Evaluating The Role and Biases of Intuition in The Scenario Planning Process Through the Iii Approach

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Abstract

The Power of Thinking Without Thinking, Malcolm Gladwell recounts the story of the Getty kouros in his book, an ancient Greek statue acquired by the J. Paul Getty Museum in 1985. Although initial scientific tests deemed it authentic, some experts sensed it was a forgery based on subtle, intuitive cues, a suspicion later confirmed through further testing. This example highlights how expertise and intuition can lead to swift, accurate conclusions, even when analytical methods suggest otherwise. In scenario planning, intuition can be similarly potent for recognizing emerging trends and projecting future outcomes. However, it carries risks of bias and limitations shaped by personal experiences and cultural perspectives. Blending intuitive insights with structured analytical methods is recommended to counter these risks. The "III Approach" enhances intuitive scenario planning by incorporating interaction, introspection, and imagination. This process begins with brainstorming to generate potential scenarios based on intuitive insights. Next, assumptions are examined through reflection and introspection to uncover underlying biases and beliefs that may shape intuitive thinking—meditation and introspection further aid in recognizing emotional influences on judgment. Finally, creative imagination is employed to reassess assumptions and envision new possibilities. Individuals can perceive the future from fresh perspectives by transforming habitual thought patterns. The III Approach serves as a practical framework for managing the potential pitfalls of intuition-based decision-making, offering a balanced method to harness intuition for creating credible, alternative future scenarios. Intuition becomes a valuable asset in strategic foresight and scenario planning through this structured yet flexible approach.

Keywords: *Alternative future scenarios, III Approach, intuition, assumptions, interpretation, innovation, reflection, introspection, creative imagination, Futures and Foresight approaches*

Introduction

Epstein (2008) noted, "Intuition has been given so many meanings that one wonders whether the term even has any meaning." Different concepts coexist even within psychology. The concept of intuition can be viewed as either a source of knowledge, a particular process, or even a brain structure (Winerman, 2005; Riel et al., 2014). Although judgment and decision-making primarily fall under the process view, the mechanisms for the underlying processes are pretty different (Kump, 2022Glockner & Witteman, 2010b; Betsch, 2008). Prominent approaches equate intuition with heuristic processing (Gigerenzer, 2007; Klein, 2017). In this view, individuals usually make judgments and decisions based on simple rules for searching for information and forming outputs. These heuristics are assumed to be adequate based on limited information (sometimes just one piece of information). It is common for people to base their probability judgments on the representativeness of an object for a specific division (Tversky et al.,1947). People tend to choose the object they recognize over the one they do not while trespassing all other information. It is fascinating how our brains use these shortcuts to simplify decision-making, but it is also essential to be aware of their limitations and potential biases. (D. G. Goldstein & Gigerenzer, 2002).

The Nature of Intuition

This split into two types of intuitive/analytic thinking, basically remembered in human-like thinking processes. Various terms have been assigned to these groups in different studies, but the focus should be on the types of thoughts (Pytlik et al., 2020; Raoelison et al., 2020). By contrast, intuitive thinking is effortless, fast, and automatic—it relies on heuristics and experience to arrive at quick assessments and information. This element is often associated with emotions and a gut feeling, which makes it challenging to communicate with others (Van Prooijen et al., 2018). On the other hand, analytical thinking is slower and more planful, pulling on our conscious brain for deliberate effort and systematic analysis. It involves disassembling a problem into its parts, analyzing each individually, and assembling the parts into a solution. Decompositional or analytic thinking is more conducive to logic and reason (Amer, 2005).

Intuition can be an excellent decision-making tool, but it has limitations and pitfalls. Thus, it is vital to complement intuitive thinking with further analytical methodologies and processes (Akinci et al., 2019). Encouraging critical and analytical thinking can help overcome the limitations of intuitive thinking (Mcdonald, 2012). This means that analytic thought is helpful when a more systematic and rational approach is necessary, while intuitive thought works best when swift evaluations and inferences are essential.

Nonetheless, this is not always an easy distinction as analytic vs. intuitive thinking can be involved in the decision (Leron & even-¬-Tsidon, 2009). However, knowing about these types of thinking is helpful as it can help to recognize biases and limitations in the decision-making process (Newton et al.,2023). Being aware of the strengths and weaknesses of intuitive vs. analytic thinking can help in making better and more accurate judgments (Binnendyk et al., 2022).

Intuitive processes are unique because of their spontaneous, independent nature compared to analytical methods. They function without conscious awareness and are nearly impossible to reach through introspection and mindfulness. The spontaneous nature of intuition is an essential characteristic of it as it does not load working memory and is a process that is fast (Liu et al., 2020).

Two captivating forms of non-analytic mental activity are intuition and insight. However, they may differ in how they are achieved and utilized (Zander et al., 2016) and, while not mutually exclusive, can be understood as fundamentally different (Bertels et al., 2016). The complexity of intuitive-automatic processes, which are essential types of evaluative judgments and decisions, has received a significant amount of research attention (Luoma et al.,2021)

Intuitive processes not only are automatic, rapid, and effortless, they can process many elements in parallel. This allows for quick and efficient decision-making in complex and dynamic environments. The intuitive process has the following main features. First, in contrast to deliberative construction and control processes, cognitive capacity marginally constrained intuitive processes (Zulauf et al.,2021; Glockner et al.,2008).

Second, intuitive processes utilize all information presently activated from memory and noticeable in the environment (Julmi, 2019; Betsch et al., 2010). Therefore, intuition processes encode information comprehensively, regardless of its source (memory or environment). An important implication of this idea is that intuition depends mainly on previous experiences. Betsch (2008) suggests that previous experiences integrated into memory increase the likelihood of activation by situational cues, fueling intuition. Intuitive processes do not solely depend on prior knowledge but always use prior knowledge if it is activated (O'Brien, 2023).

Literature Review

Intuition, Scenario Planning, and Futures Studies

Intuition is a valuable asset in scenario planning and futures studies, offering a unique perspective that complements traditional analytical approaches (Lindgren et al.,2003; Edmunds, 1982). It serves as a tool for unveiling subconscious assumptions that may constrain the scope of envisioned scenarios and identify potential risks not readily apparent through conventional analysis (Westall, 2012). The Beliefs We Keep Subconsciously These assumptions can affect how we see the world and how we behave (Osman et al., 2021). Moreover, they can even constrain our creativity and our abilities to solve problems (Zoëga, 2019). The ability of intuition to relate disparate patterns and views on scenarios to a strategic whole can stimulate creativity in developing innovative scenarios (Henriksen et al.,2020). Additionally, this can help futurists understand emerging trends' emotional and cultural aspects, which are often difficult to quantify and analyze (Bevolo et al., 2021). Scenario planning does not typically involve wild cards or unforeseen disruptors, which is where intuition can shine (Letaba et al., 2023). It can drive creative thought and bring many perspectives into workshops. Bringing together a discipline of

analytics with an eye to intuitive approaches can produce more full-bodied scenarios that complement and crystallize our comprehension of possible futures.

The word "scenario" in scenario planning is simply a narrative description of a possible future, and it is different from the usual predictions, forecasts, and projections. Scenarios do not predict what will happen, but rather what could happen. These are dynamic stories that carry essential elements of the research system and uncertainty in the future (Haarhaus et al., 2020; Rowland et al., 2022).

In the last few years, scenario planning has gained importance in the public, business, and non-profit sectors for developing strategic insights (Bootz et al., 2019). Its widespread application in strategic planning implies a connection to rising complexity, interconnection, and uncertainty that characterizes the business and policy-making environment. While various methods are available for scenario planning, the intuitive logic (IL) method and its variants are the most widely applied strategy (Keseru et al., 2021; Gordon, 2020). The IL approach arises from the view that developing diverse, story-like possibilities for the future promotes understanding by confronting assumptions and shifting frames, leading to improved choices (Strelkovskii, 2020). The IL approach is also beneficial for understanding future stories since it helps us better understand the anticipated development of the future (Chermack,2019; Chen et al.,2020).

Scenario Planning Scenario planning is strategic method organizations use to think about the future systematically.; Gordon et al., 2020; Rohrbeck et al., 2015), which involves developing several different scenarios, each of which is a narrative describing a different, yet plausible, view of the future based on a set of assumptions on what the future is to unfold. The scenarios are used to aid businesses in higher-quality decision-making today.

Scenario Planning: The Uses of Intuition

Intuition has its own place in scenario planning and can be used differently. Here are a few examples:

Identification of essential trends and drivers:

The main trends and drivers that are considered to influence the future are distinguished through intuition (Driggs-Campbell, 2017; Terwiesch et al., 2009). A futurist with a decent but not great understanding of human behavior might suggest that the advent of artificial intelligence will cause widespread changes in how we work and/or live.

Generating creative answers to problems:

Intuition is used to create new solutions to problems (Allal-Cherif et al., 2021; Petervari et al., 2016) For example, a corporate leader faced with a problematic issue may use a gut feeling to sketch out a novel way of tackling the problem.

Use Intuition to Create Better Decisions by Helping to Evaluate All the Alternatives and Select the Best, Most Likely, and Effective (Samba et al., 2022; Patton, 2003). Choosing Wisely That often means that an investor makes a call about an investment using his or her intuition — for

instance, by evaluating the risks and benefits of investing in Heavylift, a new technology.

Avicenna, or Ibn-e-Sina in the East, was a famous Persian thinker of medicine, philosophy, mathematics, and metaphysics. In his Book of Healing, a metaphysics of healing, his comment on the infallibility of the intuitive faculty of man only contains insights of significant importance to the scenario planning frame (Sina,1986; Bertolacci,2008).

However, the fallibility of the intuitive faculty is particularly important by Ibn-e-Sina, as it points to one of the most significant elements in human cognition. As we mentioned before, intuition is our capacity to know something without the need for conscious reasoning. So, intuition is undoubtedly helpful, as Ibn-e-Sina pointed out a long time ago, but it has shortcomings (Langermann, 2007). This knowledge is key to scenario planning because there are considerable potential dangers, and the costs of failing are extreme.

Biases and Oversights

Intuition is the ability to understand something immediately without needing conscious reasoning (Evan et al.,2022). A hunch is also called a gut feeling, instinct, or sixth sense. Futurists rely on intuition because it enables them to rapidly, even instinctively, explore elaborate scenarios and discover links between events that are not immediately obvious (Mercier, 2022). Futurists have intuitive ways to solve problems (Agor, 1989).

As future scenarios depend on the designers' intuition, these depend on the individual's mind and thinking pattern, which can lead to bias and missing factors (Markley, 2015). The main reason is that intuition is often influenced by personal experiences and individual biases (Bussey, 2015). I, for instance, have negative experiences with a particular technology, I am more likely to underestimate its potential in future. Similarly, a person accustomed to a specific trend is more likely to expect that trend to continue in the future.

Intuition is essential in scenario planning, but you must know when NOT to use it. The most significant drawback is that cognitive biases like anchoring and confirmation bias can influence intuitive judgments. For evidence of the anchoring bias, look to how individuals often assign too much importance to whatever information is first presented and, in the case of the confirmation bias, individuals start to look for what they already know by finding facts to support previous opinions. By introducing subjectivity, these biases lead to a breach of objectivity in scenario design (Simmons, 2006).

Despite being arresting representations of brain fire, intuition does not always match up with reality, which means it is vulnerable to biases based on belief. Judicial, data-oriented ways of decision-making for the Western-oriented society ignores the wide range of alternatives that intuition can bring (Sadler, 1981). These biases have been studied in the context of ethics, and decision-making & judgment (Schirrmeister, 2020), They can be classified as ethical compromises (Kahneman, 2011), and value inertia (Kahneman, 2011).

These are the challenges that need to be overcome to plan compelling scenarios. They may be biased and —perhaps, most crucially —may not always align with reality (Hodgkinson, 2008).

The practice of scenario planning needs a necessary recalibration by coupling intuition with systematized approach, imposing counter biases on us, and consider data on its own merits than judgment. (Simmons, 2006) This is what can make scenario planning a more robust and trustworthy tool for managing change in an uncertain world.

Scenario planning will always require a combination of gut and smarts from futurists. To maintain this balance, they need to leverage a set of tools and tactics, rooted in structure and a variety of viewpoints for instance:

A Data-Thinking Approach: The foundation of scenario planning is a data-thinking approach comprising thorough data collection, extensive research, and quantitative approaches for trend and pattern detection. Resting on the use of paradigmatic Britain as an initial placeholder in the counter-mapping process, this lays a crucial foundation for an objective scenario development process (Aldabbagh et al., 2019)

The Role of Gut Feelings: Even though an instinct can offer original intelligence and advance thinking, it is essential to acknowledge its susceptibility to bias. Instead of putting intuition in a trash can, it should be viewed as just one of several inputs in scenario planning (Derbyshire et al.,2017).

Architected Process: Scenario planning requires an architected process, combining intuitive and analytical elements. It should focus on identifying assumptions, testing scenarios, and testing them repeatedly (Schoemaker, 1995).

Diversity of Perspectives: To reduce the risk of biases and blind spots, scenario-planning teams should comprise people with divergent views. This diversity functions as a counterweight to possible personal biases which arise from human intuitions (Goodwin et al., 2001).

Where Scenario Planning Differs: The most critical differences between scenario planning and other environmental assessment methods have to do with the validation and testing of scenarios through multiple rounds of assessments, external review, and various approaches to stress-testing underlying assumptions (Peterson et al.,2003)

Continuous Learning — Acceptance of fallibility of intuition highlights the complexity of human cognition (Norouzi et al.,2020).

In scenario planning, it reminds us of the necessity of achieving an equilibrium between intuition and analysis. Futurists must continually hone their skills, adapt to evolving circumstances, and fine-tune the integration of intuition and analysis. Intuition is a valuable tool for futurists, enabling quick assessments and creative problem-solving. However, relying solely on intuition when creating future scenarios can lead to biases and oversights. Futurists use a combination of research, statistics, imagination, and intuition to analyze and make educated projections (Burt et al.,2020; MacKay, 2018).

Using Intuition in Future Studies and Strategic Foresight

In the framework of strategic foresight, intuition acts as a multidimensional instrument with

various crucial applications. It enables futurists to detect upcoming trends and patterns that may evade conventional analytical methodologies, allowing for a greater understanding of developing environments (Eightify, 2023). Furthermore, intuition's ability to explore various alternative futures and identify the most desirable ones adds to informed strategic decision-making, which is critical in the face of forecasting's inherent ambiguity (Wharry, 2022). Besides contributing to these functions, intuition facilitates access to more profound domains of knowledge and creativity (MacGregor, 2022). It allows communication with the collective unconscious, a priceless reservoir of insights beyond individual awareness, and a source of creative inspiration (Cholle, 2011; Atanasiu, 2011). It also aids in developing a comprehensive understanding of the interconnected and interdependent world, clarifying the implications of our actions (Love et al.,2023). To avoid biases and oversights, futurists must balance intuition with data confirmation, multiple views, adaptability to change, and skillful scenario articulation.

Theory of imaginable, (III) Approach, and Scenario Planning

Imagination is an indispensable cognitive function that helps connect the dots between data and intuitive knowledge in scenario-building and decision-making. It enables us to integrate knowledge from multiple disciplines, creating insights and new opportunities.

Imaginable and the III (Interaction, Interpretation, Innovation) approach is a complex scenario planning method that combines the strengths and weaknesses of intuition with the desire for precise and consistent execution of the task.

These imaginable can be either direct representations of real-world entities (Iconic), or they can be representations that contain information in the form of knowledge from previous experiences (Indexical) or constructs that gain meaning from rules derived from membership in certain groups (Symbolic). Imagination works both consciously and subconsciously in creating mental representations that can be used to develop headlines. When combined with a dedication to data material, diverse perspectives, flexibility, storytelling, and continuous learning, this creative faculty nurtures a horizon-widener — capable of peering into the challenging unknowns of the future with more clarity and understanding. The synthesis of imagination and evidence-informed approaches expands our collective ability to conceptualize and anticipate the dynamic future.

Iconic Imaginable: This type is more akin to actual things and depends on sensory input and past experience. It integrates sensory input with internal states (e.g., emotions) to form mental representations. Imagination only extends the experience and fills in gaps between experiences met on the road. It can also lead to developing a larger window into the world — an excellent connection with Vygotsky and his ideas regarding the zone of proximal development.

Indexical imaginable — Indexical imagines provide subtle allusions or indicators of something else and often emerge from initial iconic perceptions. One is counterfactual, consisting of constructing alternative mental universes and indexing the information we receive. This category involves processing sensory, emotional, and instinctual data through reason, introspection, and creative imagination. The Indexical imaginable is about processing, understanding, and

connecting.

Symbolic Imaginable: These are Symbolic signs that retain their meaning because of traditional formal conventions, not visual similarity. Our imagination allows us to play with these sensory inputs and help us tie them to ideas. Concepts form the basis of many cognitive processes, such as hypothesizing, logical scheming, and critical evaluation of data and reasoning.

The learning model derived from these categories states that information passes in both directions between the learner's internal (virtual) and external (actual) worlds. Sensical data from the external world, emotional input from the internal world, and intangible ideas from both. Perception takes sensory and emotional input and puts it into a format for the imagination. The symbolic imaginable (Indexical Imaginary) -----Input Phase (Iconic Imaginary): But the famous imaginable is an aspect of capital imaginative because it is the root of creative thinking; it is the iconic imaginable through meditation, reflection, and artistic conception. In this phase, participants experience an improved ability to articulate what they have learned and what they find symbolically imaginable. This transformation allows for a deeper understanding of the subject by synthesizing experiences, emotions, and ideas.

Based on the Iconic, Indexical, and Symbolic categorization of imaginable, the proposed educational framework encompasses a holistic approach to teaching and learning. It leverages imagination as a bridge between the internal and external worlds to enhance an individual's understanding and engagement. The Interaction, Interpretation, Innovation (III) Approach can elicit, reframe, and rethink intuitive future scenarios. This journey begins with interaction and brainstorming to elicit intuitive future scenarios. Then, through reflection, introspection, and meditation, the underlying assumptions are identified and assessed for their validity for reframing. Meditation and introspection can be especially important for analyzing emotions and identifying biases and beliefs affecting one's intuitive thinking. Finally, applying creative imagination to rethink the assumptions creates alternative future scenarios. Creative imagination is crucial in enabling individuals to break free from habitual thinking patterns and see the future from different perspectives by varying underlying assumptions, biases, and beliefs.

Input Phase (Iconic Imaginable): During this stage, experts ask participants to use Mind Mapping to record sensory interactions and emotional responses. This assists participants in visualizing and structuring their ideas, thoughts, and perceptions, promoting the formation of iconic imaginable.

Input Phase (Iconic Imaginary): The famous imaginable is an aspect of capital imaginative because it is the root of creative thinking; it is the iconic imaginable through meditation, reflection, and artistic conception. In this phase, participants experience an improved ability to articulate their learnings and findings symbolically imaginable.

This approach enables education to match with the dynamic environment of Society 5.0, thus readying students for the challenges ahead. In short, the III model encourages students and

involve them in a multi-pronged learning process. Features ideas that beg interaction, participation, synthesis, and iconic imaginings (i.e., brainstorming). This pedagogical model orchestrates a series of processes that engage reflection and introspective thought, followed by the creative impulse that generates those indexical imaginable. In the end, it improves retention and transfer of knowledge and skills.

Application of III approach: Integrating Intuition and Scenario Planning:

The usage of the III (interaction, interpretation, and innovation) method provides a systematic way of harnessing the strength of imagination and intuition when it comes to scenario planning.

Iconic suggestible and intuition: Iconic suggestibles within mess scenario planning are the first images conjured in your mind of a possible scenario for the future. These imaginable are driven by prior experiences and accessible information, following the nature of intuition. Intuition is a cognitive process that forms gut reactions and general impressions and reads into current cues against a backdrop of prior knowledge, much like the development of iconic imaginable. At this stage, patterns, environment signals, and clues are non-verbally identified by using the intuition of the mind to create iconic images of the possible future state.

Symbolic Imaginable and Intuition: During the symbolic imaginable phase, the constructed scenarios are communicated through language-based constructions. Intuition continues to affect decision-making and communication by directing the choice of phrases and ideas that engage with participants. Intuitive judgments regarding scenarios' features of tremendous significance for interaction and comprehension are used to ensure that the ideas and concepts accurately depict the desired futures.

When integrated into scenario planning, the III approach recognizes the interrelated nature of imagination and intuition at every step. It understands that intuition, which can quickly digest information and build on existing knowledge, is vital to scenario development. Imagination, as represented by iconic, indexical, and symbolic imaginable, bridges the gap between intuitive awareness of vulnerabilities and uncertainties and the development of alternative scenarios that help to make informed strategic decisions.

The III approach presents an organized and holistic framework for applying the intuitive and imaginative capabilities of individuals and groups engaged in scenario planning, increasing the efficacy of strategic knowledge, judgment, and decisions.

The III Approach can elicit, reframe, and rethink intuitive scenarios in the future. The voyage starts with interaction and brainstorming to generate intuitive future scenarios. The underlying assumptions are then recognized and evaluated for validity through reflection, introspection, and meditation for reframing. Meditation and introspection are beneficial for understanding emotions and uncovering biases and preconceptions that may drive intuitive thinking. Finally, new future possibilities are generated by using creative imagination to reconsider the assumptions. By changing underlying assumptions, prejudices, and beliefs, individuals can break free from habitual thinking patterns and view the future from novel perspectives.

This approach reduces the risks associated with an intuition-driven decision-making process and gives an applicable approach for efficiently harnessing intuition to construct future scenarios. The III Approach is an applicable technique for using intuition to construct alternate future scenarios. It entails eliciting intuitive future scenarios employing interaction and brainstorming. The responses then recognize and evaluate the underlying assumptions of intuition-driven data through reflection, introspection, and mediation for reframing assumptions. They were eventually followed by creative imagination to rethink and construct potential future scenarios.

Scenario 1: The Future of Education in Pakistan

Interpretation: After iteration with a brainstorming session, the students contemplate their instincts and realize the assumptions behind the visions they had. They acknowledge that their assumptions regarding technology utilization and differentiation methodologies are rising.

Innovation phase: Students use creative imagination to reconsider their assumptions during the innovation phase. These two specialties delve into a time where virtual reality classrooms and AI learners redefine the education frontline. They reflect on how such innovations can help close the gap between them while providing equitable access to quality education.

Scenario 2: Public Transport /Transportation in Pakistani cities

Activity 2: Help Everyday University Students to Identify Intuitive Future Scenarios of Transportation for Pakistani Cities. Their dreams are fewer bridge jams, fresher air, and a better public transportation system.

Explanation Phase: The students reflect inward and realize that they assume that the government will be committed to green initiatives and that the citizens will change their mindset toward green modes of transport.

This innovative phase involves the highest use of our imagination as the students discover new possible futures. They envision a future where electric and self-driving vehicles rule the road and green city planning creates places driven by pedestrian movement. This option also enables less pollution and promotes sustainable transportation.

Case 3 Women's Empowerment in Pakistani Tech Industry

The phase of Interaction: Young women in Pakistan discuss their experience of what is involved in women's empowerment in tech. Their futile pipe dream is that we live in a world where gender equality is ordinary, and there are as many women as possible in leadership positions in tech companies.

Phase 2: Interpretation After the discussion, the students reflect on their assumptions. They can guess they are assuming better workplace policies, more mentorship opportunities, and cultural support for gender diversity.

Creative Diverging: The learners create new imagined possibilities. They envision a world where the onus is no longer simply on tech companies to widen their net for diversity and inclusion,

where the workplace is flexible with mentorship programs, and where there are equal opportunities for advancement. They contemplate how this situation can help further women's empowerment in the technology sector.

This Dual-use scenario demonstrates how III could assist university students in Pakistan by allowing them to apply their intuition to imagine alternative future scenarios, sustainability, contesting underlying assumptions, and thinking outside the box in education, environmental responsibility, and technology equality.

Intuition plays a crucial role in scenario planning by offering critical insights and fresh views on the most likely future scenarios. However, as stated earlier — intuition is prone to bias and ambiguity. To tackle these challenges, having the proper framework is essential, and the III (Interaction, Interpretation, and Innovation) Approach provides a solution that goes beyond intuitive choices by thoroughly investigating the underlying assumptions on which intuitive choices are based.

Fact, Reason, Emotion: A Comprehensive Examination of Assumptions in the III

Approach

Now, let us discuss factual, rational, and emotional assumptions and what the III approach does to these assumptions.

Assumptions of Fact

Fact-based assumptions are thoughts about the world or particular events —generally assumed to be true without absolute proof. With wrong or outdated factual assumptions, scenario planning can lead to misguided results. These assumptions will be analytically addressed by the III Approach as follows:

Interaction: Discussing is ideal for encouraging team activity between members. This allows you to see assumptions your fellows made. As an illustration, within a scenario planning exercise discussing energy resources in Pakistan, a team member might be under the impression that renewable energy is already leading over fossil fuels within the country without any data to back up that assumption.

Implication: These assumptions must be challenged, questioned, and validated with evidence. In the example above, that may mean going out and finding some statistical figures about trends in energy use and talking with some energy professionals to get an idea of the situation.

Innovation: Factual inputs must be included in the scenario planning methodology. If the information suggests that renewables are an emerging fact, that should be an input for future scenario plans. On the flip side, if the assumption is false, it must be updated according to the facts.

Assumptions of Reason:

Assumptions of reason should be understood as the line of reasoning or causal link between

events, situations, actions, and so forth, often without definite proof. These assumptions can affect how intuitively ideas are presented. III Approach support is how it can help:

Engagement: When brainstorming, ask team members to share what their gut or intuition is telling them. These engage participants in conversations where they will identify logical fallacies, such as the idea that growth is synonymous with environmental destruction and the absence of evidence supporting its assertions.

Interpretation: Test those assumptions by analyzing the relationships and whether the logic holds—and, for example, look up historical data to find whether a consistent link between the economy's growth and detrimental environmental impacts has existed.

Innovation: Ingrate unreasoned conjectures that enhance present understanding of what will happen in the future. The scenario development process involves including proof that validates the assumed causal relationship. However, if such an assumption turns out to be false or unverifiable, it ought to be modified or scrapped altogether in favor of a more thorough investigation.

Assumptions of Emotion

Intuitive judgments based on feelings, wants, tastes, urges, or experiences, and emotional assumptions can make scenario planning entrenched, subjective, and biased. This is how the III Approach can address them:

Interaction: Foster the setting for coworkers to feel comfortable articulating their feelings around intuitive insights. Whatever it is, being transparent can be an antidote to emotional assumptions, such as assuming that public sentiment overwhelmingly supports a specific policy proposal without understanding the nuances.

Interpretation: Less social media presence and encourage people to look within themselves to explore emotional beliefs (this is very powerful). Participants should consider how emotions might impact their intuitive impressions. We may objectively assess the emotional experience by getting feedback from multiple perspectives. Innovation: Emotions can serve as a valuable tool for understanding some aspects of patterns in human behavior, but testing emotions against the overall objectives and scenario planning work is paramount. If the assessor presents bias or subjectivity, steps can be taken to lessen their influence, like pursuing other perspectives, doing more in-depth analysis, or engaging in exercises that cultivate empathy to understand emotional mechanisms better.

The III Approach is designed to use intuitive scenario planning to address assumptions. By engaging, interpreting, and innovating, futurists are more grounded in their intuitive insights and, therefore, make sure that they support the aims and the rigor of the scenario planning process. This technique minimizes possible risks from missing assumptions while enhancing the quality and reliability of the scenarios developed. In a nonlinear world characterized by complexity and uncertainty, managing assumptions is one of the most important aspects of scenario planning.

Conclusion and Recommendation

Moreover, if we augment the III (Iconic, Indexical, Symbolic) framework with imagination and intuition, we will have an actionable, down-to-earth way to create scenarios. Imagination, the inventive channeler between the inter and extra-worldly psyche, produces iconic, indexical, and symbolic imaginable. These imaginable map onto the heuristic processes within our brains to guide our comprehension of highly complex and essentially stochastic futures.

The iconic imaginable function by using sensory inputs and lived experiences to form first drafts of pictures of possible possibilities in mind — this is especially the case of their gut reaction. Intuition plays a vital role at this tier, as it is the one that takes heed of the environmental trends and signals to direct these mental imageries.

While scenario planning now delves ever deeper into the indexical imaginable, intuition remains a central mechanism of the process, guiding the identification of discrepancies, the association of ideas, and the solution of problems. Introspection, mediation, and contemplation will create a landscape for possible future states that is a great deal more plausible. Finally, creative imagination will create more resilient options with new solutions to overcome the problems.

The last stage of the symbolic imaginable is when the scenarios are articulated and communicated with language-based variables. Here, an intuitive process guides the decision on which phrases and concepts allow us to articulate future visions.

The III approach acknowledges the interdependence of imagination and intuition in scenario planning, emphasizing their complementary roles. By combining imagination and intuition, an individual or a team can look ahead into consideration a range of potential futures along with a more systematic exploration of assumptions and more grounded strategic decisions.

The III approach is systematic as we live in times of complexity, interdependence, interconnectedness, entanglement, and uncertainty. Scenario planners offer a structured work method that celebrates creative, intuitive, reflective, introspective, and imaginative thought. It helps them anticipate and react to changes and build resilience and creativity to adapt to an always-changing landscape. This holistic approach will be valuable in determining strategic intelligence and decisions, shaping and searching for challenges for tomorrow.

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