

**COPENHAGEN  
INSTITUTE  
FOR FUTURES  
STUDIES**





## FUTURES PARTNERSHIP

### ORGANISATIONAL

- **CIFS Strategic Monitoring** of critical trends and uncertainties
- **Trusted Advisor**, available for ongoing dialogue and sparring
- Either: 1) **One tailor-made presentation** about a topic of your choice OR 2) **Two course seats** on all our courses
- **Foresight Maturity Assessment** to make you futures-ready
- **10% discount** on small projects
- Quarterly editions of **FARSIGHT** (print & digital)
- 10 yearly **Futures Seminars** with futurists and experts
- Unlimited access to our **digital knowledge archive**

The mentioned services are on an annual basis.

Please link up!

Lasse Jonasson



**Lasse Jonasson**  
Making organisations  
futures ready



## FUTURES MEMBERSHIP

### INDIVIDUAL

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## About CIFS

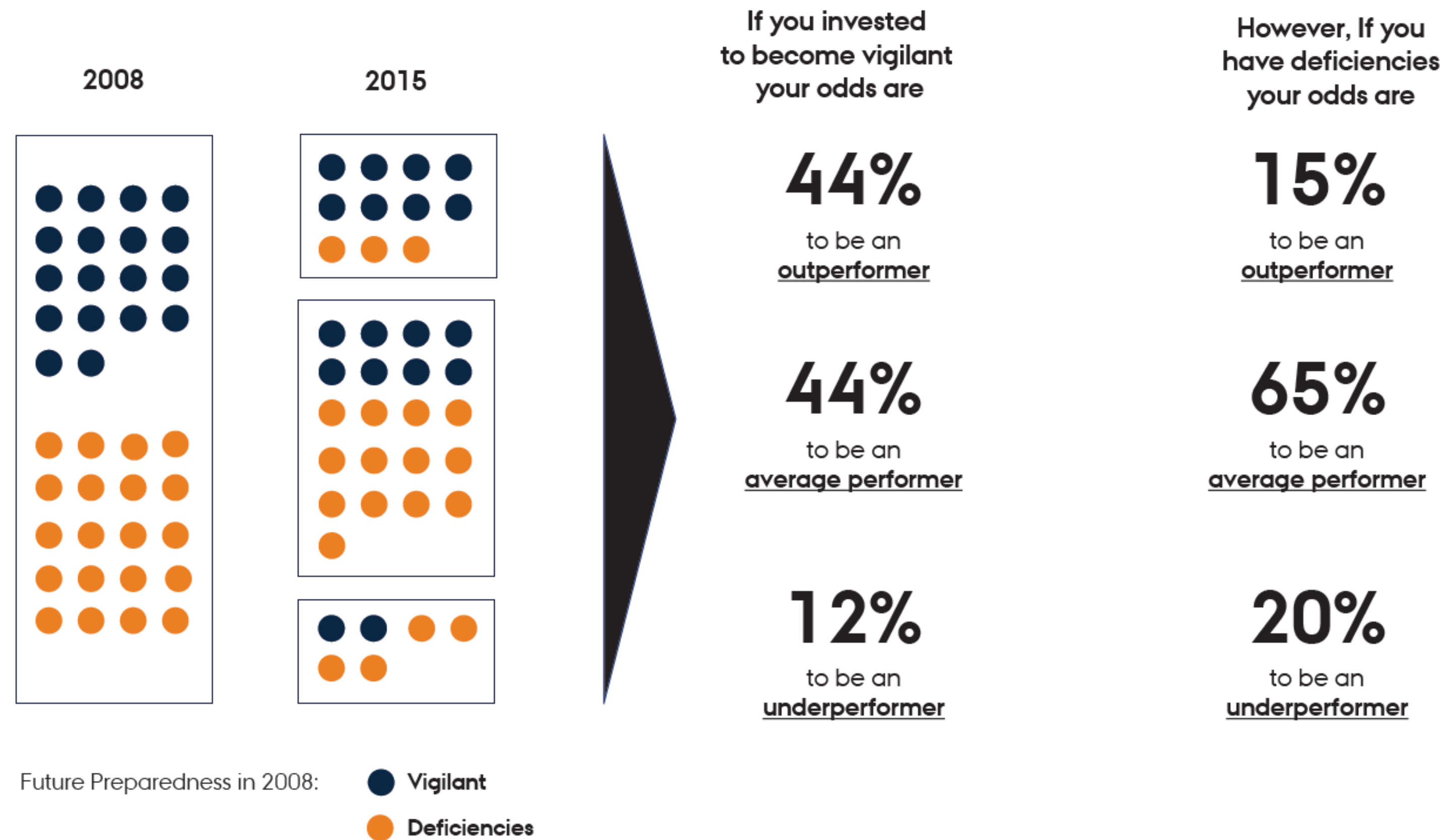
The Copenhagen Institute for Futures Studies (CIFS) is a not-for-profit, independent futures think tank founded in 1969 by former OECD Secretary-General Thorkil Kristensen for the betterment of our society.

CIFS works towards the betterment of society by leveraging multidisciplinary capabilities to equip and inspire individuals, organisations, decision-makers, and the public **to act on the future today.**





# Improving your odds for long-term survival





# Strategic foresight in Danish businesses

CIFS // Berlingske's CXO panel  
(CXO's from the 1000 largest Danish companies)

- **26%** have defined strategic foresight as a business priority
- **11%** work systematically with scanning for potential future developments on the longer term (+5 years)

But, paradoxically...

- **Around half** believe that their core business will undergo fundamental changes over the course of the coming 3-5 years





**Size in revenues**  
**Debt Capacity**  
**Past R&D investment**  
**Industry trend**  
**Geographic trend**  
**Mergers, Acquisitions and Divestments program**  
**Resource reallocation**  
**Capital expenditure**  
**Productivity improvement**  
**Differentiation improvement**

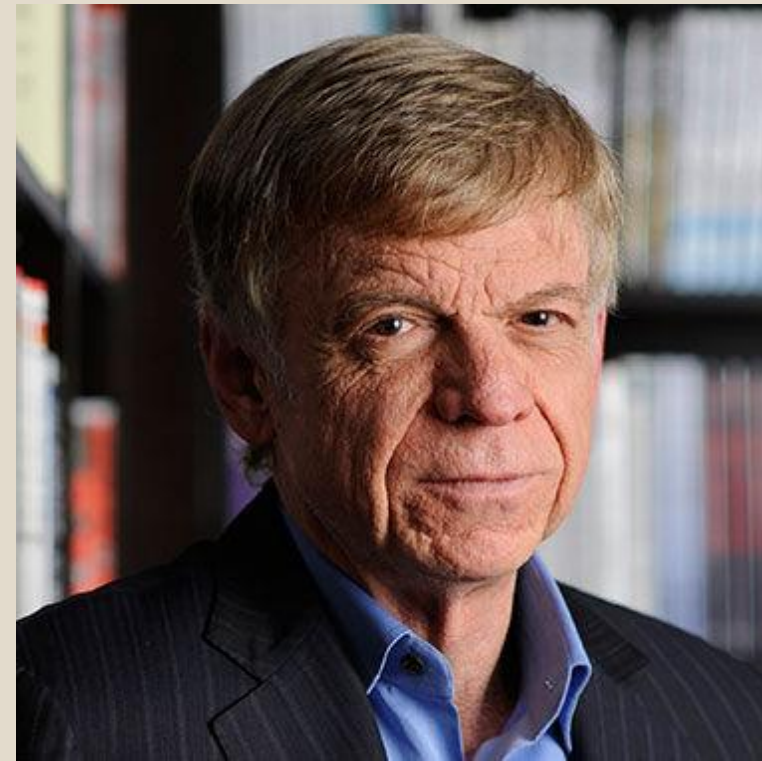
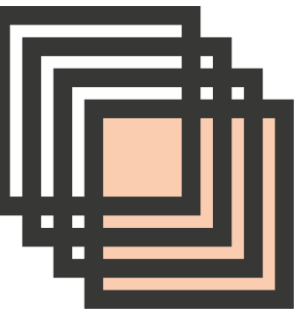
## **The long-term perspective**

*Enables you to decide what game to play*

10 variables explain nearly 90 percent of a company's future position.

Surfing the trend in your industry is the single most important of all 10 attributes.





“Real leaders don’t make plans; they don’t solve problems; they don’t even organize people. What leaders really do is prepare organizations for change and help them cope as they struggle through it.”

**John Kotter**

PROFESSOR HARVARD BUSINESS SCHOOL





# ORGANISATIONS THAT MANAGE TO STAY RELEVANT OVER TIME HAVE A NUMBER OF COMMON CHARACTERISTICS

## Scanning



They continuously scan the environment to identify relevant changes

## Strategic Foresight

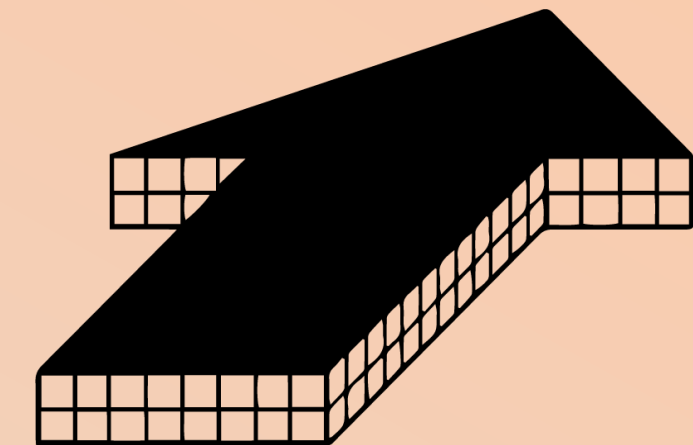
## Sense-making



They ensure ongoing organizational dialogue and learning about the strategic consequence

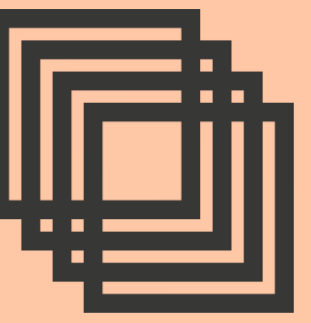
## Strategy

## Mobilising



They mobilise resources to create change towards a preferred future

## Leadership



# How to work with the future?

From gut feeling to structured analysis



**Megatrends**



**Uncertainties**



**Unexpected events**



**... and understanding our own biases**





## **Know your “*cognitive biases*”!**

- The status quo bias
- The confirmation bias
- The optimism bias
- The expert problem bias



WORLD

CONCENTRATION OF WEALTH 



GLOBALISATION

ECONOMIC GROWTH 



POPULATION GROWTH

SERVICE ECONOMY 

NETWORK ECONOMY 

ECONOMY

ENGINEERING ADVANCES 

GREATER INTERCONNECTEDNESS 

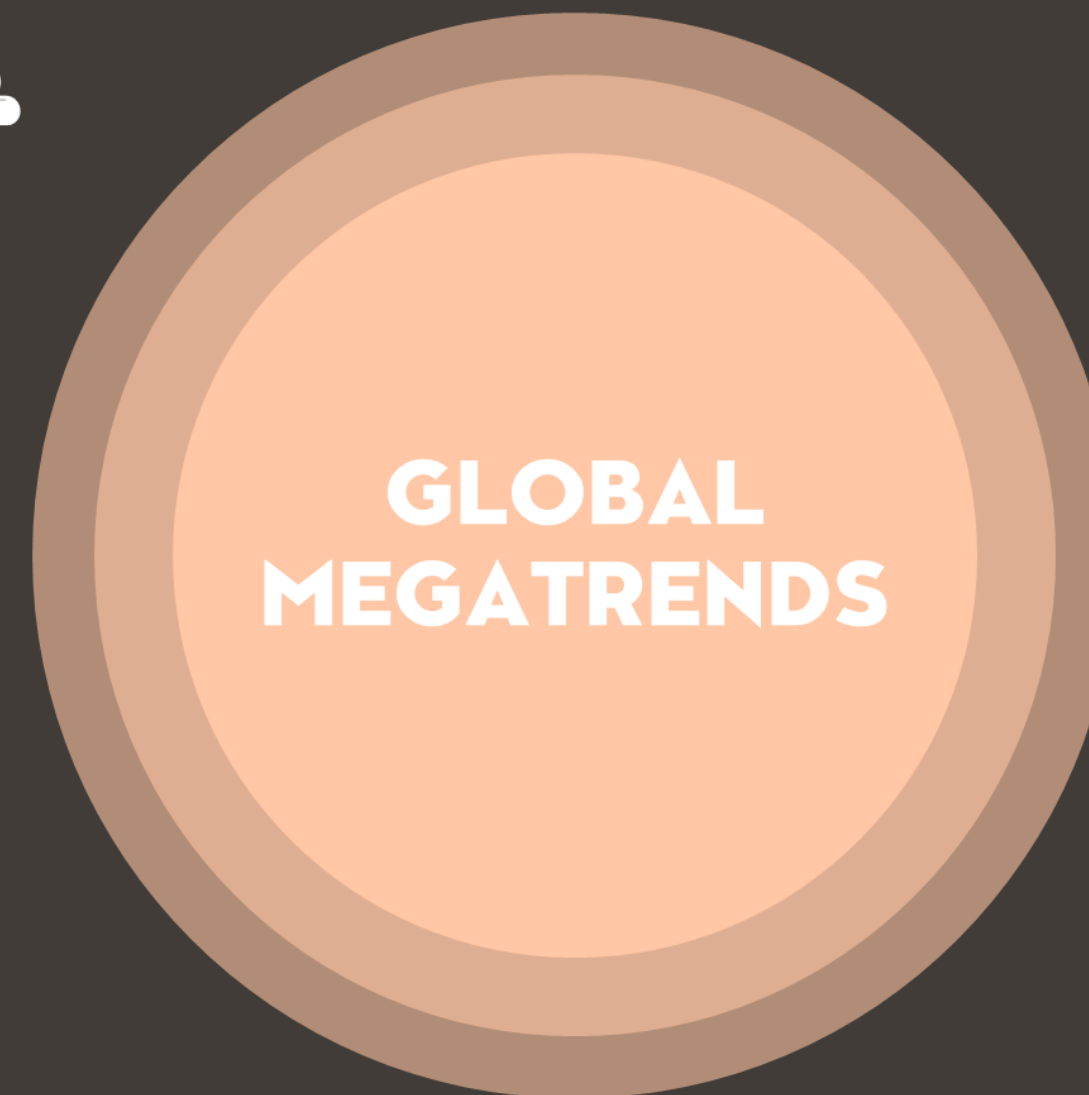
BIOTECH REVOLUTION 

AI & AUTOMATION 



URBANISATION

TECHNOLOGY & SCIENCE



ENVIRONMENTAL CHANGE & SUSTAINABILITY



PEOPLE & SOCIETY

AN AGEING WORLD



INDIVIDUALISATION & EMPOWERMENT



FOCUS ON HEALTH





# THE ART OF LONG-TERM THINKING

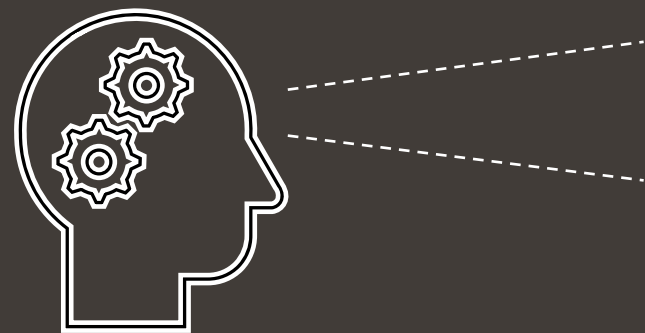
HOW TO THINK ABOUT THE FUTURE?

DATA & EVIDENCE - EXPLOITATIVE

**TACTICAL**

0 - 12 MONTHS\*

Traditional strategist  
(løb hurtigere)



THESIS DRIVEN - EXPLORATIVE

10 år fra nu:

- Hvordan ser en typisk dag ud for en borger/forbruger?
- Hvor bruger vi vores tid? Hjemme, på arbejdet, i den virtuelle verden, i mixed reality, i naturen?
- Hvordan kommunikerer vi – SoMe, Smartphones, superapps, AI???
- Hvordan bevæger vi os rundt? –og hvorfor?
- Hvor alvorlige vejrhændelser oplever vi? Og i hvor høj grad går vi op i bæredygtighed? Og biodiversitet? Og??
- ...

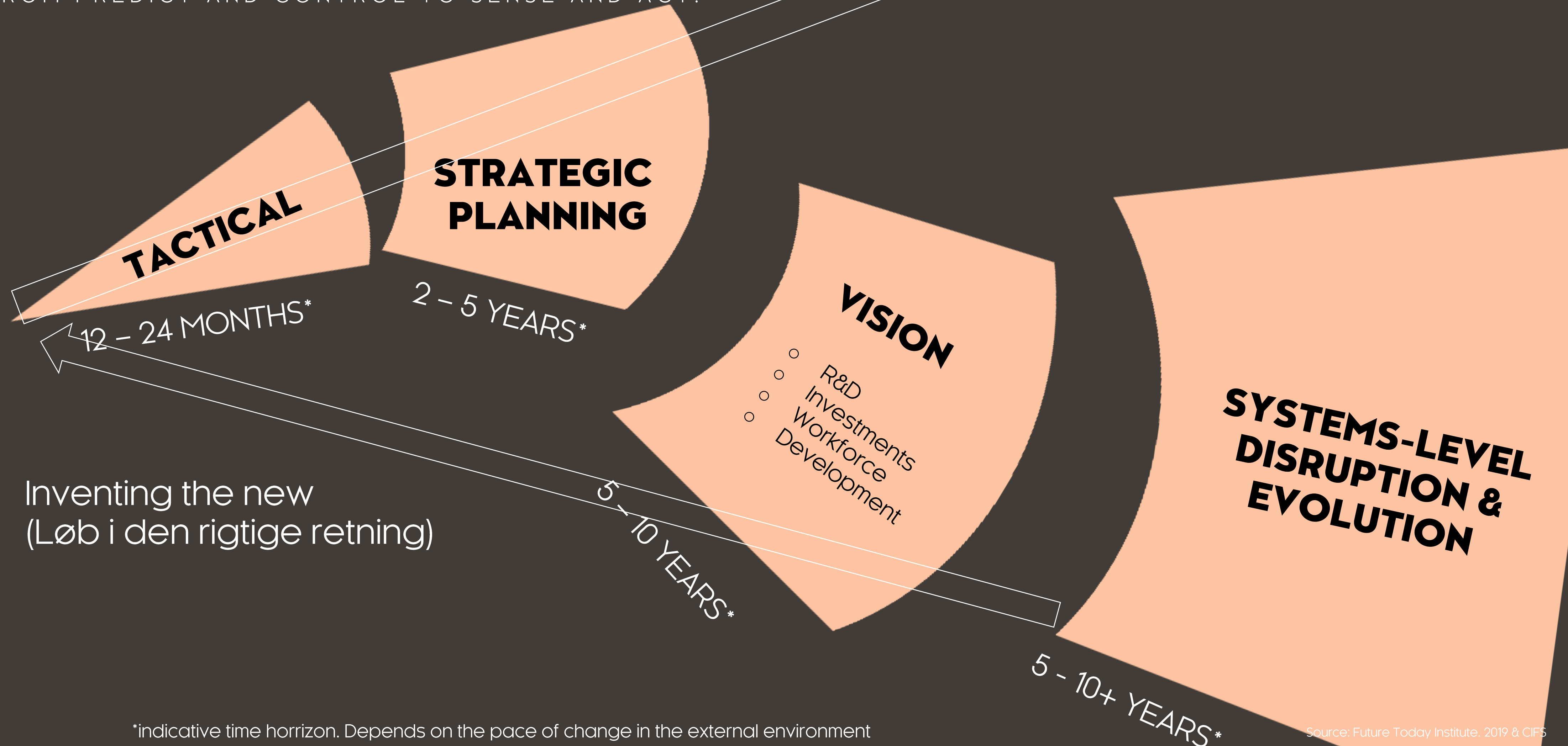
YEARS\*



# Strategic time horizons

FROM PREDICT AND CONTROL TO SENSE AND ACT!

Improving the existing  
(løb hurtigere)

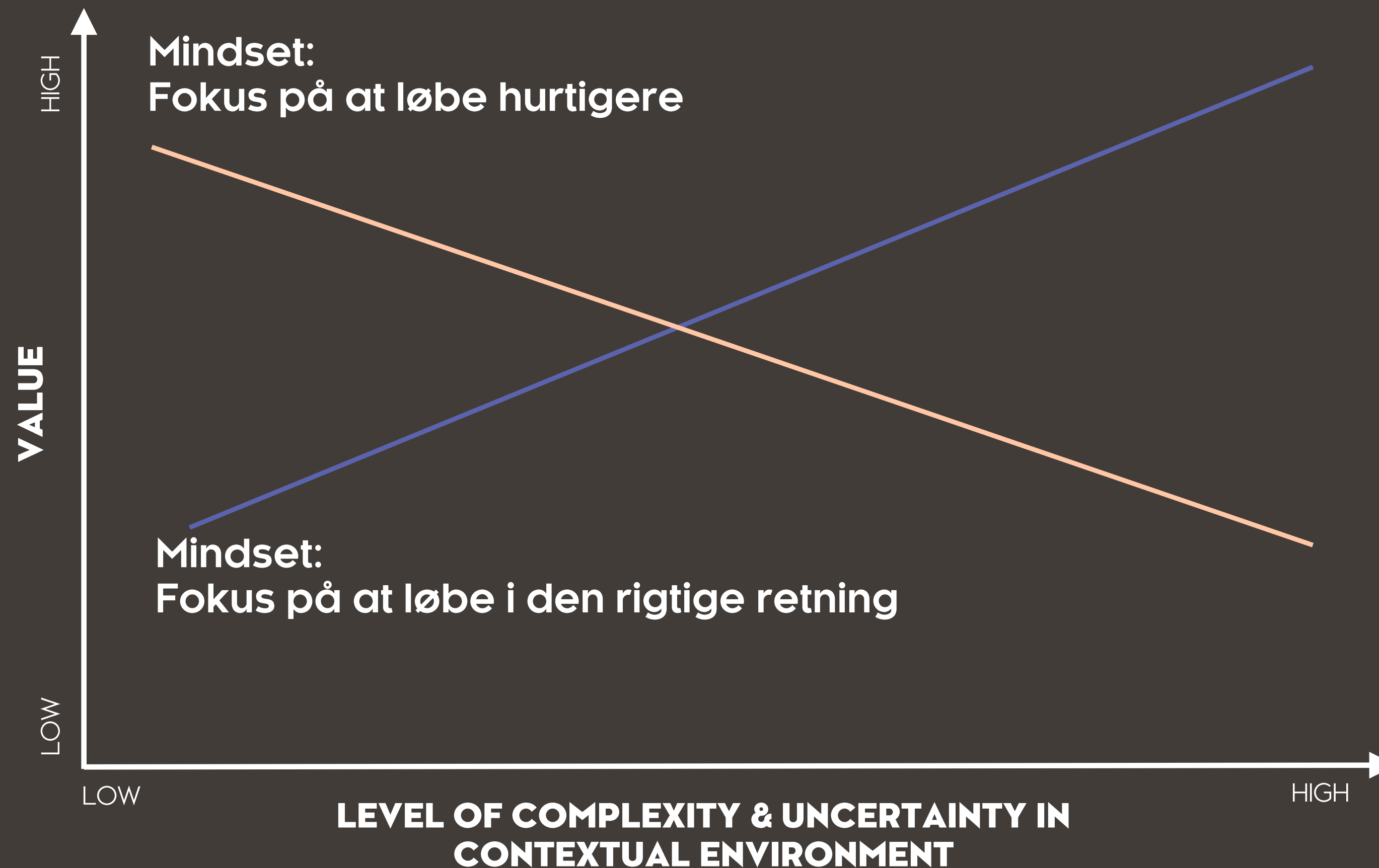






# UNDERSTANDING YOUR FUTURE UNCERTAINTY

TO UNDERSTAND THE VALUE OF DIFFERENT MINDSETS



- Complex and responsive thinking (vs. linear)
- Inventing the new (vs. improving the existing)
- Future Back (vs. present forward)
- Future Scenarios (vs. trends)
- Outside-in (vs. inside-out)
- Focus on the right questions (vs. the answers)
- Applying ecosystem analogies (vs. machine analogies)

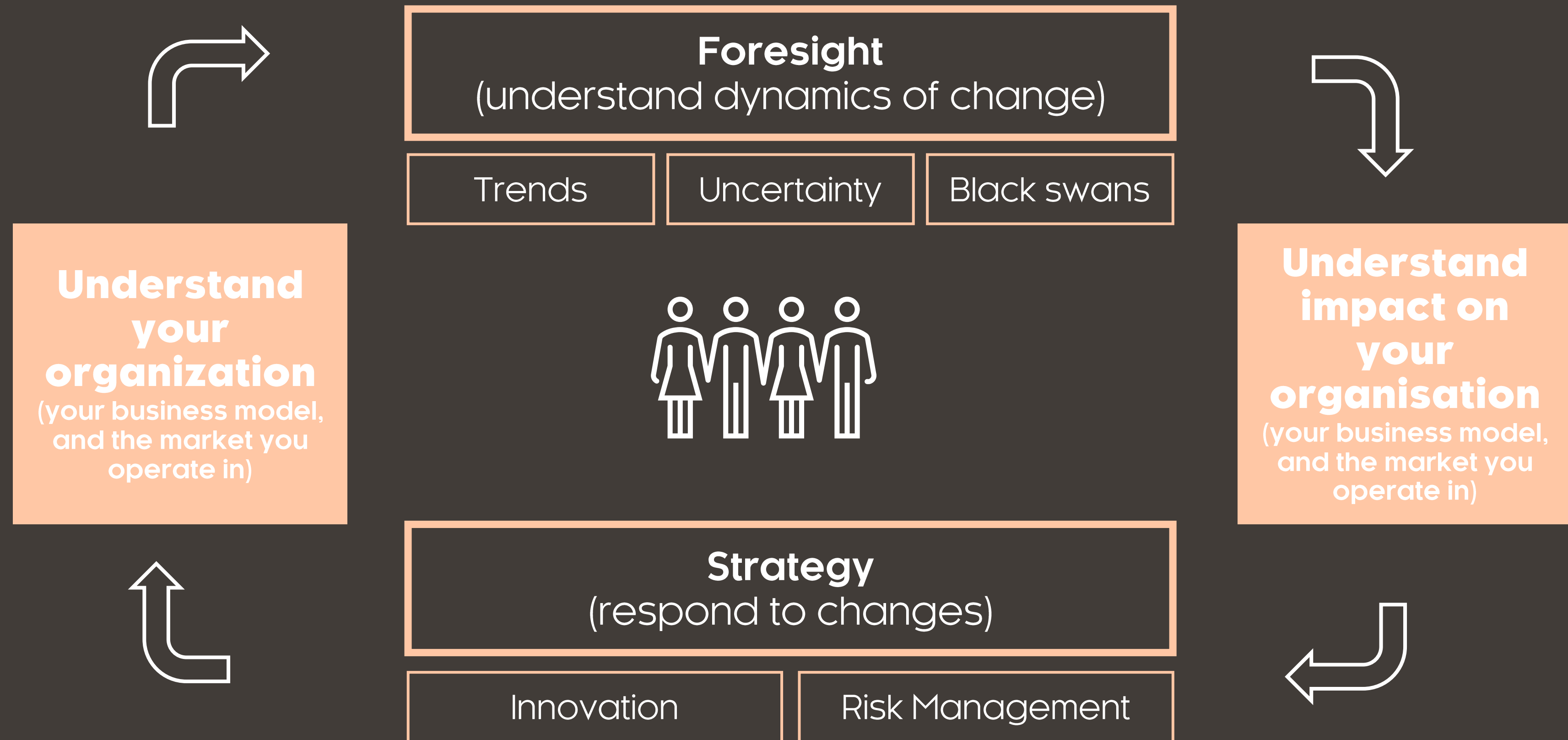








# The iterative relationship between foresight and strategy







# Hvordan kan du bruge fremtiden til at skabe forandringer i din organization?

“Culture eats strategy for  
breakfast”

**Peter Drucker**

AUTHOR, MANAGEMENT CONSULTANT  
AND EDUCATOR





“Hope is the belief that the future will be better than the present, coupled with the belief that you have the power to make it so”

## Hope is not a strategy

*But it is a crucial element for a strategy to succeed*

- Hope is fundamental for human flourishing but is a subject rarely addressed in business
- If you want to mobilize your organization towards a preferred future, each individual needs to see her own role in that future
- If you manage to ignite a hope among your employees, they will be energized and motivated instead of reluctant and anxious

The definition of hope is taken from Shane Lopez, who has studied hope extensively both as an academic and as a senior scientist at Gallup





PAST  
PRESENT  
FUTURE

### **People oriented towards the past.**

- To much change. The future is scary. Risk averse
- I knew the safety systems, strategies and the old rules. Accountability. Trust
- Make me feel safe and secure – and in control.

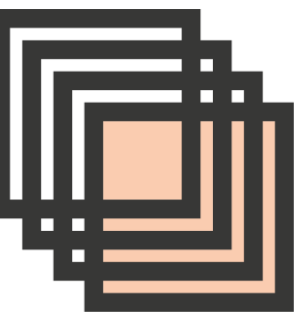
### **People oriented towards the present.**

- Deviations: +/- 5%.
- Concepts will change – gradually. The future is difficult to imagine. Concrete solutions.
- Make me feel that things are getting done.

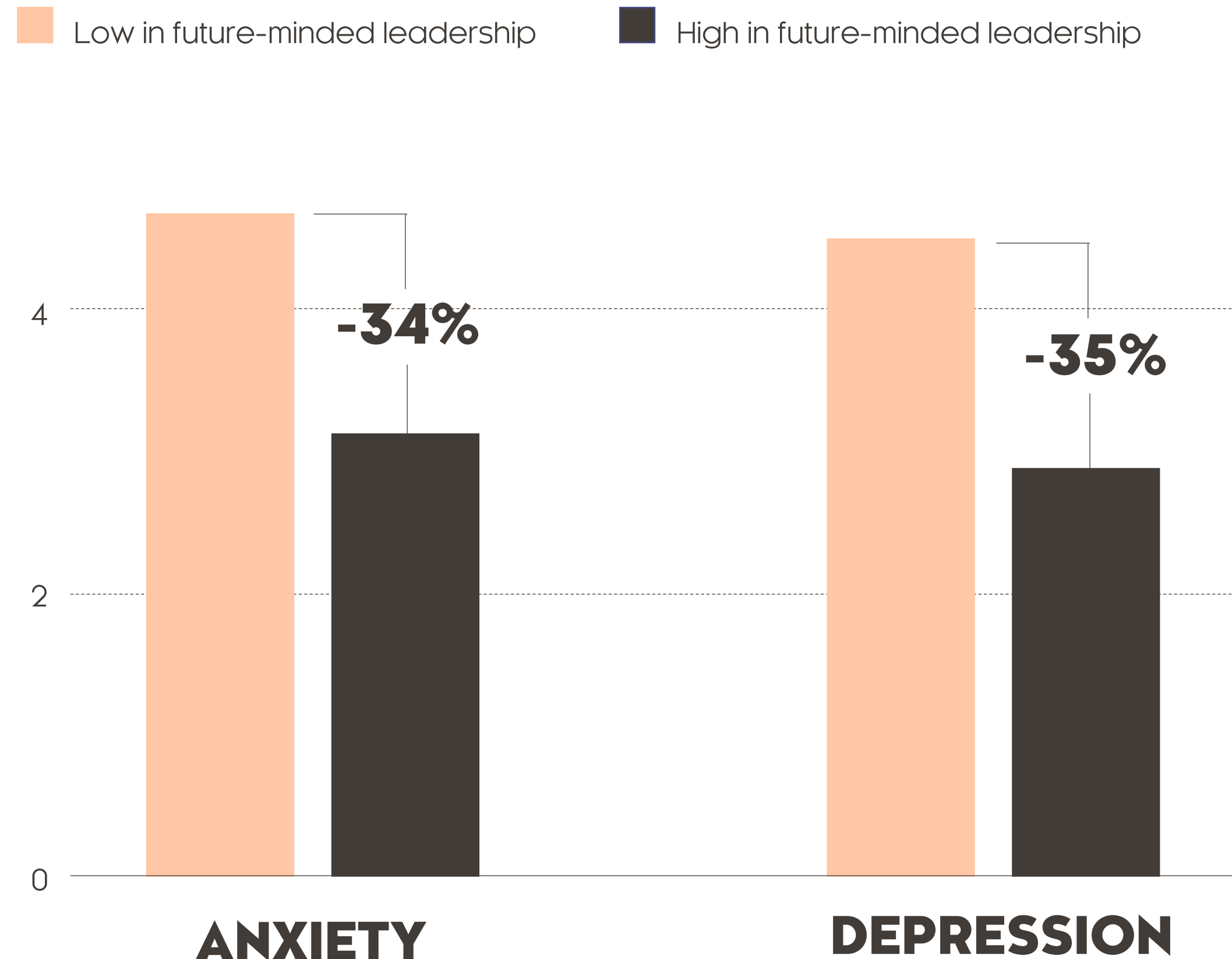
### **People oriented towards the future.**

- Let's rock – new touchpoints, products, technology, experiences, inspiration, innovation, creativity etc.
- Always something new in development – risk seekers
- Make me feel inspired and visionary





# Improving Well-being Through Anticipatory Leadership



Uncertainty is not the problem.

Inability to plan and influence our future makes us feel powerless, causing stress and emotional turmoil.

Individuals effectively tapping into future-minded leadership, experience positive shifts in anxiety and depression symptoms.

Adam Wood, Better Up, 2022 "The Future Minded Leader"



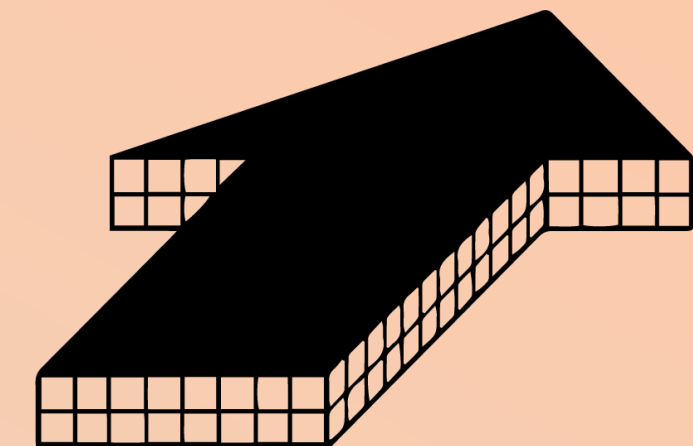
# Den Fremtidsorienterede Leder



Udforsker kontinuerligt mulige fremtider og de fremtidige kundebehov



Forstår hvordan organisationen skal transformeres til også at skabe værdi i fremtiden



Skaber en fortælling som mobiliserer et håb blandt medarbejderne og skaber en fælles bevægelse imod en foretrukken fremtid





# Afraid of getting stuck in the present? Reach out!



Global Megatrends



Futures Membership



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