



Strategic Foresight Workshop

Police
14 November 2007

Facilitator
Chris Stewart
Emergent Insights

“There is no more delicate or dangerous matter than to be a leader of change. Innovators will make enemies of all who are well off under the old order, and only attract lukewarm support from those who might be better off.”

(with apologies to Machiavelli)

Lets...Get Uncomfortable

“Life’s a box of chocolates...”

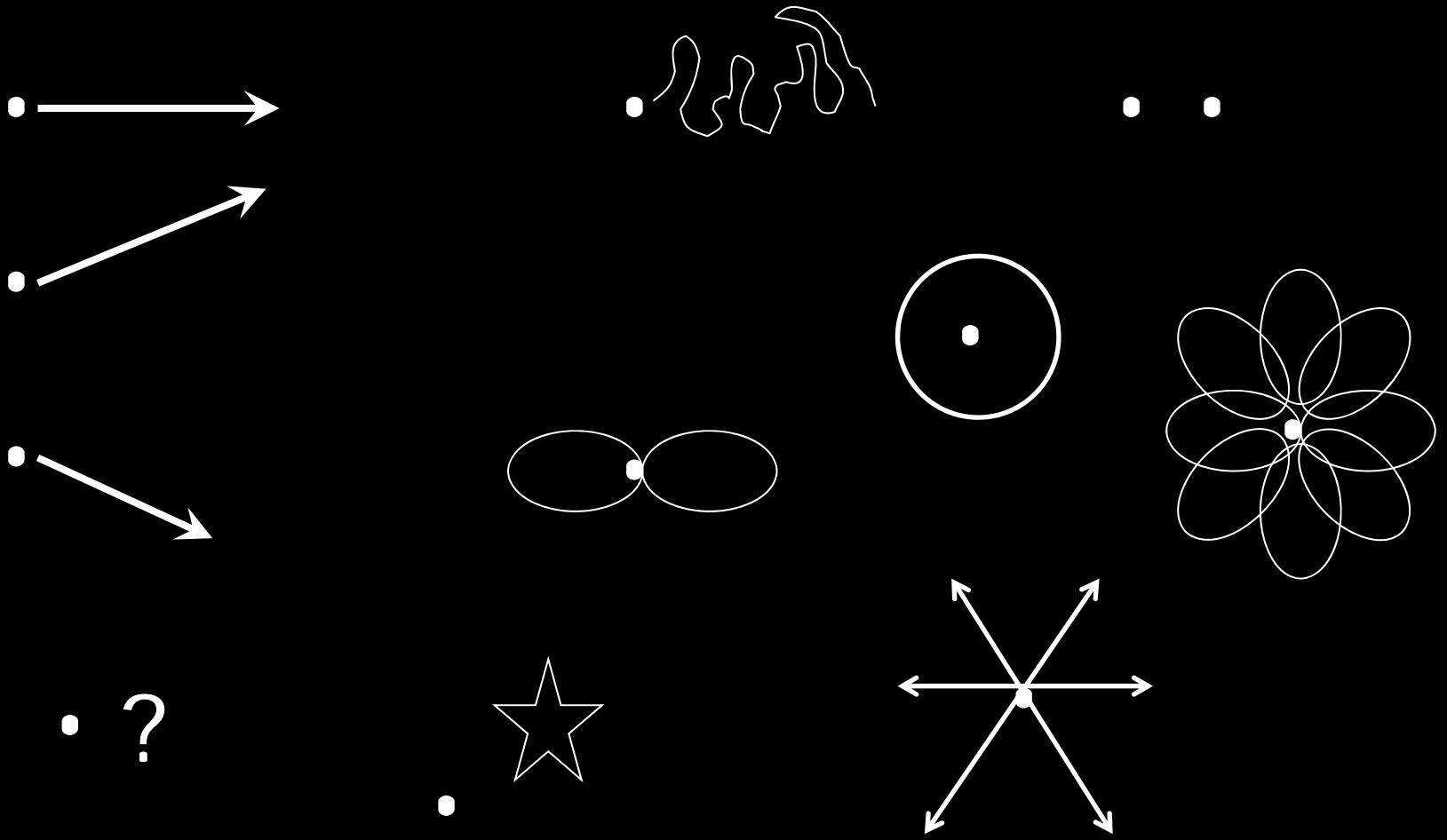
...the sampler approach:

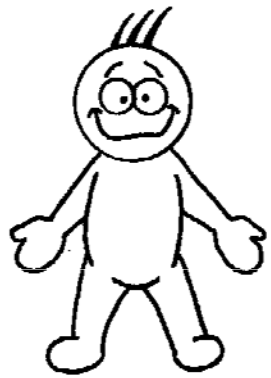
- Introduce Strategic Foresight
- Try some of its mind-stretching tools
- Challenge assumptions and ‘common sense’
- Move on before your finished
- Play it by ear...

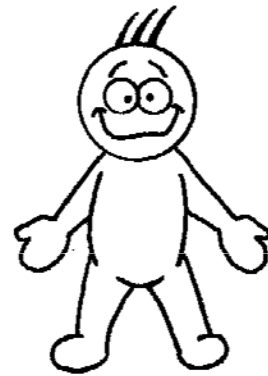
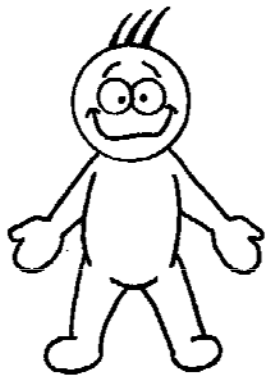
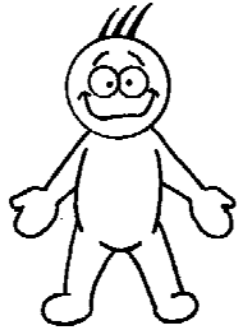
The Dot

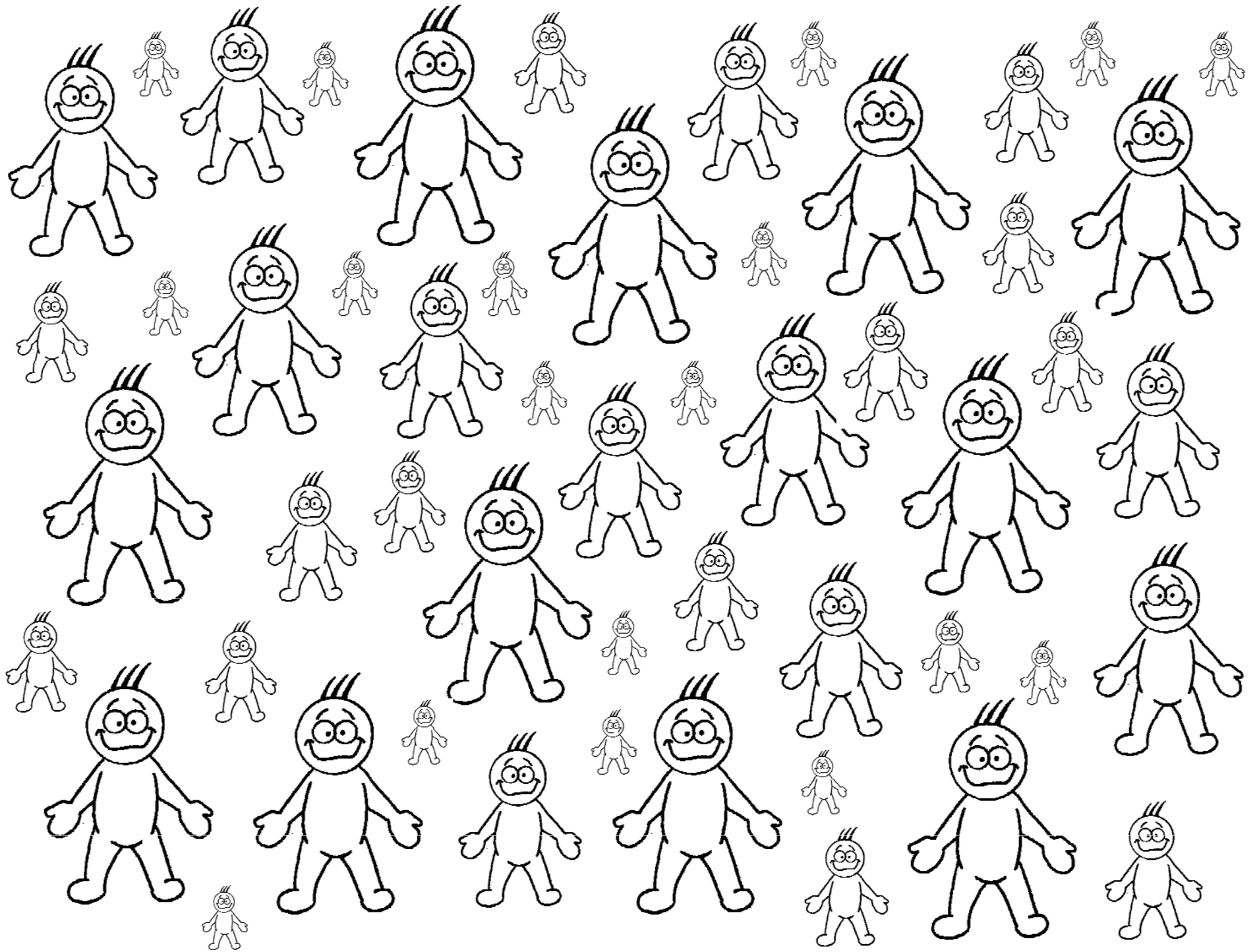


The Dot









Why the future?

"Brains are prediction engines. Walking down the street, your brain is processing massive amounts of information. We build these regulatory technologies in our heads to facilitate the flow of predictions. We're always making predictions—every person with a brain is a futurist."

Andrew Zolli

BUT unless we exercise
the foresight muscle, we're no good at it...

The Wright's first flight – 17 December 1903



“Man will not fly for 50 years”

- Wilber Wright to his brother Orville, 1901

*“The best way to predict the future
is to invent it.”*

Alan Kay



**Vote for me if
you want to live**

*We will either
shape the
future or
suffer it*

Governor Arnold
Schwarzenegger
November 2005

Three Laws of the Future

- The future is not predetermined
- The future is not predictable
- Future outcomes can be influenced by our choices in the present

*We tend to overestimate the impact in the short-term
and underestimate the impact in the long-term*

Today's Content

What could a **fully realised**
Police Service Area
look like?

The four Service Delivery Principles....

The Future...Backward

*The value is in the process –
It's not about getting the future "right"*

What is Strategic Foresight?

- Foresight “**refreshes strategy**”
- By enabling “**strategic thinking**”
- That helps **leaders make sense** of their environment: the issues, the actors, the dynamics, the possibilities...
- To enable them to develop insightful and innovative **strategic options**
- **Not an academic exercise**

**“Who the hell
wants to hear
actors talk?”**

- H.M. Warner,
Warner Brothers, 1927



*“A new idea is first condemned as ridiculous
and then dismissed as trivial,
until finally, it becomes
what everybody
knows.”*

William James

Why Strategic Foresight?

- Tools to better understand the world
- Aids in creating strategy
- Crucial for capacity building
- Allows innovation and emergence
- Potential for transformation

(Adapted from Sohail Inayatullah)

*“To be prepared **against** surprise is to be trained.
To be prepared **for** surprise is to be educated.”*
James Carse

“There will never be a mass market for cars and the limit in Europe will be about 1000 because that is the limit on the number of chauffeurs.”

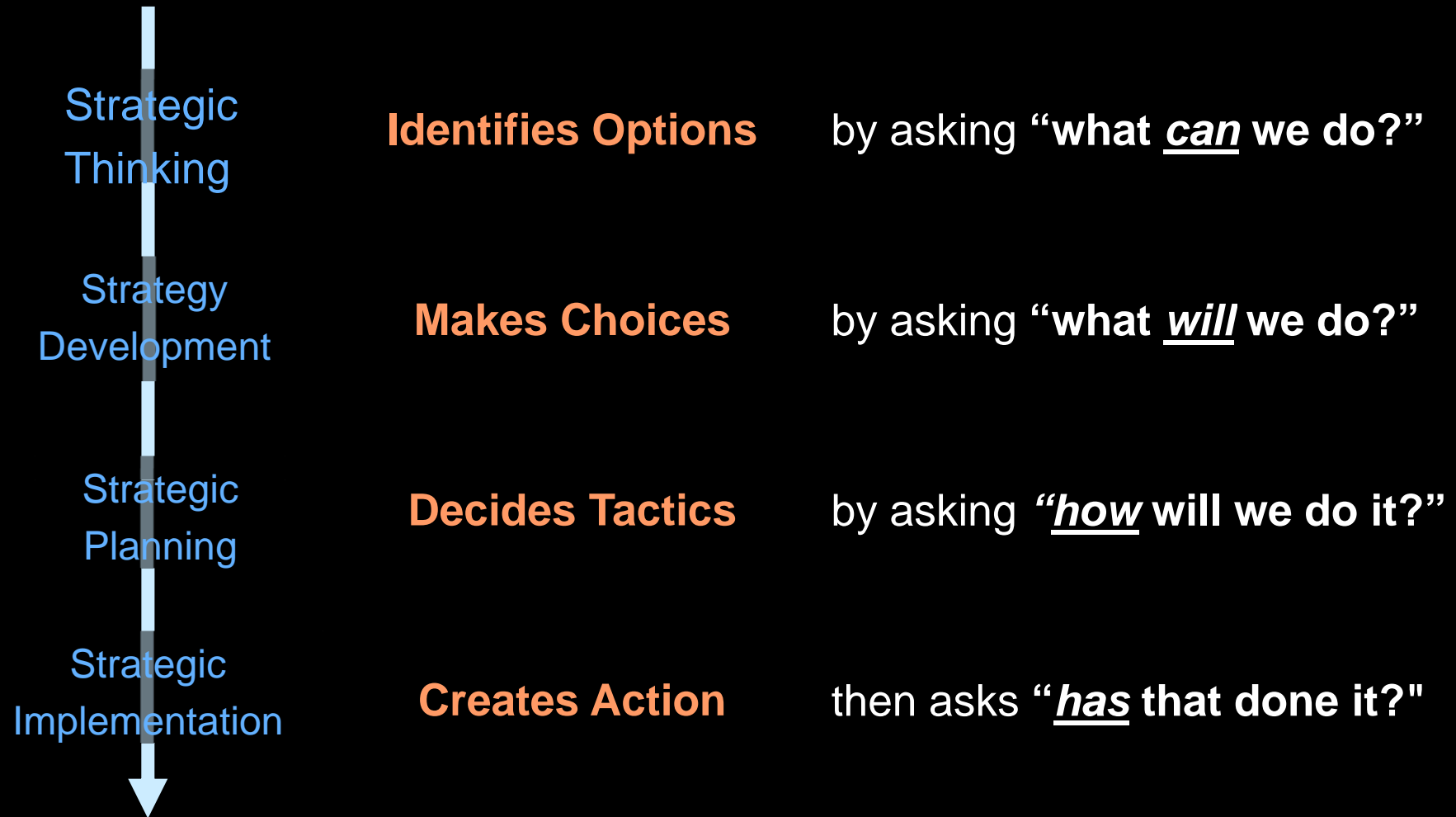
- Daimler Benz spokesperson

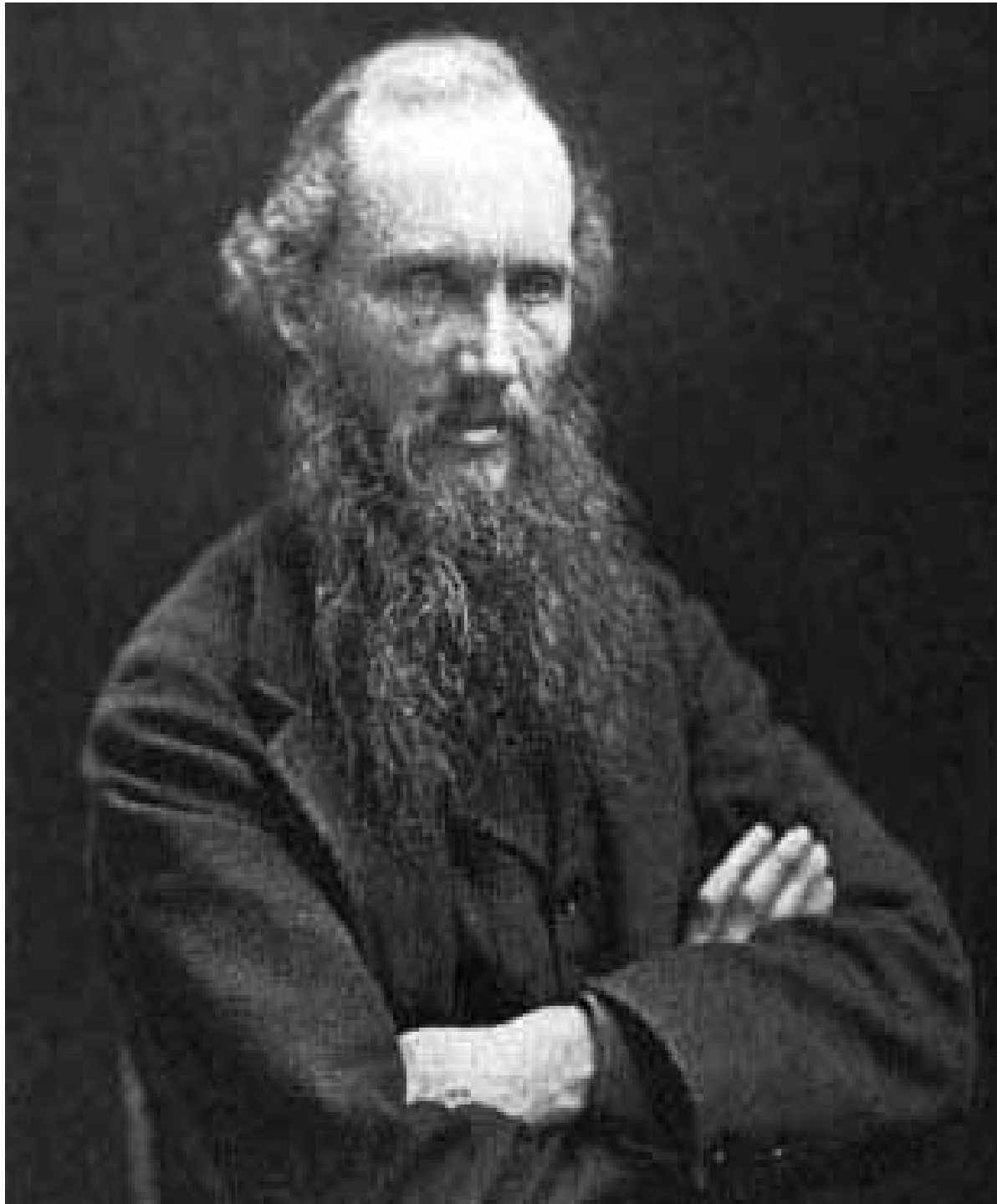


*“We may become the makers
of our fate when we have
ceased to pose
as its prophets.”*

Karl Popper

A Generic Strategy Process





**“Radio
has
no
future.”**

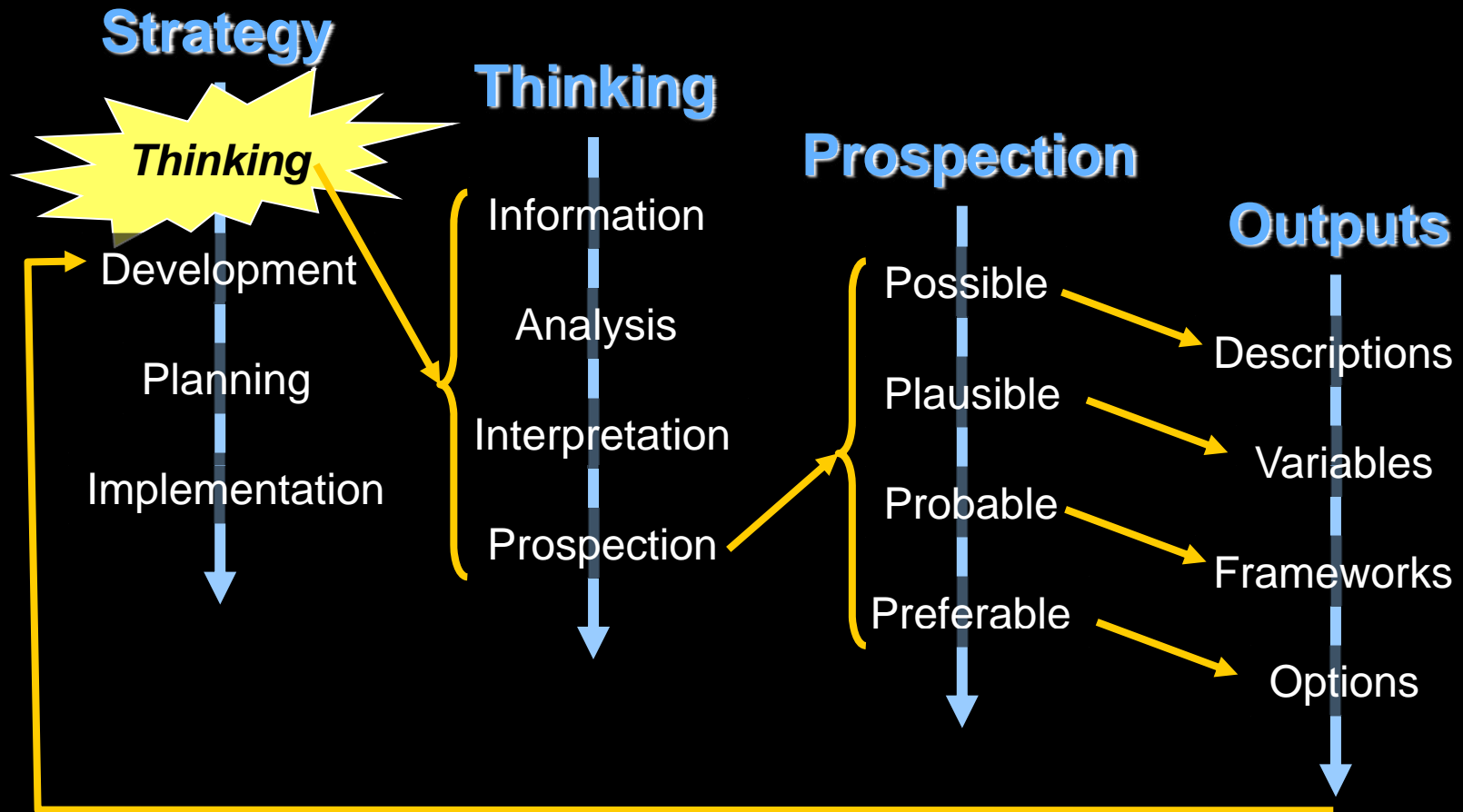
**“Heavier-than-air
flying machines are
impossible.”**

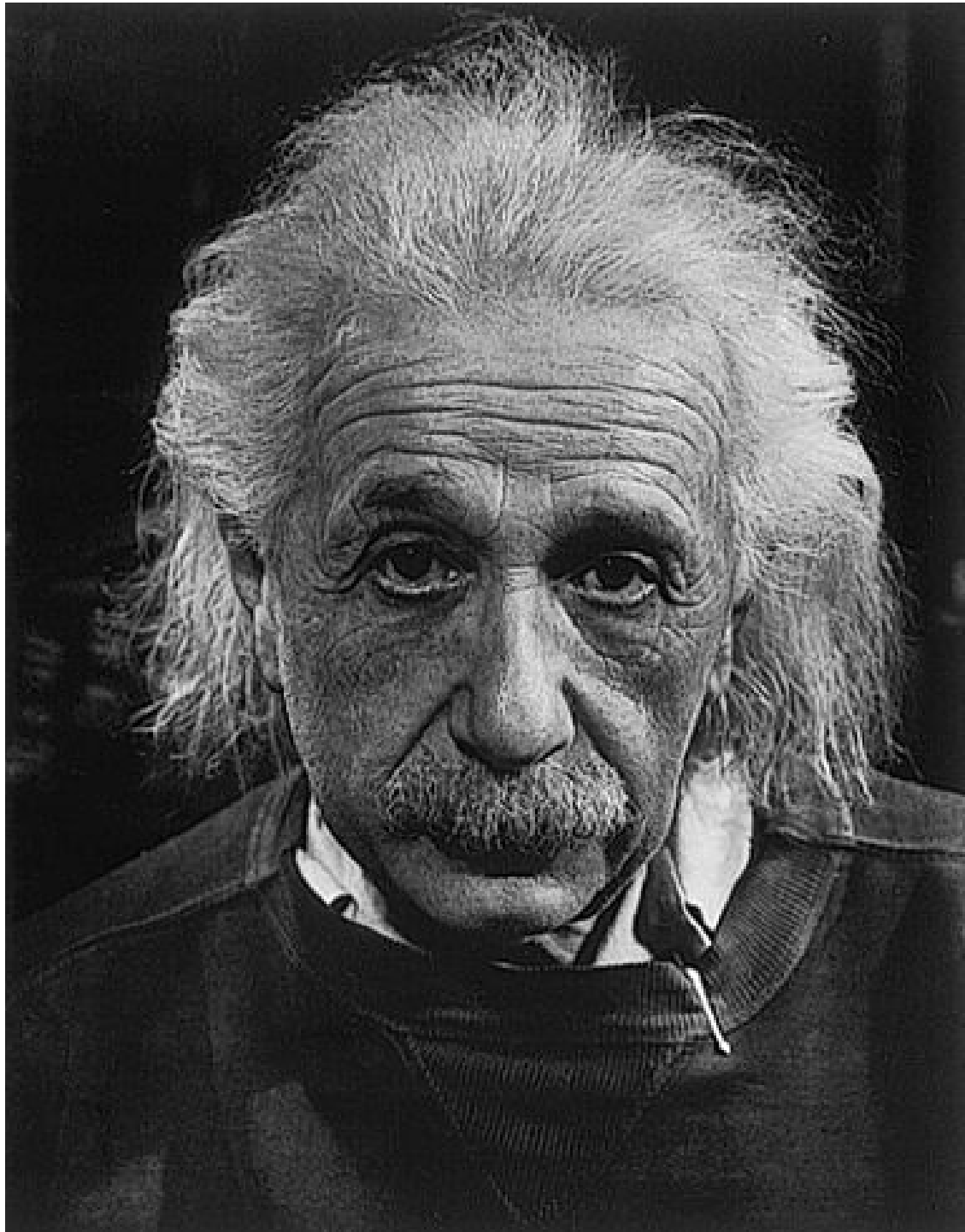
- Lord Kelvin, President, Royal
Society, 1895

“The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function.”

F. Scott Fitzgerald

A Generic 4-Sight Model





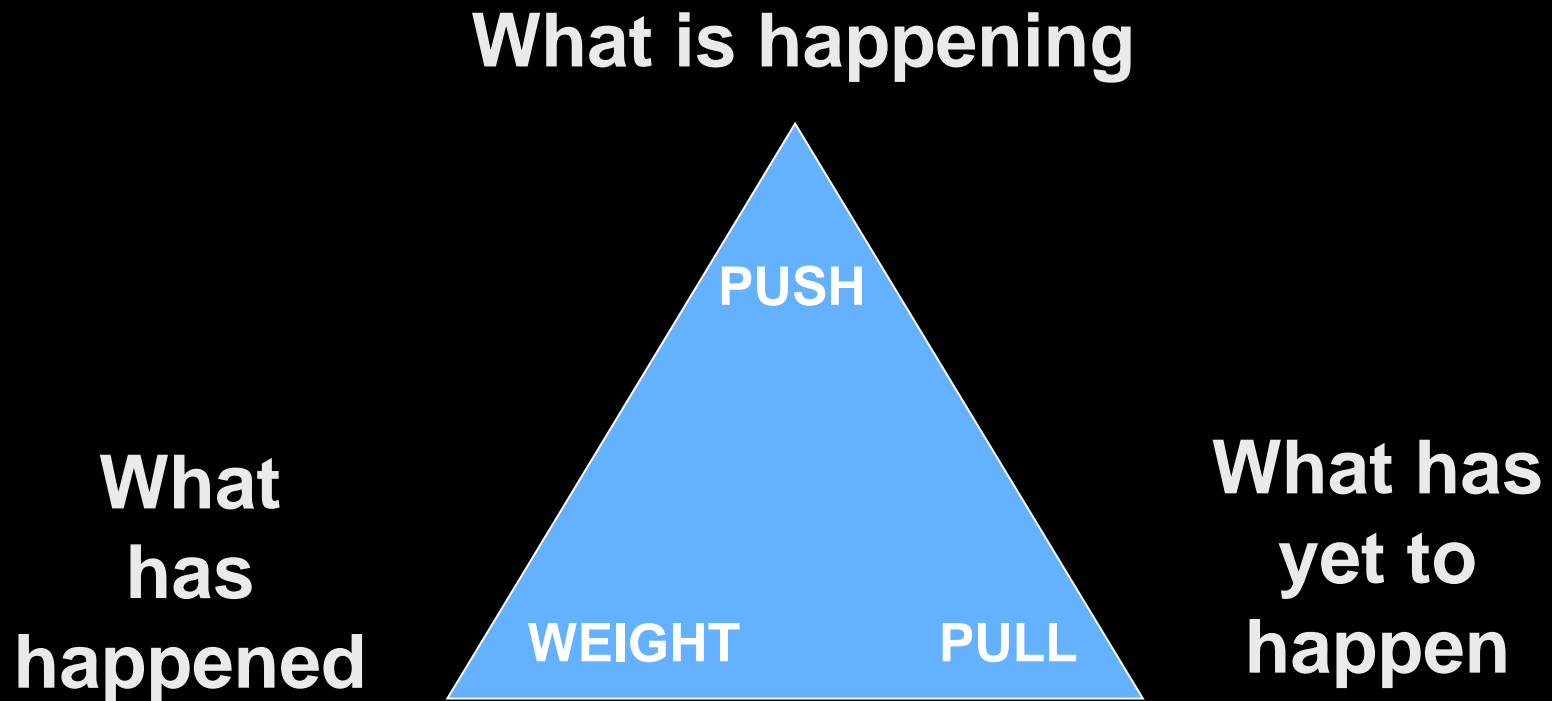
“There is not the slightest indication that **nuclear energy** will ever be obtainable.”

- Albert Einstein

*"Theory is extremely useful,
because your theory
determines what
you can see."*

Albert Einstein

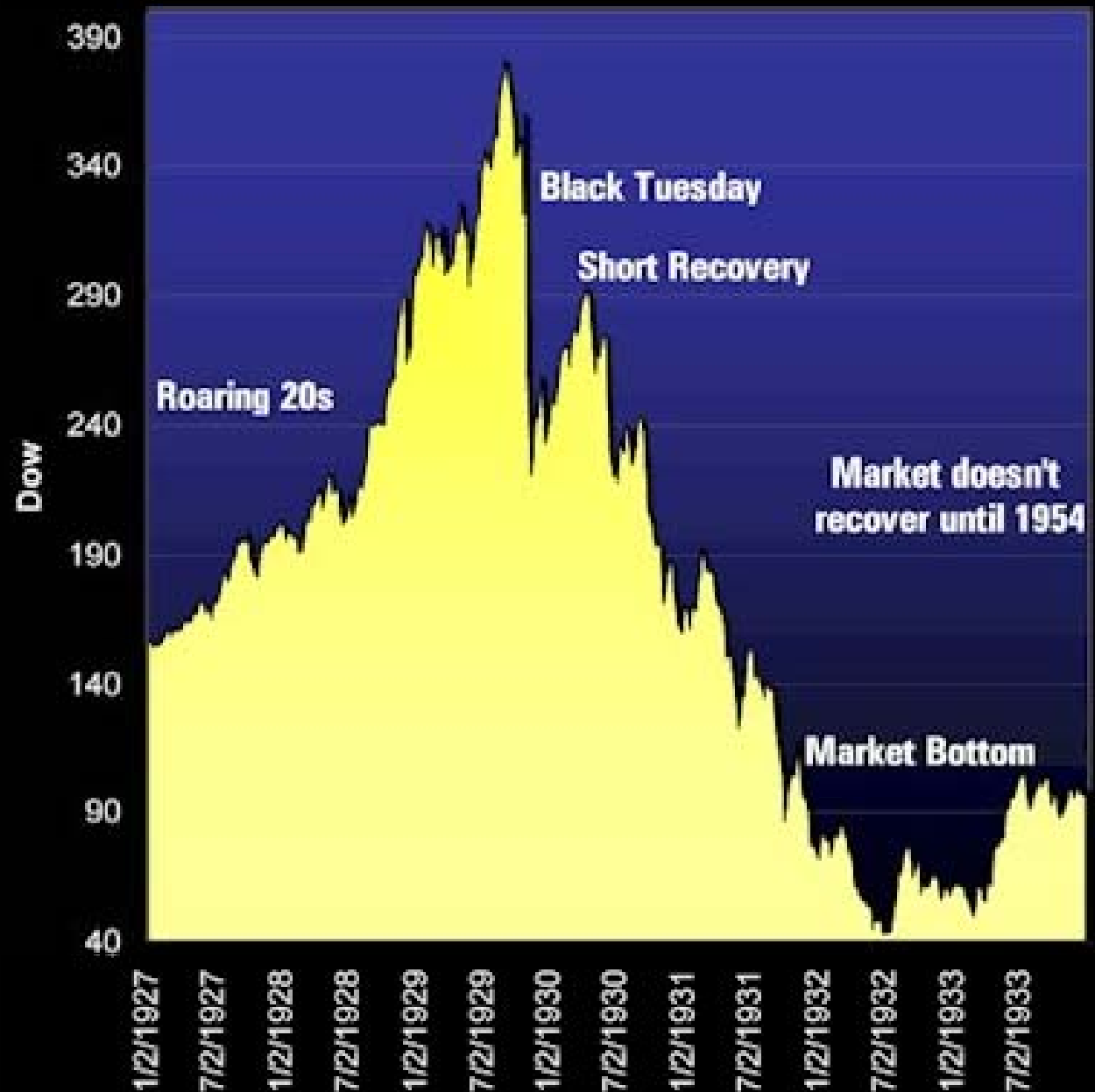
The Future is the Product of...



The Great Stock Market Crash of 1929

“Stock prices have reached what looks like a permanently high plateau.”

- Yale economist Irving Fisher, 1929



*“Confidence, like art, never comes from
having all the answers;
it comes from being open
to all the questions.”*

Earl Gray Stevens

4 Types of Futures Informed Actions

- There are four types of futures knowledge enabling four types of current actions to influence your future:
 1. Risks and threats > To avoid or mitigate
 2. Opportunities > To move towards
 3. Apparent constants > To monitor
 4. The unknowable > Prepare for strategic surprise



“I cannot imagine any condition which could cause this ship to founder.

I cannot conceive of any vital disaster happening to this vessel.

Modern shipbuilding has gone beyond that.”

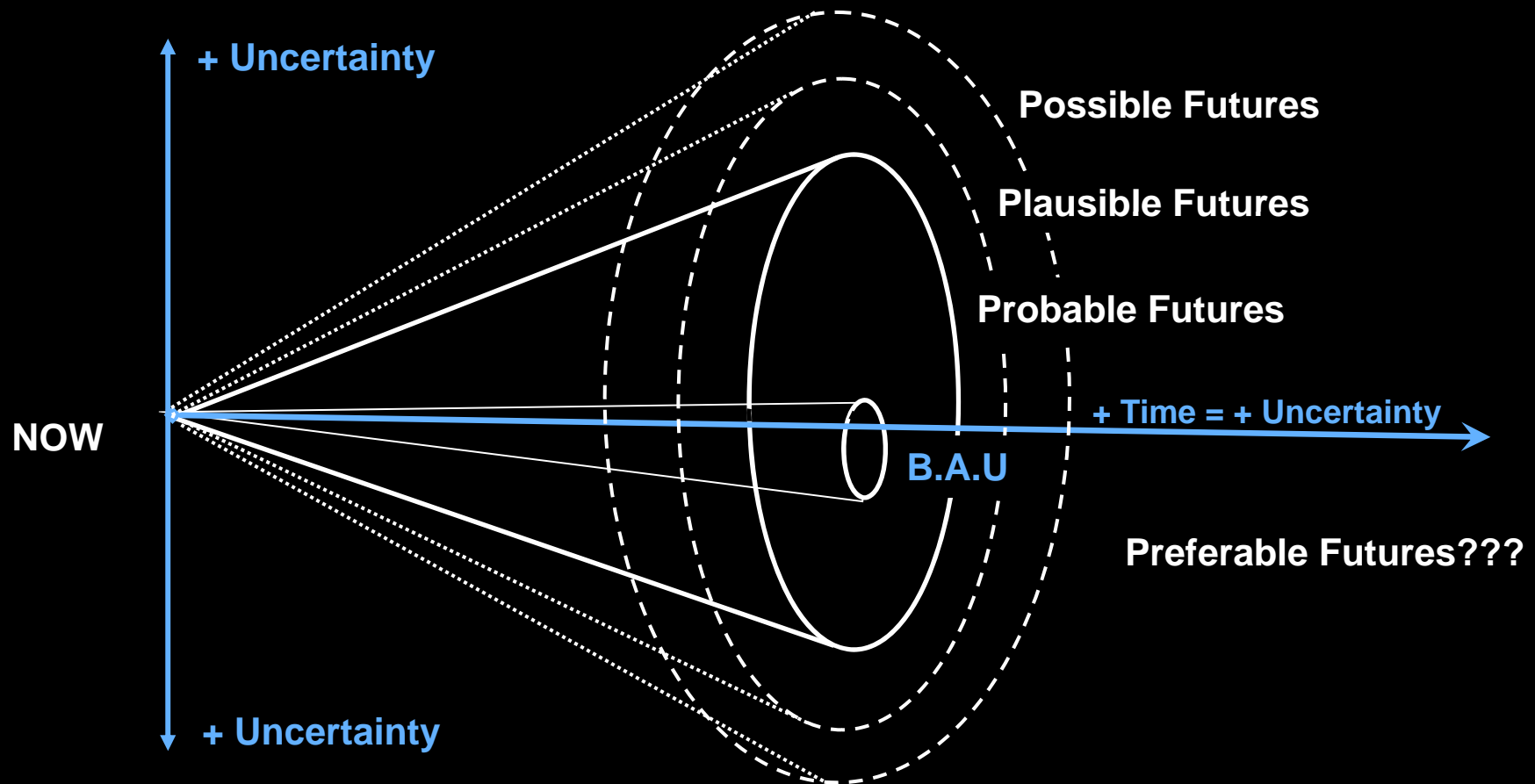
- Captain of the Titanic, E.J. Smith

*“If you're certain you're right ...
you shouldn't be afraid to
include opposite voices
at your table.”*

Paul O'Neill

4 Types of Futures

The “**Futures Cone**” shows types of futures based on degrees of *uncertainty*.





**“It will be years
– not in my time –
before a woman will
become Prime Minister.”**

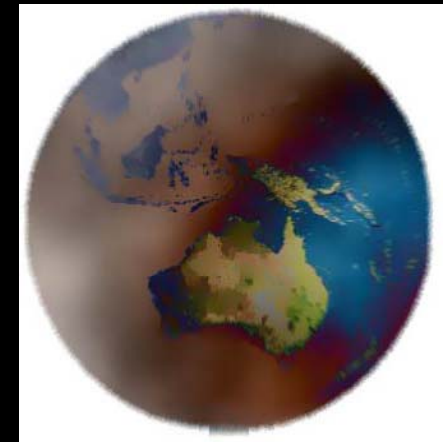
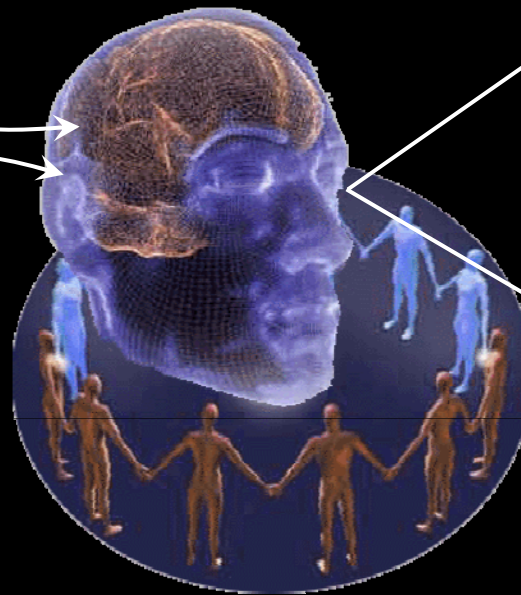
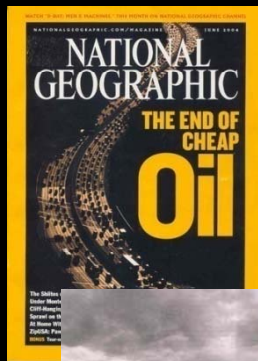
- Margaret Thatcher, 1974.
UK PM 1979-1990

“What is often popularly, even professionally, considered “the most likely future” is, in all probability, one of the least likely futures.”

Jim Dator

Worldviews?

What goes on “out there” affects our individual and collective interior worlds and our worldviews (our shared stories about the world)



Our shared, interior stories play an essential role in the *choices* that we make in the *present* about the *future*.

Two of Today's Dominant Worldviews

Industrial Economism

- Cartesian knowledge
- Static industries
- Competitive relationships
- Outcomes predictable
- Planning for results
- Focus on rules
- Culture can be managed
- Heroic leadership
- Functional separation
- Personal mastery

Knowledge Ecologism

- Quantum knowledge
- Dynamic ecosystems
- Symbiotic relationships
- Outcomes uncertain
- Navigating towards potential
- Focus on intelligence
- Culture is emergent
- Leaders at all levels
- Functional integration
- Network mastery



“By 2000, politics will simply fade away.
We will not see any political parties.”

– Buckminster Fuller, 1966

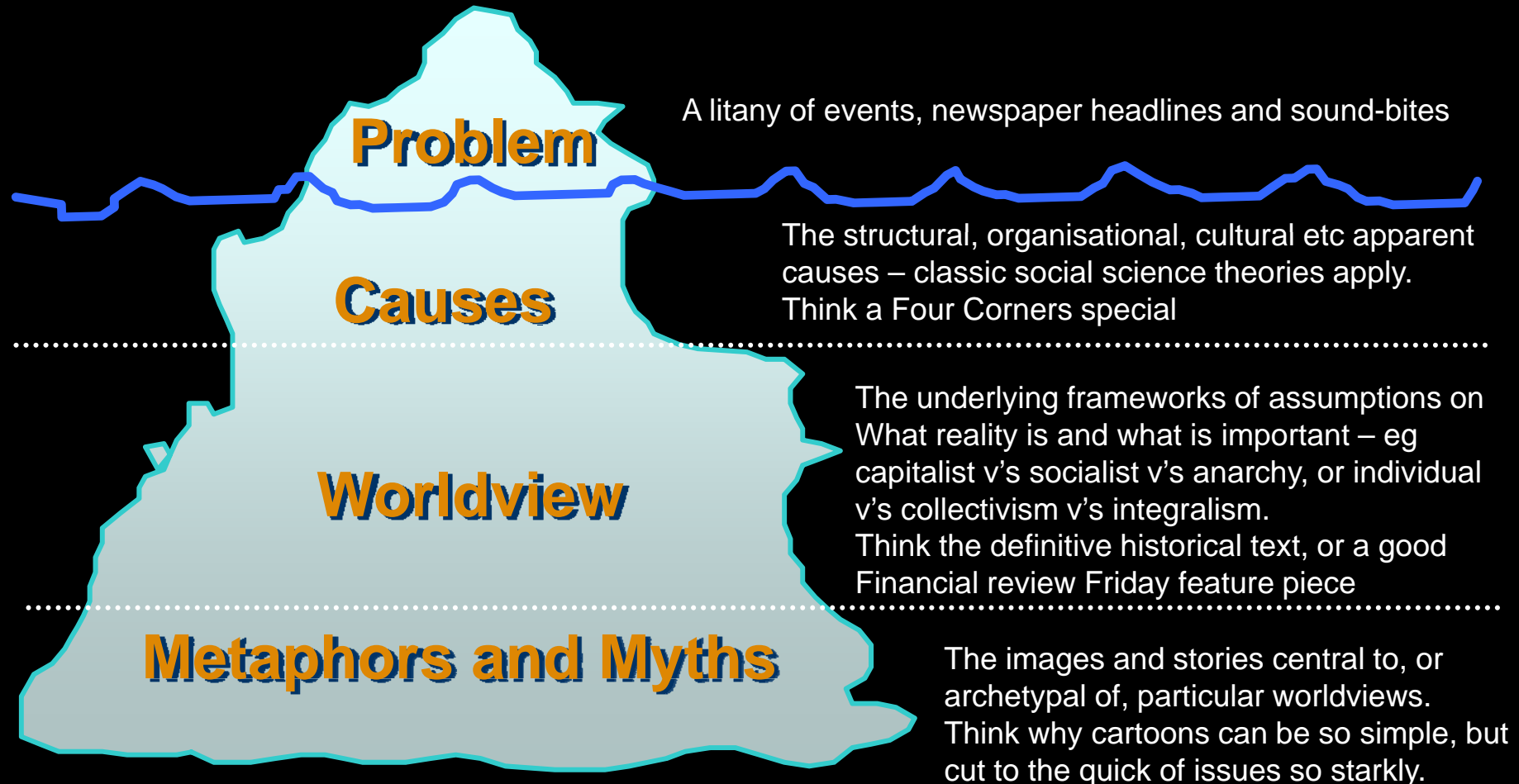
*“We don't see things the way they are.
We see things the way we are.”*

Talmud

Causal Layered Analysis

What is it? A post-structuralist approach to integrating different common levels of analysis of social problems/issues/events

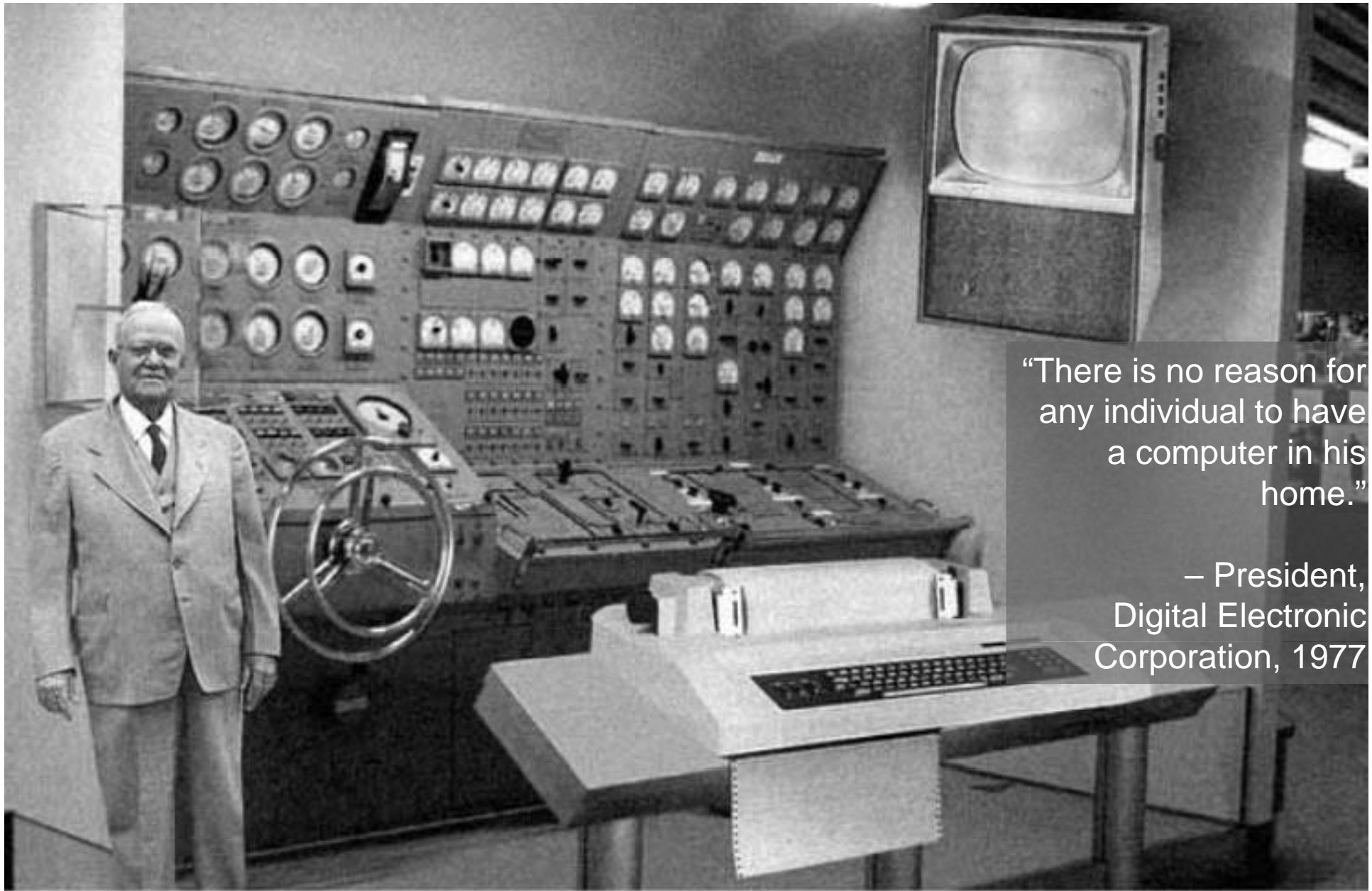
What is it good for? Making sense of current events, distilling longer-term causes, identifying multiple levels of response to a problem – eg policy options



CLA – An Example

“A” view on the recent Melbourne CBD shootings





“There is no reason for any individual to have a computer in his home.”

– President,
Digital Electronic
Corporation, 1977

Scientists from the RAND Corporation have created this model to illustrate how a “home computer” could look like in the year 2004. However the needed technology will not be economically feasible for the average home. Also the scientists readily admit that the computer will require not yet invented technology to actually work, but 50 years from now scientific progress is expected to solve these problems. With teletype interface and the Fortran language, the computer will be easy to use.

*“All our knowledge is about the past,
but all our decisions are about the future.”*

Ian Wilson

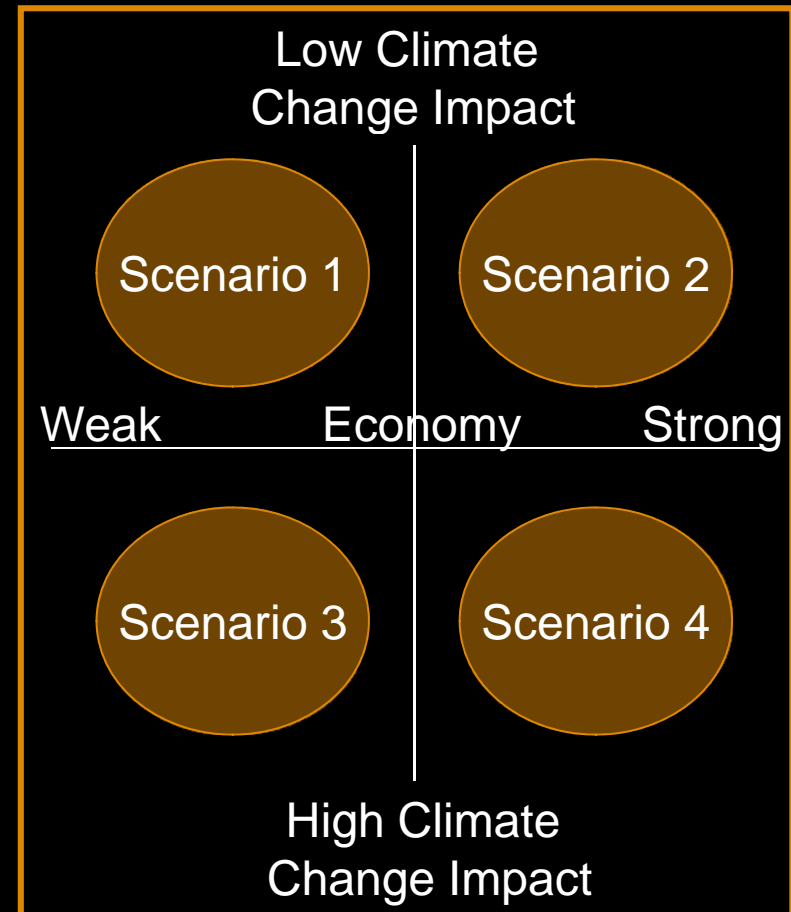
Scenarios as Future Operating Contexts

Scenarios are...

- A description...not predictions, not comprehensive
- Intended to stimulate thinking, explore options and create means to sense check current thinking and strategies
- There are many methods to create them....

GBN Scenarios...

- Choose two high impact highly uncertain drivers and identify two opposite outcomes for each
- Combine drivers into a matrix
- Create one scenario per quadrant:
 - Using boundary conditions of the two driver outcomes describe the operating context
 - Name your scenario
 - What are 3 big challenges in this scenario? How could you respond?
 - How do current SD principles play out in each scenario? – rate out of 10 (1 low, 10 high)
 - Gap analysis – what would be a better framing of the low scoring SD principle/s in this scenario?



**“We don’t like
their sound,
and guitar
music is
on the
way
out.”**

– President
Decca Records
1962



*“Nothing is good or bad,
but thinking makes it so.”*

Shakespeare

An End OR Beginning?

- What made you feel the most uncomfortable?
- What did you most enjoy or get the most out of?
- Could these tools be useful?
- How would you like to take this forward?

**“640k ought
to be enough
for anybody!”**

- Bill Gates, 1981



*“As for the future,
your task is not to foresee
but to enable it.”*

Max Jakobson

Possible Next Steps

- Bang for your buck
 - \$1 Million – 1 year BIG venture with GBN
 - \$250K – 6 month smaller venture (SSA)
 - \$100K – 3 month venture
- It's about the journey, it's not necessarily about the product.

Re-Thinking Strategy

“The sheer speed of change in today’s business environment presents the most crucial problem for designing and actioning coherent organisational strategy.

In order to be able to respond instantly (and intelligently) to changing conditions, we need to conceive of strategy not as some static, arcane, secret and unyielding plan, but as a pliable, collaborative, learning process impelling the business from its present state into mutually preferable futures.

In effect, strategy has become process.”

Richard D Hames (www.hamesgroup.com)

In December 1938, Lloyds of London was offering odds of 32 to 1 that there would be no war in the following year. In 1939, World War II began.

