

Applied Strategic Foresight: Scenario Planning and Horizon Scanning

21 – 25 June 2027
Istanbul

AGILE LEADERS
Training Center

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Overview

Rapid technological shifts, regulatory uncertainty, and market volatility challenge long-term organizational viability. Applied strategic foresight enables decision-makers to anticipate structural disruptions rather than merely react to emerging crises. Participants master horizon scanning protocols, weak signal detection, morphological analysis, and inductive scenario planning methodologies to navigate deep uncertainty. Leaders leave with customized foresight toolkits, future-readiness matrices, and stress-testing frameworks for robust strategic decision-making. This course is delivered by Agile Leaders Training Center.

Who Should Attend

- Leaders responsible for directing long-term corporate strategy, strategic transformation, and capital allocation.
- Planners responsible for evaluating enterprise risk exposure and emerging macroeconomic trends.
- Advisors responsible for policy development, sector regulation analysis, and institutional governance.
- Managers responsible for research and development roadmaps, technological forecasting, and innovation portfolios.
- Analysts responsible for competitive intelligence, market sensing, and strategic portfolio planning.

Departments and Industries

This course serves strategy and planning professionals across diverse public and corporate operating environments.

- Strategic Planning and Transformation Units in Energy and Utilities
- Enterprise Risk Management Divisions in Financial Services and Banking
- Corporate Strategy and Innovation Departments in Telecommunications
- Supply Chain Planning and Sourcing Groups in Industrial Manufacturing
- Strategic Policy and Research Offices in Healthcare and Life Sciences

Learning Objectives

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

- Apply horizon scanning protocols to detect weak signals and emerging technological trends.
- Analyse systemic drivers of change using the STEEP framework and causal layered analysis.
- Build multi-variable future scenarios using morphological analysis and the 2x2 matrix method.
- Evaluate strategic investment options using wind-tunnelling tests and policy stress-testing models.
- Prioritise strategic initiatives using Sharpe ratios and the Three Horizons framework.
- Construct early warning indicator dashboards to track scenario triggers and systemic shifts.

Course Agenda

Day 1: Horizon Scanning and Weak Signal Detection

- Environmental Scanning Architectures using the STEEP and PESTLE Categorization Systems
- Weak Signal Detection and Noise Filtering using Ansoff Weak Signal Framework
- Information Source Mapping using Academic, Patent, and Pre-Competitive Literature Repositories
- Trend S-Curve and Velocity Profiling using the Futures Wheel Divergence Tool
- Horizon Scanning Database Design using Collaborative Tagging and Taxonomy Standards

Day 2: Deep Drivers and Systems Thinking

- Structural Driver Identification using Causal Layered Analysis Depth Probing
- Interdependency Mapping using Cross-Impact Balance Analysis Matrices
- Systemic Feedback Modeling using Causal Loop Diagrams and Archetypes
- Uncertainty Stratification using Critical Uncertainties Assessment Grids
- Stakeholder Assumption Auditing using the Strategic Assumptions Surfacing and Testing Method

Day 3: Scenario Construction Methodologies

- Deductive Scenario Structuring using the GBN 2x2 Matrix Scenario Method
- Inductive Scenario Generation using the Morphological Analysis Field Matrix
- Temporal Trajectory Mapping using the Cone of Plausibility Continuum Model
- Scenario Narrative Prototyping using Persona Perspectives and Archetypal Storylines
- Scenario Consistency Verification using Cross-Impact Scenario Validation Logic

Day 4: Strategy Stress-Testing and Wind-Tunnelling

- Strategy Robustness Testing using Wind-Tunnelling Assessment Scorecards
- Opportunity and Risk Stratification using the Three Horizons Framework Portfolio Map
- Strategic Option Formulation using Real Options and Adaptive Pathway Maps
- Vulnerability Assessment using Risk-Opportunity Matrices under ISO 31010 Guidelines
- Decision Robustness Auditing using Premortem Analysis Protocols

Day 5: Monitoring Systems and Capstone Execution

- Early Warning Indicator Design using Scenario Trigger Threshold Metrics
- Foresight-to-Action Integration using Policy Roadmap and Milestone Matrices
- Governance Cadence Structuring using Continuous Horizon Scanning Review Cycles
- Stakeholder Briefing Formulation using Future Scenario Briefing Canvas Templates
- Capstone Integrated Strategic Foresight and Scenario Stress-Testing Simulation

Practical Exercises

Participants complete hands-on activities to resolve operational challenges and build execution plans.

- Suggested activity: Construct a STEEP-based scanning register to identify weak signals in cross-border supply chains.
- Suggested activity: Build a four-quadrant scenario matrix resolving high-impact critical uncertainties.
- Suggested activity: Execute a wind-tunnelling exercise to stress-test current business model assumptions.
- Suggested activity: Design an early warning indicator dashboard tracking key external trigger events.

FAQs

How does strategic foresight differ from traditional forecasting?

Forecasting extrapolates historical data along linear projections, whereas strategic foresight explores multiple plausible futures under deep uncertainty, equipping organizations to adapt to non-linear disruptions and structural shifts.

What scenario planning methods are examined in this syllabus?

The curriculum covers deductive 2x2 matrix structuring, inductive morphological analysis, the Cone of Plausibility, and cross-impact balance matrices, enabling rigorous analysis of complex operating environments.

Which risk and governance frameworks are integrated?

The sessions incorporate uncertainty assessment principles referenced in ISO 31010 alongside the Three Horizons framework, Ansoff weak signal analysis, and causal layered analysis.

Conclusion

Participants return to their organizations prepared to identify emerging disruptions, challenge prevailing orthodoxy, and test strategic initiatives against diverse future operating environments. By embedding continuous horizon scanning, scenario construction, and early warning indicator tracking, leaders build institutional resilience and secure sustained strategic agility in volatile markets.