

Guidebook

Certified Future Shaping Organization
– CFSOrg®

Welcome

On behalf of all at Global Innovation Institute, welcome to the Certified Future Shaping Organization® program.

We appreciate your interest in learning more about what it means for your organization to be recognized globally through GInI. We are here to support you at each step along the way – discovering your Future Shaping strengths, showcasing them to the world, and striving to become an ever more capable shaper of the future.

If throughout your study of this information you should have further questions, please feel free to contact us. We are happy to help you take this important step in your journey of Future Shaping maturity.

As you will soon learn, designation as a CFSOrg® is more than just a mere paper recognition. It is a reflection of your organization's commitment to using Future Shaping to proactively and positively shape the future for the betterment of all, according to its unique aspirations in the world. It is a community of likeminded organizations around the world striving to become world-class shapers-of-the-future – and in the process move our world forward in increasingly meaningful ways.

Our Goal – Our Belief – Your Invitation

Our goal is to have committed CFSOrgs in each and every nation around the world.

Because of the inherent philosophy built into being a CFSOrg, we believe that a growing wave of Future Shaping Organizations globally will continue pushing humanity forward in ever more impactful ways, and that this will in turn help all nations to achieve peace, prosperity, and wellbeing.

We openly invite all likeminded organizations to join the CFSOrg movement and partner with us to that end.

Recognition

Designation by Global Innovation Institute as a Certified Future Shaping Organization is a highly regarded status – one that is increasingly recognized and regarded around the world. Those organizations who hold status as a CFSOrg do so proudly, as a reflection of their hard work and accomplishments in actually shaping their futures to become far better than they would have been otherwise. They are the true change-makers, the world-movers, and the dreamers who usher in our future in very intentional, methodical, and thoughtful ways, making CFSOrg status a designation rightfully coveted by others all over the world.

Purposes

The purposes of Global Innovation Institute's CFSOrg® recognition are fivefold:

1. To provide organizations with an objective means of gaging their current state of progress on their journey of Future Shaping maturity and capability.
2. To help organizations see and understand ways they can steer their Future Shaping Program towards increasingly greater effectiveness and impact.
3. To allow organizations to showcase their commitment to Future Shaping on the global stage, building additional credibility behind their causes and brands. This allows them in turn to have an even greater impact on the future of their respective domains.
4. To provide a venue for the open sharing of emerging practices and comparative benchmarking among member CFSOrgs.
5. To collectively produce a positive impact on the world through increasingly better Future Shaping practices and the world-leading innovations they ultimately produce – striving always for the peace, prosperity, and wellbeing of people everywhere.

All of us at GInI are committed to helping the growing family of CFSOrgs around the world attain these aspirations.

Getting Started – The Process for Being Accredited As A CFSOrg®

The process for becoming accredited as a GInI Certified Future Shaping Organization® involves three steps:

1. **Work with a GInI Authorized Training & Assessment Provider (ATAP®) to submit your CFSOrg® Application to GInI.**

Your ATAP® has the CFSOrg® Application and can assist you in completing it and submitting it to GInI. Your ATAP® should not schedule your organization's Future Shaping Maturity Assessment until after receiving preliminary approval from GInI to do so.

2. **Successfully pass the GInI CFSOrg® Future Shaping Maturity Assessment.**

The GInI CFSOrg® Future Shaping Maturity Assessment is conducted by independent third-party Assessors who have been duly authorized by GInI to conduct CFSOrg® assessments. These individuals – designated as GInI Authorized Innovation Assessors®, or AIAs® – will work under the authority of your ATAP® to conduct this assessment within your organization, and thereafter submit their final report directly to GInI.

3. **Pay the GInI Administrative Processing Fee.**

Your organization must pay the initial GInI Administrative Processing Fee prior to receiving its accreditation.

All final decisions regarding the awarding of CFSOrg® designation rest solely with GInI and its Directors.

Accreditation Fees

CFSOrg® accreditation involves a **5,000 USD Administrative Processing Fee** paid to GInI **initially** as well as **annually** on the anniversary of the organization's latest accreditation / reaccreditation date.

This **excludes** the fees your organization will need to pay to its Authorized Training & Assessment Provider (ATAP®) and the Authorized Innovation Assessors (AIAs®) they retain on your organization's behalf. These must be contracted separately and independently of GInI.

Continuation – The Process for Maintaining Accreditation

In order for your organization to **maintain** its accreditation as a CFSOrg®, it must do the following:

1. **Every year** (annually) – pay the annual **Administrative Processing Fee** to GInI.
2. **Every other year** (biennially) – pass a full **reassessment** by a GInI ATAP® / AIAs®.

Per GInI's policy, **none** of the Assessors (AIAs) used in a given reassessment can be the **same** Assessors as were used in the assessment or reassessment conducted immediately prior; they must be a **different** set of Assessors.

All final decisions regarding the renewal of CFSOrg® designation rest solely with GInI and its Directors.

The CFSOrg® Future Shaping Maturity Assessment

The CFSOrg® Future Shaping Maturity Assessment is conducted using GInI's **Future Shaping Maturity Assessment Tool (FSMAT)**, developed by GInI exclusively for this purpose. This tool assesses an organization's overall level of Future Shaping maturity and capability, as well as its outcomes, results, and impacts.

The Future Shaping Maturity Assessment consists of **7 Group Sections**. Each Group Section is further divided into **Categories**, there being **27 Categories** in all. The Categories and Group Sections are weighted, with certain sections carrying more weight than others. In order, the Group Sections and their weightings are:

1. Foundation	12%
2. Mechanics	36%
3. Financing	5%
4. Enablers	10%
5. Reinforcement	7%
6. Strategy	15%
7. Outcomes	15%

The 27 Categories		
1. Sponsorship & Leadership	10. Program Governance Metrics	19. Recognition & Rewards
2. Philosophy & Beliefs	11. Program Operation Metrics	20. Internal Public Relations
3. Principles & Values	12. Competency Metrics	21. External Public Relations
4. Culture & Environment	13. Program Funding	22. Innovation Strategy
5. Structure & Relationships	14. Project Funding	23. Strategy Management
6. Roles & Responsibilities	15. Training & Resources	24. Strategy Outcomes
7. Role Certification	16. Research Tools	25. Outcomes / Results / Impacts
8. Future Shaping Processes	17. Technology	26. Organizational Perceptions
9. Program Governance Processes	18. Networks	27. Overall Success

For each Category, there are **four (4) fundamental questions** the assessment seeks to answer, namely:

1. To what extent is an element of the program in place to support the program and carry out its work, and to what extent has that element been formally defined on behalf of the program?
2. To what extent is an element of the program the most relevant and appropriate option for the organization (and the program), given its present situation and future aspirations?
3. To what extent is an element of the program being used and managed effectively to support the program and its goals?
4. To what extent is the *use* of that element of the program *achieving* its intended and expected outcomes, results, and impacts for the program (and thus the organization)?

These four questions are labeled, respectively:

1. Presence / Definition
2. Appropriateness / Relevance
3. Use / Application
4. Outcomes / Results.

The first question is commonly answered through a *direct review* of select documentation, including Program Reviews, Strategy Reviews, Organizational Reviews, and Operational Reviews. The latter three questions more commonly require *Targeted Interviews* of knowledgeable individuals to arrive at useful answers.

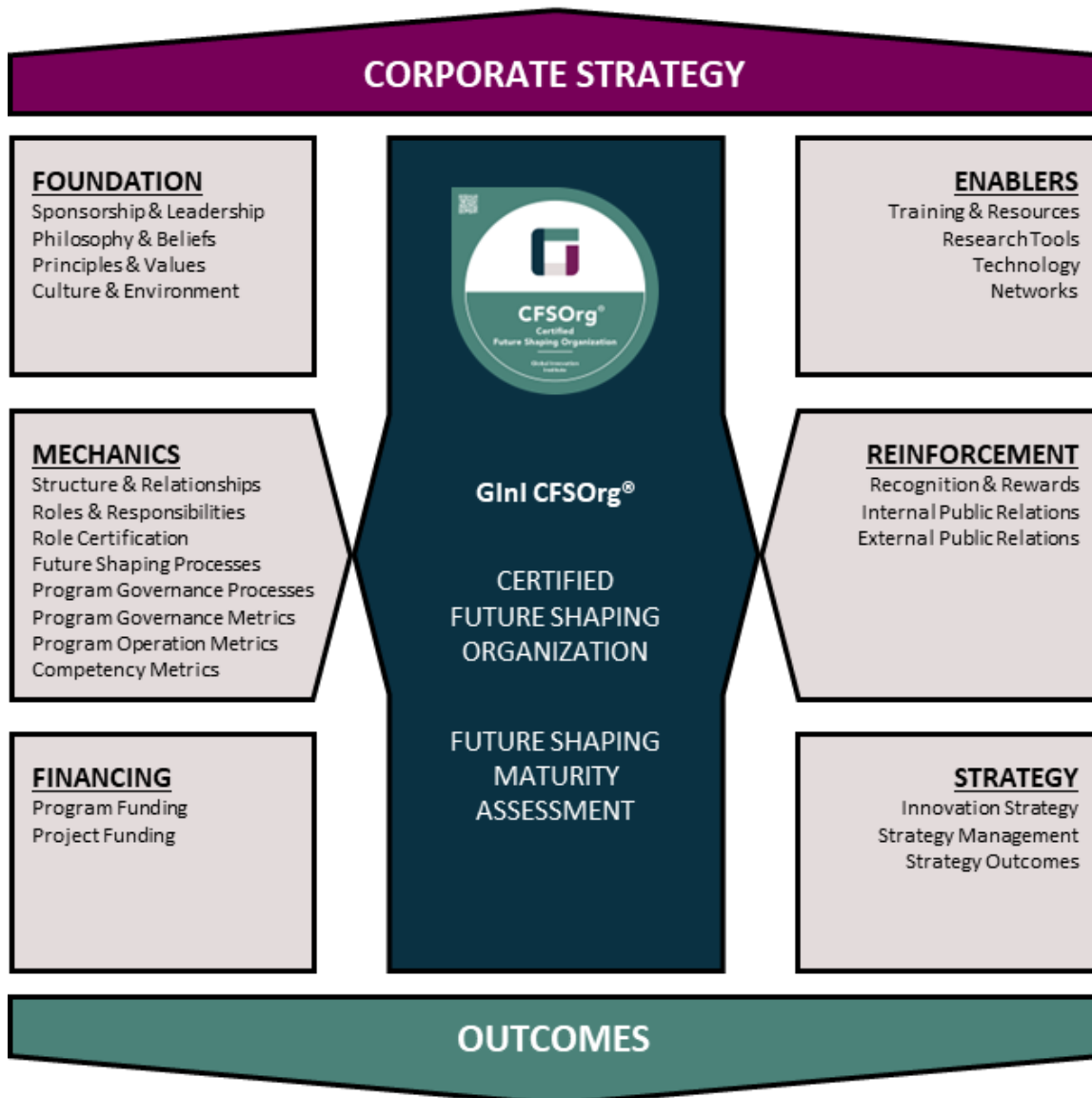
One of the key outputs of the CFSOrg® Future Shaping Maturity Assessment is a Future Shaping Maturity **Radars Plot**. This device graphically portrays the relative strengths and weaknesses of each area of your program for each of the 7 Group Sections.

The CFSOrg® / FSMAT Framework

The image below reflects the **CFSOrg® Framework** used for GInI’s Future Shaping Maturity *assessment process*. It captures:

1. The starting element of **Corporate Strategy** – which in all cases will govern the resultant **Innovation Strategy** (aka *Innovation-Driven Growth Strategy*) emanating out of this work.
2. The **six (6) elements of organizational Future Shaping** – the main **four** of which derive directly from the GInI **Strategic Futures Architecture (SFA®)**, with the addition also of *Reinforcement* and *Strategy*.
3. The final **Outcomes** of organizational Future Shaping.

Collectively these make up everything evaluated by the GInI **CFSOrg® Future Shaping Maturity Assessment Tool (FSMAT)**.



CFSOrg® Scoring and Ranking

Each of the 27 Categories in the GInI Future Shaping Maturity Assessment is scored on a scale of 0 – 10 and weighted according to the preceding guidelines. The final overall score is a **weighted average** of these **27 Categories** and will therefore also range between 0 and 10. This allows organizations to be recognized as a CFSOrg® at one of five possible levels – each denoted by a specific number of stars.

Level 0 (Non Qualifying)

Zero Stars

Score: 0 .00 – 2.99

This level does not qualify for CFSOrg® designation.

Level 1 – Three Stars

★★★

Score: 3.00 – 4.99

This is the first level of recognition as a CFSOrg®. Organizations whose maturity level falls in this range have demonstrated a desire to proactively shape their futures and have begun a journey toward making that happen.

Level 2 – Four Stars

★★★★

Score: 5.00 – 5.99

This is the second level of recognition as a CFSOrg®. Organizations whose maturity level falls in this range have demonstrated a strong desire to increasingly shape their future – and have initiated a journey involving a formal program and structure to make that happen.

Level 3 – Five Stars

★★★★★

Score: 6.00 – 6.99

This is the third level of recognition as a CFSOrg®. Organizations whose maturity level falls in this range will have made strong progress in their foundations, systems, and processes for Future Shaping. They will have seen clear impact from their respective Future Shaping efforts.

Level 4 – Six Stars

★★★★★★

Score: 7.00 – 7.99

This is the fourth level of recognition as a CFSOrg®. Organizations whose maturity level falls in this range will have made significant progress in their foundations, systems, processes, and enablers for shaping their future. They will have seen demonstrable business impact from their respective Future Shaping efforts each year.

Level 5 – Seven Stars

★★★★★★★

Score: 8.00 – 10.00

This is the highest level of recognition as a CFSOrg®. Organizations whose maturity level falls in this range will have mastered a comprehensive program of Future Shaping – resulting in having clearly shaped their futures and that of their domains. They will have achieved demonstrable impact from these efforts, and in many ways will lead their markets with transformative innovations. This is the elite class of Future Shaping Organization.

Scheduling and Conducting the CFSOrg® Assessment

Whenever an organization has had its initial CFSOrg® application approved and is ready to be assessed, it must contract with a **GInI Authorized Training & Assessment Provider® (ATAP®)** who will in turn retain at least two (2) **GInI Authorized Innovation Assessors® (AIAs®)** to undertake the official assessment.

For reasons of objectivity, ATAPs® and AIAs® are independent of GInI (GInI does not employ these parties directly), but otherwise have been authorized by GInI to conduct the CFSOrg® Future Shaping Maturity Assessment. The AIAs® possess a toolkit of instruments for conducting this assessment, and have received training in how to use and apply these tools toward the assessment process. For the purposes of transparency and accountability, AIAs® must conduct the assessment under the authority and oversight of a GInI ATAP®.

If needed, GInI can put organizations in contact with an appropriate GInI ATAP®, who in turn will bring in the appropriate GInI AIAs®. Organizations must pay ATAP® and AIAs® fees separately from GInI's fees, and will thus need to establish those fees with these parties prior to conducting the assessment, independently of GInI.

Approximately one month prior to the scheduled time for the on-site assessment, the organization must forward select program and strategy documentation to the Assessors. The Assessors will review these materials prior to their visit so as to make the best use of everyone's time during the on-site assessment.

Assessments are always done physically in person. Under no circumstances is an assessment to be conducted remotely as a 'virtual' exercise, unless explicit permitted by GInI on a case-by-case basis.

For smaller organizations, the on-site assessment can sometimes be completed in one long day, though two days is more common, and in some cases three days is required. For larger organizations, at least two days should be allocated for conducting a thorough on-site assessment, though it is not uncommon for these to require three and often even four days to complete, depending on various factors.

Once completed, the Assessors will submit their final **Future Shaping Maturity Assessment Report (FSMAR)** to GInI in order for the organization to be able to receive or renew its CFSOrg® accreditation. So that Assessors have sufficient time to schedule the assessment and complete and return the FSMAR, it is important for organizations to schedule reassessments well in advance of their expiration deadlines. Otherwise they may incur a lapse in accreditation. Along with their accreditation, organizations will receive from GInI a copy of the Future Shaping Maturity Assessment Report completed by the AIAs®, which will include a Gap Analysis showing areas for improvement in their Future Shaping program.

Early Reaccreditation

Should your organization make **rapid progress** in improving the maturity of its Future Shaping Program, and thereby its Future Shaping *capabilities*, it need not wait the full two years to pursue **reaccreditation at a higher score and ranking level**. It may do so at any time it so chooses. This will incur the normal (re)accreditation fee.

A Special Note on Future Shaping Readiness Assessments

Sometimes organizations have not yet begun taking steps toward a formal Future Shaping Program, but nevertheless have a desire to do so. When that is the case, the question becomes one not of their level of Future Shaping **maturity**, but rather of their level of **readiness** for such a program. Are they in a good position to begin? Or are there more fundamental steps they should take first? What things should they be thinking about as they begin to consider the respective design of their Future Shaping Program?

For these situations, the GInI Assessment Tool can also be used to ascertain an organization's level of Future Shaping readiness, as opposed to its Future Shaping maturity. The assessment for this involves a specific **subset** of the questions normally used in an Future Shaping maturity assessment, given that the full set of questions will not be applicable to their situation.

The aim here is to *assist* the organization in *preparing* to embark on a comprehensive Future Shaping Program, by helping it to understand the extent to which it does and does not have all of the necessary parts and pieces in place to do so. Where there are deficiencies, the Assessors will be able to point these out and make appropriate recommendations based on their professional experience.

Since the purpose of a **Future Shaping Readiness Assessment** is to gauge the extent to which an organization is **ready** to embark on a full Future Shaping Program, it is expected that certain elements of the program are already in place, particularly in the Foundation and Mechanics areas, and have been designed to achieve the outcomes the organization will need from this program. As such, assessments of *Appropriateness* will come largely from the experience and insights of the Assessors, based on their past history in studying *other organizations'* Future Shaping Programs, and with an understanding of *this organization's* specific industry / market / size / etc. and future aspirations. There is no assessment of *Effectiveness* or *Outcomes*, as the program has not yet been put into place and those therefore do not yet exist. Only the aforementioned inputs exist.

In this application of the toolset, the Future Shaping Maturity **Radar Plot** serves as an indicator of the organization's **Future Shaping Readiness** rather than its **Future Shaping Maturity**. The follow-on report, therefore, will be an explanation of the organization's level of **readiness** for initiating a full program of Future Shaping rather than of its **maturity** with a current program.

Future Shaping Readiness Assessments are conducted for the sake of helping organizations begin a full program of Future Shaping. There is no CFSOrg® recognition associated with completing an Future Shaping Readiness Assessment.

Continuous Improvement

GInI strives to constantly improve all of its accreditations, including the tools and processes used to establish them – in this case tools like the **FSMAT** and the **FSMAR**. GInI is constantly on the lookout for ways to improve these – additions, deletions, reworks, and so forth. If you have any suggestions for improvements, please email them to gini@gini.org. GInI is grateful for all suggestions that will help to make this assessment process more effective, useful, and innovative.



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