

## **Abstract**

### ***The Millennium Project as a Horizon Scanning System*** **Jerome Glenn, Director, The Millennium Project, United States**

The Millennium Project is a global participatory think tank with 33 Nodes around the world. A node is the intersection of two or more networks. Millennium Project Nodes are groups of institutions and individuals from networks of government, corporations, universities, NGOs, and UN agencies. Members of Millennium Project Nodes select experts who provide their judgments within their cultural context. Delphi questionnaires, interviews, and text reviews are used to build scenarios, update 15 Global Challenges, and create a collective intelligence about the global future. Collective intelligence is an emergent property from synergies among data-information-intelligence, software-hardware, and experts, that continually learns from feedback to produce "just in time knowledge" for better decisions than these elements acting alone. The Project's annual State of the Future is an emerging collective intelligence for global futures research. This session will share experiences on creating, managing, building trust, and growing such a complex global network of networks including concepts such as "transinstitutions" and "management by understanding."