

# Capacity building in foresight for development thought– a global view

**ECLAC, Santiago**

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“The purpose of looking  
at the future is to disturb  
the present”

(Gaston Berger)

## How we do foresight has and must change

- SDGs has changed what we need from the foresight field
- New ideas about complex adaptive systems, design thinking and emergence need to be incorporated

## Building capability at the individual level

- How do we create and support decision-makers to become informed users and commissioners of futures work?

## Building capability in institutions

- Going beyond the individual into an organisation...
- How do we embed Future-preparedness?

## Building capability in multistakeholder groups

- Going beyond the organisations...
- How do we create demand and ability to engage with the future at the country, regional and sectoral levels?

*OUR VISION: "Strategic foresight is a recognised, global competence for the 21st century; enabling better plans and decisions, and achieving real-world impact."*

OUR ACTIVITY:

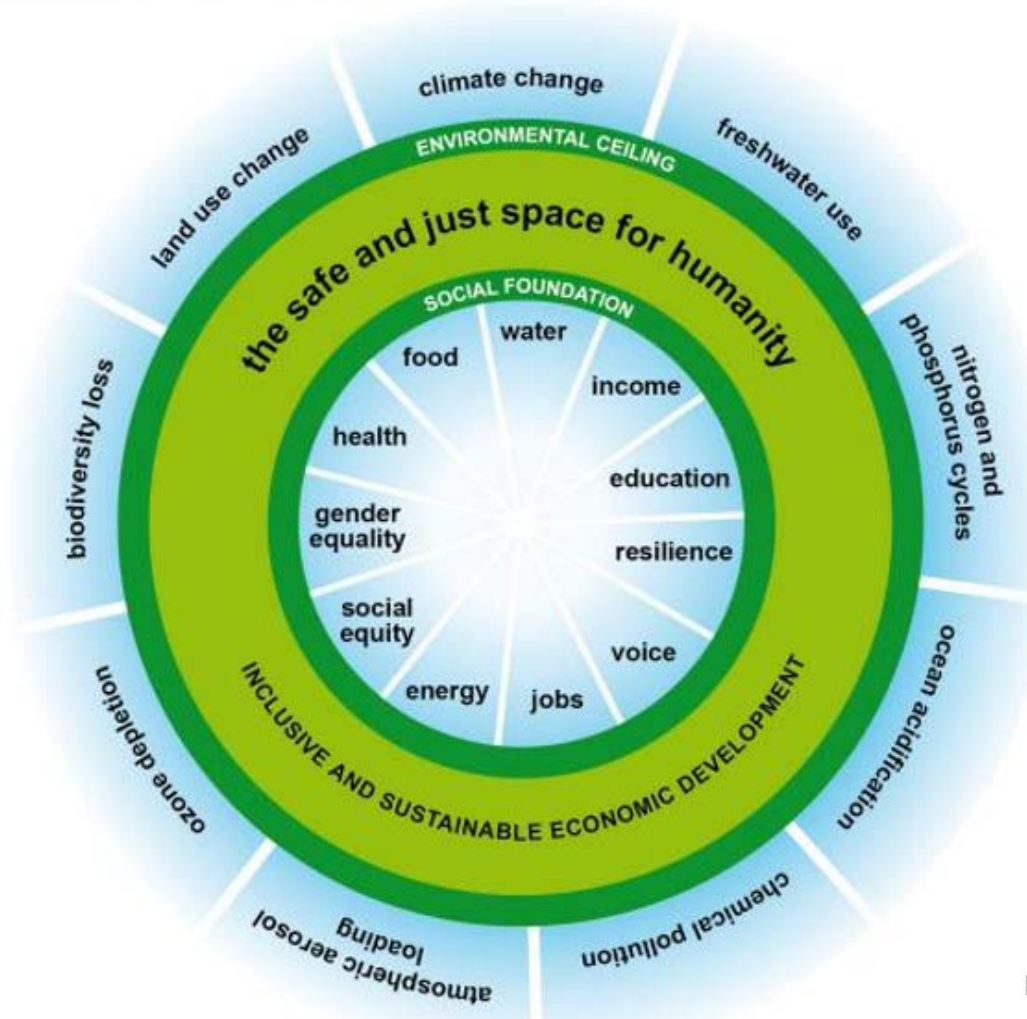
- ADVISE
- BUILD CAPABILITY
- CONVENE COALITIONS FOR FUTURE CHANGE
- ADVOCATE



*OUR MISSION: Building the capacity of policy-makers, business leaders, international organisations and civil society to use and gain value from strategic foresight*

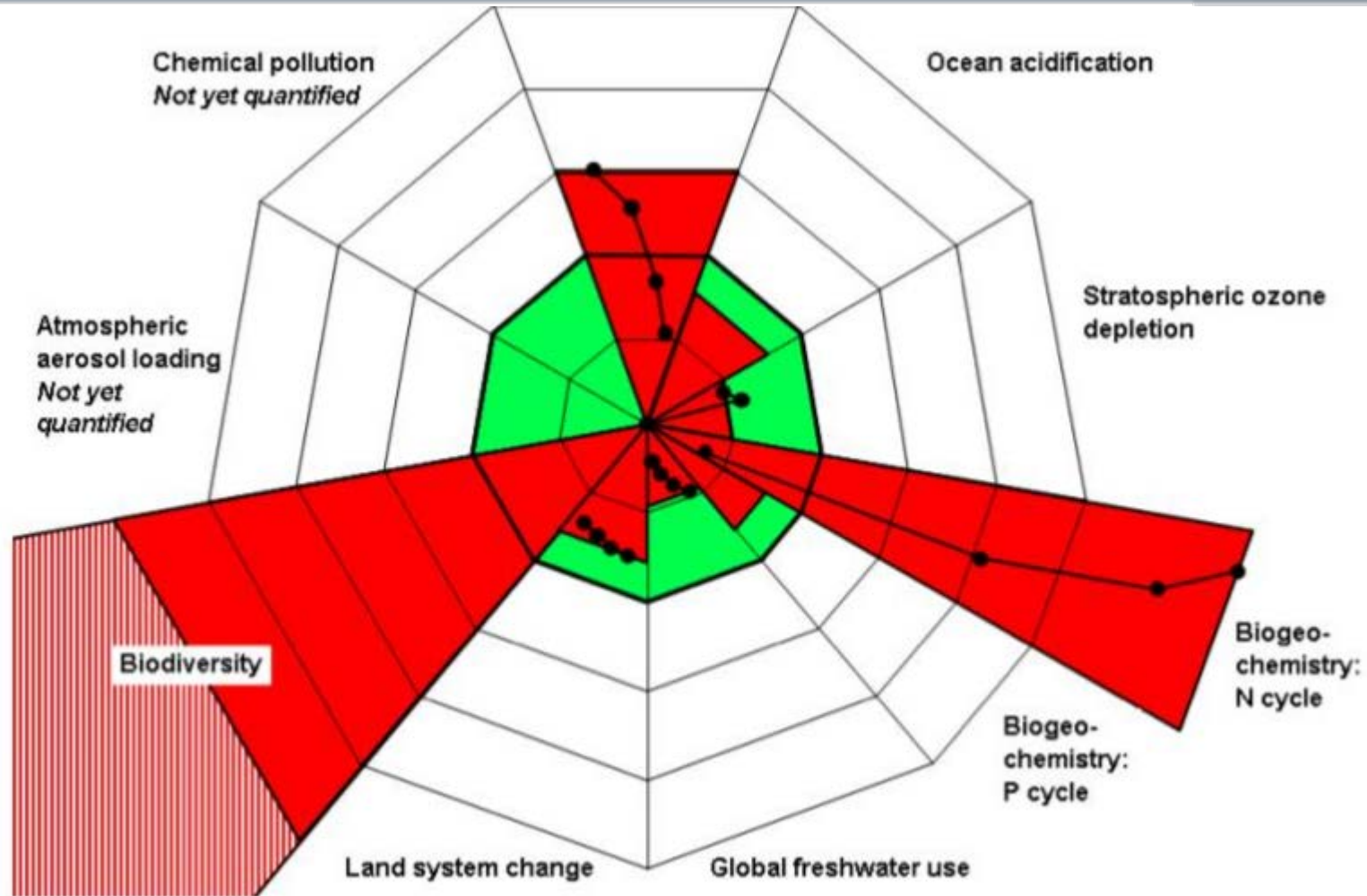
## The Doughnut of Social and Planetary Boundaries

Climb  
inside,  
  
stay  
inside...



Raworth 2012

From J Zlinszky, 2015



Rockström, J. et al., 2009. September, Nature. From J Zlinszky, 2015

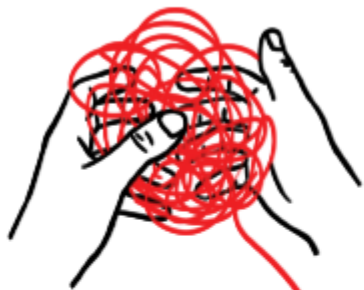
1. Foresight must be open and participative
2. Integral to conversations about the future of government
3. Strategic foresight must evolve to be effective in different environments and places, develop new methods, focus, issues, institutions
4. There is a growth of interest – let’s respond with results
5. Widen the field: embrace allies, communities, frames
6. Embrace emergence and the nature of complexity – anticipate, build resilience, rapid feedback

PURPOSE DRIVEN

1. Put the decision and the decision-maker at the centre of the process
2. Art and Science together make the Craft
3. Tools and methodology are important, but are subservient to: culture, time, issue, PURPOSE
4. Design for purpose around a journey of four stages that acts as a scaffold – embed different tools at each stage from scoping to integration
5. Engaging with the future is a journey that involves left brain and right brain thinking
6. Be mindful of your own approach to the future – sense-making, dealing with uncertainty, cognitive biases
7. You are part of a community of Interest and Advocacy







**SCOPING**  
understand the  
context and people,  
and set the question



**ORDERING**  
create contrasting,  
coherent futures using  
drivers of change



**IMPLICATIONS**  
work through the  
consequences of  
the futures

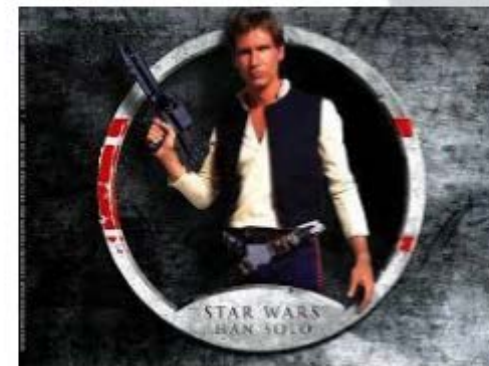
## INTEGRATING FUTURES

embed insights from your  
work into your organisation  
and beyond



Organisation

People



Assets

**Structure & culture**

**Staff and leaders  
(champions)**



Processes

**Programming**

**Communication**

**THE CHALLENGE:** “Who has the incentive and the interest to look at the longer term?”

- SDGs:
  - Taking the framework to a national level – convening and integrating
  - UNDAF country plans
  - Measuring progress – high level political forum
  - Alliances – e.g. ILO country dialogues
- RESOURCES & INDICATORS
- SYSTEMIC:
  - Legislature, bureaucracy, executive
  - Judiciary and Audit
  - Education



A red banner with white text. The main text reads 'DELIVERING THE POST-2015 DEVELOPMENT AGENDA' in a large, bold, sans-serif font. Below it, in a smaller font, is 'OPPORTUNITIES AT THE NATIONAL AND LOCAL LEVELS'. The banner is partially overlaid by a circular graphic element at the top.

# “The gentle art of reperceiving” (Peter Schwartz)

- Democratisise Foresight - *for* and *with* everyone
- Seize the 2016 moment
- Create spaces for multi-sectoral future problem-solving with problem holders
- Institute for Empowered Futures





*THANKS*

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