



Future Search Workshop



Workshop Objectives

- ❑ To develop a common appreciation of the challenges that the global economy and more particularly that UK industry has faced in recent years.
- ❑ To identify and prioritise issues likely to impact on the global economy and UK industry in the next few years.
- ❑ To assist ICLP participants to identify issues that will be important in relation to their own personal and professional development.
- ❑ To assist other workshop participants to understand the implications of these future challenges on their own organisations and on themselves.

ICLP

This is the 4th year of the International Corporate Leadership Programme (ICLP). It provides an opportunity for selected students to be involved in a series of integrated activities that are designed to accelerate their own professional and personal development.

Future Search Workshop

A major event in each new ICLP programme is a "Future Search"¹ workshops that brings together ICLP students and a range of stakeholders who are interested in examining issues that will impact on the future careers of the ICLP students.

Future Search workshops bring together a wide range of individuals to focus on a particular problem or issues that affects them all. The greater the range of perspectives that are allowed to emerge during the workshop the greater the opportunity for the workshop to develop a whole systems perspective, rather than a narrow organisational, functional or professional focus. In addition to students from the programme participants will include academics, members of sponsoring companies and individuals interested in the use of "Future Search" methodology.

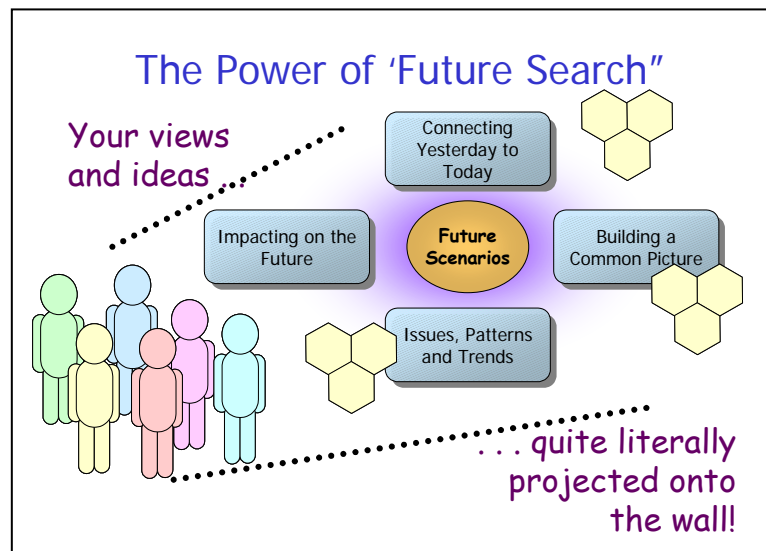
"Those that do not understand their own history are condemned to repeat it. " The workshop begins by developing a common appreciation of the history and experience that bind the people at the workshop together. This includes global, local and individual experiences from which future trends and issues will emerge. People work in mixed self-managed groups to share their experiences and build a common database. The workshop then identifies important trends and issues in their shared history and how global, local and individual trends and issues impact on each other.

The workshop moves through a series of structured activities from a focus on the past, to identifying trends and issues that will impact on management and leadership issues that will impact on organisations and individuals in the immediate future. The

¹ Future Search workshops have been used for a wide range of issues at an organisational, community, industry and national level for since the 1960s. Weisbord, M. R. ed., 1992, Discovering Common Ground: How Future Search Conferences bring people together to achieve breakthrough innovation, empowerment, shared vision and collaborative action, San Francisco, Berret-Koehler Publishers.

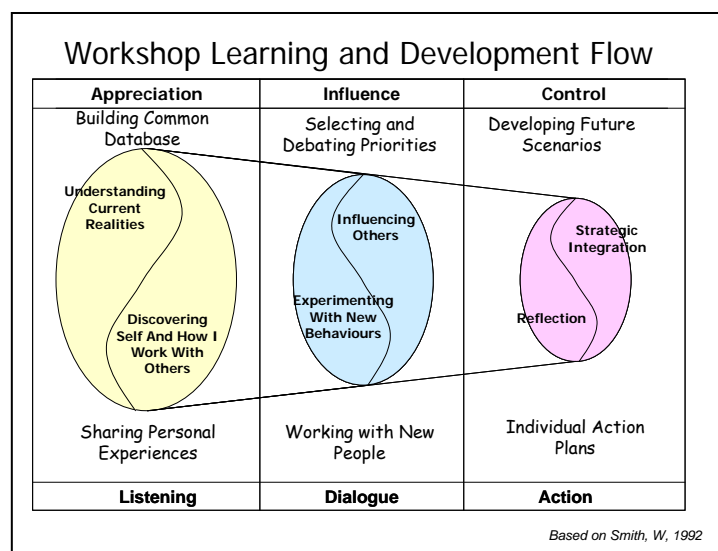
workshop finishes with action planning, with individuals working in groups who share common concerns e.g. the ICLP students.

The Learning Dimension



Future Search workshops are highly participative events that enable individuals and groups to engage complex issues in a relatively short period of time. Using the experience and insights of the participants they identify and build upon common themes that connect the past, present and future.

The design of a Future Search involves is underpinned by a dynamic development and learning process.



The three primary stages are Appreciation, Influence and Control, and the learning dynamic moves from listening, to dialogue and finally action.

In the early stages of the workshops individuals increase their "appreciation" of relevant issues through listening to the experiences of the others and building a common database. The next stage focuses in selecting and debating priorities through engaging in constructive dialogue with others, and finally participants increase their control by developing credible future scenarios and developing individual action plans.

Activity 1: Welcome to workshop and table introductions

Purpose

To outline the purpose and hoped for outcomes of the workshop, any relevant administrative details and to allow time to the individual table groups to get to know one another.

Output

- ❑ Essential admin details.
- ❑ Outline the purpose of workshop and answer any participant questions.

Activities

1. Workshop members are in their pre-selected table groups.
2. The purpose and process of the workshop will be outlined. This will include necessary site information.
3. Any issues raised by members will be recorded and dealt with there or an agreement on the way forward reached.
4. Tables groups will be given time to introduce themselves to each other.

Notes:-

Activity 2: Connecting the Yesterday to Today

Purpose:

To begin to build a common and shared database of the important issues that have impacted on the global economy, local enterprises, and on individuals.

Local enterprise could mean an individual business, an industrial sector or a local economy. It can also refer to not for profit and public sector organisations e.g. the University of Leeds.

Output:

From each participant's own perspective a personal record of the important issues that they believe have impacted in recent years on the global economy, on organisations they are working in, and on themselves.

Activity

1. Reflecting on your own experience make notes on the sheet provided which will help you identify:-
 - I. The important challenges that the global economy has faced, their impact and how the response to them.
 - II. The important challenges your own enterprise has faced, and how it has responded to them.
 - III. The important challenges that you have personally faced, their impact and how you have responded to them
2. *It is useful if you make your contributions as personal as you can, as this has greater impact when they are transferred to the workshop timeline.*
3. The sheets for this activity will be sent to you prior to the event. Preparation beforehand will help to get the workshop off to a good start.

Time-line Record Sheet

Purpose:

1. To develop a workshop picture of important issues, trends and themes trends that have challenged the global economy, local enterprises and individuals,
2. To identify how these challenges have impacted at each level.

Use this sheet to record your own experiences and observations, and transfer them to the to the time-line sheet on the wall at the workshop

Global, Local, Personal Events

1980s

1990s

2000 to Now

Activity 3. Building a Common Picture

Purpose

To build a common appreciation of the issues that have impacted on the global economy, local enterprises and individuals.

Output:

A wall chart that consolidates the individual experiences of the workshop members.

Timeline: A wall chart to which the individual experiences are transferred.

Activity

1. Select the most important (to you) of the experiences and observations you have recorded on your personal sheet and transfer them to the timeline chart.
2. As soon as you are satisfied with your notes transfer the issues you have identified to the timeline on the wall.
3. It is important that bring a personal perspective i.e. "My organisation was downsized, although I kept my job I and my colleagues doubted senior management when they said it wouldn't happen again".

Activity 4. Issues Patterns and Trends That Will Impact on the Future

"Those who do not understand their own history are condemned to repeat it."

Purpose

Table groups identify important issues, patterns and themes

Outputs

- Individual group flipcharts that summarise the deliberations of individual groups
- Each group will make a three-minute presentation of its findings.

Activity

1. It is important that groups use the community timeline as well as their own notes as resources for this exercise.
2. Other groups have found it useful to allocate roles in order to manage this task.
3. Each table group will be allocated a specific task in reviewing the community timeline.
4. Each group will write its summary on flipcharts (these will be collected for the workshop report).
5. Each group will prepare and present a 3-minute summary of its findings.

Session 4. Table Assignments

1. **Table group(s)**_____
 - a. Looking the Global time line, what patterns, themes and trends do you see?
 - b. Scan the other two elements, what connections do you see?
2. **Table group(s)**_____
 - a. Looking the Local time line, what patterns, themes and trends do you see?
 - b. Scan the other two elements, what connections do you see?
3. **Table group(s)**_____
 - a. Looking the Personal time line, what patterns, themes and trends do you see?
 - b. Scan the other two elements, what connections do you see?

5. Issues, Patterns and Trends That Will Impact on the Future

Purpose

1. To identify the patterns and themes that exist in our present world and which the workshop believes will impact on the future.
2. These patterns and themes will provide focus for the workshop's future scenarios.

Output

1. "Newsroom" of issues important to the workshop membership
2. Collective Identification of important patterns and themes by the workshop membership.
3. Prioritising of issues by workshop members

Activity

1. Highlighting what is important to each of us.
2. The table groups merge into one workshop community to develop a list of issues, patterns and trends
3. Individuals identify an issue, trend, or pattern that is important to them.
4. Members are recorded on large Post-its and posted in the newsroom.
5. Collectively the workshop clusters these issues into patterns and trends that will create significant challenges on the future.
6. The workshop members then vote to prioritise the identified patterns and trends.

Session 6. Future scenarios

Purpose

1. To speculate on what the future may be like.
2. To discuss what this could mean for the workshop participants and the organisations they represent.
3. To identify what they should be doing about it.

Outputs

1. Each table group develops a possible future scenario that could emerge as a result of the previous activities.
2. They should ask themselves the question, "What does that mean for the people in this room."
3. They should begin to develop a list of actions to tackle any issues raised.

Activities

1. Table groups brainstorm and self facilitate development of a future scenario.
2. They identify the issues that this raises for the people at the workshop (and their organisations).
3. They should identify any actions they need to be taken about the those issues e.g:-
 - ❑ What are we doing now about those issues?
 - ❑ What should we be doing more about those issues?
 - ❑ What should we be doing less?
4. Each group will present its findings back to the whole workshop.
5. Workshop will discuss implications for ICLP programme.
6. Workshop closed.