

# Perils of Forecasting

## Forecasting vs. Foresight

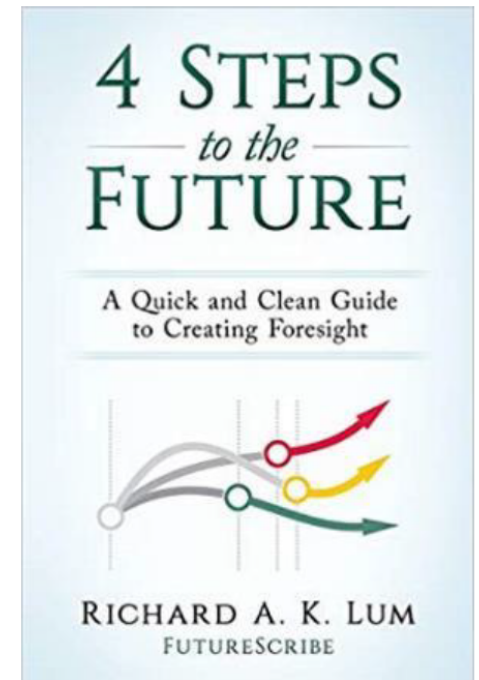
**Forecast**

A statement about the future intended to be logical, though not necessarily accurate (see prediction).

**Foresight**

Insight into how and why the future may be different from the present.

- The future does not exist
- There are many possible futures
- Those futures are constantly in flux



# Scenario-Based Planning (SBP)

Identify capabilities through an examination of plausible future operating environments

- Analytical horizon is typically a 20-year view
- Objective is to identify and prepare for potential sources of – and consequently, to avoid – catastrophic strategic and technological surprise
- Consider challenges and opportunities

Uncertain Future – Cone of Possibilities  
Planning for Increasing Uncertainty

