

SUMMARY

GLOBAL TRENDS 2030

Sunday-Tuesday 22-24 May 2011

Airlie House Conference Center, Warrenton, Virginia, USA

OVERVIEW

The National Intelligence Council, part of the United States Intelligence Community, convened the conference in collaboration with the Atlantic Council and Stanley Foundation. The purpose was two-fold: to elicit international input on trends that are likely to have significant global impact over the next 15-20 years, and to lay the foundation for an ongoing, international community of global trends practitioners.

Seventy-five participants attended, representing 17 nations plus the European Union, five universities, nine think tanks, the United Nations, and The World Bank.

The agenda included six panel discussions and three keynote addresses. Summaries of the panels and keynotes are presented in chronological order. The conference followed Chatham House Rules, therefore session themes and participants' ideas are summarized without attribution.

Sunday 22 May 2011

KEYNOTE: Strategic Foresight and Business Operations

The address drew on the path-breaking Global Trends 2015 report, published in 2000, to offer lessons learned on how to make Global Trends products influential and useful to policymakers.

First, balance process and substance. Be alert for underlying forces, like technology and demography, that can steer global trends. Use of demography, in particular, has "blossomed" in Global Trends work, which has cited such phenomena as youth bulges, aging, and birth rates to foreshadow rising, declining, and failing states.

Global Trends 2015, in hindsight, focused too heavily on Iran's growing secular youth population at the expense of older generations, who dominated the political scene and governed through a more conservative lens forged by the Iran-Iraq War. On technology, the report failed to catch subtle,

incremental moves that are now allowing big changes, like exploitation of shale gas and oil. Technological “tweaking,” in other words, can have major, often delayed geopolitical ramifications.

Second, timing and media exposure are essential to Global Trends reporting. Timing reports to coincide with the start of administrations catches policymakers when they are most open to strategic planning. Given the demands on policymakers’ time, that strategic window closes fast. Producing unclassified reports also maximizes attention; by exposing the work to the public and media, the policy community is more likely to take notice.

Monday 23 May 2011

OPENING REMARKS & SCENE SETTING

The NIC Chairman praised the diversity of this gathering – not just where participants come from but also the fields they represent. One of the biggest dangers in the “global trends business,” he said, is our own perspective. Strategic forecasting is exceedingly hard work, so we benefit tremendously by listening to each other and challenging each other’s assumptions.

Contrary to many policymakers’ assumptions, forecasters are not in the prediction business – no one can know, for certain, what will happen. No one can know, for example, what one despondent fruit seller might do. But forecasters can help each other think through tough issues, and help policymakers make better decisions, by describing drivers and offering scenarios that posit both what might happen and what we worry will not happen.

SESSION 1 – What Happens Next? Global Economic Scenarios for a Multi-speed World

When it comes to the global economy, the center of gravity is shifting, and the consequences promise to be enormous.

An overarching development, over the next couple of decades, can be summed up in three words: “the great rebalancing.” We’ll see rising developing economies, coupled with urbanization, in a massive shift of influence from West to East. An estimated 1.5 billion people a week will move into cities, with billions of people rising out of poverty and into the middle class, shrinking family sizes, and greater disposable incomes and consumption. For the first time, major cities in the US and Europe are likely to fall out of the world’s “top 50” ranking.

While this rebalancing suggests more widespread prosperity, it also suggests new sources of stress and friction, particularly over resources – water, food, and energy.

By 2030, will the result be, on balance, positive or negative? Here are four possible scenarios:

1. World rebalanced: no major shocks and the world returns to pre-2008-financial-crisis growth
2. Globalization stalled: interdependencies bring everyone down; no region maintains healthy growth
3. Developed economies grow: the “haves” pivot to regain competitive strength, causing setbacks for developing regions
4. Decade of the tiger and dragon: emerging markets become the engines of the world economy, while the developed world “staggers” forward.

The outcomes over time for economic growth would be strikingly different with the first scenario having the greatest potential for continued prosperity for all while the second scenario would see everyone take a hit and the future of globalization put in question. There is some evidence that business leaders are pessimistic about the West’s future. A poll of 400 CEOs found 44 percent believing the tiger and dragon would prevail, compared to no more than 20 percent for any of the other scenarios.

Conference participants, however, did not believe the outcome is inevitable. Strategic practitioners need to step back from the headlines and take an unvarnished look at the fundamentals shaping the world.

One fundamental, as the session title suggests, is “speed.” The economic transition is happening fast. But so is the concurrent force of “inclusion” – technology is shifting power to individuals who want to participate. We need adjustable, responsive systems of global governance and national leaders who recognize the rising value of “justice.” States, in other words, need to organize around a new set of principles: inclusion, innovation, democracy, diplomacy.

To move closer to the scenarios we want, governance must be driven by the kind of humanitarian concerns cited above, not profit motive, because accelerating urbanization and new technologies raise humanitarian risks. In India, for example, productivity growth is fueling prosperity – but only for a privileged few. It is the single biggest contributor to the consolidation of wealth and the fact that roughly 70 percent of the population is excluded from the benefits of economic growth. Thus, environmental, educational, health, and other social policies are critical to preventing the social upheaval that inequity can spark,

One participant noted that, precisely because people are demanding new “sensibilities” from their governments, we overestimate countries like China and Russia and underestimate countries like Turkey

and Indonesia. However, as another said, a new generation of Chinese leaders will embrace more inclusive principles, and, over the next three to five years, usher a “new China” onto the world stage.

This is a wake-up call for the US and other Western nations. The US brand of “rampant capitalism,” said a participant, is seen as hugely destructive by many people around the world. The damage caused by international financial institutions has engendered resentment toward the US and the global financial community. Thus, cloning US capitalism will not nurture emerging nations across Africa and Asia in the coming years.

The bottom line for policymakers going forward: social and health indicators – not just GDP – will be increasingly powerful drivers. Even if empirical evidence proves the benefits of capitalism, popular perceptions must not be discounted. Take Egypt – the economy is actually growing well, but polling demonstrates that people, especially youth, are highly worried about their own futures. It doesn’t matter whether youth unemployment is the correct causal link to unrest across the region; people believe that it is.

Leaders must govern and engage in public-private dialogue in ways that underscore inclusion, social stability, and quality of life. If they don’t heed these warnings, said one participant, we risk ending up with a wealthier but unhappier world.

SESSION 2 – Is Demography Destiny?

There is an undeniable “feedback mechanism” between demographics and politics/economics.

Population size and density, ethnic composition, age, fertility, and life expectancy, alone and in combination, all drive political and structural transitions. Demographic changes tend to trigger negative discussions, but they can be hopeful, as well. Projections through 2030, for example, show youth bulges beginning to decline around the world, setting the stage for a “demographic bonus” of workers in their 20s and 30s. More mature societies have higher proportions of liberal democracies. Another hopeful change involves life expectancy. The world can take collective pride in the fact that fewer young people are dying from disease and disasters. Life expectancy is a global win.

There are, of course, regional variations. Take birth rates. Parts of Asia, sub-Saharan Africa, and some Latin America countries will continue to have high birth rates, which, along with urbanization, may spawn more mega-cities in the future and all the stressors they entail. Fertility is also on the rise across Central and Eastern Europe, although it is starting at a very low base.

If governments are passive, demographics will be destiny. But strong policies can turn tides. Traditional fixes – support for family life, working women, education – are effective, but often sacrificed in tough economic times. Innovative responses, on the other hand, can be game-changers.

An example is new approaches to immigration, perhaps modeling the US green card system, along with regional solutions for gaining citizenship, which could rebalance populations, opening access to and revitalizing economies in places like Europe, where populations are declining. Similarly, policymakers in Mexico and the US need to understand that cooperative creativity can help both sides, socially and economically – abundant young Mexicans can support the aging US population by providing labor-intensive retirement services and medical tourism.

Migration/immigration is clearly a phenomenon to watch between now and 2030, and one that magnifies the need for cooperation. Such cooperation, however, is far easier said than done. It is difficult enough for “nations of immigrants,” like Australia and the US, to discuss immigration solutions – many others have no prior history or capacity to guide such discussions.

There are numerous other demographic issues – along with their political, social, and economic interactions – that forecasters much considered, such as:

- § How will a deficit of girls challenge the Chinese state?
- § Why do some older societies transfer wealth to younger generations, and others do not?
- § What happens when swaths of migrants move to countries in which they feel no stake?
- § How will relatively homogenous states absorb diverse migrants?
- § What are the opportunities to grow “silver economies?”

Unlike other types of phenomena, like environmental changes, demographics offer forecasters concrete numbers that can be projected over time with relative accuracy. However, it is far more challenging to “estimate” the nuanced moral, social, ecological, and political implications of young and old, male and female, dense and sparse populations.

SESSION 3 – Will the US and West Still be Running the World?

The US still has power, but it is losing influence on issues that it sees as essential to its national interest. In other words, as the US is finding, power does not always translate into outcomes. To wit, the US wanted Arab-Israeli peace; elimination of nuclear weapons in India, Pakistan, and North Korea; and successful Doha trade negotiations. The US got none of them.

Things are clearly changing for the US and West. A transfer of power is occurring from the north and west to the East and South. But forecasters beware: “transfer” does not necessarily mean “decline,” and the rise of India and China as world powers should be welcomed, not feared. The rise of a multipolar world is not the end of history, said one conference participant, it’s “the beginning of new stories”...

New story – the “Atlantic space.”

Multipolarity is more egalitarian. It is also more risky, according to one presenter and, contrary to the current narrative that the East is overtaking the West, a “G-0” world, where power is diffused, presents more risks for Asia, where tension is more likely to occur over territory, resources, and military and political power. By contrast, the “Atlantic space” is the region most immune to the problems of multipolar politics. It is a zone of relative peace and stability (competitive environments are different from conflict environments), because no one in Europe or South America sees the US as a national security threat. If the US can adjust to this reality, it will have a bright, if different, future. Adjusting means, among other things, treating South Atlantic countries, like Brazil, as equals, and making Africa a priority for investment to boost political stability and economic development. Thus, it is premature to declare the advent of the “Asian century,” according to this presentation. If the US and West can adopt the right policies, we could be entering the “Atlantic century.”

New story – “flow security.”

Territory is the traditional basis for security. Another presenter introduced the concept of “flow security,” which involves interaction and process – not geography. The idea is that whoever controls flows and networks – related to things like energy, information technology, or organized crime – wields power and influence. And in a world of “flows,” smaller, agile nations – Sweden or Vietnam, for example – can gain advantage, whereas large, slow nations can find themselves at a disadvantage. Flows – not just land, wealth, and armed forces – must be part of the calculus in projecting the 2030 landscape.

New story – unprecedented government-business partnership.

Although some averred that the US and West will likely still be “running the world” in 2030, and will still be trendsetters in international values, they believed that such dominance is likely to be increasingly exercised in partnership with the private sector. Intergovernmental relations will be too narrow a focus in a world where myriad, transnational relations – many beyond government control – are at work.

New story – regional unions.

Regional bodies will become more important than ever, and are necessary building-blocks for global governance. Thus, some commentators believed the US should support regional institutions around the world. A West-against-the-rest vision is an anachronism. However, it is precisely the unity of the Atlantic powers that will protect US and Western influence through 2030, according to some participants. Emerging nations, even with rising economic clout, will continue to operate, for the most part, as individual powers. No one foresees the development of a unifying coalition of emerging powers, enabling them to exert collective political sway or project global ideas and values. Rather, driven by proactive outreach and policies, Western values will have the greater potential to spread and lead to common views on issues like justice, inclusion, disease, nuclear weapons, and climate change.

In the face of these new stories, as one participant cautioned, it is one thing to have strategic vision and quite another to achieve strategic action. If the US and West do not regain the capacity for action, the answer to the question – Will the US and West Still be Running the World? – will be, no.

SESSION 4 – Multilateral Cooperation with a View toward the Future – Bridging Differences over the Global Agenda

Presenters believed the idea that our world will be, at once, interdependent and fragmented has significant ramifications for cooperation. In the absence of a strong leader, “shortfalls in cooperation” will spawn or exacerbate problems. There is a danger that bottom-up, entrepreneurial cooperation cannot “get us where we need to go.” When it comes to bringing states together and finding common ground between state and non-state actors, regional structures will be critical. Regional solutions, and leaders who assume leadership roles in negotiations and peacekeeping, will help to swing the momentum from fragmentation to cohesion.

Nongovernmental players will also assume larger and larger roles on the world stage. This development is, in fact, well under way. The Global Fund on HIV, established outside state structures, has raised \$20 billion. The G-20 now invites non-G-20 representatives to participate in its proceedings. The Gates Foundation and other private entities are making significant inroads addressing vexing global issues. There are 56 multilateral peace initiatives across the globe, only 19 of which are UN-sponsored.

This evolving presence of formal and informal groupings represents a drive to find leadership and problem-solving structures that are both legitimate and effective. It is a movement “from clubs to hubs.” It is an evolution toward inclusion and capacity-building and an increasingly innovative mix of top-down and bottom-up action.

PRESENTATIONS – US and EU Government Strategic Foresight Projects

The theme of this session gets at the heart of global trends work – that is, how to produce forecasts that policymakers and other consumers value.

US and EU forecasters offered seven ways to be relevant:

1. Timing: Feed projections into the beginning of administrations.
2. Co-opt policymakers: Work to get strategic planners a place at the table – in policy offices and on policymaking projects.
3. Encourage policymakers to embed strategic thinking into tactical decisions: The US Department of Defense’s Quadrennial Defense Review (QDR) and US Department of State’s Quadrennial Diplomacy and Development Review (QDDR) are two successful models of strategies that consider the global context over various time horizons.

4. Work from both the bottom-up and top-down: Think about where planning is done at various stages in the strategic planning process – there are stakeholders at both the top and bottom of every organization.
5. Recognize appropriate time horizons: Different countries and issues require different perspectives; “long-term” for Libya may be three months, but for the Middle East it may be five years, and for climate events it may be 10 years.
6. Follow the money: If the US Government had effective long-term budgeting, there would be greater appetite for long-term planning. Trends work must take such constraint into account, while demonstrating the value of multiyear planning.
7. Never stop marketing: The need to market global trends work never ends. Policymakers work at a dizzying pace and face crushing volumes of work, which impede efforts to incorporate trends into decisionmaking. Planners must make the case for their work and constantly pose the question: Are we prepared for the world we will face?

A final observation was that there is hunger for US government-wide coordination on strategic planning and for a true interagency process. All agencies, today, need diverse perspectives – even DoD and military services planners are recognizing the benefits of foresight and scenarios that incorporate cultures, climates, resources, energy, and demographics.

KEYNOTE – Pivotal Questions of the Next Ten Years

The keynoter called this conference remarkable, if not historic. It is not trivial that people from all over the world came together to think about the future.

The difficulty of strategic planning cannot be overstated, because the world is non-linear. It is full of surprises, failures, disruptions, changes of direction. The same set of facts can have numerous interpretations and results. Consider the rise of the BRICS, the Internet, natural disasters, the Arab Spring, the recent arrest of the IMF chairman, and the explosion of cultural confidence in Asia.

No one can foresee the future. But the attempt to extrapolate the future based on current conditions is important precisely because the world is so chaotic, complex, and high-speed – and becoming more so. What’s more, most surprises are actually inevitable, and, if we’re not in denial, surprises can be foreseen.

Here are observations that could spark surprises and challenge forecasters in the years ahead:

- § We’re moving toward a knowledge economy, and away from a material economy that is constrained by physics and the movement of material things. We cannot share the same piece of steel, but we can all share the same knowledge.

- § Crises are cascading and we're being swept along by events. Forecasters must work to help policymakers "paddle ahead of the rapids."
- § It's easy to be pessimistic about the US. From its education, debt, and infrastructure to its diminished support for international institutions, it seems like a country going backward. But the US has a wealthy base; its political middle is wider and its fringes narrower than we think; the dollar is still the strongest currency.
- § Europe's political energy will be absorbed for decades with the challenge of integrating 27 nations. The big powers will be the US, China, India, Brazil, and possibly Russia. Indonesia, Ukraine, Peru, a unified Korea, and Poland may be surprising successes; Mexico may be a surprising failure. Germany is so self-confident, it is worrisome. Colombia may fall behind, again.
- § Climate change is real.
- § There is too much water in some places; not enough in others.
- § Fusion energy and artificial intelligence would be game changers.
- § The huge shift of R&D to the East is not a zero sum event. It is positive for the world. It means that scientists around the world are hard at work, and social media can fuel their collaboration.
- § A major cyber-attack will occur. It won't come with the blood of traditional warfare, but it will be extraordinarily costly and disruptive.
- § We're witnessing the privatization of foreign policy. Philanthropies are spending more on aid than most countries.
- § "Deviant globalization" is proliferating weapons, drugs, and organized crime.
- § Religion is growing as a source of conflict, particularly civil war.

In the face of these and other scenarios, the global futures community must attract attention by getting inside the minds of policymakers. Forecasters must listen. Convince "customers" that you understand what they believe, then offer scenarios to help them envision the risks ahead and the opportunities to shape the future.

Tuesday 24 May 2011

SESSION 5 – What Will Be the Role of Technology in the Global Future?

All panelists agreed that the number one, independent variable shaping the future is technology.

Game changing technology is not just a function of science; it's the merger of science, engineering, and commercialization. And it's not necessarily a big-bang discovery. It can be an incremental, under-the-radar change that enables big things to happen later.

Conference participants offered other specific observations about how technology, big and small, is intricately linked to global trends:

Population growth is straining "ecosystem services."

The recent UN population projection is bad news – we're headed toward 10 billion people by 2100, with potentially skyrocketing energy, food, water, and fertilizer consumption. Meanwhile stores of virtually all resources that we currently track are declining: arable land, potable water, forests, grain, fish, atmospheric resilience, biodiversity. The human economy receives these precious "ecosystem services" free of charge, yet their 1997 median value was estimated at \$33 trillion.

Technology can help us understand the interrelationships of ecosystem services and find multisystem solutions to reverse their degradation and improve national, indeed global, security.

Sandia, for example, is using computer models to rank countries according to an Ecostability Index (ESI), and correlating those scores with the Failed State Index (FSI) developed by the Fund for Peace, to identify the most at-risk states. Researchers are using that data to build models of hypothetical states to see how changes in variables help or hurt. Ultimately, they'll model real countries using historical data to help decisionmakers understand how changes in diet, family planning, governance, and other variables can steer the future.

Other examples of positive technology applications are Singapore's desalinization and rain capture solutions to dramatically reduce fresh water imports; Kazakhstan's development of "energy cluster" cities; and Cornwall, England's Garden of Eden Initiative using greenhouses to pull water out of thin air.

Be ready for the bio age.

To find solutions of the future, it can help to look back twice as far as you're looking ahead. Such a perspective reveals that the 20th century began with a chemistry phase, followed by a physics age, then an electronics age, and, today, we're on the cusp of a biology age – gaining greater control over smaller and smaller matter. Each technology wave does not replace the one before. Rather, each helps to industrialize the next. Chemistry set the stage for advancements in physics, which supported electronics breakthroughs, like vacuum tubes and transistors. The genome (biology) was mapped ahead of schedule and under budget because robotics (electronics) took over the sequencing. We're now in the "vacuum tube stage" of biotechnology. It promises to be pivotal in 2030. Note, however, that each age has also made its mark on warfare – chemistry in WWI, physics in WWII, electronics in our modern wars. What will be the war profile in the bio age?

Don't be so dazzled by technology that you ignore process and organization.

Organizations that find innovative ways to do business can produce dramatic changes, even with existing technology.

Information and communications technologies (ICT) will continue to be transformative.

ICT will fuel the creative destruction of institutions that rely on economies of scale and locality, and enhance institutions and businesses that supply meaning. By 2030, the West will continue to dominate the ICT revolution, which will make it even easier to project Western values around the world. The open questions are: What will happen to the "geo" in geopolitics? How will ICT transform political representation?

An enormous, global risk is failure to understand how innovation happens.

Innovation narrows the gaps between problems and solutions. So how do we accelerate innovation? Can we? Unfortunately in the US, institutions that drive innovation are under attack. DARPA has become a "lab for war." Its bold, bygone, 30-year initiatives – like developing communications networks – could not be done today. Can government, again, become an innovation engine?

Technology can liberate and enslave.

Technology is not an unqualified good-news story. It can mitigate or exacerbate problems. The 20th century's two extreme archetypes of governance – Democratic US and Nazi Germany – were both enabled by technology. ICT can bring people out to the streets, or allow them to participate remotely, without leaving home. Some technology is exclusive, expensive, and "empowers the top," while other advances allow emerging markets to "leap-frog" into the future. In some developing states, for example, planners are designing modern cities from scratch, without having to deal with legacy infrastructure. Many African countries adopted mobile communications without ever installing land-lines. Leap-frogging can lead to more sustainable societies. A key challenge for forecasters is to help decisionmakers spot technology's risks and opportunities.

KEYNOTE: Russian Project on Strategic Foresight: Global Strategic Outlook 2030

This futures project was conducted by the Institute of World Economics and Politics (IMEMO) in the Russian Academy of Sciences, which has been developing strategic outlooks since the 1970s.

This 2030 study examined ideologies, economies, social trends, international security systems, countries, and regions, and posited risks and opportunities for Russia. It involved over 100 experts. Each major section of the study was headed by a principal scientist, who merged inputs to develop a common vision. Among the conclusions:

- § Democracy is the basis of globalization. A democratic, interconnected world needs global governance, but it won't happen by itself. It needs input from all countries and adoption of

international law. Globalization, however, does not mean societies moving in the same direction – IMEMO foresees no convergence of cultures and religions. It means we must adapt to global diversity.

- § IMEMO forecasters believe New START was just the first in building a new system of arms control that could move beyond mutual deterrence to mutual security. They expressed doubts, however, about the pace of progress and ability to bring China, Pakistan, and India into the process.
- § Economic growth will accelerate over the next 20 years. This finding was controversial in Russia, where the conventional wisdom holds that growth will be slow in Europe, the US, and even China. However, IMEMO studied demographic statistics to project labor and productivity growth and argue that developing countries will post the greatest proportional increase of GDP, reaching greater parity with developed countries.
- § Global leaders will push R&D. China and India are accelerating R&D expenditures, which is a positive sum development for the global economy. The US will still lead the world in the broadest range of R&D and innovation. The EU will maintain its position in some areas. China will gain ground, but lag behind the US and EU until 2050. Japan will accelerate its activities in limited fields. Small and medium developed countries will exploit opportunities in niche fields with incremental innovations.
- § The 2030 world will not suffer from shortages of energy supplies. Although we won't have achieved non-carbon breakthroughs, technology will enable more efficient use of traditional resources, but.
- § The international security system will drift toward "soft" and "smart" power. We'll see the rising importance of non-traditional power instruments.

In the face of these trends, forecasters argue that Russia must adapt. Its domestic and foreign strategies – political, social, legal, health care, trade, tourism, and educational – must respond to the world economy. That means participating in regional bodies and financial rescue funds, supporting middle-class formation, reducing conflict between its bureaucracy and citizenry, and even moving toward membership in the WTO and EU. Forecasters believe New START was just the first step in building a new system of arms control, although they expressed doubts about the pace of progress and the ability to bring China, Pakistan, and India into the process.

WEB TOOLS DEMONSTRATION

Web tools will be instrumental to an international global trends community. The International Futures Model, developed at the University of Denver, is an example of such a tool, and has already been used to support forecasting by the US National Intelligence Council.

It is not a “prediction tool.” It is a “thinking tool” that explores how events and forces interact and how those interactions develop over time for different countries. To do that, it does not “extrapolate.” It draws on validated, historical data, starting from 1960, derived from 2,500 existing data sets. Users can study 183 countries and, for some countries, drill down into states and provinces. The web version lets users add data and develop their own scenarios.

The demonstration showed how the model can allow users to:

- § Compare or isolate countries to examine variables over time
- § Change assumptions
- § Find information about variables and their underlying assumptions
- § “Backcast” to see the path toward a particular goal (100 percent renewable energy, for example).

According to developers, the model integrates more systems than other forecasting tools; is open-source, free-of-charge, downloadable, and, sharable; and, while admittedly complicated to use, is more user-friendly than similar models. The Atlantic Council is putting the model with instructions on its website.

SESSION 6: How Can We Build an International Community of Global Trends Experts and Strategic Foresight Practitioners?

Panelists agreed that global dynamics are “outstripping our institutions” and increasing interest in “foresight capital” – diverse expertise and tools that help planners avoid groupthink and achieve better returns. That’s why forecasting has become a widely used exercise around the world, and will only become more so. It is also why it is so important to build a community that helps forecasters do their jobs better with the help of real and virtual meetings and online collaboration and communications tools.

To that end, conference participants brainstormed tips for fellow-planners and ways to build momentum for a global trends community:

- § It would be optimal to build one, integrated website with a single manager, but it is more realistic, initially, to build a site with links to participants’ pages and designate someone in each organization to keep its site alive
- § Encourage policymakers to use the site, as well, to build awareness and a community of champions within the policy community
- § Involve global trends colleagues in conferences and seminars

- § Maximize contact with relevant, global experts by creating a “network of networks”
- § Translate forecasts into language that’s useful to the policy community; keep publications lean and leverage the website to share background information on methodologies and to explain how judgments were made
- § Help colleagues to look beyond known risks, and recognize emerging and ambiguous risks
- § Post drafts of global trends documents and allow time in the production schedule for review and criticism by colleagues (Mat Burrows will do this with the National Intelligence Council’s Global Trends 2030)
- § Try different tools – Twitter, FaceBook, blogs – to jumpstart multiple conversations and see which ones catch on and are easy to maintain in the crush of daily work
- § Air disagreements; encourage point-counterpoint discussions at conferences and in online exchanges
- § Enrich trends reports by surveying policymakers (or their staffers) and stakeholders in other countries
- § Consider a group presentation of multiple, national 2030 reports (projects are underway or recently completed in the US, EU, China, Russia, and Africa)
- § Be patient! Building this community won’t happen overnight. Consider that you are “spreading seeds,” by starting simply and experimenting with different ways to nurture collaboration.