TEMPLATE OF FORESIGHT COURSES REVIEW RESULTS

beFORE - Becoming-Oriented Entrepreneurs in universities and companies

for practices outside higher education offer aiming at the identification of core foresight and innovation/entrepreneurship competences

Guidelines: The aim of this template is to identify core foresight and innovation/entrepreneurship competences in relation to knowledge, skills and social competences that a future-oriented manager should possess. The source of data for the analysis are syllabuses of courses/trainings, courses' webpages, content of the courses outside higher education offer on subjects such as foresight, technology management, entrepreneurship and innovation (or closely related to). The number of the courses to be analysed is motivated by their availability.

A name of the course	INTERNATIONAL CERTIFIED FUTURE STRATEGIST PROGRAMME *e.g. strategic foresight, technology analysis, innovation management*
A name of the institution offering the course	Kairos Future - consulting company *e.g. Warsaw University of Technology*
A country	other (Sweden)
A city	Stockholm
A name and surname of a person providing the course	Ben Lee, Jari Puhakk, Philippe Vanderbroeck, Stavros Mantzanakis, Ulf Boman
Core foresight and innovation/entrepreneurship competences in relation to knowledge	**Environmental analysis** - Focal question and time frame, Quality and Scope, Contextual and transactional environment - Certainties, uncertainties, Cross impact analysis, Systems analysis, Home assignments **Scenarios** - Scenarios: theory: different types + purposes, Different scenario methods - Contextual understanding, The importance of uncertainties - Scenario: logic - Tension: create tension between scenarios **Vision & strategy analysis** - Visioning: engagement , Stake Holder participation - Strategy Models, Theory and practices, Strategy ideas suggestions, Creative methods **Strategy & action** - "Change agenting" implementation in the organisation - Continuous trend-scenario-strategy-innovation cycle
Core foresight and innovation/entrepreneurship competences in relation to skills	**Environmental analysis** - Big data and data retrieving, Trends and data gathering **Scenarios** - Developing scenarios with a clear purpose, Scenario: characteristics, stories, illustration - Test scenarios, quality assessment **Vision & strategy analysis** - Creating a shared vision in an organisation - Developing strategies from future

	- Assessing strategies, Wind tunnel testing, Home assignments **Strategy & action** - Strategy testing - Action planning + Communication - Monitoring and scanning Environment - Review of home assignments, Repetition to cement - Monitoring and scanning Main skills obtained within the programme are as follows: - TRACKING (Track changes in the business context, Look backward, forward, inward and outward, Open mind!) - ANALYSING (Analyse trends, uncertainties and consequences, Why does it happen and what does it mean?, Focus!) - IMAGINING (Identify a positive goal, What is a desired and possible solution?, Vision!) - DECIDING (Create and try out strategic alternatives, Shape robust strategies, Shape, make, decide!) - ACTING (Move from intentions to action, What are the most powerful moves, the first steps?, Realise your strategy!) - Complement foresight skills with strategy – and vice versa.
Core foresight and innovation/entrepreneurship competences in relation to social competences	- Addressing the challenges facing the organisation, motivation and flexibility to change - Improving the way how you communicate strategy and manage change
Key words to be searched for in the course offer	Select the CHECK BOXES below (you can choose more than one option) or you are free to add a new key word relevant to the analysis

X foresight	☐ innovation	☐ technology management
X futures studies	☐ open innovations	☐ technology assessment
X corporate foresight	☐ radical innovations	☐ network analysis
X strategic foresight	☐ incremental innovations	☐ entrepreneurship
☐ anticipatory intelligence	☐ new business models	☐ leadership
☐ ambidexterity	☐ industrial revolution 4.0	X uncertainty

Other observations or comments	1. Overview: http://www.certifiedfuturestrategist.com/wp-content/uploads/2017/03/ICFS-brochure-2018.pdf The course is composed of four modules (ENVIROMENT, SCENARIOS, VISION AND STRATEGY, STRATEGY AND ACTION) The methods used in the programme have been developed by Kairos Future. At the end of the course, participants who have completed the required assignments and presentations are able to get a formal certification which confirms their ability to proficiently use the techniques taught on the course. Certification is optional and will take place after the fourth module. Those who meet the criteria will be able to describe themselves as "Certified Future Strategists". The ICFS programme duration is approximately five months, with four modules of three days face-to-face teaching each. **Key Benefits** Lead a futures/foresight exercise in your own organization. Gain international perspectives. Practical experience + expertise: applicable and from practitioners. Improve the strategies of an organization. Learn and apply practical tools for trend analysis and scenario planning. Enhance strategic thinking and action in your organization. Build your international professional network. Improve decision making in turbulent environments and under uncertainty. Partners that take part in the programme's realisation: Kairos Future - an international consulting and research company shiftN - a consulting company Capful - a management consultancy Shared Intelligence - a team of experienced professionals Emetris - a business consulting company