



Practical Foresight Guide

Chapter 8 - Change

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8. Change

New key challenges for organizations

Organizations now ask themselves:

- ❑ How can we [future proof](#)?
- ❑ How can we [develop leadership](#) capabilities?
- ❑ How can we [manage the change](#) we need?
- ❑ How can we [overcome resistance](#) to change?
- ❑ How can we [develop the skills](#) for the future?
- ❑ What [should be done to ensure we can survive](#) and thrive in a sustainable way?

Properly responding to future challenges can seem like a daunting task at the outset, particularly for the un-initiated. But, breaking the task into logically ordered pieces and following a high-level framework can speed up and help to ensure successful delivery of the answers.

Further reference

- ❑ [The Future of Technology](#), Melanie Swan, Christine Peterson Liana Holmberg and Tess Chu [Slideshare: registration required]
- ❑ [The Sixth Kondratieff](#), Leo A. Nefiodow, Kondratieff Cycles
- ❑ [Organizational Effectiveness Simulator](#)
- ❑ [Known Unknowns: Unconventional Strategic Shocks In Defense Strategy Development](#), ScribD 2009

8.1 Future proofing

The world is littered with the wrecks of organizations that didn't see the buffers coming while their more forward-thinking and savvy rivals changed direction and travelled on to greater success.

These savvy organizations use the concept of "future proofing" to extend their knowledge of what's coming next and to respond at the most opportune time. They are forewarned and forearmed!

Future proofing means:

- ❑ Understanding the consequences of emerging issues.
- ❑ Developing robust and consensual strategic responses.
- ❑ Encouraging innovation and cross-team decision-making.
- ❑ Achieving more with less effort.
- ❑ Continuous improvement through systematic monitoring and improvement.

Rather than re-inventing existing wheels, smart organizations look to determine where their world will likely be or where they would like it to be and then work backward to actions they can take today. For example, Google's mission is: "to organize the world's information and make it universally accessible and useful".

Creating a vision or direction of what the organization can achieve opens new possibilities to all concerned.

8.2 Developing leadership

New business models

Uncertainty and unpredictable environments require new forms of flexible leadership because external change generally happens faster than internal responses. When organizational business models get too far out of alignment with the external environment it's because the leadership has not adapted to changed circumstances.

Flexibility comes from the encouragement of managers to learn from the negative and emphasize the positive. In 2004 Ford Motor Company suggested that fostering flexibility means challenging complacency, giving all stakeholders a voice, encouraging participative work and driving fear out of the organization.

Good strategies can only be successful in an organization that permits and encourages challenges to its status quo. Hierarchical, dictatorial leadership can be likened to crows acting territorially and selfishly to protect their interests. But, in today's world, there must be continuous challenge demanded by leaders to make sense of an increasingly complex and uncertain environment. This new business model can be likened to a flock of geese, working together to travel many thousands of miles to their destination, flying in formation, taking turns at leadership and looking after each other on the journey.



Figure 63: Two alternative success models

Leaders therefore have to enable their organizations and themselves to:

Inspire

- ❑ Establish capabilities to recognize new and emerging issues in current and potential market spaces.
- ❑ Discern patterns in events, making sense of them, and taking action to enhance chances of survival.
- ❑ Encourage exploration of new and emerging issues in current and potential market spaces.
- ❑ Stimulate self-organization, creativity, and innovation in seizing opportunities and managing risks.
- ❑ Create conditions for all stakeholders to align their values with those of the organization.

Engage

- ❑ Determine collaborative value sets which are highly flexible in their application.
- ❑ Establish distributed learning processes through information systems and knowledge management approaches.
- ❑ Build social capital through collaborating with customers, colleagues, customers, competition, and communities.
- ❑ Pioneer new distributed approaches.
- ❑ Create resilience and adaptation through shared purpose.

Enable

- ❑ Direction: define vision, mission and goals.
- ❑ Values: live and expect delivery of core values.
- ❑ Excitement: engender challenge and sense of achievement in everyone.
- ❑ Teamwork: facilitate people interactions and performance.
- ❑ Accountability: empower people, encourage initiative and risk taking, tolerate failure.

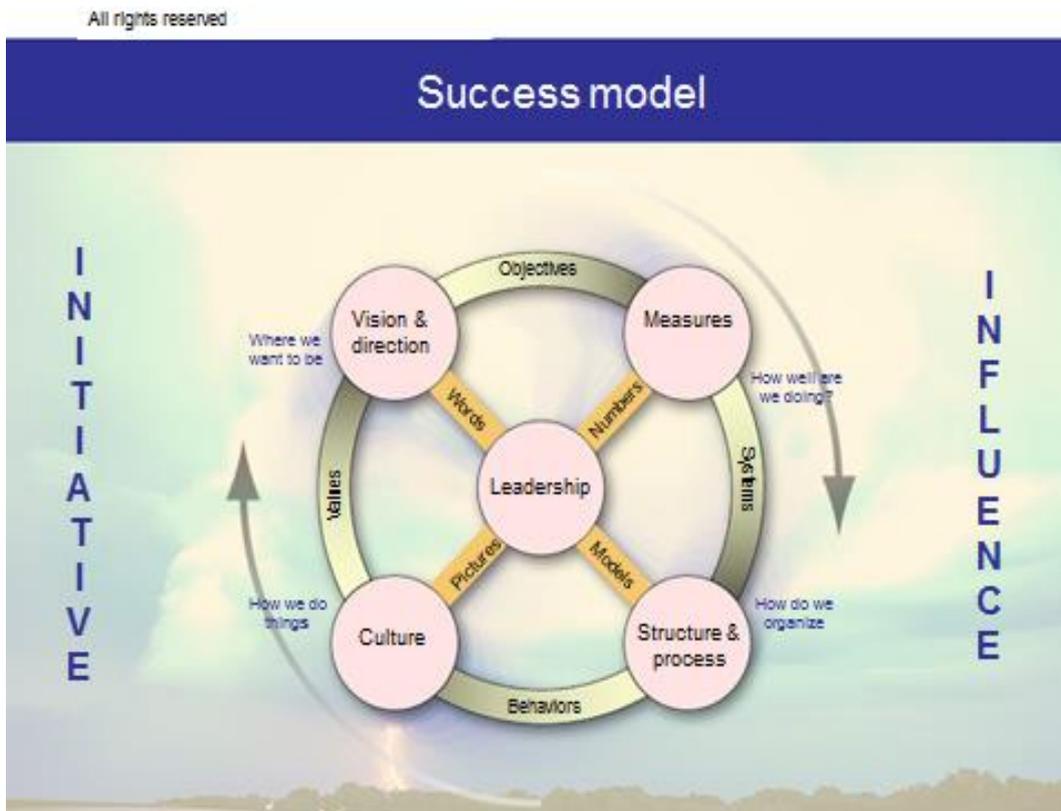


Figure 64: Success model. Courtesy of Black Mountain Consultancy <http://www.black-mountain.co.uk/bmConsultancy.htm>

Many organizations have created dramatic change in their organizations over the years. They all seem to have used similar success models to the one above which takes the form of a wheel.

The wheel will only turn at its maximum rate if:

- ❑ A strategic vision or direction is in place that is memorable, inspiring and challenging.
- ❑ The culture of the organization has been described in terms of 5-7 core values.
- ❑ Objective measures of success have been properly defined.
- ❑ Processes to measure and manage achievement of that success are in place.
- ❑ The leadership constantly lives the vision and values through its behaviors, encourages systems improvement and constantly and honestly communicates progress to achievement of the measures.

In creating your model use the SMART acronym to gain maximum effect.

Specific: Provide great clarity in your vision, culture, measures and process statements so they are understood by all, including those not involved in the process.

Measurable: Articulate the desired outcome with metrics but keep the measures strategic and few in numbers. Try to create a ‘one page tells all’ balanced scorecard measurement system like the ‘Shooting for the Moon’ chart in Figure 65.

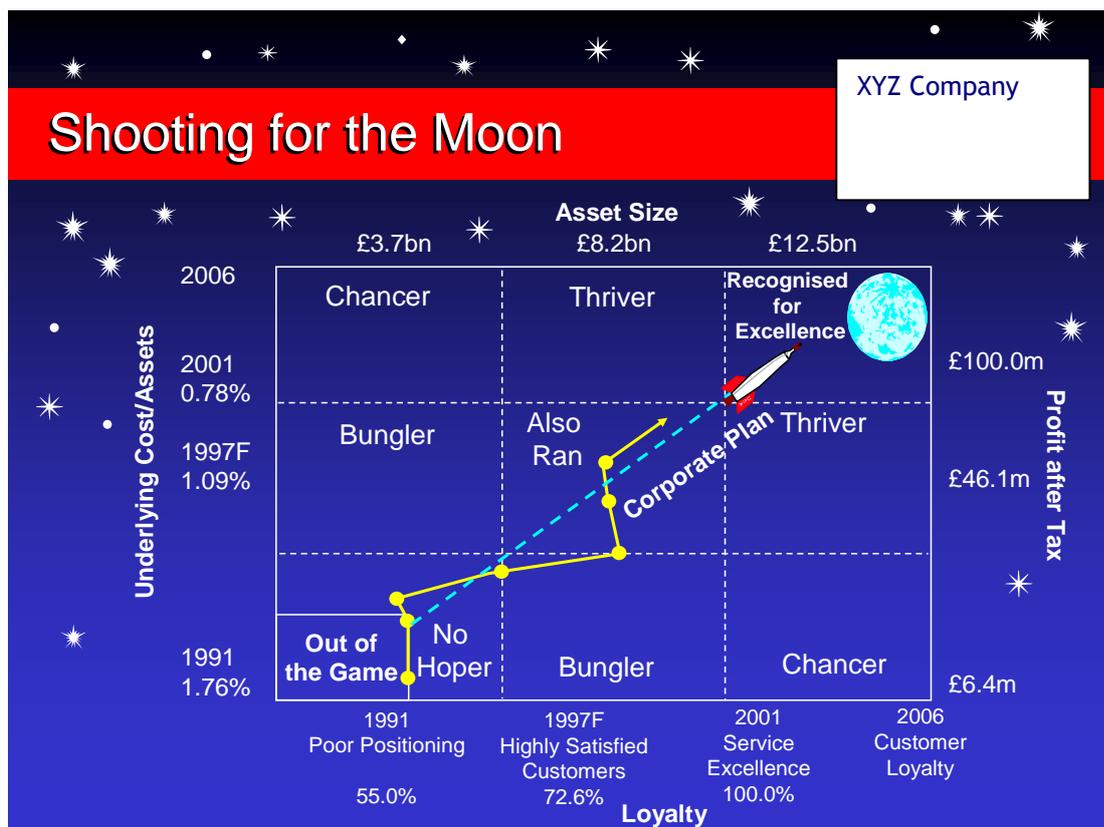


Figure 65: Shooting for the Moon. Courtesy of the author. All rights reserved

Note: the x and y axes denote the secret of making money while the asset size and profit show the planned result. At the time, the industry thought the secret of making money was in managing its price margin.

Studies showed this was not the case and that efficiency was the key industry driver. Considerable competitive advantage was achieved through adopting a strong efficiency focus.

- ❑ *Actionable*: Be clear from the outset how you will implement your strategy and have a picture in your mind of the end-game.
- ❑ *Realistic*: Set 'Big Hairy Audacious Goals' that stretch the organization but ensure they are in the realms of the possible with great effort.
- ❑ *Time-bound*: Set milestones by when things need to be achieved to achieve the vision.

The foresight work you have undertaken can help to create a SMART set of interlocking statements and help convince everyone that the plan can be delivered.

Getting buy-in

Studies show that the most influential people apart from the CEO or leader are the marketing, operations, and finance executives. While that may not always be true, their more ubiquitous initiative and influence means they are more likely to take the lead in deciding to take on recommended changes. They can do this through fostering a receptive climate and adopting a planned approach. Ten questions to ask before taking the plunge and engaging them and the wider stakeholder group:

- ❑ How does this proposal fit into my existing environment?
- ❑ What is the organizational benefit and how can it be maximized?
- ❑ What are the risks and how can they be overcome?
- ❑ Can the concept energize people in a few minutes?
- ❑ Who will gain or lose through this proposal?
- ❑ Can the proposal be pre-tested?
- ❑ Will this proposal be to scale?
- ❑ Do the competencies exist to manage for success or can shortfalls be overcome?
- ❑ What positive and negative consequences are likely if the proposal succeeds or fails?
- ❑ Do I have everything I need or can obtain to succeed? How?

Sources:

- ❑ Adapted from July 1, 2008, CIO Magazine on adopters of new technology
- ❑ Abridged and adapted from *Managing Complexity*, Robin Wood: 2000
- ❑ Abridged and adapted from *Effective Change*, Andrew Leigh: 1988

8.3 Managing change

Preparing for the future

For people to engage with the future they have to create their own mental image of where they will be at points along the journey. That means that the communication process must provide all stakeholders with a high-level plan and describe their role within it. Good preparation involves:

- ❑ Engaging all participants.
- ❑ Starting at the end and describing how the preferable future was/will be achieved.
- ❑ Helping futures sponsors get buy in; both vertically and horizontally.
- ❑ Recognizing the grief management cycle, knowing the current position and direction, speed of change of the organization.
- ❑ Moving the organization and people through the grief cycle.
- ❑ Helping sponsors understand the impact of their changes on people.
- ❑ Creating an organizational development road-map that tracks with the sponsors plan road-map.
- ❑ Aligning organizational success metrics with the futures sponsors plans.

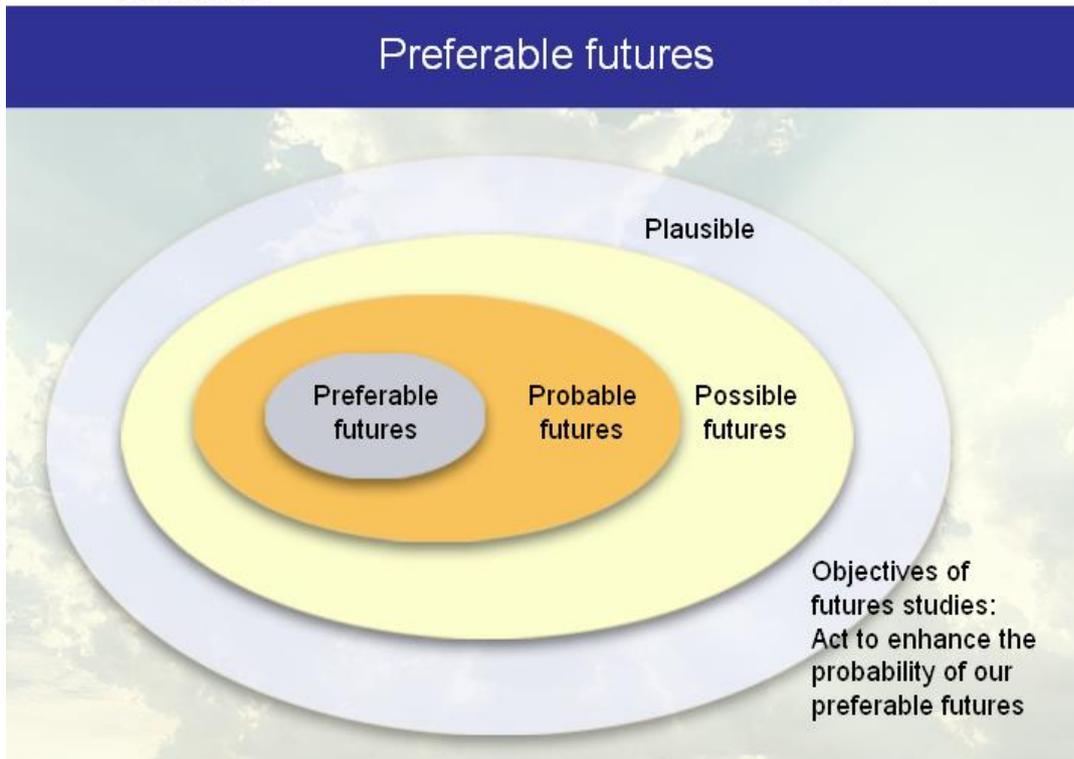


Figure 66: Preferable futures. Courtesy Wendy Schultz, Infinite Futures

Excitement

One thing is for sure! Almost everyone is interested in their future. Yet, organizations rarely use this fact to inspire their people to contribute to the success of their enterprise.

Studies show that inspiring people to think about their own futures, particularly in terms of their work, is a rich source for discovering emerging change. People will engage and be inspired with creating better futures if they believe that their leaders will enable appropriate responses.

‘Many mechanisms are used by leading organizations to enable people to spot and respond to change. One quick and easy way is to ask them ‘what the future holds?’ and ‘how should the organization respond?’

Source: *Competing for the Future*, Prahalad and Hamel, Harvard Business School Press, 1994

If they can’t tell you then it’s your fault for not encouraging them to be forward-thinking! But, if they do then just one great piece of foresight could make or save you much money.

In 1994, these two questions were asked of a major UK financial services organization. The response and results were staggering.

- ❑ Some 96% responded.
- ❑ Hundreds of previously unconsidered opportunities and threats were uncovered.
- ❑ Respondents returned again and again with new Insights.
- ❑ One team suggested the Internet was going to be big.
- ❑ The executives asked “what is the Internet?”
- ❑ They visited the team to find out more - it was their Post Room!
- ❑ They consequently gained a one year lead on rivals in creating their Web strategy.
- ❑ The organization was able to publicly thank those who contributed to its new strategy.
- ❑ It knew ahead of time which ideas were not being adopted and could therefore handle any objections to the new strategy before they were raised.

The central point of this story is that serendipitous discovery is everywhere yet most management teams don't go digging for the gold that's all around them while their smarter rivals eat their lunch.

Engagement

Fully engaging people with the future and enabling them to properly consider the consequences of any actions they might take involves:

- ❑ Involving them in creating a clear vision of what the organization is seeking to achieve as forward-thinking organization.
- ❑ Determining which core values should be retained or improved, which should be dropped and which developed.
- ❑ Agreeing individual and team measures of success.
- ❑ Establishing processes to manage and measure progress.
- ❑ Communicating the vision and progress towards achieving it continuously and honestly.
- ❑ Educating everyone in how to contribute, the rewards for success, and consequences of failure to engage.

Challenge

Organizations that are committed to enabling their people to shape the future use a variety of techniques:

Newsletters and other communication mechanisms are used to keep people informed, encourage exploration and report successes and failures.

Other methods to communicate the project would be a well-designed brochure, or overview, describing the main features of the project or program such as the objectives, approach, expected outcomes, etc., early on. The brochure, or overview, could, for instance, be based on the scoping document that is produced during the design phase.

In terms of on-going involvement here are a few suggestions:

- ❑ Everyone is asked to add new Insights and Trends to the central organizational database on a regular and quick to do basis.
- ❑ Mechanisms are provided for people to share fresh Insights and Trends with their associates or keep material to themselves, if they wish.
- ❑ Aggregation of peoples Insights and Trends provides dynamic and visual representations of "what's important around here?"
- ❑ People are asked continuously to say how the future will be different and what to do about it.
- ❑ Expert profiling means people can quickly find others with interest in the same Insights and Trends.
- ❑ Individuals and teams are encouraged to use the Insights and Trends databases before beginning their projects to widen horizons, find novel solutions, and encourage creativity.
- ❑ Forums and participatory events (hearings, seminars, conferences, workshops, meetings, etc.) encourage participation.

Further reference

- ❑ [The Leader and Formulator of the Vision](#), Greg Waddell, Slideshare
- ❑ [Organizational Change and Transformation](#), BPTrends

8.4 Overcoming resistance

Inability to cope

People and organizations cite many reasons for inability to act or to follow through on good intentions:

- ❑ We reorganized.

- ❑ There weren't enough resources.
- ❑ The mission changed.
- ❑ We got a new leader.
- ❑ Intentions were vague.
- ❑ Implications were not considered.
- ❑ What was delivered was not what was wanted.

All rights reserved

Source: Jim Burke, Northrop Grumman

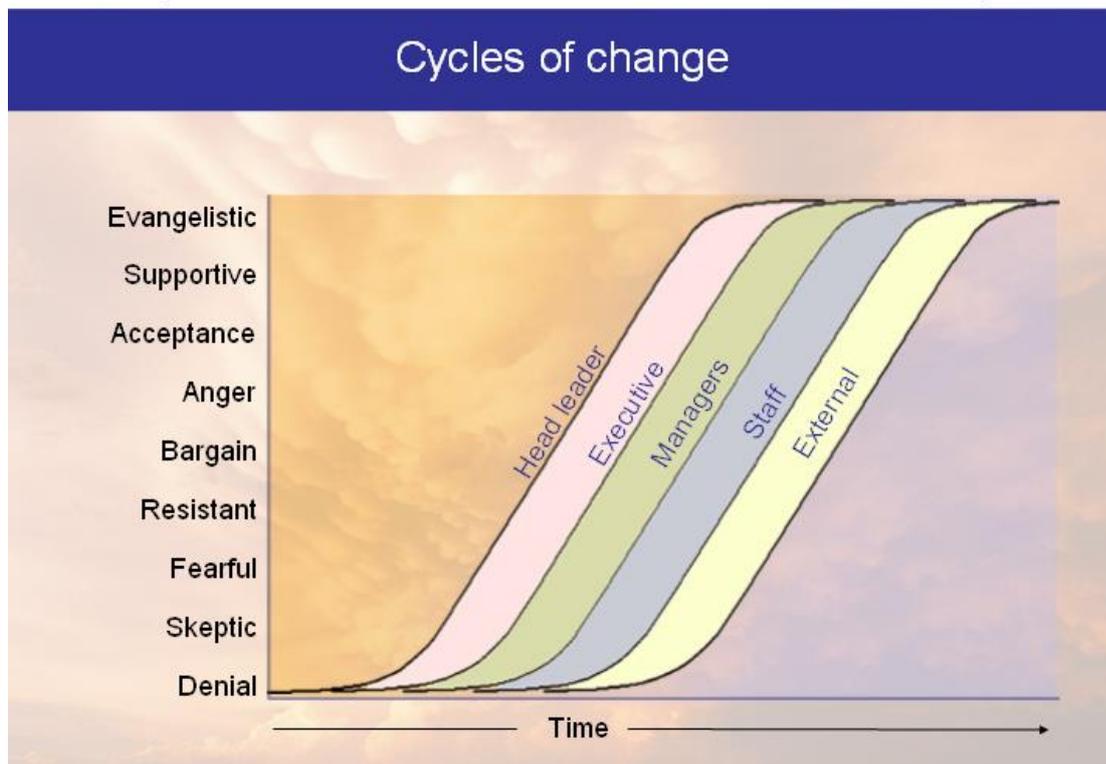


Figure 67: Cycles of change. Courtesy of Jim Burke

and display grief-like behaviors when confronted with change:

- ❑ Shock: "This can't be happening!"
- ❑ Anger: "Why is this happening to me?"
- ❑ Denial: "This isn't happening!"
- ❑ Blame: "They are responsible"
- ❑ Depression: "I don't care"

All of these issues can be overcome by good planning and communication and lead to:

- ❑ Acceptance: "Hey, I see the light!"
- ❑ Renewal: "Wow, this is exciting!"
- ❑ Growth: "I want to help"

Recognizing dysfunctionality

Dysfunctionality in teams is rife in many organizations. Yet, to achieve major change organizational alignment towards common futures is essential. Teams exhibit these dysfunctionality as follows:

- ❑ *Lack of trust*: Team members who are not genuinely open with one another about their mistakes and weaknesses make it impossible to build a foundation for trust.
- ❑ *Fear of conflict*: Teams that lack trust are incapable of engaging in unfiltered and passionate debate. Instead they resort to veiled discussions and guarded comments.
- ❑ *Lack of commitment*: Without having aired their opinions in the course of passionate and open debate, team member rarely, if ever, buy in and commit to decisions, though they may feign agreement.
- ❑ *Avoidance of accountability*: Without committing to a clear plan of action, even the most focused and driven people often hesitate to call their peers on actions and behaviors that seem counterproductive to the good of the team.
- ❑ *Inattention to results*: team members put their individual needs or even the needs of their divisions above the collective goals of the team.



Figure 68: Resistance to change. Courtesy of Jim Burke

Individuals display these response states all of which impact on attention to desired results:

FUD Factor

Any significant change to peoples' lives brings feelings of:

- ❑ Fear: "I/we might get hurt"
- ❑ Uncertainty: "I/we don't know how to do this"
- ❑ Doubt: "I/we don't think it will work"

ECA Antidote

The key is to convert this natural negative adrenalin rush into feelings of:

- ❑ Excitement: "Wow, I love this"
- ❑ Challenge: "Hey, I'm making a difference"
- ❑ Achievement: "I was/am part of this and I feel proud to be associated"

Overcoming resistance means shifting the cargo from negative fears to positive activity.

Adventurers, Adopters, Abstainers

In any organization:

- ❑ ~20% of the population are adventurers; they will pick up the ball and run with it - "I can see how I can contribute and am stretching myself to do all I can!"
- ❑ ~60% are adopters: they'll follow if they see the adventurers succeeding - "I see that others can do this but show me what I can do".
- ❑ ~20% are abstainers: they will try to stop or slow things happening - "I'm too busy", "It is not a priority for me", "It's a waste of my time".

The key is to inspire, engage, and enable the adventurers from the outset, reward their successes, help them learn from, but not punish, their failures.

They will inspire and engage the adopters and the cargo will shift dramatically. The abstainers then have the choice to get on board or be encouraged to leave by their peers.

Don't write off the adopters and abstainers too early! Often as not they have valid points of concern, have been slower to grasp what is being asked of them or feel temporarily inadequate. These issues can be solved by great communication, tough love, and education.

Denying the need for change is a defense mechanism in which a person is faced with facts too uncomfortable to contemplate. They deny the truth in the face of incontrovertible evidence. Denial expresses itself as:

- ❑ *Denial of fact*: where someone avoids a fact by lying.
- ❑ *Denial of responsibility*: involves avoiding personal responsibility by blaming, minimizing, or justifying.
- ❑ *Denial of impact*: involves a person avoiding thinking about or understanding the harm their behaviors have caused to themselves or others.
- ❑ *Denial of awareness*: People using this type of denial will avoid pain and harm by stating they were in a different state of awareness.
- ❑ *Denial of cycle*: where a person avoids looking at their decisions leading up to an event or does not consider their pattern of decision making and how harmful behavior is repeated.
- ❑ *Denial of denial*: involves thoughts, actions, and behaviors which bolster confidence that nothing needs to be changed in one's personal behavior.

Evaluating your organization

Knowing which state(s) a person or a group of people is exhibiting, and responding appropriately, can help overcome their roadblocks to acceptance far faster and less painfully than denying their state and ignoring their difficulty.

A good exercise is to assess your people using a four box model. On the y axis assess each of your people on whether they 'can do' or 'can't do' what you are asking of them. On the x axis assess your people on whether they 'will' or 'won't do' what you are asking of them.

- 'Can and will' (~20% of the people): These are your adventurers. Promote and reward them publicly. Give them opportunities to shine and grow etc.
- 'Can't but will' (~30% of the people): Train them, put more experienced people with them, and let them see others doing good work etc.
- 'Can but won't' (~30% of the people): Find out why, manage them up or out
- 'Can't and won't' (~20% of the people): Encourage them to search for opportunities elsewhere where they will likely be happier and more effective.

And when things don't go as planned

Always remember that everything looks like a failure in the middle as you push water uphill. As long as you have the determination to move forward the scales will tip towards success and accelerate the flood of positive results on the way down.

Further reference

- [Challenges of Strategic Analysis](http://www.3s4.org.uk/looking-out/challenges-of-strategic-analysis), Third Sector Foresight 2010 <http://www.3s4.org.uk/looking-out/challenges-of-strategic-analysis>
- [Kubler-Ross Model](#) - Elizabeth Kubler-Ross: "On Death and Dying", Wikipedia
- [Denial](#), Wikipedia

8.5 Developing skills

Measuring future competencies

"What gets measured gets done!" and "If you can't measure it you can't manage it!" So go the old saws. Metrics are critical to ensure everyone in the organization, engaged with your project or program, know just how well they are doing in developing their own competencies and what the next steps are to achieve a greater level of maturity.

You can use the same 'Are you fit for the future?' assessment for organizations that was described in Chapter 1 as a metric to measure individual competence. Figure 69 below show the results of such an assessment.

Instructions

Hover your mouse over the column and row titles for the definitions then select the radio button that best describes your organisation's capabilities.

Complete all six dimensions and see immediately how your ranking compares to the average of all Shaping Tomorrow members.

If you are unaware or have limited knowledge of your organisation's foresight capabilities we would still like you to participate. Just give your view based on what you know and experience.

Your anonymity is guaranteed and nothing linking you to your views will ever be shared with any third-parties or your organisation.

Click "Me" or "All Shaping Tomorrow members" to learn how to improve your organisation's capabilities.

View the "Response" table to see how all members rank their capabilities and the Spider diagram for a visual view of how your view compares to all members on each dimension.

Change your selection at any time and update as your organisation's capabilities change.

If you are our client, you will also be able to see how you and your colleagues view your organisation's foresight practices.

Contact us for a discussion on how you can rapidly improve your capabilities and to become a client.

Jointly developed with Terry Grim, developer of the Foresight Maturity Model, and with the kind permission of Social Technologies.

Are you Fit for the Future?

Take this quick health-check to compare your organisation's foresight practices with others.

	Ad-hoc	Aware	Capable	Mature	World Class
Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Framing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Scanning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Forecasting	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visioning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Me: **Capable**

Me and my colleagues: **Capable**

All Shaping Tomorrow members: **Aware**

Capable: Your results tell us that your overall score falls in the Capable level of maturity. This level suggests you have a well-organised, most likely centralised, dedicated team approach to anticipating and preparing for the future. However, you are likely to do better if you consider how more mature and world-class organisations are moving the goalposts further out. We recommend that you first gain more awareness of what is involved in developing your capabilities by completing the [full Foresight Maturity Model](#) and then considering signing up for a [Foresight Maturity Model Workshop](#) or using our service to learn more. [\[close\]](#)

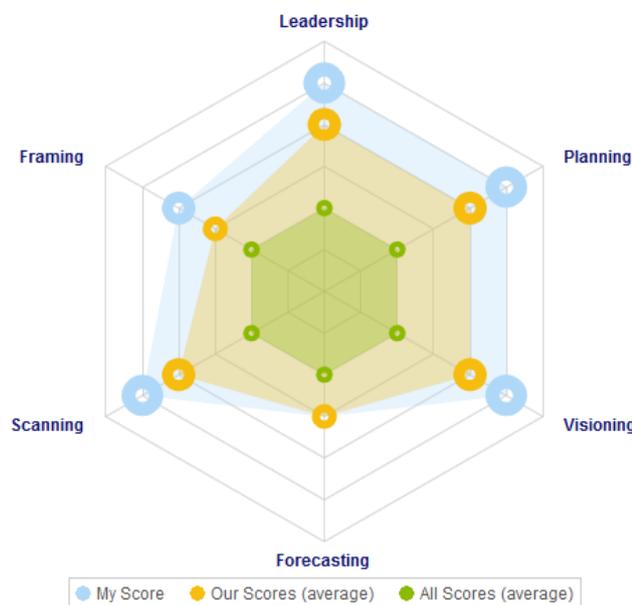


Figure 69: Are You Fit for the Future? Jointly developed by Shaping Tomorrow with Terry Grim and with the kind permission of Social Technologies - <http://www.shapingtomorrow.com/fitforthefuture.cfm>

The spider diagram not only shows an individuals' personal assessment but can be used to see the foresight maturity level of all in the organization and against all other responding organizations.

Hence the organization can discover where its competencies fall short and where it has a lead over the market. Closing any gaps can then be fulfilled by what follows.

Training

Books on foresight, like this one, are no substitute for hands-on experience or training. On-going experience of working with strategic foresight will rapidly increase competence and capability. One-off exercises, involving different core teams each time means the knowledge gained is rapidly depleted and diffused. But, strategic foresight by rote or by only finding material that fits the current strategy is both dangerous and wasteful. So even if you determine to put an intelligence system in place make sure you

keep a core team but introduce new people to the program at intervals for their development and as grit in your oyster. The organizations potential high-flyers are great candidates for this type of development.

Sheep-dipping people with training programs can be costly, time consuming and inappropriate if their involvement in the foresight program is not whole-hearted or sporadic. They will see the training as time-wasting or just a break from their day-to-day work lives. Learning in this case will quickly dissipate and may create negative perceptions.

A well-organized training program, run by an experienced facilitator, will define who needs to know what, why and when and set value-adding objectives to achieve for those attending on their return. It will use multiple learning styles, engage participants in practical exercises and point to both positive and negative learning from other organizations experiences. Try working on an issue directly related to achieving the organizations strategy and build in time for people to share ideas.

Building capability

Running regular open-house meetings on the future of a topic of interest to the organization is an opportunity to share knowledge, acknowledge great work and determine what is needed next.

These can be small lunch-time affairs, bigger and longer internal or external events with outside speakers and executive attendance. The success of these events depends almost entirely on making them inspirational, engaging and enabling so think out-of the box.

Future centers

‘Since Skandia inaugurated the first Future Center in 1996 designed to increase innovation capital many other organizations around the world have followed suit.

Futures Centers are facilitated working environments, collaborative workspaces where learning and insights from the past and future, and from diverse participant perspectives, are applied to solve real-world problems in the present.’

Source: Open Futures. Editor Ron Dvir, Open Futures 2009. Courtesy of Ron Dvir.

Physical and virtual presences like these offer an opportunity for people to use them to solve their own problems in innovative and collaborative ways and send a strong signal of the organizations commitment to the future. The cost of the space and the running of the center can be very low but the opportunity for big breakthroughs highly significant.

8.6 Surviving the future

Keep an eye, too, on the future of foresight so that you stay current and

Don't fall behind in this, one of your key areas of external intelligence. Don't let your foresight team wither on the vine for lack of support, defend a previous strategy beyond its sell by date or allow them to drift along. Challenge their thinking, ask questions about their strategy and ensure they have a solid plan that demonstrates they are on the way be at least a mature if not world class team.

Here is our view of how foresight has changed in the past few decades and how it could over the next five years. But, remember, this is not a prediction but our provisional view of what we think is the most likely scenario.

Fourth generation (Collaborative Foresight)¹

Social networking

- Social interaction (tagging, commenting, ideation, co-creation, narrative analysis)

- ❑ Global sourcing/outsourcing/global scouting
- ❑ Virtual worlds
- ❑ Expert panel portals
- ❑ Prediction markets
- ❑ Integration with business and competitive intelligence
- ❑ Shared futures databases/benchmarking/networks
- ❑ Surprise and serendipitous discovery intelligence

Productivity

- ❑ Integrated tools and methods
- ❑ Automated scan hit finding
- ❑ From text to searchable video
- ❑ Web-based modeling and simulation
- ❑ Fast action/reaction/low cost/high value added

Source¹: Shaping Tomorrow client requests

Third generation (Trend-based foresight)²

- ❑ Horizon scanning
- ❑ Trends
- ❑ Weak signals
- ❑ Indicators
- ❑ Reacting to change
- ❑ Trend databases
- ❑ Monitoring systems

Second generation (Model-based foresight)²

- ❑ Quantitative/qualitative modeling
- ❑ Extrapolation
- ❑ Systems
- ❑ Hard science
- ❑ Calculating change
- ❑ Models and matrices

First generation (Expert based foresight)²

- ❑ Expertise
- ❑ Qualitative modeling
- ❑ Soft sciences
- ❑ Change exploration
- ❑ Delphi studies
- ❑ Road-mapping
- ❑ Scenarios

Source²: *Second International Seville Seminar on Future-Oriented Technology Analysis: Impact of FTA Approaches on Policy and Decision-Making* - Seville 28-29 September 2006 Corporate Foresight in Europe

Further reference

- [Corporate Foresight in Europe, Z-Punkt](#)
- [New Forms of Learning in Knowledge Economies@ Societal Innovation. KMTalk Asia](#)