



FOR SIGHT & INNOVATION BEEHIVE

January 17-19, 2024
Turin, Italy

Chronicle Report



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About This Event

Rockefeller Philanthropy Advisors launched the Foresight & Futures Community of Practice to engage funders, philanthropic and community leaders, as well as other partners in the ecosystem in a diverse applied knowledge development program through a convening platform, global network of peers and experts.

We convened the inaugural Futures & Innovation Beehive, the first of many events that we will hold during the coming two years, to immerse ourselves in the future through the powerful technique of scenario planning.

Specifically, this workshop was intended provide the Foresight & Futures Community of Practice with a unique opportunity to explore the future by consolidating their thinking about the future of society and of their specific priority issue areas, as well as identifying future patterns that would be important for their organizations and for the those they support. By gaining greater foresight into potential challenges and the ability to innovate better solutions, participants will be well-positioned to finetune their strategies in an increasingly integrated world with higher levels of uncertainty. This will also enable Community of Practice members to think about their organizational capacity and design in new and fruitful ways, in order to begin future-proofing their interventions and operations.

This document chronicles the work we engaged in during the Beehive, and the conclusions that emerged. The photos included here show the efforts and fruitful dialogs in which we engaged throughout our time together.

We would like to express our sincere appreciation to all participants! We look forward to building on this work as a Community of Practice!



Participants

- Alejandro Alvarez von Gustedt, Vice President, Rockefeller Philanthropy Advisors (Spain)
- Alberto Anfossi, Secretary General, Compagnia di San Paolo (Italy)
- Melissa Berman, President & CEO, Rockefeller Philanthropy Advisors (US)
- Alisha Bhagat, Futures Lead, Forum for the Future (US)
- Silke Breimaier, Senior Manager Future Issues and Foundation Development, Robert Bosch Foundation (Germany)
- Peter Cafferkey, Philanthropy/Foundations Market Development Lead, Impact Europe (Germany)
- Ania Calderon, Managing Director, Strategy and Engagement, Data & Society (US)
- Carola Carazzone, Secretary General, Assifero (Italy)
- Chris Cardona, Managing Director, Discovery, Exploration, and Programs, MacArthur Foundation (US)
- Sine Egede, Chief Visionary Officer, Bikubenfonden (Denmark)
- Anders Folmer Buhelt, Academy Director, Danish Social Innovation Academy (Denmark)
- Katy Hartley, Director of Strategy and Special Initiatives, Laudes Foundation (The Netherlands)
- Massimo Lapucci, CEO, OGR Torino (Italy)
- Henrik Mahncke, Head of Analysis, Realdania (Denmark)
- Tyler Paaverud, Manager, Strategic Planning, Margaret A. Cargill Philanthropies (US)
- Hilary Pennington, Executive Vice President of Programs, Ford Foundation (US)
- Rip Rapson, Kresge Foundation (US)
- Greg Ratliff, Senior Vice President, Rockefeller Philanthropy Advisors (US)
- Shubh Sharma, Porticus (The Netherlands)
- Olga Tarasov, Senior Director, Rockefeller Philanthropy Advisors (Germany)
- Richard Tate, President & CEO, California Wellness Foundation (US)
- Hilda Vega, Deputy Vice President, Philanthropic Practice, Hispanics in Philanthropy (US)
- Julian Williams, Evaluation Officer, MacArthur Foundation, (US)
- Sophy Yem, Senior Program Officer, Philanthropy, Surdna (US)

Facilitation Team:

- Langdon Morris, Facilitator, Senior Partner, InnovationLabs
- Betty Dhamers, Documentation
- Heather Klar, Scribe
- Caroline Suozzi, Content, Rockefeller Philanthropy Advisors

Day 1: Wednesday, January 17, 2024

Welcome Dinner

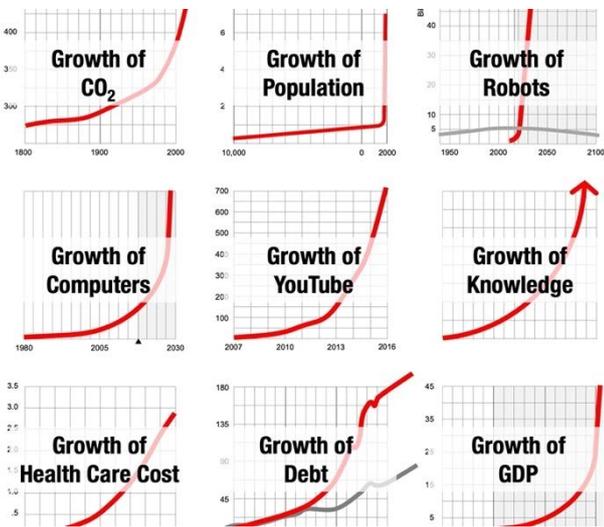
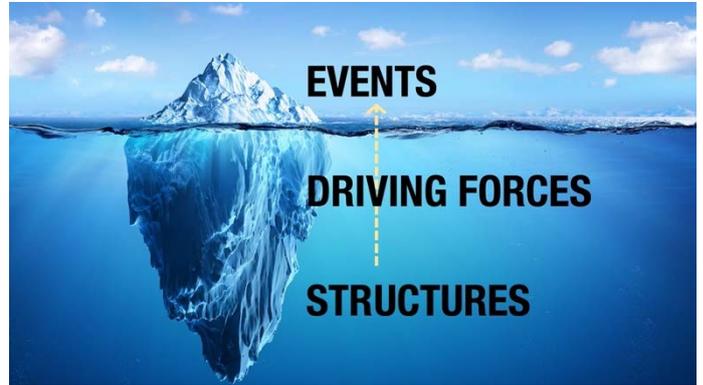
Melissa Berman, President & CEO of Rockefeller Philanthropy Advisors welcomed the participants and emphasized how important the foresight and futures work is to the success of our objectives as a community of philanthropists and nonprofit partners.

Massimo Lapucci, CEO of OGR and our host in Torino also welcomed us, and shared the story of how OGR came to be, and connected the spirit of the facility to our foresight work.

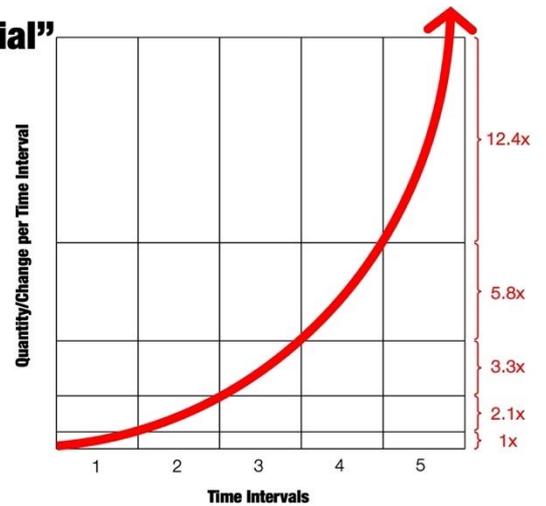
Community of Practice members then engaged in an interactive ice breaker during which we shared two truths and a lie, helping us get to know one another better.



This was followed by a short presentation by Langdon Morris titled “Strategy, the Acceleration of Change, and the Power of Scenario Planning,” which helped place us in the right frame of mind for the subsequent workshop.



“Exponential”



The evening concluded with a very enjoyable dinner and fine conversation.

Day 1, Thursday, January 18, 2024 Welcome & Introduction

Greg Ratliff, Rockefeller Philanthropy Advisors:

“Good morning, everybody! Welcome to our Foresight & Innovation Beehive.

I’m very excited about the next day and a half. We believe it is truly important to come together as a community and learn how we can develop better strategies together. As the world changes, ever faster, we need to become more agile. We need to avoid our strategies turn stale. I know we are up for a great day of learning, exploring and intense discussions.”

Olga Tarasov, Rockefeller Philanthropy Advisors:

“I am so happy to see all of you here today! Thank you for joining us. I sincerely hope that by the end of this workshop we will better understand how deeply interconnected our work is, and find ways to better leverage our combined efforts. We are here to develop our anticipatory muscles and grow as a community of practice. I hope these two days of work will helps us figure out how to do better justice to our collective work and the importance it holds.”

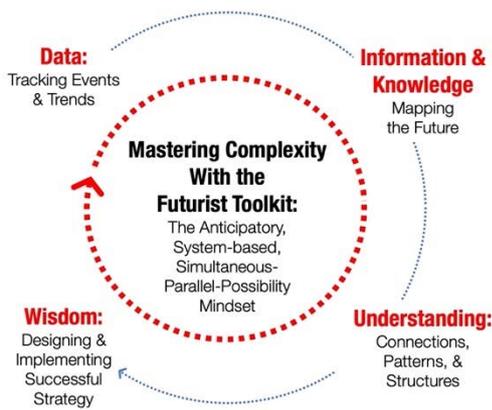


Langdon Morris, InnovationLabs, Facilitator:

“Good morning! I was looking at your biographies and this is a tremendously impressive group and I think we are all going to learn a lot by interacting with each other. I am very happy to be here with you!

Over the coming two days we are going to engage in a series of activities that will gradually build on each other, with the goal to help us to understand the future. They are designed to lead us through the learning cycle which I presented to you last night.





This takes us from the discovery phase of data and information, into learning which leads to a new level of understanding, and eventually to insight and wisdom.

My role is to help you develop the right conversations, to help you explore your own knowing, and to help us all develop a shared understanding of the future and perhaps our role in it as well.”

The Workbooks

Each participant had a workbook in which to note their reflections, efforts, and discoveries throughout the workshop, and to use for post-event contemplation, as well as for sharing with colleagues inside their organizations and networks.

The collage displays six pages from the 'Foresight & Innovation Beehive Workbook':

- Page 16:** Title page for 'Foresight & Innovation Beehive Workbook' dated January 17-19, 2024, in Turin, featuring the Rockefeller Philanthropy Advisors logo.
- Page 17:** 'Complexity & the Driving Forces of Change: Impact of Revolutions'. It includes three sections: 'Technology Revolution', 'Climate Revolution and the Energy Transition', and 'Economic Transformation', each with reflection questions.
- Page 18:** 'Scenario Planning Technique'. A 10-step process for scenario planning, including identifying driving forces, creating a 2x2 matrix, and testing imperatives.
- Page 19:** 'Scenario Planning Practice (in Plenary)'. Instructions for developing a scenario matrix with 'Horizontal Axis Driving Force' and 'Vertical Axis'.
- Page 20:** 'BABR Template: Benefits, Actions, Barriers, & Risks'. A 2x2 matrix with 'Internal' vs 'External' on the y-axis and 'Helpful' vs 'Harmful' on the x-axis. Quadrants are labeled A, B, B, and R.
- Page 21:** 'FINAL REFLECTIONS'. Three numbered questions to prompt thinking about the beehive experience.

Day 2: Thursday, January 18, 2024

Activity 1 Visions and Barriers

Visions Activity Instructions

For this activity, participants received the following instructions:

To begin this morning we have planned an activity in three steps:

The **first step** is individual. Please take your workbook and answer the questions on pages 12 and 13. This is the moment to set some personal context, to get grounded in your own vision, before you get immersed in all the information around you.

As a **second step**, please discuss these notes with a couple of your peers in small break-out groups.

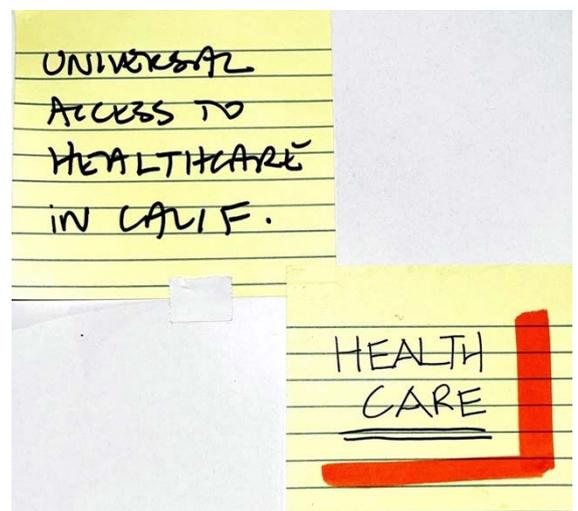
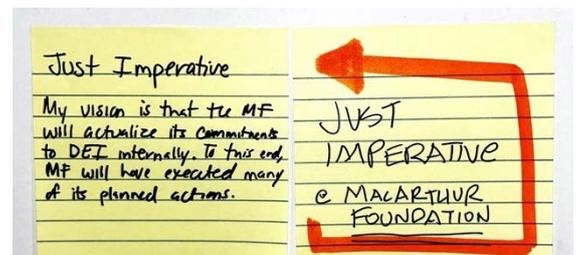
When we return to the large group in a few minutes we will do the third step together.



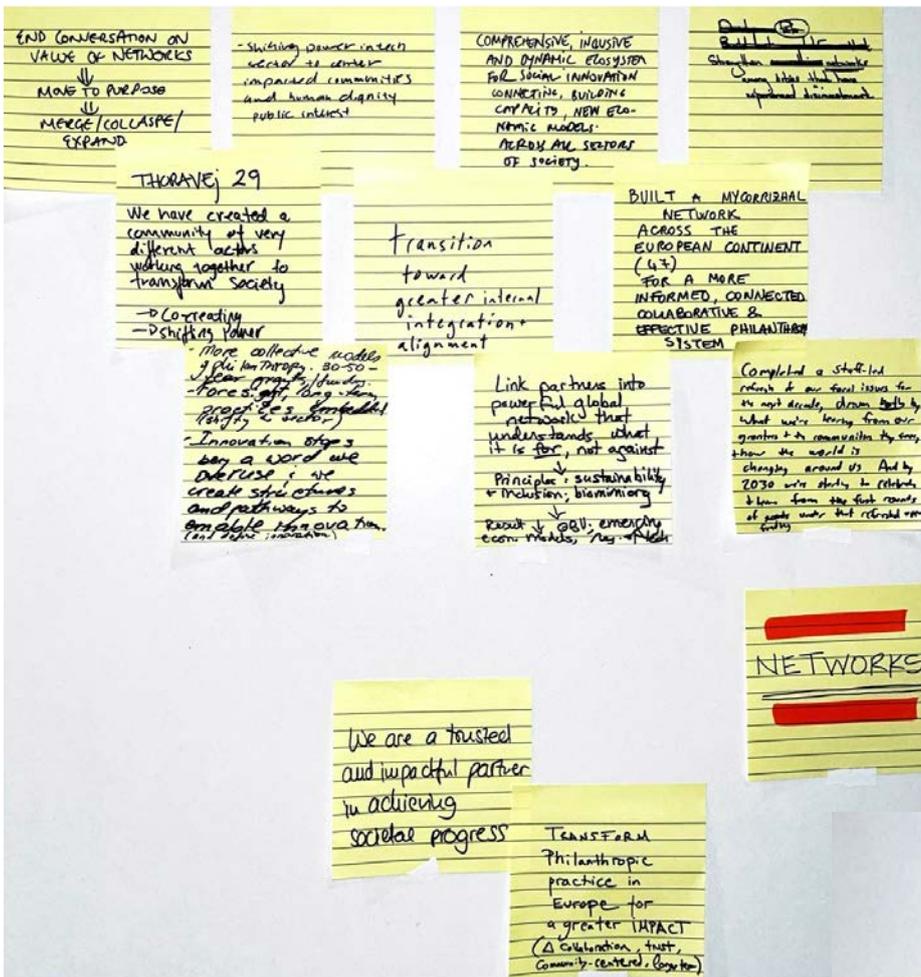
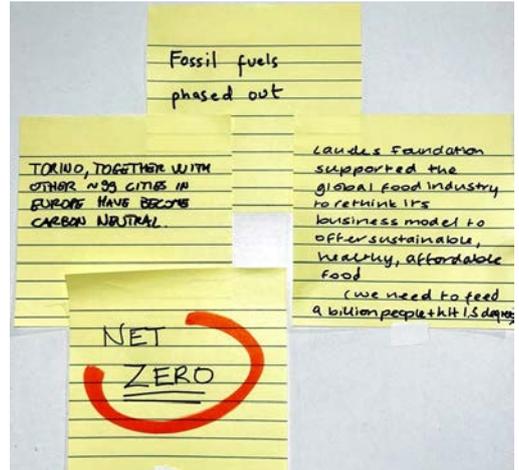
Activity 1, Step 3:

Each participant wrote one Vision statement on a post-it note, and we shared these in the large group, clustering them as we went.

- Comprehensive and dynamic networks and ecosystems.
- New economic models.
- Understand what innovation is.
- Better understand the functioning and value of networks: do we like them or not??
- Transform the society and create solutions for the future: shift from sitting in our own fancy building towards the communities that are out there; integrate them instead of standing a-side them.
- Become more transparent and flexible in our funding.
- More collaborative models of philanthropy, design structures that enable innovation.
- New areas for grant-making: often successor grants are limited in scope and dumbed down. How can we design greater internal integration and more durable results? Our current portfolio is quite eclectic.
- How to successfully unlock access to talent, data and power and move beyond the one-view world system?
- The case for a networked approach: universal access to health care in California. This requires an integrated network approach between a diverse and large community of actors.
- How to refresh our strategies and update them for the next decade for the communities we serve?
- A bit more internal focus. We have a topic called 'Just Imperative': how do we address these individual issues in our own organization?
- I think the topic of belonging is key. The question about 'networks' can't be addressed without this.
- What is our common cause and how are we sharing?
- Embedding foresight and anticipation in other organizations needs to exist as a practice. Look at alternative models: participatory, future-driven strategies.



- How to build an inclusive community? How can we help transition the food industry to make it more sustainable? It is a key sector when it comes to decarbonization.
- Phasing out fossil fuels.
- Help transform philanthropic practice in Europe: more trust-based, more anchored in the communities.



Activity 2 Gallery

Gallery Activity Instructions

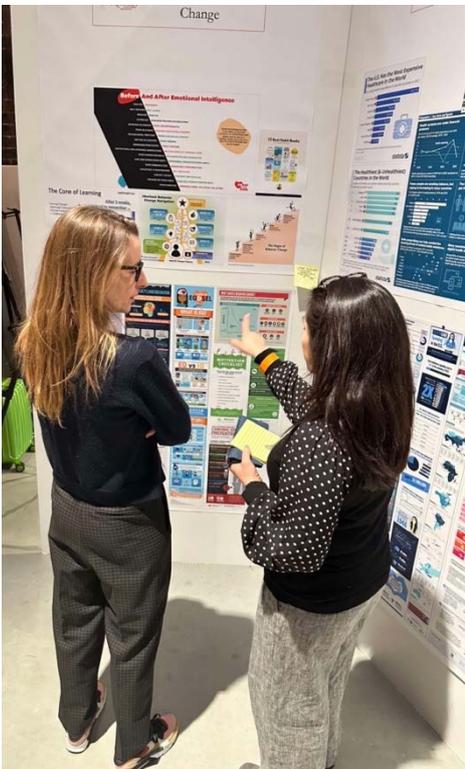
For this activity, participants received the following instructions:

Many of the themes you touched upon in the previous activity are indeed critical to our contemporary societies. These and many others are covered in the gallery of boards that you see all around you.

For this activity, please partner with someone you know very little. For the next hour, please go and discover the contents of the gallery. There are 38 boards in total, and you may not have time to visit them all, but please do visit many of them.

Please leave at least one post-it note at each board you visit. Any sort of comment is ok – like or dislike, approval or disapproval, surprise, or agreement.

Gradually this trail of messages will turn into an asynchronous conversation that we are all having together. This enables you to interact with the board contents and with each other at the same time. It also helps create our shared knowledge base that we will apply as we proceed through this workshop.



Activity 3 Timeline

Timeline Activity Instructions

For this activity, participants received the following instructions:

The goal of this timeline exercise is to create a set of common references, a collective memory. It's important to reflect on the things we know and how we choose to remember them. It's almost like a journalist's perspective: what are the facts we want to elaborate on?

When it comes to the future, our brains work very differently. We try to extrapolate from what we know, based on the patterns and trends we distinguish. We also let our emotions speak: what we hope for, what we fear might happen. And it also is here that we should insert our aspirations: What are our shared goals?





Closing Observations Regarding the Timeline Activity

Key themes mentioned on the timeline included a mix of worrisome and frightening events, as well as aspirational ones. The potential for increased conflict and the hollowing out of democracies were side by side with achieving the Paris emissions targets and increased well-being, showing that while the future is unpredictable we do have a good sense of the better and worse outcomes that may emerge.

Indeed, most of the topics we have seen and discussed this morning are already familiar. We are all aware of them, but we rarely consider them all together at the same time in the way the gallery and the timeline brought them together. But seeing them together and confronting them at the same time can be quite overwhelming. The question is: how can we turn this awareness into something useful, instead of having it just sit in the back of our minds? What are the trends and patterns we can discern, what underlying structures do they reveal and what are the possible ways to intervene or leverage these insights?

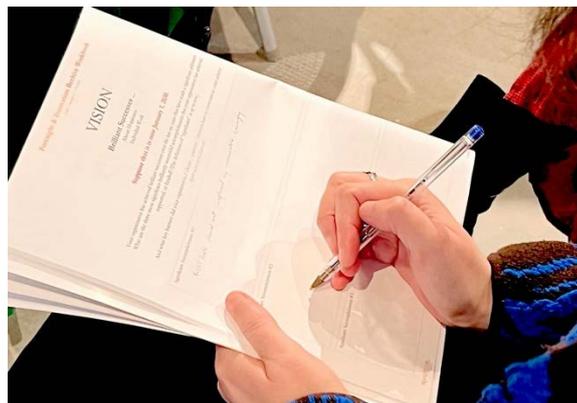
Over lunch, please take a look at your workbook and reflect on what you have learned this morning. This afternoon we will then turn our attention to scenario planning.



Morning Debrief

Following lunch, participants engaged in a brief discussion. Some of the comments shared included:

- Visualizing these different elements on the timeline is really useful. It helps to understand to what extent all these issues are interconnected, they simultaneously work on different levels. It also means that if we want to make a real impact on any of these domains we need to structure the work across these different levels.
- It's interesting to observe the patterns: we had a lot of things starting in 2030. But few in the immediate future. We feel less comfortable predicting the near future. Or maybe we hope that the projects we start up now will deliver by that time? Since it takes time to decide and implement, it takes us a couple of years for our ideas to get to fruition.
- All the infographics and information are overwhelming. So how do you select, how do you navigate so much information? It seems understandable that a lot of us compartmentalize. It's easier to focus just on one thing and not pay attention to all the connections and interdependences. It is easy to get lost and feel abandoned.
- Much of the content that was presented on the different boards come from the same cognitive point of view. They represent a certain worldview. How to make room for different ways of seeing and understanding the world? One that is not just Westernised.
- There weren't a lot of stories, photos, and examples to illustrate the concepts. This could have helped to make sense of the big topics and understand it at a more human scale. Data doesn't tend to create empathy. There's lots of numbers and reports, but what tends to make the difference is the people and the stories they tell you.



Activity 4 Scenarios

Brief Overview of Scenario Planning

The scenario planning technique we use was developed by Shell Oil during the sixties and seventies and has proven to be a very effective tool, both to investigate internal organizational topics and for broader, societal topics. The Shell group was even invited by representatives of South African society in 1991 to help them think about the end of the Apartheid regime. Adam Kahane of Shell came to the Mont Fleur resort in South Africa to lead a scenario planning activity for the representatives of all facets of South African society. (You can Google “Mont Fleur Scenarios” for more information.)

Their work revealed that there existed only a narrow pathway to avoid a full-blown civil war and successfully overcome the political situation. When all of the participants took these insights back to their respective communities, they knew what they were in for. To avoid the worst, everybody needed to tread carefully. Surely, this led to more moderate behavior, better informed decisions, and ultimately a peaceful solution. Kahane tells the detailed story in his very fine book *Solving Tough Problems*.

The world is changing, which means we need to change with it. We need to adapt our skills and shift our mindset. But what does that mean? Transformation from what into what exactly?

Scenario planning is the perfect tool to help us create more clarity. By forcing us into extremes, it helps us recognise our own cognitive models and habits. If we learn to better distinguish the big trends and overall patterns, we become more aware of the possible discrepancies between our expectations and the forces at work. This is essential if we want to correctly address our upcoming challenges.



The scenario planning approach provides us with the necessary structure: it both constrains and liberates our thinking. It orients and creates a safe space for us to explore. As strategists, we can use this information to plot more thoughtful, effective approaches. The aim is to identify the strategies that will be applicable in multiple worlds, the ones that have a higher chance of being future-proof.

Foresight & Innovation Beehive Workbook
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Scenario Planning Technique

These are the main steps we generally follow to get the most benefit from scenario planning.

1. Figure out what you want to learn.
Remember, this is all about creating a compelling thought experiment.
2. Study the driving forces & deep structures that are influencing society.
3. Choose two critical drivers and create the 2 x 2 matrix, then model each of the four quadrants.
4. Name each quadrant with a catchy title.
5. Identify the relevant threats, needs, opportunities, and strategies in each quadrant.
6. Note any strategies in common across multiple scenario quadrants. (These may provide future-proofing opportunities.)
7. Identify early warning indicators.
8. Identify the implications, and your organization's imperatives as a consequence of 1 – 7.
9. Test the imperatives.
10. Now when you start working your organizational strategy you'll be in a strong position to come up with something really good. These learnings may also affect how you manage your organization.

Further Notes

- You can do all this on your own as an individual, or as a group activity.
- Scenarios activities are really powerful learning experiences when you do them yourself, but much less valuable when others do them for you. (You have to do your own push-ups.)
- When you do it in a group, you benefit from the diversity of peoples' experiences, and you also create a shared understanding that can be really valuable later on, especially when you're managing change.
- You can do it quickly on a napkin, or in a formal process that lasts a few weeks (or longer).
- All these formats are likely to provide value, but of course the experiences of each will be quite different.

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However, you need to be aware that it is really hard to share this with someone who has not experienced it. No matter how well-crafted the stories you tell, you cannot successfully convey the learnings that spring from this exercise. You simply can't recreate that cognitive learning curve. So you have to do your own push ups.

The extreme scenarios we invent help us to investigate the possible options, structure our thinking, and update our reference models.

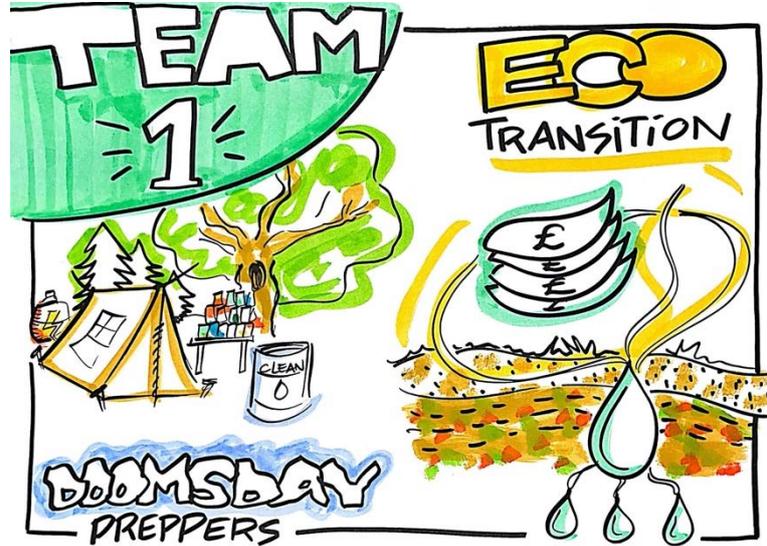
The Scenario Planning activity was organized in four steps:

1. Working in teams, the participants first completed one set of scenarios using the 2 x 2 format.
2. They then completed a second set of scenarios using two different driving force axes. The purpose of this was to help everyone grasp the thinking style of scenario planning technique itself, and also to consider the possible future impacts of two additional forces.
3. The third step was to define **Strategies** for the philanthropic community given what they had learned from the scenario activity itself.
4. Finally, they identified a few **Leading Indicators** that would help them to recognize how the driving forces may be evolving across time.

Participants then reported their findings to one another and discussed what they had learned.

On the following pages we summarize these report outs and conversations.

Scenario Activity Report-Out and Conversation Team 1



Participants on Team 1 worked on four scenarios that were based on the axes of **Climate Change** and **Global Economy**.

The movie titles of the four quadrants were:

1. “Unjust Transition”
2. “Eco-transition,” depending on our capacity to manage climate change.
3. “Doomsday Preppers”
4. “It’s the economy stupid,” depending on the state of the global economy.



This group engaged in rich conversation and deep thinking that yielded some interesting conclusions. The group posited that to positively shift on the climate challenge, the

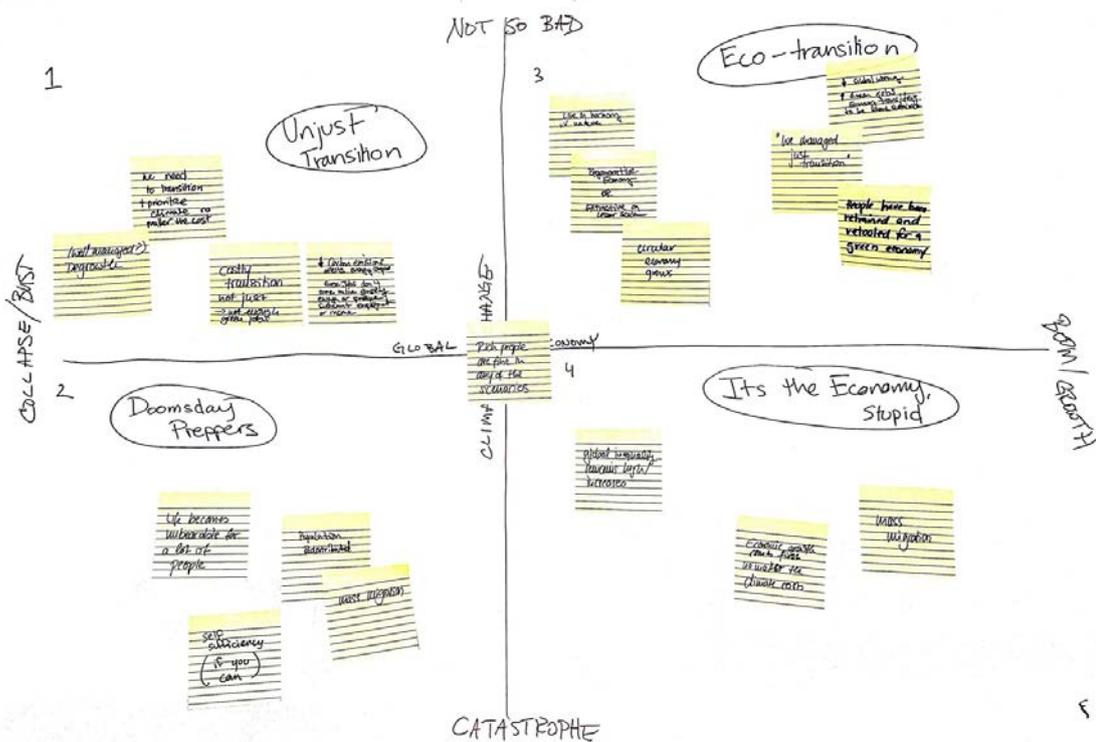
population will need a lot of reskilling. For societies to be able to adapt, they will need to shift on a lot of different levels both conceptually and practically.

If funders and nonprofits fail to appropriately address climate change and shift negatively, then there will be a lot of migration. Learning to better manage and accommodate migration flows will be a priority. Is there a way to space them out? How do societal actors efficiently provide to the needs of so many culturally diverse people? How do we integrate them in other cultures and societies?

No matter how the Economy evolves, in a good or bad way, a lot of thought will need to be given to our economic models. This need translates across the different scenarios. There is an overall need for reskilling to strengthen the economy and the society as a whole. This group admitted to having trouble identifying alternative options. Is it a regenerative economy or one based on continued extract? How can a balance be reached?

One conclusion on which the group agreed was that in any case, no matter the scenario, the rich people will be well off.

Team 1, Scenario 1



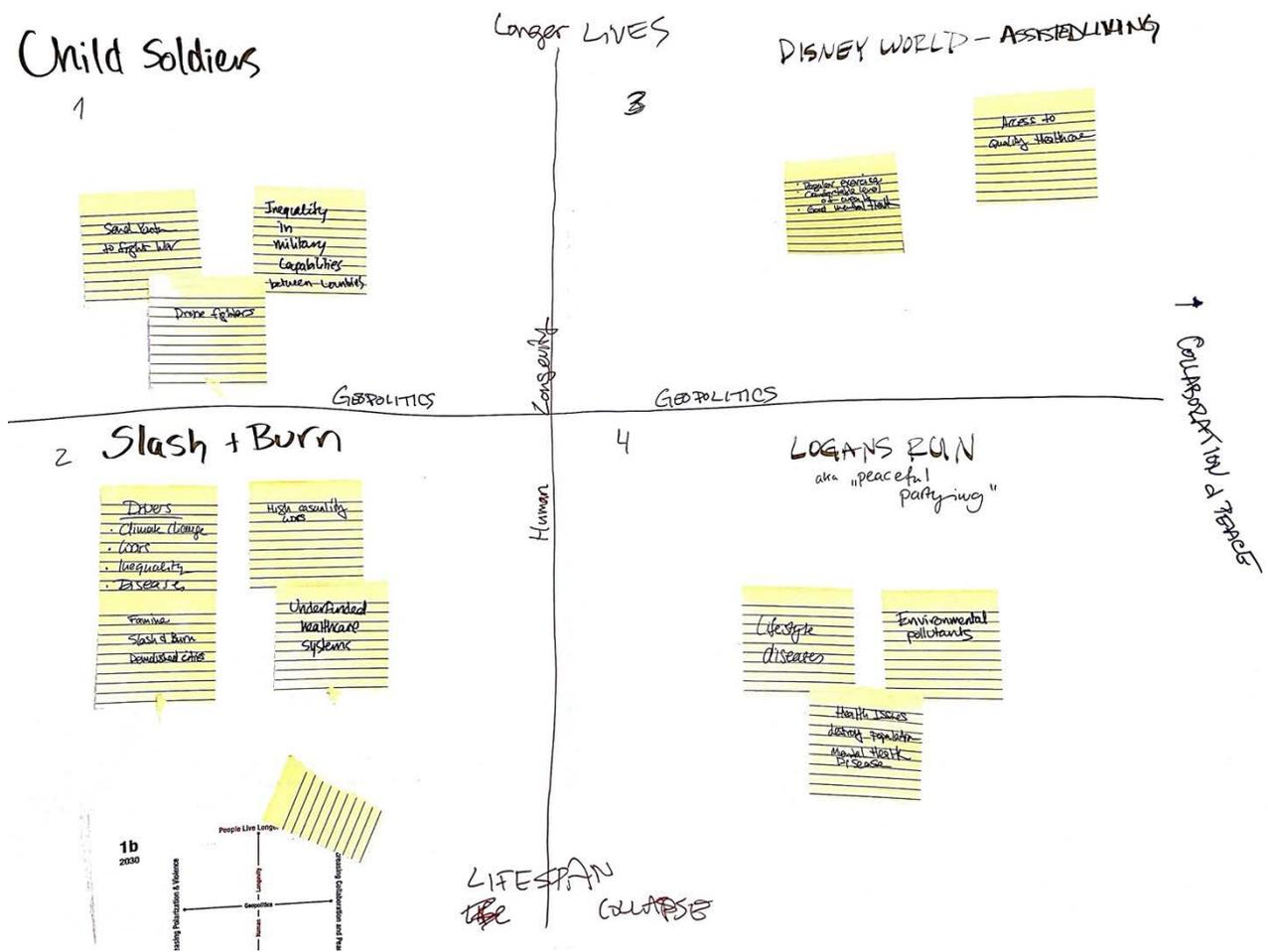
Team 1, Scenario 2

For the second exercise, the two axes were: **Lifespan** and **Peace**.

The four quadrants were:

1. "Slash & Burn:" we live longer but in a violent context.
2. "Disney World:" assisted living for everyone, all is peaceful.
3. "Child Soldiers:" the old send the young into war.
4. "Logan's Run:" life is short, but all is well, so we make the best of it.

This team found it hard to imagine realistic and positive opportunities within these quadrants. In fact, the more interconnected the drivers were, the harder it was to imagine the different extremes.



Team 1, Strategies

	Global Threats	NEEDS OPPS	strategies
Quad 1	<p>Resource constraints</p> <p>civil unrest polarization no civil society infrastructure</p>	<p>innovation</p> <p>difficult model(s) of operating</p> <p>restulting of the workforce</p> <p>new economic models</p> <p>↓</p> <p>will increase to experiment</p>	<p>Objective: social protection / more "just transition"</p> <p>> basic needs provision</p> <p>* re-skilling programmes in green industries</p> <p>> invest in new economic models * for more circular economy</p>
Quad 2	<p>collapse of social contract</p> <p>no civil society any more</p> <p>mass migration: ph. not able to handle it</p> <p>less resources</p>	<p>more "business cases" for ph. (??)</p>	<p>objective: minimize the catastrophe</p> <p>> invest in migrant relocation & housing</p> <p>> disaster management and recovery (access)</p>
Quad 3	<p>end of "classical" ph.</p> <p>neglect of other important issues (≠ climate & economy)</p>	<p>new focus of phil. resources & funding</p> <p>new set of strategies</p> <p>room for engagement in other topics</p>	<p>Strengthen the new economic model</p> <p>* ensuring a smooth transition (est.)</p> <p>get other topics (back) on the agenda</p>
Quad 4	<p>extreme inequality</p> <p>accumulation of wealth will be concentrated</p> <p>basic needs not met</p> <p>lack of political will</p>	<p>(concentration of wealth)</p> <p>new taxation models</p> <p>wealth transfer</p>	<p>wealth transfer</p> <p>increase pay-out</p> <p>focus on climate strategies</p> <p>* invest in "migration management"</p>

Team 1, Leading Indicators

Leading indicators

Sz 1

- rate of increase of renewable energy sources
- —"— decrease of fossil fuels
- passing on (climate) costs onto citizens rather than business
- jobs / unemployment per sector & region

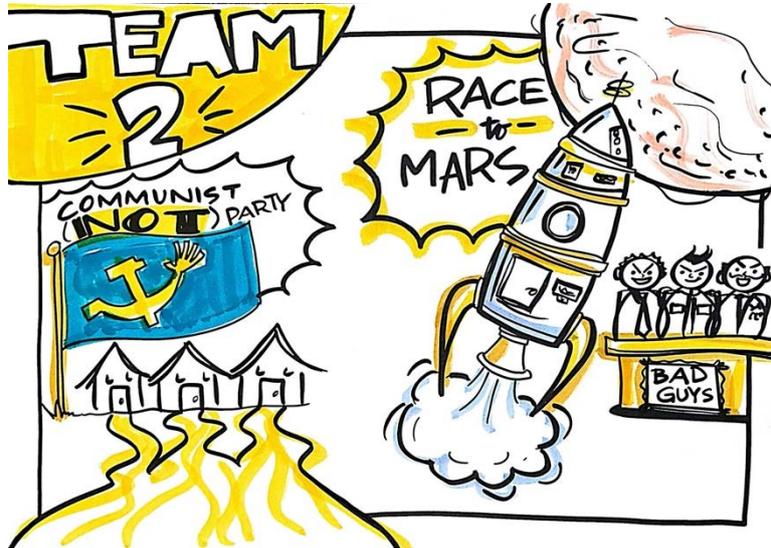
Sz 2

- migrant flows (climate driven)
- temp. rise
- no of people who need govt. support

Sz 3

- investment in renewable energy infrastructure
- no of people reskilled / trained in green jobs
- ^{level of} extraction of raw minerals etc.

Scenario Activity Report-Out and Conversation Team 2



Participants in the second team worked on four scenarios based on the axes of **Governance Structure** and **Global Economy**.

The four quadrants were:

1. “La Bohème” illustrated the increasing trend towards democracy while at the same time there’s an economic collapse.
2. “Communist (Not) Party” depicted the combination of an authoritarian regime and a busted economy with hyper-inflation and local bartering as the nearly unique means of exchange.
3. “It’s a wonderful life” showed how life was good when democracy thrives and the economy booms.



4. “Race to Mars” was what might happen when we have an authoritarian regime combined with a booming economy. All the billionaires buy a ticket and fly their way out.

This team tried to imagine a spend-down option for philanthropy and public funding, as well as alternative economic models that can be supported and the opportunities they offer, but found it difficult to imagine the indicators for these different axes.

One observation that emerged for the group was that when one is used to living with nothing and suddenly there’s an improvement in the quality of life, one might not care if this is brought about by an authoritarian regime. It is simply better than before. So this could be a threat to democracy.

Another important observation related to funders. As philanthropic actors, where do you gain or lose your confidence? What does it mean and how do you function in an authoritarian regime. With all of these issues, where do you possibly start? There’s real danger of becoming paralyzed by it all.

Finally, the team discussed the possibility of a booming democracy supporting by a booming economy where there’s abundance and social equality. The question that emerged was: Does that make things easier for philanthropists? How do you provide economic security for all? Perhaps it would allow for more collaboration and combined initiatives.



Team 2, Scenario 1

COLLAPSE

La Boheme

Increasing
Report bank - 204

- High social dissatisfaction
- Rising public debt
- fiscal/economic interventions
- collapse of industrial power
- Rising expectations of state
- Rethink values
- Unemployment, deprivation

Global

GROWING

It's a wonderful life

Democracy
Increasing number of historically excluded communities in government

- more funding to solve issues
- equality
- social cohesion
- Abundance of resources, access
- economic security

Economy
NO UNEMPLOYMENT

BUST

Communist (Not) Party

high mortality, morbidity, non-literacy
Hyper Inflation

Communist, not a party
Community based/strategies

Increasing
RESTRUCTURING FUNDS
REVERSE NEGATIVE PROCESS
SPENDING DOWN

BOOM

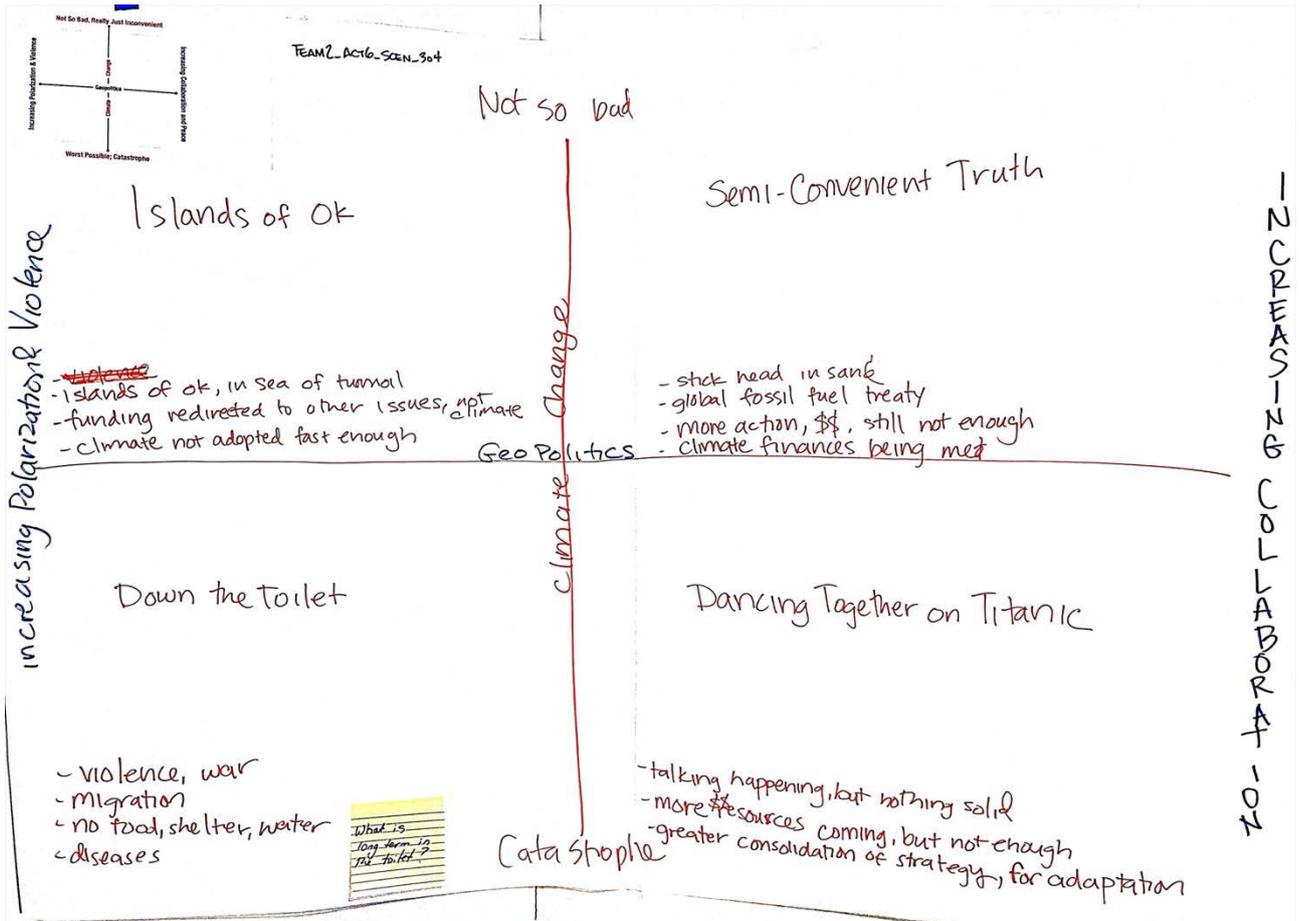
Race to Mars

Authoritarianism
Increased military presence

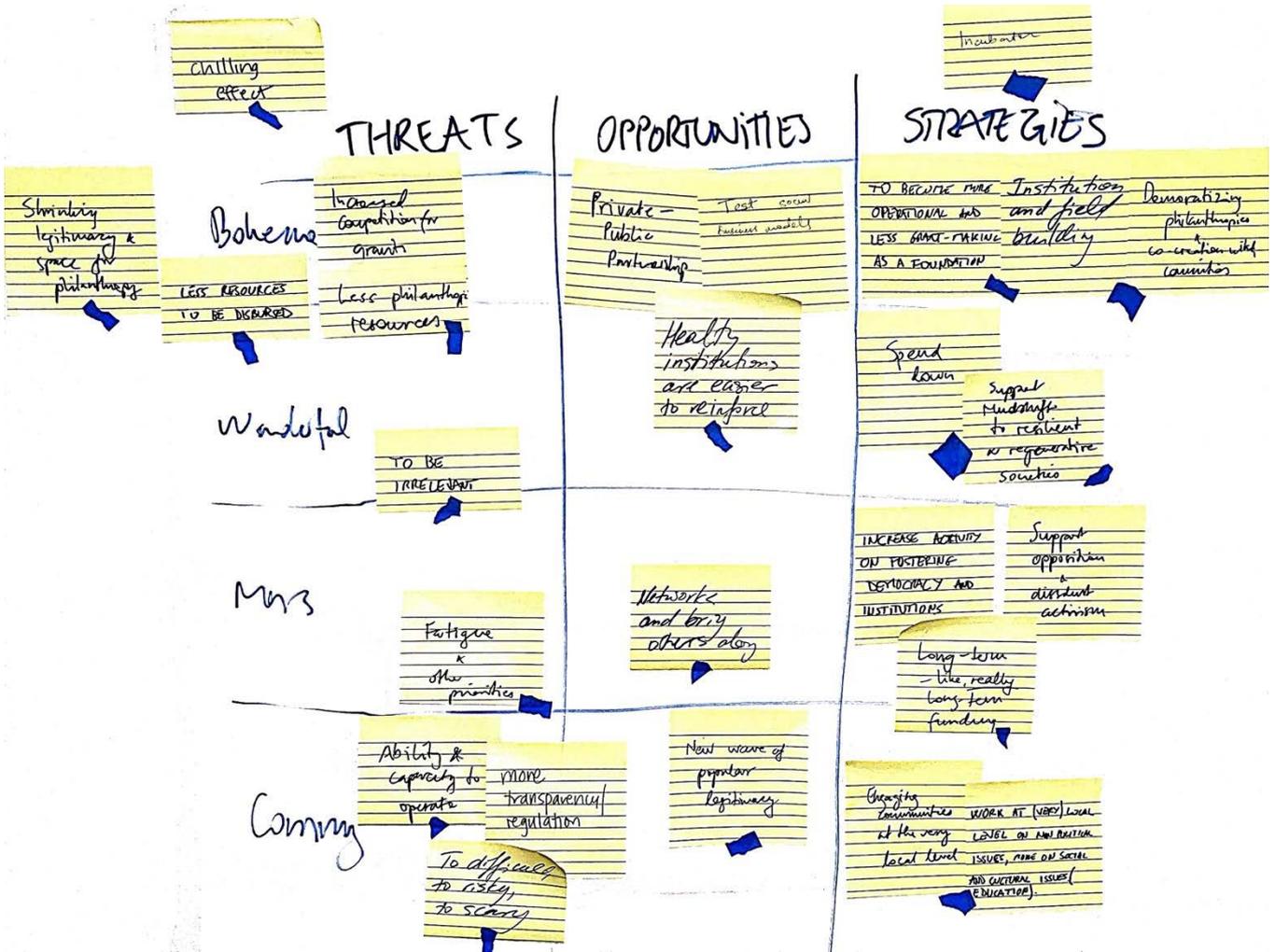
- China, Saudi Arabia
- suppressed unrest
- paternalistic
- extreme inequality
- purchased legitimacy
- hegemonic designs
- military budget
- human rights violations
- neglect climate/social issues

DIE!

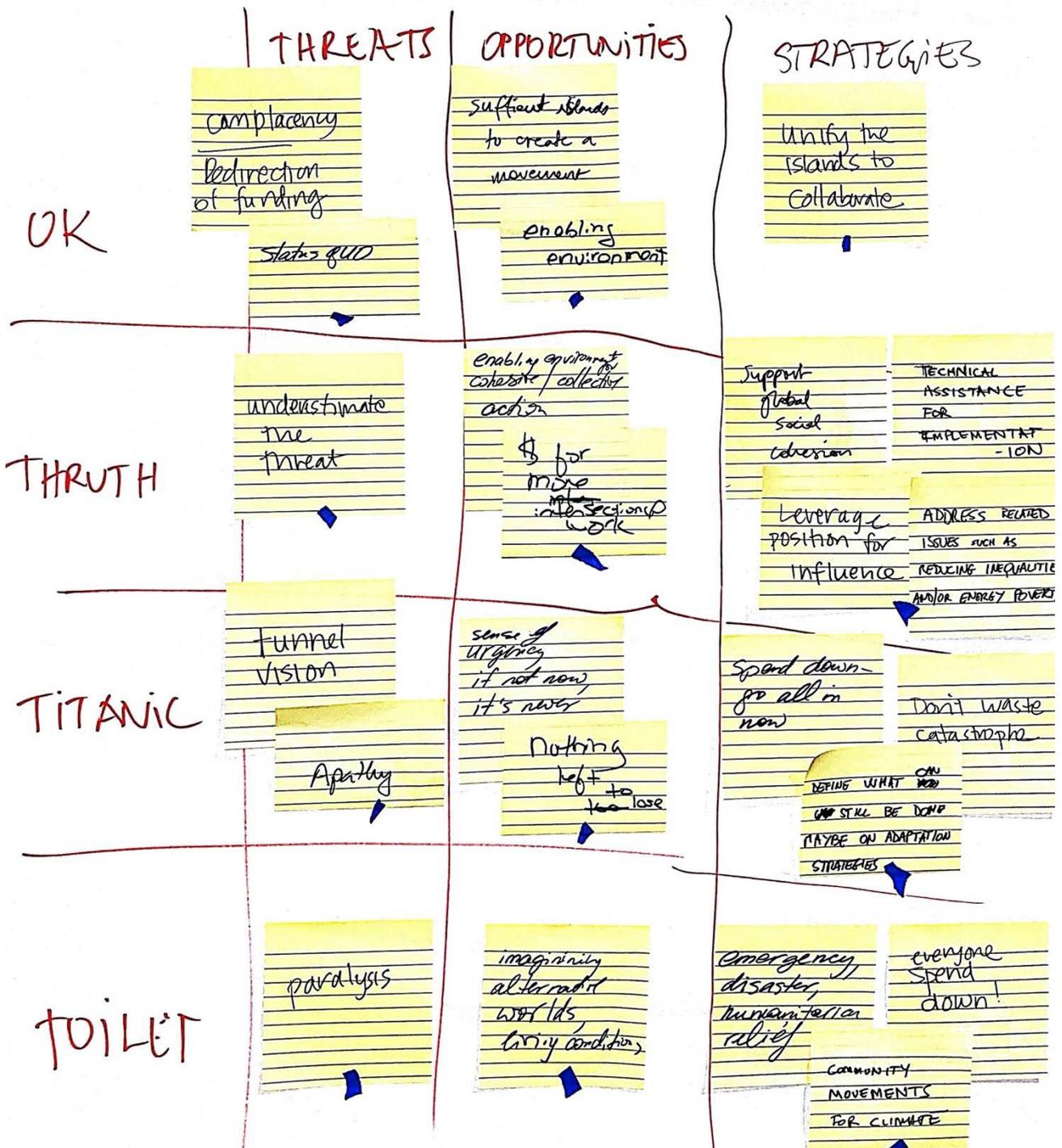
Team 2, Scenario 2



Team 2, Strategies for Scenario 1

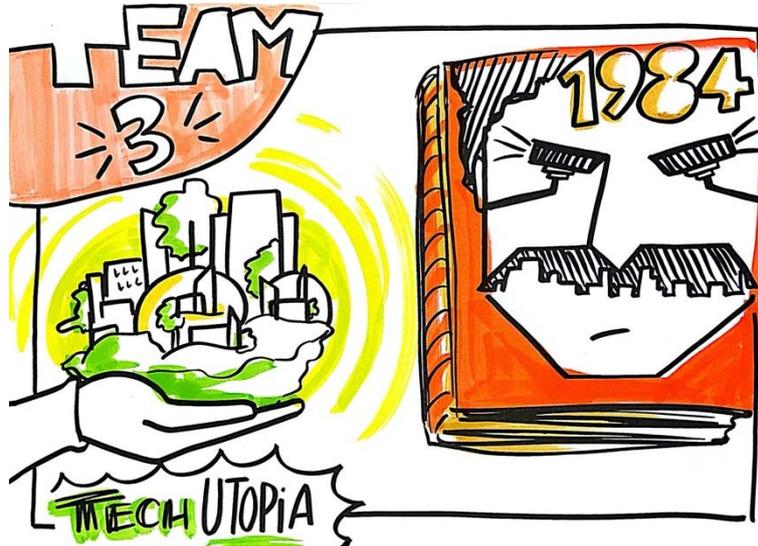


Team 2, Strategies for Scenario 2





Scenario Activity Report-Out and Conversation Team 3



This team worked on four scenarios based on the axes of **Technology** and **Geopolitics**. The development of powerful technology was seen as possibly leading to a benevolent or a malevolent situation. The extremes of Geopolitics were increasing collaboration and peace on the one hand, versus polarization and violence on the other.



The four quadrants identified were:

1. “1984,” where we look after you, but we control you.
2. “Tech Utopia” is where everything works well. All tech is open source, and the democratic regulatory processes are in place. The regulation of tech is key to keep everything in balance, it is a mitigation approach.

3. “Unplugged” is what happens if we have powerful but malevolent tech, so the people will move away from technology because it’s not trusted. We end up with humans versus AI.
4. “Digital Dystopia” would be where we have a surveillance state that sows fear through control and lack of privacy. The question then is, Are we even relevant as a philanthropic actor? Do we have room for action? Maybe we are to support the resistance, back investigative journalism, and promote academic exchange to stimulate idea exchange.

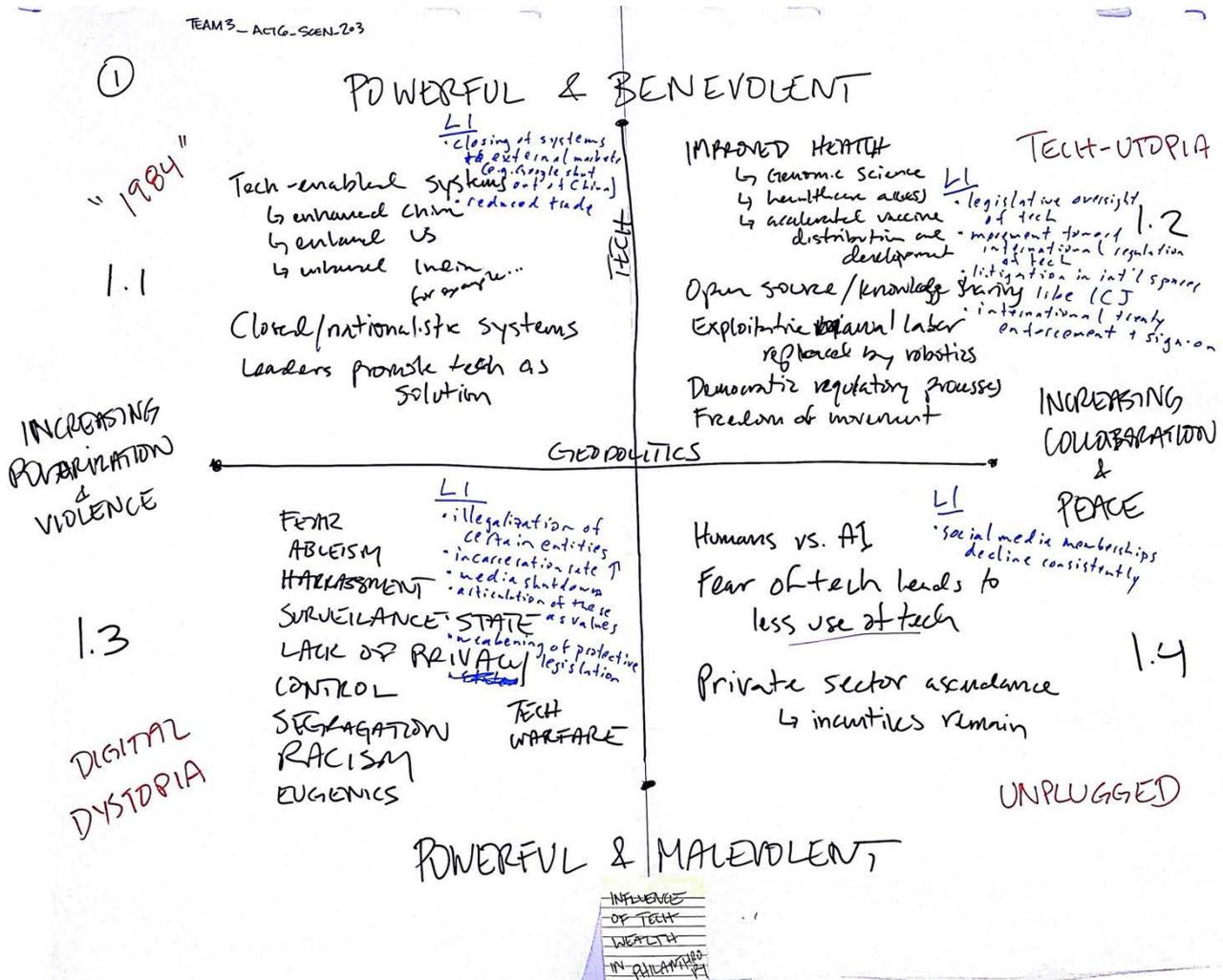
The team wondered if the strategic focus in these scenarios would be concentrated simply on serving basic needs, recognizing that we might not be able to change the system, but there are still a lot of needs, such as the imperative to improve people’s livelihoods, like the organization of food banks. This situation would probably also allow for work on climate.

Hence the strategic question: How do you position yourself? Do you go for an active role and advocate and support the resistance, or focus on the basics? From the perspective of philanthropy one could say that a very bad and negative situation represents an incredible need and opportunity for philanthropy...

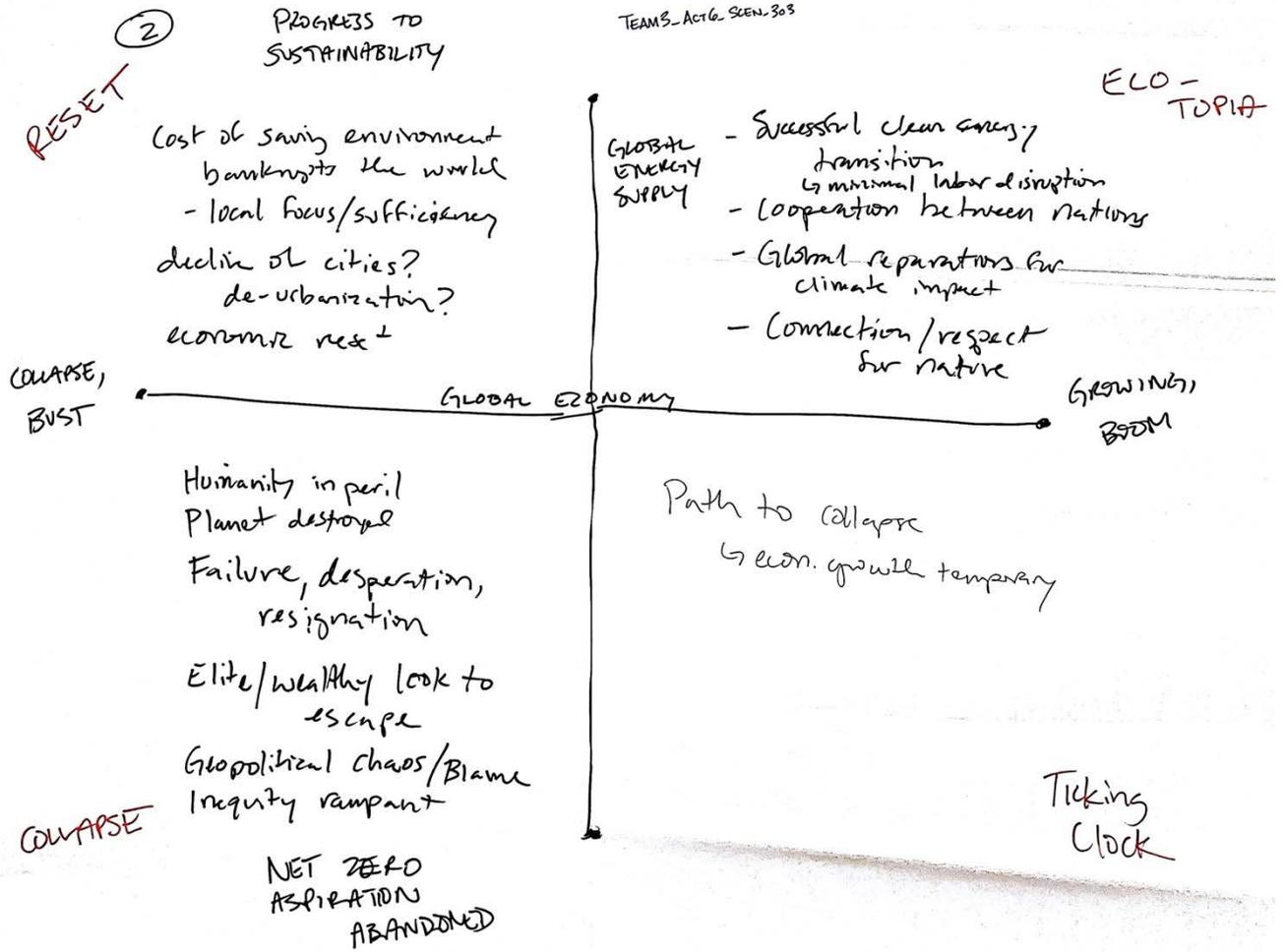
In scenarios where there is a concentration of technology ownership by a limited number of actors, this would lead to complicated situations. It was clear to the group that self-regulation does not work.



Team 3, Scenario 1



Team 3, Scenario 1



Team 3, Strategies

TEAM3_ACT16_SCEN-103

	THREATS	NEEDS OPPORTUNITIES	BEST STRATEGIES
① 1984 1.1	• irrelevance	• supporting resistance	• promoting awareness/ advocacy • journalism • academic exchange
DIGITAL DYSTOPIA 1.3	• no freedom to operate	• people's basic needs not met	• direct services/relief • support diaspora of "good actors"
TECH UTOPIA 1.2	• backlash	• reinforce / meet policy/ regulatory compliance	• community voice/ • pilots/modeling of innovations
UNPLUGGED 1.4	• pace of tech change	• regulation of tech	• strategic litigation to constrain tech • pilot/promote alternatives
② RESET	• philanthropic resources reduced/ busted!	• new econ. models • new/reinvigorated social imagination	• support for CSOs focused on new economy, local self-reliance
ECO-TOPIA	• backlash • increased inequality • other planetary resources depleted	• sustainability beyond energy	• reinforce/support sustainability mindset (next-gen)
COLLAPSE		• supporting resistance	• grassroots activism to revive NET ZERO
TICKING CLOCK	• econ. growth temporary • no incentives to change markets	• ring the alarm! • leverage investments in markets	• awareness • advocacy/pressure • M&I

Scenario Activity Report-Out and Conversation Team 4



Team 4 worked with the themes of Geopolitics, with increasing polarization or increasing peace, and the FEW Nexus, with more security at one extreme and more insecurity at the other. (FEW Nexus refers to Food, Energy, Water Nexus, a technical term that addresses issues of security and scarcity for much of the world's population.)

The quadrant in the upper right was labeled “Utopia.” This was ++, seen as highly desirable, but the team also doubted that it was plausible, as it did not seem realistic even though they liked it. In this scenario it would be necessary to keep what society has and sustain it. There would be more time for working, and less funding to the military-industrial complex.

The opposite situation was seen on the lower left, which was called “The Hunger Games.” This would be a lot of war, conflict over resources, water wars, etc. This scenario was marked by a loss of hope, but would present an opportunity to think about radical ideas and new model.



The team struggled with identifying the right perspective to look at all this, and finally decided to become the United Nations. The overall strategy for UN would then be ensuring achievement of the SDGs.

Also common among all of the scenarios was the necessity of gaining or keeping trust. Trust is a neutral arbiter of conflict.

It was suggested that crowdsourcing new ideas would give credibility, showing openness to ideas from everywhere. This would help to combat increasing polarization by engaging people, to avoid the perception that outside experts wished to impose unrealistic solutions. In this way trust could be built.

Leading Indicators for each axis were:

- Commodity prices.
- Crisis of FEW: Increasing conflict between producing nations; increasing migration; increasing poverty.
- Scale and amount of conflict worldwide
- Levels of voluntary migration and travel.
- Rate or scaling of positive innovations, agricultural innovations, for example.

Team 4, Scenario 2 with Strategies

The team's second scenario looked at Democracy and Migration. This was a difficult but interesting thought experiment.

The group realized that there is a difference between voluntary and forced migration, and that varies depending on the quadrant.

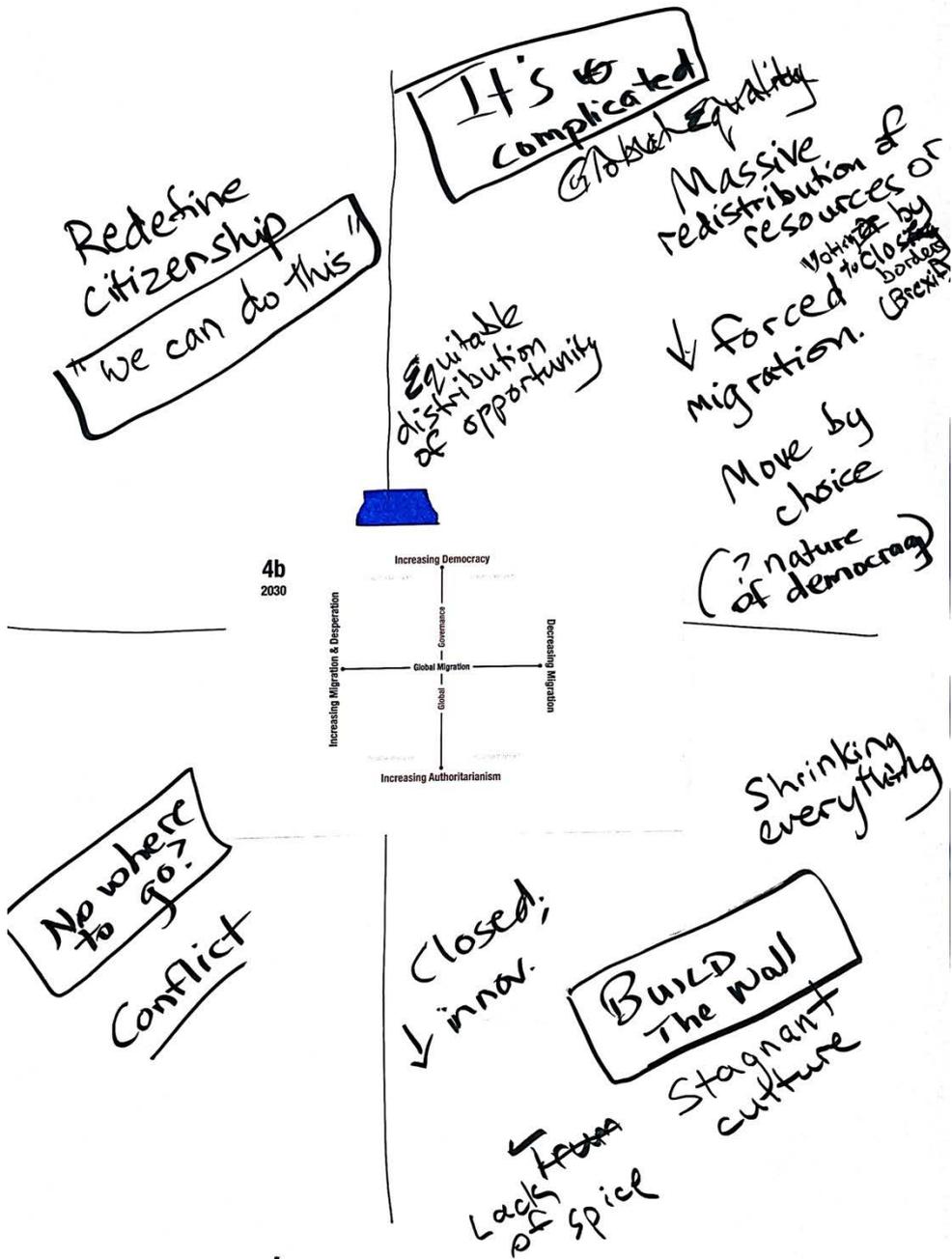
“Build the Wall” is the scenario that would result from increasing authoritarianism but decreasing migration, as the walls keep people in or out. Increasing authoritarianism generally means “you can't leave.”

“We Can Do This” was the next quadrant, an optimistic scenario.

In the “No Where to Go” scenario conflict is displacing people, and ethnic cleansing and other forms of violence become common.

The “It's Complicated” world would see massive redistribution of resources, so less forced migration. But it could also become pessimistic if the people in a democratic society were to choose to close their own borders.

TEAM 4. Act 6. SCEN. 202



The Day's Closing Observations

Bravo! We got a lot of work done today!



In a normal day, you would probably do about five hours of productive work and quite a bit of transitioning, email checking, and random multitasking. Today we worked for eight hours straight, so it's only normal that you feel tired. We went through a lot of data and information, and tried to recognize the overall patterns.

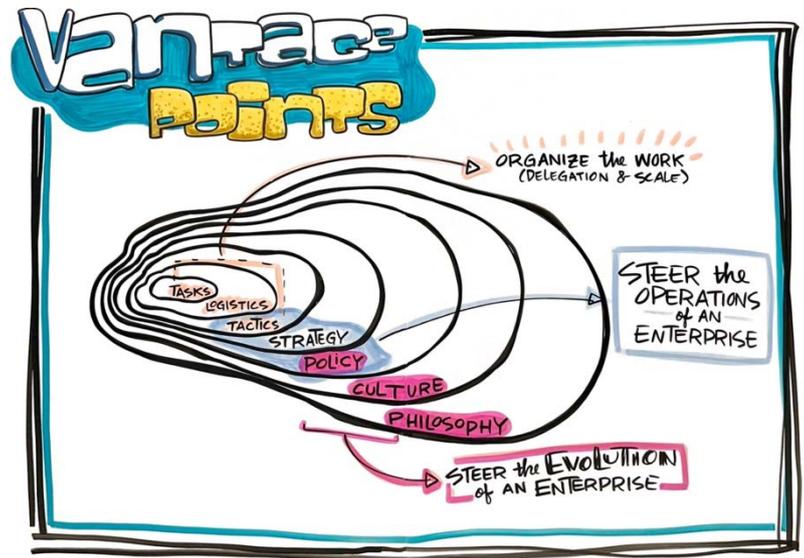
During the night tonight your brains will digest all of this and will find a way to make sense of it. We'll see you tomorrow and find out ...

Day 3: Friday, January 19th

Morning Welcome

Introductory Remarks

To begin today I want to introduce called the Vantage Points model. It comes from the book *Human Competence* by Thomas Gilbert. Gilbert made a very insightful contribution by pointing out how the same topic can be analysed from a variety of vantage points, which leads to very different types of observations. So when talking about the same topic, people might come at it from different angles.



If we fail to recognize this, it often comes across as disagreement. In appearance, we fail to align, while in essence our viewpoints might be compatible.

This model identifies seven levels:

Task is the rather practical level concerned with organizing the work. You are all very familiar with this. **Logistics** is a step up that involves a variety of different tasks and requires coordination. To get things done, we first need to get things set up and ready to go, which clearly also involves **Tactical** thinking, when we need to weigh of the options and consider the alternative roadmaps.

This takes us to the **Strategy** level. To steer the operations of the organization we must decide on a set of overall orientations and guidelines. Concerted action and coherent results can only be reached if all actors agree on which direction to take.

So how do we make sure we aim for the same long-term goals? This is set at the **Policy** level. Policy allows us to build the bridge between what we aim for, that is what we want to be as an organization, and how we practically envision to do this. Policy itself derives from the **Cultural** values that define us, and the **Philosophical** ideals we hold.

This framework is a powerful tool. Please keep it in mind while discussing. It can help you to better distinguish the different aspects of your conversation and how they do or do not manage to coherently fit together. Often when discussing multi-layered topics, we get stuck into a right/wrong – yes/no debate. This model opens up different paths of understanding what is said and helps us to discover how the elements relate to each other.

Activity 5

Imperatives

During the next exercise we began by working individually, and then shifted to groups to identify what we believed should be our **Imperatives**. The idea of an imperative is that it is something we should or must do, even to an extent regardless of what happens in the broader world situation.

Imperatives Activity Instructions

For this activity, participants received the following instructions:

As a group, please identify 3 to 5 imperatives that, based on what we have learned so far, our philanthropic community, as a community, should address.

Each imperative will not necessarily be pertinent to each of our foundations, but here we are looking for the efforts in which we can and should collaborate on to fulfill shared missions and achieve shared objectives.

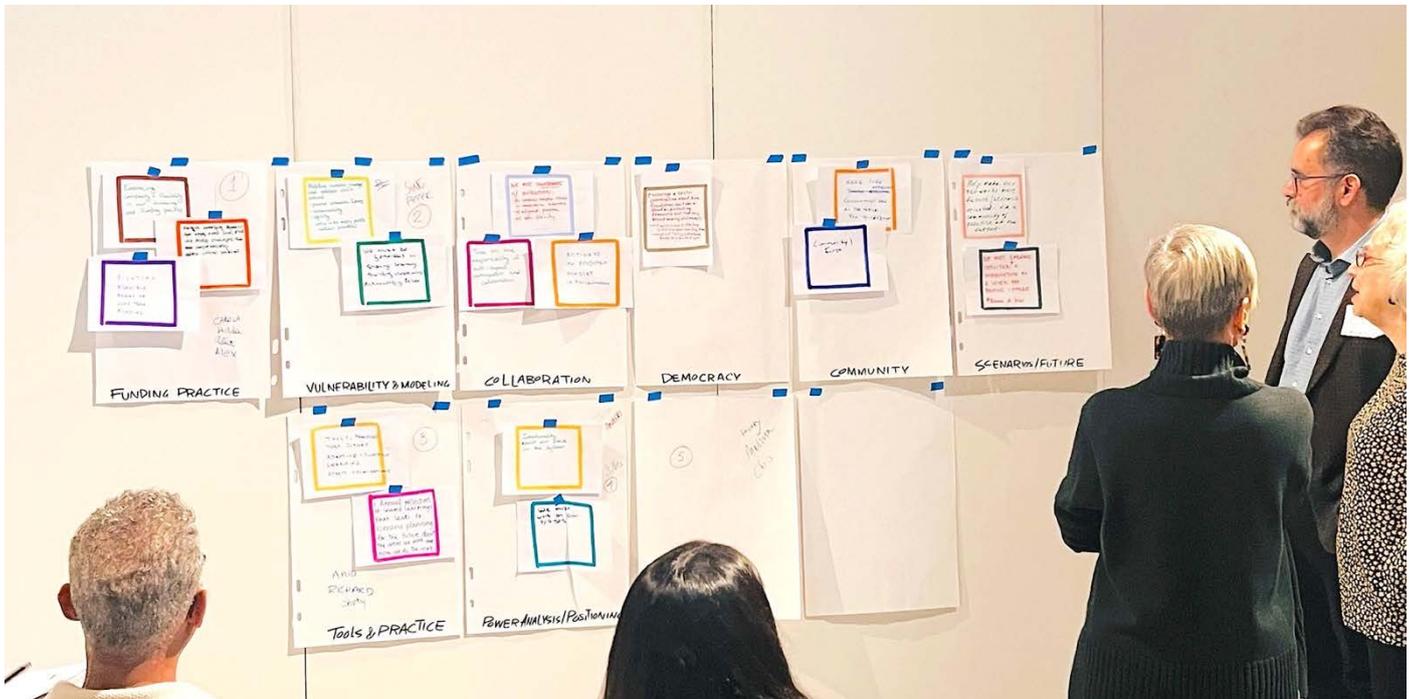
Consider what the Imperative means at the Philosophical level, as well as at the Strategy level. (And then any other levels which you feel are relevant).

To debrief the assignment, participants then gathered in the large group to cluster the ideas from each team into a single set of initiatives.

Imperatives: Clustering of Post-its

Each team came up with 3 to 5 different Imperatives, and when clustered, the 17 items fit into a total of 8 groups:

1. Funding Practice
2. Vulnerability & Modeling
3. Collaboration
4. Democracy
5. Community
6. Scenarios / Future
7. Tools & Practice
8. Power Analysis / Positioning



Once the imperatives were laid out on the wall, participants raised the following questions:

- Do we feel energised by these topics?
- Do these imperatives correctly reflect our discussions?
- And do we believe that these topics are in line with the ideas our boards hold? Boards should be on board! It's no use to set ambitions that they don't consider theirs.

This sparked the following exchange and questions among participants:

- Are our boards perhaps too conservative? We are faced with both risks and opportunities. Are we too much oriented towards risk management and mitigation? And not enough oriented towards the opportunities? Since we can't

do everything, there are risks we might decide not to take into account. But maybe there are opportunities we must decide to seek out.

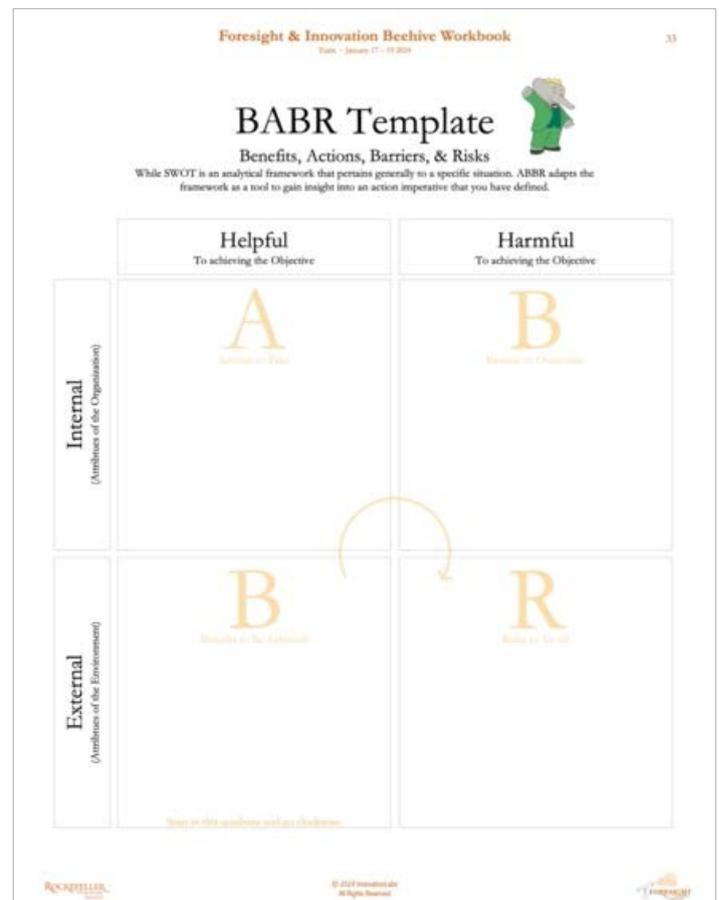
- What is missing are the bigger topics that we discussed in the beginning. We do have the topic of democracy up there, but not the others.
- These results might be linked to the way the assignment was written. It was pushing for a more introspective position, and since the participants' organizations already have their own specific strategic objectives, the question was oriented towards the participants as a community.
- What would it look like if we were to have this kind of conversations together with our boards and involve our teams? Often the board and leadership teams are working at the policy, culture, and philosophical levels of the vantage points model. They decide on the philosophical orientations and sometimes the strategic positioning while the teams are expected to execute those decisions. But when do we have a shared conversation about how things change and how we adapt to those changes? We don't have this shared conversation. So as a result, we might use the same words, but we aren't necessarily aligned on what they mean, depending on the context and how it is all supposed to evolve. This often leads to functional problems, where the different people don't understand why things aren't happening the way they want it to happen. It creates a lot of misunderstanding.
- We need to make sure that we all have the same conversation based on the way things change.

The result of this exchange was the realization that it will be important going forward to engage with boards and staff to make sure we have strong alignment internally, and also to recognize that the acceleration of change means that we may need to be prepared to be bolder in some of our initiatives.

Participants then signed up for the topic they wanted to work on for the next activity, which was Testing the Imperatives.

The framework for testing was a "BABR Analysis," a modification of the SWOT framework. Whereas SWOT is excellent for situation analysis, identifying the Benefits, Actions, Barriers, and Risks would thought better suited to these proposed imperatives.

Following completion of their work in teams, we gathered in the plenary for a group report out and discussion.



Activity 6 Testing the Imperatives Report Out



Team 1 – Flexible Funding Models

All in all, this represents quite the challenge. When it comes to social norms and competencies, we work very much in a European way. Our flexibility is restrained by our previous engagements and long-running commitments. Then of course there is also the risk aversion aspect to take into account.

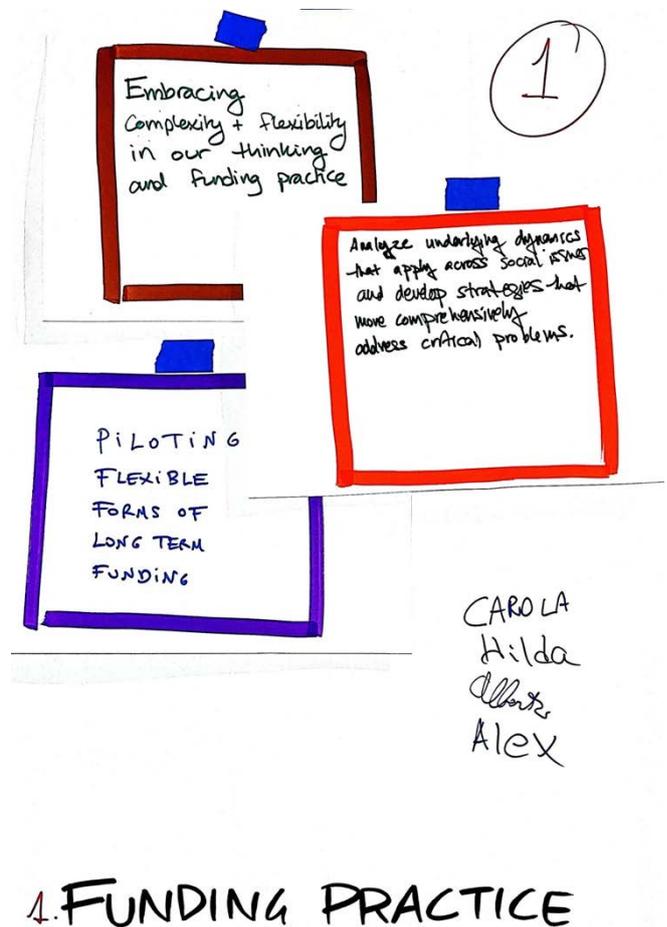


When it comes to Activities, we must better work together with the communities we support. We also need to engage our boards on this topic. Often that is one of the hurdles.

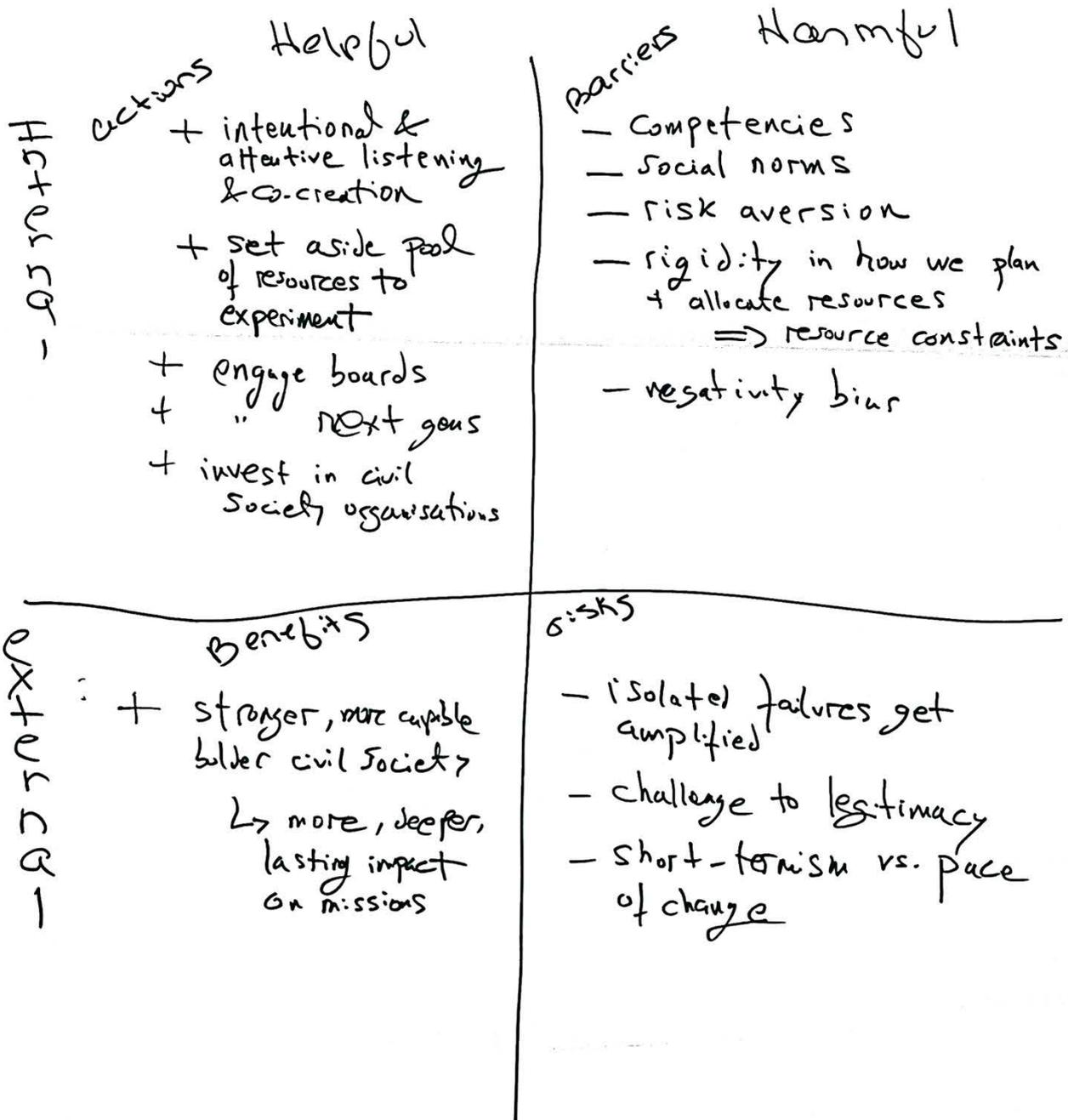
To be able to do so, we must set aside some resources so we can at least start experimenting. Clearly, we are here to strengthen the civil society organisations. Without them we cannot ramp up our impact and capacity.

As to Risks, we highlighted the fear of failure. Isolated failures get amplified. The challenge to legitimacy is very real: who are you to launch and advocate this? There is also the problem of 'short termism': we get impatient and want to see the results, fast.

When asked if we should we move forward on this topic or not, participants agreed that although it seems rather difficult and has a lot of practical challenges, we must further look into it.



By 2030 we will implement
the imperative to engage in
flexible funding practices.



Team 2 - Vulnerability & Modelling

One of the questions that emerged front and center for participants of this team was, How can we promote positive, optimistic futures?

Participants also wondered to what extent it is possible to develop a proven culture of trust

and risk-taking. A learning journey based on curiosity, not just for the staff, but also the board is key. Learning is essential if philanthropies are to adjust their risk-taking behavior.

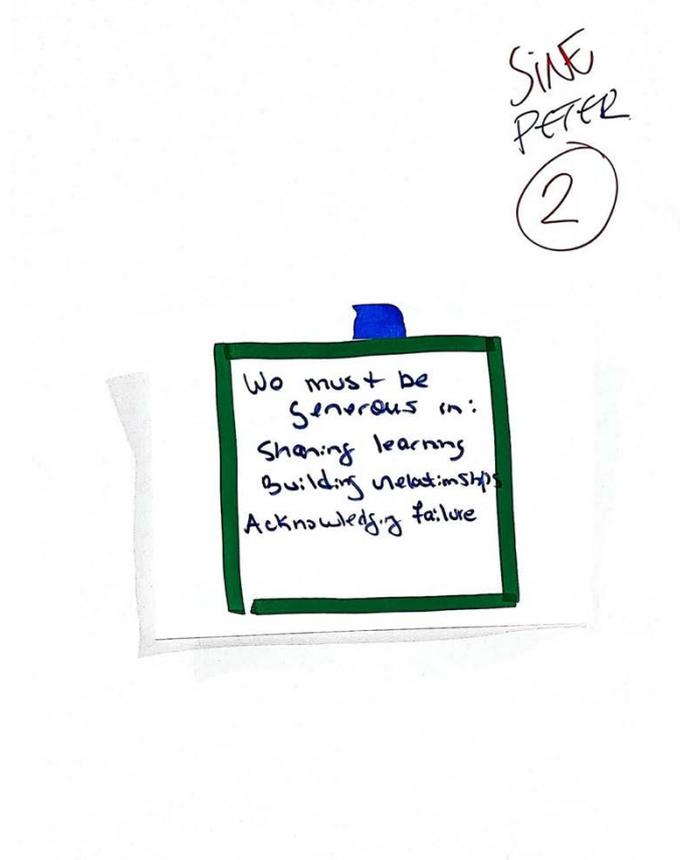


Community of Practice members agreed about the need to create more transparency regarding motives and ambitions.

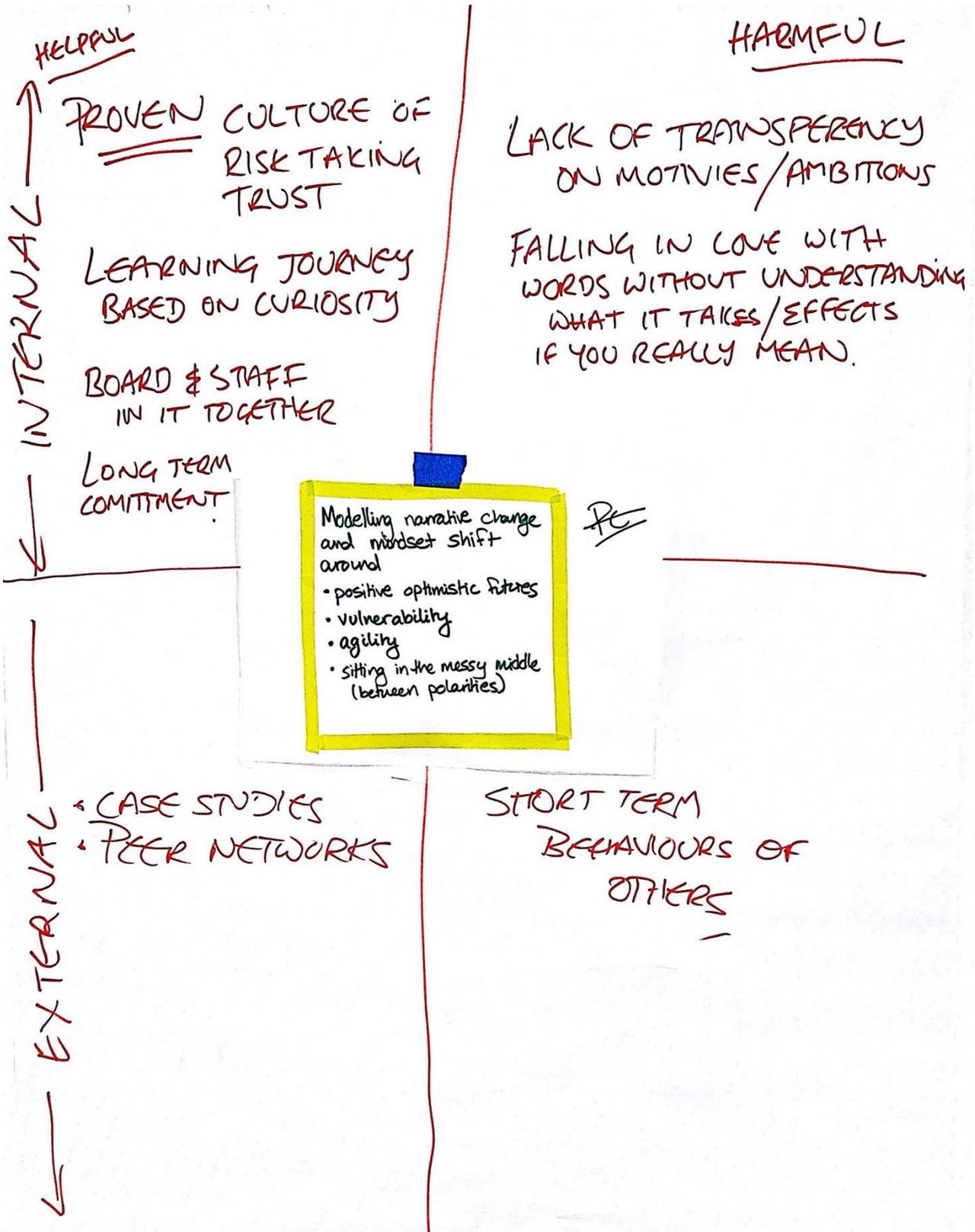
Sometimes we just fall in love with certain words, but we don't necessarily understand what they mean and what they involve. What do we mean when we say we want to impact the system and to act in a "systemic way?"

There was also alignment on the need to openly share experiences with each other. Being able to share the example or story of another organization really helps to get boards in agreement when it comes to trying something different.

When asked if we should we move forward on this topic or not, the participants agreed that we should pursue this initiative.



VULNERABILITY & MODELING



Team 3 – Tools & Practices

The goal as defined here was that by 2030, our community will implement the imperative to support adaptive, collective learning and scenario-planning that informs the areas we work in, together with the necessary tools and practices.



Some of the benefits the team listed include the awareness that this will help us expand our sphere of influence, overcome the gaps, and create more opportunities. Getting the support from our boards would of course be essential.

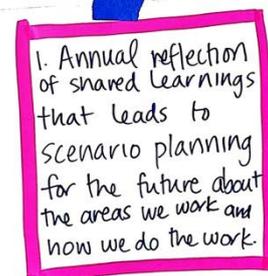
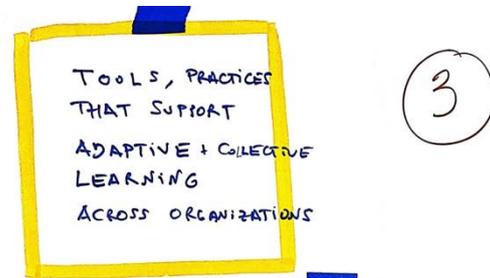
To support efficient collaboration, participants recognized the need to think of

ways to establish shared practices, while also safeguarding creativity. To keep this balance, it's important to make sure that the right people are in the room.

Learning in pockets might be counterproductive. Sometimes our community tends to focus on the tools itself and forget what they are to be used for, and become reluctant to act. How do we move ourselves into action?

As to risks, participants recognized that not including the communities is a problem, as it creates tunnel vision. And we must not fall in love too much with our own ideas.

We are here because we are committed to this by showing up.



Pip

Ania

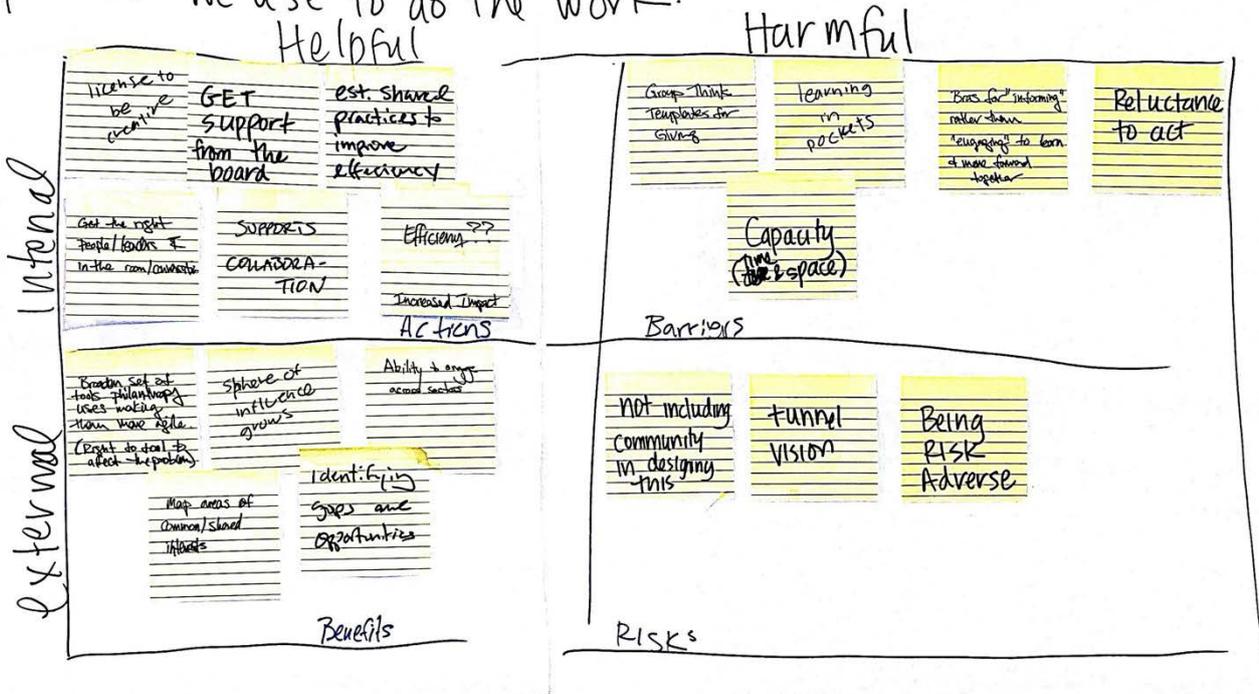
RICHARD

Sophy

Grady

Tools & PRACTICE

By 2030, we will implement the imperative to: support adaptive, collective learning, and scenario planning for future that informs the areas we work and the tool practices we use to do the work.



Team 4 - Power Analysis / Positioning

Some of the actions Community of Practice members distilled include creating a safe space for power sharing, working on mapping the ecosystem, building a space for receiving feedback from our grantees, and performing the essential task of sharing this feedback with board members.

As to possible barriers participants discussed what happens if not everybody is involved in the conversation. This immediately creates a separation/barrier that would need to be overcome.

Another barrier called out was the complicated nature of giving up power. People tend to avoid change because they want to stick to their position.



4. POWER ANALYSIS/POSITIONING

B A B R

Helpful To achieving the objective		" Harmful "	
Internal Attributes of the org	<p><u>Actions</u> <i>- Power training, teaching values</i></p> <ul style="list-style-type: none"> - Active questioning. - hold space and cultivate a regular practice. - Eco-system mapping - Create opportunities to learn - external accountability - Co-define our priorities - Cultivate humility - ASK grantees to give us feedback by Performance Reviews - Using evidence to support <i>power sharing</i> 	<p><u>Barriers to Outcome</u></p> <ul style="list-style-type: none"> - Everyone should think about this, but everyone doesn't. (power sharing) - Awareness (vulnerability) - Power sharing not being seen as a priority - People don't want to change their position in the system. - You benefit from the power 	
	<p><u>Benefits</u></p> <ul style="list-style-type: none"> - Develop real and better relationships - Increased productivity - Change leadership and expand who participates - We will make better decisions. 		<p><u>Risk to Avoid</u></p> <ul style="list-style-type: none"> - Getting into a paralyzed state - Operating like it's a check-mark or task to be completed. -
External Attributes of the environment			

Team 5 - Boards and Donors

This team posed the question, What could a joint board and staff scenario look like? What could happen and how would we be able to take advantage of it?

Participants were aware that convening boards across organizations is not easy. Traditionally, they have tended to resist such initiatives, as meeting across foundations and across practices sometimes feels too abstract. Each philanthropy tends to cultivate a culture of uniqueness, and the differences in hierarchy can really inhibit conversation. People might refrain from speaking out and censor themselves when their bosses are in the room because of poor trust and proximity.

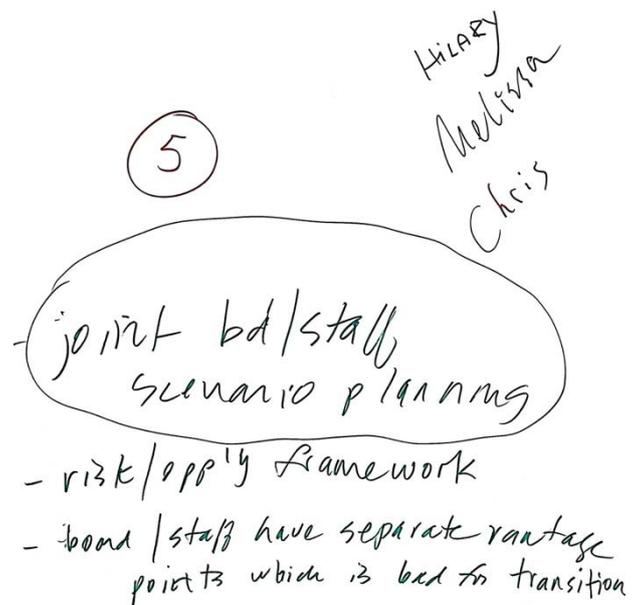


To be successful, the team suggested starting as individual foundations. It may be possible to break down the board-staff hierarchy by organizing a collective scenario planning exercise. This kind of inclusive process could have several benefits for each of the foundations. It can create a different approach to opportunities and risks and provide a longer time horizon. Also, a shared analysis has a better chance of sticking.

Participants also noted that if there is a disconnect between board and staff about how and why we are doing this kind of exercise, then it can backfire by decreasing the existing mutual respect. This risk can be mitigated when everybody understands that the purpose is to build a different kind of relationships.

After creating this kind of ramp-up, it may be possible to bring some of these entities closer together towards a shared conversation, to bring them together as a community.

The first step in this process requires making a start by moving this forward into each of our own institutions, and bringing together a good variety of perspectives to get the ball rolling.



BOARDS & DONORS

Participant Comment:

Just to clarify. If I understand correctly, you are suggesting a more institutional level of scenario planning with this? The MacArthur Foundation uses scenario planning to determine specific strategies on different topics, like climate or democracy, etc. But you are talking about a different kind of exercise. It would involve the development of an internal scenario at an organizational level. It would be a shared exercise between staff and board members to create a shared experience? (Yes)

Participant Comment:

This means each of us could commit based on our own institutional context. It would take on a different format for each of our foundations, linked to our own practices and readiness.

~~Good~~
Act (ink)

① each foundation/staff does collective scenario planning independently

② follow debrief w/ others for insights, etc

③ rich. phil networks / serving orgs, for comm. , scenario experts in 1 + 2

Benefits

different approach to risk/opp'y
 aligned commitment to new practices, ideas, + goals

longer term horizon

shared experience via simultaneous process
 resulting in a shared analysis that sticks

ink

TEAM 5

~~Bad~~
Barriers (ink)

board resistance (time, Δ) to #2 (#1 will help...)

culture of uniqueness

bad staff poor proximity (or detachment)

culture of deference / hierarchy

Backfire if:

① bad / staff disconnect + vantage point gaps

② bad not prepped / aligned re: scenario planning.

③ decreases mutual respect

ink



Closing Conversation

Langdon: Thank you all for your great work over these last few days! It has been a pleasure for us, and we hope for you as well.

Greg: We wanted to learn and discover different processes that can help us think about foresight and futures. We need to learn from different actors and the approach they are using. This can then help us to decide which tools, processes and practices can be most useful in the frame of philanthropy. This was certainly a great experience. We definitely learned a lot from this scenario planning exercise, individually and collectively. Thank you!

Olga: I want to thank everybody for their commitment, their energy and presence. It wasn't just a talk-shop but a workshop. We will continue on the trajectory we set out and what we believe to be our mission: to continuously broaden our thinking and to learn as a community of practice, but also to bring on board our boards. We need to further investigate how we can organize for this. What are the appropriate skills and capabilities to move this forward? And how do we best integrate the new skills and tools we discover? We have a lot of work on our plate.

Melissa: Thank you, all of you. I am remarkably lucky to have spent my last day of work at RPA talking with all of you about foresight and futures. I really enjoyed it. I am sure all of this will serve me well since I will be going back to doing more teaching in the future, as I did when I started my career.

When I was twenty, I started by teaching a course called the “Voice of Experience.” I originally come from the world of narrative and storytelling, which brings to mind one of the Canterbury tales, the one that is called ‘The Wife of Bath.’ It is about a group of people who are on a long journey, and when the wife of Bath introduces herself, she explains she has a story to tell, and although she has little formal education, and she doesn't read books, what she does know is not to be belittled, because she has been married four times, so hers is the voice of experience.



And I have very much enjoyed this experience with all of you. Thank you!



Thank you!

