

Seeing the Future before Others

Eight ways to turn the course of change into a responsible decision

Vision gains value when it becomes organised work



01 Focus on the Direction, Not the Moment

Major changes first appear as small signals. Observe what is becoming faster, more accessible and more important year by year. The aim is to recognise the direction in good time.

ACTION STEP

Write down three changes in your surroundings and their possible impact over the next three to five years.

02 Look for the Cause, Not the Symptom

A recurring problem often has a systemic cause. Ask what keeps producing it. A long-term decision begins with a cause you can genuinely influence.

ACTION STEP

Choose a problem and ask 'why?' five times. Write down the first cause you can act on.

03 Connect Progress with Responsibility

New technology amplifies the intention behind it. As well as asking what an idea can do, check who it serves, who bears the consequences and whether it improves people's lives.

ACTION STEP

Before making a major decision, write down who benefits, who bears the risk and how you will measure the benefit to people.

04 Learn before You Have To

When a change becomes obvious to everyone, there is less room to gain an advantage. Build knowledge through reading, conversations with experts and small trials before the situation becomes urgent.

ACTION STEP

Set aside two hours a week for a field that could become important. After a month, propose one trial.

05 Connect Different Kinds of Knowledge

New opportunities emerge when different professions, generations and experiences meet. A visionary brings together people who can improve an idea and reveal what a single perspective misses.

ACTION STEP

**Invite three people from different fields.
Ask them one question: What am I not seeing here?**

06 Vision Needs Structure

Change moves through four phases: awakening, connection, organisation and transformation. An idea becomes a project when it has people, assigned responsibilities and a clear sequence of work.

ACTION STEP

Divide the project into four parts: understanding, connection, organisation and implementation.

07 Start with a Small Test

Seeing something early does not mean staking everything on an assumption. The first step should be small enough that a mistake does not endanger the whole, yet real enough to produce useful knowledge.

ACTION STEP

Design a trial you can complete in two weeks. Decide in advance what result will mean that you continue or change course.

08 Take Responsibility for Part of the Future

The future is also shaped by everyday decisions. The quality of your attention, the care with which you check information and your willingness to act determine whether you remain an observer or become a participant.

ACTION STEP

Write down one decision you will no longer postpone and the first visible step you will take within the next 72 hours.

A Plan for the Next 72 Hours

One page is enough to give a vision its first testable form.

- ✓ **Direction:** what change is accelerating?
- ✓ **Cause:** what is really producing the problem?
- ✓ **Benefit:** who does the idea serve and who bears the risk?
- ✓ **Knowledge:** what must I learn before it becomes urgent?
- ✓ **People:** who do I need to involve?
- ✓ **Structure:** what are the four phases of implementation?
- ✓ **Trial:** what can I test in two weeks?
- ✓ **Decision:** what will I personally do in the next 72 hours?