



# **Navigating Uncertainty by Planning for Multiple Futures**

P2P 2025 National Conference





**Strategic Foresight** is a structured approach to exploring and preparing for multiple possible futures to help organizations navigate uncertainty.

**VUCA (Volatility, Uncertainty, Complexity, Ambiguity)**

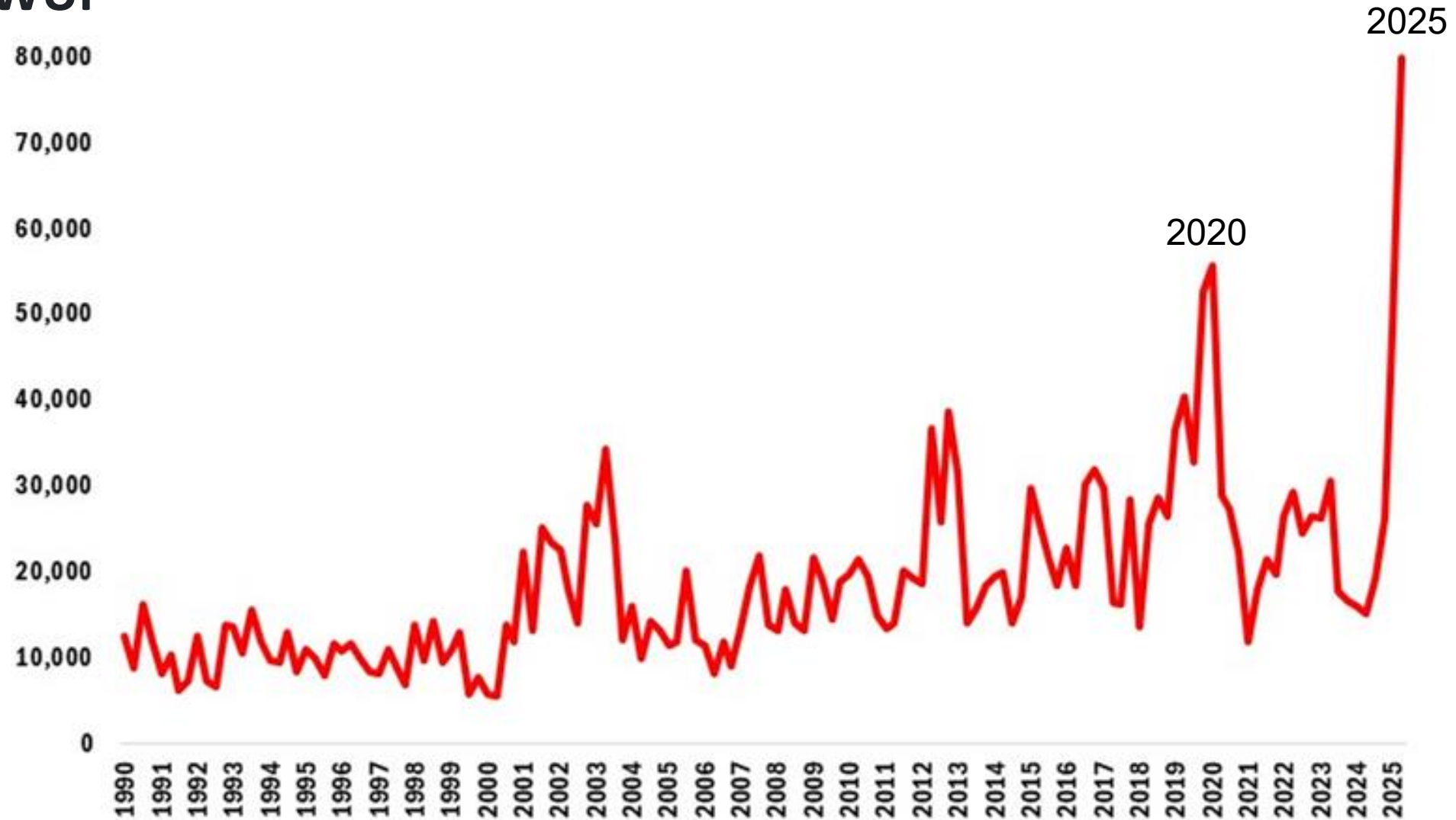
**BANI (Brittle, Anxious, Nonlinear, Incomprehensible)**





# World Uncertainty Index Hits a Record High

WUI



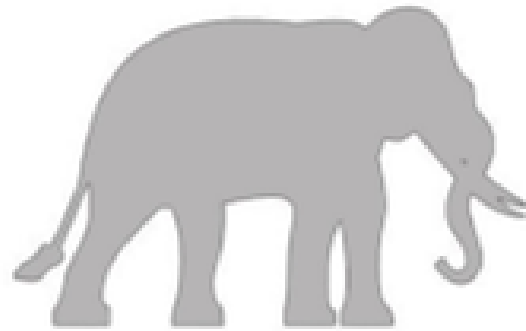
# A Safari of Uncertainty

KNOWN

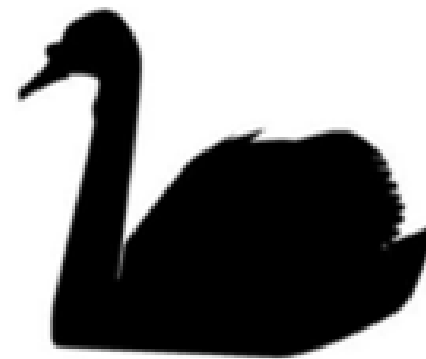
UNKNOWN

KNOWN

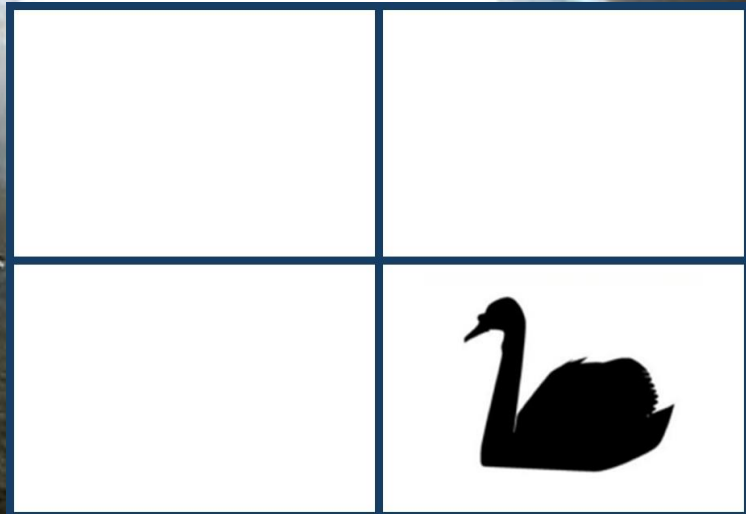
AWARENESS



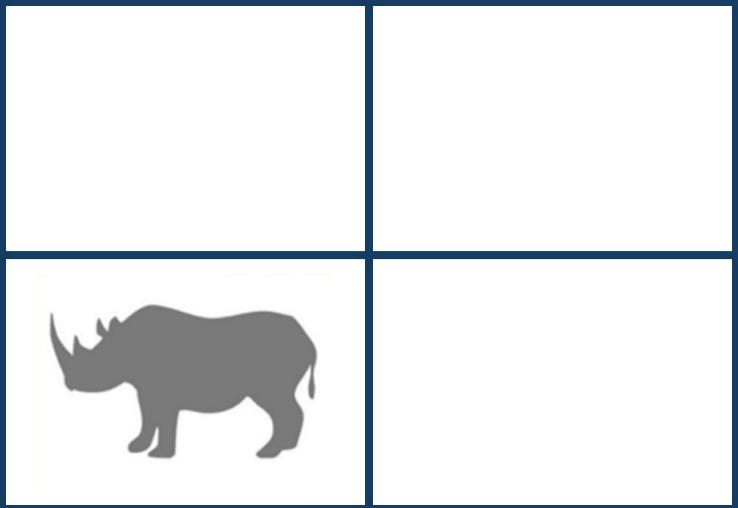
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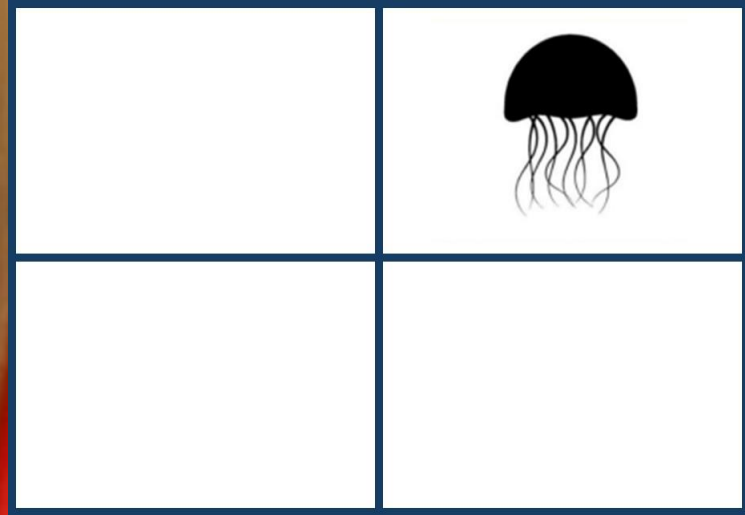
IMPACT











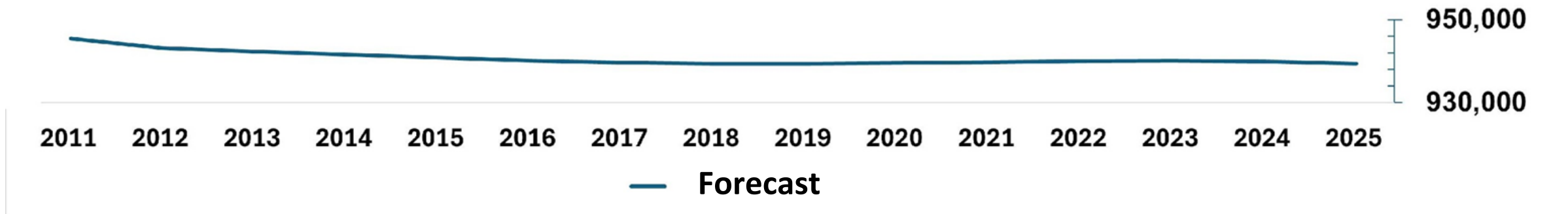




# The Unsinkable Mindset

# The Illusion of the Predictable Future

Nova Scotia's Population Forecast, 2011-25: - 6,067



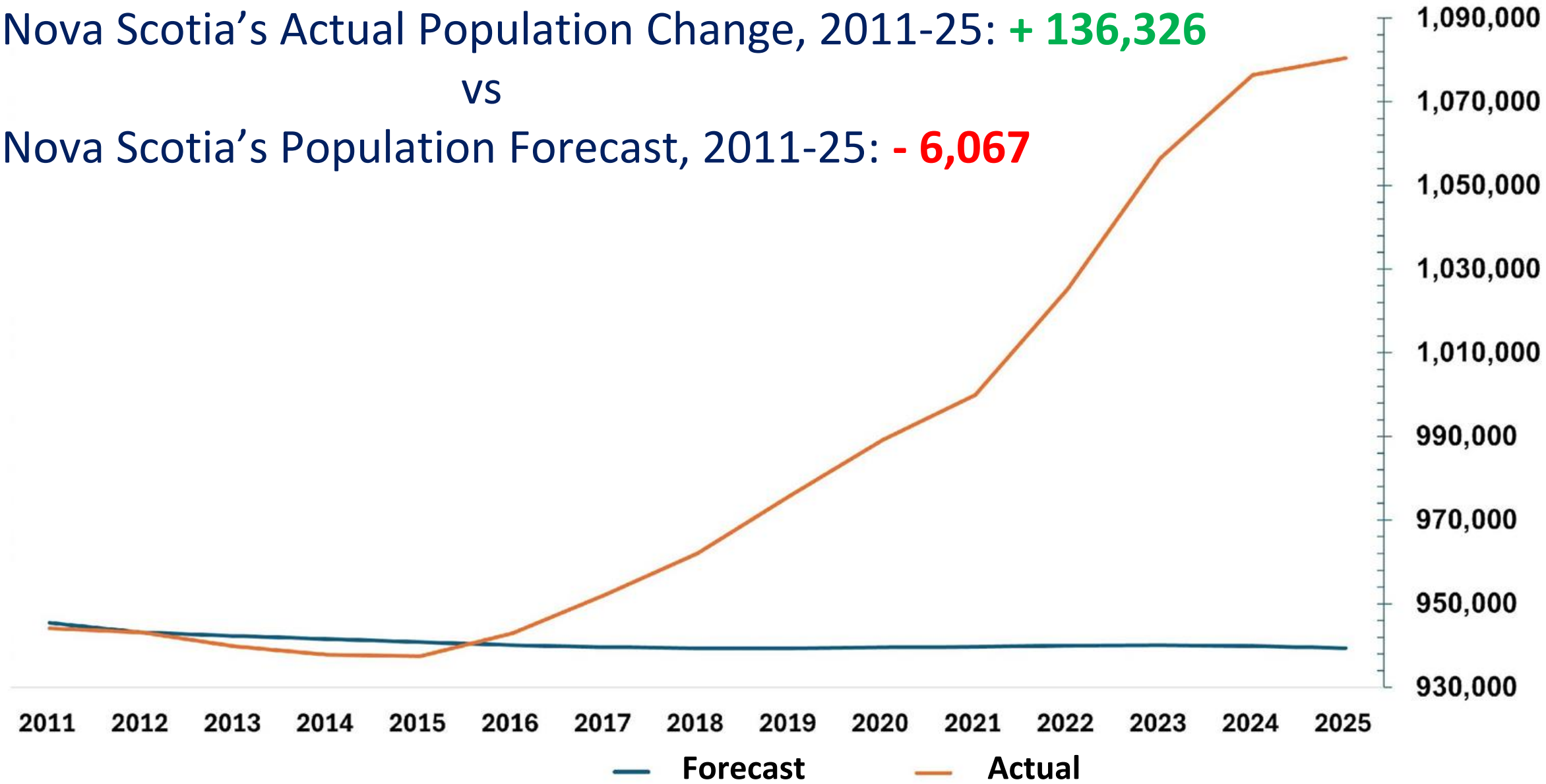


# The Illusion of the Predictable Future

Nova Scotia's Actual Population Change, 2011-25: + 136,326

VS

Nova Scotia's Population Forecast, 2011-25: - 6,067





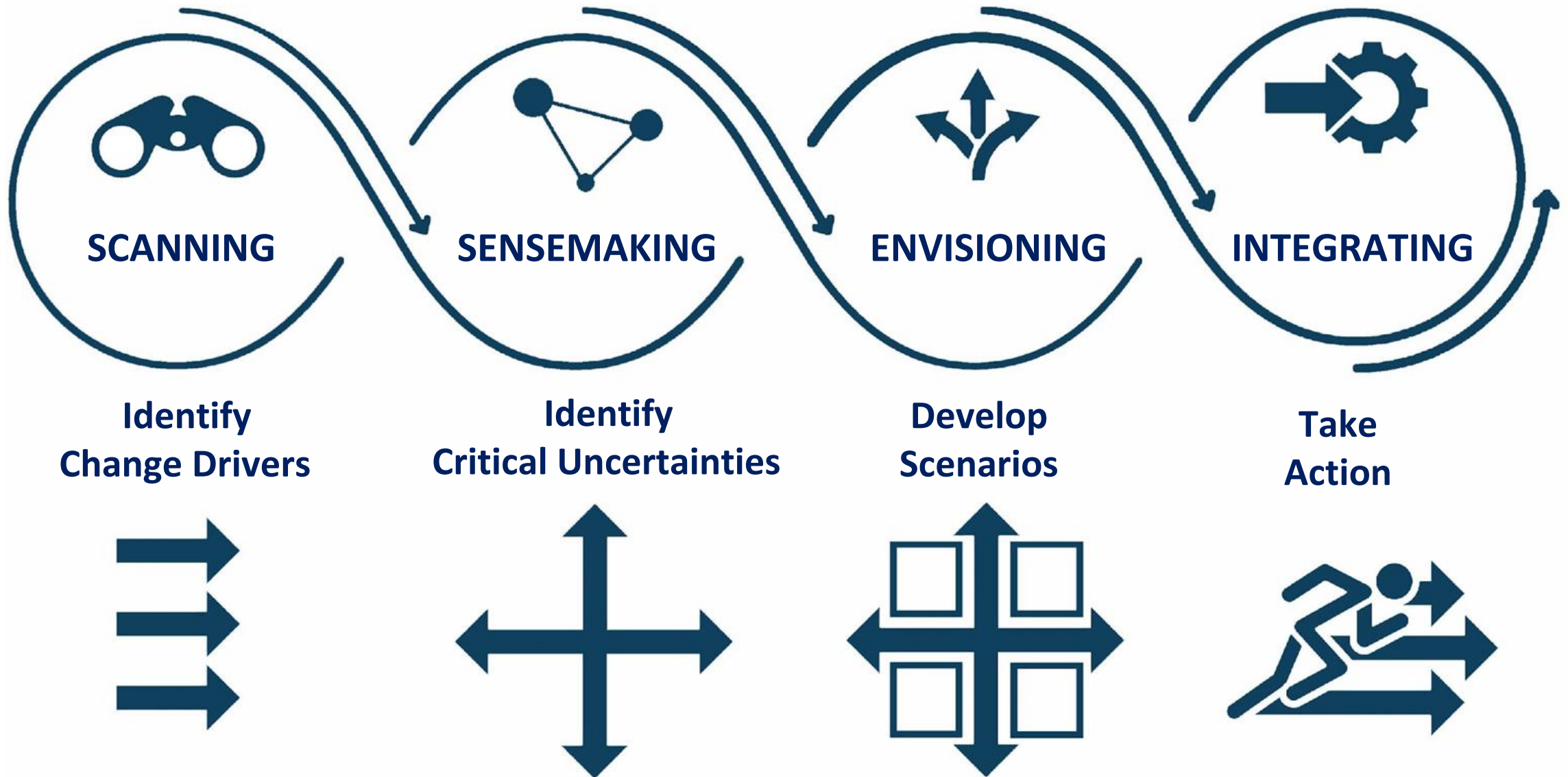
# Strategic Foresight: A Compass in Uncertain Times

**Strategic foresight helps us anticipate, adapt, and act  
— even without a time-machine.**





# The Strategic Foresight Process

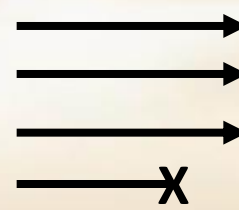




Change Drivers

Trends

Megatrends



Uncertainties



Weak Signals

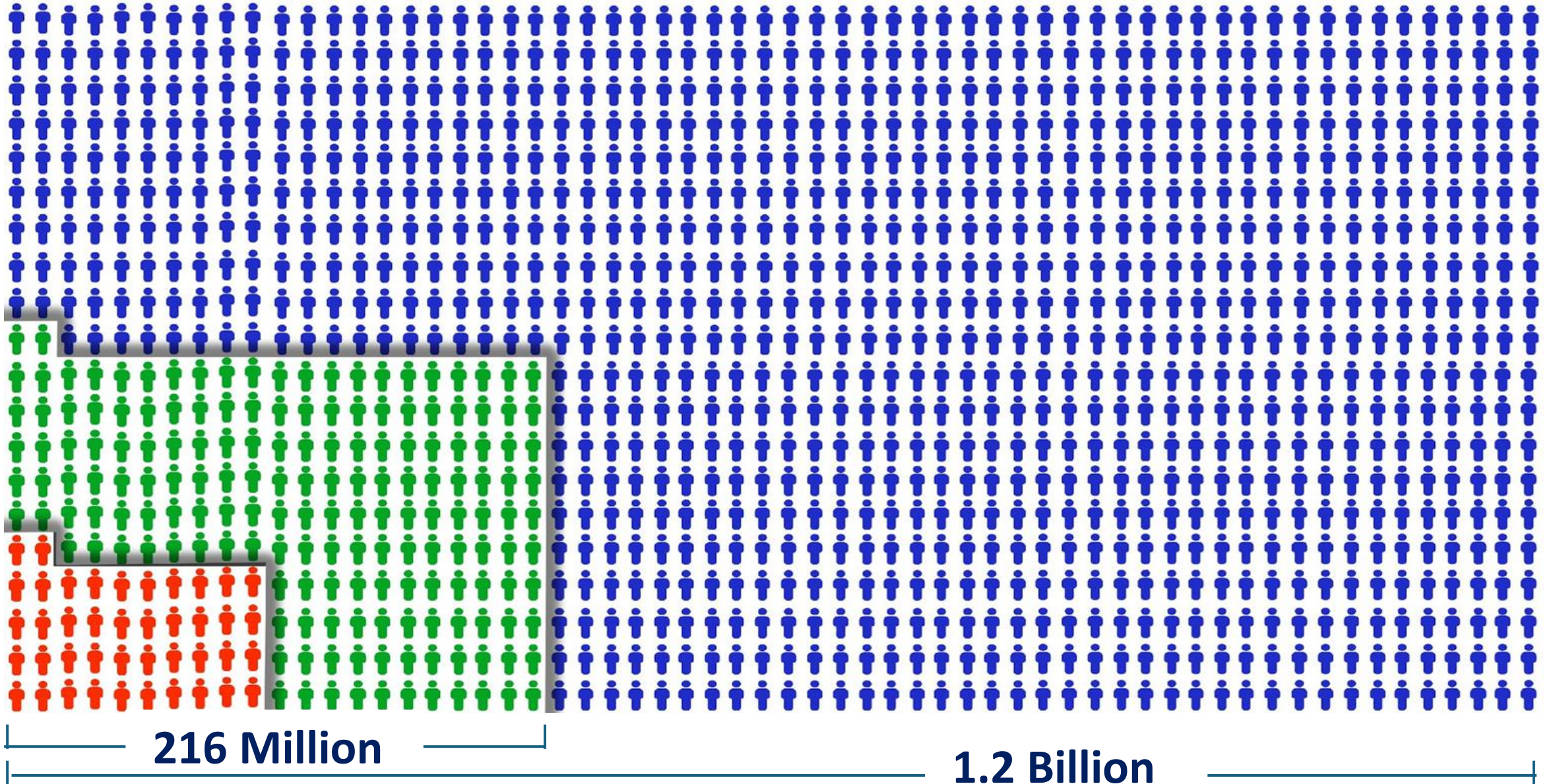


Wildcards

# Horizon Scanning

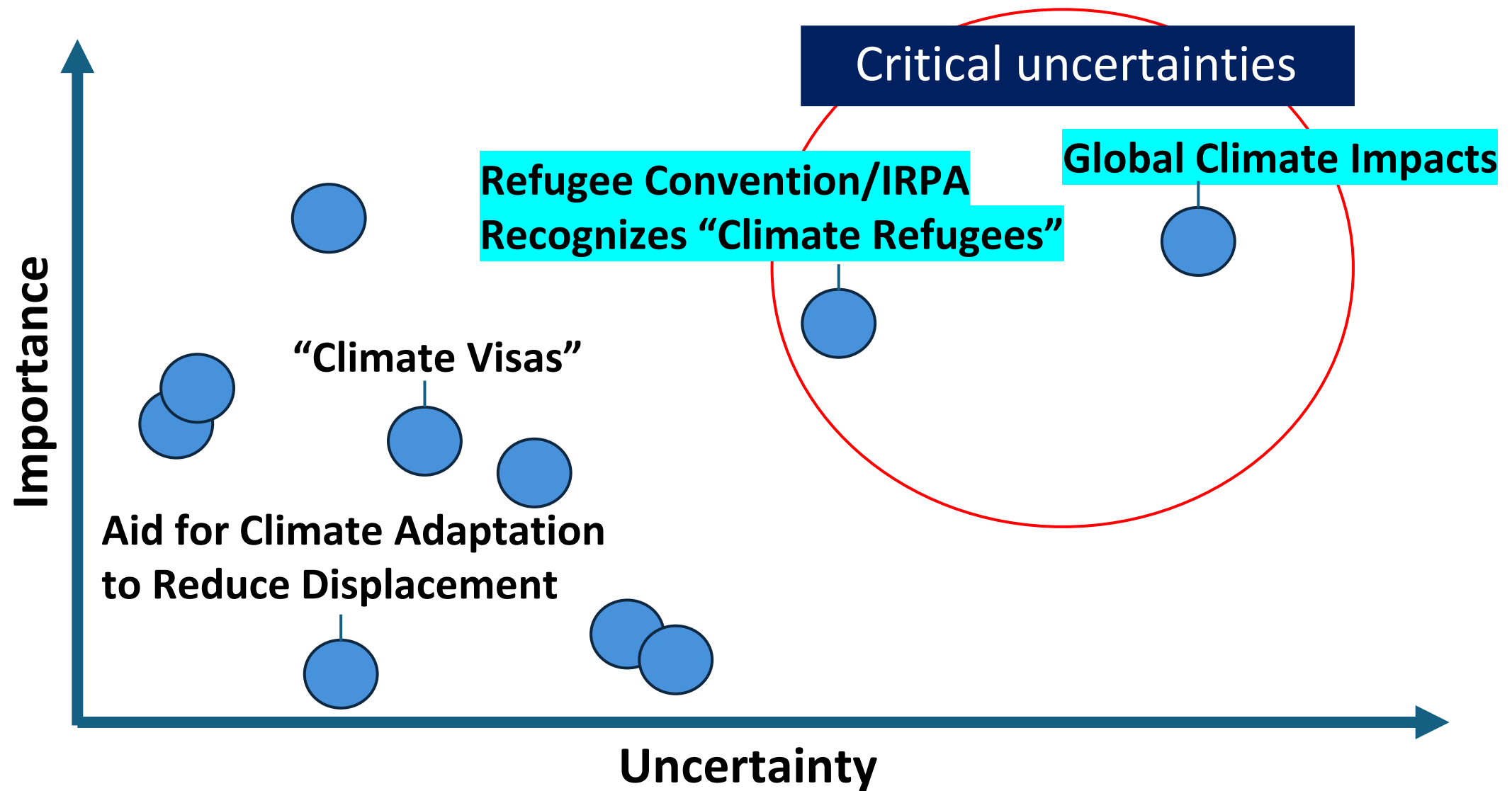


# Example: Estimated Climate Change Displacement by 2050



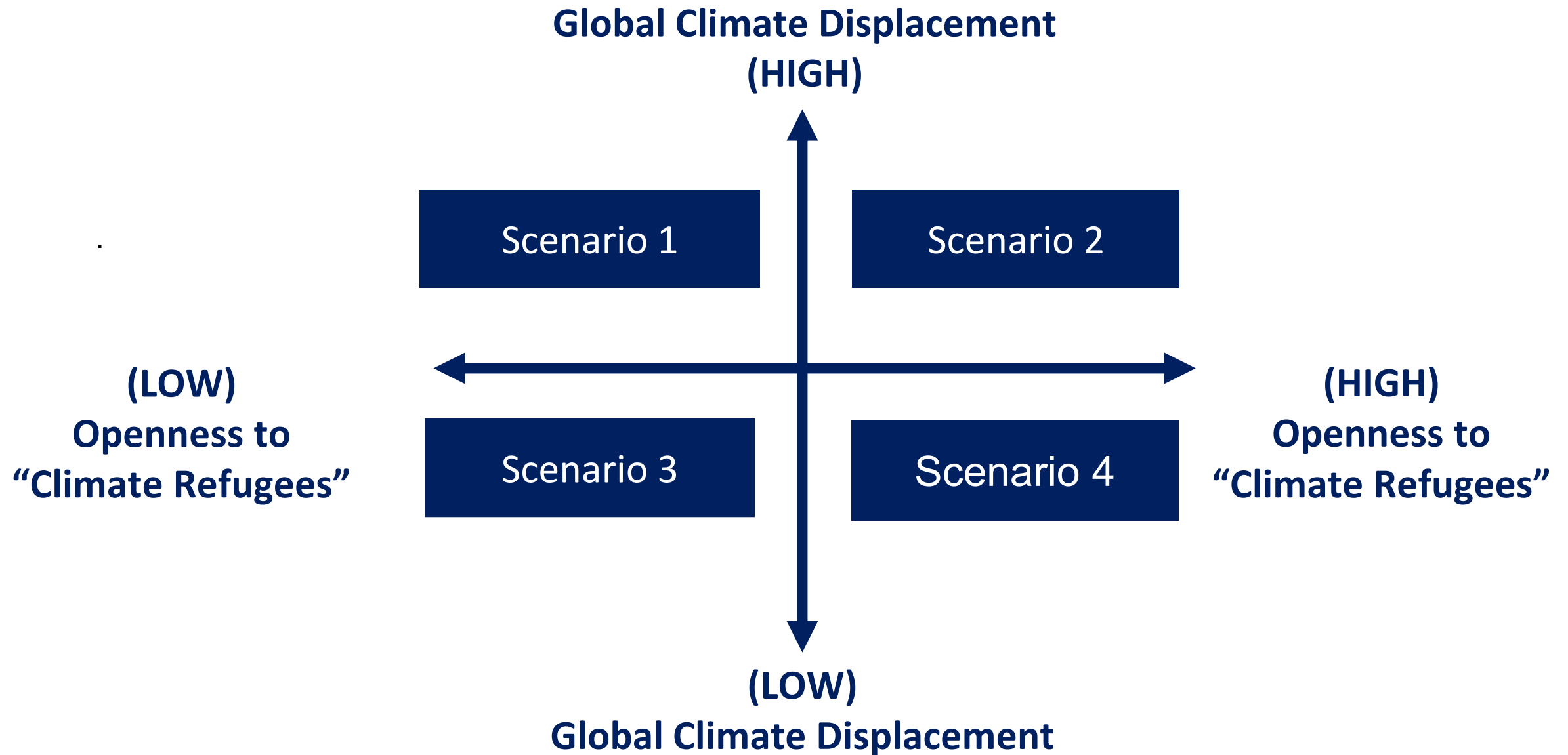


# Identifying Critical Uncertainties Among Change Drivers

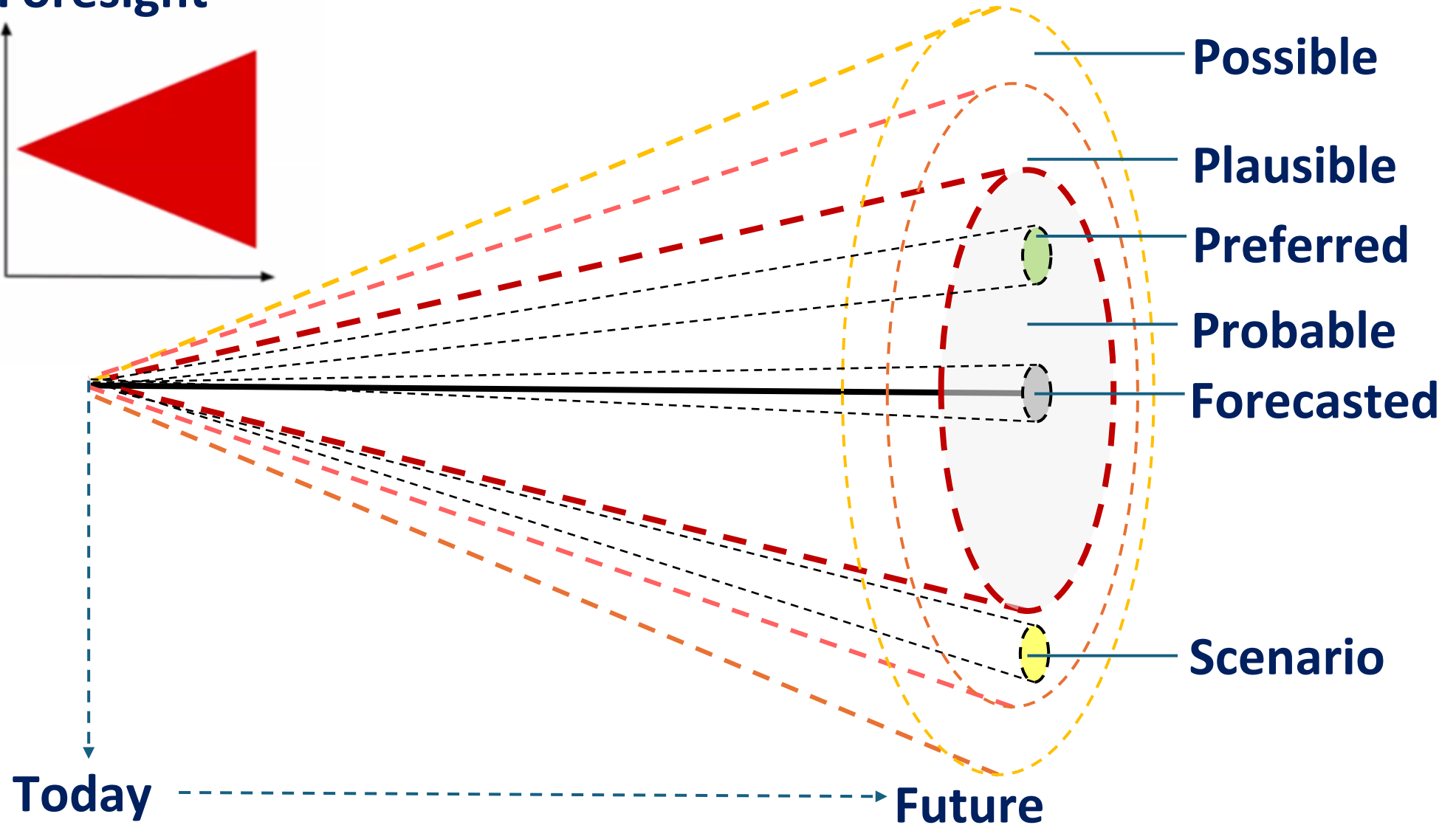




# Developing Scenarios



# Multiple Futures





# Integrating



## **Strategic Foresight can support:**

- **Better anticipation of future needs**
- **Building resilience**
- **Enhancing collaboration**
- **Service innovation**

# Strategic Foresight Principles

- Explore multiple futures
- Challenge assumptions
- Think in systems
- Engage diverse perspectives
- The future is not predetermined
- Make foresight actionable

**“A better future starts  
with better decisions today.”**





# Thank You!

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