

WORKING PAPER · VOL. 1 · NO. 2 · FEBRUARY 2026

# The Cicero 90 Article *Index*

*The complete annotated reference list for the Cicero Challenge: 90 peer-reviewed articles across eight intellectual threads, read and publicly reflected upon over 90 consecutive days*

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**90**

ARTICLES

**90**

REFLECTIONS

**90**

DAYS

**8**

THREADS

**2**

CO-AUTHORS

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AUTHORS

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PUBLISHER

ForesightOps · Fugue Strategy Advisors · Boca Raton, Florida

CLASSIFICATION

Strategic Foresight · Field Synthesis · Article Index

*Haec studia adulescentiam alunt, senectutem oblectant, secundas res ornant, adversis perfugium ac solacium praebent, delectant domi, non impediunt foris, pernoctant nobiscum, peregrinantur, rusticantur.*

*“These studies are the food of youth, the delight of old age; the ornament of prosperity, the refuge and comfort of adversity; a delight at home, and no hindrance abroad; they are companions by night, and in travel, and in the country.”*

Marcus Tullius Cicero, *Pro Archia Poeta*, §7, 62 BC

Trans. N.H. Watts, *Loeb Classical Library Vol. 11*, Harvard University Press, 1923

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ABSTRACT

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The complete, annotated reference list for the Cicero Challenge: 90 peer-reviewed articles across eight intellectual threads, read and publicly reflected upon over 90 consecutive days. Co-created and co-authored by Charles Plath and William Haas Evans. This index organizes the scholarly foundation from which the ForesightOps methodology was synthesized. Each article is classified into one of eight threads that emerged organically from the reading itself: the origins of scenario planning, the futures cone lineage, the Oxford School, futures literacy, the design turn, corporate foresight evidence, the assumption problem, and cross-cutting synthesis.

THE ORIGIN OF THE CICERO CHALLENGE

## How Two Practitioners Built an *Intellectual Foundation*

We often talk about de-risking our product strategy or product roadmap, but what about de-risking and preparing for our futures? It is easy to get lost in the daily grind, focusing solely on the next three to six months while reacting to the latest curveball that disrupts our best-laid plans.

Charles Plath and I had spent years working at the intersection of design thinking and strategic foresight, bringing decades of UX research, CX strategy, and human-centered design to the conversation. We had the practitioner instincts. What we lacked was the scholarly depth to anchor what we were building in the field's forty-year intellectual tradition.

The Cicero Challenge fixed that. **Ninety peer-reviewed articles in ninety days**, each read, reflected upon, and publicly posted to LinkedIn and Instagram. We read the same article every day. Every reflection was different. The daily discipline forced synthesis, not just comprehension. Each article connected to the ones before it, building an increasingly dense map of the field's real structure.

The result was not a bibliography. It was a **genuine intellectual foundation** from which to synthesize strategic foresight and futures thinking with strategy and human-centered design. The eight intellectual threads that structure this index emerged organically from the reading itself. The convergence points became the basis for the ForesightOps methodology. The evidence base became the scholarly grounding for three working papers.

Cicero himself drew the distinction that mattered to us. Reading which stays inside the reader and never finds its way into the world, he wrote, is the only form of study worth calling a failure: *“Shame belongs rather to the bookish recluse who knows not how to apply his reading to the good of his fellows, or to manifest its fruits to the eyes of all.”* The Cicero Challenge was built on that principle. Ninety articles, ninety days, ninety public reflections posted in real time. The measure of the reading was what it produced for others.

Cicero, *Pro Archia Poeta*, §12, 62 BC. Trans. N.H. Watts, Loeb Classical Library Vol. 11, 1923.

Our deepest thanks to the authors of every article, paper, and book in this index, and to the broader community of foresight, strategic foresight, and strategy practitioners who have contributed to this field of inquiry. The Cicero 90 exists because the field exists. The scholarship represented here is the product of decades of intellectual labor by researchers and practitioners who built the foundations we now stand on.

# I The Origin

7 ARTICLES

Pierre Wack, Royal Dutch Shell, and the birth of scenario planning as a discipline. The foundational articles that established how organizations could think systematically about alternative futures.

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## 01 Scenarios: Uncharted Waters Ahead

Wack, Pierre

Harvard Business Review, September–October 1985

HBR

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## 02 Scenarios: Shooting the Rapids

Wack, Pierre

Harvard Business Review, November–December 1985

HBR

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## 03 The Art and Strategy of Scenario Writing

Flowers, Betty S.

Strategy & Leadership, Vol. 31, No. 2, pp. 29–33, 2003

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## 04 The Current State of Scenario Development: An Overview of Techniques

Bishop, Peter; Hines, Andy; Collins, Terry

Foresight, Vol. 9, No. 1, pp. 5–25, 2007

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## 05 Scenario Types and Techniques: Towards a User's Guide

Börjeson, Lena; Höjer, Mattias; Dreborg, Karl-Henrik; Ekvall, Tomas; Finnveden, Göran

Futures, Vol. 38, No. 7, pp. 723–739, 2006

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## 06 Competing for the Future

Hamel, Gary; Prahalad, C. K.

Harvard Business Review, July–August 1994

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## 07 The Nature of Strategic Foresight Research: A Systematic Literature Review

Iden, Jon; Methlie, Leif B.; Christensen, Gunnar E.

Technological Forecasting and Social Change, Vol. 116, pp. 87–97, 2017

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## II The Cone Lineage

7 ARTICLES

The futures cone as conceptual framework: from Voros's generic foresight process through Christophilopoulos's expansion via special relativity. The geometry of possibility space.

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- 08 **Special Relativity Theory Expands the Futures Cone's Conceptualisation**  
Christophilopoulos, Epaminondas  
Journal of Futures Studies, Vol. 26, No. 1, pp. 27–46, 2021  
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- 09 **Multi-Scale Narratives from an IA Perspective**  
Kok, Kasper; Rothman, Dale S.; Patel, Mita  
Futures, Vol. 37, No. 10, pp. 1205–1222, 2005  
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- 10 **The Problem of the Future: Sustainability Science and Scenario Analysis**  
Swart, Rob J.; Raskin, Paul; Robinson, John  
Global Environmental Change, Vol. 14, No. 2, pp. 137–146, 2004  
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- 11 **The Curiouser Nature of Trends: A Process Thesis of Sociocultural Trend Developments**  
Gomes, Nelson Pinheiro; Cantú, Willian Ambrósio  
Journal of Futures Studies, Vol. 26, No. 1, pp. 47–62, 2021  
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- 12 **Applying the Futures Wheel and Macrohistory to the Covid-19 Global Pandemic**  
Daffara, Phillip  
Journal of Futures Studies, Vol. 25, No. 2, pp. 127–136, 2020  
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- 13 **An Integrated Frame for Designing Conversations about Futures**  
Conway, Maree  
Journal of Futures Studies, Vol. 25, No. 3, pp. 25–44, 2021  
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- 14 **Towards an Explicit Research Methodology: Adapting Research Onion Model for Futures Studies**  
Melnikovas, Aleksandras  
Journal of Futures Studies, Vol. 22, No. 3, pp. 29–40, 2018  
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### III The Oxford School

6 ARTICLES

Ramírez, Wilkinson, and the Oxford Scenario Planning Approach. Frame rigidity as the primary strategic failure mode. The TUNA framework as an alternative to VUCA.

15 **Scenario Planning with a Sociological Eye: Augmenting the Intuitive Logics Approach**

MacKay, R. Bradley; Stoyanova, Violetta

Technological Forecasting and Social Change, Vol. 106, pp. 89–103, 2016

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16 **Scenario-Based Strategizing: Advancing the Applicability in Strategists' Teams**

Rohrbeck, René; Leher, Lisa A.; Lorenz, Emanuel; Willert, Maike

Technological Forecasting and Social Change, Vol. 124, pp. 214–224, 2017

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17 **Environmental Scanning and Scenario Planning: Applying the Viable Systems Model**

Clemens, Robert

Systemic Practice and Action Research, Vol. 22, No. 4, pp. 249–274, 2009

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18 **Corporate Foresight and Innovation Management: A Portfolio-Approach**

von der Gracht, Heiko A.; Vennemann, Christoph R.; Darkow, Inga-Lena

Futures, Vol. 42, No. 4, pp. 380–393, 2010

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19 **Policy Lensing of Future-Oriented Strategic Intelligence**

Robinson, Douglas K. R.; Schoen, Antoine; Bozeman, Barry et al.

Technological Forecasting and Social Change, Vol. 166, 120629, 2021

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20 **Preparing for an Uncertain Future: Merging Strategic Foresight with Landscape Modeling**

Silva, Camila; Daoust, Tara; van den Bosch, Carissa et al.

Ecology and Society, Vol. 26, No. 3, 2021

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### IV Futures Literacy

10 ARTICLES

Riel Miller's UNESCO program and the argument that foresight is a learnable organizational competency, not a specialist expertise. Barriers, pedagogy, and organizational development.

21 **Futures Literacy: A Hybrid Strategic Scenario Method**

Miller, Riel

Futures, Vol. 39, No. 4, pp. 341–362, 2007

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- 22 **Learning to Use the Future: Developing Foresight Capabilities through Scenario Processes**  
Rhisiart, Martin; Miller, Riel; Brooks, Sally  
Technological Forecasting and Social Change, Vol. 101, pp. 124–133, 2015  
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- 23 **Mastering Futures Literacy in Higher Education**  
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- 24 **Barriers to Developing Futures Literacy in Organisations**  
Mortensen, Jonas Kure; Larsen, Nikolaj; Kruse, Mads  
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- 25 **Teaching Futures Thinking Literacy and Futures Studies in Schools**  
Vidergor, Hava  
Futures, Vol. 146, 103055, 2023  
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- 26 **Thinking About the Future: Guidelines for Strategic Foresight**  
Hines, Andy  
Social Technologies, Vol. 6, No. 1, pp. 66–79, 2016  
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- 27 **Organisational Future Sense: Action Learning and Futures**  
Burke, Robert  
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- 28 **Learning Ahead of Time: Evaluation of Foresight for Organizational Learning**  
van der Steen, Martijn; van der Duin, Patrick; van Essen, Tom et al.  
Foresight, Vol. 14, No. 4, pp. 286–306, 2012  
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- 29 **The Future Thinker’s Dilemma**  
Spencer, Frank  
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- 30 **From Utopia to Futurescapes: Futures Literacy for Next Generations of Architects and Designers**  
Barbara, Anna; Ma, Yanchuan  
Journal of Futures Studies, Vol. 23, No. 2, pp. 53–70, 2018  
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**The Design Turn**

22 ARTICLES

The convergence of foresight methodology and design practice: experiential futures, EXF, design foresight, participatory methods, and the integration of design thinking with scenario planning.

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- 31 **Design & Futures: A Process Model Integrating Design Thinking and Strategic Foresight**  
Raford, Noah  
Journal of Futures Studies, Vol. 20, No. 2, pp. 91–110, 2015  
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- 32 **Escaping the ‘Faster Horses’ Trap: Bridging Strategic Foresight and Design-Based Innovation**  
Gordon, Theodore J.; Rohrbeck, René; Bjerre, Mikael  
Technological Forecasting and Social Change, Vol. 145, pp. 325–334, 2019  
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- 33 **The Use of Strategic Foresight Methods for Ideation and Portfolio Management**  
Farrington, Ted; Henson, Keith; Crews, Charles  
Research-Technology Management, Vol. 55, No. 2, pp. 26–33, 2012  
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- 34 **How to Anchor Design Thinking in the Future**  
Schwarz, Jan Oliver; Rohrbeck, René; Wach, Elke; Steinert, Martin  
Futures, Vol. 140, 103080, 2022  
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- 35 **Turning Foresight Inside Out: An Introduction to Ethnographic Experiential Futures**  
Candy, Stuart; Kornet, Kel  
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- 36 **Designing Futures from the Inside**  
Burdick, Anne  
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- 37 **A Futures-Design-Process Model for Participatory Futures**  
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- 38 **Design Foresight: A Design Approach That Marries the Futurization and De-Futurization**  
Fu, Zhiyong; Xia, Qianyu  
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Simeone, Luca; Secundo, Giustina; D'Ippolito, Beatrice  
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- 41 **Design Futures in Action: Documenting Experiential Futures for Participatory Audiences**  
Kelliher, Aisling; Byrne, Daragh  
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- 42 **The Future of Ageing in Smart Environments: Scenarios of 2050**  
Keeler, Lauren Withycombe; Feeley, Megan; Skirpan, Michael et al.  
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- 43 **Intervening through Futures for Sustainable Presents**  
Withycombe Keeler, Lauren; Bernstein, Michael J.; Selin, Cynthia  
Socio-Technical Futures Shaping the Present, Springer, pp. 149–166, 2019  
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Quicksey, Angelica  
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- 45 **Closing the Gap Between User Experience and Policy Design**  
Muñoz, Cecilia  
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- 46 **Design and Policy: Current Debates and Future Directions for Research in the UK**  
Kimbell, Lucy; Durose, Catherine; Mazé, Ramia; Richardson, Liz  
University of the Arts London, 2023  
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- 47 **Design x Futures = Design Futures? A Field Guide**  
Angheloiu, Corina  
Future Tense / Medium, 2019  
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- 48 **Participatory Design and Technologies for Sustainable Development**  
López, Andrés E. A.; Cajiao, María C. R.; Mejía, María P. et al.  
Systemic Practice and Action Research, Vol. 32, No. 3, pp. 303–317, 2019  
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- 49 **The Value of Futures Design: Pilots, Experiential Futures, and Shaping a Better World**  
Walls, Adam  
Nordic Design Research / Medium, 2021  
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**50 Emplotting Durational Stories of Transformation**

Cowart, Aidan

Journal of Futures Studies, 2023

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**51 Like Stones in the River: Boundary Objects in Participatory Futures Workshops**

Krawczyk, Elizabeth; Slaughter, Richard

Futures, Vol. 42, No. 8, pp. 839–846, 2010

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**52 Stories from the Future: An Experiential Lens on the Post-Pandemic Landscape**

Masood, Jawwad

Journal of Futures Studies, 2023

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**VI Corporate Evidence**

14 ARTICLES

The empirical record: organizations with continuous foresight infrastructure outperform those without it. Evidence from 400+ firms, the 33% market cap advantage, and the compounding nature of foresight capability.

**53 The Value Contribution of Strategic Foresight**

Rohrbeck, René; Schwarz, Jan Oliver

Technological Forecasting and Social Change, Vol. 80, No. 8, pp. 1593–1606, 2013

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**54 Corporate Foresight: An Emerging Field with a Rich Tradition**

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**55 Strategic Customer Foresight: From Research to Strategic Decision-Making**

Schweitzer, Nicola; Hofmann, Rupert; Meinheit, Andreas

Technological Forecasting and Social Change, Vol. 144, pp. 49–65, 2019

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**56 Developing Foresight That Impacts Senior Management Decisions**

Calof, Jonathan; Colton, Bennett

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**57 Strategic Foresight and Business Model Innovation**

Moqaddamerad, Soroosh; Ali, Mouza

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- 58 **Foresight, Sensemaking, and New Product Development**  
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Hines, Andy  
Journal of Futures Studies, Vol. 20, No. 3, pp. 35–52, 2016  
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- 60 **Foresight Is Essential for Product Development Professionals**  
Hyzy, Mike  
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- 61 **Foresight in a Small Enterprise: A Case Study**  
Kononiuk, Anna; Glińska, Ewa  
Procedia: Social and Behavioral Sciences, Vol. 213, pp. 971–976, 2015  
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- 62 **Scaling Sustainable Technologies by Creating Innovation Demand-Pull**  
Bor, Sander; O’Shea, Gregory; Hakala, Henri  
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- 63 **From Foresight to Impact? The 2030 Future of Work Scenarios**  
Rhisiart, Martin; Störmer, Eckhard; Daheim, Cornelia  
Technological Forecasting and Social Change, Vol. 124, pp. 203–214, 2016  
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- 64 **Strategic Foresight Towards a Preferred Future**  
Houston Foresight, University of Houston  
Prepared for Seattle Public Library, 2023  
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- 65 **Strategic Foresight 2035**  
Lampert, Jörg; Duffner, Philipp  
2b AHEAD ThinkTank GmbH, 2023  
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- 66 **Defining and Measuring Innovation in All Sectors of the Economy**  
Gault, Fred  
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## VII The Assumption Problem

7 ARTICLES

Dewar's Assumption-Based Planning, Klein's anticipatory thinking, and the finding that contextual insight is an antecedent to foresight quality.

### 67 Contextual Insight as an Antecedent to Strategic Foresight

Mastio, Emmanuel; Dovey, Ken

Futures, Vol. 130, 102755, 2021

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### 68 Anticipatory Thinking

Klein, Gary

Small Wars Journal, 2017

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### 69 The Anticipatory Governance of Emerging Technologies

Guston, David H.

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### 70 The Substrate-Independence Theory: Advancing Constructor Theory

Turner, John; Snowden, Dave; Thurlow, Nigel

Systems, Vol. 10, No. 2, 38, 2022

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### 71 Technology as Amplifier in International Development

Toyama, Kentaro

Proceedings of the 2011 iConference, pp. 75–82, 2015

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### 72 The Future of Strategic Decision-Making

Spitz, René

Journal of Futures Studies, Vol. 24, No. 3, pp. 57–74, 2020

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### 73 The Critical Futurist: Richard Slaughter's Foresight Practice

Riedy, Chris

Journal of Futures Studies, Vol. 22, No. 2, pp. 25–46, 2017

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## + Synthesis & Cross-Cutting

17 ARTICLES

Articles spanning multiple threads: governance foresight, sustainability transitions, socio-technical systems, decolonial futures, and global institutional foresight practice.

### 74 **Strategic Foresight in Public Policy: UK, Singapore, and the Netherlands**

Habegger, Beat

Futures, Vol. 42, No. 1, pp. 49–58, 2010

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### 75 **Ways of Knowing, Culture, Communication and the Pedagogies of the Future**

Wildman, Paul; Inayatullah, Sohail

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Bisht, Pupul

OCAD University, 2019

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### 77 **Story Thinking for Technology Foresight**

Marshall, Adrian C.; Wilkins, Sophie; Bennett, Faye

Scientific Reports, Vol. 12, No. 1, 1583, 2022

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### 78 **Imagining the Future of Pandemics and Epidemics**

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WHO Publications, 2022

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### 79 **UNDP Foresight Playbook**

Krishnan, Aarathi; Fuller, Ted; Bhardwaj, Amit

United Nations Development Programme, 2022

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### 80 **Reference Foresight Scenarios on the Global Standing of the EU in 2040**

Vesnic-Alujevic, Lucia; Muench, Stefan; Stoermer, Eckhard

Joint Research Centre (JRC), European Commission, 2023

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### 81 **Bridging Analytical Approaches for Low-Carbon Transitions**

Geels, Frank W.; Berkhout, Frans; van Vuuren, Detlef P.

Nature Climate Change, Vol. 6, No. 6, pp. 576–583, 2016

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### 82 **Design for System Innovations and Transitions: A Conceptual Framework**

Gaziulusoy, A. Idil; Brezet, Han

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83 **From Sectoral Systems of Innovation to Socio-Technical Systems**

Geels, Frank W.

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84 **A Multi-Level Perspective Analysis of Urban Mobility System Dynamics**

Moradi, Araz; Vagnoni, Emidia

Technological Forecasting and Social Change, Vol. 126, pp. 231–243, 2018

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85 **Triple-A Governance: Anticipatory, Agile and Adaptive**

Ramos, José; Uusikyla, Ilari; Luong, Nguyen Thi

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86 **Effective Foresight by Governments: An International View**

Bowers, Alexander P.; Glenday, Peter

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87 **Regenerative Futures: Eight Principles for Thinking and Practice**

Camrass, Kris

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88 **Assumption-Based Planning: A Tool for Reducing Avoidable Surprises**

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89 **Foresight and Design: New Support for Strategic Decision Making**

Buehring, Joern

Conference Proceedings, 2019

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90 **Design & Futures: A Process Model Integrating Design Thinking and Strategic Foresight**

Serio, Jeffrey David

Conference / Working Paper, 2019

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COMPANION BOOKS

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Nine books read alongside the Cicero 90 that shaped the strategic and methodological thinking behind ForesightOps.

**Good Strategy, Bad Strategy**

Rumelt, Richard

Crown Business, 2011

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**The Crux**

Rumelt, Richard  
Crown Business, 2022

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**Playing to Win: How Strategy Really Works**

Martin, Roger; Lafley, A. G.  
Harvard Business Review Press, 2013

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Bungay, Stephen  
Public Affairs, 2010

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Schwarz, Jan Oliver  
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Ramírez, Rafael; Wilkinson, Angela  
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Berrett-Koehler Publishers, 2011

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**Using Scenarios: Scenario Planning for Improving Organizations**

Chermack, Thomas J.  
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**ForesightOps**

The discipline of continuous organizational foresight.

More signal than noise. A Fugue Strategy Advisors initiative.

Working Paper · Vol. 1, No. 2  
The Cicero 90 · Article Index  
Charles Plath & William Haas Evans · Co-Authors  
ForesightOps · Fugue Strategy Advisors · February 2026

Published at [ForesightOps.org](https://ForesightOps.org)  
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