

# Profile



## Van der Elst, Kristel

Co-Founder and CEO, The Global Foresight Group

Director General, Policy Horizons Canada

Visiting Professor, College of Europe

Member of multiple global advisory and expert committees

Former Senior Director, Head of Strategic Foresight, and member of the Executive Committee, World Economic Forum

Executive education provider

Kristel Van der Elst has 17 years of experience in forward-looking strategy and policy advisory roles. She works with senior executives and policy makers including heads of state, ministers, heads of international organisations and think tanks, and CEOs providing the insights, resources and processes to help them turn long-term strategic thinking into actions and impacts.

She is a member of the World Economic Forum's Global Strategic Foresight Community, the OECD Governmental Foresight Community, the Strategic Foresight for Research & Innovation Policy in Horizon 2020 (SFRI) **European Commission Expert Group**, and the Independent Advisory Committee to the Global Burden of Disease initiative.

Kristel is an **established speaker**, moderator and facilitator at high-level events including Davos, OECD, **European Commission** and Oxford, and the author of numerous reports and articles. She is also a HuffPost blogger.

Kristel is Visiting Professor at the College of Europe and teaches in Executive Education programmes at Said Business School, University of Oxford and at the London School of Hygiene and Tropical Medicine.

Kristel holds an MBA from the Yale School of Management, a Masters in Development Cooperation from the University of Ghent, and a Masters in Commercial Engineering from the Free University of Brussels. She is a Fulbright Scholar, a Rotary Foundation Ambassadorial Scholar, a Global Leadership Fellow and a Certified Professional Facilitator.

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Date of birth	5 July 1973
Nationality	Belgian
Languages	English, French, Dutch

# Current activities

## The Global Foresight Group

Co-Founder & CEO (Geneva, Switzerland)



The Global Foresight Group is a global research, development and consulting firm specialized in Strategic Foresight. We provide the insights, resources and processes to help you turn long-term strategic thinking into actions and impacts.

Clients include UCB, UN, USAID, Unicef, WTO, Red Cross, Vlaamse Regering, European Commission, European Parliament.

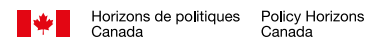
[www.theglobalforesightgroup.com](http://www.theglobalforesightgroup.com)

Twitter: @GForesightG

LinkedIn: /the-global-foresight-group

Facebook: /GlobalForesightGroup

## Policy Horizons Canada, Government of Canada



Director General (Ottawa, Canada)

Policy Horizons Canada is the federal government organization that conducts foresight. It's mandate is to help the Government of Canada develop future-oriented policy and programs that are more robust and resilient in the face of disruptive change on the horizon.

[horizons.gc.ca](http://horizons.gc.ca)

## US Government Accountability Office

Fellow, Center for Strategic Foresight (Washington, DC, US)



Often called "congressional watchdog", GAO provides fact-based, nonpartisan information to US Congress.

## Institute for Health Metrics and Evaluation (IHME)



Member of the Independent Advisory Committee,  
Global Burden of Disease project (Seattle, USA)

The Independent Advisory Committee (IAC) is an external advisory body for the Global Burden of Disease project. Led by Dr. Peter Piot, the inaugural Chair of the Committee, the IAC advises the Institute for Health Metrics and Evaluation (IHME) Board and the Global Burden of Disease enterprise and is funded by the Bill & Melinda Gates Foundation. <http://www.healthdata.org/gbd/about/independent-advisory>

## College of Europe

Visiting Professor (Bruges, Belgium)

Course: The Future of Europe – Leading by Foresight



# Past experience



## World Economic Forum

2005 - 2015

Senior Director, Head of Strategic Foresight  
(Geneva, Switzerland)

The Forum's Strategic Foresight team engages policy-makers and leaders from business, government and civil society in strategic dialogues to better understand and address complex, long-term challenges by providing a unique, impartial platform for multi-stakeholder engagement.

Principal achievements and responsibilities:

- Built out Strategic Foresight into a unique, worldwide recognized foresight practise, the standard bearer in terms of multi-stakeholder foresight practise for senior executives and policymakers and an integral part of the Forum's value proposition
- Led multi-stakeholder scenario and foresight activities catalysing strong long-term thinking across a broad set of countries, industries and global issues (e.g., Russia, International Monetary System, Mining & Metals industry, Emerging Technologies, Security, Natural Resources, for more see: [www.weforum.org/issues/strategic-foresight](http://www.weforum.org/issues/strategic-foresight))
- Developed and implemented innovative, participatory scenario and foresight methods and practises to achieve impact with senior executives and policy makers, influencing their decision making
- Built and managed a highly competent, motivated and efficient team of 10 foresight experts
- Initiated and established the Global Strategic Foresight Community, a diverse group of eminent and forward-looking thought leaders and senior practitioners from leading public, private and civil society organizations of which I am a member. (for more information see: <http://reports.weforum.org/global-strategic-foresight-community/>)
- Developed relations and worked with high-level decision makers, including Heads of State, Ministers, Heads of International Institutions, Heads of Think Tanks, and CEOs
- Designed and facilitated worldwide high-exposure workshops bringing together industry leaders, faculty, industry experts and government representatives
- Spokesperson in international media; author of numerous reports and articles, frequent speaker/moderator/facilitator at high-level events – including Davos, OECD, EC, Oxford; foresight trainer both internally and externally (e.g., GCSP)
- Represented the organisation externally as a regular speaker at conferences and in meetings with high-level decision-makers

Other achievements and responsibilities:

- Contributed to the Forum's organisational strategy processes, for example in repositioning the organisation as a forward-looking thought leader organisation.
- Co-author of the Global Risks 2011 report
- Responsible for the initial set-up of the Forum's Transformation Maps activities

Prior to Senior Director: Director, Head of Scenario Planning team (2009), Associate Director, Head of Scenario Planning team, Global Leadership Fellow (2005)

# Past experience

## Executive Education provider

Saïd Business School, University of Oxford

Customised Executive Leadership programmes



## London School of Hygiene and Tropical Medicine

Programme: Executive Programme for Global Health Leadership.

Course title: The Shifting Global Health Context



## Greenwich Consulting - EY

Senior Consultant

Paris, France

2002-2005

## Sun Microsystems, Inc.

Product Marketing Manager

Cupertino, California, USA

2001

## Belgacom

Marketing Manager Enterprise segment

Brussels, Belgium

1997-2000

# Education

## World Economic Forum, Global Leadership Fellow

Academic Partners: CEIBS, Columbia University, INSEAD, London Business School, Wharton School ([www.weforum.org/community/global-leadership-fellows](http://www.weforum.org/community/global-leadership-fellows))

Geneva, Switzerland

2005-2008

## Yale University, School of Management, MBA

Fulbright Scholar; Rotary Foundation Ambassadorial Scholar; Teaching Assistant

Strategy, Finance

New Haven, Connecticut, USA

2000-2002

## University of Ghent, Postgraduate degree, Development Cooperation

Ghent, Belgium

1996-1997

## Free University of Brussels, Solvay School of Management,

## Master of Science degree in Commercial Engineering

Brussels, Belgium

1990-1996

# References

- Rudi Pauwels, Member of the Investment Committee, Smile Invest
  - Espen Barth Eide, Member of the Norwegian Parliament; Former United Nations Special Adviser on Cyprus; Former Managing Director, Member of the Managing Board, World Economic Forum
  - Børge Brende, President, World Economic Forum; Former Minister of Foreign Affairs, Norway
  - Josette Sheeran, President and CEO at Asia Society; Former Vice Chairman, World Economic Forum; Former Executive Director, World Food Programme
  - Angela Wilkinson, Senior Director, Scenarios, World Energy Council; Former Strategic Foresight Counsellor, OECD
- Contact details upon request*

# Testimonials

*Kristel Van der Elst is a remarkable leader. She is an insightful visionary.*

Peter Schwartz, Senior Vice President Strategic Planning, salesforce.com

*Kristel's skills and experiences are relevant to any organisation - coalition of actors - aiming to better navigate global shifts and find new and better ways of succeeding in a more connected and unpredictable world.*

Dr Angela Wilkinson, Strategic Foresight Counsellor, OECD

*Kristel is a unique forward looking thought leader. She brings well focused insights on global issues, framed in a way that helps us see opportunities and solutions where others only see risks and challenges. If you are looking for unique, strategically relevant, forward looking thought leadership, Kristel is your woman.*

Herbert Oberhaensli, Vice-President, Economics and International Relations, Nestlé

*Kristel is a very remarkable future leader and advisor. I am especially impressed by her leadership and strategic intelligence to apprehend complex global situations. Kristel combines this with great entrepreneurial skills to make it all happen, and world-class trust-based network capabilities.*

Prof. Derrick GOSSELIN, President SCK.CEN – Belgian Nuclear Sciences and Technology Research Institute, Member of the Royal Academy of Belgium

*Kristel's strategic mindset makes her an ideal person to work with if you are looking to define the best way forward.*

H.E. Amanda Ellis, Ambassador New Zealand, Permanent Representative for United Nations, Geneva

*Kristel was dedicated to providing insights that were truly useful and relevant for strategic decisions.*

Yan E. Yanovski, Founder & Managing Partner, FNSB First Nation Société Bancaire

*Kristel is always ready to bring fresh insights and innovative thinking to the table, and is adept at 'joining the dots' to tackle complex global risks and issues.*

Stephen Kinnock, Member of Parliament, UK

*Kristel is naturally gifted in the art of engaging people in meaningful conversations.*

Julio Héctor Estrada, Finance Minister of Guatemala

*Her know-how is highly important for all national and international companies.*

Jaap Meijers, Chairman of the Board, Meijers Assurantiën

# Publications

## Reports/Books (co-authored)

Realistic Hope: Facing Global Challenges, Chapter 9 Health Systems: Doomed to Fail or About to Be Saved by a Copernican Shift?

[https://www.amazon.com/Realistic-Hope-Facing-Global-Challenges/dp/9462987246/ref=sr\\_1\\_2?s=books&ie=UTF8&qid=1544312781&sr=1-2&refinements=p\\_27%3AAngela+Wilkinson](https://www.amazon.com/Realistic-Hope-Facing-Global-Challenges/dp/9462987246/ref=sr_1_2?s=books&ie=UTF8&qid=1544312781&sr=1-2&refinements=p_27%3AAngela+Wilkinson)

Agriculture & Food Systems to 2050, Chapter 6: Environment and Natural Resources  
<https://www.worldscientific.com/worldscibooks/10.1142/11212>

Industry 4.0: The new production paradigm and its implications for EU policy  
[http://theglobalforesightgroup.com/publications/the\\_new\\_production\\_paradigm\\_and\\_its\\_implications](http://theglobalforesightgroup.com/publications/the_new_production_paradigm_and_its_implications)

Global Strategic Foresight Community – Members' Perspectives on Global Shifts  
<http://reports.weforum.org/global-strategic-foresight-community/>

The Future Availability of Natural Resources  
<http://www.weforum.org/reports/future-availability-natural-resources>

Scenarios for the South Caucasus and Central Asia  
<http://www.weforum.org/reports/scenarios-south-caucasus-and-central-asia>

Scenarios for Ukraine: Reforming institutions, strengthening the economy after the crisis  
<http://www.weforum.org/reports/scenarios-ukraine-reforming-institutions-strengthening-economy-after-crisis>

Rethinking Arab Employment - A Systemic Approach for Resource-Endowed Economies  
<http://reports.weforum.org/rethinking-arab-employment/>

Scenarios for Mongolia  
<http://www.weforum.org/reports/scenarios-mongolia>

Future of Government Smart Toolbox - Chapter IX: Scenarios on the Future of Government  
[http://www3.weforum.org/docs/GAC/2014/WEF\\_GAC\\_FutureGovernment\\_SmartToolbox\\_Report\\_2014.pdf](http://www3.weforum.org/docs/GAC/2014/WEF_GAC_FutureGovernment_SmartToolbox_Report_2014.pdf)

Scenarios for the Russian Federation  
<http://www.weforum.org/reports/scenarios-russian-federation>

Sustainable Health Systems - Visions, Strategies, Critical Uncertainties and Scenarios  
<http://www.weforum.org/reports/sustainable-health-systems-visions-strategies-critical-uncertainties-and-scenarios>

The Future Role of Civil Society  
[http://www3.weforum.org/docs/WEF\\_FutureRoleCivilSociety\\_Report\\_2013.pdf](http://www3.weforum.org/docs/WEF_FutureRoleCivilSociety_Report_2013.pdf)

Euro, Dollar, Yuan Uncertainties - Scenarios on the Future of the International Monetary System  
[http://www3.weforum.org/docs/WEF\\_FS\\_EuroDollarYuanUncertainties\\_Report\\_2012.pdf](http://www3.weforum.org/docs/WEF_FS_EuroDollarYuanUncertainties_Report_2012.pdf)

Global Risks 2011 <http://reports.weforum.org/global-risks-2011/>

Scenarios for the Mediterranean Region  
[http://www3.weforum.org/docs/WEF\\_Scenario\\_MediterraneanRegion\\_Report\\_2011.pdf](http://www3.weforum.org/docs/WEF_Scenario_MediterraneanRegion_Report_2011.pdf)

# Publications

Mining & Metals: Scenarios to 2030

Engineering & Construction: Scenarios to 2020

[http://www3.weforum.org/docs/WEF\\_EC\\_Scenario\\_2020\\_Report\\_2010.pdf](http://www3.weforum.org/docs/WEF_EC_Scenario_2020_Report_2010.pdf)

The Future of the Global Financial System: A Near-Term Outlook and Long-Term Scenarios

<http://www.weforum.org/reports/future-global-financial-system-near-term-outlook-and-long-term-scenarios>

Digital Ecosystem Convergence between IT, Telecoms, Media and Entertainment: Scenarios to 2015

<http://www.weforum.org/reports/digital-ecosystem-convergence-between-it-telecoms-media-and-entertainment-scenarios-2015>

## Recent Articles (2014 – 2017, some co-authored)

The future of evidence, expertise and think tanks – a foresight perspective on 'evidence-based' decision making in "Shaping the Future in a Fast-Changing World"

[https://ec.europa.eu/epsc/sites/epsc/files/espas\\_2018\\_-\\_thinkpieces\\_web.pdf](https://ec.europa.eu/epsc/sites/epsc/files/espas_2018_-_thinkpieces_web.pdf)

Perspectives on the Future of Globalisation: How can official statistics keep up with changing global value chains?

[http://www.huffingtonpost.com/entry/perspectives-on-the-future-of-globalisation-how-can\\_us\\_5926d7a8e4b0aa7207986b2b](http://www.huffingtonpost.com/entry/perspectives-on-the-future-of-globalisation-how-can_us_5926d7a8e4b0aa7207986b2b)

The Future Challenges Of Sports Governance

[http://www.huffingtonpost.com/entry/the-future-challenges-of-sport-governance\\_us\\_586cfe28e4b04d7df167d873](http://www.huffingtonpost.com/entry/the-future-challenges-of-sport-governance_us_586cfe28e4b04d7df167d873)

BREXIT, What's Next?

[http://www.huffingtonpost.com/kristel-van-der-elst/brexit-whats-next\\_b\\_10684018.html](http://www.huffingtonpost.com/kristel-van-der-elst/brexit-whats-next_b_10684018.html)

How Do You Plan for Uncertainty?

<http://insights.som.yale.edu/insights/how-do-you-plan-uncertainty>

In conversation with Jean-Claude Burgelman, Head of Unit Science Policy, Foresight and Data in DG RTD, European Commission

<http://theglobalforesightgroup.com/publication/in-conversation-with-jeanclaude-burgelmani#publication>

Why You Should Watch China's Commitment to Becoming an Innovation-driven World Leader

[http://www.huffingtonpost.com/kristel-van-der-elst/why-you-should-watch-chin\\_b\\_8681268.html](http://www.huffingtonpost.com/kristel-van-der-elst/why-you-should-watch-chin_b_8681268.html)

To Innovate or Die: The Global Economy in 2050

[http://www.huffingtonpost.com/kristel-van-der-elst/to-innovate-or-die-the-gl\\_b\\_8450748.html](http://www.huffingtonpost.com/kristel-van-der-elst/to-innovate-or-die-the-gl_b_8450748.html)

Unprofitable but not unthinkable: our de-globalised future

<http://www.euractiv.com/sections/sustainable-dev/unprofitable-not-unthinkable-our-de-globalised-future-311921>

Why We Need to Rethink Aging

[http://www.huffingtonpost.com/kristel-van-der-elst/why-we-need-to-rethink-ag\\_b\\_6534442.html](http://www.huffingtonpost.com/kristel-van-der-elst/why-we-need-to-rethink-ag_b_6534442.html)



# Publications

Where Will Future Economic Growth Come From?

[http://www.huffingtonpost.com/kristel-van-der-elst/where-will-future-economy\\_b\\_6526396.html](http://www.huffingtonpost.com/kristel-van-der-elst/where-will-future-economy_b_6526396.html)

The Future of Jobs

[http://www.huffingtonpost.com/kristel-van-der-elst/the-future-of-jobs-davos\\_b\\_6518760.html?1421875208](http://www.huffingtonpost.com/kristel-van-der-elst/the-future-of-jobs-davos_b_6518760.html?1421875208)

3 important questions about emerging technologies

<https://agenda.weforum.org/2015/03/3-important-questions-about-emerging-technologies/>

How can we prepare for the security threats of tomorrow?

<https://agenda.weforum.org/2015/02/how-can-we-prepare-for-the-security-threats-of-tomorrow/>

How will technology reshape security?

<https://agenda.weforum.org/2015/02/how-will-technology-reshape-the-security-landscape/>

What Impact Will Emerging Technologies Have on Geopolitics?

<http://blogs.scientificamerican.com/observations/2014/11/12/what-impact-will-emerging-technologies-have-on-geopolitics/>

5 Hard Questions about Emerging Technologies We Can't Afford Not to Ask

<http://www.scientificamerican.com/article/5-hard-questions-about-emerging-technologies-we-can-t-afford-not-to-ask/>

What Impact Will Emerging Technologies Have on Society?

<http://blogs.scientificamerican.com/observations/2014/11/10/what-impact-will-emerging-technologies-have-on-society/>

5 tough questions on how tech will change societies

<https://agenda.weforum.org/2014/11/5-tough-questions-on-how-tech-will-change-societies/>

Busting five myths about natural resources

<https://agenda.weforum.org/2014/11/busting-five-myths-about-natural-resources/>

Getting resourceful about resource scarcity

<http://english.alarabiya.net/en/perspective/analysis/2014/11/20/Getting-resourceful-about-resource-scarcity.html>

What will Central Asia look like in 2035?

<https://agenda.weforum.org/2014/09/central-asia-in-2035/>

Steppe Change

<http://bricsmagazine.com/en/articles/steppe-change>

Central Asia & Caucasus: Regional Collaboration More than a Nice Thing to Have

<http://www.eurasianet.org/node/69926>



# Speaking engagements

## Selected examples



**"Le futur n'est pas de la fiction" Keynote**  
Radio Canada Conference



**European Political Strategy Centre EPSC**  
ESPAS Conference 2018



**The Future of Health Systems**  
Oxford, Said Business School



**The Future of Business and Corporations:  
Value Creation in the Digital Age**  
ESPAS Conference, European Commission

With Risto Siilasmaa, Chairman of Nokia; Christian Bason, Chief Executive Danish Design Centre; Andreas Creten, Co-Founder and CEO madewithlove; Mark Spelman, Future of the Internet Initiative, World Economic Forum



**We Are Tomorrow**  
DOW Jubilee Symposium

With Andrew Liveris, CEO The Dow Chemical Company & Paul Polman, CEO Unilever

# Speaking engagements



## **Healthcare innovation under constraints**

International and Innovation Week, Bordeaux



## **Industry 4.0: The New Production Paradigm and Its Implications for Policy**

Futures of a Complex World, Finland



## **Leadership for the future world of work**

Women's Forum

With Virgin Unite



## **The Global Economy of the 21st Century**

Astana Economic Forum



## **The Future Built Environment**

The International Association for Bridge and Structural Engineering (IABSE)