

# Strategy Amidst Uncertainty

Using Futures Thinking to Inform Strategic Planning

RespectAbility  
Webinar, 4/21/16

# Richard Kaipo Lum, PhD

**Vision Foresight Strategy LLC**

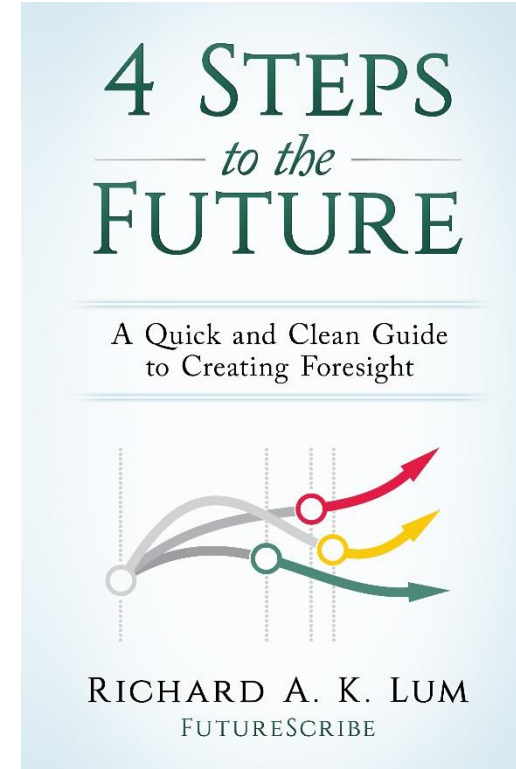
*"Reframing the future."*

Foresight and Strategic Analysis

[www.visionforesightstrategy.com](http://www.visionforesightstrategy.com)

[richard@visionforesightstrategy.com](mailto:richard@visionforesightstrategy.com)

@kikilo



Available now on Amazon

# Futures Thinking and Strategic Planning

1. Seeing a Bigger Picture
2. Seeing Further Ahead
3. Making Plans and Committing to Action

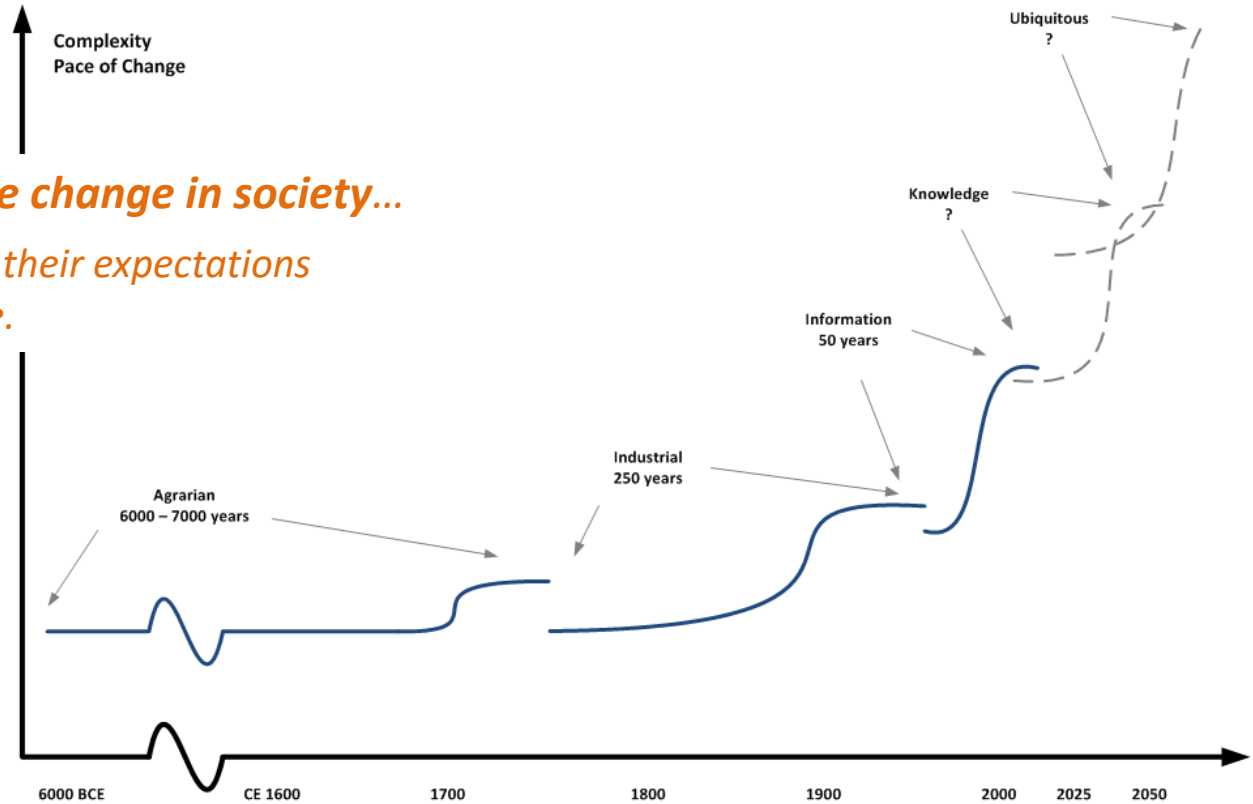
Understanding and anticipating change in society

# FUTURES STUDIES

*Understand and anticipate change in society...*

*and then help others reframe their expectations  
and preferences for the future.*

Increasingly, tomorrow  
is not like yesterday...  
...uncertainty, anxiety,  
and possibilities.

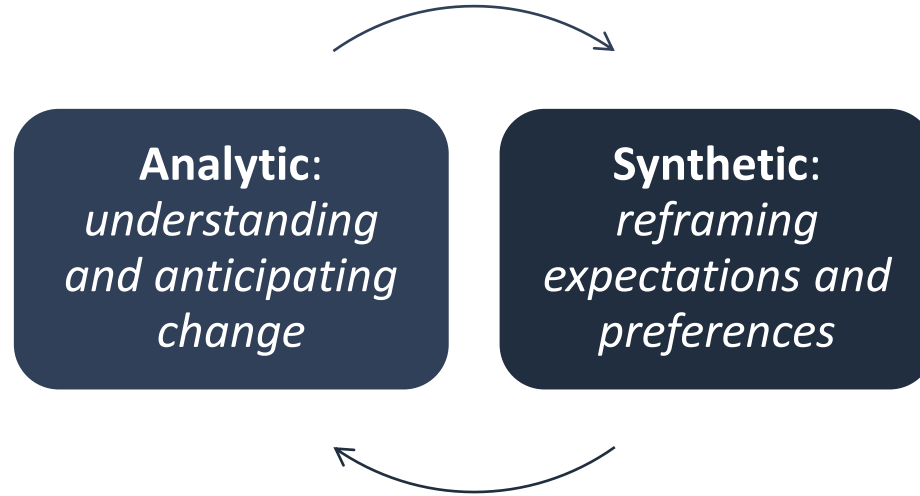


Adapted from A. Tuominen and T. Ahlqvist, 2010

VFS  
VISION FORESIGHT STRATEGY LLC

変更

# Two Complementary Aspects



## Foresight:

*Insight into how and why the future  
could be different from the present.*

# Elements of Our Work

## *Preferred futures*

Forecasting

Innovation & creativity

Theories of change and stability

Trends & emerging issues

Images of the future

Historical analysis



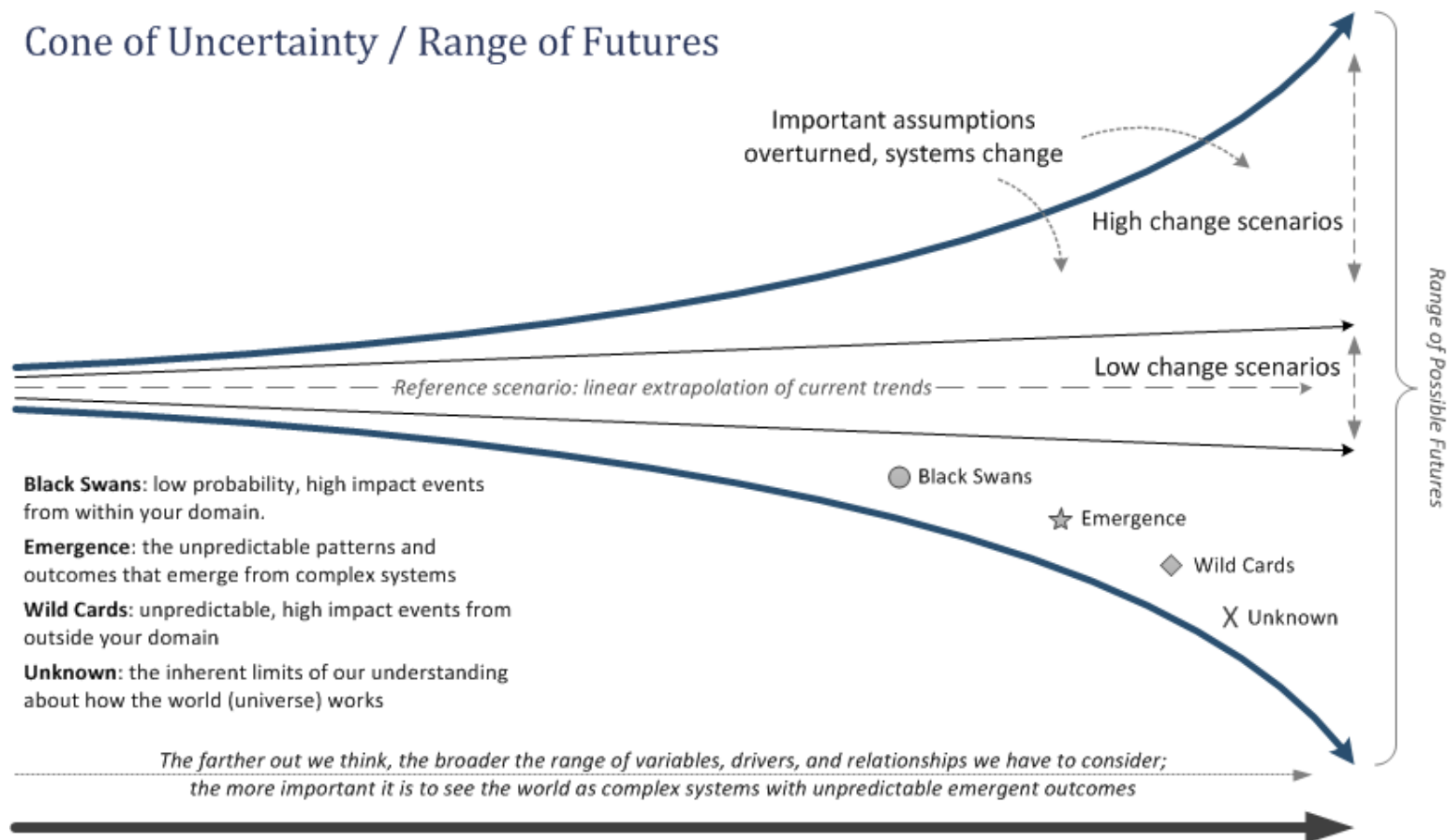
# Futures Thinking is...

*...critical thinking about the future,  
both in terms of what could happen and  
what we want to see happen.*

# What Does Futures Thinking Get Us?

- Identify critical blind spots
- Reduce uncertainty about the future
- Map new opportunities for growth and innovation
- Create shared understanding about possibilities and changes

# Cone of Uncertainty / Range of Futures



© 2015 Vision Foresight Strategy LLC

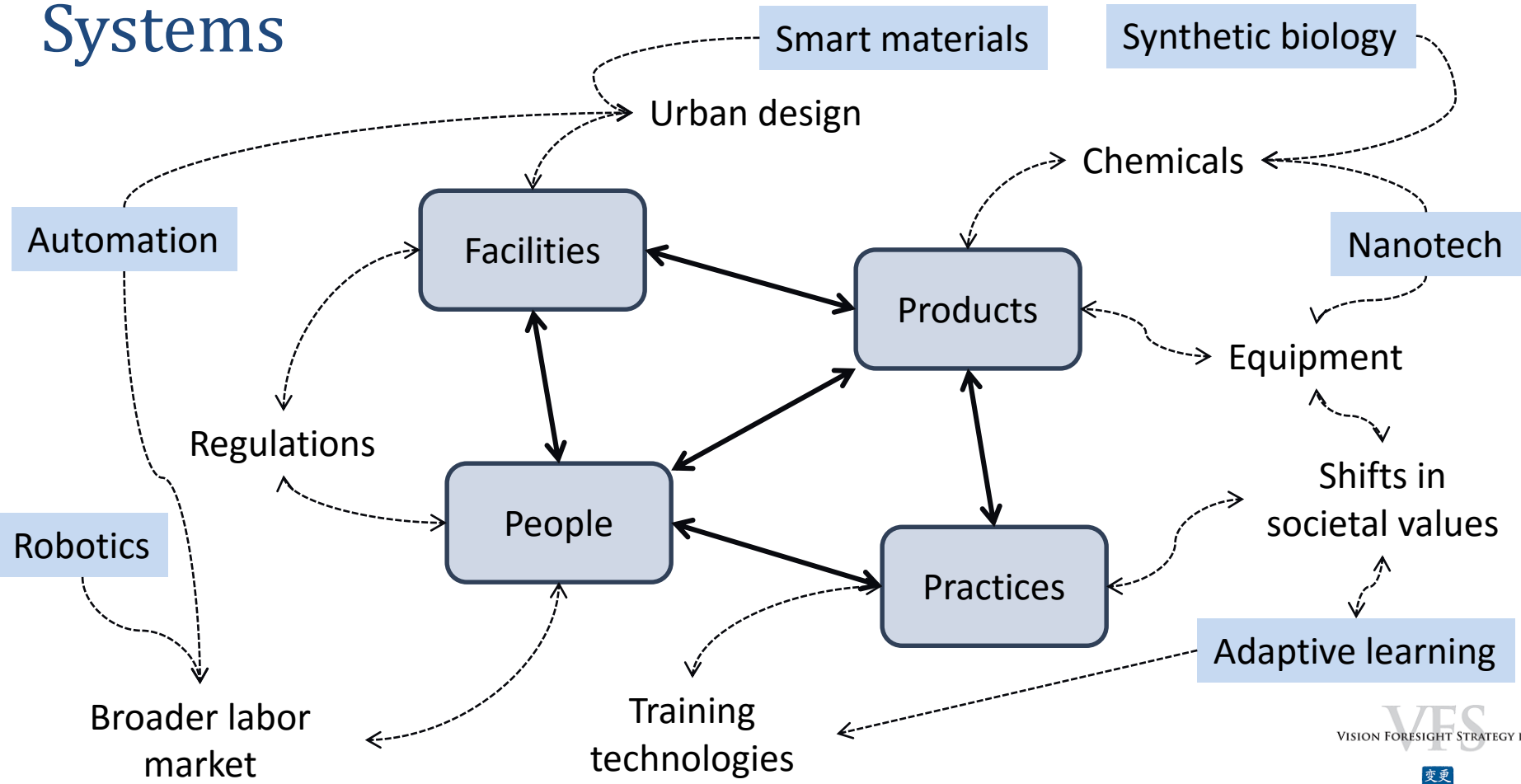
Beginning to use systems thinking to draw the map

# SEEING THE WHOLE PICTURE

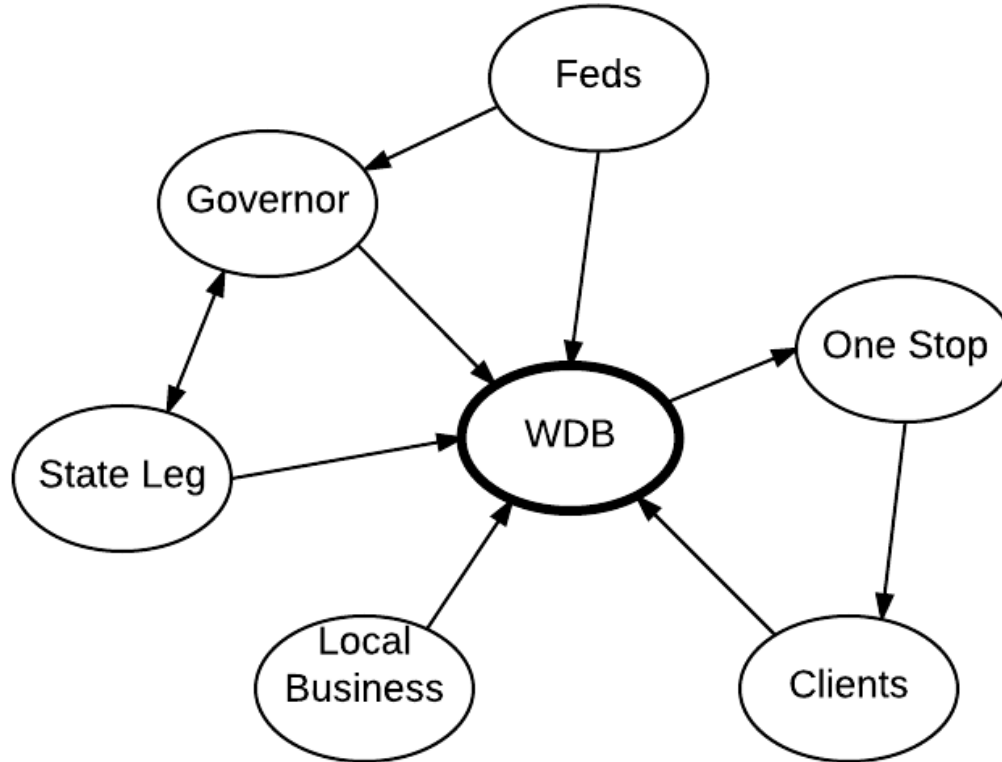
# Thinking in Systems

- The system is greater than the sum of its parts
- You cannot understand the whole by focusing on individual parts
- Relationships are more important than parts: it's about connections, flow, and feedback
- Archetypes can be useful starting points

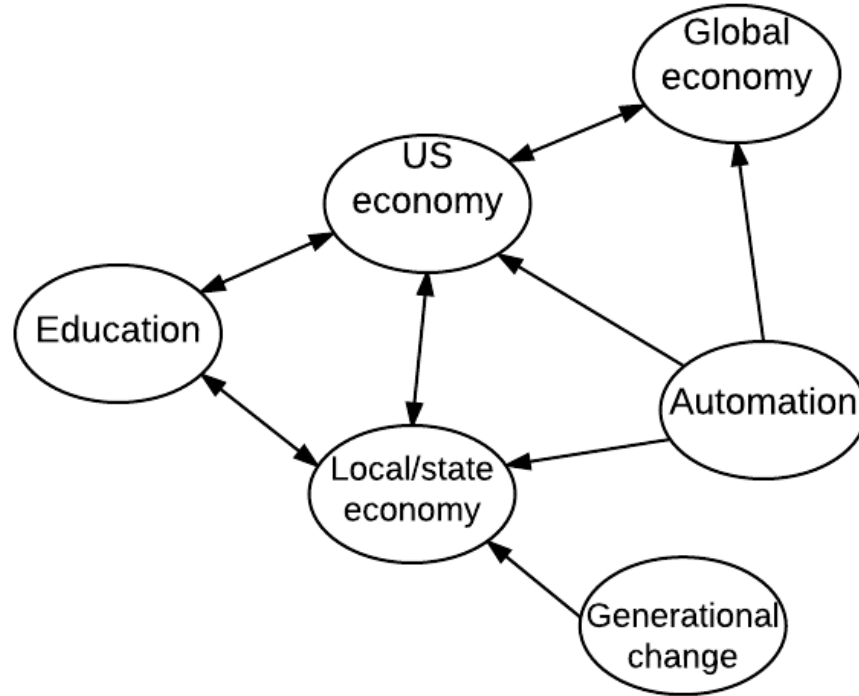
# Systems



# The Local Workforce Ecosystem



# The Broader Environment



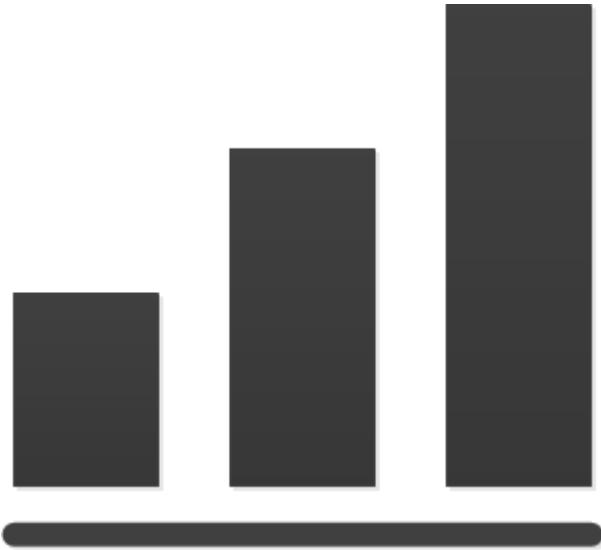


Beginning to use futures thinking to map farther horizons

# SEEING AHEAD

# Trends and Emerging Issues

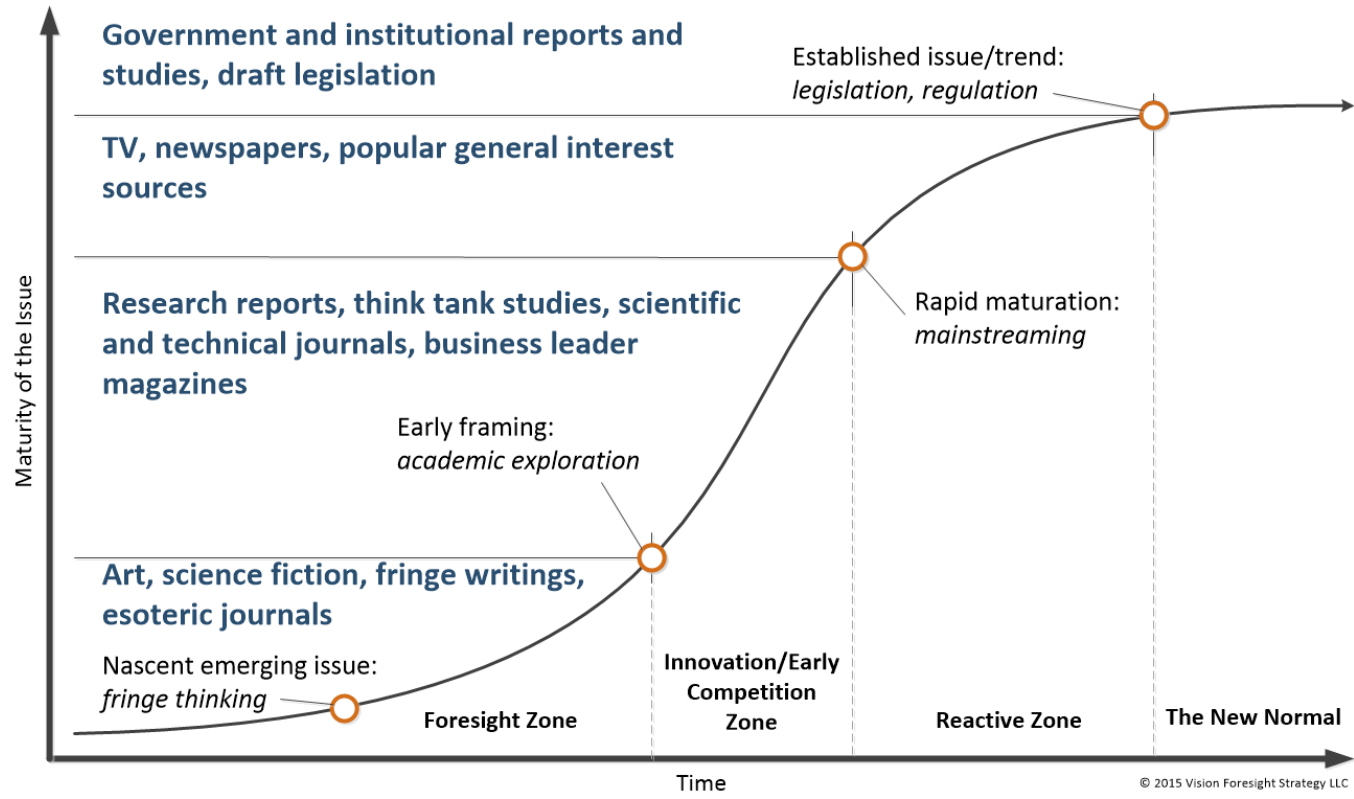
## Trends



## Emerging Issues



# The S-Curve



© 2015 Vision Foresight Strategy LLC

## Sample Scanning Hits

- **AI glasses** helps children with autism read facial expressions
- **Drones** vs. Robots: The Delivery War is on!
- **Chip**, Implanted in Brain, Helps Paralyzed Man Regain Control of Hand
- How **IoT** is Reshaping Building Automation
- Is **virtual reality** poised to transform higher ed?
- Your Coworkers (And Boss) Could Be **Robots**

Image removed

# Some Emerging Issues



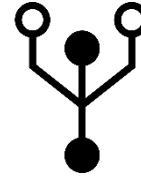
**Employer/industry-based  
credentialing**



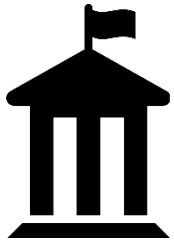
**Universal Basic Income**



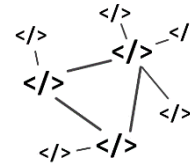
**Adaptive Learning**



**Smart Contracts**

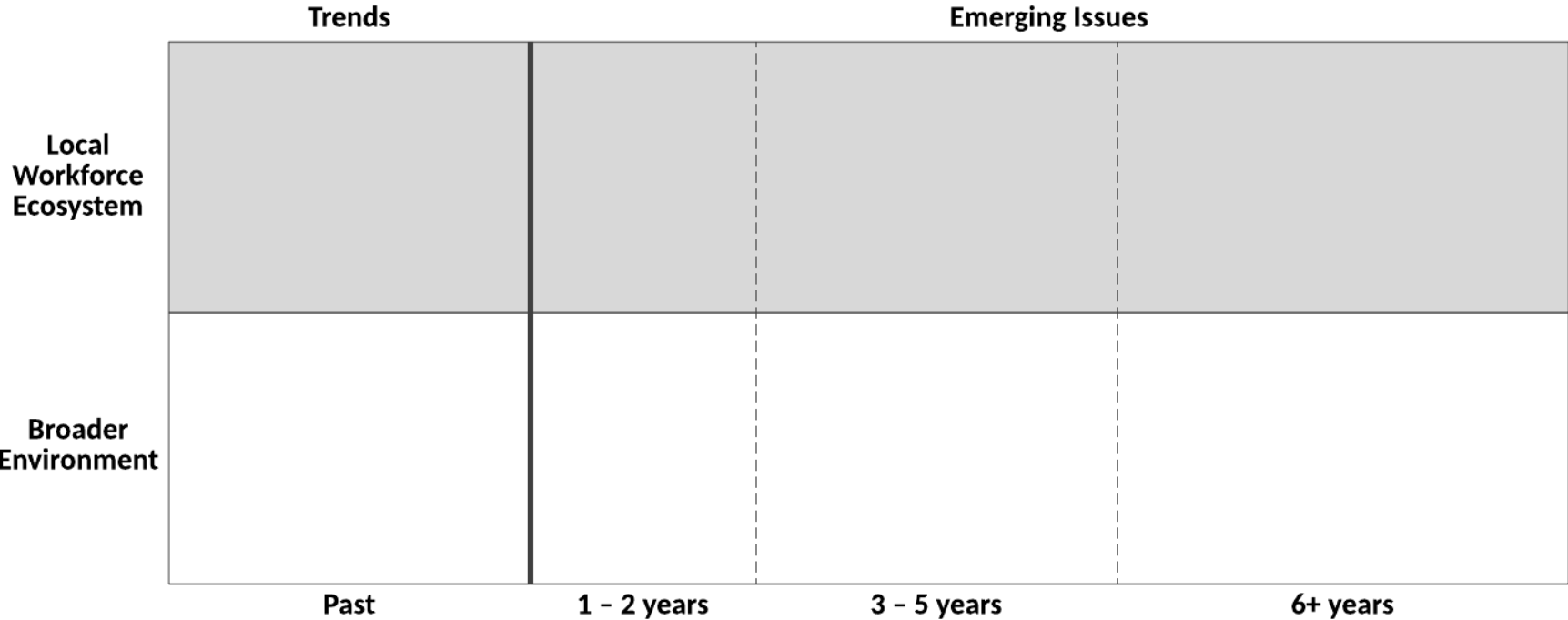


**Rewriting Employment-  
Based Social Contracts**



**Distributed  
Autonomous  
Organization**

# Mapping the Road Ahead



Prioritizing and Sorting Action Amidst Uncertainty

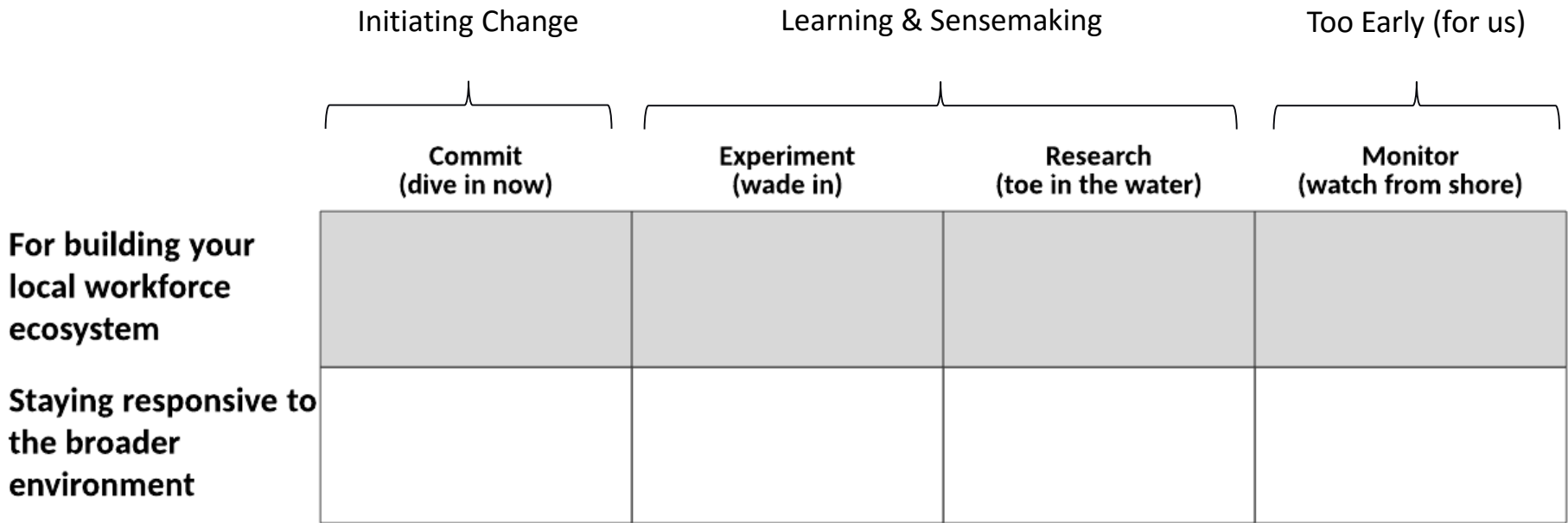
# MAKING PLANS AND DECISIONS

# Goals, Opportunities, and Risks

- What are your goals for 2016? 2021? 2030?
- How will the trends, emerging issues, and uncertainties alter those goals?
- How might those same things pose new opportunities and specific threats?

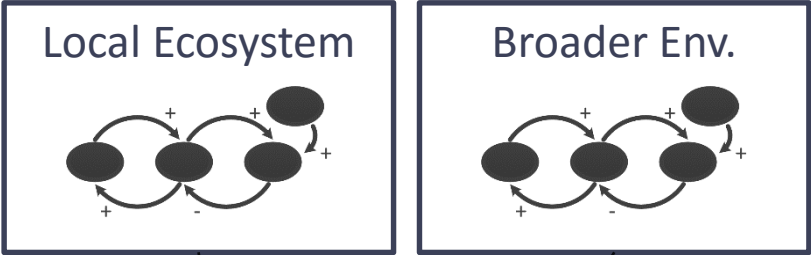


# Dealing with Uncertainty: A Strategic Portfolio

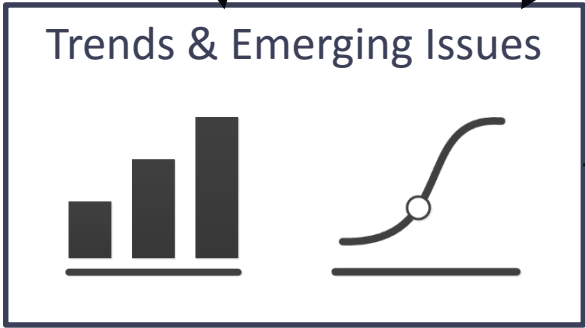


# Bringing It Together

## Seeing the Whole Picture



## Seeing Further Ahead



## Thinking for the Longer Term



## A Portfolio of Actions

Commit	Experiment	Research	Monitor

変更

# “Hawaii: Global Headquarters of The Future.”

**Hawaii Business Magazine**

April 2016

Looking at the history of futures thinking and training in Hawai‘i. Introduces a business audience to the field of futures studies.



Hawaii Business Magazine, Aaron K. Yoshino 2016

*Mahalo.*

[www.visionforesightstrategy.com](http://www.visionforesightstrategy.com)