



# Mastering Foresight: Scenario-Based Planning Bootcamp

How to design and run a foresight  
program for your organization

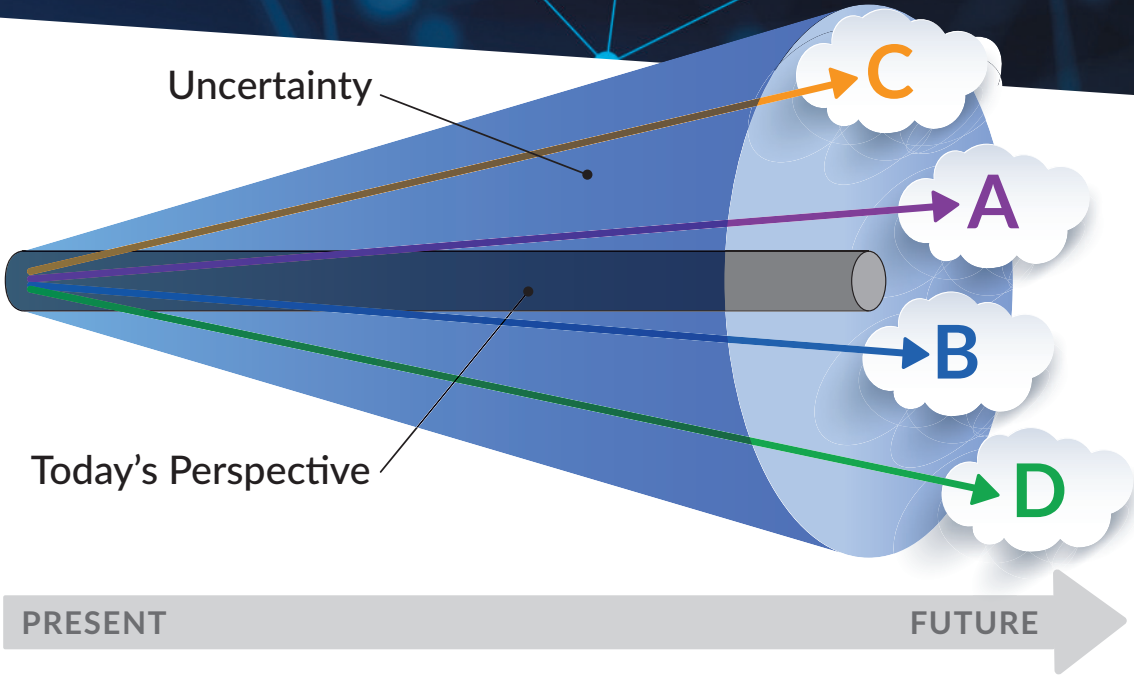
*A practical application of the most widely used foresight tool*





# Contents

Program Overview .....	2
Learning Objectives .....	3
Guest Lecturers .....	4
Who Should Attend.....	5
Instruction Team Credentials and Affiliations.....	5
Key Take-aways.....	5
Program Format .....	5
Program Outline.....	6
Upcoming Program Details.....	6
Frequently Asked Questions .....	8



## Program Overview

The Scenario-Based Planning Bootcamp is an intensive, hands-on executive and professional education program designed for leaders and organizations looking to build competencies and skill sets in strategic foresight. As opposed to forecasting, which seeks to predict one likely event, Scenario-Based Planning is a foresight tool that explores many possible future outcomes in order to help organizations identify the capabilities necessary to prepare for an uncertain future. During the workshop-style bootcamp, participants learn how to construct scenarios

and conduct workshops to yield creative solutions and leverage tools to analyze capabilities for investment.

Professionals learn disciplined approaches to writing, facilitating, analyzing, and developing recommendations that fit their organization by being practical, sustainable, and cost-effective. By acquiring these skills, organizations become prepared to effectively focus people, resources, and capabilities for an uncertain future. The program is available in two formats: in-person and live online.

## Learning Objectives

The program is designed for professionals looking to build competency in strategic foresight by learning about and practicing the most widely used foresight tool: Scenario-Based Planning. Participants will acquire knowledge and skills necessary to prepare their organizations and themselves by:

- Leading and facilitating all phases of a Scenario-Based Planning workshop
- Acquiring a foundation in principal developments of alternative future worlds, what drives them, and how to lead discussions to elicit capabilities needed to succeed
- Thinking strategically and screening for opportunities that help organizations prepare for an uncertain future
- Aligning teams and individuals behind the skill of “futuring” to enhance agility in the organization
- Ensuring strategic priorities are aligned to and drive the right outcomes
- Bridging the gap between strategy and foresight by learning tools to effectively analyze many possible futures, their needed capabilities, and priorities
- Leveraging an agile foresight system to guide effective decision-making
- Cultivating a strategy-focused organization, driven by deliberate thought and consideration of the possible futures that could unfold

The five day (or ten half days) bootcamp will cover the entire Scenario-Based Planning process, including “how tos” for bridging the gap to inform strategy. From Day One, a logical path for understanding the required five phases unfolds revealing a practical foresight process; one that is in alignment with decades of practice in both private and public sectors.

The program will help you develop requisite foresight and Scenario-Based Planning competencies, including the use of key strategic tools in order to effectively assess an organization’s possible future environments and formulate strategies to improve organizational performance. You will be able to translate capabilities that may be needed in the future to strategy, and prioritize projects to drive the right outcomes. You will be able to describe the vital role foresight plays in strategic planning and execution, while selecting the future capabilities that matter most.

### PHASES

1. Focus on the Future
2. Develop Alternative Worlds
3. Facilitate a Scenario-Based Planning Workshop
4. Analyze Future Investments
5. Apply to Strategy Formulation



## Guest Lecturers and Subject Matter Experts



**Dr. Richard Lum**

Dr. Richard Lum is an academically trained futurist and holds a PhD in Political Science from the University of Hawai'i's Alternative Futures Program. Over the years he has accumulated broad experience in both foresight work and strategic planning. His previous consulting work includes government clients such as the European Commission, the UK government and the US Department of Defense as well as corporate clients such as Grant Thornton, IBM and PepsiCo. Not only has he published various research articles in journals such as Futures and Journal of Future Studies, but also recently released his new book: "4 Steps to the Future: A Quick and Clean Guide to Creating Foresight." He is also the founder and CEO of Vison Foresight Strategy LLC and is actively involved in strategy planning and futures thinking.



**Dr. Lydia Kostopoulos**

Dr. Lydia Kostopoulos' work lies in the intersection of national security, strategy, and technology. She is the Science and Technology subject matter expert at the U.S. Special Operations Command's (USSOCOM's) Joint Special Operations University where she is working on developing technology related education for the Special Operations Force Professional. Previously, she was a SOCOM Strategy and Innovation Advisor conducting forecasting work on technology and the future operating environment. Dr. Kostopoulos has participated in the NATO Science for Peace Program, addressed the United Nations member states at the Convention on Certain Conventional Weapons Group of Governmental Experts (CCW GGE) meeting on Lethal Autonomous Weapons Systems (LAWS), done commissioned work for IEEE, and has been awarded the U.S. Presidential Service Award for her service to the cybersecurity community. Passionate about social technology awareness, she has an art series about AI and released an open-source game on technologies that affect humanity called Sapien 2.0.



**Lieutenant Colonel Jake Sotiriadis, Ph.D.**

Lieutenant Colonel Jake Sotiriadis is Chief of Strategic Foresight and Futures at Air Force Headquarters. As the Air Force's senior futurist, his work spans the nexus of disruptive technology, geopolitical risk analysis, and alternative futures to shape the joint force of tomorrow. He has held various Air Staff portfolios at the Pentagon, including principal China planner; aide-de-camp to the Deputy Chief of Staff for Intelligence, Surveillance, and Reconnaissance; and command intelligence briefer to the Secretary and Chief of Staff of the Air Force. Prior to his current assignment, he was a Ph.D. candidate at the University of Hawaii at Manoa and a research associate at the Hawaii Research Center for Futures Studies. Sotiriadis served as Director of Operations for the 392d Intelligence Squadron and as Deputy Chief of the Weapons and Space Division at National Security Agency-Hawaii. In these roles, he led over 300 joint service personnel conducting cryptologic intelligence and cyber operations across the globe. Additionally, he deployed to the Combined Air and Space Operations Center as senior intelligence duty officer, directing the execution of all airborne intelligence, surveillance, and reconnaissance operations in Central Command.

## Who should attend?

The Scenario-Based Planning Program is an executive and professional education program that delivers hands-on understanding and practical tools to those seeking to lead foresight in their organizations, along with those desiring to develop skills to take on more responsibilities tied to strategic foresight and strategy management.

- Individuals and leaders interested in leveraging foresight as a tool to prepare for an uncertain future
- Professionals charged with leading, managing, or having responsibilities linked to development and implementation of strategy
- Owners and senior executives who see the need for more effective preparation for dealing with unknown disruptors in their organization

- Professionals building a pathway to careers in foresight and strategic planning and management
- Project management professionals seeking to bridge the gap between foresight and strategy development
- Strategic management consultants seeking to expand the horizon-scanning portion of their portfolios
- University-level business management degree students, both graduates and undergraduates, wanting to further define their value to potential employers

## Instruction Team Credentials & Affiliations

The Scenario-Based Planning Program is delivered by ASP "Registered Education Provider" LBL Strategies. LBL Strategies is a federal and state certified Veteran Owned Small Business. We're pleased to announce that Mastering Foresight: Scenario-Based Planning Bootcamp is officially an eligible course for pursuit of The Futures School (TFS) Professional Foresight Certification in Natural Foresight®. The program is also considered for recertification credits.



## Key Take-Aways

- Tool kit
- Templates
- Trend cards
- Network of colleagues

## Program Format

This program is available as:

- In-Person Bootcamp (five consecutive days)
- Online (five consecutive days or ten half days)

# Program Outline



## DAY ONE Phase I: Focus on the Future

- Introduction
- Drivers and Poles
- Future Environment

## DAY TWO Phase II: Develop Alternative Worlds

- Scenario Selection
- Develop Content

## DAY THREE Phase III: Facilitate a Scenario Based Planning Workshop

- Overview of Process
- 20-year postures

## DAY FOUR Phase III: Facilitate a Scenario Based Planning Workshop, Cont.

- Capabilities
- Gaps
- Prioritization
- Divestiture
- Create Briefing

## DAY FIVE Phase IV: Analyze Future Investments Phase V: Apply to Strategy Formulation Logistics to Run a Workshop

- Analyze Results
- Change Agenda
- Strategic Plan
- Logistic
- Class Critique

## Robin Champ Senior Trainer: Scenario-Based Planning

Robin Champ is a senior trainer with LBL Strategies focusing on strategic foresight and strategy management. She previously served as Chief of the Global Futures Office at the Defense Threat Reduction Agency (DTRA). In this capacity, she developed a comprehensive methodology (to include stakeholder interviews, scenario-based planning, SWOT analysis, policy analysis, and crowdsourcing) to facilitate development of the Agency's Strategic Plan. She also spearheaded the introduction of Scenario-Based Planning in the organization and is a frequent speaker on the subject at various Department of Defense (DoD) and interagency venues.

Prior to joining DTRA, Ms. Champ worked at the Defense Logistics Agency (DLA), Office of Strategic Planning and Enterprise Transformation, where she was their Lead for the 2010 Quadrennial Defense Review. While at DLA, she wrote their Transformation Roadmap and was the Program Manager for DLA's Balanced Scorecard.

Ms. Champ earned a Bachelor of Science in Journalism/Advertising from the University of Maryland in College Park where she was the Outstanding Senior in Advertising, graduating at the top of the Advertising class. Ms. Champ earned a Master of Science in National Resource Strategy from NDU's Industrial College of the Armed Forces. She is also a graduate of the Harvard Kennedy School, Senior Executive Fellows program. In addition to a commendation from the Vice President of the United States, and her many awards for outstanding performance, Ms. Champ is a recipient of the DTRA Director's Distinguished Civilian Service Medal.

Ms. Champ is a regular guest instructor on Scenario-Based Planning for LBL Strategies' GW University course "Mastering Strategy for the Public Sector." She also co-leads the Federal Foresight Community of Interest, and has been an expert guest speaker on foresight at multiple forums such as:

- Association for Strategic Planning
- Federal Foresight Community of Interest
- Palladium Strategy Summit
- National Defense University
- American Society of Microbiology
- Department of Homeland Security
- Environmental Protection Agency
- Department of Energy National Labs
- Defense Innovation Summit





# Frequently Asked Questions

## Do you customize this program for organization team training?

LBL Strategies will customize the content and delivery methods to offer directly within your organization. We can create a hybrid course (combining in-person and online live sessions) and a learning program that suits your organization's specific needs. The advantage of a course tailored specifically to your organization, is that each break-out session can involve the participants in foresight conversations around your specific situation.

## Will there be quizzes or tests?

No. However, there will be final capstone presentation to a trained futurist for feedback.

## Can I earn continuing education/professional development credits with this program?

Yes, but you will need to confirm this with your employer as they will have the relationship, as an organization, with an independent certifying body. Check with your Human Resources department to confirm this along with approval for tuition reimbursement. Typically, the bootcamp format provides 35 contact hours.

## If I have questions during the program, who do I speak with?

Learners have access to the program instruction team and coordinator. We encourage our learners to be in touch with concerns and questions on learned content and tools being provided as it relates to their work situation and organization.

## When and where do I register?

It's recommended you register no later than two weeks prior to the program registration deadline to receive course materials. For registration, please visit our website: [www.lblstrategies.com/scenario-based-planning-bootcamp/](http://www.lblstrategies.com/scenario-based-planning-bootcamp/)



## For more information, please contact:

Doug Maris, VP Operations - LBL Strategies  
[www.lblstrategies.com](http://www.lblstrategies.com)  
217.737.3731  
[Dmaris@lblstrategies.com](mailto:Dmaris@lblstrategies.com)