



**Centre for  
Foresight  
Research &  
Consulting**

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# 01 About CFRC

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*A brief introduction of  
Centre for Foresight Research  
& Consulting [CFRC]*



A Singapore-based but internationally operating strategic foresight consultancy that conducts research at the forefront of foresight practices and processes and supports organizations in their different foresight journeys, deeply informed by the latest developments in applied foresight.

# **Our Vision & Mission**

A large, hand-drawn orange oval encircles the title. A thin orange arrow originates from the bottom right of the oval and points towards the vision and mission text.

CFRC's vision is to drive thought leadership in the field of futures studies and applied foresight in the Asian region and beyond, eventually providing the best all-in-one platform for foresight content globally.

To achieve this, our mission is to keep inspiring the next generation of foresight professionals, and keep excelling in our offerings of rigorous, evidence-based, and culturally conscious foresight services to organizations.

02

# What is Foresight?

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# What is Foresight?

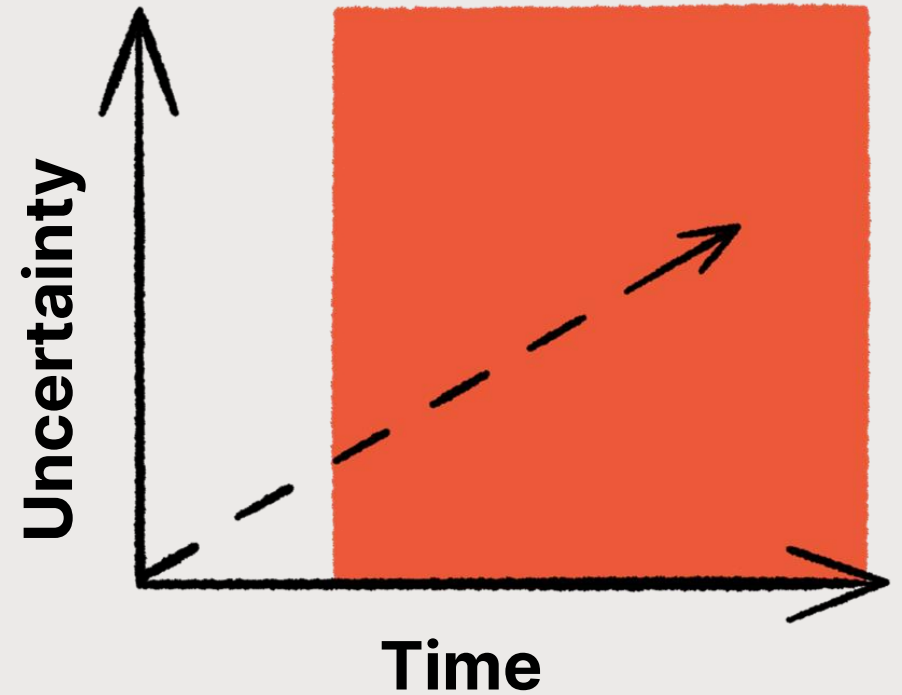
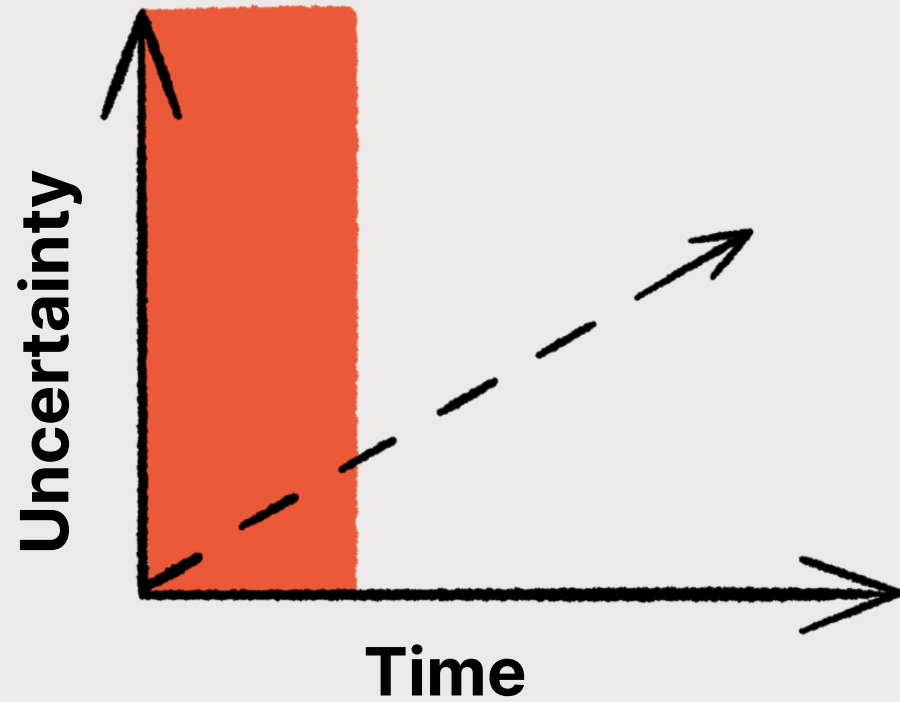


It all boils down to this: *when we investigate the medium-long term future, since we can't predict it, we create scenarios, to improve decision making in the present*

# Forecasting

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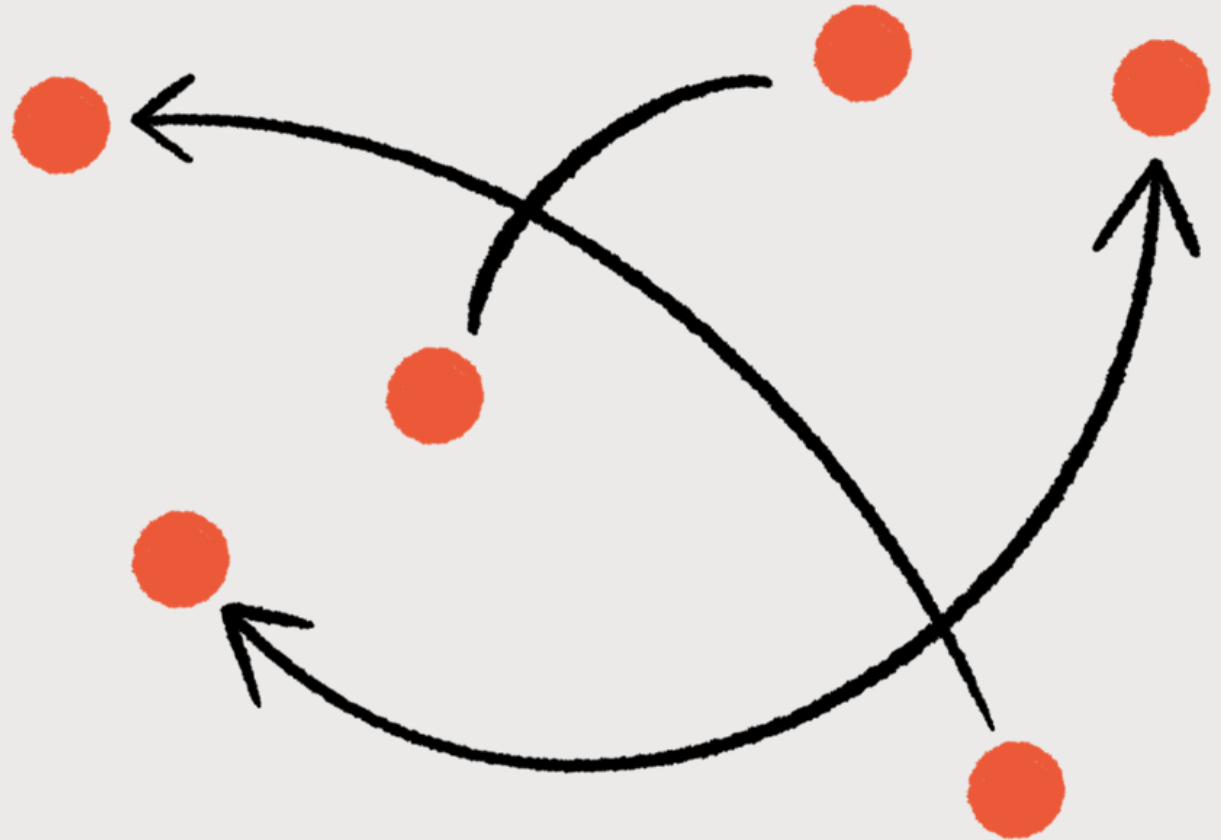
# Foresight





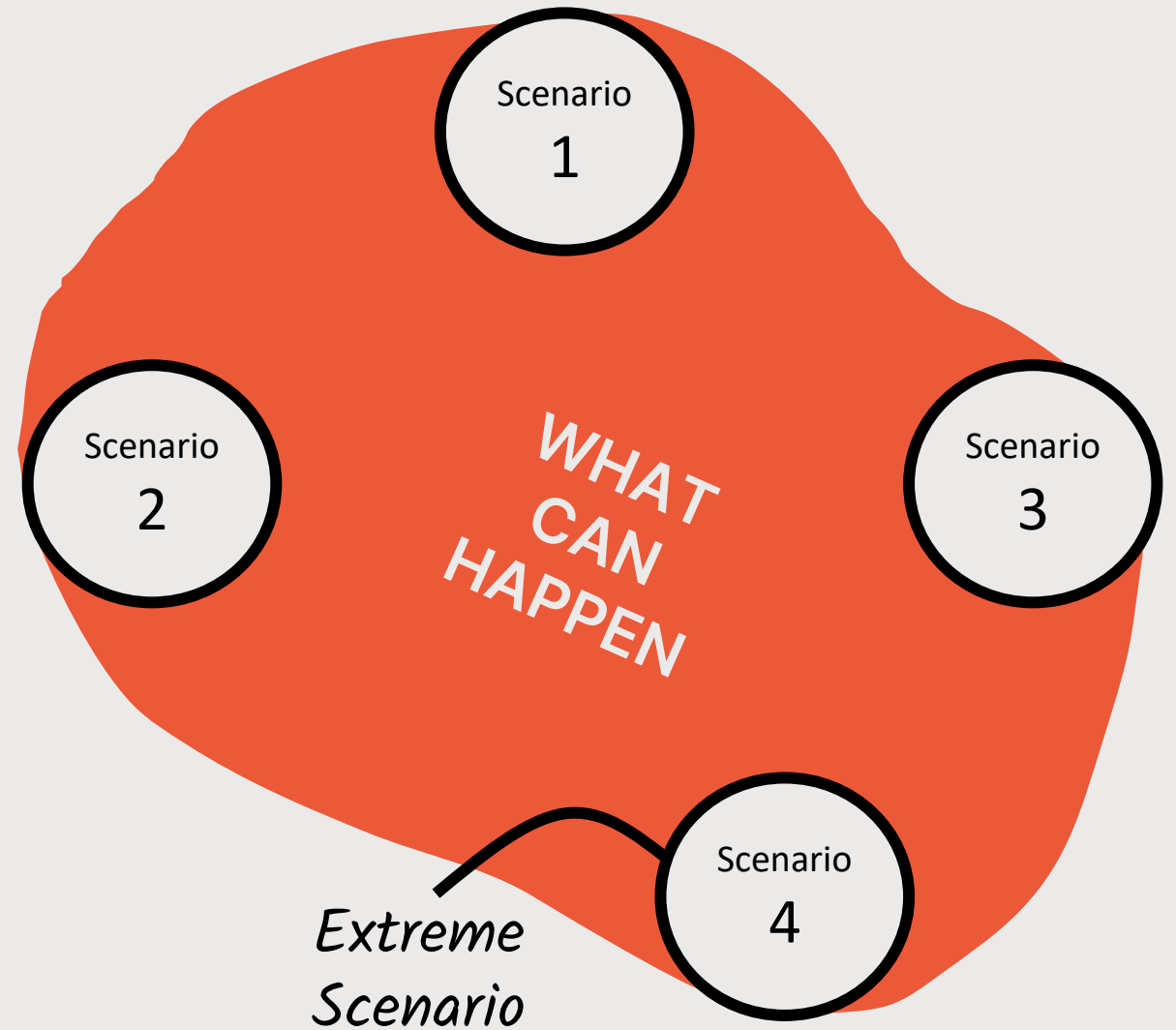
# Foresight & Complexity

Foresight is conscious of complexity, which is built into scenarios, to make them more plausible



# Foresight & Extreme-ness

But foresight also help us  
generate extreme scenarios,  
to challenge our imagination





# Our Philosophy

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*Our philosophy to which we strive to attain in each research and consulting project, is based on three pillars.*

# Our Philosophy: 3 values<sup>!</sup>

**Rigor &  
Relevance**

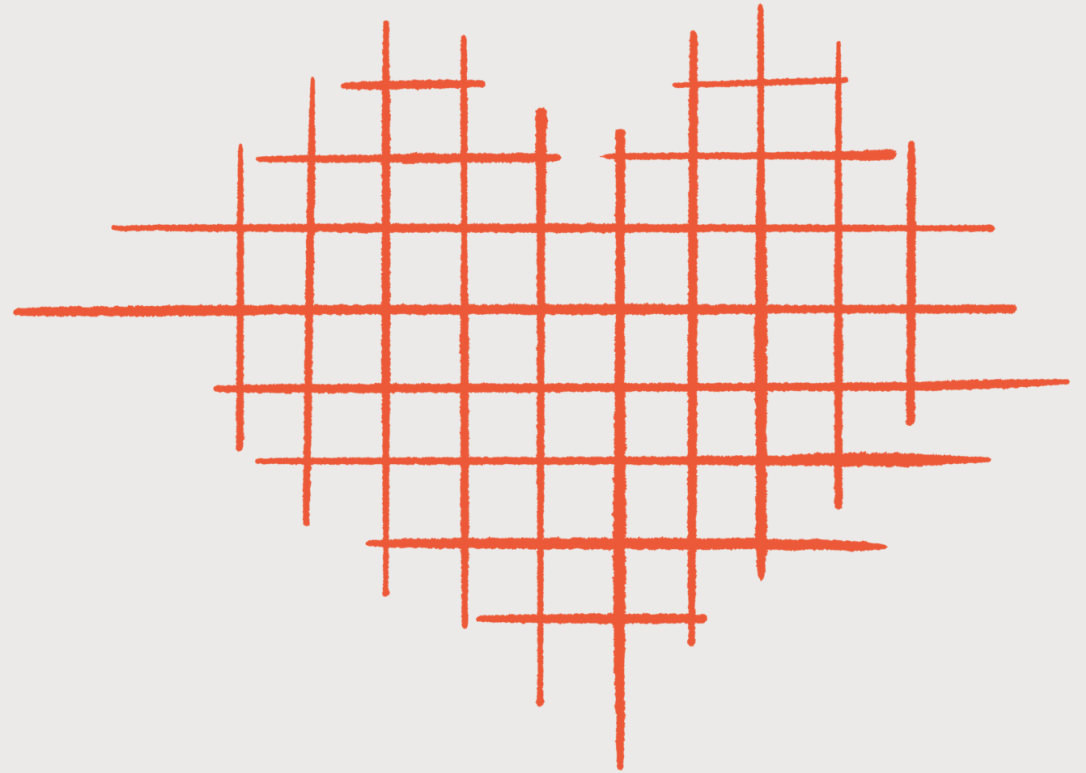
**Asian  
Sensibility**

**Meta  
Modernism**

## Value 01

# Rigor & Relevance

In everything we do, we strive to abide by the highest standards of rigor in the practice of foresight. This means that our foresight processes are ethically conscious of the importance of consent by our participants, that the foresight methods we apply are tailored to the specificity of the context and the expectations of the client, and that the combination of the foresight methods used is parsimonious. It also means that our research and consulting is deeply informed by scientific evidence not only from the futures studies and foresight literature, but also from the adjacent fields of organizational behavior, psychology, political science, strategic management, and philosophy. All of this without losing sight of the most important objective: the relevance of foresight for an organization's decision making.



Value 02

# Asian Sensibility

In everything we do, we aim to bring back Asian wisdom into our practice of foresight. The parallelisms between foresight and Asian philosophies, including but not limited to Neoconfucianism, Zen Buddhism, and Hinduism are many, and they are tremendously helpful to convey the essence of foresight to beginners and advanced learners alike. These range from the realization that, like thoughts in Zen practice, trends in the external environment are transitory patterns of change that manifest on an underlying immanent structure, i.e., a multiplicity of futures; to the realization that, like Kung Fu, mastery of foresight capability is hard work that cannot be obtained in one day.



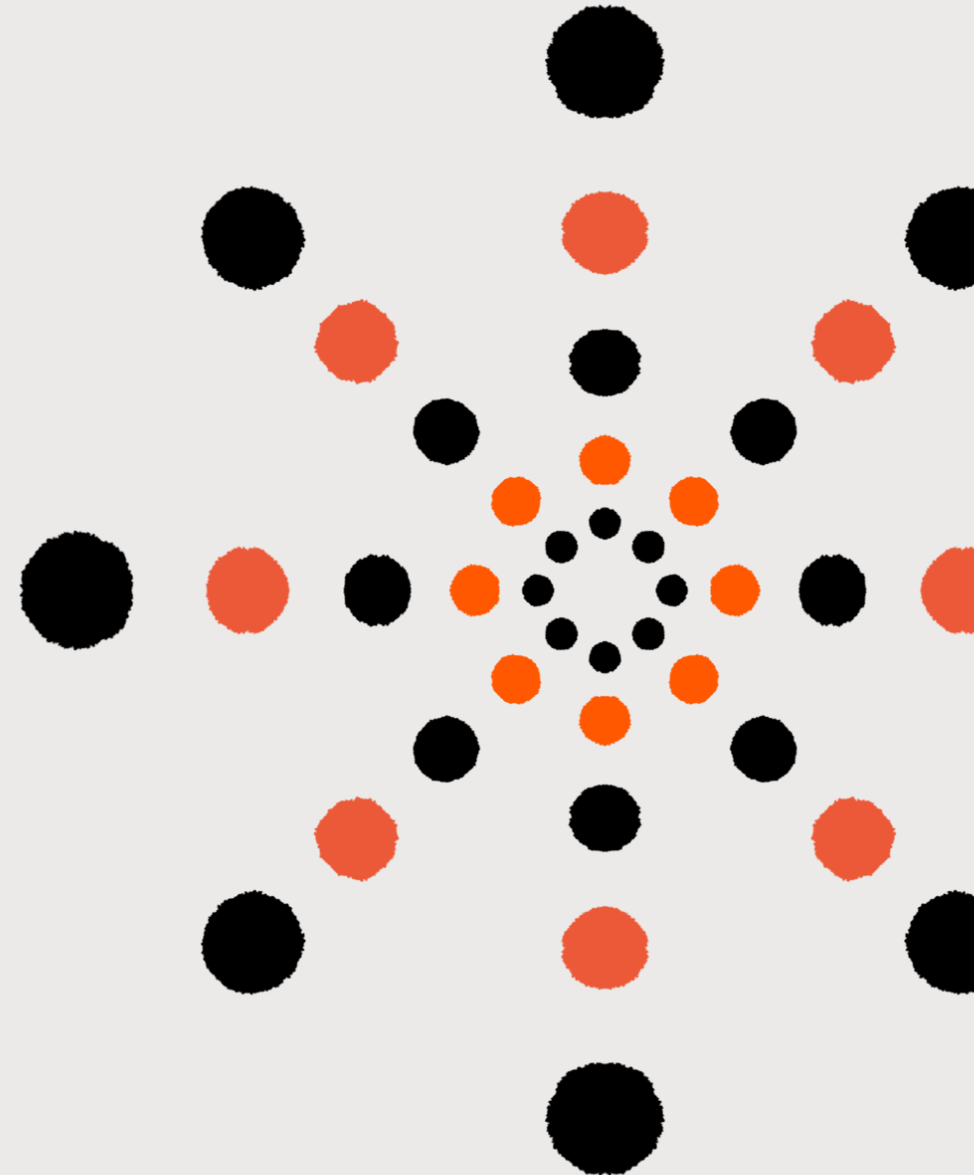
Value 03

# Metamodernism

Metamodernism refers to new cultural, spiritual, political, scientific, and social movements reflecting a post-ideological, open source, globally responsive, and paradox resolving grand narrative.

One of the key features of metamodernism is that it aims to transcend ideological and political positions. This is very relevant for foresight practice because any investigation into the futures risks carrying over current ideological positions. Thus, following metamodernism, in our foresight practice we aim to approach every foresight project non-ideologically. This means that we pay extra attention to reflecting on our values as foresight facilitators and experts, and to not injecting such values into our foresight work.

Additionally, when we notice ideological positions coloring our clients' views of the future, we do not counter them or debate them, but aim to transcend them with metamodern foresight.



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# Our Services



*Categorised in five groups*





Foresight trainings are on demand, workshop-based applied foresight courses meant to develop ad-hoc foresight capabilities in groups or single individuals. They are designed for managers, leaders, and executives. Each training can last from two days/half days up to several non-consecutive weeks

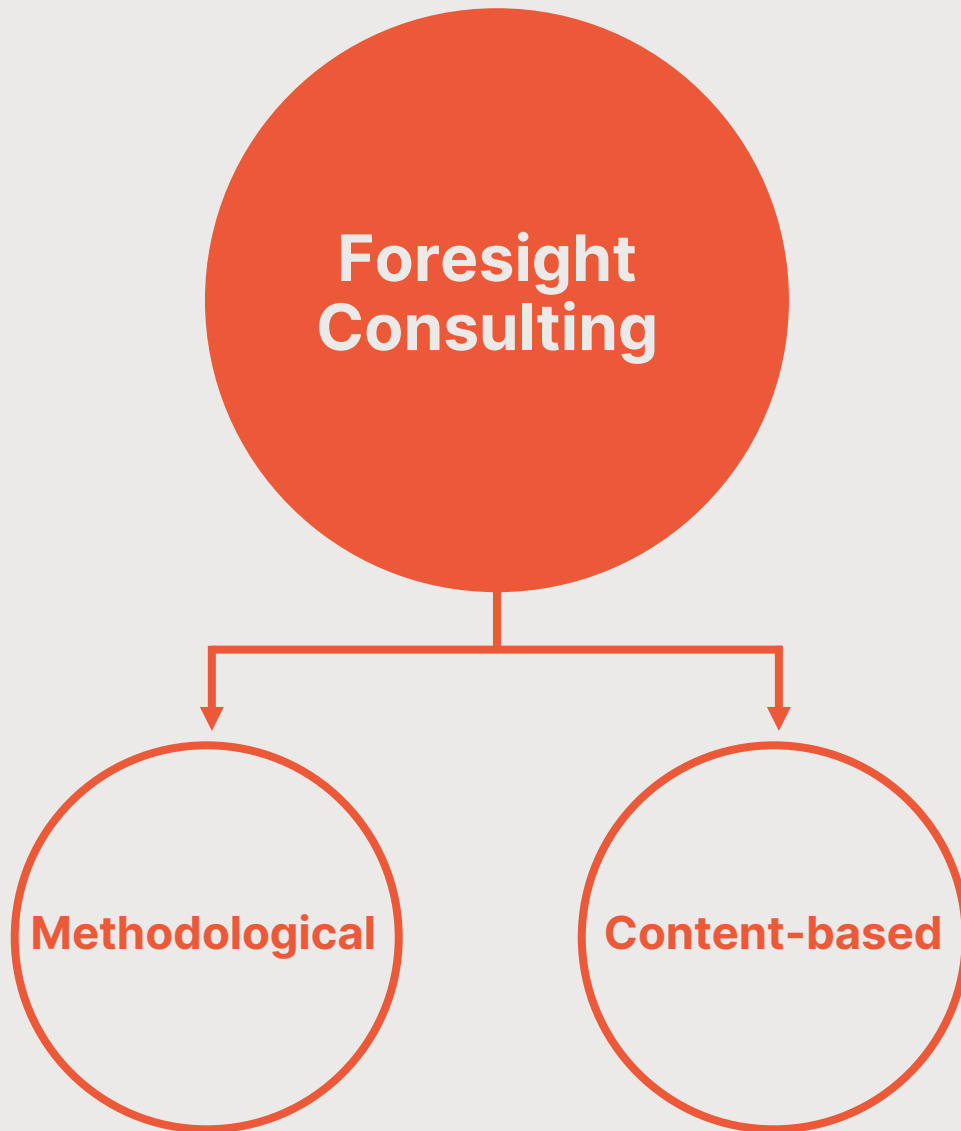
Participants are walked through a series of participatory foresight exercises in the three major components of foresight, i.e., scanning, futuring, and reconfiguring, by one or more expert facilitators.



## **Foresight Teaser Sessions**

**Not sure whether to commit to our multiple-sessions individual executive foresight training? You can try it out with our half-day teaser session! Teaser sessions are half-day workshop-based applied foresight courses meant to introduce single individuals from any organization to the foundations of foresight.**

**Participants are walked through a series of participatory foresight exercises in the three major components of foresight, i.e., scanning, futuring, and reconfiguring, by one or more expert facilitators.**



Methodological foresight consulting is problem-driven and meant to support those organizations that are already practicing applied foresight, either in the organization at large or in a discrete foresight unit within the firm, both for their clients or for the organization itself. The organization is assigned to one or two experts in foresight methodology and practice.

Content-based foresight consulting is meant to support organizations without a fully developed foresight practice in the production of content specific deliverables about the futures of a topic of high relevance for them. The organization is assigned to a team of experts in foresight research. This form of consultation is meant to quickly develop the necessary ad-hoc expertise with minimal involvement of the organization itself.



Foresight action research does not differ from executive foresight trainings. The only difference between the two is that in action research the cost paid by the organization is arbitrary and decided by the organization on a pay-forward scheme. In exchange, the organization agrees to make all the participants to the foresight course available for a follow up survey and/or interview.

Participants stay anonymous and are not interrogated on the subject matter of the scenarios, but only on the scenario process and/or their psycho-physiological states. These endeavours are meant to contribute to science by providing data to improve the practices and processes of foresight.



## **Foresight Academic Teaching**

**Our foresight experts are often invited to host one or more seminars in university courses, and have experience in conducting foresight classes for BA, MA, MBA, or EMBA students in diverse cultural contexts, including but not limited to China, Italy, Singapore, USA, Germany, Israel, Estonia, Thailand, Malaysia, Finland, etc.**

**We also have experience designing and delivering university-level foresight courses for tertiary institutions on all the major topics of futures studies and applied foresight, including scanning & trend analysis, scenario planning methods, wild cards, science fiction as foresight, design fiction as foresight, foresight to strategy, and futures games among others.**

Ultimately, foresight helps our “negative capability”: a state of being in uncertainties, mysteries, doubts, without any irritable reaching after fact and reason

– Adapted from John Keats



When we practice  
foresight, it's like falling  
from the sky without  
parachute...

...but there is no ground!

– Adapted from Leo Babauta



When the direction of  
the wind changes,  
some people build walls,  
other people make  
windmills.

– Chinese Proverb







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