

Future Histories

Working backwards from success

“History will be
kind to me...
...for I intend to
write it myself.”



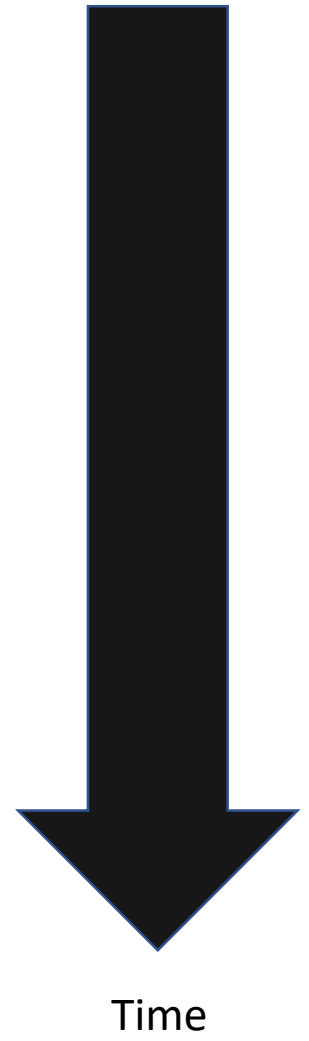
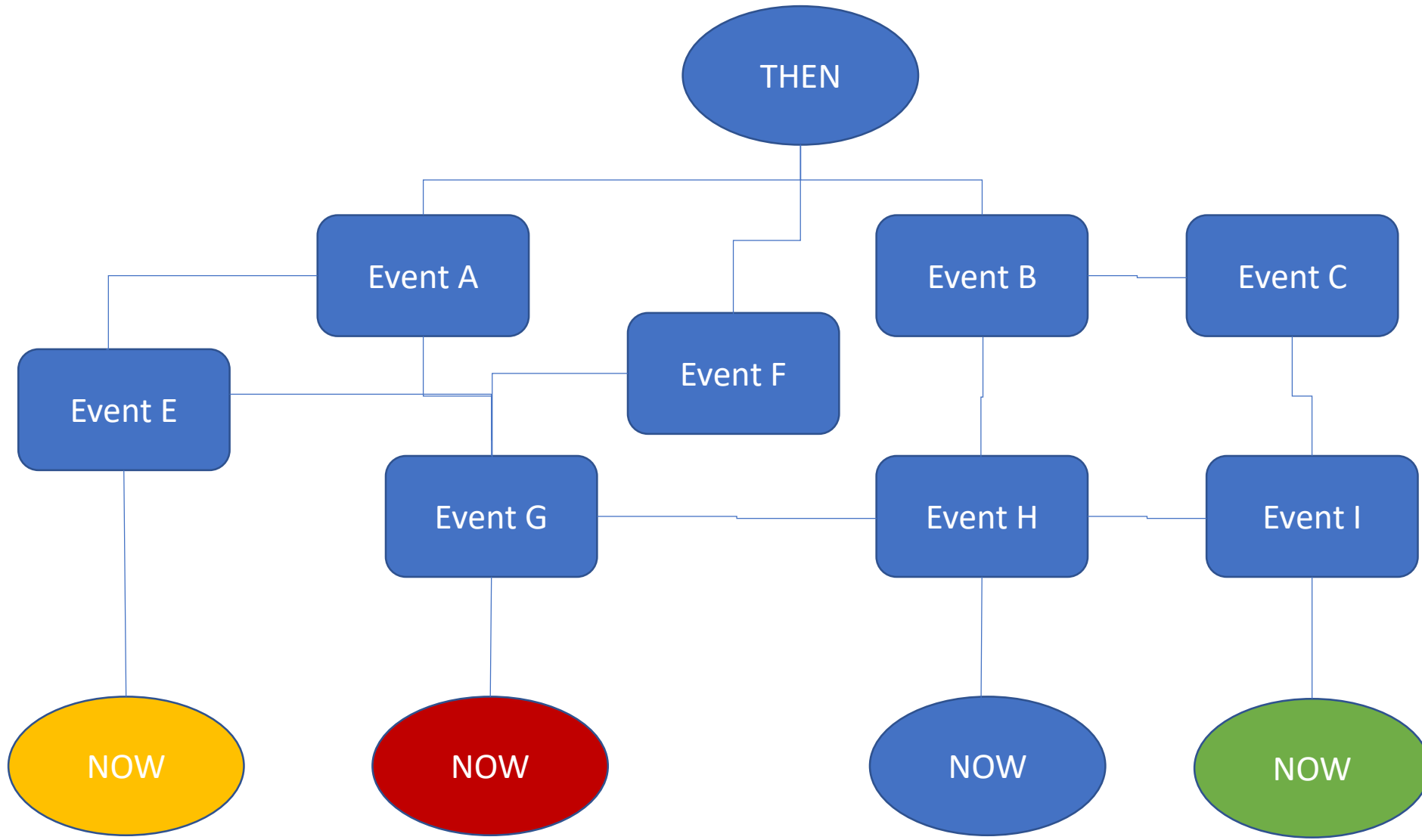
"Soon every American home will integrate their television, phone and computer! Visit the Louvre on one channel, and watch female mud wrestling on another! You can do your shopping at home or play Mortal Kombat!"

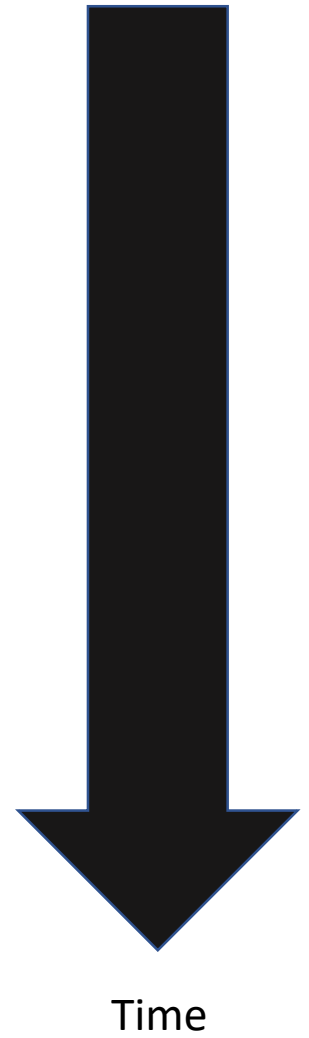
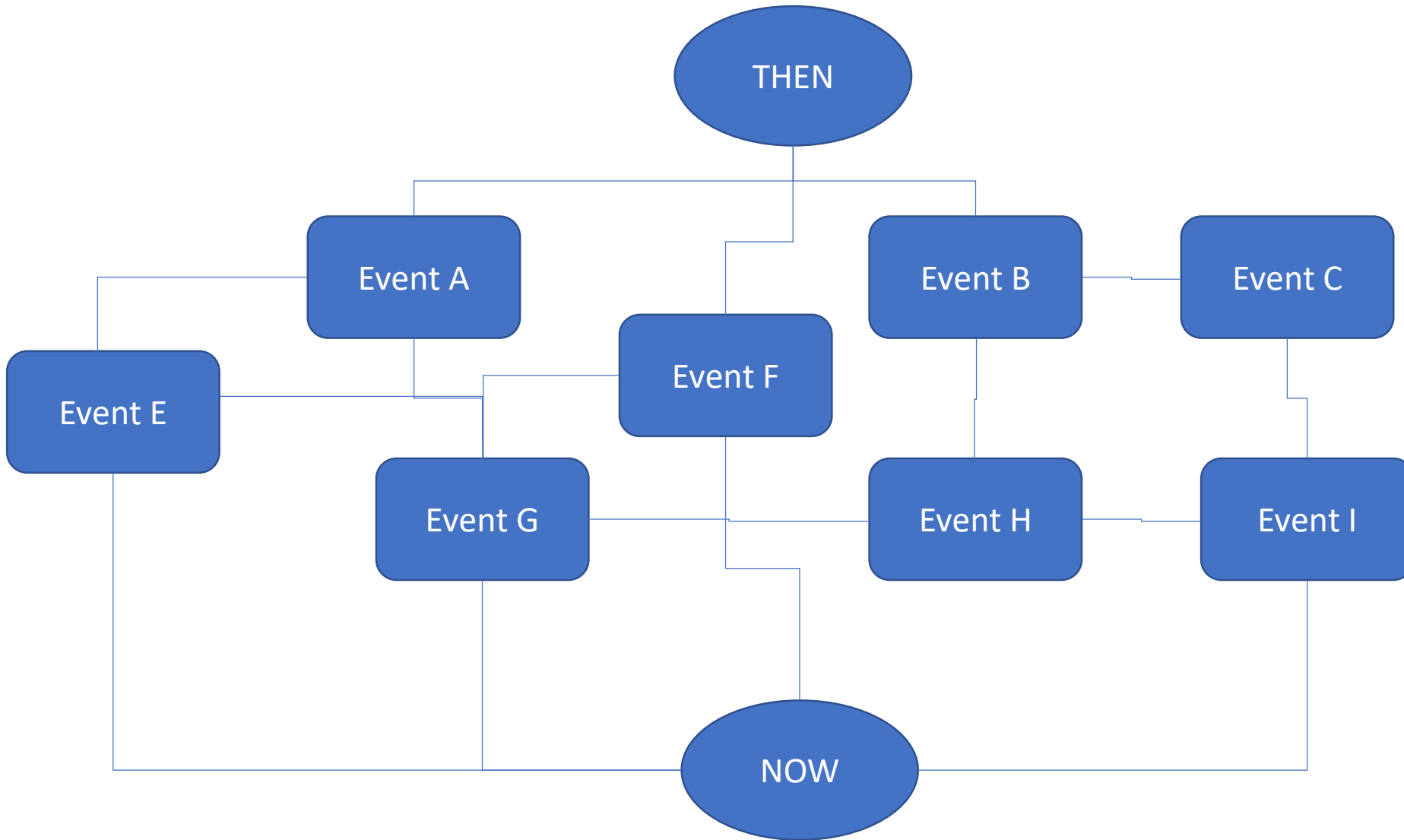
The Cable Guy 1996



Think back...

- Cast your minds back to your work environment 5 years ago...
- What has changed since then?
- What could you have predicted?
- What things were unexpected?







What do we mean?

What do we mean by “Future Histories”?

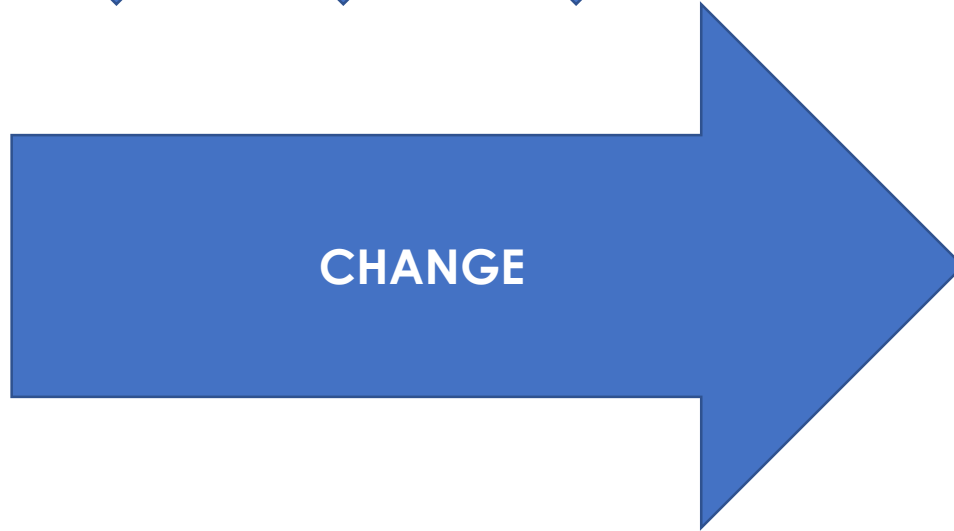
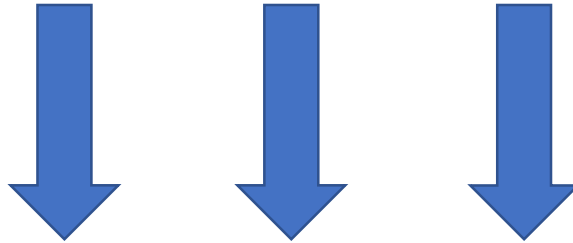
- An approach first used by science fiction authors
- It requires a little imagination, but it's a vision of the future...how **you** want it to be
- Looking back from your end-goal
- What things will look like if you achieve what you've set out to achieve

NOW

EXTERNAL FACTORS

THE FUTURE

- Non-compliance
- Poor performance
- Unacceptable risk
- Dissatisfaction
- Too costly



- Compliance
- Better performance
- Reduced / mitigated risk
- Dissatisfaction
- Too costly

PROBLEM

SOLUTION

An example

- You are tasked with bringing in a system that will join up a person's identity and their engagement with local authority services
- How will the implementation of a new technology (and associated systems) affect service delivery and customer experience?
- You **could** start by looking at what is happening now... and most projects do this (the "status quo"), **but**...

An example

...what if you started from the **end** point?

Meet Marty...

- Your average citizen, 30 years old
- Living in a rented flat in Barking, employed
- He has a Barking ID™
- Unique reference used as a key
- All systems linked to this key –
Council Tax, parking permit, Libraries,
Gym membership, electoral registration,
patient records, DVLA



Meet Marty...

- Any change in circumstances only need to be submitted once using his Barking ID and all systems linked to it are updated
- It also acts like an Oyster travelcard for public transport
- There is joined up thinking when a public body needs to interact with Marty
- Things are more efficient and cost-effective...

Think about some bigger projects...

- Patient records
- GPS systems and data
- Digital currencies / Bitcoins
- The internet of things
- Universal Credit
- Crossrail and HS2
- The “B” word...

What to do...

- Create a future case study
- Think about a key stakeholder (customer, employee, etc.)
- How will your project / policy have impacted on them?
- Make it detailed: Who is this person? Describe their lives and their interaction with your project outcomes
- Tell a convincing story

What to do...

- Create a future case study
- Think about a key stakeholder (customer, employee, etc.)
- How will your project / policy have impacted on them?
- Make it detailed: Who is this person? Describe their lives and their interaction with your project outcomes
- Tell a convincing story

Some benefits...

- Gaining consensus and clarifying the vision – making sure everyone is on the same page
- Focusing and refining your vision... and hence your objectives
- An initial assessment of the benefits... can help with cost-benefit analysis
- Avoiding the law of unintended consequences - mapping the “what ifs?”



The pitfalls...

- Living in the future can distract from the present
- No-one has a crystal ball
- It can set a benchmark that may be hard to achieve
- Can lead to optimism bias



That bus...

- Future histories **cannot** be just pipedreams
- Need to be based on:
 - Sound judgement and logic
 - Evidence-based projections
 - Lessons from others, or comparisons



An extra technique...

- Project yourself through time to the end of your project timeline
- Write a fictitious report for key stakeholders, detailing the reasons why your project **failed**
- Include factors such as:
 - poor specification
 - employee resistance to change
 - low levels of engagement
 - insufficient promotion
- whatever is relevant to your project

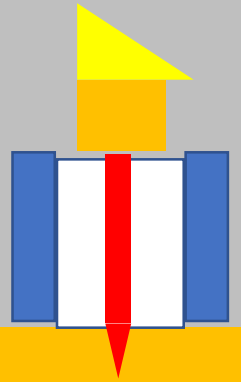
An extra technique...

- Get all of your team to do the same – get a range of perspectives
- This will help to focus on what the hurdles and issues for your project are likely to be...
- ...and you can take action on them
- Strong links with horizon scanning

Why use Future Histories?

- An aid to encapsulate and visualise what your project / policy / initiative will achieve
- An invaluable technique in selling your idea and winning hearts and minds
- Can highlight the hurdles and issues that you'll encounter on the way

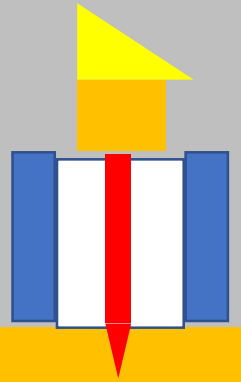
Tactical Review Unit for Members & Politicians



Your project management team has been asked to present your strategic plans

The Unit would like a 10 minute overview of how the technological changes brought about by your project will impact on stakeholders, service users and employees

Tactical Review Unit for Members & Politicians



The presentations will be delivered at 9pm this evening at TRUMP Towers (also known as the JCR)

These are **team** presentations, so everyone should contribute. You may use Powerpoint and any props you feel are appropriate. They must be no longer than 10 mins and should relate to conference content, wherever possible