

The Path to Growth: Achieving
Excellence in Business Friendly
Public Administration
Brussels 29 Oct. 2013



Promoting strategic management in Government

Use of foresight work in strategic management
Case of Finland 2030
Pekka Lindroos
General Secretary
Foresight 2030 Prime Minister's Office

Foresight work in Finland

Foresight work is defined as foresight analysis and futures work.

Foresight 2030 report to the Government in Feb. 2013

<http://tulevaisuus.2030.fi/en/>

Wellbeing through sustainable growth in 2030

Government Future Report to Parliament, Oct. 30. 2013

www.2030.fi/en

Leitmotiv:

The present trend growth trajectory will not provide sustained wellbeing for the aging population in 2030

A new approach towards structural change and renewal is needed throughout the Finnish society

Opportunities identified in wiki method for Finland.2030

Observed focal areas for elaboration

Opportunities in the midst of scarcity

A new geography for the North

Business regeneration

Public administration as an enabler

Working life in the future

Citizens' well-being and inclusion

Seen through horizontal approach:

Flexibility and crisis resilience

Skills and competences

Use of ICT

Global perspective

The areas or sectors for growth cannot be selected but an environment that is conducive for sustainable growth can be established



Committee for the Future in Finnish Parliament practice since 1993

The Committee for the Future deliberates parliamentary documents referred to it and, when requested to do so, makes submissions to other committees on futures-related matters, which are included in their spheres of responsibility and have a bearing on development factors and development models of the future. The Committee conducts research associated with futures studies, including their methodology. The Committee also functions as a parliamentary body that conducts assessments of technological development and the effects on society of technology.

‘Responding formally to the Government Foresight report is the main task of the Committee’

Committee Chair MP Päivi Lipponen September 2013 on the occasion of the 20th anniversary of the Committee

The next government and next government program is the main intended receiver and customer for the Future report by the Government

The twin challenge in strategic management

How to improve use of information in political decision-making?

The point is not to examine single policy measures, such as assessments of legislative projects and the related inadequacies, but how to move from the fragmented production and use of information to a systematic operating model.

Politics forms a continuum with key policy themes remaining on the agenda for a long time, extending over Government terms.

However, foresight work looks at and promotes desired turning points that upset the continuum

➡ policy should be able to use both kinds of information

To illustrate the two worlds

Foresight work is needed to break the given patterns for development

Turning points, future shocks, changes of paradigm are moments when most can be gained

Strategic planning is typically path or pattern dependent and can be change resistant

Foresight work leads to experimenting instead of detailed forecasting or planning

Thinking out of the box instead of extrapolation

Resilience against shocks as condition for growth

Some observations in foresight 2030.fi report

Half of the value created will be digital in the 2030s

- The exact figures or dates are of lesser relevance

Resilience against shocks or farming black swans will be a main condition for wealth creation in 2030

- The economy that re-establishes itself first after global or regional shock can gain and reinvent smoother

➔ Forecasting type of strategic analysis offers limited toolbox for coping with future challenges

Discussion points

How can government foresight pave the way for continuous restructuring and induce private sector actors to bold renewal ?

In a global market place what role for government vision ?

What role for strategic management in future uncharted waters ?