

FUTURE SCENARIOS FOR SUSTAINABLE BUSINESS SOLUTIONS

Winter term 2021

Session 7 & 8: Visioning phase

CODE OF CONDUCT OF CBS

For lectures during the COVID19 pandemic

1. Consent to the recording and provision of teaching content by the university
2. No further distribution of materials or recordings, not even in extracts
3. No publication (or "post") of any other person's private or confidential information, except with explicit permission
4. No own recordings (e.g. via Smartphone) of lectures, not even in extracts
5. Respectful & polite interaction – also online

SPECIAL RULES FOR ATTENDANCE LECTURES:

1. Documentation of attendance with seat and signature according to official regulations
2. Wearing of mouth/nose protection in the lecture rooms and staying away from the campus in case of symptoms of illness
3. Regular and thorough hand washing, as well as hand disinfection before the start of the lecture
4. Keeping a distance as far as possible and leaving seats free, as well as refraining from physical contact and shaking hands
5. Compliance with lecturers' instructions, particularly with regards to orders to leaving the lecture room in the event of violation of the guidelines

ADMINISTRATIVE STUFF & CHECK-IN

SCHEDULE

THURSDAYS, 08.45-12.00 – ROOM: SINGAPORE H.2.04

No	Date	Phase	Topic
1&2	02.09.2021	Preparation	Course Introduction, Overview & Getting to know the group; Group Formations, Team Work & Choosing of Topics
3&4	16.09.2021	Critique phase	Global Challenges/UN SDGs & a beyond VUCA world; Guided Group Work: Collecting critical issues & Mapping systems
5&6	27.09.2021 16.15-19.30 Room: Business Lounge	Critique phase / Visioning phase	<u>Excursion</u> : Express and explore your utopia through creative means
7&8	14.10.2021	Visioning phase	Imagining future realities (e.g., Future Game 2050); Future Research, Foresight, scenario development etc.
9&10	28.10.2021	Visioning phase / Implementation phase	Translating Utopia: Evaluation (“DNA”) of utopia & strategic analysis (“retropolation”); How to make it happen: Backcasting Methodology & Exercise
11&12	18.11.2021	Implementation phase	<u>Excursion</u> : Prototyping your solution with Lego Serious Play (LSP)
13&14	25.11.2021	Presentations, debriefing, and feedback	Final Presentations & Handing in Progress- and Reflection Journal (Coursework), Feedback and Debriefing

ANNOUNCEMENTS

OPEN STUDENT ASSISTANT POSITION (5-10 HOURS/WEEK)

To strengthen the university faculty of CBS International Business School, we are immediately seeking a student assistant for the period of 3-6 months...

YOUR TASKS:

- Support with the research project "Voices of Next Generation HR" as well as other research-related tasks as appropriate, including:
- Project-related literature research
- Assist with coordinating podcast appointments with company representatives and students
- Support in creating and editing company podcasts
- Support in programming the research project website

WHAT YOU BRING:

- Very good English skills
- Experience in podcast or website creation or a high affinity for media
- Confident handling of MS Office
- Motivation, reliability and interest in the topic
- A reliable personality

If you are interested, please kindly let me know 😊

PREPARING FOR THE LSP SESSION

PLEASE SHARE YOUR POSTAL ADDRESS!

- Please kindly share your postal address via the excel sheet in our MS Teams group!
- You can find it via the „Files“ tab.



CHECK-IN

- Please share some insights on your status quo
 - Where are you at? Which focus have you set for yourself?
 - How did the workshop on improv help you?
- What do you need to proceed?
 - Which output do you want to produce (video/podcast)? Do you want me to share some advice on software/other aspects?
 - Do you plan to include some interview citations from experts?



INTRO – BUSINESS AND THE FUTURE

WHY IS THIS IMPORTANT FOR BUSINESS?

THE ACADEMIC DIALOGUE

JOURNAL OF MANAGEMENT STUDIES

Journal of Management Studies 0:1 Month 2020
doi:10.1111/joms.12673

The Future of the Corporation

Gerardo Patriotta

University of Warwick

ABSTRACT The articles featured in this Point-Counterpoint develop provocative and yet contrasting views on the role of corporations in contemporary society: the point by Colin Mayer advocates a view of the corporation as a purpose-driven institution that can become a vehicle for economic and social prosperity. The counterpoint by Jerry Davis emphasizes the declining role of contemporary corporations, and argues for the need to develop both internal and external corporate democracy. Building on the dialogue between purpose and democracy, this article reflects on the future of the corporation within a society characterized by the pervasive presence of global risks. Four major challenges for corporate purpose and democracy are highlighted: changes in corporate business models, inequality and safety, institutional partnerships, and new forms of corporate social engagement.

Keywords: corporation, democracy, modernity, purpose, risk

Source: Patriotta, G. (2020). The future of the corporation. *Journal of Management Studies*, 58(3), 879-886.

WHY IS THIS IMPORTANT FOR BUSINESS?

IDEAS OF UTOPIA INSPIRE US TO CHANGE THE WORLD

Why Business Should Imagine Utopia

Charlene Zietsma · August 18, 2020



Please read the following article. What are the important takeaways?

Zietsma, C. (2020). Why Business Should Imagine Utopia. <https://www.nbs.net/articles/why-business-should-imagine-utopia>

WHY IS THIS IMPORTANT FOR SOCIETY? TO BUILD THE FUTURE, WE NEED TO IMAGINE IT

Build the Future: Imagine a Perfect Society

Abby Litchfield · December 11, 2020



Please read the following article. What are the important takeaways?

Litchfield, A. (2020). Build the Future: Imagine a Perfect Society. <https://www.nbs.net/articles/build-the-future-imagine-a-perfect-society>

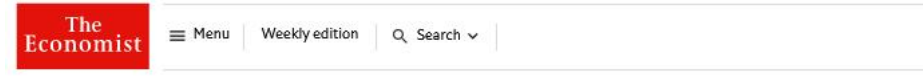
IMAGINING THE FUTURE TO SHAPE THE PRESENT

FROM SCI-FI TO „WHAT IF“



Which Sci-Fi book or movie did you find inspiring/shocking?

Source: Heidorn, F. Science Fiction Literatur zu Klimawandel: Den Blick für verschiedene Zukünfte öffnen. Klimafakten. <https://www.klimafakten.de/meldung/science-fiction-literatur-zum-klimawandel-den-blick-fuer-verschiedene-zukuenfte-oeffnen>; The Economist. The World Ahead: <https://www.economist.com/the-world-ahead/>; The Economist. The World If: <https://www.economist.com/the-world-if/>



The World If



If nuclear power had taken off
What if nuclear power had taken off in the 1970s?
How would the world look today if more countries had adopted nuclear power after the 1973 oil crisis? A look back on an alternative history from a rather different 2020



If the Republicans pivoted on climate
What if the Republicans pivoted on climate?
How an ambitious, conservative environmentalism came into being. An imagined scenario from 2024



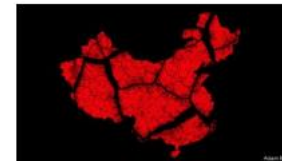
If mammoths were recreated
What if mammoths are brought back from extinction?
Could recreating mammoths help curb global warming?



If carbon removal became the new Big Oil
What if carbon removal becomes the new Big Oil?
One giant industry emerges as another declines. An imagined scenario from 2050



If covid-19 devastated aviation
What if aviation doesn't recover from covid-19?
How the pandemic transformed the travel industry. An imagined scenario from May 2022

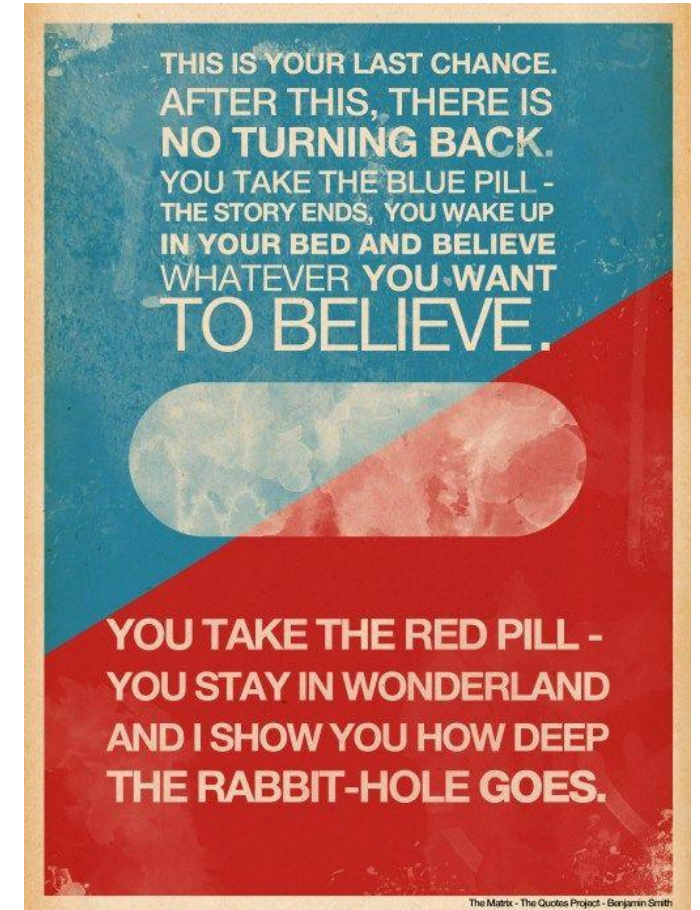


If water shortages destabilised China
What if water shortages destabilise China?
The painfully unequal distribution of water in China reawakens intra-regional resentments not seen in decades. An imagined scenario from 2050

REALITY VS. ILLUSION / UTOPIA

JOURNALING – REFLECTION AND MINDSET EXERCISE

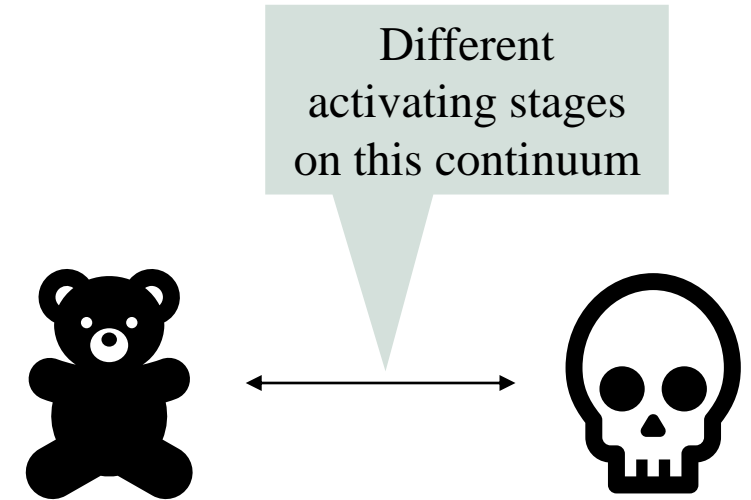
1. What are the first thoughts and images that come to your mind when you hear the word "future"?
2. Try to look around mentally in the future of your industry/sector. What do you see?
3. Ideas about the future are often shaped by familiar narratives in books, films and series. Can you also find these narratives in your ideas of the future? Which ones are they?
4. Check your images. How far into the future are you in your thoughts? 2030? 2050? 2100?
5. What feelings does thinking about the future trigger in you? Are there differences when you think about your private future, the future of your work, or about more general future developments?
6. Which future topic causes you the most concern? Which future topic motivates you to actively shape it yourself?



INTRO ABOUT FUTURE(S) AND FUTURE (RE)SEARCH

UTOPIA AND DYSTOPIA AS OPPOSITES BETWEEN THE EXTREMES

- literary works can be classified into two categories:
 - The first utopia (and namesake of the genre) is attributed to the English statesman and writer Thomas More, who describes an **optimal and best possible constitution** of a state in *Utopia* (1516)
 - George Orwell's 1949 novel *1984* is a very well-known and **startlingly current dystopia**
- currently, we see a **preponderance of the dystopian element** in much of the media. One reason for this could be the comforting effect that **we still have it better than the characters in the stories and series**
- both, utopia and dystopia give us as humans little room for maneuver due to the extreme** and tend to have a paralyzing rather than activating effect on us



WHAT ARE OPEN FUTURES?

The singular "future" is misleading, because actually we must always speak of several possible "futures".

Many different developments are conceivable in the future. **Some are more probable than others.**

The **desirability of futures also varies.**

What is important is that the **future is always open**, which is why we can only ever approximate it.

Source: <https://www.thefuturegame2050.com/grundlagen-zukunft-strategie>

“

Nothing is absolute.
Everything changes,
everything moves,
everything revolves,
everything flies and
goes away.



Frida Kahlo

30 YEARS FORWARD, 30 YEARS BACK

What will the year 2050 look like? To get a sense of the distant future, **it helps to travel the same period of time into the past.**

So what did the time around the year 1990 look like?

1990 is the year of German reunification. Germany becomes soccer world champion and the physicist Tim Bernes-Lee lays important foundations for the World Wide Web with the "Hypertext Transfer Protocol" (HTTP), which revolutionizes all our lives in August 1991.

It's impressive to see the social and technological upheavals that have taken place in just 30 years, isn't it?



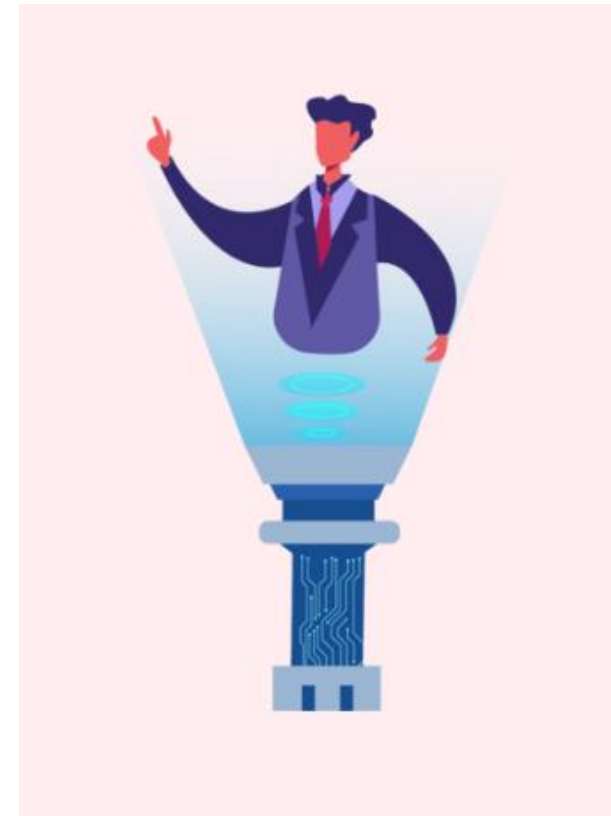
Source: <https://www.thefuturegame2050.com/grundlagen-zukunft-strategie>

THINKING AND TALKING IN THE PRESENT TENSE

One sentence, two tenses, and one big difference: "I use a quantum computer" vs. "I will use a quantum computer."

Our brain only really takes the present tense seriously. Imagining events in the future is difficult for the brain. Therefore, it is helpful to **talk about the future as if it were already here.** This makes it much easier to convince yourself and others of future developments.

Ultimately, products, strategies and initiatives gain in importance and become more successful.



Source: <https://www.thefuturegame2050.com/grundlagen-zukunft-strategie>

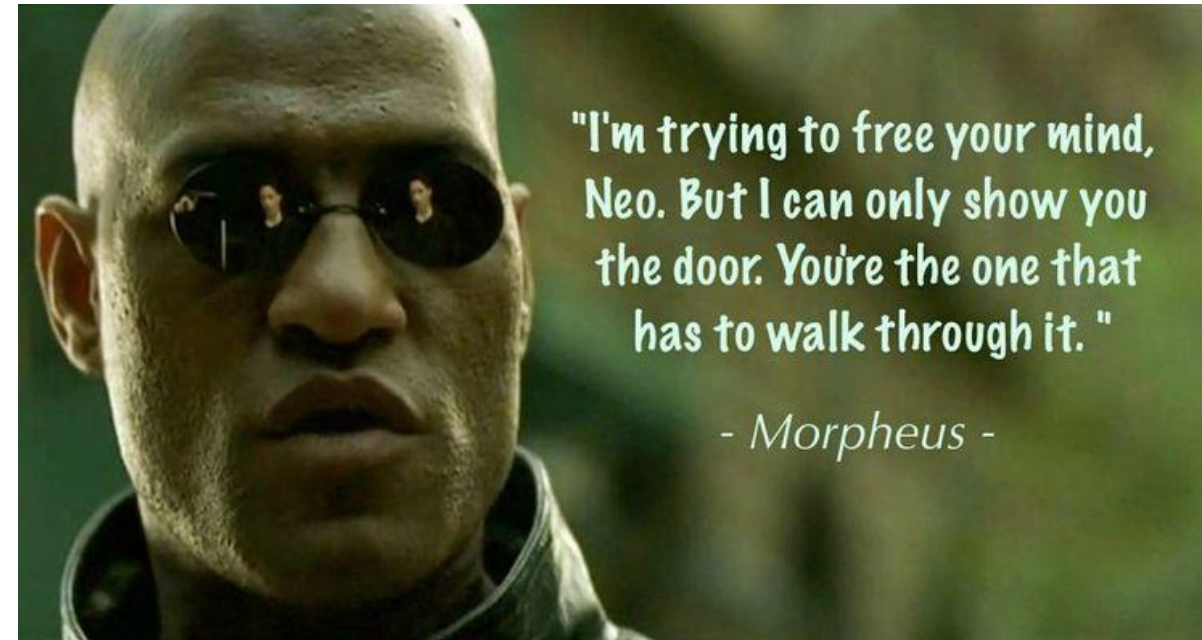
FICTION VS. REALITY

THE BRAIN CAN'T DISTINGUISH BETWEEN FICTION & REALITY!

Do you sometimes get so excited about a movie that you forget for a moment that you are actually just sitting on your sofa?

Does your dream from the night keep you up all morning?

That's because **our brain has a hard time distinguishing between fiction and reality**. We can take advantage of this when we want to think and shape the future. **The more real we simulate future ideas, the better we can empathize with them and shape them emphatically.**



Source: <https://www.thefuturegame2050.com/grundlagen-zukunft-strategie>

SCENARIOS – A BUSINESS PERSPECTIVE

ADAPTIVE SCENARIO PLANNING

STARTING WITH A RELEVANT QUESTION

1. Identifying a relevant question:

- How might technological progress influence social development in 20 years? How might the economic situation in China develop over the next ten years? What might my career prospects be until retirement?

2. Adding a time horizon:

- Usually 5-50 years

3. Engaging in the adaptive scenario process:

- Identifying factors that are sorted according to the **strength of their influence and the uncertainty about their future development**. The two factors that are particularly important and at the same time particularly uncertain are then selected.
- adaptive scenario method is particularly suitable for **topics over whose future development one has little influence**, such as the oil price.

Source: Bergheim, S., & Zimmermann, H. J. (2021). Futures - Open to Variety: A Manual for the Wise Use of the Later-Than-Now. Zgf Publishers. (Chapter 7)

ADAPTIVE SCENARIO PLANNING EXAMPLE

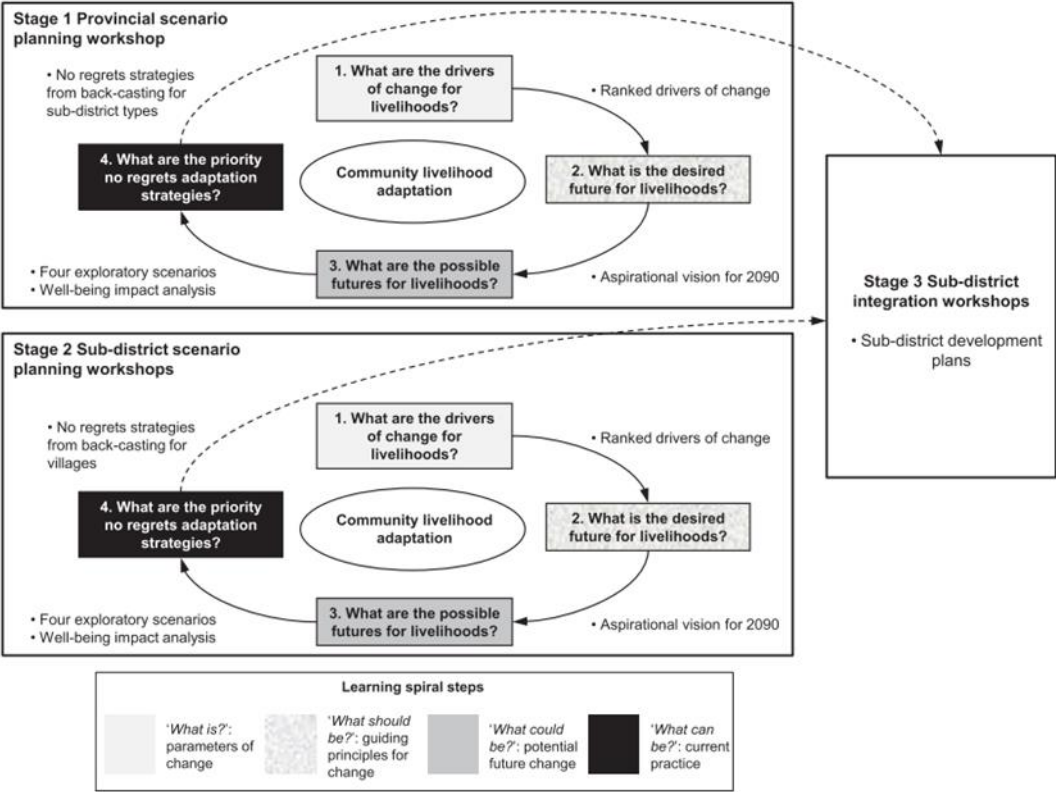


Fig. 2. Stage 1 and Stage 2 scenario planning workshop steps and primary outputs (bullets) relative to Brown's (2008) learning spiral. Also shown are the links to the subsequent Stage 3 sub-district integration workshops.

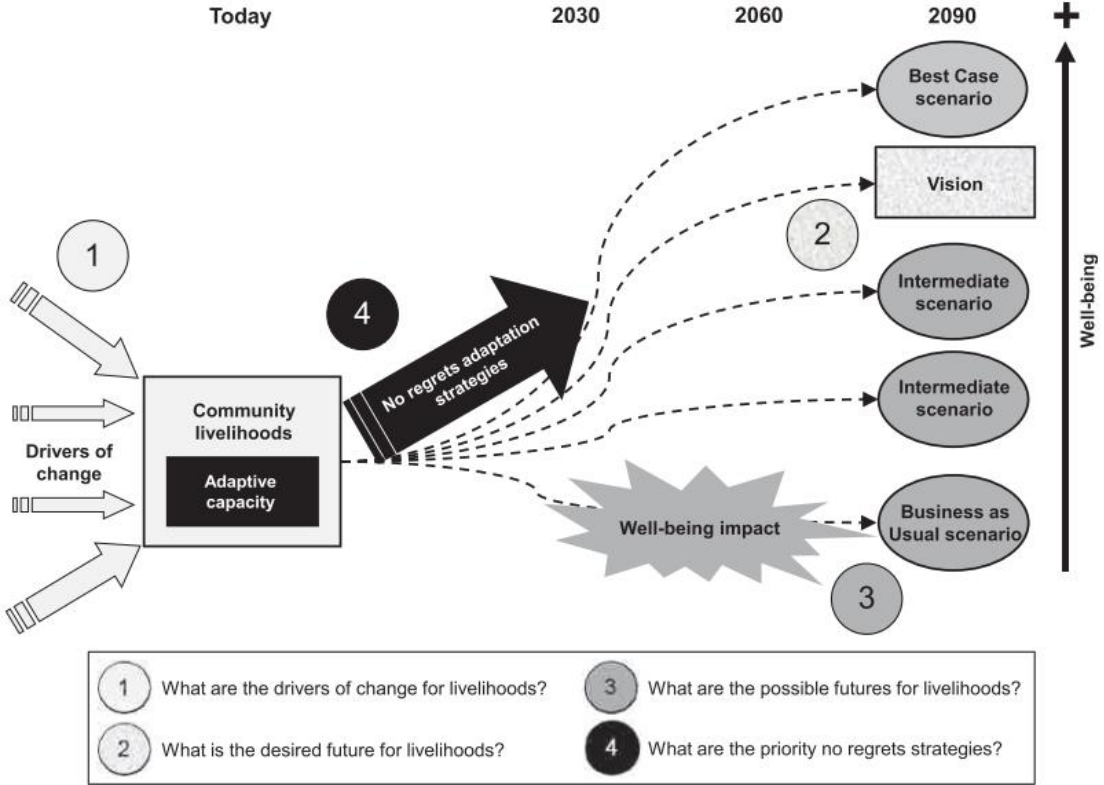
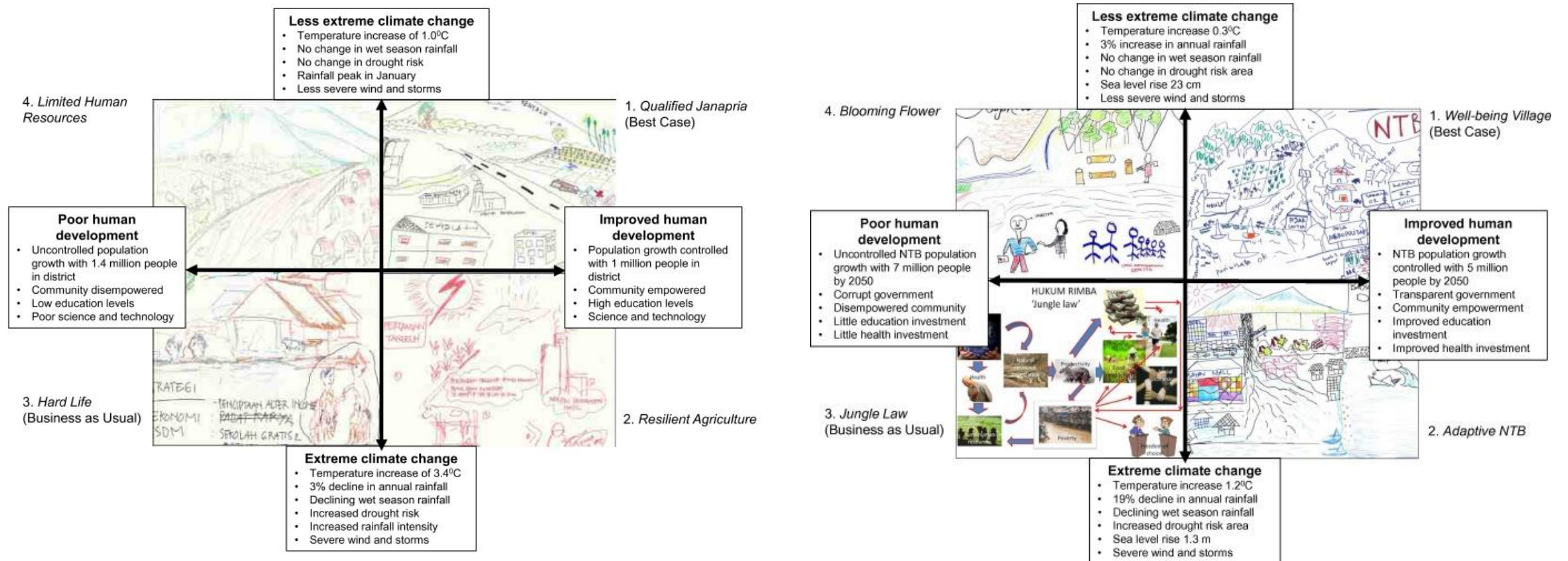


Fig. 3. The 'roadmap' used in the scenario planning workshops to explain the sequential learning steps. The step numbers and questions correspond to the learning spiral in Fig. 2.

Source: Butler, J., Bohensky, E. L., Suadnya, W., Yanuartati, Y., Handayani, T., Habibi, P., Puspadi, K., Skewes, T. D., Wise, R. M., Suharto, I., Park, S. E., & Sutaryono, Y. (2016). Scenario planning to leap-frog the Sustainable Development Goals: An adaptation pathways approach. *Climate Risk Management*, 12, 83–99. <https://doi.org/10.1016/j.crm.2015.11.003>

ADAPTIVE SCENARIO PLANNING

EXAMPLE



Source: Butler, J., Bohensky, E. L., Suadnya, W., Yanuartati, Y., Handayani, T., Habibi, P., Puspadi, K., Skewes, T. D., Wise, R. M., Suharto, I., Park, S. E., & Sutaryono, Y. (2016). Scenario planning to leap-frog the Sustainable Development Goals: An adaptation pathways approach. *Climate Risk Management*, 12, 83–99. <https://doi.org/10.1016/j.crm.2015.11.003>

TRANSFORMATIVE SCENARIO PLANNING

REFLECTIVE QUESTIONS

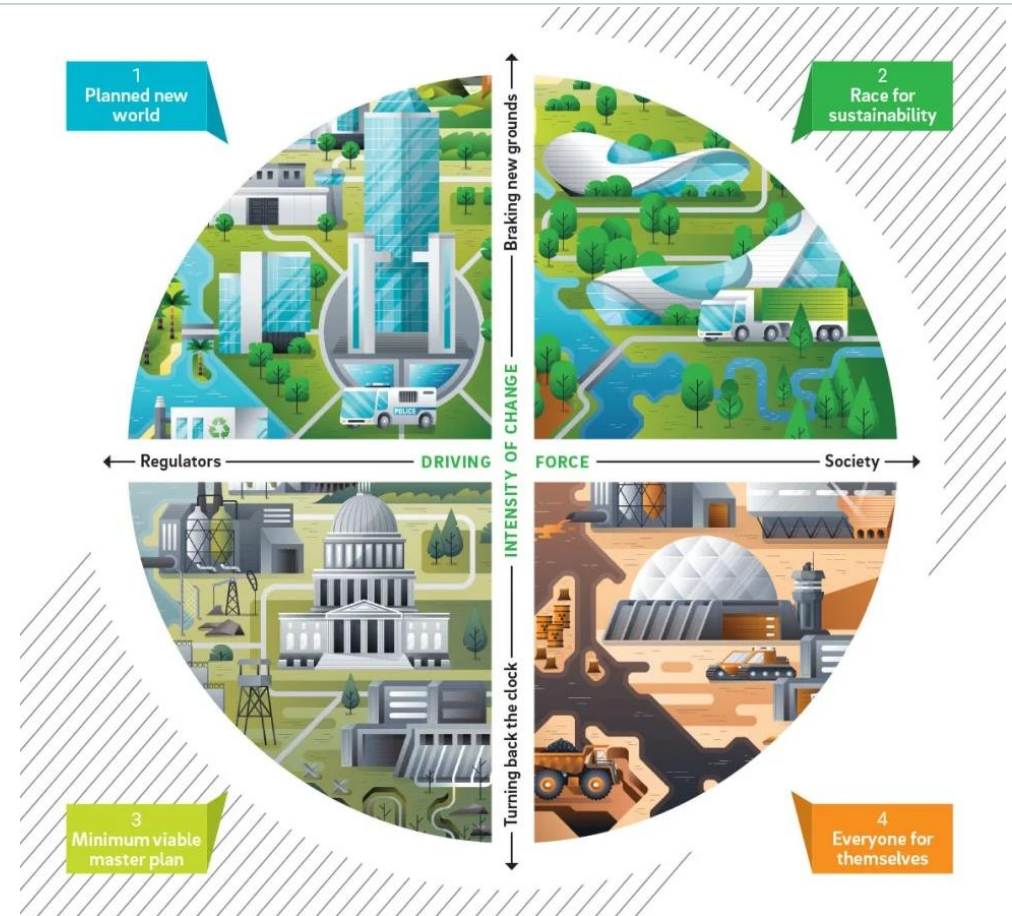
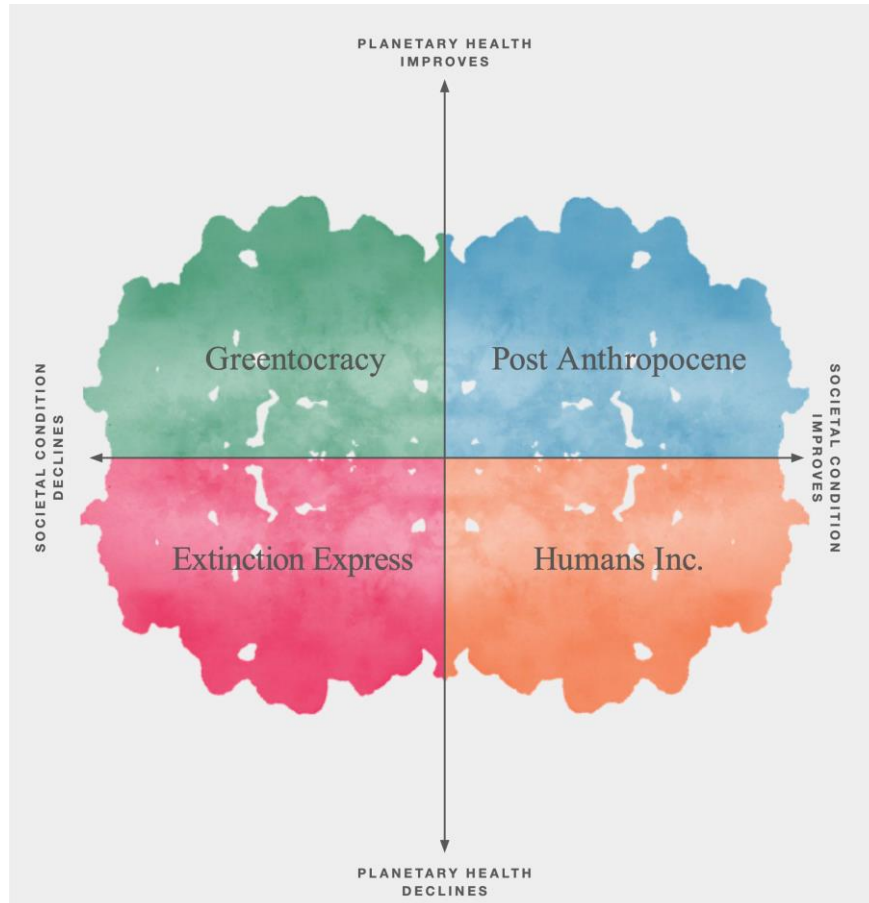
- Are better solutions found than without the scenario process?
- Were new ideas and further questions developed?
- Were new relationships and trust created that provide a better basis for future collaboration?
- Was the information base improved and made visible?
- **What are important factors influencing the future of your organization or industry that you cannot know where they are headed** (see also our session about megatrends)? Make these uncertainties visible and discuss them with your environment /experts - maybe even with the help of the scenario method.



Source: Bergheim, S., & Zimmermann, H. J. (2021). Futures - Open to Variety: A Manual for the Wise Use of the Later-Than-Now. Zgf Publishers. (Chapter 7)

TRANSFORMATIVE SCENARIO PLANNING

FOUR SCENARIOS – WHAT WILL THE WORLD LOOK LIKE IN 2050?

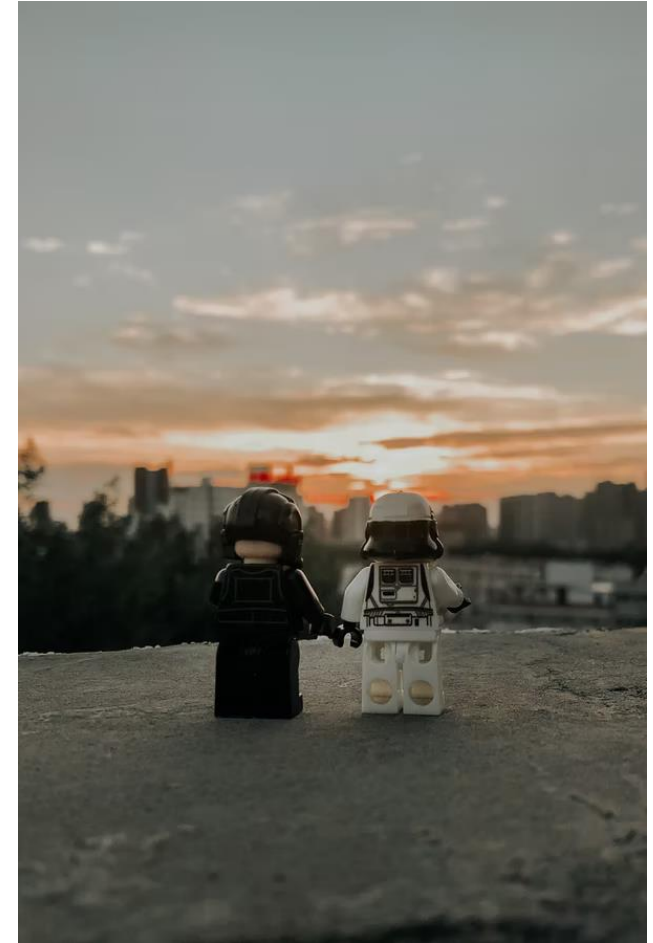


Source: <https://www.arup.com/perspectives/publications/research/section/2050-scenarios-four-plausible-futures>;
<https://www.rolandberger.com/en/Insights/Publications/Sustainarama-How-sustainability-will-change-the-world-in-2050.html>

SCENARIO DEVELOPMENT NOW YOU!

- **Decide, whether you want to go for an adaptive or transformative scenario planning.**
- **Think about the uncertainty and strength aspects or the drivers of transformation** – which ones would you select for your industry? Once you have decided, **please write them down and add these to the y-/x-axes in Miro** (see previous slide for examples).
- To design each quadrant, you may **select images** that symbolize each of these aspects **and/or use post-its writing down the most important aspects** you discussed for each of the four scenarios.

https://miro.com/welcomeonboard/bzRxczAxd1Q5RHHVSS1I2ZGx1R0pRdXlmTVpLZzZDS0ttcFFvYWRrVENNY2hTOEpXb2wyUWo1R2dTckFySU12OXwzMDc0NDU3MzUwNDQ4ODU4MTMz?invite_link_id=636363275427



VISIONS

PICTURES OF DESIRABLE FUTURES

- While trends and scenarios attempt a look at probable and possible futures, visions are the approach to what we wish for and what is halfway realistic. In contrast, utopias are supposedly unrealistic unplaces in the later. And dystopias are images of what we would like to avoid.
 - Visions arise from the **values and preferences of the past and the present**.
 - The solution seems to be to **formulate visions in sufficiently general terms** so that new things can be measured against them.
 - Visions often consist of **great hopes** and great hopes are placed in them.
 - So, ideally, visions have a **clear connection to action** in the present.



Source: Bergheim, S., & Zimmermann, H. J. (2021). Futures - Open to Variety: A Manual for the Wise Use of the Later-Than-Now. Zgf Publishers. (Chapter 8)

VISIONS

PICTURES OF DESIRABLE FUTURES

1. Visions should be formulated positively. They bring together what is to become more, what is to be strengthened. In this way, a **positive basic attitude is adopted**.
2. Visions should actually be **shared collectively** if they are to be accepted and supported by the target group.
3. Visions should be **presented clearly** so that they can be **easily understood** by all people in the target group.
4. A powerful vision **should be challenging and ambitious**.
5. Visions **should be adaptable** and not dogmatic.



Source: Bergheim, S., & Zimmermann, H. J. (2021). Futures - Open to Variety: A Manual for the Wise Use of the Later-Than-Now. Zgf Publishers. (Chapter 8)

REPORTS

FUTURES OF MOBILITY / TOURISM / FOOD / FASHION

- <https://www.mckinsey.com/industries/automotive-and-assembly/our-insights/why-the-automotive-future-is-electric>
- Ellen MacArthur Foundation. (2021). *The Big Food Redesign*. <https://ellenmacarthurfoundation.org/the-big-food-redesign-study>
<https://www.economist.com/technology-quarterly/2021-10-02>;
<https://www.weforum.org/agenda/2021/07/underwater-farms-sustainable/>
- <https://www.futureoftourism.org/>;
<https://wttc.org/Initiatives/To-Recovery-Beyond>;
- <https://www.bbc.com/culture/article/20190410-what-will-fashion-be-like-20-years-from-now>



TALKING ABOUT THE FUTURE – INTERVIEWING AND DISCUSSING WITH EXPERTS

THE ART OF HOSTING

HARVESTING CONVERSATIONS THAT MATTER

- The Circle Way
- World Café
- Open Space Technology
- **Appreciative Inquiry**

What is the Art of Hosting Conversations that Matter?

The Art of Hosting is a highly effective way of **harnessing the collective wisdom and self-organizing capacity of groups of any size**. Based on the assumption that people give their energy and lend their resources to what matters most to them – in work as in life – the Art of Hosting blends a suite of powerful **conversational processes** to invite people to step in and take charge of the challenges facing them.

Groups and organizations using the Art of Hosting as a working practice report better decision-making, more efficient and effective capacity building and greater ability to quickly respond to opportunity, challenge and change. People who experience the Art of Hosting typically say that they walk away feeling more empowered and able to help guide the meetings and conversations they are part of move towards more effective and desirable outcomes.

Using all the ingredients of good conversation

So why is conversation so powerful? Conversation, more than any other form of human interaction, is the place where we learn, exchange ideas, offer resources and create innovation. Not every conversation works like this, though.

Source: <https://artofhosting.org/what-is-aoh/>, https://en.wikipedia.org/wiki/Art_of_Hosting

APPRECIATIVE INQUIRY

NOT STARTING WITH A PROBLEM FOR ONCE...

- What is already going well today? What could go even better tomorrow? Who would have to do what to make more of what is good happen?
- **Four phases:**
 - Discovery: Positive aspects and successful moments
 - Dream: Which future would you wish for?
 - Design: Putting the different futures together
 - Destiny/Delivery: Getting active and putting it into action.



Source: Cooperrider, D. L., & Whitney, D. K. (2005). Appreciative Inquiry: A Positive Revolution in Change. Berrett-Koehler.

WALT DISNEY METHOD

THREE ROLES – FROM DREAMER TO REALIST AND CRITIC

1. **Be the Dreamer.** The dreamer develops ideas and visions
2. **Be the Realist:** What needs to be done or said? What is needed for the implementation (material, people, resources, knowledge, techniques, etc.)? What do you feel about this idea? Which basics are already available? Can the approach be tested?
3. **Be the Critic:** What could be improved? What are the opportunities and risks? What was overlooked? How do I think about the proposal?

[Please join via Miro.](#)

Open questions are then handed back to the dreamer, who reintroduces the cycle based on the findings until no longer ask further relevant questions



Source: <https://www.designmethodsfinder.com/methods/walt-disney-method>

FORESIGHT AND GAMIFICATION

THE POLAK GAME

WHERE WOULD YOU POSITION YOURSELF?

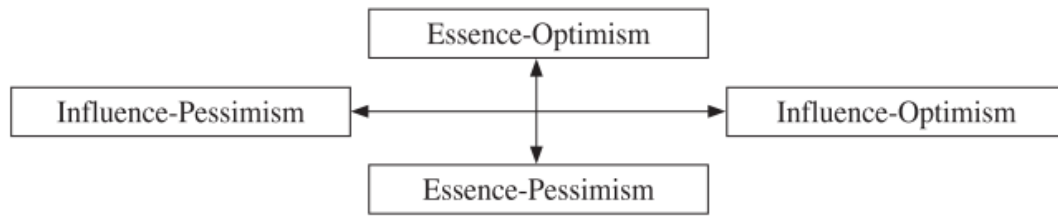


Figure 1. Imagined Polak Orientations

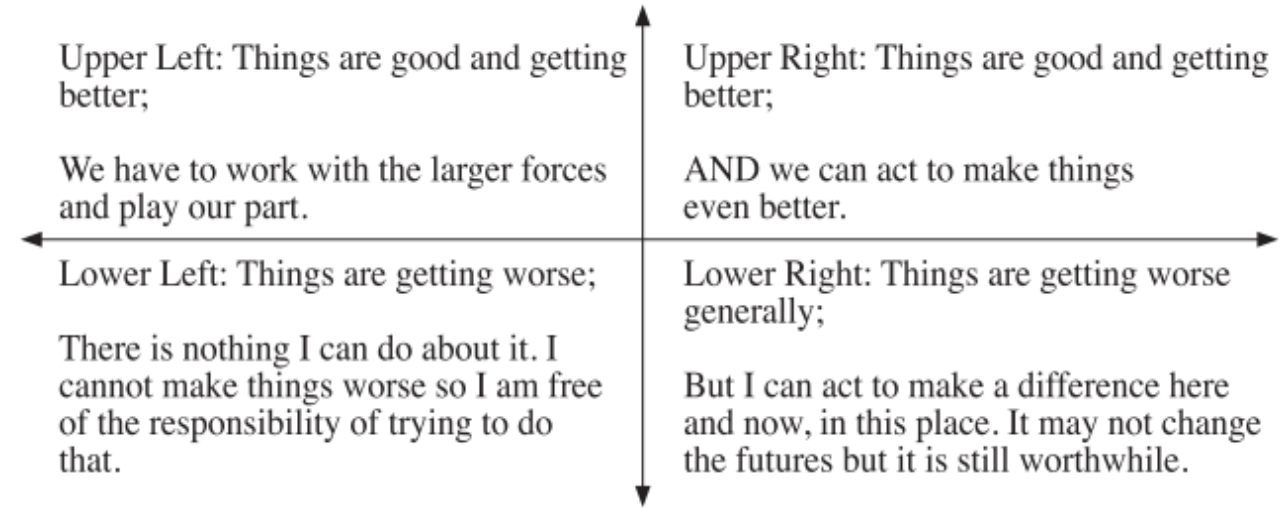


Figure 3. Modified Responses within the Quadrants

Source: Hayward, P., & Candy, S. (2017). The Polak Game, or: Where do you stand? *Journal of Futures Studies*, 22(2), 5–14.

Polak, F. L. (1961). *The Image of the Future: Enlightening the Past, Orientating the Present, Forecasting the Future*; translated by Elise Boulding. AW Sythoff.

SARKAR GAME

FORESIGHT ROLE PLAYING: GUIDELINES AND SCRIPTS

- Sarkar's planetary model is also applied to organizations and institutions
 - provides opportunity for players to **examine their leadership style** and think about personas they may have repressed, projected or disowned
 - Organizations are presented with probing the types of leadership styles active throughout their institutions and its associated **power dynamics**. With such insight comes the opportunity and ability to change the future.
- **Workers, warriors, intellectuals, and capitalists** are entering the stage after a sequence of 5 minutes each. Each group may interact with any other group as they please.
- Lessons learned and round of reflection at the end.

Workers get tools for labor and this script:

I am a worker or a simple peasant. I have individual wants; first - safety, security, food (to be free of my environment). When these are met I want belief, inspiration, faith (to be free from my suffering and fear of death). When these are met I want material comfort and wealth (to be free from want, work, discomfort and struggle). My power is chaos, the ability to disrupt. When satisfied I am quiet (for a while) and then I want, and demand, more from the system. I can stand against the system and bring it or myself down.

Warriors are given plastic guns, and this script:

We are the warriors. We honor loyalty, courage and unity. We serve to protect the system from danger and chaos. We bring order where there is none. We enforce the wishes of the system. Our power is the ability to dominate the environment. Only we have the weapons.

Intellectuals are given books, and this script:

We are the intellectuals. We search for the truth. We remove error and confusion. We use words and speech to convey ideas that give knowledge. We value ideas. Some of us have knowledge of scientific reality and some of us have knowledge of spiritual reality. Some of us as well use art, poetry and story to understand the past and present and create different futures. Our power is ideational. Only we can create ideas to believe in. We create the enlightenment.

Capitalists are given cash, and this script:

We are the capitalists. We seek to apply ideas to create material growth. We seek opportunities to be successful. The more we have the more power we have. Our power is economic. Only we can create material wealth.

Source: Inayatullah, S. (2013). Using Gaming to Understand the Patterns of the Future - The Sarkar Game in Action. Journal of Futures Studies, 18(1), 1–12.

<https://library.teachthefuture.org/wp-content/uploads/2017/01/Sarkar-Game.pdf>

FUTURE GAME 2050

LET'S PLAY!

THE
Future Game
2050

CBS
INTERNATIONAL
BUSINESS SCHOOL

1. I have pre-selected several cards for each team/group on [Miro](#). Discuss **who is taking on which role/card (please pick one role each)** and introduce the personas to each other. Please familiarize yourself with your role and engage in a dialogue about the questions below by acting/answering from the perspective of your role!
2. **Discuss the world of your industry by exploring the following questions** highlighted on the bottom of the card on the right side (please find a translation below):
 - How does nature look like?
 - How do people interact?
 - How do people move?
 - How do they trade?
 - What are popular products/services?
 - Which rumor is circulating?

Source: <https://www.thefuturegame2050.com/>

Workshop Leitfaden 2050

Entdecke deine Rolle...

Name: _____

Ort: _____

Geschlecht: _____

Alter: _____

Lebensmotto _____

Soziales Leben & Hobbies

Wohnsituation

Lieblingsessen

Größte Angst

Größter Traum

Entdecke die Welt um dich herum...

Wie sieht die Natur aus? _____

Wie wird Handel getrieben? _____

Wie interagieren Menschen? _____

Was sind populäre Produkte & Services? _____

Wie bewegen sich die Menschen? _____

Welches Gerücht grassiert gerade? _____

© Designed by Friederike Reiner
© TheFutureGame2050.com

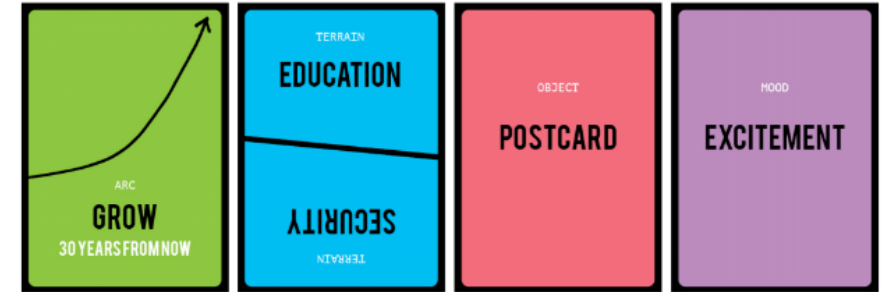
Future Game 2050

THE THING FROM THE FUTURE

LET'S PLAY!

- **Look at the prompt. 5 minutes are allowed for each player to write a brief description** of a thing from the future inspired by the four cards. If possible, try to think about examples within your industry/sector.
 - **ARC cards** broadly describe different kinds of possible futures. These cards contain two kinds of information. The main (top) text of each Arc card specifies one of four generic images of alternative futures for players to imagine: Grow, Collapse, Discipline, or Transform
 - **TERRAIN cards** describe contexts, places, and topic areas. In a completed prompt, the terrain card describes where – physically or conceptually – the thing from the future might be found. Two terrains appear on each card in order to provide richer possibilities for the deck.
 - **OBJECT cards** describe the basic form of the thing from the future.
 - **MOOD cards** describe emotions that the thing from the future might evoke in an observer from the present.
- **Introduce your ideas in the group and decide who wins (3 minutes).**
- **Play again (5 minutes) and introduce your ideas (3 minutes).**

EXAMPLE PROMPT



- Arc = “Grow, 30 years from now”
- Terrain = Education
- Object = Postcard
- Mood = Excitement

This prompt asks players to come up with ideas for a postcard from 30 years in the future, in a world where continued growth is the defining characteristic. The postcard should somehow reflect the Terrain (theme, context) of Education, and the Mood that the object might evoke in an observer should be one of excitement.

Source: Candy, S. (2018). Gaming Futures Literacy: The Thing from the Future. In R. Miller (Ed.), Transforming the future: Anticipation in the 21st century. Routledge Taylor & Francis Group. Situation Lab. The Thing From The Future. <http://situationlab.org/project/the-thing-from-the-future/>

HOMEWORK

HOMEWORK

PLEASE COMPLETE THE FOLLOWING TASKS UNTIL OCTOBER 28TH!

- 1) Have a look at some scenarios or foresight reports of your industry. How are these able to help you develop your future scenario? How can the data provided in these reports help you to construct your scenario?

- 2) Please read the following texts to prepare for the „critique phase“
 - Miller, R., Poli, R., & Rossel, P. (2018). The Discipline of Anticipation: Foundations for Futures Literacy. In R. Miller (Ed.), *Transforming the future: Anticipation in the 21st century* (pp. 51–65). Routledge Taylor & Francis Group.
 - Inayatullah, S. (2008). Six pillars: futures thinking for transforming. *Foresight*, 10(1), 4–21.

- 3) For your journaling exercise, please reflect on the content of session 7&8 by sharing your thoughts on the following questions:
 - What do your desirable future(s) look like for your industry and how can this help you to guide and initiate transformation?
 - How have the gamified elements of today’s session helped you explore new futures/scenarios/utopias?



UP NEXT: THE IMPLEMENTATION PHASE



INTERNATIONAL
BUSINESS SCHOOL

IF YOU ARE SUCCESSFUL,
WHAT ARE YOU GIVING BACK
TO SOCIETY?

“Society is demanding companies (both public & private) to serve a social purpose!”

WE WANT
SOCIAL PURPOSE!

Opportunities & Challenges in Impl
Responsible Finan

The Future of CSR:
Trends, Implications &
Challenges

I WANT TO
FIND A SOLUTION.

→ I TRANSLATE
SOCIAL & ENVIRON-
MENTAL ISSUES
INTO BUSINESS
CONTEXT

I WANT TO
CHANGE THE
SYSTEM IN
AN active
WAY!



A NEW WAY
TO ECONOMIC SUCCESS

SOCIAL
NEED

CREATING
SHARED
VALUE

BUSINESS
OPPORTUNITIES

CORPORATE
ASSETS & EXPERTISE