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MISSION

Teaching decision-makers to overcome the limits of their expertise and see the directions of change early and accurately; so that they can make sound decisions in uncertain contexts and increase their organization's chances of prosperity

Our customers are changing under the influence of technology: they want tailored, affordable solutions, now. Our competitors are changing: digital start-ups and platforms, not hindered by legacies, can give customers what they need. Our companies are changing: robots and A.I. replace human co-workers and increase productivity with lower costs. We, executives, are the first responsible for transforming our companies seamlessly into each new reality. Not an easy job, but very rewarding when you know how to decide.

KEYWORDS

Foresight | Uncertainty | Decision-Making | Top-Managers | Entrepreneurs | Strategy

RECENT PUBLICATIONS

- [Straws That Tell the Wind: Top-Manager Perception of Distant Signals of the Future](#) (2020)
- Futures Journal: [Compensating for Perceptual Filters in Weak Signal Assessments](#) (2019)
- People Power Radio: [De toekomst van logistiek](#) (2019)
- H Edition Ticino: [The Power of Future Thinking](#) (2015)

Dr. Barbara L. van Veen

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PROFILE

Energetic, content-rich advisor and lecturer on strategic decision-making with 18+ years of experience in strategy consulting and executive education across industries. Designs goal-directed, hands-on online and offline lectures and workshops for top and middle managers.

KEY STRENGTHS

Slide deck storytelling using drawings, charts, and visuals

- Conveys insights grounded in practice and science in an understandable way
- Develops multiple viewpoints in discussions, without letting go of lecture structure
- Teaches participants strategic and forward looking thinking
- Applies Harvard Business School Case Method and Design Thinking exercises
- Participants invariable rate lectures with 4 stars out of 5, or higher

Desire to influence decision-making through informed foresight

- Unravels famous errors to help decision-makers self-assess foresight capabilities
- Respectfully persists in widening views to sensitize decision-makers to new solutions
- Delivers actionable insights on team composition and foresight processes

In-depth qualitative researcher and interviewer

- Encourages free flowing thought during interviews to let latent needs emerge
- Codes transcripts for statistical analysis to summarize influential sets of needs
- Applies findings onto strategic goals and decision-making processes

Supporting skills

- Excellent use of presentation (PowerPoint, Keynote), webinar (Zoom, Skype), and statistical software (SPSS, R, Nvivo, Dedoose, Tableau)
- Bilingual in Dutch and English

RECENT PROFESSIONAL EXPERIENCE

Cognitive Futurist , FuturistBarbara.com, Amsterdam area Recent sectors: Insurance, retail, ICT, agriculture, local government and counties Recent focus: strategy, innovation, HR	Since 2001
Lecturer Managerial Foresight , Nyenrode Business University, Breukelen Teaches 3-hour interactive class on foresight as part of custom-designed and open enrollment programs on leaderships in the digital era for groups up to 70 senior executives. Executives become aware of foresight relevance, their cognitive foresight limits, and learn to improve their company's foresight process	Since 2017
Guest Lecturer , Delft University of Technology (TBM, IDE), Delft Teaches 2-hour interactive class on foresight practice to groups up to 150 international Master students. Students are confronted with real-world complexity, gain insight in cognitive limitations, and sample foresight methodologies	Since 2013
Public Speaker on leadership and foresight Presents 45 to 90 minutes in Dutch or English to groups up to 500 managers across industries and functions. Managers explore the scope of technological change, its impact, and learn how DIY foresight levels-up strategic decision-making	Since 2007

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APPLIED FORESIGHT PROJECTS

- Futurist, Bazaar, Beverwijk** (largest special retail location in Europe) Since 2013
- Designs immersive, tech enhanced customer experiences like Gold Souk (nominated for design awards, 100% occupancy from day one)
 - Researches visitor experiences qualitatively. Discovered three attractive characteristics that significantly raised net promoter scores to 8/10 and up
 - Develops a predictive marketing pipeline (annual growth rate 3-6%)
- Futurist, NASA – Royal Dutch Jaarbeurs, Utrecht** 2012-2013
- Designed “Dutch Dimensions”: European part of the international NASA exhibition on human space flight (120,000 visitors)
 - Developed positive partnerships with 60 most influential industry stakeholders to include their cutting-edge hardware in 1,000 m2 exhibition
 - Performed feasibility study predicting the number of visitors accurately
- Managing Director, Futurist, Media Plaza Foundation, Utrecht** 2008-2012
- Designed 9 innovative high-tech immersive meeting rooms and conference halls, 3,000 m2 in total, to advance customer learning experiences, resulted in doubled revenue and margin within one year
 - Developed and moderated adaptive strategy programs for approximately 10,000 SME business owners annually
 - Performed qualitative research to enable foresight in strategy programs

RECENT EDUCATION

- Ph.D. Delft University of Technology, Delft** 2020
- Exploratory research into managerial future cognitions, based on 35, 90-minute, personal interviews with CEOs
 - Best Paper Award EIASM
 - Published in Elsevier Futures Journal
- Exploratory Multivariate Data Analysis, Agrocampus-France Université Numérique** 2018
- Principal Components Analysis; Multiple Correspondence Analysis, Multiple Factor Analysis, Hierarchical Clustering
- Science of Decision-Making Course, Stanford University, USA** 2013
- Applied D.School design thinking strategies onto foresight
 - Gained multi-disciplinary perspectives on decision-making
- Business to Business Marketing Course, Harvard Business School, USA** 2012
- Explored marketing strategies of digital natives like Hubspot
- Taking Marketing Digital Course, Harvard Business School, USA** 2009
- Explored digital business models and strategies of E-Bay, Facebook
 - Explored impact of digitization on entertainment, politics, and retail
- Strategic Marketing Course, Harvard Business School, USA** 2008
- Identified patterns in unstructured data for evidence-based foresight