

# LKY SCHOOL MASTERCLASS SERIES 2017

## APPLYING BEHAVIOURAL INSIGHTS TO PUBLIC POLICY

► 03 – 07 JUL 2017 ◀

## FUTURES THINKING AND SCENARIO PLANNING

► 24 – 28 JUL 2017 ◀

EXECUTIVE EDUCATION

# ► INTRODUCTION ◀

## APPLYING BEHAVIOURAL INSIGHTS TO PUBLIC POLICY MASTERCLASS (BI)



Policy-makers around the world have also begun to take seriously the insights offered by behavioural economics and psychology. Instead of assuming that our citizens are the rational, interest-maximising agents we find in economics textbooks, behavioural economics starts with the more realistic assumption that people are affected by various cognitive complications. A growing body of research shows a number of situations in which individuals act in ways that run counter to the predictions of standard economics. Our rationality, self-control and self-interest are all bounded in ways that have important implications for the way governments design, implement and communicate policies.

In partnership with the world's leading authority on behavioural insights, the Behavioural Insights Team (BIT), the Lee Kuan Yew School of Public Policy will offer a masterclass on **Applying Behavioural Insights to Public Policy** on **3 – 7 July 2017**.



## ► KEY INFORMATION ◀

### Date & Duration

03 – 07 July 2017 (5 DAYS)

### Venue

Lee Kuan Yew School of Public Policy  
National University of Singapore

(469C Bukit Timah Road Singapore 259772)

### Programme Fees\*

› S\$4,725 + 7% GST#

Group Discount: For three (3) paying participants from the same organisation, the fourth participant attends FREE.

### Applications

Please submit completed Application Form & CV

(Refer to enclosed form for more details)

### Deadline for Applications

05 June 2017

### Contact

Executive Education Department  
Lee Kuan Yew School of Public Policy

Tel: (65) 6516 8697 / (65) 6601 1183

Fax: (65) 6872 9291

Email: lkysppep@nus.edu.sg

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\* Fee is based on per-person basis and includes food, refreshments, site visits, and learning support materials. Overseas participants should arrange their own visa, travel costs from Singapore, accommodation, transport, and cover their living expenses while in Singapore. The LKY School does not provide scholarships or financial aid for this programme.

# Goods and Services Tax (GST) is applicable for Singapore-based participants and overseas participants who are self-funded or sponsored by a Singapore organisation.

## ▶ PROGRAMME OBJECTIVES ◀

Through the programme, participants will:

- › Understand the heuristics and cognitive complications that people often rely on to make decisions
- › Develop the necessary skills to apply behavioural insights in policy development and service delivery
- › Learn the tools and frameworks to design policies intended to shape and influence behaviours
- › Gain a behaviourally-informed perspective on policy communications

## ▶ TARGET AUDIENCE ◀

This masterclass is designed for policy analysts, researchers, managers, and other government professionals in policy and service delivery functions. It is also suitable for middle and senior level practitioners from non-profit organisations and service providers.

## ▶ PROGRAMME FOCUS ◀

The four-day masterclass will be jointly delivered by the LKY School and the Behavioural Insights Team (BIT) of UK. It offers a comprehensive introduction to the key ideas in behavioural insights, and equips policy officers with the foundations for formulating policies in a behaviourally compatible way. The course will involve a series of practical exercises and real-life cases of how policies and services can be designed using behavioural considerations. These learning-by-doing experiences are complemented with reflections and theory to strengthen participants' learning.

Through conceptual and practical exercises, participants will be exposed to the following topics:

- › Behavioural approaches to public policy
- › Getting people to behave
- › Applying the EAST and MINDSPACE frameworks
- › Better policy communications

“ Government can be much better, and do much better, if they make people's life easier and get rid of unnecessary complexity.

*Think for a moment about the best computers and tablets. They have all sorts of complicated machinery – machinery so complicated in fact that it would have been barely imaginable just a decade before. But for users, they are simple and intuitive. They don't require manuals. You can work with them on the basis of what you already know.*

*Government should be a lot more like that.* ”

CASS SUNSTEIN, 2013

## ► FACULTY & SPEAKERS ◀

### **Associate Professor Donald Low**

*Associate Dean (Executive Education & Research) & Associate Professor (Practice)  
Lee Kuan Yew School of Public Policy*

Donald is Associate Dean (Research and Executive Education) at the Lee Kuan Yew School of Public Policy. Besides leading the School's executive education efforts, he also heads its Case Study Unit. His research interests at the School include economics in public policy, inequality and social spending, behavioural economics, public finance, organisational change, and governance and politics in Singapore.

Prior to his current appointment, Donald served 15 years in the Singapore government in various senior positions. During that time, he established the Centre for Public Economics at the Civil Service College of Singapore. He was Director of Fiscal Policy at the Ministry of Finance from 2004 to 2005, and Director of Strategic Policy Office in the Public Service Division from 2006 to 2007. He is currently Vice President at the Economics Society of Singapore.

### **Professor Chen Kang**

*Director (MPAM and Chinese Executive Education) & Professor, Lee Kuan Yew School of Public Policy*

Chen Kang is currently Professor and Director of Master in Public Administration and Management programme (MPAM) and Chinese Executive Education Programmes at the LKY Yew School of Public Policy.

He has published widely on issues relating to macroeconomic modelling, economic reform and development, and the economic role of government in professional journals, including *Journal of Comparative Economics*, *European Journal of*

*Political Economy*, *China Economic Review*, *China Economic Quarterly*, *International Journal of Public Administration*, and *Economic Modelling*. His current research interests include behavioural economics, macroeconomic models, and China's economic reform.

### **Samuel Hanes**

*Director, Singapore  
Behavioural Insights Team*

Samuel is the director of our new Singapore office, formally opening in September 2016. He joined the UK-based Behavioural Insights Team (BIT) shortly after it was created in 2010 as the team's first economist. He has worked in a number of roles at BIT and on a large number of UK government policies, including: health, crime, energy & sustainability, taxation, unemployment, and economic growth. Until June 2016, Samuel was the team's UK director for economic growth and productivity. In this role, he led projects on business growth, female labour market participation, disability & employment, apprenticeships, and exporting. Before working at BIT, Samuel was an economist at the Home Office (the UK ministry for Home Affairs) primarily focused on the economics of crime and policing.

### **Serene Koh**

*Senior Advisor, Singapore  
Behavioural Insights Team*

Serene has been with the Singapore office since it opened in September 2016. She works in various capacities at BIT including research design, analysis, and capability building, particularly in the areas of social cohesion and education. Serene has conducted training in behavioural insights with the Ministry of Education, Ministry of Manpower, and with both government and non-government institutions in the Asia-Pacific region. Before joining BIT, Serene worked in Singapore's Ministry of Communications and Information where she led the Research Department's behavioural insights work on a variety of issues such as housing, population, and retirement adequacy.

# ► INTRODUCTION ◀

## FUTURES THINKING AND SCENARIO PLANNING (FTSP)



Futures Thinking, through Scenario Planning and other tools, enhance the capacity of policymakers to anticipate change in complex environments, surface hidden assumptions, and to uncover weaknesses and inflexibilities in their organisations. Futures Thinking plays an important role in provoking policymakers out of their comfort zones, to consider the bigger systemic context beyond their immediate domains, and to activate the imagination, at both the individual and organisational levels, so that the future is not simply an extrapolation of the present.

Given the ever-increasing disruptions that policymakers face in their various policy domains, and where complex interconnections between socio-economic, political, technological and environmental forces are poorly understood, Futures Thinking helps to sensitise organisations to fundamental surprise by rehearsing for different futures through Scenario Planning, thus deepening their agility and resilience.

The Future Ready Singapore Project team, together with global experts and practitioners, will offer a masterclass on **Futures Thinking and Scenario Planning on 17 – 21 July 2017.**



## ► KEY INFORMATION ◀

### Date & Duration

24 – 28 July 2017 (5 DAYS)

### Venue

Lee Kuan Yew School of Public Policy  
National University of Singapore

(469C Bukit Timah Road Singapore 259772)

### Programme Fees\*

› S\$4,725 + 7% GST#

Group Discount: For three (3) paying participants from the same organisation, the fourth participant attends FREE.

### Applications

Please submit completed Application Form & CV

(Refer to enclosed form for more details)

### Deadline for Applications

19 June 2017

### Contact

Executive Education Department  
Lee Kuan Yew School of Public Policy

Tel: (65) 6516 8697 / (65) 6601 1183

Fax: (65) 6872 9291

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# Goods and Services Tax (GST) is applicable for Singapore-based participants and overseas participants who are self-funded or sponsored by a Singapore organisation.

## ▶ PROGRAMME OBJECTIVES ◀

Through the programme, participants will:

- › Understand the philosophical underpinnings of Futures Thinking, and how it complements the strategic planning process in public policy organisations
- › Develop the necessary skills in Scenario Planning, including the scoping of a scenario project, the planning of the scenario workshops, and the development of scenario narrative frameworks
- › Learn the latest tools and frameworks that augment the Scenario Planning method, such as causal layered analysis (CLA) and different horizon scanning and “wild card” methodologies
- › Learn how to communicate scenarios to key decision makers within their own organisations and their broader networks

## ▶ TARGET AUDIENCE ◀

This masterclass is designed for policy analysts, researchers, managers and domain specialists who have responsibilities for long-term planning for their organisations. It is also useful for middle and senior level managers who might be commissioners and end-users of futures products such as scenarios and horizon-scanning reports.

## ▶ PROGRAMME FOCUS ◀

This masterclass will be delivered by the LKY School's Future Ready Singapore Project team, with sessions delivered by experts drawn from both its global and local networks of futures practitioners. It offers a theoretically-rigorous but practitioner-focused introduction to futures work in a public policy context. The course will involve taking participants through a scenario-planning exercise from conceptualisation, execution, and communication.

Using primarily a workshop format, participants will be exposed to the following topics:

- › The philosophy and practice of Futures Thinking in public policy
- › The concepts and tools of Scenario Planning
- › Non-linear approaches to the future: CLA, wild cards, and complexity-based frameworks
- › Building futures capabilities in your organisations





# LKY SCHOOL MASTERCLASS SERIES 2017

## 3 – 7 July 2017 (BI) | 24 – 28 JULY 2017 (FTSP)

Kindly complete the Application Form and submit together with a copy of participant's CV either by email or post.

### › Participant Details

MR/MS/DR/OTHERS\* (If others, please specify) \_\_\_\_\_

FIRST NAME \_\_\_\_\_ LAST NAME \_\_\_\_\_

DESIGNATION \_\_\_\_\_ DEPARTMENT \_\_\_\_\_

ORGANISATION \_\_\_\_\_

ADDRESS OF ORGANISATION \_\_\_\_\_

NATIONALITY \_\_\_\_\_ OFFICE NUMBER \_\_\_\_\_

EMAIL ADDRESS \_\_\_\_\_ MOBILE NUMBER \_\_\_\_\_

DIETARY RESTRICTION (IF ANY) \_\_\_\_\_

NO. OF YEARS OF RELATED EXPERIENCE \_\_\_\_\_

### › Programme Expectation

MOTIVATION FOR JOINING THIS PROGRAMME (1–2 sentences)

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DESCRIBE YOUR CURRENT ROLE IN YOUR ORGANISATION (1–2 sentences)

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### › Payment Details

#### Programme Fees\*:

BI  FTSP

S\$4,725 + 7% GST#

Group discount: For three (3) paying participants from the same organisation, the fourth participant attends free.

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**Mode of Payment:**SPONSORED BY  INDIVIDUAL  OWN ORGANISATION  OTHER ORGANISATIONPlease state the Sub-BU Code if sponsored by Singapore government agency:  

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**Payment Contact:**

FIRST NAME \_\_\_\_\_ LAST NAME \_\_\_\_\_

DESIGNATION \_\_\_\_\_ DEPARTMENT \_\_\_\_\_

ORGANISATION \_\_\_\_\_

BILLING ADDRESS \_\_\_\_\_  

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EMAIL ADDRESS \_\_\_\_\_ OFFICE NUMBER \_\_\_\_\_

How did you hear about this programme (You may select more than one option):

 PREVIOUS PROGRAMME PARTICIPANT  LKY SCHOOL ALUMNI  LKY SCHOOL WEBSITE LKY SCHOOL SOCIAL MEDIA  LKY SCHOOL EMAIL/ NEWSLETTER  INTERNET SEARCH PROGRAMME BROCHURE  OTHERS: PLEASE SPECIFY: \_\_\_\_\_

Please indicate below if and how you wish to be contacted for future updates of LKY School programmes and events:

 OFFICE NUMBER  EMAIL  NO, I DO NOT WISH TO BE CONTACTED

## › Cancellation Policy and Important Notes

The LKY School reserves the right to determine the final list of participants taking diversity into account.

Once confirmed, should the participant cancel four (4) weeks before the programme, the LKY School will charge the participant or the sponsoring organisation a cancellation fee equivalent to 50% of the programme fee. LKY School reserves the right to postpone or cancel the programme by giving at least 14 days notice.

Please note that photography, audio, and video recording may occur during the programme. All photography, audio, and video recording may be used for the purpose of LKY School's marketing, publicity purposes in print, electronic, and social media. If you do not wish to have your image recorded or published, for compelling and legitimate grounds relating to your particular situation, please inform us via email before the start of the programme. LKY School shall not be responsible for photographs and/ or videos taken by unauthorised persons during the programme.

By signing this application form, you agree that LKY School and NUS may collect, use, and disclose your personal data, as provided in this application form, for the following purpose in accordance with the Personal Data Protection Act 2012 and our data protection policy:

- › Disclosure and transfer of your data to third party service providers, agents and/ or our affiliates or related corporations that provide administration, data processing, computer, or other services to LKY School and NUS.

Please visit our website at <http://www.nus.edu.sg/legal-information-notice> for further details on our data protection policy, including how you may access and correct your personal data or withdraw consent to the collection, use, or disclosure of your personal data.

I have read the above and accept the terms.

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**Applicant's Signature****Date**

Send your application materials to us by email or post. Put "LKY SCHOOL MASTERCLASS SERIES" as the email subject line or on the envelope flap.

You can also submit your application **ONLINE**. Visit [www.lkyspp.nus.edu.sg/executive-education/](http://www.lkyspp.nus.edu.sg/executive-education/) for more details.

## ► FACULTY & SPEAKERS ◀

### **Associate Professor Donald Low**

*Associate Dean (Executive Education & Research) & Associate Professor (Practice)*

*Lee Kuan Yew School of Public Policy*

Donald Low is Associate Dean (Research and Executive Education) at the Lee Kuan Yew School of Public Policy. Besides leading the School's executive education efforts, he also heads its Case Study Unit. His research interests at the School include economics in public policy, inequality and social spending, behavioural economics, public finance, organisational change, and governance and politics in Singapore.

Prior to his current appointment, Donald served 15 years in the Singapore government in various senior positions. During that time, he established the Centre for Public Economics at the Civil Service College of Singapore. He was Director of Fiscal Policy at the Ministry of Finance from 2004 to 2005, and Director of Strategic Policy Office in the Public Service Division from 2006 to 2007. Donald holds a double first in Politics, Philosophy and Economics from Oxford University, and a Masters in International Public Policy from The Johns Hopkins University's School of Advanced International Studies. He is currently Vice President at the Economics Society of Singapore.

### **Dr. Adrian Kuah**

*Head (Case Studies Unit) & Senior Research Fellow*

*Lee Kuan Yew School of Public Policy*

Adrian Kuah is Head of Case Studies Unit and Senior Research Fellow at the Lee Kuan Yew School of Public Policy. His research interests include futures studies, complexity science, and political philosophy (focusing on pragmatism). Adrian started his career in the civil service as an economist in the Monetary Authority of Singapore. He then worked in the private sector as a business strategy consultant before embarking on an academic career with the S. Rajaratnam School of International Studies (RSIS), Nanyang Technological University. As Assistant Professor in the Military Studies programme, he taught on the MSc programmes as well as the Goh Keng Swee Command and Staff College's courses.

He returned to the civil service in 2013 as Lead Strategist in the Centre for Strategic Futures, Strategic

Policy Office, Prime Minister's Office, where he was involved in whole-of-Government futures research and scenario planning. He led a team of researchers in analysing complex, cross-cutting public policy issues across the social, economic, infrastructure, and security domains. He joined the LKY School in July 2015. Adrian obtained his Bachelor of Arts (Honours) degree in Economics and Politics from the University of York, graduating with first class honours, followed by his Master of Arts degree in International Politics from the University of Warwick. He earned his Doctor of Philosophy degree in Defence Policy and Economics from Cranfield University, where his doctoral studies were fully funded by RSIS.

### **Cheryl Chung**

*Deputy Director of Strategic Planning*

*Lee Kuan Yew School of Public Policy*

Cheryl Chung is the Deputy Director of Strategic Planning at the Lee Kuan Yew School of Public Policy. Prior to joining the School, Cheryl worked for the Singapore Government for 12 years where she led foresight and strategy activities across several ministry portfolios. Her work mainly focused on the intersection of technology, economic and regulatory policy. She was most recently the Lead Strategist of the Futures Division at the Ministry of Transport, where she helped to start up the Ministry's futures work. The Division looked at future of transportation issues across air, land and sea and Cheryl led the Ministry's work on Autonomous Vehicles (AVs), developing the vision for AVs in Singapore and putting in place the policy, regulatory and technology framework to support eventual AV deployment on public roads.

Cheryl's past postings include the Centre for Strategic Futures and the Strategic Policy Office at the Public Service Division of the Prime Minister's Office. In that role, she led their Emerging Strategic Issues project and as well as research on the evolving role of the state. Cheryl started her strategic foresight career at the Ministry of Trade and Industry's Futures Group. In her spare time, Cheryl volunteers as a Project Director with Conjoint Consulting and is active in the social innovation sector.

EXECUTIVE EDUCATION

## LEE KUAN YEW SCHOOL OF PUBLIC POLICY

National University of Singapore  
469C Bukit Timah Road  
Singapore 259772



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AND COMPLIANCE

