



ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ
Προεδρία της Κυβέρνησης
Ειδική Γραμματεία Μακροπρόθεσμου Σχεδιασμού

Futures thinking

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Σχεδιασμού



Agenda

What is futures thinking & why do we need it?

How can it change the way we think about the future?

What's its impact on organizations?

How to do it?

Table 1. Differences between corporate planning and corporate foresight

	Corporate planning	Corporate foresight
Epistemology	The future is predetermined and predictable	The future is open to possibilities and can be shaped
Outcome	Single-point estimate	Complex scenarios
Time horizon	Short-term future (1-5 years)	Long-term futures (5-50 years)
Involvement	Upper management	Participatory
Prioritised interests	Interest of shareholders	Interests of a variety of stakeholders
Methodology	Variation in mathematical models, contingency planning, decision trees	Scenario planning, roadmaps, Delphi surveys, backcasting, causal layered analysis, etc.

Table 2. Main corporate foresight methods for each foresight component

Foresight Component	Foresight methods
Scanning	Future wheel, environmental scanning, horizon scanning, emerging issues analysis, futures triangle
Futuring	Scenario-planning methods (2x2 matrix, Shell approach, Manoa method, scenario archetypes, etc.), causal layered analysis, future persona, futures triangle 2.0, science fiction prototyping
Reconfiguring	Backcasting, roadmapping, policy stress testing/wind tunneling

**Humanity will
change more in
the next 20 years
than in the
previous 300
years**



TYPES OF THINKING NEEDED



FUTURE THINKING

THE ABILITY TO EMBRACE
UNCERTAINTY AND TO
EXPLORE, THINK ABOUT AND
PERCEIVE ALTERNATIVE
FUTURES



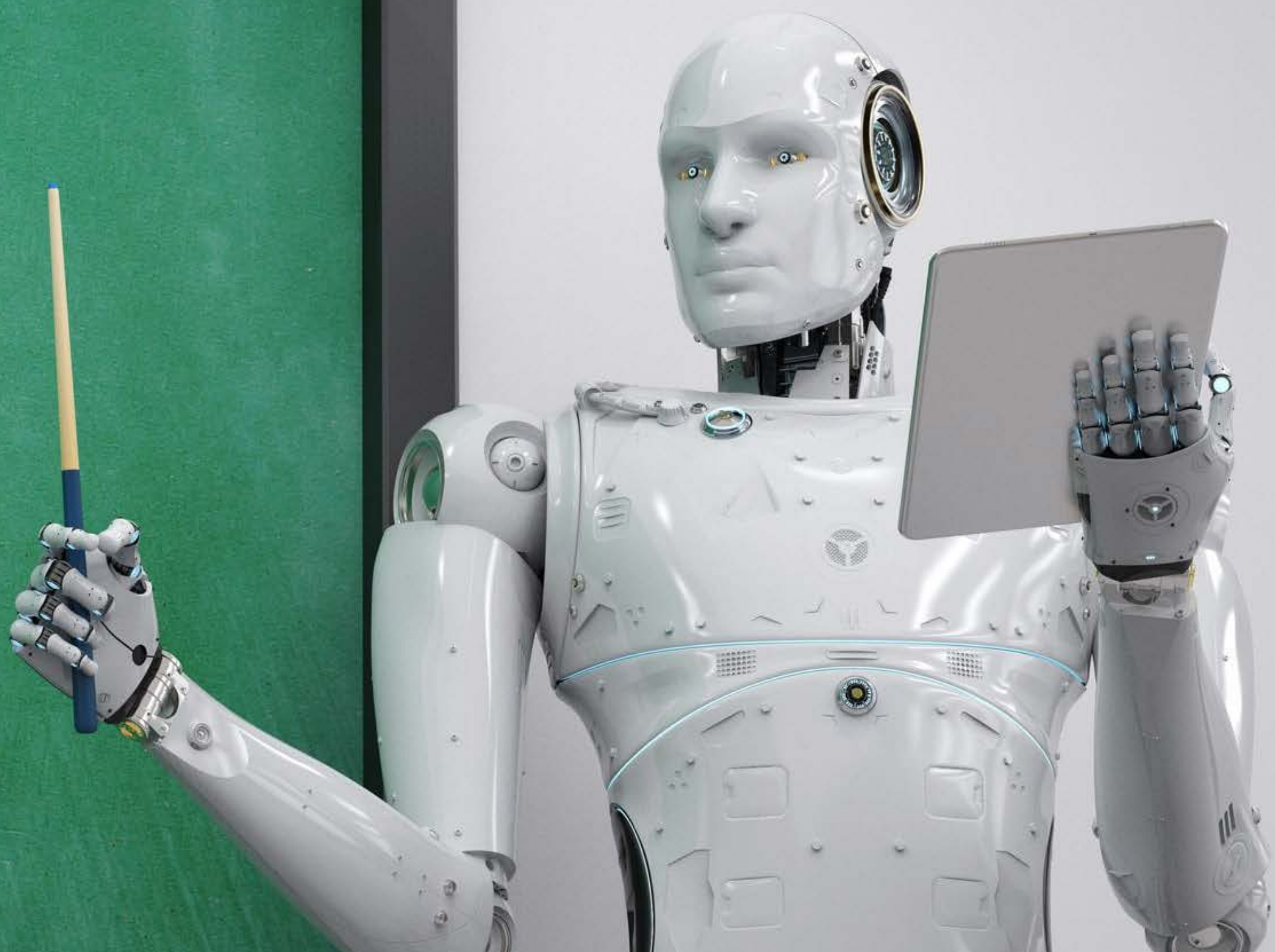
SYSTEM THINKING

THE ABILITY TO EXPLORE
THE BIGGER PICTURE, TO
ANALYSE FACTORS AND
INTERACTIONS THAT COULD
CONTRIBUTE TO A POSSIBLE
OUTCOME



EXPONENTIAL THINKING

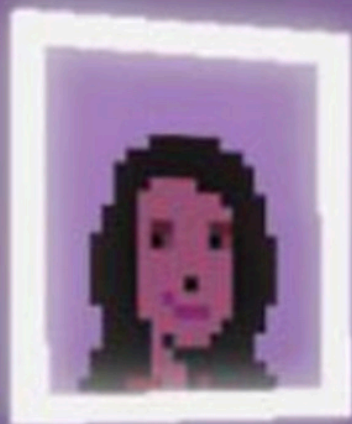
THE ABILITY TO FULLY
COMPREHEND THAT
SOMETHING VERY MARGINAL
AND/OR SMALL TODAY COULD
BECOME VERY PROMINENT AND
IMPACTFUL
VERY QUICKLY





onyx

by J.P.Morgan



100



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100 EURO
ΕΥΡΩ





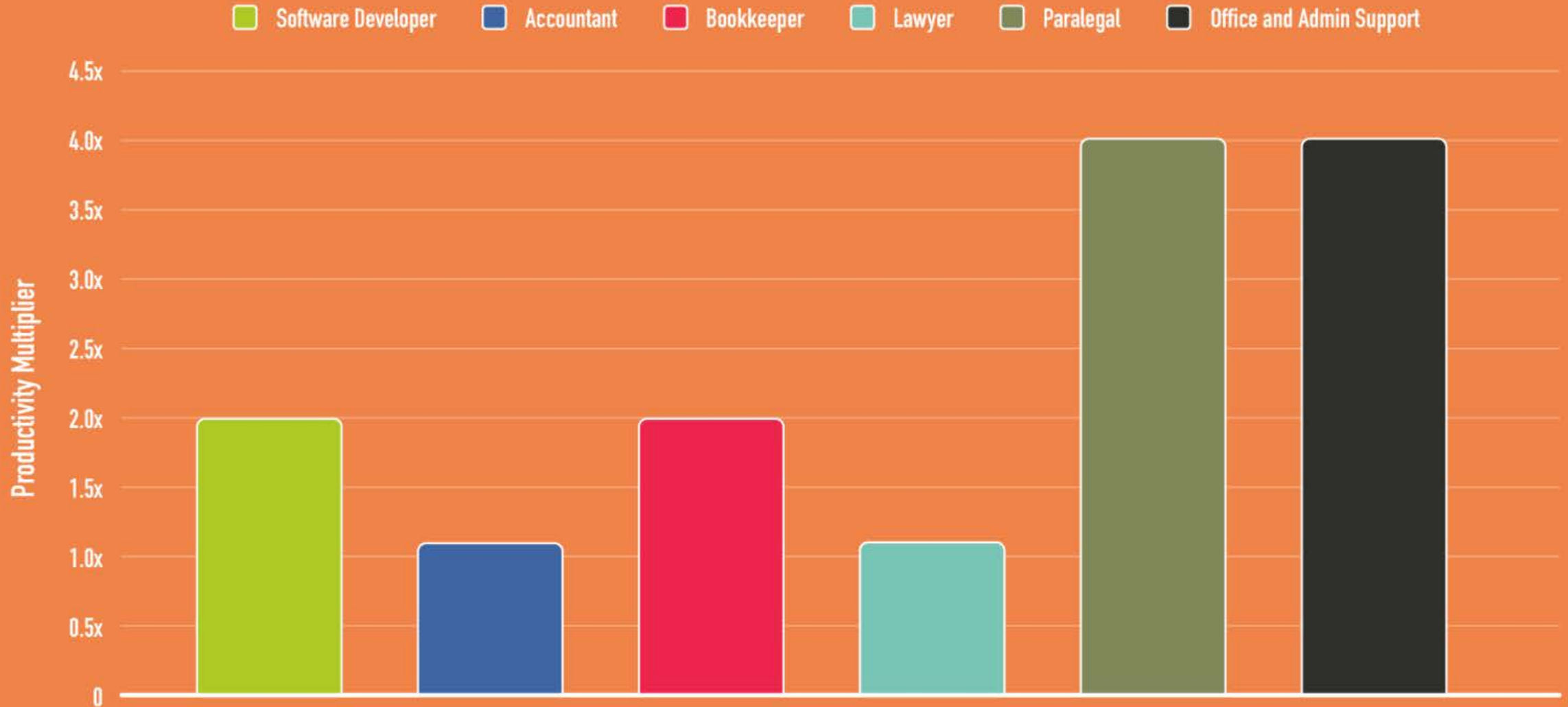


Technology
is
exponential
but humans
are
linear

Source: Gerd

OUTPUT OF AI-ASSISTED KNOWLEDGE WORKERS 2021 TO 2030

BY 2030 AI WILL INCREASE THE OUTPUT OF KNOWLEDGE WORKERS BY 140%



5 principles of futures thinking

A

Forget about predictions

D

Uncover patterns

B

Focus on signals

E

Create a community

C

**Look back to see
forward**



Ask ChatGPT :



What is futures thinking?



Futures thinking is a method of thinking about the future in order to make better decisions today. It involves exploring potential future scenarios, identifying potential risks and opportunities, and developing strategies to navigate them. Futures thinking can be used in a variety of contexts, including business, government, and personal decision-making. The goal is to anticipate future developments and trends, and to be prepared for them in order to make more informed decisions.



TYPES OF DRIVING FORCES



MEGATRENDS

Drive paradigm shift. While they often take time to form, they have strong, deep and long-lasting impact (e.g. climate change, urbanization)



TRENDS

Gradual and long-term shift in the forces shaping the future of a nation, region, industry or society (e.g. decentralization of energy grids, increasing use of biointerfaces, geopolitical fragmentation)



WEAK SIGNALS

First symptoms of change that may become significant in the future. While difficult to see now, it will have a big impact (e.g. ice free arctic oceans)



WILDCARDS

Discontinuities and sudden events with a low probability of occurrence, high impact and unexpected character (e.g. 9/11, COVID19)

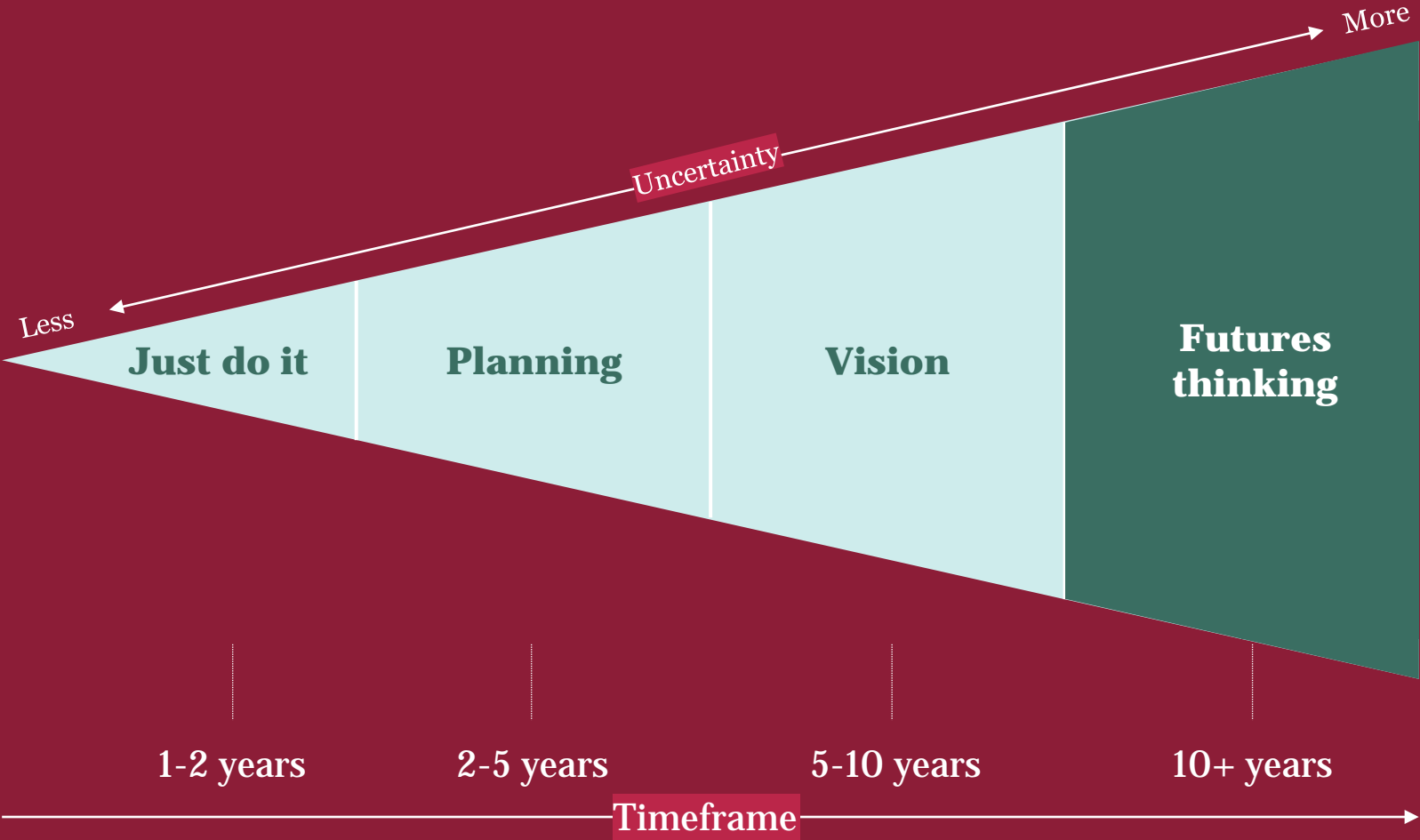


UNCERTAINTIES

A critical driving force that points or could lead to alternative and contrasting evolutions or implications (e.g. the long-term impact of chat GPT)



How to think about the future



**Signals: our main... tool and instinct
are signs of the future in the present**

How do we perceive them? With our instinct, like Art!

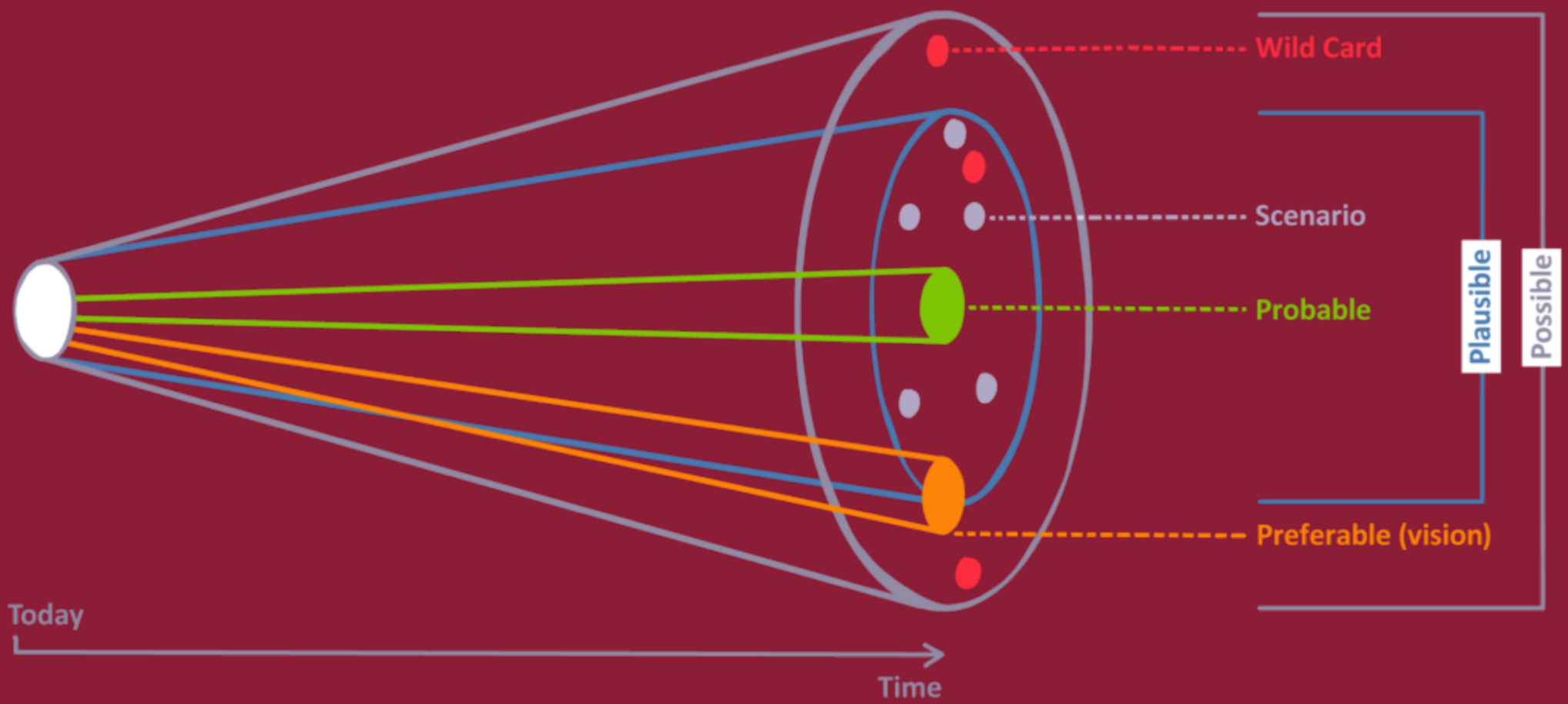
1. what type of change does it cause?

2. what is their driving force > From X to Y

3. IF it evolved to a trend, what type of changes would it bring?

4. IF >> >>, would it represent a future I would like to live in?





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Foresight can change our perception about the future

FROM

TO

One future

Multiple futures

Linear future

What if

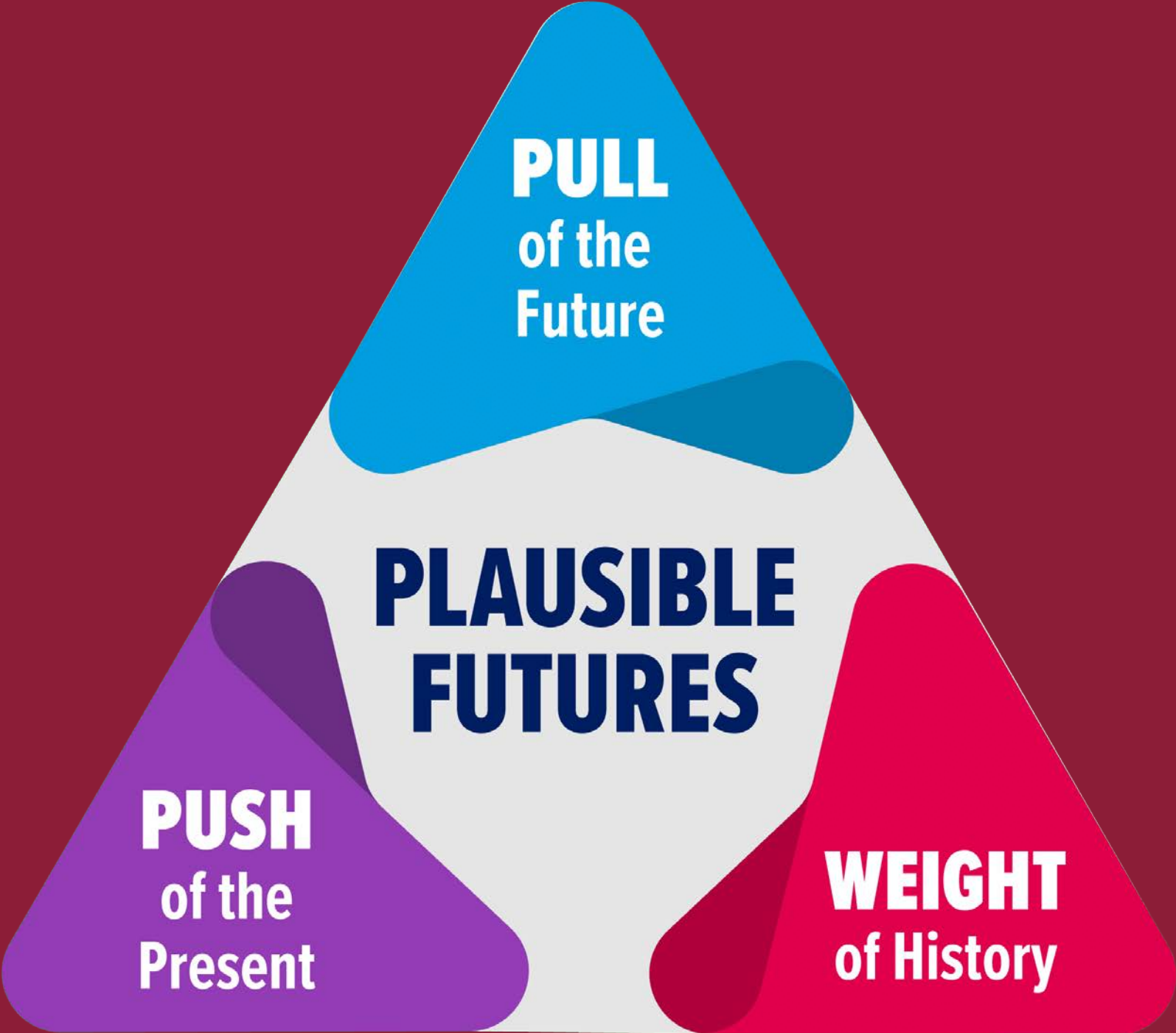
Predictions

Foresight intelligence

Reactivity

Proactivity





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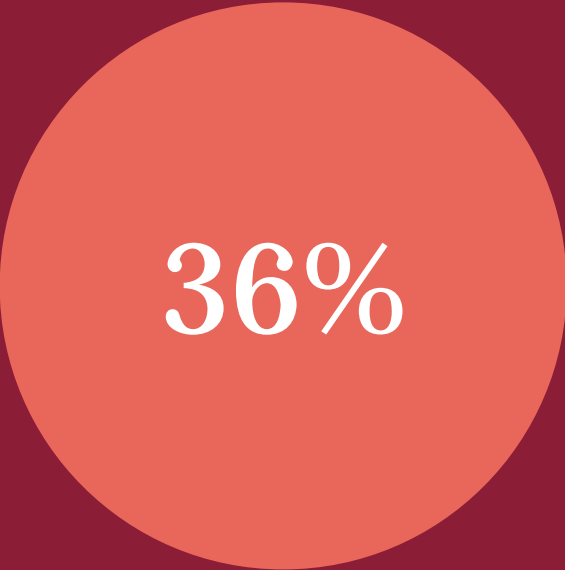
Countries



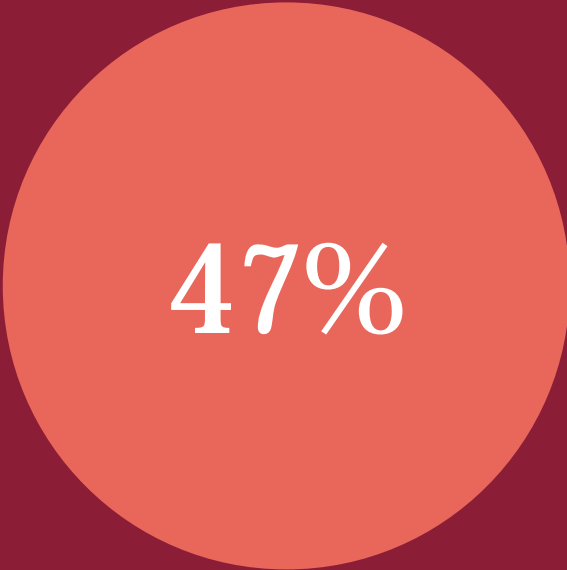
The countries that have foresight units are: Australia, Brazil, Canada, Denmark, Germany, India, Italy, Japan, South Korea, Netherlands, Norway, South Africa, Sweden, United Kingdom, United States, Canada (Policy Horizons), France (France Stratégie), Finland (Foresight Unit), United Kingdom (Foresight Office) and Singapore (Centre for Strategic Futures).



Organizations with long-term view outperformed all others in the past 15 years



More earnings



More revenue



In market capitalization



Companies already “living in the futures”



“We have produced Shell Scenarios since the 1970s. They have helped us anticipate and adapt to momentous events like the oil shocks of the 1970s, the collapse of communist Europe in 1989, the surge in world energy demand and the threat of climate change.”



“The worldwide Foresight & Scouting unit of BASF New Business identifies new business areas and market opportunities beyond the existing businesses of BASF. A noticeable concept that we have turned into business is battery materials.”



“Nokia established a formal and systematic approach for performing strategic foresight in the year 2001. As a result, Nokia was able to anticipate key market developments more than six years before they occurred and invested heavily in 3G producing successful products with a technological edge over its competitors.”



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4 key activities of futures thinking

A

Trends research & mapping

C

Future wheel

B

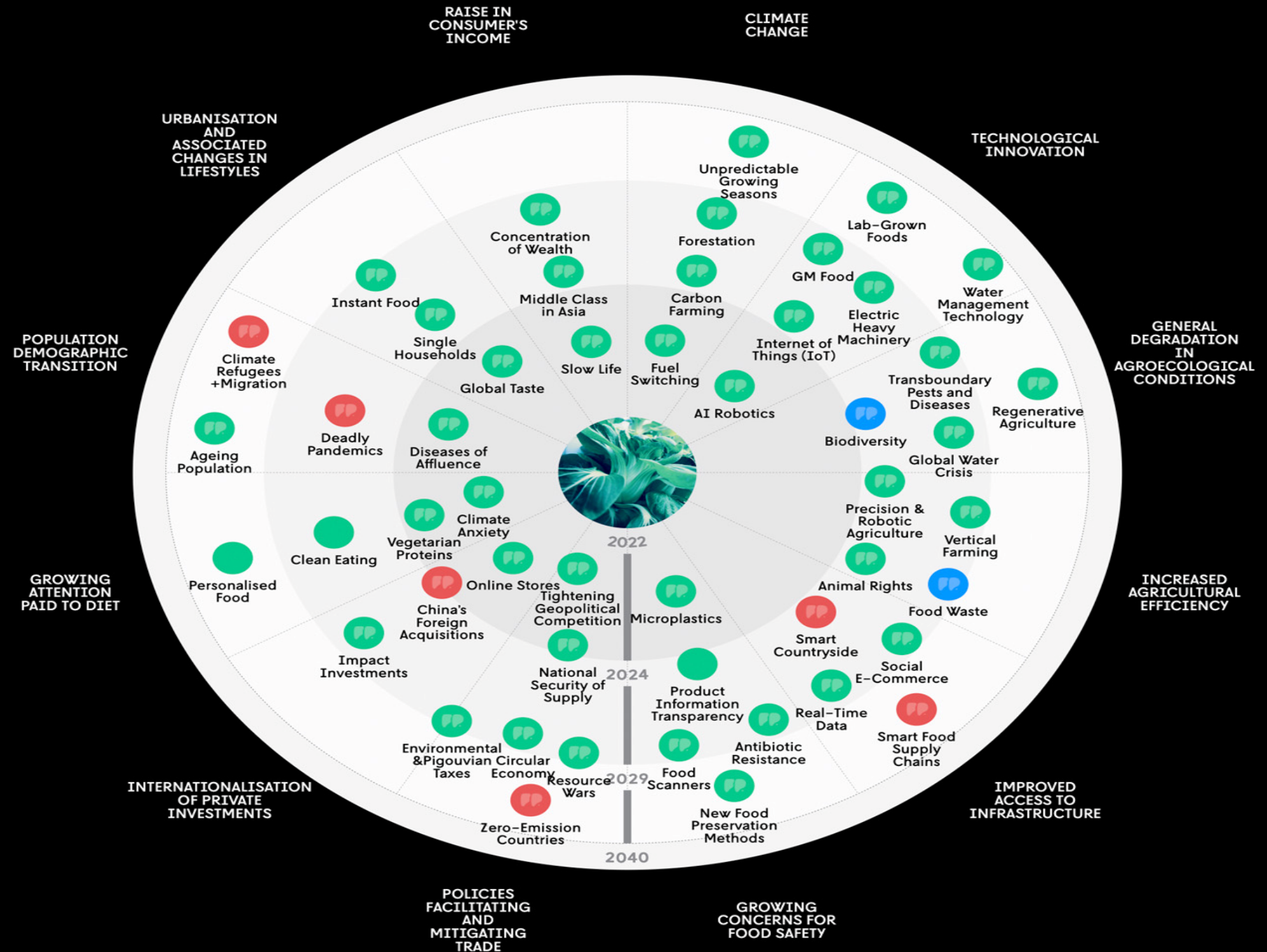
Scenario planning

D

Backcasting



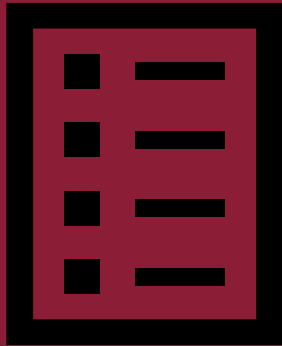
A. Trends research & mapping



B. Scenarios planning

Scenario planning

A possible reality we might have in a few years

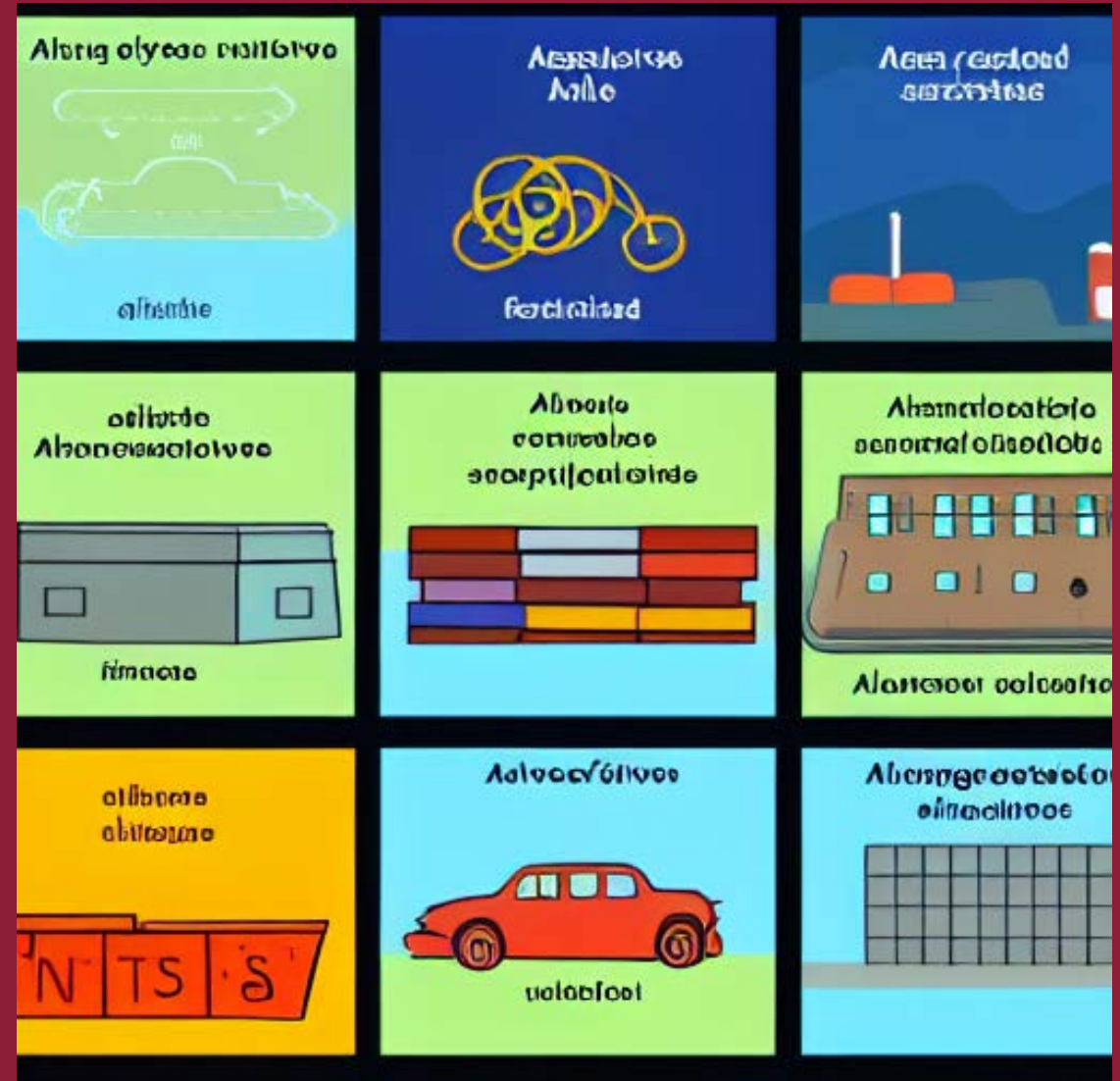


- **What can happen**
- **What concerns me the most**
- **What can go wrong**
- **Who benefits**
- **Who does not benefit**

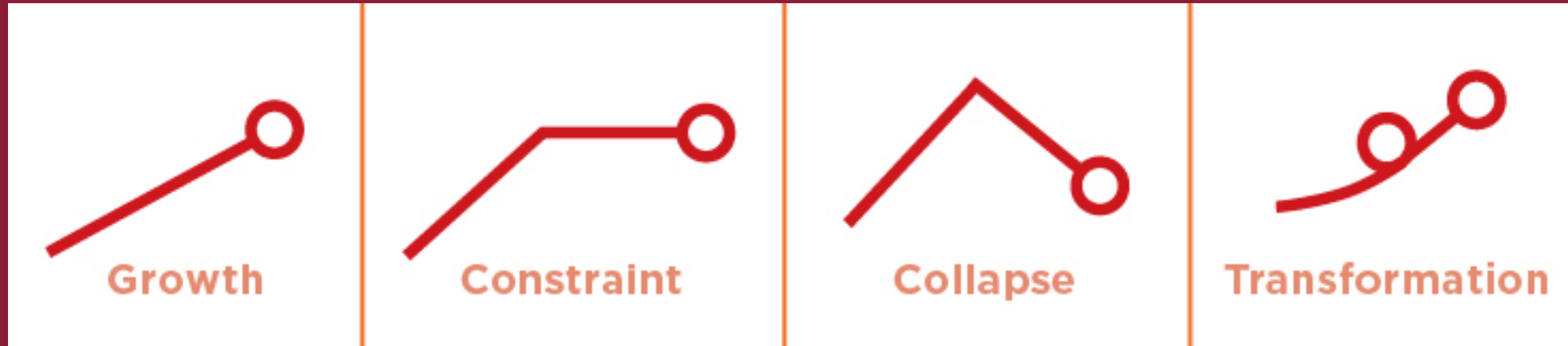
Alternative Futures

STEEP analysis

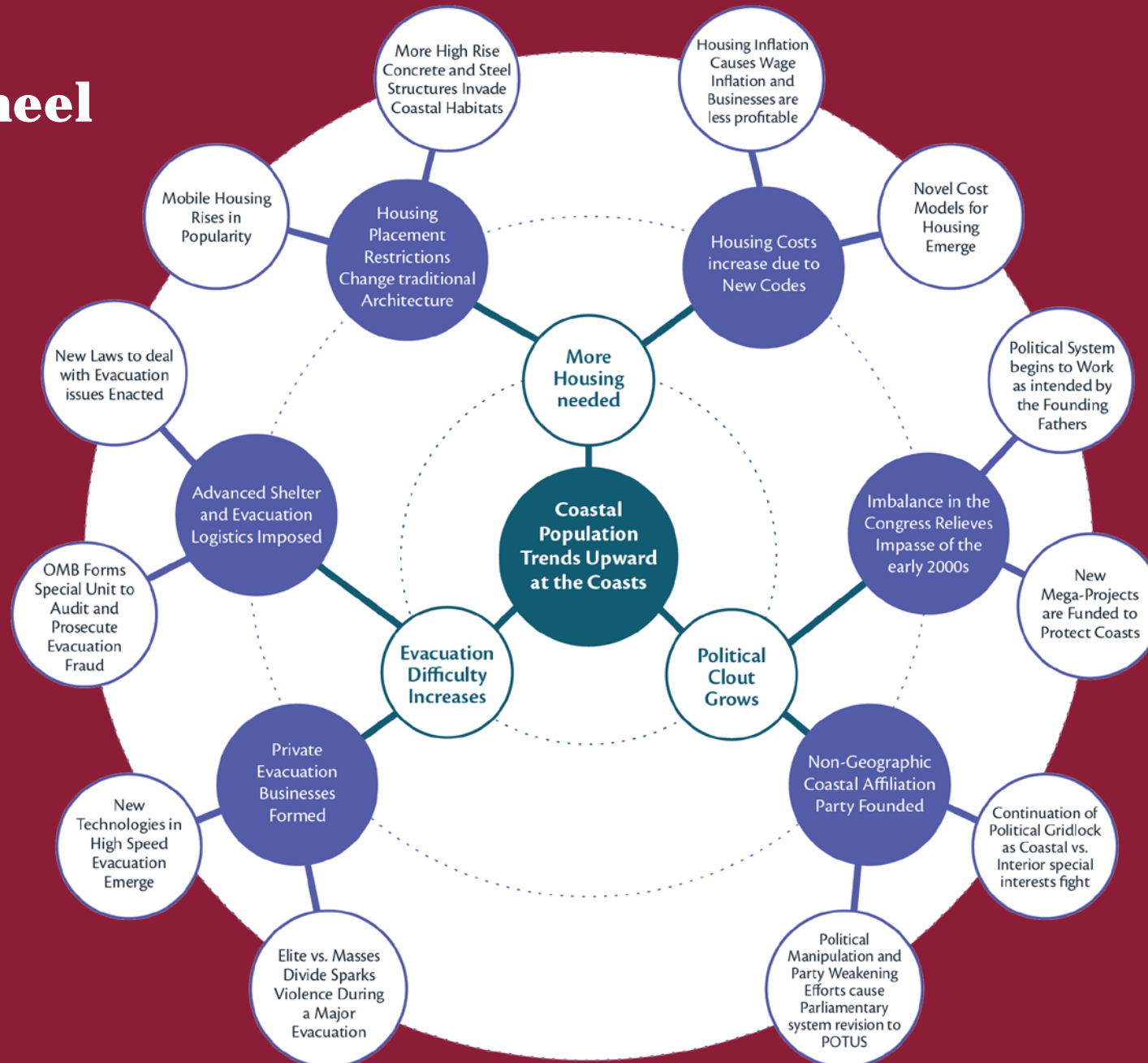
society, technology,
environment, economy, politics



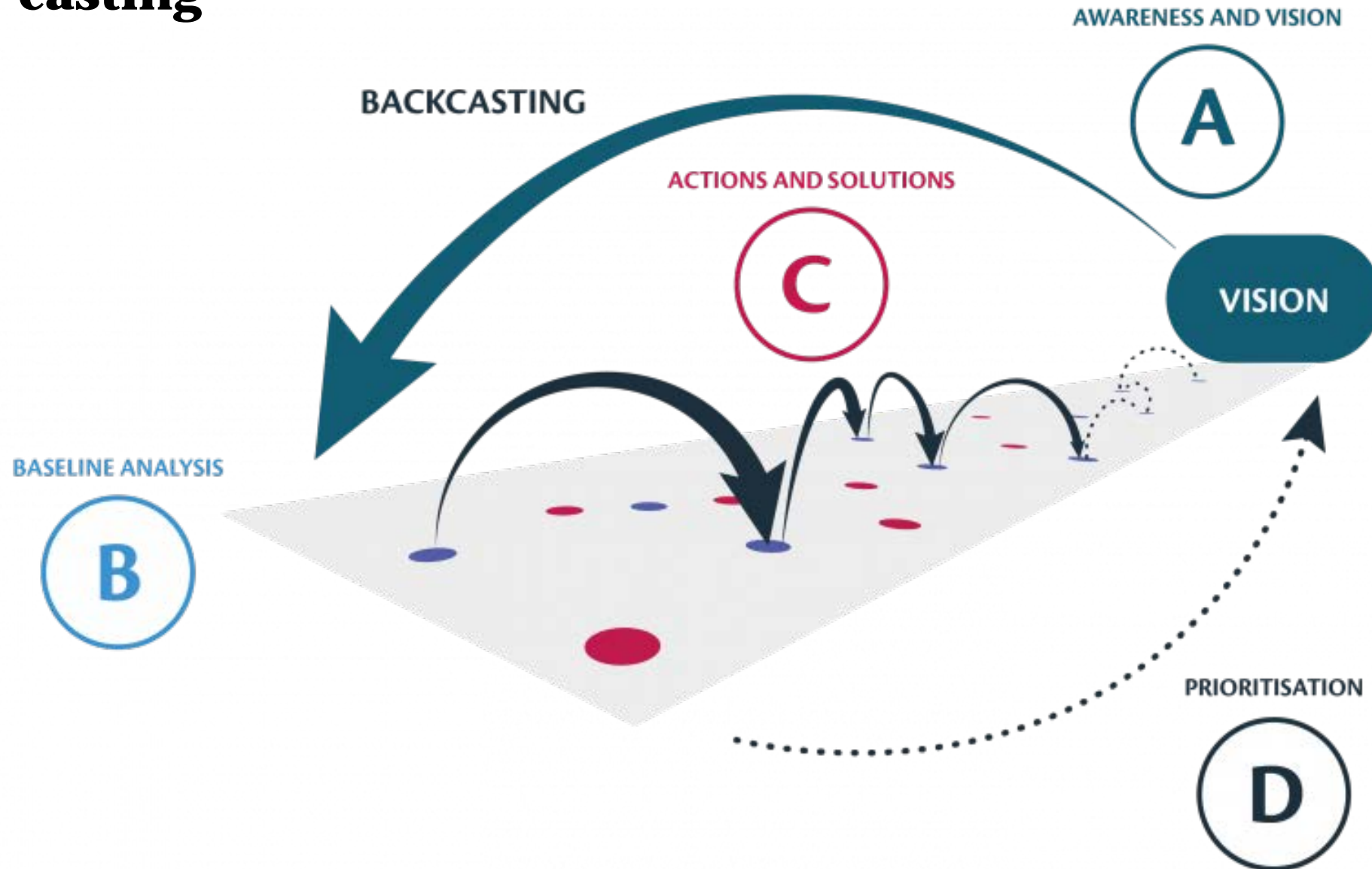
Probably 4



C. Futures wheel



D. Back-casting



VUCA World

Volatility to Vision

Uncertainty to Understanding

Complexity to Clarity

Ambiguity to Agility



Futures Thinking in a Complex World

BEYOND the 'HUBRIS OF THE NOW'

DESPAIR LEADS TO WAR

WHERE TO FIND HOPE?

BLAH
BLAH
BLAH

EMBRACING
COMPLEXITY

BEYOND
IMPOSING
ORDER

PAST

FUTURE

INCREASING INSTITUTIONAL
LEARNING CAPABILITIES TO
BETTER PLAN for the FUTURE.

DIVERSIFY ANTICIPATION
& EVALUATION

FUTURES LITERACY:
IMAGINATION.
LEARNING BY
DOING

EMBRACE
A CREATIVE
UNIVERSE

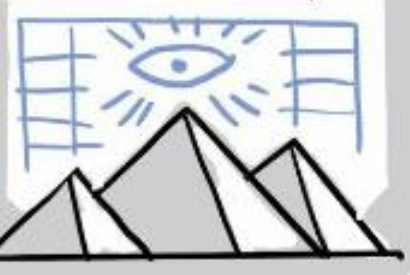
ADAPTABLE

INNOVATIVE

STRATEGIC

REAL-TIME
EVIDENCE

INSTITUTIONAL
ACCOUNTABILITY



Looking Ahead - The Value of Evaluation Insights in a Fast-Paced World

MOVING BEYOND LINEAR
THEORIES of CHANGE
to
CIRCULAR, SYSTEMS-BASED
APPROACHES

RELEVANCE

EMBRACING UNCERTAINTY

CREDIBILITY

MORE CREATIVITY IN OUR
COMMUNICATIONS

UTILITY

FOR STAKEHOLDERS.
PLAY DIFFERENT ROLES

"DON'T STAND
IN the WAY"

"MAP STAKEHOLDERS"

AND WE MUST KNOW
THAT WE ARE
"STAKEHOLDERS"

"ASK the RIGHT
QUESTIONS."

"BEING INDEPENDENT IS NOT AT ODDS
WITH ENGAGING STAKEHOLDERS."

ADAPTABILITY | **FLEXIBILITY** | **RESPONSIVENESS**

OPENING
DOORS
with JOINT
APPROACH

**REAL-TIME
EVALUATION:**
PUSHED FORWARD by
BIG SHOCKS/CRISES
to be MORE PROMINENT
in OUR ORGANISATIONS

FORMATIVE:
For QUICKER
RESPONSIVENESS

“The best way to predict the future is to create it”

Abraham Lincoln, 16th U.S. President



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