

► 25– 28 September 2018 ◀

# FUTURES THINKING AND SCENARIO PLANNING

## ► INTRODUCTION ◀



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 programme on **Futures Thinking and Scenario Planning on 25 - 28 September 2018**.

## ► KEY INFORMATION ◀

### Date & Duration

25 - 28 September 2018 (4 Days)

### Venue

Lee Kuan Yew School of Public Policy  
National University of Singapore  
(469C Bukit Timah Road Singapore 259772)

### Programme Fees\*

› S\$4,820 + 7% GST<sup>#</sup>

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

25 August 2018

### Contact

Executive Education Department  
Lee Kuan Yew School of Public Policy  
Tel: (65) 6601 5774 / (65) 6516 8697  
Fax: (65) 6872 9291  
Email: lkysppep@nus.edu.sg

\* 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 insurance, 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 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 programme 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 programme 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 practioner-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

## ▶ APPLICATION FORM ◀

Application deadline: 25 August 2018

# FUTURES THINKING AND SCENARIO PLANNING

## 25 - 28 SEPTEMBER 2018

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) \_\_\_\_\_

FULL NAME \_\_\_\_\_

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

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)

\_\_\_\_\_  
\_\_\_\_\_

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

\_\_\_\_\_  
\_\_\_\_\_

### › Payment Details

#### Programme Fees\*:

[ ] S\$4,820 + 7% GST#

[ ] Group discount: For three (3) paying participants from the same organisations, the fourth participant attends free

[ ] S\$3,856 + 7% GST# (20% Discount For LKY School Degree Programme/ Executive Education Programme Alumni)

Please indicate programme title and year of completion: \_\_\_\_\_

#### Mode of Payment:

SPONSORED BY [ ] INDIVIDUAL [ ] OWN ORGANISATION [ ] OTHER ORGANISATION

Please state the Sub-BU Code if sponsored by Singapore government agency: \_\_\_\_\_

\* 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 insurance, 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.



### Payment Contact:

FIRST NAME \_\_\_\_\_ LAST NAME \_\_\_\_\_  
DESIGNATION \_\_\_\_\_ DEPARTMENT \_\_\_\_\_  
ORGANISATION \_\_\_\_\_  
BILLING ADDRESS \_\_\_\_\_  
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 you wish to be contacted for future updates of LKY School programmes and events:

YES, THROUGH EMAIL     NO, I DO NOT WISH TO BE CONTACTED

### › Emergency Contact Details (For Overseas Participants)

NAME \_\_\_\_\_ RELATIONSHIP TO PARTICIPANT \_\_\_\_\_  
CONTACT DETAILS \_\_\_\_\_

### › 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.

\_\_\_\_\_  
**Applicant's Signature**

\_\_\_\_\_  
**Date**

Send your application materials to us by email or post. Put "FUTURES THINKING AND SCENARIO PLANNING" 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 ◀

### 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

*Co-Director (Executive Education) and 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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