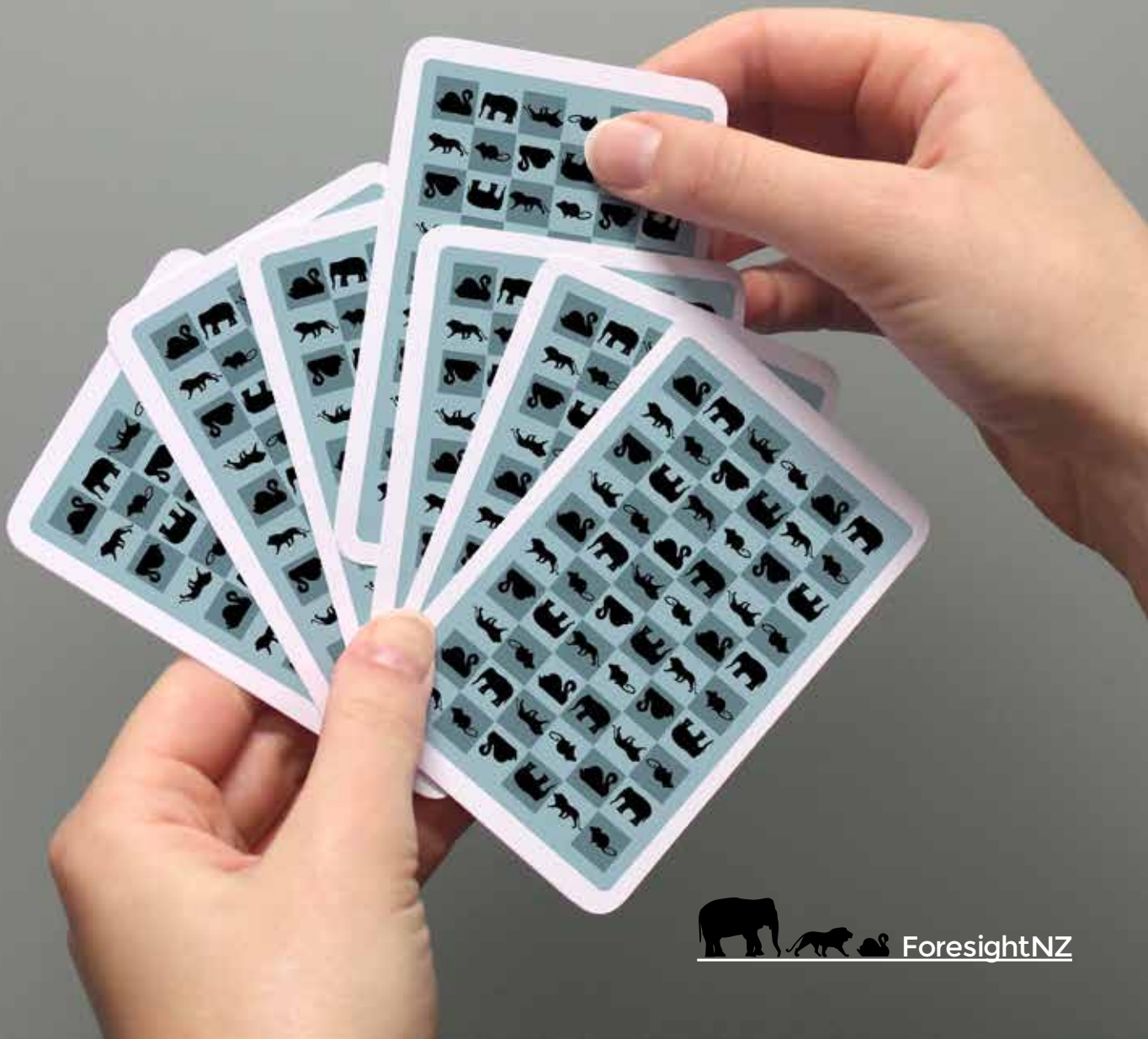


ForesightNZ

Untangling New Zealand's long-term future

36 participants aged 18 to 25 came together from throughout New Zealand to explore the events and trends that could shape our long-term future. From 27 to 29 April 2016, participants worked to create a robust foresight tool in the form of a card game.



Foreword

All of the Institute's public policy workshops for young people are experiments, and *ForesightNZ* was no exception. The participants embraced the broadness of their task to create a pack of cards focused on New Zealand's future. Long periods of certainty can breed lazy thinking. The unique set of cards developed by participants can be used to play a range of different games, each one challenging players to engage with uncertainty. Besides being fun, the aim is for players to learn agile, creative and antifragile thinking – building capability for an uncertain future.

Foresight is indefinite by definition, and to enter into a foresight workshop with too prescriptive a goal would defeat the purpose entirely. Rather, the objective was to encourage young people to think the unthinkable and focus on possible futures rather than their preferred future. With this in mind, they were asked to think about the future in terms of events and trends, and to acknowledge that trends can often deliver a game changer event – in other words, some trends quietly lead to a major unforeseen or unexpected event.

Participants chose Event Cards that would stretch their – and our – imaginations, and these tend to be more negative and therefore more challenging. They are not predictions, but are designed to enable dynamic and robust discussion.

In contrast, the Trend Cards are less extreme and aim to give an understanding of the ebbs and flows that currently shape our future. After learning about the four capitals which sit at the heart of the Treasury's *Living Standards Framework* (economic, social, human and natural), participants decided to include these as Capital Cards, encouraging players to think about how events and trends might impact the availability of our country's resources.

The fact that participants rose so readily to this challenge bodes very well for the future of New Zealand. We hope the *ForesightNZ* cards will provide a useful resource for businesses, communities and schools wishing to explore New Zealand's long-term future.

Wendy McGuinness

Chief Executive
McGuinness Institute

The New Zealand Treasury is committed to achieving higher living standards for all New Zealanders, and hearing the voices of our country's young people is an essential step in accomplishing this goal. We were particularly interested to learn their perspectives on New Zealand's future for our development of the *Statement on New Zealand's Long-Term Fiscal Position*. The participants of the *ForesightNZ* workshop prioritised listening and inclusivity while also celebrating difference and diversity – a difficult balance to achieve, which demonstrated their commitment to quality decision-making. The group's efforts have resulted in an impressively well-constructed foresight tool that will be of real use to the Treasury, as well as to New Zealanders of all ages and backgrounds as we work to prepare for a dynamic future.

Gabriel Makhoul

Secretary and Chief Executive
New Zealand Treasury



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ForesightNZ participants with McGuinness Institute Chief Executive Wendy McGuinness (far left) and the New Zealand Treasury's Secretary and Chief Executive Gabriel Makhoul (centre) at the New Zealand Treasury.

Introduction from the participants

Lawyers, dentists, physicists, farmers, teachers and writers came together for the *ForesightNZ* workshop with a variety of intentions. Some of us came to the three-day workshop to gain a greater knowledge of government processes, some to understand where New Zealand might be in 40 years and others to ensure our voices were heard. There were 36 of us in total, ranging in age from 18 to 25, and we came from all over New Zealand. Together we shared the challenge of envisioning New Zealand's possible futures.

Our first challenge was to understand the meaning and application of foresight. A number of mechanisms were critical in shaping this understanding. The cone of plausibility (Figure 1) was one such mechanism, introduced to illustrate the connection between hindsight, insight and foresight. It helped us to distinguish between the probable, possible and preferred futures for New Zealand.

Another important lesson was the distinction between foresight and strategy, and the notion that they can influence each another. Foresight is the study of an uncertain future – it requires openness to all possibilities. Strategy is the exploration of how high-level goals (the ends) might be achieved (the means) under conditions of uncertainty (foresight). Hence, strategy requires specific choices and trade-offs to be made. Therefore, while foresight informs strategy, strategy does not necessarily inform foresight.

To further develop our understanding, we experimented with creating possible futures based on the Treasury's *Living Standards Framework*. This involved working with what Treasury calls the four capitals: economic, social, human and natural. This framework helped us create practical projections of futures over the next 40 years by forcing us to think about possible impacts on these capitals and how we might prepare for all eventualities.

A common misconception among the group before we began *ForesightNZ* was that foresight required absolute future predictions. Our foresight capabilities were therefore hindered at first by the need for details that were too uncertain to predict. We adjusted our perception of the term when Hon Bill English articulated the futility of concrete predictions and Mike O'Donnell (also known as MOD) spoke about the short-term applications of foresight, where before we had been restricting our thinking to the long term. Together these speakers were pivotal in developing our understanding of foresight, which saw us move from guessing what the future would be to thinking about how we can encourage or stem the progression of trends.

We were tasked with creating a foresight tool to showcase the way New Zealand's youth thinks about possible futures. A broad range of speakers introduced us to key trends and ideas with the potential to affect New Zealand's future and how we prepare for it. This content sparked conversations and framed the basics of what would become our three card games.

Why a card game?

The *ForesightNZ* cohort faced the unusual challenge of producing a pack of cards that could be used to do more than simply entertain. Instead of suits and numbers, the cards would show glimpses of possible futures in the form of events and trends. The pack of cards had to serve two purposes:

1. To work as an effective foresight tool, and
2. To showcase the events and trends New Zealand's youth consider significant.

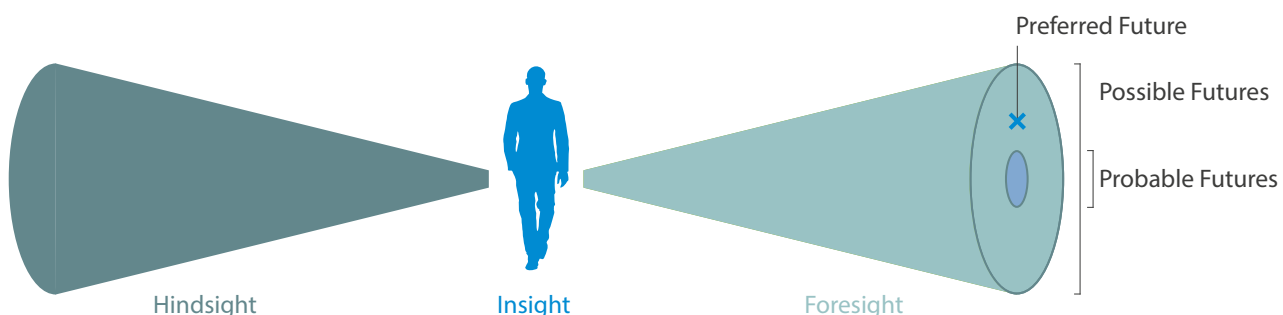
To achieve the first purpose, we developed three different card games using the same pack, to foster skills necessary for foresight and strategy-building – such as creative thinking, compromise and problem-solving under pressure. Pages 5 to 8 of this booklet show how 36 young people's visions converged to produce a set of cards displaying events and trends that could influence New Zealand's future over the next 40 years. Pages 9 to 13 of this booklet describe the process of developing these versions of gameplay and contain the three resulting sets of game instructions.

To achieve the second purpose, we had to consider what was important to us as young people when thinking about the future. We discovered that we held many divergent hopes, concerns and assumptions about the future.

The process of making the cards saw us decide as a group to practise foresight by drafting a bill proposal (*Proposal for a Future Generations' Well-being Act*) and making a submission on the *New Zealand Emissions Trading Scheme Review 2015/16*. This work is described in greater detail over the next two pages, and is an example of ways young people can tangibly engage with the ideas and approaches of futures thinking.

Creating a card game to develop futures thinking skills and public policy capability in its players proved a powerful way to develop our own abilities in these areas, and we left *ForesightNZ* with our horizons significantly widened.

Figure 1: The cone of plausibility

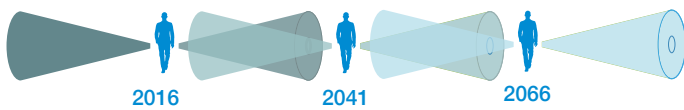


Proposal for a Future Generations' Well-being Act

A small group of participants collaborated on a draft bill proposal to make consideration of future generations an official requirement of any new legislation in New Zealand. This was inspired by the Well-being of Future Generations (Wales) Act 2015 and would entrench futures thinking practices in New Zealand's policy-making framework.

If we hope to live sustainable and prosperous lives in the future, we need to concern ourselves with trends in our rapidly changing world. This means we must incorporate futures thinking into policy-making. This is both ethical and pragmatic, as it will foster interconnectedness and empathy between generations as well as delivering sustainable economic, political and social growth. This type of thinking is illustrated in Figure 2.

Figure 2: A perspective that spans three generations



ForesightNZ made us aware of significant challenges that New Zealand and the global community are facing. New Zealand legislation currently deals with these challenges in isolation; however, predicted future events and trends demand that we view challenges as interconnected. Policy-makers need to weigh future trends against current issues in order to facilitate strategic resource allocation, as well as to ensure that future generations are equipped to deal with a rapidly changing world.

Our proposed Bill would follow the example of the Well-being of Future Generations (Wales) Act 2015. This legislation makes the following provision: that public bodies take actions in pursuit of the economic, social, environmental and cultural well-being of Wales in accordance with the country's sustainable development principle; that public bodies report on those actions; and that mechanisms to support and advise public bodies in taking such actions are established.

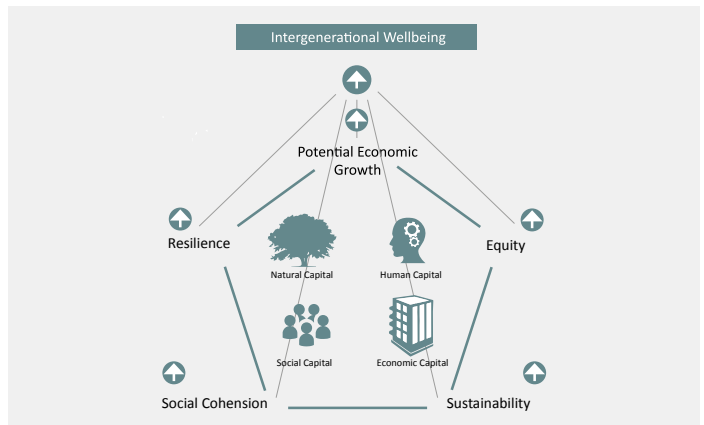
Without similar provision in New Zealand, we risk perpetuating policy that is reactionary rather than proactive. Our Bill requires that long-term futures be given at least as much consideration as short-term futures in policy-making. This would ensure the ongoing accountability of New Zealand governments to current and future New Zealanders by providing a platform for judicial reviews

of policy decisions. We recommend that this framework be made mandatory, meaning that policy-makers would have to provide evidence that they have accounted for future generations with as much priority as current New Zealanders.

The Bill would prescribe the provision of long-term goals that are precise and measurable in order to establish clear lines of accountability.

The United Nations' Sustainable Development Goals should be taken into account in the drafting of the Bill to align domestic goals with global goals. Treasury's *Living Standards Framework* should also be a significant factor in providing context for the Bill; however, it would need to function as a lens for the future as an extension of its current function of 'improving living standards for New Zealanders in today's environment' (Treasury, 2012: 1). See Figure 3 below.

Figure 3: Treasury's Living Standards Framework



To improve future outcomes, it is critical to measure the Act's success. This would be achieved by reporting on future trends and measuring both qualitative and quantitative information. Engagement with communities, in relation to future considerations, is essential.

Futures planning and its related legislation is not utopian. We are continually balancing ourselves between physical, mental, emotional and spiritual realms in a fast-paced world. To secure for ourselves the resources (both material and social) that constitute a dignified and balanced life, futures planning is essential. The well-being of our people in the future, who cannot yet speak for themselves, must be balanced alongside the well-being of our people today.



ForesightNZ participants collaborate on a draft bill proposal to make consideration of future generations an official requirement of any new legislation in New Zealand.

Submission on the Emissions Trading Scheme

The changing climate was a significant concern in our discussions of what New Zealand might look like in 40 years. However, very few of us were aware that at the time of the workshop the consultation process on the *New Zealand Emissions Trading Scheme Review 2015/16* was coming to a close. As a group, we agreed that completing a submission for this review was an important way to make our voices heard – our submission is intended to give the Government an insight into youth perspectives on this issue. It also represents a practical way of putting our new foresight skills into practice. However, it is important to note that this work was prepared by a small number of us, so it may not be representative of all 36 participants' views. Our submission formed part of the McGuinness Institute's submission on the *Consultation for the New Zealand Emissions Trading Scheme Review 2015/16*. The full submission can be found on the *ForesightNZ* website.

The first challenge we faced was to understand what the Emissions Trading Scheme (ETS) meant and how well it worked in practice. The difficulty we had in interpreting the scheme was heightened by the often ambiguous and overly cautious language used. This language not only discourages public engagement and therefore understanding, but also allows the Government to hide behind words and shirk responsibility for the failures of the scheme. An April 2015 summary of *New Zealand's Greenhouse Gas Inventory 1990–2013* shows that New Zealand's net emissions have actually increased since 2008 when the ETS was introduced, although this fact is obscured in the document by a strong emphasis on a decrease in emissions intensity (MfE, 2015a: 3, 6). We were therefore disappointed that no mention was made in the ETS review discussion document of any possible alternatives to the scheme.

The difficulty of interpreting the scheme itself prompted our recommendation that the language be rectified to increase transparency, allow proper analysis and facilitate public dialogue. More specific language will also allow for the progress of the ETS to be accurately measured and prevent businesses from misrepresenting their emissions.

The theme of intergenerational equity underpinned much of the workshop discussion and we felt there was a definite gap in the drivers behind the ETS – we did not see any cost-benefit analysis that gave weight to the high costs of avoiding the problem and leaving it for future generations. We would like to see New Zealand making ambitious plans and becoming

a leader for decreasing emissions rather than simply meeting its (relatively insubstantial) 'international obligations' (MfE, 2015b: 3). In fact, we see a real threat to our international reputation from companies manipulating the ETS by buying cheap credits from overseas (Morgan Foundation, 2016: 14–18). New Zealand's beautiful natural environment and international image are already deteriorating, and far better protections need to be put into place to combat this. We believe the 6% reduction for our new post-2020 emissions target is not ambitious enough.

As stated by many speakers during *ForesightNZ*, New Zealand's small size and well-developed infrastructure mean we can be flexible and act quickly in response to change. We see this as an opportunity to prepare for our uncertain future, and recommend that the Government take this opportunity to become a world leader with a stronger commitment to minimising emissions. This includes moving to the tougher 'full surrender' obligations, increasing the price of emissions and not allowing participants in the scheme to apply for a unique emissions factor.

We understand that technological and scientific developments in the future are uncertain, but that uncertainty is precisely the reason we need to use caution and to put stronger protections in place for our environment.

Despite our disappointment and frustration with the lack of tangible results under the ETS, from our discussions it was clear that we still have faith in New Zealand's ability to change. This attitude is best captured by participant Ben Nistor's original *ForesightNZ* workshop application:

It is imperative that we prepare for the challenges associated with climate change. As one of the planet's biggest challenges, global warming also provides the biggest opportunity for New Zealand. Government leadership and well-designed policy can support New Zealanders in maximising these opportunities.

In preparing both the draft bill proposal and the above submission, we want to emphasise that when developing public policy, government must take into account the needs and interactions between members of different generations. The remainder of the booklet explains how the card games were created to build capability in futures thinking and to tell stories about how our future might unfold.



ForesightNZ participants demonstrate their concern about climate change and its possible impact on New Zealand in 40 years. Hence their serious faces.

Creating the card games

During the *ForesightNZ* workshop, 32 speakers presented their diverse ideas on what might drive and shape New Zealand's long term future. This gave us a strong basis for developing the content of the cards and games over the second and third days of the workshop. The purpose of the workshop was always clear:

To create a foresight tool (the games) that showcases the way NZ youth think about possible futures (the cards)

Speakers

- | | |
|------------------------|---------------------|
| Hon Bill English | Dora Livas |
| Hon Sir Michael Cullen | David Mackay |
| Cath Atkins | Luke Maguire |
| Yoseph Ayele | Gabriel Makhoul |
| Geoff Bascand | Parekawhia McLean |
| Tim Bennett | Katherine Meerman |
| Linda Clark | Courtney Meredith |
| Freya Daly Sadgrove | Trevor Moeke |
| Roger Dennis | Cathryn Monro |
| Margaret Galt | Bill Moran |
| Charlotte Greenfield | Tim Ng |
| Dr Bronwyn Hayward | Patrick Nolan |
| Kate Hodgkinson | Mike O'Donnell |
| Colin James | Jessica Prendergast |
| John Janssen | Su'a Thomsen |
| Ivan Kwok | Frances Valentine |



From left: Frances Valentine, Courtney Meredith, Cathryn Monro and Jessica Prendergast during Session 5A: Signals from the future visible today.



Ivan Kwok speaks to *ForesightNZ* participants during Session 8: Stress-testing.



From left: Solomon Esera, Hon Bill English, Michelle Walsh and Abbas Nazari during the Q&A session on day one of the *ForesightNZ* workshop.









From left: Hon Sir Michael Cullen, Michelle Walsh, Selina Kunac, Solomon Esera and Hayley Martin during Session 2B: Anticipating the future.

Stage A: Brainstorming card ideas

Our first step was to break into six small groups and brainstorm prospective Event and Trend Card ideas. The chart overleaf (in white) shows each group's original card ideas arranged along a different coloured strand (see the key below). Each strand was drawn together to reach consensus on the cards making up the final deck.

Key

 Orange group	 Blue group
 Yellow group	 Purple group
 Pink group	 Green group

Stage B: Sorting the cards into a single deck

Representatives from each group worked together to synthesise the initial ideas. They identified similar or recurring cards amongst the lists, as well as cards that stood out as being particularly interesting or evocative. See the chart overleaf (in blue).

Stage C: Refining the cards and designing the games

We were mindful that the ideas on the final cards needed to be suitably significant, and the overall deck needed a sense of completeness in order to fully represent our perspectives on possible future events and trends. The final deck can be found on pages 9 to 11 and the instructions for each card game can be found on pages 12 and 13. The game design was developed in much the same way as the cards; each group came up with an idea for a card game. Representatives from each group then worked together to integrate six games into three. Aligning the cards with the games resulted in more types of cards being added to the deck: four Capital Cards, three Joker Cards and the development of 10 Trend Cards that illustrate societal tensions.

The final deck of 64 was split into four categories:

- Capital Cards (x 4)
- Joker Cards (x 3)
- Event Cards (x 32)
- Trend Cards (x 25)

Capital Cards refer to the four capitals at the heart of Treasury's *Living Standards Framework*: the environmental, social, human and economic capital of New Zealand. These are where the resources come from that can lift living standards.

Event Cards are further categorised into one of four high-impact event types, depending on two factors: how aware society is of the event and the probability of each event occurring. These event types are represented by animals: lions, elephants, swans and mice (see discussion on right).

Joker Cards enable players to come up with their own events and trends. They can be treated as either a Event Card or Trend Card – it is the players' choice.

Trend Cards show growing changes or movements in a particular direction over time. These include a subgroup, called Tension Cards, which represent certain tensions that may affect New Zealand society. These tensions may increase or decrease (\pm) at the discretion of the players.



From left: Griffin Leonard, Alex Nott, Larissa Renfrew, Ed Haslam, Olivia Scobie and Sam Hogg during Session 9: Preparation.

Event Cards were designed to stretch our imagination. The idea for the animals was inspired by Singapore's Centre for Strategic Futures, who last year sent the McGuinness Institute a Christmas card with black swans and elephants on it, and an explanation of what these mean in the context of events (see below). The concept of black swan events was originally explored in Nassim Nicholas Taleb's 2007 book *The Black Swan: The Impact of the Highly Improbable*. The McGuinness Institute suggested we add lions and mice to encapsulate the other dimensions of probability and awareness that events may involve. The events are roughly grouped into one of the four types of Event Cards. This process helped ensure we had a good mix of cards. See Figure 4.





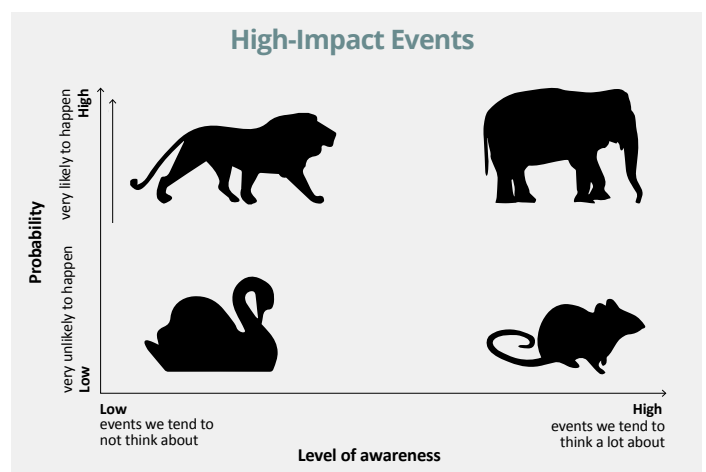
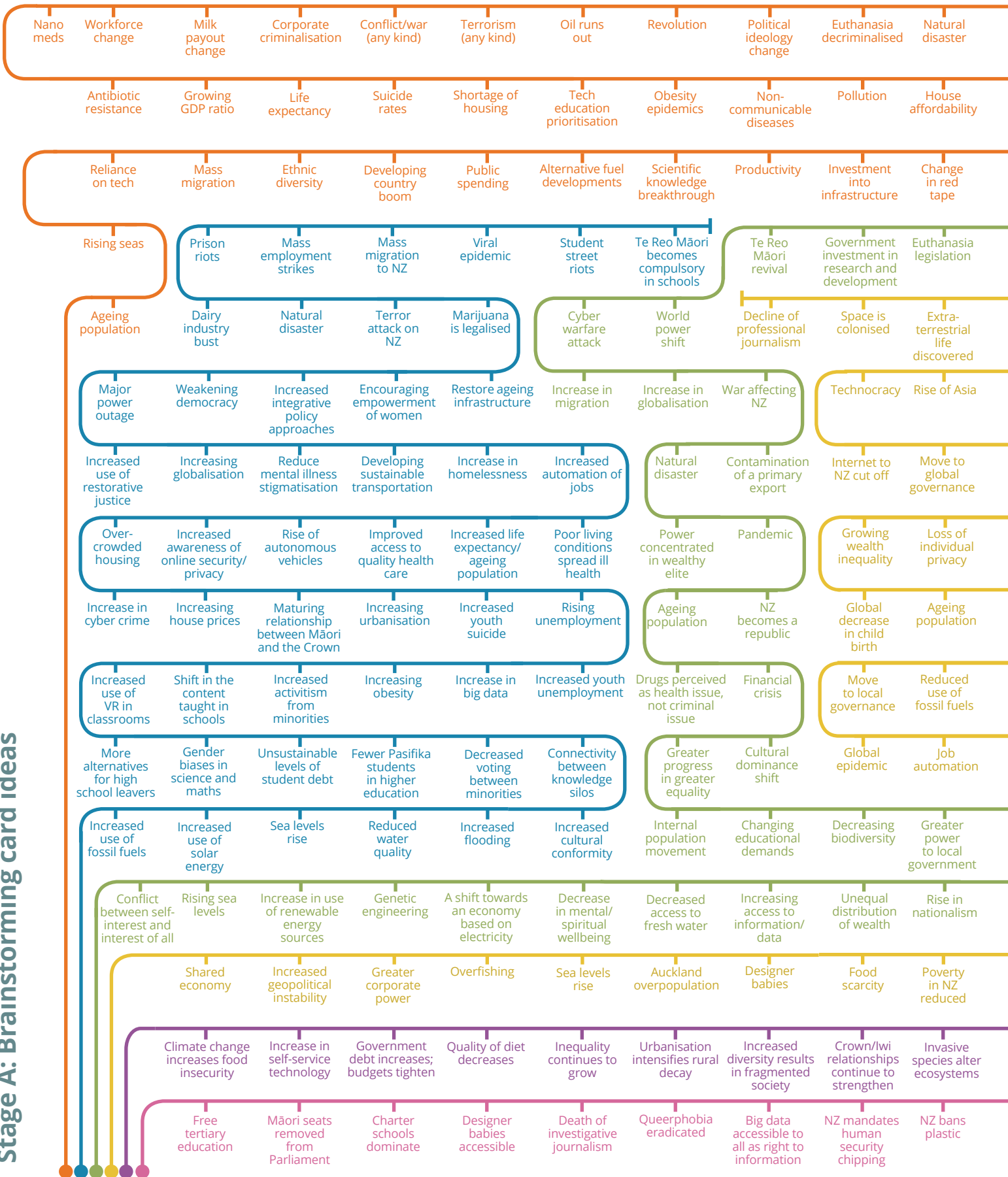
-  **Elephant events** – high awareness and high probability (e.g. International global banking shock causes Auckland housing market to crash).
-  **Lion events** – low awareness and high probability (e.g. NZ decriminalises all drugs, following Portugal's lead).
-  **Swan events** – low awareness and low probability (e.g. Extra-terrestrials land in Fiordland National Park).
-  **Mouse events** – high awareness and low probability (e.g. Ebola mutates into a virus as contagious as the flu, creating a global pandemic).

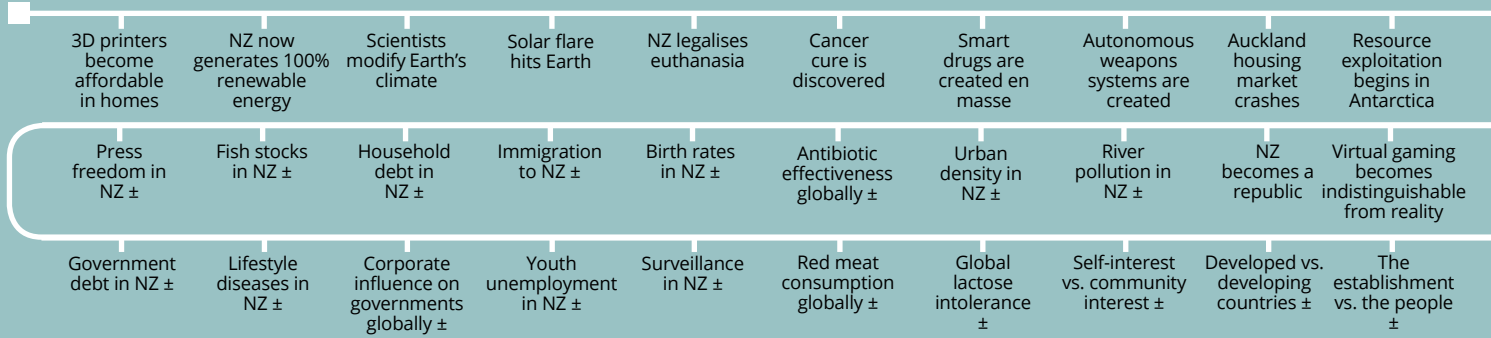
Figure 4: Diagram of high-impact events

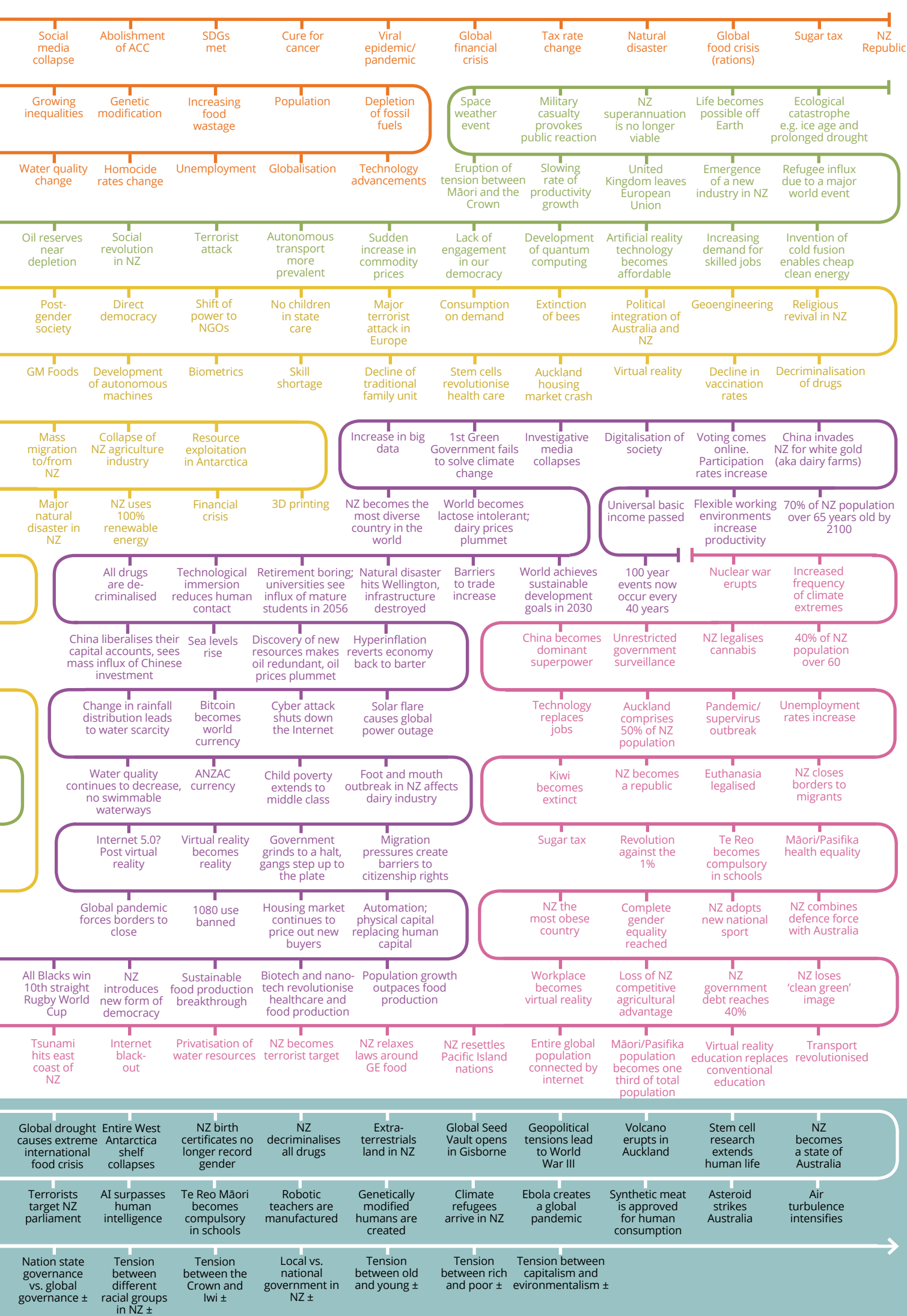


Stage A: Brainstorming card ideas



Stage B: Sorting





Stage C: Refining the cards and designing the games

After the initial deck was created, the development of the games and the refinement of the cards took place symbiotically. By testing the games we created with the cards we had, we discovered where the deck required tweaking and how the game instructions needed modification – all the while with the workshop’s goals in mind. Focusing on creating card games helped to structure discussion and debate about foresight, particularly regarding possible futures and how best to prepare for them. The variety both in the content of the cards and in the different versions of gameplay reflects our diversity of thought regarding the future. Understanding our differences and discussing them ensured the game involved a broad range of viewpoints to represent the scope of long-term possibilities for New Zealand. This process of collaboration was a challenge that illustrated both the difficulty and the importance of using foresight.

We discovered that a variety of games could be played with the cards, depending on the aim of the players. Collaboration, competition, humour, education, estimation and reflection were all different techniques used to drive the games and develop the foresight conversation. In the end these approaches were summed up in three games.




















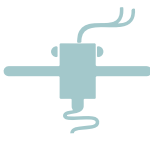

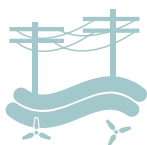


- **Cards for Humanity** – a collaborative learning exercise
- **I Reckon** – a game of synthesis and guesstimation
- **Quarrel** – a competitive and imaginative game


That the same set of cards can be used to play three different games aptly illustrates the complexity and subjectivity of foresight. We also wanted to encourage players to invent their own games with the cards.




From left: Hayley Martin, Solomon Esera, Anaru Adams, Selina Kunac and Mitchell Denham during Session 9: Preparation.


64 cards


Capital	<p>Human Capital Skills and capacities that people have (e.g. education, knowledge, health and wellness)</p>  <p>Capital</p>	<p>Social Capital Relationships between people (e.g. social cohesion, mutual respect and equal opportunity)</p>  <p>Capital</p>	<p>Economic Capital Human-made resources used in production (e.g. infrastructure, communication, networks and services)</p>  <p>Capital</p>	<p>Natural Capital Non-renewable and renewable resources (e.g. land, minerals, air, water, fish stocks and the wider ecosystem)</p>  <p>Capital</p>	
Event	<p> NZ passes a Termination of Life on Request and Assisted Suicide Act, following the Netherlands' lead</p>  <p>Event</p>	<p> Cancer cure is discovered but only the wealthy can afford to be treated</p>  <p>Event</p>	<p> Smart drugs are created en masse; permanently enhancing memory, creativity and the ability to work harder and longer</p>  <p>Event</p>	<p> Virtual gaming becomes indistinguishable from reality and causes serious addiction problems</p>  <p>Event</p>	<p> Autonomous weapon systems are used in a major war in the Middle East, removing the need for human operators on the battlefield</p>  <p>Event</p>
Trend	<p> International global banking shock causes Auckland housing market to crash</p>  <p>Event</p>	<p> NZ becomes a republic</p>  <p>Event</p>	<p> 3D printers become an affordable household appliance</p>  <p>Event</p>	<p> Tory Channel tidal power station is built; NZ now generates electricity from 100% renewable energy sources</p>  <p>Event</p>	<p> Scientists modify Earth's climate to reduce global warming</p>  <p>Event</p>

 Solar flare hits Earth; electromagnetic interference causes power grids to fail in NZ



Event

 Antarctic Treaty is replaced; resource exploitation begins in Antarctica





Event

 Global drought on an unprecedented scale causes extreme international food crisis



Event

 Entire West Antarctic shelf collapses; sea levels rise three metres, ocean currents shift and temperatures plummet



Event

 NZ birth certificates no longer record gender





Event

 NZ decriminalises all drugs, following Portugal's lead



Event

 Extra-terrestrials land in Fiordland National Park





Event

 The Norwegian Svalbard Global Seed Vault opens a partner seed vault in Gisborne as part of an international collaboration



Event

 Geopolitical tensions between the US and Russia lead to World War III





Event

 Volcano erupts in Auckland



Event

 Stem cell research extends length and quality of human life by 50 years



Event

 NZ becomes a state of Australia





Event

 Air turbulence intensifies due to climate change, causing significant increases in flight times and fares



Event

 Asteroid strikes Australia, causing a mini-ice age for five years




Event

 Meat and milk grown in US labs are approved for human consumption; NZ exports plummet



Event

 Ebola mutates into a virus as contagious as the flu, creating a global pandemic



Event

 Climate refugees arrive in NZ due to extreme weather pattern changes in the Pacific




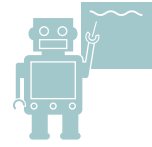
Event

 Genetically modified humans are created





Event

 Robotic teachers are manufactured in Northland and sold in NZ and overseas





Event

 Te Reo Māori becomes a compulsory part of the national curriculum for years 1 to 12





Event

 The first machine with intelligence greater than our own is created



Event

 Terrorists target NZ Parliament, causing significant damage



Event

 Your voice, your choice – come up with your own trend or event



Joker

 Your voice, your choice – come up with your own trend or event




Joker

 Your voice, your choice – come up with your own trend or event




Joker

±
River pollution in NZ




Trend

±
Urban density in NZ



Trend

±
Press freedom in NZ



Trend

±
Antibiotic effectiveness globally



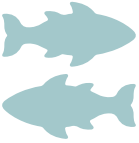
Trend

±
Lifestyle diseases in NZ (e.g. diabetes, lung cancer and heart attacks)




Trend

±
Fish stocks in NZ



Trend

±
Immigration to NZ



Trend

±
Household debt in NZ



Trend

±
Government debt in NZ



Trend

±
Birth rates in NZ




Trend

±
Corporate influence on governments' policy



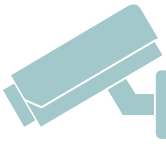
Trend

±
Youth unemployment in NZ




Trend

±
Surveillance in NZ



Trend

±
Red meat consumption globally




Trend

±
Global lactose (dairy) intolerance




Trend

±
Tension between citizens pursuing self-interest and citizens pursuing community interest




Trend

±
Tension between developed and developing countries




Trend

±
Tension between the establishment and the people




Trend

±
Tension between nation state governance and global governance



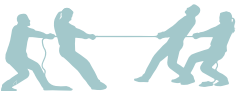
Trend

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Tension between different racial groups in NZ




Trend

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Tension between the Crown and Iwi




Trend

±
Tension between local and national government in NZ




Trend

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Tension between old and young




Trend

±
Tension between rich and poor



Trend

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Tension between capitalism and environmentalism



Trend



From left: Sam Hogg and Ed Haslam during Session 5A: Signals from the future visible today.



From left: Ben Nistor, Milena Petrovic, Holly Swallow, William Irwin-Harris, Ngareka Bensemann and Matt Wort during Session 7: Societal trends.



From left: Sharelle Abbott, Amrit John and Mike Hannah during Session 7: Societal trends.

Cards for Humanity

A collaborative learning exercise

To finish: Each round consists of the players working together. Firstly, the players discuss the best response to the event or trend in terms of its impact on the Capital Card. Secondly, the players must collectively devise a strategy that would positively boost the capital in play. The game finishes when the group agrees on the most satisfactory proposed strategy.

Aim: To encourage agile decision making that considers broad impacts on New Zealand.

Equipment: Capital Cards, Event Cards and Trend Cards.

Set up:

1. Nominate a dealer.
2. Place Capital Cards in a pile face down in the middle.
3. Shuffle all Event and Trend Cards together and place them in a pile face down in the middle.
4. Choose how you will determine Trend Card directions – you might decide before the game begins to play Trend Cards as all increasing or all decreasing, or you might decide to allow each player to choose the direction as they play each card.

Gameplay:

1. The dealer begins the round by flipping over a Capital Card and reading it aloud.
2. The dealer flips over the top card in the event and trend pile, and everyone discusses the possible impact of the event or trend on the Capital Card. Does the Event or Trend Card seem likely to increase or reduce the capital that New Zealand can draw on?
3. Discuss possible strategies that respond to the event or trend and its impact on the Capital Card. If the card risks reducing the type of capital, what could New Zealand do to minimise this? If the card has the potential to boost the type of capital, what could New Zealand do to make the most of that potential?
4. Choose the preferred strategy and, using the questions below as a starting point, work together to justify your choice and explain how the strategy will boost the type of capital.
5. Discard used cards.
6. Repeat steps 1–5 for each of the three other Capital Cards.

Questions to stimulate the discussion:

- a. Are any of our strategy ideas similar? Could they be merged?
- b. What are the unintended consequences of each strategy?
- c. If we were the government and we had to choose one strategy to fund, which would we choose? Why? What do we miss out on as a result?
- d. What did we value the most in making that choice? Why do we have those values?

Variations:

- Extend the game by playing two or more rounds for each Capital Card.
- Draw two or more Capital Cards at once to consider the wider impacts of a given event or trend.
- Introduce competition to the game by challenging each player to come up with their own strategy and voting on which one is the most compelling.

I Reckon

A game of synthesis and guesstimation

To win: Each round consists of players individually creating a narrative out of the five Event and Trend Cards drawn. The winning narrative is determined by being voted the most insightful or interesting. The winner is the player with the most points after five rounds.

Aim: To construct narratives and draw links between possible future events and trends.

Equipment: Event Cards, Trend Cards and pen and paper to record points.

Set up:

1. Nominate a dealer.
2. Shuffle all Event and Trend Cards together and place them in a pile face down in the middle.
3. Decide on the allocated time frame for players to construct their narrative (e.g. two minutes).
4. Draw five cards from the pile and lay them out face up in the middle.

Gameplay:

1. At the beginning of the round, everyone looks at the events and trends on the five cards and draws connections between them to form their own narrative of a possible future for New Zealand. Each Trend Card can be played either as an increasing trend or as a decreasing trend. This is to be decided by each player separately. You can write your narrative down if you wish.
2. Turns start with the player to the dealer's left and continue clockwise. On your turn, present your narrative to the group. You can choose to set a time limit for these narratives if you wish.
3. Everyone votes for the narrative they think is the most insightful or interesting (you cannot vote for your own). The player with the most votes wins a point.
4. Discard the five used cards and draw five new cards.
5. Repeat steps 1-4.

Variations:

- Draw a Capital Card in addition to the five random cards in the middle. When you present your narrative, include a consideration of the resulting impacts on that type of capital.



From left: Hugo Bloor, Simon Bunckenburg, Elleleanor Manu, Zoe Pushon and Beth O'Loughlin during Session 6: Plenary.

Quarrel

A competitive and imaginative game

To win: Each round consists of players creating an insightful or interesting connection between the Event Card on the table and the Trend Card in their hand. Each player tries to persuade, and in some cases quarrel with, the other players as to why their story is the strongest. The winning Trend Card goes through to the next round. The winner of the game is the player with the most points after a specified number of rounds or a specified time limit (e.g. five rounds or 30 minutes), as they contributed most to shaping the direction of the overall story.

Aim: To stimulate debate on New Zealand's future by envisioning possible scenarios.

Equipment: Event Cards, Trend Cards and pen and paper to record points.

Set up:

1. Nominate a dealer.
2. Place Event and Trend Cards in two separate piles face down in the middle.
3. Deal four Trend Cards to each player face down – players can only look at their own cards.
4. Determine the number of points that must be won by a player to be the overall game winner, or determine a set time frame for the game.
5. Choose how you will determine Trend Card directions – you might decide before the game begins to play Trend Cards as all increasing or all decreasing, or you might decide to allow each player to choose the direction as they play each card.

Gameplay:

1. The dealer begins the round by flipping over an Event Card and using it to describe a detailed future scenario.
2. Turns start with the player to the dealer's left and continue clockwise. On your turn, choose the Trend Card from your hand that is most relevant to the event scenario and explain your choice.
3. Players quarrel over the Trend Card they think is most relevant to the event scenario (you cannot vote for your own). The player with the most votes wins a point. In the case of a draw, the dealer chooses the winning Trend Card and explains their choice.
4. Place the Event Card and the winning Trend Card face up in the middle and discard the used Trend Cards. Winning card pairings are now treated as part of the history behind your event scenarios.
5. Everyone draws a new Trend Card from the pile to maintain a hand of four cards.
6. The role of dealer passes to the left.
7. Repeat steps 1-6.



From left: Abbas Nazari, Mark Owen-Cooper, Bayley Johansson, Amy Auld and Alex Rallis during Session 6: Plenary.

Learnings

The *ForesightNZ* workshop challenged us to bring together our different ideas about how the world should look, and to see past those differences to make the most of the opportunity inherent in our common interest. Our wide range of skills and backgrounds taught us that a diverse set of minds leads to a diverse mindset – teamwork, collaboration and respect for differences are essential to finding a well-balanced outlook.

We also came away from the workshop with an increased understanding of the interrelated nature of what Treasury calls the four capitals: natural, social, human and economic. In conceptualising the effects of possible future events on New Zealand, we learnt that it is critical to take a holistic approach, because any given event will inevitably have an impact on all four capitals.

The process of developing the cards presented an unexpected challenge. We wanted to end up with a deck of cards that represented the whole workshop cohort. To achieve this, we asked a member of each group to pick out card ideas that were common to more than one group. However, it was only later in the process that we realised we had not included a card addressing a change in attitude towards Te Reo, despite the fact that it had been brought up frequently throughout the workshop. We therefore learnt that although we owned the process, we still needed to keep consciously checking whether our outputs reflected the integrity of the group.

Reaching common consensus proved difficult with such a diverse group of young people. A commitment to cooperation was required to reach satisfactory compromises on our ideas. The process not only taught us this, but also how to challenge our personal assumptions by accepting contrasting perspectives as equally valid. We found it was essential to treat all voices as equals and keep the ultimate goal of the cards in mind: to create a foresight tool that was both entertaining and educational, which showcased the perspectives of New Zealand's young people.



Ngareka Bensemann receives her certificate from the New Zealand Treasury's Secretary and Chief Executive Gabriel Makhoul.

Reflections

ForesightNZ expanded our understanding of futures thinking as a concept and therefore our ability to use it as a tool. This learning is applicable to all of our various fields of work, the diversity of which was a benefit in itself – we each gained insights from being exposed to such an interesting group of diverse young people.

A number of common themes developed about our concerns for the future of New Zealand, including the impact of technology, the rate of change, the power of education, the reality of climate change and the pay disparity between men and women.

Cumulatively, these themes illustrated our increasing interconnectedness (and how this impacts the transformation of ideas into realities), the need for adaptability and resilience in society, and the knowledge that what we do now impacts on all our futures.

The *ForesightNZ* cards – our primary output from the workshop – present a range of possible future events and trends that we as young New Zealanders think are important to consider. We hope these cards enable players to build capability in futures thinking and explore stories about how our future might unfold.

Our diversity, which we originally saw as a challenge, became an opportunity. Our individual differences are our collective strength.

We, the participants of *ForesightNZ*, wish to thank the 32 speakers, the New Zealand Treasury and the McGuinness Institute for the incredible opportunity to expand our horizons and open our minds.



Milena Petrovic and Alex Nott present their card game to the audience at the final presentation.

Map of participants by hometown

At the conclusion of the workshop, Gabriel Makhoulf, Secretary and Chief Executive of the New Zealand Treasury, challenged us to sum up, in a 'before' word and an 'after' word, how the workshop had changed our understandings

of foresight. For example, Amy Auld first saw foresight as 'uncertainty', but after the workshop she saw it as 'evolution'. Below we share our own 'before' and 'after' words, as illustrated in white text below.



The ForesightNZ workshop was a collaboration between the New Zealand Treasury and the McGuinness Institute.



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