

Foresight Fundamentals

Practical Workshop

ONLINE FORMAT

What is this course about?

Foresight Fundamentals is a practical training program designed to help professionals understand and navigate uncertainty in a rapidly changing world.

Grounded in strategic foresight and systems thinking, the course equips participants with future-oriented tools such as:



Horizon Scanning



Future Wheels



Scenario Planning

Starting from a real strategic challenge, participants explore multiple possible futures, uncover emerging trends and systemic shifts, and translate insights into strategic perspectives for decision-making.



Why it matters today?

In a world shaped by rapid change, and accelerating technologies, traditional planning is no longer enough.

The pace of change in business, technology and society is faster than ever, creating **uncertainty and new risks.**

Organizations need foresight skills to anticipate emerging trends and **stay ahead of disruptions.**

We need to change the mind set

Foresight builds the capability to think beyond linear forecasts and to act with confidence in the face of ambiguity.

Not to be afraid of future, but to shape it.

Cultivating a future-oriented mindset helps teams innovate and build resilient, adaptable strategies.

Those who can navigate uncertainty effectively gain a competitive edge in an unpredictable world.

Foresight helps to:



Anticipate risks and opportunities before they become obvious

By systematically scanning trends, weak signals and emerging patterns, organizations can identify potential challenges and opportunities early, allowing for timely preparation.



Move from reactive decisions to proactive, future-ready

Instead of constantly responding to immediate problems, foresight enables teams to plan ahead, aligning short-term actions with long-term goals.



Design resilient and flexible responses to uncertainty

By exploring multiple possible futures, organizations can create strategies that adapt to changing circumstances and withstand unexpected disruptions.



Make better long-term decisions in complex systems

Foresight encourages holistic thinking, considering interconnections between economic, social, technological, and environmental factors to guide sustainable and informed choices.



Learning objectives



Navigate uncertainty using foresight tools

Apply strategic foresight and futures thinking to explore multiple possible futures, move beyond linear forecasting, and work confidently with uncertainty in real business and organizational contexts.



Anticipate risks and opportunities early

Identify emerging trends, weak signals, and key drivers of change through horizon scanning and impact analysis, enabling earlier and better-informed strategic responses.



Think systemically about future challenges

Use systems thinking to understand the interconnectedness of global, organizational, and societal systems, and to assess how changes in one area influence others.



Make better long-term strategic decisions

Build and use future scenarios to test strategic options, support decision-making, and design resilient, flexible, and sustainable strategies aligned with long-term goals.

Course takeaways

By the end of this course, participants will be able to:



Develop and implement strategic foresight processes within their organizations.



Build and use future scenarios to guide informed decision-making.



Apply systems thinking to analyze complex challenges and design sustainable solutions.



Foster a culture of innovation and resilience, adaptable to emerging trends and disruptions.

Who should attend?

This program is ideal for:

Leaders, strategists, innovators and professionals

shaping the future of their organizations or teams.

HR and L&D professionals

seeking to anticipate future learning trends and build future-ready capabilities.

Anyone involved in strategic planning,

innovation management, or policy development.

"Foresight Fundamentals" will provide participants with the knowledge and skills required to stay ahead in a complex, fast-changing world.

Why it is important

For business

The Ultimate Goal of Implementing Foresight in Business

- **Enable proactive strategy** – help organizations anticipate changes, identify opportunities and mitigate risks before they arise.
- **Enhance resilience and adaptability** – equip companies to respond effectively to uncertainty, disruptions and evolving market dynamics.
- **Drive innovation and long-term value** – foster forward-thinking decision-making that supports sustainable growth and competitive advantage.
- **Align teams around a shared vision of the future** – create a culture of collaboration, learning, and continuous improvement informed by emerging trends.

For participants

- **Develop unique foresight skills** that set you apart as a forward-thinking professional capable of anticipating change.
- Gain both **theoretical knowledge and hands-on experience** through practical exercises, case studies, and scenario-building activities.
- **Understand complexities** and uncover hidden opportunities within uncertain and rapidly evolving environments.
- **Transform insights into actionable strategies** that you can directly apply to drive impact in your organization and career growth.



The program blends theory with hands-on practice, including interactive workshops, case studies, and collaborative scenario-building sessions. Participants will engage in practical exercises designed to stretch their thinking and apply foresight concepts to real-world challenges.

All stages and tools are practiced by participants hands-on, as they work on solving a specific problem.

Additionally, self-study exercises are provided for practical application of the tools, along with references to useful literature, videos, and books.



Duration:

4 meetings,
2.5 hours per session



Format:

Online



Group size:

8-12 participants



Language:

English

Principles

that we follow in our educational project



Learning by doing

50% theory / 50% practice

By completing the full practical journey, participants master the tools they can continue to apply independently.



Mindset shift

With practical tools we not only enrich knowledge but also transform the way participants think.



Collaborative creation

Participants work in teams, completing practical tasks together, simulating real project flow.



Workshop overview

Introduction to Futures Thinking and Foresight

Futures Thinking and Foresight. What it is and what is not

Framing the central challenge the team will work on.

Foresight Essentials: introduction to key concepts such as VUCA, megatrends, weak signals, and time horizons.

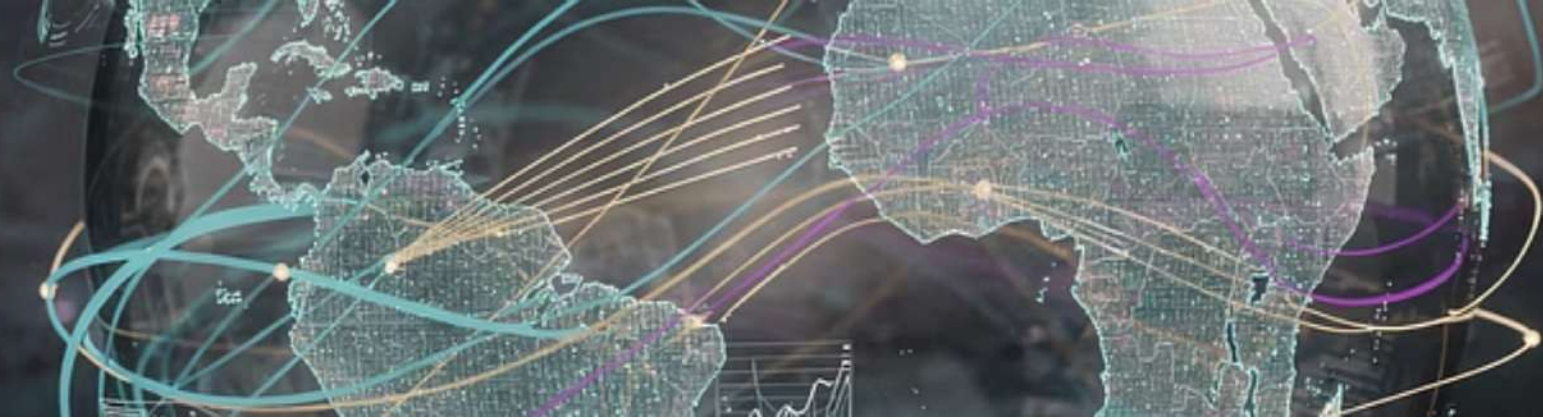
How to research trends and conduct impact analysis.

Formulating effective "futures questions."

Building initial forecasts: stories and narratives about the future.

Practicing environmental scanning methods.





MODULE 2

Scanning & Sense-Making. Trends & Weak Signals

Emerging Issues Analysis (STEEP.V).

Moving from foresight to insight: connecting an outside-in view of the future with the present context.	Mapping foresight implications: for different stakeholders and areas of impact.
Key elements of forecasting: weak signals, waves of change and drivers of change.	Team exercise: building a foresight radar.
Reviewing iconic foresight case studies: (Shell, Disney, IKEA, etc.).	Using the Three Horizons framework.
Impact–uncertainty analysis and prioritization matrix.	Defining critical scenario axes: "Axes of Uncertainty" exercise.

Scenario Building

Introduction to Futures Cone and Future Scenarios.

1

Understanding different types of scenarios:

narrative, logical, exploratory.

2

Defining scenario parameters:

key stakeholders, infrastructures, mindsets and central "mythic" questions.

3

Refining scenarios:

with identified signals and drivers of change.

4

Exploring types of futures:

possible, probable, plausible, preferable (The 4 Ps).

5

Mapping the Cone of Futures.

6

Alternative Futures:

frameworks, examples and use cases.

7

Scenario construction techniques:

2x2 Matrix, World-Building, Backcasting.

MODULE 4

Vision: Bringing scenarios to life

→ The 4 Archetypes of Scenarios Building

Growth, Constraint, Collapse, and Transformation.

→ Stress-testing strategic options

Testing strategies against different scenarios and identifying early-warning indicators.

→ Visualizing scenarios

Using a Scenario Board with timelines, personas, and news headlines.

→ Course retrospective & key takeaways

→ Balancing and refining scenarios

Reviewing and refining scenarios to ensure comprehensive coverage.

→ Storytelling exercises

Building narratives across the three unfolding horizons of change for developed scenarios.

→ Embedding foresight

Integrating foresight into organizational processes for long-term planning.

→ Personal action plan

Practical tools participants will master

- **Horizon Scanning** to identify emerging trends, weak signals, and future opportunities
- **Future Wheels** to analyze the consequences of changes and trends in the future
- **Scenario Planning / Building** to create alternative future scenarios and prepare strategies for different developments
- **STEEPV** to analyze the external environment and identify key drivers of change
- **Foresight Radar** to track weak signals and trends in a specific area
- **Three Horizons framework** to plan organizational development and transition from the present to the future
- **Impact–Uncertainty matrix** to prioritize factors based on their impact and uncertainty
- **Axes of uncertainty** to define critical uncertainty axes and key scenario drivers
- **Futures cone** – to visualize different types of futures (possible, probable, plausible, preferable)
- **2×2 Matrix** – to create structured scenarios based on key parameters
- **World-building** – to detail alternative future worlds and scenarios
- **Backcasting** – to plan strategic steps from a desired future back to the present
- **Scenario board** – to visualize scenarios and create narratives for each scenario

Workshop participants will receive



Presentation



Session recordings



Access to training licenses, tools and preparation materials



Additional access to informative materials: books, articles, videos, etc.



International certificate



Organized by HorizonX

HorizonX

**BUILD CAPACITY,
NOT DEPENDENCY**

Our mission is to support organisations in successfully managing change to shape the future, not react to it

From diagnostics and research to strategy, innovation, and change management, our ecosystem enables organisations to anticipate, act, and grow sustainably.

We equip leaders to navigate complexity, craft adaptive strategies, and build organisations that learn faster than markets change.



From our hubs in **Vienna, London, and Bucharest**, we leverage the combined expertise of a multidisciplinary network operating in over **20+ countries**. With a legacy of over **25 years** through our founding partners, we deliver complex, large-scale transformations across the entire EMEA region.

How we work

We craft tailored approaches, partnering closely with clients to create strategic clarity and build capabilities to navigate complexity and change.



Advisory

HorizonX Consulting

Going beyond facilitation and classic consulting, we act as capacity-building advisors for strategic transformation in complex contexts.



Capability Building

HorizonX Institute

We design learning paths that build future-ready capabilities, from strategic perspective to in-depth skill mastery.



Experiences

HorizonXperiences

We provide curated experiences that bring leaders together across boundaries and industries, exposing them to fresh perspectives and new ways of thinking.

Let's Stay Connected

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