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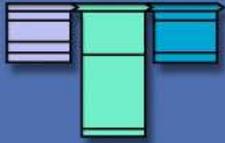
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Strategic futures planning Suggestions for success

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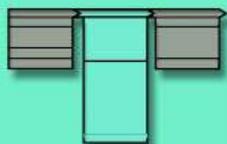
Strategic Futures Planning

Suggestions for Success

Author: Andrew Jackson, Deputy Director Foresight

Foresight and the OST Horizon Scanning Centre are run by the Office of Science and Technology in the Department of Trade and Industry. Project findings are independent of Government and do not constitute Government policy.

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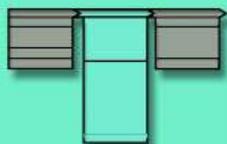
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Involving the right people

Suggestions for success

You will need people who can:

- communicate it is not enough to see something new and important, it also has to be communicated effectively to those with the power to act. Skills are needed to give key presentations and also to write. You might decide to engage a writer
- see things that are new – analysts who can undertake a formal review of the information and help to shape the framework for analysis; people who can think laterally to see what others have not seen before; people who can see patterns – ideal as, if ideas are based on patterns or new connections, you can show the evidence to support the conclusion
- be strategic – who can see what is needed to make things happen and help to decide what not to look at and understand what the most important things are
- influence – no matter how much evidence you have, it is difficult to persuade people to take action on possible visions of the future. It is also difficult to persuade people to invest time in the process. Having someone with a little charm and the eye to spot opportunities to win support from stakeholders is key
- organise – there is a lot to do so you need people who are able to plan, as well as people who are able to deliver all of the practical
- lead – someone to draw all of the activity together, who will press through when things get difficult and has the ability to see the endgame and the next step the team needs to take to get there
- provide science expertise and who are respected in their field, so that your work starts from quality science rather spending the whole project finding it



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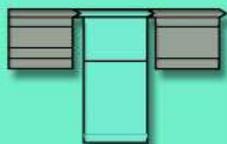


How to use
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Engaging stakeholders

Suggestions for success

- Embed interactions with stakeholders into the process, involve them in workshops and any advisory groups you set up to oversee the project
- Involve people with influence as well as those with expertise. This may mean you need to design in a separate process to engage people with influence. It certainly means that you need to digest your messages so that they are clear and can be picked up very easily
- Do not rely on a single contact in a key organisation. The contact might move at a critical stage and decisions often involve a number of people in an organisation so it is good to have a network of contacts in key organisations. You also need to make sure that the results of the project have influence in all relevant areas in key stakeholders. There is a risk with science based futures that only the person responsible for science will become involved and you will miss the chance to influence policy
- Invest time to understand your stakeholders' needs. The work should be a help and useful to the stakeholder. It can take time to convince people new to futures work that it might help, but it is worth investing this time. Understanding their needs will help in this process so that the explanations of the value of their involvement make sense to them
- Match the amount of time you spend with different stakeholders to their influence and the relevance of the project to them



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How to use
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Engaging stakeholders

One approach to help you plan how best to work with stakeholders is to:

- brainstorm with your team on who might be the relevant organisations to engage
- use a target diagram or an interest/influence matrix to decide what level of engagement is appropriate for each organisation

Engagement with some of the stakeholders will be critical to the success of your project, so focus your time on them

The way you engage will depend on each stakeholder's importance, ranging from one-to-one meetings with key organisations to email updates to the wider community with an interest.

