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Futures Literacy p.3Project objectives and  
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2017 workshop p.4[www.before-alliance.eu](http://www.before-alliance.eu)**Introduction to beFORE**

By Anna Sacio-Szymańska,

Institute for Sustainable Technologies-National Research Institute (PL)

David Ingvar, a Swedish neurobiologist, had been doing research about how the human brain deals with the future. He had shown that the **human brain deals with the future – short-term and long-term future – 24 hours a day**. According to him our mind constantly probes the future, depending on the subject: for the next hour, the next day, the next month, year or years. These time-paths are constructed accordingly to a thinking logic: “*If A happen, I will do B; if A does not happen I will do C etc.*”. Ingvar stated that not only does our brain construct these alternative time-paths into the future, but it also stores them. And he called those the “memories of the future”.

One may ask the question **why would we need a memory of the future?** (cont. p. 2)

ONLINE  
GENERATING  
DISCOVERING KNOWLEDGE  
EMBRACING DECISION-MAKING STUDENTS  
HORIZON SCENARIO

**FUTURES** BUILDING  
COMPANY  
VISIONS  
ALLIANCE

UNCERTAINTY STRATEGY COURSE  
FORESIGHT CONNECTING SCANNING  
OPPORTUNITIES

**E-LEARNING**  
DISCIPLINES ACADEMICS UNKNOWN  
MANAGERS

**LITERACY**

**Upcoming events...**[2<sup>nd</sup> Project meeting](#)

22-23 May 2017 in Białystok, Poland

The 2<sup>nd</sup> face to face beFORE Project meeting will be held in Białystok, Poland, the 22<sup>nd</sup> and 23<sup>rd</sup> May. The Management Faculty of Białystok University of Technology will be the host partner this time.

[Foresight Europe Network meeting](#)

13-14 June 2017 in Turku, Finland

We invite you to the 2017 Turku Futures Conference in Finland, where we shall be presenting the project during the meeting of Foresight Europe Network (FEN). We count on feedback from the audience regarding the foresight competences needed to live through complexity and evolve from it.

[ISPIIM 2017 workshop](#)

21 June 2017 in Vienna, Austria

Our Knowledge Alliance consortium is organizing a Shared Interest Session on Futures Literacy and Entrepreneurship at the XXVIII European ISPIIM Conference in Vienna (Austria). For more details please go to page 4.

## Introduction to beFORE - cont.

By Anna Sacio-Szymańska,  
ITeE-PIB (PL)

Accordingly to Ingvar, it is to allow our brain to deal with all the signals that we get from the outside world through all our senses. The function of the memory of the future is to allow the brain to select those signals that are relevant, eliminate those that are not relevant and thus better manage our future-oriented choices [1].

A diffusion of a paradigm that would allow managing **the future(s)** is even more needed by companies, which on a daily basis need to struggle with information overload. However, instead of considering alternative futures, entrepreneurs just try to predict **the future** and build (short-term) strategies based on the extrapolation of current trends. Such a challenge – to increase Futures Literacy/Foresight among students, company managers and university teachers – has been undertaken by the team realizing **beFORE**: a European project entitled **“Becoming Future-ORiented Entrepreneurs in universities and companies”**.

[1] Based on de Geus, *The Living Company - Long Term Thinking in a Changing Society* (2005).

First row from the left: Beata, Stefano, Magda, Anna, Zosia, Christoph, Alessandro, Ibon. Standing Behind: Norbert, Riccardo, Liher, Jola, Andrzej, Anna, Leonello.



## Meet our project team

by Alessandro Guadagni,  
ValueDo (ITA)

PROJECT PARTNERS

ASSOCIATED NETWORKS

1. **ITeE-PIB - Institute for Sustainable Technologies – National Research Institute**, Radom (Poland)
2. **Bialystok University of Technology**, Bialystok (Poland)
3. **University of Pisa**, Pisa (Italy)
4. **Mondragon University – Faculty of Business Studies** - San Sebastian (Spain)
5. **Free University Berlin - Futur Institut**, Berlin (Germany)
6. **ValueDo**, Firenze (Italy)
7. **4CF**, Warsaw (Poland)
8. **ErreQuadro**, Pisa (Italy)
9. **Prospektiker**, San Sebastian (Spain)
10. **Aveniture**, Freinsheim (Germany)

## Our current work – by Anna Kononiuk & Andrzej Magruk, Bialystok University of Technology (PL)

**Project coordinator** (Institute for Sustainable Technologies-National Research Institute (ITeE-PIB), **four universities** (Bialystok University of Technology, University of Pisa, Mondragon University, Free University Berlin – Futur Institut and **one company** (4CF, Poland) are working on a list of competences which should characterize a future-oriented entrepreneur or a manager. This research is crucial to the project as it aims at establishing a coherent scientific framework of reference for development of the e-learning courses envisaged in the project. The leader of this task (BUT) and the parties involved, have assumed to achieve this target through four complementary activities: a) cross-literature review to detect the convergence among disciplines (especially foresight, entrepreneurship, innovation) regarding higher education offer; b) collection and identification of main characteristics of existing best educational and corporate practices and use cases, that introduce or are based on Futures Literacy for education and training; c) critical analysis of the collected information in order to develop a consistent framework for an online database and d) re-organizing all the information to be coherently disseminated online. Current works within this work package (WP1) focus on the literature review carried out on the basis of key books in the field and the other printed works on foresight and entrepreneurship (even popular-scientific studies), as well as peer review articles coming from leading journals such as Technological Forecasting and Social Change, Futures, Long Range Planning to name but a few. The partners are also investigating higher education offer and foresight courses for foresight/ entrepreneurial/ innovation competences. The identified competences would be aggregated by BUT and ITeE-PIB teams and discussed during second project meeting that will be held at Management Faculty of Bialystok University of Technology on 22-23 May 2017.

## Introduction to *Futures Literacy and Foresight*

by K. Christoph Keller, Avenirure (GER)

Entrepreneurs and Futurists both face the future. The practice of Foresight is about anticipating the future, about outlining the changes to come and the contours of a firm's future environments. This knowledge about the future is important, to cope with uncertainty, understand entrepreneurial opportunities and risks, and help developing medium to long term strategies. Many companies all over the world, big and small, today have adopted foresight methods in their innovation and strategy activities.

While Foresight is trying to make sense of the future, Entrepreneurs try to shape it. They absorb uncertainty and drive their vision forward as a project. Against all odds, if necessary. Futures Literacy is about practical knowledge about using the future for a given task and the methods, tools and attitude required. Futures Literacy is especially about the futures unanticipated, about the unknown, the ability to analyse, synthesise and act accordingly with step-changes and against shocks.

Thus, introducing Futures Literacy into entrepreneurship education and business culture can provide specific competences to entrepreneurs, enabling them to better navigate their business in an era of rapid change, technological disruptions, turbulence and volatile markets.

Ultimately, by acquiring Futures Literacy an entrepreneur will improve decision making and problem-solving skills, and enhance strategic thinking and action on individual and organisational levels.

## Project objectives and expected results

– by Josune Prieto Alonso, MUE (ES)

*“The challenge is not that we must find ways to “know” the future, rather we need to find ways to live and act with not knowing the future.” (Miller 2011)*

The project underlines the need to transform university entrepreneurship education, company training and business practice by bringing together academic, research and business partners capable to develop the educational offer, which would create **Futures Literate Individuals** with improved capacity for analysing and dealing with the unknown future challenges when managing organisations and developing innovations.

The project recognizes the needs, problems and challenges of systemic and individual nature concerning university education and business practice and related to **futures literacy (FL)** also known as “**foresight**”, which characterise project beneficiaries: university teachers, academic researchers, company training providers, students and managers.

The project aims to overcome shortcomings, as in Figure 1, by developing and releasing the educational offer that would unite practical experience of foresight training providers and academic teaching expertise in entrepreneurship with the needs of students and entrepreneurs.

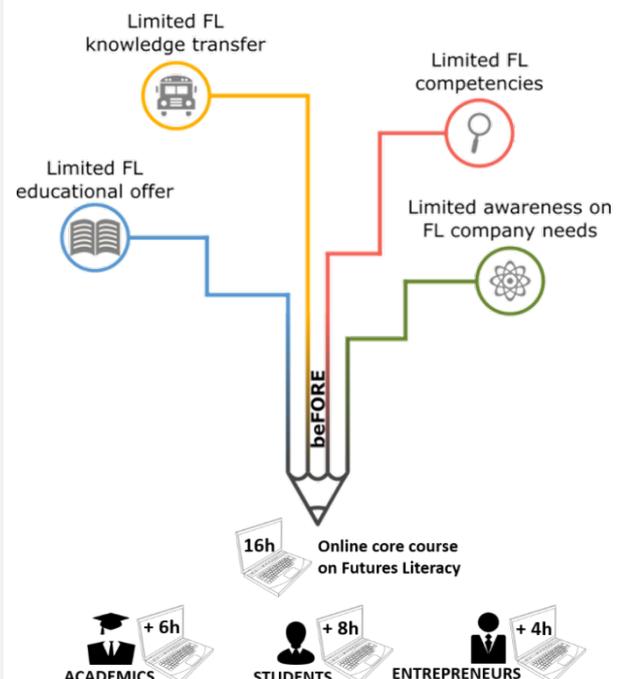


Figure 1: Concept

## **Futures Literacy and Entrepreneurship - ISPIM workshop**

*by Ibon Zugasti, Prospektiker (ES)*

### **About ISPIM**

ISPIM –the International Society for Professional Innovation Management -is an association of members from research, industry, consulting and the public sector, all sharing a passion for innovation management -how to successfully create new products, processes and services from ideas to stimulate economic growth and well-being. Formed in Norway in 1983, ISPIM has members in over 70 countries and is the oldest, largest and most active innovation network in Europe, expanding rapidly in the Americas and Asia-Pacific (<http://www.ispim-innovation-conference.com>)

### **Session objectives**

This workshop is composed of two talks and moderated discussion. The first talk will provide the conceptual and theoretical foundation regarding the notion of Futures Literacy (FL) against the project background. The second talk will introduce case studies of teaching Futures Studies & Entrepreneurship (curricula and methodology) and foresight competencies acquired. The latter will be analysed and discussed in the second part of the session. The two talks will take a maximum of 30 minutes followed by 60 mins of group work and good practice sharing about the content of future-oriented educational offer against the demand for foresight competencies seen through the lens of academics and professionals.

In this session we would like to review best practices / use cases of blending Futures Studies with Entrepreneurship education (and vice versa) in university and other educational settings. We are interested to hear your stories regarding teaching and learning Futures Studies & Entrepreneurship. Let's discuss together: (1) specific competencies (skills) related to foresight, (2) teaching methods and techniques, (3) methods of verification of knowledge and abilities, (4) challenges and lessons learned. All of the above, analyzed in the framework of the three target groups. Building on the experience of the participants, we hope to:

- Collect suggestions and ideas on the structure of the educational needs analysis questionnaire;
- Establish an accurate initial reference framework for building coherent Futures Literacy e-learning courses.

### **Who may wish to attend**

- Academics focused on related subject areas (futures studies, strategic foresight, strategic management, innovation management, risk management, entrepreneurship);
- Corporate training providers, HR managers;
- Business Foresight & Management Consultancies;
- Industry representatives and other RTO clients, partners and stakeholders;
- Students of business and engineering faculties.

