


Finding the Future Faster with the Implications Wheel®

**Reduce Risks.
Identify Opportunities.
Improve Outcomes.**

*Presented by Joel A. Barker, futurist
Christopher G. Kenny, President, STAR Group, LLC*

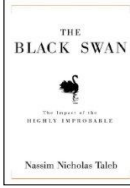



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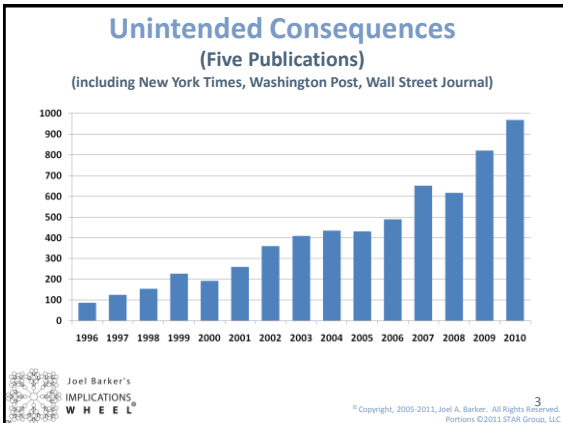
“Unintended Consequences”

The Black Swan by Nassim Taleb

Articulates the dilemma of unintended consequences but incorrectly claims that “Black Swans” cannot be anticipated

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One 20th Century Approach

- Lists of threats and opportunities
- Dilemma:
 - Random
 - Not prioritized
 - Disconnected



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What if...

You could identify potential implications, both positive and negative, well in advance of their occurrence?



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What if...

You could dramatically reduce uncertainty about impending change?



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What if...

- You had a process that:
 - Creates structured discussions
 - Allows wide ranging exploration yet connects all the elements
 - Easy to learn
 - Fast



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Strategic Exploration

- What you do before you do your strategic planning
- Several tools for exploring
- Focus today is on the Implications Wheel®



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Wagon Train Scouts: an Analogy

- Before the wagon masters rolled their wagons, they sent out their scouts
- What was the focus of their scouting?



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Wagon Train Scouts: an Analogy

- Before the wagon masters rolled their wagons, they sent out their scouts
- What was the focus of their scouting?
 - Threats
 - Opportunities
 - Lay of the land



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Essence of "Scouting"

- Fast
- Qualitative
- A sampling
- Many directions
- Mapping
- Decision enhancing



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The Implications Wheel®

- Structured discussion process for "scouting the future"
- Same attributes as scouting
- Small groups, individuals, remote
- Different horizon



What Does It Look Like?

- Concentric circles and spokes
- Grows bigger and broader as you fill it out



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The Center



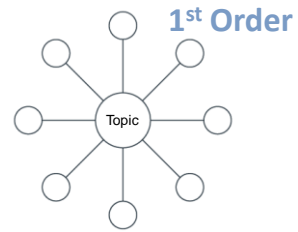
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Potential Topics

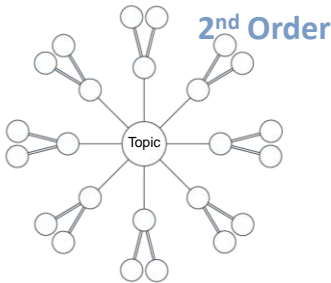
- Innovations:
- Emerging trends
- Mergers
- New regulations
- New internal policies
- Strategic objectives
- Significant events



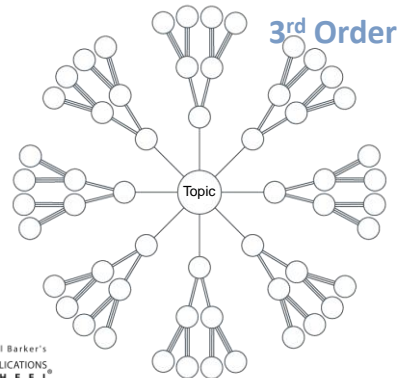
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Desirability Scale

- +5 **Extremely desirable**
- +4 **Very desirable**
- +3 **desirable**
- +2 **somewhat desirable**
- +1 **better than nothing**
- 0 **neither**
- -1 **a nag**
- -2 **somewhat undesirable**
- -3 **undesirable**
- -4 **very undesirable**
- -5 **extremely undesirable**



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Special Scores

- **+50—a triumph**
- **-50—a catastrophe**



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Likelihood

- 9-highly likely to occur
- 8-very likely to occur
- 7-fairly likely to occur
- 6-likely to occur
- 5-50/50 likely to occur
- 4-unlikely to occur
- 3-fairly unlikely to occur
- 2-very unlikely to occur
- 1-highly unlikely to occur



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Results/Benefits

- A broad range of specific possible implications identified quickly
- They are “mapped”/connected so you can see the pathways of consequence
- They are scored for desirability and likelihood of occurrence so you can prioritize



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I-Wheel® Benefits

- Allows teams with **great diversity** to work together for everyone's advantage
- Can work in a wide range of group settings
- Can be done remotely so you can engage people from anywhere in the world



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Other I-Wheel Benefits

- Highlights implications in a balanced way—positives as well as negatives
- Encourages participants to listen to the other side
- Extremely fast compared to other methods
- Can be done in complete isolation if high level of security is required



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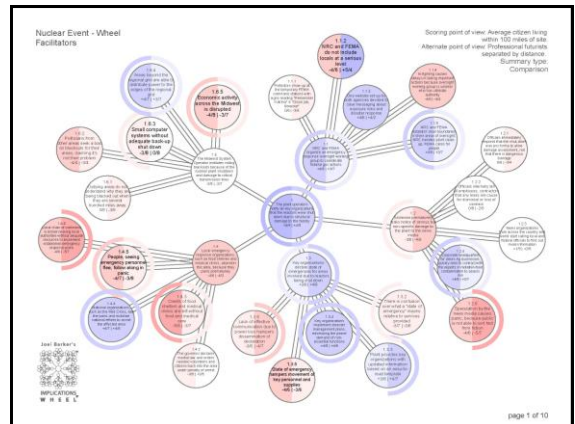
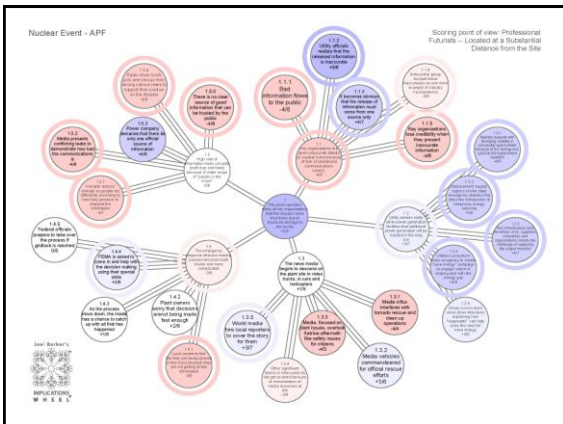
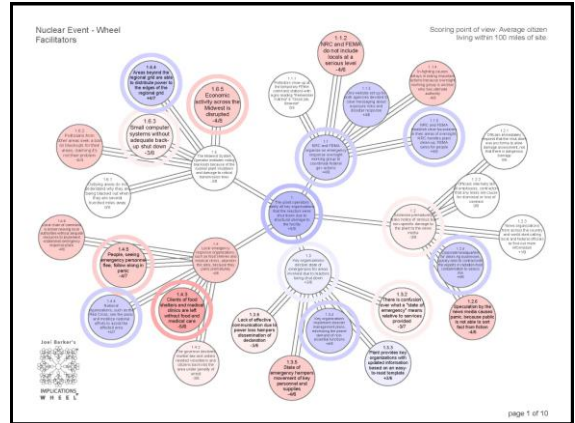
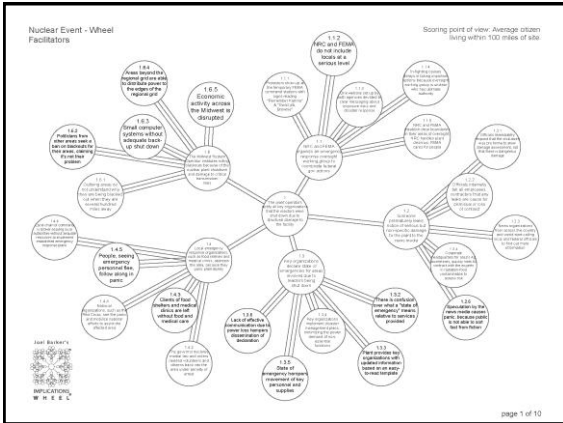
I-Wheel' Stories

- Kodak
- NASA
- VHA Avian Bird Flu epidemic
- St Paul WiFi project
- Fund raising projects




Summary I-Wheels

- Most positive + likelihood
- Most negative + likelihood
- 50's no matter what the likelihood
- Black swans
- Timing
- Tags



Summary Wheels


- Diversity scoring/minority reports
- Homogeneous group scoring
- Overlays of score sets (2 at a time)
- Disagreements between groups--Chris
- Agreements between groups--Chris
- Weighted scoring comparisons



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Summary Wheels

- Overlays of different scoring teams
 - Disagreements
 - Agreements
- You can have outsiders score the I Wheel from your perspective—you can see how they think you think




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I-Wheel Attributes

Here's what we've learned about the I-Wheel:

Diverse viewpoints is critical	Democratic process
Designed to gather information for making better decisions	Based on "possibilities" thinking
Creates greater understanding of possible outcomes	Identifies areas of potential conflict and opportunity


So how do we apply the I-Wheel to stakeholder engagement and public outreach?




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Big Results from Doing an I-Wheel*

You have an inclusive process that allows you to identify potential implications and then monitor their unfolding.







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Big Results from Doing an I-Wheel*

You reduce levels of uncertainty by making explicit potential long term implications both positive and negative.






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Big Results from Doing an I-Wheel*

You identify key implications which allow you to construct a clearer plan for overcoming future challenges and optimizing future benefits.



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Big Results from Doing an I-Wheel®

You see a larger horizon of events
over a longer horizon of time within
an organized framework.



Joel Barker's
IMPLICATIONS
WHEEL®

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Final Thought

- The 21st century challenge:

*We have to become much smarter
at anticipating long term consequences
of our actions.*



Joel Barker's
IMPLICATIONS
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