



NOURISH

The future of food
in health care.

Three Horizons of Innovation

Nourish Anchor Cohort
with Keren Perla
March 31, 2021

10:00 MT / 12:00 ET

● **Welcome and Context Setting**

10:10 MT / 12:10 ET

● **3 Horizons 101**

10:30 MT / 12:30 ET

● **Mapping a Nourish View**

11:10 MT / 1:10 ET

● **Building a Portfolio**

11:20 MT / 1:20 ET

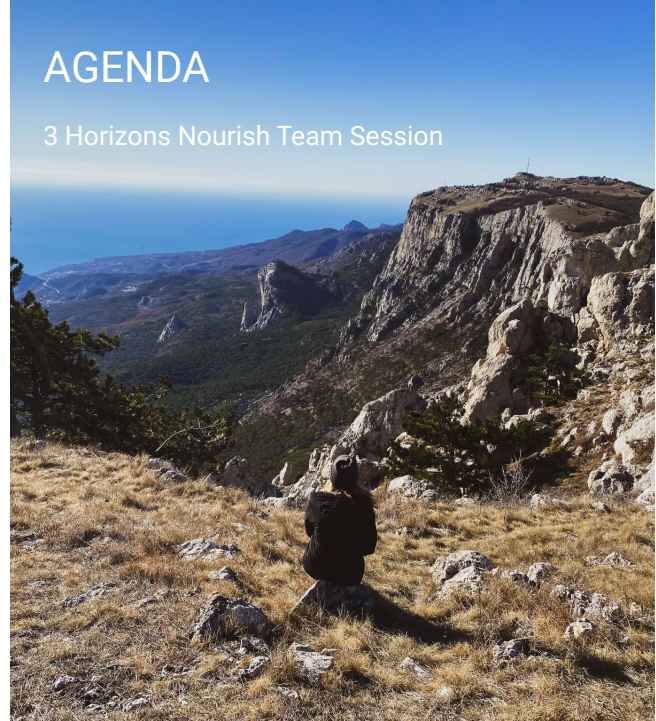
● **Next Steps**

11:30 MT / 1:30 ET

● **Close**

AGENDA

3 Horizons Nourish Team Session





Our Aims:

- 1** Strategically think about options
- 2** Communicate work so others understand
- 3** Hone in on the results we expect
- 4** Support evaluation
- 5** Unlock prototyping grants

The Three Horizons of Innovation

Nourish Team Session

March 10, 2022





CoLab.

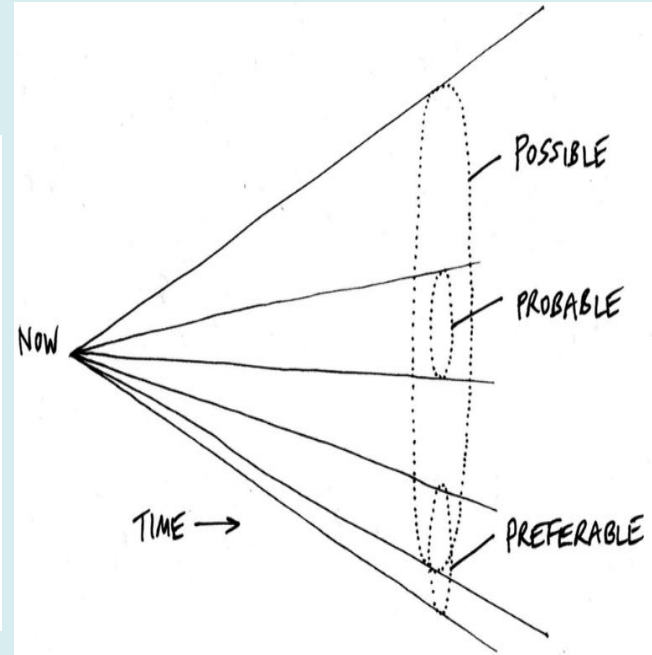
Complexity | Collaboration | Co-design | Co-creation





But First.... Foresight

Foresight understands the future as an emerging entity that's only partially visible in the present, not a predetermined destiny that can be fully predicted. The objective is not to 'get the future right', but to expand the range of plausible developments that need to be taken into consideration.





It's a mindset thing

In a complex world the past is a poor guide to the future



There are no facts about the future

Embrace the possibility of multiple futures

Focus on the seeds of disruption today



The scale of change



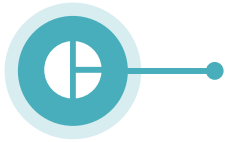
Connectivity

Just five years ago in 2016, there were just 3.7 billion smartphone users. There are currently 6.4 billion smartphone users worldwide (Statista, 2021). Considering the global population is at 7.9 billion, that means a smartphone penetration of over 80 percent.



Climate Policy

Two years ago, only a matter of days before France could complete the feat, the UK beat them to it and become the first G7 country to legislate for net zero greenhouse gas emissions by 2050. Today - along with companies, cities and financial institutions - more than 135 countries have now set a target for carbon neutrality by mid-century.

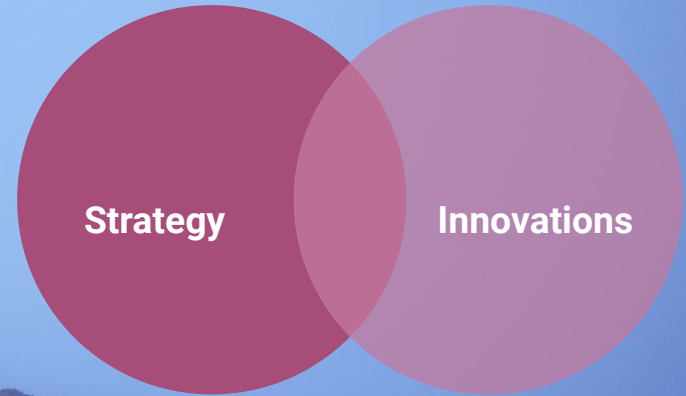


Food

In the space of just 12 months, faux meats went from something very few people had even heard of to something that 40% had actually given a try, with almost all food chains providing alternative options.

What's the point for change makers?

- No longer a straight line to create the change we want to see
- Identify and prepare for change
- Build resilience
- **Transform!!**



Adaptation

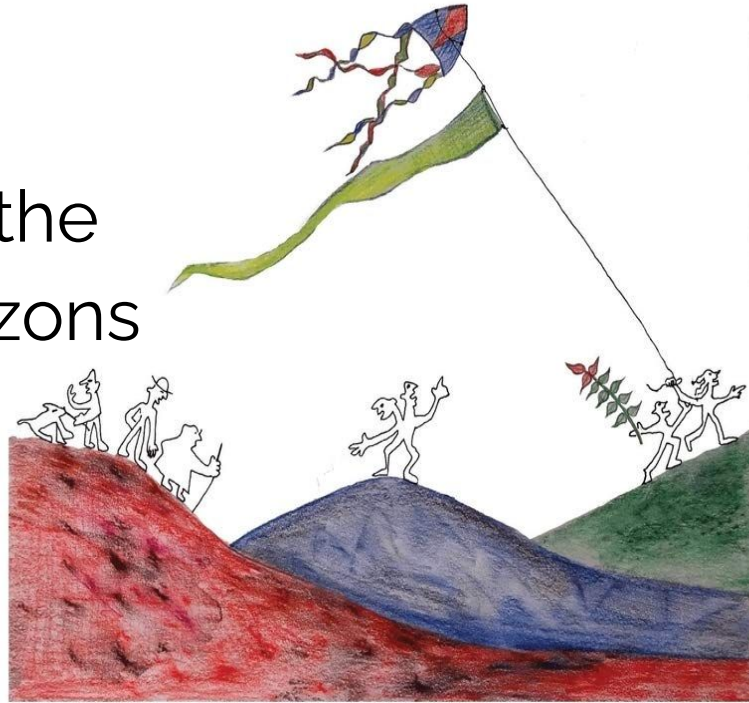
I can't change it



Transformation

I can change it

What are the three horizons

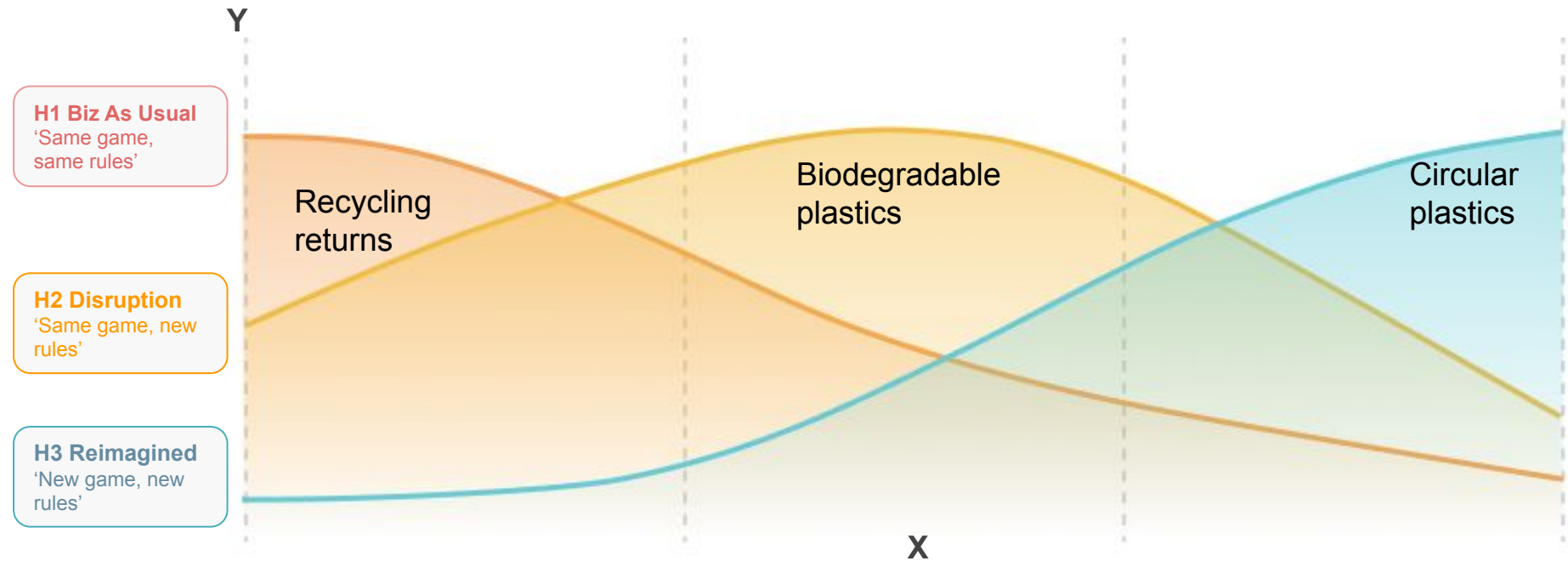


“The three horizons are about much, much more than simply stretching our thinking to embrace the short, medium and long term. They offer a co-ordinated way of managing innovation, a way of creating transformational change that has a chance of succeeding, a way of dealing with uncertainty and a way of seeing the future in the present.”

To the stars and back

'We've always defined ourselves by the ability to overcome the impossible. And we count these moments. These moments when we dare to aim higher, to break barriers, to reach for the stars, to make the unknown known. We count these moments as our proudest achievements.'

**introduce future thinking *make sense of change *assess urgency for bold action *generate innovations*



Incremental

- Optimize tweaks
- Likely to generate quick results
- Enhance** core functions

Reform-oriented

- Introduce change
- Correct for shortcoming
- Less predictable
- Build out** adjacent functions

Transformational

- Shape the future
- Radical solutions
- Difficult to demonstrate
- Uncover** new functions

You can't use an old map to explore a new world



Issues and Opportunities

Developments you can resolve and /or take advantage of .



Practices and trends

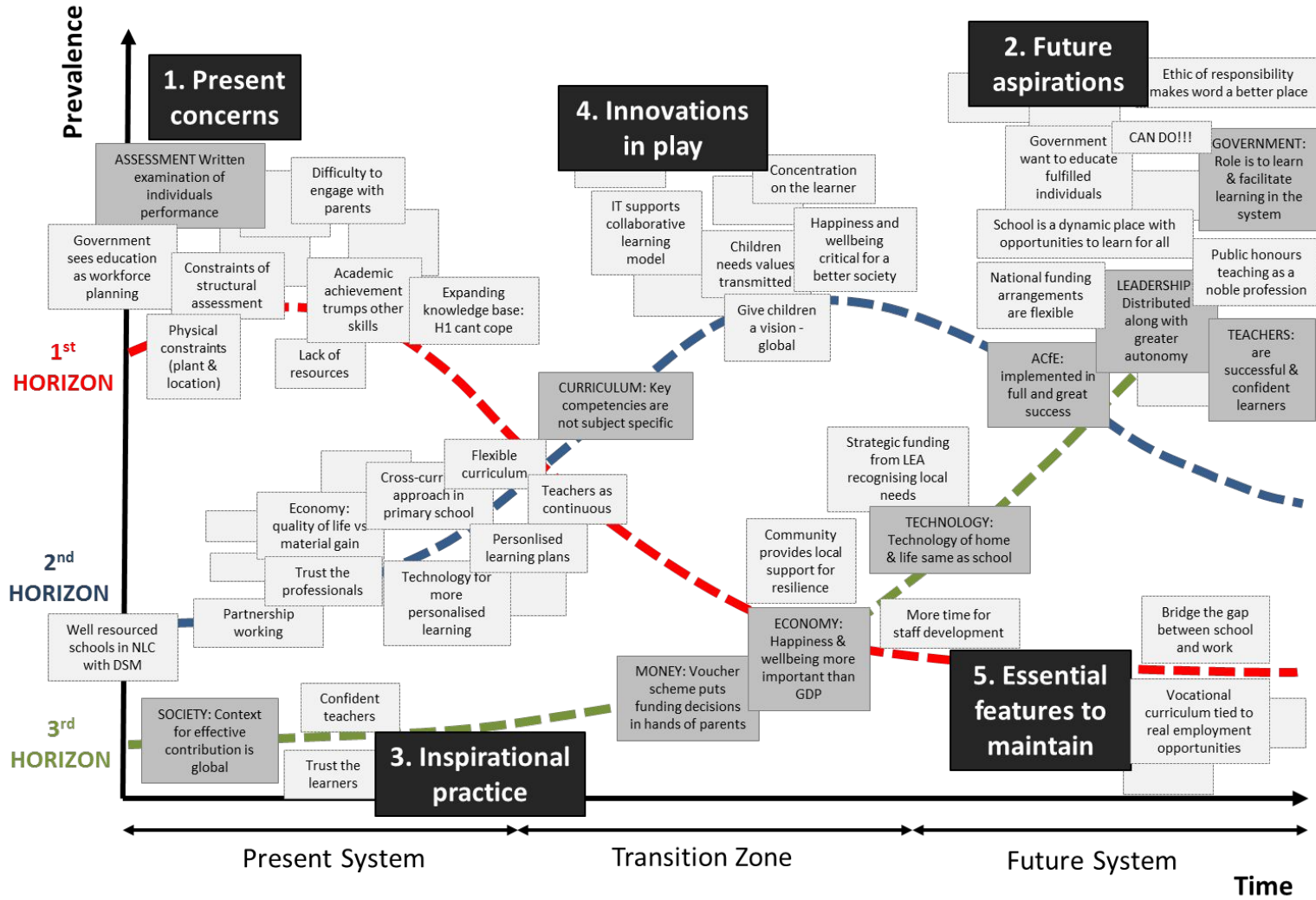
Habits, customs, procedures, developments that form a pattern



Assets

Tangible and intangible things that are owned or can be controlled that can provide value.





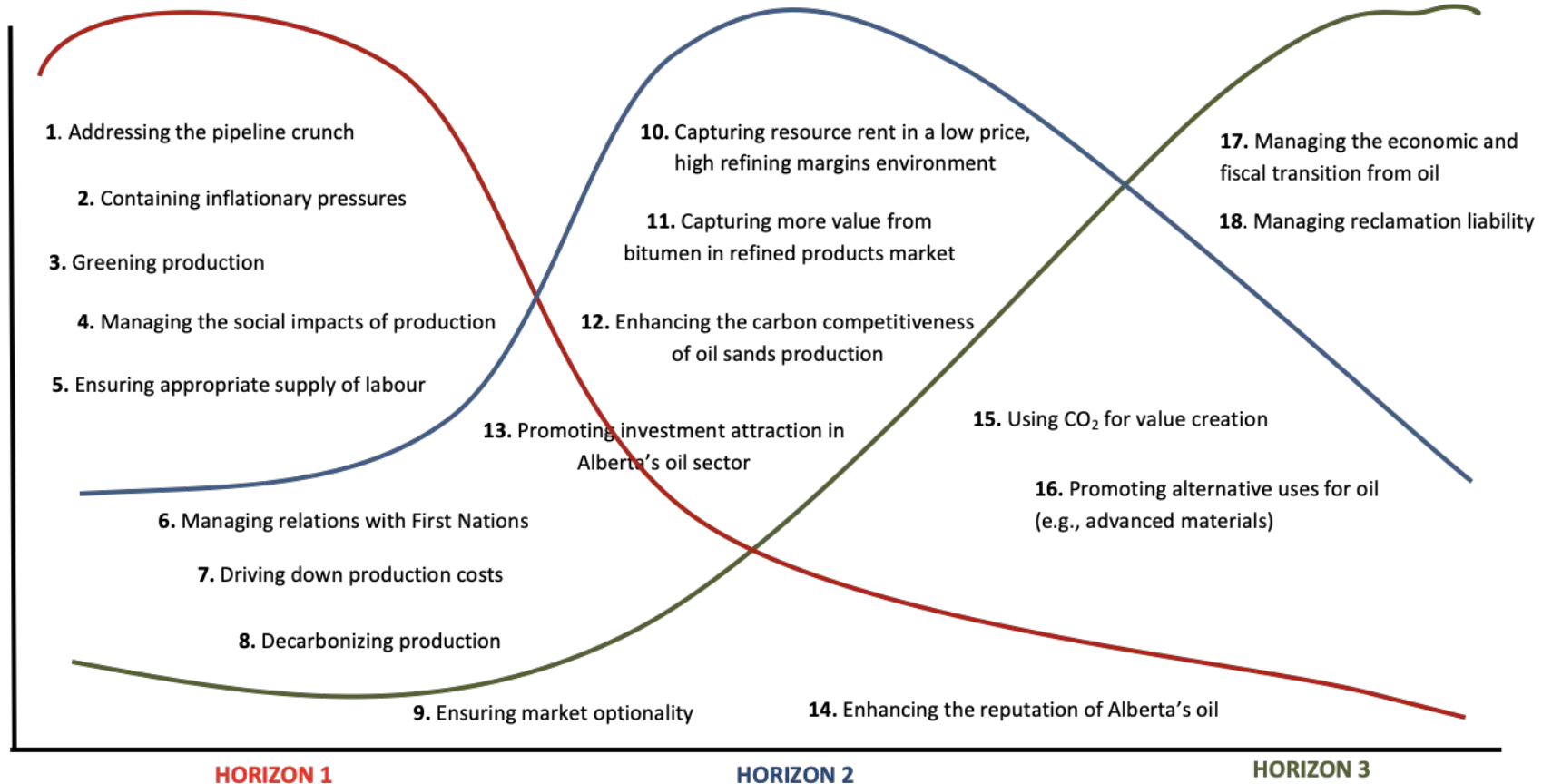
Present System

Transition Zone

Future System

Time

Summary of Strategic Challenges and Opportunities (Three Horizons)



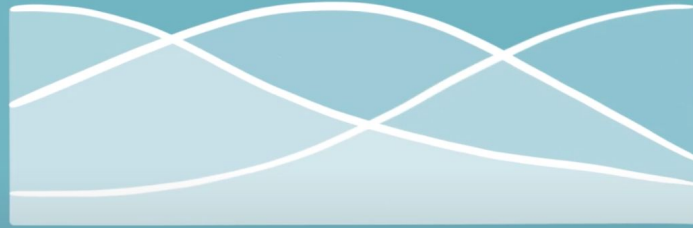
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10 YEAR ROADMAP



Applying Two-Eyed Seeing to The Three Horizons



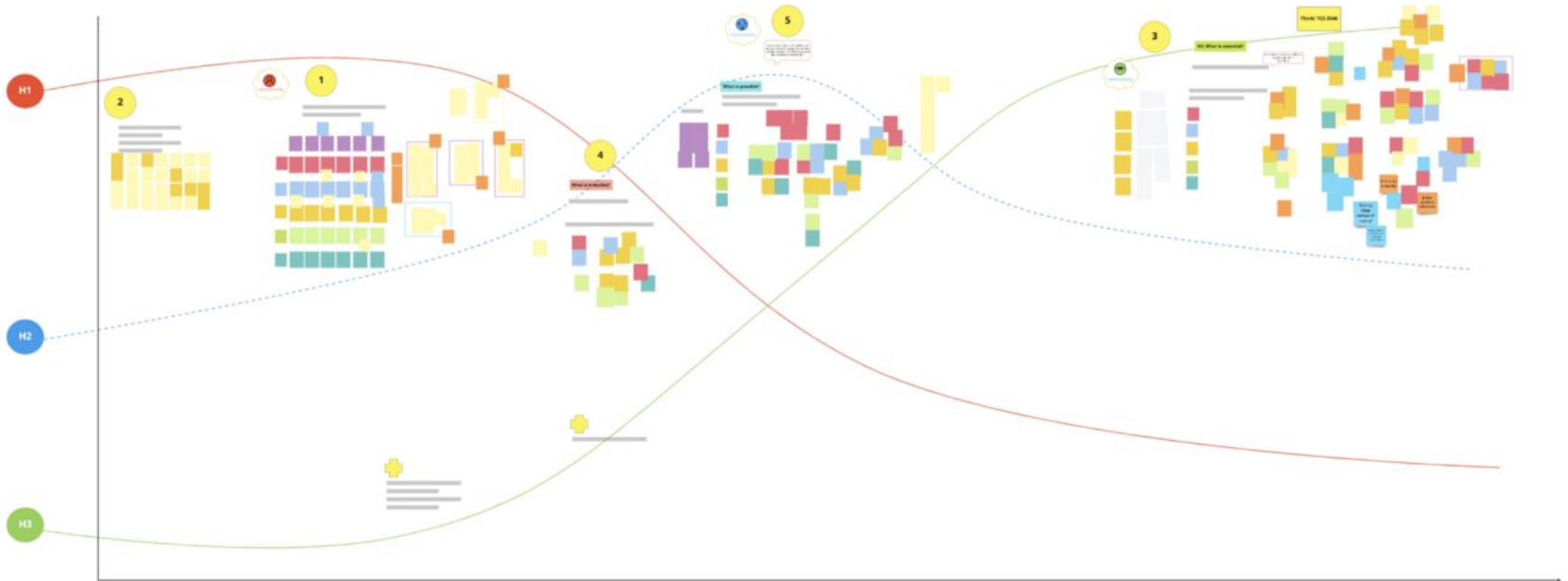


THE 3 HORIZONS MODEL

▶ ◀ ⏏ 0:05 / 1:12

⏮ ⏪ ⏩ ⏭ ⏸ ⏹

Small Group Exercise



Horizon 1: Business as Usual (BAU)

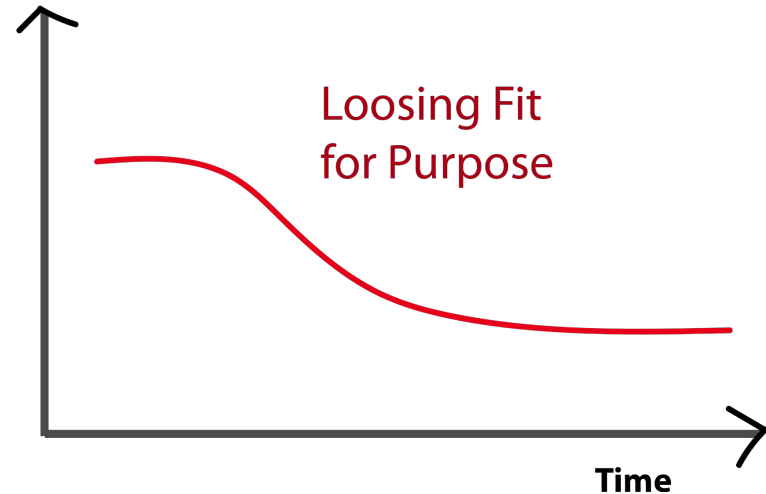
Ask

- What are the key characteristics of the prevailing system?
- What trends, cultures, laws led to this?
- What needs to drop for change to emerge?
- Is there anything valuable about this system we would want to retain rather than lose?

Innovations

- Results tend to be quicker, lower impact
- Feasibility of implementation is high
- Viability in the current system is high
- Resistance from mainstream stakeholders is low

Prevalence
(Dominant
Approach/Mindset)



Horizon 2: Disruption

Ask

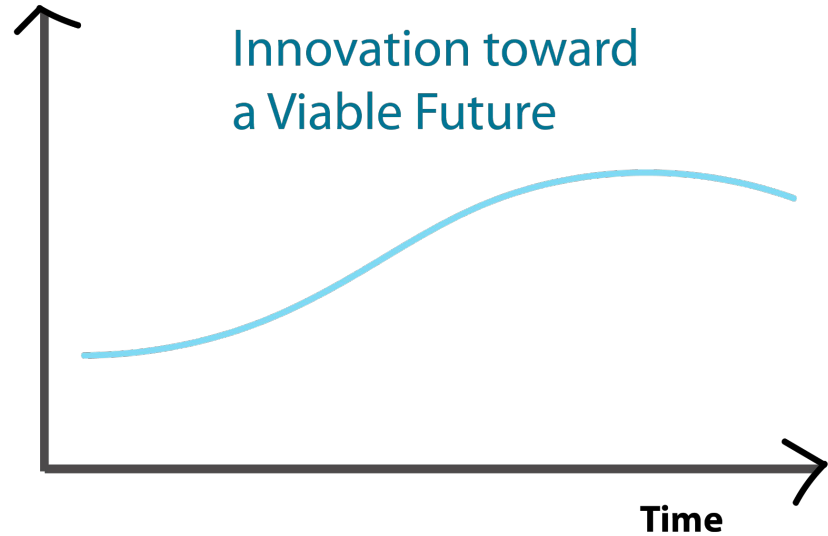
- What is being disrupted? Emerging trends?
- Which assumptions will be most challenged?
- Which are the most vulnerable? Are they any which are being strengthened?

Innovations

- Results are potentially significant but slower and less predictable
- New capabilities are required
- Feasibility and viability are mixed
- Resistance to innovations are broader and deeper

Prevalence

(Dominant Approach/Mindset)



Horizon 3: Reimagined

Ask

- What are the weak signals present today of completely new paradigms ?
- What is the future we want to create and how does this align to it?
- What are competing visions?

Innovations

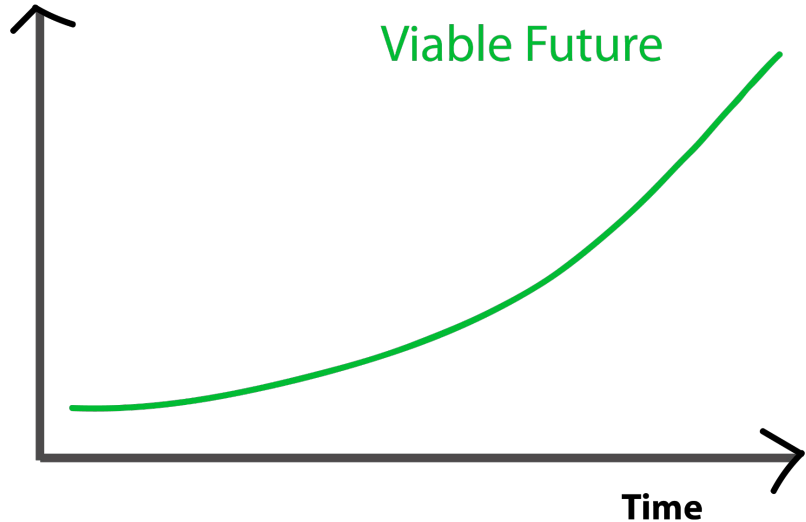
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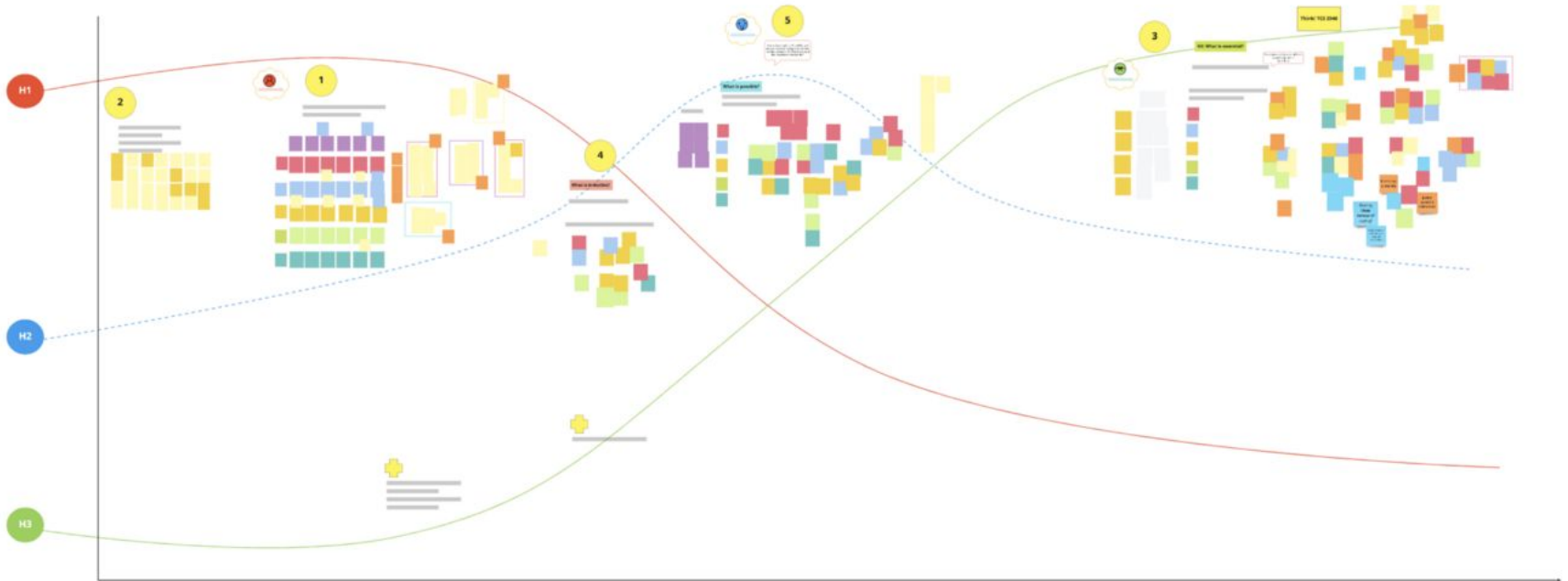
Prevalence

(Dominant Approach/Mindset)

Vision of a Viable Future



Small Group Exercise

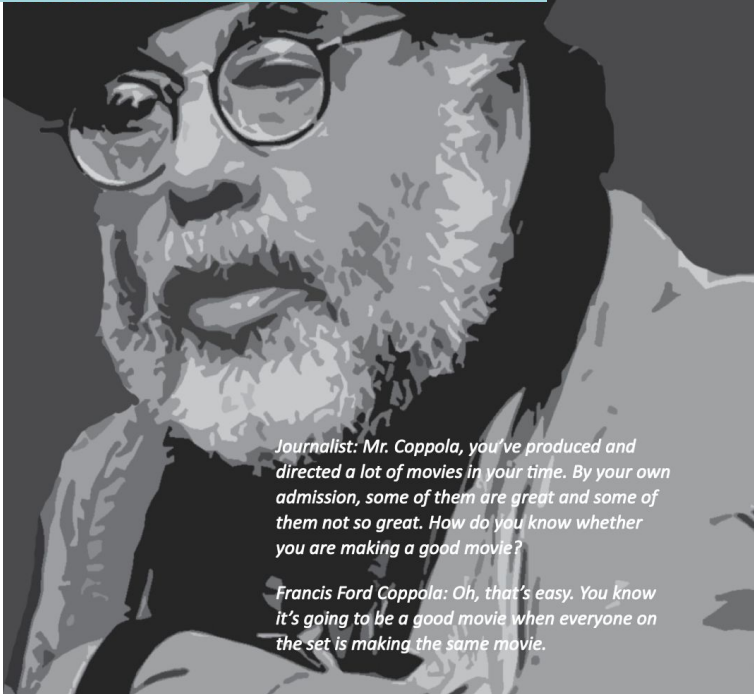


Debrief

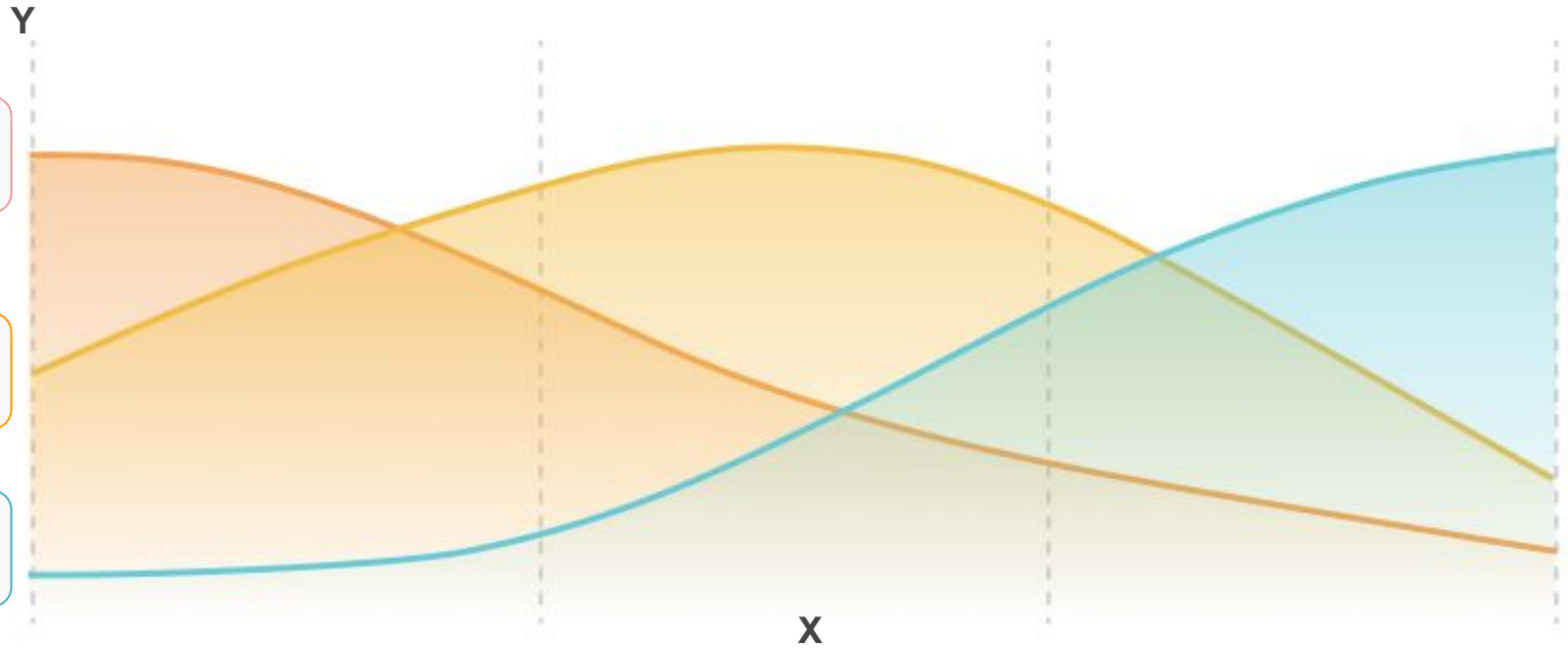
3 minutes each group

Biggest takeaways

3H for Social Innovators



- **Impact:** the extent to which an innovation can make positive difference on a complex social challenge
- **Feasibility:** the extent to which an innovation can be implemented with existing capabilities and or requires the development of new ones
- **Viability:** the extent to which an innovation can be supported by the larger system of institution, policies and power structures
- **Risk:** the extent to which an innovation is likely to experience innovation failure or unintended consequences
- **Resistance:** the extent to which system actors are likely to embrace an innovation



Incremental

Optimize
tweaks

Likely to generate quick results

Enhance core functions

Reform-oriented

Introduce change

Correct for shortcoming

Less predictable

Build out adjacent functions

Transformational

Shape the future

Radical solutions

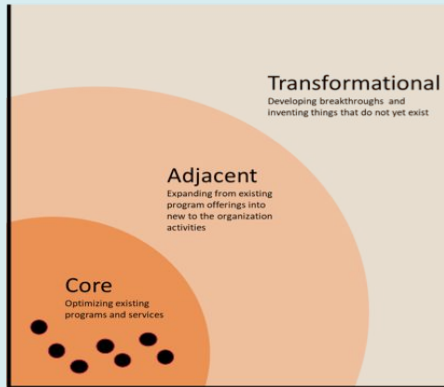
Difficult to demonstrate

Uncover new functions

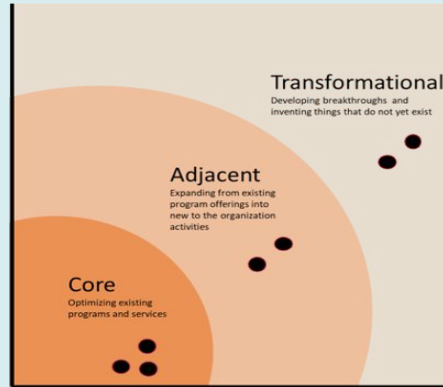
P O R T F O L I O

“There is no silver bullet that will change and transform systems; but there may be silver buckshots.”

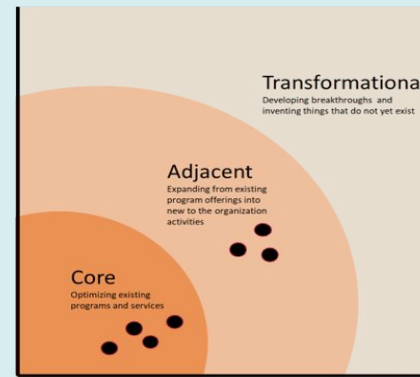
Explore your level of ambition and build out your portfolio



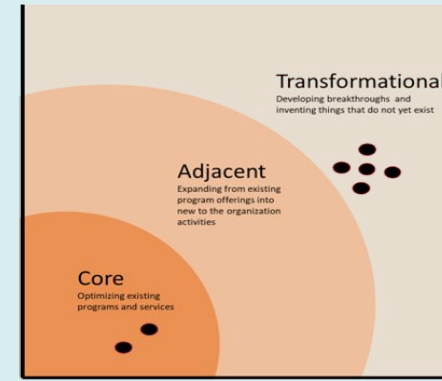
1. Optimizer



2. Robust



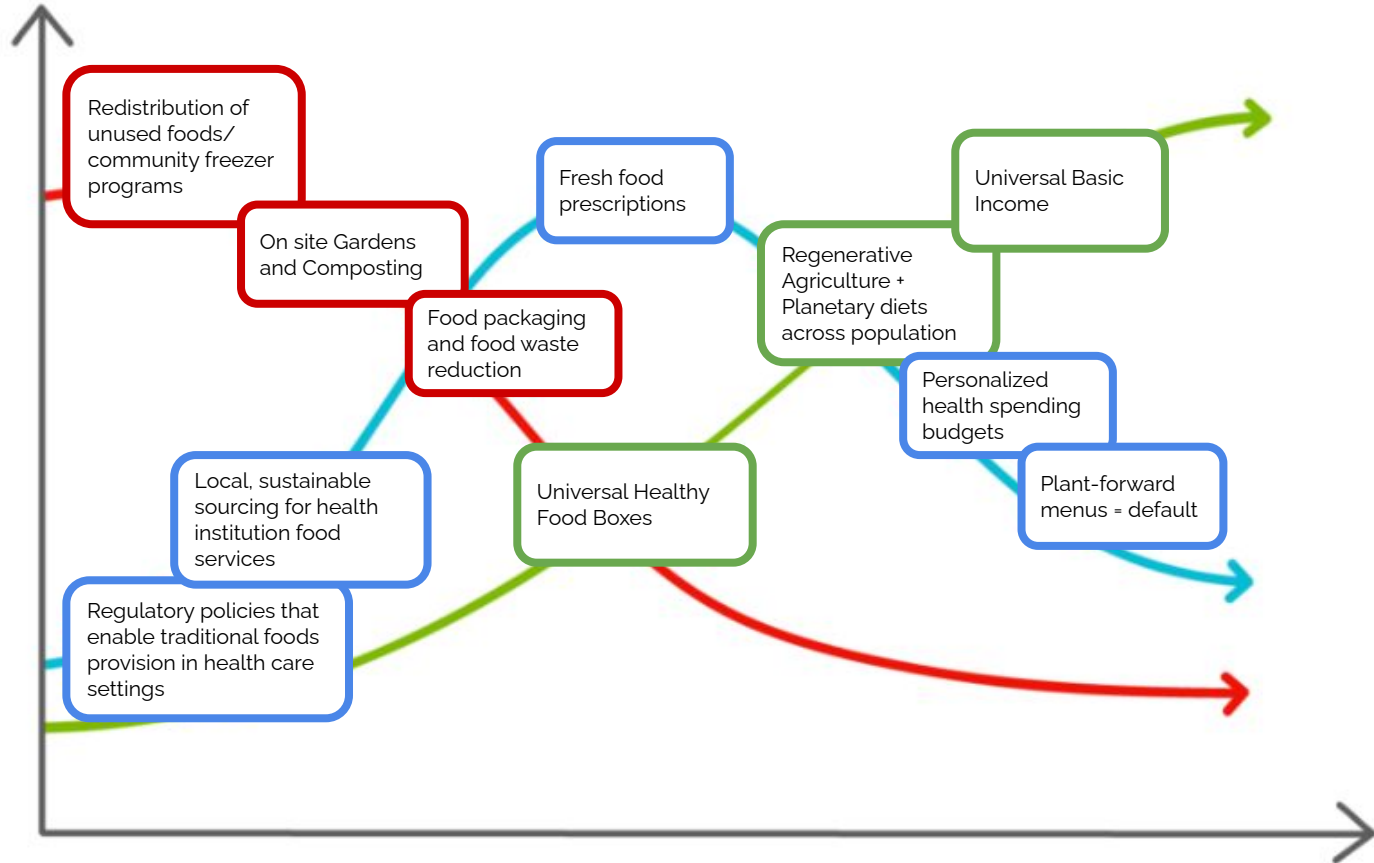
3. Entrepreneur



4. Shaper

Three Horizons Example

A sample portfolio of Nourish Anchor Cohort interventions

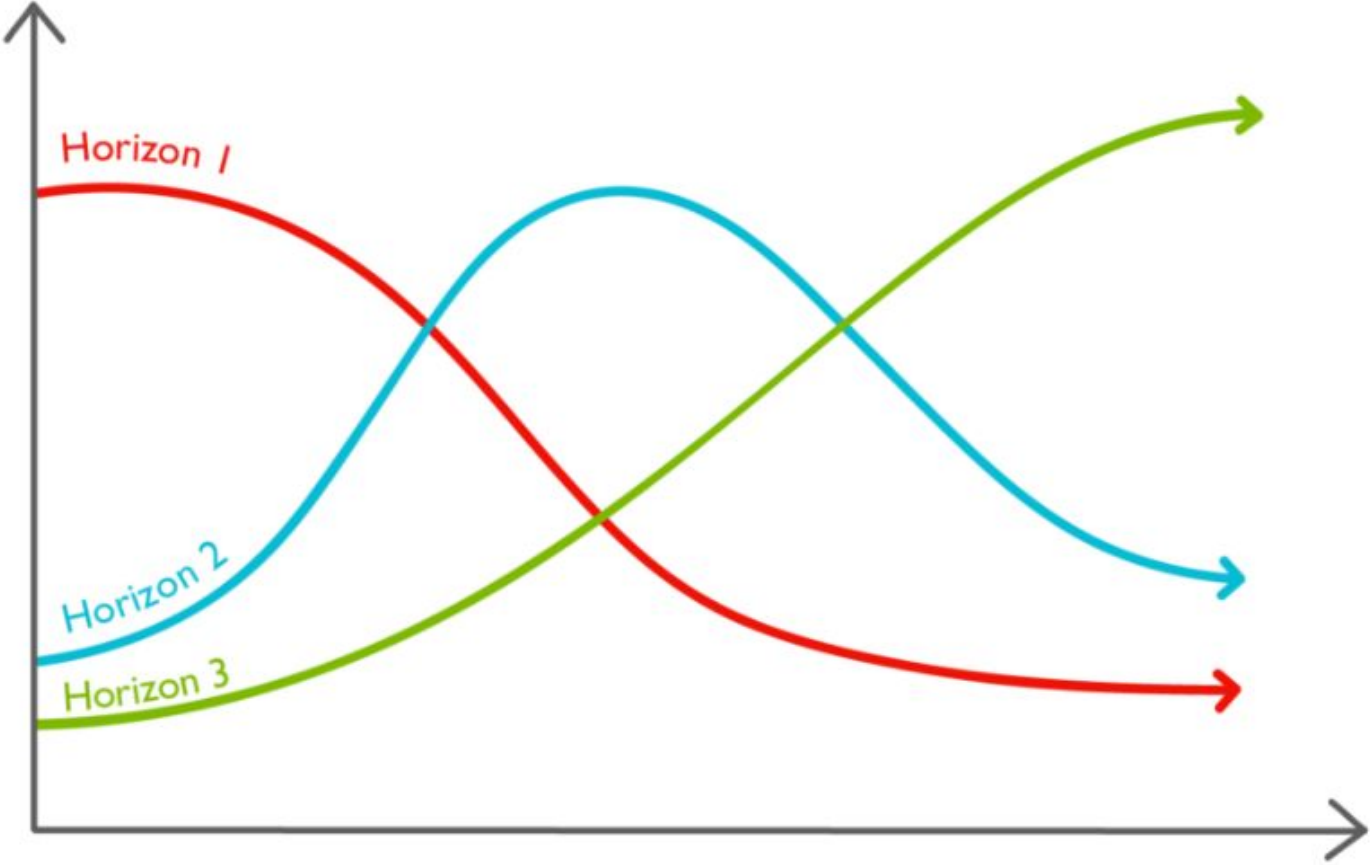


Three Horizons Template

Add your intervention ideas to each of the three horizons to develop your team's portfolio

Copy/paste the boxes above to add your team's interventions to create your own portfolio.

Use as many boxes as you like (aim for 5-10), placing them on or under the associated horizons.



The Road Ahead...

Book a coaching session with Keren during the month of April to develop your portfolio

Submit completed *Portfolios of Innovation to Nourish* to unlock \$10K prototyping grants

Share portfolios on the next Cohort-wide webinar

Begin testing your intervention ideas!

Share early learning from prototyping at Summer 2022 in-person gatherings

- Sign up by April 6th

- Submit by April 25th

- May 5th, 12:00 - 1:30pm ET

- May - August 2022

June 7-10
Montreal, QC |
Food security

July 14-17
Vancouver, BC |
Planetary health

August 15-18
Thunder Bay, ON |
Food sovereignty

“What is most alive for you as you
leave today’s session?”



Additional Resources

There may be zombies: field guide for strategic foresight

The Innovation Ambition Continuum