

Example runsheet - visioning and backcasting workshop

This section can be sent to workshop participants.

Details of workshop: [Time, date, location]

Attendees:

Purpose of the workshop:

List purpose from perspective of different groups involved in the workshop, e.g. what the facilitators hope to get out of it and what the participants hope to gain. Could also include ‘experiential aims’, e.g.:

- For workshop participants to be engaged and think beyond ‘the usual suspects’ when considering stakeholder involvement
- For facilitators to gain confidence in facilitating this type of workshop.

Outputs from the workshops:

[May include shared vision and list of changes needed to achieve the future vision.]

Processes:

Use tools from Visual Toolbox for System Innovation (<https://transitionshub.climate-kic.org/publications/visual-toolbox-for-system-innovation/>) – Visual Story and Future Radar – covering visioning and backcasting. (*See runsheet and reference material at end for details.*)

Agenda: [Example for an in-person half day workshop]

Time	Activity
8.30 — 8.40	Welcome and introduction, plan for day
8.40 — 9.00	Review any needed background material, warm up exercise
9.00 — 10.00	Visioning exercise – Visual Story
10.00 — 10.15	Break
10.15 — 10.30	Reflection on visioning
10.30 — 11.45	Backcasting exercise – Future Radars
11.45 — 12.00	Debrief

Workshop preparation (if required):

[May want to ask participants to read through any relevant background information]



Pre-work
e.g.

What	Who
Finalise questions and runsheet	
Organise room and catering	
Organise resources (e.g. post-it notes and marker pens)	
Invite participants	
Follow up on invitations	
Set up room	

Time (approx)	Activity	Instructions/details	Who leads	Resources
8.00—8.30	Set up			
8.35—8.45	Welcome and introduction	Welcome, outline purpose, run round of introductions if needed.		
8.35—8.45	Warm up exercise	<p>You may want to have a warm up exercise if you think your group will need a bit of help to get into a creative visioning headspace.</p> <p>One potential option is a word association exercise, which involves going around the table and getting people to suggest a word or phrase related to the key word (2-3 rounds for each key word). Start with 30 seconds to think and write down (if wanted) and then go around and build off each other.</p>		<ul style="list-style-type: none">Scrap paper and pens

8.45—8.55	Review any relevant material	<p>This may be important to include if visioning is for an already established project.</p> <p>Talk through relevant information (could display on walls in large font) and how today's exercises relate to this.</p>		<ul style="list-style-type: none"> • Relevant information in large font on separate pages • Sticky wall or blu-tac
8.55—10.00	Visioning exercise - Visual Story	<p>Work through visioning exercise.</p> <p>Key steps:</p> <p>1. Set the scene/ explain task – Outline method – show document with details, process, how long will take, why. Then outline question: team needs to imagine that it is 10 years from now and the programme has been so successful that their research topic and the programme is on the front page of the media. Goal is to tell story of what this successful future outcome is and the process used to reach it.</p> <p>Team should represent various perspectives. Ask for volunteers to represent perspectives of key stakeholders if they are not present.</p> <p>2. Imagine the future. How are the outcomes from your programme affecting the world 10 years from now? Think individually about prompt questions for a few minutes, then discuss as a group and record ideas on post-its. Can cluster information during process. Prompt questions could include <i>(may need to select those most relevant to the programme)</i>:</p> <ul style="list-style-type: none"> • Where do people live, what does it look like? • How do they move, make transactions, spend their days, what does the environment look like? • What social/technical options are available? • Which technology is needed? • How does it affect culture and the structure of society? • What are important trends, and events? 		<ul style="list-style-type: none"> • Post-it notes • Large sheets of paper - prepared in advance • Marker pens • Reference sheets from Visual Story elements • Printed list of prompt Qs

Visioning exercise continues on next page

		3. Fill out the canvas. Use ideas from the discussion to fill out the canvas. Draw the elements out (on separate A3 sheets of paper), including brief descriptions. Facilitator to support process and discussion – keep them moving...		
10.00—10.15	Break	Provide tea, coffee, snacks		
10.15—10.30	Vision review	<p>Check that vision is clear enough through a group discussion.</p> <p>Review and reflect on vision:</p> <ul style="list-style-type: none">• Are there areas of tension or disagreement? (if so, what are the areas of commonality)• How does it reflect existing vision and programme objectives? <p>Potential questions to include:</p> <ul style="list-style-type: none">• Was it easy to detach from current trends and for putting your brain in a disruptive mode?• Was it specific enough?• Do you think it will be achievable?• Was the discussion biased towards some approach or stakeholder’s perspective?• Do you think some perspectives were missed in the process? Did you spot the exact system “failure” that needs to be solved?• Did you find many different alternatives for the future in which the problem is resolved?• While you were working on the vision, did you find it easier to think about new technologies or any other dimension of the system such as new use habits, new infrastructures, new ways or social organisations, etc.?• Why do you think there was a bias?		

10.30—11.45	Backcasting exercise - Future Radars	<p>Work through backcasting exercise. Key steps:</p> <p>1. Set the scene/ explain task. Indicate that will be starting with ideal future just imagined and working back to today, identifying changes that happened to achieve this future. Then, will be working forwards to identify actions to achieve those changes.</p> <p>2. Move backward. Give people time to individually brainstorm about the changes that support their desired future, then get them to write their ideas down on post-it notes. Areas to consider could include:</p> <ul style="list-style-type: none">• New knowledge• Financial arrangements• New technologies• New political or economic frameworks• Significant changes in actor configuration• Cultural and formal conventions• Changes in routines, rules, culture, infrastructure... <p>Put changes on the radar template, based on the group’s views of where they fit in the timeline. [20 minutes]</p> <p>3. Assess the changes. Get input from the group about the feasibility of these changes and how much influence the programme has on these. This discussion could be led by the facilitator(s) or be left to groups to manage. [15 minutes]</p>	<ul style="list-style-type: none">• Post-it notes• Large sheets of paper with radars drawn out• Marker pens
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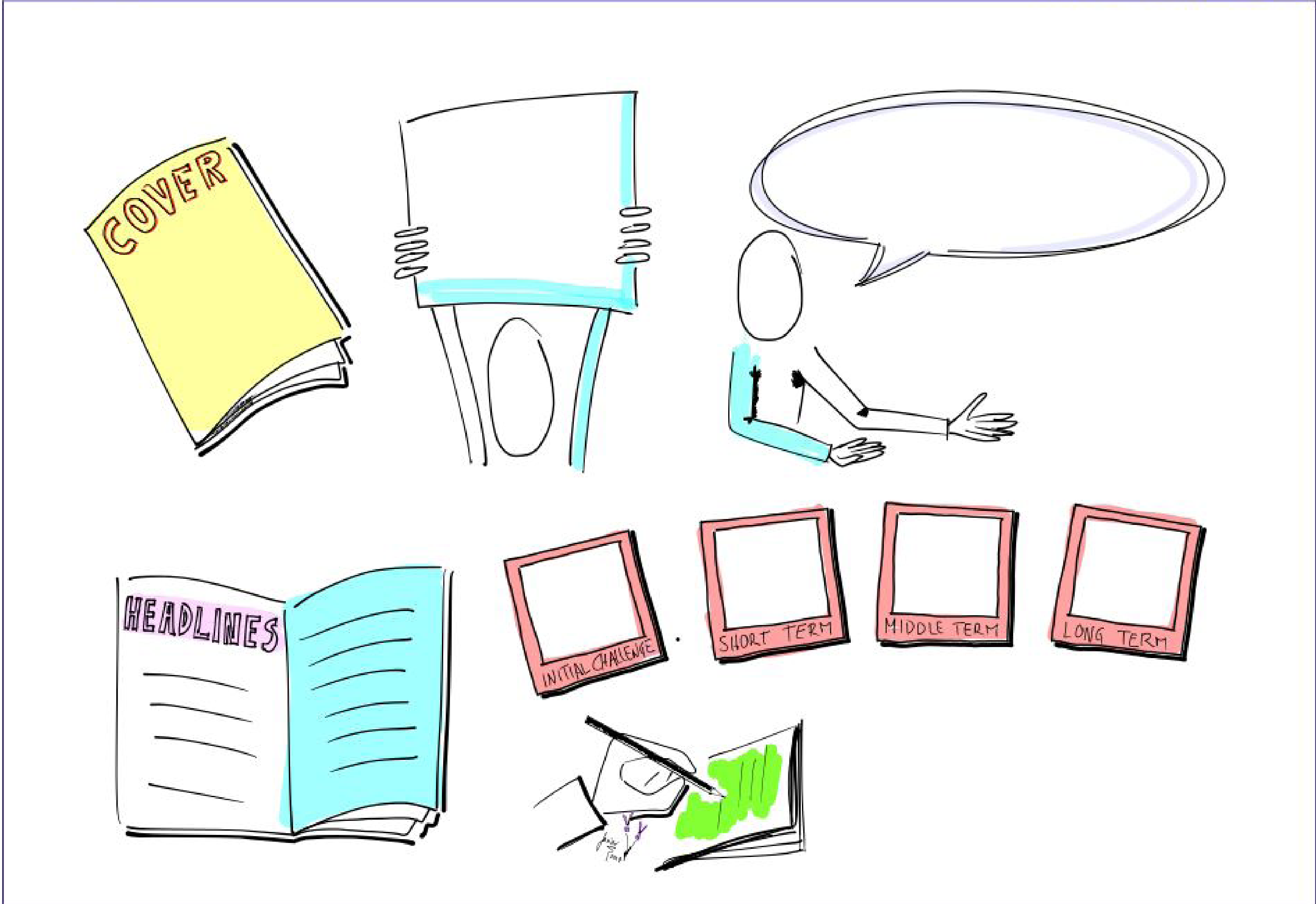
Backcasting exercise continues on next page

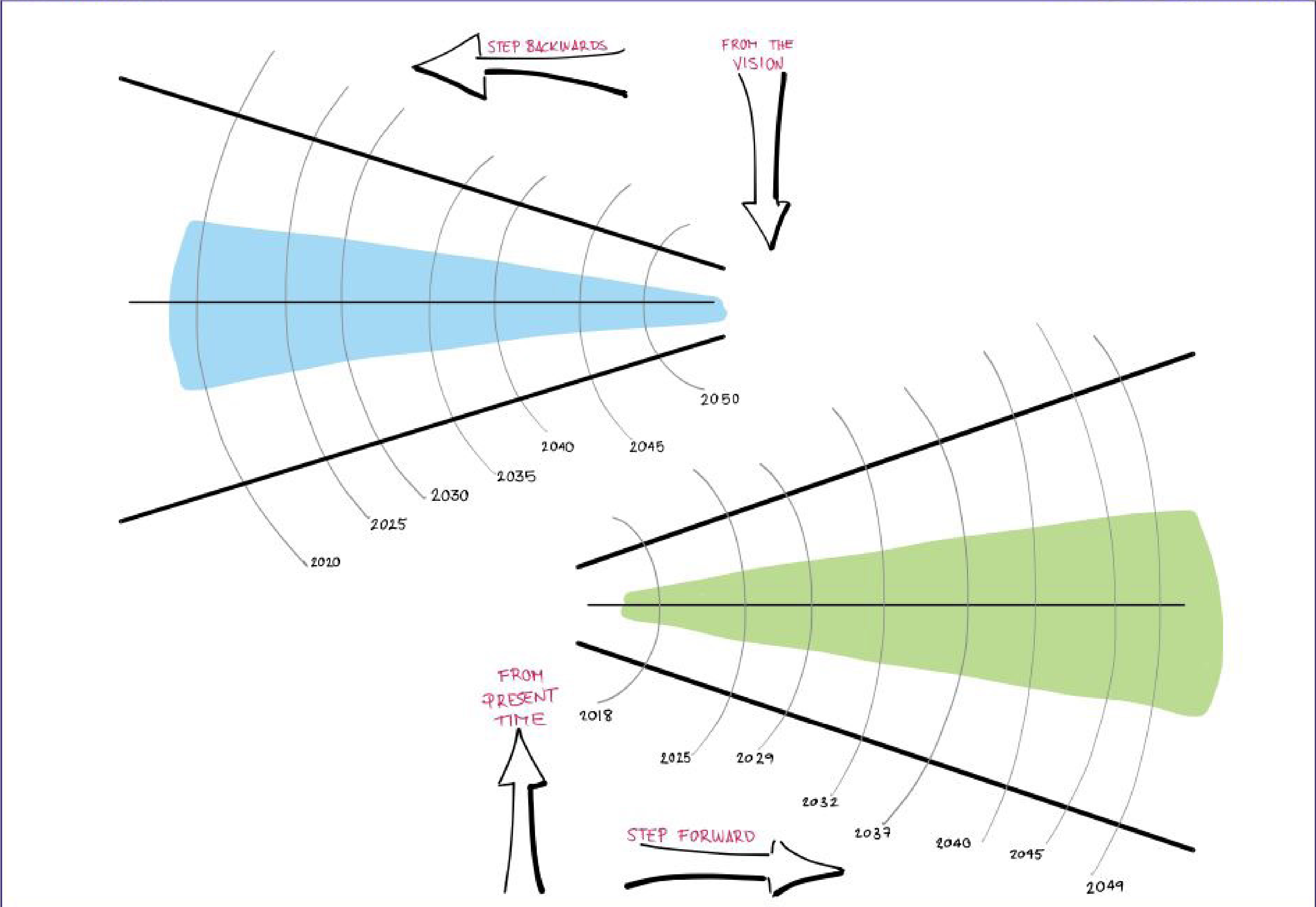
		<p>4. Work forward. Ask participants to identify actions that the programme could take to achieve changes. Give them time to brainstorm individually and write ideas on post-it notes. Place suggested actions on the second radar chart, based on group’s view of where the actions fit in the timeline. [20 minutes]</p> <p>5. Assess the actions. Work through proposed actions and evaluate the impact and effort needed for each action. Goal of identifying actions that provide maximum impact for minimum effort. [15 minutes]</p>		
11.45—12.00	Review and feedback	Get participants to complete feedback forms and/or reflect on the process and identify their next steps.		<ul style="list-style-type: none">• Feedback forms

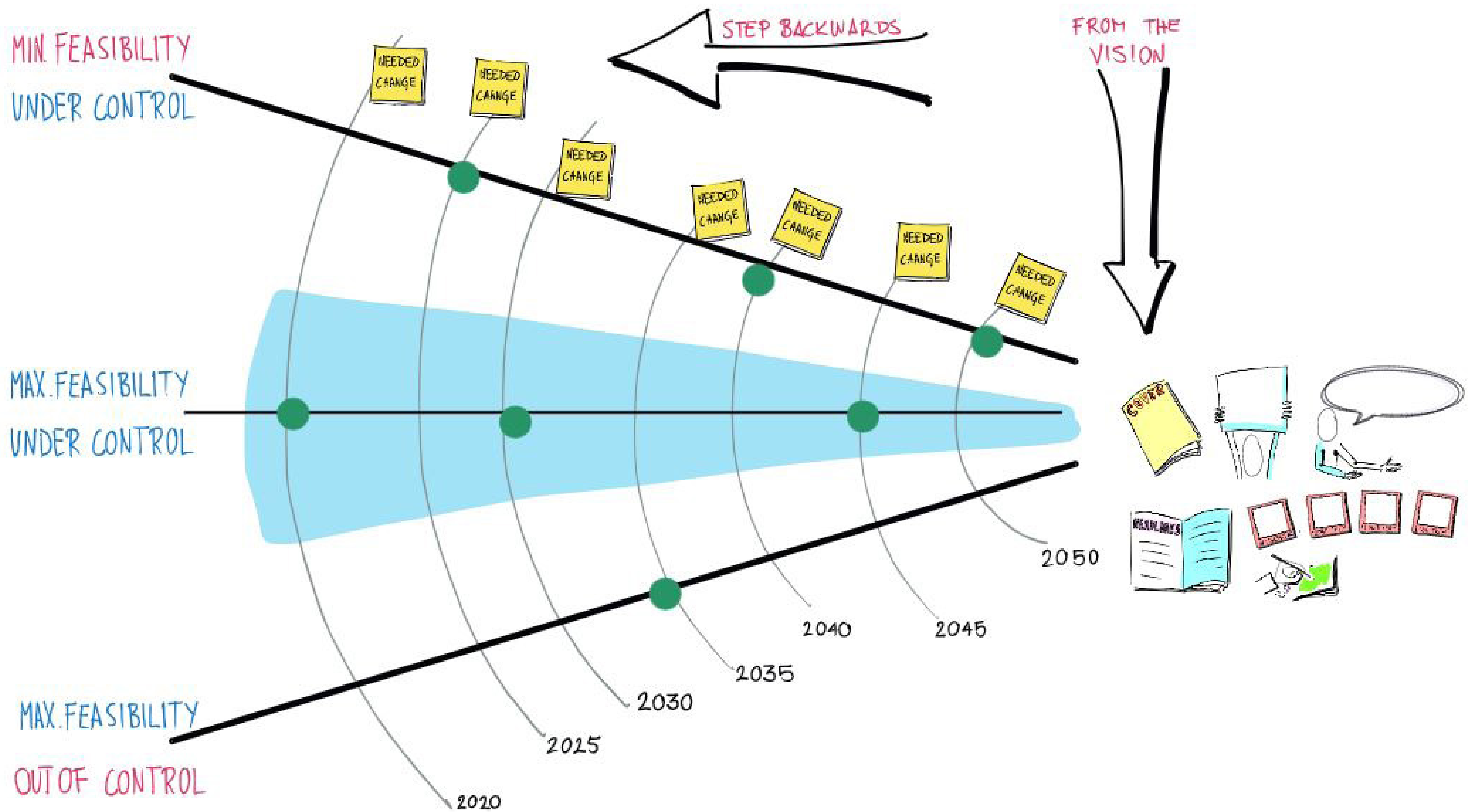


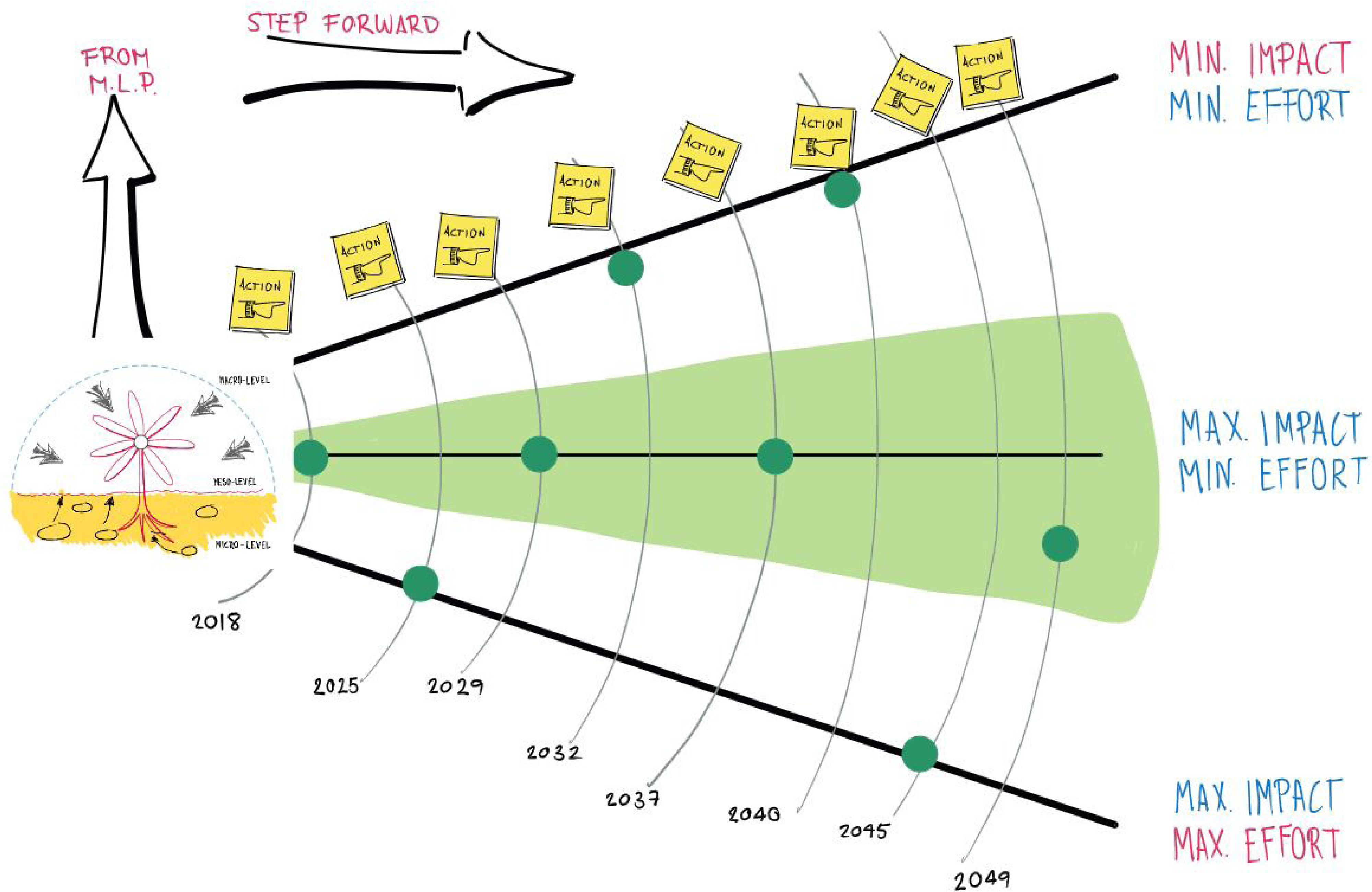
Visual story

The Canvas









The Canvas

The canvas is made up of six parts, each one describes a different aspect of the future or the process to achieve it.

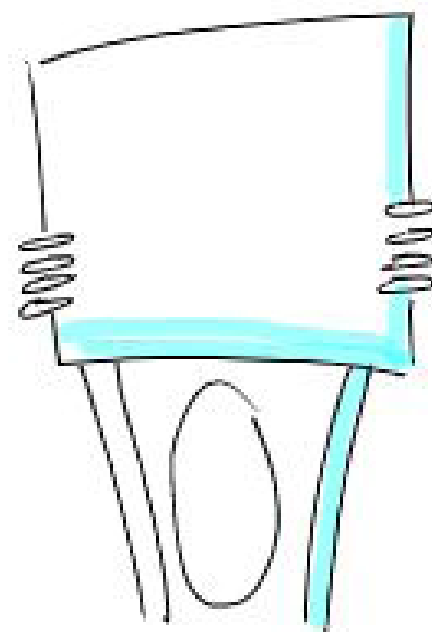
COVER

“Cover” tells the great story of your success. It should represent what the cover of main papers are saying about your story. How they describe it, what the headlines would be. This cover should convey a message both APPEALING and EASY TO CONVEY.



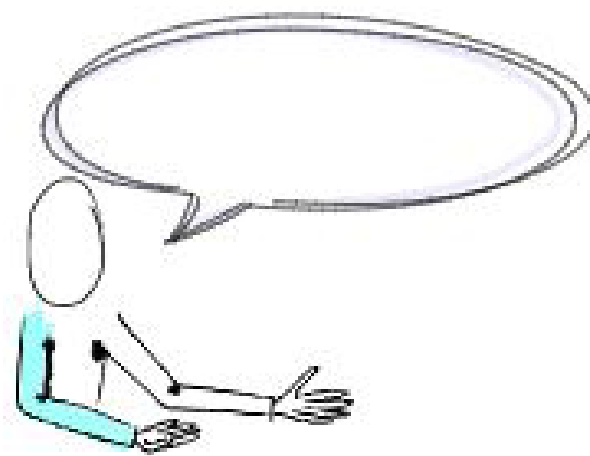
RADICAL IDEAS

“Radical Ideas” documents initial ideas for the project that drove you to this shiny future. That is, the ideas underlying the RADICAL INNOVATION. What ideas fuelled the process? Where did they come from?



QUOTES

Write down any quotation that someone in the future might be saying about your project, your innovations and your success. “Quotes” can be from anyone as long as they’re related to the story. Quotes should be INSPIRING



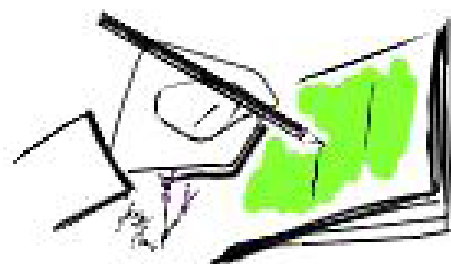
HEADLINES

“Headlines” convey the substance of the cover story. It is something other than the mere cover. It must be FUZZY but SPECIFIC enough to be turn into an agenda. Some description of the process and/or the outcome.



STACK OF PAPERS

“Stack of papers” reveals the background stories behind the history of your success. Pitfalls, drawbacks, milestones, new alliances...



IMAGES

“Images” stand for the initial challenge and the changes achieved in the SHORT, MIDDLE and LONG TERM. Draw some pictures depicting your achievements or milestones.

