



CODEx OF THE
FUTURE
SERIES

STRATEGIC FORESIGHT FOR LEADERS

UNLIMITED THINKING . EXPONENTIAL POTENTIAL

BY MATTHEW GRIFFIN



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ABOUT THE AUTHOR

Matthew Griffin, award winning futurist and 13 times author of the Codex of the Future series, is described as "The Adviser behind the Advisers" and a "Young Kurzweil." Matthew is the Founder and Futurist in Chief of the 311 Institute, a global Futures and Deep Futures advisory, as well as the World Futures Forum and XPotential University, two philanthropic organisations whose mission it is to solve global inequality and the world's greatest challenges.

Regularly featured in the global media including the Associated Press, BBC, CNBC, Discovery, Forbes, RT, Sky, ViacomCBS, WIRED, and the WSJ, Matthew's ability to identify, track, and explain the impacts of hundreds of exponential emerging technologies and trends on global business, culture, and society is unparalleled.

Recognised as one of the world's most reknowned futurists, disruption, foresight, and strategy experts Matthew is an international advisor and keynote speaker who helps many of the world's most respected brands, governments, investors, NGO's, and royal households, explore, envision, and shape our collective future.

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OUR

A LETTER FROM **FOUNDER**

MATTHEW GRIFFIN

WE LIVE in extraordinary times, in a world where individuals, organisations, and technology can impact the lives of billions of people and change the world at a speed and scale that would have been unimaginable just twenty years ago.

We also live in a world full of challenges, and a world where all too often negative news gets amplified at the expense of good news, and where tales of hope, inspiration, and positivity get drowned out and lost in the noise. It's no wonder therefore that today more people are more anxious about the future than ever before. And, arguably, a society which believes it's marching towards the darkness, rather than the light, has a poorer future than one that doesn't. Hope, however, is all around us and it's our purpose to light the way so all of us, people and planet, can prosper.

TESTIMONIALS

THANK YOU EVERYONE !

#FUTURENOW

EXTRAORDINARY!

Peter K., EMEA Managing Director
ACCENTURE

ASTOUNDING!

Peter B., COO
AON

SIMPLY GREAT!

Isaac H., Country Manager
GOOGLE

WORLD CLASS!

Ana C., CMO
LINKEDIN

EXCEPTIONAL!

Robert D., Global Strategy Director
QUALCOMM

PHENOMENAL!

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SAMSUNG

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ADIDAS

INSPIRATIONAL!

Jay C., CHRO
DENTONS

BLOWN AWAY!

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JEFF N., Global Head of Learning
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Mark R., Dir. of Global Health & Benefits
WILLIS TOWERS WATSON

OUR

MISSION .

FOR PEOPLE & PLANET: BUILDING A BETTER FUTURE

OUR MISSION is to be a driving force to help solve the world's greatest challenges, help organisations build sustainable and lasting legacies, and democratise access to the future so everyone everywhere, irrespective of their ability or background, can benefit from it.

We do this by surfacing essential future-focused insights and open sourcing our content, by amplifying inspiring stories and voices, and by bringing people together.

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BRANDS .

UNLIMITED THINKING . EXPONENTIAL POTENTIAL

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Our **globally renown** Futures and Deep Futures advisory working with the world's most respected brands, governments, and investors to explore and shape the future of global business, culture, and society.

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“THE FUTURE IS AN OPEN BOOK ...”

- Matthew Griffin, Founder

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CODEX

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With most strategic foresight frameworks only showing organisations 30 percent of the future it's not surprising that 45 percent of CEO's say that in a decades time they don't think their companies will be economically

viable. So, to combat this problem we developed our Deep Foresight Framework for this VUCA-MAX world.

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At the 311 Institute we've proven time and again that our futures insights are world class. For example, we identified the Generative AI trend almost a decade before anyone else, and our custom foresight models play a major role in that ability. Now they're in your hands.

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Finally, to pull everything together we created three strategic foresight programs for you so no matter what your skill level, the size of your team, or the amount of time you have spare there's one for you. They are the Horizon LITE, Pro, and ELITE programs, so now pick your journey ...

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Used by some of the biggest companies in the world in this program you start with a blank piece of paper, and build, launch, and scale a disruptive Exponential

Enterprise.

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In this program you have everything you need to run a strategic foresight program in just an hour.

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WELCOME FROM THE AUTHOR

PEOPLE . PLANET . PURPOSE . PROSPERITY

THE SKELETON COAST . NAMIBIA . 19.9873° S, 13.2605° E

I chose this striking image to represent this section because in many ways it's representative of many of today's realities: The Skeleton Coast is complex and unpredictable, but home to an amazingly adaptable ecosystem, yet it's also representative of the stark contrast between the have and have nots, those with water and other resources and those without, our increasingly polarised society, and even the contrast between our habitable blue planet and the desolation of space. The desert and the sea are also relentless, just like the human spirit, and given the right conditions they can overcome everything in their path, just as humanity can when we work together for the benefit of everyone to create a brighter future for all of us.

AT THE 311 Institute we pride ourselves on democratising access to the future, empowering people, and helping you envision, craft, and lead your own futures. Our comprehensive and easy to use resources, like this one, are designed to be your constant companions to support you throughout your whole futures journey, whether you're interested in Forecasting, Futures Literacy, Futures Studies, Futures Thinking, Futurism, Futurology, or Strategic Foresight, and are new to the field or an expert. And, whatever your goals are, whether it's to dig deeper into emerging technologies or trends, run programs and workshops, build or transform companies, or just change the world we wish you all the greatest success.

WELCOME FROM OUR CEO

Our world has always been in a constant state of change, but today these changes seem to be more massive and faster paced than at any other point in human history, the culmination of which means that today many people are more anxious about the future than ever before. Part of this is because many of us are not equipped to see these changes, let alone understand their impacts or be able to adapt to them at speed.

This is where Strategic Foresight, which is essentially the practice of envisioning

and analysing the myriad of Plausible, Possible, Preferred, Probable, and Preposterous futures, and then being able to adapt appropriately ahead of time, becomes increasingly important for all of us.

At the 311 Institute we have front row seat to the future, and every year we are tracking more technologies and more trends, not less, and trying to make sense of how they all interplay with one another to shape our futures. And, as these futures get increasingly difficult to envision, with the combinations being quite literally infinite, and as your companion to the future, we want to support you to the utmost of our ability. We do this by creating deep and engaging content, and by making it freely accessible and easy for everyone to understand and apply.

As a result in this Codex, whether you're an individual with no experience, a team of experienced foresight practitioners, or an industry leader, you will find everything you need to run your very own Strategic Foresight programs. And, if you only have an hour to spare then we even have a special Sprint just for you.

I hope you find this Codex helpful, and if you need assistance then remember - I'm only a short satellite hop away.

Explore More,

Matthew Griffin
Founder and Futurist in Chief



THE VALUE OF STRATEGIC FORESIGHT





FUNDAMENTALLY, STRATEGIC Foresight is about three things, namely saving you precious time, minimising future surprises, and preparing you for what's coming.

WHY YOU SHOULD RUN A PROGRAM

We live in an increasingly "VUCA-MAX" world - Volatile, Uncertain, Complex, and Ambiguous where the changes are increasingly Massive, Accelerating, and eXponential - and this makes it harder than ever before for organisations everywhere to predict and minimise the effects of disruption on their business and see and capitalise on new opportunities.

While many organisations run strategic foresight workshops we believe you should, in fact, run regular programs. The reason for this is simple - workshops, like scenario workshops, are single events, you start them and finish them, and once they're complete it's easy to lose momentum, see participants go back to being consumed by their day jobs, and shelve the outputs. By running a program though you maintain consistency, the team, and just as importantly the momentum. It's also much more likely that the results will be turned into valuable actionable initiatives.

THE VALUE OF STRATEGIC FORESIGHT

Strategic foresight acts as a counter balance to our VUCA-MAX world by giving you the opportunity to envision the future, develop scenarios, and explore how they could benefit or harm your organisation within a safe environment.

It also provides you with the critical thinking and valuable insights you need to discuss how the organisation can adapt or react to these futures, make better faster decisions, and design resilient business strategies and visions that maximise the upsides, minimise the downsides, and stand the test of time.

Over simplifying the issue, the vast majority of organisations care about three things: decreasing costs and risks, and increasing revenues. So, love it or not, like any business activity futures thinking and strategic foresight programs all have to be able to demonstrate intangible or tangible returns that align with your organisations goals. And, also, let's face it, nothing prompts organisations to embrace foresight and futures thinking programs like a gigantic hit to the top and bottom lines as markets change and customers vote with their feet and as new competitors and disruptors erode your organisations competitive advantage and value propositions.

Notes:

As surveys conducted by Deloitte and Aarhus School of Business and Social Sciences have shown organisations with dedicated corporate foresight teams realise a 200% higher market cap on average than their peers, and organisations who are “Future Prepared” are on average 33% more profitable.

So, whether you measure your future in dividends, dollar amounts, market differentiation, or organisational readiness and resilience, or all of these, there are plenty of rewards to be realised by those who are prepared.

LESSONS FROM HOLLYWOOD

However, while an organisation can hire the best experts and foresight teams its ability to turn strategic foresight into business value ultimately relies on its ability to use the insights wisely to develop strategic advantage. And doing this is much more complicated than most stakeholders imagine, which is perhaps why many organisations stop or ‘ratchet down’ after running their scenario workshops and fail to use the results to design and inform their future business strategies that they can then, importantly, action and execute.

Hollywood provides us with plenty of

time travelling heroes who travel back to the past - with perfect knowledge of their timelines’ history and other people’s futures - to change and manipulate the future for their own gain.

In some cases these characters, like Biff in Back to the Future Part 2, use this perfect knowledge to amass huge fortunes by betting on the right stocks. In Minority Report Tom Cruise uses the pre-cogs to catch future criminals. And then in the Terminator and X-Men franchises the characters try to save humanity - with varying degrees of success, and innumerable complications.

And the lesson is this - even with perfect knowledge of the future sometimes these characters win and sometimes they loose in dramatic fashion which then goes to show us one thing - trying to manipulate and shape the future to your advantage is difficult even under the best circumstances and with the best insights.

Putting this in business terms, once you have information about the future you trust, and when it comes to using it to your advantage, execution is everything, and for the organisations that get it right the rewards as we can see today can be game changing, and in some cases world changing.

VUCA - MAX

THE NEW WAY TO EXPLAIN HOW OUR WORLD IS CHANGING

VOLATILE

MASSIVE

UNCERTAIN

ACCCELERATING

COMPLEX

EXPONENTIAL

AMBIGUOUS



**MOST FORESIGHT
PROGRAMS ONLY SHOW
YOU **30%** OF THE FUTURE .**

**OURS SHOWS
YOU **EVERYTHING** .**

WHAT ARE YOU MISSING ?



OUR ANCHORING CONSTANTS MODEL



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WE ALL know everything is constantly changing - at the micro and the macro level.

Even as you read this the cells in your body are changing you at a physical level, let alone when we think about all of the changes that are happening around us in the wider digital, physical, and virtual worlds. And, as the number of things changing continues to increase almost exponentially as we see with the VUCA-MAX world we discussed previously, this gives us at the 311 Institute, and by extension you, an issue. That issue namely being the fact that the more things that change the harder it is for us all to envision the Plausible, Possible, Preferred, Probable, and Preposterous futures.

WHY CHANGE BREAKS FORESIGHT

Today it would be pretty easy to argue that almost all Strategic Foresight frameworks and programs fail to see all these changes and account for them during the scenario planning stages with most of them just identifying 30% of them - leaving 70% unexplored.

This is just one of the reasons why in a recent PWC 27th Annual CEO Report 45% of 4,702 CEO's across 105

countries staggeringly said that they expect their businesses in their current form to be unviable in ten years time, and there is no way that all of these companies aren't running some form of foresight programs to try to prepare themselves for the changes and the futures that lie ahead of them.

THE TWO BIG PROBLEMS TO SOLVE

When it comes to these foresight programs there are arguably two problems to solve. The first is identifying all the signals, technologies, and trends that have any kind of direct or indirect impact on your programs objectives. And then the second is trying to assess the trajectories of all these changes and their impacts on everything the organisation cares about.

Suffice to say the first point is incredibly hard, which is why we created our **Codex of the Future Series**, and the second point is even harder so we devised a way to simplify it and we call it the **Anchoring Constants Model** which we increasingly see being a crucial lynch pin in our futures and strategic foresight programs and in helping us accurately envision the future.

THE 311 INSTITUTE MODEL OF

ANCHORING CONSTANTS

**“ THE INNATE BEHAVIOURS OF SYSTEMS
THAT ARE **ALWAYS TRUE** UNDER
ALMOST **ALL CIRCUMSTANCES** THAT
PERSIST ACROSS TIME . ”**

- Matthew Griffin , Founder , 311 Institute

Notes:

INTRODUCING ANCHORING CONSTANTS

Anchoring Constants are obvious and everywhere but you probably don't think about them very much.

From a top down perspective they are the **"Innate Behaviours Of Different Systems That Are Always True Under Almost All Circumstances That Persist Across Time"** that subversively drive and influence how and why almost everything changes in the way that it does. Or, looking at it from the bottom up, they are the lowest common denominators that determine how a system might react to a particular event or stimulus, such as a signal, technology, or trend, and over time influence its trajectory and likelihood of success.

There are constants everywhere and, as for "Systems," you can think of those as categories or themes, and the more of these anchoring constants that an individual signal, technology, or trend aligns with then the more likely that it is that it will ascend, persist, and possibly dominate in the years to come.

Then, once we've assessed how those individual signals, technologies, and trends align with these anchoring constants then our next step at the

311 Institute is to try to figure out what happens when they start converging and colliding with one another and what futures those results could create.

For example, you could say that the innate behaviour of a sovereign economy is to grow - this is its Anchoring Constant - so in this example we might look for signals, technologies, and trends that support that growth. Then, as we move through our due diligence process if we discover two similar but competing trends which align with this Anchoring Constant then we will do our best to assess which one aligns the most with the Anchoring Constant we care about. And, while it's an imperfect practise in the main it gives us a much better chance of identifying and predicting the winners and, therefore, improving the accuracy of our Horizon 1, 2, and 3 forecasts.

WHAT'S IN A NAME

So you might wonder why I use this term. Firstly, these innate behaviours often "Anchor" the development of the technologies and trends we monitor because if there is no connection to these innate behaviours then the relevance and usefulness of those technologies and trends to business, culture, and society

Notes:

will be negligible or nil which means that over time they'll likely fade away.

Secondly, these innate behaviours are "Constants" because, very importantly, they hold true across time and don't change - something that is especially important when we're dealing with near to long term futures, even as everything else around them changes. So let's run an example.

Say we're running a strategic foresight program investigating the long term future of company operating models - a random project. Economically we know growing "Revenue Growth" is an Anchoring Constant, but if we're comparing two trends such as "Human Operated Companies" versus "AI Operated Companies" then if the latter can grow company revenues faster and more sustainably then it's more likely that over time this will become the more dominant trend of the two and could become the status quo.

Hopefully this simple example shows you why, irrespective of the objectives of our strategic foresight program, being able to identify these anchoring constants is vitally important and how they can help us extrapolate out the likely future of an individual technology or trend, or collection thereof. And while there will

always be Black Swans and wild cards they are the exception not the rule.

APPLICABILITY TO ALL CATEGORIES

This method can also be applied to almost every category and topic of your choosing whether it's Cyber, where an anchoring constant might include "Identity," Luxury Holidays, which might include "Enjoyment," and all manner of other things.

In the next few pages I highlight a few of the anchoring constants that we associate with the STEEP (Societal, Technological, Economic, Environmental, and Political) categories and some of the innate behaviours we use to ground our own futures thinking and underpin some of the activities in our strategic forecasting programs.

**“ CHANGE IS NOT THE
ONLY CONSTANT
IN LIFE . ”**

- Matthew Griffin , Founder , 311 Institute

ECONOMIC

FIRST ORDER ANCHORING CONSTANTS

BALANCE OF TRADE

ECONOMIC GROWTH

EFFICIENCY

MARKET COMPETITION

PRICE STABILITY

PRODUCTIVITY

PROFIT MAXIMISATION

RESOURCE ACQUISITION

ENVIRONMENTAL

FIRST ORDER ANCHORING CONSTANTS

EQUILIBRIUM

INTERDEPENDENCE

NATURAL SELECTION

POLITICAL

FIRST ORDER ANCHORING CONSTANTS

GDP GROWTH

INTERNATIONAL RELATIONS

NATIONAL SECURITY

NATIONALISM

POLITICAL SURVIVAL

POWER AND INFLUENCE

SOCIETAL

FIRST ORDER ANCHORING CONSTANTS

ADAPTABILITY

HIERARCHIES

HUMAN EMOTIONS

HUMAN NEEDS

SELF-ORGANISATION

SOCIAL COOPERATION

SOCIAL STRATIFICATION

TRUST

UNITARY SURVIVAL

TECHNOLOGICAL

FIRST ORDER ANCHORING CONSTANTS

IMPROVING COST - PERFORMANCE

IMPROVING UTILITY

INCREASING PERVASIVENESS

MINIATURISATION

SERVICE DEMOCRATISATION

TASK AUTOMATION

VALUE

FIRST ORDER ANCHORING CONSTANTS

DESIRABILITY

TIMING

UNIQUENESS

UTILITY

SUPPLY - DEMAND

OUR DEEP FORESIGHT FRAMEWORK



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WHEN YOU set out to explore the future there are two aspects - the strategic foresight framework and program you use to plan and guide your journey, and then there's the journey itself, the act of going through the experience and coming out the other side having achieved your objectives. And while almost every futures organisation talks about the value of their frameworks in our estimation you simply cannot have one without the other. In our eyes both - the guide, your companion, and the journey - are both equally important.

This is why at the 311 Institute we've put a huge amount of thought into both and, for the reasons I'll share with you here, developed a brand new Deep Foresight Framework and the three new custom Strategic Foresight Programs that I detailed in the previous chapter.

OUR AMBITION

At the 311 Institute we see ambition as a good thing which is why we support so many wonderful change makers and entrepreneurs around the world.

From our own perspective though from the outset it was our ambition to be the

world's best Futures and Deep Futures advisory, without exception, and to create a company that democratised access to the future and helped people, irrespective of their ability, background, or circumstances easily and accurately determine how different futures could affect the topics they were passionate about.

Today, our breadth and depth of futures expertise and insights gives us agency to work with any stakeholders in any sector in any country at an expert level and identify opportunities and threats many years, and in some cases decades, ahead of time and then help our clients develop the capacity, capabilities, and culture that help them thrive in these Plausible, Preferable, Probable, Possible, and Preposterous futures.

And there's a reason why I mention this ambition.

OLD FRAMEWORKS ARE FLAWED

As the rate of global disruption accelerates, as science fiction becomes science fact, and as the VUCA world becomes increasingly VUCA-MAX where, in addition to VUCA, the changes are increasingly Massive, Accelerating, and

Notes:

eXponential, we noticed very early on that the traditional strategic foresight tools and frameworks that people were using, most of which were developed decades ago and in a completely different era in time, were increasingly ineffective at helping organisations identify and explore everything that they needed to see today that could help them envision tomorrow, and a future that plays by new rules and which has less and less in common with our past.

Additionally, and somewhat ironically, most of those same frameworks hadn't been updated in decades and had failed to keep pace with the very futures that they were designed to help envision.

Digging deeper into this, and feel free to correct me if you feel I'm wrong because I'm always up for a good chat, not only did the vast majority of them fail to help organisations identify and, dare I say predict, some of the large system level changes we're seeing today, but they also failed miserably at spotting the rise of significant new technologies and trends such as the rise of Generative AI, the latter of which, as we all know now, changed the world and which we spotted and started discussing with our clients over a decade ago.

AVOIDING THE COMPANY GRAVEYARD

From an organisational perspective missing vital insights and signals like these and failing to understand their significance can quite literally end companies.

In the case of Generative AI, for example, its emergence caused many companies in the EdTech sector who were selling Adaptive Education solutions to go bankrupt. Meanwhile, in other examples it caused share prices to dive by up to 90% and then on the other side of the coin in the case of Microsoft, one of our long standing clients, it helped push their market cap to more than \$3 Trillion.

As you can see, in today's world you miss one, albeit world changing signal, and it can make the difference between being the world's biggest company by market cap or closing your doors forever.

From our first hand experience with clients we believe that when it comes to the future today organisations are missing at least 60 percent of the bigger picture, and in a world that's changing as much as it is and as fast as it is that can make all the difference in the markets.

Notes:

This point was also hammered home hard in the recent PWC 27th Global CEO Survey, in which a mind boggling 45 percent of the 4,700 CEO's from over 105 countries questioned said, and I quote "they didn't believe their companies would be economically viable in 10 years time without significant re-invention." That, by any measure, is a staggering statistic.

Just linger on that for a moment - almost half of the CEO's running today's biggest companies don't think their companies will survive if they don't reinvent themselves.

This then prompts us to ask the question: is this a failure of the strategic foresight programs they're running, data discovery, corporate culture and leadership, or all four?

Admittedly, it'll be a combination of all these. But, if we don't fix all these issues and soon then we could see almost half of companies going to the wall, fading away, or being sold in a fire sale. And none of us want that. And this, in part, is just one of the reasons that compelled us to create the 311 Institute Deep Foresight Framework.

INTRODUCING THE **DEEP FORESIGHT FRAMEWORK** .

HOPEFULLY, BY now you have a clear understanding of why we felt compelled to develop our own Deep Foresight Framework - a new strategic foresight framework built to help organisations envision Horizon 1, 2, and 3 futures, which we then embedded as the center piece of our three custom designed Strategic Foresight programs, the Horizon LITE, Pro, and ELITE Programs that, when combined together give you the ultimate foresight package you need to envision infinite futures and help you build the capabilities and organisational initiatives you need to thrive.

In this section you can read more about why we designed our framework as a Companion not just a guide, and learn more about all the content and materials we've created to help you as you venture forth on your "Futures Journey."

FRAMEWORKS AS COMPANIONS

As with many of the things we do at the 311 Institute when designing our framework we started with a blank sheet

of paper - a First Principles approach. We even wondered if we should design a new framework because, frankly, we're not fans of them. In part this is because most frameworks are bloated and complicated, and more often than not they're all the same under the hood just with different logos and marketing layered on top.

However, despite our reticence we also realise the importance of frameworks as conceptual guides. And, when it comes to understanding and navigating the future, we all need guides.

But, for the explorers and travellers among us, we all know there are different calibres of guides. Going back to our earlier analogy at the beginning of this chapter, if we compare your strategic foresight program to a "Futures Journey" then as you'll know there are those 'tourist' guides that simply stand rooted to the spot and point in the direction you need to travel, and then there are those guides who are true Companions on your journey and light the way for you, and who turn your journey from being a chore to a joy, chaperone you and show

you the sights to explore, the dangers to avoid and the short cuts to take. In short, they turn your journey into a rich, unforgettable experience that leaves you changed for the better.

From our first hand experience we felt that the majority of traditional frameworks are mere guides, they just point the way, which is why they fail so often to help teams spot and explore so many of the vitally important signals, technologies, and trends that are crucial in helping them see and understand the bigger "futures picture." And, we also knew from our conversations with our clients, that they too wanted a companion framework, not just a simple guide.

GROUNDING OUR FRAMEWORK

For a framework to be future fit we believe it has to be firmly anchored to helping clients achieve the three things they care about.

Firstly, it has to be able to capture the clients discovery space, namely the

Notes:

things they want to explore, and also their problem space, the issues they care about solving across a Horizon 1, 2, or 3 timeline. Secondly, it needs to give them everything they need to discover everything that will have a direct or indirect impact on these spaces. And, thirdly, it must provide them with everything they need to develop and explore scenarios and solutions, assess and evaluate them, and turn them into actionable initiatives. So that's precisely what we developed.

YOUR FUTURES JOURNEY

Having created the Deep Foresight framework then there's the actual journey itself - the act of you being a part of the organisations Futures Journey and its strategic foresight program. And, just like journeys, every strategic foresight program is different because of what stakeholders what to achieve, the people that are included, and a million other reasons.

Since our very founding as a company, and asides from our framework, we realised we needed to be able to provide our clients with the journey itself - the insights and sights, the views and points of view of the future, which is why since

our inception we've worked so hard to develop the content and materials you need on this journey, including our wildly successful **Codex of the Future Series**, so that you have all the signals, technology, and trends information, and more, that you need all in one place, and from one company, that will help you envision and explore every future you could possibly imagine.

SUMMARY

As the future becomes increasingly complex, as the rate of change accelerates and as the magnitude of those changes increase exponentially, having a companion guide is one thing, but it's also vital to be able to get as big a view of the future as possible.

Using a simple example, yes it's wonderful to have a great guide that shows you the desert, but if your actual objectives mean that you would have been better off exploring the jungle then while interesting that particular journey doesn't deliver what you needed it to. So what you need is both, an expert companion, and the right information and insights - or the right environment - to explore. And that's what we were literally born to do.

PURPOSE

MODELS

SET OBJECTIVES

DEFINE THE OBJECTIVES OF YOUR STRATEGIC FORESIGHT PROGRAM

FRAME Model

EXPLORE EVERYTHING

DISCOVER AND EXPLORE SIGNALS . TECH . TRENDS . &

EXPLORE Model
PREDICT Model

SCENARIOS

GENERATE FUTURES SCENARIOS

IMAGINE Model

ANALYSE AND SELECT

THE FUTURE MEETS REALITY

ASSESS Model

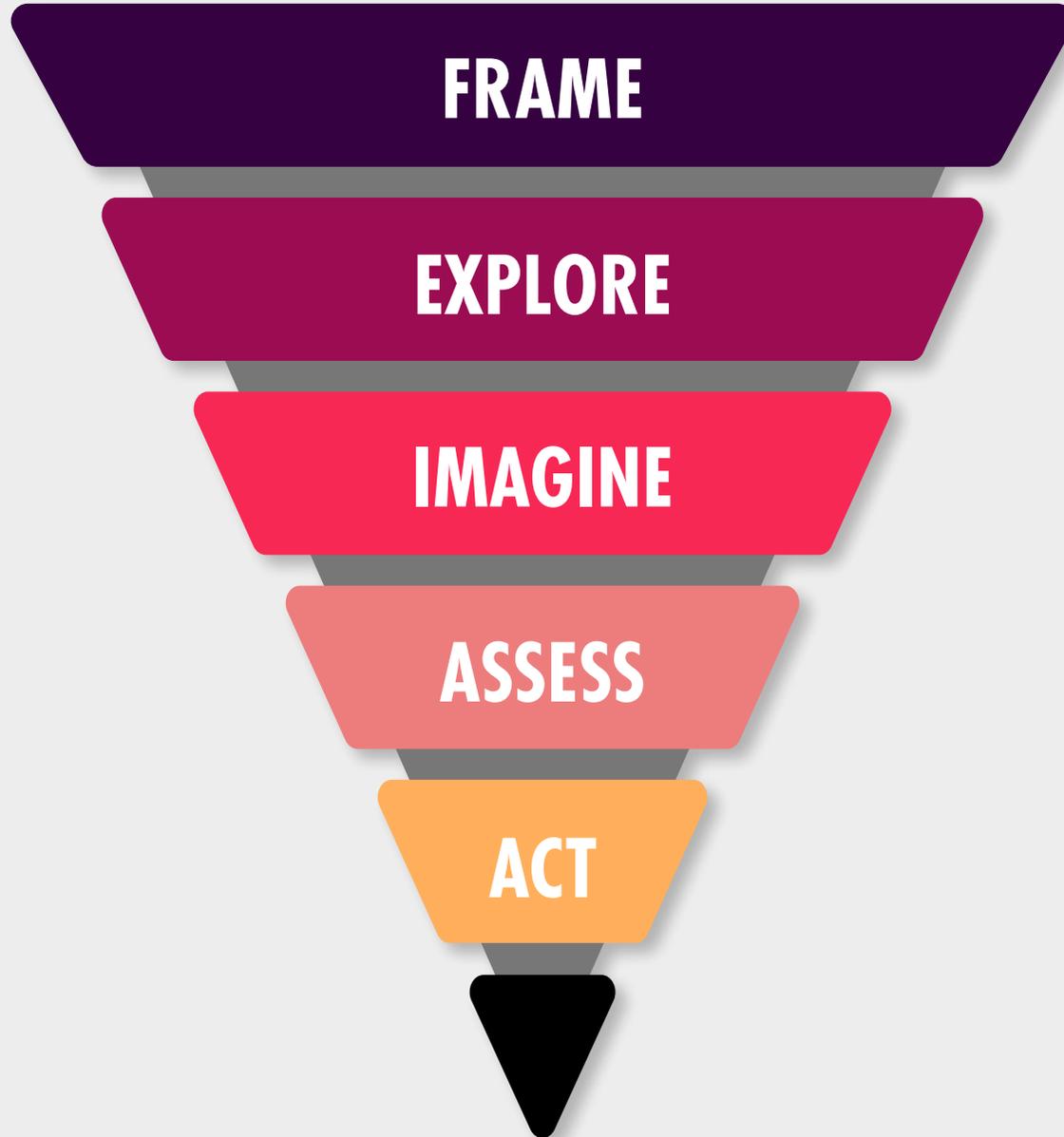
TIME TO ACT

TURN OUTPUTS INTO ACTIONS

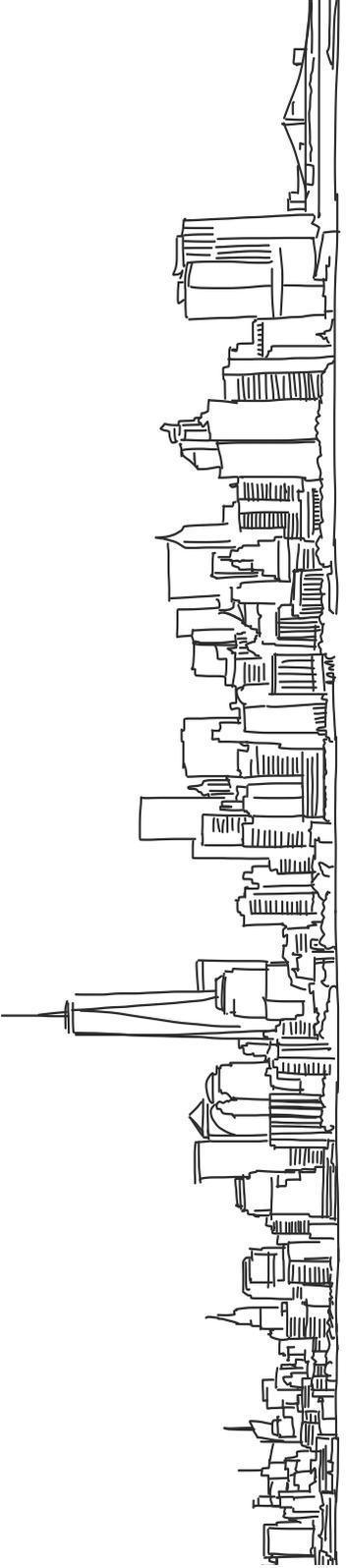
ACT Model

SIGNALS . TECH . TRENDS . JUST A CLICK AWAY

LOOKING FOR FUTURES INFORMATION FOR YOUR PROGRAM? WE'VE GOT YOU



DOODLE PAD



OUR STRATEGIC FORESIGHT MODELS



BOOK AN



**EXPERT
CALL**

TO ACCOMPANY our Deep Foresight Framework, and to provide you with all the resources and tools you need to run your own Strategic Foresight programs and workshops, we developed a series of Deep Foresight Models, each of which compliments a specific stage of the framework. And, in our eternal quest to try and make envisioning the future as easy as possible we tried to make everything as simple as possible which means that no matter where you start your futures journey and no matter what your skill level or team size, these are all designed for you.

INTRODUCING THE MODELS

In total we have six models for you, all of which can be used together or individually depending on your goals and objectives. When used all together they will help you run a complete Strategic Foresight program and when used individually they will allow you to run discrete workshops of your choosing.

The models are the 311 Institute FRAME Model, EXPLORE and PREDICT Models, IMAGINE Model, ASSESS Model, and the ACT Model. As you will see in the following pages they each have a specific purpose.

The FRAME Model helps you frame the objectives of your strategic foresight program. The EXPLORE Model helps you discover and explore signals, technologies, and trends that might be relevant to your program, and the PREDICT Model helps you identify uncertainties and unknowns in those information sets. The IMAGINE Model then helps you generate your Futures Scenarios, the ASSESS Model helps you assess and filter your scenarios, and last but not least the ACT Model helps you translate your chosen scenarios into actionable initiatives.

What could be easier than that?
Seriously, if you know then let us know, we'd love to hear from you! Now enjoy the models and create your future ...

THE 311 INSTITUTE **FRAME MODEL** .

WELCOME TO the 311 Institute FRAME Model. Part of our custom designed **311 Institute Deep Foresight Framework**, and an integral part of all of the 311 Institutes Strategic Foresight programs, the objective of this model is to help individuals and organisations determine what they want their strategic foresight programs to achieve, and the results they want to realise.

In this section I will walk you through the purpose of each step of the model and how to run your own FRAME workshops.

INTRODUCING THE STEPS

1. Foresight Focus

In this first step you and your participants must determine your focus space for the program in terms of identifying the key areas, priorities, and topics that you care the most about, and then should start scoping out the programs overall objectives, which can be tactical or strategic, and quite literally anything

you'd like them to be.

2. Results Definition

Having established the objectives of your program you now need to translate them into the specific results you want to see. These must be clearly aligned, defined, and measurable.

3. Alignment

Alignment, of both your objectives and results, as well as the expectations of the programs participants and stakeholders is crucial to ensure you are all on the same page and working towards common objectives. Effective alignment helps with organisational buy in, collaboration, and support, all of which are crucial.

4. Methodology Mapping

In this step you need to select the appropriate frameworks, methods, and tools that you are going to use during

the different stages of your program. This ensures that the foresight process is rigorous and thorough, and that it's also well matched to the capabilities and skills of those participating.

5. Evaluation Criteria

Another crucial step it's essential that you define how the different stages of the program and the outputs are all going to be evaluated and who by.

This **FRAME MODEL** is part of the **311 INSTITUTE DEEP FORESIGHT FRAMEWORK**. Use it to help you frame and scope your Strategic Foresight programs goals and objectives.

F

FORESIGHT FOCUS

Decide the **FOCUS** and **SCOPE** of your Strategic Foresight program, identify key areas, priorities, and topics .

R

RESULTS DEFINITION

Define the **RESULTS** you want to see at the end of the program and its **OBJECTIVES** .

A

ALIGNMENT

Make sure your objectives align with your organisations key **MISSION, PURPOSE, and VALUES** .

M

METHODOLOGY MAPPING

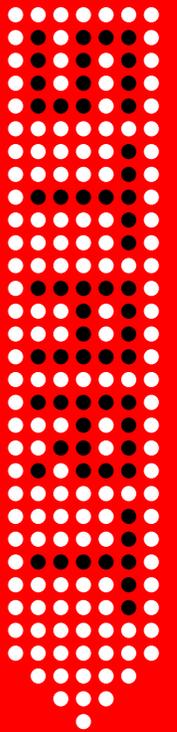
Decide which **METHODOLOGIES** and **TOOLS** you'll use during the program .

E

EVALUATION CRITERIA

Decide how you will evaluate the success and effectiveness of the program .

This is one of a number of popular models you can use to explore the future .



THE 311 INSTITUTE **EXPLORE MODEL** .

WELCOME TO the 311 Institute EXPLORE Model. Part of our custom designed **311 Institute Deep Foresight Framework**, and an integral part of all of the 311 Institutes Strategic Foresight programs, the objective of this model is to help you discover and contextualise information that's important to your programs objectives, from as wide a variety of data sources as possible, that you can then investigate before using the results to develop your Futures Scenarios in the next stage of the program.

In this section I will walk you through the purpose of each step of the model and how to run your own EXPLORE workshops.

INTRODUCING THE STEPS

1. Explore

In this step you are tasked with gathering together and exploring as much information as possible from as many different sources as possible.

2. Examine

Once you have gathered together this information now you need to forensically examine it piece by piece in order to assess the impact of each data fragment on your programs objectives.

3. Predict Consequences

Based on the insights you derived from the previous step your next task is to take the information fragments that you consider to have the greatest impact on your programs objectives and try to extrapolate out their future consequences and states, and their future trajectories.

4. Leverage Analytics

In the stage you are encouraged to use different analytical methodologies and tools to categorise and group the data fragments that have the most relevance to your program. By starting to group and structure the information in this way you should now be starting to get a much

clearer view of which ones are the most important and have the greatest impact on the objectives your program cares about.

5. Observe Shifts

When it comes to the future almost everything is in constant motion, and the same is true of the insights you've gathered. As a result, in this step, you're encouraged to look for shifts in the behaviours and trajectories of your information fragments because by identifying these early you'll be able to discuss and explore the impact of these shifts on the Futures Scenarios you'll be creating in the next stage of the program.

6. Research Uncertainties

When analysing and exploring any volume of data there are always going to be uncertainties and unknowns, all of which could have unintended consequences for your program so in this step, and using the **311 Institute**

Notes:

PREDICT Model if needed, you are encouraged to try and identify as many of these uncertainties and unknowns as possible so that you can discuss and explore their impacts on the different things you care about.

6. Explore Intersections

In this final step you are given the opportunity to let loose the proverbial Chaos Monkey and clash together different data fragments - signals, technologies, and trends - and then discuss and explore what happens, or what could happen, when they intersect. By undertaking this very important, but often over looked exercise, not only will you identify new futures and new possibilities, eliminate even more uncertainties and unknowns, but you will also make your existing findings more robust, future proof, and useful.

This **EXPLORE MODEL** is part of the **311 INSTITUTE DEEP FORESIGHT FRAMEWORK**. Use it to help you find and analyse trends in readiness to create Futures Scenarios in the **IMAGINE STAGE**.

E

EXPLORE

Discover and explore as many relevant **SIGNALS, TECHNOLOGIES, and TRENDS** as you can .

X

EXAMINE

Examine your **INSIGHTS** and identify the forces driving these trends **BEHAVIOURS, IMPACT, and TRAJECTORIES** .

P

PREDICT CONSEQUENCES

Predict what **CONSEQUENCES** these insights could have on your program objectives and **FUTURES SCENARIOS** .

L

LEVERAGE ANALYTICS

Use analytical tools to categorise and group your insights in order of impact and relevance .

O

OBSERVE SHIFTS

Look for **CHANGES** and **SHIFTS** in the behaviour and trajectories of the most relevant trends, evaluate consequences .

R

RESEARCH UNCERTAINTIES

In tandem with the 311 Institute **PREDICT MODEL** research **UNCERTAINTIES** and **UNKNOWN**s and their impacts .

E

EXPLORE INTERSECTIONS

Explore what could happen if the different signals, technologies, and trends you identified **COLLIDE** or **CONVERGE** .

This is one of a number of popular models you can use to explore the future .

Notes:

THE 311 INSTITUTE **PREDICT MODEL** .

WELCOME TO the 311 Institute PREDICT Model. Part of our custom designed **311 Institute Deep Foresight Framework**, and an integral part of all of the 311 Institutes Strategic Foresight programs, the objective of this model is to help you identify critical uncertainties, that you can then discuss, and unknowns, that then become knowns which you can plan for.

Designed to compliment the information you gathered and explored in the **311 Institute EXPLORE Model** this model plays a key role in helping you minimise future surprises which, if not discovered, could have serious consequences on the future success of your strategic foresight program and all of its outcomes.

In this section I will walk you through the purpose of each step of the model and how to run your own PREDICT workshops.

INTRODUCING THE STEPS

1. Probe

In this initial step your mission is to seek out critical uncertainties and unknowns in the information you gathered during the 311 Institute EXPLORE Model stage. Relying on your investigative skills and using the methods and tools at your disposal dig deeper into the information you gathered, broaden your context and look beyond the obvious, and examine it all from new perspectives.

2. Recognise

Having identified uncertainties and unknowns next you need to establish and recognise the direct and indirect impacts they could potentially have on one another, on the information you've already gathered, and perhaps most importantly on your thinking - the latter of which is now hopefully more expansive than it was before and should make it easier for you to spot new ideas and possibilities.

3. Evaluate

In this step it's time to analyse and evaluate your new insights, rank them in order of impact against your programs objectives, and determine what ripple effects they could create and how those could impact the Futures Scenarios you'll be generating in the next stage of the program.

4. Decide

This step is all about deciding how you're going to address and manage your findings, whether that's finding ways to leverage them for your benefit or minimising their downsides.

5. Intersections

In this step you're given the chance to explore what happens when different uncertainties and unknowns collide and intersect with one another and discuss the threats or opportunities that might emerge as a result.

Notes:

6. Constants

Even the behaviours and trajectories of uncertainties and unknowns are heavily influenced by Anchoring Constants - the term that we at the 311 Institute give to STEEP behaviours that don't change over time. Using the **311 Institute Anchoring Constants Model** align the uncertainties and unknowns you identified with the anchoring constants that have the greatest affect on them. Then group them together, estimate their future trajectories, and rank them by order of impact on your program objectives.

7. Transform

Finally, this step is about merging all your new insights with your work you did in the **311 Institute EXPLORE Model** stage. Not only will this add a huge amount of extra value to that stage, but it will also help you minimise future surprises and generate even more robust Futures Scenarios in the next stage of the program.

This **PREDICT MODEL** is part of the **311 INSTITUTE DEEP FORESIGHT FRAMEWORK**. Use it to help you discover uncertainties and unknowns in the **EXPLORE STAGE**.

P

PROBE

Actively search for and identify sources of **UNCERTAINTY** and the **UNKNOWN UNKNOWN**S in the environment .

R

RECOGNISE

Recognise and categorise the identified signals according to their relevance and potential impact .

E

EVALUATE

Evaluate the implications of these signals on your programs objectives .

D

DECIDE

Decide how to address the uncertainties and unknowns you identify .

I

INTERSECTIONS

Explore how signals, technologies, and trends could **COLLIDE** or **CONVERGE** in complimentary and unexpected ways .

C

CONSTANTS

Explore how these intersections could align with and reinforce the 311 Institute **ANCHORING CONSTANTS MODEL** .

T

TRANSFORM

Incorporate your findings into the 311 Institute **EXPLORE MODEL** and evaluate the overall potential impact .

This is one of a number of popular models you can use to explore the future .

Notes:

THE 311 INSTITUTE **IMAGINE MODEL** .

WELCOME TO the 311 Institute IMAGINE Model. Part of our custom designed **311 Institute Deep Foresight Framework**, and an integral part of all of the 311 Institutes Strategic Foresight programs, the objective of this model is to help you generate your strategic foresight programs Futures Scenarios.

In this section I will walk you through the purpose of each step of the model and how to run your own IMAGINE workshops.

INTRODUCING THE STEPS

1. Investigate

In this first step you will thoroughly investigate all of the different signals, technologies, and trends that you identified during the EXPLORE Stage of the program and then you'll categorise them all by their impacts, and then rank them by the level of impact they have on your programs objectives.

2. Map Scenarios

In this step you start mapping out and developing your draft Futures Scenarios. You also get the opportunity to storyboard them and to really start thinking about how you would explain them to others and what it might be like to experience them.

3. Assess Opportunities and Risks

In this step the draft scenarios are scrutinised to assess their potential opportunities and risks. An important step this helps ensure you minimise any future surprises and, if necessary, have a way to manage the downsides of any risks that might manifest themselves in the future. Once you've completed your assessment you should then rank your scenarios according to the level of opportunity and risk they present.

4. Generate Scenarios

In this step you take everything you have

created so far and generate your final Futures Scenarios.

5. Investigate Emerging Signals

Now that you have generated your final futures scenarios it's important to do due diligence on them to ensure that no emerging signals which could have an impact on them later on have been missed. This step is crucial to minimise future surprises and to capture any last minute signals, technologies, or trends that could have been overlooked.

6. Navigate Uncertainties

Having created your final scenarios this step is optional, but none the less we strongly advise you use **311 Institute PREDICT Model** to conduct one final check of your scenarios to try and identify any uncertainties and unknowns which, again, like the step above will help you minimise future surprises.

Notes:

7. Evaluate Impacts

In this, the final step of this stage you conduct a quick evaluation of the direct and indirect impacts that each of the scenarios you've generated could have on your programs objectives. This will then lay the foundations for the next stage, the ASSESS Stage, where you'll be doing a more thorough analysis of them all before selecting the final few to take through to the ACT Stage.

This **IMAGINE MODEL** is part of the **311 INSTITUTE DEEP FORESIGHT FRAMEWORK**. Use it to help you generate Futures Scenarios.

I

INVESTIGATE

Investigate the signals, technologies, and trends you've identified and categorise them by impact and priority .

M

MAP SCENARIOS

Start mapping out your Futures Scenarios .

A

ASSESS OPPORTUNITIES AND RISKS

Assess your draft scenarios **OPPORTUNITIES** and **RISKS**, in line with your programs objectives, and rank by impact .

G

GENERATE SCENARIOS

Generate your final Futures Scenarios by bringing everything you have discovered together .

I

INVESTIGATE EMERGING SIGNALS

Do a final sweep of your scenarios to try and identify any **EMERGING SIGNALS** you may have missed .

N

NAVIGATE UNCERTAINTIES

Using the 311 Institute **PREDICT MODEL** scan your Futures Scenarios for uncertainties and unknowns .

E

EVALUATE IMPACTS

Evaluate the **DIRECT** and **INDIRECT** impacts of your final scenarios and move on to the 311 Institute **ASSESS STAGE** .

This is one of a number of popular models you can use to explore the future .

Notes:

THE 311 INSTITUTE **ASSESS MODEL** .

WELCOME TO the 311 Institute ASSESS Model. Part of our custom designed **311 Institute Deep Foresight Framework**, and an integral part of all of the 311 Institutes Strategic Foresight programs, the objective of this model is to help you assess the credibility and viability of the Futures Scenarios you generated in the previous IMAGINE Stage before proceeding to select the final scenario - or scenarios - that you want to translate into actionable initiatives in the final stage of the program, the ACT Stage.

In this section I will walk you through the purpose of each step of the model and how to run your own ASSESS workshops.

INTRODUCING THE STEPS

1. Align With Objectives

This first step is about doing due diligence to assess whether or not each of the Futures Scenarios you generated in the previous stage align with your programs overall objectives and your organisations

strategic direction. A crucial step this step ensures that you understand how well, or not as the case may be, your scenarios align with your with your desired outcomes, your key objectives, and your priorities, and ensures that your scenarios are relevant and can contribute meaningfully to your organisations future.

2. Scrutinise Assumptions

In this step you critically examine the underlying assumptions of each of your scenarios - assumptions which if not found and examined could influence their future behaviours, trajectories, and success for better or worse. An important activity this is where you get the opportunity to hunt for subconscious bias, among other things, and assess your scenarios overall credibility and viability to make sure they are built on realistic and solid foundations.

3. Synthesise Insights

In this step the aim is to synthesise the

insights from the analysis you've done so far and identify common patterns, themes, and trends. These insights are invaluable as they'll help shape your future strategic decision making and guide many of your future actions.

4. Evaluate Impact

Having completed a significant amount of analysis already it's now time to evaluate the impact that each of your scenarios could have on the different parts of your organisation and its activities including, but not limited to, brand reputation, finance, marketing, operations, product development, sales, stakeholders, and more. A key step this will help you assess the likelihood and magnitude of different outcomes associated with each scenario, and will help you to start prioritising them based on their potential positive impact to the business.

5. Stakeholder Engagement

Open and honest engagement with key

Notes:

stakeholders is crucial for the proper analysis and dissection of your scenarios. This step involves engaging a diverse range of stakeholders from inside and outside of your organisation to get the necessary feedback from a diverse range of opinions and perspectives. Not only can this feedback be used to help you improve the relevance of your scenarios to your organisation, but it can also be crucial in helping you secure the right stakeholder buy in and support as you move to the next stage of the program, the ACT Stage, where you will finally translate your chosen scenarios into actionable initiatives.

6. Sensitivity Analysis

This final step involves conducting a sensitivity analysis to test the resilience of each scenario to different critical uncertainties or variables that could influence their outcomes. It helps identify which parts of a scenario are most susceptible to change and which are more robust, and gives you a better understanding of the scenarios ultimate survivability and viability.

This **ASSESS MODEL** is part of the **311 INSTITUTE DEEP FORESIGHT FRAMEWORK**. Use it to help you analyse and assess the Futures Scenarios you created in the **IMAGINE STAGE**.

A

ALIGN WITH OBJECTIVES

Ensure that each Futures Scenario you generated aligns with the program objectives .

S

SCRUTINISE ASSUMPTIONS

Scrutinise the underlying assumptions of each scenario to assess their credibility and validity .

S

SYNTHESISE INSIGHTS

Identify common themes in your scenarios and extract valuable insights that inform future decision making and actions .

E

EVALUATE IMPACT

Evaluate the impact of each scenario on all aspects of the organisation and rank them by positive impact .

S

STAKEHOLDER ENGAGEMENT

Solicit feedback and insights from key stakeholders from inside and outside of your organisation .

S

SENSITIVITY ANALYSIS

Test your scenarios resilience to different critical uncertainties, shocks, or variables that could influence their outcomes .

This is one of a number of popular models you can use to explore the future .

Notes:

THE 311 INSTITUTE **ACT MODEL** .

WELCOME TO the 311 Institute ACT Model. Part of our custom designed **311 Institute Deep Foresight Framework**, and an integral part of all of the 311 Institutes Strategic Foresight programs, the objective of this model is to help you finally translate the Futures Scenarios that you generated in the IMAGINE Stage of the program into actionable initiatives that can, depending on your programs goals, be anything from the creation of a new company strategy or vision to the creation of new products or programs, and anything else you desire.

In this section I will walk you through the purpose of each step of the model and how to run your own ACT workshops.

INTRODUCING THE STEPS

1. Align Vision and Objectives

This first step is about ensuring that there is a strong alignment between the Future Scenarios that you generated and the overarching objectives of your strategic

foresight program. It's critical that the vision for the future is consistent with the goals and objectives that have been set out.

2. Collaborative Workshops

In this step everyone who has a vested interest in the program and all the relevant key stakeholders must take part in one or more collaborative workshops with the exclusive goal of transforming the insights gained from the foresight program into actionable strategies. These workshops are designed to be hands on sessions where stakeholders can engage with the material and each other to craft practical steps forward.

3. Translate Into Action Plans

In this, the ultimate final step of your entire strategic foresight program, you get to translate the outputs from the previous steps into concrete action plans that have the appropriate levels of funding and support, clearly defined

goals, measurement metrics, and milestones, and suitable senior level ownership.

This **ACT MODEL** is part of the **311 INSTITUTE DEEP FORESIGHT FRAMEWORK**. Use it to help you translate your insights from the **ASSESS STAGE** into actions and strategy.

A

ALIGN VISION AND OBJECTIVES

Ensure alignment between your final Futures Scenarios and the foresight program objectives .

C

COLLABORATIVE WORKSHOPS

Facilitate collaborative key stakeholder workshops to create actionable strategies from the foresight programs insights .

T

TRANSLATE INTO ACTION PLANS

Translate your strategies into actionable, measurable, and well resourced initiatives with clear timelines and ownership .

This is one of a number of popular models you can use to explore the future .

CHOOSE YOUR FORESIGHT JOURNEY



BOOK AN



EXPERT
CALL

PERHAPS THE main reasons you're reading this codex, and perhaps some of the others in our **Codex of the Future Series**, is because you're curious about the future and want to understand how different emerging concepts, ideas, signals, technologies, and trends could impact the future of your country, industry, or organisation. Or all of them.

If that's the case then you'll no doubt quickly realise two things: firstly, there's a huge amount of information to explore spanning thousands of different topic areas, and secondly trying to explore the literally infinite number of ways they can all interact with one another, directly and indirectly, to create and shape what we refer to as "the Future" can be daunting.

Ultimately, the upshot of this is that if you want to be able to explore all this and turn your discoveries and insights into actionable initiatives which help you prepare for these Plausible, Possible, Preferred, Probable, or Preposterous futures then you need Strategic Foresight.

And this is where we come in, not with one or two strategic foresight programs, but three.

OUR THREE FORESIGHT PROGRAMS

Why three you might ask, and the answer is simple. Like the rest of us you likely only have a certain amount of resources and time that you can dedicate to a program, a certain number of people, and it's also likely that everyone participating will have different abilities, backgrounds, objectives, and strengths.

Some of you, for example, might want to run a quick, discrete strategic foresight session with just a few people during a break, some might want to run a fully fledged program that shapes the future of the organisation, and some might want to build companies that disrupt and dominate new and existing markets.

This is why, as your companion and guide through your journey into the future I developed three programs that anyone, irrespective of their ability, background, or circumstances can use.

They are the 311 Institute Deep Foresight **Horizon LITE**, **PRO**, and **ELITE** programs, and as the names imply they go from light touch and lightning fast to being fully comprehensive and requiring enduring commitment.

Horizon LITE

This is my lightest and fastest strategic

Notes:

foresight program. It's a **one hour workshop** that anyone can run with minimal facilitation, preparation time, and resources, with just a few participants. It was specifically developed for those of you who are incredibly time poor, and for executives and organisers who might want to run a foresight workshop during lunch, at a company event, or any other time.

Horizon PRO

The 311 Institute's dedicated Strategic Foresight Program meanwhile is a **multi-week program** that you can run yourselves in the comfort of your own offices and with your own teams at your own pace. As one of the worlds few end to end strategic foresight programs it has been specifically developed to take you from a blank page to a fully actionable company strategy or set of actionable initiatives - whichever you prefer.

In it I provide you with everything you need including the resources, tools, and even the mindset and skills, to run your own strategic foresight program, as well as giving you the opportunity to run your own discrete individual Framing, Research, Scenario, and Futures Design workshops if you so wish.

Horizon ELITE

Last, but certainly not least, is our Horizon Elite program, a literal first of a kind program that is so comprehensive it has its own separate codex, the **How to Build Exponential Enterprises Codex**.

Unlike the Horizon Pro program this program takes you from a blank sheet of paper to a fully launched and scaled disruptive "Exponential Enterprise" that has everything it needs to dominate new and existing market opportunities.

Based on our conversations with some of the world's largest companies, including Shell whose teams literally invented scenario planning back in the 1970's, it was specifically designed to help companies, of all sizes, in their own terminology "Cross the Chasm" and help them envision the companies and markets of tomorrow and then give them everything then needed to transition from where they are today, their current operating model, to where they want to be tomorrow, their future operating model. Hence the crossing the chasm analogy.

Called the 311 Institute **EXPLORER Program** this is a **six month program** that is considered by many Fortune

Notes:

100 companies as the Gold Standard of disruptive innovation and strategic foresight programs, with many of our clients using it to try to develop what they call "Centennial Companies" - companies who survive and thrive long enough to see in their first century of business - and the even, in the case of the UAE and other governments, develop the countries of the future.

311 INSTITUTE

HORIZON

ELITE

START WITH A BLANK PAGE

BUILD A DISRUPTIVE COMPANY

LAUNCH AND SCALE IT



AS PREVIOUSLY explained this program is so comprehensive we gave it its own book - the **How to Build Exponential Enterprises Codex** which you can download for free from our website or by using the QR code in the index at the start of this Codex.

The objective of this first of a kind program is straight forwards - to give you all the resources, tools, and mindset you need to build, launch, and scale a disruptive company - or country as in the case of many of our clients in the Middle East - that can dominate new or existing market opportunities from scratch.

That said, obviously, doing this is difficult not only requiring a paradigm shift in corporate and government culture, but also requiring simultaneous changes to the way that leadership teams evaluate opportunity and risk, and how they build capability, products, and visions, and then launch them into the markets they care about.

Born out of conversations with the leaders of some of the worlds largest companies on the one hand this program is for entrepreneurs and intrapreneurs who have nothing more than a blank piece of paper in front of them, and on the other hand it's for executives who in their own terminology talk about the problem of "Crossing the Chasm," or in other words those executives who don't have a clear picture of how their future companies would operate in what markets and what products they would sell in the future, whether that's the near, medium, or long term future.

As more executives worry about the future and their company's ability to survive and thrive in it, with PWC's latest Annual Global CEO Survey finding that 45% of 4,702 respondents across 105 countries don't believe their companies will be viable in a decade without reinvention, today you can see that today it's more vital than ever that people have access to the experts and tools they need to re-imagine and reinvent their companies. And this is precisely what the 311 Institute **EXPLORER Program**, a seven step program that puts everything you need right at your fingertips, becomes invaluable.

The seven stages are as follows:

Notes:

The **ExPLORE** and **PREPARE** stages are all about establishing the right culture and mindset within your organisation, securing sponsorship and resources, recruiting the Core Team who will lead your program, and recruiting the **PATHFINDER** and **PIONEER TEAMS** who will assume the central role during the program's **LAUNCH** phase, with the Pathfinder Team helping to create disruptive innovations that align with Horizon 3 thinking, and the Pioneer Team finding new ways to extend the competitiveness of your company's existing products in line with Horizon 1 and 2 thinking.

The **LAUNCH** phase is then all about discovering new disruptive ideas, technologies, and trends and developing new product and product concepts that will help your organisation dominate existing markets while at the same time opening up new market opportunities.

The last four stages which are **ORGANISE, REVIEW, EXECUTE, and REPEAT** then give you everything you need to develop your new go to market strategies, raise capital and create new company vehicle structures if desired, and sell and promote these new products into the market. And then, of course, starting all over and repeating everything again.

311 INSTITUTE

HORIZON

LITE

RUN A 60 MINUTE FORESIGHT SPRINT

LET'S FACE it in today's fast paced unforgiving world we can all play the "I'm too busy" card - even too busy to run a strategic foresight program that could save the company from future bankruptcy and ruin. Burn.

Alright, I know you get the point otherwise you wouldn't be reading this codex, and I'm just playing with you there. But, on a more serious note, if you only have an hour or so to spare in your hectic day, week, or month then I still don't think you should have to miss out on running your own strategic foresight program, so that's why I've developed this special one hour sprint that you and your colleagues can do in your lunch time - assuming your busy schedule allows you a lunch time that is.

To keep things simple this sprint focuses solely on exploring alternative futures and ideating new products so you can realise the benefits of those futures and or minimise their downsides in a very fast way. And, while it's true that it's impossible to boil the ocean as they say in an hour these fast sprints are purely designed to let anyone, with minimal commitment, resources, and skills, generate impressive results that inform your future thinking and help you

generate new product ideas that have future potential and market impact.

So get going.



1**10 MINS****WELCOME & INTRODUCTION**

Clearly outline the workshops objectives and time horizon, the topics you're interested in and the their importance, then give participants a brief introduction to Foresight and Horizon thinking.

2**15 MINS****IMAGINEERING . THINK WHAT THE FUTURE COULD LOOK LIKE .**

Participants contemplate and discuss the impact the future could have on the chosen topics. They can be given help and access to research materials and can use the **Solution Board Worksheet** as an companion aide. Once discussions are concluded their output - the opportunities or problems - should be entered onto the **H123 Assumptions Worksheet**.

3**15 MINS****SOLUTIONEERING . IDEATE INITIATIVES AND SOLUTIONS .**

Participants now have the opportunity to think about what new initiatives or solutions the organisation could create to address these opportunities or problems. Use Reverse Brainstorming if they get stuck. When complete both the problem and the accompanying initiative or solution should be summarised and entered onto the **Idea Feasibility Map Worksheet**.

4**10 MINS****VOTING TIME . VOTE ON THE TOP INITIATIVES AND SOLUTIONS .**

Ask the participants to quickly debate and vote on the initiatives or solutions they would like to see being taken forwards and actioned by the organisation.

5**10 MINS****SUMMARY & NEXT STEPS**

Summarise and close.

H123 ASSUMPTIONS

311 INSTITUTE : 311 TRENDS AND FORESIGHT CODEX : FORESIGHT SPRINT WORKSHOP



Use this sheet to map out the key assumptions you have made for the time horizons you care about, place each assumption in the appropriate Horizon, these being Horizon 1 for near term, Horizon 2 for medium term, and Horizon 3 for longer term assumptions.

HORIZON 1

HORIZON 2

HORIZON 3

+

IMPACT

-

WHAT WE CARE ABOUT :

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IDEA FEASIBILITY MAP

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Use this sheet to map out your ideas by how easy or hard they are to do where this includes everything from developing to implementing and marketing the ideas.

HARDER

FEASIBILITY

EASIER

+

IMPACT

-



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SOLUTION BOARD

311 INSTITUTE : 311 TRENDS AND FORESIGHT CODEX : FORESIGHT SPRINT WORKSHOP



Use this sheet to explore the assumptions you've made about the future, the problems those assumptions create for your customers, and how you would solve those problems for the customer groups you've identified.

TEAM NAME AND NOTES:

1

ASSUMPTIONS

The assumptions you are making about the future as it relates to your chosen topic.

2

PROMPT

Any facilitator prompts or suggestions.

SO WHAT ?

What problem or problems do these assumptions create for your customers, and why would they really care?

THE STAKEHOLDERS

Who are the real stakeholders with these problems? Describe them.

THE SOLUTIONS

Ideate solutions to these problems.

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innovation resources.



**“ PATIENCE AND FORESIGHT
ARE THE TWO MOST
IMPORTANT QUALITIES
IN BUSINESS . ”**

- Henry Ford , Founder , Ford Motor Company

311 INSTITUTE

HORIZON

PRO

START WITH A BLANK PAGE

RUN A FORESIGHT PROGRAM

CREATE YOUR NEW STRATEGY



THE SOLE purpose of the Horizon Pro program is to give you everything you need - all the resources, tools, and mindset - to take you from a blank piece of paper to a fully developed actionable company strategy that you can execute - with this latter component setting this program apart from all its peers.

As always, our objective at the 311 Institute is to provide you with everything you need to help you become future fit, future ready, and dare we say future proof. Okay, maybe not future proof but in our heads that's our ultimate objective. The result of which means you now have access to an easy four stage strategic foresight program that you can run in its entirety, or just cherry pick the parts of it that you're most interested in.

The four stages are as follows:

1. FUTURE FRAMING

The first and arguably most crucial stage is the ability to clearly frame and articulate your programs objectives and scope and the kinds of detailed or broad brush Horizon 1, 2, or 3 futures you want to explore during it.

2. FUTURES RESEARCH

The next stage in your quest to envision and explore the Plausible, Possible, Preferable, Preposterous, and Probable short, medium, and deep futures, is to gather lots of relevant qualitative and quantitative research - which can include any kind of information from any source - that you can analyse and use to develop your futures scenarios with.

3. FUTURE SCENARIOS

Next, the development of different future scenarios and the ability of different stakeholders to empathise, explore, and experience them and their many intricate implications is another crucial part of the program whose importance must not be underestimated.

4. FUTURE STRATEGY

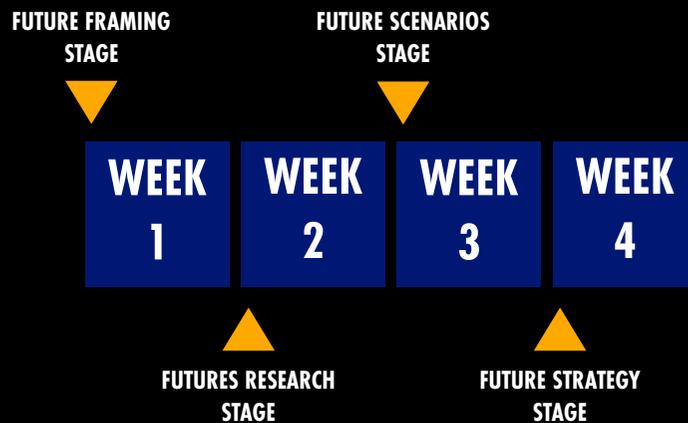
Then last, but not least, in the future strategy stage of your program your mission is to select a small number of preferable scenarios from the previous stage, assess and filter them, and translate the winning scenario into an actionable company strategy that you can execute.

HORIZON PRO PROGRAM TIMINGS

During the course of this program you will learn how to frame and create futures scenarios that align with your organisations core mission and future objectives then translate them into actionable organisational strategies and visions.

SCHEDULE

You have **FOUR WEEKS** to complete this program. However, if you need more time or less then that's your call.



PROGRAM PREP



WHETHER YOU'RE running the entire 311 Institute Strategic Foresight Program or just a few discrete workshops that focus on one or more of the four stages - Future Framing, Futures Research, Future Scenarios, or Future Strategy - you'll need to be prepared, so in this section I'll be giving you everything you need to prepare and run anything or everything that you want.

GET READY

You'll find that preparing and running your workshops is an involving process that requires a deep understanding of both the theoretical underpinnings of futures studies and the practical considerations of workshop facilitation, so here I've synthesised a brief overview of what I consider to be the key topics you'll need to be aware of to help you through the process.

1. Understand Futures Foresight

Before diving into the practicalities of running your own workshops it's crucial that you have a firm grasp of the principles of Futures Studies. This discipline is not about predicting the future, but about exploring multiple

future scenarios and understanding the dynamics that might lead to them.

2. Define Clear Objectives

As with anything you set out to do you're always going to achieve more and be more likely to succeed if your program and workshops have clear objectives - this is just one reason why the first stage, Future Framing, is so important.

These objectives can be anything you like, and once formed they will guide and influence every aspect of your program, from participant selection and the location you run out of, to the methods and tools you use, and everything in between.

3. Select the Right Participants

Programs thrive when the participants are a diverse group of individuals comprised of divergent - rather than convergent - thinkers that are fully engaged with the process. This is why the most successful programs and workshops always include people with a broad range of backgrounds and experiences. Therefore, keeping this at the fore front of your mind, be sure to recruit

Notes:

participants from different backgrounds and industries as well as with different experiences and seniorities.

4. Choose your Methods and Tools

There are many methods and tools that you can use in your workshops and each of our program stages include details of the ones we use and recommend as well as any additional resources we think you'll find helpful.

That said though ultimately the ones you choose will depend on your objectives, your participants, and what you're comfortable with, so if you aren't a fan of our recommendations then just go ahead and substitute them.

5. Design an Engaging Agenda

To get the best from the program it's important that you have a good agenda with a good flow that can keep the energy and momentum of the program going from start to end, so be sure to craft an agenda that builds gradually, builds bonds between participants, and that builds a common understanding of futures thinking, as well as one that appropriately balances discussions,

interactive activities, participatory exercises, and other tasks with the experience and expertise of your participants and your objectives.

6. Facilitate Effectively

The facilitators role is to guide the discussions during the workshops without dominating them. We recommend that your facilitator or facilitators, depending on the size of your program, should be knowledgeable of the process, be proactive and well respected, understand that they are in control of the sessions and are responsible for their smooth running, and that they should be capable of managing divergent viewpoints constructively while keeping all of the participants engaged and focused.

7. Incorporate Real World Context

Throughout your program it's important that your scenarios and discussions are grounded in a real world context. Not only will this make the exercises more actionable and relatable for the participants, but it will also help ensure that technological advancements, trends, and other factors are incorporated into your scenarios.

Notes:

8. Document and Follow Up

As with any activity it's important that you maintain good documentation through and that you meticulously document the outcomes of your workshops. This includes documenting all key insights and outputs, the range of scenarios developed and resulting potential strategies, as well as all manner of other information - all of which should then be shared with the participants and relevant stakeholders. Additionally, you should also plan for follow up sessions to revisit the scenarios and refine strategies as needed.

9. Continuously Learn and Adapt

Finally, the field of futures studies is continually evolving, and nothing stays still so you should do your best to stay abreast of new case studies, methods, and theories. You should also reflect on each workshop and seek feedback to continuously improve your approach.

CONCLUSION

Running a successful futures foresight program demands a blend of continuous learning, practical skills, and theoretical

knowledge, all of which we provide at the 311 Institute. By following these guidelines and staying open to new ideas and perspectives you should now be able to facilitate workshops that not only explore possible futures but also inspires innovative thinking and strategic planning within your organisation.

FUTURE FRAMING



Notes:

BEFORE YOU even think about beginning your foresight program you first have to clearly define and communicate your objectives and scope, and your conduct and performance during this stage can determine the success or failure of your entire program.

While there are many methods you can use to frame your program in my opinion this one I'll walk you through is the simplest and yields the best results for organisations who want to create compelling futures scenarios that can be converted into real world actionable strategies and visions.

Framing, which includes both the creation of a single clear "Mission Sentence" that will become your program's North Star, as well as planning the details of how you're going to run your program is made up of three distinct components: **Domain Description**, **Assessment**, and **Logistics**, and I'll get to those soon.

CRAFTING A MISSION SENTENCE

Your first objective during this stage is to craft your all important mission sentence which involves conducting as many interviews as possible with all manner of different stakeholders - both within

and external to your organisation - with the aim of gathering together all the information described in the following domain description section.

While your final sentence can arguably have any structure and contain all manner of "things of interest" such as activities, behaviours, industries, target groups, time horizons, topics, and many others I'd strongly encourage you to be wary of crafting sentences that are too broad or too detailed since both these could impact your teams ability to discover meaningful insights and affect the overall value of your program.

Some Examples

While there are no limits on the final sentence you construct there are obviously good examples and bad ones so here are two good ones to get you off to a flying start.

The first way is to craft a straight forwards "Future of [Something] in [Year]" sentence that you can explore with an example of being "The future of Mobility in 2040" which, unsurprisingly, means that the futures scenarios you create in the next stage will explore the future of mobility in the year 2040.

SOME EXAMPLES .

"OUR FUTURES SCENARIOS WILL EXPLORE THE ...

... FUTURE OF ENERGY IN 2040."

... FUTURE OF ENERGY BUYING IN 2040."

... FUTURE OF ENERGY BUYING IN JAPAN IN 2040."

... IMPACT OF RENEWABLES ON OUR ENERGY PORTFOLIO IN 2040."

... AND MANY MORE."

SO MANY EXAMPLES . SO MANY POSSIBILITIES .

Notes:

The second way is to structure your sentence as a question such as “How will [Target Community] [Do Something] in [Year] and how will that affect [Something]?” with a simple example being “How will families buy electricity in 2040 and how will that affect our future product development?”

As you can see when it comes to crafting your own sentence it’s not particularly hard to do, but that said it’s absolutely crucial that you fully understand your organisations objectives, misunderstand them or get them wrong and your entire program will be focusing on the wrong goal and end up failing to deliver the expected value.

It’s also important to note that the sentence you craft invites open ended responses rather than Yes No ones which help to reinforce your programs objectives - namely to create futures scenarios and not predictions.

Finally, the sentence type you choose should be dictated by your organisations operational concerns and objectives, which is something you can determine as you conduct your pre-program interviews.

DOMAIN DESCRIPTION

Now I’ve walked you through the basics of a good mission sentence it’s time to gather together all the information you’ll need to create it, and this is where the domain description component comes into play.

The first component of framing, domain description, involves deciding what kind of future scenarios you want to create and focus on so, unsurprisingly, it forms the bulk of this stage.

It has four steps: Focal Issue, Geographies, Time Horizon, and Stakeholders, and working through each of these steps will help you zero in on the things that matter most to your organisation so you can craft that perfect sentence.

Focal Issue

This step describes the central issue - the focal issue - that your organisation wants to explore, and determining this will arguably be your greatest challenge as all the stakeholders you interview during this step will likely all have their own politically skewed objectives and competing agendas. It is important,

Notes:

therefore, that you have a plan, remain unbiased, and that your program is led and supported by people who are able to see the big picture and render all these agendas and objectives into a format you can use.

Geographies

In this step you constrain your programs geographical boundaries because, let's face it, when it comes to researching your focal issue there will be some countries or territories you'll be interested in and some it won't, so it's important that your team knows what these boundaries are.

For instance, on the one hand futures scenarios with the focal issue "The future of Mobility in 2040" might well prefer to take a global viewpoint, while on the other scenarios such as "How will [People] in [Territory] buy [Products] in [Year]?" could take more of a local viewpoint.

Needless to say adding these geographic constraints into your mission sentence will have a significant impact on your entire program and its outcomes.

Time Horizon

In this step you must decide how many years into the future the scenarios your teams create are going to cover. For most organisations the bare minimum is five years, below which a forecasting rather than foresight approach would probably be best, but needless to say futures scenarios can go as far into the future as you like and, for example, we have plenty of clients who want to be able to celebrate their hundredth year in business so look ahead fifty years or more.

When thinking about what your ideal time horizon is it's also advisable to consider the impact that various Social, Technological, Economic, Environmental, and Political (STEEP) trends, as well as others such as industry and market specific ones, could have on your focal issue and align with them appropriately.

These trends can literally include anything and everything but ones such as the rate of technological change as well as the social and political trends at play within your geographies and markets of interest should always be at the forefront of your mind.

For example, when it comes to technological change it should be fairly easy for you to figure out which technologies you should be paying

Notes:

attention to by looking at your focal issue and determining which technologies are embedded into it. Then, the faster the rate of change of such technologies, as I've discussed elsewhere many times before, the shorter your time horizon should be.

For instance, scenarios with a focal issue that includes "DeepFakes" or even more broadly "Entertainment" could have a relatively short time horizon, while scenarios with a focal issue that includes "Climate Change" could have a much longer one. Fundamentally this difference is because of the different rates of technological change embedded within those focal issues and the ones you care about.

Meanwhile, when it comes to political and social trends you might more closely align your time horizon with election cycles or important social issues of the time.

As you should be able to tell from just these few examples selecting the right time horizon for your program can be trickier than you might at first think, but nonetheless it's important everyone agrees on it and makes an informed choice.

Stakeholders

This final step refers to all the different stakeholders of interest to you - both external and internal to the organisation - who can add value to your program and who could be directly or indirectly impacted by your focal issue and your futures scenarios.

Stakeholders can literally include anyone who you think will be relevant including but not limited to advisors, customers, executives, experts, partners, and even competitors, as well as advocacy groups, communities of interest, policy makers, and many others.

If there's a key take away here then it's leave no stone unturned, and making sure you include and interview everyone you need to, while maintaining cultural and political neutrality, will be crucial when it comes to helping you craft and explore your future scenarios and their impact on each of the different stakeholder communities you care about.

ASSESSMENT

Now you have completed the first component assessment involves deciding the purpose of your futures scenarios. For

Notes:

instance, what are they going to be used for.

Unlike domain description which focuses simply on your organisations objectives for the program this component focuses more on the desired overall outcomes for your program and how they will all be measured. It has two steps: Expected Outcomes and Measurement.

Expected Outcomes

These are your organisations desired outcomes for the program, and they can be tangible and non-tangible.

They can also have an impact at the organisational level, for example to influence future investments and inform innovation, recruiting, and training initiatives, as well as at the individual level, such as building awareness, creativity, and engagement.

Once you've chosen the outcomes that matter to you and that you want to realise then you'll then need a way to measure them.

Measurement

This step refers to all the different methods and tools you have at your disposal to assess at the end of the program whether or not it's achieved your expected outcomes. While this step can include simple activities such as conducting interviews and surveys it can also include more advanced methods such as Case Study Analysis, Grounded Theory Analysis, Regression Analysis, and many other methods. Ultimately, the method you choose will be based on your own organisations goals and objectives and the level of resources you have at your disposal.

LOGISTICS

Finally, the third and last component of this stage, logistics, involves planning all of the technical particulars of the program itself, and needless to say there's a lot to think about and do during this component to make sure you have everything and everyone you need to give the program the best chance of success.

From selecting your program's Scenario Team, facilitators, and other necessary stakeholders, to determining the duration of the program and the right location and facilities, as well as ensuring you

Notes:

have all the resources and support you need there's a whole host of things you need to be on top of.

STAKEHOLDER MAP

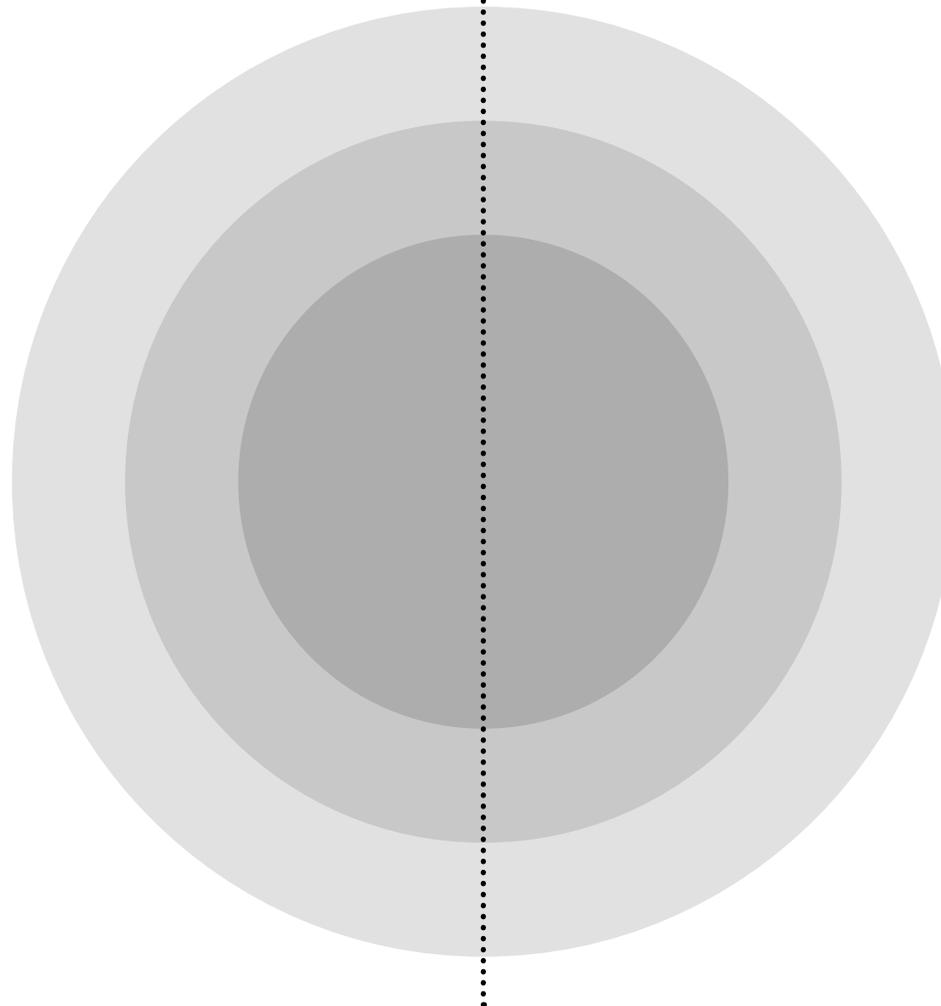
311 INSTITUTE : 311 TRENDS AND FORESIGHT CODEX : FRAMING STAGE



Use this sheet to map out the external and internal stakeholders who are most relevant to your program and its objectives. Place the more relevant ones nearer to the center of the circle and the less relevant ones towards the edges, and remember to include senior stakeholders.

TEAM NAME AND NOTES:

EXTERNAL : **INTERNAL**
STAKEHOLDERS : **STAKEHOLDERS**



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**“ THE FUTURE ISN'T
WHAT IT USED TO BE . ”**

FUTURES RESEARCH



Notes:

WHEN IT comes to trying to craft futures scenarios or decode, envision, and predict the future the “‘What’ [happens next?]” is equally as important as the “How?” and “When?” it, whatever it is, happens.

However, in order to answer these and other pertinent questions, and to find what we call the “Driving Forces” of change that will shape the future, you’ll need to be disciplined about how you conduct your futures research, and focus on its breadth, depth, and quality.

BEWARE THE FUTURE PARADOX

Ironically, when it comes to forecasting the future one of the odd things you’ll need to get your head around is that there’s a paradox to contend with that if left unmentioned could lead to teams being over confident in the accuracy of their predictions and have unintended consequences down the line.

On the one hand we are often regularly told even by many Futurists - just explore YouTube or your favourite information source - that you can’t predict the future. But, on the other all of us know with certainty that in the future Artificial Intelligence (AI) will be

more capable and powerful, battery and computer storage densities will be greater, cameras and imaging systems will be higher resolution, computers and networks will be faster, and that cars will be autonomous and electric - just for example.

Which then leads us to wonder how is it that almost anyone - even Joe public off the street - can know any of these things with any kind of certainty? And the answer is simple. It’s because we can all see these things happening with our own eyes, and analyse, assess, and extrapolate out thousands of complimentary data points and indicators.

For example, in the case of Electric Vehicles (EV) we can - dare I say - be certain that future vehicles will be battery based - vehicles that people refer to as Battery Electric Vehicles or “BEV” for short.

The reason for this is because we can see them in the showrooms and on our roads, we can see sticker prices falling and numbers and ranges increasing, we can see more investments being made and more infrastructure being built, and we can read about the new government policies which ban the sale of internal combustion engines from 2035 onwards.

Notes:

Gather together these and lots of other relatively easily observable data points and it doesn't take a highly paid professional foresight team to figure out that the future of vehicles, and ergo mobility and transportation in general, will be electric and battery based.

Making a "prediction" like this is only possible because in some cases we have enough experience, expertise, and insights, to let us see beyond the horizon with almost abject unabated confidence. Yet, even though at times it seems like we can be absolutely certain with our predictions there are always "Wild Cards" that can creep in and change things.

I call this the future paradox, and sometimes these wild cards might mean we have to modify our predictions mid flight, and in others they can quickly render what seem even our most confident predictions obsolete.

In the case of BEV's for example these wild cards can include the sudden reversal of government policies and favourable tax incentives - as we saw happen with the Trump administration in the early 20's. Then there's also the potential emergence of new breakthrough innovations and technologies, such as the ability to

distribute Hydrogen through the existing gas networks, and the development of fuel cells - the combination of which could suddenly make Hydrogen Fuel Cell Electric Vehicles (FCEV) an increasingly viable alternative, and many other examples.

It's for these and other reasons therefore why we must always prepare our forecasts and futures scenarios carefully, be able to adapt them quickly, and only ever present the future in terms of Plausible, Possible, Probable, Preferable, and even Preposterous futures - setting the right expectations is everything.

RESEARCH AREAS

When it comes to crafting and exploring all these potential futures and researching information that is pertinent to your program there are many sources of information you can explore to gather together the information and insights you'll need to create and inform your futures scenarios in the next stage. Below are just a few.

Alternative Industries

The vast majority of organisations all

Notes:

too often limit their research to what their competitors and peers in the space are doing, but as organisations become increasingly digital and global, and as the boundaries between many previously distinct and siloed industries continue to erode the things and trends that could influence and shape your own future are just as likely to come from another alternative industry as from your own.

Alternative Languages

When doing your research searching in alternative languages can also yield a valuable amount of information, with the added bonus that this particular approach can also provide you with a new perspective on things.

Centers of Gravity

Part of being a good foresight expert or futurist is being able to detect intangible signals that could easily be missed or overlooked by others that could have material consequences on what the future ends up being. One of the methods we use to identify these intangibles is to look out for what we call Centers of Gravity. Just as we can see new stars in spiral galaxies being formed by spotting the tell

tale signs of inter stellar gasses coming together around a center of gravity we can use this same principle to identify signals that look they are coalescing and then assess the likelihood that they'll create a new trend, technology, or futurescape.

Disruptive Startups And Upstarts

Today starting a business is cheaper and easier than ever before and with net new company registrations soaring above 100 million in just the past few years there are more entrepreneurs than ever before looking for chinks in established industry value chains and developing new products and services that help them craft the future in the image of their choosing rather than cow towing to the status quo. As a consequence while there is a huge amount of noise in this space there are also many inspirational things and trends for you to discover and explore.

Explore Far And Wide

Many people often limit their foresight programs to the confines of their own country, industry, or language, but by exploring wider and further than these artificial boundaries you will be amazed

Notes:

at the sheer volume and variety of new insights you'll discover.

Exponential Investors

The global investment community is often an area that most people overlook when it comes to researching new things and trends, but they like you are trying to predict and shape the future for their own advantage so in some ways they're your kindred spirits in this program - all of which makes them and their portfolios good candidates to research.

Exponential Problem Hunters

There are a great number of mass market exponential problems worth solving and exploring, so take time to research the challenges the world is facing and take time to explore the things and trends that they're fuelling.

Exponential Technologies

The 311 Institute **Codex of the Future Series** of books includes details on hundreds of emerging and exponential technologies that are all blank slates waiting for explorers like you to discover,

these technologies are also often the driving force behind many of the new products and services, as well as things and trends we see, so your aim should be to explore as many of them as possible in order to understand how they could influence and shape the future.

Trend Hunters

The 311 Institute **Codex of the Future Series** also includes details on hundreds of powerful emerging trends that you can explore and research, all of which in their own way will influence and shape the future. By exploring them all you'll quickly discover that many of them influence many of the research areas I've highlighted here, and the scenarios and themes you care about.

**// THE BEST WAY TO
PREDICT THE FUTURE
IS TO **CREATE IT** . //**

- Abraham Lincoln, 16th US President

DRIVING FORCE PROFILE

311 INSTITUTE : 311 TRENDS AND FORESIGHT CODEX : RESEARCH STAGE



Use this sheet to dive into a particular driving force - an insight, technology, or trend - in more detail, examine its potential applications within your business, and then plot the overall market impact and ease of adoption of those applications.

TEAM NAME AND NOTES:

1

DRIVING FORCE DESCRIPTION

Describe this driving force in detail including its origin and estimated future trajectory.

2

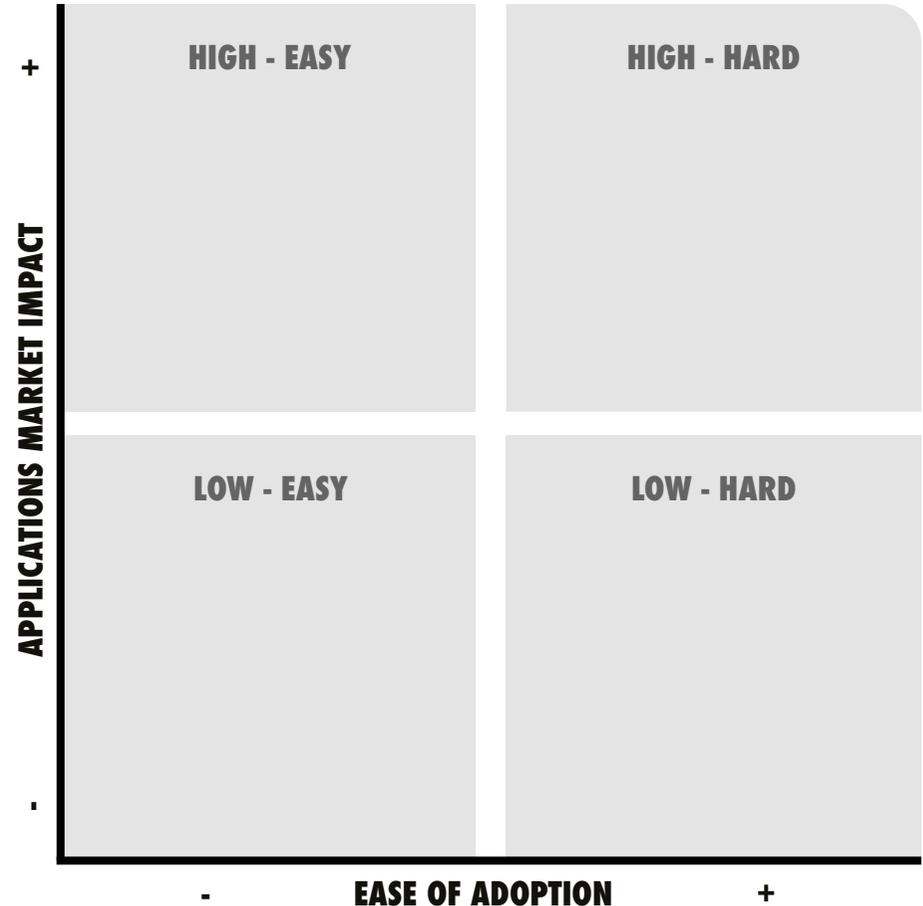
DRIVING FORCE IMPACT

What impact will this driving force have on our business and the markets we care about?

3

POTENTIAL APPLICATIONS

Provide examples or illustrations of its potential applications in your business and then plot their Market Impact and Ease of Adoption on the adjacent chart.



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IT2 IMPACT MATRIX

311 INSTITUTE : 311 TRENDS AND FORESIGHT CODEX : RESEARCH STAGE



Use this sheet to categorise all the insights, technologies, and trends (IT2) you identified during your research according to their likely impact on your organisation and your programs scope.

TEAM NAME AND NOTES:

IMPACT	+	CRITICAL			
		MAJOR			
	-	MINOR	REMOTE	POSSIBLE	LIKELY
			-	LIKELIHOOD	+

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FUTURES SCENARIOS



FUTURE SCENARIOS is the stage that gives organisations the prime opportunity to combat the bias, misguided confidence, and tunnel vision that all too often affects and paralyses day to day business decision making by first identifying trends and uncertainties and then using them, along with other futures research, to create all manner of scenarios that stakeholders can debate, discuss, and explore which can then be used to enrich and inform your organisations near, mid, and long term strategy, thinking, and visions.

Among other things good futures scenarios not only help organisations create compelling shared visions of their preferred futures, but they also help foresight teams and stakeholders compensate for two common errors in futures related decision making and forecasting - namely the under prediction and over prediction of future change.

While most organisations are guilty of making the first error, even though it's evident for everyone to see that the global rate of change and disruption is accelerating, ironically many futurists - even the likes of Isaac Asimov and Alvin Toffler - are guilty of making the second error. All of which, if not properly addressed, could leave your organisation in a quandary, because on the one hand

you could have a group of stakeholders who are predisposed to under predict the future and on the other you could have others who might over predict it and expect levels of science fiction like change that, in the case of Asimov and Toffler, for example, many decades later still haven't materialised, such as Artificial Intelligence (AI) where robots don't yet outsmart us, medicine where we are still losing the war against Cancer, and space travel where we are still mostly Earth bound.

This stage is therefore a critical part of your program that allows you to chart a middle ground between these two opposing groups and create views of the future that are more reasonable and more likely to happen.

As an additional benefit the scenarios you craft can also be used to enhance the robustness of your organisations strategic thinking by helping you identify and challenge stakeholders underlying assumptions, as well as its conventional or established wisdom. It can do this in several ways. For example, by helping improve stakeholders awareness of change by shedding light on the complex interplay of underlying trends and uncertainties, by enhancing your organisations sensitivity to early and weak signals of the changes that lie

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ahead and, most importantly, by giving everyone an open platform that lets them think through possible futures and explore and rehearse appropriate responses to them with impunity.

FUTURES SCENARIOS BASIC PRIMER

Now I've detailed the benefits of creating future scenarios let's level set quickly and walk through what futures scenarios actually are.

Scenarios are an important forecasting technique that organisations can use to create narratives about the future that they can use to debate, discuss, explore, and visualise that future.

While there is no creative limit on the methods or tools you can use to create your scenarios or how you present them to stakeholders there are obviously some that are more popular than others.

For instance, you can present your final scenarios to other stakeholders using imagery, presentations, story boards, videos, or even role play. You can even, if you choose to as some organisations are now doing, present them as Virtual Reality (VR) constructs. Unsurprisingly though the format you choose to use

will depend on the time and resources you have available so it shouldn't come as much of a surprise that the majority of organisations choose to create text based narratives that can take the form of everything from news articles to short form stories.

Irrespective of the format you choose to use though your futures scenarios must be able to clearly convey to your stakeholders the behaviours and impacts they will have on your organisations objectives as well as, if desired, business, culture, and society.

CREATING YOUR SCENARIOS

When it comes to the methods you can use to develop your futures scenarios there are, again unsurprisingly, more than you can shake a stick at so I've chosen the two that in my estimation are the easiest to follow and yield the best results.

The 6 Future Archetypes

This, the first method, helps you understand the characteristics of all the different driving forces you identified in the Research stage of this program which

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will all, in one way or another, influence and help shape your futures scenarios. It has three steps.

First, explore your driving forces behaviours and categorise them according to the following six archetypes namely Baseline, Chaos, Collapse, Expansion, Regression, and Transformation - each of which describe their overall expected future behaviour.

Diving into what each of these terms mean Baseline is the continuation of the present status quo as it exists today that, importantly, doesn't change at all in the future. In short you can also think of this archetype as being a never changing "Stable State" hence the term Baseline.

Chaos is just as it sounds, where patterns and trajectories are no longer identifiable and everything becomes chaotic and unpredictable. It's also important to note here that you should not confuse unpredictable for uncertain as these are two very different terminologies.

Collapse is the worst case scenario and represents a future where the driving force or forces you're interested in reach their limits and collapse. In other words they cease to be.

Expansion is the continuation and

enhancement of the current trajectory of a driving force. In other words an expansion, or cautiously an evolution, of the present. While this might at first appear similar to the Baseline archetype it's important to note that they are indeed different since this is a continuation of the presents trajectory rather than an unchanging continuation of its current status quo.

Regression is when a present day driving force reverses and returns to a previous state - whether that state is recent or in the deep past.

Transformation represents a radical departure from the present due to a disruptive or transformative event and represents a time of new normals.

Now, having categorised all of your driving forces, secondly you need to give them all weightings according to their overall expected impact on your programs pre-determined objectives within the time horizon you care about.

Thirdly, it's now time to create your futures scenarios using the above categorisations to guide your thinking, and it's important to note that they can't be completely produced by your imagination - you'll need to be able to support each of your narratives with

Notes:

quantitative and qualitative information. When we create scenarios using this method there are, however, a couple of things you need to pay attention to.

First, you need to take into account all the driving forces you identified in your Research stage, even if their behaviour is counter-intuitive, stretch your imagination to think of alternative counter intuitive futures, and then support such arguments with references. Needless to say though this can be a quite laborious research task.

Secondly, you must remember that the scenario archetypes are generic. They're not necessarily positive or negative, good or bad, so they should be interpreted in both ways, and ideally include both positive and negative elements in order to make your futures scenario more plausible. Indeed, reality is never either completely Utopian or Dystopian it's a mix of both, and the same applies to scenarios.

The Uncertainty Matrix

The next method I'm going to talk about, which has its roots in the popular 2x2 Matrix, pairs the two driving forces of highest importance and greatest

uncertainty that you identified during your Research stage with one another to help you craft your futures scenarios. It consists of four steps.

First, taking the top driving forces you identified during the Research stage cluster together the ones that have a high mutual impact on each other. And what I mean by impact, just to be clear, is the degree they alter and influence one another's future behaviours and trajectories.

Second, using a line - a single Y axis - with the labels Plus or Minus determine what the extreme behaviours of these clusters could look like. We call these extreme behaviours "Factors" and once you've come to a conclusion about what these factors could look like give each of them a suitably descriptive name or tag line.

Third, plot these factors against two axes - an X and Y axis - one labelled "Impact" and the other "Uncertainty."

Forth, once you've completed your chart select the level of Impact and Uncertainty you want to base your scenarios on and craft your narratives based on the factors in those areas.

When creating scenarios using this

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method it's important to remember not to forget all of the other driving forces you identified during your research but chose not to include in your chart. In other words, for each scenario you craft you'll still have to take into account the behaviour of the factors both inside and outside of your chart.

SCENARIO BUILDER

311 INSTITUTE : 311 TRENDS AND FORESIGHT CODEX : SCENARIOS STAGE



Use this sheet to examine different driving forces and craft futures scenarios that you can discuss and explore in more detail.

TEAM NAME AND NOTES:

LIST OF DRIVING FORCES

List the driving forces you care about ranked by importance below then use the adjacent chart to compare them to one another and develop scenarios.

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8

+
WRITE NAME OF DRIVING FORCE HERE
-
-

SCENARIO 1 HIGH - LOW

Write a description of this scenario

SCENARIO 2 HIGH - HIGH

Write a description of this scenario

SCENARIO 3 LOW - LOW

Write a description of this scenario

SCENARIO 4 LOW - HIGH

Write a description of this scenario

WRITE NAME OF DRIVING FORCE HERE

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SCENARIO IMPACT MATRIX

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Use this sheet to categorise all the futures scenarios you developed according to their likely probable impact on your organisation and your programs objectives and scope.

TEAM NAME AND NOTES:

IMPACT	+	CRITICAL			
		MAJOR			
	-	MINOR	REMOTE	POSSIBLE	LIKELY
			-	LIKELIHOOD	+

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FUTURE STRATEGY



Notes:

TRANSLATING YOUR future scenarios from the previous stage into actionable future business strategies is an important but often over looked step. Indeed, a lot of organisational foresight work often stops after the creation of the scenarios in the previous stage while in reality they should always be used to help stakeholders create more robust and resilient future business strategies and visions.

Organisations can find the link between these two stages problematic for all manner of reasons. For example, it can be because of the lack of effective communication between the Scenario Team and other stakeholders, the unexpected withdrawal of funding or resources, time constraints, and many other reasons - most of which you'll find are avoidable with proper program management and planning.

You should also not underestimate the importance of having a structured and rigorous methodology you can use that enables your scenarios to be fruitfully used for decision making, and that ultimately helps you translate them into effective business strategies.

That's what I'll be covering in this section, and as I've mentioned previously while I'm going to walk you through some of

the most effective methods ultimately the ones you choose should be based on your organisations culture, objectives, and resources.

SCENARIO IMMERSION

The first method we'll take a look at is called Scenario Immersion. Developed by Ralston and Wilson of the Stanford Research Institute in their book "Scenario Planning Handbook" this method involves performing structured mindstorming about the implications of a different futures will have on the organisation.

In scenario immersion, the scenarios are presented to as many organisational stakeholders as possible in a workshop format. Then, for each scenario, each individual in the group is asked to identify as many threats and opportunities that that scenario presents for the organisation without any concern for their probability, and to write them down on sticky notes.

This could take several rounds and should be done until saturation, for instance when no new threats or opportunities are found. The facilitators then cluster the sticky notes into similar categories or groupings.

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Finally, these stickies are placed where everyone can see them in the workshop room, and every member of the group is asked to act like decision maker and identify strategic responses to those threats and opportunities - these responses will be the basis of a strategic plan.

The strength of this method is that it allows an organisation to deepen the scenarios by quickly generating rich feedback to the scenario planning exercise, and the resulting full spectrum of ideas presented in dozens of sticky notes can be useful for decision making.

The downside of this method is that the strategies contained in those stickies might not be implementable because they're not created by the management, but by organisational members who might not be fully aware of the sunk costs and previous plans that are inherently constraining the organisation.

In other words, a limitation of this method is that it is disconnected to the company's strategic past. This limitation is what may lead us to use the next method.

WIND TUNNELLING

Wind tunnelling which is a form of policy stress testing takes its name from wind tunnels - the systems that are used in vehicle engineering to test whether or not new vehicle concepts can withstand all manner of different erratic weather conditions.

In the corresponding foresight method, these erratic environmental conditions stand for the different conditions in the external environment presented in each scenario, while the vehicle stands for the pre-existing strategies of the organisation.

Unlike the previous method this one takes into account your organisations pre-existing strategies before a scenario evaluation exercise because it uses a so called wind tunnelling matrix to stress test all of your pre-existing strategies, such as marketing and research strategies, which are listed as rows, along with any others you wish to include, against each of your futures scenario which are listed in the columns.

More precisely, as with actual wind tunnels your organisations pre-existing strategies can then be evaluated against all of the different "strong conditions" of each one of your scenarios. Then, if they can resist them they are robust and can be retained, and if not then they either have to be redesigned or done away

Notes:

with.

The strength of this method is that it allows an organisation to pinpoint which pre-existing strategies are not going to be compatible or viable in the future, and thus, helps focus the executives attention on those strategies that prove robust under all scenarios.

Moreover, this method is very flexible, as not only can it be used to test an organisation's pre-existing culture and strategies against different scenarios, but it can also be used to investigate your competitors strategies as well as new "theoretical" strategies such as new business concepts and business models, and other core organisational capabilities.

The major limitation of this method is that whenever we are using it to judge whether strategies are robust under future scenarios, the evaluation of their performance is implicitly carried out in view of a set of organisational objectives in an arbitrary manner. For instance, if an organisation is considering more than one alternative strategy and needs to decide which one to keep and which ones to do away with, the evaluation can be approximate and therefore, misleading.

This limitation may lead us to use the variation of this method discussed as follows.

Wind Tunnelling Variation

In this method, which you can think of as an evolution of the Wind Tunnelling method competing strategies are tested against each of your different futures scenarios against a set of specific organisational objectives in order to determine the best strategy.

For instance, let's consider a simplified case where an organisation has two scenarios: Scenario 1 and 2; two objectives: Market Share and Customer Satisfaction; and three competing strategies: Differentiate, Expand, and Partner Up. In this example the organisation has to decide which strategy to pursue and which to eliminate.

This method then consists of 3 steps:

In the first step, for each objective we rank each of our strategies against the two scenarios we created from best to worst. This effectively compares, with scores, the performance of each strategy against each scenario.

Notes:

For instance in our example the “Differentiate” and “Expand” strategies might perform better in Scenario 2 rather than in Scenario 1, but the “Partner Up” strategy might perform better in Scenario 1.

In the second step, for each objective we rank all of the Strategy-Scenario combinations from best to worst. This effectively compares the performance of all of our strategies across all of our scenarios.

For instance, in our example for the “Market Share” objective “Expand” in Scenario 1 might have the best performance, then the “Partner Up” strategy in Scenario 2 might have the second best. And so on.

Finally, in the third step, for each strategy, we then look at the scores obtained in the previous steps for all of our objectives, and we can even sum them up, to determine which strategy has the greatest chance of succeeding.

By using this quantified method we now have a way to discuss and calculate which strategies are the best ones, and we now have information that we can use to adapt and inform our organisations official future strategies and visions.

A limitation of this method though is that it overlooks the qualitative elements of strategy development, as well as the relative importance of each objective, and while you could arguably assign these qualitative factors numerical weightings ultimately you could end up in somewhat of a confusing tangle.

**“ FORESIGHT IS LESS
ABOUT PREDICTING THE
FUTURE & MORE ABOUT
MINIMISING SURPRISE . ”**

CONTINUOUS STRATEGY IMPROVEMENT .

AS THE world, and the future, continues to change around you you'll know by know that even when you think you've reached the end of your program that that's just the beginning of the next program, and you have to start it all over again, that is if you want to remain as aligned as possible with the future as it unfurls. After all, as we witness in all of the world's most valuable and visionary companies not only is Strategic Foresight a continuous initiative but it is deeply embedded into their corporate cultures.

As such, when it comes to the continuous development and evolution of your strategy I recommend you follow these stages which, while they're based on a firm foundation of proper execution and governance, are crucial to ensuring you remain on track and achieve your goals.

The five stages are as follows:

1. STRATEGY DEVELOPMENT

Having run your program you should by this point have created and selected your

future strategy, but as everyone knows the best strategy is one that is always evolving with future market conditions which, therefore, means that it is a dynamic strategy not one that is set in stone forever.

2. IMPLEMENT YOUR STRATEGY

Having created your final strategy it's imperative you implement it. You can do this by making sure that you create and fund the appropriate organisational initiatives.

3. MONITOR EVENTS

Once implemented make sure you have the appropriate processes and systems in place that let you monitor your organisations progress against your goals.

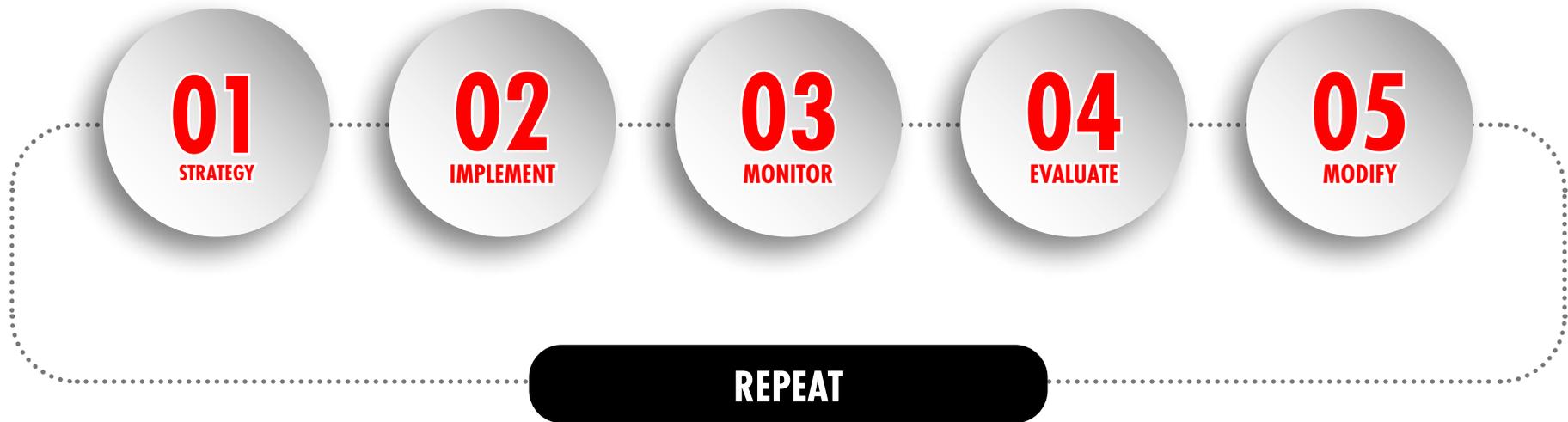
4. EVALUATE IMPACT

Next, it is imperative that you are able to evaluate and test the impact that

each of your initiatives is having against achieving your goals and correct and short falls.

5. MODIFY OBJECTIVES

Then, last but certainly not least, if you have run another strategic foresight program and have determined you need to alter your strategy and its goals then you must be able to do this as quickly and with as little friction as possible.



SCENARIO IMMERSION

311 INSTITUTE : 311 TRENDS AND FORESIGHT CODEX : FUTURE DESIGN STAGE



Use this sheet to explore the strategic threats and opportunities of the future scenarios you created.

TEAM NAME AND NOTES:

1

SCENARIO NAME AND BRIEF DESCRIPTION

This is the name and a brief description of the futures scenario you are going to be exploring.

THREATS

List all the threats that this scenario presents to your business and the markets you care about.

OPPORTUNITIES

List all the opportunities that this scenario presents to your business and the markets you care about.

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SCENARIO SUMMARISER

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Use this sheet to help you explore the futures scenarios you created in more depth, baseline your thinking, and start thinking about what responses you could or should take to them all.

TEAM NAME AND NOTES:

	1 SCENARIO 1	2 SCENARIO 2	3 SCENARIO 3	4 SCENARIO 4
1 IMPACT OF SCENARIO What happens after the scenario occurs?				
2 UNCERTAINTIES What is unknown about the scenario?				
3 QUESTIONS What questions might you have about the scenario?				
4 COMMENTS What comments do you have about the scenario?				
5 RESPONSES What responses and actions should you take as the scenario occurs?				
6 ALTERNATIVE RESPONSES What other alternative responses are there if your scenario occurs?				

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STRATEGY SUMMARISER

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Use this sheet to help you figure out what capabilities you need to develop, and what actions you need to take in order to benefit from the trends you identified.

TEAM NAME AND NOTES:

1 DISCOVER

What are the opportunities and threats when our scenarios occur?
How could these scenarios benefit or jeopardise our business in the future?

2 MINDSTORM

What capabilities do we need to develop, drop, or enhance to profit from these?

3 CAPABILITY BUILDING

What concrete actions must we take to ensure we have these capabilities?
How do our stakeholders understand these scenarios and trends?
What are their expectations of us?

4 STRATEGY DEVELOPMENT

How do our scenarios support or challenge our strategic plans and thinking?

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STRATEGY WIND TUNNEL

311 INSTITUTE : 311 TRENDS AND FORESIGHT CODEX : FUTURE DESIGN STAGE



Use this sheet to evaluate the impact of each of the futures scenarios you created on the strategy of your choosing and then use the output to help you create more robust and resilient future business strategies and visions.

TEAM NAME AND NOTES:

	1 SCENARIO 1	2 SCENARIO 2	3 SCENARIO 3	4 SCENARIO 4
1 STRATEGY 1				
2 STRATEGY 2				
3 STRATEGY 3				
4 STRATEGY 4				
5 STRATEGY 5				
6 STRATEGY 6				

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CONCLUSION



PEOPLE SAY change is a constant, but in today's technology fuelled world this simple phrase is a deceiving, and often comforting, misnomer because change isn't constant, it's exponential, and the only boundaries to what we can achieve as individuals and as a global society are the ones that we invent for ourselves.

As researchers and scientists increasingly prove that nothing is impossible, that yesterdays science fiction is simply the future generations status quo, and as we all continue to bear witness to an increasingly rapid rate of change that's affecting and transforming every corner of global business, culture, and society the future belongs to all of us equally, and we should never loose sight of that.

As you race into your own future I wish you well, and never forget you have all the friends and support you need around you as we all voyage through time and space together on this fragile living spacecraft we call Earth.

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MATTHEW GRIFFIN
Founder

Notes:

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