

# eFORESEE

## Malta Foresight Pre-launch Event

**‘Knowledge Futures’**

**Malta, 8 May 2002**

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# Foresight from a Management Perspective

## Planning and Strategic Decision Making Processes

### Short Term:

**Internal focus**

**Current contracts and clients, immediate problems  
(Intranet scope)**

### Medium Term:

**Internal plus close collaborators and business partners  
Fewer monitoring tools, less control  
(Intranet + Extranet scope)**

### Long Term:

**... potential partners, government, other networks  
Focus on renewal, innovation and the unknown  
Even fewer mechanisms for monitoring and control  
(Intranet + Extranet + Internet scope)**

# A KM Approach to Foresight

**The classical definition of Foresight is the:**

**The systematic, participative gathering  
of anticipatory intelligence  
for Vision Building  
to inform present day decision making, and to mobilize relevant actors.**

**We are extending this definition from a KM point of view:**

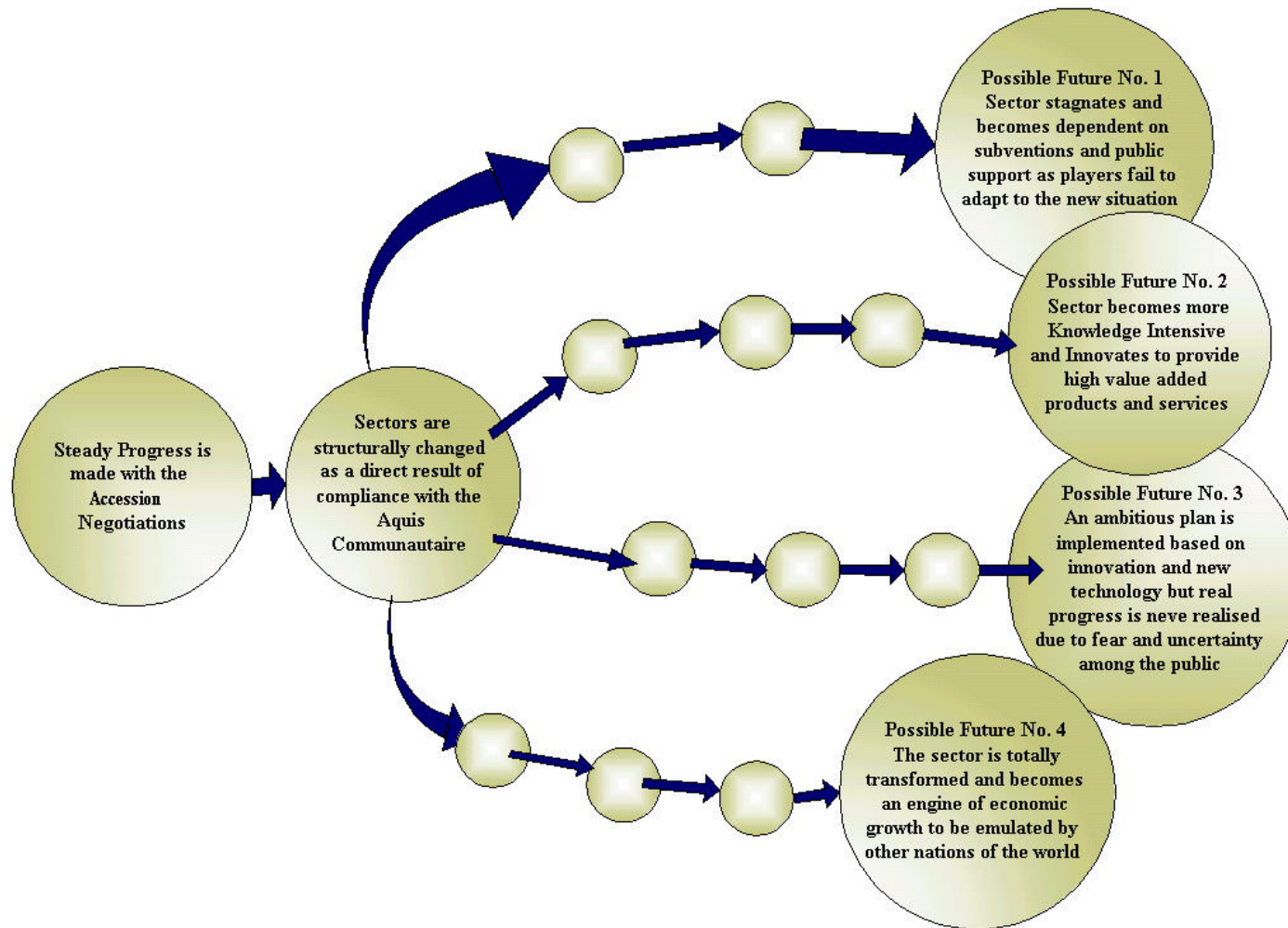
**Foresight is:**

**The Creation of Collective Knowledge about the Future**

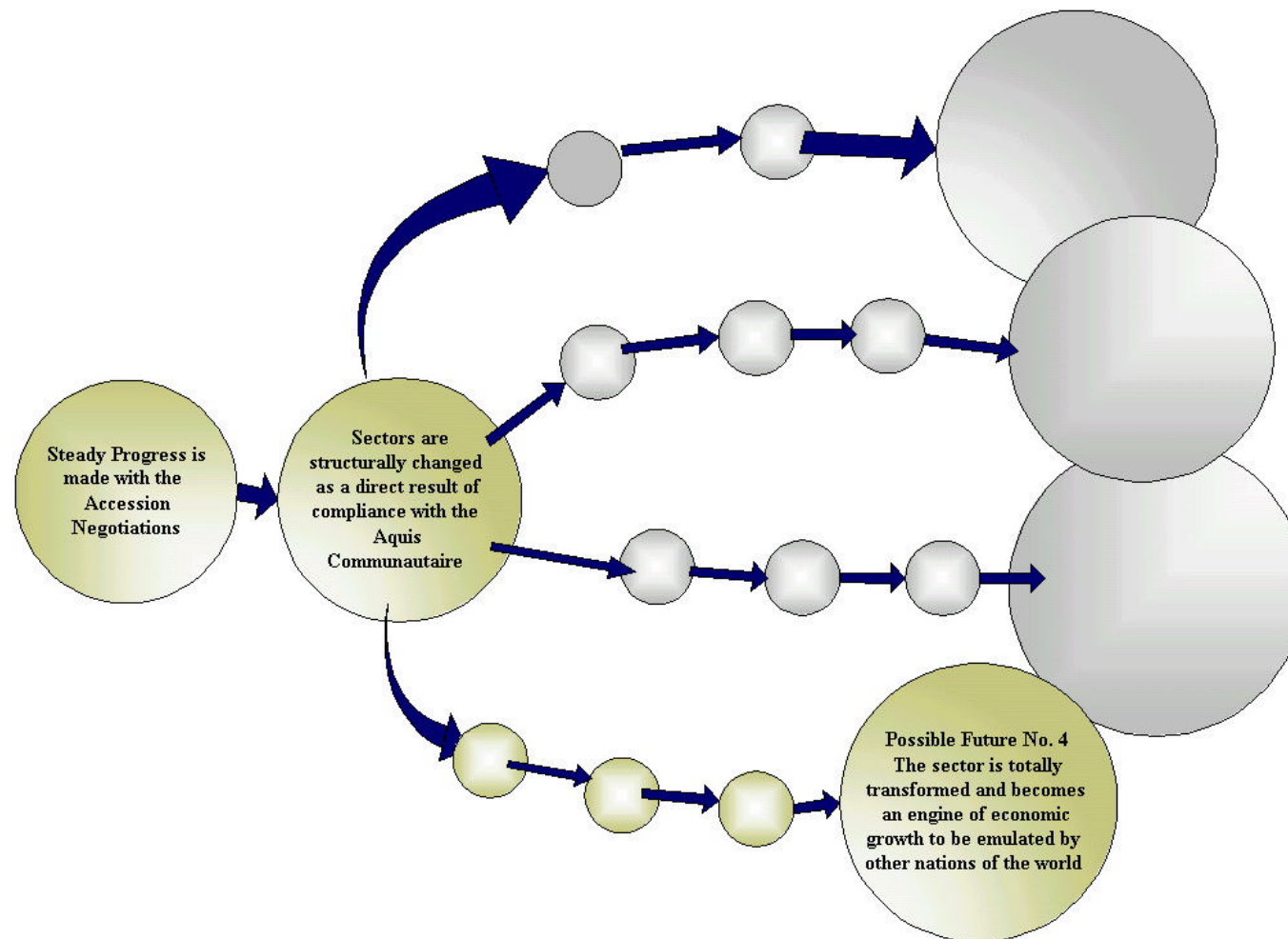
**Foresight Tools are:**

**Tools for the Management of Conversations about the Future**

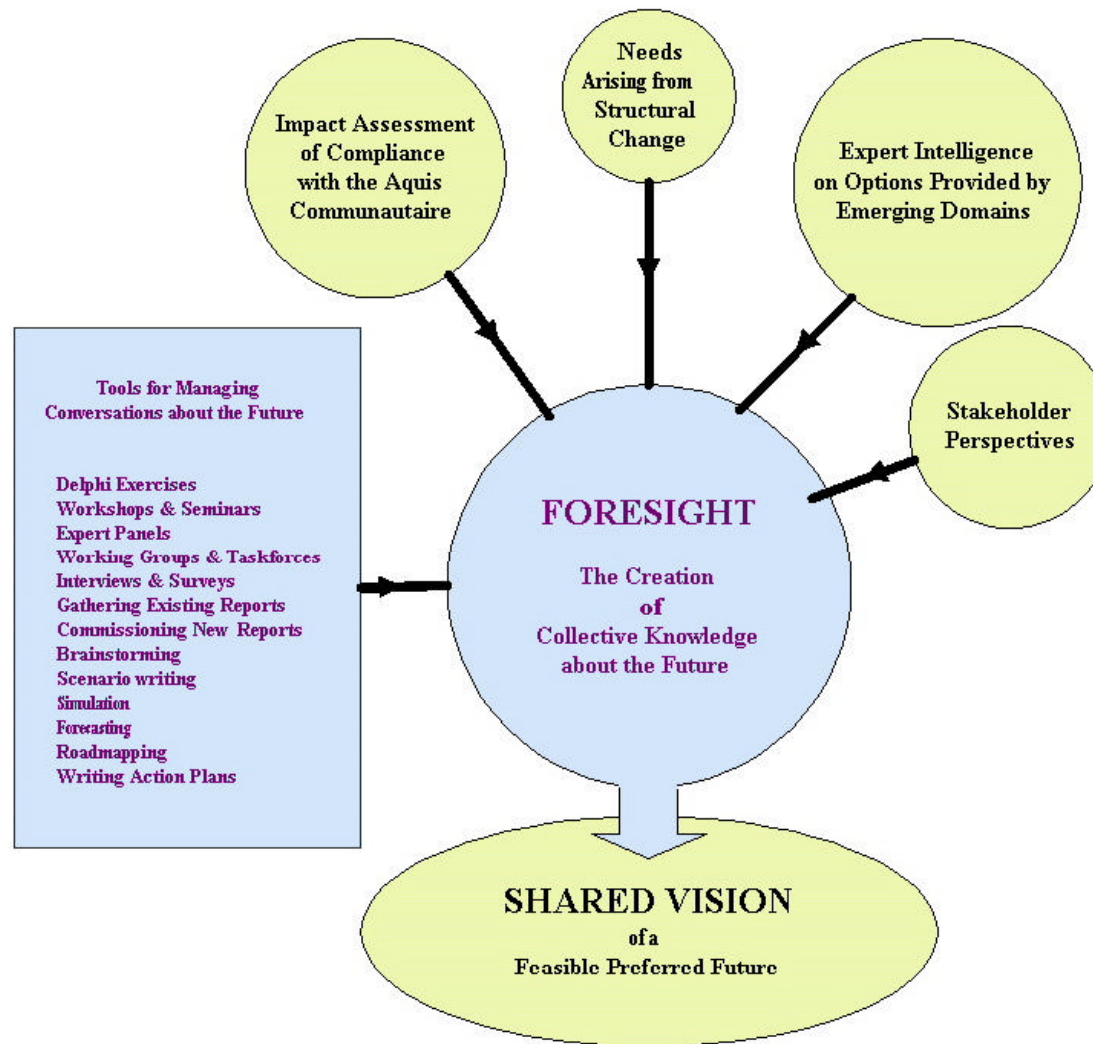
# The Foresight 'Knowledge Explosion'



# Choice of a 'Feasible Preferred Future'

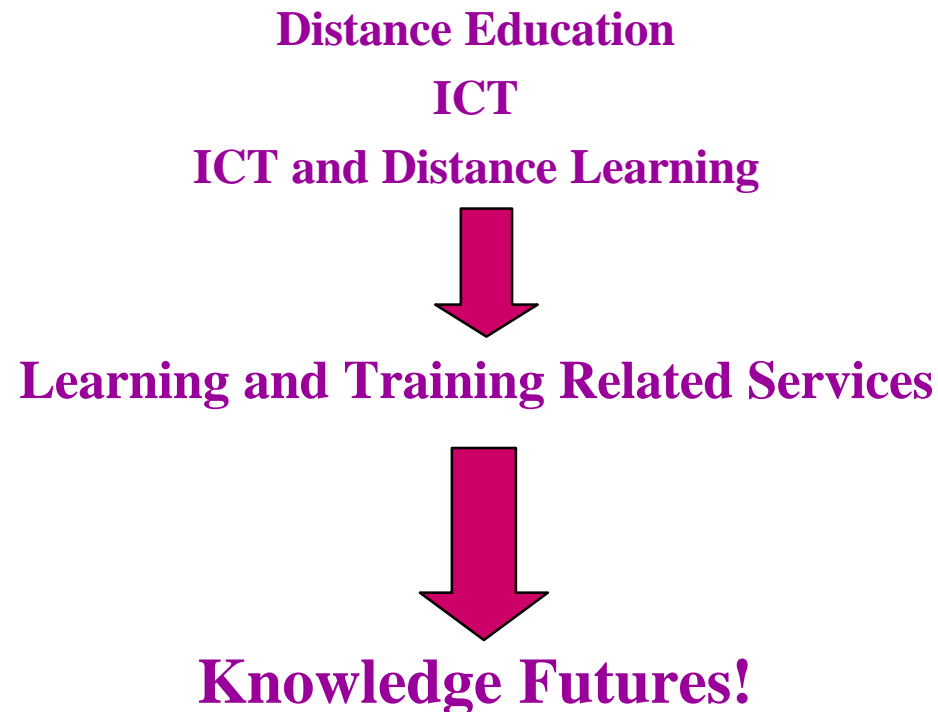


# Foresight as a Decision Making Tool



# The First Maltese Foresight Pilot

## Getting the Title Right



# What are 'Knowledge Futures'?

- Anticipating needs of the future (demographic, impact of accession etc.)
- The Knowledge Economy, intellectual capitalism, the triple bottom line, the hidden balance sheet, **National Knowledge Audits**,
- Learning, training and HR services as a business sector
- Building on existing needs and capacity
- Evolving learning models (JIT learning in complexity, CPI, etc.)
- New needs and '**skills with no name**' (Skills for a Knowledge Economy)
- **Media** and content development for learning and training
- Learning games and **simulations** (Beyond Simcity etc.)
- Learning and **training robots** and animals (aibo and robo-rat)
- **Convergence** of learning and research
- **Organisational** and higher levels of **learning**



## **‘Exploding the Future’**

- Identify established wisdom (then ignore it), scan horizons and identify new dimensions (EIA), creatively map out ‘Alternatives’ for the future in panel sessions at an **‘Alternatives Workshop’**,
- Combine these into shared visions via **‘Scenario Workshops’** (storytelling),
- Identify **‘Preferred Future Scenarios’** and debate the social dimension to create a shared vision of a Feasible Preferred Future
- Develop **‘Collective Action Plans’** (where each stakeholder has a role in shaping the future, and interprets the shared vision from their subjective viewpoint).

**Broadly Disseminate and Share the Results**

# **Foresight from a Management Perspective**

## **Foresight Offers**

**A chance to participate in creating shared visions of the future, in the face of:**

- **Rapid changes in technology,**
- **Complex of socio-economic systems,**
- **The need to adapt dynamically in terms of partnership and strategic alignment.**

**As well as:**

- **Access to new networks,**
- **An opportunity to learn about alternatives and emerging issues,**
- **Anticipation of new opportunities and orientations for innovative behaviour.**

**And:**

- **A chance to manage change by participating in the creation of the future.**