



The Millennium Project

What is Futures Research Capacity ?

Jerome C. Glenn
The Millennium Project



The Millennium Project

... is a truly unique think tank

It is Global...

- Geographically
 - Institutionally
 - Disciplinarily
 - Research focus



... May become a *TransInstitution*



Millennium Project Nodes...

are groups of individuals and institutions that connect global and local views in:



Nodes identify participants, translate questionnaires and reports, and conduct interviews, special research, workshops, symposiums, and advanced training.





American Council for
The United Nations
University

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Both Content and Methodology



The Millennium Project
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2007 STATE OF THE FUTURE

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Futures Research Methodology

Version 2.0

Editors Jerome C. Glenn and Theodore J. Gordon

Introduction; Environmental Scanning; Delphi; Futures Wheel; Trend Impact Analysis; Cross-Impact Analysis; Structural Analysis; Systems Perspectives; Decision Modeling; Statistical Modeling; Technology Sequence Analysis; Relevance Trees and Morphological Analysis; Scenarios; Interactive Scenarios; Participatory Methods; Simulation and Games; Genius Forecasting; Vision and Intuition; Normative Forecasting; S&T Road Mapping; Field Anomaly Relaxation; Text Mining; Agent Modeling (and demo software); State of the Future Index (SOFI); Full-Scale Implementation of SOFI; Multiple Perspective Concept; Michel Godet's Toolbox; Causal Layered Analysis; Integration, Comparisons, and Frontiers of Futures Research Methods.

Over half of the 27 chapters were written by the inventor of the method or by a significant contributor to its evolution.

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Futures Intelligence Capacity is the Ability to...

- Anticipate
- Imagine alternative futures
- Identify patterns and signals (weak/strong)
- Identify decisions that could lead to gaps between desirable and undesirable futures
- Explore strategies that can address the gap
- Understand the enhancing and inhibiting factors
- Conceive of strategies to address these factors

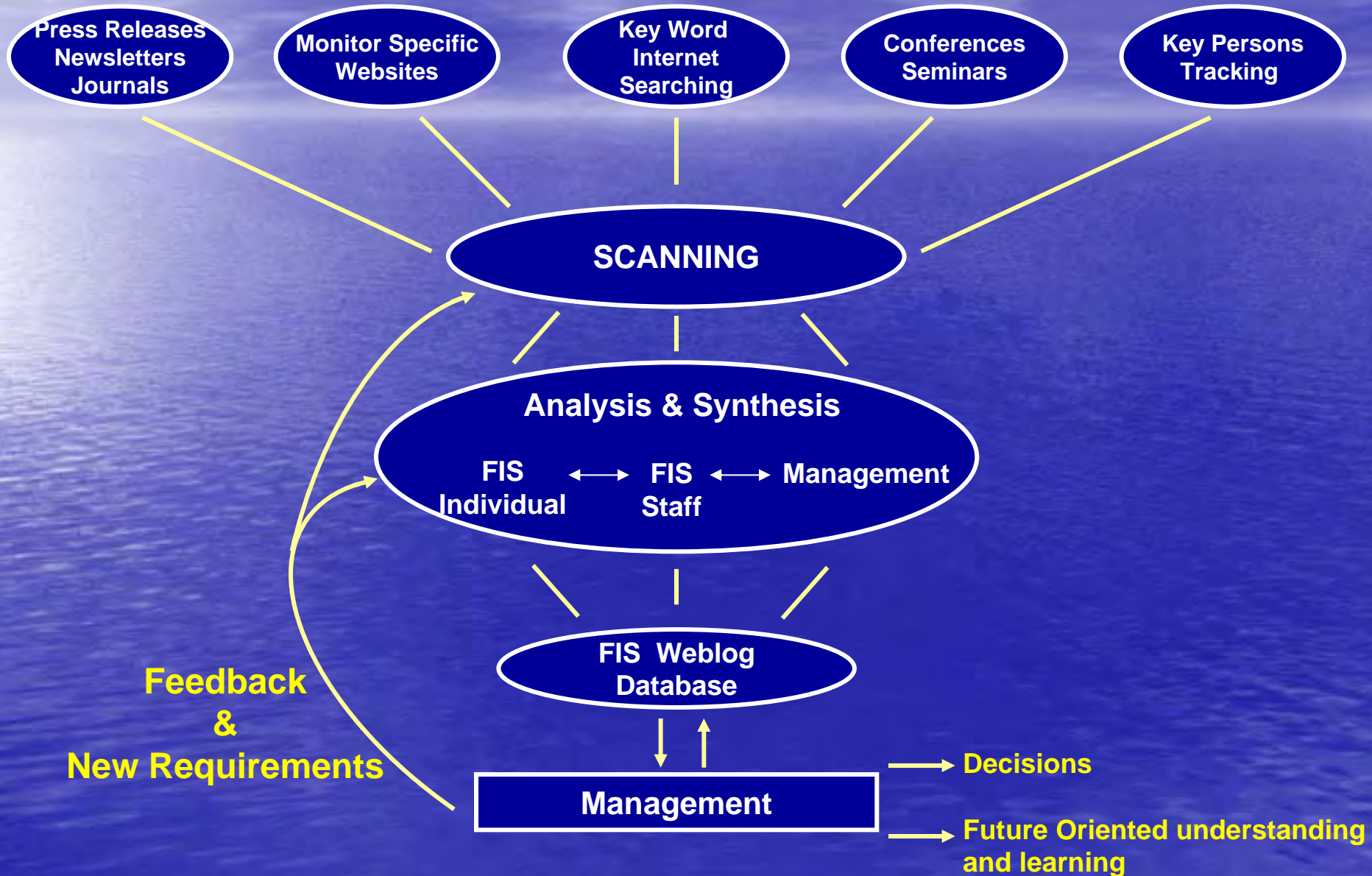
Upgrading National FIC

- Establish a Futures Strategy Unit within the President's or Prime Minister's Office
- Synthesis of other Futures Research within the country and internationally for relevance to the President and Cabinet
 - Futures Intelligence System (Scanning country & international change)
 - Annual national State of the Future report
 - Annual State of the Future Index (SOFI)
 - Special Futures Research as needed
 - Linkage with other national units, UN units, and other think-tanks

Upgrading National FIC (continued)

- Permanent Parliamentary Committee for the Future
- National Public Collective Intelligence System
 - Public participatory processes to feed and draw from the system
 - Integrates e-government and public databases
 - Forms and links networks of experts and the public
- FSU, CFF, CI systems (above) advise media for public education
- Futures approaches added at all levels of education

Futures Intelligence System



Create and Improve Global Strategic Foresight - Background

- UNIDO request to improve its role in S&T Foresight
- EU request to improve informal collaboration among some European and UN futures activities.
- Briefing to the President of the UN General Assembly
- WFUNA collaboration with the UN Secretary-General to improve futures research
- UN Political Affairs Division request to develop a Global Early Warning System
- Korean UN Futures Forum initiative of the World Foresight Council (Korean focused) and potential for a World Futures Council (world focused – initially UNIDO, WFSF, WFS, APF, EU network, possibly other)

Create and Improve Global Strategic Foresight - Approach

- Could an intranet of government and UN agency units work with the UN Secretary-General and President of the UN General Assembly to create and develop better global strategy to improve the prospects for humanity?
- But begin modestly:
 - What is the current condition of government strategic futures capacity?
 - What steps might upgrade these capacities?
 - What would governments want from an Intranet that connects strategic futures unites?
 - Can the same be done with such units within UN organizations?
 - Maybe begin with sharing lessons learned, methods, other information to their foresight capabilities
 - The Millennium Project study is just beginning

Some Models of Government Future Strategy Units

- Strategic unit within the office of the Prime Minister or President Gov head office that draws on external units
 - Network of other Exec Councils and units in Ministries (France, UK, US)
 - Funds external studies
 - Produce annual reports (France, Japan)
 - Council of government and business leaders (Japan-PM chairs committee)
 - Policy Planning office for integration (South Africa, Turkey)
- Short-term Futures Unit within government head (Mexico)
- Foresight Forum within the PMs office organizes seminars (Finland)
- President with trusted university institute or group (Czech Republic)
- Parliamentary Committee for the Future (Finland)
- Parliamentary organizations (OTA-Germany, FutGen Comm.-Israel)
- Inside/outside Prime Minister's office - unit inside with connected full body research organization (Brazil)
- Series of short-term theme focused think-tanks or panels (Australia)
- Foresight units within Ministries of Science & Technology (India)

Initial observations

- Often Personality dependent
- Changes with political administrations
- Re-organization, re-combining related units
- Units within the Office of the heads of State or Government tend to be more short term political strategy focused than general futures strategy for the country as a whole.
- Units that are more future-oriented tend to be short-term or outside the office of the Prime Minister or President
- Created by decree (France, Kuwait), legislation (more permanent), or executive order (US)

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1. Introduction & Overview
2. Environmental Scanning
3. Delphi
4. Futures Wheel
5. Trend Impact Analysis
6. Cross-Impact Analysis
7. Structural Analysis
8. Systems Perspectives
9. Decision Modeling
10. Statistical Modeling
11. Technological Sequence Analysis
12. Relevance Trees and Morph. Analysis
13. Scenarios 13.5 Interactive Scenarios
14. Participatory Methods
15. Simulation and Games
16. Genius Forecasting, Vision, Intuition
17. Normative Forecasting
18. S&T Road Mapping
19. Field Anomaly Relaxation (FAR)
20. Text Mining for Technology Foresight
21. Agent Modeling
22. SOFI
23. SOFI Software
24. The Multiple Perspective Concept
25. Tool Box for Scenario Planning
26. Causal Layered Analysis
27. Integration, Comparisons, and Frontiers of Futures Research Methods

Connecting Futures Research to Decisionmaking

1. Make sure leaders know what futures research is and is not
2. Include decision makers in the process, connect to strategic planning
3. Include workshops and training for decisionmakers
4. Include interest groups and actors
5. If goals are lacking, include as an issue
6. Determine who has responsibility to act
7. Balance long-term and short-term views
8. Use at least one formal method that all understand
9. Provide information that demonstrates a crisis
10. Include knowledge about what is possible
11. Make options clear; connect to goals and strategies
12. Demonstrate feasibility of recommendations
13. Include subjective descriptions of alternative futures

Futures Research and Decisionmaking (continued)

14. Connect costs to benefits
15. Suggest ways of making decisions in uncertainty
16. Include intended actions of others
17. Develop indicators
18. Using testimony of eminent scientists
19. Project effects of action or non action in scenarios
20. Show technical feasibility to overcome fear of failure
21. Use computer models
22. Link to similar activities
23. Avoid information overload
24. Allow time for individuals to integrate concepts
25. Include media
26. Make work integrative and cumulative



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*...invaluable insights
into the future for the
UN, States, and civil
society.*

--- Ban Ki-moon
Secretary-General
United Nations

**Enclosed CD contains over
6,000 pages**

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