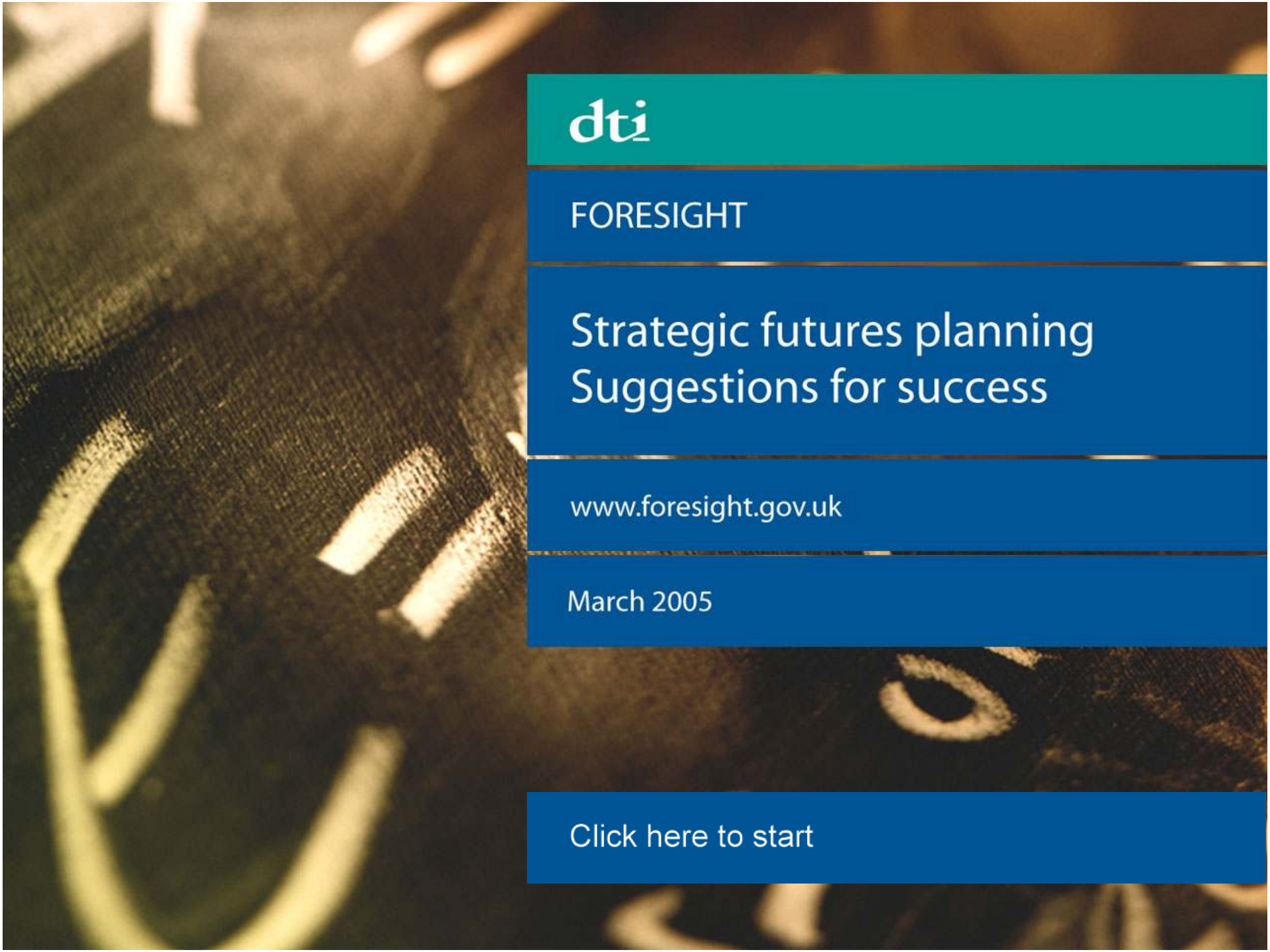
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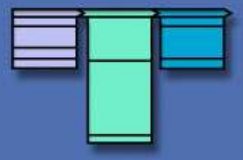

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Strategic Futures Planning

Suggestions for Success

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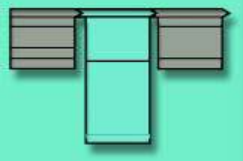

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Delphi

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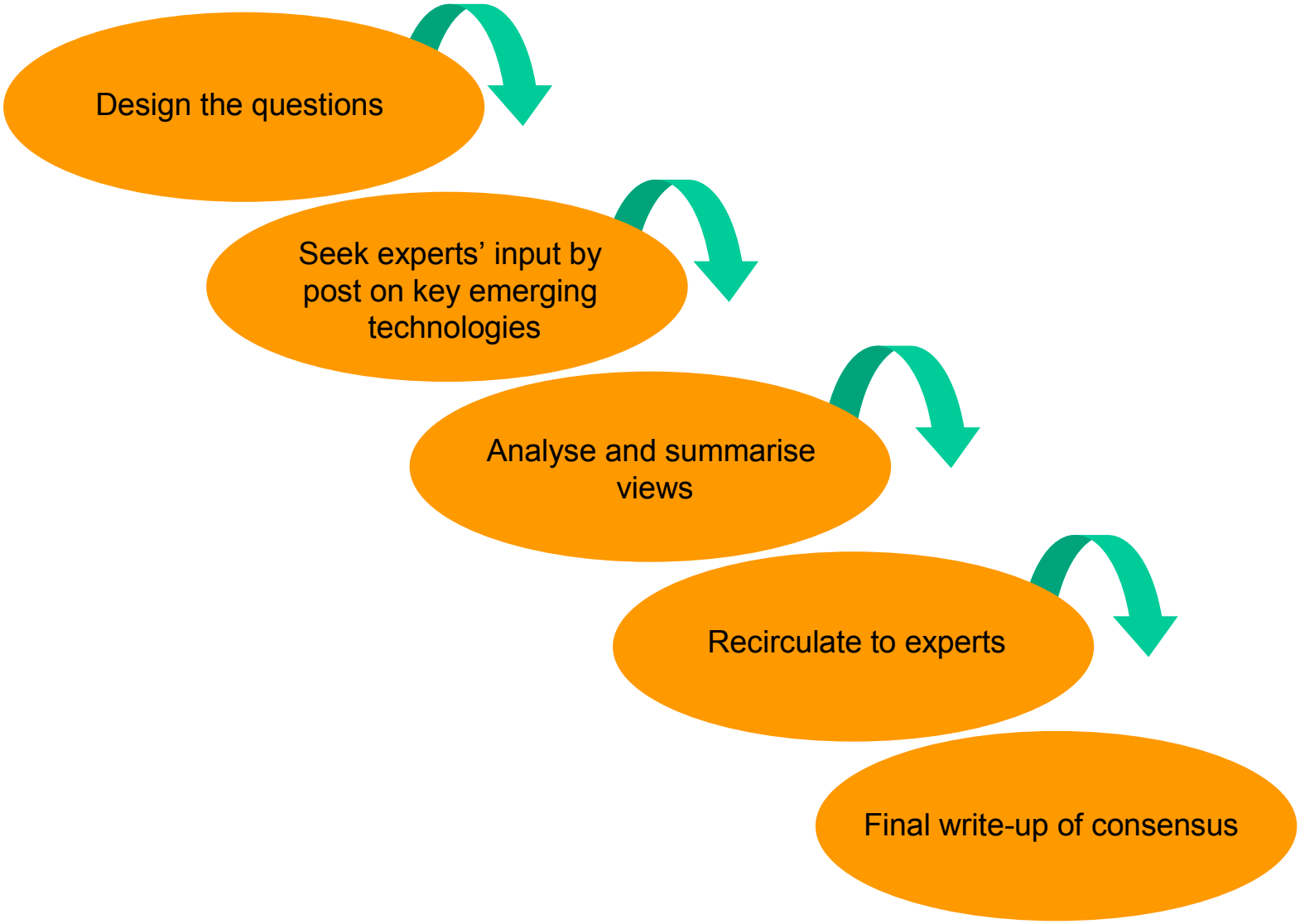
Delphi: the broad approach



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How to use this guide

Delphi: key steps

Step 1: Design the questions. This is sometimes best done with a small group of experts. An alternative is to start with the small group setting out their initial thoughts on future developments rather than starting with a set of open questions

Step 2: Circulate the questions to a wide community. If you decide to circulate beyond the expert community you will need to decide whether to weight the different responses that you receive according to perceived levels of expertise, this has advantages and disadvantages

Step 3: Analyse the answers or comments on the experts' views. This is typically done with graphs or diagrams of the spread of views on likelihood

Step 4: Present the answers in the form of assertions and rationale and circulate again for comment. Information on the numbers of people supporting each idea and its likelihood should be included

Step 5: Produce a report setting out the final conclusions of the work. Guard against ending up with bland consensus

Delphi: suggestions for success

- **There is no right approach. It should be designed to suit your needs and the willingness of the consultees to devote time to the exercise**. This is basically a consultation process which includes specific questions about potential advances in science
- **Careful design** of the questions is fundamental
- **Ensure experts maintain interest.** The process works if there is strong commitment
- **Ensure a quick process**. The risk is that by the end of the iterations with the community, the conclusions when published will be old news, at least in the minds of those involved in the process
- **Link** through to stakeholders and commitment to action at the end as there is less opportunity to secure buy-in during the process

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How to use this guide

This is an example of an output on health from a Delphi exercise in Japan

	Genome	Regenerative medicine	Brain	Nanotech	Bioinfomatics
2010	Protein function identified		Food capable of reducing ageing		Virtual labs
2020	Gene therapy of cancer and diabetes	Technology to regenerate organs from differentiated cells		Signal responsive drugs for tumour cells	IT to determine risk of cancer from genetic profile
2030	Stemcell treatment for motor paralysis Treatment for Alzheimer's	Regenerative treatment for damaged organs using stem cells	Brain computers link Understanding of brain mechanism for logical reasoning	Micromachines for surgery Micromachines for diagnosis and treatment inside organisms	Proteins designed for specific functions