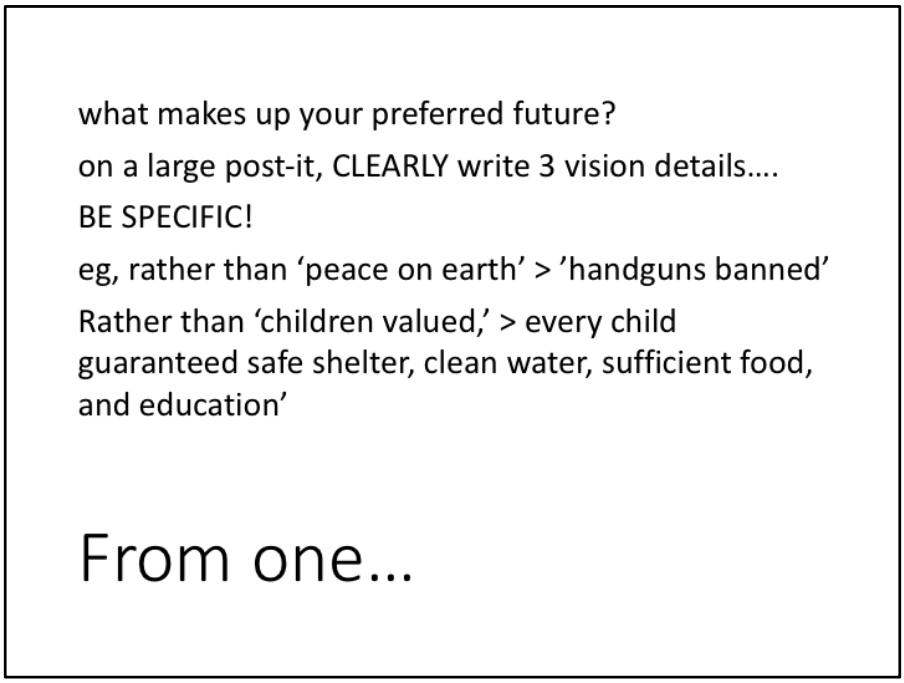
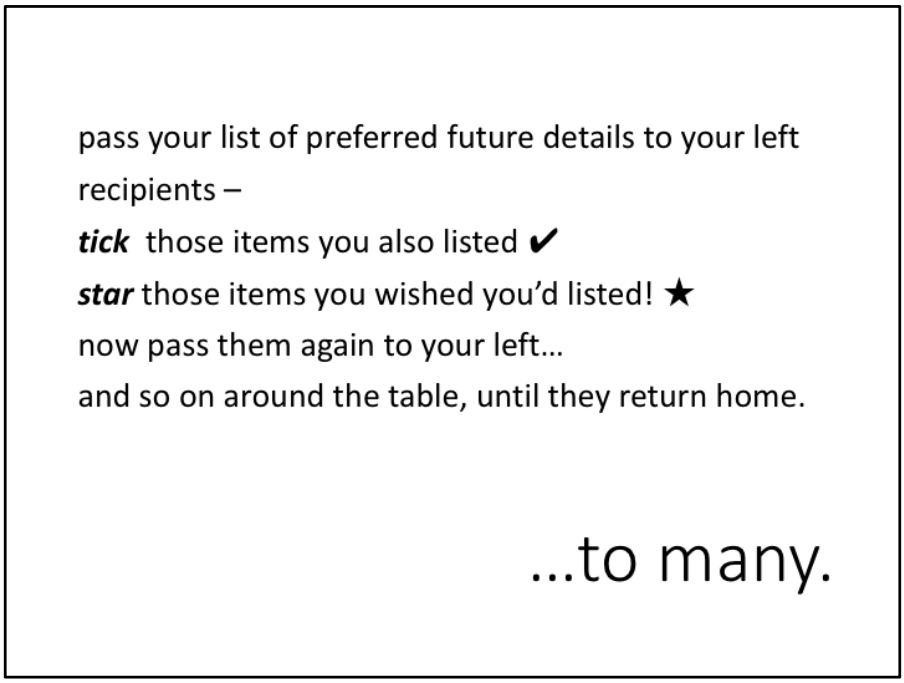
scenarios are futures for the *head*….
…visions are futures *for the heart*.

~ Clem Bezold

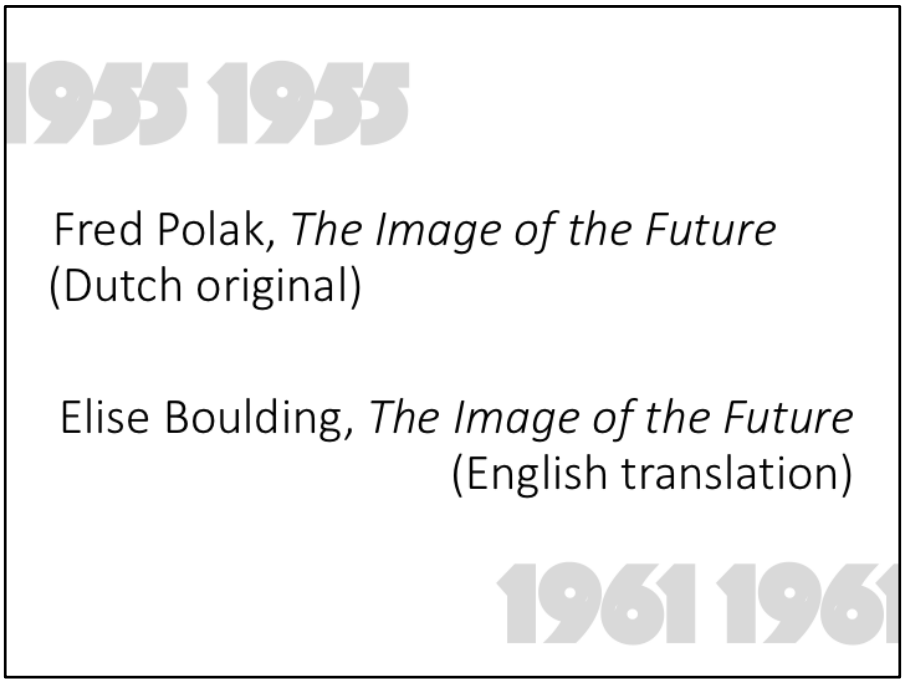


No matter which of the many participatory visioning processes you choose, visioning must begin with individual identification and recognition of the vision within: the individual's internal image of a preferred future, encompassing their values, cherished beliefs, and goals. With consideration, everyone 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.



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.



In the early 1950s a Dutch scholar named Frederich 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*,[1] 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.[2]

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.

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.

Fred. L. Polak, *The Image of the Future,* 1961, vol. 1, p. 50.

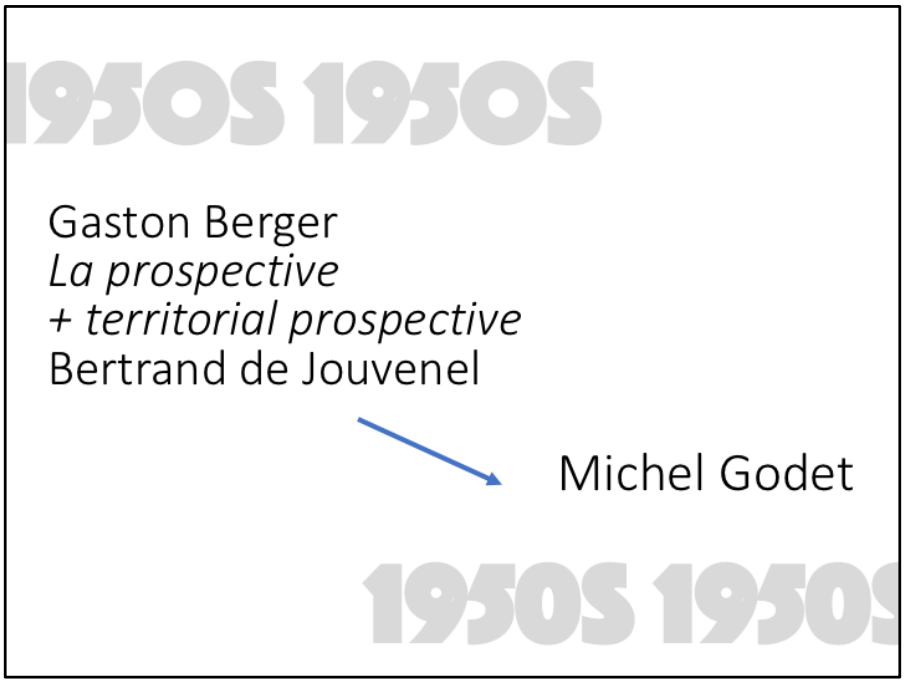
Fred L. Polak: https://en.wikipedia.org/wiki/Fred_Polak

The Image of the Future (out of print): https://www.amazon.com/image-future-Jossey-Bass-Elsevier-international/dp/0875891527/ref=tmm_pap_swatch_0?_encoding=UTF8&qid=1511391973&sr=8-3

Single volume abridged version available here (courtesy Michel Godet and CNAM): https://storyfieldteam.pbworks.com/f/the-image-of-the-future.pdf

Review by Oliver L. Reiser (review published March 1, 1962): http://journals.sagepub.com/doi/abs/10.1177/000271626234000181, pdf at http://journals.sagepub.com/doi/pdf/10.1177/000271626234000181

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 https://fr.wikipedia.org/wiki/Gaston_Berger

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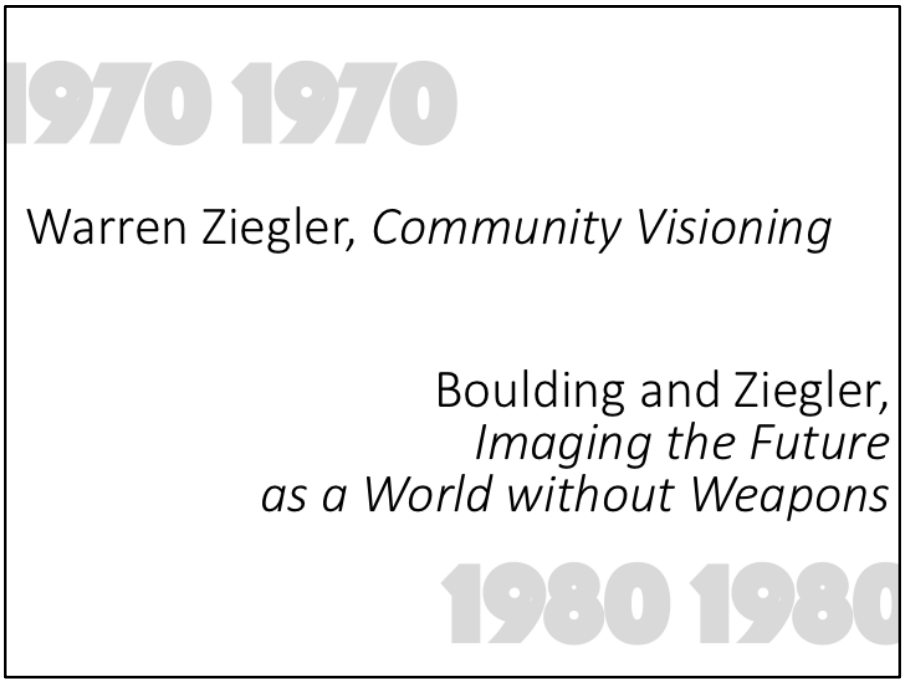

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http://onlinelibrary.wiley.com/doi/10.1111/j.1540-4560.1988.tb02061.x/abstract

meditative visualization

share worst fears – convert to best hopes

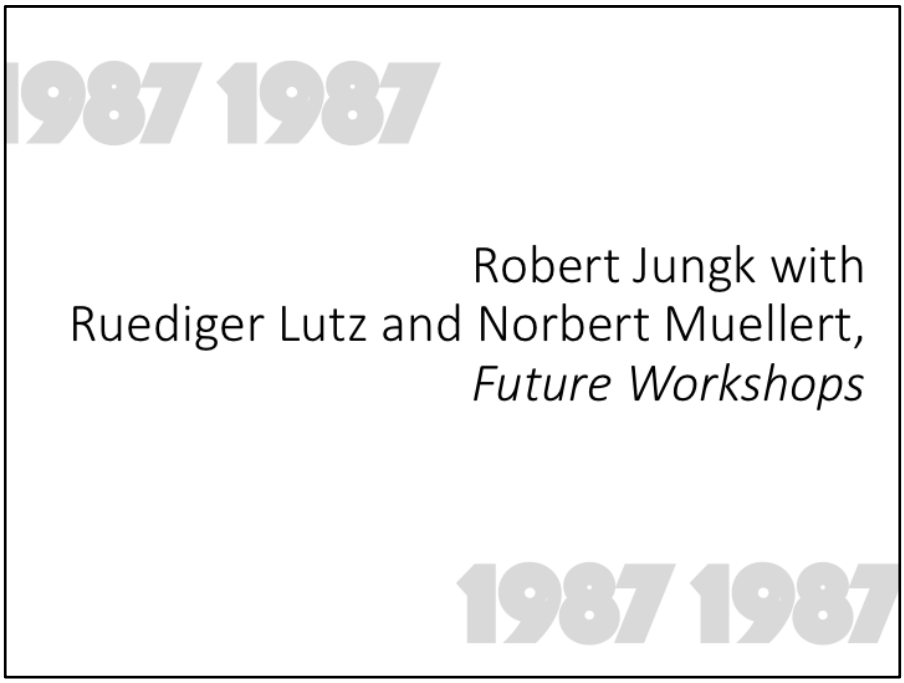
individual meditative visualization >>> poster

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



Jungk, Robert, Müllert, Norbert (1987): *Future workshops: How to Create Desirable Futures*. London, England, Institute for Social Inventions ISBN 0-948826-39-8

Robert Jungk, Norbert R. Müllert: *Zukunftswerkstätten. Mit Phantasie gegen Routine und Resignation*. München 1989 (Erstveröffentlichung 1981) ISBN 3-453-03743-X

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: https://www.utu.fi/fi/yksikot/ffrc/kehittamispalvelut/futuresfocus/Documents/futures-workshops.pdf

Jim Dator also provides a description and historical context: http://futures.hawaii.edu/publications/futures-theories-methods/FuturesWorkshops1993.pdf

https://en.wikipedia.org/wiki/Future_workshop
http://www.imm.dtu.dk/~rvvv/CPPS/6Chapter6Thefutureworkshop.pdf

critique / fantasy / implement

designed to improve squatters' communities, assumes no resources

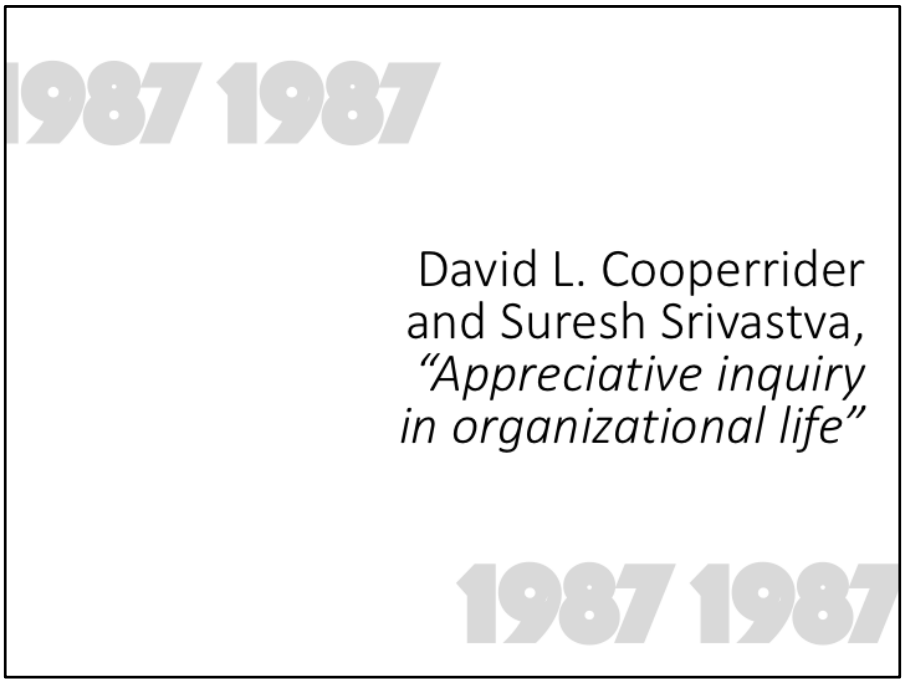
prepare – all stakeholders, rules of play

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

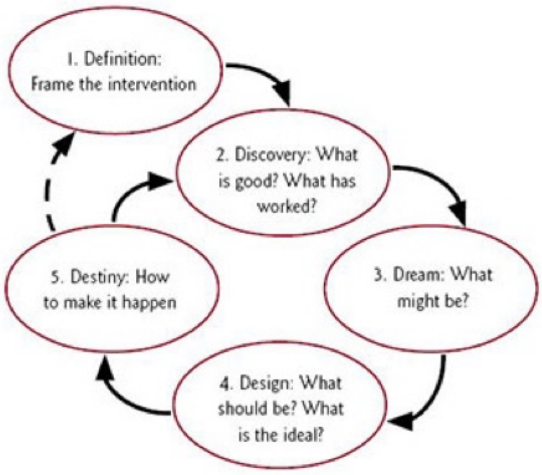


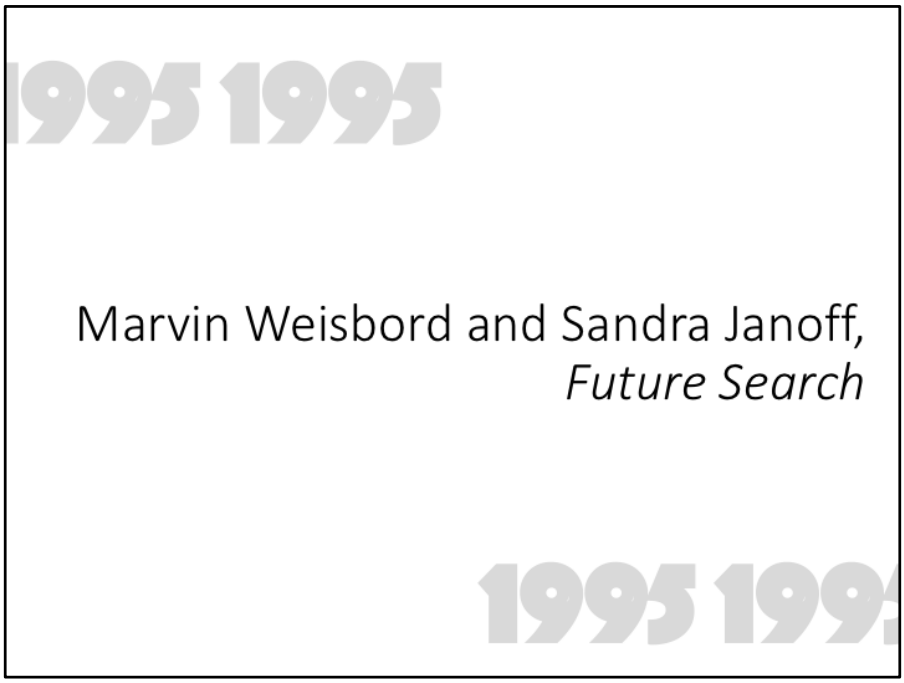
Cooperrider and Srivastva, "Appreciative inquiry in organizational life"
https://www.centerforappreciativeinquiry.net/wp-content/uploads/2012/05/APPRECIATIVE_INQUIRY_IN_Orgnizational_life.pdf

See also Cooperrider's updated essay, here:
http://www.emeraldinsight.com/doi/abs/10.1108/S1475-9152(2013)0000004001

https://en.wikipedia.org/wiki/Appreciative_inquiry

build on strengths & successes





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Weisbord and Janoff, “Three Perspectives on Future Search” http://www.marvinweisbord.com/wp-content/uploads/2010/04/Future%20Search%20Perspectives.pdf

http://www.futuresearch.net/

Past, present, ideal future – act

shared history timeline

external trends and current and possible future responses

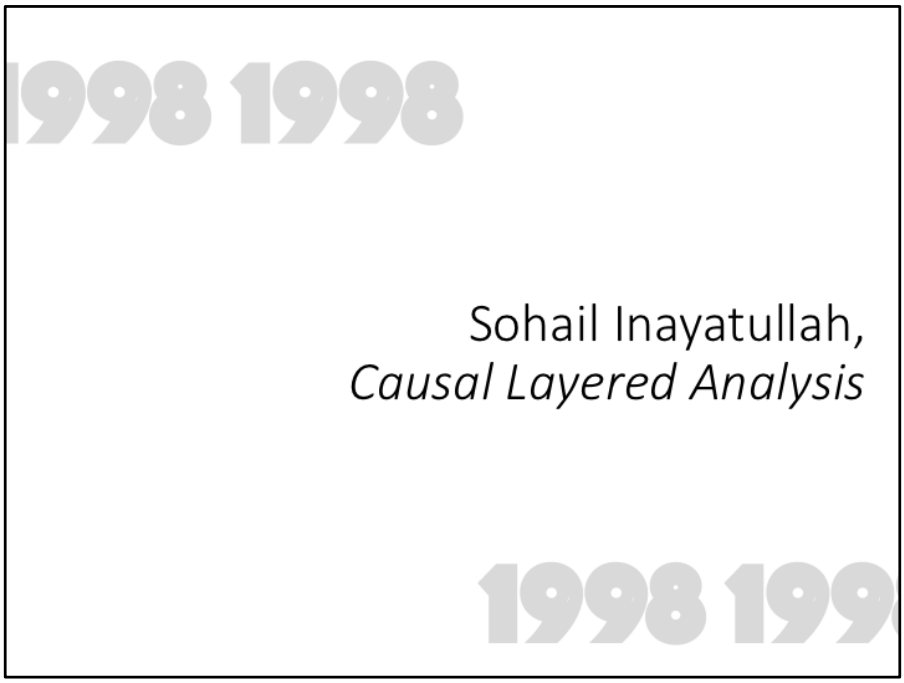
prouds and sorries re: topic or problem

ideal future described as if it were accomplished

identify and confirm common ground

commit by signing up to act, with a deadline

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.



Inayatullah, “Causal layered analysis: Poststructuralism as method”
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Inayatullah, “Causal Layered Analysis: Deepening the future”
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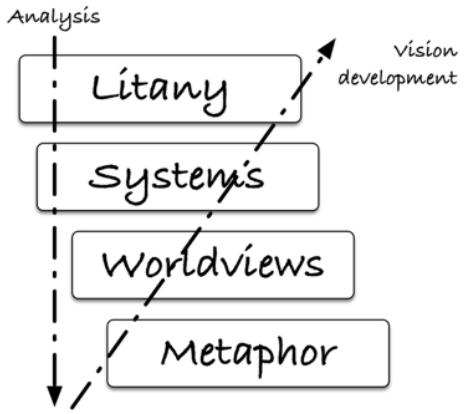
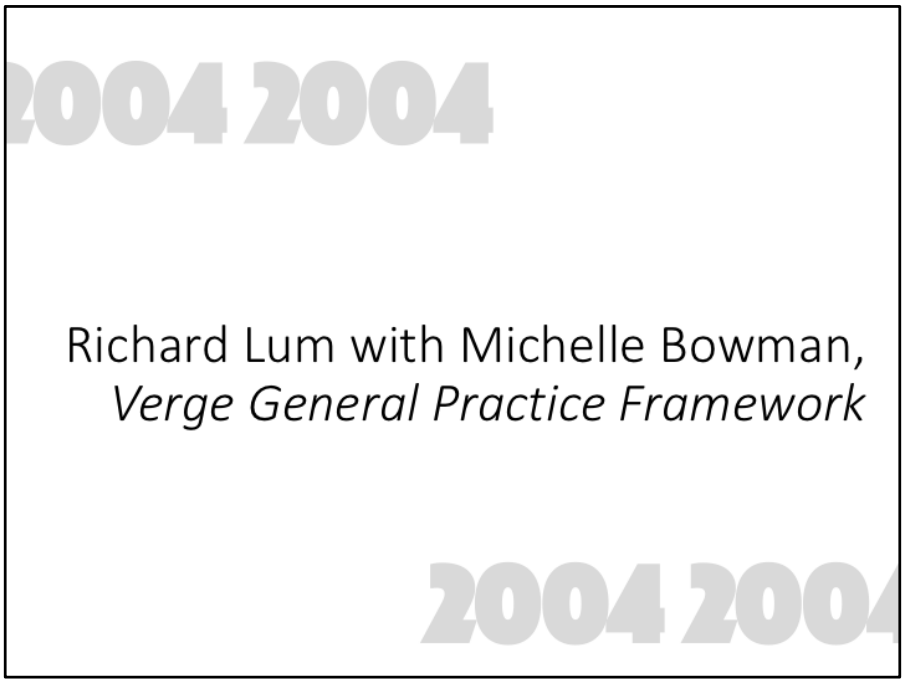
analyse problem down to myths – choose alternatives and build up



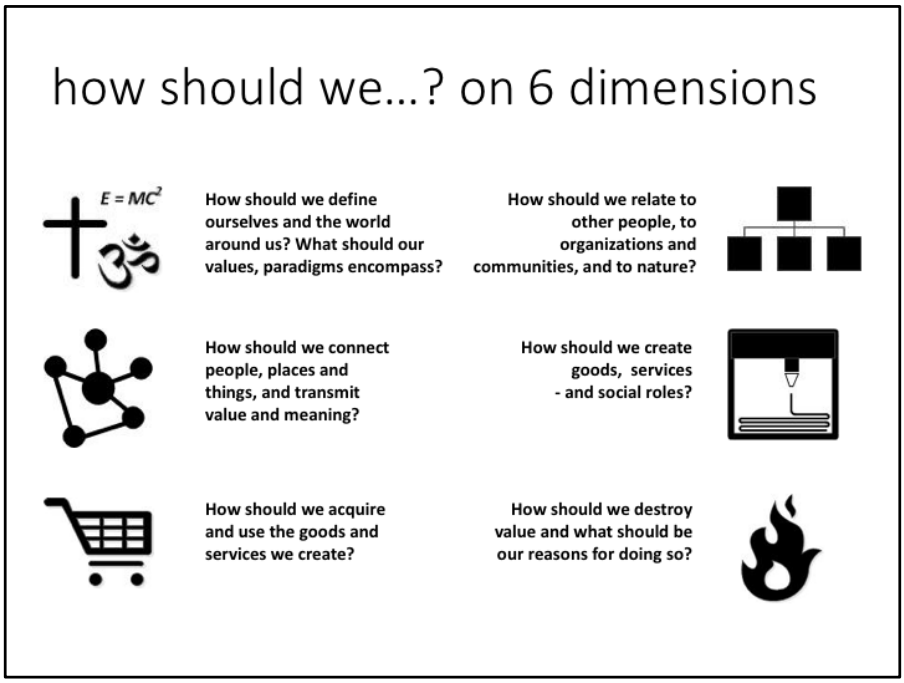


Richard K. Lum, “An Introduction to ”Verge”: a general practice framework for futures work”
https://www.slideshare.net/richardl91/apf-2013-104?qid=134ac94a-7b50-4b6a-a073-07aae4d751d2&v=&b=&from_search=2

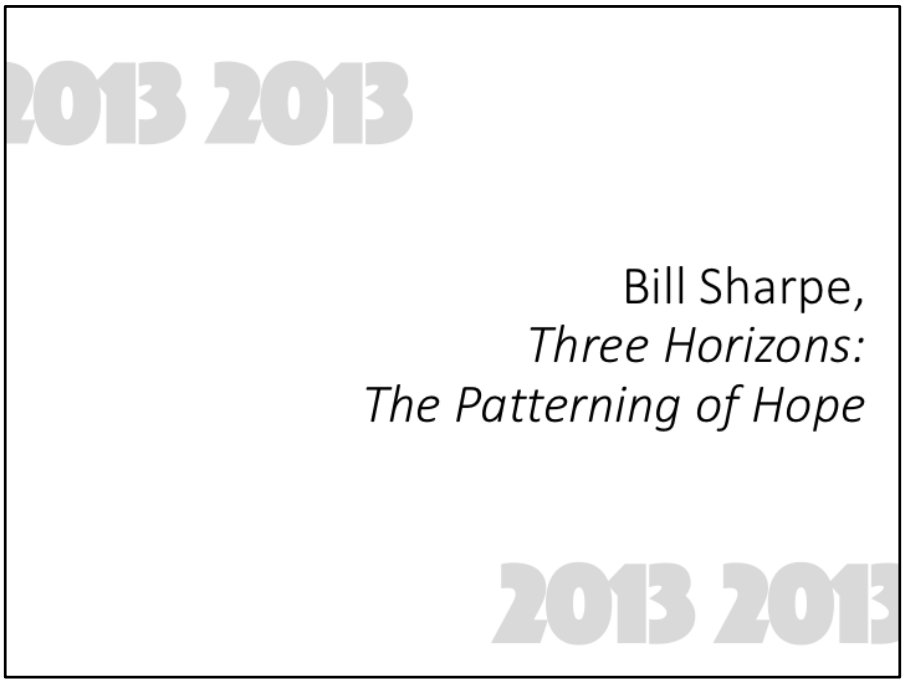
Lum, “Working with Verge”, Compass special edition on methods, APF, 2015.

see also, Lum, *4 Steps to the Future*
https://www.amazon.com/Steps-Future-Quick-Creating-Foresight/dp/0997278307

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.



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http://www.internationalfuturesforum.com/p/three-horizons-the-patterning-of-hope

Also Curry and Hodgson, "Seeing in Multiple Horizons: Connecting Futures to Strategy"
http://jfsdigital.org/wp-content/uploads/2014/01/131-A01.pdf

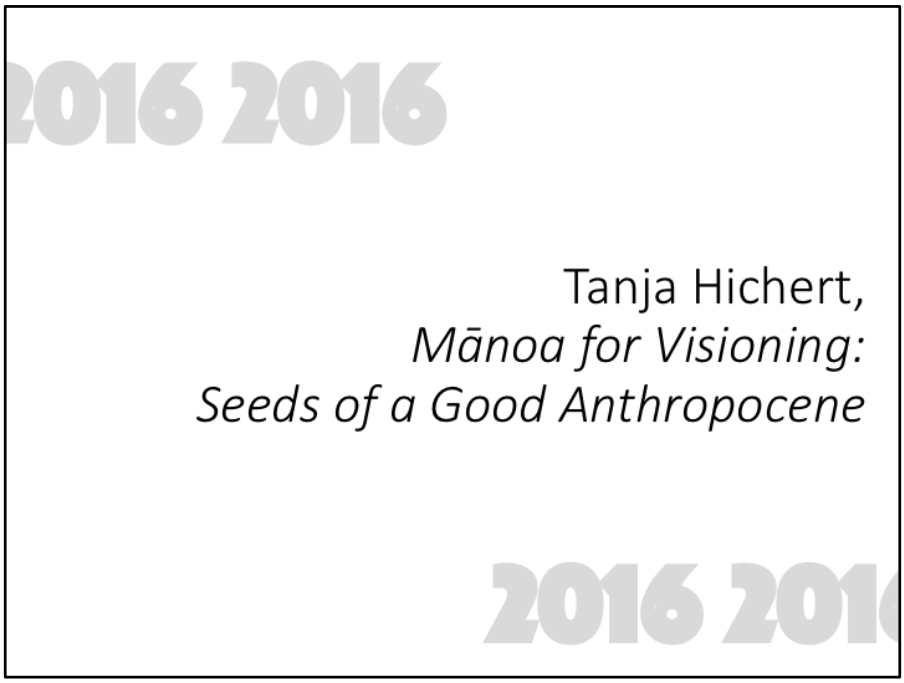
mindsets and patterns of activity

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



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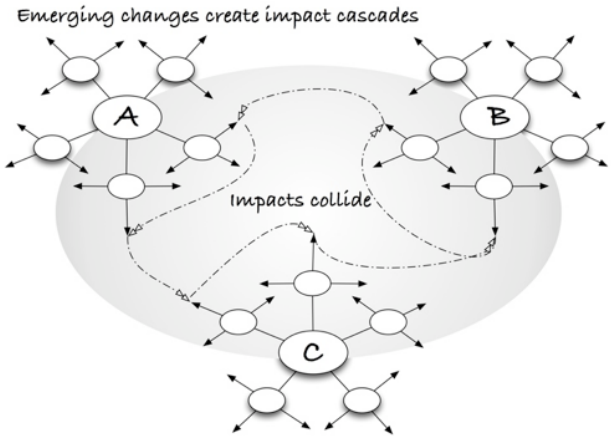
https://goodanthropocenes.files.wordpress.com/2017/04/anthropocene-visioning-workshop-report_final.pdf

see also "Creating positive visions of southern Africa,"
http://www.stockholmresilience.org/research/research-news/2017-06-15-creating-positive-visions-of-southern-africa.html

"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



Greenleaf, "The Servant as Leader"
https://www.essr.net/~jafundo/mestrado_material_itgjkhnld/IV/Lideran%C3%A7as/The%20Servant%20as%20Leader.pdf
and
Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness
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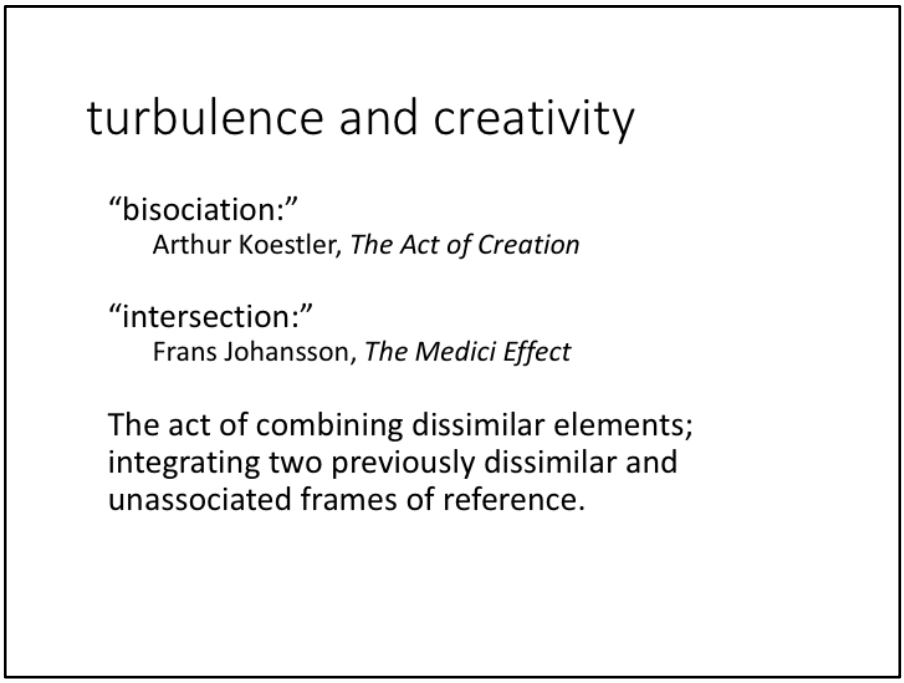
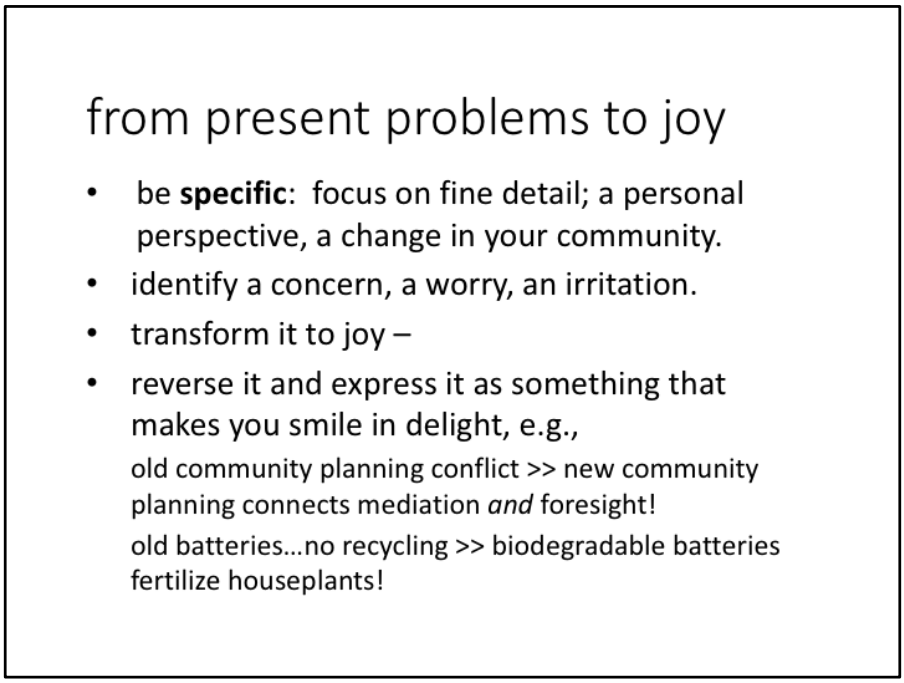


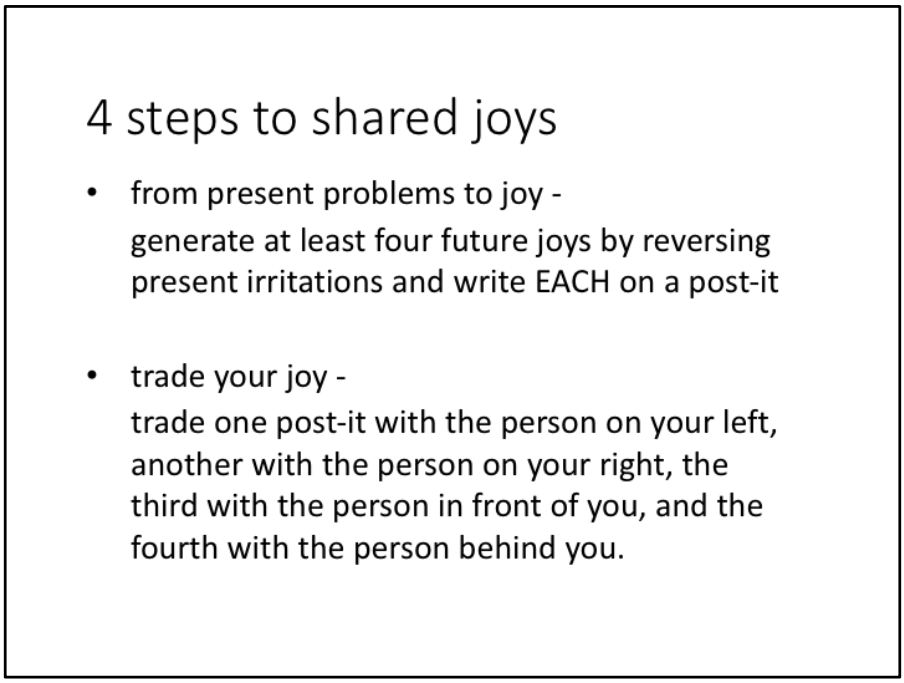
We will power our transformative futures generation with an engine of creativity that Arthur Koestler named "bisociation" in his classic work, *The Act of Creation*: combining elements of dissimilar sets; integrating two previously dissimilar frames of reference. In *The Medici Effect*, Frans Johansson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

"Habit and Originality" in *The Act of Creation* by Arthur Koestler;
"The Intersection -- Your Best Chance to Innovate," in *The Medici Effect* by Frans Johansson.



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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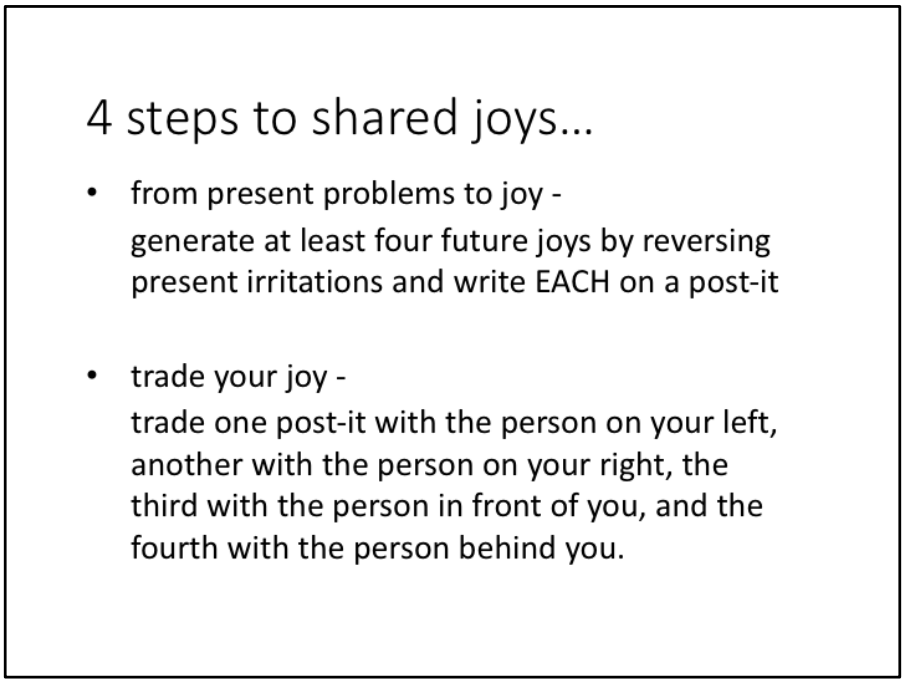
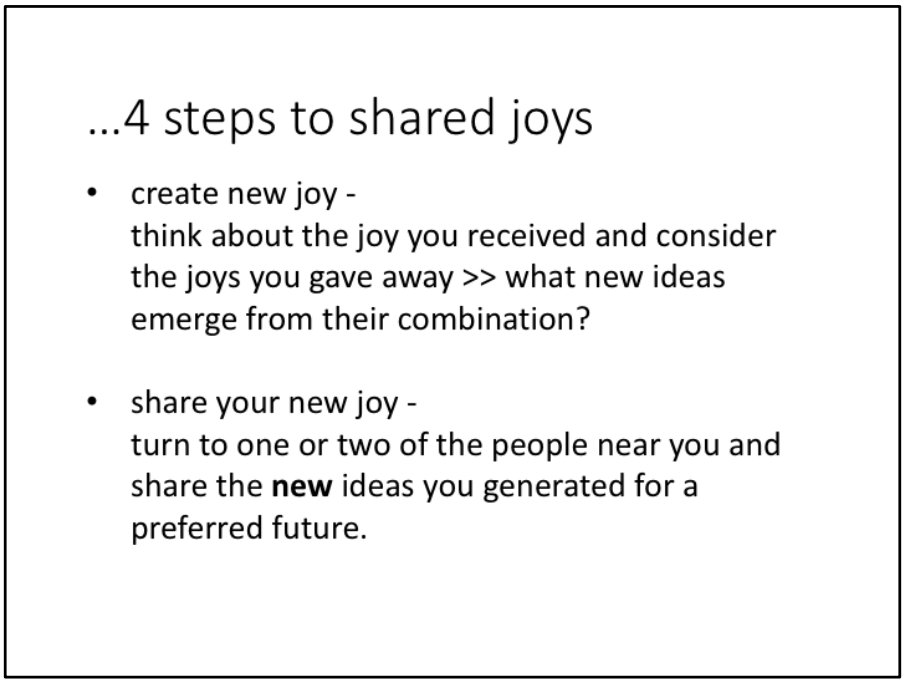


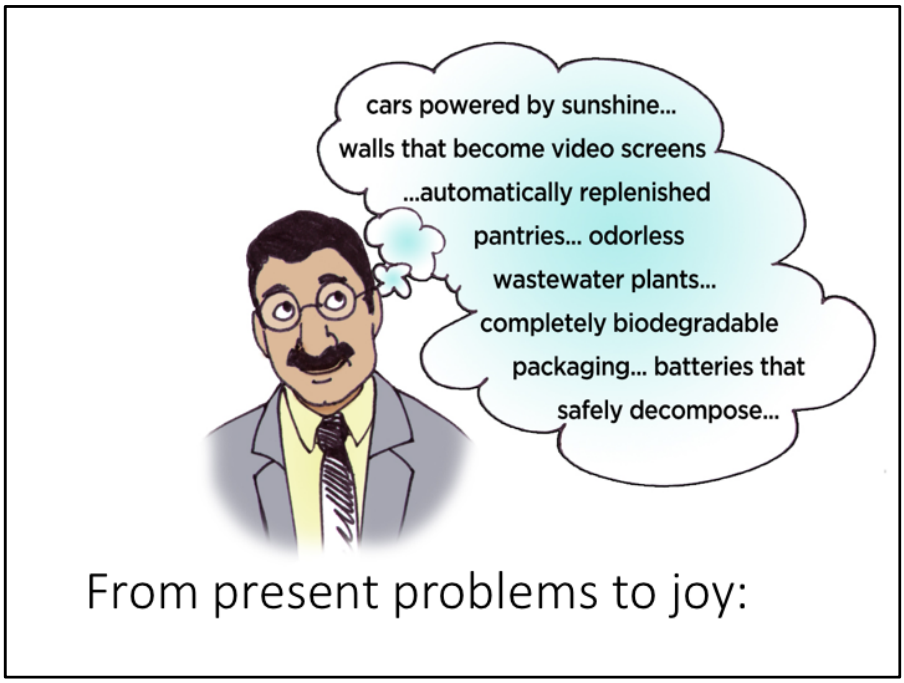
1) Three minutes: write down four local irritations / worries / concerns you have; they should be as specific, concrete, and locally focussed as possible, eg, NOT "increased conflict globally," but rather "crime in my city"; or "military insurgents in my province." Your specific worries might be environmental, 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!



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.

APF Pro Dev | Mary Ward House
Tuesday, 7 November 2017
Dr. Wendy L Schultz

INFINITE FUTURES
FORESIGHT RESEARCH AND TRAINING

A brief history and description of visioning tools

Wendy Schultz

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