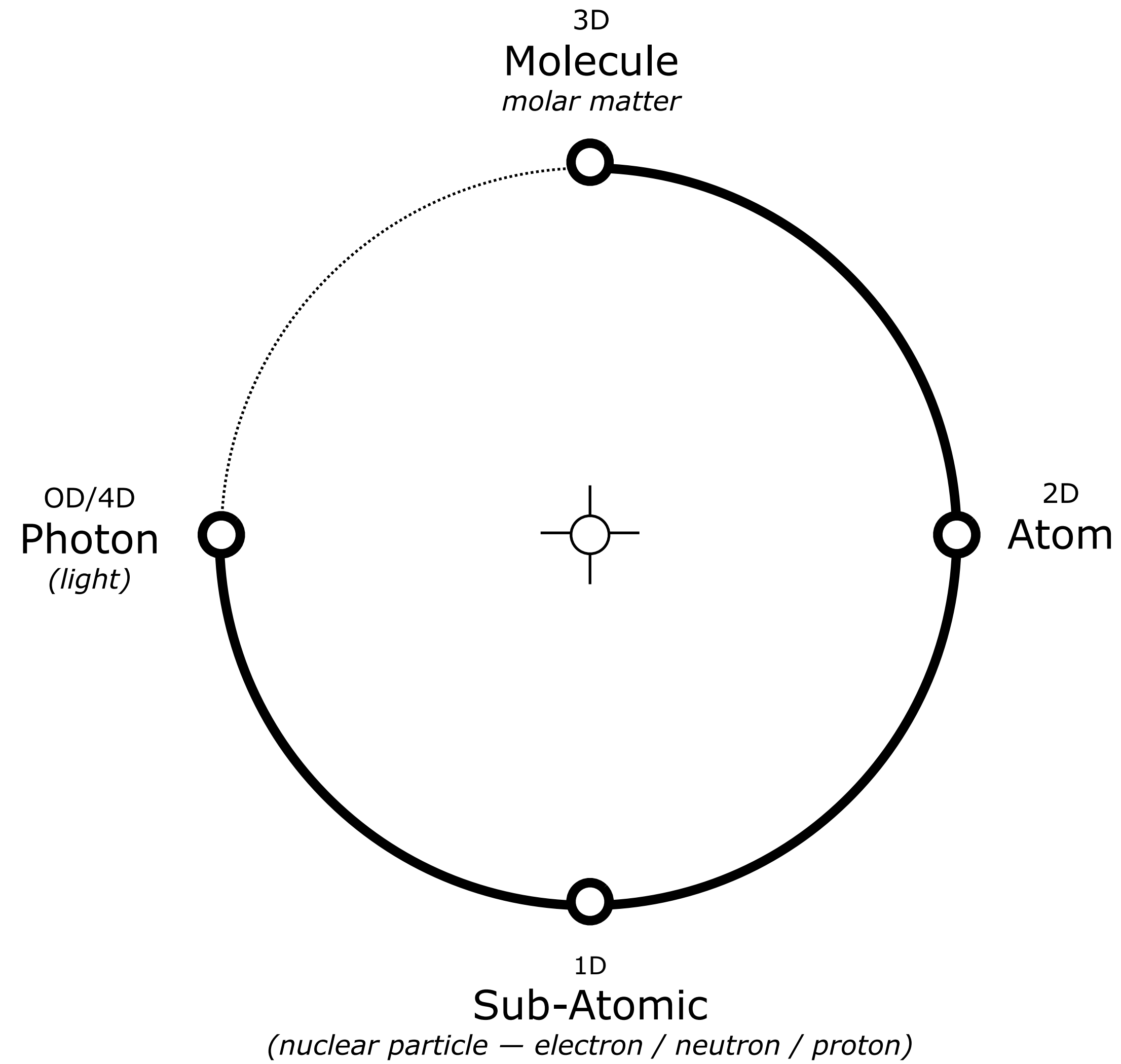


## STRATEGIC FORESIGHT & DESIGN

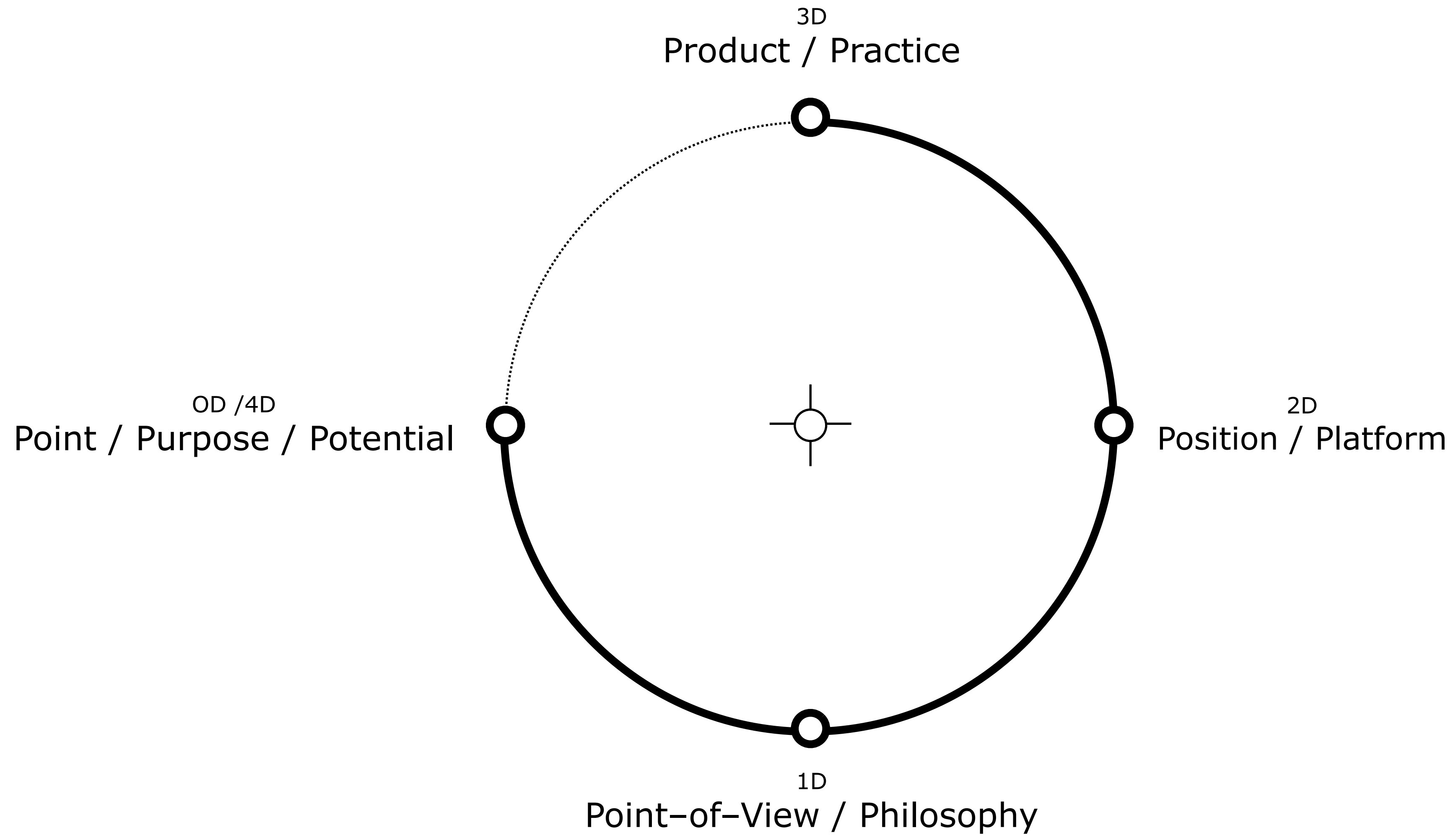
Prof., Peter McGrory  
Director of the IDBM  
Programme @ Aalto  
ARTS

**innovation**

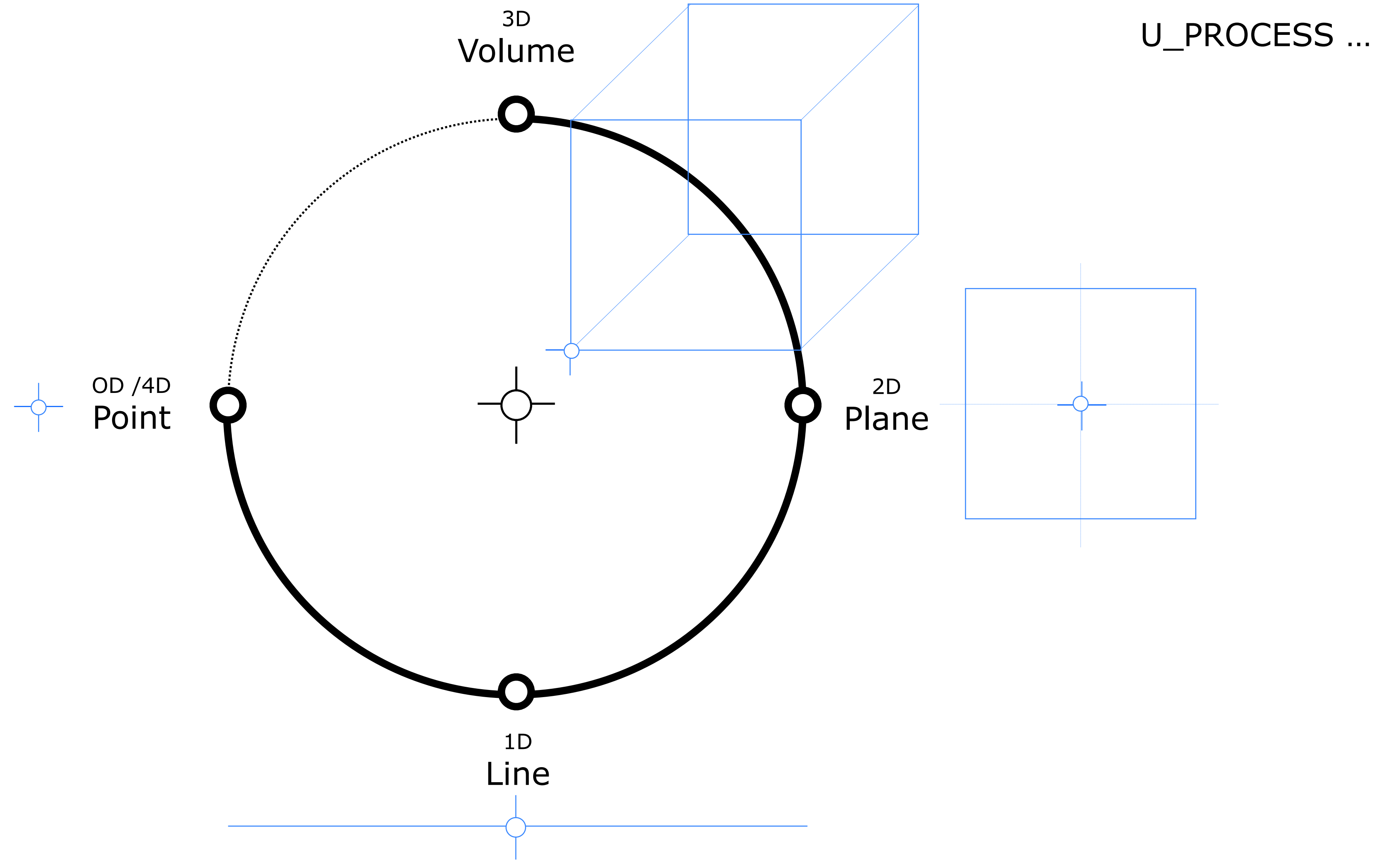
is essentially about the  
successful implementation and adoption  
of 'novel' (i.e., new, better, creative) **insights** and **ideas**  
that have (reciprocal) **value**

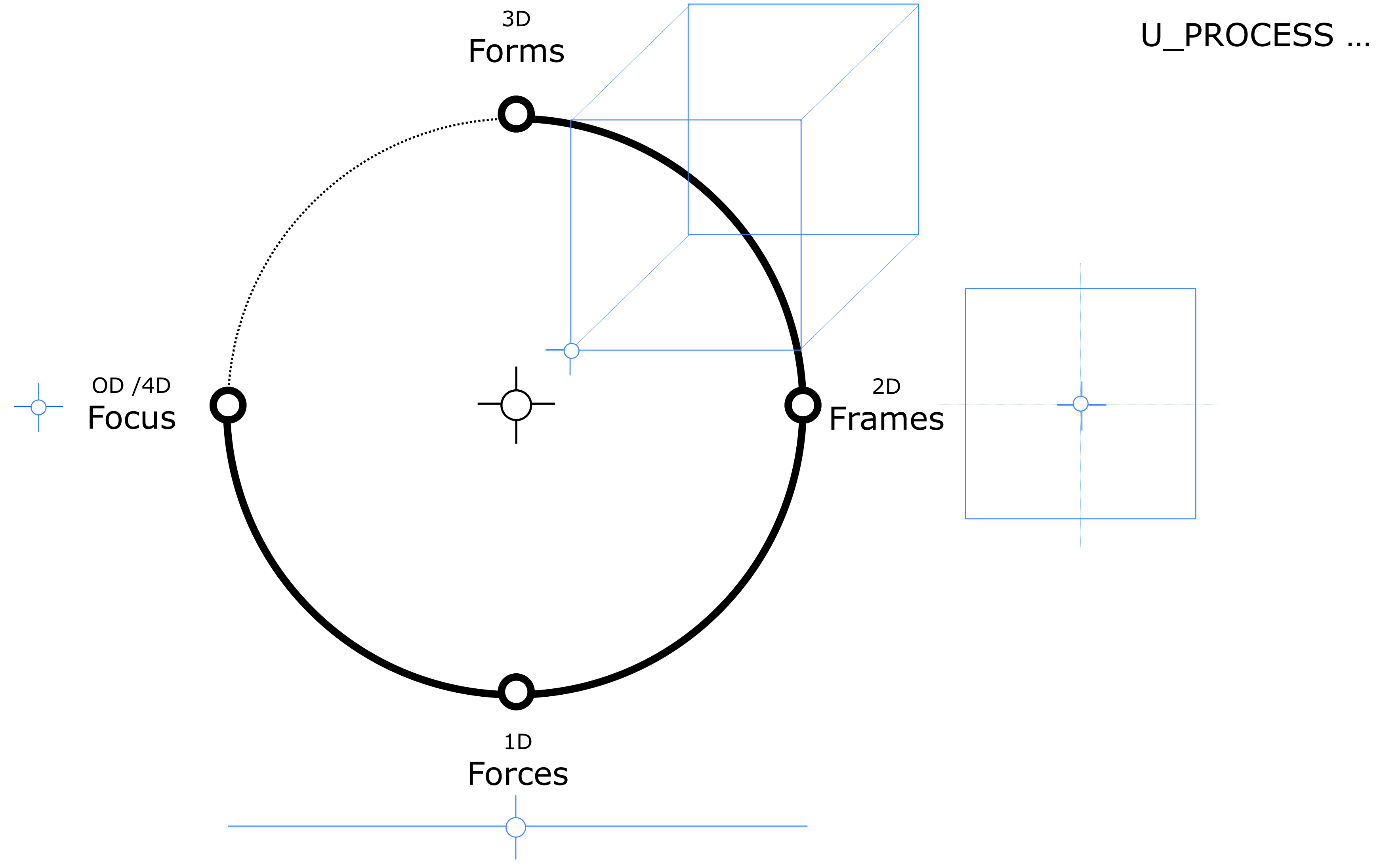


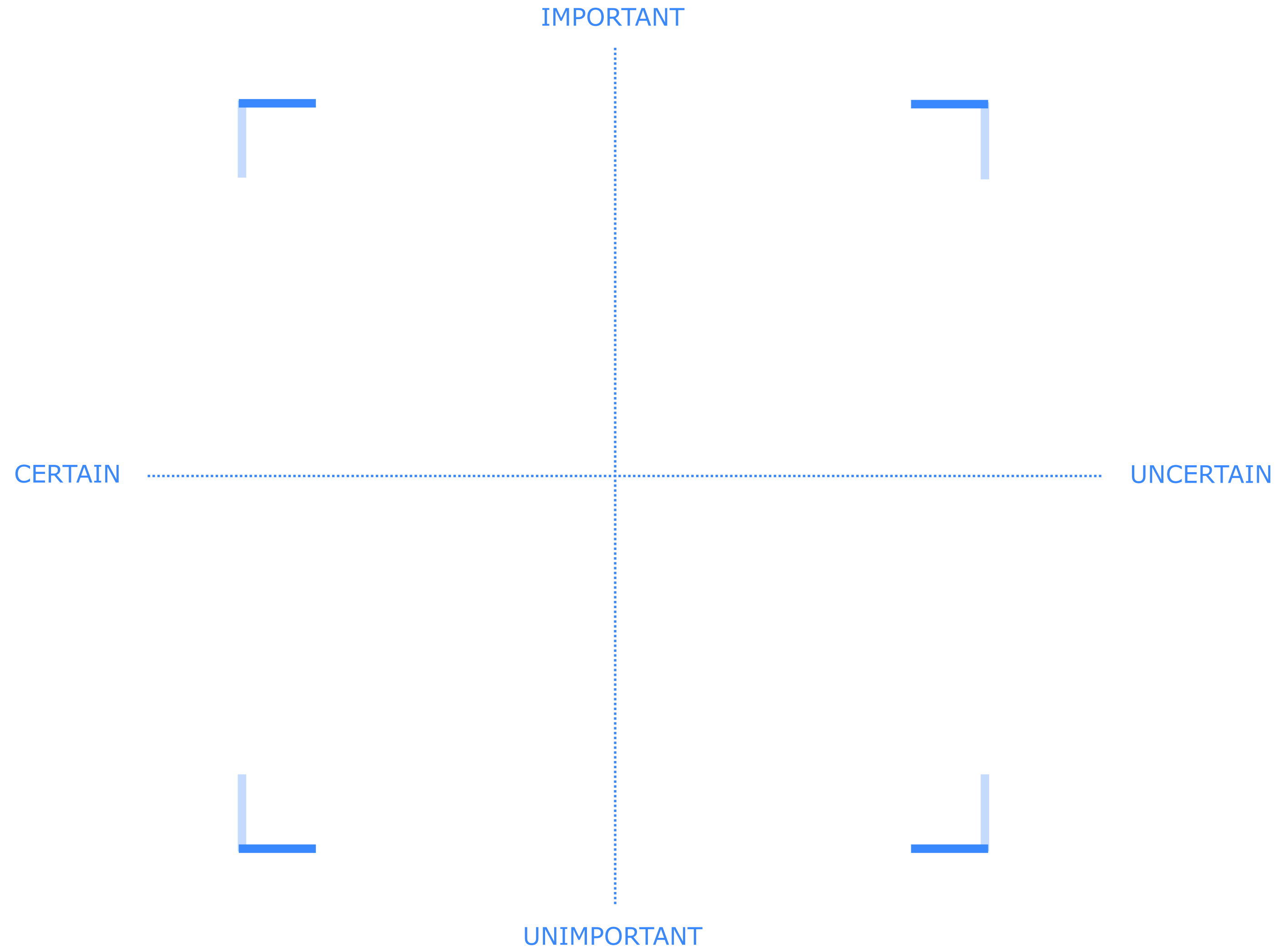
UNIVERSAL PROCESS ...

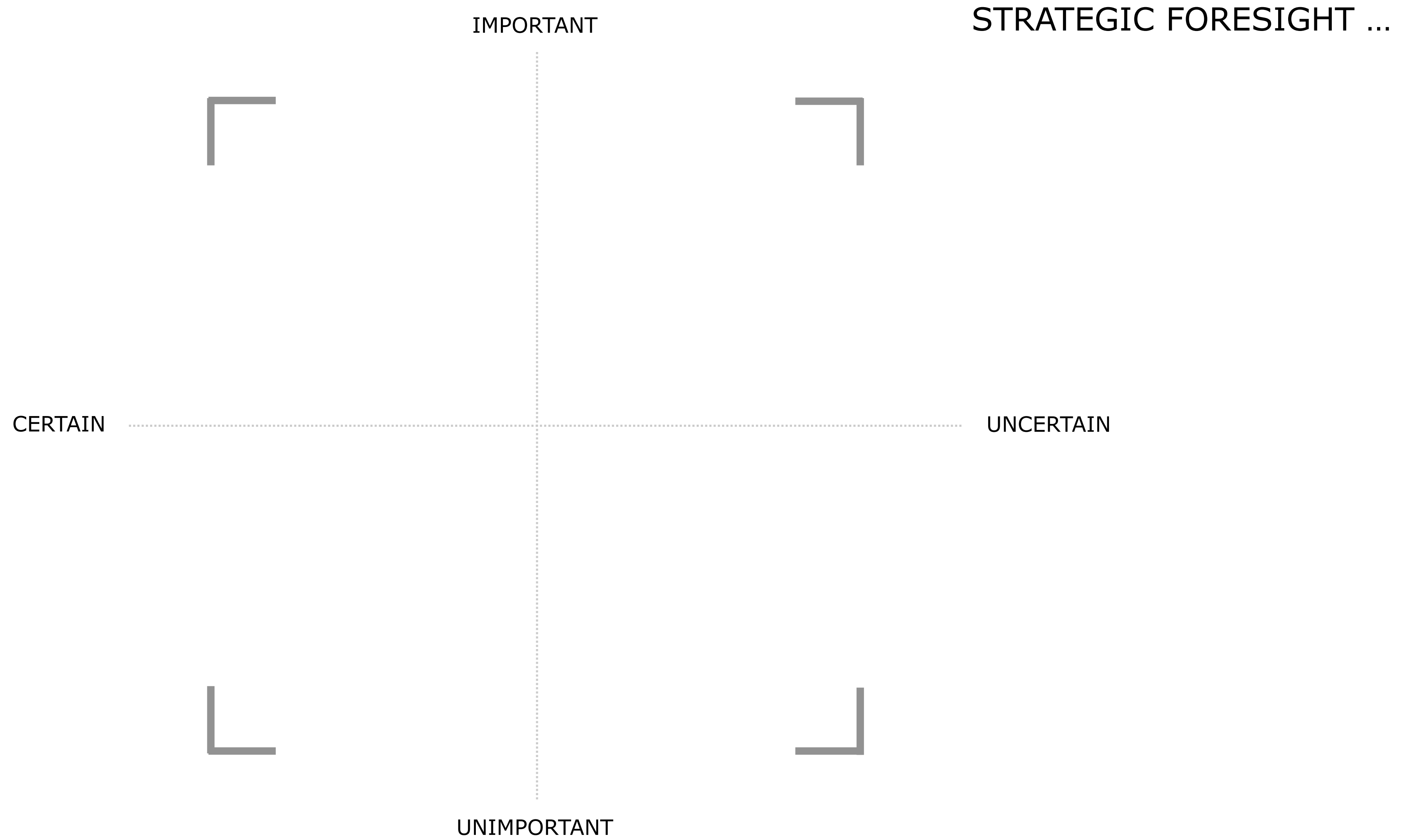


U\_PROCESS ...











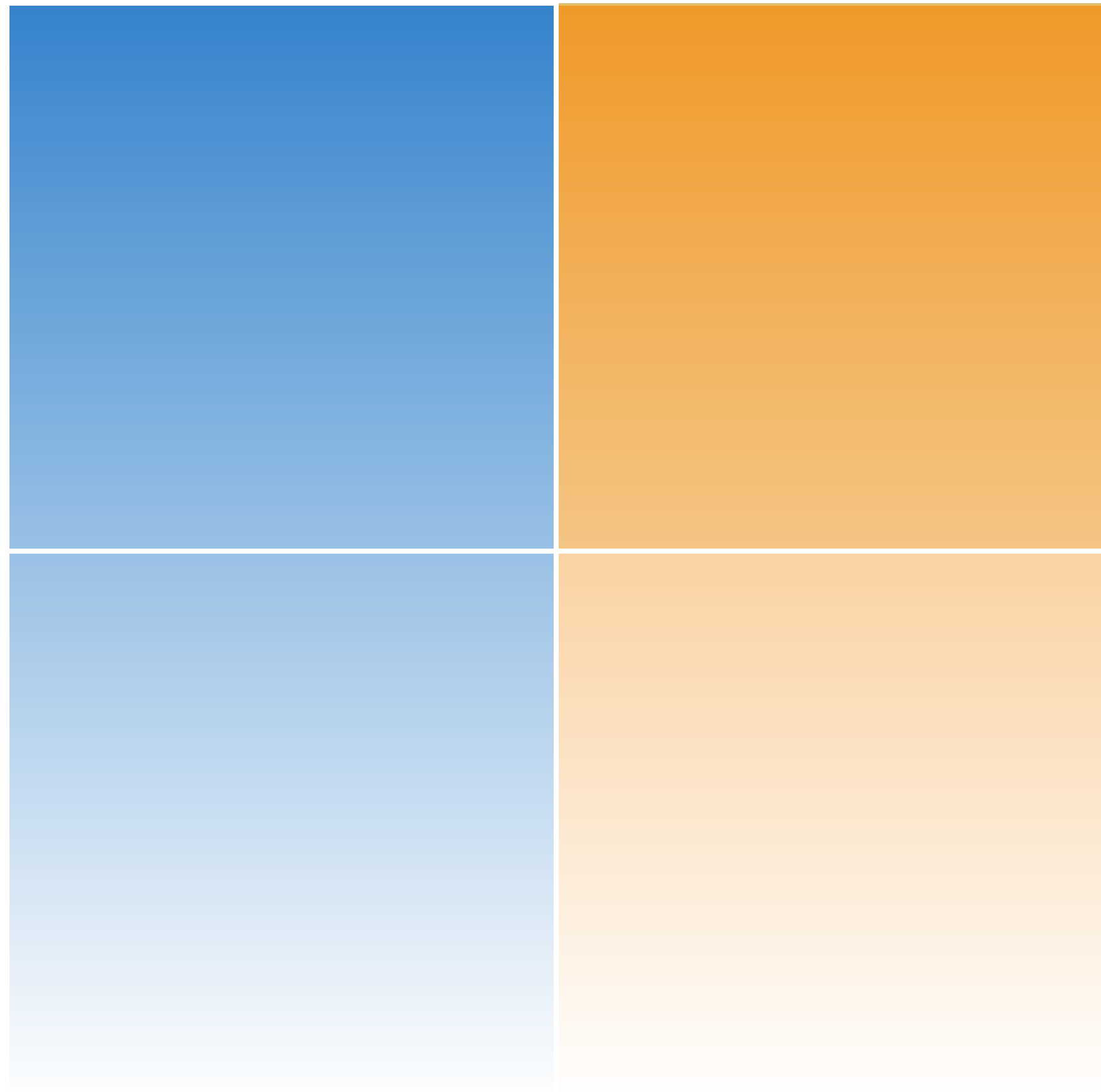
STRATEGIC FORESIGHT FRAMEWORK ...

important  
**HIGH IMPACT**  
significant

certain  
**PREDICTABLE**  
controllable

un-certain  
**UNPREDICTABLE**  
un-controllable

unimportant  
**LOW/NO IMPACT**  
insignificant



important  
**HIGH IMPACT**  
significant

<p><b>FORECASTING</b></p> <p>to know typically fact-based extrapolation</p>	<p><b>BACKCASTING</b></p> <p>to imagine usually insight-based interpolation</p>
<p>focus primarily on external forces: causally-driven</p> <p>predictable forces are included in all scenarios ref.: porters' five forces framework</p>	<p>incl., focus on internal forces: effectually-driven</p> <p>forces beyond your control necessitate imagination, creativity &amp; experimentation i.e., generative learning</p>

certain  
**PREDICTABLE**  
controllable

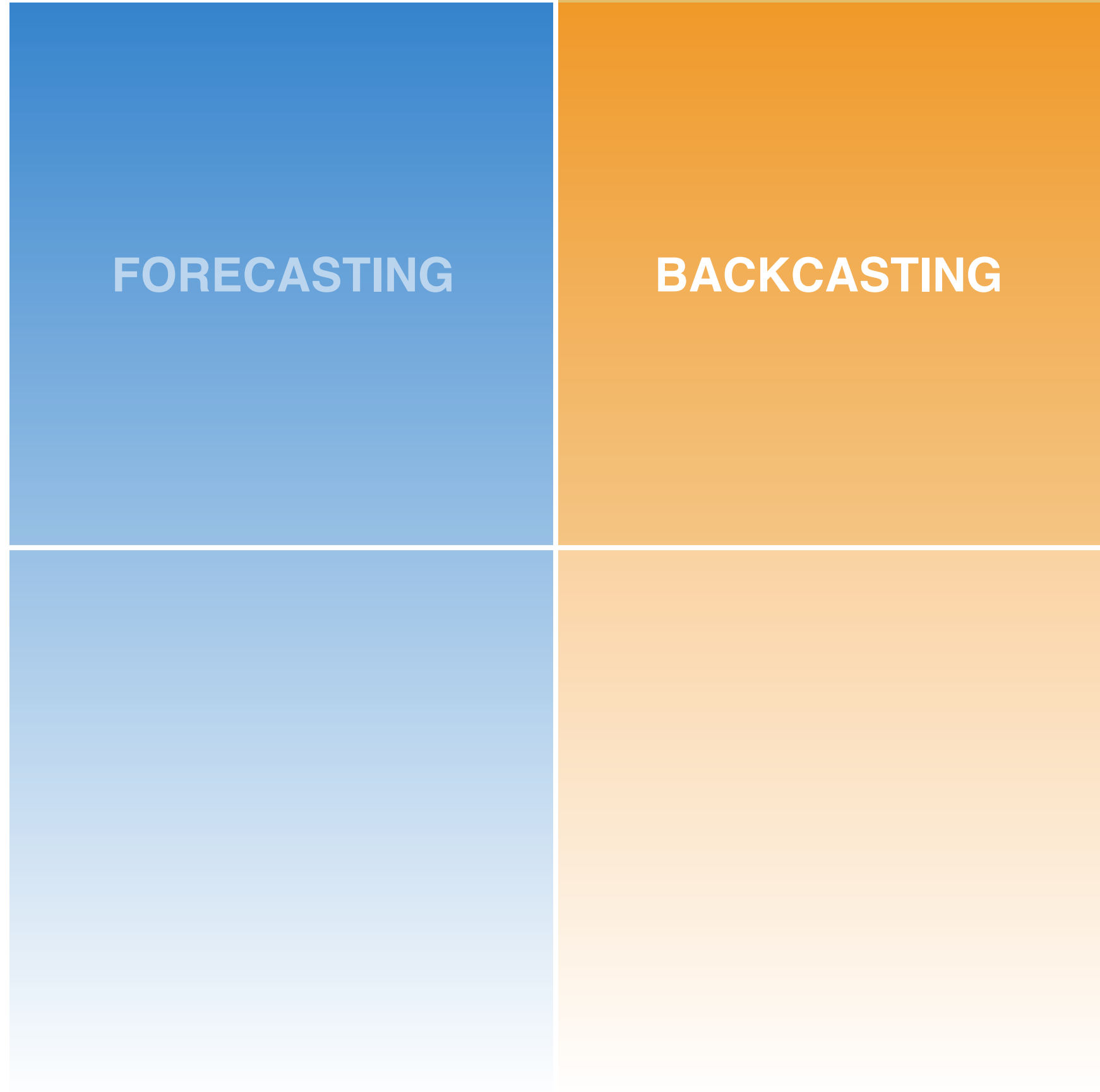
un-certain  
**UNPREDICTABLE**  
un-controllable

unimportant  
**LOW/NO IMPACT**  
insignificant

forces within your control  
to know

important  
**HIGH IMPACT**  
significant

forces beyond your control  
to imagine



certain  
**PREDICTABLE**  
controllable

un-certain  
**UNPREDICTABLE**  
un-controllable

unimportant  
**LOW/NO IMPACT**  
insignificant

Albert Einstein (1879—1955)

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imagination is everything. **imagination is more important than knowledge.**

for knowledge is limited to all we now know and understand, while imagination embraces the entire world (universe), and all there ever will be to know and understood.

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Albert Einstein (1879–1955)

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not everything that counts can be counted, and not everything that can be counted counts

---

UNIVERSAL PROCESS ...





Mission Statement  
Why do we exist?

- Checklist
- Original
  - Foundational
  - Staff connection
  - Memorable
  - Shirt

[ Our mission  
[ the

OnStrategy

HOW TO WRITE A

# MISSION STATEMENT





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# HOW TO BUILD A **VISION STATEMENT**



HOW TO WRITE

# CORE VALUES

to the  
the matter

by listening  
respectfully &  
acting authentically.

Behavior expected

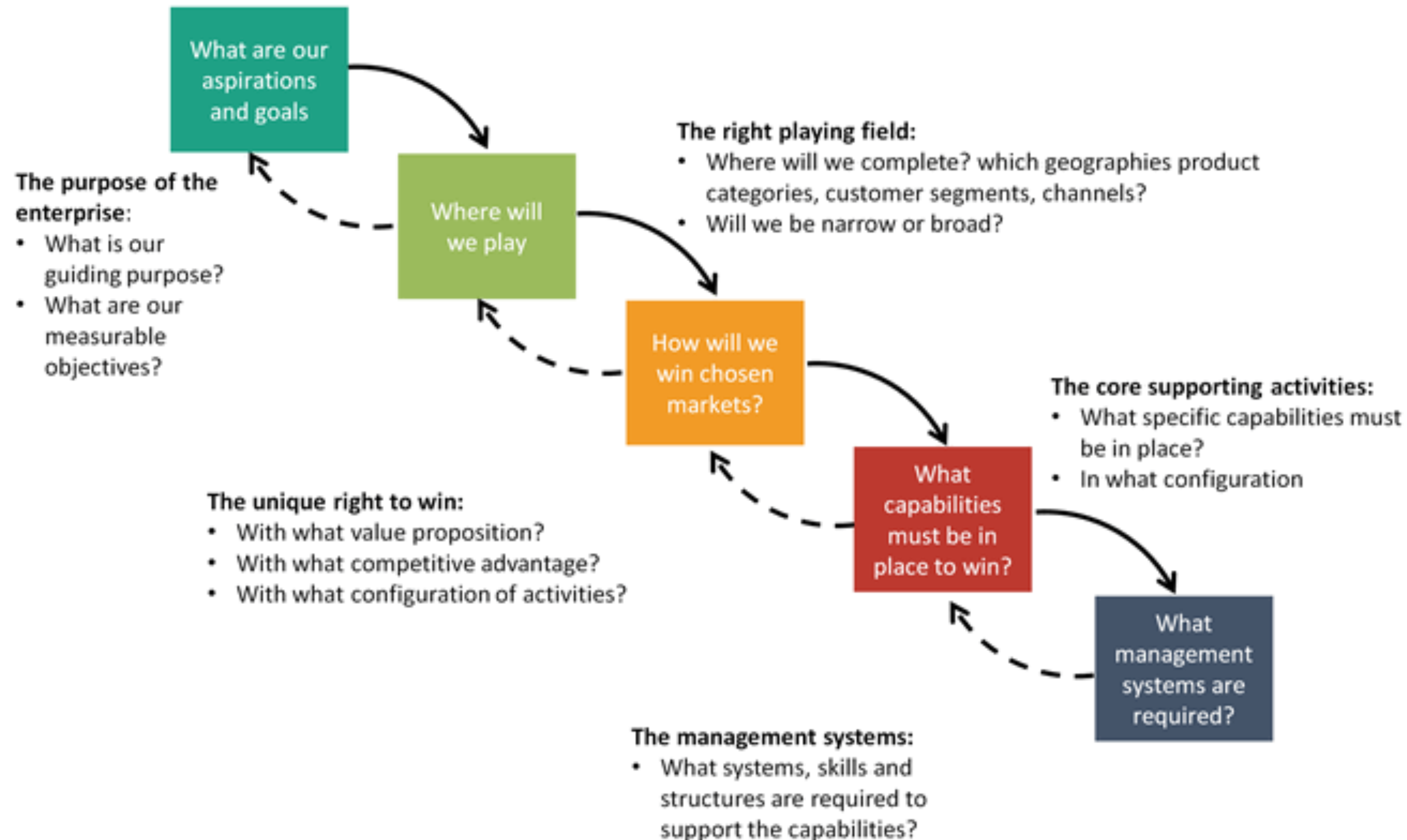
verb (verb)

- \* Publish
- \* Reinforce



# STRATEGIC CHOICE CASCADE

## Key Attributes Of Strategic Choice







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OVERVIEW OF THE  
**STRATEGIC PLANNING  
PROCESS**

## Three Approaches to Design & Business Planning ...

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3D

Ready—Aim—Fire

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2D

Fire  
Ready—Fire—Aim—Fire  
Fire

---

1D

Fire  
Fire  
Fire

---

*emergent strategy ref.: Mintzberg*

0D

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KNOW THE RULES  
PLAYING BY THE RULES

PLAYING WITH THE RULES  
BREAKING THE RULES  
CREATING THE RULES