# Enabling Foresight Readiness

## Exploring the Role of the Practitioner Through Multiple Lenses

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# Abstract

"Foresight readiness" refers to an organization's ability to anticipate and prepare for future challenges and opportunities. It is a specialized concept in strategic planning and innovation. Foresight readiness is increasingly recognized as a critical factor in an organization's ability to anticipate and navigate an uncertain and complex future. This study explores foresight readiness through the lens of the foresight practitioner, focusing on three interconnected dimensions: learning, change management, and marketing. By examining how practitioners enable foresight adoption within organizations, this research highlights the structural and cultural conditions necessary for sustained futures thinking.

First, the study explores the role of learning as a foundational component of foresight readiness, emphasizing organizational learning, individual learning, and knowledge management. It examines how organizations can cultivate futures literacy, integrate foresight insights into decision-making, and shift from retrospective to anticipatory learning.

Next, the research investigates change management as a key enabler of foresight implementation. It identifies systemic barriers to organizational change, evaluates various change management models, and discusses how foresight practitioners can facilitate transitions. Leadership, culture, and psychological safety emerge as crucial factors in overcoming resistance and embedding foresight within organizational structures.

Finally, the study examines marketing and communications as essential to positioning foresight as a valuable strategic tool for organizations. It explores how practitioners tailor foresight messaging, align foresight work with organizational priorities, and address resistance through storytelling and engagement strategies.

Using a qualitative research approach, including literature reviews and practitioner interviews, this study analyzes foresight readiness from a practitioner perspective through three critical lenses – learning, change management, and marketing and communications. The findings provide practical insights for those seeking to institutionalize futures thinking and build long-term strategic adaptability.

# Acknowledgements

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# Glossary of Terms

Adult Learning Theory: A theory that focuses on how adults learn and acquire new knowledge, emphasizing self-directed learning and experience.

Change Management: The process of planning, implementing, and monitoring changes within an organization to achieve its strategic objectives.

Facilitation (in a foresight context): The process of guiding discussions and workshops to help teams develop foresight skills and apply foresight insights.

Foresight Maturity Model (FMM): A developmental model designed to measure and enhance organizational foresight practices, outlining six key disciplines and five maturity levels.

Foresight Readiness: This term refers to an organization's ability to anticipate and prepare for future challenges and opportunities. It is a specialized concept in strategic planning and innovation.

Futures Literacy: This is a learning process that involves understanding and interpreting potential futures. It is a concept used in strategic foresight to enhance organizational adaptability.

Futures Thinking: The ability to anticipate and consider potential future scenarios, often used in strategic planning.

Knowledge Management: The process of creating, sharing, using, and managing the knowledge and information of an organization.

Marketing (in a foresight context): Positioning foresight as a solution to organizational challenges and creating value propositions aligned with client needs.

Organizational Capability Model for Futures Thinking: This model maps an organization's progression toward foresight capability through four stages, emphasizing team-centric processes and adaptability.

Organizational Learning Theory: A theory that explores how organizations learn and adapt over time, often through shared knowledge and experiences.

Policy Horizons Canada Competencies Framework: This framework focuses on individual and team-level foresight skills, outlining ten critical competencies across four proficiency levels.

Psychological Safety: This term refers to a work environment where employees feel safe to share ideas without fear of judgment or retribution; it is crucial for fostering innovation and learning.

Scalable Foresight Readiness Assessment Framework: A framework designed to assess and enhance an organization's capacity for foresight in a scalable manner.

Strategic Foresight: This involves using systematic methods to anticipate and prepare for potential future scenarios, often to inform strategic decisions.

Storytelling (in a foresight context): This involves using narratives to communicate foresight insights and scenarios effectively.

Systems Thinking: This is a holistic approach to understanding complex systems by analyzing the interactions and interdependencies within them.

Qualitative Research: Collects and analyzes non-numerical data to understand concepts and experiences through methods like interviews.

Quantitative Research: Collects and analyzes numerical data to identify patterns and trends using statistical methods and surveys.

Weak Signals: Subtle, often overlooked early indications of potentially significant future changes, trends, or disruptions.

# 01. Introduction

## Research Context

Futures thinking and foresight are increasingly recognized as critical skills for supporting the future of organizations. In recent years, leading business and economic platforms including the Harvard Business Review (Webb, 2024), the World Economic Forum (Schwartz et al., 2023), and the Boston Consulting Group (Backler et al., 2025) have published articles about the power and importance of using strategic foresight within organizations to develop stronger strategies which explore potential futures in a structured and strategic way.

In the wake of the COVID-19 pandemic and the rise of artificial intelligence, demand for this type of work continues to increase exponentially (Backler et al., 2025). While organizations engage external practitioners in foresight activities or establish internal units dedicated to integrating foresight, research consistently identifies several critical barriers to adopting foresight, such as organizational culture and the unwillingness to deal with uncertainty. While it is understood that foresight work is highly valuable to an organization in value creation, existing research notes that the uptake and integration of foresight activities remain inconsistent.

## Research Process

This research set out to develop a tool or framework that practitioners could use to assess foresight readiness, providing clarity on what it means for an organization to be equipped and positioned to engage meaningfully in foresight work.
Our goal was to help practitioners be more successful in their engagements with organizations. We wanted to see if, by developing a better understanding of organizational readiness and assisting an organization to be "ready," we could ensure better uptake of the foresight work done with the organization.

We started with literature reviews to identify the components that prepare an organization for foresight work. This included looking at a number of existing models and understanding the gaps within them to position our research. We also looked at change management theory to understand organizational change readiness in a broader sense, looking to see what similarities we could draw between an organization being ready for change and being ready for foresight.

Our literature review also covered a range of related topics, including corporate foresight, organizational foresight, futures literacy, and organizational learning. These all helped build a strong base on which we would conduct our primary research.

Through interviews with practitioners, we furthered our understanding of how practitioners view foresight readiness and how they adapt their processes according to the client that they are working with. We also aimed to speak to "end-users" of enterprise-focused foresight but struggled to find participants who had been involved in a foresight project

within their organization and were willing to speak to us about it. This impacted how our research would take shape as we began the analysis process.

Through analysis, we came to understand that a foresight readiness assessment was not the end result we would achieve. Our research was taking shape through a lens of practitioners, given the limitations of who we were able to interview. It was also impacted by the unique background and positionalities each researcher brought to the project.

As we moved deeper into analysis, we leaned into our individual areas of expertise, shaping our results into areas around learning, change management, and marketing and communications. As we began to identify results, we came to realize that the research looked at readiness as a component, yes, but was actually looking more broadly at how readiness plays a role in a successful foresight engagement. While our original intention was to assess readiness directly, the insights we gathered ultimately pointed us toward these adjacent domains as more actionable entry points for practitioners. In this way, our research reframes "readiness" as a constellation of enabling factors—learning, change management, and communication—that shape how foresight work is introduced, received, and sustained within organizations.

The following paper details the results of this research journey and offers three lenses for practitioners to consider when understanding organizational readiness for foresight work.

## Research Purpose

This major research project investigated the practical application and integration of organizational foresight through a practitioner's lens. Initially, it aimed to develop a framework for assessing an organization's readiness and capabilities regarding foresight strategy, building on the existing methods and frameworks mentioned in Appendix A. As mentioned above, as the research process furthered and elements shifted, the final output shifted as well.

Originally, this paper investigated the following primary research question:

> How can we assess an organization's readiness for foresight work, guide practitioners in initiating the foresight process, and build and sustain capacity and interest throughout the journey?

In addition, it sought to investigate these secondary questions:
- What are the Key Performance Indicators (KPIs) of foresight readiness?
- Why might participants lose interest in foresight during the journey or struggle with implementation after engaging with a practitioner?

# 02. Research Methodology and Approach

## Overview

In order to explore the concept of foresight readiness, how foresight is explored, adopted and integrated within organizations, the research plan described below is rooted in social constructivist approaches and systems thinking. Social constructivism can be defined as a

> *"school of thought that recognizes knowledge as embedded in social context and sees human thoughts, feelings, language, and behavior as the result of interchanges with the external world. Social constructivism argues that there is no separation between subjectivity and objectivity and that the dichotomy between the person and the situation is false: The person is intimately and intricately bound within social, cultural, and historical forces and cannot be understood fully without consideration of these social forces"* (APA Dictionary of Psychology, n.d).

In consideration of this definition and the understanding of how individuals interact with the world and create knowledge, this connection to their social environment is particularly relevant when investigating foresight readiness. Organizational foresight does not develop in isolation but is shaped by the perceptions, experiences, and interactions of individuals within the system. The way foresight is understood, valued, and integrated into decision-making processes is influenced by the shared meanings and contextual realities within organizations.

To explore these dynamics, this research adopts a qualitative methodology, using semi-structured interviews of foresight practitioners and thematic analysis through affinity mapping. Semi-structured interviews allow for an in-depth exploration of participants' experiences, interpretations, and challenges related to foresight integration within their organizations. By framing questions around perceptions of foresight, institutional culture, leadership engagement, and structural enablers or barriers, the research seeks to understand the factors that contribute to or hinder foresight readiness.

Affinity mapping is well-suited to examining how foresight is conceptualized and operationalized within organizations, allowing for the identification of recurring themes and divergent perspectives. The analysis involved coding interview data, grouping similar responses, and synthesizing findings to draw insights into organizational foresight readiness.

Systems thinking serves as a complementary lens to social constructivism in this research. Systems thinking recognizes that organizations function as interconnected and dynamic entities where change occurs through interactions between different components. In this study, systems thinking was operationalized through the use of a stakeholder influence map to identify key actors and their impact on foresight integration within an organization, causal loop diagrams to explore feedback dynamics and interdependencies within organizational systems, and trend analysis to contextualize organizational foresight practices within broader external shifts. These tools enabled a structured analysis of how cultural, structural, and procedural variables influence foresight readiness.

The study focuses on practitioners who have worked with clients and organizations from diverse organizational contexts, including corporate, nonprofit, and public sector institutions, to understand how foresight readiness manifests across different environments. Ethical considerations were upheld throughout the study, ensuring informed consent, confidentiality, and the voluntary participation of interviewees. Given the exploratory nature of this research, findings will contribute to a broader understanding of foresight readiness and the development of a framework that can be used to assess and enhance foresight integration within organizations.

By integrating social constructivism and systems thinking, this research aims to bridge the gap between theoretical foresight concepts and practical organizational implementation. The findings will offer insights into how organizations can build capacity for foresight, navigate barriers, and create a culture that embraces long-term strategic thinking.

# Research Approach



**Problem Framing**

RESERCH QUESTIONS

Systems Framing
Literature Reviews
Stakeholder Identification
Research Proposal

**Understanding Current State**

RESERCH QUESTIONS

Stakeholder Outreach
Literature Reviews
Interviews
Surveys

**Defining Key Insights**

RESERCH QUESTIONS

Analysis & Mapping
Key Findings & Discussion

*Figure 1. Research Roadmap.*

## Phase 1: Problem Framing

### Systems Framing

In this phase, a comparative analysis of the public, private, and non-profit sectors was conducted to identify key stakeholders, as well as the high-level components, processes, and impacts of foresight practices in each sector. This analysis was supported by the development of a stakeholder influence map, which visually organized and compared the roles, priorities, and influence of actors across sectors. Each sector was mapped separately to identify internal and external stakeholders, hierarchies of influence, and areas of overlap. The mapping process included categorizing stakeholders by their level of authority, interest in foresight, and the type of influence they exerted (e.g., policy, funding,

service delivery, public accountability). By comparing these maps, the aim was to uncover where the systems intersect, highlighting common gaps, enablers, and differentiators. This comparison helped set the stage for understanding how each sector engages with foresight and the unique challenges they face in its implementation.

## Literature Reviews

A critical component of this research was a thorough literature review across client sectors (including not-for-profit, for profit, and government), examining how foresight is practiced in each and what works or does not work. The existing body of knowledge surrounding strategic foresight, organizational learning, and change management in different sectors was explored, assessing the extent to which organizations have adopted foresight and the barriers they encounter. This review provided valuable context for the research and contributed to the development of a shared understanding of the current state of foresight practice.

## Stakeholder Identification

An essential step in the process was identifying the stakeholders responsible for driving foresight efforts. This was done through the initial literature review, which highlighted recurring roles and positions associated with foresight responsibility across sectors, as well as through the stakeholder influence mapping exercise, which visually outlined key actors and their influence within organizational systems. By analyzing patterns in published research and mapping stakeholders based on authority, influence, and proximity to decision-making, the research uncovered who typically holds the authority to take responsibility for foresight practices within organizations. This process also provided insight into the role these stakeholders play in fostering foresight readiness. (See Appendix C).

## Research Proposal

This phase began by consolidating the insights and key findings gathered during the problem discovery stage. After reviewing and synthesizing stakeholder input, existing practices, and sector-specific contexts, the team identified critical themes and gaps. This synthesis enabled the team to reframe the initial problem statement into a series of targeted research questions. These questions provided clarity and structure, guiding the next steps of the investigation into foresight readiness and the barriers organizations face when adopting foresight practices across different sectors.

# Phase 2: Understanding Current State

## Stakeholder Outreach

Outreach to key stakeholders across sectors was conducted to gather firsthand insights into the current state of foresight in their organizations. Potential participants were identified based on their expertise as foresight practitioners, with experience either working within organizations or in consulting roles across sectors. These individuals were selected for their

ability to speak to the readiness of organizations to engage in foresight activities. Outreach was conducted via direct email and LinkedIn messages, inviting them to participate in semi-structured interviews focused on their experiences, observations, and insights related to foresight adoption and integration. This engagement helped establish participants' perspectives on their clients' level of understanding, commitment, and readiness for foresight practices.

## Literature Review

Building on the earlier phase, a second, more focused literature review was undertaken to examine existing frameworks, tools, and research addressing corporate foresight barriers and enablers. This phase of the review also introduced the concept of futures literacy and explored its relationship to foresight readiness, adding a critical dimension to understanding organizational capacity. Additionally, the literature review was used to further analyze and compare existing foresight maturity models, which helped to situate our findings within established frameworks. This review deepened our understanding of the obstacles organizations face in implementing foresight and provided additional context for the interviews and surveys.

## Interviews

Interviews were conducted with foresight practitioners, including professionals with direct experience in applying foresight methodologies within organizations. The aim was to gather expert insights into the challenges, successes, and strategies these practitioners have encountered when integrating foresight into organizational strategies. These interviews provided valuable data on the practical aspects of foresight, including the enablers and barriers to its adoption. Insights from these experts helped illustrate common pitfalls, lessons learned, and successful strategies that could be applied across organizations and sectors.

Although interviews with foresight practitioners were successfully collected, attempts to gather interviews from end-users – leaders within organizations – were unsuccessful. End-users were defined individuals who had been part of foresight projects as clients and had no prior formal experience in foresight practice. The intent was to discuss their experience with foresight, barriers they faced within the project and how they managed its uptake and integration into their organization (see Appendix A for Interview Questions). Despite outreach efforts, no participants from this group were secured. This lack of participation may have been influenced by concerns over the sensitivity of the information, as end-users might have been reluctant to share organizational details that could expose challenges or shortcomings in their organizational situation or foresight practices. As a result, the research did not capture the perspectives of the broader group of organizational leaders as originally intended.

## Surveys

Surveys were distributed to a broader audience of foresight practitioners, to collect additional insights on strategic foresight literacy, organizational capacity, and foresight readiness. One informal speculation for the low response rate is that foresight practitioners, many of whom work independently or in consulting roles, may experience survey fatigue or may have found the topic too adjacent to their core work to prioritize participation. Additionally, some may have been reluctant to assess or critique the readiness of their client organizations in a documented format. While the surveys aimed to capture a wider range of perspectives, the resulting data was insufficient in quantity and depth to provide meaningful analysis. This lack of significant data meant that the survey responses were ultimately not used in the final analysis.

# Phase 3: Defining Key Insights

## Analysis and Mapping

In this phase, affinity mapping was used as the primary method to analyze collected data from interviews with foresight practitioners. Often applied in thematic analysis and human-centered design, affinity mapping is a qualitative sensemaking tool that helps researchers visually organize and interpret unstructured data. The research team began coding responses to surface key concepts and ideas, which were then clustered into related groups. This visual organization supported the identification of relationships and emergent patterns from interviews.  Through several rounds of reflection, regrouping, and discussion, themes were tested against the original data to ensure consistency and relevance. This back-and-forth process allowed the research team to refine categories and better understand the underlying dynamics influencing foresight readiness. This process surfaced recurring themes such as organizational challenges, enablers of foresight adoption, and key barriers (See Appendix B). This process helped distill the complex data into actionable insights, facilitating a deeper understanding of the readiness and practical challenges of implementing foresight within organizations.

## Key Findings and Discussion

The final analysis focused on synthesizing key findings related to readiness, identifying both barriers to foresight adoption and enablers that could facilitate its integration within organizations. These findings provided the foundation for proposing solutions to increase foresight readiness. Due to interview participants, the research focuses more on the role of the practitioner.

# 03. Discovering Foresight Readiness

# Analysis of Existing Futures Frameworks

Foresight readiness, which involves the ability to anticipate, prepare for, and shape future developments, is increasingly recognized as a critical component of organizational success (Schwarz et al., 2019; Teece, 2007). There has already been a strong effort to create frameworks which effectively assess foresight and/or futures thinking readiness within organizations. This research aims to both build upon and fill the gaps of the existing models.

## Summary of Futures Frameworks

### Foresight Maturity Model (FMM)

The FMM is a developmental model designed to measure and enhance organizational foresight practices (Grim, 2009). It outlines six key disciplines: leadership, framing, scanning, forecasting, visioning, and planning (Grim, 2009). Organizations are assessed across five maturity levels, Ad hoc, Aware, Capable, Mature, and World-Class, indicating their proficiency in foresight activities (Grim, 2009). The FMM serves as a roadmap for organizations to systematically develop their foresight capabilities (Grim, 2009).

### Organizational Capacity Model for Futures Thinking

This model maps an organization's progression toward foresight capability along four stages: sporadic/isolated foresight activities, structured use of foresight, integration through organizational policy, and institutionalization of foresight (Schreiber & Berge, 2019). It emphasizes fostering team-centric processes, embedding foresight in organizational policy, and achieving adaptability and sustainability in the face of rapid change (Schreiber & Berge, 2019).

### Policy Horizons Canada Competencies Framework

This competencies framework focuses on individual and team-level foresight skills in the public sector, distinguishing between foresight producers (active in research and scenario building) and foresight users (those who apply foresight insights) (Policy Horizons, 2024). It outlines ten critical competencies, including futures thinking, systems thinking, storytelling, and facilitation, across four proficiency levels: Novice, Apprentice, Practitioner, and Expert (Policy Horizons, 2024). It aims to build a culture of learning and adaptability, primarily within government contexts (Policy Horizons, 2024).

### 7 Steps Toward Becoming a Future-Ready Organization

Developed by the Institute for the Future (IFTF), this framework provides a roadmap for organizations to build strategic foresight capacity (Falcon & Hamamoto, 2023). It emphasizes three essential capacities: detecting changes on the horizon, responding by analyzing strategic implications, and adapting to thrive in future environments (Falcon & Hamamoto, 2023). The framework outlines seven steps to achieve future readiness,

encouraging organizations to shift from reactive to proactive approaches in anticipating and shaping their futures (Falcon & Hamamoto, 2023).

## Analysis of Similarities

The four frameworks share several key similarities, reflecting their emphasis on developmental progression, collaboration, competencies, institutionalization, and practical guidance. Some of these similarities provide insights into how practitioners can understand readiness and enable an organization to be successful in their foresight endeavours.

All the frameworks use a staged or developmental approach to assess and enhance foresight capabilities, allowing organizations to move from foundational to advanced levels. For instance, the Foresight Maturity Model (FMM) progresses through five levels of maturity, from Ad hoc to World-Class, while the Organizational Capability Model for Futures Thinking defines four stages, culminating in the institutionalization of foresight practices (Grim, 2009). Similarly, the Policy Horizons Canada Competencies Framework outlines four proficiency levels – Novice, Apprentice, Practitioner, and Expert – designed to foster continuous individual and organizational growth (Policy Horizons, 2024). The 7 Steps Toward Becoming a Future-Ready Organization framework emphasizes a progressive journey through seven steps, transitioning organizations from reactive to proactive approaches to strategic foresight (Falcon & Hamamoto, 2023). This staged approach serves as a valuable starting place to understand where an organization is positioned before beginning foresight work with them.

Collaboration is another key similarity across the frameworks. The Organizational Capability Model highlights the importance of interdisciplinary teams and shared decision-making as vital to successful foresight practices (Schreiber & Berge, 2019). The Policy Horizons Canada Competencies Framework underscores the need for facilitation and collaboration skills to foster effective teamwork and align diverse perspectives (Policy Horizons, 2024). In a similar vein, the FMM incorporates leadership practices that encourage the creation of a collaborative foresight culture (Grim, 2009), while the 7 Steps Framework emphasizes leveraging diverse perspectives to detect, analyze, and adapt to future signals (Falcon & Hamamoto, 2023). Understanding the current state of cross-organization collaboration will act as another key indicator of readiness to an incoming practitioner.

The frameworks also share a focus on competency-based assessment, emphasizing specific skills, practices, and behaviours necessary for foresight. The FMM identifies six key disciplines, such as scanning, visioning, and planning (Grim, 2009), while the Policy Horizons Canada Competencies Framework outlines ten essential competencies, including futures thinking, storytelling, and systems thinking (Policy Horizons, 2024). The Organizational Capability Model integrates structured foresight skills at various stages (Schreiber & Berge, 2019), while the 7 Steps Framework promotes developing foresight capacity through detecting change, analyzing implications, and adapting strategically (Falcon & Hamamoto, 2023). These core competencies make up yet another component

of how a practitioner can understand readiness within the organization and assess where they may have to build out skill sets.

The institutionalization of foresight practices is a hallmark of maturity in all the frameworks. The FMM defines the World-Class level as organizations that deeply embed foresight into their strategy and processes (Grimm, 2009). The Organizational Capability Model similarly emphasizes embedding foresight into organizational policies and culture to ensure sustainability (Schreiber & Berge, 2019). The 7 Steps Framework also advocates for integrating foresight into strategic processes, highlighting it as essential for long-term adaptability and competitiveness (Falcon & Hamamoto, 2023).

Finally, all four frameworks provide actionable guidance for practitioners and organizations to improve foresight capabilities. The Policy Horizons Canada Competencies Framework offers tailored pathways for growth across different skill levels, especially in the public sector (Policy Horizons, 2024). The FMM provides organizations with a structured roadmap for systematic assessment and improvement (Grimm, 2009). The Organizational Capability Model emphasizes team-centric approaches and structured progression (Schreiber & Berge, 2019), while the 7 Steps Framework outlines clear actions for transitioning organizations to a proactive, future-ready state (Falcon & Hamamoto, 2023).

## Gap Analysis

Despite their robust methodologies, the frameworks exhibit some notable gaps, underscoring the need for a comprehensive organizational readiness assessment tailored specifically to foresight work. One significant gap lies in their limited focus on preconditions for initiating foresight practices. None of the frameworks explicitly address factors such as leadership buy-in, cultural openness to change, and baseline resource availability, which are critical for starting foresight work effectively. Additionally, while the frameworks discuss strategic alignment, they do not delve deeply into how foresight readiness integrates with broader organizational change initiatives or innovation strategies.

Another gap is the lack of concrete tools to measure the impact of foresight on organizational outcomes. Although the FMM includes maturity metrics, the other frameworks do not provide detailed methods for evaluating how foresight practices contribute to long-term success (Grimm, 2009). Furthermore, some frameworks, such as the Policy Horizons Canada Competencies Framework, are tailored to specific sectors, which can limit their applicability to private or non-profit organizations (Policy Horizons, 2024).

The frameworks also fall short in addressing dynamic readiness factors. External elements, such as market volatility, regulatory changes, or societal disruptions, are not deeply explored despite their potential to influence foresight readiness significantly. This gap falls outside the scope of this research and will not be explored in depth, but it is an important factor to consider in active foresight work and future research on this matter.

Lastly, while the frameworks emphasize continuous learning, they lack mechanisms for iterative feedback that would allow organizations to adapt foresight efforts dynamically in response to evolving environments. These gaps highlight the importance of developing a holistic understanding of foresight readiness, ensuring practices can be effectively adopted, integrated, and sustained across diverse contexts.

## Summary

These frameworks provide a strong foundation for understanding and enhancing foresight capabilities. However, they fall short of addressing some of the initial readiness conditions necessary for organizations to effectively adopt and sustain foresight practices. A more complete picture of what readiness is comprised of, that includes organizational culture, leadership commitment, resource availability, and alignment with broader strategies, can fill this gap, providing a comprehensive approach to prepare organizations for the challenges of the future.

## A New Way to Understand Foresight Readiness

As we delve into the critical components of foresight readiness, it is essential to break down the three lenses uncovered in our research and how **learning, change management, and marketing and communications** intersect, fostering a practitioner's ability to drive the adoption and integration of foresight within organizations. In the upcoming sections, we will explore the role of readiness in a successful foresight engagement from practitioners' perspectives and our individual areas of expertise, examining in greater depth how learning, change management, and marketing can be integrated to foster foresight readiness:

> **Learning** is a foundational element for foresight readiness. This section highlights three key dimensions: organizational learning, individual learning, and knowledge management.

> **Change Management** is essential for implementing foresight practices effectively. This section will discuss systemic barriers to change, such as leadership and cultural challenges, and explore models for managing transition, evaluation approaches, and measures of success.

> **Marketing and Communications** are key to leveraging foresight, focusing on strategic alignment and stakeholder engagement. This section will address how practitioners might communicate and integrate foresight insights into marketing strategies and business models.

These sections collectively provide a roadmap for practitioners to enhance readiness, ensuring that foresight becomes an integral part of organizational strategy, a process that requires a comprehensive approach to implementation and assessment.

# 04. Learning

Organizational learning and corporate foresight share a common goal: enabling organizations to anticipate and adapt to change. Foresight literature consistently emphasizes that effective foresight requires strong organizational learning capabilities. Organizational learning provides the mechanisms—processes, capabilities, and mindsets—through which foresight insights are internalized, retained, and applied (Rohrbeck, 2011). Learning is a key enabler of foresight readiness, providing organizations with the ability to recognize weak signals, challenge existing assumptions, and develop strategic adaptability. Without structured learning processes, foresight efforts remain isolated exercises rather than integral components of decision-making. For foresight practitioners, it is important to view learning as a foundational enabler of foresight readiness, one which can be supported intentionally through the design of engagements that build client capacity and lay the groundwork for long-term integration. This section explores how different forms of learning—organizational, individual, and knowledge management—directly enhance an organization's ability to anticipate and act on emerging trends. Rene Rohrbeck and Jan Oliver Schwarz, recognized experts in corporate foresight, have extensively researched its integration and adoption within organizations. Their work suggests that a firm's dynamic capabilities, its ability to sense and seize opportunities and transform resources, are essential for foresight readiness (Rohrbeck & Schwarz, 2013).

In this context, learning goes beyond knowledge accumulation and retrospective analysis; it is a continuous, dynamic process of acquiring, sharing, and applying knowledge to prepare for multiple future possibilities (Schwarz et al., 2019). This section explores the role of learning as a foundational component of foresight readiness, emphasizing the interplay between organizational, individual, and knowledge-management dimensions. It examines the key theoretical frameworks, barriers to developing learning-oriented cultures, practical approaches for embedding anticipatory thinking, and strategies for evaluating and enhancing an organization's capacity for anticipatory learning.

## Defining Learning in the Context of Foresight Readiness

1. **Organizational Learning**: Organizational learning is the ability of an organization to acquire, share, and institutionalize knowledge to enhance its capacity for strategic adaptation (Argyris & Schön, 1978; Senge, 1990). Within foresight readiness, organizational learning enables firms to develop processes that recognize weak signals of change, integrate strategic foresight into decision-making, and drive innovation (Teece, 2007).
2. **Individual Learning:** At the individual level, learning in foresight readiness involves cognitive flexibility, critical thinking, and the ability to engage with uncertainty. Futures literacy, as proposed by Miller (2015), describes an individual's capacity to anticipate multiple futures and integrate these insights into decision-making. Individuals act as both learners and contributors to organizational foresight capacity, requiring structures that support continuous skill development, reflective learning, and scenario-based thinking (Horst & Gladwin, 2024).

3. **Knowledge Management**: Knowledge management is the systematic process of capturing, sharing, and applying insights to enhance foresight capability (Mortensen et al., 2020). Effective knowledge management enables organizations to build on previous foresight exercises, prevent knowledge silos, and ensure long-term learning continuity (Schreiber, 2018). Organizations that embed foresight within knowledge-sharing structures foster higher levels of resilience and strategic agility (Bloemendaal, 2023).

# Theoretical Underpinnings of Foresight Readiness

## Organizational Learning Theory

Organizational learning theory (Argyris & Schön, 1978) posits that organizations learn through processes of single-loop and double-loop learning. Single-loop learning involves detecting and correcting errors while operating within existing frameworks, policies, and assumptions. It focuses on improving efficiency and refining current strategies without questioning the underlying beliefs that shape decision-making. This type of learning is reactive, responding to immediate challenges without altering the broader system. In contrast, double-loop learning goes beyond error correction; it challenges underlying assumptions, mental models, and strategic frameworks. It requires organizations to critically examine whether their current ways of thinking and operating are still relevant, often leading to transformative change. Double-loop learning enables organizations to redefine their strategic direction, fostering innovation and adaptability in uncertain environments (Argyris & Schön, 1978).

Corporate foresight literature aligns closely with double-loop learning, as foresight involves questioning deeply held assumptions about future environments and exploring alternative possibilities (Rohrbeck, 2018). Foresight readiness requires a shift toward double-loop learning, where organizations move beyond incremental adjustments to actively reconsider their paradigms and develop new anticipatory capacities (Peschl, 2023). This shift allows organizations to engage in proactive strategy development, enhance resilience, and build the capability to navigate complex, uncertain futures (Peschl, 2023). By integrating both single-loop and double-loop learning, organizations can balance short-term problem-solving with long-term strategic adaptation. While single-loop learning ensures operational efficiency and responsiveness, double-loop learning fosters deeper transformation and long-term sustainability in an evolving landscape (Peschl, 2023).

Senge's (1990) Learning Organization Model further reinforces the importance of systems thinking in foresight, advocating for organizations to develop a culture of continuous learning, participatory engagement, and long-term visioning. Organizations that apply these principles can better integrate foresight into decision-making processes and maintain competitive advantages in volatile environments (Schwarz et al., 2019).

# Adult Learning Theory

Adult learning theory provides critical insights into how individuals within organizations acquire and apply foresight capabilities. Three key frameworks are particularly relevant:

1. **Experiential Learning (Kolb, 1984)**: Learning occurs through experience, reflection, and experimentation. Foresight exercises such as scenario planning, role-playing, and backcasting align with experiential learning, allowing individuals to actively engage with possible futures.
2. **Transformative Learning (Mezirow, 2000)**: Learning foresight often requires cognitive shifts and reframing assumptions about the future. The transformative learning theory emphasizes the need for individuals to challenge existing worldviews and adopt new perspectives on long-term change (Dufva, 2018).
3. **Self-Directed Learning (Knowles, 1975)**: Futures literacy relies on individuals taking ownership of their learning, engaging in continuous horizon scanning, trend analysis, and sensemaking (Miller, 2015; Flynn, 2024). Organizations that foster self-directed learning encourage employees to cultivate futures thinking as an ongoing competency rather than a one-time training exercise (Horst & Gladwin, 2024).

# Futures Literacy as a Learning Process

For external foresight practitioners, futures literacy offers a pathway to move beyond one-off foresight exercises by enabling the design of interventions that embed dynamic, iterative learning processes into organizational culture. This can be done by introducing tools and practices that encourage reflective exploration of assumptions, scenario co-creation and facilitated dialogue around emerging issues. Rather than treating foresight as a discrete deliverable, practitioners can leverage futures literacy to cultivate the anticipatory capacities of individuals and teams, fostering conditions for continuous sensemaking, strategic adaptability, and long-term value creation. By fostering environments where experimentation, reflection and learning from possible futures are normalized, practitioners help organizations internalize foresight as an ongoing capability rather than a specific one-time activity.

Riel Miller is widely recognized as a leading figure in strategic foresight and futures studies, having significantly contributed to both academic discourse and practical applications of foresight methodologies. As the former Head of Futures Literacy at UNESCO, Miller spearheaded global initiatives that position futures literacy as an essential competency for navigating complexity, change, and uncertainty. Miller's (2015) Futures Literacy Framework, developed under UNESCO, identifies three anticipatory capacities that facilitate learning for foresight readiness:

1. Preparation: Readying for known, contingent futures through forecasting and risk assessment.
2. Planning: Shaping the future based on present assumptions and strategic intent.
3. Discovery: Engaging with emergent futures through curiosity, complexity thinking, and sensemaking.

Futures literacy moves beyond traditional foresight exercises, emphasizing that learning should be dynamic, iterative, and embedded into organizational culture (Schreiber, 2018b). The ability to deconstruct, reframe, and reconstruct alternative futures fosters innovation and long-term strategic adaptability (Horst & Gladwin, 2024).

Organizational learning, futures literacy, and knowledge management collectively form the foundation for foresight readiness. While traditional learning models prioritize past experiences and best practices, foresight learning necessitates an anticipatory approach that enables organizations to prepare for and shape future developments (Peschl, 2024). This section examines how these three dimensions contribute to foresight readiness and the challenges organizations face in embedding these capabilities.

## Shifting from Retrospective to Anticipatory Learning

Organizational learning has historically been rooted in retrospective analysis, wherein knowledge acquisition and application are primarily derived from past experiences. This model of learning is useful in stable environments but proves inadequate in volatile, uncertain, complex, and ambiguous (VUCA) conditions (Schreiber, 2018; Teece, 2007). Organizations require learning mechanisms that extend beyond historical precedent and embrace futures literacy as a core competency. For practitioners, fostering readiness goes beyond securing leadership buy-in or resources—co-creating learning pathways with clients, introducing low-stakes experimentation as a way to explore uncertainty, embedding reflective prompts into strategic processes, and helping teams reframe failure as a learning input.

Futures adult learning literacy emphasizes that foresight is best developed through cycles of exploration, experimentation, and reflection (Flynn, 2024). Unlike traditional learning models that prioritize static knowledge transfer, foresight readiness requires dynamic and participatory engagement with complex systems (Flynn, 2024). In interviews with practitioners, it was suggested that learning foresight concepts is often an iterative process, requiring structured opportunities for employees to question assumptions, synthesize emerging trends, and experiment with new decision-making models. One participant noted that success in foresight learning is often demonstrated through subtle but meaningful shifts in language and framing within an organization's work products. The most effective organizations embed futures literacy by fostering a learning culture that prioritizes adaptability over rigid expertise (Flynn, 2024). These shifts signal that individuals are beginning to think differently about the future and integrate anticipatory perspectives into their decision-making.

The concept of anticipatory action learning (Inayatullah & Milojević, 2021) builds on this by emphasizing the role of leadership in creating environments where foresight is actionable and directly tied to strategic outcomes. For practitioners (external and internal), seeing the practice as a space for learning and therefore considering a learning environment can break down barriers to clients and help break away from abstract foresight methods by

building a space for generative thinking and learning that can apply to concrete organizational dilemmas. This approach integrates foresight into daily decision-making processes, ensuring that learning is not just theoretical but also immediately applicable. Organizations that adopt anticipatory action learning improve their ability to simultaneously address present challenges and prepare for future uncertainties.

## Building Foresight Readiness Through Knowledge Management

Effective foresight requires robust knowledge management frameworks that support the collection, distribution, and application of foresight insights. Schwarz et al. (2019) emphasize that organizations must transition from static knowledge storage to dynamic knowledge flows that continuously adapt to emerging trends. External foresight practitioners can support this shift by modeling cross-functional learning in engagements, guiding the development of foresight knowledge-sharing practices, and encouraging clients to embed anticipatory thinking into existing strategic processes. Key barriers include hierarchical decision-making, siloed operations, and resistance to speculative insights. As external practitioners are often brought in for time-limited engagements, their role may not be focused on embedding foresight directly into ongoing strategic routines, but to model these practices, equip internal champions, and provide tools and help build skills- that organizations can adopt. As Schwarz et al. (2019) note, it is crucial that foresight activities are tied to organizational strategy and goals; without that alignment, even well-executed foresight initiatives risk being sidelined.

Interviews with practitioners indicate that organizations with formalized foresight roles and structures are better positioned to sustain knowledge sharing and long-term learning continuity. Internal foresight roles differ from consulting approaches by focusing on integration and building internal capacity rather than simply producing reports. The challenge lies in ensuring that foresight is not treated as an isolated process but embedded into broader strategic planning. Without clear mechanisms for embedding foresight insights into decision-making, organizations risk losing valuable learning. Furthermore, interviewees noted that many organizations assume they need foresight without a clear understanding of its strategic function, which can hinder meaningful application and integration into existing knowledge systems. Interviewees emphasized that organizational learning for foresight readiness is often constrained by operational pressures. Some organizations operate in 'survival mode,' where short-term priorities overshadow the need for long-term anticipatory thinking. In such contexts, fostering foresight learning requires aligning foresight goals with immediate business needs to ensure relevance and buy-in. Furthermore, knowledge transfer is critical—not only within the organization but also between foresight practitioners and their clients.

While these activities may extend beyond the immediate scope of a typical contract, external consultants can begin by embedding small-scale capacity-building elements into their existing deliverables—such as collaboratively creating templates, offering train-the-trainer sessions, or structuring workshops to include reflective components that model

internal adoption. They can also advocate for phased or follow-up engagements, or design clear handover strategies that equip internal teams to carry the work forward.

## Psychological Safety

Psychological safety plays a crucial role in fostering foresight learning. Edmondson (1999) defines psychological safety as an environment where individuals feel comfortable expressing ideas, challenging assumptions, and engaging in exploratory discussions without fear of negative repercussions. Organizations that lack psychological safety often stifle foresight efforts due to a fear of failure or skepticism toward speculative thinking (Burke, 2021). For foresight practitioners aiming to embed long-term learning, fostering psychological safety is not peripheral—it's foundational.

Practitioner interviews suggest that while some individuals naturally embrace foresight thinking due to cognitive predisposition, others struggle with uncertainty and require iterative exposure to futures methods. Organizations must create safe spaces for employees to engage in speculative thinking without fear of failure. Psychological safety plays a crucial role in fostering openness to foresight, allowing individuals to challenge assumptions and integrate new perspectives without organizational resistance (Burke, 2021). In organizations where psychological safety is low, foresight efforts may be stifled by fear of failure or skepticism toward uncertain outcomes (Burke, 2021). Practitioners serve as both facilitators and educators, bridging the gap between foresight theory and organizational application. They introduce structured methodologies such as horizon scanning, backcasting, and scenario planning while fostering a culture that supports continuous learning. Importantly, practitioners may act as change agents—helping organizations institutionalize foresight practices rather than treating them as one-time strategic exercises. Interviews suggest that organizations with designated foresight roles are more successful in embedding futures thinking into everyday decision-making, ensuring that foresight insights influence both long-term strategy and immediate operational priorities.

Creating a culture of psychological safety involves promoting open discussions, integrating foresight training into leadership development, and rewarding adaptive learning behaviors (Burke, 2021). While organizations are key enablers of psychological safety, external practitioners play a critical role in advocating for and designing structured opportunities that support individuals and teams in developing resilience and navigating uncertainty.  Employees should be encouraged to experiment with foresight methodologies such as scenario planning and causal layered analysis without fear of immediate performance evaluation. While external foresight practitioners cannot directly shape organizational performance systems, they can help foster a psychologically safe environment by modeling exploratory thinking during engagements, emphasizing the value of learning through experimentation, and explicitly normalizing uncertainty and iteration as essential aspects of foresight work. Additionally, practitioners can work with leadership to surface potential cultural or structural barriers to anticipatory learning and co-develop

strategies such as a pilot project, that allow employees to apply foresight methods without immediate performance pressure.

## The Practitioner as Teacher

Foresight practitioners play a dual role as strategic facilitators and educators. Their responsibilities extend beyond conducting foresight exercises to fostering a learning culture where futures literacy is continuously developed. Flynn (2024) emphasizes that foresight practitioners must introduce structured methodologies—such as horizon scanning and backcasting—while also cultivating an organizational mindset that embraces complexity and uncertainty.

## Learning Summary

Integrating foresight learning into organizational culture requires more than isolated initiatives; it necessitates systemic changes in how learning, decision-making, and knowledge management are structured. Readiness is closely tied to an organization's culture and its approach to collective learning. Organizations that challenge assumptions about the future, create space for employees to explore emerging trends, and embed foresight into strategic planning are better positioned to adopt foresight thinking. The findings from interviews suggest that integrating foresight learning requires a shift in both individual mindsets and organizational structures. Practitioners must take on the role of facilitators and educators, ensuring that foresight is not just an intellectual exercise but a lived process within organizations. Integrating foresight learning into organizational culture requires more than isolated initiatives; it necessitates systemic changes in how learning, decision-making, and knowledge management are structured. For foresight practitioners, this means approaching their work through a dual lens of learning and teaching—recognizing that their role is not simply to deliver tools or insights, but to foster the conditions for others to internalize, question, and build upon them over time. Practitioners can support foresight readiness by embedding opportunities for reflection, experimentation, and sensemaking into their engagements—treating every workshop, conversation, or scenario as a potential moment for learning. This involves guiding individuals and teams to think critically, revisit assumptions, and apply foresight methods in ways that are meaningful to their evolving contexts.

Importantly, foresight learning is not a quick or linear process—it unfolds iteratively and often subtly, through shifts in how people ask questions, interpret information, and imagine possibilities. Practitioners who adopt a teaching mindset help organizations recognize these shifts and build capacity over time, not by pushing content, but by enabling others to engage actively with uncertainty. In doing so, they move foresight from being an external intervention to becoming a shared, internal practice. Ultimately, readiness is not just about knowledge acquisition—it is about cultivating a culture where learning itself becomes anticipatory, adaptive, and deeply embedded in how the organization navigates the future.

# 05. Change Management

Effective change management is crucial for organizations looking to implement foresight practices and enhance their strategic planning capabilities. Understanding an organization's readiness for foresight is a critical first step in this process. This section explores the various aspects of change management related to foresight implementation, including barriers to change, models for managing the transition, evaluation approaches, and measures of success.

## Systemic Barriers to Organizational Change

Systemic barriers to organizational change manifest in leadership, organizational culture, structures, and communication, and hinder its successful implementation.

One of the primary barriers to organizational change is the lack of a clear and shared vision from leadership. Errida and Lotfi (2021) conducted a robust study beginning with a review of 37 organizational change management models followed by action research with an organization going through several organizational changes over a span of two years. The organization's change initiatives demonstrated both successes and failures in change management, providing a comparative analysis of success and failure factors. (Errida & Lotfi, 2021). Successfully implemented changes involved leveraging change models to create a structured approach to managing change, ensuring clarity in vision and steps to execution. Errida & Lotfi (2021) identify a "clear and shared change vision and strategy" as a critical success factor for change management. Failure to implement change was due to inadequate preparation for cultural shifts and insufficient communication about the benefits of change. When leadership fails to articulate a compelling vision or communicate effectively, it can lead to employee confusion and resistance (Errida & Lotfi, 2021). Furthermore, Hussain et al. (2018) emphasize the crucial role of leadership in motivating change and creating a vision by breaking down existing mindsets and behaviors that resist change and communicating why change is necessary. Often, these shared mental models prioritizing short-term financial returns over long-term preparedness create resistance to transformational investments (Gorelik, 2024). In a 2022 survey of 2,000 senior executives, 90% of leaders recognized the need for data-driven strategies, but only 30% translated foresight insights into actionable plans (Economist Impact, 2022). In their 2018 longitudinal study, combining maturity assessments with performance metrics, Rohrbeck and Kum also highlighted this significant disconnection between strategic vision and operational execution, reducing the efficacy of organizational change by 44%.

Organizational culture plays a significant role in either facilitating or impeding change. Prosci, a consulting firm widely regarded as an authority in change management due to its extensive experience supporting organizations and its comprehensive research, notes that six cultural dimensions impact change management: assertiveness, individualism vs. collectivism, emotional expressiveness, power distance, performance orientation, and uncertainty avoidance (Prosci, 2024b). A culture that is resistant to change or has low change readiness can significantly hinder transformation efforts. Errida & Lotfi (2021) highlight "change readiness and capacity for change" as a critical success factor,

underscoring the importance of preparing the organization for change. Interestingly, Prosci (2024b) found that mid-level managers were the most resistant group to change, followed by front-line employees. This resistance from middle management can create a significant barrier to change implementation, as they play a crucial role in translating high-level strategies into operational realities.

Organizational structures that are overly rigid or compartmentalized can impede change efforts. Sarpong et al. (2013) identify "over-compartmentalization" as a practice that can stifle diverse perspectives, and the creative thinking needed for organizational foresight and change. Similarly, as highlighted by both the Future-Ready Business Benchmark by Economist Impact (2022) and academic research by Sarpong et al. (2013), over-reliance on formal rationality in business decision-making can indeed suppress imaginative foresight. According to the Future-Ready Business Benchmark, 46% of firms lack the necessary talent for systemic thinking, which is crucial for anticipating and adapting to future challenges (Economist Impact, 2022). Furthermore, based on data from a survey of U.S. federal agencies, the median organization dedicates less than 5% of its budget to foresight capability development (Falcon & Hamamoto, n.d.).

Organizations often underestimate the resources required for successful change implementation. Bain & Company (n.d.) includes "capacity" as one of the nine elements of "changeability," highlighting the importance of having sufficient resources to increase the rate of change. Errida & Lotfi (2021) identify "reinforcement and sustainment of change" as a critical success factor. Organizations risk reverting to old practices without proper mechanisms to reinforce and sustain change efforts. Torrance (2024) supports this, noting that planning for reinforcement activities significantly increases the chances of project success. Inadequate allocation of resources can lead to change initiatives stalling or failing.

Ineffective communication and employee engagement are major systemic barriers to change. Prosci (2024b) identifies communication strategies as a key area for assessing change readiness. Without transparent and effective communication, employees may feel uninformed or excluded from the change process, leading to resistance. Additionally, Errida and Lotfi (2021) emphasize the importance of stakeholder engagement and effective communication as critical success factors for change management. Failing to involve employees in the change process or provide adequate training and development opportunities can create significant barriers. Torrance (2024) notes that employee involvement, training, and development are crucial for improving employee engagement during change. Without these elements, organizations may face increased resistance and lower morale.

In interviews, foresight practitioners made it clear that organizations often encounter significant challenges and resistance when implementing foresight practices. Resistance may stem from unclear individual benefits or perceived risks associated with foresight initiatives. The insights generated through foresight activities may challenge existing power

structures within the organization, potentially leading to fear of destabilization among certain stakeholders. Organizations may struggle to maintain interest and momentum in foresight initiatives beyond the initial phases of curiosity or crisis-driven engagement. Lastly, and likely the most common hurdle, is the persistent pressure for immediate answers and short-term results, which can conflict with the long-term perspective inherent in foresight practices.

Understanding existing change management models and foresight evaluation approaches can help us begin examining how organizations may overcome systemic barriers to change.

## Change Management Models

Change management frameworks, such as Lewin's model (Hussain et al., 2018), Kotter's Model, or the ADKAR model (Prosci, 2024a), provide a structured approach to assessing an organization's readiness for change, and are a crucial component of foresight readiness. This suggests the importance of Foresight practitioners becoming familiar with these models and evaluating the extent to which the conditions outlined in each framework are present when assessing an organization's preparedness for foresight practices. Additionally, practitioners may consider integrating change management models directly into their foresight methodology to enhance their ability to navigate organizational transitions effectively.

Kurt Lewin's three-step model of organizational change—unfreezing, changing, and refreezing—has been widely applied in various organizational settings to facilitate effective change management and provides a valuable framework for understanding and implementing change processes in organizations (Hussain et al., 2018).

While not specifically a measurement tool, Kotter's 8-Step Model provides a structure for assessing an organization's readiness and progress through change (Prosci, 2024a). The model includes creating urgency, building a guiding coalition, and forming a strategic vision (Prosci, 2024a). Although it offers a clear, linear structure with a strong focus on leadership, its limitations include its time-consuming nature and potential to alienate lower-level staff (Prosci, 2024a).

The ADKAR Model, developed by Prosci, offers a people-centered approach to change readiness assessment. Prosci's approach emphasizes assessing multiple components of change readiness: Organizational readiness (infrastructure, resources, sponsorship), open attitudes toward change, and Individual readiness (Prosci, 2024b). The assessment process typically involves evaluating leadership styles, organizational culture, change capacity, employee readiness, people managers' predispositions, and communication strategies (Prosci, 2024b).

Bain & Company developed a measurement tool that evaluates change readiness by assessing performance across nine elements of "changeability." This tool generates scores grouped into three categories: Leading Change, Organizing for Change, and Teaming for Change. The correlation between high change power, improved financial performance, and employee engagement supports this tool's effectiveness (Bain & Company, n.d.).

However, traditional change models may have limitations in fast-paced environments (Prosci, 2024a), highlighting the need for more flexible approaches in foresight-ready organizations.

## Foresight Readiness Evaluation Approaches

One prominent approach to measuring foresight adoption is using maturity models. Grimm (2009) proposed the Foresight Maturity Model (FMM), which adapts the Capability Maturity Model (CMM) used in software development to the context of organizational foresight. The FMM evaluates foresight practices across six key disciplines: leadership, framing, scanning, forecasting, visioning, and planning. Each discipline is assessed on a five-level maturity scale, ranging from ad hoc (level 1) to world-class (level 5). The FMM provides a structured framework for organizations to assess their current foresight capabilities and identify areas for improvement. By focusing on specific practices within each discipline, the model offers a granular view of an organization's foresight maturity, allowing for targeted interventions and development.

Falcon and Hamamoto (n.d.) propose a framework for assessing an organization's future readiness based on three essential capacities: detecting changes on the horizon that may pose threats or opportunities, responding by analyzing the strategic implications of future changes and adapting to thrive in the future environment. This framework suggests that measuring foresight success should involve evaluating an organization's ability to anticipate, analyze, and adapt to future scenarios (Falcon and Hamamoto, n.d.).

In interviews conducted with foresight practitioners, organizational foresight readiness is primarily underpinned by several critical pillars: leadership, culture, and organizational mindset. Organizations that excel in foresight practice typically demonstrate strong leadership buy-in and have internal champions who promote foresight initiatives. These organizations cultivate a culture that places a high value on curiosity, encourages the questioning of uncertainties, reconstructs existing worldviews, and views failures as learning opportunities. Furthermore, these organizations prioritize the creation of a collaborative atmosphere that ensures psychological safety, allowing team members to express ideas and concerns freely without fear of negative consequences. Organizational mindsets in foresight-ready organizations are keenly aware of the importance of understanding and adapting to the ever-evolving external environment. They place a strong emphasis on cultivating future consciousness not only among leadership but also throughout the broader organizational structure. Moreover, these organizations are willing to embrace change beyond short-term return on investment considerations. They are

committed to aligning foresight practices with their broader objectives and strategies, ensuring that future-oriented thinking is integrated into all decision-making processes.

## Key Factors Shared

As demonstrated, assessing organizational foresight readiness encompasses multiple interconnected factors contributing to an organization's ability to anticipate, prepare for, and adapt to future challenges. The following are key factors for managing change and assessing foresight readiness.

| "Change Readiness" Key Factors | "Foresight Readiness" Key Factors |
|---|---|
| **Culture**<br>Prosci (2024b) outlines six cultural dimensions that significantly impact change management and, by extension, change readiness: assertiveness, individualism vs. collectivism, emotional expressiveness, power distance, performance orientation, and uncertainty avoidance.<br><br>The existing culture can either facilitate or hinder employee involvement, which is critical for activity in overcoming resistance to change and ensuring implementation (Hussain et al., 2018). | **Culture**<br>Sarpong et al. (2013) emphasize the importance of examining micro-level practices and organizational culture when evaluating foresight capabilities. They note that rigid role definitions and separation of team members based on expertise and emphasizing formal knowledge and rationality at the expense of imagination can stifle diverse perspectives and the creative thinking needed for foresight (Sarpong et al., 2013). |
| **Leadership and Shared Vision**<br>Developing a clear and shared change vision is crucial for organizational foresight (Errida & Lotfi, 2021).<br><br>Kotter's & Lewin's approaches to motivate & initiate transformation emphasize a vision-centric approach with a strong focus on leadership (Prosci, 2024a; Hussain et al., 2018).<br><br>Transformational leadership is particularly effective in driving organizational change by coordinating with employees, sharing knowledge, and involving them in decision-making (Hussain et al., 2018).<br><br>Torrence (2024) suggests assessing leadership styles and identifying key | **Leadership and Shared Vision**<br>Sarpong et al. (2013) emphasize the importance of assessing shared values and beliefs among team members in determining an organization's alignment in exploring future possibilities. |

| | |
|---|---|
| sponsors as essential to evaluating change readiness. | |
| **Employee Engagement** Torrance (2024) and Hussain et al. (2018) emphasize critical employee involvement to overcome resistance to change and ensure successful implementation. | **Employee Engagement** When evaluating foresight capabilities, it is important to examine regular employees' micro-level practices and activities, not just top management (Sarpong et al., 2013). |
| **Communication and Training** Transparent communication and training are crucial for maintaining engagement during change management (Torrance, 2024).<br><br>Knowledge sharing at individual, group, and organizational levels facilitates change (Hussain et al., 2018). | **Communication and Training** Sarpong et al. (2013) note that organizations should also evaluate how they balance rational analysis with imagination and alternative ways of knowing in their decision-making processes.<br><br>Gorelik (2024) suggests that cultivating foresight among employees can enhance an organization's readiness for change. Assessing an organization's capabilities in systems thinking, scenario building, and learning agility can provide insights into its readiness for future changes. |

## Measuring Foresight Success

Sarpong et al. (2013) emphasize the role of everyday practices in facilitating or constraining foresightful actions within organizations. By focusing on how everyday practices can enable or impede foresightful actions, their research provides practical insights for organizations seeking to enhance their strategic foresight capabilities.

Rohrbeck and Kum (2018) conducted a longitudinal study examining the relationship between corporate foresight practices and firm performance. Their research demonstrated that organizations with mature foresight capabilities consistently outperformed their peers in profitability and market capitalization, achieving up to 200% valuation growth over seven years. Conversely, neglecting foresight capabilities can result in profitability discounts of up to 44% and significant losses in market capitalization (Rohrbeck and Kim, 2018). This study highlights the potential of using financial metrics to indicate successful foresight adoption. The authors argue that firms with mature foresight capabilities are better positioned to navigate uncertainties and secure competitive advantages in fast-changing markets.

Another approach to measuring foresight success is through the concept of "future preparedness." Rohrbeck and Kum (2018) define this as an organization's ability to interpret external changes and align its strategic priorities, accordingly, bridging the gap between environmental demands and internal capabilities. This perspective suggests that

successful foresight adoption can be measured by evaluating an organization's agility and responsiveness to emerging trends and market shifts. Organizations that effectively integrate foresight insights into their R&D and innovation strategies tend to outperform competitors regarding adaptability and financial metrics.

In interviews conducted with foresight practitioners, measuring the impact of foresight initiatives presents a complex challenge as it combines qualitative and quantitative approaches. Through first-hand experiences, conducting foresight engagements with not-for-profit, public, and private organizations, practitioners noted that evaluating qualitative measures provides valuable insights into the psychological and cultural shifts resulting from foresight initiatives. Measurement may include assessing the level of preparedness individuals feel before and after participating in foresight activities, determining whether the resulting strategy aligns with the organization's goals and values, and gauging the extent of engagement and dissemination of foresight insights throughout the organization. As a foresight practitioner, evaluating quantitative measures provides tangible evidence of the foresight initiative's effectiveness. If given access to internal organizational data, foresight practitioners can track and evaluate the following metrics: integration of foresight language in strategy documents, readership of foresight reports, and the spread of foresight practices across various departments within the organization. However, evaluating avoided futures or unmade decisions remains difficult for practitioners, specifically those who are external to the organization and may not have access to internal data. The impact of preventive measures is often intangible due to the lack of concrete data on future outcomes, further complicating the assessment process. To address the challenges of measuring the impact of foresight, practitioners can create recognition systems, mapping how foresight insights have altered risk assessment, resource allocation, and innovation criteria.

## Change Management Summary

Assessing organizational foresight readiness is a multifaceted process that demands a holistic approach. The findings suggest several actionable recommendations for foresight practitioners, but due to the critical need for organizational data for assessment, assessing foresight readiness from a change management lens may be more successful for practitioners who are internal to the organization. Addressing systemic barriers requires fostering leadership commitment, cultivating adaptive organizational cultures, and ensuring adequate resource allocation. Integrating change management models into foresight methodologies can enhance readiness assessments and facilitate smoother transitions. Employing maturity models and future preparedness frameworks provides valuable tools for evaluating current capabilities and identifying areas for improvement. Finally, developing robust mechanisms for measuring foresight success—both qualitatively and quantitatively—can help demonstrate its value to stakeholders while guiding continuous improvement efforts. As the field evolves, so will the methodologies for evaluating this critical aspect of organizational strategy.

However, the effectiveness of assessing organizational readiness for foresight through change management also relies on the effectiveness of the communication and strategic positioning of foresight as a valuable practice. Foresight practitioners must consider how they might align foresight with the organization's strategic priorities, highlighting the importance of understanding and assessing foresight readiness through a marketing and communication lens.

# 06. Marketing and Communications

Thus far, this paper has examined organizational foresight readiness in terms of what the practitioner can do within an organization to enable a successful foresight engagement. This section shifts focus to explore how practitioners themselves can take ownership of how they communicate and market foresight to organizations, a process that may significantly influence how well foresight is understood and adopted internally. The manner in which foresight is positioned, framed, and adapted to align with an organization's specific needs and strategic goals may impact its effectiveness. This section will examine key factors in communicating foresight, including constructing a compelling value proposition, aligning foresight with organizational needs, refining communication strategies over time, and embedding foresight activities into the organizational business model.

While the subject matter of this section can be applied across business sectors (public, private, nonprofit) it is important to note that marketing and communications methods will always have to be effectively tailored to their audience in order to yield the best result. Some tactics may be more effective in a private sector setting (i.e. connecting foresight to increased ROI), while others may be more universally appreciable to any settling (i.e. using storytelling to build foresight understanding).

## Understanding and Tailoring the Value Proposition for Foresight

To effectively market foresight services, practitioners must develop a value proposition that aligns with an organization's unique challenges and strategic objectives. Research suggests that foresight is most effective when it is contextualized within an organization's existing priorities, such as managing risks, fostering resilience, and enhancing strategic adaptability (Osterwalder et al., 2014; Rohrbeck & Schwarz, 2013). This rings true regardless of what sector or industry an organization exists within. Interviews with practitioners indicate that the language used to describe foresight plays a crucial role in shaping perceptions. Rather than emphasizing the term "foresight," which may be unfamiliar to some organizations, practitioners often frame it using more widely understood concepts such as strategic preparedness or resilience – terms that resonate with business leaders focused on long-term success. This is especially effective for any organization which lacks familiarity with foresight as a term or practice.

One practitioner emphasized that organizations engage with foresight for different purposes: foresight as provocation and foresight as strategy. The former involves using foresight to stimulate new ways of thinking about the future, while the latter is a more integrated approach aimed at shaping long-term strategy. Given the diverse needs of organizations, effective marketing of foresight may require tailoring messaging to address specific concerns relevant to the organization and respective industry, whether those involve risk mitigation, innovation, or aligning future trends with business goals (Hines & Gold, 2015). By framing foresight in terms of tangible benefits, practitioners can improve its accessibility and relevance.

Tactics to Apply:

- **Tailor Messaging to Client Segments**: Adjust foresight communication based on the specific needs of different organizational roles (e.g., innovation leaders vs. risk managers). Understanding their priorities enables more effective positioning of foresight's value (Osterwalder et al., 2014).
- **Use Relatable Metaphors and Analogies**: One practitioner suggested likening foresight to checking a weather forecast before a trip can help simplify its purpose, reinforcing its role in preparing organizations for multiple potential futures.

## Positioning Foresight as Addressing Challenges and Creating Opportunities

A key challenge in marketing foresight is that its impact is not always immediately measurable in traditional business terms. Foresight functions as a problem/solution fit, helping organizations anticipate and prepare for uncertainties; however, its value is often realized over an extended time horizon rather than through immediate returns (Osterwalder et al., 2014; Rohrbeck & Schwarz, 2013). This challenge is especially notable in the private sector, where profit drives a large majority of business decisions. Despite this, foresight can contribute to long-term strategic success by enabling organizations to identify emerging opportunities before competitors and proactively manage risks, if properly framed and communicated by the practitioner.

Foresight also addresses organizational pain points, particularly uncertainty, by equipping leaders with tools to navigate ambiguity and make proactive decisions. This benefit is likely to resonate across industries, especially those which face any kind of volatility or uncertainty. Some scholars argue that framing foresight as a resilience-building measure, rather than a predictive tool, can strengthen its value proposition by positioning it as a means of enhancing strategic flexibility (Sharpe et al., 2016). Future research could further examine how different communication strategies influence organizational perceptions of foresight's value.

Tactics to Apply:
- **Highlight Long-term Benefits**: Emphasize how foresight enhances strategic preparedness, risk mitigation, and adaptability. Demonstrating its role in helping organizations manage uncertainty can improve stakeholder buy-in.
- **Align with Strategic Goals**: Show how foresight integrates with an organization's existing strategy and business model, supporting agility, relevance, and/or competitiveness in an evolving market.

## Ensuring Fit Between Foresight and Client Needs

For foresight to be effectively integrated into an organization, its value proposition must align with the organization's strategic needs and context (Osterwalder et al., 2014; Hines & Gold, 2015). While foresight may conceptually align with business challenges, translating

this alignment into tangible outcomes can be complex, particularly given that its benefits are often realized over time, as mentioned above.

Practitioners interviewed for this study emphasized the importance of demonstrating foresight's relevance by linking it to current business priorities, such as innovation, market positioning, or operational resilience. By articulating foresight as an enabler of strategic decision-making, practitioners may improve adoption and ensure that foresight is perceived as a valuable investment. These practices are especially valuable in both the private and nonprofit sectors, where short term gains often outweigh long term vision.

Tactics to Apply:
- **Communicate Foresight in Terms of Organizational Strategy:** Rather than presenting foresight as an isolated discipline, position it as an integral part of the organization's strategic framework. Interviews suggest that aligning foresight with existing decision-making processes can facilitate greater acceptance.
- **Create Business Model Fit:** Given that foresight may not generate immediate financial returns, practitioners can demonstrate its value by illustrating how it complements existing business strategies, from resource allocation to long-term growth planning.

# Embedding Foresight in Business Models

To ensure that foresight is effectively integrated within an organization, practitioners can demonstrate to organizations how foresight can be aligned with the broader business model. Business models provide a structured framework for value creation, delivery, and capture, while foresight supports organizations in adapting these elements to evolving market conditions (Osterwalder et al., 2014). Regardless of what industry an organization sits within, creating a strong business model can deepen the role that foresight plays within an organization, creating a deeply integrated structure rather than siloing foresight into a single department.

Mapping Foresight to Business Model Components:
- **Customer Segments:** Foresight enables organizations to anticipate shifts in customer needs and behaviors, ensuring their business or governance model remains relevant and effective (Rohrbeck & Schwarz, 2013).
- **Value Proposition:** By leveraging foresight, organizations can strengthen their long-term differentiation and competitive positioning (Hines & Gold, 2015). This can apply in the same way to governments as it does to private businesses.
- **Revenue Streams:** Foresight helps identify emerging revenue opportunities and threats, ensuring sustainability in a changing environment market (Bauer & Leker, 2013).
- **Key Resources & Activities:** Foresight ensures that resource allocation aligns with future priorities, enhancing resilience and adaptability (Sharpe et al., 2016).

# Addressing Resistance and Creating Interest Through Storytelling

Despite its strategic importance, foresight often encounters resistance within organizations due to skepticism, short-term thinking, or a perception that it is too abstract. Some common objections mentioned in practitioner interviews include:

**"Foresight is too vague."** Organizations may struggle to see foresight's tangible benefits. Practitioners can counter this by using case studies for public and nonprofit organizations and ROI-driven examples for private sector clients to demonstrate foresight's impact on real-world decision-making and ensuring foresight work is tangibly related to the client's context.

**"We don't have time for long-term thinking."** Short-term pressures can make foresight seem non-essential. Framing foresight as a tool for agility and proactive risk management can help reposition it as a necessary component of decision-making. Embedding activities directly within the business or governance model itself positions foresight as essential to long-term success.

**"Foresight is just trend analysis."** Distinguishing foresight from simple trend spotting by emphasizing scenario planning and strategic adaptability can clarify its value.

One effective method for overcoming resistance is the use of storytelling to make foresight more engaging and accessible. In interviews, several practitioners shared the effectiveness of storytelling in both generating buy-in and strengthening understanding. One practitioner spoke to the importance of using data points to back up a story, rather than letting the data take centre stage. A narrative will often be more compelling, regardless of the industry or sector that an organization sits within.

Tactics to Apply:
- **Leverage Narrative Scenarios**: Presenting possible futures in narrative form can make foresight insights more compelling. For example, creating a vivid story about a disruptive technological shift can help leaders grasp potential impacts more concretely.
- **Frame Foresight as a Hero's Journey**: By positioning the organization as the protagonist navigating uncertainty, foresight can be framed as a strategic guide that helps the business overcome challenges and seize new opportunities.
- **Use Real-World Case Studies**: Highlighting instances where foresight has helped organizations successfully anticipate and respond to change can reinforce its credibility.


# Marketing and Communications Summary

By tailoring communication strategies and aligning the value and messaging of foresight with identified organizational priorities, practitioners can enhance organizational readiness

for foresight adoption. Simplified language, strategic positioning, an evolving value proposition, and a strong business model fit can help all types of organizations recognize foresight as an essential tool for navigating uncertainty, mitigating risk, and identifying emerging opportunities. Ensuring that foresight is framed as a relevant and actionable tool rather than an abstract concept may further facilitate its integration into decision-making processes.

# 07. The Role of Readiness in Successful Foresight Engagements

Exploring the role of readiness in a successful foresight engagement from practitioners' perspectives and our individual areas of expertise, such as learning, change management, and marketing, reveals that readiness is not a static condition but a dynamic capability that is cultivated. As practioners, this insight underscores the integration of multiple lenses to not only assess how an organization is ready to engage but to also cultivate a practice that encourages the development of critical skills and mindsets which can generate lasting impact. This process requires a comprehensive approach to both implementation and assessment.

## Learning as a Fundamental Enabler

Learning is crucial for fostering foresight readiness as it builds the cognitive and organizational capacity needed to anticipate and respond to change. This occurs through three interrelated dimensions: organizational learning, which embeds foresight into processes, and routines; individual learning, which develops futures literacy and critical thinking skills; and knowledge management, which ensures insights are captured, shared and applied over time. A key shift is from retrospective to anticipatory learning, emphasizing the need for organizations to develop future literacy and integrate foresight into their culture. Organizations achieve this shift by embedding foresight into leadership development, facilitating cross-functional learning sessions and creating spaces for experimentation and sensemaking. While external practitioners may not have direct influence over organizational systems, they can help lay the groundwork for anticipatory learning by modeling collaborative inquiry, introducing low-risk foresight methods that invite reflection and experimentation, and surfacing the cultural conditions that either support or inhibit learning. Through facilitated engagements, practitioners can help organizations recognize readiness gaps, create short-term spaces with psychological safety to play and generate momentum for long-term change.

## Change Management: Overcoming Barriers

Change management is vital for overcoming systemic barriers to adopting foresight. For external foresight practitioners, this means working alongside organizational leaders to surface hidden resistance, identify leverage points, and guide teams through structured foresight processes that gradually shift mindsets. Leadership, organizational culture, and effective communication are essential for transitioning to a future-oriented mindset. Various change management models and foresight evaluation approaches provide structured frameworks for assessing and enhancing an organization's readiness for change. While practitioners may not be positioned to alter culture or governance, they can use change management principles to frame foresight as an adaptive, participatory process and align with organizational goals, values and communication styles. Drawing from established change management models and foresight evaluation frameworks, practitioners can help organizations assess their readiness for change, co-design engagements that build internal ownership, and create early signals of success that demonstrate the value of a future-oriented mindset.

## Marketing and Communications Perspective

From a marketing and communications standpoint, tailoring the value proposition of foresight to meet specific organizational needs is paramount. Practitioners play an essential role in organizational understanding of foresight by creating alignment between what foresight can offer an organization and what the goals of the organization are. Part of this can be done beforehand, where practitioners can effectively communicate foresight's benefits by framing it in terms of preparedness, resilience, and strategic adaptability. As their engagement deepens, embedding foresight further within the organization's context and business mode will enable long-term success and adoption. This ensures alignment with organizational goals and promotes buy-in at all levels.

## A Foundation for Understanding and a Holistic Framework to Enhance Readiness

In a landscape where organizations face increasingly uncertain futures, foresight practitioners are uniquely positioned to integrate foresight into their clients' operations and culture, setting them up for long term success. Their ability to do this well hinges on building a foundation of readiness within an organization before the deep dive begins. This research highlights the pivotal role of the practitioner in enabling readiness and successfully integrating foresight activities within organizations. It provides a foundation for understanding and developing foresight readiness by examining the practitioner's ability to build readiness through the lenses of learning, change management, and marketing.

The findings emphasize the importance of cultivating a culture of future literacy through continuous learning, navigating organizational change through effective leadership and communication, and strategically marketing foresight to align with organizational objectives. For external foresight practitioners, who operate without formal authority or embedded positionality within the organization, the challenge lies in activating change from the margins. This necessitates a nuanced approach rooted in relationship-building, systems thinking, and strategic framing. Practitioners can initiate engagement by identifying boundary spanners or informal leaders within the organization who are open to innovation and capable of influencing internal dynamics. Co-creating small, low-risk foresight interventions—such as scenario planning workshops, trend briefings, or strategic conversations—can serve as a proof of concept, lowering resistance while building futures literacy incrementally. Leveraging language and metaphors that align with the organization's strategic imperatives (e.g., risk mitigation, innovation, agility) helps to position foresight as complementary rather than disruptive.

Furthermore, external practitioners can draw on frameworks from organizational learning and change management to facilitate internal capacity-building, fostering distributed ownership of foresight over time. Embedding reflection and feedback loops into foresight

activities also signals a commitment to continuous learning, which can gradually shift organizational culture. By cultivating relational capital, aligning interventions with strategic priorities, and reinforcing emergent learning processes, external practitioners can catalyze foresight adoption and contribute meaningfully to the development of organizational resilience and adaptive capacity in increasingly complex and uncertain environments.

# 08. Limitations

This study encountered several limitations that may have influenced the findings and the generalizability of the results. First, despite efforts to gather survey data, the low response rate ultimately precluded using quantitative data analysis. As a result, the study relies solely on qualitative insights derived from practitioner interviews, limiting the ability to assess broader trends or statistical correlations.

Second, the sample of interviewees consisted exclusively of practitioners, with no direct input from end users of foresight processes. Moreover, most participants were within established strategic foresight networks, particularly those connected to the Strategic Foresight and Innovation (SFI) community. While this provided valuable insights from experienced professionals, it may have introduced a selection bias, as perspectives from organizations or individuals operating outside formal foresight networks were not captured.

Third, much like the early stages of strategic planning practices, foresight practitioners were often reluctant to share explicit measures of success, case examples, or detailed accounts of successful and failed foresight initiatives. This hesitancy is likely due to the competitive nature of the field at present, where organizations may view foresight capabilities as a proprietary advantage and are thus cautious about disclosing internal methodologies and outcomes. Prior research, such as Rohrbeck & Kum (2018), study on firms utilizing foresight in the European Union, highlights similar challenges in acquiring detailed empirical data from organizations engaged in foresight practices.

Additionally, the timing of primary data collection may have influenced participant availability and engagement. The research was conducted near the end of the calendar year and close to the holiday season, a period when many professionals experience heightened workloads or time constraints. This seasonal factor may have further contributed to the low response rate for survey participation and the difficulty in scheduling interviews.

Despite these limitations, the study provides important insights into the perceptions and practices of foresight professionals. Future research would benefit from expanding the participant pool to include end users of foresight, securing participation from a more diverse range of industries and organizations, and exploring alternative approaches to obtaining empirical data on foresight implementation and outcomes.

# 09. Next Steps & Further Research

Building on the findings of this study, several key areas warrant further investigation to advance the field of foresight and address its current challenges. One critical next step is exploring the intersection of foresight, integrity, and accessibility. As foresight gains traction across industries, there is increasing pressure to make its methods more widely available. However, this raises concerns about the dilution of rigor and the potential misapplication of foresight principles. It is likely that tensions exist between maintaining methodological robustness and ensuring accessibility, particularly in organizational contexts where foresight is not yet institutionalized. Future research should empirically test this assumption by examining how different organizations balance these competing priorities and identifying strategies that uphold foresight integrity while fostering broader adoption.

Additionally, there is a need for further research into the ethical considerations and potential biases embedded within foresight tools and methodologies. Given that many foresight frameworks originate from specific epistemological traditions, their applicability across diverse cultural, institutional, and socio-economic contexts remains an open question. This study suggests that practitioners often rely on established tools without critically assessing their origins or underlying assumptions. Next steps should include a systematic evaluation of the sources and historical development of commonly used foresight methodologies, as well as an analysis of their implicit biases. This could involve comparative studies of how different organizations or regions adapt foresight tools and whether modifications are necessary to ensure inclusivity and ethical application.

Furthermore, future research should seek to validate and expand on the preliminary findings of this study through empirical testing. While initial insights suggest that foresight practitioners are reluctant to share detailed measures of success due to competitive pressures, further investigation is needed to confirm the extent and impact of this trend. Conducting longitudinal case studies or controlled experiments could provide stronger evidence regarding how foresight outcomes are measured and communicated in different organizational settings.

Taken together, these next steps will contribute to a more comprehensive understanding of foresight as both a discipline and a practice. By addressing the tensions between accessibility and integrity, critically assessing the foundations of foresight methodologies, and strengthening empirical evidence on the application of foresight in organizational contexts, future research can help refine and advance the field.

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# 11. Appendix

# Appendix A

## Interview Questions

Experience and Background
1. Can you describe your background and experience in the field of foresight, including the types of organizations you have worked with and their sectors?
2. How did you become involved in foresight work?

Knowledge and Understanding
3. What specific foresight frameworks or models are you most familiar with, and can you describe a project where a particular tool or methodology had a significant impact?
4. How do you typically communicate the purpose and goals of foresight projects to stakeholders, and what language or terminology do you find most effective?

Implementation and Challenges
5. What skills and capabilities are essential within an organization for effective foresight practice?
6. What common barriers do you encounter when integrating foresight into organizations, and how do you overcome resistance to foresight initiatives?
7. How do you measure the impact of foresight activities on organizational outcomes? How do you clients measure impact?

Organizational Capabilities and Culture
8. How do you evaluate an organization's capability to respond to change and uncertainty, and what aspects of organizational culture or structure most significantly impact the implementation or uptake of foresight projects?
9. Can you share any successful case studies where foresight significantly impacted organizational strategy?

Success and Recommendations
10. What improvements do you think are needed in current foresight practices and methodologies, and how do you see foresight practices evolving in the next 5-10 years?

# Appendix B

## Interview Analysis: Affinity Map

*For ease of understanding and accessible formatting, the Affinity Map has been broken out into a written, point form format from its original Miro board format.*

Participant Background
- Affiliation with OCAD U Strategic Foresight and Innovation (SFI) program
  - SFI former students (x4)
    - SFI student from first ever cohort (x1)
  - SFI program co-founder (x1)
- Career background
  - Engineering
  - Marketing
  - Banking
  - Teaching
  - Public policy
- Public sector work (x4)
  - Government
    - Ontario government
    - Canadian government
    - US state government
  - Public library
  - Arts and culture
- Private sector work (x3)
  - Internal research
  - Consulting x2
- How are they practicing foresight?
  - Promoting foresight within government
  - Using foresight to torture test ideas before executing
  - Integrating foresight into brand strategy
  - Conducting annual reports and workshops
- Why foresight?
  - Desire to carry out higher level systems change (x2)
  - Foresight is one tool in a strategic toolset
  - Focus on embedding foresight practice within organizations

Foresight Methods Being Used
- Traditional Methods
  - Futures wheel (x2)
  - Futures triangle (x2)
  - Causal layered analysis (x3)
  - Backcasting (x3)
  - Three horizons (x4)

- - Scenario planning (x5)
    - 2x2 scenario planning (x3)
- Horizon & signal scanning
  - STEEP-V (x3)
  - Horizon scanning (x3)
  - Trends + desk research
  - Signal scanning (x3)
- Methods mentioned once
  - Creative warmups to encourage lateral thinking
  - First + second implications
  - Futures cone
  - Funnel of foresight process
  - Triple A framework
  - Drivers of change tool
  - Implications workshops
  - Forces of change reports
- Maturity models (x3)
  - Grimm's foresight maturity model
  - Tools tailored to organizational maturity
- Advice and notes on methods
  - Focus on tools that help organizations evolve
  - Tailor frameworks to relevant and specific factors within client context
  - Combine methods with change management practices to ensure implementation

How to Communicate Foresight
- Remove all jargon (x3)
  - Avoid using foresight terminology if it creates barriers
- Adapt foresight to client context (x9)
  - Use client context and language to explain foresight
  - Frame discussions around relevant risks and opportunities
    - Tailor language to needs and goals
    - Adapt communication based on objectives
  - Consider who is in the room and what barriers exist for them
  - Use relevant analogies
- Myth bust and address misconceptions early (x5)
  - Redirect "prediction" language and be forgiving with terminology
- Storytelling (x4)
  - Paint a clear picture of what we are here to solve
  - Tailor narratives to deliver effective messages
  - Keep quantitative information to a minimum
- Mentioned once:
  - Focus on client's self interest
  - Integrate foresight into strategy

- o Draw from various works, not just foresight fields
- o Emphasis on preparedness and contingency planning
- Specific methods used to explain foresight:
  - o Use cone of plausibility as a way to explain foresight to others
  - o Use written, step-by-step instructions
  - o Use three horizons as a method to illustrate mindsets

Doing Foresight Within an Organization
- Qualities of an organization that help in bringing in foresight:
  - o Lateral thinking
  - o Leadership buy-in
  - o Psychological safety
  - o Curiosity
  - o Comfortable with uncertainty and ambiguity
    - ▪ Willingness to question uncertainty and experiment
  - o Vulnerability
- Build literacy
  - o There is a big paradigm shift
  - o Organizations have to overcome bias
  - o Build capacity
- There has to be a need for change (x5)
  - o Organizational mandate for some kind of change
  - o Appetite for foresight
  - o Crisis driven change
- There needs to be a champion (x6)
  - o Important to have a champion within the organization to promote foresight and ensure uptake (x3)
- Building the project
  - o Tailor based on organizational culture
  - o Link foresight to scope, objectives, and goals
  - o Embed foresight as a part of broader problem solving
  - o Work within the context that the client is operating in (x2)
- 2 types of foresight an organization might be looking for – foresight as provocation, foresight as planning
  - o Foresight as provocation
    - ▪ Meant to prompt dialogue around change, not to make a roadmap
    - ▪ Meant to provoke, get people thinking about the future
    - ▪ Trend analysis to spark dialogue, not intended as a definitive roadmap
  - o Foresight as planning
    - ▪ "How do we get to X?"
      - Everything the company does should work towards the goal
    - ▪ Focus on achieving specific organizational objectives

Barriers to Organizations Practicing/Implementing Foresight

- Location
- Time (x3)
- There is not a need for change (x3)
- Engagement (x4)
  - People need to willingly come to the table (x2)
  - Maintaining interest and momentum after the initial crisis or curiosity stage
- Resistance to change (x5)
  - Breaking down worldview
  - Fear of destabilization
  - Complacency
  - "We think tomorrow looks like yesterday."
- Short term bias + money bias (x7)
  - Short time horizons don't lend themselves to foresight (x3)
  - Hard to demonstrate immediate impact on bottom line (x2)
  - Pressure for immediate answers lead organizations away from true foresight
- Lack of understanding (x10)
  - Misunderstanding / misconceptions (x5)
    - Equating foresight to forecasting
    - Attachment to preconceived notions about foresight
  - Resistance to initiatives (x2)

How to Measure the Impact of Foresight
- Alignment with organizational strategy (x3)
  - Shift in organizational thinking towards longer-term
  - How does foresight supports the achievement of strategic objectives
- Measurement is more qualitative than quantitative (x3)
- Employee engagement (x5)
  - How prepared to people feel before vs. after engagement
  - Are meaningful conversations being had? (x2)
  - Level of engagement and dissemination
  - Does the course forward feel true to everyone?
    - If it resonates, people will implement it
    - Everyone has to be brought along
  - Eg. Polak Game (Figure 2) – use of Polak game to measure outlook following foresight work

| Upper Left: Things are good and getting better; We can't do anything about it, but why worry? Things are OK! | Upper Right: Things are good and getting better; AND we can act to make things even better. |
| Lower Left: Things are getting worse; the world is going to hell; There is nothing we can do about it! | Lower Right: Things are getting worse; the world is going to hell; BUT we can act to change things for the better, and avert disaster. |

*Figure 2. Polak Game (Hayward & Candy, 2017).*

- Level of futures literacy (x6)
    - Has foresight capacity been built within the organization?
    - Does foresight language appear within strategy documents? (x2)
- Challenges in measuring foresight:
    - No data on the future (x2)
        - Difficult to evaluate avoided futures or unmade decisions
    - Traditional business methods are not suitable to measuring foresight work

What Does Foresight Look Like in 5-10 Years
- Foresight needs better marketing (x6)
    - We need better ways to communicate and differentiate foresight
        - Differentiating foresight from forecasting
- Professionalization (x2)
    - Certifications for foresight programs
    - Establish standards
- Relevance (x6)
    - Greater focus on real world application (x2)
    - Evolving practices (x2)
- Actionability (x3)
- Broadening Scope (x3)
    - Consider AI integration
    - More standardization of tools and terminology
- Diversity / paradigms (x8)
    - Embracing diverse worldviews
    - Understanding where our tools come from and how to incorporate diverse perspectives into our frameworks
    - Increase diversity in foresight practitioners

- o Encourage multilingual capabilities
- o Shifting from profit and risk mitigation to futures that benefit all
- Develop better ways to assess foresight impact and effectiveness

# Appendix C

## Stakeholder Analysis

Not for Profit Sector

**Not for Profit Organizations**

| | Board of Directors | Executive | Management | Front Line/Non Management Staff | | Funder and Donors | Government | | Communities & Audiences |
|---|---|---|---|---|---|---|---|---|---|

**Board of Directors**
- Meeting the "Mission"
- Securing Funding
- Innovative thinking

**Executive**
- Managing resources
- Saving the dollars
- Leadership Development
- Tracking Funding Spending and Meeting Funding Requirements

**Management**
- Creating Impact
- Leadership Development

**Front Line/Non Management Staff**
- Salary

**Funder and Donors**
- Transparency and Accountability
- Impact Measurement
- Alignment with Org Mission and Values
- Sustainability
- Recognition
- Collaboration
- Innovation
- Short term timelines and one time

**Government**
- Policy Alignment
- Regulatory Compliance
- Accountability and Transparency
- Impact
- Perception of Public Value
- Risk Management
- Scalability

**Communities & Audiences**
- Equity and systems change
- Services

**Hierarchy of Needs**

# Private Sector

The following is an organizational diagram titled "Private Sector" with a "Hierarchy of Needs" axis.

Top-level categories (columns):
- Business Owners/ Shareholders
- Employees/Unions
- Customers/Clients
- Suppliers/Partners
- Financial Institutions
- Regulatory/Gov't Bodies
- Industry Assoc/Groups
- Community/NGOs
- Media/PR
- Academic/Research Institutions
- Tech/Innov Hubs

Central label: Private Sector

Items under each category:

- Business Owners/Shareholders: Fund & Start business; Build Equity
- Employees/Unions: Wages & Benefits; Working Conditions
- Customers/Clients: Product goods/services; Customer service
- Suppliers/Partners: production/ manufacturing; sales; distribution; alliances/joint ventures
- Financial Institutions: providing loans, financing; profitability/equity
- Regulatory/Gov't Bodies: law/regulation/policy enforcement; compliance with industry standards
- Industry Assoc/Groups: networking; business friendly policy; advocacy
- Community/NGOs: social, environmental, and economic issues; Advocacy
- Media/PR: public communication; public perception/reputation; business activities
- Academic/Research Institutions: skilled workforce; policy recommendations; research, innovation
- Tech/Innov Hubs: resource support; tech advancement; innovation; mentorship

Axis label: Hierarchy of Needs

# Public Sector



Public Sector

**Federal Body**
- PM
- MPs (parliament)
- Departments

Set federal direction and priorities
Represent constituents
Legislate federal matters
Implements federal policies
Deliver federal services

**Provincial Body**
- Premier
- MPs (prov)
- Departments

Lead and set provincial priorities
Represent constituents
Legislate provincial matters
Implements provincial policies
Deliver provincial services

**Municipal Body**
- Mayor
- Council Members
- Departments

Decide on municipal matters
Implement municipal policies
Deliver municipal services

**Indigenous Representatives & Public Admin**

Manage self-governance matters
Implement policies for Indigenous communities
Deliver services for Indigenous communities

**Unions & Prof. Associations**

Understand the interests of public sector employees
Wages & benefits
Working conditions

Hierarchy of Needs

**Public Sector**

- **Unions & Prof. Associations**
  - Understand the interests of public sector employees
  - Wages & benefits
  - Working conditions

- **Judiciary (ex: judges/courts)**
  - Interpretation & application of laws
  - Citizens' rights

- **Crown Corporations (ex: Canada Post)**
  - Mandate implementation
  - Commercially viable operations

- **Regulatory Bodies & Auditors (ex: CRTC)**
  - Investigate complaints
  - audit government operations
  - Ensure compliance with laws and regulations
  - Ensure fairness

- **NGOs & Research Institutions**
  - Advocacy
  - Research
  - Influence public policy
  - Provide recommendations for public policy

- **General Public / Community Orgs**
  - Representative Election
  - Local interests
  - Advocacy
  - Participate in public consultations

- **Private Sector/Industry Groups**
  - Sector-specific interests
  - Lobby favorable policies
  - Influence regulations, contracts, and services

- **International Orgs (ex: UN, WHO)**
  - Treaties and agreements
  - Influence public policy
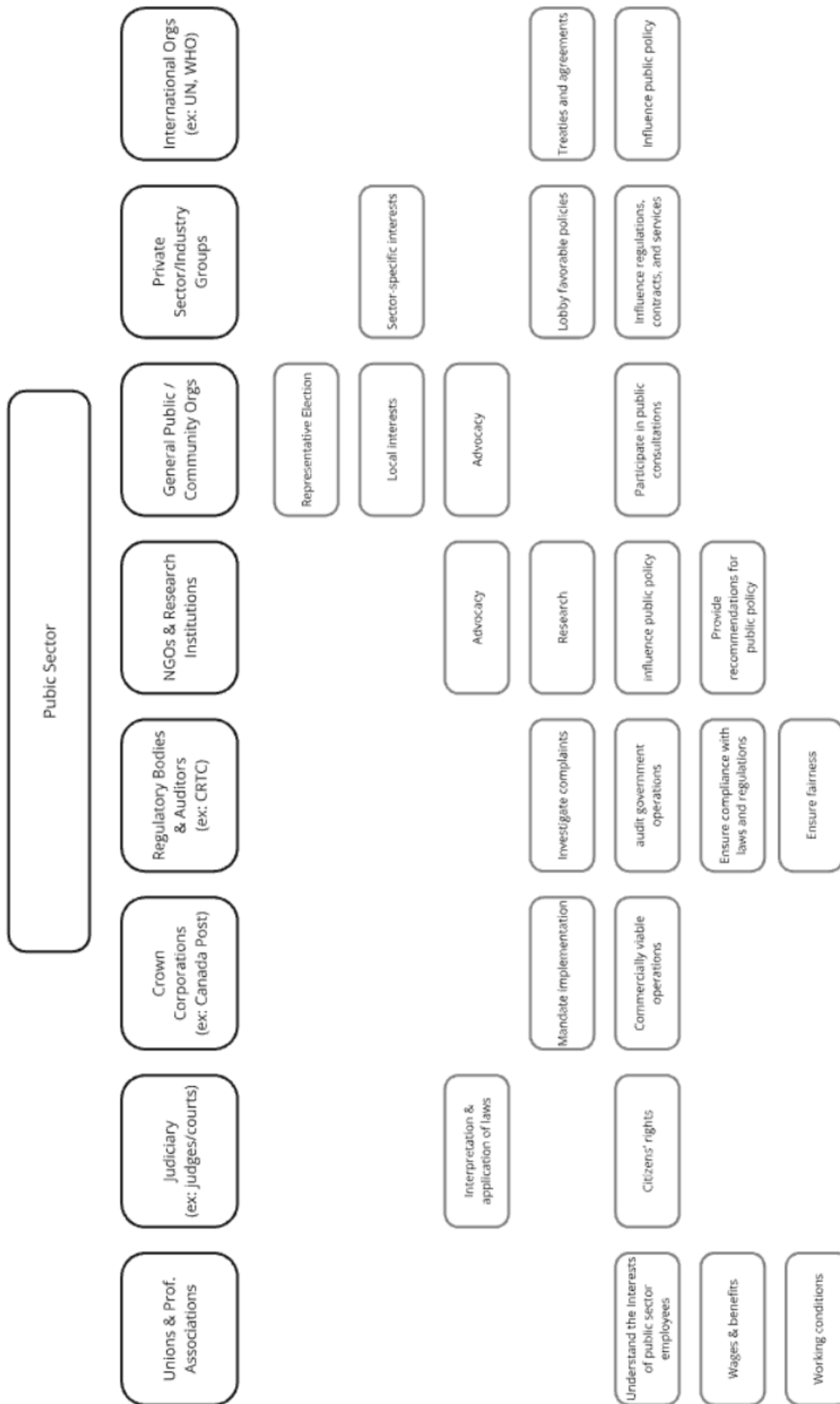
# Appendix D

## System Scan by Sector

### Not for Profit Sector

*Address social, Edu, cultural, Envn't, health needs not met by the gov/private sector*

Components
- Charities, foundations, social enterprises, community groups, NGOs (Volunteers/Staff)
- Beneficiaries: individual/community
- Funders: Individuals, corporations, foundations, government

Processes/Interactions
- Governance: board of directors
- Management: directors, managers
- Programs and Services
- Collaborations/Partnerships: NFPs, gov't, businesses, community
- Advocacy: influence public policy

Influence and Environment
- Legal Status: tax-exempt
- Reporting and Compliance: use of resources and mission fulfillment
- Outcomes and positive impact
- Evaluation: program success and inform future strategies.

Considerations
- Sustainability: economy changes
- Innovations: delivery and efficiency
- Investing in the skills, systems, and infrastructure

### Private Sector

*Enterprises owned/operated by private individuals/organizations*

Components
- Small > Large Businesses
- Supply and Demand & Competition
- Capital/Investment: funding/stocks, technology, infrastructure, humans
- Employment, training
- Laws/Regulations, Compliance

Processes/Interactions
- Business-to-Business (B2B)

- Business-to-Consumer (B2C)
- Innovation/Entrepreneurship
- Economic Cycles

Role in the Broader System
- Economic Growth
- Wealth Creation
- Innovation and Development
- Taxation and Public Goods

Considerations
- Market Failure
- Sustainability/Environmental Issues
- Globalization
- Advocacy: influence public policy

## Public Sector

*Enterprises owned/operated by private individuals/organizations*

Components
- Small > Large Businesses
- Supply and Demand & Competition
- Capital/Investment: funding/stocks, technology, infrastructure, humans
- Employment, training
- Laws/Regulations, Compliance

Processes/Interactions
- Business-to-Business (B2B)
- Business-to-Consumer (B2C)
- Innovation/Entrepreneurship
- Economic Cycles

Role in the Broader System
- Economic Growth
- Wealth Creation
- Innovation and Development
- Taxation and Public Goods

Considerations
- Market Failure
- Sustainability/Environmental Issues
- Globalization
- Advocacy: influence public policy

# Appendix E

## Summary of Change Management Models

### Lewin's 3-Stage Model

Kurt Lewin's three-step model of organizational change is a foundational framework for understanding and implementing change within organizations. The model consists of three stages: Unfreeze, Change, and Refreeze (Hussain et al., 2018).

1. Unfreeze: This step involves preparing the organization for change by challenging the existing status quo. It requires creating awareness about the necessity of change and addressing resistance to it. Leadership plays a critical role in this phase by effectively communicating the need for change and involving employees to build trust and reduce opposition. (Hussain et al., 2018)
2. Change: In this stage, the transition occurs as new behaviors, processes, or practices are introduced. Employees need guidance and support to navigate this phase successfully. Leadership is crucial in providing direction, fostering collaboration, and ensuring employees are actively engaged in the change process. (Hussain et al., 2018)
3. Refreeze: The final step focuses on stabilizing the organization after implementing the change. It involves reinforcing new practices to ensure they become part of the organizational culture. Leadership must work to institutionalize these changes through policies, rewards, and consistent reinforcement to prevent regression to old behaviors. (Hussain et al., 2018)

The model emphasizes the importance of leadership and employee involvement throughout all stages to facilitate successful organizational change (Hussain et al., 2018).

### Kottler's 8-Step Model

Kotter's Change Management Theory, introduced by Dr. John Kotter in 1995, is a framework designed to guide organizations through successful change initiatives. It emphasizes leadership, urgency, and embedding change into organizational culture through an eight-step process (Prosci, 2024a).

1. Create a Sense of Urgency: Highlight critical opportunities or risks to motivate immediate action. This step involves clearly communicating why the status quo is unsustainable, supported by data and examples. (Prosci, 2024a)
2. Build a Guiding Coalition: Form a team of influential leaders and employees across various levels of the organization to drive the change effort and address resistance. (Prosci, 2024a)
3. Form a Strategic Vision: Develop a clear vision that outlines the desired outcomes and benefits of the change. This vision aligns team members around common goals. (Prosci, 2024a)
4. Enlist a Volunteer Army: Engage a large group of passionate supporters who act as ambassadors, spreading enthusiasm and encouraging participation. (Prosci, 2024a)

5. Enable Action by Removing Barriers: Identify and eliminate structural or cultural obstacles that hinder progress. This may involve revising workflows, reallocating resources, or providing training. (Prosci, 2024a)
6. Generate Short-Term Wins: Achieve and celebrate early successes to build momentum, boost morale, and demonstrate the positive impact of the change.  (Prosci, 2024a)
7. Sustain Acceleration: Build on initial successes by scaling changes across the organization and addressing remaining obstacles to maintain focus. (Prosci, 2024a)
8. Institute Change: Embed new processes, behaviors, and mindsets into the organizational culture by linking them to long-term success. (Prosci, 2024a)

While Kotter's model remains relevant for large-scale transformations, it may benefit from integration with more flexible or people-centered frameworks like Prosci's ADKAR Model to address individual adoption challenges and adapt to faster-paced environments (Prosci, 2024a).

## ADKAR Model

The ADKAR Model, developed by Prosci, is a structured framework for managing individual change during organizational transformations. It focuses on five key building blocks necessary for successful change: Awareness, Desire, Knowledge, Ability, and Reinforcement. Each element represents a stage in the individual change process and must be addressed sequentially to ensure effective change adoption (Prosci, 2024b).

1. Awareness: Understanding the need for change.
2. Desire: Building the motivation to support and participate in the change.
3. Knowledge: Learning how to implement the change.
4. Ability: Developing the skills and behaviors required for the change.
5. Reinforcement: Sustaining the change over time through continuous support.

The ADKAR Assessment, a tool based on this model, is used to identify gaps in readiness at the individual level by gathering data through surveys or questionnaires. This data helps practitioners pinpoint common trends, resistance points, and areas requiring targeted interventions, ultimately enabling smoother transitions and higher adoption rates (Prosci, 2024b).

## Change Power Index

Bain & Company's Change Readiness Assessment Tool, known as the Change Power Index, is designed to evaluate an organization's ability to adapt and transform effectively, referred to as "changeability." This tool provides actionable insights by assessing performance across nine dimensions critical to organizational change readiness (Bain & Company, n.d.). Key features of the tool include:

- Employee Survey: The assessment begins with a 5- to 10-minute survey completed by employees. This survey generates baseline scores across the nine dimensions of changeability, which are then compared against benchmark data derived from

nearly 2,000 employees across various industries, roles, and tenures. (Bain & Company, n.d.)

- Validation and Insights: The Change Power Index is validated using external data sources, such as financial performance metrics and company rankings. It highlights strengths and weaknesses in leadership, teamwork, and organizational structure, offering insights into where companies should focus their efforts for growth and innovation. (Bain & Company, n.d.)
- Benefits of High Change Power: Organizations with superior changeability tend to outperform others in terms of financial performance, employee engagement, and leadership approval ratings. This underscores the correlation between effective change management and superior organizational outcomes. (Bain & Company, n.d.)

The tool also enables companies to identify their change archetype, address gaps or weaknesses, inspire employees to embrace innovation, and transition from episodic change efforts to continuous adaptation at scale (Bain & Company, n.d.).