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# Towards foresight informed policy making

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## Covering:

1. What is/isn't foresight?
2. Foundations of foresight thinking
3. Scenario-based foresight
4. Foresight and capabilities of the European Health Union

# What is (and isn't) foresight?



## What it isn't

- Predicting the future



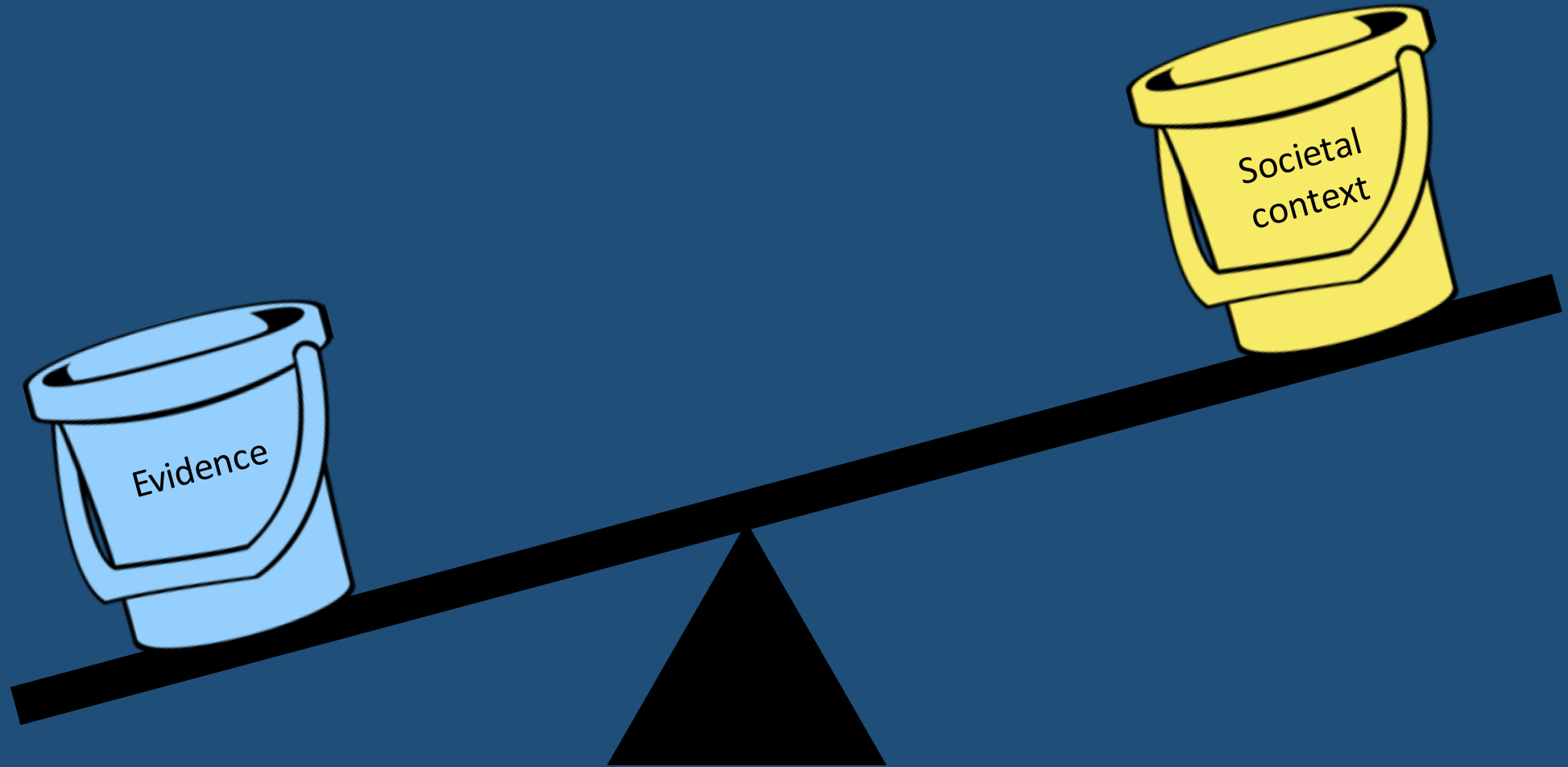
## What it is

- Approach, process, way of
  - ✓ critical thinking about the future
  - ✓ minimising surprise by exploring what could happen
  - ✓ preparing for possible future developments

# Foresight-based policy-making: beyond the evidence

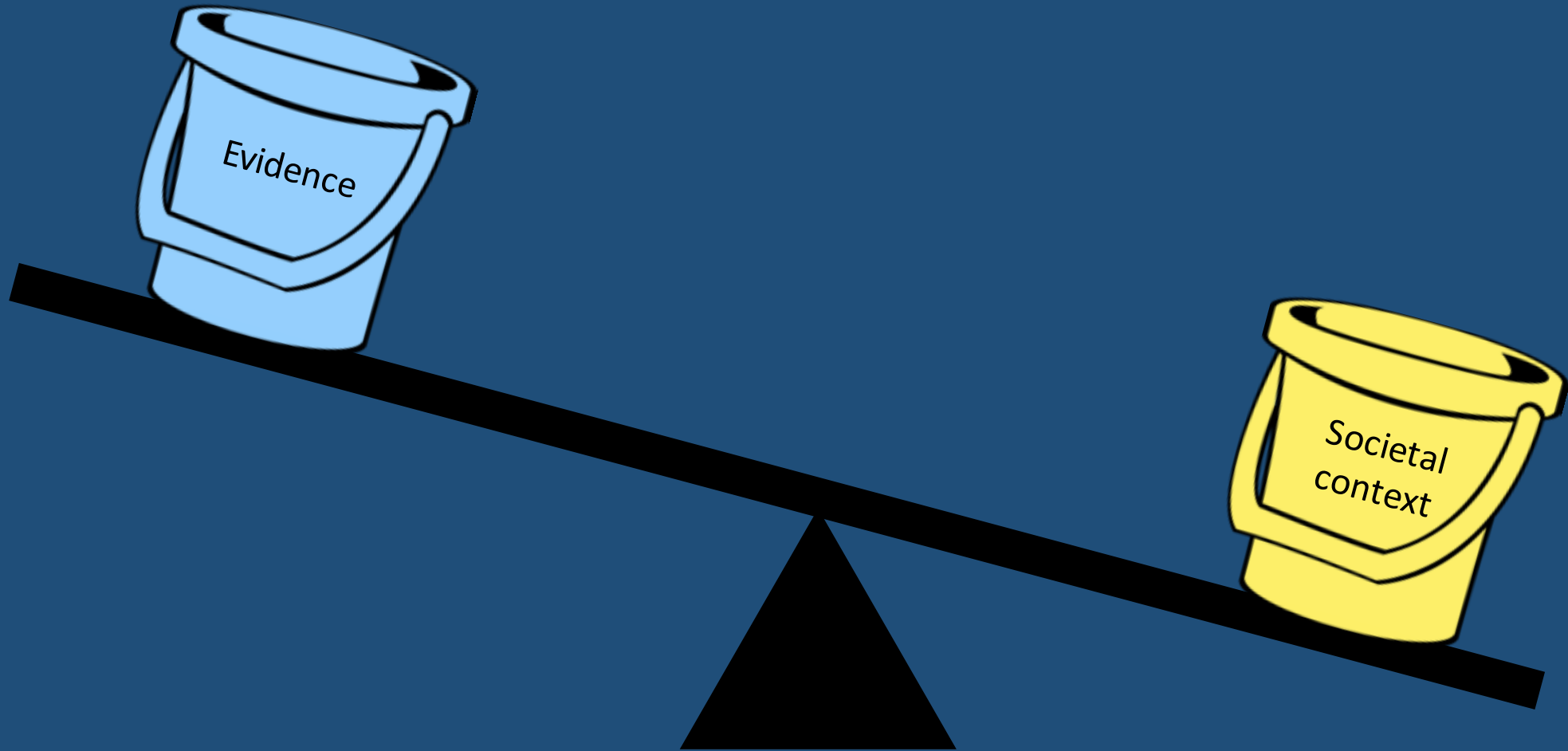
# Balancing evidence and societal context

Strictly evidence-based policy...



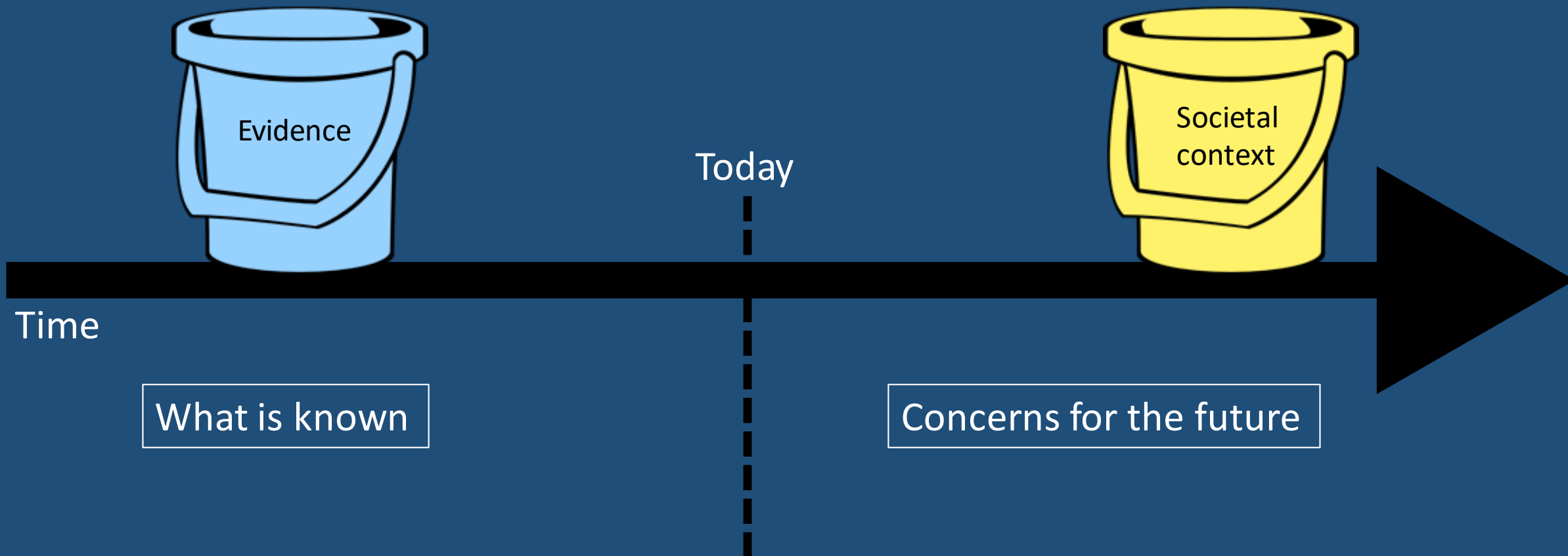
# Balancing evidence and societal context

Strictly context-based policy...



# Balancing evidence and societal context

Future-oriented evidence-based policy



# Example: STOA study



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## Regulating genome editing: Societal hopes and fears

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# Strategic foresight

- Anticipates
  - trends,
  - risks,
  - emerging issues /disruptive events,
  - and
    - their potential implications and opportunities
- Draws useful insights for strategic planning, policy-making and preparedness.
- Underpins anticipatory governance

# Four foundations of foresight thinking

1. Seeing the bigger picture
2. Taking a 360-degree view
3. Challenging biases
4. Exploring possible impacts

# *Foresight thinking*

## *(1) Seeing the bigger picture*

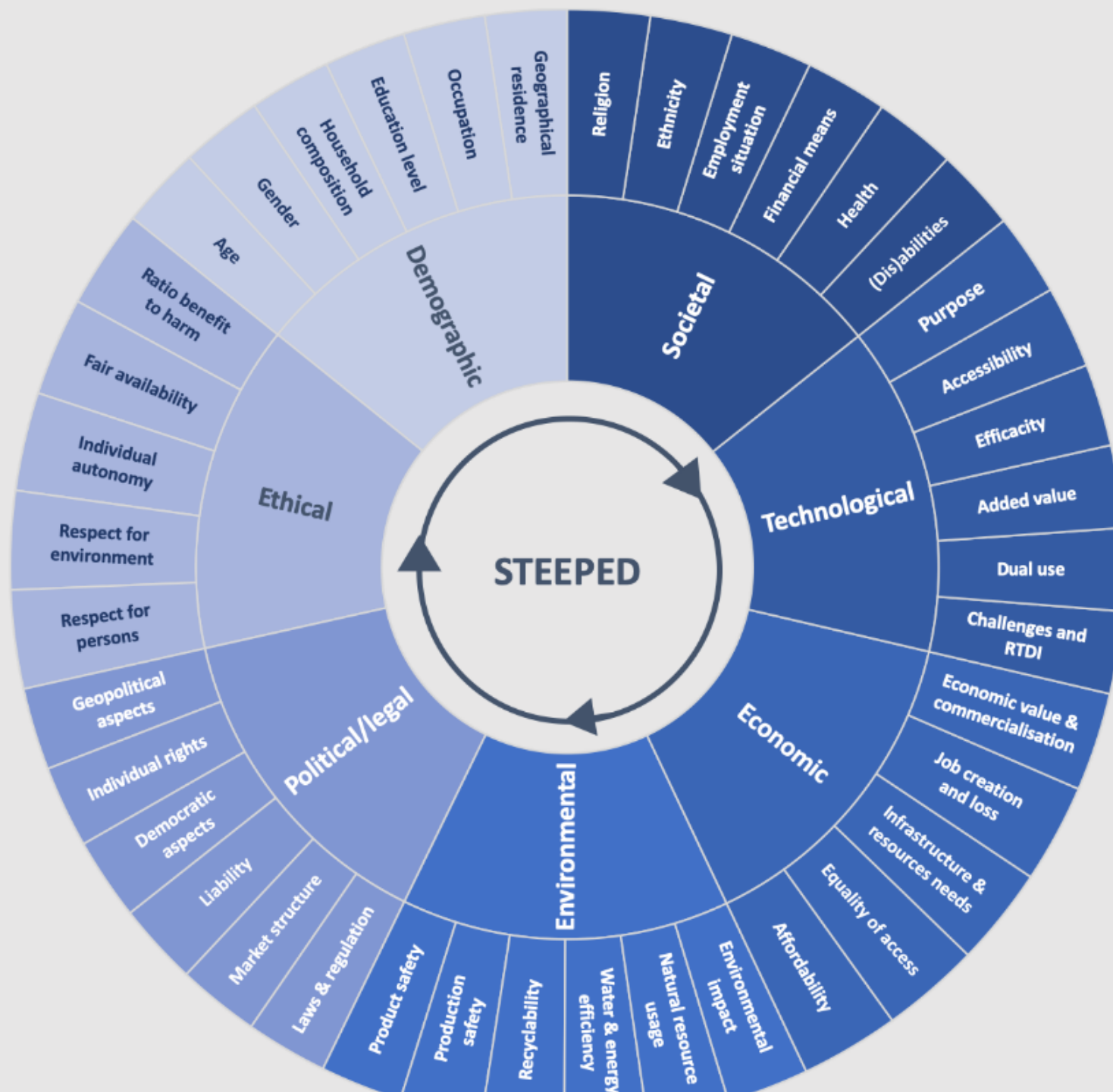
### Systemic analysis of the ecosystem

- a brief analysis of the ecosystem, asking the open questions
  - Who...?
  - What...?
  - Where...?
  - When...?
  - Why...?
  - How...?
- a stakeholders' analysis, listing actors and stakeholders involved
  - those who can influence the topic
  - those who are affected

# *Foresight thinking*

## *(2) Taking a 360-degree view*





# Four foundations of foresight thinking



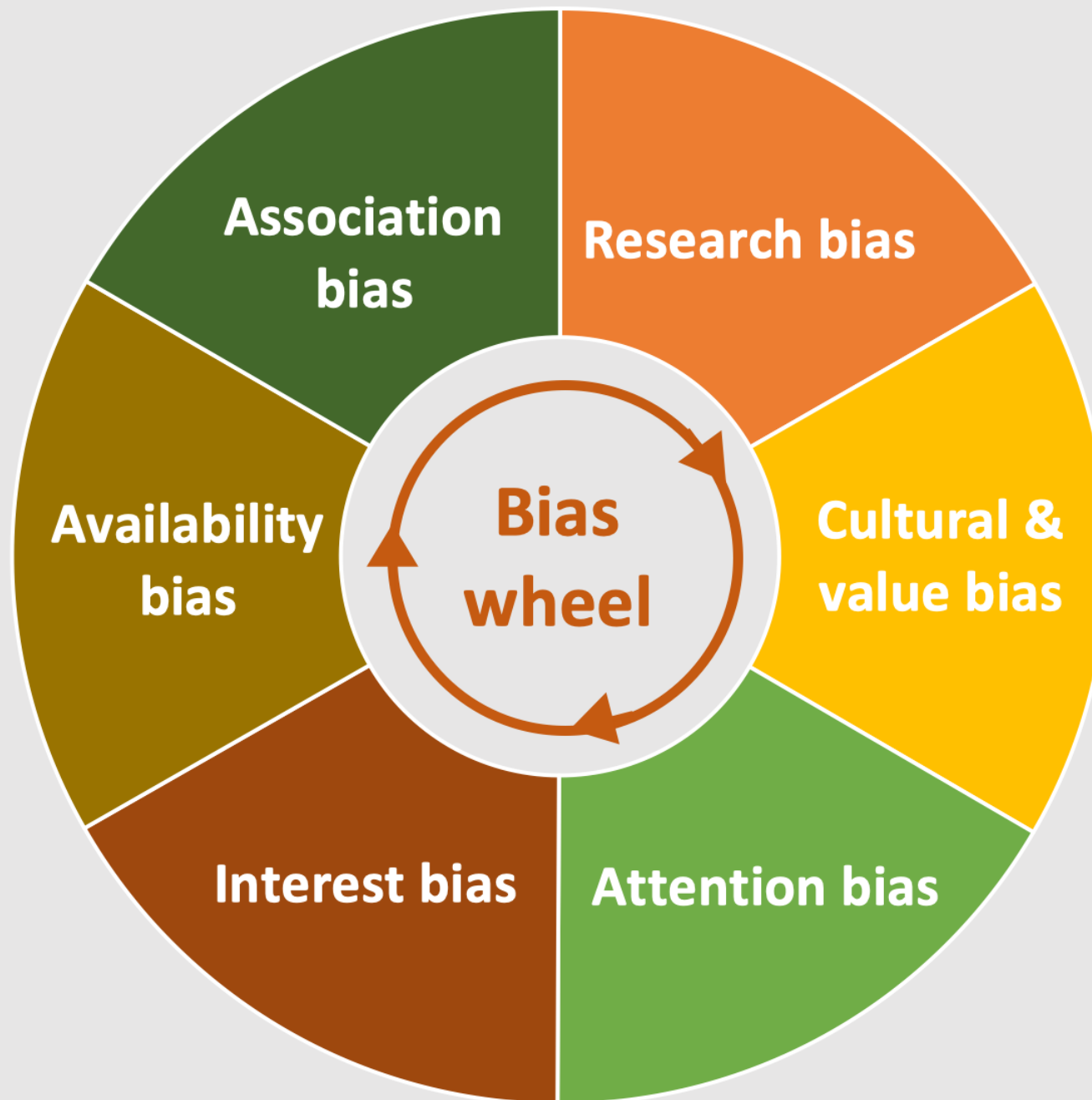
1. Seeing the bigger picture
2. Taking a 360-degree view
3. Challenging biases
4. Exploring possible impacts

## *Foresight thinking*

### *(3) Challenge biases*

Can we be unbiased and value-free?

- As policymakers?
- As policy advisors?
- As scientists/academics?
- As researchers?
- As citizens?







*Evidence we tend to ignore*



**Facts and  
evidence**

**Our beliefs**

*Evidence we tend to belief*

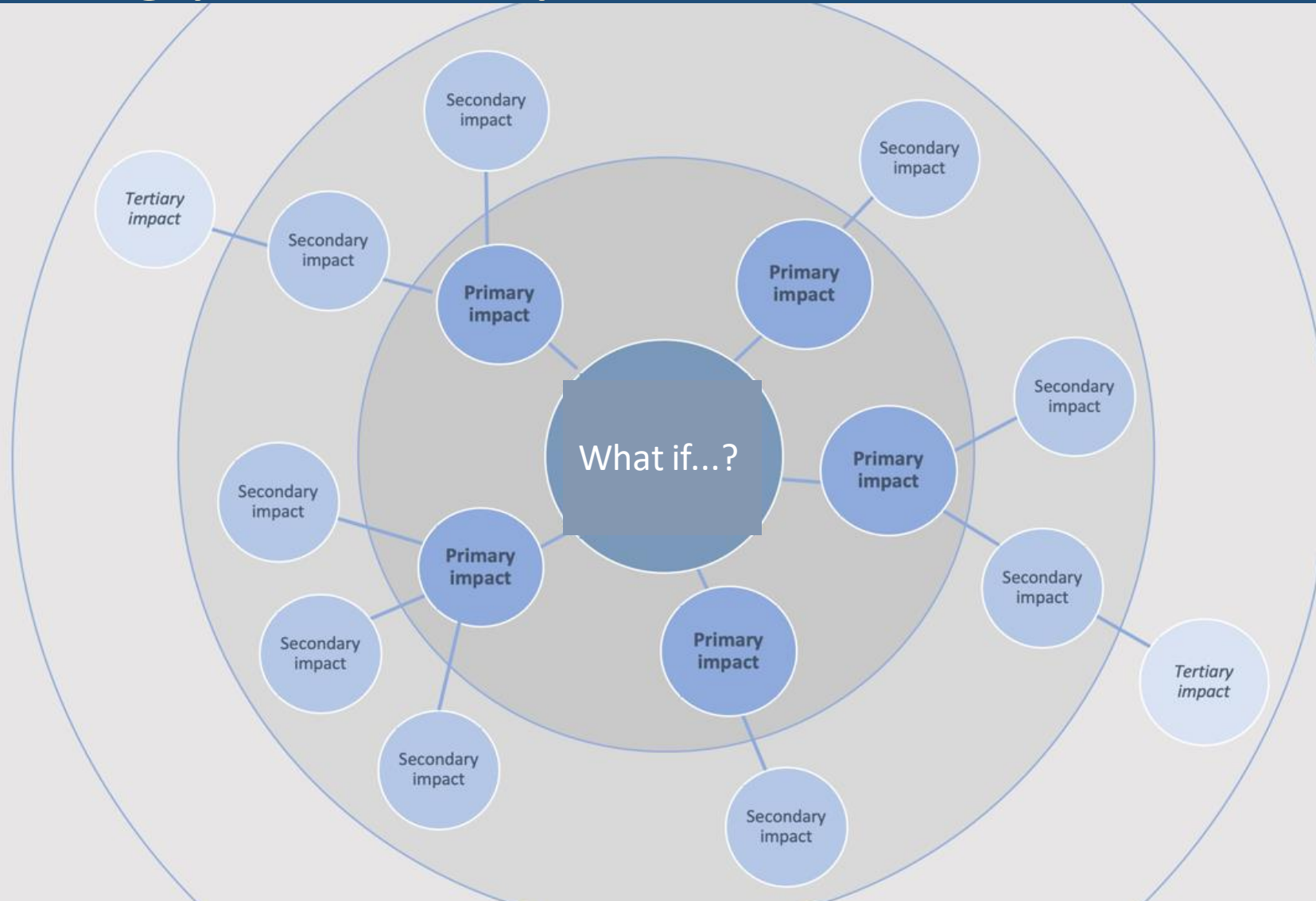
# Four foundations of foresight thinking



1. Seeing the bigger picture
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# Foresight thinking

## (4) Exploring possible impacts



# Scenarios: a foresight tool

# Success by imagining the future

- 1960s: Shell's first pioneering with scenarios
  - Interdisciplinary team : economists, engineers, social and natural scientists
  - How the future might unfold?  
Which impact could this have on the company?

- Challenging the management to think the unthinkable:

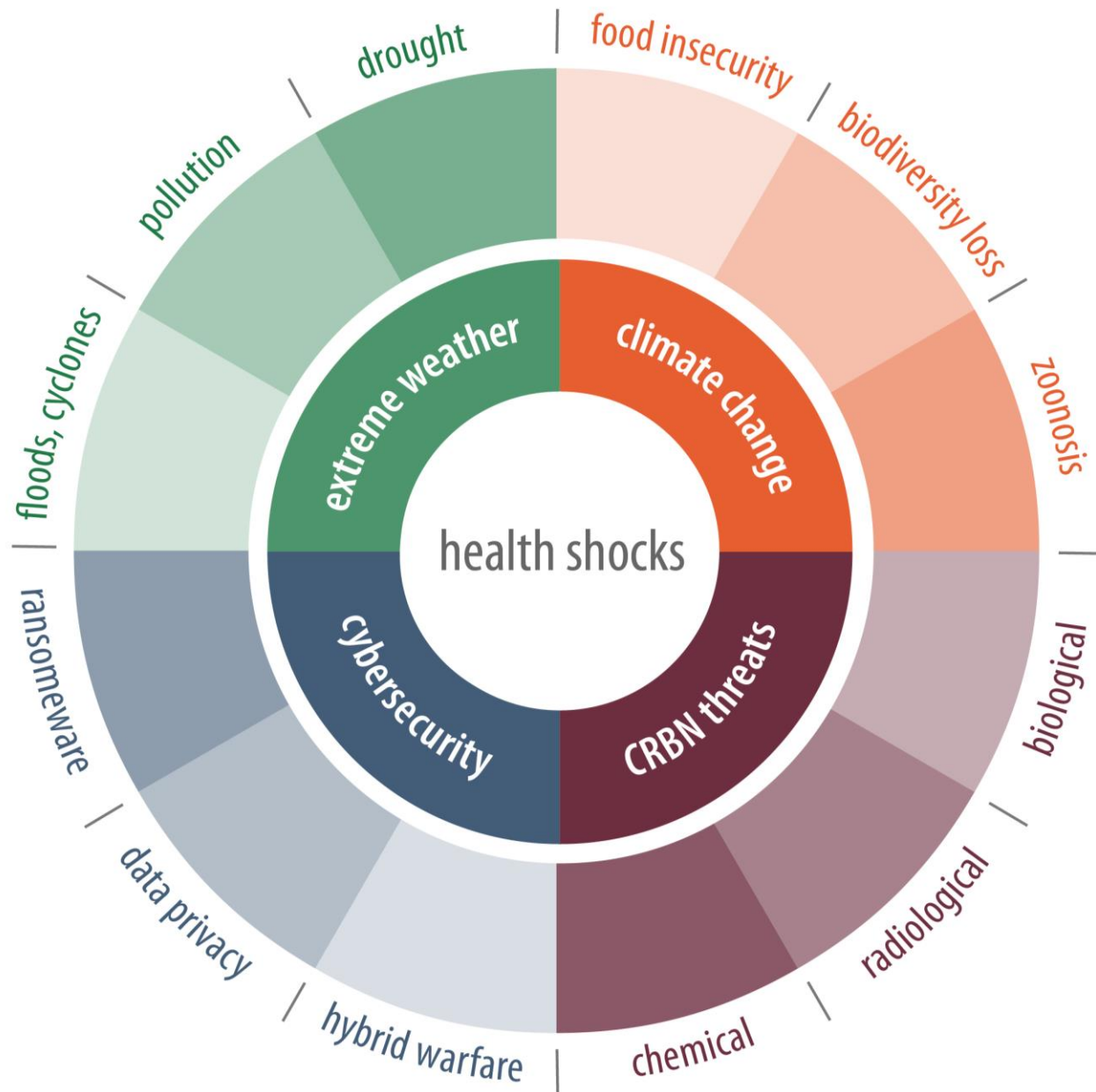
***What if the world faced an oil crisis?***

- October 1973: Oil crisis  
Shell's decision-makers were mentally prepared for the worst because they had already imagined it.

# Movie Contagion (2011)

*By imagining, we can  
prepare and get control*





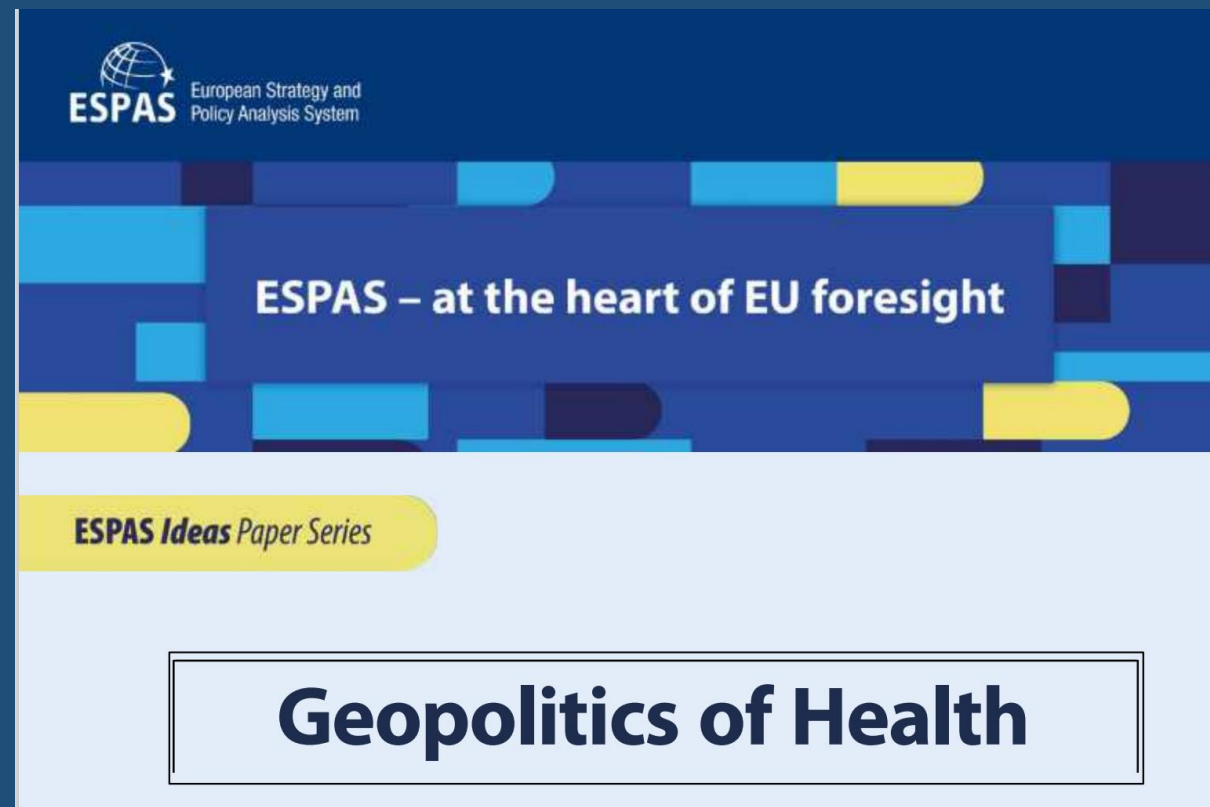




## Guidelines for foresight-based policy analysis



[https://www.europarl.europa.eu/stoa/en/document/EPRS\\_STU\(2021\)690031](https://www.europarl.europa.eu/stoa/en/document/EPRS_STU(2021)690031)



## Geopolitics of Health

[https://espas.eu/files/Geopolitics\\_of\\_Health-ESPAS\\_Ideas\\_Paper-25.08.2022.pdf](https://espas.eu/files/Geopolitics_of_Health-ESPAS_Ideas_Paper-25.08.2022.pdf)

# Thank you!

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