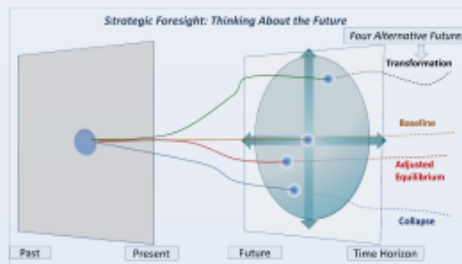


# The Flux Capacitor: Using MAXQDA in Strategic Foresight

## "Well Tell Me the Future Boy, Who is the President...in 1985?"

It is not possible to predict the future, but essential to describe it. **Strategic Foresight** research involves collecting signals, constructing forecasts, and describing alternate futures of a domain (i.e., subject/topic of study). We use a "cone of probability" that examines futures of a domain, in a probability cone of plausible timeline variation with **Four Alternate Futures** (Baseline, Adjusted Equilibrium, Transformation, and Collapse).

**"Time Circuits On"** Healthcare organizations use Strategic Foresight analysis of alternate futures, forces of change, and scenarios to identify risks, issues, and opportunities to improve planning, research & development investment, and human capital strategy. Without Strategic Foresight, organizations will not evolve to meet future demands, and are more vulnerable to entropy and external shocks.



### Alternative future-building occurs in ordered phases:

- 1 **Framing:** Set up what exterior factors affect the domain. This helps define and bound a domain and solves the right problems.
- 2 **Scanning:** Open source research that seeks signals of change in within the domain
- 3 **Forces of Change:** A thematic cluster of related trends/inputs that's driving or shaping future variation within a domain.
- 4 **Alternative Futures:** Timelines that help understand how change may come in a range of the "realm of the adjacent possible."
- 5 **Scenarios:** A fictional description of a plausible future state that tells the story about how that future might come about.
- 6 **Implications Analysis:** Identify the impact of the scenarios. Prioritize important and provocative implications, and identify recommendations to leverage opportunities or reduce threats. Integrate into the strategic plan to adjust to future states.



## "You Are My Destiny!"

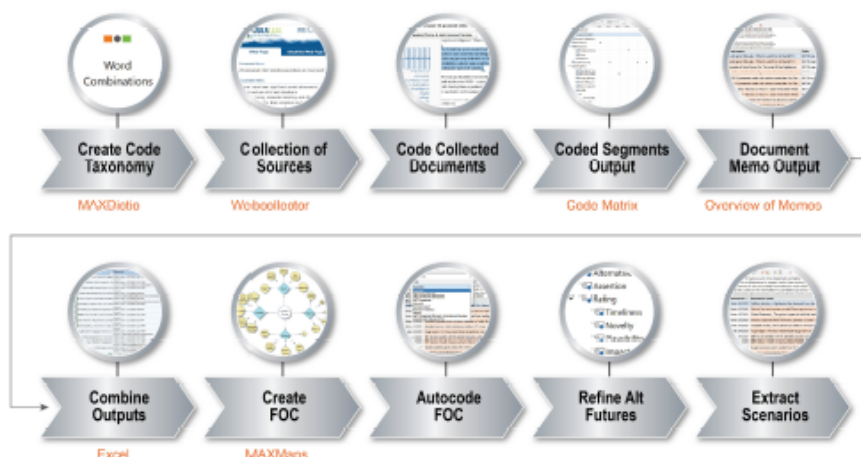
Using MAXQDA in a novel qualitative analysis approach, we were able to identify, delineate, and report Foresight Forces of Change and Scenarios from ~1000 qualitative sources, greatly maximizing efficiencies of scale, accuracy, and efficacy to enable our sponsor to influence their future and avoid collapse.

## "If You're Going to Build A Time Machine, Why Not Do It With Some Style"

Here's how MAXQDA assists in each step of the Strategic Foresight process:

- **Framing:** Built initial code taxonomy using selected components of Dublin Core, and used MAXDictio Word Combinations to identify thematic components from over 600 customer internal documents.
- **Scanning:** Used Web Collector for MAXQDA and PDF Import to collect signals into Document Group by week. Imported documents were coded using the Framing taxonomy.
- **Forces of Change:** Used coding and MAXMaps to develop visualizations of Forces of Change.
- **Alternative Futures:** Used Alternative Futures codes and qualitative analysis of coded segments to describe and document potential futures.
- **Scenarios/Implications Analysis:** Used Alternative Futures Coded segments and MAXDictio Interactive Word Tree to extract themes and develop scenarios.

## Using MAXQDA in a novel qualitative analysis approach



## "Where We're Going, We Don't Need Roads

The Foresight methodology and use of MAXQDA have proven to be highly effective and efficient, and are now an integral part of our core healthcare improvement business, integrating Monitoring & Evaluation, Quality Management, and Process Improvement with Strategic Foresight to increase customer resilience to shocks, and agility to embrace opportunities.

## "Hello? McFly?!"

Movie quotes and caricatures refer to "Back to the Future." Universal Pictures and Amblin Entertainment, 1985. This outrageously popular science fiction movie follows the antics of a mad scientist, a teenager, and a time machine. "Strategic Foresight: Thinking About the Future" adapted from Bennet et al, <https://www.millenniumassessment.org/documents/document.229.aspx.pdf>

"Strategic Foresight: Process" adapted from Houston Framework Foresight Model, Bishop and Hines, 2012.

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