



**FUTURE-ORIENTED**  
**COMPETENCIES OF THE**  
**GOVERNMENT**

Jin Park

Professor, KDI School



## JIN PARK, PH.D. (PROFESSOR, KDI SCHOOL)

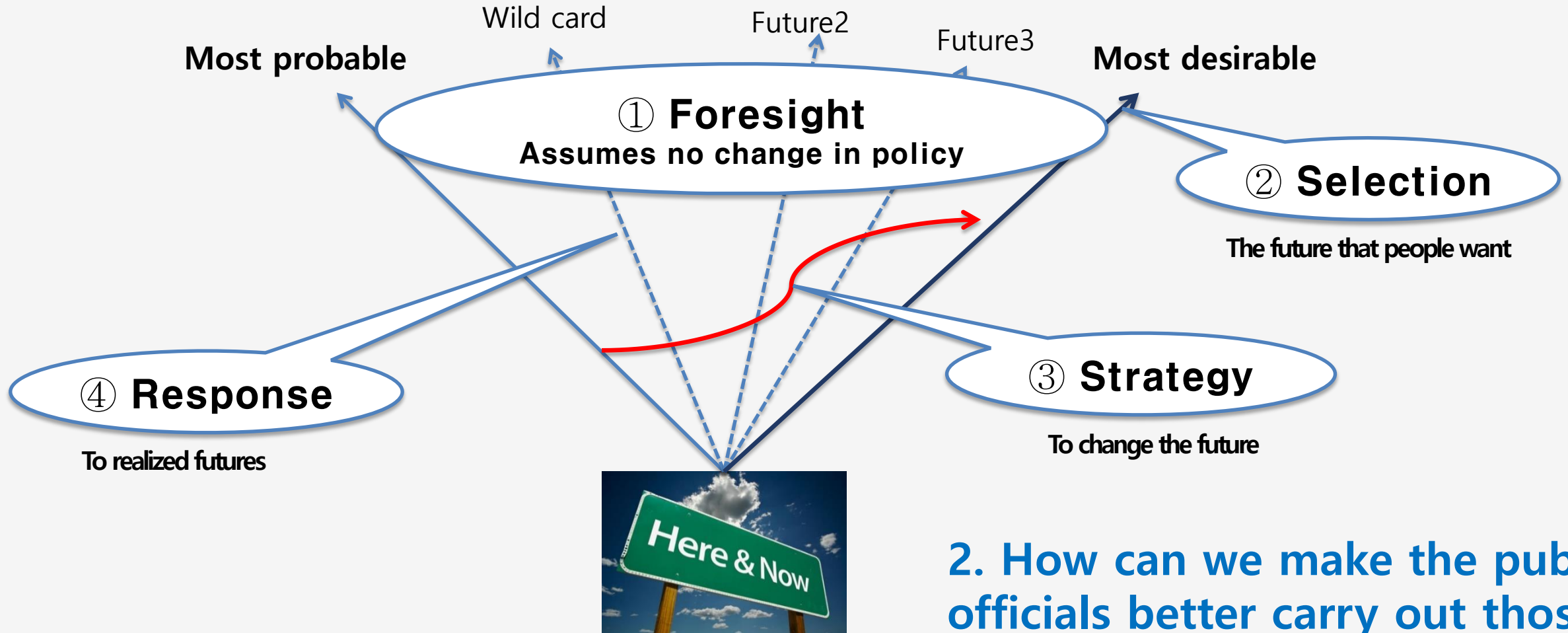
- 1987 : B.A. IN ECONOMICS, SEOUL NATIONAL UNIVERSITY
- 1991 : PH.D. IN ECONOMICS, UNIV. OF PENNSYLVANIA
- 1992~1998 : RESEARCH FELLOW, KDI (KOREA DEVELOPMENT INSTITUTE)
- 1998~2001 : DIRECTOR, ADMINISTRATIVE REFORM TEAM,  
MINISTRY OF PLANNING AND BUDGET
- 2012~2013: DIRECTOR, RESEARCH CENTER FOR STATE-OWNED ENTERPRISES
- 2018~2020: PRESIDENT, NATIONAL ASSEMBLY FUTURES INSTITUTE
- 2001~ : PROFESSOR, KDI SCHOOL

### EXPERIENCE IN INTERNATIONAL CONSULTING:

VIETNAM (2015-18), MYANMAR (2015-18), GUATEMALA (2010),  
NAMIBIA (2009), INDONESIA (2008~2011), TURKEY (2007) ETC

FIELDS: PUBLIC SECTOR REFORM, FUTURE STUDIES, CONFLICT RESOLUTION

# 1. Four Roles of the Public Officials for the Futures

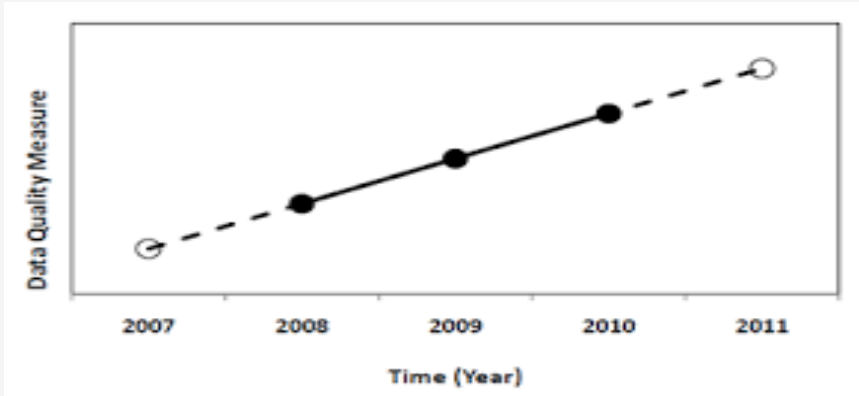


2. How can we make the public officials better carry out those roles?

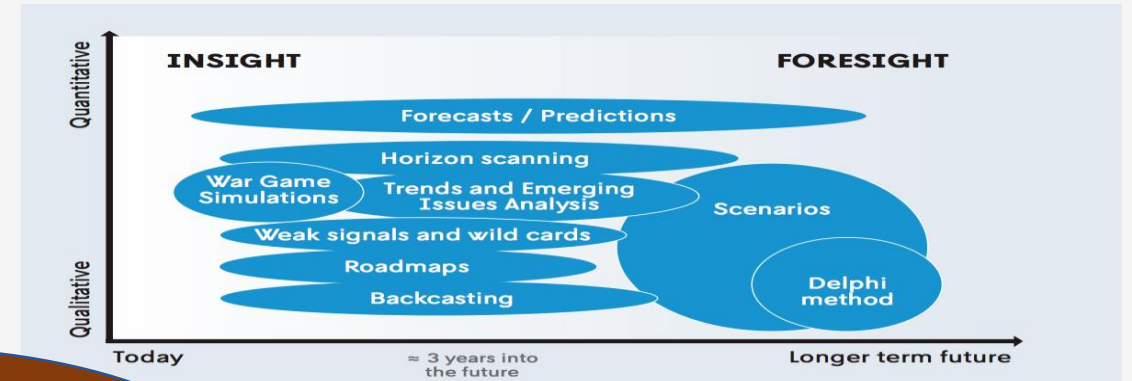
# 1.1 Foresight for Futures

## How can we make the public officials better foresee the futures?

Ability to see the future: extrapolation



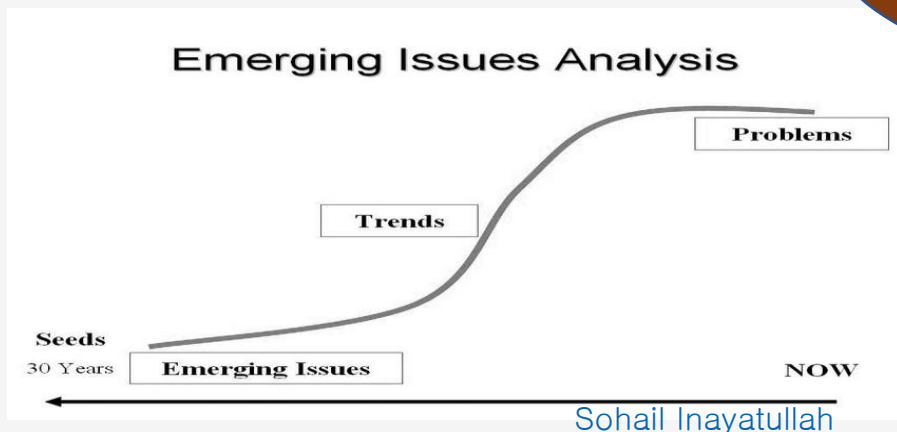
vs. Other methods



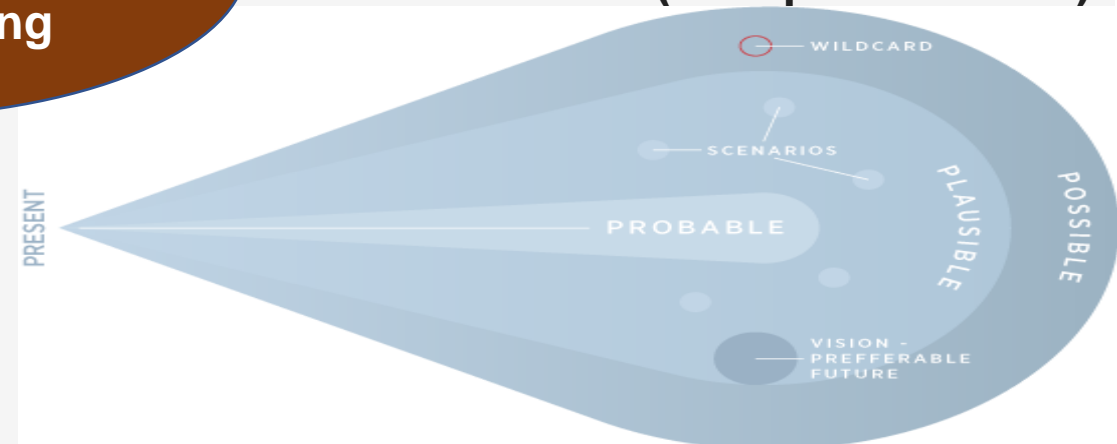
November 17, 2018, Bruno Jacobsen, Irmeli Hirvensalo

Ability to discern emerging issues

**Creativity  
Openness to the new  
Critical thinking**



Wild card (unexpected event)



Source: PA Consulting Group

## 1.2 Selection of the Futures

# How can we make the public officials better select the futures?

Finding preferred futures (by National Assembly Futures Institute)

Reliability (deliberative polling)



Representation (younger generation)



Relating to others

Adaptation to changes

Consensus building

Consensus building for the future: deficient competency

The level of tax burden, Nuclear power plants, Policy for foreign workers, Retirement age ...

# 1.3 Strategy to Change the Future

## How can we make the public officials better change the futures?

### Priority for Importance (e.g. energy policy)

	Irreversible	Reversible
Selective	Close down nuclear plants	No more new nuclear plants
Additive	Establish renewable energy Institute	More renewable energy budget

### Things to consider for Irreversible, selective decision

Necessary information for decision and its future

Timing for decision

Conflicts between strategies: foreign labor policy (social integration vs. declining population)

Understanding strategies (cognitive skill) +  
 Openness to something new  
 Creativeness to find a new option  
 Consensus building

### Sequence

	Long lead time	Short lead time
trigger	High priority	
independent		Low priority

# 1.4 Response to the Future

# How can we make the public officials better respond to the futures?

**Continuous information gathering**  
**Emerging issues, time to act**

**Most probable future and scenarios**  
**The policy options and optimal mix**  
**Selective or irreversible strategies for different scenarios**  
**: speed of global warming and the reduction of fossil fuel-based power plantss**

**Wild card**  
**Early warning signal: system and detection**



All the previous qualifications

## Emergency manual

**EMERGENCY NUMBERS:**

To download free copy with CC licensing | [HTTP://EMERGENCYMANUAL.STANFORD.EDU](http://EMERGENCYMANUAL.STANFORD.EDU)  
To report adverse events & near misses: [WWW.ACAIRS.ORG](http://WWW.ACAIRS.ORG)

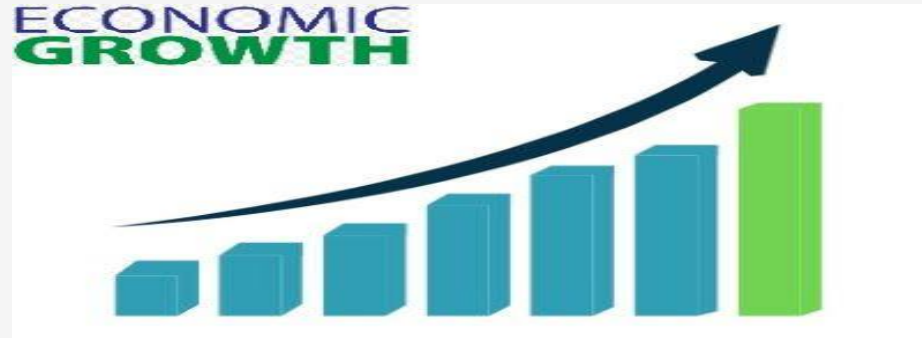
<b>ACLS (for perioperative setting)</b>		<b>Fire – Airway</b> .....	12
Asystole .....	1	Fire – Patient .....	13
Bradycardia – Unstable .....	2	Hemorrhage – MTG .....	14
PEA .....	3	Hypotension .....	15
SVT Unstable – Tachycardia .....	4	Hypoxemia .....	16
SVT Stable – Tachycardia .....	5	Local Anesthetic Toxicity .....	17
VF/VT .....	6	Malignant Hyperthermia .....	18
<b>BROAD DIFFERENTIAL DIAGNOSES</b>		Myocardial Ischemia .....	19
Hypotension .....	15	Oxygen Failure .....	20
Hypoxemia .....	16	Pneumothorax .....	21
<b>SPECIFIC CRITICAL EVENTS</b>		Power Failure .....	22
Amniotic Fluid Embolism .....	7	SVT Stable – Tachycardia .....	5
Anaphylaxis .....	8	Total Spinal Anesthesia .....	23
Bronchospasm .....	9	Transfusion Reaction .....	24
Delayed Emergence .....	10	Venous Air Embolus .....	25
Difficult Airway – Unanticipated .....	11	<b>CRISIS RESOURCE MANAGEMENT</b> .....	26

**EMERGENCY MANUAL**  
COGNITIVE AIDS FOR PERIOPERATIVE CRITICAL EVENTS 2014, V2.4  
STANFORD ANESTHESIA COGNITIVE AID GROUP

# 1.5 Strategies and Responses for Korea's Futures

## Growth

- Human resource development (Education, R&D)
- Deregulation
- Social trust and transaction costs



## Social integration

- More equality and Social mobility
- Conflict resolution and consensus building
- Fairness and transparency



## Sustainability

- Environmental protection
- Fiscal soundness
- National innovation system (for continuous improvement)



What is most needed  
**competency**  
for Korean  
civil servants?



## 2.1 Necessary Competency

---

	Motivation	Skills	Qualifications
<b>Ability to see the futures and to identify problems</b>	<b>Longer horizon</b>	Use of evidence Understanding digitalization	Creativeness to a new possibility Openness to something new Critical thinking about the status quo
<b>Ability to set the new direction based on people's opinion</b>	<b>performance management</b>	Use of opinion gathering methods Public relations skill	Relating to others Adaptation to changes Consensus building
<b>Ability to make changes in policy</b>		Use of strategy to make reform happen	Openness to something new Creativeness to find a new option Consensus building

What are the common personal trait underlying qualifications?

## 2.2 Experiment

### Negotiation simulation for the Community leader for Underground station

Agenda	Option 1 (points)	Option 2 (points)	Option 3 (points)
Location of the station	<i>Under the ground (10)</i>	Half under the ground (3)	<b>Above the ground (0)</b>
Cost sharing	<b>Central gov 100% (6)</b>	Central gov 75% (3)	<i>50:50 (0)</i>
Year of completion	Very early (3)	<b>Early (2)</b>	<i>Normal (0)</i>
Other benefits	5 different kinds (4)	<b>3 different kinds (3)</b>	<i>None (0)</i>

Can the leader choose the Blue option, and get higher points?

**Red options = 10 points** < **Blue options = 11 points**

**Civil servants < SOEs < Private sector**

Civil servants are trained to respect:

**Rules, cause (national interest), quick decision**

So they are generally ( ? ) thinkers.



## 2.3 Necessary HRD : Flexibility

“A critical **thinking** process that is exhibited when the learner remains open to multiple possibilities, ideas, or hypothesis, particularly early during a critical **thinking** problem when information and evidence is being gathered.

Also exhibited when learners incorporate the **thinking** of others into their own during collaborative critical **thinking** activities.”



# A flexible thinking makes you

See things in a new way.

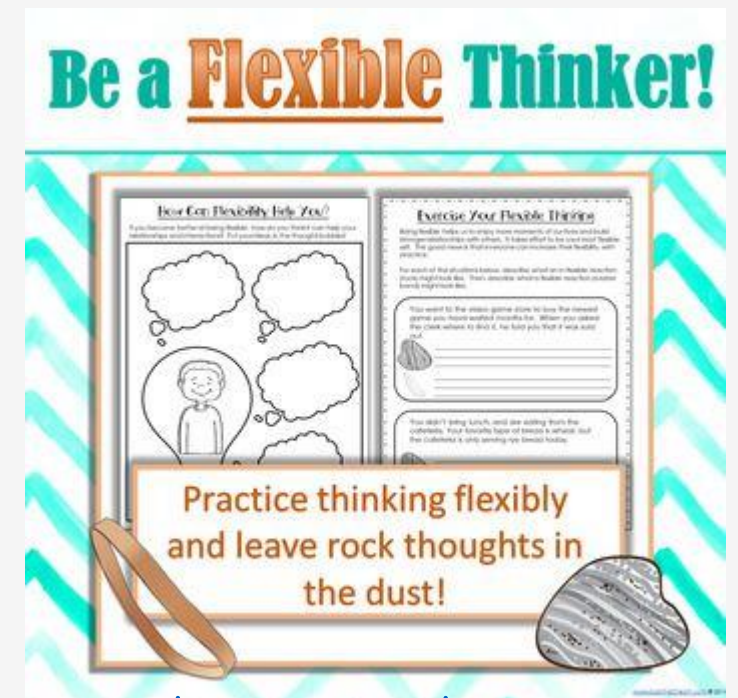
Look at a challenge with a new lens.

Feel Okay when things change.

**Balance diverse views and beliefs to reach workable solutions**

[Learn more quickly](#)

However, flexibility has not been emphasized in Korea's civil servants' education.



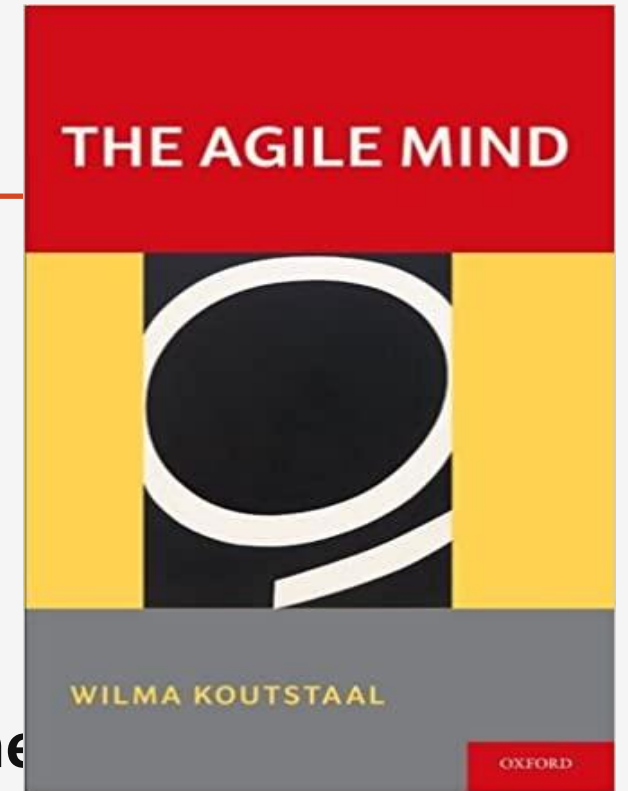
## 2.4 Five Brain exercises for flexible thinking (1)

---

- 1. Change the context. Visit the other place.**
- 2. Try something new.**
- 3. Question your thoughts and words.**
- 4. Plan to be spontaneous. Change up your regular routine.**
- 5. Mix up the way you think.**

Flexibility test: Find an associated word that all three have in common.

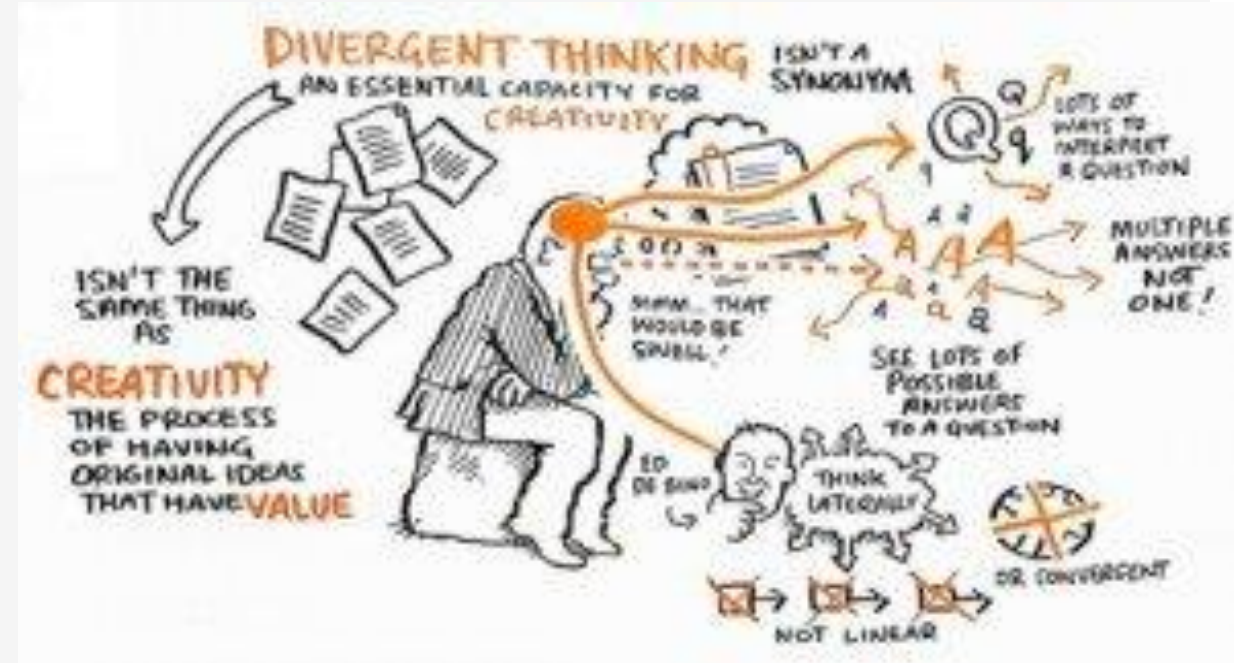
Green, pack, lash



## (2) 7 Ways to Develop Cognitive Flexibility By [Marianne Stenger](#)



1. Alter your everyday routine.
2. Seek out new experiences.
3. Practice thinking creatively.
4. Don't always take the easy way.
5. Go out of your way to meet new people.
6. Transfer your learning.
7. Challenge your morals.





**SHOULD MAKE  
PUBLIC OFFICIALS  
FLEXIBLE THINKERS**

**THANK YOU**