scenarios are futures for the head....
...visions are futures for the heart.

~ Clem Bezold
No matter which of the many participatory visioning processes you choose, visioning must begin with individual identification and recognition of the vision within: the individual’s internal image of a preferred future, encompassing their values, cherished beliefs, and goals. With consideration, everyone can express an image of the future they’d prefer that includes very specific details. The two steps key to participatory visioning are first, assisting individuals in articulating a detailed preferred future, and second, assisting the group in melding individual visions into a shared group or community vision.

**what makes up your preferred future?**

on a large post-it, CLEARLY write 3 vision details....

**BE SPECIFIC!**

eg, rather than ‘peace on earth’ > ‘handguns banned’
Rather than ‘children valued,’ > every child
guaranteed safe shelter, clean water, sufficient food, and education’

**From one...**
To create a shared vision from disparate individual visions, we must find fellow travellers. So the first step is to find common themes and similar goals. The next step is to find possibly unique details that everyone admires — although they may not have thought of those details themselves. And the final step is to set aside items on which people disagree. Work on the agreed goals first — by the time the group achieves them, the items on which people could not agree may no longer be relevant.

So, what are the common ideas that crop up in many people’s visions? What are the unique ideas — that everyone admires and wishes they’d included? Finally, set aside for later resolution those items on which people disagree.

pass your list of preferred future details to your left recipients —

**tick** those items you also listed ✓

**star** those items you wished you’d listed! ★

now pass them again to your left...

and so on around the table, until they return home.

...to many.
In the early 1950s a Dutch scholar named Frederick L. Polak challenged us all to generate transformative futures for future generations. His seminal work, *The Image of the Future: Enlightening the past, orientating the present, forecasting the future*, takes as its task the analysis of cultural change based on the vibrancy of a culture's implicit image of the future.

The rise and fall of images of the future precedes or accompanies the rise and fall of cultures. As long as a society's image of the future is positive and flourishing, the flower of the culture is in full blossom. Once the image of the future begins to decay and lose its vitality, however, the culture cannot long survive.

While he acknowledges that many forces interact to create history, he nonetheless affirms that the positive ideas and ideals of humanity, expressed as positive images of the future, make history what it is. These images serve as "motifs and guiding stars" to the societies which create them. Such an image must be "purposeful, vital, and inspiring."

These images must have the power to tear our civilization loose from the claws of the present and free it once more to think about and act for the future. The seed of these images becomes the life-blood of our culture, and the transfiguration of our civilization waits upon the sowing of new seed.

Polak advocates a tripartite strategy: 1) reawaken the culture's dormant awareness of the future; 2) nourish cultural awareness; and 3) revitalize creativity.
Letting other people colonize the future – setting aside both the creative opportunities and the responsibilities we each have to create a preferred future – produces a weak future, just as monoculture in farming creates vulnerabilities to diseases, parasites, predators, and shifts in environment. Choosing among alternatives means choosing to make trade-offs, compromises, and negotiating differentially distributed benefits and drawbacks. These negotiations are helped by the depth of field given us by parallax vision: the perspective gained from the overlay of multiple individual images of preferred futures. We need an ‘open source’ approach to creating a preferred future. And that begins with each of us articulating and clarifying our own individual visions.
Gaston Berger
La prospective
+ territorial prospective
Bertrand de Jouvenel

Michel Godet


Warren Ziegler, *Community Visioning*

Boulding and Ziegler, *Imaging the Future as a World without Weapons*


Elise Boulding, “Image and Action in Peace Building”
meditative visualization

share worst fears – convert to best hopes
individual meditative visualization >>> poster
find fellow travellers by ‘touring’ individual visions
self-identified working groups synthesize from
individual to collective by collating shared goals, what
they admire
add detail – flesh out the day to day experience
backcast – detail specific events necessary to achieve


These are out of print. See the following for a useful step-by-step description of a Futures Workshop, documented by the Finland Futures Research Centre:

Jim Dator also provides a description and historical context:

https://en.wikipedia.org/wiki/Future_workshop
http://www.imm.dtu.dk/~rvv/CPPS/6Chapter6Thefutureworkshop.pdf
critique / fantasy / implement

designed to improve squatters’ communities,
assumes no resources
prepare – all stakeholders, rules of play
solve a present problem, identify via a catharsis
fantasize a visionary solution
implement by accepting design constraints of
minimal resources to spur local creativity
commit by signing up to act, with a deadline
Cooperrider and Srivastva, “Appreciative inquiry in organizational life”

See also Cooperrider’s updated essay, here:

https://en.wikipedia.org/wiki/Appreciative_inquiry
build on strengths & successes

1. Definition: Frame the intervention
2. Discovery: What is good? What has worked?
3. Dream: What might be?
4. Design: What should be? What is the ideal?
5. Destiny: How to make it happen
Marvin Weisbord and Sandra Janoff, *Future Search*

*Future Search* https://www.bkconnection.com/books/title/future-search

Weisbord and Janoff, “Three Perspectives on Future Search”

http://www.futuresearch.net/
The most common causes of failure are:
Non-interdependent groups (people who do not need each other).
Issues on which most participants do not wish to act.
Key actors missing.
Allowing too little time for the size of the task.
Overactive/controlling facilitation.

Past, present, ideal future – act

shared history timeline
external trends and current and possible future responses
prouds and sorrys re: topic or problem
ideal future described as if it were accomplished
identify and confirm common ground
commit by signing up to act, with a deadline
Inayatullah, “Causal layered analysis: Poststructuralism as method”

Inayatullah, “Causal Layered Analysis: Deepening the future”

Inayatullah, ed., The Causal Layered Analysis (CLA) Reader
analyse problem down to myths – choose alternatives and build up
Richard Lum with Michelle Bowman, *Verge General Practice Framework*

Richard K. Lum, “An Introduction to “Verge”: a general practice framework for futures work”
https://www.slideshare.net/richardl91/apf-2013-104?qid=134ac94a-7b50-4b6a-a073-07aae4d751d2&v=&b=&from_search=2


see also, Lum, *4 Steps to the Future*

For applications of Verge to scanning, futures wheels, scenario structures, visioning, and strategy formulation, see
Schultz, “Futures Mashups or… Verge, the little black dress of futures tools”
https://www.slideshare.net/wendyinfutures/wlslittlebig
The Ethnographic Futures Framework - VERGE - was developed by Kaipo Lum and Michele Bowman of Global Foresight Associates, and any use of it should cite them as authors / designers.
Bill Sharpe, *Three Horizons: The Patterning of Hope*

Also Curry and Hodgson, “Seeing in Multiple Horizons: Connecting Futures to Strategy”
mindsets and patterns of activity

scale and scope of patterns of life
1st current patterns / assumptions – stable (faux)
3rd visionary futures - transformational
2nd entrepreneurial space of messy transitions, experiments, competitions, adaptations - unsettled patterns of the present giving way to patterns of transformational possibilities via entrepreneurial initiatives
Tanja Hichert,
*Mānoa for Visioning: Seeds of a Good Anthropocene*


see also “Creating positive visions of southern Africa,”

“Pushing boundaries to create positive visions of the future for southern Africa”
http://www0.sun.ac.za/cst/news/pushing-boundaries-to-create-positive-visions-of-the-future-for-southern-africa/

“Incubating ideas on how southern Africa can manage the Anthropocene”
http://theconversation.com/incubating-ideas-on-how-southern-africa-can-manage-the-anthropocene-69916
impact cascades to vision

Emerging changes create impact cascades

Impacts collide
LEADERSHIP LEADER

James McGregor Burns, Leadership, 1978
Peter M. Senge, The Fifth Discipline, 1990
Bennis and Nanus, Leaders: Strategies for Taking Charge, 1997

Greenleaf, “The Servant as Leader”
https://www.essr.net/~jafundo/mestrado_material_itgjkhnlld/IV/Lideran%C3%A7as/The%20Servant%20as%20Leader.pdf

and

Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness
https://www.amazon.com/Servant-Leadership-Legitimate-Greatness-Anniversary/dp/0809105543/ref=pd_lpo_sbs_14_t_0?_encoding=UTF8&psc=1&refRID=JYCB4YS5312NDHEKYNF

James McGregor Burns, Leadership
https://www.amazon.com/Leadership-James-MacGregor-Burns-%E2%80%93-01-01/dp/B019NE0UF8/ref=sr_1_2?ie=UTF8&qid=1511399202&sr=8-2&keywords=leadership+james+macgregor+burns

Peter Senge, The Fifth Discipline
https://www.amazon.com/Fifth-Discipline-Practice-Learning-Organization-ebook/dp/B0005EiIFK/ref=sr_1_1?ie=UTF8&qid=1511399245&sr=1-1&keywords=senge+fifth+discipline

Warren Bennis and Burt Nanus, Leaders: Strategies for Taking Charge
https://www.amazon.com/Leaders-Business-Essentials-ebook/dp/B007HBH4UE/ref=sr_1_1?ie=UTF8&qid=1511399284&sr=1-1&keywords=bennis+and+nanus
turbulence and creativity

“bisociation:”
Arthur Koestler, The Act of Creation

“intersection:”
Frans Johansson, The Medici Effect

The act of combining dissimilar elements; integrating two previously dissimilar and unassociated frames of reference.

We will power our transformative futures generation with an engine of creativity that Arthur Koestler named “bisociation” in his classic work, The Act of Creation: combining elements of dissimilar sets; integrating two previously dissimilar frames of reference. In The Medici Effect, Frans Johansson refers to this as “intersection.”

“Habit and Originality” in The Act of Creation by Arthur Koestler;
Many people find it difficult to let go of the problem-identifying and problem-solving perspectives that work ingrains in all of us. Often the best bridge to the ideal is a string of complaints: most people know what it is about the present they do NOT like. Consequently, the psychologically natural opening exercise for visioning is a problem-listing or "catharsis" stage, in which we list those characteristics that we absolutely reject as components of our preferred future.

The statement of positive components can then begin with restating the negatives as their opposites: for example, if “cultural intolerance” is the hallmark of a flawed present, then “delight in cultural diversity” may be a major component of our preferred future. But for today’s exercise, we want to maintain our focus on the local, the personal, the immediate: what problems do you see in YOUR DAILY LIFE that, if reversed to their positive opposites, would create small points of joy in our shared future? [see the two examples on the slide]
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4 steps to shared joys...

1) Three minutes: write down four local irritations / worries / concerns you have; they should be as specific, concrete, and locally focussed as possible, eg, NOT “increased conflict globally,” but rather “crime in my city”; or “military insurgents in my province.” Your specific worries might be environmental, but avoid “global warming” and focus on environmental issues within your city, community, or neighborhood; whatever the issue that concerns you, or problem you want to see fixed, state it as a local, specific problem. THEN RESTATE IT AS ITS POSITIVE OPPOSITE: for example, from “lack of arts resources in my local school system,” to “local corporate branches donate resources regularly to maintain a vibrant arts center in each of my community’s schools.”

2) Two minutes: take each of your four specific future joys, and trade them one-by-one with different people seated around you -- make sure they can read your writing!
...4 steps to shared joys

- create new joy -
  think about the joy you received and consider the joys you gave away >> what new ideas emerge from their combination?

- share your new joy -
  turn to one or two of the people near you and share the new ideas you generated for a preferred future.

3) Three minutes: you now have a pool of ideas for the future: the four you thought up yourself and traded away, and the four you’ve received from other people. Try to combine the different ideas in interesting ways: can you create several entirely new and transformative ideas from combinations of the eight in your idea pool?

4) Seven minutes: now share the new ideas for the future that you created by combining and recombining your four joys with the four you received from other people. What joys seem to make other people smile in delight as well? Which seem to be the most useful? Which seem to be the most achievable? Which inspire you to start working to create them today?
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post your joys!
Cloud Atlas

Why fight the “natural” (oh, weaselly word!) order of things?

Why? Because of this – one fine day, a purely predatory world shall consume itself. Yes, the Devil shall take the hindmost until the foremost is the hindmost. In an individual, selfishness uglifies the soul; for the human species, selfishness is extinction.

Is this the doom written within our nature?
Cloud Atlas

If we believe that humanity may transcend tooth & claw; if we believe divers races & creeds can share this world as peaceably as the orphans share their candlenut tree, if we believe leaders must be just, violence muzzled, power accountable & the riches of the Earth & its Oceans shared equitably, such a world will come to pass. I am not deceived. It is the hardest of worlds to make real. Torturous advances won over generations can be lost by a single stroke of a myopic president’s pen or a vainglorious general’s sword.

A life spent shaping a world I want [my children] to inherit, not one I fear [my children] shall inherit, this strikes me as a life worth living.
May you live to see your vision realized.

Thank you!

APF Pro Dev | Mary Ward House
Tuesday, 7 November 2017
Dr. Wendy L Schultz
A brief history and description of visioning tools

Wendy Schultz

Dr. Schultz earned both her MA and PhD in Alternative Futures at the University of Hawai‘i at Mānoa, and has over thirty years of foresight practice all over the world. She lives in Oxford, England.