



Strategic foresight retreat

10 to 14 August 2015

Hartwell House





Welcome to SOIF 2015!

It is with enormous pleasure that we welcome you to SOIF's fourth annual retreat on Strategic foresight.

In the summer of 2012 we launched the School of International Futures with our first retreat at Wilton Park. We were immediately encouraged by the number of people ready to sign up to a week-long retreat on strategic foresight, in the middle of their summer holidays.

Particularly gratifying was the range of nationalities and backgrounds of those who joined us, and the attitude of those who came: wanting to learn and discuss foresight not simply as a theory or discipline, but as a way of understanding and changing the future.

The attitude and expectations of our participants have shaped SOIF into an organisation dedicated to teaching and promoting foresight as a practical discipline for policy and planning but also one that transforms the world we live in, and helps us make better decisions today, for a better future. We try to do three things: make you better users and commissioners of foresight; send you back to your job after your time with us ready to build future-ready organisations; and encourage you to learn from each other and support each other as a foresight community.

The process, methodology and techniques we'll introduce at SOIF2015 – with the help of our visiting faculty – are ones we have found achieve results in a range of different organisations. But strategic foresight is an art as well as a science; we will ask you to draw on both as you grapple during guided sessions with the Live challenge brought by our policy client, the European External Action Service (EEAS).

We hope you enjoy the next few days! We've tried to leave time in the programme for walks in the grounds, chats on the sofa, tennis, swimming, even early-morning yoga... but we hope the learning and debate too will be enjoyable, as well as fruitful for your future plans.

Thank you for coming to SOIF2015 with an open mind, and heart – we hope the relationships you make this week will contribute as much as anything to our efforts to build a better future.

Alun and Cat



School of International Futures (SOIF)

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Who we are

Founded in 2012, the School of International Futures (SOIF) is an independent non-profit organisation based in the UK, whose mission is to build the capacity of policy-makers, business leaders, international organisations and civil society to use and gain value from strategic foresight.

We provide our clients with the tools and techniques to become better commissioners and users of strategic foresight, and encourage the development of foresight capacity through investment in skills and structures.

Our offer is built on the SOIF founders' experience leading and implementing strategy and foresight projects in more than 30 countries. We believe that foresight leads to better plans and decisions, and can play an important role in transforming the world we live in, for the better.

What we do

SOIF helps you to think differently – and confidently – about the future.

The key to confident decision-making and successful strategy is the ability to imagine and plan for different future scenarios. Our bespoke training, retreats, coaching and advisory services help you to create a bright future for your organisation.

We advocate for the value of thinking about the future, and support our network with examples of success and good practice. We build capability by providing support and advice on designing future-ready organisations. We help build coalitions for future change through our networks and retreats.

At SOIF retreats and courses, you join a global network of foresight professionals who imagine the future together. You receive advice and insights from world experts who have already used foresight to make a difference in the world and gain the skills to plan a future of prosperity, security and wellbeing for your organisation.

SOIF provides project, training and advisory services, and hosts seminars and retreats that both promote the methodology and tools for using horizon scanning.

Projects

- Horizon scanning, drivers of change and scenario-based reports
- Trend analysis

Training

- Training sessions - from half-day to five-day – tailored to an organisation's activities
- Foresight module development and delivery – from three days to two weeks – as part of an executive education or MBA course

Advisory

- Setting up or enhancing an existing foresight unit
- Integrating foresight with an existing business process, e.g. strategy development, risk management

Our clients

Arts Council England, Bond, Swedish Defence University (FHS), Geneva Centre for Security Policy (GCSP), Graduate Institute Geneva (HEID), Stiftung Neue Verantwortung Berlin (SNV), S. Korea Science and Technology Policy Institute (STEPI), UN-Habitat, World Vision International

Annual flagship retreats

Five-day, held every August, in UK

Sectoral retreats

Three- to five-day, recently held for humanitarian sector in Geneva

Regional retreats

Three- to five-day, SOIF Asia Pacific held 2014 in Hawaii. Plans for regional retreats to be held in Africa and India



The SOIF four-stage process and your learning journey

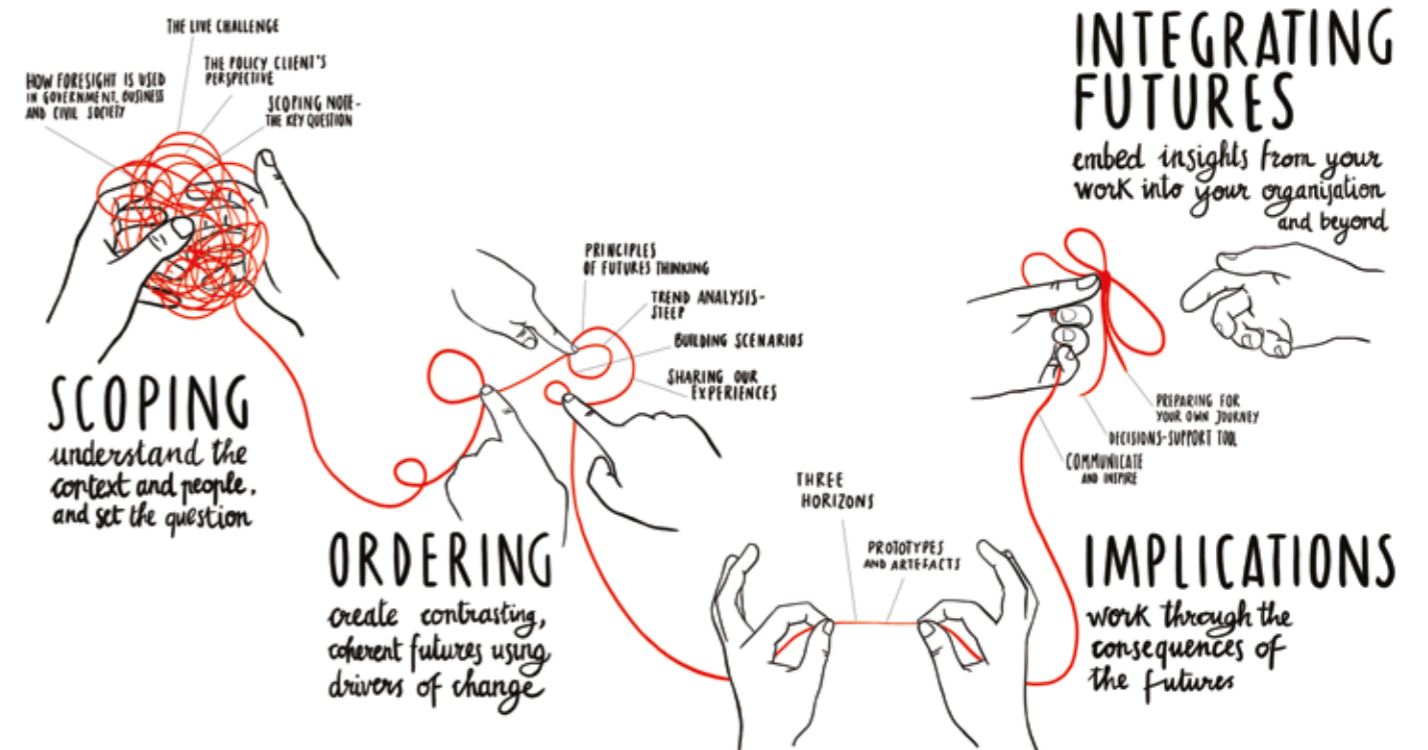
SOIF has developed a four-stage process to ensure that our clients as well as new foresight users are aware of the essential components of successful foresight work. For foresight to have impact, it needs to be conceived from the outset with the decision-maker, policy-maker, or other client of the work in mind. SOIF's four stages – Scoping, Ordering, Implications and Integrating Futures – lead you through the steps necessary to achieve this goal.

During the course of your week with us, you will embark on a "learning journey" through these four stages. The shape, stages and steps on this journey are set out graphically below. You will also learn and practise a number of tools during the week. These tools are indicated in the programme (on following pages) by icons next to the session in which the tool will be explained.

SOIF2015 themes and Live challenge

At SOIF2015 we will explore three themes: a methodological question, a policy issue, and a geographic "Live challenge." We will consider the tension between "urgency and patience" in policy-making. How to balance the benefits of taking immediate and decisive action with the need to reflect carefully on the future, build long-term plans and make investments that will take time to pay back?

With the help of our expert speakers and faculty, we will examine and challenge the narrative of a "ring of instability" surrounding Europe. We will attempt to go beyond the crisis and usual short-term framings to explore factors underlying geopolitical tensions, security, migration, etc. and also to look for opportunities related to these and other trends. Finally, the Live challenge this year is brought by the European External Action Service (EEAS) which is seeking input to its consultation on the second round of the Strategic Review process "The EU in a changing global environment."



 **Monday 10 August**

Day 1

- 1300 – 1430 Participants arrive, check-in and buffet lunch available
- 1500 – 1600 **1. Welcome and introductions**
SOIF was set up to build the capacity of policy-makers, business leaders, international organisations and civil society to use and gain value from strategic foresight and to create better futures.
Cat Tully Co-Founder, School of International Futures, London
Alun Rhydderch Co-Founder, School of International Futures, London
- 1600-1700 **2. Setting the Scene: “Views on the Future”**
Winfried Veit Scenario planning consultant; Lecturer, European Foreign and Security Policy, University of Freiburg and EU Center of IES.
Slim Amamou Founder, Pirate Party, Tunisia
Chaired by: **Cat Tully** Co-Founder, School of International Futures, London
- 1700-1730 Tea/Coffee
- 1730-1800 **3. Introduction to foresight, the SOIF Learning Journey and principles for thinking about the future**
Indra Adnan Director, Soft Power Network; Co-founder, The Downing Street Project
Cat Tully Co-Founder, School of International Futures, London
- 1815-1900 **4. Introducing the Live Challenge**
We present the important foreign policy issue brought to us by our “client” and consider how to frame it as a foresight question that we can address over the next four days.
Alun Rhydderch Co-Founder, School of International Futures, London
Alfredo Conte Head of Strategic Planning Division, European External Action Service
Respondents:
Tomas Ries Senior Lecturer, Security and Strategy, National Defence College, Stockholm
Andrey Kortunov Director General, Russian International Affairs Council
- 1930 Conference drinks followed by dinner at 8pm
Urgency and Patience
After-dinner speaker: **Jean-Philippe Toussaint** Writer, photographer and film-maker



 **Tuesday 11 August**

- 0730-0830 Breakfast
- 0700-0745 Yoga session (Garden or James Wyatt room)
- Day 2: Stages I to II**
- Scoping to Ordering**
What the policy maker needs – how foresight can meet that need – principles of futures thinking and drivers of change – participants’ experiences.
- 0900-0925 **5. Starting the Learning journey**
Alun Rhydderch Co-Founder, School of International Futures, London
- 0925-1045 **6. The policy client’s perspective (panel session)**
Decision-makers and senior researchers from government, civil society and the private sector discuss the relationship between strategic foresight and policy, and their experience of commissioning futures work.
Michael Denison Group Political Adviser, BP plc
Heather Grabbe Director, Open Society European Policy Institute
János Zlinszky Director, Sustainable Development Academy, Szentendre, Hungary; Associate Professor, Department for Environmental Law and Competition Law, Peter Pazmany Catholic University, Budapest, Hungary
Chaired by: **Cat Tully** Co-Founder, School of International Futures, London
- 1045-1115 Tea/Coffee
- 1115-1300  **7. Introduction to scoping. Scoping the Live Challenge, including feedback**
Outlining the purpose of the scoping stage, exercise in breakout groups and report back.
Group exercise: Scoping note.
Cat Tully Co-Founder, School of International Futures, London
- 1300 Conference photograph
- 1315 Lunch followed by tea/coffee
- 1445-1530 **8. SOIF faculty session I: Principles of futures thinking**
A short introduction to how and why futures thinking is different from other types of policy and strategy thinking – a first look at foresight concepts.
Group exercise: Statements of the future.
Andrew Curry Visiting Faculty Member, School of International Futures; Director, The Futures Company, and Vice Chair, Association of Professional Futurists.
- 1530-1645  **9. SOIF Faculty session II: Ordering: using drivers of change**
Understanding the difference between drivers of change and emerging issues. Developing drivers and making connections.
Group exercise: Making a drivers map.
Andrew Curry Visiting Faculty Member, School of International Futures; Director, The Futures Company, and Vice Chair, Association of Professional Futurists.
- 1645-1715 Tea/coffee
- 1715-1830 **10. Participants’ experience of foresight**
Participants share their experience of foresight work, giving examples of projects they have been involved in.
Cat Tully Co-Founder, School of International Futures, London
- 1900 Barbecue and Croquet

soif 2015 Wednesday 12 August

0730-0900 Breakfast

Day 3: Stages II to III
Ordering to implications. Introduction to scenarios – global trends and scenarios – scenario development – views from different geographies.

0915-0930 **11. Continuing the Learning journey**
Cat Tully Co-Founder, School of International Futures, London

0930-1015  **12. SOIF faculty session III: Building scenarios**
Introduction to different scenario methodologies and their use in policy – guidelines for scenario construction.
Andrew Curry Visiting Faculty Member, School of International Futures; Director, The Futures Company, and Vice Chair, Association of Professional Futurists.

1015-1045 Tea/coffee

1045-1200 **13. Trends and Scenarios (panel session)**
An international panel explains how they develop scenarios and apply them to policy.
Mathew Burrows Director, Strategic Foresight Initiative, Atlantic Council; Principal Drafter, Global Trends 2030: Alternative Worlds, National Intelligence Council
Vinay Gupta Inventor Hexayurt; Infrastructure theorist; Blockchain Technologist, Ethereum
Danièle Réchard Head of Global Trends Unit and Member of ESPAS, European Parliamentary Research Service, European Parliament
Simon Webb Executive Director, The Nichols Group; former Director-General, Department for Transport and Ministry of Defence, United Kingdom
Chaired by: **Alun Rhydderch** Co-Founder, School of International Futures, London

1200-1300  **14. Start scenario development** Plenary followed by scenario development exercises in groups, working on the Live Challenge. Using the Ethnographic Futures framework to build on a two by two approach.
Andrew Curry Visiting Faculty Member, School of International Futures; Director, The Futures Company, and Vice Chair, Association of Professional Futurists.
Alun Rhydderch Co-Founder, School of International Futures, London
1300 Lunch (followed by Learning walk)

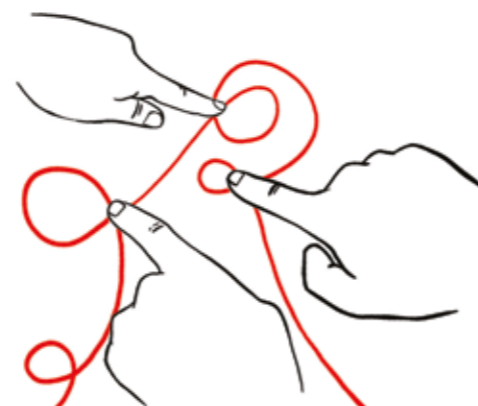
1500-1600 **15. Continue scenario development**
Plenary session followed by exercise in breakout groups continued.

1600-1645 **16. Scenarios report-back**
Report-back and discussion in plenary.

1645-1715 Tea/coffee

1715-1830 **17. Views on the retreat theme from different geographies**
Chaired by: **Cat Tully** Co-Founder, School of International Futures, London

1930 Dinner
After-dinner speaker: **President Tarja Halonen**
President of Finland (2000-2012)



soif 2015 Thursday 13 August

0730-0830 Breakfast

0700-0745 Yoga session (Garden or James Wyartt room)

Day 4: Stages III to IV
Implications to Integrating Futures. Building on the scenario analysis to identify implications for policy – application of foresight to policy

0900-0930 **18. Continuing the Learning journey**
Alun Rhydderch Co-Founder, School of International Futures, London

0930-1000 **19. SOIF faculty session IV: Implications – making the bridge from futures to policy.**
Andrew Curry Visiting Faculty Member, School of International Futures; Director, The Futures Company, and Vice Chair, Association of Professional Futurists.
Alun Rhydderch Co-Founder, School of International Futures, London

1000-1100  **20. Understanding implications.**
Group exercise: Three Horizons.
Andrew Curry Visiting Faculty Member, School of International Futures; Director, The Futures Company, and Vice Chair, Association of Professional Futurists.

1100-1130 Break

1130-1300  **21. SOIF faculty session V: Rapid Worldbuilding**
How to model and react to new situations – and look beyond familiar narratives and archetypes. ‘Rapid prototyping’ to accelerate worldbuilding and enhance agility.
Scott Smith
Visiting Faculty Member, School of International Futures; Founder, Changeist

1300 Lunch and Garden Tour

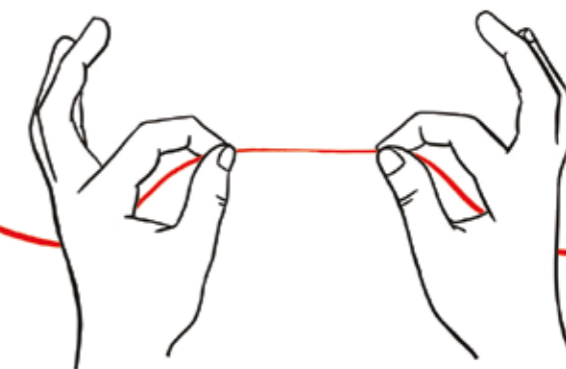
1430-1545 **22. A panel debates how to think through the implications of foresight work and develop the strategic capability of organisations to harness foresight in policy and decision making processes (panel session)**
Lisa Bronson Professor, National War College
Rosemarie Forsythe Former Director, International Political Strategy at ExxonMobil and White House National Security Council Director for Russian, Ukrainian and Eurasian Affairs
Didier Schmitt Space Task Force, European External Action Service
Chaired by: **Cat Tully** Co-Founder, School of International Futures, London



1545 Tea/coffee available

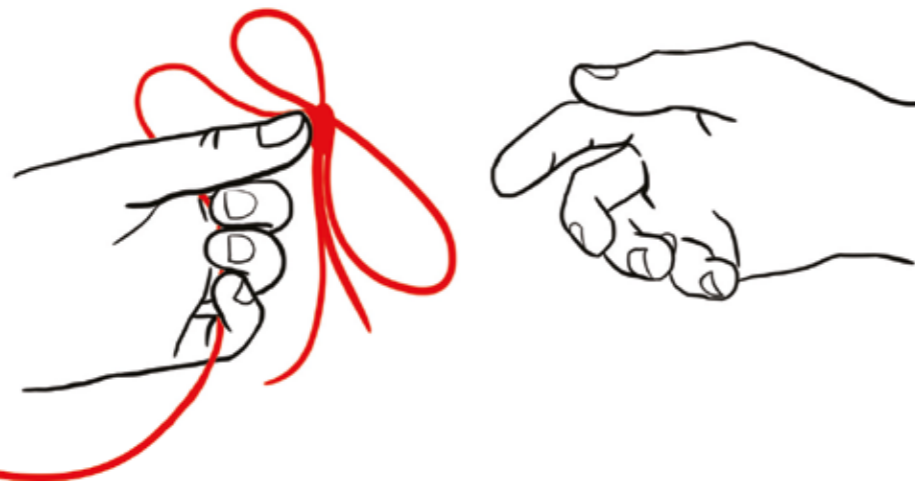
1545-1745 **23. Completing the Live Challenge: Developing presentations**
Participants prepare their advice to the client on how to respond to the Live Challenge.

1745-1845 **24. Presenting results of Live Challenge work**
Groups provide their recommendations to the Live Challenge client.
Alfredo Conte Head of Strategic Planning Division, European External Action Service

2000 **Gala dinner**



0730-0900	Breakfast and Checkout Day 5: Lessons from the week Integrating the foresight approach: bringing foresight back to the office. Lessons from the whole week and we wrap-up the journey for this year. Goodbyes.
0930-0945	25. Concluding the Learning journey Cat Tully Co-Founder, School of International Futures, London
0945-1100	  26. Stage IV - Integrating the futures approach Embedding and communicating project insights, building strategic capability and stimulating a more forward-looking organisation - future artefacts and capability matrix Scott Smith Visiting Faculty Member, School of International Futures; Founder, Changeist Alun Rhydderch Co-Founder, School of International Futures, London
1100-1120	Tea/coffee
1120-1145	27. Next steps on your Journey - your ideas Working with your learning partner, developing commitments to action to integrate the techniques we have learnt.
1145-1215	28. Next steps on your Journey - session with SOIF advisers SOIF advisers offer their support to participants on their plans.
1215-1315	29. Completing the Learning journey Goodbyes
1315	Lunch
1400	Participants depart



Speaker biographies



Catarina Tully

Catarina Tully is Co-Founder of the School of International Futures and Founder of FromOverHere, a consultancy providing strategy and foreign policy advice. She has advised the UK parliament on an inquiry into Government Strategic Capability, worked on the US NIC Global Trends 2030 report, as well as consulted and trained senior officials from governments around the world. She is on the UN Sustainable Development Goal 16 Advisory Panel.

Prior to setting up these organisations, Cat was Strategy Project Director at the UK FCO and Senior Policy Adviser in the Prime Minister's Strategy Unit (under Tony Blair and Gordon Brown). She previously worked for Christian Aid, Technoserve and Proctor and Gamble, as well as the UN, European Commission and the World Bank in Geneva.

Cat has a Social and Political Science degree from Cambridge University, an MPA from Princeton and a business and finance strategy qualification (CIMA). She is an Honorary Fellow of the Strategy and Security Institute at Exeter University, a visiting professor at RANEPa in Moscow and a visiting Director at Wilton Park. She is a trustee for Women's Health and Family Services in Tower Hamlets in London, a community-based health advocacy organisation working with Black and Ethnic Minority women and their families; of Involve, a public participation think-tank; of the Foundation for Democracy and Sustainable Development; and a Global Board member of Academics Stand Against Poverty.



Alun Rhydderch

Alun Rhydderch is a Co-founder of the School of International Futures and Director of Horizon Scanning Ltd.

In 2005 he was part of the team that set up the UK's Horizon Scanning Centre, based at the Foresight unit in the Government Office for Science. He worked at the Centre until 2012, running projects such as the International Futures Project, World Trade: Possible Futures, and Technology and Innovation Futures, on behalf of major UK government departments. The International Futures Project (2007) was described by the Permanent Secretaries Strategy Group as "emblematic of how horizon scanning could be used to develop strategic thinking". Technology and Innovation Futures (2010) marked a turning point in the government's approach to technology policy.

Alun commissioned and edited the Sigma Scan, a unique repository of horizon scanning articles relevant to public policy; conceived and edited the global trends report Dimensions of Uncertainty; and published Scenario Planning: A Guidance Note on scenario planning in government. He is currently working on projects for the Institute of Development Studies, Brighton and Imperial College, London.

Before joining the UK Horizon Scanning Centre, Alun set up and ran a software development company in Prague, which was the fastest growing tech company in the Czech Republic in 2000.

He holds a BA in modern and medieval languages from Cambridge University.



Winfried Veit

Winfried Veit is a political scientist, author and scenario facilitator, who received his PhD in International Relations from the Free University of Berlin. He was for many years a staff member of the Friedrich Ebert Foundation, including as Head of Department for Eastern Europe and Central Asia, and as director of the FES country offices in South Africa, Israel, Paris and Geneva.

Winfried participated in and facilitated scenario planning exercises in South Africa, Israel, Bosnia-Herzegovina, and on Global Economic Governance, and on the Future of the Eurozone and German-Russian relations. He teaches European

Foreign and Security Policy at the University of Freiburg and at the EU Center of IES in Freiburg, and he is the author of numerous books and articles on international issues.



Slim Amamou

Slim Amamou is a computer programmer, entrepreneur and blogger. He co-founded the web agency AlphaStudios in 1999 and ALIXSYS in 2008 as a web services company for enterprise. His writings focus on the modalities and mechanisms for the emergence of new global society of the Internet. He is also a founder of the Pirate Party and known for his positions against censorship and intellectual property and fights for the neutrality of the Internet.

Arrested in 2010 for organizing a street protest against internet censorship and then again in 2011 during the Tunisian revolution on the background of anonymous attacks, he was appointed Secretary of State for Youth and Sports in the new Tunisian interim government three days after getting out of jail. He resigned after the return of Internet censorship.

Alfredo Conte

Alfredo Conte is Head of Strategic Planning at the European External Action Service (EEAS). Following an internship at the Ecole Nationale d'Administration (ENA), Paris, Alfredo entered the Italian Diplomatic Service in 1993 and postings included Consul at the Consulate General of Italy in Hong Kong from 1996 to 2001 a period which saw the handover and Asian financial crisis. In 2004 he was First Secretary at the Embassy of Italy in Berlin with responsibility for both domestic and foreign policy (including the Iraq crisis). Between 2009 and 2010 he worked in the Cabinet of the Minister for successive Foreign Ministers (Franco Frattini, Gianfranco Fini, Massimo D'Alema) before being seconded to the General Secretariat of the Council of the European Union as Senior Advisor to the Director of Policy. Alfredo holds a Law degree from University of Naples.



Indra Adnan

Indra Adnan is Director of the Soft Power Network and co-founder of The Downing Street Project. For over twenty years, Indra has been writing, consulting, network-building and event-organising in the international arena of soft power, conflict transformation and transformational politics. A practicing socio-psychotherapist and coach, she works in both the public and private sphere advising on personal, local and global agency with clients in Brazil, Finland, India, Mexico and the UK including the British Council, the Scottish Executive and the Institute of Contemporary Arts. She writes regularly for The Guardian and The Huffington Post. Her e-books Soft Power Agenda and New Times are available on indraadnan.com



Andrey Kortunov

Andrey Kortunov is Director General of the Russian International Affairs Council. He graduated from the Moscow State Institute of International Relations (MGIMO) and undertook postgraduate studies at the Institute for US and Canadian Studies, USSR Academy of Sciences. Andrey holds a Ph.D. degree in History.

Andrey was Deputy Director of the Institute for US and Canadian Studies and Founder and first president of the Moscow Public Science Foundation. He has taught Russian foreign policy at the University of Miami (USA), and at the Lewis & Clark College in Portland (University of California). In 2011, he was elected Director General of the Russian International Affairs Council non-profit partnership established by order of the President of the Russian Federation.

His academic focus is on international relations, foreign and domestic policy of Russia and Russian-American relations. Andrey is author of over 120 publications dedicated to the analysis of Soviet/Russian-American relations, global security, and the foreign and domestic policy of the USSR and Russia.



Tomas Ries

Dr. Tomas Ries is Senior Lecturer (Assistant Professor in the US) in Security and Strategy at the National Defence College, Stockholm, Sweden. He has worked with security studies since 1979. His three main interests are the globalising security environment and future trends; the epistemological and practical challenges of the new security environment; and the essence of strategy and security. During the Cold War (1979-1992) he focused on the US-Soviet strategic nuclear relationship in the Arctic, Soviet military interests and grand strategy in the north, Nordic security and Finland's security policy.

Tomas is an honorary Member of the Atlantic Council, adjunct Professor at Abo Akademi and the Baltic Defence College. He holds honorary positions at Royal Academy of Military Science (Stockholm), Royal Naval Society (Stockholm), Finland's Academy of Military Science, in addition to several boards, expert advisory groups and networks. He has written two books and numerous articles and research studies.

Tomas holds a BSc from London School of Economics and Political Science and a Ph.D. from Graduate Institute of International Studies at Geneva



Jean-Philippe Toussaint

Jean-Philippe Toussaint is a Belgian prose writer, photographer and filmmaker. His books have been translated into more than twenty languages and he has had his photographs displayed in Europe and Asia. In 2012 Toussaint created an exhibition at the Louvre Museum which combines the artist's photographs, videos, installation art and performance pieces to "convey books without using writing."



Michael Denison

Michael Denison joined BP in 2013 as Group Political Adviser. He was formerly Global Research Director for Control Risks, the international business risk consultancy, where he led a team of 60 analysts and consultants providing global political and security risk analysis for government and corporate clients. Michael previously worked as Special Adviser to the former UK Foreign Secretary, David Miliband. Working in the Foreign Secretary's private office, he was responsible for delivering global policy advice.

He started his career at KPMG but moved into academia as Lecturer in International Security at the University of Leeds and Visiting Lecturer at the University of St Andrews. Michael holds an MA in Modern History from Oxford University, where he was the Frampton Prize scholar, and a PhD. from the University of Leeds.



Heather Grabbe

Dr Heather Grabbe is Director of the Open Society European Policy Institute, the EU policy arm of the Open Society Foundations established by George Soros. From 2004-2009 she was Senior Advisor to European Commissioner for Enlargement Olli Rehn, responsible in his Cabinet for the Balkans and Turkey. Before joining the Commission, she was Deputy Director of the Centre for European Reform, the London-based think-tank, working with Charles Grant on a wide range of European issues. Her academic career included teaching at the London School of Economics, and research at Oxford and Birmingham universities, the Royal Institute for International Affairs (Chatham House, London) and the European University Institute (Florence).

Her publications include *The EU's Transformative Power: Europeanisation through Conditionality in Central and Eastern Europe* (2006, Palgrave Macmillan); *The Constellations of*

Europe: How Enlargement will Transform the EU (2004, CER); *Germany and Britain: An Alliance of Necessity* (with Wolfgang Münchau, 2002, CER); *Profiting from EU Enlargement* (2001, CER) and *Enlarging the EU Eastwards* (with Kirsty Hughes, 1998, Cassell/RIIA).



János Zlinszky

Dr.János Zlinszky served as senior scientific adviser to the Co-chair of the UN Open Working Group for Sustainable Development Goals (SDGs), and has been in the innermost circle of experts who assisted the process and helped to formulate the final SDG consensus document.

János is the former Head of Department for Strategy and Research in the Office of the Parliamentary Commissioner for Future Generations (2008-12), Hungary. During the 2011 recent EU Presidency of Hungary, Dr. Zlinszky was chair and vice chair to the two EU Council international environmental policy committees (WPIE Horizontal and Global). He also served as Senior Adviser for Environmental Policy to HE Prof. Laszlo Sólyom, the "Green President" of Hungary (2006-10). János is currently Director of the Sustainable Development Academy of the REC. In 1996 he set up the Department for Environment Studies (now Department for Environmental Law and Competition Law) at the Catholic University in Budapest, and serves as Associate Professor. He has designed and taught courses in Sustainable Development at institutions including the École Supérieure de Commerce et de Management, France and Carleton University, Ottawa and University of Cambridge.

His qualifications include doctorates in Natural Sciences and Environmental Biology from the Eötvös Loránd University, Budapest and PhD from the University of Ulster, Coleraine, United Kingdom. He is a member of various learned societies and NGOs engaged in the work for sustainability, including the Freshwater Biological Association (UK), International Office for Water (France), the Foundation for Democracy and Sustainable Development (UK), and the "Balaton Group" (INRIC, USA).



Andrew Curry

Andrew Curry is a Director of The Futures Company in London, where he leads on futures practice and is Managing Editor of the company's thought leadership series, *Future Perspectives*. As a consultant he has worked on dozens of scenarios and scanning projects for clients in the private, public and third sector. His clients have included the UK government's Foresight Programme and the UK Environment Agency, where a set of 50-year scenarios informed the Agency's 50 year water strategy. He was also the lead author of the UK Cabinet Office report, *Understanding Best Practice In Strategic Futures*.

He has published extensively on futures subjects, including - with Wendy Schultz - "Roads Less Travelled", on comparative scenarios methods and - with Anthony Hodgson - the first academic paper on the Three Horizons method. He also edited, for the Association of Professional Futurists, their tenth anniversary essay collection, *The Future of Futures*.

His Futures Company report, *The 21st Century Business* (co-authored with Jules Peck), won the 2015 WPP Atticus thought leadership award in the Strategy Category, while his *Unlocking New Sources of Growth*, won the Atticus Grand Prix in 2013. He is the Vice Chair of the Association of Professional Futurists.



Mathew Burrows

Mathew Burrows serves as director of the Atlantic Council's Strategic Foresight Initiative. His recent book is entitled *The Future Declassified: Megatrends that Will Undo the World Unless We Take Action* (Palgrave/Macmillan, published 9 September 2014). In August 2013 he retired from a 28-year career in the CIA and State Department, the last ten being spent at the National Intelligence Council (NIC), the premier analytic unit in the US Intelligence Community.

In 2007, he was appointed Counselor (number three position) in the NIC and was responsible for managing a staff of senior analysts who guide and shepherd all NIC products from inception to dissemination. He was the principal drafter for the NIC publication *Global Trends 2030: Alternative Worlds*, which received widespread praise in the international media. Burrows joined the CIA in 1986, serving as analyst for the Directorate of Intelligence (DI), covering Western Europe, including the development of European institutions such as the European Union. Other previous positions included assignments as special assistant to the US UN Ambassador Richard Holbrooke (1999-2001) and deputy national security advisor to US Treasury Secretary Paul O'Neill (2001-02).



Vinay Gupta

Vinay Gupta started in software and cryptography in the 1990s, took a sojourn at Rocky Mountain Institute working on the impact of critical infrastructure on policy, and then moved into the defence, security and resilience field. He is best known for the Hexayurt Project, his innovative work on large scale humanitarian crises, looking at capital-efficient ways of providing shelter and basic infrastructure on the scale required to address climate migration or city-clearing disaster scenarios. This work found a home in the US at the US NDU STAR-TIDES project, and in the UK at UCL ISRS. He has recently returned to technology, and is working with the Ethereum Project, one of the leading successors to bitcoin, to create a "smart contract" platform with applications in trade, sustainable development and smart cities. As an engineer in the policy sector, his perspective is often unexpected.



Danièle Réchard

After having gathered first experiences in the industrial sector, Danièle joined the European Institutions where she gained extensive insight in various policy fields (Social Affairs, Home and Justice Affairs, in particular migration issues, as well as Constitutional Affairs).

Danièle graduated from Sciences-Po Paris (Service Public) and holds a Master of Laws from the Sorbonne. She has experience in several fields of expertise having worked not only in the private sector but also in the European Institutions.

In her present post at the European Parliament (European Parliamentary Research Service) Danièle is in charge of setting up the Global Trends Unit that focuses on following long-term global trends to analyse how these might affect the European Union and policy making. The aim is to facilitate a common awareness within the European Parliament, other European Institutions and beyond and to contribute to the European Strategy and Policy Analysis System, a high-level administrative dialogue between the European Institutions.

Danièle served as Head of Unit in the field of Citizens' Rights and Constitutional Affairs, as an advisor to Inigo Mendez De Vigo, President of the EP Delegation to the Convention on the EU Charter of Fundamental Rights (2000) and as a counsellor to the former President of the EP Delegation to the Convention on the draft Constitution (2002-2003).

Danièle taught as a Maître de Conférence at the Sciences-Po Paris ("système et vie politiques de l'UE") and has first-hand knowledge in migration issues having been a fellow at the University of Colorado.



Simon Webb

Simon Webb is Executive Director at Nichols, a London based advisory company working internationally. Simon specialises in strategic planning, major projects and transforming change programmes. He leads with clients in the transport, nuclear, utility and security sectors, including chairing the Transcend consortium which is the programme partner to Crossrail.

Simon was elected to the Board of the Major Projects Association in 2010. He leads the MPA work on improving decisions on future projects, including how forecast benefits are measured, and on briefing MPs on how to be a politician for a project.

Until March 2009, Simon was a Director-General at the Department for Transport accountable for strategy and major projects. He led for DFT on developing the Foresight scenarios for Transport in 2050. His responsibilities also included air and maritime international issues, climate change and transport security. He chaired the Management Board of the 51 country International Transport Forum looking at long term trends.

Previously, to 2004 Simon was the Policy Director at the Ministry of Defence, leading post-September 11th strategy and on defence restructuring. He was responsible for the MOD Strategic Trends publication looking at security issues to 2040.

Simon's earlier career was centered on defence policy and acquisition, especially military interventions and nuclear strategy. He served in the United States at the Rand Corporation, and earlier in HM Treasury.

Simon studied Engineering and Economics at Oxford University and International Trade at Georgetown University. He was made CBE in 1990 and Fellow of the Institution of Civil Engineers in 2014.



Tarja Halonen

H.E. Ms. Tarja Halonen was the 11th President of the Republic of Finland and Finland's first female head of state from 2000-2012.

Her professional career started in the national Union of Finnish Students, as Social Affairs Secretary in 1969-70. After graduating from University of Helsinki with a Master of Law she started as a lawyer in the Central Organization of Finnish Trade Unions in 1970, a position she held throughout her political career. Tarja joined the Social Democratic party in 1971 and was appointed parliamentary secretary to the Prime Minister in 1974. She was elected to the Parliament for the first time in 1979, and re-elected five times, until she assumed the office of the President of Finland. She served as Chair of the Social Affairs Committee (1984-87), Deputy-Chair of the Legal Affairs Committee (1991-95), and Chair of the Grand Committee in 1995. A central part of Tarja Halonen's political activity has been her five terms in the Helsinki City Council in 1977-96.

She has served in three cabinets as Minister at the Ministry of Social Affairs and Health, Minister of Justice, and Minister of Foreign Affairs and Minister for Nordic co-operation. During her time as Foreign Minister, Finland held for the first time the EU Presidency. Tarja has played an active role at the Council of Europe, first as Deputy-Chair of the Finnish Delegation to the Parliamentary Assembly and in the Ministerial Committee. She was a Member of the Committee of Wise Persons of the Council of Europe in 1998-99.

President Halonen has held and holds various national and international honorary positions including Co-Chair of ILO's World Commission on the Social Dimension of Globalization (2002-2004), Co-Chair of the UN High-level Panel on Global Sustainability (2010-2012), Chair of the Council of Women World Leaders (2009-2014) and is currently Co-Chair of the High-Level Task Force for ICPD (2012-),

Tarja Halonen has paid close attention to issues of sustainable development, human rights, gender equality, social justice, democracy and civil society throughout her political career



Scott Smith

Scott Smith is the founder of Changeist, where he leads strategy, research and design activities. His work is built on over 20 years' experience tracking social, cultural, technological and economic trends, and combines grounded research with narrative design to explore the unanticipated.

Before founding Changeist, Scott served as director of research applications at Social Technologies, a futures and innovation consultancy. Prior to this, he spent a decade leading start-up research and consulting teams for international technology research firms in New York City, Washington, DC, and London working with public- and private-sector strategy, design and R&D teams worldwide, including UNICEF, Nokia, Ford, Barilla and Proctor & Gamble.

Scott leads partnerships with a range of institutions and groups on public projects including collaborations with Superflux, Near Future Laboratory, FutureEverything, Demos Helsinki, and Lighthouse Studio. Scott is an Advisor with London-based Anthemis Group, has been an expert consultant to international research companies, including WhatIf, and GfK and has supported scenario development for the upcoming Museum of the Future 2016 developed by the Prime Minister's Office of the UAE.

Scott is programme coordinator and lead lecturer in futures, innovation and design at IED Barcelona, and was a co-developer, lead instructor and advisor for the Futures Institute at the Duke



Lisa Bronson

Professor Bronson has been a member of the National War College faculty since August 2005. Her areas of focus include: National Security Strategy Development and Decision Making, International Negotiations, Alternative Futures Analysis/Scenario Planning, Adult Learning, and WMD Proliferation.

Ms. Bronson served as the Deputy Under Secretary of Defense for Technology Security Policy and Counterproliferation and the Director of the Defense Technology Security Administration (2001-2005). She was responsible for overseeing the Cooperative Threat Reduction program and developing technology security policy for DOD. She served as the Chairman of NATO's Senior Defense Group on Proliferation and championed the creation of the NATO Chemical, Biological and Radiological/ Nuclear Defense Battalion that was fielded during the 2004 Olympics.

Ms. Bronson was the Deputy Assistant Secretary of Defense for European and NATO Affairs (1999 - 2001). She received the "Distinguished Executive" Presidential Rank Award for her accomplishments during her public service career (2000).

She served as the Director of NATO Policy in the Office of the Secretary of Defense (1996-99). She oversaw the Department's contribution to NATO's 50th Anniversary Summit including the revision of NATO's strategic concept, the launching of the Defense Capabilities Initiative, and the demonstration of the Partnership for Peace Simulation Network.

Ms. Bronson received her B.A. from Cornell University and was commissioned as a second lieutenant in the U.S. Army in 1979. She was awarded the parachute badge in 1978. She received her law degree from Cornell University in 1982 and entered the U.S. Army Judge Advocate General's Corps in 1983. She served six years on active duty during 1983-1989 with tours in Schweinfurt, Germany (3rd Infantry Division) and Camp Casey, Korea (2nd Infantry Division).



Rosemarie Forsythe

Dr Rosemarie Forsythe has worked as a scholar, diplomat, US policymaker and business executive in the former Soviet Union, Europe, the Middle East and Asia.

Until her retirement in April 2013, Rosemarie was Director, International Political Strategy at the Exxon Mobil Corporation, where she helped formulate the company's strategy toward over 70 countries across the globe.

Prior to her 15-year career as an oil and gas company executive, Rosemarie

was a US diplomat and policymaker for over 15 years, serving in the White House and in various US diplomatic postings abroad. As Director for Russian, Ukrainian and Eurasian Affairs in the National Security Council of the White House from 1993 to 1995, she helped negotiate the 1994 Nagorno-Karabakh ceasefire between Armenia and Azerbaijan and denuclearize Kazakhstan, Belarus and Ukraine. In addition, she established the first formal US policy toward Caspian oil and gas and has also worked at the Rand Corporation and the US Department of Commerce.

Rosemarie serves on the Advisory Board for the Center for Non-Proliferation Studies, The Center for Strategic and International Studies (CSIS) Transnational Threats Group, the CSIS Eurasia Initiative, and the National Museum for Women and the Arts.

She holds academic degrees from Indiana University, Columbia University and the University of California at Los Angeles.



Didier Schmitt

Didier is a member of the space Task Force at the European External Action Service, working on security issues and diplomacy. He was previously scientific adviser and foresight coordinator at the European Commission (2012-14) in the Chief Scientific Advisor's Office and in the Bureau of European Policy Advisers to the President and was the liaison with the President's Cabinet. He established a cross-disciplinary foresight network of 21 DGs and an expert group on concurrent design foresight as a new tool for policymaking. He participated in the inter-institutional mega trend report 'European Strategy and Policy Analysis System' and led a Eurobarometer survey on science and technological innovation with a 2030 outlook.

Dr Schmitt has a PhD in immunology and pharmacology and degrees such as mountain emergency medical care and in aerospace medicine. He has authored over 40 scientific articles in international peer reviewed journals. In 1994 he was selected astronaut-candidate finalist by NASA.

He was head of the life sciences programme at the European Space Agency where he was instrumental in sharing research resources on the International Space Station, and from 2006 to 2009 he was a member of the ESA Director General's task-force.

Hartwell House, Gardens, Park and Grounds



Hartwell House

History

Hartwell House is a National Trust property and stands in 90 acres of parkland, landscaped by a contemporary of Capability Brown, with a lake spanned by a stone bridge, a ruined church and many 18th century statues and garden buildings

Hartwell House has a rich history: first mentioned in the Domesday Book as belonging to William Peverel, son of William the Conqueror, the present house was built in 1600 by the famous Buckinghamshire family, The Hampdens.

King John stayed just before signing the Magna Carta into existence; while guests included Louis XVIII of France and his family, and Gustavus IV of Sweden, also in exile. More recently, the house has played host to the G7 finance ministers, and Bill Clinton, who addressed the US nation from the library.

During Louis XVIII's residence between 1809 and 1814, he was joined by his Queen, Marie-Josephine de Savoie, his niece the Duchesse D'Angoulême, daughter of Louis XVI and Marie Antoinette, his brother the Comte d'Artois, later Charles X, and Gustavus IV the exiled King of Sweden. During the residence of the French Court the roof was converted into a miniature farm, where birds and rabbits were reared in cages, while vegetables and herbs were cultivated in densely planted tubs. Shops were opened in the outbuildings by émigrés short of money.

Hartwell House remained in the possession of the original families until 1938, when it was purchased by Ernest Cook, an early pioneer of the conservation movement who transferred the house and estate into the Ernest Cook Trust in 1952.

From 1957 until 1983 the house was leased to a distinguished girls' finishing school, the School of Citizenship, before being leased to Historic House Hotels who spent a substantial sum restoring the house, park and gardens and furnishing the house.

Hartwell House opened as a hotel in 1989 and final restoration finished in 1992 and still retains both Jacobean and Georgian features with outstanding decorative ceilings and panelling, fine paintings and antique furniture in its elegant and spacious rooms. It remains a place for discreet conversations

Facilities

Participants and speakers have free access to facilities at Hartwell House including the Spa, Tennis Courts, Swimming Pool and Gym. Please email Mirella Di Bratto at events@hartwell-house.com for more information.

The Hartwell Spa and Gym is situated close to the Hartwell Rooms and Hartwell Court, about 100 yards from the main house. Swim in the warm clear water of the inviting pool lined with blue mosaic tiles, relax in the steam room, sauna and the bubbling waters of the whirlpool

Experienced therapists offer a wide range of beauty treatments using Aromatherapy Associates and Jessica products. Individual treatments are available to guests staying in the hotel

Opening times:

Spa and Gym: 7.30am - 9.00pm
(Mon-Fri) 7.30am-7.30pm (Sat/Sun)
Tennis Courts: 7.30am until dusk

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