkers
- Sees Options/Alternatives
- Not Too Sure
- Global Outlook
- Long-term Time Horizon
- Optimistic
- Sense Of Purpose

Fence-sitters – Rats   **Bridge Builders – Frogs**

PRAGMATIST

Don't Get It   **Get It**

IDEOLOGUES

Laggards – Vultures   **True Believers – Lemming**

"Us" ⟷ **"Them"**

UH **FUTURES** STUDIES : *Preparing Foresight Professionals*
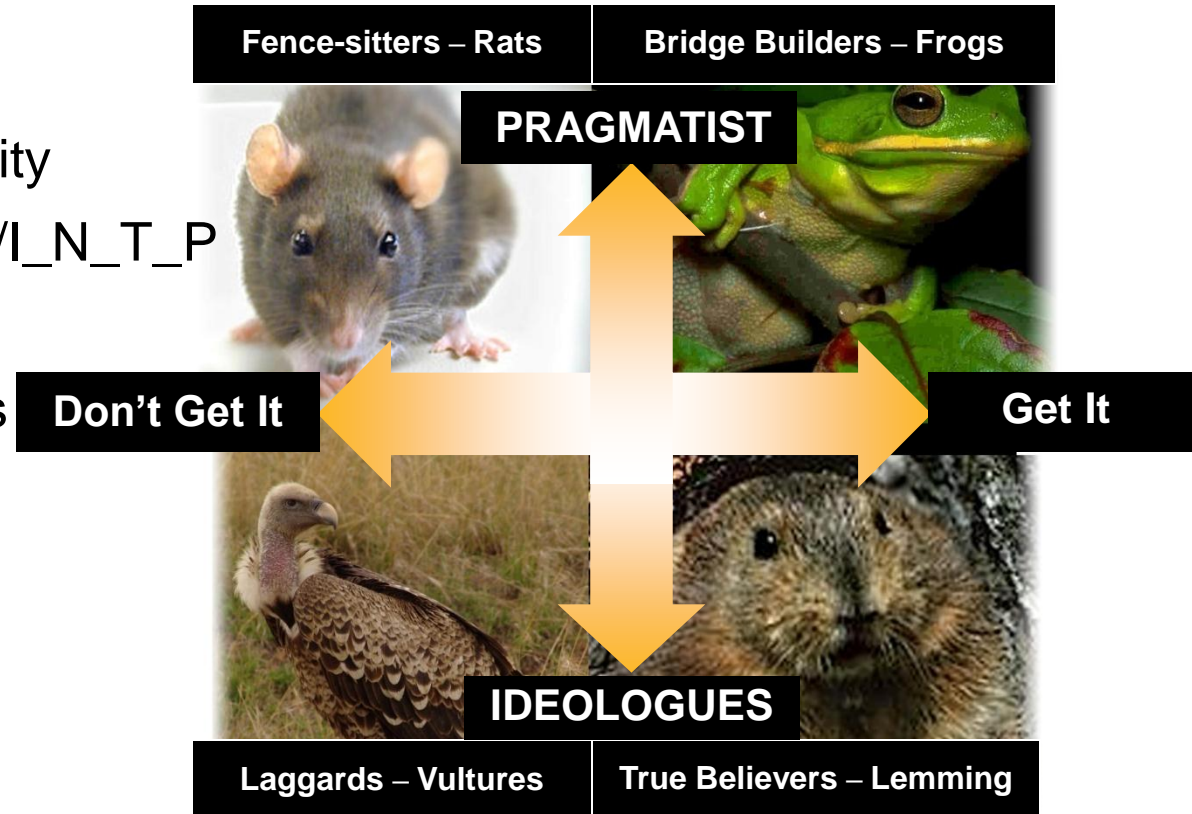
Who Is In Your Network?
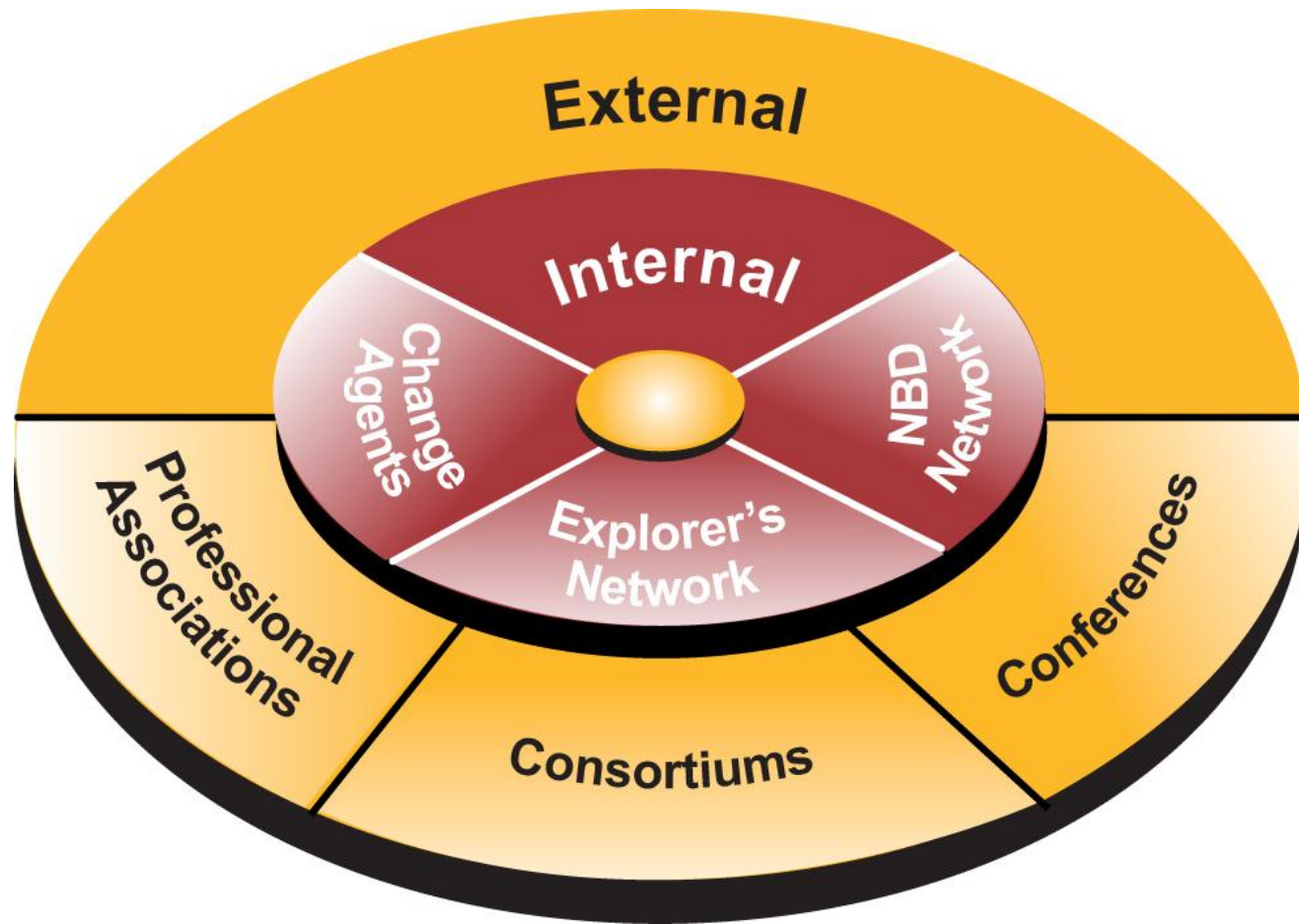
What Is In Your Toolkit?

Figure 7 — What is in your toolkit?

PROJECT TOOLS

- Scenarios
- Lead User
- Roadmapping
- Ideo Deep Dive
- Innovation Landscape
- Strategos Lenses & Action Lab

WORKSHOP TOOLS

- KAI, MBTI, HBDI
- Bottom Line Innovation
- Knowbrainer
- Critical Methods
- Causal Layered Analysis
- Trends-to-Opportunity
- Learning Journeys
- Open Space

EXERCISES

- Know Your Brain Game
- Trend Poker
- Mind Mapping
- Six Hats
- Brainwriting
- The Usual Suspects
- Futures Wheel
- Uncovering Assumptions
- Idea Recycling
- 10 Years Ago
- Social Change
- Visioning

OTHERS

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

What Are Your Purposes?

- To be more future-oriented.

- To think more deeply and systematically.

- To be more creative.

- To better deal with change.

- _____

- _____

What Are Your Intended Uses?

- What is going on out there?

- Problem finding

- Problem solving
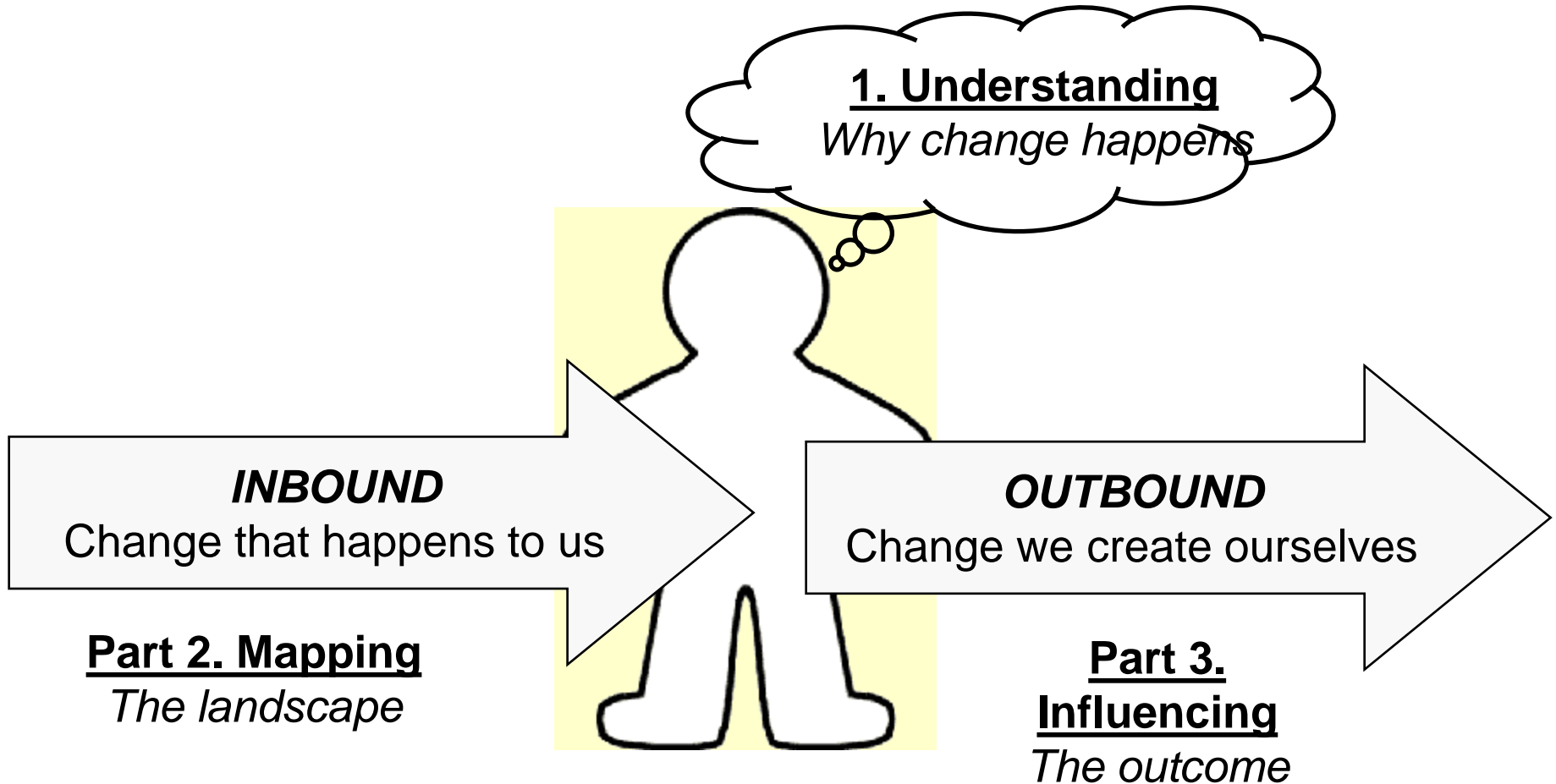
- Seed Planting

- _____

- _____

HOW WE SPEND OUR TIME

How We Spend Our Time

- 1/3rd selling
- 1/3rd marketing
- 1/3rd billable hours

APPROACHING ENGAGEMENTS

What We Do

1. Understanding
Why change happens

INBOUND
Change that happens to us

Part 2. Mapping
The landscape

OUTBOUND
Change we create ourselves

Part 3. Influencing
The outcome

Approach

The Framework

Framing — Scoping the project: attitude, audience, work environment, rationale and purpose, objectives, and teams.
↓ Focal Issue
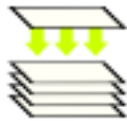
Scanning — Collecting information: the system, history and context of the issue and how to scan for information regarding the future of the issue
↓ Information

Forecasting — Describing baseline and alternative futures: drivers and uncertainties, tools, diverging and converging approaches, and alternatives
↓ Baseline & Alternative Futures
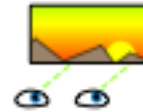
Visioning — Choosing a preferred future: implications of the forecast, and envisioning designed outcomes
↓ Preferred Future

Planning — Organizing to achieve the vision: strategy, options, and plans
↓ Strategy & Plans

Acting — Implementing the plan: communicating the results, developing action agendas, and institutionalizing strategic thinking and intelligence systems.
↓ Actions

How Existing "Approaches" Fit

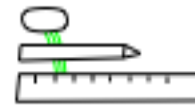|	U of Houston Framework Foresight	Dereke Woodgate Future Fabbing	Pero Micic Eltville Model	GBN Scenarios	Voros/AFI Generic Process
Framing	Domain definition	FutureFraming		Focal issues & interviewing	
Scanning	Current Assessment/ scanning	FuturePulsing	Future Radar	Driving Forces, uncertainties, predetermineds	Inputs
Forecasting	Baseline & Alternative Futures	FutureMapping; FutureScaping;	Probable future (assumptions); Possible future (opportunities); Unexpected future (discontinuities)	Scenario logics	Analysis
Visioning	Preferred Future	FutureTuning	Desired future (vision)	Implications	Interpretation Prospection
Planning	ID Strategic Issues & Opportunities	FutureFabbing	Created future (strategies)	Options	Outputs Strategy
Acting	Issue & Opportunity Responses/ Indicators	FutureFabbing		Early Indicators	

Sample Proposal

Proposal to assist with *Scenario Analysis*

January 20, 2012

Hinesight

Proposal to:

Rationale

xx is using introducing scenario analysis to explore potential future directions

The goal of the analysis is

Hinesight Background

Andy Hines established *Hinesight* in 2010 for consulting, workshopping, speaking, and blogging. He is also Lecturer and Executive-in-Residence at the University of Houston's Graduate Program in Futures Studies, bringing together the experience he earned as an organizational, consulting, and academic futurist……

Project Overview

The envisioned approach……

The scenario planning project can be accomplished in six steps:

Steps & Timing

Core team kickoff meeting	Week to prep
Interviews & supporting research	6 weeks
Scenario development workshop	2 weeks
Sense-making and synthesis	2 weeks
Strategic implications workshop	1 week
Final report	2 weeks
	13 weeks (3 months)

Deliverable & Fees

Hines to synthesize the learning and output…..

The fee for all the above is $xxx plus travel expenses and any "outside expert" fees (if applicable). If possible, I request invoicing to be 50% upon beginning of project and 50% upon completion.

_____   _____

Andy Hines   Client

Kickoff Diagnostic

Clarify objectives of project

Clarify deliverables

- If there were options in the proposal, clarify which were ones were selected and not selected
- Clarify what products will be proprietary and what will be general

Clarify schedule (high-level)

- Identify change process (how we'll handle changes in scope or deliverables)
- High-level Workplan (Approach & key milestones)

Clarify previous experience with topic – what do they already know; what have they already done

- Clarify communications protocol with client (weekly meetings, monthly meetings, who sets up, who will attend, etc.)

Clarify the scope and timeframe

Clarify what our responsibilities are and what responsibilities of outside vendors, if any, are

Clarify role and contributions of clients (e.g., to provide certain data)

Clarify degree of "stretch"

Who attends

- Entire team should ideally attend
- Minimum is account executive, project lead, project manager, main researcher/writer
- Account executive eases transition and hands off to project manager as main contact—this needs to be firmly clarified with client

Four goals of process meeting (could be applied to kickoff meetings):

- Inform people
- Involve people (get them working)
- Excite people
- Empower people (they are key players)

Map the Landscape with a Domain Map

Knowledge Work

Work Spaces — Virtual, Non-traditional, Office
Work Tools — Tele-presence, Collaboration, Productivity & Measurement
Work Models — Open Source, Co-creation, Distributed work
Workers — Generations, Multi-cultural, Remote
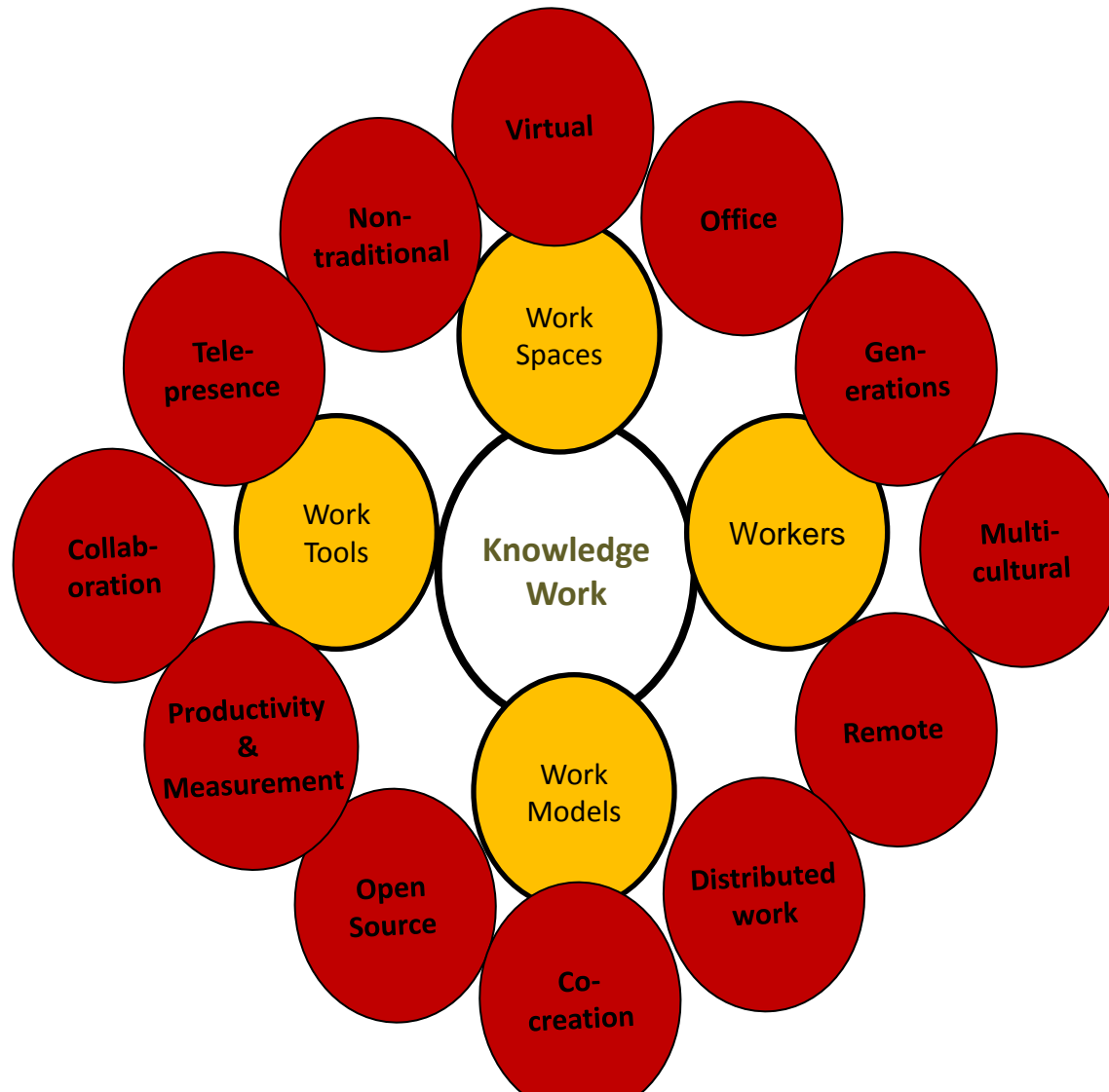
CHALLENGE OF FORESIGHT WORK

Challenges of Foresight Work

LUNCH

Doing

- Framing case: CLA pitch
- Scanning case: Hunting Grounds
- Forecasting case: Scenario/Indicators
- Visioning: APF
- Planning/Acting case: Integrating foresight

FRAMING CASE

Probe Beneath the Surface:
Causal Layered Analysis

Time Scale of Change

		The "Litany" – "observations"
	Problems	observational: events, diagnosed problems, media spin, opinions, policy; visible and audible; unconnected (scanning)

Continuous

← Events: Think it terms of news headlines

	Driving Forces	**Trend Analysis** Trends, start connecting; systems analysis, feedback interconnections, technical explanations, social analysis, policy analysis (systems)

Years

← Think in terms of trends

	Worldviews	**Breadth & Depth Analysis** culture, values, language, postmodernisms, spiral dynamics memes (alternatives)

← Spiral Dynamics is a useful worldview system to use here

Decades

	Archetypes	**Myth/Metaphor Analysis** Jungian archetypes, ancient bedrock stories, gut level responses, emotional responses, visual images - may not be words for it (visioning)

← Gaia is a great example here

Societal/Civilizational

UH **FUTURES** STUDIES : *Preparing Foresight Professionals*

Sustainability: Observations

Image: Flickr

Tesco products to get carbon footprint labels

Fast Company's: HIP™:
Human Impact & Profit

McDonald's UK puts Rainforest
Alliance certified coffees on the menu

Image: Flickr; spangleddrongo

Image: Social Technologies

Image: http://cgdm.berkeley.edu/

Sustainability Trend:
Ethical Consumption

Image: Flickr; Mike (el madrileno)

Image: Social Technologies

Image: Social Technologies

Source: Hines; Innovaro (www.innovaro.com)

Sustainability Worldview: "Green"

Blue (Process) **40%** of world population People work best when they are told how to do things the right way.	**Life has meaning, direction, and purpose with predetermined outcomes.** Blues follow a code of conduct based on absolutist and unvarying principles of right and wrong.
Orange (Competition) **30%** of world population People are motivated by the achievement of material rewards.	**Act in your own self-interest by playing the game to win.** They see life as a game, with the objective being to compete and win. They seek to understand the rules of the game, craft a strategy, and win.
Green (Participation) **10% of world population** **People want to get along and feel accepted by their peers.**	**Seek peace within the inner self and explore, with others, the caring dimensions of community. Their personal emphasis is on dialogue, relationships, and reaching decisions through reconciliation and consensus. They are concerned with inner peace, the well-being of the community, and of the Earth and all of its people.**
Yellow (Integration) **1%** of world population People enjoy doing things that fit who they are naturally.	**Live fully and responsibly, with flexibility, spontaneity, and functionality as the highest priorities.** The Yellow worldview sees life about doing what one can to make things better. They are focused on individual responsibility and pragmatic outcomes.

Copyright 1992, NVC, Inc.
All Rights Reserved

Sustainability Archetypes: Competing Stories

- Earth is made for man
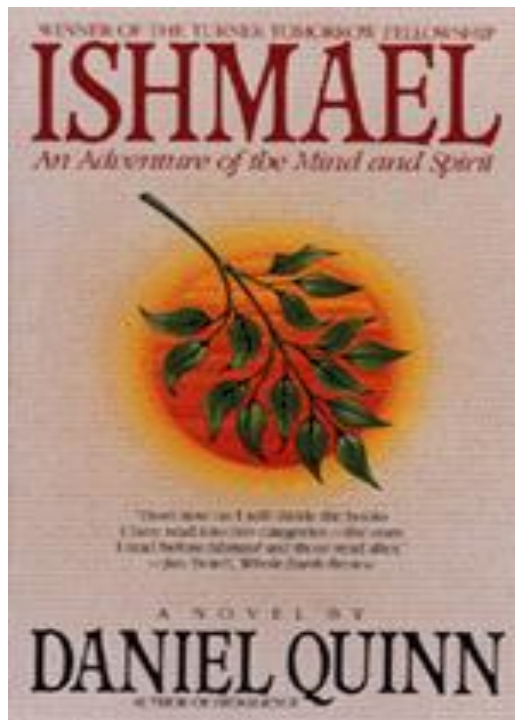
Image: http:/ishmael.com/

- Gaia/Mother Earth

Image: http:/amazon.com/
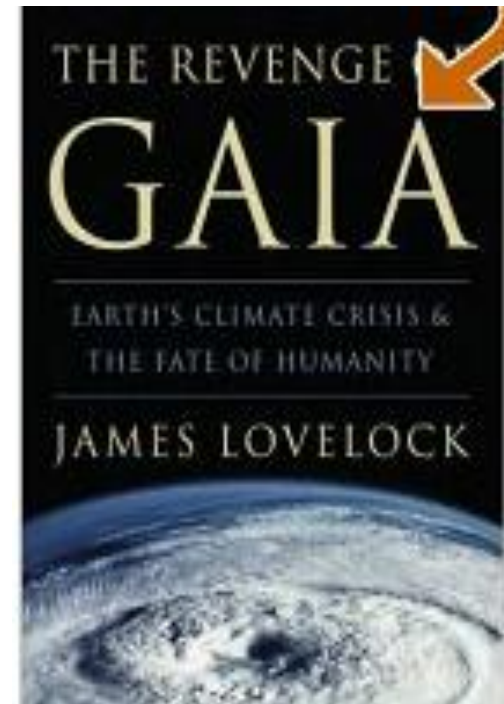
SCANNING CASE

Scanning System Outcome: Whitespace Candidates

1. Portable energy
2. Water treatment
3. Renewable chemicals/materials
4. Factory-built housing
5. Infrastructure
6. Microelectromechanics and nanotechnology
7. Radiofrequency identification tags (RFID)
8. Digital storage media
9. Waste management
10. Rapid prototyping
11. Environmental technologies and services
12. Home health and safety
13. Personal IT
14. Displays
15. Smart fabrics
16. Consumer product packaging
17. Advanced agricultural technology
18. Public health
19. Industrial biotechnology
20. Genomics
21. Indoor air management
22. Aquaculture
23. Bioengineered food/nutriceuticals
24. Photonics
25. Smart Materials

Whitespace Ranking Criteria

|	Biz in 5 Yrs	Market Growth Rate	Trend Fit	Timing	Capability fit	Total
Hi (3)	>$1 billion	>10%	Strong	<3 yrs	Strong	
Med (2)	$250-$1 billion	5-10%	Medium	3-5 yrs	Medium	
Lo (1)	<$250 million	<5%	Weak	>5 yrs	Weak	

Portable Energy

Demand for energy will grow non-stop over the next decade and beyond. The biggest changes that will sweep the sector are the arrival of alternative energy sources and portable energy. Fuel cells from building-scale down to cell phone-scale could take users off the grid. Other portable solutions, such as batteries and photovoltaics, could begin to solve fuel shortages.

Opportunity Maturity

2000   2002   2004   2006   2008

Trends driving growth in the sector

- The global population is expanding
- Economies in World 2 and 3 are growing, raising demand
- Distributed energy technologies are becoming practical and affordable
- Environmental pressures are mounting, e.g. on the use of batteries

Portable Fuel Cells Shipped

Millions of units

250
200
150
100
50
0

0.05   200

2002   2007

Source: Allied Business Intelligence, news release, August 16, 2000.

Unmet needs

- Turnkey, economical distributed energy solutions
- Cheaper, mass-producible fuel cells and adjunct technologies such as fuel reformers and membranes
- Powering the myriad of infotech devices, e.g. laptops, palm pilots, cell phones, etc.
- Cleaner (more sustainable) heating and cooking solutions for Worlds 2 and 3, e.g. biomass
- Economies for and approaches to commercializing alternative energy sources
- Recycling solutions
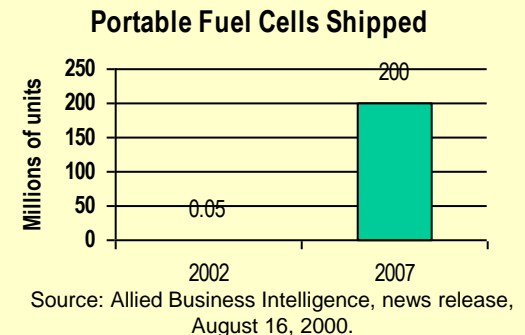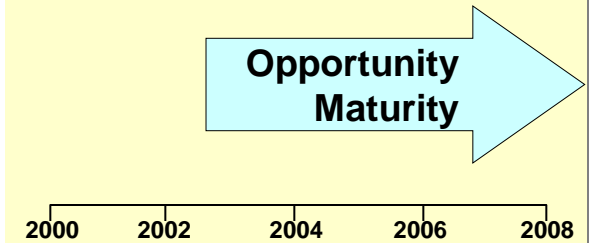
"Clustered" Pipeline

**Wspace
Others**

Rapid prototyping

Consumer product
packaging

Public health

Food & Ag
Genomics
Advanced agricultural
technology
Aquaculture
Bioengineered
food/nutriceuticals

**Wspace
Gambles**

Indoor air

Waste management
Renewable chem/mat
Enviro tech & services

Factory-built housing

Nanotechnology

**Wspace
Good bets**

Portable energy

Photonics
Digital Storage Media
Personal IT

Smart materials
RFID
Smart Fabrics

Home health & safety

Infrastructure

**BGN
Clusters
Wspace**

Ramp up

Water

Industrial biotech

Displays

**Existing
Businesses**

FORECASTING CASE

Scenarios

Our Turn

- W2 flexes its new-found economic muscle
  Massive binge of consumer, government, and military spending
- Attitude of "they got theirs, now we'll get ours"
- Focus is on economics at expense of social issues
- Pay attention to environment as it makes sense for business purpose
- Tech advances in support of eco growth

Leapfrogging

- Economic, political, military, and cultural power shifting to W2, but "play nice" w/ W1
- Attitude of "let's learn from the development mistakes of the past"
- W2 governments are key drivers of sustainability, both for economic advantages and to address social and environmental issues
- Technology development heavily focused on environmentally friendly technologies

Source: Social Technologies

Traditional to Modern (Achievement)

Leading Value Sets

Modern to Postmodern (Well-Being)

Today 2.0

- W1 retains the existing distribution of power by reverting to the old economic, political, and military models
- Attitude of "let's keep things the way the are"
- Avoid or postpone dealing with issues and try to maintain status quo
- Consumers scramble to keep what they have and acquire as much as they can

Source: Flickr/Noel Weathers

Balance of Power

Going Green

- Global control remains firmly in the hands of W1, but they seek to help W2 and W3 become more sustainable, but big problem remain
- Attitude of "we're all in this together" (sometimes more talk than action)
- W1 citizens are drivers of sustainability, forcing governments and corporations to transform, sometimes reluctantly
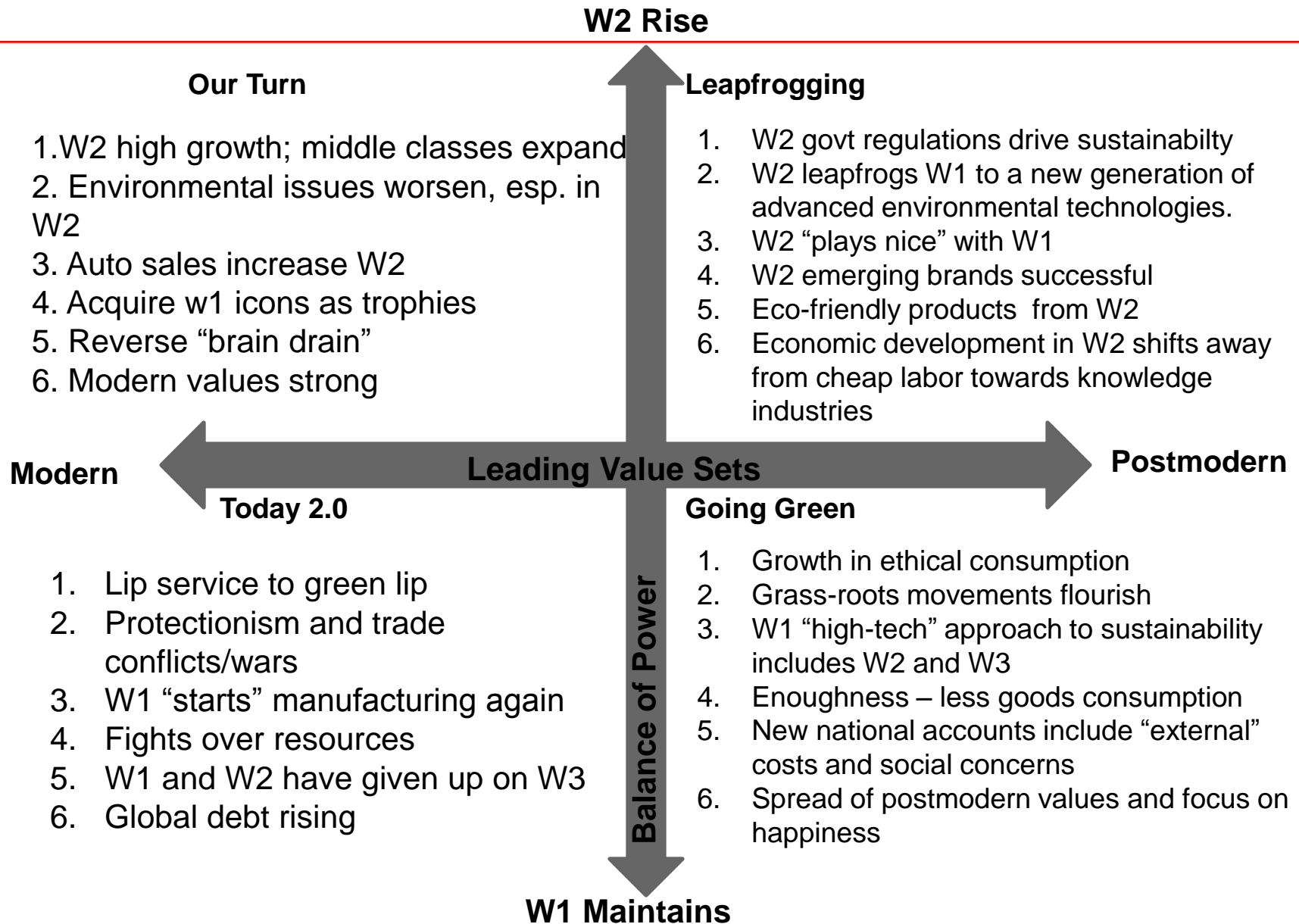
Source: Flickr/Jason Burrows

W1 Maintains

UH **FUTURES** STUDIES : *Preparing Foresight Professionals*

Indicators

W2 Rise

Our Turn

1. W2 high growth; middle classes expand
2. Environmental issues worsen, esp. in W2
3. Auto sales increase W2
4. Acquire w1 icons as trophies
5. Reverse "brain drain"
6. Modern values strong

Leapfrogging

1. W2 govt regulations drive sustainabilty
2. W2 leapfrogs W1 to a new generation of advanced environmental technologies.
3. W2 "plays nice" with W1
4. W2 emerging brands successful
5. Eco-friendly products from W2
6. Economic development in W2 shifts away from cheap labor towards knowledge industries

Modern ← **Leading Value Sets** → **Postmodern**

Today 2.0

1. Lip service to green lip
2. Protectionism and trade conflicts/wars
3. W1 "starts" manufacturing again
4. Fights over resources
5. W1 and W2 have given up on W3
6. Global debt rising

Balance of Power

Going Green

1. Growth in ethical consumption
2. Grass-roots movements flourish
3. W1 "high-tech" approach to sustainability includes W2 and W3
4. Enoughness – less goods consumption
5. New national accounts include "external" costs and social concerns
6. Spread of postmodern values and focus on happiness

W1 Maintains

UH **FUTURES** STUDIES : *Preparing Foresight Professionals*

The New Sputnik

Most people would assume that 20 years from now when historians look back at 2008-09, they will conclude that the most important thing to happen in this period was the Great Recession. I'd hold off on that. If we can continue stumbling out of this economic crisis, I believe future historians may well conclude that the most important thing to happen in the last 18 months was that Red China decided to become Green China.

Yes, China's leaders have decided to go green — out of necessity because too many of their people can't breathe, can't swim, can't fish, can't farm and can't drink thanks to pollution from its coal- and oil-based manufacturing growth engine. And, therefore, unless China powers its development with cleaner energy systems, and more knowledge-intensive businesses without smokestacks, China will die of its own development.

What do we know about necessity? It is the mother of invention. And when China decides it has to go green out of necessity, watch out. You will not just be buying your toys from China. You will buy your next electric car, solar panels, batteries and energy-efficiency software from China.

I believe this Chinese decision to go green is the 21st-century equivalent of the Soviet Union's 1957 launch of Sputnik — the world's first Earth-orbiting satellite. That launch stunned us, convinced President Eisenhower that the U.S. was falling behind in missile technology and spurred America to make massive investments in science, education, infrastructure and networking — one eventual byproduct of which was the Internet.

VISIONING CASE

APF Vision

Futurists are recognized as distinct and valuable professionals.

Mission

To support professional futurists by advancing professional excellence, facilitating network and community building, and promoting the unique value proposition of futures work.

Professional Development: The APF sets the standard of excellence for professional futurists

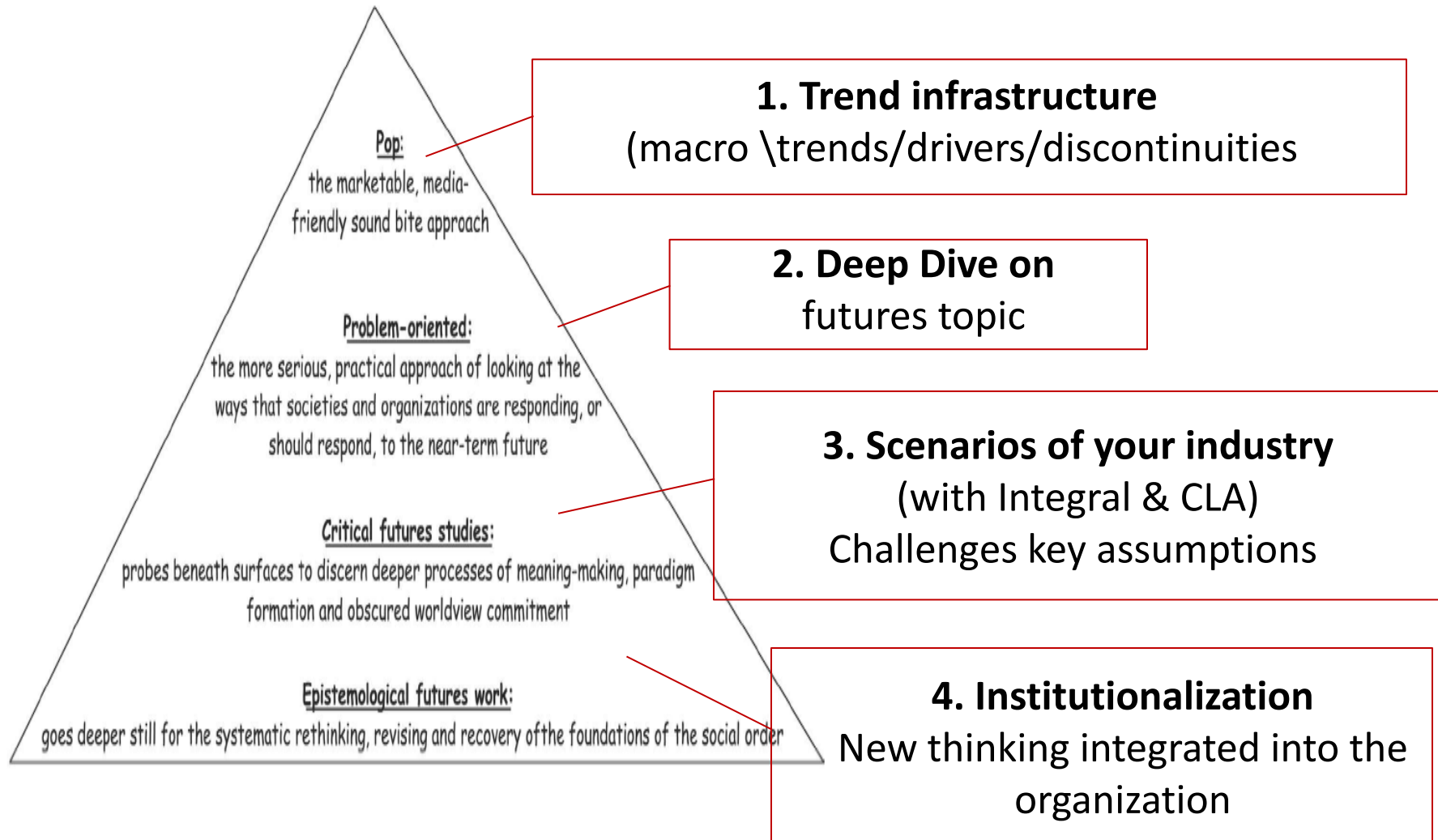Strategy: Identifying, cataloging & sharing best practices

- Member Qualification
  - GOAL: Continually upgrade the qualifications process
    - TACTIC: Develop an international membership approach
    - TACTIC: Insure that the qualifications are fair and uniform in different regions and countries
    - TACTIC: Institutionalize process for graduating provisional members to full member status [tactic]

- Professional Development & Best Practices
  - GOAL: Provide opportunities for members to increase their competence and skills in futures practice
    - TACTIC Identify and disseminate best practices of professional futurists and . . . .
    - TACTIC Identify a common body of knowledge, methods, and tools for the futures field through professional development seminars, website, and listserv
    - TACITC Identify and recognize different styles of futures practice in different regions and cultures

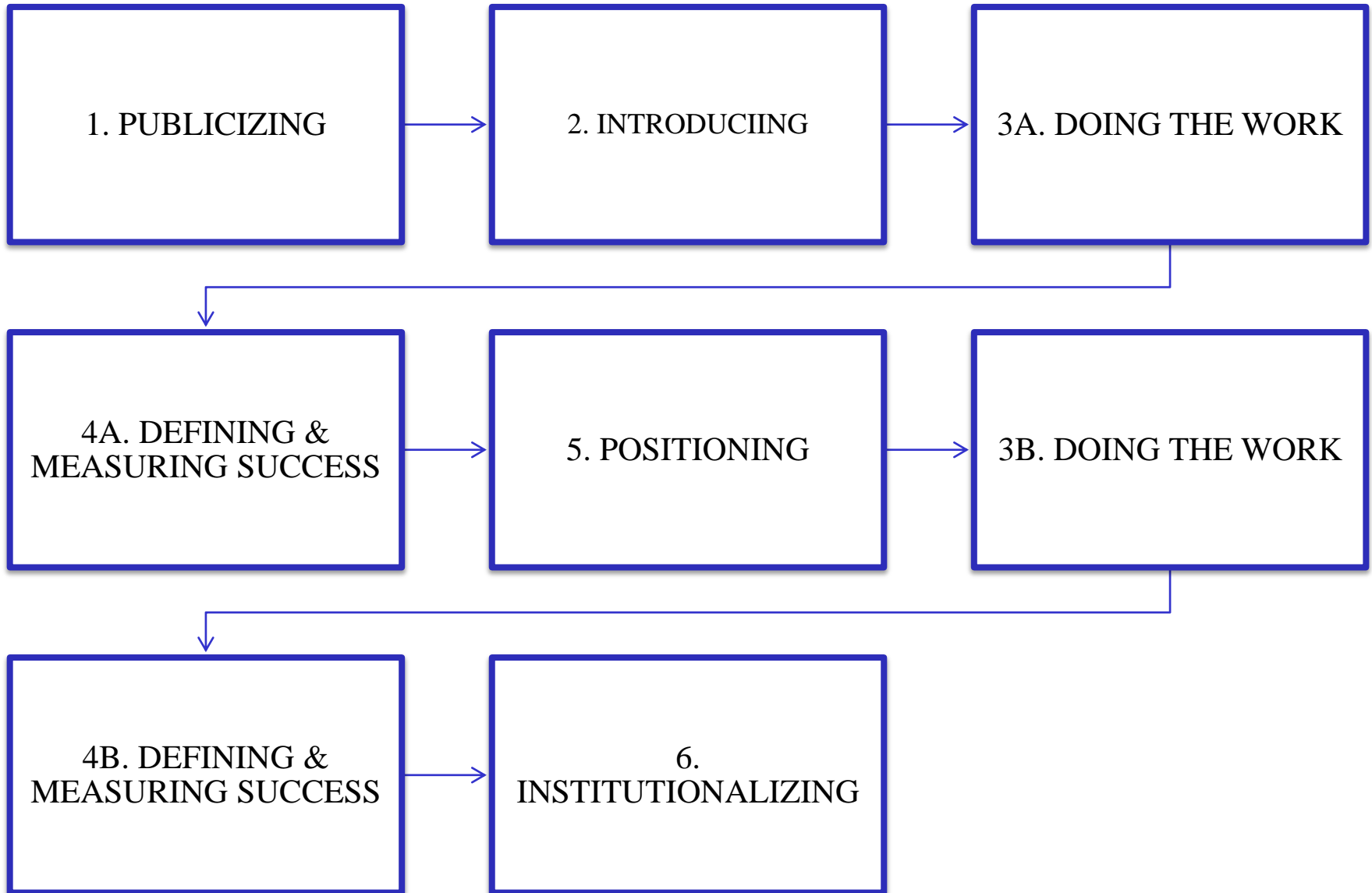# PLANNING/ACTING CASE

CASE 2: Sample Integration Project

- New function with 1 FT and 1 PT on loan
- Hired external group to do initial trend list (pop)
- Hired consulting futurist Hines to assist with integration
- Developed plan to share with execs
- Did the audit
- Agreed on Deep Dive (problem)
- Planning Scenario project (cultural)

A Recommended Foresight Pathway

Pop:
the marketable, media-
friendly sound bite approach

1. Trend infrastructure
(macro \trends/drivers/discontinuities

Problem-oriented:
the more serious, practical approach of looking at the
ways that societies and organizations are responding, or
should respond, to the near-term future

2. Deep Dive on
futures topic

3. Scenarios of your industry
(with Integral & CLA)
Challenges key assumptions

Critical futures studies:
probes beneath surfaces to discern deeper processes of meaning-making, paradigm
formation and obscured worldview commitment

Epistemological futures work:
goes deeper still for the systematic rethinking, revising and recovery of the foundations of the social order

4. Institutionalization
New thinking integrated into the
organization

Source: Slaughter (1999)

Institutionalize: Process

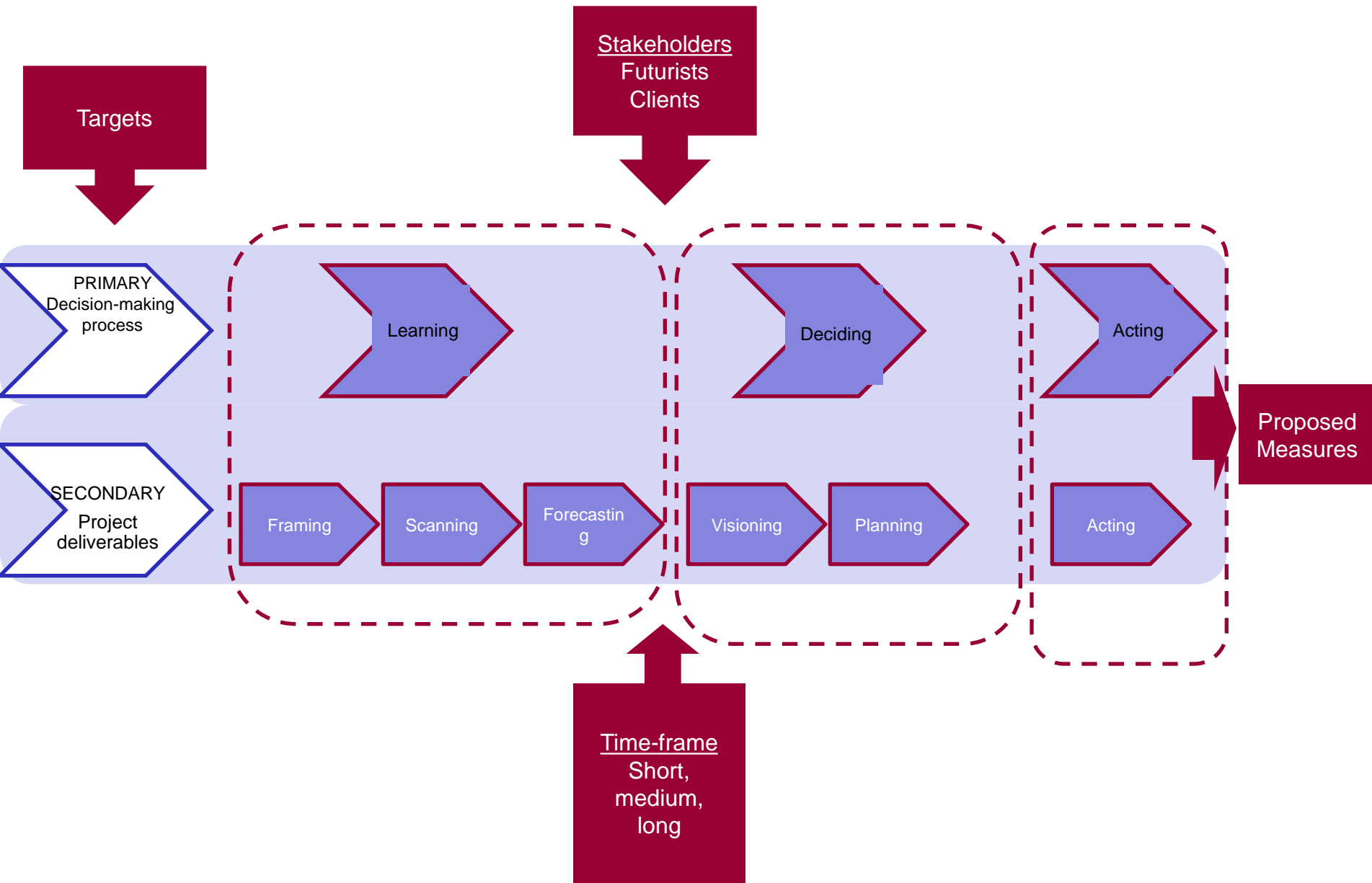|		
1. PUBLICIZING	→ 2. INTRODUCIING	→ 3A. DOING THE WORK
4A. DEFINING & MEASURING SUCCESS	→ 5. POSITIONING	→ 3B. DOING THE WORK
4B. DEFINING & MEASURING SUCCESS	→ 6. INSTITUTIONALIZING	

BREAK

Evaluating

~~Success~~ Outcomes Model

Case Format

- The contact
- The pitch
- How it unfolded

Readings

- Verne Wheelright, It's Your Future…Make it a Good One!
- Peter Block, Flawless Consulting
- Alan Weiss, Million Dollar Consulting
- David Maister et al, The Trusted Advisor
- Mahan Khalsa, Let's Get Real or Let's Not Play: The Demise of Dysfunctional Selling and the Advent of Helping Clients Succeed
- Joe Coates, (2000) On being a futurist. In: Slaughter, R. ed. Gone today, here tomorrow: millennium previews. Prospect, Sydney. Available at <http://www.josephcoates.com/pdf_files/220_OBF.pdf>
- Andy Hines (2003) An audit for organisational futurists: ten questions every organizational futurist should be able to answer. **foresight,** 5 (1), pp.20-33.
- Andy Hines & Peter Bishop (2007) Thinking about the future: guidelines for strategic foresight.
- Richard Slaughter (2005) The knowledge base of futures studies: professional edition. [CD-ROM].
- Jerry Glenn & Ted Gordon, Futures Research Methodology Version 3.0 [CD-ROM]
- Fred Polak, The Image of the Future

Contact Info

Riel Miller

Andy Hines
U of Houston **Futures** Studies

Lecturer/Executive-in-Residence

ahines@uh.edu

832 367 5575

www.houstonfutures.org

www.andyhinesight.com