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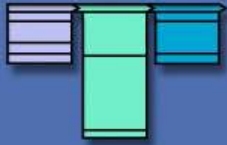
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Strategic futures planning Suggestions for success

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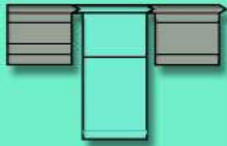
Strategic Futures Planning

Suggestions for Success

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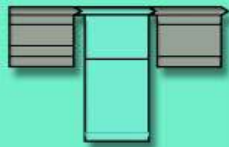
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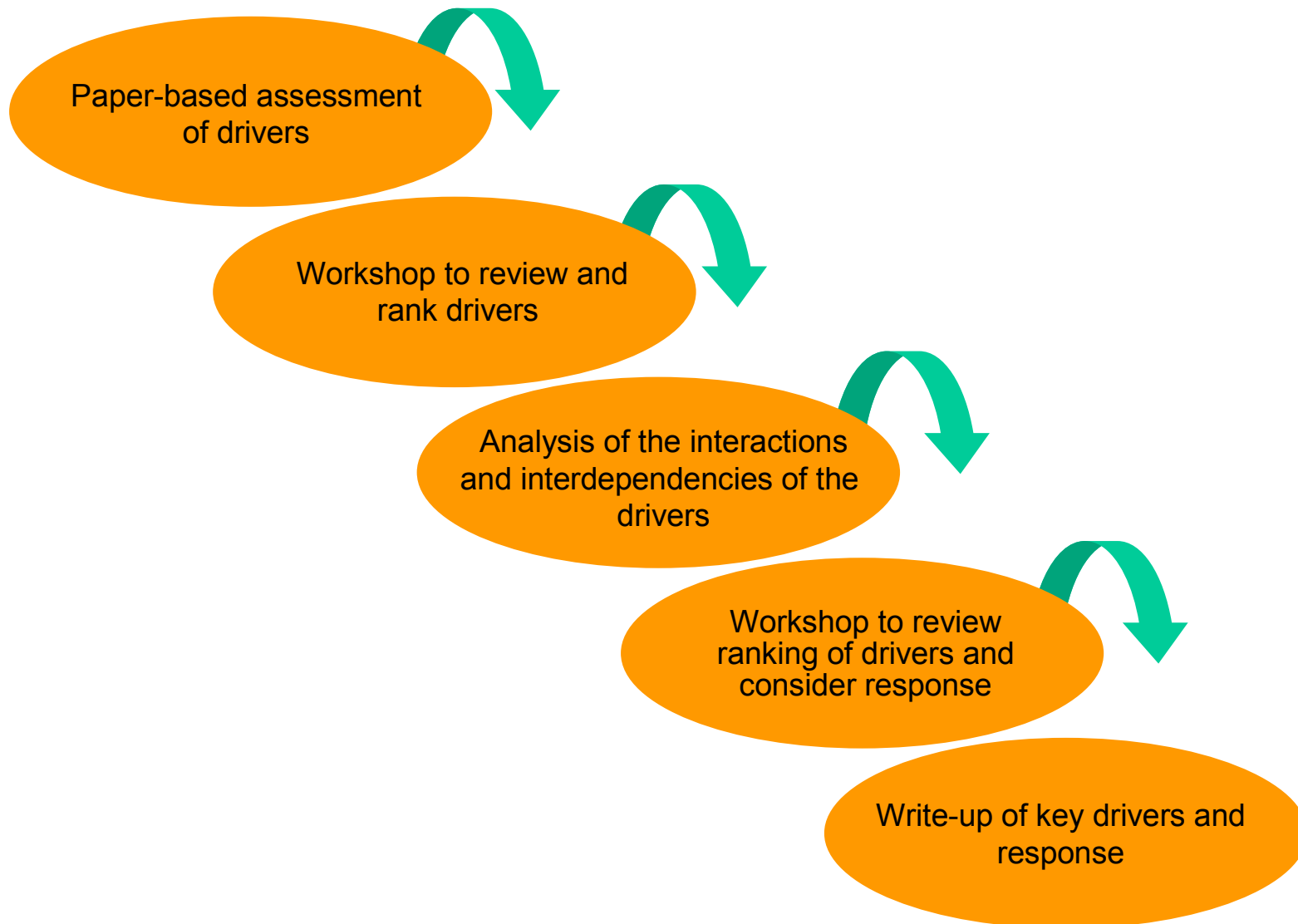
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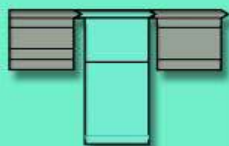
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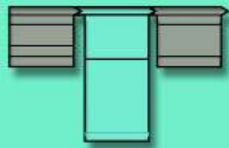
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Driver analysis: techniques

- There are a number of ways of analysing drivers. Some may be combined
- Ask scientists or experts to rank the drivers according to their impact and likelihood, whether positive or negative. If you do this, you will need to bring all the experts together at the start so that they have a shared understanding of the approach and then the results are comparable
- Assess drivers for their dependency and dominance. This is to see which are the primary and secondary drivers
- Assess the dominant drivers for their importance and uncertainty. Sorting the drivers according to their impact on the question you are exploring and their uncertainty. The drivers which are of highest importance and uncertainty are typically the ones chosen as the axes if you develop scenarios from the drivers work
- It is possible to stop at this point with a ranking of the relative importance of different drivers or you can continue the analysis and apply the drivers to the issue you are looking at to see how the drivers could shape the future. When used in this way the drivers are usually applied to create a range of scenarios to reflect potential alternative ways that the drivers might press the future forward – for example, will we live in a more individualistic future or a more socially based future?
- The approach you take will depend on what you are going to use the drivers analysis for



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Driver analysis: suggestions for success

- **Start with the question you are seeking to answer.** There is a risk that you can become over involved in relationships between drivers and lose sight of how the drivers relate to the question you are seeking to answer
- **Do not be smitten by analysis.** There are lots of nice analytical frameworks around for the analysis of drivers. Some produce what appear to be very thorough and convincing arguments of the relative weights or drivers but the models can be fundamentally flawed
- **Recognise the qualitative nature of ranking.** Ranking of drivers is an essential step but the complexity of the way drivers operate, interact and change means that drivers can do some unusual things. This is why it is essential to assess the uncertainty of drivers and account for that in the way you use the drivers – hence the value of good scenarios