



# FEN Annual Meeting 2025: participants' key takeaways on a constellation exercise

Vienna, Futures4Europe Conference

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*FEN Annual Meeting at the Futures4Europe Conference 2025, in Vienna*

Annually, the Foresight Europe Network (FEN) leverages the opportunity to participate in a Europe-based futures and foresight conference to gather its members, share knowledge, and co-create its next activities.



This year, FEN attended the Futures4Europe Conference, which was held in Vienna on May 15 and 16. The conference was powered by the Eyes of Europe project and funded by the European Union.

Represented by its president, Lena Tüncers, and vice-president, Thays Prado, and building on the conference's theme — “Exploring Future-Oriented Collective Intelligence,” FEN's current leadership raised the following question for discussion: “How can we connect different foresight approaches to foster collective intelligence”?

The session was conducted through a live constellation exercise facilitated by Eva Buchinger, a sociologist who specialises in systems theory and complexity. For about an hour, participants took on specific **positions** in the constellation, intending to represent different approaches in the foresight field and investigate what the simple presence of a new element or approach would do to their own positioning.

The session brought to life the invisible tensions, relationships, and dynamics we often encounter in our work as foresight practitioners – but rarely name or embody.

### ***A Dance of Approaches***

The constellation started with a member choosing to represent a **Foresight Network** and another, **Loving, Emotional Foresight**. At first, they shared the space in harmony, with the Foresight Network eager to connect with the Loving, Emotional Foresight and the audience through words and body language.

Then, **Corporate Foresight** entered the space, interrupting Foresight Network and changing the mood – tension increased, vulnerability disappeared, and, suddenly, there was a sense of separation, and even conflict. A participant in the audience mentioned that she felt as if a **wall** had come into the space.

Another participant joined the exercise, representing a **Clown**, willing to bring in honesty through humour, which caused a feeling of shame in Corporate Foresight. That broke the tension and re-established a different dynamic among the group. Soon after, **Embodied Foresight** joined, trying to force a connection between Corporate Foresight and Loving, Emotional Foresight, raising questions such as: “What is our mission? What are we doing here”? The space became more complex, full of questions, but also more open.

### ***The Circle Grows***



Next came the **More-than-Human**, followed by **Nature**, which was represented by an actual flower ornament in the room. Later, **Comic Cartoon** joined the Clown and Foresight Network in what felt like a staged posing trio against Corporate Foresight.

When **Disruption** stepped in with the intention of shaking things up, not much changed – surprisingly, the atmosphere became calm and connected. Meanwhile, **Corporate Foresight** seemed more and more on the outside. That was when **Corporate Support** came into the scene, willing to create a bridge and enable dialogue between Corporate Foresight and the other approaches in the space.

**Critical Futures** stepped in, watching the scene from a distance. Interestingly, the Corporate position seemed to like this new perspective. Big questions surfaced: Who's in? Who's out? Who belongs?

### ***Breaking and Rebuilding***

The next shift came with **Reality**, which broke the previous harmony, claiming it seemed artificial and unrealistic. Reality repositioned the different approaches in the space. Corporate Support, for example, felt disconnected from Corporate Foresight and the rest of the group and turned its gaze towards the window. At this point, someone embodying the **Under-represented Minorities** quietly joined the group, but hid behind a curtain.

When **Deep Listening and Communication** entered the dynamic, it gently moved between the other approaches, trying to connect everyone. Corporate Foresight began to follow it, willing to stay close, but maybe too close, as if it was using Deep Listening and Communication in an extractive way to connect with the Under-represented Minorities. As soon as Deep Listening and Communication realised Corporate's intentions, the energy in the space quickly shifted.

Corporate Foresight was pushed to the corner, isolated from the other approaches, and Nature was moved to the center.

### ***Is centring Nature the answer?***

Once Nature was positioned in the middle of the room, supported by the More-Than-Human and Deep Listening and Communication, all other positions slowly formed a circle around it – only then did the Under-represented Minorities come out from behind the curtain. Someone said, "Humans depend on trees".



Corporate Foresight remained on the edge. Someone tried to “sell” Nature to it by mentioning technology. It didn’t fully connect, as Corporate was feeling excluded and immersed in shame, mirrored by the Clown.

### ***Sensemaking from the Group***

This embodied constellation gave us space to feel into tensions and patterns in our field, where different approaches often struggle to collaborate, learn from each other and foster collective intelligence. A few key takeaways stood out:

- There seems to be a struggle between **control** (Corporate) and **connection** (Network, Emotion, Nature), as if they could not co-exist.
- Corporations are commonly perceived as villains acting exclusively out of self-interest. Conflict resolutions with corporations tend to involve "conversion" to a higher purpose or exclusion.
- **Humour and art** speak truth to power like others can't in the same way.
- **Deep listening and communication** seem to be perceived as part of the solution to bridge different approaches. Still, they can also be weaponised and used as a disguise for extractive interactions with those who hold less power.
- There is a big desire to centre **under-represented communities, more-than-human beings**, and **nature** as we engage with futures.
- Centring **Nature** as the presumable ultimate solution to everything, sprinkled with light technology, if any, reveals a utopic tendency to miss the far past instead of coming up with solutions that address the complexity of the present and fully engage all actors and their power struggles.

In the end, the space was filled with slightly chaotic movement, interaction, and joy – not clear answers, but certainly an appetite for these more embodied exercises and experiences.



### Reflection Notes from participants:

"There is a tension between different "gravitational pulls" in the foresight universe

Dynamic system interconnections more than human than condition

- 1) We are part of it & don't own it
- 2) Listen - Feel - Connect

Exclusion becomes resistance and self-defense

We are all humans!

Learning from bodies in constellation, knowledge that sits in relationships

I learned that it is possible to be introvert- for-a-day and enjoy how others do the role play.  
Great entertainment 😊

Foresight approaches create a bubble "safe place"

Nature is the answer - really?





Future is fluid.

Nature - Human :) -> interdependence (technology as enabler under control)

Never forget humor + music

Where are the decision-makers in this? self-referential process?

In a room where the ideology is similar is there true "collective intelligence"?

More "glasses", more variety of ideas & solutions

Clown-power can bring change

If we place nature / more than human in the centre, we truly act as a collective that benefits all (heart)

The exercise (its dynamics & output) got me realise how one-sided oriented pure academic / scientific approaches are & that in fact a multi-faceted approach is needed

The importance of diverse ways of sense-making for collective intelligence. Moving from only rational to the knowledge of the body and the awareness of emotions.

Concepts vs. Reality towards global love!

To reflect that openness doesn't come at first. you need to open yourself, allow to be vulnerable.

Talk to each other! Play!

Embrace complexity and work with it!

Foresight and Future need Benevolence

Wonderful exercise, changing constellations also allowed to change perspectives  
#embodied"