





# Future Search

<b>Purposes and results</b>	<ul style="list-style-type: none"><li>• Joint formulation of future vision and strategy</li><li>• Plan for implementation of an existing vision or strategy</li><li>• Fast action on complex issues that lack a coordination structure</li></ul>
<b>When to use</b>	<ul style="list-style-type: none"><li>• Problems that cross the borders of the organisation or community</li><li>• Developing coalition</li><li>• Shared vision is desired, action plan is a necessity</li><li>• High time pressure, urgent questions</li><li>• An important change is at hand (merger, change of power)</li></ul>
<b>Group size</b>	60 – 80 (>80 in serial conferences)
<b>Participants</b>	Cross-section of stakeholders
<b>Length</b>	16 hours over three days (sleep twice)
<b>Preparation time</b>	3 – 6 month, monitoring results of actions during the following 12 month
<b>Elements</b>	<ul style="list-style-type: none"><li>• Review the past from perspectives of self, organisation or community and society; identify the events, trends and developments shaping the future</li><li>• Map the present in all its complexity; identify the prouds and sorries resulting from relations with the institution(s) or issue(s) at hand</li><li>• Create ideal future scenarios of the most desirable attainable future, 5 – 20 years ahead</li><li>• Find common ground and develop a shared vision</li><li>• Develop action plans</li></ul>
<b>Characteristics</b>	<ul style="list-style-type: none"><li>• Preparation group of participants</li><li>• Set format</li><li>• Work with mixed table groups and with stakeholder groups</li></ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"><li>• Get the “whole system” in the room, invite a significant cross-section of all parties with a stake in the outcome</li><li>• Explore “the whole elephant” before seeking to fix any part, get everybody talking about the same world; think globally, act locally</li><li>• Put common ground and future focus front and centre while treating problems and conflicts as information, not action items</li><li>• Encourage self-management and responsibility for action by participants before, during, and after the future search</li></ul>
<b>Developers</b>	Marvin Weisbord and Sandra Janoff



# Search Conference

<b>Purposes and results</b>	<ul style="list-style-type: none"><li>• To identify, plan and implement the most desired future of a system, organisation or community</li><li>• Searching for common ground in strategic planning</li></ul>
<b>When to use</b>	<ul style="list-style-type: none"><li>• Planning process prior to a complete redesign of the system, making it democratic and participative</li><li>• Creating new types of organizing, to handle certain urgent or neglected matters</li><li>• Rationalization of conflicts in a strategic context</li><li>• Anticipating possible developments with high impact</li><li>• Searching for a theme for a learning community or research team</li></ul>
<b>Group size</b>	20 – 60 (more in multisearch conference)
<b>Participants</b>	A microcosm of the whole system, no external experts
<b>Length</b>	2 days, including two nights
<b>Preparation time</b>	1 – 18 month
<b>Elements</b>	<ul style="list-style-type: none"><li>• Environmental scan, analyzing history, present and future</li><li>• Exploration of the systems history and current situation, determination of the most desirable system</li><li>• Integrating the system with the environment, identifying constraints and conflicts and finding ways to deal with them</li><li>• Developing implementation plans and agreeing on next steps</li></ul>
<b>Characteristics</b>	<ul style="list-style-type: none"><li>• Set format, no experts from outside the system</li><li>• Rationalization of conflicts</li><li>• Making a collective map of the system, environment and strategic choices</li><li>• Often followed by a Participative Design Workshop</li></ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"><li>• No fixed solutions beforehand</li><li>• Participants have responsibility for coordination and results</li><li>• Leadership style of sponsor facilitates work of action groups</li></ul>
<b>Developers</b>	Fred Emery en Eric Trist



# Real Time Strategic Change



<b>Purposes and results</b>	<ul style="list-style-type: none"><li>• To create a preferred future with system-wide action planning</li><li>• Involving an entire organisation in fast and far-reaching change</li></ul>
<b>When to use</b>	<ul style="list-style-type: none"><li>• Complex or unclear situations</li><li>• Development and implementation change</li><li>• A lot of people need new competencies</li><li>• Mergers and reorganisations</li><li>• Introduction of new technology</li></ul>
<b>Group size</b>	20 > 2000
<b>Participants</b>	Internal and external stakeholders
<b>Length</b>	0,5 day – 4 days each conference
<b>Preparation time</b>	1 – 3 months per conference; lead time > 2 months
<b>Elements</b>	<ul style="list-style-type: none"><li>• Design team events, including sponsors</li><li>• One or more large group conferences</li><li>• Self-managed table groups</li><li>• Common database of strategic information available to all</li></ul>
<b>Characteristics</b>	<ul style="list-style-type: none"><li>• A change process</li><li>• Format is custom-designed by a design team</li><li>• Highly structured and organised</li><li>• Working in real time: simultaneous planning and implementation</li><li>• Current reality is key driver, not what is supposed to happen</li><li>• Logistics-team (depending on group size)</li></ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"><li>• Whole system in the room, at least once in the process</li><li>• Preparation with a diverse design team</li><li>• Commitment leaders to contribution of employees and to distribution of power</li><li>• No hidden agendas</li></ul>
<b>Developers</b>	Kathie Dannemiller and Robert Jacobs



# The Conference Model



<b>Purposes and results</b>	Redesign of an organisation
<b>When to use</b>	<ul style="list-style-type: none"><li>• When system wide redesign is necessary</li><li>• Innovative thinking is required</li><li>• Urgent questions for redesign</li><li>• Redesign also requires changes in culture</li></ul>
<b>Group size</b>	< 100 (> 100 in parallel conferences)
<b>Participants</b>	<ul style="list-style-type: none"><li>• About 1/3 of the members the organisation visits all conferences; as many employees as possible attend at least one conference</li><li>• External stakeholder groups (customers, suppliers)</li></ul>
<b>Length</b>	5 conferences of 2-3 days, alternated by meetings in small groups
<b>Preparation time</b>	1-3 month for each conference
<b>Elements</b>	5 conferences <ol style="list-style-type: none"><li>1. Visioning conference: future vision</li><li>2. Customer conference: relation with customers/suppliers</li><li>3. Technical conference: current working processes</li><li>4. Design conference: new working processes</li><li>5. Implementation conference: new way of working</li></ol>
<b>Characteristics</b>	<ul style="list-style-type: none"><li>• Series of coherent conferences, small meetings in between</li><li>• “Walk-throughs” involving larger organisation</li><li>• Cross-functional and cross-hierarchic planning group</li><li>• Data team, logistic team and communication team</li></ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"><li>• Patience, planning and persistence</li><li>• Intensive communication</li><li>• Top shares part of the decision making with participants</li><li>• Involving clients and suppliers in the process</li><li>• No desire for instant solutions</li></ul>
<b>Developers</b>	Dick and Emily Axelrod



# Participative Design

<b>Purposes and results</b>	Redesign of organisation or processes
<b>When to use</b>	<ul style="list-style-type: none"><li>• Organisation wide redesign</li><li>• Everyone needs to be involved</li><li>• Urgent questions for redesign</li><li>• Redesign asks for change in culture</li></ul>
<b>Group size</b>	>30
<b>Participants</b>	Employees, no external stakeholders
<b>Length</b>	4-5 conferences of 2 days
<b>Preparation time</b>	Depending on number of participants and urgency
<b>Elements</b>	<ul style="list-style-type: none"><li>• Education-workshops with management</li><li>• Gathering and analyzing data</li><li>• Redesign in (often parallel) workshops</li><li>• Implementation</li></ul>
<b>Characteristics</b>	<ul style="list-style-type: none"><li>• Six design principles (critical conditions) used to redesign work</li><li>• Bottom-up process</li><li>• Company-wide education is first step</li><li>• Each level designs, coordinates and controls its own work</li><li>• Multiskilling is the norm, using the “skill-matrix”</li></ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"><li>• Underlying structures need to change, to generate ownership from the majority of workers</li><li>• Management wants to share power</li></ul>
<b>Developers</b>	Fred and Merrilyn Emery



# Real Time Work Design

<b>Purposes and results</b>	Redesign of organisation or processes
<b>When to use</b>	<ul style="list-style-type: none"><li>• Organisation wide redesign</li><li>• Everyone needs to be involved</li><li>• Urgent questions for redesign</li><li>• Redesign asks for change in culture</li></ul>
<b>Group size</b>	50 - 2400
<b>Participants</b>	Management and employees, external stakeholders
<b>Length</b>	Several conferences of 1-2 days
<b>Preparation time</b>	Depending on number of participants and urgency
<b>Elements</b>	<ul style="list-style-type: none"><li>• Launch conference with the whole system</li><li>• Process conference</li><li>• Design conference</li><li>• Deep dives for training, compensations, roles and responsibilities</li><li>• Implementation conference with the whole system</li></ul>
<b>Characteristics</b>	<ul style="list-style-type: none"><li>• Whole system present at launch and implementation</li><li>• Interim activities of a Research and Design team</li><li>• Implementation team</li><li>• Mini-conferences to manage process, design and “deep dives”</li></ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"><li>• Investment of a lot of time</li><li>• Top management shares decision making with participants</li><li>• Clients and suppliers are involved</li><li>• Task groups take care of specific tasks in the process</li></ul>
<b>Developers</b>	Kathie Dannemiller and Paul Tolchinsky



# Open Space

<b>Purposes and results</b>	<ul style="list-style-type: none"><li>• The creation of self-managed meetings that generate high levels of ownership</li><li>• Exploration of plans and possibilities</li><li>• Initiation of new networks/taskforces/actiongroups around topics</li></ul>
<b>When to use</b>	<ul style="list-style-type: none"><li>• Resolving complex or conflict-ridden issues in a short period of time</li><li>• When innovation and ownership are the desired outcomes</li><li>• Creating community spirit</li><li>• Exploring and planning new possibilities for action</li></ul>
<b>Group size</b>	10 - > 1000 (limited only by the size of venue)
<b>Participants</b>	All stakeholders interested, whoever comes are the right people
<b>Length</b>	1 – 3 days
<b>Preparation time</b>	As long as it takes to invite and get people into the venue (1 day - ....)
<b>Elements</b>	<ul style="list-style-type: none"><li>• Central theme is predefined</li><li>• Plenary session in a circle</li><li>• Facilitator lays out format and ground rules</li><li>• Generation of themes and making an agenda</li><li>• Working in self-organising small groups</li><li>• Marketplace to share results</li><li>• Plenary session for prioritizing issues and developing action plans</li></ul>
<b>Characteristics</b>	<ul style="list-style-type: none"><li>• Minimal structure, simple rules, emerging contents</li><li>• Maximum self-organisation of participants</li><li>• Facilitator is as much as possible “invisible”</li><li>• Set of reports is ready for all participants at the end of the event</li></ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"><li>• Voluntary self-selection for participation</li><li>• People are able to self-organise; whatever happens is the only thing that could happen</li><li>• Keep it simple</li></ul>
<b>Developer</b>	Harrison Owen





# World Café



<b>Purposes and results</b>	<ul style="list-style-type: none"><li>• Accessing collective intelligence, by creating a living network of conversation around questions that matter; sharing knowledge and creating possibilities for action</li><li>• Bringing forth the future, by discovering shared meaning</li></ul>
<b>When to use</b>	<ul style="list-style-type: none"><li>• Exploring burning questions</li><li>• Sharing knowledge to stimulate innovative thinking and create possibilities for action</li></ul>
<b>Group size</b>	12 - >1000
<b>Participants</b>	People with an interest in the questions that matter
<b>Length</b>	2 – 3 hours
<b>Preparation time</b>	As long as it takes to invite people to participate
<b>Elements</b>	<ul style="list-style-type: none"><li>• Café host explains purpose and logistics</li><li>• Progressive rounds (usually three) of conversations of 15-30 minutes each moving between small tables, exploring questions that matter, connecting diverse perspectives</li><li>• Collective visualisation of process and results, sharing in a whole group conversation</li></ul>
<b>Characteristics</b>	<ul style="list-style-type: none"><li>• Café as a metaphor for an informal web of conversations, hosted by a facilitator</li><li>• Listening together for patterns, insights and deeper questions, sharing collective discoveries</li><li>• Many variations possible: poster cafés, passion cafés, combinations with interactive creative techniques</li><li>• Simply to organise with high profits</li></ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"><li>• Well-crafted questions</li><li>• Hospitable space</li><li>• Thoughtfulness, artistry and care in hosting</li><li>• Listen to other perspectives, be prepared to be surprised</li><li>• It is not about detailed action plans</li></ul>
<b>Developers</b>	Juanita Brown and David Isaacs



# Simu-Real

<b>Purposes and results</b>	<ul style="list-style-type: none"><li>• Sensing and solving complex problems</li><li>• Redesigning and trying out of structures or processes</li></ul>
<b>When to use</b>	<ul style="list-style-type: none"><li>• Testing, analyzing or changing of existing models and structures</li><li>• Work out and testing of new processes or organisation structures</li><li>• Reflecting on and learning about an existing procedure</li><li>• Crossing boundaries of departments and teams, getting a shared image of the complexity of the system</li></ul>
<b>Group size</b>	Limited only by size of venue
<b>Participants</b>	A microcosm of the organisation, or all members if possible
<b>Length</b>	1 day
<b>Preparation time</b>	Depending on the topic and tasks
<b>Elements</b>	<ul style="list-style-type: none"><li>• Planning committee selects topic and decision process</li><li>• Room arrangement for simulation</li><li>• Action – stop – reflection and analyzing moments</li><li>• Determining in fish bowl style what needs to be changed</li></ul>
<b>Characteristics</b>	<ul style="list-style-type: none"><li>• Action-reflection format</li><li>• Room arrangement reflects organisation's structure</li><li>• People act their organizational role</li><li>• Working together on real organisation tasks</li></ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"><li>• Facilitator needs expertise in process consultation</li><li>• Decision process is agreed upon in advance and explained to participants</li></ul>
<b>Developer</b>	Donald Klein