


CORPORATE FORESIGHT AND THE AGILE ENTERPRISE

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**ENGINEERING OFFICE FOR
FUTURES STUDIES**



GOTO: Market

Using the future for growth and innovation



Foresight

Actionable Futures-Knowledge



avenure

Innovation Processes (CEN-TS 16555)

Routinely using the future

- VUCA (1987?)
 - Volatility
 - Uncertainty
 - Complexity
 - Ambiguity
- TUNA (1965 – Emery & Trist / 2007 – Wilkinson & Ramirez)
 - Turbulence
 - Uncertainty
 - unpredictable Novelty
 - Ambiguity

GLOBAL FINANCIAL CRISIS

BREXIT

DISRUPTION



Recent Shifts

Causation → Effectuation!

(Sarasvathy, 2000)

Planning → Agile

(around 2000)

Substance → Accident

(Gransche, 2015)

Anticipation for the future → Anticipation for emergence

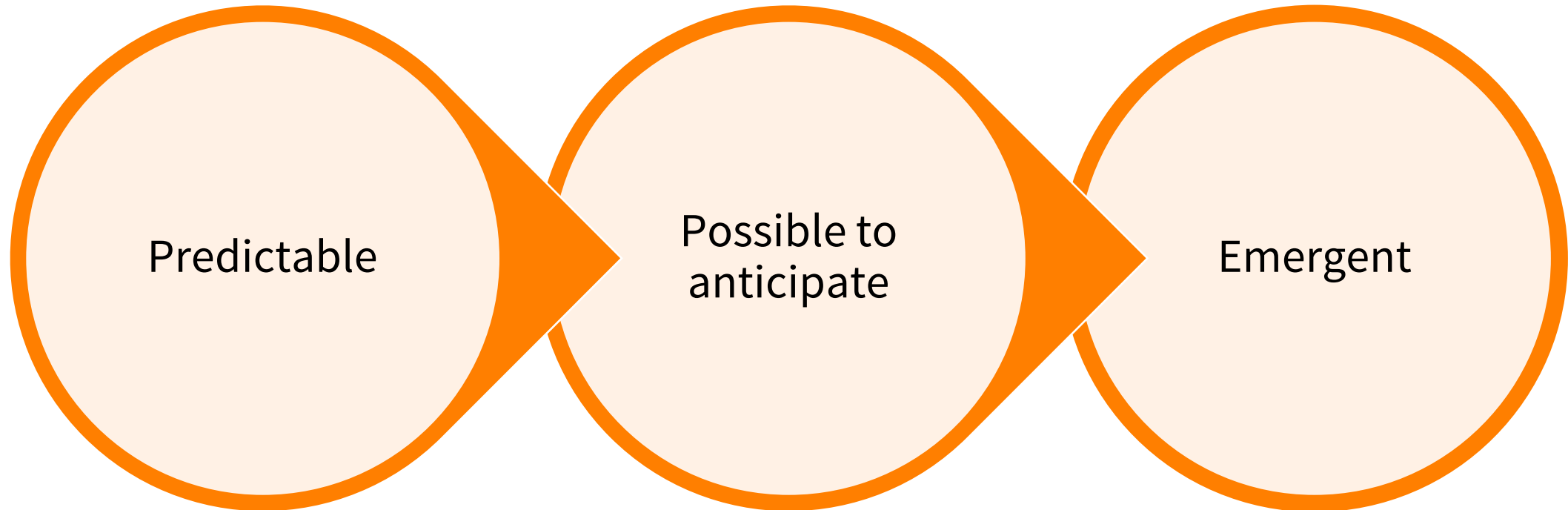
(Miller 2018)

Industrial Perspective → Co-productive Perspective

(Ramírez, 1999 cited after (Selsky et al., 2013))

RE-CONCEPTUALIZING FUTURES

From the perspective of anticipatory capacity



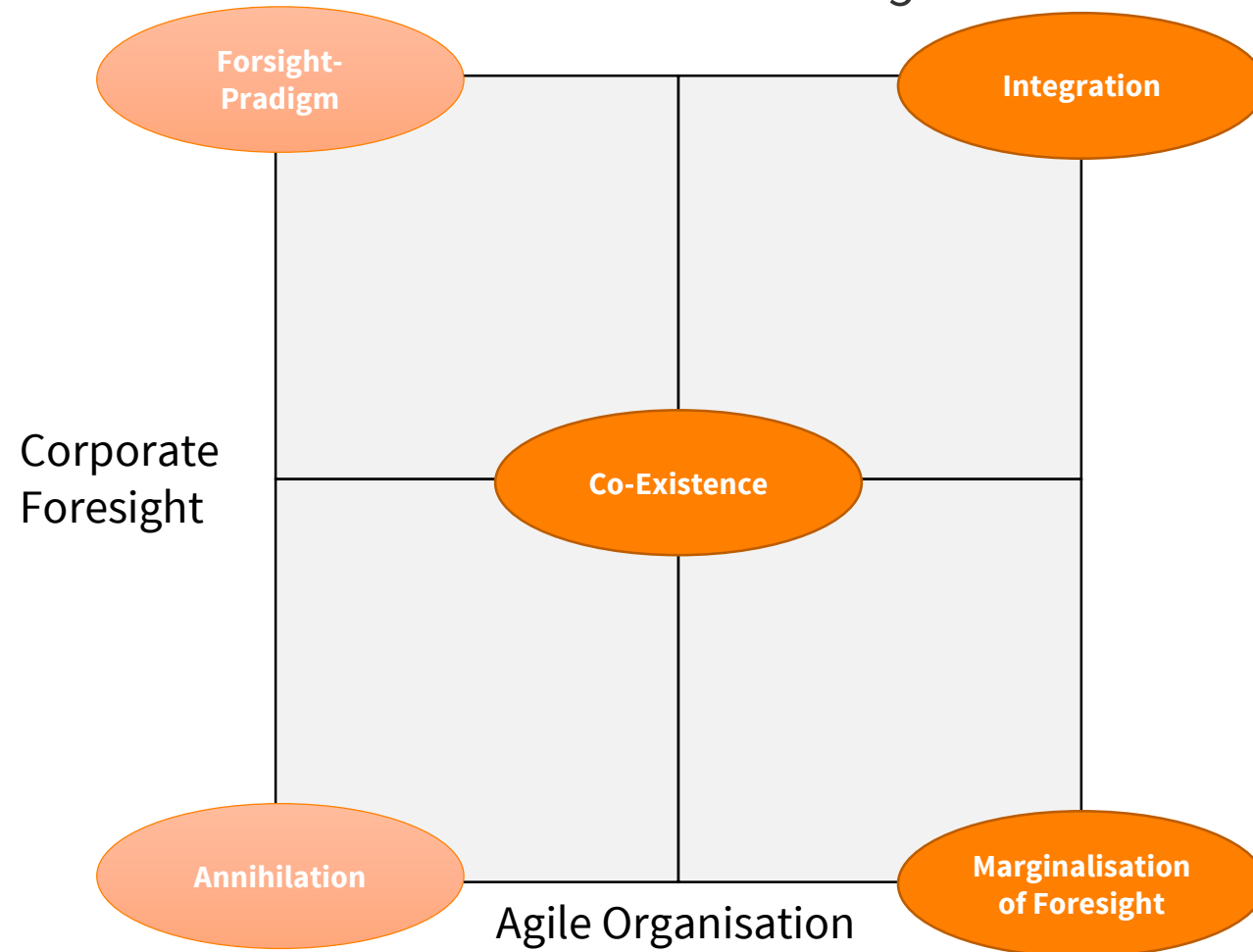
A FUTURE FOR (CORPORATE) FORESIGHT?

Agile and Foresight make the same value proposition

Concept	Value Proposition
(Corporate) Foresight	“Supporting the adjustment of the company, when faced with uncertainty.” (Schwarz & Rohrbeck, TFSC; in total 12 value propositions)
Agile Enterprise	Self-adaption in response to market changes (Bea & Göbel, 2019)
Agile Methods	Adapting to changing customer requirements

THREE SCENARIOS FOR THE FUTURE

*It's not the scientists and scholars who will decide the outcome –
It's the Business-Managers*



THREE SCENARIOS FOR THE FUTURE OF AGILE & FORESIGHT

MARGINALISATION OF FORESIGHT

- Business as usual scenario from the authors perspective.

CO-EXISTENCE

- Mutual ignorance? Paradigms live in ,pockets‘
- Both paradigms seen as complementary and ,as-well-as‘ – Active balance of both
(Johnson, 1992, Polarity Management)

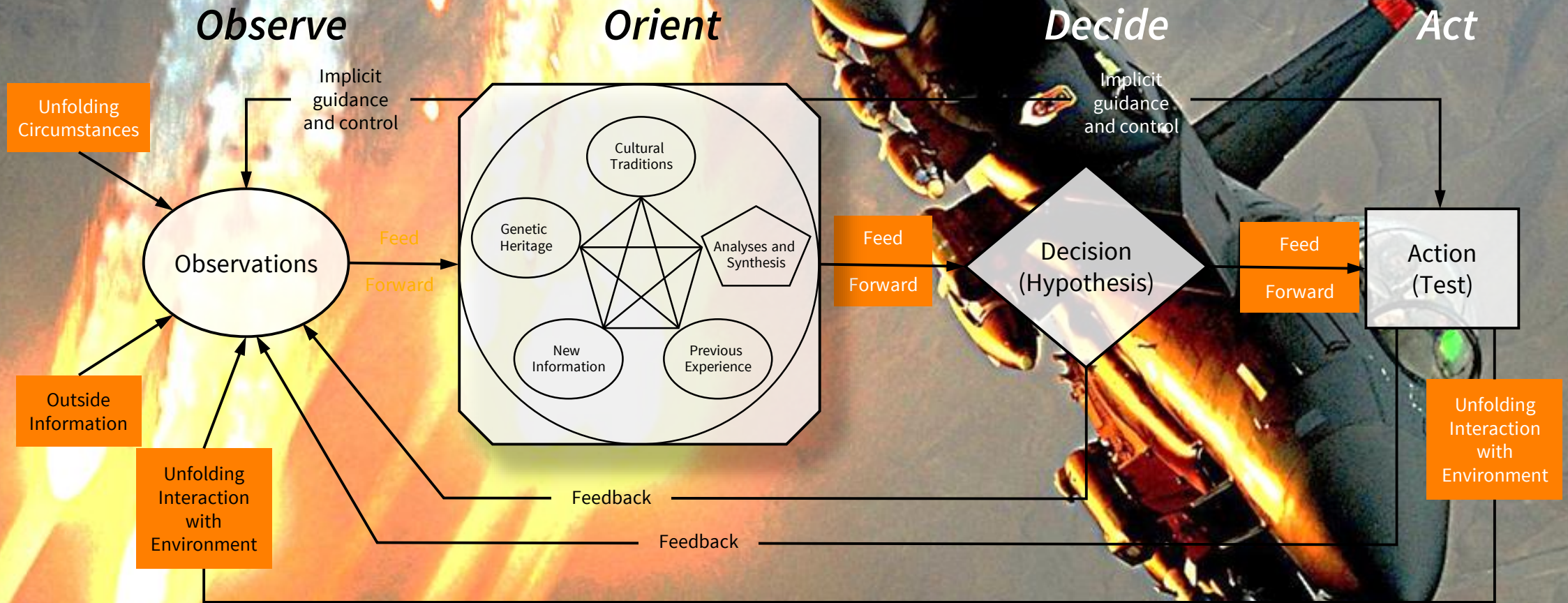
INTEGRATION

- Nesting of the paradigms
- Agile is fuzzy in the long term
- Foresight is fuzzy in the short term

Proposal: Nesting Agile in Foresight!

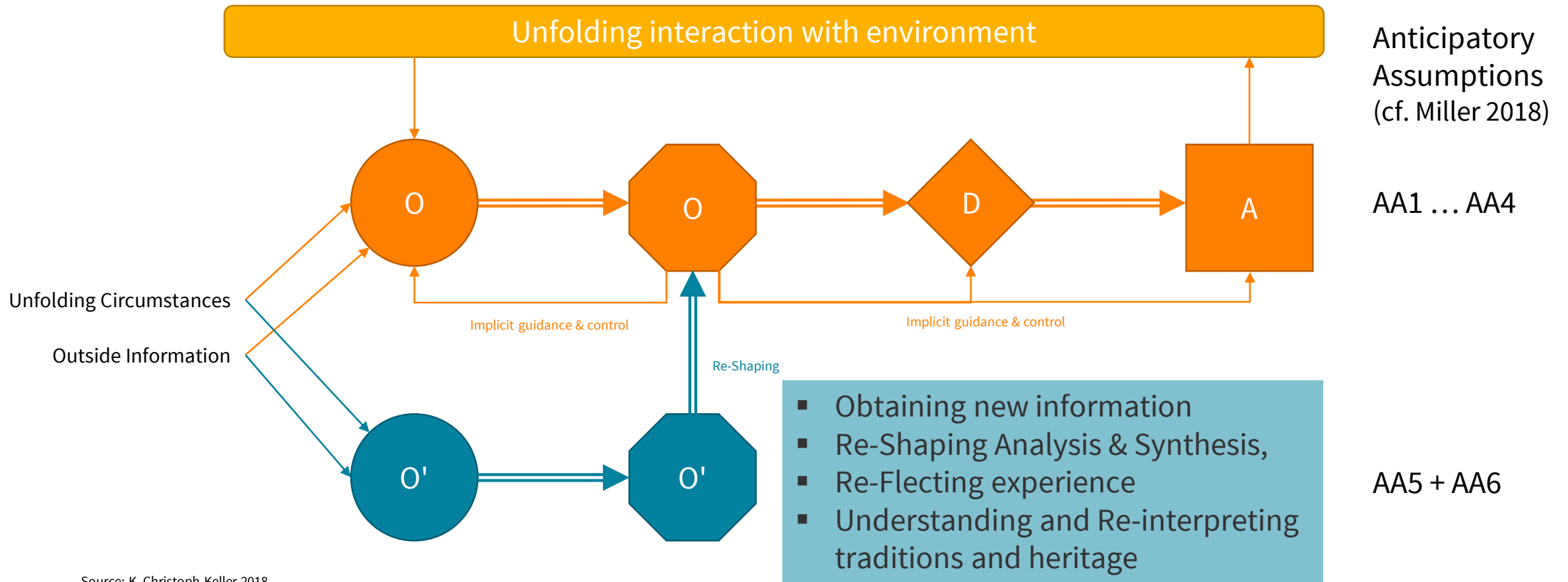
OPERATING UNDER 'MAXIMUM TUNA'

The OODA-Loop by John Boyd and the central role of orientation as a guide to integration of Agile and Foresight



(OO')²DA DOUBLE-LOOP AS NEW INTEGRATIVE APPROACH

Summarizing the foundations



CORPORATE FORESIGHT

- Accepting the VUCA Narrative for the corporate environment
- Dropping 'Planning' and 'long-term' vocabulary (People are sick of 'The Future')
- Work on AS5 and AS6 Methodologies, Accident-Awareness
- Risk: becoming esoteric
- Mutually beneficial; delivering benefits in the short term by shaping 'the big O'.

INNOVATION/TECHN. MANAGEMENT

- Agile - 'small context' (THE Customer, short-termism, incrementalism, product-focus)
- Focus on the (corporate) governance of innovation processes instead on innovation - Management
- e.g. Dynamic Product Development™ (Ottosson 1996) → Scenarios enacted in NPD
- My Credo: Markets are SYSTEMS!
- Risk: becoming marginalised - foresight is not 'delivering'

TEACHING

- Explicit Reflection! Shaping 'the big O'.
- E.g. "Why included this scan-hit - why excluded that scan hit" (Bishop, Peter, 2019, Personal communications)
- Viable strategy with limited and long-term impact - enable the young generation to start over.
- Risk: being seen as irrelevant

Technologie/
Prozesse

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Fokus auf
Sonderlösungen

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