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# SCHOOL OF INTERNATIONAL FUTURES

Better **DECISIONS** today for a better **FUTURE**

[www.soif.org.uk](http://www.soif.org.uk)

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# PRESENTATION AGENDA

- **Section 1: Our purpose**
- **Section 2: Diagnosis and solution**
- **Section 3: What we do**
- **Section 4: Foresight for a better future**
- **Contact**

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# SECTION 1

# OUR PURPOSE

A brief introduction to SOIF.

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## OUR PURPOSE

*We help policy-makers and business leaders make strategic choices, manage risk and create future-ready organisations*

*Our vision is that individuals in organisations and communities across the world use strategic foresight to improve their lives professionally and personally*

**BETTER DECISIONS  
TODAY FOR A BETTER  
FUTURE**



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# WHO WE ARE

SOIF was established in 2011 to help policy-makers and business leaders make strategic choices, manage risk and create future-ready organisations.

Our founders met working on the frontline of UK strategy and policy-making – Cat as Strategy Project Director at the UK FCO and Senior Policy Adviser in the Prime Minister’s Strategy Unit, Alun as part of the team that set up the UK’s Horizon Scanning Centre . This was after earlier experiences working in tech start-ups, FMCG and governance across 40 countries. We became frustrated by the lack of transmission of insights about the future into decisions in the present. So we sat down for coffee in Café Grana by St James’ tube in London and plotted the future...



**CAT TULLY**  
Co-Founder

Twitter: @CatTullyFoH



**ALUN RHYDDERCH**  
Co-Founder

Twitter: @AlunRhydderch



**PETER GLENDAY**  
Programme & Research  
Director

Twitter: @pglenday



**ALLIE BOBAK**  
Co-ordinator

Twitter: @Allie\_SOIF

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# OUR ADVISORS AND NETWORK



**MATHEW J BURROWS**

Director of Strategic Foresight , Atlantic Council;



**ROSEMARIE FORSYTHE**

Former Director, International Political Strategy at ExxonMobil; Former Director White House



**NICHOLAS COLLOFF**

Executive Director at Argidius Foundation; Former Director of Innovation, Oxfam



**SOIF ALUMNI AND NETWORK**

Over 300 alumni on SOIFSpace. And a network of over 100 collaborators: guest faculty, innovators, methodology designers, big data specialists, facilitation experts to help us create the best team for clients' needs. And impact!

# OUR SPECIALTIES

## ✓ EXPERTS IN FORESIGHT AND STRATEGY

SOIF sits at the palace where theory and practice meet. We combine experience in government, business and pedagogy, with knowledge applying foresight to policy-making and strategy.

## ✓ DECISION-CENTRIC

By putting the decision and decision-maker at the heart of the process we help you become a better user and commissioners of foresight.

## ✓ MULTI-STAKEHOLDER & OUTCOME FOCUSED

SOIF works with governments, businesses, industry bodies, NGOs, civil society groups and universities...often together, to unlock insights and commitments

## ✓ REAL-WORLD IMPACT

SOIF's four stages helps us design and teach foresight that can be used to impact decision-making today. We take a practical and imaginative approach to the future, to build capability and help you realise benefits today.

## ✓ INTERNATIONAL PERSPECTIVE

SOIF has a unique international perspective and network. We have worked with more than 50 countries with experience in developing countries, the UN system and international governments.

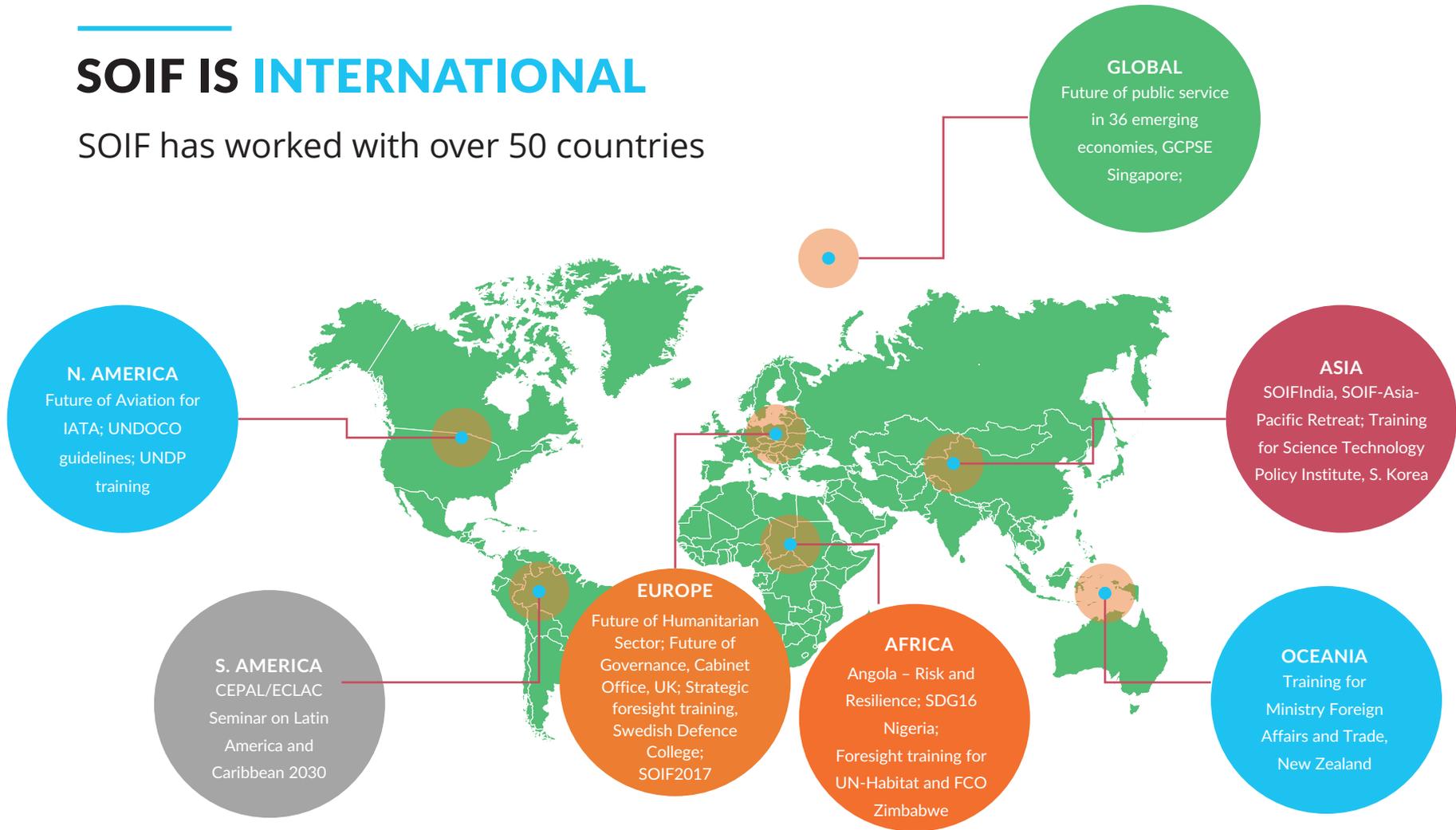
## ✓ PROMOTING THE GLOBAL GOALS

We are actively contributing to create a world where all countries can harness the power of participative conversations about the future to achieve the Global Goals



# SOIF IS INTERNATIONAL

SOIF has worked with over 50 countries



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## OUR CLIENTS

In the past four years, through our training, conferences and retreats, SOIF has introduced strategic foresight to over 400 senior leaders from industry, public and third sectors, from over 50 countries.

We work with CEOs, Chairmen, Senior Advisors, Directors, Senior Strategists, Scenario Analysts, Executive Directors, government officials and Ministers and more...

“

... Very professional. Well designed and organised. High quality of faculty.

”



**MISAKI KIHARA**  
Shell Global. Futures Team

“

... The School of International Futures is a treasure that anybody interested in managing for the future should not miss.

”



**MATHEW J BURROWS**  
Atlantic Council, Director,  
Strategic Foresight

“

... Excellent materials and insights provided, including practical expertise

”



**SIMON STRICKLAND**  
Cabinet Office, HM Government,  
UK, National Security Secretariat

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# SECTION 2 DIAGNOSIS AND SOLUTION

The imperative for strategic foresight

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**...THE PURPOSE OF LOOKING AT THE  
FUTURE IS TO DISTURB THE PRESENT**

Gaston Berger

”



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# COMPLEX FUTURES

The world faces comparatively greater uncertainty and complexity. For example, we are experiencing a global volatility cycle that is unprecedented since 1970. This is reflected in price fluctuations of oil and food, and uncertainty about economic growth. This kind of volatility trap is difficult to get out of and requires international coordination and policy responses.

It's easy to be exceptionalist about the present, but it has been noted by complexity advocates that the growing interconnectedness of countries, and the challenges facing the world, are unprecedented. This does not mean that the world faces greater or more probable threats.

This distinction is important. What we are facing is the growth of new types of problems - such as cybercrime, organized crime, climate change, and food and energy security - that are systemic, transboundary and seemingly outside the ability of national governments and multilateral frameworks to manage. Uncertainty - due to the complexity of these interlinked challenges - is overwhelming governments' capability to respond in order to mitigate and manage risk collectively at a global level. The complexity of many current problems highlights the shortfalls in our traditional ways of approaching the future (forecasting and risk assessment). In consequence, countries and organizations principally respond by focusing on short-term and reactive actions.

Leaders are increasingly looking for help engaging with uncertainty.



“The world is much more uncertain and volatile than it has ever been before. And that is because of some factors coming together now that have never come together before. And they amplify each other. You have a totally different world order and we struggle with that enormously”

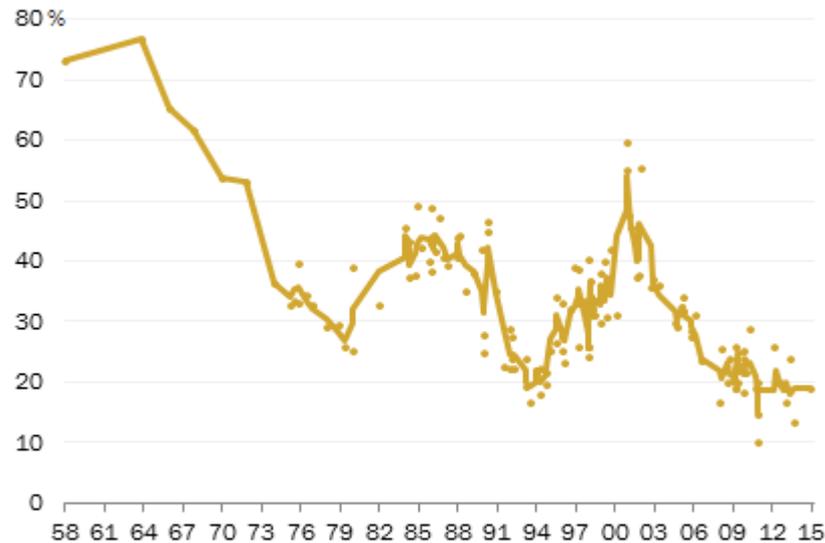
**Paul Polman, CEO, Unilever**

# DECLINING TRUST

Trust in institutions is on the decline, not only governments, but in our media and NGOs.

## Public trust in government: 1958-2015

*Trust the federal government to do what is right just about always/most of the time ...*



Survey conducted Aug. 27-Oct. 4, 2015. Q15. Trend sources: Pew Research Center, National Election Studies, Gallup, ABC/Washington Post, CBS/New York Times, and CNN Polls. From 1976-2014 the trend line represents a three-survey moving average.

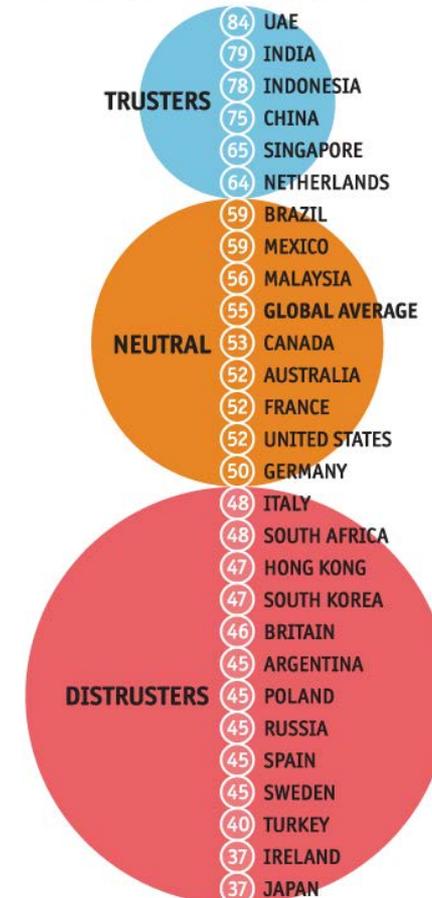
PEW RESEARCH CENTER

SCH

## A wary world

Average of trust in government, business, media and NGOs, 2015\*

100 = complete trust in institutions



\*Among "informed public"

Source: Edelman

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# TRANSFORMATIVE PLANNING

Non-linear effects require a transformation in the way in which governments, companies, civil society respond to and think about risk.

Traditional approaches to planning are no longer working – with linear processes, discrete planning cycles and single visions of the future.

Governance structures have failed to facilitate or develop responses to longer-term issues. They struggle to work on a time horizon beyond the next election cycle. In a world of long-term global problems, this means that extremely serious – even existential – threats like climate change are insufficiently addressed. It results in chronic under-investment in future and present capabilities.

At SOIF we see all sectors coming to us from governments, to corporations to communities to seek new ways of working.

Too often we are locked in **reactive and crisis-management** behaviours, squeezing out any space for proactive engagement, innovation and risk taking,. This results in gridlock, paralysis, and subsequent distrust between the different arms of government

Meanwhile, Citizens are demanding **greater transparency and participation** from politicians. They are increasingly able to negotiate and respond politically through emerging social media networks and alliance.

# COMPLEX FUTURES

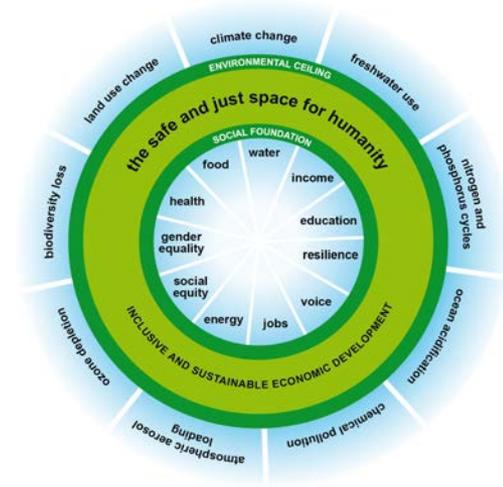
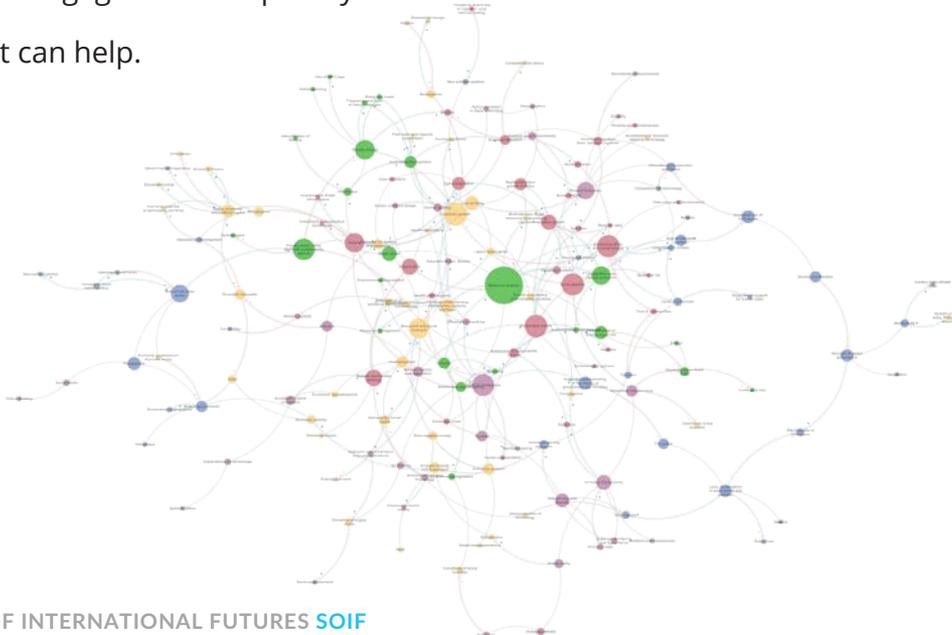
Policymakers are increasingly operating under conditions of complexity rather than chaos, complicated or simple conditions.

Complexity comes with unpredictability and systemic effects.

Intelligent leaders understand that complex systems are more like frogs than bikes. You can disassemble a bicycle completely, clean and oil the separate parts, and reassemble it confident that it will work as before. Frogs are different. The moment you remove any part, all the rest of the system is affected, instantly, in unpredictable ways, for the worse. B

Binary 'leaders', and quite a few management consultants too, really do think that complex organizational systems will respond to the bicycle treatment. They think you can get a realistic picture of the total system by simply aggregating its component parts. Strategic foresight is particularly valuable in helping decision makers to engage with complex systems.

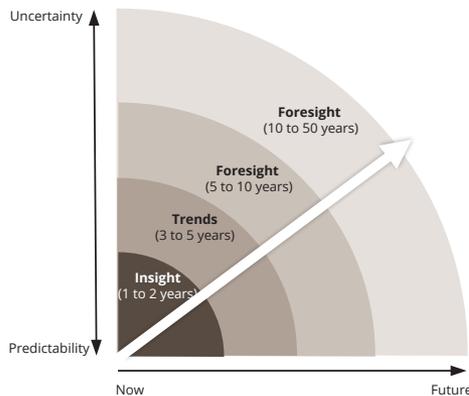
Foresight can help.



# WHAT IS FORESIGHT

Strategic foresight provides a way to navigate a complex environment by **developing enhanced competitiveness, resilience and agility**.

Foresight is not about predicting the future, but understanding your current and future operating environment. It offers a **systematic and imaginative approach** so organisations can engage and **address uncertainties** associated with demographic, environmental, economic, political, technological and resource changes.



## GOOD FORESIGHT

- ✓ Helps you move towards a positive vision – building prosperity, security and well-being
- ✓ Addresses risk-management by helping you develop resilient strategies for multiple futures
- ✓ Builds future-ready organisations that can adapt to multiple outcomes

## BAD FORESIGHT

- ✗ Provides false certainty and encourages crystal-ball gazing
- ✗ Reinforces existing values and elite perspectives
- ✗ Provides little impact or traction on decisions-today

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# STRATEGIC PLANNING FOR THE 21<sup>ST</sup> CENTURY

Strategic foresight is critical to emergent strategic planning, and is essential in moving past linear problem-solving approaches. Instead of attempting to provide solutions for challenges as they are currently manifested, strategic foresight encourages decision makers to explore the likely nature of the challenge in the futures. When implementing strategic foresight, decision makers must consider the external environment, from different perspectives, and think systematically about the context and shape of their policy issue in alternative/multiple futures.

The benefit of strategic foresight is that it can enable the participants and stakeholders involved in a policy decision to engage and deal with the complexity and uncertainty of the environment in which they operate. The key advantage is that it creates an explicit and otherwise often overlooked step in the strategic planning process where decision makers' assumptions about the future can be challenged.

## Traditional planning

Linear  
Current Issues  
Internal Focus  
Singular vision  
Group Think  
Elitist  
Ignores uncertainty



## Emergent Planning

Complex  
Future Issues  
External Focus  
Alternative/Multiple futures  
Deliberative  
Participative  
Handles uncertainty

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# KEY PRINCIPLES OF EMERGENT PLANNING

**1. Examination of strategic context.** This involves analysing trends and drivers of possible futures contexts, challenging received wisdom (e.g. that trends will continue, although also extremely important to understand the systemic drivers of the past) and examining interdependencies. This needs to be done along different time horizons, e.g. one year, five years and 15 years, so it can inform but not be captured by budget and operational planning decisions.

**2. Open engagement of a wide set of views** This should especially include vulnerable and extremely poor citizens (i.e. the key “beneficiaries” of policy design). It is essential to look at a set of issues with Multiple Lenses. Diversity and alternative perspectives are necessary for effective understanding and identification of weak signals, as well as developing common knowledge and ownership. These dialogues and relationships should form the basis of future scanning and adjustment of policies on an ongoing basis. And also form the basis for joint implementation

**3. Identification of possible alternative futures and trends.** This includes trends that are desired or otherwise, that can be highlighted either through complete pictures of scenarios or snapshots. Organisations must monitor shocks, risks, opportunities, assumptions and identify alternative outcomes in an adaptive way.

**4. Build on policy implications.** This involves reviewing what genuine strategic alternatives look like, and understanding common resilient postures, assets and capabilities that enable resilience as well as push for certain desired outcomes

**4. Adaptive approach to implementing, monitoring and a risk-friendly approach to evaluation.** This entails building the institutional capacity to learn and adapt.

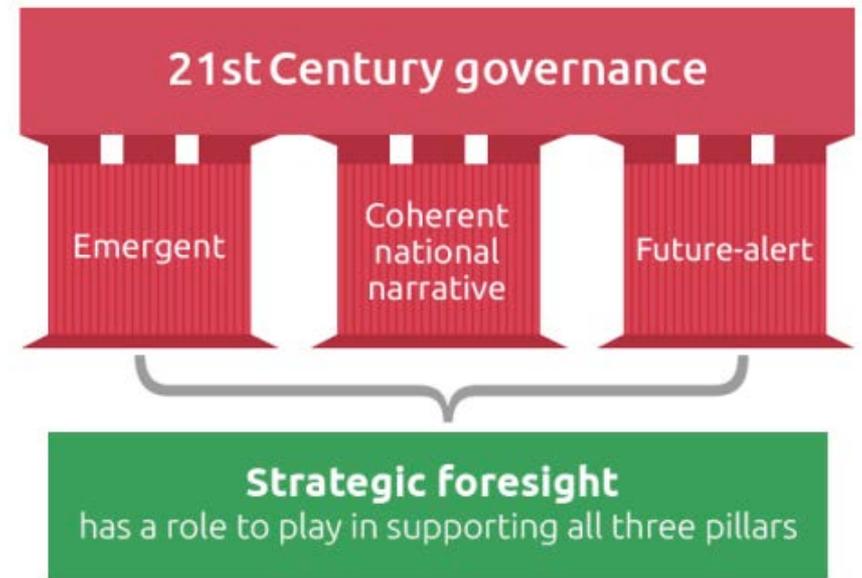
# THEORY OF CHANGE

In an increasingly interconnected, complex and uncertain world, it is critical that we take a strategic foresight approach to understand and anticipate change and prepare for new opportunities.

This is especially important as we look to solve systemic issues on a global stage – whether economic integration, resources or climate change – an ambition summed up in the Sustainable Development Goals.

To do this we need new forms of governance that can enable us to become system stewards – emergent, open and future facing.

After all, highly complex problems can only be solved using processes that are systemic, emerging and participatory.



Highly complex problems can only be solved using processes that are systemic, emerging and participatory. Participative conversations about the future are integral to change. Strategic foresight helps these conversations have impact.



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# FORESIGHT TYPOLOGY

Strategic foresight can be used in many different ways, for different purposes and to aid different types of decisions, often at the same time

- **Risk assessment and management** – developing mitigation and response plans, building resilience, challenging assumptions
- **Strategy development** – as an integral part of the strategic or policy planning. Strategic navigation of possibilities, scenarios and options e.g. identifying early warning signs
- **Organisational purpose** – helping choose between alternative policies to achieve a desired future
- **Innovation** – breaking out of groupthink or old frameworks to develop new creative ideas and responses around approaches, partnerships, tools and measures
- **Sector vision and engagement** – promoting collaboration and exchange by getting different organizations or parts of government to discuss and shape the future
- **Leadership** – building a future dialogue to achieve consensus, strategic alignment, or to drive change management

“

**...THOSE WHO DON'T KNOW HISTORY  
ARE DESTINED TO REPEAT IT**

”

Edmund Burke



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# SECTION 3

# WHAT WE DO

An introduction to SOIF, our services, team,  
and clients

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# WHAT WE DO

SOIF helps you do strategic foresight better because we design for impact, complexity and participation.

- 01 **Gain insight** about your future environment: spot upcoming trends and issues, risks and opportunities, and the new players in your field.
- 02 **Build your capability:** strengthen the skills of your senior decision-makers and staff, so they can create and lead future-ready organisations
- 03 **Access latest expert advice:** inform your good practice through our research, innovation and thought leadership
- 04 **Connect and mobilise** with others: draw upon, and support in turn, our wider community of practice and networks of change-makers to co-create a better future.

We help policy-makers and business leaders make strategic choices, manage risk and create future-ready organisations.

# PRODUCTS AND ACTIVITIES

01

## INSIGHT

If you are looking for insights, whether the implications of particular issues, a strategic review, or seeking new sources of competitive advantage, our **consultancy projects** and **custom events** can help you.

02

## CAPABILITY BUILDING

SOIF provides skills development for individuals and teams through our **executive training courses**, **sector foresight retreats**, and **mentoring programmes**. While our **audit reviews** and **advisory services** can help you build organisational strengths and processes

03

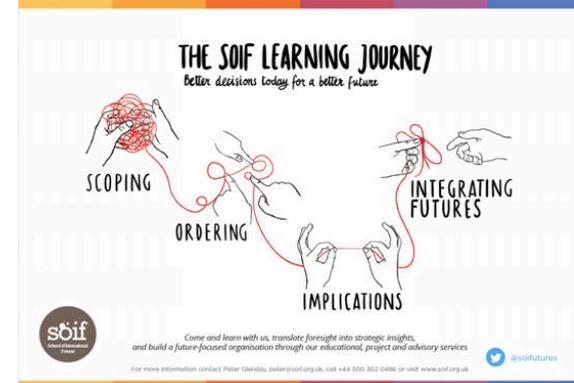
## EXPERTISE

SOIF offers access to **case-studies**, the **latest thinking in tools and methods**, and **interviews on insights from new practice** around the world. We continue to learn, **research** and build new approaches for our very varied clients

04

## CONNECT AND MOBILISE

If you are looking to inspire your community to collectively engage with your future, or connect to other practitioners or trends experts, we want to help you: our **international network** and **online platform (SOIFSpace)** help you make new contacts. You can participate in our **flagship annual retreat**, **one of our geographic retreats** or **organise your own retreat** with our help



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# FORESIGHT RETREATS

SOIF retreats are a unique combination of capacity building, networking and coalition building, and conference.

Participants learn how to use strategic foresight in the company of like-minded leaders, analysts, experts and policy makers from around the world. More than 16 nationalities typically attend each retreat from every continent.

- Dynamic learning sessions with world-renowned experts and thought-leaders
- A systematic approach to understanding global challenges through foresight
- Training in a range of foresight tools, including drivers of change and scenario development
- Hands-on practice of techniques, with interventions from practitioners and leaders who have successfully put techniques into practice
- Lectures, keynote and panel discussions on the use of foresight in policy-making
- Practical experience working through a Live challenge



*Excellent teaching modules, tools and activities.*

Malaysian Industry-Government Group for High Technology



*It's brilliant, to bring together so many nationalities throughout the world, to think through these things in one place. It's ten out of ten.*

Executive Director, African Public Policy & Research Institute



*The School of International Futures offers high-quality presenters, varied and robust methodologies, and an opportunity to network with other futures practitioners from around the globe.*

Todd Cleaver, Ministry of Foreign Affairs and Trade, New Zealand



*Since my participation in the Mont Fleur scenarios more than 20 years ago I rarely witnessed a more impressive learning experience.*

Winfried Veit, Scenario Planning Consultant

# FUTURES AUDIT

SOIF's complete audit process assesses the foresight function of an organisation by examining the impact of the foresight programmes led by the unit being evaluated, as well as the overall "future-preparedness" of the organisation, using an audit framework based on the SOIF Capability Matrix. It helps an organisation understand what investments are necessary in skills and expertise at a team and individual level, and also at the governance and systems level. In particular, it focuses on ensuring that foresight work impacts decision-making, whether internally to inform strategy and policy planning, or to influence external stakeholders or beneficiaries.



Audit Example

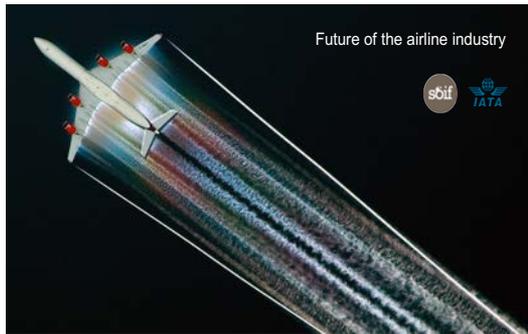
	Maturity level (score guide)		
	Score 4-5	Score 3	Score 2-1
<b>Delivering strategic impact</b>	<ul style="list-style-type: none"> <li>Strong &amp; clear evidence from documents, stakeholders or other sources</li> </ul>	<ul style="list-style-type: none"> <li>Some evidence from documentation, stakeholders or other sources</li> </ul>	<ul style="list-style-type: none"> <li>Little or no evidence from documents, stakeholders or other sources</li> </ul>
<b>Strategic alignment and purpose</b>	<ul style="list-style-type: none"> <li>Objectives are clear and futures work is integrated into strategic planning, and policy planning</li> <li>Work and effort is aligned with organisational approaches</li> <li>Futures work is clearly linked to implications in multiple time horizons</li> </ul>	<ul style="list-style-type: none"> <li>Objectives are stated yet not widely understood</li> <li>Limited alignment of strategy and futures work</li> <li>Some documentary evidence regarding futures work exists yet is not widely or regular referred to</li> <li>Futures work is seen to have some value but implications of futures work are limited</li> </ul>	<ul style="list-style-type: none"> <li>Objectives and purpose of foresight is unclear</li> <li>Lack of alignment of foresight work with strategy and policy planning</li> <li>Little or no documentary evidence of other signs that futures work is recognised in planning documents or the wider organisation</li> <li>Futures work is seen to be speculative and of little value to planning</li> </ul>
<b>Identifying and creating a network of senior leaders and other supporters within and beyond the organization to support foresight efforts</b>	<ul style="list-style-type: none"> <li>Strong senior champions are engaged as clients for each project</li> <li>Leaders are involved at all stages of the project either as participants or advisors</li> <li>Leaders are aware of futures work at all levels of the organization</li> </ul>	<ul style="list-style-type: none"> <li>Some effort made to engage leaders and managers in futures work</li> <li>Senior managers have held initial briefings/meetings to initiate / promote futures work but there has been limited follow up or additional energy put into this</li> <li>Some attention is paid to futures work but the benefits are not fully understood</li> </ul>	<ul style="list-style-type: none"> <li>Little or no attention, interest or appetite from senior leaders to engage with Futures work</li> <li>Leaders are unaware of futures work within UNICEF</li> </ul>

Example of scorecard

	Maturity Level			Recommendations
	Level 3	Level 2	Level 1	
<b>Structure and culture</b>				
Criteria 1	Today ●	→	Goal	
Criteria 2		●	→	
Criteria 3		●	→	
Criteria 4			●	
Criteria 5	●	→		

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# CASE STUDIES



## IATA

Research

A six month project exploring the future of aviation out to 2035 with implications for IATA's strategy today. This project combined a horizon scan with interviews and workshops to develop four scenarios for the future of the industry. Insights and implications have been used to inform IATA's internal strategy as well as that of individual airlines



## GRADUATE INSTITUTE GENEVA

Training course

Development and delivery of a 3-day foresight module for the Executive Master in International Negotiation and Policy-Making. SOIF used its four-stage approach, case studies and a live challenge, to teach foresight methods and how to apply them to strategic and policy planning.



## SOIF2016

Strategic foresight retreat

This five-day foresight retreat in the UK, brought together 24 participants with 20 speakers and faculty to learn about strategic foresight, using live and practical examples. A global gathering, spanning 19 countries, the themes explored the role of history in futures, mega-science and outer space, and a geographic Live Challenge on Iran.

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**HELPING COMMUNITIES COME  
TOGETHER TO ENGAGE WITH THEIR  
FUTURE**

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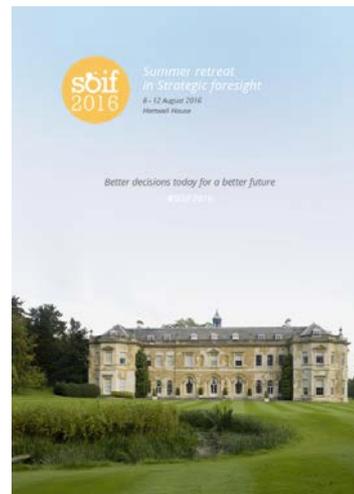
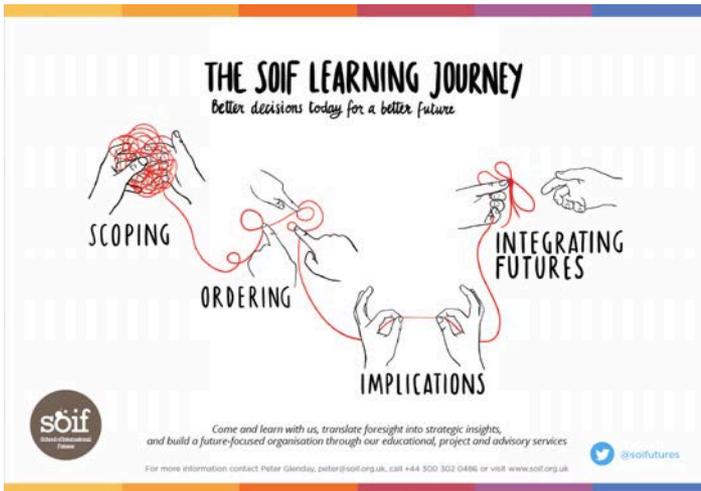
# **SECTION 4** **FORESIGHT FOR** **A BETTER FUTURE**

The methods and principles that drive our work

# OUR METHODS

Building on an in-depth appreciation of 60 years of development of the foresight discipline, SOIF has focused on aspects of method and practice needed to improve the adoption of foresight by organisations and their capacity to translate the foresight approach into real-world results.

At the same time, SOIF experiments and innovates with new techniques and through the creation of new learning formats.

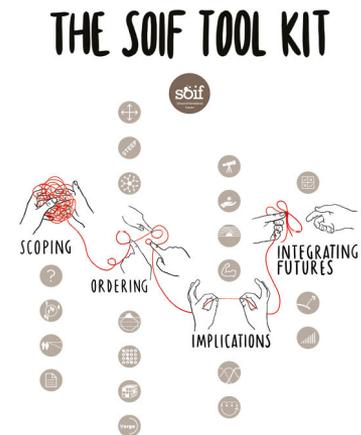
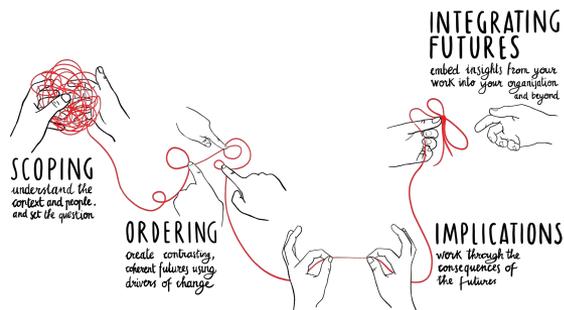


# TOOLS AND METHODOLOGY

SOIF sits at the place where theory and practice meet. We have developed a four-stage process that ensure that our clients as well as new foresight users are aware of the essential components of successful foresight work. This helps them design strategic foresight projects with impact.

The four stages provide the framework in which to use specific foresight tools and techniques.

They are supported by our seven principles for effective foresight.

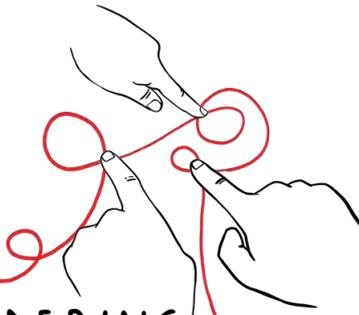


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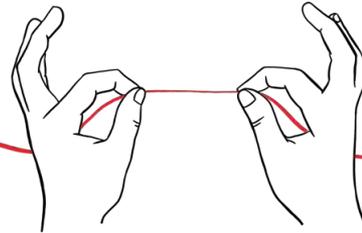
# FOUR STAGES



**SCOPING**  
understand the  
context and people,  
and set the question



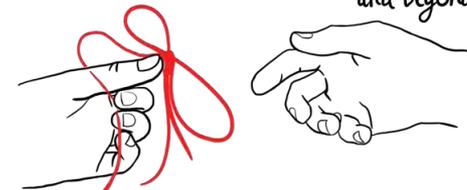
**ORDERING**  
create contrasting,  
coherent futures using  
drivers of change



**IMPLICATIONS**  
work through the  
consequences of  
the futures

## INTEGRATING FUTURES

embed insights from your  
work into your organisation  
and beyond



# FOUR STAGES



SCOPING

## LEARNING POINTS

- Before you start, make sure you understand the reason for engaging with the future and the purpose of your project
- Engage with the project commissioner and those you want to involve in the work
- Go back and forth on the question until you are confident you have the right one
- Choose your stakeholders, tools and level of detail to make best use of your resources and opportunities to influence

## ACTIVITY

- Carry out one-on-one interviews
- Research and map issues and stakeholders
- Develop your team dynamics. Build external relationships and your 'sensing network'
- Get your Scoping note signed off by the commissioning body

## DELIVERABLES

- Scoping note, with the key question and primary and secondary stakeholders identified

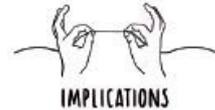


ORDERING

- There are many different techniques for identifying drivers of future change
- There are also a range of methods for combining them to build possible futures. Have fun, be creative!
- Develop a set of plausible, contrasting future scenarios
- Build on others' analytical work - don't reinvent the wheel or get lost in detail
- Be bold, seek out the unexpected!

- Scan and collect data on drivers of change
- Create scenarios
- Work as a team to produce a synthesis of the material

- Set of scenarios



IMPLICATIONS

- There are many tools you can use to gain insights, including ones that work well in combination
- Understand how to map beyond the future scenarios to their implications
- Consider the implications from different points of view, through multiple lenses, to gain valuable perspective
- To capture the attention of decision-makers, identify implications for now, as well as the medium to long term

- Develop a vision and set of policy options
- 'Wind-tunnel' (stress-test) your options
- Get interim outputs signed off by the commissioning body

- Options classification



INTEGRATING FUTURES

- Formulate messages in an imaginative way using a range of media
- Identify opportunities, entry points and barriers to foresight in your organisation
- Make others advocates of your work. Messages should come from them not you
- Sometimes you need to adapt to structures; other times you want to change them. Adopt an ecosystem approach to creating change

- Identify insights from foresight work and map them to people and units in your organisation
- Talk to heads of units to identify demand for foresight and skills development
- Find strong supporters (champions) and help them make the case for foresight in their language and to their advantage

- Publications incorporating insights from foresight activity, as well as standalone project reports
- Implementation plan

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## SEVEN PRINCIPLES

Our principles reflect our belief that foresight is about creating impact in the present ... and to create a better world for this and future generations.

1. Reflecting on the future collectively enables resilience & empowerment
2. Focus on the decision and decision-maker – but wide participation unlocks transformation
3. Foresight as art, science and craft
4. Design foresight as a four-stage journey
5. Understand context first, then choose best tools/methods for impact
6. Mobilise left-brain and right-brain approaches in our personal & organisational journey
7. Community of interest and advocacy



**PRINCIPLE 1** *The act of reflecting on the future collectively - and the capability to do so - is valuable for all communities and countries at all times. It is not a luxury; it is a necessity. It helps to build vision, resilience and empowerment in an uncertain world.*

# PRINCIPLE TWO: PARTICIPATION

From Club of Rome to the Montfleury Scenarios to the Global Goals – history shows us that the role of participation is critical in ensuring foresight exercises are transformative and have impact

16/07/2018

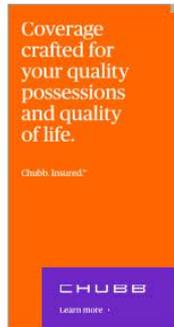
## Why We Need to Pick Up Alvin Toffler's Torch

Farhad Manjoo  
STATE OF THE ART  
JULY 6, 2018



In "Future Shock," Alvin Toffler used the term to describe a real psychological malady originating from too-rapid change. [Listen now.](#)

More than 40 years ago, Alvin Toffler, a writer who had fashioned himself into one of the first futurists, warned that the accelerating pace of technological change would soon make us all sick. He called the sickness "future shock," which he described in his totemic book of the same name.



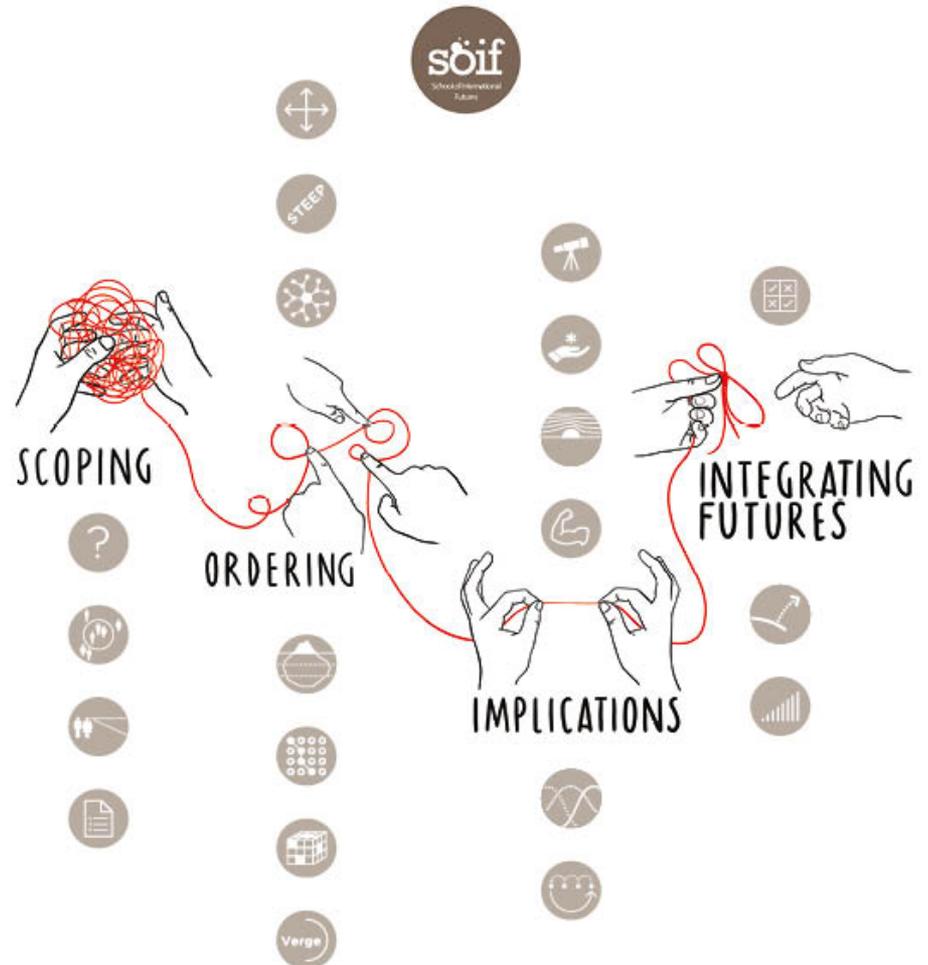
**PRINCIPLE 2** *Any effective foresight process must be designed to benefit the decision and decision-maker, and use insights about the future to create change in the world today. But it is essential to confront different views, engage the periphery and ensure broad participation, particularly by those not usually listened to. This is the key to unlocking the transformative potential of tomorrow, empowering citizens, and holding today's decision-makers accountable to future generations.*

# SOIF TOOLKIT

There are many different approaches to use, and our four stage framework provides the flexibility and structure to use appropriate tools to meet your foresight needs.

The following slides illustrate some of the tools that can be used at each stage but the list is by no means exhaustive.

# THE SOIF TOOL KIT





SCOPING



ORDERING



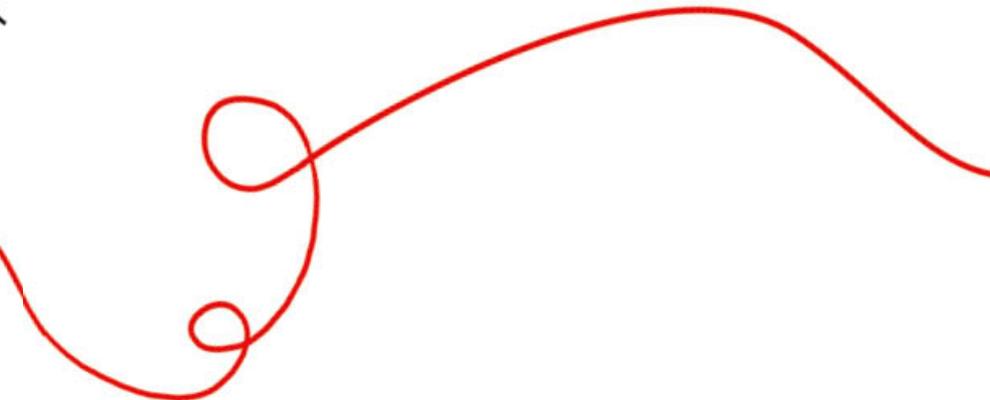
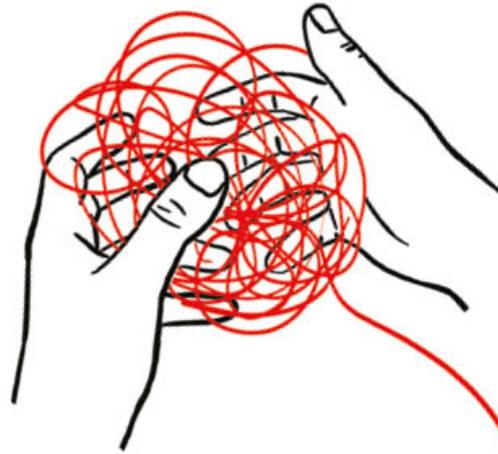
IMPLICATIONS



INTEGRATING  
FUTURES

# SCOPING

*understand the context and people, and set the question*



### Stakeholder mapping

Visual representation of the groups and individuals important to the project



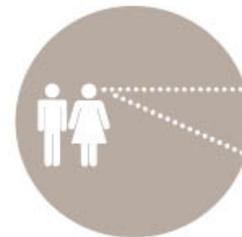
### 7 questions & 5 Whys

Questions which elicit views on drivers of change that will influence the future, then dig deeper into the issue and stakeholder motivations



### Scoping note

Sets out the principal project parameters - content and process - in a document that the client and project team can refer to at each stage



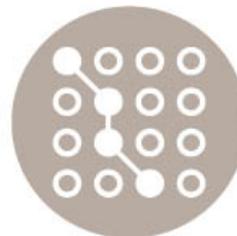
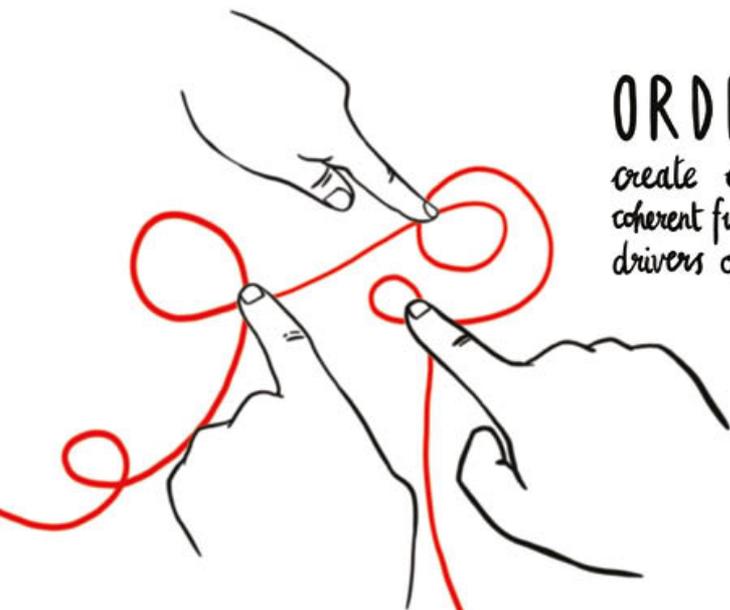
### Citizen Journey

Illustrates the impact of different futures from the point of view of individuals and groups in different countries and societies



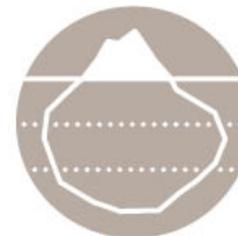
# ORDERING

*create contrasting, coherent futures using drivers of change*



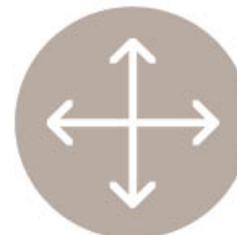
### Morphological analysis

Method for exploring possible solutions to a multi-dimensional, non-quantified complex problem; can be used to determine scenario spaces



### Causal layered analysis

Method for analysing and challenging theories, discourses and narratives used to explain a past, present or future situation



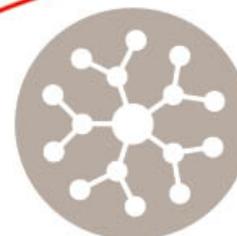
### Scenarios (2x2)

The 2x2 (or two-axes) method is the most widely used approach to developing scenarios based on analysis of drivers of change



### Multidimensional Innovation

Framework for exploring multiple dimensions of interest and timeframe, can be used to enrich scenarios



### Futures wheel

Graphic visualisation of the direct and indirect consequences of a particular change or development



### Verge

Explores change through domains of human experience: Define, Relate, Connect, Create, Consume, and Destroy



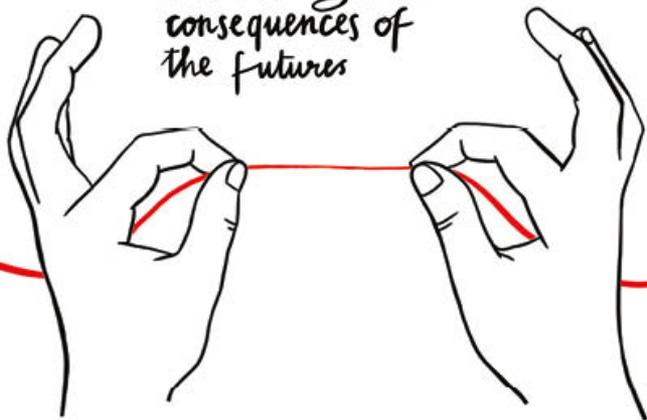
### STEEP

Used to identify the Societal, Technological, Economic, Environmental and Political driving forces that determine macro-level changes and shape different futures



# IMPLICATIONS

*work through the consequences of the futures*



## Windtunnelling

Used to stress-test goals and objectives against different future scenarios; can also be used to generate new policy and business ideas



## Backcasting

Taking a future scenario as given, asks you to explain the factors and events that led to this scenario developing; enables alternative future paths to be imagined



## Three Horizons

A framework connecting the present with desired futures; helps identify conflicts between the present and these futures, and used to explore the divergent futures that may result



## Visioning

Adds a normative frame - principles, desires, goals - to scenario analysis without losing insights into change barriers and enablers



## Power and Interest maps

Tool for evaluating the expectations and the impact of particular stakeholders



## Prototypes and artefacts

Create or imagine objects or digital representations belonging to a future scenario



**More of, less of...**

Uses scenarios and their implications to consider which parts of an organisation should benefit from more resources, which less



**Capability matrix**

Helps identify which aspects of the organisation can be used to enable the organisation to be successful in different futures

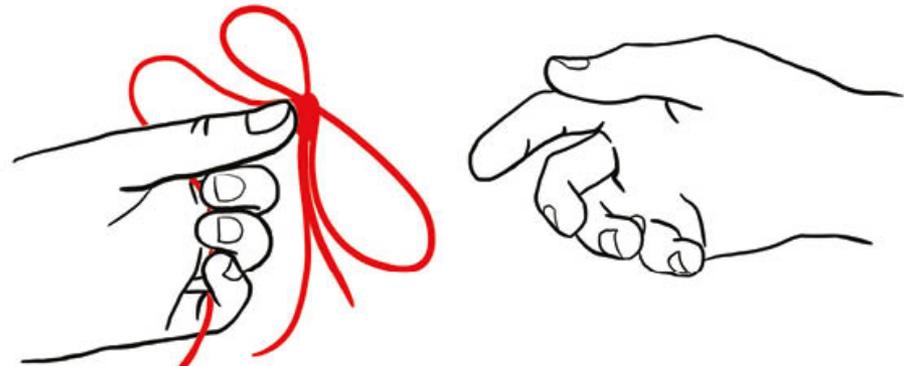


**Springboard**

Summary package of actions an organisation needs to take to be future-ready, together with the outline plan for doing so

# INTEGRATING FUTURES

*embed insights from your work into your organisation and beyond*



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# GET IN TOUCH

**TRANSFORMING DECISION-MAKING TO CREATE A BETTER FUTURE**

Contact us:

 215 Albany Street, London, NW1 4AB

 +44 300 302 0486

 [info@soif.org.uk](mailto:info@soif.org.uk)

 @SOIFutures

