How to achieve the capability of Strategic Foresight –
A cultural approach

From
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The survival of companies is threatened by change and their lack to adopt
Predicting the future is difficult and even the brightest minds can be wrong – companies must evolve in many different directions.

The purpose of Strategic Foresight is to recognize weak signals, interpret them and derive appropriate recommendations for the company.

**Strategic Foresight**
- Includes structural or cultural element
- Enables the company to detect discontinuous change
- Interpret the consequences
- Formulate effective responses
- To ensure competitive advantage
- Guarantee the long-term survival of the company
The structural approach is executed by a dedicated corporate unit and the cultural approach by the responsibility and motivation of the employee.

**The structural approach**
- Responsibility and execution by a dedicated corporate unit
- Following a standard foresight process
- Connection of the foresight process with other corporate functions and follow-up processes
- Mostly large-scale enterprises have the financial power to afford these corporate units

**The cultural approach**
- Responsibility of all employees to take the initiative
- No standard foresight process
- No connection to other corporate functions or follow-up processes
- Mostly small and medium enterprises

The cultural approach towards Strategic Foresight needs to focus on the dimensions people & networks, organization and culture.
To achieve the cultural approach of Strategic Foresight there are six abilities missing in the current model:

<table>
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<th>Dimensions of Strategic Foresight</th>
<th>People and networks</th>
<th>Organization</th>
<th>Culture</th>
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<td>Speak up culture</td>
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The dimension “People and networks” describes the corporate ability to capture and channel relevant information:

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Willingness to test and challenge basic assumptions.
First who, then what – Make sure that you have the right people on the bus and the right people in the key seats before you figure out where to drive

- Always think first about who and then about what
- Make sure they have the right people on the bus and the right people in the key seats before you figure out where to drive the bus
- Best “strategy” is to have a busload of people who can adapt to and perform brilliantly no matter what comes next

Discover your TRUE NORTH – It is important to develop as an Authentic Leader and to adjust your leadership style to empower and motivate others
The dimension „Organization“ captures the corporate ability to translate information into future insights and actions.

Ambidexterity is the ability to balance the current business as well as develop new products and markets in times of change.

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Preserve the Core / Stimulate the Progress – Make sure that you have timeless core values and a relentless drive for change

- Have a set of timeless core values and purpose
- Have a relentless drive for progress — change, improvement, innovation, and renewal
- Keep a clear difference between core values and operating strategies & cultural practices

The dimension „Culture“ will enhance the ability to use insights and to trigger appropriate actions

- People and networks
- Organization
- Culture

- Characteristics of foresighters
- Mode
- Willingness to share across functions
- Top Management

- Internal network
- Formal diffusion of insights
- Readiness to listen to scouts and external sources
- Speak up culture

- External network
- Accountability
- Internal diffusion of insights
- Fail without consequences

- Leadership
- Ambidexterity
- Organizations attitude towards the periphery
- Long-term thinking

- Willingness to test and challenge basic assumptions
Culture of Discipline – Make sure that you blend a culture of discipline with an ethic of entrepreneurship

- Operating with freedom within a framework of responsibilities
- People do not have jobs; they have responsibilities
- Culture of discipline with an ethic of entrepreneurship

Quotes from Collective Genius – The role of Leaders in creating an open corporate culture and an innovative organization

- “We’re making up how to run a company of diverse people who can make something together that no one could make along”
  Ed Catmull, Cofounder Pixar and President of Pixar and Walt Disney Animation Studios

- “You don’t want an organization that just salutes and does what you say. You want an organization that argues with you.”
  Vineet Nayar, CEO HCL Technologies

- “CEO always thinks he is the owner and the doer, he will not accomplish things. […] Instead, they enabled people to do what these people thought, in their hearts, was the right thing to do.”
  Vineet Nayar, CEO HCL Technologies
We need the right people on the bus, who want to lead the revolution with a culture of discipline and entrepreneurship.
If you have any questions, please do not hesitate to contact me

innovation made by talents

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