

Take your business and strategic planning skills to a new level with
Bawden and Freeman

The QUEST™ for Sustainability

- using scenarios to engage with the most
urgent challenge of our time

SYDNEY: Monday 23 – Wednesday 25 February 2009
MELBOURNE: Monday 9 – Wednesday 11 March 2009

Australia's leading scenario planners and systems thinkers – Oliver Freeman and Richard Bawden – team up again to invite you and your colleagues to tackle the key issue of our age, the QUEST for sustainability, at a three-day workshop in Sydney or Melbourne.

They will present a highly informative and stimulating workshop, to assist organisations and their managers to become better prepared for the future by embracing the sustainability challenge issued by the world-changing events of the new millennium

Climate Change and Global Warming - Global Financial Volatility - Neo-capitalism and Governance - Obesity & Hunger - Generational Change - The Emerging Geo-political Hegemonies - Escalating Food Prices - Peak Oil - Resource Depletion and Energy - The New Capitalism - China & India Inc - Disease Pandemics - Nanotechnology - Biotechnologies - Radical Evolution - Sectarian Violence - Ecological Disintegration - The Eclipse of Morality



OLIVER FREEMAN

is Managing Director of the Neville Freeman Agency and is the Adjunct Professor in the Faculty of Business at the University of Technology in Sydney.

Oliver is acknowledged as having done more for the uptake of scenario planning in Australia than any other practitioner by guiding hundreds of people and organisations through his scenario planning training programs.

He is also an internet entrepreneur, co-founding www.ebooks.com; [Leagle Inc](http://www.leagle.com); and www.homepagedaily.com.

Oliver directed the Australian Business Foundation's Alternative Futures project and has undertaken many recent scenario planning and 'futuring' projects – in particular on the future of teaching, electricity, government, primary industries, financial services, broadband, printing and shipping.

Oliver has an MA from the University of Oxford and an MA from the University of Essex.



DR RICHARD BAWDEN AM

is an Emeritus Professor of the University of Western Sydney. Visiting Professor at the Open University in the UK and Adjunct Distinguished Professor at Michigan State University in the USA.

Richard's strategies for the development of organisations as learning systems often challenge the TQM orthodoxy of incremental change: his learning systems thrive on chaos, as they seek, not to stabilise change but to evolve with it.

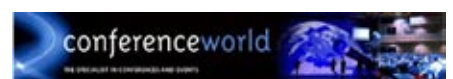
A high level of emphasis is placed on the capability of each member of any 'learning' group within the organisation, to 'learn his or her way through new circumstances'. This presents a fresh twist to the idea of the reflective practitioner as a multi-dimensional learner, with the key competency of being a critical conversationalist.

Richard Bawden's work has led to more than 100 international engagements in addition to many more here in Australia.

Organised by



in Association with



Gain **new** insight into how organisation scenario planning can help you in the **Quest** for sustainability. Take your business and strategic planning skills to a new level with **Bawden and Freeman**.

	DAY ONE	DAY TWO	DAY THREE
SYDNEY	Monday 23 February 2009	Tuesday 24 February 2009	Wednesday 25 February 2009
MELBOURNE	Monday 9 March 2009	Tuesday 10 March 2009	Wednesday 11 March 2009
Session One	<p>Welcome</p> <p>THE QUEST FOR SUSTAINABILITY</p> <p>Learning from the Future</p> <p>Overview of Scenario Learning Logic</p> <p>Introduction to Systemics (System/ environment inter-relationships)</p>	<p>Plenary Reflections [I]</p> <p>LIMITATIONS OF THE DESIRED (OFFICIAL) FUTURE</p> <p>Critical Plenary Analysis of Normative Worlds and Exploring their Significant Variations (uncertainties) for Plausible Scenarios</p>	<p>Plenary Reflections [I]</p> <p>SCENARIOS</p> <p>Presentation of Scenarios and Identification of Contrasting Critical NSPECT Features and of Dynamic Tensions (Plenary)</p>
	Session Two	<p>QUESTIONS</p> <p>Why we need relevant Framing (Systems) Questions (FQs):</p> <p>Sharing of questions and clustering using Issues Map (Plenary)</p> <p>Form groups for delegates with similar FQs</p>	<p>ALTERNATIVE FUTURES</p> <p>The generation of Multiple (3 or 4) Plausible Futures [I]NSPECT</p> <p>Impact Matrix</p> <p>Timeline Analysis (All groups)</p>
Session Three	<p>ENVIRONMENTS</p> <p>Introducing the environmental scanning [I]NSPECT process</p> <p>Characterising the Present Day Environment</p> <p>Characterising Desirable Futures in 2030 (Normative Scenarios for the System's Environment)</p>	<p>SCENARIO SETS</p> <p>Generation of Indicative Scenarios (Group)</p> <p>Sharing and Critical Review (Plenary)</p>	<p>Sharing the outcomes (Plenary)</p> <p>Debating Desirable and Feasible Change (The challenge of sustainability) (Plenary)</p>
Session Four	<p>SCENARIOS</p> <p>Backcasting to Create Critical Event & Timeline Analysis</p> <p>Generation of Narrative Stories to bring the scenarios to life</p> <p>Brief Sharing of Stories</p>	<p>SCENARIOS</p> <p>Refinement of Indicative Scenarios.</p> <p>Development of Scenario Narratives (Group)</p>	<p>Reflection and Evaluation (Plenary)</p> <p>What will you do differently next Monday?</p> <p>Close</p>

Scenario learning is a process which, through imagination and analysis, broadens the traditional approaches to strategy by looking at the complexity of future environments with which an organisation might need to engage in order to succeed.

Scenario learning engages with the future by moving strategic conversations away from an immediate focus to a more distant future. It is not a way of predicting the future. It allows those who participate in the process to step away from an examination of individual influences and events and concentrate instead on the bigger picture of the world that the confluence of these influences and events creates.

Scenario learning is a process which changes the way each of us sees the world. It is **collective**, reflexive, experiential and systemic. It is collective because it is undertaken by groups who come together to develop strategies for their organisation, company, profession or institution in a manner that draws upon and nurtures ‘social learning’ – working together.

It is **reflexive** because of the significance of the impacts of the way people see the world, at each stage of the process, and the explicit focus on different levels of learning or cognition that help to reveal the nature of these ‘worldviews’. It is **experiential** because the process is designed to progress from experiences (real and imagined) through activities of thinking (assimilation) and planning (convergence) to actions for strategic change that are considered to be both desirable and feasible (accommodation).

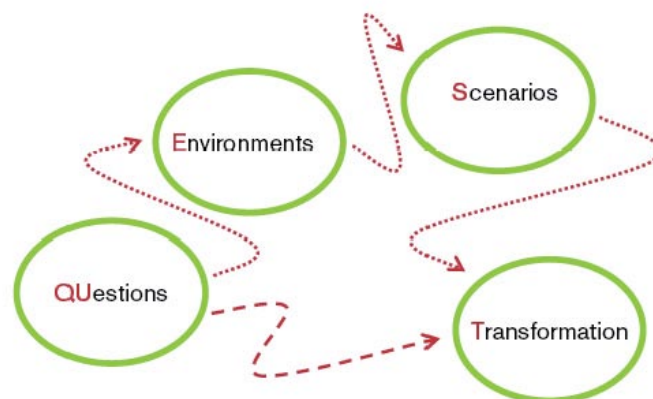
It is **systemic** because of the realisation of the significance of the inter-dependencies between the organisation under review (the ‘system of interest’) and the dynamic world (the ‘environment of influences’) in which that organisation has to operate.

Scenarios are considered by many to be more practical and more useful than most other processes of planning for the future; especially when a diverse group of people come together.

The Four Learning QUEST Learning QUEST™ Episodes

The scenario building process consists of four major cycles or episodes:

- Episode 1** **Questions:** designing a set of Framing Questions to focus the strategic enquiry on a particular set of key issues and concerns
- Episode 2** **Environments:** identifying and assessing the major trends and key influences of change whose combinations are shaping future environments
- Episode 3** **Scenarios:** crafting a set of differentiated scenario worlds in order to identify new opportunities and unforeseen risks associated with present and future environments
- Episode 4** **Transformation:** incorporating findings into strategic and operational plans that makes explicit the innovation, adaptation and intervention needed in order to achieve desirable and feasible outcomes



REGISTRATION FORM - QUEST™ 3-day learning seminar

Yes, Please register the following delegate/s for

- SYDNEY: Monday 25 – Wednesday 27 February 2009
 MELBOURNE: Monday 09 – Wednesday 11 March 2009

Registration Fees:

Single Delegate fee \$2,995 inc GST

Discounts for group bookings on the one order:

2 people save \$1000 (fee \$2495 net each)

3 people save \$2250 (fee \$2245 net each)

4 people save \$3980 (fee \$2000 net each)

More than 4 delegates POA

Discount to individual AFFA members \$500 (\$2495 net) – and group discounts apply as above

Discount to students and lecturers \$1000 (\$1995 net each)

Registration fees include refreshments, lunches and speakers' notes.

(Photocopy for more registrations)

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Last Name	
Position	
Organisation	
Address	
State & P/Code	
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Tel ()	Fax ()
Dietary Needs	

2	Mr/Mrs/Ms/Dr
First Name	
Last Name	
Position	
Organisation	
Address	
State & P/Code	
Email	
Tel ()	Fax ()
Dietary Needs	

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PAYMENT METHOD

Registration payment is required before the seminar.

A Tax Receipt will be issued upon payment.

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 Crows Nest NSW 2000

ENQUIRIES +61 2 9901 4122

VENUES:

Sydney: Australian Graduate School of Management
 No. 1 O'Connell Street, Sydney

Melbourne: RACV City Club
 501 Burke Street, Melbourne

Cancellation/Substitution/Refund Policy:

Delegates unable to attend may send a substitute delegate at no extra charge. Cancellation of registration without a delegate substitution, received in writing at least ten days prior to the event will be refunded less a service fee of 20% of the registration fee.

Cancellation of registration without a delegate substitution, less than ten prior to the event, or delegates failing to attend, will not be refunded. Speakers' notes will be sent to paid delegates who cancel in the non-refund period. A substitute delegate may be registered at any time without penalty.

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