Background
The mission of STO is to conduct and promote co-operative research and information exchange. STO consists of a three level organization: the Science and Technology Board (STB), the Panels and the Technical Teams. The Information Systems Technology (IST) Panel is one of the seven Panels under the STB.

The Mission of the Information Systems Technology (IST) Panel is to advance and exchange appropriate technologies in order to provide timely, affordable, dependable, secure and relevant information and to improve C3I systems including special focus on Interoperability and Cyber Security

Theme
In recent years, there has been considerable strategic interest in horizon scanning and strategic futures analysis, with a wide range of participants from government, academic and commercial organizations. Within NATO and NATO member states there is a pressing need to develop a network of experts in Horizon Scanning and Strategic Futures Analysis (HSSFA) within government, military and civilian bodies. This is to help inform future positioning in S&T by outlining possible scenarios and potential S&T, including emerged/emerging ‘disruptive’ developments that may have an impact on capabilities.

The main objective of the proposed lecture series is to disseminate the existing knowledge on sophisticated methods, tools and techniques for HSSFA among current and potential S&T lead researchers and strategic decision makers in NATO’s member states. An equally important objective is to encourage further research in this important area for NATO’s future missions. A third objective of the RLS is to foster and develop a network of informed experts in the field of HSSFA within NATO member states.

Topics to be covered:
Introduction to the foundation principles of horizon scanning; identifying trends and risks; influencing policy; scientometrics; methods, tools and techniques; scenario planning and analysis; statistical analysis of evidence & sources; tools and techniques for crowdsourcing. There will be round table discussions on local applications and issues for example, C2 and strategic decision-making and/or a workshop or exercise to demonstrate some of the techniques in more detail.

Thème
Ces dernières années, la prospective et l’analyse stratégique des futurs suscitent un intérêt considérable chez un large éventail de personnes travaillant dans les gouvernements, le milieu universitaire et les entreprises commerciales. Il est urgent de développer un réseau de spécialistes de l’analyse prospective et de l’analyse stratégique des futurs (HSSFA, Horizon Scanning and Strategic Futures Analysis) dans les organes gouvernementaux, militaires et civils de l’OTAN et de ses États membres, et ce, afin de contribuer au futur positionnement de la S&T en décrivant des scénarios possibles et de la S&T potentielle, y compris des nouveautés “révolutionnaires” (existentes ou émergentes) susceptibles d’influer sur les capacités.

Le principal objectif de la série de conférences proposées est de diffuser la connaissance des méthodes, outils et techniques sophistiquées de HSSFA parmi les éminents stratégies et chercheurs responsables de S&T actuels et potentiels au sein des pays de l’OTAN. Un objectif tout aussi important est d’encourager les recherches dans ce domaine primordial pour les futures missions de l’OTAN. Le troisième objectif de cette série de conférences de la STO est d’encourager et développer un réseau d’experts éclairés dans le domaine de la HSSFA au sein des pays de l’OTAN.

Sujets abordés :
Introduction aux principes fondamentaux de l’analyse prospective; identification des tendances et des risques; influence sur la politique; méthodes, outils et techniques; planification et analyse des scénarios; analyse statistique des preuves et des sources et outils et techniques de crowdsourcing. Il y aura des tables rondes portant sur des applications et problèmes concrets, par exemple le C2 et la prise de décisions stratégiques, et/ou un séminaire ou un exercice visant à faire la démonstration plus détaillée de certaines techniques.
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LECTURE SERIES PROGRAMME

<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION</th>
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<tbody>
<tr>
<td>0830</td>
<td>Registration</td>
</tr>
<tr>
<td>0900</td>
<td>Opening Ceremony &amp; STO Overview [IST National Representatives]</td>
</tr>
<tr>
<td>0915</td>
<td>Introduction [Ian Owens]</td>
</tr>
<tr>
<td>0930</td>
<td>Foundation principles of horizon scanning [David Holland Smith]</td>
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<tr>
<td>1030</td>
<td>Morning Break</td>
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<tr>
<td>1100</td>
<td>International overview and an introduction to the DIET Approach [Bob Madahar]</td>
</tr>
<tr>
<td>1150</td>
<td>Selected analysis tools and techniques [Adrian Taylor]</td>
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<tr>
<td>1250</td>
<td>Lunch</td>
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<tr>
<td>1350</td>
<td>Human dimensions in analysis [Jim Maltby]</td>
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<tr>
<td>1450</td>
<td>Scientometric analysis [Alain Auger]</td>
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<tr>
<td>1550</td>
<td>Afternoon Break</td>
</tr>
<tr>
<td>1620</td>
<td>Tools and techniques for crowdsourcing [Ian Owens]</td>
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<tr>
<td>1720</td>
<td>End Day 1</td>
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</table>

DAY TWO

<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION</th>
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<tbody>
<tr>
<td>0900</td>
<td>High uncertainty, potentially high impact developments [David Holland Smith]</td>
</tr>
<tr>
<td>1000</td>
<td>Approaches to scenario planning [Jim Maltby]</td>
</tr>
<tr>
<td>1100</td>
<td>Morning Break</td>
</tr>
<tr>
<td>1130</td>
<td>Emerging and disruptive technologies impact assessment workshops [Alain Auger]</td>
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<tr>
<td>1230</td>
<td>Lunch</td>
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<tr>
<td>1330</td>
<td>Robust strategy formulation [Adrian Taylor]</td>
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<tr>
<td>1430</td>
<td>Afternoon Break</td>
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<tr>
<td>1530</td>
<td>Round table discussion [All] Or Workshop/exercise [Bob Madahar]</td>
</tr>
<tr>
<td>1700</td>
<td>End Day 2</td>
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</tbody>
</table>

The expected outcome for attendees is that they will have gained basic knowledge of the different approaches used for HSSFA, their benefits and limitations, and an understanding of the challenges that remain to be addressed. Attendees should have gained sufficient understanding to be able to plan how to apply HSSFA to their problems.

The programme is subject to change if deemed necessary to achieve the desired outcome locally.

APPLICATION TO ENROL

LECTURE SERIES IST-135

HAVELSAN, Ankara (TUR) on 1st & 2nd June 2015
NCIA, The Hague (NLD) on 4th & 5th June 2015
Defence Academy, Shrivenham (GBR) on 8th & 9th June 2015
DRDC, Ottawa (CAN) on 11th & 12th June 2015

Open to citizens from NATO Nations, Finland, Sweden, Australia and Singapore.

Enrolment must be made via internet only at http://www.cso.nato.int/Meetings.aspx

Note: if you enrolled for other RTO-STO activities in the past, please use the same e-mail address as previously. If your e-mail address has changed, please inform the STO-CSO contact before enrolling.

Once your enrolment has been validated, you will receive a General Information Package with the latest information on travel, accommodation and local arrangements. Please note that participants are to make their own travel arrangements and hotel bookings.

If you are unable to enrol via the internet, please contact the CSO enrolment coordinator:
Anne Reboul – lectureseries@cso.nato.int

Please respect the following dates for enrolment:

Latest Enrolment Dates

NATO Nations 2 weeks prior LS date
Non NATO Nations 3 weeks prior LS date

Contact/Enrolment Coordinator

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