

Certify Your Future Foresight Skills



**GIMInstitute**  
Global Innovation Management Institute

# Future Foresight

Level 1 | Certified Foresight Professional

Level 2 | Certified Foresight Leader

Level 3 | Certified Chief Foresight Officer



# Future Foresight Certification





# Overview

The Future Foresight Certification is based on a combination of methodological tools used for horizon scanning, creative thinking, idea generation, trend analysis, uncertainty tracking, weak signals detection, disruption alerts and scenario planning.

**Level 1** of the certification journey provides participants with a swift and sound entrance to the Future Foresight field, strengthening their analytical and intuitive skills. **It comprises essential Future Foresight knowledge, including fundamentals and literacy, the key premises and principles, as well as a comprehensive immersion into the main schools of thought and practice.** Afterwards, **Level 2** covers the end-to-end Foresight process using the S4 Futures framework, which encompasses four stages: Scoping, Scanning, Scenarios and Strategy. **It provides a deep understanding of Future Foresight and Scenarios frameworks, linking them with Strategy and Innovation processes.** Finally, **Level 3** of the certification process **applies Levels 1 and 2 knowledge to a relevant organizational or research challenge and attests to the capacity of leading and designing a Foresight Project, integrating methodological phases and the appropriate tools.**

The skillset developed throughout the Certification focuses on building foresight capabilities, questioning participants' current assumptions, key to achieve a balance between the analytical and the intuitive mindsets as well as the creative components of the process. The Certification is strongly anchored in understanding challenges as major growth steppingstones for the future. **It focuses on evidence-based future foresight, with uncertainties at its core, preventing variables that influence the medium and long term futures to be kept on a leash by traditional ways of thinking.**



## Scoping Design and Frame the Project

- Aim and intention of the project. Available resources
- Framing and Scoping the project. Setting the topic to be explored and how far we want to explore into the future.
- Clarification of the strategic Focal Issue and the Time Horizon (+ supporting questions).
- Audience and Foresight team. Work environment



## Scanning Understand and Capture the Horizon

- Deepening the understanding of the context of the topic in the defined time horizon. Scanning the organizational environment: trends and megatrends; weak signals and emergent issues; wild cards, black swans and black elephants
- Identification of key themes, collection of ideas and insights and organization of information from a wide range of sources, including data on potential sources of future change.
- Distinction, categorization, and selection of different types of drivers of change, with a special focus on key uncertainties and predetermined elements.
- Literature review and data collection, both primary and secondary. Qualitative research and/or quantitative research.



## Scenarios Build Alternative Futures

- Generation and description of the scenarios.
- Simulation of possible, plausible and relevant futures through the development and exploration of strategic scenarios, using the Intuitive-Logics School and other scenario building approaches like the Morphological Method, the Extreme-World Method, the Inductive Approach or the Incremental Approach.



## Strategy Think and Execute

- Link scenarios with action. Analyse implications and options.
- Explicit articulation of Foresight and Scenarios with Strategy and Innovation concepts and tools.
- Application of Strategy and/or Innovation methodologies, linking them with the scenarios.
- Build a monitoring system, including precursor/early indicators that can anticipate the development of specific scenarios.

**S4**  
FUTURES

# Certification Pathway

Exam based

Case Study based



**Level 1**

## Certified Foresight Professional (CFP)

Acquiring knowledge on future foresight fundamentals, core methodologies, and schools of thought and practice, while building a common foresight literacy

- 
- Reading and researching the Future Foresight Book of Knowledge | Level 1 Guide
  - Three Half-Days' Workshop (live online or on-site) – optional
  - Pass Exam (60% or higher)



**Level 2**

## Certified Foresight Leader (CFL)

Deeply understanding of future foresight frameworks, scenario planning and strategy, leveraged by a hands-on experience on how to design and manage future foresight projects

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- Reading and researching the Future Foresight Book of Knowledge | Level 2 Guide
  - Four Half-Days' Workshop (live online or on-site) – optional
  - Pass Exam (60% or higher)



**Level 3**

## Certified Chief Foresight Officer (CCFO)

Performing duties on future foresight C-level positions and leading foresight projects, applying all knowledge and skills acquired during the future foresight certification

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- Requirements and Project Guidelines
  - Reading and researching the Future Foresight Book of Knowledge | Levels 1 and 2 Guides
  - Two Mentoring Sessions (1h each) with a Future Foresight expert - optional
  - Submission of a White Paper regarding an applied Foresight process

# Benefits

- 1. Get Certified:** Distinguish yourself from the crowd by obtaining the prestigious GIMI certification
- 2. Understand Foresight:** Learn how to generate, develop and implement future foresight projects and tasks
- 3. Deal with Uncertainty:** Identify unclear paths and be prepared to act upon them with available information
- 4. Improve Job Readiness:** Develop knowledge and capabilities to face the future and seize new opportunities
- 5. Grow your Network:** Access a network of certified professionals in future foresight, innovation and strategy

## Who should apply?

Individuals or practitioners willing to understand the fundamentals of future foresight, know the main Schools that developed grounded theory on the subject, and explore the key concepts, processes, and tools of foresight and scenarios.

## Eligibility requirements

For Level 1: No eligibility requirements

For Level 2: The successful completion of the Certified Foresight Professional | Level 1

For Level 3: The successful completion of the Certified Foresight Leader | Level 2

# Level 1 Certified Foresight Professional

**Level 1 of the certification journey provides participants with a swift and sound entrance to the Future Foresight field, strengthening their analytical and intuitive skills. It comprises essential Future Foresight knowledge, including fundamentals and literacy, the key premises and principles, as well as a comprehensive immersion into the main schools of thought and practice.**

## Level 1 Workshop

- Three half-days (live online or on-site)
- This workshop is recommended for a complete preparation for the Level 1 certification. It enables participants to master the operational aspects of the Level 1 contents, through interactive sessions focusing on “learning by doing” and simulation of specific cases. It is also a privileged space for dialogue and mutual learning (“strategic conversation”).
- Possibility to schedule a personalized workshop to a specific group of an organization, where the practice activities relate to the sector in which the organization operates.

### Agenda

#### Fundamentals and Literacy

- The Polak Game
- Future Foresight: definition, importance and applications
- Key Concepts Towards a Common Literacy
- Practice Activities

#### Basic Premises and Key Principles

- The Foresight Premises about the Future
- The Key Principles of Foresight
- Practice Activities

#### Schools of Thought and Practice

- The Intuitive-Logics School
- La Prospective and The Probabilistic Modified Trends School
- Other Key Contributors
- Practice Activities

#### S4Futures Framework: A First Exploration

- The S4 Futures Framework: Scoping, Scanning, Scenarios, Strategy
- Thinking Like a Futurist
- Resources to Explore the Future

# Level 2

## Certified Foresight Leader

**Level 2 covers the end-to-end Foresight process using the S4 Futures framework, which encompasses four stages: Scoping, Scanning, Scenarios and Strategy. It provides a deep understanding of Future Foresight and Scenarios frameworks, linking them with Strategy and Innovation processes.**

### Level 2 Workshop

- Four half-days (live online or on-site)
- This workshop is recommended for a complete preparation for the Level 2 certification. It enables participants to master the operational aspects of the Level 2 contents, through interactive sessions focusing on “learning by doing” and simulation of specific cases. It is also a privileged space for dialogue and mutual learning (“strategic conversation”).
- Possibility to schedule a personalized workshop to a specific group of an organization, where the practice activities relate to the sector in which the organization operates.

#### Agenda

##### Scoping

- The Foresight Project
- Focal Issue and Time Horizon
- Practice Activities

##### Scanning

- Patterns of Change
  - Drivers of change ("12 Drivers for the 21st Century")
  - Key Uncertainties and Predetermined Elements
  - Trends and Megatrends
  - Weak Signals and Emerging Issues
  - Wild Cards, Black Swans and Black Elephants
- Practice Activities

##### Scenarios

- The "To The Best Of Our Knowledge Today" Method
- The Matrix Method
- The Morphological Method
- The Porter Method
- The Extreme-World Method
- Other Scenario Building and Foresight Techniques
- Practice Activities

##### Strategy

- Strategy Formulations for Scenarios
  - Implications and Options
  - Business Model Canvas
  - The Four (+1) Actions Framework
- Strategy Monitoring regarding Scenarios
- From Strategy Implementation to Change Management
- Practice Activities

# Level 3

## Certified Chief Foresight Officer

**Level 3 of the certification journey applies Levels 1 and 2 knowledge to a relevant organizational challenge and attests to the capacity of leading a Foresight Project, integrating methodological phases and the appropriate tools. Applicants must submit a White Paper (text-based or slide based format) regarding the applied Foresight process.**

**This Level is designed for those who would like to be able to apply the knowledge and skills acquired in Levels 1 and 2 to real world projects or situations, building a complete Foresight report from start to finish.**

### **Mentoring sessions**

- Two optional mentoring sessions (1h each) with a Future Foresight expert
- These recommended sessions offer a unique opportunity for enhancing knowledge and skills in Future Foresight and provide guidance and support throughout the Project.

## Learning Scope

### **Organization-focused**

- Build Foresight capability
- Make Foresight an internal practice
- Strengthen strategic readiness

### **Apply Future Foresight Tools and Principles**

- Implement a complete and organization-specific Foresight project

### **Document Learnings**

- Write a White Paper (text-based or slide-based format)

## Key Learning Outcomes

- Confidence to implement Foresight projects from scratch in an organization
- Ability to lead a team in the application of the key concepts and techniques of Future Foresight and Scenario Building
- Introduce foresight and scenario planning tools into strategy and innovation processes to help systematically explore and shape the future

# Price

## Certified Foresight Professional (Level 1): USD 550 (For Students: USD 350)

### It includes:

- Future Foresight Book of Knowledge | Level 1 Guide (e-copy)
- Certified Foresight Professional Exam Fee (online exam)
- Certified Foresight Professional Certificate (based on passing exam)
- Remote Proctor Fee

### Optional: Workshop Level 1

- Duration: 3 half-days (live online or on-site)
- Bundle Price (Certification + Workshop): USD 1650 (USD 1450 for Students)

## Certified Foresight Leader (Level 2): USD 550 (For Students: USD 350)

### It includes:

- Future Foresight Book of Knowledge | Level 2 Guide (e-copy)
- Certified Foresight Leader Exam Fee (online exam)
- Certified Foresight Leader Certificate (based on passing exam)
- Remote Proctor Fee

### Optional: Workshop Level 2

- Duration: 4 half-days (live online or on-site)
- Bundle Price (Certification + Workshop): USD 1950 (USD 1750 for Students)

## Certified Chief Foresight Officer (Level 3): USD 550 (For Students: USD 350)

### It includes:

- Future Foresight Project Guidelines (e-copy)
- Project Review Fee
- Review of documentation by ALVA and GIMI Board
- Chief Foresight Officer Certificate (Level 3) - based on the approval of the White Paper

### Optional: Mentoring

- Two mentoring sessions (1h each) with a Future Foresight seasoned expert
- Bundle Price (Certification + Mentoring): USD 1250 (USD 750 for Students)

# About

## Global Innovation Management Institute

The Global Innovation Management Institute (GIM Institute) is a global not-for-profit professional organization driving standards for innovation management. Created by a group of innovation executives, academics and consultants from around the world, its mission is to help individuals, companies and regions develop world-class innovation practitioner and management capabilities through global standards, testing protocols and certification.



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## ALVA Research & Consulting

ALVA R&C works with organizations to build solutions that allow them to look into plausible and strategy-relevant futures and act upon them. The focus is on Foresight, Scenarios, Innovation, Strategy and Sustainability. ALVA R&C integrates these five areas into specific processes so that organizations can adjust or reaffirm their position; reduce risk exposure by acknowledging key uncertainties and trends; increase resilience through strategic scenarios; enhance exposure to new opportunities and innovation; and create value within their business ecosystem.



ALVA RESEARCH AND CONSULTING

## Contact

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