RE:innovation

— RETHINK THE SYSTEM —

INTRODUCTION TO STRATEGIC FORESIGHT FOR RESILIENCE AND INNOVATION

SAIS SOUTHERN AFRICA INNOVATION SUPPORT

FRASER

This course is designed by the Fraser Consulting team, and is presented by Alexandra Fraser and Michelle Matthews. The exercise frameworks are based on those from the Playbook for Strategic Foresight and Innovation, as well as other common design thinking tools and methodologies.

The open-license Playbook was developed by Tamara Carleton, William Cockayne and Antti-Jussi Tahvanainen and is primarily focused on the application of Strategic Foresight for radical innovation.

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About Alexandra Fraser

Alexandra Fraser is a business owner, angel investor and start-up advocate in Africa. She's passionate about building a vibrant, sustainable high growth entrepreneurial ecosystem across the continent.

Over the past 15 years, she has worked with hundreds of start-ups in pan African programs, designing and delivering content, she has run strategic workshops and training for parastatals, government agencies and corporates across the continent and has assisted numerous corporates to partner with start-ups through innovation challenges. She's a founding member of the ABAN and a co-founder of Dazzle Angels.

Alex holds a BSc and a PGDP in Entrepreneurship from the University of Cape Town, and a Masters (International Business) from the University of Edinburgh.

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About Michelle Matthews

For more than 15 years Michelle has curated and promoted talented people and impactful organisations.

Until early 2019 she was the Head of Innovation at Africa's oldest tech incubator, the Cape Innovation & Technology Initiative (CiTI), where she designed a variety of programmes and support services for business owners and aspiring entrepreneurs using theory of change, strategic foresight and design thinking tools. Since then, Michelle has consulted to a range of organisations ranging from corporates and government departments to innovative ventures and award-winning start-ups, including Telkom, Western Cape Provincial Government, Innovation Edge, UK-SA Tech Hub, Paperight, Injini and Airbnb.

Michelle is also co-founder of Book Dash, which has created and given more than 680 000 books to South African children who have none and shared millions of digital copies globally, using an innovative approach to book production and licensing, and a highly collaborative distribution model.

Michelle has a BA (UCT), B Phil in Sustainable Development (Cum Laude, Stellenbosch) and in 2018 completed an elective on Strategic Foresight through Stanford Continuing Studies.

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About SAIS 2

The Southern Africa Innovation Support Programme (SAIS 2) is a regional initiative that supports the growth of new businesses through the strengthening of innovation ecosystems and the promotion of cross-border collaboration between innovation role players in Southern Africa. During its first phase (2011–2015), SAIS stimulated regional policymaking on innovation, provided training, created networks, and funded projects piloting new models for innovation support mechanisms. In its second phase (2017–2021), SAIS 2 builds on previous achievements, with a specific focus on early-stage enterprises and startups including promotion of innovations serving socially or economically disadvantaged populations. SAIS 2 is supported by the Government of Finland in partnership with the ministries responsible for science, technology, and innovation in Botswana, Namibia, South Africa, Tanzania, and Zambia as well as the Secretariat of the Southern African Development Community (SADC).

www.saisprogramme.org

LAYING THE FOUNDATIONS

– Introduction Module –

HUMANS HAVE BEEN ATTEMPTING to predict the future for thousands of years. If we could only know what was coming, we'd be more resilient, stronger, more successful...

We may not be able to know exactly what lies ahead of us, but we can make qualified guesses of what might happen, based on what has happened in the past. This can help us to make better decisions and also decide how we will react to events, challenges and opportunities that may occur.

By understanding what has happened, building a better understanding of what might happen, we are able to identify new ideas and ways of operating to successfully lead ourselves, our teams, our organisations, our communities, our societies and to address challenges we face.

Strategic Foresight is a practise that has been developed over the past 50 years, and is widely used by governments, businesses, entrepreneurs and innovators across the world.

Welcome to the Introduction to Strategic Foresight for Resilience and Innovation online course. During this short course you will be introduced to eight very practical tools that will help you to foster a strategic foresight mindset and drive innovation.

About the course

This course consists of this introduction, as well as 5 modules. Each week, you will need to download and read the handbook, watch a couple of demo videos, and complete the exercises yourself or with a team member. We will be using an example problem statement throughout the course to help you to understand the exercises, but you will need to adapt this for your own context, and use your own information, experience, environment to work through the exercises.

There are 8 exercises in total for you to complete over the course. In week 5, you will complete a Vision Statement, which ties all the exercises together.

Why do this course?

Strategic Foresight is a practice that will allow you to better anticipate future changes, and to come up with new ways to work through challenges and leverage emerging opportunities. It is used across the world by governments, corporates, and entrepreneurs to drive innovation.

During this online short course, you will learn why, how, and when to use Strategic Foresight practices. You will work through exercises that you can then use with your team to drive innovation.

Who should do this course?

Anyone who wants to improve their strategic and creative thinking skills, and can put what they learn to use in their work. The course will be particularly useful for those who are directly involved in developing their organisation's approach to emerging challenges, or in training entrepreneurs to do so.

Participants may include key decision makers in municipalities, training designers from innovation support agencies, strategic leads from hubs or government organisations, or anyone active in leading initiatives in local entrepreneurial ecosystems in Africa.

Case Study
25 people from five countries trained in 2020

While this course is designed as a self-paced learning experience, it was first piloted as a (lightly) guided programme. In September and October of 2020, Fraser Consulting ran SAIS 2's Introduction to Strategic Foresight for Resilience and Innovation online short course for 55 employees of municipalities and innovation support organisations across Southern Africa. The participants – from Botswana, Namibia, South Africa, Tanzania and Zambia – represented 15 organisations.

Country	Botswana	Namibia	South Africa	Tanzania	Zambia
Organisations represented	Botswana Innovation Hub Nest Hubs Gaborone City Council	City of Windhoek Okahao Town Council Swakop-mund Municipality	Mafikeng Digital Innovation Hub mLab Small Enterprise Development Agency Technology Innovation Agency	COSTECH Kinondoni Municipality	Kabwe Municipality National Technology Business Centre Ministry of Local Government

"The structure of the course was great, modules were very well summarised but insightful, and the video tutorials were excellent. I have definitely changed my perception of online learning."

– Gloria Mashumbe,
Kabwe Municipality, Zambia

The Introduction to Strategic Foresight course was enthusiastically embraced, despite challenges with connectivity and some participants' initial skepticism that online learning could be as engaging as classroom teaching. Twenty-five people completed all six modules of the course and the assignments, to graduate.

Throughout this Handbook, you will find examples of the pilot participants' work to help guide your own.

Course overview

Module 1

In Module 1, you will start to unpack the problem. The handbook will introduce the **Context Map** and **Progression Curve** tools to you, and the videos will explain how to use these, working through our example. You will then proceed to create your own progression curve and context map.

Module 2

Module 2 is about understanding the opportunity. In this module, you will be introduced to the **Empathy Map** and **White Spots** tools through the handbook and videos. Then, it's your turn. You'll refine your problem statement, create a challenge statement and find the gaps where you could produce something innovative.

Module 3

Now it is time to understand what to build and start testing your thinking of how your idea will become reality. In this module, you will start **Prototyping** – using paper and every day resources you have at home or in the office to model a future product or system.

Module 4

So how do you get your idea into the world? In this module, you'll use the **Crowd Clover** and **Change Path** tools to clarify what the next steps are and who's going to help you take them.

Module 5

And finally, how do you communicate your vision? In this module, you will draw from all of the exercises you have completed to create your **Vision Statement**.

What is Strategic Foresight?

Strategic Foresight is a way of thinking and a practice. Often also referred to as "scenario thinking", it can be used by individuals, teams and organisations to better understand potential future scenarios and how to plan for the future. In particular, it is used by organisations for long-term planning and to drive innovation.

When we talk about the "future", we're often talking about "10 years from now". This is usually as far as we can reasonably plan for.

In business, Foresight is commonly used to identify emerging new markets and opportunities and identify new products and services to meet there. In government, Foresight is used to identify emerging new problems, often emerging from rapid advances in technology,

> "Strategic foresight is not about better predictions of the future. Instead, strategic foresight is about better preparedness for different futures that are all possible and plausible."
>
> Introduction to Strategic Foresight, Future Motions

Strategic Foresight is the practice of:

1. Analysing what has happened in the past
2. Understanding the system you, your organisation or project are a part of and that you influence
3. Imagining possible future scenarios that are likely
4. Developing and testing new ideas (which may be policies, projects, programmes, businesses)

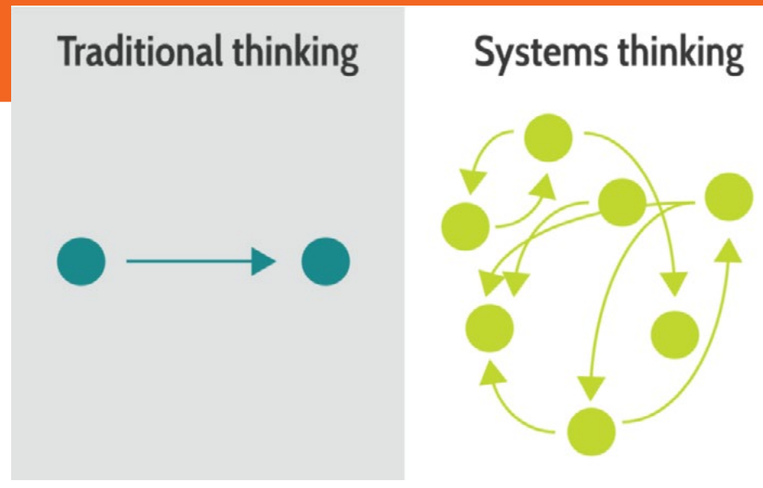
Who has used Strategic Foresight?

The use of strategic foresight and scenario thinking formally goes back to the 1950s, and has been used by governments and businesses across the world as a successful planning tool.

Systems Thinking

Our world is made up of systems with many parts that interact to produce different (and often unexpected) results. When one part of the system is changed, the entire system is affected, and our future. Strategic Foresight therefore attempts to understand the different parts of a system and how they interact with each other. In this way, we can start to develop an understanding of how the system is affected when certain factors change, and how to anticipate and engage with these changes.

Strategic Foresight helps you to gain a better systemic understanding of yourself or organisations in relation to change, allowing you to prepare for change – whether large shocks, or incremental changes.



Source: https://kindling.xyz/tomorrow/systems-thinking

By business

In the 1960's, the demand for oil was growing at 7% and most oil companies focussed on expansion of refineries as their core strategy. The leaders of Royal Dutch Shell used scenarios to illustrate that the supply for oil was likely to diminish. They didn't know when this would happen, but they had identified what to look out for when this time was approaching. Having mapped out these scenarios and the warning signs, it was the only oil company not to be overcapacity during the 1972 oil crisis.

More recently, Pepsico used strategic foresight to better understand their customers' relationship to health and wellness in the future. Three scenarios were developed and several business models, products and platforms were tested against them (learn more about the Pepsi case study).

By governments

The South African government used scenario thinking in 1991 to envision the future of the country, post-apartheid. The team, led by a group of expert consultants, used scenarios to understand what decisions needed to be made in order to achieve this future state. The project is referred to as the Mont Fleur scenarios. A similar exercise was done in 1994 and resulted in the Dinokeng Scenarios.

You may be thinking that it doesn't sound like something you will be able to implement. These are examples of very large projects with extensive consulting teams and huge budgets. But strategic foresight is a **way of thinking**. It is about understanding the system you influence and are influenced by, continuously seeking more information to understand what has happened in the past, and making your decisions and strategy with a future-mindset.

And to develop this way of thinking, there are some very simple exercises that you can use with your team. We will introduce you to a few of these over the next five weeks.

Preparing yourself and your team to use Foresight

Using Strategic Foresight tools to come up with new ideas will take you on a journey. There is often a lot of uncertainty and ambiguity in the early phases, and this might make your team uncomfortable. This is part of the process! These exercises are designed to reveal assumptions, questions and "what you don't know"; which then allows patterns and new, innovative ideas to emerge. Trust the process, embrace the ambiguity!

You can expect the process to feel very messy at the beginning, as you and your team do your research, share lots of ideas, and decide which pieces of information to prioritise. But it will resolve over time. Your experience will look something like this:

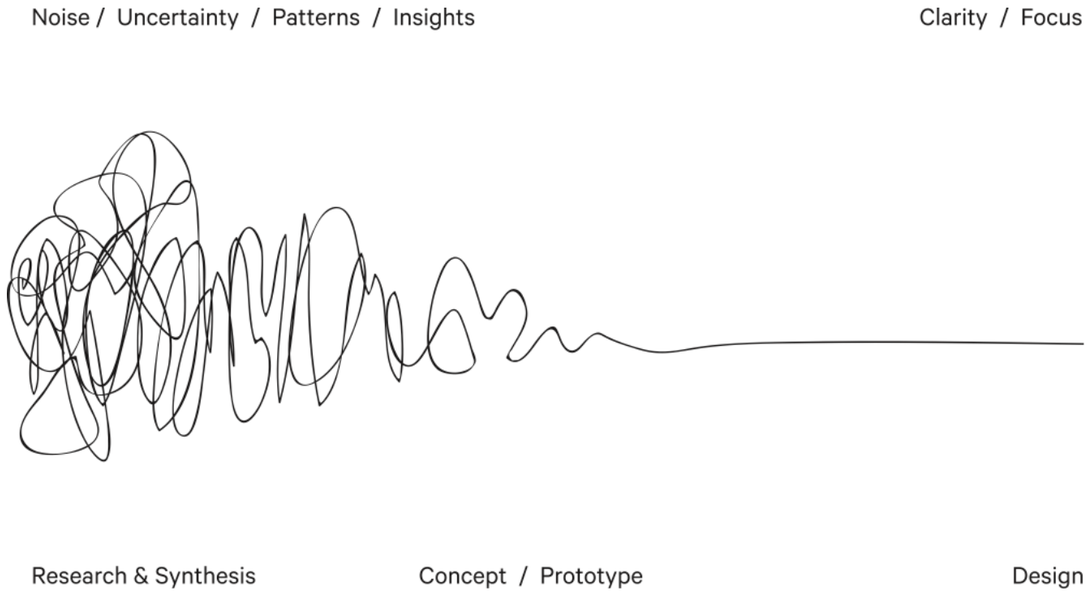


Image source: The Design Squiggle

Your team may be used to workshopping and brainstorming together, or this might be a totally new way of working for you. The exercises you learn can be used to solve small problems or much larger issues, and they can be used in sequence, or individually. By using these exercises, you and your team can develop a future mindset and begin to approach problems in a much more agile way.

And most importantly, these foresight exercises are intended to be collaborative and fun!

Group or individual?

This course is designed to be completed either by a team or as an individual. The ideal team size is three to six people – enough to have a diversity of ideas, but not so many that people's voices get "lost" or the brainstorming becomes too unmanageable.

While it will still be a useful and enlightening exercise to complete this course by yourself, these exercises are typically more insightful and exciting if completed by more than one person. If possible, find a colleague, friend or family member to talk through your ideas with.

If for some reason one of your team members cannot complete the course, don't all stop! You can continue as a smaller group or even as an individual.

Brainstorming

Brainstorming is a technique that is used to find a solution to a specific problem by gathering and recording many new ideas. Brainstorming sessions usually take place with a group of team members, facilitated by a director or facilitator, but you can also brainstorm as an individual. A brainstorm is like it sounds: a whirlwind of thoughts from your mind and the minds of your colleagues.

Why brainstorm?

If you find you're stuck on a problem, eventually you're going to have to let go of the way that you've always tried to solve it. As the saying goes: 'Insanity is doing the same thing over and over again, but expecting different results.'

It's time to try something new. Your team needs to break its mental and intellectual habits by opening itself up to a brainstorm.

- If you're brainstorming as an individual, the simple act of putting aside time to think and reserving your own judgement of your thoughts can stimulate your creativity.
- It allows for the free-flow of ideas. Structured and analytical approaches to problem solving are useful initially, but only using this approach will lead to unimaginative ideas.
- You'll leverage each individual's diverse experience and opinion, leading to better decisions and solutions.
- Team members will feel more committed to ideas or solutions if they feel they contributed to it through the brainstorming process.
- It is fun! And will allow the team to learn more about each other, and develop a deeper respect for each other's experience and expertise.

By running your brainstorm well, you can avoid “Groupthink” – which is when there is a strong desire for group consensus, which stops individuals from raising alternatives, and questioning or critiquing ideas. Ways to do this include allowing people space to come up with ideas individually and having a facilitator who diplomatically gets everyone to participate.

TIPS FOR BRAINSTORMING!

- Keep an open mind and leave judgement at the door! Be very clear with all participants that all ideas are encouraged and respected.
- Change up your space. Brainstorming could take place at an external venue or just a new room or area of your office. The time spent brainstorming should feel more relaxed and different to your everyday meetings. If you cannot meet in person, you may consider an online workshopping tool such as Miro.
- Be prepared. If you are facilitating the session, you should have the space prepared and ready, as well as your exercise plan and timings.
- Pens and post-its! You should be prepared with post-its, all sorts of pens, paper and a white board. Ideally, thes space you use will have an empty wall or two for the workshop.
- Stand up. Make sure there is space for everyone to move around, particularly if it is a longer session. Ideas flow when blood flows.
- Break the ice. You can use ice-breaker activities to get everyone talking and moving, and more comfortable to participants in the activities.
- Share notes after the session. Send some follow-up communications to participants after the brainstorm – thanking them for their contribution, reminding them what was achieved and any next steps that were identified.

You’ll find additional tips for group and remote brainstorming with each exercise in this handbook.

Your problem statement

To use Strategic Foresight and to work through this course, you’ll need to identify a problem that you want to solve.

A problem statement is a concise description of a condition to be improved upon.

Together with a challenge statement, it identifies the gap between the current state and desired state.

A problem statement should be human-centred – identifying who experiences the problem. It should also be specific, and a scope that is realistic for solving. But it should also not be too specific or prescriptive, so that it allows creative freedom.

A problem statement should be short (2-3 sentences long), and should answer the following questions.

1. **What** is the problem?
2. **Why** is it a problem?
3. **Where** is the problem observed?
4. **Who** is impacted?
5. **When** was the problem first observed?
6. **How** and **how** often is the problem observed?

Throughout this course, we will work with an example problem statement, in line with the SAIS Challenge 3, which runs from October 2020 to March 2021. The example problem statement we will work with is:

Entrepreneurship and innovation ecosystems in Southern African towns and cities are vulnerable and ill-prepared to cope with large and sudden shocks, such as the COVID-19 pandemic.

Businesses are not able to continue operating or adapt operations, and organisations that support entrepreneurs and the ecosystem are not innovative in how they adapt and often also not able to continue; resulting in loss of jobs, livelihood, and economic depression.

Entrepreneurs, employees of SMEs and start-ups, incubators, entrepreneurs support organisations are all affected by this problem; which results in closing of businesses and retrenchments every couple of years.

Start thinking about how you can adapt this problem statement to your own context. The first three exercises – the Context Map, Progression Curve and Empathy Map – will help you to better define your problem statement.

The Five Whys

To get an understanding of the root causes of your problem, try a simple but effective exercise called the Five Whys.

- Start with your problem, and then ask why it has happened.
- Take the answer you get to your first "why?", and consider why that has happened (i.e. refer to the answer to your previous "why?" question).
- Repeat your "why?" question five times. By the fifth answer, you should have insight into at least one of the root causes of your problem.

Here's an example of how it works:

The problem: The vehicle will not start.

1. Why? – The battery is dead. (First why)
2. Why? – The alternator is not functioning. (Second why)
3. Why? – The alternator belt has broken. (Third why)
4. Why? – The alternator belt was well beyond its useful service life and not replaced. (Fourth why)
5. Why? – The vehicle was not maintained according to the recommended service schedule. (Fifth why, a root cause)

Source: https://en.wikipedia.org/wiki/Five_whys

Pro tip: The sentences should logically follow on from each other. You can check that the root cause led to the problem by starting with the last sentence created as a result of the analysis, and working backwards using the expression "and therefore" to see whether it still makes sense.

Your challenge statement

By working through the context of your problem, the history of your problem, and the way your problem affects people – you'll do this in the first three exercises of this course – you'll have a really good idea of what your problem is. You'll also form an idea of how you want things to be different in future: this is the desired future state.

Between the current state and the desired future state there's a gap that is presenting us with a challenge.

Photo by Tamarcus Brown on Unsplash

From this gap arises your challenge statement. A challenge statement turns a problem statement into a short sentence that helps to focus our thinking about solutions.

The sentence starts with the words "How might we...?"

"How might we" is a phrase that suggests that change is possible and invites us to be creative in exploring solutions.

Following on from the entrepreneurial ecosystem problem statement we described earlier, here is our gap and challenge statement:

We want to support entrepreneurs to be less vulnerable to shocks by giving them the financial and emotional confidence to find and take new opportunities in changed circumstances. [The gap.]

How might we *build and promote resilience in entrepreneurial ecosystems? [The challenge statement.]*

As you build out your own understanding of your problem in your context, your own unique challenge statement will emerge. You will find exercises later in this handbook that will help you to create your challenge statement.

Problem and challenge statement: Example

Young children across Southern Africa don't have books in their homes. Books are too expensive. This means that children are not learning to read effectively, affecting national literacy levels. In addition, any books they do have access to do not feature black children or familiar scenes, which affects their ability to relate to the books and to enjoy reading. [The problem statement.]

We want children to own books featuring children who look like them so that they will learn to read and to love reading. [The gap.]

How might we produce high quality, representative African children's books that can be easily and cheaply printed and distributed to children who have none? [The challenge statement.]

The solution that was developed is called Book Dash (www.bookdash.org).

Your vision statement

At the end of this course, you will have a vision statement for how you will solve this problem.

The vision statement comprises four parts:

- A sentence summing up the desired state once the intervention has happened.
- A brief description of why the problem happened and why this is the right time to solve it.
- A concise overview of the solution.
- A short summary of how the solution will be implemented.

A vision statement provides a short, vivid description of your idea and how it could be achieved in order to inspire, energise, and help others create a mental picture of your target future opportunity.

The Vision Statement is the final submission of this course, and will be a powerful tool to kick off the implementation of your idea.

Altogether, the vision statement won't be longer than 100 words. The exercises in this course will guide you through uncovering the information you need to create this short, clear paragraph. You will be able to use this vision statement to communicate your solution to other team members or stakeholders, and it will form the basis for your new strategy, project or programme.

Case Study
Real-life problem and challenge statements

Participants in the 2020 pilot programme developed their own problem and challenge statements using the prompts in the introduction and the exercises in the first module.

Here's an example from Kinondoni Municipality in Tanzania:

PROBLEM STATEMENT

Currently the labor market in Tanzania is tight with graduates finding it hard to land jobs due to the mismatch between entry and opportunities. Graduates now venture towards entrepreneurship and start up online business in order to overcome the challenge of unemployment. Lack of aggressiveness, capital, network and innovative skills has still hinder the sustainability of these startups.

CHALLENGE STATEMENT

How might we impact our graduates with aggressiveness and skills towards running successful digital (online) business?

And another from the City of Windhoek in Namibia:

PROBLEM STATEMENT

The rehabilitation of used oil collection facilities and the education on oil disposal is not efficient, resulting in environmental damage.

CHALLENGE STATEMENT

How might we educate auto mechanics on the efficiency of improving used oil collection facilities at the City of Windhoek Industrial Stalls?

This example is from Nest Hubs in Gabarone, Botswana:

PROBLEM STATEMENT

The local entrepreneurial ecosystem works in silos causing duplication of efforts and poor resource allocation. This is caused by the lack of integrated thinking, planning and doing to identify points of intersection across different organisational mandates and thus making linkages for collaboration. The original source of this problem includes the inability to integrate national budgeting, planning and implementation across ministries.

CHALLENGE STATEMENT

How might we structure or create synergy within implementation processes to foster a more coherent collaborative network amongst state agencies and ministries that support entrepreneurship development, to form productive partnerships with the market (private sector)?

MODULE 1

– Understanding the Problem –

Why understand the problem?

It is almost impossible to create a solution that is possible, plausible and acceptable for your users if you don't understand what caused the problem.

In design thinking these first steps in coming up with a solution is called the 'discovery phase'. You and your team will come up with lots of ideas from your own experience, from others' knowledge, from user feedback and from outside sources, before starting to narrow down your focus areas. It is typically an exciting and sometimes an overwhelming stage, as all this information is assessed and processed.

"Design thinking is a process for creative problem solving. Design thinking has a human-centered core. It encourages organisations to focus on the people they're creating for, which leads to better products, services, and internal processes."

– IDEO.org

If you're working as an individual, the initial research phase helps you clearly articulate the problem you're solving for. It's a chance to question your own assumptions and bring in outside perspectives on the issue, giving you renewed energy and credibility for addressing it.

If working as a group, this phase gets the team to develop a shared understanding of the problem and why it needs to be addressed. Everyone can get excited about tackling it, because they know where it came from and why it's important.

For more on this topic, read this short article, '[Are you solving the right problem?]', in *Harvard Business Review*.

Exercises for understanding the problem

The first step you need to take to come up with a new solution is to develop a deep understanding of the problem you want to solve. In this module, you will get to know two exercises that will help you understand your problem – the **Context Map** and the **Progression Curve**.

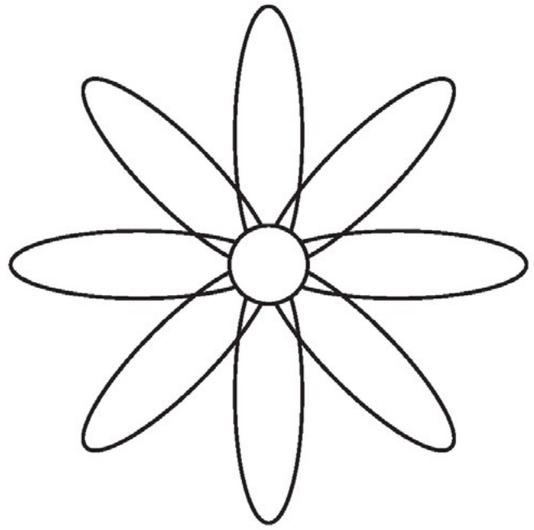
In the introduction module, we introduced a problem statement that you should adapt for your own context. These first few exercises in module 1 and 2 will help you to refine your problem statement.

By brainstorming a problem from multiple perspectives, unexpected information and untapped opportunities may surface. The **Context Map** exercise in this module will allow you to do this.

Once you have a view of the big picture, it will be easier to spot patterns and trends, and determine the strength and influence of various signals and drivers of change. The **Progression Curve** is essentially a loose "research" exercise that will help you to plot out the patterns and trends of the past, to better understand what might take place in the future.

The context map and progression curve are useful tools to paint the big picture. But remember, they will also reveal a lot of questions and assumptions, and therefore can create some uncertainty... this is all part of the process. Good luck!

Context Map
To capture important themes



WHAT is it

Understanding the various dimensions of your problem is key to finding the right solution. A context map identifies eight core dimensions of your current problem or opportunity space. It will allow you to capture the most important themes you need to consider, and the questions you need to ask to start your innovation process.

A context map exercise usually takes about 30 minutes to an hour.

WHY use it

The context map is useful because:

- It can reveal a number of themes in a complex space, and the most important aspects of the problem to consider
- It can help reveal the relationship between seemingly unrelated themes
- It can be used to find group agreement on the important aspect of a problem or opportunity
- It can quickly generate a perspective on the big picture context of a problem or opportunity

WHEN to use it

A context map is particularly useful as an initial brainstorming tool in the exploration/idea-generation phase of a project. It is useful to note which themes you spend the most time discussing, and which generate the most questions that you can, and cannot answer.

Tips for using a Context Map exercise:

- Don't overthink it! It doesn't need to be perfect.
- If you're doing this in a group, you may want to give people a few minutes to write down some words or concepts that come to them, before sharing them with the group.
- You should encourage yourself and the group to think about the issue from different perspectives (entrepreneurs, customers, government, corporates).
- You can scribble notes around the map, and start drawing connections between petals and words.
- Put your context map somewhere visible to the team to encourage reflection and new idea generation

Group work tips:

- Designate one person as the writer.
- If working remotely, brainstorm the 8 "petal topics together on a Zoom call using a collaborative software like Google Docs or Microsoft Word on One Drive, and then allow team members to have access to the file to add notes and draw connections (this can take place after the call).

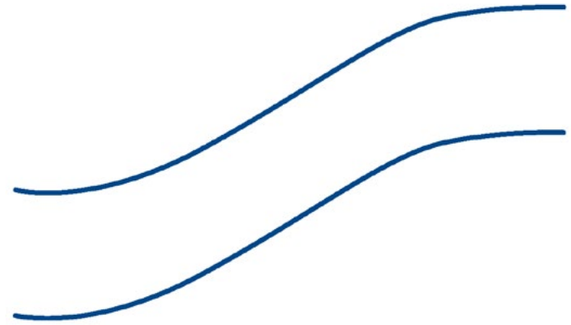
Progression Curve

To understand what happened

WHAT is it

The progression curve exercise maps technological, social and economic changes that have influenced a problem over time. While a typical timeline presents a linear progression, the progression curve captures a more dynamic picture of how historical events, milestones and dates interact and shape the problem.

A progression map could take up to 2 hours to create, or could be started and revisited if you need to go do some research.



WHY use it

A progression map is useful because:

- It reveals repeated patterns, and therefore helps to predict future trends
- It can map multiple events or industries, and layer them to reveal the relationship between change patterns
- It can help generate a list of key information to consider, e.g. a list of organisations working in a space
- It can assist in helping to refine your initial questions around a topic

WHEN to use it

You can use a progression curve whenever you're looking to understand the history of a problem you're grappling with. You may choose to use in an existing project or programme that has come into trouble, or when conceptualising a new one. Progression curves can be revisited and added to, and can reveal the need for additional progression curves to be mapped around a topic.

Tips for using Progression Curves:

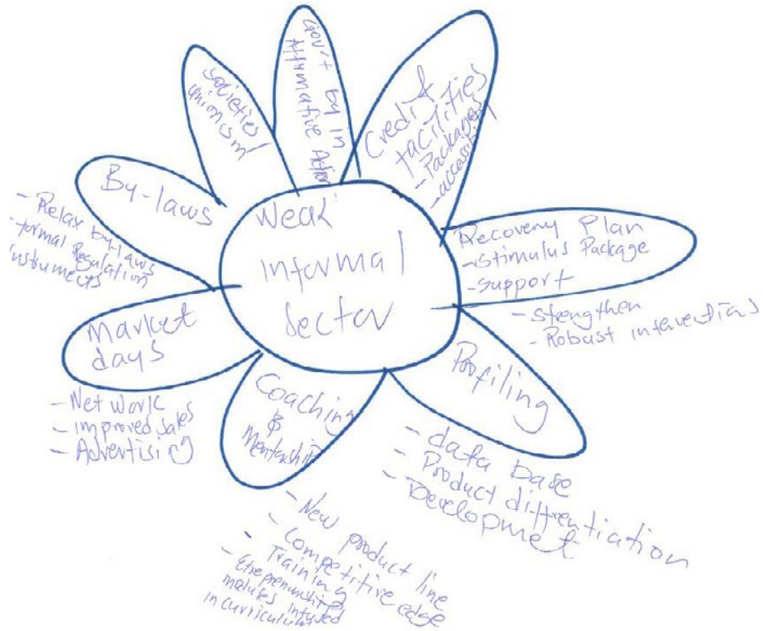
- Things to plot on your progression curve could include events, ideas, projects and policies: anything that has happened at a point in time and has a relationship to your topic.
- You may need to ask around, or do a couple of google searches to map out the progression curve; as well as draw on your team's experience.
- You may choose to create several progression curves for different themes on your context map.
- If you want to take this exercise further, use a bright pen to highlight the specific events or ideas that have the strongest influence on your problem statement

Group work tips:

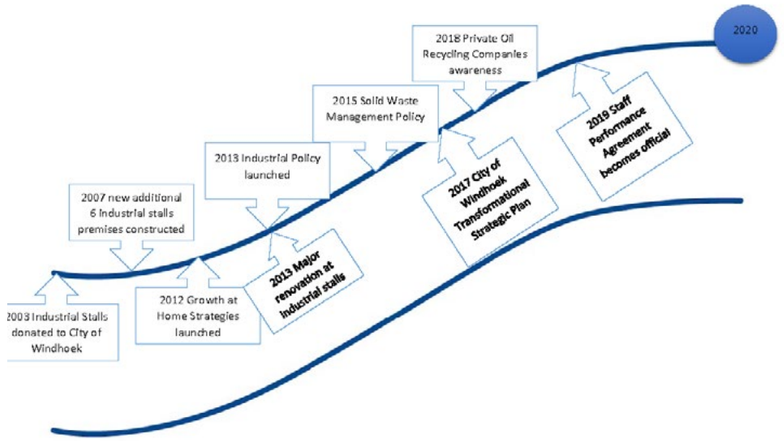
- Get individuals to write events or ideas, with the date they happened, on sticky notes: only put one event/idea per sticky note. You can then position and move the sticky notes along the progression curve together.
- If working remotely, let people come up with events for the progression curve by themselves, before having one person bring them together in the template.

Case Study
Real-life context map and progression curve

Your context map does not have to be neat to get the job done. Here the Gaberone City Council brainstormed the context surrounding the city's informal sector to better understand how they might strengthen it.



You can create your exercises digitally if you're more comfortable in that format or if it makes it easier to collaborate with colleagues in other places. This is the City of Windhoek's progression curve, showing the historical background to their oil recycling problem, including renovations to the industrial stalls, and various recycling awareness and labour initiatives.



MODULE 2

– Understanding Opportunity –

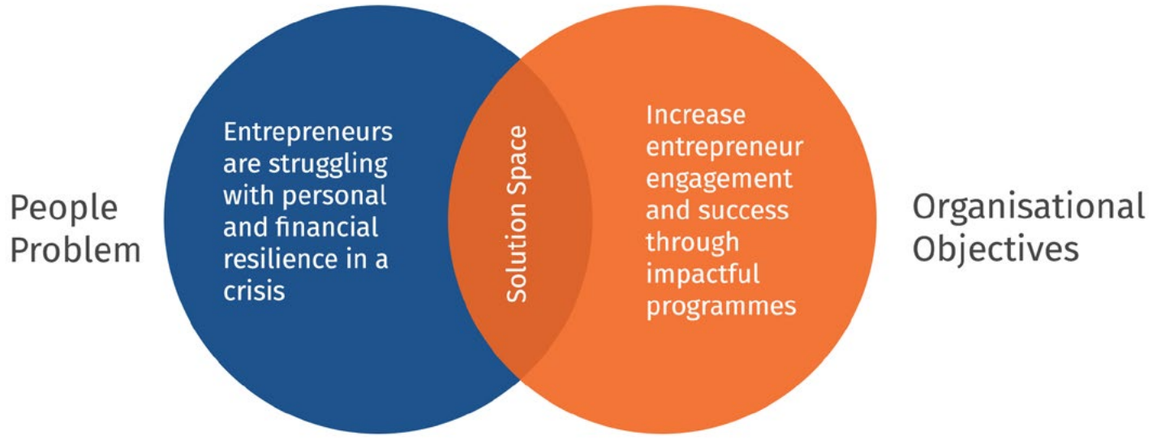
What is an opportunity?

A strong understanding of the context and background to your problem will help you to start to uncover opportunities that exist or may emerge in the future.

Businessdictionary.com defines the word slightly differently to other dictionaries, describing an opportunity as an “Exploitable set of circumstances with uncertain outcome, requiring commitment of resources and involving exposure to risk”.

Once you understand the context and trends, you will be able to recognise “exploitable circumstances” and with your insights on what has worked or not worked before and what your target user really needs, you’ll be better prepared to commit resources, despite some uncertainty around outcomes.

In this module we will better understand the opportunity, which allows us to start to converge on the “solution space”. A strategic way to describe the solution space is as the intersection between a problem people are experiencing and the objectives of the organisation implementing the solution.



Exercises for understanding the opportunity

An **Empathy Map** allows you to develop a holistic understanding of the user, beneficiary or customer; so that you can design a solution that meets their needs and behaviour. (You may have come across this tool if you've ever engaged with design thinking or human-centred design methodologies.) The empathy map can also help you identify your beneficiary or customer's ***unmet*** needs: these gaps that they're experiencing in products or services are opportunities to introduce something innovative to your target user's life.

The **White Spots** exercise will map what solutions already exist and uncover signs and trends that might translate into bigger growth spaces and opportunities. You will be able to quickly see where the gaps are in the products or services are currently being delivered in your space, and how you might differentiate your solution from your competitors'.

Empathy maps and **white spots** are useful exercises to uncover opportunities or gaps, so that you can start coming up with relevant and innovative ideas in the next phase.

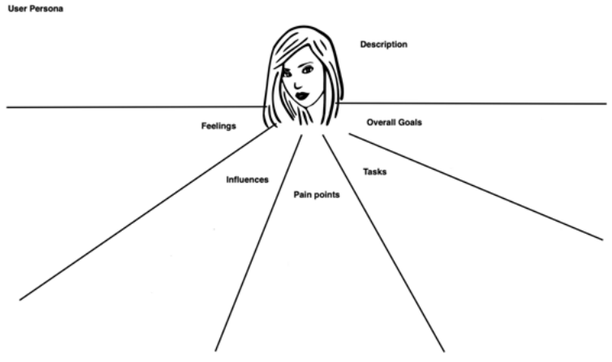
What is a target user?

For your **empathy map** you'll need to consider who the **target user** or beneficiary is before you can empathise with them. Your target user is the type of person who will most need, want or benefit from the solution you're exploring. They will likely be the type of person who is experiencing the defined problem most severely.

In the problem statement we're working on, the target user could be a young entrepreneur, a hub manager, a government official tasked with driving innovation, an investor looking for resilient businesses to invest in, or anyone else who has a key role in the entrepreneurial and innovation landscape.

Empathy map

To deeply understand who experiences the problem.



WHAT is it

By understanding the wants and needs of your intended user, beneficiary or customer; you will be able to design a valuable solution for them. An empathy map is a common tool used in a design thinking process. You may create several empathy maps to understand your problem from all perspectives.

An empathy map will take about an hour to create, perhaps longer if you're discussing and compiling it in a group.

WHY use it

An empathy map is useful because:

- It reveals the emotional wants and needs of a target group at a single moment in time – this could be a user/ beneficiary, partner or customer.
- You can map multiple profiles over periods of time to understand how customers have behaved in the past, and how they might act in the future.
- It is a useful exercise to explore your assumptions about the wants and needs of a target group.
- It can help reveal niche wants and needs that a target group may have.

Tips:

- Try to base your mapping exercise on the actual thoughts, feelings and perceptions of an individual subject.
- When undertaking the exercise, try to draw on a range of data that speaks to your target groups' experiences – these could include interviews, surveys and observations.
- You may need to go out and ask your target groups some questions or conduct a survey to get the data you need for a useful empathy map.

WHEN to use it

Empathy maps are incredibly valuable exercises for you and your team to do together, and revisit frequently. You may want to create an empathy map for new projects, to test whether ideas are relevant for the people involved; but you may also want to create empathy maps for projects that have been running for a long period to sense-check whether the project is designed and delivered in a way that is relevant to the stakeholders, beneficiaries, customers. Empathy maps can be done over and over to represent different perspectives within a target group.

Creating your challenge statement

Once you have completed the first three exercises of this course – the context map, the progression curve and the empathy map, and the 'five whys', if you choose to – you will have done enough thinking and research to have a first go at refining your problem statement and defining your challenge statement.

Tip:
To deepen your understanding of the fundamental issues, be sure to conduct interviews with the people experiencing those issues, and not just rely on your own insights, which may be based on assumptions.

You can refer to the Handbook introduction for tips on what questions to answer in your problem statement, but here are a few more on creating your "How might we..." sentence – your challenge statement.

To move from your problem statement to your challenge statement, take what you've learned from your empathy map and try the following exercise.

User	Needs	Insight
[Describe the user]	[Pick a core pain point that needs to be solved for]	[Look around your empathy map for some of the reasons this need is challenging to solve for]

For example, from the video exercise of our empathy map, with Bongi as our entrepreneur, you could fill in the following:

User	Needs	Insight
Business owners who have been running their businesses for more than two years and have two or more staff...	... need help getting on top of their financial issues, personal mastery and leadership skills, in order to deal with crisis ...	... but are emotionally overwhelmed and pressed for time. They would want an easily accessible, structured programme that they can participate in when and where it suits them, possibly online.

Photo by Nicolai Traasdahl Tarp on Upsplash

From this, your challenge statement would emerge as:

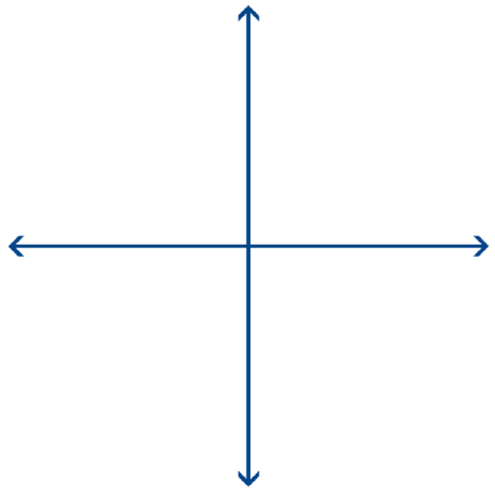
"How might we create a short, structured programme that offers one-on-one, on-demand support for entrepreneurs (with staff) who want to save their businesses?"

Adapted from: www.interaction-design.org/literature/article/define-and-frame-your-design-challenge-by-creating-your-point-of-view-and-ask-how-might-we

White spots
Finding hidden market opportunities

WHAT is it

By mapping other solutions that are trying to solve the same problem, you can understand where the gaps are. This helps to ensure that your solution meets the needs of an unserved, or underserved market.



A white spots quadrant exercise will take at least 2 hours. This includes the time for deciding on how to name your axes, which can be an iterative process.

WHY use it

The white spots exercise is useful because:

- It is a quick way of organising competing solutions and similar examples in an opportunity space.
- It reveals potential market opportunities, or, 'hidden markets' where no current solutions exist.
- By identifying the poles of your axes, you discover the most crucial criteria for your solution.

WHEN to use it

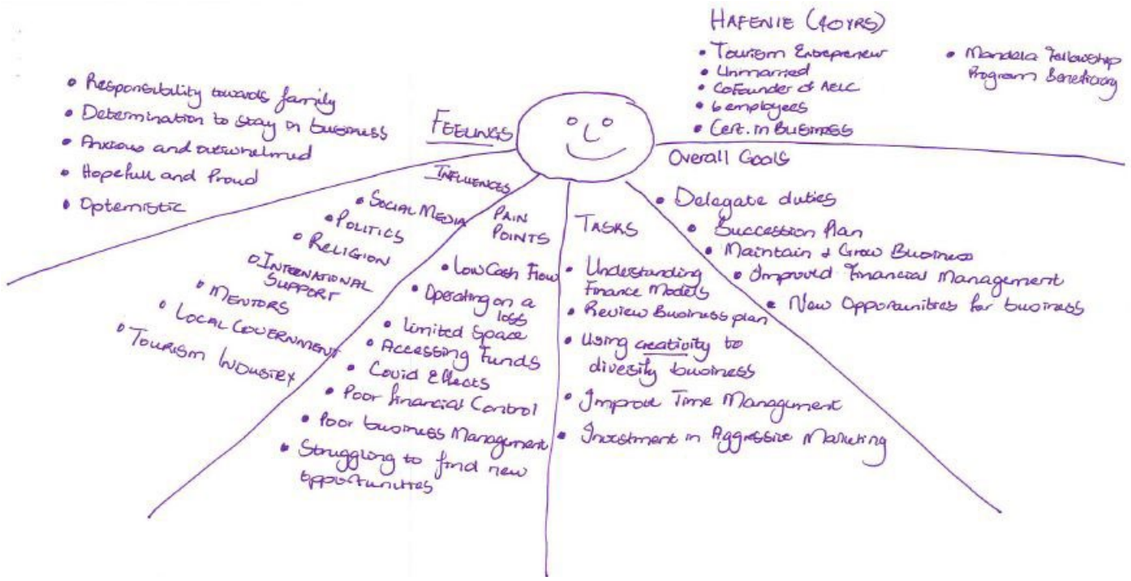
The white spot exercise is used when you feel like you have a strong understanding of your problem, and it is time to start coming up with ideas. This exercise is a type of competitor mapping, so that you understand what solutions are already out there, who's running them, and how they attempt to solve the problem before you come up with your own idea.

Tips:

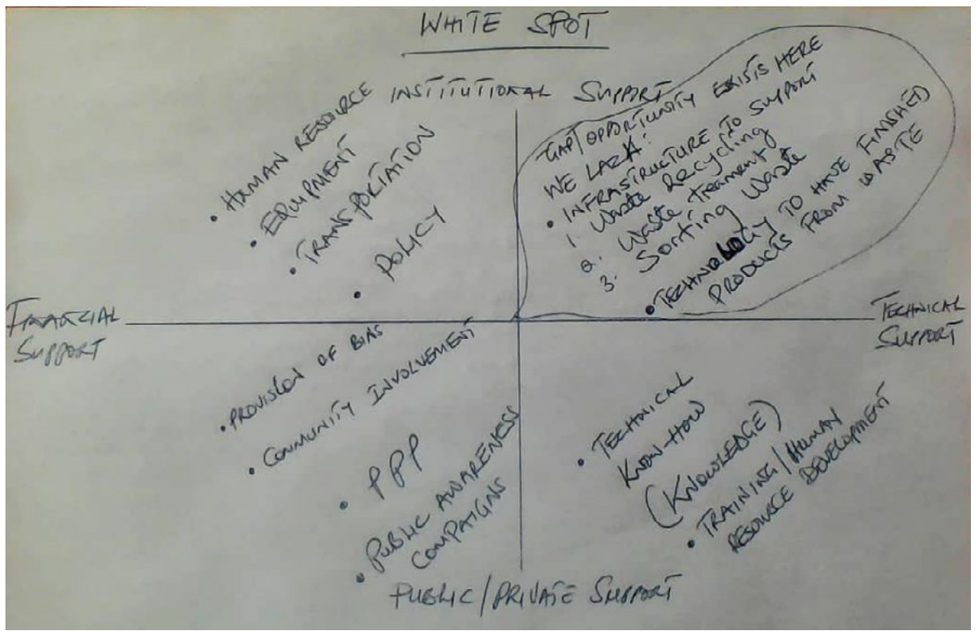
- Go back to your context map, progression curve and empathy map to help you decide which aspects of your problem statement could for the basis of your axes
- Labelling the axes is an important part of the exercise – think of concepts that can be explored along a continuum (e.g. difficult <-> easy), and preferably which offer unusual or provocative contrasts (e.g. 'factual' <-> 'perceived')
- To explore other other innovative opportunities adjacent to your first exercise, try changing just one of your axes and rerunning the exercise
- If you're looking to implement a very innovative solution, you may want to complete several white spots exercises using different axes so that you can compare various opportunities and which ones would be most differentiated from competitors' offerings

Case Study
Real-life empathy map and white spots exercise

Swakopmund Municipality in Namibia created this empathy map of a typical entrepreneur that would be affected by their problem statement, which was concerned with the lack of innovation among entrepreneurs in the city.



Kabwe Municipality in Zambia did a white spots exercise that showed them that there was an opportunity at the intersection of institutional support and technical support, which led them to conceptualise a centralised, open recycling depot, experimenting with a variety of recycling methods.



MODULE 3

– Understanding What to Build –

THE EXERCISES YOU'VE DONE UP UNTIL NOW have helped you to gain a deeper understanding of your problem (what affects it, what happened in the past); your user or stakeholders; and what solutions already exist in this space. But what could this solution look like in practice? It's time to get creative!

What is a prototype in strategic foresight?

In engineering, a prototype is a small-scale replica of the final product. A prototype in strategic foresight or design thinking is quite different!

It looks like this:

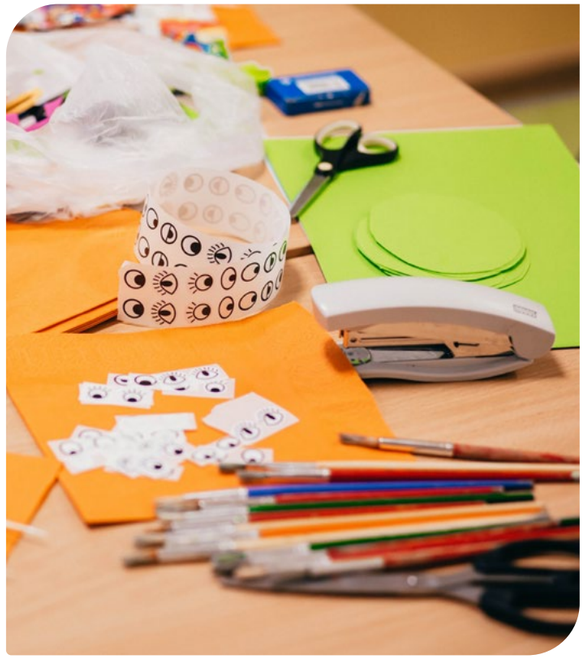
A **paper prototype** is a tool for discussing how a solution will be experienced in the world. You will work together with your team to come to a common understanding of what you should build.

You might be coming up with a policy or a process – something quite complex and intellectual – so the prototype will be more of a story than a replica, with a thumb tack representing a tricky point or a continuous piece of string indicating a fluid communication process, for example. Yet, it will give you or your team enough information so that we can take some concrete next steps, for example “develop a communications plan”.

Paper Prototyping
Visualising and testing your idea

WHAT is it

Prototyping exercises help you to design and visualise your idea. Done in a group, it can help you reach consensus on the key elements of your solution and how these will be delivered.



You can also use your prototype to spark reactions and questions from others. This feedback will help you adapt and reshape your ideas to reach a better understanding of what will make your final product or service successful. They help you answer questions around why the solution doesn’t already exist, and reveal the challenges that exist against it becoming a reality.

To build your prototype:

1. You can use paper, scissors, tape, glue, colourful pens, string, stickers, Lego bricks... or whatever you have around!
2. Build a simple representation of your solution. Don’t take all your prototype pieces literally – use them as symbols to have important discussions about what you’re building. For example, fold a long piece of string in half to show that the solution should take place in a short timeframe, or use Lego blocks to symbolise milestones.

Building your prototype will take at least an hour, probably longer if doing it with a team.

HOW to use it

Share your prototype with someone outside of your team for feedback.

Once you have received some feedback, you should reflect on what was brought up. Some prompting questions for team discussion could be:

- *Which aspects of your prototype did the audience focus on? Why?*
- *Which elements of your idea did your team leave out of your prototype? Why?*
- *Which parts of the prototype exist today, and which parts need to be built? Which pieces cannot exist today?*
- *How should you document and capture the lessons from building and presenting this prototype?*

Then, with the feedback in mind, tweak or rebuild your prototype to improve your design.

WHY use it

Prototyping is useful because:

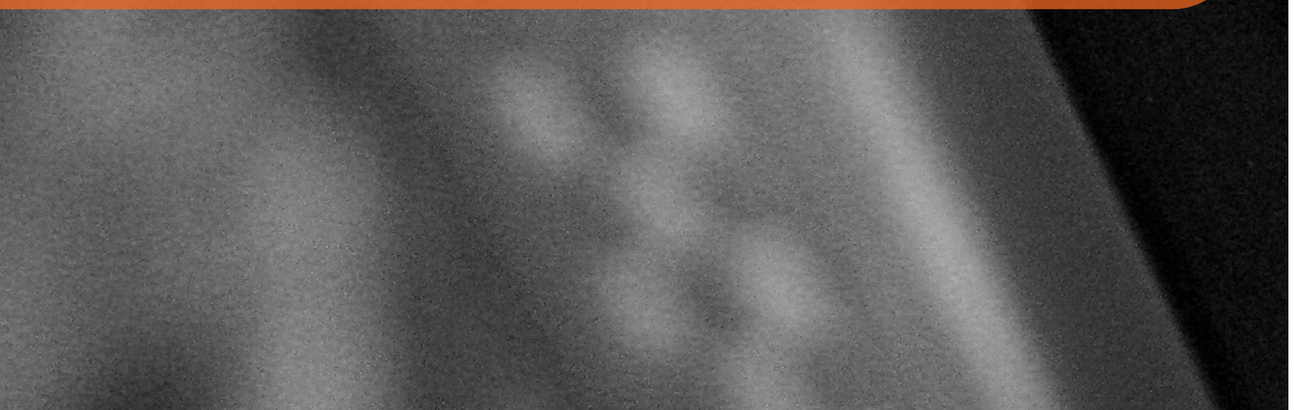
- It is a quick and cheap way of visually representing your product or service
- It helps you gather feedback on your product or service
- Additional questions to explore will emerge in the process of building your prototype
- It provides an accessible way to design and redesign your product or service

WHEN to use it

Prototyping exercises are useful for building a mock-up of your solution and testing the response to your draft product, service or idea. You can use this exercise when you need to visually communicate your idea, and when you require feedback and suggestions on how to improve it.

Tips for prototyping:

- Take note of how different team members describe your product or service. This can help you realise what others see as important aspects of the idea.
- You should deliberately make your prototype rough and basic: This will encourage constructive feedback from others because they'll feel like it's a work-in-progress that can be commented on. It will also make it easier for you to adjust your prototype based on feedback.
- Prototyping exercises are particularly useful when done repeatedly. This allows you to reiterate and adapt your idea and test in quickly.
- Focus on the reactions to the prototype, both from external sources and within your own team. What has been understood? What has not been understood? These answers can help you reshape and refine your idea, and communicate it more clearly.



Case Study
Real-life prototypes

The Kabwe Municipal used office stationary, hand sanitisers and bird feed to prototype the idea of a recycling plant that had emerged from their previous exercises.

The Mafikeng Innovation Hub is situated in a relatively under-developed part of South Africa, and they prototyped a programme designed for rural entrepreneurs.

MODULE 4

– Understanding How to Get to the Future –

Mapping out the future

Once you have an outline of the solution you're delivering – whether it's a programme, a process or simply a new way for your organisation to operate – it's time to start understanding the resources you'll need and the steps you'll take to make it a reality.

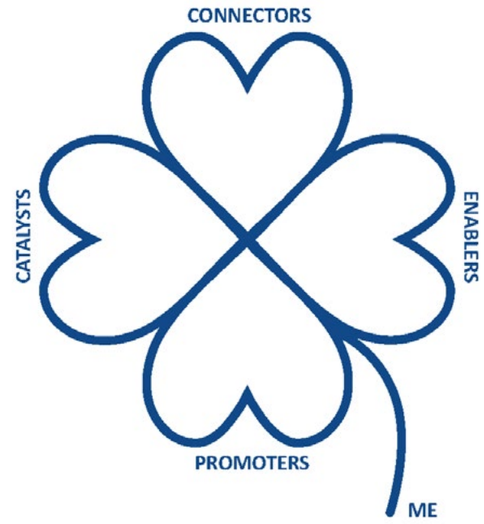
Crowd clovers and change paths help you map what you need, and mark the decisions and processes that will allow you to progress your product or service. Now it's time for practical thinking - what will you need, who can help you and what needs to happen to make your prototype a reality.

Excercises to map out the future

Crowd Clovers
Understanding your network

WHAT is it

The crowd clover exercise helps you map different networks that will support your product or service, and the interplay between these networks. Each leaf of the clover represents a different network or group of individuals or stakeholders. The clovers can be categorised by 'catalysts', 'connectors', 'enablers', 'promoters'. By mapping the different networks, the strengths and weaknesses of each can become more apparent, and ways of collaborating between networks can become clearer.



Clover quadrants

Catalysts	Connectors
People who provoke new insights and possibilities.	People who grow your idea or effort by providing access to other partners, workers, funders, resources, etc.
Enablers	**Promoters**
People who help you realise your idea through action by prodding you to proceed.	People who broadcast and circulate your idea (and you) with other networks.

WHY use it

Crowd clovers are useful because:

- They provide an overview of the different people and groups that will help you realise your product, service or idea.
- They help to reveal the formal and informal connections between networks.
- They help you assess which areas of your networks are strong, and which require more support.

After you and/or your team have completed an initial clover, it is useful to reflect on what was brought up. Some prompting questions for team discussion could be:

- *Which quadrant was easy to complete?*
- *Which quadrant was the most difficult to complete?*
- *Which quadrant has the largest number of formal vs. informal relationships?*
- *How would you map other network dimensions, such as contact frequency?*

WHEN to use it

Crowd clovers should be used when you are looking to launch your project - it will help you plan who in your networks to leverage, and at which stage to launch and promote your project.

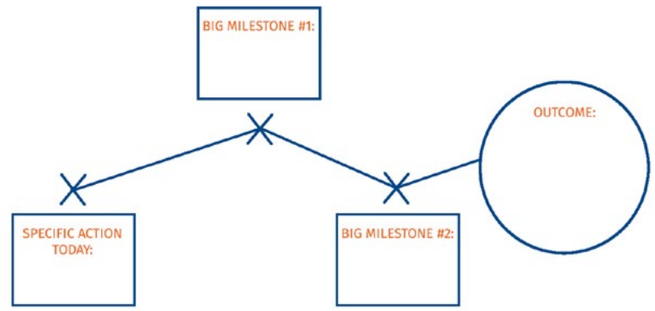
Tips for using Crowd Clovers:

- When thinking about your network actors, include all types of relationships, from public, private, family, friends, coworkers, mentors, as well as online and digital connections.
- When writing about an organisation, try to include the name of a key contact at that organisation too.
- Overlap your quadrants as needed (a person may fall into more than one category).
- Take the exercise further by identifying the formal and informal actors in your networks by drawing squares around them. Note how reliant you are on formal vs. informal ties - Think about how you can formalise your connections, and the processes required to do this.
- When drawing insights from the exercise think about the possible actions you can take. For example, if your network feels small, you could ask your peers to introduce you to more people that they feel embody a particular network area.

Change Paths
Mapping your narrative

WHAT is it

Change paths help you map the path of actions or events that need to happen that will take your idea from vision to reality. They give you a simple strategic outline that becomes the basis of your project roadmap or product plan.



WHY use it

Change paths are useful because:

- They outline the tangible steps to achieve your idea
- They help you realise other factors that affect the process of your idea becoming a reality – the path can help you form a timeline around your idea, and key milestones.
- They help you narrow in on the most important decisions your team must make to move forward

WHEN to use it

Change paths should be used when you are ready to execute your project – whether it be a product, service, or idea, it will give you a roadmap of how to progress towards your outcome.

Tips for using change paths:

- Start with your outcome in the big circle at the end: this will help keep you on track.
- Seek advice from experts or colleagues to help validate the most critical steps on your path.
- Add dates to your path to create a concrete project timeline.
- Make sure the sequence of steps is clear, and think about what processes or skills are needed to progress from each step. You might need to teach your team some new skills or how to use new tools and systems.

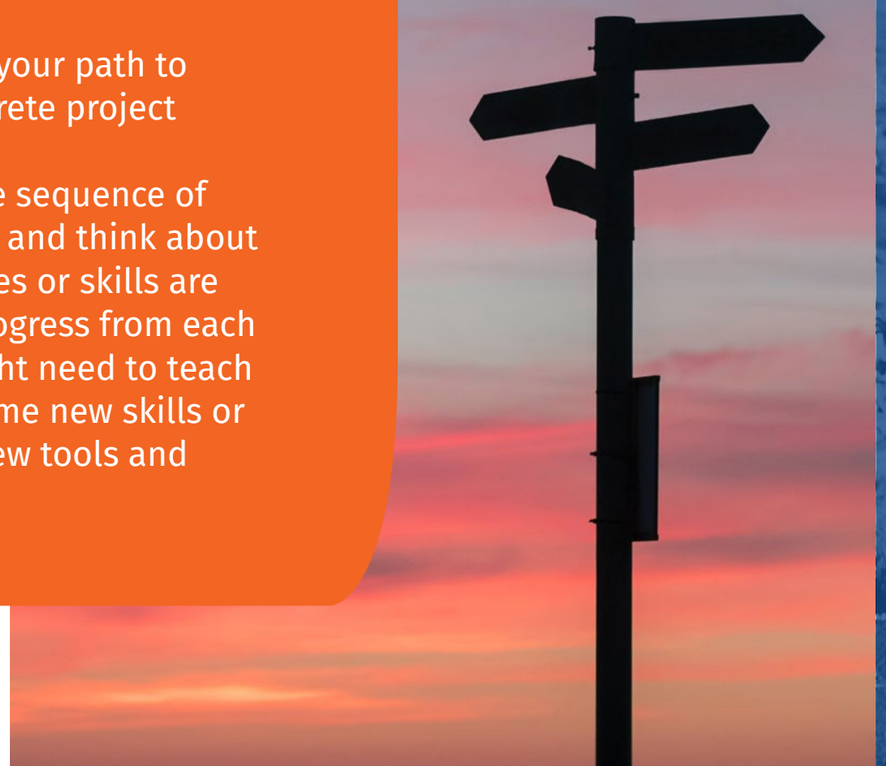


Photo by Javier Allegue Barros on Unsplash

Photo by Fabien Bazanegue on Unsplash

Defining your outcome

When you have put your idea into the world, things are going to change, right? But in what ways?

Think back to how you constructed your challenge statement: there is a gap between the current state and the desired state, which your solution is going to fill. So how are things different when your solution has been successful? The answer to this is the outcome of your project.

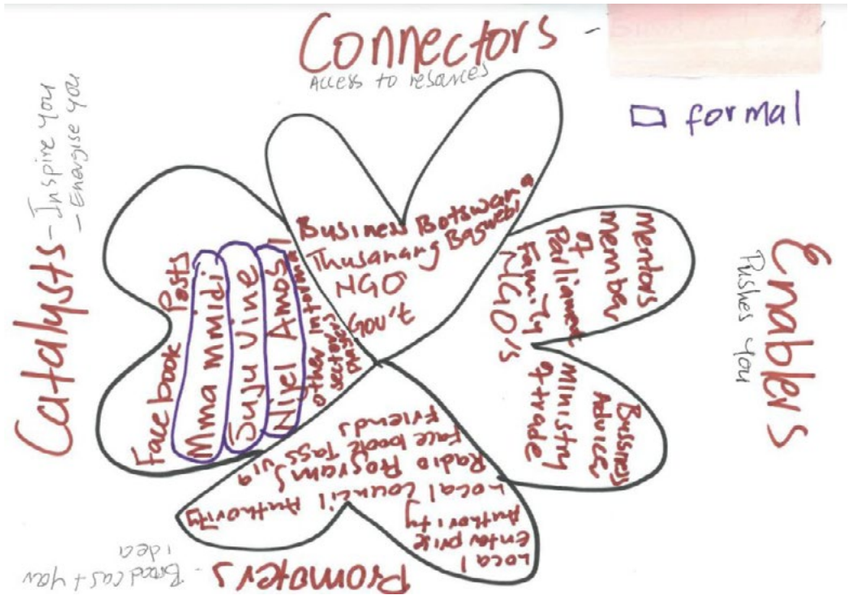
An outcome is different from an output. The outputs of your project may be measured in the number of entrepreneurs trained or number of new policies promulgated or any other quantitative measure of activity. The outcome is what happens as a result of those entrepreneurs being trained or policies created.

You'll get your most concrete outcome when you take a user-cetred approach. So tap into your empathy map and imagine what has changed for the entrepreneur coming through your programme or the official using your policies.

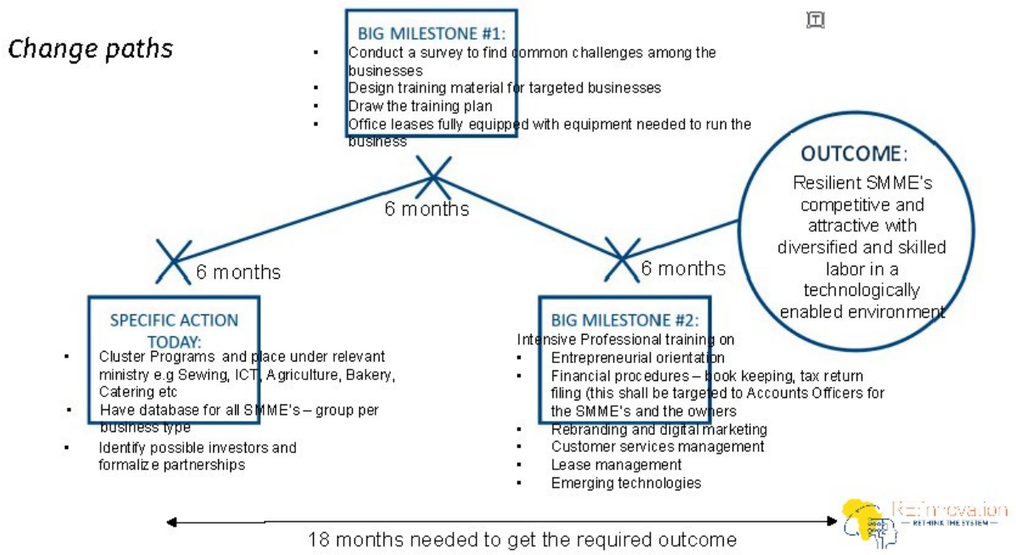
In the example we've been working through in the videos, the outcome of the Express Expert programme is "Entrepreneurs have the emotional resources to plan for and cope with change".

Case Study
Real-life crowd clover and change path

Gaborone City Council were able to identify contacts in all of their four leaves of their crowd clover. Importantly, they've identified specific individuals that they can reach out to to make their idea a reality.



Gaborone City Council were able to identify one action in the present, and two big milestones at six month intervals to reach their desired outcome over the course of eighteen months.



MODULE 5

– Communicating Your Vision –

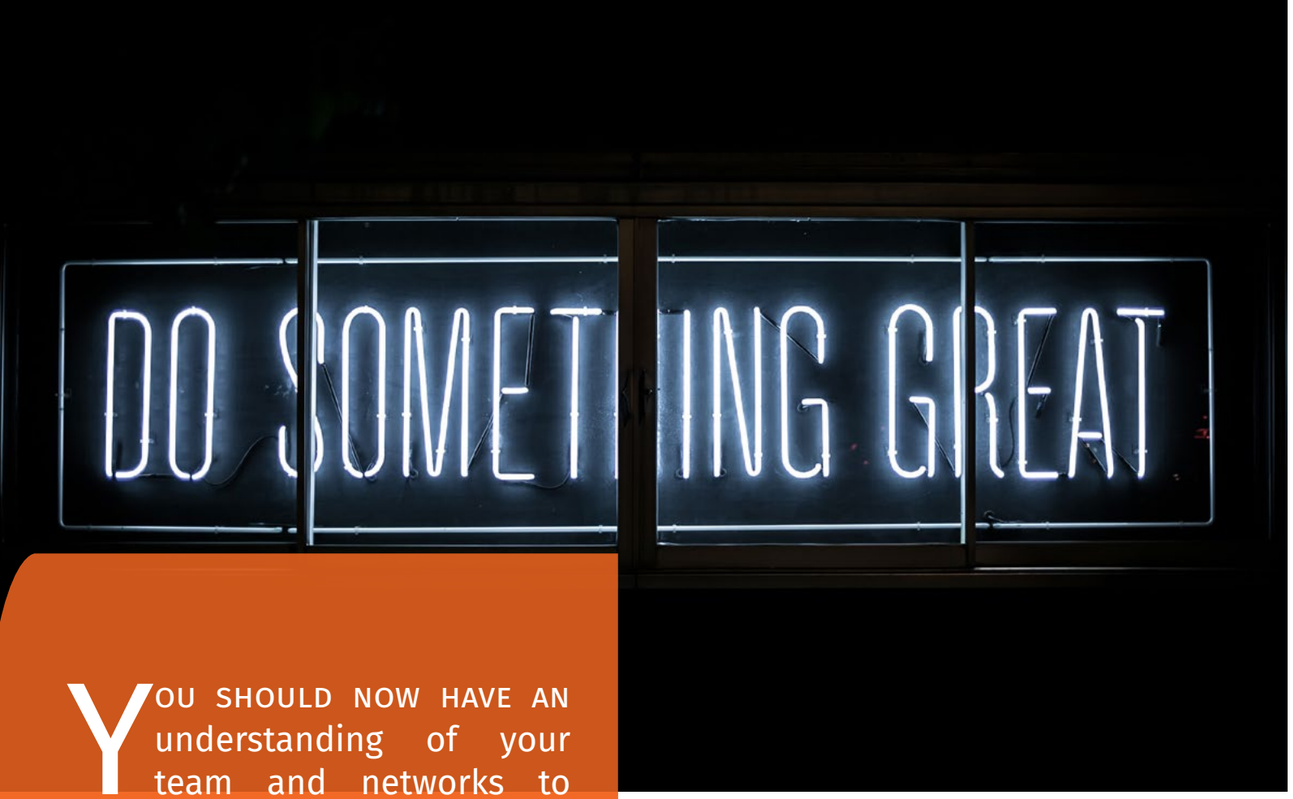


Photo by Clark Tibbs on Unsplash

You should now have an understanding of your team and networks to build and launch your idea, as well as the key milestones to achieve this. The next step is to build out your vision for your idea, which will help you gather support and excitement around it.

Formulating a **vision statement** will help you communicate the final destination of your idea, why it is valuable, and how it will be impactful. By orienting your networks and target audience with your vision, you'll be able to mobilise further support, from funding to campaigning. This will help you gain momentum towards realising your idea.

Create your Vision Statement

Vision Statement
Summarising your idea clearly and concisely

WHAT is it
The vision statement is an exercise in condensing the essence of your idea – it provides a short and enticing description of your idea that should inspire others, and convey a mental picture of what you are trying to do or build, and your target future opportunity.

WHY use it
A vision statement creates a simple framework for your future strategic planning. It explains where you want to go and why, and is your "elevator pitch" for the idea. Once you are happy with your vision statement, you will use it all the time... to anchor your planning, to pitch the ideas to colleagues and partners, and to motivate your team as you set goals and a plan for achieving it.

WHEN to use it
When you've found the idea or solution you and your team are going to run with, your vision becomes the anchor and driver for action. You may also want to use a vision statement for current projects or initiatives, but you may need to pick a couple of the previous exercises in order to better understand your problem and solution, and create a clear vision statement.

HOW to use it
You will build on previous exercises to create your vision statement, as follows:

Our vision is [refer to challenge statement and change pathway outcome]

The timing is right today because [context map and progression map]

Precedents of this idea include [progression map]

By working with [crowd clovers], we will make this vision real in [change paths] months/years time, by [white spots and prototype = solution].

Why so much detail?
- This vision statement is more detailed than others you may have seen, specifically because it is a short document that can be used to persuade and motivate others. By anticipating questions such as "why is now the right time to execute on this vision?" your audience will feel more at ease with accepting the solution.
- Including precedents to the idea can soothe people who are anxious about change. While solutions may be innovative in the context or in how they are delivered, it is almost always the case that a new idea has its root in an approach that has been successful before.
- This vision statement also includes concrete steps for how to reach the vision, such as a realistic timeline and willing partners. This immediately makes the vision seem more doable.

Tips

- All the brainstorming and thinking work that you have done up until now will inform your vision statement, so refer back to previous exercises for inspiration and information.
- For your overall vision (first sentence) think back to your empathy map and talk about how your beneficiary or end user will be feeling – this will make the statement more inspiring.
- You may want to rework, update and add to previous exercises to complete your vision statement, but should feel far better prepared to do so because of the work you have done previously.
- If you're stuck, try use some of the brainstorming techniques introduced in this course or available on the internet to fill the blanks – you've now got the futures thinking basic skills that can take you anywhere!

For more ideation and brainstorming tools, take a look at www.gamestorming.com.

Case Study
Real-life vision statements

At the end of the course, all the exercises you've done come together in the vision statement.

City of Windhoek

This is the vision statement of the City of Windhoek, which has been grappling with the problem of pollution from City mechanics disposing of used oil incorrectly.

Our vision is that industrial stalls-based auto mechanics take ownership of waste management through an integrated system of waste reduction, recycling and education.

The timing is right for this today because there is access to resourced networks for the implementation process.

Precedents of this idea are the legal framework and policies in place, while staff must cascade priority projects in their performance agreements.

By working with the Divisions of Economic Development, Environment and Solid Waste, the Recycling Forum, GIZ and Corporate Communications we will make the vision real in four months.

By formalising partnerships with private role players, we will be able to rehabilitate used oil collection, conduct better and more impactful awareness raising and cleaning campaigns while implementing a reimbursed used oil model.

Botswana Innovation Hub

This is the vision statement of the Botswana Innovation Hub, which has identified fragmentation in the local startup support ecosystem as a problem affecting local entrepreneurs.

Our vision is to have a highly connected ecosystem where resources are rationalised, duplications are eliminated and value is delivered to beneficiaries.

The timing is right today because the government is running out of resources to fund multiple organisations. The needs of our beneficiaries are becoming more sophisticated and requires pooling of both technical and human resources for them to be competitive both locally and internationally.

Currently there is a one stop shop for foreign direct investors that is aimed to aid the ease of doing business in Botswana. This we can extend to the local businesses.

By working with Government enterprise support organisations, relevant ministries and the private sector, we will make this vision real in 6 months from the development of an agreed action plan.

Example Used in the Explainer Videos
Express Expert

Express Expert was a rapid response programme designed and delivered in South Africa, when the country's entrepreneurs were struggling through hard lock-down. It was conceptualised by Fraser Consulting, funded by the UK–South Africa Tech Hub, and delivered in collaboration with Factor10 coaches and The Beancounter accountants.

Express Expert ran from July to August 2020

It had 3 objectives:

1. Offer a quick 'acupuncture' intervention to boost and support entrepreneurs
2. Provide pragmatic and personalised advice around personal and financial resilience
3. Assist entrepreneur in capacity building for the future, and nurturing the skills needed for the emerging post-COVID-19 world.

The programme activities included:

- 3 webinars
- 92 one-on-one consultations; 44 with accountants, and 48 with personal resilience coaches
- 40GB of data was sent to participants to support their participation in the programme.

25 entrepreneurs took part

- Most businesses had been in operation for 1 to 2 years, there was an even distribution of businesses in operation for less than one, or between 3 and 5 years, and the smallest representation was of business in operation for more than 5 years.
- Most businesses represented employed between 1 and 5 people.

The key challenges states in order of frequency cited by the participants were:

1. Generating new business
2. Loss of revenue
3. Scenario-planning for the business
4. Loss of personal income
5. Getting relief from financial institutions
6. Redesigning products and services for context
7. Time management
8. Retrenching staff
9. Anxieties about family
10. Managing own health

On completion of the programme, almost all entrepreneurs reported feeling more confident about themselves and their businesses. Several entrepreneurs said that the support had encouraged them to continue with their businesses, when they had felt close to giving up. They all felt re-energised by the time they had taken to focus on themselves and their needs, building their personal resilience.

What next?

Now that you've tried some key strategic foresight tools – and enjoyed the process! – how can you keep using them in your organisation? To build a culture of strategic foresight in your organisation, weave this thinking and the exercises into your everyday rhythms and processes. It's ok to take baby steps – as long as you're consistent, you'll be moving in the right direction!

- The exercises here are all easy to set up and complete, and few take longer than an hour to work through. They are accessible and short enough to run them again with your team.
- Make sure you have a design stage in any new project or policy you launch, and take time to run strategic foresight exercises as part of your design process.
- Consider making one of your team meetings a month a strategic brainstorming session and run one of these exercises, or find a new relevant one from the Playbook or Gamestorming.com.
- Use the strategic foresight approach in your annual strategy and planning sessions to spark more innovative thinking about your organisation's future.
- Download the *Playbook for Strategic Foresight and Innovation*, which most of the exercises in course are based on. On pages 49 and 50 there is a diagnostic tool that will help you decide which exercises would be most useful to refining your idea: Try some new ones if they'll help you.

Don't just let things happen to you. Get ready to operate in a future that you have helped to make a reality!

ADDENDUM

– Two-Day Workshop Schedule –

We hope you've enjoyed the pace of the online course, which has given you time to bed down what you've learned each week. In future, however, you may want to run a similar process in a dedicated two-day workshop.

You can use this framework and the videos we've produced to run your own workshop. Here are a few quick tips on how to do so:

- Appoint a facilitator
- Create groups of 3-5 people, preferably with different experience and perspectives
- If you can, print out this Handbook for people to read beforehand. Otherwise, sharethis PDF so that participants can prepare
- Choose a well-ventilated room with natural light
- Make sure there are pens and paper and/or a whiteboard and/or projector
- Have a variety of prototyping equipment available; blocks, figurines, ribbon, prestik,clips, stickers etc.
- Get good coffee and healthy snacks
- Refer to the group work tips scattered throughout this Handbook
- Use the schedule below to get your timing right

Day 1

8am	Arrive (tea / coffee)	
8.30am	Introductions	*Do a quick round of introductions: name, position and interest in foresight.*
8.45am	Watch intro modules	*Watch both intro videos, briefly discuss any observations.*
9.15am	Ice-breakers	*Use an exercise to get people comfortable with being more playful with each other.*
9.45am	TEA	
10am	Module 1 – Context Map	*Show demo video and give team/s 45mins to do the exercise.*
11am	Module 1 – Progression Curve	*Show demo video and give team/s 45mins to do the exercise.*
Noon	LUNCH	
1pm	Module 2 – Empathy Map	*Show demo video and give team/s 45mins to do the exercise.*
2pm	Problem statement and challenge statement	*Ask teams to consolidate what they've learned in the previous three exercises into a problem and challenge statement – refer to the introduction chapter and module 2 for guidance.*
3pm	TEA	
3.15pm	Module 2 – white spots	*Show demo video and give team/s 45mins to do the exercise.*
4.30pm	Reflections	*Ask participants to reflect on what surprised or excited them from Day 1's exercises.*

Find ideas for icebreakers here: www.sessionlab.com/blog/ice-breaker-games

Day 2

8am	Arrive (tea / coffee)	
8.30am	Check-in	*Ask participants to use one word to describe how they feel this morning. In a second round, you can ask whether they've had any further reflections overnight.*
9am	Prototyping	*Show demo video and give team/s 45mins to start the exercise.*
10am	**TEA**	
10.30am	Prototyping (continued)	*Participants can grab tea and keep working, or come back after a short break to finish off.*
Noon	**LUNCH**	
1pm	Module 4 – Crowd Clover	*Show demo video and give team/s 45mins to do the exercise.*
2pm	Module 4 – Change Path	*Show demo video and give team/s 45mins to do the exercise.*
3pm	**TEA**	
3.15pm	Vision Statement	*Print sheets pre-printed with the vision statement framework (see module 5) or write it on a whiteboard. Teams draw on previous exercises to fill the blanks.*
4pm	Closing	*Each team shares their vision statement and any final reflections they have on their strategic foresight experience.*

Notes

Note from the Authors

We are indebted to the authors of the *Playbook for Strategic Foresight and Innovation* for their excellent manual, which we have drawn on extensively for the exercises in this course. We chose to work mainly with the Playbook because:

- The *Playbook for Strategic Foresight and Innovation* comprises 15 exercises for various stages of a foresight journey, with a framework to help you determine which tools are relevant to you now.
- The Playbook has been successfully introduced to corporate companies and government entities across the world, from Helsinki to Mumbai, San Francisco to Cape Town.

Download your own copy of the Playbook for Strategic Foresight and Innovation at www.innovation.io/playbook. The authors have also developed a workshop facilitation guide called MOVE, downloadable at the same URL.

Please feel free to share what you have learned in the *Re:innovation Introduction to Strategic Foresight* course more widely. We have tried to make this course as enjoyable and accessible as possible, and we are sure others will find it useful too.

Some of the benefits of *Re:innovation Introduction to Strategic Foresight* tools and processes:

- Unlike some foresight processes, these tools are suitable for foresight workshops where a quick turnaround is required. Any one of the tools can be introduced or re-explored in brainstorming or strategy meetings at a future date, as most take 45 minutes to an hour to complete.
- The tools are easy to learn, which means that you are now capacitated to use them after experiencing them once.
- The tools are easy to understand, which makes them less intimidating and will help you share the complexities of future forecasting a lot quicker with your teams and organisations.

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