

# Executive Education

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MELBOURNE  
BUSINESS  
SCHOOL

Futures Thinking and  
Strategy Development

# Futures Thinking and Strategy Development

## PROGRAM SNAPSHOT

### Duration

4 days

### Location

Carlton

### Program Co-directors

Robert Burke

Sohail Inayatullah

### Apply now

[mbs.edu/ftsd](https://mbs.edu/ftsd)

Please refer to our website for program dates and fees.

Note: This is a non-residential program. The program fee covers tuition, learning materials and meals during the workshop. As evening activities are part of the program, we strongly recommend that participants stay at our preferred, nearby, hotel provider, Rydges on Swanston, or arrange accommodation close to our Carlton campus. Rydges offer Melbourne Business School participants special rates and exclusive benefits.

Learn how to plan for future business growth and survival. Featuring international futurist Dr Sohail Inayatullah, the program shows you how to plan for the future, learn from it and make impactful decisions to realise your vision. While analysing past and future trends, you'll also be able to apply the strategic skills needed to anticipate opportunities and mitigate threats facing your organisation, while building your resilience and ability to respond to any disruption to your goals.

### Who should attend

- Executives responsible for shaping, developing and implementing strategy within their organisation
- C-suites and senior executives who want to better understand future trends and scenarios to make strategic decisions

### Learning outcomes

By the end of the program, you will be able to:

- Analyse past and future trends, including major disruptions to your business and business model
- Identify new opportunities
- Anticipate and manage change
- Articulate organisational scenarios
- Increase strategic agility and adaptability
- Develop organisational resilience
- Better forecast your organisation's future.

### Program journey

You will emerge with new skills and behaviours, aligned to your learning goals.

### Pre-program preparation

- Access to program material and networking through our online-learning platform.

### Program

This program explores the following key themes:

#### Anticipating the future

- Transformative questions: learn from the future as it emerges
- Single, double loop and narrative learning
- The futures triangle and futures landscape
- Anticipating the future: problems, trends and emerging issues

#### Deepening the future

- Grand patterns of social and organisational change
- The 'big picture' of change across civilisations
- Impacts on the future of organisations
- Understanding the future from multiple levels
- Layered methodologies: inner and outer
- Developing more inclusive futures: world views and stakeholders
- Creating a path to your new organisation that matches employees' inner expectations
- Personal narratives around the future: insights into becoming a more effective strategist and leader

#### Beyond scenario planning

- Challenging conventional scenario planning
- The multiple scenario approach
- Pitfalls of traditional scenario planning

#### Transforming the future

- Group projects: insights and advice
- Creating a learning and healing organisation, using futures
- From the future to the present: backcasting
- Transforming your organisation: methods and tools
- Visioning and anticipatory action learning
- Becoming the organisation you want to see
- Creating more effective strategies: linking the long term with the short term

### Post-program

Continued learning through access to program material, facilitators and networking via our online-learning platform.

### Learning methods

- **Interactive sessions**, delivered by our world-class futurists, provide tools and models to frame your future and increase strategic thinking.
- **Case studies** provide real examples that translate futures-thinking theory into strategic skills.
- **Group projects** enable you to apply futures methods and tools to your organisation and gain insights from different industries.
- **Peer-learning groups** facilitate knowledge sharing and feedback to ensure you have a powerful experience that drives results.
- **Foresight consulting** with the program facilitators allows you an opportunity to receive advice, insights and feedback, specific to your organisational futures strategy.

### Program Co-directors

#### Dr Robert Burke

Robert is an experienced businessman specialising in organisational strategy. Through his senior management roles, he has a deep appreciation of the challenges faced by senior managers and leaders.






His innovative methods create positive energy for reconsidering organisational purpose and examining how organisational leaders can create more dignified and sustainable outcomes for both their organisation and society as a whole.

#### Professor Sohail Inayatullah

Futurist at the Graduate Institute of Futures Studies, Tamkang University, and Melbourne Business School Executive Education Co-facilitator, Sohail has over 30 years' experience as a forward thinker and is the first UNESCO Chair in Future Studies. He has helped leaders from Canada, Turkey, Thailand, Australia and elsewhere create the narrative they need to shape their future. Sohail provides the learning framework to consider alternatives and get the future right.



## PROGRAM JOURNEY

PRE-PROGRAM ACTIVITIES	DAY 1	DAY 2	DAY 3	DAY 4
(provided approx. 6 weeks prior to program commencement)	8:30am Program Start			
Pre-reading articles and video	 Session Theme - Learning, Context & Reflection	 Session Theme - Depening the Future	 Session Theme - Beyond Scenario Planning	 Session Theme - Transforming the Future
			 Dinner	4:30pm Program Close

## CAMPUS LOCATIONS:

### HEAD OFFICE

#### CARLTON

200 Leicester Street  
Carlton VIC 3053  
Australia

**T:** +61 3 9349 8788

**E:** [programs@mbs.edu](mailto:programs@mbs.edu)

### SYDNEY

Level 21, 56 Pitt Street  
Sydney NSW 2000  
Australia

### KUALA LUMPUR

Unit A-22-8 Menara UOA  
BangsarJalan Bangsar Utama  
Bangsar Kuala Lumpur 59000  
Malaysia

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