

START

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The world is changing and is confronted with increasing

**Volatility, Complexity, Uncertainty,
Unthinkable events**

- **Foresight** is a systematic, participatory, prospective and policy-oriented process which, **with the support of environmental and horizon scanning approaches**, is aimed to actively engage key stakeholders into a wide range of activities **anticipating, recommending and transforming (ART)** technological, economic, environmental, political, social and ethical **(TEEPSE) futures**.

- **Key/Emerging & Frontier Issues**
 - Environmental Scanning
 - Horizon Scanning
- **ART**
 - Anticipating
 - Recommending
 - Transforming
- **TEEPSE futures**
 - Technological
 - Economic
 - Environmental
 - Political
 - Social
 - Ethical

Foresight does not predict the future, but rather explores the range of plausible futures that may emerge

Some decisions are easy to make

As if this was not complex enough,
we sometimes face

« Black Swans »

and

« Wicked Problems »

Black swans:

- **Highly improbable**
- **Have a major impact**
- **Rationalized after the fact with the benefit of hindsight**

Wicked Problems

Wicked problems are societal problems that lack simplistic or straightforward planning responses. They are:

- difficult to clearly define
- many **interdependencies**
- often not stable and **constantly evolving**
- usually have **no clear solution**
- are socially **complex** — it is social complexity, rather than technical complexity, that is overwhelming
- hardly ever sit conveniently within the responsibility of any one organisation
- **involve changing behaviour — with all the difficulties that poses**

Responses to *wicked problems* need to be collaborative, innovative and flexible:

- Holistic thinking (not partial or linear)
- Innovative approach built on action, experimentation and evaluation
- Collaborative work, across boundaries
- Long-term focus
- Understand how to change behaviour.

How to do strategic foresight?

ELEMENTS

- 1. Starting point**
- 2. Purpose**
- 3. Objectives**
- 4. Target audience**
- 5. Desired outcomes**
- 6. Methodological background**
- 7. Timeline and what has been done?**

1. Starting point

What problem / challenge you need to tackle?

Is the organisation open to change?

Starting point of the project is determined by external and internal circumstances that the organisation faces.

The **external elements** are twofold:

(1)the **period of global transition**, rapid rate of change, complexity, uncertainty, globalization, disruptive exchange and strategic shocks or 'black swans'.

(2)the **policy milieu**: impacts of the social and political crisis in Europe, implications of innovation and technology in workplaces, populist movements, the change of ETUC secretariat in 2020.

The **internal elements** are:

The organisational settings, the work programme and campaigns.

To these, we can add managerial changes.

Relationship with other organisation/institutions.

2. Purpose

To be better equipped in the internal response mechanisms, to align priorities, strategies and decisions and expand the field of vision.

Practically, the idea is **to better anticipate changes,**

With a **360° view** the project will identify the most important future trends, look for adjacent or unseen opportunities and challenge internal assumptions.

The project *does not aim* at predicting the future, for the future is neither predictable nor predetermined. It does not aim to predict the future of work or trade unions either.

3. Objectives

External objectives include:

- (a) to get a better perception of the external environment;
- (b) to maintain our relevance within EU institutions and agencies;
- (c) to challenge ;
- (d) to enlarge and sustain alliances of collaboration with
.....

Internal objectives include:

- (a) to get signals of alternatives for expanding the scope of action in ...
- (b) to infuse insights into the future ...
- (c) to incorporate a foresight culture
- (d) to better decide about priorities, strategies and allocation of resources.

4. Target audience

Who sponsors the foresight project?

Who is the **direct audience**?

The **indirect audiences**?

5. Desired outcomes

The intended outcomes are closely related to the objectives.

Actionable **recommendations** that will be derived from the foresight exercises.

The **recommendations** can take the form of new or alternative policies, actions, initiatives, investments, and development of vision, values and strategies that will suggest alternative futures or expansion of the vision of the organisation.

Evaluation and **monitoring** to assess whether the strategic foresight process has helped to achieve its objectives.

Any question at this stage?

6. Methodological background

An aerial photograph of a lush green field, possibly a farm or agricultural area, with a white crosshair and a central circle overlaid. The text "Define your question or topic" is written in white, bold, sans-serif font across the center of the image. The background is a vibrant green, and the crosshair consists of a vertical and a horizontal line with tick marks. A white circle is centered on the intersection of the crosshair.

Define your question or topic

Framing the strategic question:

Understanding the concerns / organisation

Setting the expectations

Establishing the purpose

Inviting a diversity of participants

Framing the strategic question:

The question should be framed in broad terms in order to generate a richer conversation.

Allow participants to

Framing the strategic question:

The question should be framed in broad terms in order to generate a richer conversation.

Allow participants to **think**

Framing the strategic question:

The question should be framed in broad terms in order to generate a richer conversation.

Allow participants to **think widely**

“How should we design organizing
and recruiting?”

“How will organizing and recruiting
will look like in 2050?”

“How will the design of organizing and recruitment for bring a revitalized trade unionism in 2050?”

Phase 1

Phase 2

Phase 3

Phase 4

Methodology

Select the methodology

Mix

Ensure wide
Participation

Pre-foresight

Literature review
Face-to-Face
interviews

Horizon Scanning

Foresight

Scenario
development

Backcasting

Roadmapping

Monitoring and evaluation

Internal
evaluation

Ensuring
Continuity

Phase 2

Literature review

- EEA (2015) Assessment of global mega trends
- Euromonitor (2017) 8 global trends
- Deloitte (2017) Mega trends (35 drivers of change)
- KPMG (2017) Future state 2030: 9 megatrends shaping government
- OECD (2015, 2016) OECD towards 2050
- SITRA (2017) Megatrends
- National Intelligence Council (2013) Global Trends 2030
- PwC (2013, 2016) 5 global mega trends
- UNDP (2017) 6 global trends
- WEF (2017) 4 mega trends by 2030

Phase 2

Face-to-face interviews

Presidents of other unions, government officials, academic professors, directors of think-tanks, employers, NGOs, students, young workers.

Look for open perspectives

Phase 2

Horizon scanning

A method for detecting early signs of potentially important developments through a systematic examination of potential risk, opportunities and emerging issues, which are relevant for the topic of study.

Framework: TEEPSE, Weak Signals and Wild Cards

(Miles et al 2016, OECD 2017)

Horizon scanning

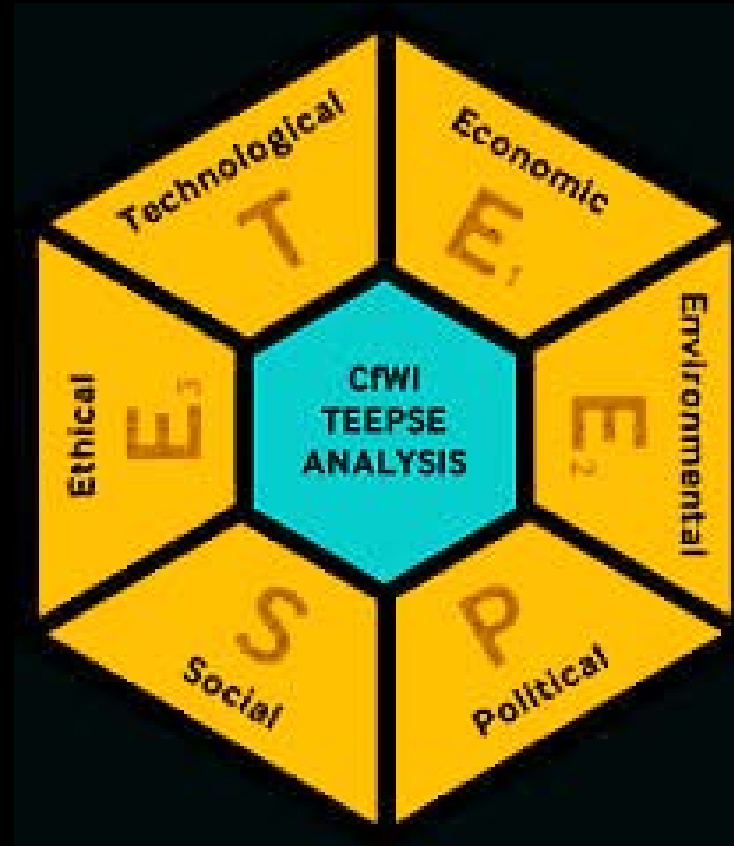
Identifies the key factors shaping the long-term development of the concern / topic / organisation

Builds a 360° view to identify the most important future trends, look for adjacent or unseen opportunities and challenge internal assumptions.

Phase 2

TEEPSE

T for Technological
E for Economic
E for Environmental
P for Political
S for Social
E for Ethical



Gives a bird's eye view of the whole environment.

Phase 2

Wild Cards are high-impact events that seem too uncertain, incredible or unlikely to happen; yet many do. Wild cards can make people laugh or say they will never happen. Fukushima, Tchernobyl, 9/11, Iceland's volcanic cloud.

(Ansoff 1975, Hiltunnen 2013, Miles, 2017)

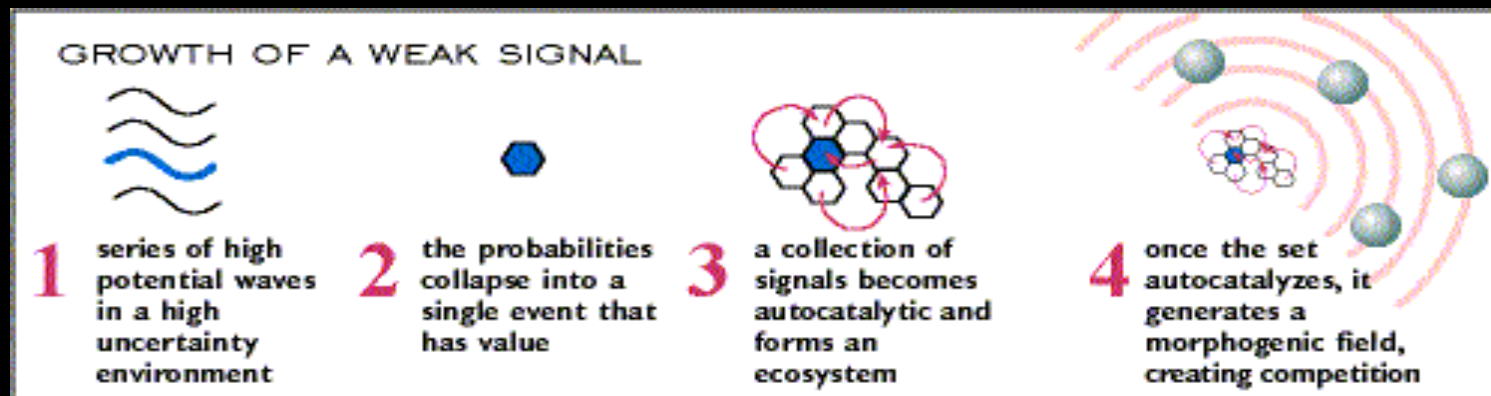
BREXIT
how do we do it?



Phase 2

Weak Signals are early signs of currently small change and they can be a sign of ambiguity or strategic discontinuity (moderately uncertain to very uncertain): *'hints', 'seems random or disconnected'*.

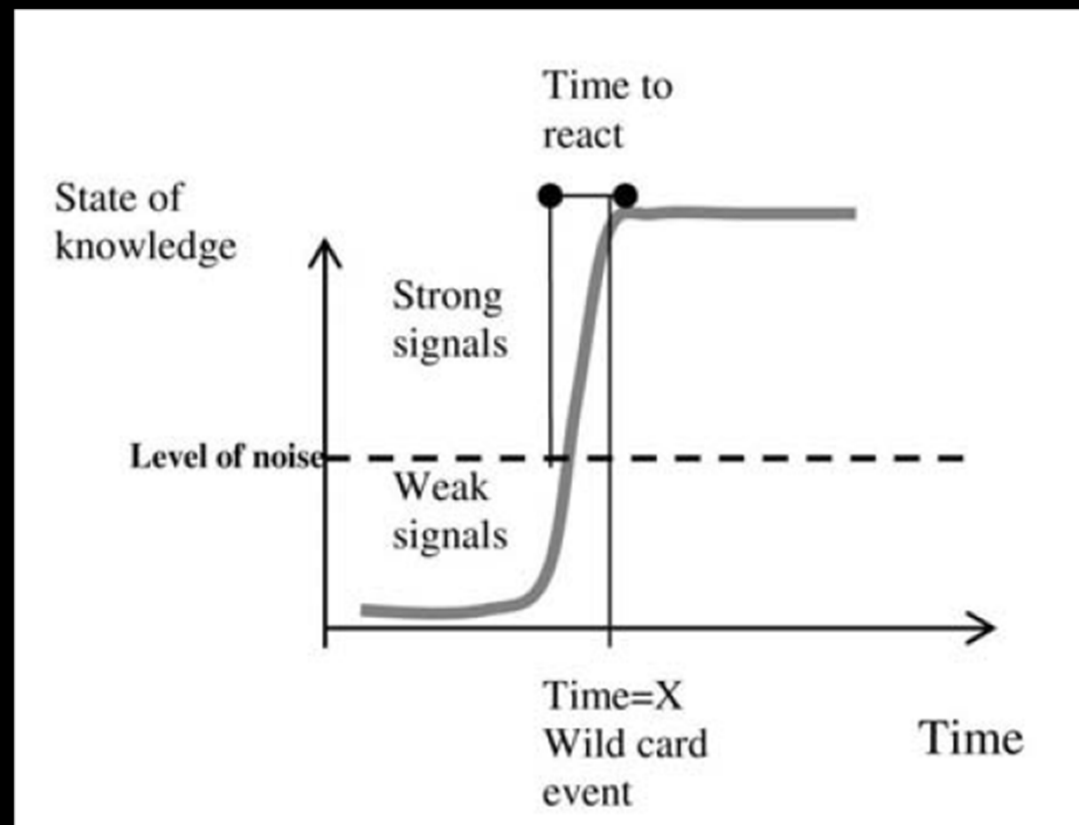
The search for weak signals involves identifying “*not necessarily important things*”, which do not seem to have a strong impact in the present but could be the trigger for major events in the future.



(iKnowfutures.eu, Coffman 1997)

Aida Ponce Del Castillo © etui (2019)

The method explores novel and unexpected issues as well as persistent problems and trends, including matters at the margins of current thinking.



(Cooper et al 2011)



(Jodie Foster in a scene from 1997's "Contact," with the Very Large Array in the background.
(Francois Duhamel/Warner Bros.)

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LEARNING FROM INCIDENTS

EXAMPLES OF WEAK SIGNALS AND MIND TRAPS

What are the Signals?

Weak Signals are signs or indications from our surroundings that things may not be all right, and that some of the barriers intended to prevent an incident are starting to fail or are missing.

Some examples are:

- Corrosion where we didn't expect it...
- An unusual smell when we visit a production unit...
- A pump vibrating in an unusual way...
- A new employee looking puzzled by a vital piece of equipment...
- A meter is giving an unexpected reading...
- Paperwork supporting critical tasks not being completed...
- Procedures being incorrect or out of date...
- Decisions not to comply with standards or normal practices...
- Supervisors repeatedly not taking concerns of junior staff seriously.

Phase 3

Scenarios

Constructing hypothetical futures, which can serve as a basis for action and can propose options for decision making.

Identify uncertainties, trends that help to build a description of alternative futures.

(Gurry et al 2009, Van Notten, 2005, Schultz 2015).

#FuturGov 4 Scenarios

<https://blogs.ec.europa>



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Phase 3

Roadmapping

Strategic vision + connections + time dimension
Provides an action plan to implement some items of the scenarios in a plan time and define who is going to do it.

Regularly monitored o correct/adjust deviations.

Phase 3

Recommendations

The **recommendations** can take the form of new or alternative policies, actions, initiatives, investments, and development of vision, values and strategies that will suggest alternative futures or expansion of your vision.

(Veslasco, 2017)

Phase 4

Monitoring and evaluation

Evaluation and **monitoring** to assess whether the strategic foresight process has helped to achieve its objectives. It involves the selection of criteria to evaluate the actions/objectives taken or broader impacts.

Participation, implementation of policies or actions, implementation of a roadmap.