

STRATEGIC FORESIGHT RETREAT

PROGRAMME

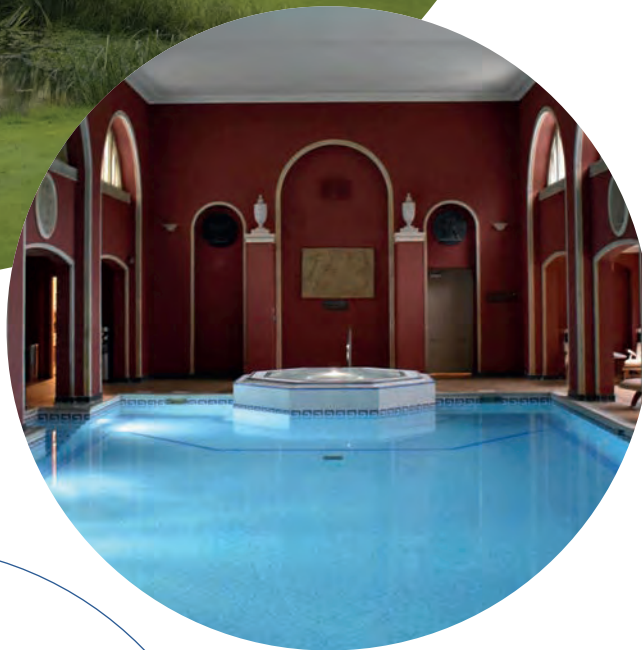


HARTWELL HOUSE, BUCKINGHAMSHIRE, UK

#SOIF2019

söif 2019

05-09 AUGUST 2019



Hartwell House,
Buckinghamshire, UK

WELCOME TO SOIF2019

It is with great pleasure that we welcome you to SOIF's summer retreat on strategic foresight.

This is our eighth retreat in the UK and each year we seek to bring together inspirational thinkers from different communities around the world. The retreat is an opportunity to take time away from day to day pressures and responsibilities, to explore how to use strategic foresight to create impact.

Our retreats are core to SOIF's work to support organisations and individuals to create a better future. Each year we innovate and build on the successes of previous retreats. We create the programme with care: nurturing the different elements around your needs, new issues arising in the foresight field, our desire to hear inspiring speakers, to build our personal practice as a community.

We design this week and hold the space to help you achieve three results: to become better users and commissioners of foresight; to return to your work ready to build future-ready organisations; and to learn from each other and support each other as part of a global foresight community (see the learning outcomes on page 5).

The process, methodology and techniques we'll introduce – with the help of our guest faculty, Kristel van der Elst – are ones we have found achieve results in a range of organisations and countries. But foresight is art as well as science, which together make the craft. And it is the practical application of this craft that is a core design feature of our retreats. This year, our live Challenge Client, Stephen King from Luminate, asks you to explore Technology and the "Public Interest" in a changing global order.

You'll see in the programme different types of interventions – keynotes and panels with expert speakers, who will bring additional insights and help us as we explore our policy theme, philanthropy and foresight in creating systemic change, and our methodological theme on foresight, prevention and big data. You will also find moments of delight built into the programme to inspire and boost creativity: interventions from a clown, science fiction author, journalist and composer.

We hope you enjoy the next few days! We look forward to getting to know you during the week, exploring your motivations, hearing about your experiences, and sharing with you our approach to foresight, both as a theory and as a way of understanding and shaping the future.

We've left time in the programme for walks in the grounds, chats on the sofa, even early-morning yoga. The whole environment – in and out of the formal sessions – is designed to be a reflective space for learning and debate that is both enjoyable as well as fruitful for your future plans.

Thank you for coming to SOIF2019 with an open mind, and heart – we hope the relationships you make this week will be a first step in a long journey in building a better future.

The SOIF Team

WHO WE ARE

SOIF helps policy-makers, business leaders and communities make strategic choices, manage risk and become future-ready. Our foresight work focuses on the transmission of insights about the future into decisions today. To deliver *foresight with impact*, we design for *purpose, complexity and participation*.

We have worked to apply foresight and strategy at the highest levels of government, private and NGO sectors. As foresight and strategy experts, we have introduced strategic foresight to over 600 senior leaders from over 50 countries and led projects in countries as varied as Switzerland, South Korea, Oman, Tunisia, Chile and Russia.

We have advised national governments and United Nations on the use of foresight and strategy and have worked with organisations around the world to build their capacity, develop insight and support their long-term sustainability.

We advocate for the use of foresight and the need to put people at the heart of the future.

WHAT WE DO

We help you to think differently – and confidently – about the future: to position your organisation to take advantage of new opportunities while protecting you against shocks and surprises.

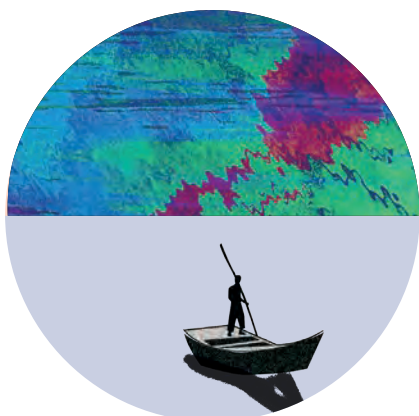
Come and learn with us, translate foresight into strategic insights, and build a future-focused organisation through our educational, project and advisory services.

Gain insight about your future environment: spot upcoming trends and issues, risks and opportunities, and the new players in your field.

Build your capability: strengthen the skills of your senior decision-makers and staff, so they can create and lead future-ready organizations. These skills can be accredited by the ILM, the UK's leading specialist provider in leadership and management qualifications.

Access latest expert advice: inform your good practice through our research, innovation and thought leadership.

Connect and mobilise with others: draw upon, and support in turn, our wider community of practice and networks of change-makers to co-create a better future.



OUR SERVICES

GAIN INSIGHT

- Explore the implications of themes or issues coming up on your radar
- Conduct a strategic review and navigate possibilities, scenarios and options
- Rapid horizon scans or deep dives
- Assess and manage risk – develop mitigation and response plans
- Projects to drive innovation, build sector vision or engage your community

BUILD CAPABILITY

- Foresight audit to understand the ‘future-preparedness’ of your team or organisation
- Support integrating foresight into strategy development, policy or risk management, or help to set up or enhance an existing function
- Skills development, mentoring and training for individual, teams and organisations
- Tailored training programmes and modules to build your capability at a strategic, operational or executive level
- Demonstrate your skills as an accredited foresight practitioner through our Strategic Foresight Programme, endorsed by the ILM
- Custom retreat and events, including agenda design, speaker engagements and strategic/senior team facilitation

ACCESS EXPERT ADVICE

- Full or ½-day strategy sessions for board, C-suite or senior management in private companies, industry bodies & NGOs
- Government experts – championing the growing use of foresight in governments including the UK and internationally
- Promoting an integration and innovation agenda: evidence and comparative insights with new global practice in strategic planning, open government, democracy and SDGs (especially goal 16 “effective accountable and inclusive institutions”).
- Driving new practice – we innovate with foresight methodology for impact, collect case studies, and cross-pollinate practice from different domains (e.g. actuary, intelligence, design thinking, ecology)

CONNECT AND MOBILISE

- Our Foresight retreats – A unique combination of capacity building, networking and coalition building, and conference
- Join our international network of over 600 alumni and 100 collaborators and access our online platform (SOIFSpace) to make new contacts
- Benefit from peer-to-peer mentoring and networking opportunities including SOIF Alumni meetings and webinars

CLIENTS AND PROJECTS

SOIF works with industry, public and third sector organisations from around the world.

Clients include: British Council, BP, Calouste Gulbenkian Foundation, Health Foundation, IATA, Shell Global, Metropolitan Education Trust in Nigeria, Malaysian Industry-Government Group for High Technology, Mott MacDonald, NATO, Overseas Development Institute, Royal Society, Save the Children UK, STEPI Korea, Swedish Defence University, United Nations Economic Commission for Latin America and the Caribbean, United Nations Development Programme, UNDOCO and UN-Habitat programmes, UK Cabinet Office, US Office of the Secretary of Defence and US State Department.

RECENT AND ONGOING PROJECTS

- **What makes a public policy fair from an intergenerational perspective?** Developing a new methodology for Calouste Gulbenkian Foundation to systematically and impartially assess the distributional impacts of public policies on current and future generations. The project runs until September 2020.
- **Future of terrorism:** project for UK Cabinet Office looking out to 2040.
- **Power sector in Northern Nigeria:** supporting a more sustainable socio-economic future for the region and sector.
- **Peace and reconciliation in Mozambique:** project for the German Federal Foreign Office
- **Development co-operation** Chapter on “Using foresight methods to adapt development co-operation for the future” in OECD Annual Report 2018: *Joining forces to Leave no one Behind*
- **Oman 2040:** delivering the scenario-building phase of the wider Oman Vision 2040 process for the Supreme Council of Planning

YOUR LEARNING JOURNEY AND THE SOIF FOUR STAGES

Our retreats are curated and designed to ensure that our participants receive the maximum benefit of their time at the retreat. We design the week as a “Learning Journey” to support your personal development. We build in opportunities to learn and reflect during the week. We teach a practical four-stage approach to foresight that provides the framework for you to learn the principles, art and science of foresight.

As you progress through the week there are a core set of Learning Outcomes that we address through the faculty and live challenge sessions, and supported by our speakers.

Your Primer provides additional information on the four-stage approach and some background to foresight.

YOUR LEARNING JOURNEY

The foresight journey is one that we take as individuals as well as together in organisations. Effective foresight requires us all to continually explore the future and to expand our practice, learning from each other and sharing insights across disciplines.

It is a space for participants to build the skills they need to understand change and disruption and how to create future-ready organisations in an uncertain and increasingly volatile world. We bring together our values, seven principles, four-stage process, and three themes to this end.

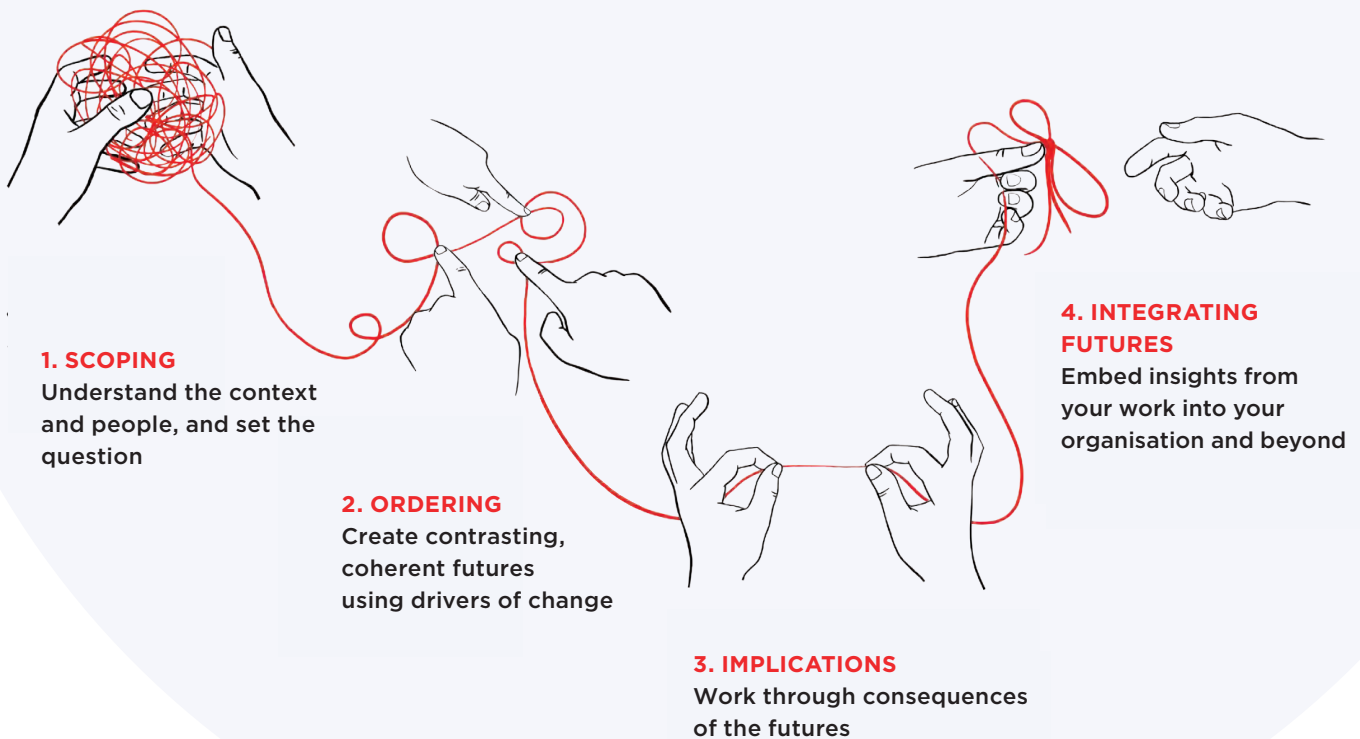
THE FOUR STAGES

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. Our four stages – Scoping, Ordering, Implications and Integrating Futures – lead you through the steps necessary to achieve this goal.

The four stages are set out graphically opposite. You will also learn and practice a number of tools during the week.



SOIF FOUR STAGES



LEARNING OUTCOMES

By the end of the Retreat, with the aid of faculty sessions, panel sessions, personal notes, and other learning resources, participants will:

- Have learned about the theory and application of strategic foresight
- Be confident in the design and tailoring of their approach, selecting and applying appropriate tools, to ensure the impact of their work and make a real difference to their organisations
- Have the vocabulary and understanding to design and facilitate effective conversations about the future
- Be able to describe and apply SOIF's four stage process for foresight; principles; and the values of designing foresight for participation, purpose and impact
- Through panel discussions and debates with expert practitioners and exploration of case-studies, better understand the art of foresight, and have critically evaluated how the experiences of others can be applied to their organisation's and their personal practice of foresight
- Through the live policy challenge, have built critical understanding, confidence and practical experience in the foresight craft
- Have regularly reflected on their personal learning journey throughout the week and committed to on-going development actions that support their current work
- Have developed their own foresight practice, and know how to build their capability over time, including through engagement with the wider community of interest
- Have identified and committed to a personal foresight project, designed to apply Retreat learning to practice and to influence wider practice within their organisation.

OUR PRINCIPLES

SOIF sits at the point where theory and practice meet. Our principles are informed by our experience of 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.

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.

1. **Collective reflection on the future enables resilience and empowerment**

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 build vision, resilience and empowerment in an uncertain world.

2. **Focus on the decision and decision-maker, but unlock transformation with wide participation**

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 as art, science and craft**

Foresight is both art and science and 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. **Design foresight as a four-stage journey**

This journey acts as a scaffold for our work, moving from Scoping through Ordering and Implications to Integrating Futures.

5. **Understand the context first, then choose the tools and methods for impact**

Tools and method are important, but are influenced and guided by culture, time, topic resources, and purpose. The tools used within the four-stage journey maximise impact around the purpose, while staying within resource- and other constraints.

6. **Mobilise left-brain and right-brain approaches in our personal, organisational and system-wide journey**

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 and paying attention to our cognitive biases. 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

THEMES AND LIVE CHALLENGE

At SOIF2019 we explore three themes: a policy issue, a methodological question, and a “Live challenge” – a real question set by a policy client:

Policy Issue: Philanthropy and Foresight in Creating Systemic Change

Each year, we choose one policy area where we see growing interest and evidence for the impact of foresight in that domain. This year, we have been exploring the topic of Philanthropy and Foresight with SIX, including:

- How can philanthropists harness foresight to drive transformational change in an increasingly turbulent future?
- How can forward-thinking foundations and thinkers tackle the systemic challenges they want to impact through supporting long-term thinking about complex social problems in a participative way?
- How can foundations use adaptive planning and strategy development in a volatile environment facing disruptive change?
- How can coalitions of foundations and stakeholders design interventions with impact, that are resilient over time and work to prevent as well as cure social problems
- How can the sector prepare for a future in which it may be a key driver of innovation, with governments and the private sector often increasingly risk-averse and less willing to take a big-picture approach?

Methodological Focus: Foresight, Prevention and Big Data

We will take a look at how recent developments around the use of emerging techniques for modelling, big data and artificial intelligence, can be supported by foresight - to help address the challenge around acting to prevent slow-moving harms. How can sectors become more anticipatory rather than reactive, and unlock the political will and short-termism challenge? Our intuition is that combining preventive analytics with the strategic foresight approach has huge potential to help governments and other global actors to both think and act better for the long-term. And we invite you to explore this emerging field with us.

Live Challenge: Technology and the “Public Interest” in a changing global order.

Our Live Challenge is being set by Luminate, a global philanthropic organisation, focused on how to empower people and institutions to work together to build just and fair societies. They are particularly interested in how digital technologies will be governed, regulated, controlled and used in the future; tensions between privacy, surveillance, national security and liberty; and the impact of global and regional governance.

On Monday, will be joined by Stephen King, CEO of Luminate and Paige Nicol, Senior Manager, Strategy & Insights who will set our foresight challenge for SOIF2019.

Luminate
Building stronger societies

More on the themes and Live Challenge

Information on the philanthropy and prevention themes is included on pages 40-43. Please talk to Cat Tully if you're interested in finding out more, or to get involved in ongoing work in this area. For more information on the Live Challenge, please read the briefing and background reading on HowSpace.



DAY 1 MONDAY 5 AUGUST

WELCOME AND INTRODUCTIONS

Getting to know each other, our projects and the programme

1300 - 1430 Participants arrive and buffet lunch available

1500 - 1600 **1. Welcome and introductions** "Check in"
Cat Tully Founder and Managing Director, School of International Futures

1600 - 1700 **2. Keynote** "Navigating the future and the importance of perspective and foresight"
Arif Lalani Ambassador, Director, Department of Diplomatic Affairs, Seat of the Ismaili Imamat

1700 Tea/Coffee

1730 - 1800 **3. Faculty Session - Introducing the SOIF2019 Programme** Our learning objectives and design principles for learning about strategic foresight

1800 - 1900 **4. Introduction to the Live Challenge** Our policy client introduces our challenge for the week. Q&A
Stephen King CEO, and **Paige Nicol** Senior Manager, Strategy & Insights, Luminate
Respondent: **Charlie Edwards** Director, Cabinet Office, HMG, United Kingdom

Live challenge hosts:

Peter Glenday Director Programmes and Research, School of International Futures
Marius Oosthuizen SOIF Companion; Faculty, Gordon Institute of Business Science, University of Pretoria, South Africa

1900 - 1910 **Closing session** "Check out"

1930 **Reception** drinks followed by dinner at 8pm

Moment of Delight:

Wellington Nogueira Actor, Clown, Teacher; Founder of Doutores da Alegria (Doctors of Joy)

DAY 2 TUESDAY 6 AUGUST

STAGES I TO II – SCOPING TO ORDERING

Starting the Live Challenge together – What the policy maker needs and how foresight can meet that need – principles of futures thinking and drivers of change – participants' experiences

0700 – 0745	Yoga session (Garden or James Wyatt room)
0730 – 0845	Breakfast
0900 – 0915	Opening Session “Check in”
0915 – 0945	5. Faculty Session - Thinking like a futurist An introduction to some foundational foresight concepts and approaches. Introduction to the SOIF Learning Journey Kristel van der Elst Director General, Canada Policy Horizons; Co-Founder and CEO, The Global Foresight Group and Cat Tully
0945 – 1100	6. Panel Discussion: The policy client's perspective. Decision-makers and senior researchers from government and civil society discuss the relationship between strategic foresight and policy, and their experience of commissioning futures work and promoting long-term decision-making. Bunmi Ajilore Country Lead for Climate Risk Profiling and Lead for Rwanda Digital profiles Agriculture Projects, International Centre for Tropical Agriculture, Nigeria Jaana Tapanainen-Thiess Government Foresight Group, Prime Minister's Office, Finland Sophie Howe Future Generations Commissioner, Wales
1100	Tea/Coffee
1130 – 1315	7. Faculty and Live Challenge Session - Stage 1: Introduction to scoping Outlining the purpose of the scoping stage. Contracting in Groups. Exercise: Scoping the Live Challenge.
1315	Lunch (History tour at 2.15pm)
1445 – 1615	8. Faculty and Live Challenge Session - Stage 2: Ordering Uncertainty I Trends and scanning, exploring drivers of change
1615	Tea/coffee
1645– 1800	9. Plenary Session - Participants' experience of foresight. You share your experience of foresight work, giving examples of projects you have been involved in.
1800 – 1810	Closing Session “Check out”
1845	Informal drinks. A dialogue on Foresight, Prevention and Data Analytics with Eleonore Pauwels Research Fellow on AI and Emerging Cybertechnologies, UN University Centre for Policy Research
1930	Croquet followed by dinner and Moment of Delight Karlheinz Steinmüller Scientific Director, Z-Punkt; Physicist and Science Fiction Author

DAY 3 WEDNESDAY 7 AUGUST

STAGES II TO III – ORDERING TO IMPLICATIONS

Introduction to scenarios – global trends – scenario development and exploration – implications

0730 – 0845	Breakfast
0900 – 0915	Opening Session “Check In”
0915 – 1015	10. Faculty and Live Challenge Session - Stage 2: Ordering Uncertainty II Ordering uncertainty. Generating alternative images of the future. Introduction to scenario methodologies and their use in policy – guidelines for scenario construction
1015	Tea/Coffee
1045 – 1200	11. Panel Discussion: Alternative Futures An international panel explains how they order the futures, develop scenarios and apply them to policy Danièle Réchard Head of Global Trends Unit and Member of ESPAS, European Parliamentary Research Service Mathew Burrows Director Strategic Foresight Initiative, Atlantic Council Moutaz Al Riyami Executive Director, Petroleum Development Oman
1200 – 1300	12. Faculty and Live Challenge Session Scenario development and exploration. Plenary followed by group work
1300	Lunch followed by conference photo (2pm) and learning walk
1500 – 1630	13. Faculty and Live Challenge Session Continue Scenario development and exploration and feedback
1630 – 1700	14. Faculty and Live Challenge Session Scenario Implications
1700 – 1710	Closing Session “Check out”
1730 – 1900	Open space Exploring and proto-typing ideas together Host: Andrew Curry Director of Futures, School of International Futures
1930	Fireside chat José Manuel Barroso Prime Minister of Portugal, (2002 - 2004); President of the European Commission, (2004 - 2014)
2015	Dinner and Moment of Delight Mhairi Cameron Composer, Oceanborn: A New Musical

DAY 4 THURSDAY 8 AUGUST

STAGES III TO IV - IMPLICATIONS TO INTEGRATING FUTURES

Building on our scenarios to identify implications – application of foresight to policy and strategy

0700 - 0745	Yoga session (Garden or James Wyatt room)
0730 - 0845	Breakfast
0900 - 0915	Opening Session “Check In”
0915 - 1045	15. Faculty and Live Challenge Session - Stage 3: Implications I From scenarios to strategies: bridging futures to policy
1045	Tea/Coffee
1115 - 1300	16. Faculty and Live Challenge Session - Stage 3: Implications II Wind-tunnelling and Policy Portfolios
1300	Lunch (Garden tour at 2pm)
1430 - 1545	17. Panel Discussion: Futures with Impact. How to think through the implications of foresight work and develop the strategic capability of individuals, organisations and systems to harness foresight in policy and decision-making processes Felix Reed-Tsochas Professor of Complex Systems, Saïd Business School & Oxford Martin School Nicholas Colloff Director Argidius Foundation and former Director of Innovation, Oxfam Natalie Cargill Founder and Executive Director, Effective Giving
1545 - 1745	18. Live Challenge Exercise Completing the Live Challenge. Participants prepare their advice for the client on how to respond to the Live Challenge. (Tea/coffee available)
1745 - 1845	19. Faculty Session - Stage 4: Integrating Futures I Integrating the futures approach. Embedding and communicating insights including Moment of Delight Amanda Ruggeri Editor, London Features and Editor, BBC Future
1845 - 1855	Closing Session “Check out”
1930	Drinks on the terrace. Followed by Gala dinner (8pm)

DAY 5 FRIDAY 9 AUGUST

STAGES IV - INTEGRATING FUTURES AND LESSONS FROM THE WEEK

Integrating the foresight approach: presenting back to the client – bringing foresight back to the office and planning our projects - lessons from the whole week as we wrap-up the journey for this year. Goodbyes

0730 - 0845	Breakfast and checkout of rooms. Please return your key to Hartwell House by 0845. You can leave your luggage at reception.
0900 - 0915	Opening Session “Check in”
0915 - 1000	20. Live Challenge Exercise Conclusion Groups present their recommendations to our policy client Stephen King CEO Luminate (Videoconference)
1000 - 1045	21. Faculty Session - Stage 4: Integrating Futures II Integrating the futures approach. Building strategic capability and stimulating a forward-looking organisation.
1045	Tea/coffee
1115 - 1145	22. Integrating Futures - Personal Projects Integrating Futures in your organisation - your project
1145 - 1230	23. Advisory Session Developing future project plans with SOIF advisers and coaches
1230 - 1300	24. Concluding the Learning Journey Next steps and goodbyes. Final “Check Out” Cat Tully and the SOIF Team
1300	Lunch
1400	Participants depart

STRATEGIC FORESIGHT PROGRAMME

School of International Futures (SOIF) is pleased to offer attendees at our retreats the option to achieve professional certification to our Strategic Foresight Programme endorsed by ILM.

The SFP recognises your continued development as a Strategic Foresight Practitioner and is awarded based on the successful completion of a three- to six-month programme. On completion you will receive a programme certificate endorsed by ILM, the UK's leading specialist provider in leadership, coaching and management qualifications.

It is a programme focused on helping you to apply your retreat learning and the foresight approach to a project within your organisation or externally with a client. This is a great opportunity to focus and continue your ongoing professional development, as well as to demonstrate your capability and commitment to Strategic foresight

Benefits:

- Demonstrate your foresight skills and expertise
- Continue your personal development and practice using strategic foresight on a project, supported by SOIF advisers
- Ensure you follow through on your post-Retreat actions and commitments
- Following completion, receive an internationally recognized certificate
- The organisation that sponsored you to attend our workshop also benefits, since your continued development as a leader/manager is in their interests as well.

For further information on the Strategic Foresight Programme, ask one of the SOIF team.

An alternative accreditation route for those who can't attend the Retreat based on a 2-day workshop with additional distance learning.

NEXT GENERATION FORESIGHT PRACTITIONERS AWARD 2019

Our 2019 Award has just been announced and we have our Main Award Winner, Prateeksha Singh joining us from India this week. The Joseph Jaworki Next Generation Foresight Practitioners Award is an annual award launched in 2018 to recognise the next generation's endeavours in shaping the future.

The award aims to identify, support and showcase global, innovative practice in Strategic Foresight. It seeks to foster connections and collaborations between pockets of innovative practice being exercised by a new generation of foresight practitioners, whether millennials – with new aspirations and values – practitioners from new geographies, or second and third career practitioners entering the field from other domains with fresh ideas and approaches.

Why is the award needed? The world is changing and as it does we need new sources of inspiration and innovation.

Change will come from many arenas and peoples. The Joseph Jaworski Next Generation Foresight Practitioners Award is an annual award recognising the next generation's endeavours in disrupting and shaping the future.

The practice of foresight can help us embrace change, uncertainty & create better futures. The NGFP award aims to identify these innovators and support them in their endeavours.

Our 2019 Applicants: This year, we received 74 applications for the award from 35 nationalities.

Next steps on the journey: The Award is just the start of the journey to create a global Sensing Network of future-alert activists: a co-created platform for next generation foresight practitioners to connect, and access support to develop both personally and professionally.

Over the next three years, we will create a global accelerator for these emerging foresight leaders to amplify and scale their impact, with an associated impact fund. The vision is to transform the Sensing Network into a foresight leadership accelerator for next-generation foresight practitioners, with a focus on the Global South.

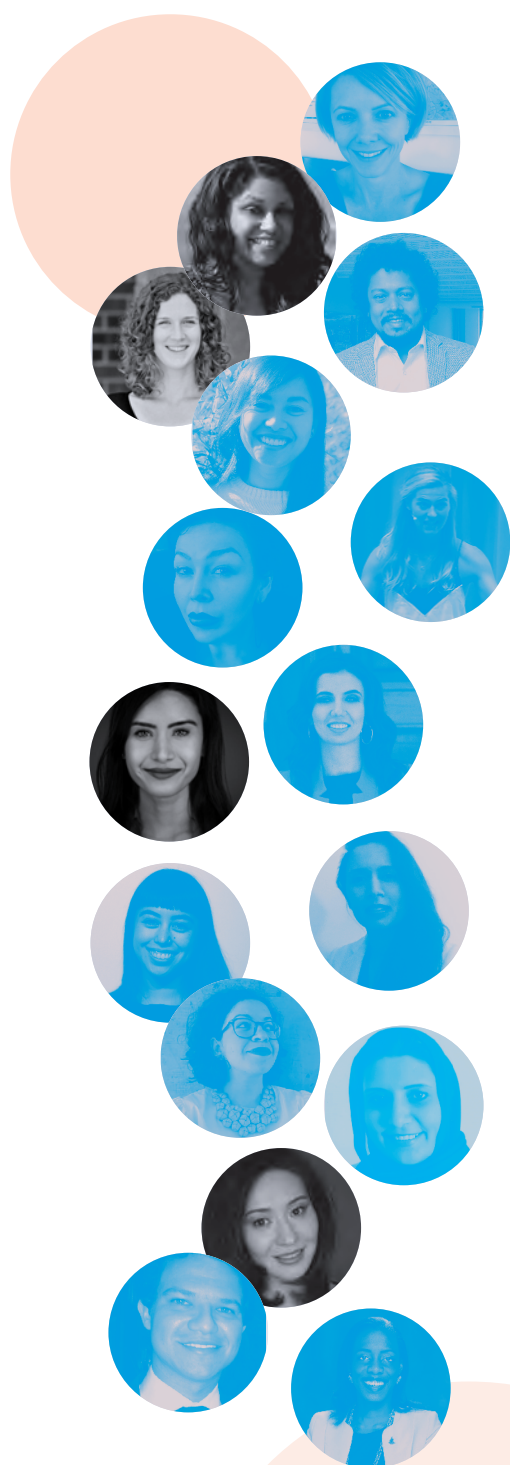
Each year we will be piloting new ideas, with 2019 looking at an African Futures for African Next Generation Dialogue (piloting regional networking using face-to-face dialogue), a Walkabout prize for young Foresight Scanners and a conference for Emerging Female Futures.

Our 2019 Winner: We are delighted to welcome our Main Award winner, Prateeksha Singh to the retreat this year. As the Main Award winner Prateeksha will receive \$25k funding to develop a new foresight initiative as well as other support to help her develop her personally and professionally.

Prateeksha is a multidisciplinary designer based in Canada and India. She collaboratively explores how applying a living system lens to a design-futures and arts-based practice can provide additional tools and perspectives for working with complex yet adaptive challenges. Her project seeks to take her inclusive futures framework called Lotus, which seeks to drive culturally sensitive and inclusive futures work, and to create an online interactive resource for all practitioners.



Our special awardees: In total we awarded 16 special awards to applicants from all six continents to recognise their contributions to particular sectors or geographies. Our awardees will be supported through mentoring with top international foresight thinkers and practitioners, meetups, and training webinars.



- **Lauren Keeler** (North America, USA) To translate futures games from analogue to digital to allow their impact to scale across communities through online resources, training and tutorials
- **Deepshikha Dash and Sugandh Malhotra** (Group Award, India) A project to support designers to design future possibilities in Mobility for congested metropolitan cities.
- **Shakhil Ahmed** (Asia, Bangladesh) Creation of a futures space in Bangladesh to support people to explore and create their preferred futures.
- **Alanna Markle** (National/Local Policy, USA) Pilot and development of a simple framework to distil futures analysis into key policy messages and recommendations for decision-makers.
- **Krizna Gomez** (Humanitarian, Philippines) Creation of a school for young futurists (15-25 years old) to promote social justice globally and in their local contexts
- **Charlie Warwick** (Europe, UK) Project to drive positive and future-fit community planning in a town planning context and pilot for an urban planning 'Futures Toolkit'
- **Carin Ism** (International Policy, Sweden) To support the Future Governance Agency for a deeper purpose of promoting an increased understanding of governance innovation
- **Naidel Ardilla** (Community, Mexico) Addressing internal barriers to self-valuation, and quality of decision-making in the lives and futures of Mexican women
- **Leah Zaidi** (Environment, Canada) A participatory approach to experiential futures to help build futures capacity and communicate complex emerging problems
- **Maha Hosain Aziz** (Education, Pakistan) Powerful visual stories which enlighten youth and adults on global risks: For adults, a graphic novel trilogy on the refugee, the youth citizen and the extremist; for kids, a mixed identity superhero teen who fights for democracy and human rights.
- **Ana Tiquia** (Oceania, Australia) All Tomorrow's Futures: connecting artistic and creative practice with foresight. A project series starting with futures of energy in Australia
- **Corina Angheloiu** (Community, Romania) Foresight pollinators: a multidisciplinary community of practice building the wider field of futures-led inquiry
- **Nisreen Lahham** (Middle East, Jordan) Solutions for water-energy-food security Nexus in MENA and SSA, using participative foresight
- **Stephanie Yesmukanova** (Cities, Kazakhstan) The future identity of Kazakhstani citizens
- **Rodrigo Mendes Leal de Souza** (S. America, Brazil) Participative scenarios to address Brazilian development challenges
- **Adeiyi Oluwaseun-sobo** (Africa, Nigeria) Pilot of Prototype testing the Futures Literacy Labs in Nigeria

TEAM

At this year's retreat you will be supported by different members of the SOIF team, who will be helping you at different stages of your journey.

SOIF FRONT OF HOUSE

- Cat Tully (Retreat host and Faculty)
- Marius Oosthuizen (Live challenge)
- Peter Glenday (Retreat host and Live Challenge)
- Sarah Spencer (Retreat Coordinator)

GUEST FACULTY

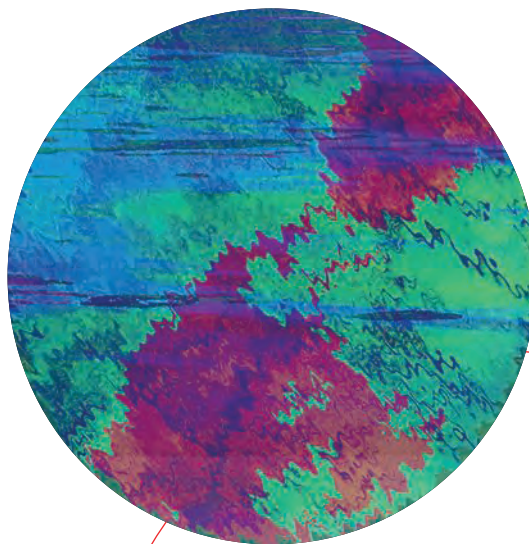
- Kristel van der Elst

FACILITATION TEAM

- Emma Bennett (Lead facilitator)
- Chris Skelly
- Maggie Greyson
- Pupul Bisht

SPECIAL GUESTS

- Andrew Curry (Open space host, SOIF)
- Brian Chandler (SOIF Guru)
- Louise Pulford (Executive Director, SIX)
- Sarah Dunn (Advisor)
- Sophie Middlemiss (Communications, SOIF)
- Sophie Monaghan-Coombs (Strategy and Development Manager, SIX)



TEAM BIOS



ANDREW CURRY

Andrew Curry has worked as a futurist for twenty years, leading a wide range of projects across the commercial sector, the public sector, and the non-profit sector. He left the Futures Practice of Kantar Consulting in June, and joined the School of International as Director of Futures. At Kantar Consulting he was until 2018 managing editor of the company's Future Perspectives thought leadership series, and also co-host of its podcast, The Future of Consumption. 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 lead author of the Henley Centre's 2001 report for the Cabinet Office, "Understanding Best Practice in Strategic Futures." He has published extensively on futures subjects, including – with Wendy Schultz – "Roads Less Travelled", on the strengths and weaknesses of comparative scenarios methods, and – with Anthony Hodgson – the first academic paper on the Three Horizons method. A critical history of the idea of scenario planning is scheduled to be published later this year in Lancaster University's Handbook of Social Futures. Andrew is a member of the Advisory Board of Lancaster University's Institute of Social Futures. He served for five years as Vice Chair of the Association of Professional Futurists. Before joining The Henley Centre in 1999 he worked as a financial journalist for the BBC and Channel 4 News, as a television producer, and in interactive media.



BRIAN CHANDLER

Between 1980 and 1990 Brian was the main change agent at Arthur Young (now Ernst & Young). He turned the training department into a profit centre and built a team which moved from 'classroom' teaching to working with business leaders on their problems. (Those who worked with him now run their own businesses.) He drew on Gallwey's 'Inner Game', Huthwaite's behavioural research, Porter's theories, and much else to underpin this. Along with Mairi Eastwood, who used to head Praesta, global leaders in coaching he opened up the UK market for MBAs.

What he learned and what he created in this period (he transformed the training programme for 4000 people) enabled him to build his own consulting practice. With many of his clients now retired, he has moved into 'Angel Investing' with, amongst others: a headhunter who leads in placing women in engineering management; and a project to provide postcode addresses in Africa.

He lives in a tiny village in Norfolk.



CAT TULLY

Cat Tully is the founder of the School of International Futures (SOIF). SOIF helps leaders, communities and organisations engage with the future, to make better decisions today. SOIF runs projects and foresight retreats across the world and has 600 alumni in 50 countries. Cat advises on and teaches strategic foresight, emergent strategy and system stewardship internationally, including at the UN and as a Visiting Professor in Malaysia.

Previously, Cat was Strategy Project Director at the UK FCO and Senior Policy Adviser in the Prime Minister's Strategy Unit. Before working in government, she worked in strategy and international relations across the not-for-profit and business sectors, including Christian Aid, Technoserve and Procter and Gamble.

Cat has degrees from Cambridge and Princeton Universities. She is a trustee for the Foundation for Democracy and Sustainable Development (FDSD); a Global board member of Academics Stand Against Poverty (ASAP); a member of United Nations Learning Advisory Council for the 2030 Agenda and a member of the Advisory Group of the British Foreign Policy Group (BFPG)



CHRIS SKELLY

Dr Skelly and his colleagues are transforming the way they approach 'organisational intelligence'. The continuing rapid change in national health systems requires an 'intelligence rethink'. We've done just that and after three years of transformation and organisational development, we are moving to 'transformative collective system intelligence'. Futuring is a key element of that process.

Chris is also immersed in HUMI, a passion project (www.humi.site), which currently involves participants from Australia, the UK, India, and China. Having formed a partnership with the UNCBD, we issued a joint challenge at COP14, in Sharm El-Sheikh, to establish 20 city projects, in 20 countries by 2020. The pathway into community adaptation and resilience to climate change is now thought to be through the restoration of ecosystems and their functioning. Microbiome Science is changing the way that future looks.

With a broad educational background and career across a number of sectors including natural resources conservation, earth observation science, climate change impact modelling, animal and plant biosecurity, and public health intelligence, Chris has worked in the academic, public and private sectors of Canada, New Zealand, Australia and the United Kingdom. For balance, he seeks out the occasional long-distance walk.



EMMA BENNETT

Emma works with leaders in the public and private sector to challenge established structures and achieve better human futures. She has a strong interest in applied systems thinking, resilience and adaptation, particularly in a world threatened by ecological collapse.

She is a strategy and foresight practitioner with expertise across management consulting, international development, and corporate innovation. She works to unpack and reframe complexity by weaving together insights from divergent mental models, sectors and disciplines.

As a strategist at Accenture and at the WPP creative agency 'The Futures Company', she advised global multinationals on their long-term growth strategies, with a particular focus on industries facing crisis and reinvention.

At the international development consultancy Adam Smith International, she led DFID-funded programmes to improve justice and security infrastructure in fragile and conflict-affected countries.

Emma is part of SOIF's core management team and also consults as an independent strategy director. She is a fellow of the RSA and holds Masters degrees in War Studies, and in Philosophy and Politics.



KRISTEL VAN DER ELST

Kristel Van der Elst is Director General, Canada Policy Horizons, and Co-Founder and CEO, of The Global Foresight Group. She has 17 years of experience in forward-looking strategy and policy advisory roles. She works with senior executives and policy makers including heads of state, ministers, heads of international organisations and think tanks, and CEOs providing the insights, resources and processes to help them turn long-term strategic thinking into actions and impacts.

She is a member of the OECD Governmental Foresight Community, the Strategic Foresight for Research & Innovation Policy in Horizon 2020 (SFRI) European Commission Expert Group, and the Independent Advisory Committee to the Global Burden of Disease initiative, former Senior Director, Head of Strategic Foresight, and member of the Executive Committee, World Economic Forum.

Kristel is an established author, speaker, moderator and certified facilitator.

Kristel is Visiting Professor at the College of Europe and teaches in Executive Education programmes at Said Business School, University of Oxford and at the London School of Hygiene and Tropical Medicine.

Kristel holds an MBA from the Yale School of Management, a Masters in Development Cooperation from the University of Ghent, and a Masters in Commercial Engineering from the Free University of Brussels. She is a Fulbright Scholar and Rotary Foundation Ambassadorial Scholar.



LOUISE PULFORD

Louise Pulford is the Executive Director of SIX, a social innovation exchange built on mutual value, relationships and knowledge. SIX works globally to facilitate purposeful cross-sector conversations that challenge and inspire people to advance the field of social innovation. Louise has been responsible for building SIX over the last 6 years. Under her leadership, SIX spun out of the Young Foundation in 2013.

Louise leads a team of 9 spread across London and Canada to advance the field of social innovation through major programmes of work with foundations, universities, corporates and governments. Louise is also building SIX's work to advance culture change within organisations. Louise is a seasoned speaker on building networks, the value of exchange and social innovation globally, and regularly designs and facilitates social innovation training programmes for governments, foundations and universities around the world. Louise also publishes regular articles on networks and social innovation.

Louise has worked on social innovation with the European Commission since 2010 and she sits on the Mayor of Seoul's Advisory group for social innovation.



MAGGIE GREYSON

Maggie Greyson is a Winner of the Next Generation Foresight Practitioner Special Award for North America from the School of International Futures.

Her mandate is to help people use ambiguous nature of our times to play a meaningful part in the future. Robust research and creative risk-taking define her career as a designer, futurist and writer.

Maggie has a Master of Design in Strategic Foresight and Innovation from the Ontario College of Art and Design University. She was an Emerging Fellow of the Association of Professional Futurists 2018.

Her work garners international attention for strategic communication and innovative storytelling methods. She has designed interactive online experiences for Fortune 100 companies such as Nissan, GE and Shell. She also has a ten year career as a designer for the stage with companies such as the International Shakespeare's Globe, in the London and the Stratford Theatre Festival.



MARIUS OOSTHUIZEN

Marius Oosthuizen is a global futurist. His passion is helping strategic leaders adapt to complex challenges with ethical awareness and future-orientated strategy. He is a board member of the Association of Professional Futurists (APF.org) and a member of faculty at the Gordon Institute of Business Science (GIBS.co.za) of the University of Pretoria, South Africa. He specialises in strategic foresight and scenario planning. As a consultant and keynote speaker, he is often called upon to shift the mindsets of leaders and provide strategic insight into complex systemic shifts in the operating environment. Marius helps leaders navigate complex changes brought about by global political and economic trends, digital and technological transformation and unpredictable social change. He holds a master of arts in strategic foresight from Regent University, VA, USA, and a master of philosophy in social and political ethics from St. Augustines college, Johannesburg. He is a past participant in the Oxford Scenarios Programme and the Futures Forum at Said Business School, Oxford University and currently completing a PhD in public leadership with Stellenbosch University, Cape Town, looking at best practice in multi-sector institutions. He has worked on foresight projects in multiple sectors, including, financial services and insurance, oil and gas, automotive, healthcare and the property industry, national policy in the digital age, cities, water and energy security and emerging markets. Marius loves to travel and to immerse himself in new contexts. He lives in South Africa with his wife and three children.



PETER GLENDAY

Peter Glenday is Programme and Research Director at the School of International Futures.

He is responsible for supporting international clients from across the public third and private sectors to build resilience and agility through foresight. 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 led and worked on horizon scanning projects for School of International Futures for clients including BOND Development Futures, UK Department for Transport, UK, Cabinet Office, Research UK, Arts Council England, IATA the Royal Society and United Nations. 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, and subsequently for Horizon Scanning Ltd on the 2012 refresh.

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



PUPUL BISHT

Pupul is a multi-disciplinary foresight practitioner and the Winner of the Joseph Jaworski Next Generation Foresight Practitioners Award 2018. Her practice is rooted in human-centered insights and lies at the intersection of futures thinking, systems design, and participatory research. As part of the NGFP Award, she founded the Decolonizing Futures Initiative in 2018— a global project that aims to engage marginalized communities in imagining their preferred futures in order to inform and inspire inclusive policy-making and innovation. Through this initiative, Pupul is pioneering the use of her novel foresight method inspired by the Kaavad folk-storytelling tradition of Rajasthan, India— one of the first and only foresight methods directly derived from a non-western tradition. Pupul is also currently working with NESTA, UK on developing a global anthology on Participatory Futures as the youngest member of Action Foresight's 'Global Swarm'. With a belief that the stories we tell of our pasts shape our futures, Pupul has dedicated her practice to uncovering narratives of alternative histories and marginalized futures that otherwise lie in under-explored nooks of our everyday world. Through the tool of storytelling, she hopes to move foresight outside organizational confines and engage in mass dialogue about our collective future as a civilization. Pupul has a Bachelor's in Graphic Design from National Institute of Design (India) and a Master's in Strategic Foresight and Innovation program from OCAD University



SARAH SPENCER

Sarah Spencer is SOIF's Next Generation Foresight Practitioner (NGFP) Award and Retreats Coordinator. Sarah manages the award process, outcomes and the NGFP community. She also leads the organisation of the annual SOIF Retreat and high level events.

Sarah joined SOIF in 2018, after having a career break to start a family. Before that, she worked for two years at the Department for Education, in the Sure Start and Early Intervention Unit. There, she was part of the team setting up and monitoring children's centres as well as organising events around early interventions for very young children.

Before joining the DfE, Sarah spent ten years (2000-2010) working in the Cabinet Office as part of the Performance and Innovation Unit, and in then the Forward Strategy Unit based in 10 Downing Street. These two then merged into the Prime Minister's Strategy Unit. Sarah's roles included running the administrative teams on strategy projects and organising press conferences, presentations, seminar programme and staff events.

Outside work, Sarah is kept busy with her three young sons. She also enjoys music, being creative, the outdoors, and keeping happy.



SARAH DUNN

Passionate about social justice and uncompromising on quality, Sarah draws on more than 20 years experience in over 25 countries across Africa, Asia, Europe the Middle East and Caribbean. She combines high level policy expertise with on the ground delivery having led programme portfolios of up to \$500m.

Now working as an independent consultant Sarah was previously the Director of Partnerships and Brands for the innovative start up foundation The Power of Nutrition, Director of Strategy for the Children's Investment Fund Foundation (the world's largest philanthropy focused on improving children's lives), Head of Business Change and Strategy for the Department of International Development (DFID) and DFID Country Director in South Africa. Alongside a deep contextual and strategic understanding Sarah brings experience of working in partnership with many of the major (and minor) investors committed to driving change to deliver on the SDGS.



SOPHIE MIDDLEMISS

Sophie is a foreign policy and international affairs consultant, with sidelines in strategic communications and travel writing. She has a decade's experience at the UK Foreign and Commonwealth Office (2008-18), working - amongst other things - on the UK's Russia policy, as a speechwriter to then-Foreign Secretary David Miliband, and in the FCO Strategy Unit. She has also worked to manage global communications campaigns for major global clients such as UN Women whilst at Portland Communications (2010-11). Sophie has written for Rough Guides and The Observer on European destinations (Russia, Serbia, Hungary and Kosovo) and is the author of the forthcoming Berlitz city guide to Belgrade. She holds a Masters' degree in International Relations from LSE (with distinction) and a first class History degree from the University of Cambridge.



SOPHIE MONAGHAN-COOMBS

Sophie is the Strategy and Development Manager at SIX. She leads their programme of work with philanthropy, the SIX Funders Node. This programme works with philanthropic foundations all over the world, enabling challenging and inspiring them to be more transformational and increase their impact. Sophie also manages the of organisations that make up SIX's core partners - the SIX Global Council.

She joined SIX in February 2018 after working for charities based in London and The Big Issue magazine at their editorial headquarters in Glasgow. She graduated in 2017 with a degree in English Literature, where she specialised in contemporary literature dealing with issues such as gender and the environment.

SPEAKERS DAY 1



ARIF LALANI

Ambassador Lalani serves as the Head of the Department of Diplomatic Affairs for His Highness the Aga Khan, at the Diwan of the Ismaili Imam, based in Lisbon, Portugal. He is responsible for supporting the Imam's global diplomatic and government relations. He is a career diplomat on leave from the Canadian government. With the Canadian government, he served as Ambassador to the United Arab Emirates; Canada's first Special Envoy to the Organisation of Islamic Cooperation; Ambassador to the Islamic Republic of Afghanistan; and as Ambassador to the Hashemite Kingdom of Jordan, and (non-resident) Ambassador to the Republic of Iraq. Other postings include Turkey, (with accreditation to Georgia and Azerbaijan); New York (Alternative Representative to the UN Security Council); and, Washington, D.C. (Counsellor). Arif is a member of the Board of Directors of the Centre for International Governance Innovation (CIGI). He was a founding member of the Advisory Board of the Munk School of Global Affairs, a graduate school to develop professionals for careers in international affairs. He is the recipient of: Honorary Doctor of Letters (PhD), Canadian University of Dubai; Alam Sayad Jamal-u-Din al Afghani medal for promotion of Canada-Afghanistan relations; and, the Queen Elizabeth II Golden Jubilee Medal, for service to Canada and Canadians.



STEPHEN KING

As CEO of Luminate, Stephen leads our overall team and strategy and is responsible to Luminate's Board for the running of the organisation. He brings over 25 years of leadership experience to his role, with a career focus on using media and technology to create positive social impact and hold power to account.

Before joining Luminate, Stephen was a partner at Omidyar Network where he led the Governance and Citizen Engagement initiative and helped establish its global network of investments. Prior to that, he worked at BBC Media Action where, as Chief Executive, he helped build the organisation's reputation as a global leader in using media to promote better governance and transparency, and improve the lives of the world's poorest.

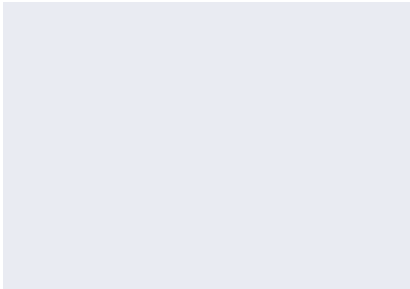
Stephen has held executive positions at several nonprofit organisations and companies in the UK, North America, and Asia. He is currently a board member of the International Consortium of Investigative Journalists and of Phandeeyar, a technology incubator.



PAIGE NICOL

As a Senior Manager at Luminate, Paige leads the organisation's strategic planning and foresight activities. She works with investment teams and the portfolio across all regions and impact areas to identify new trends and translate insights to action.

Before joining Luminate, Paige was a Strategy Manager on the Intellectual Capital team at Omidyar Network, where she helped develop the firm's Digital Identity initiative. Previously, she was a Graduate Fellow with The Business and Human Rights Group. Paige began her career as a Consultant at Deloitte with engagements focused on strategic planning, leadership alignment, and change management for major public sector transformations.



CHARLIE EDWARDS

Charlie Edwards is a Director in the Cabinet Office. He was previously in the Office for Security and Counter Terrorism and was the Senior Policy Adviser to the Home Secretary on National Security and International Affairs. Charlie has spent much of his career in think tanks and research institutes including the RAND Corporation.



WELLINGTON NOGUEIRA

Restlessly looking for fun and joy in every aspect of life, Wellington Nogueira started his professional life as a teacher of English at Objetivo Educational Group in Brazil, in 1980. The classrooms inspired him to pursue a life onstage, so, in 1983 he moved to NYC to study Musical Theater Performance at the American Musical and Dramatic Academy, AMDA. Upon graduating in 1986, started acting in New York Theater, Film – Signs of Life, and Circus – NY Clown Festival, IF Every Fool. In 1988, he joined the Big Apple Circus Clown Care Unit, as Dr Calvin Clown, performing at several NYC hospitals. That marked the beginning of his journey into the ever fascinating universe of professional clowns in hospitals. Committed to bringing that innovative Art form to Brazil, he returned to São Paulo in 1991, and created Doutores da Alegria (Doctors of Joy), Brazil's pioneer professional “clown doctor” organization. Wellington was recognised as Social Entrepreneur by ASHOKA in 1997 and Doctors of Joy was included as one of the 40 World Best Practices by The UN Habitat in 1999. In 2014, The Institute For The Future, in Palo Alto, awarded Wellington the Fellowship4Good, where he focused on the relationship between Joy and Work, proposing new mindset and action for turbulent times of change: Play2Flow. He is happily married to filmmaker Mara Mourão and they are the proud parents of Theo.

DAY 2

**OLUWABUNMI AJILORE**

Oluwabunmi “Bunmi” Ajilore is an Agricultural Development and Foresight expert with over a decade experience working with national and international development organisations across Africa, Latin America, Europe, Caribbean and the Pacific Islands.

He is 2018 Africa Special Award Winner and the Global Runner-up of the Joseph Jaworski Next Generation Foresight Practitioners Award, and a 2018 Fellow of the Abshire-Inamori Leadership Academy (AILA) of the Center for Strategic and International Studies (CSIS).

Bunmi recently re-joined the International Center for Tropical Agriculture (CIAT) as a Consultant to lead the Center’s Climate Risk Profiles project in Nigeria and the Digital Profiles project in Rwanda. Prior to that, he was the Foresight Adviser at the Global Forum on Agricultural Research & Innovation (GFAR) Secretariat – hosted by the UNFAO.

He has a master’s degree in environmental biology from University of Ibadan, Nigeria; and a bachelor of agriculture from Olabisi Onabanjo University. He is an analytical thinker; likes reading and writing, and speaks/understands 4 languages (2 fluently, 2 basic). He loves travelling, and has lived in 4 countries and worked in/visited more than 30.

**JAANA TAPANAINEN-THIESS**

Mrs Tapanainen-Thiess is an expert in strategic foresight and has extensive experience in conceptualizing and realizing high stakes strategic foresight projects for both private and public sector. She has managed and led strategy and scenario projects for blue-chip companies (DAX, MDAX, EURO STOXX 50) and futures projects of the European Union, Inner Security, Government, Rule of Law, knowledge, Inclusion and Creativity, Food & Natural Resources, Sustainable Environment, and Defence Co-Operation. At the Prime Minister’s office of Finland she has conducted a comprehensive foresight work for all 12 Ministries, the Permanent State Secretaries and the Executive Management Teams of each Ministry. She is a member of the Government Foresight Group and has worked as an Advisor at the Prime Minister’s Office in United Arab Emirates. As a management consultant she improved the growth and competitiveness of Finnish businesses and the innovation environment, and helped them in phases of internationalization. As Head of Industry she covered over 40 countries. Mrs Tapanainen has an MBA from the triple accredited Executive MBA Programme at the Kellogg School of Management at Northwestern University (USA), WHU - Otto Beisheim School of Management (Germany) and Hong Kong University of Science and Technology. A Native of Finland, she has lived and studied over 25 years in Germany, the Netherlands, New Zealand, Belgium.

**SOPHIE HOWE**

Sophie was appointed as the first Future Generations Commissioner for Wales in February 2016. Her role is to act as a guardian for the interests of future generations in Wales, and to support the public bodies listed in the Well-being of Future Generations (Wales) Act 2015 to work towards achieving the well-being goals. Prior to this role, Sophie was the first Deputy Police and Crime Commissioner for South Wales, where she led programmes to tackle violent crime and violence against women and girls, focusing on early intervention and partnership working. She reformed programmes on substance misuse and offender management and negotiated the first shared work programme between Public Health Wales and South Wales Police. Sophie has served as a Government Special Adviser providing policy and political advice on communities, local government, community safety, housing, regeneration and equality. With a background in equality and diversity having managed the legal department in the Equal Opportunities Commission and subsequently as a policy adviser in the Equality and Human Rights Commission, Sophie chaired and wrote the report of the Councillors Commission Expert Panel on increasing diversity in Local Government. Sophie served as a County councillor in Cardiff - having been elected at the age of 21 she became the youngest Councillor in Wales. During her nine years as a Councillor she was Deputy Leader of the Opposition for a period, as well as a member of the Children and Young People Scrutiny Committee.



ELEONORE PAUWELS

Eleonore Pauwels is the Research Fellow on AI and Emerging Cybertechnologies at United Nations University Centre for Policy Research. Pauwels held the position of Director of the Anticipatory Intelligence (AI) Lab with the Science and Technology Innovation Program at the Woodrow Wilson International Center for Scholars. She is a former official of the European Commission's Directorate on Science, Economy and Society. Pauwels is a writer and international science policy expert, who specializes in the governance and democratization of converging technologies. She is the author of a landmark report for the United Nations University, titled "The New Geopolitics of Converging Risks: The UN and Prevention in the Era of AI." Pauwels' research analyzes and compares how emerging technologies, such as artificial intelligence, cyber- and biotechnologies, raise new opportunities and challenges for health, security, economics and governance in different geo-political contexts. Pauwels is a Member of the Council on Extended Intelligence, Adviser on the AI Initiative at Harvard Kennedy School, the IEEE Global Initiative on Ethics of Autonomous and Intelligent Systems, as well as an expert for the World Economic Forum. She regularly testifies before U.S., European and international authorities. Bilingual in French and English, she frequently writes for Nature, The New York Times, The Guardian, Scientific American, Le Monde, UN News, The UN Chronicle and The World Economic Forum.



KARLHEINZ STEINMÜLLER

Steinmüller is scientific director and founding partner of "Z_punkt GmbH – The Foresight Company" at Cologne and Berlin. Since 1991 in the field of futures studies, he is engaged in foresight activities for large enterprises and public administrations. Recent clients include the Federal Academy for Security Policy, the Berlin-based Center for International Peace Operations, the German Armed Forces, several foundations and the European Commission. His special fields of expertise include technological foresight, scenario generation, and in particular wild cards. He has also done research into the history and methodology of foresight, and lectures about it at Freie Universität Berlin. He is member of several committees, including the working group on methodology of the Netzwerk Zukunftsforschung (Network Futures Research) and the program committee on infrastructure of the German space flight management. Previously, he collaborated in the (now defunct) Collège Européen de Prospective Territoriale. Steinmüller, born in 1950 at Klingenthal/East Germany, studied at Technical University Chemnitz and Humboldt University Berlin. He graduated in theoretical physics and got his degree in philosophy of science. Together with his wife Angela, he has written twelve science fiction books, three books about foresight and a biography of Charles Darwin.

DAY 3

**DANIÈLE RÉCHARD**

After experiences in the industrial sector, Danièle joined the European Institutions where she gained extensive insight in policy (Social Affairs, Home and Justice, migration issues, as well as Constitutional Affairs). 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. In her previous posts she served, inter alia, as a Head of Unit in Citizens's 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 has experience in teaching at Sciences-Po Paris and first-hand knowledge in migration issues as a fellow at the University of Colorado. Danièle graduated from Sciences-Po Paris and holds a Master of Laws from the Sorbonne. She is fluent in French, English and German.

**MATHEW BURROWS**

Mathew Burrows serves as director of the Atlantic Council's Foresight, Strategy and Risks Initiative (FSR). FSR works with a broad range of partners, including governments, businesses, NGOs and foundations on analyzing trends and possible scenarios and their broad implications. Burrows recently authored a report sponsored by Zurich Insurance Group on "Reducing the Risks From Rapid Demographic Change," and a joint report with the Moscow-based Primakov Institute of World Economy and International Relations (IMEMO) on the "Global System on the Brink: Pathways Toward a New Normal." Burrows' book is entitled *The Future Declassified: Megatrends that Will Undo the World Unless We Take Action* (Palgrave/Macmillan 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, where he was the principal drafter for *Global Trends 2030: Alternative Worlds*, and drafted two earlier editions of the report. Burrows joined the CIA in 1986. 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).

**MOUTAZ AL RIYAMI**

Moutaz Al Riyami is currently an Executive Director in Petroleum Development Oman.

Prior to his current role Moutaz joined Shell in 2015 as a member of the Group Strategy Business Environment leadership team (Shell's Scenario Team) and was responsible for managing the Energy Transition Programme. In 2017 he became a member of the Upstream Joint Venture leadership team based in The Hague.

Moutaz began his career in PDO, a Shell Joint Venture, and held numerous technical and corporate roles in the exploration and production business.

He studied engineering and holds a degree in mechanical engineering.

DAY 4

**JOSÉ MANUEL BARROSO**

Having first been elected to the Portuguese Parliament in 1985, José Manuel Barroso served as state secretary for home affairs, state secretary for foreign affairs and cooperation, and minister for foreign affairs in successive governments. In 1999, he was elected president of the Social Democratic Party and became the leader of the opposition. In 2002, he was elected Prime Minister of Portugal and in 2004 he was nominated as President of the European Commission. JMB remained in the Presidency for two five-year terms where he played an influential role in the passing of the Treaty of Lisbon, responding to the financial crisis and incorporating new members in the European Union, as the EU went from 15 to 28 countries. On behalf of the EU, JMB received the Nobel Peace Prize in 2012 and gave the acceptance speech together with the President of the European Council. Academic positions have included visiting professor at Georgetown University, and visiting professor of International Economic Policy at the Woodrow Wilson School, Princeton University. JMB has received over 60 decorations, prizes and honors, including Portugal's Grã-Cruz da Ordem Militar de Cristo and Grande Colar da Ordem do Infante Dom Henrique. JMB graduated in Law (University of Lisbon) and completed a master's degree in Political Science and a diploma in European studies at the University of Geneva. JMB is currently chairman and non-executive director of Goldman Sachs International.

**MHAIRI CAMERON**

Mhairi Cameron is a young composer, lyricist, and performer. Her first musical, *Oceanborn*, premiered at 54 Below in New York last year and has been nominated for multiple awards. Cameron is a law student at the University of Oxford, where she is a member of the Law Society and a prolific performer.

**FELIX REED-TSOCHAS**

Felix Reed-Tsochas is Professor of Complex Systems at the Saïd Business School, University of Oxford. He is a founding Director of the CABDyN Complexity Centre in Oxford, which was launched in 2003. He directed the Oxford Martin School Programme on Complexity, Risk and Resilience from 2012 to 2019, and co-directed their Complexity Economics Programme at the Institute for New Economic Thinking from 2012 to 2015. He holds an MA in Natural Sciences (Physics) and PhD in Theoretical Physics from the University of Cambridge and an MBA from the University of Oxford. The focus of Felix's interests is to develop a better understanding of complex systems and networks across disciplinary boundaries, using analytic frameworks and tools that can be applied to radically different problem domains. Felix and members of his research group have worked on diverse topics unified by a common goal: seeking to understand how the patterns and dynamics between the constituents of a system generate systemic behaviour and properties. These include, influence processes between users and collective behaviour in social networks, the use of mobile phone call data to model attention allocation, the use of administrative data and medical records to model risk generated by patient-patient interactions in hospital settings, and dynamic models of ecological networks and systems.

DAY 4

**NICHOLAS COLLOFF**

Nicholas Colloff is the Director of the Argidius Foundation, a private family foundation that is focused on advancing enterprise development in Africa and Latin America. He is the founder, through Opportunity International, of two small/micro enterprise banks in Eastern Europe. The co-founder, through directorship of the venture philanthropy fund, Andrews Charitable Trust, of both Opportunity International UK (working on financial inclusion) and Basic Needs (working in the field of mental health & poverty).

Following university in London, where he studied theology & philosophy, he worked with people in prison teaching meditation and accompanying people on their life journeys.

This became the Prison Phoenix Trust of which he remains an ever-going trustee. When not founding things or helping others too, he is to be found either with a book, in an art gallery or walking through a forest.

**NATALIE CARGILL**

Natalie is the Founder & Executive Director of Effective Giving, a nonprofit which helps high-net-worth donors maximize the impact of their philanthropy. Effective Giving's clients include the UK's youngest self-made billionaire, Ben Delo, and since Natalie established Effective Giving in July 2018, they have moved over \$3m to work to safeguard future generations.

Alongside Effective Giving Natalie coordinates a group of donors who collectively give \$70m annually to one of the world's most pressing problems, and has lectured on the principles of effective giving at the University of Cambridge and King's College London. Natalie is also an associate barrister at Serjeants' Inn Chambers, a tier-1 set, known for cases of ethical and political importance. She graduated with a double first-class degree from the University of Oxford and has worked with the UN Human Rights Council, 80,000 Hours, and Sentience Politics.

**AMANDA RUGGERI**

Amanda Ruggeri is Editor, London Features and Editor, BBC Future, which uses evidence-based analysis, original thinking and powerful storytelling to shine a light on the hidden ways the world is changing – and provide solutions for how to navigate it. Whether climate change, psychology or gender, BBC Future has become a premier destination for readers around the world to slow down, delve deep and shift perspectives. Although not a futurology site, BBC Future frequently grapples with how to prepare for our changing world: the series Deep Civilisation, for example, stands back from the daily news cycle to explore the long view of humanity through topics like religion, technology and even sex. In 2019, BBC Future won the prestigious international Webby Award in the category of Best Writing (editorial), beating out competitors including the New Yorker. As well as an editor, Amanda is an award-winning journalist and presenter whose main areas of interest include climate change, cultural heritage and travel, psychology, food, and ski racing. As a student of history (BA, Yale University) and international relations (MPhil, Cambridge University), she is always especially interested in how learning from the past can inform our present and future. Before joining the BBC in 2014, she worked as a freelance journalist in Rome – and although it's a tough choice, she would still choose a plate of amatriciana over a pub roast.

PARTICIPANTS



ADANNA SHALLOWE

Adanna Shallowe is the Senior Global Manager at the Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA). She is responsible for providing global intelligence on the RSA's thought leadership in key thematic areas such as Future of work, Inclusive Growth and Tech and Society. Previously, Adanna represented the UK in two international membership organisations - WorldSkills International and WorldSkills Europe. Adanna also held research positions on development initiatives for the Government of Trinidad and Tobago and for the UNDP Caribbean Sub Regional Research Facility.

Adanna holds a Bachelor of Science degree in Management Studies and a MSc degree from the University of the West Indies in International Relations. She is also a trustee of Project Phakama, a theatre arts charity based in London.



ANGEL CHEW

Angel is a Senior Strategist at the Centre for Strategic Futures, a think tank sited in the Prime Minister's Office of Singapore. She oversees the Centre's capability development function, including designing the Centre's FutureCraft curriculum—a series of foresight courses taught at the Civil Service College—and mentoring aspiring futures trainers. She has a postgraduate diploma in education and has more than seven years of experience teaching General Paper and Project Work (Cambridge A Levels) to junior college students. She is a firm believer in learning through play, even when it comes to adults. Her current research interests include the future of learning, specifically the future of continuing education and training for adults; the social implications of a changing work order; and the future of populism. She has a bachelor's degree in English Literature from the National University of Singapore.



BEATRIZ NOVALES

I have been working for 15 years in development cooperation in both NGO and official cooperation (Spanish Agency for International Cooperation). My main areas of expertise are public policy management and organizational development. I have been working for Oxfam Spain for more than 3 years as Program Director for Africa. During that time, I have been actively involved in the Oxfam internal change process and I am participating/chairing governance groups at country and regional levels. In the last years of my professional life I have been working especially on strategy development and planning process: I led the establishment of the Strategy and Planning Unit and coordinated multi-actor and multilevel planning processes in the Spanish Agency and currently I am part of two working groups at Oxfam which are involved in the development of the new Oxfam Plan.



CARIN KAUNITZ

Carin Kaunitz is a strategist with many years of business development leadership, both in the role as advisor, head of business and project manager. She has worked with development in both military and societal security and safety, ranging from every day accidents to crisis management, civilian and military defence. Basis for the work has been several agencies; MSB (Swedish Civil Contingencies Agency), the Armed Forces and FOI (Swedish Defence Research Agency).

Currently she is developing the national educational system for societal security and safety, including civilian defence. Earlier she has been responsible for a couple of national processes: national risk and capability assessment, foresight analysis and conceptual development of a modern civilian defence.

2012-2013 the government appointed her as national expert in societal security in the national Defence Committee, which produced a foreign and security policy report for the government. She started her carrier with a Master's degree in mechanical engineering from the Royal Institute of Technology (KTH) and continuously add on courses to facilitate business development such as change management and quality excellence assessment. When she isn't busy saving the world or increasing efficiency in operations she loves to take dancing classes with her husband and to travel abroad.



CHRISTIAN TOHMÉ

Christian is a cross-industry professional with profound knowledge of strategic philanthropy, social profit marketing and institutional project funding.

After having worked in various positions in the Swiss private and public sector, he joined the International Red Cross Movement almost 13 years ago.

In his current role as member of a Foresight & Advisory team at the International Committee of the Red Cross in Geneva, Christian's work is mainly focused on helping his organization anticipate trends & best practices and to plan ahead for an uncertain future in terms of diversified funding venues.

Christian is passionate about the nexus between capital & purpose, modern-day philanthropy, responsible business, transformative solutions, networked learning & reaching new heights through off the beaten track approaches.



CHRISTOPHER PARSONS

Under threat of being sent to a headquarters, Brigadier Parsons attempted and passed New Zealand Special Air Service selection in 1995. After gaining infantry experience he completed Special Forces training 'and was 'badged' as an operational member in October 1998. He has been employed in the full range of regimental appointments and has deployed on operations as a Troop Commander, Squadron Commander and as the Commanding Officer. Between 2006 and 2007, Brigadier Parsons was the New Zealand Army's interoperability representative in Australia. He returned to New Zealand in January 2008 and was tasked with two projects; to raise the 1st (New Zealand) Signals Regiment in the Army and a Directorate of Special Operations in Defence Headquarters. He was then posted as the acting Director Special Operations until he assumed Command of the 1st New Zealand Special Air Service Group in 2009. In December 2013 he took six months leave to work in the commercial sector. On return to the military, he attended the United States War College, as one of the inaugural Carlisle Scholars. In 2015 Brigadier Parsons was appointed as the Deputy Chief of the New Zealand Army, Aide de Camp (Additional) to Her Majesty the Queen. Brigadier Parsons took up his current role as Head of New Zealand Defence Staff United Kingdom and Europe in January 2018. Brigadier Parsons is married to Hayley and they have four children. Together, they are embarked on a foolhardy renovation of a historic villa and, typical of kiwis, they have interests in the agricultural sector and the outdoors. Hayley is also active in supporting military families, for which she has been recognised with a Chief of Army's Commendation.



ESHANTHI RANASINGHE

Eshanthi is a manager on the Intellectual Capital team at Omidyar Network where she advances strategy and research across the firm's initiatives, incubates new areas of impact, and leads the firm's work on future sensing and foresight.

Prior to joining Omidyar Network, Eshanthi was a management consultant at the Boston Consulting Group, working on a range of projects, from analyzing international market dynamics for long-term expansion and exit opportunities for healthcare companies to developing growth strategies for nonprofit charter school startups. Before that, Eshanthi worked for CARE Bangladesh to value and negotiate a joint-venture social enterprise that empowers rural Bangladeshi women to become entrepreneurial salespeople. She also worked for Ford Motor Company India, where she set up a public-private partnership to establish a mobile health initiative.

Eshanthi attended the University of Michigan for an MBA and an M.S. in Natural Resources and Environment. She also has a B.S. in business and a B.A. in journalism.



ELIZABETH WILSON

Liz Wilson is a senior executive at Small Foundation, a philanthropic funder supporting initiatives that improve the business ecosystems that proliferate income opportunities for those in extreme poverty in sub-Saharan Africa.

Liz has over 20 years of experience in delivering international partnerships and strategic analysis. Previously she was a program officer in the Economic Advancement Program of Open Society Foundations, and deputy director and co-founder of Agriculture for Impact, Imperial College London, where she provided evidence and analysis to European governments to inform and increase their support for agricultural development, food and nutrition security in sub-Saharan Africa. Liz has worked in the UK's Department for International Development in Beijing on government partnerships to implement climate change adaptation and sustainable urban development strategies in China. She has also worked as a humanitarian worker in the Democratic Republic of Congo and the UK, and served as a UK political diplomat in Beijing and London. Liz is a trustee of the Nigeria-based Visiola Foundation, and UK-based charity Enterprise for Development.



GABRIEL CASTILLO

Gabriel is vice-president of the Instituto del Futuro (IDF), the first foresight think-tank in Peru. As VP he leads the IDF's efforts to communicate the future, educate people in foresight and plays a key role in developing foresight research tailored specifically to Peru. He is a member of the Copenhagen Institute of Future Studies Global Scanning Network. He contributes to the network's horizon scan by identifying signals and potential trends. Gabriel is also a part of Pushay, a non-profit dedicated to helping people living in precarious conditions develop social and entrepreneurial projects. As part of Pushay he is a part of the organization's strategic planning unit. Before joining the IDF Gabriel worked on public policy consultancy where he participated in projects covering a wide range of subjects. Gabriel holds a Bachelor of Arts in International Development from the University of Sussex.



GENEVIEVE CAMERON

Genevieve is Programme and Research Manager at the Health Foundation—an independent charity committed to bringing about better health and health care for people in the UK. She manages the Health Foundation’s Shaping Health Futures programme which aims to support health and social care policymakers to better prepare for the future by incorporating long-term thinking more effectively into today’s decisions.

Genevieve’s background is in social research. She previously worked for the Care Quality Commission, England’s health and social care regulator, reviewing the quality of care in local health and social care systems. Before that she worked in research consultancy delivering research and evaluation projects for clients across the NHS, central and local government and the voluntary sector.



ISAAC KWAKU

Isaac Kwaku Fokuo, Jr. offers strategic and leadership guidance to support clients successfully navigate the nuances of emerging growth markets. Kwaku is the founder and principal of BOTHO Emerging Markets Group, an emerging markets investment advisory firm. Kwaku is also the founder of the Sino-Africa Centre of Excellence (SACE), an organization that facilitates partnerships between Chinese and African private and public sector actors. Most recently he served as the VP for Strategy and Linkages for the African Leadership Group (ALG). Kwaku is a member of the China-Africa Wildlife Conservation Council (CAWCC), an Aspen Institute and Africa Wildlife Foundation Initiative. Kwaku holds an MA in International Relations with a focus on security and regional integration from the UChicago, an MBA Kellsdtadt School of Business, and a Certificate in Executive Education in

Leadership from the Oxford University Saïd Business School. Kwaku is an Advisor to the China Africa Tech Initiative, a trustee of Hanover College, and serves on the Boards of Axis Human Capital and The Boardroom Africa.



JENNIFER BURGESS

Lieutenant Colonel Burgess is an Australian Army Engineer Officer and is posted to the United Kingdom Development, Concepts, Doctrine Centre, as the Australian Exchange Officer. She is an experienced project manager with diverse domain expertise including, civil and software engineering and military vehicle technology.

Lieutenant Colonel Burgess completed a Bachelor of Civil Engineering Honours degree at the University of Adelaide before enlisting in the Royal Australian Engineers in 1994. In her appointments she successfully managed the design and development of a medical clinic, community housing, sewerage and water treatment projects for remote Aboriginal communities, and was instrumental in improving the living and working conditions for Australian troops in East Timor through the management of engineering safety technical assessments of force assigned derelict buildings and through the design and construction of sanitation and sewage treatment facilities.

She completed Acquisition and Technology studies at the Royal Military College Shrivenham in 2001 and was awarded the Challenger Trophy for Cum Laude.. In 2012 Lieutenant Colonel Burgess received a Commendation for her leadership, judgement and dedication, in the development and delivery of a complex system of systems. Lieutenant Colonel Burgess and her husband, Peter, have two children, Peter Jack 15 years old and Eric 13 years old, and enjoys spending time outdoors, travelling and hiking.



KRYSTEL MONTPETIT

Parisian, lover of nature, the arts, sciences and philosophy, especially passionate about ecology, physics, metaphysics, history and a healthy lifestyle; Complex Systems Specialist, Complexity aficionado, Foresight Specialist, Policy Analyst, Current Co-Head of the Foresight, Innovation and Policy Reform Unit at the Next Einstein Forum (NEF) with the African Institute for Mathematical Sciences (AIMS); has previously lived in Kigali, Addis Ababa, Avignon, Cap Skirring, London, Toronto, Barcelona, Dublin and Montreal, now back home in Paris; feels most at home in Brittany with family and friends, Sciences Po, London School of Economics, Dauphine Université and University of Toronto alumna; married, no children; an avid reader; poet and short story writer when inspired and able to enjoy some down time; loves swimming, dancing (swing and salsa), the opera, jazz and blues music, the theatre and the ballet.



MALIN SEVERIN

Malin Severin is a Swedish analyst currently seconded by the Swedish Armed Forces to the UK MoD's think tank Development, Concepts and Doctrine Centre, DCDC. As part of the DCDC Futures Team she works with Strategic Foresight, covering trends and developments in Europe, Russia, as well as issues relating to the future of governance. Prior to joining DCDC she worked at the Swedish Defence Research Agency, FOI, where her research focused on issues relating to 'grey zone' challenges, early warning and Total Defence. Malin has a background in journalism and political risk analysis, and has also worked at the Swedish Embassy in Washington, DC.

She holds a MA in War Studies from King's College London, a MSc in Political Science from Lund University, and a MA in Journalism from Uppsala University.



MARLENE BUCKNER

Marlene Buckner graduated summa cum laude from Oregon State University with a BS in Interior Design. She is president of The Urban Realm, Inc., is an NCIDQ certified professional, an NCIDQ Ambassador, and the recipient of 17 industry design awards. She is a published expert in the psychology of space and a master at creating emotional experiences between people and environments.

Marlene is a long-time strategist and mentor. While president of ASID Oregon in 2009, she recognized the skills and experience gap between emerging graduates and employers. As a result, she founded PXP, an innovative externship program in which design students combine creativity and critical thinking skills to solve real design problems on professional projects. Since then her research has focused on the US educational system and the future of interior design. She is currently collaborating with faculty chairs and educators to develop and pioneer a new learning model for complex design fields. Her primary interests revolve around strategic thinking, experiential learning, the future of education, and the near environment.



OSSI PIIRONEN

Ossi Piironen is Senior Researcher at the Ministry for Foreign Affairs of Finland, Policy Planning and Research Unit. He holds a PhD in political science. He has published in various peer review journals and has several years of experience teaching in global governance and methodology of political science at the University of Helsinki, Finland. His latest co-authored book (with Tero Erkkilä) "Rankings and Global Knowledge Governance: Higher Education, Innovation and Competitiveness" was published in 2018. His responsibilities include planning and coordination of foresight within the Finnish MFA.



PATRICIA CANEPA

Patricia helps people and organizations make a difference in their work. She worked at Procter & Gamble Peru and LHH DBM Peru, where she successfully led business units and coached executives on their career and leadership skills. She is passionate about innovation, technology, and writing. She is and has been a Member of the Board of various organizations. She is currently Member of the Board of LHH DBM Peru. She was 2nd Vice President of OWIT Peru, and the President of the Human Resources Committee of the American Chamber of Commerce in Peru. She was Member of the Board of San Silvestre School, the AWLC, and the Peruvian Marketing Society. She is also a Mentor at Endeavor Peru. She is a speaker on work and management topics and author of a book on personal marketing and is working on her second book. She is a blogger in *SemanaEconomica.com*, the leading economic magazine in Peru and was a columnist on personal marketing in *Gestión* business newspaper. Patricia is a certified Independent Board Member from Centrum Catolica and completed the Exponential Innovation Course at Singularity University, the Business Model You Practitioner Training, and the Corporate Management Program at Universidad de Piura. She has a Masters in International Management from the American Graduate School of International Management (Thunderbird) and a B.A. in Political Science from Pitzer College in Claremont, California. She is married, has three children, loves reading and the ocean.



PHILLIPPA BIGGS

Phillippa Biggs is an economist and qualified accountant at the International Telecommunication Union (ITU) since 2005. She holds a Natural Sciences degree from Cambridge University, an accountancy qualification from the ICAEW and a Master's degree in Economics for Development from Oxford University, where she won the Oxford University Prize for Best Overall Performance in her Masters degree, as well as two diplomas (in both Economics and Statistics) from the UK's Open University. Prior to joining ITU, Phillippa worked for two other UN agencies, as an Economic Affairs Officer at UNCTAD and as a consultant with UNIDO in Tanzania and Egypt. She is now an economist, editor and chief author of the State of Broadband reports (www.broadbandcommission.org), World Information Society Report (www.itu.int/wisr), the Status of VoIP Worldwide report, and ITU's Confronting the Crisis reports (www.itu.int/crisis2009). She analyses developments in broadband, VoIP and 3G markets around the world.



PRATEEKSHA SINGH

Prateeksha Singh is a multidisciplinary designer based in Canada and India. She collaboratively explores how applying a living system lens to a design-futures and arts-based practice can provide additional tools and perspectives for working with complex yet adaptive challenges. She is driven to working with diverse voices and harnessing inclusive and plural images of the future.

Her work (solo and collaborative) spans facilitated sessions, workshops, experiential installations, and written articles, and has been published in range of leading publications, radio channels, conferences, and art shows. She is also an award winning black & white film photographer.

Prateeksha is on the board of the Association of Professional Futurists, and chairs the annual APF Futures Festival. She also holds a U.S. CPA license, and has a Master of Design in Strategic Foresight and Innovation from OCAD University in Toronto, Canada. Her professional experience spans corporate, non-profit, start-up, social enterprise, government, and academia. Additionally, she has lived in eight countries and speaks four languages. Hence, her diverse experiences inform her richly textured projects.



SHU YING TAN

A researcher by training, Dr Tan Shu Ying obtained her PhD in Biotechnology and is a Khazanah Scholar. Moved by her interest in emerging technologies and realising Malaysia's aspirations in Science, Technology and Innovation, (STI) she put her lab coat aside to work in the policy arena. She is currently a Principal Analyst at myForesight, Malaysian Industry-Government Group for High Technology or better known by the acronym MIGHT; a technology think tank under the Prime Minister's Department.

She works with stakeholders from industry, government and academia to help them better understand and prepare for future impacts, opportunities or risks that may arise in a volatile, uncertain, complex and ambiguous world. Topics of particular interest to her include the futures of work, education, emerging science & technologies, society, industries and governance.

Out of the office, Dr Tan is a passionate athlete in the sports of volleyball and badminton. She believes that sports instill teamwork, passion, perseverance, discipline, and critical thinking which constitutes the vital EQ component required in being successful in life.



SRI WIDIAS TUTI ASNAM RSJO INTAN

Sri Widias Tuti started her carrier in MIGHT as Researcher in Industry Intelligence Division since 2010. During attachment in Maritime Unit, her team had successfully developed national blueprint for Shipbuilding and Ship Repair (SBSR) industry which called Malaysian SBSR Industry Strategic Plan 2020. A few successful initiatives undertaken including Resolved of Importation Raw Material Issues for SBSR Industry (MITI) and Reinstate SBSR Industry as Promotional Activities under PIA 1986 (MOF/ MIDA). Besides, a few publications had been published including series of industry reports ie. Malaysian SBSR Industry Report from 2013 - 2017 and Malaysian SBSR Industry: Positioning in the Industry 4.0 published in 2018. A few research paper also had been delivered namely Potential SBSR Study (Bank Pembangunan) and Supply and Demand of skilled Workforce in the Malaysian SBSR Industry (MOHR). Recently, she has involved in National Marine Industries Forum 2018 in Kuala Lumpur Convention Centre as presenter and panellist for the topic of Industry 4.0 in SBSR Industry. She also has presented a paper to Open Forum in LIMA 2017 on the Malaysian SBSR Industry Landscape. Prior to her current position, she has 5 years of experience in the herbal industry that well matched by her qualifications in Biotechnology Degree from UKM and Herbal Professional Certificate from MIGHT -METEOR Advance Manufacturing Sdn Bhd. Since 2017, she was transferred to Strategic Intelligence & Foresight Division where the Malaysian Foresight Institute (myForesight®) take place to further explore and expose on other field and sector in addition to SBSR industry development projects.

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José Manuel Barroso	Prime Minister of Portugal (2002 - 2004); President of the European Commission (2004 - 2014)	Portugal

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Krystel Montpetit	Co-head of Foresight, Innovation and Policy Reform, Next Einstein Forum (African Institute for Mathematical Sciences)	France and Canada
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Mathew Burrows	Director, Strategic Foresight Initiative, Atlantic Council	United States
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THINK PIECES ON OUR THEMES

1. FORESIGHT AND PREVENTION

SIGNALS FROM THE FUTURE'. CHANGING THE FRAME FOR DECISION- MAKERS.

The failure of political decision-makers to prevent the unfolding nightmare of climate change is the latest example of the age-old failure to act on clear signs of future threats. Even well-intentioned political leaders have focused less on stewardship for future generations, and more on short-term outcomes or quick wins. The problem becomes more acute at times of high volatility, such as the present, when political horizons shorten and risk-aversion increases. In particular, the failure to prevent 'slow-moving harms' – unfolding threats that seem inexorable, but that with political will can be prevented -- has allowed neglected issues to become acute.

One development offers some hope that we can mobilise quicker policy responses to these slow-moving harms. This is the application of so-called 'preventive analytics' to global policy challenges. These techniques can model possible futures. Their use chimes well with the increased recognition of the need to think more about prevention in global policymaking: the UN Secretary-General – perhaps the world's most senior policymaker – signalled the importance of this issue when he said that prevention underpins the three pillars of UN work – development, peacekeeping, and humanitarian.

INTEGRATING ANALYTICS WITH STRATEGIC FORESIGHT FOR GLOBAL POLICY

But these new tools need to be properly integrated with insights from strategic foresight: above all, that the future is inherently uncertain, and that we must both imagine and prepare for a full range of potential, plausible futures, by mapping trends and exploring alternative future scenarios, to equip ourselves to cope with change.

The two fields have much in common. They share an interest in improving public policymakers' ability both to plan for the future, and to make decisions which shape it. They are mutually complementary and bring different actors and incentives to the table.

The uses of data analytics are now being explored with enthusiasm in global policy circles. There is growing optimism that they can offer 'signals from the future', providing early indications of change and triggering earlier responses. UN agencies are exploring their potential to:

- trigger earlier release of funding, through the Famine Action Mechanism launched last year in partnership with Google, Microsoft and Amazon (OCHA)
- predict population movements "using machine-learning and indicator-based algorithms synthesizing interrelated variables from precipitation to commodity prices" (UNHCR)
- advise governments, through the Policy Priority Inference framework on establishing policy priorities towards the 2030 Sustainable Development Goals (UNDP)
- anticipate the sources and routes of major climate-change related

Other leading humanitarian and development policy actors, such as the Overseas Development Institute, are interested in applications which use "forecast-based early action [to] help with decisions about how to best allocate funds in advance of an imminent impact". This gives humanitarian agencies an alert a year before a severe drought. The International Science Council is analysing big data on air pollution to predict 'slow-onset climate disasters'.

Strategic foresight improves the value of these newer tools by factoring in uncertainty and complexity, and helps analysts and policy makers recognise the impossibility of prediction. If taken too trustingly as 'forecasts', data analytics approaches degrade the quality of organisations' thinking about the future by creating false certainties about what may happen. However good the data, however sophisticated the algorithms, however narrow the field in which the data prediction is made, projections are never certain. Single point forecasts, however they are derived, leave organisations exposed when the unexpected happens.

Combining preventive analytics with strategic foresight approach has huge potential to help governments and other global actors to both think and act better for the long-term. Together, they ensure they are alert to risks and opportunities and to inherent uncertainties. Bringing the two fields together will help ensure that global policymakers are using all the tools available to them to think about futures regularly and rigorously. Joint applications could include:

- Assessing epigenetic risks (already in use in the life insurance industry) and exploring the epigenetic impacts on our children of this generation's health, tailoring future global public health efforts to the risk factors of individuals and communities.

- Mobilising a more determined response to the intergenerational impacts of climate change.
- Exploring potential future shocks/disruptions in global
- Identifying conflict early warning signals;
- Designing more effective interventions for investment in the early years of childhood (as New Zealand has done successfully for 25 years, and where new organisations like Big Society Capital are trying to expand).

How will we know if this combined approach is successful? Three assessments can help:

- First, does it change the calculation of political will, and drive new action on prevention from current actors? Have they helped policy makers to be more willing to take risks when they use their political and financial capital to make changes?
- Second, can joint approaches using strategic foresight and preventive analytics identify solutions which reduce, or even dissolve, resistance to change?
- And third, can it tip the current systemic incentives from inaction to action, by empowering new actors to intervene in new ways?

WHAT'S NEXT?

The School of International Futures (SOIF), where I work, is now starting to explore the potential of these approaches, working with colleagues at UCL's Institute for Global Prosperity and the Alan Turing Institute.

We will begin with a conversation at the SOIF2019 retreat this summer, which will lead on to three further stages of work.

- I) The first is a 'Hackathon', designed to "hack the question" by exploring practitioners' perspectives on the potential, and on where further methodological trials would be valuable. The Hackathon will bring together practitioners in preventive analytics and foresight/futures with the development/humanitarian/global health policy communities. It will explore questions such as:

- a. What solutions can big data and preventive analytics put on the table to help policymakers who want to actively reduce or prevent harm?
- b. On what issues, and on what timescales, can they provide the most effective and accurate 'signals from the future'?
- c. How can the analytics field and strategic foresight be best integrated to reduce the risks to organisations of single point forecasts?

- d. What are the potential downsides of these tools?
- e. What are the barriers to these solutions being used, and how can these be overcome: e.g. lack of political will, institutional capacity?
- f. Is there scope for develop or adapt these technologies, and their application, to make them more useful in this sector?
- g. How can wide distribution of this information, and access to it, enable new solutions to existing policy problems, or new actors to come into play?
- h. Can we share practice across domains – for example, applications in the humanitarian sector, health sector or in finance?

II) The second stage is an inter-disciplinary investigation, involving deep-dives, policy workshops, and academic papers on applying these technologies to complex policy challenges. This will bring together insights from policy practitioners and academics in the relevant fields, including big data, humanitarian work, healthcare, philosophy, and cognitive science. This would interrogate the enthusiasm for predictive analytics, in particular looking at how to integrate analytics with strategic foresight both in the sector and within individual organisations.

III) The third and final stage will, if the case is made, involve the embedding of preventive techniques for foresight in global policymaking organisations as part of a strengthened practice of strategic foresight, developing new funding mechanisms and integrating them into their operations. For example, this might be as part of routine risk identification and response practices.

Throughout the project, we will work with former Heads of State at the Club de Madrid, who will shape and define the challenge, advise on real world applications, and help to disseminate and to scale. These are early days. But further exploration is certainly needed. The risks of doing nothing are simply too high.

The thinking outlined in this article emerged from a breakfast meeting held in London in 2019. It was attended by Jigmi Thinley, former Prime Minister of Bhutan and Club de Madrid Member; Kinga Göncz, MEP, former Foreign Minister of Hungary, and Club de Madrid Member; Maria Elena Aguero, Secretary General, Club de Madrid; Clem McCartney, Content Coordinator of the Shared Societies Project, Club de Madrid; Omar Guerrero, Turing Research Fellow, The Alan Turing Institute and Senior Research Fellow, University College London; Cat Tully, Founder, School of International Futures and Board member, Academics Stand Against Poverty; and Lorena Pacheco, Program Officer, Club de Madrid.

2. FORESIGHT AND PHILANTHROPY

All philanthropic organisations exist to change the world, or at least a part of it. They are distinguished by their level of ambition – and by their optimism that the future can be made better than the present for their beneficiaries. But that ambition makes them particularly susceptible to the radical uncertainties of our fast-changing world.

To be considered transformational, any philanthropic organisation should aim for lasting impacts that go well beyond their immediate beneficiaries. Yet the longer-term future of philanthropy, and the success of individual programmes, are at risk as never before in the face of what the UK's Ministry of Defence recently characterised as 'unprecedented acceleration in the speed of change, driving ever more complex interactions between [diverse] trends'.

Philanthropy is already trying to deliver on a hugely ambitious vision of a better future to leave no-one behind for the 21st century. Taking the Sustainable Development Goals as one marker, this includes, within just over a decade, ending poverty, ending hunger and delivering universal healthcare. Progress is struggling to match aspirations: the UN has found that globally, hunger is on the rise again and malaria rates up due to antimicrobial resistance.

And of course, the operating environment is far from static. With the accelerating pace of change in the coming decades, new trends are set to bring huge opportunities and threats, often both at the same time. To take two examples:

- the growth of new technology in synthetic biology could revolutionize food security, but also prompts anxieties around the risks.
- In labour security, the rise of machine learning and automation offers to accelerate efficiency and productivity in the 'fourth industrial revolution', but is already creating dislocation in parts of the global workforce.

Other trends may feel familiar – even old news – through repetition, but their pace, trajectory and impacts remain radically uncertain: climate change, demographic shifts, technological change, democratic rollback, a new world order.

The trends of the coming 10-20 years have the potential to reverse hard-won progress, distort the outcomes of interventions, radically change the geography and distribution of need, and – more fundamentally –

outpace the traditional business model of philanthropy altogether. The unprecedented pace of change poses a profound challenge to philanthropies fighting to keep their legacies relevant for the 21st century.

This is why we, at the School of International Futures (SOIF) and the Social Innovation Exchange (SIX), believe that the philanthropic sector needs a much stronger 'foresight mindset' to become truly future-fit. We cannot continue with business as usual.

Philanthropic foundations have traditionally given relatively little emphasis or resource to strategic foresight, compared to the private sector. But philanthropy is more exposed to future risk than the private or public sectors, in that it takes on risky, untested or 'frontier' areas. The rise of the new global 'millennial philanthropic generation' and an exponential rise in philanthropy in India and China present new challenges and opportunities within the sector itself. Whether the scope of intervention is global, national or local, philanthropy urgently needs a stronger focus on the future to equip itself to harness the potential upsides of future changes and mitigate the looming risks.

Strategic foresight cannot tell us with certainty what the future operating environment will look like, but it can offer a much stronger sense of the range of plausible alternatives; help navigate uncertainties and manage risk; and make thinking about the future an integral part of the mindset of an organisation – or a sector as a whole.

Conversely, shutting off foresight risks producing brittle policies and programmes, susceptible to failure and reversal in the face of change. A blinkered sector will miss emergent opportunities – and risk being blindsided by future threats and shocks.

Whatever systemic challenges the sector feels it faces at present – and the debates around that are very much live – their intensity will deepen over the next decade. For many working in the field, the questions raised about legitimacy, accountability and effectiveness by Rob Reich's 'Just Giving' and Anand Giridharadas' 'Winners Take All' have already forced a fresh look at ingrained assumptions. The sector is beginning to address some big questions about its future under the auspices of IARAN's thinking on the future of aid – which concludes that "humanitarian organisations will need to adapt their structure, operations and values, to remain relevant and successful by 2030"; through Future Agenda's Future of Philanthropy project; and through work on more collaborative, catalytic systems change by Co-Impact and others.

Forward-thinking foundations and thinkers are already seizing on the potential of strategic foresight – coupled with systems thinking, design thinking and social innovation – to help the sector better achieve its transformational potential. This increased focus on how to not just do the right thing but to do it well is urgently needed to make philanthropy better prepared for an uncertain future in which it will be asked to do more than ever, with governments and the private sector often increasingly risk-averse and less willing to take a big-picture approach.

Here at the School of International Futures (SOIF) and the Social Innovation Exchange (SIX) we've seen an increased demand for foresight from the sector in the last few years. We see a stronger focus on futures as part and parcel of a welcome overall commitment to tightening up strategic capability in the sector. Many of those drawn to working in philanthropy are natural futures thinkers: ambitious, open-minded and capable of critically appraising their own approach or institution. Omidyar Network, for example, sponsor of the Next Generation Futures Practitioners awards, have been exploring the intersection of design/systems thinking and futures practice, setting up an Exploration & Future Sensing unit to investigate provocative, emergent issues.

Given this flourishing interest, what could a foresight 'prescription' for the sector look like?

Given this flourishing interest, what could a foresight 'prescription' for the philanthropic sector to engage with the future in a more systematic way look like? The four essential steps are:

- Analysing the trends and issues that will shape their future operating environment; scanning the horizon for early warning signs, 'wild cards', 'weak signals' and potential shocks.
- Exploring alternative future scenarios, by mapping out the intersection of multiple complex trends.
- Looking at the implications (the 'so what') for today's operations; integrating insights about the future into today's decision-making and programme design.
- Integrating strategic foresight into operations, culture and organisational mindset, making it an integral and iterative approach instead of a glitzy one-off exercise. Far-sighted examples of this include the Gulbenkian Foundation's Intergenerational Fairness Project, which seeks to integrate the interests of future generations into current decision-making processes.

We are seeing appetite in the sector to know how to better:

- Within organisations, become 'futures literate': better understanding the intervention points that will make a difference in the future; designing programmes that are more resilient to alternative scenarios; identifying stakeholders who will help advance longer-term goals. The OECD Development Assistance Committee recently set up a foresight unit for the first time – to build better development cooperation for the future.
- Across the sector, achieve common outcomes: such as those identified in the 2018 collaborative scenarios work between MIT, FutureEarth and the ClimateWorks Foundation, which aims to help the world's philanthropists tackle climate change. The scenarios exercise drew on insights from 154 global stakeholders, many outside the classic 'expert' community, and the resulting five scenarios are now regularly used by ClimateWorks and others to "stress-test strategies and programmes against a range of scenarios" and to assess "emerging trends that ... may affect future efforts at climate action".
- Drive sectoral change: such as the Health Foundation's emerging work looking at how to support the complex set of actors in the UK health and care sector to prepare for potential futures.

We firmly believe that the mindset shift towards futures-thinking needs to happen at the level of the sector as a whole. Philanthropy as a sector needs to look ahead to better understand how the trends of the next 10, 20 and even 50 years will impact its focus, operations and legitimacy. We are seeing a high appetite in the sector to learn more about how to better:

- Scan upcoming trends
- Learn from global practice
- Explore methodological questions such as the link with predictive analytics.

This short paper is the result of a conversation with Louise Pulford from the Social Innovation Exchange (Six), and inspired by Jon Huggett on how philanthropists can, and are, harnessing foresight to drive transformational change. This is both an opportunity and an imperative as we move into an increasingly turbulent future.

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. These need to be booked and paid for separately.

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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About the image

For this year's retreat illustrates the shifting political, social, environmental landscapes (reflected in the water/the sea, the sky/clouds) that are in constant motion.

The boat person is making his/her way shorewards towards people who are looking towards the horizon/future as the participants of the 2019 Retreat will be doing.

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

Printing and photocopying is available at the main reception. Charges will be applied to your room account.

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.

Room keys

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

Checkout

Checkout is by 9.00am 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, those ordered from the bar during dinner, 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 sophie@soif.org.uk and peter@soif.org.uk know as soon 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.

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.

Telephone calls

Telephones are available in your rooms. Charges will be applied to your room account.

Valuables

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

Retreat online space

Conference materials including presentations, material, address list, group photograph and presentations will be provided on HowSpace our retreat online platform at soif2019.in.howspace.com – if you have not yet received your invitation please contact peter@soif.org.uk

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