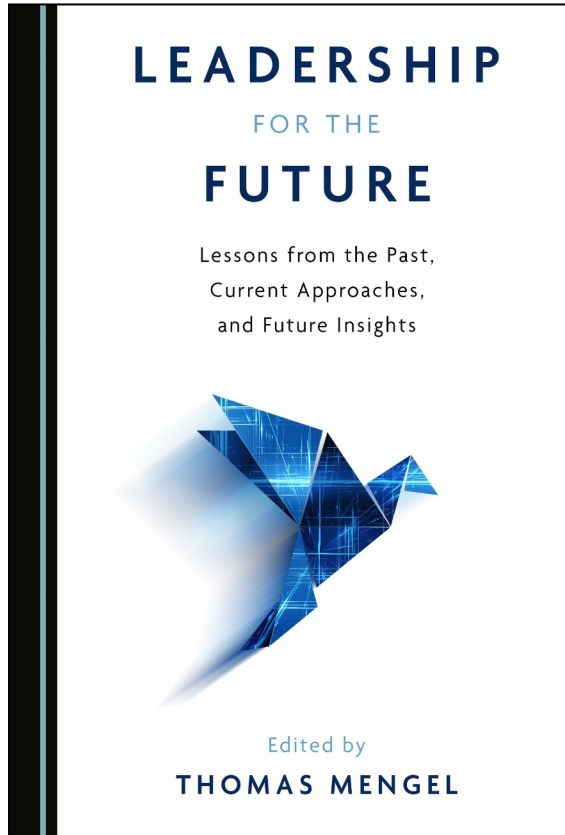


# Canadian Futures Studies/Foresight Panel – Academic Approaches

Dr. Thomas Mengel

Professor of Leadership Studies,  
University of New Brunswick,  
Futurist and Writer

2021: Edited and co-authored  
[\*Leadership for the Future\*](#)



# Canadian Futures Studies/Foresight Panel – Academic Approaches

- Universities/Colleges
  - Carleton University, Ottawa, ON
  - Huron University College (Western University), London, ON
  - McMaster University, Hamilton, ON
  - OCAD University, Toronto, ON
  - University of New Brunswick, Fredericton, NB
- National Research Funding - SSHRC (Social Sciences and Humanities Research Council)
- Millennium Project Nodes

# Canadian Futures Studies/Foresight Panel – Academic Approaches

Carleton University, Ottawa, ON

- International Affairs (NPSIA): Alex Wilner – Strategic Studies and Strategic Foresight (<https://carleton.ca/npsia/people/alex-s-wilner/>)
- Telfer School of Management: Jonathan Calof – Corporate Foresight and Management (<https://telfer.uottawa.ca/en/directory/jonathan-calof/>)

# Canadian Futures Studies/Foresight Panel – Academic Approaches

Huron University College (Western University), London, ON

- Faculty of Management: Jan Klakurka – Strategic Management, Foresight and Futures Studies (<https://huronatwestern.ca/profiles/faculty/jan-klakurka-mba-c-dir-cpa-cmc/>)

# Canadian Futures Studies/Foresight Panel – Academic Approaches

McMaster University, Hamilton, ON

- DeGroote School of Business – Foresight Lab: Strategic Management/Foresight – Thomas Gleaves & Peter Padbury  
(<https://foresight.degroote.mcmaster.ca/about/>)
- DeGroote School of Business – Strategic Management – Candice Chow  
(<https://www.degroote.mcmaster.ca/profiles/candice-chow/>)

# Canadian Futures Studies/Foresight Panel – Academic Approaches

OCAD University, Toronto, ON

- Strategic Foresight and Innovation – Undergraduate & Graduate Education (<https://www.ocadu.ca/academics/graduate-studies/strategic-foresight-and-innovation>)
- Digital Futures – Undergraduate & Graduate Education (<https://www.ocadu.ca/academics/graduate-studies/digital-futures>)
- Graduates and Independent Researchers

# Canadian Futures Studies/Foresight Panel – Academic Approaches

University of New Brunswick, Fredericton, NB

- Renaissance College – Interdisciplinary leadership - Foresight and Leadership
  - Thomas Mengel (<https://www.unb.ca/faculty-staff/directory/renaissance-college/mengel-thomas.html>)
  - Carol Nemeroff (<https://www.unb.ca/faculty-staff/directory/renaissance-college/nemeroff-carol.html>)
  - New positions?!
- Technology, Management, and Entrepreneurship – Strategic Foresight: Jonathan Calof (<https://blogs.unb.ca/graduatestudies/2017/11/jonathan-calof.php>)

# Canadian Futures Studies/Foresight Panel – Academic Approaches

National Research Funding - SSHRC (Social Sciences and Humanities Research Council)

- “Future Challenges” – Six future challenge areas – focus of funding
  - Resulting from (inter)national consultation process
  - Resulting in many futures-oriented research projects
  - Methodological focus on horizon-scanning
  - Need for greater inclusion of social sciences in tech development



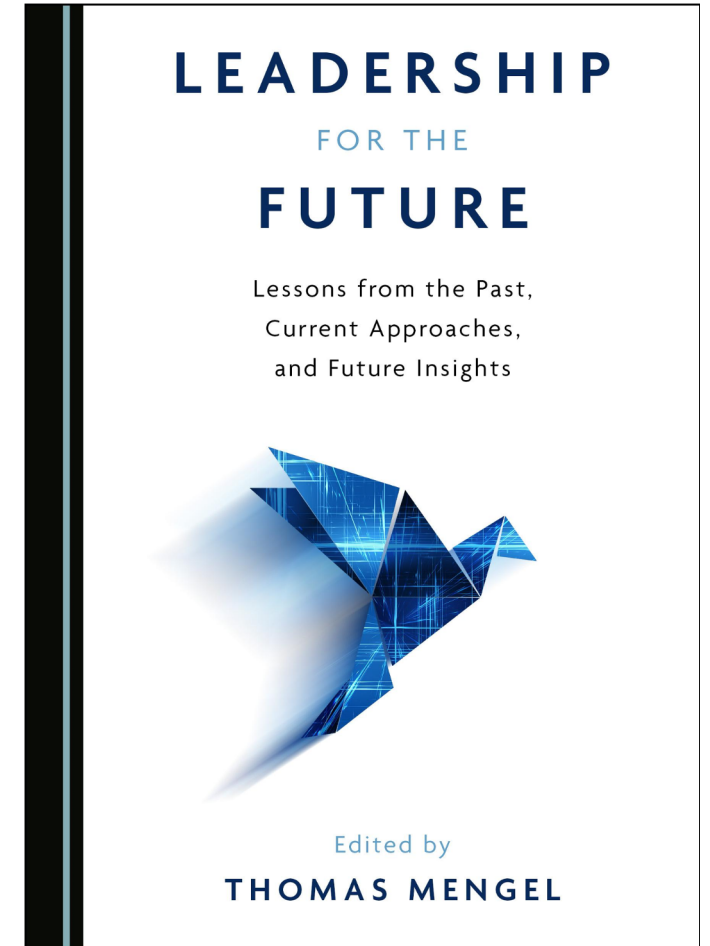
# Canadian Futures Studies/Foresight Panel – Academic Approaches

## Millennium Project Nodes

- Global participatory Think Tank (Research & Training)
- Canadian Project Nodes – Calgary, Montreal, Toronto  
(<https://www.millennium-project.org/about-us/nodes/>)

# Canadian Futures Studies/Foresight Panel – Academic Approaches

- **Appendix**
  - Cooperative publication projects
  - Our resulting book



# Introduction: Leadership for the Future



- ❑ Published in 2021

- ❑ Dr. Thomas Mengel = Editor

## Guiding Question

How can future studies, networked leadership, AI decision-making, feminist perspectives, and values/foresight-infused governance inform future leadership work?

# Values and Foresight-Infused Governance – A Practical Guide for Directors

Candice Chee Wing Chow  
Assistant Professor  
McMaster University

Jan Klakurka  
Associate Professor  
Huron University College (Western)

## LEADERSHIP FOR THE FUTURE

Lessons from the Past,  
Current Approaches,  
and Future Insights



Edited by  
THOMAS MENGEL

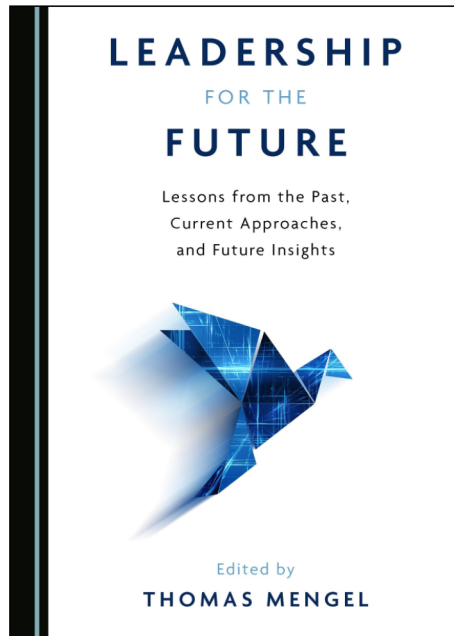
# Introduction

- Challenge directors to rethink corporate governance in the midst of one of the biggest challenges of the 21<sup>st</sup> century.
- Absent values, organizations are prone to forgo responsibilities and pursue short-term benefits.
- By judiciously embedding morality and human values, and duly ingraining Strategic Foresight (SF) in governance, businesses can enhance their potential impact for both societal and economic betterment.

The gold standard for 21<sup>st</sup> century organizational governance:

- ***Values-driven Futures-literate (VDFL)*** directorship
- ***Values-infused Foresight-driven (VIFD)*** board governance

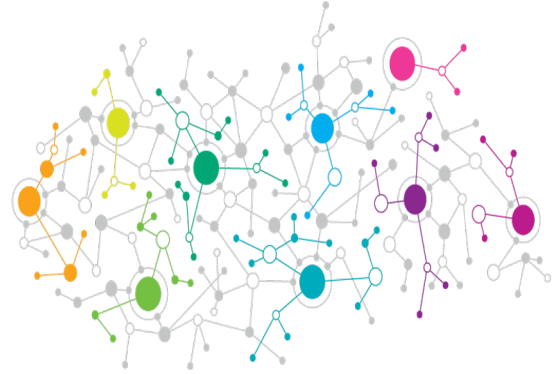
# Networked Leadership: The Coming of Age of a Feminist Lens for Leadership Development



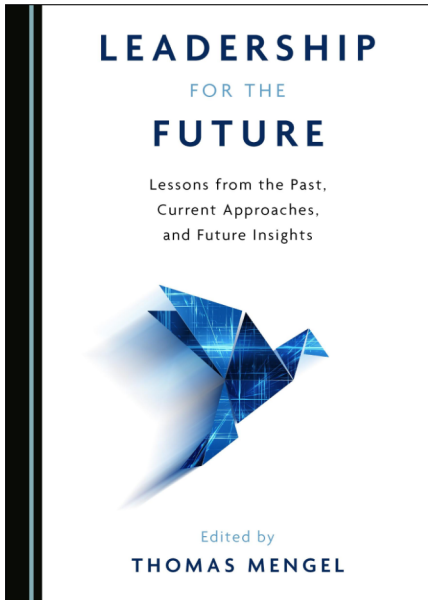
*Carol Nemeroff*  
*University of New Brunswick*  
&  
*Elizabeth Fisher Turesky*  
*University of Southern Maine*



# Overview

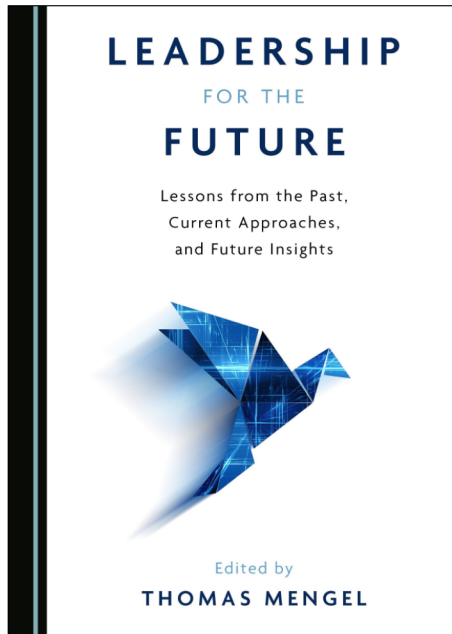


<https://womened.org/blog/networking>



- New leadership approaches are needed that are better suited to an increasingly globalized, interconnected and rapidly changing world.
  - Growth of interconnectedness among institutions makes competition and dominance models increasingly ineffective.
  - The feminist lens' core values and norms are a good match to emerging organizational structures and models of leadership:
  - Networked organizations, Transformational leadership, Distributed leadership
- Leadership approaches and organizational structures must focus on *collaborative, sustainable, and healthy relationships*.

# Leadership for the Future...The Value Shift



- Diverse/inclusive beyond the human & planetary
- Networked & feminist
- Existentialist vs. technoscientific
- Adaptive to AI
- Values and Foresight infused governance



power, politics, populism

❓ paddling backwards or

❓ muddling through

- The value shift is real (e.g., in politics, in private business)
- Values-oriented leadership:

Co-create the future we want and the “future we need”  
(UNESCO)



# Co-Creating Meaningful Futures

For your organization/community facilitate participatory process

- Identify values
- Create a comprehensive set of value descriptions
- Create narratives of relevant potential future scenarios, be they probable, preferred, and potential wildcard scenarios (preposterous)
- For each of those values and considering the insights from the various group sessions and techniques, develop a participative and dynamic leadership approach oriented towards realizing these values
- Create a comprehensive yet fluid leadership strategy



# LEADERSHIP

FOR THE

# FUTURE

Lessons from the Past,  
Current Approaches,  
and Future Insights



Edited by

**THOMAS MENGEL**

## Our book

- Publisher's website (Hardcopy only)  
<https://www.cambridgescholars.com/product/978-1-5275-7059-7>
- E-Book on Google Play Store  
[https://play.google.com/store/books/details/Thomas\\_Mengel\\_Leadership\\_for\\_the\\_Future?id=T8U4EAAAQBAJ](https://play.google.com/store/books/details/Thomas_Mengel_Leadership_for_the_Future?id=T8U4EAAAQBAJ)