

Foresight Analysis

The Art & Science of Looking at the Future



Bay Area Community Council

Facilitator

Foresight Workshop Garry Golden

September 18, 2020

BACC Journey



Kickoff

Sept 18th

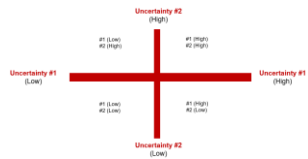
Foresight 101
Scanning



Webinar #1

Oct 2nd

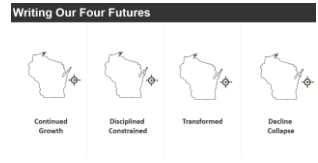
Futures Wheel
Signals Teams



Webinar #2

Oct 16th

Era-transitions
Scenarios



Webinar #3

Oct 30th

Four Futures
Roadmaps



Presentation

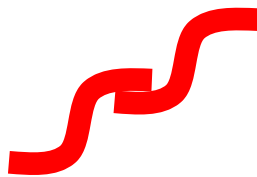
Nov 20th

Session Flow



***Warm ups
Foresight 101***

8:00 am



***Era- Change
Breakouts***

9:15 am



***Drivers of
Change***

10:00 am



***Scanning
for Signals***

1:00 pm



***Turning Signals
into Stories***

2:00 pm



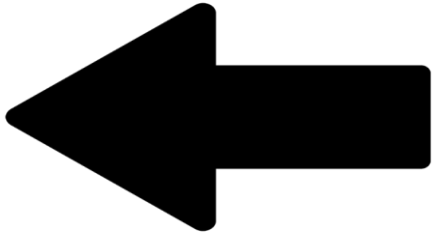
Next Steps

2:45 pm

Introductions

- Name
- Organization
- Role within Organization
- Outcomes from Learning about Foresight Analysis
- Biggest Uncertainty Facing the Green Bay Region (or Your Organization)

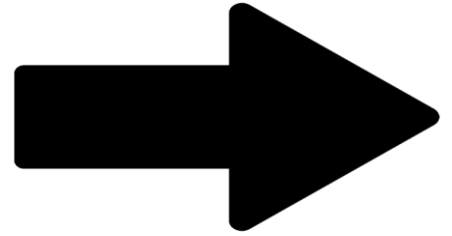
Three views on change



Hindsight
'What happened'



Insight
'What's happening'



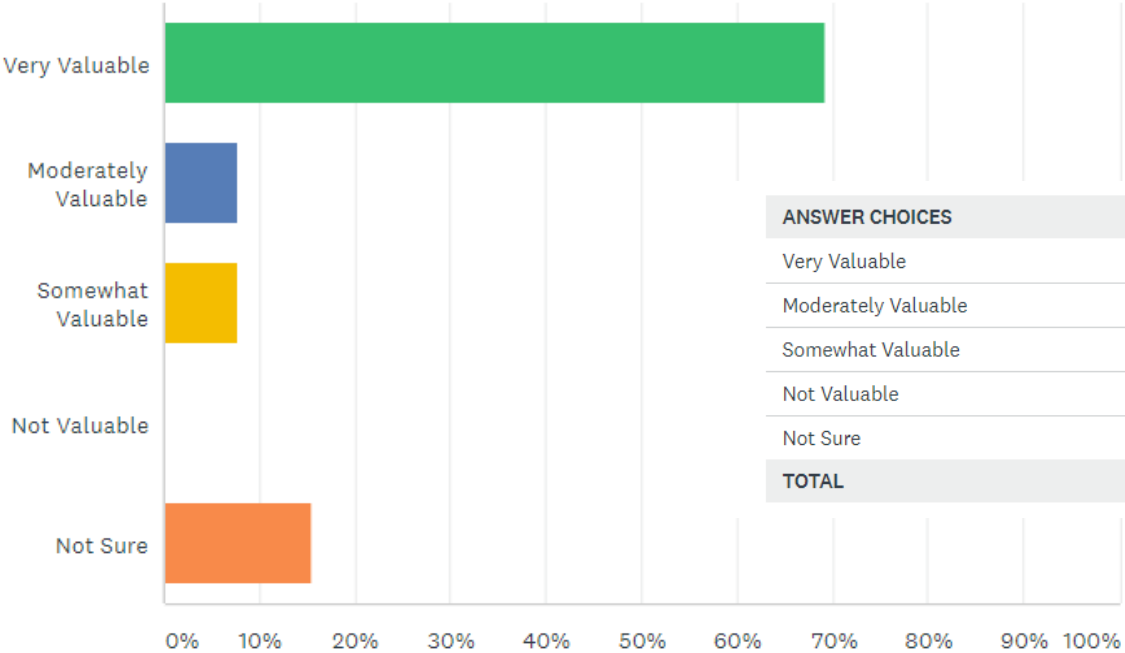
Foresight
???

Foresight Analysis

Foresight is the ability to anticipate and lead change

How valuable do you feel foresight analysis can be for your organization's strategic planning process?

Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES
Very Valuable	69.23% 9
Moderately Valuable	7.69% 1
Somewhat Valuable	7.69% 1
Not Valuable	0.00% 0
Not Sure	15.38% 2
TOTAL	13

Menti – What are the perceived benefits ?

Benefits of Foresight

The Front-end of Innovation & Strategy

Organizational Benefits of Thinking about the Future?

Foresight Benefits / Outcomes

- ❑ Uncover & Challenge Core Assumptions
- ❑ Supports Uncertainty-oriented Decision-making & Risk Management
- ❑ Shifts Organizational Focus to Multiple Outcomes, Time Horizons
- ❑ Guides Organizational Transformation & Market Transition-based Innovation
- ❑ Creates a New Knowledge Base (Issue Identification & Monitoring)
- ❑ Social Value to Community & Employees (Informed/Engaged Civic Conversations)

Foresight 101: Futurist Activities

Investigate Identifying & Monitoring Change

- Horizon Scanning
- Emerging Issues Analysis



Imagine Exploring Implications

- Forecasts
(Trend Extrapolation)
- Scenarios
(Alternative Assumptions)



Inspire Communicating the Need for Change

- Visioning & Planning
- Transformation Management



Foresight 101: Mechanisms of Change

Trends
(Continuities)



Plausible
Future

Forecasts

Events
(Discontinuities)



Possible
Futures

Scenarios

Choices
(Discontinuities)

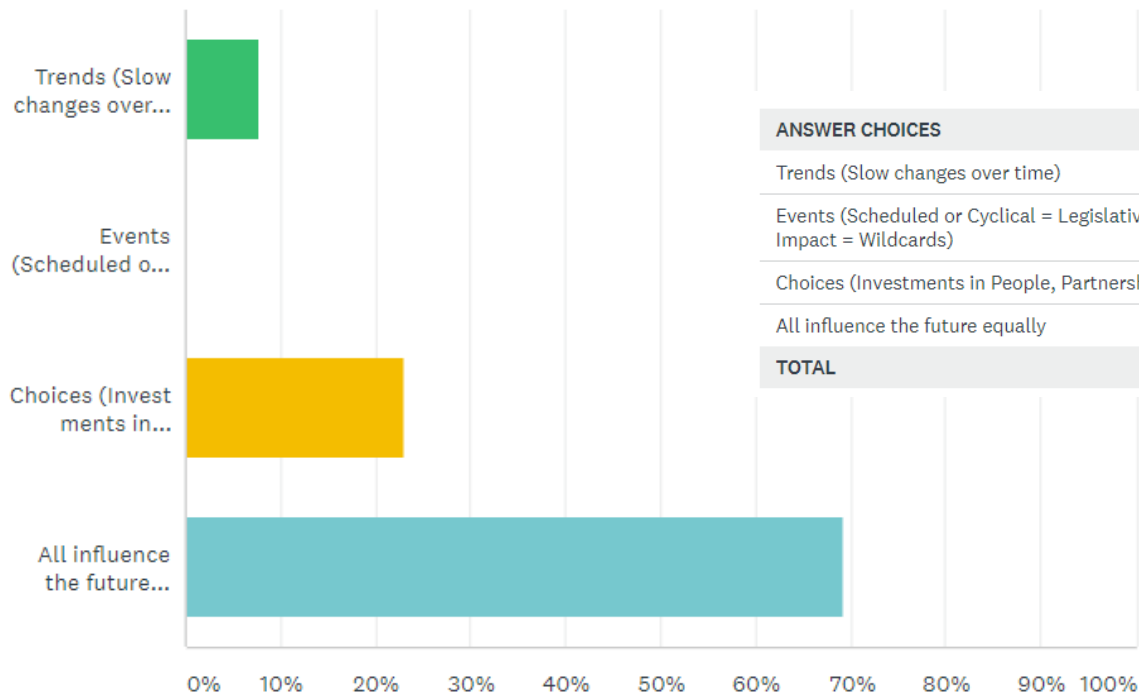


Preferred
Future

Visions

Which influences the long-term future the most?

Answered: 13 Skipped: 0



ANSWER CHOICES

RESPONSES

Trends (Slow changes over time)

7.69% 1

Events (Scheduled or Cyclical = Legislative Votes/Elections; Low probability, High Impact = Wildcards)

0.00% 0

Choices (Investments in People, Partnerships, et al)

23.08% 3

All influence the future equally

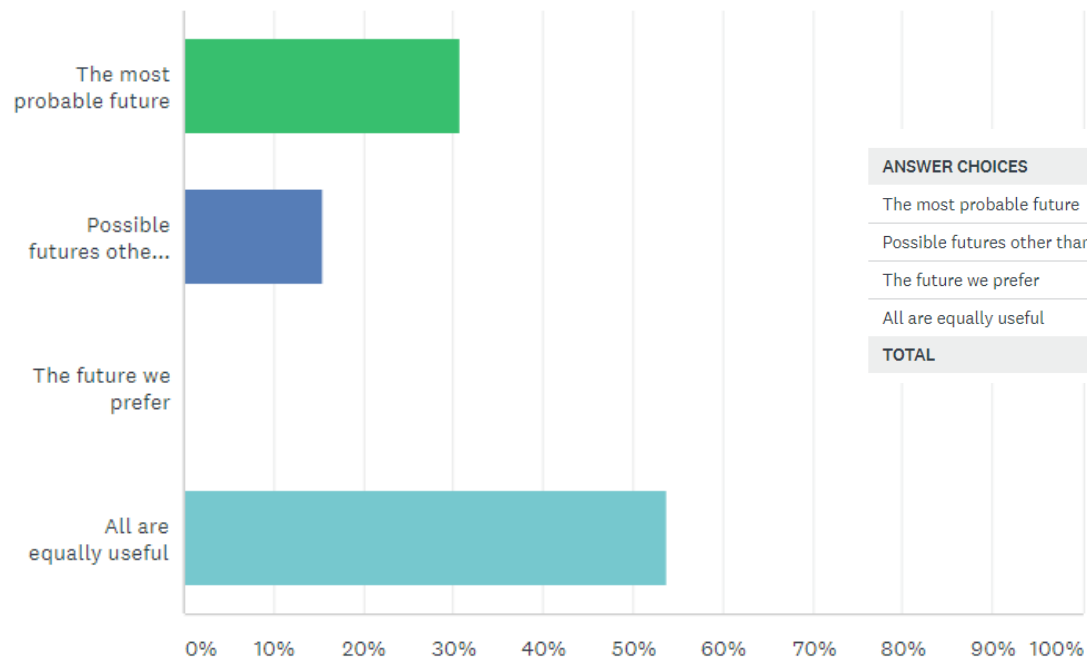
69.23% 9

TOTAL

13

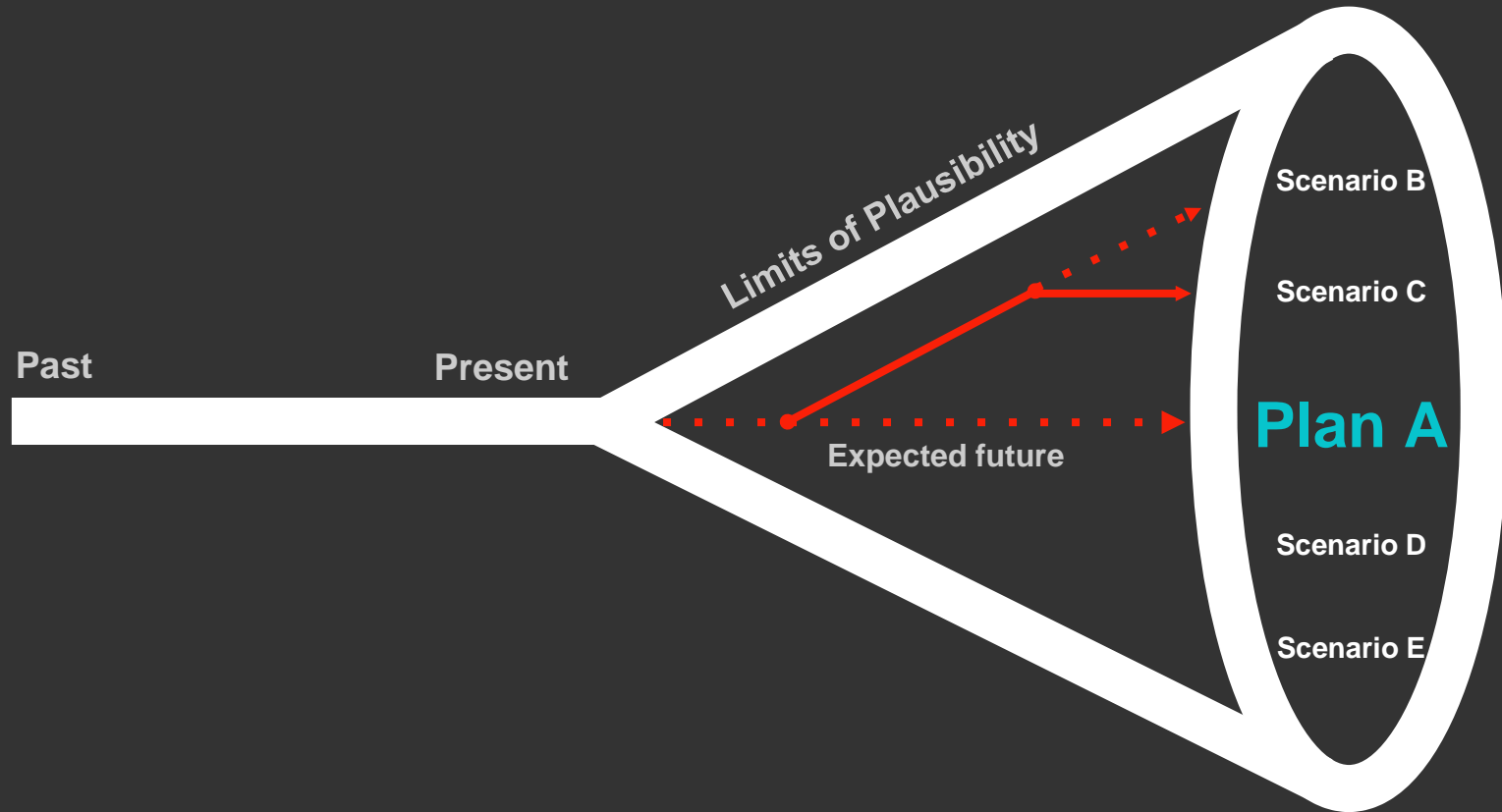
Which type of future is most useful?

Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES
The most probable future	30.77% 4
Possible futures other than the most probable	15.38% 2
The future we prefer	0.00% 0
All are equally useful	53.85% 7
TOTAL	13

CONE OF PLAUSIBILITY: SCENARIO BASED PLANNING



Four Futures Thinking



**Continued
Growth**



**Disciplined
Constrained**



Transformed



**Decline
Collapse**

The ability to describe our *Four Futures*



**Continued
Growth**



**Disciplined
Constrained**

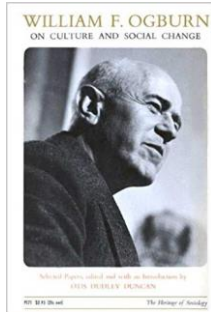


Transformed



**Decline
Collapse**

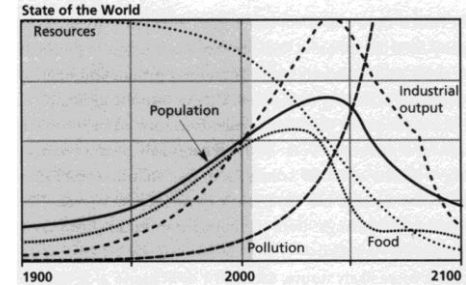
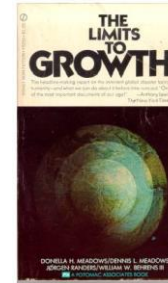
History & Evolution of Foresight



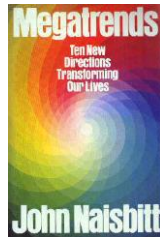
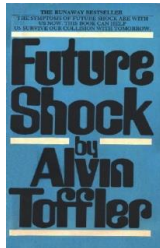
William Ogburn (1930s)
Social Change
(Society + Technology)



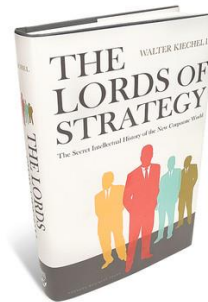
Herman Kahn ('50/'60s)
RAND / Hudson Institute
Scenario-based Decisions



Club of Rome / *Limits to Growth* (70s)
Systems-based Simulations



MONITOR



('80-Present)
Rise of Strategy Industry

2010s + Beyond
Era of Integration,
Inclusivity &
Intervention

(Design Thinking; Speculative Design)

Organizations with Foresight Practices



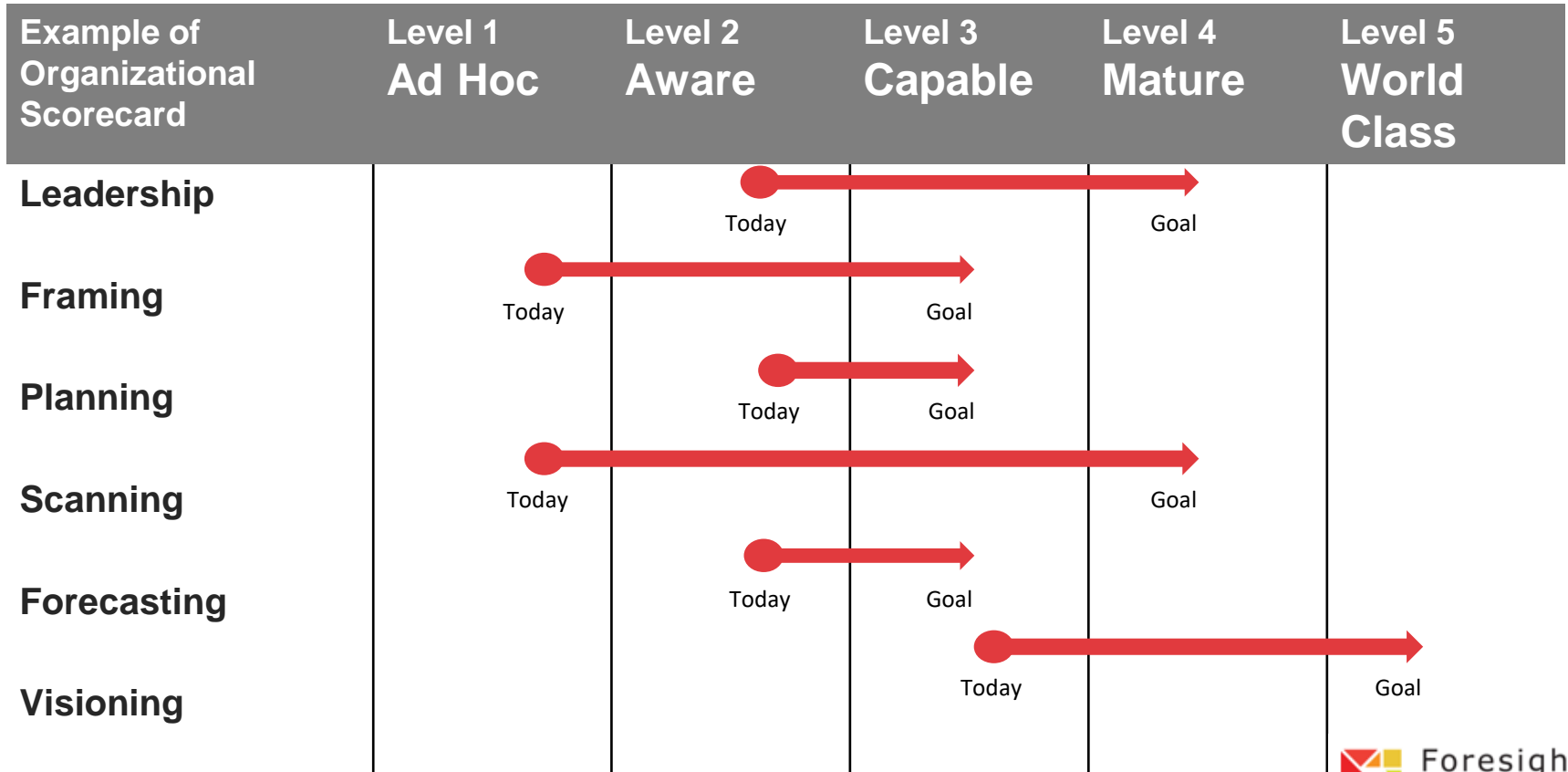
DAIMLER



ARUP



Foresight Maturity Model (Terry Grim)



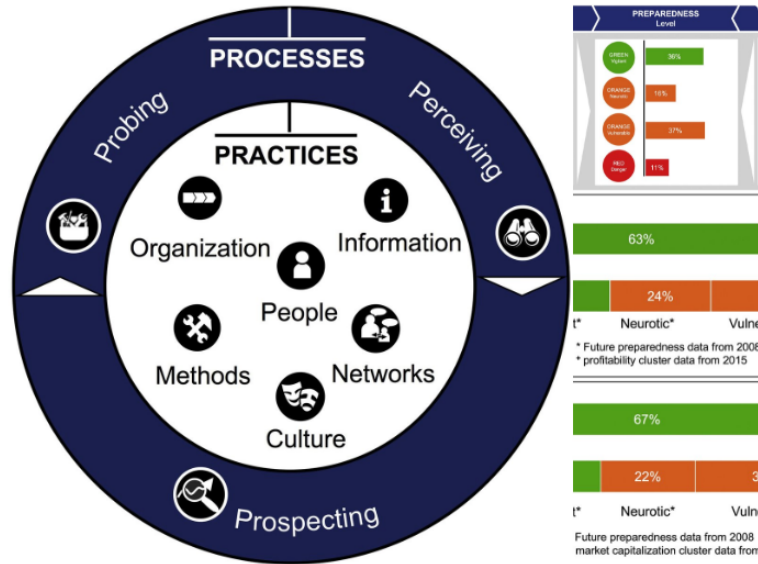
Academic Research



René Rohrbeck @ReneRohrbeck · Mar 25

Our study on the impact #CorporateForesight on firm performance is now also published in the print version and available online as a free download

doi.org/10.1016/j.tech... @Aarhus_BSS



* Neurotic* Vuln

* Future preparedness data from 2008

* profitability cluster data from 2015



* Neurotic* Vuln

Future preparedness data from 2008

market capitalization cluster data from

We developed a model for assessing the future preparedness (FP) of a firm

- ❑ We match FP data from 2008 and performance in 2015
- ❑ **Future-prepared firms outperformed the average by a 33% higher profitability**
- ❑ Firms with deficiencies face a performance discount of 37% to 108%

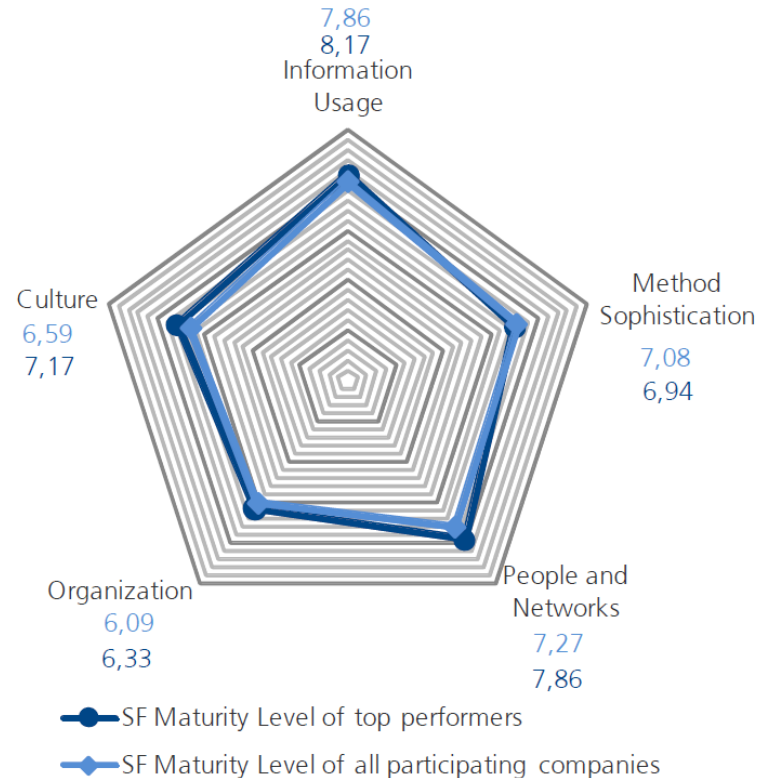
Frameworks to Quantify Foresight

Foresight Measures by...

- Information Usage
- Methods (Sophistication)
- People & Networks
- Organization (Internal)
- Culture

Consider:

- Behaviors
- Storytelling
- Original Content

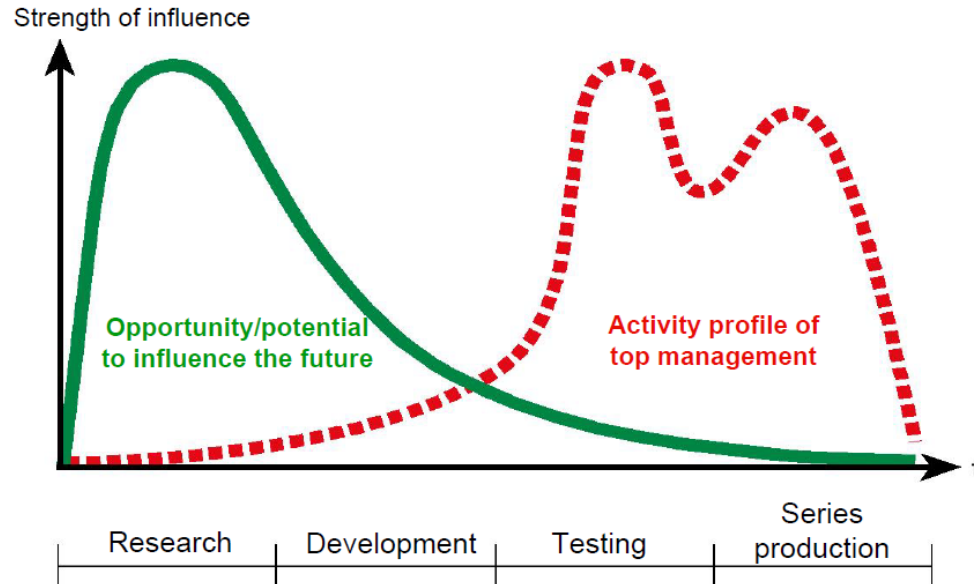


Current Focus on Leadership Capabilities

DAIMLER

Why Corporate Foresight?

Knowledge about the future and the reach of decisions

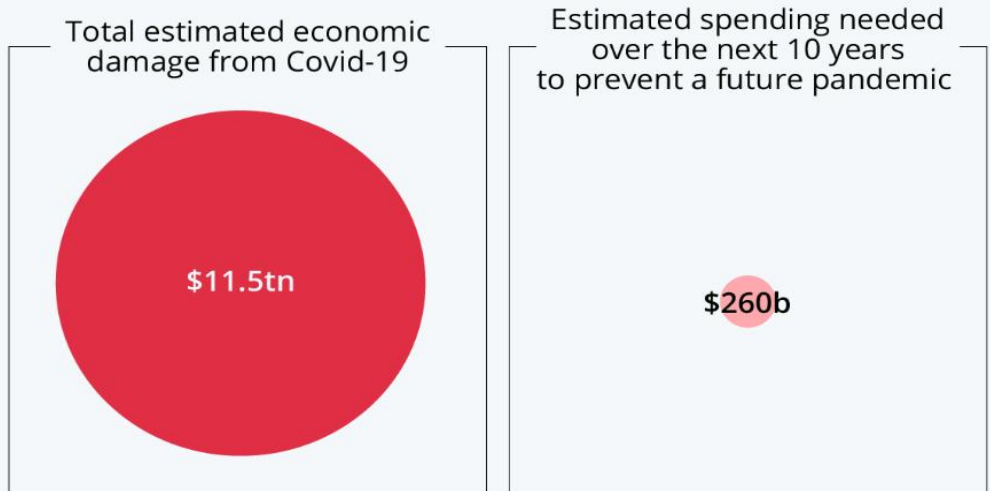


Expanding Leadership Capacity

Foresight Informed Leadership
The Art & Science
of Anticipation

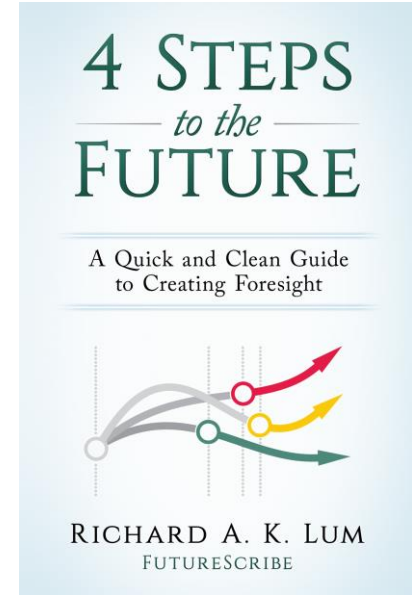
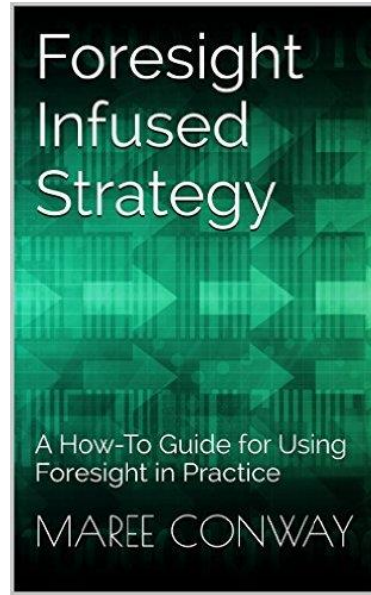
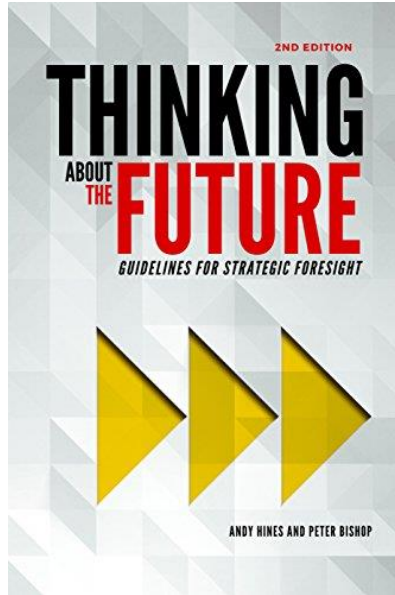
Cost of Preventing The Next Pandemic Just 2% Of Covid-19 Bill

Estimated cost of containing future pandemic compared to Covid-19's economic damage



Source: Dobson et al, Science 2020

WHAT BOOK SHOULD I READ?



Foresight 101: Futurist Activities

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Questions about Foresight?

