

## **Introduction to Strategic Foresight A Resource Bibliography**

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*Many of these books can be obtained through The Futurist Bookshelf at the World Future Society  
(<http://www.wfs.org/bkshelf.htm>)*

### **Thinking about the future**

*Futuring: The Exploration of the Future* by Edward Cornish. World Future Society, 2004.

An excellent, readable introduction to futures thinking, trends and methods. A follow-on to *The Study of the Future* (1979), also by Cornish.

*Foundations of Futures Studies: Human Science for a New Era: History, Purposes, and Knowledge, Volumes I and II* by Wendell Bell. Transaction, 1996 (now in paperback) \*\*

A definitive description of the emerging discipline of futures studies. Volume I is about forecasting; Volume II is about values.

*Thinking about the Future: Guidelines for Strategic Foresight* edited by Andy Hines and Peter Bishop. Social Technologies, 2006

The best advice from dozens of futures professionals on how best to conduct a futures project.

*Teaching about the Future: The Basics of Foresight Education* by Peter Bishop and Andy Hines. Palgrave Macmillan, 2012.

The futures studies curriculum from the University of Houston written out in text form.

*The Knowledge Base of Futures Studies: Professional Edition* edited by Richard A. Slaughter. Foresight Int'l, 2005. \*\* <http://www.foresightinternational.com.au/books/kbfsproedn.php>.

A massive collection of articles about futures studies from writers from around the world.

*The Art of Conjecture* by Bertrand de Jouvenel. Basic Books, 1967. \*\*

The classic introduction to futures thinking, originally written in French in the 1950s.

*Thinking in Systems: A Primer* by Donella Meadows, Chelsea Green, 2008.

The best intro to systems thinker from one of the best practitioners of the craft.

*Encyclopedia of the Future* by George Thomas Kurian, Graham T. T. Molitor. MacMillan, 1995.

Anything you ever wanted to know about the future or futures studies is contained in this massive work.

\*\* Chosen by the Association of Professional Futurists as one of their Most Important Futures Works.

*Contemporary Futurist Thought* by Thomas Lombardo, AuthorHouse, 2006.

A comprehensive review and summary of most of the people who have contributed to current futures thinking.

*Why Futures Studies?* by Eleonora Barbieri Masini. Grey Seal Books. 1993.

A short introduction to thinking about the future, focusing on the rationale and benefits for doing so.

*Competing for the Future* by Gary Hamel, C. K. Prahalad. Harvard, 1996.

A rationale for thinking flexibly and creatively about the future in order to remain competitive and successful in that world.

*Future Edge : Discovering the New Paradigms of Success* by Joel Arthur Barker. William Morrow, 1992.

The classic introduction to paradigm shift and seeing the future with new eyes.

*Future Think* by Edie Weiner and Arnold Brown, 2006.

An excellent survey of some of the mistakes that people make when they think about the future.

*The Foresight Principle: Cultural Recovery in the 21st Century* by Richard A. Slaughter. Praeger, 1995.

Why is foresight useful? How much does it really cost, and who should support it? What are the real megatrends? A combination of futures thinking and a call to envision a better way of managing ourselves and the planet.

*Collapse: How Societies Choose to Fail or Succeed* by Jared Diamond, Penguin, 2005. \*\*

An historical look at overshoot and collapse across the world.

*What Futurists Believe* by Joseph F. Coates and Jennifer Jarratt. World Future Society, 1989.

Statements about the future and its assumptions by famous futurists.

*What I Have Learned : Thinking About the Future Then and Now* by Michael Marien, Lane Jennings (Editor). Greenwood Publishing Group, 1987.

Essays by well-known futurists on what they have learned about themselves, futures studies, and the future.

### **Images of the future**

*2025: Scenarios of US and Global Society Reshaped by Science and Technology* by Joseph F. Coates, John B. Mahaffie, Andy Hines. Oak Hill, 1996.

A very positive view of the future when all current laboratory technologies radically change our world and lives.

\*\* Chosen by the Association of Professional Futurists as one of their Most Important Futures Works.

20xx *The State of the Future* by Jerome C. Glenn & Theodore J. Gordon. Millennium Project. \*\*  
<http://www.acunu.org/millennium/issues.html>.

An exhaustive compendium of global challenges, scenarios and solutions from an international panel of futurists. Published annually.

*Vital Signs 20xx: The Environmental Trends That Are Shaping Our Future* by Michael Renner, Lester R. Brown, Christopher Flavin. W.W. Norton.\*

An excellent compendium of global trends and the statistical time series to back them up. Published annually.

*Exploring and Shaping International Futures* by Barry Hughes & Evan Hillebrand, Paradigm, 2006.

An excellent review of the forces shaping the global future from all STEEP categories, with optional exercises using a database of trends and relationships.

*The Coming of Post-Industrial Society* by Daniel Bell. Basic Books, 1976.

*Future Shock* by Alvin Toffler. Random House, 1970.

*The Third Wave* by Alvin Toffler. Bantam Books, 1980.

This trio of classics announced the coming of information society, a transformation that is still running its course throughout society.

*The Age of Spiritual Machines* by Ray Kurzweil, Viking, 1999. \*\*

Arguably the most transformational view of the effect of information technology on human life and society for the rest of this century and beyond.

*The Limits to Growth* by Dennis Meadows, Donella Meadows *et. al.* Pan MacMillan, 1974. \*\*

*Beyond the Limits* by Donella Meadows *et. al.* Chelsea Green, 1992.

*Limits to Growth: The 30-Year Global Update* by Dennis Meadows *et. al.* Chelsea Green, 2004.

Another classic trio of books, beginning with the 1972 blockbuster and its 20- and 30-year updates—all point to an overshoot of world carrying capacity and a consequent collapse of world systems as population, resource use and pollution overwhelm the planet's ability to cope.

*The Biggest Wake Up Call in History* by Richard A. Slaughter, Foresight International, 2010.

The latest in a series of books that forecast an impending global crisis unless significant steps are taken to avert it.

*The Macmillan Atlas of the Future* edited by Ian Pearson. Macmillan Reference. 1998.

Full-color maps and graphics provide a clear, vivid, and authoritative overview of where we are headed in the next millennium.

*TechTV's Catalog of Tomorrow* edited by Andrew Zolli. Que, 2002.

Another beautifully illustrated review of our new technological futures.

\*\* Chosen by the Association of Professional Futurists as one of their Most Important Futures Works.

*The Fourth Turning: An American Prophecy* by William Strauss and Neil Howe. Broadway Books, 1997.

Strauss and Howe predict that America is roughly a decade away from its next era of crisis and change.

*Inevitable Surprises: Thinking Ahead in a Time of Turbulence* by Peter Schwartz. Gotham/Penguin, 2003.

Chair of the Global Business Network views surprises in the next 25 years as the norm, but many can be anticipated: a world of older and healthier people, return of the Long Boom, a truly new world order with the US as "rogue superpower," a wide range of disorder, major sci/tech breakthroughs, and global climate change. Clearly written and sensible.

*It's Alive: The Coming Convergence of Information, Biology, and Business* by Christopher Meyer and Stan Davis. Crown Publishing Group, 2003.

This book explores the implications of the science of molecular evolution as it races out of the laboratory and into the business world. The authors illustrate how gene mapping and molecular engineering are overtaking and reshaping the Information Age, making the business world unpredictable, volatile, and continually adaptive—in a word, *alive*.

*The Singularity is Near: When Humans Transcend Biology* by Ray Kurzweil. Penguin, 2006.

The difference between humans and machines is increasingly blurring. Ray Kurzweil, inventor of the Kurzweil Reading Machine and the Kurzweil synthesizer, argues that by 2030 people will be able to download their brains into a computer. The marriage of human sensitivity and artificial intelligence will fundamentally alter—and improve—the way we live, he believes.

### **Forecasting**

*Futures Research Methodology, Version 3.0* edited by Jerome Glenn and Ted Gordon.. \*\* Millennium Project, 2003. <http://www.acunu.org/millennium/issues.html>.

Practical articles on how to use 25 of the most tools in futures studies.

“Scenarios: Uncharted Waters Ahead,” Pierre Wack, *Harvard Business Review*, Sep-Oct 1985.

One of the seminal works on scenario planning by the person who introduced it to Royal Dutch Shell in the 1970s.

*The Art of the Long View: Planning for the Future in an Uncertain World* by Peter Schwartz. Doubleday, 1996. \*\*

The best business book on how to apply futures thinking and scenario development in a business.

“The current state of scenario development: an overview of techniques,” Peter Bishop, Andy Hines and Terry Collins, *Foresight*, vol. 9 no. 1 2007, pp. 5-25.

A comprehensive review and evaluation of 22 scenario development techniques in eight categories.

\*\* Chosen by the Association of Professional Futurists as one of their Most Important Futures Works.

*The Scenario Planning Handbook* by Bill Ralston and Ian Wilson, Thomason, 2006.

The clearest step-by-step guide to scenario development.

*Scenarios: The Art of Strategic Conversation* by Kees Van Der Heijden. John Wiley, Feb 1997.

An excellent conceptual introduction to strategic thinking and scenario planning.

*Using Trends and Scenarios as Tools for Strategy Development: Shaping the Future of Your Enterprise*, Ulf Pillkahn. Wiley, 2008.

A practical guide to the use of scenarios in a corporate setting from Siemens, one of the foremost foresight companies in Europe.

*Scenarios: Wired Special Edition*, 1995.

A special edition of *Wired* magazine devoted to scenario development. Two of the notable contributions are: "How to Build Scenarios," by Lawrence Wilkinson: 74-81 and "The World Disorder," by Peter Schwartz: 104-105, 150. These are also available at the website for the Global Business Network at <http://www.gbn.org/scenPlan.html>

*Learning from the Future : Competitive Foresight Scenarios* by Liam Fahey (Editor), Robert M. Randall (Contributor). John Wiley, 1997.

Details on scenario techniques with case studies.

*Scenario Planning : Managing for the Future* by Gill Ringland, Keith Todd. John Wiley, 1998.

The textbook of choice for scenario development at the present time.

*Creating Futures: Scenario Planning as a Strategic Management Tool* by Michel Godet. Economica. 2001.

An alternative and more mathematical approach to scenario planning.

*20/20 Foresight: Crafting Strategy in an Uncertain World* by Hugh Courtney. Harvard Business School Press, 2001.

The director of planning for McKenzie admits that old, straight-line forecasts are no longer useful in a time of rapid and turbulent change. He advocates a more contingent, scenario approach, even for this most successful of business consulting organizations.

*Issues Management: How You Can Plan, Organize and Manage for the Future* by Joseph Coates. Lomond 1986.

The original how-to book on scanning for the future from one of the best trend analysis organizations in the business.

*A Manager's Guide to Technology Forecasting and Strategy Analysis* by Stephen M. Millett, Edward J. Honton. Battelle, 1991.

A brief synopsis of the full-range of futures tools used to forecast technology.

\*\* Chosen by the Association of Professional Futurists as one of their Most Important Futures Works.

*Out of the Blue: Wild Cards and Other Big Future Surprises: How to Anticipate and Respond to Profound Change* by John L. Petersen. The Arlington Institute, July 1997.\*

An outrageous assortment of futuristic wildcards that would radically change the world if any one of the occurred.

*The Black Swan: The Impact of the Highly Improbable* by Nassim Nicholas Taleb. Random House, 2007.

An persuasive argument on why we do not know as much about the future as we think we do.

*Predicting the Future: An Introduction to the Theory of Forecasting* by Nicholas Rescher. SUNY Press, 1998.

A highly technical approach to forecasting.

*Principles of Forecasting: A Handbook for Researchers and Practitioners* edited by J. Scott Armstrong. Kluwer, 2001.

A comprehensive guide to all forms of forecasting, both quantitative and qualitative.

*Conquering Uncertainty: Understanding Corporate Cycles and Positioning Your Company to Survive the Changing Environment* by Theodore Modis. McGraw-Hill, 1998.

How to use S-curve changes to forecast almost anything.

*Creating Better Futures: Scenario Planning as a Tool for a Better Tomorrow* by James A. Ogilvy. Oxford University Press, 2002.

Scenario planning, a process for making better decisions by examining possible futures. *Creating Better Futures* frames the issue in a philosophical context and shows how to apply scenario planning creatively to guide our shared future. An unabashedly hopeful book for anyone interested in steering humankind toward future success.

### **Organizational transformation and change management**

"Planning as Learning," Arie P. De Geus, *Harvard Business Review*, Mar-Apr 1988.

Mentor and guide to the current writers about the learning organization describes his approach to planning that he developed at Royal Dutch Shell in the 1970s.

*The Fifth Discipline : The Art and Practice of the Learning Organization* and *The Fifth Discipline Fieldbook : Strategies and Tools for Building a Learning Organization*, by Peter M. Senge (Editor), Charlotte Roberts, Rick Ross, Bryan Smith, Art Kleiner. Doubleday, 1994.\*

The bible of the learning organization. *The Fifth Discipline* is the original more academically oriented piece. *The Fifth Discipline Fieldbook* has all the theory plus stories and exercises.

\*\* Chosen by the Association of Professional Futurists as one of their Most Important Futures Works.

*Good to Great: Why Some Companies Make the Leap... and Others Don't* by James Collins. HarperCollins, 2001.

The current reigning bestseller on organizational change.

*Leading Change* by John Kotter. Harvard Business School Press, 1996.

A highly readable, step-by-step guide to creating transformation change in organizations.

*Beyond the Wall of Resistance: Unconventional Strategies that Build Support for Change*, by Rick Maurer, Bard Press, 1996.

A common sense approach to dealing with the inevitable resistance that greets people to attempt transformational change.

*Leadership and the New Science : Learning About Organization from an Orderly Universe*, by Margaret J. Wheatley. Berrett-Koehler, 1994.

New ideas from chaos and complexity and their application to change in organizations—growing the new organization like an organism rather building it like a machine.

*It's Alive: The Coming Convergence of Information, Biology, and Business*, Christopher Meyer Stan Davis, Crown, 2003.

The application of biological and agent-based organization to modern enterprises.

*Built to Last : Successful Habits of Visionary Companies* by James C. Collins, Jerry I. Porras. Harper, 1997.

A “search of excellence” knock-off that described companies without strong, charismatic CEOs, but rather strong cultures that lasted from one regime to another.

*Presence: An Exploration of Profound Change in People, Organizations and Society* by Peter Senge, Otto Scharmer, Joseph Jaworski, and Betty Sue Flowers, Currency, 2004.

A simple, but powerful approach to seeing the world differently from practitioners with incredible experience helping others prepare for a different future.

*Visionary Leadership* by Burt Nanus. Jossey-Bass, 1992.

The classic statement of using visioning within a strategic planning framework.

*The Age of Heretics : Heroes, Outlaws, and the Forerunners of Corporate Change* by Art Kleiner. Doubleday, 1996.

The history and development of ideas that have changed corporations and led to the practice of corporate transformation.

*Servant Leadership : A Journey into the Nature of Legitimate Power and Greatness* by Robert K. Greenleaf. Paulist, 1983.

The classic statement that leaders (and managers) are there to help their employees be successful rather than to tell them what to do.

\*\* Chosen by the Association of Professional Futurists as one of their Most Important Futures Works.

## **Personal futures**

*A Personal Futures Workshop* by Verne Wheelwright <http://www.personalfutures.net/>

A handy guide to apply futures studies to one's own life.

*Creating Your Future: Personal Strategic Planning for Professionals* by George L. Morrisey. Berrett Koehler, 1992.\*

A step-by-step guide to create your own personal strategic plan

*The Career Chase: Taking Creative Control in a Chaotic World* by Helen L. Harkness. Consulting Psychologists Press, 1997.\*

An outstanding description of transformational change at the personal, career and occupational levels.

*Living Without a Goal; Finding the Freedom to Live a Creative and Innovative Life* by James Ogilvy. Currency/Doubleday, 1995)

Permission from a well-known futurist to throw away your goal planner and live your life with joy.

*Synchronicity : The Inner Path of Leadership*, by Joseph Jaworski. Berrett-Koehler, 1996.

The story of a very successful attorney who left his profession to pursue meaning in his life, and the success he and the lessons he learned along the way.

## **Organizations & Websites**

*Association of Professional Futurists* <http://profuturists.com/>

A community of professional futurists committed to leadership and excellence in the futures field. The association provides network and community building opportunities for best practice sharing and professional growth.

*Australian Foresight Institute* <http://www.swin.edu.au/afi/>

Home to Master's and Doctoral degrees in Strategic Foresight at the Swinburne University of Technology in Melbourne, Australia. Also contains the International Survey of Tertiary Futures Courses, a compilation of futures courses taught around the world (<http://www.swin.edu.au/afi/international%20survey%20of%20futures%20courses.pdf>) along with publications by Richard Slaughter, President of the World Futures Studies Federation, and other researchers.

*Center for the Future of Museums* <http://www.futureofmuseums.org/>

A think-tank and research and design lab sponsored by the American Association of Museums for fostering creativity and helping museums transcend traditional boundaries to serve society in new ways.

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*Global Business Network* <http://www.gbn.org/public/gbnstory/scenarios>

A premier futures consultancy that specializes in scenario planning. Maintains a collection of scenario materials on its website.

*Global Foresight Books* <http://www.globalforesightbooks.org/>

A reincarnation of the immensely useful *Future Survey*, published by Michael Marien, now in an online format, featuring the most comprehensive review of books about the future.

*Foresight Network* [http://shapingtomorrowmain.ning.com/?xg\\_source=msg\\_mes\\_network](http://shapingtomorrowmain.ning.com/?xg_source=msg_mes_network)

A group of futurists sponsored by *Shaping Tomorrow*.

*Hawaii Research Center for Futures Studies* <http://www.futures.hawaii.edu/>

One of the first educational programs in futures studies at the University of Hawaii.

*Houston Futures* <http://houstonfutures.org>

An informative site maintained by the students and alumni of the Futures Studies program at the University of Houston

*Institute for Alternative Futures* <http://www.altfutures.com>

Founded in 1978 by Alvin Toffler, Jim Dator and Clem Bezold, IAF specializes in creating visionary futures for private and public sector organizations.

*Institute for the Future* <http://www.iftf.org/>

One of the first futures firms, focusing on futures for business

*Millennium Project* <http://www.millennium-project.org/>

A global consortium of futurists that scans for emerging trends and issues. Publishes *The State of Future* annually.

*M.A. in Strategic Foresight* <http://www.regent.edu/acad/sls/academics/msf/home.htm>

A new degree in futures studies offered by Regent, a Christian university, opening Fall 2006.

*M.S in Futures Studies* <http://tech.uh.edu/futures> and <http://houstonfutures.org>

One of the few degrees in futures studies offered from the University of Houston.

*Organizational Future Orientation* <http://futureorientation.net/>

A group of researchers that are interested in understanding how firms can become more resilient against change in their environment and use external change to improve their competitive position. Founded by the Department for Innovation and Technology of the Technische Universität Berlin and by the Deutsche Telekom Laboratories.

*Shaping Tomorrow* <http://www.shapingtomorrow.com/>

A vast database of futures resources.

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*Society of Police Futurists International* <http://www.policefuturists.org>

Founded in 1991, PFI brings the benefits of futures thinking the field of law enforcement and criminal justice.

*Social Technologies* <http://www.socialtechnologies.com/>

A consultancy that maintains extensive trend databases on technologies and lifestyles.

*Society for Competitive Intelligence Professionals* <http://www.scip.org/>

An organization of individuals practicing competitive intelligence, a field closely related to applied futures studies.

*Society for Organizational Learning* <http://www.solonline.org/>

A network of people and organizations applying the ideas developed at MIT's Center for Organizational Learning.

*Technology Futures* <http://www.tfi.com/>

A futures firm specializing in technological forecasting.

*The Foundation for the Future* <http://www.futurefoundation.com/>

Non-profit foundation established to investigate the future of humankind over next millennium.

*World Future Society* <http://www.wfs.org/>

The largest futures organization in the world, headquartered in Bethesda Maryland. Publishes *The Futurist*, *Futures Research Quarterly*, and *Future Survey*. Hosts an annual futures conference in North America each year. Maintains a collection of futures books for purchase at <http://www.wfs.org/bookstor.htm>.

*World Futures Studies Federation* <http://www.wfsf.org/>

The most international futures organization, headquartered at the University of Houston-Clear Lake. Publishes *The Futures Bulletin*. Hosts bi-annual conferences.

*World Network of Religious Futurists* <http://wnrf.org/>

A loose confederation of individuals applying the perspectives and tools of futures studies to the future of religion.

### **Journals**

*Foresight* <http://pippo.emeraldinsight.com/vl=5406450/cl=12/nw=1/rpsv/fs.htm>

"A vehicle for the publication of research, business analysis and policy thinking. The journal provides an effective forum for debate on the important social, economic, political and technological issues, which are shaping all our futures and is an invaluable source of information about futures activity from around the world. Ultimately, however, foresight is intended as a valuable resource for those in business, organizations and government, providing a long-term perspective to better inform decisions and actions."

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*Futures: The Journal of Policy, Planning and Futures Studies*

<http://www.elsevier.com/locate/futures>

"A multidisciplinary refereed journal concerned with medium and long-term futures of cultures and societies, science and technology, economics and politics, organisations and corporations, environment and the planet and individuals and humanity. Covering methods and practices of futures studies, the journal seeks to examine possible and alternative futures of all human endeavours. Futures® seeks to promote divergent and pluralistic visions, ideas and opinions about the future. "

*Futures Bulletin* <http://www.wfsf.org/publications/pastissues.html>

A quarterly newsletter of the World Futures Studies Federation. Contains discussions of futures theory and methods and commentary on global trends and issues.

*Futures Research Quarterly* <http://www.wfs.org/frq.htm>

"Assisting decision-makers to understand better the potential consequences of present and future decisions by developing images of alternative futures. It has strong and sound historical origins in sociology, more recently in political science, and in the other social sciences. It has independent origins also in corporate and institutional planning, in strategic and long-range planning, and has significant contemporary roots in government, particularly in national security."

*Futures Survey* <http://www.wfs.org/fsurv.htm>

"The authoritative monthly guide to the literature of social change, new technologies, futures studies, policy-making, environmental studies, organizational renewal, and related cross-disciplinary fields." Reviews books and articles appearing in 45 different categories.

*Journal of Futures Studies* <http://163.13.177.183/jfs/whoweare.html>

"Trans-disciplinary; epistemologically diverse, seeking article from empirical, interpretative, critical and action learning research traditions, and; multi-methods based, including, for example, methods such as emerging issues analysis, scenarios, age-cohort analysis, causal layered analysis and backcasting."

*On the Horizon*

<http://pippo.emeraldinsight.com/vl=5102614/cl=12/nw=1/rpsv/journals/oth/jourinfo.htm>

"The strategic planning resource for education professionals in the international post secondary and life-long learning arena. An environmental scanning journal, *On the Horizon* covers corporate universities, e-learning, private for-profit degree granting institutions as well as the traditional university. Areas include the business of education delivery, content and certification, as well as rules and regulations in areas such as institutions and intellectual property."

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*Technological Forecasting and Social Change* <http://www.elsevier.com/locate/issn/00401625>

"A major forum for those wishing to deal directly with the methodology and practice of technological forecasting and future studies as planning tools as they interrelate social, environmental and technological factors." The most technical of the futures journals.

*The Futurist* <http://www.wfs.org/futurist.htm>

"A neutral clearinghouse of ideas. Each issue contains feature articles written by outstanding experts in a wide range of fields: business, creativity, education, economics, environment and resources, values, and more. In addition, several departments offer shorter news briefs, book reviews, and other items of interest from a variety of sources." The most popular magazine of the futures field.

*World Future Review* <http://www.wfs.org/wfr/>

The combination of *Futures Research Quarterly* and *Future Survey*.

\*\* Chosen by the Association of Professional Futurists as one of their Most Important Futures Works.