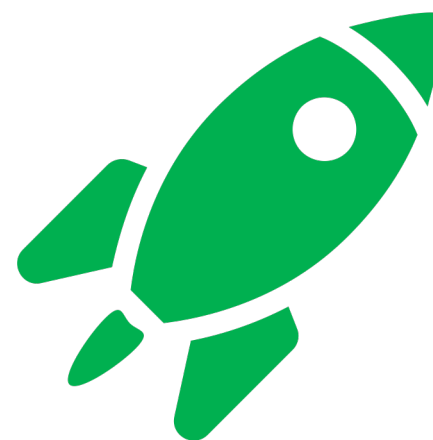


Chapter 01 · The familiar story

It begins with a launch.



A new foresight unit.

Visible enthusiasm.

Early presentations that promise a great deal.

Chapter 02 · The familiar ending

Eighteen months later, it is quietly shelved.

Not because the idea was wrong.

Not because the team lacked talent.

Because the unit never entered the places
where decisions are made.



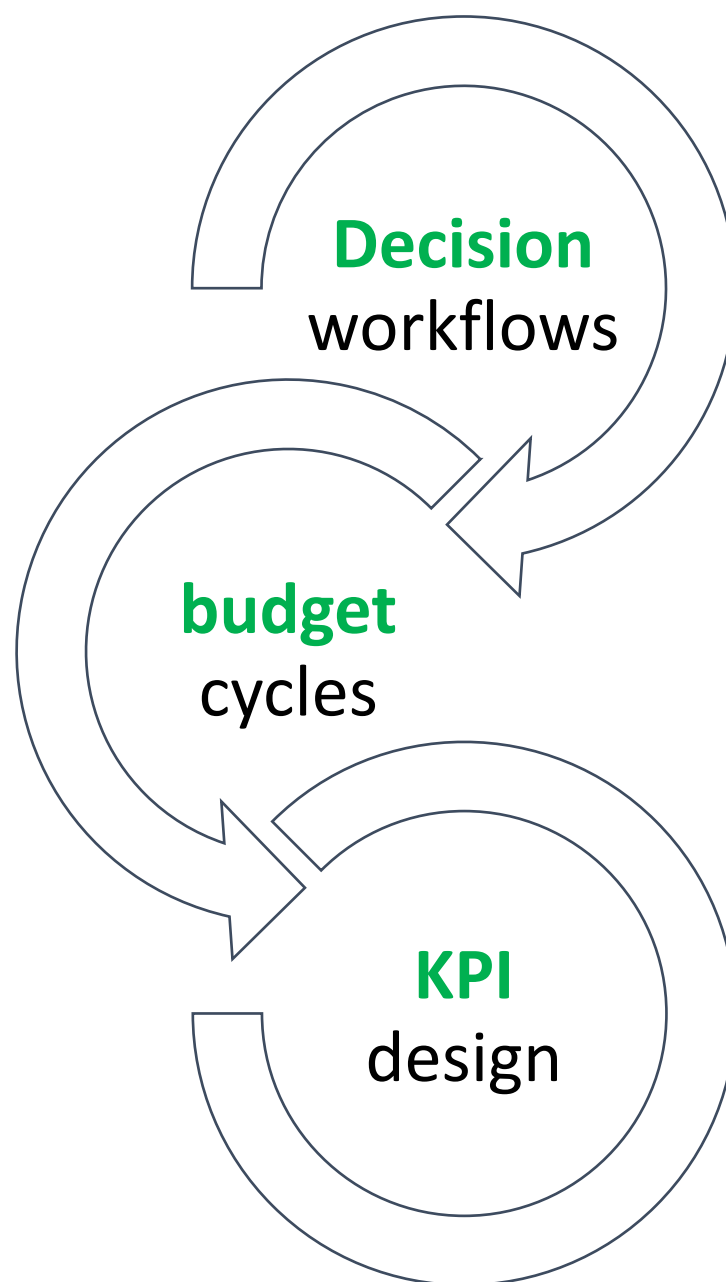
You've seen this before.

The problem is rarely talent. It is *wiring*.

Foresight does not change decisions simply because it exists.

It changes them only when it enters the decision flow itself.

Foresight starts to matter when it connects to three nodes.



Not beside these functions. Inside them.

Chapter 05 · Three failure patterns

What does not move policy.

01 **Outsourced reports**
do not move policy.

02 **Foresight that arrives after the budget is locked**
does not move policy.

03 **Foresight that lives outside the KPI conversation**
does not move policy.

Chapter 06 · Why this matters now

**The region is at an inflection point.
The global bar is rising.**

Foresight experts surveyed

167

Countries represented

55

A joint OECD–WEF paper shows AI is reshaping foresight practice, but full integration across the process remains rare.

**The tools have changed.
The wiring has not.**

Reference · WEF, AI in Strategic Foresight (2025); OECD, AI in Strategic Foresight

Recommendation 01

Reframe the function

**Move foresight from
a reporting function
to a *decision function*.**

Tie every scenario exercise
to a live policy or budget question
already on your table.

Recommendation 02

Reset the cadence

**Embed foresight inside the cabinet rhythm,
not only in quarterly or annual reviews.**

The conversation must happen
before choices are made,
not after they are fixed.

Recommendation 03

Reshape the operating model

**Treat institutionalization as
an *operating-model* question.**

01 **Governance.**

02 **Cadence.**

03 **And KPIs.**

Not a box on the org chart
labeled **“foresight unit.”**

Closing · A note to leadership

**If your government
is at this inflection point,
Emkan Futures can help.**



We help rewire foresight
into the heart of decision-making.

[Request a briefing](#)

**Reach out for a tailored
cabinet or leadership briefing.**

#StrategicForesight #PublicLeadership #Governance
#GCC #FutureReadiness