

# What organizations should be doing now to prepare for the future?

IKO Conference 2023



# What brought me to KM?



## Surgery

- Systems thinking
- Continuous learning
- Teamwork
- Decision making
- Understanding critical knowledge
- Risk Taking
- Curriculum reform

## Public Health

- Applying knowledge in new contexts
- Mobilizing support from diverse stakeholders
- Behavioral change

## Social Development

- Knowledge sharing
- Teamwork across disciplines
- Pattern recognition
- Results management
- Negotiation
- Understanding cultural norms

## Diplomacy

- Organizational leadership
- Future thinking for the SDGs
- Collaboration across agencies

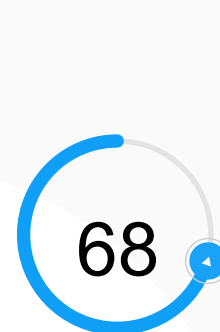
## Reforms

- Knowledge and innovation management
- Coalition building
- Corporate change management



*Germany – UK – USA – Caucasus – Central Asia – South Asia – Southeast Asia – Pacific*

# ADB's strategic vision is to achieve a prosperous, inclusive, resilient and sustainable Asia and the Pacific



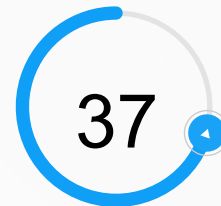
MEMBER COUNTRIES



In 2021, ADB made a large climate change finance commitment



IN ANNUAL LENDING



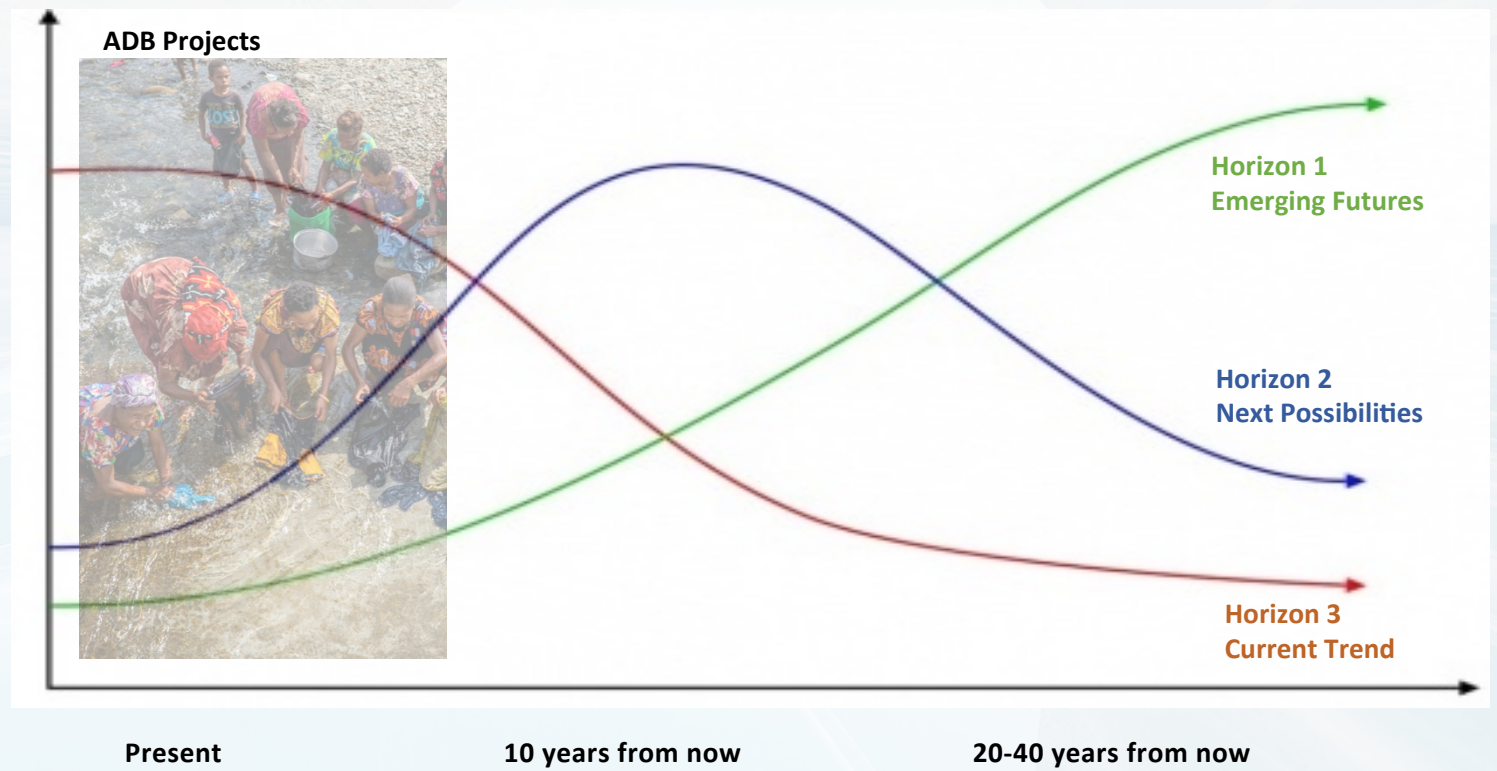
BORROWING MEMBERS IN 2019 (FROM CAUCASUS TO PACIFIC)



NEW ADB OPERATING MODEL LAUNCHED

# ADB invests in the future

Think about adjacent next possible





**To prepare for the future  
we must understand the  
client's changing needs**

News | Climate

# Pakistan declares national emergency as flood toll nears 1,000

*At least 937 people are dead and 30 million are 'badly affected' as Pakistan struggles to cope with devastating floods.*



*Nepal, landslides in 2021*



SITRA



# PROSPECTS FOR TRANSITIONING FROM A LINEAR TO CIRCULAR ECONOMY IN DEVELOPING ASIA



Edited by Linda Arthur, Derek Hondo, Maria Hughes,  
and Reetta Kohonen

ASIAN DEVELOPMENT BANK INSTITUTE





Invest in wha



Asia and the Pacific is steadily recovering from the COVID-19 pandemic, but the increased cost-of-living crisis is undermining progress on alleviating poverty.

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**Albert Park**  
ADB Chief Economist



**“Why on earth would  
we need the  
telephone when we  
can easily send boys  
— servants, soldiers -  
to exchange  
messages.  
What we need are  
better roads!”**



**Green, clean, and just -  
complex development  
challenges, need  
different solutions**



ain for decision making

# ADB needs knowledge from the past and the future

## Learning from the past

### **Problem-focus**

- What doesn't work
- Clear understanding on how to fix
- Expert's knowledge
- Demand driven



## Learning from futures

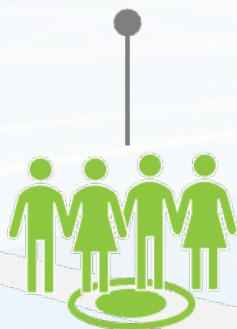
### **Vision and solution-focus**

- Identify what is desired
- Understand how to get there
- Define the field of possibilities and uncertainties
- Co-create solutions and robust policies

# ADB has built a Futures Thinking and Foresight practice

## 2016-2018

4 staff members apply FF in their work



## 2018-2019

ADB engages with 8 countries on FF and expands network globally



## 2023

- >300 ADB staff trained on FF
- Applied across teams and countries
- FF mainstreamed as part of ADB innovation hub service lines



## 2016

2 staff attend Futures Thinking and Foresight Workshop



# Convened stakeholders on ADB's future (PRC, HQ, 2017, 2018, 2019)

## LITANY

Official public description or quantitative data of the issue

## SYSTEMS

Short-term historical facts and structure uncovered

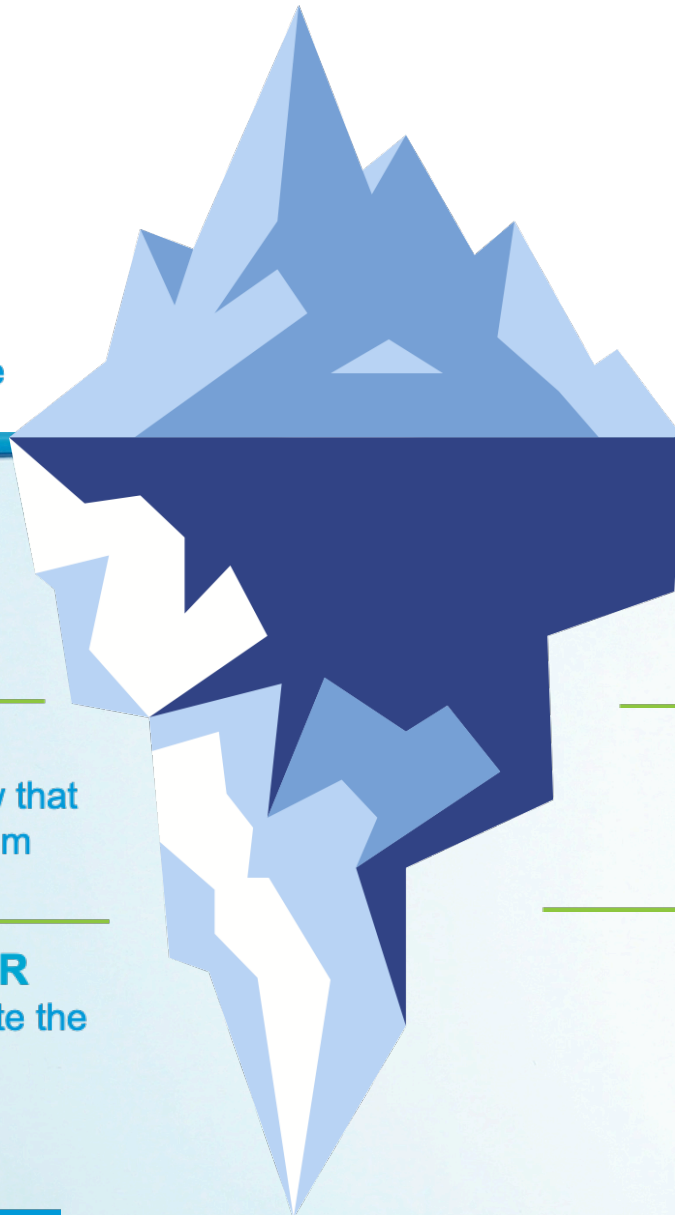
## WORLDVIEW

Personal/organizational view that support and create the system

## NARRATIVE/METAPHOR

Model that support and create the worldview

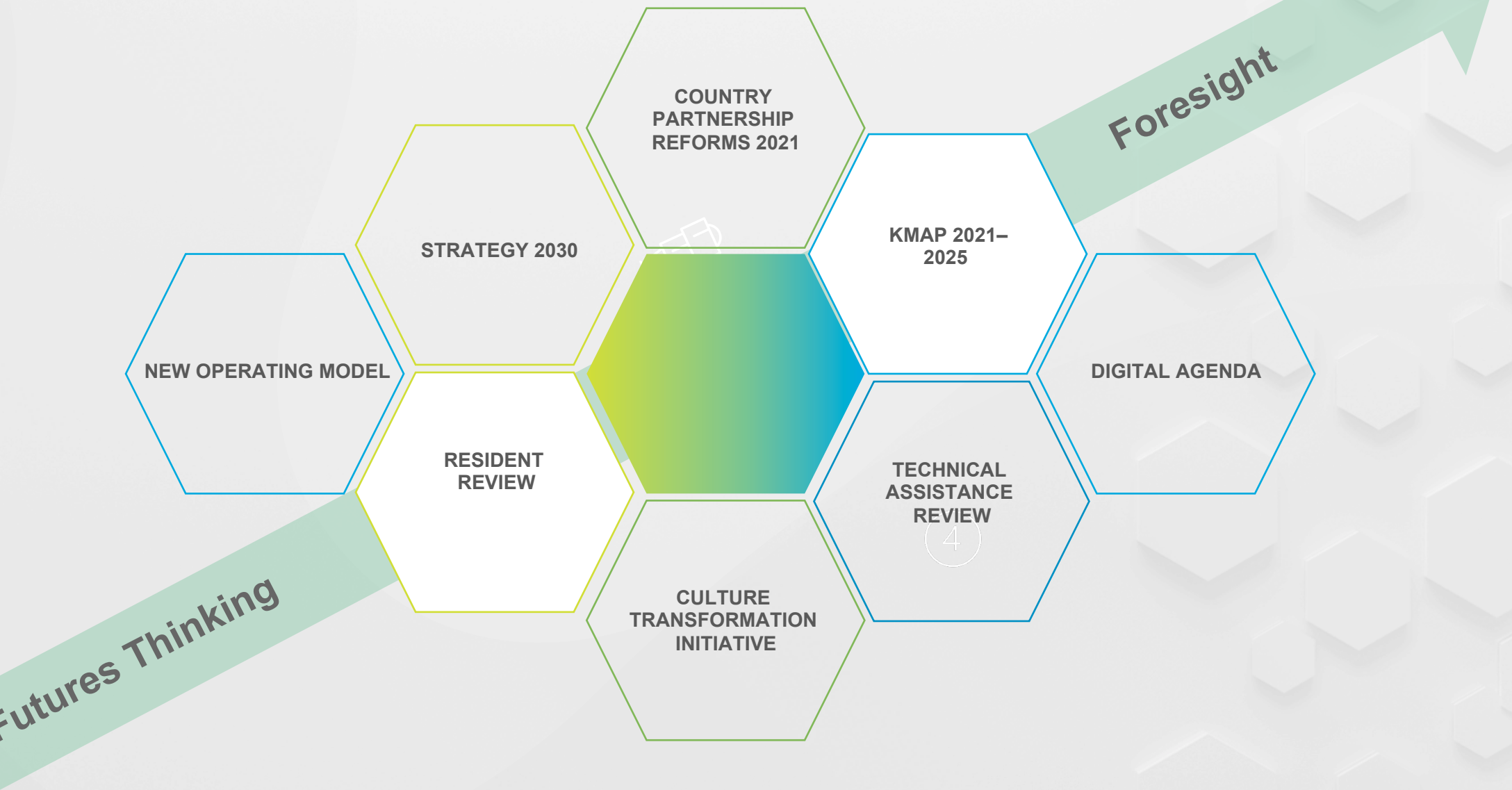
## Personal Layered Analysis



The Story



# Leverage other reforms





# Knowledge Management saw 3 major shifts

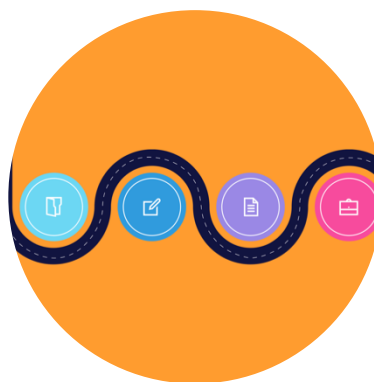
**Highest leadership commitment** to become a knowledge solution provider

## 2 KM system put in place

- (i) KM Focals
- (ii) No counting knowledge products, Focus on quality and impact
- (iii) Department KM Roadmaps
- (iv) Dynamic Country Knowledge Programming
- (v) Knowledge Governance Group in place
- (vi) Link to work plan and budget framework made

## 3 Aligning with International KM Standard

- Link KM to business objectives
- Leadership
- Governance as guidance
- Continuous improvement





# ADB moved from transactional KM to transformational KM

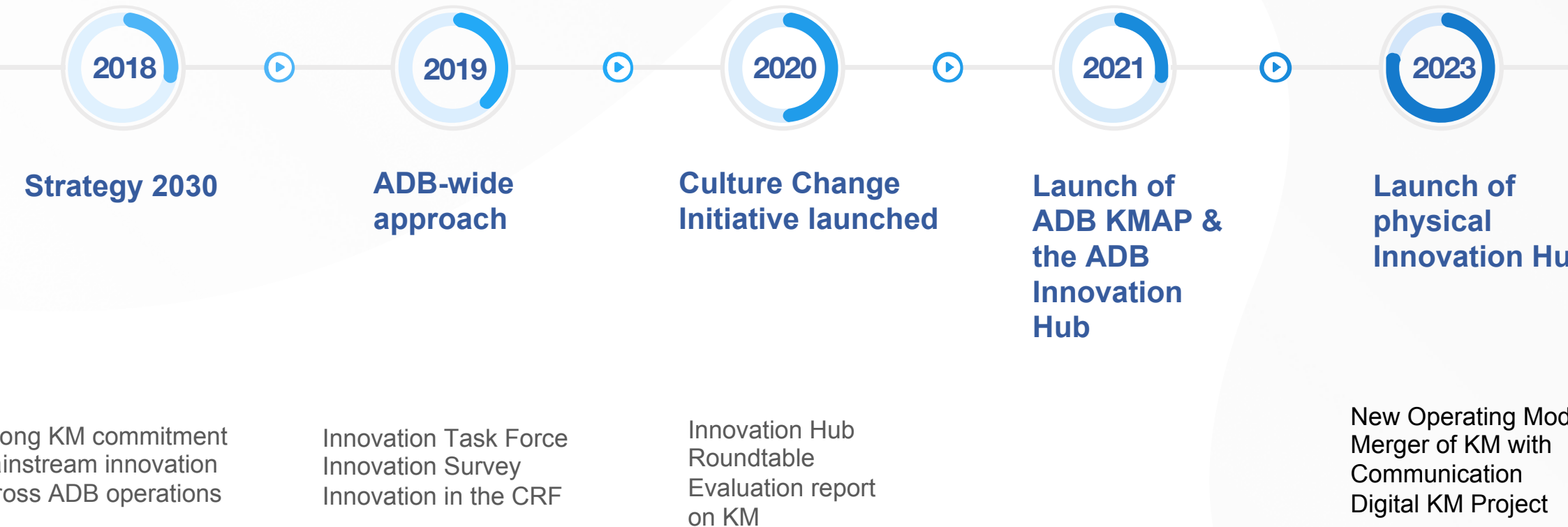
## 2019

- Knowledge and Operations
- # of Knowledge Products and Services
- # of Project Completion Reports
- # Country Knowledge Plans
- # of Sector and Thematic Learning programs
- KM managed by a center in a department
- Many fragmented knowledge repositories
- Static CoPs

## 2023

- KM to achieve Strategy 2030
- Quality of “Knowledge Solutions”
- Lessons learned in project documents
- Dynamic country knowledge programming
- Impact of learning and development programs
- New values, New Operating Model
- ISO 30401 Audit
- KM elevated to a department under the Managing Director General
- Innovation Hub

# ADB linked foresight, and KM with the innovation agenda



# The KM teams supports ADB departments with futures thinking



## Counsels

Department-wide

Future of OGC

- Knowledge team
- Use of AI
- KM system



## Economists

ADO Economists

- In addition to forecasting
- For identifying relevant topics
- Consider multiple scenarios



## Communication & KM

Department wide

- Inform re-organization
- Understand emerging issues in communication, and KM
- Create a joined visions



## ADB has worked with Developing Member Countries on Preparing for the Future

- Country Partnership Strategies
- Project Design
- National Planning



# ADB localized narratives about the future of transport (2020)

Accompanying the Asian Development Bank - ARUP foresight project on

## *Reimagining the Future of Transport across Asia and the Pacific*

Three young futurists describe the experience of imagined personas with transport in 2030. These are their stories...



# ADB uses gamification with futures trend cards (2020-2022)



### Integrated Transport Systems

The increasing availability of real-time system data and information from operators and users is creating opportunity for more integrated transport networks and modes. This comes at the same time as a rapid diversification of transport modes and pressure to improve accessibility across existing transport systems.

**KEY ASPECTS**

- Integrated land use and transport planning
- Mode choice and diversification
- Equity, access, pricing, and affordability

ARUP ADB

### Behavior Patterns

Individual and collective transport behaviors are being influenced by a range of cultural, environmental, and economic factors. Key drivers include the rapid expansion of digital lifestyles, growth of global tourism, and a desire for healthier lifestyles. Concerns about climate change are also having significant impacts on travel patterns.

**KEY ASPECTS**

- Digital lifestyles and e-commerce
- Travel and tourism
- Healthy and sustainable lifestyles

ARUP ADB

### Digital lifestyles and e-commerce

*Is your transport system ready for a "digital-first" world?*

Malaysia aims to be cashless by 2050,<sup>1</sup> and India plans for more than 40% of all purchases to be digitalized by 2030.<sup>2</sup>

ARUP ADB

### Inclusive design and planning

*How easy is it for citizens to access essential service?*

Today, one in every six people in Asia and the Pacific lives with a disability, a proportion that is likely to increase in coming years.<sup>3</sup>

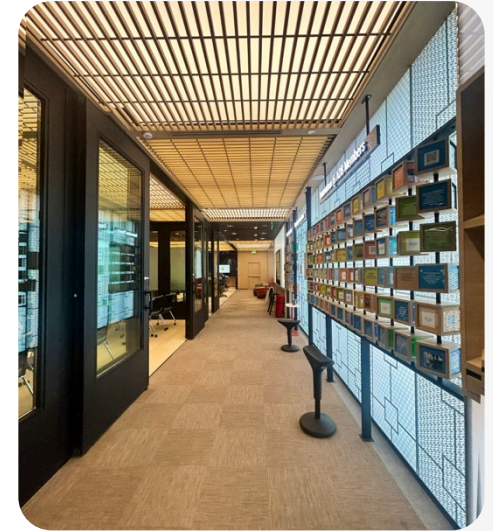
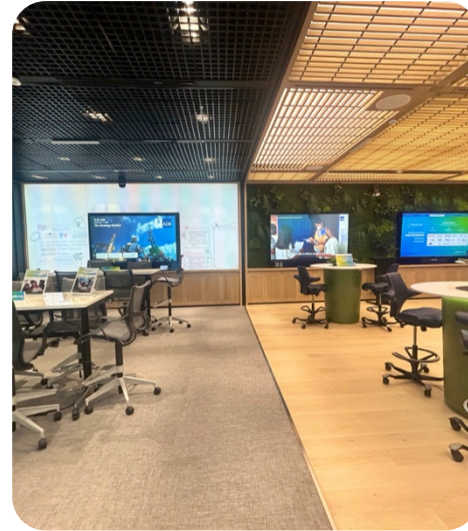
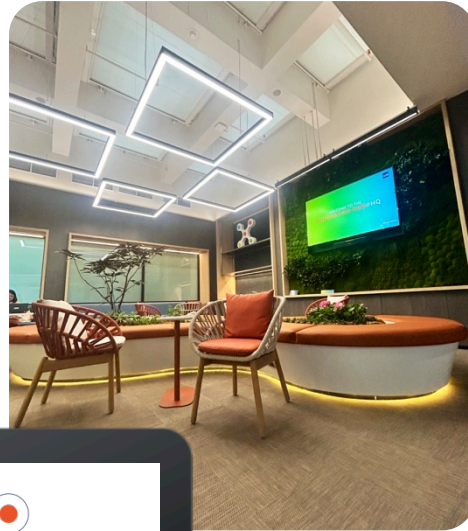
ARUP ADB

### Urbanization and land use

*Does your city or town have a comprehensive transport plan?*

Today, over 50% of the population of Asia and the Pacific lives in urban environments.<sup>4</sup>

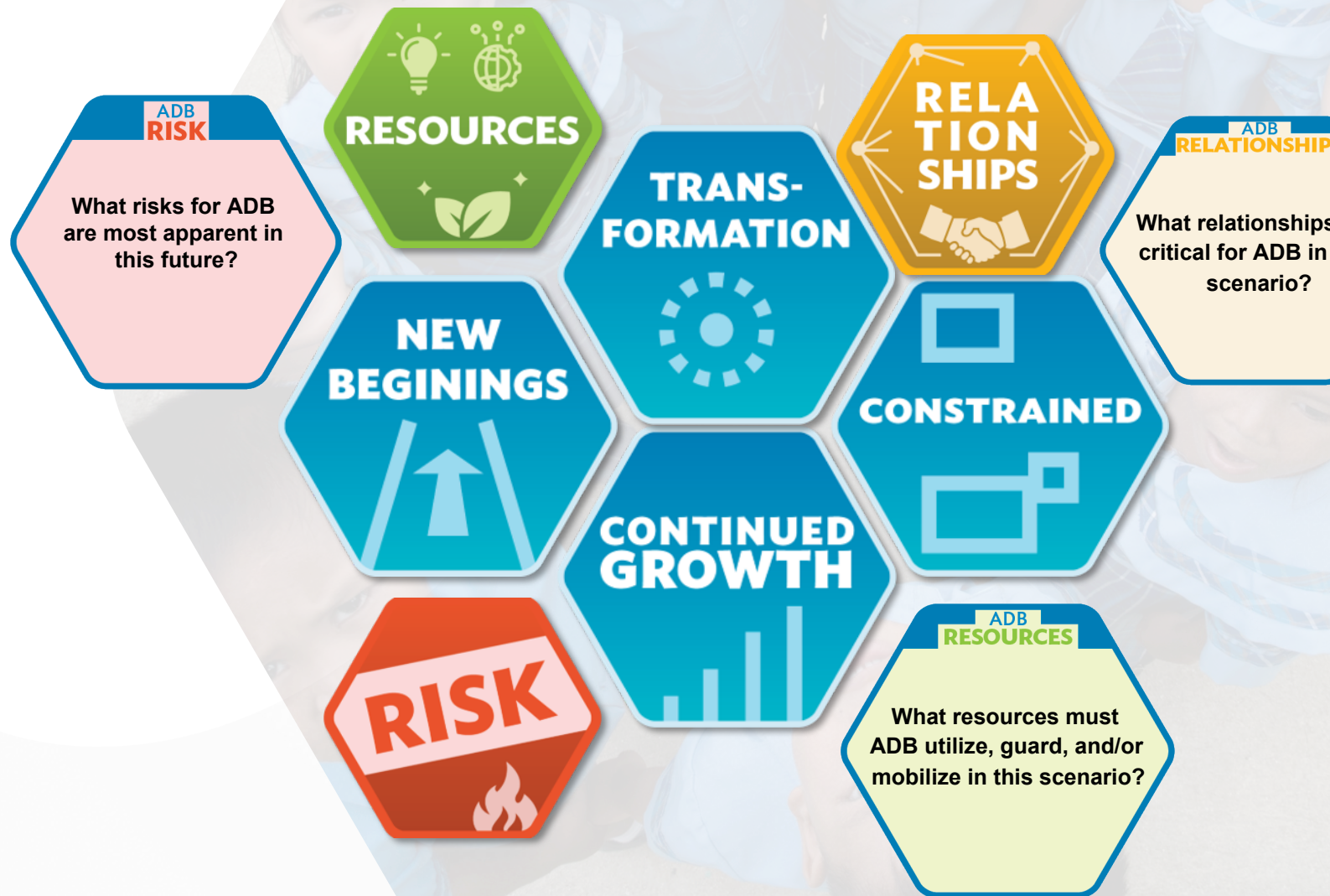
ARUP ADB



**ADB imagined  
new spaces for new  
ways of working**

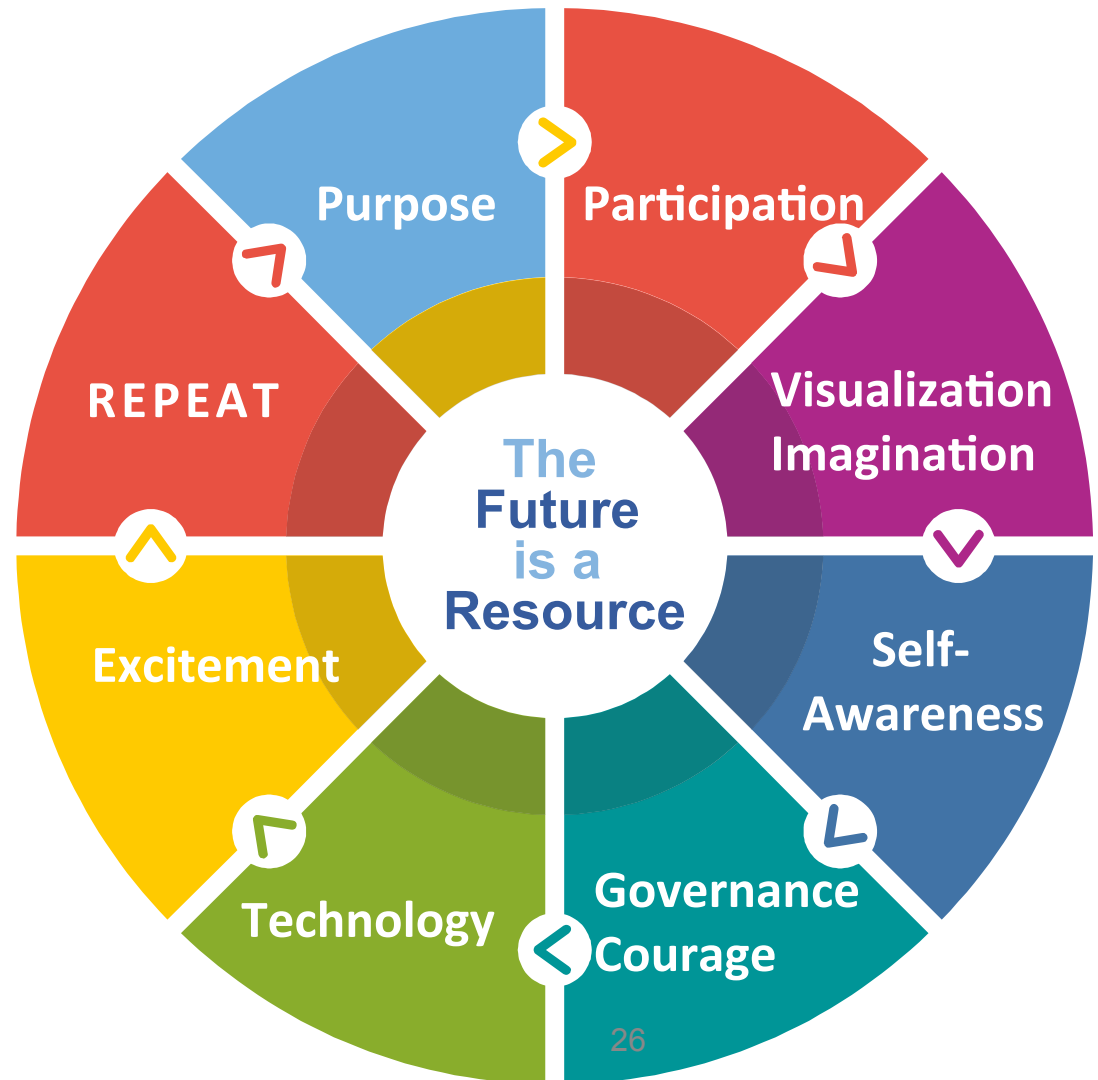


# ADB uses futures exploration game to inform Country Partnership Strategies

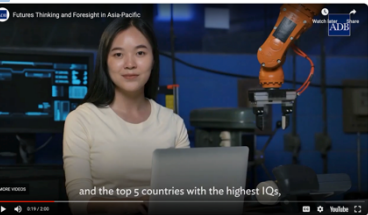




# Preparing an organization for the future never ends

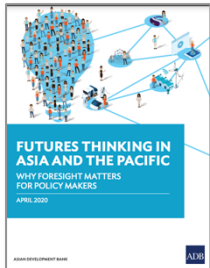


# Resources



## Futures Thinking and Foresight in Asia-Pacific

<https://www.youtube.com/watch?v=LskEzUBSmDc>



## Futures Thinking in Asia and the Pacific: Why Foresight Matters for Policy Makers

<https://www.adb.org/sites/default/files/publication/579491/futures-thinking-asia-pacific-policy-makers.pdf>



## Walking Together: Gender Equality Futures 2042 in the Asia-Pacific Region, Journal of Futures Studies 29(2), December 2022

<https://jfsdigital.org/2022-2/vol-27-no-2-december-2022/walking-together-gender-equality-futures-2042-in-the-asia-pacific-region/>



## Reimagining the Future of Transport Across Asia and the Pacific

<https://www.adb.org/news/videos/reimagining-future-transport-across-asia-and-pacific-0>



## Reimagining the Future of Transport: Fiji in 2030

<https://www.adb.org/news/videos/reimagining-future-transport-fiji-2030-amerita-ravuvu>



## Reimagining the Future of Transport: India in 2030

<https://www.adb.org/news/videos/reimagining-future-transport-india-2030-virkein-dhar>



## Reimagining the Future of Transport across Asia and the Pacific. Three Young Futurists Describe the Experience of Imagined Personas with Transport in 2030.

[https://events.development.asia/sites/default/files/course/2022/ADB\\_FuturesNarratives\\_Book\\_2022\\_final.pdf](https://events.development.asia/sites/default/files/course/2022/ADB_FuturesNarratives_Book_2022_final.pdf)

# Thank You!

<https://www.linkedin.com/showcase/adb-knowledge-&-innovation>

