



Strategic Foresight



Futures Thinking options
for alternative futures

Influencing military futures

Security Institute for Governance & Leadership in Africa

30 November 2021

Morne Mostert (PhD)

morne@ifr.sun.ac.za

Co-creating the atmospherics for meaningful decision-making

A META-science

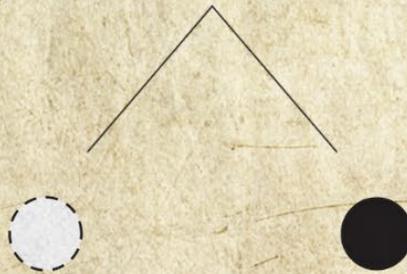
NOT knowing the future in a traditional scientific way.

Learning about multiple futures by learning about learning about (i.e. interrogating) 'the' future.

Altered
through observation

Heisenberg's Uncertainty Principle

you are here



if you're neither here nor there, you aren't really anywhere



Corporate foresight and its impact on firm performance: A longitudinal analysis

René Rohrbeck^{a,b,c,*}, Menes Etingue Kum^d

^a Aarhus University, School of Business and Social Sciences, Denmark

^b Department of Management, Bartholins Allé 10, 8000 Aarhus C, Denmark

^c Department for Business Development & Technology, Birk Centerpark 15, 7400 Herning, Denmark

^d University of Münster, Schlossplatz 2, 48149 Münster, Germany

ARTICLE INFO

Keywords:

Corporate foresight

Future preparedness

Firm performance

Behavioural theory of the firm

ABSTRACT

Corporate foresight is applied with the expectation that it will help firms to break away from path dependency, help decision makers to define superior courses of action, and ultimately enable superior firm performance. To empirically test this assumption, we developed a model that judges a firm's future preparedness (FP) by assessing the need for corporate foresight (CF) and comparing it to the maturity of its CF practices. We apply a longitudinal research design in which we measure future preparedness in 2008 and its impact on firm performance in 2015. The results indicated future preparedness to be a powerful predictor for becoming an outperformer in the industry, for attaining superior profitability, and for gaining superior market capitalization growth. In the article, we also calculate the average bonus/discount that can be expected by sufficiently/insufficiently future-prepared firms.

From Strategy to Futures

From

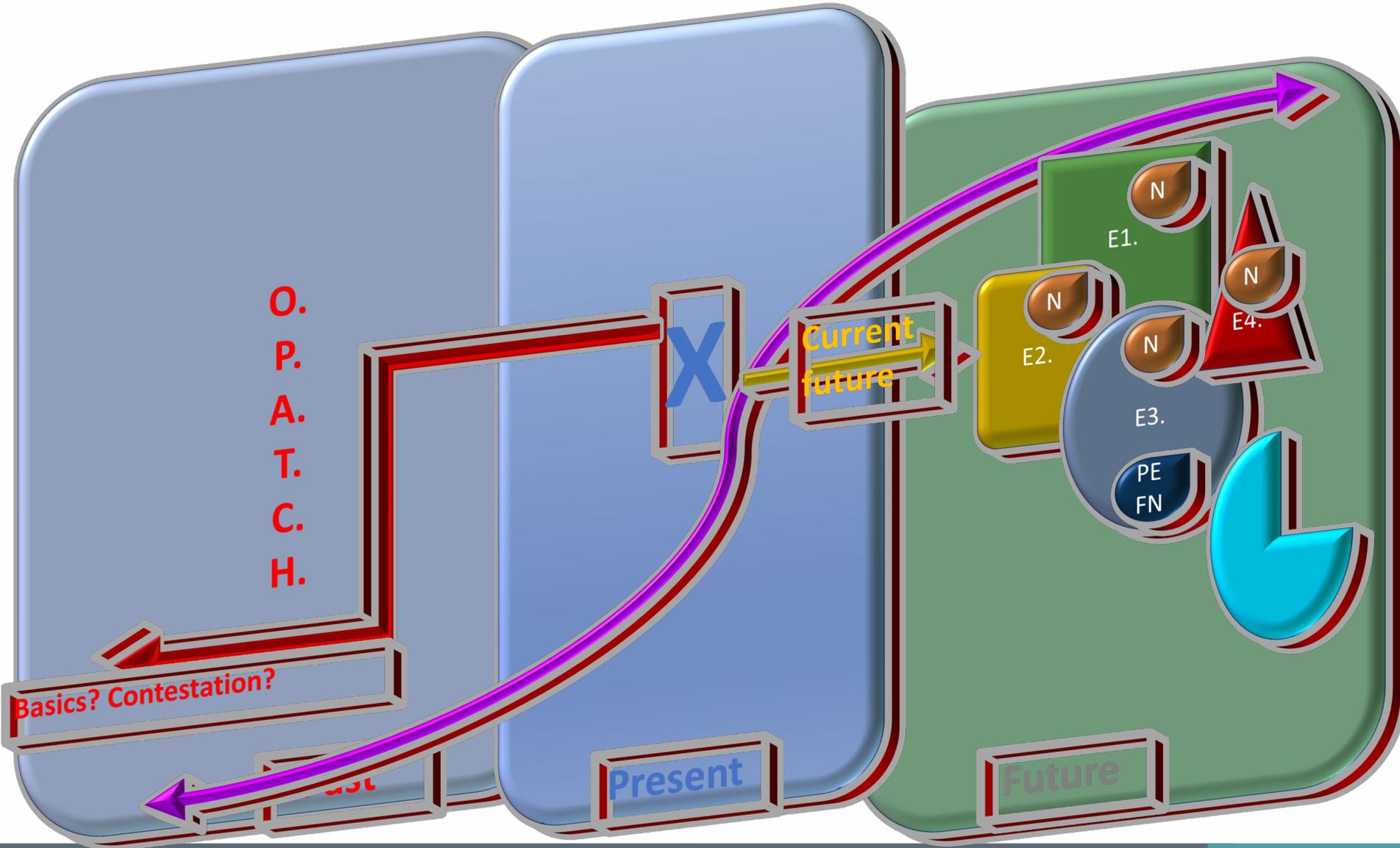
As is...to be...

To

Multiple futures

Futures Thinking

Decision-making - a Temporal Perspective



Futuring the past:
O.P.A.T.C.H. (Mostert, M.)

O-rigins

P-atterns

A-ttitudes

T-raditions

C-ulture/s

H-abits



UNIVERSITEIT
iYUNIVESITHI
STELLENBOSCH
UNIVERSITY



saam vorentoe · masiye phambili · forward together

RESEARCH BRIEF 4/2021

Security Institute for Governance and Leadership in Africa

[SIGLA @ Stellenbosch](#)

Author: Dr M. Mostert (Institute for Futures Research)

Series Editor: Professor F. Vreÿ (SIGLA)

The indefensibility of fixed incrementalism: Fluid scenarios for defence budgets

Background

All prognoses require immense intellectual humility. Despite this cognitive truism, one might argue, simultaneously, that the current model will produce little more than the current future, i.e. the evolutionary version of the status quo. Therefore, to achieve alternative, more preferable futures, alternative, more preferable mindsets, decisions and behaviours have become obligatory.

Discussion

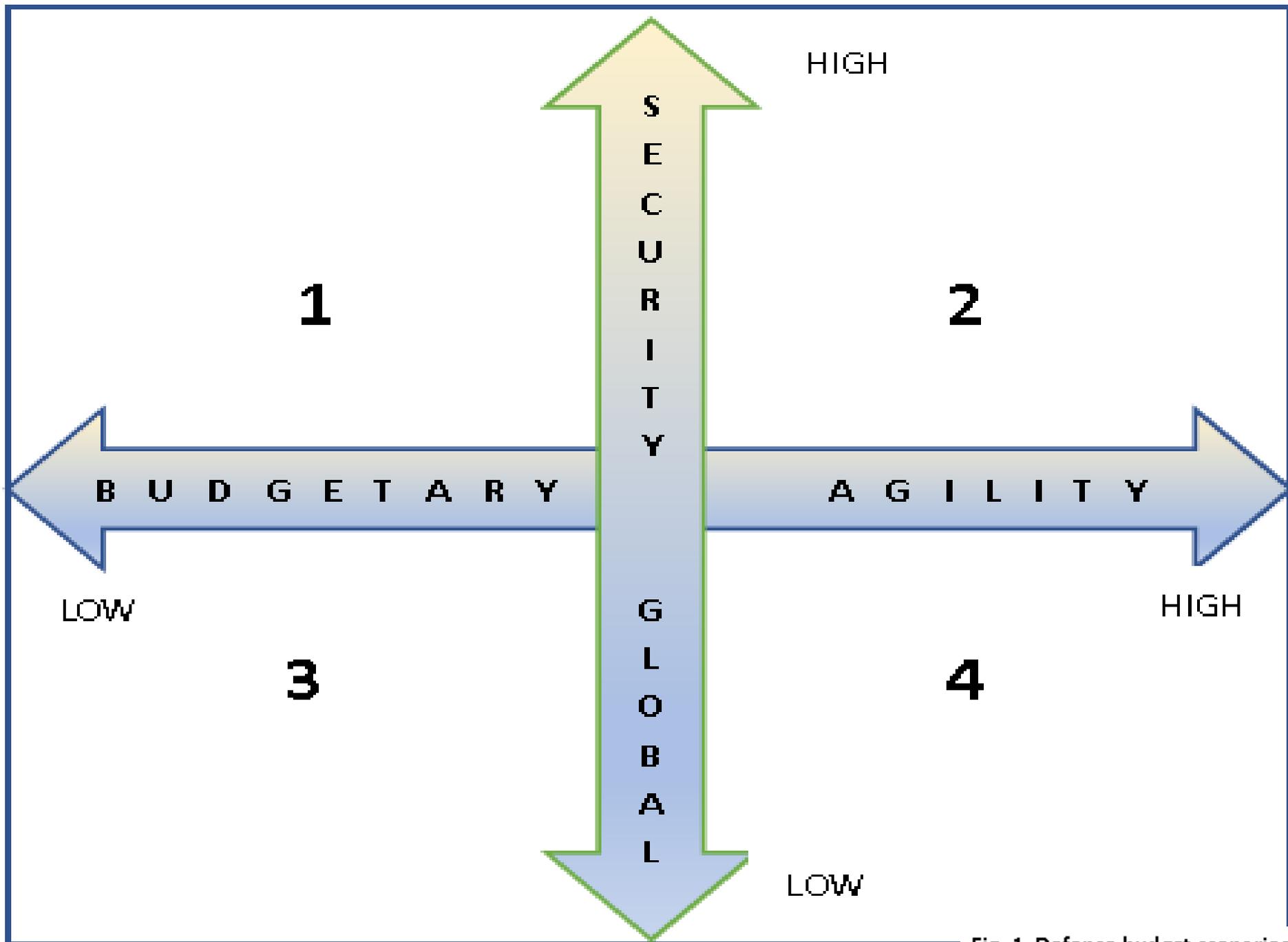
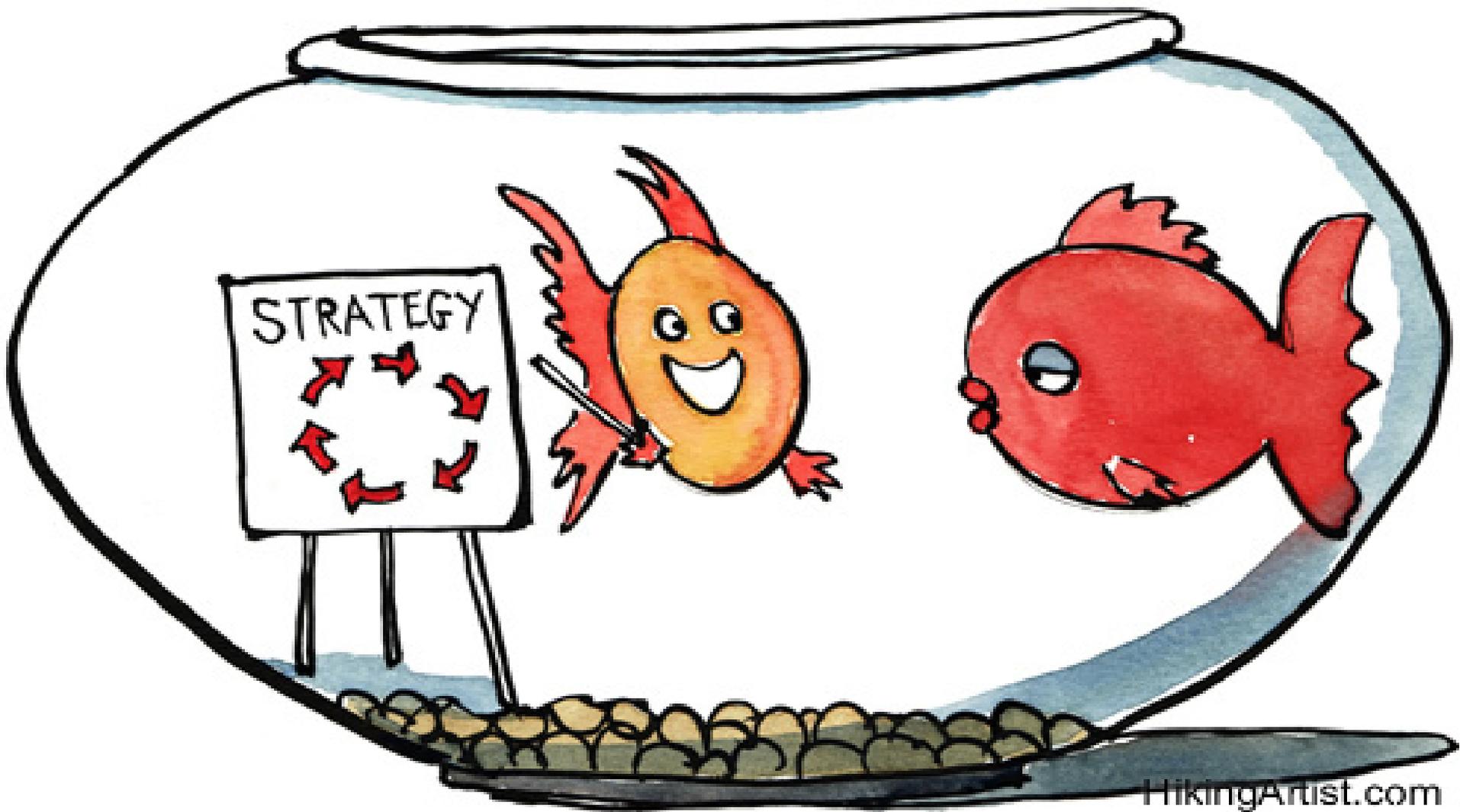
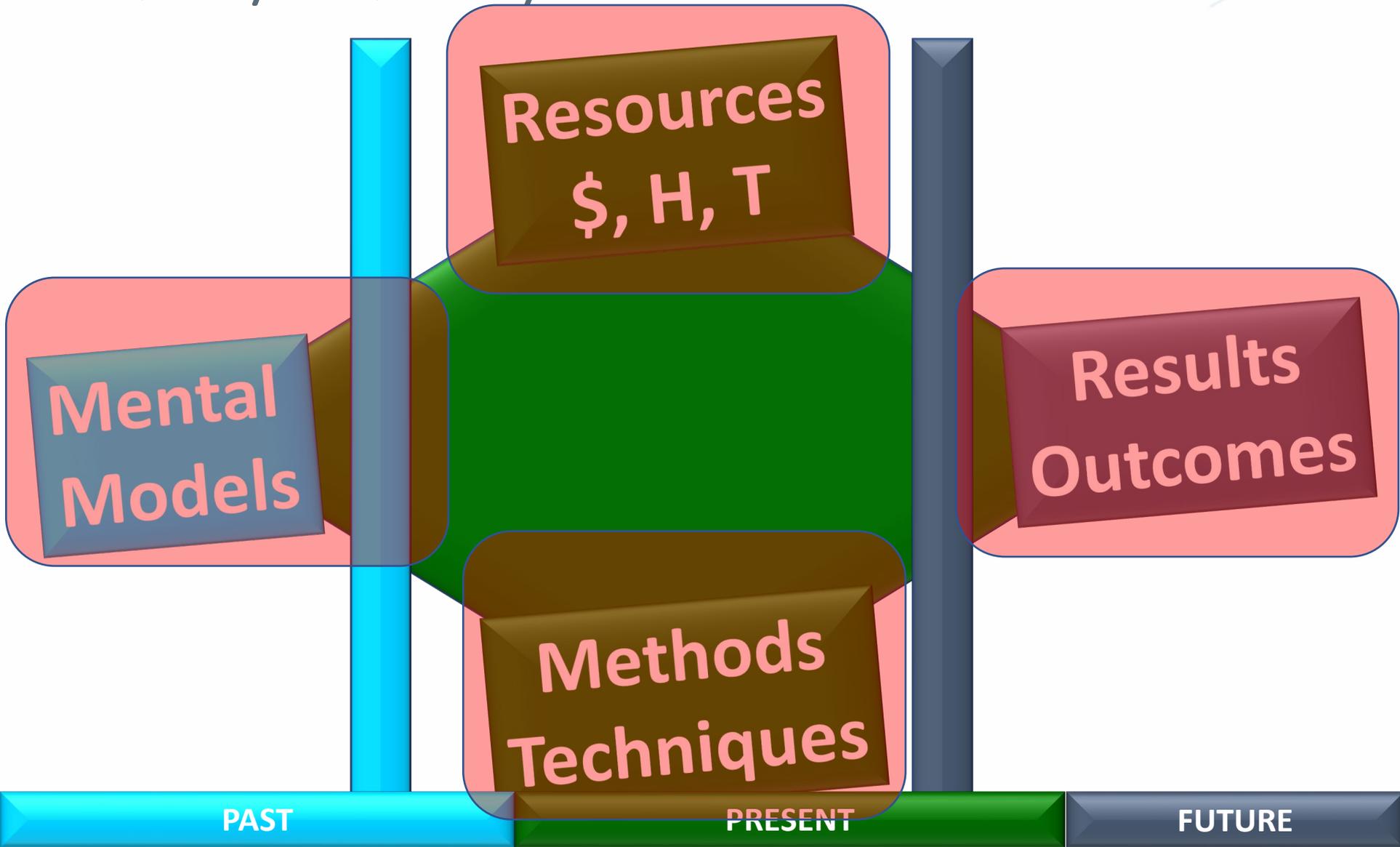


Fig. 1. Defence budget scenarios



Rethinking Quality & Quantity





Mental Models

Our mental models are not the world. They are a representation of the world; an attempt at sense-making.

The lenses we use for understanding, if left unchallenged for too long, become the world itself.

In the same way, the lenses we use to interrogate the future, become the future we interrogate.



Future/Design Evolution

1. **Design-free history** – memory, selective recall, hindsight
2. **Design-free commentary** – description, status quo bias
3. **Design-free prediction** – wishful, blind-spots
4. **AGAINST** - oppositional
5. Design **DESPITE** – wilful, false confidence
6. Design **FOR** – dualistic relationship, i.e. future as a distinct, separate construct
7. Design **WITH** – acceptance of ‘inevitable’ future
8. Design **BY**– reverse engineering, back-casting
9. **Design THE FUTURE** – empowered decision-making, active and agile co-design

A close-up photograph of a human brain, colored in a vibrant red, resting on a clear, faceted glass dish. The brain's intricate folds and grooves are clearly visible. The dish is held by a pair of hands, with the fingers visible at the top and bottom edges. The background is a soft, out-of-focus yellow and white, suggesting a bright, warm light source. The overall composition is centered and balanced, emphasizing the brain as the focal point.

**“The empires of the future
are the empires
of the mind.”**

Winston Churchill