



resilient futures

creating
opportunity
ahead of
complex
change

Complex change can destroy or liberate.
With the **Resilient Futures Framework**
decision-makers are creating opportunities
ahead of complex change in ways that are
revitalizing and redefining their
businesses and communities.



table of contents

- 3 Executive Overview**
- 8 A New Way Forward**
- 16 The Resilient Futures Approach**
- 21 Examples of Resilient Futures Strategies in Action**
- 28 Connecting with Resilient Futures**

“The Resilient Futures Framework is a new approach to strategy that is in tune with the demands and possibilities of a rapidly changing world. It can be applied to any plan of action. What people like about the Framework is that it works with businesses or communities to develop a learning pathway that is right for them. This is about learning and applying the Resilient Futures Framework with an emphasis on skills transfer at a pace that suits the organization and its people.”

DAVID PLATT - RESILIENT FUTURES PRACTICE LEADER

RESILIENT FUTURES

started off as a grassroots idea. A group of like-minded and innovative thinkers came together in the USA and Australia to develop strategy in a way that worked with complex change as an opportunity, not as a problem or crisis. The outcome of this thinking and its application is the Resilient Futures Framework and a global network of practitioners and coaches.

It is one of the very few well developed examples of 'Next Practice', a concept which recognizes that businesses and communities need

NEW WAYS OF THINKING AND ACTING

in times of massive change.

LARRY QUICK

- RESILIENT FUTURES GLOBAL PRACTICE LEADER

Executive Overview: MAKING THINGS HAPPEN

- Learning to Love Change
- Leveraging Complexity
- Reading the Signs
- The Resilient Futures Framework
- Make Your First Move

LEARNING TO LOVE CHANGE

Building and running successful businesses or communities is not getting any easier. We know that we are in the midst of complex change. Our plans and strategies often feel outdated, too narrow, short-sighted and too focused on what we already have and how we can milk it for all it is worth, rather than building for the future.

We have to constantly muster our energy and resources to react and adjust to yet another wave of changing conditions, leaving little in reserve to fuel new growth, inspiration or innovation.

We sometimes wonder what will happen next and when. The answer of course is we will never really know and we tend to see this as a problem



because we have been conditioned to think of change and uncertainty as a problem.

But there is no need to think like this anymore. The game has changed.

The world is in the midst of extremely complex change and the more complex change is, the more opportunities there are to be had, or created.

EXECUTIVE OVERVIEW CONTINUED

LEVERAGING COMPLEXITY

Alongside creativity, leveraging complexity is at the heart of all human progress. In today's environment the business of creating opportunity from change will make the industrial revolution look like child's play.

We must accept the fact that our world is a system and that it is changing in complex ways as it balances the rising tensions within it, and as it evolves. New 'states' and conditions are emerging and if you understand these in your business or community (and their wider systems) you can take advantage of them.

You can re-invent your organisation or community by transforming it in flow with and ahead of changing conditions. You will no longer be a victim to change, but creating your future within changing conditions and developing the capabilities required to exploit opportunities.

It does not take much, just a new way of thinking and a revealing, inspiring, and action-based strategic approach.

This is what the Resilient Futures Framework, Network and professional Coaches are all about—a timely, clever and uncomplicated way of surviving and thriving by creating opportunities in tune with and ahead of the conditions of complex change.



We must accept the fact that our world is a system and that it is changing in complex ways as it balances the rising tensions within it, and as it evolves.”

OPPORTUNITY: UNRAVELED AND REVITALIZED

Definition of Opportunity: A set of conditions that make it possible to do something, for advancement or progress - and we are facing such a set of conditions like never before.

Good strategy and good business, especially during complex change, is about:

- Scrutinizing the conditions and how they are changing to see what is possible and worth pursuing, and
- Ensuring you have the capabilities to take advantage of the things you have identified as worth doing.

But what about the problems we have in our organisations? Here are some revealing quotes that are even more relevant today than at the time they were written:

“We are continually faced by great opportunities brilliantly disguised as insoluble problems” — Anonymous

“Each problem has hidden in it an opportunity so powerful that it literally dwarfs the problem. The greatest success stories were created by people who recognized a problem and turned it into an opportunity” — Joseph Sugarman

“In the middle of difficulty lies opportunity” — Albert Einstein

“Four things come not back: The spoken word. The sped arrow. The past life. The neglected opportunity” — Arabian proverb

EXECUTIVE OVERVIEW CONTINUED

READING THE SIGNS

We all know too well in our community and business lives that it is hard to find: clear differentiation; real innovation; strong comparative advantage; true sustainability; secure social capital; robust risk management; reliable investments; agreed strategies

that deal with change; sound asset valuation; opportunities in climate and energy change and compelling ways of inspiring and directing our organizations and people.

These situations aren't isolated; they are symptoms of an old system in decline, and the emergence of a new state of play, with new challenges and possibilities.

In this reality there are only two options available--create opportunities that are in tune with and capitalize on changing conditions or face increased vulnerability with threats, shocks and steady disruption and decline.

Those who are proactive early will reap the most benefits and set the stage.

A RESILIENT FUTURES' ORGANIZATION OR COMMUNITY IS:

• Transformation Ready:

Recognizes, understands, and leverages the opportunities that arise with complex change. Takes advantage of these opportunities by transforming policy and practice ahead of change, at all times.

• **Initiative Driven:** Allows resilience and opportunity-minded action to flourish by letting go of outdated preoccupations with resource efficiency, asset management and problem solving.

• **Locally Focused and Globally Awake:** Grasps the fact that resilience begins in the immediate environment, while understanding the impact of global conditions.

• **Systems Aware:** Remembers that any opportunity is shaped by

connections to massive, regional and global networks, systems, sub-networks and sub-systems.

• **Always In Touch:** Knows how to read the immediate and emergent signs, 'unearth' possibilities and implement Resilient Futures strategy. Maintains a constant feedback loop to keep abreast of change and the impact of strategy.

• **Continuously Learning:** Embraces both success and failure as learning opportunities and ensures that any lessons are shared and used to inform future action.

• **Ready for System Failure:** Introduces modularity and redundancy into managerial principles and practices and releases the old to make room for the new.

• **Self-Sufficient:** Uses every learning opportunity to ensure that in-house skill and technique develops to continually grow with change.

• **Inspiring:** Harnesses resilience, opportunity and optimism to provide shared purpose and meaning.

• **Collaborative:** Fosters an atmosphere that encourages and rewards working together. Actively seeks partners (internal and external) with whom relationships can be forged.

• **Committed to action:** Works to ensure that strategy is about momentum and that each action taken learns from the last and informs the next.

EXECUTIVE OVERVIEW CONTINUED

THE RESILIENT FUTURES FRAMEWORK

The Framework was designed as a way of thinking and a strategic methodology for organizations to proactively build and grow with change. Its time is now. It simply does not make sense any longer for us to continue to do what we have done in the past—wait for change, take the hit and do what we can to bounce back.

The following core principles and processes are at the heart of The Resilient Futures Framework and establish a new way of thinking about strategy, its analysis and implementation:

- **Corral** the opportunity—start small or big—but

preferably small in the beginning. Corraling is about absolute focus on a particular opportunity and the value to be created, while understanding where it fits and how it may be leveraged within the bigger picture or system.

- Identify and analyse the immediate and emergent **conditions** that will or may impact on the organisation and the opportunity.

Conditions are the factors or circumstances which influence the outcomes or performance of a process and need to be understood in terms of how they are linked and networked across a whole system.

- Develop the network of **capabilities** the organisation will need to realise the

opportunity.

- Design **catalytic actions** to generate the desired capabilities and to deliver the best return on investment.
- Ensure that a **systems-wide** view of all the above is taken to look for opportunity in interconnected networks and diversity.

Resilient Futures is about skills transfer not traditional consultancy. All the above actions are carried out through coaching people in organisations and communities to adopt new ways of thinking, strategising and growing. Resilience is built in, not bolted on and it provides convincing optimism and direction for organisations and their people.

“Globally, the automotive industry is in a massive state of flux. There is significant instability in the cost of fossil fuels and disruptive technologies abound. It still isn't clear which technologies will be right for the future.”

The RF Framework has enabled me to ensure my team has the right range of capabilities to be prepared for a range of possible scenarios. Every leader working in an industry impacted by rapid change needs to be proactively transforming their business in line with the reality of their operating conditions. The Resilient Futures Framework enables you to do this and prosper in the midst of complexity.”

Andrew Hynson

Head of Engineering
Prodrive Automotive Technology
(Australia)

EXECUTIVE OVERVIEW CONTINUED

Resilient Futures is, therefore, a strategic framework and a teaching and learning approach where the Resilient Futures Coaches teach, facilitate and coach individuals, teams and organizations to take control of their futures and to make things happen. An important part of this is the ‘Resilient Futures Network’ and the online ‘Teaching Learning Environment’ (TLE), where people choose to come together to learn, share experiences, help each other and stimulate opportunities.

It is time to dust off the old clichés—‘change’, ‘opportunity’, ‘proactive’, ‘innovation’—and to start looking at them in different ways and in different places. A Resilient Future is not far away and the Resilient

Futures Framework and Coaches will guide you there.

MAKE YOUR FIRST MOVE

It is very easy to get started, on your own terms, with a number of options available face-to-face, online or combined:

1. Primer – an introduction to the Framework, how it works and how it is applied.

2. Training – a public or in-house course on the Framework.

3. Project – analysis and strategy focused on specific issues.

4. Program – analysis, strategy, implementation and monitoring.

5. Self-directed – individuals and small groups working autonomously with or without guidance from a coach.

To take the next step, see contacts at the end of this document.

Let’s get on with it.

We are in systems change— it is time to look forward to what is possible, not to the past as a predictor of the future. We must not focus on ‘why’, but ‘why not’

Denny Sterley
Australian Practice Leader
East Coast

“The Resilient Futures Framework has enabled me and my team to develop an approach to managing a complex set of conditions that are constantly changing. The Framework provides a mechanism for bringing a diverse set of participants together to share a common view of the Conditions, both current and emergent, and a process for adapting strategies to address changing Conditions. The Framework has been applied across an entire business unit and then specifically on opportunities within the business unit.”

David A. Murray
General Manager
National Broadband Network
IBM Corporation

A New Way Forward

- **Introduction**
- **Proactive: A Cliché No Longer**
- **Exponential and Compounding Change = Complex Change**
- **The Conventional Response to Complex Change**

INTRODUCTION

The Resilient Futures Framework is a strategic approach to making change work for organizations and communities. It is about seeing change as a positive set of new conditions for opportunity rather than as a problem. It is about creating resilient futures for organizations and communities.

Resilient Futures, represented by its Framework and global practitioners and coaches, is about guidance, skills transfer and learning, not traditional consultancy and one-off strategies. Its philosophy, based on experience, is 'start small, grow wise'. The adoption of the Framework starts with small steps and a changed understanding of the world around us, yet is very capable of producing early, relatively easy and decisive wins.

resilient futures

CREATING OPPORTUNITY AHEAD OF COMPLEX CHANGE

A NEW WAY FORWARD CONTINUED

There is nothing opportunistic or theoretically obscure about resilience. It is a natural and inbuilt characteristic of the world and the systems that imbed and surround it. Our scientific and technological communities have developed an extensive body of knowledge about how those systems work and Resilient Futures is the practical application of that knowledge.

There are many readily achievable benefits of working with that knowledge. They are fundamentally about ensuring organizations and communities have the capabilities they need to survive and thrive under future conditions, by consistently adding value. Value includes financial, economic, social and environmental benefits relating to:

- Business improvement, cost management and innovation - marketing, operations, finance, human resources and risk management.
- Start-ups – establishing new commercial and social enterprises.
- Community development and social cohesion - building strong and healthy local communities and regions.
- Economic stimulus - the generation of enterprise environments that encourage start-ups and business innovation through leveraging new ideas, investment, new job and industry creation.
- Change leaders – leadership that is transformation ready.
- Climate, energy and water – dealing with extreme events, scarcity and reorientation through developing community and business resilience.
- Public and private partnerships – bringing diverse groups of stakeholders

together to create collaborative action around joint business and civic issues.

- Disaster preparation and mitigation – re-thinking disaster, its causes and responses.
- Strategic risk – combining strategy and operational risk management.

The above list of Resilient Futures Framework' applications is extensive because the Framework may be applied to any or all areas experiencing complex change. This is done through skills transfer and in collaboration with experts in organizations.

(Throughout this discussion, wherever the word 'organization' appears, please also read 'communities'. The Resilient Futures Framework is absolutely applicable in and between businesses and communities/civic life at all levels.)

“ I have been involved in a number of projects that have taken advantage of the Resilient Futures (RF) framework and process to develop strategies in action for a wide range of clients. These range from internal innovation systems for an international technology company to not-for-profit organisation re-positioning. In all cases the framework and process were invaluable in unraveling the complexities of the issues impacting the organizations and give a clear priority to the development of future projects. The strategies formed were not static though because they had to respond to a real world where nothing stayed the same and change was accelerating.

The RF framework has been applied in part or whole across a wide range of programs and brought clarity and priority to actions as well as feedback to inform the next iteration of the planning. This is especially true in situations that deal with complexity and rapid change which is fast becoming the norm”.

Paul Houghton - Director, KT Studio
Applied Research Group – Knowledge Technologies

A NEW WAY FORWARD CONTINUED

**“In life you have two choices.
You either create the future, or adapt to a future created for you.”**

- Larry Quick
Resilient Futures Global Practice Leader

PROACTIVE — A CLICHÉ NO LONGER

Today we cannot simply react to change. There is something entirely different about the immediate and emergent conditions we are facing in our world. With a complex set of new pressures, which are ‘game-changing’, there is an imperative and an opportunity for organizations to adopt strategic thinking that is about creating opportunity in a flow with and ahead of complex change, rather than being held hostage by it. For businesses this is a survival and

competitive necessity, for communities there are basic factors at stake like community health, social cohesion and sustainability, as well as prosperity.

In today’s environment, the business of creating opportunity from change will make the industrial revolution look like child’s play.

With an understanding of changing conditions and capabilities, we can and must be proactive in the face of change; creating or controlling a situation by causing something to happen rather than responding to it after it has happened.

“Being able to shape our capabilities in relation to that big picture understanding meant that we were often able to realize real savings in time and cost while avoiding some of the pitfalls that were on the road ahead.”

Peter Vawdrey
MOTOR VEHICLE INDUSTRY
Manager
Innovation and Strategy

A NEW WAY FORWARD CONTINUED

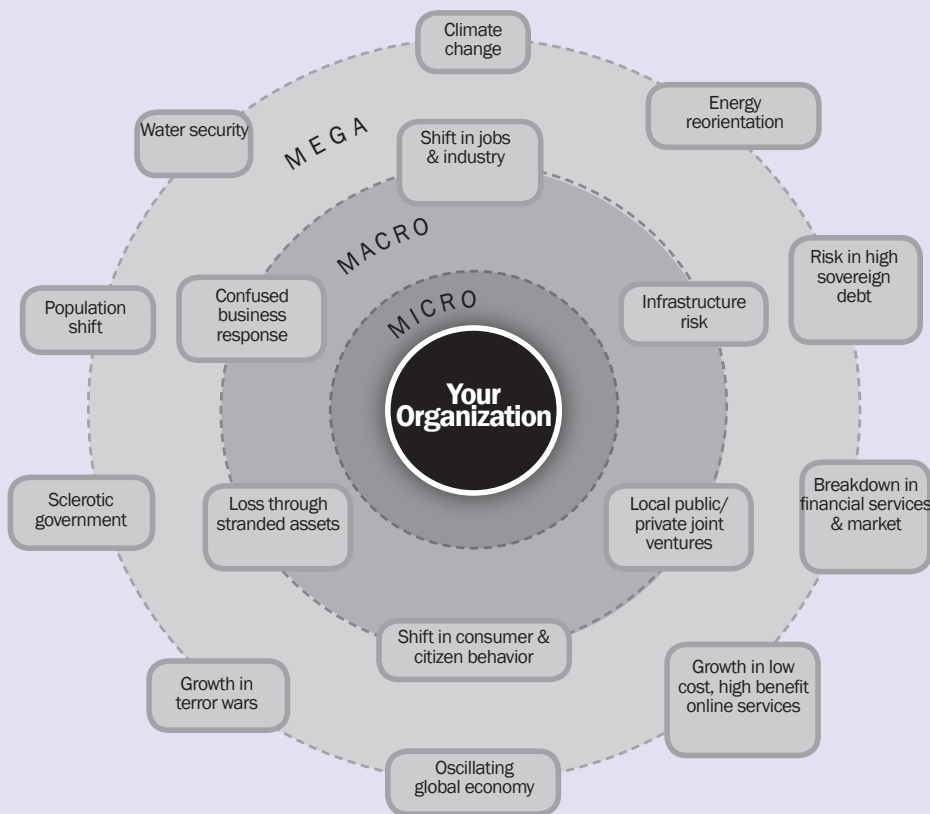
EXPONENTIAL AND COMPOUNDING CHANGE = COMPLEX CHANGE

When change has been brewing for a long time it reaches a point, sometimes called a tipping point, when it eventually boils over. Some

changes are also increasingly becoming irreversible and when there are a number of significant changes interacting and growing together we have a compounding situation that can suddenly explode on your doorstep – it is then a matter of a fast awakening from a long beginning.

For example:

- The fragility of many traditional industry sectors and the decreasing impact of traditional solutions.
- The explosion in energy prices and the time needed to create accessible, secure and cheaper alternatives.



All of the higher-level conditions (mega and macro) represented in the diagram interact with one another as an interconnected system and with the micro level conditions. The micro level conditions are not spelled out as they cannot be generalized. This is what makes every situation unique.

A NEW WAY FORWARD CONTINUED

- *The fast emerging impacts of climate change with the relatively slow response of government and industry.*
- *The emerging growth in new markets that business is ignoring or being slow to respond to.*

Challenging enough on their own, these factors and more are now converging and combining to produce dynamic environments that are creating opportunities for those organizations capable and committed to riding these waves of change, and drowning those that can't or won't.

This is complex change. But, while change is generally regarded as a problem, when it is complex and systemic it introduces new 'states'. If you then identify, think and learn about the 'states' in the right way, you can turn them into opportunities. In particular, the choices

“When it comes to managing risk, especially strategic risk, show me a process or a plan which is not taking emergent conditions into account and I will show you a risk management strategy that is in itself risky. The Resilient Futures Framework opens up a whole new level of understanding and with it possibilities that were previously unimagined.

**TODD DAVIES
Global Risk Expert**

**TODD DAVIES
AND ASSOCIATES**

we make between the changes we try to reverse and those we move forward to embrace are vital. It is no longer reasonable, like with the sustainability movement, to concentrate mainly on the things we feel we can change, the reversible, and to have new goals that use old methods.

Alongside creativity, leveraging complexity in new ways is at the heart of all human progress.

This is what the Resilient Futures Framework, and way of thinking, is all about. It is also what attracts early adopters and thought leaders to the Framework. But counter to this approach, conventional thinking and actions still dominate.

A NEW WAY FORWARD CONTINUED

THE CONVENTIONAL RESPONSE TO COMPLEX CHANGE

Past experiences show that there are a number of responses to complex change:

1. Miss it - either didn't see change coming or took one's eye off the ball.
2. Ignore or deny it - knew it was coming but actively pushed back.
3. Do what worked in the past, only work harder.
4. Try and stop or reverse what is changing or has already changed.
5. Deal with change when it happens and make the best of a bad situation - take the hit, do what can or needs to be done in bouncing back, and act like a well-behaved crash test dummy.
6. Be the space cadet and see change in hyper positive or negative terms and push exaggerated scenarios and solutions.

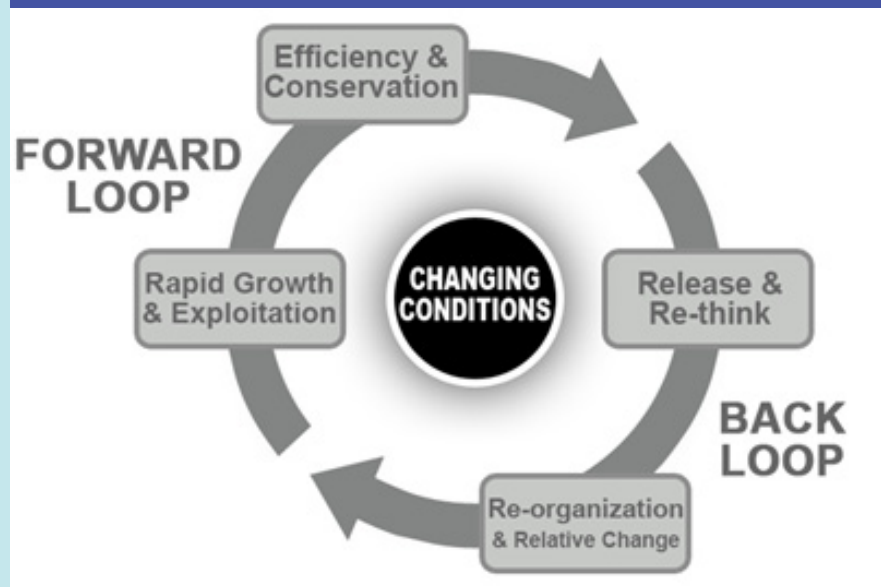
The above responses are about abstaining, reacting, and adapting to change after the fact, and trying to sustain (retaining a similar form or function) what is not sustainable. They are also not

creating anything new or opportunities out of change. In fact more problems may be created than are being solved. Examples of these reactions are rife, as illustrated by the response to the collapsing sub-prime, the enforcement of

emissions trading schemes and the view that to reduce, recycle and re-use will solve pollution and reverse climate change.

Another way of looking at conventional responses to change is through the Adaptive Cycle.

The Adaptive Cycle



Resilience thinkers talk about the 'Adaptive Cycle', where the biggest issue with human systems is that they blindly pursue Efficiency and Conservation of the status quo -- even when the conditions and the Cycle are clearly pointing to the need for 'Re-thinking and Releasing' to create new opportunities. (This version of the adaptive cycle borrows from the work of Buzz Hollings and the Resilience Alliance).

A NEW WAY FORWARD CONTINUED

The Adaptive Cycle is based on the way in which ecological systems behave as they are born, grow and eventually decline and die, like forests, plant species and animals.

All non-human species and the ecology go with the flow of changing conditions, and change according to where they are in the cycle. But human beings actively resist change and the inevitability of the cycle. While forests naturally regenerate by burning, organizations resist transformation. They generally concentrate on conserving the status quo and in doing so focus on becoming increasingly efficient. This makes them extremely vulnerable to change, especially complex change. The most

highly efficient organisations are the most vulnerable as even small changes can disrupt finely tuned organizational systems.

In summary, looking at the diagram, people and their organisations are largely Forward Loop focused in what is today a predominantly Back Loop world. It is time to 'Release and Re-think'.

Most organisations respond to change in a way that is about reducing risk and maximizing efficiency, staying within comfort zones, maintaining the status quo and holding on to legacy success and assets at all costs. But in the face of complex change today, these responses are the initial symptoms of an organization

falling into a vicious cycle of what Resilient Futures calls Managed Adaptive Decline (M.A.D.).

M.A.D. in this context occurs when people and organizations hang on to the past, trying to force redundant systems to reproduce past successes in an environment with little chance of that continuing to happen successfully. In doing so, choices begin to narrow, over-investment in questionable areas increases with a decrease in ROI, and unintended consequences begin to rapidly emerge. More problems are created than are solved and major problems are deferred to the future for others to manage at a higher cost.

“Many organisations have got their heads up their assets--they obsess about what they have rather than what they can and must do.”

KIP BERGSTROM
EXECUTIVE DIRECTOR
Stamford Urban Redevelopment
Commission

A NEW WAY FORWARD CONTINUED

PEOPLE RESPONDING AND NOT RESPONDING TO COMPLEX CHANGE

There is always a cost of not being proactive and constructive in the face of complex change—whether it is lost opportunity or threats to business and community health or survival.

Examples of doing nothing or the wrong things are:

- The many organizations that either failed or have been severely impacted by the sub-prime and the global financial crisis.
- The financial services industry that failed to read the real needs of customers and communities and in doing so have built a hostile audience.
- The motor vehicle industry's 'snail paced' response to manufacturing cars to run on alternative and affordable fuels.
- Shopping centers and 'big box' developments being approved by councils

as part of a fixed pro-forma for urban and suburban development. From evidence it is clear that such developments aren't socially and economically sustainable for the local communities they are meant to serve.

- Traditional business models redefined by the globalization of telecommunication services, the Internet and broadband which have left players with big losses in market share and jobs in communities – classified advertising in newspapers; digital entertainment; back-office functions and call centers; buying information like the Yellow Pages; and telephone landlines (usage and rentals).

• Some lesser known examples from around the world are:

- o Pharmacy being slow in becoming more involved with aspects of primary healthcare and wellness.
- o The dairy industry facing the onset of climate change and other conditions as a significant game-changer.
- o Video hire stores that are hanging on to the threads of trade when their use-by-date has clearly passed.
- o Local councils unable to generate significant economic development in support of local communities in need.

In sharp contrast, examples of creating opportunity ahead of change are:

- *Micro businessman Bill Gates who saw the need for an operating system for personal computers ahead of even the giants of the industry. Now being outstripped by Google who see the power of cloud computing.*
- *Entrepreneur Steve Jobs who saw digital content and devices beyond computers as the big opportunity in personal content and devices. In less than ten years, Apple and the likes of Amazon, Pandora and YouTube have redefined the music, publishing and entertainment businesses.*
- *Richard Branson who has broken away from conventional branding philosophies, creating Virgin's image in tune with the emerging times, applied across a broad variety of industry and*

product categories.

- *The City of London that introduced a vehicle access surcharge to modify transport behavior, and the City of Paris's public bike hire 'Velib'. The City of Portland Oregon that began introducing changes to city planning so far ahead of others that they have become a mantle for city change. The City of Stamford and its Reinventing Stamford program that in one year has grown from a handful of local supporters to a 500 citizen-driven strategy to reinvent the city.*
- *Wholefoods Supermarkets in the USA who have increased healthy eating habits, and Anita Roddick and Bodyshop who capitalized on women seeking natural cosmetic treatments.*
- *The global Transition Towns movement that equips communities for the dual challenges of climate*

change and fossil fuel shortages.

- *Other examples from around the world include:*
 - o *The emerging alternative electricity generation industry that even in its early start-up stage is illustrating the power of distributed generation, at a very local level.*
 - o *Small batch manufacturing of motor vehicles providing flexible design/manufacture capability that profitably produces small numbers of vehicles – filling the transition gap between fossil fuels and electric powered cars.*
 - o *Advertising agency Wieden + Kennedy's brilliant use of social media in the campaign developed for Old Spice.*
 - o *The Green political party and movement that is continually morphing to include social and economic policy as an integrated whole with their initial stand for the environment.*

The Resilient Futures Approach



- Proactive Transformation and Strategy in Action
- Teaching, Learning and Skills Transfer
- Getting Involved on Your Terms

PROACTIVE TRANSFORMATION AND STRATEGY IN ACTION

The Resilient Futures Framework is nothing like the conventional approaches to change or strategy. It is about proactively transforming an organization's capabilities to be in tune with

: complex and ongoing change,
: and seeking opportunities
: ahead of changing conditions.

Resilient Futures embraces the fact that change is complex, dynamic, exponential and virtually impossible to accurately predict.

It works with the fact that organizations and the

: environments in which
: they operate are whole and
: interconnected systems.
: In taking a whole systems
: approach, and embracing
: complexity, a range of
: opportunities become apparent
: from a much wider and
: more detailed view of the
: connections, relationships and
: points of leverage at play.

THE RESILIENT FUTURES APPROACH CONTINUED

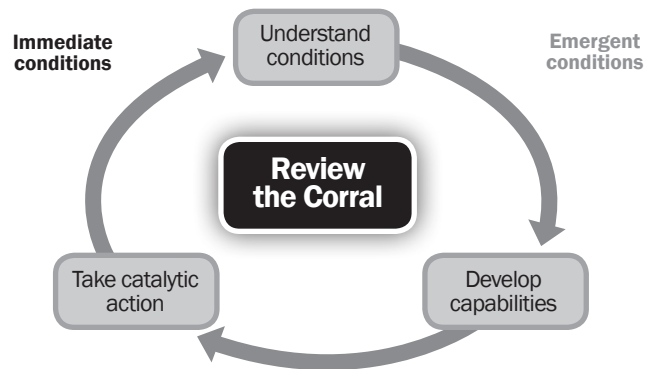
Resilient Futures applies a strategic framework that dynamically and continuously:

- Ensures that a **systems-wide** view is taken.
- Corrals the opportunity that the organization needs to focus on at any given point in time.
- Understands and monitors changes in the immediate and emergent conditions that will or may impact the organization and the opportunity.
- Develops the network of capabilities that the organization will need to realize the opportunity within the identified conditions.
- Designs catalytic actions to generate the desired capabilities and to deliver the best return on investment.

It is important to emphasize that because conditions constantly change and the future is not predictable, in the Resilient Futures Framework the above all occur in a continuous feedback loop. This is iterative strategy, and an idea whose time has most definitely come – Strategy in Action (SiA).

The bottom line is that strategic decisions aren't made when the next planning session falls due, but when they need to be made – by all levels of the organization involved in decision-making and implementation.

STRATEGY IN ACTION (SIA)



{ STRATEGY IN ACTION (SIA) IS A CONTINUOUS PROCESS OF REVIEWING THE CORRAL, UNDERSTANDING THE CONDITIONS, DEVELOPING CAPABILITY AND TAKING CATALYTIC ACTION, AND CONTINUING THIS PROCESS. }

“Resilience is a long term commitment to being in tune with a changing world. It is not a consideration to be brought out only in a crisis or for short term gains”.

DAVID PLATT
RESILIENT FUTURES PRACTICE LEADER

THE RESILIENT FUTURES APPROACH CONTINUED

The Framework scales to whatever issue and resource requirements are necessary whether large or small and whether implemented by	⋮	a board and/or frontline team.	⋮	framework and language on specific issues, there will always be synergies between the different strategies.
	⋮	Because the organization as a whole will work with the same strategic	⋮	

“In the past few years, the accepted wisdom has focused on the desire and need for “sustainability”, however sustainability is not enough in a world that keeps on changing. The need for change can often contradict the need for sustainability. For me, that’s where the Resilient Futures framework is far more helpful. The RF framework provides a valuable process that takes into account the conditions that do – or could – affect us, and addresses the requirement to build our capability to quickly adapt to changing conditions.

This is not about living in a world where only the fittest survive. To me, Resilient Futures is about building people, organizations and societies that can quickly change to survive, to grow and to prosper.

Richard Keeves

Online Entrepreneur

Founder and Executive Chairman
Business InfoMedia Online

resilient futures

CREATING OPPORTUNITY AHEAD OF COMPLEX CHANGE

THE RESILIENT FUTURES APPROACH CONTINUED

TEACHING, LEARNING AND SKILLS TRANSFER

Dealing with complex change is an ongoing process. Organizations need their own skills to proactively manage change as an integral part of day-to-day and future operations. This is why Resilient Futures is about skills transfer. You cannot outsource the everyday task of a strategic plan dealing with complexity, nor can you outsource resilience. Resilience is built-in, not bolted on. It is as much about strength of character and a way of thinking and behaving as it is about skill and techniques.

It also makes sense to learn the capabilities you need to manage your own strategies. For example, why outsource an innovation strategy or an economic development plan when the capability can be built internally simply through the process of actually getting on with doing it?

The Resilient Futures Framework is a methodology that is a step-by-step approach to turning change into opportunities. The principals and a growing network of practitioners around the world have developed the Resilient

Futures approach over a number of years. It started off as a grass roots movement built by like-minded, innovative thinkers who saw a need for a 'do it yourself' and collaborative approach to dealing with change in a proactive way.

The Coaches are skilled change strategists who have learnt over the years in

hands-on practice that the real masters of change analysis and strategy in action are the people within the organizations themselves and in their networks. The Resilient Futures Coaches take their years of shared learning across industries, organizations and communities to facilitate investigation, insights, inspiration and action. In the end, however, it is the organizations themselves that will make decisions and deliver.

Resilient Futures is, therefore, a strategic framework and a teaching and learning approach where the Resilient Futures' Coaches teach, facilitate and coach individuals, teams and organizations to take control of their futures and to make things happen. An important part of this is the 'Resilient Futures Network' and the online 'Teaching Learning Environment' (TLE), where people choose to come together to learn, share experiences, assist each other and stimulate opportunities.

There are a number of ways to get involved with the Resilient Futures Framework. These have been designed over time to suit a variety of preferred ways of working with the Framework.

“The Resilient Futures Framework is a fresh approach to thinking about how organizations, including cities, actually function. By focusing on real capabilities, resources and challenges – and getting away from old rhetoric, the Framework allows participants to tackle key issues. Reinventing Stamford encouraged interested citizens of Stamford, including myself, to think in a new and focused way about how our city and regional systems could work better, our education programs could be more effective, how we could implement new strategies, and most importantly, engage in true civil discourse”.

Barry Hersh, AICP
Clinical Associate Professor,
New York University
Schack Institute of Real Estate

THE RESILIENT FUTURES APPROACH CONTINUED

GETTING INVOLVED ON YOUR TERMS

Experience has shown that Resilient Futures attracts people and organisations that want to address one of more of the following:

- Understanding how change will influence their organization in the short to long term.
- Developing a full and ongoing appreciation of all the kinds of conditions the organization will face in the future, and the capabilities it will need to take advantage of the conditions and to neutralize negative effects.
- Quickly generating one or two actions that are quick wins or game changing, while working on the bigger picture.
- Coming to terms with a particularly pressing condition like climate change or economic pressures and decline.
- From a business perspective, anticipating changing market conditions, redefining target audiences, generating innovative products and services, start-ups and new industries.

• From a community perspective, responding to and anticipating citizen needs, developing social and economic capital, taking action on environmental issues and resourcing civic agendas.

• From a business and community perspective, setting economic and industry agendas that both leverage opportunity and solve problems related specifically to climate change.

People then choose the level of involvement they are most comfortable with.

For organizations this may range from the general to the specific and from analysis to implementation:

- Customized issue and conditions analysis and resolution, during which the participants are coached in the principles, process and practices of the Resilient Futures Framework.
- A full program that is longer term and involves in-depth coaching and evaluation, implementation and monitoring.
- These can be done face to face, online or as a combination of

both.

Professional skills development for individuals or teams, levels of involvement include:

- A face-to-face or webinar primer that introduces people to the basics of the Resilient Futures Framework.
- Online and face-to-face courses where individuals work on a specific self-nominated project involving learning the framework and working alone or interacting with others and a facilitator/coach.

Regardless of what organizations or individuals choose, the Resilient Futures Framework has been designed and found to be understandable and manageable, to allow participants to always know where it's going and where to take it next, and to produce actions and outcomes that deliver real value for a fraction of the costs of normal, high level strategic consultancy.

Resilient Futures coaches will teach, guide and maintain the focus where required, but the aim is always for participants and organizations to develop the skills and apply the Framework as they see fit.

“Resilient Futures thinking and the Framework is the foundation of the work I am doing because it is the only tool I know of that turns complexity into opportunity and enables multiple stakeholders to quickly grasp what is possible and to be involved. In just over 12 months, the Reinventing Stamford network has grown from 3 to 500 members and is taking action based on a deep understanding and analysis of the conditions that are being faced.

Kip Bergstrom
Executive Director -- Stamford Urban Redevelopment Commission

EXAMPLES OF Resilient Futures STRATEGIES IN ACTION



The following examples show a cross-section of the work done using the Resilient Futures Framework—covering local and regional government, community organisations and businesses, and macro-level whole-of-community/organisation strategies down to very specific issues. The perspectives of the end-users of the Framework are shown rather than those of the Coaches.

EXAMPLES OF RESILIENT FUTURES STRATEGIES IN ACTION CONTINUED

BUSINESS PETER VAWDREY

Peter is a senior automotive engineer who spent his entire career working with a leading motor vehicle manufacturer and subsidiary of a global automobile company, the company has remained deeply connected to its origins and its relationship with local customers. Despite having already won the hearts and minds of so many, the company has never been absolutely secure in its position both locally and globally. As such, it was (and still is) imperative that they are constantly on the front foot and out ahead of change – leaders in the marketplace.

As head of innovation and then also involved in sustainability, Peter has had a first hand view of the challenges and opportunities of being a market leader – particularly in more recent years as the demand for “environmentally sustainable” products has skyrocketed. Within the complex world of automotive engineering and manufacturing, even with consumer demand at the forefront, it can be incredibly hard to keep an eye on those bigger picture issues while also bearing down on the detail of design and production. For Peter, it was these challenges that attracted him to the Resilient Futures Framework.

“In applying the Resilient Futures Framework keeping immediate and emergent conditions in mind helped me make sure that I was always accounting for the big picture in the local decision making process. Being able to shape our capabilities in relation to that big picture understanding meant that we were often able to realise real savings in time and cost while avoiding some of the pitfalls that were on the road ahead”. Peter Vawdrey

EXAMPLES OF RESILIENT FUTURES STRATEGIES IN ACTION CONTINUED

LOCAL AND REGIONAL DEVELOPMENT

KIP BERGSTROM

Kip is the Executive Director of the Urban Redevelopment Commission for the City of Stamford, Connecticut. Prior to taking on his current role, Kip was the Executive Director of the Economic Policy Council for the State of Rhode Island. Kip is one of the most progressive thought leaders in economic development and his work is widely respected among his peers from around the US. In his present role, Kip initiated 'Reinventing Stamford'.

Reinventing Stamford is a whole of community approach to re-shaping the City in the wake of the sub-prime collapse.

Kip has used the Resilient Futures Framework to bring a wide spectrum of community and business leaders along on the journey to proactively reinvent a whole community in the face of future challenges such as energy, economy, climate, job creation, transport, talent development and infrastructure, to name a few. Kip has championed the use of Resilient Futures thinking and the Framework because it is the only tool he knows of that turns complexity into opportunity and enables multiple stakeholders to quickly grasp what is possible. In just over 12 months, the Reinventing Stamford network has grown from 3 to 500 members and is taking action based on a deep understanding and analysis of the conditions they face.

"The great Wayne Gretzky once said that 'the greatest hockey players have an ability to skate to where the puck will be rather than to where it is'. We are doing that with our whole community". **Kip Bergstrom**

EXAMPLES OF RESILIENT FUTURES STRATEGIES IN ACTION CONTINUED

A COMMUNITY ORGANISATION

SALLY BURGESS DE CASTILLO

*U*ntil recently, Sally was the head of strategy for a medium-sized (80 staff) community-based organisation. Like many not-for-profits of similar size and scope, Sally's organisation found itself constantly re-shaping service delivery to serve the requirements of various public and private funding bodies. While the organisation was delivering great support services to people struggling with employment, the clients were getting lost somewhere in the shuffle.

As Sally worked to develop coherent, actionable strategies for the organisation, she recognised that they were caught in a space where all they could do was respond to whatever opportunity appeared next on the horizon. There was no scope for being proactive and even less chance for shaping services to meet the real needs of their clients. Instead, any service provided was about meeting the objectives of a funding agent – objectives that were too often defined by bureaucrats and policy-makers rather than the people with the real problems.

“We were caught in a slow downward spiral where we were delivering incredibly well designed and well managed services that were moving further and further away from the core principles on which we were founded. Applying the Resilient Futures Framework helped us to clearly understand the conditions in which we were operating and to start making proactive decisions about the future of our organisation”. **Sally Burgess de Castillo**

EXAMPLES OF RESILIENT FUTURES STRATEGIES IN ACTION CONTINUED

RISK IN BUSINESS AND COMMUNITIES

TODD DAVIES

Todd is a global leader in risk, strategic risk, governance and assurance. He has been involved in driving significant change programs including reshaping the global risk landscape during his time with KPMG in New York, reshaping the Australian corporate governance landscape during his time with the ASX Corporate Governance Council, transforming the internal audit profession nationally and internationally with the Institute of Internal Auditors. Currently, Todd is the National Treasurer of the Australian Conservation Foundation, Chairman of GreenCollar Group, and an independent member of the audit & risk committee of one of Australia's health authorities.

Todd is a respected author and commentator with regular articles and papers and expert commentary in journals such as Risk Management Today, Risk, Internal Auditor, Company Director, Monash Business Review and the Journal of Business Ethics. His take on resilience and Resilient Futures is that it is imperative for communities and business to embrace a deep understanding of conditions as part of any decision making process. In particular, he sees this understanding as critical to developing a strategy in action which can be trimmed and tuned in real time to simply keep pace with the pace of change.

“When it comes to managing risk, especially strategic risk, show me a process or a plan which is not taking emergent conditions into account and I will show you a risk management strategy that is in itself risky. The Resilient Futures Framework opens up a whole new level of understanding and with it possibilities that were previously unimagined”. Todd Davies

EXAMPLES OF RESILIENT FUTURES STRATEGIES IN ACTION CONTINUED

BUSINESS IN THE COMMUNITY

KEITH MACQUEEN

Keith is a leader in putting Resilient Futures into practice. He is a Community Strengthening Manager for a regional bank that really does think and behave differently when it comes to community. With a massive geographic area to cover and the resilience of many rural people and their communities at stake, Keith is a great example that Resilient Futures is no theoretical exercise.

He spends his life on the road, moving from community to community working with local people to help them understand and implement a banking model which encourages them to invest in their local branch; which will in turn reinvest the profits into the local community. On top of this, the community is gaining skills through setting up and operating a community-owned business. It is a far cry from the traditional banking model where the local bank branch (if it has not been closed in recent years) takes local profits and invests it nationally or even overseas because the bank is headquartered in a different state and owned by a larger multinational bank somewhere else. For Keith, the coming years hold the potential for a very exciting future where banks are part of the community with key leadership roles in the shaping of local resilience and whole- of-community resilient futures.

“We are only just getting to the point where our local community boards really understand the power and value of a community banking model. The next step is to help them invest their returns back into the community in support of local resilience to build a long-term future. Once we have them up to speed on the thinking and the framework they are going to further re-shape self-resourced and determined community development as we know it”.

Keith MacQueen

EXAMPLES OF RESILIENT FUTURES STRATEGIES IN ACTION CONTINUED

COMMUNITY DEVELOPMENT

FRED PRESLEY

Fred is one of the Resilient Futures network's longest standing practitioners. As the Director of Community and Economic Development for a community in the northern part of Rhode Island, USA, Fred introduced the Resilient Futures Framework in support of the creation of a local special area management plan. Prior to that point, Fred had come to understand that planning regulations and frameworks made very little sense in relation to the real aspirations and needs of people in communities.

By bringing the Resilient Futures Framework to bear on the opportunity of re-designing local communities, Fred helped to shape a new approach to community and economic development for his town. Instead of going for a cookie-cutter approach by replicating what had already been done, the community engaged in a conditions analysis and discovered that, while structured and administered like a traditional town, people in fact behaved as if they lived in five distinct, yet connected, villages. From that point of discovery forward the strategy for further development grew out of a village's concept rather than from a traditional development model.

"Opening up a new conversation through our use of the Resilient Futures Framework enabled the whole community to better understand itself. Once we developed that shared understanding, we were able to make different decisions than were previously possible and to implement those decisions under a strategy framework that made sense. In a way, by taking a whole view of the community we stepped back and were able to see both the forest and the trees at the same time – something that normally isn't very easy to do".

Fred Presley

CONNECTING WITH Resilient Futures

opportunity is often missed
because we are broadcasting
when we should be tuning in
- anonymous



WEBSITE

www.resilientfutures.org

IN THE USA AND GLOBALLY

Larry Quick

Email: larry.quick@resilientfutures.org

IN AUSTRALIA

Denny Sterley

Email: denny.sterley@resilientfutures.org

**Get on top of
COMPLEX CHANGE**

and see where it can take you.

