aractech

Global Learning for Operational Leaders



BUSINESS CONTINUITY AND CRISIS MANAGEMENT | BCCM-038

Horizon Scanning and Emerging Risk Management

Contact

+31 85 7444446

info@aractech.com

https://aractech.com

Address

Waarderweg 50, 2031 BP Haarlem - Netherlands.

aractech
Global Learning for Operational Leaders

Course content

Why Attend

Many of the most damaging disruptions organisations face were visible as weak signals long before they arrived: emerging technologies, geopolitical tensions, climate trends, social change and new forms of crime. Organisations that systematically scan the horizon can prepare earlier, adapt strategies and avoid being taken by surprise.

This Horizon Scanning and Emerging Risk Management training course teaches practical methods for detecting, assessing and responding to emerging risks and opportunities. Participants learn how to build a scanning process, use diverse information sources, recognise weak signals, apply futures techniques such as scenarios and trend analysis, assess emerging risks and communicate insights to decision makers.

Course Methodology

• The course is workshop-based and highly participative. Participants practise scanning exercises with real sources, cluster signals into themes, build trend maps, develop scenarios and assess emerging risks. Teams present emerging risk briefings as they would to an executive committee.

Course Objectives

• Explain the purpose and value of horizon scanning

• Distinguish emerging risks from established risks

• Design a structured horizon scanning process

• Identify and evaluate diverse information sources

• Recognise weak signals and analyse trends and drivers

• Apply scenario planning and other futures techniques

Target Audience

• Risk managers and chief risk office staff

• Strategy and planning professionals

• Business continuity and resilience managers

Course content

- Intelligence and research analysts

aractech
Global Learning for Operational Leaders

Course outline

Detailed course outline

Day-by-day outline for Horizon Scanning and Emerging Risk Management.

Day 1 - Foundations of Horizon Scanning

- 09:00-09:34 | Why organisations are surprised by foreseeable events
- 09:34-10:08 | Emerging risks, weak signals, trends and wild cards
- 10:08-10:42 | Benefits of systematic horizon scanning
- 10:42-11:00 | Horizon scanning in government and business
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Horizon scanning in government and business (continued)
- 11:46-12:20 | Cognitive biases that hide emerging risks
- 12:20-12:53 | Linking scanning to risk, strategy and resilience
- 12:53-14:00 | Exercise: identifying past surprises and missed signals

Day 2 - Designing a Scanning Process

- 09:00-09:34 | Defining scope, time horizon and focus areas
- 09:34-10:08 | Political, economic, social, technological and environmental lenses
- 10:08-10:42 | Selecting diverse and reliable information sources
- 10:42-11:00 | Engaging internal networks and external experts
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Engaging internal networks and external experts (continued)
- 11:46-12:20 | Recording, tagging and managing scanning results
- 12:20-12:53 | Tools and technology for scanning
- 12:53-14:00 | Workshop: designing a scanning framework

aractech
Global Learning for Operational Leaders

Course outline

Detailed course outline

Day-by-day outline for Horizon Scanning and Emerging Risk Management.

Day 3 - Analysing Signals and Trends

- 09:00-09:34 | Recognising and validating weak signals
- 09:34-10:08 | Clustering signals into emerging themes
- 10:08-10:42 | Analysing drivers and interconnections
- 10:42-11:00 | Trend maps and impact and uncertainty matrices
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Trend maps and impact and uncertainty matrices (continued)
- 11:46-12:20 | Considering second and third order effects
- 12:20-12:53 | Separating noise from meaningful change
- 12:53-14:00 | Exercise: analysing a set of signals

Day 4 - Futures Techniques and Risk Assessment

- 09:00-10:00 | Building plausible future scenarios
- 10:00-10:30 | Using scenarios to test strategies and plans
- 10:30-11:00 | Assessing emerging risks with limited data
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Expert judgement and structured elicitation
- 12:00-12:30 | Velocity, proximity and preparedness considerations
- 12:30-13:00 | Adding emerging risks to the risk register
- 13:00-14:00 | Workshop: developing and using scenarios

aractech
Global Learning for Operational Leaders

Course outline

Detailed course outline

Day-by-day outline for Horizon Scanning and Emerging Risk Management.

Day 5 - Communicating and Acting on Insight

- 09:00-09:34 | Writing concise emerging risk briefings
- 09:34-10:08 | Presenting foresight to boards and executives
- 10:08-10:42 | Triggering preparedness and contingency actions
- 10:42-11:00 | Monitoring emerging risks over time
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Monitoring emerging risks over time (continued)
- 11:46-12:53 | Building a foresight culture in the organisation
- 12:53-13:27 | Evaluating the value of the scanning programme
- 13:27-14:00 | Team briefings and personal action plan

aractech
Global Learning for Operational Leaders

Seminar dates

Available seminar dates

Live dates and pricing for Horizon Scanning and Emerging Risk Management generated from the course details page.

Date	Location	Format	Fee
14 - 18 December 2026	London	Classroom	**€2,915**
21 - 25 December 2026	Barcelona	Classroom	**€2,275**
7 - 11 December 2026	Frankfurt	Classroom	**€2,175**
11 - 15 January 2027	London	Classroom	**€2,915**
18 - 22 January 2027	Barcelona	Classroom	**€2,275**
25 - 29 January 2027	Frankfurt	Classroom	**€2,175**
4 - 8 January 2027	Cape Town	Classroom	**€1,825**
15 - 19 February 2027	London	Classroom	**€2,915**
22 - 26 February 2027	Barcelona	Classroom	**€2,275**
1 - 5 February 2027	Frankfurt	Classroom	**€2,175**

aractech
Global Learning for Operational Leaders

Seminar dates

Available seminar dates

Live dates and pricing for Horizon Scanning and Emerging Risk Management generated from the course details page.

Date	Location	Format	Fee
8 - 12 February 2027	Dubai	Classroom	**€2,845**
22 - 26 March 2027	London	Classroom	**€2,915**
1 - 5 March 2027	Barcelona	Classroom	**€2,275**
8 - 12 March 2027	Frankfurt	Classroom	**€2,175**
15 - 19 March 2027	Geneva	Classroom	**€3,315**
5 - 9 April 2027	London	Classroom	**€2,915**
12 - 16 April 2027	Barcelona	Classroom	**€2,275**
19 - 23 April 2027	Frankfurt	Classroom	**€2,175**
26 - 30 April 2027	Istanbul	Classroom	**€2,825**
10 - 14 May 2027	London	Classroom	**€2,915**

aractech
Global Learning for Operational Leaders

Seminar dates

Available seminar dates

Live dates and pricing for Horizon Scanning and Emerging Risk Management generated from the course details page.

Date	Location	Format	Fee
17 - 21 May 2027	Barcelona	Classroom	**€2,275**
24 - 28 May 2027	Frankfurt	Classroom	**€2,175**
3 - 7 May 2027	Kuala lumpur	Classroom	**€2,425**
14 - 18 June 2027	London	Classroom	**€2,915**
21 - 25 June 2027	Barcelona	Classroom	**€2,275**
7 - 11 June 2027	Frankfurt	Classroom	**€2,175**
26 - 30 July 2027	London	Classroom	**€2,915**
5 - 9 July 2027	Barcelona	Classroom	**€2,275**
12 - 16 July 2027	Frankfurt	Classroom	**€2,175**
19 - 23 July 2027	Munich	Classroom	**€2,425**

aractech
Global Learning for Operational Leaders

Seminar dates

Available seminar dates

Live dates and pricing for Horizon Scanning and Emerging Risk Management generated from the course details page.

Date	Location	Format	Fee
2 - 6 August 2027	London	Classroom	**€2,915**
9 - 13 August 2027	Barcelona	Classroom	**€2,275**
16 - 20 August 2027	Frankfurt	Classroom	**€2,175**
23 - 27 August 2027	Paris	Classroom	**€2,810**
13 - 17 September 2027	London	Classroom	**€2,915**
20 - 24 September 2027	Barcelona	Classroom	**€2,275**
6 - 10 September 2027	Frankfurt	Classroom	**€2,175**
18 - 22 October 2027	London	Classroom	**€2,915**
25 - 29 October 2027	Barcelona	Classroom	**€2,275**
4 - 8 October 2027	Frankfurt	Classroom	**€2,175**

aractech
Global Learning for Operational Leaders

Seminar dates

Available seminar dates

Live dates and pricing for Horizon Scanning and Emerging Risk Management generated from the course details page.

Date	Location	Format	Fee
11 - 15 October 2027	Vienna	Classroom	**€3,425**
22 - 26 November 2027	London	Classroom	**€2,915**
1 - 5 November 2027	Barcelona	Classroom	**€2,275**
8 - 12 November 2027	Frankfurt	Classroom	**€2,175**
15 - 19 November 2027	Amsterdam	Classroom	**€3,215**
6 - 10 December 2027	London	Classroom	**€2,915**
13 - 17 December 2027	Barcelona	Classroom	**€2,275**
20 - 24 December 2027	Frankfurt	Classroom	**€2,175**
27 - 31 December 2027	Cape Town	Classroom	**€1,825**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**

aractech
Global Learning for Operational Leaders

Seminar dates

Available seminar dates

Live dates and pricing for Horizon Scanning and Emerging Risk Management generated from the course details page.

Date	Location	Format	Fee
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**

aractech
Global Learning for Operational Leaders

Seminar dates

Available seminar dates

Live dates and pricing for Horizon Scanning and Emerging Risk Management generated from the course details page.

Date	Location	Format	Fee
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**

aractech
Global Learning for Operational Leaders

Seminar dates

Available seminar dates

Live dates and pricing for Horizon Scanning and Emerging Risk Management generated from the course details page.

Date	Location	Format	Fee
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**

aractech
Global Learning for Operational Leaders

Seminar dates

Available seminar dates

Live dates and pricing for Horizon Scanning and Emerging Risk Management generated from the course details page.

Date	Location	Format	Fee
9 - 13 August 2027	Online / Live	Online / Live	**€1,625**
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**

aractech
Global Learning for Operational Leaders



Seminar dates

Available seminar dates

Live dates and pricing for Horizon Scanning and Emerging Risk Management generated from the course details page.

Date	Location	Format	Fee
22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
15 - 19 November 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**