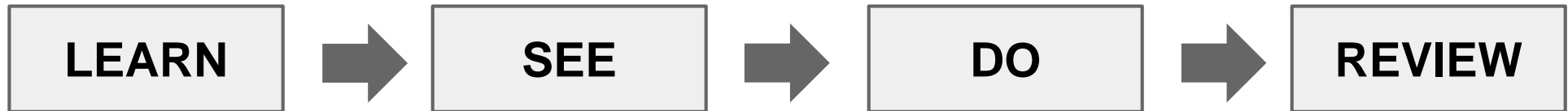


Eight Skills of Adaptive Foresight: The Learn-See-Do-Review Cycle (“Do loop”)



1. Learning – “Knowing Your History and Status”
(Investigative thinking)
Intelligence (Research),
Learning & Development
(Training), **Metrics** (Triple Bottom Line Accounting)

2. Innovation – “**Possibility Foresight**”
(Divergent thinking)
Idea Generation (Alternatives, Stories, Scenarios), **Design, Innovation Mgmt, Entrepreneurship**
3. Anticipation – “**Probability Foresight**”
(Convergent thinking)
Forecasting (Models, Predictive Analytics), **Investing, Risk Management, Law & Security**
4. Strategy – “**Preference Foresight**”
(Adaptive thinking)
Strategy (Framing, Priorities, Goals, Strat. Visions), **Analysis** (Decision Support), **Planning** (Quick, Strategic, Roadmaps)

5. Execution – “Getting Somewhere”
(Production thinking)
Product/Service/Project Management (Operations, Engrg, Sourcing, ICT, KM)
6. Influence – “Recruiting Others”
(Market thinking)
Marketing Management (Sales, Biz Dev, Market Research, Cust Svc, CRM)
7. Relating – “Keeping Others On Your Team”
(Team thinking)
Performance Management (HR, Compensation, Ethics, Culture, Advisors, CSR, Communications, Public Relations)

8. Reviewing – “Staying On Target”
(Adjustment thinking)
Scorecards (Feedback), **Quality, Change Management** (Critiquing, Unlearning, Correcting)



Smart 2015

From: *The Foresight Guide: Being a Leader in Anticipating, Creating, and Managing the Future*
by John Smart, with Susan Fant, Joshua Davis, Anna-Leena Vasamo and the FERN Practitioner Community.
Coming Apr 2015 at Amazon and ForesightGuide.com.

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