



FUTURE SEARCH LEARNING EXCHANGE DERRY CITY 9 to 11 JUNE 2005



Project supported by the
**EU Programme
for Peace and Reconciliation**



Office of the
**First Minister and
Deputy First Minister**
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AGENDA

| | Thursday 9th | Friday 10th | Saturday 11th |
|------------------|---|--|--|
| Morning | <p>9.00 Registration, meeting place and information point</p> <p>10.00 Welcome and opening</p> <p>10.30 "Around the World in 90 Minutes" Purpose: to connect, introduce everyone and heat up the space = to hear the personal benefits of FS = to create a timeline of FS related activity since the founding of the Network = to clarify participant intentions for the LE = to begin working the personal, local, and global theme of the LE</p> | <p>9.30 Purpose: Enabling clients and sponsors to contribute to network learning and future planning where they can share their ideas, experiences, hopes, desires & lessons learned from their FS experiences. Particularly in relation to the achievement of sustainable impacts on society as a result of FS processes</p> <p>11.00 Increasing our capacity to transform - principles and activities to guide the future practice of future search meetings</p> | <p>09.30 "Community in Action" Acting and Moving Forward on our Common Ground (Creating the next steps towards sustainability)</p> <p>11.00 Rita Schweitz – Future Search in School District Change: Connection, Community, and Results - Insights, reflections and potential in other areas</p> |
| Lunch | 12.00 – 13.30 Tower Hotel | 12:30 – 14.00 Tower Hotel | 12.00 – 13.30 Tower Hotel |
| Afternoon | <p>13.30 Purpose; to share lessons learned from our collective experience and to identify possible and relevant variations in the different steps or components of a Future Search Conference</p> <p>15.30 – 16.30 Plenary lessons learned from collective experience</p> | <p>14.00 Purpose: To address the key question - What is our common ground as a Network of practitioners doing future search work in organizations and communities around the world?</p> <p>17.00 Close</p> | <p>13.30 - The formal business of the Future Search Network</p> <p>14.30 - Techniques to Match Our Values - A presentation written by Marvin Weisbord, delivered by Sandra Janoff</p> <p>15.30 - Plenary – What do we take forward?</p> <p>16.30 - Closing event</p> |

| | Thursday 9th | Friday 10th | Saturday 11th |
|----------------|---|--|--|
| | 16.45 - End of day 17.00 – 18.30 Talk and Tour of Derry City Walls by Derry City Regeneration Office Department of Social Development (DSD) | | & Good byes 17:00 - Close |
| Evening | 20.00 Drinks Reception at the Guildhall, hosted by Mayor of Derry City Council, followed by evening meal at the Millennium Centre with after dinner speaker Tom Frawley the Northern Ireland Ombudsman | 19.00 - Dinner in the Tower Hotel After Dinner party in the Tower Hotel – music, dance, song and craic | Participants staying on in Derry City can get helpful advice and information from the local team |

Power of Intentions

Doug opening this session telling us the story of when he read a book by this guy Marvin Weisbord. One day he decided to try and track down Marvin and so phoned the Future Search Network. To his surprise Marvin answered the phone. Doug introduced himself saying he was phoning from Singapore. Marvin said what a surprise; he had letter in his hand asking him to come to Singapore to do Future Search. Marvin was just about to bin letter but having this connection now with Doug decided to go.

What are your intentions? Why did you come here? What are your intentions for this group/network?

Here is a snapshot of some of the intentions:

- To reconnect with people I met in Stockholm
- Put faces to names from the List-Serve
- Talk about how to expand the way I can use Future Search e.g. in my organisation, in my community, on specific topics such as youth suicide, learning disabled young people, merging mental health cultures
- Expanding my understanding of the principles and process – ground myself in the method

- Learning with like-minded people – hang out with fellow travellers – envision the future we can create together
- Absorb some of the energy and boost my energy
- To take time out
- Get hints and tips on influencing Government organisations to make change really happen using FS
- Make FSN financially viable

Timeline Activity

How I got involved with Future Search

Fermanagh

New Economics – Oxford training – 1995. Sport England wanted to do Future Search and that led to FS in England

Where and when I facilitated Future Search

- Few at the beginning but then sense of momentum gathering during later timeline – sheer volume as we go through last 20 years
- For SNIP – facilitated first one being doing dogs body. DCAL gained momentum after Good Friday agreement – now starting to spread out into other Government Departments. Ripple effect
- Working as Consultant in Aer Lingus – colleagues had been to facilitators workshop with Marv & Sandra – very enthused about process. Working from their experience and workbook did a series of 7 or 8 (maybe more) FS events – some of them ‘full Monty’ and some tailored events which turned out to be most fantastic process as value for money and outcomes – organisation based. How they would save an organisation. Since then working in health service - have done 4 FS since Stockholm. Another one next month on merger between 2 mental health authorities.

Where and when I have used FS principles and methodologies

- Number to do with how people in room and connection
- Look at similarity between number of times we’ve facilitated FS and the number of times we’ve done other events using the principles. Seems we are holding something very special
- It’s the diversity of issues that apply across whole system

HAS ANYONE WRITTEN THIS UP I CANT FIND IT?

World Space

5 groups

- Planning
- Past
- Present
- Future
- Facilitation

Each group had 3 questions to answer:

Planning

- Crucial
- If planning is as thorough as possible – FS extremely good process – it will work
- Talked about general aspects of lots of questions
- What is the event for?
- Why is it being held?
- Who are the people who should be there?

- Relationship of facilitator to planning group
- Who owns event?
- Champions – what happens when they move on? Fall off in commitment. Try and get more than one person involved
- Outcomes –
- Fears of planning group replicated by group – meeting fears head on
- Time – proper time for planning or clarity – don't rush it
- Planning group roller-coaster – got a journey as will the participants attending FS conference
- Facilitators – modelling behaviour – should be same with planning; team and with conference – Role confusion
- Getting senior management team on board
- Community events – who 'owns' event and keeps the action groups on board once the event is over
- Good communication – important component to communicate what is going to happen after the event (don't leave planning team in black hole)

Past

- Small, high-powered group with limited experience of being facilitator for FS
- Looked at time-line, the analysis and then report-out

Worked well

- Do time line and then do 3 to 4 hours telling stories, have people keep telling stories – helps them move on to next phase
- Before FS, analyse potential for conflict – if lot of conflict have people write down stories, have facilitator read them anonymously

Worked not well

- A dilemma: Participants seem to have very little to put on the top time line (what's happening in the world), makes us wonder, do they not pay attention to the world around them?
- People refuse to leave past – keep bringing it up again and again during the search.

Alternative uses

- Use timeline to teach a concept i.e. conflict (personal conflict, environmental/family conflict, world at large conflict) – useful way for people to understand the ways in which they had dealt with conflict;
Was used to teach a class in mediation

Present

Mindmapping:

- Started with what people actually wanted, why they chose this group to ensure they got what they needed
- Focussed our discussion on – mind mapping and prouds and sorries
- Went through what happens in normal mind-mapping process
- Talked about treading the line between containment and empowerment, so sometimes got into discussion about facilitation
- What numbers you can cope with: over 40 need four people, two out front taking the input and two mapping it
- Important of rules for mind-mapping needing to be clear and facilitator might need to intervene. Some use yellow cards for people going off message. Some use bells to signal time or off message.
- Need to get planning right – problems here can be caused by planning not being right, esp not right people or poor briefing/expectations
- Anxiety about people drifting away and at what point do you intervene? How do you respond as a facilitator – do you comment/not comment?
- Sometimes those who drift away are having animated conversations at the side are not a real concern.
- Numbers – managing large numbers. Deli system – taking a number to queue up/take your turn
- Dots – do you count or not count? This is information – you make of it what you will in your stakeholder group. In their stakeholder group can invite them to do another mindmap. Sometimes brings in new information
- Facilitator modelling “this is your data”. Fine line to walk between knowing when it's time to intervene or wait for someone else to say what you are thinking

Prouds and Sorries

- Transition to prouds and sorries: making the link. First getting stakeholder groups to debrief what they're doing now and what they might want to do in the future about the trends, asking them if 'ready to take the next step?'
- Moving into prouds and sorries – ideas to help people understand what is a sorry – they understand the prouds but sometimes not the sorries. Not acceptable for a teacher to say “I'm really sorry for parents not doing their job”
- Some worries about sorries staying on a superficial level

- Keep prouds and sorries really crisp: Get groups to brainstorm, pick out individual prouds and sorries, pick 3 of each, short time to feedback

Facilitation

FACILITATOR'S ROLE

- Number of themes from previous sessions turned up on facilitation conversation
- What is the facilitator's role in FS and how is it different from the facilitator's role in other practices?
- Be really clear to yourself about what your role is
- Then tell the participants – they have expectations that if you are standing at the front they think you are the teacher/leader/expert

PARTICIPANTS' ROLE

- What's the participant's role? Co-facilitators (self manage in groups). Facilitators handing over control to groups
- Facilitator anxiety i.e. groups not managing time – don't be time policeman

WORKING TOGETHER

- How do facilitator and participants work together – relationship between facilitators themselves – usually work in pairs, so need to trust each other to help 'hold the space' together
- Some form of communication between facilitators during the F/S to help each other stay on track.
- Participants can help keep facilitators 'honest' – especially with jargon – give participants permission to help you

STRUCTURAL FACTORS

- Timing: the problem of the third day, and making enough time for action planning if there are too many small group report-outs.
- Numbers – what happens if you have between 70 and 90 participants (too small for 2 groups but too big for one and impact on time) (Pray people will go sick!!!)
- Nightmares of physical space – meeting room with no windows (draw window on large people of paper)

Other points that came up in our discussion:

Is it better to have a male and female facilitator? Do the facilitator demographics need to mirror that of the participants?

How to facilitate with people with disabilities, or through another language?

Avoid acronyms, or words with inappropriate connotations (e.g. "targeting", and other militaristic words)

Questions

General Q – size of system and effectiveness of FS. Importance of before and after with FS in middle. Why has FS been very successful here in NI whereas some of the FSs in the UK have not been so successful. Is it something to do with the size of the system – are big, huge systems complex to work with in this way?

- Session yesterday to 30 people about FS. Frame what it is you want to address. It's what you do to make it happen, how do we do the action planning. Chop up the problem into something it is possible to action plan for.
- It's a strategy for how to widen the circles of engagement. Could be up to a planning group/leadership to decide if it makes sense to do more local conferences that lead to global conference. This kind of strategy needs to be in place beforehand.
- When a system knows it is coming back together (be it 6 months/a year) they keep connected to the original conference
- Must have leadership involved

Leader is the person who stands in front of system and says "you may think this is strange but this is why I believe in it and why we are doing it..."

Book on visionary leadership – Sandra will email you chapter draft – carry it around with you – story of the leadership – someone who is willing to take that risk because they believe in this set of values

Planning Q – doing FS in big systems – really works best if part of overall process

Using FS to implement a strategy or set of procedures is useful but significant part of FS we are doing works well because we are working in social partnership context. We have cross section of system into room at the same time, we have presence who can reflect the whole system

Who do the participants in a FS represent?

How do you select them (community setting)?

Danger – no one can volunteer an action for someone else e.g. TU representative – if TU leadership action can be taken back and voted upon as TU policy.

Do they have authority?

If you get representative group choosing right actions, bring unions on board as partners in change rather than leaving them out and risking them

Planning group talked about getting right people in room

If people come as individuals they can make connections

What's the optimum size of a planning group? Number who can comfortably talk to each other .e.g. around 8

Facilitation Q – in last FS we facilitated literally the whole of the room turned on the process (during the past). Continually people harped back to the process. Kept chipping away. Lot of attacks coming on facilitators. Seemed to be in a time thing we couldn't switch off. People went off saying FS not the right process/wasn't the right process.

- Swung back to discussion about being clear at beginning about Roles i.e. role of facilitator, role of leadership, role of participants

- Chapter in new book – right from beginning when people came in they were resisting the theme. Facilitator said near the beginning, how would it have to be for you to be comfortable with it? They took about half an hour to add words and then were ready to move on.
- If people don't feel heard (keep telling story over and over again)
- Session last year about things that can go wrong at last year's FSLE in Stockholm. Written up after FSLE.
- Be prepared to throw it all up in the air and start again – maybe revise process
- Ask the question in the planning group "What's going to happen if everyone rejects this?" Planning group seemed to abandon us in the moment.
- Safety net is to throw it back into the group and open it up "Confusion about what we are doing, confusion about whether to go forward – let's take a moment to hear what's going on for everyone, what you are feeling..." Hear from everyone – be authentic – not personal
- Say at the beginning – are you clear about why you are here?
- Be humble, awe-struck and respectful

What would it have looked like if FS were successful in preventing the Troubles in NI in the first place?

- Would have had to be held in the 12th Century!
- Recognising the series of wrongs that arose from the Civil Bill of Rights
- Led to early sense of democracy
- Sometimes takes the fight to get it here
- Peace work challenge is to spread out peace work to Regional – in power to do things in own community
- Assumption that Troubles are over – never really explored common ground – and that is where we are at. People who live here might say that sectarianism is worse. No-one has told us we have common ground.
- Places of conflict – places where there is too much rain or not enough rain – water is to blame! Water is the element of emotions.

FUTURE DISCUSSION 1

The key issue is the action planning – generally we have very positive experiences of scenarios – people love the creative bit

Scenarios – bring costumes – allow people to dress up

Make a box of props that you can bring along

Is there a place where you can get access to recycled and waste materials like end of carpet rolls, bottle tops, make-up etc.

Issue of not being concrete with the information coming from scenarios that then impacts on common ground.

Temptation for the groups to stay too vague. Feels like there is over simplification of the discussions into the list for common ground wall.

Is there a possibility of leaving a short gap between each scenario to reflect and jot down the key learnings?

How to overcome the sense of momentum?
Jot the things that really excited you.

Groups are being over-accommodating by trying to find the common denominator which contributes to the vagueness.

Third day is very short for planning.

Use of open space as planning tool is good.

Groups stay too general.
Why, where, who, what, when and how as tool for setting the task.

Define the purpose of the planning session before the conference – get this agreed with the planning group i.e. manage expectations.

Infrastructure for dealing with the outputs and bringing the actions forward needs to be in place before Future Search actually happens.

There is a possibility of having the common ground wall confirmed by end of second day – use clusters and get people to wordsmith the clusters in small groups.

Get someone to take responsibility for each cluster and to convene a group to work up a description of what it is saying i.e. put the detail back

Issue of people not wanting to take responsibility. This was a direct experience and it turned out to be a cultural matter where people are not used to taking on ownership of responsibility.

Confront the cultural issue – lay it straight to people that they have the opportunity to transform their power to act.

Ask people to name even one thing (no matter how small) about what they can commit to doing as a result of this meeting.

Be aware of how the conference is named and framed as this sets the tone (i.e. sets the expectations) for the level of participation and commitment to action planning.

What happens after is mostly due to the infrastructure – the sponsor or a bigger process.

ISSUES

Issue of the Future Search being seen as an event – this can raise expectations.
A one-off, unrealistically.

Is it possible to ask examples of what has worked elsewhere – appreciative enquiry.

SOLUTIONS AND SUGGESTIONS

Could be built into the action planning

Future

- Weren't allowed to talk about common ground 'wall'
- Pleased with how scenarios worked
- Tips - Bring costumes and boxes of props - Play Resource Warehouse (Belfast)
- Tendency for people to remain vague at end of scenarios when trying to keep conflict or differences out of this process
- Is there an opportunity to give people time between scenarios to do reflection? Just a minute – is there something there that excited you. Harnessing the information that is coming out of scenarios
- 3rd day can be very short in terms of action planning – frustration for sponsors – not enough time to get into depth – depends on their expectations of the process
- Use 5 Ws
- Use Open Space (still allows people to leave and be vague)
- People know that this is not the end of the process – that there is something in place to continue working on action plans after the event
- Bring agreement on common ground to end of 2nd day and agree clusters would give most of the 3rd day to focus on action planning. At end of 2nd day get people to discuss clusters and to take responsibility to flesh out into more detailed statements. Each cluster held responsible by an individual. At start of next day instruction was to go where you had the energy. Then flushed out the common ground statements and reported back (whole process takes about an hour)
- People not taking responsibility in the action planning – how to get them to take responsibility?
- Ask people to do something simple to give them a sense that there is something they can do even if it is just a conversation
- Importance of planning – people knowing that they will be asked to take responsibility for actions – can come back to bite you if not done properly
- Most successful process we have been involved in is where FS fits into a 'beginning' and an 'after'

Day 2 - Friday 10th June 2005
Fishbowl
In the fishbowl as sponsors/clients

Tracy, James, Barbara, Aideen, Eddie, Dick Aranson, John, Noel

Welcome and introductions to late comers – Julie, Tracy & Eddie!

Reflection from yesterday (day 1 – 9th June) (a word, sound or gesture)

“Enjoying it”, “Wahoo”, “Insight”, “Relief”, “Old friends, news friends”, “Excitement”, “Eye opening”, “Learning”, “Enjoyable”, “Anticipation”, “Fellowship”, “Hope”, “Family”.

Sponsors or clients – fishbowl circle in middle of room.

John – We were doing this for quite a strategic purpose. The health service – how would we provide a service to our client system – we used a future search method.

Dick – we wrote into the grant a FS conference. The idea was a comprehensive plan. The great thing was actually bringing it into the grant! The hope was that the FS conference would bring this plan to a higher level.

Tracy – 1st fs next week. There are different cultures between the GPs and the managers. There are huge financial deficits within the system. What we are hoping to get from FS is that we need to get in the room to understand how we got there. We want a sustainable outcome. It needs to be robust and owned by all parties. How are we going to get to a point that we have a sustainable outcome? If the outcome isn't one of the viable outcomes – that will be fine because at least everyone in the room will have had input. The process of FS is as important to us as is the outcome.

How does FS impact on the lives of the people you serve?

Dick – our children from pre-natal and early years developed a sense that they are trusted, loved respected grew up with a sense of passion and hope.

Aideen – I went into FS because there was a complete policy vacuum. Making the connections between young people, local and central govt. I think some of this is patience, some of us will never see change. Don't go into it unless you can really deliver and push it. People have to own it in order to make it happen.

FS clearly impacts those who take part. What are the features of the context that need to be present and what needs to be engineered in planning the process?

John – there is 100,00 staff in the national service. We are trying to impact in terms of managing change through impact – transformation change. Our FS was about how can we do this? What impact could we make as change facilitators? At a very practical sense – we succeed in getting to grips with some of the very significant factors in dealing with change. Looking at establishing common ground. How do we change the service delivery structure? We did a FS in Oct. our board formally accepted the outcomes of that change and are currently trying to implement them – but it has not been easy!

Eddie – I think you need an unequivocal commitment that they are there to deliver outcomes and share power control. The process is going to take you out of the government's comfort zone.

Julie – I am not holding FS as a piece of something you engineer. It is a very organic thing. There are conditions of success.

Noel – I would like to go back to the idea of nourishment and something that is organic. Engineering can almost imply deviousness and restriction. The conference is really only the beginning, but you are exhausted at the end of it. The whole idea of taking the behaviours, opportunist and process and connecting with people. Contexts continue to change and so do the people. Together you can affect change.

Eddie – a mixture of front end problems – process problems, when it comes to commitment and sign off. The crucial element has been the end part – the follow up and the failure to follow up! The different expectations of the people present a problem. I am a big fan of FS but I don't think it is perfect.

- The planning and the follow up
- Definitely the follow-up
- Connections and communications.
- Someone has to support the someone who cares
- You have to have everyone in the system. Make sure you have the right people in the room. Letting it happen, making the outcomes happen.
- Risk is key to truly being leaders. Especially those who work in public service.

John – did FS in own organisation (sponsor organisation) – involved in commissioning of it. Eamon O'Dwyer co-facilitated with us. Doing it for strategic purpose (health service in Republic approaching biggest change) – went from 30 year old fragmented structure to a single unified system – looking at what impact it would have on us and client perspective.

What we were looking for was maximum, immediate, useable information from stakeholders to inform strategy for next 5 to 10 years.

Dick – 2.5 years ago opportunity from Federal Government to develop comprehensive system for early childhood. Process of establishing a comprehensive plan for early systems in Childhood in Maine (process already in place through taskforce of Early Childhood) wanted to transform it by enriching the people at the table to become more inclusive. Brought together health, mental health, educational sector, economic sector and childcare. Wrote it into grant – integral part of grant \$.

Challenge/hope – FS conference would take planning process to higher level by bringing more stakeholders to table – defining more clearly what it means to have more humane policies for children and families that honours parenting as the most important job. Get the voices of those who had been previously marginalised to the table with the voices of policy makers.

Tracy – FS event next week to achieve a strategy for acute services in Northern Birmingham. Eastern Birmingham and North Birmingham PCT merging April 2006. Relationships between two hospitals in the system can be described as 'trench warfare'. Huge financial deficit in system and also performance issues. Number of processes have been explored to get to a sustainable solution for this hospital.

Hoping to get in the room to find out how we have got to the situation we have got to at the moment. We want a sustainable outcome around the future of acute services provision in the area. Has to be robust and across all parties.

Concerns – 3 viable options for the hospital. How are we going to get to a point in the FS process where we have a sustainable option? If the outcome of the 3 days isn't a viable option that will be fine as everyone in the room will understand how we got to the decision and why? Process as important as outcome.

How does FS impact on the lives of the people you are there to serve?

Dick - Most important aspect of having healthy society is that our children develop a sense that they are loved, trusted, honoured as unique human beings, grow up with a sense of compassion, that they have some control and a sense of hope. Outcome grew out of a sense of 'health' as health embraces all aspects of a child's life.

Noel – Western Education Board – 2 experiences of FS which have had huge impact. Support the Art & Design Community. Unique opportunity to participate in. Fermanagh Council planning for an integrated plan – thinking more strategic. Had to get out of their comfort zones. Looking at health, social services, pre-school and all aspects of life in general.

Participated in another FS experience to bring some like minded and not so like minded people together. Made us think hard about our role – in the society that we live in as well as in the wider Europe.

Scaffolding upon which to build foundations. Impact – broadened my vision – now I have a naive arrogance to connect people. No matter how many times you do process – starting point from where you are changes. Element of change constant. Can't afford to get complacent. You are just learning and relearning. You feel nourished yourself personally. On a personal and humane level this is the way forward.

How transforming the process is – what's the impact on citizens?

Barbara – Federal Reserve - 12 regional banks as opposed to one central bank. Not far from World Trade Centre. Makes us think a lot about conflict. 2 years ago – boss said, "I need automation strategy (ideal computing environment) for the next 10 years ... and I need it by January" (7 months away). Talked it through with Orin and agreed FS seemed like a good fit. The title of the event was Modelling a Future 'Research Computing Environment (RCE)' which came to be known as Recovering from the Conference Experience.

Brought stakeholder groups from across the whole of the country. Spoke to each other in ways they never had before and came up with ideas they would never had on their own. Now I'm responsible for 7 working groups.

Branch of Government could look at a different way of developing their strategy.

Tracy – we work for the health service. Our responsibility is to improve services to meet patient's needs. Hospital has been prevented from progressing and improving their services for local population. There is so much negative press about the hospital. Whatever the smallest slightest thing that is wrong there is a complaint, usually voiced in the press. My hope for the outcome is that we can have a strategy around structure, but structure supports delivery and that will impact on the population we serve in that area. Demonstrate significant improvement in health and well-being of population. For the staff, it is demoralising when you are constantly criticised. Effect on staff will enable them to come to the table, to get out their baggage and to get to a point where they can have sensible conversation and to see we are all here for the same reason. Reason we are here is to develop and provide a first class service. Impact is around outcome will affect local population, process will support staff.

Eddie – worked in different Government Departments. I came to FS at a very important time. Trying to assess how so many of our policies were not having the impact. Government policies were just gathering dust on the shelf. We were putting so much energy into ways to break the log jam. What I am looking for are effective ways to develop policy that will impact our lives and also consider the hard issues such as value for money etc. Only 2 have had greater impact by breaking new ground. 3 have had no impact greater than conventional policy.

Aideen – Output of Arts & Culture framework – policy vacuum. Making connections between young people, local government etc. Ripple from very first Arts & Culture FS. Got £8 million from ? not been able to spend all. Doesn't just stop at the conference. Some of us will never see the impact – maybe 20 years down the road someone will say "...that started from the FS".

Don't go into it unless you can help people push it forward otherwise all you do is raise expectations and then dash them. I could probably have written Fermanagh plan but nobody would have owned it. People have to own it to drive it to make it happen.

What spins out is the personal connections and the personal networks you make.

Eddie – FS impacts those that take part. Allows people to work with strategic clarity and focus. Direct impacts are often difficult to measure. So what are the features of the context that need to be present, and what needs to be engineered when planning the process to ensure process yield as impact on society.

John - Social Context Partnership – health system – 100, 000 staff – pretty big. Not an ideological issue. Business case and evidence is there to show that business managers produce a fantastic way of making change happen that is social partnership led. Managing change through partnership in a health system. Incremental change is not good enough any more. Need fast, impactful change. Partners connecting with clients in the system and the whole community. Whole system changed from fragmented system to single unified system.

We succeeded in getting to grips with real factors that influenced the rate of change. Health Service 90% unionised. We involved the Union in the planning. We established a common ground with the new health system. How do we change the service delivery structure in an industrial relations context?

FS informed, involved, got buy-in to about 20 pieces of common ground policy.

Eddie – haven't been at one FS that hasn't come up with a single idea that we couldn't have predicted. What does make it work is the commitment from sponsors that they are there to commit to the outcome and support the outcome.

Julie – Wednesbury FS in 1997. (Husband was sponsor for FS in Wednesbury Town not far from Birmingham UK). He said at the end of day 2, "It felt like 64 people in the room could make things happen. Now that we are out on the street and I see all of the people walking around, I'm thinking "can we really make a difference?" FS is a new life you bring into being. 8 years later the group that set up 'Wednesbury 2000' is still in the town, still involving the community and things are still happening. Whether they are happening because of the FS we will never know but we do know that there were 64 people in the room who had a vision for the Town and that vision is now coming alive.

Nourishment – something organic. Trust – be open to what comes up in the conference. Mirror it in your behaviour, conference gives you time out to connect – exhausted at the end when you see so much coming out of it, so many ideas for making a difference. Encourage people to think in different ways. What they do with their thinking afterwards needs support and commitment. Need energy to support them.

The 3 of the 5 FS's you did – why did the 3 not work? People not knowing what we wanted to achieve and on the last day during sign-off and how many key people were not engaged during the sign-off process. Crucial part is the end part and follow-up. Needs oxygen – if that is not being provided is that you have a range of people going through the process saying they have a great time but... so what guys!

- Planning and follow-up
- Follow-up – making sure that what we decided upon was followed up regularly
- Connections, communications and some plan for taking it forward
- Someone has to care and someone has to support the someone who cares
- Planning and having the right people in the room. Being brave and taking extra risk of including people who need to be there but you are afraid of having them there.
- Letting it happen, making the outcomes happen, and understanding the impact of having the whole system in the room will ripple out into the organisation. People think about using FS in other areas that you wouldn't have thought of
- Risk – key to truly being leaders and making change happen
- Planning with measure of success in mind

Reality Dialogue

Following Sandra's facilitation of one

Principles/values the network hold:

- Transparency in working with another FS member
- Humility as a facilitator
- No solutions be open to the future
- Shared learning enquiry
- We act with integrity/honesty
- Stick to the principles
- Trust the process, but tune in!
- Having a light touch
- Why do something when you can just sit there!

Elaine – if we are not following the FS from a-z then we are not doing a FS.

Sandra – the strongest message is not promising what you can't deliver. The more you do the more you learn the boundaries. Every time I go into an organisation I am learning about the organisation for the first time, their structure, etc. We have a discussion about what do

we think the company needs? There are policy issues here that are not going to get resolved because we don't have the right people in the room. The more I do stay with the methodology the more secure I feel. If there is anything people are going to push against it is going to be – who's there? If you do these tests with an intact team you are not going to get anything new. I don't know that the words themselves mean so much other than the underlying message.

You never know!! Awareness is key – the more experience you have. There is no common ground here now. we did some action research within the next year. We would support anything anyone wanted to do.

We were talking about FS as a process, we should be talking about it as what it achieves.

Sandra – do it as written (in the book) at least twice!

Afetr tea we moved to a open space project. The 4 areas of discussion were:

- How do we make those painful choices that affect social justice, economic development and environmental sustainability?
- How to deal with the discussion of the common ground
- Statements from the principles
- Learning exchange 2006

Plenary - One sentence about where we are at in this whole process:

- I am really pleased about the work we did surrounding ethics and responsibility
- I am glad that we have achieved this because I will not be here tomorrow.
- Refreshed
- Unfinished – lots more to do and discuss!
- I am still thinking – I'm intensely aware of the enormous amount of diversity in the room
- Delighted we broke out to open space and ready to get back into it.
- There is a long way to go.
- I am a little sad because I my group was discussing sustainable development and we were just getting into it and I won't be here tomorrow!
- I feel it is a great opportunity to hear from wisdom and experiences.
- I feel energised by the last session we just had.
- I feel quite reaffirmed about the integrity of the process
- I was confused with the mythology, but now not so!
- Fascinated by both our differences and similarities.
- I am feeling ok, good and thankful.
- I am wrestling about how things change – consensus or not? Or whether the majority wins, etc.
- I had to marry one of you to find out about FS, I am charmed by the welcome I have received and I am considering a career change as a direct consequence.

- Frankly, I am feeling exhilarated.
- I am looking forward to the prospect that I am here tomorrow.
- I think the point about consensus is really important. I am pleased we saw the importance of that wall!
- The humbleness and the empathy.
- When people can share their differences and still people really care for each other – I am very touched.
- I really love the feeling of all not knowing – there is a wild side to this story.

Poem (to finish): He drew a circle that left me out

Repeated??? Or More here

What is the role of the Future Search Facilitator?

- Principles to guide us
- Any specific actions or behaviours
- Unresolved issues

Principles/Values the network hold

Cluster 1

- Transparency in working with another future search facilitator
- Humility as facilitator
- No solutions – be open to the future
- Shared learning & enquiry
- Act with integrity
- Adhere to the integrity of the FS methodology
- Be rigorous, be honest about process
- Client owns processes exploration Vs resolution
- Guardian of the process – advice and influence during planning
- Trust the process
- Resist the temptation to fix
- Holding the space
- Trust the process but tune in (tune in = our catch for flexibility)
- Having a light touch
- Why do something when you can just sit there!

Reading out this cluster and asking if we have 'common ground' prompted at least an hour's discussion – or more – on the integrity of Future Search and how much can people 'tweak' and still stay true to the principles. (By tweak we mean little minor changes). There were confessions about doing a Future Search in a different timeframe (2-days, changing the words for prouds and sorries and more...

Tweak – little minor changes

Integrity –
Linguistic changes –

The question was raised during this discussion: are we talking about the principles of Future Search or of facilitation (facilitating a Future Search) or about the FS Network.

Is there agreement that a group of people can flesh out the first cluster of strips and come back with something for us to work on whilst the rest work on the rest of the clusters? Or do we want to continue the conversation?

In bringing this to a close Sandra said:

- We are a network of people who adhere to the principles of Future Search with integrity
- Do not facilitate a future search when you have a stake in the outcomes
- There was a request from last year's FSLE "how do you facilitate the reality dialogue". The only way to do this in this FSLE was to generate the principles on which to create common ground.
- Not promising more than you can deliver – that's integrity
- When you have enough experience (and doing them over and over again gives you the experience) the more you do the more you learn your own boundaries

If there is anything clients are going to push on it is going to be:

- Who is there and
- How long

When I go into organisation I learn about the system all the time

I go in with my principles of making sure that I am not going to set up the frustration of people going into an event with an expectation of getting certain sets of issues dealt with and not having had the opportunity to do that

UN War Story

- Called me in May – wanted to do it in June

People

Pushed their boundaries by doing things differently – getting diagonal slice into the room Not just the diagonal slice in the office but going outside to their clients (agencies they work with) and OAH (offices away from headquarters) but were clear about who not to bring into the room (absolutely No way for Policy etc.)

At the start of the event the client said: "There are policy issues here that will not get resolved as we don't have the people here in the room – and that's deliberate decision"

Supplies (by the book)

Brought back everything that was in the book. Sandra was tempted to shove it under the table. But what they did was use all of the equipment – this was a big shock. Came back to a room with balloons and pipe cleaners! You never know...

Timelines

Timelines depend on group. Sandra worked on a merger where a larger supermarket acquired 6 little supermarkets. Had timeline for each one.

Tips

- The more insecure I feel the more I do it by the book – stay with what is absolutely sure to me
- We are sacrificing ourselves if we are the only people at the end of the day standing up there.
- I like going to 3 O'clock on 3rd day. It's my anxiety if we finish earlier
- Do it as written at least twice
- Prouds and Sorries - don't know that the words matter so much but it is the underlying responsibility of owning up

Time

Like going to 3 O'clock on 3rd day. It's my anxiety if we finish earlier

List-Serve Request

If anyone has done any FS with a variation – email to list-serve so that they can compile a small booklet with all of these in – include your learning about what worked/didn't work

What if we did Action Research? Spent the next year doing Action Research and brought that research to the FSLE.

Should be talking about FS in terms of what it achieves rather than the process?

We moved to tea...

Three threads

- Work the issues on the boards
- What's our common ground about being a member of FS network
- Facilitation of reality dialogue

If we stay on the integrity of the design conversation, then I will miss the conversation about looking at painful choices/challenges of social justice, economic development and environmental sustainability (sustainable development)

How can we do whole process of FS when the process is going round and round?

How to make the process come to consensus?

After tea – we moved to an Open Space process. The three workshops were:

1. Conversation about how to make painful choices social justice, economic development and environmental sustainability

2. How you deal with process of discussing common ground when it takes longer time than planned?
3. Getting some statements from the principles work (the DNA of common ground)
4. Learning Exchange 2006

One sentence about where you are at

- Really pleased we finally wrestled the statements about ethics and code of practice
- Feel myself at home
- Glad we have fixed something, achieved this, as I will not be with you tomorrow
- After last session feel at lot clearer – confused after first session this afternoon
- Refreshed, not here tomorrow but want to party
- Finished – getting to some meaningful dialogue
- Unfinished – cause we didn't finish what we were doing
- Don't feel like at home because in my home I have never experienced such discussion when we all admitted we feel uncertain, don't know how to continue, stop, look around and listen to each other. Sandra needs help of whole group.
- Still thinking... intensely aware of amount of diversity in room – hold that in a way that connects us without letting go of diversity
- Lost a lot of energy before break – spent a while talking about South Africa that made it excellent
- Feel reassured that there are other places I work where there is a lack of uncertainty
- Learnt a bit about a lot of concerns not just restricted to my country
- Sad – got into great discussion and then we had to leave it and I won't be here tomorrow
- Interesting – tired, frustrated, confused,
- Humbled, imperfect and embarrassed I do want your forgiveness
- Great ? to hear from wisdom and we have certain issues that throw us off once in a while
- Energised by last session
- Reaffirmed by integrity of the process – aware of how complex of how sophisticated this process can be
- Confused but now I think I'm answered
- Good to move into Open Space process
- Feeling earlier like we were spending the afternoon in the 4-room apartment – fascinated by our differences and our similarities
- Feel like I missed this afternoon – feeling fragile – hope I didn't offend anyone
- Feeling OK and good and thankful
- Wrestling with how things change and whether there has to be full consensus for proper change or not, or whether the majority view (of the view with more power)
- I had to marry one of you to find out about FS, I had to go through a painful group process to be s sponsor to come here, considering a career change as I share the learning
- Ditto
- Feeling exhilarated

- Excited about the resource I am experiencing behind here. Excited about looking forward
- Looking forward to the prospect but here tomorrow
- Full yesterday but fuller today
- Go into confusion but you come out of it – there is nothing else
- I am going to paraphrase – in order to be a good traveller doesn't mean you have to go to a lot of places, mean you can look at the same view and see it differently 1,000 times
- After lunch, conversation fantastic, information that went on wall is fantastic. Stuff doesn't mean anything unless we understand it and buy into it
- Feeling thankful to be a part of this network and part of a family – not many places you can feel this good
- Humbleness and empathy – realise I am a learner too – makes me have more empathy with the people there – now I understand their pain also – to be more patient with me and with them. Sad that I am leaving tomorrow but I trust that through meeting you again and again
- Word this morning was family, ideal family when people can share differences. Very touches by what we did today
- Not yet – my head is too full
- Love the feeling of things getting out of control

Poem

He drew a circle that left me out...

Heretic,

Open space discussions following the Reality Dialogue

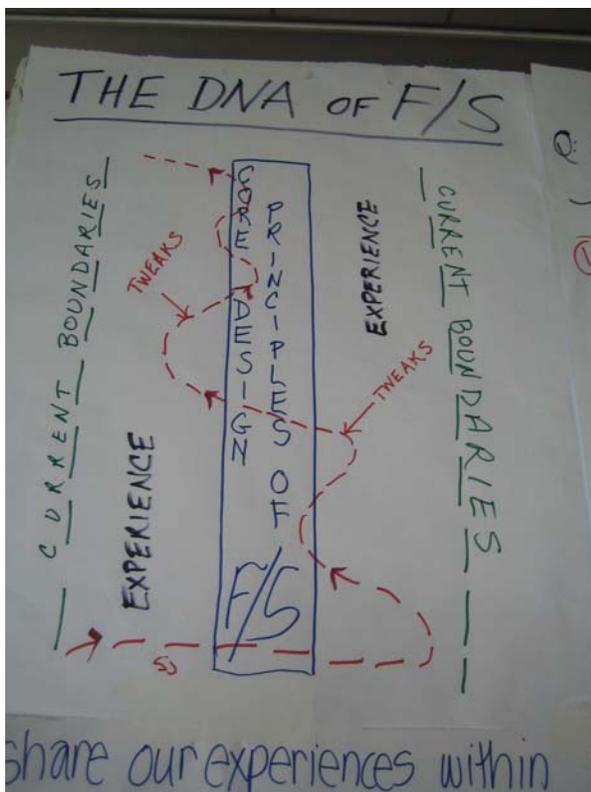
Reality Dialogue – Elena (Russia)

What do you do when discussion on common ground takes longer time, then you plan? (How do you facilitate the reality dialogue?)

- Neutral facilitator
- Definition(integrating statement)
- Move it to unresolved statements if not agreed
- Saying, that it is so important, that we need to talk more about it.
- To start from a cluster where it looks as a common ground
- You watch and look for what could be a common ground
- Go to the life cycle of the organisation
- Polarity management (you could both be right)
- What is most helpful in the dialogue or move to unresolved problems?
- Could there be a direction to development?
- Not the question of being right or wrong, but how can we move forward?
- Ask clarifying questions
- What if we have a magic wand? This is the magic of FS.

- The role of the facilitator at this stage is very important as the group has to become stronger, not braked.
- Lead into action planning for 2hrs + ½hr for closing
- When people never learn to take responsibility, action planning looks like the 'not finished' part.
- THE DNA OF FUTURE SEARCH (an attempt to summarise the Reality Dialogue from Day Two of the L.E.) (Barbara Dickinson and Lucinda Bray are going to write this up)

[insert DNA diagram]



Principles of Practice: (to answer the question: What is acceptable in this Network? What is acceptable in this process?)

1. Provided that we adhere to the core design principles, we trust each other to work in a responsible way, respecting the boundaries.
2. Within the Network, we share our experiences of working close to the boundaries – at the 'learning edge'

3. We take risks responsible.
4. We use the Network as a learning and mentoring community.
5. We use the core design principles as an anchor to help us experiment.
6. We distinguish between 'process consulting', 'expert consulting', and 'contracting'.
7. We manage risks and expectations.
8. We openly share resources, ideas, techniques, experience, etc.
9. We nurture the evolution of our Future Search facilitation by modelling the change methodology we espouse.

Ways of working

- Don't promise more than you can deliver.
- Work with integrity, trust, humility, openness
- Mutual learning
- Clear contracting re. roles and expectations at each phase (planning, the event, follow-up)

We need more work to define the following:

- Where are the **boundaries** now?
- What do we mean by **principles?** (Core *design* principles = the four principles in the F/S book.)
- Where is the **Network** going? What's its function? Rules? Future?
- Do we need an F/S on F/S?
- What does **integrity** mean? Re. practitioners? Re. the F/S method?

Localisation – land reform

Sustainable development term owned by government in Northern Ireland
Hard to have conversations across government departments, silos

Gloucestershire Vision 21 did Future Search

I

Local government

I

Land reform 23 acres rented, farm – a whole system → organic, biodynamic

↓

pram pushing distance of Stroud

National Community Farm Land Trust has money and does combine environment, social and economic vision → action toolkit to help other communities have a fourth pillar “cultural” stories, arts.

Sourcing organic food for hospitals – an outgrowth of Gloucestershire Vision 21

Maine US Future Search early childhood e.g. one woman now doing, creating a business – spices woman ran programme → exercise, garden
Future Search – it is fertile ground for this type of thing

Gloucestershire 21 happened in spite of government

Sustainability debate

It is important to get people to understand the implications of what we are doing – eat, buy, grow

So Future Search “a tool to face our fears” to explore fears, envision a different way.

The environment is the system.

So as a Facilitator how do I bring those stakeholders into the room to envision a different future reflecting the “environment” system.

Forward Scotland → have lots of examples. Government has the statements in a framework but does nothing about it.

The Thoras, India - a small tribe. Only three thousand families left. Government told them live in the way you are. Trying to maintain social and environmental system. Economic – what you make we will sell. But Thoras see it differently → key see it as if they went to the city, cut down trees etc. could make more money.

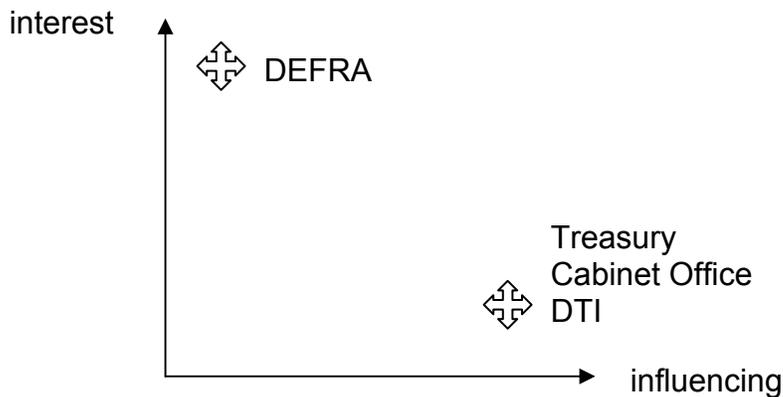
Cutting trees → paddy fields but these are areas for elephants. So what is provided then?

Lifestyles in one place are affecting others.

Future Search principle “think global act local” so get people in the room to make the decisions.

“Where does the local come from?” Government not taking it.

So for a Future Search? How can we turn this policy into a reality?



Scotland Community Land Trusts

Local communities buying the land, fifteen going, fifteen in pipeline

Social sustainability

Small scale economic development

Get local people caring, taking responsibility then you can not stop it

Need to think 1,2,3 year process

In Holland at the Hague, Rotterdam and Delph a Future Search to take place soon – vision for the use of a specific piece of land

→ who leads → a local government sponsor there - can try to influence other local governments

UK community planning moving towards trying to balance social, economic, environment will be called sustainable community development plans → if more were produced by Future Search processes

? how can we put sustainable development into meeting client

Holland → law on environment affect report, now discussions about quality of report. Investor/government pays for the report.

? How can Future Search be used to remove these barriers and where is the best place to come into the system to make the right intervention.

So ? how can we mobilise the community when the silos there, it feels like a "war of attrition". Need support.

In Future Search at the front end with the planning group – get them to find their common ground.

Can be dangerous to rely on few champions - in government people move.

? How can sustainable development agenda be democratised so more than a few key people hold it.

"Non-zero games" / Win Wins

Need to change way of thinking regarding if you strengthen economic pillar (piece of pie) then you immediately affect (badly) the others. Social and environmental.

One hundred and eighty interdepartmental groups in Northern Ireland at one time e.g. Neighbourhood Renewal, Investing in Health and it was same people. Great with the good ideas but not the follow through.

Scotland – wind power – a crisis will push people into ?

SUMMARY

OPEN SPACE – SUSTAINABILITY

Sustainable development principles

Localisation

Think globally act locally implemented in projects

Future Search can be very useful in land use / bottom up planning

Planning is important get the levels together (get business involved early) e.g. spatial plan, a pilot example.

A focus on bottom up action, not high level strategy, it would enable that local ownership and action.

In Northern Ireland there are areas in the "chain" to get the people who are sympathetic to this – so where does it have the best chance to work?

Is Future Search a process that can transform attitudes?

Michigan – Whirlpool Corporation put it to the community to solve problem of racial conflict, said they would use seven to eight Future Searches in two months (Beton Harbour)

One done on faith communities.

But not sure if the structural inequities have gone – JOBS CRISIS!!

(Huge polarisation in the US)

Business in room can be here

A magic effect with citizens → resources

EU – Czech Republic may get support with their framework for sustainable development from EU Directives and legislation

The Power of Future Search - if focus away from compliance to improving the quality of water for example. It is the actions at all levels bottom up – attitudes.

? Is the strategic level – top level – may be interested, middle not, bottom – can see it. At top can see the simple purpose and benefits but how to reach people with the resources who can affect.

Power of Future Search is in the common ground e.g. prime objective for government will be regularly out of trouble – BUT with Future Search if I can see this process will do this but much more and others will help too and add the value. Government not talking it is telling.

Policies can contradict each other in government. Must be able to find champions who can work together and mobilise the community.

Future Search that appear to deal with another topic this issue of sustainable development can come out e.g. children and young people in the visioning phase it can come out there e.g. Maine – a piece of land now being managed with sustainable development in mind.

Opening – Day 3

Announcements

Finalising open space workshops from yesterday (30 mins)

The three workshops were:

5. Conversation about how to make painful choices social justice, economic development and environmental sustainability
6. How you deal with process of discussing common ground when it takes longer time than planned?

7. Getting some statements from the principles work (the DNA of common ground)
8. Learning Exchange 2006

Feedback:

Eddie & Martin – (1) We crossed out painful. How can FS be used to remove these barriers? How do you get government to listen to you? We had really useful e.g. from England, N.Ireland, etc. If it is “how can we help you”. We have talked about the principle of things becoming a crisis before they act. Fundamentally FS is about think globally and acting locally. We talked about how we could use FS for e.g. land use planning, neighbourhood planning, etc. We used various e.g.’s. We talked about how relatively easy it is to talk to communities – easier to talk to than those at the top – silos and agencies. How do u build a planning group and support group for the communicating at the top. Where is the best place to intervene – the strategic guys get it and at ground level if is easier to get across to the community, but the problem rests with the middle guy.

Sandra – How we can build some collaborative group to strategise in order to have FS in sustainable development.

Barbara – (3) what our group set out to do was take the wall (completed yesterday) and we focused on different areas and we took certain parts to turn into principles. We identified where the energy was first. We noticed where the differences were so we came up with the 9th principle. The core design principles of FS, but we acknowledge that “teewking” goes on. There are some boundaries. We recognise that a lot of times we got pulled into do the work.

What we recognised was that there was another principle. Ways of working inc. don’t promise anything you can’t deliver.

(get bullets of flip chart sheet)

Good example of how you used the DNA model. The DNA model is organic, dynamic and alive!

The group that worked on (3) will collaborate and write up a doc. for the net.

Elena – (2) Differing point of views – say you could be both right. It is not sensible to go into conflict. It is not a question of being right or wrong, but it is a matter of going forward. Stick to your action plan, this will reduce the chance of people getting caught up in the one subject area.

Rita – could you just give the timing on how you got to finish reality dialogue on day 2?
Sandra – I was just feeling secure enough and it was very successful. Instead of talking about how do you shorten it, you should be thinking of how to lengthen it.

Ruth – (4) Learning exchange 06 – we discussed a couple of different possibilities – locations, theme, etc. Interest from S.Africa to get on the radar. How relevant is a theme – do we need one? The theme isn't necessarily what brought us here – it wasn't the most imperative. We did feel like we need a purpose. The learning, the sharing, updates, trends that are out there. There was a point made how to figure out how we make sure that everyone can benefit – give, get, learn, share. The interest is S.Africa. Right now there are approx. about practitioners at the moment. There is a need to reach out to some other countries. Help market and broaden the network in that part of the world. We moved into content – what did we feel would be really important. Figuring out how to use the web more! Concept – progressive dinner. It might be among friends, community neighbourhood (courses of meals). I suppose would only work, realistically, in some region. Doing pottery – mugs, cups, etc. using a local NGO? How to be a bit more deliver it and intentional in delivering more of a variety? Involve press, communities and politicians, etc. Marketing the event? Yes or No?

Rita – the book – FS in school district change!!

Ask everyone to promote the book through their own areas of work. Eddie – we are going through major changes in education in N.Ireland and something like this is like gold dust to us! Similarities are enormous. Buy book online.

After lunch break – 1.30pm

FS Network 04/05 Report

Corporate Sponsorship – quality dimension that protects the principles. The objective is to get more conferences for the people who need trained.

Find a connection between sponsors and FS network. We need marketing and advertising – changing the current nature of FS. How to engage? We need a short term solution to improve the budget of FS. What do we want to be in 10 years – how do we see our network – how do we sell ourselves to our sponsors?

FS is the most open and generous in terms of sharing expertise – Marv & Sandra thank you!

Think about the connections we have at a government level – big pockets of money. While there is always no money, there is always some money.

Future Search Learning Exchange '05

Open Space – LE '06 discussion group

Respectfully submitted by Ruth Feldman 22.6.05

We began with everyone sharing what brought them to the group / conversation:

S. Africa would like to invite FS LE

Thoughts about '06

How to shape and maintain agenda

How to make it relevant

Interest in switching gears from the very cerebral FS previous conversation to a more concrete, creative process

Topics for discussion:

Destination

Do we need a theme?

How to formulate planning team?

Purpose of LE:

Update from Marv and Sandra – “trends’ as from the mothership – have at beginning of LE vs. end

Sharing / Learnings

How best to structure so that everyone can share, benefit, contribute; newcomers, more experienced, sponsors

Create inclusion

Destination

S. Africa as possible location

8 +/- FS facilitators in S. Africa vs. other / U.S. location every other year

Corporate and community examples

Other areas would participate; Botswana, Namibia

LE would help market FS to this geographic region

Common concerns and issues to Southern Hemisphere and what FS could offer to this part of the world (developing democracies)

Content:

Understand better the actual work done in the trenches – Experience, Learnings, Challenges

How to better leverage tools, materials, resources i.e. web

Sponsors (foundations, corp., trade unions, etc.)

1) that could sponsor FS before / after LE

2) help offset expenses

LE

- where FS has already happened
- where FS is new, to help cultivate FS in that area
- where FS is unknown, to help introduce the methodology

Make LE comprehensive:

Orientation to region / people

Local facilitation and engagement

Sustenance of network

STATE OF THE FS NETWORK: HOW TO SUSTAIN

People using FS principles to contribute 1%

Corporate membership/fee: What is the value? (reduced fee, sponsorship opportunities)

Invite our corporate clients to sponsor or be a corporate member.

Corporate membership = partnership. Added value = free training places for facilitators, opportunity to sponsor community projects, invited to attend FS events.

Different levels of membership – active/non-active supporters

Newsletter – wider distribution, charge for non-members

Soliciting some professional help to strategise/implement devo \$\$ (fund raiser)

“Selling” investment shares to pay a professional fundraiser.

Network members put in \$ for successful fundraiser and get paid back.

Do it by expanding the network: what/who is the network?

Possibility of using Jean’s daughter as a fundraiser/PA). Ruth + Dick > grant writing

Local networks to sponsor training (Orientations) – small amount of fee to go to membership; reduced FS memberships for those who attend.

Succession of training as major revenue source

Create orientations to attract new members. Charge to attend.

Training of trainers (succession; income)

Grant Proposal writing: write in \$ for FS support + implementation

List serve thread re. devo

Quality, certification, assurance re training and network criteria. Use listserve to debate.

Past trainees are potential contributors, members, and corporate sponsors? Do we target them? (Learn from other similar organisations, eg. OS, IAF, OD Network)

Up to date membership collection – make sure current members are paid up to date.

Business plan – longer term, whole plan

Use website to market FSN more obviously

Change the way members work with the FSN. Lifecycle of our organisation is changing.

Marketing: a new/different way of engaging the corporate world in FS sustainability:
Manage the tension between Growth and Values

FS for the FSN: include corporate, clients, members, sponsors (online as a pilot project)

FSN practitioners should approach their corporate clients re. membership/sponsorship

Work with what we have – market “Schools” books, promo copies (or CD)

Big Risk – manage the plan + growth. KEEP IT SIMPLE – Need a fundraising approach that doesn't conflict with our values.

Membership contribute to creating an investment pool to use for marketing activities (e.g. the book)

Distil ideas with a few, throw it back to the Network for participation

Need both a short-term plan for raising immediate money, and a long-term development plan (which might be different).

Clarification: What are we 'selling'? We need a strategic discussion about our vision.

Do session on “state of the Network” earlier in LE to build momentum

THANK YOU to Marv and Sandra for creation, inspiration, and sharing (for free)

Public sector orientation – follow some of the \$\$ trends; where are pools of grants going?

Richard will front a group to look at grant money.

Michael and Tara are contributing 1% of their earnings from new project to FS network

Summary from Mario Learning Exchange 2005, Derry

The road to Derry was quite a long one: in October 2004 the planning team started, and in November the first conference call was there. I remember, especially from that first time, how exiting it was to be talking to some people all over the world.

Elaine soon became the facilitator of this meetings, and Tara and her elfs were busy from the beginning in doing the actual work in Derry: finding a suitable venue, accommodation, etcetera.

Some of the team had some outspoken ideas about what to do. I Recall my own persistence in bringing in some local culture: Ireland is known for storytellers and music off course.

Working as a team was a wonderful experience. Perhaps it was a great advantage that the greater part of the team had already met in Stockholm, so voices and emails already had a face.

What struck me most in this team was the combination of open minds and drive to get this LE done. All team-members contributed in their own way, the leadership was with the entire team.

The LE in Derry

Derry was wonderful. I arrived on Wednesday, Frances picked me up at the airport and with Cynthia we went to Derry to set up the room.

At 7 we met the rest of the team. They had been visiting Belfast. It was a moment of joy meeting every one.

After a quick meal, we finished the room with the entire team. It was after midnight when we took a taxi to bring us to the accommodation at the university.

The next morning, we started early, welcoming all the guests and at 10. Tara and Doug opened this 11th LE.

Especially for Tara this was a great moment. She had worked so hard for it.

To our great surprise and disappointment, Marvin wasn't there. He is waiting for a operation, and didn't feel secure traveling all his way to Derry.

We started this LE with a map on the floor: everyone stood on his "homeground" and demonstrated his national way of greeting. Hilarious.

Then we were asked to give our expectations, both for ourselves, as for this LE.

Timelines were written up on

- When we learned about FS
- Since when we are using the FS principles
- Since when we are running FS's

Lunch in the Tower hotel, just crossing the street to get there.

The afternoon session was a "world space", a mixture of the principles of open space and the world café.

Experiences were shared on 5 topics, all related to the FS-proces:

- Planning
- Past
- Present
- Action
- Facilitating

At 5 we had a tour on the walls of Derry. A well informed guide tried to clear the issues of Northern Ireland. He did a great job.

My feeling was and is: the more I learn about it, the less I understand.

The Mayor welcomed us after the tour in the Guild Hall. Now the city hall, in earlier days the home of the guilds.

Then dinner, again in the Tower Hotel, and after that, back to the university accommodation for some sleep. But before that, Elaine presented some decent Canadian whisky.

The next day, Friday, Jon started the fishbowl. 6 sponsors tried to answer the question how the results of a FS could be sustained more, and what the facilitators could contribute to that.

In the afternoon we tried to discover the principles of FS-facilitating and of the FS-network. This ended in a strange way, as Sandra, who was facilitating this part, found that she could not stay aside. As a result of this session was a big wall, full of principles, tasks of a FS. It seemed to me that in this session, quite some people were trying to find the principles of FS-methodology.

The end of this afternoon was for open space. Spaces were:

- The principles
- The next LE
- Sustainability, how to make choices between economic growth, environment and social structure

That evening, party time!

Tara had organized some music and dancing. Great it was. I was fortunate to play some songs too.

Saturday we completed the open spaces. And then Sandra did the "shareholders meeting", and the lecture Marvin wrote was read out loud. Good to hear the historic perspective on OD.

Then, time to say goodbye, a weary moment. The team stayed and went to have dinner together. Tara couldn't join. She just had to take some rest. We missed her. After dinner we went to a pub for a final drink and that was it.