

7th & 8th of June 2011
Vienna, Institut
Français de Vienne,
Palais Clam-Gallas

Foresight in public research organisations

An instrument for strategic planning and public policy building

Foresight in public research organisations



Why „Foresight“ ?

- Growing demand for anticipatory and strategic approaches to decision-making, due to
 - Acceleration of the pace of change in science and society
 - Growing interdependence and international networking leading to a high degree of complexity
 - Limits to established forms of long-term planning in the face of complexity, ambiguity and uncertainty of the future
- Applies to government policy as well as to strategies of individual organisations
 - Public Research Organisations operate at the interfaces between government, industry and science

Key principles of foresight

- Thinking, debating and shaping the future
 - The future cannot be predicted, but is open and malleable
 - *Scenarios and adaptive strategies for exploring multiple futures*
 - Widening the range of future perspectives
 - *Participatory approach to enable communication with actors, stakeholders and society*
 - Going beyond analysis and exploration and moving towards action
 - *Mobilising actors and generating commitment*
 - Amplify the influence on the direction of change
 - *Coherent and coordinated action of individual actors*
 - Need for shared orientations and visions
 - *Integration of diverse perspectives and transparency of conflicts*
- Using a broad spectrum of methods

Geographical and organisational scales

Global networks

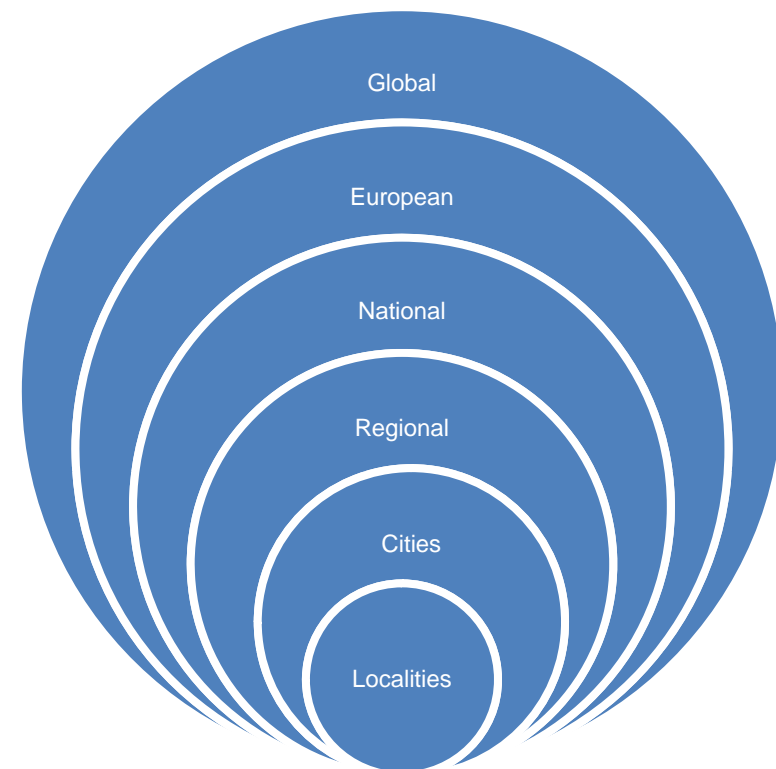
Millenium Project
Unido Technology Foresight Initiative

Sectors and themes

„Sectoral Innovation Foresight“ – DG ENTR
“FISTERA : Foresight on Information Society Technologies in the European Research Area” – DG INFSO

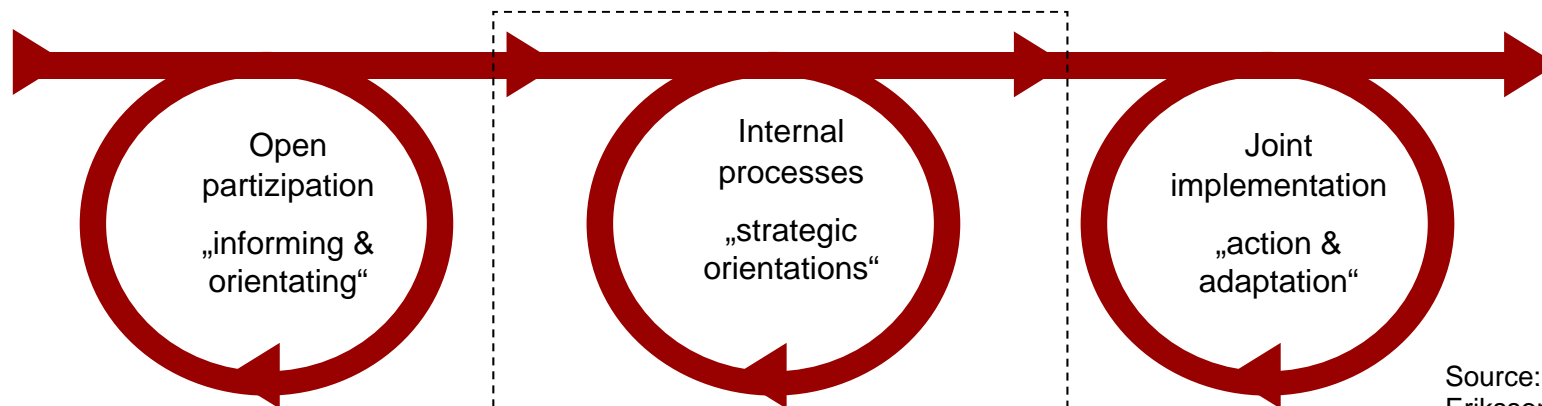
Individual firms

Corporate foresights



From Collective to Strategic Action - Adaptive Foresight

- Interplay between collective and single-organisation foresight
- Importance of a forward-looking culture for absorbing foresight results
 - Collective foresights can be effective to the extent that a forward-looking culture is in place
- Using different methods along the phases
 - Exploratory phase: collective visions, scenarios
 - Organisation-centred phase: internal processes in individual organisations
 - Joint implementation phase: roadmaps and commitments



Source: adapted from Eriksson & Weber (2008)

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Agenda Day 1: June 7, 2011

– 10:30 Opening

- Raoul Mille, Institut Français
- Nicolas de Menthière, CEMAGREF
- Matthias Weber, AIT

Foresight in public research organisations

11:00 Session 1:

Foresight in public research organisations: An instrument for their strategic planning

- Torsti Loikkanen: VTT, Finland
- Lothar Behlau: Fraunhofer-Gesellschaft, Germany
- Sandrine Paillard: INRA, France

Moderator: Karl-Heinz Leitner, AIT

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13:00 – 14:00: Lunch



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14:00 Session 2:

Foresight as an instrument for research priorities identification

- Michel Griffon: French National Research Agency
- Fabiana Scapolo: European Commission
- Carole Moquin-Patthey: European Science Foundation

Moderator: Nicolas de Menthière, CEMAGREF

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16.00 Session 3:

World Café „Organising Foresight“



1. Translation of foresight results within an organisation	Room 3 (left side)	Karl-Heinz Leitner
2. Translation of foresight results external to an organisation	Room 2 (right side)	Matthias Weber
3. Expectation management: how to involve external stakeholders?	Room 2 (right side)	Eric Vindimian
4. Education and training for foresight	Room 3 (left side)	Susanne Giesecke
5. Research needs on foresight	Room 4 (far left side)	Dirk Johann

Foresight in public research organisations

Introduction	16:00
Round 1	16:20
Round 2	16:50
Round 3	17:20
Plenum	17:50



Recapitulating of results on
Day 2, June 8th starting in
the morning 09:00!

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World Café



I' m a Facilitator... What should I do?

- Remain at the table
when others leave and welcome “travellers” from other tables
- Introduce the topic briefly and share key insights from the prior conversation so others can link and use ideas from their respective tables
- Hand the discussion over to the moderator
- Write key insights in the template in your laptop so to be able to summarise highlights for the next morning

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World Café

I' am a moderator ... What should I do?

- Give everybody a change to briefly present themselves and present yourself as well
- Encourage people to share and connect ideas and to listen to others
- Try to give each of the questions fair attention
- Watch time management and make sure all questions can be discussed



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World Café

All Dialogue Partners

Have fun!



- Chose a topic of your interest - pick a table where most people are not familiar
- Focus on what matters
- Contribute your thinking
- Draw - writing on the paper on the boards is encouraged
- When the bell tolls move to another table - meet different people
- Report discussion from previous table

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18:00 First impressions from Day 1

- Thierry Gaudin: President Prospective 2100

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18:15 End of Day 1

19:00 Joint evening at the Heurigen
„Am Reisenberg“



Weingut am Reisenberg
Oberer Reisenbergweg 15
A-1190 Wien



- Take the **tramway 38** (direction Grinzing) to stop “Grinzing”
- Change from tramway 38 to **bus 38A** (direction “Wagenwiese”) to “Oberer Reisenbergweg”
- Go 300 meters from station “Oberer Reisenbergweg” to Heuriger
- Last bus from „Oberer Reisenbergweg“ at **23:44** to U4 Heiligenstadt underground station
- Tickets at the front desk provided by Katharina

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Agenda Day 2: June 8, 2011

– 9:00: Coffee

–9:15: Recapitulating Day 1:

Hosts present results of the Foresight Café discussions

Moderator: Karl-Heinz Leitner, AIT



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9:45 Session 4:

Foresight as an instrument for public policy building

- Bruno Héroult: French Food and Agriculture Ministry, France
- Leena Ilmola: IIASA, Austria
- Wolfgang Ritter: Bundesanstalt für Landwirtschaft und Ernährung, Bonn

Moderator: Nicolas de Menthière, CEMAGREF

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– 11:15 Tea and coffee break



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11:45 Session 5:

Foresight as a mediation instrument between science and society

–Mahshid Sotoudeh: Austrian Academy of Sciences/
Institute for Technology Assessment, Austria

Moderator: Susanne Giesecke, AIT

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13:00 Summary

- Domenico Rossetti-Di-Valdalbero,
European Commission

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- 13:30 Farewell Lunch
- 14:30 End of seminar

