



***Shaping Tomorrow ... Make better decisions today***

## **Future of Strategic Foresight**

Presented by:  
Dr. Michael Jackson  
Chairman: Shaping  
Tomorrow

**Achieving strategic agility and resilience**



# About us

**Shaping Tomorrow ... Make better decisions today**

Scan Plan Act Network Question

**Learn More**

- Free Tour
- Free Training
- Private & Partner Sites
- Case Studies
- Press Centre

**Member Comments**

What a great website, the content is truly exciting and interesting.  
Garry Carr, Leeds Metropolitan University, United Kingdom

This tool is beginning to inform risk management processes and key decision making in our company.  
[Comment from Kate Roberts an ST blue-chip client]  
Michael Jackson, Shaping Tomorrow, United Kingdom

[See more](#)

**What we offer**

The leading, global intelligence network for foresight, strategy, risk management, innovative solutions and action planning.

Gain earlier warnings of emerging change and make better considered, timely decisions through dynamic, best practice strategic thinking.

We serve 13,000+ people, 7,000+ organizations and operate a Foresight Network of ~3000 experts offering both open and private sites to members, partners and clients.

**Getting started**

Click on the pictures below for an overview of each service.

**Welcome to...**

- Allen Quist United States - 48 mins ago
- Matteo D'Angelo Italy - 9 hrs ago
- Rose-Ann Trapani Malta - 9 hrs ago
- Shrutee Sharma India - 13 hrs ago
- Nicholas Wilson United Kingdom - 15 hrs ago
- Radu Popela Romania - 1 day ago
- Jeff Jackson New Zealand - 2 days ago
- Taryn Timmins Australia - 2 days ago
- Bob Marshall United States - 2 days ago

**Register now or Login here!**

Email Address

Password

Remember me? ☐ [ Login ]

**Free Access**

Register for our free content, tools and newsletter

First name:

Last name:

Organization:

Email:

Password:

Country:

How did you hear of us?

**Accept & Register**

**Learning**

- Advisory
- Education
- Research
- Speakers
- Surveys
- Tours
- Worldview

Last Updated: 01 December 2011

Site Guide | About Us | Representative Offices | Feedback | Contact Us

Powered By: Collaborative Connections since 2002

No sponsors, no investors, ~no cost, no debts – free to act impartially, client/member driven, virtual focus, volunteering

Focus on organisational action and practical rather than theoretical foresight



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www.shapingtomorrow.com

# Future demand

Increasing demand for systematic anticipation and preparedness from:

## Governments

- Military, Crime, Defence, Food, Health, Animal health, Science , Manufacturing, Education ...

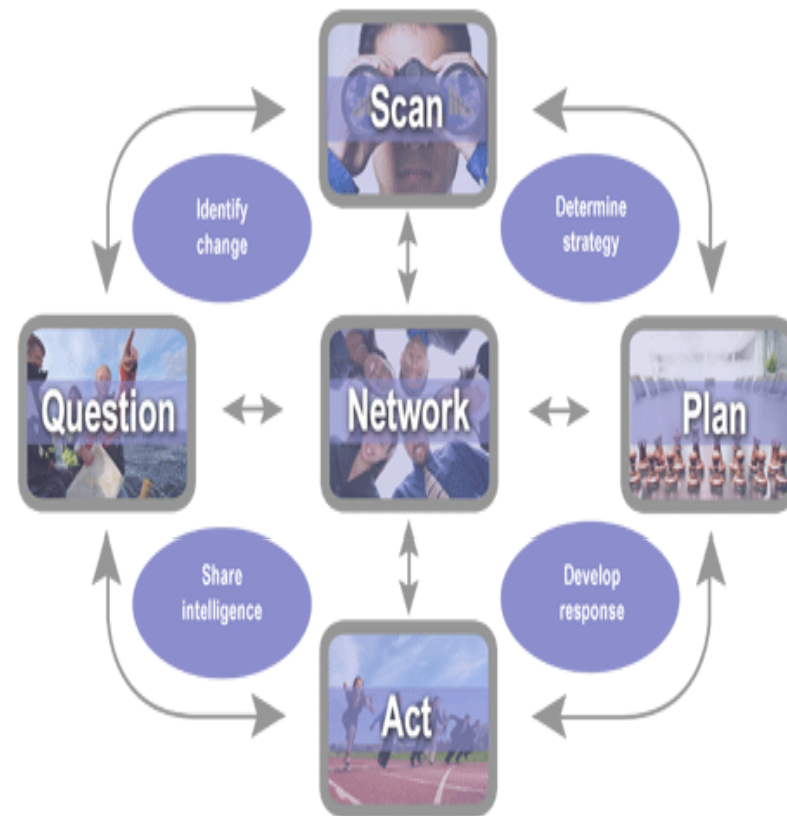
## Commercials

- Health, Telecoms, Energy ...

## Not-for-profits

- Health, Water, Science ...

A switch from static news gathering to dynamic intelligence reconnaissance and from limited to whole system thinking and strategic foresight.



Modified from an original concept of Ian Miles

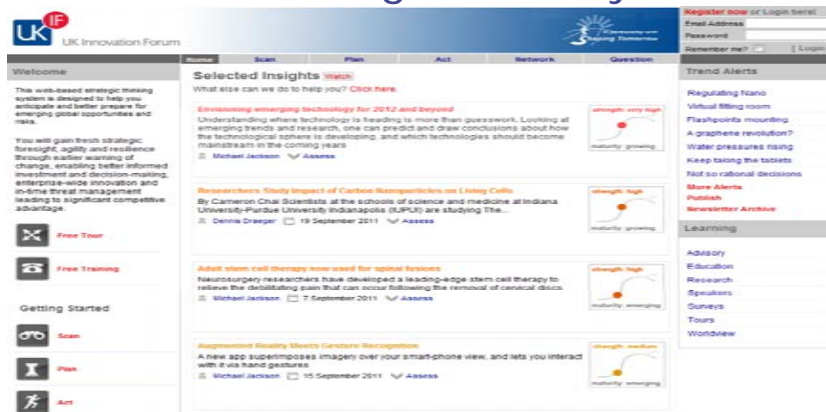
# Global solution networks

## Expert solution providers



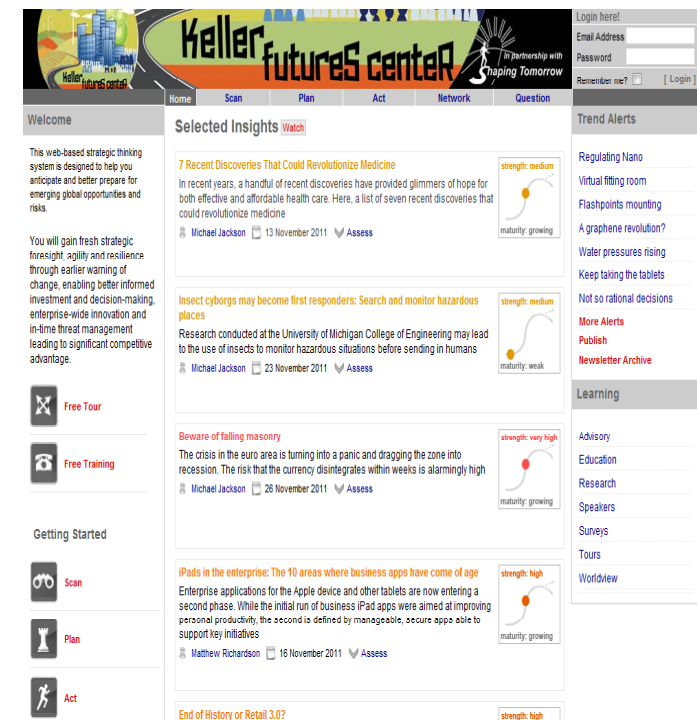
## Foresight communities

- Science, Design, Security ...



## Partners

- Schools, Universities



Free sites | Rapid delivery | Co-creation | Joint research



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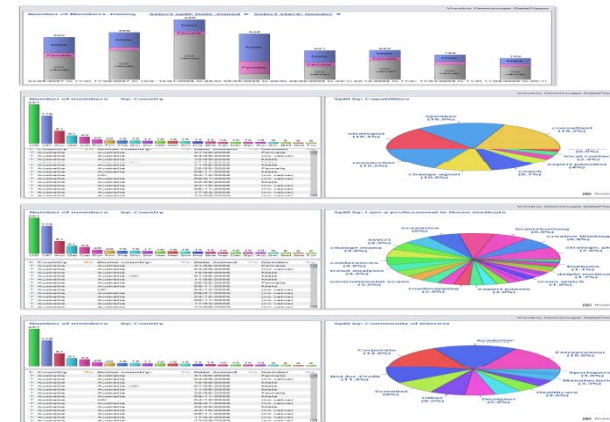


# Integrated social networking

## Open and closed networking in the Cloud

The screenshot displays the Shaping Tomorrow website interface. The header includes the logo and the tagline "Shaping Tomorrow ... Make better decisions today". The main navigation bar has tabs for Scan, Plan, Act, Network, and Question. The left sidebar contains sections for Members, Analysis, Location, Sector, Skills, Roles, Affiliations, Communities, and Hall of Fame. The main content area shows a list of members with profiles, including Edward Raupp, Joanna Hall, Annimac Annimac, and Neville Sankey. The right sidebar features sections for Trend Alerts, More Alerts, and Learning.





### Full user metrics

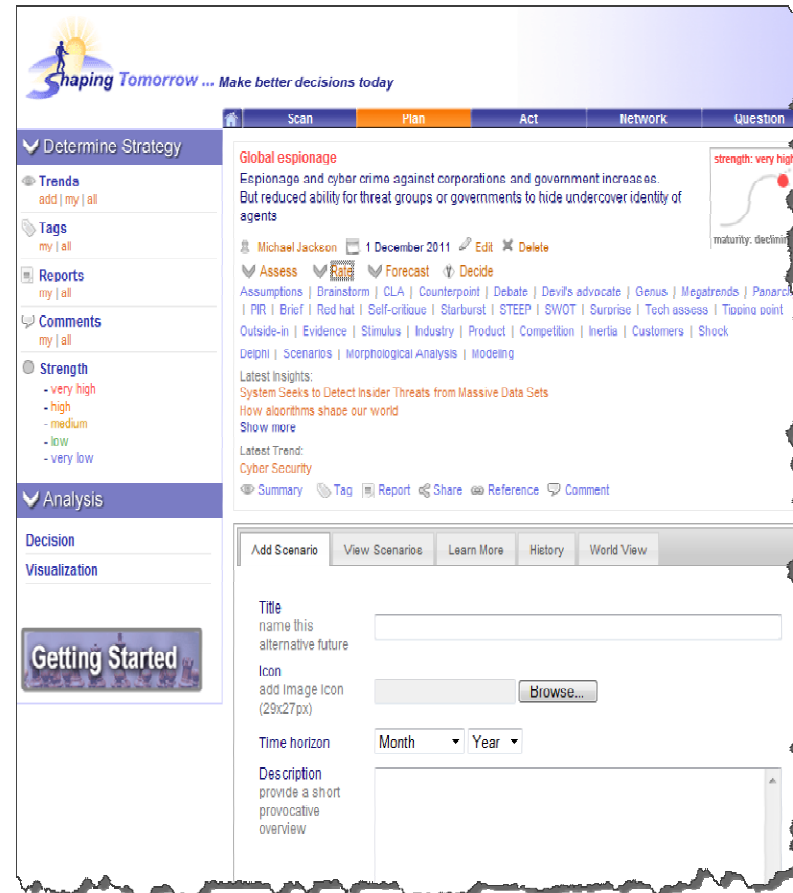


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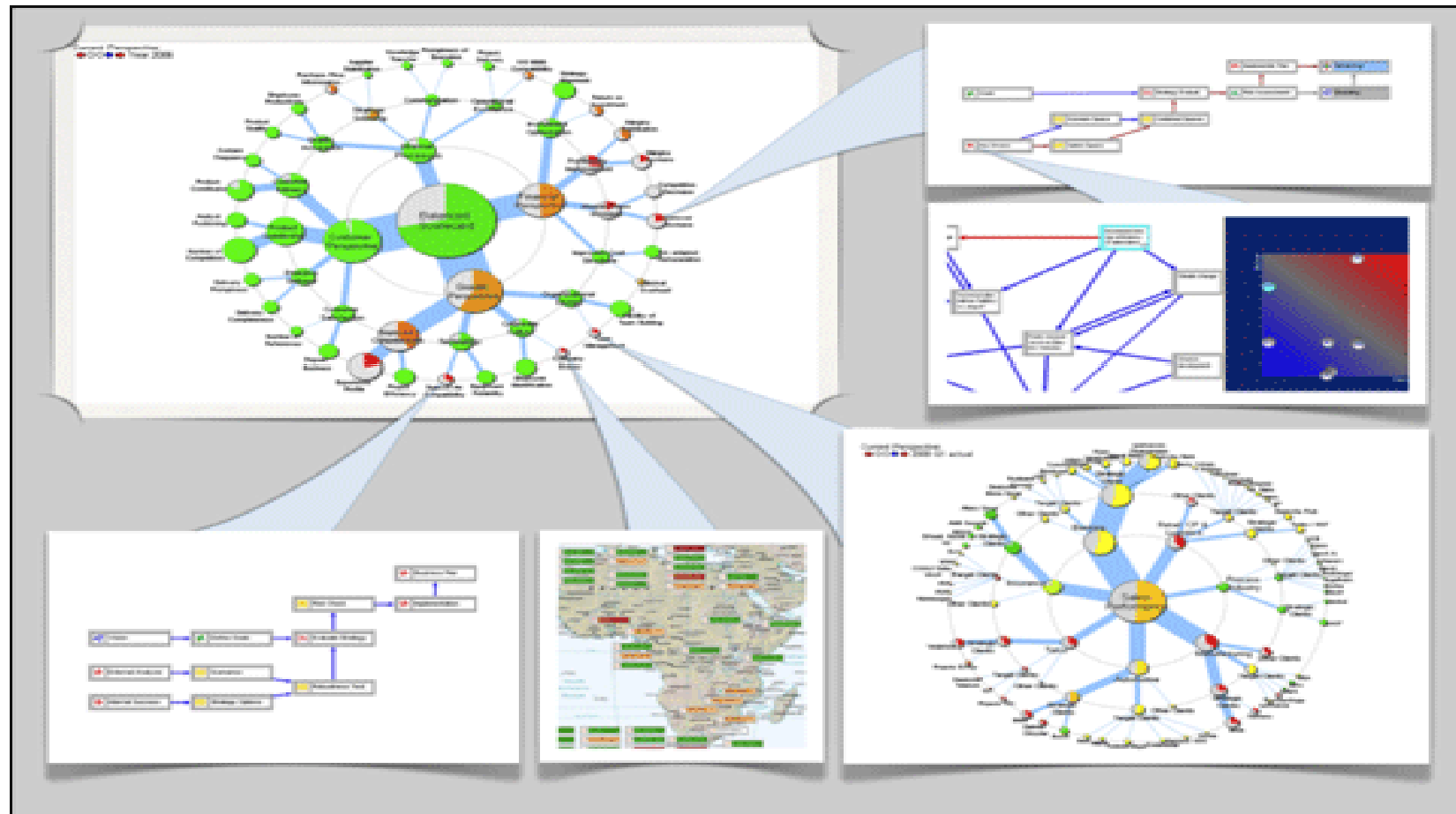
# Foresight methods

-  Integrated tools and content under user control
-  Formal ideation processes
-  Comprehensive tool boxes – qualitative, quantitative assessments, forecasting and decisioning tools e.g. Delphi, Scenarios, STEEP, Roadmapping, Surveys etc.
-  Complexity reduced through AI





# Visualisation

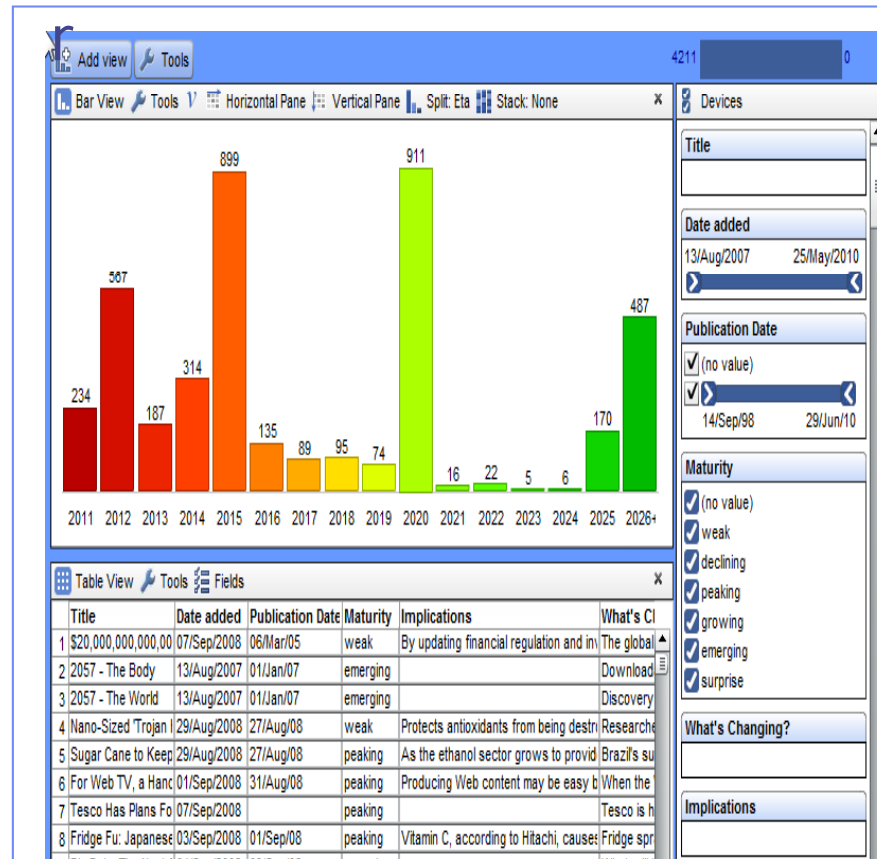


All rights reserved: courtesy Parmenides-Eidos



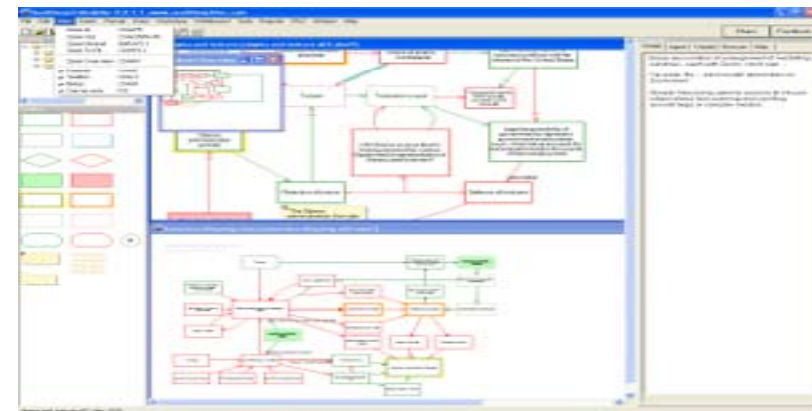
# Modelling, gaming and simulation

## Structured data analytics

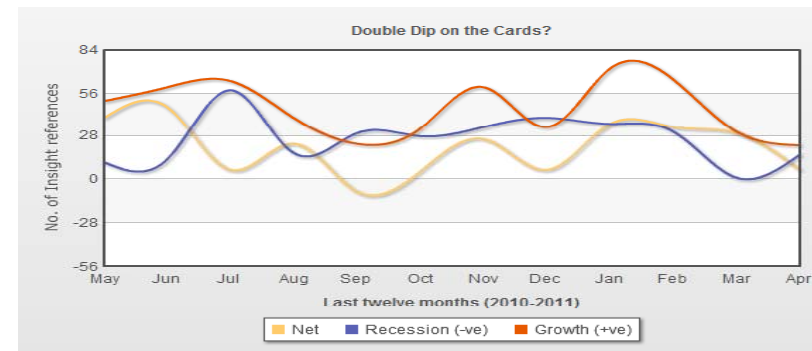


Courtesy: Visokio/Shaping Tomorrow

Visual dashboards as early warning systems  
Balanced scorecards  
Partnership approaches



Courtesy: Southbeach Modeller/Shaping Tomorrow



MMORPG's e.g. IFTF  
Warcraft equivalents



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# Content profiling



Filtering Insights and Trends by user profile:  
e.g. industry, interests, expertise



Sentiment analysis  
e.g. fear, excitement



Narrative capture  
e.g. ideas



Latent Semantic Indexing  
e.g. concept searches

Bias is essential to avoid 'group think' but being conscious of bias from the outset reduces error and increases understanding

## Style

Find out how you perceive, intuit and reason versus other members and how your cognitive style influences your worldview and thinking about the future. Your cognitive style is never shared with anyone except in aggregate with other members.

Hover your mouse over the scale titles below for the definitions and use the slider bars to set your cognitive style.

Jointly developed with Walter Derzko and from original research: [Measuring Cultural Cognitive Biases in Multi-National Research](#)

Independent	<input type="range"/>	Interdependent
Status	<input type="range"/>	Egalitarian
Risk	<input type="range"/>	Restraint
Direct	<input type="range"/>	Indirect
Task	<input type="range"/>	Relationship
Short Term	<input type="range"/>	Long Term

## Interests

Please tell us which topics are of interest to you so that we can tailor the service to meet your needs.

- |  |  |
|--|--|
| <input type="checkbox"/> agriculture         | <input type="checkbox"/> animals                           |
| <input type="checkbox"/> anticipation        | <input type="checkbox"/> arts                              |
| <input type="checkbox"/> biotechnology       | <input type="checkbox"/> change                            |
| <input type="checkbox"/> climate & pollution | <input type="checkbox"/> communications                    |
| <input type="checkbox"/> community           | <input type="checkbox"/> competition                       |
| <input type="checkbox"/> computing           | <input type="checkbox"/> construction & building materials |

**Content Analyst'**  
Find | Organize | Discover™

**CONTENT ANALYST IS HIRING !**  
click here to see current opportunities.





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# Automatic scanning

## Stakeholder scanning

-  News
-  RSS feeds
-  Tweets
-  Facebook
-  Paper.li
-  Mentionmap


Capabilities improving but  
human input still required

Scan Plan Act Network Question

### My Stakeholders

TED

Ideas worth spreading! Best talks and performances from TED conferences

 Michael Jackson  22 March 2011  Analysis  Edit  Delete

 Summary  News  Hide RSS  Tweets  mentionmap

strength: very low

maturity: weak

RSS

TEDTalks : Paul Nicklen: Tales of ice-bound wonderlands - Paul Nicklen (2011)

Diving under the Antarctic ice to get close to the much-feared leopard seal, photographer Paul Nicklen found an extraordinary new friend. Share his hilarious, passionate stories of the polar wonderlands, illustrated by glorious images of the animals who live on and under the ice. [\[Add Insight\]](#)

9 May 2011

TEDTalks : Louie Schwartzberg: The hidden beauty of pollination - Louie Schwartzberg (2011)

Pollination: it's vital to life on Earth, but largely unseen by the human eye. Filmmaker Louie Schwartzberg shows us the intricate world of pollen and pollinators with gorgeous high-speed images from his film "Wings of Life," inspired by the vanishing of one of nature's primary pollinators, the honeybee. [\[Add Insight\]](#)

6 May 2011



# Predictive analytics

Aims: moving from single keyword to real-time multiple meta data searches

Scour the web  
Extract, analyze, rank  
Make it useful

Collaboration  
Knowledge management  
Search & discovery  
Data integration

Both look to shed light on and predict the future



**Recorded Future**





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# New business models

## Blue Ocean Strategy!

-  Ultra-low cost to free
-  Extra-ordinary value added
-  Cloud-based rather than home grown
-  Customer needs led
-  Open/closed collaboration
-  Outsourcing/partnering
-  Fast action/reaction
-  Convergence of innovation, risk and business and competitive intelligence systems

### Packages and Pricing

#### PUBLIC: FREE

Single-user, unlimited access in public mode. Use of the site in private mode for the first 30 days. Your private material will remain available to you indefinitely and will never be shared with others.

#### PRIVATE: \$499 / £299 PER YEAR

Single-user, unlimited access in public and private modes. **Upgrade**



#### PARTNER: FREE

Up to 250 users, unlimited access in public mode. Use of the site in private mode for the first 30 days. Own logo. **Contact us.**



#### MULTI-USER PRIVATE: PRICE ON REQUEST

Multi-user, unlimited access in public and private modes. Facilities to collaborate with colleagues. Own logo, colours, sub-domain, Trend Alerts, welcome text. Manage own users. **Contact us.**



Others partly in our space: iKnow | Millennium Project | ? ....



# World data



## Data fusion

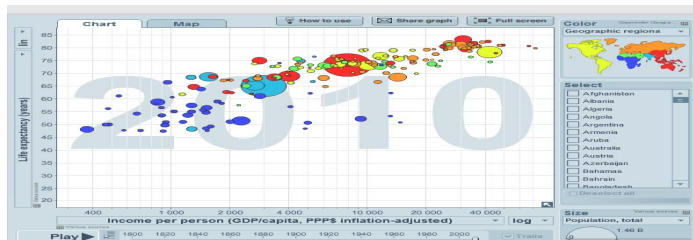
e.g. GapMinder



Rising interest in mixing large data sets (e.g. GDP and happiness) to spot crisis points early



Shock Index (long-term forecasting under differing scenarios)



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### Determine Strategy

Trends

add | my | our | all

Tags

my | our | all

Reports

my | our | all

Comments

my | our | all

Strength

- very high

- high

- medium

- low

- very low

Analysis

Decision

Visualization

Getting started

Home Scan Plan Act Network Question

### Country Shock Index

First Forum Help Invite Note Print Watch

Russia - Shock Index

How vulnerable is Russia to future shocks?

Michael Jackson 30 November 2011 Edit Delete

Assess Rate Forecast Decide

Outside-in Evidence Stimulus Industry Product Competition Inertia Customers Shock (2)

How may future shocks manifest themselves?

Criteria	Rate		my	our	all
Year	2012				
Confidence	happy		1	2	2
Currency	low		2	3	3
Growth	high		2	3	3
Sustenance	satisfactory		3	3	3
Debt	very low		1	2	2
Poverty	widespread		4	4	4
Health	low		2	3	3
Infrastructure	bad		4	4	4
Default	very unlikely		1	2	2
Competitiveness	average		3	3	3
Energy	very low		1	1	1
Credit	strong		1	2	2
Real estate	stable		3	4	4
Inequality	high		4	4	4
Natural events	rare		2	3	3
Security	stable		1	2	2
Environment	very low		1	2	2
Corruption	very high		5	5	5
Human rights	regressive		5	5	5
Impact	Please choose				
Average Score	Refresh Scores		2	2	2

Latest insights:

Eurozone fears have drugmakers re-strategizing x

Europe Can't Move Fast Enough To Halt The Crisis x

Show more

Summary Tag Report Share Reference Comment

Tag: Shock index



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# Web-based education

Free

 Electronic guides/books

- linked to content

 Webinars

 On-line workshops

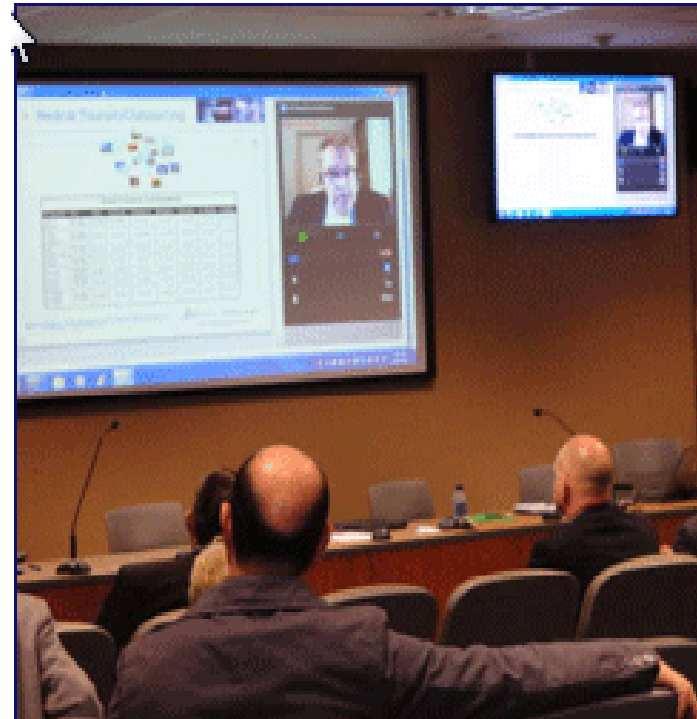
...

Revenue

 Privacy/Multi-licences

 Virtual consultancy

 Specialist needs





# Global collaboration

-  Increasing need for joined up thinking between governments , academia, NGO's, commercial organisations requires common and shared platforms.
-  Round the world, virtual conferences (APF)














Mobile apps  
All channel distribution

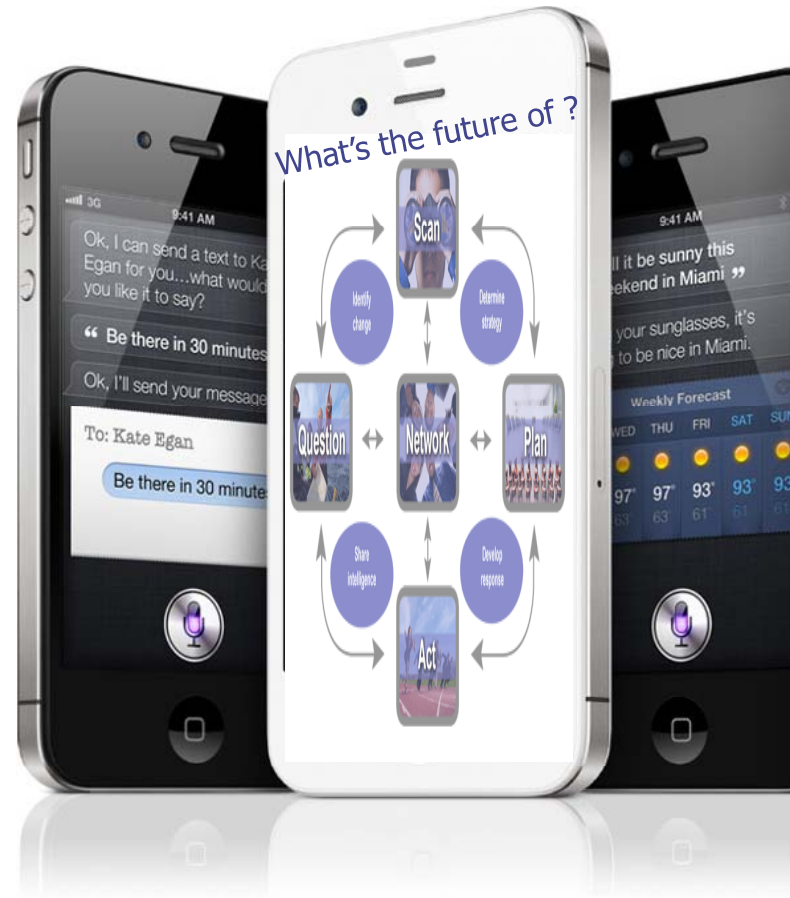


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# Foresight Process Design

## Ask the Oracle

-  Anytime
-  Anything
-  Anywhere
-  Anybody
-  Simple
-  Siri enabled
-  Any language
-  Instant help
-  Visual
-  Don't make me think!
-  ...



# Questions

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✦ Shaping Tomorrow: [www.shapingtomorrow.com](http://www.shapingtomorrow.com)



Thanks for listening



# Now it's your turn!

## Questions 1.

- What are the near-term day-to-day implications of these developments for organisations?
- What needs to be done now to maximise their value-added and minimise their disruption to organisations?
- What is the role of the futurist in 2025 if this probable future comes true?

## Questions 2.

- How can we get busy senior management to take fairly alternative futures seriously?
- How can we integrate the work of analysts more closely with policy development?
- How can we collect evidence of Foresight successes to demonstrate that it really does add value?



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