Anticipating Change:
Migration and Integration – Europe in 2030

NECE-2016 Conference in Zagreb

11 November 2016

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Workshop Timetable

11:30   Welcome & Introduction to Foresight & Scenario Planning

12:15   Findings of Preparatory Process (Umbuzzo Platform)

13:00   Light Lunch in Workshop Area (Fingerfood)

13:45   **Groupwork I**: Comparing the 2016 and the 2030 STEMPLE-Plus-
         Factors. Any patterns? What is missing? If so: Explanations?

14:30   **Groupwork II**: Key Assumptions Check & Structured
         Brainstorming to challenge current and generate new ideas

15:15   Identification of 4-5 Key Drivers for Multiple Scenario Generation

15:30   Coffee Break

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Workshop Timetable

15:45   Multiple Scenario Generation (MSG)

Tables 'Visegrad', 'Mediterranean', 'Old Continental Europe', 'Nordics, Baltics & UK', 'Wildcards'

16:45   Presentation of Raw Scenarios

Identification of Best Cases, Worst Cases, Surprises, Opportunities

17:15   Development of Scenario Narratives

17:45   Presentation of Final Scenarios

18:15   **Group Work III**: So What? Implications of scenarios for Civic Education?

18:45   Wrap-up, Designation of Rapporteurs & Key Take Aways

20:00   Dinner Reception and Cultural Event

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Personal Introduction

of your right hand neighbour 🖐️

- Current Affiliation

- Home country

- Educational Background

- Expectation/s

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Why Foresight Analysis?

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Unknown Unknowns

There are known knowns – things we know we know.

There are known unknowns – that means: we know there are things we do not know.

But there are also unknown unknowns – the ones we don't know we don't know.

If one looks throughout history, it is the latter category that tends to be difficult.

Donald H. Rumsfeld, Dept. of Defense News Briefing, 12 February 2002

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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

Anticipating Disruptive Change

- VUCA world as challenge for political action

- Scenarios as an instrument to better cope with the VUCA world

- Foresight is not about prediction, it's about anticipation and early action (What if...?)

- Management of the Unknown unknowns

- Aim: Robust action plans for the future and building-up resilience

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

The New York Times

World Awakes to Shock and Uncertainty at Prospect of a Trump Presidency

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

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Foresight Analysis

Definition

- 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

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How to do Foresight Analysis?

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.

Scenario Design

Definition

A scenario is a depiction of a plausible future situation. It includes a narrative of the trajectories and development which lead us there.

Explanation

There are different techniques to produce scenarios. We also differentiate between different kind of scenarios (normative, explorative, action-oriented).

Linear Projection: Cone of Plausibility

Reference Year

A1 CO_2 emissions without cut
B1 CO_2 emissions with cut
A2 4 C temperature increase
B2 1 C temperature decrease

a

b

Intervention I:
COP21 / UNFCCC
Agreement

Intervention II:
COP37 / UNFCCC
Agreement

Intervention III:
COP81 / UNFCCC
Ban on Coal

1990   Dec. 2015   2050   2100
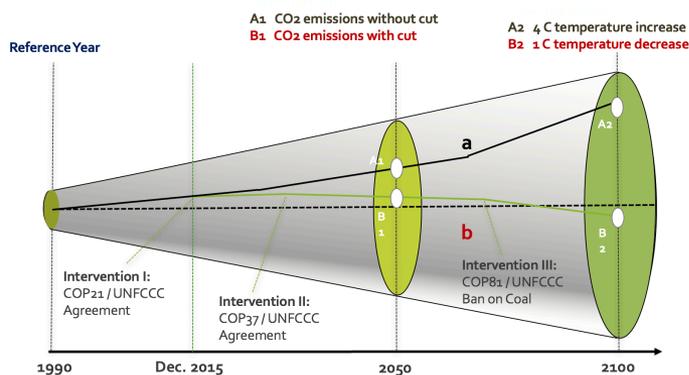
Regional Scenarios for MENA region in 2040
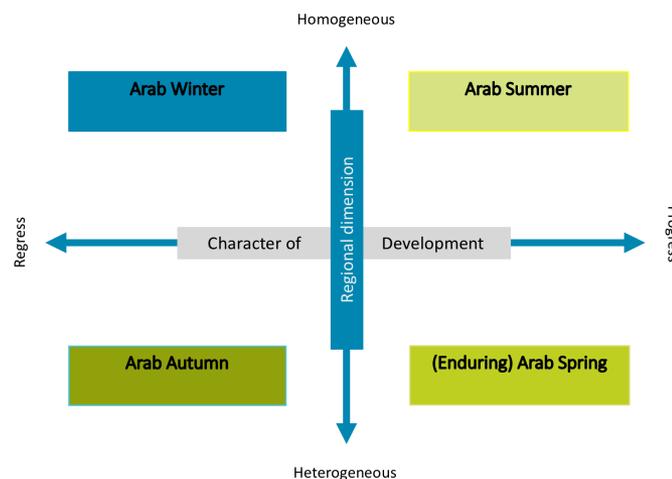
Homogeneous

Arab Winter

Arab Summer

Regress

Character of   Development

Regional dimension

Progress

Arab Autumn

(Enduring) Arab Spring

Heterogeneous

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Herman Kahn, RAND Corporation (US)
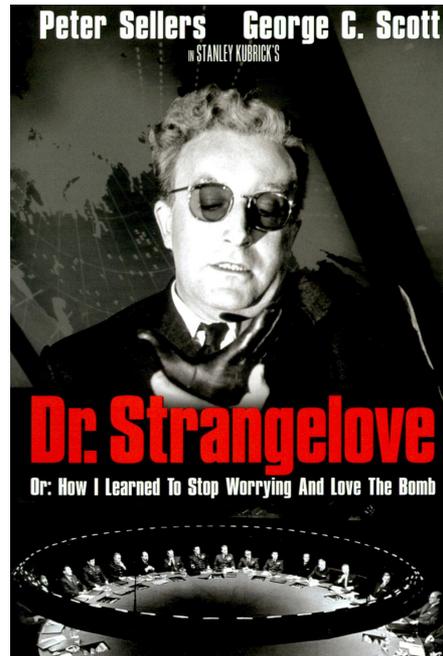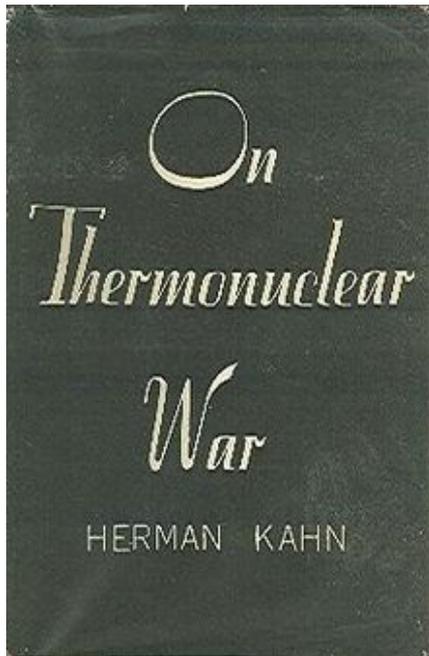
Dennis L. Meadows, The Limits of Growths (US)
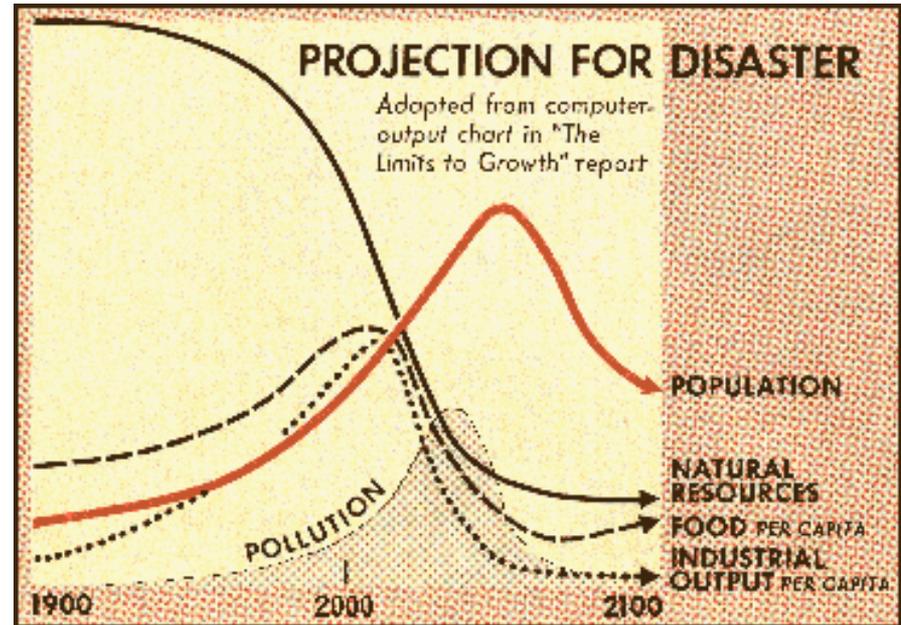
PROJECTION FOR DISASTER

Adopted from computer-output chart in "The Limits to Growth" report

POPULATION

NATURAL RESOURCES

FOOD PER CAPITA

INDUSTRIAL OUTPUT PER CAPITA

POLLUTION

1900   2000   2100

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Pierre Wack, Royal Dutch / Shell (UK)

Crude Oil Prices since 1861
— nominal   — real (2014 USD)
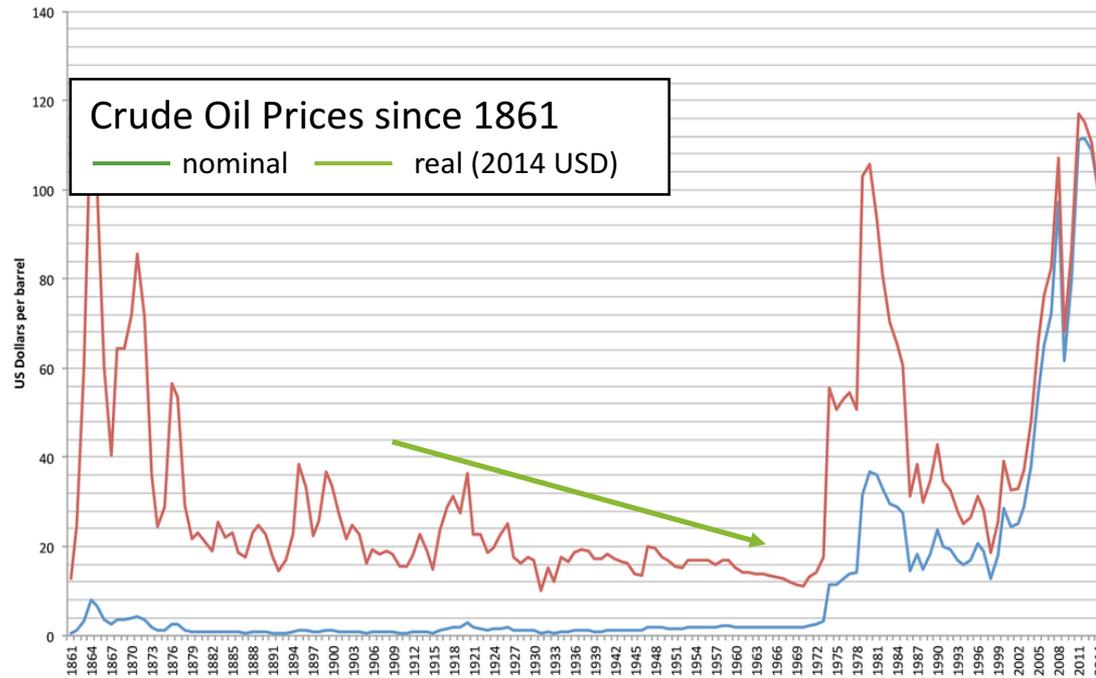
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Adam Kahane, Mont Fleur Scenarios (SA)
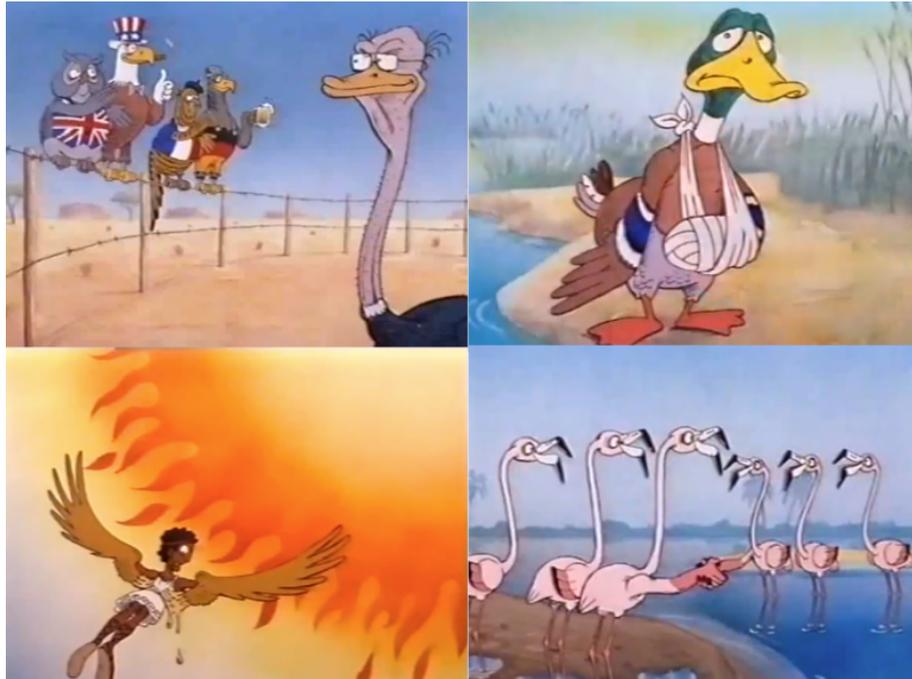
Post-Mortem: Scenario Reconstruction
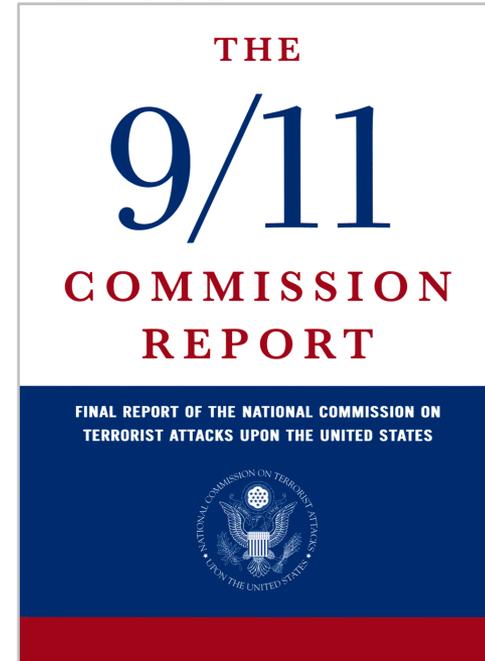
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Nassim Nicholas Taleb, The Black Swan
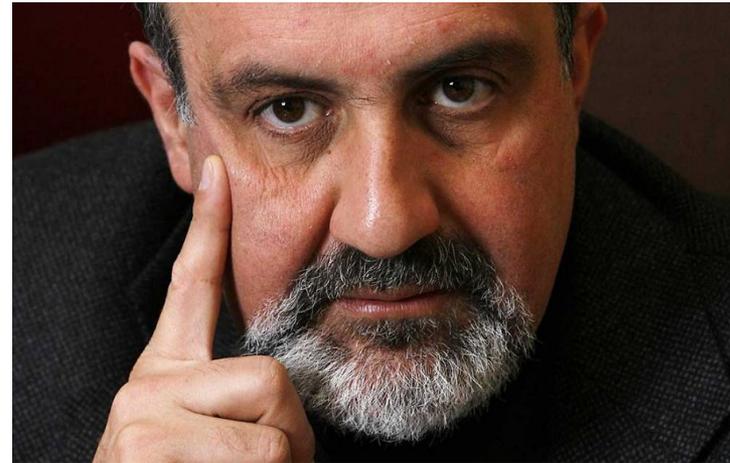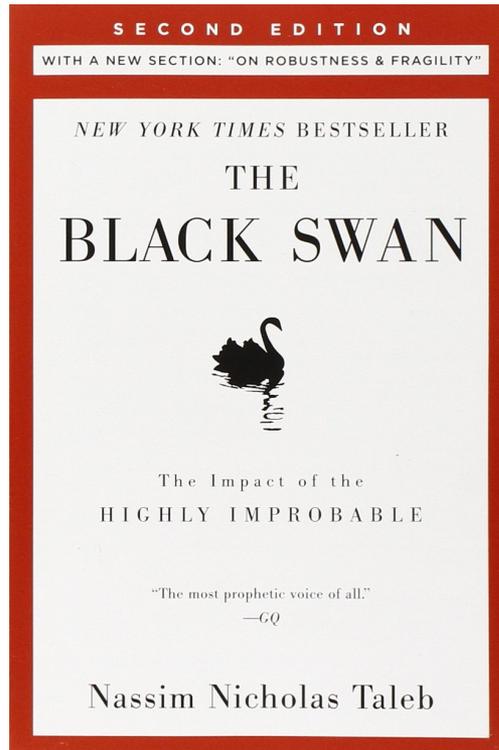
Minority Report & Day After Tomorrow
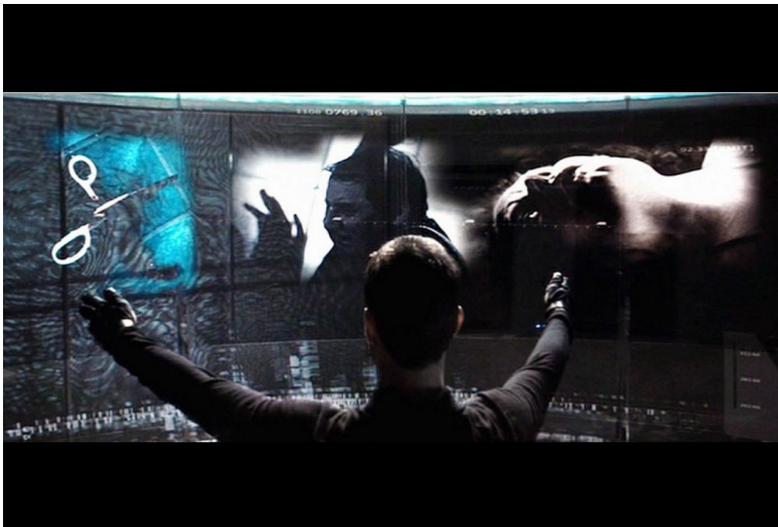
What has not been imagined
will not be foreseen in time.

Peter Schwartz, The Art of the Long View

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Cognitive Biases & Intuitive Traps

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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 that the future is a linear projection of the past

- Our brains are not programmed to think systematically about what the future will bring

- Our brains are framed, they fall victim to cognitive biases and intuitive traps

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Cognitive Biases

Common Cognitive Biases & Intuitive Traps

Examples of

Cognitive Biases

- Anchoring Effect

- Confirmation Bias

- Groupthink

- Premature Closure

Examples of

Intuitive Traps

- Assuming a Single Solution

- Expecting Marginal Change

- Lacking Sufficient Bins

- Over-interpreting Small Samples

- Ignoring Inconsistent Evidence
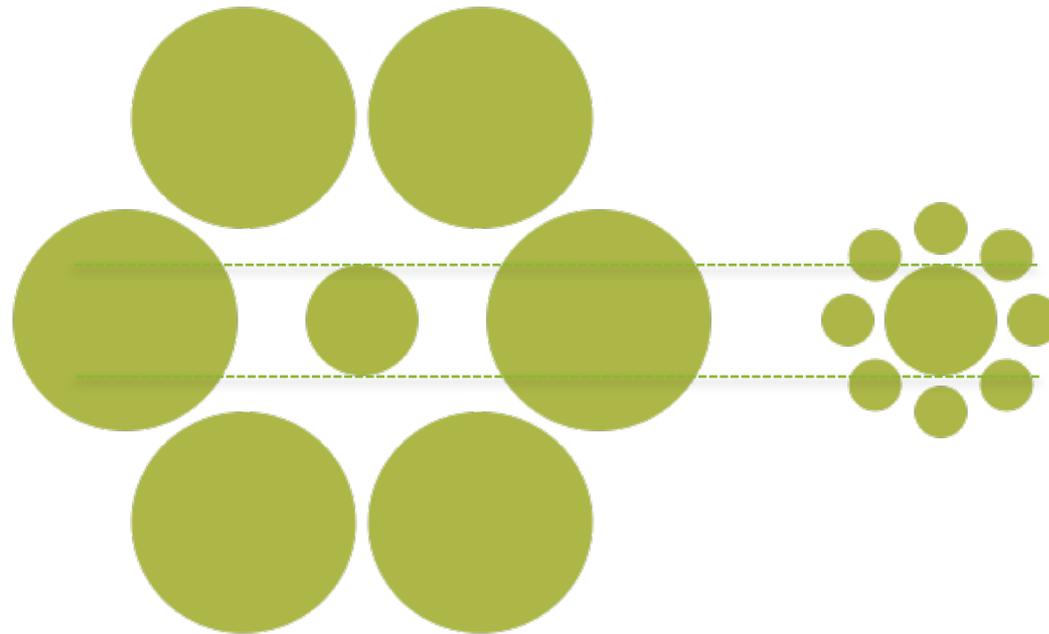
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Visual Framing / Optical Illusions

Visual Framing / Optical Illusions
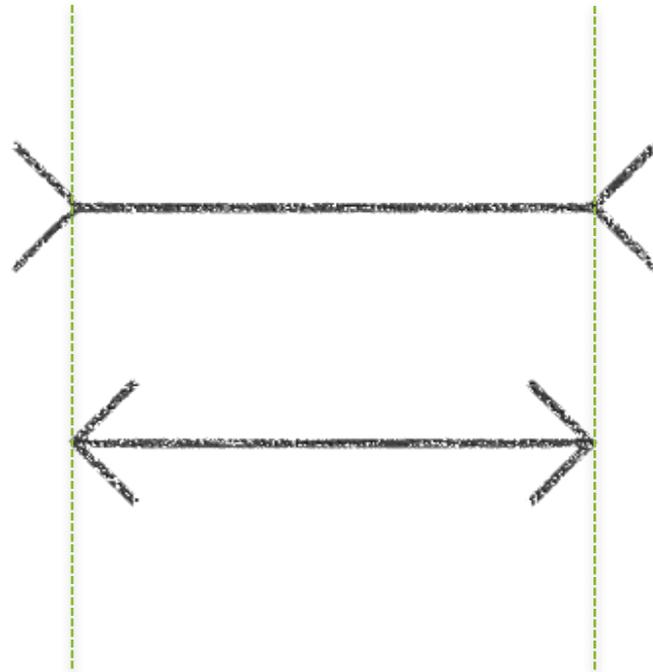
Our Cognitive Limitations

"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.

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Cognitive Biases

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

- The nature of one's up-bringing / Type of personality

- Ingrained analytic mindset / Training or education

- Group Think

- Anchoring Effect

- Professional experience (Déformation professionelle)

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Groupthink
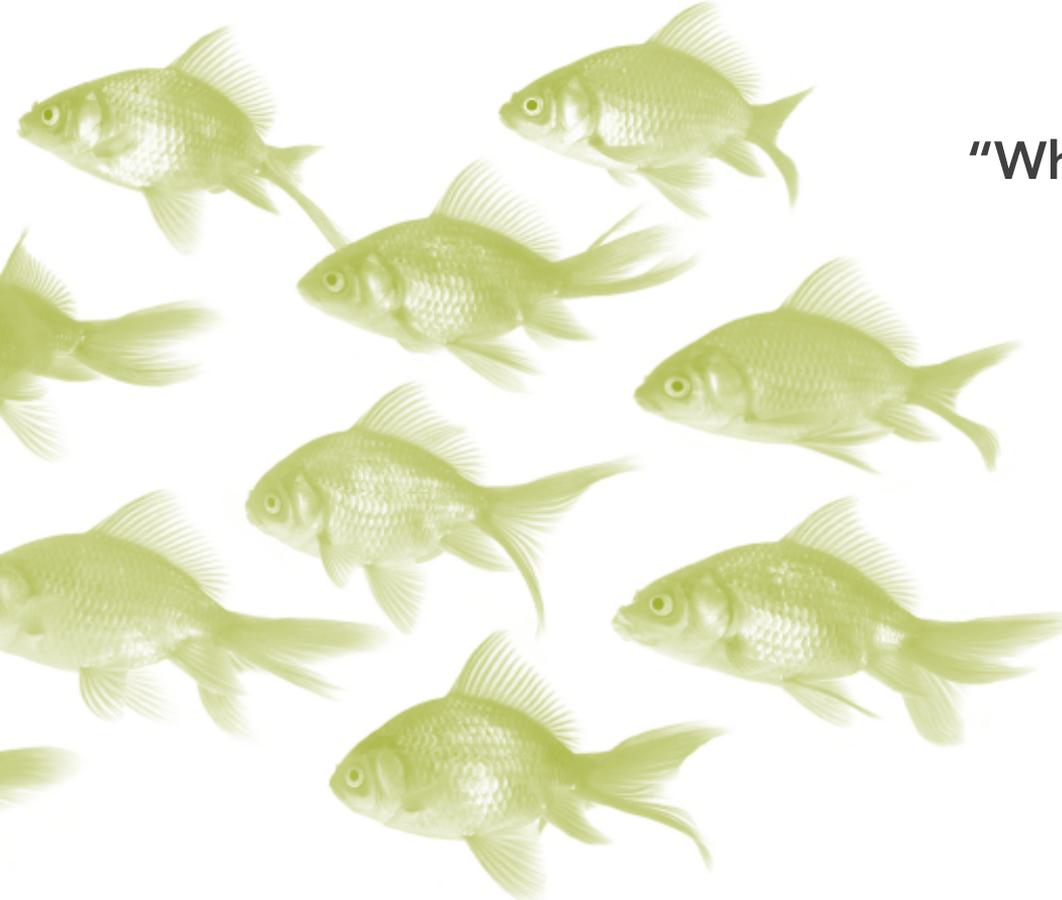
"When all think alike ..."

"... no one is thinking."

Walter Lippmann

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Confirmation Bias

"People almost always find what they are expecting to find

if they allow their expectations to guide their search."

Bart D. Ehrman

Mirroring & Anchoring
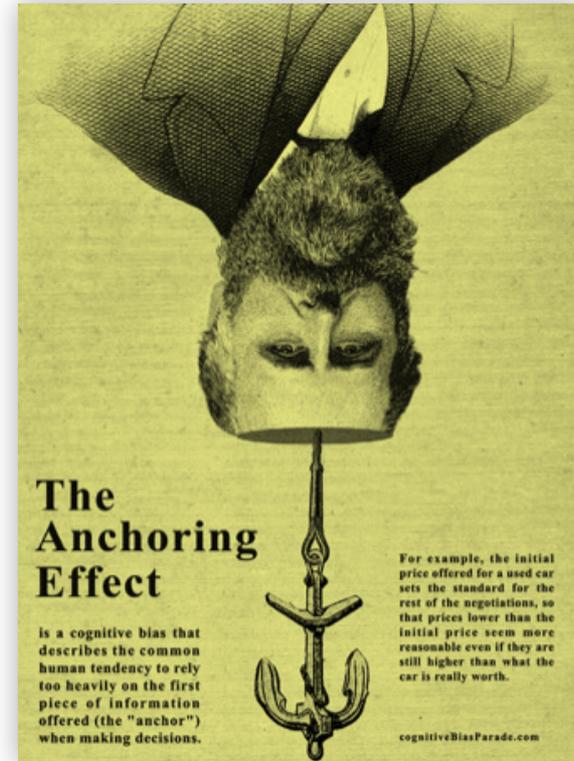
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Mental Maps
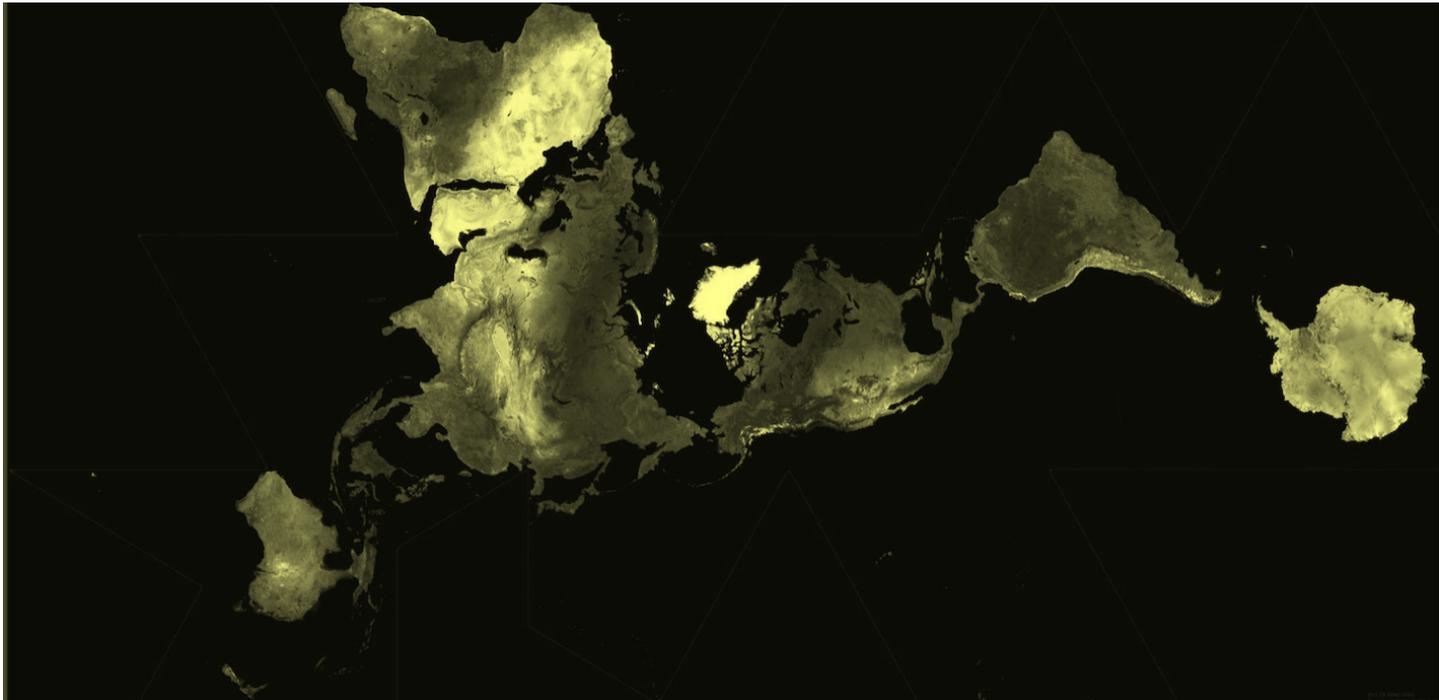
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Further Readings on Cognitive Biases
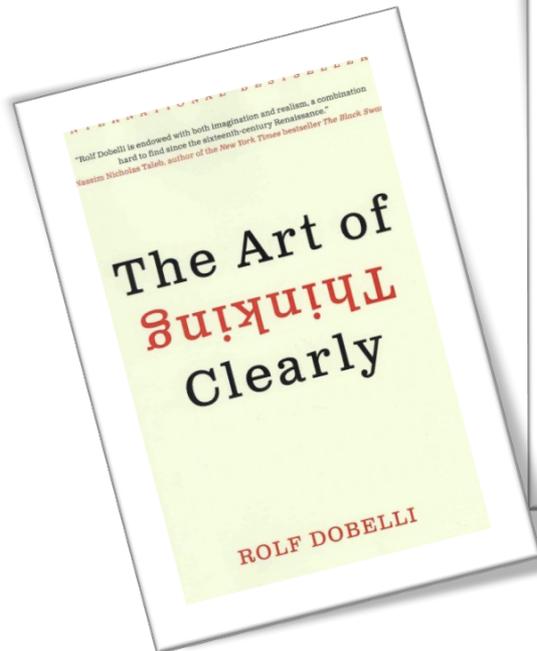
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Intuitive Traps

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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

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Correlation ≠ Causation

Lacking Sufficient Bins

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

Russian Proverb

Thinking Fast and Slow

System-1
Fast Thinking

- intuitive

- often unconscious

- 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

Structured Analytic Techniques (SAT)

Analysts use SAT to overcome Cognitive Biases & Intuitive Traps:

- 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

System-2-Thinking to overcome analytic biases inherent in System-1-Thinking.

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Toolbox for System-2-Thinking

System-1-Thinking

System-2-Thinking

Known Data

Unknown Data

Intuitive Judgment

(Traditional Analysis)

Qualitative

Critical Thinking

- 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

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Further Reading
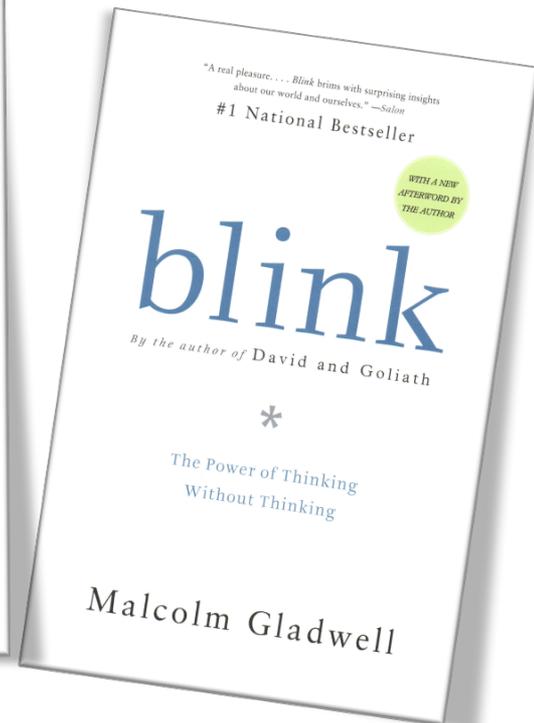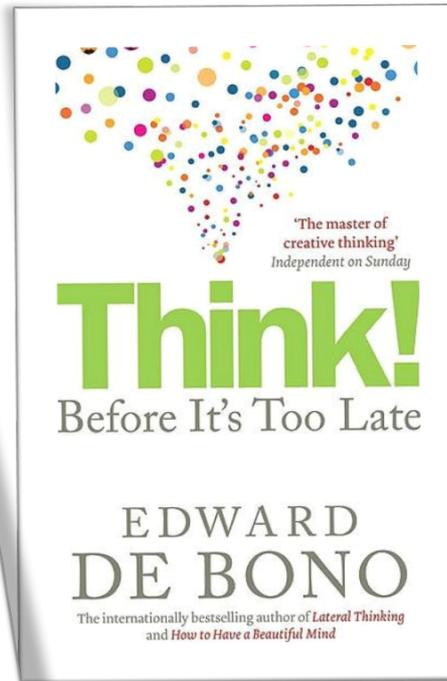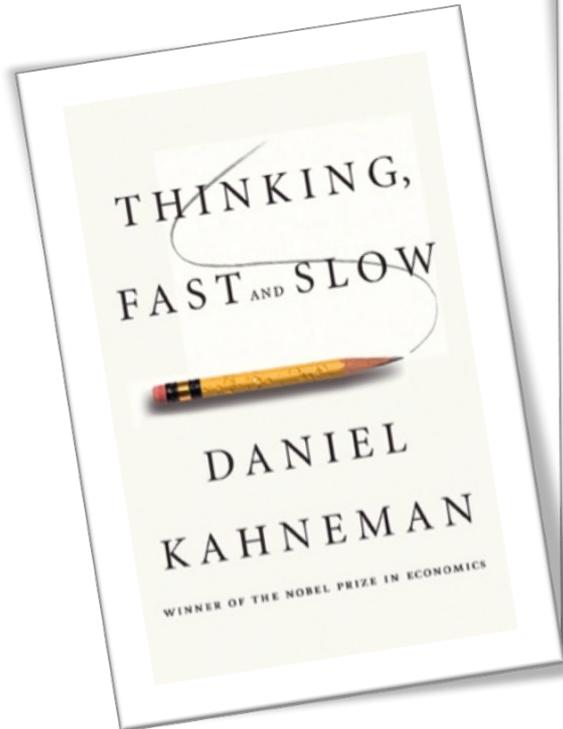
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Umbuzoo:
The Preparatory Process

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Level of Foresight Experience
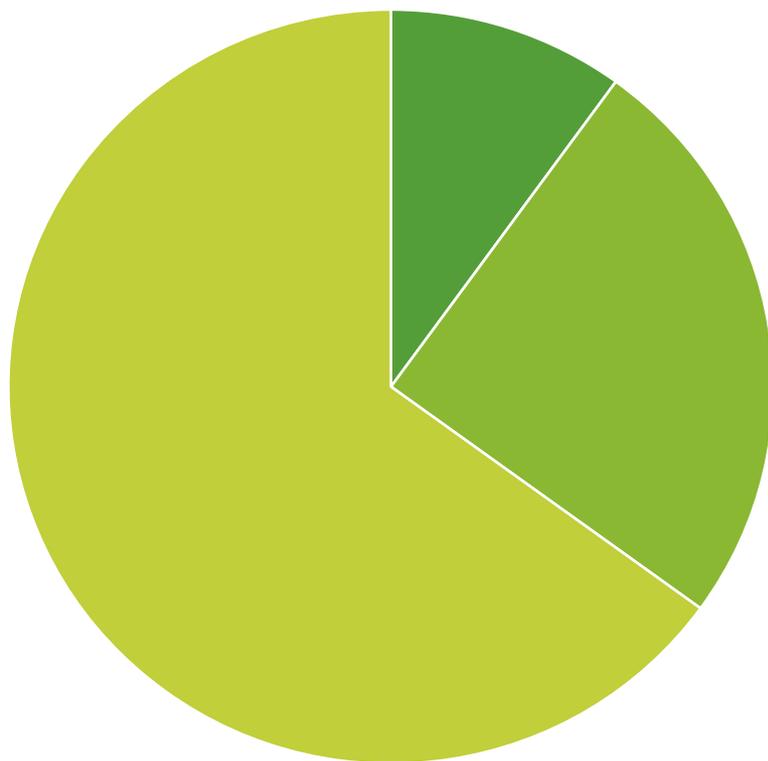
■ I work with methods of strategic foresight and scenario planning regularly.   I would consider myself an expert.

■ I know what strategic foresight and scenario planning is about and I have done an exercise before. I would consider myself an apprentice.

■ Up until now I did not come across methods of Strategic Foresight and Scenario Planning. I would consider myself a newcomer.

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Prep Process #1

Question I:

What are the 3 most influential factors that drive the debate on migration and integration in your country today? (N=20)

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STEMPLE-Plus Analytical Framework

Social — Social cohesion, diversity, cohabitation

Technological — Role of digitalization, internet of things, industry 4.0

Economic — Macro-economic performance, jobs, education and training

Military / Security — Internal / external, securitization of migration debate

Political — Political culture, political climate, political debate, mainstreaming

Legal / Normative — Legislation, constitutional issues (i.e. asylum, citizenship),

Ecological — Global commons, natural resources, sustainability

Plus other — Psychological (xenophobia, perceptions, stereotypes); Cultural (values, religion, habits)

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Economic

Military / Security

Political

Plus 2 (Cultural)

Social

Technological

Ecological

Legal

Plus 1 (Psychological)

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Social Chaos | Save borders

Securitization of debate due to assaults | State need to prove ability to secure public

Public Security (rape, theft); "Coolgne | Fear is islamist terror / terrorist attacks

Subsidies for migrants; disenfranchisme | Costs of integration | Migrants do not become econ. active citizens

Job scarcity; Job market pressure | Labor migration to ease demografics | Rising soc. inequalities leads to "othering"

Bad econ. performance=can't feed migrants | Freerider on social welfare state | Integration as fin. burden vs investment

Political Climate | Pol. Culture, Real and open pluralism | Media politicized | Blurred lines: Politics or propaganda

Official policy line | Media serves as advocatus diaboli | Politicians as identification figures | Pol. climate of mistrust

Military Regime | Populist parties win pol. capital through fears | Publ. discourse dominated by pol. right | Asylum debate turned to anti-Islam debate

Internationalism vs. nationalism | Nationalism: Fence off society from glob. | Etatist pol. culture / mind set (socialism)

Political concepts based on exclusion | Proportionality: Rich countries must do more | Populists & extremists use capitalize fear

Technological

"Will / can they ever integrate?" | Separation of church and state (F/GER) | Multi-cultural socities are a reality

Upholding of pol & cultural traditions | Fear of loss of national identity | Alienated by unfamiliar habits + culture

Values / Lead Culture | Fear is islamisation due to male migrants | Ethnic & religious homogenity

Tutor system / peer-to-peer / migrant-to-migr

Social exclusion=education problems

Exp: Selfdetermined vs. disenfranchised

Social Security

Social in/cohesion

Lack of training for migrants to enhance integr

In/equality of migrants

Breakdown of welfare system

Limits of societal integration

Social discrimination due to culture

Mainstreamed, apolitical education system

Stigmatization of 'native' migrants

Integration only through education=long haul

Int. of migrants in communities (sport clubs...)

Asylum as a solidaric act

Socio-econo-mic de-cline of the poor

Diversity Management

Econ. crisis is reducing middle class

Thinning out of social net

Internal migration is demanding already

Ecological

Historic trauma dominate pol. discourse | Fear because of uncertainty | Misuse of welfare state / social net | Mistrust in own politicians / m. will leave soon

Fear to loose social status / jobs | Fear of loss of control | Xenophobia as cliché to shortcut pol.debate

Racism | Linkage between migration and sec. threats | Argument: Moral superiority (both sides)

Real Xenophobia | Perception of insecurity | Fear: Left alone by EU, other EU-MS

Right for Asylum | Legal framework for integration

Disfunctional asylum framework (Geneva) | Dual Citizen-ship eased perecption in G | Reformed labor legislation for migrants

Legal

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Blue boxes:

Subsidies for migrants; disenfranchisme	Costs of integration	Migrants do not become econ. active citizens
Job scarcity; Job market pressure	Labor migration to ease demografics	Rising soc. inequalities leads to "othering"
Bad econ. performance=can't feed migrants	Freerider on social welfare state	Integration as fin. burden vs investment

Black boxes:

Social Chaos	Save borders
Securitization of debate due to assaults	State need to prove ability to secure public
Public Security (rape, theft); "Coolgne	Fear is islamist terror / terrorist attacks

Red boxes:

Political Climate	Pol. Culture, Real and open pluralism	Media politicized	Blurred lines: Politics or propaganda
Official policy line	Media serves as advocatus diaboli	Politicians as identification figures	Pol. climate of mistrust
Military Regime	Populist parties win pol. capital through fears	Publ. discourse dominated by pol. right	Asylum debate turned to anti-Islam debate
Internationalism vs. nationalism	Nationalism: Fence off society from glob.	Etatist pol. culture / mind set (socialism)	
Political concepts based on exclusion	Proportionality: Rich countries must do more	Populists & extremists use capitalize fear	

Orange boxes:

Tutor system / peer-to-peer / migrant-to-migr	Social exclusion=education problems		
Exp: Selfdetermined vs. disenfranchised	Social Security	Social in/cohesion	
Lack of training for migrants to enhance integr	In/equality of migrants	Breakdown of welfare system	Limits of societal integration
Social discrimination due to culture	Mainstreamed, apolitical education system	Stigmatization of 'native' migrants	Integration only through education=long haul
Int. of migrants in communities (sport clubs…)	Asylum as a solidaric act	Socio-econo-mic de-cline of the poor	Diversity Management
Econ. crisis is reducing middle class	Thinning out of social net	Internal migration is demanding already	

Yellow boxes (right):

"Will / can they ever integrate?"	Separation of church and state (F/GER)	Multi-cultural socities are a reality
Upholding of pol & cultural traditions	Fear of loss of national identity	Alienated by unfamiliar habits + culture
Values / Lead Culture	Fear is islami-sation due to male migrants	Ethnic & religious homogenity

Yellow boxes (lower):

Historic trauma dominate pol. discourse	Fear because of uncertainty	Misuse of welfare state / social net	Mistrust in own politicians / m. will leave soon
	Fear to loose social status / jobs	Fear of loss of control	Xenophobia as cliché to short-cut pol.debate
	Racism	Linkage between migration and sec. threats	Argument: Moral superiority (both sides)
	Real Xenophobia	Perception of insecurity	Fear: Left alone by EU, other EU-MS

White boxes:

Right for Asylum	Legal framework for integration	
Disfunctional asylum framework (Geneva)	Dual Citizen-ship eased pereception in G	Reformed labor legislation for migrants

Forces & Factors 2016

Prep Process #2

Question II:

In 2030: What will be the 3 most influential factors that

will determine your country's approach towards migration

and integration? (N=17)

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Econ. perfor-mance determi-nes m.

Circular migra-tion do to globalization

Economic suc-cess and ba-lance within EU

Need for skilled workforce

Fear of unem-ployment=barr-ier for attitude

Autonomous and succesful econ. dev.

Econ. stability= more migrants accepted

Booming econ omies demand for skilled labor

Fair distribution of wealth in glob. economy

Creation of adequate and sufficient jobs

Econ. wellbe-ing=acceptanc e of migrants

Econ instability give rise to populism

How to integr. high # of imm. into job market

It's all about the economy, studid!

Glob. cant be changed by Realpolitik

Border control essential=per-ception of sec.

Responsibility for border control

Protection ag-ainst undue pol. influence

Militant mig-rants enter EU countries

Securitization of pol. debate on migration

Security

Political culture, mainstream

Ideology

MENA will cont to have pol. tensions

Dev. of institu-tions & pol. participation

Military Gov't; no societal int-eraction at all

EU reform on subsidiarity=str ong comm.ies

If politicians lead, popula-tion will follow

Trust in demo cracy depent on eco. perfor

pol. radicali-zation due to inequality

Pol. propagan-da against m. =societal split

Pol. culture de-termines attitu-de on integrat.

EU will split into open and clo-sed

All pol. debates are judged un-der migr. prism

Pol. propagan-da leads to clo-sed societies

Education for tolerance cre-ate new atmo

Pol. main-stream sets the tone

Next US President

More exposure to diff. cult. change attitude

Nat. identity guarantees soc. cohesion

Remigrants chance attitude on migration

Diversity as social capital, experience

Social cohes-ion is key for social stability

Rising inequali-ties in europ.

well-educated young not integrated

Soc. exclusion &discrimination will rise

econ. empow-ernment cen-tral to integr.

debate:improv-ing jobs market through educ.

Cohabitation is systematically planned

increasing gap betw poopula-tion and elite

Fear-driven definition of soc.cohesion

New migration patterns due to ecol. stress

Ex. for int.coop eration on wicked probl.

Climate change migration will

Automatisation changes job markets

Digitalization changes con-cept of border

Dig. allows for diversity & creativity

Digitalization + R&D open up soc. for migr.

Migr. changes governance system

Hum. Rights= more important than ec.growth

Coherent EU immigration legislation

Xenophobia is hidden cause for isolationism

(Psychological)

Legal

Role of Putin & situation in Russia

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Blue notes:
- Econ. performance determines m. policy
- Circular migration do to globalization
- Economic success and balance within EU
- Need for skilled workforce
- Fear of unemployment=barrier for attitude
- Autonomous and succesful econ. dev.
- Econ. stability= more migrants accepted
- Booming economies demand for skilled labor
- Fair distribution of wealth in glob. economy
- Creation of adequate and sufficient jobs
- Econ. wellbeing=acceptance of migrants
- Econ instability give rise to populism
- How to integr. high # of imm. into job market
- It's all about the economy, studid!
- Glob. cant be changed by Realpolitik

Black notes:
- Border control essential=perception of sec.
- Responsibility for border control
- Protection against undue pol. influence
- Militant mig-rants enter EU countries
- Securitization of pol. debate on migration

Red notes:
- Political culture, mainstream
- Ideology
- MENA will cont to have pol. tensions
- Dev. of institutions & pol. participation
- Military Gov't; no societal interaction at all
- EU reform on subsidiarity=strong comm.ies
- If politicians lead, popula-tion will follow
- Trust in democracy depent on eco. perfor
- pol. radicalization due to inequality
- Pol. propagan-da against m. =societal split
- Pol. culture determines attitude on integrat.
- EU will split into open and closed societies
- All pol. debates are judged under migr. prism
- Pol. propagan-da leads to closed societies
- Education for tolerance create new atmo
- Pol. main-stream sets the tone

Pink notes:
- Next US President
- Role of Putin & situation in Russia

Orange notes:
- Diversity as social capital, experience
- Rising inequalities in europ. societies
- Social cohes-ion is key for social stability
- well-educated young not integrated
- Soc. exclusion &discrimination will rise
- econ. empow-ernment cen-tral to integr.
- debate:improving jobs market through educ.
- Cohabitation is systematically planned
- increasing gap betw poopula-tion and elite
- Fear-driven definition of soc.cohesion

Yellow notes:
- More exposure to diff. cult. change attitude
- Nat. identity guarantees soc. cohesion
- Remigrants chance attitude on migration
- Xenophobia is hidden cause for isolationism

Grey notes:
- Automatisation changes job markets
- Digitalization changes concept of border
- Dig. allows for diversity & creativity
- Digitalization + R&D open up soc. for migr.
- Migr. changes governance system
- Hum. Rights= more important than ec.growth
- Coherent EU immigration legislation

Green notes:
- New migration patterns due to ecol. stress
- Ex. for int.coop eration on wicked probl.
- Climate change migration will increase
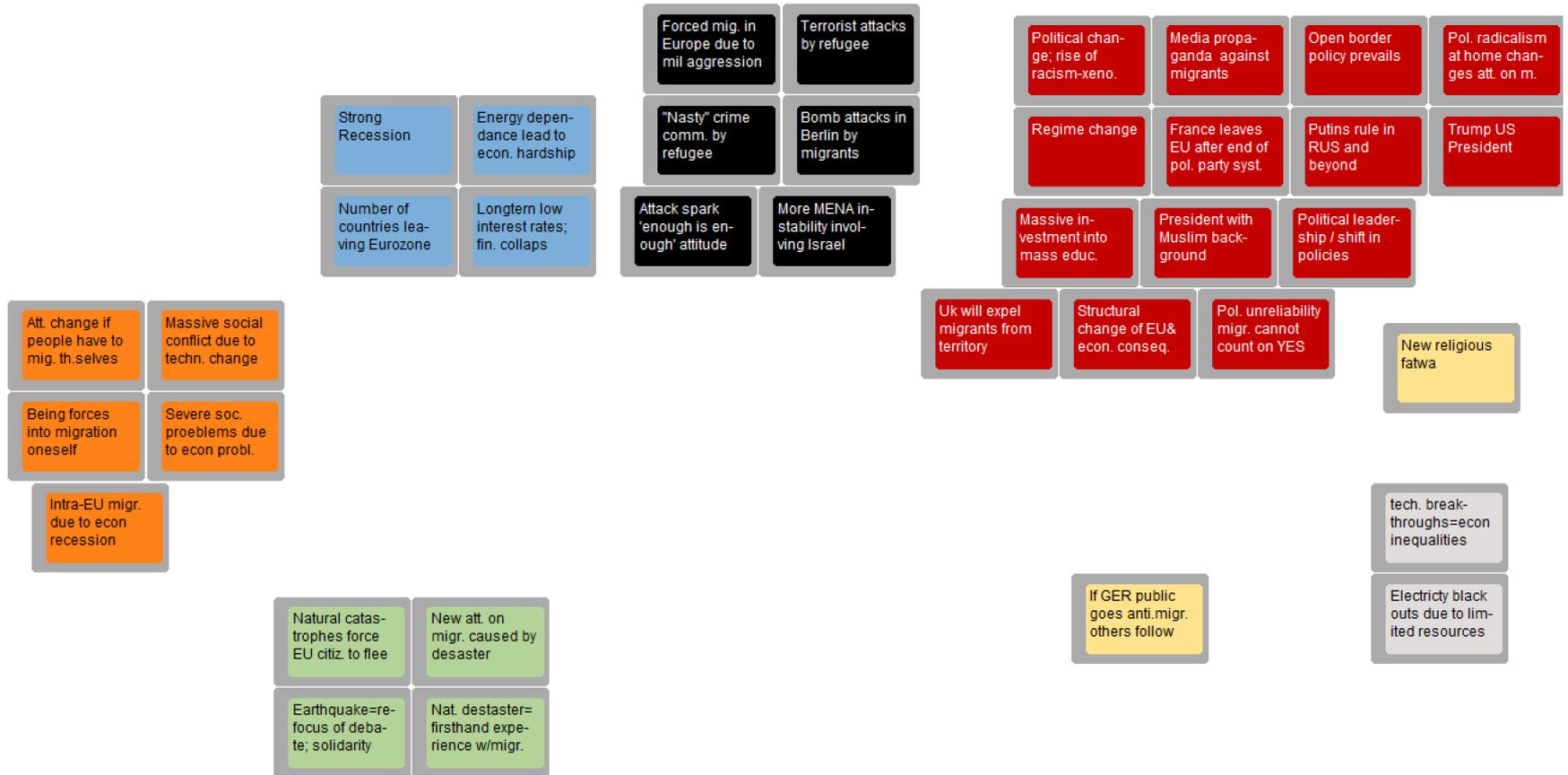
Forces & Factors 2030

Prep Process #3

Question III:

Which unexpected (but plausible) event or yet unnoticed trend might change the attitude of the majority of your fellow countrymen and -women on migration and integration?

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Forced mig. in Europe due to mil aggression

Terrorist attacks by refugee

"Nasty" crime comm. by refugee

Bomb attacks in Berlin by migrants

Attack spark 'enough is enough' attitude

More MENA instability involving Israel

Strong Recession

Energy dependance lead to econ. hardship

Number of countries leaving Eurozone

Longtern low interest rates; fin. collaps

Political change; rise of racism-xeno.

Media propaganda against migrants

Open border policy prevails

Pol. radicalism at home changes att. on m.

Regime change

France leaves EU after end of pol. party syst.

Putins rule in RUS and beyond

Trump US President

Massive investment into mass educ.

President with Muslim background

Political leadership / shift in policies

Uk will expel migrants from territory

Structural change of EU& econ. conseq.

Pol. unreliability migr. cannot count on YES

New religious fatwa

ural)

Att. change if people have to mig. th.selves

Massive social conflict due to techn. change

Being forces into migration oneself

Severe soc. proeblems due to econ probl.

Intra-EU migr. due to econ recession

tech. breakthroughs=econ inequalities

Electricty black outs due to limited resources

gical

Natural catastrophes force EU citiz. to flee

New att. on migr. caused by desaster

Earthquake=refocus of debate; solidarity

Nat. destaster= firsthand experience w/migr.

If GER public goes anti.migr. others follow

Plus 1 (Psychological)

Legal

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Forced mig. in Europe due to mil aggression	Terrorist attacks by refugee
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Attack spark 'enough is enough' attitude	More MENA instability involving Israel

Strong Recession	Energy dependance lead to econ. hardship
Number of countries leaving Eurozone	Longtern low interest rates; fin. collaps

Political change; rise of racism-xeno.	Media propaganda against migrants	Open border policy prevails	Pol. radicalism at home changes att. on m.
Regime change	France leaves EU after end of pol. party syst.	Putins rule in RUS and beyond	Trump US President
Massive investment into mass educ.	President with Muslim background	Political leadership / shift in policies	
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New religious fatwa

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Black Swans

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Key Assumption Check

NECE-2016 Conference in Zagreb

11 November 2016

Key Assumptions

Definition

- Something that is taken for granted or is accepted as true or certain to happen

- A view or assertion often described as the common wisdom that underpins the analysis

Examples

- Donald Trump is so far outside the mainstream that he could never win the US presidency.

- For economic reasons the UK will never leave the European Union.

- France has suffered so severely under Nazi Germany that the nation will never vote for a presidential candidate of the radical right.

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Key Assumptions Check

Definition

A systematic effort to make explicit and question the assumptions that guide an analyst's interpretation of evidence and the reasoning underlying any particular judgment or conclusion.

Examples

- Ignoring anthropologic causes of climate change

- Criminal investigations

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Mitigating Cognitive Biases & Intuitive Traps

Key Assumption Checks can help you mitigate the impact of the following cognitive biases and intuitive traps:

Cognitive Biases

- Groupthink

- Evidence Acceptance Bias

- Premature Closure

- Availability heuristic

- Mirror imaging

- Anchoring

Intuitive Traps

- Rejecting Evidence

- Lacking Sufficient Bins

- Expecting Marginal Change

- Causality vs. correlation

- Lacking sufficient bins

- Over-emphasizing small samples

- Projecting past experiences

When to Use

- At the beginning of a project, to record how analysts believe things "work" or happen in a given situation

- Near the end of a project, to assess whether the assumptions underpinning the conclusions are still valid

- Before delivering your final analysis or product, so that recipients understand the basis for your judgments

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Key Assumption Check Method

1. Identify all the key assumptions that an analyst or group holds about a situation, group, or topic. Record on whiteboard or on a simple template.

2. Examine each assumption by asking:

    - Why is this assumption correct?

    - How confident am I that this assumption is still valid?

    - What could invalidate this assumption?

    - Could it have been true in the past but false now?

    - If the assumption turns out to be invalid, how might it affect my analytic judgment?

3. Assign each assumption to one of the following categories:

    - Basically supported or "solid."

    - Supported but with some caveats.

    - Unsupported or questionable.

Potential Pitfalls

- The exercise may not capture all assumptions, particularly if group members have similar backgrounds, experiences, and expertise. Therefore, assumptions may be unrecognized

- All assumptions must be critiqued thoroughly to avoid Groupthink or "false rigor" in the process

- A facilitator can help manage the dynamics of the group and avoid sloppiness or the tendency to give short shrift to the exercise or to specific ideas

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Key Assumption Check Exercise

Question:

Which key assumptions shape our judgements on

- why migrants (not refugee) come to your country

- why integration is necessary for your society, or:
  why integration is harmful for your society?

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Structured Brainstorming

NECE-2016 Conference

Zagreb, 10–12 November 2016

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Structured Brainstorming

What is Brainstorming?

- Brainstorming is an unconstrained group process designed to generate new ideas and concepts

When to use Brainstorming?

- At the beginning of a paper or project, use it to generate a full range of hypotheses or to ensure that all aspects of a problem are considered

- In mid-analysis, it can help break a team out of an analytic rut

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Brainstorming value added

- Spark new ideas, generate fresh perspectives and solutions as you "empty the barrel of the obvious"

- Stimulate thinking

- Ensure all aspects of a problem have been considered

- Discover "unknown unknowns" by addressing new themes

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Mitigating Cognitive Biases & Intuitive Traps

Brainstorming can help you mitigate the impact of the following:

Cognitive Biases

- Groupthink
- Evidence Acceptance Bias
- Premature Closure

Intuitive Traps

- Rejecting Evidence
- Lacking Sufficient Bins
- Expecting Marginal Change

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Rules of Engagement

- Carefully define your topic or issue

- Never criticize an idea

- Allow only one conversation

- Allocate enough time

- Involve "outsiders" (different functional area /geographic location)

- Write down ideas

- Use silent brainstorming techniques

- Generate a final product

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Structured Brainstorming – The Process

1. Do not talk

2. Write down your idea on a sticky note (several words or a phrase, not whole sentences)

3. Only one idea per sticky note

4. Stick your note at the edge of the table for the instructor to collect

5. The instructor read out the ideas to trigger "out-of-the-box-thinking" and sticks the notes on the whiteboard

6. Students cluster the sticky notes according to affinity groups to identify key drivers which will later drive the scenarios

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Structured Brainstorming Exercise

S ocial

T echnological

E conomic

M ilitary / Security

P olitical

L egal

E cological

Plus: Cultural, Religious, Values …

The Question:

"What are all the trends, events, forces, and factors that will determine your region's approach towards migration and integration?"

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Multiple Scenario Generation

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Why Foresight Analysis?

Know

Know You
Don't Know

Don't Know You
Don't Know

Do

Research
(now)

Monitor
(over time)

Scenarios
(proactive)

Scanning
(passive)

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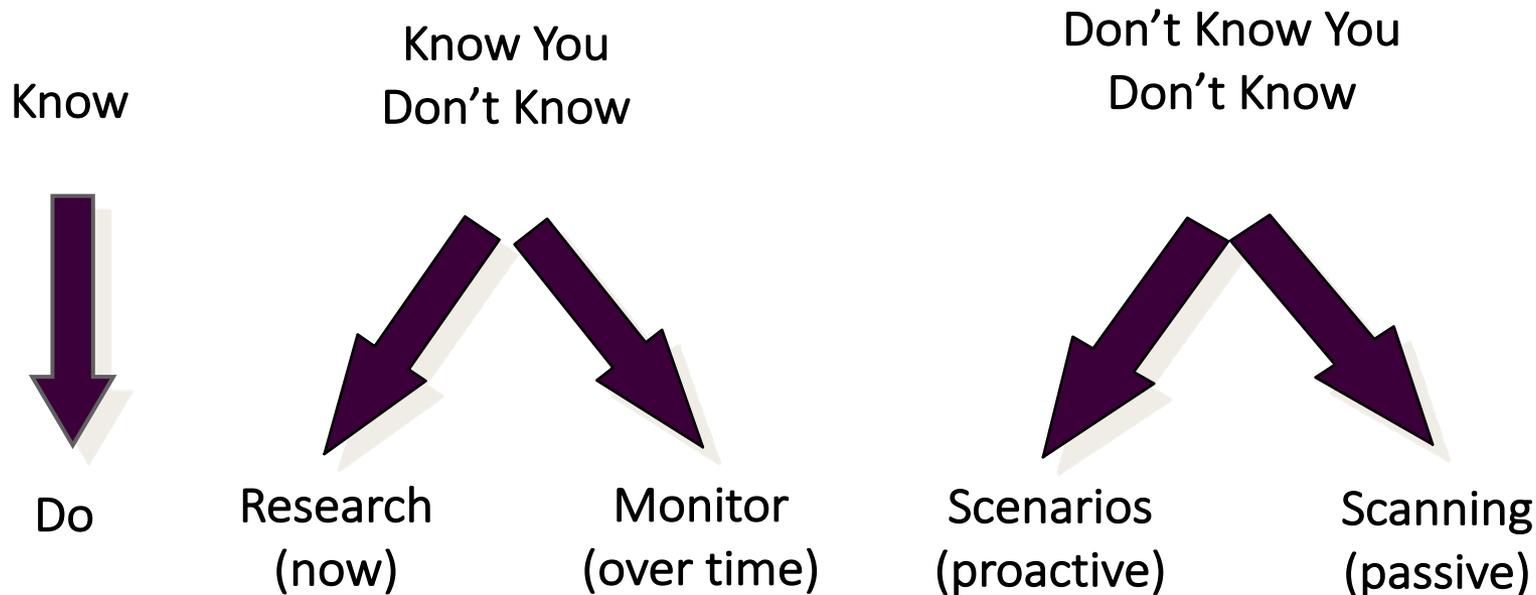
Multiple Scenarios Generation Definition

Definition: A systematic method for brainstorming multiple explanations of how a situation may develop when considerable uncertainty and several underlying drivers are present.

- The process involves a diverse group of experts, including academics, decision makers, and experts from diverse fields.

- MSG helps to inform and illuminate decision-makers today, it makes decisions transparent and it enables us to buildup resilience.

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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); diversity of participants is critical.

- 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

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Definition of Key Terms

Scenario Narrative of a plausible future situation or development including a storyline about its development

Driver All aspects that have an influence on the topic under scrutiny in a given timeframe.

Key Driver Aspect that have a huge impact on the topic under scrutiny and that are highly uncertain (and therefore could develop different trajectories)

Trend Well-examined, proved development of a specific factor. But trend break or reversals are not impossible.

Given Pre-determined elements or drivers which cannot change their path during the examination period (climate change, demographics)

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Definition

A Wildcard is an event or a development that is highly unlikely or surprising and has massive impact if it occurs.
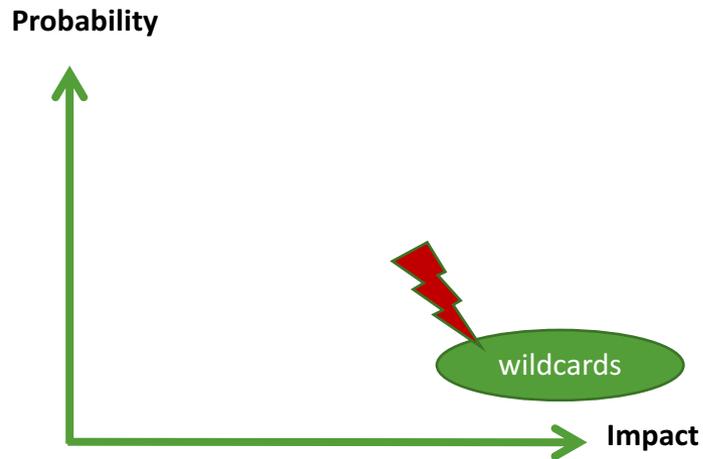
Explanations

- Blind spot in our perception or our expectation about the future

- Disruptive events / discontinuity

- Things we do not know or take into account (unknown unknown)

- Changes our mind sets and patterns of thinking (outside the box – inside the box)

Probability

wildcards

Impact

1001 DAYS IN THE LIFE OF A THANKSGIVING TURKEY

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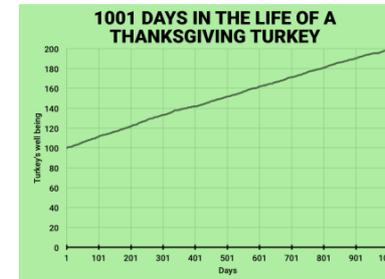
Multiple Scenarios Generation Method

- Define the focal issue / specific goals of the exercise.

- Brainstorm to identify the key forces, factors, or events most likely to influence the issue over a specified time period.

- Define the two ends of the spectrum for each driver.

- Pair the drivers in a series of 2x2 matrices.

- Develop a story (or two) for each quadrant of each 2x2 matrix.

- Describe the implications of each scenario should it occur (So What?)

- Select the scenarios that illustrate the most compelling, challenging, and attention-deserving futures to consider.

- Refine your list of key drivers.

How Might IS Attack the German Homeland?

Key Drivers:

A. Sophistication of Weapon (High to Low)
B. Intended Impact (Iconic Target or Terrorize the Public)
C. Mode of Attack (Cyber-based or Kinetic)
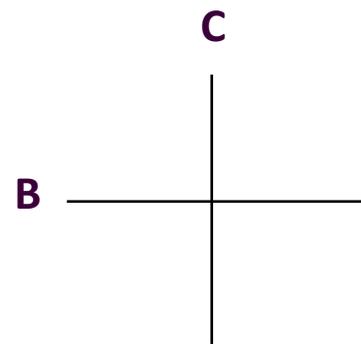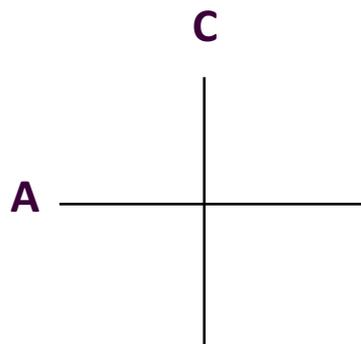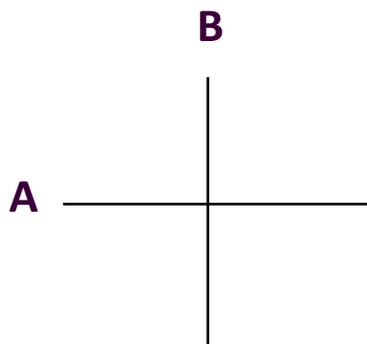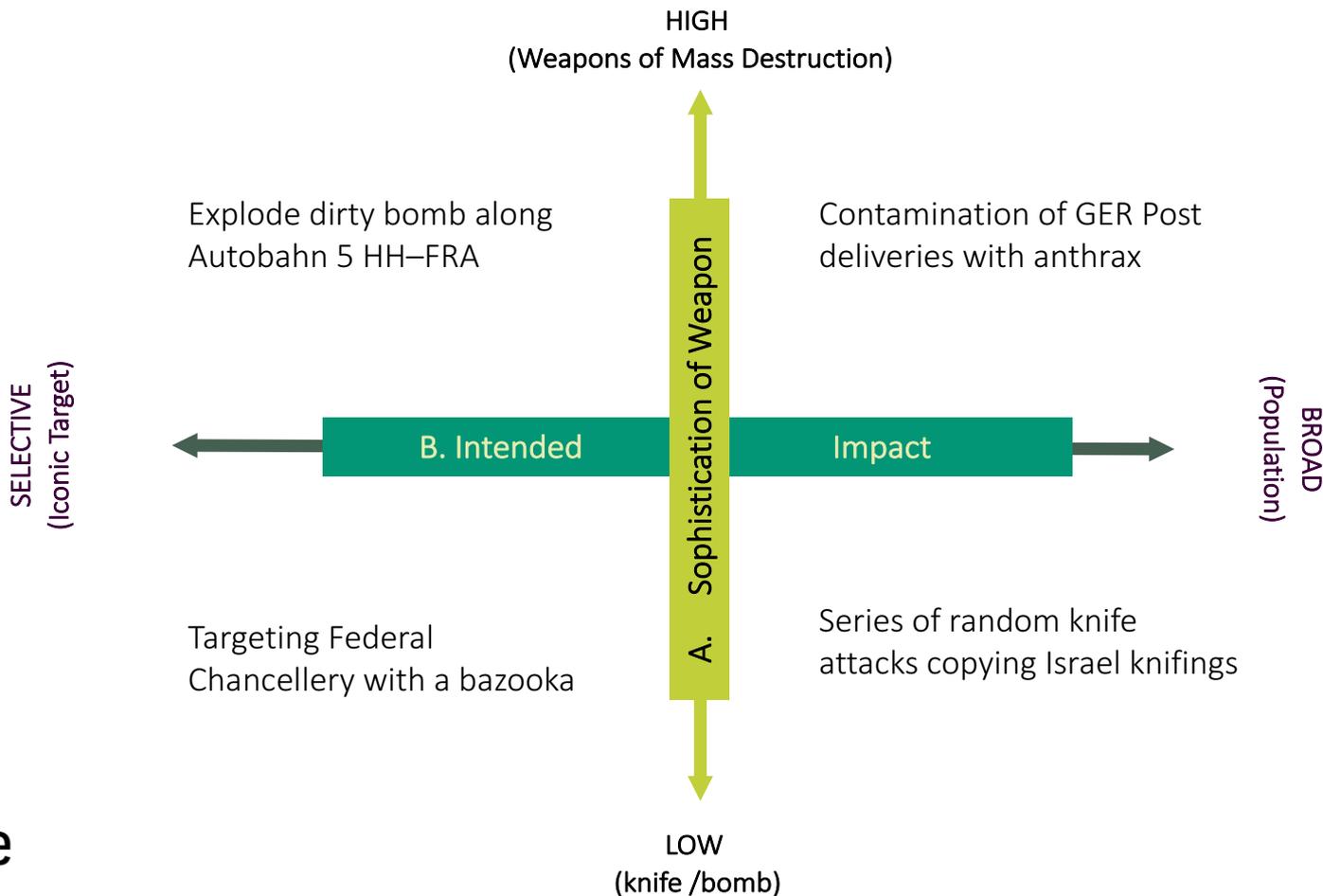
Selecting Attention-Deserving Scenarios
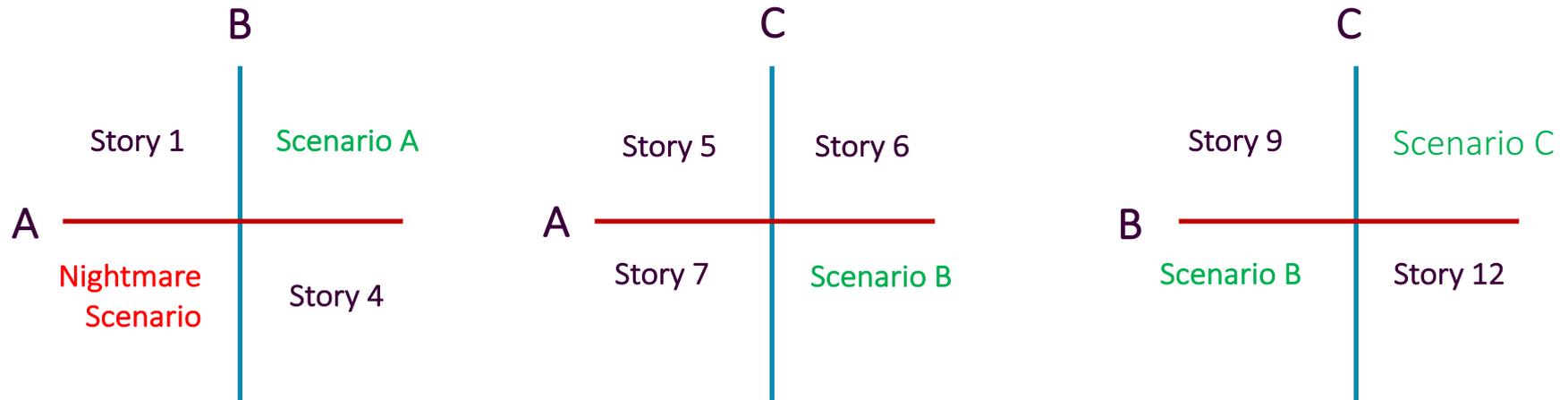
Criteria for 'good' drivers

Description   short and to the point

Language   Precise and commonly understood

Content   Value-free, non-ideological, apolitical

Character   Should not entail a future projection, need to have a
                spectrum or polarized properties

Examples of well-formulated drivers

Title: Short and to the point

⛔ Overall security situation in Europe w/special emphasis on Islamist radicalism

✅ Status of security in France

Characteristic: Not comprising a future projection

⛔ Economic boom (projection / property already included)

✅ Economic development

Language: Precise and commonly understood:

⛔ Regional cooperation (reference is missing, property already included

✅ Relation of stakeholders in region

Example for a driver projection (driver: 'Status of ethnical minorities in Germany')

⛔ Good – Bad

✅ Marginalized – integrated

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Criteria for Selecting Scenarios

Select scenarios that reflect:

— A new or previously unexamined trend

— A new opportunity

— The most credible downside risk

— A fresh insight or reframing of the issue

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Potential Pitfalls

- Not including a diverse group representing different disciplines, organizations, and even cultures.

- Not thinking far enough into the future or being unwilling to venture into other disciplines.

- Not defining a time period with which participants can work or "foresee" the future.

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Storytelling: Building a Scenario Narrative

- Give your scenario a sticky title, something to remember

- Develop a chronology of events

- Describe factors, actors, trends and events which steer your scenario

- Define an end-state of your scenario