



@advancingresrch #AR2022
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How Research Can Drive Strategic Foresight

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We can contribute to *seeing around corners*

Research is STRATEGY

IN THIS TALK...
Stories, methods,
practical tips

DRIVING STRATEGY IS REALLY ABOUT
DEVELOPING YOUR CRAFT

Imagine a world...

- MASSIVE TECHNOLOGICAL CHANGE
- INFORMATION EXPLOSION
- WEALTH INEQUALITY
- SOCIAL UPRHEAVAL

1890s!

THE OFFICE: Trend hunting in the 1890s

Lightbulb (1891) Telephone (1876) Automobile (1889)

PEOPLE KNEW A LOT OF CHANGE WAS AFOOT, AND THESE INVENTIONS WERE PART OF THAT... BUT NO ONE WAS TALKING ABOUT A MUNDANE OBJECT: PAPER

IT WAS EVERYWHERE IN ALL SIZES

CHAOS!

THE MODERN OFFICE:

Typewriters / Filing cabinets
Standard-sized paper

IMPORTANT SHIFT

Max Weber "Bureaucracy" MEGATREND

- AUTHORITY IS IN THE OFFICE, NOT THE PERSON
- HIERARCHY
- WRITTEN DOCUMENTS
- TRAINED EXPERTS
- FULL-TIME JOB
- STABLE RULES

BUT what I'll really do...

GIVE YOU CONFIDENCE

- TO LEAD
- TO PREDICT
- TO HAVE A SEAT AT THE TABLE

WE THINK OF EPOCHS AS HAVING NOTICEABLE, DEMARCATED MOMENTS... BUT IN REALITY CHANGE HAPPENS IN SLOW MOTION

USING DIFFERENT PERSPECTIVES IS KEY

STEEP

GENERIC FORECASTING METHOD

- SOCIAL
 - TECHNOLOGICAL
 - ECONOMIC
 - ENVIRONMENTAL
 - POLITICAL
- mixed together, you're likely to see where change can occur

Be careful, it's STEEP

Forecasting is just as WEIRD as all social science

Take extra care with: language & mental models

RESEARCH

95% PSYCHOLOGY PARTICIPANTS are from Western Educated Industrialized Rich & Democratic countries

HOW I CURRENTLY DO IT

- SCANNING, ALWAYS SCANNING!
- SORTING and SAVING → LOOSE CODING SYSTEM (make your own)
- "THE FILES" FOR MY PERSONAL COMMONPLACE BOOK
- 18th C. IDEA
- INDEXED CONTENT



just like analysis

There are DIGITAL VERSIONS like Google Keep

BENEFIT of SOCIAL SCIENCE TRAINING in FORECASTING

- TRAINING in REFLEXIVITY
- ASKING ABOUT SAMPLING Who is not included? (useful to reduce bias)

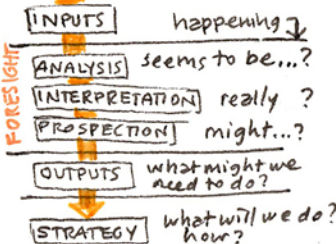
THE PAYOFF

Gillian Tett (Financial Times) ANTHROPOLOGIST predicted the 2008 crash

JUST ADD: keywords a database, regular review and WAIT...

HOW TO START

- SCAN
- ANALYZE
- INTERPRET
- IMAGINE
- IMAGINE AGAIN
- STRATEGY



"Strategy is where to play and how to win." - ROGER MARTIN

Many METHODS for analysis & interpretation

"BACKCASTING" IS ONE OF MY FAVORITES IMAGINE THE FUTURE then "How did we get there?"

MIND HOW YOU GO

"[T]his process has been dominated by the intuition, insight, impulsiveness and -sometimes- inexperience or irresponsibility of practitioners and organisers..."

RIGOR? Whatever you do, know why you did it.

START TODAY YOU'RE ALREADY SCANNING