



**Foresight
Intelligence**

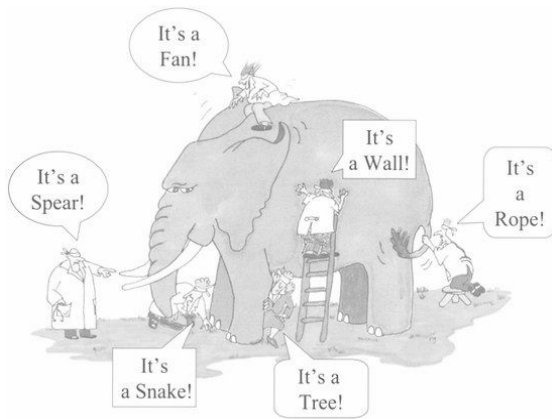
Foresight, Strategic Foresight, & Scenarios

HANDOUT FOR PERSONAL USE

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Our brain is specialized in “thinking fast”. Fastest way to assess the future: Ignoring uncertainty

Mental Maps



Complexity? What complexity?

Linear Retrospection



In the past, future was predictable
(so it must be predictable).

Linear Extrapolation

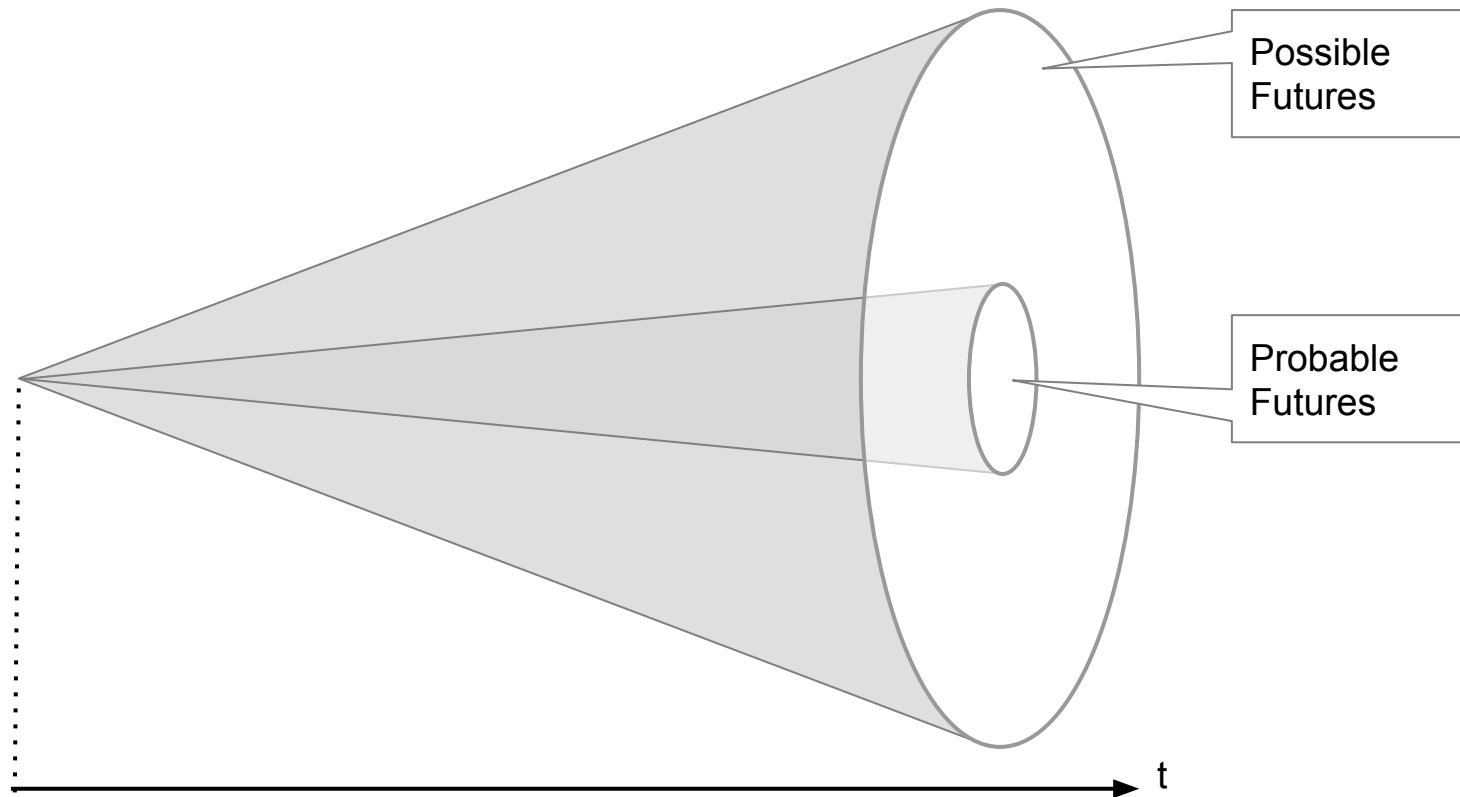


Status quo; best case; worst
case. Period.

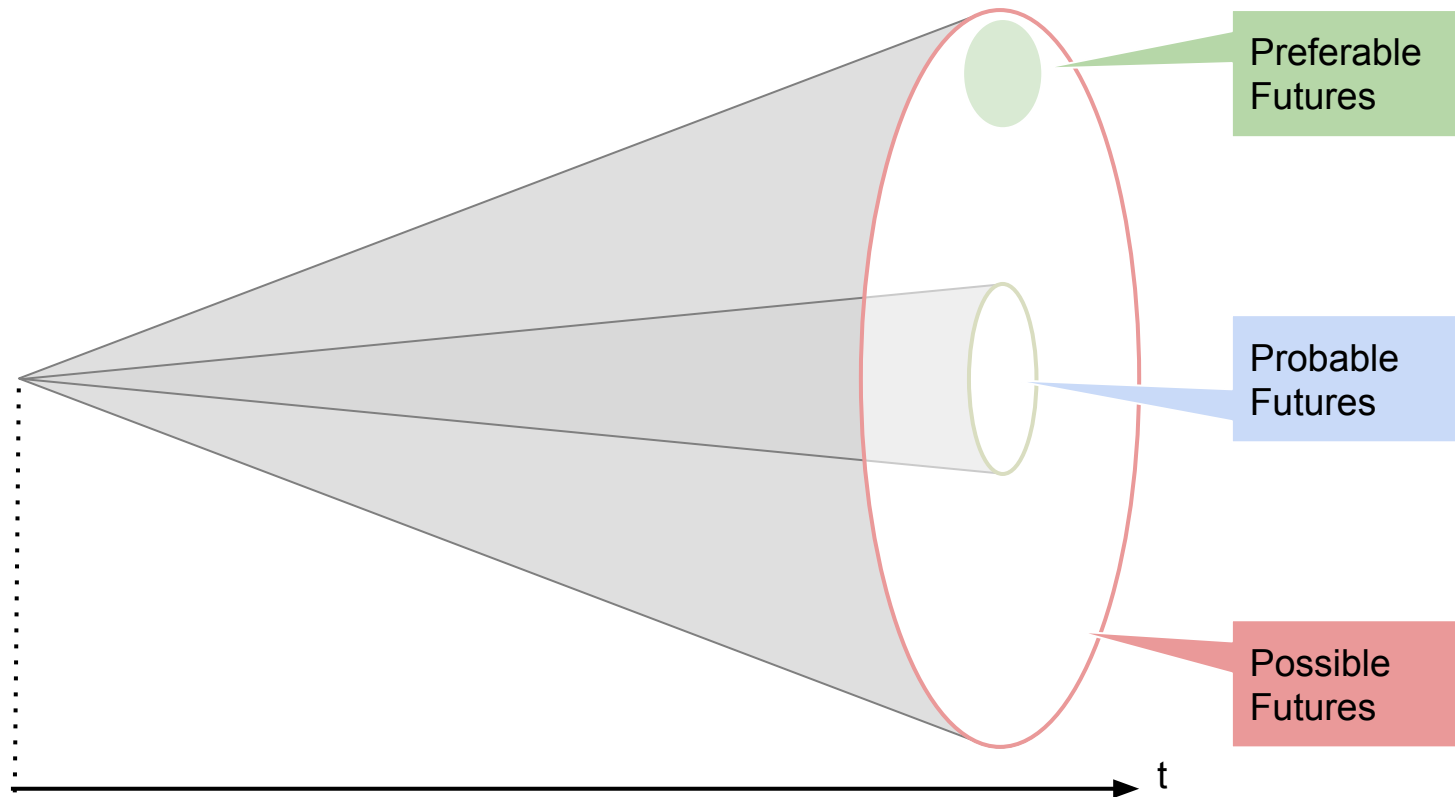
Built-in tendency to
underestimate
complexity, uncertainty
and change – We are
future-blind.



Foresight is the systematic thinking about an uncertain future (the cone)

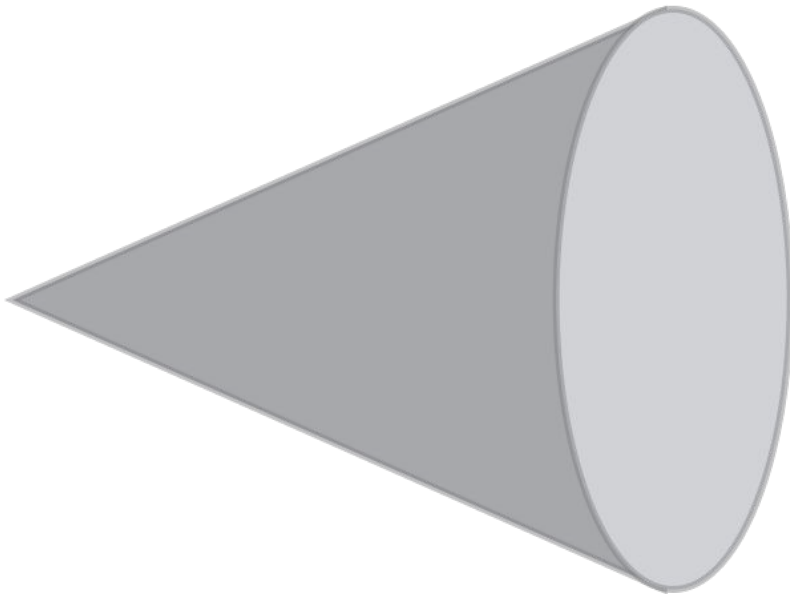


Foresight is the systematic thinking about possible, preferable, and probable futures



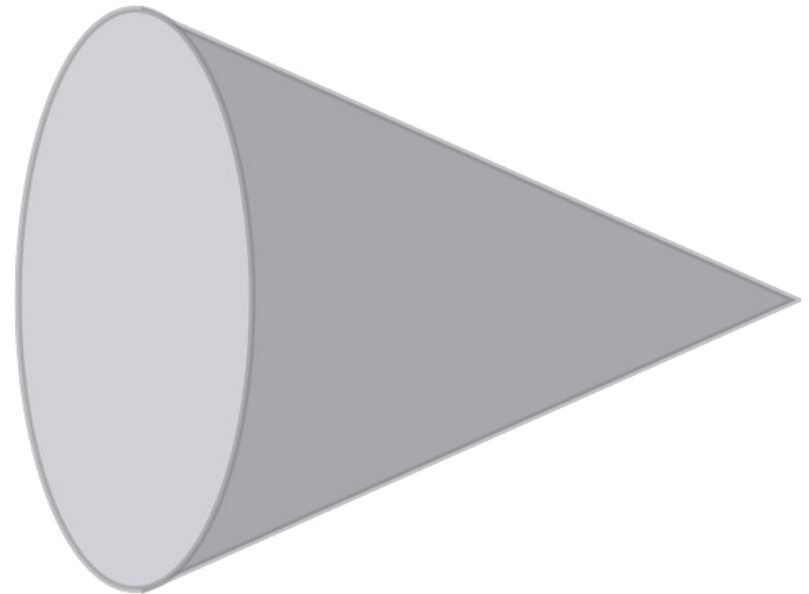
Strategic foresight is action oriented foresight

Foresight



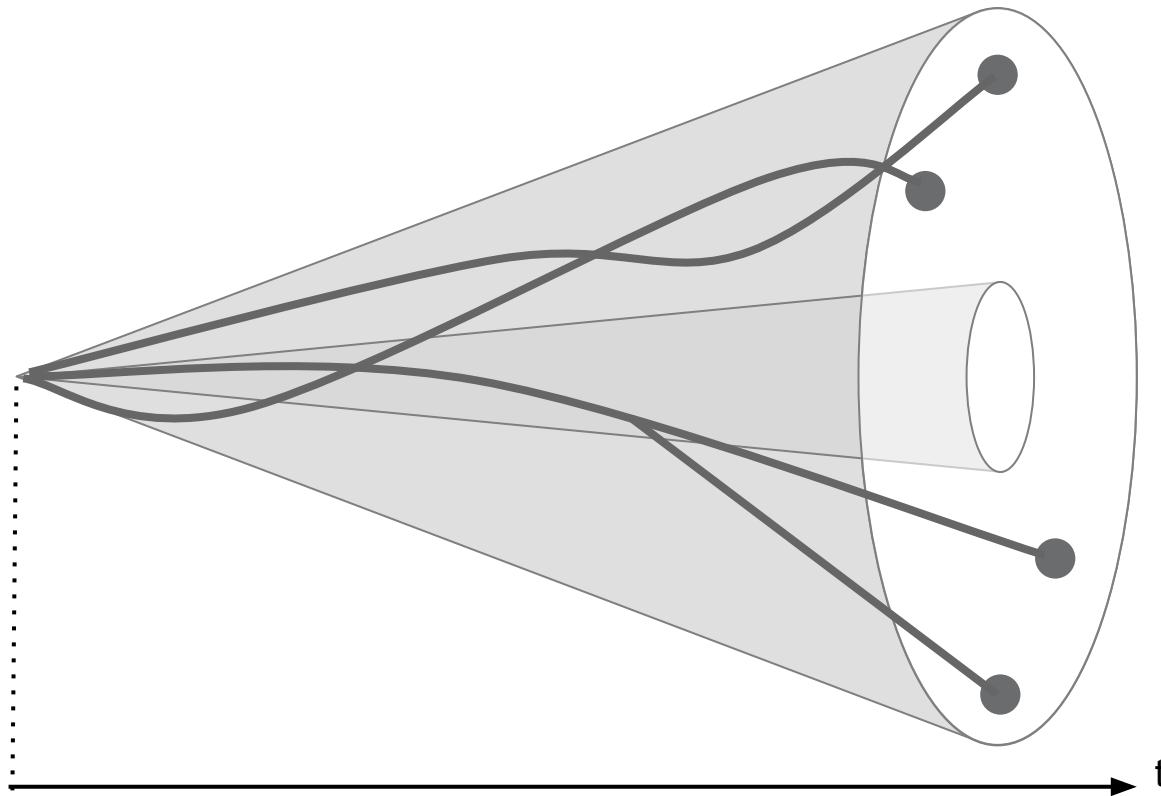
Scenario construction,
future studies

Strategic Foresight



Strategy development,
long-term planning

Scenarios are pictures and histories of the future.



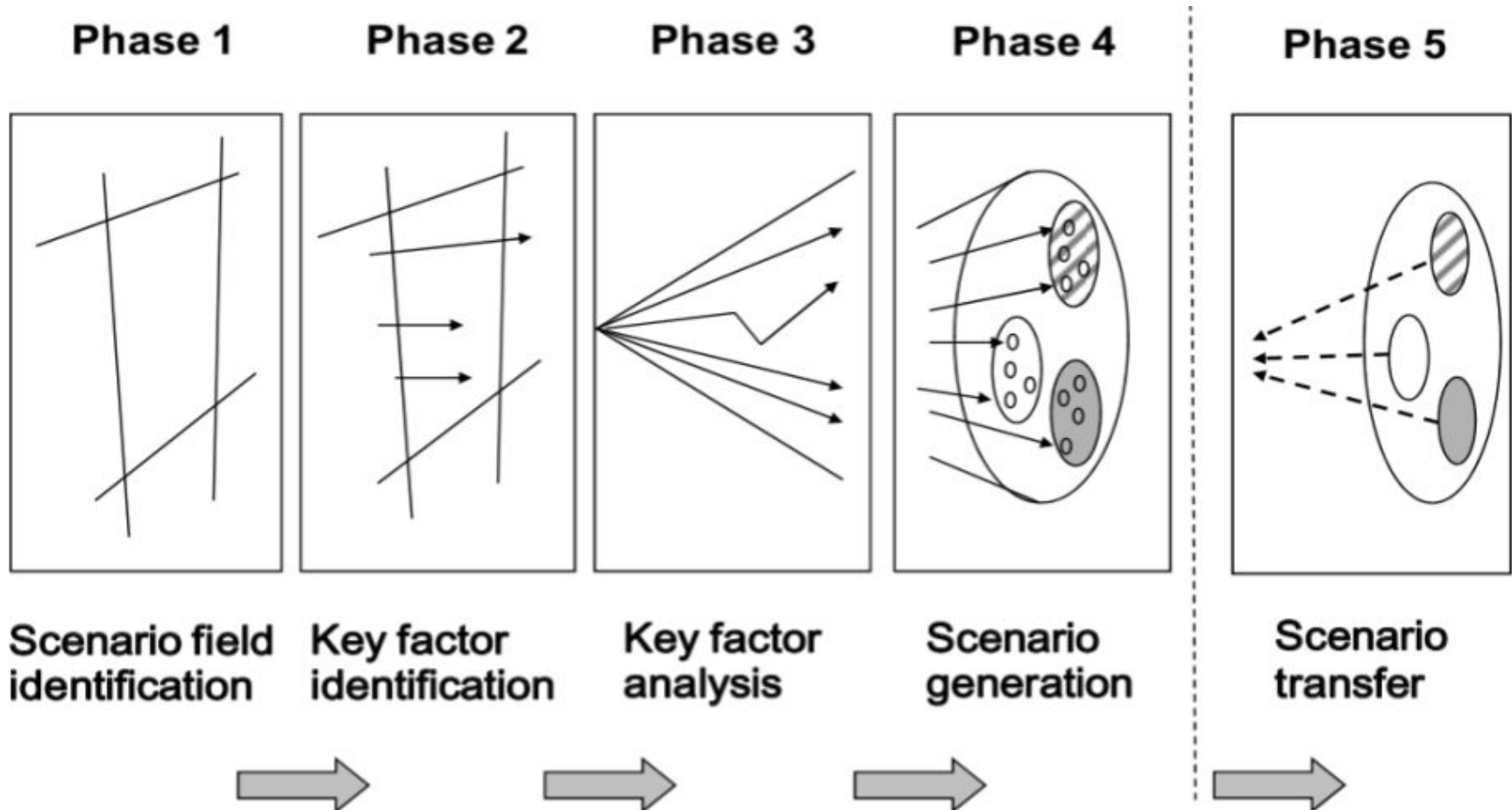
Scenarios vs. prognoses

Foresights vs. forecasts

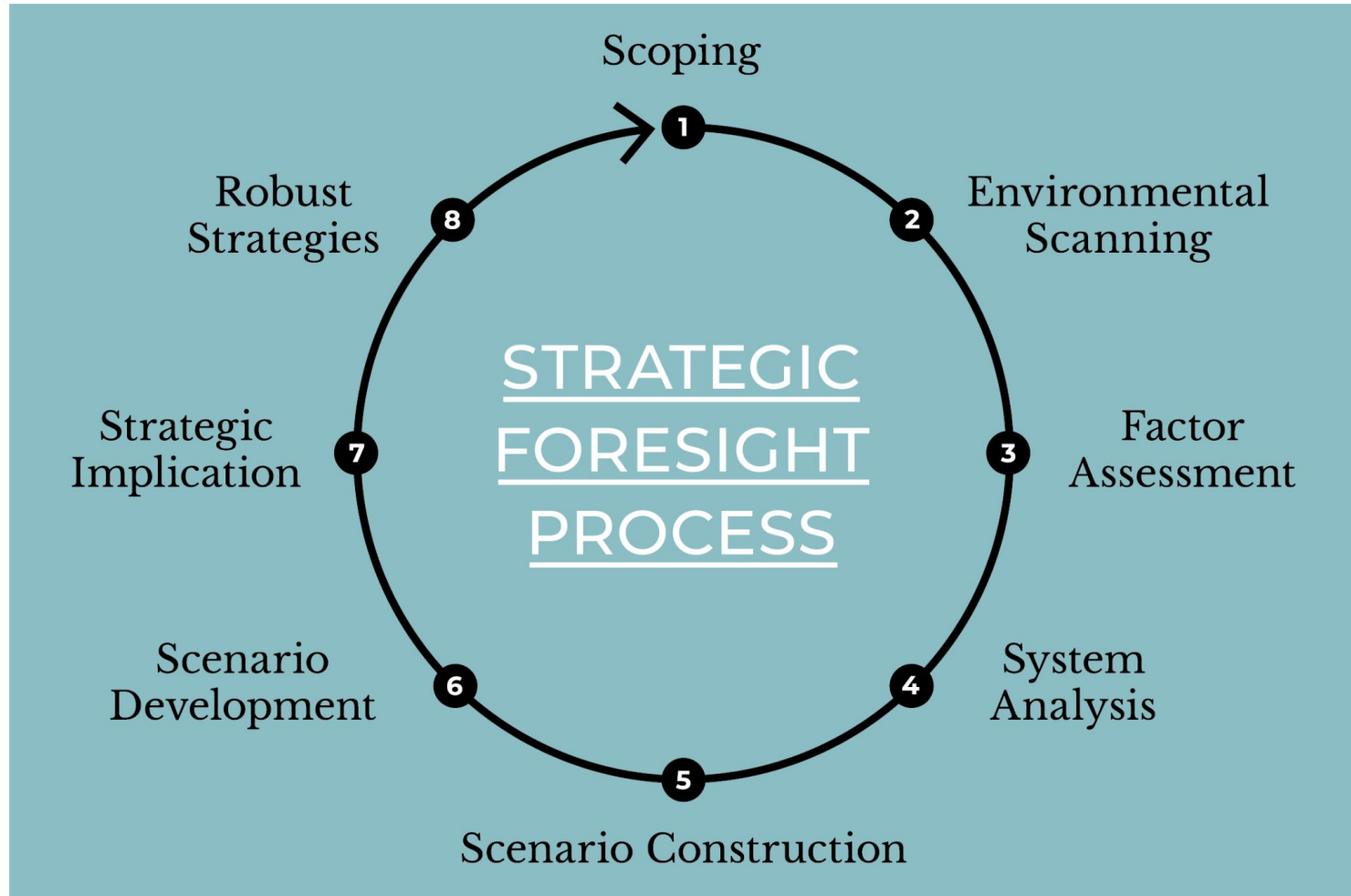
	Prognoses	Scenarios
Epistemology	Predicting, explaining a future state	Thought experiments about future developments
Criteria	Probability	Plausibility
Change	Incremental	Structural/fundamental
Goal	Foreknowing the future, creating knowledge about the future	Better understanding of complex environment, making sense of an uncertain futures, avoiding surprise
Approach	Context independent information gathering	Structured group process

5 Phases of the scenario process

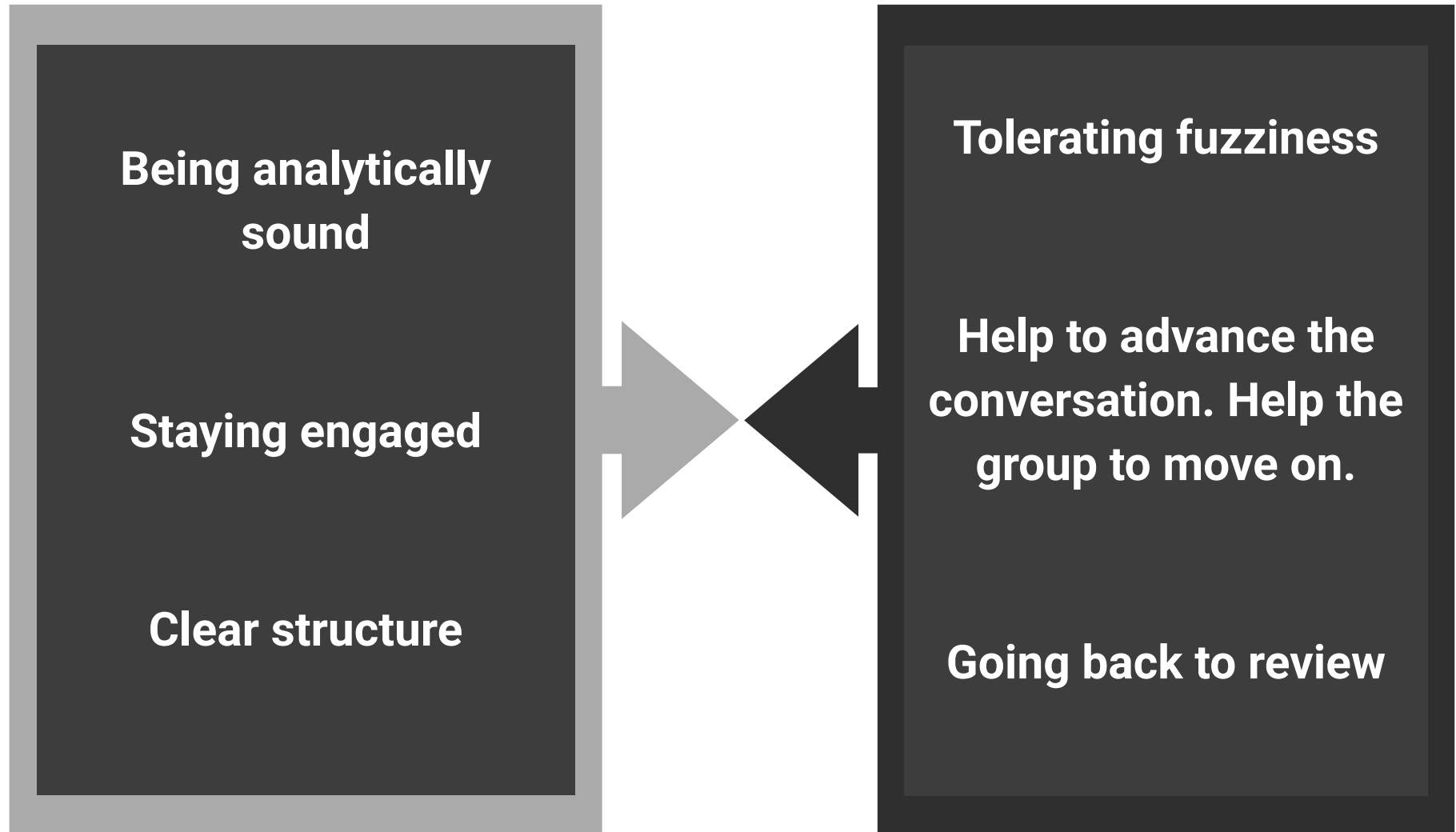
(Kosow/Gaßner 2008: 25)



Foresight Intelligence scenario process



Key Success Factors



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