

## Appendix 2: Agenda for a set of scenario network mapping workshops

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This original agenda summarizes a set of workshops for scenario network mapping. Though not one of the case studies followed this exact sequence (all had minor variations, tailored to the needs and preferences of the entities studied), most case studies included most of these elements.

### **Workshop 1: considering the present**

This workshop (like the subsequent ones) lasted around three hours, and was divided into about six sessions, averaging about half an hour in duration.

- 1. Introduction.** A brief plenary session, in which the project is explained to participants, and questions answered.
- 2. Goals and intentions.** Participants list all the goals and intentions they can think of for their entity, then organize them into a logical sequence, using the Leaf of Goals principle outlined in Chapter 5, section 5.3.4.
- 3. Stakeholder map.** List all stakeholders that directly impinge on the entity. Arrange these in a large diagram on a wall chart, in the style of the stakeholder star (as in Chapter 5, section 5.3.1). Select a few key stakeholders as the most important for the entity's future, then try to create a stakeholder map for each of those. What pressures are these key stakeholders subject to, that they might transfer to the entity?
- 4. Communications exchanges.** With the entity at the centre, create a diagram showing the amount and type of communications exchanged between it and its enveloping stakeholder groups. Then create a separate map for the entity only, showing the same exchange relationships within the organization.
- 5. What would success look like?** If the entity were wildly successful, what would this look like? How would it be manifested?
- 6. Evaluation of first workshop.** The first meeting (like all subsequent ones) concludes with an evaluation session based on the nominal groups of Delbecq, van de Ven, and Gustafson (1975). Each participant spending a few minutes mentally evaluating the day's process, and writing brief notes on it. These (anonymous) notes are collected, then briefly discussed.

## **Workshop 2: considering the pasts**

This workshop, focusing on the recent history of the entity, in so far as it was likely to have a bearing on the future, was sometimes the first in the series of workshops, with the workshop focusing on the present occurring second. It was scheduled for a week after the initial meeting. The delay gave participants time to think about the issues, without forgetting them entirely. This meeting was centred on the creation of a graphical timeline: a large sheet of paper (usually around 3-4 metres long and 1 metre high), mounted on a wall. The distant past is shown at the left, the present at the right. The vertical dimension has no particular meaning, but enables the display of simultaneous trends. Throughout each component of the meeting, the timeline is steadily built up, with elements added in the form of not-very-sticky notes (easily moved, if necessary). Continuing trends are shown by drawing horizontal lines from relevant notes.

A typical collection of tasks for the second workshop was:

- 1. Introduction.** A brief plenary session, including a review of the previous meeting.
- 2. Timelines.** Create a timeline for the past few years listing major events, forces, and players that have potential to affect the future.
- 3. Prouds and sorries.** Incorporating elements of Future Search (Weisbord and Janoff, 1995) and Appreciative Inquiry (Cooperrider and Srivastva, 1987). What elements of this entity's history should not be lost in any future changes? Which elements are regrettable and should not be continued? Combine these in a timeline.
- 4. Unfinished business.** Recent concerns, viewed as unlikely to go away, are added to the timeline.
- 5. Dotmocracy.** Vote on importance of each thread in the timeline, using multiple coloured adhesive dots or "dotmocracy" (Schulz, 2004).
- 6. Evaluation.** Like the other meetings, this consists of completing open-ended questionnaires, followed by brief discussion.

## **Workshop 3: considering the future**

In this workshop, the large sheet of paper resulting from the "pasts" workshop was displayed on the wall" and extended with a new sheet, extending from the present into the future. The main focus of the workshop was to create and extend this scenario network map.

- 1. Introduction.** A brief plenary session, including a review of the previous meeting.
- 2. Trends and forces.** From the previous session, list trends and forces impinging on the entity.

3. **Futures wheel.** Beginning from the present (or multiple presents, when applicable) consider a number of possible directions that the entity might take in the near future. Represented on the scenario map in the form of a tree rather than a wheel, to be consistent with the convention of time moving from left to right on the graph.
4. **Morphological possibilities.** Creating a set of mutually exclusive medium-term outcomes for the entity; a short plenary session.
5. **Backcasting.** Working back from each of the morphological possibilities toward the present, linking these when possible with the extended branches of the futures wheel.
6. **Evaluation.** Completing open-ended questionnaires, followed by brief discussion.

#### **Workshop 4: combining the strands**

In this final workshop, the almost-completed scenario map from the previous workshop was displayed, and the details completed.

1. **Introduction.** A brief plenary session, including a review of the previous meeting.
2. **Midcasting.** Thinking of a number of unexpected occurrences that might impinge on the paths created so far, and how these might be handled if they occurred.
3. **Reviewing the map.** On the completed map, the nodes are reviewed, and sometimes combined, split, or deleted. The links between the nodes are also reviewed, and sometimes changed.
4. **Examining the links.** The links (representing attributions) are questioned as to their meaning, e.g. “If A does lead to B, how could that happen? What would be causing it? And what else would that cause?”
5. **Evaluation.** Completing open-ended questionnaires, followed by brief discussion.
6. **Refocus on the present.** Finally came an opportunity to determine actions the organization might now take to improve its likely future. This was not strictly part of the scenario mapping process, but was of strong interest to participating organizations.

# Appendix 3: Evaluation Questionnaire

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1. How much did today's workshop improve your understanding of what's happening with [insert name of entity]? Please tick one box

- Not at all
- Just a little
- Quite a lot
- Very much indeed

2. What did you think was the best, most useful, or most interesting part of today's workshop - and why?

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3. What did you think was the worst, least useful, or least interesting part - and why?

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4. How do you think the process could have been improved?

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5. Are there any other comments you'd like to make?

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