



YOUR SECRET WEAPON FOR LONG-TERM STRATEGY

FORESIGHT

Foresight is
sound
judgment
about the
future



HOWEVER, THE PURPOSE IS NOT TO PREDICT THE FUTURE ...

BUT TO IDENTIFY CHANGE

Awareness of impending change makes you better prepared to make strategic decisions.

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s here.
Please. Have fun!



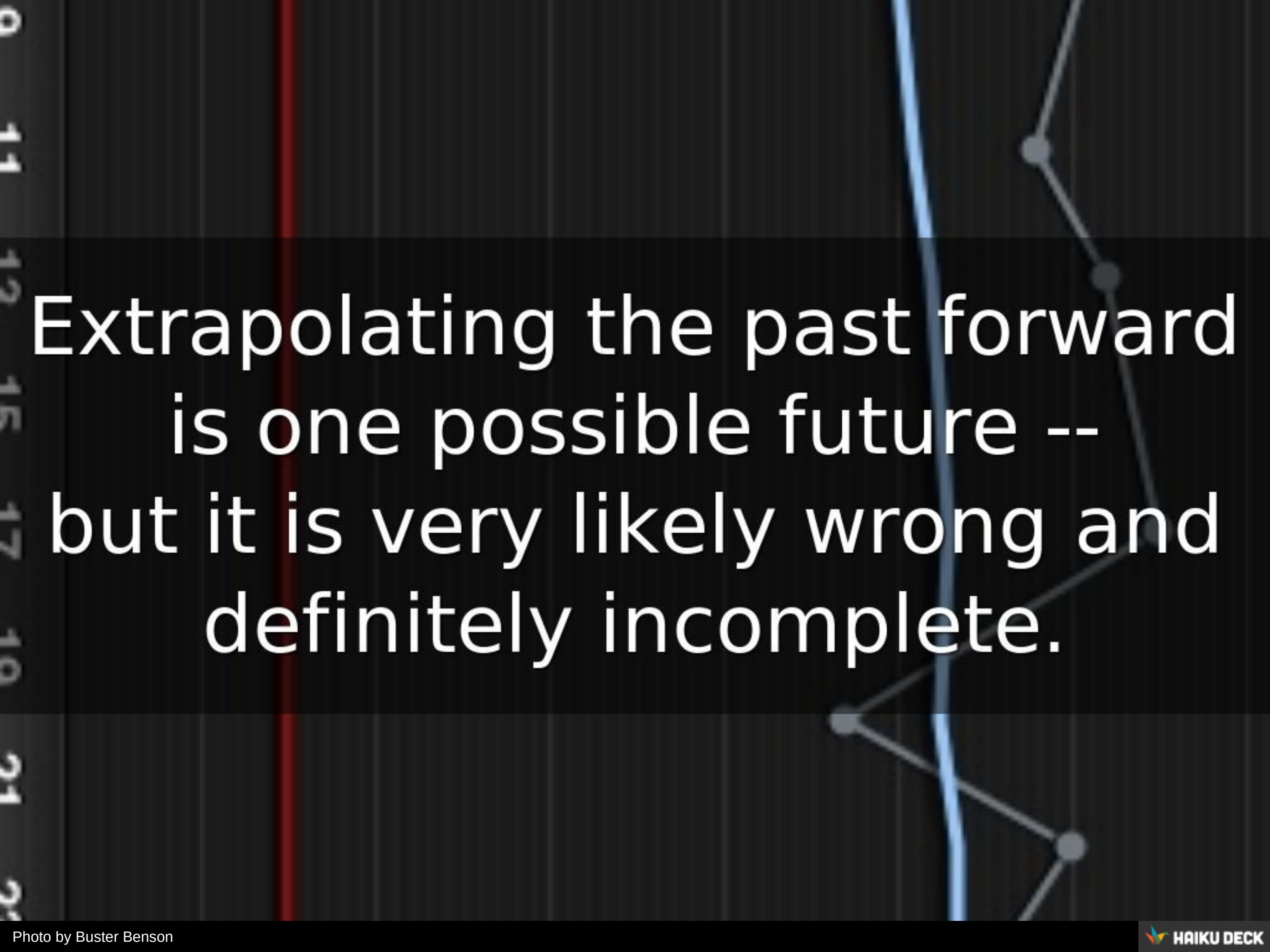
Sadly, short-term busyness can inhibit long-term thinking about change.






TAKE THE LONG VIEW

REMEMBER: THE FUTURE IS NOT STATIC, LINEAR, SINGULAR OR PREDICTABLE.



Extrapolating the past forward
is one possible future --
but it is very likely wrong and
definitely incomplete.

A close-up photograph of a car's side-view mirror. The mirror's frame is dark and curved. The reflection in the mirror shows a bright blue sky with scattered white clouds. Below the sky, a road stretches into the distance, flanked by green trees and foliage. The background behind the mirror is a blurred view of green trees.

Statistics and facts come
from behind and may
therefore not identify
change soon enough.



**FOCUS ON PERSPECTIVES FOR TOMORROW RATHER THAN PRECISION.
IF YOU WAIT TO MEASURE THE TORNADO IT MAY BE TOO LATE.**



LOOK FOR CATALYSTS TO AND PREDICTORS OF CHANGE

CONSIDER MANY SOURCES OF CHANGE DATA

- trend line shifts, new markets
- expert (and non-expert!) opinions
- anecdotes, complaints, rumors
- anomalies, discontinuities
- movies, talk shows, social media

PROTECT THE ALIEN

- Accept people with different views
- Be a devil's advocate
- Challenge your own view of probable futures



DON'T JUST SPOT TRENDS

INTERPRET THEM

LOOK FOR PATTERNS

A 3D puzzle is shown against a grey background. One piece in the center is a vibrant red, while all other pieces are a muted grey. The puzzle pieces are interlocking, and the red piece is the only one that stands out.

- Connect the dots
- Don't just put down a piece of the puzzle
- Be the first to put down the **LAST** piece
- Use both qualitative and quantitative data



**CREATE METAPHORS & ANALOGIES
TO HELP YOU ENVISION AND UNDERSTAND THE FUTURE**



AVOID SINGLE SOLUTIONS

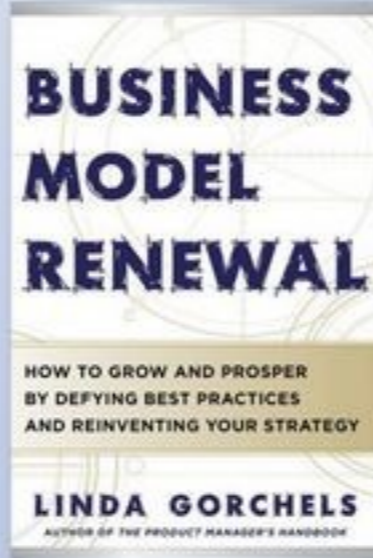
THINK IN TERMS OF MULTIPLE FUTURES

Use foresight
to define
PREFERRED
futures



NOW IT'S UP TO YOU

- Foresight is just the beginning,
- but it's an important start to strategy
- ... and to business model renewal.
- So keep asking questions.
- And keep learning!



BUSINESS MODEL RENEWAL

