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TEMPLATE OF CROSS-LITERATURE REVIEW RESULTS

beFORE - Becoming-Oriented Entrepreneurs in universities and companies

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for top publications presenting core foresight and entrepreneurial competences excluding domestic publication
Analysis of at least 10 publications

We would like to direct your attention that filling the last page in this questionnaire is obligatory

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 key books in the field and the other printed works on foresight and entrepreneurship (even popular-scientific studies), as well as peer review articles coming from leading journals such as *Technological Forecasting and Social Change*, *Futures*, *Long Range Planning*, to name but a few. Each partner involved in the task (universities) is free to select at least ten articles/books on the subject matter. The partners are also free to add any relevant articles/books. In the first place, we suggest to work on the publications which deal with the convergence among futures studies, entrepreneurship and innovation. In case of difficulty with the identification of core foresight and innovation/entrepreneurship competences in these sources, we suggest to work on the articles/books from three fields of expertise (namely foresight, entrepreneurship and innovation) separately.

The authors with affiliations	Liz Alexander, Leading Thought
Title of the publication	How To Use a Futurist
Journal title*	Click here to enter the JOURNAL TITLE
Number of journal*/year of publication/pages	2017, pp. 1-44
Database of the scientific article's retrieval*	LeadingThought
Keywords (or phrases) by which the publication was identified	Futures mindset
Main keywords/phrases of the publication	Futures thinking, futurist, thought leadership
Core foresight and entrepreneurial competences	<p>Futurist mindset and skillset helps diverse organizations to (Inayatullah):</p> <ul style="list-style-type: none"> Realize this process is a learning journey, not a race to the finish Recognize what is an old, outmoded or "used future" Track, understand and accommodate the implications of emerging trends Explore many alternative futures Craft a new narrative that energizes all stakeholders Connect their new narrative and desired future to the reality of the present <p>Insatiable curiosity and appetite for new information</p> <p>Awareness of the limiting effects of assumptions and biases</p> <p>Understanding the difference between dilemmas and problems</p> <p>Appreciation of how the past informs the present</p> <p>Recognition that the road from the present to the future is not linear</p> <p>To quiet the noise and amplify relevant weak signals</p> <p>Mediating a system of systems, and connecting people with trends and revelations not previously addressed</p> <p>To move beyond their own understanding of the innovation process</p> <p>Fully acknowledge the forces of change in their industry, to the point of taking concerted action</p> <p>Perceiving the need to change</p> <p>Collective shift in how the company thinks about change, as well as the necessity of action</p> <p>Create shared sense of a preferred future within the organization</p>



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	<p>Redefine, teach and monitor new company roles and goals to move into direction of the future what was previously unimagined and unobtainable</p> <p>Being able to future-proof the existing business model of the company</p> <p>Being able to learn to see, explore, understand and respond to the unseen assumptions of one's culture, organization and self</p> <p>Help re-orient others' thinking in order that they can better understand future changes</p> <p>Can enable multiple stakeholders to work toward a common goal</p> <p>Being able to map out existing enabling technologies and organizational capabilities, and identify critical gaps in understanding</p> <p>To develop solutions, either internally through partnerships or open ecosystems</p> <p>Change people's mindset from using only forecasts and predictions, to foresight and anticipation</p> <p>Being more sensitive to the external environment. Being able to uncover the roots and impacts of potential changes</p> <p>Explore not just the first order consequences of their organization's innovations, trends and proposed actions, but the second and third order consequences as well (through Implications Wheel)</p> <p>Being able to craft an alternative strategy, using elements from various futures scenarios that better address the original challenge</p> <p>Being able to explore both negative and positive futures and developed plans to mitigate risk and seize advantage for each</p> <p>Being able to move to resilient thinking through the exploration of multiple alternative future scenarios, built on deep research of emerging change signals and broad participatory involvement</p> <p>Being able to craft aspirational visions</p> <p>Being able to sensitize everyone in the organization to their current assumptions of the future.</p> <p>To make sense of complexity, thinking and planning for the future, while coordinating creative resources at all levels of decision-making</p> <p>Link their aspirations to their current realities through storytelling</p>
<p>Convergence among futures studies and entrepreneurship</p>	<p>Click here to enter the examples in the publication related to CONVERGENCE AMONG FUTURES STUDIES AND ENTREPRENEURSHIP</p> <p><i>e.g. the application of foresight in the enterprise increases entrepreneurial activities</i></p>
<p>Convergence among futures studies and innovation</p>	<p>Case studies described that oversee link internal foresight activities with the innovation, R&D, and near-term planning teams</p>



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	e.g. <i>the application of foresight in the organization increases innovation capabilities</i>
Convergence among futures studies and entrepreneurship and innovation	<p>Click here to enter the examples in the publication related to CONVERGENCE AMONG FUTURES STUDIES AND INNOVAION</p> <p>e.g. <i>strategic capacity of the organization in a result of convergence among futures studies and entrepreneurship or innovation</i></p>
Main highlights of the article (in bullets, up to 2500 characters including spaces)	<p>Based on the fact that organizations:</p> <ul style="list-style-type: none"> - miss the broader picture by not thinking more deeply about the challenges they face - fail to ask the right questions - misperceive dilemmas as problems with a single solution <p>And face other issues such as:</p> <ul style="list-style-type: none"> -Uneasiness about a VUCA (volatile, uncertain, complex and ambiguous) world, plus resistance and suspicion of new technologies. -A tension between change agents and those who had a stake in maintaining the existing hierarchy. <p>The book describe 25 ways futurists help organizations of all sizes and types discover, influence and experience preferred futures</p>
Other observations or comments	Click here to enter OTHER OBSERVATIONS OR COMMENTS

*Fill the following fields for the articles exclusively