

Foresight Workshop – day 3

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Systems Oriented Design & Shaping Futures

Oslo, Norway

What is your innovation?

- Describe your innovation / solution.
- What world(s) does it work best in? and,
- What are your strategies to make it come true?

3 Day Overview

- **Day 1** – foresight overview, challenge ID, and trends creation
- **Day 2**- Creative elicitation games
- **Day 3** – *Scenarios and Innovations*

Day 3 - Scenarios

- Isolate uncertainties for our future from drivers
- Create the 4-world scenario – OSLO 2050
- Interventions from challenges of day 1 into future worlds
- Wrap up and feedback

Types of Scenarios

- **3 High, Low, Status Quo** (extrapolate from critically uncertain driver/variable)
- **3 Cone of Plausibility** (Limited Drivers filtered through changed assumptions)
- **4 2x2 Matrix** AKA 2 axis method (cross critical uncertainties, use 4 corners)
- **5 4 plus 5th Scenario** (usually wildcard not covered by the others)
- **n Branch Analysis** (key events and potential outcomes)

2x2 matrix:

- Illustrative rather than predictive
- Generally high-level (but detail may be added)
- Best suited for medium to long-term (5–50+ yrs)
- Supports testing of robustness in a range of environments

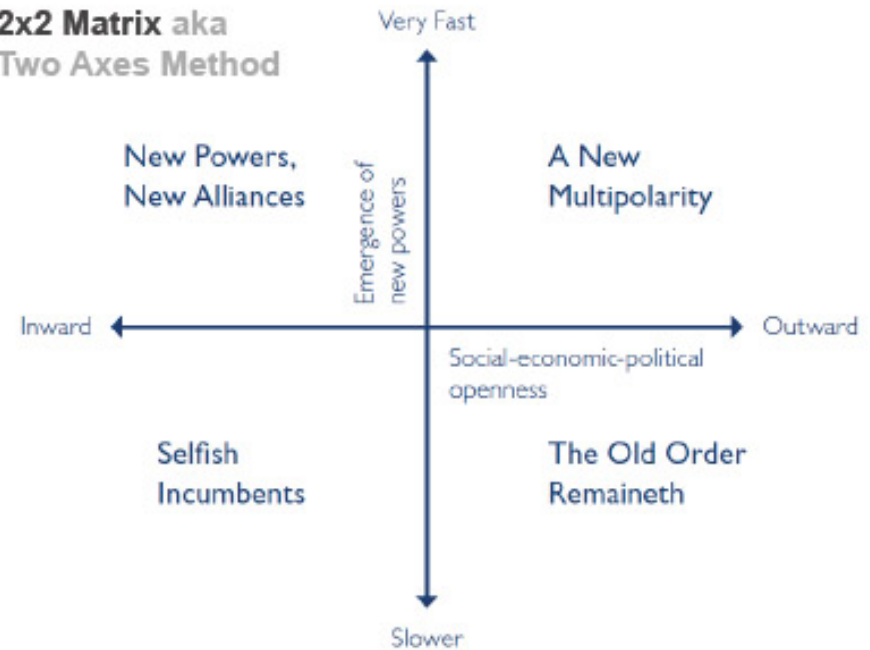
Branch analysis

- Best developed around specific turning-points
- Decision points known in advance
- Elections, referenda, peace process
- Best for shorter time horizons (up to five years)

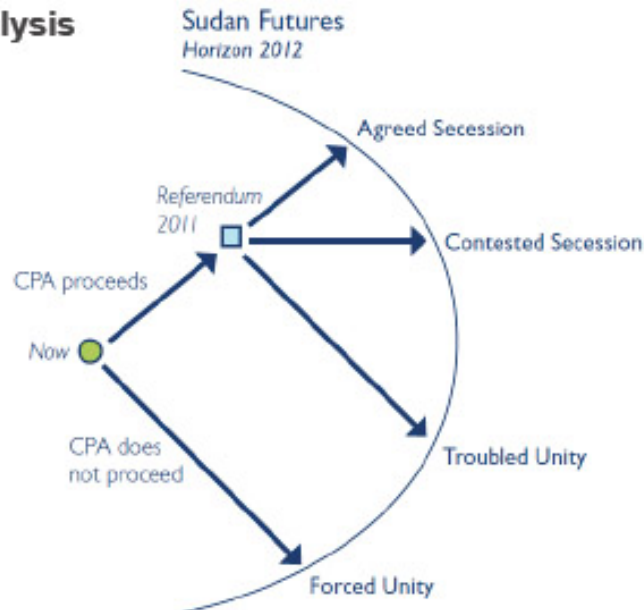
Cone of plausibility

- A more deterministic model of how drivers lead to outcomes
- Explicitly listing assumptions and how these might change
- Best for shorter time horizons (a few months to 2–3 yrs)
- But can be used to explore longer-term time horizons
- Suited for contexts with a limited number of important drivers

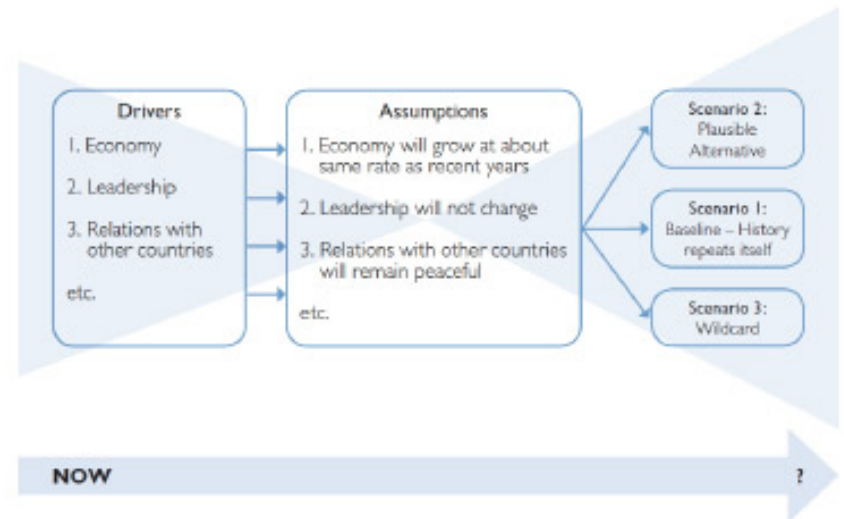
2x2 Matrix aka Two Axes Method



Branch Analysis



Cone of Plausibility



Source: Scenario Planning Guidance Note

<http://www.bis.gov.uk/foresight/our-work/horizon-scanning-centre/good-practice>

terminology

Trends are visible patterns of change, surface waves that change in cycles, ranging from simple ripples like the rise and fall of interest rates, to more elaborate phenomena.

These can multiply in complex and surprising ways, leading to unexpected outcomes.

Driving forces are like ocean currents under the surface,

for example, 'global competition' or 'urban migration'.

Predetermined elements are dominant features that behave predictably under any scenario, like rocks in the sea bed. A familiar example is the demographic phenomenon, the 'baby boomers'.

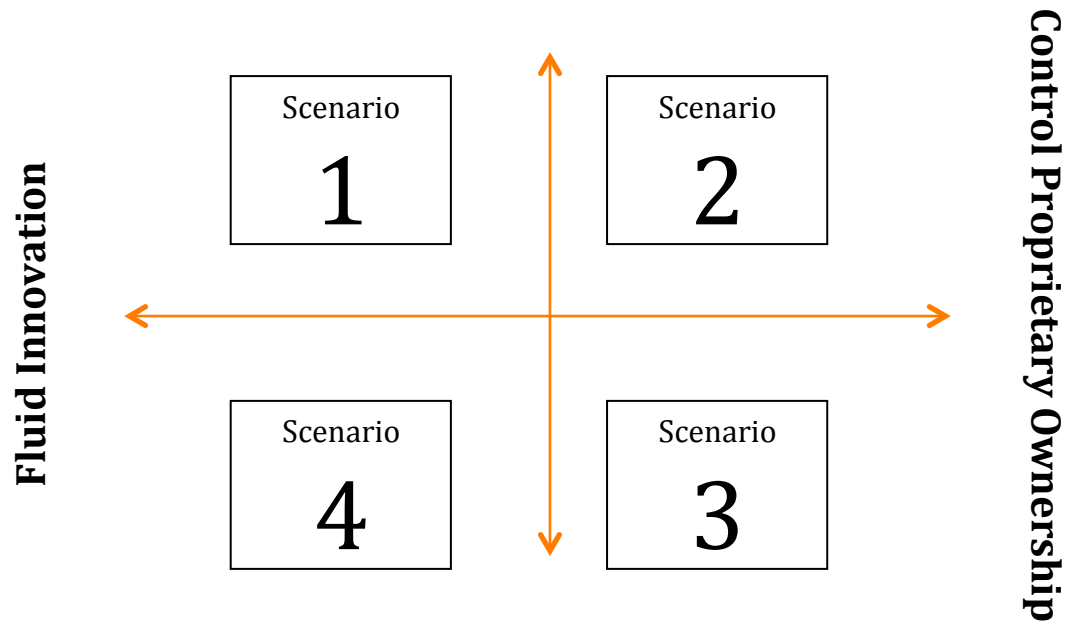
Trends and Scenarios

EXAMPLES

Branded Freedom

It's Good to Be King

Big Business



Lennon Land

DIY

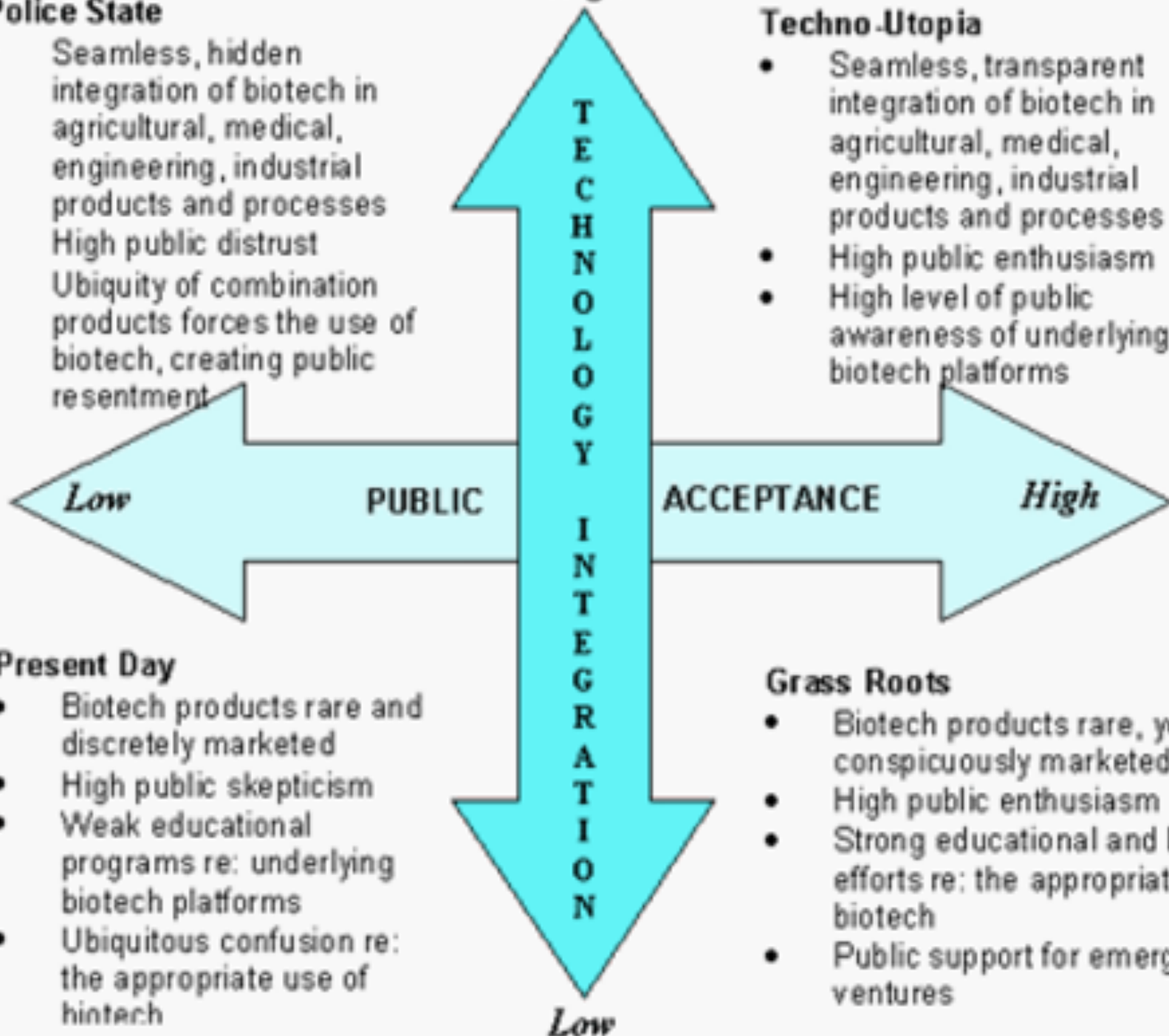
MINE!

Police State

- Seamless, hidden integration of biotech in agricultural, medical, engineering, industrial products and processes
- High public distrust
- Ubiquity of combination products forces the use of biotech, creating public resentment

Techno-Utopia

- Seamless, transparent integration of biotech in agricultural, medical, engineering, industrial products and processes
- High public enthusiasm
- High level of public awareness of underlying biotech platforms



Present Day

- Biotech products rare and discretely marketed
- High public skepticism
- Weak educational programs re: underlying biotech platforms
- Ubiquitous confusion re: the appropriate use of hitech

Grass Roots

- Biotech products rare, yet conspicuously marketed
- High public enthusiasm
- Strong educational and legislative efforts re: the appropriate use of biotech
- Public support for emerging ventures

Hooray

WORKSHOP

Isolate Critical Uncertainties

- Refer back to the timeline from Day 1 and ask what are the issues here which are uncertain and of high importance to Oslo 2050?
- Review drivers – which of these are uncertain and of high importance to Oslo 2050?
- Review your trends, which of these are uncertain and of high importance to Oslo 2050?
- Rank them – HML (importance and uncertainty)

Drivers

- Increased connectivity
- Green and social conscience
- Increased sense of responsibility
- Climate changes
- Oil shortage
- Rising cost of oil
- Mobility
- Real time information retrieval
- Sharing instead of owning
- Automatic efficiency

Social

- **Norskglisn:** Norskglisn describes the typical way to communicate in Norway between the natives and the migrants.
- IMMIGRANTS SPATIAL CONCENTRATION : Immigrants tend to live concentrated in the same city area mainly because of different economical resources in relation to the original/majority group.
- **Working everywhere means working at home:** The Internet connects you to the world, so why not just stay at home and work?

Technological

- **Automatic living** : Chip-marking products and enabling the environment to read and process the information, will make everyday living more automatic .
- **smart cities: a high-tech sustainable city based on existing structures**
- **NO NEED TO LEARN NEW LANGUAGES:**
Simultaneous translation by internet to the earphones

Economic

- Emission indulgences (transportation): As soon the CO₂ at the stock-markets swings, your conscience can worry about other things....! :)
- **Communal living spaces:** Individual use of a common and shared property for economic efficiency
- **Short Food:** Trying to keep the food prices down by minimizing 'the distance' between the producers and the buyers.
- **New Consumerism:** Need for radical reconfiguration of values by a new trading system where the ownership becomes a lease
- **Big Language get bigger:** (Human Capital) to understand each other is efficient

Environmental

- **Food as biofuel:** Using crops to make biofuel instead of feeding the starving people.
- **Sustainable Food:** Food Production is done sustainable, both ecological and economical
- **CATCH YOUR OWN FISH:** Instead of buying poor quality food, one can use local resources by growing own food, catching fish and putting work in doing so. As part of driving from products towards (self)services.
- **Cars as cities enemies:** Reduce car use in urban centres to protect it from pollution and heavy traffic

Political

- **Need for social housing:** With the increase of housing prices and life's cost, social housing will be a need for a important part of the population.
- **SUPERPOWERS NEED SUPERPOWER:** Emerging new asian superpowers become world's biggest energy consumers
- **Immigration Degradation:** Welfare stands in the way of integration
- **Food or Fuel, nice or cruel:** In the few years the focus on biofuel in the western countries have pushed the crop/food prices up, resulting in farmers selling food for fuel instead of feeding people

Values

- Face-to-face playfulness in the city: More and more face to face playful meet-up are happening in public spaces, enabled by the viral power of the social media.
- **Filling up Ethically:** In the last few years, biofuel has become a bigger ethical issue. Increase production has pushed thousands into poverty but algae is changing things, allowing people to make a moral choice for people of environment.
- "Hermit Crab": A desire for more privacy, to live more in solitude or connected only to a smaller group of people.

Creating the world structure

- Take the two critical uncertainties and express them as polarities
- Make two axes with these – label the axes and end points
- Look at the corners of the quadrants – these are your four worlds – the intersections of the extreme results of the uncertainties

Logic of Each world

- Discuss the logic of your world – the two end points.
- Review all trends and drivers – are they Primary, Secondary or Neutralized in this world?
- What happened at the mid-point? Or turning point (2030) that made this world possible?

Add detail and character

- How is this world experienced? Discuss what it is like to live in this world.
- What is the role of government?
- Who are the winners and who are the losers?
- Name this World.

Share your insights

REPORT BACK

What is your innovation?

- Describe your innovation
- What world(s) does it work best in? and,
- What are your strategies to make it come true?

Take your challenge for a walk

- Review all worlds and discuss the different solutions / innovations you would pose for each.
- List your possible strategies and rank them in terms of effectiveness for each world: H, M, L
- Keep all strategies that are H in each world.
- Discuss any strategy that is M – or a mix of H&M – make decisions and note where your strategies are ranking as L – relatively ineffective.
- Develop signposts (signal) to alert you if we (Oslo) are tipping into a state that is NOT favourable to your strategy

Preferred Future

- If there is a world best poised to have a solution to your challenge, explain why
 - What does your solution / innovation look like? What strategies and design elements are you using to ensure its success?
 - How do ensure that this world will come true – make a timeline of events (it is your preferred future)

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REPORT BACK

terminology

- Trends
- Drivers (enablers, blockers and friction)
- Disruptions
- Wild cards (black swan)
- Scenarios
- Preferred future
- Signpost
- Signal
- Design fiction
- ...

Day 1 – Foresight Overview & Trends

- Introductions
- Foresight Overview
- Oslo 2100 map of trends and challenges – starting from Oslo 1900
- Trends example review - 2020 MediaFutures
- Trends creationnexercise

Day 2 – Creative Elicitation

- Trend Creation Review
- “2-card Trend challenge” - 5 year horizon
- Drivers creation – distill trends into underlying forces
- “In the world 2050...” - the world we expect, the world we don't

Day 3 - Scenarios

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Thank you

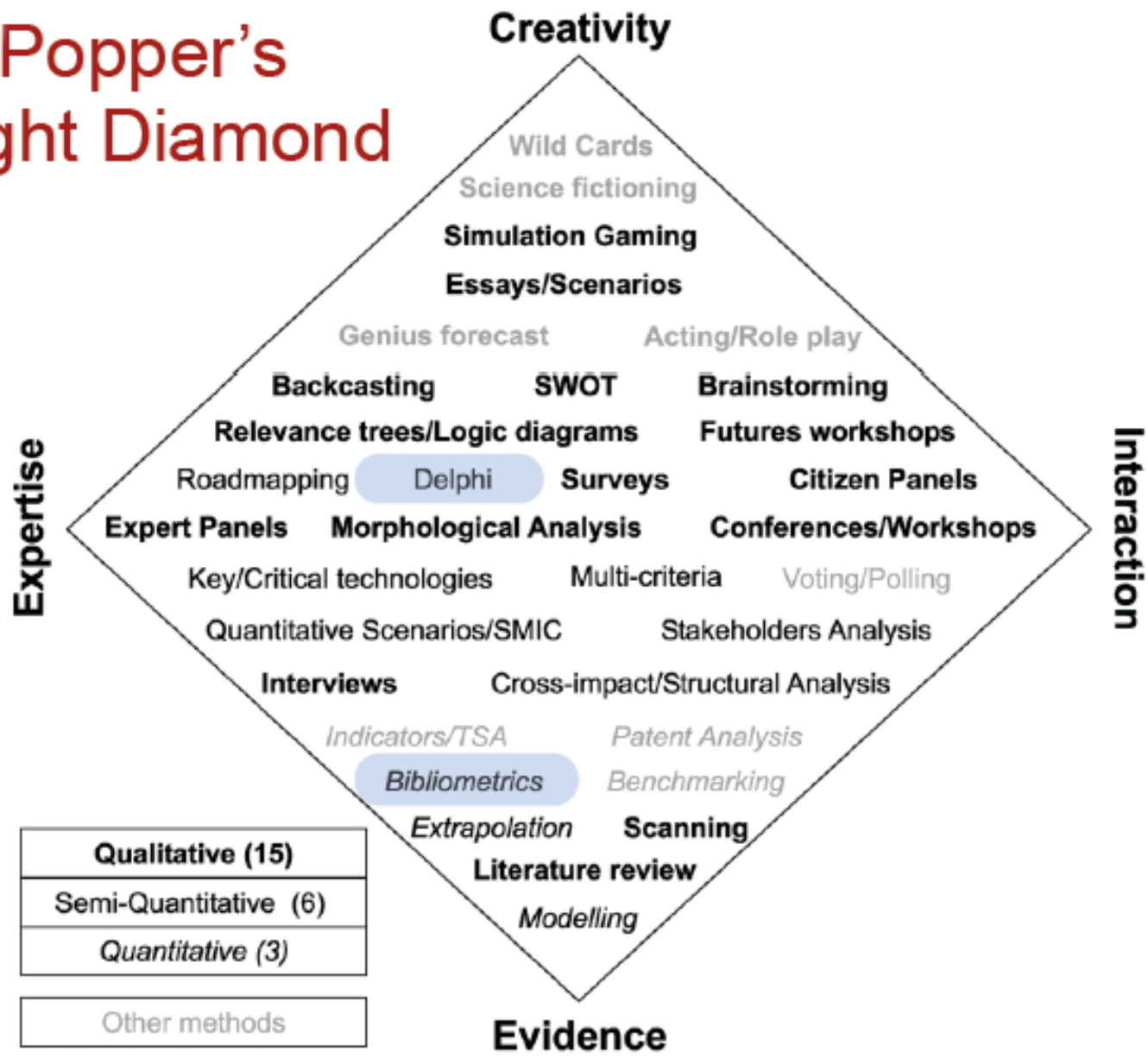
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Popper's Foresight Diamond



Source: Adapted from Popper (2008)