



CEO Programme at the 2019 World Cancer Leaders' Summit

Strengthening leadership and management capacities across the UICC membership

17 October – Hilton Astana

Leadership in Postnormal Times: Applying Foresight for Organizational Learning

No one can predict the future. And yet, the complexities underlying and surrounding life in today's world point toward the disruption of numerous systems (climate, economic, healthcare, political, etc.), accelerating technological change, and a litany of critical uncertainties.

In order to thrive, rather than merely survive, in "postnormal times" organizations must "use the future" and deploy tactical and strategic approaches to foster learning paradigms based on curiosity, experimentation, and anticipation.

As a widely used approach for building a forward-looking culture, 'foresight' provides a rich array of tools, methods, and approaches aimed at generating actionable insights toward enhancing the capacity and capability of leadership to drive organizational transformation.

This session draws on case studies, research, and gaming to broaden the scope and scale of analysis and awareness on trends, emerging issues, as well as potential shocks, threats, and innovations.

The session is organized around three key questions: *what's next?*; *what if?*; and *what now?*

Ultimately, this session focuses on increasing awareness of individual precepts as well as of the operational environment affecting our interpretation of the future, understanding the impacts and effects related to key drivers of change upon the sector, and learning tactics and strategies for enhancing leadership.

Agenda

08:30 - Welcome, Introduction, and Opening Exercise (presentation & exercise)

The Polak Game provides an engaging means to build a sense of connectedness amongst the group and start us on the path towards futures thinking. Surfacing assumptions about "the future," the game situates how leaders can begin to foster a forward-looking organizational culture.

09:15 - What's next? - Foresight for Postnormal Times

This presentation provides a brief introduction to futures thinking through examples and cases. Introducing key trends, emerging issues, and cases of how organizations have "used the future," this presentation centres on stretching thought and practice.

09:45 - Menagerie of Postnormal Potentialities (group exercise)

This exercise introduces complexity, chaos, and contradictions as lenses for understanding sectoral disruptions and shifts within the operational environment. Content from this session will feed into the scenario simulation.

10:15 - Break

10:30 - What if? - Scenario Simulation (group exercise and debrief)

Games and simulations provide powerful and engaging approach for learning and insight generation. This simulation builds on the content from the previous session and supports reflection on the leadership capacities needed to model impacts, embody agile sensemaking, and navigate uncertainty.

11:30 - What now? - Leadership Reflection (individual/group exercise)

Using the certainties, changes, and contradictions framework, this session provides the participants with an opportunity to reflect on their takeaways from the morning. As an individual exercise, participants will be asked to answer the following questions:

- When you arrived this morning, you were certain of a few things. What certainties has this session confirmed?
- This session introduced a range of trends, emerging issues, and case studies. Has your perspective changed? How has your sense of the present and future changed?
- Did this session raise or illuminate any contradictions? What remains unclear and/or uncertain?

12:30 - Lunch

Facilitators

Dr. John A. Sweeney is an award-winning futurist, designer, and author. He consults widely and has delivered keynote presentations, seminars, and training courses in over 40 countries on six continents. As a futurist, he focuses on the impact of new technologies, organizational strategies for surviving and thriving in an increasingly complex world, and transforming policy, planning, and strategy development processes by “using the future” as a resource. John has led, organized, and facilitated strategic planning and foresight projects for a range of clients, including numerous humanitarian and development agencies, government innovation units, and Fortune 500 companies. He currently serves as Director at the Qazaq Research Institute for Futures Studies at Narxoz University where he is also an Assistant Professor of Futures and Foresight.

Stephanie Yesmukanova is Assistant Director of the Qazaq Research Institute for Futures Studies and a Senior Lecturer in Marketing at the Narxoz Business School. She has more than 10 years of experience working with top international brands, such as L'Oréal, Saks Fifth Avenue, Tiffany, Cartier, Van Cleef & Arpels, Chopard, Nestlé, GlaxoSmithKline, Procter & Gamble, and Danone. After holding a variety of roles from strategic brand planner to senior brand manager to account director, Stephanie conducts trainings and workshops for and on behalf of universities and commercial entities. She publishes in international and Kazakhstani academic journals and business-related media outlets.

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