



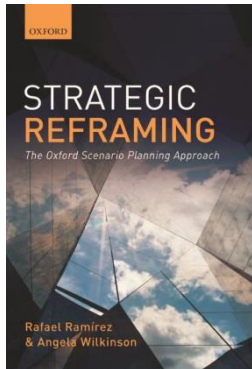
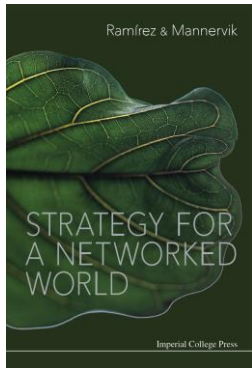
ENVISIONING THE EXPERTISE OF THE FUTURE

Learning from others, re-thinking the way to manage your business and be ready to embrace the future

Ciarán McGinley, Senior Associate
NormannPartners

WHO WE ARE

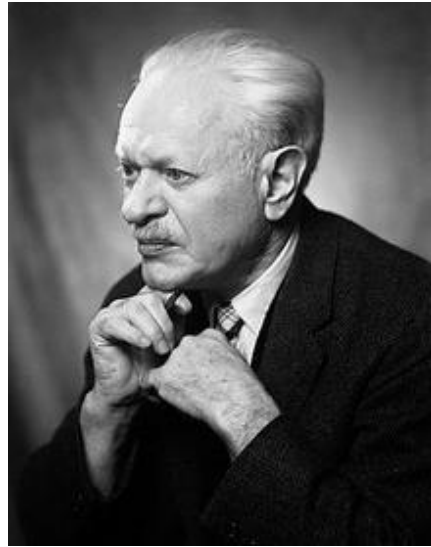
NormannPartners



CLIENT CONFIDENTIAL

USING DIFFERENT VIEWS

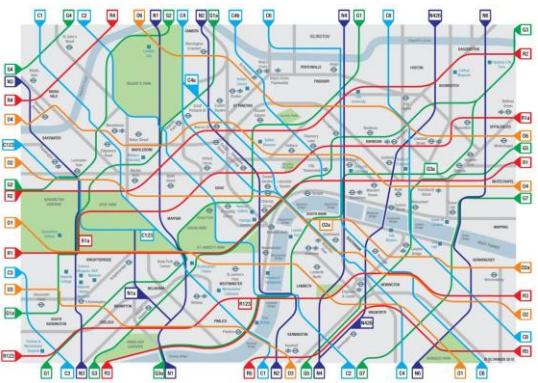
“A way of seeing is also a way of not seeing”



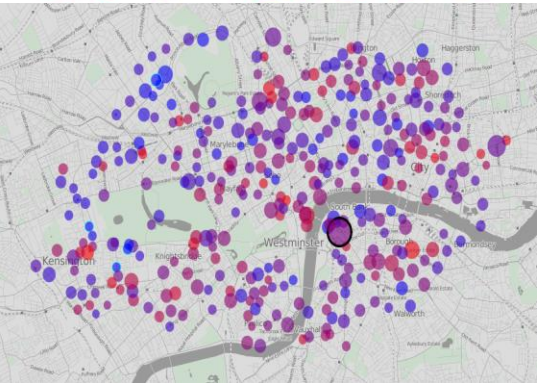
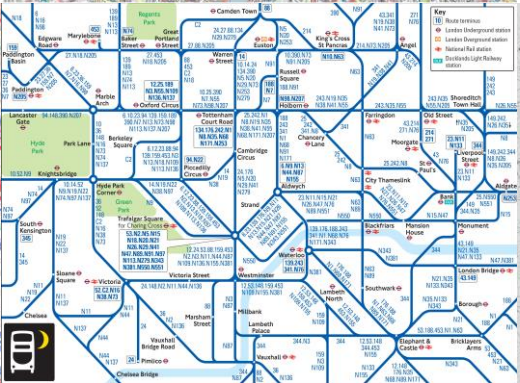
Permanence and Change, 1935

By Kenneth Burke, US Philosopher and Literary Theorist, 1897-1993

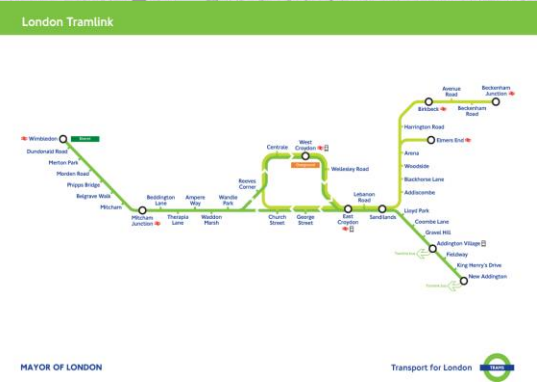
WE ALL NEED DIFFERENT MAPS - ALWAYS



Underground
Road
Bicycle



Water
Bus
Cycle hire



Rail
Cabs for hire
Trams

THE CONTEXTUAL WORLD IN WHICH WE LIVE

“VUCA – volatility, uncertainty, complexity and ambiguity”

“TUNA – turbulent, uncertain, novel and ambiguous”

“Leaders: Strategies for Taking Charge” - Warren Bennis and Burt Nanus. 1985

“Strategic reframing: The Oxford Scenario Planning Approach” – Rafael Ramirez and Angela Wilkinson. 2016

THE IMPACT OF TUNA ON THE WORLD OF EXPERTS

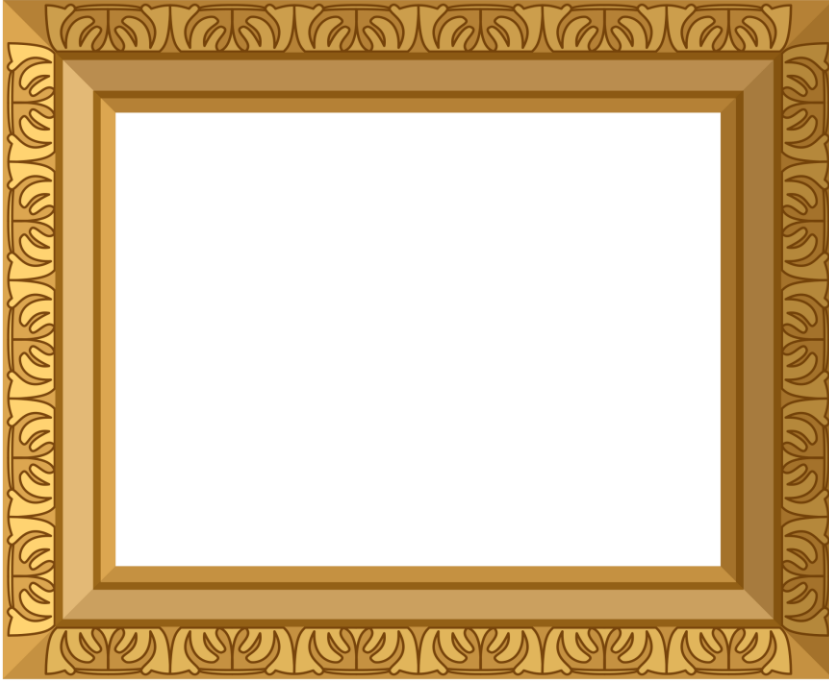
“Quantitative, evidence-based policy served us well in the last maybe 10 or 20 years before the financial crisis, when everybody thought everything was very steady state.

You can manage by numbers but you can't lead by them. Quality of judgement, of intervention, needs a more systemic understanding of why things happen and are connected to each other.

The numbers matter, but so do the narratives”

“You say VUCA, I say TUNA”: Forbes 2016, Angela Wilkinson, Director of Foresight, OECD

DIFFERENT VIEWS START WITH FRAMING



(RE-)FRAMING TIBBLES THE CAT



THE FACTS

- 30,000 birds per annum are killed by wind turbines in Denmark. 9% of Danish electricity is generated by wind.
- 1 million birds per annum are killed by traffic in Denmark.
- 55 million birds per annum are killed by cats in the UK.
- Collisions with windows also kill around 55 million birds per annum in the UK.

From David MacKay – Sustainable Energy - Without the hot air. 2009. Based on Lomborg (2001)

(RE-)FRAMING TIBBLES THE CAT



“Trump’s Big Complaint About Clean Power Is That Wind Kills Birds”. **2016**



“Why a village in New Zealand is trying to ban all cats.” **2018**



“Cats in Top 100 world’s worst non-native invasive species.” **2014**



“The moral cost of cats. Bird-loving scientist calls for an end to outdoor cats ‘once and for all’.” **2016**

CLOCKWISE

Bloomberg (26/5/16)

BBC (29/8/18)

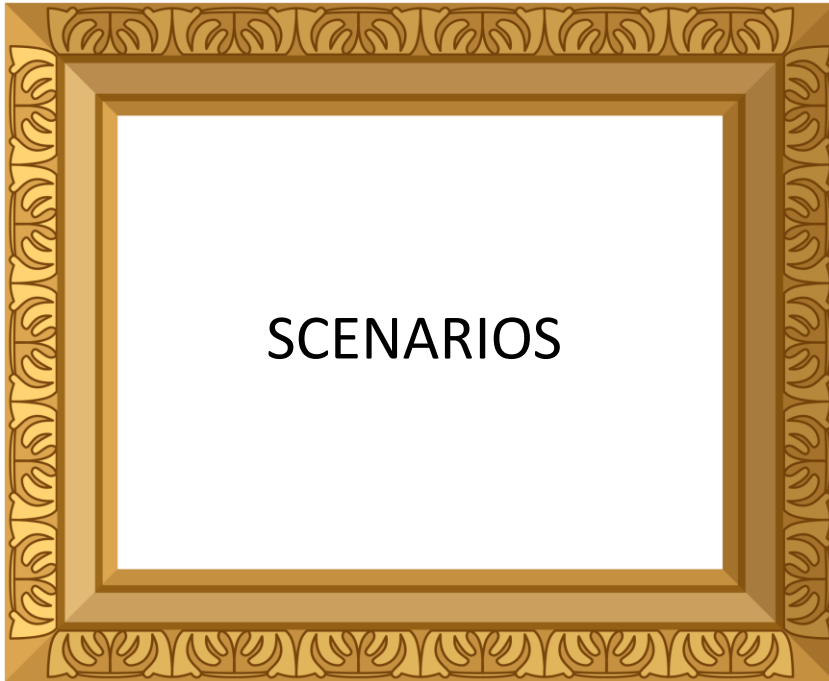
IUCN Invasive Species Specialist Group (2014)

Smithsonian (20/9/16)

RE-FRAMING - RELEVANCE TO EFSA

- The same scientific facts can be re-framed in many ways depending on interests, perspectives, intentions and values
- Attend to what is “framed out”
- Accept that multiple framings will always exist
- Let go of unhelpful framings

RE-FRAMING WITH SCENARIOS



SCENARIOS ARE ...

A small set of

MANUFACTURED plausible future contexts

OF something

FOR someone

FOR a purpose

SCENARIO RE-FRAMING – A RISKY EXAMPLE



SHELL

EPO

ISSN: 1366-9877

Journal of

**Risk
Research**

Volume 6
Issues 4-6
July
2003

Official Journal

 **Society for Risk Analysis-Europe**

 **Society for Risk Analysis-Japan**

 **Carfax Publishing**
Taylor & Francis Group

UK H&S

EDF



Control



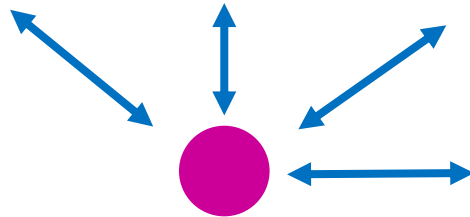
Efficiency



Wider participation



Speed



Legitimacy



Expert-led



Redundancy



Resilience

Expert Rules

Kaleidoscope

Common sense

RISK SCENARIOS - RELEVANCE TO EFSA

- Many risk based trade-offs also exist in EFSA's world e.g. expert led versus wider participation
- Complexity of drivers – societal, political, technological and legal
- Many decision makers in the Food & Safety world take a risk based decision making approach But not all
- The expertise needed by the EFSA varies strongly across the three scenarios impacting recruitment, skills, co-operation agreements and much much more

RE-FRAMING WITH SYSTEM THINKING - SUSTAINABILITY



Beddington (2009)
ClimateEcoLab (2015)

RE-FRAMING WITH SYSTEM THINKING - SUSTAINABILITY

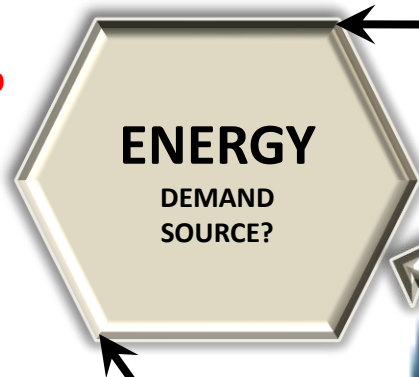
“.... our civil engineers haven’t been trained to deal with climate change in their training. Our urban planners, our city managers, our architects.

Nobody’s been taught this stuff.”

Daniel Kreeger, Executive Director of Association of Climate Change Officers, USA (July 2017)

BIO-ENERGY
ENERGY FOR FOOD CHAIN

+50%
(IEA)



+50%
(FAO)



ENERGY FOR WATER
COOLING

WATER QUALITY
WITHDRAWALS



+30% (IFPRI)

Based on Beddington (2009)
And ClimateEcoLab (2015)

SUSTAINABILITY RE-FRAMING - RELEVANCE TO EFSA

- Our understanding of interdependence inside the Perfect Storm, and our role in it, is imperfect and emerging
- Almost any scientific opinion that focuses on one part of the Perfect Storm can, and will be, challenged by scientific opinions from other parts
- Many decision makers in the Perfect Storm world take a value based decision making approach but not always the same values and not always
- The co-expertise needed to be brought in by the EFSA goes well beyond its traditional mandate and areas of competence

RE-FRAMING WITH DILEMMAS



DANCING WITH DILEMMAS, EVERTS AND OLTHOF, 2017
H3UNI.ORG – DILEMMA THINKING (2018)

THE MINING DILEMMA

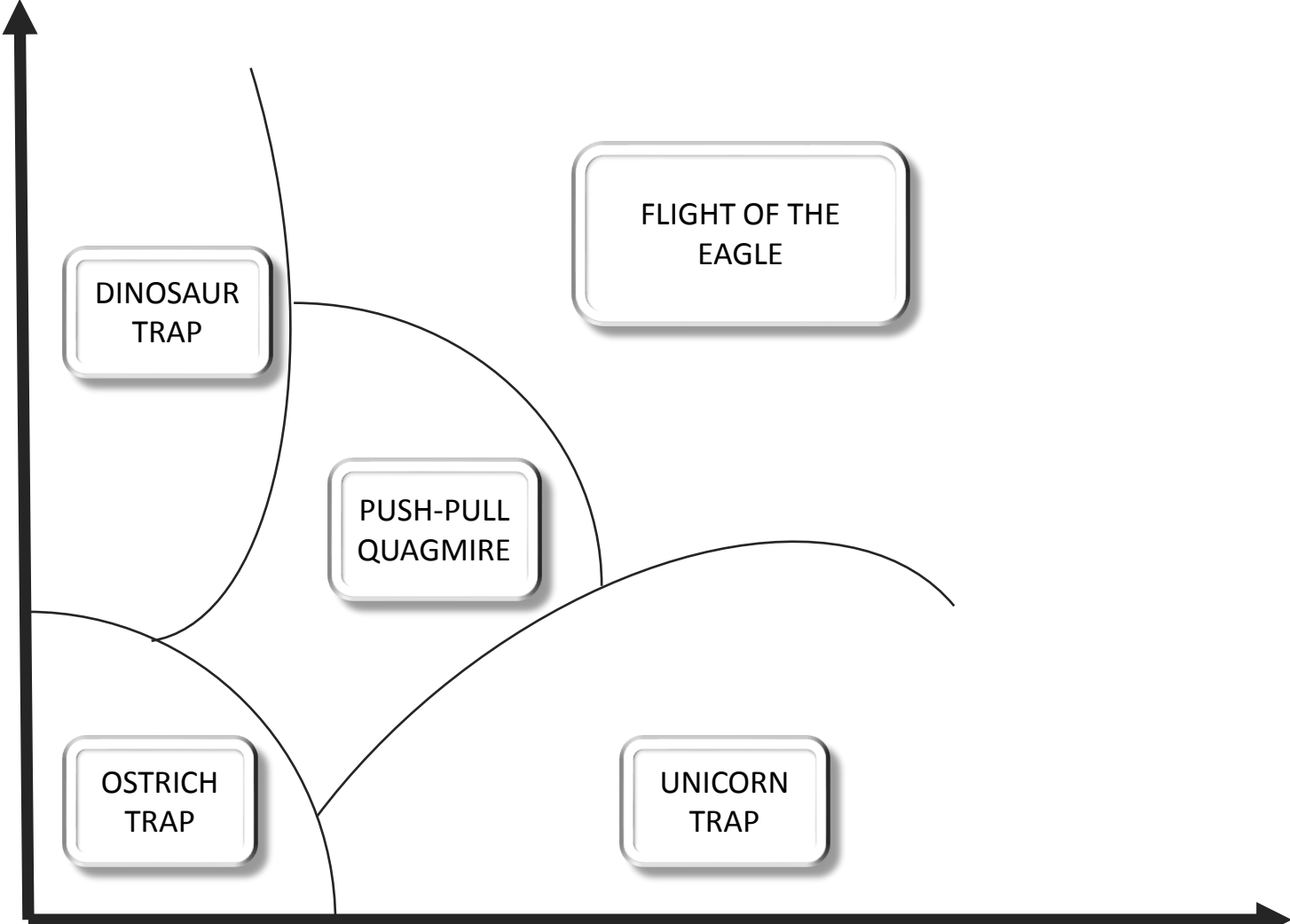
A CHANCE OF GOOD LIVING vs HEALTH OF THE PLANET

Since the dawn of mankind, the mining dilemma has pitted a chance at good living against the conscious or unconscious awareness that the world is suffering for our success.

“Our dependence on nature to provide the materials for our consumption and our concern for the health of the planet sets us into an uneasy contradiction.” **Edward Burtynsky**

ANIMALS OF THE MINING DILEMMA

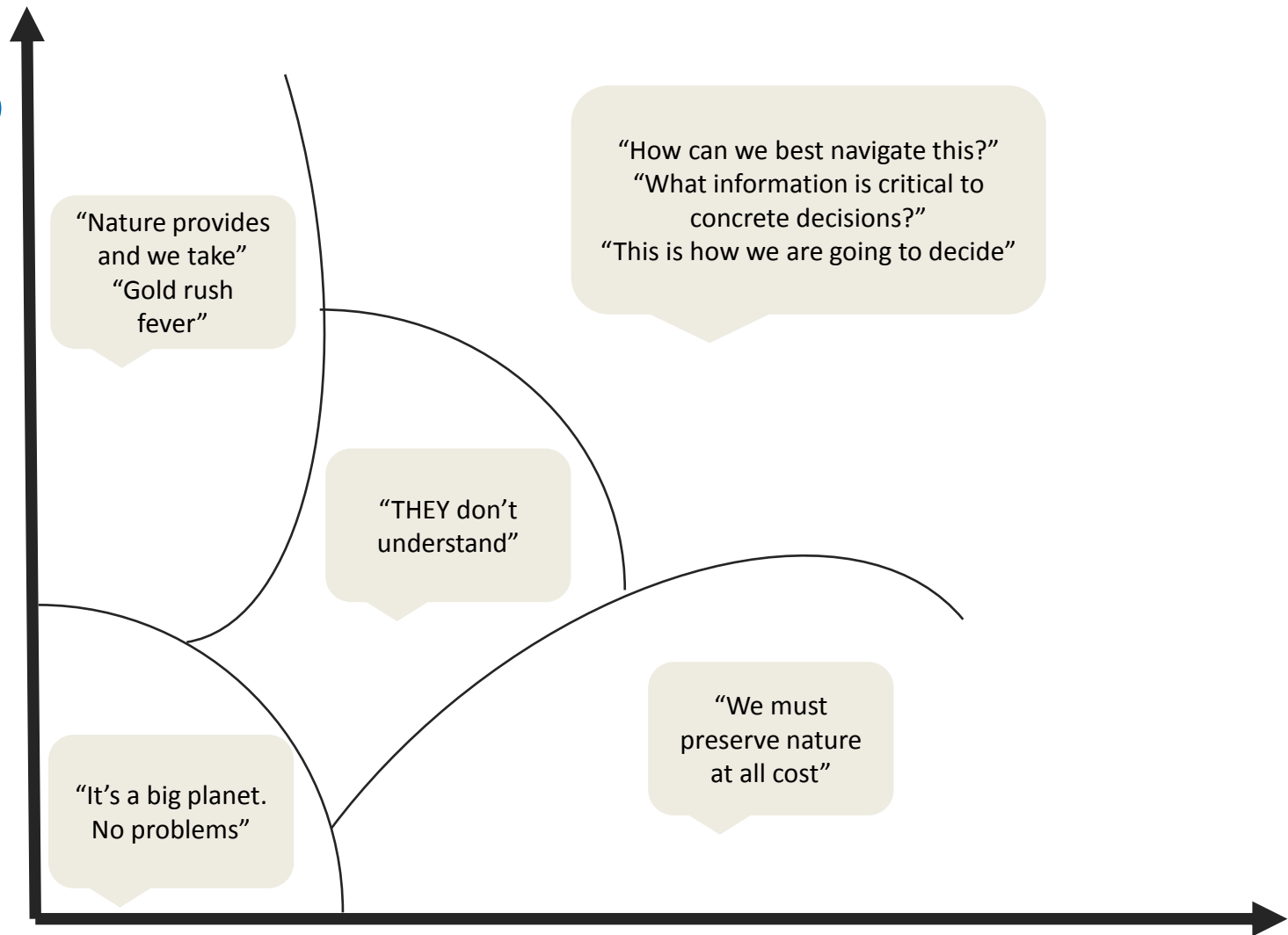
CHANCE
OF GOOD
LIVING



HEALTH OF THE PLANET

TYPICAL BEHAVIOURS IN THE MINING DILEMMA

CHANCE
OF GOOD
LIVING



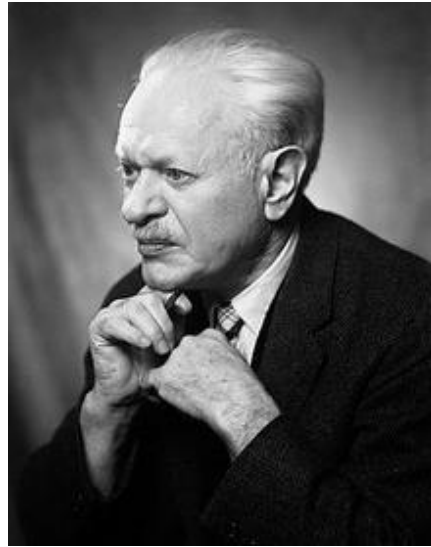
HEALTH OF THE PLANET

DILEMMA'S - RELEVANCE TO EFSA

- Many patterns of behavior in society are driven by dilemma's
- The biggest mistake made by many stakeholders is to confuse trade-offs/choices with what are in fact intractable dilemmas
- The Flight of the Eagle is still very rare in dilemma situations. Ostrich, dinosaur and unicorn behavior prevail.
- Saying that we don't know enough yet is – especially in dilemma situations – a perfectly viable response by a regulator

CONCLUSION

“A way of seeing is also a way of not seeing”



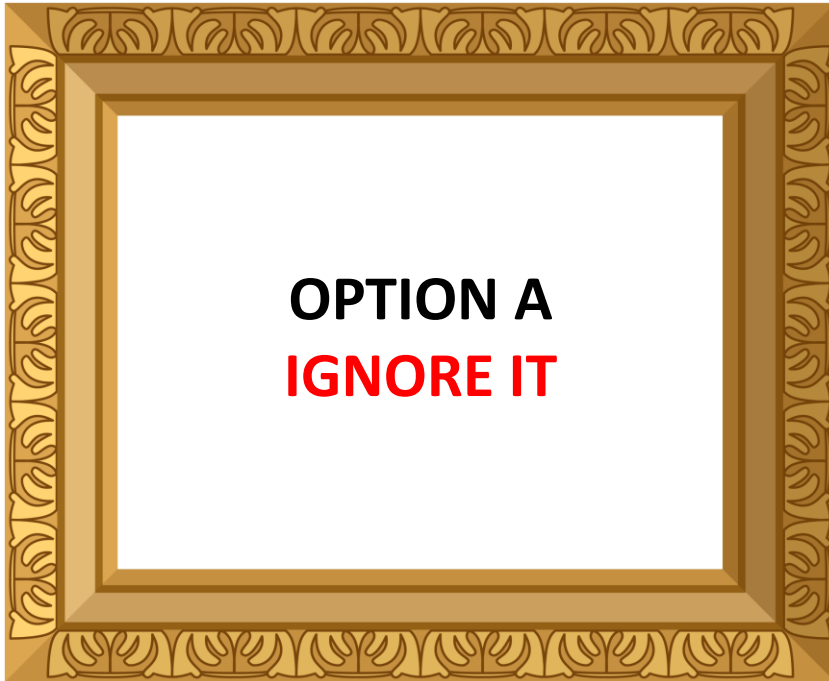
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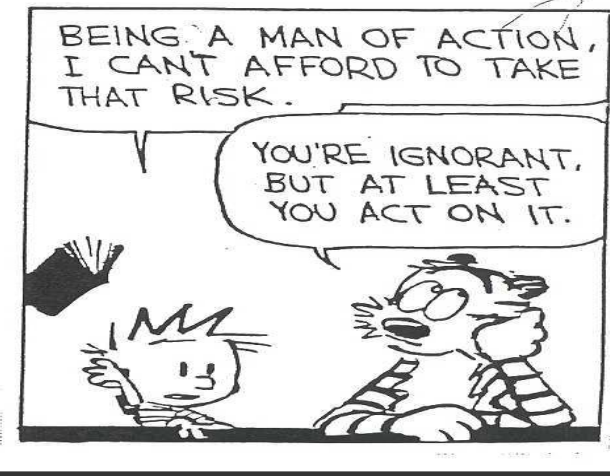
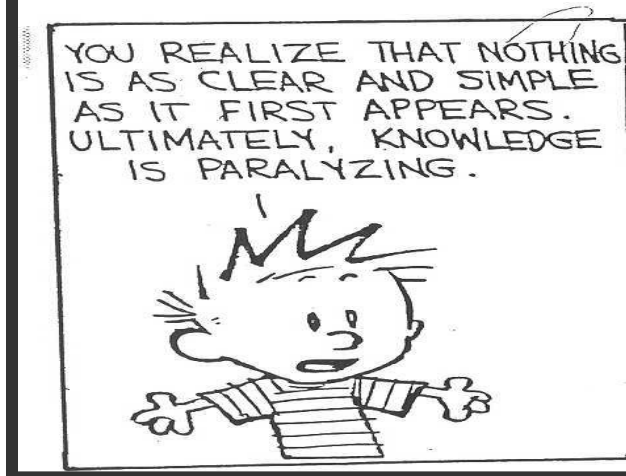
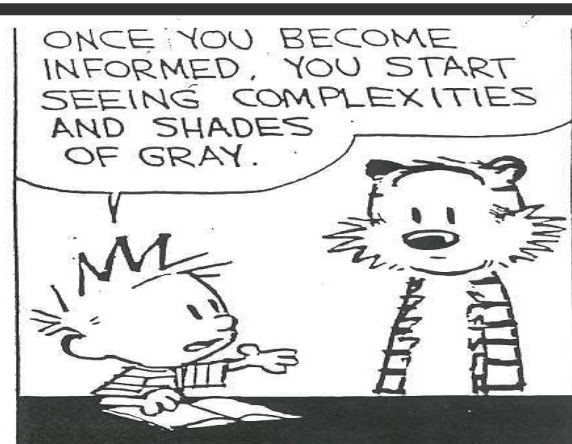
MAIN TAKE AWAYS FOR EFSA

- In a TUNA world, there are no experts. Everyone is considered a learner.
- The very role of science has become a significant political factor. A scientific elite concentrated, and isolated, in small centres of knowledge, is unlikely to survive in a TUNA world.
- The contextual TUNA world is increasingly influencing the transactional world of regulatory science in many ways.
- There has always been interdependence of humans to animals to the environment. What is different is the industrial scale of that interdependence and our slowly improving ability to understand it.

FINALLY - A HEALTH WARNING



BEWARE MEN OF ACTION



A LAST WORD

- Reframing - using tools like scenario planning, sustainability thinking or dilemma thinking - can provide valuable input to help anticipate future needs and to be prepared for them. But they are not silver bullets. They have their limits. And those limits are normally human.
- Openness and cooperation with others is nice – we are all learners and the best brains and most challenging minds do not work for you. But equally – the worst brains and trolls also do not work for you. So, tread carefully.