



# From Universities to Multi-versities: Alternative Views on Innovation Eco- systems in a Disruptive World



Manchester Urban Institute  
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<https://sites.manchester.ac.uk/synergistics/>

Joe Ravetz

*Leader future  
wise cities*



# OUTLINE

1. Introduction
2. Transitions in cities & regions
3. Mapping the relational & emergent (dynamics & inter-dependencies)
4. From University to Multi-versity – emerging models

([www.peri-cene.net](http://www.peri-cene.net))



# a) Introduction





## b) Green new deal transitions in cities & regions



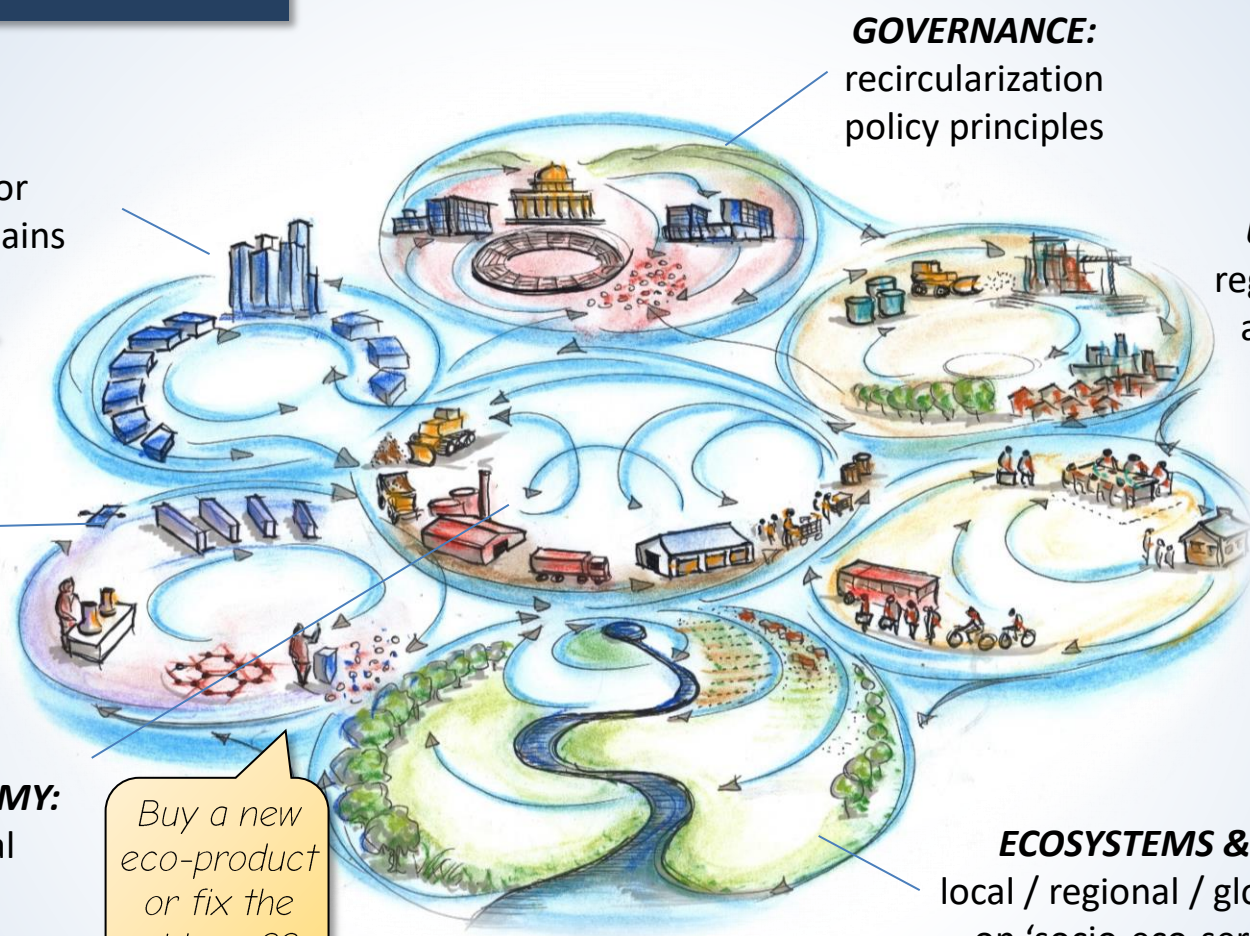


Figure  
5-3

# CIRCUL-ONOMICS-III

Co-evolution from linear to circular resource flows: with finance, social & public value

## a) RE-CIRCULARIZATION



**FINANCE:**  
mutual finance for  
integrated value chains

Carbon mortgage  
or long green  
bonds??

**TECHNOLOGY:**  
circul-onomic  
design principles

**INDUSTRIAL ECONOMY:**  
design for material  
loops & cascades

Buy a new  
eco-product  
or fix the  
old one??

**GOVERNANCE:**  
recircularization  
policy principles

Circles are  
everywhere  
if you look  
for them...

**URBAN SYSTEMS:**  
regenerative cycles of  
assets & resources

**SOCIAL:**  
livelihoods of  
socio-circular value

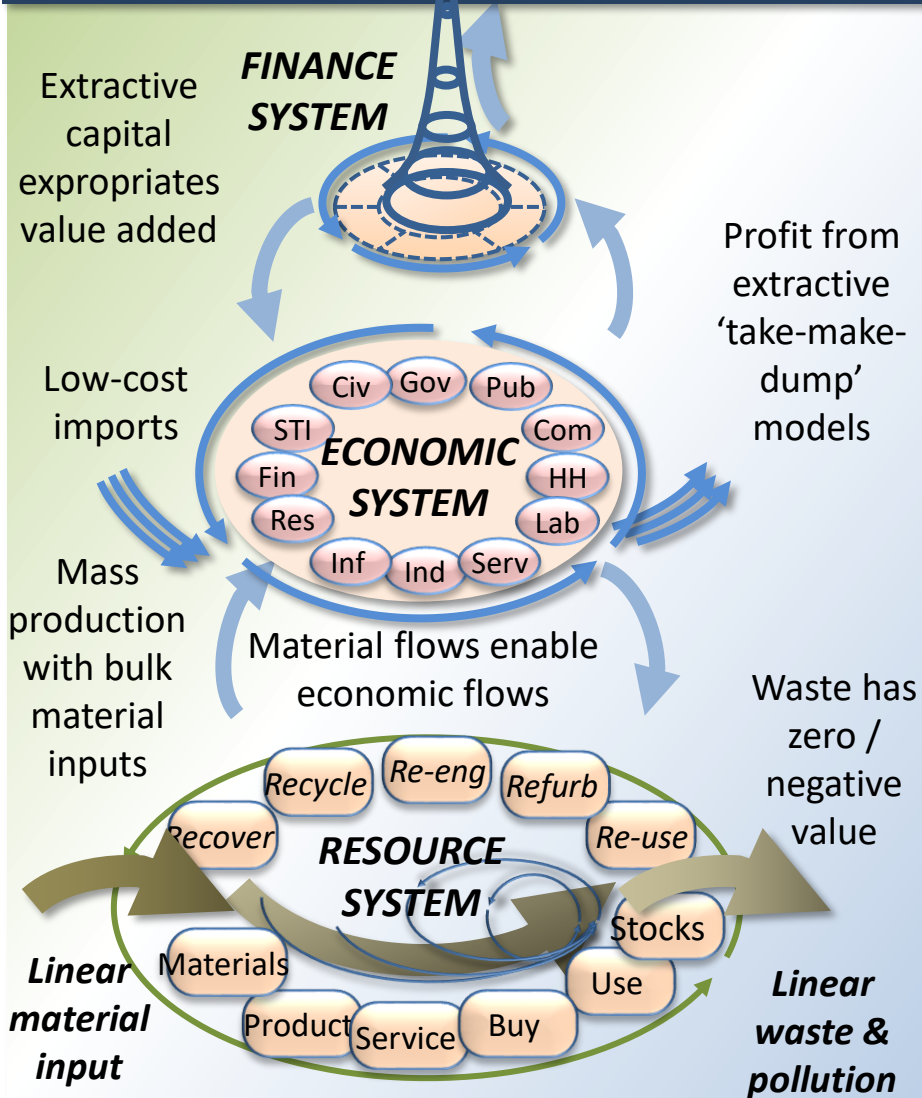
Share 'pre-  
loved' or lease  
new stuff??

**ECOSYSTEMS & RESOURCES:**  
local / regional / global recirculation  
on 'socio-eco-services' principle

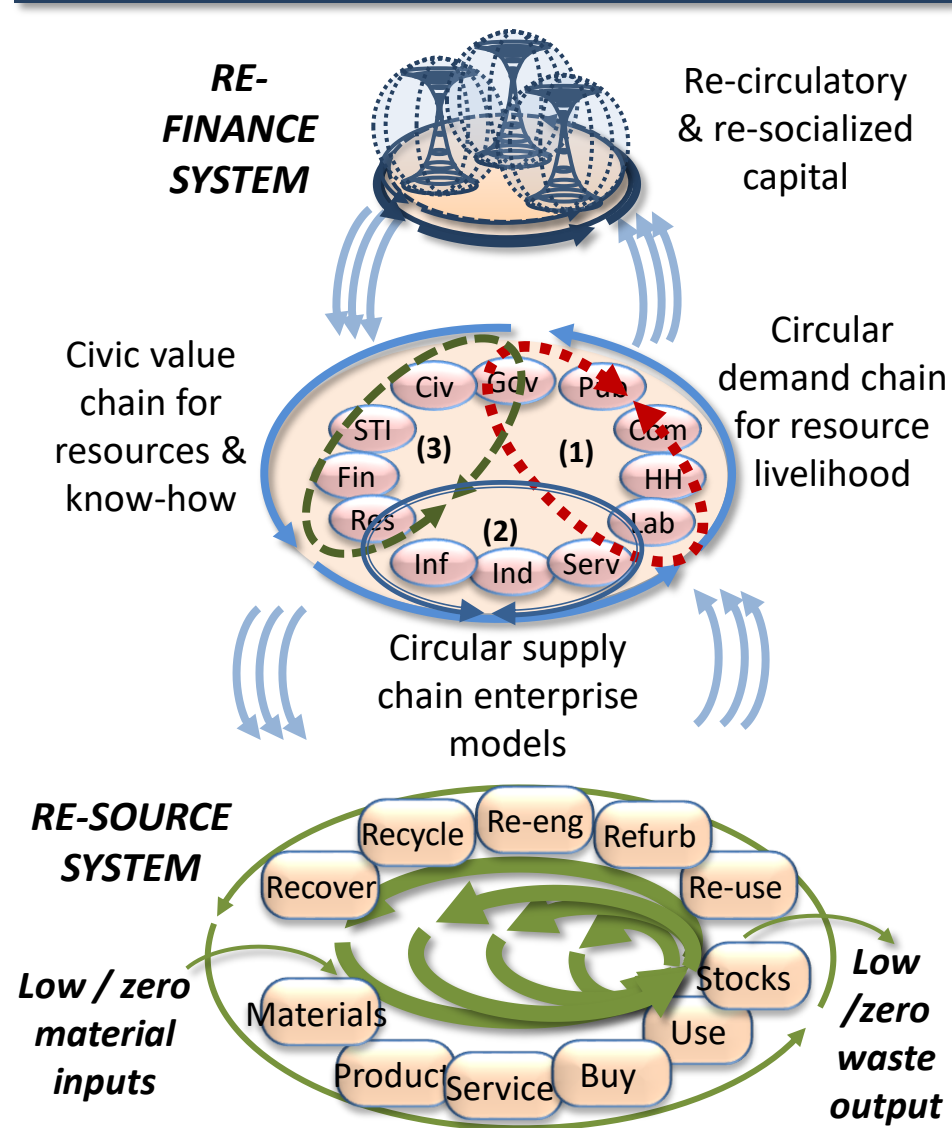
# GREEN NEW DEAL 3.0 - CIRCULARIZATION

Co-evolution from linear to circular resource flows: with finance, social & public value

## b) LINEAR ECONOMIES—I&II



## c) CIRCULAR ECONOMIES—III



# GREEN NEW DEAL 3.0 - CIRCULARIZATION

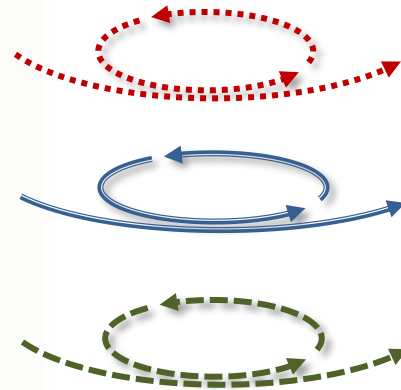
Co-evolution from linear to circular resource flows: with finance, social & public value

## c) PATHWAYS

**Socio-political gaps:** culture of material consumption & obsolescence:

**Techno-economic gaps:** low ambition & myopic supply chains

**Eco-financial gaps:** short horizons promotes materialism & waste:



**1) Circular livelihood (demand chain):** mutual ownership for collective re-use of assets

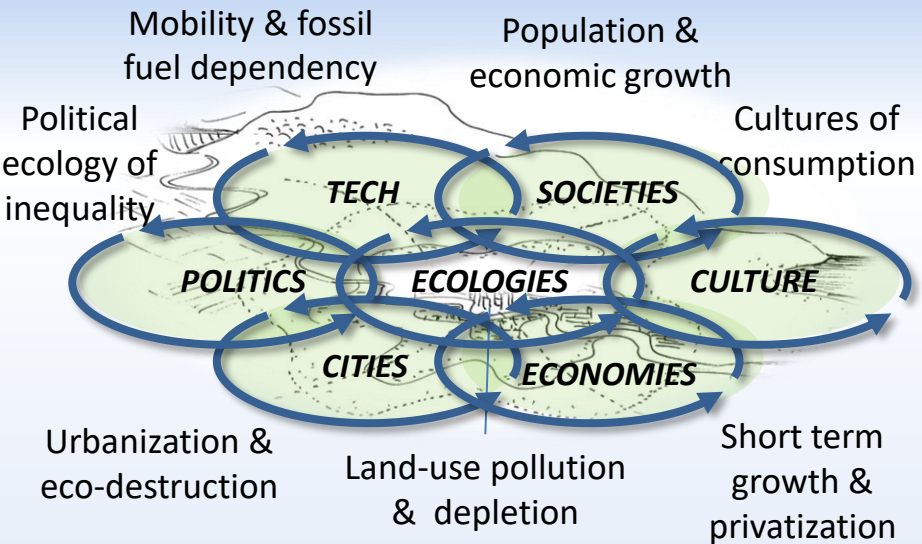
**2) Circular co-production (supply chain):** markets & enterprises on service model

**3) Circular investment (civic-chain):** eco-social finance for whole chain innovation



# GREEN NEW DEAL - AGENDA

## b) SOCIO-ECO-SYSTEMS NEXUS



## c) ECOLOGIES-CONNEXUS

*Pathways on the interconnections between domains*

### **Eco-cultural-governance:**

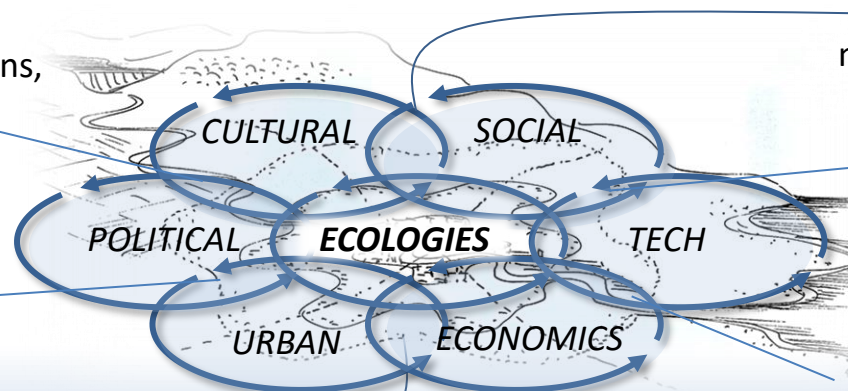
creative actions with food, gardens, animals, water, ecosystems

### **Local-eco-political :**

institutional design for equality of resources & livelihoods

### **Local-eco-economic:**

partnerships to manage diverse niches & micro-habitats



### **Eco-socio-cultural:**

networks & communities for stewardship & enterprise

### **Eco-techno-social**

informatics for personal eco-management & decision-making

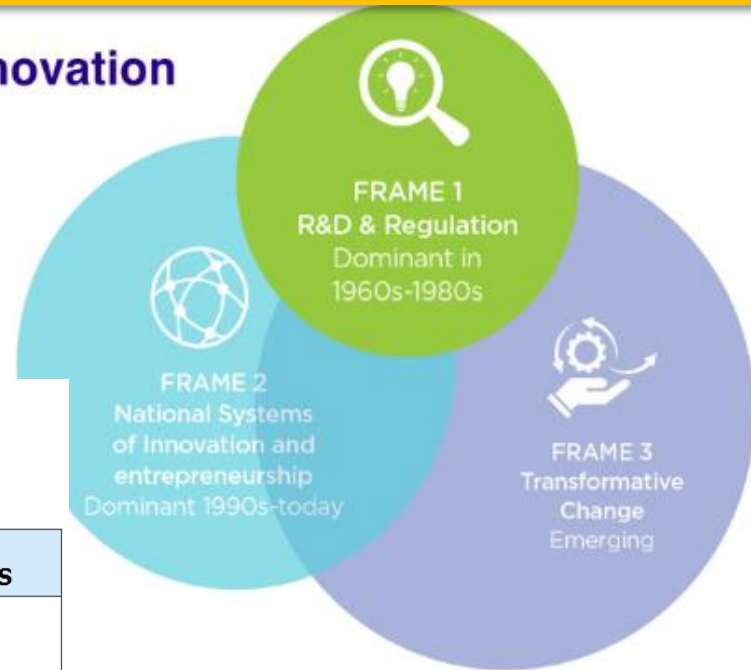
### **Eco-techno-economic:**

digital enablers for stewardship finance & business models

# FROM S3 to JRC INDUSTRIAL TRANSITIONS PROGRAM



## The 3 Frames of Innovation



### WORKING GROUP CHAIR

- Ken GUY, *Wise Guys*

### WORKING GROUP RAPPOREUR

- Erik ARNOLD, *Technopolis*

### EXPERTS CONDUCTING REVIEWS

- H eloise BERKOWITZ, *CNRS*
- Patrice BOEKHOLT, *Innovation Policy Matters*
- Matthijs JANSSEN, *Utrecht University*
- Totti K ONN  L A, *Insight Foresight Institute*
- Ruslan STEFANOV, *ARC Fund*
- Yannis TOLIAS, *Innovatia Systems*
- Christos EMMANOULIDIS, *Cranfield University*
- Gabriela PIRVU, *Romanian Clusters Association*
- Mircea PETREA, *E#Net*

### MEMBER STATES

#### Regional authorities

- Andaluc a (Spain)
- Western Macedonia (Greece)
- All regions (Romania)

#### National authorities

- Ministry of Development (Greece)
- Council of Ministers (Bulgaria)
- Ministry of Economy, Energy and Business Environment and other ministries with inputs in S3 (Romania)
- Catalonia [own resources] (Spain)

### ADVISORY BOARD OF DISTINGUISHED EXPERTS

- Effie AMANATIDOU, *University of Manchester, UK*
- Antonio ANDREONI, *SCAS University of London, UK*
- Bj orn ASHEIM, *Circle, Lund University, Sweden*
- Manio CERVANTES, *OECD, STI Directorate*
- Tatiana FERN ANDEZ SIRERA, *Generalitat de Catalunya*
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- Joe RAVETZ, *University of Manchester, UK*
- Johan S CHOT, *Utrecht University*
- Attila VARGA, *University of Pecs, Hungary*

## MULTIPLE IMPACTS

### JRC TECHNICAL REPORT

### Projecting Opportunities for Industrial Transitions (POINT)

Concepts, rationale and methodological guidelines for territorial reviews of industrial transition

Periklis Dimitris, Ferencsik, Catalina, Jensen, Hendry, G aia Aze, Mariana Santos, Anabela Bentes, Maria, Nuno Alexandre Correia, Pedro

2020

### JRC SCIENCE FOR POLICY REPORT

### POINT Review of Industrial Transition of Bulgaria

Homogenising digitalisation to rise and strengthen the ICT and mechanicals sectors

2021

### JRC SCIENCE FOR POLICY REPORT

### POINT Review of Industrial Transition of Greece

Renewables, Robotics and their applications in mobility, Agriculture, Shipping and Defence

2021

### JRC SCIENCE FOR POLICY REPORT

### FORTHCOMING

2021

### JRC SCIENCE FOR POLICY REPORT

### FORTHCOMING

2021



### A European Green Deal

Striving to be the first climate-neutral continent

- + RRF / JTF/ JTTP (GR)
- + ROP (BG)
- + Energy Strategy (AND)

[POINT METHODOLOGY DOWNLOAD](#)

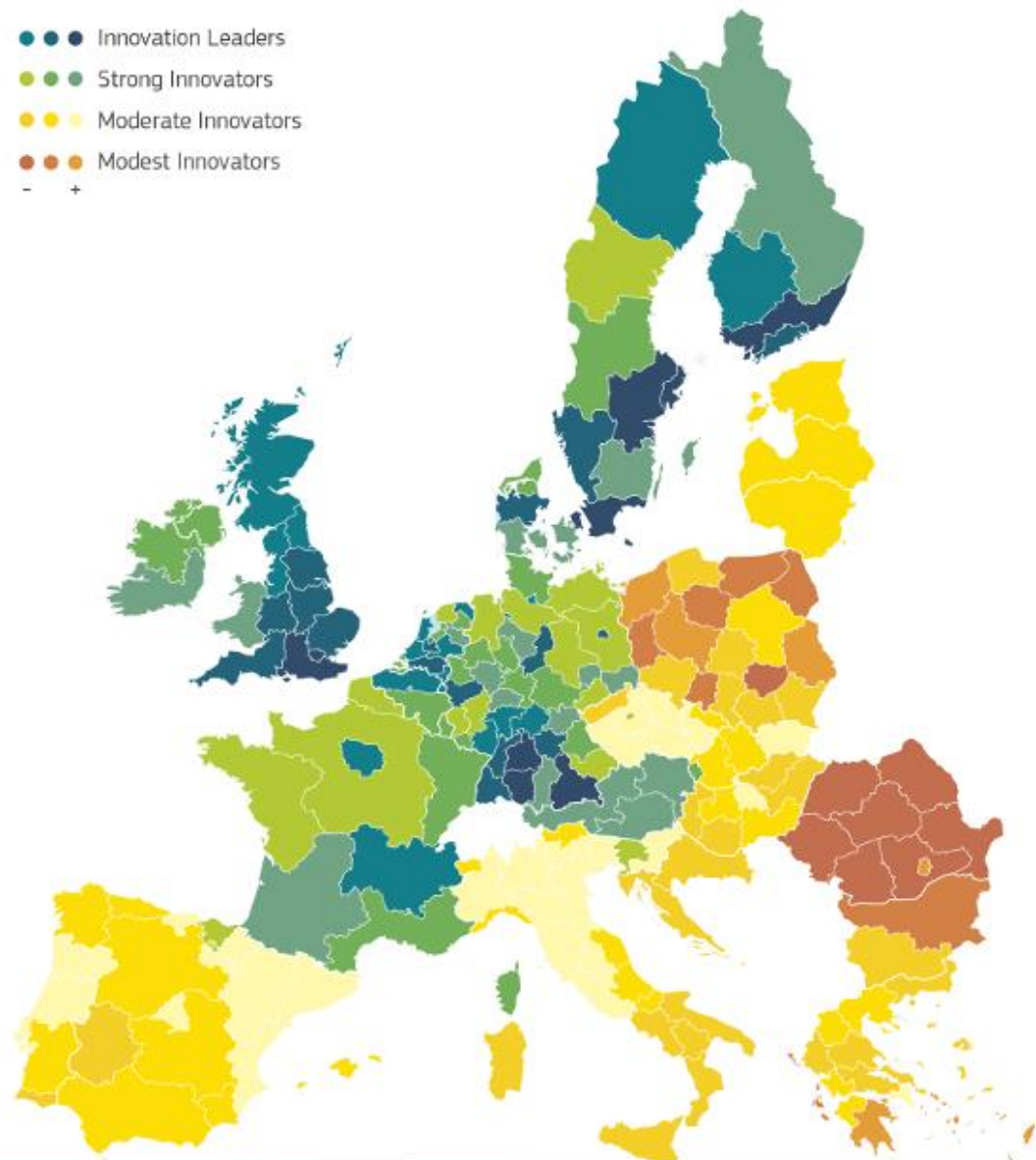
[BG DOWNLOAD](#)

[GR - DOWNLOAD](#)

<https://s3platform.jrc.ec.europa.eu/industrial-transition>

# REGIONAL SCOREBOARD versus 'OTHER FACTORS'

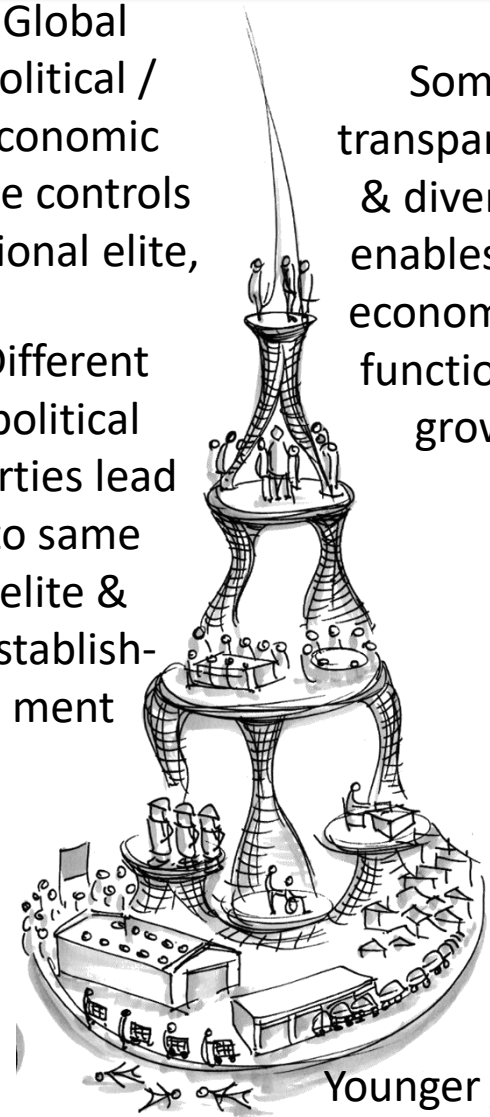
- ● Innovation Leaders
- ● Strong Innovators
- ● Moderate Innovators
- ● Modest Innovators
- +



Global political / economic elite controls national elite,

Different political parties lead to same elite & establishment

Some transparency & diversity enables the economy to function & grow

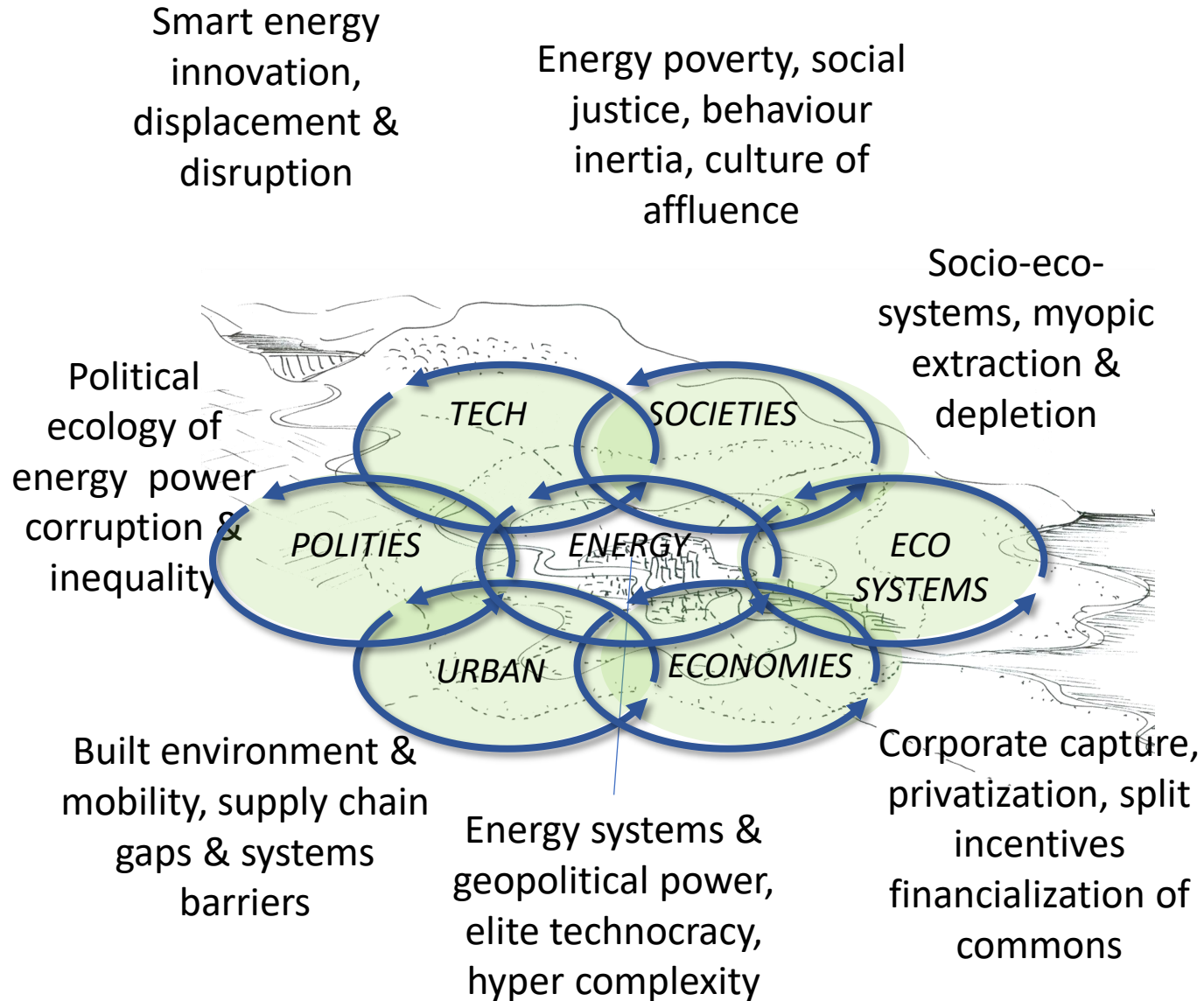


Dissent is undermined by division of labour

Younger lack a positive future older have lost stable past



# ENERGY & CLIMATE: 'NEXUS'



# LOW CARBON TRANSITION – ALTERNATIVE PERSPECTIVES

## a) SOCIO-TECHNICAL TRANSITIONS

(Geels, Schot et al): multi-level perspective:

- niches /regimes / landscape:
- push & pull effects

## B) SOCIAL PRACTICE THEORY

- Behaviour, institutions,

## C) SOCIO-ECOLOGICAL STUDIES

- Eco- / social / spatial systems interactions

**D) PLANETARY ECONOMICS** (Grubb et al): changing models:

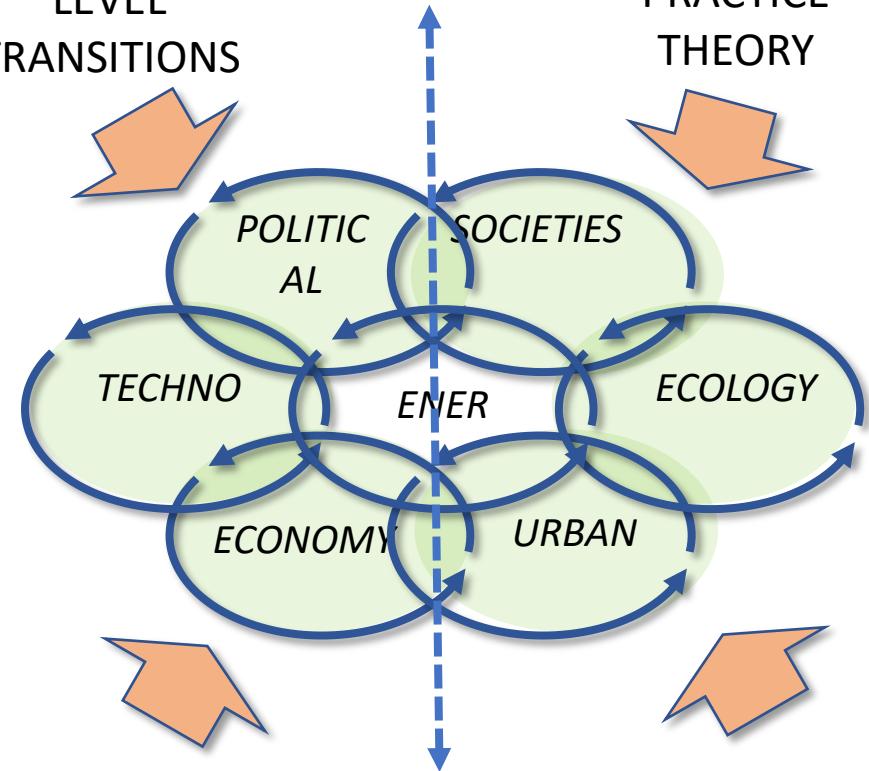
- Pillar 1 – micro-economics: ‘satisficing’
- Pillar 2 – neo-classical: market ‘optimizing’
- Pillar 3 – (co)-evolutionary / institutional: ‘strategizing’

**E) SYNERGISTICS** – integration of all systems

- Analysis & systems mapping
- Synthesis & pathway design

a) MULTI-LEVEL TRANSITIONS

b) SOCIAL PRACTICE THEORY



d) CO-EVOLUTIONARY ECONOMICS

c) SOCIO-ECOLOGICAL STUDIES

# SOCIO-TECHNICAL TRANSITION & MULTI-LEVEL PERSPECTIVE

Frank W. Geels,<sup>1</sup> Benjamin K. Sovacool,<sup>2,3,\*</sup> Tim Schwanen,<sup>4</sup> and Steve Sorrell<sup>2</sup> The Socio-Technical Dynamics of Low-Carbon Transitions. *Joule* 1, 463–479, November 15, 2017

## Socio-technical landscape

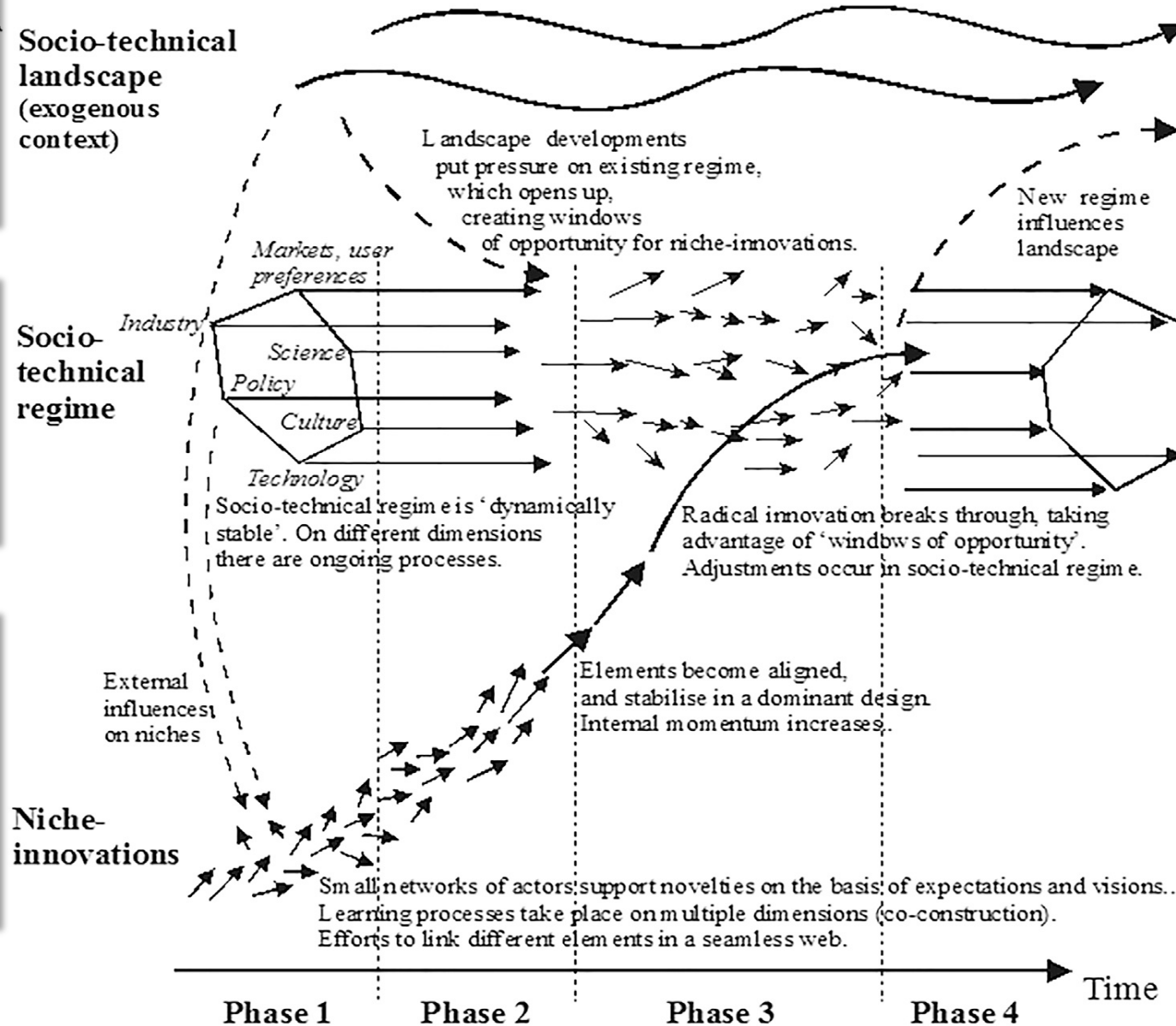
- International politics: technology: market & finance: culture etc

## Socio-technical regime:

- Oil & gas industry: skills & labour: supply chains: infrastructure etc

## Socio-technical niches:

- Supply side technologies: business models: market innovations: demand side models etc

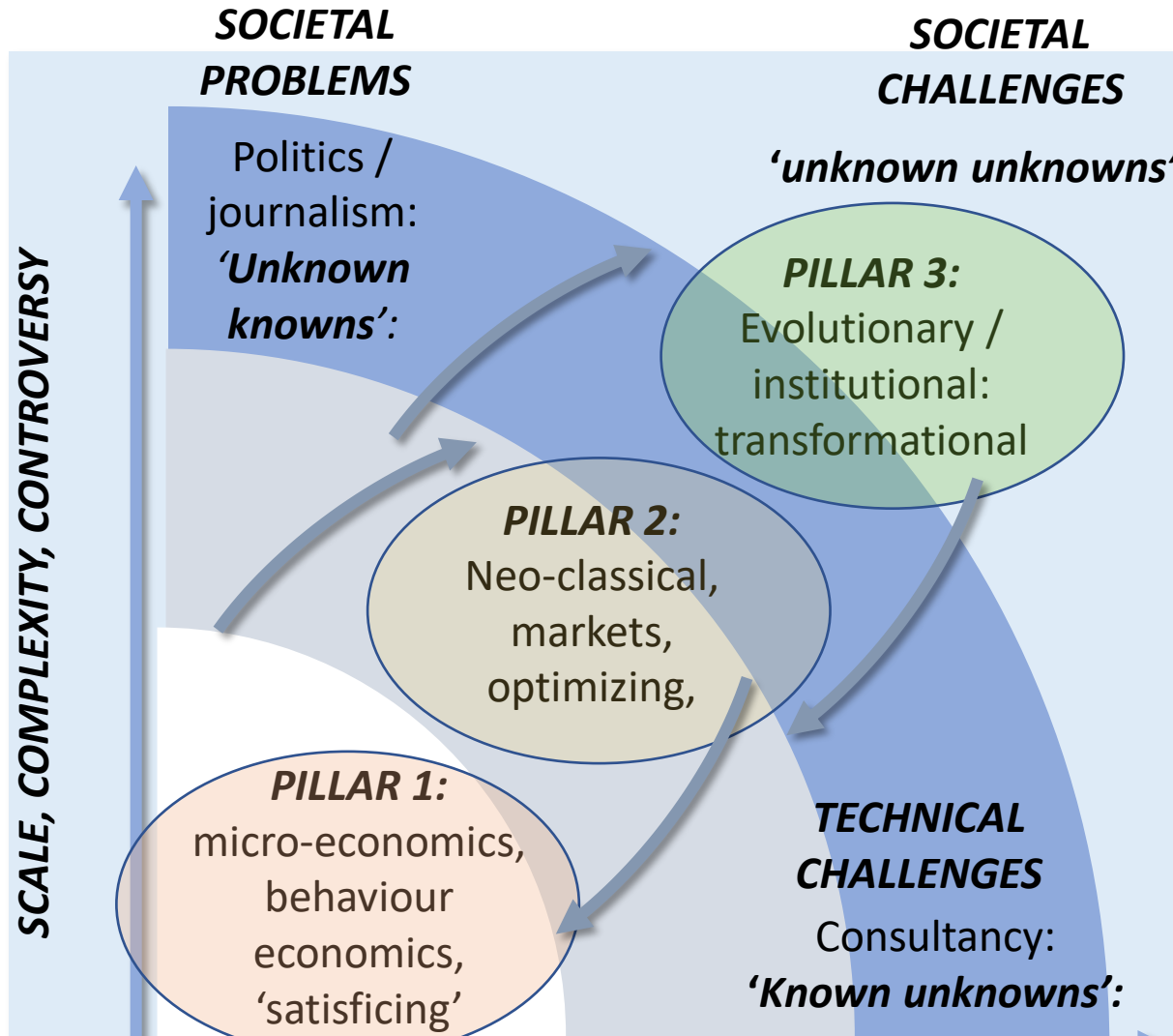




# PLANETARY ECONOMICS & 3 PILLARS

**Source:** Grubb, M, with Hourcade, J-C, and Neuhoff, K. (2014): *Planetary Economics: energy, climate change and the three domains of sustainable development*. NY, Routledge:

Ravetz, J, & Ravetz, A, (2016). Seeing the wood for the trees: Social Science 3.0 and the role of visual thinking. *Innovation: the European Journal of Social Science Research*, Vol 30(01):104 - 120



## APPLICATIONS:

- Transition management & foresight approach
- Supply chain management
- Science/ tech / innovation policy
- Infrastructure political economy:
- Distributional questions & inter-generation ethics
- Urban structures & governance
- Public services
- Economic development & trade policy

# LOCAL-ECONOMICS-III

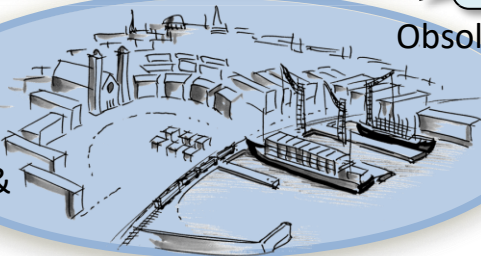
## a) 'INDUSTRIAL CITY' (I)

The workers are striking again but their jobs are finished...

Obsolete industries  
Pollution from port & industry  
Entrepreneurs & investors leave

Obsolete labour & communities

Shipping & fishing goes to global logistics hubs



## b) 'POST-INDUSTRIAL CITY' (II)

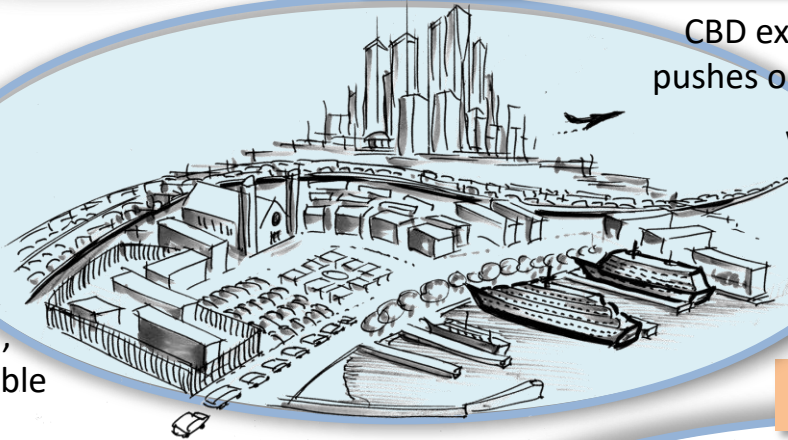
There's some new jobs in waterfront cafes & tourist boutiques..

Cultural heritage is a commodity for tourists.  
Roads replace living city  
Fragmented workforce, precarious service jobs  
Socio- patterns broken, communities are vulnerable

CBD expands & pushes out workers

waterfront regeneration enclaves

tourist cruise ships & super-yachts



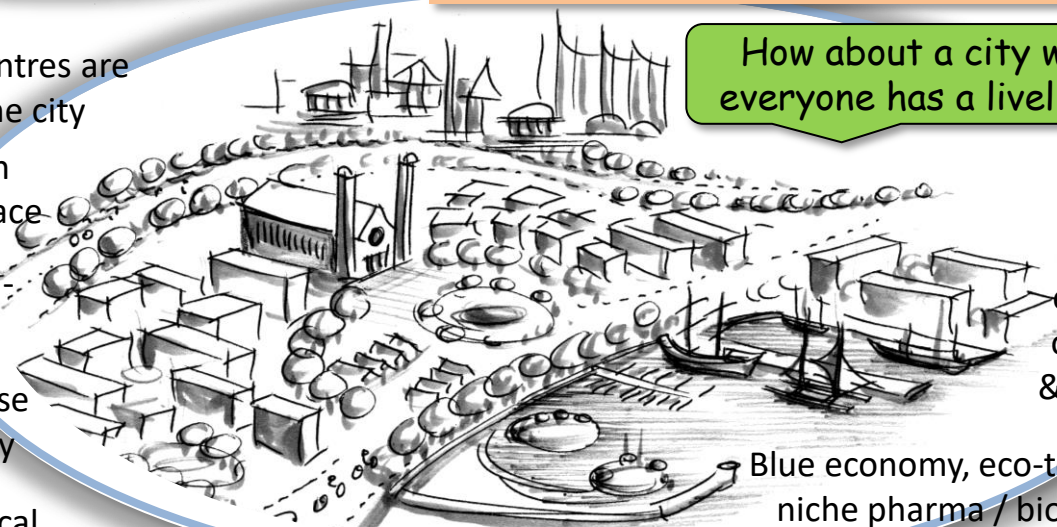
## c) 'SYNERGISTIC CITY' (III)

How about a city where everyone has a livelihood?

Business / innovation centres are networked through the city  
Green design links urban communities & marine space  
Cultural heritage is a multi-valent community asset  
Social & community enterprise in the foundational economy  
Mutual finance with local

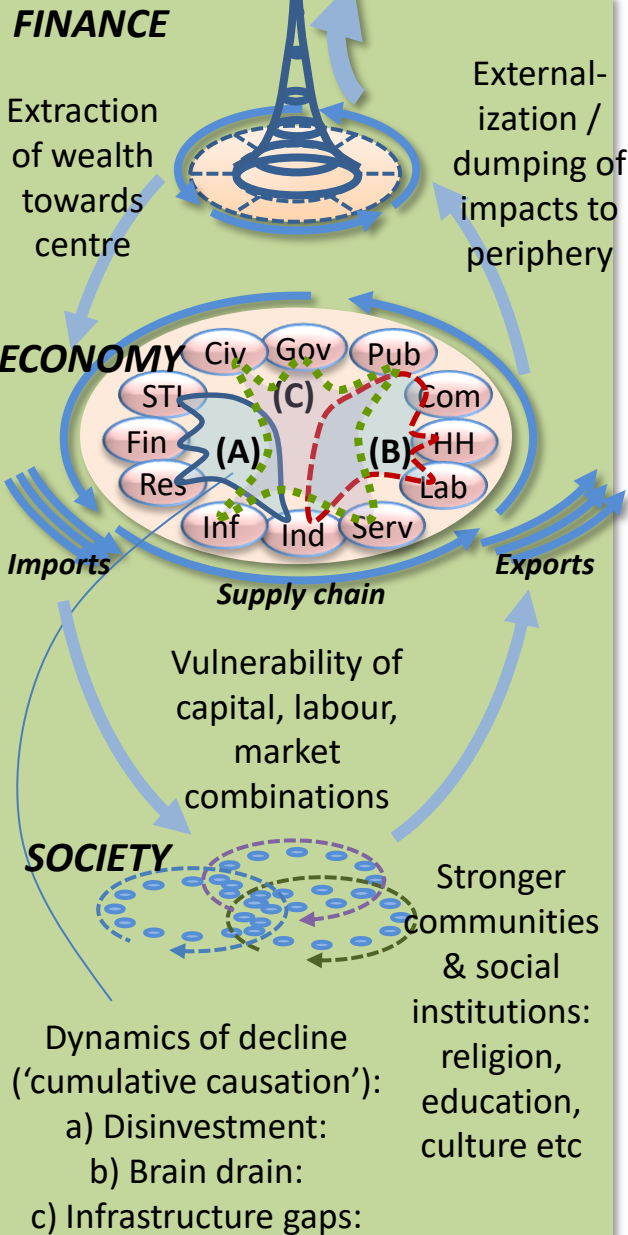
Creative exchange of visitors & residents

Blue economy, eco-tourism, niche pharma / bio-tech

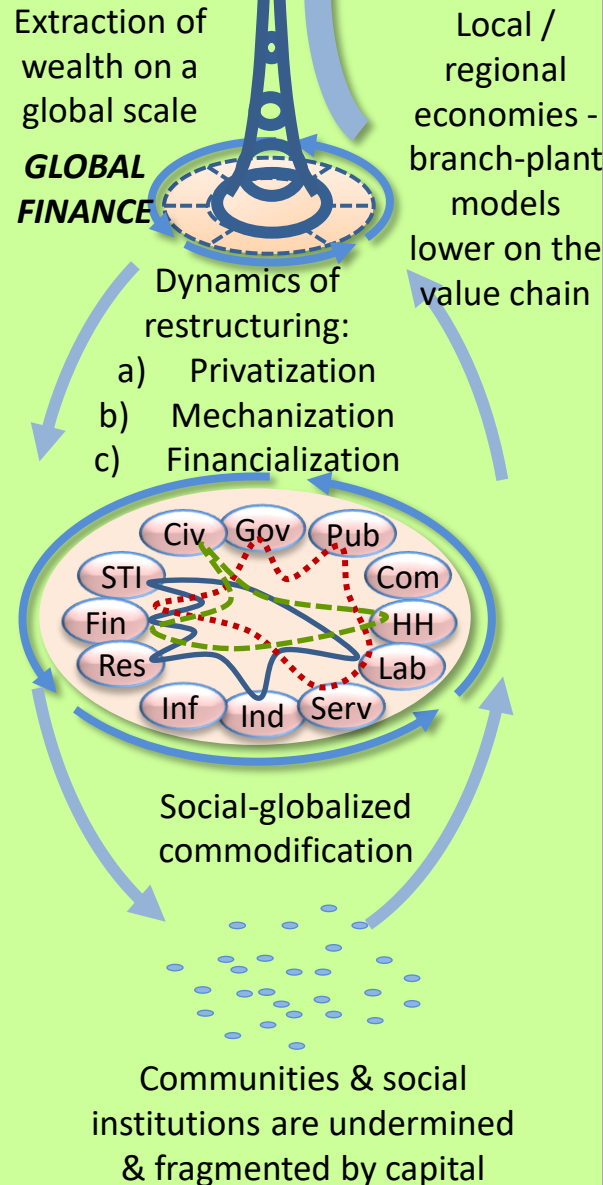


# LOCAL-ECONOMICS-III

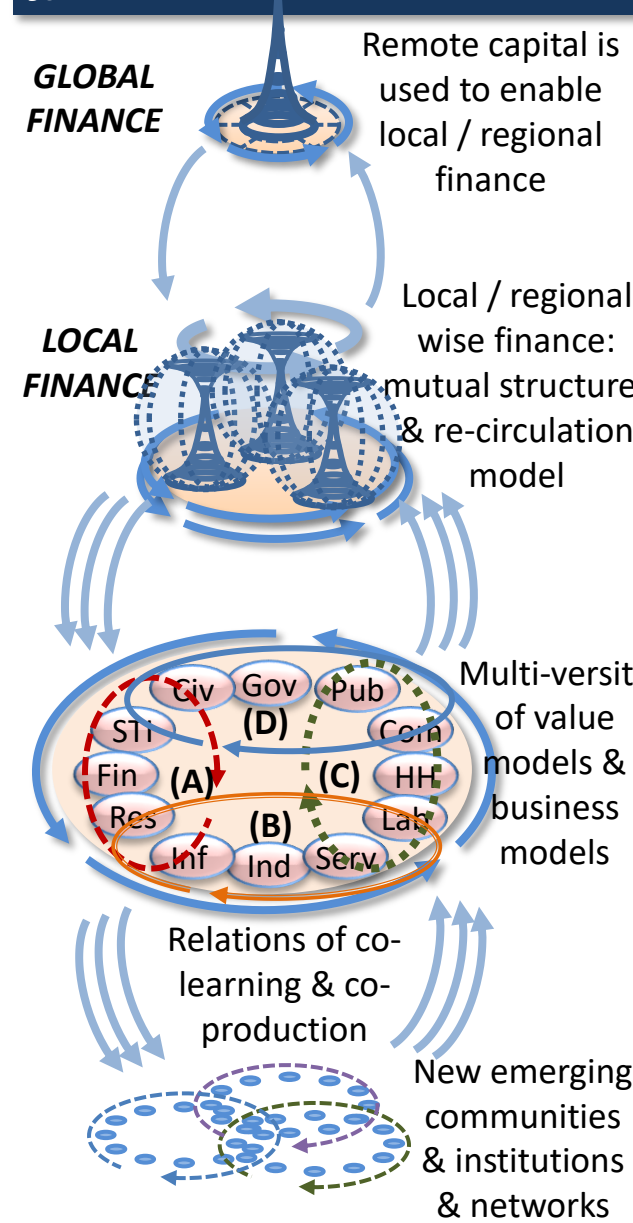
## d) LINEAR CITY-I



## e) EVOLUTIONARY CITY-II



## f) CO-EVOLUTIONARY CITY-III

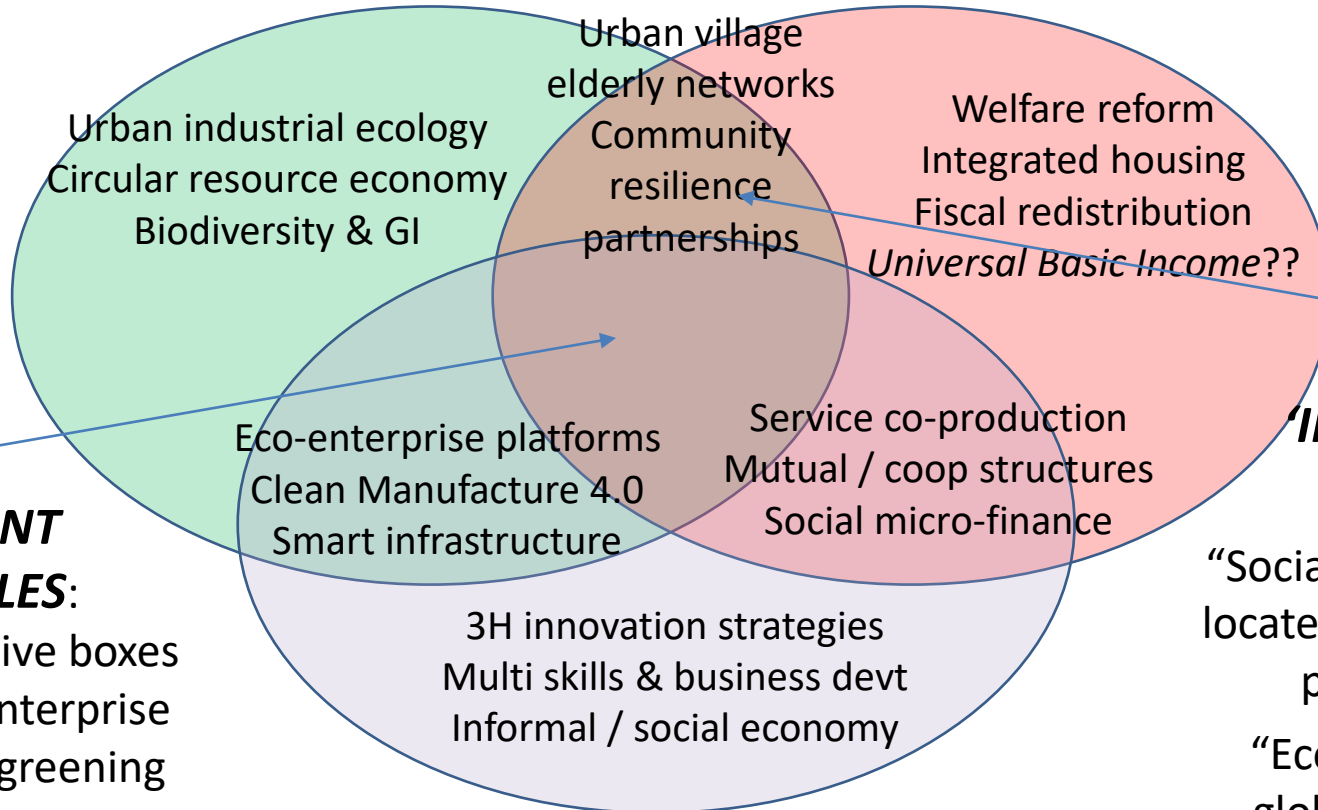




# 'CLEAN/CIRCULAR INCLUSIVE GROWTH' – SPACES OF OPPORTUNITY

## 'CLEAN / CIRCULAR / RESILIENT' AGENDA

## SOCIAL 'INCLUSION' AGENDA



## GENERIC 'INTEGRATED MODELS'

"Social-enterprise-geo located-value-chain-co production....

"Eco-service-local-global-cultural-co-creation-enterprise-model...

"Living-lab-prototyping design-thinking-

## CURRENT EXAMPLES:

- Free cycle & give boxes
- Urban food enterprise
- Town centre greening

## GROWTH / DEVELOPMENT AGENDA

## c) Mapping the inter-dependencies



# CO-EVOLUTION SUMMARY & SELF-EVALUATION

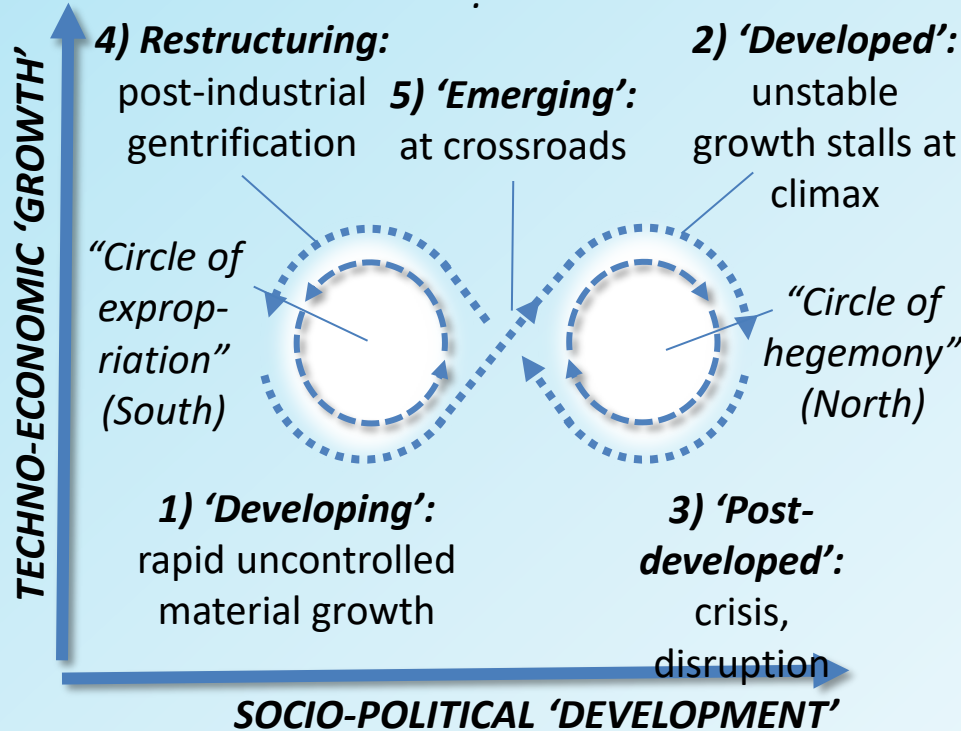
	<i>Linear Growth (Mode-I)</i>	<i>Evolutionary (Mode-II)</i>	<i>Co-evolutionary (Mode-III)</i>
	<b>'CLEVER': (complex)</b>	<b>'SMART': (emergent complexity)</b>	<b>'WISE': (deeper complexity)</b>
<b>CLEAN-RESILIENT</b>			
Resource economy	Take-make-dump model	Smart manufacturing	Integrated circular economics
Eco-resilience	Mono-functional	Multi-functional	Integrated learning
<b>INCLUSION- EQUALITY</b>			
Public services	Industrial provision	Competition & markets	Intelligent co-production
Inequality-corruption	Fixed hierarchies	Extractive incentives	Recirculatory exchanges
<b>ECONOMIC GROWTH</b>			
Local economy	City as machine	City as jungle	Collaborative value chains
Prosperity model	Material growth	Innovation, competition	Wider & deeper prosperities

# INDUSTRIAL TRANSITIONS & COMPLEX SYSTEMS

## c) ADAPTIVE DEVELOPMENT CYCLE

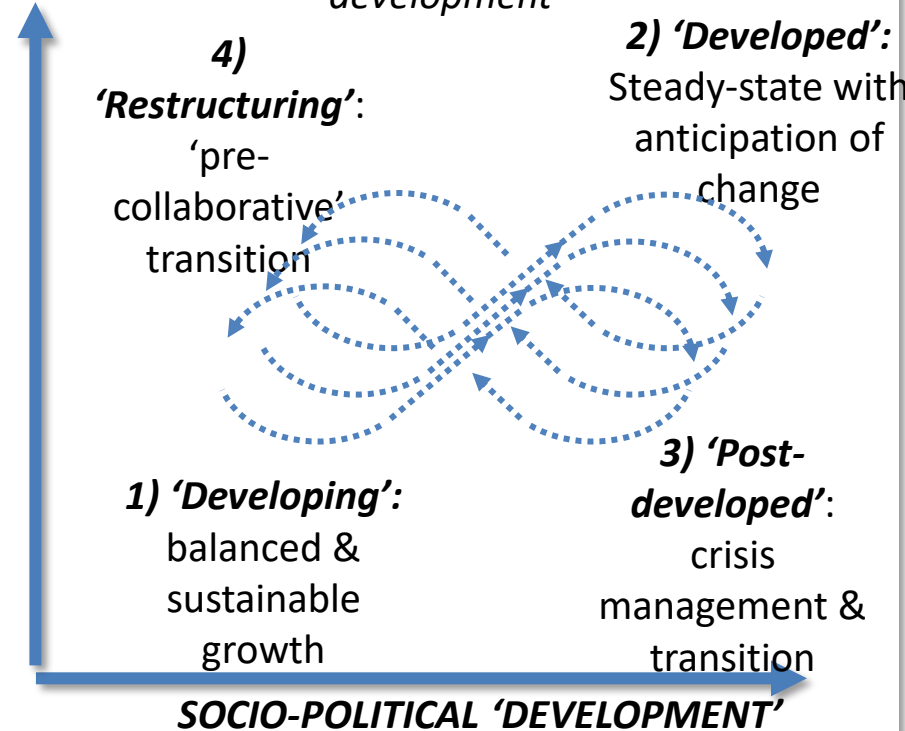
Evolutionary trajectories of South, North & emerging

:



## d) SYNERGISTIC DEVELOPMENT CYCLE

Co-evolutionary trajectories for synergistic development





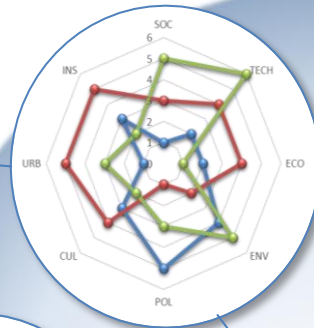
# SYNERGY SCANNING

Self-assessment indicators for six city-regions

Functional Smart Wise

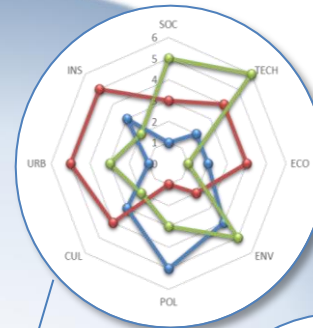
## 5) JOHANNESBURG:

Post-apartheid legacies, rapid growth, new divisions



## 2) DOHA:

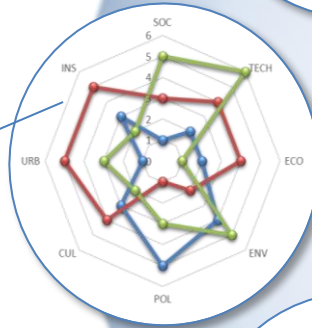
Hyper growth, resource wealth, global migrants



## 6)

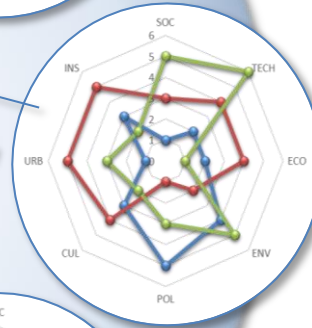
## MANCHESTER:

Post-industrial 2<sup>nd</sup> wave, austerity, social innovation



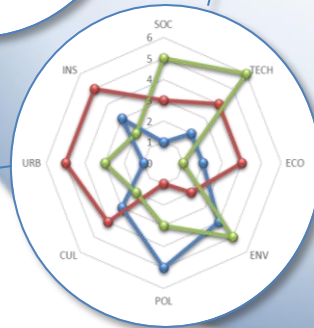
## 3) MELBOURNE:

Post-empire liveability, new vulnerabilities



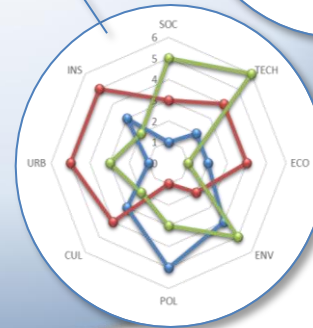
## 1) CHENNAI:

Post-colonial growth, urban transition, informality, climate vulnerability



## 4) MEDELLIN:

Post-conflict development, social & industrial innovation



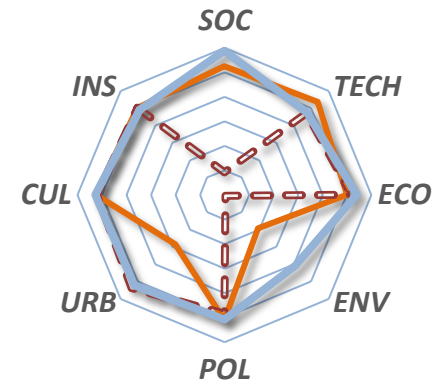
# SYNERGY SCANNING

<b>CO-EVOLU-TIONARY&gt;&gt;</b>	<b>Mode-I Linear</b>	<b>Mode-II Evolutionary</b>	<b>Mode-III Co-evolutionary</b>
	<b>'CLEVER': complex</b>	<b>'SMART': emergent complexity</b>	<b>'WISE': Deeper complexity</b>
Social axis - 😊	<i>Material social needs</i>	<i>Social identity needs</i>	<i>Societal intelligence</i>
	<b>Life exp / edu / GNI</b>	<b>Equality (Gini<sup>-1</sup>)</b>	<b>Well being index</b>
<i>source</i>	HDI	WB	Gallop / HPI
Technology axis - 🛠️	<i>Functional value</i>	<i>Innovation value</i>	<i>Infrastructure intel</i>
	<b>Energy / water / sanit</b>	<b>Modern infrastructure</b>	<b>Social resource policy</b>
<i>Source</i>	WCR	SPI	BTI
Economic axis - 💰	<i>Direct trading value</i>	<i>Entrepreneurial value</i>	<i>Economic intelligence</i>
	<b>GDP / cap</b>	<b>Competitiveness</b>	<b>Welfare / fiscal regime</b>
<i>Source</i>	GUO	GCI	SPI / WB
Environ axis - 🌍	<i>Ecological function value</i>	<i>Eco-systemic value</i>	<i>Ecological intelligence</i>
	<b>CO2 per cap</b>	<b>Eco-footprint / cap</b>	<b>Sustainability policy</b>
<i>Source</i>	UNEP	HPI	BTI
Political axis - 🏛️	<i>Policy-functional value</i>	<i>Political-competition value</i>	<i>Political intelligence</i>
	<b>Democratic voice</b>	<b>Control of Corruption</b>	<b>Gov effectiveness</b>
<i>Source</i>	WGI	CPI	WGI
Cultural axis - 🏺	<i>Cultural space</i>	<i>Cultural empowerment</i>	<i>Cultural intelligence</i>
	<b>Tolerance of minorities</b>	<b>Culture index</b>	<b>Freedom life choices</b>
<i>Source</i>	GPI	CU	CFI

# SYNERGY SCANNING

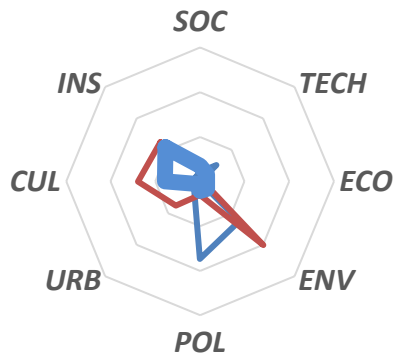
## MELBOURNE

—●— Functional    —●— Smarter    —●— Wiser



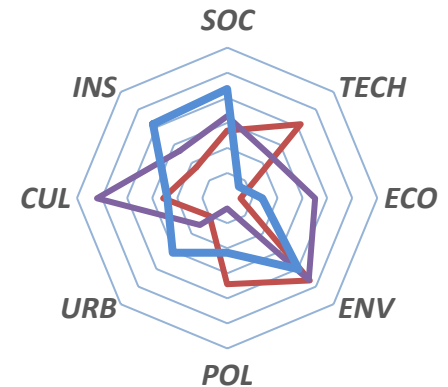
## CHENNAI

— Functional    — Smarter    — Wiser



## MEDELLIN

—●— Functional    —●— Smarter    —●— Wiser



# Innovation Cities™ Index 2021 (Covid19)

162 Indicators

v1.2

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A Deeper View

Source: 2thinknow Innovation Cities™ Index (Please Include Link)

<https://innovation-cities.com/indexes>

## Recent Movement

## Long Term Movement

Want a longer time frame?  
See Column N & O

Journalists  
please email  
[media@2thinknow.com](mailto:media@2thinknow.com).

Original & Crafted by  
2THINKNOW  
SINCE 2007.



\*Changed Class. Bands

## LONG TERM

CHANGE AGAINST  
5 YEAR AVERAGE  
2015-2019

2021 Ranking	City	GEOGRAPHY	STATE/PROVINCE	REGION	BLOC	City ID	Current City Classification	Current Score	Pre-Covid 5 Year Average Ranking	Post-COVID 5 year Resu
10	Paris	France	Île-de-France	EUROPE	EUROPE	1002	NEXUS	51	8	- 2
11	London	United Kingdom		EUROPE	EUROPE	737	NEXUS	51	2	- 9
12	San Francisco - San Jose	United States	California	AMERICAS	USA	1557	NEXUS	51	5	- 7
13	Atlanta	United States	Georgia	AMERICAS	USA	79	NEXUS	51	30	+ 17
14	Seattle	United States	Washington	AMERICAS	USA	1215	NEXUS	51	16	+ 2
15	Shanghai	China	Shanghai	ASIA	CHINA	1227	NEXUS	51	30	+ 15
16	Stockholm	Sweden		EUROPE	EUROPE	1279	NEXUS	50	27	+ 11
17	Miami	United States	Florida	AMERICAS	USA	822	NEXUS	50	30	+ 13
18	Washington DC	United States	District of Columbia	AMERICAS	USA	1471	NEXUS	50	25	+ 7
19	Beijing	China	Beijing	ASIA	CHINA	125	NEXUS	50	33	+ 14
20	Los Angeles	United States	California	AMERICAS	USA	740	NEXUS	50	9	- 11
21	Austin	United States	Texas	AMERICAS	USA	87	NEXUS	49	37	+ 16
22	Vienna	Austria	Vienna	EUROPE	EUROPE	1439	NEXUS	49	14	- 8
23	Taipei	Taiwan	Taiwan	ASIA	CHINA	1313	NEXUS	49	57	+ 34
24	Amsterdam	Netherlands		EUROPE	EUROPE	43	NEXUS	49	17	- 7
25	Oslo	Norway		EUROPE	EUROPE	978	NEXUS	49	36	+ 11
26	Shenzhen	China	Guangdong	ASIA	CHINA	1230	NEXUS	49	63	+ 37
27	Las Vegas	United States	Nevada	AMERICAS	USA	713	NEXUS	49	67	+ 40
28	Denver	United States	Colorado	AMERICAS	USA	334	NEXUS	49	44	+ 16
29	Dubai	United Arab Emirates		EMERGING	MID-EAST	353	NEXUS	48	29	-
30	Osaka	Japan	Osaka	ASIA	JAPAN	2112	NEXUS	48	44	+ 14
31	Berlin	Germany		EUROPE	EUROPE	142	NEXUS	48	14	- 17
32	Istanbul	Turkey		EUROPE	MID-EAST	564	NEXUS	48	68	+ 36
33	Melbourne	Australia	VIC	ASIA	ANZ	811	NEXUS	48	21	- 12
34	Moscow	Russia	Moscow	EUROPE	RUSSIA	858	NEXUS	48	44	+ 10
35	Philadelphia	United States	Pennsylvania	AMERICAS	USA	1027	NEXUS	48	32	- 3



## d) From University to Multi-versity – emerging models



# SMART-WISE INNOVATION CO-DESIGN

## LOCAL PLANNING - POWER & PROFIT

Structures of power, extraction & dependency

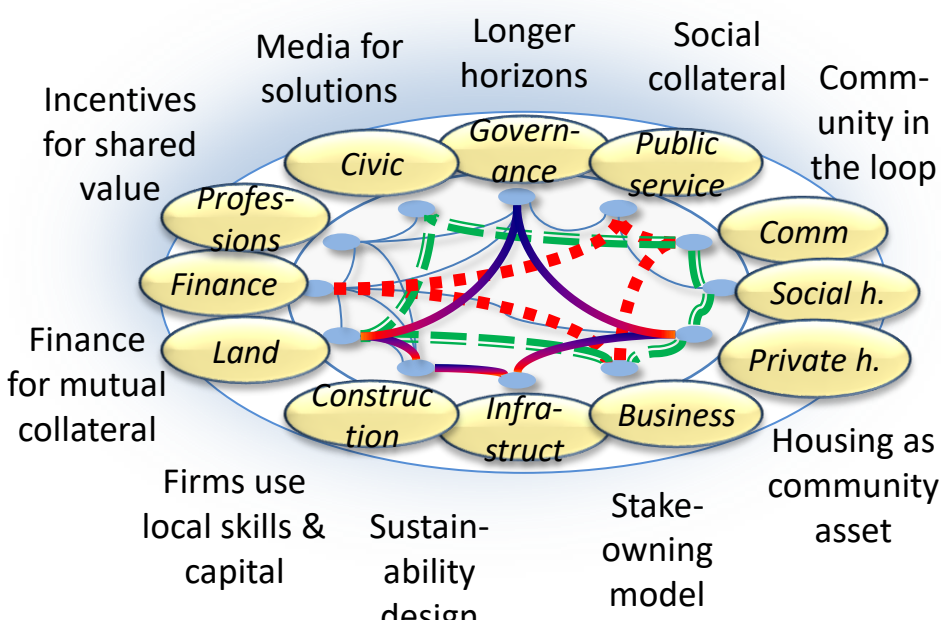
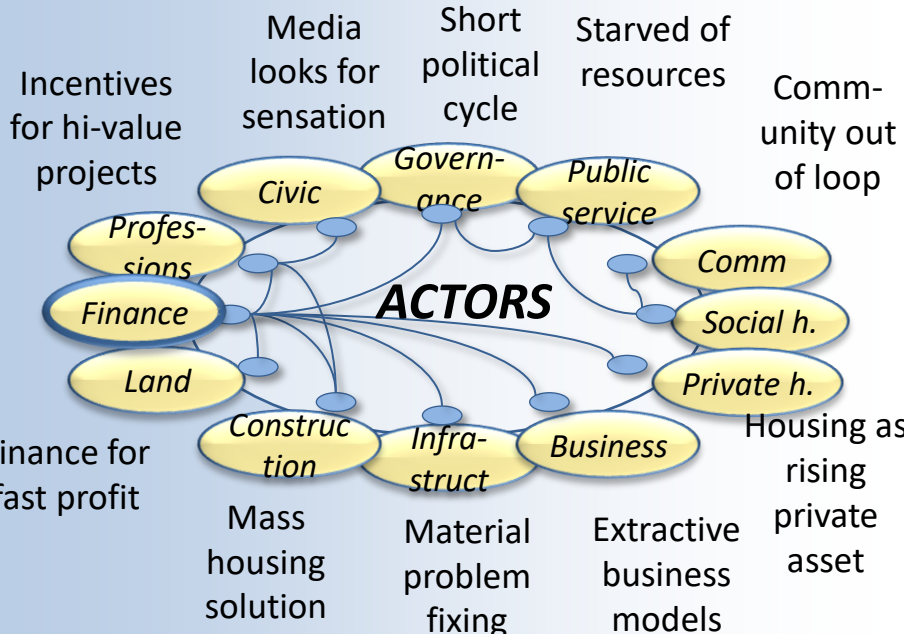
Financial  
return on  
investment



## LOCAL CO-DESIGN - COMMUNITIES

Emerging synergies & win-win value loops

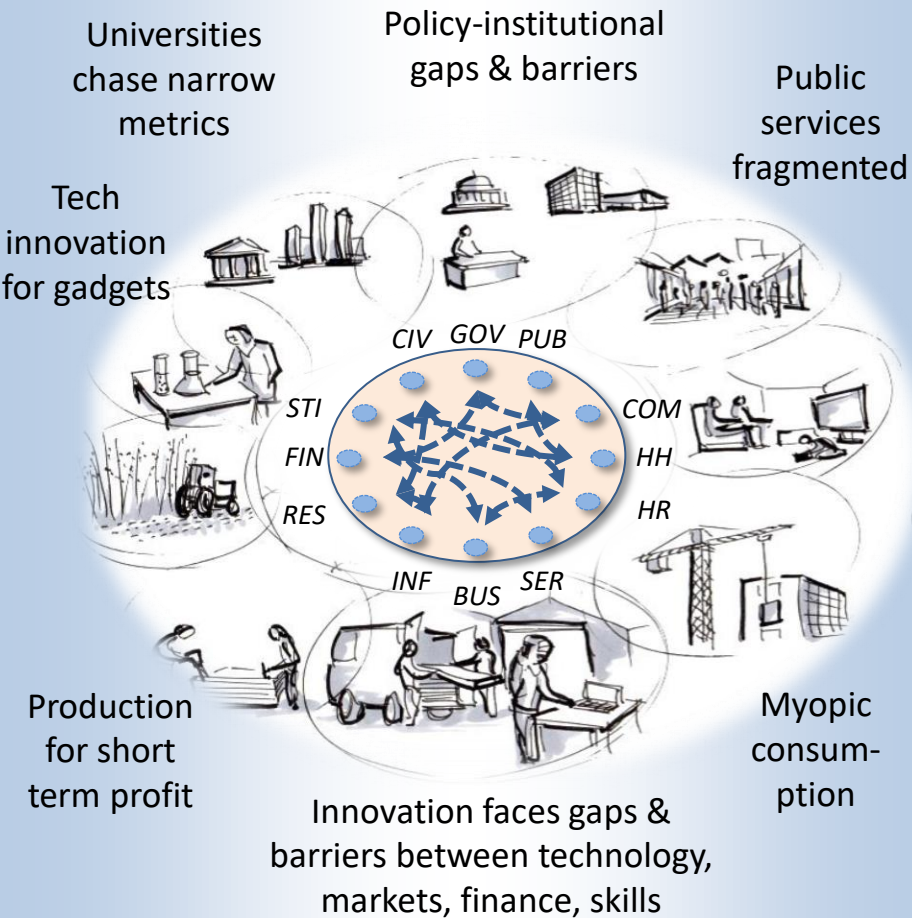
Social  
return on  
investment



# SMART-WISE INNOVATION PATHWAYS

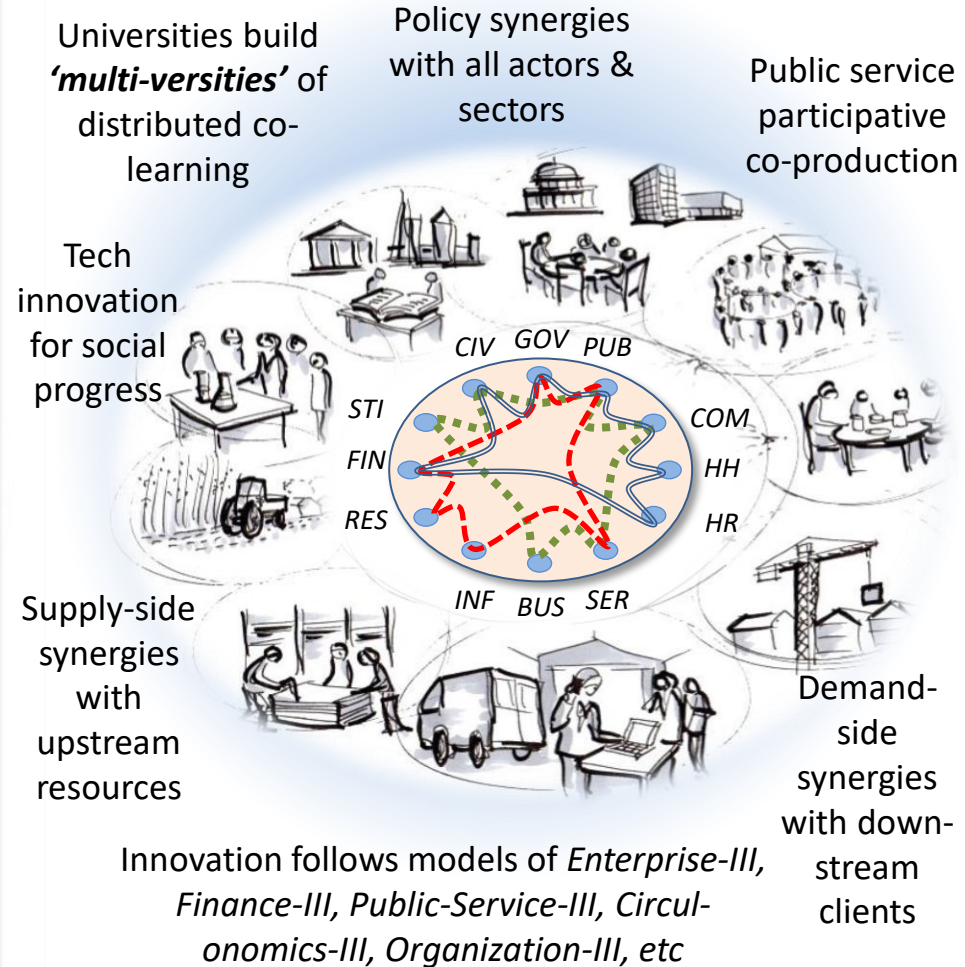
## DYSFUNCTIONAL ECOSYSTEMS

*Low Carb innovation system - disconnected & dysfunctional*



## TRANSFORMATIVE INNOVATION

*Innovation system with mutual learning & dynamic synergies*





# THINK-ONOMICS - III

Overview of 'pathways from smart to wise', in cities, economies, environments, technologies, governance

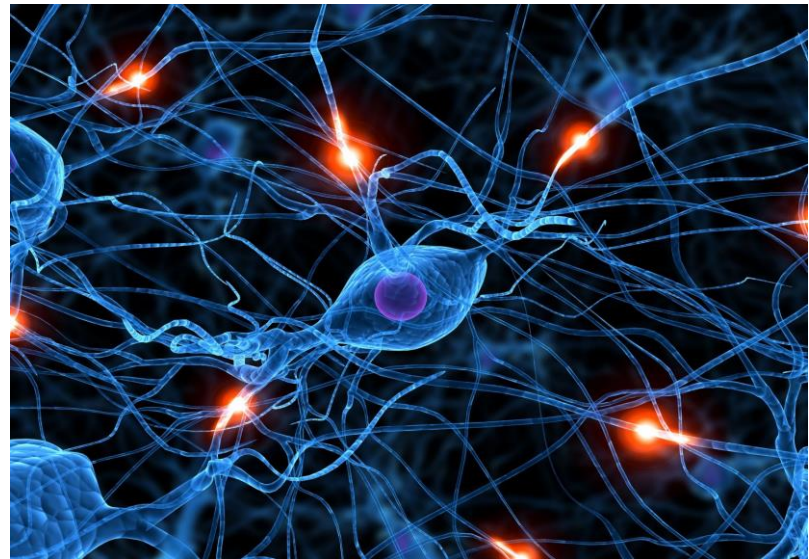
Our city's problems are deeply complex -

... our policy is '**clever**' but simple,

...business is '**smart**' but myopic

We need a '**wiser**' kind of collective intelligence, where everyone can learn & think with everyone

So first we map the pathways '**from smart to wise**'





# PANDEMONICS & TRANSFORMATION

## a) LINEAR SYSTEMS-I

**CRISIS / PANDEMICS**  
simple cause // effect / 'problem fixing' response



**ECONOMICS**  
'take-make-dump' industrial system thinking



**TECHNOLOGY & COMMUNICATIONS**  
functional single-loop learning



**POLITICALS...**  
command & control



## b) EVOLUTIONARY-II

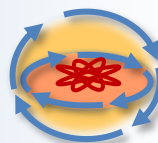
Recovery – markets / incentives (inequality, exploitation)



...speculative take-make-dump



...smarter double-loops

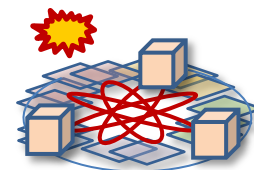


Governance by & for elites

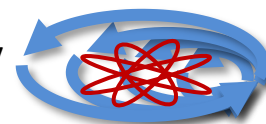


## c) CO-EVOLUTIONARY-III

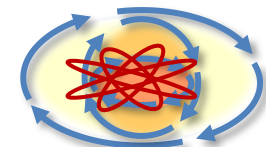
Transformation: inclusion equality, human scale (can be challenging)



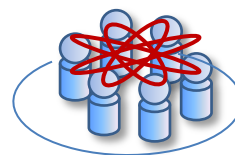
...collaborative & recirculatory



...wiser multi-loop learning & thinking



Co-governance by & for community



# PANDEMONICS 3.0 – PUBLIC HEALTH AGENDA

	<b>'CLEVER': - 1.0</b>	<b>'SMART': 2.0</b>	<b>'WISE': 3.0</b>
<b>Hands</b>	Enforced sanitizing: contact-less & hands-free	Sanitizing incentives, games, activities	Integration of sanitizing into workplaces, communities etc
<b>Face</b>	Regulation of mask use	Mask incentives, fashions, brands etc	Integration workplaces, social communities etc
<b>Space &amp; distance</b>	Surface level observation of rules	Adaptive design & behaviour interactions	Rethinking collective space use for new normal
<b>Track &amp; Trace</b>	Digital solutions lacking social linkages	Partial social acceptance, take-up & responses	T&T is new normal with built in civil liberties
<b>(PROBLEMS)</b>	<i>Digital divide, top down system, low takeup</i>	<i>Partial success with many side-effects</i>	
<b>Test</b>	Basic service provision in right time & place	Data access, analysis, interpretation, feedback	Integration of results to social & economic life
<b>Isolation / shielding</b>	Basic rules for isolation	Adaptive behaviour with gaps & barriers	Full social, economic, material support
<b>Support</b>	Minimum functional support	Active connections with family, friends	Integrated mutual aid groups & networks
<b>(PROBLEMS)</b>	<i>fragmentation, distrust, avoidance, low takeup</i>	<i>Many gaps barriers &amp; side- impacts</i>	
<b>Treat</b>	Bio-medical treatment	Lifestyle feedback & incentives	Integrated well-health in the community

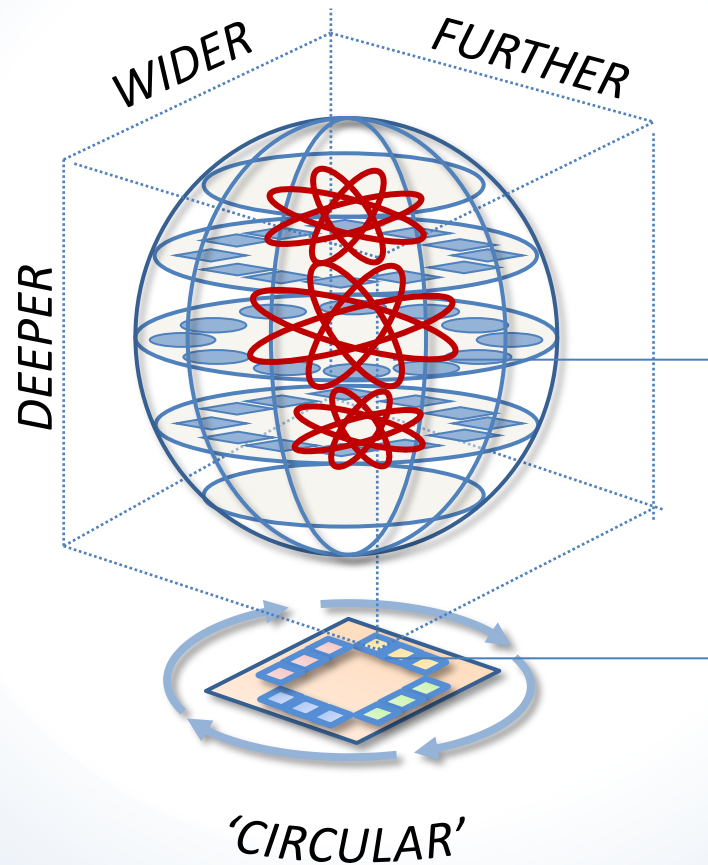
# Collaboratorium for 'collective foresight intelligence'

Outline of collaborative learning, knowledge, insight, innovation & co-production

This concept model of a FS-3.0 is based on the synergistic concepts of collective intelligence:

- **Structure:** a 'synergistic framework' to explore *deeper* & *wider* challenges with *co-evolutionary* systems;
- **Process:** a 'synergistic cycle' for collective learning, thinking, visioning & action.

A connected series of such *Collaboratoriums* may form a *Multi-versity* (where everyone learns from & with everyone)



## **SYNERGISTIC FRAMEWORK:**

**Wider** synergies between actors:

**Further** synergies between factors:

**Deeper** synergies of layers / domains

**Co-evolutionary** collective intelligence

## **SYNERGISTIC PROCESS & CYCLE:**

Co-learning (*systems*)

Co-knowledge (*scenarios*)

Co-creation: (*synergies*)

Co-production: (*strategies*)

# *Foresight 3.0 – the story so far...*

## **A) FORESIGHT AS PROCESS:**

- **Agenda:** 'Foresight 3.0' as processes for emancipation, empowerment, societal transformation.

## **B) FORESIGHT AS COMMUNITY:**

- **Agenda:** 'Foresight 3.0' as community building (networks, mesh-works, pioneers, hubs, forums etc), in order to enable & mobilize the processes above....

## **C) FORESIGHT AS LEARNING**

- **Agenda:** much organizational learning is narrow & focused on productivity / efficiency etc: - so we have to be clear about the alternative '3.0' type model, of open agenda learning, deeper & wider boundaries etc.

## • **D) FORESIGHT AS TRANSFORMATION**

- **AGENDA – RETHINKING STRUCTURES OF POWER, PRODUCTION, COMMUNITY, LIVELIHOOD ETC**

## **Next steps –**

- Demonstration of the **Foresight 3.0** approach for a general '**Pandemic-3.0**' response / recovery – (local / national / international levels are possible);
- Demonstration of this '**Foresight Pandemic 3.0**' applied to different sectors: e.g. public health, urban development, local communities, digital governance etc;
- development of methods (e.g. 'game-changers'): training modules / capacity building programs etc (online).
- Funding – e.g. application in progress for a \$10m major grant from west coast foundation



# CHAI - LABORATORY

## MULTI-VERSITY CONCEPT

### KNOWLEDGE FLOWS

Deeper-minds, wider-views, further insights, looking beyond

### THINKING SPACES

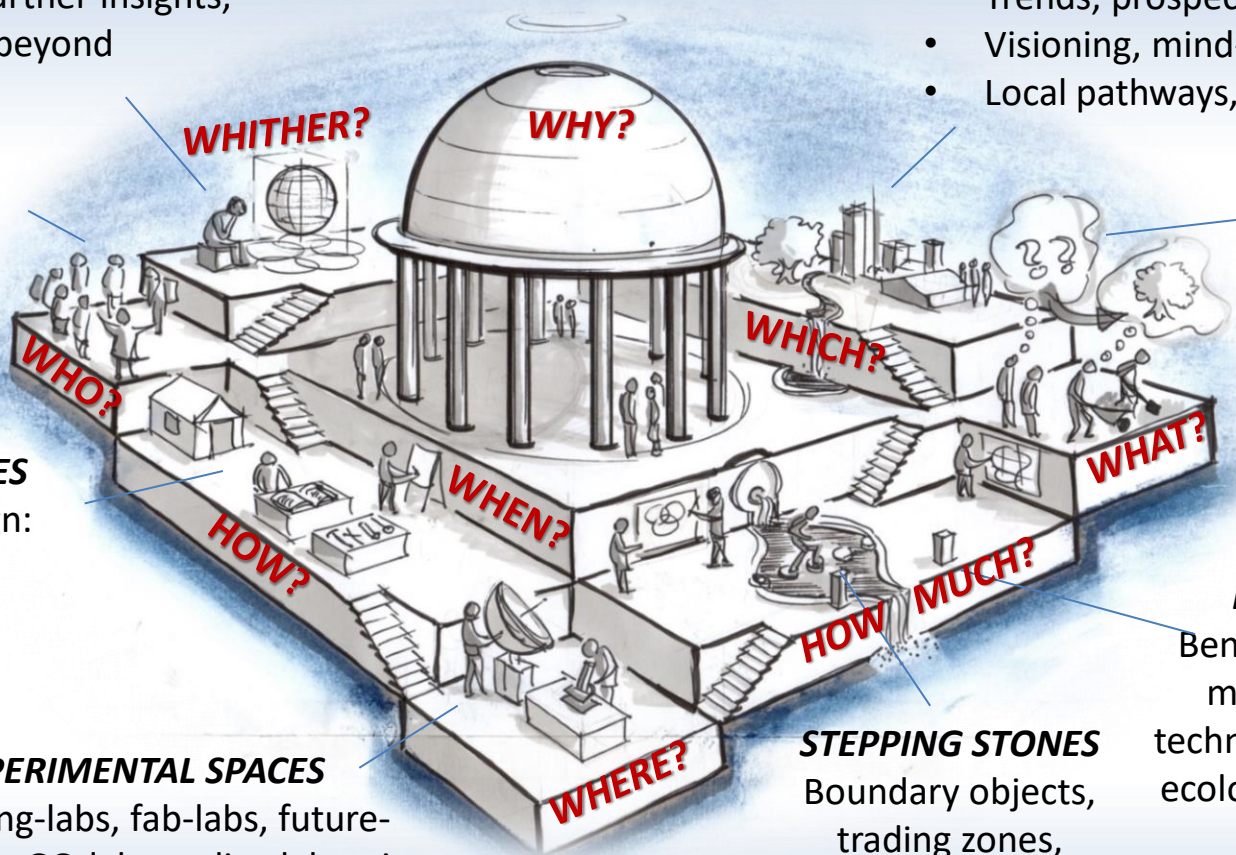
Architecture for opening minds, moving hearts, lifting souls

### ACTIVITY FLOWS

- Round tables & resource hubs
- Trends, prospects, outlooks
- Visioning, mind-labs
- Local pathways, strategy, capacity

### HUMAN FLOWS

Shared leadership, co-governance, mutual learning, skeptical enquiry



### INNOVATION SPACES

Co-creation & design: physical space, financial space, knowledge space, technology space

### EXPERIMENTAL SPACES

Living-labs, fab-labs, future-labs, GO-labs, policy-labs, city-labs, deeper-mind-labs

### KEY-STONES

Insights:-  
Deeper minds  
E/valuation  
Resilience  
Foresight

### MILE-STONES

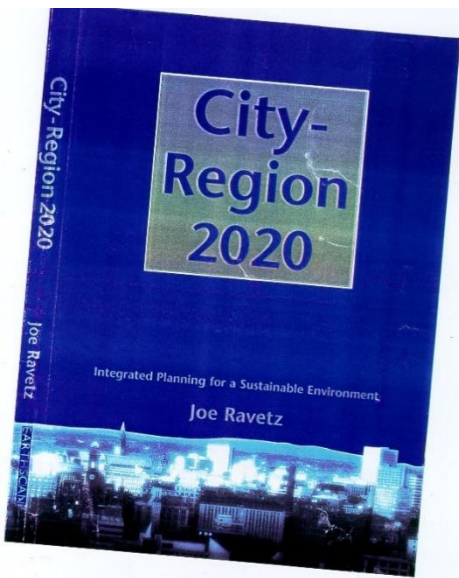
Benchmarks & road-maps for society, technology, economics, ecology, policy, culture

### STEPPING STONES

Boundary objects, trading zones, horizon scans

# Introductions ...

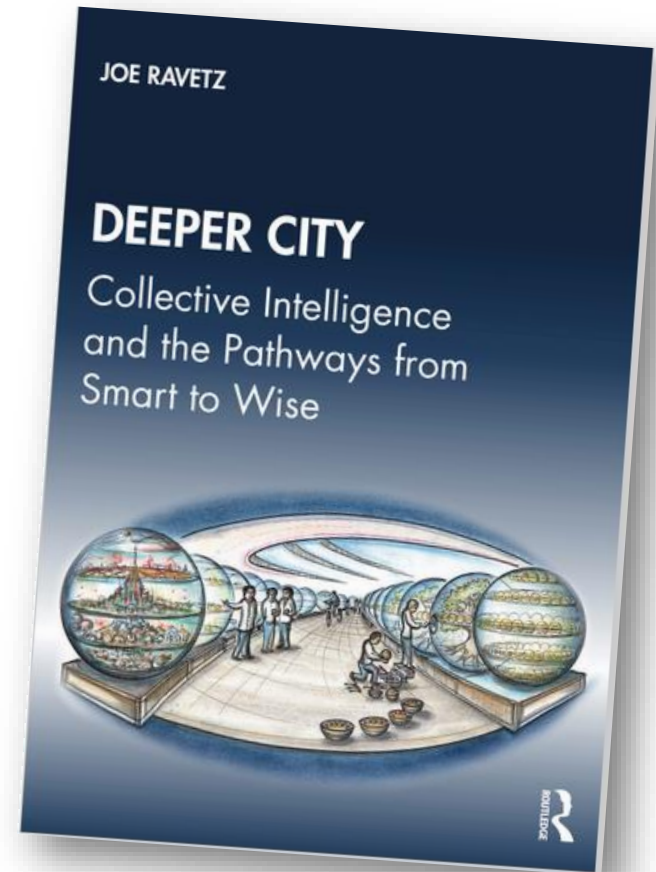
[www.urban3.net](http://www.urban3.net)  
[www.manchester.ac.uk/synergistics](http://www.manchester.ac.uk/synergistics)



“World’s largest feasibility study” – linking spatial, economy, environment, society, governance.



“Environment and the City” - critical perspectives on the urban environment around the world



Collective intelligence for the pathways from **smart** cities / economies/ ecologies / technologies / politics, to **wise**...



# POWER DYNAMICS & DISCOURSES

(CIVIL ELITE) -  
We're experts so  
trust us & we can all  
make progress  
together

(BUSINESS ELITE) Let's  
'take back control' & make  
our country great again!!

<<Tension>>  
public vs private

**GLOBAL COMMUNITY**  
big government of  
planning, regulation,  
redistribution

**GLOBAL ENTERPRISE:**  
Government by & for  
corporates & finance

<<Tension>>  
Global  
structures vs  
local identity

<<Tension>>  
Global efficiency  
vs local livelihood

**LOCAL  
COMMUNITY:**  
self-organizing  
mutual aid

**LOCAL ENTERPRISE**  
Government by &  
for businesses &  
philanthropists

We've been left  
behind by corrupt  
politicians!!  
(GRASSROOTS  
ANTI-POLITICAL)

Our jobs are taken by  
foreigners & we need a  
wall!! (BUSINESS ANTI-  
POLITICAL)

<<Tension>>  
collective vs  
individual

