



# STRATEGIC PLAN 2024 - 2026

Association of Professional Futurists



**ASSOCIATION OF  
PROFESSIONAL  
FUTURISTS**

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# EXECUTIVE SUMMARY

The Association of Professional Futurists stands at the forefront of navigating an increasingly complex and uncertain world.

As a global leader in fostering foresight and futures thinking, the APF equips professionals to anticipate and shape alternative futures in the face of technological breakthroughs, environmental challenges, geopolitical shifts, and societal transformations. Through advocacy, education, research, and community building, the APF not only promotes the integration of futures thinking into various sectors but also sets professional and ethical standards for the practice of foresight.

The APF Strategic Plan is a comprehensive roadmap that outlines the organization's goals, objectives, and strategies for the future. It was meticulously crafted during six co-creation sessions with board members in November 2024. This collaborative process, combined with rigorous editing and writing at the beginning of 2024, reflects the APF's commitment to shaping a future that is sustainable, equitable, and responsive to the ever-evolving global landscape. It encompasses various subsections, each addressing a specific aspect of APF's operations and mission. By integrating insights from these subpages, the plan aims to ensure the long-term success and sustainability of APF.

## FUTURES OUTLOOK & GLOBAL IMPACT

This plan takes into account future trends, recognizing their significance in shaping the world we live in. It acknowledges the rapid pace of technological advancements, changing societal dynamics, and complex global challenges. By understanding and adapting to this complex landscape, the APF can stay poised to address emerging opportunities and risks effectively.

## PURPOSE AND SCOPE

The Association of Professional Futurists is a global community of futurists, dedicated to promoting professional excellence and demonstrating the value of strategic foresight and futures thinking for their clients and/or employers. Futurists work in global corporations, small businesses, consultancies, education, non-profits, and government. Founded in 2002, the APF now includes more than 400 members from 40 countries.

This strategic plan provides a clear overview of the APF's purpose and scope. It outlines the organization's vision, mission and strategic objectives, and highlights its dedication to enhancing the uptake and impact of foresight and futures thinking, with the aim of advancing its benefits for both people and the planet. With a focus on innovation, collaboration, and impact, the plan sets the direction for APF's activities and initiatives to foster positive future outcomes.

## ALIGNMENT WITH APF'S VISION AND MISSION

The strategic plan aligns seamlessly with the APF's mission, capitalizing on the organization's foundational strengths, deep expertise, and extensive resources to catalyze transformative change and actively sculpt the future. While engaging with emerging trends and technologies, APF also brings a discerning, critical perspective to various technological and societal evolutions. This balanced approach not only positions the APF as a vanguard in futures thinking and foresight but also showcases its capacity for nuanced, critical thinking. By doing so, the APF not only embraces innovation but also ensures its mission and impacts are grounded in a thoughtful, comprehensive understanding of both the potential and the challenges of future trends and technologies.



## DEFINING THE ROLE OF PROFESSIONAL FUTURISTS

At the onset of our strategic plan, the Association of Professional Futurists (APF) acknowledges the crucial role and diverse profile of professional futurists. A professional futurist is not just a title; it embodies a set of competencies, experiences, and ethical principles vital for navigating the intricacies of foresight and futures thinking. These individuals are equipped with research and analytical proficiency, adept in futures thinking and scenario planning, and excel in effective communication. They embrace ambiguity and demonstrate long-term thinking, enriched by a deep understanding of diverse cultural perspectives.

Our members professional futurists come from various backgrounds, those who are futures thinking and futures doing, including foresight practitioners and futures enthusiasts, bringing multidisciplinary experience and scale from practical project management skills to creative undertakings. They are committed to lifelong learning, keeping pace with emerging trends and methodologies in foresight. Ethically, they adhere to principles of integrity and accountability, with a strong commitment to diversity, equity, inclusion, accessibility, and justice (DEIAJ). These futurists excel in facilitating collaborative explorations of the future rather than predicting predetermined outcomes.

## NEW MEMBER VALUE PILLARS

In a world that is continuously evolving, the Association of Professional Futurists (APF) recognizes the need to adapt and expand its offerings to provide exceptional value to its members. With this in mind, we have carefully developed new Member Value Pillars. These pillars are designed to more effectively resonate with our members' aspirations and the dynamic nature of the field of foresight. They encapsulate our commitment to enhancing the professional growth and global impact of our members, while fostering a futures-oriented mindset across various sectors. Each pillar reflects our dedication to not just keeping pace with, but actively shaping futures through foresight and innovation.



### Networking and Community Building

A push for more active, cross-disciplinary community engagement and regional gatherings.



### Capacity Development and Learning

Calls for APF to integrate futures thinking into global learning systems.



### Research and Insights

Interest in connecting with experts on niche topics such as the future of psychiatric conditions.



### Career Support and Professional Development

Conduct a thorough review and optimization of operational and financial management.



### Advocacy and Representation

Desire for more connections with existing coalitions and a broader representation in thinking spaces.



### Public Relations and Media Outreach

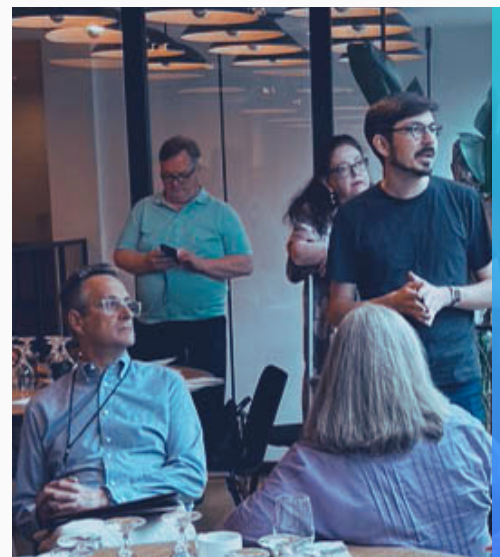
A call for more inclusivity and a stronger global voice for futurists.

## GOVERNANCE MODEL

The Association of Professional Futurists (APF) is transitioning to a circular governance model inspired by Agile and Holacracy principles, featuring interconnected circles for decentralized decision-making and enhanced collaboration. Core circles handle essential services such as Member Care and Finance, while pillar circles focus on member activities such as Continuing Education and Research. Initiative circles address specific projects, and regional circles cater to local needs. This structure ensures adaptability, transparency, and continuous improvement, with leadership roles distributed across Board Members and hired staff. The governance framework includes a Global Board, Executive Committee, Regional Committee, and Nominations Committee, aligning with the APF's vision for dynamic foresight and futures thinking.



The **APF Strategic Plan (2024-2026)** serves as a **guiding framework for the organization's future** endeavors. It encapsulates APF's mission, goals, and strategies, providing a roadmap focusing efforts towards success.



# FUTURES OUTLOOK

In the face of an evolving global landscape studded with unprecedented challenges, the APF has an extraordinary opportunity to amplify the importance of strategic foresight, futures thinking, and professional futures practices.

As we chart our course through the intricate interplay of technological, escalating environmental crises, shifting geopolitical paradigms, and sweeping societal transformations, professional foresight practitioners are uniquely poised to make a significant contribution to addressing and transcending global challenges, building resilience, and fostering future-ready transformation.

This critical crossroads calls for a fundamental shift in how to envision the future, underscoring the need for proactive, comprehensive strategies as opposed to reactive measures.



## **EMBRACING FORESIGHT AND FUTURES THINKING**

Foresight and futures thinking, along with other professional futures practices, provide a structured approach for comprehending and navigating the complexities of emerging global challenges. Foresight involves a systematic analysis of trends and potential disruptions to envision multiple futures, while futures thinking expands on this by imagining and strategizing toward preferred futures. Together, these disciplines enhance our capacity for transformation and readiness, empowering individuals, organizations, and policymakers to utilize collective intelligence and shape desirable futures proactively.

## **THE PUSH OF THE PRESENT AND THE PULL OF THE FUTURE**

Central to these practices is the recognition of the 'push of the present' - observing and understanding current trends and emergent phenomena. This involves not only identifying what is unfolding in our immediate environment but also discerning its potential trajectories. By staying attuned to these present dynamics, foresight and futures thinking enable us to prepare for, adapt to, and even influence the course of future developments.

Equally important is the concept of "the pull of the future" - envisioning desirable or preferred futures and strategizing pathways to achieve them. This forward-looking aspect moves beyond reactive strategies, encouraging proactive anticipation and preparation. It involves not just envisioning a range of possible futures but also evaluating their implications and making informed decisions today to influence the direction we wish to take.

## **CONCLUSION: SHAPING A RESILIENT AND ADAPTIVE FUTURE**

By embracing foresight and futures thinking, we are equipped to adapt to emerging realities, anticipate potential challenges, and seize opportunities. This proactive approach promotes a culture of preparedness, resilience, and adaptability, transforming challenges into opportunities for innovation. It enables us to navigate the uncertainties of our rapidly changing world with greater agility and vision.

In summary, the practice of foresight and futures thinking, along with other professional futures practices, empowers us to not only anticipate and prepare for multiple future scenarios but also actively contribute to shaping them. This dual focus - on the push of the present and the leap towards preferred futures - is essential for navigating today's complexities and contributing meaningfully to global resilience and innovation.

As we navigate a world marked by rapid change and complex challenges, the Association of Professional Futurists (APF) stands as a beacon of foresight, a hub of methodological, theoretical, innovative, and thought leadership in the field of professional futurists. We invite our members to actively participate in shaping a sustainable and equitable future. Your expertise, insights, and collaborative efforts are vital in steering the course of global foresight and futures thinking.

To non-members who share our vision, we extend a warm invitation to join the APF. Become part of a community that is not only envisioning but actively crafting a better tomorrow. Your involvement can make a significant difference in addressing the pressing issues of our time and contributing to a resilient, inclusive, and thriving future.

Together, we can transform challenges into opportunities for innovation and progress. Join us in this journey of foresight and future-making.



# **ETHICAL CONSIDERATIONS AND GLOBAL IMPACT**

Despite the immense opportunity that foresight, futures thinking and other professional futures practices present, the global landscape of the coming decade is poised to be shaped by several substantial challenges.

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## **CLIMATE CHANGE**

Climate change stands as an existential threat, calling for immediate and coordinated efforts to curb its devastating impacts. This requires not only the reduction of carbon emissions across sectors but also tackling all forms of environmental degradation and the implementation of sustainable practices in every aspect of our society, from industry and commerce to lifestyle and consumption habits.

## **TECHNOLOGICAL ADVANCEMENTS AND SUSTAINABILITY**

Simultaneously, the relentless pace of technological advancements offers a double-edged sword. While on one hand it promises to revolutionize industries, enhance quality of life, and unveil unprecedented possibilities, it also presents significant challenges and ethical dilemmas. Beyond the human-centered risks such as data privacy, cybersecurity threats, and job displacement due to automation and AI, there are critical environmental concerns to consider. The impact of technology on our planet – from the carbon footprint of tech manufacturing and energy consumption to electronic waste and its disposal – demands urgent attention. This dual impact necessitates a comprehensive approach to ethical considerations and responsible governance, encompassing not only the development and deployment of new technologies but also their environmental implications and regulation. It is imperative to balance technological progress with sustainable practices to safeguard both humanity and our planet's future.

## **GEOPOLITICAL LANDSCAPE AND STABILITY**

The geopolitical landscape, marked by tensions and shifting power dynamics, further contributes to global uncertainties. The rise and fall of nations, changes in leadership, conflicts, and alliances – all of these factors can drastically alter the global landscape. Navigating these complexities requires fostering international collaboration and diplomacy, promoting peace, and working towards global stability.

## **SOCIAL JUSTICE AND INCLUSIVITY**

Moreover, social issues such as inequality and unequal access to resources call for thoughtful, inclusive interventions. Addressing these challenges involves promoting social justice, ensuring equal opportunities for all, and implementing policies that prioritize the needs and rights of the most vulnerable sections of society.

## **LEVERAGING FORESIGHT FOR HOLISTIC SOLUTIONS**

The overarching challenge, then, lies in leveraging the power of foresight to address these issues in a holistic and comprehensive manner. This includes striking a judicious balance between technological innovation and social change while considering ethical implications. It involves fostering international collaboration amidst geopolitical complexities and crafting inclusive, sustainable solutions to social challenges.

## **ROLE OF FUTURISTS IN SHAPING THE FUTURE**

The coming years represent a critical juncture for practitioners of foresight to take the helm in navigating these challenges. Their role extends beyond merely predicting future trends to actively shaping them, fostering resilience in the face of adversities, and collaboratively creating a future that is not only sustainable but also equitable for all. This endeavor requires a deep understanding of the complex interplay of various factors, innovative thinking, strategic planning, and most importantly, a commitment to creating a better world by implementing our desired changes.

The Association of Professional Futurists (APF) stands at a crucial intersection of global challenges and opportunities, shaped by rapid technological, environmental, geopolitical, and societal changes. As a community of futurists, the APF empowers its members to provide vital insights and foresight in their client and project work. This empowerment enhances professional practices within the APF, contributing significantly to resilience and adaptability across various sectors. By nurturing this community and its multidisciplinary approach to foresight, the APF plays a key role in shaping a proactive and adaptable future, enabling members to guide decision-making in their respective fields effectively.

# APF'S VISION & MISSION

In a rapidly evolving global landscape, the Association of Professional Futurists (APF) stands at the forefront of shaping a future that is not only sustainable and equitable but also resonates with the dynamic nature of our world.

Our vision and mission reflect our commitment to empowering futurists and stakeholders in recognizing and harnessing the transformative power of foresight.

As we unveil our strategic plan for 2024-2026, we reinforce our dedication to these guiding principles, ensuring that every step we take is aligned with our goal of nurturing a resilient, inclusive, and thriving future for all. In this section, we articulate the essence of our vision and mission, setting the foundation for our strategies and actions in the coming years.

# OUR VISION

A world transformed by foresight and futures thinking, where human actions and decision-making nurture a resilient, inclusive, and thriving planetary futures.

# OUR MISSION

Advocate the value of foresight and futures thinking to ignite positive global change, and enhance the skills, global standing, and impact of our members as professional futurists.



As the Association of Professional Futurists (APF) endeavors to empower foresight professionals in navigating the complexities of the future, our value proposition lies at the heart of this mission. This section outlines our commitment to delivering outstanding resources, networks, and collaboration opportunities. We focus on continuous development, uphold ethical integrity and responsibility, foster collaborative and creative endeavors, maintain adaptive and critical thought leadership, engage inclusively with our community, and relentlessly advance professional foresight. Here, we articulate how these core values translate into tangible benefits for our members and the broader community, reinforcing our dedication to shaping a future that is resilient, inclusive, and thriving for all:

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## 01 Continuous Development

Striving for quality and continuous improvement in all aspects of foresight work, while embracing groundbreaking ideas and approaches for the evolution of the field.

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## 02 Ethical Integrity and Responsibility

Upholding the highest ethical standards in all practices, promoting foresight in a manner that considers the well-being of current and futures generations, and prioritizes planetary health and societal well-being.

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## 03 Collaborative and Daring Creativity

Encouraging diversity, teamwork, and daring creativity across disciplines and cultures, ensuring multiple perspectives are valued and integrated into foresight practices.

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## 04 Adaptive and Critical Thought Leadership

Maintaining agility and responsiveness to emerging trends and uncertainties, and being at the forefront of developing and disseminating foresight knowledge and methodologies with a critical eye.

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## 05 Inclusive Community Engagement

Actively engaging with a broad range of stakeholders, fostering a participatory approach to futures thinking with a global as well as regional perspective that acknowledges the interconnectedness of challenges and solutions.

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## 06 Advancement of Professional Foresight

Working towards greater recognition and understanding of the value of professional futurists, with a commitment to generosity and ongoing professional development.

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# ENHANCING GLOBAL IMPACT: ROLE OF THE ASSOCIATION

In a world characterized by continuous change and multifaceted challenges, the Association of Professional Futurists (APF) plays a pivotal role in enhancing global impact through foresight and futures thinking. This section, 'Enhancing Global Impact: Role of the Association', delineates our strategic efforts in various key areas. From advocacy and global influence, capacity development, and knowledge enhancement, to ethical standards and interdisciplinary collaboration, we are committed to empowering our members and the broader community. Here, we explore how APF actively shapes global discourse, nurtures futurists' skills, fosters ethical and responsible foresight, and cultivates a vibrant, inclusive community of futurists, all while striving for excellence in practice and advancing the foresight profession.

Through these clustered efforts, the APF reinforces its role as a catalyst for positive change, a champion of professional excellence, and a guiding force in creating sustainable, equitable, and adaptable futures.

## 01 Foresight Advocacy and Global Influence

- Championing foresight and futures thinking across various sectors.
- Shaping global discourse on key challenges such as the climate emergency and future-ready leadership.

## 02 Capacity Development and Knowledge Enhancement

- Focusing on capacity development through webinars and the Emerging Fellows program.
- Nurturing futurists' skills and knowledge within a non-profit framework.

## 03 Research and Insight Dissemination

- Facilitating and sharing comprehensive foresight research.
- Establishing the APF as a trusted resource for foresight knowledge.

## 04 Networking and Community Building and Professional Growth

- Developing a diverse, global network of futurists.
- Promoting lifelong learning, diversity, and inclusivity.
- Strengthening community through shared learning, mentorship, and collaboration.

## 05 Ethical Standards and Responsible Foresight

- Upholding high ethical standards in foresight and futures thinking.
- Advocating for responsible and ethical shaping of futures.

## 06 Interdisciplinary Collaboration and Networking

- Encouraging cross-disciplinary approaches in foresight.
- Incubating networking opportunities to create thought leadership in foresight practices.

# THE APF AIMS TO BE

a beacon of foresight, a hub of methodological, theoretical, innovative, and thought leadership in the field of professional futurists. It seeks to be:



### A TRUSTED RESOURCE FOR FORESIGHT KNOWLEDGE

Recognized globally as a go-to source for comprehensive futures-thinking and foresight methodology into the future.



### AN INFLUENTIAL VOICE IN GLOBAL CONVERSATIONS

Actively involved in shaping global discourse on emerging trends, challenges, and opportunities; equipping and empowering futures-ready leaders.



### A CATALYST FOR POSITIVE CHANGE

Driving the application of foresight to create sustainable, equitable, and desirable futures.



### AN INCUBATOR FOR FORESIGHT LEADERS

Nurturing the next generation of futurists and thought leaders in various sectors.



### A CHAMPION FOR INTERDISCIPLINARY COLLABORATION

Encouraging cross-disciplinary approaches and partnerships to enrich the field of foresight and futures thinking.

# THE APF SEEKS TO NURTURE

a rich and diverse community of futurists by:



### FOSTERING A CULTURE OF LIFELONG LEARNING

Cultivating an environment where continuous learning and professional growth are valued and supported.



### ENCOURAGING DIVERSITY AND INCLUSIVITY

Embracing a wide range of perspectives and experiences to enrich the foresight practice.



### BUILDING A SUPPORTIVE AND COLLABORATIVE NETWORK

Creating solid bonds among members through shared learning, mentorship, and collaborative projects.



### ADVANCING FORESIGHT AS A CRUCIAL COMPETENCE

Highlighting the importance of foresight in navigating complexities in various domains.



### ENABLING MEMBER-DRIVEN INITIATIVES:

Supporting and elevating member-led projects to enhance the foresight field and engage our professional community, fostering innovation and a sense of active participation within the APF.

# ROLE OF PROFESSIONAL FUTURISTS

In an ever-evolving world, the role of professional futurists is increasingly critical.

As the Association of Professional Futurists (APF) navigates through the intricacies of foresight and futures thinking, this section delves into the defining competencies that set our members apart. We highlight the unique blend of skills and knowledge, including research proficiency, futures thinking, and effective communication, which are essential in developing robust foresight strategies. Furthermore, we explore the rich tapestry of experiences and criteria, such as multidisciplinary backgrounds and practical project management that our futurists bring to the table.

This section also emphasizes the ethical conduct and commitment to diversity, equity, inclusion, accessibility, and justice, underscoring our futurists' dedication to responsible and inclusive futures thinking. By outlining these elements, we paint a comprehensive picture of what it means to be a professional futurist within the APF's strategic framework

**Foresight  
Advocacy and  
Global Influence**

**Research and  
Insight  
Dissemination**

**Ethical Standards  
and Responsible  
Foresight**

**Capacity  
Development  
and Knowledge  
Enhancement**

**Networking  
and Community  
Building**

**Interdisciplinary  
Collaboration and  
Networking**

## SKILLS & KNOWLEDGE

- **Research and Analytical Proficiency:** Mastery in designing research methodologies and adeptness in processing complex information. This skill is vital for developing evidence-based foresight strategies.
- **Futures Thinking & Scenario Planning:** Ability to envision multiple, plausible future scenarios and apply systems thinking, ensuring comprehensive strategic planning.
- **Effective Communication:** Essential for articulating complex foresight concepts and engaging a diverse range of stakeholders in future-oriented dialogues.
- **Comfort with Ambiguity:** Embracing uncertainty and demonstrating the capacity for long-term thinking while responding to immediate challenges.
- **Cultural Awareness:** Understanding and integrating diverse cultural perspectives is crucial for global and inclusive foresight practices.

## EXPERIENCE & CRITERIA

- **Multidisciplinary Experience:** A diverse background, including fields such as design thinking, market research, and organizational development, enriches the futurist's approach to strategic planning.
- **Practical Project Management:** Experience from project inception to execution, reflecting a pragmatic approach to bringing foresight initiatives to fruition.
- **Lifelong Learning:** Continuous self-improvement; staying abreast of emerging trends and methodologies in foresight.
- **Organizational Culture Expertise:** Skills in detecting, documenting, and designing organizational cultures, essential for effective change management and strategic development.

## ETHICS & BEHAVIOUR

- **Ethical Conduct:** Adhering to principles of integrity, accountability, and responsibility.
- **Self-awareness and Openness:** Understanding personal biases and being receptive to diverse viewpoints, fostering an inclusive approach to futures thinking.
- **Commitment to DEIAJ:** Dedication to diversity, equity, inclusion, accessibility, and justice, reinforcing the APF's commitment to ethical and socially responsible foresight.
- **Facilitation over Prediction:** Guiding discussions and collaborative explorations of the future, rather than asserting predetermined outcomes.

## DEFINING THE ROLE OF PROFESSIONAL FUTURISTS

As we have defined the broad and dynamic role of professional futurists, it becomes crucial to focus on how our APF members embody and extend these roles. The APF community, with its rich diversity and expertise, is instrumental in realizing our Association's vision and mission.

**Our members are not just practitioners of foresight; they are active contributors and leaders in the field, shaping the discourse and application of futures thinking.**

In the following section, we delve into the specific ways our members engage, collaborate, and drive impact. From knowledge sharing and thought leadership to supporting professional growth and advancing the foresight profession, our community's efforts are at the core of APF's success and influence

**Our members play a vital role in realizing the Association's vision and mission.**

**Their roles encompass:**

### **Knowledge Sharing and Collaboration**

Members actively share insights and collaborate on foresight initiatives, contributing to the collective intelligence of the community.

### **Engagement in APF Initiatives**

Participation in educational programs, networking events, research projects, and advocacy efforts, driving the association's impact.

### **Contributing to Thought Leadership**

Members contribute to thought leadership in foresight, through publications, speaking engagements, and active participation in global discussions.

### **Supporting Professional Growth**

The community supports one another's professional development, offering mentorship, guidance, and opportunities for career advancement.

### **Advancing the Foresight Profession**

By embodying the principles and practices of foresight, members collectively advance the profession, demonstrating its value to the wider world.

# STRATEGIC GOALS AND OBJECTIVES

As we embark on our strategic journey for 2024-2026, it is essential to define clear, measurable goals and objectives. This section outlines the specific targets that the APF aims to achieve, providing a roadmap for our actions and decisions.

These goals reflect our commitment to advancing the field of foresight and futures thinking, enhancing our global impact, and fostering a vibrant community of futurists.



## CHALLENGES AND OPPORTUNITIES

Identifying and addressing challenges is as crucial as recognizing and leveraging opportunities. This section delves into the key challenges the APF faces, alongside the potential opportunities these challenges present. Our aim is to transform these challenges into stepping stones for innovation and growth, thereby enhancing our impact in the foresight community.

### CHALLENGES

Each challenge we face is an opportunity for growth and improvement. In this subsection, we examine the specific hurdles in elevating membership value, optimizing communication, streamlining event planning, fostering inclusivity and diversity, and managing our resources effectively. Understanding these challenges allows us to develop strategic responses that turn potential obstacles into avenues for advancement.

- **Elevating Membership Value and Engagement:**
  - **Challenge:** Enhancing perceived and actual value to members.
  - **Opportunity:** Develop unique, high-value member-driven offerings to increase member engagement and satisfaction.
- **Optimizing Communication and Transparency:**
  - **Challenge:** Need for more consistent and transparent communication from the board.
  - **Opportunity:** Implement comprehensive communication strategies that foster openness and continuous member connection.
- **Streamlining Event Planning and Participation:**
  - **Challenge:** Need for better organization and notification of events.
  - **Opportunity:** Leverage advanced planning tools and communication channels for better event engagement.
- **Fostering Inclusivity and Diversity:**
  - **Challenge:** Need for expanded inclusivity in membership and activities.
  - **Opportunity:** Create initiatives and policies that enhance diversity and inclusiveness within the futurist community.
- **Efficient Staffing and Financial Management:**
  - **Challenge:** Need for APF staffing complement to match availability of funds.
  - **Opportunity:** Optimize resource allocation for operational efficiency and effectiveness.
- **Enhancing Local and Regional Collaboration:**
  - **Challenge:** Need for better utilization of local and regional resources (members and their networks)
  - **Opportunity:** Strengthen local networks and partnerships for broader regional engagement and impact.

## APF'S KEY GOALS

Bridging from our detailed exploration of challenges and opportunities, we transition to the core of our strategic framework: the APF's Key Goals for 2024-2026. These goals are not only a reflection of our commitment to the foresight and futures community but also serve as beacons guiding our path through the diverse landscapes of potential futures. Each goal is intricately linked with the challenges and opportunities we have identified, ensuring that our strategic actions are both responsive and proactive. As we step into these varied futures, our focus will be on promoting foresight and futures thinking, enhancing professional development, leading in research and innovation, building a robust global network, upholding ethical standards, and advocating for the integration of foresight at all levels. **These goals are the pillars upon which the APF will build a resilient, inclusive, and forward-thinking community, ready to navigate the multiple futures ahead.**

### Promote Foresight and Futures Thinking

Elevate the importance of foresight and futures thinking in the public and private sector for decision-making.

### Professional Development

Offer knowledgeable content, training, and continuous learning opportunities.

### Diversity and Inclusivity in Foresight Practice

Enrich our foresight community by ensuring diverse perspectives and inclusive practices are central in navigating the multiple futures ahead.

### Ethical Standards: Set and uphold ethical standards for the practice of foresight

Research and Innovation: Lead and disseminate pioneering research and innovative practices in foresight.

### Global Network Building

Foster a strong global network of futurists for collaboration and knowledge exchange.

### Advocacy and Influence

Advocate for the integration of foresight in policy and strategy at all levels.

# KEY STRATEGIC INITIATIVES

As we embark on our journey through the 2024-2026 period, the APF introduces a suite of Key Strategic Initiatives, designed to actualize our goals and capitalize on identified opportunities.

These initiatives are tailored to address the challenges we face and leverage our strengths, ensuring a proactive and impactful approach to shaping the futures. From enhancing membership value to optimizing our resources, each initiative is a step towards a more connected, inclusive, and effective APF. Here, we detail these strategic actions, setting the stage for a transformative era in the foresight community.

## **Membership Enhancement Programs**

Develop and launch exclusive member benefits and regular engagement activities.

## **Comprehensive Communication Framework**

Establish a structured and inclusive communication strategy.

## **Advanced Event Management System**

Implement sophisticated event planning and notification tools.

## **Diversity and Inclusion Initiatives**

Create and execute programs to promote diversity and inclusiveness in all APF activities.

## **Resource Optimization**

Conduct a thorough review and optimization of operational and financial management.

## **Local and Regional Collaboration Projects**

Foster initiatives for new partnerships and local member involvement and regional event collaboration.

# MEMBER VALUE PILLARS

Building on our Key Strategic Initiatives, we now shift our focus to the foundational elements of our approach: the Member Value Pillars. These six pillars represent the core areas where we intend to concentrate our efforts, ensuring that every member of the APF community gains tangible, meaningful benefits from their involvement. From enhancing learning opportunities and networking platforms to advocating for the foresight profession, these pillars are designed to support and enrich our members' professional journeys. They embody our commitment to providing a comprehensive, supportive, and dynamic environment where members can thrive and contribute to shaping the diverse futures ahead.



## Networking and Community Building

Platforms for collaboration and exchange



## Capacity Development and Knowledge Enhancement

Learning Resources and Activities



## Research and Insights

Cutting-edge research publications and trend analyses



## Career Support and Professional Development

Career resources and mentorship



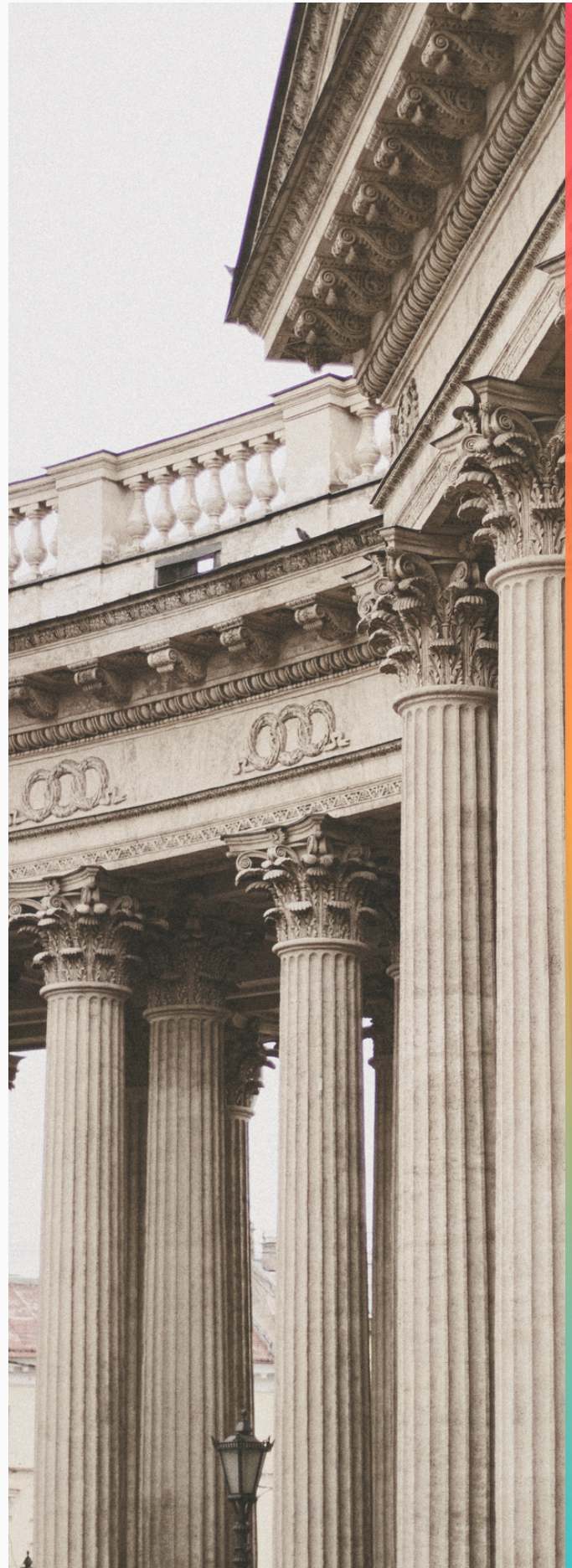
## Public Relations and Media Outreach

Enhancing the visibility and understanding of the foresight profession, in particular among non-futurists



## Advocacy and Representation

Advocating the role of futurists in policy, industry, community, society, planetary health



## Pillar 1

# NETWORKING AND COMMUNITY BUILDING

Platforms for collaboration and exchange.

This pillar focuses on creating vibrant platforms for members to connect, exchange ideas, and collaborate. Through conferences, symposiums, and online forums, it nurtures a supportive community where professional relationships and collaborative foresight initiatives can thrive.

**Importance:** Networking fosters collaboration, idea exchange, and community support, and is crucial for personal and professional growth within the foresight community.

**Objective:** To create vibrant, engaging platforms and events for members to connect and collaborate.

### Strategies:

- Organize annual conferences and regional symposiums.
- Establish online forums and special interest groups.

### KPIs:

- Growth in membership engagement at events and online platforms.
- Number of collaborative projects or initiatives born from networking events.

### Initiatives

- Community Platforms:
  - Listserv: Deep exchange and knowledge transfer - (now members only)
  - WhatsApp: Conference and Gathering Community (started 2023 -ongoing)
  - Discord: Exchange, connect and discuss topic related (start Feb 2024)
- Online Events:
  - Member's Roulette (restarted in Feb 2024)
- Conferences:
  - Regional Futures Festivals (start Q3/Q4 2024)
  - Annual Awards Gala (Q4 2024)
  - Bi-Annual Global Gatherings (2025)





## Pillar 2

# CAPACITY DEVELOPMENT AND LEARNING

Learning Resources and Activities

Dedicated to fostering lifelong learning and professional growth, this pillar focuses on providing capacity building, learning resources, ongoing workshops, and webinars. It aims to equip members with advanced foresight skills and keep them updated on the latest trends and methodologies in future studies.

**Importance:** In a rapidly evolving field such as foresight, continuous learning is essential to stay abreast of new theories, methodologies, and trends. This pillar ensures that APF members remain at the forefront of the profession.

**Objective:** To provide members with cutting-edge educational resources and learning opportunities.

**Strategies:**

- Curate a series of advanced workshops and webinars led by experts from our membership.
- Create a creative commons Futures & Foresight Wikipedia, where our members can learn and share their favorite methodologies, definitions, scenarios, and narratives

**KPIs:**

- Increase participation and retention rate of members for those activities
- Member feedback on the effectiveness and relevance of resource offerings.

### Initiatives

- First Fridays Webinars (ongoing, monthly in 2024)
- Emerging Conversations (ongoing, quarterly in 2024)
- Futures & Foresight Wiki (starting in 2024)

## Pillar 3

# RESEARCH AND INSIGHTS

Cutting-edge research publications  
and trend analyses.

Aimed at advancing the field of foresight, this pillar emphasizes the publication and dissemination of cutting-edge research, trend analyses, and foresight publications. It provides members with valuable insights, case studies, and best practices in futures thinking.

**Importance:** Research and insights are the backbone of futures thinking, providing evidence-based foundations for foresight.

**Objective:** To be a leading source of innovative foresight research and publications.

### Strategies:

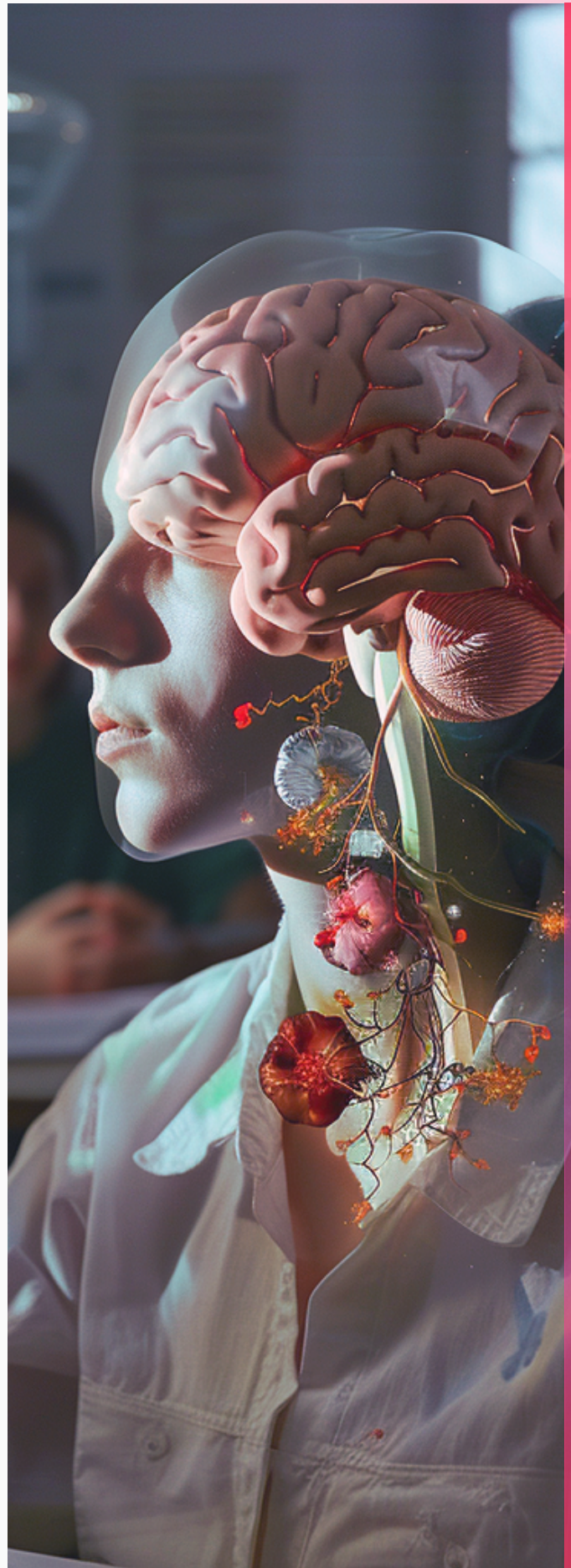
- Partner with academic and industry researchers to produce joint studies.
- Regularly publish reports and articles on emerging trends and best practices.

### KPIs:

- Increase in the association's publications cited in business and industry papers.
- Expansion of the association's research repository and sharing of best-practice work.

### Initiatives

- Awards
  - IF Awards (MSFW + Student Awards) (ongoing)
  - Emeritus Awards (new concept in 2024)
  - Cindy Frewen Awards (now yearly from 2024)
  - Corporate Awards (2025)
- Partner Research
  - Dubai Futures Foundation (DFF) (ongoing)
- Member Insights
  - Emerging Driver Report (Q3/Q4 2024)
  - Global Foresight Report (2025)





## Pillar 4

# CAREER SUPPORT AND PROFESSIONAL DEVELOPMENT

Career resources and mentorship.

Offering an array of career resources, including job boards and mentorship programs, this pillar supports members at every stage of their professional journey. It creates opportunities for showcasing expertise, such as speaking engagements and writing, fostering career advancement and recognition.

**Importance:** Career support is vital for the growth and development of futurists at all stages of their careers.

**Objective:** To provide members with robust career development resources and opportunities.

**Strategies:**

- Develop a comprehensive career portal with job listings and career advice.
- Foster the Emerging Fellows as a global mentorship program pairing emerging futurists with experienced professionals.
- New Advanced Fellowship level based on peer-to-peer mentoring across our members (tandem-mentoring)

**KPIs:**

- Number of members utilizing career development resources.
- Successful mentor-mentee pairings and their impact on professional growth.

### Initiatives

- Emerging Fellows Program (ongoing)
- Compass (writing engagement) (ongoing)
- Regional ProDevs (restarting in Q3/Q4 2024)
- Advanced Fellowship Program (starting 2025)
- Futures-X (online speaking platform) (starting in 2026)

## Pillar 5

# PUBLIC RELATIONS AND MEDIA OUTREACH

Enhancing the visibility and understanding of the foresight profession, in particular among non-futurists.

Focused on raising the profile of the foresight profession, this pillar leverages media campaigns and public relations efforts to enhance the visibility and understanding of foresight and its impact on society.

**Importance:** Effective PR and media outreach enhance the visibility of the foresight profession and the APF.

**Objective:** To raise the profile of the foresight profession and APF members in the media and public domain.

### Strategies:

- Launch targeted media campaigns to highlight the importance of foresight and futures thinking.
- Foster relationships with media outlets and journalists.

### KPIs:

- Measurable increase in media coverage of foresight topics and APF activities.
- Growth in public engagement with APF's media content.

### Initiatives

- Monthly Newsletter (ongoing)
- Monthly Chair's report (ongoing)
- APF Book Store (Q3 2024)
- Quarterly APF Press Release (2025)
- APF PR for Futures (2026)







## Pillar 6

# ADVOCACY AND REPRESENTATION

Advocating the role of futurists in policy, industry, community, society, planetary health.

Committed to enhancing the role and recognition of foresight professionals, this pillar actively advocates for the importance of foresight and futures thinking across various sectors. It represents members in policy discussions, promoting their interests and the significance of future-oriented thinking in decision-making.

**Importance:** Advocacy elevates the profession's status and influence, ensuring that the value of foresight is recognized across sectors.

**Objective:** To advocate for the role of futurists and influence policies impacting the profession.

**Strategies:**

- Engage in policy discussions and forums to represent futurists.
- Develop position papers and policy recommendations.

**KPIs:**

- Number of policy initiatives influenced by the APF.
- Increased recognition of futurism in public and private sectors.

### Initiatives

- Global Partnerships (ongoing)
- Manifesto (Q2 2024)
- Promotion of Futurist in Residence Program (Q3 2024)
- Government Representation (2025)

# IMPLEMENTATION ROADMAP

To effectively translate our strategic vision into reality, the APF has developed an Implementation Roadmap. This roadmap outlines a timeline for the rollout of various initiatives and programs, spanning from 2024 through 2026. It serves as a structured guide, ensuring that we systematically implement and track the progress of each initiative. This phased approach allows for careful planning, execution, and evaluation, ensuring that each step we take is aligned with our strategic goals and Member Value Pillars.

From enhancing digital communication platforms to launching new award programs and reports, **this roadmap is our blueprint for making a meaningful impact in the foresight community over the next three years.**



## CONTINUING FROM 2023

- First Fridays Webinars (ongoing, monthly in 2024)
- Emerging Conversations (ongoing, quarterly in 2024)
- Dubai Futures Foundation (DFF) (ongoing)
- IF Awards (MSFW + Student Awards) (ongoing)
- Emerging Fellows Program (ongoing)
- Compass (ongoing)
- Global Partnerships (ongoing)
- Monthly Newsletter (ongoing)
- Monthly Chair's report (ongoing)



## Q1 -2024

- WhatsApp: Conference and Gathering Community (start March 2024)
- Discord: Exchange, connect and discuss topic related (start March 2024)
- Listserv: Deep exchange and knowledge transfer - (start Feb 2024 now members only)
- Member's Roulette (restarted in Feb 2024)
- Cindy Frewen Awards (now yearly from 2024)



## Q2 - 2024

- Futures & Foresight Wiki (starting in Q2 2024)
- Holistic Awards concept (in Q2 2024)
- Manifesto (Q2 2024)



## Q3 - 2024

- Regional Futures Festivals (start Q3/Q4 2024)
- Emerging Driver Report (Q3/Q4 2024)
- Regional ProDevs (restarting in Q3/Q4 2024)
- Promotion of Futurist in Residence Program (Q3 2024)
- APF Book Store (Q3 2024)



## Q4 - 2024

- Emerging Fellows 2025 Cohort Selection
- IF Awards Selection



## 2025

- Annual Awards Gala (Q4 2024)
- Corporate Awards (2025)
- Bi-Annual Global Gatherings (2025)
- Global Foresight Report (2025)
- Advanced Fellowship Program (starting 2025)
- Government Representation (2025)
- Quarterly APF Press Release (2025)



## 2026

- Futures-X (online speaking platform) (starting in 2026)
- APF PR for Futures (2026)
- Transition to new Governance Model completed (2026)

# IMPACT METRICS AND EVALUATION

In a rapidly evolving world, where the future holds both uncertainties and opportunities, the role of the Association of Professional Futurists (APF) is more critical than ever.

As an organization at the forefront of shaping how individuals, businesses, and governments navigate towards future possibilities, understanding and measuring the impact of APF is vital for several reasons:



## Validating Effectiveness

Assess effectiveness of APF's initiatives by measuring their impact against objectives.



## Enhancing Continuously

Utilize impact assessment for continuous improvement, refining APF's programs and services.



## Increasing Member Value

Impact measurement clarifies member benefits, boosting their engagement and participation.



## Informing Strategic Decisions

Use impact metrics to guide mission evolution, strategy shaping, and resource prioritization



## Advocating for Foresight

Leverage quantifiable impacts to strengthen APF's thought leadership in foresight advocacy.



## Boosting Stakeholder Confidence

Showcasing positive impacts to maintain stakeholder trust and attract new collaborators.

## IMPACT KPI'S

- **Public Awareness:**
  - Foresight awareness and recognition.
- **Capacity Building and Learning:**
  - Participation in online sessions, workshops, and webinars.
- **Diversity and Inclusion:**
  - Progress in achieving diversity and inclusion goals.
- **Ethical Standards:**
  - Participants share APF manifesto & Code of Conduct.
- **Research & Innovation:**
  - Conduct research projects.
- **Global Network Building:**
  - New partnerships and regional growth.
- **Advocacy and Influence:**
  - Foresight awareness in organizations.

## OPERATIONAL KPI'S

- **Governance Effectiveness:**
  - Efficiency of decision-making processes
- **Membership Growth:**
  - The number of new members acquired
- **Financial Performance:**
  - Revenue and income generated from membership fees, events, and other sources
- **Member Engagement and Participation:**
  - Number of active members.

# GOVERNANCE AND ORGANIZATIONAL STRUCTURE

As the APF continues to evolve and adapt to the changing landscapes of futures thinking, a refined approach to our governance and organizational structure becomes crucial. This section delves into our governance model, highlighting the roles and responsibilities that form the foundation of our operations. Inspired by Agile and Holacracy principles, the APF's governance model is designed to be dynamic, flexible, and inclusive, ensuring that we remain at the forefront of foresight practice.

Our model is characterized by a circular approach, moving away from traditional hierarchies towards a more decentralized system of interconnected circles.

These circles, or rings, encompass core operations and program areas, facilitating effective decision-making and collaboration. This structure allows for greater agility and responsiveness, ensuring that the APF can swiftly adapt to new challenges and opportunities in our field. In this section, we will explore the details of this innovative governance model, shedding light on how each element contributes to the overall effectiveness and vision of the APF.

# ENHANCED GOVERNANCE STRUCTURE WITHIN THE APF

To better align with our strategic vision and the dynamic nature of futures thinking, the APF wants to restructure its governance framework, **introducing three key governing entities: the Global Impact Board, the Executive Committee, and the Regional Committee.**

## THE GLOBAL IMPACT BOARD FORMERLY THE GENERAL APF BOARD

This board is the apex of our governance structure, responsible for setting the strategic direction and overarching policies of the APF. Its members, drawn from a diverse range of backgrounds, bring a wealth of experience and insights, ensuring that the APF remains globally relevant and impactful. The board's primary focus is on long-term strategy, global outreach, and ensuring that our initiatives align with the APF's mission and values.

## THE EXECUTIVE COMMITTEE

Operating under the guidance of the Global Impact Board, the Executive Committee is tasked with the day-to-day management of the APF. This includes overseeing operational aspects, managing resources, and implementing the strategic plans laid out by the board. The committee ensures that the APF's activities are executed efficiently and effectively, maintaining the high standards expected by our members and partners. Notably, its members are also integral parts of the Global Impact Board, providing a seamless connection and ensuring alignment between our strategic vision and operational execution.

## THE REGIONAL COMMITTEE

Recognizing the importance of local and regional perspectives in futures thinking, the Regional Committee focuses on fostering regional engagement and initiatives. This committee works closely with local members and regional groups to tailor APF's activities to regional needs and opportunities, enhancing the relevance and impact of our work across different geographies. Importantly, members of the Regional Committee also serve on the Global Impact Board, establishing a cohesive and informed link between global strategies and regional actions. This integration ensures that insights and experiences from diverse locales directly inform the APF's overarching strategic decisions.

## DECISION-MAKING STRUCTURE

**Global Impact Board Decisions:** High-level strategic advice, global policy development, oversight of the integration between global and regional strategies, and future trends reflection.

**Executive Committee Decisions:** Focused on global strategic direction, operational management, financial oversight, and overall organizational policies.

**Regional Committee Decisions:** Pertaining to regional strategy implementation, local member engagement, regional event planning, and local partnerships.

This three-tiered governance structure is designed to ensure a balanced and comprehensive approach to leading the APF. It allows for strategic decision-making at the global level, effective management at the executive level, and a strong regional focus, ensuring that the APF remains agile, inclusive, and responsive to the needs of our diverse community.



# INTEGRATED ORGANIZATIONAL FRAMEWORK: ALIGNING GOVERNANCE WITH OPERATIONAL STRUCTURE

Following our three-tiered governance structure, which ensures a balanced and comprehensive approach to leading the APF, we delve into our operational architecture. **This framework is designed to be as dynamic and multifaceted as the futures we explore.** It combines strategic oversight with functional agility, allowing us to be responsive to the evolving needs of our community.

At the core of this framework are the Foundational Containers, responsible for providing essential services like Membercare, Finance, Communication, Project Management, IT & Digital. Each is led by a designated Container Lead, forming the backbone of our organization and ensuring the smooth functioning of fundamental operations. These Containers supported by paid staff and directed by the Executive Committee, are vital for maintaining the integrity and efficiency of our day-to-day activities.

Expanding from this center, our Core Programs directly serve the APF's six member pillars and activities. Encompassing areas such as Capacity Development and Learning, Networking and Community Building, Research and Insights, Career Support and Professional Development, Advocacy and Representation, and Public Relations and Media Outreach, these Core Programs operate autonomously. Program directors lead each Program, driving initiatives and activities that resonate with their specific areas of focus of each member value pillar.

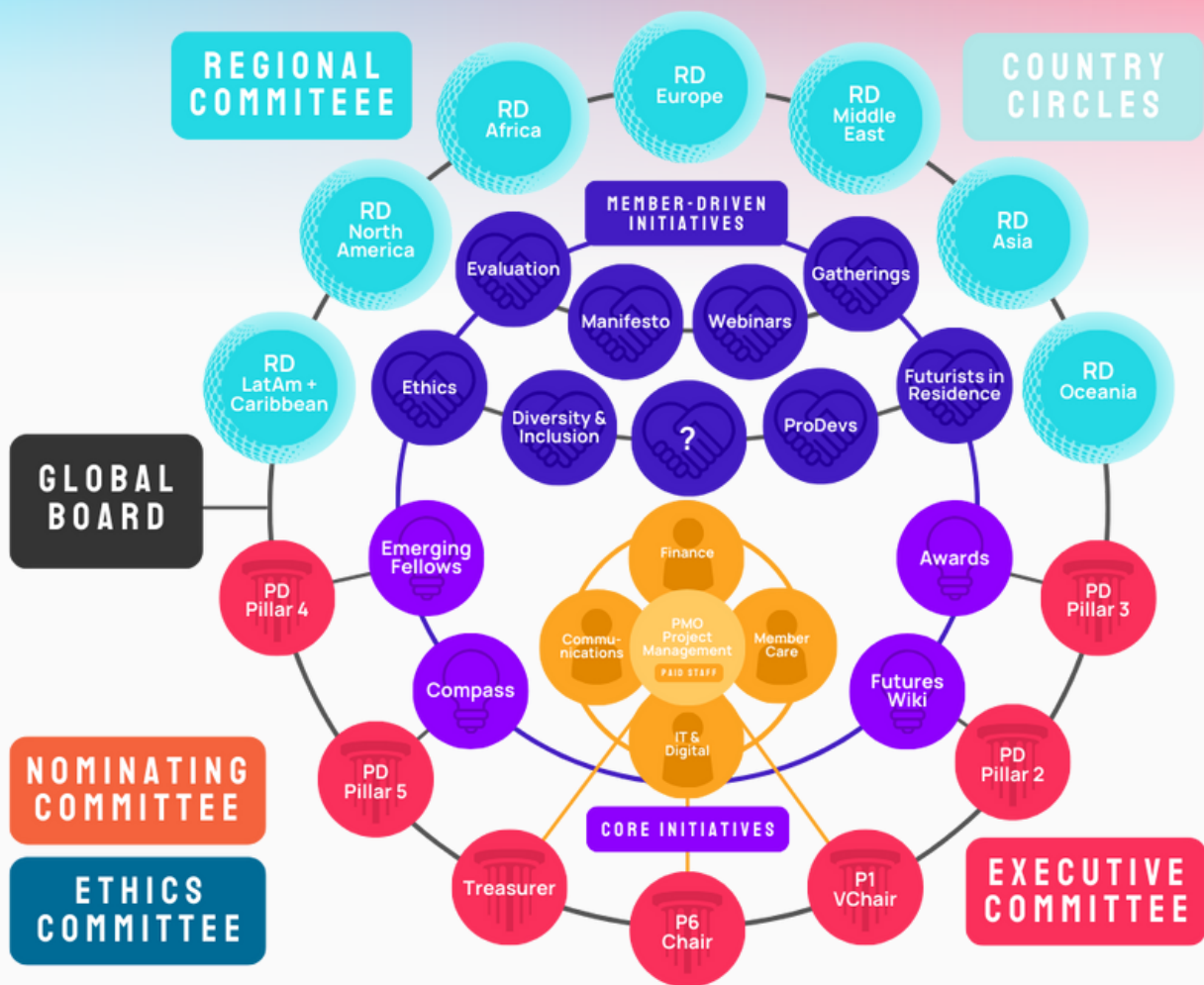
Beyond the Core Programs, we have Core Initiatives, led by Board members, specifically designed to serve and reinforce our Core Programs. They play a crucial role in ensuring that our Core Programs are robust, effective, and continually evolving to meet the needs of our members. By having these Core Initiatives led by Board members,

we ensure strategic alignment and a high level of expertise and oversight, directly contributing to the enhancement of member value and the effectiveness of our Core Programs. Next to Core Initiatives, we also have Member-Driven Initiatives that allow for greater member engagement and innovation. These initiatives are led by our members, embodying a spirit of shared responsibility and diverse leadership. This structure allows for a dynamic and responsive approach, with both member-driven and board-led efforts working in tandem to advance our mission and strategic objectives

Finally, at the outermost layer of our structure, Regional Circles address the unique needs of each continent. Appointed Regional Directors guide activities and engagement efforts, tailored to regional specificities and challenges. This layer is poised to expand into Country Circles, each led by a Country Coordinator, further localizing our approach and impact.

This circular model, embodying adaptability, transparency, and continuous improvement, distributes decisions and responsibilities across various interconnected circles. Its dynamic, self-organizing nature, rooted in Holacracy principles, fosters a collaborative and responsive environment, perfectly suited for the APF as it navigates the complex and evolving landscape of professional foresight and futures thinking.

# THE APF'S NEW GOVERNANCE MODEL



# THE GLOBAL IMPACT BOARD

The Global Impact Board of the Association of Professional Futurists (APF) is the primary governing body that plays a pivotal role in steering the organization towards its strategic objectives. Composed of a group of dedicated leaders, each specializing in a key area of the association's operations, core programs, or a regional focus,

the Global Impact Board is responsible for the overall management and decision-making within the APF.



## ROLE OF THE GLOBAL IMPACT BOARD

- **Strategic Advisory:** Provides high-level guidance and advice on APF's global strategies and initiatives.
- **Oversight and Integration:** Ensures the harmonious integration of global and regional strategies, maintaining a balance between global vision and local relevance.
- **Policy and Standards Development:** Assists in developing policies and standards that have a global impact.
- **Future Trends Analysis:** Analyzes and advises on global trends and their implications for the foresight profession.

## EXECUTIVE COMMITTEE

The Executive Committee of the Association of Professional Futurists (APF) serves as the governing body responsible for steering the strategic direction of the organization. Each member of the committee oversees specific areas aligned with APF's member value pillars, ensuring that all initiatives and activities deliver maximum value to the members. Their collective goal is to advance the profession of foresight, uphold the association's standards, and foster a vibrant community of foresight professionals.

### GENERAL RESPONSIBILITIES OF THE EXECUTIVE COMMITTEE:

- **Strategic Leadership:** Provides visionary leadership, setting the strategic direction for the APF and ensuring alignment with the association's mission and values.
- **Operational Oversight:** Oversees the day-to-day operations of the APF, ensuring that the organization runs efficiently and effectively.
- **Member Value Enhancement:** Focuses on enhancing the value provided to APF members, ensuring that the association remains relevant, resourceful, and responsive to the needs of professionals in the field of futurism.
- **Financial Management:** Ensures the financial stewardship of the APF, including budgeting, financial planning, and ensuring the fiscal health and sustainability of the organization.
- **Policy and Standards Setting:** Establishes policies, ethical guidelines, and professional standards to uphold the quality and integrity of the foresight profession.
- **Stakeholder Engagement:** Engages with a range of stakeholders, including members, partners, industry leaders, and policymakers, to advance the interests of the APF and its members.



# ROLES AND RESPONSIBILITIES OF EXECUTIVE COMMITTEE MEMBERS

- **Chair – Advocacy & Representation**

- **Role:** Serves as the primary spokesperson and leader of the APF.
- **Responsibilities:** Focuses on advocating for the foresight profession, representing APF in external forums, initiating partnerships, and liaising with key stakeholders to enhance the association's influence and recognition.

- **Vice Chair – Community & Networking Opportunities**

- **Role:** Acts as a secondary leader, supporting the Chair in guiding the APF.
- **Responsibilities:** Concentrates on building and nurturing the APF community, initiating partnerships, creating networking opportunities, and facilitating member collaborations and exchanges.

- **Treasurer – Finances & Member Statistics**

- **Role:** Manages the financial health and sustainability of the APF.
- **Responsibilities:** Oversees budgeting, financial planning, and reporting, ensuring optimal resource allocation. Also reports on statistics for member growth and retention.

- **Program Director of Capacity Development and Learning**

- **Role:** Guides capacity development and learning opportunities for members.
- **Responsibilities:** Oversees the development and implementation of learning programs, workshops, and training, ensuring they align with the evolving needs of foresight professionals.

- **Program Director of PR & Communication**

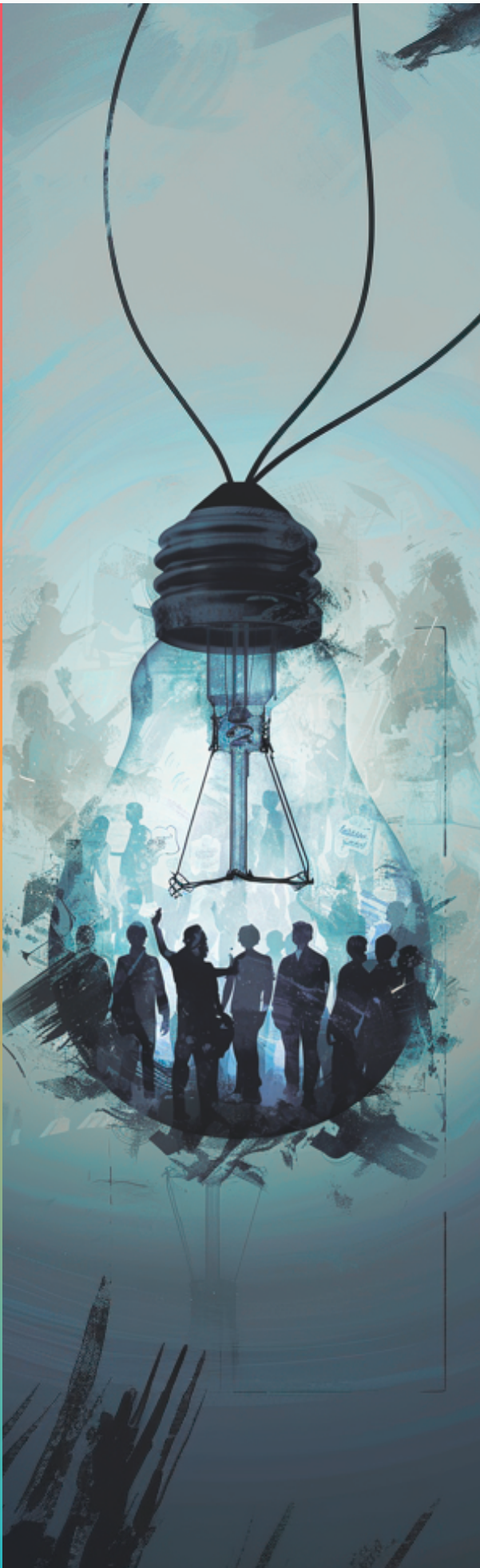
- **Role:** Leads public relations and communication strategies.
- **Responsibilities:** Develops and implements effective media campaigns, manages the APF's public image, and ensures clear and consistent communication both internally and externally.

- **Program Director of Professional Development**

- **Role:** Guides professional growth and mentoring opportunities for members.
- **Responsibilities:** Oversees the development and implementation of mentoring programs, ensuring they align with the evolving needs of foresight professionals.

- **Program Director of Research and Insights**

- **Role:** Directs research initiatives and the dissemination of foresight knowledge.
- **Responsibilities:** Leads efforts in publishing research and insights, curates content that reflects the latest trends and best practices in foresight, and fosters an environment of knowledge sharing among members.



# REGIONAL COMMITTEE: KEY REGIONS AND ROLES

## KEY REGIONS FOR FOCUS

- Regional Director of North America Affairs
- Regional Director of Europe Affairs
- Regional Director of Asia Affairs
- Regional Director of Latin America Affairs
- Regional Director of Africa Affairs
- Regional Director of Middle East Affairs
- Regional Director of Oceania Affairs

## ROLES AND RESPONSIBILITIES OF THE REGIONAL COMMITTEE

- Localized Implementation: Adapts and implements APF's global strategies to regional specifics, considering cultural, economic, and political factors.
- Regional Networking and Community Building: Fosters regional networks and communities, organizing local events and initiatives.
- Local Advocacy and Representation: Advocates for the foresight profession within regional contexts and represent regional interests align with the the global APF goals.
- Feedback and Insights Gathering: Collects and conveys regional insights and feedback to the Executive Committee, ensuring global strategies are informed and relevant.

## ROLES AND RESPONSIBILITIES OF EACH REGIONAL DIRECTOR

- Regional Strategy Development: Develops and executes regional strategies aligned with APF's global objectives.
- Member Engagement: Engages with regional members to understand their needs and represent their interests.
- Local Partnerships: Builds partnerships with regional organizations and institutions to enhance APF's reach and impact.
- Cultural Ambassador: Acts as a cultural ambassador, ensuring sensitivity and appropriateness in regional activities.



# APF'S CORE INITIATIVES

The APF's Core Initiatives represent a vital component of our strategic framework, seamlessly complementing and reinforcing our Core Programs.

Spearheaded by our esteemed Board members, these initiatives are pivotal in ensuring that our Core Programs remain robust, effective, and perpetually attuned to the evolving needs of our members.

This leadership structure guarantees strategic cohesion, bringing a high level of expertise and vigilant oversight that directly enriches member value and augments the efficacy of our Core Programs.

## EMERGING FELLOWS

The Emerging Fellows Program is designed to recognize emerging futurists and mentor them to develop their Foresight capabilities. Over the two-year process, they will learn about foresight tools, develop their writing competencies on Futures issues, contribute to projects within the field, grow their networks of practitioners, and mentor successive cohorts to make the program sustainable over time. From April 2021, Patricia Lustig is the program director.

During the program, they will be writing about their selected topics and their work. The essays of the Emerging Fellows will be posted on the APF blog and collated into e-publication forms at the end of each program.

## AWARDS

APF has presented the Most Significant Futures Works (MSFW) awards for 15 years to recognize projects that advance the field of futures studies and foresight. MSFW awards served as an invaluable resource for pointing clients and the futures curiosity towards understanding the nature of work. "If" questions (What if? If X, then Y?) are central to what we do as curators, facilitators, and researchers in supporting communities, organizations, and institutions to explore the future(s). In celebration of the APF's 20th anniversary, MSFW was reimagined as the APF IF Awards to reflect the globality, diversity, transdisciplinarity of the organization and the futures and foresight field. The reimagined awards program recognizes the evolving excellence in futures and foresight work with an emphasis on key thematic areas, such as impact, imagination, and indigenous.

## COMPASS

Compass is the global voice of professional futurists. This online magazine is published five times a year and is edited and designed by a volunteer team of APF members with the intent to share the diverse voices of professional futurists from around the world and to create opportunities for futurists at any stage in their career to share their insights.

## FORESIGHT & FUTURES WIKI

The "Futures & Foresight Wiki" initiative is a dynamic, collaborative online platform designed to serve as a comprehensive repository of knowledge in the field of futures studies and foresight. This digital encyclopedia aims to aggregate and curate a vast array of resources, including theoretical frameworks, methodologies, case studies, and emerging trends in foresight practice. By allowing contributions from experts, practitioners, and members of the APF community, the Wiki facilitates the sharing of insights and experiences, fostering a rich, accessible learning environment for both novices and seasoned professionals. This initiative not only supports continuous learning and professional development but also enhances the collective intelligence of the foresight community, ensuring that valuable knowledge and best practices are preserved, updated, and made widely available.

## NOMINATING COMMITTEE

The Nominating Committee of the APF is a critical body within the organization, tasked with the responsibility of overseeing the nomination and selection process for the APF's governance roles. This committee plays a pivotal role in identifying, evaluating, and recommending candidates for various leadership positions, ensuring that the APF's leadership remains dynamic, diverse, and aligned with the organization's strategic needs goals.

### Key functions of the Nominating Committee include

- Conducting thorough assessments of potential candidates' qualifications and alignment with the APF's mission and values while looking to address experience and skills gaps in the current board make up.
- Promoting diversity and inclusivity in the APF's leadership.
- Managing the nomination process, from soliciting nominations to recommending the most suitable candidates to the Board.
- Facilitating effective succession planning for sustained organizational growth and leadership continuity.

The Nominating Committee's work is fundamental in maintaining the APF's integrity, effectiveness, and commitment to advancing the foresight profession, ensuring that its governance is in capable and visionary hands.

# MEMBER ENGAGEMENT AND COMMUNITY BUILDING

To enhance member engagement and fortify the benefits of APF membership, we're implementing a three-stage strategy: Introduce, Engage, and Empower.

Each phase is meticulously designed to provide a tailored member journey and optimize touchpoints for consistent delivery of benefits.

# 3 PHASE-STRATEGY

## INTRODUCE

- Member Roulette (exclusive to members)
- Becoming a Member (public)
- First Friday (exclusive to members)
- Foresight+ (public)

## ENGAGE

- Member Onboarding (exclusive to members)
- Information-based help center (public FAQ)
- Member Loyalty Program (Q3 2024)
- Member-only monthly newsletter
- Member content weekly pushes

## EMPOWER

- APF Initiatives Mixer (exclusive to members, Q3 2024)
- Content submission from members (Q3-Q4 2024)

Additionally, we'll foster networking and collaboration through platforms such as Listserv, Discord, WhatsApp, and later streamline it to Discord, Notion, and Google Shared Folder. While content delivery will evolve to suit member needs, programs will be communicated through webpages, newsletters, and kick-off mailers as required.

It's important to note that these steps may not always occur in sequence. Leveraging data-driven member analysis and interest-registration tracking on the WIX platform, we'll target engagement recommendations to nurture sustained member participation in APF activities.

## MEMBER ENGAGEMENT EVENTS

- **Foresight+:** These are public events designed to showcase successful stories of foresight application across various industries by APF members. The concept comprises three key elements: events, case studies content, and industry-specific discussion channels on Discord. Each public event is themed around a specific industry, aiming to provide a platform for our members to shine while educating the audience about the importance of foresight. These events will be titled "Foresight + [industry]."
- **Becoming a Member:** This follows a sequence of events after the release of the APF Strategic Plan. Charismatic board members will host public events in their respective time zones, and even languages, to introduce the new membership value pillars and types. The goal is to generate further interest in our Strategic Plan, as well as to create additional content material to promote the values of APF membership.
- **Member Roulette:** These are exclusive member-only meet-and-greet events held in three different time zones to accommodate our global membership base. Each Member Roulette event features two "blind dates" rounds where members can engage with each other.
- **First Friday:** This is a monthly, members-only event focusing on topic-based deep-dive conversations. Geared towards foresight professionals, it provides a space for extending their knowledge base through discussions.
- **APF Initiative Mixer:** This is a member-only peer-working event where initiative groups can exchange ideas and address challenges among volunteers. It also serves as a forum for initiative groups to meet with the APF project coordinator for updates and to request staff assistance if needed.

\*It's suggested to introduce volunteer commitment and responsibility guidelines to help volunteers understand expectations and what they will receive in return for completing an initiative project. This will provide clarity and structure to their involvement in APF initiatives.

# CONTENT PLANNING STRATEGY

To enhance member engagement and provide a dedicated space for exclusive content and publicity, we're introducing a new content planning strategy catering to both public subscribers and APF members. This initiative aims to not only inform the public about APF activities but also offer exclusive content delivery benefits to APF members.

By implementing this strategy, we seek to provide our members with timely and relevant information while showcasing the value of APF membership through exclusive content and benefits.

## Public Monthly Newsletter

At the end of each month, we'll release a newsletter to showcase upcoming events and initiatives. This newsletter will include a message from a board member, important APF updates, an events calendar, and member spotlights.

## Weekly Content Pushes

Members will receive weekly updates directly to their inbox, ensuring they stay informed about important content and news. These updates will be a blend of exclusive member-only content and public updates, keeping members engaged and informed.

These could potentially merge into a combined member-only newsletter along with the Public Chair Report.

We aim to send out 2-3 pushes per week, each containing up to three items from the following categories (but not limited to):

- Job and collaboration opportunities
- Featured blogs and content, such as Compass and Emerging Fellows
- Highlights of member work
- Recommendations and updates on resources
- Event updates and reminders
- Website updates and new member features

# NETWORKING STRATEGY

To foster a vibrant conversation space and encourage intentional collaboration opportunities, we're introducing various communication channels and tools tailored to different purposes.

By leveraging these communication channels and tools, we aim to create an environment conducive to broad conversations and the organic emergence of purpose-driven collaboration opportunities among APF members.

## Whatsapp:

Serving as our in-person event communication center, the APF Whatsapp Community group will be the primary hub for foresight event attendees. All attendees will be invited to join this group, facilitating serendipitous side meet-ups.

\*Additionally, APF members in the Whatsapp group are encouraged to continue event reflections in Discord.

## Discord

This platform will serve as an asynchronous network space with flexible composition. Discord will allow members to initiate conversations spontaneously, whether it's sharing recent interesting reads, brainstorming thoughts, or seeking professional project assistance. It's a dynamic space initiated by APF but shaped and evolved by members.

\*Opportunities and member-only event discounts will also be communicated through Discord channels to ensure timely notifications.

## Notion & Shared Folder

When members form projects or initiatives, they will receive a Notion page and a Google Shared Folder to store all relevant information. The staff team will provide guidance during project/initiative kick-off on how to navigate these tools effectively.

# CONCLUSION

**This strategic plan for the APF charts a clear and ambitious path forward for the 2024-2026 period. It encapsulates our commitment to enhancing the field of foresight and futures thinking, fostering a vibrant and diverse community of futurists, and making a significant global impact. Through our well-defined goals, the introduction of innovative Member Value Pillars, and the implementation of strategic initiatives and core enhancements, we are poised to navigate the complexities of multiple futures.**

**Our restructured governance model, emphasizing agility and inclusiveness, aligns perfectly with our vision of a collaborative and dynamic APF.**

The introduction of the Global Impact Board, Executive Committee, and Regional Committee ensures a balanced and comprehensive approach to decision-making and leadership. Meanwhile, our operational framework, with its unique blend of Member-Driven Initiatives and Board-Led Core Initiatives, underscores our commitment to member engagement and strategic alignment.

As we move forward, the APF stands not just as a beacon of foresight and futures thinking, but as a thriving, adaptive community.

We are united in our dedication to exploring and shaping the diverse futures that lie ahead, equipped with the knowledge, skills, and collaborative spirit necessary to make a meaningful impact in the world. This strategic plan is more than just a roadmap; it's a declaration of our collective journey into the futures, brimming with potential and possibilities. Together, we embark on this exciting path, ready to meet the challenges and seize the opportunities that await us.

