

## WP4: Recommendations for the implementation of measures to match future labor demand and offer

Responsible: KGZS – Stanka Klemencic

### ***WP 4.1 Passages towards the desired futures***

### ***WP 4.2 Backcasting***

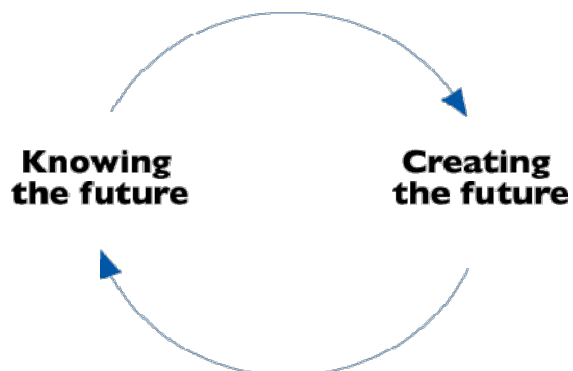
### ***Guidelines to conduct a local backcasting exercise***

January, 14-15, 2019  
KGZS - Zavod Maribor,  
Vinarska 14, Maribor – Slovenia

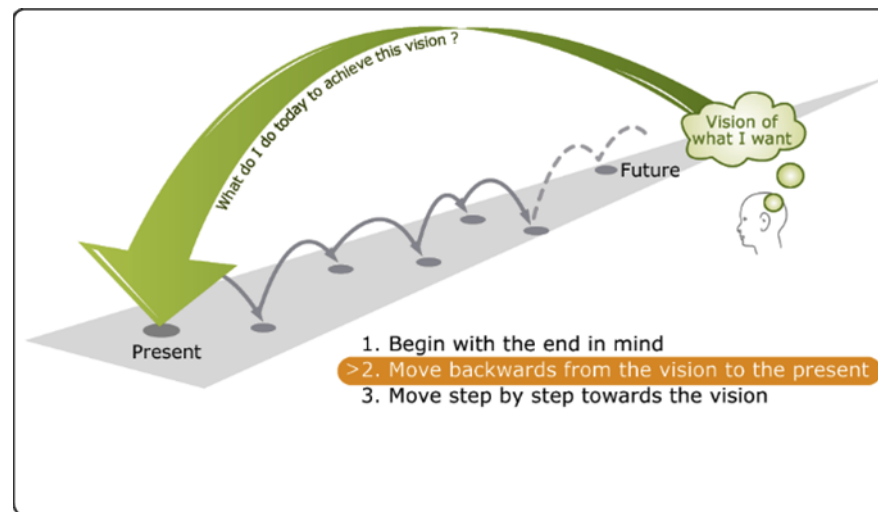


This project is co-financed (ARPAF funds) by the European Union

# Backcasting



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“we cannot solve our problems with the thinking  
we used when we created them” (A. Einstein)

Let's consider a successful event



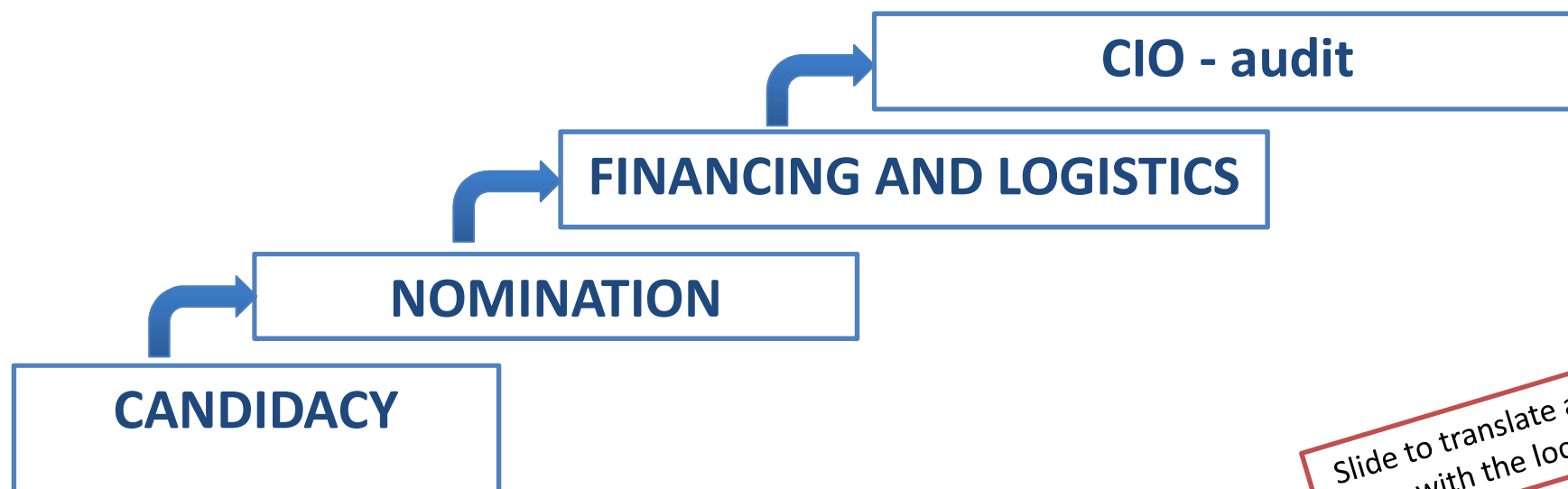
what steps have led to the success of the event?

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## Backcasting is like a planning...

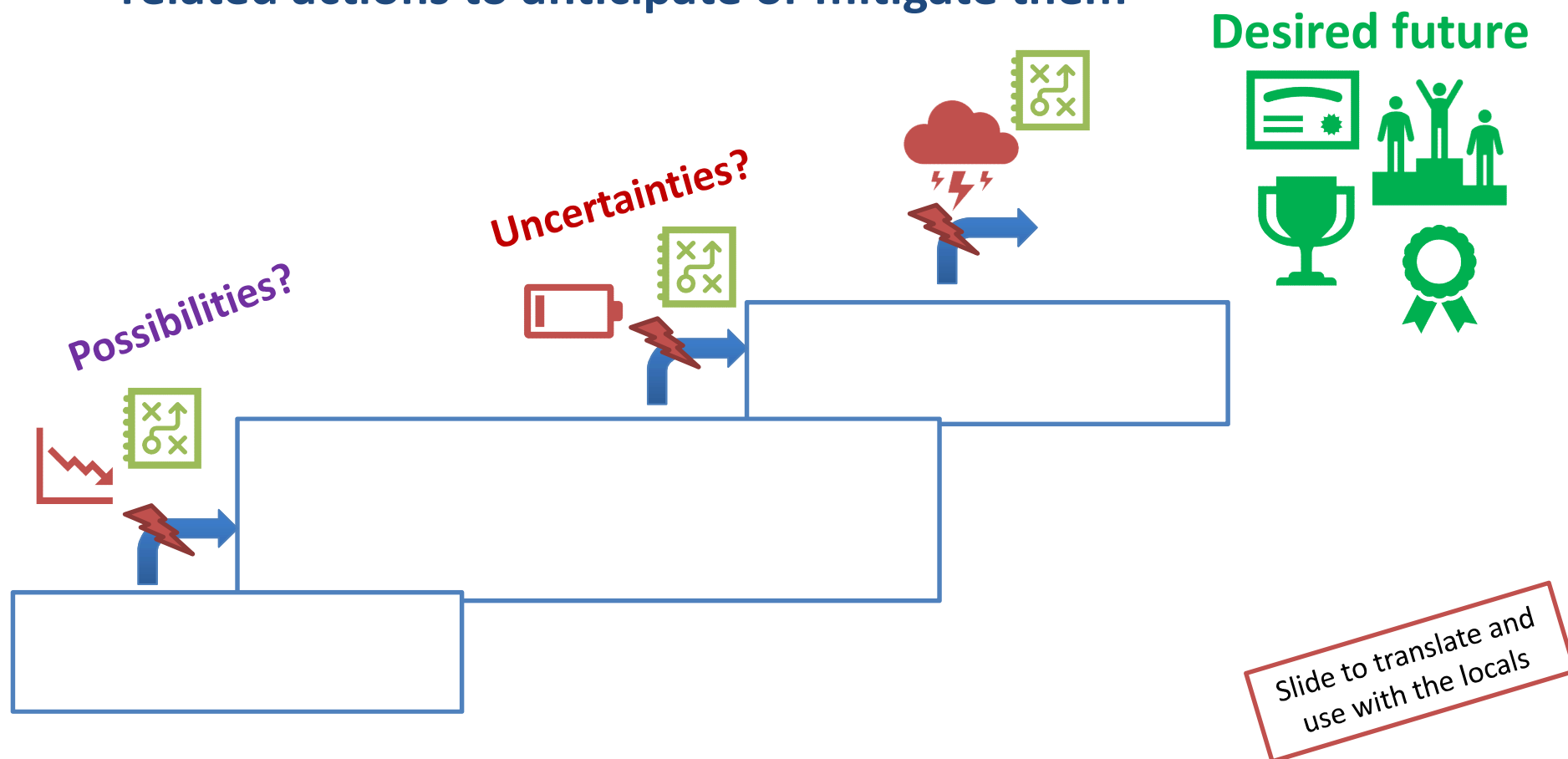
steps leading to the successful event

Winter Olympics  
2032



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Backcasting is like a planning, but explicitly considers the promising conditions between the present and desired futures as well as the possible obstacles and related actions to anticipate or mitigate them



# Backcasting – output

Action 1:  
Lobbing to gain  
support by influential  
countries

**Milestone 2019:  
Candidacy**

Obstacle:  
Internal  
opponents

2018

Actions 1:  
Appoint the executive  
committee and assign  
responsibilities

**Milestone 2022:  
Nomination**

Obstacle:  
Failure in searching  
for sponsors and  
media partners

2022

Action 1:  
Precise planning  
with strict GANTT

**Milestones 2026:  
Financial and  
Logistics**

Obstacle:  
Delays in  
building  
structures

2026



**Endpoint:  
CIO Audit**

2032

## Backcasting – output



- Timeline with steps
- Possible obstacles and possible actions to cope or anticipate them

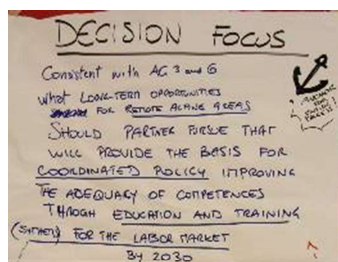


Before the workshop

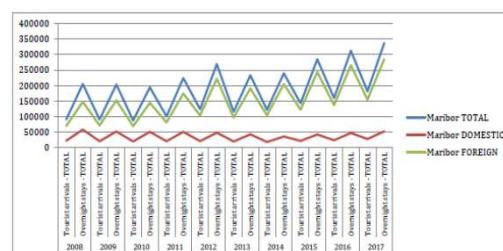
Prepare on a whiteboard or flipchart a draft of a timeline with the steps: 2030, 2026, 2022, 2019



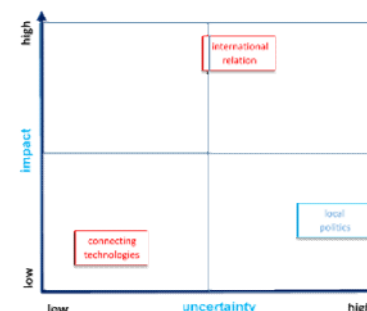
Briefly recall and share with participants the results from the previous WPs



Considering the frames and the objectives of the project: defining coordinated policy for remote alpine areas concerning education and training for labor market 2030 (by pilot implementation of new approaches)



Considering the main local trend and general megatrend affecting the selected area, furthermore the indications from the strategic interviews



Considering the main uncertainties used in the scenario building



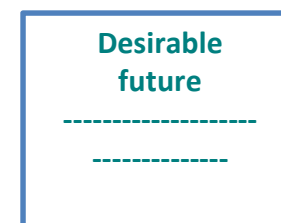
Considering the local treasures and Iceberg model exercise

Specify the decision focus within the local framework

## 1. Identify the final outcome as desirable future 2030

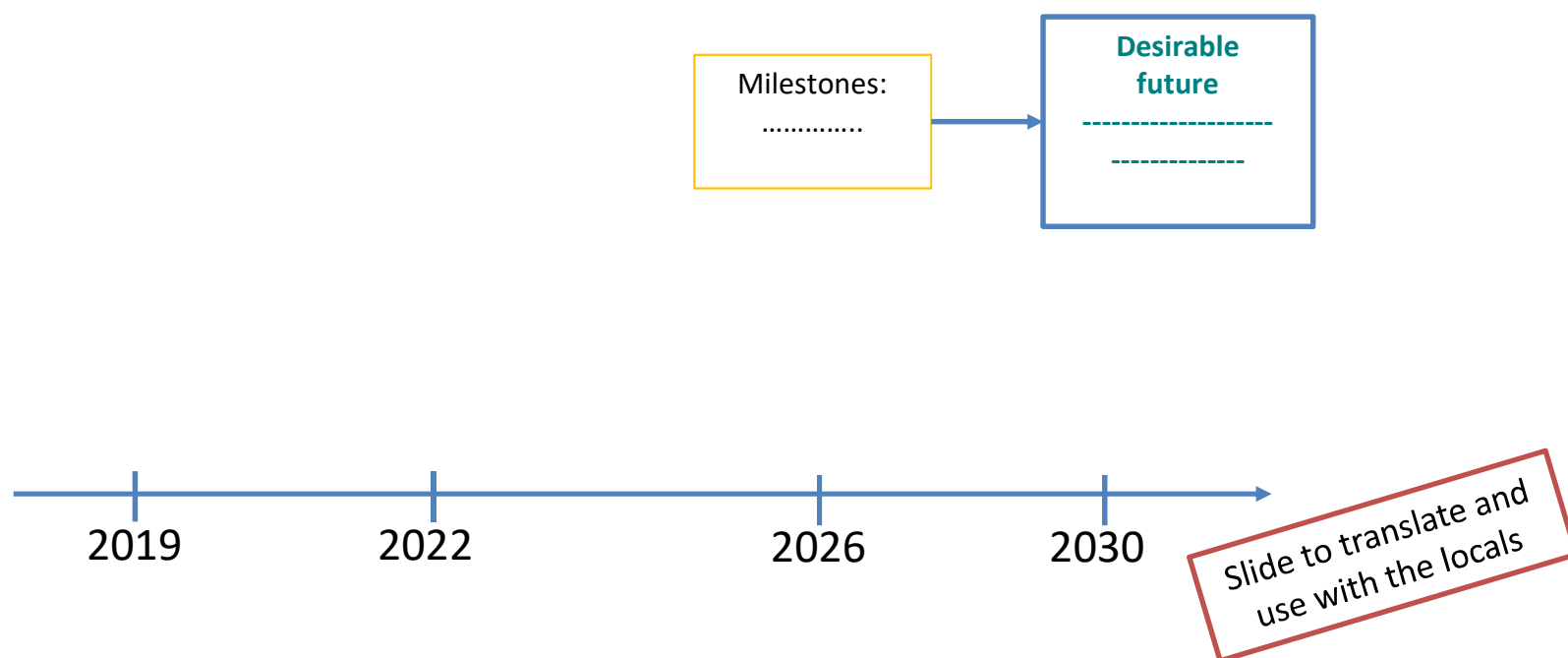
**«2030, everything is going well, I can see... »**

- Ask the participants to visualize the desirable 2030 in terms of “visible” aspects, e.g. specific people doing specific activities, using specific things, within specific places, with particular infrastructures or facilities, etc.
- Write the shared definitions on a sticky note and put it at the end of the timeline

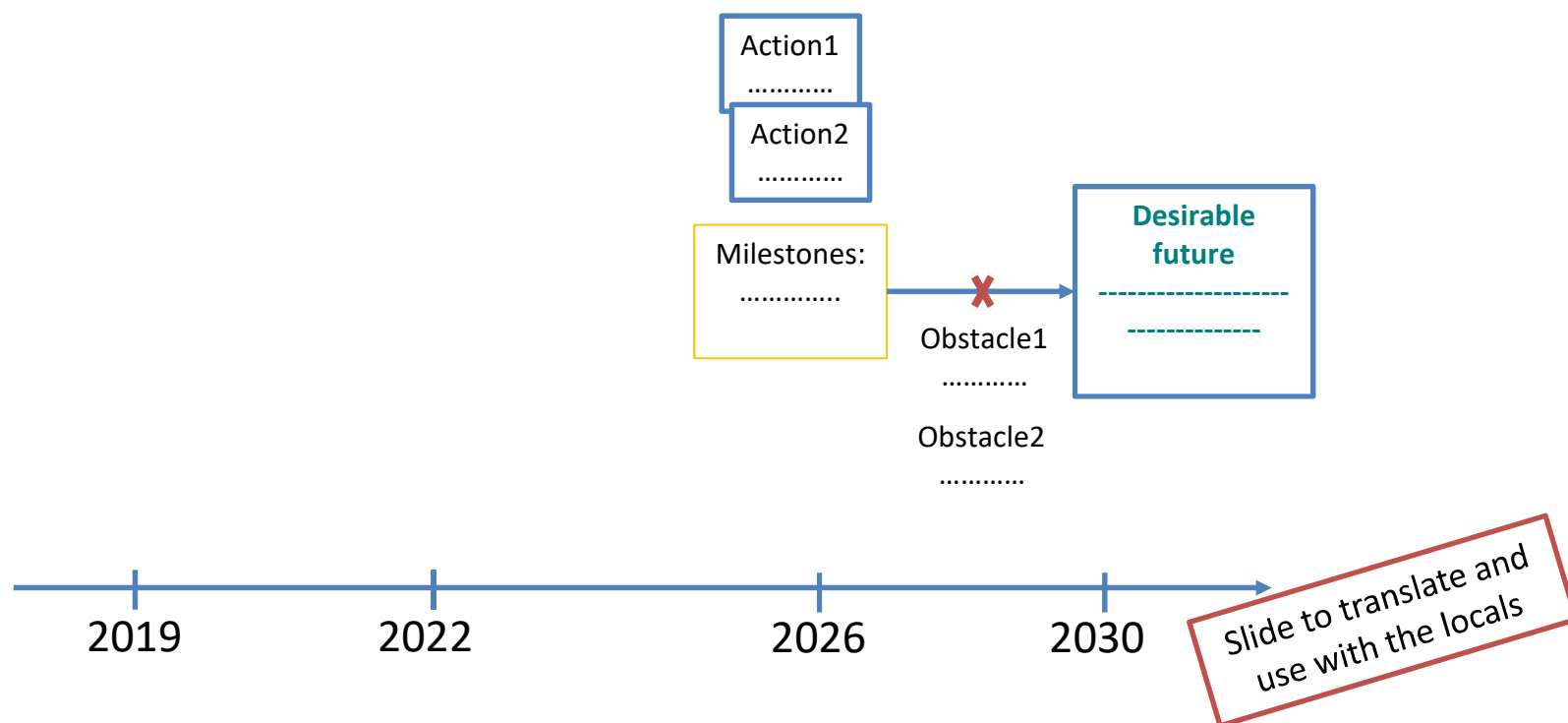


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2. Identify the **conditions** at 2026 that make desired 2030 possible



3. Identify 1-2 **obstacles** in making the desirable 2030 possible by 2026 conditions and associated **possible actions to cope or anticipate** the mentioned obstacles



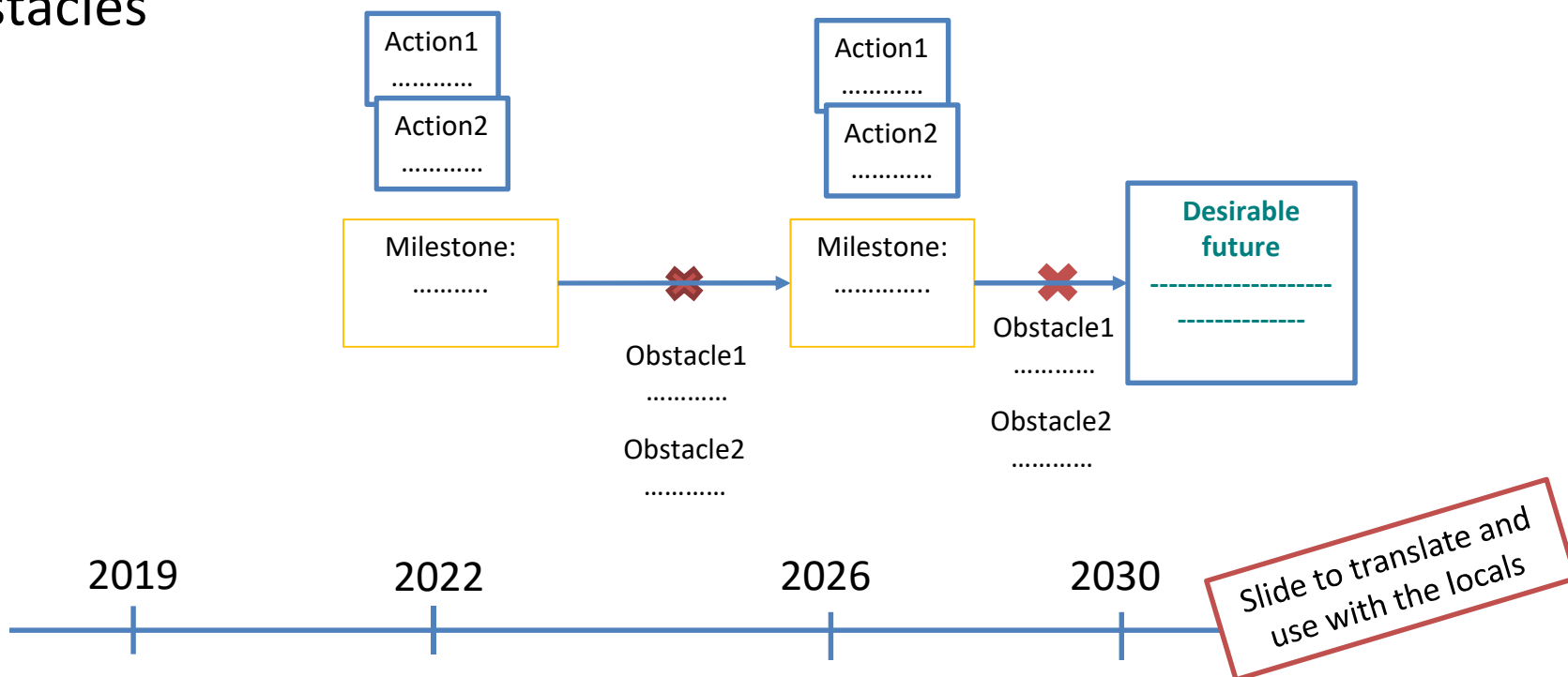
## Backcasting – step 4

3. Repeat the previous instructions (for step 2) for the intermediate milestone **2022**

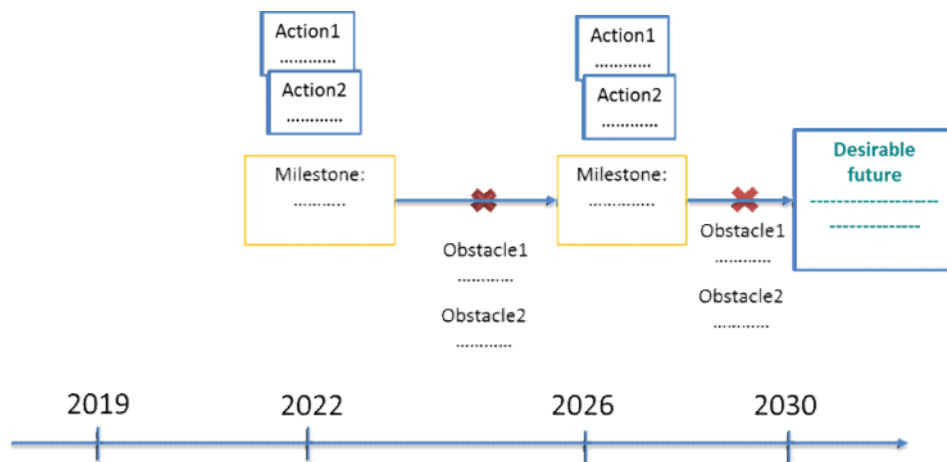
identify the **conditions** at 2022 that make desirable 2026 possible

identify 1-2 **2022 obstacles** in making the desirable 2026 possible

identify possible **2022 actions** to overcome the mentioned obstacles

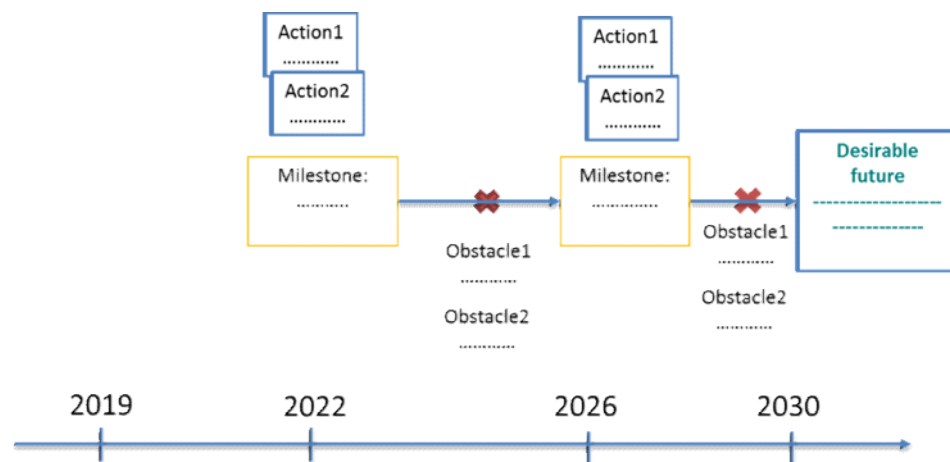


Present and review (refining it) together the timeline, by answering the following questions:



- Do intermediate conditions well represents the key steps from the present to the final outcome?
- Do the defined obstacles and associated actions provide the framework for identifying concrete strategies?

## Backcasting – step 5



### Learnings:

- Was the approach new to you?
- What were the main difficulties in doing it?
- The main interesting results/insights?
- Would you use this approach in your activities or further develop the exercise done?