An Insider's Guide to
Foresight Consulting

Chris Carbone, Innovaro
Andy Hines, Hinesight & U of Houston
Riel Miller, UNESCO

WFS 2013

July 18, 2013

Agenda

9–10:30 Preparing	Why foresight (Riel 30 minutes) Know yourself (Andy 30 minutes) Personal branding Know your audience (Andy 30 minutes) Foresight Audit
10:30–10:45 BREAK	
10:45–12:00 Preparing	How we spend our time (Riel 30 minutes) 1/3 selling, 1/3 marketing, 1/3 billable hours, 1/3 R&D Approaching Engagements (Andy & Chris 30 minutes) TATF framework (andy) Kickoff diagnostic (andy) Network business model (chris) Challenges of Foresight work (Riel & Chris 15 min.)
12:00–1:00 pm LUNCH	

Afternoon Agenda

1:00-1:30	Syndicated Research (Chris)
1:30-3:00 Doing	Framing case: CLA pitch (Andy) Scanning case: Dow hunting platforms (Andy) Forecasting case: Scenario Indicators *FuturesIreland: National Futures (Riel)* Visioning case: APF case (Andy) Planning/Acting case: Integration process (Andy) *France – sud-Nivernais: regional (Riel)*
3:00–3:15 pm BREAK	
3:15–5:00 Reflecting: Case sharing	Success framework Cases: The contact, The pitch, How it unfolded Audience cases
5:00 ADJOURN	

WHY FORESIGHT?

Why Foresight?

- What do you think futurists sell?

In 1898 the first international urban-planning conference convened in New York. It was abandoned after three days, instead of the scheduled ten, because none of the delegates could see any solution to the growing crisis posed by urban horses and their output.

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12:00–1:00 pm LUNCH	

Why the Discipline of Anticipation? Getting Better at Living with Complex Emergence

In the present, just:

Repetition

Difference

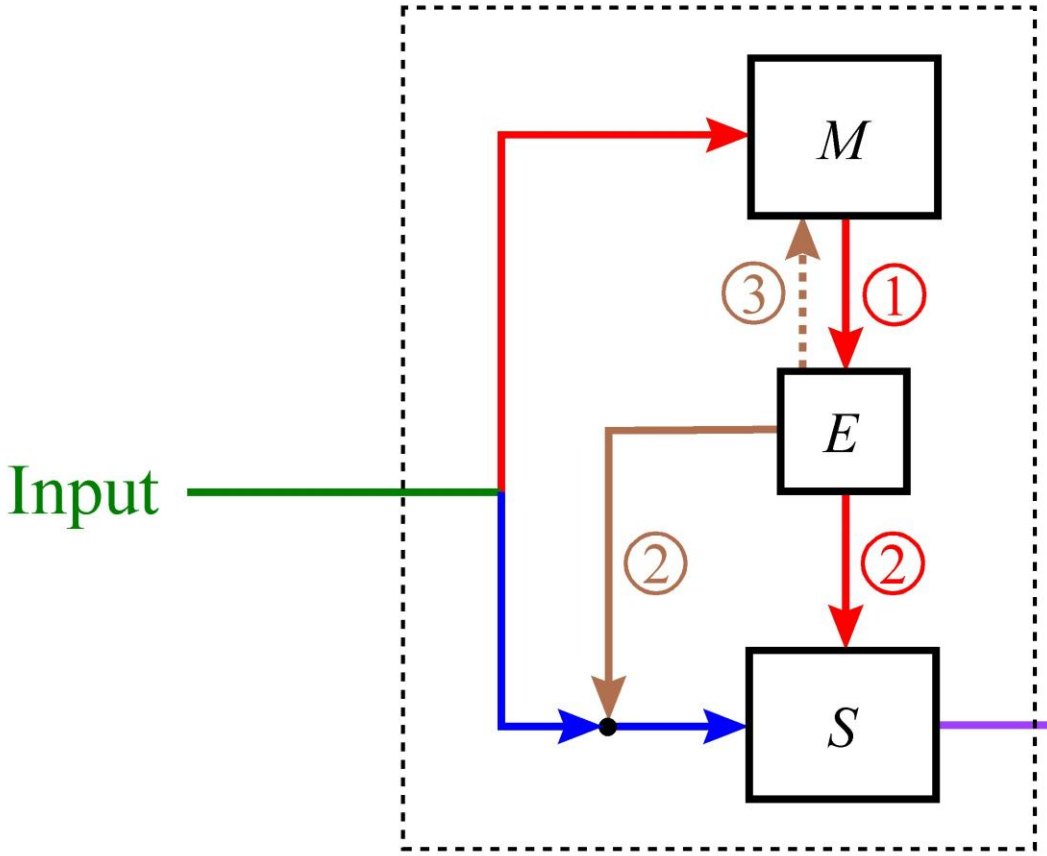
Repetition and Difference

Uknown unknows – before this happened no one could know – we live in a creative universe

Novelty is a resource – uncertainty a friend. But how?
Use the future! The Discipline of Anticipation

Bugs Bunny Anticipates

Taking an Anticipatory Systems View



S : object system

M : model of S

E : effector system

Source: Robert Rosen, ***Anticipatory Systems:*** Philosophical, Mathematical, & Methodological Foundations., Pergamon Press, Oxford, 1985.
Slide by A. H. Louie, Mathematical Biologist

Anticipation – it's everywhere & nowhere

- Do you understand anticipatory systems?
- Do you have a distinctive approach to using anticipatory systems?
- Can you supply it AND at high quality?
- Can you convince people to use your anticipatory system?
- Do you have a business model that works?
- Do you invest in assessing your anticipatory system and learning from other practitioners?
- Are you able to make linkages to other work going on in the field of anticipatory systems?
- Do you think you are a professional?

Support to mutual learning between Foresight managers, practitioners, users and stakeholders of policy-making organisations in Europe

Online Foresight Guide

Foresight is a systematic, participatory, future-intelligence-gathering and medium-to-long-term vision-building process aimed at present-day decisions and mobilising joint actions. Research and innovation policies are based on (implicit or explicit) visions of the future of science, technology and society.

To underpin the establishment of the European Research Area (ERA) there is a need for open coordination of these visions and hence cooperation on Foresight.

One of the European Commission's main Foresight activities under the Sixth Framework Programme is to establish a European Foresight **Knowledge Sharing Platform** (KSP). The KSP aims to provide support and enhance the interconnections between Foresight programmes, initiatives and institutions in close co-operation with all relevant actors in Europe and, when necessary, orienting them towards common issues, at inter-regional, trans-national or European level.

The KSP is today a major European Union undertaking which is being implemented by DG Research. One of its core activities is to support mutual learning among Foresight managers, practitioners, users and stakeholders in Europe (FOR-LEARN). The FOR-LEARN project is run by **DG JRC-IPTS** on a mandate from the European Commission DG RTD. It covers the entire range of activities related to the promotion and the structuring of a European science and technology Foresight area.

The three main functions of the KSP are:

- To mobilise Foresight as intelligence for EU policy, mainly research and innovation policy;
- To foster exchanges of experiences between Member States and regions; and
- To consolidate and better structure the Foresight knowledge base.

Menu

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- Objectives
- Projects
- FTA Conferences
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Welcome to the European Foresight web site

The work of the European Foresight team of the Knowledge for Growth (KfG) Unit of JRC-IPTS centres on the provision of forward looking intelligence to support decision making and enhancing the use of Foresight as an instrument for policy making in Europe.

The focus of our activities is increasingly on more policy-relevant foresight application and methodology development, particularly by developing approaches to the early identification of emerging issues that will have an impact on European policies.

We are also broadening our scope beyond research and innovation policy to a more general application of Future-Oriented Technology Analysis (FTA), including application of combined qualitative foresight and quantitative modelling approaches.

European Foresight Business in Short

A fundamental premise of the European Foresight activities is that future-oriented thinking is a necessary policy response component to the environment of accelerated socio-economic and technological changes.

Therefore, future-oriented technology analyses (FTA) and studies (including strategic Foresight, forecasting and technology assessment) are embedded in the activities undertaken by the European Foresight team to deepen the understanding of changing challenges and opportunities.

This is done to enable policy makers to look into the future in order to identify and choose among policy options, rooted in numbers whenever feasible, as well as to shape long-term policies and actions.

Moreover, the accumulated expertise and the neutrality of JRC-IPTS distinguish it from other EU organisations involved in foresight and FTA.
This allows JRC-IPTS to increasingly become a prominent partner within different Framework Programme consortia.
JRC-IPTS has also become a natural central node in leveraging a platform for mutual learning as well as knowledge development and sharing by bringing together widely recognised experts and stakeholders in general.

Highlights

NEW

EU and the State of the World in 2025:
Give your opinion...

Associated Links

FTA Future oriented Technology Analysis

Future-Oriented Technology Analysis International Conference

FORLEARN Foresight Guide

Online Foresight Guide

ipts

Institute for Prospective Technological Studies

erawatch

Welcome to the European Foresight Platform

The European Foresight Platform (EFP) is a program supported by the European Commission's Framework Programme 7 and aims at building up a Europe-wide and international (i.e. global) network of networks bringing together different communities and individual professionals related to foresight, forecasting and future studies in general.

Click here for more information or contact the project coordinator:
Susanne.Giesecke@ait.ac.at

Upcoming Events

Workshop "Foresight in public research organisations"

View All Events

Popularity: unranked

Workshop "Foresight in public research organisations"

Location: Vienna, Institut Français de Vienne, Palais Clam-Gallas, Vienna Organisers: Austrian Institute of Technology, Cemagref, French Embassy in Vienna/Institut Français de Vienne Date: 7th and 8th of June 2011 Background and aim of the workshop: In a knowledge-based society and economy it is increasingly difficult for research organisations to define forward-looking strategies and research priorities.

Author : beatricer84

read more...

EFP Brief No. 180: Emergence and Design

Science beyond Fiction

The European Future Technologies Conference

fet 09 | 21-23 April 2009 | Prague

The **European Future Technologies Conference and Exhibition** is a new European forum dedicated to frontier research in future and emerging information technologies. Leading scientists, policy-makers, industry representatives and science journalists will convene over 3 days to discuss today's frontier science, tomorrow's technologies and the impact of both on tomorrow's society.

The European Commission's **Future and Emerging Technologies** research scheme

The **Academy of Sciences of the Czech Republic**

The **Czech Technical University in Prague**

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Finnish innovation system
Finnish science policy
Technology and innovation policy

Foresight

Print this page

FinnSight 2015

The FinnSight 2015 foresight project of the Academy of Finland and Tekes relies on perspectives from science, technology and society. The project will examine changes in the global operating environment, emerging needs of business and society, and development perspectives in science and technology. Work of this type is needed in order to meet the challenges of innovation and research activity promptly and successfully. The main target of the foresight project now beginning is to use ten expert panels to help identify important joint future areas of expertise for science, technology, business and society. This will lay the foundation for new internationally competitive centres of excellence and expertise clusters. The panels include about 120 external experts whose work is supported by specialists from the Academy of Finland and Tekes.

Organisations:
» Tekes - the Finnish Funding Agency for Technology and Innovation
» Academy of Finland

Documents, publications:
» FinnSight 2015

19.9. 2005 Tekes

Foresight

New project published

The Foresight project Global Food and Farming Futures examined how a rapidly expanding global population can be fed in a healthy and sustainable way. The project's new report helps identify a wide range of possible actions to meet the challenges facing food and farming, both now and in the future.

1 Linking policy on climate and food

2 New project chair announced

3 New project published

Our role is to help government think systematically about the future

We use the latest scientific and other evidence combined with futures analysis to tackle complex issues and help policy makers make decisions affecting our future.

Foresight reports directly to the Government Chief Scientific Adviser and the Cabinet Office. It is a part of the Government Office for Science within the Department for Business, Innovation & Skills.

Current projects

- Global Food and Farming Futures
- International Dimensions of Climate Change
- Global Environmental Migration

A fifth wheel?

- Information gathering
- Information sharing
- Branching probabilistic studies (forecasting)
- Agenda setting
- Due diligence on long-run
- Legitimacy through surveys and participation
- Planning…

Who does it better?

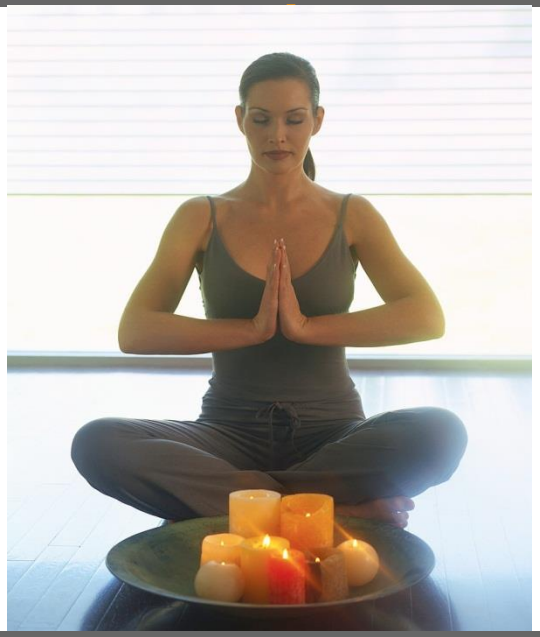
- Disciplinary specific information gathering & sharing, analysis & policy
- Existing communities and cross-disciplinary problem solving
- Systems analysis and predictive sciences
- Visionary leaders, gurus, and herd extrapolation
- Democratic institutions and processes
- Planners with critical path capabilities and authority

Downside…

- Go faster in the wrong direction
- Muddle the picture
- Hypocritical – claim to address change but the aim is preservation & rejection of the inconsistent, systemically contradictory
- Seeding fear…

Upside… where else to:

- Embrace complexity and the beauty of novel emergence
- To improve the way we “use the future” across a wide range of futures
- Develop and diffuse the capacity to match our aspiration for freedom with our approach to the future
- Building capacity to both overcome poverty of the imagination as systemic change, birth and death generate changes in the conditions of change



Preparing

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

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

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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

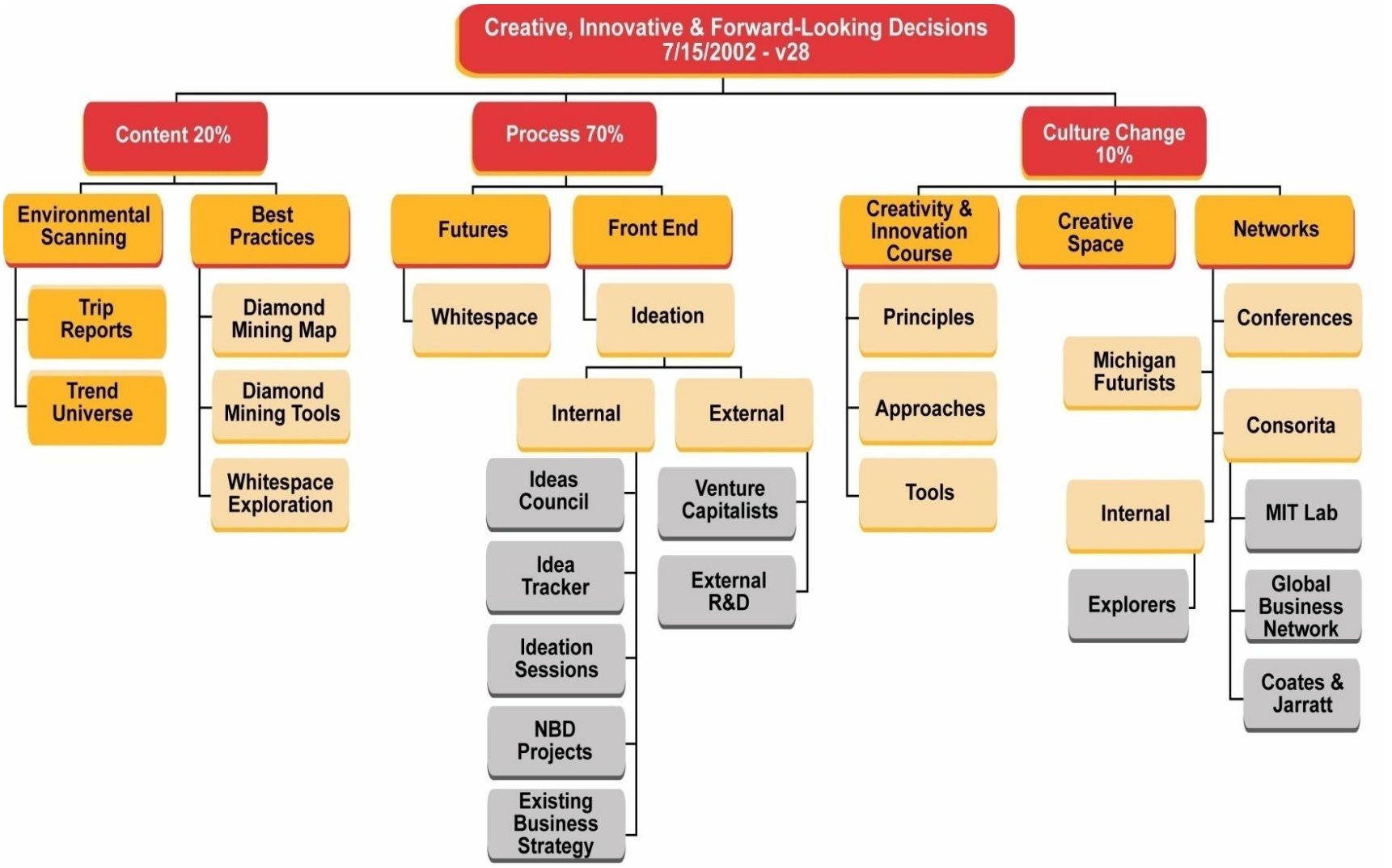
The Checklist

(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 **level** is your organization
(9) What does **success** look like?

Audit Worksheet

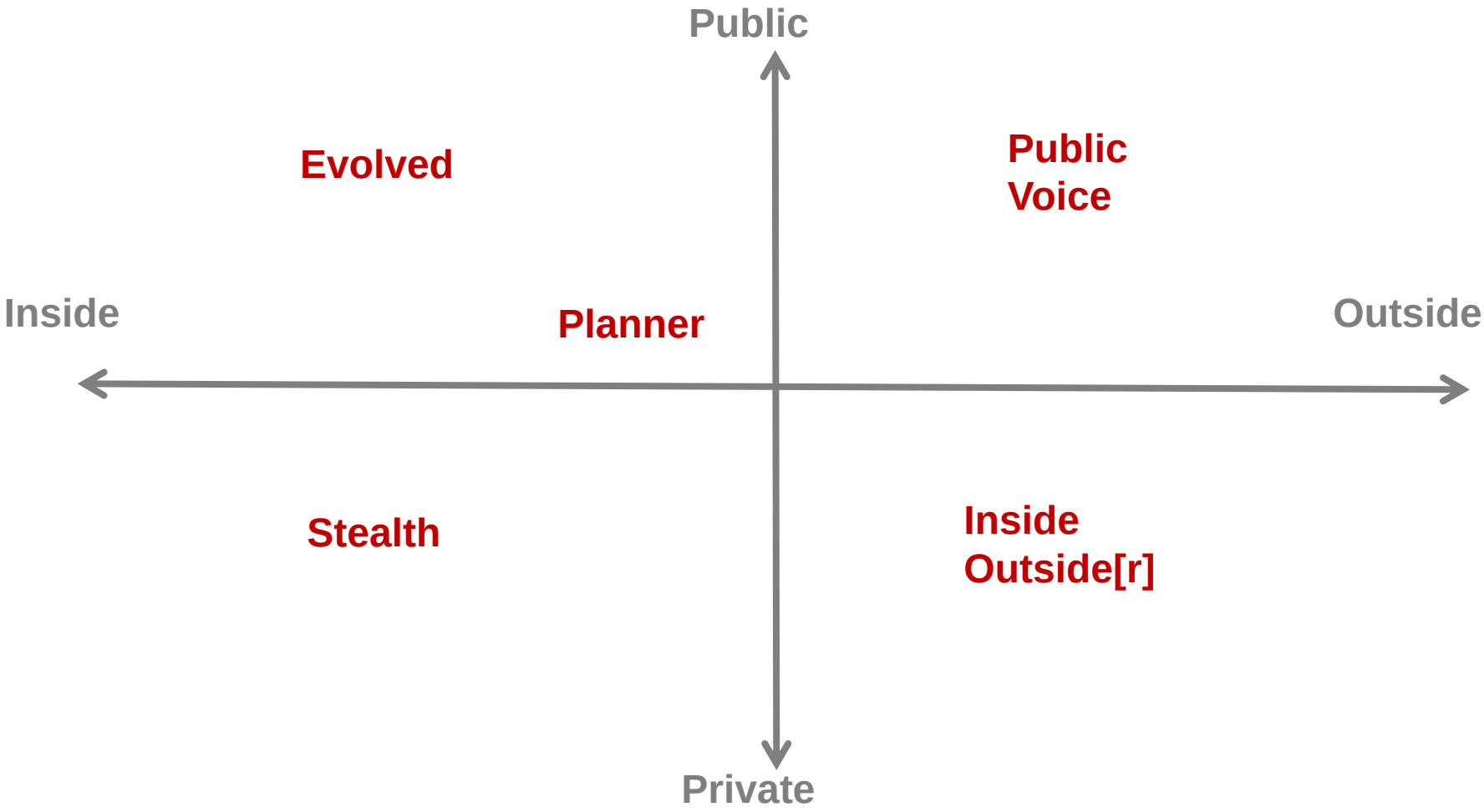
1. Content _____% Process_____% Education_____%
2. Stealth____Evolved_____ Planner_____ Inside Outside[r]____Public Voice____
3. Coercive___ Authoritative____Pace-Setting____Affiliative____Democratic____
4. 1. Core_____% 2. Extension_____% 3. New Territory_____%
5. Frogs_____ Lemmings_____
Vultures_____ Rats_____
6. Internal_____
External_____
7. Project tools_____
Workshop tools_____
Exercises_____
8. Pop_____ Problem_____ Critical_____ Epistmological_____
9. (Estimate) Learning___% Deciding___ % Acting__ %
Other_____

How Are You Going to Spend Your Time?

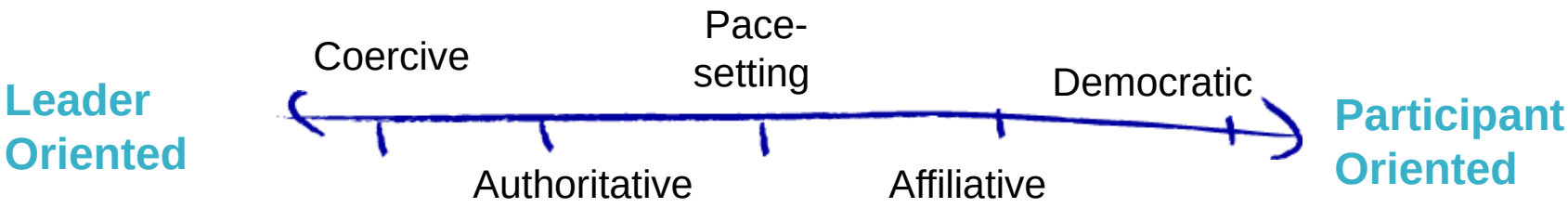


What Is Your Positioning?

What kind of a Futurist are you?



What Is Your Leadership Style?



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.

What Is Your Framework?

Three Horizons

1
Execute Core Business

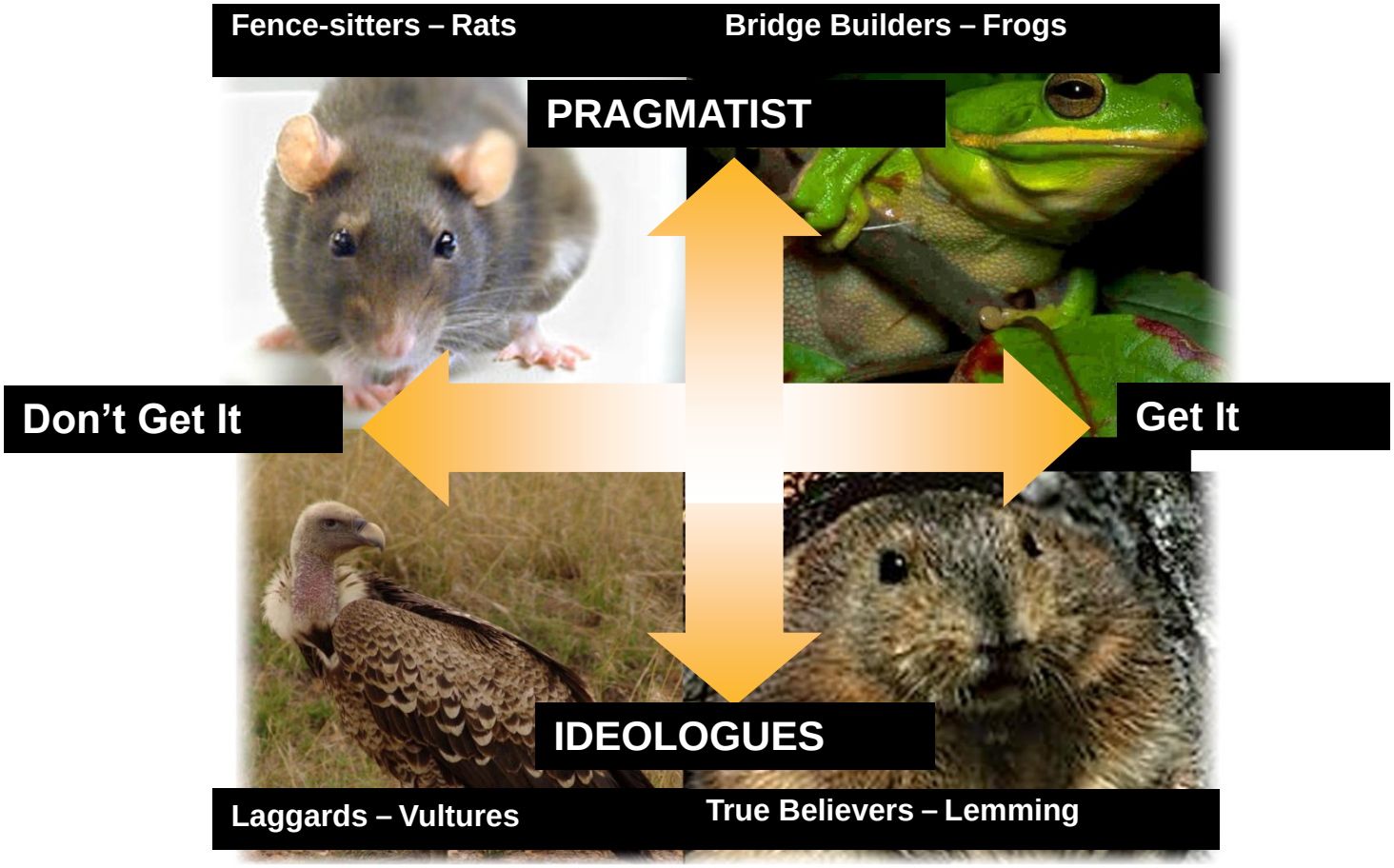
2
Line Extensions

3
New Territory

Educational

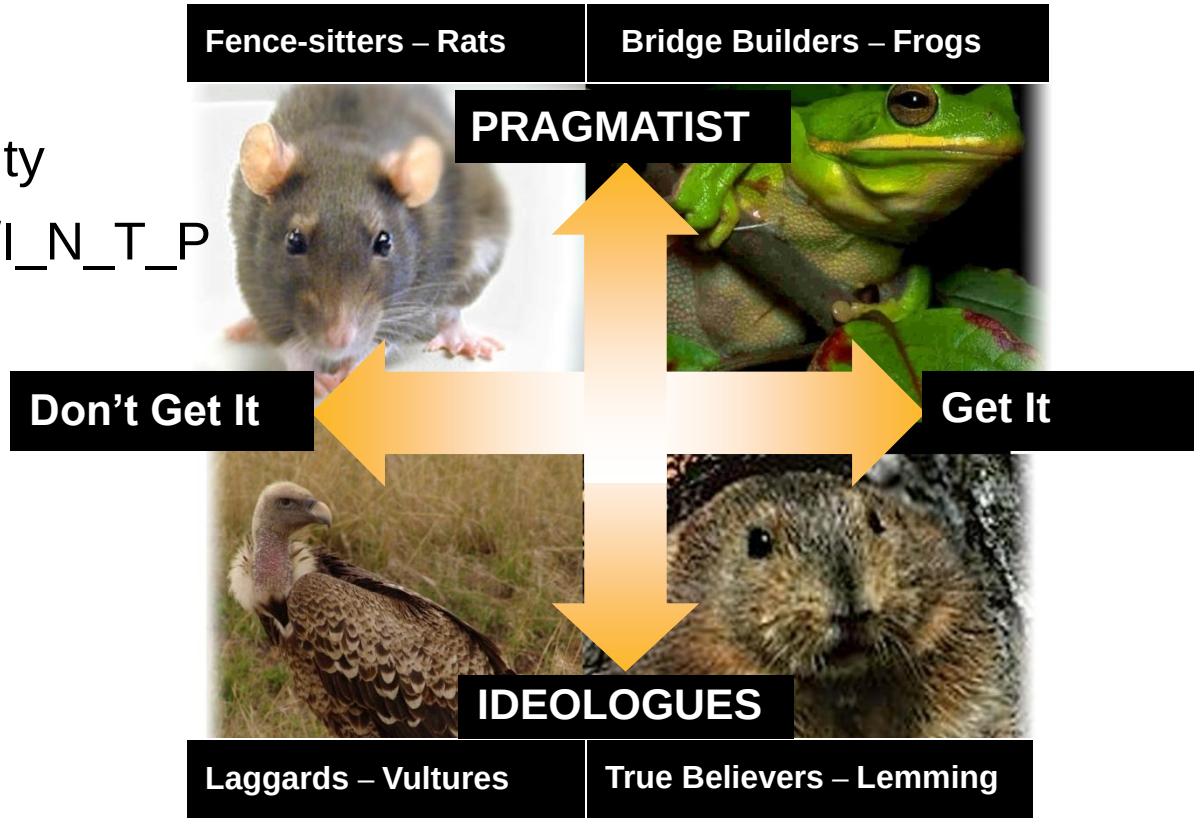
Source: Adapted from McKinsey, *Alchemy for Growth*

Who Is Your Audience?



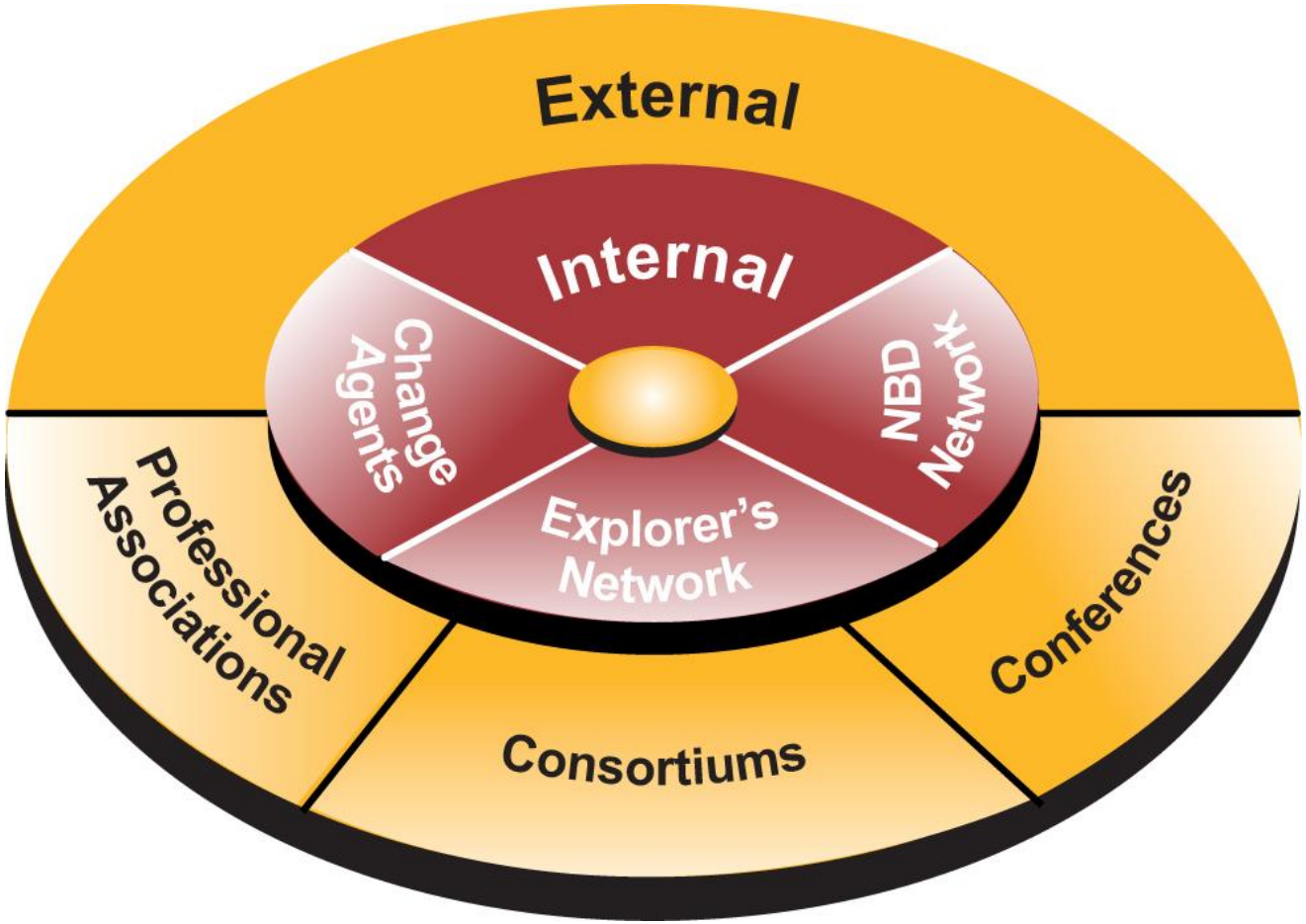
We're Different!

- 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



"Us" ⟷ "Them"

Who Is In Your Network?



What Is In Your Toolkit?

Figure 7 — What is in your toolkit?

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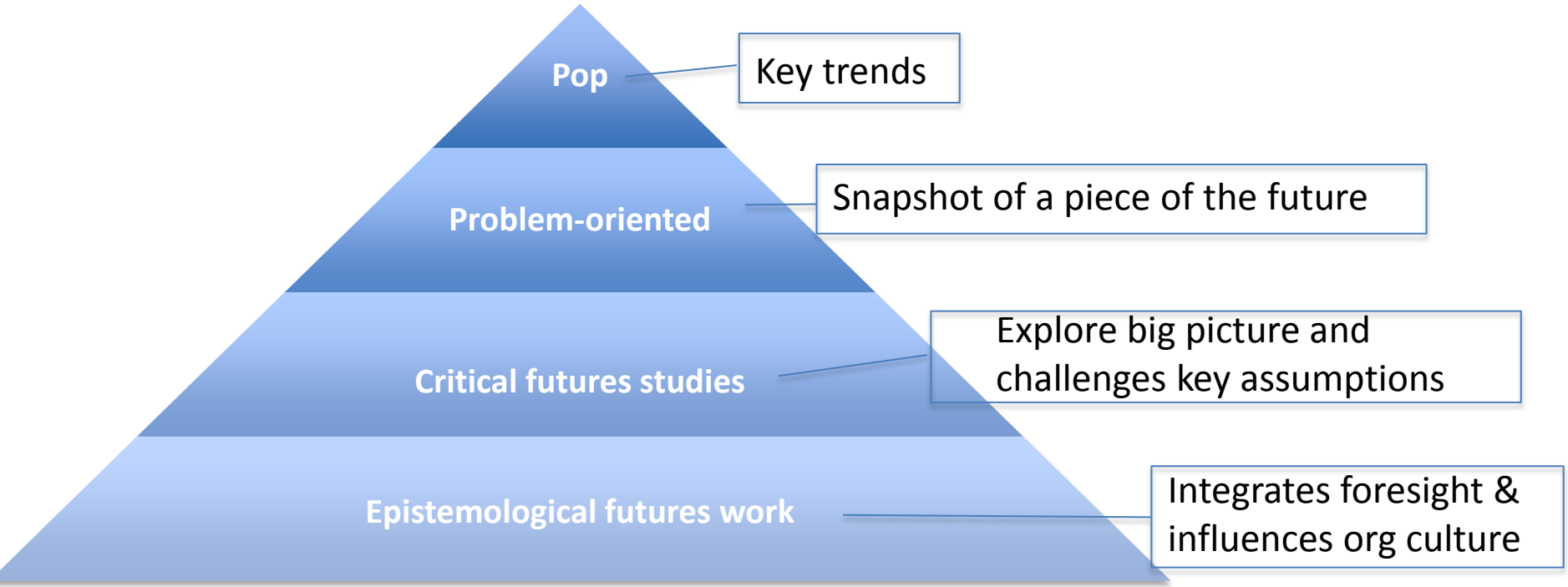
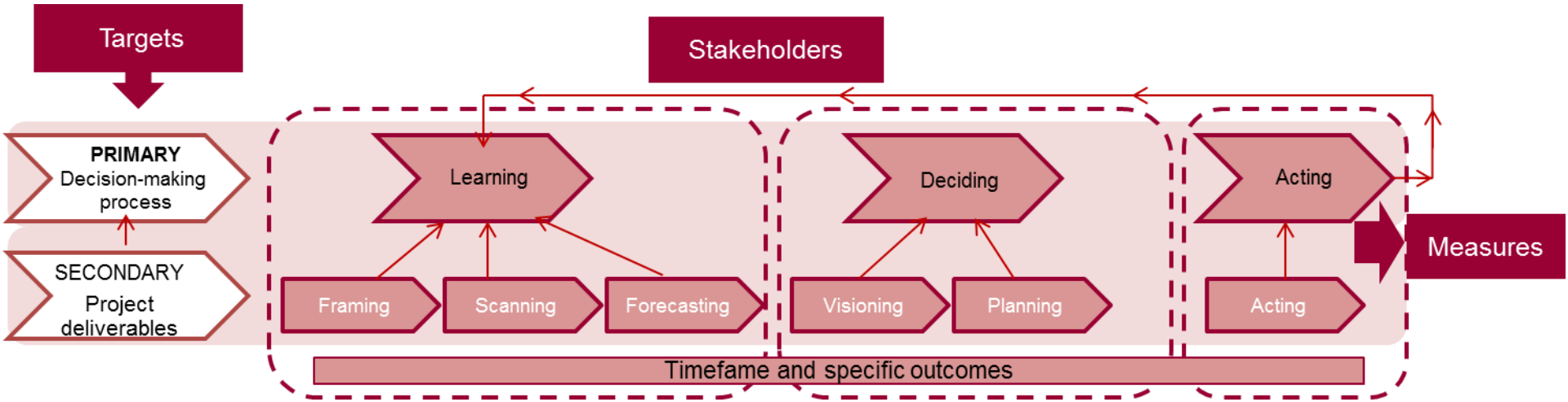
What level is your organization at?



What does success look like?



HOW WE SPEND OUR TIME

How We Spend Our Time

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

Process as Product: 4 in 1

Experimentalism: “action research” and learning-by-doing enables a *process as product* approach that integrates:

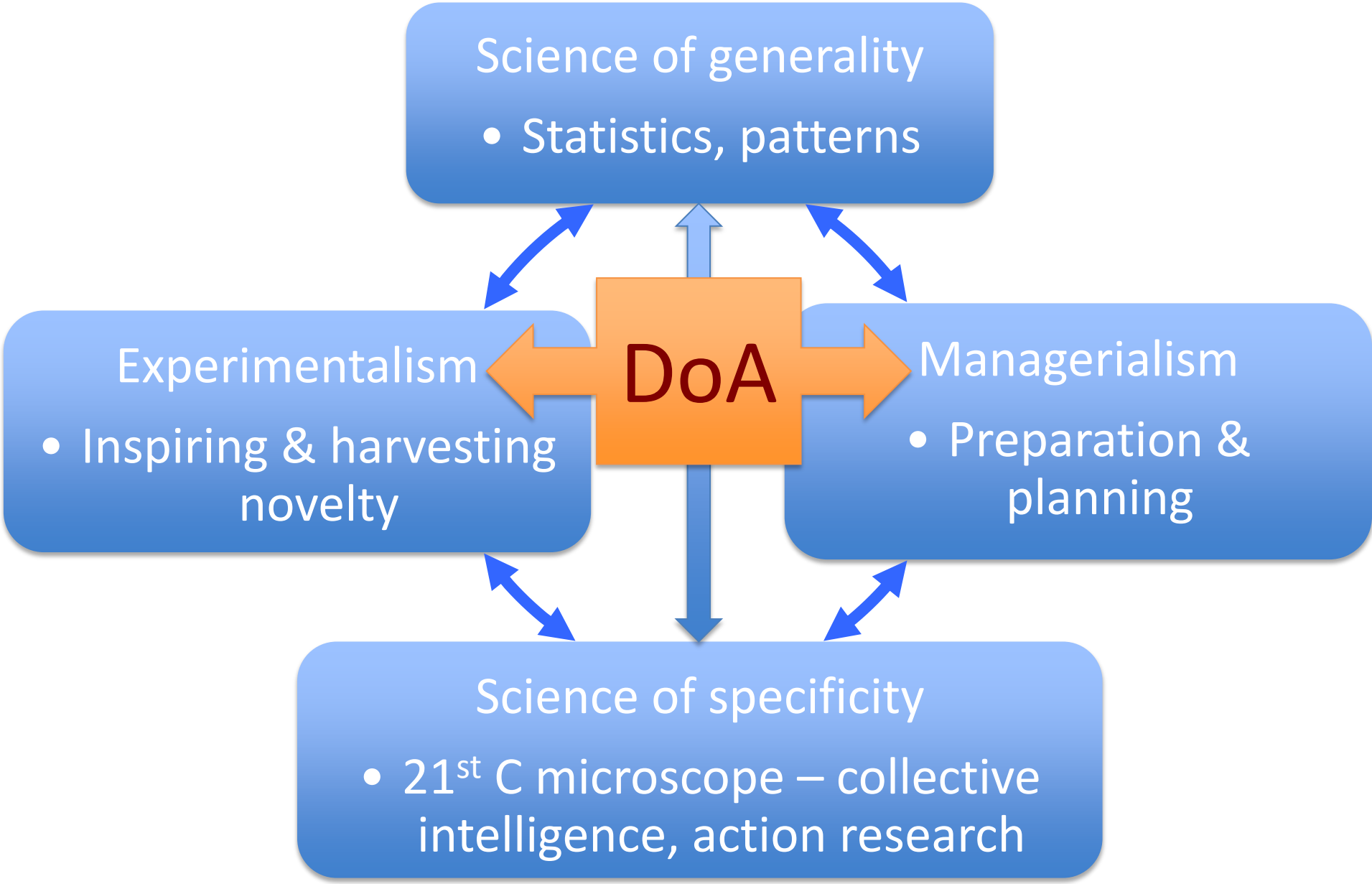
1) Creating networks,
2) Making opportunities happen,
3) Implementing, and
4) Learning.

Through a *doing it* approach: designing and implementing Futures Literacy Knowledge Laboratories.

The Discipline of Anticipation - Connecting Communities of Practice by Adding Value

- Anticipatory systems apply across fields
- Collective intelligence processes apply to reveling – inventing the time-space specific

The value-added of the DoA



What is Futures Literacy?

Futures Literacy is the **capacity to tell anticipatory stories** using rigorous imagining based on sharing depth of knowledge from across the community.

Futures Literacy is a way of internalizing the constant development of our understanding of the **emergent present** and of changing anticipatory assumptions.

The Discipline of Anticipation

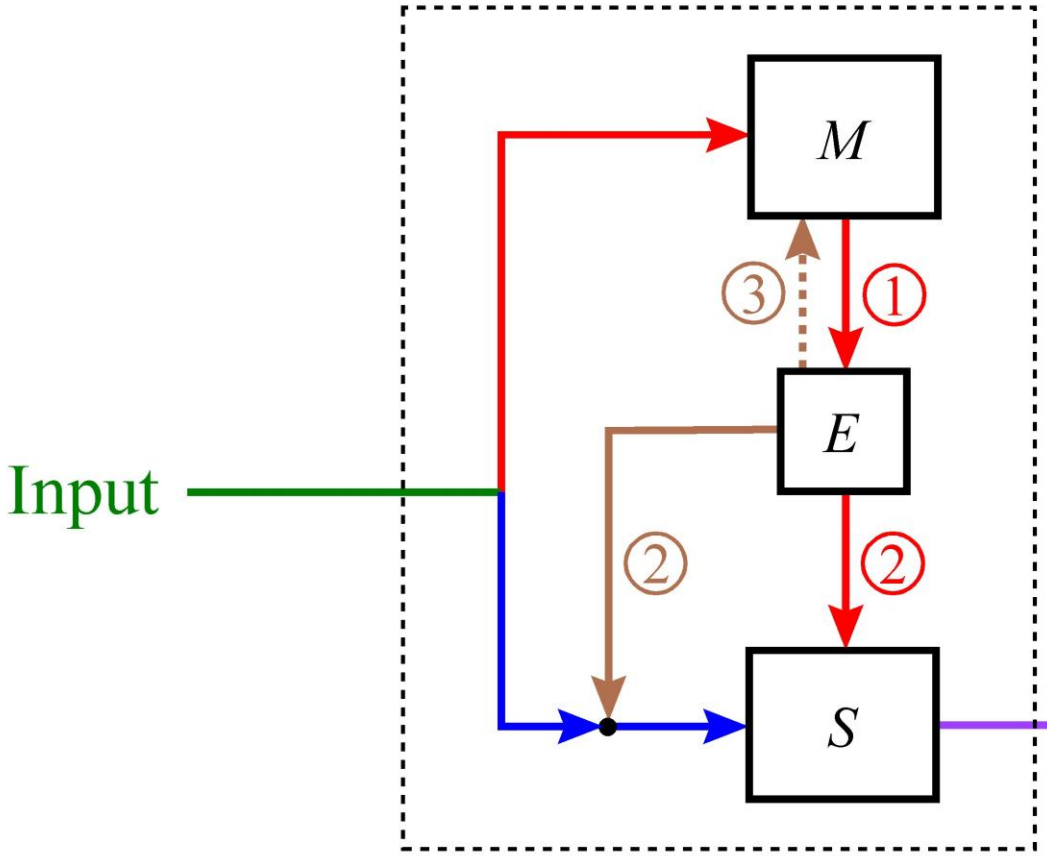
Three basic building blocks:

A. **Anticipatory systems** perspective that encompasses both animate and inanimate anticipation. We live in an anticipatory universe.

B. **Generating information on human anticipation:** collective intelligence knowledge creation, research/learning processes that reveal, invent and makes sense of what people know (tacit and explicit). This is the knowlab – "microscope of the 21st Century.

C. **Distinguishing the three basic anticipatory systems**: contingency, optimization and exploration. Matching methods to tasks.

A: Taking an Anticipatory Systems View



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Source: Robert Rosen, ***Anticipatory Systems:*** Philosophical, Mathematical, & Methodological Foundations., Pergamon Press, Oxford, 1985.
Slide by A. H. Louie, Mathematical Biologist

Human anticipatory systems generate anticipatory assumptions – the variables and models we use to describe the imaginary future. How can we detect human anticipatory information?

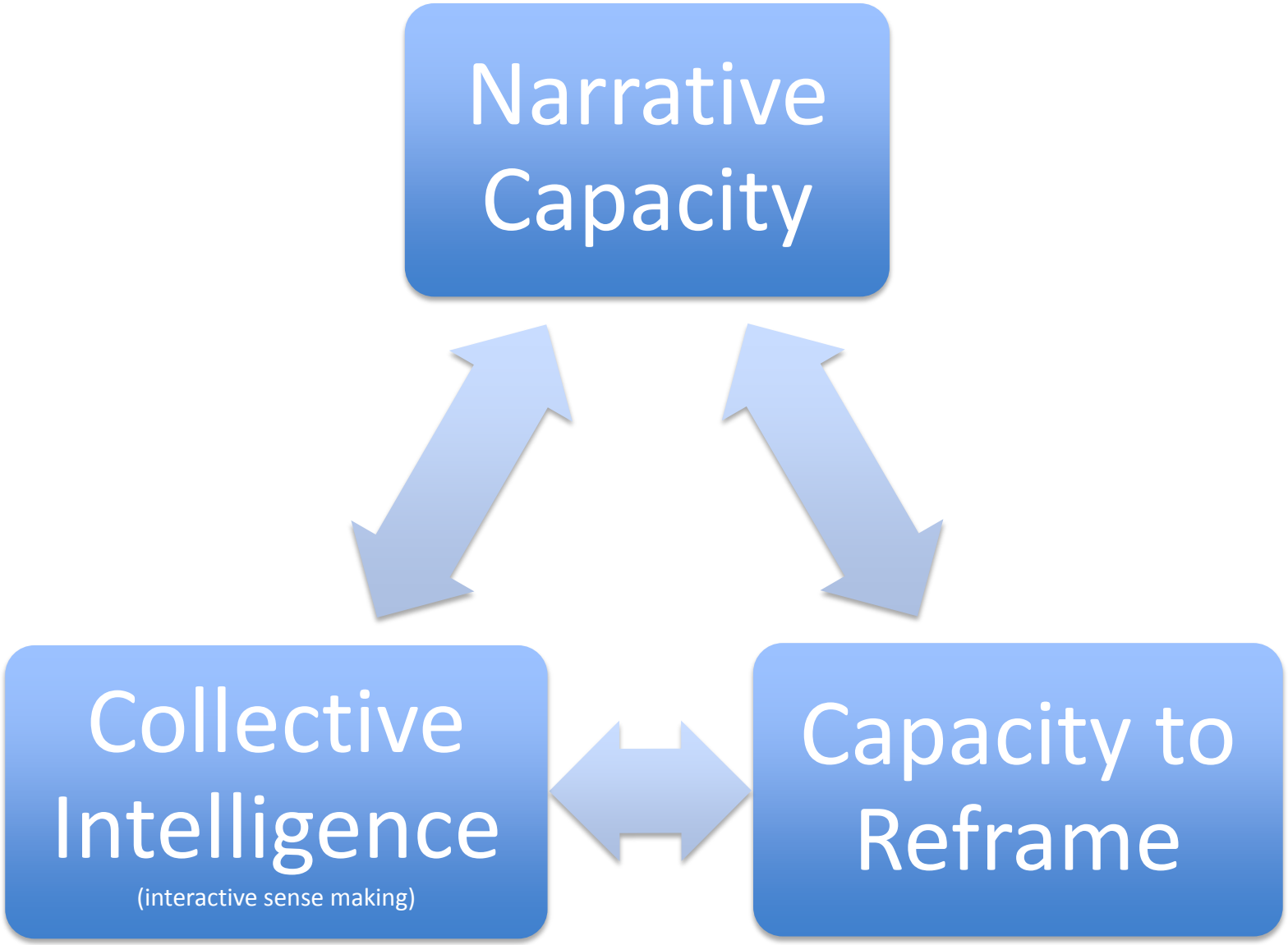
Knowlabs – the microscopes of the 21st Century

B: Generating Data on Human Anticipation

Using theory and testing to develop designs for collective intelligence processes that reveal and invent anticipatory assumptions – the way humans use the future.

In the late 17th Century Anton van Leeuwenhoek discovered bacteria. The microscopes he invented revealed invisible worlds. But it took another two centuries to make sense of this discovery.

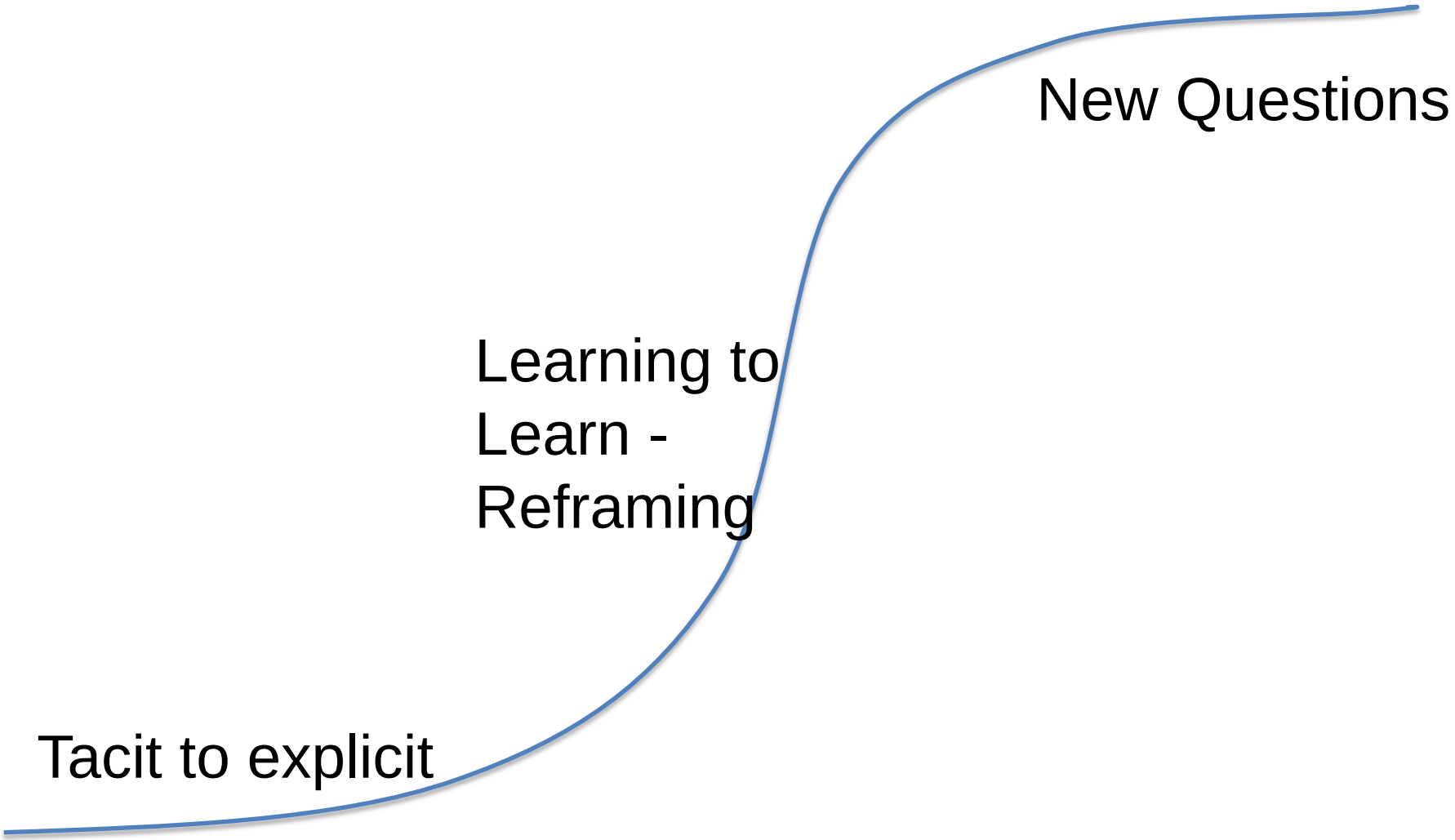
Rigorous Knowledge Creation: Action Research



Using the Future to Understand the Present – Collective Intelligence & Learning by Doing

- Level 1 Making the Future Explicit
  - Temporal awareness, values, expectations
    - initial anticipatory assumptions
- Level 2 Frames and Sense Making
  - Rigorous imagining – reframing – new anticipatory assumptions
- Level 3 Revealing Strategic Choice
  - Reassessing anticipatory assumptions – asking new questions

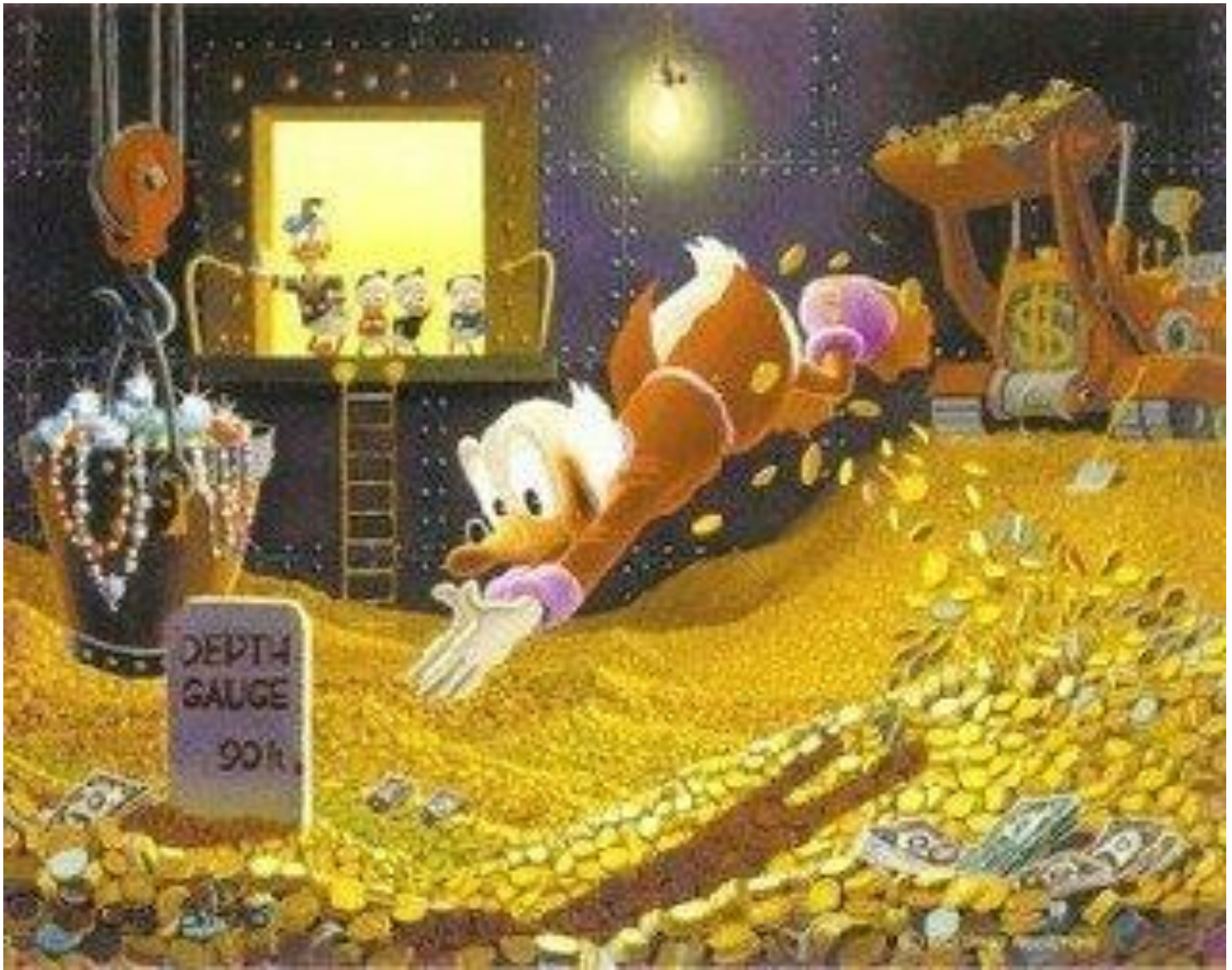
Learning Curve



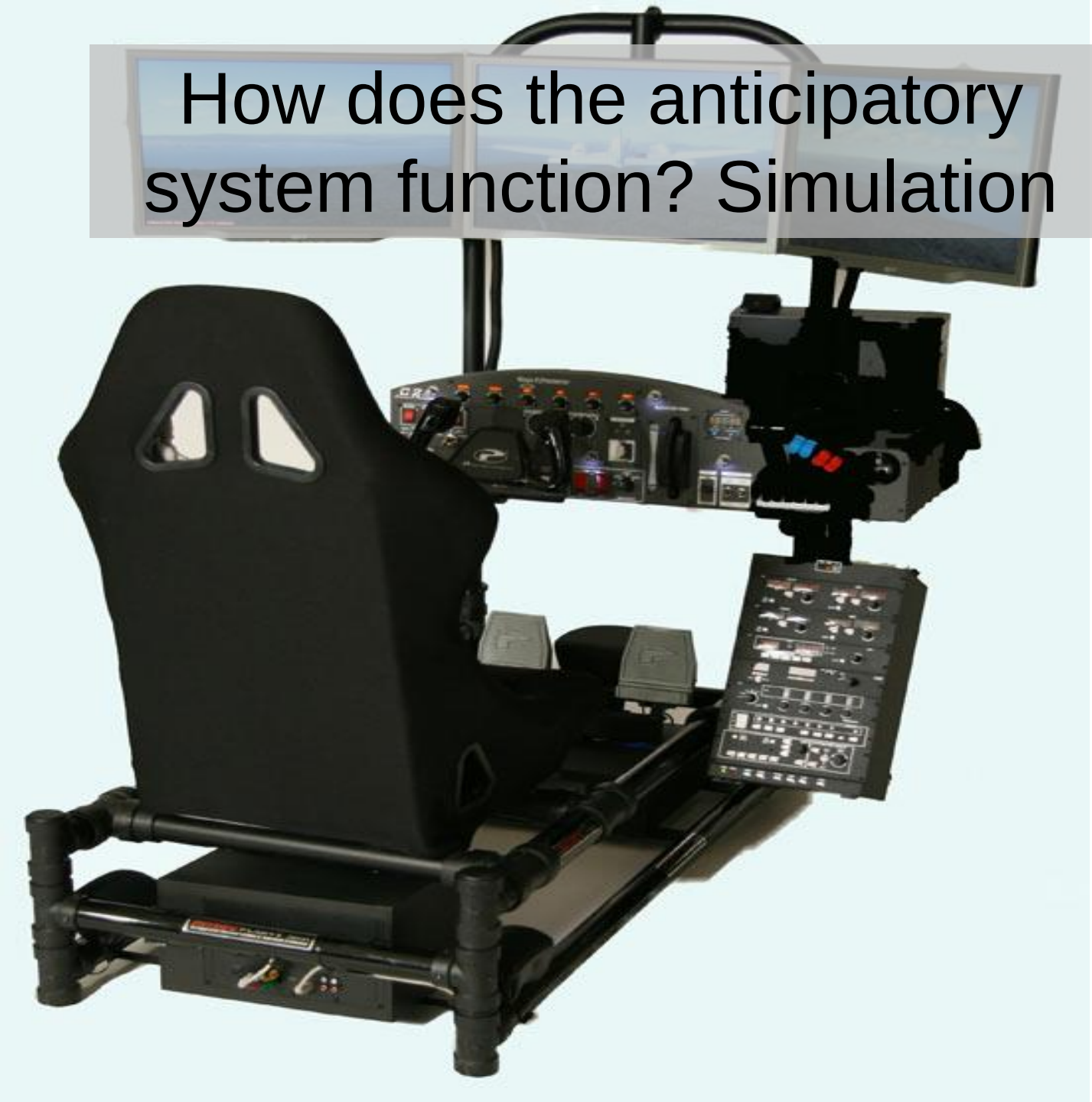
C: Distinguishing three dimensions of the potential of the present

Contingency futures: a tsunami

Contingency futures: winning the lottery



How does the anticipatory system function? Simulation



Optimization Futures: Chess, Farming, Assembly Line

- **Goal**, known in advance & fixed
- **Rules,** given in advance & fixed
- **Resources,** given in advance & fixed

Optimization is Complicated: A Computer Can Do It

May 11th, 1997

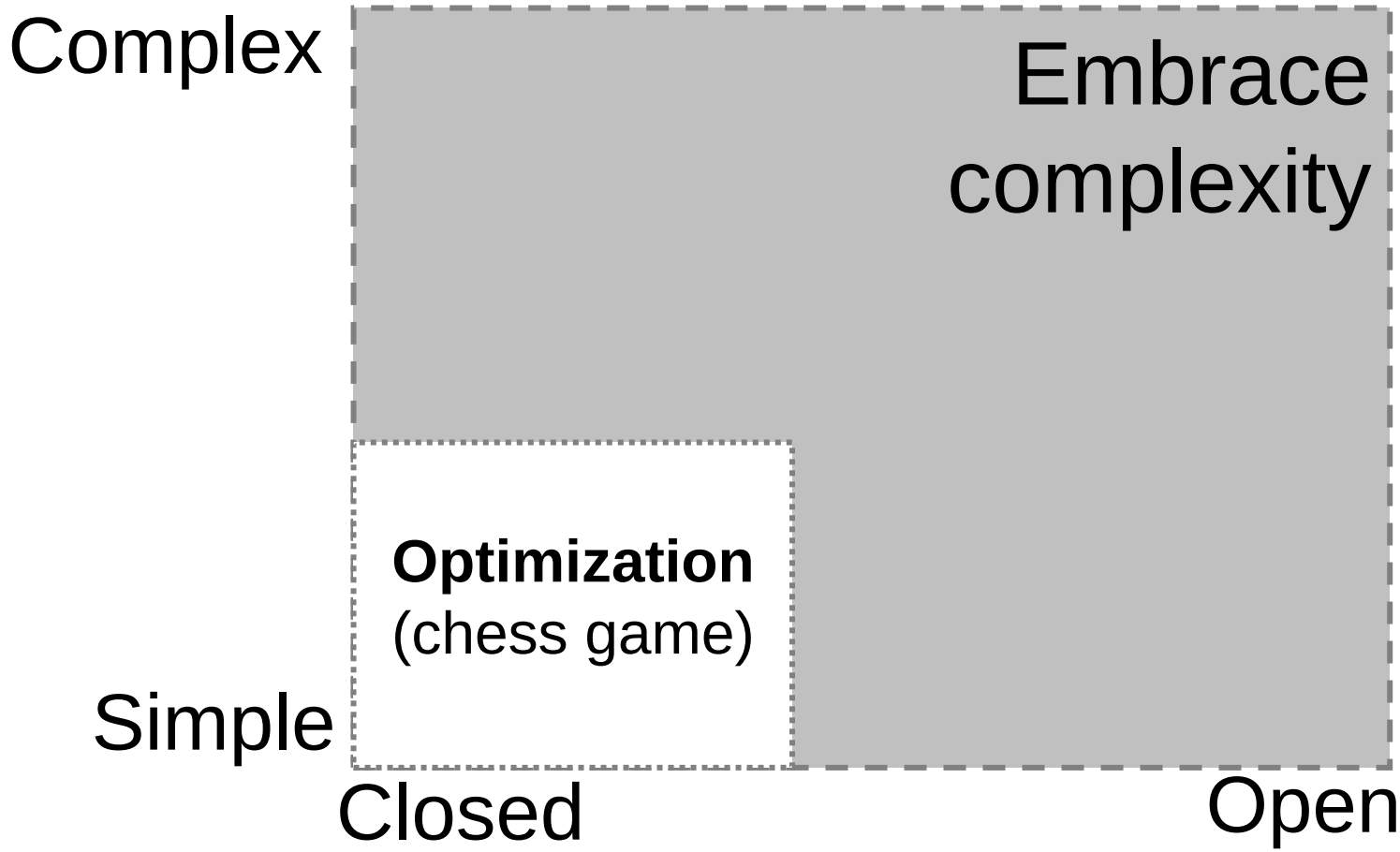
Computer won world champion of chess

(Deep Blue) (Garry Kasparov)

(Reuters = Kyodo News)

Embracing complexity: use the future, imagining the potential of the present

Anticipatory Methods: Context Makes a Difference

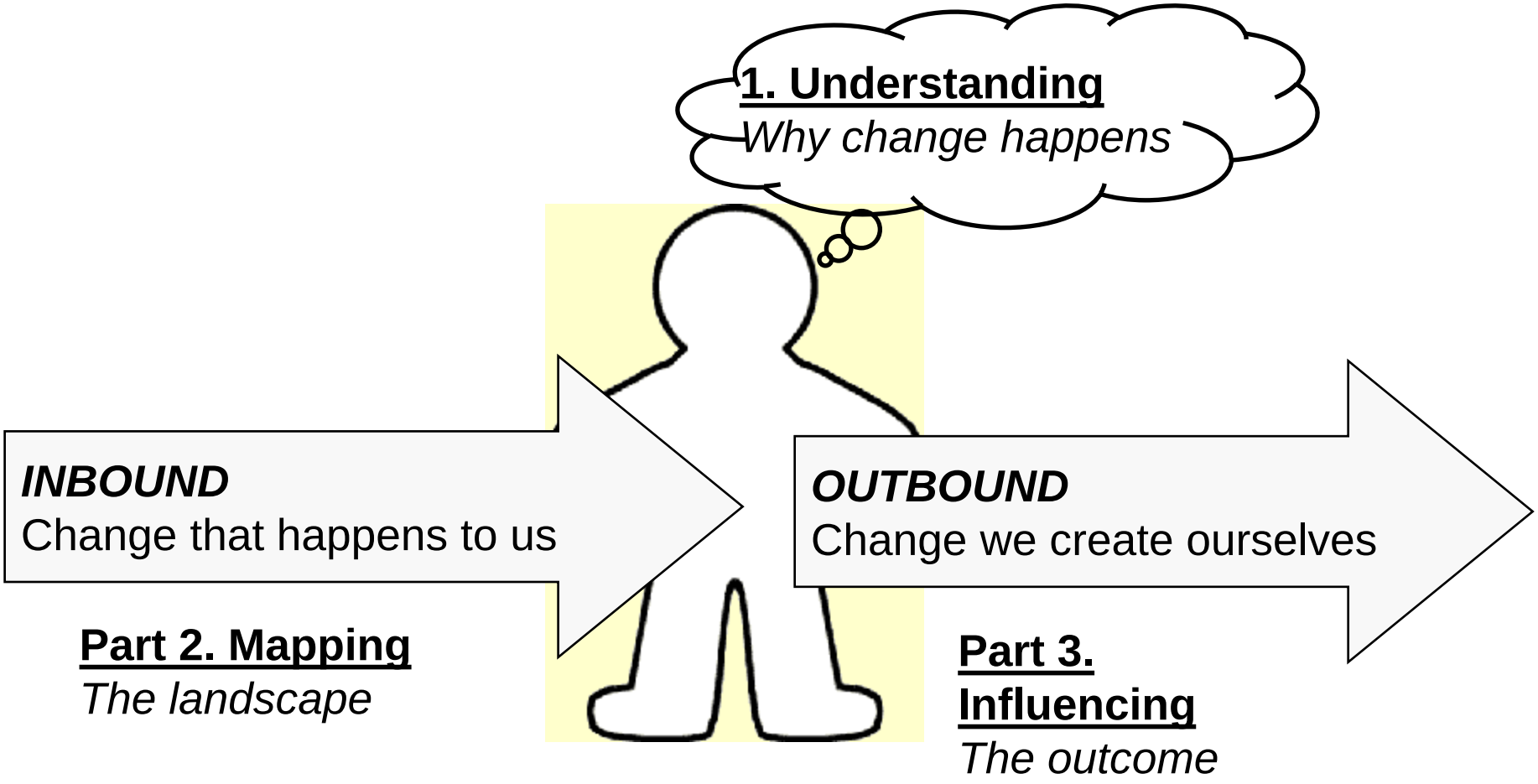


Align Dimensions of the Future with Methods

Use Futures Literacy

APPROACHING ENGAGEMENTS

What We Do


1. Understanding
Why change happens
INBOUND
Change that happens to us
OUTBOUND
Change we create ourselves
Part 2. Mapping
The landscape
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

↓

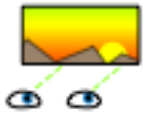
Information

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

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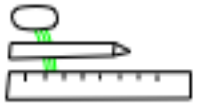
Preferred Future



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, predeterminedes	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"

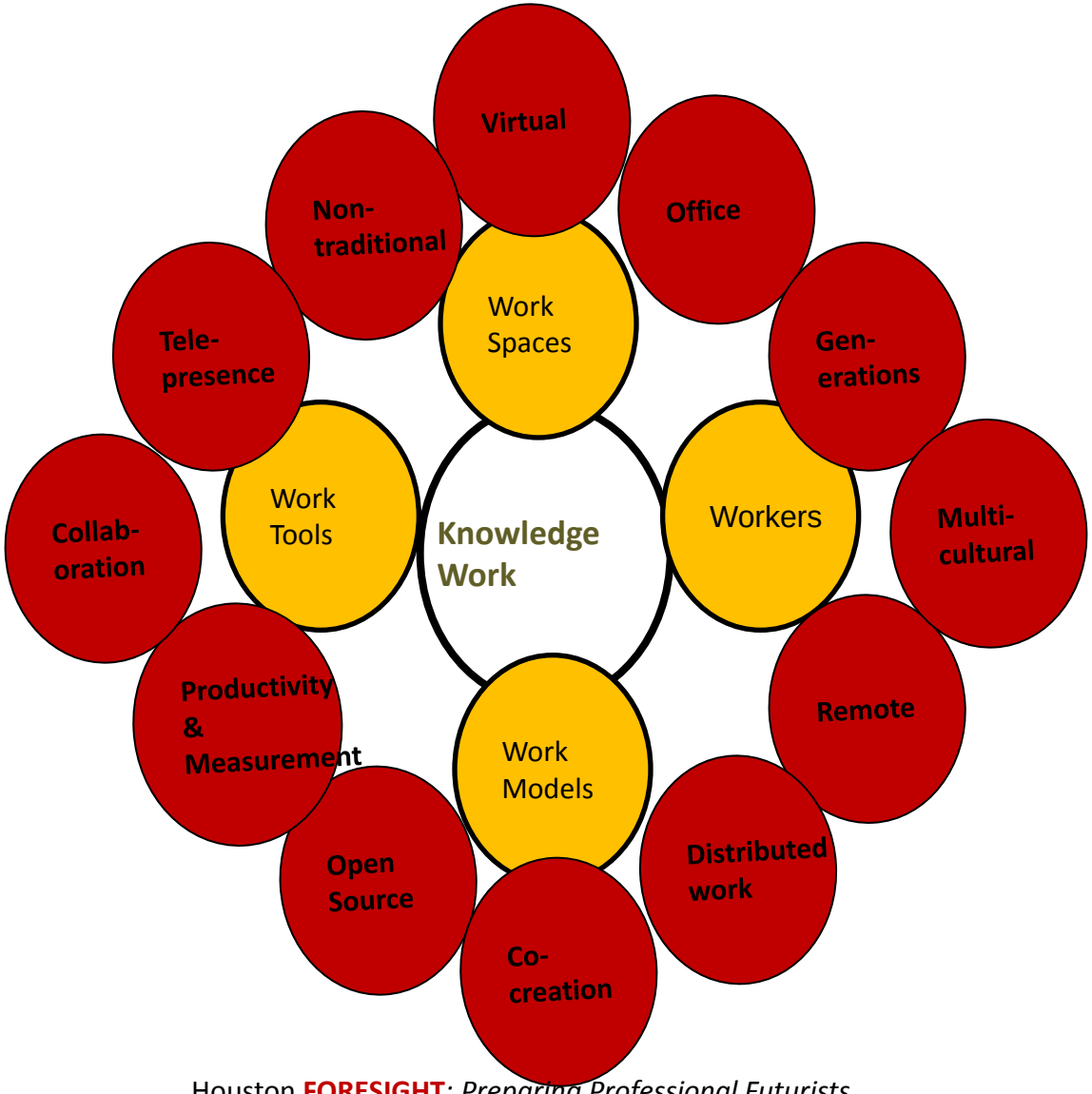
Who attends

- 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



Network Business Model

- Arriving at the “network model”
- Benefits
- Challenges

Network Business Model

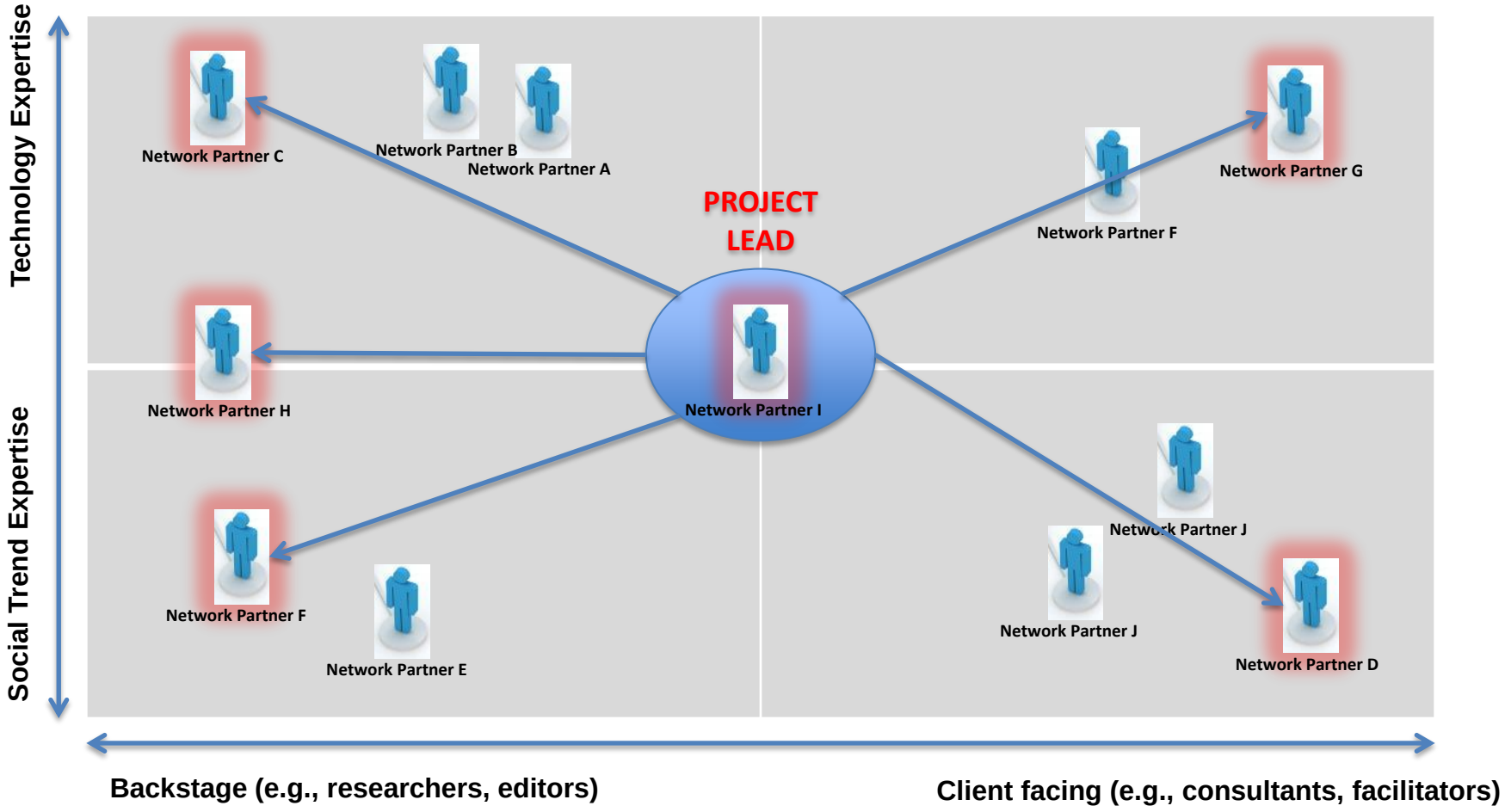
How we got here…

Roles that network partners fulfill:

- Researchers
- Futurists and professional writers
- Facilitators
- Editors
- Graphic designers
- SMEs

Network Business Model

Network Business Model



Network Business Model

Advantages / Benefits

- Let's you punch above your weight
- Diversity in viewpoint, experience, expertise
- Flexibility…the right team for the challenge at hand
- Sharing and learning with your network
- Business development: get hired by your network

Network Business Model

Disadvantages / Challenges

- Management challenges
  - Management requires flexibility, personalization
  - It takes time to manage a network….more than employees
- Fight against a transactional feel to the relationships
- Competitive questions

CHALLENGES OF FORESIGHT WORK

Challenges of Foresight Work

Q&A

Based on what you heard this morning, what seem to be the most challenging aspects of foresight consulting?

LUNCH

SYNDICATED RESEARCH

Syndicated Research

- Two common kinds of syndicated research services
  - Annual subscription services (IFTF, Innovaro, Futures Co.)

Syndicated Research

- Two common kinds of syndicated research services
  - Time-limited multi-client projects

Syndicated Research

Why offer syndicated research services?

- Scalability
- Provides a lower-cost, lower-risk option for clients
- Syndicated can support custom projects, speeches
- PR and media opportunities

Syndicated Research

Why clients use syndicated research services?

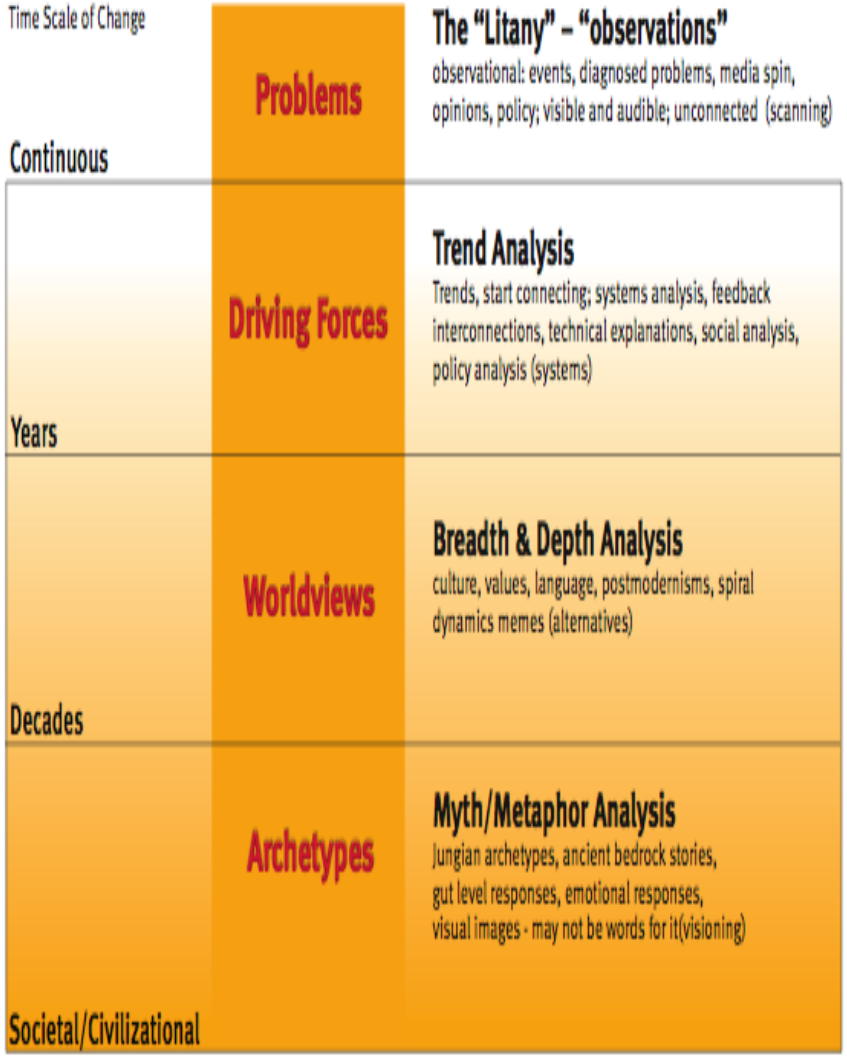
- To augment internal foresight activities
- Get outsider’s point-of-view, 3rd party validation
- A constant flow of futures research
- Networking

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



Events: Think it terms of news headlines

Think in terms of trends

Spiral Dynamics is a useful worldview system to use here

Gaia is a great example here

Sources: R. Slaughter, "Integral Operating System" World Future Society, July 2003, drawing on Sohail Inayatullah; Dennis List, "3 Maps of the Future," July 18, 2003; Wendy Schultz, Lecture, UH-Clear Lake, June 2004.

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

Consortium on Green Design and Manufacturing
University of California, Berkeley

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

Sustainability Trend: Ethical Consumption


carbon footprint calculator results

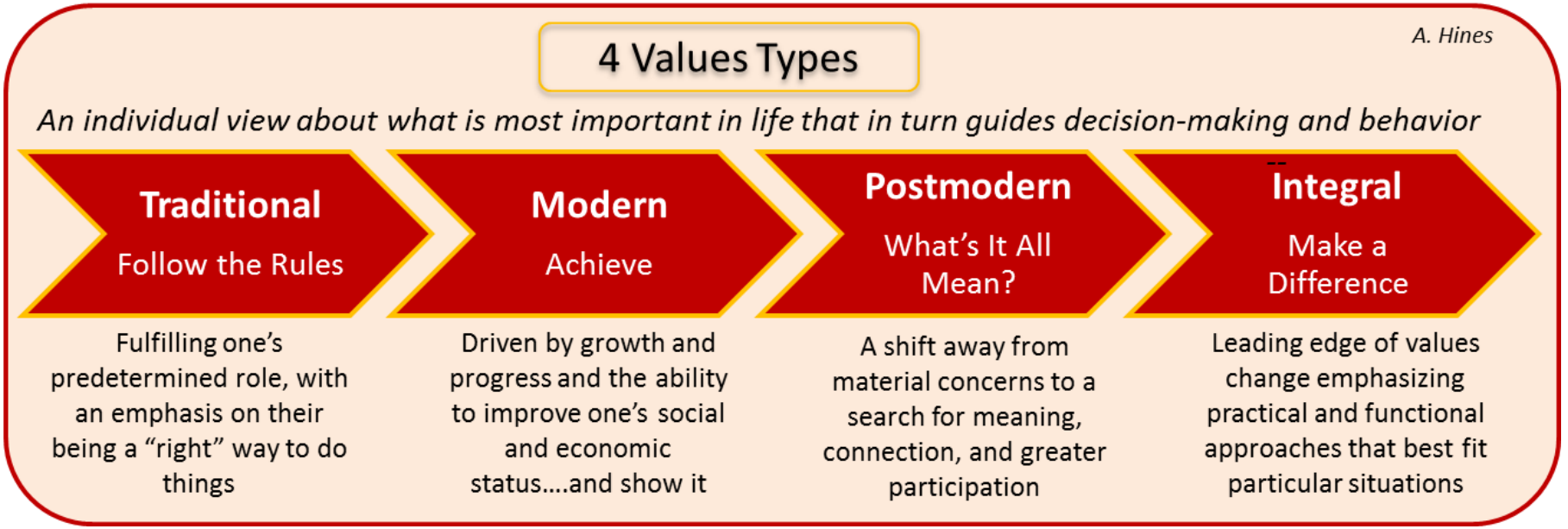
Image: Flickr; Mike (el madrileno)

Image: Social Technologies

Image: Social Technologies

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

Values/Worldview & Sustainability



Sustainability Archetypes: Competing Stories

- Earth is made for man

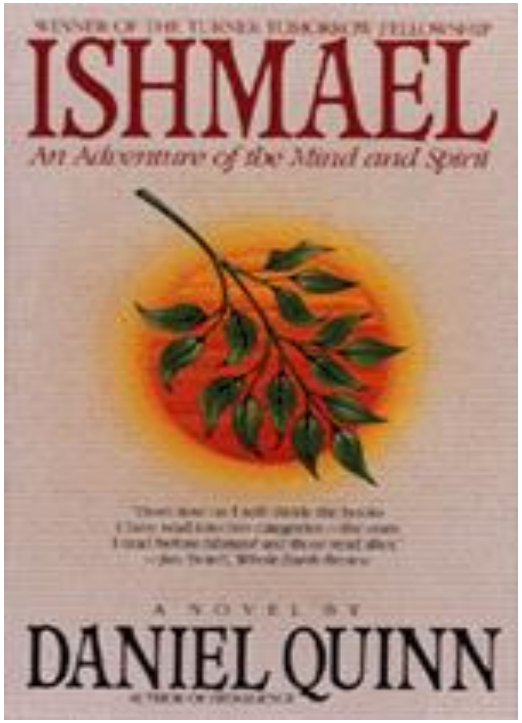


Image: http:/ishmael.com/

- Gaia/Mother Earth

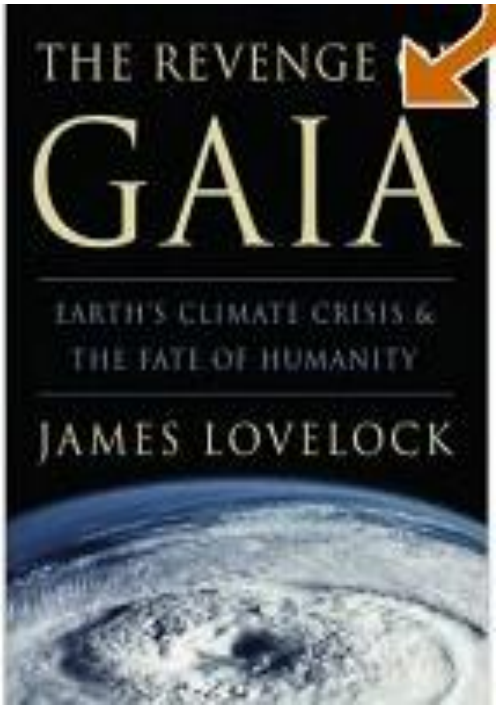


Image: http:/amazon.com/

SCANNING CASE

Scanning System Outcome: Whitespace Candidates

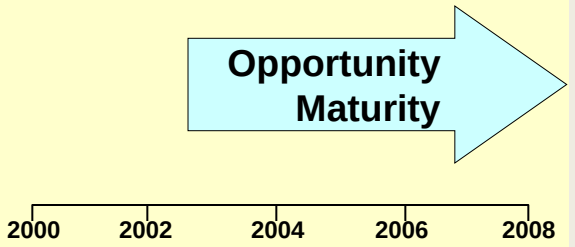
1. Portable energy
2. Water treatment
3. Renewable chemicals/materials
4. Factory-built housing
5. Infrastructure
6. Microelectromechanics and nanotechnology
7. Radiofrequency identification tags (RFID)
8. Digital storage media
9. Waste management
10. Rapid prototyping
11. Environmental technologies 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	

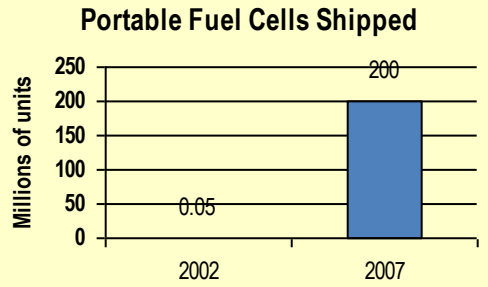
Portable Energy

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.



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



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

Hypotheses—Future of Petcare

1. A **trend scan** that resulted in an inventory of over 150 consumer, technology, and pet-specific trends

2. A set of 20 **hypotheses about the future** of petcare; each represented a plausible future based on the intersection of various trends and weak signals, as well as on existing pet-category dynamics

3. Implication and opportunity analysis for each of the hypotheses and need states

4. Results were delivered in both **PowerPoint and poster** format

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

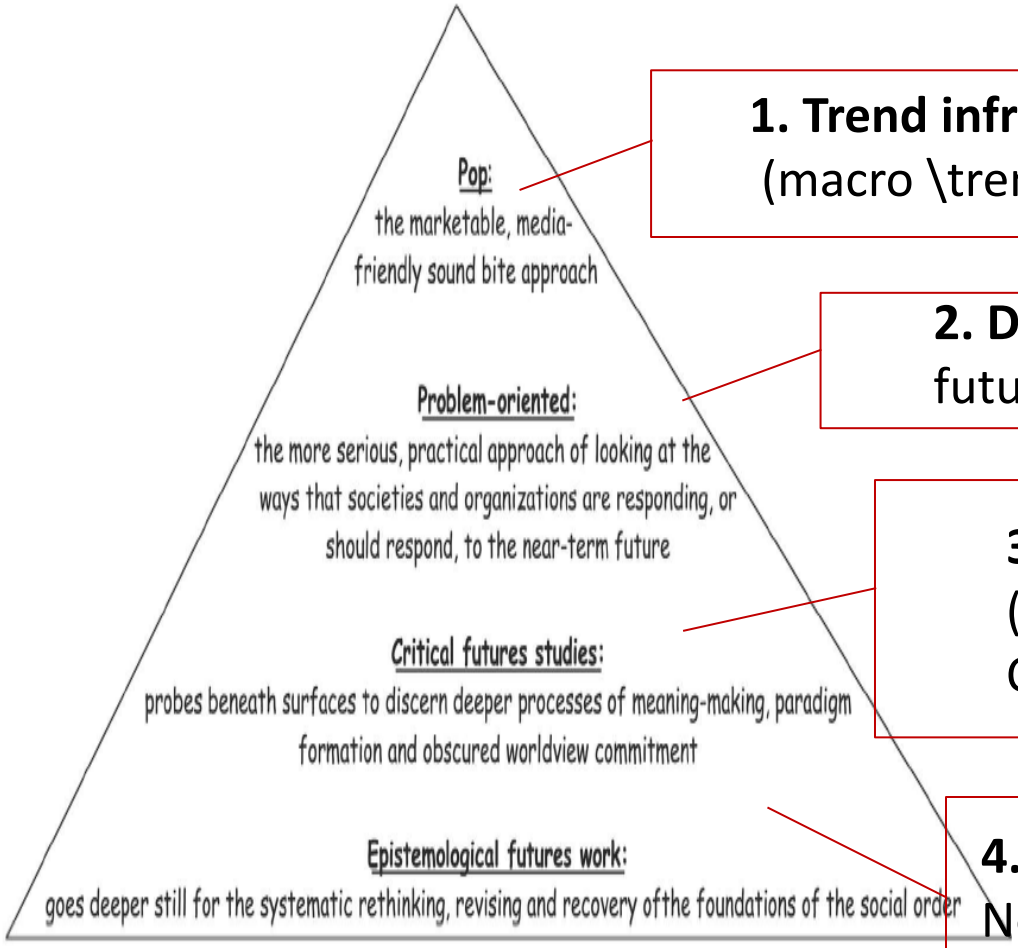
- Member Qualification
  - GOAL: Continually upgrade the qualifications process
    - TACTIC: Develop an international membership approach
    - TACTIC: Insure that the qualifications are fair and uniform in different regions and countries
    - TACTIC: Institutionalize process for graduating provisional 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



Source: Slaughter (1999)

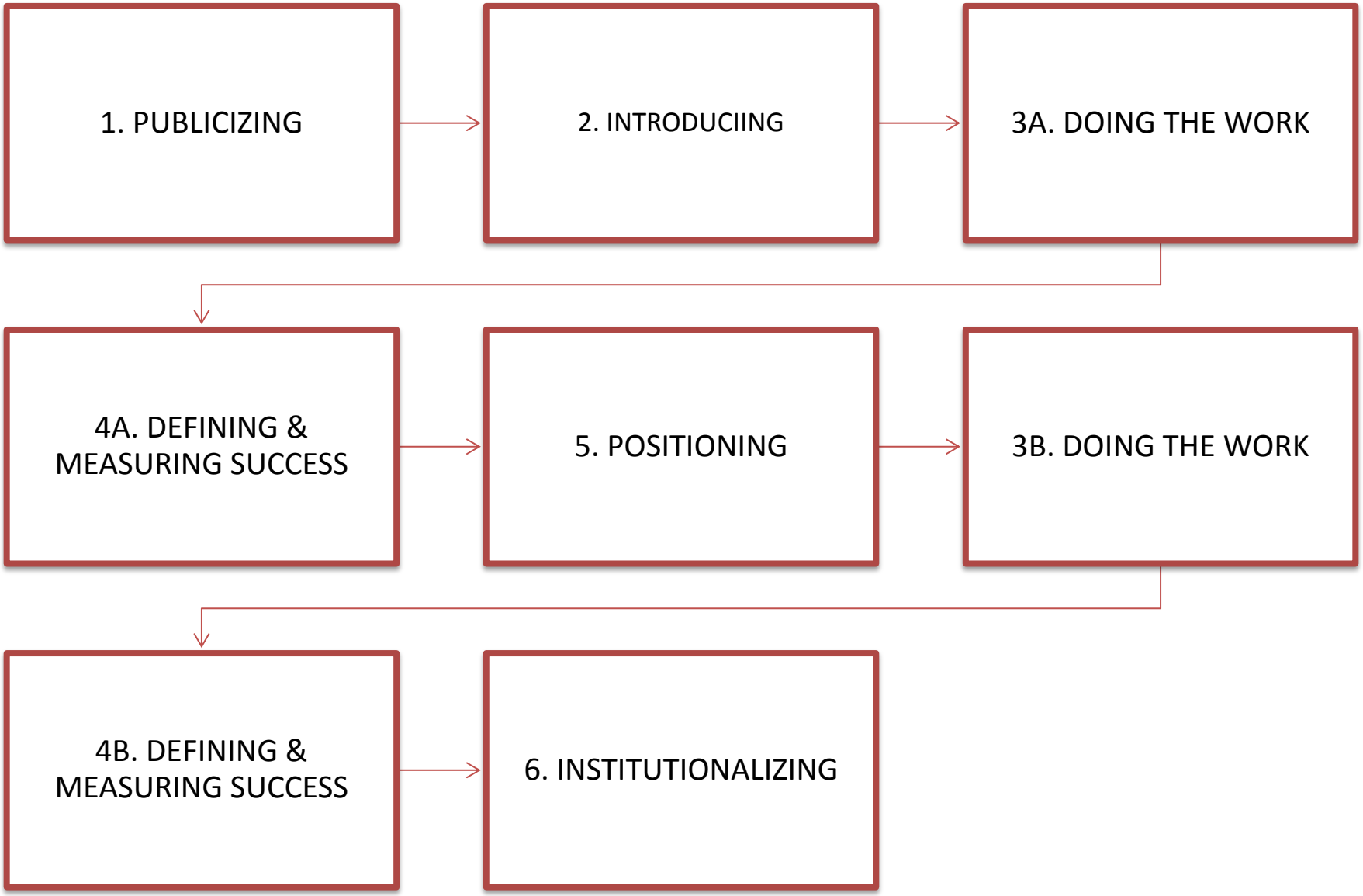
1. Trend infrastructure
(macro \trends/drivers/discontinuities

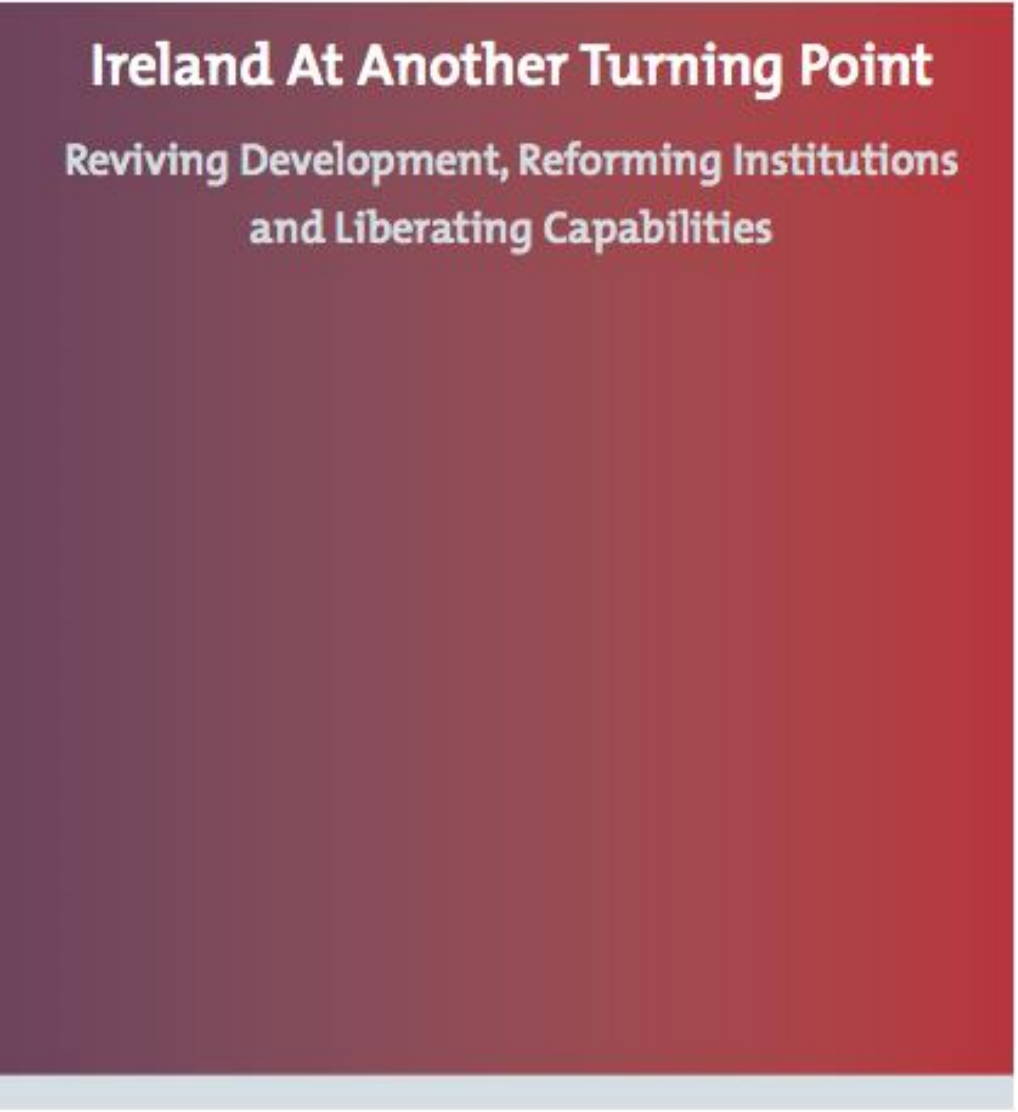
2. Deep Dive on
futures topic

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

4. Institutionalization
New thinking integrated into the organization

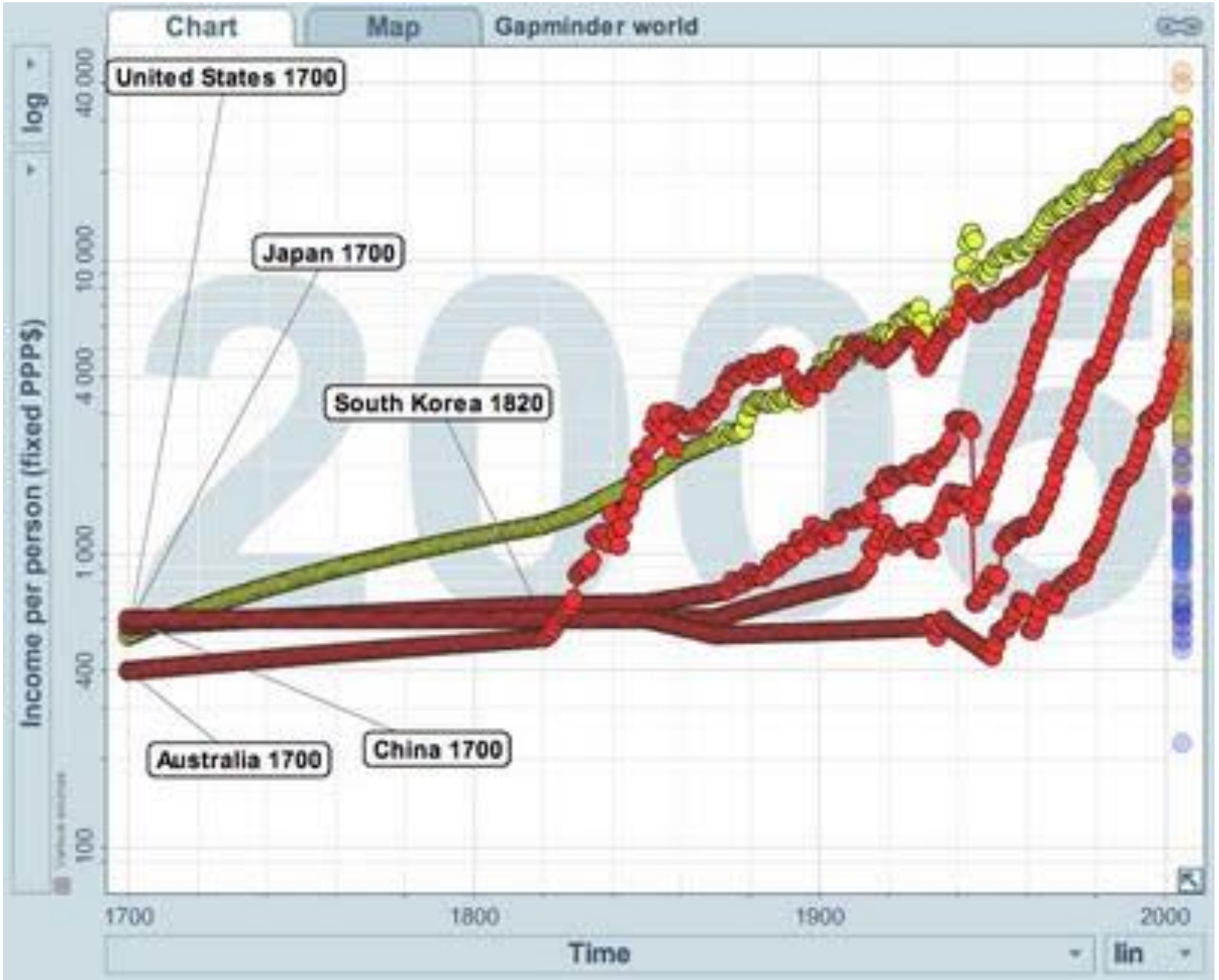
Institutionalize: Process





The central argument of this report is that Irish people—in business, society and public service—are ready for much greater innovation, more widespread learning and richer accountability; but the capabilities and practices that support these are inhibited by some features of our organisational system. This argument has significant implications for how we address the current acute crisis and how we lay the foundations for future prosperity and social cohesion.

Convergence: Catch-up with the leader



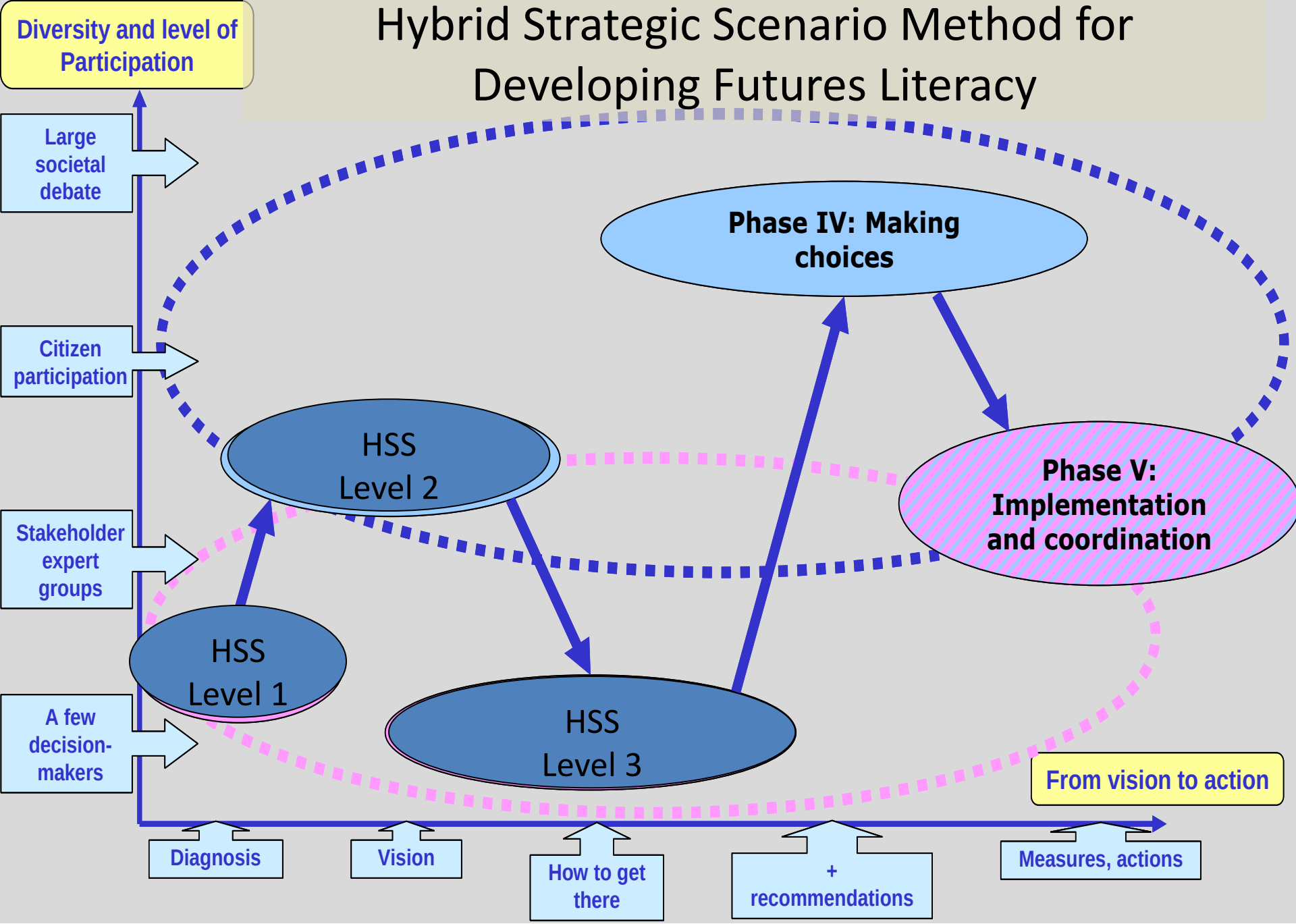
Leap-frog: From behind to being ahead

Leap-frog to where?

FuturesIreland HSS

- Two groups engaged in 3 Level process – Advisory Committee and Consultative Panel – each went through phases
- Expert Panel contributed to development of rigorous imagining frameworks – helped develop and encourage Level 2 reframing
- Process as product and seeds of a paradigm change – a strategic choice

Hybrid Strategic Scenario Method for Developing Futures Literacy



Da Costa, Foresight Impact on Policy Making, IPTS, 2006

FuturesIreland Three Levels of FL

Consultative Panel 1

- Innovation
- Experiences

Consultative Panel 2

- 2030
- Thinking of a specific community

Consultative Panel 3

- Working with dis-ruptive change

Sense Making Framework

	Social Integration and Creation	Public Governance	Business/Wealth Creation
Institutional			
Inter-personal			
Intra-personal			

Facing the Challenge ofTransformation

“Society is now at a stage in history in which one pulse is ending and another beginning. The immense destruction that a new pulse signals is both frightening and creative. It raises fundamental questions about transformation. The only way to approach such a period, in which uncertainty is very large and one cannot predict what the future holds, is not to predict, but to experiment and act inventively and exuberantly via diverse adventures in living.”

C.S. “Buzz” Hollings, “Coping with Transformational Change”, Options, IIASA, Summer 2010

UNESCO
Scoping Global Anticipatory Capacities

1. Are there a set of “communities-of-practice”, of different kinds, in all parts of the world and throughout society that “use-the-future” for decision-making with differing degrees of awareness and sophistication?

2. Is there a set of theories and practices that can be designated as the “discipline-of-anticipation” that is emerging in all parts of the world and throughout society?

Thinking about systemic change?

Change within the system	Change outside the system
Inside-in	Inside-out
Outside-in	Outside-out

DoA: Walking on two legs

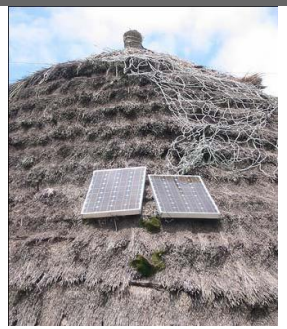
Reframing human agency:

1. General: How we pursue a better future – balancing planning & improvisation (towards a capacity to be less biased towards choices promising path dependency);
2. Appreciating and making sense of specificity and heterarchy – the capacity to use collective intelligence.

How we anticipate matters, it changes the present, help people to use the future more effectively

Image: Sempe

BREAK

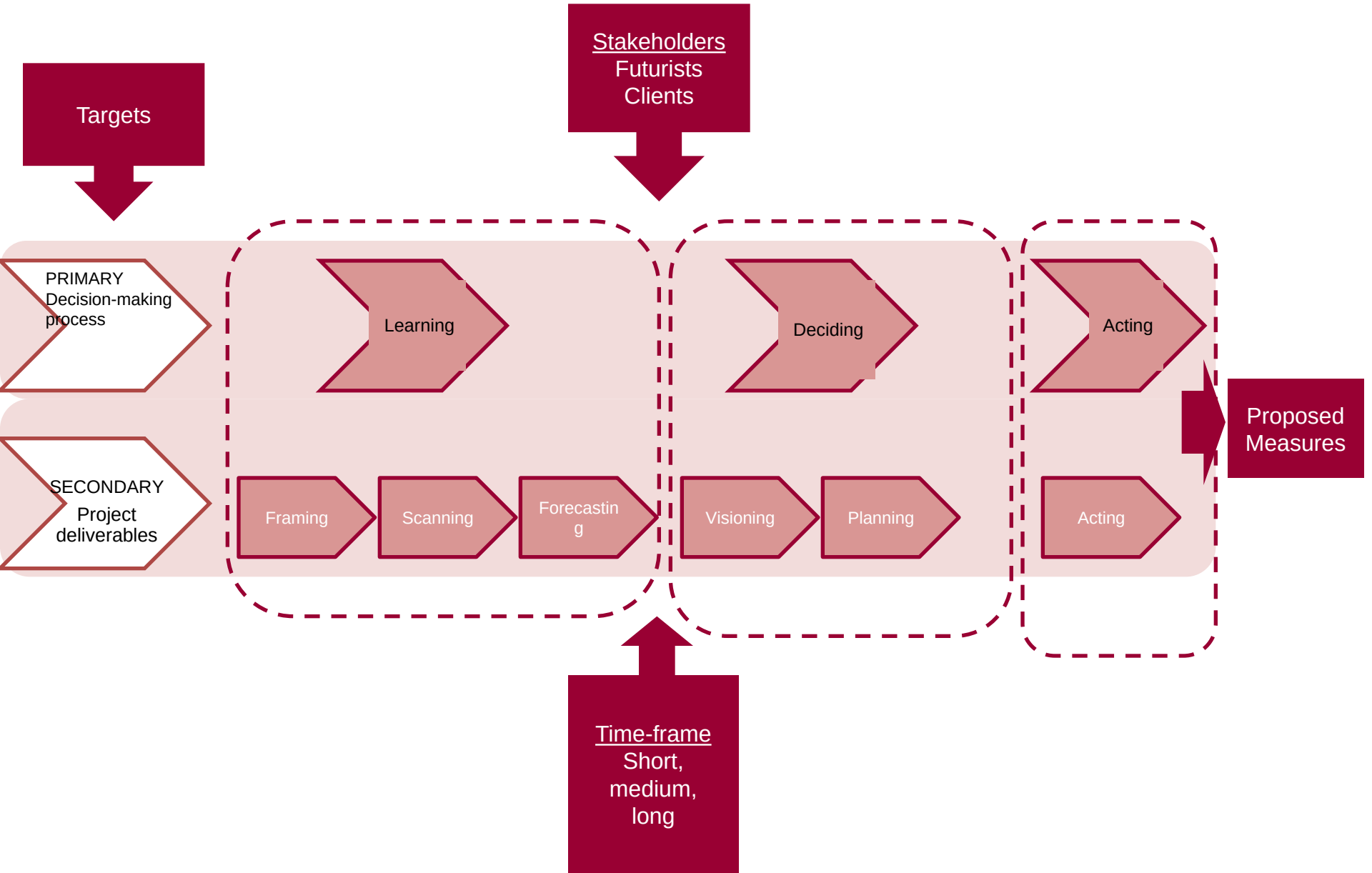


Evaluating

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%)

~~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

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