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

- **68 MEMBER COUNTRIES**
- **$100 BILLION**
- **$20.5 BILLION**
- **37 BORROWING MEMBERS IN 2019 (FROM CAUCASUS TO PACIFIC)**

In 2021, ADB made a large climate change finance commitment.

Regional Members (19 countries)
- ADB’s operating model launched in 2022.

Advanced economies and/or graduated developing members.

ADB’s head office is in Tokyo, Japan.
ADB invests in the future

Think about adjacent next possible

 Horizon 1
Emerging Futures

 Horizon 2
Next Possibilities

 Horizon 3
Current Trend

Present 10 years from now 20-40 years from now

ADB Projects
To prepare for the future, we must understand the client’s changing needs.
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
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
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.

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
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)
Leverage other reforms

- STRATEGY 2030
- RESIDENT REVIEW
- NEW OPERATING MODEL
- COUNTRY PARTNERSHIP REFORMS 2021
- KMAP 2021–2025
- DIGITAL AGENDA
- TECHNICAL ASSISTANCE REVIEW
- CULTURE TRANSFORMATION INITIATIVE

Foresight

Futures Thinking
Knowledge Management saw 3 major shifts

1. 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 improvements
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

2018
- Strategy 2030

2019
- ADB-wide approach
- Innovation Task Force

2020
- Culture Change Initiative launched
- Innovation in the CRF
- Innovation Hub Roundtable
- Evaluation report on KM

2021
- Launch of ADB KMAP & the ADB Innovation Hub
- Culture Change Initiative launched
- Innovation Hub Roundtable
- Evaluation report on KM

2023
- Launch of physical Innovation Hub
- New Operating Model
- Merger of KM with Communication
- Digital KM Project
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
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 high-speed systems and other transport modes is creating opportunities for more integrated transport networks. The trend is toward combining public and private transport modes to provide a seamless journey experience.

**Behavior Patterns**
- Individual and collective transport behaviors are being influenced by a range of cultural, environmental, and economic factors. This trend is affecting the design and operation of transport systems, as well as the development of new technologies and policies to address climate change and other significant societal trends.

**Urbanization and land use**
- Does your city or town have a comprehensive transport plan?

**Inclusive design and planning**
- How easy is it for citizens to access essential services?

**Digital lifestyles and e-commerce**
- What are the implications of 5G in terms of transport and urban development?
ADB imagined new spaces for new ways of working
ADB uses futures exploration game to inform Country Partnership Strategies.

- What relationships are critical for ADB in this scenario?
- What risks for ADB are most apparent in this future?
- What resources must ADB utilize, guard, and/or mobilize in this scenario?
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

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

Reimagining the Future of Transport Across Asia and the Pacific

Reimagining the Future of Transport: Fiji in 2030

Reimagining the Future of Transport: India in 2030

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

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