



## Resource Overview

### Future Scenarios for Sustainable Business Solutions

<b>LITERATURE</b>	
Preparation phase	<ul style="list-style-type: none"> <li>• Nandy, A. (1996). Bearing witness to the future. <i>Futures</i>, 28(6-7), 636–639. <a href="https://doi.org/10.1016/0016-3287(96)84465-X">https://doi.org/10.1016/0016-3287(96)84465-X</a></li> <li>• Addis, D. R., Wong, A. T., &amp; Schacter, D. L. (2007). Remembering the past and imagining the future: Common and distinct neural substrates during event construction and elaboration. <i>Neuropsychologia</i>, 45(7), 1363–1377. <a href="https://doi.org/10.1016/j.neuropsychologia.2006.10.016">https://doi.org/10.1016/j.neuropsychologia.2006.10.016</a></li> <li>• Candy, S., &amp; Dunagan, J. F. (2016). The Experiential Turn. <i>Human Futures</i>, 26–29.</li> <li>• Cain, S. (2013). <i>Quiet: The Power of Introverts in a World That Can't Stop Talking</i>. Penguin.</li> <li>• Butler, O. E. (2000). <i>Parable of the Sower</i>. Grand Central Publishing.</li> <li>• Bregman, R. (2017). <i>Utopia for Realists: And How We Can Get There</i>. Bloomsbury. (Chapter 1)</li> <li>• Gidley, J. (2017). <i>The Future: A Very Short Introduction</i> (First edition). <i>Very short introductions: Vol. 516</i>. Oxford University Press. (Chapter 6)</li> </ul>
Critique phase	<ul style="list-style-type: none"> <li>• Rittel, H. W. J., &amp; Webber, M. M. (1973). Dilemmas in a general theory of planning. <i>Policy Sciences</i>, 4(2), 155–169.</li> <li>• Crowley, K., &amp; Head, B. W. (2017). The enduring challenge of 'wicked problems': revisiting Rittel and Webber. <i>Policy Sciences</i>, 50(4), 539–547.</li> <li>• Kahn, M. E., Mohaddes, K., Ng, R. N. C., Pesaran, H. M., Raissi, M., &amp; Yang, C. (2019). Long term macroeconomic effects of climate change: A cross country analysis: IMF working paper.</li> <li>• Kikstra, J. S., Waidelich, P., Rising, J., Yumashev, D., Hope, C., &amp; Brierley, C. M. (2021). The social cost of carbon dioxide under climate economy feedbacks and temperature variability. <i>Environmental Research Letters</i>, 16(9), 94037. <a href="https://doi.org/10.1088/1748-9326/ac1d0b">https://doi.org/10.1088/1748-9326/ac1d0b</a></li> <li>• Steffen, W., Broadgate, W., Deutsch, L., Gaffney, O., &amp; Ludwig, C. (2015). The trajectory of the Anthropocene: The Great Acceleration. <i>The Anthropocene Review</i>, 2(1), 81–98. <a href="https://doi.org/10.1177/2053019614564785">https://doi.org/10.1177/2053019614564785</a> (data dashboard: <a href="http://www.igbp.net/news/pressreleases/pressreleases/planetarydashboardshowsgreataccelerationinhumanactivitysince1950.5.950c2fa1495db7081eb42.html">http://www.igbp.net/news/pressreleases/pressreleases/planetarydashboardshowsgreataccelerationinhumanactivitysince1950.5.950c2fa1495db7081eb42.html</a>)</li> </ul>

	<ul style="list-style-type: none"> <li>• Bergheim, S. (2021). Futures Open to Variety: A Manual for the Wise Use of the Later Than Now. Zgf Publishers. (Chapter 6)</li> <li>• Sachs, J. D. and Sachs, L. E. (2021). Business Alignment for the Decade of Action. <i>Journal of International Business Policy</i>, 4, 22-27.</li> <li>• Bergheim, S. (2021). Futures Open to Variety: A Manual for the Wise Use of the Later Than Now. Zgf Publishers. (Chapter 11)</li> <li>• Yurike, Yonariza , Rebecca Elmhirst , Syafruddin Karimi and Rudi Febriamansyah , 2018. Deforestation in Dharmasraya District, West Sumatra, Indonesia A Causal Loop Diagrams (CLD) Model. <i>Asian Journal of Scientific Research</i>, 11: 177 184.</li> <li>• Bergheim, S. (2021). Futures Open to Variety: A Manual for the Wise Use of the Later Than Now. Zgf Publishers. (Chapter 9)</li> <li>• Bergheim, S. (2021). Futures Open to Variety: A Manual for the Wise Use of the Later Than Now. Zgf Publishers. (Chapter 10)</li> <li>• Harari, Y. N. (2015). <i>Sapiens: A Brief History of Humankind</i>. Harper.</li> <li>• Harari, Y. N. (2016). <i>Homo Deus: A Brief History of Tomorrow</i>. Harvill Secker.</li> <li>• Harari, Y. N. (2019). <i>21 Lessons for the 21st Century</i>. Vintage.</li> <li>• Bregman, R. (2017). <i>Utopia for Realists: And How We Can Get There</i>. Bloomsbury. (Chapter 5)</li> <li>• Miller, R. (2018). Futures Literacy Laboratories (FLL) in practice: An overview of key design and implementation issues. In R. Miller (Ed.), <i>Transforming the future: Anticipation in the 21st century</i> (pp. 95–109). Routledge Taylor &amp; Francis Group.</li> </ul>
Visioning phase	<ul style="list-style-type: none"> <li>• Kaku, M. (2012). <i>Physics of the future: How science will shape human destiny and our daily lives by the year 2100</i>. Anchor Books. (Chapter 9)</li> <li>• Zeddies, L. (2021). <i>Utopia 2048</i>. (Chapter: Epilogue and Afterword (pp. 274-283))</li> <li>• Patriotta, G. (2020). The future of the corporation. <i>Journal of Management Studies</i>, 58(3), 879 886.</li> <li>• Bergheim, S. (2021). Futures Open to Variety: A Manual for the Wise Use of the Later Than Now. Zgf Publishers. (Chapter 7)</li> <li>• Butler, J., Bohensky , E. L., Suadnya , W., Yanuartati , Y., Handayani , T., Habibi, P., Puspadi , K., Skewes , T. D., Wise, R. M., Suharto, I., Park, S. E., &amp; Sutaryono , Y. (2016). Scenario planning to leapfrog the Sustainable Development Goals: An adaptation pathways approach. <i>Climate Risk Management</i>, 12, 83 99. <a href="https://doi.org/10.1016/j.crm.2015.11.003">https://doi.org/10.1016/j.crm.2015.11.003</a></li> </ul>

	<ul style="list-style-type: none"> <li>• Bergheim, S. (2021). <i>Futures Open to Variety: A Manual for the Wise Use of the Later Than Now</i>. Zgf Publishers. (Chapter 8)</li> <li>• Cooperrider, D. L., &amp; Whitney, D. K. (2005). <i>Appreciative Inquiry: A Positive Revolution in Change</i>. Berrett-Koehler.</li> <li>• Hayward, P., &amp; Candy, S. (2017). The Polak Game, or: Where do you stand? <i>Journal of Futures Studies</i>, 22(2), 5-14.</li> <li>• Polak, F. L. (1961). <i>The Image of the Future: Enlightening the Past, Orientating the Present, Forecasting the Future</i>: translated by Elise Boulding. AW Sythoff.</li> <li>• Inayatullah, S. (2013). Using Gaming to Understand the Patterns of the Future. <i>The Sarkar Game in Action</i>. <i>Journal of Futures Studies</i>, 18(1), 1-12.</li> <li>• Candy, S. (2018). Gaming Futures Literacy: The Thing from the Future. In R. Miller (Ed.), <i>Transforming the future: Anticipation in the 21st century</i>. Routledge Taylor &amp; Francis Group.</li> <li>• Miller, R., Poli, R., &amp; Rossel, P. (2018). The Discipline of Anticipation: Foundations for Futures Literacy. In R. Miller (Ed.), <i>Transforming the future: Anticipation in the 21st century</i> (pp. 51-65). Routledge Taylor &amp; Francis Group.</li> <li>• Inayatullah, S. (2008). Six pillars: futures thinking for transforming. <i>Foresight</i>, 10(1), 4-21.</li> </ul>
Implementation phase	<ul style="list-style-type: none"> <li>• Bergheim, S. (2021). <i>Futures Open to Variety: A Manual for the Wise Use of the Later Than Now</i>. Zgf Publishers. (Chapter 10)</li> <li>• Bengston, D. N., Westphal, L. M., &amp; Dockry, M. J. (2020). Back from the Future: The Backcasting Wheel for Mapping a Pathway to a Preferred Future. <i>World Futures Review</i>, 12(3), 270–278. <a href="https://doi.org/10.1177/1946756720929724">https://doi.org/10.1177/1946756720929724</a></li> <li>• King, K., &amp; West, J. R. (2018). <i>Futures Thinking Playbook</i>. <a href="https://issuu.com/wtforesight/docs/futuresthinkingplaybook-final">https://issuu.com/wtforesight/docs/futuresthinkingplaybook-final</a></li> <li>• Abson, D. J., Fischer, J., Leventon, J., Newig, J., Schomerus, T., Vilsmaier, U., Wehrden, H. von, Abernethy, P., Ives, C. D., Jager, N. W., &amp; Lang, D. J. (2017). Leverage points for sustainability transformation. <i>Ambio</i>, 46(1), 30-39.</li> <li>• Lewin, K. (1947). Frontiers in group dynamics. Concept, method and reality in social science. Social equilibria and social change. <i>Human Relations</i>, 1(1), 5–41.</li> <li>• Folke, C. et al. (2021). Our future in the Anthropocene biosphere. <i>Ambio</i>, 50(4), 834–869. <a href="https://doi.org/10.1007/s13280-021-01544-8">https://doi.org/10.1007/s13280-021-01544-8</a></li> <li>• Olsson, P., Folke, C., &amp; Hahn, T. (2004). Social-ecological transformation for ecosystem management: the development of adaptive co-management of a wetland landscape in southern Sweden. <i>Ecology and Society</i>, 9(4)</li> <li>• Geels, F. W. (2002). Technological transitions as evolutionary reconfiguration processes: a multi-level perspective and a case-study. <i>Research Policy</i>, 31(8-9), 1257–1274.</li> <li>• Göpel, M. (2016). The Great mindshift: How a new economic paradigm and sustainability transformations go hand in hand. <i>The Anthropocene: Volume 2</i>. Springer Open. <a href="https://doi.org/10.1007/978-3-319-43766-8">https://doi.org/10.1007/978-3-319-43766-8</a></li> </ul>

	<ul style="list-style-type: none"> <li>• Geels, F. W. (2005). The dynamics of transitions in socio-technical systems: a multi-level analysis of the transition pathway from horse-drawn carriages to automobiles (1860–1930). <i>Technology Analysis &amp; Strategic Management</i>, 17(4), 445–476</li> <li>• Geels, F. W. (2011). The multi-level perspective on sustainability transitions: Responses to seven criticisms. <i>Environmental Innovation and Societal Transitions</i>, 1(1), 24–40. <a href="https://doi.org/10.1016/j.eist.2011.02.002">https://doi.org/10.1016/j.eist.2011.02.002</a></li> <li>• Geels, F. W., &amp; Schot, J. (2007). Typology of sociotechnical transition pathways. <i>Research Policy</i>, 36(3), 399–417. <a href="https://doi.org/10.1016/j.respol.2007.01.003">https://doi.org/10.1016/j.respol.2007.01.003</a></li> <li>• Ebert, J. E. J., Gilbert, D. T., &amp; Wilson, T. D. (2009). Forecasting and backcasting: Predicting the impact of events on the future. <i>Journal of Consumer Research</i>, 36(3), 353–366.</li> <li>• Bregman, R. (2017). <i>Utopia for Realists: And How We Can Get There</i> (Chapter 9 &amp; 10)</li> <li>• Göpel, M. (2016). The Great mindshift: How a new economic paradigm and sustainability transformations go hand in hand. <i>The Anthropocene: Volume 2</i> (Chapter 5)</li> <li>• Robinson, J. (2003). Future subjunctive: backcasting as social learning. <i>Futures</i>, 35(8), 839–856.</li> <li>• Phdungsilp, A. (2011). Futures studies' backcasting method used for strategic sustainable city planning. <i>Futures</i>, 43(7), 707–714.</li> </ul>
<b>Online Resources / Relevant Webpages</b>	
Preparation phase	<ul style="list-style-type: none"> <li>• Transformative takes place on several levels: <a href="https://www.realutopien.de/en/our-approach/">https://www.realutopien.de/en/our-approach/</a></li> <li>• Future Workshop Methodology: <a href="https://jungk-bibliothek.org/">https://jungk-bibliothek.org/</a></li> <li>• Insights on Futures Studies and tools: <a href="https://futuryst.blogspot.com/">https://futuryst.blogspot.com/</a></li> <li>• Pace Layer Thinking (Stewart Brand): <a href="https://blog.longnow.org/02015/01/27/stewart-brand-pace-layers-thinking-at-the-interval/">https://blog.longnow.org/02015/01/27/stewart-brand-pace-layers-thinking-at-the-interval/</a>, <a href="https://jods.mitpress.mit.edu/pub/issue3-brand/release/2">https://jods.mitpress.mit.edu/pub/issue3-brand/release/2</a></li> <li>• Future and innovation cycles: <a href="https://www.visualcapitalist.com/the-history-of-innovation-cycles/">https://www.visualcapitalist.com/the-history-of-innovation-cycles/</a></li> <li>• Scenario example: <a href="https://jonworth.eu/brexit-where-now-the-flow-diagrams/">https://jonworth.eu/brexit-where-now-the-flow-diagrams/</a></li> <li>• Two examples of four different sustainability scenarios: <a href="https://www.arup.com/perspectives/publications/research/section/2050-scenarios-four-plausible-futures;">https://www.arup.com/perspectives/publications/research/section/2050-scenarios-four-plausible-futures;</a> <a href="https://www.rolandberger.com/en/Insights/Publications/Sustainarama-How-sustainability-will-change-the-world-in-2050.html">https://www.rolandberger.com/en/Insights/Publications/Sustainarama-How-sustainability-will-change-the-world-in-2050.html</a></li> <li>• Climate Scenarios: <a href="https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_SPM.pdf">https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_SPM.pdf;</a> <a href="https://climateactiontracker.org/global/temperatures/">https://climateactiontracker.org/global/temperatures/</a></li> <li>• 16 personalities MBTI test: <a href="https://www.16personalities.com/free-personality-test">https://www.16personalities.com/free-personality-test</a></li> <li>• Write a letter to your future self: <a href="https://www.futureme.org/">https://www.futureme.org/</a></li> </ul>

<p>Critique phase</p>	<ul style="list-style-type: none"> <li>• 10 properties of wicked problems: <a href="https://medium.com/homeland-security/ten-properties-of-wicked-problems-a8a9ff67ccdb">https://medium.com/homeland-security/ten-properties-of-wicked-problems-a8a9ff67ccdb</a></li> <li>• BANI vs. VUCA: <a href="https://marian-temmen.medium.com/bani-vs-vuca-a-new-acronym-for-a-new-world-59c7be2dddce">https://marian-temmen.medium.com/bani-vs-vuca-a-new-acronym-for-a-new-world-59c7be2dddce</a></li> <li>• The state of the Paris Agreement: <a href="https://www.statista.com/chart/9656/the-state-of-the-paris-agreement/">https://www.statista.com/chart/9656/the-state-of-the-paris-agreement/</a></li> <li>• Costs of climate change (in German): <a href="https://www.sueddeutsche.de/wissen/hochwasserkatastrophe-schaeden-kosten-klimawandel-co2-preis-hurrikan-1.5402770">https://www.sueddeutsche.de/wissen/hochwasserkatastrophe-schaeden-kosten-klimawandel-co2-preis-hurrikan-1.5402770</a>; <a href="https://www.mckinsey.de/news/presse/studie-net-zero-deutschland-klimaneutralitaet-chancen-herausforderungen">https://www.mckinsey.de/news/presse/studie-net-zero-deutschland-klimaneutralitaet-chancen-herausforderungen</a></li> <li>• Ego to eco framework: <a href="https://www.presencing.org/aboutus/ego-to-eco/acupuncture-points">https://www.presencing.org/aboutus/ego-to-eco/acupuncture-points</a></li> <li>• Global Risks Report 2021. <a href="https://www.weforum.org/global-risks/reports">https://www.weforum.org/global-risks/reports</a></li> <li>• Global Trends 2040 Report: <a href="https://www.intelligence.gov/publics-daily-brief/public-s-daily-brief-articles/1055-national-intelligence-council-releases-global-trends-report-on-the-more-contested-world-of-2040">https://www.intelligence.gov/publics-daily-brief/public-s-daily-brief-articles/1055-national-intelligence-council-releases-global-trends-report-on-the-more-contested-world-of-2040</a></li> <li>• Trends Maps: <a href="https://nowandnext.com/thinking-tools/">https://nowandnext.com/thinking-tools/</a>; <a href="https://www.zukunftsinstitut.de/artikel/die-megatrend-map/">https://www.zukunftsinstitut.de/artikel/die-megatrend-map/</a> (in German)</li> <li>• Integrated Reporting and systems thinking: <a href="https://www.integratedreporting.org/resource/integrated-thinking-strategy-state-of-play-report/">https://www.integratedreporting.org/resource/integrated-thinking-strategy-state-of-play-report/</a>; <a href="https://www.globalreporting.org/media/0sxj0ewa/gri_ungc_reporting-on-sdgs_practical_guide.pdf">https://www.globalreporting.org/media/0sxj0ewa/gri_ungc_reporting-on-sdgs_practical_guide.pdf</a>; <a href="https://www.oecd.org/gov/innovative-government/Systems-approaches-to-public-challenges-executive-summary.pdf">https://www.oecd.org/gov/innovative-government/Systems-approaches-to-public-challenges-executive-summary.pdf</a>; <a href="https://www.researchgate.net/publication/281649433_Systems_Thinking_for_Health_Systems_Strengthening">https://www.researchgate.net/publication/281649433_Systems_Thinking_for_Health_Systems_Strengthening</a></li> <li>• SDG classifications and synergies: <a href="https://stockholmresilience.org/research/research-news/2016-06-14-how-food-connects-all-the-sdgs.html">https://stockholmresilience.org/research/research-news/2016-06-14-how-food-connects-all-the-sdgs.html</a>; <a href="https://www.sei.org/wp-content/uploads/2019/04/sei-brief-2019-sdg-synergies-2.pdf">https://www.sei.org/wp-content/uploads/2019/04/sei-brief-2019-sdg-synergies-2.pdf</a></li> <li>• SDG Compass: <a href="https://sdgcompass.org/business-indicators/">https://sdgcompass.org/business-indicators/</a>; <a href="https://www.unglobalcompact.org/library/3101">https://www.unglobalcompact.org/library/3101</a></li> <li>• SDG action manager: <a href="https://www.unglobalcompact.org/take-action/sdg-action-manager">https://www.unglobalcompact.org/take-action/sdg-action-manager</a></li> <li>• WBCSD: <a href="https://www.wbcd.org/Programs/People-and-Society/Sustainable-Development-Goals">https://www.wbcd.org/Programs/People-and-Society/Sustainable-Development-Goals</a>; <a href="https://sdgessentials.org/">https://sdgessentials.org/</a></li> <li>• Systems thinking and systemic design: <a href="https://learningforsustainability.net/post/systemicdesign-intro/">https://learningforsustainability.net/post/systemicdesign-intro/</a></li> <li>• Iceberg model and the three divides: <a href="https://www.presencing.org/aboutus/ego-to-eco/three-divides">https://www.presencing.org/aboutus/ego-to-eco/three-divides</a>; <a href="https://www.presencing.org/aboutus/ego-to-eco">https://www.presencing.org/aboutus/ego-to-eco</a></li> <li>• Deep systemic cases: <a href="https://charleseisenstein.org/">https://charleseisenstein.org/</a>; space between stories: <a href="https://charleseisenstein.org/courses/space-between-stories/">https://charleseisenstein.org/courses/space-between-stories/</a></li> <li>• Problem solving: <a href="https://hbr.org/2017/01/are-you-solving-the-right-problems">https://hbr.org/2017/01/are-you-solving-the-right-problems</a>; <a href="https://hbr.org/2012/09/are-you-solving-the-right-problem">https://hbr.org/2012/09/are-you-solving-the-right-problem</a></li> </ul>
-----------------------	--

	<ul style="list-style-type: none"> <li>• Tools of a systems thinker: <a href="https://medium.com/disruptive-design/tools-for-systems-thinkers-the-6-fundamental-concepts-of-systems-thinking-379cdac3dc6a">https://medium.com/disruptive-design/tools-for-systems-thinkers-the-6-fundamental-concepts-of-systems-thinking-379cdac3dc6a</a></li> <li>• Materiality analysis example: <a href="https://www.coca-colahellenic.com/en/a-more-sustainable-future/our-approach/materiality">https://www.coca-colahellenic.com/en/a-more-sustainable-future/our-approach/materiality</a></li> </ul>
Visioning phase	<ul style="list-style-type: none"> <li>• Why Business Should Imagine Utopia. <a href="https://www.nbs.net/articles/why-business-should-imagine-utopia">https://www.nbs.net/articles/why-business-should-imagine-utopia</a></li> <li>• Build the Future: Imagine a Perfect Society. <a href="https://www.nbs.net/articles/build-the-future-imagine-a-perfect-society">https://www.nbs.net/articles/build-the-future-imagine-a-perfect-society</a></li> <li>• The Economist: <a href="https://www.economist.com/the-world-ahead">https://www.economist.com/the-world-ahead</a>; <a href="https://www.economist.com/the-world-if">https://www.economist.com/the-world-if</a></li> <li>• The Future Game 2050: <a href="https://www.thefuturegame2050.com/grundlagen-zukunft-strategie">https://www.thefuturegame2050.com/grundlagen-zukunft-strategie</a></li> <li>• Two examples of four different sustainability scenarios: <a href="https://www.arup.com/perspectives/publications/research/section/2050-scenarios-four-plausible-futures">https://www.arup.com/perspectives/publications/research/section/2050-scenarios-four-plausible-futures</a>; <a href="https://www.rolandberger.com/en/Insights/Publications/Sustainarama-How-sustainability-will-change-the-world-in-2050.html">https://www.rolandberger.com/en/Insights/Publications/Sustainarama-How-sustainability-will-change-the-world-in-2050.html</a></li> <li>• The Art of Hosting: <a href="https://artofhosting.org/what-is-aoh/">https://artofhosting.org/what-is-aoh/</a></li> <li>• Walt Disney Method: <a href="https://www.designmethodsfinder.com/methods/walt-disney-method">https://www.designmethodsfinder.com/methods/walt-disney-method</a></li> <li>• The Thing From The Future. <a href="http://situationlab.org/project/the-thing-from-the-future/">http://situationlab.org/project/the-thing-from-the-future/</a></li> </ul>
Implementation phase	<ul style="list-style-type: none"> <li>• Utopia: <a href="https://www.realutopien.de/en/">https://www.realutopien.de/en/</a></li> <li>• Leadership system: <a href="https://www.rethinkandfocus.com/429718297/6801537/posting/">https://www.rethinkandfocus.com/429718297/6801537/posting/</a></li> <li>• Changing narratives: <a href="https://www.forumforthefuture.org/blog/the-power-of-changing-narratives-for-systems-change">https://www.forumforthefuture.org/blog/the-power-of-changing-narratives-for-systems-change</a>; <a href="https://www.systemsinnovation.io/courses">https://www.systemsinnovation.io/courses</a>; <a href="https://www.youtube.com/watch?v=3oFTzER9P5U">https://www.youtube.com/watch?v=3oFTzER9P5U</a></li> <li>• System Leverage Points: <a href="https://donellameadows.org/archives/leverage-points-places-to-intervene-in-a-system/">https://donellameadows.org/archives/leverage-points-places-to-intervene-in-a-system/</a>; <a href="https://medium.com/10x-curiosity/systems-archetypes-places-to-intervene-b778deba0ed">https://medium.com/10x-curiosity/systems-archetypes-places-to-intervene-b778deba0ed</a>; <a href="https://medium.com/converge-perspectives/identifying-leverage-points-in-a-system-3b917f70ab13">https://medium.com/converge-perspectives/identifying-leverage-points-in-a-system-3b917f70ab13</a>; <a href="https://leveragepoints.org/updates/">https://leveragepoints.org/updates/</a></li> <li>• Two Loop Model: <a href="https://medium.com/benefit-mindset/becoming-wellbeings-1600b1a8302">https://medium.com/benefit-mindset/becoming-wellbeings-1600b1a8302</a>; <a href="https://margaretwheatley.com/articles/using-emergence.pdf">https://margaretwheatley.com/articles/using-emergence.pdf</a>; <a href="https://blogs.bath.ac.uk/business-and-society/2017/08/21/two-loops-theory/">https://blogs.bath.ac.uk/business-and-society/2017/08/21/two-loops-theory/</a></li> <li>• Extrapolation, Retropolation and Forecasting: <a href="https://www.thefuturegame2050.com/grundlagen-zukunft-strategie">https://www.thefuturegame2050.com/grundlagen-zukunft-strategie</a> (in German)</li> <li>• Backcasting: <a href="https://www.linkedin.com/learning/leading-like-a-futurist/backcasting">https://www.linkedin.com/learning/leading-like-a-futurist/backcasting</a></li> </ul>
<b>Other (online) tools used</b>	
All phases	<ul style="list-style-type: none"> <li>• <a href="https://www.teachthefuture.org/resources">https://www.teachthefuture.org/resources</a> (<a href="https://library.teachthefuture.org/">https://library.teachthefuture.org/</a>)</li> </ul>