

Strategic Foresight Learning From The Future

Companies constantly present technological developments-new materials, new mechanisms, and new ways to enhance existing products and services. Yet these seldom lead to truly new ideas. Why? Humans are all born with creative instincts, but in the interest of efficient and predictable productivity, institutions such as schools and businesses routinely hinder those impulses. The most innovative products and services, author Alexander Manu argues, arise out of the behaviors of play–the ability to imagine, without limits, the question “What if...?” Manu’s engaging and inspiring book offers companies a wealth of practical advice and tactics to unleash their full creative potential and break ahead of the crowd. Manu’s provocative, insightful applied methodologies for creating new business opportunities and transformative innovations gain resonance from real-world scenarios and conversations with leading innovators such as MIT’s Mitchel Resnick. Readers will learn strategies to: Open their companies’ eyes to unseen opportunities Spark the imagination and trigger the potential of product innovation teams Turn inspired ideas into successful products and services. Imagination Challenge is an AIGA Design Press book, published under Peachpit’s New Riders imprint in partnership with AIGA.

For any organization to be successful, it must operate in such a manner that knowledge and information, human resources, and technology are continually taken into consideration and managed effectively. Business concepts are always present regardless of the field or industry - in education, government, healthcare, not-for-profit, engineering, hospitality/tourism, among others. Maintaining organizational awareness and a strategic frame of mind is critical to meeting goals, gaining competitive advantage, and ultimately ensuring sustainability. The Encyclopedia of Organizational Knowledge, Administration, and Technology is an inaugural five-volume publication that offers 193 completely new and previously unpublished articles authored by leading experts on the latest concepts, issues, challenges, innovations, and opportunities covering all aspects of modern organizations. Moreover, it is comprised of content that highlights major breakthroughs, discoveries, and authoritative research results as they pertain to all aspects of organizational growth and development including methodologies that can help companies thrive and analytical tools that assess an organization’s internal health and performance. Insights are offered in key topics such as organizational structure, strategic leadership, information technology management, and business analytics, among others. The knowledge compiled in this publication is designed for entrepreneurs, managers, executives, investors, economic analysts, computer engineers, software programmers, human resource departments, and other industry professionals seeking to understand the latest tools to emerge from this field and who are looking to incorporate them in their practice. Additionally, academics, researchers, and students in fields that include but are not limited to business, management science, organizational development, entrepreneurship, sociology, corporate psychology, computer science, and information technology will benefit from the research compiled within this publication.

We live in an uncertain world characterized by the occurrence of unexpected incidents in different corners of the globe which can have widespread adverse consequences. It is therefore vital to be prepared for, and attempt to prevent or mitigate the negative effects of such crises through crisis management tools and organizational learning practices. According to the current literature, the tourism and hospitality industry has been exposed to dramatic impacts from human-induced crises and natural disasters during past decades. The repercussions are manifested in the form of business failure, economic losses, tarnished destination image, physical damage to infrastructure and facilities, psychological effects, and other undesirable outcomes. Many of these crisis events are recurrent and their effects can be averted or ameliorated through practicing organizational learning and engaging in preparation activities. However, limited attempts have been made by industry players to detect early warning signals, learn from crises and prepare for the next ones. Despite the important contributions in terms of lessons learned from historical analyses, they usually provide little information on how tourism organizations facing the crisis attempted to manage it proactively and what they did reactively (Paraskevas and Quek, 2019). Comprehensive sources in this field is thus necessary to fill this gap. Few research studies are available to discuss organizational learning in the process of tourism crisis management. A comprehensive collection of book chapters concentrating on both theory and practice will shed some light on this issue and propose recommendations for future investigation. Hence, the aim of this publication is to discover various aspects of organizational learning in tourism and hospitality crisis management and discuss future prospects. The book will be the main resource for future research in the field of tourism crisis management and organizational learning. There would be several reasons for such demand. First, this subject is relatively new in the hospitality and tourism field, covering many critical aspects of organizational learning in tourism crisis management. This novelty and in-depth discussions of practical lessons across the globe could be of great interest to both academics and practitioners alike. In recent years, many tourism and hospitality firms have applied the essence of crisis management and organizational learning in their contingency planning and crisis management frameworks. Tourism and hospitality managers have fully realized the importance of learning from previous crises and thus applied these learning strategies in their preparation programs. Therefore, they would be very eager more than before to use this material and recommend it to colleagues, employees, etc. Another potential demand would be academics, students and researchers in the both fields of organizational learning and tourism crisis management. Most universities and tourism institutions either directly or indirectly have developed new curriculums on tourism crisis management at Masters and PhD levels with special focus on organizational learning and preparation. This book will be of great interest for these people as previous resources are relatively outdated and furthermore, they did not cover the subject of organizational learning in details.

Futures thinking and foresight is a powerful planning approach that can help Asia and the Pacific countries meet economic, political, social, and environmental and climate change challenges. This publication shows how the Asian Development Bank (ADB) piloted this approach to understand entry points to support transformational change in the region. It compiles lessons from an ADB initiative to apply futures and foresight tools in Armenia, Cambodia, Kazakhstan, Mongolia, the People’s Republic of China, the Philippines, and Timor-Leste. Futures terminology is introduced as are specific tools such as emerging issues analysis, scenario planning, and backcasting. It also describes how futures and foresight tools were applied in the countries.

20/20 Foresight

A Quick and Clean Guide to Creating Foresight

4 Steps to the Future

How to Escape Boxes in a Post-Categorical Future

Strategic Foresight and Innovation in the Global Economy

Corporate Foresight and Strategic Decisions

Thinking about the Future

"The editors of this collection of sixteen articles argue the relationship between the United States and Mexico is at its most tenuous in recent memory. Each article explores the future of US-Mexico relations, focusing on relevant topics such as trade, water, drugs, health, immigration, environmental issues and security. Employing a strategic foresight methodology, the authors use past trends and identify pivotal drivers to predict, based on indicators, at least three possible outcomes for the next few decades: a baseline or continuity scenario, an optimistic version and a pessimistic one. They also articulate the implications each forecast has for both nations. Most chapters are co-written by a scholar from the United States and another from Mexico. While acknowledging it is impossible to predict the future, they nonetheless describe what could occur. Ultimately, the authors of the articles in this fascinating volume make recommendations to achieve a peaceful, integrated and prosperous North America that will drive the world economy. The book is required reading for anyone interested in the binational relationship and the well-being of citizens in both countries--"

"Based on an international review of the key strategy problems faced by over one hundred leading companies, Courtney reveals how executives can develop 20/20 foresight - a view of the future that separates what can be known from what can't. While executives with 20/20 foresight can rarely develop perfect forecasts of the future, says Courtney, they can isolate the "residual uncertainty" they face and use this insight to create competitive advantage in today's turbulent markets."--BOOK JACKET.

As we enter the 21st century, humanity faces challenges and risks that we have never seen before. This book explores the forces that are driving these changes, and examines the strategic imperatives essential for the survival of all types of organizations.

NEW YORK TIMES BESTSELLER • NAMED ONE OF THE BEST BOOKS OF THE YEAR BY THE ECONOMIST
"The most important book on decision making since Daniel Kahneman's Thinking, Fast and Slow."—Jason Zweig, *The Wall Street Journal*
Everyone would benefit from seeing further into the future, whether buying stocks, crafting policy, launching a new product, or simply planning the week's meals. Unfortunately, people tend to be terrible forecasters. As Wharton professor Philip Tetlock showed in a landmark 2005 study, even experts' predictions are only slightly better than chance. However, an important and underreported conclusion of that study was that some experts do have real foresight, and Tetlock has spent the past decade trying to figure out why. What makes some people so good? And can this talent be taught? In Superforecasting, Tetlock and coauthor Dan Gardner offer a masterwork on prediction, drawing on decades of research and the results of a massive, government-funded forecasting tournament. The God Judgment Project involves tens of thousands of ordinary people—including a Brooklyn filmmaker, a retired pipe installer, and a former ballroom dancer—who set out to forecast global events. Some of the volunteers have turned out to be astonishingly good. They've beaten other benchmarks, competitors, and prediction markets. They've even beaten the collective judgment of intelligence analysts with access to classified information. They are "superforecasters." In this groundbreaking and accessible book, Tetlock and Gardner show us how we can learn from this elite group. Working together stories of forecasting successes (the raid on Osama bin Laden's compound) and failures (the Bay of Pigs) and interviews with a range of high-level decision makers, from David Petraeus to Robert Rubin, they show that good forecasting doesn't require powerful computers or arcane methods. It involves gathering evidence from a variety of sources, thinking probabilistically, veering in times, keeping score, and being willing to admit error and change course. Superforecasting offers the first demonstrably effective way to improve our ability to predict the future—whether in business, finance, politics, international affairs, or daily life—and is destined to become a modern classic.

Create the Future + The Innovation Handbook

The Art and Science of Prediction

Using Strategic Foresight to Prepare for the Next Big Disruption

Real Time Strategy

Strategic Reframing

Strategy for the 21st Century

Leading and Sense-Making in an Age of Hyperchange

Leading futurist Bob Johansen shows how a new way of thinking, enhanced by new technologies, will help leaders break free of limiting labels and see new gradients of possibility in a chaotic world. The future will get even more perplexing over the next decade, and we are not ready. The dilemma is that we're restricted by rigid categorical thinking that freezes people and organizations in neatly defined boxes that often are inaccurate or obsolete. Categories lead us toward certainty but away from clarity, and categorical thinking moves us away from understanding the bigger picture. Sticking with this old way of thinking and seeing isn't just foolish, it's dangerous. Full-spectrum thinking is the ability to seek patterns and clarity outside, across, beyond, or maybe even without any boxes or categories while resisting false certainty and simplistic binary choices. It reveals our commonalities that are hidden in plain view. Bob Johansen lays out the core concepts of full-spectrum thinking and reveals the role that digital media—including gamelife engagement, big-data analytics, visualization, blockchain, and machine learning—will play in facilitating and enhancing it. He offers examples of broader spectrums and new applications in a wide range of areas that will become possible first, then mandatory. This visionary book provides powerful ways to make sense of new opportunities and see the world as it really is.

Nick Marsh presents a set of practical techniques and approaches called Strategic Foresight - proven methods for managing a foresight process within any organisation to produce a dynamic, value-adding strategy and results.

This is the first book to offer detailed guidance on how scenarios can be used to help organizations make their toughest decisions in a world of ever-escalating crisis and opportunity. To reap the full benefits of scenarios, you have to be able to apply them in the real world. This groundbreaking book goes beyond the theoretical to clearly explain different ways scenarios can be used in business decision-making—from strategic planning and financial modeling to crisis response. Connecting scenarios to strategy and action can have many benefits, including the ability to react quickly, anticipate major changes in the environment, and identify major opportunities. Thomas Chermack, a top expert on scenario planning, offers seven specific ways organizations can use scenarios and provides a wide variety of examples, along with proven processes, exercises, and workshops that have been used successfully in organizations across industries and countries for more than fifteen years.

A Fast Company best book of the yearA Washington Post bestseller/Winner of the 2017 Axiom Business Book Award in Business Technology How do you tell a real trend from the merely trendy? How, for example, will a technology—like artificial intelligence, machine learning, self-driving cars, biohacking, bots, and the Internet of Things—effect us, our businesses, and workplaces? How will it eventually change the way we live, work, play, and think—and how should we prepare for it now? In The Signals Are Talking, noted futurist Amy Webb shows us how to analyze the “true signals”—those patterns that will coalesce into a trend with the potential to change everything—and land on the right side of disruption. The future, Webb shows, isn't something that happens to us passively. Using a proven, tested methodology, she enables us to see ahead and forecast what's to come—challenging us to create our own preferred futures.

Megatrends and How to Survive Them

When Strategic Foresight Meets Artificial Intelligence

Encyclopedia of Organizational Knowledge, Administration, and Technology

Recent Developments in Foresight Methodologies

Tactics for Disruptive Thinking

The Oxford Scenario Planning Approach

This practical guide offers a straight forward and step-by-step approach to developing foresight for organizations of all types. Providing a simple model that can be expanded and adapted as needed, this book introduces the fundamentals of good futures thinking in a four step process complete with ready-to-use worksheets, clear process steps, and checklists for good daily habits and critical assessments.

COVID-19 wrecked the plans and strategies of organizations everywhere, while injecting greater uncertainty into a world already undergoing disruptive social and technological change. Strategic Foresight can help us navigate through the recovery and beyond. Strategic Foresight is a systematic, intelligence-gathering, vision-building process that helps us manage uncertainty by discerning plausible alternative futures and applying the insights to present-day planning. It is ideally suited to a world upended by the pandemic and rapid transformations in the way we live, work and interact. Using approachable language and a multitude of examples, Learning from Tomorrow shows how Strategic Foresight broadens our perspectives, exposes opportunities and risks, and opens our minds to innovation in a post-pandemic world. It is essential reading for organizational leaders and those responsible for developing strategies, scenarios, policies and plans.

In this book, leading authors explore ways in which organizations can develop their ability to manage the future. An exploration of the ways in which organizations can develop their ability to manage the future. Consists of ten papers written by authors from both sides of the Atlantic and from Asia, all of whom are distinguished scholars in the fields of strategy or organizational learning. Addresses key questions about how organizational foresight can be conceptualized and developed, and the extent to which it is possible. The papers are prefaced by a foreword from Spyros Makridakis and an introduction from the editors. Helps to shape a new research agenda, and so will be of interest to academics, as well as to students and practitioners.

Traditional strategy assumes stability and predictability. Today's world is better characterised by turbulence, uncertainty, novelty and ambiguity - conditions that contribute disruptive changes and trigger the search for new ways of coping. This book aims to become the premier guide on how to do scenario planning to support strategy and public policy. Co-authored by three experts in the field, the book presents the Oxford Scenario Planning Approach (OSPA). The approach is both intellectually rigorous and practical. Methodological choices and theoretical aspects in practice are detailed in reference to the relevant literatures and grounded in 6 case studies the authors have been involved with. The book makes several contributions to the field, centred on how learning with scenario planning is supported by re-framing and re-perception: how this iterative process can be embedded in corporate or government settings, and how it helps those that it supports to do well in today's world. The book is written in an accessible style and will be a useful introductory text as well as a useful guide for the more experienced scenario planning practitioner and scholar.

Organisational Learning as a Catalyst for Innovation

The Signals Are Talking

Preparing for 2032

Why Foresight Matters for Policy Makers

Crafting Strategy in an Uncertain World

The Imagination Challenge

Lessons from a European Bank

Embracing the theory and practice of strategic foresight and illuminating how different schools of thought regard its role in policy making, Tuomo Kuosa describes how something not traditionally considered an independent discipline, is steadily becoming one. In The Evolution of Strategic Foresight he explains how the practice of strategic foresight has long been closely associated with the military and politics. Linking strategic thinking more broadly to futurology, however, it is quite new. Since strategic foresight refers to the practice of generating analyses of alternative futures and strategies, based on available intelligence and foreknowledge, the practice can and should be applied to companies, business sectors, national and trans-national agencies of all descriptions, and to all aspects of public policy making. The author explains its practice in terms of structure, process, and knowledge domains, and examines its methodologies and systems, along with how strategic foresight can be used to produce better knowledge and be more effectively linked to policy making. Using examples from 30 different countries and with access to interviews and workshops involving key experts, The Evolution of Strategic Foresight will be valuable to scholars, educators, students engaged in strategy and future studies, long-range, public policy and urban planners, analysts; risk assessment experts, and consultants, managers and decision makers in many organisations, public and private.

The pandemic wrecked our plans. Strategic Foresight will help us make better ones.

Adapt, embrace uncertainties and create more resilient business strategies by mastering the futuring mindset.

Thinking about the Future distills the expertise of three dozen senior foresight professionals into a set of essential guidelines for carrying out successful strategic foresight. Presented in a highly scannable yet personable style, each guideline includes an explanation and rationale, key steps, a case example, and resources for further study.

Superforecasting

Futures Thinking in Asia and the Pacific

Full-Spectrum Thinking

Foresight in the Knowledge Economy

The Trend Forecaster's Handbook

Using Scenarios

Beyond Digital

Learn to Innovate and Make Real Change In our era of disruption and possibility, there are so many great opportunities within your grasp; however, most smart and successful people miss out. Unfortunately, your capabilities are limited by the seven traps of path dependency, which cause you to repeat past decisions. These traps can limit you from seeing the potential of what could be. If you could overcome these traps, what could you accomplish? How much more successful could you be? Create the Future teaches you how to think disruptively, providing specific steps to create real innovation and change. This book combines Jeremy’s high energy, provocative thinking with tactics that have been battle-tested through thousands of his team’s projects advising leading

companies like Starbucks, Amex, IBM, Adidas, Google, and NASA. On top of all that, this is a double-sided book, paired with The Innovation Handbook, a revised edition of Jeremy’s award-winning book, Exploring Chaos. Sharp, in-depth and highly visual, this is the fully revised textbook and teaching aid for students, tutors and in-house learning and development teams keen to know more about the world of trends, forecasting, innovation thinking and strategic foresight. Designed and written as a practical ‘how to’ guide for design, marketing, brand and innovation studies teams, updated chapters include the latest research and industry case studies on superforecasting, three horizon scanning, scenario planning, foresight framework building and the creation and running of your own trend and innovation sprints. Students also have a chance to mix and merge the worlds of forecasting with future studies as we look at how techniques and processes such as the Delphi Method, cross-impact analysis, futures wheels and backcasting are being used by next generation forecasters to expand the ways they map, assess and define the needs and behaviours of tomorrow’s consumers.

Two world-renowned strategists detail the seven leadership imperatives for transforming companies for success in the digital era. Yes, the world is chaotic, and no one knows the details of where we’re headed. But leaders must not let themselves be held hostage by fear. More than ever, you need to take charge and write your vision for your company’s future. This book is your guide.

For companies to succeed in the digital age, executives must reimagine their businesses before they reimagine being digital. They must courageously shed the past to rethink their place in the world and how they compete and collaborate with others to create value. Companies need to undergo a fundamental transformation, building a new type of competitive advantage—one that is fueled by insights like Delphi, Amex, IBM, Adidas, Google, and NASA. On top of all that, this is a double-sided book, paired with The Innovation Handbook, a revised edition of Jeremy’s award-winning book, Exploring Chaos. Sharp, in-depth and highly visual, this is the fully revised textbook and teaching aid for students, tutors and in-house learning and development teams keen to know more about the world of trends, forecasting, innovation thinking and strategic foresight. Designed and written as a practical ‘how to’ guide for design, marketing, brand and innovation studies teams, updated chapters include the latest research and industry case studies on superforecasting, three horizon scanning, scenario planning, foresight framework building and the creation and running of your own trend and innovation sprints. Students also have a chance to mix and merge the worlds of forecasting with future studies as we look at how techniques and processes such as the Delphi Method, cross-impact analysis, futures wheels and backcasting are being used by next generation forecasters to expand the ways they map, assess and define the needs and behaviours of tomorrow’s consumers.

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