

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Strategic Foresight and Scenario Planning for Leaders

5 days | Classroom training | English

SMART HORIZON

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London W2 6BD, United Kingdom

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Course content

Why attend

Organisations that anticipate change are better placed to seize opportunities and avoid shocks. Strategic foresight provides structured methods for exploring possible futures, identifying emerging trends and testing strategies against different scenarios. This course introduces horizon scanning, driver analysis, scenario construction, wind-tunnelling strategies and early warning indicators, helping leaders make more robust long-term decisions in an uncertain environment.

Traditional forecasting assumes the future will resemble the past. Strategic foresight helps you prepare for multiple plausible futures, challenge assumptions and build strategies that remain sound when conditions change.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Participants learn through horizon-scanning exercises, scenario-building workshops, strategy stress-testing simulations, case studies and group presentations.

Course objectives

By the end of this course, participants will be able to:
• Explain the principles and value of strategic foresight
• Conduct horizon scanning to identify signals of change
• Analyse key drivers and critical uncertainties
• Build plausible and challenging future scenarios
• Test strategies and options against scenarios
• Establish early warning indicators and foresight processes

Target audience

This course is suitable for:
• Senior executives and board members
• Strategy and planning professionals
• Business development and innovation leaders
• Risk managers
• Public sector policy and planning professionals



Course content

Target competencies

Participants will develop competencies in:

- Horizon scanning
- Driver analysis
- Scenario construction
- Strategy stress-testing
- Early warning systems
- Long-term strategic thinking

Course outline

Day 1: Introduction to Strategic Foresight

09:00–09:54	Why forecasting is not enough
09:54–10:48	Foresight methods and their uses
10:48–11:00	Time horizons and uncertainty
11:00–11:30	**Coffee break**
11:30–12:12	Time horizons and uncertainty (continued)
12:12–13:06	Cognitive barriers to thinking about the future
13:06–14:00	Exercise: Identifying assumptions in current strategy

Day 2: Horizon Scanning and Trends

09:00–09:54	Sources of signals and trends
09:54–10:48	PESTLE and STEEP analysis
10:48–11:00	Weak signals and wild cards
11:00–11:30	**Coffee break**
11:30–12:12	Weak signals and wild cards (continued)
12:12–13:06	Organising scanning in the organisation
13:06–14:00	Workshop: Horizon scanning exercise



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Day 3: Building Scenarios

09:00–09:54	Identifying key drivers and critical uncertainties
09:54–10:48	Scenario matrix and alternative methods
10:48–11:00	Developing scenario narratives
11:00–11:30	**Coffee break**
11:30–12:12	Developing scenario narratives (continued)
12:12–13:06	Making scenarios challenging and credible
13:06–14:00	Workshop: Constructing four scenarios

Day 4: Using Scenarios in Strategy

09:00–09:54	Wind-tunnelling strategies across scenarios
09:54–10:48	Robust and flexible strategic options
10:48–11:00	Contingency planning and real options thinking
11:00–11:30	**Coffee break**
11:30–12:12	Contingency planning and real options thinking (continued)
12:12–13:06	Communicating scenarios to decision-makers
13:06–14:00	Simulation: Stress-testing a strategic plan

Day 5: Embedding Foresight

09:00–09:54	Early warning indicators and monitoring
09:54–10:48	Foresight governance and roles
10:48–11:00	Integrating foresight with planning and risk management
11:00–11:30	**Coffee break**
11:30–12:12	Integrating foresight with planning and risk management (continued)
12:12–13:06	Building a future-oriented culture
13:06–14:00	Capstone: Foresight action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



Course content

sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in GBP, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (GBP)
Dubai Confirmed dates	9 Nov 2026	13 Nov 2026	**£3,150.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**£1,250.–**
Frankfurt Confirmed dates	23 Nov 2026	27 Nov 2026	**£2,650.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**£1,250.–**
Kuala Lumpur Confirmed dates	7 Dec 2026	11 Dec 2026	**£1,450.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**£1,250.–**
Paris Confirmed dates	14 Dec 2026	18 Dec 2026	**£2,860.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**£1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Rome Confirmed dates	4 Jan 2027	8 Jan 2027	**£2,450.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**£1,250.-**
Istanbul Confirmed dates	11 Jan 2027	15 Jan 2027	**£2,650.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**£1,250.-**
Amsterdam Confirmed dates	25 Jan 2027	29 Jan 2027	**£2,540.-**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**£1,250.-**
Singapore Confirmed dates	8 Feb 2027	12 Feb 2027	**£2,820.-**
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**£1,250.-**
London Confirmed dates	22 Feb 2027	26 Feb 2027	**£2,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**£1,250.–**
Dubai Confirmed dates	8 Mar 2027	12 Mar 2027	**£3,150.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**£1,250.–**
Cape Town Confirmed dates	15 Mar 2027	19 Mar 2027	**£1,890.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**£1,250.–**
Frankfurt Confirmed dates	22 Mar 2027	26 Mar 2027	**£2,650.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**£1,250.–**
Kuala Lumpur Confirmed dates	12 Apr 2027	16 Apr 2027	**£1,450.–**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**£1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Paris Confirmed dates	26 Apr 2027	30 Apr 2027	**£2,860.-**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**£1,250.-**
Cape Town Confirmed dates	3 May 2027	7 May 2027	**£1,890.-**
Online Confirmed dates	3 May 2027	7 May 2027	**£1,250.-**
Istanbul Confirmed dates	10 May 2027	14 May 2027	**£2,650.-**
Online Confirmed dates	10 May 2027	14 May 2027	**£1,250.-**
Amsterdam Confirmed dates	24 May 2027	28 May 2027	**£2,540.-**
Online Confirmed dates	24 May 2027	28 May 2027	**£1,250.-**
Singapore Confirmed dates	14 Jun 2027	18 Jun 2027	**£2,820.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**£1,250.–**
London Confirmed dates	21 Jun 2027	25 Jun 2027	**£2,450.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**£1,250.–**
Rome Confirmed dates	5 Jul 2027	9 Jul 2027	**£2,450.–**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**£1,250.–**
Dubai Confirmed dates	12 Jul 2027	16 Jul 2027	**£3,150.–**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**£1,250.–**
Frankfurt Confirmed dates	26 Jul 2027	30 Jul 2027	**£2,650.–**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**£1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Kuala Lumpur Confirmed dates	9 Aug 2027	13 Aug 2027	**£1,450.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**£1,250.-**
Paris Confirmed dates	23 Aug 2027	27 Aug 2027	**£2,860.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**£1,250.-**
Vienna Confirmed dates	6 Sept 2027	10 Sept 2027	**£2,940.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**£1,250.-**
Istanbul Confirmed dates	13 Sept 2027	17 Sept 2027	**£2,650.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**£1,250.-**
Amsterdam Confirmed dates	20 Sept 2027	24 Sept 2027	**£2,540.-**



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Dates, venues and fees (continued)

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Online Confirmed dates	20 Sept 2027	24 Sept 2027	**£1,250.–**
Singapore Confirmed dates	11 Oct 2027	15 Oct 2027	**£2,820.–**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**£1,250.–**
London Confirmed dates	25 Oct 2027	29 Oct 2027	**£2,450.–**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**£1,250.–**
Barcelona Confirmed dates	1 Nov 2027	5 Nov 2027	**£2,840.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**£1,250.–**
Dubai Confirmed dates	8 Nov 2027	12 Nov 2027	**£3,150.–**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**£1,250.–**



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Dates, venues and fees (continued)

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Online Confirmed dates	22 Nov 2027	26 Nov 2027	**£1,250.–**
Kuala Lumpur Confirmed dates	6 Dec 2027	10 Dec 2027	**£1,450.–**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**£1,250.–**
Paris Confirmed dates	13 Dec 2027	17 Dec 2027	**£2,860.–**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**£1,250.–**



Course content

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon UK certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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