Future Back

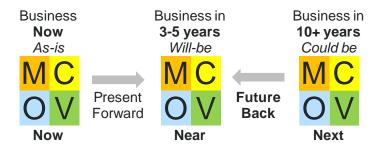
Problem
How to cre

How to create a strategy?

Difficulty

Some training required

- Future-back (or backcasting) is a strategy development tool.
- "Present-forward" leaders incrementally improve the current state based on forecasts.
 "Future-back" leaders visualize a future state and then pursue it.
- Future-back thinking complements present-forward thinking; it does not replace it.



 $\mathbf{M} = \text{Mission}$

C = Customers

O = Operations

V = Value proposition

Visions of the future

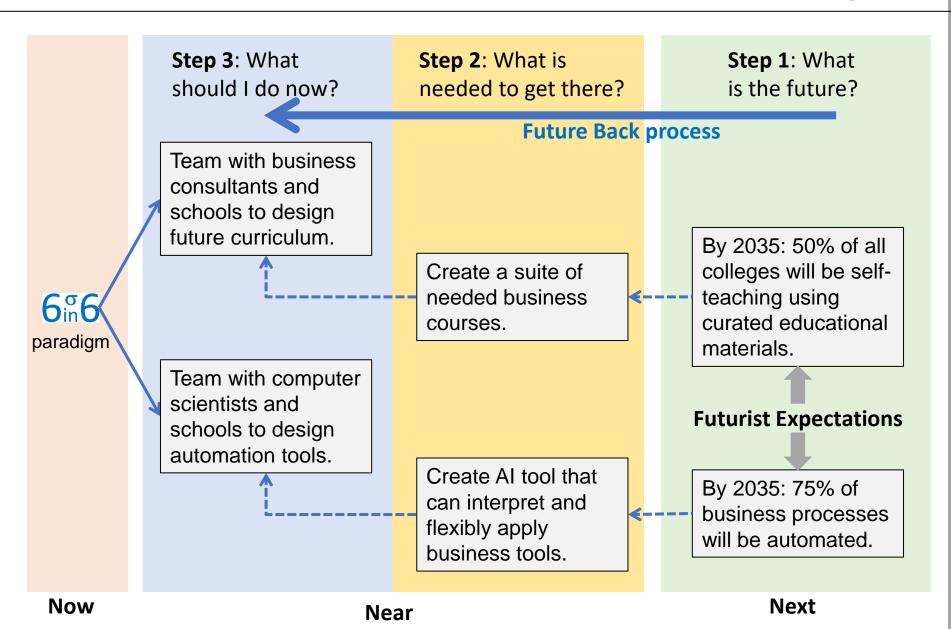
Motivated

management

Future Back Process Detailed strategy

- 1. Imagine the desired/ideal future state ("moonshot")
 - It does not need to be achievable with today's technology and financial resources.
 - Each future state is detailed with a date.
 - Select 2 to 5 future states; not all the desired future states will materialize.
- 2. Convert the vision to strategy
 - Chart a path to each future state.
 - Set achievable goals.
 - Obtain management buy in.
 - List the milestones along the path.
- 3. Focus on the first milestone and get started
 - Perform course corrections, as needed
 - Pivot as needed; cancel the effort if needed

Future Back – Example – Future of 6in6 paradigm



Future Back – Notes

Slide 1

- 1. The vision of the future should be about 10 years out; far enough for wild changes, soon enough that action is required now.
- A future vision can be obtained by projecting key trends forward.
- For Future Back success, there need to be many discussions with the leadership team.
 Their managerial and financial support is key.
- 4. Future Back planning is appropriate when
 - A. Addressing problems that are very broad in scope
 - B. Developing a disruptive, out-of-the-box, product or service
 - C. Incremental changes are inadequate
 - D. Reinventing a core business capability
 - E. There is too much industry-wide "group think"
- 5. Future Back is similar to gap analysis (see the 6in6 presentation).

Slide 2

- This example is relevant if the 6in6 author wanted the 6in6 paradigm continues to exist

 perhaps modified far into the future.
- 2. For each of the future visions, the immediate task is the same team with outside professionals. This recognizes the current small size and influence of the 6in6 effort.