



# MULTIPLE FUTURES PROJECT

*Navigating towards 2030*



## **Multiple Futures Team**

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The Multiple Futures describe four plausible worlds in 2030, and are constructed to reflect their underlying logic and reasoning. Each provides a common ground for structured dialogue on the risks and vulnerabilities that will potentially endanger Alliance populations, territorial integrity, values and ideas. Now, none of these futures will develop exactly as we describe. We have been humble and transparent on this from the beginning – THE FUTURE IS NOT FORESEEABLE.

However, it is more important to engage in this fundamental work that prepares us for the future than it is to get the answer completely right. Futures are a lens to stimulate new insight. They are a means, not the product of the MFP. They are a tool to help shift our focus from the urgent issues of today to the important issues of tomorrow.

Futures provide a backdrop for conceptual analysis. Together they present a canvas on which to evaluate risks, threats, potential surprises, implications, and of course, opportunities. In doing so, it provides leaders of the Alliance with additional considerations for anticipating the shape of future challenges. In the end, our goal is to have the fewest regrets in terms of our readiness to address future security challenges.

The global security environment is changing rapidly. The likely landscape of 2030, as reflected in the multiple futures developed in this project, will see significant disruptions due to high population density, resource depletion, shifting alliances, advances in human ingenuity and technology, and global economic interdependence. These futures present NATO with unprecedented opportunities to influence positively the future environment, and at the same time help ensure that the Alliance is agile and flexible enough to respond to the unpredictable and complex challenges the future will bring.

I would like to start with a short video that I believe will set the scene for why it is important that the Alliance conduct this type of study. Immediately following the video, Mr. Jeffrey Reynolds will give you a synopsis of our four futures.