



The
Futures
School

PROFESSIONAL FORESIGHT CERTIFICATION

(TFS PFC)
BODY OF COMPETENCY
AND KNOWLEDGE

ABOUT

The Futures School offers professional certification in Natural Foresight® - a practical and proven approach to applying Strategic Foresight in organizational and personal contexts. The Professional Foresight Certification (PFC) designation provides a blueprint for the adoption of foresight methodologies within all disciplines and domains. As the first credential of its kind, the PFC is operated under the auspices of the Global Foresight Advisory Council (GFAC), an international group of visionaries who are redefining their industries, intrinsically guided by an innate futurist mindset.

The Futures School Professional Foresight Certification (TFS PFC) exams are created using a Body of Competency and Knowledge format, which outlines the responsibilities of and knowledge needed by today's foresight professional in the specific topic.

SEVERAL CORE BELIEFS SERVE AS THE FOUNDATION FOR THIS DOCUMENT AND EXIST AT THE HEART OF ALL THE COMPETENCY AREAS:

- The future is about people.
- The future is a place, not a time.
- We have an ethical obligation to think and act with a long-term perspective.
- Everyone can (and should) think like a futurist.
- We cannot predict the future, but we can map it.
- We are all creating the future everyday with the actions we take.
- Foresight should fuel our organizations, institutions and social structures.
- Foresight is a discipline, but it is best viewed as a philosophy.
- Increasing complexity is not our enemy. It is a sign of growth and maturity.

BELOW IS AN OVERVIEW OF THE MAJOR CONTENT AREAS, OR DOMAINS, OF THE TFS PFC BODY OF COMPETENCY AND KNOWLEDGE.

TECHNICAL DOMAIN:

Discover, Explore, Map, and Create

BEHAVIORAL DOMAIN:

Sense, Mesh, and Transform

IMPACT DOMAIN:

Strategy, Innovation, Change, and Career

TECHNICAL DOMAIN: THE NATURAL FORESIGHT® FRAMEWORK

The Futures School offers a professional certification in Natural Foresight® - a practical and proven approach to applying Strategic Foresight in organizational and personal contexts. Natural Foresight is a repeatable framework designed to work seamlessly in complex environments. Professional Foresight Certification (PFC) holders must successfully demonstrate the ability to leverage the tools within Natural Foresight.

The field of Strategic Foresight was born decades ago. Traditionally, it has been relegated to academic circles and small teams within large corporations. But today, in this increasingly volatile, uncertain, complex, and ambiguous environment, it's much more obvious that every organization, and every individual, needs foresight. Businesses today deal with a very

complex environment, meaning that linear processes and "steps" have much less impact than ever before. To overcome this implementation hurdle, Natural Foresight® was created as a process that mimics natural growth curves. By presenting the critical skillset of futuring through approaches that echo those found in product development and business planning, foresight can be more readily adopted.

Natural Foresight exposes leaders and organizations to an action-based approach to building a Futures Thinking competency in their organization. Natural Foresight includes foresight tools such as environmental scanning, assumption and bias modeling, and scenario development, but is organized in an adaptive, resilient, and transformative approach that has been successfully implemented in large, multinational firms.



DISCOVER

Challenge Assumptions and Old Ways of Thinking

Today's environment of accelerating volatility and exponential change is disrupting paradigms in every domain. However, our deeply engrained biases and assumptions prevent us from recognizing these disruptions and taking action to capitalize on them. Natural Foresight serves as a powerful filter to help us look past our present-day models and ideas, providing the most effective way to recognize disruptors on the horizon of business and society.



EXPLORE

Scan the External Environment to Uncover Hidden Opportunities

Environmental or Horizon Scanning is the lifeblood of Natural Foresight. Scanning allows us to explore and interpret both our internal and external environments in order to better understand how emerging issues will impact us in the future. If we don't scan, we will envision, map and create futures that look much like today.



MAP

Develop Future Narratives Based on Today's Trends

Futures mapping is an incredibly powerful tool due to its ability to immerse people and organizations into future probabilities, possibilities and aspirational outcomes. These alternative future narratives allow us to assess the validity, robustness and future-readiness of our current strategies, as well as uncover new ideas, products, and models that they would have otherwise missed.



CREATE

Design and Execute Specific Action Plans

It is not enough to build strategy, innovate, map out organizational development, or "look into the future" without successfully acting upon all of that hard work. Organizations must build both short and long-range action plans and deliverables in order to implement innovation and preferred future outcomes.

IMPACT DOMAIN: NATURAL FORESIGHT AS AN OPERATING SYSTEM

The Professional Foresight Certification (PFC) designation provides a blueprint for the adoption of foresight methodologies within all disciplines and domains.

STRATEGY

Today's environment of uncertainty and disruption demands a new approach to strategy. We must future-hack our linear methods and push past reactive, short-term plans. With Natural Foresight, leaders can create agile and resilient strategy while staying laser-focused on a clear destination.

INNOVATION

In this era of rapid and accelerating change, it is impossible to achieve true innovation without developing long-term thinking and uncovering alternative future possibilities. When companies instill foresight and futures thinking into their innovation culture, they are better equipped to see the opportunities that are on the horizon and seize them today.

CHANGE

In our volatile, uncertain, complex and ambiguous world, change is an ever-present factor, and organizational cultures that are not open, resilient and future-empowered will struggle to survive – let alone thrive. Natural Foresight equips leaders to identify underlying value systems, to navigate unspoken assumptions and biases, and to identify latent connections between seemingly disparate issues. These insights are critical in achieving long-lasting change.

CAREER

The power of foresight lies not primarily in its tools and methods but in its ability to alter perspectives. For this reason, Natural Foresight is the key to reframing outdated, Industrial Age processes, like career development, that are no longer effective. Foresight provides the agility and resilience leaders need to recover from setbacks, while also taking advantage of obscured opportunities.

BEHAVIORAL DOMAIN: THE NATURAL FORESIGHT MINDSETS

It is not enough to rely on mental models that were constructed for success in a previous era. To drive value in an ever-changing world of increasing chaos, complexity and contradictions, we must adopt new ways of thinking that will guide our actions for breakthroughs. These Natural Foresight® mindsets include: Sense, Mesh and Transform.

SENSE: Transcend Trends, Pick Up on Patterns

Trends in quantifiable technology, social algorithms and big data are exploding, but it is those who hone the mindset of sense-making and pattern recognition who will truly be able to understand and leverage the world that is emerging around them. It is actually the quantum speed at which these ideas are unfolding that is making the human-centric quality of holistic sense-making a vital leadership mindset. Not only is this way of thinking critical for looking beneath the surface of exponential change but it also allows us to envision the outcomes to the convergence of trends and complex issues so that we can “get ahead of the future.”

TRANSFORM: Annihilate Iteration, Build Breakthroughs

An increasingly complex world demands that we must move beyond incremental innovation into transformational thinking and invention. We often call this “creative destruction on steroids,” noting that this mindset is about much more than being provocative for the sake of controversy; it’s about moving away from short-term thinking to long-term vision. In this environment of volatile change, leaders must be willing to “embrace the unknown” - the ability to move beyond the familiar and explore not-yet-imagined ideas.

MESH: Break Silos, Surface Sweet Spots

In this new era, we must “un-silo” disciplines and practices to foster the emergence of unique ideas and actions. This is the skill of intentionally creating the “spaces-in-between.” As it turns out, the silos separating disciplines have actually created many of our greatest problems and challenges. The ability to explore the sweet spots between ideas and practices allows us to “dance with complexity,” purposely embracing, harnessing and leveraging the new landscape in order to create unseen organizational models, strategies, innovations, experiences, and services. Natural Foresight frames the mindset of meshing as the ability to think in “simultaneous multiples,” envisioning the expanding landscape of possible futures.

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