



# Introduction to **Consequence Mapping**

Honing new tools for innovation farming

*IARIA Healthinfo 2022, Portugal October 2022*





**Gen Gurczenski**

Emerging Technology  
Innovation, Experience Architect



**Lia Wolfe**

Emerging Technology  
Innovation Architect



**Sara Chokshi**

Research Director  
Healthcare Delivery Innovation





There are two things we need for  
consequence mapping to work:

**Your Imagination and Signals**



# **con·se·quence** /'kænsɪkwəns/

noun

**1. a result or effect of an action or condition**

"many have been laid off from work as a consequence of the administration's policies"

**1. importance or relevance**

"the past is of no consequence"



## Types of consequences

- **Natural** – Require no pre-planning or control...the most powerful motivator for learning a new skill
- **Logical** – Choice based decision making...we can do this or this, which one. Many institutions put us in this one...
- **Problem Solving** – Becoming part of the solution. Seeing all the possibilities and choosing the best one.



## sig·nal /'signəl/

noun

a small or local innovation or disruption that has the potential to grow in scale and geographic distribution. A signal can be a new product, a new practice, a new market strategy, a new policy, or new technology. It can be an event, a local trend, or an organization. It can also be a recently revealed problem or state of affairs. **In short, it is something that catches our attention at one scale and in one locale and points to larger implications for other locales or even globally.**

<https://www.iftf.org/what-we-do/foresight-tools/signals/>

# SMALLSAT RIDESHARE PROGRAM

DEDICATED RIDESHARE MISSIONS AS LOW AS \$1.1M\*. SEARCH FLIGHTS BELOW.

DESIRED ORBIT

SSO



NO EARLIER THAN

01/2023



INPUT PAYLOAD MASS kg

ESTIMATED PRICE

--





## **STEEP:** Tool for mapping drivers

**Social** (behaviors, demographics, beliefs, lifestyles, values, cultural concepts, aspirations, life stages, mobility, etc.)

**Technological** (hardware, software, R&D, innovation, sciences, energy, logistics, patents, etc.)

**Economic** (interest rates, trade, taxes, inflation, subsidies, jobs, housing, currencies, etc.)

**Environmental** (wildlife, water, wind, food, soil, energy, pollution, environmental regulations, etc.)

**Political** (policies, regulations, conflicts, unions, consumer protection, social/political movements, etc.)








# Storytelling

Telling the story of what the future will look like. **Consequence mapping makes the link and creates the story** of what we see in very early signals and the future value for business and society.



The future exists in the signals we see today. **How can we use signals to predict scenarios that frame how we want to show up and compete?**



## What do you get when you use it

You get areas to focus team innovation! **Capturing emergent phenomenon and turn our attention to possible innovation** in areas others will not necessarily see.



# **When should you use consequence mapping?**

Once you and your innovation teams identify a technology (ex: AI, IoT, Space), launch a team consequence mapping for

Generative discussion, inclusive visioning, and aligned outcomes



## Activity

Split into three equal groups

Each table has a different signal

As a group, brainstorm implications for Social, Technological, Economic, Environmental, and Political impact

Create a five minute summary to share back to the group

---

Thank you!



**Gen Gurczenski**

Emerging Technology Innovation  
Experience Architect at Gore  
*ggurczen@wlgore.com*



**Lia Wolfe**

Emerging Technology Innovation  
Experience Architect at Gore  
*lwolfe@wlgore.com*



**Sara Chokshi**

Research Director, Healthcare Delivery  
Innovation at HITLAB  
*sak141@columbia.edu*