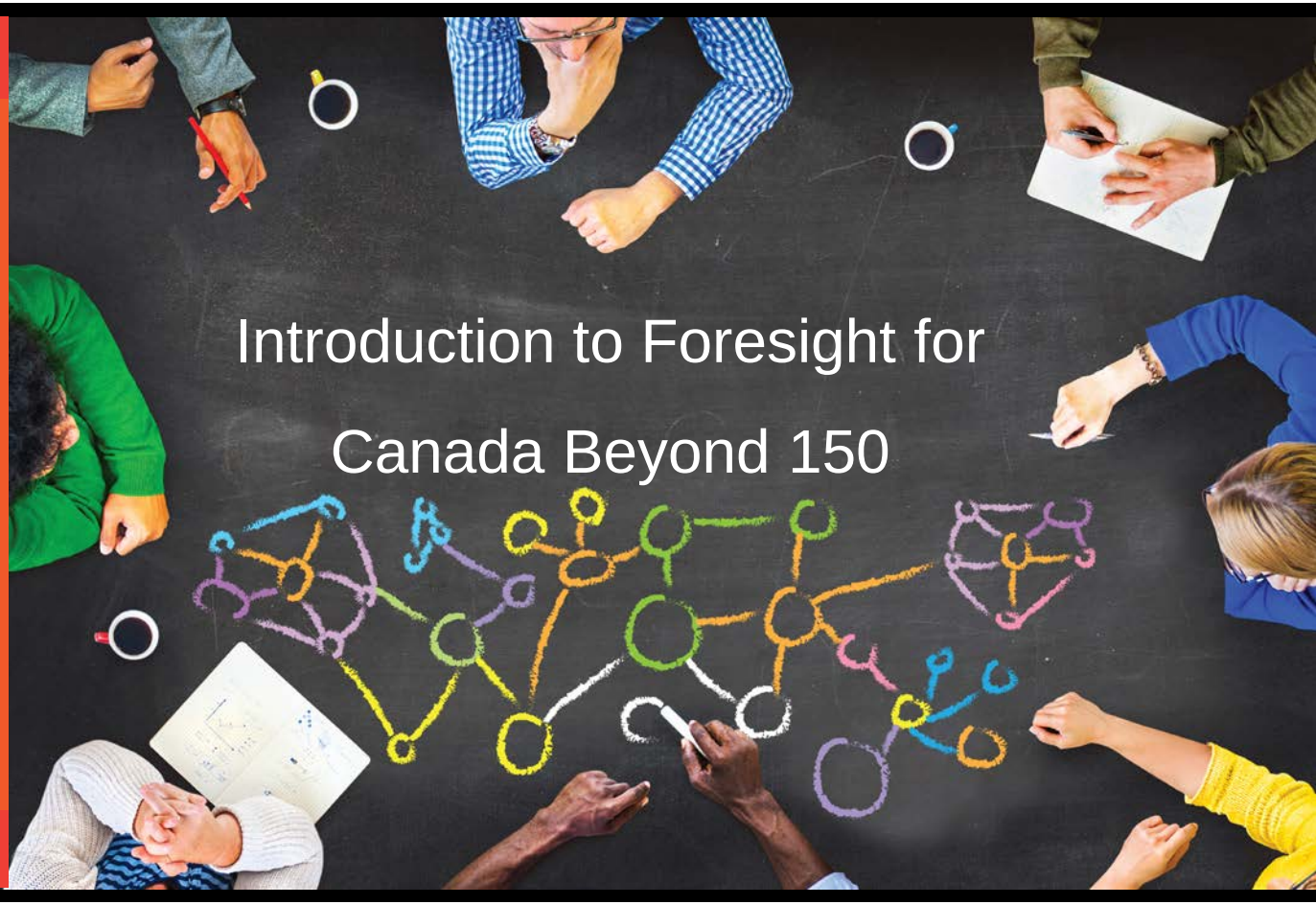
HORIZONS **FORESIGHT** METHOD

Module 1



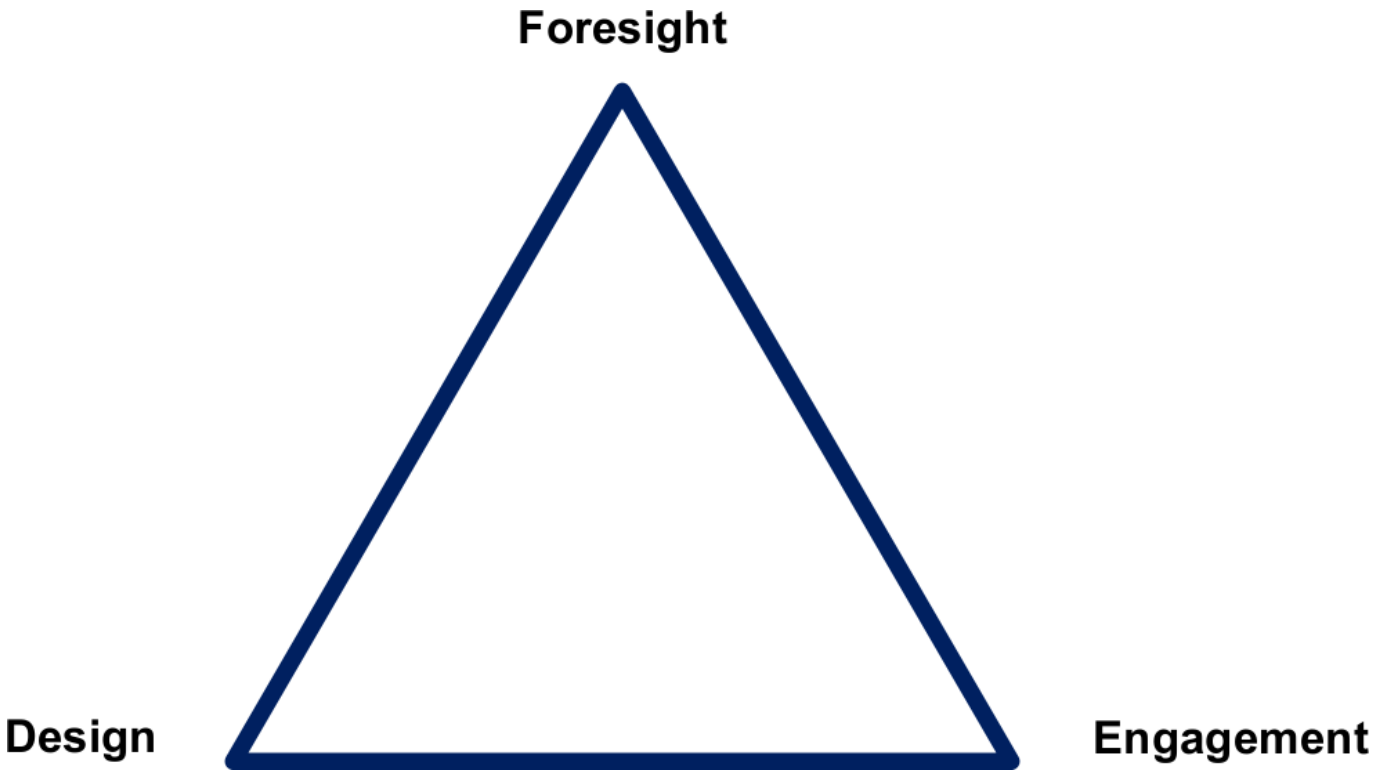
Government of Canada
Policy Horizons Canada
Gouvernement du Canada
Horizons de politiques Canada

Canada

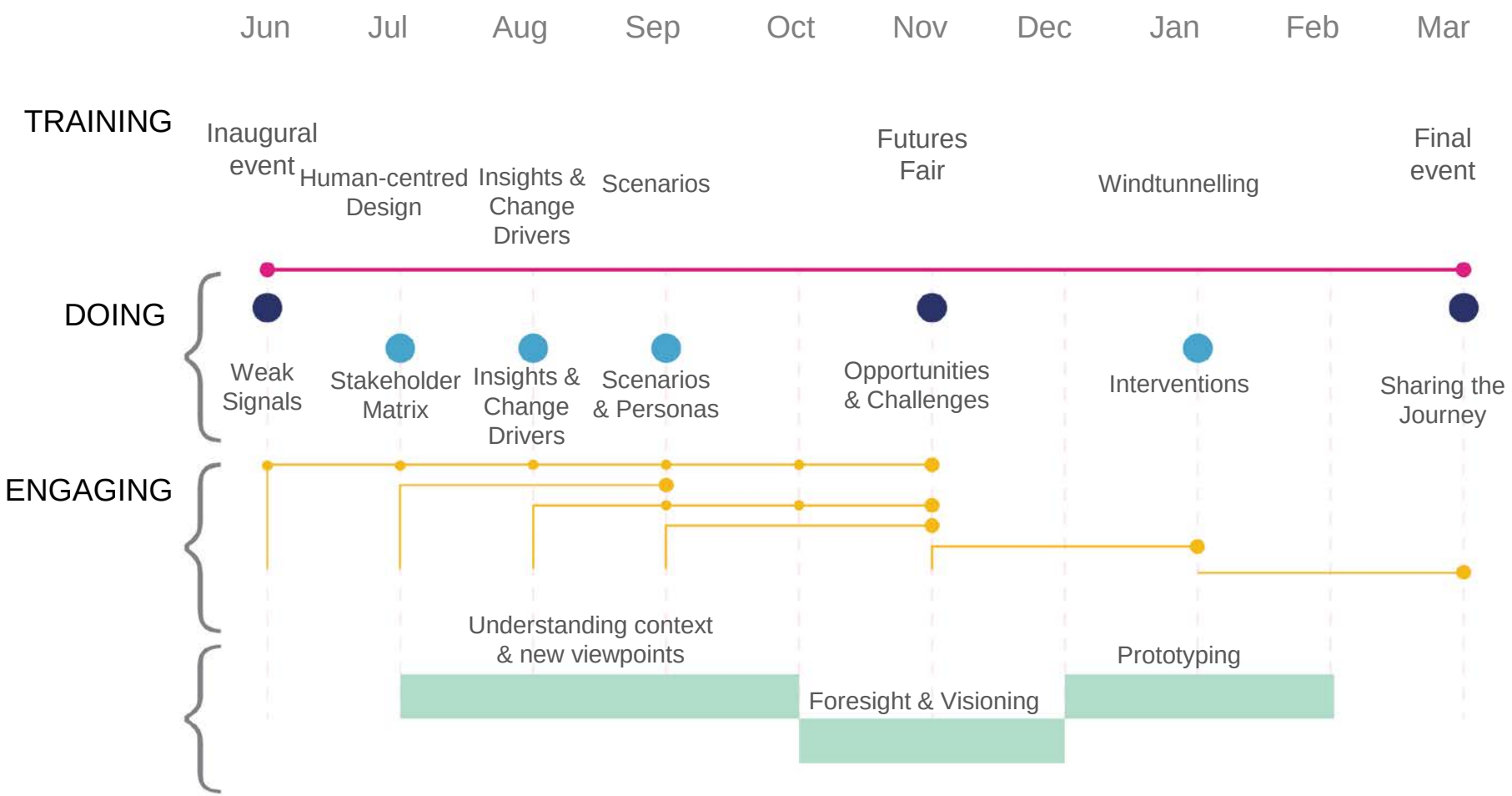
OVERVIEW

- Where are we in the process?
- What is Horizons' approach to foresight?
- How do the foresight tools fit together for *Canada Beyond 150*?

A NEW MODEL FOR POLICY DEVELOPMENT



Timeline


Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
TRAINING
Inaugural event
Human-centred Design
Insights & Change Drivers
Scenarios
Futures Fair
Windtunnelling
Final event
DOING
Weak Signals
Stakeholder Matrix
Insights & Change Drivers
Scenarios & Personas
Opportunities & Challenges
Interventions
Sharing the Journey
ENGAGING
Understanding context & new viewpoints
Foresight & Visioning
Prototyping

WHAT IS FORESIGHT?

- **Foresight is a skill** we use every day that allows us to consider a problem, explore options, run mental movies and in so doing develop possible strategies and desired future outcomes

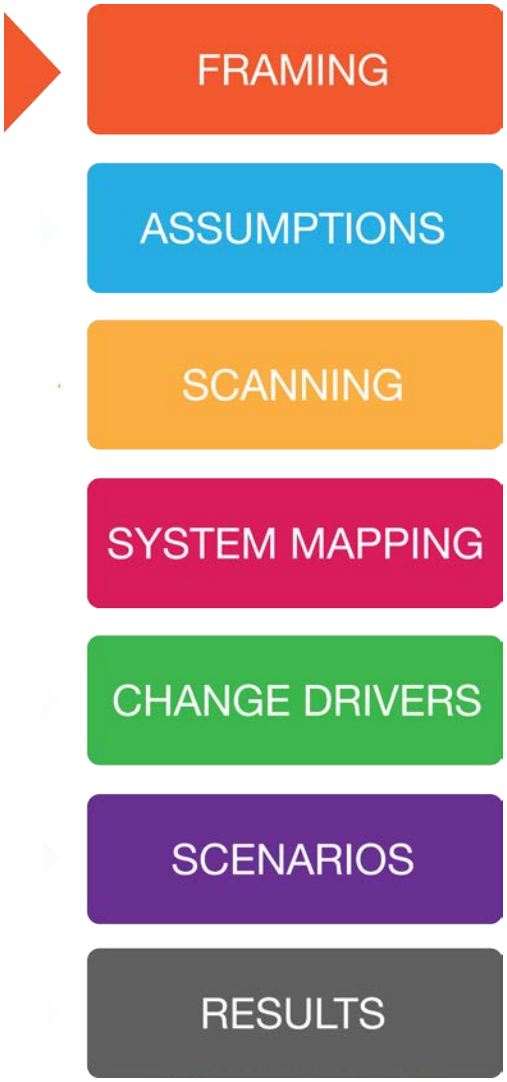
- **Foresight as a sub-discipline of Future Studies** uses a systematic approach to explore how complex issues could evolve

- Foresight tools help people share, explore and test their mental models about how the world is changing and what it could mean for their organization

- Foresight is beyond the normal 1-5 year planning horizon

THE HORIZONS FORESIGHT METHOD

The Horizons Foresight Method is a rigorous and systematic approach that allows us to test assumptions against a range of plausible futures and identify policy challenges and opportunities



- Identify the issue or problem of interest
- Consider the larger system(s) shaping the issue
- Prepare a simple domain diagram of what is ”in” or “out” as a guide
- Allow it to evolve over the study

- Identify “current assumptions” buried in public dialogue and policy documents
- Identify key trends people assume are true
- Summarize key assumptions as a description of the expected future

- Scan for weak signals of potentially disruptive changes
- Conduct interviews and facilitate dialogue to understand the system and develop insights

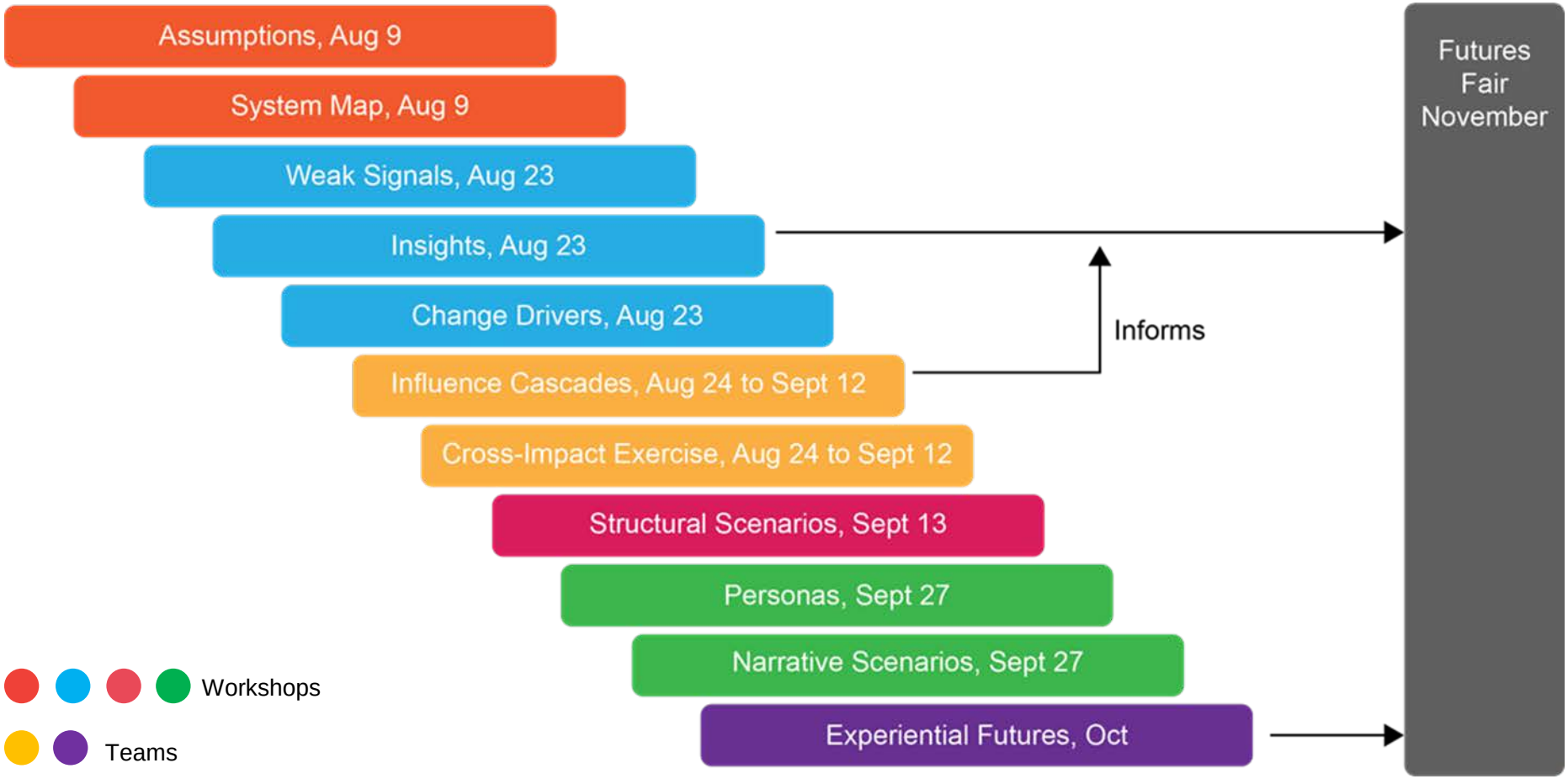
- Identify key elements or nodes in the system
- Describe key relationships
- Use a system map to identify where change could occur and direct further scanning for weak signals as needed

- Use insights from scanning to identify change drivers shaping the system
- Do cascade diagrams to see 2nd to 5th order consequences

- Develop scenarios to explore a range of futures
- Identify potential challenges and discontinuities
- Test robustness of current assumptions and strategies

- Explore policy challenges and opportunities
- Identify credible assumptions and robust strategies
- Identify key uncertainties, surprises and emerging issues
- Better understand how the system or issue could evolve

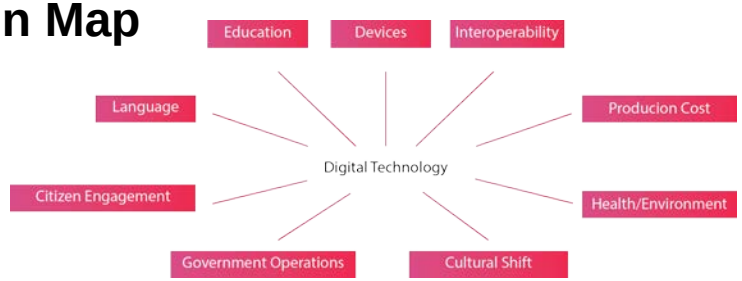
FORESIGHT PATH UP TO THE FUTURES FAIR



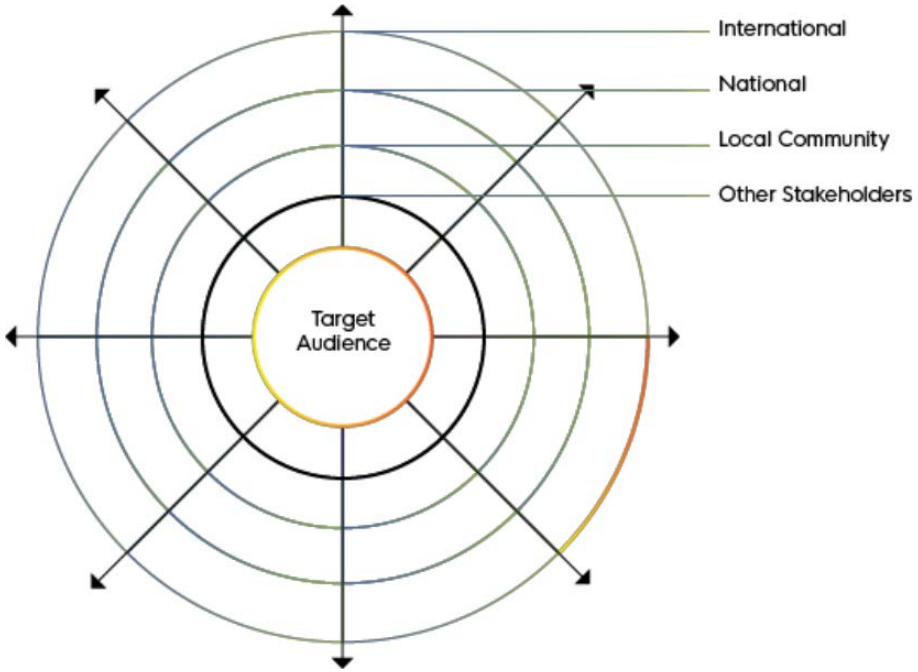
3 MAPS TO HELP GUIDE THE PROCESS

Making sense of an evolving, complex system

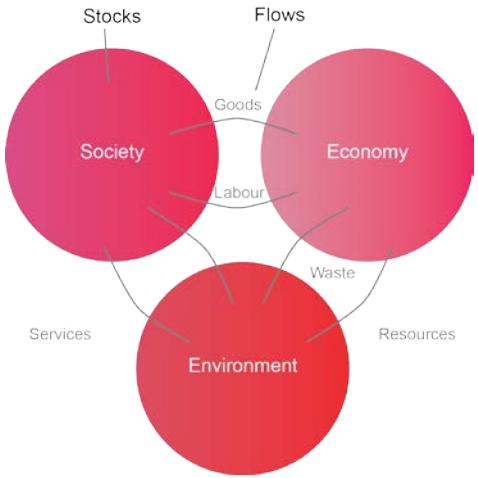
Domain Map



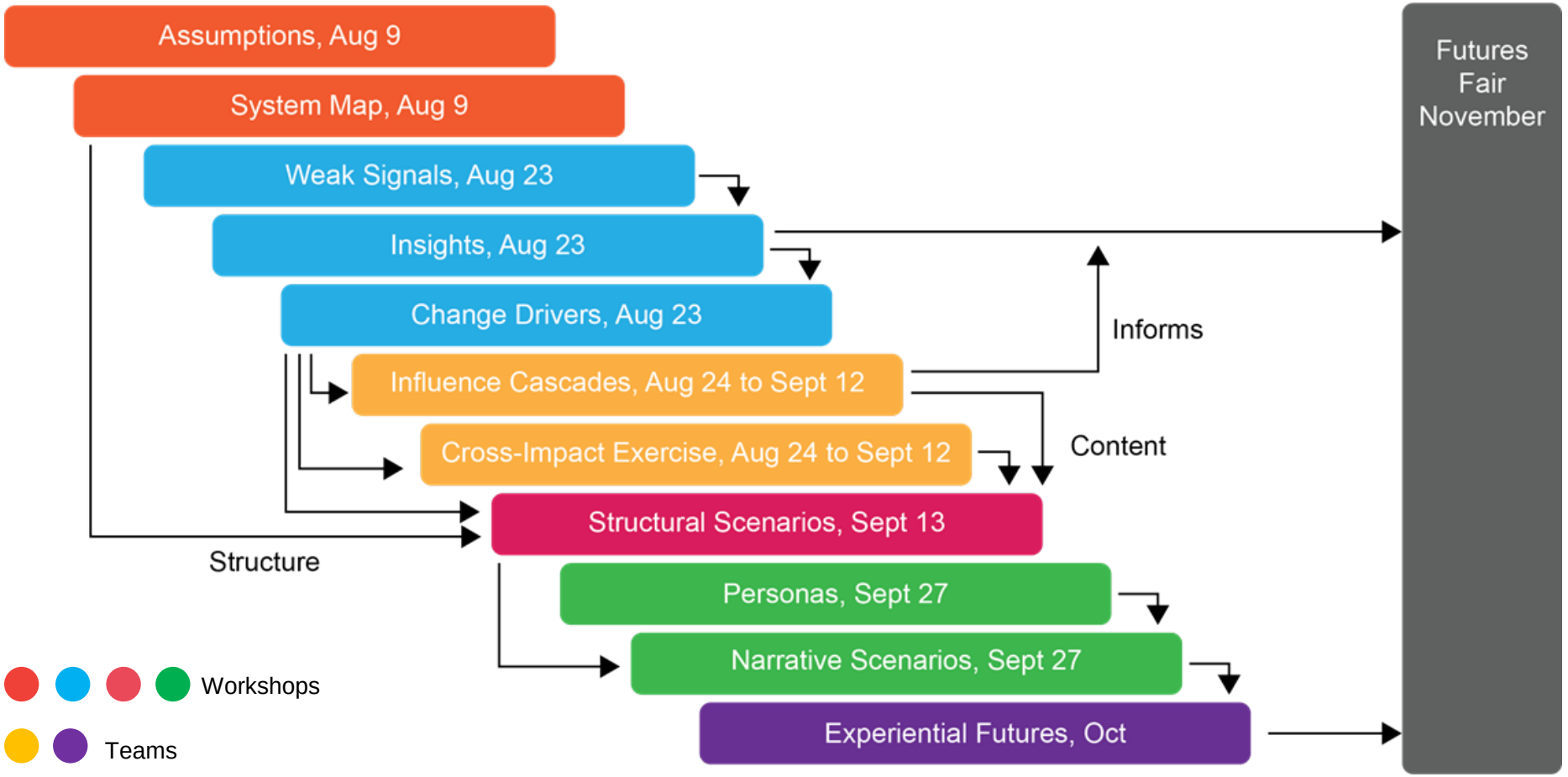
Stakeholder Map



Structural System Map



FORESIGHT PATH UP TO THE FUTURES FAIR



STRUCTURAL SCENARIO

Making sense of an evolving, complex system

Element	Muddling Through	Incremental Decline	Incremental Growth	Transformation
Archetypal logic				
More Economic Centres of Power				
Work Unbundling and Automation				
New Societal Actors in Governance				
Greener Economy				
System element 1: Manufacturing				
System element 2: Services				
System element 3: Natural Resources				
SE 4: Nature of Firms and Character of Value Chains				
SE 5: Work and Jobs				
SE 6: Nature of Government				

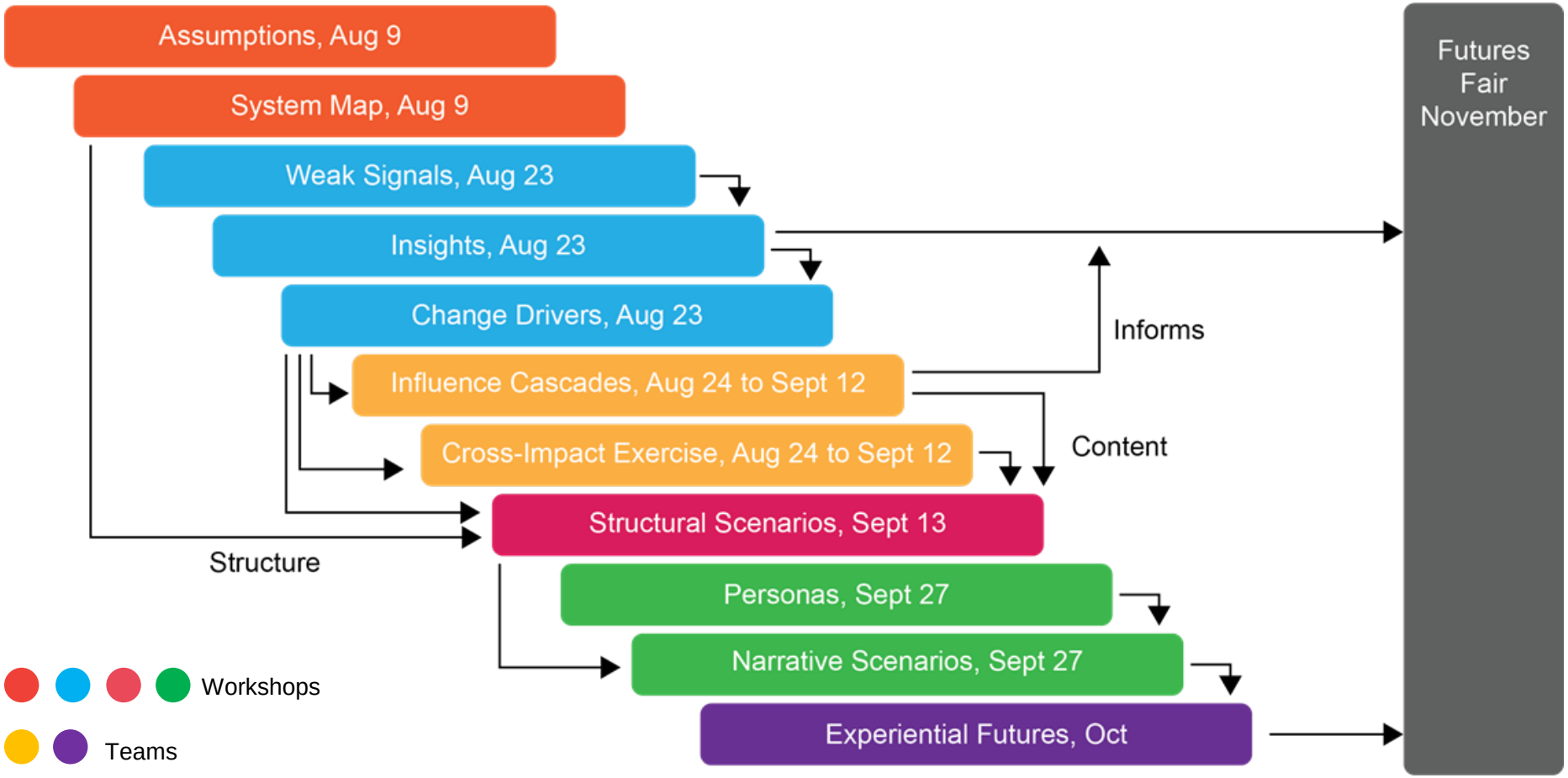
Scenario logic

Change drivers

System elements (lenses)

One scenario

FORESIGHT PATH UP TO THE FUTURES FAIR

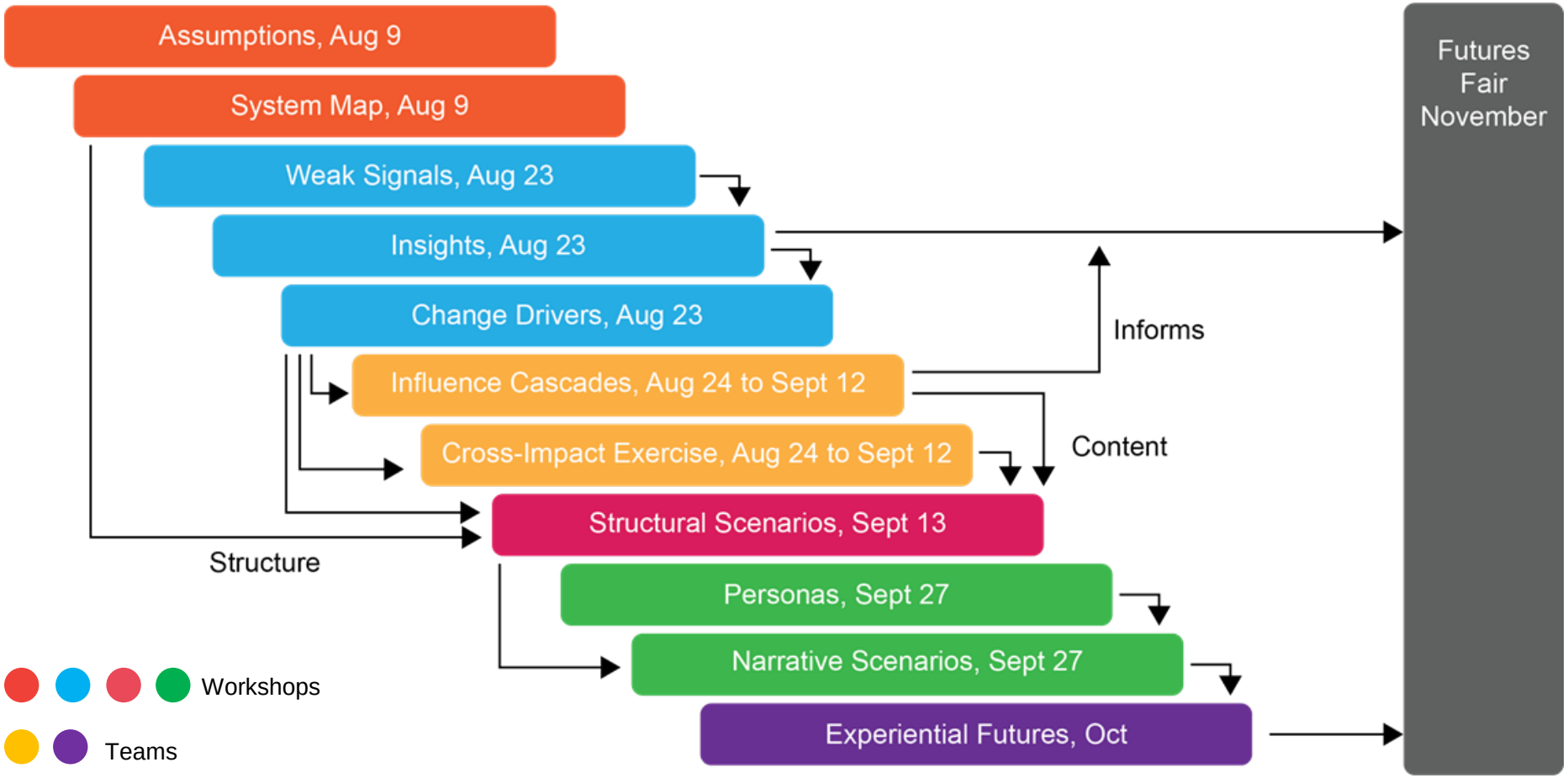


WHAT ARE WE BRINGING TO THE FUTURES FAIR?

- 5 to 7 insights per group for the insights gallery
- One experiential future per group

WHAT MIGHT IT LOOK LIKE?

INSIGHTS GALLERY

EXPERIENTIAL FUTURES

FORESIGHT PATH TO THE FUTURES FAIR QUESTIONS?