

## **SYLLABUS**

Kjaer Academy Online Course Module Two

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# WORK



Photo © The 200 year Project by Marten Baas

***“The future is not just somewhere we go  
– we create the future”***

**In three core modules – THINK, WORK and PLAY – we explore futures thinking.** Think, Work and Play like a Futurist is a Kjaer Academy course in trend management and forecasting. You will be introduced to the mindset of a futurist, guided through the practical skills, methodologies and toolkit needed to make foresight and scenario planning work for you. Together we discover:

- **WHAT** trend forecasting and foresight is and where it originates
- **WHY** cultivating whole-brain thinking is essential to practicing as a futurist
- **HOW** to master the tools and processes of futurists

**Developing futurist skills and foresight will empower you to thrive in a complex world.** The ability to think long-term and apply trends within a methodologically sound framework will lead to better strategies, enhanced innovation capacity, and a sharper eye for both opportunities and challenges. It will also raise your future awareness, strengthening your ability to work and lead with greater purpose.

# Learning tracks

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**Our Futurist course is designed for self-paced study.** Across the modules, you will be supported by inspiring podcasts, videos, and other engaging course materials. You will have the opportunity to test your learning and connect with fellow students at the academy.

**BASIC:** Learn the core principles from our bite-size lessons, videos or podcasts.

**CURIOS:** Read the course material and engage in exercises for a medium proficiency level.

**DEEP DIVE:** The deep experience. Read widely, engage in all exercises and connect with fellow students. Committing to the Deep Dive Track counts towards a Kjaer Global futurist certification and becoming a Kjaer Global Goodwill Ambassador.

**COURSE INFO:** Lead futurist Anne Lise Kjaer and futurist Louise Loecke



Three different learning tracks to suit your mode of learning

**To find out more and discuss your particular needs and wants, contact Harald Brekke on:**

**Mail:** [info@kjaer-global.com](mailto:info@kjaer-global.com) or **Mobile:** +44 7581 260445

# Course structure

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**The full futurist course in practical trend management and foresight is delivered in three modules:**

**THINK:** By using the practical methods and trend toolkit, you gain insight into how futurists think. The first module covers the skills and habits that enable a futurist to work with futures in a consistent, credible and inspiring way. This is what we call the futurist mindset. You will explore the *What* and *How*, and not least *Why* it will be essential to be able to THINK like a futurist in the future.

**WORK:** Where did the idea of futurology originate and what is the WORK of a futurist? This module introduces the various methods of forecasting and some key inspirational futurists and thinkers. We introduce you to futurist terminology, as well as the anatomy and classification of trends. To conclude, you will learn about the unique Kjaer Global 4P model. In short, this module provides insight into the work of a futurist.

**PLAY:** In this module you get practical and PLAY around with the trend management toolkit. It covers how we manage the foresight process and where to apply Kjaer Global's core futurist toolkit. Additionally, the module explains how an iterative process based on design thinking works to assess the impact of a trend. Practical lessons and exercises are included, allowing you to explore and learn how to play like a futurist.

**THINK, WORK & PLAY Like a Futurist is designed for you to**

- Understand how to unleash the power of foresight and hone your future awareness
- Apply trend management in your professional life or for self-mastery
- Discover a system that will allow you to anticipate future developments
- Boost individual and organisational resilience and manage change
- Engage in open dialogue, nurture your creativity and inspire positive change

**This course is suitable for**

- Consultants
- Leaders
- Educators
- Strategists
- Designers
- Individuals
- Changemakers who want to make a difference



All you need for this module is a notebook

### **The format is designed for teams and individuals looking to**

- Cultivate and activate their futurist mindset
- Identify opportunities and challenges ahead
- Boost innovation capacity and manage change
- Make the future work for you, as an individual, organisation, business, community or society

### **You will leave this course with**

- Future awareness and tools to cultivate the mindset and skills essential to THINK like a futurist
- Key principles and applications of trend management essential to WORK like a futurist
- Practical understanding of key tools and processes essential to PLAY like a futurist

**Take your learning further in our specialist online or in-person masterclasses.** Why not book a workshop or a one-to-one consultation with a Kjaer Global futurist?

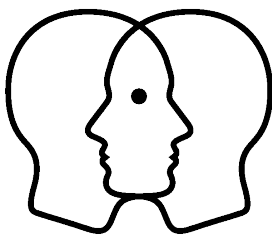
**Contact us at [info@kjaer-global.com](mailto:info@kjaer-global.com) to find out more and discuss your futurist ambition.**



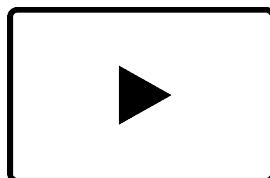
Learn at your own pace

## Course materials

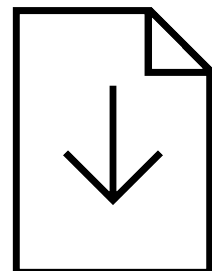
- Exclusive bite sized videos
- Inspirational video and podcast lectures
- Interactive exercises and quizzes
- PDFs for download



**Interactive exercises  
& quizzes**



**Bite sized video  
& podcast lectures**



**Downloadable  
course material**

# Module overview

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## LESSONS IN MODULE TWO

### WORK

#### Introduction

- Welcome to 'Work like a futurist'
- Introducing the overall module

***"The future is already here.  
It's just not evenly distributed"***

William Gibson, author

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## BACKGROUND

### 07 The Origins of Futurology

**Concern and interest in the future is nothing new, but its praxis is constantly evolving.** In this lesson we will look at the origins of futurology, highlighting some notable thinkers through time, also introducing you to the most dominant methods of future thinking in use today.

#### Topics

- The origins of foresight
- Futurology, a young art
- Scientific forecasting
- Social forecasting
- Intuitive forecasting
- Wild Card forecasting
- Multidimensional forecasting – a holistic system
- Key Thinkers overview

***"One of the fundamental assumptions in futures studies is that the future is plural, that tomorrow is not simply one inevitable future that is to be 'predicted'"***



We can look to the past and present to make sense of the future

## BACKGROUND

### 08 The evolution of society

In this lesson we explore how we can look to the past and present to make sense of the future. We use Abraham Maslow's ideas as a lens to view the progress of society and consumption, and discuss why the future is full of contradiction and paradox.

#### Topics

- History – an uneven curve of progress
- Looking to the past and present to imagine the future
- The 'Hierarchy of Needs' model
- Contradiction and paradox as norm

***“Put at its most simple;  
identifying trends is to identify change”***



# Module overview

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## METHODOLOGY

### 09 Asking better questions

**We present you with the case for the importance of a proper system for navigating the future.** You will learn why there is a growing need for sense-making and trend management. We also discuss how to ask the right questions in a fast-forward society defined by accelerating change and complexity.

#### Topics

- **Sense-making in a fast-forward society**
- **Will more data mean better insights?**
- **Data, fake news, and our interconnected society**
- **Balancing tangible and intangible insights**
- **Checklist to asking the right questions**

***“A key development defining our current society  
is the growing sense of accelerated change”***

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## METHODOLOGY

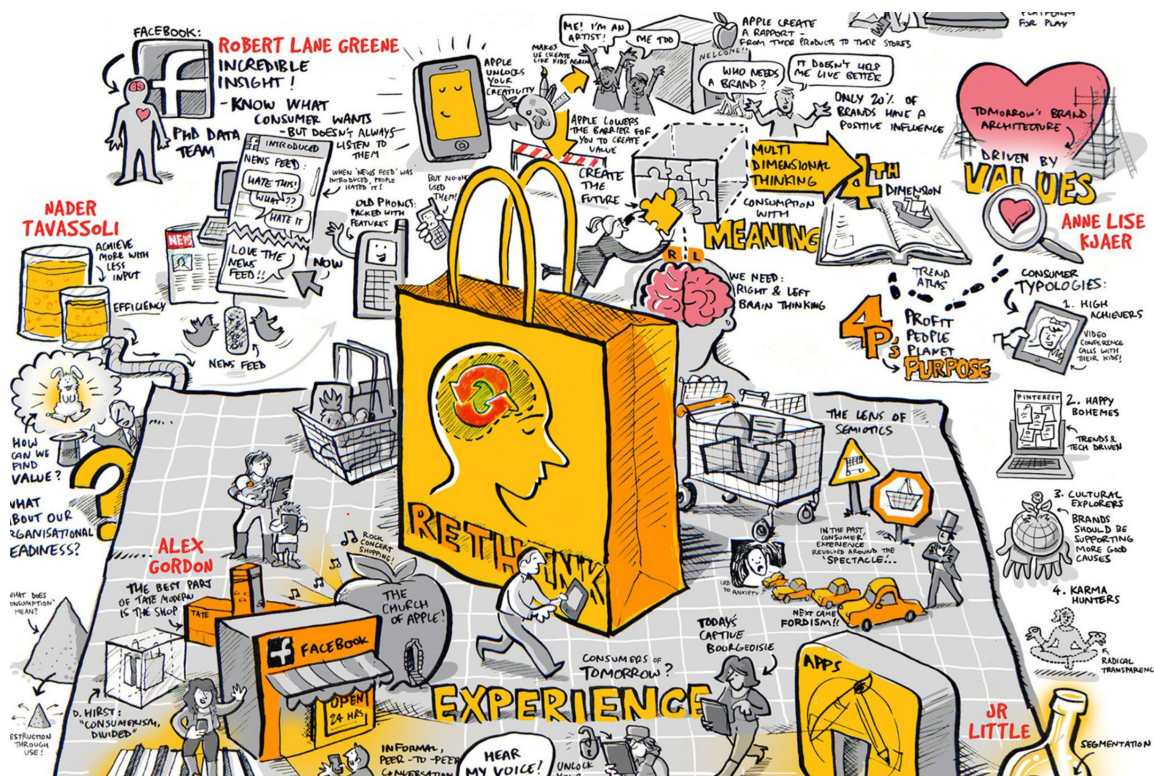
### 10 Anatomy of a trend

**In this lesson we introduce you to the various types of trends and definitions that futurists** work with in forecasting and in trend management processes.

#### Topics

- **Definition of a trend**
- **The Kjaer Global Lens**
- **Structural drivers**
- **Macro trends**
- **Micro trends**
- **Paradigms**
- **Black Swans and Wild Cards**
- **Stylistic trends and fads**

# Module overview



Visual Scribing by Oliver Prothoro © Think Visually 2012

Kjaer Global first presented the 4P framework at The Economist's Big Rethink conference in 2012

## METHODOLOGY

### 11 The 4P model

In this lesson you will learn about the unique Kjaer Global framework. We will explore how it originated, why new systems thinking is needed for society, business and humanity, and how the model works.

#### Topics

- The search for meaning
- A global shift in values and priorities
- Why you should care
- What drives the need for new models?
- The state of human being
- Inside the 4P universe
- Everything is interconnected
- Tomorrow's 4P leadership focus

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## PRACTICAL

**All the WORK assignments are centred on the learning topics in the module:**

**07 Origins of futurology and types of futurists:** What kind of futurist are you?

**08 The evolution of society:** Looking back to look forward – create your own timeline.

**09 Asking better questions:** Develop your own interview framework and discussion guide.

**10 Anatomy of a Trend:** Identify a macro trend and make a 'Postcard from the Future'.

**11 Working with the 4P model:** Apply the 4Ps to the macro trend you have identified.

**The exercises are designed to help you to think critically about the work of a futurist.** We encourage you to approach each subject with an open mind and a willingness to challenge conventional perspectives. If possible, share your work and thoughts with fellow students or indeed, anyone with an interest in the future. Talking about your work is an essential skill for a futurist.

### **What you will take away**

**By the end of the WORK module you will be familiar with the origins of futurology** and various types of futurists. You have been introduced to the definitions and anatomy of trends, and the Kjaer Global 4P model.

**Next up is the PLAY module.** Here we will explore some of the building blocks and tools of trend management and try our hand at some practical exercises alongside your futurist coursework.

***“The 4P model is a framework for exploring the interconnectedness of people, planet, purpose and performance”***

# Recommended reading

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## NEED TO KNOW

### **THINK, WORK & PLAY: The Basic**

#### ***The Trend Management Toolkit – A Practical Guide to the Future***

Anne Lise Kjaer – Palgrave MacMillan (2014)

#### ***Future Shock***

Alvin Toffler – Random House (1970)

#### ***The Third Wave***

Alvin Toffler – Random House (1980)

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***“The irony of general-purpose technologies is that, before long, they become invisible and we take them for granted. ”***

Mustafa Suleyman, British AI entrepreneur and author

## NICE TO KNOW

### **WORK: The Curious Learner**

#### ***The Coming Wave: Technology, Power, and the Twenty-first Century’s Greatest Dilemma***

Mustafa Suleyman with Michael Bhaskar – Crown (2023)

#### ***NEXUS: A Brief History of Information Networks from the Stone Age to AI***

Yuval Noah Harari – Vintage Publishing (2024)



Three of waves technologies formed the foundation of civilization as we know it

## TAKE IT FURTHER

### **WORK: The Deep Dive**

***The Inevitable – Understanding the 12 Technological Forces That Will Shape Our Future***

Kevin Kelly – Penguin Books (2016)

***Aftershock: The World's Foremost Futurists Reflect on 50 Years of Future Shock – and Look Ahead to the Next 50***

Edited by John Schroeter – John August Media, LLC (2020)



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[kjaer-global.com](http://kjaer-global.com)  
[kjaer-academy.com](http://kjaer-academy.com)  
Contact: [info@kjaer-global.com](mailto:info@kjaer-global.com)