Visiting Programme Directors

Alun Rhydderch

Alun is founder and Director of Horizon Scanning Ltd, a London-based strategy startup helping public and private sector clients develop robust strategies and ambitious plans for the future. In 2005 he was part of the team that set up the UK’s Horizon Scanning Centre, based at the Foresight unit in the Government Office for Science. He worked at the Centre until 2011, running projects such as International Futures, The Future of World Trade, and Technology and Innovation Futures, on behalf of the major government departments. The International Futures project was described by the Permanent Secretaries Strategy Group as “emblematic of how horizon scanning could be used to develop strategic thinking”. He commissioned and edited The Sigma Scan, a unique repository of horizon scanning articles relevant to public policy, and published a Guidance note on scenario planning in government. He has run a series of 2-day courses on horizon scanning and scenario planning for the European Commission, and has been invited to speak on his scenario work at IFRI in Paris and SWP in Berlin.

Before working at the UK Horizon Scanning Centre, Alun set up and ran a software development company in Prague, which won an award as the fastest-growing technology company in the Czech Republic in 2000. He holds a BA (Hons) in modern and medieval languages from Cambridge University.

Catarina Tully

Cat set up FromOverHere to help governments navigate the complexities and uncertainties of the 21st century. She has advised the UK parliament on an inquiry on Government Strategic Capability as well as consulted and trained senior officials from governments around the world. Cat does research as well as advisory work on different countries' practice, approaches and innovation in the use of strategic foresight. She is an active contributor to debates on strategy and international relations: including managing risk, the impact of technology, democracy 2.0, and the future shape of government. She is particularly interested in ways that support ministers and officials enhance foreign and domestic policy decision-making processes through taking a longer timescale into account.

Prior to this work, Cat was Strategy Project Director at the Foreign and Commonwealth Office Policy Planning Staff in the UK. She led strategy projects examining cross-cutting, priority and upstream foreign policy issues, and built strategic capability in the Department. She worked directly with the Foreign Secretary, David Miliband, other members of the UK government, European and US leaders, and a broad network of international policy thinkers on foresight and policy planning. She was a founding member of the Wilton Park annual Futures conference. Before that, she worked in the Prime Minister's Strategy Unit, developing domestic policy and strategic capability for both Tony Blair and Gordon Brown, including a strategic audit of the UK. Cat has also worked for the UN Deputy Secretary General's office on the UN reform process, Global Compact, UN Development Programme, and with the World Bank in Geneva. She has a business and finance strategy qualification (CIMA) and spent seven years lending her expertise to improving strategic capability and advising leadership teams in charities including Christian Aid and private sector businesses, particularly Procter and Gamble.
Faculty biographies

Hardin Tibbs

Mr Hardin Tibbs is Chief Executive Officer of Synthesys Strategic Consulting. He previously worked at the Global Business Network.

He teaches at the Judge Business School at Cambridge University, and helped to develop the executive education scenarios programme at the Saïd Business School, Oxford University. He has worked with major companies, government agencies, and non-profit organisations in the United States, Europe, Australia and Asia.

Adrian Taylor

Mr Adrian Taylor is a Consultant for Foresight and Strategy for Security and Sustainability in Governance.

He runs his own consultancy (4Sing) and has over 20 years of experience in foresight and scenarios. He has run projects in over 30 countries using workshop-based methods combined with software and has consulted with many governments worldwide, including the Horizon Scanning Centre of the National Security Coordination Secretariat in Singapore, the external relations Crisis Room of the European Union Commission and the Ministry of Energy, Mines, Environment and Water in Morocco.

Leena Ilmola

Ms Leena Ilmola is a Senior Researcher at the International Institute for Applied Systems Analysis (IIASA) in the Advanced Systems Analysis programme. Her research is in the development of methods and tools for decision making in an environment dominated by uncertainty. Before joining to IIASA she worked as foresight and strategy consultant both for governments and large corporations.

Louise Shaxson

Ms Louise Shaxson is a Research Fellow at the Overseas Development Institute, London.

She has a wealth of experience helping governments understand what it means to implement an evidence-based approach to policymaking, both in the United Kingdom and internationally. She has participated in various horizon scanning exercises as project manager or adviser and contributed to a United States Department of Energy foresight forum on energy and environmental security.

Her work focuses mainly on what you do after you have scanned the horizon. Policymakers need to turn information from futures work into realistic, evidence-based policy options which explicitly recognise that competing policy proposals may be based on different underlying value systems, not just on how the costs are allocated or benefits distributed. She developed the Lines of Argument technique to do just this.
**Presenter biographies**

**Anne-Marie Slaughter**

Dr Anne-Marie Slaughter is the Bert G Kerstetter '66 University Professor of Politics and International Affairs at Princeton University. From 2009 to 2011 she served as Director of Policy Planning for the United States (US) Department of State, the first woman to hold that position. Upon leaving the State Department she received the Secretary’s Distinguished Service Award for her work leading the Quadrennial Diplomacy and Development Review, as well as a Meritorious Honour Award from the US Agency for International Development (USAID) and a Joint Civilian Service Commendation Award from the Supreme Allied Commander for Europe. Prior to her government service, Dr Slaughter was the Dean of Princeton’s Woodrow Wilson School of Public and International Affairs from 2002 to 2009, where she rebuilt the School’s international relations faculty and created a number of new centres and programmes.

From 1994 to 2002 she was the J Sinclair Armstrong Professor of International, Foreign, and Comparative Law and Director of the International Legal Studies Programme at Harvard Law School.

Dr Slaughter is a frequent contributor to both mainstream and new media, publishing op-eds in major newspapers, magazines and blogs around the world and curating foreign policy news for over 20,000 followers on Twitter. She appears regularly on CNN, the BBC, NPR, and PBS, lectures widely, and has served on boards of organisations ranging from the Council of Foreign Relations and the New America Foundation to the McDonald’s Corporation and the Citigroup Economic and Political Strategies Advisory Group. She is a member of the Aspen Strategy Group. Foreign Policy magazine named her to their annual list of the Top 100 Global Thinkers in 2009, 2010, and 2011.

She has written or edited six books, including A New World Order (2004) and The Idea That is America: Keeping Faith with Our Values in a Dangerous World (2007), and over 100 articles. She was also the convener and academic co-chair, with Professor John Ikenberry, of the Princeton Project on National Security, a multi-year research project aimed at developing a new, bipartisan national security strategy for the United States.

She received a BA from Princeton, an MPhil and DPhil in international relations from Oxford, where she was a Daniel M Sachs Scholar, and a JD from Harvard.

**Lord Peter Hennessy**

Lord Peter Hennessy is Attlee Professor of Contemporary British History in the Department of History at Queen Mary’s College, University of London. He was also recently elected a Fellow of the British Academy. Before joining the Department in 1992, he was a journalist for 20 years with spells on The Times as a leader writer and Whitehall Correspondent, The Financial Times as its Lobby Correspondent at Westminster and The Economist. He was a regular presenter of the BBC Radio 4 Analysis programme from 1987 to 1992. In 1986 he was a co-founder of the Institute of Contemporary British History.


**Peter Apps**

Peter Apps is a Political Risk Correspondent for Thomson Reuters, London.
Nick Mabey

Mr Nick Mabey is Chief Executive and a Founder Director of E3G (Third Generation Environmentalism) a non-profit international organisation dedicated to accelerating the transition to sustainable development. In addition to his management role, Nick leads E3G's work on European climate change policy, climate diplomacy and foreign policy, and the security implications of climate change.

He was previously a senior advisor in the United Kingdom (UK) Prime Minister’s Strategy Unit leading work on national and international policy areas, including: energy, climate change, countries at risk of instability, organised crime and fisheries. Nick was employed in the UK Foreign and Commonwealth Office’s (FCO) Environment Policy Department, and was the FCO lead for the Johannesburg Summit in 2002 where he established international partnerships on clean energy, tourism and environmental democracy.

Before he joined government Mr Mabey was Head of Economics and Development at WWF-UK. He came to WWF from research at London Business School on the economics of climate change, which he published as the book Argument in the Greenhouse. This followed a period in the UK electricity industry working as a negotiator for PowerGen and an engineer for GEC-Alsthom. He trained as a mechanical engineer at Bristol University and holds a masters degree in Technology and Policy from MIT where he specialised in energy systems analysis.

Among other appointments Mr Mabey is currently on the advisory board of Infrastructure UK, the independent commission reporting to the UK Conservative Party on the design of a Green Investment Bank, and the Advisory Council of the European Technology Platform for Zero Emission Fossil Fuel Power.

Cho-Oon Khong

Cho-Oon Khong is Chief Political Analyst in the Global Business Environment team at Shell International. He advises on political trends and political risk analysis for the Shell Group, and leads the external environment assessments for the Group’s country reviews. He was actively involved in developing the 1995, 1998, 2001 and 2005 sets of Shell Global Scenarios and the 2008 Shell Energy Scenarios. He has over 15 years of experience in leading and participating in country scenario projects.

Dr Khong is an active scenarios practitioner, focusing on using scenarios in futures thinking. He has worked on a range of scenario projects with international organisations, governments, universities, research institutions and business companies in Asia, Europe, the United States and Africa and is particularly interested in issues of political development in East Asia and the Middle East.

He previously taught Politics and International Political Economy at the University of Bath and the National University of Singapore, and was Laski Scholar at St John’s College, Cambridge.

He graduated from the University of Singapore, and received his MSc. and PhD from the London School of Economics.

He is a member of the advisory panel of the Evian Group based at IMD, Lausanne, and a member of the United Kingdom government’s Asia Task Force.

Mansoor Dailami

Dr Mansoor Dailami is Manager of the Emerging Global Trends Team of the Development Prospects Group at the World Bank. In this position, he is responsible for the monitoring and analysis of emerging global economic and financial trends that affect emerging economies’ growth and investment prospects. He also manages the research and development of the World Bank’s flagship report “Global Development Horizons,” which explores how the fast rise of emerging economies is transforming
global investment and financial landscapes.

A well-known expert on infrastructure finance, macroeconomic policy reform in emerging economies, and emerging market finance, Dr Dailami has advised governments and published extensively. Since joining the World Bank in 1986, he has led major lending operations and technical assistance for capacity building and policy reform in numerous World Bank client countries, gaining negotiating skills, and familiarity with local political structure, economic prospects, and investment climate.

Prior to joining the World Bank, he worked at the United Nations Secretariat in New York, conducted research on global oil markets at Massachusetts Institute of Technology, and taught at New York University.

Dr Dailami has been an invited speaker at major international conferences organized by the World Affairs Council, J.P. Morgan, HSBC, Financial Times, Chevron Corp., Carnegie Mellon University, Canadian International Development Agency, Bank for International Settlements, Credit Institute, James A. Baker Institute for Public Policy, Arab Monetary Fund, and Bretton Woods Committee.


He holds a PhD in economics from Harvard University and an MSc and BSc. (first-class honours) in economics from the London School of Economics.

Michael Oppenheimer

Mr Michael F Oppenheimer is Clinical Professor in the Global Affairs masters degree programme at New York University. His courses include International Relations, International Political Economy, United States (US) Foreign Policy, and Future International Systems. He is the originator and director of the Carnegie Corporation funded project on alternate futures for pivotal countries, which has published China 2020, Russia 2020, Turkey 2020, Ukraine 2020, and Pakistan 2020.

He has done extensive consulting, specialising in futures oriented policy analysis for the US foreign policy and intelligence communities, and for think tanks. He is a life member of the Council on Foreign Relations.

David F Gordon

Dr David F Gordon is Eurasia Group’s Head of Research and Director of Global Macro Analysis. He is also a member of the firm’s management committee, and is based in Washington, DC.

Before joining Eurasia Group, Dr Gordon spent more than ten years working at the highest levels of United States (US) foreign and national security policy processes. From June 2007 to January 2009, he served as the director of policy planning under Secretary of State Condoleezza Rice. He played a leading role in developing policy ideas on issues ranging from Afghanistan and Pakistan to US engagement in East Asia to the multilateral response to the international financial crisis. He also led the department’s strategic policy dialogues with more than 20 countries around the globe.

Prior to his work with the US State Department, he served in a top management role at the National Intelligence Council (NIC) from 2004 to 2007. He led the NIC’s integration into the new Office of the Director of National Intelligence and its reemergence as the preeminent analytic centre in the US government by enhancing analytic quality and integrity in the aftermath of the 2003 Iraq National Intelligence Estimate. He oversaw the NIC’s groundbreaking reports, Global Trends 2015 and Global Trends 2020.

Previously, Dr Gordon was the Director of the Central Intelligence Agency’s (CIA) Office of Transnational Issues, an office that covers issues including global economics
and energy, illicit finance, insurgency and counterinsurgency, and global health. He was also a national intelligence officer for economics and global issues at the NIC, and he represented the intelligence community on the senior White House interagency body responsible for coordinating international economic policy. Earlier in his career, he was a Senior Fellow and Director at the Overseas Development Council, a Senior Staff Member on the US House Foreign Affairs Committee, and the regional economic policy and democracy/governance adviser for the USAID based in Nairobi, Kenya.

In the 1980s, he pursued an academic career with a joint appointment at the University of Michigan and Michigan State University. He also taught at the College of William and Mary, Princeton University, Georgetown University, and the University of Nairobi.

He is a graduate of Bowdoin College and undertook graduate studies in both political science and economics at the University of Michigan, where he received his PhD in 1981.


**Antonio Missiroli**

Dr Antonio Missiroli is a Policy Adviser at the European Commission in Brussels. Prior to this, from 2005 to 2010 he was Director of Studies at the European Policy Centre in Brussels.

From 1998 to 2005 he was a Research Fellow at the W/EU Institute for Security Studies in Paris, from 1994 to 1997 he was Head of European Studies at CeSPI in Rome and from 1996 to 1997 he was a Visiting Fellow at St.Antony's College, Oxford.

He has taught European Politics at the university of Bath, European Security at the university of Trento, Transatlantic Security at Boston University and, most recently, European Foreign Policy at the School of Advanced International Studies, Johns Hopkins University.

Dr Missiroli is also a professional journalist (he was a correspondent from Germany right after unification for an Italian daily) and commentator on European Union and international affairs.

He holds a PhD degree in Contemporary History from the Scuola Normale Superiore (Pisa) and a masters degree in International Public Policy from SAIS/Johns Hopkins.

Publications include books and papers on contemporary Germany, CFSP and ESDP, EU institutions, political opposition, Scandinavia, Central Europe, and Italian foreign policy.


**Kari Möttölä**

Mr Kari Möttölä is Special Adviser at the Unit for Policy Planning and Research, Ministry for Foreign Affairs (MFA) of Finland. He is engaged in research, foresight analysis and policy planning related to global security and governance, European, regional and national security policies. The unit commissions and supports think tank
research projects for use in policy planning.

He was previously a foreign news journalist and the director of the Finnish Institute of International Affairs before joining the MFA in 1989. He has been a visiting scholar at the London School of Economics, the University of California Irvine, the Atlantic Council and the School of Advanced International Studies, Johns Hopkins University, Washington DC. He was awarded the title of Professor by the President of Republic in 2005.

**Jonathan Paris**

Mr Jonathan Paris is a London-based Political Analyst with wide research interests that include the Middle East, South Asia, Europe, transatlantic relations, international security, demography and economic development.

He is currently non-resident Senior Fellow with the South Asia Centre of the Atlantic Council and Associate Fellow at the International Centre for the Study of Radicalisation (ICSR) at King’s College London. He has recently been appointed a Senior Adviser for the Chertoff Group, and is a Visiting Lecturer at the Buckingham University Centre for Security and Intelligence Studies (BUCSIS) in the United Kingdom.

Since 2008 he has also been consulting for the United States (US) National Intelligence Council (NIC) for whom he has written mainly on the Middle East and North Africa region and has contributed to the NIC’s Global Trends 2025 and 2030 Reports.

Prior to moving to London in June 2001, he was a Middle East Fellow at the Council on Foreign Relations in New York from 1995 to 2000 and from 2004 to 2005 he was a Senior Associate Member at St Antony’s College, Oxford.

Mr Paris’ work in futures formally began ten years ago with the first of several diagnostic studies looking out 20 years for the Director of the Office of Net Assessment, US Department of Defence.