FORESIGHT CAPABILITIES IN PUBLIC GOVERNANCE
- Case City of Turku

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## Background

<table>
<thead>
<tr>
<th>Foresight in short</th>
<th>Capabilities in short</th>
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<td>“Aims at building a common future with evidence-based knowledge or perceptions.”</td>
<td>Investigating the functions of organizational units (like actors, groups, departments and sectors) as separate entities as well as a whole, aiming towards efficiency of the organization.</td>
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<td>- Prime Minister’s Office</td>
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Foresight capabilities

Performance evaluation of the current status of the organization’s foresight activities.

Based on a systemic review of elements of foresight functions within the organization.

Measuring the capabilities, not context or impact.
ACADEMIC FIELD

FORESIGHT MATURITY MODEL
Based on the longitudinal research of Prof. René Rohrbeck in Aarhus University, Denmark, published in 2011.

Consists of corporate foresight in several multinational corporates: Siemens, Philips, Vattenfall, Volkswagen, GE…
Origins are in national foresight (The French & Les Futuribles)

+ DELPHI METHOD
(organizational experts + internal customer, activity manager and the activity team)
Five capability dimensions

Four maturity levels

Maximum score

Optimal score given a certain context

SOURCE: Rohrbeck 2011
Information usage
- Reach
- Scope
- Time horizon
- Sources

Method sophistication
- Match with goal
- Match with context
- Integration capacity
- Communication capacity

People & networks
- Characteristics of foresighters
- Internal network
- External network

Organization
- Mode
- Integration with other processes
- Formal diffusion of insights
- Accountability
- Incentives

Culture
- Willingness to share across functions
- Readiness to listen to scouts and external sources
- Informal diffusion of insights
- Organization's attitude towards the periphery
- Willingness to test and challenge basic assumptions

SOURCE: Rohrbeck 2011
The foresighting organization
Hyperactive
The ignorant
The systematic foresighter

Graph
City of Turku now

City of Turku in five years
What’s next?

Interpretations based on literary review.

Pondering on the methods: dissensus creates distortion in simplified interpretations (modes).

Writing it all up.
THANK YOU!

COMMENTS AND QUESTIONS TO:

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