



Foresight & Futures 10 1

DATE: 4 March 2025, 3-4:30 pm

FACILITATOR: Jade Tang-Taylor

ThinkPlace Aotearoa NZ | Wāhi Whakaaro

Design Futures Aotearoa



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What's happening today?

TIME	WORKSHOP AGENDA
3:00pm (5mins)	Opening Karakia & Welcome What's happening today? Who am I?
(20mins)	ICEBREAKER: Immersive Creative Visualisation Human Layers
(20mins)	THEORY: Foresight & Futures Thinking 101
(10mins)	EXPLORE: Horizon Scanning Future of Community and Voluntary Sector 2025 - 2035
(30mins)	EXERCISE: Futures Wheel STEEP Mapping (Macro-Level)
4:30pm (5mins)	Final reflections Closing Karakia & Thank you

Ko Wai Tātou / Who are we?
ThinkPlace NZ / Wāhi Whakaaro

Let's design a future that works for our **communities**

We design sustainable futures with governments, organisations and communities.

Let's talk about the future ↗



Ko Wai Au / Who Am I?

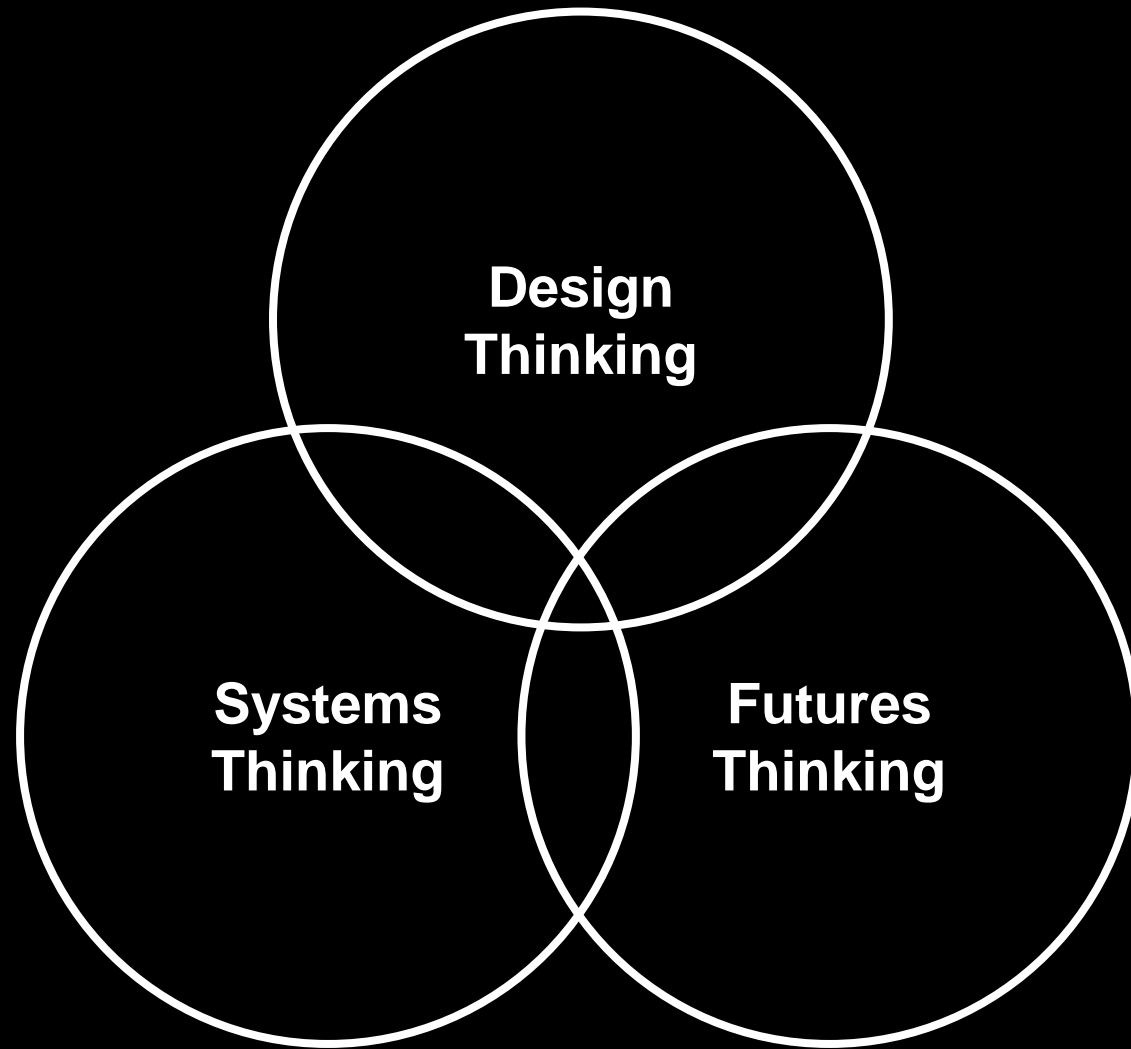
Jade Tang-Taylor, Director

Jade is a purpose-driven, design-led, creative social entrepreneur. Endeavouring to connect across sectors, interdisciplinary spaces, inter-cultural communities and find ways to collaborate, co-create and co-design better futures, using design thinking, systems thinking & futures thinking.

Currently, Jade is an Innovation Advisor & Facilitator at [academyEX](#), Co-Founder & Director of [Speculative Futures Tāmaki Makaurau Auckland](#) and a Fractional Director at [ThinkPlace](#) | Wahi Whakaaro Aotearoa NZ.

Jade also serves on a couple of community governance boards, she's an EHF (Edmund Hillary Fellowship) Fellow, she's part of the SASS (Systems-change Advocacy, Support and Solidarity) and most importantly she's a proud working mum.

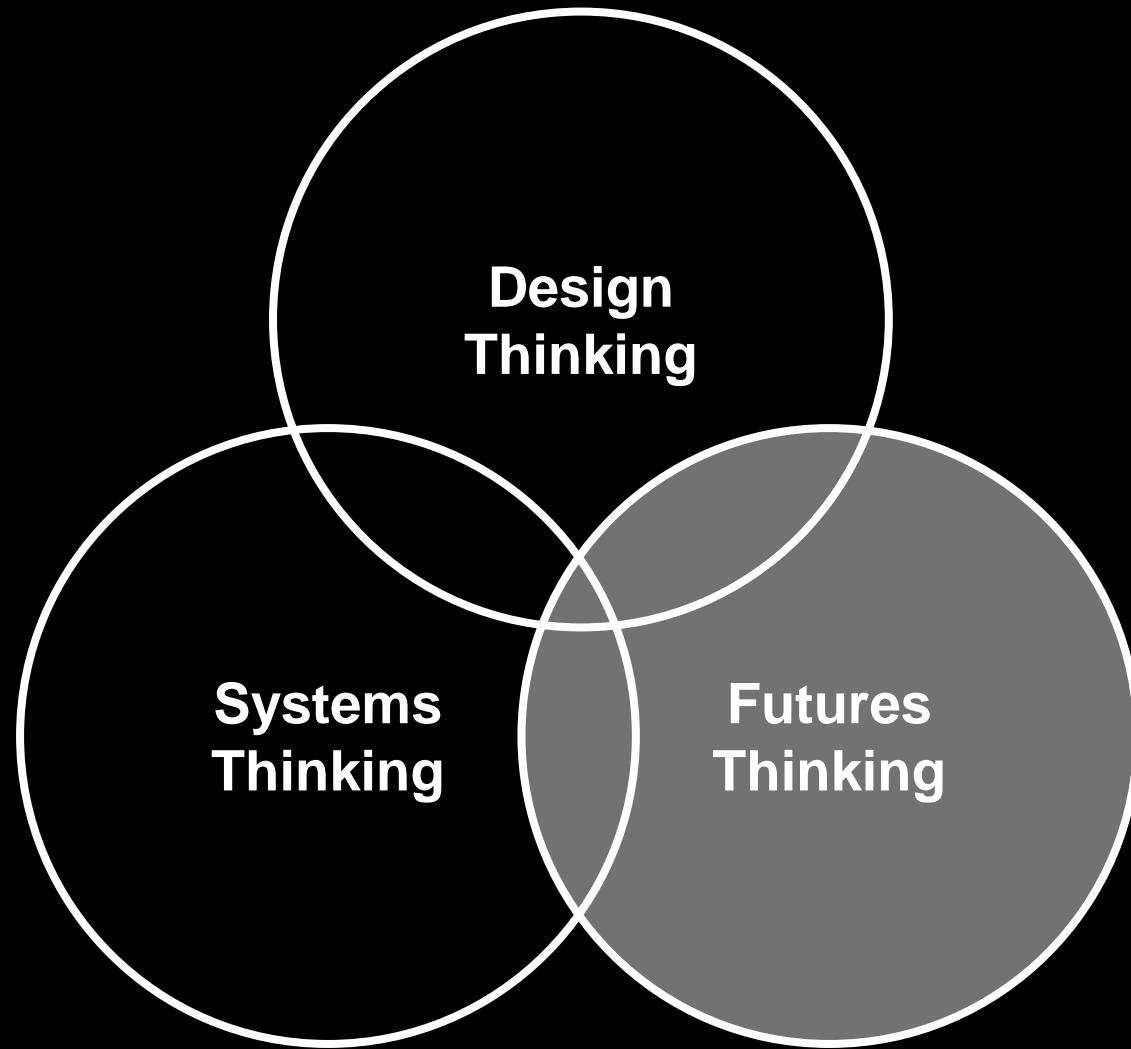




**Design
Thinking**

**Systems
Thinking**

**Futures
Thinking**



**Design
Thinking**

**Systems
Thinking**

**Futures
Thinking**

“Ka mua, ka muri”
- walking backwards into the future

- Māori Whakatauki

Let's begin today,
with something a
lil creative ...



The LONG TIME ACADEMY

Human Layers The Long Time Academy

A creative, immersive, emotional
time-travel experience.

This practice has been created by
Ella Saltmarshe & Hannah Smith. It
is inspired by the work of deep
ecologist, Joanna Macy. It enables
us to walk across the generations,
developing an emotional
connection to the lives of past and
future ancestors, read by host Ella
Saltmarshe.

Long Time
Practice

HUMAN LAYERS



The LONG TIME ACADEMY

Human Layers The Long Time Academy

HōwāīdāyōūĀēē!
W̄hātāīdāyōūĀēē?
W̄hātāīdāyōūĀēār?

Rlěǎ' ěĀākěĀñěĀ ō' t̄-it̄Āōt̄ě,
RL'Ěǎ' ĚĀWRĪTĚĀŌNĚĀĚŃTĚŃĈĚ, ōr
RL'Ěǎ' ĚĎRĀWĀŌNĚĀYŃĈŌL' t̄hāt̄:
řěflěĉt̄' ĀhěĀt̄t̄urěĀyōūĀvēřěĀñ ěġiñiñġ

Rlěǎ' ěĀūrñĀōĀhěĀ ěr' ōñĀěȳt̄ĀōĀyōū,
ǎñđĀhāřě.

Please share back

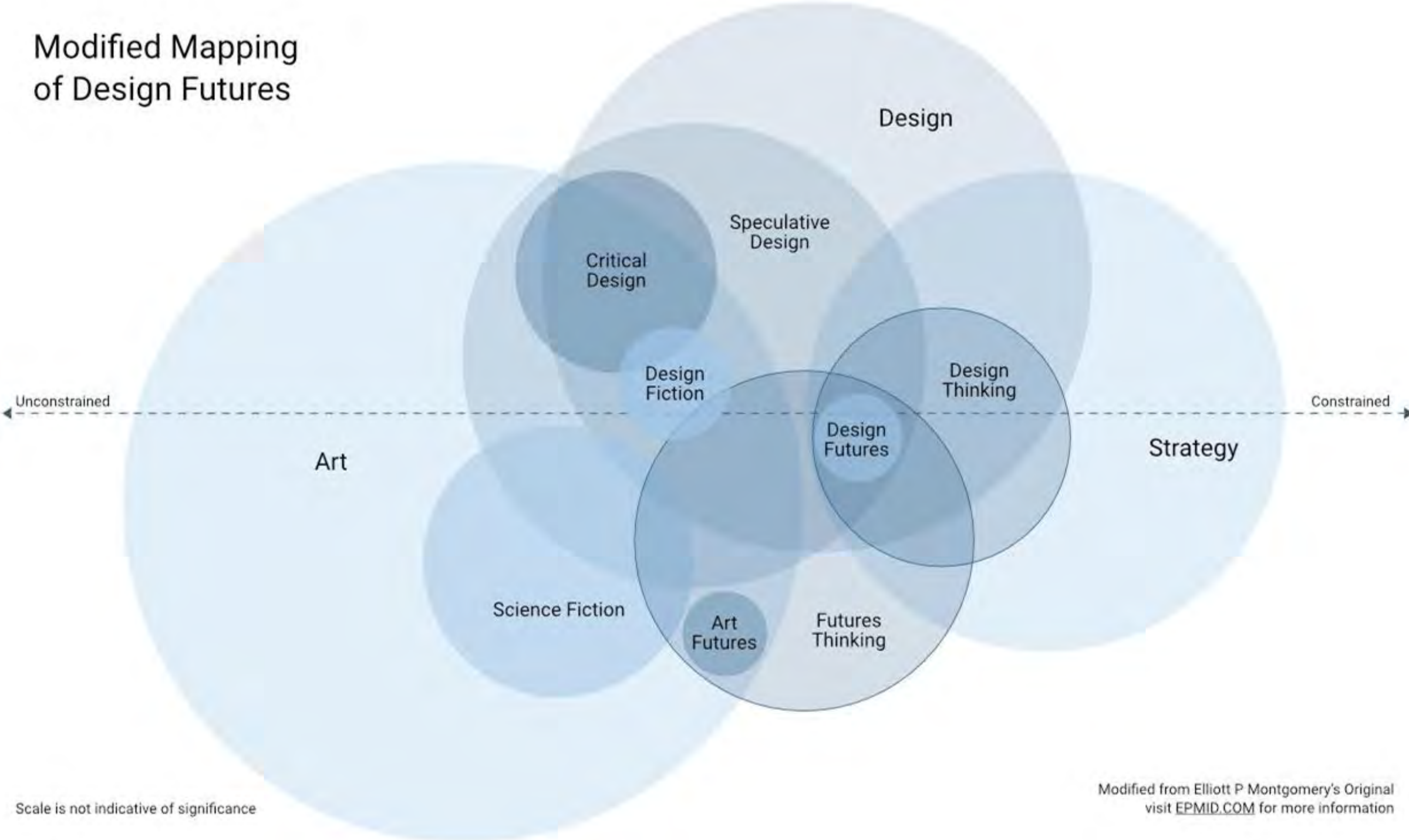
(5 mins)

In Pairs

2 mins each

Foresight & Futures Thinking 10 1

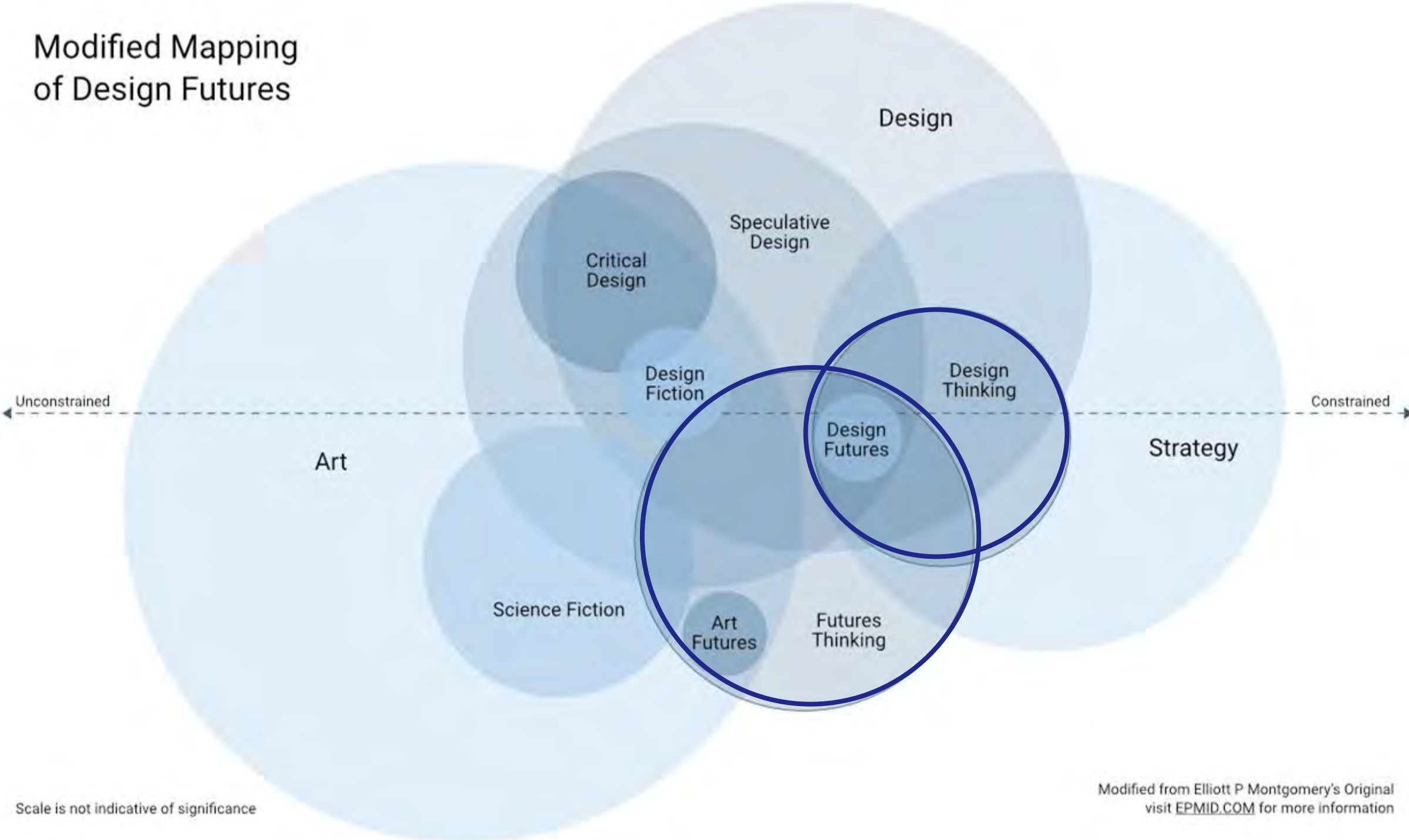
Modified Mapping of Design Futures



Scale is not indicative of significance

Modified from Elliott P Montgomery's Original visit EPMID.COM for more information

Modified Mapping of Design Futures



Scale is not indicative of significance

Modified from Elliott P Montgomery's Original visit EPMID.COM for more information

What is Futures Thinking?

Futures thinking is also known as foresight, strategic foresight and futures studies.

- Futures thinking provides a range of techniques to help you think about the drivers of change that are shaping the future and explore the implications of these for making decisions today – not only about what to do, but how and when to do it.
- Futures thinking does not attempt to predict the future, nor does it purport that there is only one correct future or that the future is pre-determined. There are a range of possible futures and the future can be actively shaped by the decisions we take today.
- Futures thinking is a creative and exploratory process that uses divergent thinking, seeking many possible answers and acknowledging uncertainty. It's a different mind-set to analytical thinking which uses convergent thinking to seek the right answer and reduce uncertainty.
- Futures thinking is a discipline in its own right. It's used in strategy development and in design and planning, as well as to inform policy development.



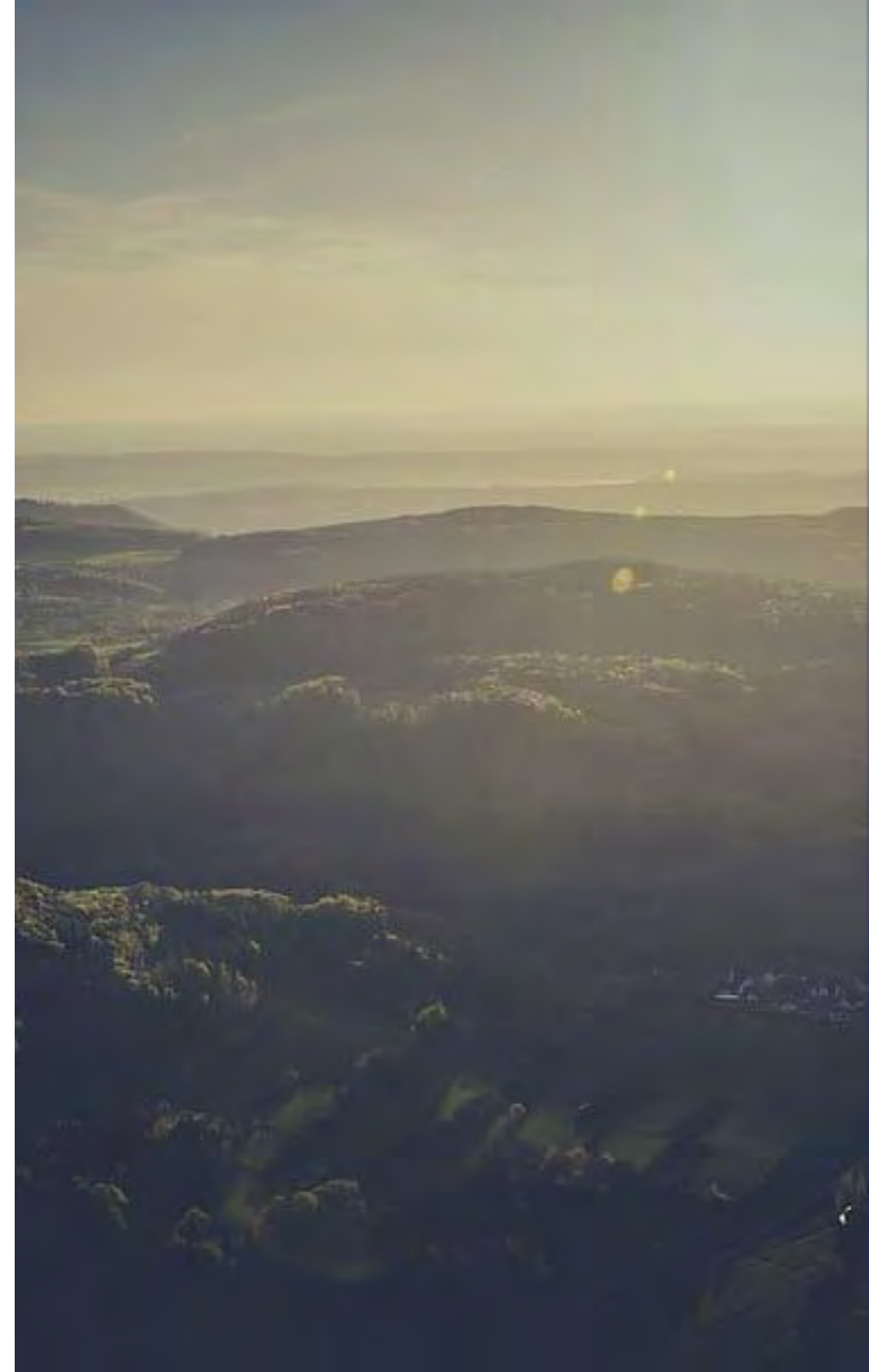
What is Strategic Foresight?

Strategic foresight gives us a framework to identify emerging trends and issues, and then use this insight to map our possible futures.

These well-informed maps of the future allow us to test out current strategy, develop breakthrough innovations and create transformation change.

Strategic foresight is also an important subfield of futures studies, it's a discipline organisations use to gather and process information about their future operating environment.

This information can include, for example, trends and developments in their political, economic, social, technological, and legal environments.



WHAT IS STRATEGIC FORESIGHT?

Strategic Foresight gives us a framework to identify emerging trends and issues, and then use this insight to map out possible futures. These well-informed maps of the future allow us to test our current strategy, develop breakthrough innovations, and create transformative change.

WHERE IS IT USED

Foresight is leveraged across all sectors, industries and functions.



GOVERNMENT



NON-PROFIT



CORPORATE



START-UPS

WHEN IS IT USED

Foresight should act as an organization's operating system, running in the background of all processes.



STRATEGY



INNOVATION



CHANGE MANAGEMENT



PERSONAL DEVELOPMENT

HOW IS IT USED

The Natural Foresight® Framework includes tools like environmental scanning and scenario planning.



DISCOVER



EXPLORE



MAP



CREATE

WHY IS IT USED

Foresight allows us to thrive in a volatile, uncertain, complex, and ambiguous environment.



ADAPTATION



RESILIENCE



TRANSFORMATION

Key terms:

Futures: refers to systematic approaches to thinking about the future and exploring factors that could give rise to possible and probable future characteristics, events, and behaviours.

Foresight: refers to the application of specific tools/methods for conducting futures work, for example, horizon scanning (gathering intelligence about the future) and scenarios (describing what the future might be like).

Horizon scanning: a systematic examination of information to identify potential threats, risks, emerging issues and opportunities,

We live in VUCA times...The complexities of today call for a different way of thinking.

To quote Einstein, *“We can't solve problems by using the same kind of thinking we used when we created them.”*

This is why the futures thinking mindset is so crucial for success today – it creates a platform for greater collaboration, curiosity and co-creation across teams and ultimately unlocks better, more innovative ways of doing things.

Futures Platform:

<https://www.futuresplatform.com/blog/3-benefits-futures-thinking>

Key tools:

FUTURES STUDIES

Sohail Inayatullah and Ivana Milojević

MAPPING

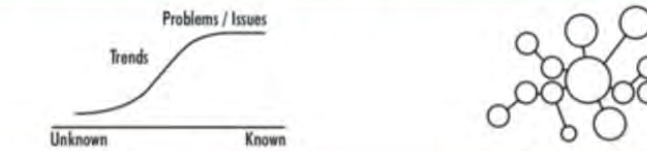


Shared History

Futures triangle

Futures Landscape

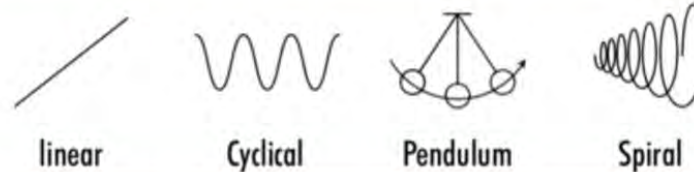
ANTICIPATING



Emerging Issue Analysis

Futures Wheel

TIMING



linear

Cyclical

Pendulum

Spiral

DEEPENING



Causal Layered Analysis

Narrative foresight

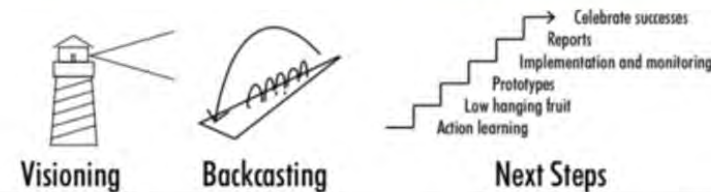
WIDENING



Scenarios

Change Progression Method

TRANSFORMING



Visioning

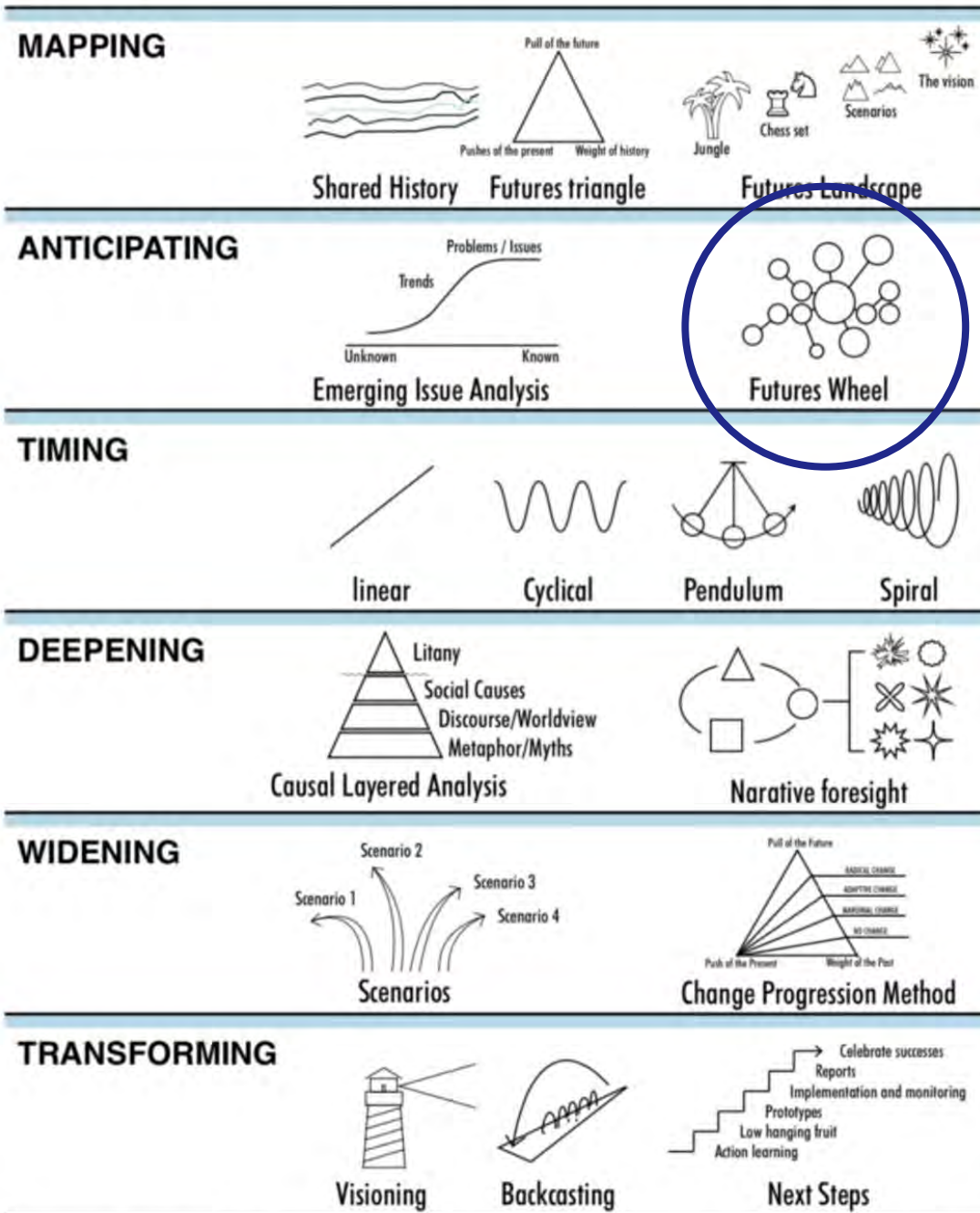
Backcasting

Next Steps

FUTURES STUDIES

Sohail Inayatullah and Ivana Milojević

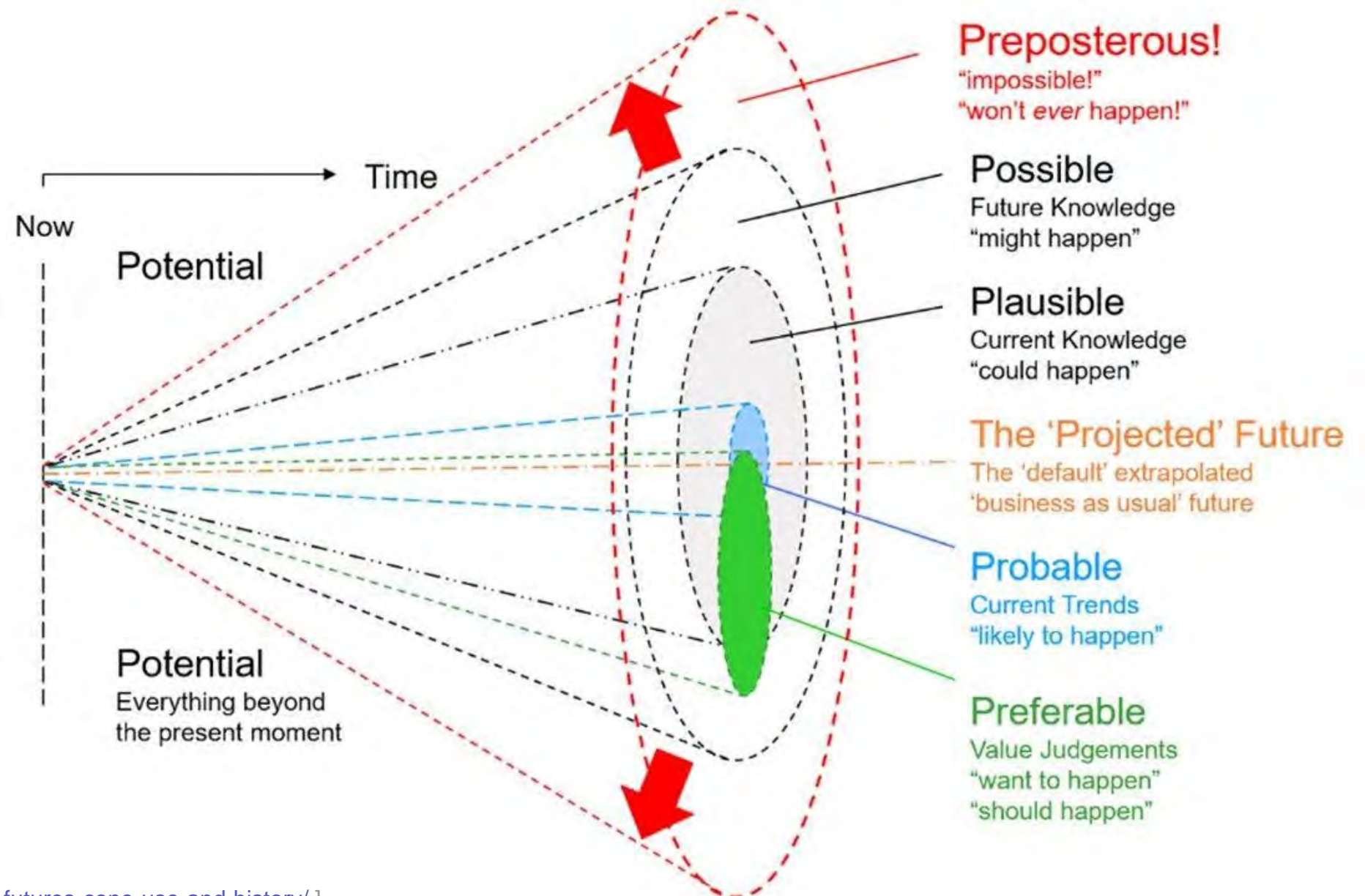
Key tools:

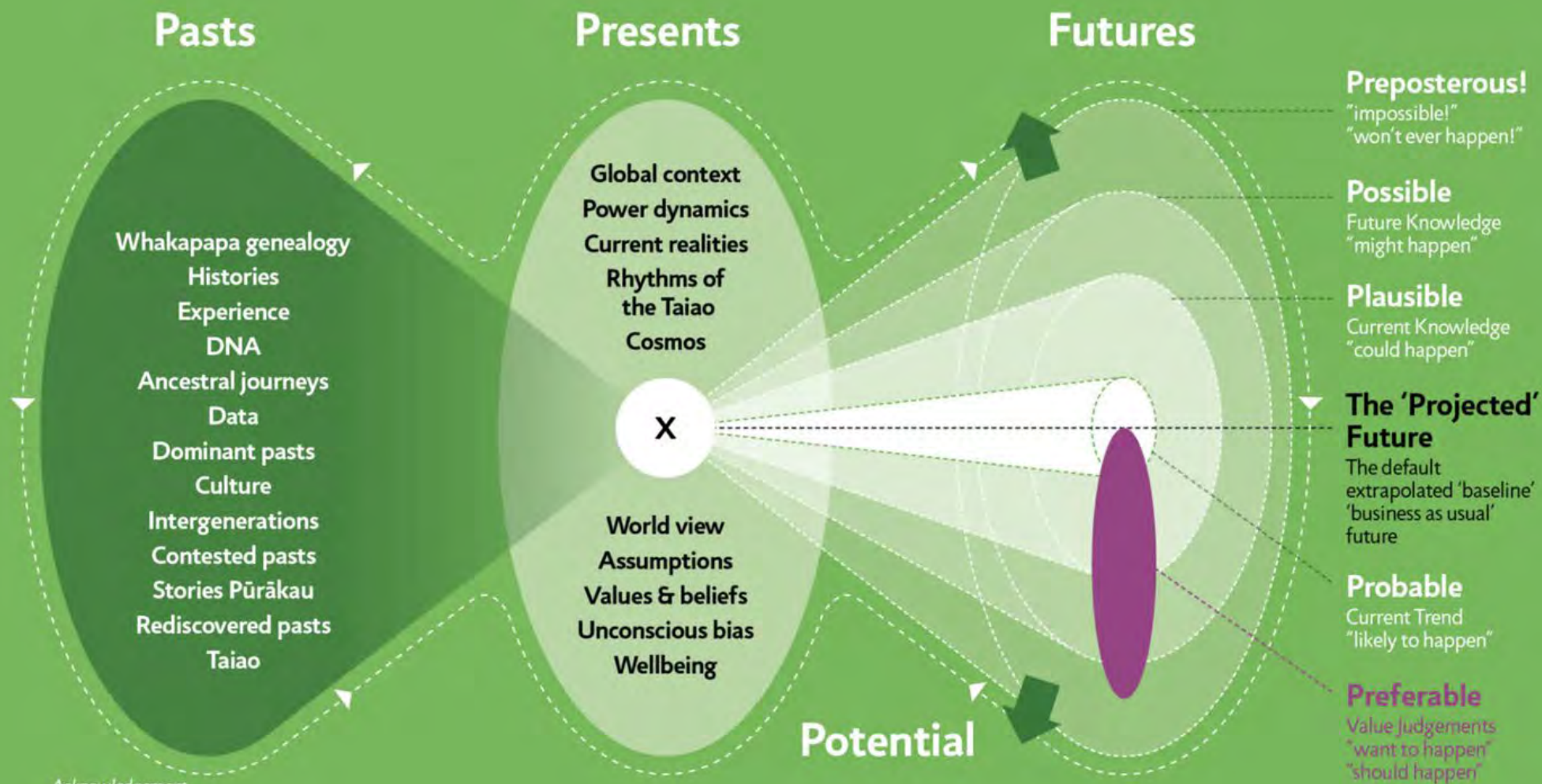


Futures Cone

The futures cone is a brainstorming exercise for exploring the future.

The 'futures cone' model was used to portray alternative futures by Hancock and Bezold (1994), and was itself based on a taxonomy of futures by Henchey (1978), wherein four main classes of future were discussed (possible, plausible, probable, preferable)





*Acknowledgement
to Joseph Voros who
developed the Futures
Cone that forms the right
hand side of this diagram*

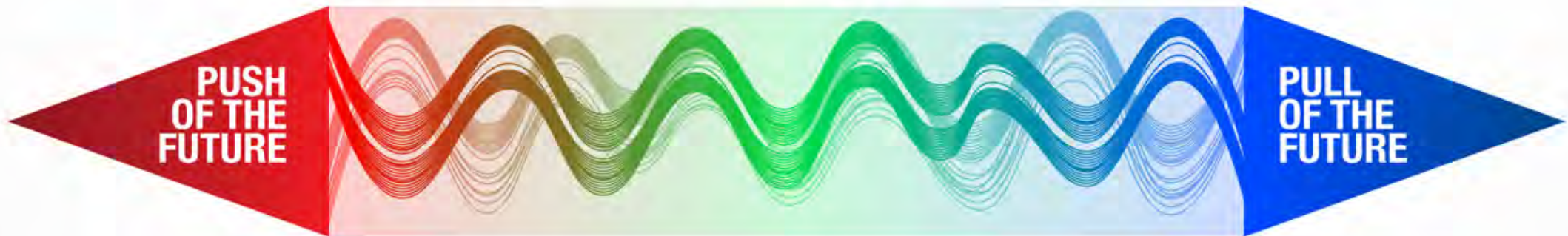
Unbounded Futures

Subjectivity:

What one person views as preposterous
another may view as plausible

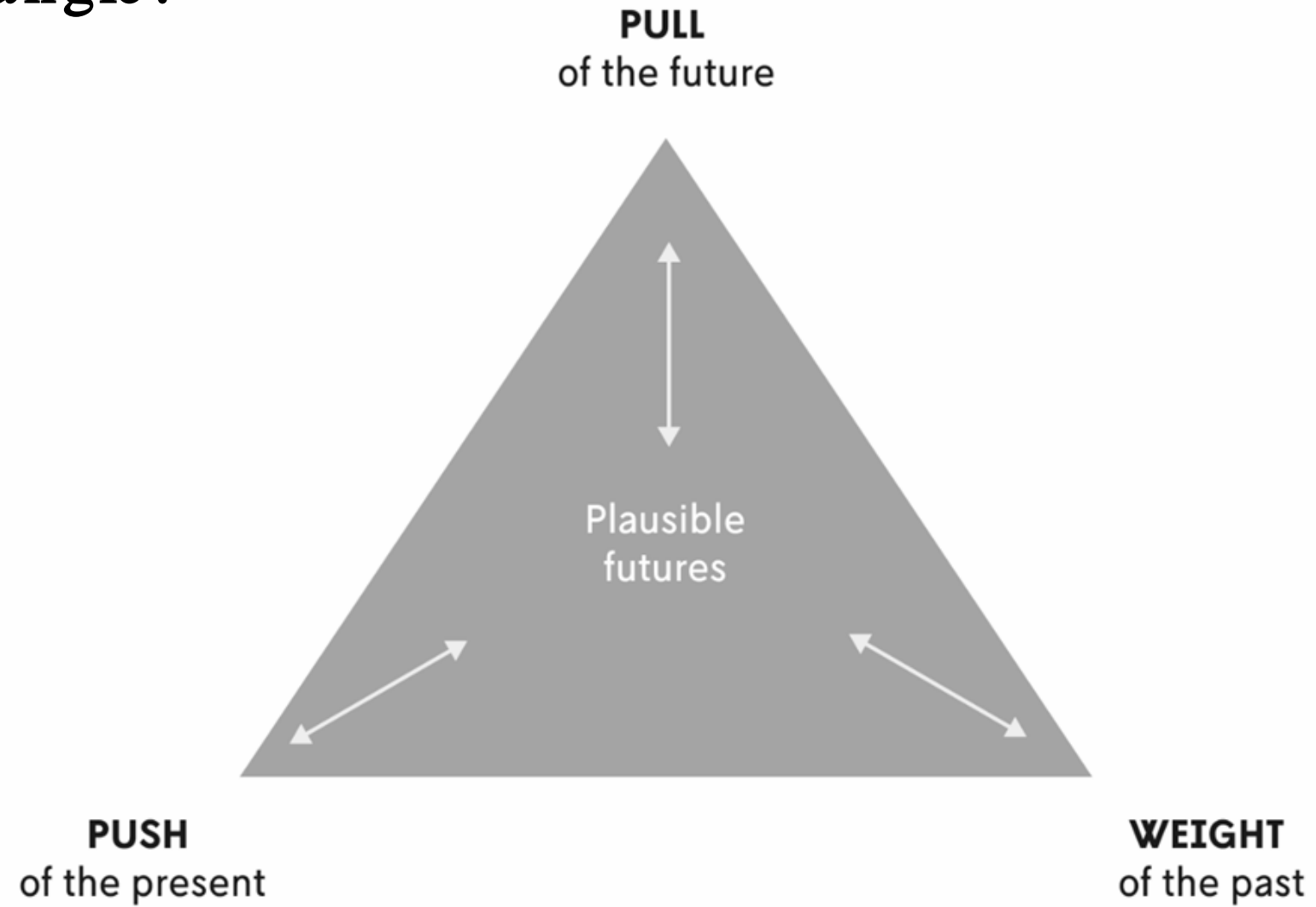
PUSH AND PULL OF THE FUTURE

Most of us focus solely on the **Push of the Future**, forced into a perpetual state of reacting to trends and emerging issues. Conversely, the **Pull of the Future** provides the framework to intentionally act upon our preferred futures.



Strategic Foresight allows us to leverage both ends of the futures spectrum in order to **discover the future and create it – today.**

Futures Triangle:

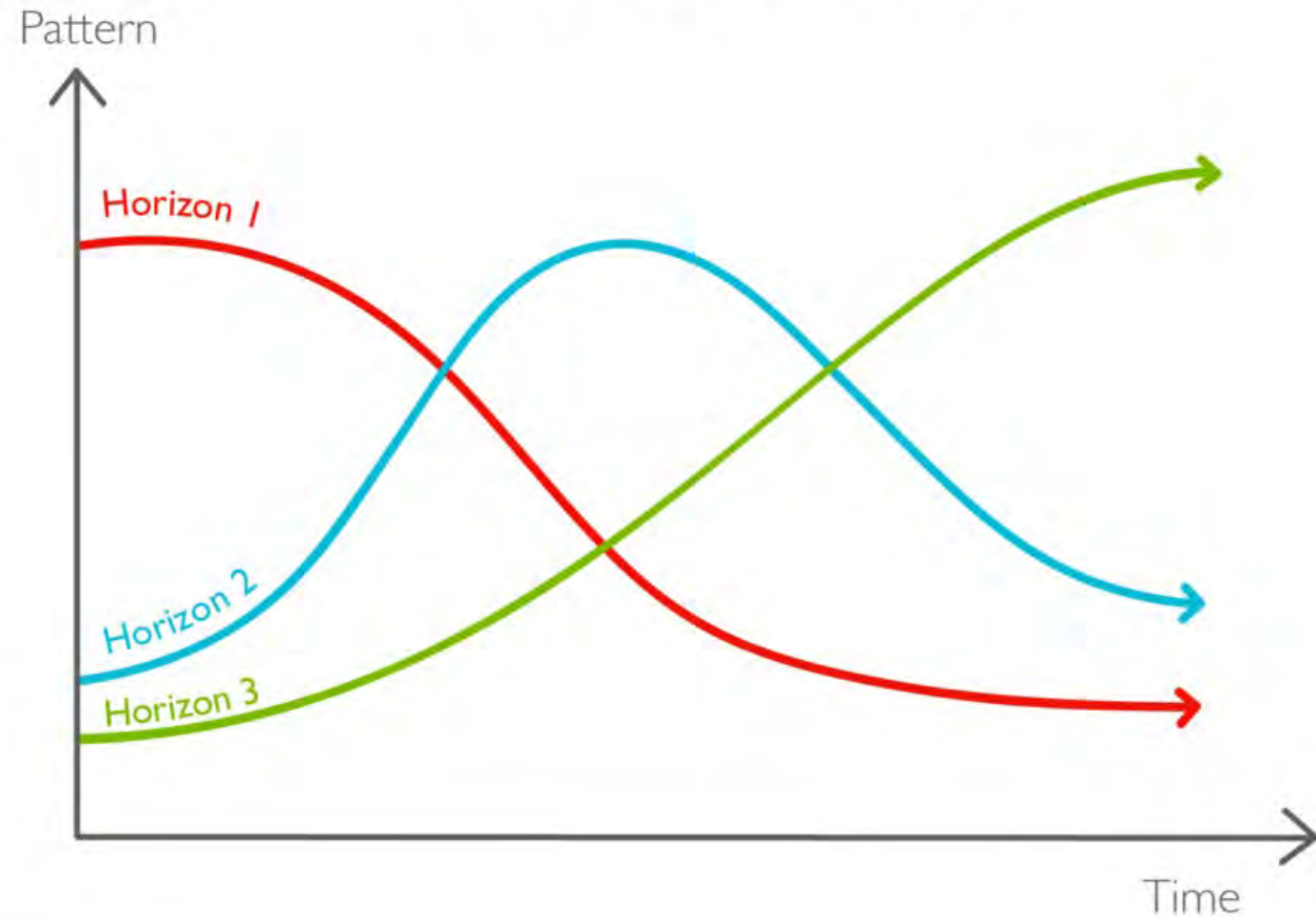


Three Horizons

The 'Three Horizons' framework is a foresight tool that can help us to structure our thinking about the future in ways that spark innovation.

It describes three patterns or ways of doing things and how their relative prevalence and interactions evolve over time

Three Horizons



[SOURCE: <https://www.h3uni.org/tutorial/three-horizons/>]

H3Uni.org

Three Horizons

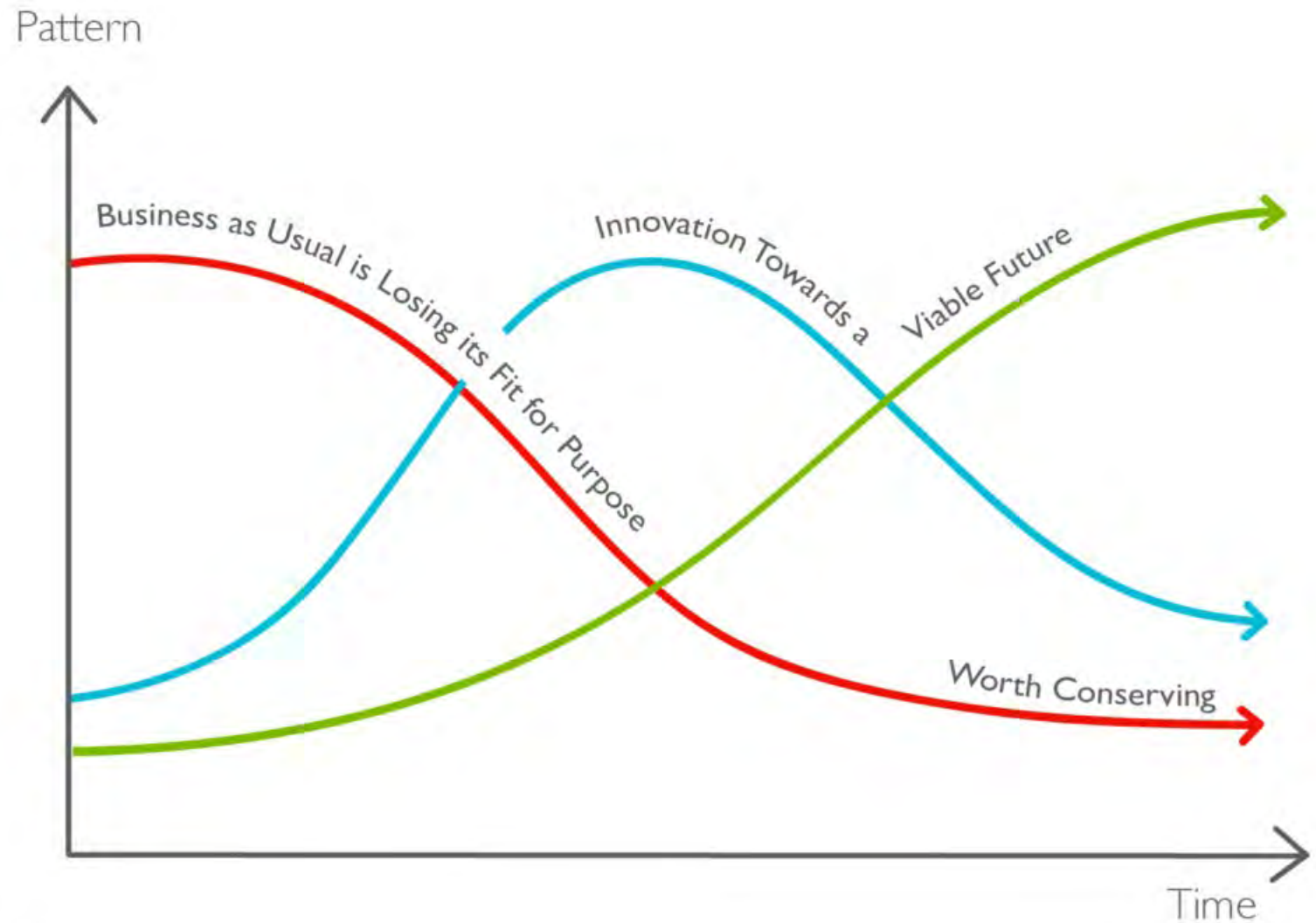
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It describes three patterns or ways of doing things and how their relative prevalence and interactions evolve over time

H1: Managerial View

H2: Entrepreneurial View

H3: Visionary View



H3Uni.org

[SOURCE: <https://www.h3uni.org/tutorial/three-horizons/>]



DISCOVER

Assumptions and Biases

Uncover personal and organizational assumptions around a focal issue with tools like:

- Unconscious Bias Modeling
- Ladder of Inference
- Causal Layered Analysis



EXPLORE

Trends and Insights

Identify and interpret emerging trends, patterns, and clusters with tools like:

- Environmental Scanning
- Qualitative Predictive Analysis
- Probability/Impact Matrix
- Pattern and Sense-making



MAP

Narratives and Landscapes

Design sets of divergent, provocative maps using creativity, data, intuition, and research with tools like:

- Scenario Fields
- Futures Wheels
- Scenario Planning



CREATE

Integration and Outcomes

Define, design, refine, and reframe strategy, outcomes, and actions with integration into:

- Strategic Planning Processes
- R&D Efforts
- Change Management Initiatives

Horizon Scanning Future of Cities & Future of Communities

Futures Signals # 01

Future cities: new challenges mean we need to reimagine the look of urban landscapes

“Imagining these cities helps us understand how we want our future lives to look.”

But we must open up the opportunity to conceptualise these futures to a wider and more diverse set of people. By doing so, we will be better positioned to rethink the shifts required to safeguard our health, that of other species and the planet we share. This is the significance of visions for tomorrow’s world – and why we need to create new ones today.”

The screenshot shows the top of a web browser displaying the article page. At the top, it says 'Edition: New Zealand' and 'Get newsletter'. The main header is 'THE CONVERSATION' with the tagline 'Academic rigour, journalistic flair'. Below this are navigation links for 'Arts + Culture', 'Environment + Science', 'Business + Economy', 'Health', 'Education', and 'Politics + Society'. The article title is 'Future cities: new challenges mean we need to reimagine the look of urban landscapes', published on December 17, 2020. The main image is a futuristic cityscape with vertical green walls, a drone, and a train. The authors listed are Nick Dunn and Paul Cureton. A disclosure statement follows, stating the authors do not work for, consult, or receive funding from any company or organization related to the article. The Lancaster University logo is also present, along with a link to 'View all partners' and a Creative Commons license. At the bottom, it says 'We believe in the'.



Mitchell, Joachim. Post Carbon City-State: Re-zoned Circular Economy. Terraform ONE. 2018. [http://www.terraform.org/projects-urban-new-york-city-](http://www.terraform.org/projects-urban-new-york-city)

The Conversation:
<https://theconversation.com/future-cities-new-challenges-mean-we-need-to-reimagine-the-look-of-urban-landscapes-151709>



We believe in the

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Opinion Cities

This article is more than 4 years old

The pandemic will accelerate the evolution of our cities

Norman Foster

Thu 24 Sep 2020 16:38 BST

City centres are likely to see fewer cars in future, but that would have happened eventually without Covid-19

Share 254

COVID 19 WILL HASTEN EXISTING TRENDS WILL NOT CREATE NEW TRENDS BUILDINGS WILL BE MORE HEALTHY SUNNY SOCIAL SUSTAINABLE

CITIES WILL BE MORE GREEN WALKABLE QUIET BIKABLE FARMERS WILL BE URBAN MULTI-STOREY FOOD WILL BE FRESHER CHEAPER ORGANIC NEARBY

WORK WILL BE AT HOME + USUAL PLACE + 3RD PLACE MOVING WILL BE FASTER CLEANER QUIETER SAFER TRADE WILL BE MORE LOCAL LESS GLOBAL

Norman Foster's illustration on the future of cities, to be exhibited at the Royal Academy of Arts in October

“City centres will have the potential to be quieter, cleaner, safer, healthier, more friendly, walkable and bikeable and vitally, if the opportunity is grasped, to be greener.”

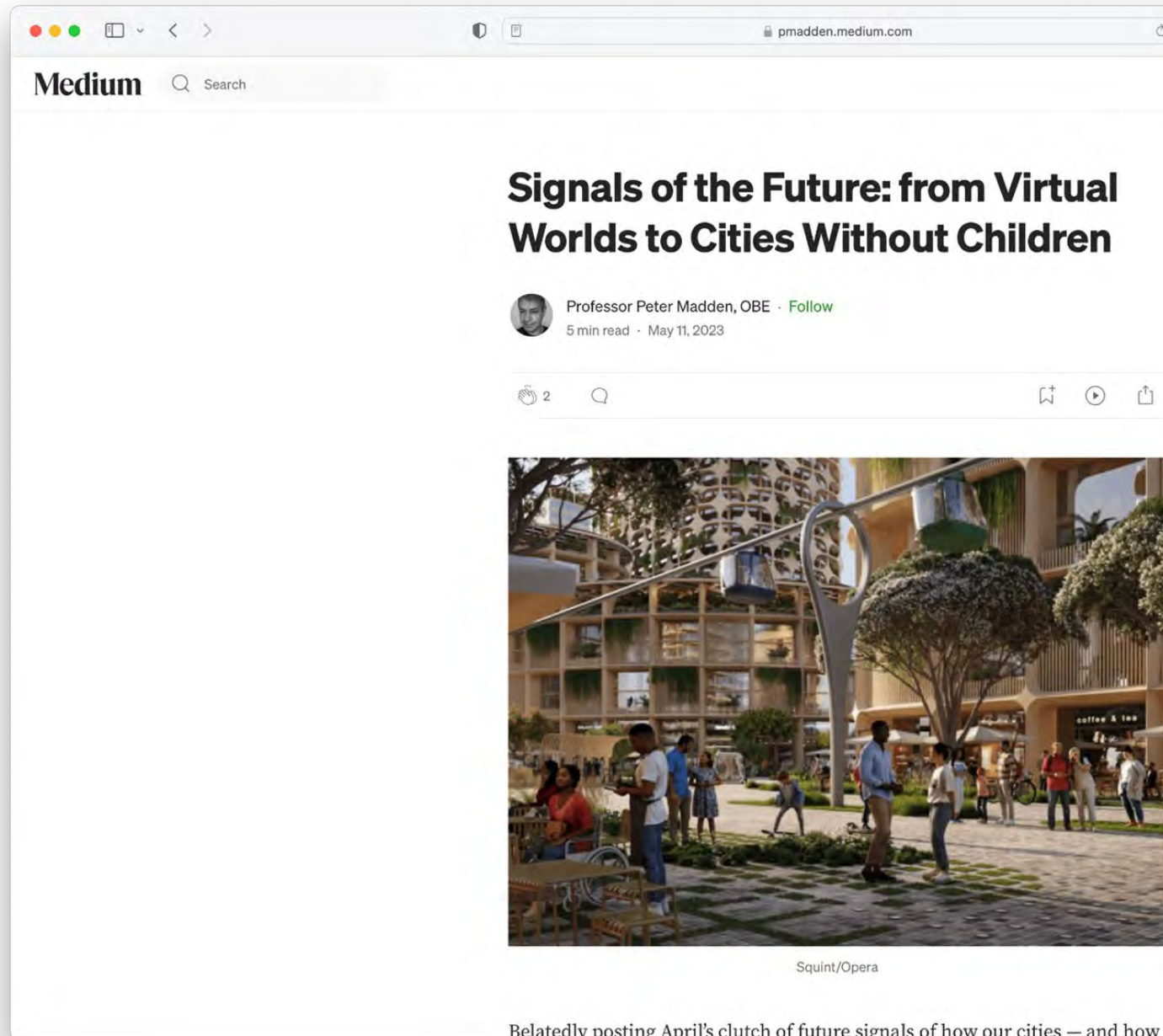
The Guardian:
<https://www.theguardian.com/commentisfree/2020/sep/24/pandemic-accelerate-evolution-cities-covid-19-norman-foster>

Futures Signals # 03

Virtual worlds to Cities without children

“I saw on the BBC this week that primary schools in London are closing because the high cost of living is driving families out.

Many just cannot afford to have children in the capital.”



The screenshot shows a Medium article page. At the top, the Medium logo and a search bar are visible. The article title is "Signals of the Future: from Virtual Worlds to Cities Without Children" by Professor Peter Madden, OBE. Below the title, it says "5 min read · May 11, 2023". There are icons for clapping (2), commenting, bookmarking, and sharing. The main image is a vibrant, futuristic urban scene with people, a wheelchair, and modern architecture. Below the image, the text "Squint/Opera" is visible. At the bottom of the screenshot, there is a partial sentence: "Belatedly posting April's clutch of future signals of how our cities — and how".

Medium: <https://pmadden.medium.com/signals-of-the-future-from-virtual-worlds-to-cities-without-children-3a0e682a6406>

Futures Signals # 04

Capital Conversation: A letter to Wellington from your future self

The Post | TE UPOKO
O TE IKA

Capital Conversation: A letter to Wellington from your future self

Helen Milner | The Post

September 14, 2024

Share



“Building communities rather than solving a housing crisis: It was this perspective and underpinning idea that reshaped policy, city planning, and property development for good....

has seen the birth of strong, truly connected communities who care for each other.”

The Post: <https://www.thepost.co.nz/nz-news/35044994/capital-conversation-letter-wellington-your-future-self>

Futures Signals # 05

A Māori lens on AI: how indigenous cultures can help keep us grounded



Join us

FOURTH INDUSTRIAL REVOLUTION

A Māori lens on AI: how indigenous cultures can help keep us grounded

Aug 6, 2021



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World Economic Forum:
<https://www.weforum.org/stories/2021/08/a-maori-lens-on-ai-how-indigenous-cultures-can-help-keep-us-grounded/>

Futures Signals # 06

The Future of...

ChatGPT ▾

Horizon Scan: The Future of the Community & Voluntary Sector in Aotearoa New Zealand (2025–2035)

1. Te Tiriti-Led Transformation & Decolonization

- **Te Tiriti o Waitangi as a Core Principle:** Increasing expectation for community and voluntary organizations to embed Te Tiriti into governance, strategy, and decision-making. This includes genuine partnership with Māori, co-governance structures, and ensuring Māori-led solutions are centered.

2. Funding & Financial Sustainability

- **Shifting Away from Short-Term, Project-Based Funding:** There's growing demand for sustainable, multi-year funding that supports core operational costs rather than just one-off projects.

3. Digital Transformation & AI in the Sector

- **AI for Impact Reporting & Admin Reduction:** Many organizations struggle with reporting requirements—AI tools could streamline impact measurement, allowing more focus on community work rather than bureaucracy.
- **Virtual & Hybrid Volunteering Growth:** With increased digital access, volunteering is shifting beyond in-person engagements to include online mentorship, skill-sharing, and remote support.
- **Data Sovereignty & Ethical AI:** The increasing use of AI and big data raises concerns around indigenous data sovereignty. There's growing advocacy for Māori governance over Māori data, ensuring technology serves communities rather than extracts from them.

More Futures Tools (& Links)

2) Imagine possible futures

- [Scenario Development](#) (DPMC)
- [Causal Layered Analysis](#) (Sohail Inayatullah)

1) Make sense of change

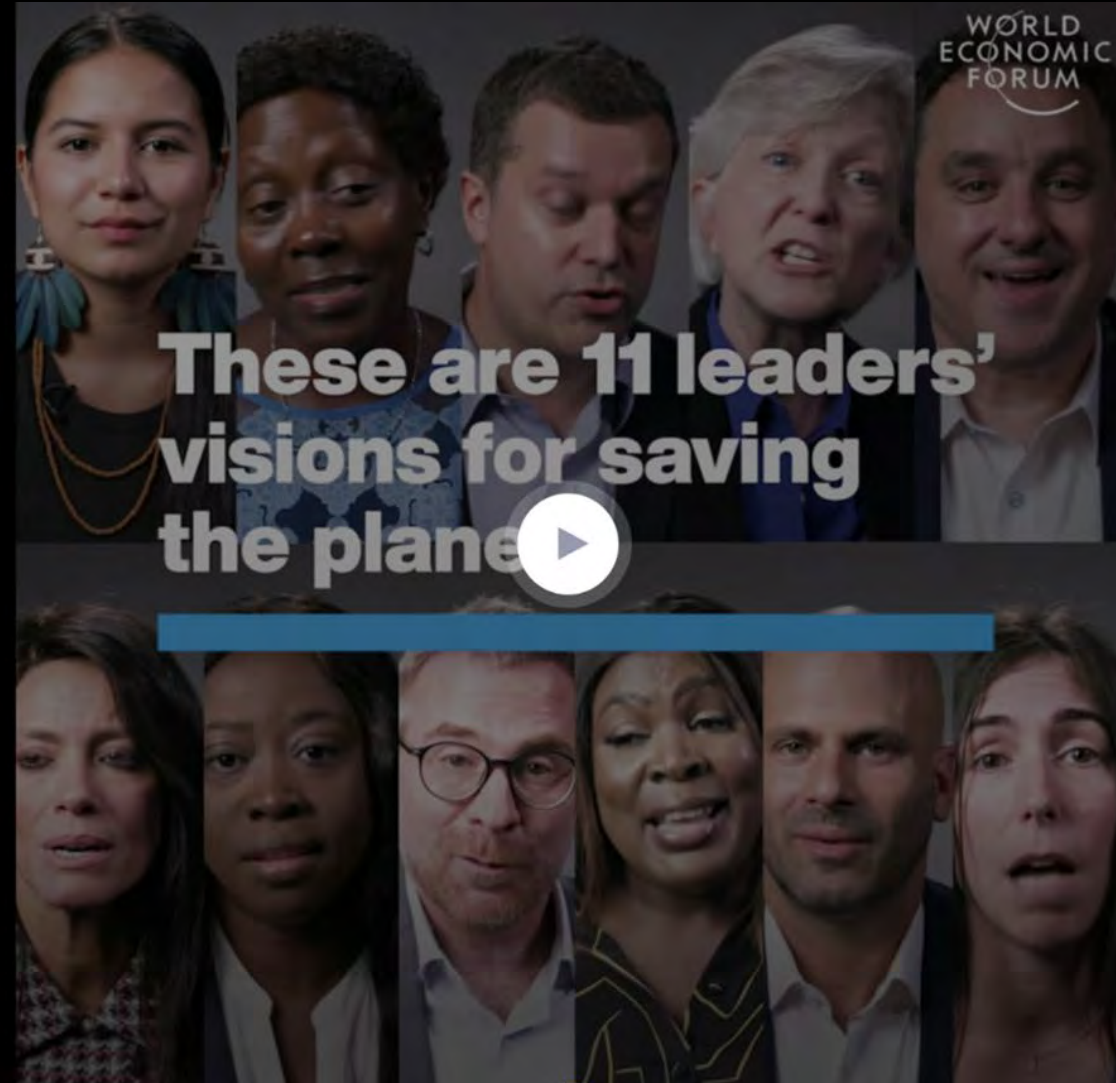
- [Horizon Scanning](#)
- [Futures Triangle](#)
- [Futures Wheel](#)
- [Three Horizons](#)
(The Futures Workshop Podcast)



3) Take action!

- [Wind Tunnel Testing / Policy Stress Testing](#)
- [Back Casting](#) (Service Design Tools)

The 11 leaders' vision for saving the planet (World Economic Forum 5.42)



These are 5 skills kids will need in the future?

World Economic Forum (1.44s)

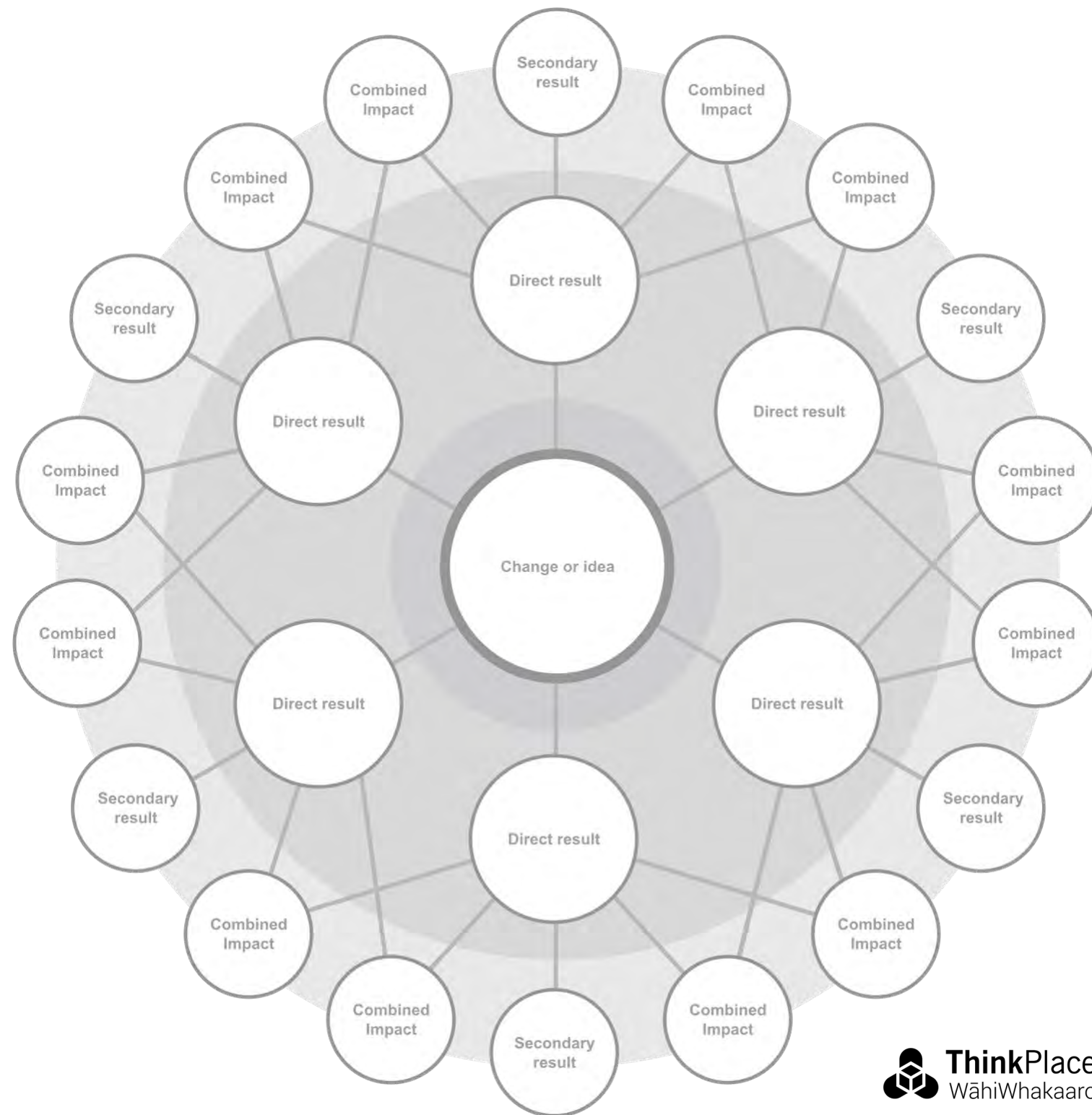


Interactive Exercise # 01

Futures Wheel & STEEP mapping

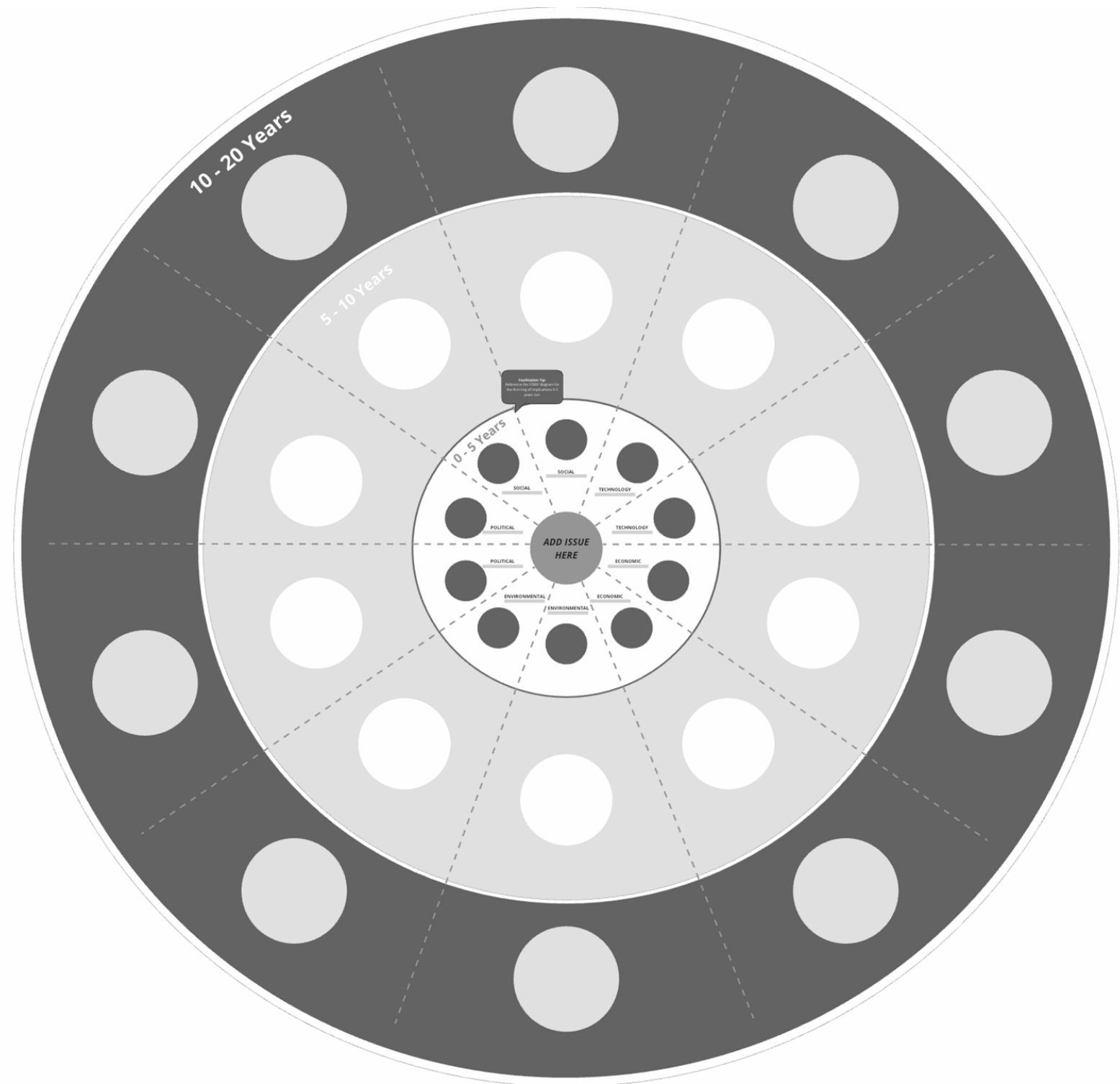
Futures Wheel

The **futures wheel** is a method for graphical visualisation of direct and indirect future consequences of a particular change or development.



Futures Wheel (10 - 20 years)

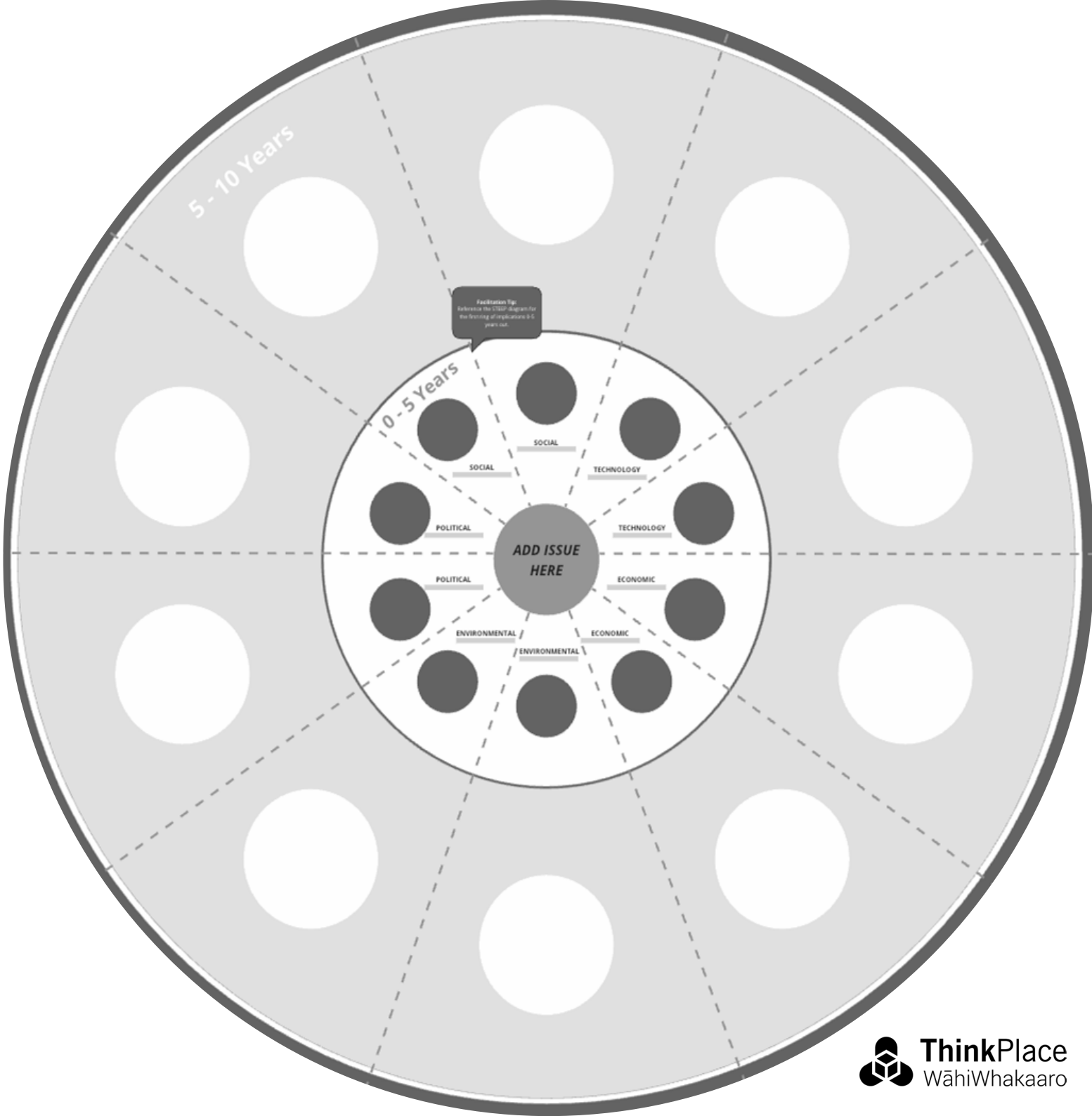
The **futures wheel** is a method for graphical visualisation of direct and indirect future consequences of a particular change or development.



Futures Wheel

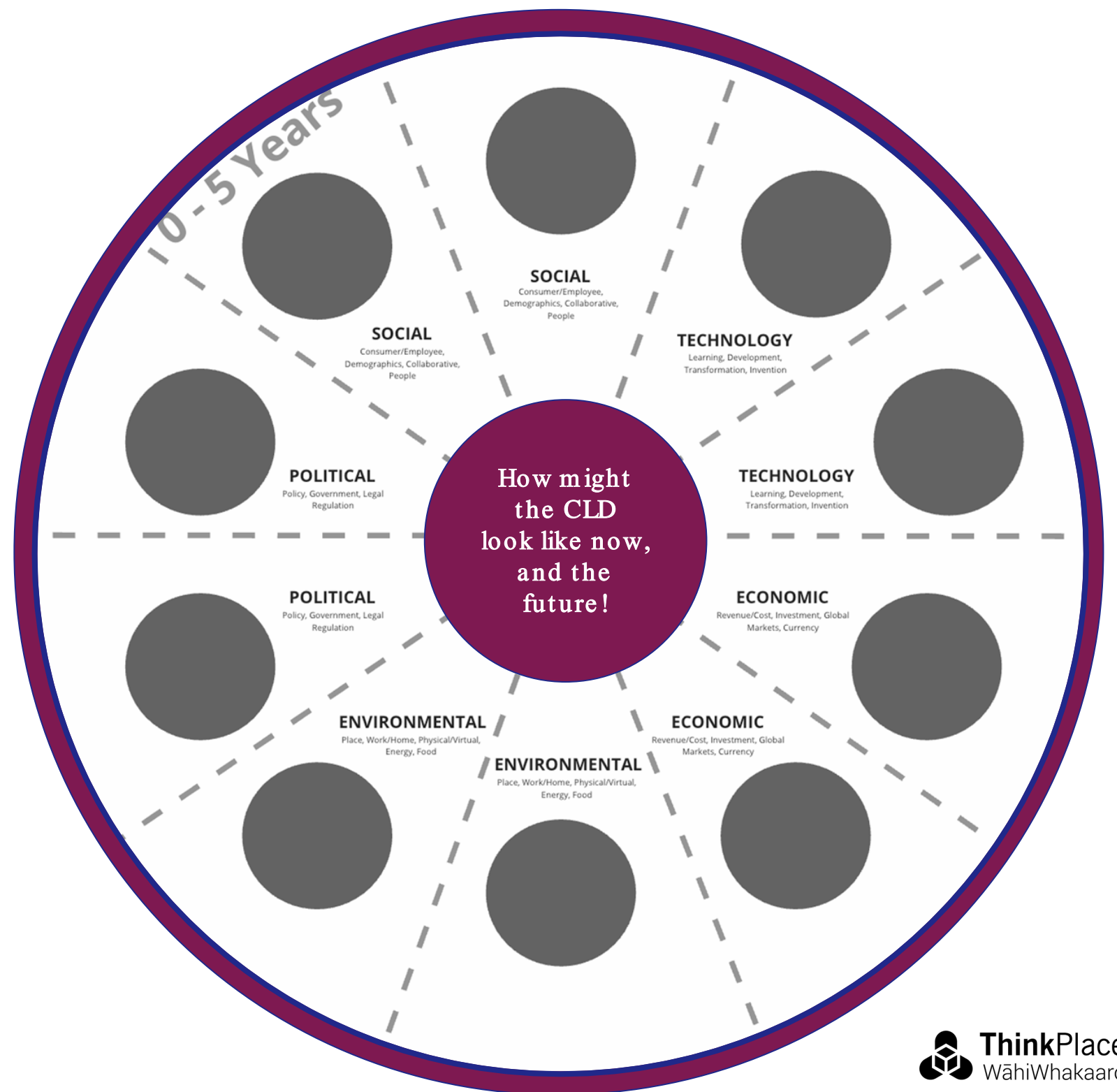
(5-10 years)

va#r U A#i s a#G i r j #UeY C
pYA A % a s o G d ^ o Q o U Y r Y r
C A s U r ' C p C A s U r U A r
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Futures Wheel (0 - 5 years)

The **futures wheel** is a method for graphical visualisation of direct and indirect future consequences of a particular change or development.



STEEP Drivers (Macro-Level)

STEEP is basically an acronym which stands for Social, Technological, Economical, Environmental, and Political.

It is also known around the world as

- PEST,
- PESTEL,
- PESTLE,
- STEPJE,
- STEP,
- STEEPLD, and
- LEPEST.

STEEP DRIVERS *Ensure our implications are robust*

SOCIAL

An assessment of who people are, how they live, their health, and other trends about daily life

- Demographics
- Marriage Roles
- Gender Roles
- Leisure Time
- Religious Affiliations
- Lifestyles
- Communication



TECHNOLOGY

Industrial advances and the gadgets of modern life can be a key driver of change around the world

- Materials Science
- Software
- Information Technologies
- Energy
- Genetics & Genomics
- Pharmaceuticals
- Transportation
- Product Design



ENVIRONMENT

Whether on a local or planetary level, ecological and placemaking trends are critical

- Water
- Climate Change
- Soil
- Food
- Cities
- Energy
- Built & Virtual Spaces



ECONOMY

Trends related to value generation and exchange can have a global influence

- Interest Rates & Taxes
- Income Distribution
- International Trade
- Entrepreneurship
- Job Availability
- Local Ecosystems
- Alternative Currencies



POLITICS

Changes in ideological and political participation can radically shift the future

- Individual & Group Rights
- Financial Markets
- Trade
- Ideologies
- Government Regulations
- Treaties & Alliances
- Foreign Relations



[Small Group Exercise # 01]

At a macro-level, start to map
key S.T.E.E.P drivers & shifts

CHOOSE ONE: social, technological,
environmental, economic & political

- 0 - 5 years
- 5 - 10 years
- 10 - 20 + years

Please share back

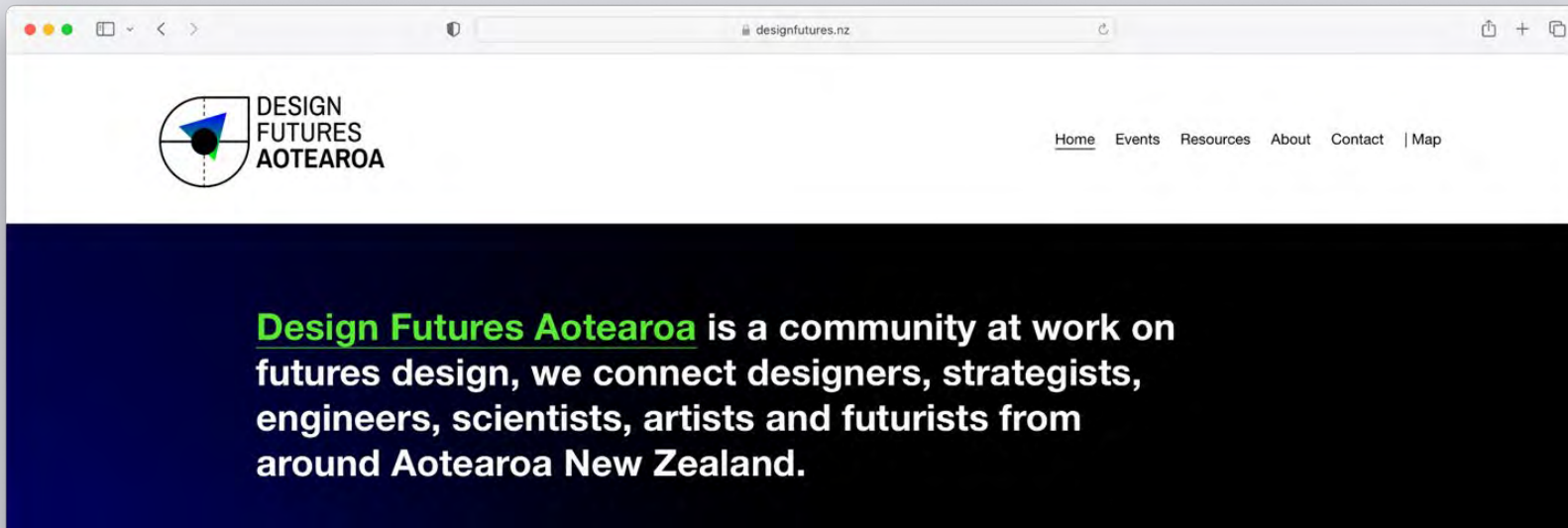
(10 mins)

5 x Small groups (S.T.E.E.P)

2 mins each

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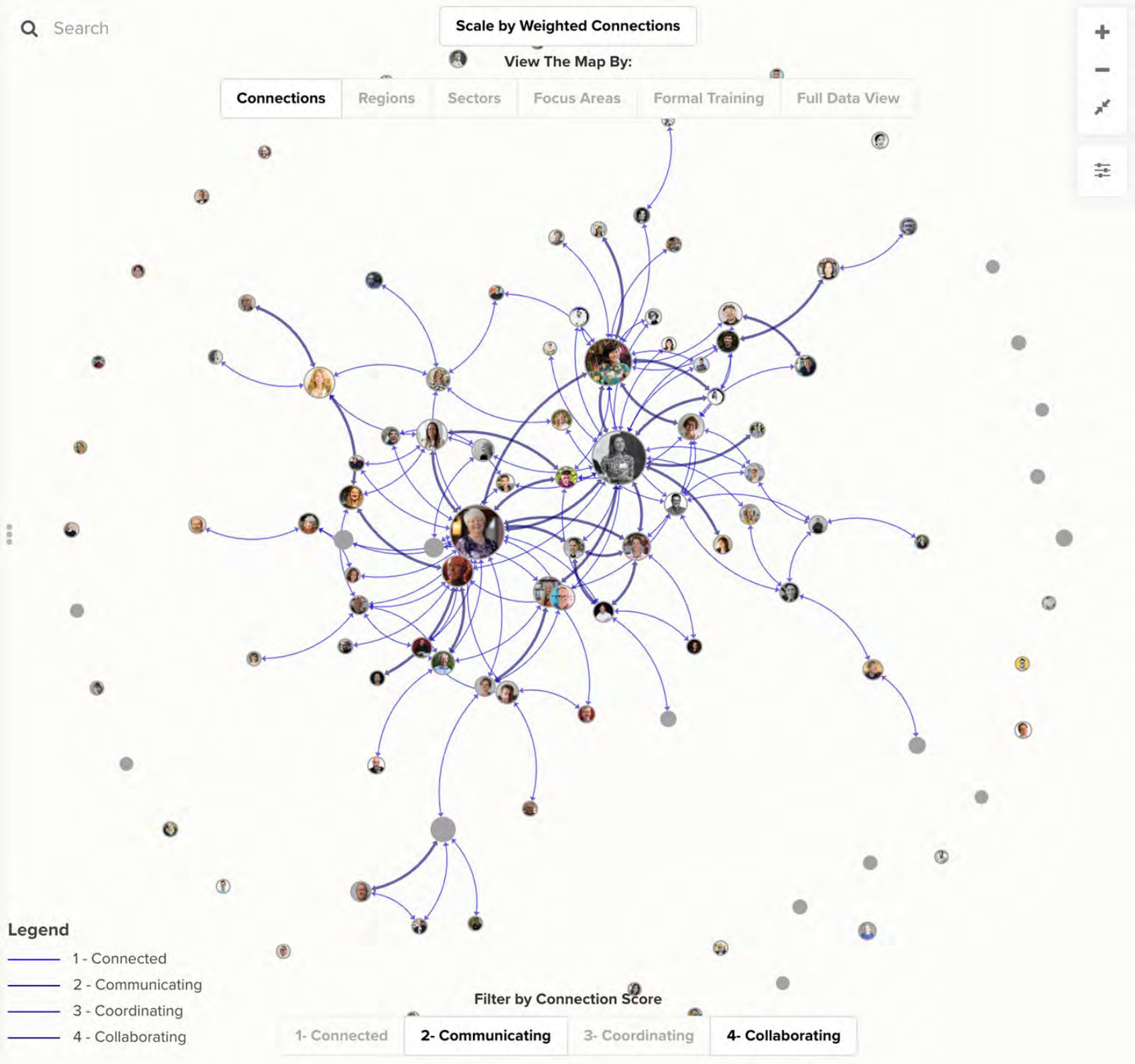
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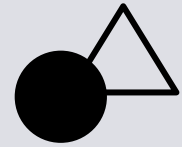


Aotearoa Futures Network Map



To view the Aotearoa Futures Network Map
Scan the QR code, or visit: <https://kumu.io/aotearoa-futures/aotearoa-futures-network-map>





UPCOMING EVENTS & OPPORTUNITIES



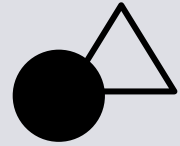
**A Future Generations Act
for Aotearoa | WEALL**
(27 February 2025)



Wōrld Ācūtūrē' ĀdāyĀ
TēāçĥĀ Ĥē Ācūtūrē
(1 ĀrçĥĀ 2025)



**Oceania Futures and
Foresight Symposium**
Brisbane, Australia
(3-5 April 2025)



UPCOMING COMMUNITY OF PRACTICE

🌟 **KōiñĀ ōurĀ cōrē' iġhtĀ Ā ūtūrē' Ā ĥiñkiñġĀ**
Çôn n ūñityĀ ġrăçticeĀ çrō' ' Ā ōtēārōā Ā NZ!Ā 🌍

KōiñĀ' ĀñĀ ĥēĀ i' tĀ çridăyĀ ġēăçĥĀ ōñthĀ (10-11Āñ , Āñ!iñē)Ā
ġrăĀr äçēĀ ĥēĀ ōuĀ çăñ:

- 💡 Rō' ēĀ ĥōuġht-r ṛōwōkiñġĀ ūē' tĭōñ'
- 📚 ' ĥăġēĀñ' iġht' ĀñđĀĕ' ōurçē'
- 🤝 ÇōññēçĀ Ā ĥiġkē-n ĭñđēđ, Ā ūtūrē-ġçū' ēđĀñđiŵđuă!
- 🔧 Lĭ' tēñĀ ōĀñđĀ ṛăçticeĀ ĥēĀ ūtūrē' Ā ōrġ' ĥōr Ā ōō!
- ⌚ Ēyr ĩŋġēĀñđĀr r ĩyĀ lōñġ-ġġrñ Ā ĥiñkiñġ
- 🌐 ĐĭvēĀ ėēr ēĀñtōġrē' iġhtĀ ĀñđĀ ūtūrē' Ā ĥiñkiñġ

Āĕġ' Ā çōñtĭñŭēĀ ĥăr ĭñġĀ ĥēĀ ūtūrē—tōġēĥġr! 🚀
ŴēĀ ōuĀ đĀ ōvēĀ ōĀ ėēĀ ōuĀ ĥēġ.



DFA - Community of Practice
ZOOM
(First Friday, NZT 10am)

**“The future is already here...
It’s just not evenly distributed”**

- William Gibson

Ngā mihi & Thank you!

- Any questions?
- Any reflections?
- Any suggestions?

Final Reflections

I like...

I wish...

I wonder...

I will...

Designing equitable futures for **all people and places**

Jade Tang-Taylor
Fractional Director
ThinkPlace New Zealand | Wāhi Whakaaro
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