

## The Art of the Long View: Planning for the Future in an Uncertain World

What increasingly affects all of us, whether professional planners or individuals preparing for a better future, is not the tangibles of life's bottom-line numbers, for instance—but the intangibles: our hopes and fears, our beliefs and dreams. Only stories—scenarios—and our ability to visualize different kinds of futures adequately capture these intangibles. In *The Art of the Long View*, now for the first time in paperback and with the addition of an all-new User's Guide, Peter Schwartz outlines the scenario approach, giving you the tools for developing a strategic vision within your business. Schwartz describes the new techniques, originally developed within Royal/Dutch Shell, based on many of his firsthand scenario exercises with the world's leading institutions and companies, including the White House, EPA, BellSouth, PG&E, and the International Stock Exchange.

# Art Of The Long View Planning For The Future In An Uncertain World

**Esmat Zaidan, Evren Tok, Asmaa Al-Fadala, Logan Cochrane**



## **Art Of The Long View Planning For The Future In An Uncertain World:**

**The Art of the Long View** Peter Schwartz, 2012-02-08 What increasingly affects all of us whether professional planners or individuals preparing for a better future is not the tangibles of life bottom line numbers for instance but the intangibles our hopes and fears our beliefs and dreams Only stories scenarios and our ability to visualize different kinds of futures adequately capture these intangibles In *The Art of the Long View* now with the addition of an all new User's Guide Peter Schwartz outlines the scenario approach giving you the tools for developing a strategic vision within your business Schwartz describes the new techniques originally developed within Royal Dutch Shell based on many of his firsthand scenario exercises with the world's leading institutions and companies including the White House EPA BellSouth PG E and the International Stock Exchange

*The Art of the Long View* Peter Schwartz, 1996-04-15 What increasingly affects all of us whether professional planners or individuals preparing for a better future is not the tangibles of life bottom line numbers for instance but the intangibles our hopes and fears our beliefs and dreams Only stories scenarios and our ability to visualize different kinds of futures adequately capture these intangibles In *The Art of the Long View* now for the first time in paperback and with the addition of an all new User's Guide Peter Schwartz outlines the scenario approach giving you the tools for developing a strategic vision within your business Schwartz describes the new techniques originally developed within Royal Dutch Shell based on many of his firsthand scenario exercises with the world's leading institutions and companies including the White House EPA BellSouth PG E and the International Stock Exchange

*The Art of the Long View (Summary)* Peter Schwartz, 2009 getAbstract Summary Get the key points from this book in less than 10 minutes Peter Schwartz evidences charming honesty and humility about his experiences building scenarios He learned from his failures so he includes them as well as his rather impressive successes Schwartz emphasizes that scenario planning is not the same thing as predicting the future and that complete accuracy is not the goal Yet it is still striking how accurately his 1991 scenarios played out He may have missed a few specific events and trends but if you'd based your actions on his scenarios you would have been well equipped for the last two decades His very useful principles of scenario planning and multisource information gathering have not changed since he delineated them The result is a classic getAbstract recommends this book to entrepreneurs organizational decision makers and anyone interested in strategic planning futurism or change Book Publisher Copyright 1991 by Peter Schwartz Published by arrangement with Currency Books Doubleday a division of Random House Inc www.randomhouse.com

*The Strategic Management of Health Care Organizations* Peter M. Ginter, 2013-03-05 A structured strategic management approach is what's needed to tackle the revolutionary change the health care system has been experiencing Today health care organizations have almost universally embraced the strategic perspective first developed in the business sector and now have developed strategic management processes that are uniquely their own Health care leaders have found that strategic thinking planning and managing strategic momentum are essential for coping

with the dynamics of the health care industry Strategic Management has become the single clearest manifestation of effective leadership of health care organizations The 7th edition of this leading text has been revised and updated to include a greater focus on the global analysis of industry and competition and analysis of the internal environment It provides guidance on strategic planning analysis of the health services environment both internal and external and lessons on implementation It also looks at organizational capability sustainability CSR and the sources of organizational inertia and competency traps

Writing on the Wall Philip Van Notten, 2005 Although the significance of 9 11 is subject to debate it is symbolic of a general sentiment of discontinuity whereby society is vulnerable to undefined and highly disruptive events Recent catalysts of this sentiment are eye catching developments such as the SARS Severe Acute Respiratory Syndrome and bird flu outbreaks the Enron and Parmalat scandals political assassinations in Sweden and the Netherlands regime changes in Iraq and Afghanistan and terrorist attacks in Bali Istanbul Madrid and various parts of the Middle East However recent discontinuities should not be seen as evidence that discontinuities occur more frequently now than they did before Looking back in history we see that disruptive processes are common For example 25 years ago few Europeans would have predicted the upcoming upheavals on their own continent the collapse of communism Berlin as the capital of a reunited Germany the wars in the former Yugoslavia the single European currency and the near doubling of the number of European Union member states Changes elsewhere have been no less discontinuous and unforeseen the fall of the Asian tigers the emergence of the Internet and mobile telecommunication and the presidency of Nelson Mandela Societal discontinuity is a relatively new area of concern in policy development Since the 1970s the consideration of change and discontinuity has gained some ground over predictive forecasting which tended to reason from continuous developments and linear processes Rather than making forecasting the future it has become popular to use scenarios as a manner to consider several possible futures Scenarios are coherent descriptions of alternative hypothetical futures that reflect different perspectives on past present and future developments which can serve as a basis for action Scenario development aims to combine analytical knowledge with creative thinking in an effort to capture a wide range of possible future developments in a limited number of outlooks Scenario development assumes that the future is uncertain and the directions in which current developments might range from the conventional to the revolutionary In theory scenario development is a way to consider future discontinuity However there are indications that the theoretical promise is not reflected in scenario practice Research has shown that scenarios do not consider the idea of discontinuity as a matter of course In our research we found that a scenario study would benefit from efforts to create and foster a culture of curiosity for exploring the future and the possible discontinuities rather than simply commissioning a scenario study to provide insights about the future Only then can one read the writing on the wall of future developments

Choosing the Future Stuart Wells, 2012-06-25 Strategy requires an ability to conceive the future see and create possibilities and focus to choose a direction Successful strategy is a mental discipline consisting of broad ranging

flexible and creative thinking Choosing the Future will help you achieve this success by studying fundamentals such as effective group thinking knowing when to delay a decision for more information balancing contrasting modes of thought and transforming thought into action Using a cycle to show the relationship among different strategic thinking tools Choosing the Future gives you guidance to respond to these basic questions What seems to be happening What possibilities do we face What are we going to do about it Choosing the Future will help you advance your thinking skills Rather than telling you what to do it teaches you to use your business knowledge to discover your own ideas and strategic direction Stuart Wells is Professor of Organization and Management at San Jose State University where he serves as Director of the Center for Global Competitiveness and as Director of the Small Business Institute As founder of the Leading Edge Consulting Group and co founder of Corporate Wisdom he has worked on leadership development and strategy issues with such major corporations as Clorox Dupont PepsiCo and Proctor and Gamble He is the author of several books including From Sage to Artisan The Nine Roles of the Value Driven Leader Visionary Strategic Leadership David L. Rainey,2013-09-01 The book represents a dramatic step forward in discussing the principles processes and practices of visionary strategic leadership While most of the existing literature covers the subject from organizational and management perspectives the book focuses on a holistic view of the corporation and all of the supporting entities and customers and stakeholders The book addresses new theories methods and practices that are in line with 21st century dynamics The book is on the cutting edge of thought and practice It discusses constructs based on the integration of the social economic ethical technological and environmental considerations Examples are taken from numerous industries in the U S Europe Pacific Rim and South America The book portrays the global phenomenon The discussions are based on real world needs and expectations There is a huge audience of executives professionals and practitioners who need to understand the opportunities and challenges of today and in the future There are scholars professors and business leaders who will view these perspectives as real world approaches being practiced by global corporations today **Rethinking Strategy** Steve Tighe,2019-04-22 Seize opportunity from uncertainty What if you could use strategy to turn market volatility to your competitive advantage Rethinking Strategy shows you how to anticipate and benefit from emerging market shifts and free your organisation from a cycle of disruption and response In this ground breaking book author and strategist Steve Tighe helps you use scenarios to envisage what your industry and organisation could look like in the future and prepare for what s to come Through detailed case studies and practical tools this guide reveals how to make strategy development your organisation s principal creative and learning activity anticipate impending market shifts before they emerge slow down change by making the future familiar unlock the entrepreneurial talent that lies within your organisation mobilise an army of internal advocates to drive strategy execution embed foresight into your planning and innovation processes Have you ever wondered how some companies seem to always be ahead of the curve while others struggle to keep up in today s ever changing competitive environment With Rethinking Strategy you ll learn how

to make better decisions and thrive alongside increasing competition and uncertainty

### **Forecasting China's Future**

Roger Irvine, 2015-06-26 China's future development is likely to have a huge impact on twenty first century global outcomes. It is therefore surprising that thus far so little attention has been given to comparing and evaluating expert forecasts of China's future in the post Mao era. This book presents an illuminating and comprehensive summary record of contrasting and competing expert forecasts and judgements about the major issues confronting China within four principal domains: political, economic, environmental and international. After considering the principal forecasting methods available to experts, the author comments critically on the degree of success achieved in using those methods and emphasises the confusion created by the polarisation of opinion and by the failure of many experts to accept the high degree of uncertainty that characterises most of the key issues. The book recommends a new approach based on the study of a hierarchy of critical uncertainties and on continuing analysis of opposing expert opinions about these uncertainties. It emphasises the potential for both positive and negative outcomes for these critical uncertainties and the importance of maximising the potential for positive outcomes through improved analytical and policy frameworks. Providing insights for specialists and non specialists into the most critical issues that will determine China's future direction, this book will be of particular interest to students and scholars of political, economic, environmental and international relations issues in China and Asia as well as to readers in business and government.

On Flexibility Meir Finkel, 2011-02-28 An outstanding work. Inculcating adaptability, flexibility and responsiveness to surprise is the chief preoccupation of the major armies of the world. David Betz, Department of War Studies, King's College London. This book addresses one of the basic questions in military studies: How can armies cope effectively with technological and doctrinal surprises, ones that leave them vulnerable to new weapons systems and/or combat doctrines? Author Meir Finkel contends that the current paradigm, with its over dependence on intelligence and an all out effort to predict the nature of the future battlefield and the enemy's capabilities, generally doesn't work. Based on historical case analysis of successful under fire recovery and failure to recover, he identifies the variables that have determined these outcomes and he presents an innovative method for military force planning that will enable armies to deal with the uncertainties of future wars in real time. His proposed method combines conceptual, doctrinal, cognitive, command, organizational and technological elements to produce optimal battlefield flexibility and adaptability. He then demonstrates that when properly applied, this method can eliminate most obstacles to overcoming battlefield surprises. A thoroughly researched and objective work of events impacting America's military affairs and security policies. Parameters. Originally published in Israel in 2007, this thoughtful work by Col Finkel, IDF, looks at how modern military forces have coped with surprise in terms of innovative technologies, techniques or tactics. A No. 1 StrategyPage.com pick. This book combines solid history and an innovative analytical structure. It begins to fill in a serious hole in our understanding of flexibility or what could better be called adaptation under fire. It is strongly recommended for senior military leaders and students of military

innovation and force planning Frank Hoffman *Journal of Military History* *Handbook of Policy Formulation* Michael Howlett, Ishani Mukherjee, 2017-04-28 Policy formulation relies upon the interplay of knowledge based analysis of issues with power based considerations such as the political assessment of the costs and benefits of proposed actions and its effects on the partisan and electoral concerns of governments Policy scholars have long been interested in how governments successfully create deploy and utilise policy instruments but the literature on policy formulation has until now remained fragmented This comprehensive Handbook unites original scholarship on policy tools and design with contributions examining policy actors and the roles they play in the formulation process *The Future of Antarctica* Jeffrey McGee, David Edmiston, Marcus Haward, 2021-12-03 As global great power competition intensifies there is growing concern about the geopolitical future of Antarctica This book delves into the question of how can we anticipate prepare for and potentially even shape that future Now in its 60th year the Antarctic Treaty System has been comparatively resilient and successful in governing the Antarctic region This book assesses how our ability to make accurate predictions about the future of the Antarctic Treaty System reduces rapidly in the face of political and biophysical complexity uncertainty and the passage of time This poses a critical risk for organisations making long range decisions about their policy strategy and investments in the frozen south Scenarios are useful planning tools for considering futures beyond the limits of standard prediction This book explores how a multi disciplinary focus of classical geopolitics might be applied systematically to create scenarios on Antarctic futures that are plausible rigorous and robust This book illustrates a pragmatic nine step scenario development process using the topical issue of military activities in Antarctica Along the way the authors make suggestions to augment current theory and practice of geopolitical scenario planning In doing so this book seeks to rediscover the importance of a classical primarily state centric lens on Antarctic geopolitics which in recent decades has been overshadowed by more critical perspectives This book is written for anyone with an interest in the rigorous assessment of geopolitical futures in Antarctica and beyond **Rise of Singapore, the (in 2 Volumes)** Mark Hong, 2015-11-26 In the 50th anniversary year of Singapore's independence it is timely to trace our developmental journey in order that young Singaporeans students visiting tourists and foreigners working in Singapore may be informed about why and how Singapore succeeded despite tremendous odds The two volumes relate the developmental stories and secrets of Singapore so that other developing countries can be inspired to achieve their own successes **The Future of Medicines in Health Care** Steering Committee on Future Health Scenarios, 1995-07-31 The future place of medicines in health care is both exciting and uncertain With an aging population an increasing number of chronic sick a growing range of treatment options and a developing European market the one certainty is that medication patterns will change radically over the next 15 years or so How the future might look in terms of quality volume and cost of pharmacotherapy is the subject of this report Four scenarios for the future are set out all of which take account of already visible trends Sobriety in sufficiency envisages rational and restrained consumption patterns

Risk of avoidance is dominated by fears of iatrogenic harm and hence minimal drug use The central feature of Technology on demand in contrast is confidence in technological progress Free market unfettered finally is marked by a Europe without frontiers and minimal state intervention The reader is encouraged to reflect without preconceptions on the future of medicines in health care No ready made answers are offered rather a wealth of information and analysis is provided which serves to underpin decision making and policy development not just by central government but also by every institution concerned with the role of medicines in health care *The Devil's Toy Box* Andrew Fox,2022-06 Andrew Fox shows how to predict and assess the most dangerous terrorist threats likely to emerge in the near future in order to focus on countering them **Lifelong Action Learning and Research** ,2015-01-01 This tribute to Ortrun Zuber Skerritt is a celebratory Festschrift of her learning research action packed life Colleagues around the world reflect on their own learning research and professional development with and through Ortrun in action learning and action research ALAR Four Parts identify focus areas in Ortrun s work and interests over the last 40 years Higher Education is the site for most of Ortrun s work experience since 1974 when she joined Griffith University in Australia Organisations is a context where Ortrun has actively explored processes of learning leadership and development in management education Communities of Practice characterise Ortrun s work throughout her career particularly through participatory action learning and action research PALAR in communities Futures focusses Ortrun s recent writing advocating for PALAR as a flexible and effective methodology for responding to rapid change Here we see why Ortrun is a quintessential international scholar And an ALAR practitioner advocate Her world view understandings of knowledge and personal qualities naturally orient her along this path of inclusive purposeful action This is why Ortrun is a vital energy in shaping the evolution of the Action family of scholarship now including PALAR and LAL Lifelong Action Learning No wonder her life and pioneering work are an adventure story not just of learning and research but also of passion and action This tribute opens windows onto that story *The Future Internet* Jenifer Winter,Ryota Ono,2015-12-14 Readers seeking to gain a handle on the internet s global expansion will find this book rich in scholarly foundations combined with cutting edge discussion of emerging ICTs and services and the complex societal contexts in which they are embedded To explore possibilities to the fullest extent a sociotechnical systems approach is employed focusing on the interplay of technical social cultural political and economic dynamics to explore alternative futures ones that are not part of the dominant discourse about the internet These shared perspectives are not well addressed elsewhere in current discussions Awareness of these dynamics and the fluidity of the future is important as humankind moves forward into the uncertain future Due to the sociotechnical complexity of the Internet policymakers businesspeople and academics worldwide have struggled to keep abreast of developments This volume s approach is intended to stimulate dialogue between academics and practitioners on a topic that will affect most aspects of human life in the near term future *The Future of Education Policy in the State of Qatar* Esmat Zaidan,Evren Tok,Asmaa Al-Fadala,Logan Cochrane,2025-04-11 This open access book



provides a topical overview of education development plans the knowledge economy and human development in the State of Qatar focusing on socio political and cultural challenges from a policy perspective It describes the ecosystem of education and its features impacts and the factors that facilitate or inhibit its current shape and development including the pendulum of internationalization versus localization of education and indigenous knowledge The book serves as an arena to engage vital discourse on the importance of early childhood education and inclusive education systems particularly for those with diverse abilities In view of the transformations occurring in the education systems in the Gulf Region over the past few decades the book examines the advancement of education in Qatar and the critical political economic and cultural influences shaping education development plans reforms and policies The book identifies the key factors and barriers that continue to hinder governmental initiatives in the region in terms of the need to elevate the quality of key fields The authors unpack the requirements imposed on policymakers in the broader Gulf region and pinpoint the need for Qatar to adopt more sustainable and state of the art education policies programs and tools to ameliorate the quality of education In doing so the book draws an all inclusive portrayal of education in the country and its links to human and economic development It identifies the transformations required to adapt to changing conditions particularly within a dynamic and increasingly competitive job market Bringing together academics and experts in public policy education development and related social sciences in the Arabian Gulf this book contributes to co creating innovative and multidisciplinary solutions within higher education relevant to both students and scholars in these respective fields      The Routledge Companion to Narrative Theory Paul

Dawson, Maria Mäkelä, 2022-07-18 The Routledge Companion to Narrative Theory brings together top scholars in the field to explore the significance of narrative to pressing social cultural and theoretical issues How does narrative both inform and limit the way we think today From conspiracy theories and social media movements to racial politics and climate change future scenarios the reach is broad This volume is distinctive for addressing the complicated relations between the interdisciplinary narrative turn in the academy and the contemporary boom of instrumental storytelling in the public sphere The scholars collected here explore new theories of causality experientiality and fictionality challenge normative modes of storytelling and offer polemical accounts of narrative fiction nonfiction and video games Drawing upon the latest research in areas from cognitive sciences to complexity theory the volume provides an accessible entry point for those new to the myriad applications of narrative theory and a point of departure for new scholarship      **Parameters** ,2014

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