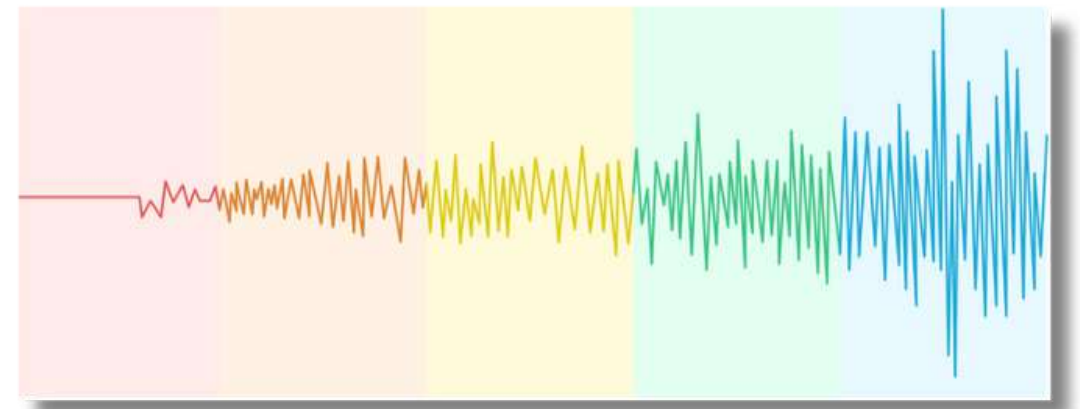




ORGANISATIONAL SENSING MATURITY LADDER



AD HOC

1

- Reacts late to trends
- Futures sensing is informal, reactive, and uncoordinated
- Individuals may notice trends, but there is no structure or sharing. Action is inconsistent and usually too late.

2

OPPORTUNITISTIC

- Explores trends with urgency.
- Some teams explore trends driven by urgency or inspired leaders. Early efforts are isolated. No shared tools or language across the organisation.

3

STRUCTURED

- Systematically gathers trends reports
- Processes for horizon scanning and foresight are in place. Specific departments may lead initiatives. Participation is guided and periodic. Trend reports and signal-gathering exist.

4

EMBEDDED

- Uses foresight in decision making
- Futures thinking is integrated into decision-making and planning. Cross-functional teams contribute. Scenario planning, strategic foresight, and scanning become part of business rhythm.

5

ADAPTIVE CULTURE

- Shapes strategy with foresight.
- Futures literacy is a core organisational competency.
- Everyone participates in sensing. Foresight shapes strategy proactively.