

Foresighting the future to create actionable innovation

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Purpose

To understand Actionable Foresight so that it can be applied within a Swiss context

The Call to Action

Introduction to the actionable foresight

Lessons from industry and university programs

Creating Actionable Foresight within a Swiss context

Our Vision

We need to be better at thinking and acting "in the long term" within a Swiss context



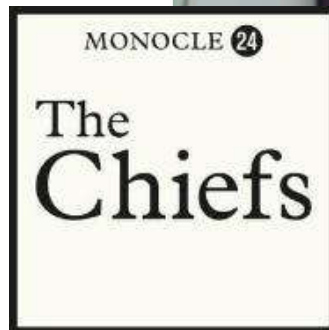
«Der Schweiz fehlt oft
der Mut, gross zu denken»

Michael Hengartner
Der neue Präsident des ETH-Rats

Marc Wetli / NZZ

<https://nzzas.nzz.ch/schweiz/michael-hengartner-der-schweiz-fehlt-oft-der-mut-ld.1571539>

MONOCLE



«We have a process
we call Trees, Plants,
and Seeds.»

Bracken Darrel
CEO of Logitech

<https://monocle.com/radio/shows/the-chiefs/13/>

A working definition of foresight, which provides foundation for vision-led innovation

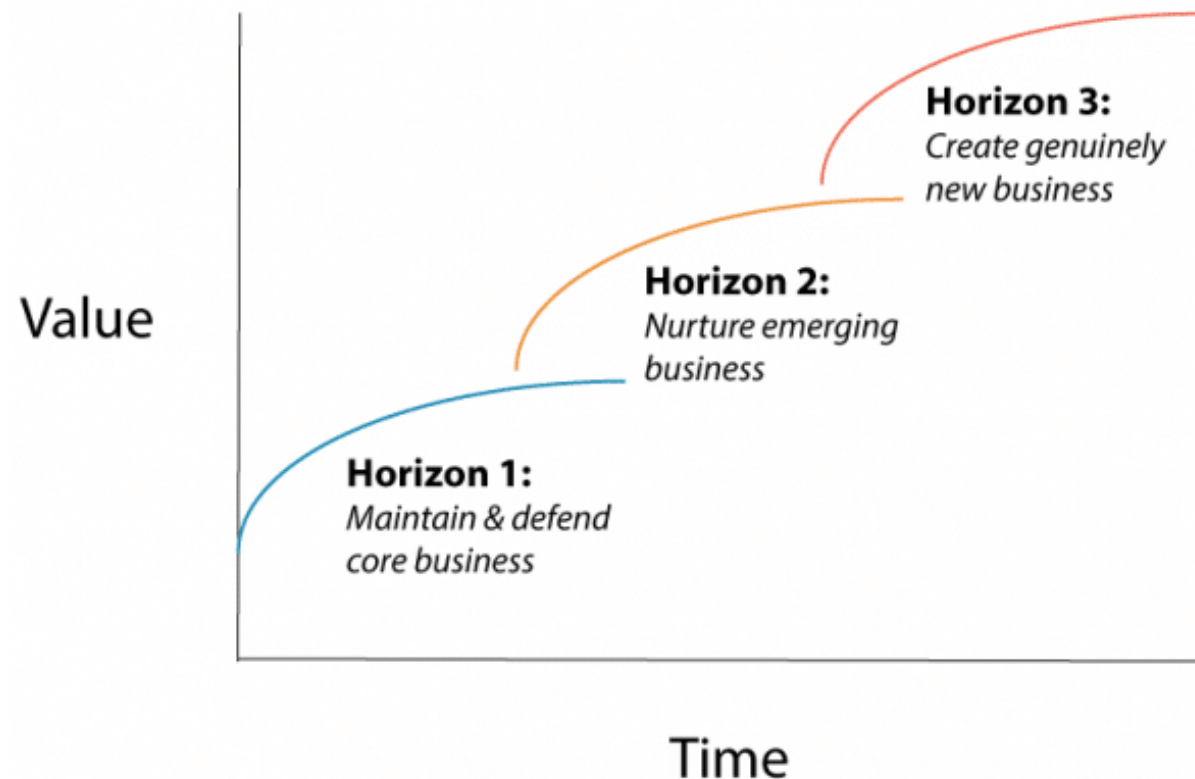
FORESIGHT: *the ability to plan from the future*

- A mix of mindset and methodology: an imaginative and analytical view of the future with the practice of looking backward across the change
- Provides decision points today that define future opportunity and action
- Embraces ambiguity as part of decision making, collaboration, leadership, invention, exploration, along with customer research, dialogue, and testing

Source: Innovation Leadership Group LLC

The original three-horizon framework

Consultants introduced the model to understand how companies sustain growth



Facebook CEO Zuckerberg presents a 10-year roadmap showing three horizons

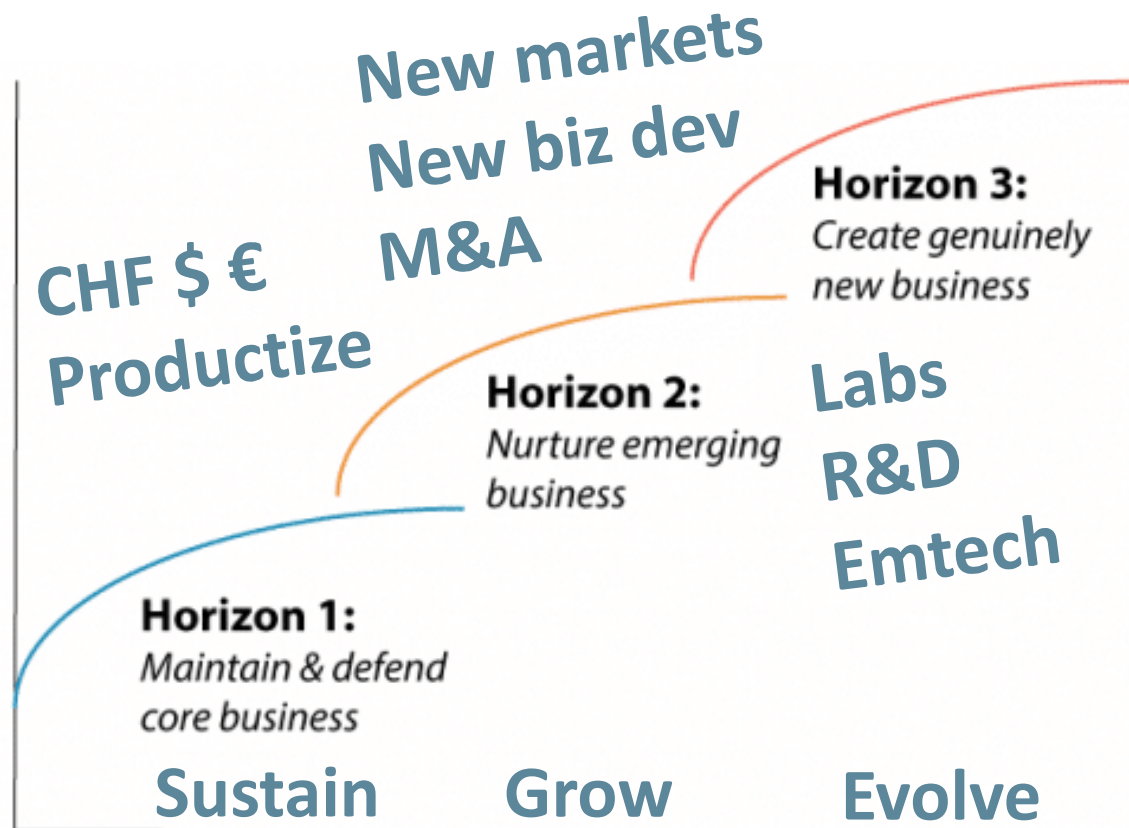
He defined H1 as ecosystems, H2 as products, H3 as technologies



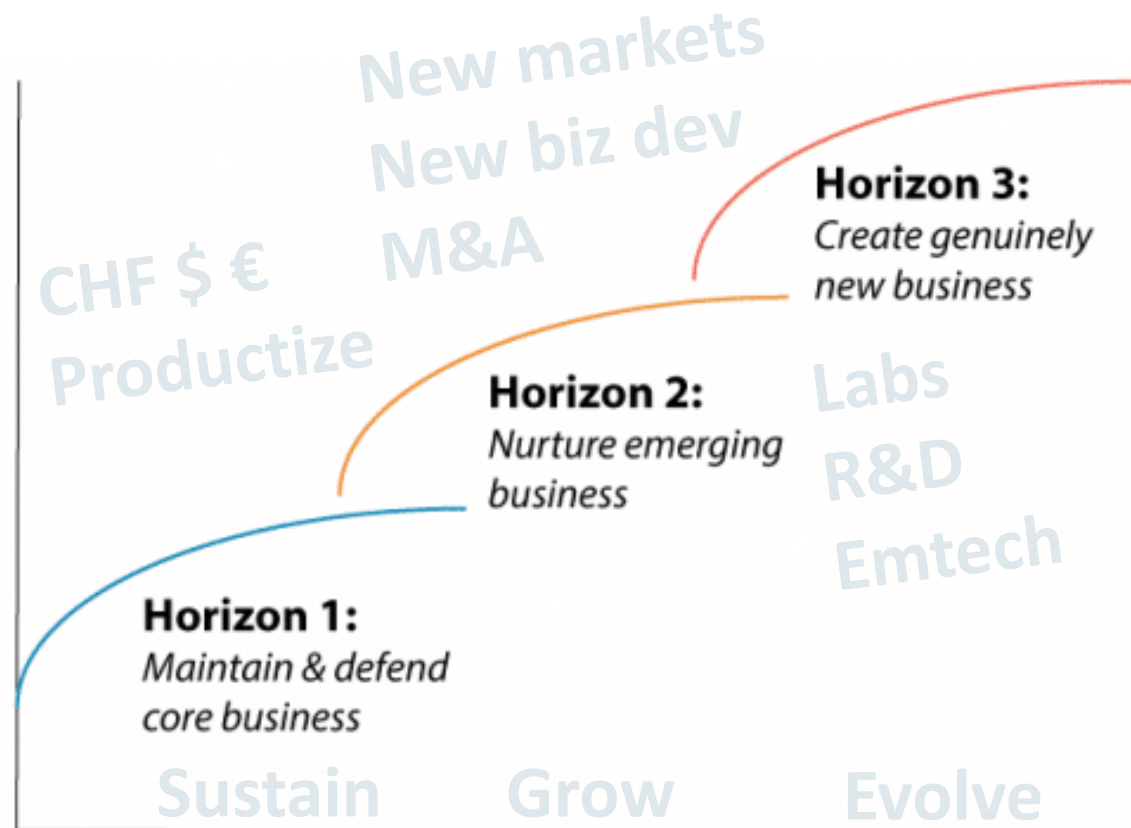
Facebook described its business to developers in three horizons:

- H3 is where the company develops new products that it hopes to put in users' hands
- H2 are products that have 1 Billion users
- H1 are services with 1 Billion users that generate a profit

Different activities, skills and metrics occur at each horizon, and across boundaries
Companies may use different labels to understand each horizon, and move it forward



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Where do your
revolutionary ideas,
teams, and talent
come from?

And how do
you make
radical innovation
actionable?

METHODOLOGY

Methodology

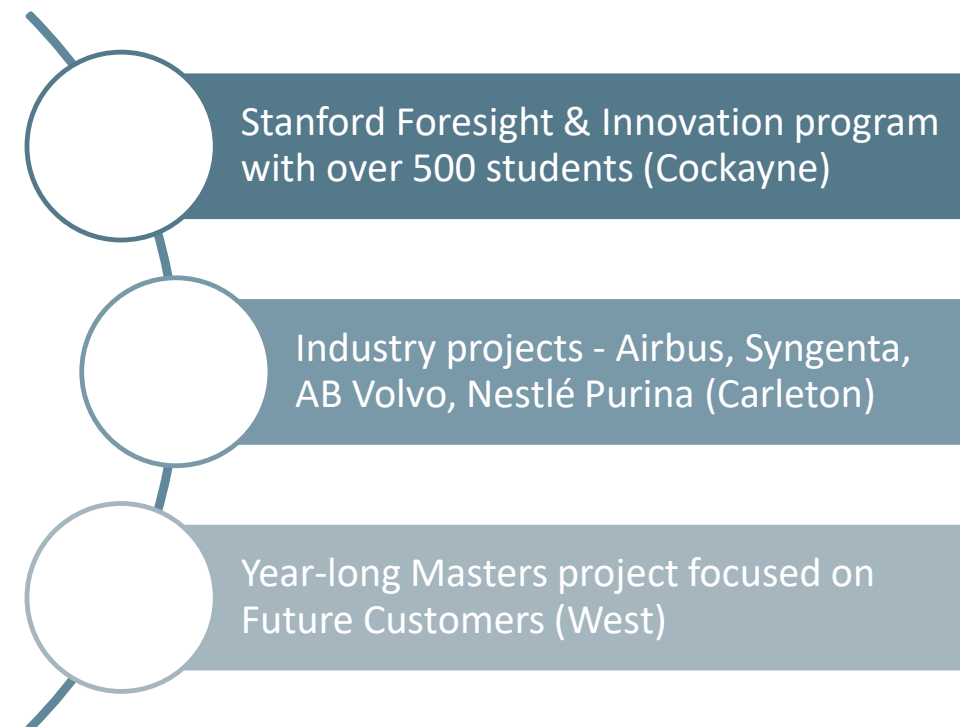
Action research has been our approach to advancing the existing playbook



METHOD SHORTCUTS

PERSPECTIVE	OPPORTUNITY	SOLUTION	TEAM	VISION
 Context Map → page 61	 Generational Arcs → page 94	 White Spots → page 127	 Buddy Checks → page 168	 Vision Statement → page 203
 Progression Curves → page 70	 Future User → page 103	 Paper Mockups → page 136	 VOICE Stars → page 178	 DARPA Hard Test → page 213
 Janus Cones → page 81	 Futuretelling → page 114	 Change Paths → page 149	 Crowd Clovers → page 188	 Pathfinders → page 230

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<https://innovation.io/playbook/>

OBSERVATIONS

We gathered data from multiple Stanford programs run across two years
Over 400 high school & college students used four horizons to deliver moonshot-level solutions

Students with no experience in imagining "almost impossible" (Jeff Bezos of Amazon) opportunities created visionary solutions and created actionable plans to reach forward and reason back



Imagine

Build

Ship

We sifted through data from radical innovation programs with industrial partners

Four major programs run by the Innovation Leadership Group served as framing tools

Building an organizational
ability in radical innovation
with nascent executives



Empowering a team of
innovation leaders to build
for radical future needs.



Building three radical
innovation teams that take
the entire company into
the far future, starting now



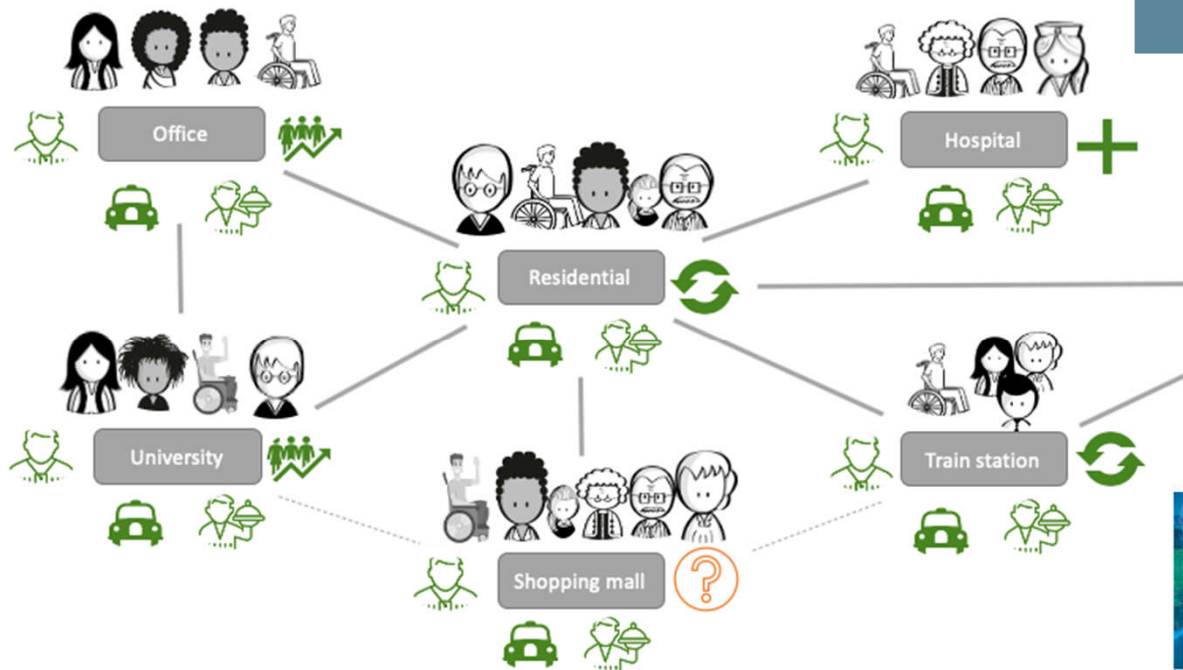
Enabling the organization
to go “beyond trends” to
develop a future product
focus and internal ability.

Across the four organizational- and team-centric programs, the fundamental question always circled back to “How do we continuously look for our next potential opportunity?”

We gathered data from the year-long project with Future Customers at the core
The focus was mobility in the future city in a Swiss context

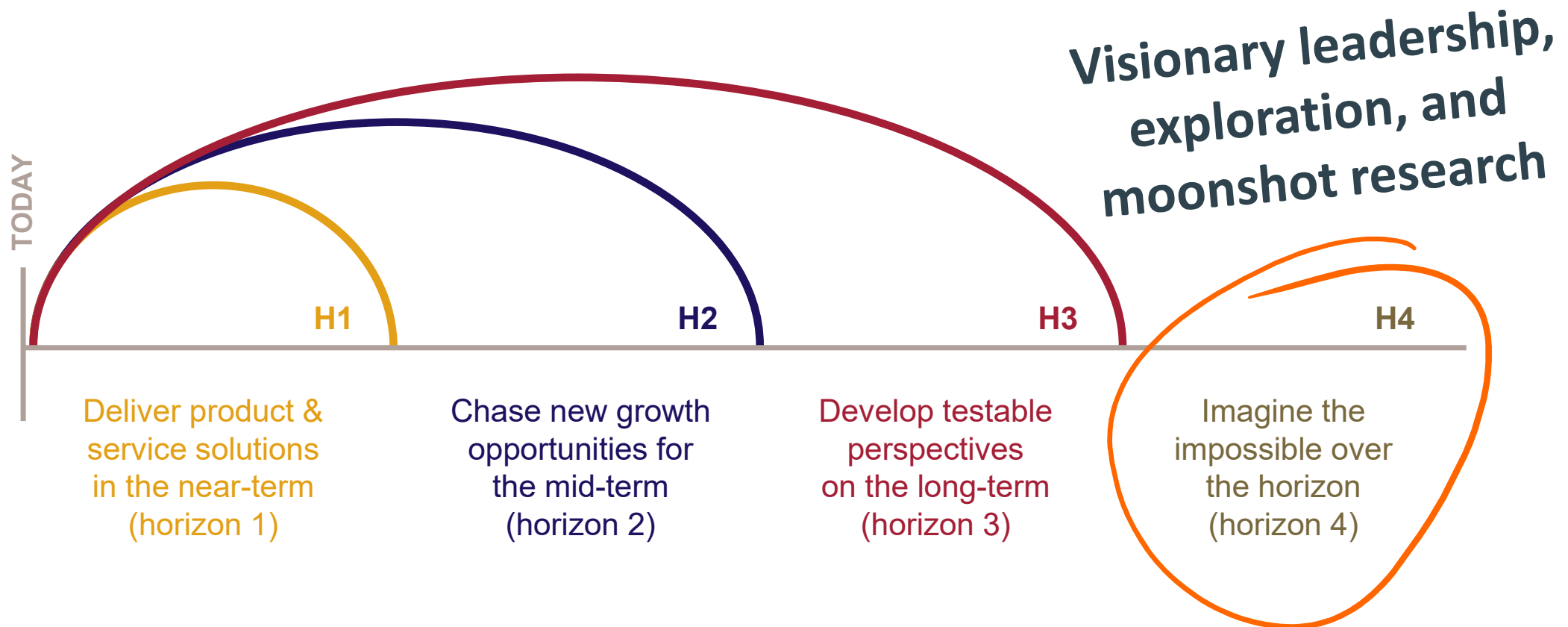
Future Journey Maps provided rich insights into "tomorrow's" everyday life, from H1 to H4

Entirely new actionable solutions were imagined
and built from tying horizon 4 back to today



REFLECTIONS

We added a fourth horizon to show where visionary innovation begins & leads H3 invention
H4 sources = the "almost impossible", science fiction, edge communities, step changes...



Reflections

Adding the fourth-horizon aligns a Swiss Context with proven Actionable Foresight

Our Vision

We need to be better at thinking and acting "in the long term" within a Swiss context

Leaders of industry and academy say we need a new future-focus

Building imagination into daily practice enables us to think beyond

Corporations have been consistently investing in long-term success

The long-view can drive decisions in every timeframe, including today

Who we are...

Collaboration is key with the development of shared foresight



Tamara Carleton, Ph.D.
CEO of Innovation Leadership
Group



Shaun West
Expert in Product-Service System
Business Model Innovation



William R. Cockayne, Ph.D.
Helping build great groups who
invent (and ship!) the future



For more information please visit slideshare.net/ShawnWest