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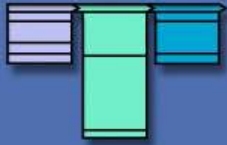
FORESIGHT

# Strategic futures planning Suggestions for success

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March 2005

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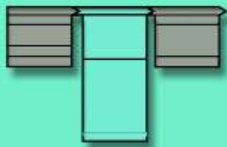
# Strategic Futures Planning

## Suggestions for Success

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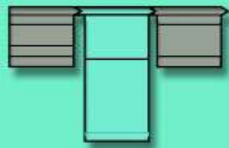
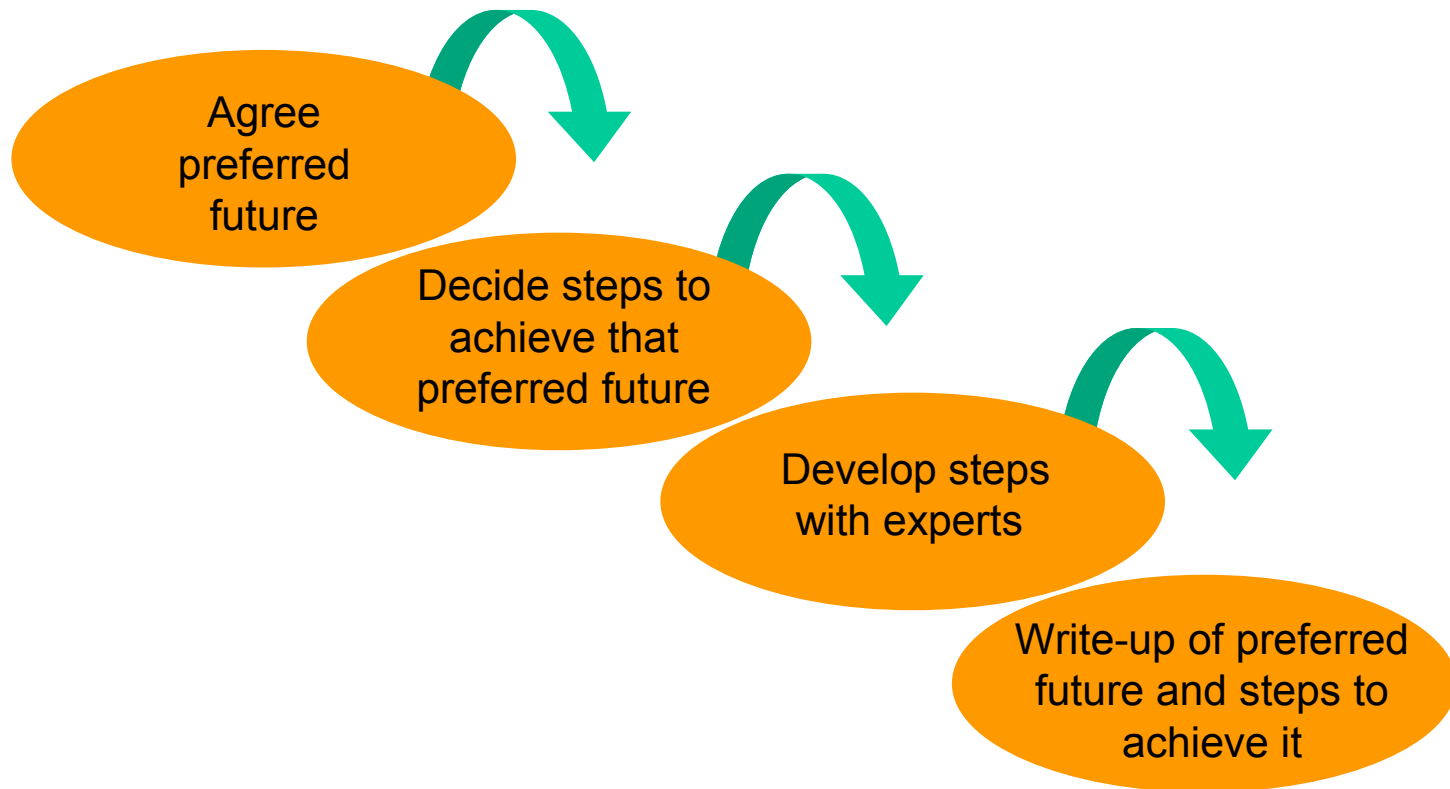
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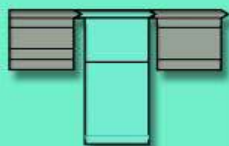
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# Backcasting: key steps

**Step 1: Agree your preferred future** – There are a number of ways of doing this for example starting with scenarios of what might happen which map out a possibility space and then identifying a preferred scenario by doing SWOT analysis on each scenario. A key in this is deciding whose preferred future it is and then where there are differences of opinion, finding a way to resolve. If there is no clear winner it may be better to stick with the scenarios and not backcast

**Step 2: Define the key differences from today** for your preferred future

**Step 3: Identify the drivers and events** which could lead to the preferred future

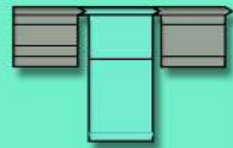
**Step 4: Separate the drivers and events** into those you could and those you could not influence

**Step 5: Define 5–10 key decisions and events which would lead to your preferred future** and map these out on a timeline. Focus on decisions or events which would affect the drivers which you could influence

**Step 6: Define 5–10 decisions or events influence which could stop the preferred future** happening

**Step 7: Map the results of steps 5 and 6 against a probability and importance grid.** Consider whether your current strategy deals adequately with anything that lies in the 'probable' and 'important' quadrant

# Backcasting: suggestions for success



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- **Best to do this process over several days.** On the first day identify the preferred future, with an articulation of why it is the preferred future and clear indicators of the differences. Then commission a thorough analysis of the drivers and events which might lead to that future or prevent that future from happening. This ensures that the exercise includes thinking from outside the thinking of those immediately involved in the exercise
- **Involve those with the power to take action in the process**