




The banner features a blue background with a hand holding a glowing globe, a city skyline, and a grid pattern. The UNESCO logo and 'unesco Chair' text are on the left. The UniTwin logo is in the top left. The UNB logo, including 'EST. 1785' and 'UNIVERSITY OF NEW BRUNSWICK', is on the right. The main title and chair names are centered.

**unesco**  
Chair

**UNB**  
EST. 1785  
UNIVERSITY OF NEW BRUNSWICK

**UNESCO Chair in Anticipatory Systems for  
Innovation and Venture Creation**

Chairs: Jonathan Calof ( [j.calof@unb.ca](mailto:j.calof@unb.ca) )  
and Dominic Blakely ( [blakely@unb.ca](mailto:blakely@unb.ca) )

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- “The authors are responsible for the choice and presentation of information contained in this... as well as for the opinions expressed therein, which are not necessarily those of UNESCO and do not commit the Organization”.



## The timing is right

**“Not only are we witnessing a surge in futures ministries and hubs around the world, but Secretary General Guterres recently announced the importance of Futures thinking and work across the UN system.”**

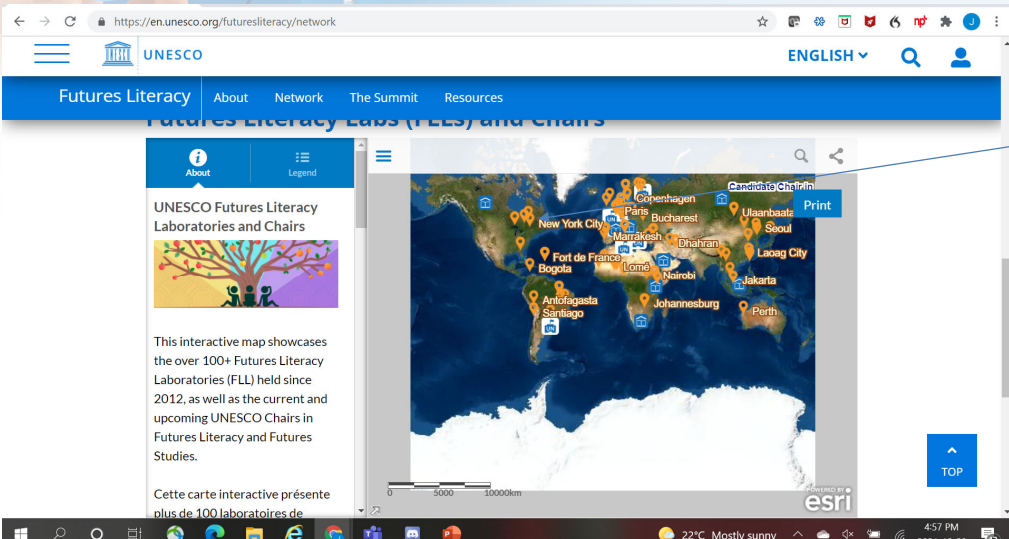
Riel Miller and The Futures Literacy Team  
(2<sup>nd</sup> International Symposium of UNESCO Chairs in Anticipatory Systems, Future Studies and Future Literacy announcement, September 2021)



## And in Canada – significant growth in foresight during the last year

- Foresight lab, Strategic Foresight executive program, future of Canada project –Degroote School of Business/McMaster University (\$5 Million from Red Wilson).
- Deep change initiative, University of New Brunswick, conferences. (Donation from John McLaughlin PhD, Beaches and others.
- Strategic Foresight Certificate, Carleton University.
- Foresight course/program expansions at several universities.
- Foresight program for elementary and CEGEP students in Quebec
- Canadian Government Foresight – busier than ever including setting up of new units.

## The organization and partnerships are right



The screenshot shows the UNESCO Futures Literacy Network website. The main heading is "Futures Literacy Labs (FLL) and Chairs". Below this is an interactive map of the world with numerous orange location pins. A text box on the left explains that the map shows over 100+ Futures Literacy Laboratories (FLL) held since 2012, as well as current and upcoming UNESCO Chairs in Futures Literacy and Futures Studies. The website's navigation menu includes "Futures Literacy", "About", "Network", "The Summit", and "Resources". The UNESCO logo is visible in the top left, and the language is set to "ENGLISH".

UNB

## With a good mix of theory and application



**TRANSFORMING THE  
FUTURE**  
ANTICIPATION IN THE 21ST CENTURY



**Over 100+ Futures Literacy Laboratories (FLL) held since 2012**

“Through structured on-the-ground learning-by-doing activities people from all walks of life and all ages learn about the origins and power of what they imagine...These Futures Literacy Laboratories deploy action-learning and collective intelligence to co-create the meaning of sustainability, peace and inclusion where people live, work [and play]. When people are capable of deciding why and how to use the future”

<https://en.unesco.org/futuresliteracy/about>



## The University of New Brunswick Approach

- “Chair of impact”
- Application oriented through training, conferences, research and communications
- Focus is on innovation and venture creation
- Targeted in geographic areas and with groups that have been marginalized and are economically disadvantaged



## Specific Objectives

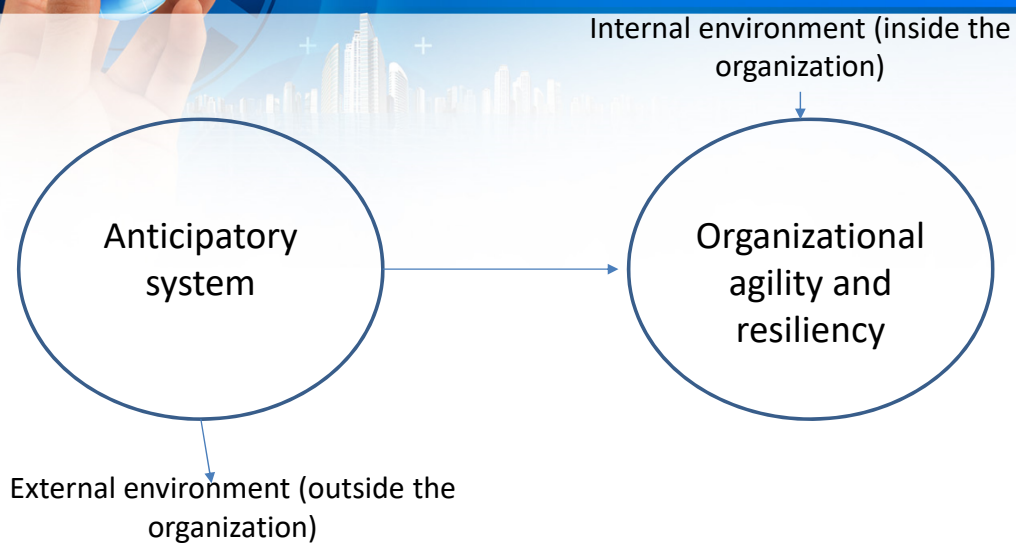
1. Developing research, teaching material and programs that can help marginalized groups (e.g.: people of colour, immigrants, women and the LGBTQ+ community starting in Atlantic Canada, southern India and south and eastern Africa) and develop anticipatory skills and knowledge for use in innovation and new venture creation.
2. Development of international collaborative efforts to tackle global innovation and new venture creation issues using transnational teams;
3. Identifying and encouraging, coaching and mentoring of female venture founders in Atlantic Canada as well as in India and Africa around innovation and new venture creation;
4. Aiding in the settlement of entrepreneurially minded individuals to ensure ease of transition to new areas as well as inculcation of business opportunities offered by new Canadians.



## Type of activity

- Undergraduate and post graduate teaching program
- Short-term training (seminars) including on-line global training
- International collaborations (on research, training and regional development initiatives)
- Research
- Visiting professorships
- Conferences
- Website
- Newsletter

## The Philosophy: For strategy to succeed, for innovation to occur





## Sensemaking of the environment from the Nortel Study- Monitoring Mechanisms

Sensemaking of Environment		
<p style="text-align: center;"><b>Formal External</b></p> <ul style="list-style-type: none"> <li>• Competitive intelligence</li> <li>• Competitive guild</li> <li>• Design interpretation</li> <li>• Customer surveying</li> <li>• Formal planning</li> </ul>	<p style="text-align: center;"><b>Informal External</b></p> <ul style="list-style-type: none"> <li>• Board members reaching out</li> <li>• Building industry relationships</li> <li>• <u>BNR's</u> futuristic work</li> <li>• Funding Universities</li> <li>• Interacting with customers</li> <li>• Attending tradeshow</li> <li>• Learning via management programs (Princeton series)</li> </ul>	<p style="text-align: center;"><b>Internal Monitoring with External Insights</b></p> <ul style="list-style-type: none"> <li>• Accounting report analysis</li> <li>• Approval forms and processes analysis</li> <li>• Performance Management Systems</li> <li>• Reaching across silos via personal networks</li> </ul>
<b>Monitoring Practices</b>		

From: Calof, Mirabeau and Richards 2015

## We want to help UNESCO key constituents develop anticipatory capabilities

- NOT JUST FORESIGHT – But foresight is at the center of this.
- Currently have foresight and competitive intelligence materials and programs but these will need to expand.
- It's about coordinating all the parts of the organization with anticipatory capability and every part of the organization has anticipatory capability.

## The University of New Brunswick Approach: Academic + Practical orientation even in chairs

Dominic Blakely



Jonathan Calof

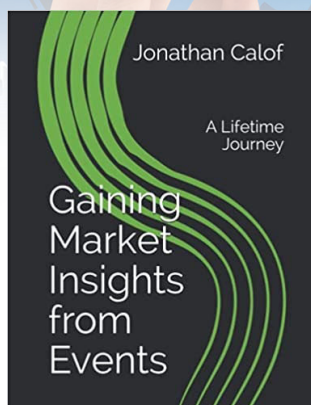


Co-chair	Experience	Anticipatory systems experience				Strong senior level relationships within:			
		Practice/ Consulting	Teaching including seminars	Research	Academic publication	Atlantic Canada	India	South Africa	UNB
Dominic Blakely	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Jonathan Calof		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

## With a good mix of partners and supporters

- a. Centre for Deep Change, University of New Brunswick (Canada)
- b. Cape Breton University (Canada)
- c. Ontario College of Art and Design (Canada)
- d. Telfer School of Management, University of Ottawa (Canada)
- e. Manipal Academy of Higher Education (India)
- f. Ecole des Ponts Business School (France)
- g. University of Lincoln (United Kingdom)
- h. National Research University Higher School of Economics (HSE University) (Russia)
- i. North-West University (Republic of South Africa)
- j. Dedan Kimathi University of Technology (Kenya)
- k. Open University of Dakhla (Morocco)
- l. Forum of African Associations of Economic Intelligence (Morocco)
- m. Women in Business NB/Femmes en affaires NB (Canada)
- n. Venn Innovation (Canada)
- o. The Pearson Centre for Progressive Policy (Canada)
- p. India Institute of Technology (IIT) Dharwad (India)
- q. IIT Madras Health Technology Innovation Centre Medtech Incubator (India)
- r. Deshpande Startups (India)

## Activities since September 2021 Chair award



Practitioner: In partnership with SCIP (Strategic Competitive Intelligence Professionals) Free download

The image is a screenshot of a journal article page. At the top, it says 'Technological Forecasting & Social Change 174 (2022) 121139'. Below that, it says 'Contents lists available at ScienceDirect'. The journal title 'Technological Forecasting & Social Change' is prominently displayed, along with the Elsevier logo and the journal homepage URL 'www.elsevier.com/locate/techfore'. The article title is 'Towards an anticipatory system incorporating corporate foresight and competitive intelligence in creating knowledge: a longitudinal Moroccan bank case study'. The authors are listed as 'Abdelati Hakmaoui<sup>a,b,\*</sup>, Mourad Oubrich<sup>b,c</sup>, Jonathan Calof<sup>d,e,f</sup>, Hamid El Ghazi<sup>e</sup>'. There is a 'Check for updates' icon on the right.

Academic: Case study and research in anticipatory systems done jointly with CIEMS, Morocco





Research: Lessons learned from Canadian government foresight unit directors on factors that lead to foresight being valued or accepted by senior management.

Applied: Training program for energy and cleantech sectors. Participants from New Brunswick, India, Africa

For more information

- Jonathan Calof ( [j.calof@unb.ca](mailto:j.calof@unb.ca) )
- Dominic Blakely ( [blakely@unb.ca](mailto:blakely@unb.ca) )