

e-FORESEE

Kick-off Meeting
Malta 11-12 February 2002

Implementation Plan Development

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eFORESEE and the 6 Foresight Pilots

We should distinguish between the goals of:

- eFORESEE - a collaboration involving Malta, Cyprus and Estonia, &
- The 6 pilot projects to be undertaken separately and autonomously.

The goals of the eFORSEE project are as follows:

- Learn about foresight by doing it,
- Adapt and introduce foresight at a local level so as to lay the basis for the adoption of a 'foresight culture',
- Contribute to research on foresight by investigating the role of foresight in the accession process,
- Contribute to research on foresight by understanding it from the point of view of Knowledge Management,
- Contribute to research on foresight by investigating a 'quality' approach for continuous improvement,
- Lay the foundation for foresight 'communities of practice' in the ERA and in EU+15.

The goals of each of the 6 individual foresight pilot are a separate matter!

The 3 M's

In e-Foresee we take a KM view of foresight and consider the use of benchmarking. We therefore adopt a 3 M's approach to foresight

Missions:

Issues to be addressed
Desired outcomes

Methods:

For preparatory tasks such as Constituency Building, the use of 'Reality Checks', the organisation of activities and the management of network processes.

Models:

Models are the basis for understanding and improving what is being done. We focus on **Products** (the tangible symbols of success) & **Processes**. They reflect **Purpose**. They can be measured and they provide **Proxies** for the **Meaning** of it all!

But what is Foresight?

Paraphrasing the FOREN Manual – ‘A Practical Guide to Regional Foresight’:

Foresight is the systematic, participative gathering of anticipatory intelligence for vision building to inform present day decision making, and to mobilize relevant actors.

Foresight is complementary to but not identical with:

- Policy Development,
- Strategic Planning and
- Futures Studies.

First steps and ‘Framing’ the Foresight exercise

How should we define the scope of the action and decide who to involve?

We could start by drafting a mission statement of the following form:

This Foresight exercise will:

- **Elaborate a strategic vision for ...,**
- **Guide decision making on ..., and**
- **Mobilize the following actors ...,**
- **To take action on ...!**

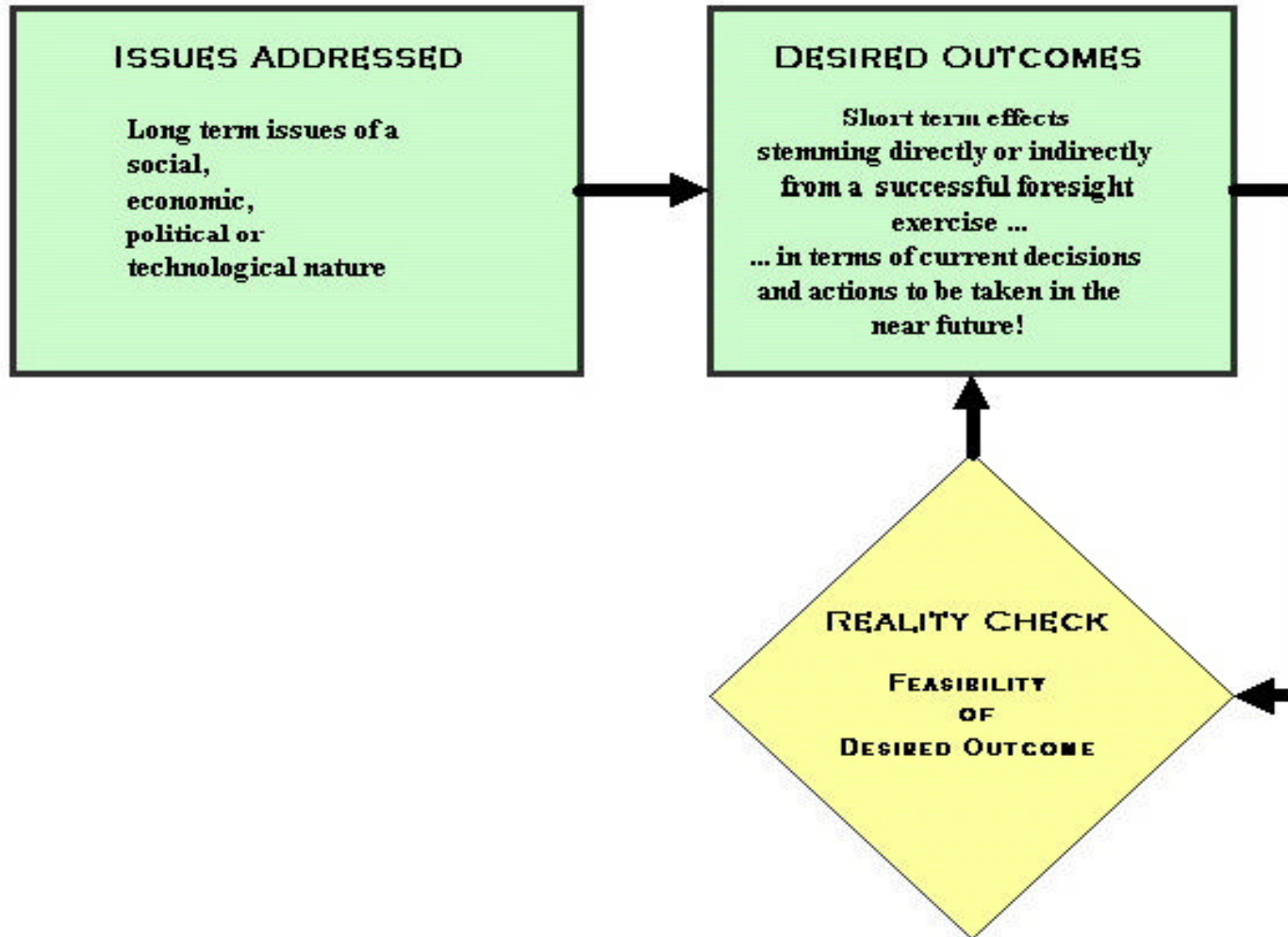
Otherwise we could simply draw up a set of two concise lists indicating:

- **Issues to be Addressed,**
- **Desired Outcomes.**

... and then consider who needs to be involved.

Ideally these statements evolve through iteration as more people become involved, they are not so much **products** as **endpoints of a process**.

The Framing Process



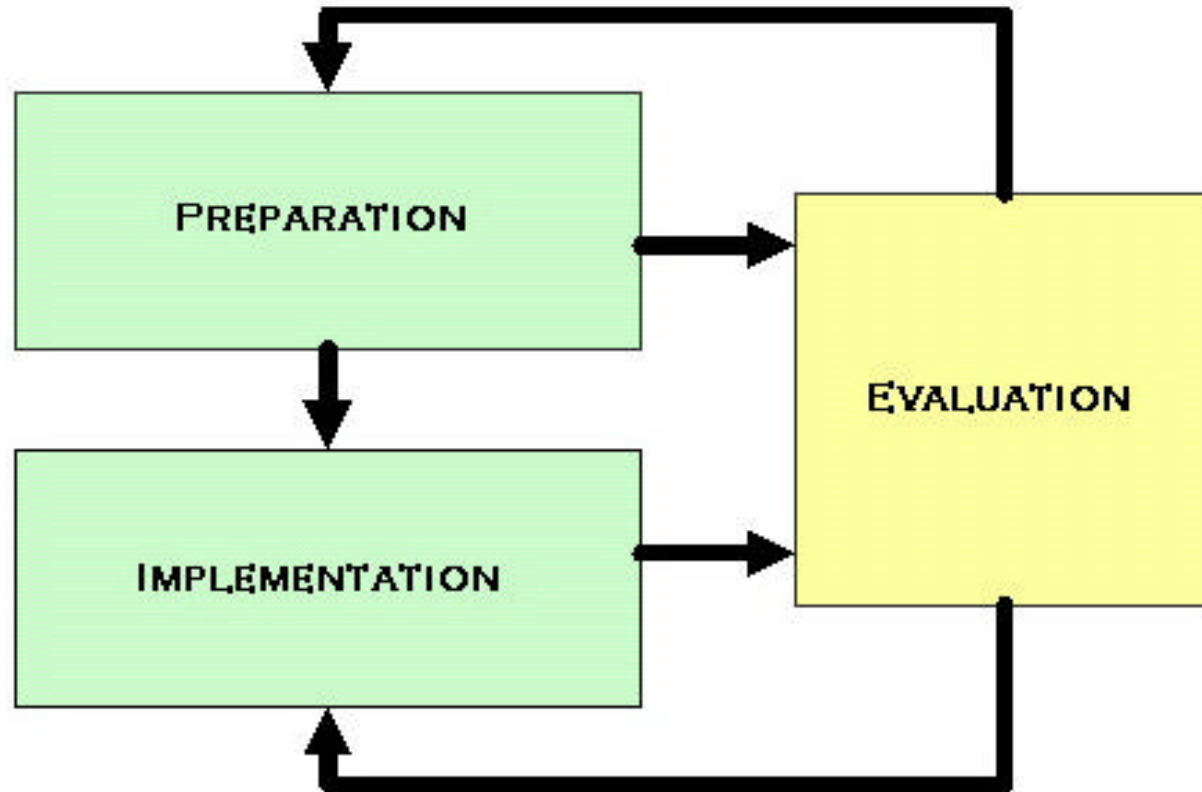
... but who is involved in the process?

According to 'The Manual' the salient features of Foresight activities are:

- The **structured anticipation** and projection of long terms needs (social, economic and technological)
- The elaboration of a **strategic vision with a shared sense of commitment** based on the joint preparation of plans and the presentation of future scenarios
- The forging of **new social networks,**
- The **interactive, participatory** approach to exploratory debate,
- Rooted in present day needs for **decision making and action.**

The manner in which we arrive at the final framing is important if we are to ensure social benefits of the exercise (such as networks of commitment to the shared vision): To make sure that the right people are involved in the best way we put a strong emphasis on '**PREPARATION**' as a part of the foresight project itself.

The 'PIE' Approach



'Preparation' is half (sorry one third) of the work!

Preparation

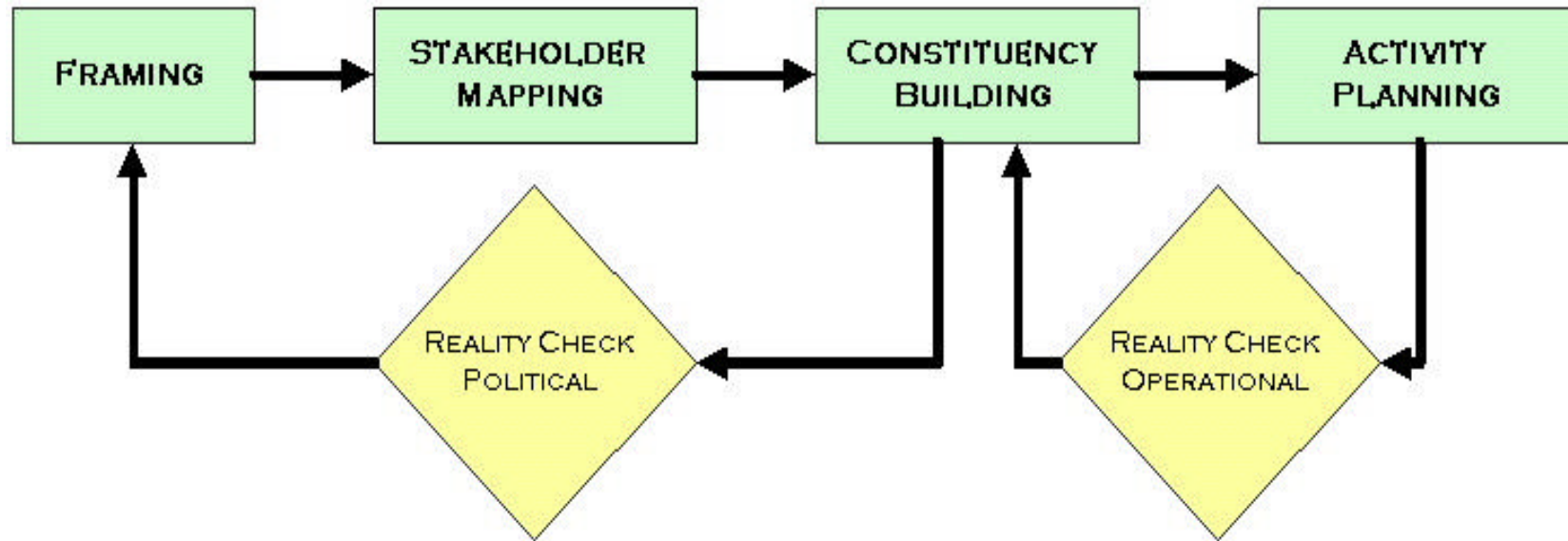
Preparation is about planning BUT NOT JUST Planning!

To ensure ‘buy-in’ by the stakeholders and create an environment that will lead to shared commitment to achieving results stakeholders should be introduced at the earliest stage. The greater their input, the greater their ownership of the activity and results that eventually come out. But there are practical limitations.

Ideally preparation is an iterative process that results in a plan agreed by everyone. It is prepared by increasingly involving stakeholders who will converge on a shared set of goals and a shared view of how to realise these goals given their resources and the conditions prevailing at the time.

The point is that such preparatory work is a process to be modelled, managed and improved!

Preparation as a Participative Process



This is an idealised representation of what preparation might entail. However discretion is required in deciding how many iterations are required. Maybe in some cases no iterations are possible at all! (For this reason we introduce the concept of ‘maturity’ in the evaluation process).

‘The FOREN Manual’ emphasises situations when foresight should not be conducted. The preparatory phase should include a ‘go-no-go’ decision.

Stakeholder Mapping & Constituency Building

Ideally the process of ‘Constituency Building’ starts with ‘Stakeholder Mapping’ - a form of brainstorming in which everyone and everything remotely related to the issue is listed, categorised and prioritised. One could start by listing:

- **Industrial Stakeholders:** Associations, networks, chambers & companies.
- **Governmental:** Related administrations, agencies and authorities.
- **Academic:** Universities, research institutes, training bodies etc.
- **Civil Society:** Fora, NGOs and non-profit organisations, think tanks etc.

Stakeholders could be categorised as to their ability to provide useful input, to influence or affect change and to increase the validity of outcomes in terms of:

- Their sphere of political influence,
- Their budgetary competence,
- Their influence on deployment of infrastructures (hard and soft),
- Their independence as authorities or as agents of change,
- Their dependence on external actors (who might also need to be involved).

It might be useful to do ‘Risk Analysis’ on the ‘nuisance’ value of certain actors.

Reality Checks - Political

This 'Reality Check' considers stakeholders in terms of their attitude, their ability to provide input to the activity as well as their ability to contribute to the realisation of desired outcomes.

In the case of each member one can consider:

- Their expressed need to participate in the foresight exercise,
- Their attitude towards cooperation and broad exploratory dialogue,
- Their influence on relevant decisions,
- Their influence on budgetary expenditures,
- Their influence on relevant resources or infrastructures,
- Their ability to gather opinion and act as proxy for a group,
- Their authority or expertise in specific areas,
- Their availability.

This analysis can help in deciding what organisations should be involved in a limited exercise, and to decide if the exercise will be complete and credible enough to leverage political support for the 'shared vision' it will create.

A Government Health Warning

The post-office is the biggest employer in Belgium. A few years ago it realised that it faced challenges due to the internet and EU liberalisation ... and that urgent, decisive action was required.

March 2000: Frans Rombouts a highly respected industrial go-getter was recruited from the private sector to transform the postal service. His job was to prepare and implement a 'modernisation plan'. He was given a salary of 744,000 Euros pa and a free hand ...

However he soon fell out with the trade unions and the government (announced without ministerial clearance the closure of 400 post-offices and five sorting offices etc.) and was sacked ... albeit with a compensation package of 2.48 million euros ...

Reality Checks - Operational

This other 'Reality Check' is purely practical and considers the participants in terms of their ability to implement or contribute to the implementation of the detailed plan.

In the case of each action one can consider if there exist members:

- Who can sponsor events or activities,
- Who have resources to carry out specific tasks,
- Who are available within the given time-frame.

This analysis can help in deciding what activities can be undertaken and by whom what activities must be left out of the action plan.

It is useful to formalise and make explicit these steps. Think of foresight as a form of 'social engineering' and think of the reality checks as a 'specifications review'. The organiser and the stakeholders have reasonable expectations.

Implementation

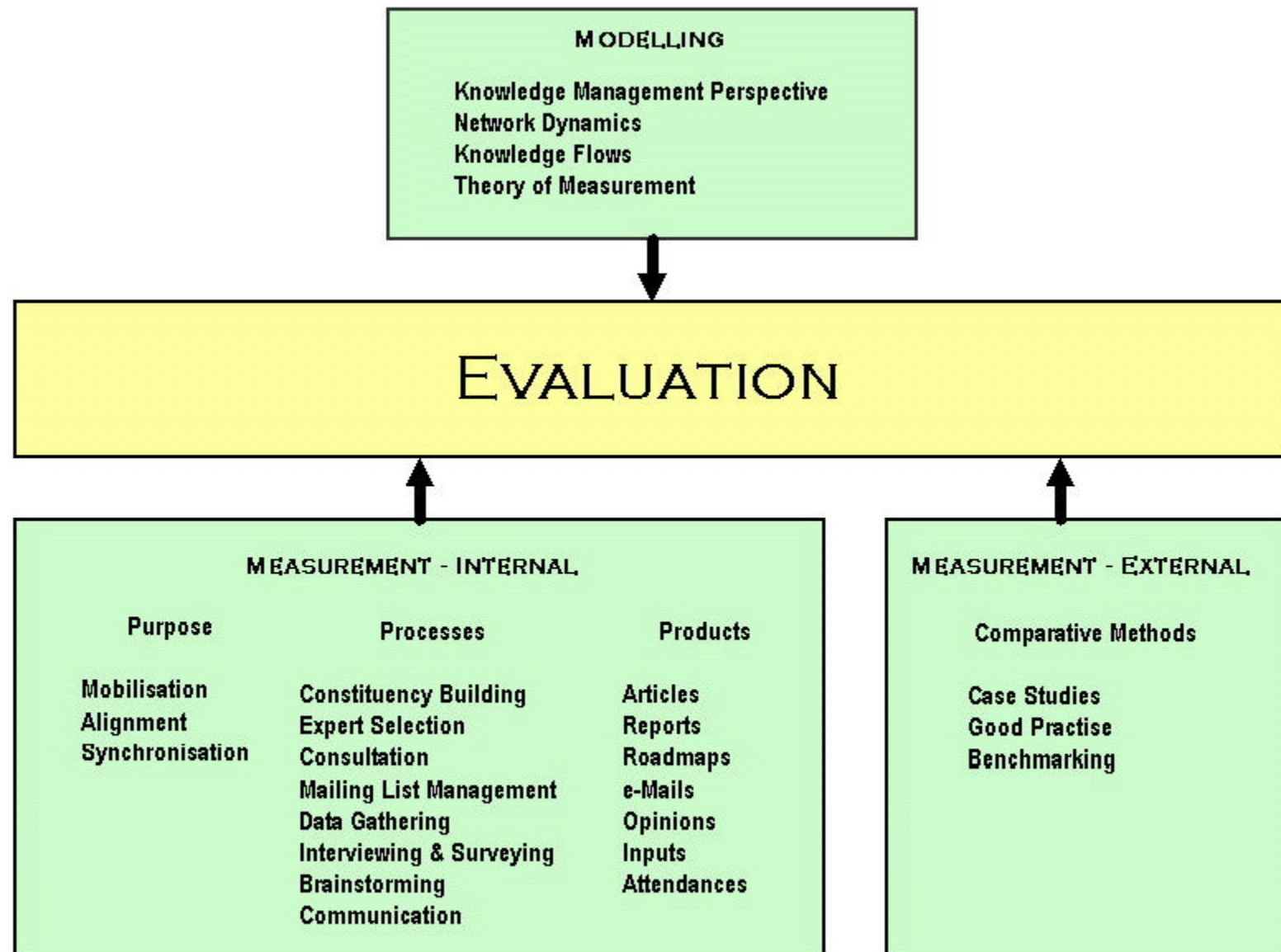


The foresight exercise must ‘deliver’ in the end and meet the expectations of the different constituencies. Management of activities undertaken by a network of independent entities is very different from managing an internal project! There are issues such as ‘sponsorship’ to address and the ‘visibility’ of champions.

A Framework for Evaluation

Evaluation is based on a ‘theory of measurement’ of the system. Measurements can be both qualitative and quantitative in nature. They can be made systematically or occasionally. The challenge lies in reconciling what we ‘can’ measure with what we ‘want’ to evaluate and knowing what the measurements mean. Foresight leverages ‘individual knowledge’ of regional actors in a collective learning about the future. It is conducted for a **purpose** via **processes** that yield **products**. We will attempt to evaluate ‘fitness for purpose’ by measuring ‘processes and products’.

Purposes:	Mobilisation: New and dynamic social networks Alignment: Sense of commitment to a shared vision Synchronisation: Contextual coherence and awareness of actions
Processes:	Quality: Increase scope, participation and relevance Impact: Improve visibility and dissemination Maturity: The embedding or adoption of foresight culture Efficiency: Reduce costs, times & wastage
Products:	The ‘tangible symbols of success’ ... Meetings, Attendances, Inputs Media coverage, Declarations and Published Reports

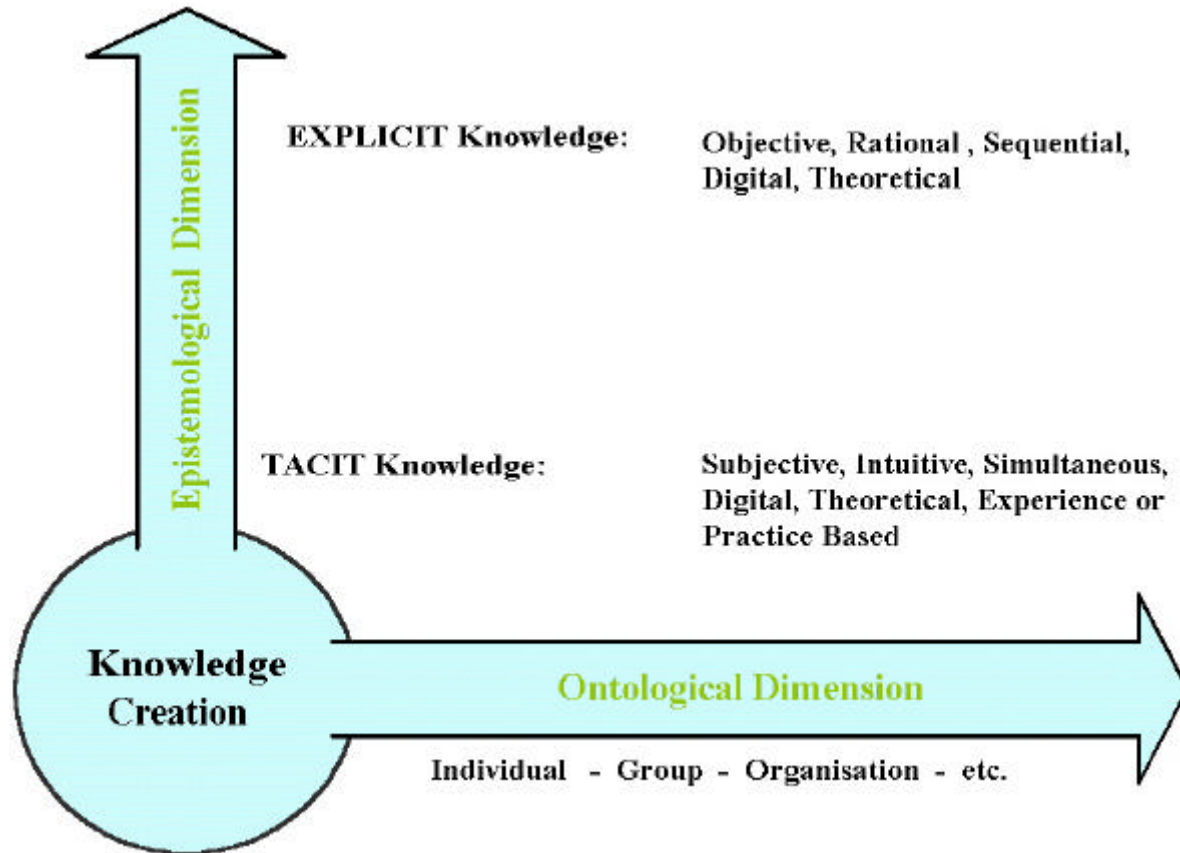


HOMEWORK

- 1) **Read the FOREN Manual – ‘A Practical Guide to Regional Foresight’,**
- 2) **Bring along some preliminary working documents to discuss:**
 - **‘Mission Statement’,**
 - **‘Stakeholder Mapping’,**
 - **‘Constituency’,**
 - **‘Activity List’,**
 - **‘Event List’.**

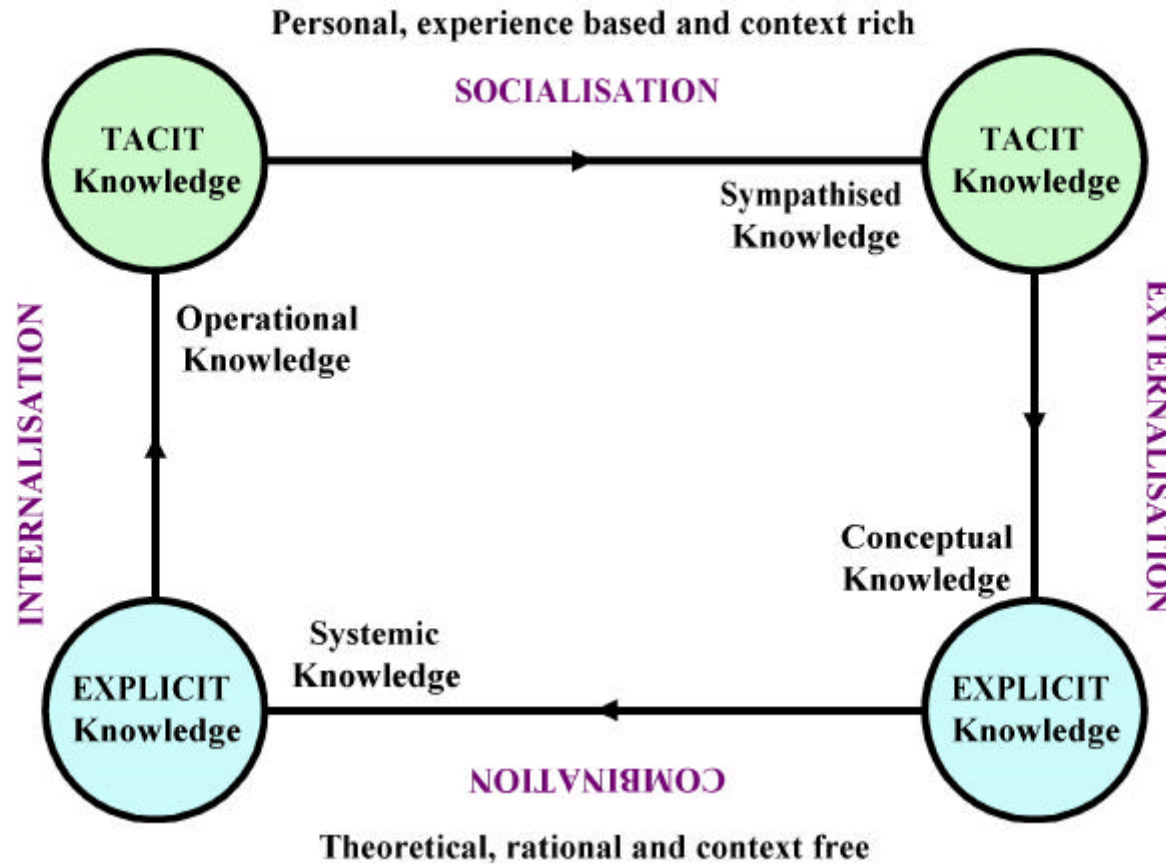
Although everyone is busy it is important to come prepared so that we can make good progress over the two days and get real value out of the experts to be invited!!

A Theory of Knowledge Creation



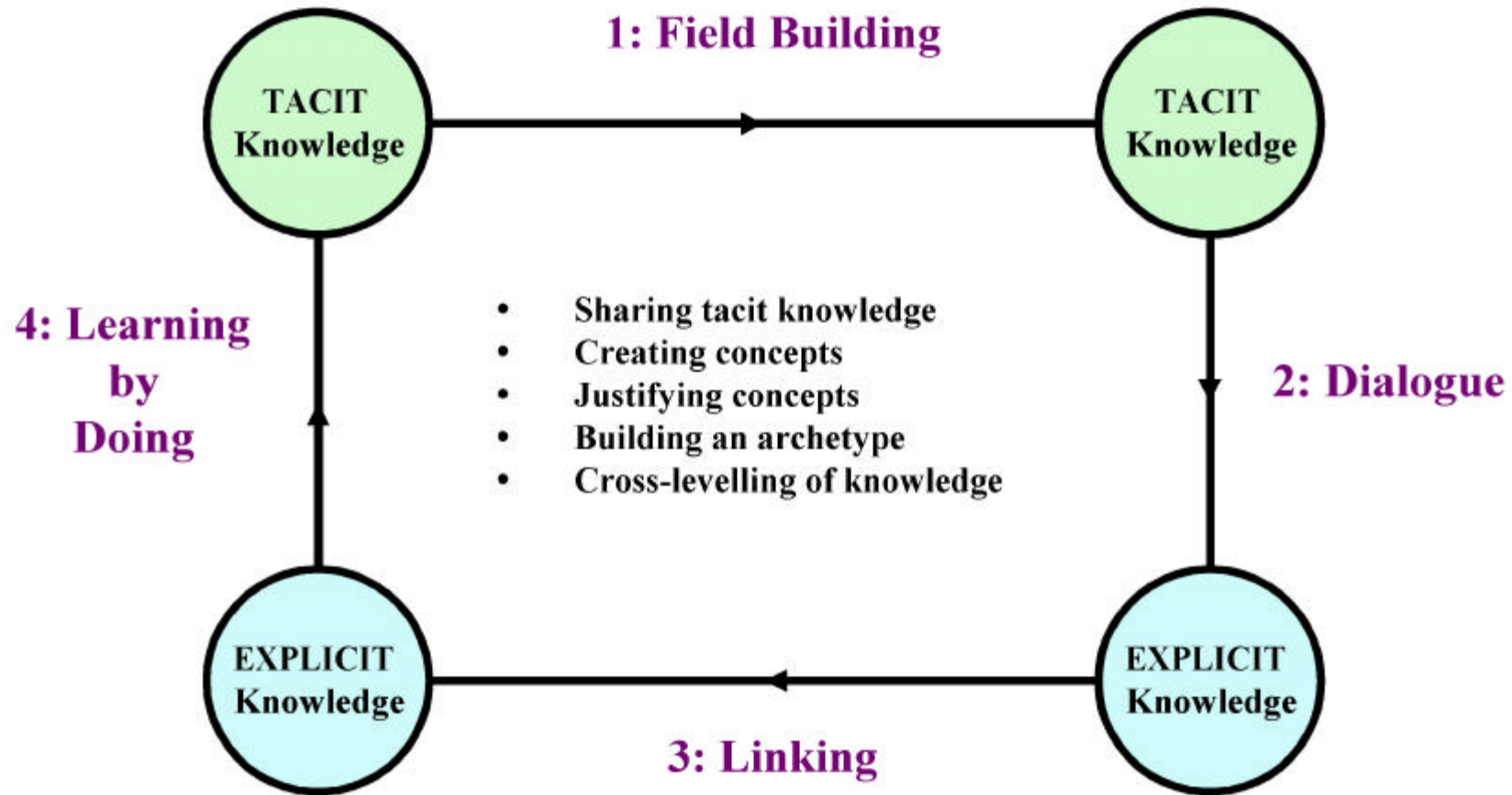
Adapted from Nonaka and Takeuchi – ‘The Knowledge Creating Company’ - 1995

The Transformation of Knowledge



Adapted from Nonaka and Takeuchi – ‘The Knowledge Creating Company’ - 1995

Dynamics of a Knowledge Project



Adapted from Nonaka and Takeuchi – ‘The Knowledge Creating Company’ - 1995