

**Two Focusing Questions:**

**1. Who is the strategy for?**

**2. What is the focus question for the strategy?**

# "4-SIGHT"

## A Generic Foresight Strategy Process

*Developed using Integral Theory and the Deep Structure Method\**

**1. A Generic Strategy Process**

**1. Strategic Thinking**  
Creates Options  
by asking  
"what can we do?"

**2. Strategy Development**  
Creates Decisions  
by asking  
"what will we do?"

**3. Strategic Planning**  
Creates Tactics  
by asking  
"how will we do it?"

**4. Strategic Implementation**  
Creates Action  
and then asks  
"has that done it?"

**2. Foresight expands the "strategic thinking" stage, by asking "questions and answering them with different "methodologies:"**

**1. Information**  
What do we know?  
Competitor intelligence, market/industry intelligence, environmental scanning, Delphi, near-future context questions, etc

**2. Analysis**  
What seems to be happening?  
Emerging issues, trends, cross-impact analysis, etc

**3. Interpretation**  
What's really happening?  
Causal Layered Analysis, systems thinking, worldviews, macrohistory, etc

**4. Prospection**  
What might happen?  
Scenarios, backcasting, visioning, normative methods, wild cards etc

**3. The "propseccion stage" asks four broad questions about potential futures:**

1. What could *possibly* happen?

2. What could *plausibly* happen?

3. What will *probably* happen?

4. What would *preferably* happen?

**4. The Foresight stage of strategic thinking is tailored to pre-determined required outputs, related to an emphasis on one stage of the strategic thinking process (step 2):**

1. 'Subject' and 'context' workshops, presentations, reports

2. Issue and trends 'variables' summaries, stories, watch-lists

3. Strategy decision/plans 'testing framework'

4. Strategic options summaries, descriptions, implementation implications

\*Developed by [Chris Stewart](#) February 2004 ([Creative Commons Licence](#)) based on the article "[Integral Scenario Development](#)," with adaptations from Joe Voros' "[The Generic Foresight Process Framework](#)," Foresight Vol.5, No.3., Richard Slaughter's "[Knowledge Creation, Futures Studies and the Integral Agenda](#)," Foresight Vol.3., No.5., both lecturers at the [Australian Foresight Institute](#), and the Futures Discourse's 'Future's Cone.'