# Backcasting (Right-to-Left Forecasting)

**0.** Identify the baseline (the current state)

**2.** Using an iterative process, define what must have existed prior in order for the current milestone to be met.

Today

Targeted Completion Date

**1. Measurable Outcomes:**

- Leadership attributes
- Prospect targets
- Client targets
- Staff strategy

**Drives**

**3B** – Plan is too aggressive

**3A** - Plan is ready

**3C** – Plan is not aggressive enough

Life Purpose

Corp. Vision

Corp. Mission

Customer Needs

**2A Prospect Targets**
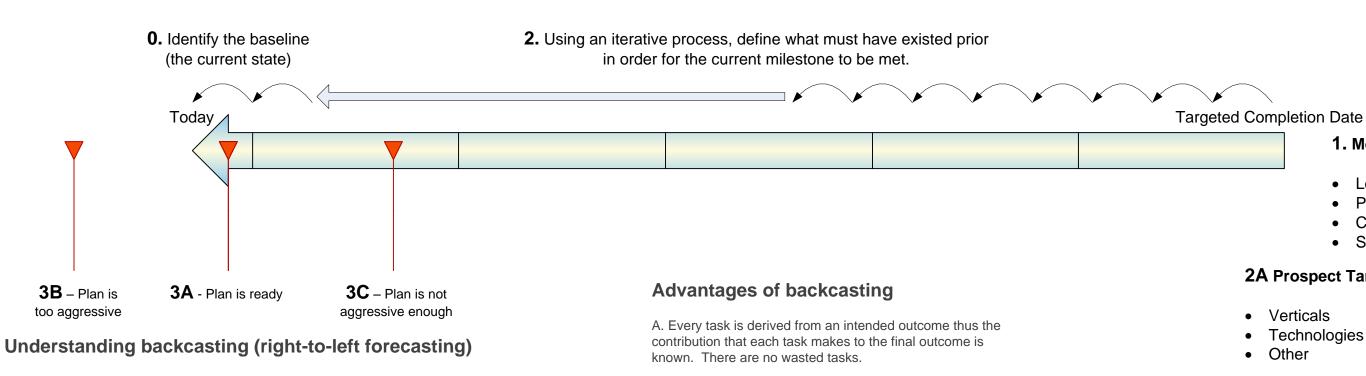
- Verticals
- Technologies
- Other

## Understanding backcasting (right-to-left forecasting)

A. Begin by identifying the current state (item 0) and the <u>measurable</u> outcomes (Item 1) including dates.

B. Assuming that these outcomes occur by this date, define what milestones (item 2A) must have occurred immediately prior in order for these outcomes to have manifested.

C. Assuming that item 2A has occurred, define what milestones (item 2B) must have occurred immediately prior in order for 2A to have occurred.

D. Assuming that item 2B has occurred, define what milestones (item 2C) must have occurred immediately prior in order for 2B to have occurred.

E. Repeat process until all milestones and tactical requirements have been defined. You will now have a project start date and a plan with milestones.

F. Review plan for opportunities and risks.

G. If the start date is close to today's date (item 3A), then one has a plan to execute by flipping the timeline in reverse, running it forward towards the measurable outcomes.

H. If the start date is significantly prior to today's date (item 3B), then the outcomes are too aggressive and require more time to implement then the defined outcome date permits. In this case, either push the date back or make the outcomes less aggressive, reducing the size or number of them.

I. If the start date is significantly in the future (item 3C), then the outcomes are not aggressive enough. In this case, either pull the date closer to today's date, add additional outcomes or expand upon existing measurable outcomes.

## Advantages of backcasting

A. Every task is derived from an intended outcome thus the contribution that each task makes to the final outcome is known. There are no wasted tasks.

B. Gaps in knowledge and resources are identified up front before the plan is executed. There are no surprises later, providing for strong risk mitigation.

C. Areas of concern (or impossible expectations) are identified early, enabling a resetting of expectations if required.

**2B Verticals**

- Attribute 1
- Attribute 2
- Attribute 3

**2B Technologies**

- Attribute 1
- Attribute 2
- Attribute 3

**2C Technologies Attribute 1**

- Prospect 1
- Prospect 2
- Prospect 3
- Prospect 4

**2B Other**

- Attribute 1
- Attribute 2
- Attribute 3

**2D Prospect 1**

- Project 1
- Project 2
- Project 3
- Project 4
- Project 5
- Project 6

**(items omitted for clarity purposes – subset shown as example)**