



Foresight Alliance

See What's Possible

Foresight Maturity Model

Achieving Best Practices in Foresight

Contact: Terry Grim

Terry.Grim@ForesightAlliance.com

www.ForesightAlliance.com

You are free to use the Foresight Maturity Model and to reference any of the material contained in this presentation with appropriate attribution and credit to Foresight Alliance.

Foresight Disciplines



Leadership is exercised collectively by many people acting in concert across the organization.



Framing creates a structure that focuses attention and enables the organization to build pictures of possible futures.



Planning carefully positions and leverages the organization's resources to move in the desired direction.

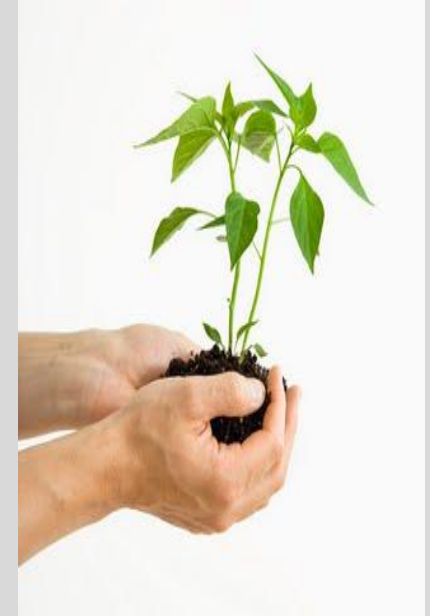
Foresight Disciplines



Scanning organizes and analyzes a broad set of inputs to generate actionable insight.



Forecasting recognizes that there is more than one possible future and that each plausible future has unique implications for the present.



Visioning creates not a tree but a seedling that requires careful and patient nurture if it is to reach maturity.

Leadership

Leadership discipline: clear ownership and active leadership to implement and institutionalize foresight capability

Practices:

- Engaged discussion
- Recognizes and manages change
- Communicates foresight
- Turns foresight into action
- Understands how culture influences decisions

How is your organization developing a breadth of foresight leadership?



Image: Conor Withonen (Flickr)

Framing

Framing discipline: establishing the boundaries and scope of the endeavor

Practices:

- Understand the REAL issue
- Develop measureable goals
- Track progress

Does your organization have the focus and structure it needs to deliver successful foresight projects?



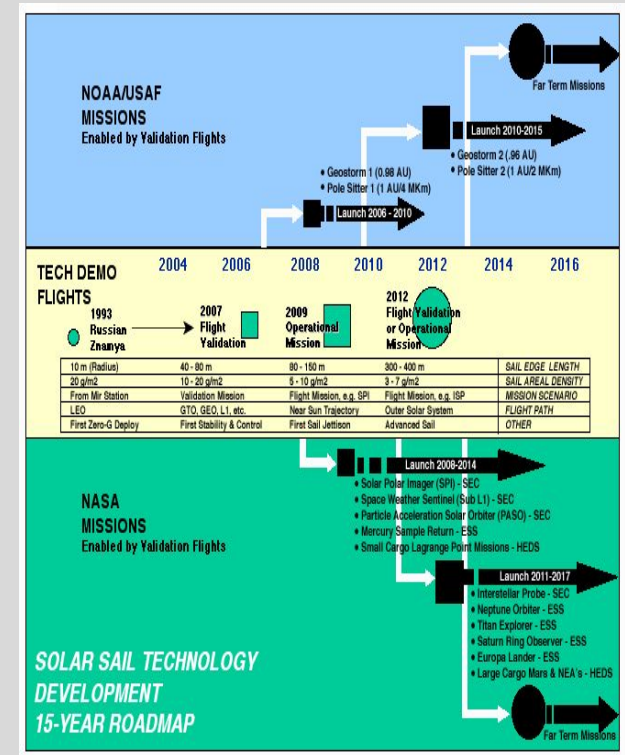
Toyota and IKEA are building pre-fab housing, recognizing that they can apply their expertise in assembly.

Planning

Planning discipline: ensuring that the organization's plans, people, skills, and processes support the organizational vision

Practices:

- Understand full set of implications
- Explore potential strategies
- Refine optimal strategy
- Create plan of action



How many moves in advance is your business planning?

Forecasting

Forecasting discipline: the description of long-term outcomes that contrast with the present to enable better decision-making

Practices:

- Acquire insights from emerging ideas
- Consider plausible futures
- Create a working set
- Sense-making

Are you watching for road signs that indicate which of several possible futures may be unfolding?



The future is already here. It's just unevenly distributed.
– William Gibson

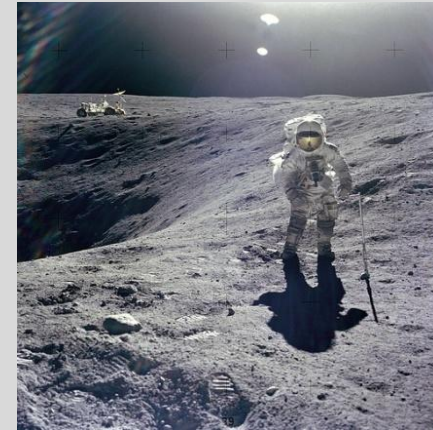
Visioning

Visioning discipline: the creation of a preferred future that imaginatively captures values and ideals.

Practices:

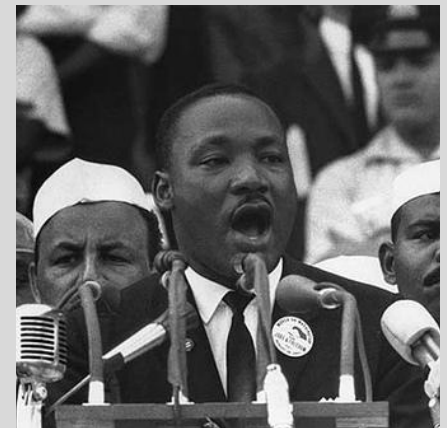
- Elicit goals, values, and aspirations
- Surface assumptions
- Identify unique contributions
- Inspire hearts and minds

Once you've identified your vision, how will your organization nurture and develop it?



"...land a man on the moon safely before the end of the decade"

"...I have a dream"



How the Model Works

Six distinct disciplines address foresight.

Leadership

Clear ownership and active leadership to implement and institutionalize foresight capability

Framing

Establishing the boundaries and scope of the endeavor

Planning

Ensuring that the plans, people, skills, and processes support the organizational vision

Scanning

Collection of appropriate and relevant information in a format and timeframe that support useful retrieval

Forecasting

Description of long-term outcomes that contrast with the present to enable better decision-making

Visioning

Creation of a preferred future that imaginatively captures values and ideals

How the Model Works

Each discipline has three to five practices. These practices are NOT steps in a process, but the elements of implementing a practice successfully. They don't prescribe tools or methods (the *how*) but focus on *what* needs to be done.

Discipline	Practice
Scanning	<ol style="list-style-type: none">1. Map the domain of the project request into a framework of areas to explore.2. Collect pertinent information from a range of diffuse and credible sources.3. Identify outliers or "outside the system" indicators that signal impending changes which could impact the system.4. Integrate external and internal information into a common framework and language.5. Create a useful and accessible information repository.

How the Model Works

For each of the practices, the model provides descriptions of the five maturity levels. For each discipline, a detailed matrix describes the maturity indicators for each maturity level of each practice within the discipline.

Scanning	Level 1 Ad Hoc	Level 2 Aware	Level 3 Capable	Level 4 Mature	Level 5 World-Class
3. Identify outliers or "outside-the-system" indicators that signal impending changes which could impact the system.	The media are the primary source for any signals of change.	High-impact and low-probability events are considered in addition to media spotlights when looking for potential surprises.	There is a process in place to continually review and evaluate trendy or novel occurrences happening in the fringes of society.	Best practices such as ethnographic journeys or wild cards, are part of the organization's culture to consistently identify outliers.	The organization has created unique practices in the industry to highlight potential changes including those not related directly to the topic.

Foresight Maturity Model Definitions

- **Disciplines** are the generally large and fairly independent sets of activity that a practitioner would recognize and use. So disciplines are basically the taxonomy of the major activities in a field.
- **Practices** are the actionable and specific activities of a discipline. Practices define what needs to be done in order to execute a discipline. A good practice is “what” needs to be done, however, not “how” it is to be done, because methodologies for implementing a practice can vary based on topic and environment. Practices are NOT steps in the discipline.
- **Maturity levels** or stages are the different levels at which the practice is executed.
- **Maturity indicators** are the observable indicators that measure at what maturity level a practice is being executed. These are “snapshots” of the practice at that level and not intended to be fully comprehensive

Scoring Foresight

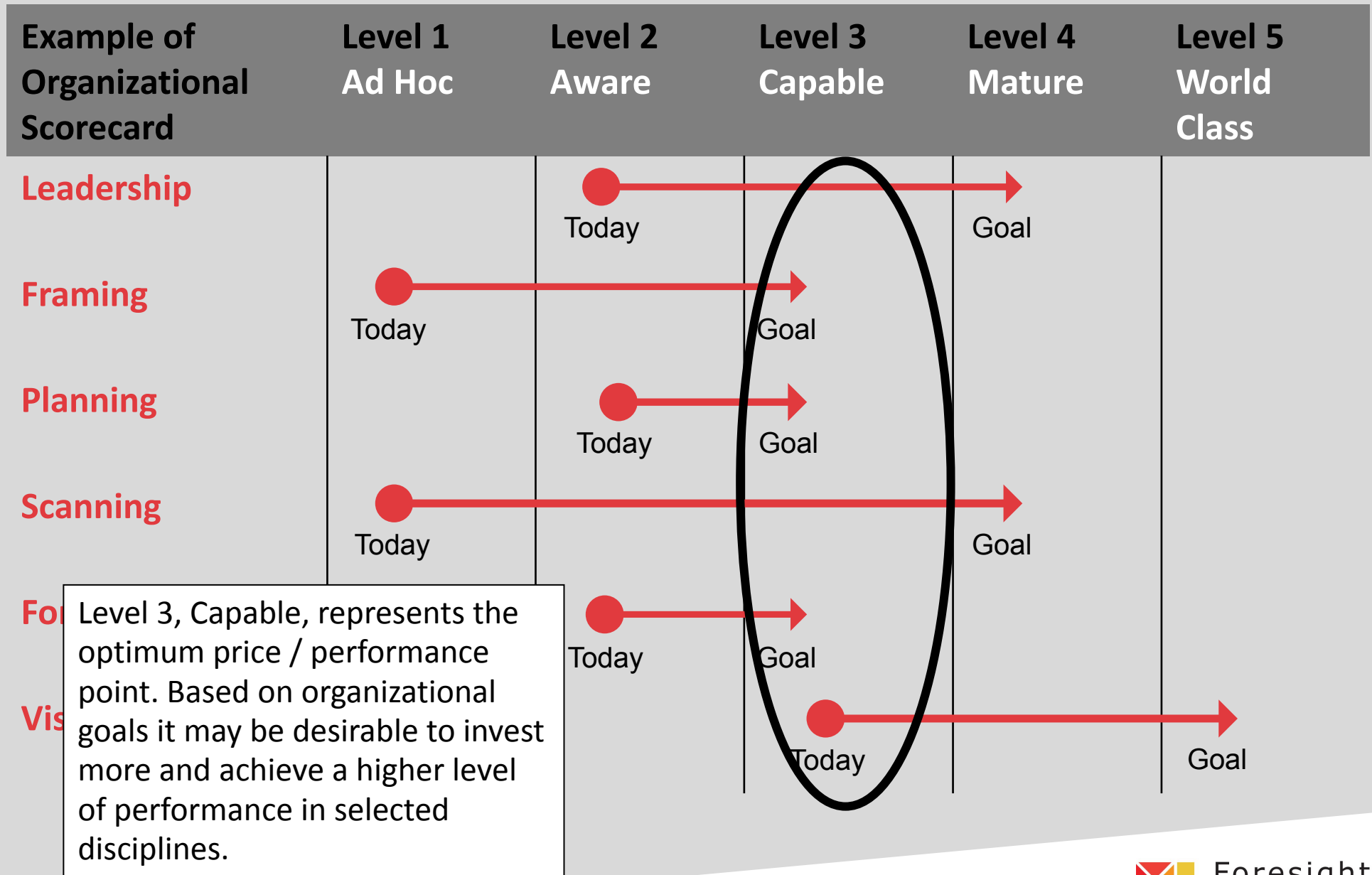
Scanning	Level 1 Ad Hoc	Level 2 Aware	Level 3 Capable	Level 4 Mature	Level 5 World-Class
1. Map the domain of the project request into a framework of areas to explore.	The domain map is created from those areas directly and explicitly connected to the area of interest.	In addition to the directly connected areas, the domain map is augmented with other areas "called-out" by the information collected.	A recognized framework (such as STEEP) is used to create a complete domain map, supporting evaluation of many different facets of the system.	Organizational processes exist to define and build a comprehensive domain map, exploring domains such as second-order impacts.	An anticipatory domain map adjusts dynamically to changes to provide insightful observations from underlying streams.
2. Collect pertinent information from a range of diffuse and credible sources .	Information is gathered from easily accessible resources commonly used by the project, and collected only as needed.	Information is collected from traditional resources as well as some novel sources. Effort is made, when time allows, to do	Information is collected routinely from varied sources ranging from the traditional to alternative. Analysts consider information from other domains that could provide insight.	A systematic process collects information from a wide range of resources and media formats on a consistent cycle providing for a comprehensive view of the topic.	Sophisticated methodology and tools provide timely and continuous collection of information, allowing for visibility on many dimensions with unique views of the topic.
3. Identify "outliers" in information collected.			There is a process in place to continually review and evaluate trendy or novel occurrences happening in the fringes of society.	Best practices such as ethnographic journeys or wild cards, are part of the organization's culture to consistently identify outliers.	The organization has created unique practices in the industry to highlight potential changes including those not related directly to the topic.
4. Integrate internal and external information into a common framework and language .	points are taken as is, with minimal effort to understand and integrate them.	made and generally within a category, providing a variable view of information.	Connections are made between different categories providing a comprehensive and cohesive view of scanned information.	Universal models provide a powerful world-view framework for deep understanding and an integrated picture of the information collected.	New, innovative, and dynamic models created by the organization bring context and insight to diffuse and wide-ranging data points.
5. Create a useful and accessible information repository .	Scanned data is stored in an unstructured and ad hoc manner. Retrieval is generally by the person who collected the information.	An informal process is in place to collect, tag, and store information. Information can be retrieved but may take some time.	Information is tagged and stored in an organization-wide repository providing easy access to retrieve information of interest.	A high-tech repository with an intuitive structure helps facilitate insight and organize thoughts as information is retrieved.	Organization provides leadership in state-of-the-art content storage and retrieval, pushing out information in response to need.

The maturity level of the lowest practice establishes the maturity level of the discipline. For Scanning, this organization is at a Level 2, but by improving only one practice (Map the domain), they will reach Level 3.

The Organizational Foresight Gap

Example of Organizational Scorecard	Level 1 Ad Hoc	Level 2 Aware	Level 3 Capable	Level 4 Mature	Level 5 World Class
Leadership		● Today		→ Goal	
Framing	● Today		→ Goal		
Planning		● Today	→ Goal		
Scanning	● Today			→ Goal	
Forecasting		● Today	→ Goal		
Visioning			● Today		→ Goal

Understanding Goals



Choosing to Use the Foresight Maturity Model

Advantages

- The model provides a means to assess, reflect and discuss current levels.
- The model offers guidance on next steps and maturing critical business practices.
- The model can help to develop action plans and checkpoints for the foresight discipline.
- The model creates a language that promotes understanding both within an organization and externally with other organizations.

Cautions

- “The map is not the territory,” and as with maps, the Foresight Maturity Model doesn’t replace direct experience with the environment—experience that helps to make the map clear.
- Building foresight capability is about maturing practices and establishing what is important and valuable to the organization, not about achieving a score.

Frequently asked Questions

1. Can this model only be used by top level management?

No, the model can be used to help every level in the organization improve their foresight practices. The implementation and tools may differ at different organizational levels, but since the FMM measures practices, it is applicable across levels.

2. How often should an assessment be done?

Establish some periodic checkpoints, but don't complete assessments too frequently. If you've established a plan of changes that you want to carry out, consider doing the next assessment after the major milestones have been achieved.

3. Can big organizations and small ones really use the same tool?

The FMM is about practices (what is accomplished) and not about the methods or tools (how it is accomplished). So while all organizations can use the FMM for the “what”, they should tailor their decisions on the “how” based on a best fit for their unique needs – size, skills, and resources available.

Learnings

1. It's difficult to really understand levels significantly beyond your current level—usually you understand one level up. But as you mature and move up the levels, it becomes very natural to understand the higher ones.

Think of how difficult it might be to enter an advanced Spanish class, where the students read Spanish literature, if you were beginner with the Spanish language.

2. It's hard to say whether the next level(s) will be extremely difficult or relatively easy.

Some runners, after running their first 5Ks or 10Ks, will end up thinking a marathon is easy, while others will see it as much more of a challenge. But don't worry about how difficult the marathon may be until you've done a half-marathon.

3. Usually, you are between levels. That's okay, but for scoring purposes there is no "2.5" level. You've either reached the higher level and are performing at it or you haven't.

Appendix : Foresight Maturity Model



Foresight Maturity Model

Discipline

Practice

Leadership

Clear ownership and active leadership to implement and institutionalize foresight capability

1. Engage people in conscious and thoughtful actions to proactively create the future they have chosen.
2. Create an environment that provides timely anticipation of change, embracing positive changes and responding creatively to negative changes.
3. Communicate clearly the goals, results, and implications of foresight activities.
4. Create an environment and processes that drive foresight knowledge into action.
5. Recognize the cultural artifacts and mental models operating in the organization and how they influence organizational decisions.

Framing

Establishing the boundaries and scope of the endeavor

1. Identify the root questions and true issues driving the project request, reconciling with those that have been explicitly stated.
2. Set measurable and documented objectives which have the agreement of stakeholders.
3. Track progress toward objectives and reframe root problems and issues against progress and changes external to the endeavor.

Planning

Ensuring that the plans, people, skills, and processes support the organizational vision

1. Identify the implications and consequences of alternative futures and actions.
2. Explore a variety of potential strategies and options.
3. Choose and refine a strategy that optimizes progress toward the organizational vision.
4. Develop a plan to address the activities, processes, talent, and communications required to achieve the strategy

Foresight Maturity Model

Discipline

Practice

Scanning

Collection of appropriate and relevant information in a format and timeframe that support useful retrieval.

1. Map the domain of the system into a framework of areas to explore.
2. Collect pertinent information from a range of diffuse and credible sources.
3. Identify outliers or "outside-the-system" indicators that signal impending changes which could impact the system..
4. Integrate external and internal information into a common framework and language.
5. Create a useful and accessible information repository.

Forecasting

Description of long-term outcomes that contrast with the present to enable better decision-making

1. Acquire insight into emerging ideas or themes with the aggregation of information into categorized clusters.
2. Consider the widest possible set of plausible alternative futures in evaluating choices or decisions affecting the system.
3. Distill and detail plausible alternative futures into the working set for consideration.
4. Validate foresight to create an integrated set of credible and coherent alternative futures.

Visioning

Creation of a preferred future that imaginatively captures values and ideals

1. Elicit and incorporate goals, values, and aspirations of members and stakeholders.
2. Surface the underlying assumptions, espoused beliefs and values, and operational artifacts which establish the culture.
3. Articulate the unique contribution that frames the organization's view moving forward.
4. Craft the vision in a manner that is both inspirational and motivational, resonating with the hearts and minds of those who will follow it.

Leadership Maturity Matrix

Leadership	Level 1 Ad Hoc	Level 2 Aware	Level 3 Capable	Level 4 Mature	Level 5 World-Class
1. Engage people in conscious and thoughtful actions to proactively create the future they have chosen.	Foresight activities are rarely held, and result in only a coincidental relationship to planning activities and resulting execution.	Foresight projects are on the annual calendar for an organization. The process and the results trickle through the organization and unevenly become part of the future of the organization.	Foresight activities are regularly on the agenda for all levels of management. The results of these activities play an important role in deciding and executing the future agreed upon for the organization.	Foresight activities and discussions of the future are a considered part of planning activities of the organization. The organization effectively and consistently executes to deliver the plan for the future.	The organization is recognized by peers as being able to envision a vibrant future and then effectively enlist all its members to engage and live their collective vision.
2. Create an environment that provides timely anticipation of change, embracing positive changes and responding creatively to negative changes.	Changes tend to be surprises, and responses are reactive based on superficial analysis and without a full understanding of the implications.	The organization has created an informal structure that anticipates major changes and can quickly put together response plans.	The organization has developed different scenarios of the future and uses these to anticipate and respond effectively to changes as they arise.	A systematic approach to monitoring ongoing changes, combined with well thought-out plans and implications, allow the organization to provide timely and successful responses to their environment.	The organization not only has very successful processes to monitor and respond to environmental changes but is out in front enough to influence the changes in the direction that is beneficial.
3. Communicate clearly the goals, results, and implications of foresight activities	There are implicit and often undocumented goals and plans from foresight activities. The senior leaders may or may not be aware of the general direction and implications of this effort.	Goals and results from foresight activity are usually documented but are primarily communicated to managers and key people in the organization.	Goals and plans from foresight activity are conveyed to the organization. Everyone is aware of the implications and aligns work and responsibilities appropriately.	Everyone in the organization considers and uses the goals and plans from foresight work to inform their decisions and perform their daily activity.	In addition to informing day-to-day decisions with implications from foresight activity, organizational members become part of the immediate feedback loop that refines and adjusts the goals and results.

Leadership Maturity Matrix

Leadership	Level 1 Ad Hoc	Level 2 Aware	Level 3 Capable	Level 4 Mature	Level 5 World-Class
4. Create an environment and processes that drive foresight knowledge into action.	The organization responds in an ad hoc manner to any foresight knowledge. Activities are undertaken without a clear sense of how it will be acted upon.	There is an informal process to include foresight information in formal plans. Organizational leaders may or may not be aware of it. If the situation allows, they try to include it.	Formal processes exist to make sure that knowledge gained during foresight activities is moved into the strategic and operational activities of the organization.	Systematic processes exist to drive foresight knowledge and implications into all existing organizational processes in a timely and non-disruptive manner.	Foresight knowledge is a basic pillar for all organizational activity.. There is a tight feedback loop that provides additional insight from operational results back through to the foresight process.
5. Recognize the cultural artifacts and mental models operating in the organization and how they influence organizational decisions.	Members of the organization are not specifically aware of their culture and its impact on their operational processes.	There is recognition of the cultural differences and heritage of the organization. It uses this information to implement major policy changes.	Members of the organization have considerable understanding of how their culture works and use this knowledge explicitly in building effective strategic and operational plans and policies.	Members of the organization have a thorough understanding of their culture and have done a comprehensive analysis of how this interacts with strategic and operational aspects of the business.	The deep understanding of cultural elements creates a dynamic ethos that crafts new traditions and stories to continually evolve with change.

Framing Maturity Matrix

Framing	Level 1 Ad Hoc	Level 2 Aware	Level 3 Capable	Level 4 Mature	Level 5 World-Class
1. Identify the root questions and true issues driving the project request, reconciling with those that have been explicitly stated.	Project work is taken at face value and addresses the stated request.	Discussion on requirements and issues takes place with project sponsors to clarify and further communicate project goals.	Prior to the start of a project, detailed requirements and fundamental assumptions are documented, reviewed, and agreed upon by all parties.	A systematic process is in place prior to initiating work to understand, validate, and document the underlying base objectives, goals, and assumptions of the project.	A process is in place to efficiently highlight base issues and requirements, yielding a project that achieves goals which the sponsors did not initially know how to articulate but now recognize as addressing their real questions.
2. Set measurable and documented objectives which have the agreement of stakeholders.	Goals of the project are basically to complete the work and to satisfy customer requests.	Project sponsors discuss their priorities and expectations for project completion.	Participants agree to and document a set of defined and prioritized goals and objectives for the project.	A well-established process is in place, using best practices to create and build consensus for meaningful and objective outcomes.	The organization is well-known for its ability to arrive at insightful measurements that clearly illuminate and calibrate prioritized outcomes.
3. Track progress toward the objectives and reframe root problems and issues against progress and changes external to the endeavor.	Basic goals and objectives are not significantly changed from their inception regardless of external or internal changes.	Progress is sporadically monitored to see if it is on course. If major events occur or core issues are found to be wrong, adjustments are made.	Periodic reviews of progress are consistently held. There is a change process in place to adjust plans and reframe goals based on new information.	Insightful organizational processes ensure that the project is flexible and on target to address any course corrections and meet real end-date needs of sponsors.	Plans are seamlessly attuned to changes, dynamically adjusting to provide resources for efficient and timely proactive responses.

Planning Maturity Matrix

Planning

Level 1 Ad Hoc

Level 2 Aware

Level 3 Capable

Level 4 Mature

Level 5 World-Class

<p>1. Identify the implications and consequences of alternative futures and actions.</p>	<p>Alternative futures are rarely considered—the expectation is that the future will be a continuation of today.</p>	<p>Alternative futures are occasionally considered, and these generally follow major trends identified and highlighted by the media.</p>	<p>Organization regularly looks at different possible futures and uses the documented implications and consequences of these exercises to determine their plans.</p>	<p>Organization has processes in place to review environmental indicators and develop a range of possible futures. For each of these, a thoughtful and thorough analysis is developed.</p>	<p>Organization has developed its own process and framework for efficiently and accurately reviewing downstream implications of a wide range of possible futures.</p>
<p>2. Explore a variety of potential strategies and options.</p>	<p>The organization has a de facto strategy that may be inferred from the actions and investments that it makes.</p>	<p>A variety of strategies are considered quickly without any real exploration of their implications.</p>	<p>The organization has a best-practice process for evaluating potential strategies and uses clear criteria for deciding which strategy best meets its needs.</p>	<p>A systematic process is used to routinely re-evaluate strategies as new information and feedback are available. Strategy is often tested before implementation.</p>	<p>Members of the organization are recognized by their industry peers for their continual creative and breakthrough strategies.</p>
<p>3. Choose and refine a strategy that optimizes progress toward the organizational vision.</p>	<p>The organization expects that the normal course of events and smart daily operational decisions will achieve their vision.</p>	<p>On a periodic basis, such as yearly, the organization reviews and adjusts its strategy to make sure it is on plan to meet the stated vision.</p>	<p>Strategic planning recognizes organizational strengths and weaknesses, developing a unique strategy which adjusts to external factors to stay on target.</p>	<p>Strategic alternatives are frequently evaluated via well-maintained quantitative models. Adjustments are made which optimize strategic decisions.</p>	<p>Strategic decisions are continuously refined based on real time data captured in a highly integrated intelligence system.</p>
<p>4. Develop a plan to address the activities, processes, talent, and communications required to achieve the strategy.</p>	<p>There are no formal project plans. Actions and decisions are made as needed and communication generally occurs when someone thinks to do so.</p>	<p>High-level planning matches skills and needs with periodic assessment of missing skills. Communication can occur frequently but generally does so in an unstructured format.</p>	<p>Formal plans and processes are in place for most or all areas of the organization to efficiently engage and manage employees, including communication structure.</p>	<p>Organizational structures and procedures have been redefined to eliminate bureaucracy and inefficiency. Detailed plans and processes are an inherent part of every employee's vocabulary.</p>	<p>Innovative new structures and policies have been created that engage the ability of the "learning" organization to grow and adapt as it smoothly executes well thought-out plans.</p>

Scanning Maturity Matrix

Scanning	Level 1 Ad Hoc	Level 2 Aware	Level 3 Capable	Level 4 Mature	Level 5 World-Class
1. Map the domain of the project request into a framework of areas to explore.	The domain map is created from those areas directly and explicitly connected to the area of interest.	In addition to the directly connected areas, the domain map is augmented with other areas "called-out" by the information collected.	A recognized framework (such as STEEP) is used to create a complete domain map, supporting evaluation of many different facets of the system.	Organizational processes exist to define and build a comprehensive domain map, exploring domains such as second-order impacts.	An anticipatory domain map adjusts dynamically to changes to provide insightful observations from underlying streams.
2. Collect pertinent information from a range of diffuse and credible sources.	Information is gathered from easily accessible resources commonly used by the project, and collected only as needed.	Information is collected from traditional resources as well as some novel sources. Effort is made, when time allows, to do general scanning.	Information is collected routinely from varied sources ranging from the traditional to alternative. Analysts consider information from other domains that could provide insight.	A systematic process collects information from a wide range of resources and media formats on a consistent cycle providing for a comprehensive view of the topic.	Sophisticated methodology and tools provide timely and continuous collection of information, allowing for visibility on many dimensions with unique views of the topic.
3. Identify outliers or "outside-the-system" indicators that signal impending changes which could impact the system.	The media are the primary source for any signals of change.	High-impact and low-probability events are considered in addition to media spotlights when looking for potential surprises.	There is a process in place to continually review and evaluate trendy or novel occurrences happening in the fringes of society.	Best practices such as ethnographic journeys or wild cards, are part of the organization's culture to consistently identify outliers.	The organization has created unique practices in the industry to highlight potential changes including those not related directly to the topic.
4. Integrate external and internal information into a common framework and language.	Scanned information points are taken as is, with minimal effort to understand and integrate them.	Linkages are informally made and generally within a category, providing a variable view of information.	Connections are made between different categories providing a comprehensive and cohesive view of scanned information.	Universal models provide a powerful world-view framework for deep understanding and an integrated picture of the information collected.	New, innovative, and dynamic models created by the organization bring context and insight to diffuse and wide-ranging data points.
5. Create a useful and accessible information repository.	Scanned data is stored in an unstructured and ad hoc manner. Retrieval is generally by the person who collected the information.	An informal process is in place to collect, tag, and store information. Information can be retrieved but may take some time.	Information is tagged and stored in an organization-wide repository providing easy access to retrieve information of interest.	A high-tech repository with an intuitive structure helps facilitate insight and organize thoughts as information is retrieved.	Organization provides leadership in state-of-the-art content storage and retrieval, pushing out information in anticipation of need.

Forecasting Maturity Matrix

Forecasting	Level 1 Ad Hoc	Level 2 Aware	Level 3 Capable	Level 4 Mature	Level 5 World-Class
1. Acquire insight into emerging ideas or themes with the aggregation of information into categorized clusters.	Information is organized based on identifiable surface information.	Information is collected and organized in a manner which supports the generation of ideas of interest.	Information is organized such that useful ideas and themes clearly emerge.	Organizational processes for aggregating information are based on established models, providing additional perspective and comprehensive framing for themes and ideas.	The organization is recognized for creating a framework which sets the standard for illuminating underlying discoveries in the information collected.
2. Consider the widest possible set of plausible alternative futures in evaluating choices or decisions affecting the system.	Alternative futures are generally in the comfort zone of the probable, and are variations on the expected future for the domain of interest.	Alternative futures are established from the domain of interest and directly related areas and provide for a range of possibilities.	Plausible alternative futures are drawn from analysis of all contextual categories to understand broader possibilities for the domain of interest.	Exploration of most of the plausible options is an integral part of developing alternative futures and provides complete coverage of the domain of interest.	The set of alternative futures covers the highly probable to the extremes of what's plausible, providing comprehensive coverage of the system.
3. Distill and detail plausible alternative futures into the working set for consideration.	Alternative forecasts are primarily used "as is" from the information collected.	Alternative forecasts are reviewed and a subset is selected. Additional information is documented to support the selected alternatives and present a more understandable view.	A manageable set of alternative futures covering the full range of topics is produced. Each alternative contains significant detail, supporting the key implications.	A systematic process is in place to produce a set of alternative futures. Each alternative is presented in a clear and comprehensive way.	An optimal set of alternative futures is generated. Each alternative makes critical elements immediately apparent and the accompanying depth provides unchallengeable support.
4. Validate foresight to create an integrated set of credible and coherent alternative futures.	The set of distilled and detailed alternative futures is used "as is."	Follow-up research is done on a fact-checking basis.	Alternative futures are checked and revised so that they tell a coherent story.	Preliminary implications are identified to test the alternative futures for relevance.	The set of alternative futures is reviewed and revised to ensure that a balanced set of viewpoints and perspectives is represented.

Visioning Maturity Matrix

Visioning	Level 1 Ad Hoc	Level 2 Aware	Level 3 Capable	Level 4 Mature	Level 5 World-Class
1. Elicit and incorporate goals, values, and aspirations of members and stakeholders.	The leader sets their values and vision for the organization, and then communicates it to the organization.	The leader establishes the vision and then promotes it within the organization, highlighting its benefit and rationale.	Consulting with close advisors and senior leadership, the leader creates the vision that best represents their collective values and ideas.	The leader engages the majority of stakeholders using a facilitated process to develop a robust vision.	Vision and values are co-created with the full participation and energy of stakeholders.
2. Bring to the surface the underlying assumptions, espoused beliefs and values, and operational artifacts which establish the culture.	Members of the organization assume that that are the norm or that they follow the norm. and that their culture and the way it works are both obvious and consistent with what is generally portrayed by the media.	The organization recognizes some of the limitations of its culture ("that won't work here") but hasn't articulated how the culture works and how to leverage it.	The obvious aspects of the culture of the organization are known and are challenged as appropriate to move the organization forward.	Members of the organization have evaluated their culture, providing a solid understanding of both the obvious and subtle, enabling challenge and change for some of the underlying but more impactful areas.	A keen grasp of their culture enables members of the organization to create new ways to leverage themselves by purposely challenging current cultural modes of operation.
3. Articulate the unique contribution that frames the organization's view moving forward.	Members of the organization assume that providing industry standard offerings that are better some way (e.g., cheaper, faster) makes them unique.	The organization includes its internal strength (people or process) to help define its value to the industry.	The organization clearly articulates its value proposition by identifying and defining the unique contribution it is able to make.	The value proposition the organization has framed makes it unique among industry peers and easily identifiable by all industry clients.	The organization's value statement and identity become a synonym and standard for the industry.
4. Craft the vision in a manner that is both inspirational and motivational, resonating with the hearts and minds of those who will follow it.	The vision statement exists but is known to only a few people inside the organization and none outside the organization.	The vision statement is communicated across the organization and is used in selected exercises and venues.	The vision statement, known by most members of the organization, resonates with employees and customers alike and is identifiable with the organization.	The organization's vision is used to craft all external and internal communication, keeping the vision visible, current, and providing energy for organizational activity.	Members of the organization are inspired and enabled to make decisions and take action to bring the vision to life providing a framework for all internal and external endeavors.