**Frontend – Futures Thinking no Setor Público - O caso de Singapura - com Cheryl Chung.mp3**

abril 07, 2021

• 4:39 - 5:18

Olá, um bom dia a todos e a todas. Bem-vindos ao fronteiras e tendências meu nome é Guilherme de Almeida eu sou assessor de inovação da ENAP, pra quem não conhece ainda o ENAP fronteiras e tendências é uma série de conversas regulares pra gente promover a discussão de temas atuais relevantes do governo com a participação de especialistas renomados. Ele faz parte de dessa intenção da ENAP de trazer conhecimento atualizado de ponta e de fronteira para o governo como um todo e particularmente para altos executivos.

• 5:18 - 5:49

Uma forma da gente trazer do que tem de mais moderno da forma mais agradável possível que é por meio de um bate papo e o tema de hoje é justamente o pensamento de futuro, os estudos de futuro e como fazer para trazer essa realidade para o governo. Politicas publicas são por definição uma atividade orientada para o futuro e de construção de futuros possíveis então é até interessante que a gente não tenha de uma forma tão intensa e estruturada essa prática no nosso cotidiano no Brasil.

• 5:49 - 6:20

Em tempos onde o presente é incerto pensar o futuro é cada vez mais importante e pensar de forma estruturada sobre o futuro ajuda a gente a pensar os melhores caminhos para construir as realidades de políticas e pra encontrar os caminhos para essa evolução do desenvolvimento do país para a conversa de hoje a gente traz aqui uma grande especialista no assunto a Cheryl Chung

• 6:21 – 7:04

A Cheryl é diretora do programa de educação executiva pro futuro de Singapura na Escola de Políticas Públicas Lee Kuan Yew da Universidade Nacional Singapura. A Lee Kuan Yew é simplesmente uma das melhores escolas de políticas públicas do mundo e talvez seja uma grande corresponsável pelo grau de desenvolvimento humano e econômico de Singapura e antes de trabalhar com esse programa de estudos futuros de Singapura ela trabalhou no governo e liderou unidades de prospecção de futuros que é prospectiva é justamente uma das formas de estudo de futuro que a gente vai debater aqui.

• 7:05 - 7:48

E pra conduzir essa conversa, debater e realizar esse bate papo e entrevista a gente traz Bruna Santos que é nossa diretora de inovação da Escola Nacional De Administração Pública. A Bruna foi antes de diretora de inovação ela foi diretora executiva do ENAP ela é minha colega no mestrado de administração pública da *Columbia University* é bacharel em relações internacionais pela Universidade Federal do Rio Grande do Sul, foi diretora do *Comunitas,* foi do *Columbia Global Center* Do Brasil*,* é membro de uma rede global de *Eisenhower Fellows* foi professora adjunta de *Columbia* é como eu sou testemunha de tantas conversas anteriores, é uma excelente entrevistadora e um excelente papo.

• 7:49 - 7:55

Então, Bruna, pra conduzir essa conversa a bola está contigo. Cheryl, I’m glad to have you here and have a great conversation thank you.

Thank you so much.

• 7:57 - 8:36

Obrigada, Guilherme nosso também futurista na casa, muito obrigada. Eu vou mudar pro inglês agora, mas quem tiver, precisar de tradução temos, também, um intérprete em libras e temos um link, também.

Cheryl, we are thrilled to have you here. Thank you so much. It's a great pleasure to have you with us and you have the opportunity to learn more about your work and their results you have achieved applying futures thinking in the public sector in Singapore as Guilherme said the name of the event. Here is frontiers and trends and it's great to see a nappy going beyond its own boundaries and touching the world and being touched by it.

• 8:37 - 9:00

Scouting solutions looking for best practices and lessons learned is very important to us to bring it back to Brazil and we are so very happy to have you with us, so I'm going to jump as trading and say welcome to everyone else who's watching us. We have 30 people watching us on YouTube right now.

• 9:00 - 9:15

We are very happy and we are very happy to have you all here and I'll make sure that you are sending your questions in the chat. I want to start hearing from you Cheryl a little bit about your career so far and how did you end up doing futures work and what motivated you in this Journey.

• 9:16 - 9:54

Great, Thank you so much and thank you for having me it’s such a delight to be with you all today, so hi my name is Cheryl Chung I am the program director of executive education Singapore futures at the Lee Kuan Yew school of and public policy national university of Singapore so I’ve had a very interesting route to futures work, I specialize in futures and public policy so I’ve always practice within the government or public sector context. I started out my, I started in futures work actually because I was working at the time at the agency for science technology and research here in Singapore.

• 9:54 - 10:10

That's a public sector R and D agency and our Parents Ministries, the Ministry of trade and Industry decided to start futures team and they wanted to look at new industry Trends what might be new potential economic growth areas for Singapore

• 10:10 - 10:46

And they said, oh can somebody from the statutory board come and work with us. So, because I had some strategic planning background and a little bit of technology foresight background because of my work at the agency I said, okay, why not? I will come and join you at the ministry of trade, so that’s how I started my futures Journey. Now, it’s been 14 years in various portfolios I moved after the ministry of trade moved to the Center for strategic futures which is a central futures agency within the prime minister’s office in Singapore.

• 10:46 - 11:25

And then after that move to the Ministry of Transport to do to start their futures team as well as oversee their autonomous vehicle portfolio. Since then I’ve been now at The National University I’m now in more of a training and consulting role, so very much working with public sector organizations, not only in Singapore but all over world in various public policy areas, but my core area of expertise is still within futures thinking and scenario planning and how that really forms a skill set that's important for kind of greater resilience in the public sector.

• 11:28 - 11:55

Excellent. Thank you for sharing your experience with us, so now in the early 2021. We are perhaps facing some of the biggest uncertainties of all time. So how do you think that the methodologies and structures related to Futures thinking and scenario planning can help the public sector to better anticipate and manage challenges in a especially in a post covid world?

• 11:55 - 12:27

Yeah, that's a great question. I think one of the challenges in a lot of the public sector work that. We spend a lot of time thinking about efficiency and optimization right how to be more efficient, how to use resources better. And this is an extremely important goal of public sector, but sometimes we need to remember that resilience is also an important goal, so there’s this larger question of what if we were wrong in our predictions or forecast or our plans.

• 12:28 – 13:05

And are we able to enter to firstly question our assumptions about the future but also to think a little bit more about what you think about, you know, to look at different trends, to think about how They might impact us and help multiple alternative futures might play out. So, I think that is fundamentally the idea for futures work and of course in the public sector Where, you know, it’s our job to work with multiple stakeholders that might have competing objectives, it is our job to work on difficult wicked problems with a lot of complexity, that may be changing all the time.

• 13:06 - 13:26

So, futures thinking becomes quite useful, so specifically talking about the pandemic I think there are two ways to think about how about futures work might be relevant in this case. The first way is a little bit more kind of preemptively, right? So, I think of many people ask the question.

• 13:28 - 14:25

Would future thinking have helped us predict or be more prepared for the pandemic? And in some cases, yes, right. So, I think that was very much in the Singapore case where we, because we had quite of, ah, difficult experience with SARS in the 2003, we were familiar with the idea of a pandemic flu, so that was within our realm of imagination and I suppose it was a possible future for us. So, because there was a possible future, when we put in possible pandemic flu future scenarios it doesn't seem so crazy. You know, then we’re able to say okay, maybe we should be taking some policy, action, you know towards preparing for pandemic flu, so by the time the different whether it was, you know, swine flu or Other variants later on. We were a little bit more prepared.

• 14:26 - 15:24

I think the second way is of course, now that we're in such an uncertain environment. So many of our fundamental assumptions are can be questioned and so many of the usual way of doing things may not hold in the future anymore. So, I think futures work is also quite useful for rethinking those assumptions and then to actually take this opportunity to re-imagine what our post-pandemic recovery might look like and start to plan a little bit ahead for that, so that we can recover into the future that we want and not inherit a future that actually may be not so good for us. I think all of us have this feeling of when, you know, we are under uncertainty right that you just want things to go back to normal, you know, and there’s this eagerness to return to the status quo, but actually was the status quo that good, it was the best thing that we could have done?

• 15:25 - 15:38

Maybe not, right? And I think futures thinking affords us the opportunity to rethink some of these fundamental assumptions and to say okay actually now that we have a chance maybe we can do differently and we can do better.

• 15:41 - 16:38

Yes. Well, I want to I want to ask you another question related to training public agents, public-sector agents. And as you know ENAP is an International School of public administration and for us it’s very important also to understand the role of public schools in shaping in the future of government and how… I want to hear from you, how important you think is for the public sector to train agents in future thinking and scenario planning and I would love to hear more about how Singapore is doing. What is the main focus of the school where you work today in terms of training on these competences and I would also as you some other question very aligned to this. Would you say that every public sector leader should be a futurist also?

• 16:39 - 17:38

That's a really good question. Maybe I'll take that last question first, that’s a great question, well I can respond maybe in the Singapore context because we are a small city state and most senior government officials would have done postings, you know. It is quite common for most people to have some exposure to Futures work as part of their career so, you know, maybe earlier on When They were younger officer They might have done some futures work and that’s quite common, so by the time They become senior, actually They become very Strong champions for this idea of investing into a capacity that will afford them longer-term, better longer term decisions and greater resilience . So, from that perspective, Yes. I do think it's important that Every public officer has some futures background, but I tend to disagree that every public officer should be a futurist.

• 17:39 - 18:13

Because there are Other Goals of government, Other than resilience as I mentioned, you know, new public management tell us all about efficiency, optimization, running more efficiently, more like a private-sector organization that kind of thing and those goals are important too and if you have everybody in the system questioning the system, like, how the futures is supposed to, You know, like questioning all the fundamental assumptions and so on, frankly the whole government would be chaotic and you won’t be able to get anything done, right? So not every problem is the kind of issue.

• 18:16 - 18:41

That a futurist is supposed to solve, right? And those futurists are better at looking at much longer-term issues. Issues that are complex in nature, but much of government work is also procedural it’s also standard operating procedure best practice and so on, so actually that doesn’t really need that one, you just keep karma carry on, you don’t really need futures, so much.

• 18:42 - 19:38

I think from the perspective of the university and thinking about futures training especially from the perspective of a public policy school that’s quite interesting, so we, of course, do our own training and we focused very much on the strategic foresight parts of future’s work which means that we are very focused on the stakeholder management and changing the mind of the decision maker to make better decisions for the future, that’s very much the way that we think about it, it’s not the only way to practice foresight work, of course, you could also be much more upstream and think about trends and focus your attention much more on that upstream part which is also important. But at least from the perspective of the public policy school we think of it as having two aspects, right?

• 19:40 - 20:17

So, on the one hand, one aspect is to think about the strategic intelligence, that we need to figure out what this strategic intelligence for the future might look like so there are understanding trends. Understanding emerging issues weak signals, trying to figure out how They might affect us and so on, but on the other hand is a stakeholder management challenge, so you can tell your boss that there are all these trends coming, but if your boss doesn’t change his or her mind, actually your organization is still not prepared, right? So, at a public policy school when we do futures work we try to combine those two, because fundamentally we believe that good futures.

• 20:18 - 20:49

Making good long-term decision is a core part of good governance, right, and to be good stewards. I would say, and to be good ancestors for the next generation and the generations to come. I think that’s also a very big part of our responsibility, not as just as public officers but also as citizens. We do have a responsibility to the next generation and thinking about those things helps a lot. That’s my personal take on what the role of a public policy school is.

• 20:50 - 21:55

I should say very briefly that in the Singapore context we are, we have a strong central unit. So we have a government think tank, internal government think tank called the center for strategic futures, which sits within the strategy group of the prime minister’s office this is a bureaucratic function but one of the things they do is undertake national level projects and I can speak a lit bit of some of them later but the other thing they do is a little bit of training as well, so you can think of them as operating a tiny bit like an internal trainer or internal consultant, not that they are in the training business but because they are their desire is also to upskill and build capability and futures work across the civil service, so that’s also a little role that they play and they work together with our own civil service college which would be, I would say counterpart to ENAP, so that’s where there’s some similarity there as well.

• 21:57 - 22:31

You said something I found the great I want to make like her a poster of it be a good ancestor.

Exactly, you know, if you just think about the younger generation with inheriting climate change an inequality. And you know, the after effects of covid, I mean I’m not sure we’ve been such good ancestors, so we do need to think about that.

That's a fantastic thought. We have some questions coming from the audience. I will ask one that came from Tuana Neves.

• 22:32 - 22:52

What are good practices to have futures thinking work training? I'm sorry. Sorry. No. What are good practices to have futures thinking as a more general culture in government instead of having it restricted to a single area working on that.

• 22:53 - 23:06

Great. Yeah, that’s such a fantastic question and, you know, in strategy work we always joke, we say culture is strategy for breakfast, so you can have the best strategy and actually if you don’t have the culture to support it. It can be really quite challenging.

• 23:08 - 24:54

Yeah, I mean, I think futures work is, I think the cultural aspect and some other things that can be done, would involve the way, it’s how do we work together. To make better decisions for the future, so again using a Singapore context, we are very much networked governance model, partly because we are a small city state, and therefore have a single tier of government so, in that sense our governance system is relatively simple, but we focus very much on having a whole of government approaches, so whole of government meaning that different ministers work together, to solve problems together and this works particularly well for complex issues, big complex issues.

• 23:55 - 24:34

So, I give you an example. When I was doing the autonomous vehicle portfolio at the Ministry of Transport, obviously the Ministry of Transport is a public transport and in Singapore context it oversees, air, land and sea. So, it’s a very big portfolio, but the futures team was very small When I started, maybe was three or four people, very, very small, so to be able to think about autonomous vehicles. What was I did was find friends in other parts of government. So, I went to some people in the security agencies who are looking at autonomous vehicles.

• 24:34 - 25:11

From the Point of cyber security issues, the challenges of having cyber physical systems. That could be hacked, so I found some friends in the security agencies who could look at that aspect, then I found some friends in the ministry of trade and Industry who were looking more at the industry development public sector research, innovation, and kind of that, kind of policy options for the future those aspects, right? Singapore does not have car manufacturing industry, but could we have an autonomous vehicle manufacturing industry? That's an interesting question.

• 25:12 - 25:41

So, with our powers combined, we tried to do it in a more network kind of way. Because since nobody was looking at the issue anyway, you know, we felt that if we combine and said, okay, you know, the few of us can think from these three, at least three different perspectives, you know, then, that's one way of shaping, what the future looks like and creating a culture of creating it together. So that to me is quite a meaningful example, you know, of trying to figure out how to do futures work in the public policy context.

• 25:44 - 26:20

Very nice. I mean, we are definitely very interested in Singapore and your success and also what you failed. So, you said you spoke an incredible in a very incredible way about the Singapore experience, especially when it comes to futures work. Are there any other countries that also have successfully applied cases regarding the use of futures thinking? And also, I would like to hear from you, what is the difference from what makes Singapore special on this, on this matter?

• 26:21 - 26:31

What is worth highlighting as a lesson learned in what are the elements that make Singapore more, uh, advanced compared to other countries on futures thinking and scenario planning?

• 26:32 - 27:05

Great. Yeah, no, that's a fantastic question. We get asked that a lot, especially because we do futures training across so many different countries. The first thing I'll say is that, I think was Singapore, it's an interesting model because we do have some unique features. I mentioned that we are small city states, so we have a single tier of government. That's one feature, but we've also gone through a very rapid period of change over a very short period of times, or the country itself is only 56 years old, you know, so it's very young.

• 27:05 - 27:27

We don't have a long history, so we are also very aware that, you know, sovereignty and independence doesn't come so naturally to small countries. Um, you know, and I think the other thing is that because we've gone through such a rapid period of economic development, or was that a short period of time, we are used to the fact that change can happen quickly and can be disruptive.

• 27:28 - 28:02

Um, but also that while change can present a lot of risk and maybe even existential risk, it can also open up windows of opportunity, uh, you know, for countries, right. Not only small ones. But I think seeing that, that has been the Singapore experience. So, that's definitely just to set some context. I will say that there are a few features on the Singapore, at least four side system that are a little bit interesting. And maybe we can talk about, a couple of success factors and I could go on and talk about different countries.

• 28:03 - 28:22

Uh, so a few things, Singapore is a Bureau, Singapore's foresight system is a bureaucratic function. It resides within civil servants, in the civil service, sorry. And it's not a political function, right? Of course we do report our findings up to cabinet, but by and large, it's actually a civil service function.

• 28:23 - 28:58

That's interesting because there are other countries for which it's a political function and there is no right or wrong answer, right. It’s just different countries have different ways of expressing this. In the Singapore context, we are a single party dominant system, but for example, in Finland, they've, they do adopt futures work within the parliament and for the sitting of parliament, they might adopt a new futures topic. So, I think the last round, if I'm not wrong was future of work, right. So, they all, kind of came together and said, form, you know, because they're forming a coalition government, right.

• 28:58 - 29:13

They have a different challenge. So, when they came together, they said, okay, all of us should sit down and think about what the future of work what challenges might be. And we will use this term of government to, execute and think about these challenges so that we can work together.

• 29:13 - 29:46

So that's also another way of using futures work, very successfully, you know, which is a different model from Singapore. Another feature of the Singapore model, I would say is that, to be honest, it's an elite governance model, right? So, as you can hear from my description, there is a center for strategic futures that resides within the prime minister's office. They are by and large the ones who hold the futurist expertise. They are the center of excellence, I will say, in the futures expertise within Singapore. Part of this is because they've been traditionally very strong champions in the heads of civil service.

• 29:47 - 30:01

So, the head of civil services, the more senior bureaucrat basically sorts among equals or from all the permanent secretary. So, it's all very senior. And then we've traditionally enjoyed a lot of support from people who have been in that role.

• 30:02 - 30:34

But again, it doesn't have to come from a top down system, right. So, we've been doing some work with, and my partnering them in different ways with, the Philippines futures thinking society, you know, so they have been starting to do very much futures work from a futures literacy perspective. So, it's been a very much awareness building engagement from the bottom up, you know, so they talk very much around how do you indigenize futures work in the Filipino community? You know, they, they taught me a wonderful word.

• 30:34 - 31:09

I learned yesterday caught *hiraya*, and it’s part of an old *tagalog* greeting which basically wishes you that you can reach your dreams, you know? So, um, it's such a wonderful thought, but *hiraya* basically means something along the lines of our collective dreams and visions shared, chat dreams and hopes and so on, you know, so to contextualize it, you know, into, into their own culture, I think has also been remarkably useful and, you know, they, but they are taking a much more ground up approach, which is also another way of doing it.

• 31:10 - 31:49

I should say that, uh, keys key success factor does seem to be strong leadership. No matter how you start in future work, just because, futures work does require a leap of faith to invest in thinking about things that may not happen. It's like why all countries invest in military defense, right. You're basically preparing for something you hope that won't happen. You know, you don't want war to happen. So, so you say, okay, I prepare, I prepare for defense. In some way, foresight is the same or similar, so you, you cannot say that, Oh, just because there was no pandemic flu, we one successful, but that's not a right metric, right?

• 31:49 - 32:03

But in this case, you know, it's really thinking about, okay, how can we, uh, it, in a discipline way we always set aside some investment for things that may not pay off, right.

• 32:03 - 32:35

Because in pursuing efficiency goals, it's too easy to say, Oh, I've got to close down all my centers of infectious diseases. Cause they're not infectious diseases. And I've got to close down all my isolation boards, because there are no, because we don't seem to need them and I'm gonna, I don't need to stock pile massive, uh, you know, uh, protective equipment because, you know, we don't have a flu, we don't have pandemic flu. And yeah, in 2019 that sounded like a good idea. And in 2020 it sounded like a really bad idea.

• 32:36 - 33:08

So, you know, I think that that's also one of the responsibilities that we have has government also, investing on behalf of society, right? Because private sector will not be able to do so and people sector also won't be able to do, so that’s my own perspective on how Singapore is interesting model. But, uh, please don't go away with the idea that we are the only way of doing futures work. We are just one way and we've been doing it for a long time. That's the interesting part, but there are many other ways to do it, yes?

• 33:11 - 33:55

You know, Cheryl, there is a saying, a common saying in Brazil, that Brazil is forever the country of the future. Perhaps we have to start thinking more, apply more of method on the way that we envision and prospects the future. I want to, I mean, it's really hard to interview, to talk to a futurist and don’t ask about the future, right? But if you were to point to a couple of signals, of close about the future and drivers that you see that are influencing the direction of change today's world, especially when it comes to the future of workforce in government, what do you see?

• 33:57 - 34:30

That's a fantastic question. I get asked these kinds of questions a lot and actually we do a lot of work on the future of work, future of jobs, futures jobs skills, and all these things are such big questions for every government all around the world. I did a project, maybe about two years ago now, thinking about how different state actors would look like in the future in a digital future. So, we imagined, what is it like if your colleague is AI or your colleague is a robot.

• 34:31 - 34:55

My colleagues would tell you that I just acquired a robot pet or the office, you know, the little therapy robot from Japan, to keep me company if I'm working late at night in the office. But all jokes aside, I think there is a real question around, of course, what automation, AI is going to mean for public service.

• 34:56 - 35:34

But it's not only going to impact public as in the way that public service is going to work, right? It also impacts the way that the public service delivers public service, right? So that's also another important question and the other part is that it also influences the way that governance itself works, right? How citizens can interact with us, what they expect, you know, the way that decisions are made, even if they're mundane decisions like traffic decisions, seemingly mundane, but you know, if those are overtaken by algorithms, what's the role of regulation then, right.

• 35:34 - 35:47

So that there are many, actually there are many, many questions we can think about. In my work, I tend to think about it as, uh, government having different personas. I don't specialize in all areas of the future.

• 35:47 - 36:26

I mainly specialize in technology, economics and regulatory policy. Um, so, so I often think about, government is having at least six personas, when it comes to at least the future of what technology disruption, right. So, one persona is that it is the user of technology, right? So, you use technology to execute on your public service deliveries, so other ways of becoming, you know, like digital, digital e-services, that kind of thing. You know, that's one way, there's another role of government, which is very much around. I would say maybe it's not quite a marketing role, but it is a promotion role, right?

• 36:26 - 36:46

So, for many cities, they have a smart city agenda and that's not just for the city. Uh, it's not just for public service, right. It's also because they're trying to brand the city and bring maybe a business or economic development or, you know, different kinds of societal goals that make the city more dynamic, attractive, that kind of thing.

• 36:47 - 37:21

You know, you can also think of, technology changing the nature of crime, right? And once it starts to change the nature of crime. So, for example, you know, a whole class of cybersecurity, cybercrime did not exist 20 years ago. And then suddenly, you know, you have these issues coming up, you know, so you can also think of the rule of the state as being a protector, of citizens and society. So, I mean, there are a number of different personas that government can take.

• 37:21 - 37:39

I won't go through them all suffice it to say that I think the role of you just work is to, be able to switch your lens, right? So, if you always have thought of yourself, as you know, government is just using technology, to be able to be transparent about your thinking and say, Oh, actually that's an assumption.

• 37:40 - 38:13

There are other areas in how government changes and interfaces with technology that actually mean may also change the way that things will operate. Yeah. Personally, I do feel that how, how governance, it's not just government, but governance in the future is going to change. This is I think to me a really interesting question. and I think in general, we don't think about that as much. We are very focused on the task and the business of government and not in the operating environment that government exists in.

• 38:13 - 38:18

Right? So, you know, I think that's also something that we, that we do need to think a little bit more about.

• 38:20 - 38:50

Yeah. Well, using the, the, the question that you mentioned, which is a great one, what is the future of governance? Uh, Lucia Santos asks a great question here in the chat, it reminded me of participation that we had in the innovation week, which is an event annual, annual event that ENAP does, it's going to happen at this year in November. Last year, we had Tim O’Reilly with us.

• 38:50 - 39:36

Yeah, it was great. And he reminded us of a quote by William Gibson, which says the future is already here. It's not, it's just not evenly distributed. I think that's a lot on what you brought in terms of how can you actually tap into the collective intelligence to understand what are the futures. Lucia asked the question about what are the channels for participation and for to build consensus in a society, around building futures thinking in government, what are the channels to tapping into this collective intelligence that is out there in society that you've been using and what are the best practices?

• 39:36 - 40:08

Yeah, that's a great question. And I think participatory foresight as a subfield is, is quite an interesting one. I'm not sure that, I mean, different countries, different countries in different governments, do it slightly differently. I would say in the Singapore context, there is, there are a few ways that it can come in. So, the first one is, actually in the question of who do you talk to and where do you get your, these weak signals, right?

• 40:08 - 40:33

These signals of the future that are not evenly distributed. Where do you find them from, if you're only talking to government, other government agencies, your own colleagues, the chances are that you won't have a good enough idea of where the future is unevenly distributed. So, one way of bringing in different kinds of strategic intelligence is to frankly have a very wide network both locally as well as internationally.

• 40:33 - 41:05

So, the center for strategic futures in Singapore definitely thinks about it in that way and at the school where we're also building up work, not only for Singapore, but also for the region, where the network aspects are really, really important, right? Because that's one source of strategic intelligence. To be honest, you can do a lot of desktop research, but there is a limit to how much that would yield. Um, you know, so, I do feel that's really one, one really important point.

• 41:05 - 41:33

Another one would be more in the, I would say understanding or even prioritizing the trends, right? So, kind of exploring what are the ones that are going to be important in the future and where the tensions or uncertainties might be, you know, public participation around that and getting the understanding of what second, third order implications of some, of these trends might be, could also be quite interesting.

• 41:33 - 42:04

So, for example, I mean, if you think about a current example that all of us face, right? Um, you know, we talk a lot about what post covid recovery will look like, but frankly, most of the discussion is focused on economic, economic growth, and bouncing back in the GDP. It does not really talk about social, the social cost or the social emotional cost, that's here of the pandemic. And what does that look like at scale, right? A societal scale. We actually don't really talk about that so much.

• 42:05 - 42:32

So, what are some of these questions that we also need to think about, right? Cause that's, what's all the responsibility of government. Some countries do it more from a communications perspective. So, an example that comes to mind would be Dubai, where they have a future, Dubai futures foundation and the attic building a museum for the future, you know, and they've done many museums exhibits in the past as part of government summits and different things.

• 42:32 - 43:07

And that idea is to showcase, you know, what public services might look like, you know, and what the, it must be bought in the future, right? So not just writing a policy paper on trends, but to say, if I set in an autonomous vehicle, could I be also receiving some sort of public service, you know, and to imagine that in an embodied way, that's also quite interesting. So there are many different techniques or different, like I said, different cities, do different things, you know, uh, to varying degrees of success?

• 43:08 - 43:38

I think for me in my work at the Lee Kuan Yew school, one thing that we are starting to focus on also is how do you democratize futures tools for young people? You know, the younger generation, because to be honest, by the time they start working, it's a bit late, you know? So, we are starting to work with university, pre-university students to start to think a little bit about futures work and to give them some tools, then they're probably not going to become futurists.

• 43:39 - 43:56

But hopefully they can have a better understanding about what the future will look like, have a little bit less uncertainty of what it might hold and understand better their own place in that future. So, for us at the school, that's been, a growing priority and something that we're hoping to invest more in going forward.

• 44:00 - 44:32

Talking about, you mentioned some, something that reminds me of the idea of futures literacy, right? And I'm looking at your shelf back there in your books. That's a four-year habit for anyone on these days, right? In the conferences. So, for those who want to dig deeper into theories about futures thinking and scenario planning, what are the books, the reference, the websites that you suggest, as recommendation. And also want to know what you were reading?

• 44:35 - 45:15

Fantastic. This is the, I mean, I love this question. I did a webinar yesterday evening where I asked my guests the same question. I think the first thing I would say is, in the many years that I've been hiring for futures works, you know, more than 10 years now, the question that is the best indicator of whether or not you like the work is that, what have you been reading? And if the answer is nothing, then futures work it's not for you because it's about consuming large volumes of information and be curious about the world, you know, so of course being able to, address that curiosity through reading is really a great joy and a great gift.

• 45:15 - 45:27

There are a couple of things I can recommend, but before I recommend the reading, what I will say is that to be honest, as long as you read widely, that is a great asset for you just work already.

• 45:27 - 46:00

So, don't feel like you have to read just futures books. What I would encourage is to read widely, deeply and critically, what I mean by that is, and I learned this from some friends, you know, I mean, many of you attending today might be multilingual. You know, so firstly thinking about reading in multiple languages, if you can, around the same topic that gives you a really interesting insights as to what different people are talking about, the differences in the worldview and the more you can think of that would be reflective about that's really useful.

• 46:00 - 46:17

So, I might try to read things in English, you know, and maybe another language. The other way of thinking about it is to read multiple books by different authors on the same subject. That's also, quite a useful way of doing things.

• 46:18 - 46:48

I've made my colleagues do that. So sometimes there was once we were working on a governance project. So, I started a book club in the office where I meet everybody, read a governance book and come at lunch and talk about their governor's books. So, I didn't have to read 10 books. And that was very, a very efficient way of doing it. And to be critical about it, to reflect on what's the differences in worldview and how those differences might shape the future. So that's my preamble. In terms of recommendations, I can think of a few.

• 46:49 - 47:07

I think because this audience is fundamentally a public policy audience, there's a short, paper by the OECD and I can send all set up, send along all these links as well. There's a short paper by the OECD called strategic foresight for better policies.

• 47:07 - 47:41

And I think the question you asked me, Bruna, about different governments and how the think about this issue. I think one thing I like about this particular paper, of course, it's very direct to the question about public policy, but also that it gives some ideas of the different, I would say key success factors, you know, for foresight work, as I mentioned, Singapore is only one model and there are many other countries that do combinations of these things and have still found success in their own context. So, it's more about finding what works for you. So that's really great for them.

• 47:42 - 48:09

A friend of mine, friends of mine, actually have recently put out a book called how to future it's by Scott Smith and Madeline Ashby, I think that’s how you pronounce her name. So, the both of them, it's a very layman book, which I love, some of the books can be a little bit more technical, but it's a really great layman book just to get a quick introduction, if this is your first time thinking or hearing about futures work. And they do take you at they're more practitioners.

• 48:09 - 48:48

So, they do take you through a process of what thinking like a futurist, might look like it's not public policy focused. But nevertheless, I think still very interesting. And the last thing I'll recommend, because one piece of advice that many futurists get is read history. Yeah. So, if you understand history better, you will also have a greater, greater understanding of the future. Because it gives you a sense of how Things are seldom what they seem and, you know, they unfold in different ways in the future is the same, right?

• 48:48 - 49:22

So, in history we always say, the history is written by the winners. The future is the same, right? In a way, the future is also written by the winners, but in the role of public policy, we need to be very sensitive to the question of who are the winners and losers of change, you know, and, who are the ones who are going to win and who's in the future, right? So, because it is our responsibility to all of them, you know, and that's a particular role and burden and, and privilege of government. So, I think that that's really important. So, think about the history that you're reading.

• 49:23 - 49:49

And to that end, I'm going to recommend a podcast, not a book. And the podcast is called the *secret history of the future* and I spent many delightful hours listening to them. It's by the economist and slate magazine if I'm not wrong. But basically, they've done a couple of seasons on different technologies.

• 49:49 - 50:25

They will look at a technology in history and then projected and projected a similar technology in the future, for an example, they might look at, the transition from horse carriages to cars and how the roads evolved, and then they would look at autonomous vehicles. So, the idea is that, okay, there were some insights actually about this transition period that can inform how we think about these new technologies as well, and not just technology for technology's sake, but how they, how they are used within society. You know, how the humans actually interact with them.

• 50:25 - 50:48

So that for me is also a really, really great writing, maybe as a last closing book, because just cause I can't resist. So, it was because, because we were asked this question yesterday, one of the books I recommend it was Rebecca Solnit, *a field guide to getting lost*, which has nothing to do with futures and nothing to do with public policy.

• 50:48 - 51:22

But it's a, it's a guide about wondering, exploring and getting lost, you know, and futures can be a little bit like that in the joy of getting lost right. In the, in the exploratory nature of the work, you know, that we do sometimes need to be patient that we don't always have the answers. We don't always have the path, but we are figuring out and we are okay with that. Yeah. So as a meditation, I'm getting lost, you know, and being able to lose yourself into the future and the best possible way.

• 51:23 - 51:26

Uh, you know, I think that book is quite a fun little reading as well.

• 51:28 - 51:59

That's, those are great recommendation. I will make sure I read it, especially because it comes to like the idea of dealing with uncertainty, something that we have to, to live our lives better. We have to train our ourselves for that, right? So, despite all the things that you apply in your job it’s also, something that being a human being in this era, it's important to, to train your, your yourself to deal with uncertainties. Definitely.

• 51:59 - 52:39

There's a number of questions that came, related to culture. How can you change culture? How can you build culture? How can you develop a culture of futures thinking? I always say that if you, one day I need this so-called culture who have a serious talk with her, she's giving us a lot of problems. Like it's always a matter of culture, right? But how you, where, what are the levers for culture changing, culture transformation, what are the, I mean, I have a hypothesis that they emerged from routines and narratives.

• 52:39 - 52:45

That's why fiction in the books we read are so important, right? But, I wanna hear your opinion about it.

• 52:46 - 53:17

Yeah. That's such a great question. And you're absolutely right. You know, I mean, we blame culture for everything as if it had a name and a form. And it's, it's almost like, Oh, once you blame culture, then I don't have to deal with it anymore. So just, just to be aware of that bias, I think is important, for culture, that definitely a number of ways of thinking about it. I just to pick up on your point about routines. So, I always, I tell this story a lot.

• 53:18 - 53:38

So, you imagine that my new year's resolution is to lose 10 pounds, right. So, I said, I want to lose weight. I must figure out 2021, how I'm gonna do, right? So, there are a few things I can do. The first thing I can do is I can take a picture from a magazine of a bikini clad supermodel, and I put it, I stick it on my fridge.

• 53:39 - 54:14

So that every time I look at my fridge, I say, oh no, no chocolate for me, I have to, I have to lose 10 pounds, right. Another thing I could do is to put my running shoes next to the door, and every morning I say, okay, I'm just going to go and run for half an hour, right. So, the reason why I say this, this thing is because the first way, you know, this vision, the vision way is normally the way that organizations handle change, right? They'd say, Oh, once I set this big vision, this wonderful vision that everybody wants, we will just automatically get there.

• 54:15 - 54:41

So that's my bikini clad supermodel example. But the reality is that change actually more effectively happens through habit and consistency. It also, my chances of actually getting to my goal is to do small things over long periods of time, you know, and maybe small things that I don't want to do, like running, but over long periods of time, so what are the organizational equivalent of that?

• 54:42 - 55:14

So, it might include things like what are the typical forums that we have to share futures work, so it's quite common for governments, especially to do futures work in an ad hoc basis, but it is not a sustained or institutionalized effort, you know? Um, that's where I find that there is a little bit of a challenge, right? So, when it's, when it's not a sustained effort, then you cannot fight. You don't see impact over periods of time, you know? So, that's also one challenge with, with doing it a little bit more of ad hoc way.

• 55:15 - 55:27

But of course, the other one is that, that there's a consistency and a common, common behavior that is built all the time, which is basically what culture is, right. You know, that you're able to build up these organizational habits.

• 55:27 - 55:58

So, we've had success in the most silly of examples. You know, I shared about our book club, that's one example. Another example is that we used to do this lunch series, called lunch on the fringe, right. Where, because if you just teams are small and we have to work with all our other policy divisions. Right. So, what we did was we said, okay, we are going to choose two exciting videos to show you, during lunch, come and bring your lunch, have we'll had it in the meeting room.

• 55:58 - 56:24

And then we'll have a discussion about what it means for the future and what it means for our policy areas. So sometimes the, the videos were very serious. Sometimes they were completely ridiculous, you know, but nevertheless, I think they've sparked a very interesting discussion and it helped build relationships, which to me is the second point after the habit and the routine for me, the second one is who are you going to work with to build the future, right?

• 56:24 - 56:58

Are there people in the organization that you trust and can we figure out, you know, what are these interactions, that we can intervene in. So, um, all the futures projects that I've done, we've been really lucky, you know, to have wonderful partners, collaborators, not only in our own ministry, but also outside, also in the public sector, private sector, people sector. And that has been a real gift in terms of how to create the future because government does not have the monopoly on good ideas. And the more we can bring people together, that's a different kind of participatory foresight.

• 56:59 - 57:12

So, that's also sort of another thing that has been really interesting in our, in our work. I would say the third thing is how can we, mutually amplify each other's projects, right.

• 57:13 - 57:53

There's always this thing in futures that we, we tell ourselves that if the decision maker or the policy maker adopts our idea and thinks it's their own, actually our work is done. If they start to adopt the language that we use to talk about the future, you know, and the metaphors and so on, actually our work is done right, or at least some way to be completed because there's ownership, you know? And there is a sharing of information, you know, and a common vocabulary, a common operating model that is a common world view that is starting to be built.

• 57:53 - 58:14

And that's actually very useful for change. We also, so these are some of the things, but that means that as a futurist, you cannot have too much ego about. Oh, this is mine, I cannot share it. You know, cause you got to say, well, it's okay. You know, share it with as many people and the more people can use it, the better, you know, and the happier I will be. So that's okay. Yeah.

• 58:18 - 58:49

That's great. So, it say that, as you said, the future is open source, you have to share it, right? Yeah. I loved it was a great chat. Thank you so much, Cheryl. I could stay here long asking you and learning from you and signing up for your book club and all that.

Fantastic.

Thank you. We are, we're very, very happy with this frontend. It will be, in our YouTube. So, feel free to share it with your network as well.

• 58:49 - 59:14

So, before I deliver the word to Guilherme, to wrap up the session, I want to thank all the team in the Diretoria de Educação Executiva, Mariana and Isadora who are in the backstage. Thank you so much for making this happen. And thank you, Cheryl, thank you to meet you again and chatting again and hopefully have you in person here in Brazil sometime soon.

• 59:14 - 59:19

Yes, absolutely. Looking forward to it. Take care. Thank you everybody for your wonderful questions.

• 59:22 - 1:00:03

So, thank you so much for such a delightful and insightful conversation. I kept taking notes and scheduling some books to hear and podcast to follow up afterwards. I am sure that learned a lot. I had some many, many reflections. You brought us some many insightful views. I'd like to say you, not sure if my Tagalog is okay, but *Hiraya* for you, which we can achieve our collective dreams as well. And I'd like to say that you brought us fantastic vision and how to see it widely, deeply and critically, particularly to the connection with other cultures.

• 1:00:04 - 1:00:44

So, uh, I'm glad as well that we'll have this partnership with Lee Kuan Yew, because this is a fantastic way to move forward, being connected, bringing different visions and collaborating on a global scale. For us at ENAP is quite, we're quite proud of that. And we're sure that the course we are starting this next week is just a first step on this part. Fruitful cooperation, actually the second step because this conversation is a fantastic opening to the wonder of this cross-cultural futurist and engaging collaboration.

• 1:00:44 - 1:01:31

We're really pleased to have you here and thank you so much. Turn back to Portuguese, Obrigado a todos vocês que acompanharam mais este fronteiras e tendências, vale destacar que essa parceria com a Lee Kuan Yew, escola de política públicas da Universidade Nacional de Singapura firmada esse ano, tem pelo menos 5 anos pela frente e muito há produzir em conjunto e queria convidar a todos vocês a próxima edição do fronteiras e tendências, no dia 28 de abril, vai ser com Chloé Valdary, uma escritora e ativista americana com o tema de educação social-emocional e como a teoria do encantamento pode ajudar na conquista da liderança. Então, obrigado a todos.

• 1:01:31 - 1:01:37

Cheryl, Thank you, once again. It was great to have you here.

It's such a pleasure. Thank you so much.