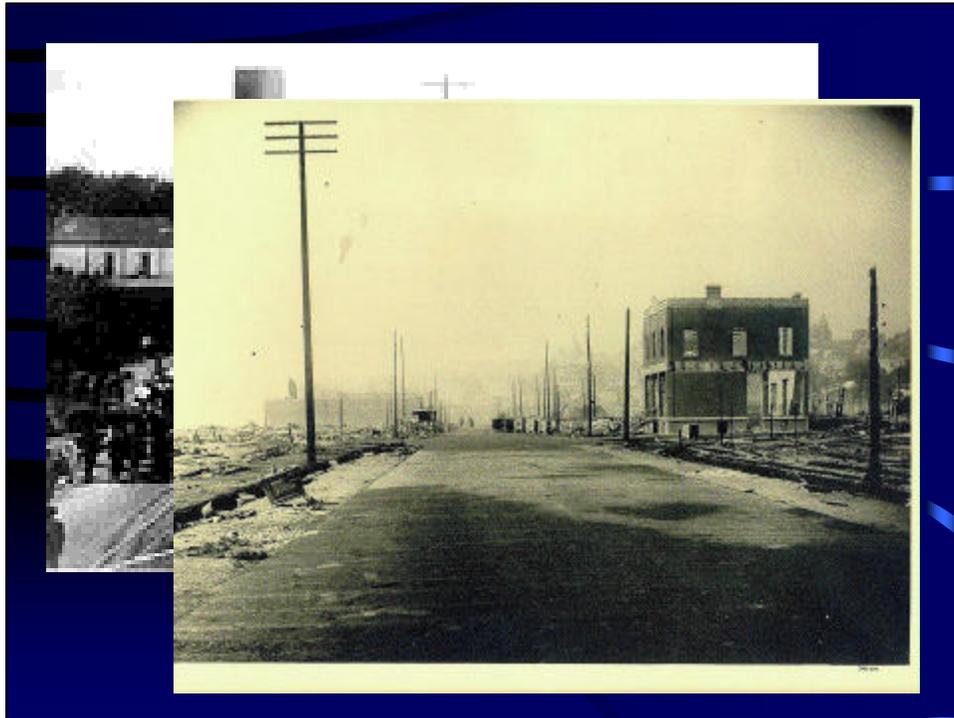




## Planning

- ◆ Most planning begins with an image of the future based on predictions.
- ◆ Most predictions are made by extrapolating from current and past trends and so we plan for more of some things, less of other things.
- ◆ Hence, we end up planning to create a more efficient past, rather than a truly new future.

©2000 Glen Hiemstra



## Preferred Future

Planning is not really about  
the future.

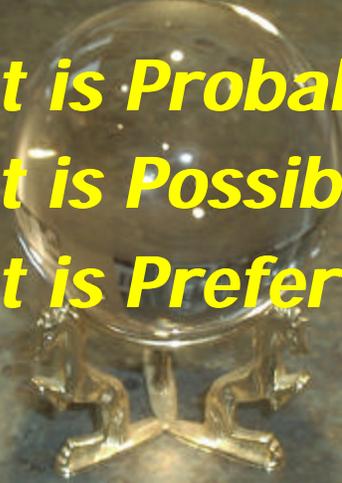
It is about folding  
the future back  
on the present  
so that you can  
make better  
decisions today.



©2000 Glen Hiemstra, Futurist.com

## Three Future Questions

- ◆ *What is Probable?*
- ◆ *What is Possible?*
- ◆ *What is Preferred?*



©2000 Glen Hiemstra

## Preferred Future Planning



PROBABLE

PRESENT

©2000 Glen Hiemstra

