

✓ WHAT IT IS

A technique that examines different alternative futures.

✓ WHEN TO USE IT

Use it to better understand and manage uncertainties. It is also helpful for assessing what may go wrong, so we can prepare for it.

✓ WHY USE IT

By planning for multiple versions of the future, we can increase our readiness for the range of possibilities that the future may hold. Looking at different scenarios helps us talk to each other about what may affect a system under different conditions and agree present actions to achieve the preferred scenarios.

Tip

Involve senior leaders and relevant experts in the scenario-building process, as this will increase the likelihood that they will use scenarios to inform their decisions.

51
68



WHERE TO FIND MORE INFORMATION

Save the Children. 2019. The future is ours: strategic foresight toolkit – making better decisions, pages 65–78. ☁ Free to download at <https://resourcecentre.savethechildren.net/document/future-ours-strategic-foresight-toolkit-making-better-decisions>

UNDP Global Centre for Public Service Excellence. 2018. Foresight Manual: Empowered futures for the 2030 agenda, pages 31–33.

☁ Free to download at www.undp.org/publications/foresight-manual-empowered-futures

The Pacific Community. 2022. A compendium of Pacific practice in strategic foresight, pages 15 and 16.

👁 Available at <https://purl.org/spc/digilib/doc/b47zt>

The UK Futures Toolkit. 2017. See pages 51–56, 👁 available at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/674209/futures-toolkit-edition-1.pdf

HOW TO DO IT



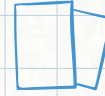
Time
60 minutes



No. of participants
< 50



Facilitation
One lead facilitator



Butchers/drawing
paper



Visual aids to inspire
visions for the future

Material

Sticky notes



Coloured marker pens



Virtual collaboration platform
i.e., Google Docs, Miro, Conceptboard etc. (if online)

Time & Activity**Step****Description**

15 minutes

1



Select three scenarios and determine your future time-period.
Describe the no change or business-as-usual scenario



15 minutes

2



Describe the adaptive change scenario



15 minutes

3



Describe the radical or transformative change scenario



15 minutes

4



Discuss the three scenarios



CASE STUDY 12: GETTING SENIOR LEADERS' VIEWS

WHAT WE DID

Recognising the importance of executive support for the strategic planning process, it was important for our senior leaders to be familiar with the methodology we were using to gain insights, and understand how we planned to use them.

We ran two 2-hour online workshops. The workshops covered what strategic foresight is and why we were using it. During the workshops, senior leaders experimented with the different foresight tools drawing on practical examples from different sectors.

WHAT HAPPENED

In one of the workshops we ran a 20-minute brainstorming session on scenarios. **We asked participants to describe what SPC would look like in four different scenarios:**

1. No change
2. Marginal change
3. Adaptive change
4. Radical change

Participants had five minutes to consider and respond to each scenario. In total, they came up with approximately 12 contributions per scenario. We then asked the participants to develop a fifth scenario of their preferred future for SPC.

They put forward 16 ideas of what SPC would look like in their preferred future, including:

- equitable outcomes for countries and territories
- Pacific indigenous science and practice is front and centre in the decisions we make
- digital transformation that aligns with us reconnecting with our environment
- deep collaboration and seamless integration with CROP organisations
- people working for SPC from their home island or village and staying connected to their culture and family.



WHAT WE LEARNT

The workshops gave senior leaders an interactive way to discuss the future of SPC, while becoming familiar with the methodology we were using to develop the strategic plan. They also helped prepare senior leaders to guide strategic discussions about SPC's future, with countries and territories at the CRGA Subcommittee meeting.

We also used scenarios when we used the systems mapping tool with senior leaders and other SPC staff ([see Case study 4](#)).

