

# Table of Content

<b>Introduction</b>	<b>1</b>
<b>Acknowledgements</b>	<b>3</b>
<b>1. Forecasting, Foresight, Anticipation</b>	<b>5</b>
The future is something else	5
Structural crises, contingent logics	8
The three components of futures studies	10
<b>2. Megatrends and Explorations</b>	<b>17</b>
Megatrends	17
Explorations	23
Anticipation	27
<b>3. Risk and Uncertainty</b>	<b>29</b>
Black swans and wild cards	30
Sensitivity to surprises	31
New risk profiles	34
One step back	36
From probability to consequences	37
Anticipatory risk management	38
Anticipation	39
<b>4. Complicated and Complex</b>	<b>43</b>
One subtle difference; actually, three	44
Clues of complexity	47

Social systems	49
Reductionism and non-reductionism	49
About houses and cats	51
Functional reproduction	52
General systems	54
The four meanings of anticipation	56
<b>5. Working with the Future</b>	<b>59</b>
The phases of a future exercise	59
Setup	61
Documentation	64
Visualization	73
Action	79
<b>6. Future Methods and Exercises</b>	<b>81</b>
Examples of previous classifications	82
Selection and organization criteria	89
Evaluation of future competencies	92
Conclusion	95
<b>7. Collective Intelligence and Military Tactics</b>	<b>97</b>
Anticipatory governance	97
Why is anticipatory governance necessary?	100
Auftragstaktik	102
Auftragstaktik and anticipatory governance	103
Auftragstaktik and the civilian world	105
<b>8. The Ability to Aspire</b>	<b>109</b>
Educational challenges	110
Orientation to the future	111
The future as opening new possibilities	113
Thin and thick present	114
The Fut-Lab experience	114
<b>9. Fragments of Anticipation</b>	<b>123</b>
Evidence-based policy	123
Value creation and innovation	126
Pragmatic utopia	129

<b>10. The Skills of the Futurist</b>	<b>133</b>
Understanding different aspiration capacities	133
Cognitive illusions	134
About daydreams	135
Futures literacy	136
Three basic principles	140
Post scriptum	141
 <b>Learn more: a guide to (the study of) the future</b>	 <b>143</b>
Introductions	143
Classics	143
Relevant texts	144
Methods	145
Miscellanea	145
Journals	146
Other resources	147
Associations	147
Companies/study centres	147
 <b>Bibliography</b>	 <b>149</b>