Future of Livelihoods Toolkit

Suggested Workshop Agenda

Workshop Objectives

This agenda is designed with particular objectives in mind.

The primary objective is to explore **"How can we create collective agency and take a proactive and positive approach rather than reacting defensively to change"**

And to do this by:

- Increasing recognition of the urgency of responding to the radically changing world of work

- Creating narratives about possibilities for the future of work that can stimulate, inspire and motivate collective action

- Building a sense of collective agency and agreement that positive futures with sustainable livelihoods are possible if people work to common goals

- Looking for alignment of goals and agendas between relevant stakeholders (ideally diverse and cross-sector)

- Exploring and sparking opportunities for collaboration

Materials Needed:

Trends presentation

Four 'Provocation' videos loaded onto a laptop and ready to play

Accompanying 'Provocation' leaflets with detailed descriptions; enough for group members to have one each about the provocation they are working on

Proforma Templates for group work exploring the provocations and their possible implications (at least one per group of 4 – 7 people)

Large sheets of paper / rolls of paper for use as timelines (require one per group)

Several pads of post-it notes, pens, blank pieces of A5 card/ paper

	Timing	Activity	Purpose
1	20 mins	**Welcome, introduction and objectives** Explain purpose of workshop, introduce workshop leaders / facilitators Talk through outline agenda Explain that this is a structured futures process that may be new to participants. To work effectively, it requires a collaborative and generative approach from everybody Suggested ground rules: • Build on people's ideas rather than breaking them down ('yes and' rather than 'no but') • Listen • Look for ways to make a positive contribution. If this means moving between groups during the group work stage, that's ok	Ensure everyone is clear about what we are trying to do
2	30 mins	**Presentation – the changing landscape.** Deliver trends presentation	Expand people's perspectives, with regards to: The wider context affecting the future The scale of the challenge
3	15 mins	**Group introductions** Ask participants to note down one thing they are positive about for 2030 Networking style introductions – ask participants to mingle and introduce themselves to each other, saying what they are positive about for 2030	Introducing participants to each other and getting people into a positive frame of mind
4	15 mins	**BREAK**	

5	30 mins	**Present the Four Future Provocations**	Get people to imaginatively engage with outcomes for 2030 / 2035 that are stretching, positive and possible.
		First, frame the provocations by explaining:	
		Four 'glimpses' of potential positive future livelihoods have been produced. These are not predictions, but are possibilities that explore potential positive outcomes.	Allow participants to get an overview of all four provocations
		They:	
		Are possible in the time frame (2030 – 5) but not possible now All have 'signals' that exist already – i.e. signs of this future that exist today Are positive for people's livelihoods – with a wide definition of 'livelihood' Are more than 'niche' – could have a significant impact Represent a range of geographies Consider a range of challenges for people at the lower end of the income scale	
		They are not comprehensive. There are many others. They are a device for helping us to think into the future and explore the complex interaction of trends and interventions. Please suspend your disbelief. NB while the livelihoods are positive, this does not mean that everything in each provocation is positive.	
		Films have been created to bring each potential future to life. These are outline versions of each future; more detailed versions are given in accompanying leaflets	
		Second, present each film by • Reading out the 'Context' text for each first (from the leaflet) • Then show the film • Explain that there are signs of this future that you can already see emerging today. Illustrate by reading out a few of the signals (on the back of the leaflet)	

		The order of the films is as follows: 1 – Hyper-frugality 2 – Companionship economy 3 – Earth recovery 4 – Gig economy	
6	60	**Immersing in the future provocations and building them up further** During this session, participants will split into groups of around 4-7 people plus a facilitator. Each group will immerse in and work on one provocation. You will need at least four facilitators. Ask facilitators to stand with posters in corners of the room. Delegates join the provocation they wish to work on. This should be something that they feel excited about building up rather than challenge. Try to ensure a reasonable spread of people across groups – in terms of number and perspective. The aim is for each group to get familiar with the provocation, to explore it, improve it, and draw out some of its implications Take 10 minutes for familiarisation. Facilitators ask people to 1 – read the provocation 2 – reflect on what they like and dislike about it	Generation of rich discussion and insights about this livelihood area and its context

		Then use the template proformas to work through the following questions, with the facilitator taking notes. Encourage people to also note thoughts on post-its so that ideas aren't lost.
		
		TEMPLATE QUESTIONS:
		
		1 – How would you change this situation to make it more positive for livelihoods (scale and impact)?
		2 – What would need to be true in 2030/ 2035 for this provocation to be possible? For example:
		   - What are the values and mind-sets that must exist?
		   - What technology and infrastructure does it rely on?
		   - How is the regulatory framework different?
		   - What skills and knowledge do people need?
		   - What else would need to have changed? E.g. education, business models, etc.
		
		3 – What might the unintended consequences of this future be?
		4 – Who has lost power in this future and how might they react?	

7		**BREAK – perhaps for LUNCH**	
8	60 mins	**Back-casting exercise** We're staying in the future and are now going to ask, how did we get here, by doing a bit of back-casting. Each group will need a long piece of paper that can be fixed horizontally to the wall as a timeline. Draw a timeline on each, with 2018 at one end and 2030 / 2035 at the other	Generation of discussion and insights about: systemic and structural aspects; the level of change that might be needed for particular outcomes; key milestones and collective actions needed for particular outcomes

Then place each poster and built-up vision template at the 2030 end of timelines. [If available, place signals of change at 2018 end].

Process for facilitators to follow:

Ask the group to stand at the future end of your timeline (2030/2035)

Close your eyes and imagine you are in 2030 /5. The vision that you have set out is a reality and exists today. Think about what this is like, all the things you have been discussing in the previous session.

Now (eyes still closed) begin to think about all the changes that took place in the past to get to where you are now.

The open eyes and ask people to first write on post-its: the major milestones in the development of your current reality – decisions, breakthroughs, actions, etc.?

After a few minutes, begin placing post-it notes on the timeline. Try to work backwards from 2035.

[**Prompt for facilitators**: ask people to think about regulation, technology, infrastructure, funding, civil society, business, etc. Also; What enabling factors needed to be in place between now and 2030/5 to ensure this future became a reality? What from 2018 was preserved and what was decommissioned?]

Finally, discuss in the group:

What were the initial actions in the years 2018 – 2020 that opened up possibilities? Note them on post-its and stick them at the start of the timeline

End result should be a timeline of events and actions from 2018 to the 2035 positive future.

9	40 mins	**'Carousel' session to share visions and roadmaps** During this session, people get to see what other groups have come up with (except for group facilitators, who will need to stay by their timelines to explain them) Allow 10 minutes per station, use a timer and bell (or similar) so people know when it's time to move Before people begin the process, brief them to think about the patterns across the different groups - themes, actions, patterns, key enablers, gaps…	Providing opportunity to draw out cross-cutting themes and insights
10	15 mins	**BREAK**	
11	30 mins	**Common themes discussion in plenary** Chair a plenary discussion. Ask people to contribute their observations about common themes or particularly striking insights. Capture the observations (using flipchart / large post-its)	Sharing of insights across the whole group; capturing them
12	40 mins	**Generation of ideas for bold collaborative action / 'major plays'** Give each person a blank card/piece of paper and ask them to think on their own for 10 mins, then write on the cards the answers to the following: "What's your boldest actionable idea to create sustainable livelihoods for the future?" What? Why will it help?	Generation of bold ideas based on the insights of the day Opportunity to indicate interest in potentially collaborating on particular ideas

What's the first step?

(Don't write your name on at this stage)

Get participants up. Make sure everyone has a pen.

Mill & Pass: participants walk around exchanging cards, without reading cards, for 20-30 secs, until the signal is given to stop.

Read & Score: Stop. Does everyone have a card? If you have your own card back, exchange with someone next to you. Now on back of card rate idea from 1-5 (1 = not my cup of tea; 5 = I'm totally excited about this). Write down.

Mill & Pass x 4 more times. Each time get people to verify that it has as many scores as many rounds.

After 5th round. Add up scores.

Get people to self-organise into a line from low (5) to high (25). Get people with top 5 highest scoring cards to present the idea and the first step written on them.

Ask the group what caught attention or sparked interest.

Get everyone to turn around and stick ideas on wall/ window/ large table in rough order of rank.

Then allow 10-15 mins for everyone to look over ideas - don't discount the ones that aren't scored highly. Ask people to do two things:
- With post-its write down any additions/suggestions under ideas to make them even better.

		• Are there any ideas they are interested in potentially collaborating on? Ask them to write their name on a post-it and stick underneath. No commitments at this stage – exploratory stage.	
13	35 mins	**'15% solutions' – Immediate actions that don't require extra resources** Ask people to sit back down. This is the last workshop session; this will look for the 15% solutions. This is about discovering and focusing on what each person in this room has the freedom and resources to do now. In other words, what could you do to get the ball rolling towards achieving some of these goals or ideas without any additional resources or permission? "What's your 15%?" First alone, ask each person to generate their own list of 15% solutions and note on a post-it (5 mins) Then ask people to split into groups of 3-4 to share ideas – one person at a time. Other group members provide 'consultation' asking clarifying questions, coaching or advice. Allow 5 mins per person Return to plenary – ask to hear a few ideas Thank people – really important to hear and share these. Each 15% solution helps build understanding of what is possible now. Important not to overlook this. For last 5 mins ask people to share their 15% solutions by posting on a wall. Give people the chance to read them.	Generation of concrete next steps at an individual level; sharing of ideas

14	5 mins	**END** Thank people for coming. Share process for next steps (e.g. workshop write-up; where to send good ideas that appear after the workshop etc.)	Closing of the workshop