



**KANTAR**

# Futures Academy

**FUTURES THINKING PRINCIPLES EXERCISES**

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## FUTURES THINKING PRINCIPLES EXERCISES

Kantar has a long history applying foresight to strategy and innovation and our Futures Thinking principles have guided how some of the world's best known brands think about the future.

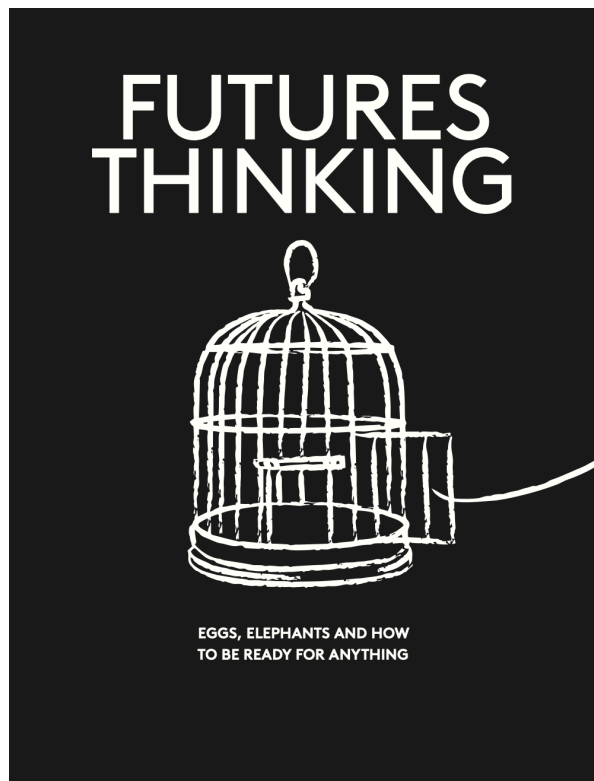
Futures Thinking goes beyond conventional research & strategy techniques, to help you think more honestly and deeply about the future. In doing so it provides a wide-angle, human-centric view of the future, helping you reimagine the possibilities for your business or brand.

And our Futures Thinking Principles, listed here, have never been more relevant than they are today.





# Reimagine What's Possible



By participating in our Futures Academy, you have received a digital copy of our book on Futures Thinking that walks you through our 5 Principles. You have also received a document containing 30+ Drivers of Change. In the following pages, we have outlined different exercises that will help you flex your Futures Thinking muscles around our five principles and allow you to embed this way of thinking in your organization!

## SWITCH PERSPECTIVE

Look from the outside to see the bigger picture

## ANTICIPATE VALUES

Understand people's shifting values to anticipate social change

## LOOK FURTHER

Take a longer view of time to see deeper patterns of change

## SEE CONNECTIONS

Connect more dots to see a richer view of change

## PREDICT SURPRISES

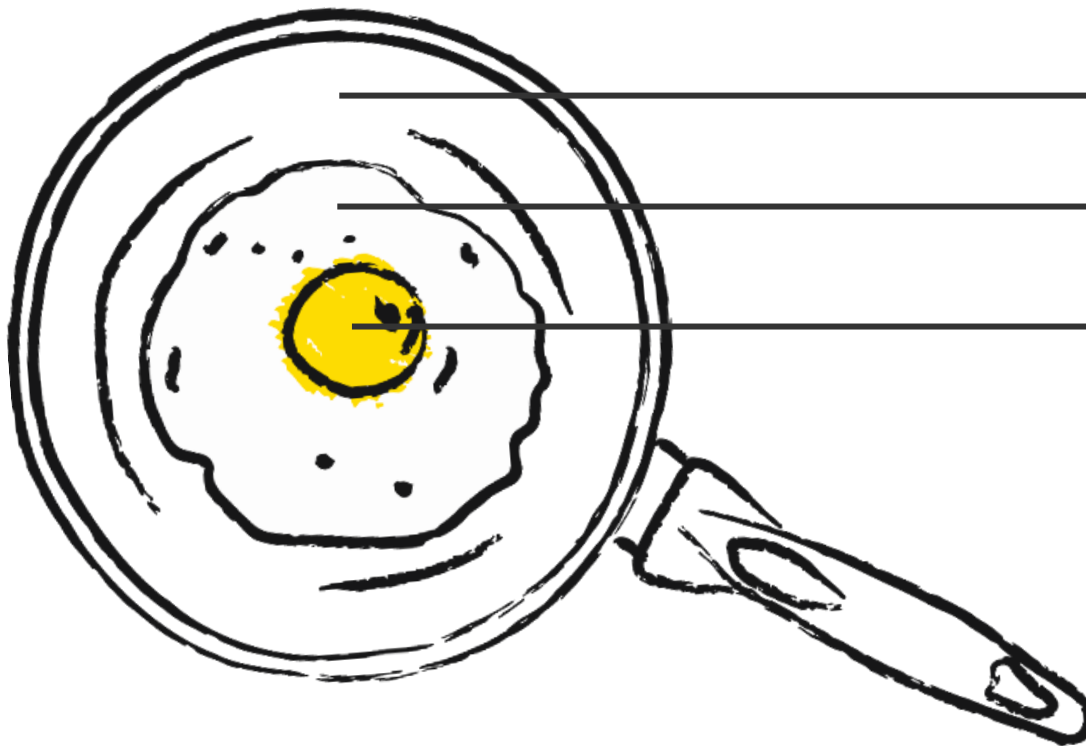
Take of the blinkers to reveal predictable surprises

## FUTURES THINKING PRINCIPLE #1

# SWITCH PERSPECTIVE

**Look from the outside in to see the bigger picture.** In setting the problem it's really important to look more broadly, at changes in the wider world, but also to remember we need to keep focus – there's no one-size-fits-all solution here, but by remembering the pan you can make an informed decision about where your question should be... **Thinking about the pan, the egg white,**

**and the yolk, write down the different questions you would ask about the future of your organization and industry for each level. Then align around the BIG QUESTION your company should focus on. One that looks broadly but is focused enough.** So, what is the future of \_\_\_\_\_ ?



THE PAN:

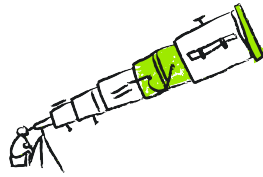
THE EGG WHITES:

THE YOLK:



## FUTURES THINKING PRINCIPLE #2

# LOOK FURTHER



**Take a longer view of time to see deeper patterns of change.** With Futures Thinking, we look backwards in order to look forward. Our rule of thumb is to look back twice as far as we are looking forward to force a new view of time and understand the rate of change. We start by looking at historical facts and events. This provides a broad scope to account for all of the past events that have changed the industry you are working in, thus, allowing us to make more informed decisions moving forward. Once we've established this history, we can then do the fun stuff: using what we know has happened in the past, and what is happening today to project what is to

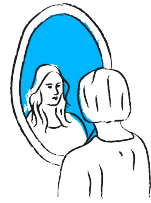
come. It's important to note that this exercise is about future possibilities not a future eventuality. We are looking for many moving parts from past, present and future make up this future possibility. Also keep in mind that looking solely inside the category when planning for the future would cause people to miss this. **So, for this exercise, build the timeline below by mapping out:**

- **Above the Timeline:** Events in your industry
- **Below the Timeline:** Events in the wider world



## FUTURES THINKING PRINCIPLE #3

# ANTICIPATE VALUES



**Understand people's shifting values to anticipate social change.** As a rule of thumb, value shifts take more time to gain momentum – think about the journey of gender equality – think about how long it's taken for #metoo to become a movement in its own right. Now think about other value shifts. Ask what's really changed the course of history, and what could come next that could affect your industry? Capture these thoughts and add

them to the timeline you had already created with events for Principle #2 (LOOK FURTHER)

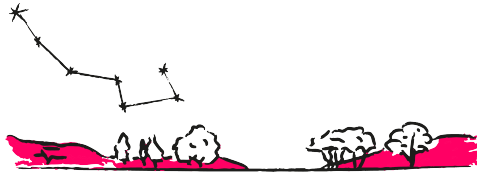
**As a reminder, add value shifts this way:**

- **Above the Timeline:** Events in your industry
- **Below the Timeline:** Events in the wider world



## FUTURES THINKING PRINCIPLE #4

# SEE CONNECTIONS



**Connect more dots to see a richer view of change.** By exploring the first three principles, you have already started to SEE CONNECTIONS between the different events in your pan, within your sector, within the wider world, and across people's values. Now, the next steps are to:

1. Review and familiarize yourself with the Drivers of Change we shared with you. Drivers of Change are designed to help map and explore the most essential changes and opportunities shaping the future. Notice that the drivers reflect a lot of the shifts you've already captured on your timeline.
2. Notice that our STEEP framework does not contain Category specific drivers. This was done intentionally. Given that you are an expert in your

category, take some time to create new drivers that are specific to your category/industry following the same format!

3. Next, think about how to find connections. Pick a few drivers that connect in interesting ways and in the context of your industry. Start simple. Pick one driver you're particularly interested in or passionate about. Then try to choose drivers from different domains within our framework that could connect with the driver you picked first. Add more drivers and see what stories emerge.
4. Finally, capture the BIG SHIFT that the combination of 5-10 drivers creates. Sum up the shift in a couple of pithy "from → to" sentences.

DRIVER 1	DRIVER 3	DRIVER 5
DRIVER 2	DRIVER 4	DRIVER 6

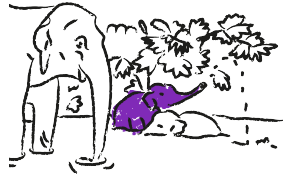
**THE BIG SHIFT (FROM/TO)**

Sum up the BIG SHIFT in a couple of pithy "from → to" sentences. What does this "future shift" look like; what's happening?



## FUTURES THINKING PRINCIPLE #5

# PREDICT SURPRISES



**Take off the blinkers to reveal predictable surprises.** If you SWITCH PERSPECTIVE, LOOK FURTHER, ANTICIPATE VALUES, and SEE CONNECTIONS you can PREDICT SURPRISES. Using the BIG SHIFT you previously developed

in Principle #4 (SEE CONNECTIONS), use the template below to build the possible future world for your company and think about the actions you could take today to predict or prepare for black elephants.

### THE BIG SHIFT (FROM/TO)

Pull the statement you created for Principle #4 (SEE CONNECTIONS)

WHAT DO WE WANT  
TO ACHIEVE BY 2030?



WHERE ARE WE  
TODAY?

ACTIONS FOR TODAY

ACTIONS OVER NEXT  
1-3 YEARS

ACTIONS OVER NEXT  
3-5 YEARS

### ACTING TODAY

What are some actions you could take today to protect your future business? What should we start, stop, and continue?

START:

STOP:

CONTINUE:

# We cannot wait to explore the future with you!

If you have any questions around the Futures Principles, how to further embed this kind of thinking in your organization, or you need help planning for the balance of 2020 and beyond, please reach out!

## **We offer three customizable levels of engagement:**

**UNDERSTAND:** A futures sprint designed to help you understand the largest shifts impacting your industry.

**ANTICIPATE:** A comprehensive futures approach designed to help you understand the largest shifts impacting our industry, including identification of next wave risks and opportunities.

**SHAPE:** A future strategy built upon an assessment the shifts impacting your industry, including detailed activation roadmaps, prototyping and risk or opportunity assessments.



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