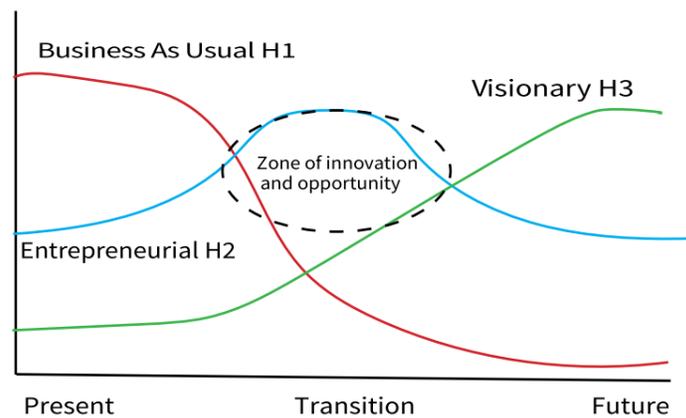


# FINDING OPPORTUNITIES

## 'THREE HORIZON THINKING' FOR YOUR BUSINESS



CorMentis  
Think Differently



Adapted from Three horizons: The patterning of hope. Bill Sharpe 2013

A way to make sense of the landscape of change around you and to help you stretch and consider different innovative and disruptive options for your future.

Each of the horizons below, represents a mindset or perspective. You need to step in and out of each horizon to get the benefit of these varied perspectives. This model helps you focus your mindset and thinking in the face of a complex, uncertain and ambiguous futures. It helps you to develop a shared understanding of your current systems (H1), your visions for future (H3) and identify the ways to bridge and link the two (H2). Use this to identify innovators and accelerators that enable you to take advantage of the opportunities to pivot your business. Beware of falling into fixed thinking and bias that will hold you to current practices.

Horizon	Type of thinking	Questions to get you started
<b>Horizon 1</b> How you currently do things. You can innovate but only from within the system. Gives you a predictable change curve, safe and ordered view of the future. Cognitive bias often holds us to this horizon.	 <b>Managerial</b> 'Business as Usual' Thinking about the current system.	What are the characteristics of the current business? How did we get here? - What is our story, our values our history? Why is it not fit for purpose anymore? Be specific. i.e technology systems, client buying behaviours How fast is the system failing? Do you have time or do you need to pivot immediately? <b>Tip - Plot this on your H1 timeline</b> What do you want to retain? Assets, knowledge
<b>Horizon 3</b> A future filled with visionary ideas, multiple possibilities and driven by emerging needs. A future that might be at odds with current values and knowledge.	 <b>Visionary thinking</b> The successor to BAU Creating new possibilities.	What is the future we want? What does it look like, feel like? What seeds of this future can you already see? Are there competitors I need to watch for or collaborators I could work with? What values and new knowledge might we need? If I achieved this future, what would I be famous for?
<b>Horizon 2</b> The zone of in-between. Using the <b>shortcomings</b> in the first and <b>possibilities</b> from the third find deliberate actions and transformation opportunities that come to light.	 <b>Entrepreneurial thinking</b> The transition activities and innovations.	What are the ideas to bring together the old system and shift us toward to new future? Brainstorm/ Ideate/ Hack- to find as many options and ideas as possible? Refine the ideas and look for the pathway that will disrupt your BAU and transform the business toward the future. Beware of ideas that will only sustain a degrading system that has limited time left.

### WHERE TO START...

#### Set the scene

- Why do you need to change?
- Get the mindset right.
- What kind of opportunities do you think you need?

#### Gather Ideas

- Find your ideas, go for as many sources as possible and give people as much freedom as possible.
- Don't limit your options.

#### Identify the innovators and accelerators

- Choose a path that can link your visionary ideas to your current needs.

#### Divest / retain

- Determine what you are retaining but also what you need to divest. Don't forget to look at values.

#### Plan it out

- Plans help us align the activities prevent wasted effort and to create a shared way forward.



# FINDING OPPORTUNITIES

## BUILD YOUR INDIVIDUAL THINKING

## 7 strategies to develop your future-oriented mindset

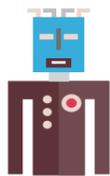
### Gather a gang of unusual people

Jumpstart to your thinking process and get some extra 'ideas juice' in the tank.

Gather a group of **out of the box** thinkers and ask them to spend a couple of hours brainstorming, idea bashing and **Horizon 'three'** dreaming.



Step outside the stereotypes and get people to use roles like:



**hacker**  
**artist**  
**child**  
**activist**  
**outlaw**  
**explorer**



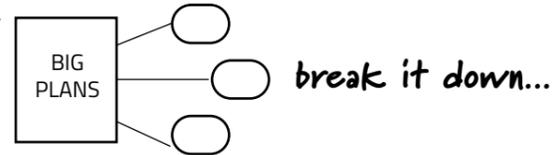
Give full freedom to destroy, reinvent and play with product, services and business model.



#NB a facilitator can help you maximise the session.

### Go for small plans

Trying to solve the big complex problems can trigger overwhelm very quickly. Rather than answer the big problem go for small bite-sized pieces. Working on a small piece can keep moving forward and prevent getting stuck.



What you see is 'NOT' all there is.

### Practice Self Care for mental performance



Work on the classic trifecta

- Get enough sleep
- Eat nutritiously. Fuel yourself and your mind well.
- Practice stress management techniques. Such as breathing exercises, journaling, time with nature.

### Grounding yourself

The counting in this technique stops the world spinning in your head, and using the senses helps to bring us into the present and away from whatever task we have top of mind.



Here is how to do it.

- 5 - Look around and name five things you can see
- 4 - Listen and name four things you hear
- 3 - Notice three things you can touch
- 2 - Name two things you can smell
- 1 - Finally name something you can taste. (such as a sip of coffee, or water)

Go!

### Manage Cognitive Bias



Watch out for the impact of bias in decision-making such as:

- **'Silver bullet'** bias- favouring solutions that seem like a silver bullet.
- **Conservatism bias** - where people emphasise original, pre-existing information over new data.
- **Confirmation bias** - where people seek information that affirms existing beliefs while discounting or discarding information that might contradict them.
- **Status quo bias** - The fear of loss is more significant than hope for gain so people maintain the current state.



### Asking better questions



Good critical thinking questions are essential for abstract and complex work.

Questions like:

- What do I wish I knew?
- Would additional information help me be better informed about this decision?
- What don't I know and how might I find out?
- How can you adapt \_\_\_ to create \_\_\_?

### Three horizon thinking

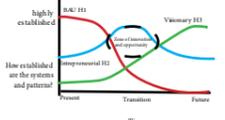
Helps you find your way forward.



**Horizon 1** - Business as usual - Gives you a predictable change curve, safe and ordered view of the future.

**Horizon 3** - Visionary - A future filled with visionary ideas, multiple possibilities and driven by emerging needs.

**Horizon 2** - Entrepreneurial - The zone of in-between. Using the shortcomings in the first and possibilities from the third find actions and opportunities that come to light.



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