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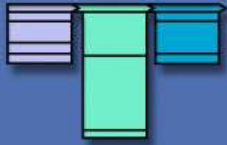
FORESIGHT

## Strategic futures planning Suggestions for success

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NAVIGATION



NEXT

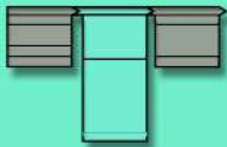
# Strategic Futures Planning

## Suggestions for Success

**Author:** Andrew Jackson, Deputy Director Foresight

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## NAVIGATION



HOME



NEXT

Page 1 of 6

## CATEGORY

[Introduction to futures](#)

[Scoping the work](#)

[Deciding the scope](#)

[Choosing the futures approach](#)

[Matching the approach](#)

[Combining approaches](#)

[Futures approaches](#)

[Planning](#)

[Adding Value](#)

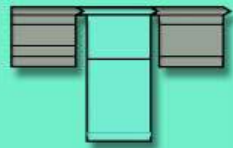
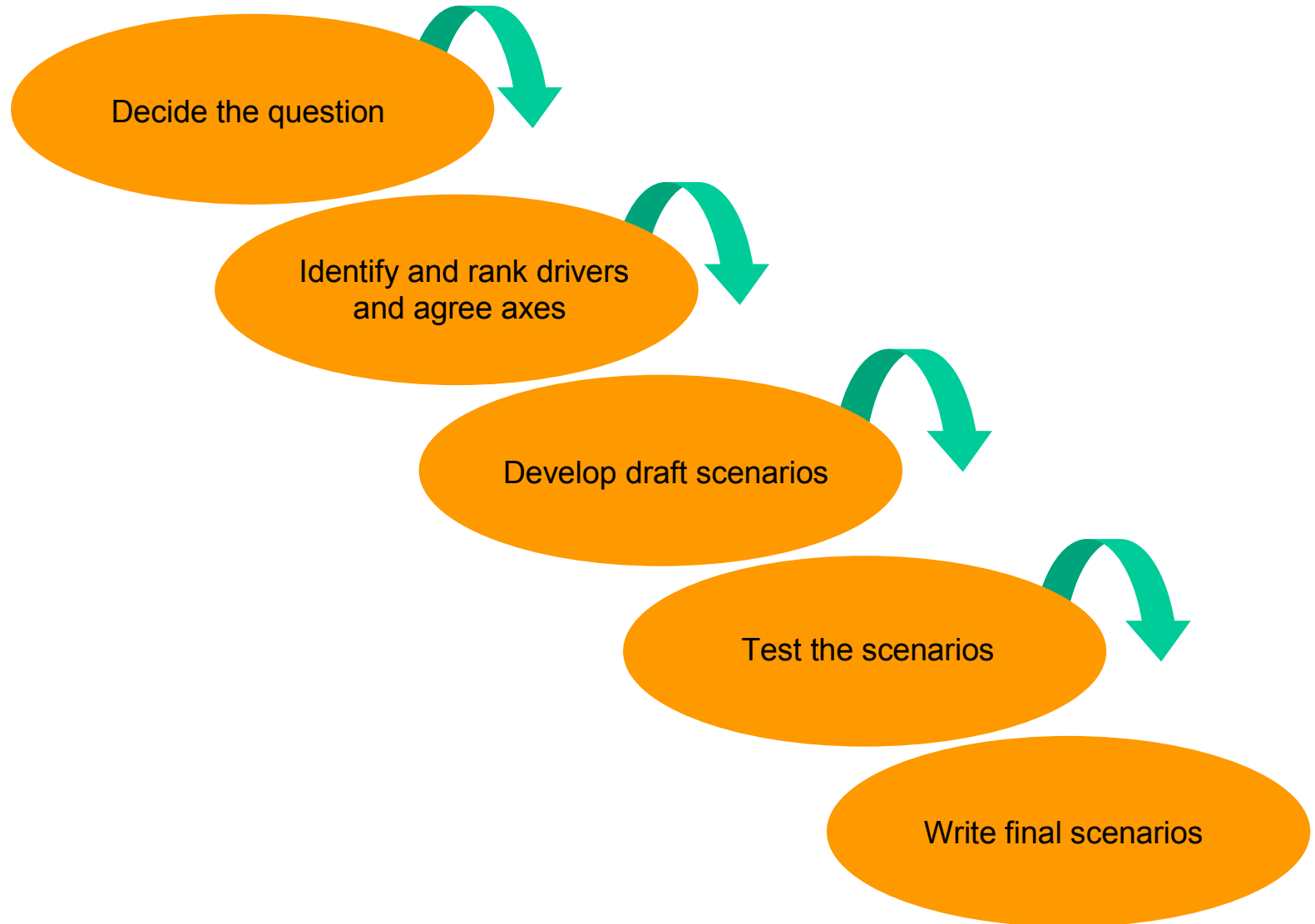
**BACK**



How to use  
this guide

# Scenarios

# Scenarios: the broad approach



## NAVIGATION



HOME



PREVIOUS



NEXT

Page 2 of 6

## CATEGORY

[Introduction to futures](#)

[Scoping the work](#)

[Deciding the scope](#)

[Choosing the futures approach](#)

[Matching the approach](#)

[Combining approaches](#)

[Futures approaches](#)

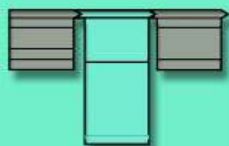
[Planning](#)

[Adding Value](#)

BACK



How to use  
this guide



## NAVIGATION



HOME



PREVIOUS

NEXT

Page 3 of 6

## CATEGORY

[Introduction to futures](#)

[Scoping the work](#)

[Deciding the scope](#)

[Choosing the futures approach](#)

[Matching the approach](#)

[Combining approaches](#)

[Futures approaches](#)

[Planning](#)

[Adding Value](#)

BACK



How to use  
this guide

# Scenarios: key steps

**Step 1: Decide the question** – Decide what you want the scenarios to provide information on. You may have a number of questions, in which case you will need to test throughout the process that the scenarios you are looking at will help to answer those questions

**Step 2: Identify the drivers** – Work out which factors are most likely to influence the future situation or policy you are considering. This is typically done through a combination of a paper search and a workshop

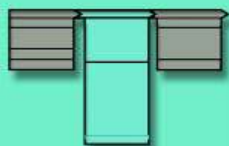
**Step 3: Rank the drivers** – Consider which drivers will have the greatest impact and also those which are most uncertain. You can do this as the second part of the workshop where you have identified the drivers

**Step 4: Decide the axes for the scenarios** – It is important to pick axes which will provide the greatest value in answering your project's questions. To do this you need to pick as the basis of your axes the drivers which are most uncertain, have the greatest impact on the question you are seeking to answer and are the dominant drivers. You can use two forms of matrix to support this analysis – impact against uncertainty and dominance against dependence

**Step 5: Draft the scenarios** – You will need to consider how each of the drivers you have identified will affect on the three or four scenarios you are producing. You will need to collect data and consult experts to get views on the strength and interplay of the drivers as you draw up your scenarios. You might use a workshop to help do this

**Step 6: Test the scenarios** – Development of scenarios is an iterative process and you should build in time to test and develop the scenarios with experts and key stakeholders. You might use a workshop at the end of the process to do this

**Step 7: Consider the implications of the scenarios** – while scenarios are interesting in themselves, you will also need to consider what light they shed on the original question and decide what action should be taken in light of that new understanding. A common way of doing this is to ask the project's stakeholders to look for the strengths, weaknesses, opportunities and threats of current approaches if they were to continue into the future scenarios. Gaming is another way of doing this



## NAVIGATION



HOME



PREVIOUS

NEXT

Page 4 of 6

## CATEGORY

[Introduction to futures](#)

[Scoping the work](#)

[Deciding the scope](#)

[Choosing the futures approach](#)

[Matching the approach](#)

[Combining approaches](#)

[Futures approaches](#)

[Planning](#)

[Adding Value](#)

BACK

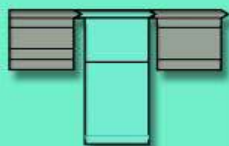


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this guide

# Scenarios: suggestions for success

- This is an art not a science so experience counts, **on your first few attempts work with or contract someone who has experience.** Involving someone from outside will also help to reduce the risk of 'group think'
- Futures work is very uncertain, so it is better to **develop multiple rather than single scenarios of the future**, typically three or four are developed. None are intended to represent the actual future, rather a range of possible futures to allow you to test your policies for robustness against those futures
- **Work with your key stakeholders from the start until the end.** They should be involved closely in the development as it is almost impossible to capture the valuable thinking behind scenarios. Their involvement in the process is essential to deliver the benefits to the stakeholders
- **Wherever possible include metrics** in the output along with the narratives for the scenarios. When considering a sensitive issue, those with an interest are often aware of the different arguments, in which case the greatest benefit you can provide will be an assessment of the relative importance and impact of different choices. But note the figures give no more than a broad idea and should be treated as such
- **It is good to include in the scenarios the events or changes that might lead to those scenarios.** These might be things which could happen in three or four time periods leading up to the final scenario, a timeline of events for each of the scenarios
- **Scenarios do not have to be used to map out a complete possibility space** They can also be used to create a neutral environment in which parties with opposing views can find a shared direction. To use this approach you need to create a set of scenarios which include both desirable and undesirable aspects for all participants in all of the scenarios





## NAVIGATION



HOME



PREVIOUS



NEXT

Page 5 of 6

## CATEGORY

[Introduction to futures](#)

[Scoping the work](#)

[Deciding the scope](#)

[Choosing the futures approach](#)

[Matching the approach](#)

[Combining approaches](#)

[Futures approaches](#)

[Planning](#)

[Adding Value](#)

BACK



How to use  
this guide

# Scenario: case study

## Objective

The objective was to set the context for a review of the key factors which would affect the trust of the pharmaceutical industry in relation to drugs for mental health

## Approach

**Step 1** – Identified the key players the pharmaceutical industry needed to win trust of

**Step 2** – Assessed the current views of their trust and the factors which would affect their levels of trust

**Step 3** – Identified the key drivers which would change their current levels of trust

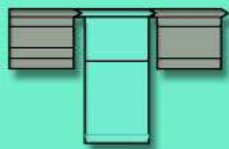
**Step 4** – Produced the draft scenarios

**Step 5** – Reviewed and developed the scenarios with a number of people from the pharmaceutical industry

**Step 6** – Tested the scenarios and considered any appropriate reaction

## Outcome

A shared understanding of possible future contexts for the sale of drugs for mental illness in the future



## NAVIGATION



HOME



PREVIOUS

Page 6 of 6

## CATEGORY

[Introduction to futures](#)

[Scoping the work](#)

[Deciding the scope](#)

[Choosing the futures approach](#)

[Matching the approach](#)

[Combining approaches](#)

[Futures approaches](#)

[Planning](#)

[Adding Value](#)

BACK



How to use this guide

# Scenario: case study

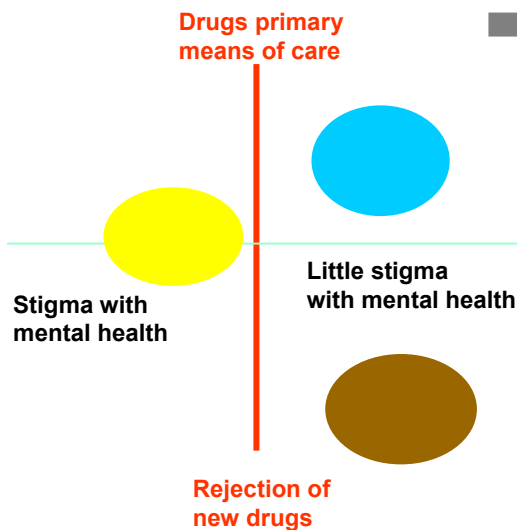
## Identify drivers

- A Perception of mental illness
- B Capabilities and acceptance of drug-based treatments
- C Regulation of incentives
- D Demographic shift
- E Economic change

## Rank drivers

High importance	C	A B
Low importance	D	E
	Low impact	High impact

## Define the axes



## Draft scenarios

