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NETWORKING EUROPEAN CITIZENSHIP EDUCATION

Expert Workshop

“Crossing Borders. Migration and Citizenship Education in Europe”

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Why Strategic Foresight Analysis?

NECE-2016 Expert Workshop
Ljubljana, 8–10 July 2016

The VUCA World

- **Volatility**

  The nature, speed, volume, magnitude, and dynamics of change

- **Uncertainty**

  The lack of predictability of issues and events

- **Complexity**

  The confounding of issues and the chaos that surrounds any organization

- **Ambiguity**

  The haziness of reality and the mixed meanings of conditions

How well are we prepared …

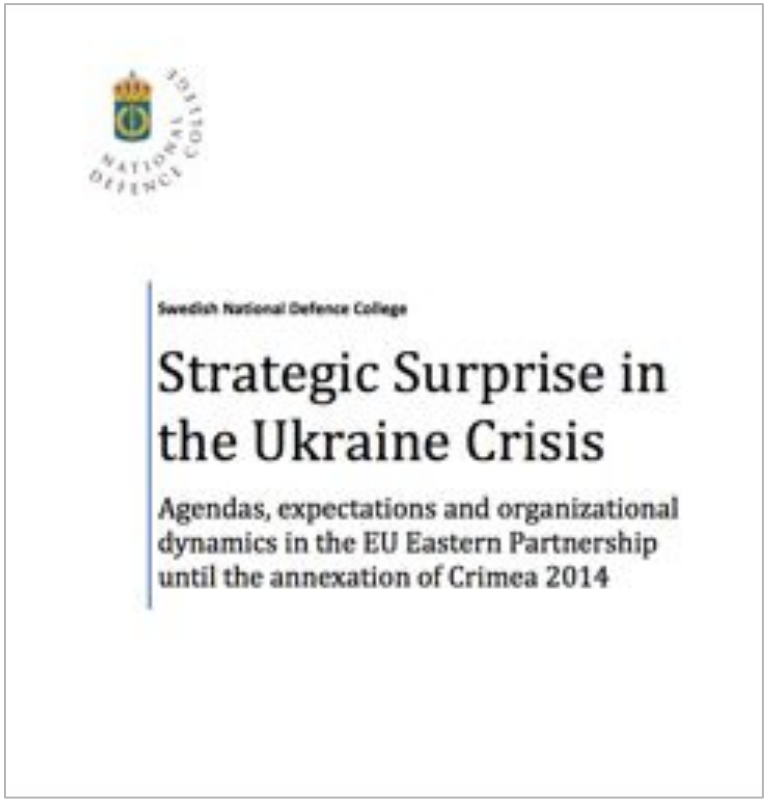
Disruptive vs incremental change

theguardian

Arab spring took British intelligence by surprise, report says

Committee says there are questions about whether agencies should have been able to anticipate how events might unfold

Rebel fighters in Libya. Photograph: Chris Hondros/Getty Images



Swedish National Defence College

Strategic Surprise in the Ukraine Crisis

Agendas, expectations and organizational dynamics in the EU Eastern Partnership until the annexation of Crimea 2014

Foresight Analysis: Challenges

Why is thinking about the future so challenging?

- Our view of the future is often firmly anchored in our past
- We believe the answer is to be found, not created or imagined
- We cannot consider what we cannot imagine
- Our brains are not programmed to think systematically about what the future will bring

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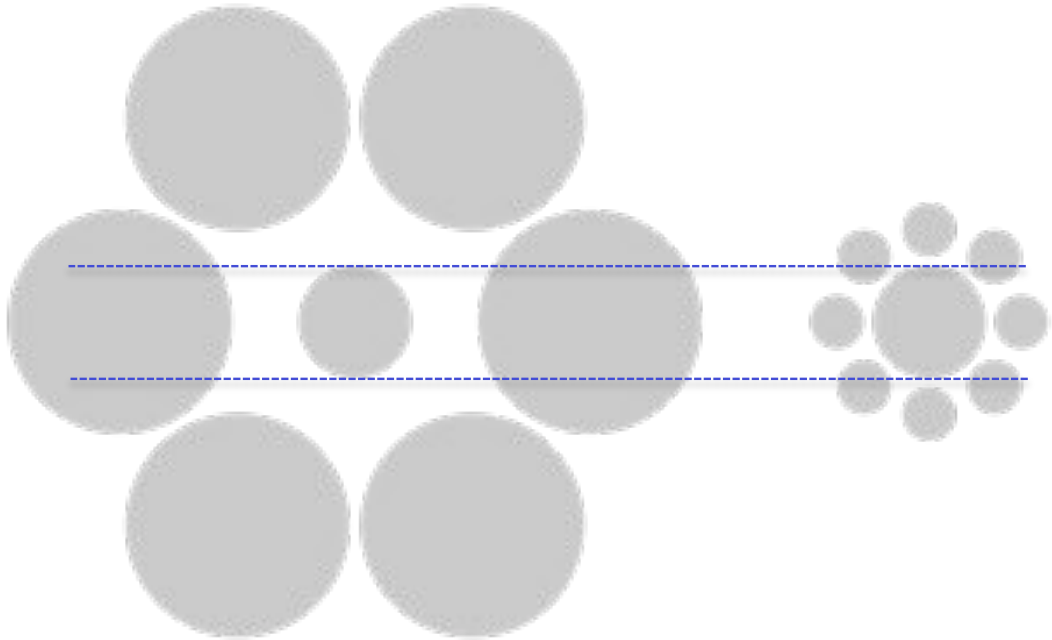
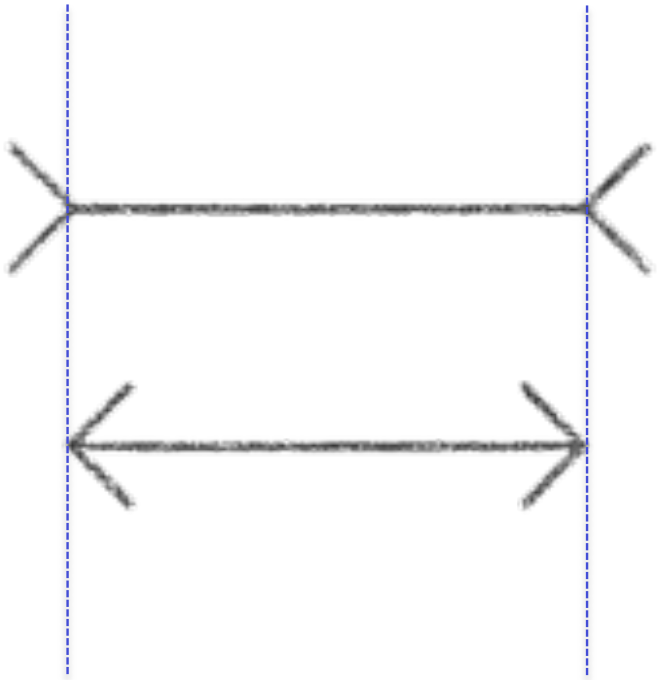
Framing, Cognitive Biases, Intuitive Traps



Optical Illusions / Visual Framing

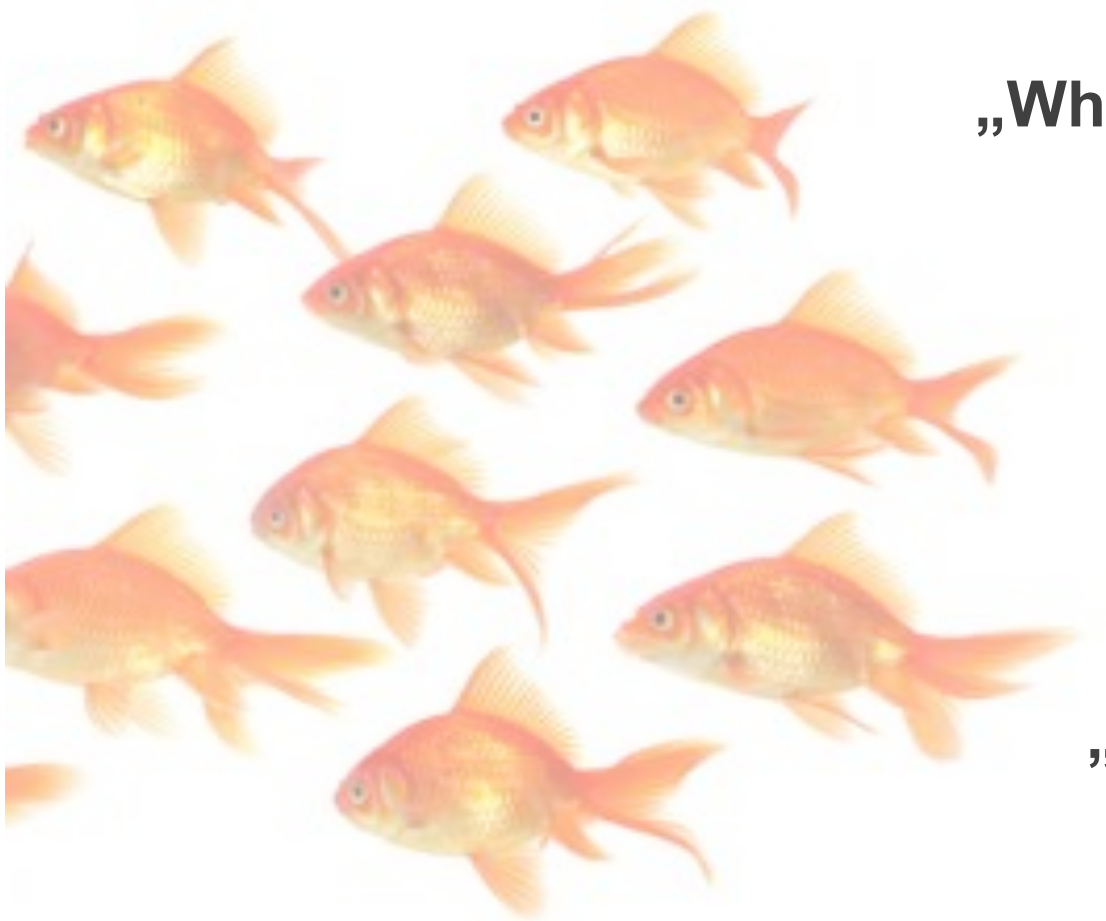


Cognitive Biases

Cognitive biases are mental errors caused by our brain's simplified / efficient information processing strategies.

- Group Think
- Anchoring Effect
- Professional experience / salient personal experience (Déformation professionelle)
- Ingrained analytic mindset / Training or education
- The nature of one's upbringing / Type of personality

Groupthink



„When all think alike ...“

„... no one is thinking.“

Walter Lippmann

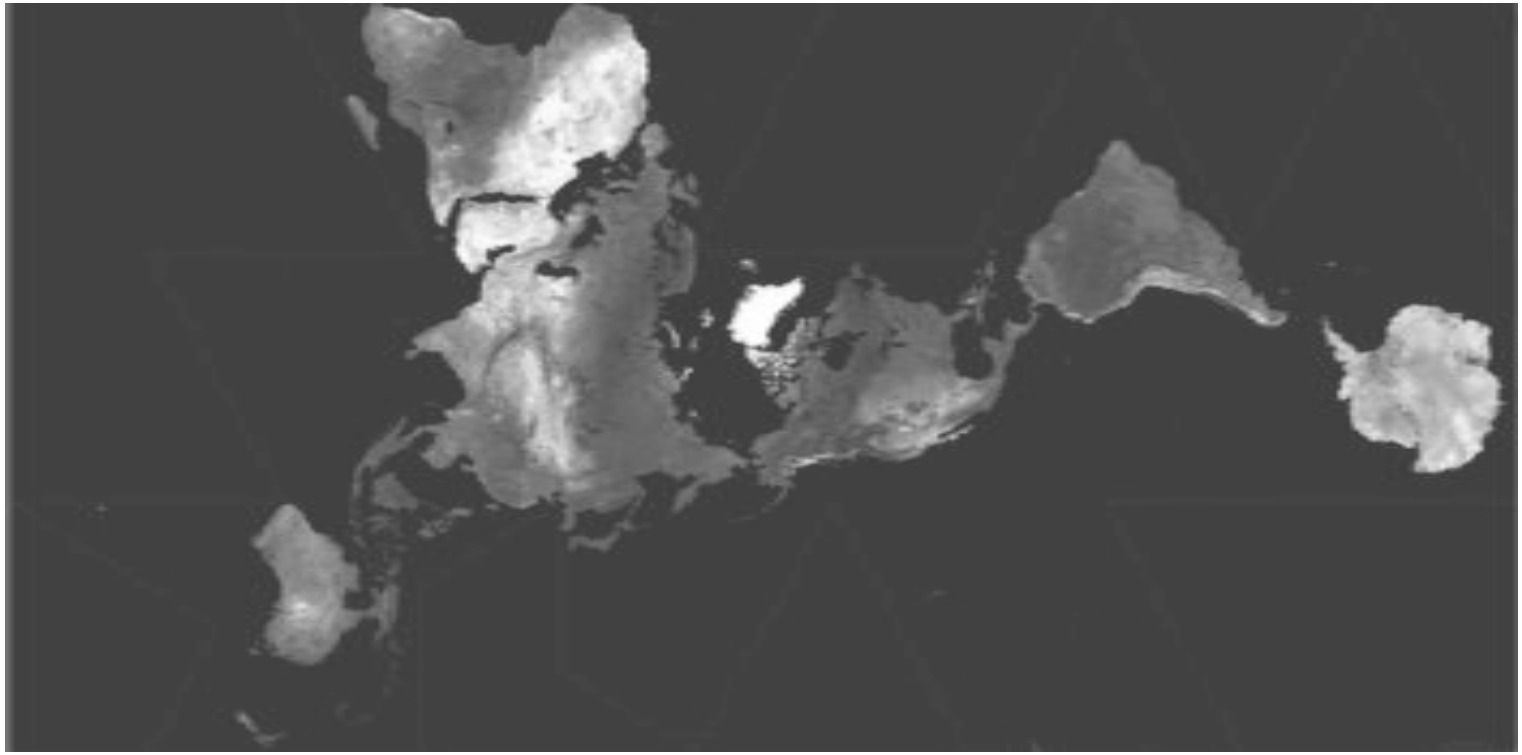
Confirmation Bias

„People almost always find what they‘re expecting to find if they allow their expectations to guide their search.“

Bart D. Ehrman

Mirroring & Anchoring

Mental Maps



Further Readings on Cognitive Biases

Our Cognitive Limitations

„These errors remain compelling
even when one is fully aware of their nature.
Awareness of the bias, by itself,
does not produce a more accurate perception.“

Richards J. Heuer, Jr.

Intuitive Traps

Sloppy analytic processing / intellectual short-cuts:

- Expecting marginal change
- Ignoring inconsistent evidence
- Relying on first impressions
- Overestimating probability
- Confusing correlation with causality
- Lacking sufficient bins

Correlation ≠ Causation

Lacking Sufficient Bins / Bin Depletion

To a man whose only tool is a hammer,
every problem looks like a nail.

Russian Proverb

SAT: Tackling Cognitive Biases & Intuitive Traps

Analysts use Strategic Foresight Analysis to:

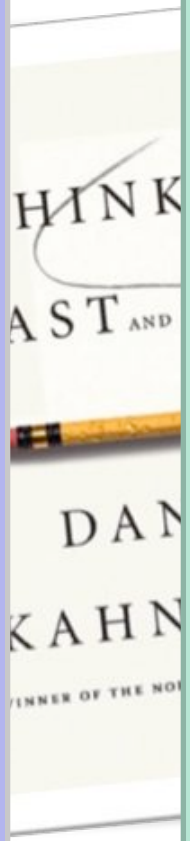
- Mitigate the impact of many cognitive biases
- Avoid analytic failures due to intuitive traps or overreliance on linear thinking
- Encourage more creativity and collaborative work processes
- Increase transparency of policy or strategy recommendations
- Expose information gaps

Structured Analytical Techniques: System–2–Thinking to identify and overcome the analytic biases inherent in System–1–Thinking.

Thinking Fast and Slow

System-1
Fast Thinking

- **intuitive**
- often **unconcious**
- fast & efficient
- draws on available know-ledge, **past experience**, long-established mental models
- common source of cognitive biases



System-2
Slow Thinking

- **analytical**
- **deliberate**, conscious reasoning
- slow
- includes all types of **critical thinking**, structured analytical techniques
- empirical and quantitative methods

Toolbox for System-2-Thinking

System-1-Thinking

Intuitive Judgment
(Traditional Analysis)

System-2-Thinking

	Known Data	Unknown Data
Qualitative	**Critical Thinking Skills** • Getting started • Vetting information • Making the case • Conveying the message	**Structured Analytic Techniques** • Diagnostic • Foresight • Design Thinking • Reframing
Quantitative	**Empirical Analysis** • Data-based computer tools • Visualization techniques	**Quasi-Quantitative Analysis** • Computer-based tools using expert-generated data

Strategic Foresight Analysis

Definitions

- A reframing process that involves the exploitation of insights to prepare for thinking, seeing, and acting in the future
- A process for avoiding surprise and generating counterintuitive ideas

It is a more complex process distinct from:

- **Prediction:** a definitive statement about what will occur in the future
- **Forecasting:** qualified, usually bounded statement about future event or condition

Goals of Strategic Foresight Analysis

- To generate a solid set of scenarios that bound a plausible range of alternative futures (including the stepping stones to get there)
- Scenario planning enables decision-makers to:
  - think in and prepare for plausible alternative future situations
  - make sense of „weak signals“
  - differentiate „weak signals“ from „noise“
  - detect „unknown unknowns“ (things we don‘t know that we don‘t know)
- Establishment of a framework for decision-makers to:
  - mitigate the impact of risk scenarios
  - create enabling conditions to make positive scenarios happen

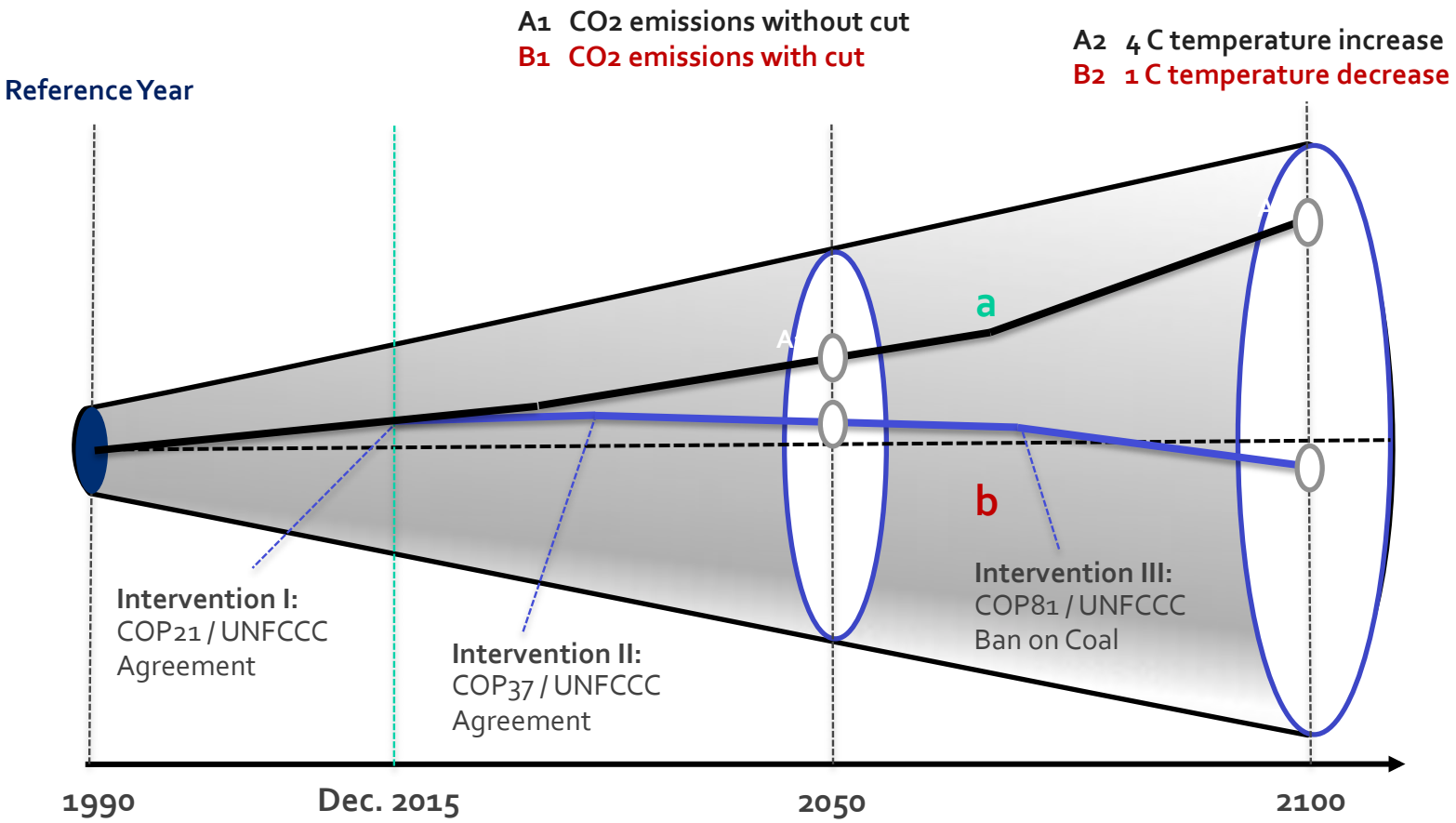
Strategic Foresight Analysis as Reservoir Thinking

Foresight Analysis is „Reservoir Thinking“ / Pre-Mortems:

- Explorative scenarios: What could happen?
- Normative scenarios: Where do we want to go?
- Action-oriented scenarios: What can we do? And how?

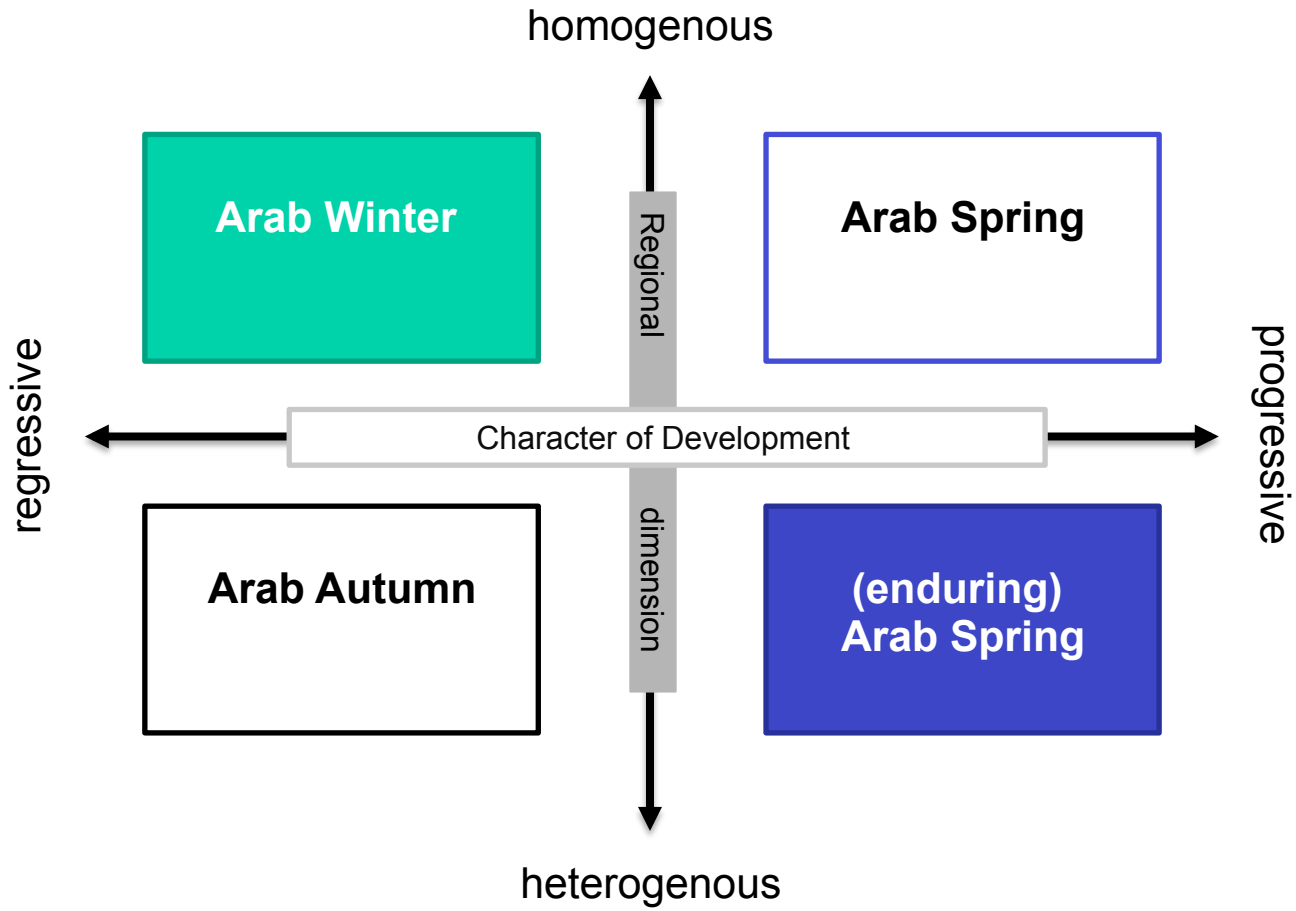
Normative and explorative scenarios complement one another. The art is to make them relevant for decision-making.

Linear Scenarios: Cone of Plausibility („What if ...?“)



Scenarios: Alternative plausible Futures

NECE 2013 scenarios



Tackling the VUCA world with VUCA

- **Vision**

  An intent that seeks to create a future

- **Understanding**

  The ability to stop, look, and listen

- **Clarity**

  The ability to help make sense of the chaos

- **Agility**

  Organizations where ‘wirearchy’ is rewarded over hierarchy

Taxonomy of Foresight Techniques

End-point of Analysis	Simple Situation	Complex Situation	Primary Objective
< 1 to 4 years	Brainstorming; Flipping Assumptions	Simple Scenarios; Cone of Plausibility; Classic Quadrant Crunching	Avoiding Surprise; Anticipating the Unanticipated
5 to 10 years	Alternative Futures Analysis	Multiple Scenarios Generation; Foresight Quadrant Crunching; Strategic Foresight Decision Tool	Mapping the Future; Finding Opportunities

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What has not been imagined
will not be foreseen in time.

Peter Schwartz, The Art of the Long View

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