

Learning Outcomes

Generic Skills

Skills of a person with a graduate degree

Research

Finding

Reading, understanding, citing

Analyzing

Synthesizing

*Interpreting, drawing conclusions,
making inferences*

Drawing knowledge and meaning from information

Locating and retrieving accurate and relevant information

Understanding what is read and showing proper credit to someone else's ideas

Articulating the parts that make up the whole

Combining two or more ideas into a third idea

Making interesting inferences with reasonable support

Thinking

Critical thinking

Systems thinking

Creative thinking

Manipulating ideas

Understanding the support for an inference and judging its adequacy

Seeing the connections between things (structure) and explaining conditions (behavior) using those connections

Developing novel, relevant ideas

Decision making

Values clarification

Decision analysis

Making recommendations and decisions for action

Understanding one's own and others' values

Making decisions based on explicit criteria

Communication

Speaking

Writing

Visualizing

Sharing ideas so that they are understood and accepted

In oral form

In written form

In graphical form

Calculation

Manipulating numbers correctly to support inferences

Facilitation, group process, teamwork

Working with and leading others in group work

Knowledge

Facts about various topics

The Foresight field	About the futures field
<i>Origin, history</i>	About its origin and history
<i>Knowledge base—theory, methods</i>	About its theories and methods
<i>Stakeholders (individuals, organizations, projects)</i>	About the individuals and organizations that make up the field
<i>Trends, issues, new directions</i>	About current trends and issues in the field
Emerging global context and futures	About the current and future conditions of the world and other units units as they develop
Domain specialty #1	An area of specialization
Domain specialty #2	Another area of specialization

Foresight Skills

Skills of a professional futurist

Current assessment and awareness	Understanding the current and future conditions of a topic
<i>Research, historical, current and future conditions</i>	Articulating what is known about a topic that is relevant to its future
<i>Scanning, keeping up to date with new developments</i>	Adjusting what is known in the light of recent developments
Foresight	Identifying differences between the present and the future
<i>Systems models</i>	Using the interconnectivity of forces
<i>Judgmental tools</i>	Using individuals' images, values and aspirations
<i>Time series analysis</i>	Using secondary quantitative data
<i>Qualitative scenarios</i>	Using imagistic projection
Planning	Organizing resources to create a preferred future
<i>Mission</i>	The fundamental purpose an enterprise is to serve
<i>Vision</i>	The ideal that the enterprise strives to become
<i>Values</i>	The principles that guide the enterprise's actions
<i>Strategic plans: goals, measures, strategies</i>	Specific achievements (goals), measures, and means to achieve the goals (strategies) that an enterprise commits to
<i>Operational plans: objectives, tasks, personnel, schedule, budget</i>	Detailed, short-term plans for allocating time, money and other resources
Development	Increasing the capacity of an enterprise to fulfill its mission, move toward its vision and achieve its goals
<i>Change management</i>	Supporting transformational change
<i>Project management</i>	Monitoring and coordinating short-term initiatives

Portfolio Products

Visible demonstration of skill (optional)

1. A demonstration of **systems thinking**, usually an essay or model (optionally a computer simulation)
2. A demonstration of **critical thinking**, usually a letter to the editor
3. A **framework document** including information sources and a forecast
4. **Scanning sources and journal** of the most important new trends, events and issues in a specific domain
5. A report on people's **ideas and images** about the future based on interviews and/or written questionnaires
6. A **quantitative forecast**
7. A **scenario** along with its implications
8. The **vision** of a preferred future
9. A **strategic plan**
10. An **implementation plan** to create the changes necessary to execute a strategic plan