



*Summer retreat  
in Strategic foresight*

*8 - 12 August 2016  
Hartwell House*

*Better decisions today for a better future*

*#SOIF2016*





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## *Welcome to SOIF2016*

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

In the summer of 2012 we launched the School of International Futures' 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 SOIF2016 – with the help of our visiting faculty – are ones we have found achieve results in a range of different organisations and countries. But strategic foresight is an art as well as a science. We will ask you to draw on both as you grapple with this year's Live challenge, brought to us by Mr Saeid Khatibzadeh of the Iranian Institute for Political and International Studies (IPIS).

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 SOIF2016 with an open mind, and heart – we hope the relationships you make this week will contribute to our efforts to build a better future.

*Alun and Cat*

## Who we are

Founded in 2011, 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 create a bright future for your organisation.

SOIF advises you on how to do this. 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 you gain the skills to plan a future of prosperity, security and wellbeing for your organisation and community.

SOIF provides project, training and advisory services, and hosts seminars and retreats that promote the methodology and tools for using horizon scanning and help translate commitment into action.

## Projects

- Horizon scanning, drivers of change and scenario-based reports
- Trend analysis
- Translating foresight into strategic insights

## 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
- Ongoing learning and development mentoring and support

## Advisory

- Setting up or enhancing an existing foresight unit
- Integrating foresight with

an existing business process, e.g. strategy development, risk management, insights for boards and senior leaders

## 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. SOIFIndia will take place in October 2016, SOIF Asia Pacific was held in 2014 in Hawaii. Regional retreats planned for the Nordic Region, Africa and Russia

## Our clients

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

## 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, so that they can design strategic foresight projects with impact.

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 used.

## Themes and Live challenge

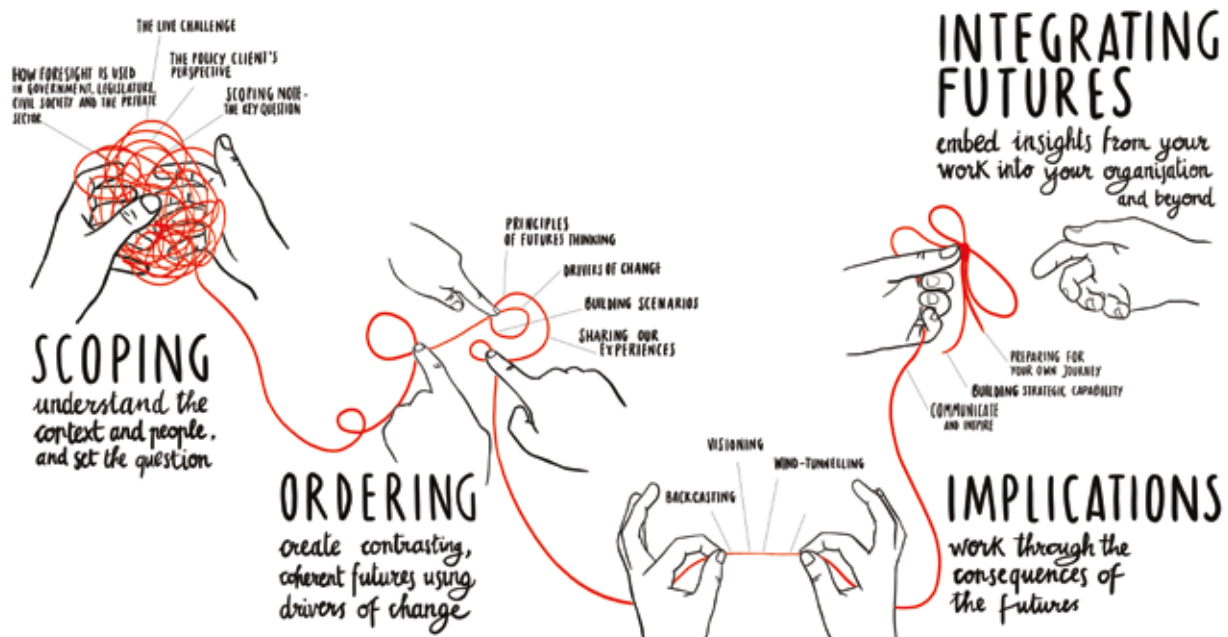
At SOIF2016 we will explore three themes: a methodological question, a policy issue, and a geographic “Live challenge.” We will consider the role of “history in the future” and the interplay of outer space and mega-science.

Our Live challenge comes from new Head of Policy Planning at Iran's Ministry of Foreign Affairs (MFA) and Former DG of IPIS, Professor Mostafa Zahrani, and Professor Kazem Sajjadpour, President of the Center for International Research and Education of Iran's MFA, who have jointly nominated IPIS's Head of Regional Office in Europe, Mr Saeid Khatibzadeh to bring the following question to SOIF2016, “What will Iran's development bring for the region and the world?”

In line with our commitment to participation and openness in foresight, we have also launched an outreach exercise as part of the Live Challenge to gather inputs from a wider international community, particularly young people.

# THE SOIF LEARNING JOURNEY

Better decisions today for a better future tomorrow  
DESIGNING STRATEGIC FORESIGHT PROJECTS WITH IMPACT



# SOIF Seven Principles of Foresight with Impact

SOIF sits at the place where theory and practice meet. Our principles are informed by our experience implementing and researching foresight practice in over fifty countries. We also draw on insights from our network and from conversations with ministers, policy-makers, civil servants, front-line staff, foresight experts and consultants.

We have tested these with professional communities, risk actuaries and economists, the military and intelligence services, designers, environmentalists, humanitarian staff, strategists and technologists. Not least, we have spent the past five years collecting case-studies of successful foresight interventions, projects and programmes to understand what led to their impact.

These principles shape the design of our retreats and form the foundation of our training, advisory, project and advocacy work. They reflect our belief in foresight as a holistic approach to empower people to create a better world for this and future generations.



## SOIF Seven Principles

1. The act of reflecting on the future collectively - and the capability to do so - is valuable for all communities and countries at all times. It is not a luxury; it is a necessity. It helps to build vision, resilience and empowerment in an uncertain world.

2. Any effective foresight process must be designed to benefit the decision and decision-maker, and use insights about the future to create change in the world today. But it is essential to confront different views, engage the periphery and ensure broad

participation, particularly by those not usually listened to. This is the key to unlocking the transformative potential of tomorrow, empowering citizens, and holding today's decision-makers accountable to future generations.

3. Foresight is both an art and a science; together these make the craft of foresight. To achieve impact requires both a good understanding of tools and techniques and the judgement to use them effectively.

4. We design foresight as a journey of four stages that acts as a scaffold for our work - moving from Scoping through Ordering and Implications to Integrating Futures.

5. Tools and method are important, but are influenced and guided by

culture, time, topic resources, and purpose. Tools are used within the four stage journey to maximise impact around the purpose, within resource and other constraints.

6. Engaging with the future involves left-brain and right-brain approaches. We need to be mindful of our own personal practice when doing so, striving to make sense of things in an uncertain world, paying attention to our cognitive biases. And what we learn inspires us to build future-alert organisations and communities.

7. We are part of a wider community of interest and advocacy - we learn from each other and support each other with examples of what we have achieved.

# Day 1

Monday 8 August

Welcome and Introductions. Our Learning Journey



Cat Tully and Alun Rhydderch  
Co-Founders, School of  
International Futures



13:00 Participants arrive and buffet  
/14:30 lunch available

## 15:00 /16:00 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

Jim Dator  
Professor Emeritus and former Director  
of the Hawaii Research Center for Futures  
Studies, Department of Political Science



Chair: Cat Tully

16:00 /16:45 2. KEYNOTE  
Setting the Scene:  
"Views on the Future"

Cat Tully  
Co-Founder, School of  
International Futures

Kate Cowie  
Senior Faculty Member and Editor  
Practising Social Change, The NTL  
Institute for Applied Behavioral Science



16:45 /17:15  
Tea / Coffee

17:15 /18:00 3. FACULTY SESSION  
Introduction to foresight, the SOIF  
Learning Journey and principles for  
thinking about the future

Saeid Khatibzadeh  
Head of Regional Office in  
Europe, Institute for Political and  
International Studies (IPIS)

Chair: Alun Rhydderch

18:00 /19:00 4. LIVE CHALLENGE EXERCISE  
Introduction to the Live Challenge.  
Our policy client introduces our  
challenge for the week

Jean-Philippe Toussaint  
Belgian prose writer,  
photographer and filmmaker



19:30 RECEPTION  
Drinks followed by dinner at 8pm  
After-dinner speaker: Jean-Philippe  
How does art, literature draw on the past  
when presenting the future?

# Day 2

Tuesday 9 August

Stages I to II. Scoping to Ordering

07:00 Yoga session  
/07:45 (Garden or James Wyatt room)

07:30 /08:45  
Breakfast

09:00 **5. FACULTY SESSION**  
/09:30 Starting the Learning Journey



**Peter Glenday**  
Programme & Research  
Director, School of  
International Futures

09:30 /10:45

## 6. PANEL DISCUSSION

Decision-makers from government, legislature, civil society and the private sector discuss the relationship between strategic foresight and policy, their experience of commissioning futures work and promoting long-term decision-making



**Marius Oosthuizen**  
Faculty: Strategic Foresight,  
Gordon Institute of Business  
Science, Johannesburg

**Normal Lamont**  
Member of the UK House of  
Lords, UK Trade Envoy to Iran  
and former Chancellor of the  
Exchequer

10:45 /11:15  
Tea / Coffee

## 7. FACULTY SESSION

11:15 /11:45  
Introduction to scoping. Outlining the purpose of the scoping stage. Visioning and backcasting

**Cat Tully**  
Co-Founder, School of  
International Futures

**Nik Gowing**  
Former BBC World Journalist  
and foreign affairs specialist;  
Visiting Professor, School of  
Social Science and Public Policy  
Kings College, London

**Jaap Spier**  
Advocate General of the Netherlands Supreme Court

Chair: Cat Tully

13:00 /14:45  
Conference photograph and lunch

## 8. LIVE CHALLENGE EXERCISE

11:45 /13:00  
Scoping the Live Challenge



**Alun Rhydderch**  
Co-Founder, School of  
International Futures

14:45 /15:30

## 9. FACULTY SESSION

Principles of futures thinking or Futures: 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



**Nick Price**  
SOIF Guest faculty

16:45 /16:45  
Tea / Coffee

## 10. LIVE CHALLENGE EXERCISE

15:30 /16:45  
Understanding the difference between drivers of change and emerging issues. Developing drivers using the futures triangle and clustering



**Alun Rhydderch**  
Co-Founder, School of  
International Futures

## 11. PANEL SESSION

17:15 /18:30  
Participants' experience of foresight. Participants share their experience of foresight work, giving examples of projects they have been involved in  
Chair: Cat Tully

19:00

## FIRESIDE CHAT WITH MARTIN REES (Library)

Followed by Barbecue and Croquet



**Martin Rees**  
British Astronomer Royal;  
Emeritus Professor of Cosmology  
and Astrophysics, University of  
Cambridge

Chair: Peter Glenday



# Day 3

## Wednesday 10 August

Stages II to III. Ordering to implications.

**Peter Glenday**  
Programme & Research  
Director, School of  
International Futures

07:30  
/08:45  
Breakfast

**12. FACULTY SESSION**  
Continuing the Learning Journey

09:00  
/09:30

**Nick Price**  
SOIF Guest faculty

10:15  
/10:45  
Tea / Coffee

**13. FACULTY SESSION**  
Building scenarios. Introduction to  
different scenario methodologies  
and their use in policy – guidelines  
for scenario construction

09:30  
/10:15

**Mathew Burrows**  
Director, Strategic Foresight  
Initiative, Atlantic Council;  
Principal Drafter, Global Trends  
2030: Alternative Worlds,  
National Intelligence Council

**Sheila Ronis**  
Professor and Chair,  
Department of Management,  
Walsh College; Director, Center  
for Complex and Strategic  
Decisions

**Vinay Gupta**  
Inventor Hexayurt;  
Infrastructure theorist;  
Blockchain technologist,  
Ethereum

Chair: **Alun Rhydderch**



**Alun Rhydderch**  
Co-Founder, School of  
International Futures

10:45  
/12:00

**14. PANEL DISCUSSION**  
An international panel explains how  
they develop scenarios and apply  
them to policy

12:00  
/13:00



**15. LIVE CHALLENGE  
EXERCISE**

Scenario development.  
Plenary followed by scenario  
development exercises in groups

**Alun Rhydderch**  
Co-Founder, School of  
International Futures

**16. LIVE CHALLENGE  
EXERCISE**

Continue scenario development,  
and back-casting



15:00  
/16:00

13:00  
Lunch and  
learning walk

**Nick Price**  
SOIF Guest faculty

16:00  
/16:45  
Scenarios report-back

16:45  
/17:15  
Tea / Coffee

**Nick Price**  
SOIF Guest faculty

17:15  
/18:30

**17. PERSONAL FUTURES**

19:30

**DINNER**

# Day 4

Thursday 11 August

Stages III to IV. Implications to Integrating Futures.

07:00  
/07:45

Yoga

07:30  
/08:45  
Breakfast

09:00 /09:15 **18. FACULTY SESSION**  
Continuing the Learning Journey

**Peter Glenday**  
Programme & Research  
Director, School of  
International Futures

09:15  
/09:45

**19. FACULTY SESSION**  
Making the bridge from futures to  
policy

**Nick Price**  
SOIF Guest faculty

09:45  
/10:45

**20. LIVE CHALLENGE  
EXERCISE**

Visioning



10:45  
/11:15  
Tea / Coffee

**Alun Rhydderch**  
Co-Founder, School of  
International Futures

**21. FACULTY SESSION  
& LIVE CHALLENGE  
EXERCISE**

11:15  
/13:00

Alternative techniques, Policy Options  
and Wind-tunnelling



13:00 Lunch and  
garden tour

**Nick Price**  
SOIF Guest faculty

**Alun Rhydderch**  
Co-Founder, School of  
International Futures

14:30  
/15:45

**22. PANEL DISCUSSION**

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



**Natalie Bennett**  
Leader of the Green Party  
of England and Wales

**Rosemarie Forsythe**  
Former Director,  
International Political  
Strategy at ExxonMobil  
and White House National  
Security Council Director  
for Russian, Ukrainian and  
Eurasian Affairs

**Peter Frankopan**  
Senior Research Fellow at  
Worcester College, Oxford  
and Director of the Oxford  
Centre for Byzantine  
Research, University of  
Oxford

**Mazlan Othman**  
Project Director, Mega  
Science 3.0, Academy of  
Sciences, Malaysia;  
Director of the United  
Nations Office for Outer  
Space Affairs

15:45  
/17:45

**23. LIVE CHALLENGE  
EXERCISE**

Completing the Live Challenge. Participants  
prepare their advice to the client on how to  
respond to the Live Challenge  
(Tea/coffee available)

**Alun Rhydderch**  
Co-Founder, School of  
International Futures

**24. FACULTY SESSION**

Integrating the futures approach;  
embedding and communicating insights

17:45  
/18:45

**Nick Price**  
SOIF Guest faculty



20:00  
**GALA  
DINNER**

**Chair: Cat Tully**

# Day 5

Friday 12 August

Stage IV and Lessons from the week.

**Peter Glenday**  
Programme & Research  
Director, School of  
International Futures

07:30  
/09:00

Breakfast

09:30  
/09:45

## 25. FACULTY SESSION

Continuing the Learning Journey

**Saeid Khatibzadeh**  
Head of Regional Office in  
Europe, Institute for Political and  
International Studies (IPIS)

Chair: Alun Rhydderch

10:30  
/11:00

Tea / Coffee

09:45  
/10:30

## 26. LIVE CHALLENGE EXERCISE

Groups present their  
recommendations to our policy  
client

**Cat Tully**  
Co-Founder, School of  
International Futures

11:00  
/11:45



## 27. FACULTY SESSION

Integrating the futures approach.  
Building strategic capability and  
stimulating a forward-looking  
organisation

**Peter Glenday**  
Programme & Research  
Director, School of  
International Futures

11:45  
/12:15



## 28. INTEGRATING FUTURES EXERCISE

Integrating in your organisation



12:15  
/12:45

## 29. ADVISORY SESSION

Developing future plans with  
SOIF advisers

**Cat Tully**  
Co-Founder, School of  
International Futures

12:45  
/13:15

## 30. CONCLUDING THE LEARNING JOURNEY

Next steps and goodbyes



Participants  
depart  
14:00

13:15

Lunch

# SOIF Faculty



## Alun Rhydderch

Alun Rhydderch is a Co-founder of the School of International Futures.

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 has recently worked 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.



## Cat Tully

Catarina Tully is Co-Founder of the School of International Futures. 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 and companies 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. She previously worked for Christian Aid, Proctor and Gamble, and the World Bank.

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 and a visiting professor at RANEP in Moscow. 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 thinktank; of the Foundation for Democracy and Sustainable Development; and a Global Board member of Academics Stand Against Poverty.



## Nick Price

Nick Price is a Speaker, Author and Strategy Developer. He helps clients develop strategies based on actionable, unique views of the present and the future.

In his work Nick uses future thinking and design principles tempered with business pragmatism. Clients use him to get a different view on their business, test if they're going about things in the right way and find new ways to collaborate and think together.

Nick's background is in technology, business, design and user experience. He works with multinational companies through to smaller ones. He's done this work around the world while living in Australia, New Zealand, Netherlands and the United States.

Aside from consulting, Nick has applied futures thinking while working for Microsoft and Philips Design. He is a member of the Association of Professional Futurists, World Future Society and an associate member of the Professional Speaking Association. He also has an MSc. Strategic Foresight. He delivers to his clients through speaking, writing and consulting.



## Peter Glenday

Peter Glenday is Programme & Research Director at the School of International Futures. He has seven years' experience delivering consultancy and research projects including horizon scanning and foresight projects for governments, consulting in the non-profit sector, and academic research.

He has worked on horizon scanning projects for School of International Futures for clients including BOND Development Futures, Arts Council England, IATA and a refresh of the Technology and Innovation Futures project commissioned by Government Office for Science, as well as facilitating scenario planning and foresight workshops. He previously worked at the Horizon Scanning Center, Government Office for Science as a lead researcher on the 2010 Technology and Innovation Futures and 'Dimensions of Uncertainty' projects.

Prior to joining SOIF he was Head of Business Development at Helplines Partnership, a third sector infrastructure body, where he was responsible for development and delivery of suite of services, spanning telecoms, training, consultancy and membership, and managed and delivered their consultancy function.

Peter has a doctorate in Zoology (Genetics) from University of Oxford and a BA in Natural Sciences from University of Cambridge.

# Speakers

## Day 1



**Jim Dator**

James Allen Dator is Professor Emeritus and former Director of the Hawaii Research Center for Futures Studies, Department of Political Science, and Adjunct Professor in the College of Architecture, of the University of Hawaii at Manoa; Co-Chair and Core Lecturer, Space Humanities, International Space University, Strasbourg, France; Adjunct Professor, Graduate School of Futures Strategy, Korean Advanced Institute of Science and Technology; Daejeon, Korea, and former President, World Futures Studies Federation. He is editor-in-chief of the World Future Review. He also taught at Rikkyo University (Tokyo, for six years), the University of Maryland, Virginia Tech, the University of Toronto, and the InterUniversity Consortium for Postgraduate Studies in Dubrovnik, Yugoslavia.

He received a BA in Ancient and Medieval History and Philosophy from Stetson University, an MA in Political Science from the University of Pennsylvania, and a PhD in Political Science from The American University. He did post-graduate work at Virginia Theological Seminary (Ethics and Church History), Yale University (Japanese Language), The University of Michigan (Linguistics and Quantitative Methods), Southern Methodist University (Mathematical Applications in Political Science).



**Kate Cowie**

Kate Cowie is author of *Finding Merlin: a Handbook for the Human Development Journey in our new Organisational World* (2012). It has been described by one of her academic reviewers as “an important

book which makes the business case for developing a broader, enlightened Self-interested way of thinking and being in our organizations that is better suited to this brave new world of turbulent markets, diverse settings, and increased complexity, where thoughtful interconnectedness may hold the key to individual, group, organizational and planetary survival”.

She is a Senior Faculty Member of The NTL Institute for Applied Behavioral Science, and Editor of its practitioner’s journal, *Practising Social Change*. For three years, she served as founding Executive Director and Chair of the Board of the European Chapter of the Organization Development Network. As managing director of the Aberdeen-based consultancy, *The Chaos Game*, she has worked with senior leaders in business, government and not-for-profit organisations across the globe, helping them to develop and execute strategy, create stronger teams, grow internal talent, and become more effective in the exercise of their leadership. She spent her corporate career of 15 years with Royal Dutch Shell in its different businesses within the UK and internationally. She is a graduate of Bristol University and the Bristol Business School, and lives in Aberdeenshire, Scotland UK.

**Saeid Khatibzadeh**

Saeid Khatibzadeh (born in 1976, Tehran, Iran) is currently Head of the Berlin Office of the Institute for Political and International Studies (IPIS) of Iran’s Ministry of Foreign Affairs. He was, until June 2013, Director at the Center for International Research and Education of Iran’s Ministry of Foreign Affairs.

Saeid Khatibzadeh joined Foreign Ministry of the Islamic Republic of Iran in 1999. He has been for seven years, Editor and Managing Director of the Iranian Journal of International Affairs in English until 2006, when he posted to Canada as IPIS Resident Representative. He has been lecturer at the Imam Khomeini University of Qom in 2010-2013. He has done many research projects in the field of Iran’s foreign and security policies and strategies, both in English and Farsi.

He has studied International Relations at the University of Carleton, Ottawa. His Master’s degree in Western Political thought was from the University of Tarbiat Modares, Tehran, in 2001, and his BA from the School of International Relations, in 1998.



**Jean-Philippe Toussaint**

Jean-Philippe Toussaint is a Belgian prose writer, photographer and filmmaker. He is the author of nine novels, all published by Éditions de Minuit in France, and the winner of numerous literary prizes, including the Prix Médicis for *Running Away* and the Prix Décembre for *The Truth about Marie*. His books have been translated into more than twenty languages. 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. ‘Toussaint is carving out one of the most fascinating literary oeuvres of our times.’ Nicholas Lezard.

## Day 2



**Nik Gowing**

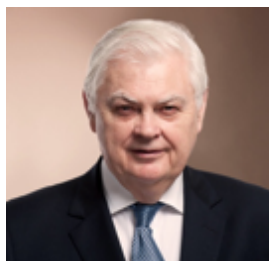
Nik Gowing was a main news presenter for the BBC’s international 24-hour news channel BBC World News 1996-2014. He presented *The Hub* with Nik Gowing, *BBC World Debates*, *Dateline London*, plus location coverage of major global stories. For 18 years he worked at ITN where he was bureau chief in Rome and Warsaw, and Diplomatic Editor for Channel Four News (1988-1996). He has been a member of the councils of Chatham House (1998-2004), the Royal United Services Institute (2005- present), and the Overseas Development Institute (2007-2014), the board of the Westminster Foundation for Democracy including vice chair (1996-2005), and the advisory council at Wilton Park (1998- 2012).

Nik has extensive reporting experience over three decades in diplomacy,

defence and international security. He also has a much sought-after analytical expertise on the failures to manage information in the new transparent environments of conflicts, crises, emergencies and times of tension. His peer-reviewed study at Oxford University is “Skyful of Lies and Black Swans”. It predicts and identifies the new vulnerability, fragility and brittleness of institutional power in the new all-pervasive public information space. It can be downloaded free online after registration.

In 2016 he co-authored interim findings of the “Thinking the Unthinkable” study based on sixty top level confidential interviews of corporate and public service leaders, plus the new generation of millennials. It reveals why so many leaders face new difficulties identifying what looms in the disruptions of the “new normal” that have emerged since 2013.

In 2014 Nik was appointed a Visiting Professor at Kings College, London in the School of Social Science and Public Policy. He is a member of the World Economic Forum’s Global Agenda Council on Geo-Economics.



#### **Norman Lamont**

Norman Lamont was a Cabinet Minister under Margaret Thatcher and John Major, and a member of the House of Commons for twenty-five years. He was Chancellor of the Exchequer at a particularly difficult time that included Britain’s exit from the ERM. The problems he faced were similar to those facing Britain today. He introduced tough measures to reduce Government borrowing and the deficit.

Sir Alan Walters, Economic Advisor to Lady Thatcher, described Norman Lamont in his post ERM actions “to be not only the most effective but also the bravest Chancellor since the War”. Many economists have attributed the economic stability and growth enjoyed by Britain in the ‘90s and thereafter to the tough policies introduced by him.

When he was Chancellor, Norman Lamont’s political advisor was David Cameron.

In 2008, David Cameron asked Norman Lamont with other former Chancellors to be part of a team to advise on Britain’s financial problems.

Norman Lamont was Britain’s Chief Negotiator at the Maastricht Treaty and secured Britain’s non-participation in the euro, of which he remains a strong opponent and critic.

As well as being a working Peer, he is a director of a number of financial companies.

He supported the Leave campaign in the recent Referendum on EU membership.

In 2016, he was appointed as the Prime Minister’s Trade Envoy to Iran.

He is an Honorary Fellow of Fitzwilliam College, Cambridge.



#### **Marius Oosthuizen**

Marius is a strategist and entrepreneur with a background in theology. After living abroad in Canada as a rotary international exchange student, he worked in the non-profit sector and civil society formations in South Africa for ten years, where he held various positions including head of project management and executive board memberships.

He has studied leadership and ethics, systems thinking and social change theory, forecasting, scenario planning, strategic planning and change management and enjoys helping leaders think about the future in ways that integrate strategy and ethics.

He is a member of faculty at GIBS, as well the programme manager for the ‘Future of Business in South Africa Project’, a future studies project in the Centre for Business Analysis and Research. His focus is on looking at the future of key industries and sectors within the South African economy, within their larger political and social context nationally, regionally and globally.

Marius is an experienced lecturer and public speaker, and teaches in the areas of strategic foresight and anticipatory management, scenario planning, leadership and strategy, ethics and systems thinking. He enjoys working with leaders from across the private sector, public sector and civil society on understanding complex problems. He is the principle at CUSP Consulting (Pty) Ltd. which offers organisational development and training interventions, research and policy analysis.



#### **Jaap Spier**

Advocate General, Supreme Court, Netherlands

Jaap Spier (1950) graduated from Erasmus University (Rotterdam) 1973, has been attorney at the Bar of Rotterdam until 1977, lecturer of private law at Leyden University (1977 - 1981) and company lawyer, Unilever NV (1982 - 1989). In the latter capacity, he has been active in the fields of private, commercial and environmental law and financial instruments (such as bonds and swaps). In 1989 he was appointed Professor of private and commercial law, Tilburg University (1989 - 1999). In 1997 Jaap Spier was appointed Advocate-General in the Supreme Court of The Netherlands; as from 1999 he also is honorary professor at Maastricht University. He obtained a PhD (Doctor iuris) from Leyden University 1981.

In his professional career he has widely published on liability, insurance, environmental and European tort law. Since 2000 his focus has shifted to sustainability issues, in particular climate change. Most recently, Jaap Spier has received a High Royal Honour upon his retirement from the High Court in the Netherlands. This acknowledges his many contributions, including his work towards the Oslo Principles on Global Climate Obligations.



#### **Martin Rees**

Martin Rees is an astrophysicist and space scientist. He is based in Cambridge, where he has been Director of the Institute of Astronomy, a Research Professor, and (until recently) Master of Trinity College. He was President of the Royal Society during 2005-2010. In 2005 he was appointed to the UK’s House of Lords. He has received many international awards for his research, and belongs to numerous foreign academies including the US National Academy of Sciences, the Russian Academy and the Pontifical Academy. He is currently on

the Board of

the Princeton Institute for Advanced Study and has served on many bodies connected with education, space research, arms control and international collaboration in science. He lectures, writes and broadcasts widely for general audiences. His books include 'Before the Beginning', 'Our Final Century?' 'Just Six Numbers', 'Our Cosmic Habitat', 'Gravity's Fatal Attraction', and (most recently) 'From Here to Infinity: Scientific Horizons', an expanded version of his BBC Reith Lectures. A further book, 'What we still don't know' is forthcoming.

Ever since his book 'Our Final Century?' was published, he has been concerned with the threats stemming from humanity's everheavier 'footprint' on the global environment, and with the runaway consequences of ever more powerful technologies. These concerns led him to join with colleagues in setting up a Centre for the Study of Existential Risks (CSER). This is based in Cambridge but has a strong international advisory board.

## Day 3



**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 which is the number three position in the NIC and was responsible for managing a staff of senior analysts and production technicians 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. He also drafted two earlier editions of the report. 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. From 1998 to 1999 he was the first holder of the Intelligence Community Fellowship and served at the Council on Foreign Relations in New York. 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). He received a BA in American and European history in 1976 from Wesleyan University and a PhD in European history from the University of Cambridge in 1983.



**Sheila Ronis**

Dr. Sheila R. Ronis is Professor and Chair, Department of Management and Communications at Walsh College in Troy, Michigan, where she teaches in the Doctorate and MBA Programs. She is also the Director of the Center for Complex and Strategic Decisions at Walsh College holding a special term appointment as a national security advisor with Argonne National Laboratory University of Chicago. Dr Ronis is also President of The University Group, Inc., a management consulting firm and think tank specializing in strategic management, visioning, national security, and public policy. She teaches the "Strategic Management" course of the MBA and the Master of Management Programs at Walsh. She serves as Vice Chairman of the National Defense University Foundation Board of Directors. Dr. Ronis served as guest speaker on the use of foresight methodologies to improve public policy on September 12, 2014 at The Royal Society in London, U.K.; she was invited by the Astronomer Royal, Sir Martin John Rees, Baron Rees of Ludlow, Kt., the former president of the Royal Society and master of Trinity College, Cambridge.

Known as a systems security strategist, Dr. Ronis has authored over 200 papers. Her paper delivered at the Pentagon entitled, "Economic Security is National Security: A Discussion of Issues Surrounding the Global U.S. Corporation" suggested a way to re-think industrial base policy. Her paper presented at the U.S. Army War College, "Visioning for the 21st Century: A Process for National Security" outlined the way in which an

interagency activity might produce a more holistic national security strategy for the United States.

Her paper on "Shaping in the 21st Century" delivered at the Army's conference at the Walker Institute of International Studies examined the new roles that the Department of Defense would need to play in the Post Cold War era. Dr. Ronis supported the work of the Department of Commerce Office of Strategic Industries and Economic Security with a study of the U.S. Army's Theater Support Vessel released in December 2003 and a study on the Air Force C-17 completed in 2006.



**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.

## Day 4



### Natalie Bennett

Natalie has been the elected leader of the Green Party since September 2012. She was previously the Co-ordinator of Camden Greens and founding chair of the Green Party Women's Group. In the 2015 General Election, she stood in Holborn and St Pancras, winning 13% of the vote.

Born in Sydney, Australia, she has lived in London since 1999.

She started her career as a journalist in rural New South Wales and has worked for the Bangkok Post, the Telegraph, the Independent, The Times and, most recently, as editor of Guardian Weekly.

Natalie obtained a degree in agricultural science from the University of Sydney, making her the only political leader in the country with a scientific background.

She spent two years in Bangkok working with the National Commission on Women's Affairs, on its report to the UN Committee on the Elimination of Discrimination Against Women. She also worked as a consultant with the International Labor Organisation (ILO) on child labour issues and World Health Organization (WHO) on women's health.

She was a trustee of the Fawcett Society, Britain's pre-eminent women's issues group, from 2010-2014, she was the founder of the blog Carnival of Feminists and is an active campaigner on women's issues.

Within the party she's been an active worker on policy, on issues ranging from the abolition of the Corporation of the City of London to abortion rights, proportional liability on the roads to job-share MPs and a 40% quota for women on major company boards, the treatment of women offenders and the rights of asylum-seekers and sex workers.

Natalie served as the internal communications coordinator for the party from September 2006-2010 and was the founding chair of Green Party Women.



### 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.



### Peter Frankopan

Peter Frankopan is Director of the Oxford Centre for Byzantine Research and has been Senior Research Fellow at Worcester College, Oxford since 2000. He works on the history of the Byzantine Empire, Russia, the Islamic World, Central Asia and China. His most recent book, *The Silk Roads: A New History of the World* is an international bestseller,

topped the UK Non-Fiction charts. Described as "magnificent" (Sunday Times), "dazzlingly good" (Evening Standard) and "a rare book that makes you question your assumptions about the world" (WSJ), it is Daily Telegraph History Book of the Year.



### Mazlan Othman

Mazlan Othman was educated in Malaysia and received her PhD in Astrophysics at the University of Otago, New Zealand. On returning to Malaysia in 1981, she pioneered an academic programme on astrophysics at the National University of Malaysia and was appointed Professor of Astrophysics in 1994.

She was seconded to the Prime Minister's Department in 1990 to direct the establishment of the National Planetarium, under the Space Science Studies Division. As its first Director-General, she also led the design and manufacture of Malaysia's first remote-sensing satellite, TiungSAT-1, launched in 2000.

In 1999, she was appointed Director of the United Nations Office for Outer Space Affairs (UNOOSA) and returned to Malaysia to set up the National Space Agency (ANGKASA). As its founding Director-General, she established the National Space Centre which houses TT&C, AIT, calibration and research facilities; founded the Langkawi National Observatory; and initiated the programme which placed the world's first remote-sensing satellite in the near-Equatorial orbit. She spearheaded the Angkasawan Programme which saw the launch of the first Malaysian astronaut to the International Space Station in 2007. That year, she left Malaysia again to resume the post of Director of UNOOSA. In 2009, she was appointed Deputy Director-General of the United Nations Office at Vienna (UNOV). She retired from the UN in 2013.

She is currently Project Director of Mega Science 3.0 at the Academy of Sciences Malaysia. The Project examines global mega trends going to 2050 and aims at positioning Malaysia within these future scenarios.

She is a fellow of several national and international professional bodies and is the recipient of several national and international awards.



# Participants



## Adeyinka Adewale

Adeyinka Adewale holds a doctorate degree in Leadership, Organisations and Behaviour from the Henley Business School, United Kingdom. His primary research interest is in the field of business ethics with a special focus on contextual influences, especially bureaucracies and their impact on employee morality. In the last seven years, Adeyinka has worked in different capacities in both industry and academia with his latest roles being predominantly in academia. In this capacity, he has designed, facilitated and delivered several lectures as well as seminars in Business Ethics, Corporate Social Responsibility, Human Resource Management, Organisational Behaviour and Entrepreneurship at the undergraduate and postgraduate levels. He has also been invited to give talks and facilitate seminars on ethics, bureaucracy and digital government in conferences around the world. Adeyinka is a reviewer for top management journals and has also published his research with renowned management textbook publishers including Edward Elgar and Taylor and Francis Group. Outside of work, Adeyinka is a sports and media enthusiast. He also gives his time to working with young people and he has been recognised for his humanitarian works with youth charities in different parts of the United Kingdom.

Adeyinka Adewale was born and raised in Nigeria. He also holds a bachelor's degree in Real Estate Management with first class from the University of Lagos and a Master's degree in International Management from the Henley Business School.



## Ahmed Al Attar

Ahmed Al-Attar, from the United Arab Emirates, is the Assistant Director at the Abu Dhabi-based think tank The Delma Institute. Initially qualifying as a Petroleum Engineer, he worked in the Abu Dhabi National Oil Company, where as a member of the exploration team he was involved in forecasting production scenarios. Following this, Ahmed pursued a lifelong passion for Politics, studying International Relations at the University College of London. At Delma, Ahmed is involved in foresight projects in the energy field, but is also involved in helping clients foresee and mitigate the challenges of political instability and violence. He has contributed to various international newspapers and journals, as well as given presentations on subjects such as the JCPOA and Missile Defence. Ahmed speaks Fluent Arabic and English, as well as being conversational in Italian and German.



## Charity Shekari

Mrs Shekari has had extensive experience in the public and private sectors spanning well over 20 years. She began her career as a Lecturer at Kaduna Polytechnic in Nigeria. She delved into Catering Business and later worked her way to the political scene, rising to as high as the Commissioner of Health in Kaduna State. Her last position was Member Board of Commissioners of the Universal Service Provision Fund (USPF) of the Nigerian Communications Commission (NCC).

Mrs Shekari has a Masters in International Negotiation and Policy making (INP) from the Graduate Institute in Geneva and one in International Affairs and Diplomacy (MIAD) from the prestigious Ahmadu Bello University (ABU), Zaria in Nigeria. Her thirst for knowledge has taken her to Harvard Business School for Authentic Leadership Development course, Harvard Kennedy School for Leadership in Development and Stanford University for Executive Program for Non-profit Leaders and she is still learning.

Mrs Charity Shekari is the Initiator/ Director of the Gender Progressive Empowerment Initiative (GPEI).

Charity loves reading, travelling, networking and seeking empowerment for women.



## Claire Casey

Claire Casey is managing director at Garten Rothkopf, an international consulting firm that offers research, analysis, and advisory services on energy, climate, and global economic issues.

Casey oversees research and counsels clients on current and prospective developments in energy and climate policy internationally, investment opportunities, political risk, and strategic planning to meet clients' objectives in this rapidly changing field.

Having joined Garten Rothkopf at its inception, Casey previously directed the research associated with Garten Rothkopf's publication "A Blueprint for Green Energy in the Americas", praised by Foreign Affairs magazine as a "priceless must read" which "masterfully amasses the most extensive survey of the ethanol and biodiesel markets available today." Her work has also appeared in International Economy, Americas Quarterly, the Daily Beast, Foreign Policy, the Financial Times, and World Wildlife Magazine.

Casey is a specialist in Latin America and the Caribbean, with extensive experience living and working in the region. Prior to joining Garten Rothkopf, she held positions at Unilever Bestfoods and at a Washington, DC-based NGO. Casey holds a Masters Degree in International Relations and International Economics from The Johns Hopkins School of Advanced International Studies (SAIS) and a Bachelors Degree in International Politics and Economics from Middlebury College.

# Participants



**Danièle Réchard**

Danièle graduated from Sciences-Po Paris (Service Public) and holds a Master of Laws from the Sorbonne. 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).

In her present post at the European Parliament (European Parliamentary Research Service) Danièle is in charge of the Global Trends Unit that focuses on following long-term global trends in order to analyse how these might affect the European Union and policy making. The aim thereby 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 on long term issues.

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 subsequently as a counsellor to the former President of the EP Delegation to the Convention on the draft Constitution (2002-2003).

Furthermore, Danièle has experience in teaching as a Maître de Conférence at Sciences-Po Paris and first-hand knowledge in migration issues having been a fellow at the University of Colorado.



**Heidi Madden**

Wing Commander Heidi Madden joined the Royal Air Force in 1997 as a Fighter

Controller and spent the first 8 years of her career between the control and reporting centres at RAF Buchan and RAF Boulmer in her specialisation, including 2 years as an instructor and on various exercises and deployments overseas. From 2005 she worked as the staff officer to the Deputy Commander Operations and again, in 2013/4, as the personal staff officer to the Deputy Commander Capability. She ran airfield operations at Boscombe Down and for the UK detachment at Kandahar airfield between 2009 and 2011 and has also worked as a liaison officer based with the Royal Navy and in an international engagement role at the RAF Command Headquarters. Having completed the Advanced Command and Staff College Course at Shrivenham in August 2015 she began work on the Futures team at the Development, Concepts and Doctrine Centre where she is currently involved in the work on Global Strategic Trends.



**Isabel Bottoms**

Isabel is a Future Studies Masters student in Finland, with eight years experience in the international climate change policy sphere, including two years working on environmental justice issues in Egypt within a human rights context. A law graduate, she loves building and using tools to create visions for positive change for a more just society and world. She is currently working on developing a tool for building policy strategies on the African continent.



**Jan Bade**

Jan Bade started his career in 1987 at the Free University in Amsterdam, doing research on international trade models, commodities, land tenure, and enterprise development. In 1995

he joined the Agricultural Economics Research Institute in The Hague, where he did research on soil fertility and farm household modelling. He joined the Ministry of Foreign Affairs (and Development Cooperation) in 1999 as policy adviser on trade and agriculture, dealing with WTO, the EU's Common Agricultural Policy from a developing countries perspective (coherence for development policy) and the Bank Netherlands Partnership Programme on trade related development research. From 2006 - 2010 he was head of economic development at the Netherlands Embassy in Rwanda. Back at the Ministry of Foreign Affairs in The Hague he became the inter-ministerial budget coordinator for Foreign Affairs and International Cooperation. Currently he works half-time as policy evaluator and half-time as strategic economic policy adviser.



**Jo Dally**

Dr Jo Dally joined the Royal Society as Head of Policy (Research) in May 2016. She is currently leading work on Higher Education and Research reform, the impact of the referendum and on understanding the UK research system and how it might evolve.

Jo was previously a Deputy Director in the Government Office for Science, where she led for the Government Chief Scientific Adviser on Horizon Scanning, Data Analytics and Emerging Technologies. Prior to this she held roles including: Head of Innovation at the Government Office for Science; Head of Chemical, Biological, Radiological, and Nuclear Security in the Foreign and Commonwealth Office; and, Private Secretary to the Government's Chief Scientific Adviser, Sir John Beddington.



**Monica Mendez**

General Director for Planning, Evaluation and Strategy at the National Security Commissioner.

Monica has a bachelor degree in Political Science from the Autonomous Technological Institute of Mexico (ITAM) and MBA from the IPADE Business School.

Since 2005 she has worked in strategic planning, both at public and private sectors. She also has experience in the public policy cycle, as she has worked in the stages of design, implementation, monitoring and evaluation of public policies on population, national security, public security and better government.

Miss Mendez has served in the Federal Government of Mexico, as advisor to the Undersecretary of Population, Migration and Religious Affairs, Alejandro Poire, at the Ministry of the Interior (2009-2010) and advisor to the Undersecretary of Better Government, Uriel Marquez at the Ministry of Civil Service (2011-2013).

On security matters, Monica has served as Director of Public Policy at the Technical Secretariat of the National Security Council in the Office of the President of the Republic and as Director of Forecasting at the office of the National Security Commissioner.

She currently heads the corporate strategic planning 2014 -2018 of the National Security Commissioner through design, implementation, monitoring and evaluation of the Institutional Development Agenda, which highlights the implementation of a Quality Management System in the institution.

Miss Mendez was recently a speaker at the Third Conference of Planning, carried in Santiago, Chile at the International Seminar: The Sustainable Development Goals and Building Futures for Latin America and the Caribbean organized by ECLAC and the Institute for Economic and Social Planning (ILPES), where she presented the work: "Strengthening Public Security Institutions as a prompt for development in Mexico: A proposal from the Strategic Planning."



**Patti Morrissey**

Ms. Morrissey works in the Directorate of Strategic Operational Planning

(DSOP) of the National Counterterrorism Center at the Office of the Director of National Intelligence in the United States. She previously worked for the National Intelligence Manager/National Intelligence Office for Military Issues, and was Senior National Intelligence Council Officer for Global Futures. Between 2011 and 2013 Patti led the U.S. involvement in the Global Futures Forum, a network of national security officials from twenty-six countries and international organizations working together to develop foresight on emerging global security challenges. Ms. Morrissey was previously a senior analyst (contractor) with the Office of the Undersecretary of Defense for Intelligence, where she led what became known as the "Human Terrain Initiative," an interagency effort to bring social science expertise and knowledge of local populations to bear on counterinsurgency and counterterrorism operations in Iraq and Afghanistan. Ms. Morrissey spent twenty years in the Pentagon as an analyst working information operations strategy, counter-proliferation and arms control. Before that she was a legislative assistant to two U.S. Congressmen.

Patti has a Master's in International Public Policy (Conflict Management) from Johns Hopkins School of Advanced International Studies, a Master's in International Affairs from The American University and a BS in Human Development from Cornell University.



**Paul Norman**

Paul currently works for the Development Concepts and Doctrine Centre as the technology lead for the strategic trends program. He received a first class Master of Physics degree from the University of Manchester in 2000. After graduating he worked in the finance industry where he was promoted to the head of the offer and completions department within Alliance and Leicester. In 2003 Paul decided to change career and began working for the Defence Ordnance Safety Group where he worked as a numerical modeller and explosive effects scientist. In 2009 Paul studied for a Master's Degree in Explosive Ordnance Engineering at the Defence Academy.

After graduation Paul decided to stay at the Defence Academy where he now works within the Development Concepts and Doctrine Centre.



**Ricardo Borges de Castro**

Ricardo Borges de Castro is an adviser in the Foreign Affairs Team of the European Political Strategy Centre, the European Commission's in-house think tank that reports to the President. There he focuses on strategic foresight and anticipatory governance, transatlantic relations and the Eastern Mediterranean - particularly Turkey. Between January 2013 and October 2014, he served as personal assistant and member of cabinet to José Manuel Barroso, President of the European Commission, after having served in the Commission's Spokesperson's Service (2011-2012). Ricardo has previously worked as a political assistant to the Prime Minister of Portugal (2002-2004) and to the Social Democrats in the Foreign Affairs, National Defence and East Timor committees at the Portuguese parliament (1998-2002). He has taught International Relations at Lusíada University in Lisbon and has also been a visiting professor at the Institute of Political Studies at the Catholic University in Portugal. Born in Portugal, he has lived in the United States, England, and Turkey and speaks English, French, Spanish, and basic Turkish. He graduated in International Relations from University Lusíada in Lisbon, he was a Fulbrighter at The Fletcher School of Law and Diplomacy where he concluded a two-year Master's degree, and completed his DPhil (PhD) in International Relations at St Antony's College, University of Oxford. He enjoys running.



**Richard Ferraris**

# Participants

Richard Ferraris thinks strategically about current and future projects at The Delma Institute and guides product development. To do this, he works to incorporate interdisciplinary thinking into Delma's approach, and seeks ways to enhance Delma's craft by borrowing from fields such as foresight and design thinking, to name but two. He believes that this approach is key to creating a think tank that is relevant to the 21st century.

With two degrees in philosophy, Richard is a former journalist and has worked in India, South Africa, and the UAE. He has an array of experience in digital and print content creation, having written and edited for newspapers, websites, an NGO, and a research institute.



**Rohan Pankhania-MacDonald**

Rohan Pankhania-Macdonald recently graduated from the Paris School of International Affairs, Sciences-Po, with a master in international public management. He is Assistant to Catarina Tully, Director of the strategic foresight consultancy FromOverHere, and has worked with her team for the last two years in logistics and administration.

Born in the United Kingdom, Rohan was raised in Australia and has lived in France, Belgium and the United States. He speaks fluent French, basic Dutch and Gujarati. Rohan has previously worked at the United Nations in New York, where he assisted the Australian Delegation with negotiations on a broad range of complex and politically-sensitive issues of UN reform. He has also served at the Secretariat of the Pacific Community in Suva, Fiji, working in agricultural and land-use policy development.

He is a qualified yoga instructor and teaches a weekly yoga class in Paris tailored to young professionals and students seeking to recharge their batteries. He loves to cook, eat and discover the world through its cuisines.



**Sinikukka Saari**

Sinikukka Saari is a Special Adviser at the Policy Planning Unit of the Ministry for Foreign Affairs of Finland. Prior to joining the Ministry, she worked many years as a Senior Researcher at the Finnish Institute of International Affairs. She has also worked as an Analyst at the European Union Monitoring Mission in Georgia, Tbilisi. She holds a PhD in International Relations from the London School of Economics and Political Science and has published, lectured, consulted and commented widely on Russia's foreign policy and political development, the conflict dynamics in the post-Soviet space and the EU's eastern neighbourhood.



**Thuramamidi Chakradhar**

Dr. T. Chakradhar is an Agriculture graduate with Ph.D. in Microbiology from Indian Agricultural Research Institute a premier research institute in India. He is working as a Scientist at Technology Information, Forecasting and Assessment Council (TIFAC) a Technology Think-tank under Department of Science and Technology, Government of India since 2003. As a Subject matter specialist, actively involved in implementation of technology demonstration projects in the area of Agriculture and allied sectors across India under Technology Vision 2020 programme of TIFAC. As a core team member of Technology Vision 2035 exercise (TV 2035) provided comprehensive technology insights and foresights besides ensuring the final form of the Vision document. Presently he is coordinating three sectors viz., Food & Agriculture, Infrastructure and Habitat to bring out detailed technology roadmaps under TV 2035 exercise. These roadmaps delineate futuristic technologies in respective

sectors. Well versed in various tools and methodologies of Technology Foresight. Presented papers at national and international forums.



**Vickie Miller**

Dr Vickie Miller is presently the Lead Adviser, Strategic Policy at the New Zealand Ministry of Foreign Affairs and Trade (MFAT).

Vickie has also worked at MFAT on international security issues (with a particular focus on counter-terrorism), Pacific issues, the Australia-New Zealand trade relationship, was New Zealand's Lead Negotiator on the Trade in Services Agreement and has been posted to the New Zealand High Commission in Canberra, Australia.

She holds a First Class Honours degree in Arts (majoring in Linguistics) and a PhD in Psychology, both from the University of Otago in New Zealand, as well as a Masters in International Security from Massey University in New Zealand. She is also a graduate of the New Zealand Defence Force Command and Staff College.

Her interests include Krav Maga, travel, motor sport (she is a former New Zealand national karting champion) and, recently has taken up archery with her 8-year old son, Rowan. She also has a 5-year old daughter, Isla.



**Xavier Troussard**

Xavier Troussard is Head of the newly created Foresight and behavioural insights Unit at the Joint Research Centre of the European Commission. His main mission is to support policy making at EU level with insights from anticipation disciplines (horizon scanning, foresight) and behavioural sciences and to bring design approaches

and methods through the establishment of a policy innovation laboratory.

Xavier Troussard graduated in Law and General Administration from the University of Rennes (France) and from the College of Europe in European Studies (Bruges, Belgium).

He gained his first professional experience during his studies as a journalist in France and, when graduated, as a researcher in comparative Law and adviser in the private office of the Minister for European affairs in Italy.

He joined the Commission as administrator of the Audiovisual Policy Unit in 1989 at the DG for Information, Communication, Culture and Audiovisual where he contributed to the establishment and further development of the EU audiovisual policy before representing the European Commission in the negotiation of the 2005 UNESCO Convention on the protection and promotion of the diversity of cultural expressions. As Head of the 'Culture policy, diversity and Intercultural dialogue' Unit in the Directorate General for Education and Culture, he developed the European Agenda for culture and an EU strategy for cultural and creative industries. Twice acting Director in the same Directorate General, he contributed to the shaping of the EU Creative Europe Programme and managed its MEDIA sub-programme.



#### **Yulia Oleinik**

Yulia Oleinik is the Officer-in-Charge for UNICEF's Policy Planning Unit. She currently leads a team that strengthens UNICEF's ability to respond to and take advantage of global trends and emerging issues of particular relevance to children.

Providing trends analysis, fostering debates with thought leaders, and engaging colleagues from across the organization in forward looking activities, she is working to effectively link foresight with UNICEF's strategic planning and policy at the global, regional, and national levels.

Previously Yulia worked on developing and strengthening UNICEF's strategic partnerships with multilateral

organizations such as the World Bank, the International Monetary Fund, regional development banks, the G8 and the G20. At the United Nations Development Programme, Yulia managed a regional cooperation and local development programmes in Central Asia and was responsible for providing guidance, monitoring and oversight of five country offices in the region.

Yulia also conducted research and policy analysis focusing on Eurasia at the Royal Institute of International Affairs (Chatham House) in London. Yulia received a Master of Science degree from London School of Economics and Political Science in international development. She lives in New York with her husband and two children.



#### **Yuzilawati Abdullah**

Yuzilawati is currently an Associate Researcher at the Centre for Strategic & Policy Studies (CSPS) in Brunei. With a background in Energy Economics and Islamic Banking & Finance, Yuzilawati began her career in the petroleum industry where she gained extensive experience having held various roles in research and analyses of upstream and downstream projects.

She later joined the financial services sector as a Finance Manager in a leading Islamic insurance company, where she successfully led the execution of several Shariah compliant investment instruments.

Yuzie coordinates numerous projects at CSPS and conducts in-depth interviews and surveys. Yuzie also facilitates workshops for CSPS and government stakeholders, and she currently manages the CSPS Strategic Foresight Network portfolio. Her current interests are in energy futures studies affecting public policies, Strategic Planning using the Systems Thinking Approach, and Foresight Studies in Brunei's Development Scenarios.

# Full list of participants, faculty and speakers

<b>Adeyinka Adekola Adewale</b>	Nigeria	Sessional Lecturer, Leadership Organisations and Behaviour at Henley Business School, UK
<b>Ahmed Al Attar</b>	United Arab Emirates	Production Manager, Delma Institute, Abu Dhabi
<b>Alun Rhydderch</b>	United Kingdom	Co-founder, School of International Futures
<b>Amanda Timms</b>	United Kingdom	Futures Analyst, Development Concepts and Doctrine Centre, Ministry of Defence, UK
<b>Cat Tully</b>	United Kingdom	Co-Founder, School of International Futures
<b>Charity Shekari</b>	Nigeria	Director, Gender Progressive Empowerment Initiative
<b>Claire Casey</b>	United States	Managing Director, Garten Rothkopf LLC
<b>Danièle Réchard</b>	France	Head of Global Trends Unit and Member of ESPAS, European Parliamentary Research Service, European Parliament
<b>Heidi Madden</b>	United Kingdom	SO1 Futures, Development Concepts and Doctrine Centre, Ministry of Defence, UK
<b>Isabel Bottoms</b>	United Kingdom	Isabel Bottoms - Freelance Equitable Visions Developer
<b>Jaap Spier</b>	The Netherlands	Advocate General, Supreme Court, The Netherlands
<b>Jaime Ordóñez</b>	Costa Rica	Director, Instituto Centroamericano de Gobernabilidad ( ICG )
<b>Jan Bade</b>	The Netherlands	Strategic Economic Policy Adviser, Ministry of Foreign Affairs of the Netherlands
<b>Jean-Philippe Toussaint</b>	Belgium	Belgium prose writer, photographer and film-maker
<b>Jim Dator</b>	United States	Professor Emeritus and former Director of the Hawaii Research Center for Futures Studies, Department of Political Science
<b>Jo Dally</b>	United Kingdom	Head of Policy Research, The Royal Society, UK
<b>Kate Cowie</b>	United Kingdom	Senior Faculty Member and Editor Practising Social Change, The NTL Institute for Applied Behavioral Science
<b>Kevin Rudd</b>	Australia	President, Asia Society Policy Institute; Former Prime Minister of Australia
<b>Marius Oosthuizen</b>	South Africa	Faculty: Strategic Foresight, Gordon Institute of Business Science, Johannesburg
<b>Martin Rees</b>	United Kingdom	British Astronomer Royal; Emeritus Professor of Cosmology and Astrophysics at the University of Cambridge
<b>Mathew Burrows</b>	United States	Director, Strategic Foresight Initiative, Atlantic Council; Principal Drafter, Global Trends 2030: Alternative Worlds, National Intelligence Council
<b>Mazlan Othman</b>	Malaysia	Project Director, Mega Science 3.0, Academy of Sciences, Malaysia; Director of the United Nations Office for Outer Space Affairs
<b>Monica Mendez</b>	Colombia	General Director of Planning, Evaluation and Strategy, National Commission of Security, Colombia
<b>Natalie Bennett</b>	United Kingdom	Leader, Green Party of England and Wales
<b>Nick Price</b>	United Kingdom	SOIF Guest faculty; Founder, Of Things Immaterial
<b>Nik Gowing</b>	United Kingdom	Journalist, foreign affairs specialist and Main Presenter for BBC World 1996-2014
<b>Norman Lamont</b>	United Kingdom	Lord Norman Lamont of Lerwick, Member of the UK House of Lords, UK Trade Envoy to Iran and former Chancellor of the Exchequer
<b>Patti Morrissey</b>	United States	US Office of the Director of National Intelligence
<b>Paul Norman</b>	United Kingdom	SO1 Futures, Development Concepts and Doctrine Centre, Ministry of Defence, UK
<b>Peter Frankopan</b>	United Kingdom	Senior Research Fellow at Worcester College, Oxford and Director of the Oxford Centre for Byzantine Research, University of Oxford

<b>Peter Glenday</b>	United Kingdom	Programme & Research Director, School of International Futures
<b>Ricardo Borges de Castro</b>	Portugal	Adviser, Foreign Affairs Team, European Policy Strategy Centre
<b>Richard Ferraris</b>	United Arab Emirates	Assistant Director, Delma Institute, Abu Dhabi
<b>Rohan MacDonald</b>	Australia, UK	Australian Delegation to the United Nations in New York; Recent graduate: Paris School of International Affairs, SciencesPo
<b>Rosemarie Forsythe</b>	United States	Former Director, International Political Strategy at ExxonMobil and White House National Security Council Director for Russian, Ukrainian and Eurasian Affairs
<b>Saeid Khatibzadeh</b>	Iran	Head of Regional Office in Europe, Institute for Political and International Studies (IPIS)
<b>Sheila Ronis</b>	United States	Professor and Chair, Department of Management, Walsh College; Director, Centre for Complex and Strategic Decisions
<b>Sinikukka Saari</b>	Finland	Special Adviser, Ministry for Foreign Affairs, Finland
<b>Thuramamidi Chakradhar</b>	India	Scientist - C, Technology Information, Forecasting & Assessment Council (TIFAC)
<b>Vickie Miller</b>	New Zealand	Lead Advisor, Strategic Policy Division Ministry of Foreign Affairs and Trade, New Zealand
<b>Yuzilawati Abdullah</b>	Brunei	Associate Researcher, Centre for Strategic & Policy Studies, Brunei
<b>Yulia Oleinik</b>	Kazakhstan	Officer-in-charge, Policy Planning, UNICEF
<b>Xavier Troussard</b>	French	Head of Unit, Joint Research Centre, European Commission

## Inspiration from SOIF2015



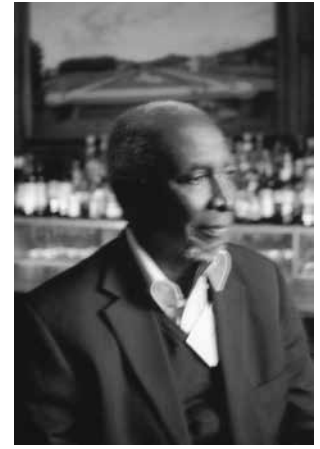
**Rosemarie Forsythe** / The Mars Cyclor Orbit Illumination, acrylic on canvas, 16X20

*This painting was inspired by a conversation at SOIF2015 between Rosemarie and Didier Schmitt, Member of the space Task Force at the European External Action Service. Didier shared equations from an groundbreaking 1993 article by Buzz Aldrin and two other scientists in the Journal of Spacecraft and Rockets.*

*The painting shows Mars cyclor orbits, which spacecraft might use to travel continuously between earth and Mars while relying on gravity-assist flybys to save fuel. The background is red because*

*Mars is the red planet. A Japanese Ho-ho bird, which signifies the beginning of the new era, is taking flight on the upper right-hand side. Rosemarie embedded the equations in the bottom left in lightning bolts, which are symbols of inspiration and new ideas. In the middle of the painting are the three stages of the cyclor orbits between Earth and Mars (to perfect scale) in the middle. Rosemarie has used symbols for Earth, Mars, travel, and knowledge throughout the painting.*





**Jean-Philippe Toussaint /** Portraits SOIF2015

*“À l’occasion de SOIF 2015, j’ai photographié quelques participants dans le bar d’Hartwell House : lumière tamisée, décor boisé, temps de pose très long, immobilité des modèles, noir et blanc intemporel de la photographie qui rappelle la peinture classique.”*

*“On the occasion of SOIF2015, I photographed a few participants in the bar at Hartwell House: soft light, wooden décor, long exposures, motionless subjects, timeless, black and white photography that reminds of classical painting.”*

# 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](mailto: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

Hartwell House Hotel, Restaurant and Spa  
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Near Aylesbury  
Buckinghamshire  
HP17 8NR

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[www.hartwell-house.com](http://www.hartwell-house.com)



# Useful Information



## Mobile phones

Please be respectful when using mobile telephones and laptop computers in public rooms.



## Messages

Messages can be left for participants at main reception or on the message board in the hallway



## Photocopying

Photocopying is available at the main reception.



## Computer facilities

If you require access to a computer please discuss this with the main reception desk. Wireless facilities are available in the private rooms and in bedrooms. No code is required, simply join the Hartwell House Wi-Fi network.



## Wake-up call

Please contact reception.



## Checkout

Checkout is by 9.30am on the day of departure. Should guests require later departure, please contact main reception on +44 1296 747 444. When leaving, please pay your bill and return your room key to reception.



## Incidentals and extras

You will be responsible for any extras that you charge to your room including drinks at the bar, any additional purchases or spa treatments. You will be asked to settle these on checkout.



## Departure

If you have not already advised us on your departure arrangements, please let [kathleen@soif.org.uk](mailto:kathleen@soif.org.uk) and [peter@soif.org.uk](mailto:peter@soif.org.uk) know as possible so that we can assist with any travel arrangements.



## Retreat questionnaire

We would be grateful if you could complete the feedback questionnaire to enable us to evaluate the retreat and the service we provide. The questionnaire can be obtained from reception if you are leaving before the end of the conference.



## Room keys

Please remember to leave room keys at Reception, especially when leaving the Hotel. The bedroom doors are not all self-locking.



## Fire exits

Please note all fire exits. These are indicated on the back of the bedroom doors and throughout the house. We do ask you to check your escape route. If you leave the premises, please inform reception for fire procedures and any other emergency.



## Smoking

Smoking is **NOT** permitted inside the buildings or bedrooms at Hartwell House. A deep cleaning charge of £100 per day will be charged if evidence of smoking is detected.



## Valuables

Hartwell House can only accept responsibility for valuables deposited with the Manager for safe keeping in one of the hotel's safes.



## SOIFSpace

Conference materials including presentations, material, address list, group photograph and presentations will be provided on SOIFSpace our online platform at [space.soif.org.uk](http://space.soif.org.uk) If you have not yet received your invitation please contact [peter@soif.org.uk](mailto:peter@soif.org.uk)



### Contact Information

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SOIF2016 retreat website: [www.soif.org.uk/SOIF2016](http://www.soif.org.uk/SOIF2016)  
SOIFSpace (online social network platform for our retreats and community):  
<https://space.soif.org.uk>