



“Here be Dragons”

Connecting a changing world to strategic
decisions

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Here be dragons -----



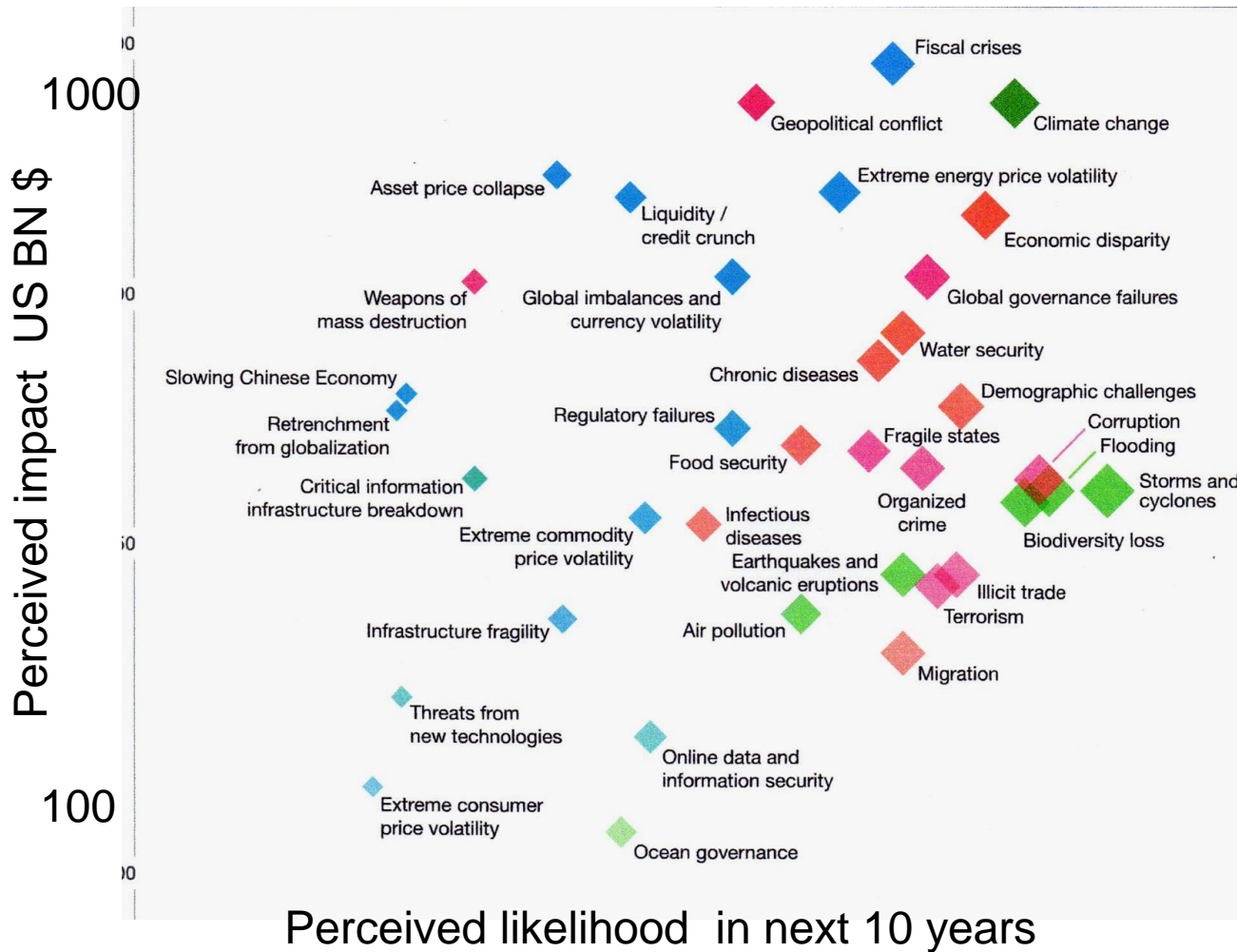
Robust decisions in uncertain times



WEF Global Risks 2013



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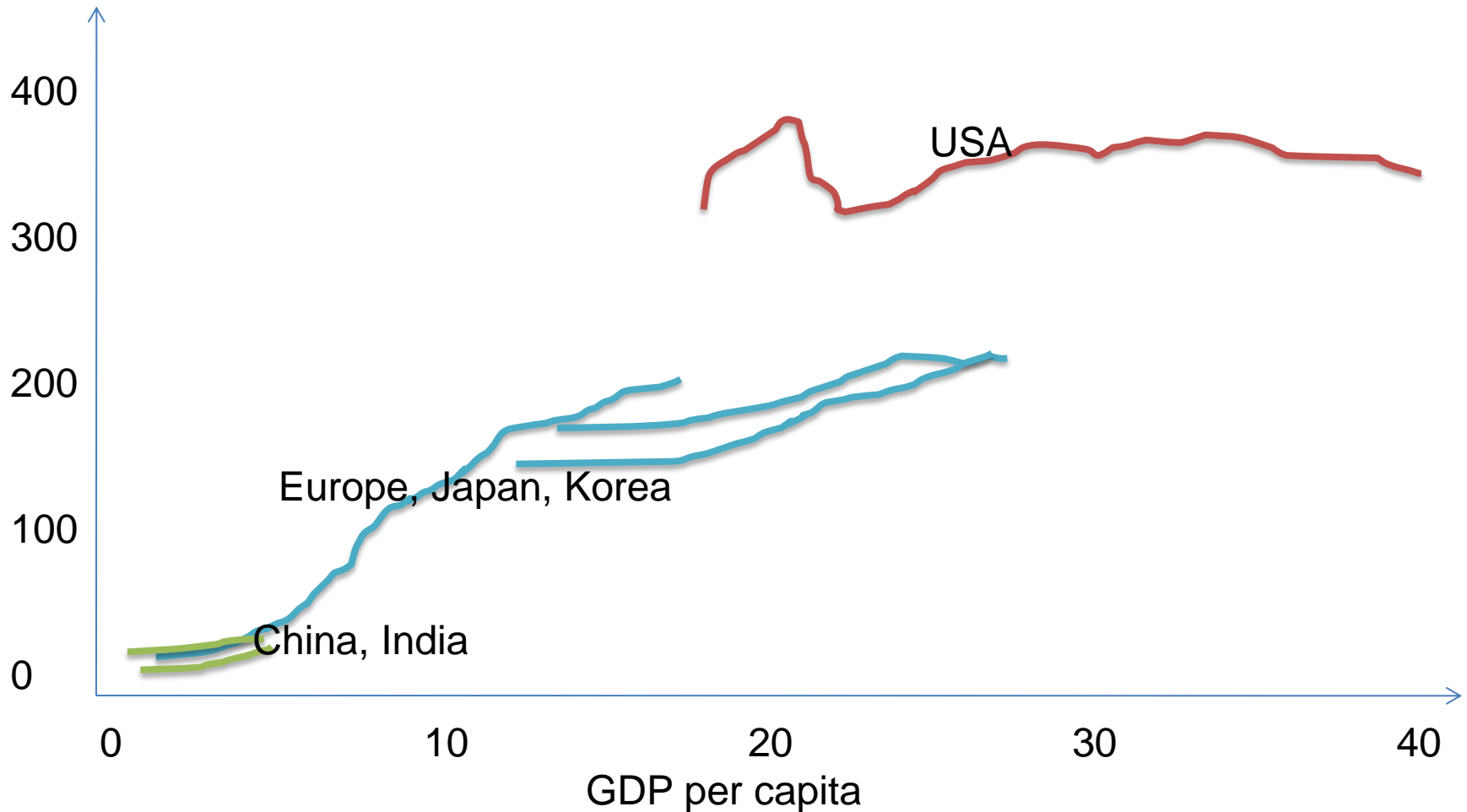


Energy pressures



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Gigajoules per capita

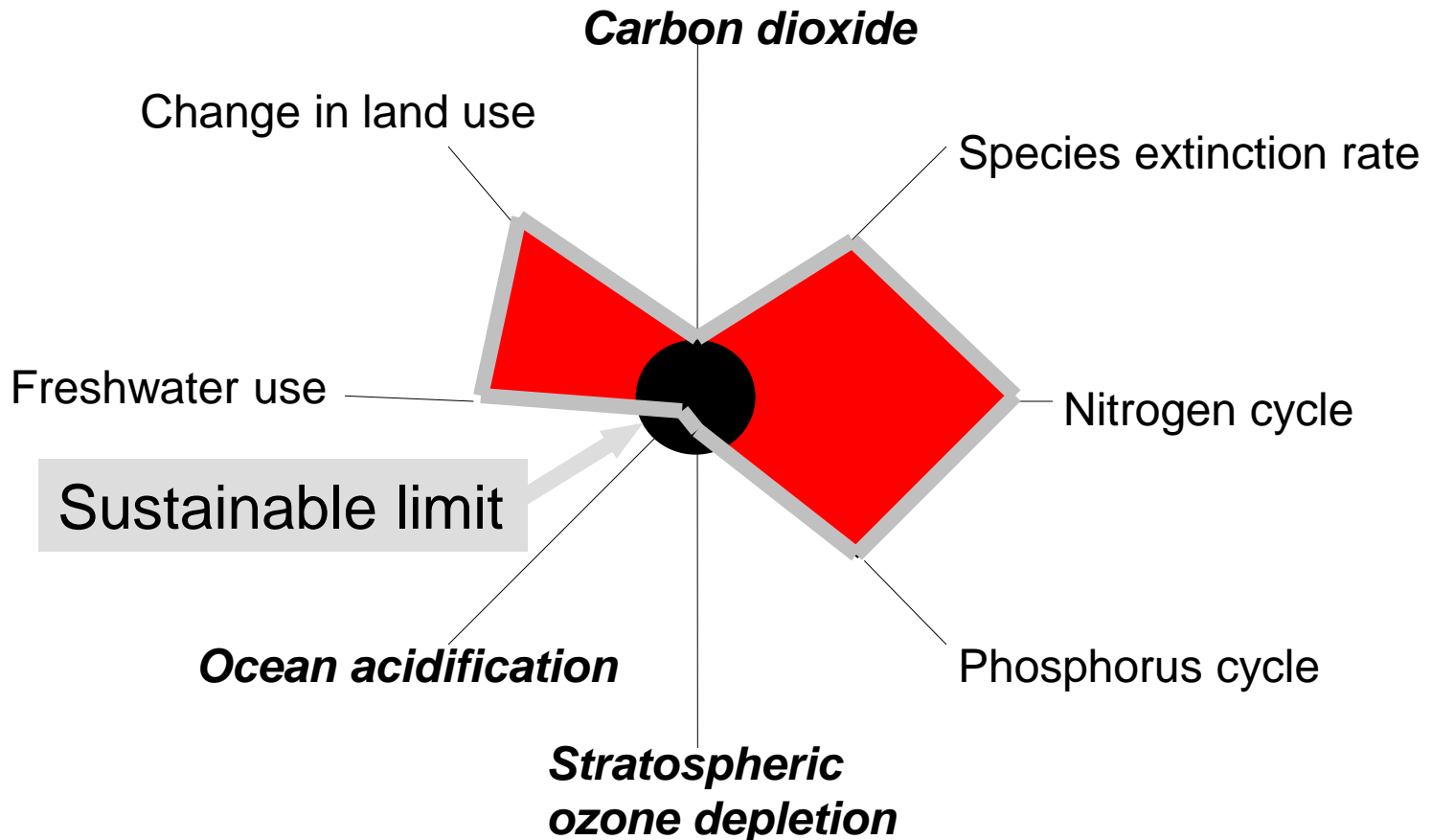


Environmental pressures

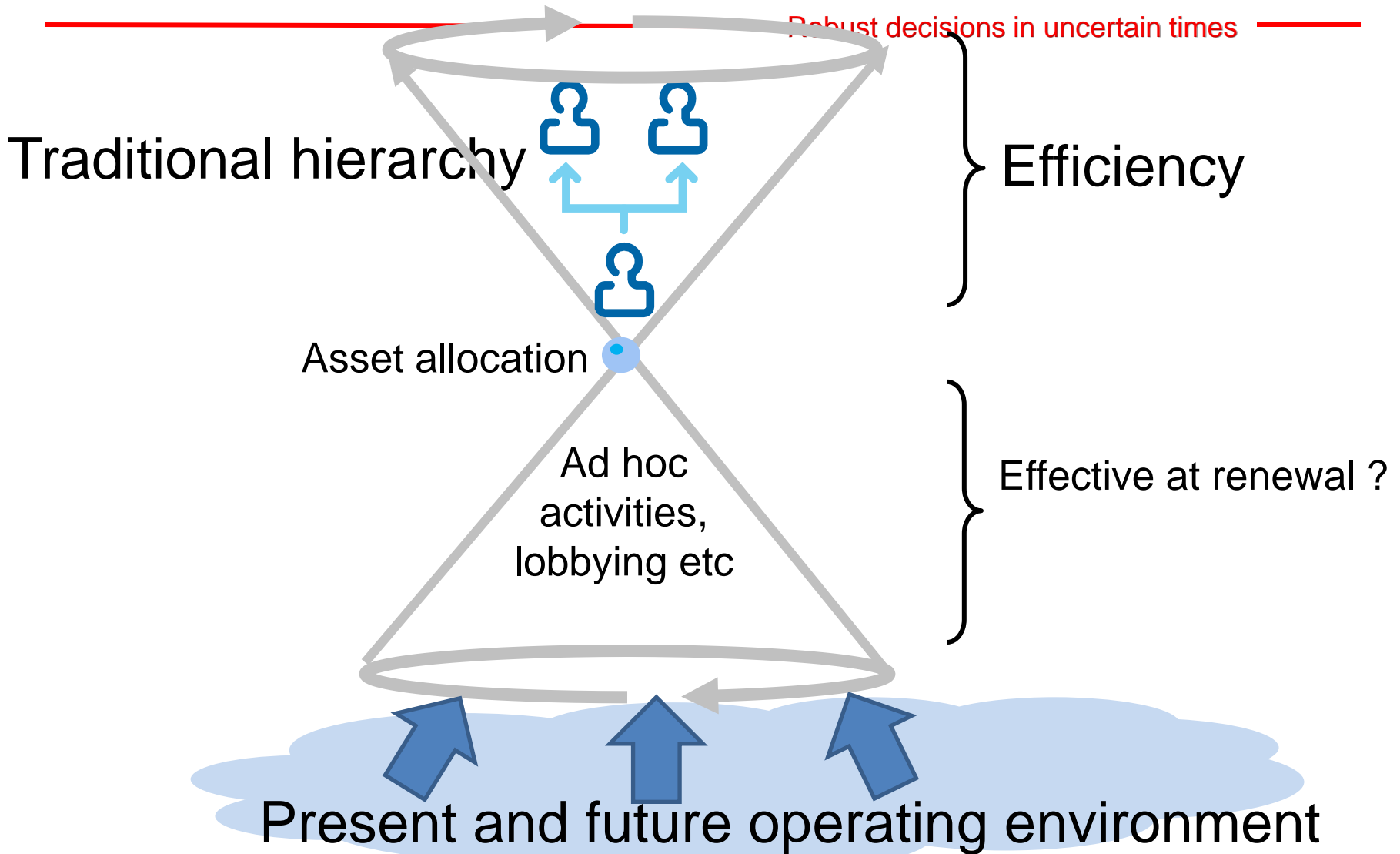


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The logarithm of the ratio of the current situation to the probable long term sustainable limit: ***these have been breached already***



Organisations facing change



Role of futurists ?



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Organisation

knows the answer



doesn't know the answer



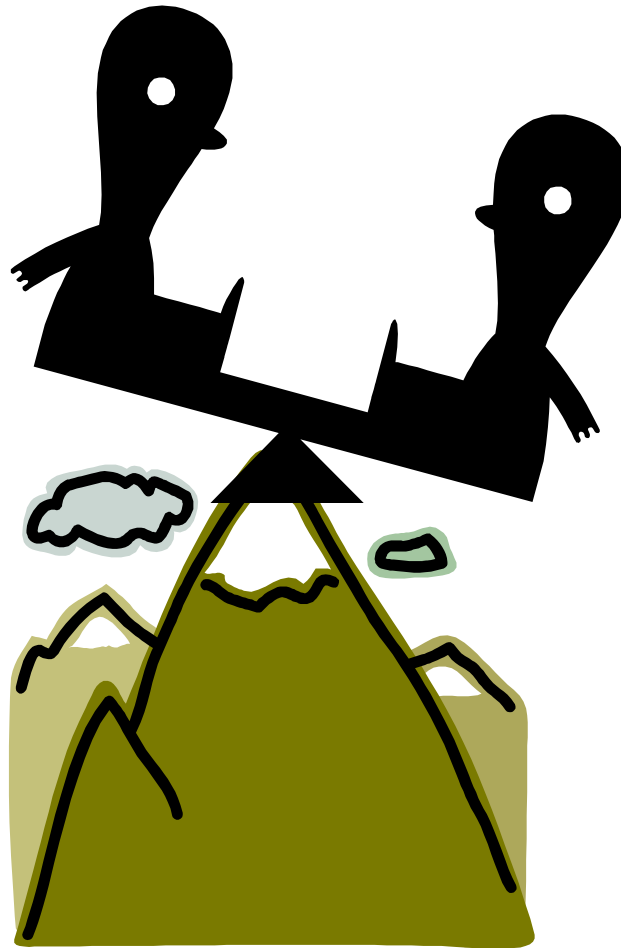
Individual
doesn't know the answer
Knows the answer





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Consultant

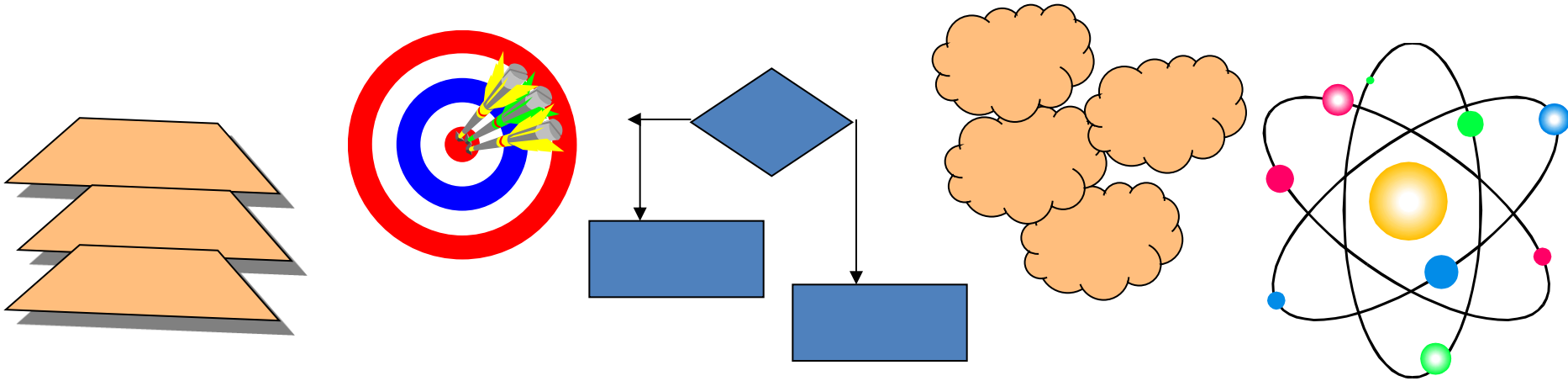


Line manager

Thinking styles



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Line manager,
Engineer

Corporate
manager

Strategist

Scenarios

Future
thinker

Early indicators
Decisions,
Timelines

Portfolio
management
Options
Decisions

Ideas & systems
Planning

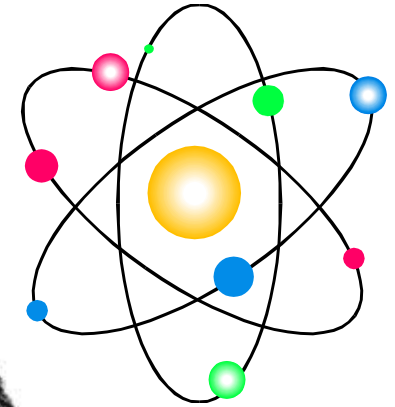
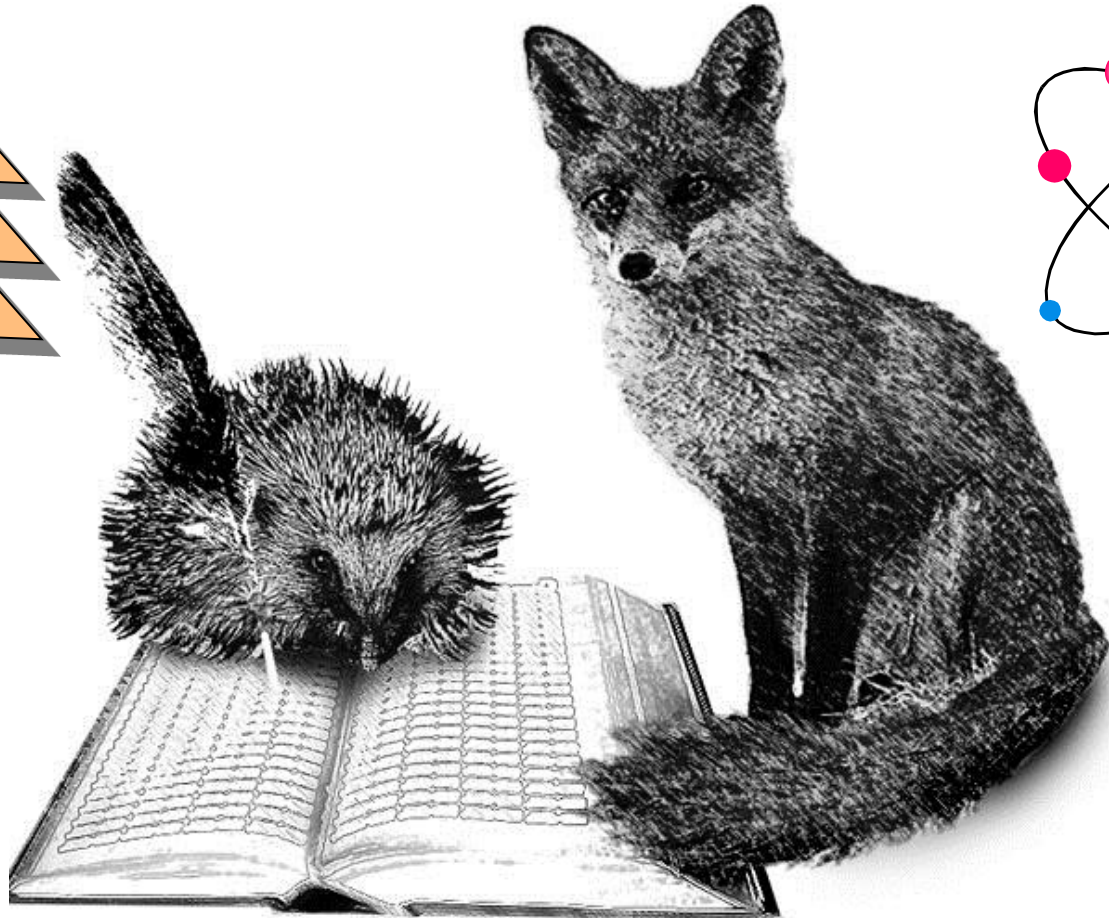
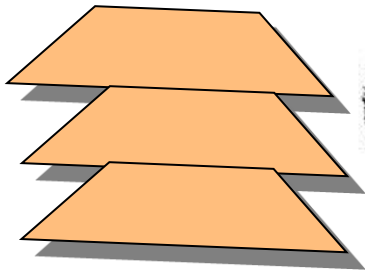
Alternate
worlds

“843” trends
interconnected

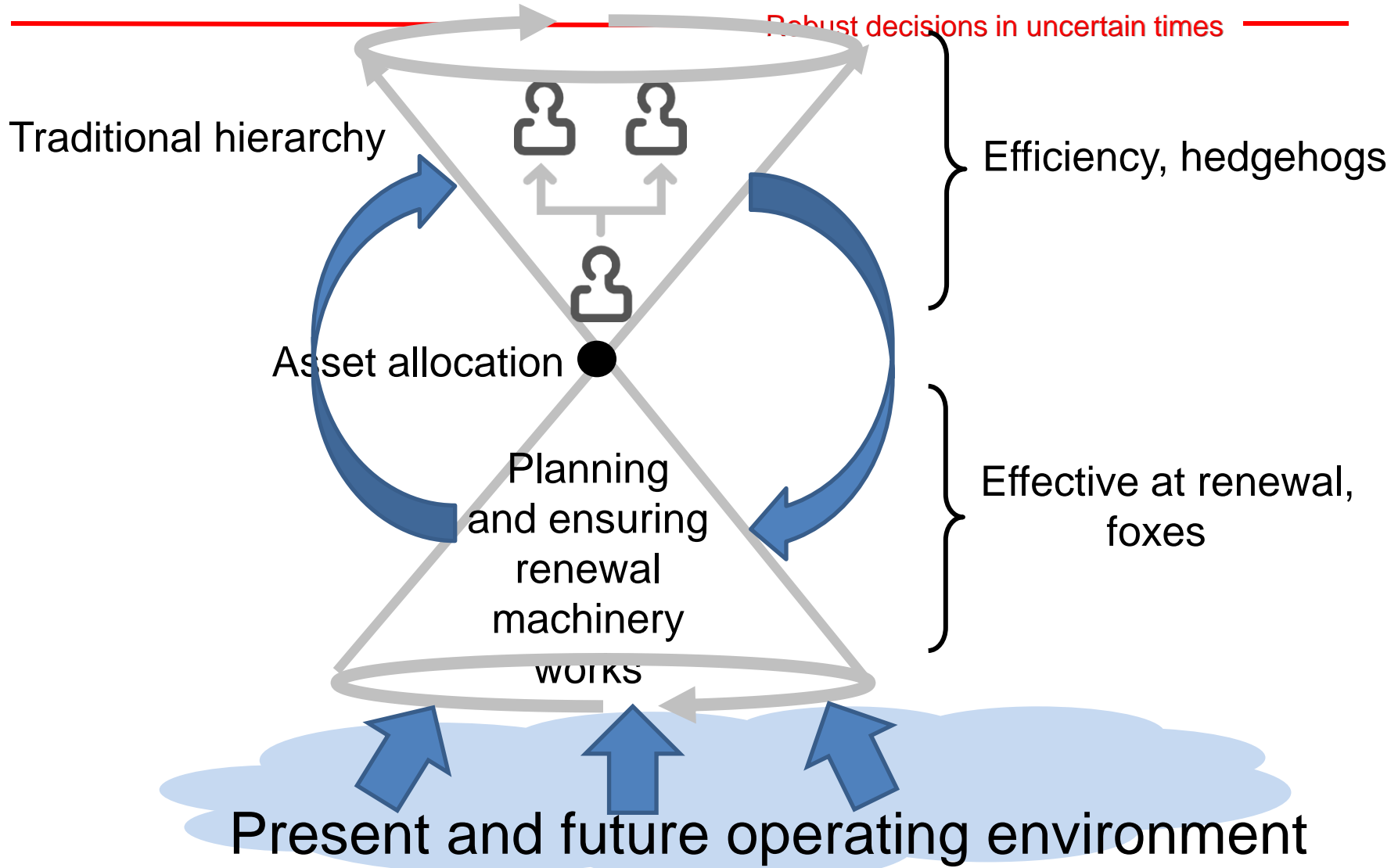
Foxes and hedgehogs



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Organisations and change



Applying this to the EC



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- EFFLA (European Forum on Forward Looking Activities) one of the Commission's 3 senior standing advisory groups on R&I policy
 - set up in September 2011
- Mission
 - Enhance collective intelligence and help devise better long-term European policies
- Core assumption
 - Intermediaries are need to interpret futures findings for senior policymakers
- Adopted a strategy cycle from TEKES in Finland as the basis for aligning to the EC's R&I cycle



European Commission

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Necessary elements of the future EU strategic process

Foresight (I) > Insight (II) > Strategy (III) > Action (IV)

Features of I and II:

- involves input from wide range,
- gets input from MS strategy processes
- uses new informal processes,
- exposes increasingly to global signals
- seeks constantly new ways to increase openness

- exploring different visions
- creating different scenarios
- analysing the trends
- analysing the drivers
- in depth studies
- building the vision
- selections

Currently missing

Bits and pieces existing

- monitoring
- evaluating
- foresighting
- analysing the system
- analysing the context

II Sense-making

I Strategic intelligence

III Selecting priorities

IV Implementation

- decision making process

Existing

Existing

- framework programme

Features of III and IV:

- involves decision makers
- uses existing formal processes
- seeks constantly new ways to increase openness

EC R&I context



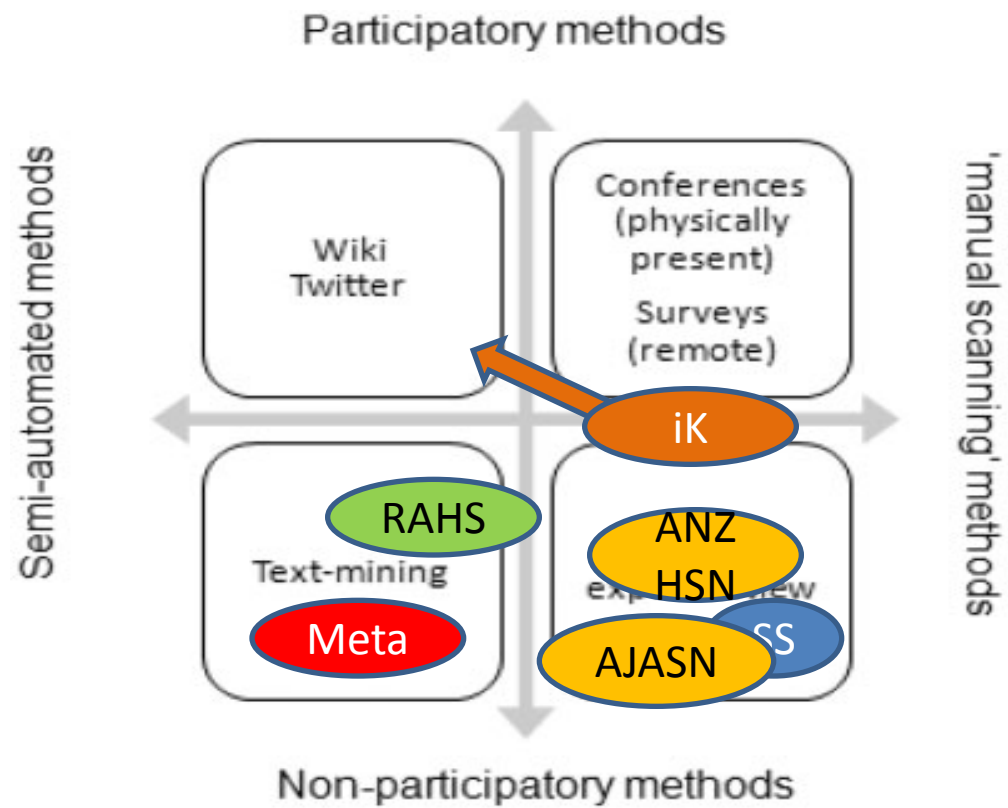
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- Strategic process:
 - Strategic Intelligence – cast wide
 - Stronger systematic sense-making using SI data – role of experts and individuals - strong link to Selecting priorities
 - Political dynamics & Member States important in Selecting Priorities
- “Hub” : intermediaries to interpret futures findings for policy makers
 - NODE (close to decision-makers) to give access and be an anchor for effectiveness;
 - also to act as an INTERFACE to translate issues and engage at the right time
 - NETWORK to provide a broad range of outside sources, antennas across EU and beyond; increasingly involves semi-automated scanning

Horizon scanning



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RAHS

Risk Assessment & Horizon Scanning

AJASN

Aus Joint Agencies scanning Network

ANZ HSN

Aus & NZ Horizon Scanning Network

Meta

Metafore/ SemaDyson

iK

iKNow

SS

Sigma Scan

Sense making steps



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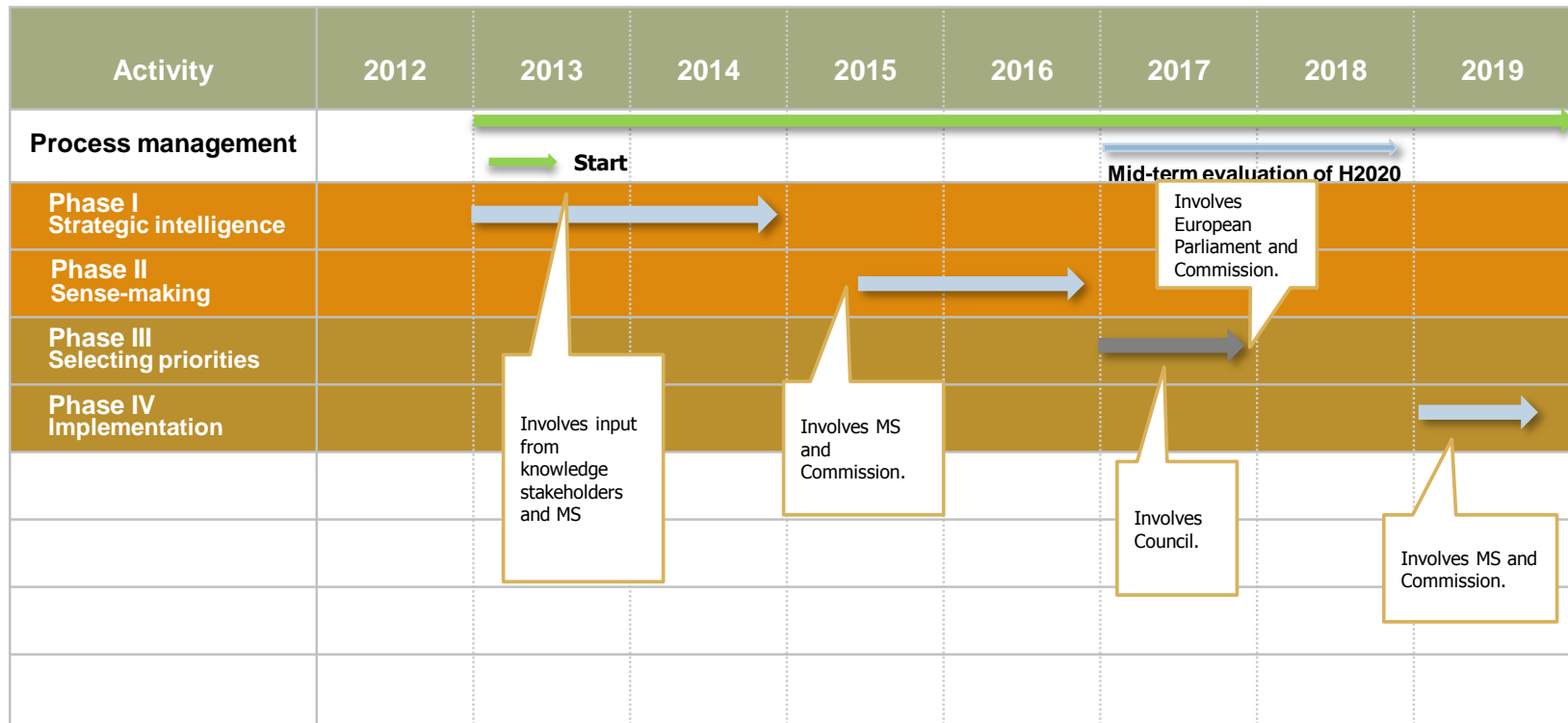
- Need for sponsor – what question are we trying to answer?
 - Exploring different visions
 - Analysing trends
 - Analysing drivers
 - Creating different scenarios
 - Building the strategy options
 - Selection of priorities
- Links from Strategic Intelligence and to Selecting Priorities



European
Commission

How to integrate the process into real life?

Example – preparing H2030



The process is NOT linear but cyclic with constant feedback (Ref. Slide No 3).

Thank you!



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If you would like to get our monthly eNewsletter eSAMI ---- please ask – esami@samiconsulting.co.uk.

For details of our training courses (with the Horizon Scanning Centre of the Foresight Unit) see www.samiconsulting.co.uk.

For details of our Blowing the Cobwebs off our Mind events, please ask, cobwebs@samiconsulting.co.uk

We produce a set of cards on trends – if you would like a set, email to cards@samiconsulting.co.uk

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Questions and comments??

