

## **Abstract**

### ***Minimising Cognitive Bias in Horizon Scanning***

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Horizon Scanning is easy to understand and hard to do. Easy to understand because its purpose, just like radar and lookouts, is to notify decision makers of impending change while there is still time to do something about it. But hard to do for many reasons: 1) The objects are not physical; they are pieces of information. 2) The amount of information is vast. The number of Internet domain names has increased 15 times over the last 10 years at a growth rate of 40% per year. 3) And very few of the changes indicated are new, relevant, or timely. So is Horizon Scanning worth it? Absolutely! Without it, we are flying blind in a snowstorm. So we need to get it right by understanding the cognitive basis of searching for novelty against a cacophonous background and by experimenting with ways to make it more effective.