

# THREE HORIZONS MODEL

## Horizon 1

### NOW: Business as Usual

Where we are today.  
Systems, models, habits.  
Some of them work. Some are waning.  
Watch for early signs of change  
– they are often hiding in plain sight.

## Horizon 2

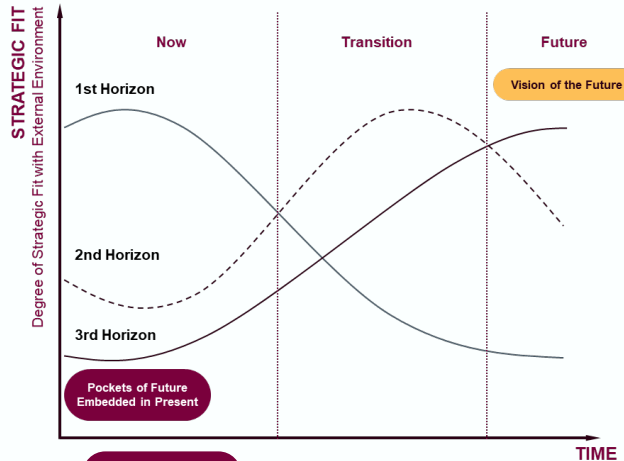
### NEXT: In Transition

This is the test zone.  
New ideas get built, broken, and rebuilt.  
Some will scale. Some will fail.  
This is where change starts getting real.

## Horizon 3

### NEW: Transformative Future

Radical shifts.  
New rules, new systems, new thinking.  
It's not about tweaking  
– it's about reinventing.  
The future lives here.



## Summary

### How They Flow

H1 fades → H2 grows → H3 emerges  
It is NOT linear. They overlap, push, and pull each other forward.  
**Smart strategy works across all three – Now, Next, and New.**



# CAUSAL LAYERED ANALYSIS



CLA digs into four layers of any issue:

1

## Litany

- surface symptoms and headlines

2

## Systems

- structural and institutional causes

3

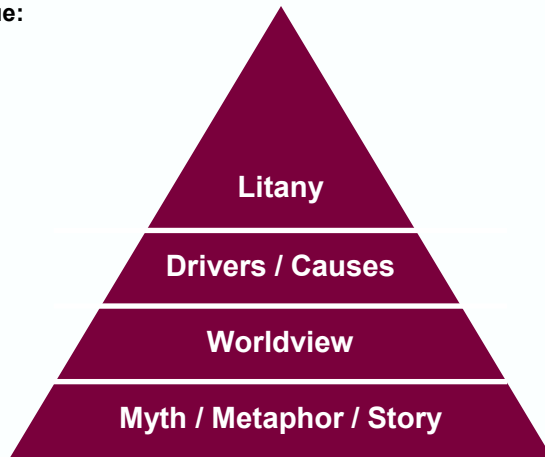
## Worldviews

- underlying beliefs and values

4

## Myths/Metaphors

- deep stories, unchallenged traditions, inheritances, and unconscious notions that shape meaning



In strategy, CLA helps surface diverse perspectives, reveal hidden drivers, and align around deeper change – both externally and internally.

# VALUES-INFUSED FORESIGHT-DRIVEN GOVERNANCE MODEL



Directors' values and futures-literacy underpins the future practice of good governance at the board level.

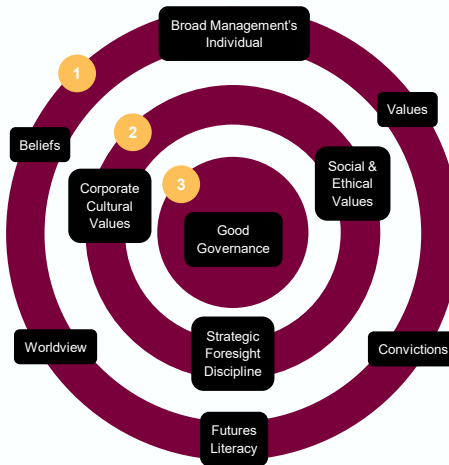
1

Corporate values and SF competence provide the needed corporate climate to effect good governance

2

The future of good governance embodies values-infused foresight practice.

3



**Values-Infused Foresight-Driven Governance** motivates strategy development and management practice beyond satisfying stakeholder needs; but exceeding expectations through embodiment of morality and human values, supported by a robust and evolving strategic foresight practice.

**Source:** Klakurka, J., Chow, C. (2021), "Values and Foresight-Infused Governance – A Practical Guide for Directors", in Thomas Mengle (Ed.) *Leadership for the Future: Lessons from the Past, Current Approaches, and Insights from Futures-Studies and Foresight*. UK: Cambridge Scholars

# FUTURES WHEEL



## How It Works

1

### Inner Circle – Central Term:

Start with a central idea, event, or trend you want to explore

2

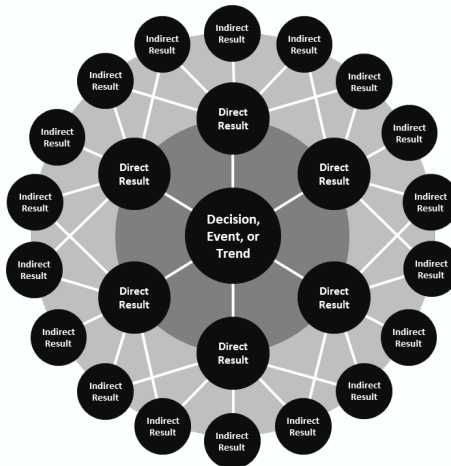
### Direct Results:

Identify the immediate, direct impacts of the central term

3

### Indirect Results:

Consider the consequences or those direct consequences, and so on, expanding outwards like the spokes of a wheel



## The Futures Wheel is a power tool for

- **Decision-Making:** Evaluating the potential impact of a decision
- **Change Management:** Understanding the implications of a change and preparing for it
- **Strategic Planning:** Anticipating long-term consequences and adapting strategies accordingly
- **Foresight:** Developing a model of the future based on the consequences of an event or trend