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Authors: Bence Nemeth, Nicholas Dew, Mie Augier

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## Understanding some Pitfalls in the Strategic Foresight Processes: The Case of the Hungarian Ministry of Defense

### Author names and affiliations:

Bence Nemeth<sup>a\*</sup>, [bence.nemeth@kcl.ac.uk](mailto:bence.nemeth@kcl.ac.uk), Nicholas Dew<sup>b</sup>, [ndew@nps.edu](mailto:ndew@nps.edu), Mie Augier<sup>b</sup>, [meaugier@nps.edu](mailto:meaugier@nps.edu)

<sup>a</sup> King's College London, Defence Studies Department, Shrivenham, Swindon, SN6 8LA, UK

<sup>b</sup> Naval Postgraduate School, Graduate School of Business and Public Policy, 1 University Circle, Monterey, CA 93943, USA

### \*Corresponding author:

Bence Nemeth<sup>a</sup>, [bence.nemeth@kcl.ac.uk](mailto:bence.nemeth@kcl.ac.uk)

### Highlights

- A three step diagnostic method of foresight processes is proposed.
- The case study of Hungarian Ministry of Defence's foresight process is introduced.
- Foresight processes need a complete loop and their diagnosis should be broken into smaller pieces.
- Organizational culture and organizational routines have to be taken into consideration during the diagnosis.

### Abstract

This paper introduces a method that was developed for analyzing the strategic foresight process of the Hungarian Ministry of Defense. In 2013–2014, experts of the Hungarian Ministry of Defense applied a strategic foresight method to identify potential threats and opportunities for 2015–2030 period. This work led them to anticipate the broad trends that lead to the European migration crisis and a more confrontative Russian foreign policy. However, in retrospect the methods used were not specific enough about the time frame of these potential outcomes, nor did the Hungarian analysts believe their findings strongly enough. These results generated a lively debate among Hungarian defense experts about how the foresight method could

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