



# A Strategic Foresight 2.0 Perspective

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**On Sustainable Supply Chain and Transportation  
(Social, Economic, Environmental, Culture)**

**Van Horn Institute  
Calgary, Alberta  
November 27, 2015**

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# Foresight

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The capacity to develop:

- (1) an adequate **anticipation** of potential futures and in this light,
- (2) an adequate **understanding** of what a **truly desirable future** requires of us **NOW**.

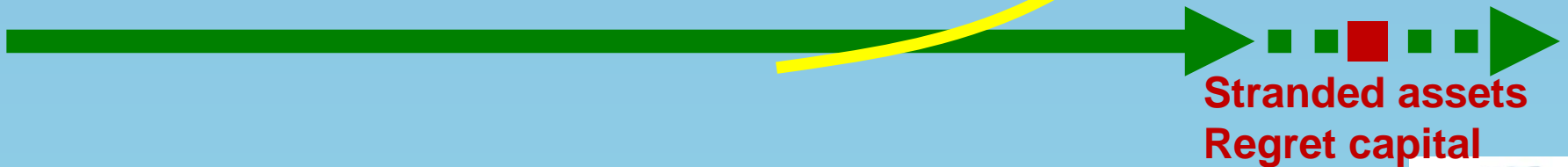
# Strategic

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“Character/trajectory altering”

events, actions, decisions,  
accidents, insights, attitudes...

HEY!  
Over here.



# Strategic Foresight 2.0

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*Prepares us to see, understand and respond **wisely** to the threats and opportunities of **unfamiliar futures** – futures that, if unseen and unanticipated, will blind-side and run over our world and, therefore, us.*

# Supply Chain



# Up Close

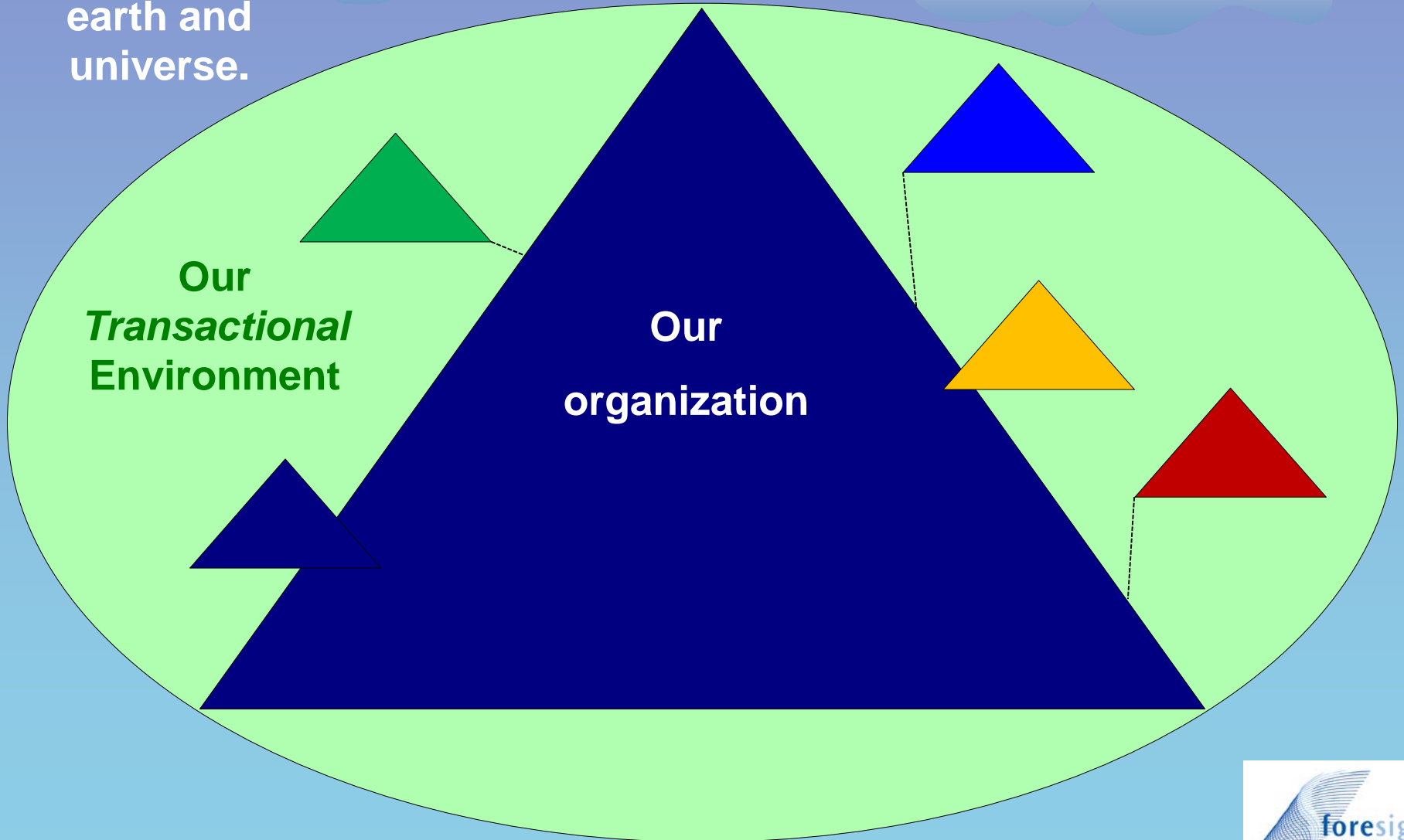


# The Big Picture



# Our *Normal* Stance

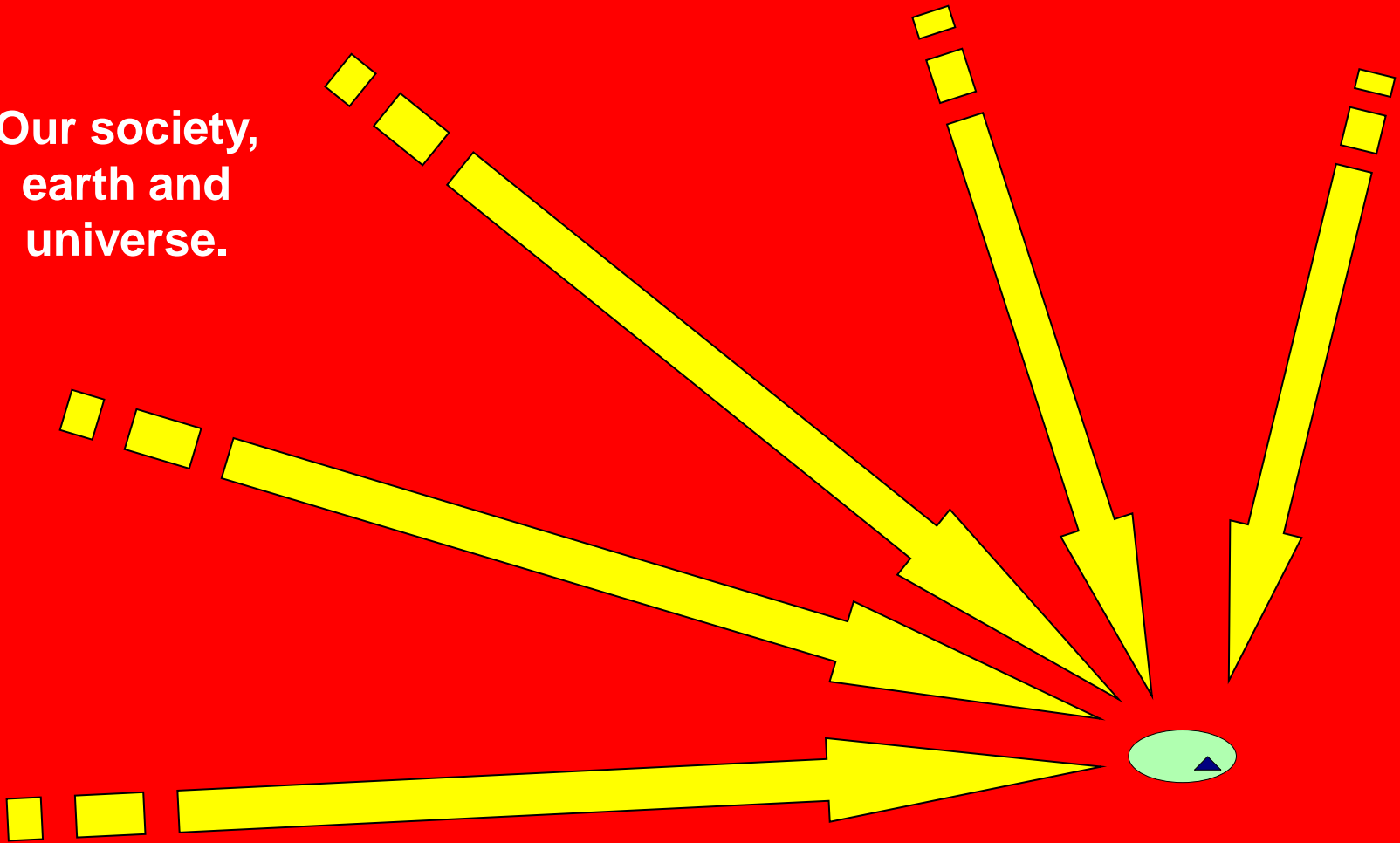
Our wider society,  
earth and  
universe.





# Our Actual Situation!

Our society,  
earth and  
universe.



# Strategic Foresight 2.0

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## Context is King!

**It's not about you,  
your organization,  
your industry or  
even our country.**

# Four Stances:

New Patters  
of Seeing, Thinking & Acting

Inherited  
Aspirations

Deepest Societal

Aspirations

New  
Aspirations

Dominant Default Patterns

Inherited Patterns  
of Seeing, Thinking & Acting

# Where It All Began

New Patters  
of Seeing, Thinking & Acting

Inherited  
Aspirations

Deepest Societal

Aspirations

New  
Aspirations

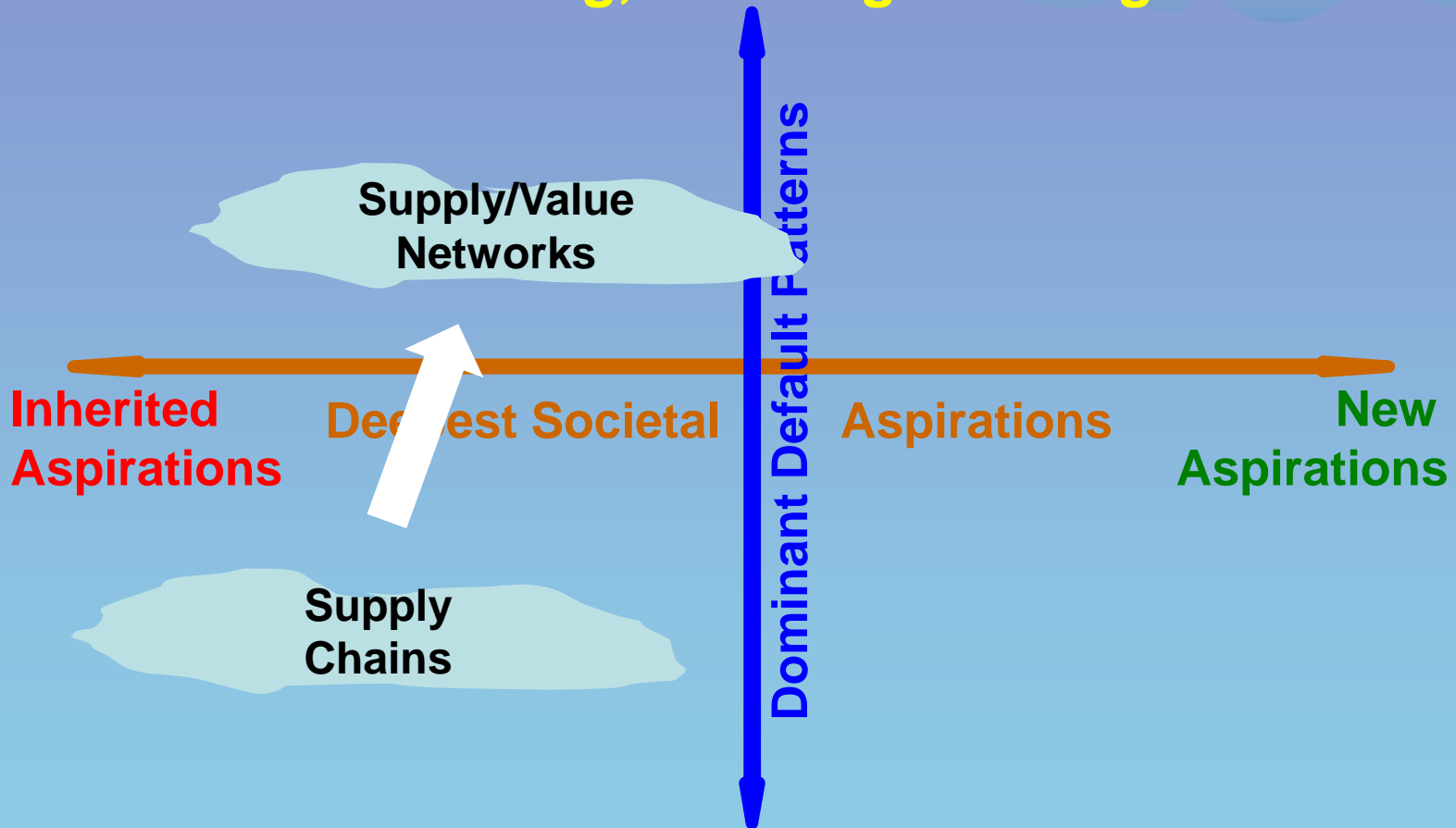
Supply  
Chains

Dominant Default Patterns

Inherited Patterns  
of Seeing, Thinking & Acting

# Today?

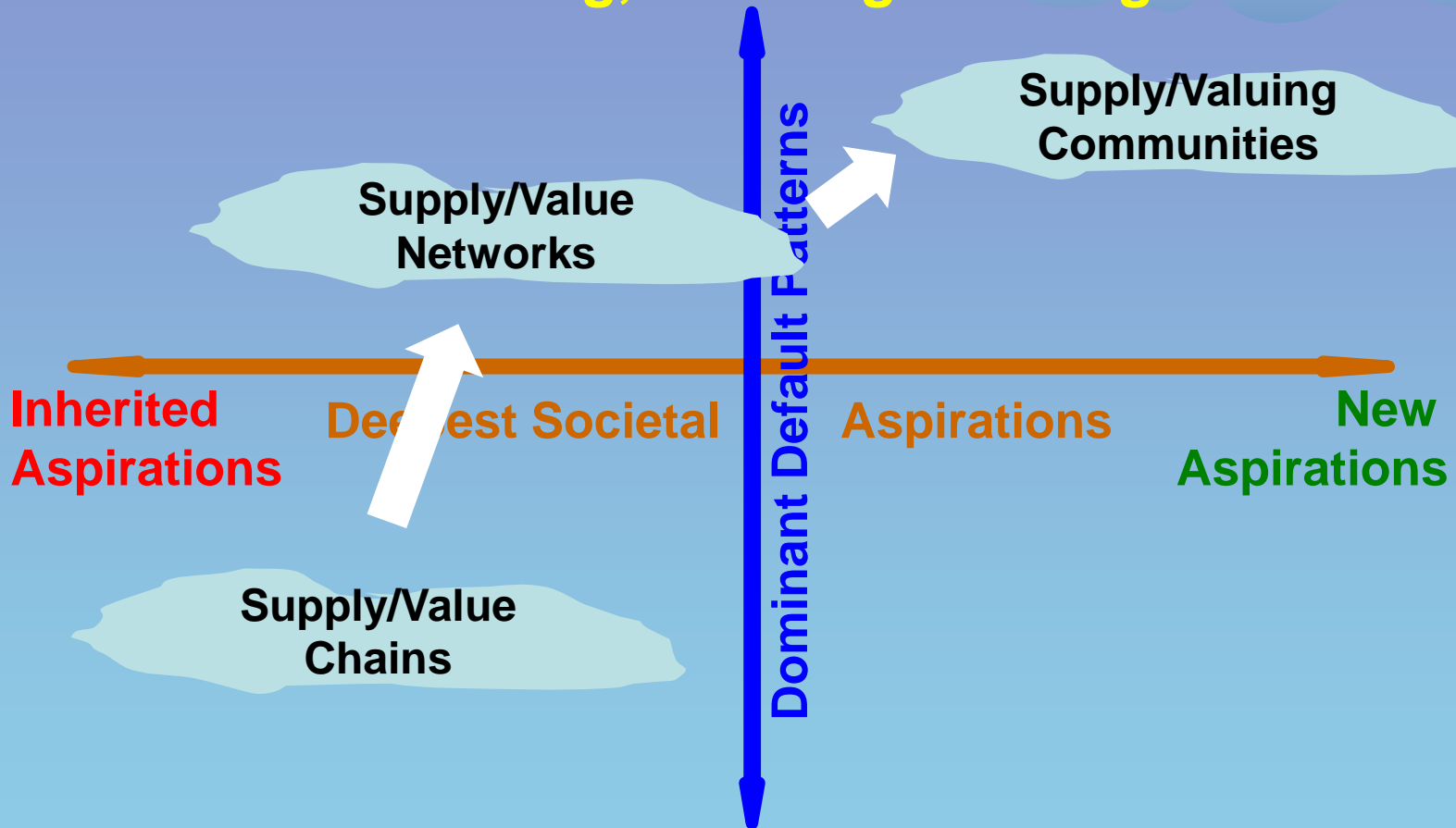
**New Patters  
of Seeing, Thinking & Acting**



**Inherited Patterns  
of Seeing, Thinking & Acting**

# Tomorrow?

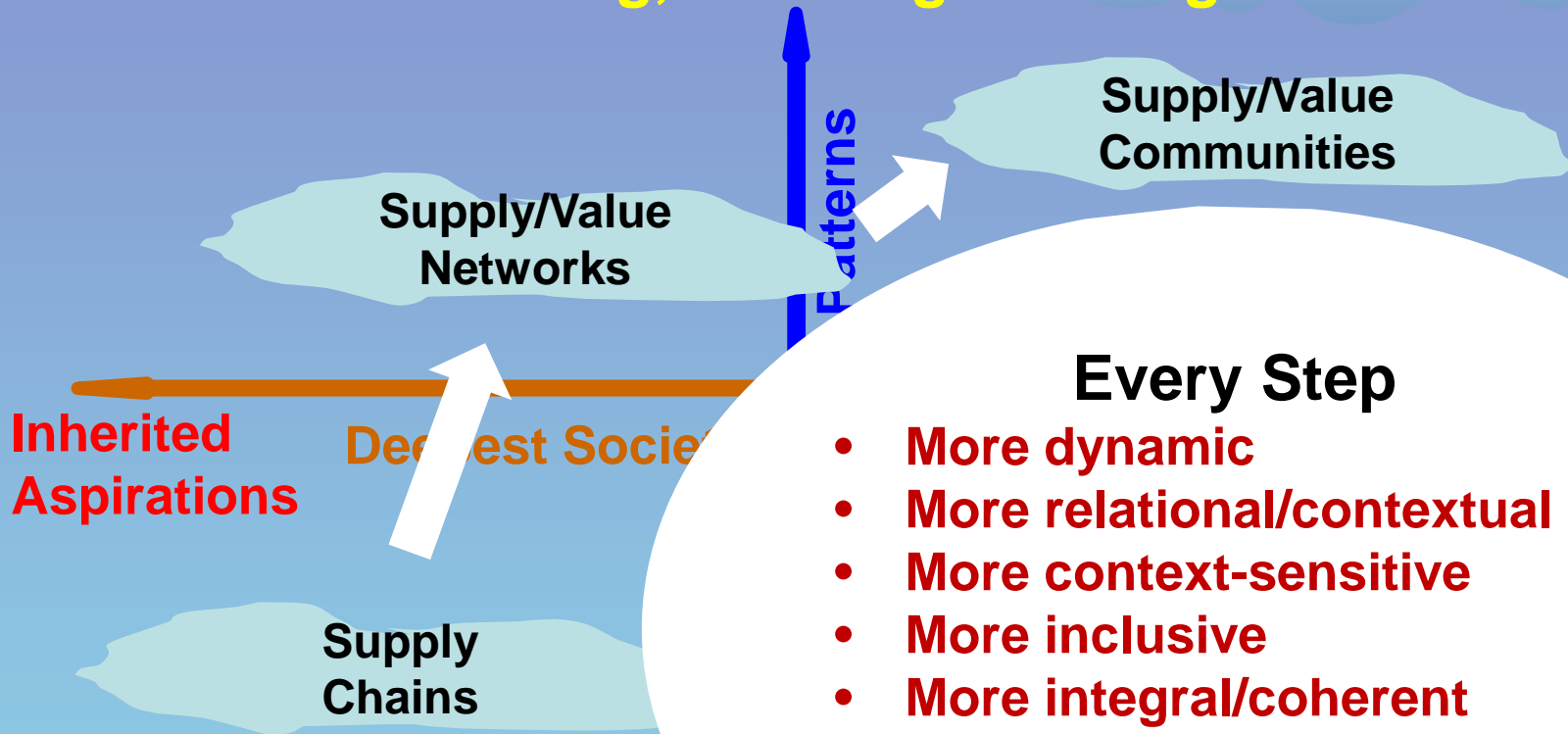
**New Patters  
of Seeing, Thinking & Acting**



**Inherited Patterns  
of Seeing, Thinking & Acting**

# Our Journey

## New Patterns of Seeing, Thinking & Acting



### Every Step

- More dynamic
- More relational/contextual
- More context-sensitive
- More inclusive
- More integral/coherent
- More complex
- More reflexive
- Continuous maturation

Inherited  
of Seeing, Thinking

# SWANS, SWINE, AND SWINDLERS

Coping with the Growing Threat of  
Mega-Crises and Mega-Messes



**Can M. Alpaslan & Ian I. Mitroff**

Alpaslan  
SWANS, SWINE, AND SWINDLERS



# Inspiration

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**The biggest things are always  
the easiest to do because  
there is no competition.**

William van Horne  
Canadian Industrialist  
1843-1915

A stone pagoda with five tiers sits atop a rocky, grassy hill. The sky is a clear, bright blue. The pagoda is made of light-colored stone and has a central opening on its second tier.

# Over to YOU!

Our Future **is** in Your Hands, Minds and Hearts

# Thank you

# Contact Information

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