

# Foresight Lab


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Shape the Future. Lead the Way.



DeGroote  
School of Business  
Foresight Lab



A photograph of a building with large windows and stone steps, partially obscured by cherry blossom branches. The scene is bathed in warm, golden light, suggesting a late afternoon or early morning setting. The cherry blossoms are in full bloom, with delicate white petals and yellow centers. The building's windows are multi-paned and reflect the surrounding environment. The stone steps lead up towards the building, and the overall atmosphere is serene and contemplative.

## Foresight Is No Longer Optional

The world is evolving at an unprecedented pace, shaped by economic volatility, technological advancement, geopolitical shifts, environmental risk and profound social transformation.

The speed and scale of this change have outgrown traditional approaches to planning and prediction. L. R. Wilson, whose founding support helped establish the Foresight Lab, has powerfully stated “now, more than ever, we need a critical mass of inspiring, collaborative leaders with the creativity and resilience to imagine and guide a future defined by prolonged change and uncertainty.”

# Why the Foresight Lab Exists

The DeGroote School of Business is deeply committed to innovative, interdisciplinary collaboration that drives meaningful impact. One of the ways we bring this commitment to life is through the Foresight Lab.

At the Foresight Lab, we believe leadership requires more than technical expertise or detailed plans. It requires the ability to think systemically, hold uncertainty and make thoughtful decisions in the face of constant change.

Founded in 2018 with the support of L.R. Wilson, the Lab brings together academia, industry and community partners to explore the forces shaping Canada's future.



Lynton "Red" Wilson

Leaders today face higher stakes, shorter timelines and less certainty than ever before.

In this environment, foresight is no longer optional.

It is a core leadership capability.

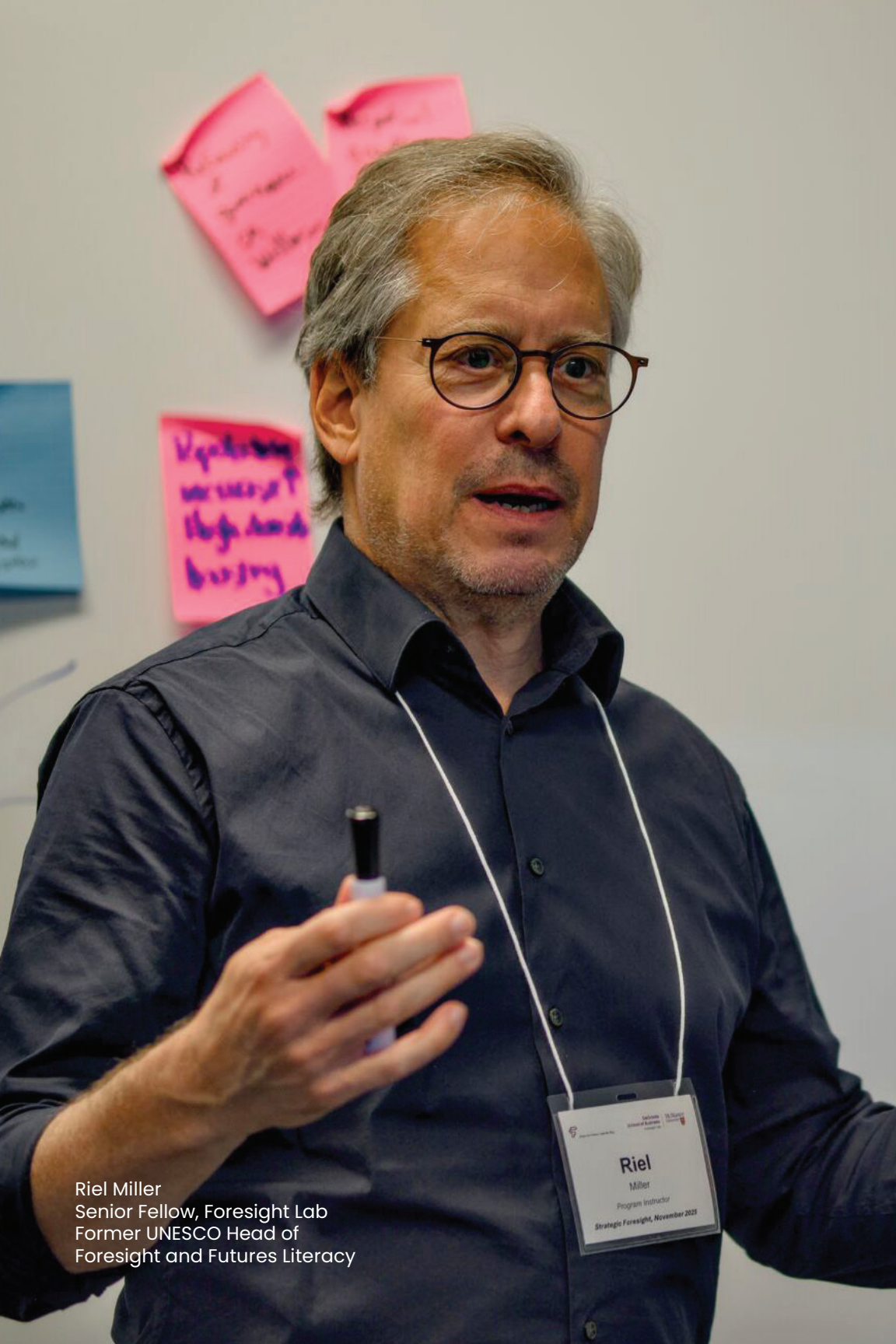
Foresight enables leaders to think long term, challenge assumptions, anticipate emerging risks and opportunities, and build the adaptive capacity required to navigate complexity with confidence.

Our work is driven by a simple conviction: leaders can be prepared for the future — not by predicting it, but by building the capability to adapt, learn and act with intention.

The Foresight Lab exists to support leaders on this journey, providing practical tools, shared learning and a community committed to shaping better futures together.



Candice Chow  
Program Director,  
Foresight Lab



Riel Miller  
Senior Fellow, Foresight Lab  
Former UNESCO Head of  
Foresight and Futures Literacy

**Riel**  
Miller  
Program Instructor  
Strategic Foresight, November 2023

# Building Futures-Ready Leadership

Leadership demands far more than technical expertise or detailed planning.

It requires the ability to think long term, challenge assumptions, build adaptive capabilities and act decisively amid uncertainty.

At the Foresight Lab, we believe foresight is a core leadership capability – essential to navigating disruption and shaping resilient, inclusive futures.

## Our Focus Areas

### Collaborative Network

Through events, lectures and forums, we convene diverse voices to explore the long-term forces shaping our world, fostering connection, dialogue and collective sense-making that inspire collaborative action.

### Interdisciplinary Research

Our applied, cross-sector research connects foresight methodologies to organizational, economic and societal challenges, translating future-oriented insights into outcomes.

### Executive Education

We deliver executive learning experiences – from single-day masterclasses to hybrid, multi-day certification programs – designed to build foresight capabilities for leaders navigating complexity, uncertainty and rapid change.



Strategic Foresight 2025 Cohort

# The Foresight Method

Foresight offers leaders a structured way to anticipate emerging risks and opportunities, navigate complexity, challenge assumptions and build futures-ready strategies. At the Foresight Lab, we bring these practices to life across our programs, convenings and research activities.

Participants develop capabilities they can apply immediately within their organizations, including:

- Practical foresight tools and frameworks
- Hands-on application to real-world challenges
- Exposure to diverse perspectives across sectors
- Access to a growing community of forward-thinking leaders

Our methodology emphasizes active engagement, collaboration, reflection and application. This process ensures learning translates into meaningful action.

## Who is the Lab for?

The Foresight Lab serves professionals who shape and influence long term decisions, including:

- C-suite executives and senior leaders
- Directors and high-performing managers
- Consultants and strategic advisors
- Public sector and not-for-profit leaders
- Business students preparing for futures-ready leadership roles

We bring this diverse community together through programs and experiences that build foresight capability, foster meaningful connections and support practical application in organizational contexts.

# Thought Leaders of Foresight



## **Candice Chow**

Director, Foresight Lab

With over 25 years of global industry experience, Chow brings a practitioner's lens to her academic work, emphasizing experiential learning and leadership development. Her research explores the intersection of strategic leadership, values-based management, foresight, and governance, with a focus on how organizations can navigate uncertainty while remaining anchored in human-centric and sustainable principles.



## **Len Waverman**

Founding Director, Foresight Lab

As the Founding Director of the Foresight Lab, Waverman, former Dean of the DeGroote School of Business (2013-2021), has been a leading champion of the Lab's mission to move beyond traditional forecasting toward adaptive, forward-looking strategies to help organizations and leaders thrive amid volatility.



## **Riel Miller**

Senior Fellow, Foresight Lab

Miller is a pioneer of the "discipline of anticipation" and a global leader in futures literacy. He served as UNESCO's Head of Foresight and Futures Literacy from 2012 to 2022 and is a key co-designer of the Strategic Foresight Certification Program. With more than 40 years of experience across the public and private sectors, Miller brings deep expertise in innovation, leadership and transformation. A widely published speaker and skilled facilitator, he is known for helping decision makers challenge assumptions and unlock the transformative potential of the present.



## **Ashley Beattie**

Advisor, Foresight Lab

As head of AI and Senior System Designer at Agile by Design, Beattie helps technology leaders build agile, resilient organizations. His work sits at the intersection of organizational design, artificial intelligence and climate focused innovation.



## **Eric Hart**

Advisor, Foresight Lab

Hart is a Fellow of the Institute of Canadian Bankers and leads Capital Markets treasury, cash management and corporate card services for BMO's Canadian Institutional & Corporate Banking. With nearly three decades in banking and service in the Canadian Armed Forces, he brings deep financial expertise and strategic leadership.



## **Jan Klakurka**

Advisor, Foresight Lab

Klakurka is a tenured Associate Professor and Past Chair at Huron University (Western), a decade-plus member of the Association of Professional Futurists and co-founder of Elevae Strategic Advisory. He brings over three decades of leadership experience in foresight, governance, corporate development and strategy across industry, professional services (consulting and accounting) and academia.



## **Kirk Serjeantson**

Advisor, Foresight Lab

Serjeantson is Chief Information Officer at Northland Power Inc., with over 25 years of executive leadership in technology. He has led major transformation initiatives across transportation, retail and healthcare, combining creativity with tech driven impact. Holding 16 patents and a master's degree in Strategic Foresight and Innovation, Serjeantson brings a rare blend of technical depth and futures thinking.



## **Winnie Lee**

Advisor, Foresight Lab

As Chief of Staff and Chief of Diagnostic Imaging at Cambridge Memorial Hospital and Adjunct Assistant Clinical Professor at McMaster University, Lee brings a futures-focused perspective to health system strategy and resilience.

# Foresight Lab Initiatives

## Strategic Foresight Certification Program

October 19, 22 - 25 + post-residency virtual sessions

A rigorous blend of virtual learning and in-person residency focused on deep skill building in strategic foresight, futures thinking, and strategic management. Build the organizational agility required to navigate 21st century complexity and move from insight to action.



**Suited to:** management professionals, transformation champions, change agents and emerging leaders.

## Agility in the 21st Century Conference

Friday, October 23

A one-day conference exploring what it takes to thrive amid accelerating change. The conference examines organizational resilience, sense-making in complex systems, strategic openness in leadership and the role of creativity and human-centred approaches in turning uncertainty into opportunity.



**Suited to:** working professionals, organizational leaders, educators and researchers.

## Executive Masterclass

Thursday, October 22

An immersive masterclass designed for those navigating complex decision environments. Built for busy leaders, the sessions provide a strategic orientation to foresight. Leave with a clear leadership mandate and practical tools they can apply immediately to high stakes, tangible decisions.



**Suited to:** C-suite executives, senior leaders and board members.

## Customized Executive Workshops

Available as requested

Bespoke programs designed in close collaboration with corporate and public sector partners to address specific organizational and sector-level needs. Grounded in your organizational context, challenges and people, these programs deliver targeted foresight capability where it matters most — supporting informed decision-making, strategic alignment and lasting impact.



McLean Centre for Collaborative Discovery

# Join us in Building the Future

Futures thinking is embedded across all areas of the DeGroote School of Business.

The McLean Centre for Collaborative Discovery on the McMaster campus advances an experiential approach to learning. This approach allows students and professionals to engage with complexity and change in practice, collaboratively.

Whether you are looking to build foresight capability, partner on future-focused research or engage in meaningful dialogue about long-term change, the Foresight Lab welcomes you.

The future is not something to wait for.

It is something to prepare for, and shape, together.



Scan to visit the Foresight Lab website for upcoming events and to connect with us about opportunities for you and your organization.



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