

Stuart Candy

"The Intrapreneur's Dilemma"

To practise foresight in an organisation of which you are a part is different from doing so as an outside advisor or consultant, for the intrapreneur is obliged to maintain a dual loyalty — to the way things are, and also to the way they could be. The intrapreneurial futurist therefore walks a fine line. On one side is the risk of not challenging current ways of thinking robustly enough, and so inadequately preparing one's colleagues for the new; and on the other side is challenging that thinking too directly, which brings the risk of getting pushed out. Equipped with an understanding of the dilemma, we can start to design approaches to foresight practice that transcend the binary, and open up collective pathways from the present shape of things towards possible futures.