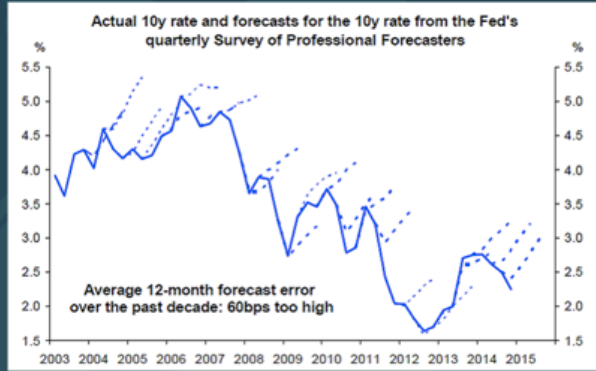


Wall Street economists have been consistently wrong in their forecasts for the ten-year Treasury yield over the past decade



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Source: DB Global Markets Research,  
FRB, FRBPHIL, Haver Analytics, 18  
December 2014

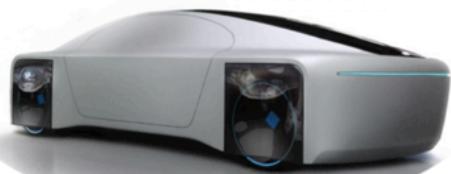


**World is a random  
place and reality  
consists of chaotic  
processes.**

**New information  
shapes people's  
behavior, hopes,  
actions and values.**

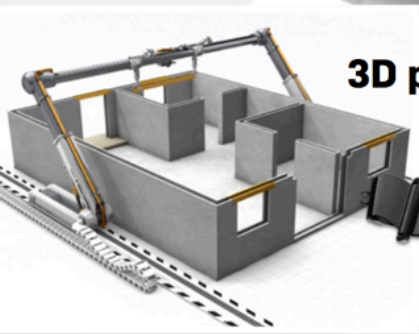
**Technological  
innovations change  
practices and  
constantly shape our  
reality.**

## Drone logistics



## Automated vehicles

## 3D printed buildings



## Augmented reality



## +4°C climate change



## Resource depletion Food scarcity



## Extreme inequality



2016

2040

The word 'foresight' was mentioned for the first time in a BBC broadcast in 1932 by visionary author H.G Wells, who called for the establishment of "Department and Professors of Foresight".

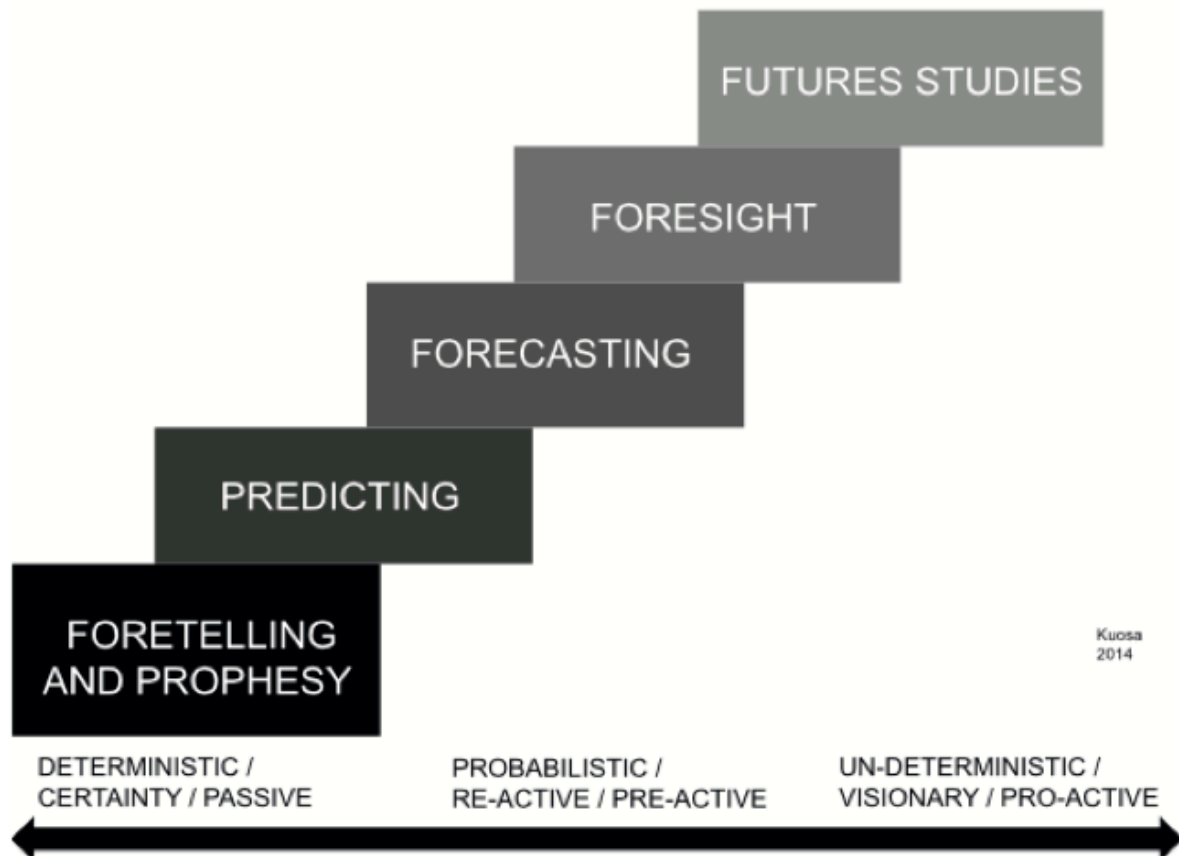
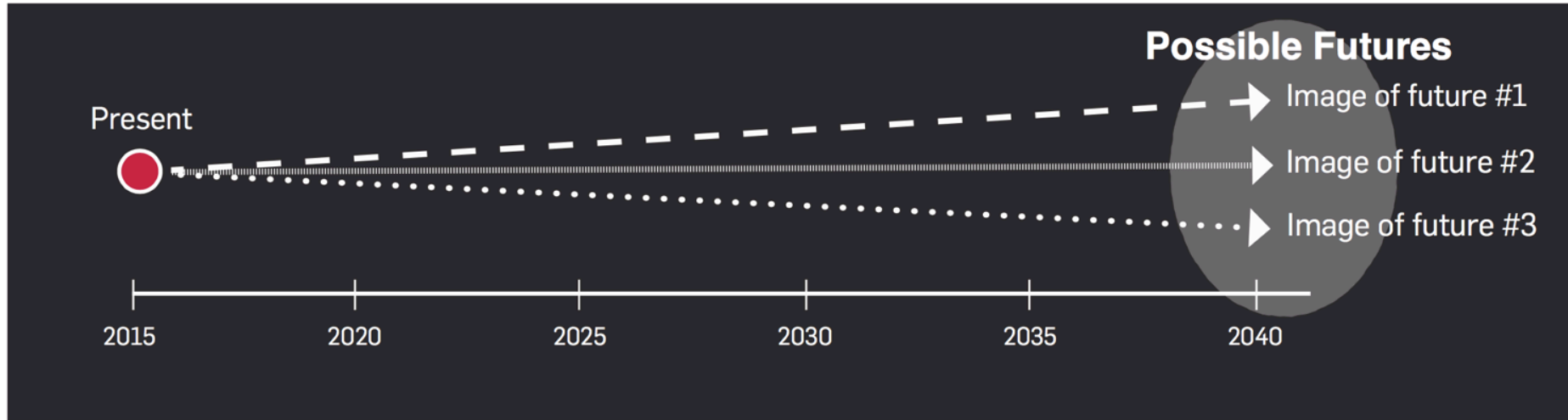


Figure 2: The scale of five classes in futures domain

# WHY WE DO SCENARIOS?

- **Scenarios help decision making by revealing possible futures.**
- **Scenarios show a logical chain of events that demonstrate how future events are linked**



## **Scenarios are...**

... attempts to explain a logical chain of events to show how events happen phase by phase from this day to the future (Eric Jantsch 1967)

... chain of events that are based on assumptions, which are made to pay attention to causal processes and decision-making moments. (Herman Kahn 1967)

... Chain of events or processes, where world, a nation or a system develops to a certain future state (Ian Miles 1986)

## **Good scenario**

Interesting

Helps in decision-making

Has New information

Possible

Objectively

Psychologically

Consistent

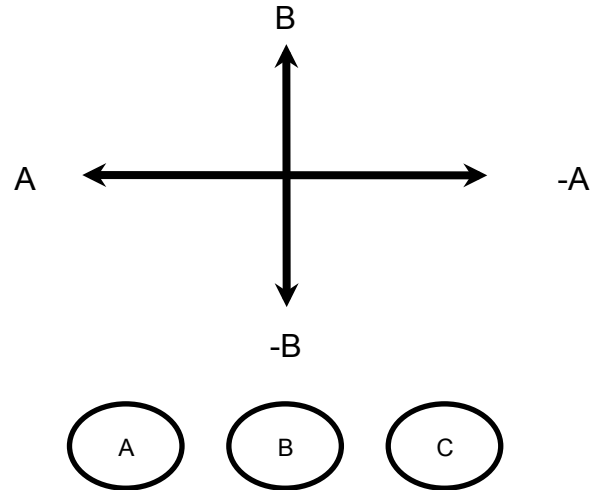
Assumptions of the decisions can be explained

Plausible

Contains previous actors, actions, choices, backgrounds, connections, materials...

# Alternatives in scenario themes

	I	II	III
A			
B			
C			
D			
E			
F			

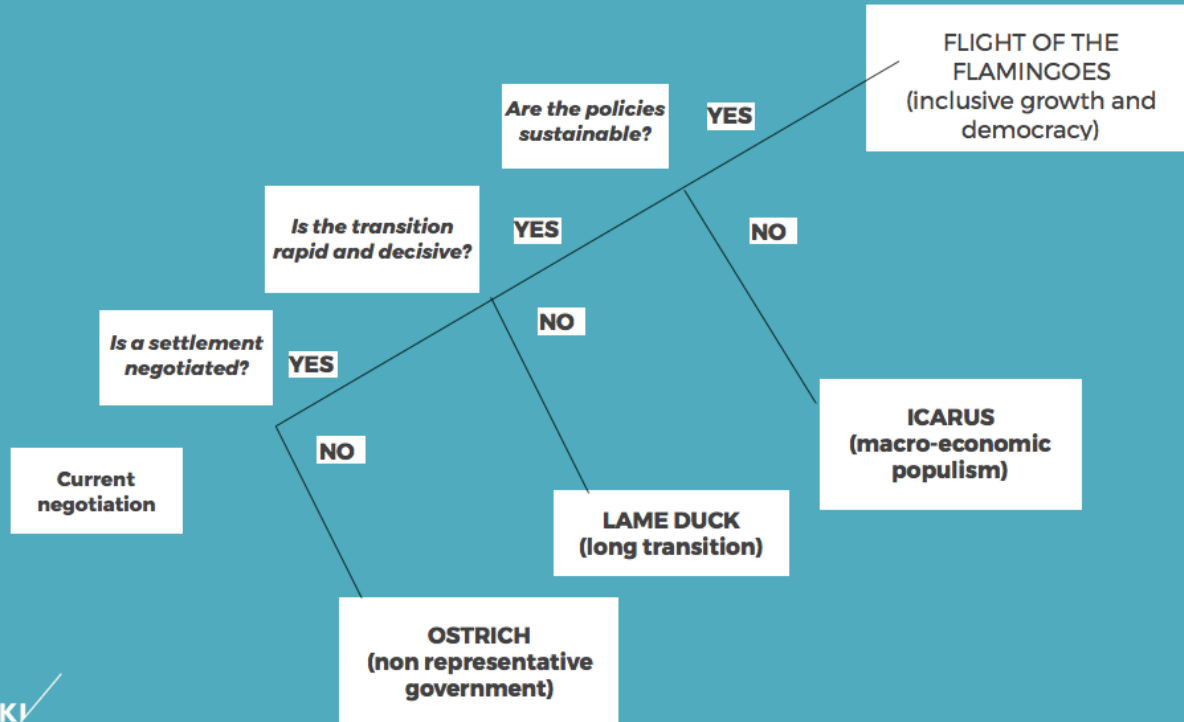


1. Identifying key variables

2. Starting from main uncertainties


3. Beginning with the most interesting plausible developments

# MONT FLEUR SCENARIOS ON TRANSITION TO DEMOCRATIC REGIME IN SOUTH AFRICA



# NEW LENS SCENARIOS

A SHIFT IN PERSPECTIVE FOR  
A WORLD IN TRANSITION

 [Click here to enter](#)





## MOUNTAINS

This is the world with status quo power locked in and held tightly by the currently influential. Stability is the highest prize; those at the top align their interests to unlock resources steadily and cautiously, not solely dictated by immediate market forces. The resulting rigidity within the system dampens economic dynamism and stifles social mobility.



## OCEANS

Influence stretches far and wide in the world of Oceans. Power is devolved, competing interests are accommodated and compromise is king. Economic productivity surges on a huge wave of reforms, yet social cohesion is sometimes eroded and politics destabilised. This causes much secondary policy development to stagnate, giving immediate market forces greater prominence.

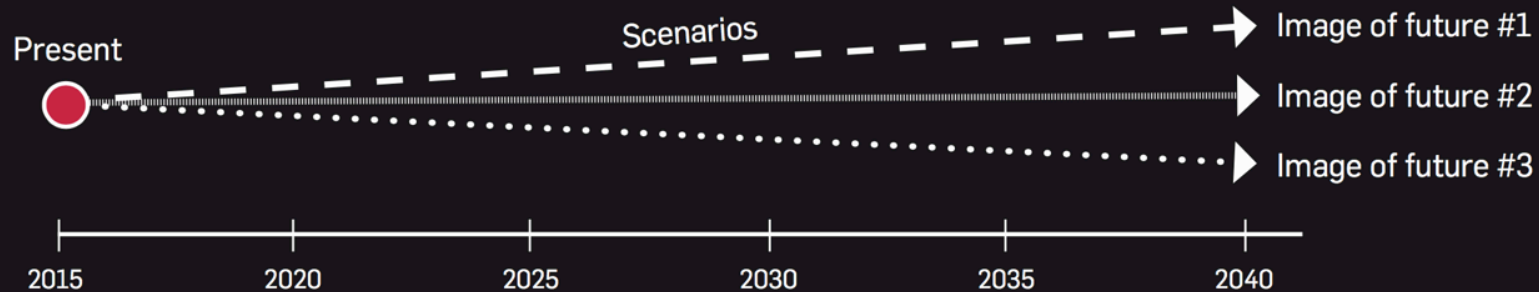


**Forecasting**

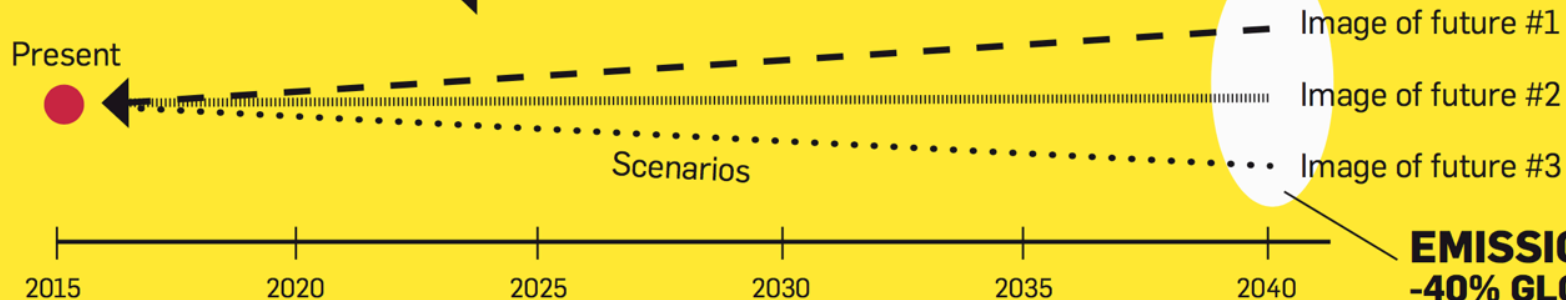
**& Backcasting**



 **FORECASTING VIEW** 



**BACKCASTING VIEW**  



1. Starting from the distant future makes you better at grasping time proportions.
2. Usually making a great leap forward requires a lot of un-learning, both individually and collectively. This means that you also start seeing new opportunities in things that used to be irrelevant to your business.



# Read more:

<http://www.demoshelsinki.fi/en/2015/05/28/how-nokia-backcasted-its-way-out-of-a-dead-end-and-why->

# Forecasting

- Causality and determinism
- Dominant trends
- Need to adapt and survive



# Backcasting

- Causality and intentions
- Desirable futures
- Need to guide transformation



# **Positive futures and Backcasting: 3 takeaways**

- 1. We need to think long term (over 10 years)**
- 2. Business and cities need positive goals to create positive change and flourish**
- 3. Backcasting helps to navigate beyond and with disruptive changes**

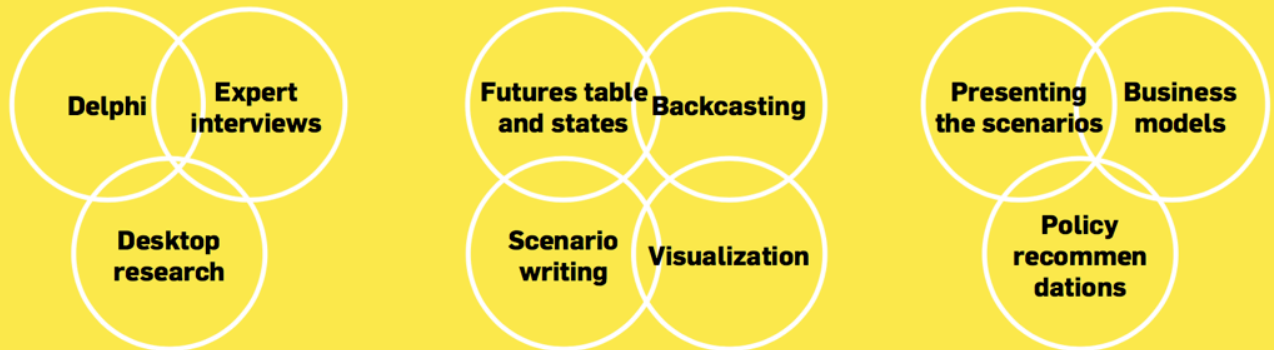
# CO-CREATIONAL FUTURES PROCESS



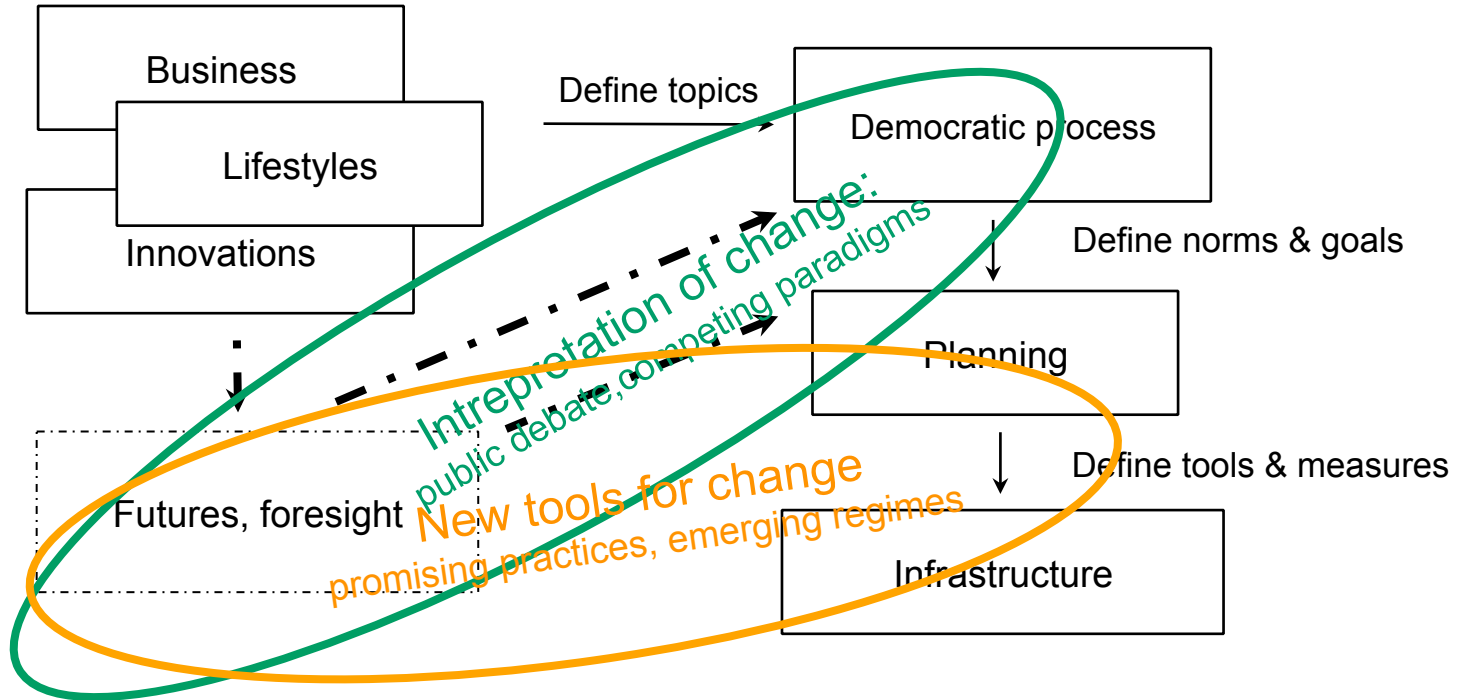
## WE AIM FOR



## METHODS TO DO IT



# WHAT FUTURES BRING TO PLANNING PROCESS?



# A review of scenario planning

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## ARTICLE INFO

### Article history:

Available online 1 November 2012

## ABSTRACT

This paper reviews the scenario planning literature looking for answers for the following questions: How do qualitative and quantitative scenario methods differ and what are the advantages and disadvantages? What methods exist for quantitative scenario planning? Particularly quantitative scenario methods often lead to a large number of so-called "raw" scenarios that need to be further refined, discussed, and verbally described. How do scenario planners select raw scenarios for further exploration and how many should they choose? How is the problem of validation addressed in scenario studies?

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## Technological Forecasting & Social Change



## Future memories

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*La prospective*  
Scenarios  
Projects

## ABSTRACT

Although the concept of foresight is now widely used by Anglo-American writers, the Romance-language countries have continued to refer to the concept of *la prospective* or *prospectiva* since the early 1960s. Despite cultural differences, the two concepts are very similar. Nevertheless, the author argues that *prospectiva* is closer to *strategic foresight*. The *prospectiva* attitude does not wait for change and then react; it aims to master expected change (*proactivity*) and to induce a desired change (*proactivity*). *Proactivity* is what guides all approaches to future studies, forecasting, scenario planning and foresight. *Proactivity* is more voluntarist, and aims to bring about the desired changes by means of strategic planning. This leads to a hopeful message: We just have to rethink the problems to move forward. The author highlights the enduring relevance of several key thinkers ranging from Saint Augustine and Seneca to Gaston Berger and Igor Ansoff. He emphasizes the importance of a collectivity's thinking together about the future and taking action. Overall the article pleads for rigor yet some common sense explains the utility of participatory foresight with simple tools (morphological analysis, *prospectiva* workshops). In conclusion, this article emphasizes two symmetrical errors: ignore the existence of a hammer when in front of a nail or consider every problem a nail because you have a hammer!

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## Technological Forecasting & Social Change



## Scenario building: Uses and abuses

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## ABSTRACT



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## Futures

journal homepage: [www.elsevier.com/locate/futures](http://www.elsevier.com/locate/futures)



NORTH-HOLLAND

## The Art of Scenarios and Strategic Planning: Tools and Pitfalls

MICHEL GODET

## ABSTRACT

The term *strategy* has been misused and even abused. Worse, the word *scenario* is often confused with strategy to the point that clarification is needed if we are to understand one another. As a prolongation of the work done by the Rand Corporation in the 1960s, strategic planning, management and *prospective* approaches have been developed to help organizations master change. Over the past 25 years, we have contributed by creating or further developing various methodologies and procedures such as the Mactor and MICMAC methods for use in scenario building. These tools are doubly powerful in that they stimulate the imagination, reduce collective biases, and promote appropriation. One of the main functions of the strategic futures exercise is to eliminate two errors that we usually describe as the "hammer's risk" and the "nail's dream." In other words, we forget what a hammer's function is when staring at a nail (the nail's dream) or we know how to use a hammer and imagine that every problem is like a nail (the hammer's risk). In our case, we strive to give simple tools that may be appropriated. However, these simple tools are inspired by intellectual rigor that enables one to ask the right questions. Of course, these tools do not come with a guarantee. The natural talent, common sense, and intuition of the futurist also count! © 2000 Elsevier Science Inc.

## Making sense of future uncertainties using real options and scenario planning

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## ARTICLE INFO

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Real estate management  
Real options  
Scenario planning  
Sensemaking

## ABSTRACT

Healthcare across the world is facing many uncertainties. In Dutch health policy change is forcing health organizations to deal more efficiently with this and this increases the need for real estate strategies that are more flexible support managers in incorporating flexibility in their decision-making new healthcare facilities, we have developed a method that combines real and real options. Scenario planning enhances sensemaking over the future uncertainties, and real options should help in addressing flexible making through weighing the pros and cons of flexibility measures. sensemaking process by applying the method to a hospital, to a forensic organization for vulnerable citizens. Data collection took place through workshops. We found that the identity and characteristics of the workshop influenced the sensemaking process. The method proved a useful means of abstract uncertainties that influence an organization, aspects that are the scope of real estate managers. The real options approach offered a method