



strategic foresight & design

Professor Peter McGrory



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complexity theory



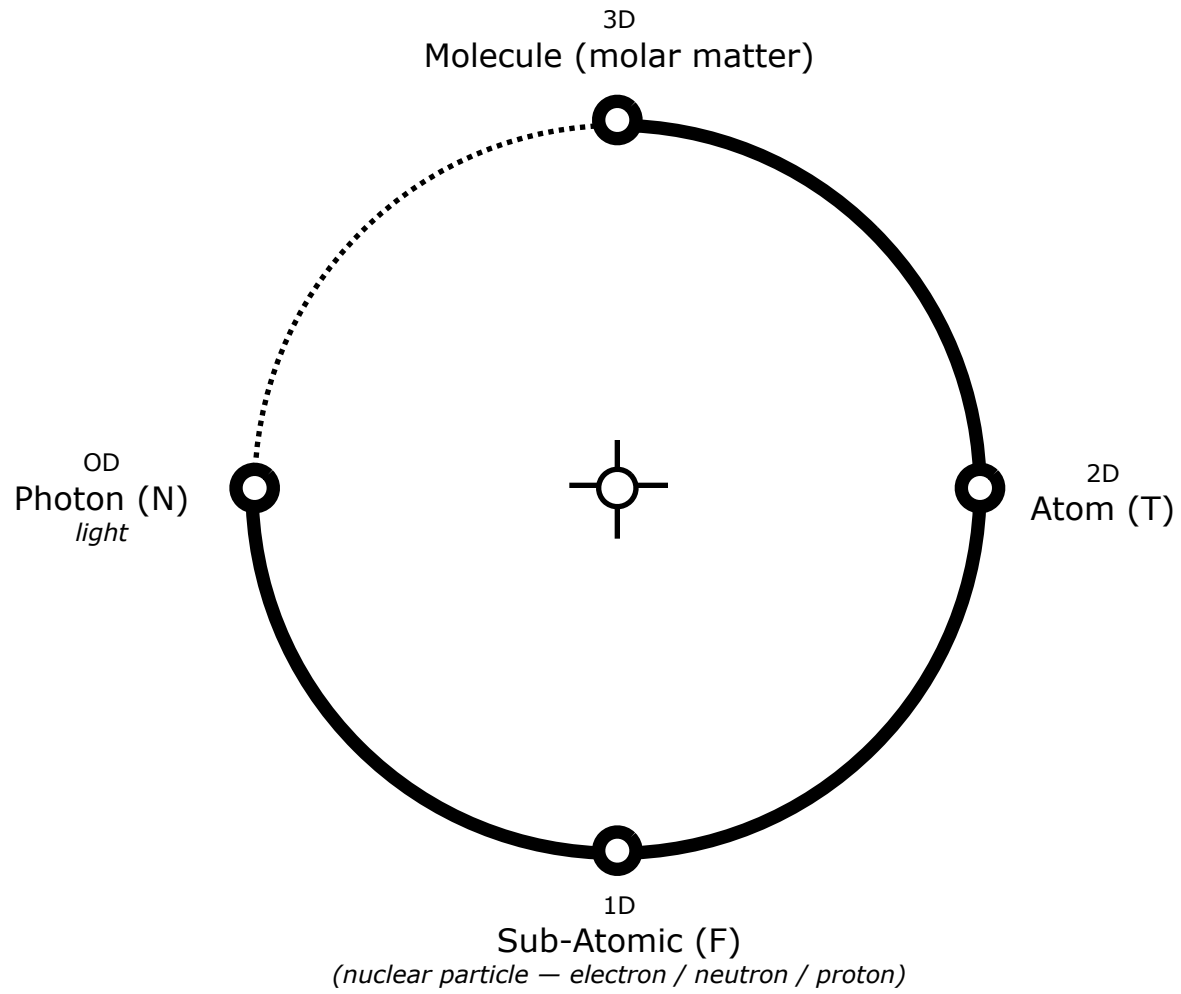
complexity theory

...

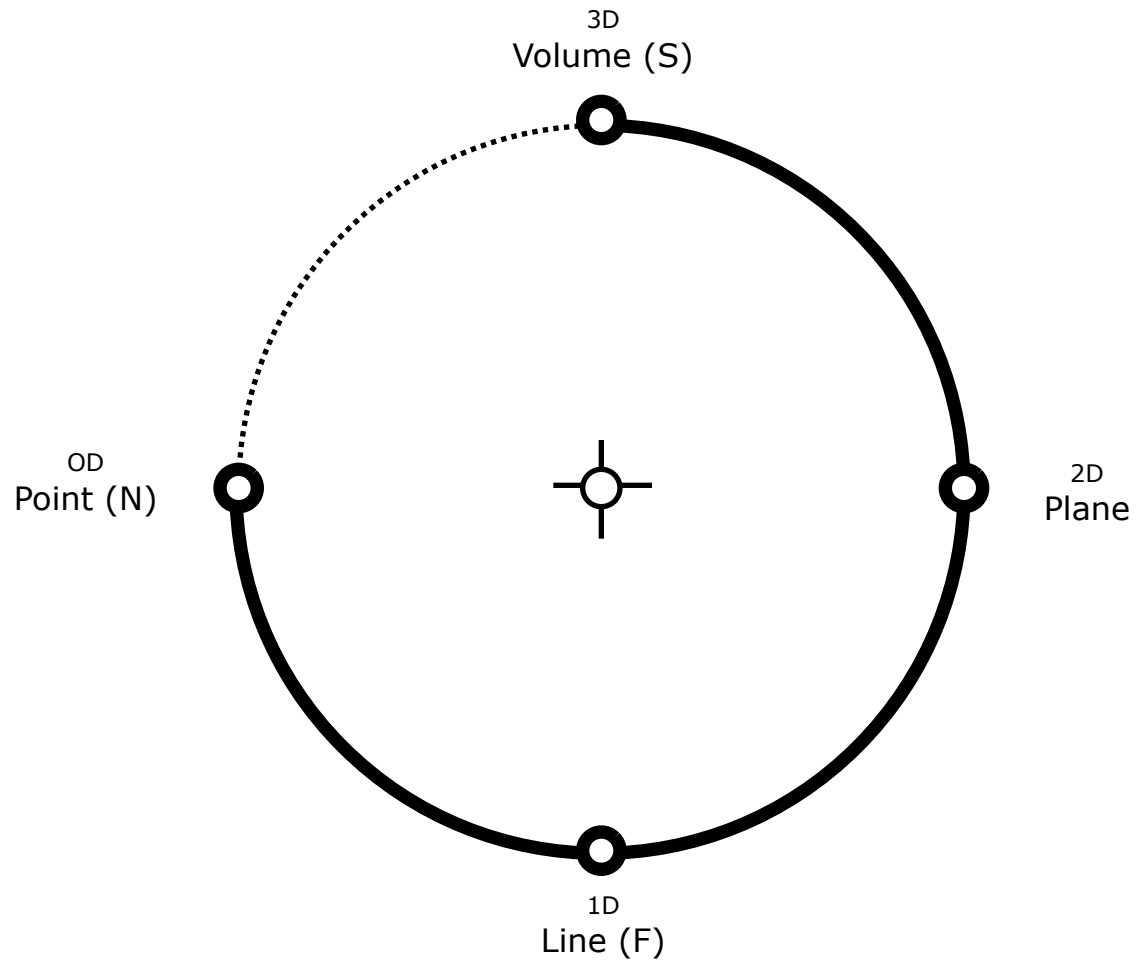
a scientific discipline that studied
non-linear or non-predictable systems.

the ability to use foresight in order to make wise, insightful and imaginative choices is one of the most powerful capabilities of individuals and organisations in today's world.

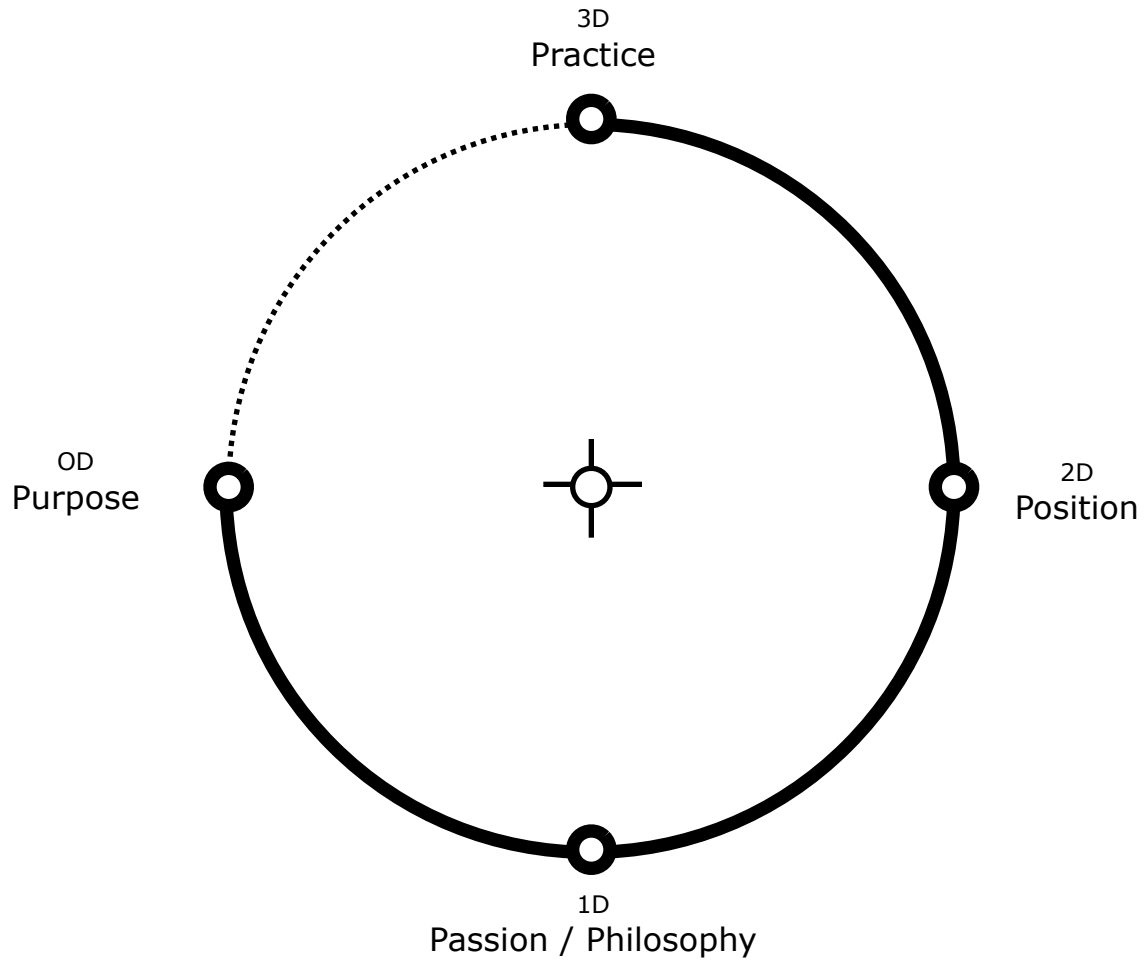
Holistic Understanding ...



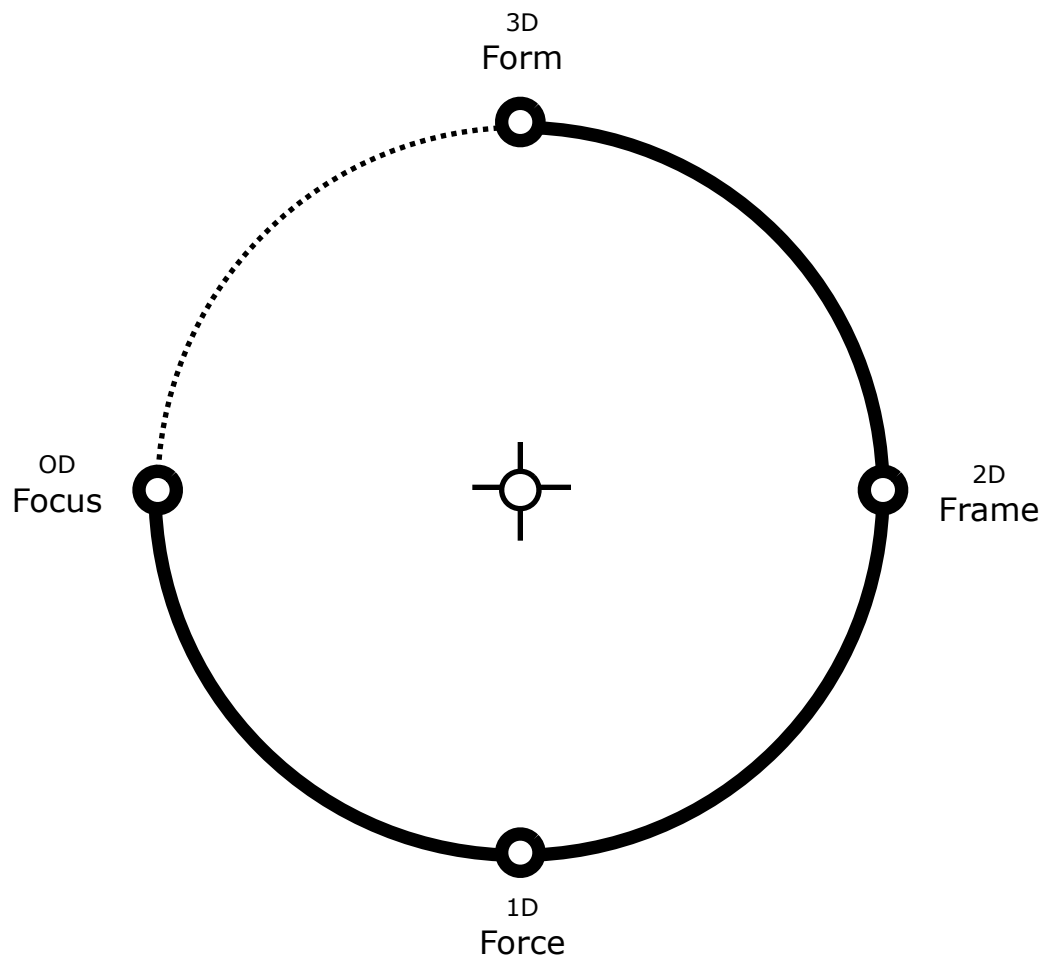
Holistic Understanding ...



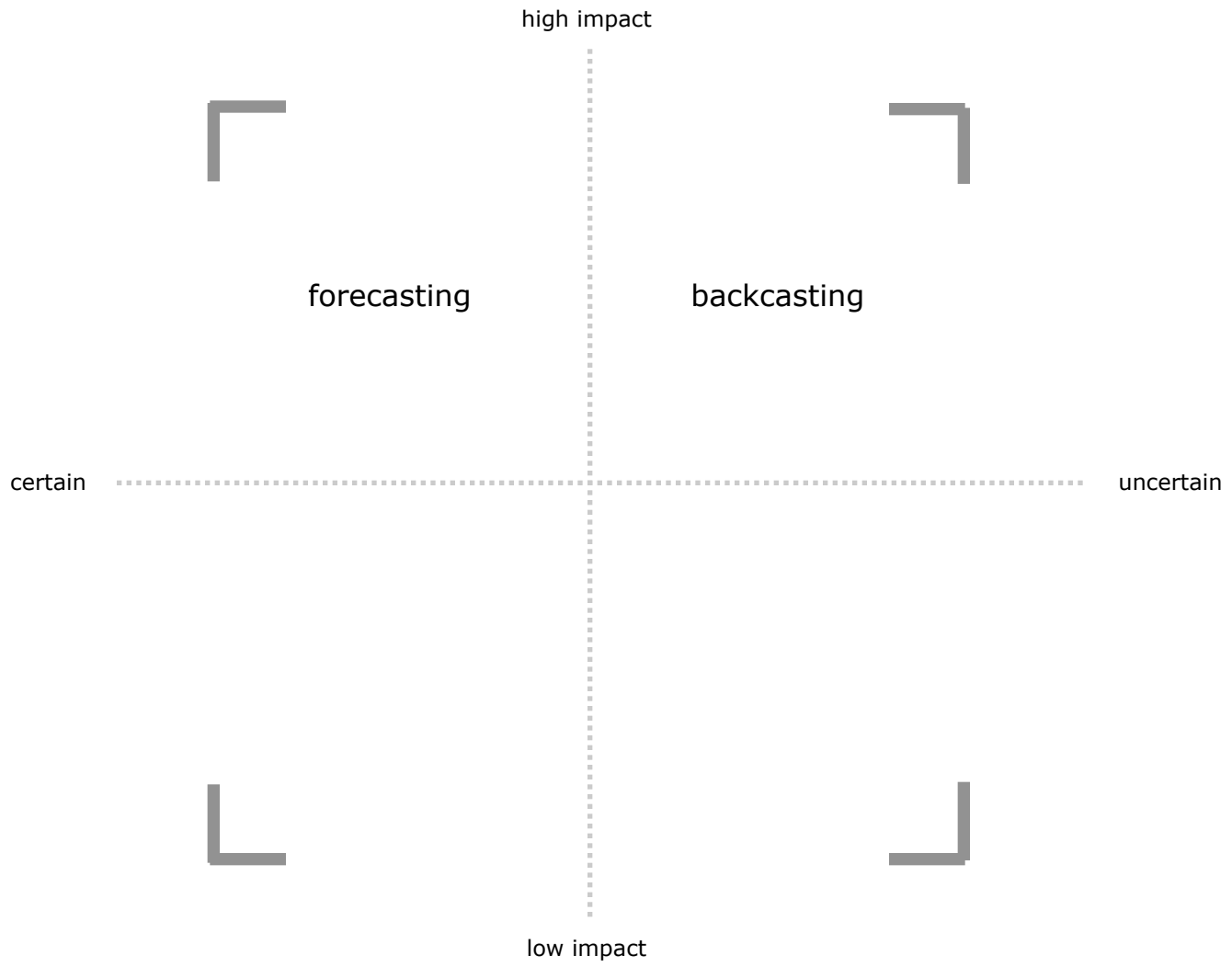
Holistic Understanding ...



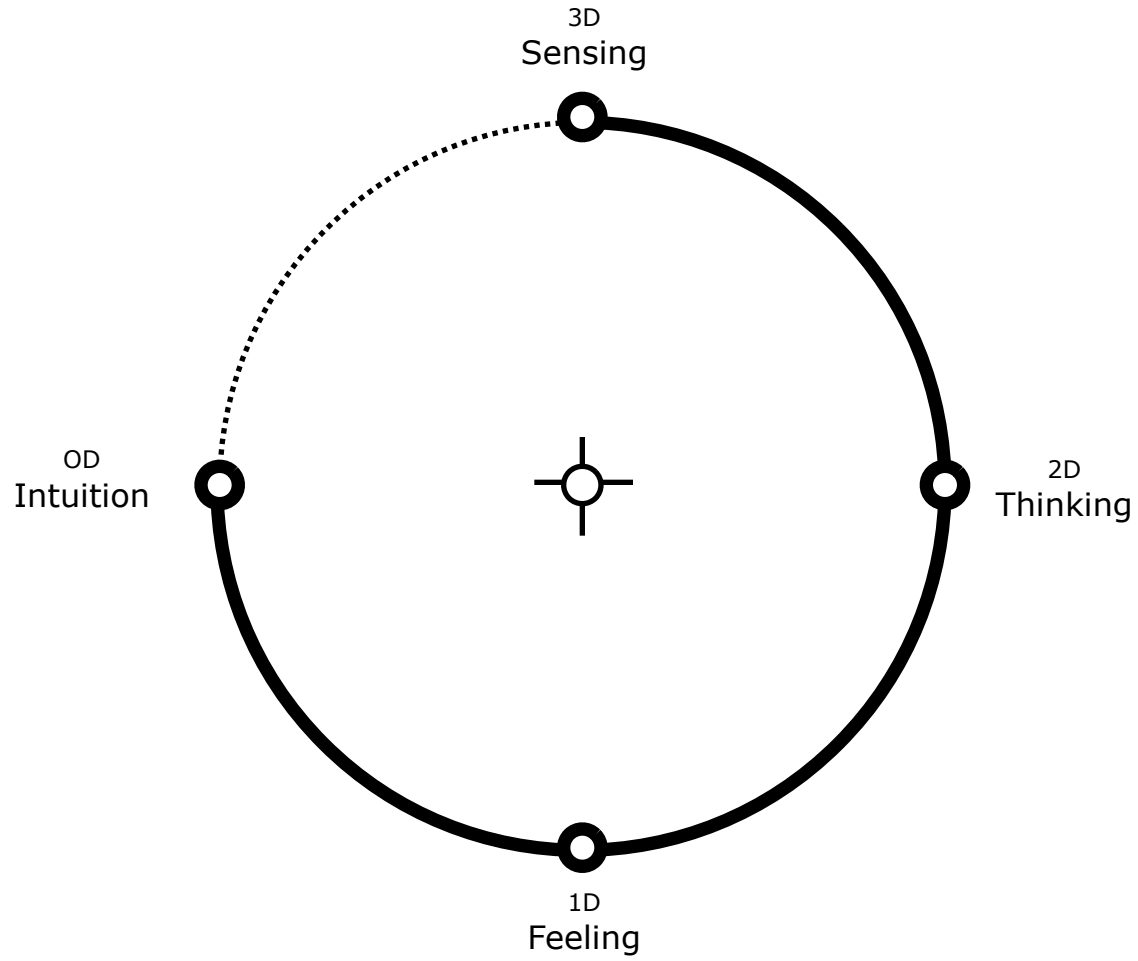
Holistic Understanding 'Geometry of Meaning' ...



Strategic Foresight Framework ...



Holistic Understanding 'Cognition' ...



three strategic approaches ...

1.

A close-up, shallow depth-of-field photograph of a person's face and hands holding a handgun. The person's eyes are looking directly at the camera, and their mouth is slightly open. The handgun is held in a ready position, with the barrel pointing towards the viewer. The word "ready" is overlaid in white, lowercase, sans-serif font on the barrel of the handgun. The background is blurred, showing a light-colored wall and a dark object on the left.

ready



aim

fire

1. ready——aim——fire

1. ready——aim——fire

*appropriate condition: **high certainty and predictability***

1. ready——aim——fire

appropriate condition: high certainty and predictability
*strategic approach: **planned***

1. ready——aim——fire

appropriate condition: high certainty and predictability

strategic approach: planned

*typical emphasis: **forecasting** (extrapolation from the past)*

1. ready——aim——fire

appropriate condition: high certainty and predictability
strategic approach: planned
typical emphasis: forecasting
*dominant cognitive-emphasis: **sensing-thinking***

1. ready——aim——fire

appropriate condition: high certainty and predictability

strategic approach: planned

typical emphasis: forecasting

dominant cognitive-emphasis: sensing-thinking

*design approach: **specification-driven** i.e., to know*

1. ready——aim——fire

appropriate condition: high certainty and predictability

strategic approach: planned


typical emphasis: forecasting

dominant cognitive-emphasis: sensing-thinking

design approach: specification-driven

ready—aim—fire

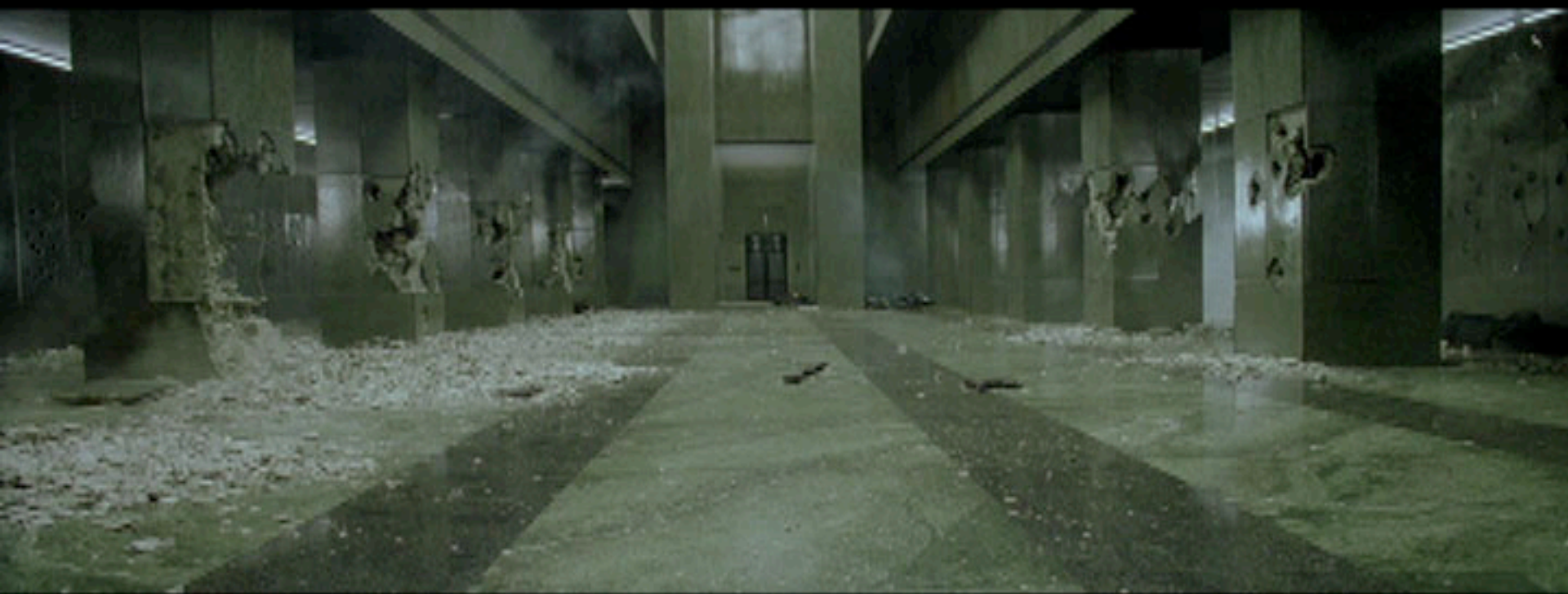
2.

A photograph showing the aftermath of a fire in a room. The floor is covered in a thick layer of grey ash and various pieces of debris, including what appears to be a piece of white fabric or paper. In the background, there are dark, possibly charred, vertical elements that could be door frames or wall panels. The overall lighting is dim and somewhat greenish, suggesting a low-quality or night-vision-style recording. The word "fire" is overlaid in a simple, black, lowercase font on the left side of the image.

fire

fire

fire



2. fire—fire—fire

2. fire——fire——fire

*appropriate condition: **high complexity, uncertainty or chaos***

2. fire——fire——fire

appropriate condition: high complexity, uncertainty or chaos
*strategic approach: **emergent, or 'desperation'** (Rambo)*

2. fire——fire——fire

appropriate condition: high complexity, uncertainty or chaos

strategic approach: emergent; (+)luck, (-)bankrupt (Rambo)

*typical emphasis: **backcasting** (interpolation to a desired future)*

2. fire——fire——fire

appropriate condition: high complexity, uncertainty or chaos

strategic approach: emergent; (+)luck, (-)bankrupt (Rambo)

typical emphasis: backcasting (interpolation to a desired future)

*dominant cognitive-emphasis: **intuition-feeling***

2. fire————fire————fire

appropriate condition: high complexity, uncertainty or chaos
strategic approach: emergent; (+)luck, (-)bankrupt (Rambo)
typical emphasis: backcasting (interpolation to a desired future)
dominant cognitive-emphasis: intuition–feeling
*design approach: **learn-by-doing (hopefully)** i.e., to imagine*

2. fire————fire————fire

appropriate condition: high complexity or chaos

strategic approach: emergent, 'desperation' (Rambo)

typical emphasis: backcasting

dominant cognitive-emphasis: intuition-feeling

design approach: learn-by-doing

fire—————fire—————fire

3.

ready

fire



A close-up shot of Keanu Reeves wearing dark sunglasses. He has a serious expression and is looking slightly to the right. The background is a blurred, light-colored wall. Two bright, glowing digital fire effects are visible, one on the left and one on the right, appearing to emanate from the text. The overall color palette is muted, with greys and blues, punctuated by the orange and yellow of the fire effects.

fire

fire

A close-up shot of Keanu Reeves wearing dark sunglasses. The background is a blurred, greenish-grey environment with several bright, glowing digital fire effects. The word "fire" is overlaid in orange, monospace font on the left and right sides, and in a dark grey, monospace font in the center over his face.

fire

fire

fire

A close-up shot of Keanu Reeves wearing dark sunglasses. The background is heavily blurred, showing several bright, out-of-focus light spots. The overall color palette is muted, with greys and dark tones, punctuated by the orange text and the bright background lights.

fire

aim

fire

fire

fire

3. ready — fire
fire — aim — fire

3. ready — fire — aim — fire

1

3. fire
ready——fire——aim——fire
 fire

1+2

3. ready — fire — aim — fire

1+2=3

3. ready — fire — aim — fire

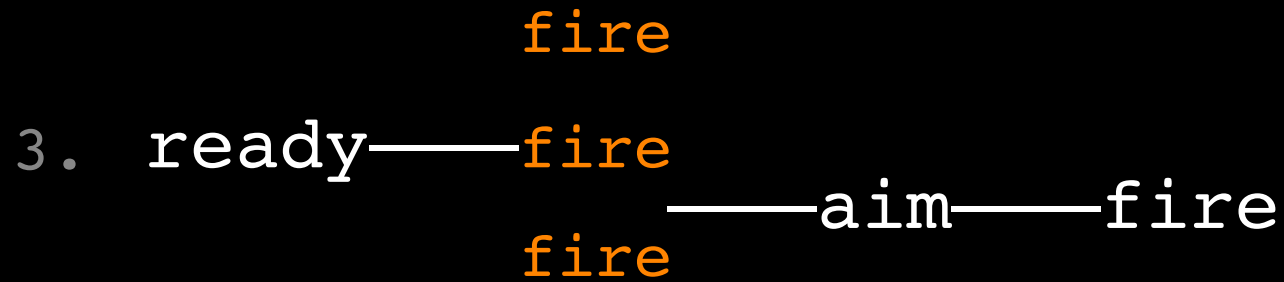
1+2=3

3. fire
ready——fire
 fire——aim——fire

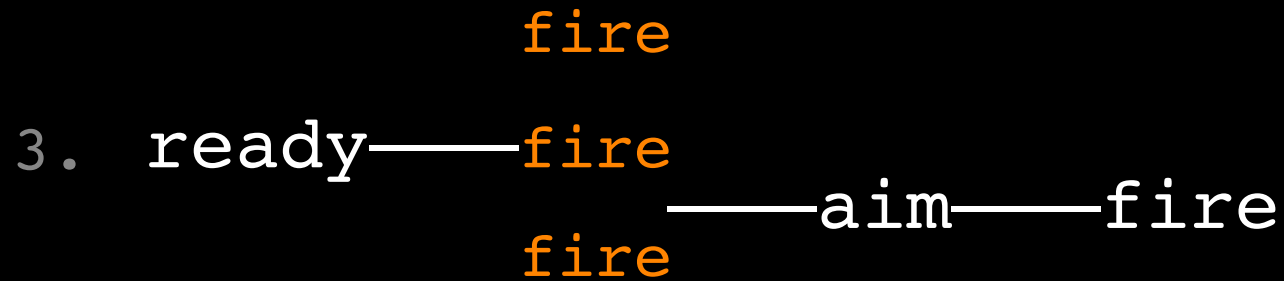
appropriate condition: high certainty and complexity

3. ready—fire
fire—aim—fire
fire

appropriate condition: high certainty and complexity
strategic approach: planned and emergent



appropriate condition: high certainty and complexity
strategic approach: planned and emergent
typical emphasis: forecasting and backcasting

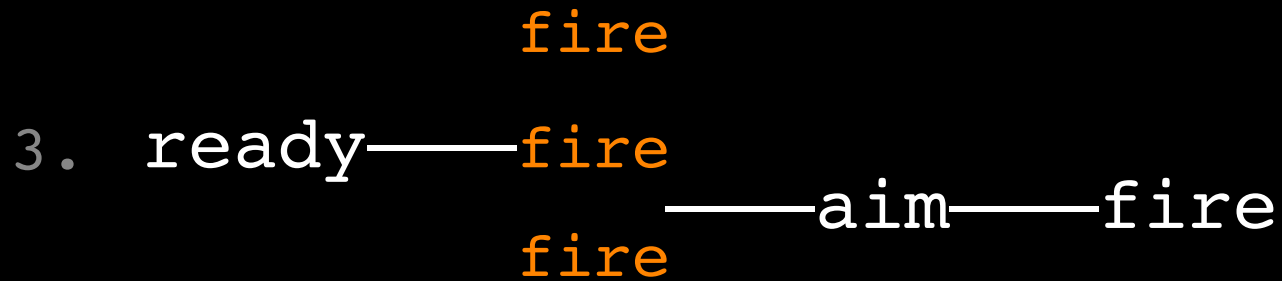


appropriate condition: high certainty and complexity

strategic approach: planned and emergent

typical emphasis: forecasting and backcasting

dominant cognitive-emphasis: sensing-intuition/thinking-feeling



appropriate condition: high certainty and complexity

strategic approach: planned and emergent

typical emphasis: forecasting and backcasting

dominant cognitive-emphasis: sensing-intuition/thinking-feeling

design approach: specification and prototype-driven

ready — fire
fire — aim — fire
fire

' *design implies a considered choice* '

McGrory

*" the strength of design is that
it provides a way of thinking in advance
of the consequences of our actions "*

Massimo Lose Ghini

