

FUTURES COMPETENCY MATRIX

Name	Description	Assessment	Gap-Closing
Sensemaking and Scanning			
Sensemaking	Connects weak signals into insights for action	Project post-mortems, team meetings	Debriefs, reflection exercises
Horizon Scanning	Actively tracks trends, signals, and shifts in the environment	Workshop tasks, desk audits	Backcasting exercises, mentorship, research time
Pattern recognition across systems and trends			
Pattern Recognition	Identifying connections between weak signals and systemic shifts.	Strategic Planning input, coaching	Futures Wheel, Historical Back casting
Collaborative Intelligence	Harnesses diversity of thought across boundaries.	Diversity Mapping, Group Decision-making Observations	Transdisciplinary Exercises, Role Rotation Workshops
Assumption-challenging & strategic questioning			
Comfort with Ambiguity	Manages complexity without premature decision making	Leadership review, 360 Feedback	Role play, scenario immersion
Anticipatory decision making	Uses foresight insights to shift action	Decision audits	Futures-informed KPI reviews
Scenario building & storytelling			
Narrative Intelligence	Uses story to explain complexity, build alignment, and mobilize action	Narrative Analysis Rubric, Futures Storytelling	Futures Narrative Labs, Immersive Scenarios
Opportunity Framing	Frames emerging change as strategic choices.	Strategic Reframing, Change Narrative Assessment	Reframing Labs, Creative Constraints Exercises