That Futures Workshop was Great – So What Now???

Future Scenarios to Lasting Action and Agency

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The Futures Workshop was.....

✓ We know the options and scenarios.
✓ Our perspectives have been challenged.
✓ We have bonded as a group.
✓ We believe anything is possible.
✓ Lets go.
Two weeks later….

- That futurist inspired us, but I am not fully sure what they meant???
- The glow of the workshop is fading.
- How can we fit this in with our business as usual.
- Not everything is possible 😞
- How will we get funding for this??
Some futures process goes so far....

Adapted from © Changefirst Limited 2011 PCI Methodology.
Why do futures strategies fail?

- Lack of wide involvement in co-designing or co-creating the future scenarios.
- Scenario’s not supported by an actionable roadmap.
- Organisational systems and incentives geared to today, not to the future, so impede progress.
- Low deployment maturity or acknowledgement of deeper layered shifts required (CLA).
- Lack of early re-evaluation post incremental action.
- Lack of true commitment to the adaptation required
Support to action and ownership

- **Desirability** – people need to believe that the future state offers more than the current state.

- **Viability** – people believe that the reasons behind the change are valid and the rewards outweigh the costs.

- **Achievability** – people need to understand how they can be successful in the future state and be enabled to achieve this state.

- **Assurance and Validation** – Commitment to the evaluation of progress and removal of barriers (personal as well as systemic).
Anticipatory Action Learning (Inayatullah, 2006)

Futures Action Model (Ramos, 2013)

Four Knowledge Domains Intersect

COMMON INTERSECTS:

• All can be planned or emergent
• All consist of a variety of agents
• All based on forms of evidence
• All grounded in learning, iteration and feedback loops
• Self-organising teams essential
• All human centred in terms of process
Delivery – iterative and waterfall

Start Up ➔ Plan ➔ Manage and Deliver ➔ Close
Design - Collaboration and empathy

- Discover
- Ideate
- Iterate
- Prototype

Adapted from © 3rd View Consulting (2017)
Adaptation

Adaptation can relate to how an organisation, team, leader or individual worker adapts and evolves both functionally, behaviourally and culturally.

The management of the adaptation process in an organisational context is interdisciplinary.

Adaptation as a theory has its roots in foundational works such as those of Charles Darwin (Darwin, 1859).
Case Study

Four Organisational AI Futures

1. Human Centric (No AI)
2. Human Lead (AI Augment)
3. AI Lead (Human Augment)
4. AI Centric (No Human)
Unpacked into AI Futures Scenarios

<table>
<thead>
<tr>
<th>Best Case</th>
<th>Worst Case</th>
<th>Outlier</th>
<th>Business as Usual</th>
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</thead>
<tbody>
<tr>
<td>- # AI has the jobs humans don’t want to do.</td>
<td>- Robot revolution.</td>
<td>- New ethnicity - human/AI hybrid.</td>
<td>- We cannot stand still.</td>
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<tr>
<td>- AI influence products priority.</td>
<td>- Humans jealous of the attention AI gets</td>
<td>- Human extinction</td>
<td>- Monkey see, monkey do</td>
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<tr>
<td>- AI helps set strategy</td>
<td>- Industry sectors. become illegitimate</td>
<td>- No human organisations</td>
<td>- To do or not to do (cost versus benefit).</td>
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<tr>
<td>- Jobs become more interesting for humans.</td>
<td>- Organisations trim head count by 50%.</td>
<td>- War between organisations – I’ll hack you.</td>
<td></td>
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Organisational Adaptation Context

Environment

Organisational Ecology

Adaptation Approach

- Strategic foresight defines longer term strategy
- Organisational value drivers (service/profit)
- Ethics & organisational culture (beliefs, values and behaviours)
- Policy, procedure & internal governance
- Structure & Function

Guided via an ethical lens
Co-designed & co-delivered
Experimental
Evolving via insight and narrative
Empathetic prioritisation valuing human agency

Adaptation to AI

- Guided via an ethical lense
- Co-designed & co-delivered
- Experimental
- Evolving via insight and narrative
- Empathetic prioritisation valuing human agency

- People support what they create.
- Conversation, image and story is the way build shared futures.
- Human agency and contribution to future state as a criteria for investment decision making.
- Leaders as facilitators and barrier removers.
- Keep the futurist and foresight practitioner as a partner in the process.

An motivated and forward thinking culture

Build futures literacy and deployment maturity by building a culture that leverages the wholistic emotional, cognitive and behavioural potential of an organisation. Build through:

1. Leadership commitment, communication and motivation.
2. Building a mutual and shared desire to succeed based on authentic connection and agency improvement.
3. Effective assurance and accountability with an appropriate level of governance.
4. Culture and behaviours reflective of a focus on the collective good and shared benefits of the adaptation rather than individual or silo-based interests.
In Summary….

• *We know the future options and scenarios* –
  ✓ GREAT…LETS START WHERE THE ENERGY IS TO DESIGN, TEST AND VALIDATE

• *Our perspectives have been challenged* –
  ✓ YES…LETS CONTINUE TO BUILD AN ENERGISED, FUTURE FOCUSSED CULTURE

• *We have bonded as a group* –
  ✓ AWESOME…WE NEED EVERYONE TO BE INVOLVED, LEADERS, TEAM MEMBERS, OUR CUSTOMERS AND PARTNERS

• *We believe anything is possible* –
  ✓ YEHAR, ANYTHING MAY BE POSSIBLE, AND LETS TRY AND RETRY AND LEARNING AS WE MOVE FORWARD

• *Let’s go* -
  ✓ ENSURE ETHICS AND ACCOUNTABILITY, FOLLOW ADAPTATION PRINCIPLES AND A PLAN
Questions or final comments
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