

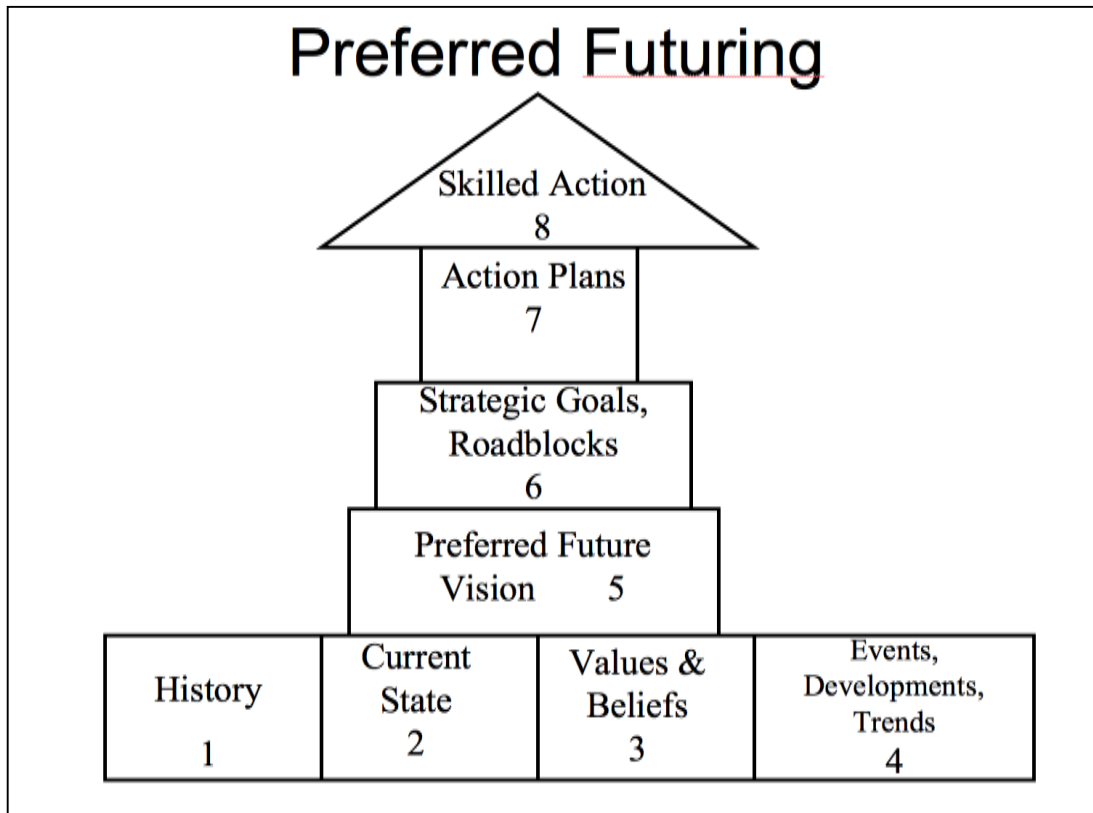
***Preferred Futuring: The power to change whole systems; envision the future you want and unleash the energy to get there.***

- Sprang from two disciplines 25 years ago. Invented by:
  - Dr. Ed Lindaman: program planning director for design and manufacture of Apollo SpaceCraft - Rockwell International, professor and futurist, Whitworth College
  - Dr. Ronald Lippitt: co-founder of the Research Center of Group Dynamics, National Training Lab, Institute for Applied Behavior Science, professor of Sociology and Psychology, U-M/ISR, founder of Center for Group Dynamics
- Rooted in planned change theory, democratic philosophy and researched democratic methodologies; belief that the real answers lie within us individually and as a whole system;
- Involves all stakeholders; empowers individuals; embraces differences for innovation; mobilizes widespread support
- Unleashes energy by connecting change with values and results with core purpose
- Powerful organization redesign and transformation tool; built-in implementation methodology, knowledge and pragmatic tested tools
- Foundation for strategic planning and action with long lasting results

**What Outcomes can you Expect from Preferred Futuring?**

- A shared vision and mission tied to specific skilled action and business results
- Everyone understands and supports the plan; an organization mobilized to deep and rapid innovation
- Processes become defined and understood; pooled knowledge and resource are directed toward decreased waste, improved product and service
- People are aligned and focused on the same, right things; diverse views and resources are leveraged;
- A strong leadership connection is forged with the whole organization
- The organization becomes a high performing whole system and a benchmark organization with: high level involvement and commitment, satisfied customers (consistent quality, schedule, cost), increased motivation and satisfaction
- The whole system is focused to reduce cross-functional boundaries, competition, waste and improved retention and profitability; pooled knowledge and resources are directed towards decreased waste, improved product and service.

**The question is not,  
"Can we change the world?"  
The question becomes,  
*"What kind of world do we want?"***



What Helps Create Success with Planned Change and Preferred Futuring?

### Sponsor Commitment

Characteristics

- Need: Understands and believes in the need for this change
- Scope: Recognizes the size and impact group
- Depth: Knows/seek to empathize with the personal stake of the target
- Resources: Will provide what is needed / has thought this through
- Public Role: Is openly and visibly supportive of the change
- Private Role: Is ready to meet privately with affected groups, and individuals
- Impact: Is actively thinking about the long-term impact

### Planned Change – Key Steps

1. Entry
2. Contracting
3. Data Gathering/Joint Diagnosis
4. Feedback/Decision to Act
5. Implementation
6. Evaluation/Closure

## PARADIGM SHIFT

<b>Problem Solving: Basic Steps to Outcome</b>	<b>Preferred Future (PF): Basic Steps to Outcome</b>
List problems to list of problems	Review how we got here to sense of heritage
Prioritize problems to key problem identification	List what's working and what is not to realistic assessment of issues
Determine strategic starting point to a solution (Vision)	Determine the future you want to an exciting destination (Vision) and success criteria
Plan actions to solve problem to action plans to achieve a solution	Plan actions to achieve PF to action plans to create future of choice

### PREFERRED FUTURING PROCESS: 8 STEPS TO WHOLE SYSTEM CHANGE

**Steps 1-4: Establish a Common Database of Understanding**

1. **History:** Create a common sense of history and current vision.
2. **Current State:** establish what is working and not, what business we are in, who our customers are (Ref: 'prouds' and 'sorries' lists)
3. **Values and Beliefs:** establish a common understanding of underlying assumptions, principles, values and beliefs as they related to goals and objectives

**Step 6. Strategic Action Goals and Roadblocks:**

Translate the vision into common, specific, actionable strategic objectives. Based on Step 5; these can be circulated and updated as new ideas emerge.)

**Step 7. Action plans:**

Develop specific action plans with responsibilities and follow-up structures that include milestone checks and celebrations

**4. Events, Developments and Trends**

(EDT's): Conduct a scan and strategic assessment of EDT's considering categories such as customers' changing needs, demographics (students, labor pool, faculty), societal changes, technology, new best practices, etc.

**Step 5. Preferred Future Vision:**

Determine a common, clear and specific picture of success including measurable criteria. The technique involves guided imagery.

**Step 8. Skilled Action:**

Includes rehearsal, documentation, recycling learning, and reviewing the Preferred Future Vision. Implement joint plans as part of collaboration, individual plans as part of partnerships.