This issue leads off with a special two-part feature article by Steve Morlidge, coauthor of Future Ready: How to Master Business Forecasting (2010). In The Forecasting Process: Guiding Principles, Steve takes a first shot at a set of guiding principles for the design, management, and improvement of an organizational forecasting process. The guiding principles were conceived as a complement (and compliment) to Scott Armstrong's principles of forecasting, which offer advice and caveats about forecasting methods and measurements. This segment covers Foundation and Design principles; part two of Steve's piece, set to appear in the Fall 2011 issue, will focus on Process, Behavioral, and Maintenance/Improvement principles.

Forecasting Intelligence Editor Roy Pearson returns with a column on The International Futures Global Modeling System (IFs), a valuable (and free) Web-based application that enables forecasters to deal with the future impacts of changes in their organization's external environment. The IFs model offers a way for you to map future alternative paths of major concern to your organization, providing a quantitative foundation for focusing discussions and strategic planning.

S&OP Editor Bob Stahl teams up with author Stewart Levine, Getting to Resolution: Turning Conflict Into Collaboration (2009), to present Executive S&OP and the Cycle of Resolution: Resolving Conflict to Align Human Energy. Collaboration and conflict resolution do not happen automatically, but can be learned. Levine’s Cycle of Resolution model addresses the emotional components of disagreement and conflict, and seeks agreement on specific plans to move forward.

Joe Smith and Simon Clarke return with the second installment of Joe and Simon Sez, in which they assess Forecasting Tools: Have They Upgraded the Forecasting Process? Both agree that the tools have improved opportunities for the forecaster, and have also imposed major new challenges.

After reading Joe and Simon's first column, Who Should Own the Business Forecasting Function?, (in the Winter 2011 issue), management consultant Nassim Zaagoub sent his Letter to the Editor in which he sides strongly with Simon's call for an independent forecasting function. “The thought,” he notes, “of putting forecasting with sales to minimize bias as the article suggests is very unsettling.” Sorry about that, Joe!

Long-Range Forecasting Editor Ira Sohn concludes this issue with his review of geographer Laurence C. Smith's new book The World in 2050: Four Forces Shaping Civilization's Northern Future. Ira finds it a worthy addition to the library shelf of books on long-term trends.

This issue introduces Forecasting Support Systems, a new feature that will provide discussions of applications that have been implemented in organizations to support the forecasting function and subsequent decision making. Wilfried Despagne, a specialist in computing at the University of South Brittany, describes A Forecasting Support System For Temperature-Controlled Transport, a Web-based application he helped create and implement for a European carrier of temperature-controlled products.
Foresight Newcomers

Foresight is pleased to welcome Adam Gordon and Randall Jones to the journal’s Editorial Board.


Randy is Professor of Political Science at the University of Central Oklahoma, where he has been honored as Oklahoma Political Science Scholar of the Year and Oklahoma Political Science Teacher of the Year. His specialty is predicting election outcomes, and he is author of Who Will Be in the White House? Predicting Presidential Elections (2002). Along with Foresight editors Scott Armstrong and Andreas Graefe, as well as election-forecasting colleague Alfred Cuzán, Randy is part of the Pollyvote Team (PollyVote.com), which combines forecasts from many different sources to predict the outcome of presidential elections.

UPCOMING in the next issue of FORESIGHT

Part 2 of The Forecasting Process: Guiding Principles

- **Process Principles:** How to help ensure the effective running of a forecast process on a routine basis.
- **Behavioral Principles:** How to ensure that all those involved in the forecast process behave in a manner that doesn’t compromise the quality of the results.
- **Maintenance and Improvement Principles:** How to ensure that the reliability of the forecast process does not deteriorate, and to create opportunities to enhance its performance.

Plus two new Foresight features:

“The Forecasting Meeting” and Forecasting Methods Tutorials

And new articles on

Supply Chain Forecasting, Prediction Markets, Financial Forecasting, and Hot New Research
The *International Symposium on Forecasting* (ISF) is world-renowned for its compelling keynotes, in-depth academic sessions and productive workshops. ISF2012 will add a whole new element to the event with the introduction of the *Foresight Practitioner Track*: a program created for forecasting practitioners by the team at *Foresight: The International Journal of Applied Forecasting*.

The *Foresight Practitioner Track* (FPT) will run parallel to the academic track offered each year at the ISF. Delegates may choose to attend sessions in either or both tracks. FPT topics will include:

- **Evaluating the Forecasting Process: Auditing and Benchmarking Process Performance; Assessing Actual and Potential Forecast Accuracy**

- **Establishing and Nurturing a Collaborative Forecasting Process: Sales and Operations Planning; Process Design and Ownership**

- **Improving Supply Chain Forecasting: Support Systems; Collaboration Among Supply Chain Partners**

Speakers and panelists for the *Foresight Practitioners Track* will also be invited to contribute to our post-ISF issue of *Foresight*. If you are interested in participating, please contact the Practitioner Track Chairman, Len Tashman (lentashman@forecasters.org).