

# Transcript | An Introduction to Futures Thinking

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00:00:15.280 --> 00:00:40.460

Nigel Smith - Moderator: Hello, and welcome to this introduction to futures thinking event. My name is Nigel Smith. I am the senior learning strategist here at Apolitical, and it's always really great to hear from everybody who is joining us today. So do please post in the chat where you're joining us from what organization you are working for.

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00:00:40.830 --> 00:01:03.699

Nigel Smith - Moderator: So we're here today to learn about futures, thinking, if you feel that you're constantly having to navigate uncertainty, that your decision making is too often being driven by short term pressures. Then you are in the right place. So over the next hour we're going to introduce you to some tools, mindsets to help you break that cycle. So for those of you who may be joining us for the 1st time. Welcome.

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00:01:04.200 --> 00:01:32.900

Nigel Smith - Moderator: apolitical is the world's largest community for government used by over a quarter of a million public servants and policymakers from more than 170 countries, and our mission is to make government smarter. And we do this by putting the best knowledge and skills at the fingertips of public servants around the world. So let me have a look in the chat, always great, just to see the global breadth of people joining us. So

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00:01:32.900 --> 00:01:37.179

Nigel Smith - Moderator: we've got Oliver from Berlin, John from us.

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00:01:37.180 --> 00:01:50.669

Nigel Smith - Moderator: Catherine from Dorset here in the UK. I'm speaking to you from our political offices in London today, Winnipeg, Canada, Ireland, Zurich.

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00:01:51.770 --> 00:01:57.680

Nigel Smith - Moderator: Scotland, right in the heart of British government in Westminster.

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00:01:58.420 --> 00:02:07.390

Nigel Smith - Moderator: So do take a look at all of these all just you're in this amazing global community. And it's always wonderful to see that.

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00:02:07.950 --> 00:02:30.649

Nigel Smith - Moderator: So before we jump into today's session. I really want to start off by extending an invitation to all of you to join the life in government community on apolitical. Some of you may already be members special welcome to those of you who are already part of Apolitical's long term, governance and futures, thinking community as well. If you're not yet in that forum.

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00:02:30.650 --> 00:02:53.859

Nigel Smith - Moderator: we will extend an invitation to join today's speakers and all of these peers who you're meeting in the chat to be part of this community. It is really a space to share ideas, success stories, practical advice, and to advance the application of intergenerational fairness and futures thinking across global government. So you should see a link in the community

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00:02:53.860 --> 00:02:57.190

Nigel Smith - Moderator: pop up on your screen shortly

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00:02:58.000 --> 00:03:11.669

Nigel Smith - Moderator: few little technical notes to get out of the way before we get into the conversation you'll have heard the little zoom announcement. This event is being recorded. That's for on-demand viewing on the Apolitical website. So please don't record it for yourself.

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00:03:11.780 --> 00:03:24.220

Nigel Smith - Moderator: Contact details for privacy concerns are in the apolitical homepage footer, and if you would like to use them, closed captions are available, and they can be toggled on and off in your screen settings.

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00:03:25.340 --> 00:03:48.180

Nigel Smith - Moderator: So before we introduce our speakers, we're just going to run a few quick polls just to get a sense of where you're coming to today's discussion from. So let's have a look at the 1st poll. Love to know your responses to this following short statement, short-term, political or institutional pressure makes it difficult to apply futures thinking in my work.

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00:04:01.300 --> 00:04:08.379

Nigel Smith - Moderator: But the majority are in the agree or or strongly agree. Kemp.

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00:04:16.690 --> 00:04:34.240

Nigel Smith - Moderator: okay? So the results are 32% strongly agree, 58% agree. So we'll probably try to tackle some of these reasons and how you can potentially combat that as we go along. Second poll question.

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00:04:35.120 --> 00:04:37.519

Nigel Smith - Moderator: which policy area do you believe

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00:04:38.300 --> 00:04:43.310

Nigel Smith - Moderator: would most benefit from futures thinking methods? So you've got a choice here.

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00:04:43.430 --> 00:04:51.079

Nigel Smith - Moderator: Climate and energy, health, education and workforce development, digital and technical technology policy infrastructure, urban planning.

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00:04:51.110 --> 00:05:20.910

Nigel Smith - Moderator: I suspect this may be swayed by the different departments in which everybody works, because it's very, very evenly spread. And again, I think it's fascinating because it hopefully, when we sort of talk about some of these frameworks very applicable, I think, to different parts of different policy areas. So thank you all so much for participating in those polls. Yeah, a very, very even spread of of policy areas.

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00:05:23.380 --> 00:05:37.839

Nigel Smith - Moderator: So let me introduce our speakers. We are fortunate to have 3 brilliant guests joining us today. Please welcome Ruth Marshall, Anna Rodriguez de Freitas, and Andrew Curry.

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00:05:37.840 --> 00:06:04.469

Nigel Smith - Moderator: Ruth is head of futures. Capability at the UK's Government office for science. Andrew is the director of futures at the school of International Futures, and Anna is senior business process, consultant with the city of Austin's office of budget and organizational excellence. And you can read the full bios of our guests by. If you go to the resources tab at the bottom of your zoom screen head to the speakers section, you'll be able to learn more about them.

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00:06:04.540 --> 00:06:21.809

Nigel Smith - Moderator: So before we launch into our presentations, I want to start us off with an icebreaker question, just to sort of get us all thinking in a slightly creative way. So this is really for our panelists. Ruth, Andrew and Anna. So futures. Thinkers

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00:06:22.220 --> 00:06:51.710

Nigel Smith - Moderator: often have the foresight and creativity to navigate long-term challenges. So just very briefly as we start. Just imagine you could parachute a team of top Futurists into any moment in history, any moment in history to influence a decision or tackle a major issue. Where would you send them? And why? So? I'm going to ask Anna to go first, st then Andrew, and then Ruth. So Anna.

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00:06:51.710 --> 00:07:03.290

Ana Rodriguez DeFrates: Thank you, Nigel. Thank you for having me. It's a pleasure to be with all of you. In response to this question I am going to take the liberty to get creative and say that I would

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00:07:03.470 --> 00:07:10.329

Ana Rodriguez DeFrates: pepper our our intervention across history as Futurists with

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00:07:11.155 --> 00:07:30.669

Ana Rodriguez DeFrates: incorporating across generations a tool or a mechanism. It is built into our culture. Where we document our experiences, we, we create artifacts, we we. It is part of our culture to bring into future generations the learnings of the past.

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00:07:30.830 --> 00:07:48.999

Ana Rodriguez DeFrates: And you know, of course, I would probably want to address plastics specifically, but I would want to create some sort of inventory that is just part of humanity that we can draw from as we speculate about the future. Thanks, Nigel.

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00:07:51.060 --> 00:07:59.610

Nigel Smith - Moderator: Love it. And I kind of like the sort of slightly sci-fi realm that we get into when we talk about these sorts of these sorts of things. Andrew.

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00:08:00.270 --> 00:08:04.559

Andrew Curry: I think I'm probably going to bring us back down to Earth a bit of a bump here, because

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00:08:04.730 --> 00:08:16.190

Andrew Curry: actually, I'd go back to the 19 seventies, because that was the last decade where we could have actually prevented the kind of massive biodiversity loss that we've experienced, and also the runaway climate change.

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00:08:16.270 --> 00:08:43.619

Andrew Curry: But the thing about the 19 seventies is there were actually quite a lot of very expert Futurists saying exactly that in the 19 seventies, and although people often talk about Futurists being ignored. Actually, in the 19 seventies, they were actually assaulted. They were assailed, they were ridiculed. They were vilified. So I think that's where I'd take us to. But I'm not sure that we'd be able to do any better than the Futurists who were trying to do it then. So a bit of humility about our ability to influence things, I guess.

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00:08:44.059 --> 00:08:47.109

Nigel Smith - Moderator: Yeah, yeah, it's a great answer. And finally, Ruth.

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00:08:47.810 --> 00:09:08.020

Ruth Marshall: Great. Well, we didn't rehearse this, but I'm going to go in the middle so conveniently linked with the other 2. I'm going to pick, focusing on, adapting to and mitigating the risks of climate change as the issue I want to look at. And I would. I want people to be looking at it. Now, I want to get Futurists involved now, but thinking

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00:09:08.450 --> 00:09:25.910

Ruth Marshall: to 100 years ahead, and I'd really like them to be helping us challenge our assumptions about what's within our capacity to solve. So what are the are we focusing on the right problems? Are we focusing on the right solutions? And are there things that perhaps we're not considering. That could give us some optimism and some hope.

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00:09:27.320 --> 00:09:53.520

Nigel Smith - Moderator: Well, I think we would all love some optimism and hope so. That's a great way to kick us off. Thank you. So yeah, really appreciate sort of indulging those responses, and if people want to post their own thoughts in the chat, we might have times to get to hear some of your own reflections as well. But without further ado. I am going to hand over to Ruth now for the next 10 min, so we're going to have 3 presentations.

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00:09:53.850 --> 00:10:00.069

Nigel Smith - Moderator: and then an opportunity for some Q. And a afterwards. So, Ruth, over to you.

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00:10:06.130 --> 00:10:08.059

Nigel Smith - Moderator: great can see your slides.

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00:10:08.060 --> 00:10:17.029

Ruth Marshall: It's all going, but it's all going backwards. Hang on a minute. That was all too optimistic. Why are we going back? Oh, it worked perfectly when we practiced.

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00:10:17.030 --> 00:10:17.720

Nigel Smith - Moderator: It. It's.

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00:10:18.516 --> 00:10:21.510

Ruth Marshall: Hang on a minute. Let me just work out how I can get this to go back.

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00:10:23.950 --> 00:10:24.869

Nigel Smith - Moderator: Need 3 times.

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00:10:24.870 --> 00:10:27.899

Ruth Marshall: I'll do it again. I'll do it again. Hang on. Sorry

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00:10:42.440 --> 00:10:44.059

Ruth Marshall: still. Want to go backwards.

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00:10:46.070 --> 00:10:54.000

Ruth Marshall: and it's still not working. Guys. Do you want to try and share your version that you've got that I've shared with you. Would that be easiest, or do you want me to fiddle around for a second. I'm not quite.

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00:10:54.000 --> 00:10:58.190

Nigel Smith - Moderator: Why don't we go with Andrew?

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00:10:59.270 --> 00:11:02.817

Nigel Smith - Moderator: Is that okay, Andrew? We'll hear from you next, and then

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00:11:03.140 --> 00:11:03.464

Andrew Curry: Yeah.

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00:11:03.790 --> 00:11:06.779

Nigel Smith - Moderator: We could try and sort out these slides.

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00:11:07.150 --> 00:11:08.689

Ruth Marshall: Okay. Sorry. Thanks.

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00:11:08.690 --> 00:11:09.560

Nigel Smith - Moderator: No problem.

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00:11:12.570 --> 00:11:14.100

Andrew Curry: Are you seeing my slides.

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00:11:14.440 --> 00:11:15.120

Nigel Smith - Moderator: Yes.

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00:11:16.280 --> 00:11:24.620

Andrew Curry: Okay, so thank you for your introduction earlier on Nigel. I'm going to talk about the principles that sit behind

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00:11:25.450 --> 00:11:34.900

Andrew Curry: futures and foresight work and how they complement strategy or policy or innovation work. Because I think that's the real value of futures. It's an extra set of tools

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00:11:35.020 --> 00:11:38.769

Andrew Curry: and the slides here will be made available afterwards.

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00:11:40.660 --> 00:11:41.460

Andrew Curry: No.

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00:11:42.230 --> 00:11:59.589

Andrew Curry: So modern futures dates from about the end of the Second World War took about 25 years for people to formalize what they were thinking about. This is Roy Amara in 1974, he said. Basically, there's only 3 types of futures. There's probable futures which are present trends extended. There are

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00:11:59.890 --> 00:12:26.229

Andrew Curry: possible futures which we know better now as scenarios, and there's preferred futures which is about visioning, and a little bit after that, actually, in the early 2 thousands, Jennifer Gidley is an Australian futurist, came on, came along and added perspective futures to that very specifically about agency. And frankly, these 4 between them cover most types of futures work. So what I'm going to do today here is not talk much about methods.

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00:12:26.290 --> 00:12:35.659

Andrew Curry: But instead, talk about principles, and these are the kind of 5 principles which I think sit behind this work. Open systems, time patterns of change, perspective, and

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00:12:35.810 --> 00:12:43.609

Andrew Curry: agency, and number one here is that change comes from the outside. Basically futures.

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00:12:43.990 --> 00:12:54.970

Andrew Curry: An organizing principle of futures is that we are in open systems. And therefore change happens 1st in the contextual environment, then it works into the organizational, operational.

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00:12:55.400 --> 00:12:59.130

Andrew Curry: transactional environment, and then it eventually ends up in the

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00:12:59.600 --> 00:13:14.790

Andrew Curry: organizational environment. And people find that quite complicated to deal with. So I kind of use this image of a fried egg in a pan as a way of telling that story. The pan heats up first, then the white of the egg cooks, and eventually the yolk gets around to cooking.

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00:13:15.200 --> 00:13:19.499

Andrew Curry: The second principle here is a longer view of time.

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00:13:19.970 --> 00:13:21.629

Andrew Curry: Paul Sappho.

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00:13:21.850 --> 00:13:51.540

Andrew Curry: American forecaster and Futurists, says you should look back twice as far as you look forward. Futurists do need to be good historians as well. Actually, in my practice, I've found that it helps to look 4 or 5 times as far back. So if I'm doing a project looking 20 years out I'll be looking back a hundred years. And what that does is it helps us to identify the nature of change. Is, is it a blip. Is it a cycle? Or is it actually a sort of fundamental transformational change that's going on

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00:13:52.180 --> 00:13:52.775

Andrew Curry: the

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00:13:54.130 --> 00:14:11.209

Andrew Curry: 3rd principle here is there are patterns of change. Futurists love s-curves. I should probably just say that, as it happens, and Theodore Modis, who is a forecaster, use S curves a lot, used this useful analogy to help people think about S curves. You know that

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00:14:11.610 --> 00:14:16.619

Andrew Curry: quarter one is spring, you know the stuff's growing, but you can't really see very much of it.

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00:14:16.850 --> 00:14:22.510

Andrew Curry: Quarter 2 is summer, you know. Suddenly you do start seeing stuff. You know. June is busting out all over

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00:14:22.640 --> 00:14:28.780

Andrew Curry: autumn. Everything's slowing down. It's sort of there's less energy about, and winter. Everything's pretty sort of

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00:14:28.910 --> 00:14:36.720

Andrew Curry: run out of energy, and it's probably just worth saying that all Futurists will have mental models that help them think about

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00:14:36.870 --> 00:14:38.270

Andrew Curry: patterns of change.

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00:14:38.330 --> 00:14:53.379

Andrew Curry: But there's also one other one which I think for policymakers is especially useful. This is the Black Elephant. It's a cross between the Black Swan and kind of the Complete Surprise and the elephant in the room which everybody knows is there. But nobody is talking about.

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00:14:53.410 --> 00:15:10.000

Andrew Curry: and that's the change that has already started, and will have consequences which people aren't paying attention to. Peter Drucker, the management theorist talked about this as the future that has already happened. I'm just going to give you one very quick example. Between 1946 and

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00:15:10.080 --> 00:15:19.159

Andrew Curry: 1961 black household incomes in the United States doubled. They were still below white household incomes. But what came off the back of that was a whole lot of

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00:15:19.330 --> 00:15:24.410

Andrew Curry: new markets, and also a whole bunch of social confidence. And what came off the back of that

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00:15:24.570 --> 00:15:32.990

Andrew Curry: was the civil rights movement. And also, you know, cultural black cultural institutions like Motown Number 4

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00:15:33.230 --> 00:15:48.350

Andrew Curry: the art of re-perceiving. I'll come back to Peter Drucker. He's getting a lot of airplay in this talk. But Pierre Vac, who pioneered a lot of the scenarios practice at shell in the 19 seventies and the 19 eighties basically said that this was the main

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00:15:48.480 --> 00:16:07.479

Andrew Curry: point of the work in the days when managers actually read newspapers, he said. The point of his work with scenarios was to get managers to read their newspapers in a different

way. Peter Drucker here says, you know, the greatest danger is to act with yesterday's logic. And the point about that is that if you're looking

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00:16:08.180 --> 00:16:13.509

Andrew Curry: at change from the wrong mindsets, you're not going to respond in the right way.

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00:16:14.400 --> 00:16:18.950

Andrew Curry: And the 5th one here. The 5th point here is about creating agency.

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00:16:19.150 --> 00:16:40.420

Andrew Curry: You can't control the future, says Wendy Schultz, who's an American Futurist based in the UK. But you can influence it by what you choose to do and what you choose not to do. Quite an important point here, actually, that in the eighties and nineties futures thought that scenarios and futures work was about responsiveness. It wasn't about influencing change.

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00:16:40.430 --> 00:16:54.239

Andrew Curry: And in the nineties and the 2 thousands. There was a whole bunch of theory and practice that legitimized ideas of agency in the futures field. So you know, we do make our own futures, but not in the conditions of our own choosing.

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00:16:57.680 --> 00:17:09.270

Andrew Curry: I was asked just in my brief, just talk briefly about scanning people. I think some of the feedback that people had given when you were planning the event was that everybody does lots of scanning, but people find it hard to

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00:17:09.430 --> 00:17:13.340

Andrew Curry: know what to do with it. And so I was just going to share this model that we use

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00:17:13.470 --> 00:17:17.270

Andrew Curry: quite a lot, which is

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00:17:17.599 --> 00:17:35.989

Andrew Curry: to just to sort of point you to a sort of starting point. Here Graham, Molitor, American, who more or less invented the idea of emerging issues analysis again. S curves here again, of course, basically said, you can see sort of 3 patterns in the 1st quarter. You're you're framing

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00:17:36.110 --> 00:17:39.610

Andrew Curry: in the second quarter. It's advancing in the 3rd quarter. It's resolving

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00:17:39.690 --> 00:18:05.180

Andrew Curry: and framing. It's just a filthy mess, you know. Everybody's arguing about it. Nobody really knows what it's for. Wildcat ideas are popping up left, right and center in the advancing stage. Everyone's sort of got a reasonable idea of what it is they're starting to talk about it. Then they're arguing about the same thing, but they're not talking about in the mainstream yet. This is kind of people outside of the mainstream having a conversation with themselves, and then resolving

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00:18:05.190 --> 00:18:12.649

Andrew Curry: quite a long period in which something comes into the mainstream. But you start seeing it in legal cases, you start seeing it in regulators.

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00:18:12.840 --> 00:18:40.919

Andrew Curry: not quite fitting and having to do little adjustments. Those are the sorts of places you see@firstst And just to give you kind of a concrete example of this, I would say that universal basic income is still in the framing stage, you know, because the people who propose it are still arguing about why they're proposing it, you know, libertarians over there, and you know, so radical sort of egalitarians over on the other side, whereas something like universal basic service which is about reducing improving access to everyday resources.

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00:18:40.970 --> 00:18:47.169

Andrew Curry: Those people who are advocating for that are basically having the same conversation. They're arguing about details as they're advocating as well.

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00:18:48.620 --> 00:18:54.680

Andrew Curry: Just a couple more slides before I finish. I've done this faster than I expected, which is, I think, fine.

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00:18:54.840 --> 00:18:56.998

Andrew Curry: The 1st resource here is

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00:18:58.120 --> 00:19:12.430

Andrew Curry: the California 100 toolkit. This was developed by Swaf with California 100. It's got a whole bunch of methods in there. There's some interesting case studies about how it's been used very much in a kind of public policy rather than

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00:19:12.640 --> 00:19:14.150

Andrew Curry: a commercial space.

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00:19:14.340 --> 00:19:24.970

Andrew Curry: The second one here from better futures, Wales building better futures. This was a community futures project that we did funded by the national lottery actually with Wcva.

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00:19:25.440 --> 00:19:32.959

Andrew Curry: And afterwards we built this method method which basically just wrote down what we'd done. So it's a kind of futures building

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00:19:33.290 --> 00:19:38.979

Andrew Curry: kit, a visioning kit, really, which sort of involves a number of methods, including a bit of scanning

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00:19:39.380 --> 00:19:53.829

Andrew Curry: futures, wheels, and 3 horizons to actually help you get to some decisions about what you want to influence. And the 3rd one here. I mentioned Jennifer Gidley earlier on. If you're interested in the theory and the history of

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00:19:54.480 --> 00:20:01.099

Andrew Curry: futures and foresight, this is the best short, best introduction. This is a short introduction, but it's also the best single introduction.

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00:20:01.544 --> 00:20:07.049

Andrew Curry: So just to close really here. There's kind of 3 implications here for futures work.

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00:20:07.420 --> 00:20:17.789

Andrew Curry: you know, the 1st is that you need to learn as an organization at least as quickly as the outside world is changing. And that's what scanning is about monitoring what's going on out there.

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00:20:18.000 --> 00:20:41.630

Andrew Curry: The second is, you need to anticipate what's what's coming, and that's about using methods, you know, like 3 horizons. We can talk about methods later on, which just help you make sense of what's going on. And the 3rd is, you do need to change the way that people see the world. Because, frankly, if they're using their old mental models, they aren't really going to make effective decisions in a kind of changing environment.

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00:20:41.760 --> 00:20:47.329

Andrew Curry: and just very quickly. There's a couple of my personal resources down there. I do a sub stack from time to time, and

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00:20:47.530 --> 00:20:53.620

Andrew Curry: and a blog post as well which people may or may not enjoy. So thank you very much indeed. I will stop sharing Nigel.

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00:20:53.620 --> 00:21:14.719

Nigel Smith - Moderator: Great thanks so much, Andrew, really great way to frame this and introduce that also those very short introduction books. They are so brilliant. I've used so many to get on top of various subjects over the years just about 100 odd pages. So I would. Yeah, that's they're really really good as well, and do, if you've got questions.

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00:21:15.050 --> 00:21:30.620

Nigel Smith - Moderator: post them in the the Q. And a part rather than the chat, and we'll get to some Q. And a in the at the end of the session. So, yes, thanks so much, Andrew, hopefully. Ruth Powerpoint is now your friend, and.

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00:21:30.620 --> 00:21:35.349

Ruth Marshall: See, let's see right. I'm going to do this very slowly. See if this works.

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00:21:36.340 --> 00:21:37.430

Ruth Marshall: How are we going.

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00:21:37.880 --> 00:21:42.310

Nigel Smith - Moderator: It's get in there. Okay? Looks like slide one to me. Introduction to futures.

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00:21:42.670 --> 00:22:03.309

Ruth Marshall: Bingo. Marvellous! Thank you very much. Well, thanks for your patience with that great. So my name is Ruth Marshall. I'm the head of futures, capability for the government office for science. And so my focus in my day job is very much about developing and delivering futures. Training for the UK government and the wider public sector.

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00:22:03.310 --> 00:22:33.069

Ruth Marshall: So it's doing things about why futures is important, sometimes more about how to do it, using some of the techniques that Andrew showcased earlier, particularly working with different audiences from permanent secretaries to new entrants to get them excited about the sorts of things that futures can offer. So I'm going to tell you a little bit about why we think futures is important to government. I'm going to share some resources that we've published that you will be able to download afterwards to give you some ideas about how you might use it.

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00:22:33.070 --> 00:22:50.729

Ruth Marshall: I will give you a few examples of how we've applied it. And those examples about how we've applied it. Then link to our published futures resources which will all be available to you to have a look at afterwards from gov.uk, and similar websites. So we'll share the links with those afterwards.

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00:22:52.020 --> 00:23:05.570

Ruth Marshall: Okay, let us now see if I can move on. I can hurrah. So second slide is really about why we do this and why we think futures is useful to government, and what we think. Perhaps it's less useful for. So

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00:23:05.960 --> 00:23:17.719

Ruth Marshall: I've been in government for 20 years now, working in the Civil Service, either in policy or strategy, roles in previous departments or in science advice in my current position at Goscience.

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00:23:17.890 --> 00:23:45.149

Ruth Marshall: But most of the issues that we've looked at over that 20 to 25 year period have been longstanding, wicked what we might call systemic issues, which are driven by wider patterns of change. They're often beyond the scope of any individual government to solve or any individual team. So they require a lot of collaboration, and maybe they're beyond government to solve. Maybe they need different sectors to come and support them as well. So

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00:23:45.190 --> 00:24:11.749

Ruth Marshall: futures is just one tool in the box. From my point of view, that can help you address those longstanding difficult systemic issues. You know, it can help you set visions. It can help you think about what other people you need to work with to solve them. It can help you test your proposed solutions, and make sure that they're resilient to some of the changes that you had anticipated, and perhaps some of them that you hadn't, or those that are beyond your direct control.

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00:24:11.750 --> 00:24:34.829

Ruth Marshall: So those are all reasons why we think futures is a really useful skill for government. What we don't particularly like focusing on in my team, anyway, is around prediction. So what we do is not really about predicting what will happen. There are branches of futures which do this, and which focus on forecasting and use similarly robust and helpful ways of doing that crowdsourcing

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00:24:34.830 --> 00:24:51.569

Ruth Marshall: suggestions and data, and so on. That's not what we do. So we're very much more about thinking about looking at wider patterns of change, how you might respond, how you might remain flexible, and how you might challenge your own assumptions about where you're starting from and where you want to get to.

122

00:24:54.720 --> 00:25:20.839

Ruth Marshall: There are lots of different ways that you can structure futures in government, and no one way is the right way. This is just how we do it. I'm going to give a shout out to Andrew's organisation actually here, because the school of international futures, did some work with us a few years ago about how different governments use futures and how they structure it in the ways that they approach problems. They're all different. Some of them involve Parliament. Some of them involve

123

00:25:20.840 --> 00:25:34.319

Ruth Marshall: formal partnerships with academic institutions. Some of them involve more engagement with developing industry. Everybody does a bit of it, but we will do it in different ways. So this is just the way we do it in the government office for science.

124

00:25:34.460 --> 00:25:45.230

Ruth Marshall: Our role is around providing science, advice, and advice on technology to governments and different departments and ministers. Ultimately the Cabinet and the Prime Minister.

125

00:25:45.230 --> 00:26:10.220

Ruth Marshall: So our area of particular expertise is around technology and science. And you can see that we link our futures work in with emerging technologies, intelligence, assessment, thinking about things like national security as well as the foresight projects where we work with different government departments on a whole range of different policy topics and the futures team, which is split around advice, resources and the capability

126

00:26:10.220 --> 00:26:27.759

Ruth Marshall: bit which I lead. So that's just how we do it. It's not a role model for everybody else. But it's 1 way that you can do it yourselves if you want to think about team structures. Do look at Andrew's organization's report, and I'll link that in the resources we share with you afterwards to see how other countries do it.

127

00:26:31.010 --> 00:26:55.150

Ruth Marshall: So this slide is taken from a government office for science published. Report the futures toolkit. This has been around for a while, but we republished it recently to provide more resources, more workshop plans, more case studies to help people do futures more practically, and to understand how you might apply and combine different tools to achieve different goals.

128

00:26:55.280 --> 00:27:20.239

Ruth Marshall: And there's so many of you on this call. I don't think we can do a quick show of hands, but I imagine loads of you are using some of these trying to achieve some of these goals in your work. Whether or not you formally think about using futures in them. Oh, I can see thumbs going up. I like it when you do that, so keep doing that. So the you know, we've got things about scoping challenges, thinking about what futures can tell you about the

129

00:27:20.240 --> 00:27:35.849

Ruth Marshall: context you're working in. We've got talking about all right. That's enough. Thumbs up, Ed, sharing visions, thinking about gaps in your knowledge. What you don't know can be really really helpful, and futures can help you ask those questions, those known unknowns.

130

00:27:35.860 --> 00:28:00.850

Ruth Marshall: understanding, the dynamics change really key and testing some of the ideas that you come up with. Now, we've said policy options on this slide. But even if you're not working in policy options, you could be looking at strategies. You could be looking at service delivery. You could be looking at ways you train your staff, you could be looking at who you

recruit. So take that policy options as broadly as you like, but these are all different things that you can apply.

131

00:28:00.850 --> 00:28:14.569

Ruth Marshall: And just before this call I was talking to somebody who worked in Hr. And he was really interested in using futures to think about future workforces in different departments where they want to recruit from what skills they want, what they'll be doing.

132

00:28:14.650 --> 00:28:20.780

Ruth Marshall: So there are all sorts of things that you can use futures for, and they're often collaborative working with other people.

133

00:28:22.870 --> 00:28:39.960

Ruth Marshall: I said I would share a few examples. So I'm going to share both doing futures and teaching futures examples here doing futures. I've talked about foresight reports. These are in-depth published reports, typically taking a year or more to produce.

134

00:28:40.030 --> 00:29:03.600

Ruth Marshall: done in partnership with one or more bits of government. So typically one or 2 other government departments, and there are some famous ones that have had big impacts. So a couple of examples here, we've got the foresight report on tackling obesity which is now in its second edition. That was interesting because it got picked up all over the world for how it combined futures with systems. Thinking.

135

00:29:03.760 --> 00:29:27.559

Ruth Marshall: So, I said, futures wasn't the only tool in the box systems. Thinking is a really valuable set of skills that can help. You think really broadly about how things interact. That report looked at how systems thinking can help. You look into the future and think about all different ways that obesity might be being driven, how those things are changing, and all the different component parts you might want to look to. If you want to find a solution.

136

00:29:29.120 --> 00:29:57.580

Ruth Marshall: The raindrop sign on the right is a foresight report on the future of flooding, and that had a different sort of impact that influenced spending review decision about how much money to allocate to flood defences some time ago. But these are the sorts of policy and public decisions that futures can feed into to help people make decisions that showed things about projections of flooding and what was driving it, and helped decide where people needed to allocate their spend across different departments.

137

00:29:58.050 --> 00:30:21.829

Ruth Marshall: A couple of other quick examples. We co-fund projects, working with external futures experts. And we've done a recent one with the police working with an external agency and the Scottish and sorry working with science and technology experts about emerging science and tech trends, and how that might influence the police plans for future strategy.

138

00:30:21.830 --> 00:30:33.179

Ruth Marshall: We've also been working with the Scottish Government and an external company engaging with younger people about their visions for the future, and what the Scottish government might want to take account of.

139

00:30:33.260 --> 00:30:39.259

Ruth Marshall: and we also do in-depth futures. Advice from our own team working with individual bits of government

140

00:30:40.480 --> 00:30:57.539

Ruth Marshall: teaching futures. I'm not going to say too much about this, partly because you're seeing me doing it for better or worse, but also because our futures courses are available to people in the UK. But I'm afraid we don't enable registration from outside the UK for those at the moment.

141

00:30:57.540 --> 00:31:20.899

Ruth Marshall: so you can't all access some of these. But I'll just share a couple of principles about how we're approaching teaching futures. We're very much interested in scaling up standardising and digitalising our work because it reaches more people. So that visual there is our dare. I say, award winning masterclass that we produced with government skills. And that's reached thousands of people now at different levels in the civil service.

142

00:31:20.900 --> 00:31:40.769

Ruth Marshall: It's interactive. You've got quizzes. You've got tests. You've got ways of applying futures, techniques to a challenge of your own. And you can talk underneath in a box a bit like Facebook comments to other people doing the course. So even though you're not doing it in person, you can find out about what other people are thinking and how they're engaging with this.

143

00:31:42.380 --> 00:32:06.880

Ruth Marshall: So that's my last key slide. This is just a link to a few available resources. I've talked about most of them. So things like foresight reports. I've mentioned the toolkit where that visual about pathways came from. I've mentioned the school of International Futures report. I've mentioned that we do technology assessments. Those are about individual technologies and how they might be relevant to you, moving forwards and into the future. They're all published, too.

144

00:32:06.880 --> 00:32:31.779

Ruth Marshall: Andrew said. He had the best introduction guide in the world. Well, can we tie? For 1st place, we've got an introductory guide for beginners. It's probably slightly different. It's not about the history of futures. It's about what it is and why it's important. It's about 10 pages long, so it's quite a good 1st step, and finally, but not least, our trend deck is something we're working to update at the moment, but which is a great resource with about 120 cards about different

145

00:32:31.780 --> 00:32:49.009

Ruth Marshall: futures, trends. And I love working with that in teaching futures, because you can combine those different trends. Look at how they interact, look at projections in different fields, and ask yourself questions about what sort of scenarios, what sort of worlds those trends, when they're combining, can create for you.

146

00:32:49.330 --> 00:32:59.749

Ruth Marshall: So that's it from me. That's my email. If you do try any of those published resources, we'd be really interested in your feedback. I am now going to stop interfacing with technology and

147

00:33:00.150 --> 00:33:00.600

Ruth Marshall: green.

148

00:33:00.600 --> 00:33:00.950

Ruth Marshall: Okay.

149

00:33:00.950 --> 00:33:05.950

Ruth Marshall: I've had quite enough of that for one day, but thank you, and I hope you'll find those useful.

150

00:33:05.950 --> 00:33:16.950

Nigel Smith - Moderator: That's terrific. Thank you. Just a quick question. Just somebody just asked for clarification. Just the name of that course. I suspect this is probably somebody in the UK Government. Marie, who asked Marie? Claire asked. So she can look it up. The name of that course.

151

00:33:17.200 --> 00:33:30.459

Ruth Marshall: If she. We've got an introduction to futures, and we've got the future futures masterclass. But it does have different different names depending on who's applying for it. So if you email [futures@goscience.gov.uk](mailto:futures@goscience.gov.uk), we can get you a registration link.

152

00:33:30.700 --> 00:33:47.370

Nigel Smith - Moderator: Brilliant. Thank you so much terrific, such a fascinating topic. So our last presentation by no means least, Anna and I was just reflecting. You know, we've got this great global community joining us today over 200.

153

00:33:47.370 --> 00:33:47.750

Ana Rodriguez DeFrates: Yes.

154

00:33:47.750 --> 00:33:57.029

Nigel Smith - Moderator: And we've had 3 people, you know, myself, 2 other panelists based here in the UK. It's absolutely wonderful to have somebody joining us from the Us, as well.

155

00:33:57.030 --> 00:33:57.970

Ana Rodriguez DeFrates: Thank you.

156

00:33:58.185 --> 00:34:00.560

Nigel Smith - Moderator: Thank you, Anna. Really really great to have you with us.

157

00:34:01.090 --> 00:34:24.069

Ana Rodriguez DeFrates: Thank you so much. It's it's a real privilege to be here with you all, and of course, to share space with Ruth and Andrew, I am Ana Defreitas. I work at the city of Austin. It's 9 30 Am. In the morning here. The city of Austin is the 5, th most populous city in Texas and the 13th in the nation.

158

00:34:24.110 --> 00:34:39.399

Ana Rodriguez DeFrates: The city, as an organization has about 15,000 employees, and we are very much in the exploratory phase of seeking to incorporate futures mindset into the work that we do.

159

00:34:39.400 --> 00:34:54.789

Ana Rodriguez DeFrates: I'm 1 person in that process, and I hope to share some specificity around how we are doing that. But bear in mind we are still exploring next slide, please, and thank you, by the way, for handling the slides for me.

160

00:34:54.790 --> 00:35:20.560

Ana Rodriguez DeFrates: so I'll talk a little bit about the approach. I've got 10 min with you. I'll share a use case specific to Austin Watershed Protection Department, and I'll end with some some next steps to give you a roadmap of how we are planning to incorporate strategic foresight through the open Government partnership, and with our most creative partners here at this city. Thank you. Next slide, please.

161

00:35:21.280 --> 00:35:41.749

Ana Rodriguez DeFrates: So at the city of Austin, we are embracing a future focused mindset. And when I say at the city of Austin there are instances of futures work, most notably the Austin Water Forward Plan, which is a 100 year plan related to planning for Austin's water future.

162

00:35:41.750 --> 00:35:56.660

Ana Rodriguez DeFrates: But in the absence of such stellar reports, really there is not a cohesive approach to futures planning. And so what we have done over the last couple of years is made some small investments. We have a 6 billion dollars budget.

163

00:35:56.660 --> 00:36:04.549

Ana Rodriguez DeFrates: and we've made a \$15,000 investment in some training on forecasting

164

00:36:04.550 --> 00:36:28.059

Ana Rodriguez DeFrates: and about \$30,000 investment in some capacity training on strategic foresight. So these investments are small, but have the potential for tremendous impact. Ruth mentioned the distinction between forecasting and foresight, and I want to share that we are leaning into both methodologies

165

00:36:28.060 --> 00:36:39.320

Ana Rodriguez DeFrates: because we believe that they can complement each other. As Ruth noted, the practice of forecasting is about making predictions in a data informed way.

166

00:36:39.420 --> 00:37:08.289

Ana Rodriguez DeFrates: and we have invested in some small consulting with with the folks influenced by Philip Tetlock. I can't remember the name of the project, but it is our ambition to make these investments and then really sustain the work ourselves. We are operating at a budget deficit. And so it's really the capacity building has to be internal. So it's about finding the right people within your organization and training with enough

167

00:37:08.290 --> 00:37:15.309

Ana Rodriguez DeFrates: repetition that we don't lose folks to attrition, and we keep the institutional knowledge as we work towards

168

00:37:15.310 --> 00:37:41.230

Ana Rodriguez DeFrates: operationalizing some of these pilots more broadly and then strategic foresight. We are influenced by the Houston Foresight program under Andy Hines. The methodologies that they embrace are very similar to the ones that Ruth and Andrew talked about because they are a Texas based operation and because they are affordable and accessible to us. That's who we've engaged with. But again.

169

00:37:41.230 --> 00:38:08.559

Ana Rodriguez DeFrates: you know, I want to say that the challenge of incorporating these approaches at the city level include the fact that we often don't have the luxury of a year long process to do 4 months of scanning, followed by 3 months of visioning, etc. Those reports and those approaches are incredibly meaningful, but the reality is that because we don't have a dedicated team of scanners.

170

00:38:08.560 --> 00:38:32.209

Ana Rodriguez DeFrates: what would it look like to pilot quarterly, scanning together in a group setting with a diverse folks of diverse set of stakeholders who can riff off of each other's expertise. So there are some tweaks that we are making to these proven and well established approaches to make them applicable to the city operations.

171

00:38:32.240 --> 00:38:33.799

Ana Rodriguez DeFrates: Next slide, please.

172

00:38:35.130 --> 00:38:59.210

Ana Rodriguez DeFrates: And so how are we applying this? What you see? There is an Austin watershed protection map of the city of Austin's tributaries and rivers. As you can see, it looks like a life form. I mean, it looks like veins running through a city, and water is so essential to our life here in Austin and the Austin Watershed Protection Department

173

00:38:59.250 --> 00:39:09.040

Ana Rodriguez DeFrates: is a department of about 400 individuals ranging from engineers to street sweepers to scientists, to all over.

174

00:39:09.040 --> 00:39:33.860

Ana Rodriguez DeFrates: And part of what we've done with these very small investments is, look for the creative thinkers look for the innovators at the city who have an appetite for curiosity, who are willing and interested in moving beyond a reactive form of thinking and into a proactive posture, and I will say that it takes every ounce of energy in

175

00:39:33.860 --> 00:39:37.230

Ana Rodriguez DeFrates: our bodies to

176

00:39:37.230 --> 00:40:01.380

Ana Rodriguez DeFrates: reject the status quo, because everything is tying us back to a current day. Status quo situation, where I look for folks who are willing to interrogate these processes. Are we doing this because we have to, because the law says we have to. Are they customs? Are they preferences? Are they things we can change.

177

00:40:01.380 --> 00:40:14.769

Ana Rodriguez DeFrates: And then those are the folks you want to build with. So Austin watershed protection is a group of people that we are building a pilot with the next slide, please.

178

00:40:14.930 --> 00:40:44.420

Ana Rodriguez DeFrates: And so when it comes to forecasting. We have worked with the Austin watershed protection. To identify their strategic plan specifically has 101 solution sets that are incorporated into their strategic plan. Again, this becomes less and less invigorating and more sort of practical. We're talking about street sweeping as one of those solutions

179

00:40:44.420 --> 00:41:05.989

Ana Rodriguez DeFrates: to the issue of runoff in our tributaries. In our river we have a river that runs through the center of town, and, as you may have seen from international news, we are, you know, dealing with more frequent and more severe storms, the latest of which had catastrophic implications for people in the Texas Hill country.

180

00:41:06.010 --> 00:41:26.749

Ana Rodriguez DeFrates: resulting in the loss of life. And so when we're looking at attacking this work, we want to start with very specific examples, and we train 22 forecasters within or we didn't. We invested in training. And then folks are sustaining this work themselves

181

00:41:26.760 --> 00:41:47.480

Ana Rodriguez DeFrates: to make some data informed predictions about the efficacy of these solution sets next slide, please. And so when it comes to street sweeping, you know, we are asking ourselves some questions regarding sediment. There are a lot of knowledge gaps when it comes to these solution sets, and while

182

00:41:47.862 --> 00:41:58.179

Ana Rodriguez DeFrates: while the University of Texas is a trusted partner here at the city of Austin, we have an interlocal agreement, and often engage in research partnerships with

183

00:41:58.180 --> 00:42:20.930

Ana Rodriguez DeFrates: academic institutions in our community. We have those mechanisms to build out this work together with them. It is also financially not feasible to invest in a research study for every knowledge gap we have around these solution sets. So here come the forecasters to examine questions as specific as the sediment

184

00:42:20.990 --> 00:42:44.589

Ana Rodriguez DeFrates: questions as specific as the runoff generated. These knowledge gaps take into account previous and historical trends. As we well know, the solutions of today may not be appropriate for tomorrow. And so this is where, as a next step, we want to couple

185

00:42:44.590 --> 00:42:59.439

Ana Rodriguez DeFrates: the work of the forecasters with strategic foresight, capabilities to take into consideration multiple plausible future climate scenarios.

186

00:42:59.965 --> 00:43:04.169

Ana Rodriguez DeFrates: At the city of Austin. That may impact

187

00:43:04.170 --> 00:43:10.020

Ana Rodriguez DeFrates: it may impact the way we approach operations next slide, please.

188

00:43:12.430 --> 00:43:33.000

Ana Rodriguez DeFrates: And so we are taking that same group of forecasters and building out, as I've said, strategic foresight, capabilities. That group of forecasters, in addition to making some predictions, have identified some drivers of change

189

00:43:33.060 --> 00:43:41.879

Ana Rodriguez DeFrates: as as folks who are part of this work well know, the drivers of change are really the thing that are going to help us focus

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00:43:41.880 --> 00:44:05.900

Ana Rodriguez DeFrates: our energy in a sea of issues and in a sea of data and information. Those drivers of change are going to help us hone in use. Those tools like Andrew, suggested the S curve. The horizon scanning is a tool that we will be incorporating to look at. For example.

191

00:44:05.900 --> 00:44:11.589

Ana Rodriguez DeFrates: the technological changes related to street sweeping capabilities.

192

00:44:11.590 --> 00:44:34.299

Ana Rodriguez DeFrates: How are advancements in the fleet that we invest in the vehicles we invest in at an operational level at the city. What are future changes, signals of change for the future that may cause us to think about different policy pathways. The idea as a next step

193

00:44:34.310 --> 00:44:38.389

Ana Rodriguez DeFrates: is a project we have submitted to open government partnership.

194

00:44:39.120 --> 00:44:44.880

Ana Rodriguez DeFrates: and it is the development of climate, adaptive pathways. How can we?

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00:44:45.690 --> 00:44:51.299

Ana Rodriguez DeFrates: How can we, as an as a city with such tremendous programming.

196

00:44:51.390 --> 00:45:09.149

Ana Rodriguez DeFrates: make operations, decisions that are informed by multiple possible futures. Taking future climate scenarios in mind, I talked about the status quo, and I encourage you to please Link, please click on our proposal to the Open Government partnership.

197

00:45:09.533 --> 00:45:21.810

Ana Rodriguez DeFrates: We are excited to get to work on that we are excited by the international network that that comes with that group. And of course, with this conversation at Apolitical as well.

198

00:45:22.286 --> 00:45:33.630

Ana Rodriguez DeFrates: I want to emphasize going back to the issue of the status quo, and how we are tethered to existing solutions and existing sort of approaches.

199

00:45:33.920 --> 00:46:03.479

Ana Rodriguez DeFrates: I believe that while there are tremendously capable and creative people at the city of Austin and across organizations, the best people to hold us accountable, and to encourage us to interrogate the way we do business is community members. We need community to co-create as we move beyond scanning and into visioning and into developing different solution pathways.

200

00:46:04.037 --> 00:46:08.810

Ana Rodriguez DeFrates: The picture that I've incorporated in the deck is a picture of

201

00:46:08.820 --> 00:46:37.719

Ana Rodriguez DeFrates: our partnership with the Austin Community College. If you zoom in, you can see that we've incorporated some futures, triangles, which is another tool that we can use to examine the past. Look at what pulls us towards the past, what is drawing us to the future. And what does the current state look like? It's amazing what can happen when diverse people come together? Co-creation

202

00:46:37.720 --> 00:47:06.219

Ana Rodriguez DeFrates: is difficult to do. It involves extra work. It involves decentering yourself as a policymaker, and it takes time next slide, please. I hope I'm doing okay on time. I love love that. Each of the speakers have incorporated publicly available resources into their presentations. I want to give a shout out to the school of International Futures

203

00:47:06.220 --> 00:47:20.029

Ana Rodriguez DeFrates: one of the 1st resources that I that I tapped into when I was tasked with envisioning this work is the California 100 report highly recommend highly recommend it. It provides

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00:47:20.030 --> 00:47:45.010

Ana Rodriguez DeFrates: actual facilitation support for how to engage in these conversations, and frankly, the futures triangle conversation we co-hosted with young people was developed. Using that we have drawn a lot on Oecd for moving beyond these pilot scenarios and into what it would look like to manage up with leadership and

205

00:47:45.010 --> 00:48:06.400

Ana Rodriguez DeFrates: institutionalize this work again with the limited resources beyond that we have available to us. And so I have included those sources that have been most relevant for me. As I look to build, build some capacity internally for taking this work to the next level.

206

00:48:06.410 --> 00:48:32.339

Ana Rodriguez DeFrates: I think that might be it. Next slide. Yeah. Okay, great. The last thing I'll say, and I'll be very quick is that we are as humans, adaptive, right? We can accept new norms and modify our behavior to adapt to new conditions. And and while we are in the business of developing some climate, adaptive pathways, I cannot stress enough

207

00:48:32.440 --> 00:48:55.300

Ana Rodriguez DeFrates: the ongoing need for culture, shift and transformation that needs to parallel that work. Otherwise I find myself so scared that we are simply adapting to these new normals that are increasingly oppressive. And so again, this is where I lean heavily on the wisdom of community members

208

00:48:55.740 --> 00:49:08.360

Ana Rodriguez DeFrates: who can hold us accountable so that we are not just getting used to the new normal, but really helping to shape a new future. Thank you, Nigel, thanks. Everyone.

209

00:49:08.360 --> 00:49:35.120

Nigel Smith - Moderator: No, thank you so much. I mean 3 fantastic presentations, and great to see this huge, fascinating topic come at very different angles, so we could probably have a Q. And A. That would last as long as we've been on the call already, which, unfortunately, we've

only got sort of 5 min left, so we'll rattle through some, maybe one question for each of you. And I also just want to draw everybody who's on the call's attention. To

210

00:49:35.420 --> 00:50:01.479

Nigel Smith - Moderator: part of our futures thinking community and our event series our Signal Club. And we've got one of those sessions next week. So do just take a look at that link, but we'll also follow up with you all tomorrow, where we'll also be adding the resources from the session. But so one quick question, a quick question for you each. Let's start with you, Ruth.

211

00:50:02.210 --> 00:50:14.640

Nigel Smith - Moderator: I mean, this is a huge topic, and it is very emerging. I'm thinking, you know, of to some extent even the topic relates, I think, to the S. Curve that Andrew was talking about earlier. What's most challenging for governments thinking about the future.

212

00:50:15.600 --> 00:50:16.300

Nigel Smith - Moderator: Ruth.

213

00:50:16.830 --> 00:50:18.760

Ruth Marshall: Thanks. So

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00:50:18.980 --> 00:50:43.039

Ruth Marshall: I don't think this is going to be a particularly novel answer. This is something that people tell me all the time. So the big pushback that we get doing futures is people going. We love doing this. We think it's really interesting. We think it's really challenging. Sometimes we think it's really fun. But what we struggle with is integrating it into our day to day practice. So going back to the day, Job faced with the demands of the here and now. How do we

215

00:50:43.290 --> 00:50:52.210

Ruth Marshall: merge the 2? And it isn't easy, and you know, in 30 seconds my flip answer is going to be drawing on

216

00:50:52.420 --> 00:51:02.890

Ruth Marshall: a guy who I used to work with called Adam Martin in the who was in the department for education, I think, and he said, make futures boring. So he talked about

217

00:51:02.890 --> 00:51:22.679

Ruth Marshall: the ways that you might put futures into your risk register, you know, challenge about whether you're actually thinking broadly enough about that range of risks. Are you actually reviewing it, or are you doing it once and never looking at it again? You know, when you commission your research every year. Are you thinking about the wider trends that you're looking at? Are you looking at those gaps I mentioned earlier?

218

00:51:22.800 --> 00:51:46.369

Ruth Marshall: How can you build it into your project plan. So you think about before you make a big investment decision, you know. Are you checking in as to whether the assumptions you're making that decision on still hold valid. And I mean the examples that Anna gave are really practical examples of some of those sorts of you know, they're not boring. They're really important, but you know, sort of everyday processes. So I think that's the challenge. That's the way to tackle it, or a way to tackle it, but it's not easy.

219

00:51:54.630 --> 00:51:55.959

Andrew Curry: You're muted, Nigel.

220

00:51:57.380 --> 00:52:01.309

Nigel Smith - Moderator: Thank you, Andrew. I was on mute. And I've been doing this for years.

221

00:52:01.720 --> 00:52:03.850

Nigel Smith - Moderator: What? How I was? Gonna ask you, Anna.

222

00:52:04.340 --> 00:52:12.100

Nigel Smith - Moderator: you touched on this a little bit. How do you get those reluctant colleagues, maybe, or because you're very much at the beginning of this journey.

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00:52:12.100 --> 00:52:14.120

Ana Rodriguez DeFrates: Yes, yes, yes, so.

224

00:52:14.120 --> 00:52:15.689

Nigel Smith - Moderator: But we've only got a couple of minutes.

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00:52:15.690 --> 00:52:35.920

Ana Rodriguez DeFrates: Okay, so selection criteria for these challenges, I have found that looking for processes that are already in motion and making them relevant, making this

approach, relevant to that, you can tell. I'm long winded. I love the reining me in, and in our case the citywide strategic plan

226

00:52:35.920 --> 00:52:58.850

Ana Rodriguez DeFrates: is a vehicle that is broad enough to encompass some of these tools. Leadership wants to make operations better, and is using this as the mechanism so incorporating some of those testing assumptions, some of that auditing that Ruth was just talking about in that highly relevant today existing example vehicle that already has some leadership support.

227

00:52:59.220 --> 00:53:05.150

Ana Rodriguez DeFrates: Look for those vehicles. They are everywhere, and there are opportunities for for future thinking therein.

228

00:53:05.570 --> 00:53:19.590

Nigel Smith - Moderator: Great and Andrew, last question for you, and perhaps we can leave on an optimistic note, perhaps share with us the best impact you feel that you've had with either your future's work or work, that you've seen others doing.

229

00:53:20.260 --> 00:53:25.230

Andrew Curry: I think. Well, Ruth will like this, actually. And I wasn't involved in this project. But

230

00:53:25.727 --> 00:53:34.020

Andrew Curry: the, I think there's a sort of really outstanding case, which is also to do with flooding from the 2 thousands by the UK Government foresight program.

231

00:53:34.380 --> 00:53:38.709

Andrew Curry: where they both did all the analytical work. But they also did

232

00:53:38.820 --> 00:53:52.560

Andrew Curry: constituency by constituency work on flooding impacts, on sort of normal climate. You know, the middle middle case climate change impact over 50 years, and it turned out, turned out that if you're an Mp. And you get a flood map for 2050 in your inbox.

233

00:53:52.780 --> 00:53:56.584

Andrew Curry: and it looks quite horrific, you actually suddenly get energized by

234

00:53:57.110 --> 00:54:08.790

Andrew Curry: by flood risk. And actually, that led to quite a lot more money being released for flood management by the by the government of the 2 thousands. And I think that's just a really interesting story, because there's a real problem.

235

00:54:09.130 --> 00:54:10.759

Andrew Curry: They were taking a long term view.

236

00:54:10.910 --> 00:54:23.729

Andrew Curry: But they were managing to bring it down to the level of risk at a decision maker level in such a way that it was hard for people, you know. Hard for people to say. Oh, I didn't really know about this. So that's an outstanding example.

237

00:54:24.360 --> 00:54:24.880

Nigel Smith - Moderator: Nice.

238

00:54:25.650 --> 00:54:54.170

Nigel Smith - Moderator: fantastic. Well, thanks so much. I'm really sorry for everyone we've not had time to answer to ask too many questions. Do join those communities of practice on apolitical that I've mentioned, and that you can follow those links. Do post your questions there hopefully. Our panelists as well, will be able to participate in those conversations. But also, I'm sure, amongst you know, these 250 odd people that we've had in the group today, you'll have a lot of knowledge of your own and background that you'll be able to share. One of the things that is most wonderful about a political community

239

00:54:54.170 --> 00:55:02.009

Nigel Smith - Moderator: is the huge amount of knowledge exchange that happens. So we've had some incredible

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00:55:02.010 --> 00:55:12.570

Nigel Smith - Moderator: wisdom and insight from each of our speakers. Speakers. I'd like to ask you all in to join me in giving Andrew, Anna, and Ruth a virtual round of applause. I'm off mute, so I can actually give them a real one.

241

00:55:12.570 --> 00:55:36.480

Nigel Smith - Moderator: And most importantly, thanks to you, our attendees, just for investing in your learning being so engaged in this topic. The team is just going to put up a quick poll just to find out how you felt about today. It really helps us continue improving our content. We really really appreciate your responses. But just asking you how much of this was valuable

242

00:55:36.480 --> 00:55:41.539

Nigel Smith - Moderator: use of your time while you are responding. Just want to reiterate.

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00:55:41.670 --> 00:55:58.510

Nigel Smith - Moderator: as I was saying, not the end, but hopefully, the beginning of a conversation. We'll keep sharing ideas and challenges and questions in the long term government governance and futures, thinking community. And hopefully, we'll see you, some of you at the Signal Club next week.

244

00:55:58.690 --> 00:56:26.019

Nigel Smith - Moderator: So special. Thank you. To everyone who's attended today's event, there's actually a little bit of bonus content that we would like to share with you all. Andrew and his colleagues at the School of International Futures have kindly allowed us to share their fantastic introduction to strategic foresight workbook as a take home resource, and you can use that to continue your learning after the event. So if you want to, if you want to claim your workbook. Just follow the link in the community

245

00:56:26.020 --> 00:56:47.919

Nigel Smith - Moderator: that my colleagues posting. You'll see a little post from me on there, and if you just add your comment. We will share that link with you. So sorry to say that is all that we have got time for for today. Hope you found it helpful huge. Thank you once again to everyone who's made today happen, and for you all for taking time out of your busy days.

246

00:56:47.920 --> 00:57:04.660

Nigel Smith - Moderator: Keep an eye out for the email coming your way. That'll have a recording of the event and resources. And we hope we'll see you in the future. Thinking Community Signal club next week. Have a great day, and I'll see you again hopefully for one of these events very soon. Goodbye.