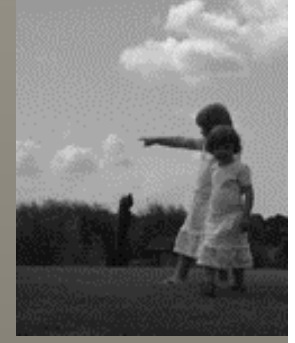


**Studiedienst**

van de Vlaamse Regering - **SVR**

**Research Centre**

of the Flemish Government - **SVR**



## Interactions between foresight and decision-making

Peter De Smedt

March 2015



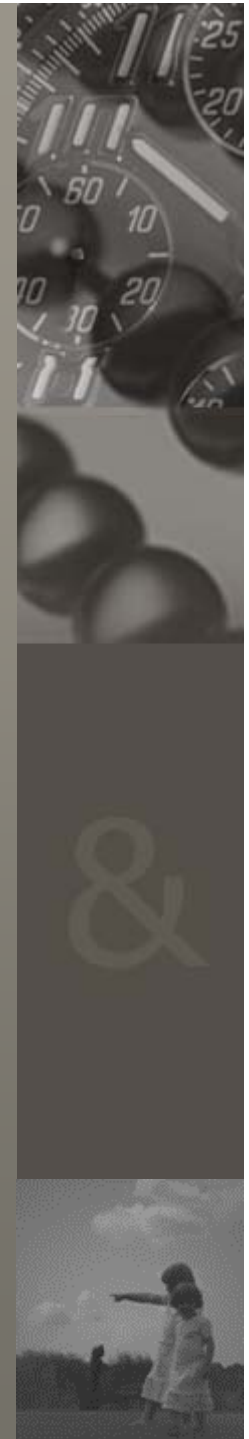
**Background:** environmental research on Ecological System Analyses (KU Leuven, BE)

**Professional challenge:** connecting science & policy in domains such as Integrated Water Management, Sustainable Development, Transitions and Innovation

## Experience

- > 15 y on a broad range of regional and EU research projects involving foresight, integrated and impact assessment
- **working together with experts and stakeholders towards achieving a common understanding on non-sustainable trends, offering scenarios and integrated solutions to support policy-makers.**

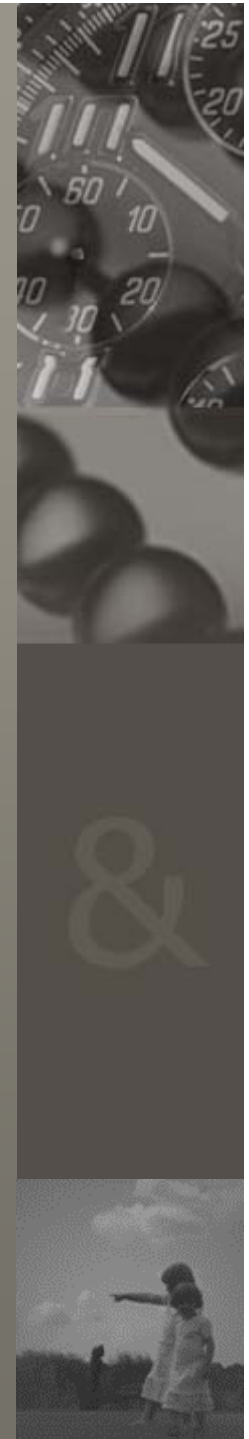
*Contact: [peter.de-smedt@ec.europa.eu](mailto:peter.de-smedt@ec.europa.eu)*



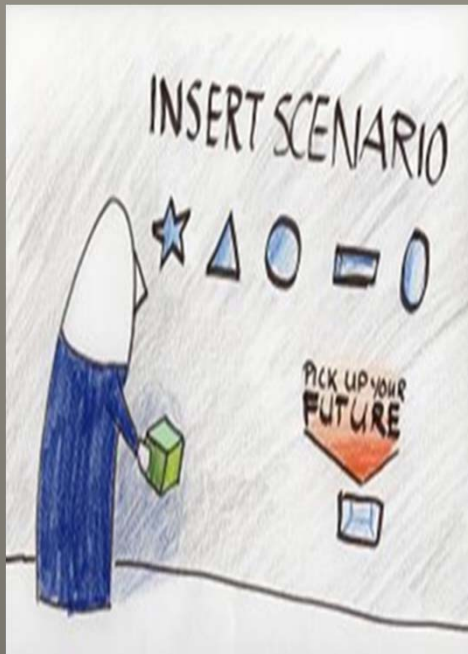


## Overview

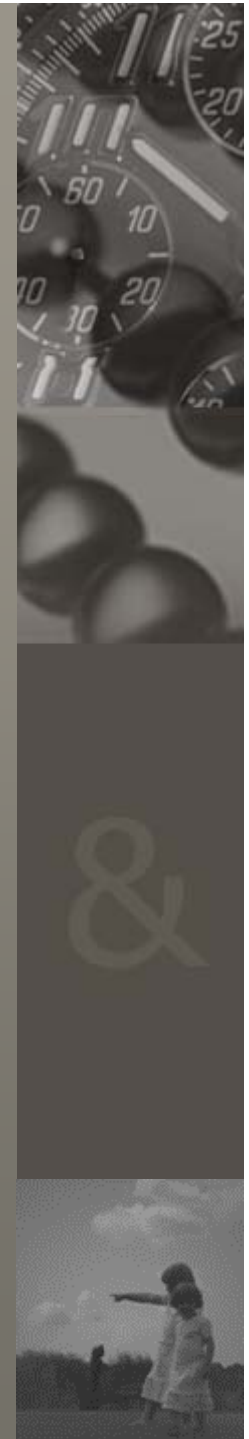
1. Why using the future?
2. What is Foresight
3. Underpinning policy making
4. Current work



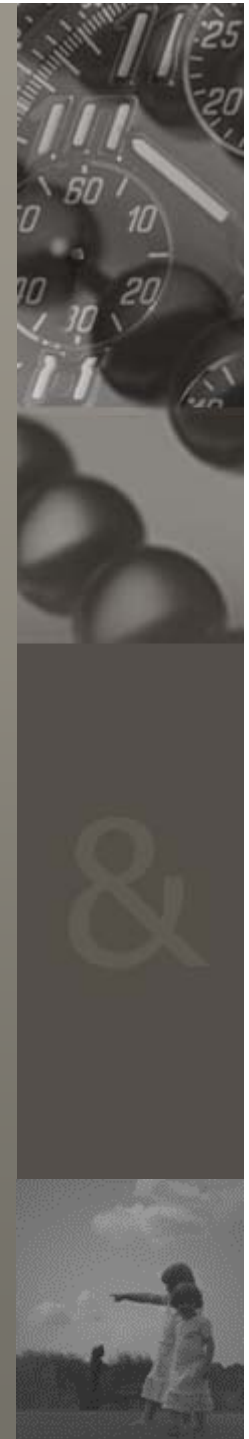
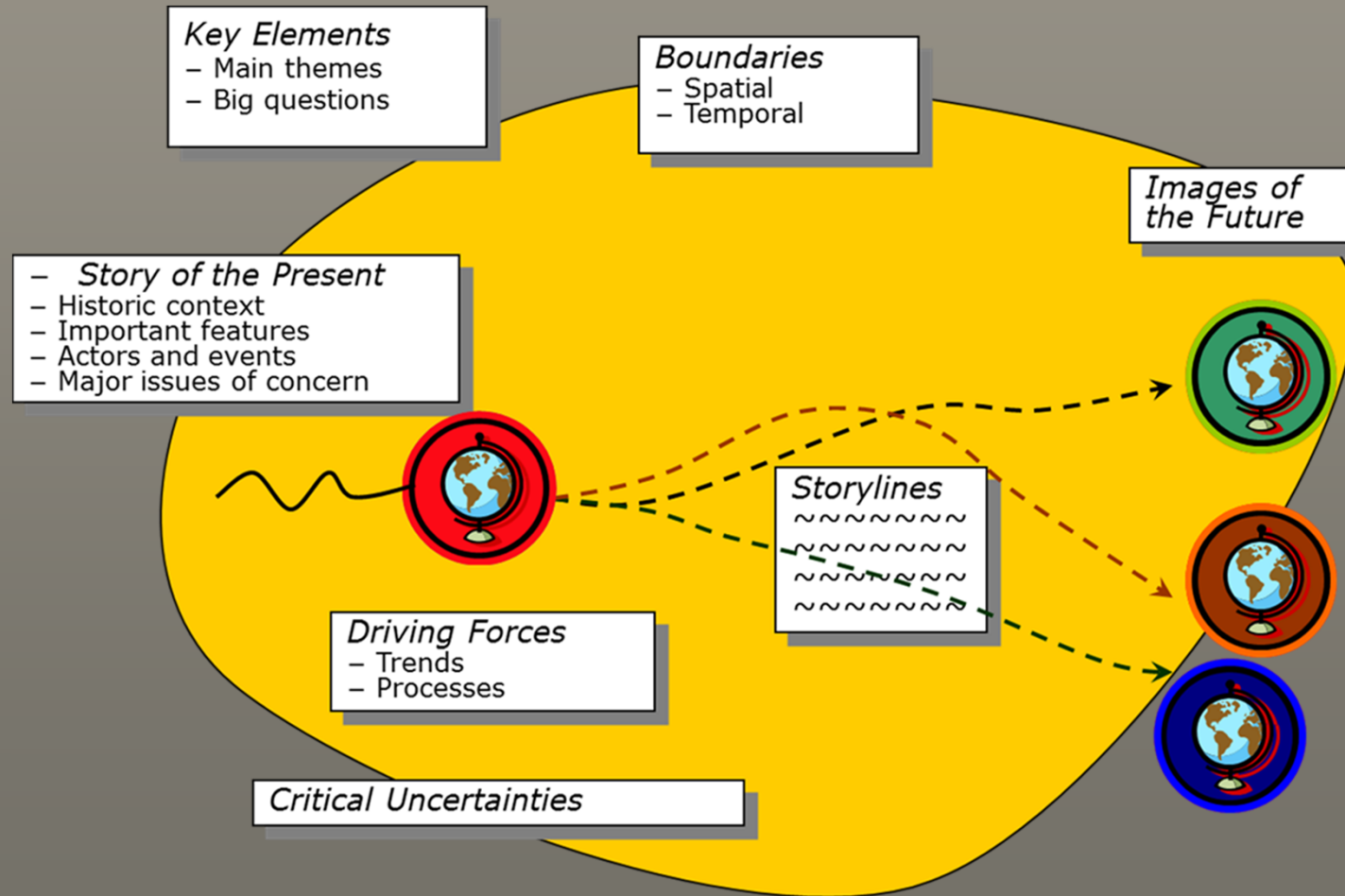
# 1. Why using the future?



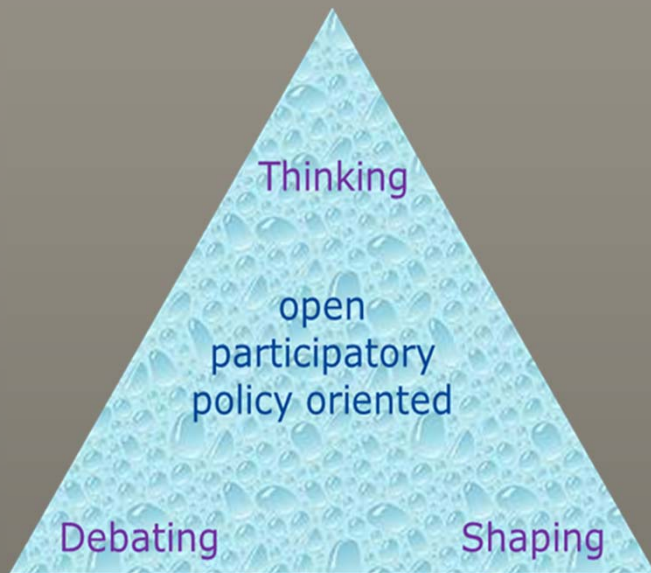
- ✓ helps to get out from present day concerns
- ✓ helps to go beyond the current mainstream thinking
- ✓ helps to look for opportunities
- ✓ better anticipate the challenges that shape the future
- ✓ supports creativity for today's strategies and actions



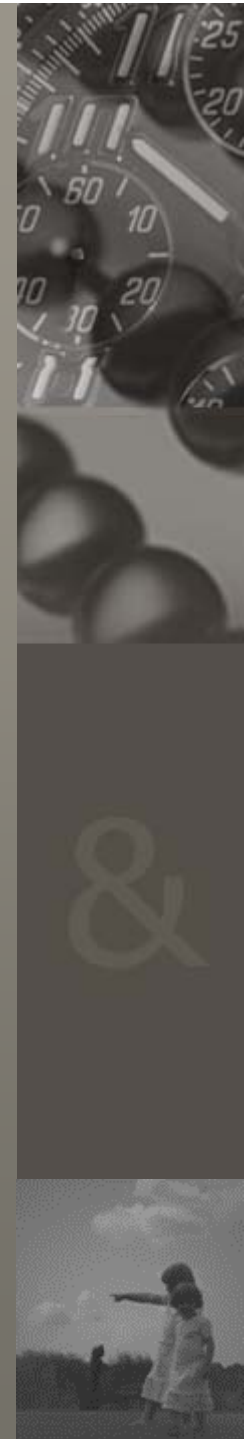
# 1. Why using the future?



## 2. What is Foresight

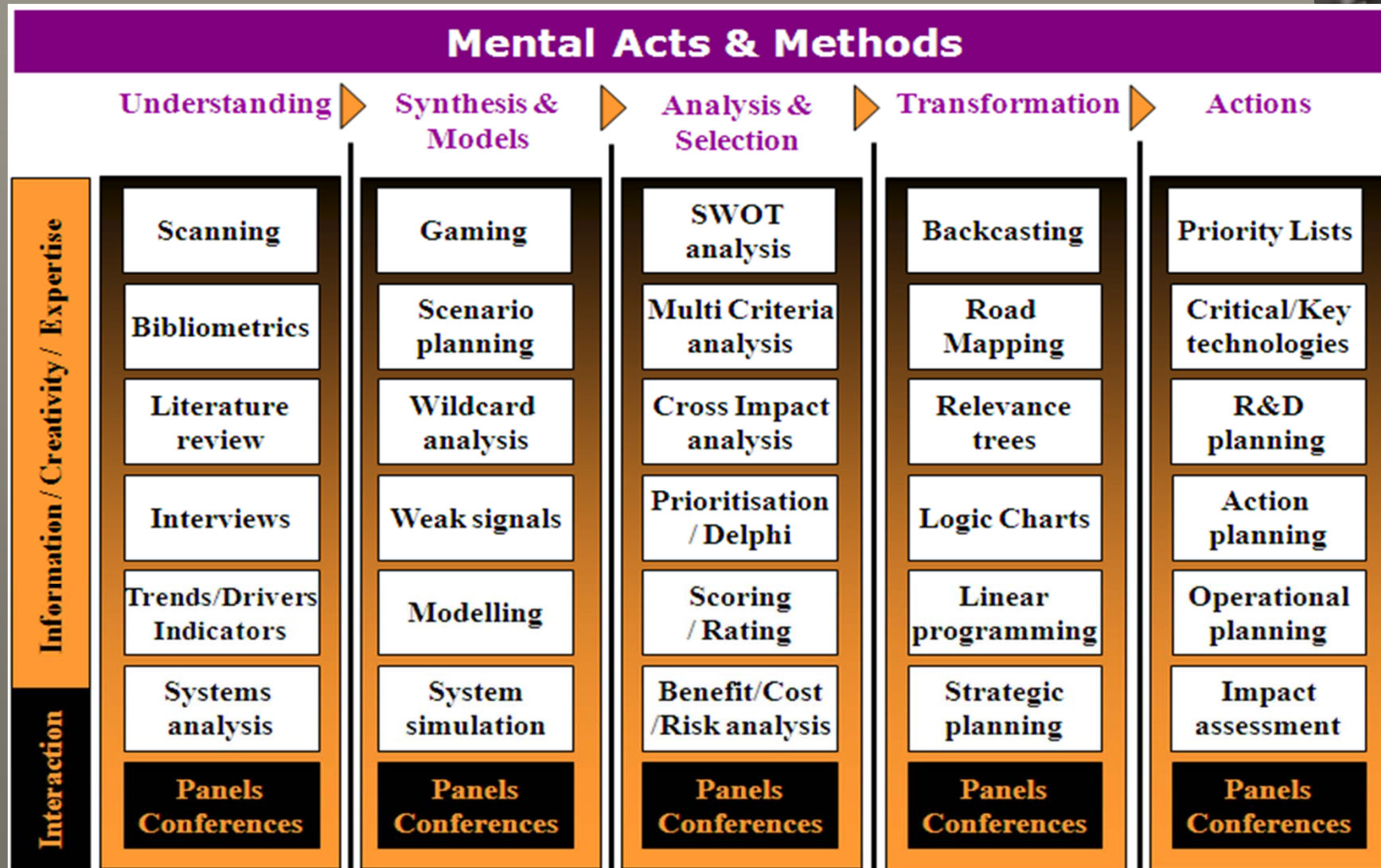


- ✓ does not predict the future
- ✓ complements desk research analyses with structured dialogue
- ✓ enhances future thinking by gathering anticipatory intelligence from a wide range of knowledge sources in a systematic way
- ✓ structures the analyses to ensure the emergence of collective intelligence derived beyond established pathways and links it to today's decision making





## 2. What is Foresight

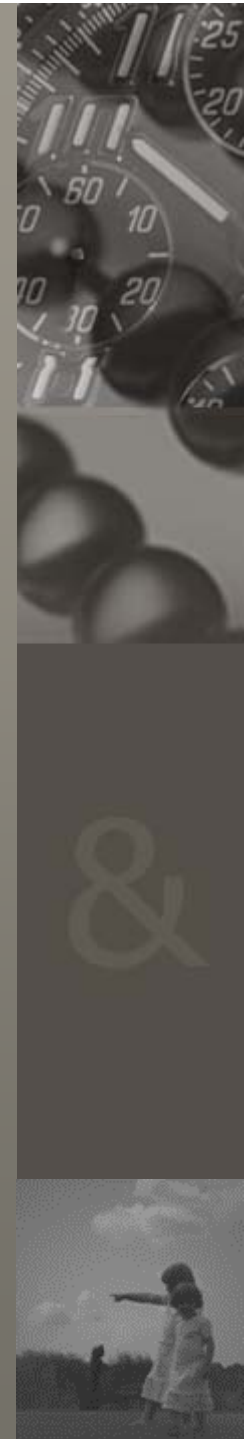


### 3. Underpinning policy making

**Contributors decision failure** (Nutt, 2004; De Smedt, 2013)

- ▶ Bounded rationality (limits to human capacity)
- ▶ Neglecting internal change (hidden information)
- ▶ Stickiness and friction of knowledge (transfer and interaction costs)
- ▶ Mental models (framing reality)

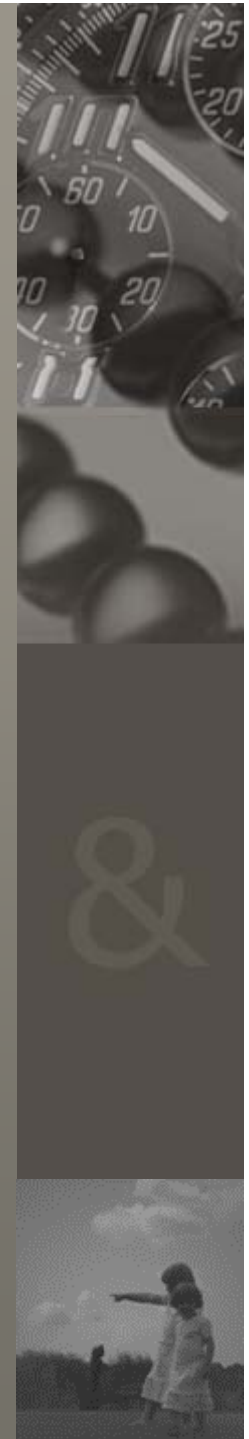
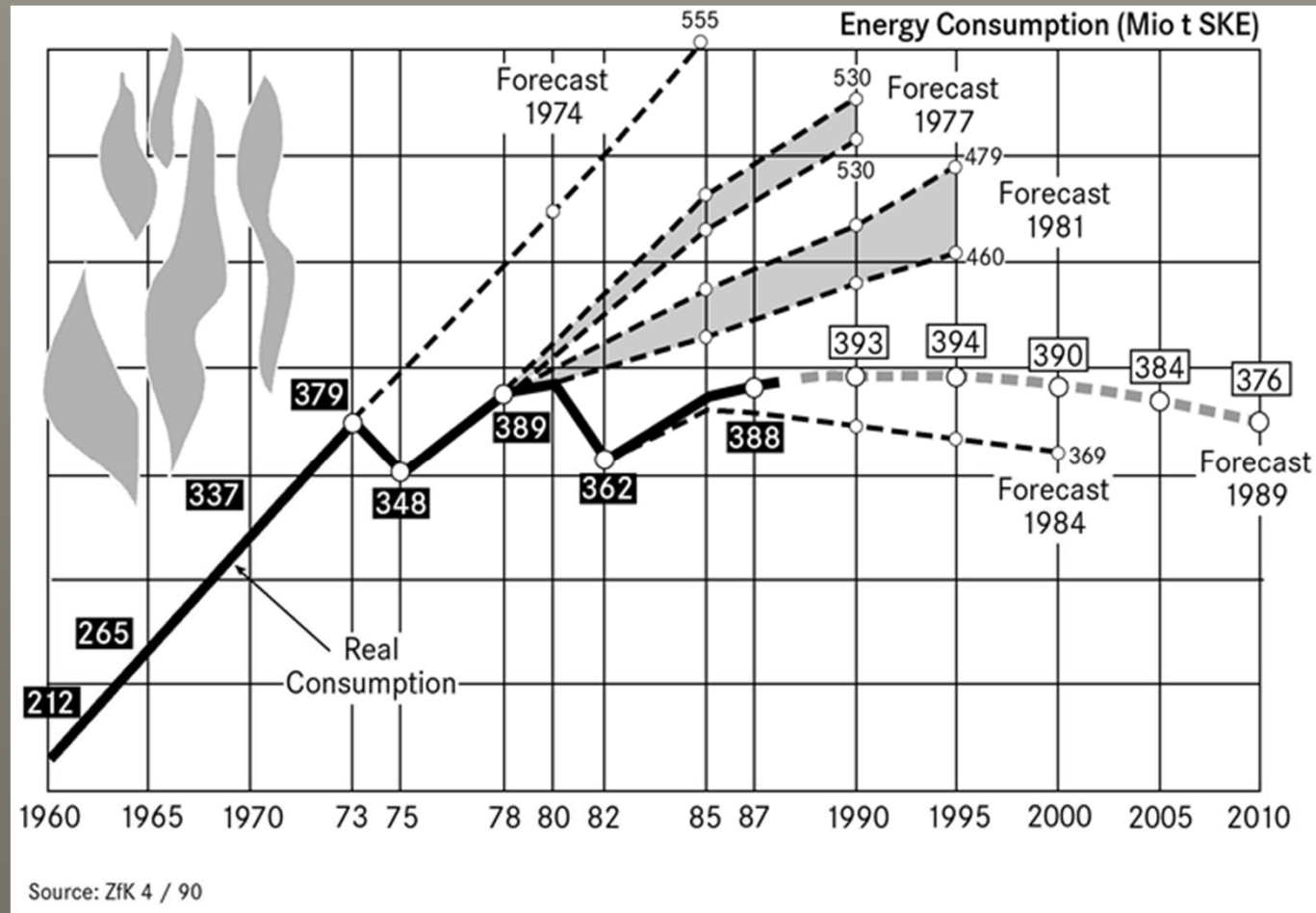
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### 3. Underpinning policy making

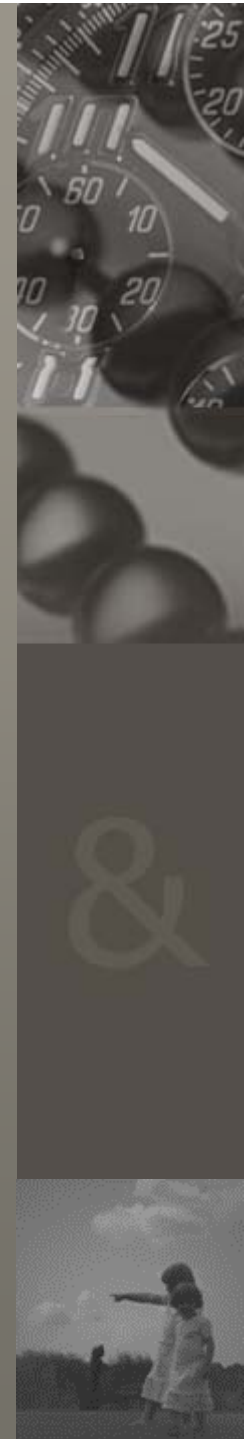
#### Limits to expert knowledge



### 3. Underpinning policy making

Guiding questions for assessing the effects of foresight:

- ✓ How can foresight present a window of opportunity to effectively drive policy decisions?
- ✓ How can foresight enhance the legitimacy for policy action and the trustworthiness of the decision-makers?
- ✓ How can foresight provide evidence to decision-makers empowering the stakeholders involved?



# 4. Current work

## SVR Research Centre

**Studiedienst van de Vlaamse Regering**

Start | Cijfers | Publicaties | Enquêtes | Onderzoek | Monitoring | Methoden en Technieken

M&T Publicaties  
SVR-opleidingen  
Toekomstverkenningen  
Helpdesk

### Methoden en technieken

De methoden en technieken om de toekomst te verkennen zijn zeer divers. Het nadenken over de lange termijn kan op verschillende manieren vorm krijgen. Onderstaande figuur geeft een overzicht van veel gebruikte technieken. De technieken zijn gerangschikt volgens twee dimensies, namelijk aanpak en motivatie. Is het eindresultaat belangrijker dan het proces, dan spreekt men bij motivatie over resultaatgericht. Is het onderliggende proces om te komen tot het resultaat belangrijker, dan spreekt men bij motivatie over procesgericht. Aanpak heeft te maken met de manier hoe de verkenning wordt uitgevoerd. Bij intuïtieve technieken staat visievorming en creativiteit centraal. Bij formele technieken staat een analytische uitwerking gebaseerd op feitenmateriaal en data centraal. In de praktijk zal een techniek zich ergens situeren binnen de variaties van de twee dimensies.

<http://www4dar.vlaanderen.be/sites/svr/Methoden/Pages/toekomstverkenningen.aspx>

## 4. Current work

### Joint Research Centre (EC)

4 foresight studies over the last 2 years

- Industrial standards
- Diets and health
- Food security
- Eco-innovation & transition to a sustainable economy

5<sup>th</sup> edition Future oriented Technology Analysis (FTA) conference <https://ec.europa.eu/jrc/en/event/site/fta2014>

Networking (Government Foresight Network - GFN)

