



ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ
Προεδρία της Κυβέρνησης
Ειδική Γραμματεία Μακροπρόθεσμου Σχεδιασμού

Futures thinking

2023



Agenda

What is futures thinking & why do we need it?

How can it change the way we think about the future?

What's its impact on organizations?

How to do it?



**Humanity will
change more in
the next 20 years
than in the
previous 300
years**



TYPES OF THINKING NEEDED



FUTURE THINKING

THE ABILITY TO EMBRACE
UNCERTAINTY AND TO
EXPLORE, THINK ABOUT AND
PERCEIVE ALTERNATIVE
FUTURES



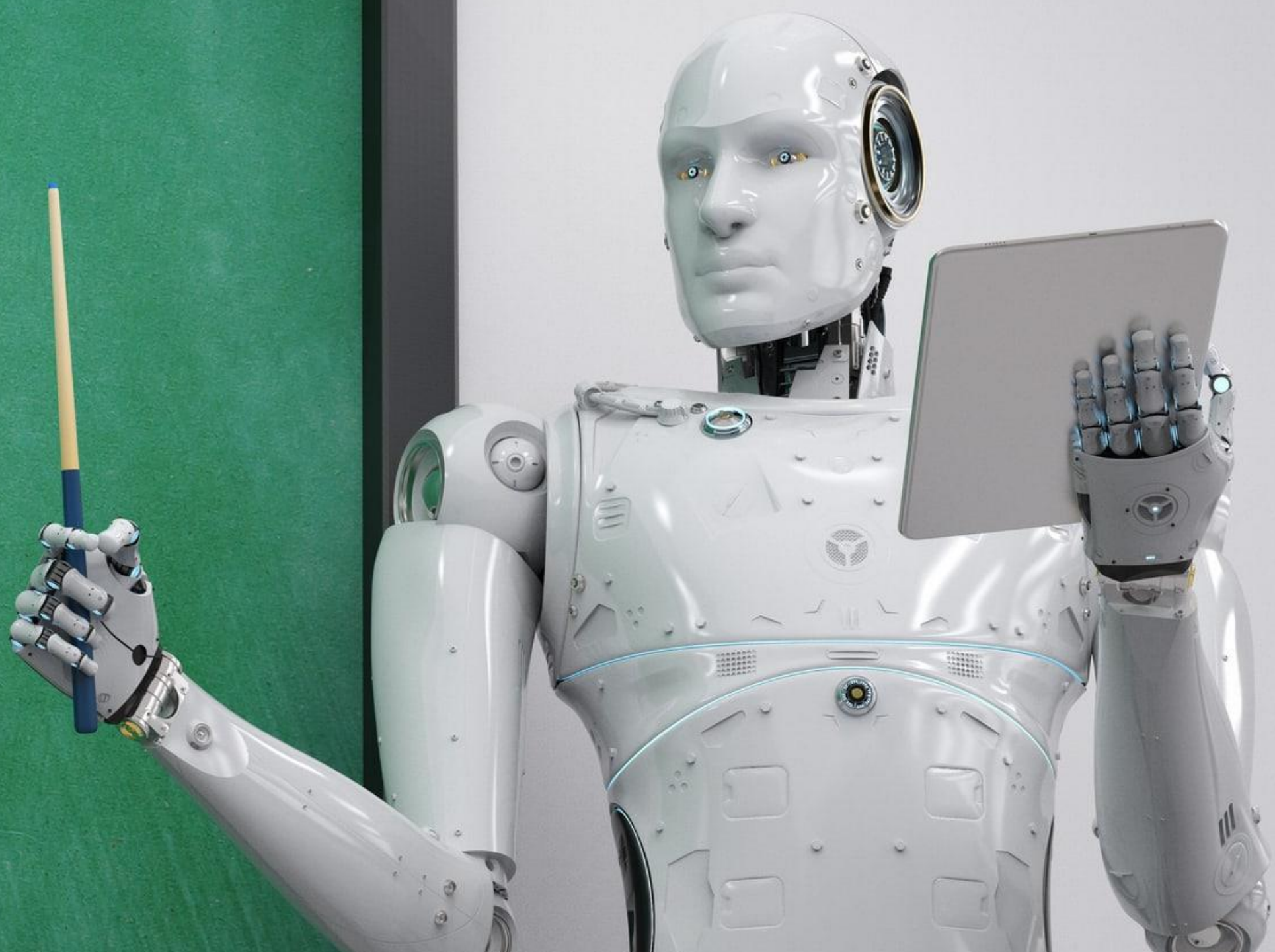
SYSTEM THINKING

THE ABILITY TO EXPLORE
THE BIGGER PICTURE, TO
ANALYSE FACTORS AND
INTERACTIONS THAT COULD
CONTRIBUTE TO A POSSIBLE
OUTCOME



EXPONENTIAL THINKING

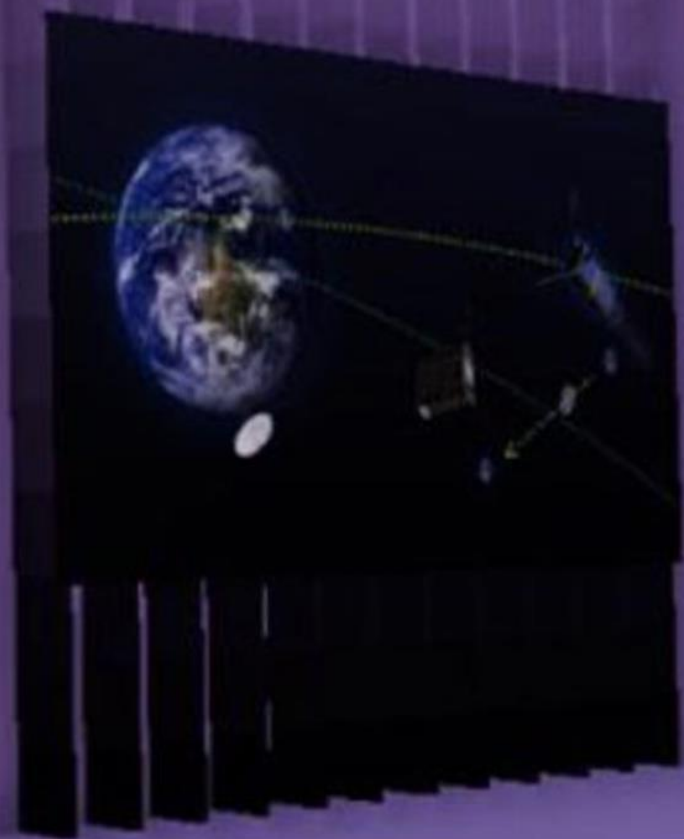
THE ABILITY TO FULLY
COMPREHEND THAT
SOMETHING VERY MARGINAL
AND/OR SMALL TODAY COULD
BECOME VERY PROMINENT AND
IMPACTFUL
VERY QUICKLY





onyx

by J.P.Morgan



100



© BCE ECB EZB EKT EKP 2007



100 EURO
ΕΥΡΩ





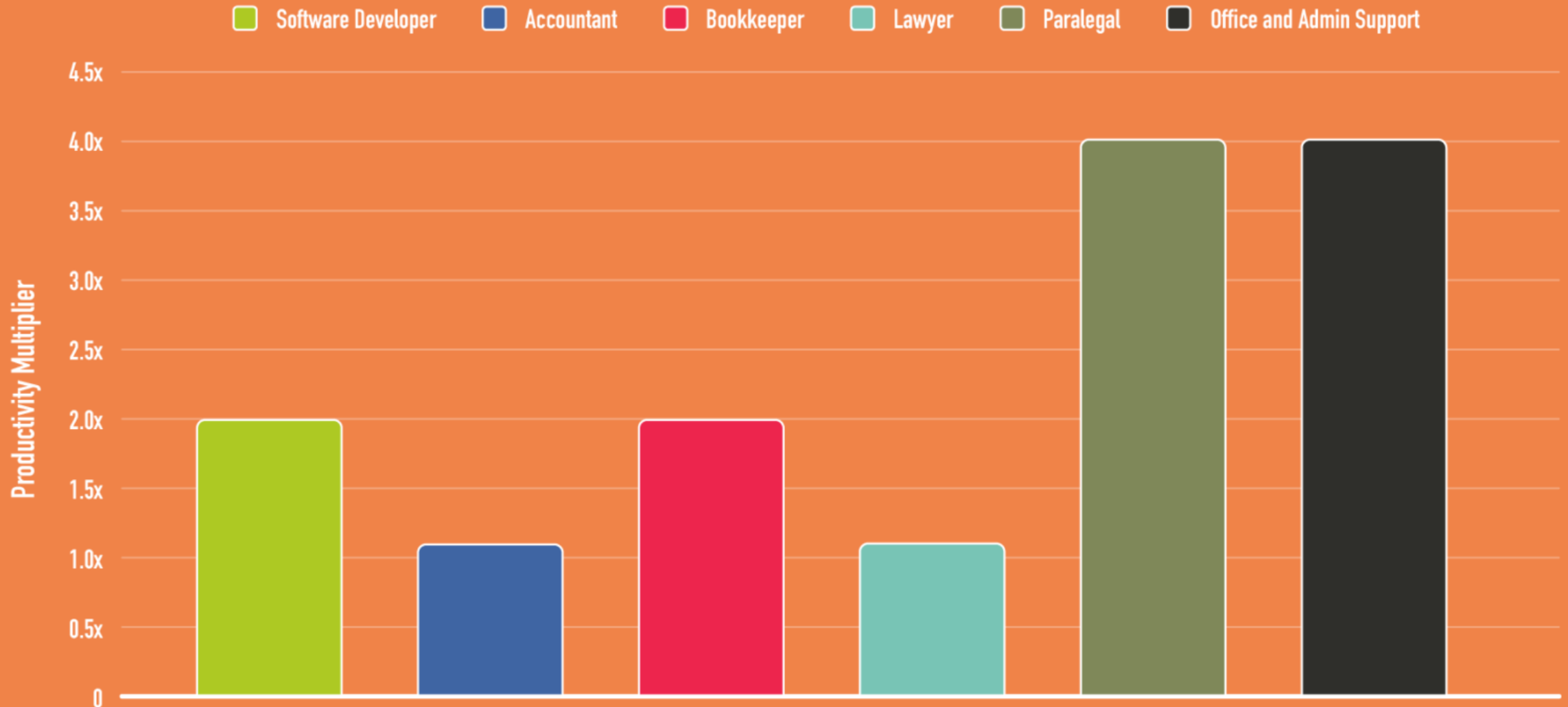


Technology
is
exponential
but humans
are
linear

Source: Gerd

OUTPUT OF AI-ASSISTED KNOWLEDGE WORKERS 2021 TO 2030

BY 2030 AI WILL INCREASE THE OUTPUT OF KNOWLEDGE WORKERS BY 140%



5 principles of futures thinking

A

Forget about predictions

D

Uncover patterns

B

Focus on signals

E

Create a community

C

Look back to see forward



ChatGPT αναφέρει ότι:



What is futures thinking?



Futures thinking is a method of thinking about the future in order to make better decisions today. It involves exploring potential future scenarios, identifying potential risks and opportunities, and developing strategies to navigate them. Futures thinking can be used in a variety of contexts, including business, government, and personal decision-making. The goal is to anticipate future developments and trends, and to be prepared for them in order to make more informed decisions.



TYPES OF DRIVING FORCES



MEGATRENDS

Drive paradigm shift. While they often take time to form, they have strong, deep and long-lasting impact (e.g. climate change, urbanization)



TRENDS

Gradual and long-term shift in the forces shaping the future of a nation, region, industry or society (e.g. decentralization of energy grids, increasing use of biointerfaces, geopolitical fragmentation)



WEAK SIGNALS

First symptoms of change that may become significant in the future. While difficult to see now, it will have a big impact (e.g. ice free arctic oceans)



WILDCARDS

Discontinuities and sudden events with a low probability of occurrence, high impact and unexpected character (e.g. 9/11. COVID19)

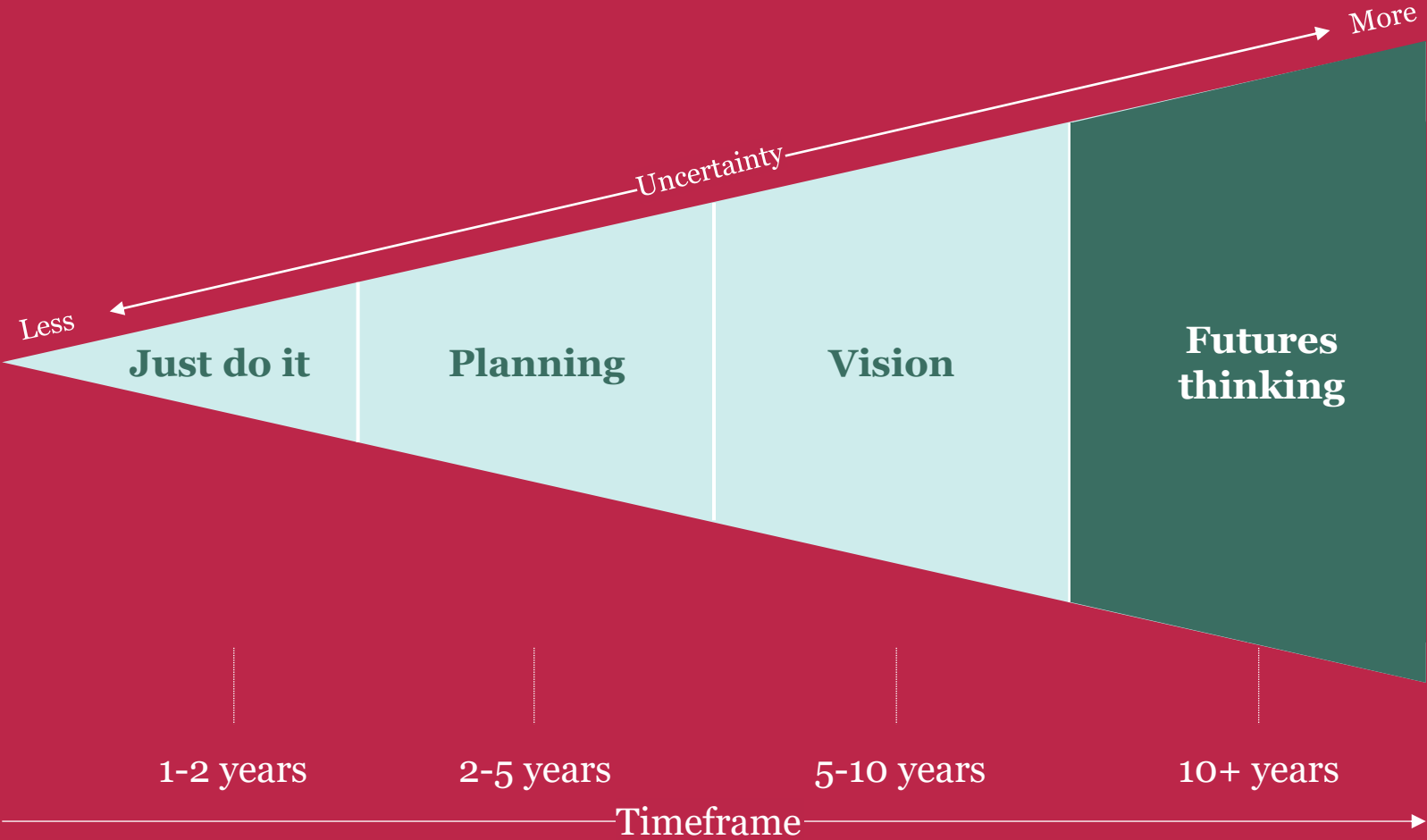


UNCERTAINTIES

A critical driving force that points or could lead to alternative and contrasting evolutions or implications (e.g. the long-term impact of chat GPT)



How to think about the future

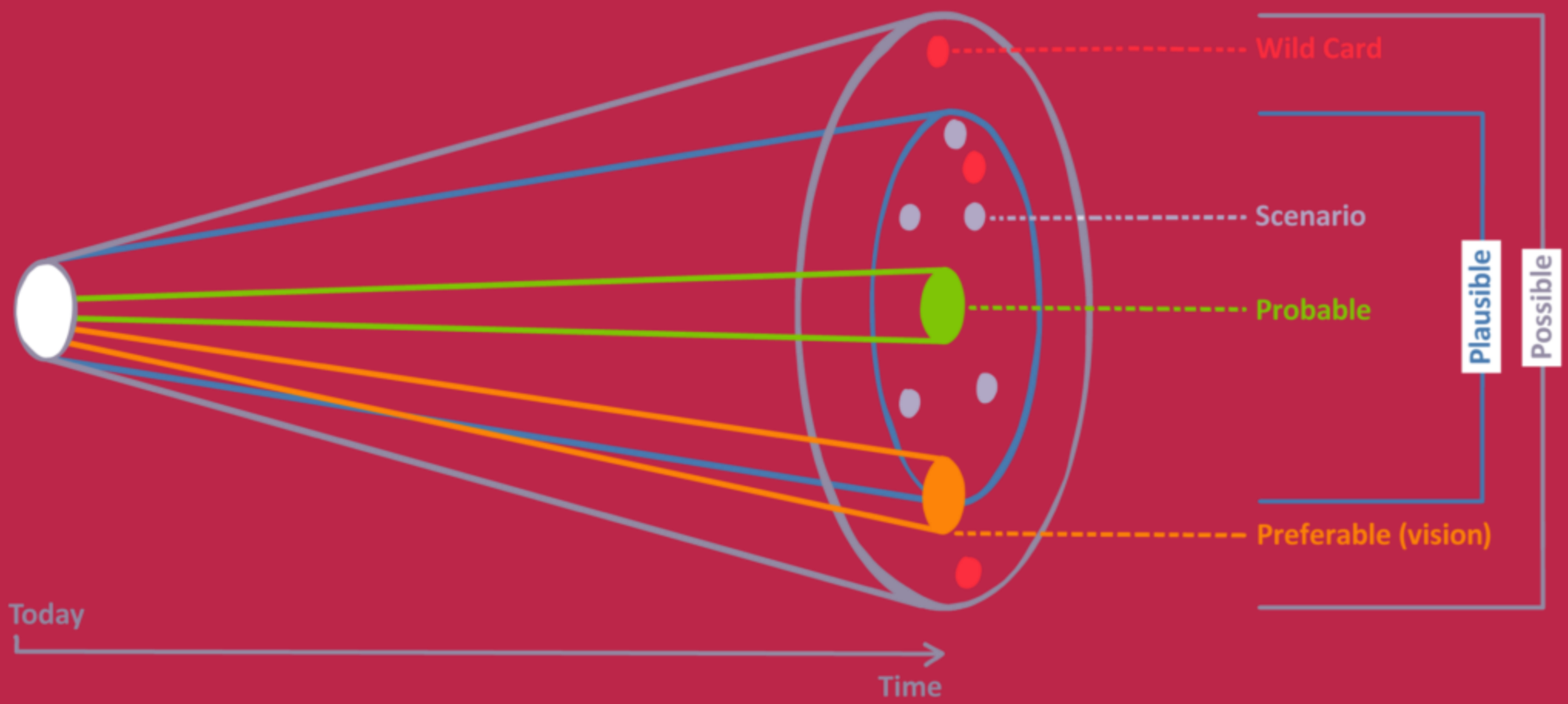


Signals: το βασικό μας ...εργαλείο και ένστικτο

είναι τα σημάδια του μέλλοντος στο παρόν
πώς τα αντιλαμβανόμαστε; Με το ένστικτο, είναι σαν την Τέχνη

1. τί αλλαγές προκαλεί
2. ποια είναι η δύναμη που το προκαλεί > From X to Y
3. AN εξελισσόταν σε κυρίαρχη τάση, τί αλλαγές θα επέφερε
4. AN >> >>, θα συνιστούσε ένα μέλλον που θα ήθελα να ζω?





Agenda

What is futures thinking & why do we need it?

How can it change the way we think about the future?

What's its impact on organizations?

How to do it?



Foresight can change our perception about the future

FROM

TO

One future

Multiple futures

Linear future

What if

Predictions

Foresight intelligence

Reactivity

Proactivity



PULL
of the
Future

**PLAUSIBLE
FUTURES**

PUSH
of the
Present

WEIGHT
of History



Agenda

What is futures thinking & why do we need it?

How can it change the way we think about the future?

What's its impact on organizations?

How to do it?



Countries



The countries that have foresight units are: Australia, Brazil, Canada, Denmark, Germany, India, Italy, Japan, South Korea, Netherlands, Norway, South Africa, Sweden, United Kingdom, United States, Canada (Policy Horizons), France (France Stratégie), Finland (Foresight Unit), United Kingdom (Foresight Office) and Singapore (Centre for Strategic Futures).

Organizations with long-term view outperformed all others in the past 15 years

36%

More earnings

47%

More revenue

+\$7B

In market capitalization



Companies already “living in the futures”



“We have produced Shell Scenarios since the 1970s. They have helped us anticipate and adapt to momentous events like the oil shocks of the 1970s, the collapse of communist Europe in 1989, the surge in world energy demand and the threat of climate change.”



“The worldwide Foresight & Scouting unit of BASF New Business identifies new business areas and market opportunities beyond the existing businesses of BASF. A noticeable concept that we have turned into business is battery materials.”



“Nokia established a formal and systematic approach for performing strategic foresight in the year 2001. As a result, Nokia was able to anticipate key market developments more than six years before they occurred and invested heavily in 3G producing successful products with a technological edge over its competitors.”



Agenda

What is futures thinking & why do we need it?

How can it change the way we think about the future?

What's its impact on organizations?

How to do it?



4 key activities of futures thinking

A

Trends research & mapping

C

Future wheel

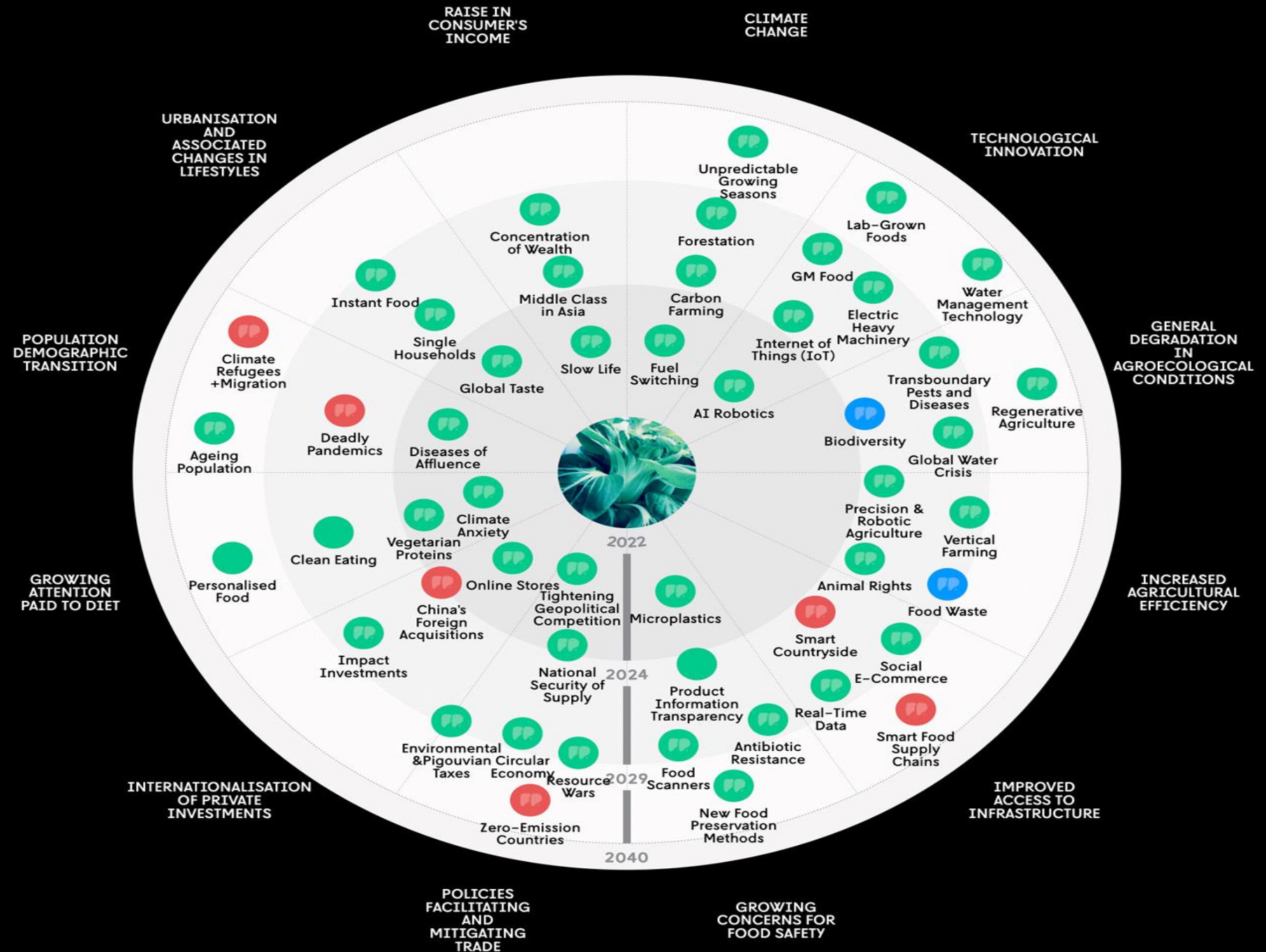
B

Scenario planning

D

Backcasting

A. Trends research & mapping



B. Scenarios planning

Scenario planning

Μία απεικόνιση πιθανής πραγματικότητας, που ενδεχομένως να βιώσουμε σε λίγα χρόνια



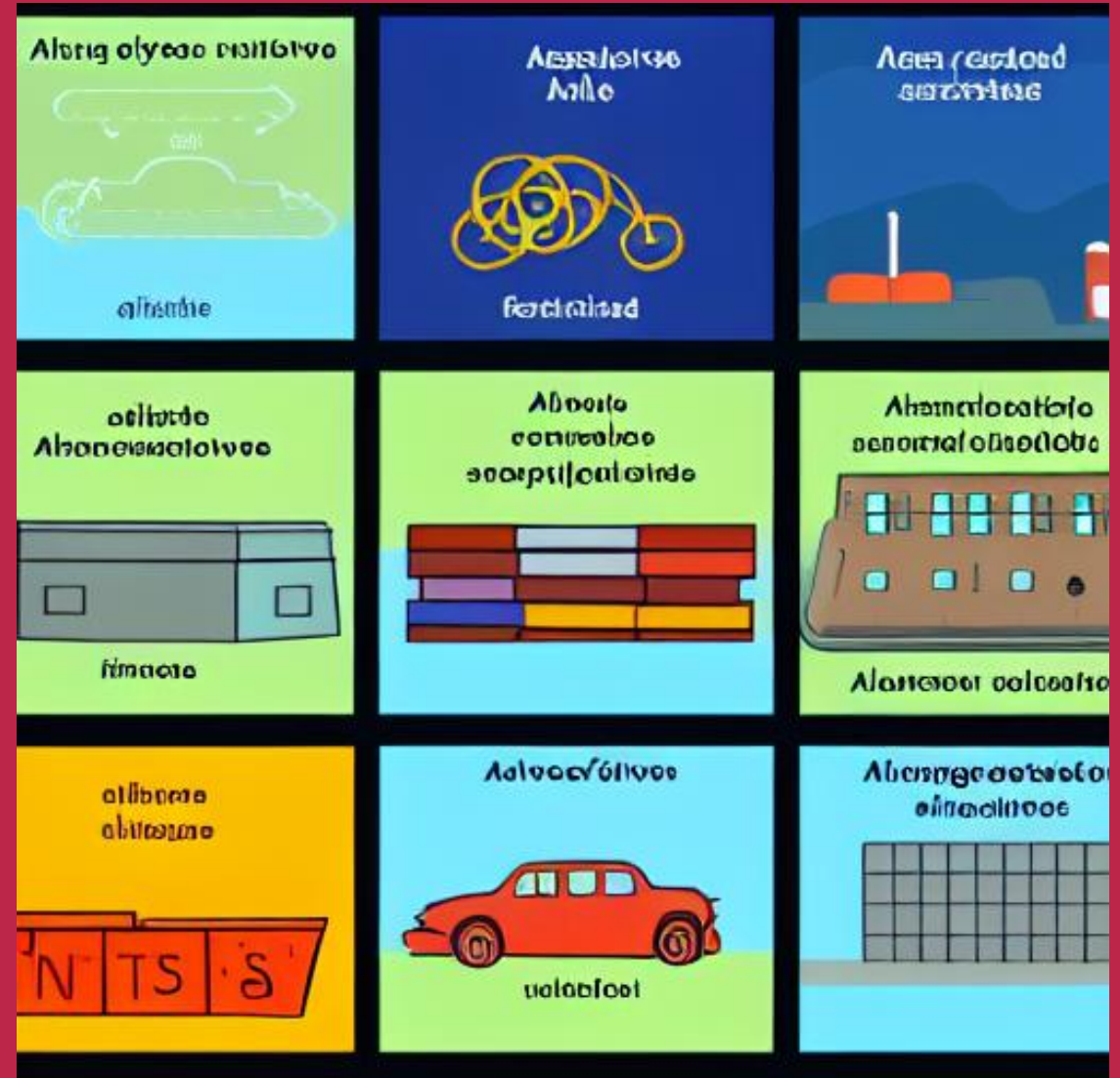
- Τί μπορεί να συμβεί
- Τί με ανησυχεί πιο πολύ
- Τί μπορεί να πάει λάθος
- Ποιος επωφελείται
- Ποιος δεν επωφελείται

Alternative Futures

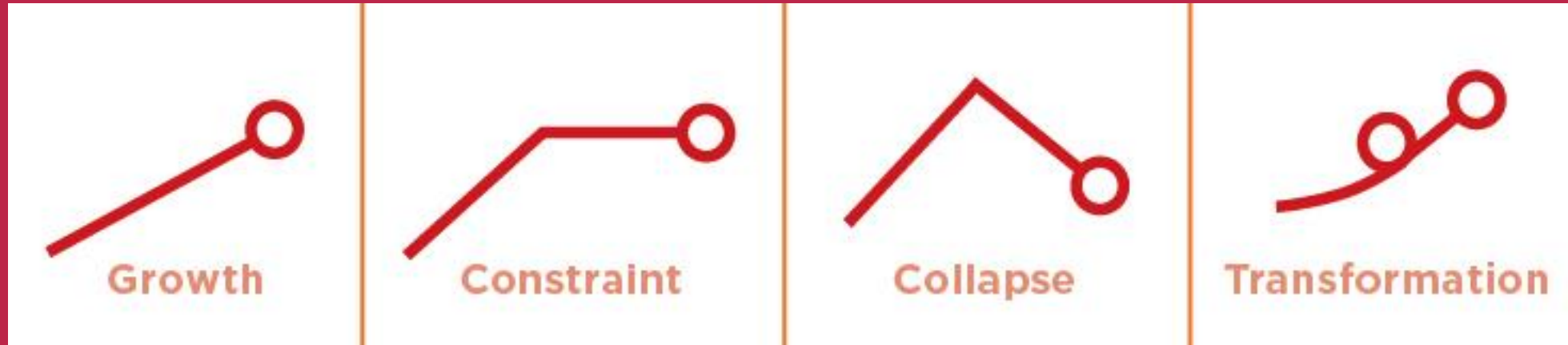
Κάθε σενάριο συνιστά μία εκτίμηση,
μία αποτύπωση των drivers,
μία εναλλακτική πιθανότητα

STEEP analysis

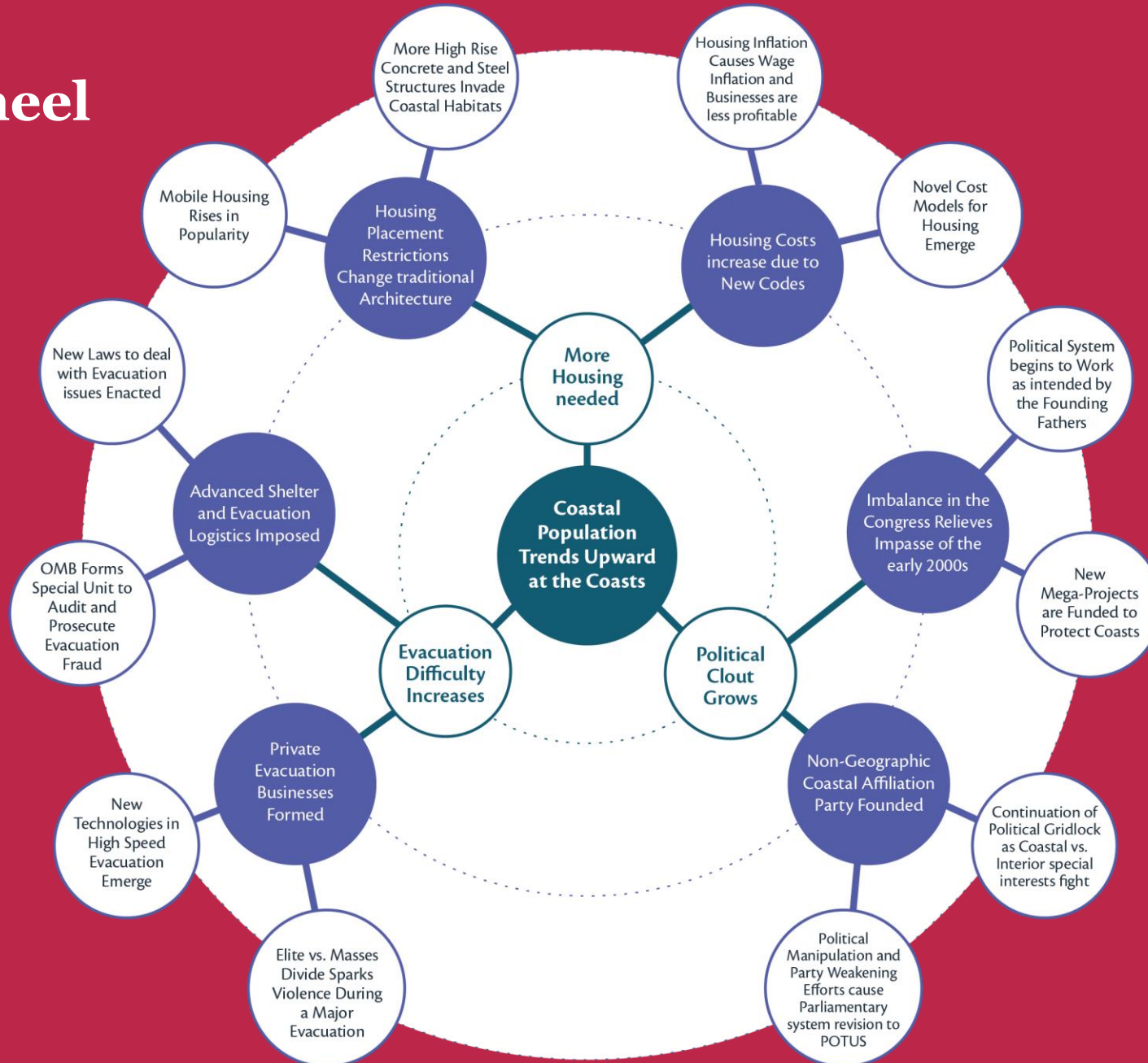
society, technology,
environment, economy, politics



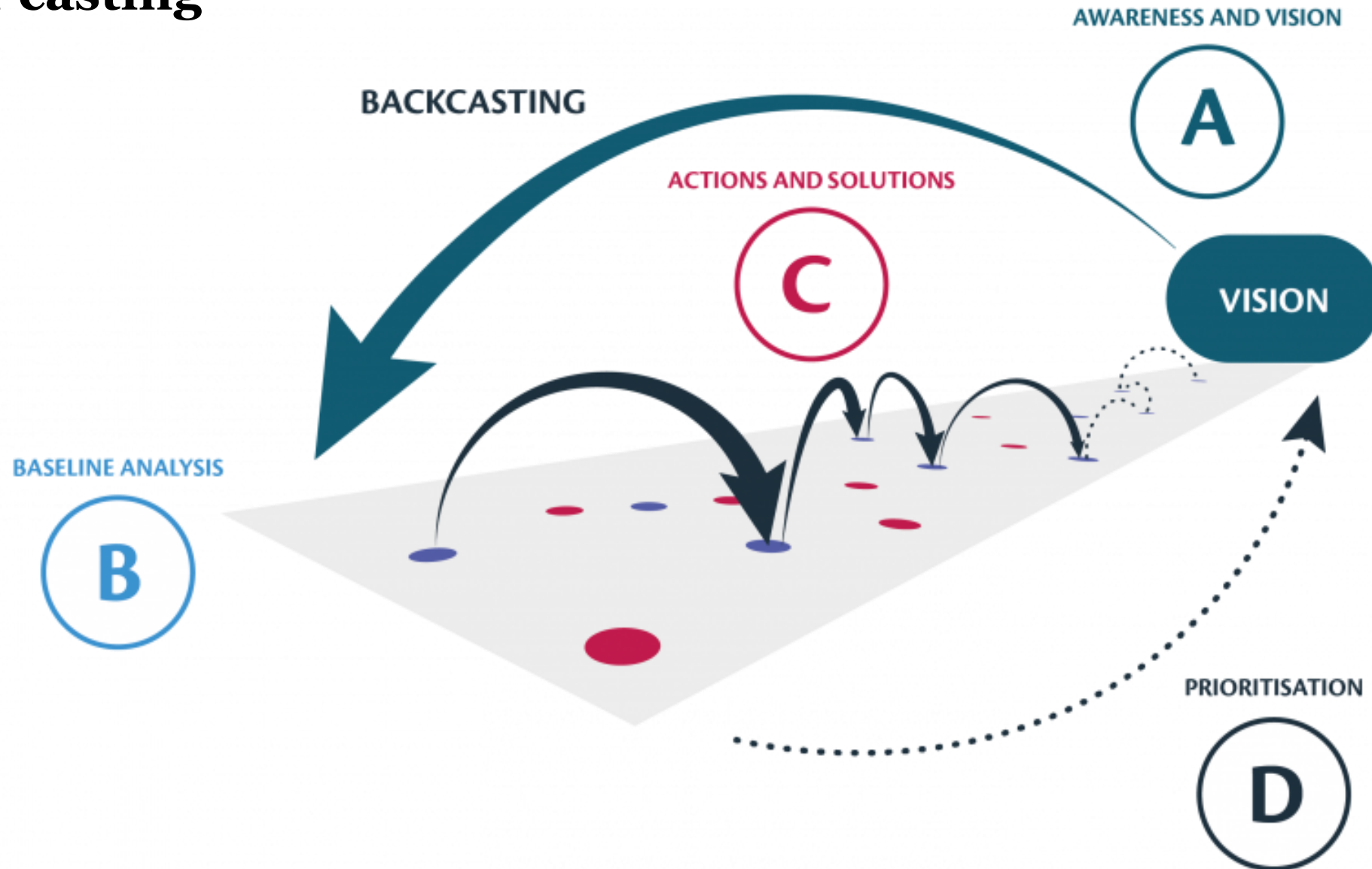
Probably 4



C. Futures wheel



D. Back-casting



VUCA World

Volatility to Vision

Uncertainty to Understanding

Complexity to Clarity

Ambiguity to Agility



“The best way to predict the future is to create it”

Abraham Lincoln, 16th U.S. President



ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ

Προεδρία της Κυβέρνησης

Ειδική Γραμματεία Μακροπρόθεσμου Σχεδιασμού