

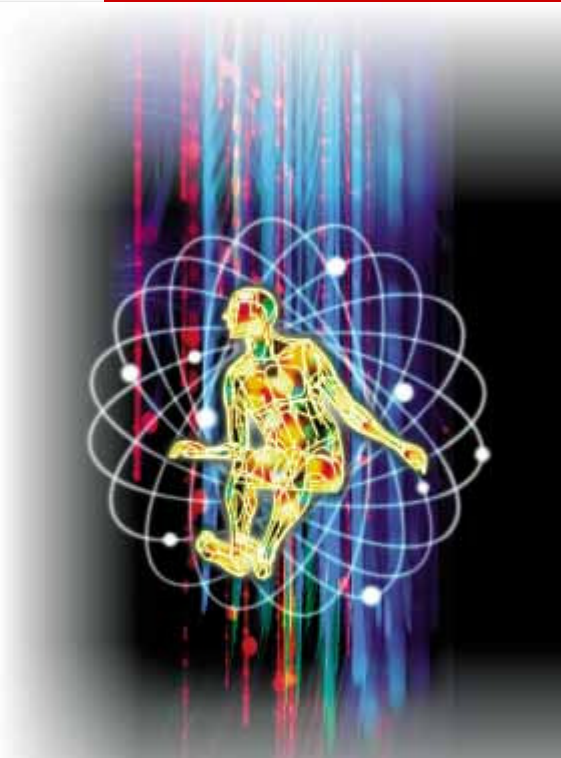
# European Futurists Conference

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## “Futures Methods : Putting Them into Practice”

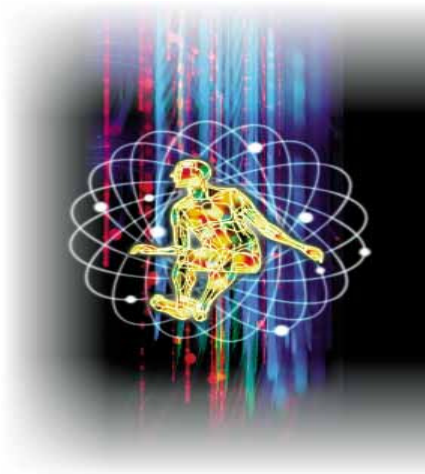
**Professor John S. Ratcliffe**  
**Director : Dublin Institute of Technology**  
**Secretary General : World Futures Studies Federation**

*Lucerne*  
*November, 2006*



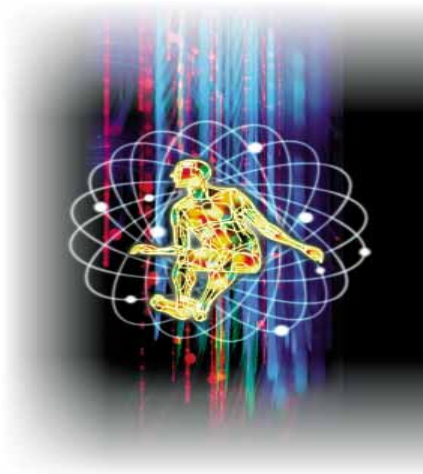
**THE FUTURES ACADEMY**





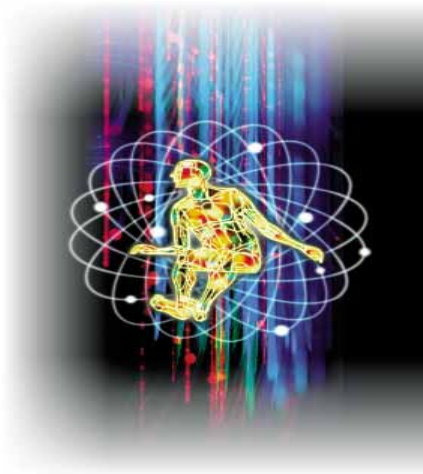
## **DICHOTOMIES**

- **Insight or Foresight?**
- **Learning or Planning?**
- **Big Boom or Constant Evolution?**
- **Central or Peripheral?**
- **Imagination or Conformation?**



## **THE STRATEGIC QUESTION**

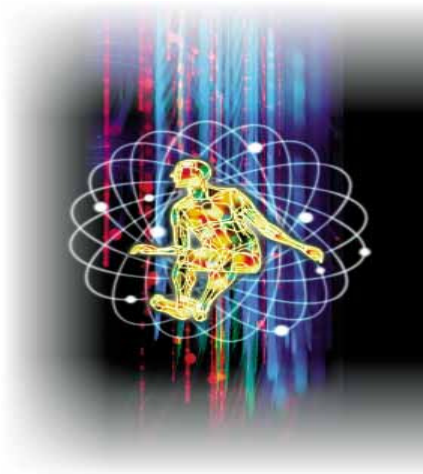
**How do we embed futures thinking into organisations?**



# AN EVALUATION OF PRACTICE

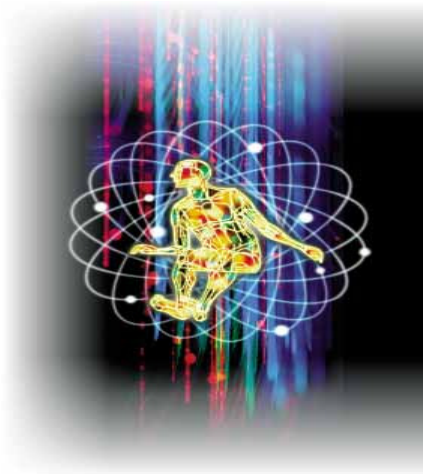
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- **Purpose**
- **Participants**
- **Process**
- **Method**
- **Implementation**



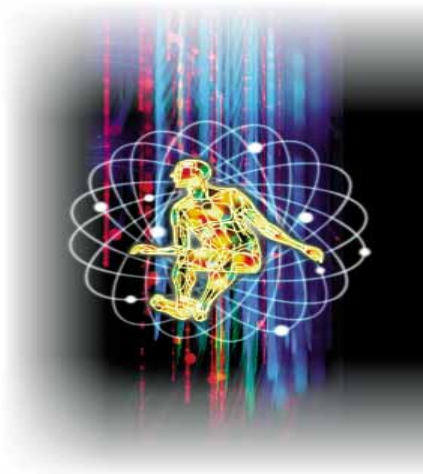
## **PURPOSE**

- **Foster Client Comprehension**
- **Establish Clear Goals**
- **Connect With Strategic Planning**
- **Resolve Whether Learning or Planning**
- **Decide Target Audience**
- **Determine Issues and Topics**
- **Pose Pertinent Strategic Question**
- **Develop Shared Vision**
- **Create Common Language**
- **Remember Not Prediction**



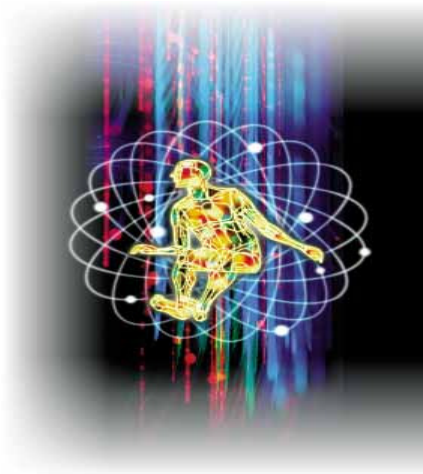
## **PARTICIPANTS**

- **Gain Management Support/Involvement**
- **Include Decision-Makers at Outset**
- **Take Care in Team Selection**
- **Include Diverse Interest Groups/Key Actors**
- **Take Testimony From Experts**
- **Introduce ‘Remarkable’ People**
- **Choose Experienced Facilitators**
- **Use Consultants Prudently**
- **Select Right Interviewers/Interviewees**
- **Find a ‘Champion’**



## PROCESS

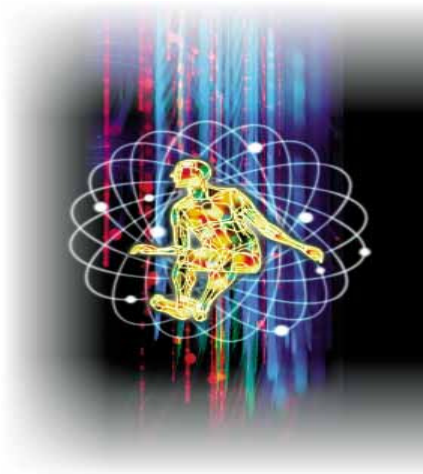
- **Recognise Different Ways of Futuring**
- **Do Not Limit Scope of Exercise**
- **Time and Timing All Important**
- **Establish Links Elsewhere**
- **Be Eclectic**
- **Have Breadth and Depth in Foresighting**
- **Conduct Pilot Study**
- **Hold Induction/Training Workshop**
- **Process Should be Continuous and Cumulative**
- **Do Not Underestimate Amount of Work**



## METHOD

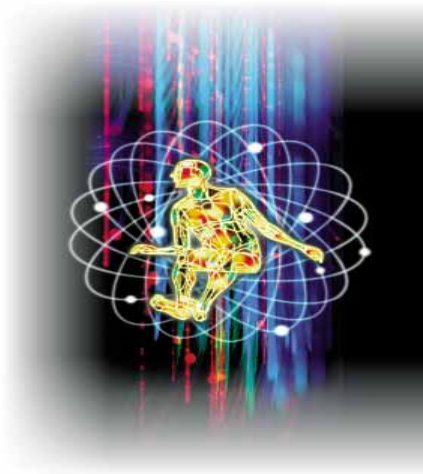
- **Employ Recognisable Formal Method**
- **Decide Inductive or Deductive Approach**
- **Conduct Environmental Scanning**
- **Appreciate Brainstorming at Heart**
- **Pay Heed to Strategic Conversations**
- **Have Awareness of Value of Metaphor**
- **Anecdotes/Aphorisms Helpful**
- **Invoke Feeling of Crisis**
- **Arrange Special Forms of Presentation**
- **Concentrate on Pivotal Uncertainties**





## **IMPLEMENTATION**

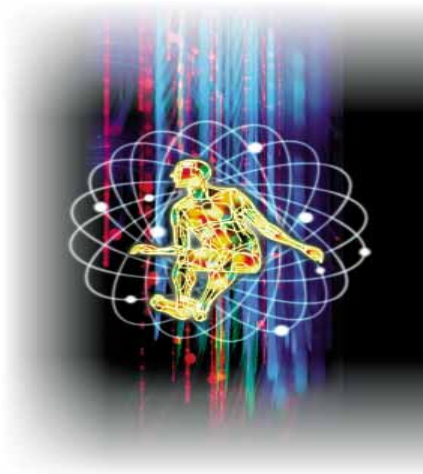
- **Determine Responsibility For Action**
- **Make Recommendations Simple and Relevant**
- **Demonstrate Feasibility of Recommendations**
- **Appreciate Value of Other Informal Results**
- **Connect Costs and Benefits**
- **Devise Set of Indicators**
- **Be Innovative in Presentation**
- **Provide Proper Framework for Results**
- **Be Aware Success Hard to Pinpoint**
- **Gain Support**



# **EMBEDDING FUTURES THINKING**

## ***Five Most Important Ingredients***

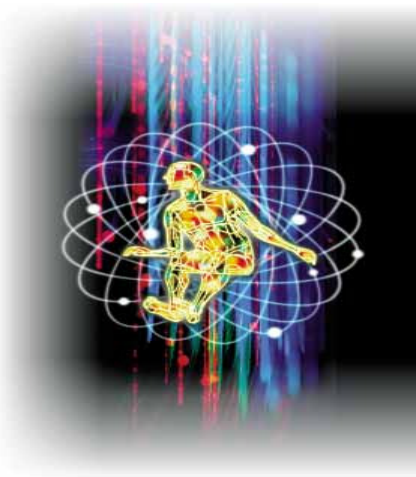
- **Continuous Environmental Scanning**
- **Link to Strategy and Outcomes**
- **Invocation of Crisis**
- **Commitment of Leadership at All Levels**
- **Delivering Competitive Advantage**



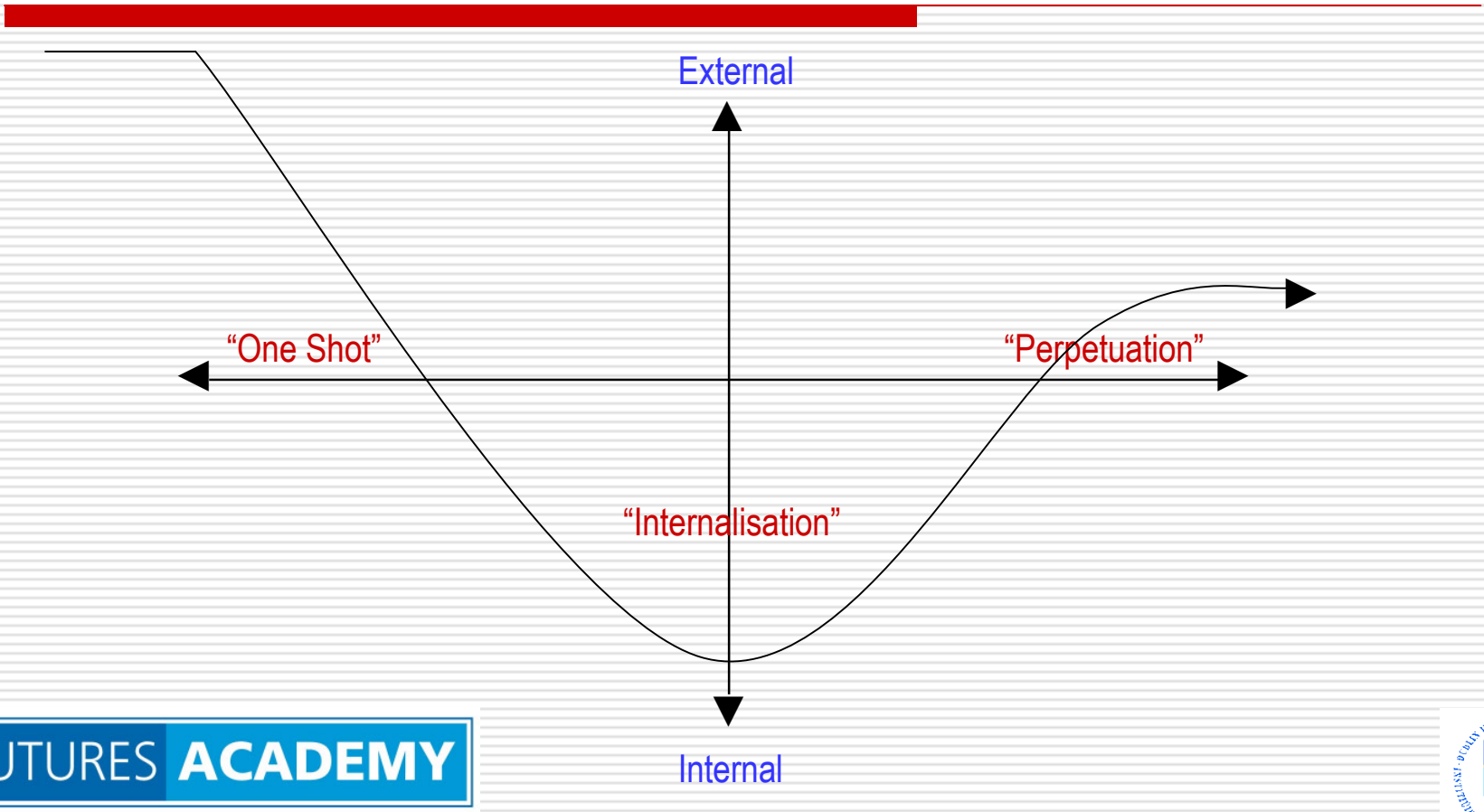
# **EMBEDDING FUTURES THINKING**

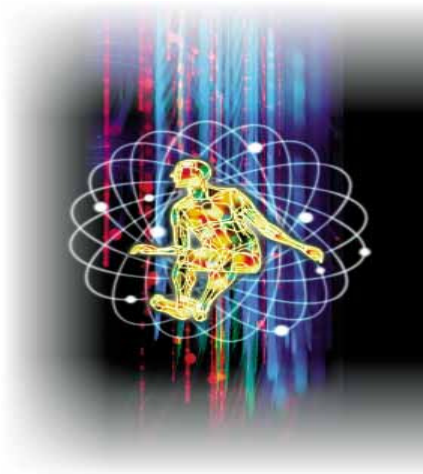
## ***Five Greatest Obstacles***

- **Overcoming Resistance to Change**
- **Convincing Organisations that Long-Term Thinking is Possible**
- **Extracting Organisations Away From a Reliance on Facts and Prediction**
- **Building an Understanding of What Futures and Foresight Can Accomplish**
- **Remembering Why Futures Practitioners Are There**



# Recourse to Futures Expertise in Organisations





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**“Therefore hold to the things which are reliable.**

**Look to simplicity; embrace purity.**

**Lessen the self : diminish desire”**

**[Tao Te Ching]**