Strategic Foresight and Scenario Planning Training Course



21 - 25 Dec 2026

Milan

5900 € (Per Person)

Ref: #PLA2915_127734

Course Introduction / Overview:

In today's volatile, uncertain, complex, and ambiguous (VUCA) world, traditional strategic planning is no longer sufficient for long-term success. This course provides a robust framework for navigating uncertainty and shaping the future. Strategic foresight and scenario planning are disciplined methodologies for exploring and preparing for a range of plausible futures, enabling organizations to build resilience and seize emerging opportunities. This training moves beyond simple forecasting to cultivate a proactive, future-oriented mindset. We will explore the foundational concepts articulated by pioneers like Peter Schwartz in his influential book, "The Art of the Long View". Participants will learn to identify key drivers of change, map critical uncertainties, and construct coherent, challenging scenarios that stress-test current strategies. At BIG BEN Training Center, we have designed this program to be intensely practical, equipping leaders with the tools to not only anticipate change but to actively influence their organization's trajectory. This course is an essential investment for any leader committed to building a future-ready enterprise capable of thriving amidst constant disruption and transformation.

Target Audience / This training course is suitable for:

- Chief Executive Officers and Board Members.
- Strategic Planners and Corporate Strategists.
- Risk Management Professionals.
- Business Development Managers.
- Policy Makers and Government Officials.
- Research and Development (R&D) Leaders.
- Innovation and Transformation Managers.
- Market Research and Intelligence Analysts.
- Project and Program Managers.
- Entrepreneurs and Business Owners.

Target Sectors and Industries:

- Technology and Telecommunications.
- Financial Services, Banking, and Insurance.
- Energy, Utilities, and Natural Resources.
- Healthcare and Pharmaceuticals.
- Manufacturing and Industrial Goods.
- Consumer Goods and Retail.
- Transportation and Logistics.
- Government Agencies and Public Sector Organizations.
- Non-Profit and Non-Governmental Organizations.
- Consulting and Professional Services.

Target Organizations Departments:

- Strategic Planning and Corporate Development.
- Risk Management and Compliance.
- Research and Development (R&D).
- Marketing and Market Intelligence.
- Finance and Investment.
- Operations and Supply Chain Management.
- Human Resources and Organizational Development.
- Innovation and New Product Development.
- Public Relations and Corporate Affairs.
- Information Technology.

Course Offerings:

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

- Identify and analyze the key drivers and trends shaping their industry's future.
- Master the structured process of developing multiple plausible future scenarios.
- Utilize scenario analysis to stress-test existing strategies and business models.
- Facilitate strategic conversations based on foresight and scenario-based insights.
- Develop robust strategies that are resilient across a range of potential futures.
- Integrate foresight methodologies into the organization's strategic planning cycle.
- Enhance decision-making capabilities under conditions of high uncertainty.
- Communicate complex future possibilities effectively to key stakeholders.
- Cultivate a proactive and adaptive organizational culture.

Course Methodology:

The training methodology at BIG BEN Training Center is designed to be immersive, interactive, and highly practical. We believe that mastering strategic foresight requires active participation, not passive listening. The course is structured around a blend of expert-led instruction, real-world case study analysis, and intensive hands-on workshops. Participants will work in teams to apply concepts directly, moving from theory to practice in real time. This includes engaging in environmental scanning exercises, identifying drivers of change, and building complete scenarios from scratch using established techniques. The learning environment encourages collaborative problem-solving and peer-to-peer feedback, allowing participants to learn from diverse industry perspectives. Interactive sessions, group discussions, and facilitated brainstorming are central to the experience. Our approach ensures that participants leave not just with new knowledge, but with the confidence and practical skills to immediately implement strategic foresight and scenario planning within their own organizations, turning abstract future concepts into actionable strategic intelligence.

Course Agenda (Course Units):

Unit One Foundations of Strategic Foresight

- Introduction to the VUCA World.
- The History and Evolution of Futures Studies.
- Distinguishing Between Forecasting, Prediction, and Foresight.
- The Core Principles of Strategic Foresight.
- Understanding Cognitive Biases in Future Thinking.
- The Role of Foresight in Building Organizational Resilience.
- Case Studies of Foresight Success and Failure.

Unit Two The Foresight Process: Scanning and Framing

- Defining the Scope and Focal Question of the Foresight Project.
- Techniques for Environmental Scanning and Horizon Scanning.
- Identifying Drivers of Change: Trends, Megatrends, and Weak Signals.
- Categorizing Drivers using the STEEP Framework (Social, Technological, Economic, Environmental, Political).
- Prioritizing Key Drivers and Critical Uncertainties.
- Developing a Systems Map of Interconnected Forces.
- Workshop: Conducting a Collaborative Scanning Exercise.

Unit Three Scenario Planning Techniques and Development

- Introduction to the Logic of Scenario Planning.
- The Inductive vs. Deductive Approaches to Scenario Building.
- The 2x2 Scenario Matrix Method in Detail.
- Developing a Scenario Narrative: The Art of Storytelling.
- Creating Rich, Plausible, and Internally Consistent Scenarios.
- Avoiding Common Pitfalls in Scenario Construction.
- Workshop: Building a Full Set of Scenarios for a Case Study.

Unit Four From Scenarios to Strategy: Implication Analysis

- Using Scenarios to Identify Threats and Opportunities.
- Wind-Tunneling: Testing the Robustness of Current Strategies Against Scenarios.
- Identifying Strategic Options and New Avenues for Growth.
- Developing Signposts and Early Warning Indicators to Monitor the Future.
- Formulating a Dynamic and Adaptive Strategic Plan.
- The Role of Leadership in Championing Scenario-Based Strategy.
- Workshop: Strategy Development and Implication Analysis.

Unit Five Embedding Foresight in the Organization

- Building a Sustainable Foresight Capability.
- Creating a Culture of "Futures Thinking" and Proactive Adaptation.
- Communicating Foresight Insights to Decision-Makers and Stakeholders.
- Integrating Foresight into the Annual Strategic Planning and Budgeting Cycle.
- Tools and Software for Supporting Foresight Activities.
- Measuring the Impact and ROI of Strategic Foresight.
- Developing a Personal Action Plan for Implementation.

FAQ:

Qualifications required for registering to this course?

There are no requirements.

How long is each daily session, and what is the total number of training hours for the course?

This training course spans five days, with daily sessions ranging between 4 to 5 hours, including breaks and interactive activities, bringing the total duration to 20 - 25 training hours.

Something to think about:

How can organizations overcome inherent cognitive biases, such as confirmation bias and optimism bias, to ensure the scenarios they develop are genuinely challenging and not just extensions of the present?

What unique qualities does this course offer compared to other courses?

This course distinguishes itself by focusing intensely on the practical application and organizational integration of foresight, moving beyond purely theoretical discussions. While many programs teach the "what" of scenario planning, our curriculum is built around the "how". We emphasize the development of a foresight capability, not just the completion of a one-time project. Participants engage in a comprehensive, end-to-end simulation, from initial scanning to final strategy formulation, ensuring they grasp the entire process. A key differentiator is our focus on the human element of foresight, addressing the cognitive biases that often derail future-thinking and teaching facilitation techniques to lead effective strategic conversations. The course content is designed to be immediately transferable, providing actionable frameworks and tools that can be implemented upon returning to the workplace. Rather than just presenting a set of tools, we cultivate a "futures thinking" mindset, empowering leaders to navigate uncertainty with confidence and transform strategic planning from a rigid, annual exercise into a dynamic, continuous dialogue with the future.