

# The Future Center Experience: A View from the Work Floor

#### Hank Kune

#### Educore, Future Center Alliance

Paris, May 28-29, 2009 Intellectual Capital for

# Society is changin

# the challenges at increasing...





# The future?

- Flat world?
- Hot world?
- Fortress economies? Diminishing returns?
- Emerging *super* economies?
- China, India...
- Looking in the right direction?
- Tsunami?
- Boiled frog?
- Not invented here?



















# What are Future Centers?

- Highly participative working and thinking environments
- Collaborative workplaces
  ...where learning and insights
  ...from past and future
  ...and diverse perspectives

are applied to solve real-world problems in the present



# **Future Centers**

#### Innovation engines

to systematically and continuously explore, prepare for and actively design the future - return to the present to realize it

- Facilitated collaborative working environments with physical, virtual, cognitive and emotional space
- Support users and clients deal effectively with today's challenges to achieve *middle and long term goals* and deliver *sustainable solutions and results*



# **A Future Center**

- is an organizational, physical, methodological and virtual space.
- It is a mental space, an affective space, and above all a *people* space.
- It exists across time, moving between past, present and future
- navigating knowledge and experiential pathways to achieve its objectives



# **Future Centers add intelligence**

... Creative, visual, emotional, spatial intelligence...

- Asking questions
- Challenging assumptions
- Not accepting easy answers
- Letting go of habits
- Working from multiple perspectives
- Creating multiplier effects
- Taking responsibility for actions and decisions



# **Varieties of Future Centers**

- Public / Private
- Sector Specific / Corporate Specific
- Regional / Municipal
- Permanent / Temporary
- Large / Small
- High tech / High touch



# They operate in various domains, for a range of purposes

#### **Public administration**

- Ministerial level in national government, in cities and in regions.
- Government and semi-government agencies
- Economic Affairs, Taxation, Transportation, Public Works and Water Management, Nature and the environment, Spatial Planning and Urban Renewal, Social Affairs and Employment, Pensions, Welfare system, and Education



## **Private Sector**

#### **Corporate and company-specific:**

- post, telecommunications, energy, consumer electronics, insurance and banking.
- A number of consultancy organisations both large and small – operate their own Future Center-like initiatives on a commercial basis.



# A Common Focus

- Places for facilitated, collaborative solutionseeking
- Dealing with real people and real issues in organizations and society
- Leveraging collective intelligence and distributed intelligence – of relevant organizations, sectors and communities
- Applying this intelligence to tackle specific organizational issues and societal challenges
- With new ideas, new directions, and sustainable real-time answers to complex problems

















#### **The Country House** Future Center for the national civl service the Netherlands:



Intellectual Capital for Communities in the Knowledge Economy



# **The Shipyard**

Future Center of the Dutch Tax & Customs Administration



Intellectual Capital for Communities in the Knowledge Economy

# Academy SZW



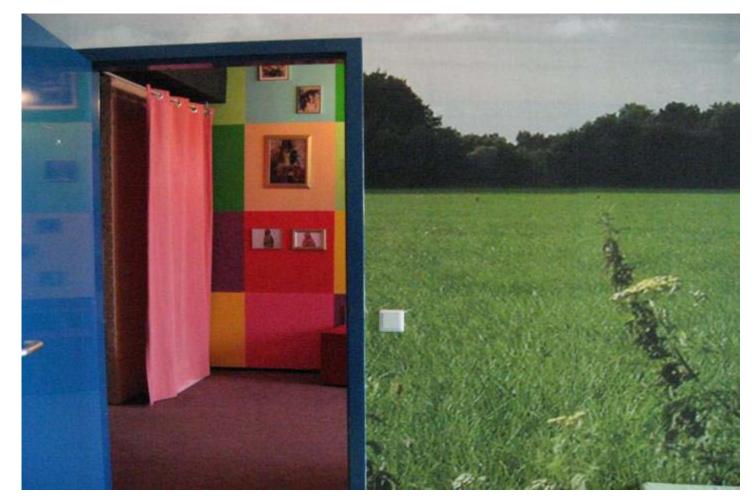
# Ministry of Social Affairs & Employment, the Netherlands



Intellectual Capital for Communities in the Knowledge Economy



#### **Studio BliQ** Future Center for the city of Oss, the Netherlands



Intellectual Capital for Communities in the Knowledge Economy



# **Castle Groeneveld**

Countryseat for City and Countryside, Ministry of Agriculture, Nature & Food Quality, the Netherlands



Intellectual Capital for Communities in the Knowledge Economy



## **Dialogues House** ABN-AMRO Bank, the Netherlands



Intellectual Capital for Communities in the Knowledge Economy



## **Momentum** Regional Ideas House, Denmark





### Mindlab

Future Center for 3 Ministries in Denmark: Economic & Business Affairs, Taxation, and Employment





#### futurefocus

Future Center for 3 ministries in the U.K: Department for Business, Enterprise & Regulatory Reform; Department for Universities, Innovation & Skills; the Department for Children, Schools & Families

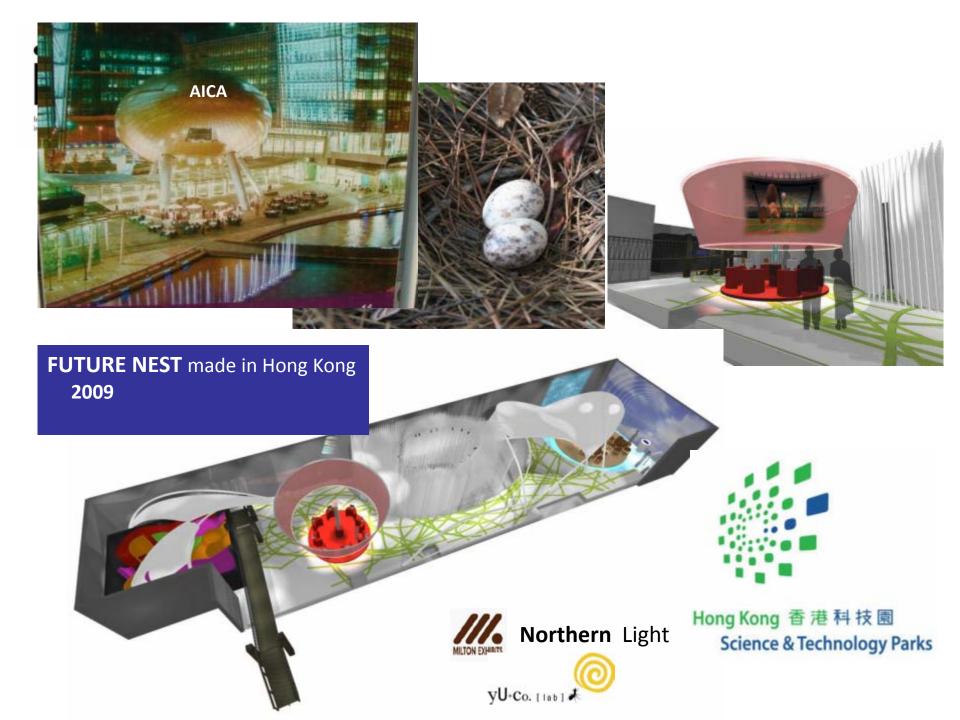


Intellectual Capital for Communities in the Knowledge Economy



## **Royal Mail Innovation Lab** U.K.





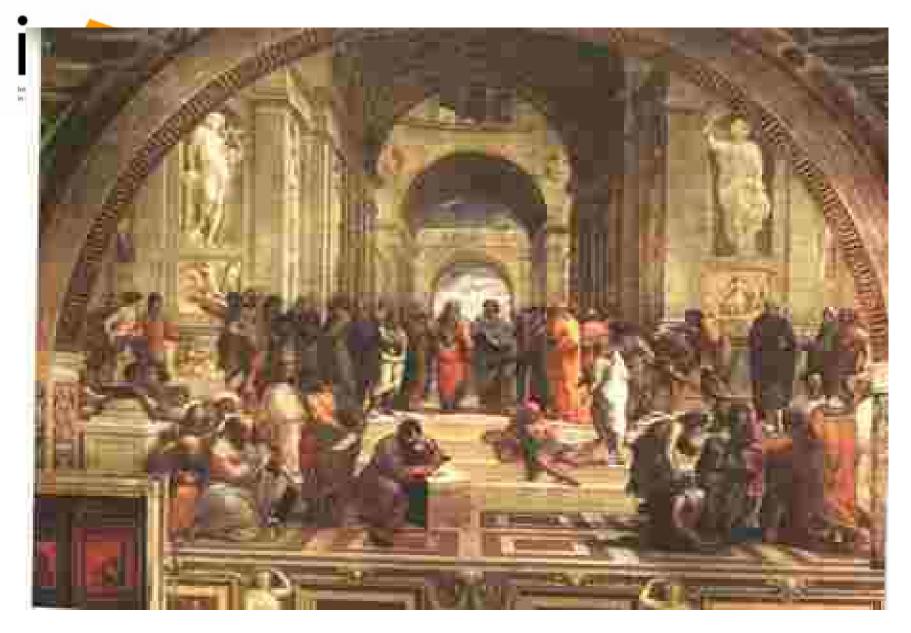


# KDI Future Center, Tokyo

in the Knowledge Economy



Paris, May 28-29, 2009







### Skandia Future Center The world 's first , 1996



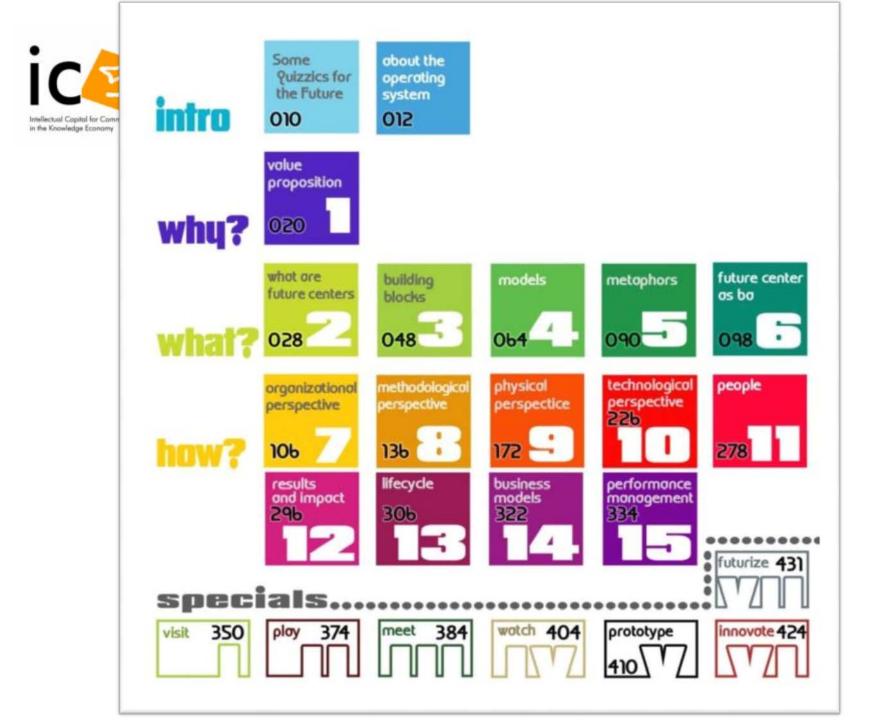




Source: leif.edvinsson@unic.net

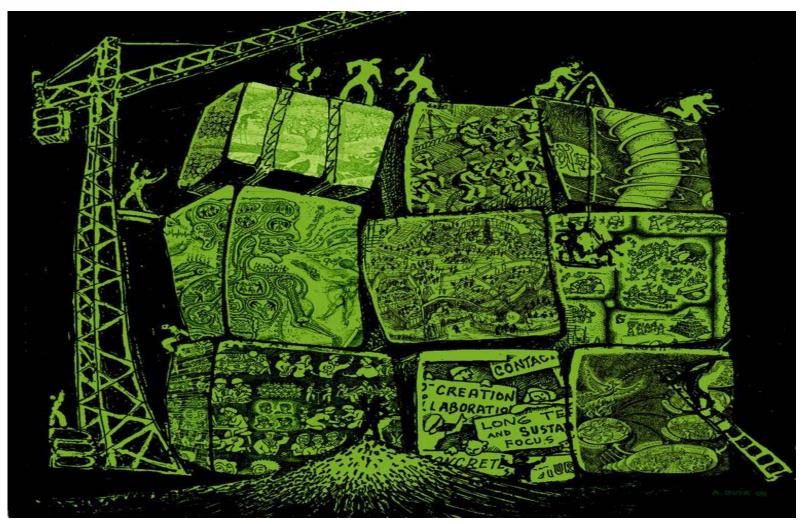
OpenFutures European Commission Specific Support Action SIXTH FRAMEWORK PROGRAMME

2006 - 2008





## Building Blocks: What are Future Centers Made Of?

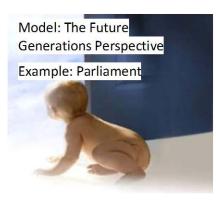


Intellectual Capital for Communities in the Knowledge Economy



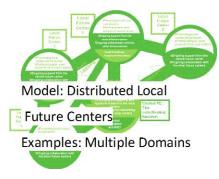




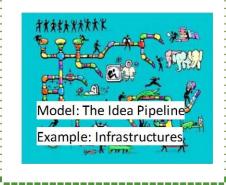


### Some Examples









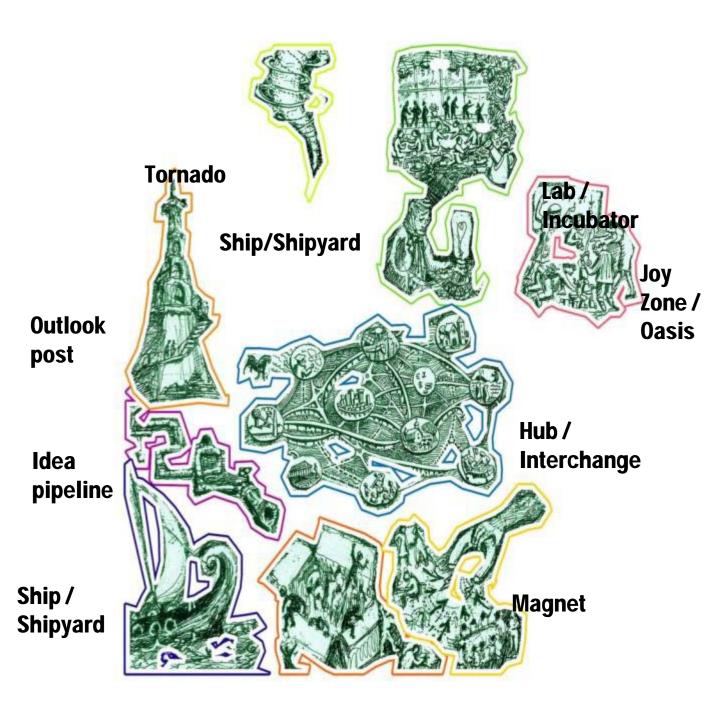








Some Examples





## **Common practice**

- Meeting space for people and ideas
- Diversity of stakeholders working together
- Issues that matter to people
- Explicit link between past-present-and-future
- Combine dreaming, thinking and doing
- Focus on concrete results
- Examine the consequences of choices
- Multigenerational perspectives



- Developing people-friendly and "brain-friendly" working environments with optimal usercentricity
- Developing and investigating future perspectives
- Breaking through barriers of behavior and thinking
- Prototyping product ideas and policy options
- Engaging in multi-stakeholder dialogue which leads to action



# Functions of Future Centers in organizations

- Innovation
- Meeting and networking space
- Future orientation
- Knowledge creation and utilization
- Prototyping products and policies
- Talent development
- Education
- Anchoring results



## 4 perspectives + 1

- Organizational
- Physical
- Technological
- Methodological

### +

• People



## **Physical Perspective**

- How to design a space that catalyzes
  innovation
- 16 factors to consider, including:
  - Building
  - Gateways
  - Layout
  - Materials
  - Senses























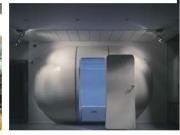
















## **Technological Perspective**

How can technology multiply impact?

- Web-based collaboration
- Interactive knowledge repositories
- Virtual worlds
- Collaborative visualization
- Idea pipelines
- Social computing
- And more...



## **Methodological Perspective**



Methods & Tools for the 7-phase Futurizing Process

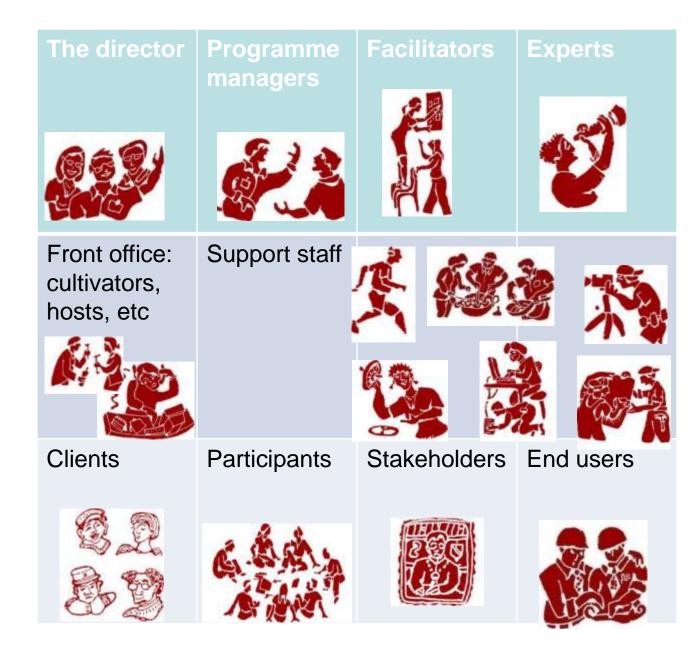


## **Organizational Perspective**

- Vision and Mission
- Positioning
- Budgeting
- Facilities
- Products & Services
- Performance management
- Lifecycle
- Renewal
- Success Factors ... and Blunders









## **Facilitation**

Facilitators play a key role in the success of activities

- Challenge existing mind-sets and accepted wisdom
- Bring fresh ideas to traditional and/or stuck situations
- Set the tone of events
- Can "take an opportunity forward"

Diversity and professionalism are important



## **X**penFutures

#### NEWS

#### 2007-06-20

Review meeting in Brussels Open Futures next review meeting will take place in Brussels on the 5th of July. All workpackage leaders will be represented. Read more »

#### 2007-05-15

The Guimaraes Event Open Futures are proud to collaborate with and have an active role in the Guimaraes event.

Read more >>

#### 2007-01-30

Open futures in UnBla 2007 3 partners of Open Futres participated at the 2007 UnBla conference in Luzern. Read more >>

Newsarachive read more



Intellectual Capital for Communities in the Knowledge Economy



## **LEF future center**

*Rijkswaterstaat Future Center,* Department of Public Works & Water Management, the Netherlands





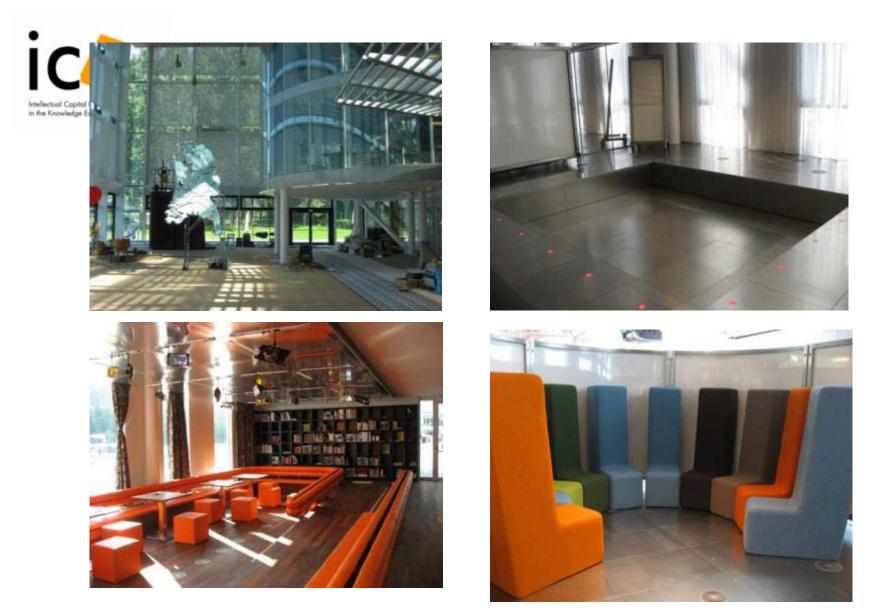




## LEF = Courage

- Serves the entire organization (8500 people)
- Road and water infrastructure: construction, networks, maintenance, safety, water quality
- Achieving corporate goals, incl. core business, innovation, public orientation, human resources

- 400 sessions per year
- No meetings!
- 7 fulltime account managers
- 40+ on-call facilitators
- 7-step work process
- Measuring impact on the work floor
- 1<sup>st</sup> Intellectual Capital Report: 2009









# Intellectual Copital for Communities

### The Country House working for the national government in the Netherlands



Paris, May 28-29, 2009









Paris, May 28-29, 2009



## The Road Ahead

- Cooperation in communities
- Sharing knowledge and tools, methods, lessons learned
- Joint projects across borders
- Assessing impact on the work floor
- IC reporting
- FC 3.0
- Future Centers in Asia, Latin America, Africa
- Society as a Future Center



## **3rd International Future Centre Summit**

Stockholm, Sweden: May 14 - 16, 2009

**Focus**:societal innovation and entrepreneurship

**Swedish Knowledge Foundation** 

Ministry of Enterprise, Energy and Communication



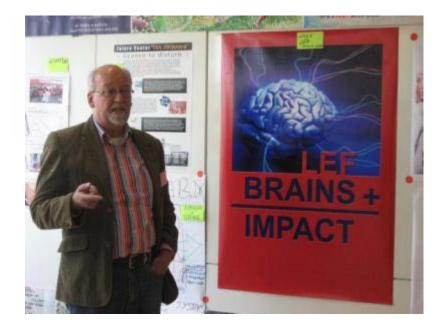
Paris, May 28-29, 2009 Intellectual Capital fe



## **Collective Repository of Ideas**



Paris, May 28-29, 2009









# Quizzics from the Summit

- What are appropriate time horizons for Future centers?
- What will the "fuel" for the next economy be?
- What are the metaphors that channel our thinking about society, energy and the future?
- How to help cross-organizational collaboration in public sector organizations?
- How to change the mindset of decision makers (embrace the future, not the past)?
- How Future Centers can support international collaboration on societal issues?





## Intelligent K-Regions

## Social Renewal based on Social innovations, Societal Entrepreneurship, Futurizing, Volunteers and Virtual Collective Commons.

**KIZ: Knowledge Innovation Zone** 



# A bridge between local society and global opportunities.

Source: C. Vargacs, D. Amidon L.Edvinsson, et al



## **REPUBLICS OF TOMORROW**

- All around the world there cities and regions pursuing sustainable futures. Their goal is *improving the quality of life* for their citizens through *societal innovation*. They are the **REPUBLICS OF TOMORROW**.
- They work or in the future will work through linked Future Centers.
- *Republics of Tomorrow* are entrepreneurial societies that recognize the value of cross-border collaboration and networked knowledge creation/application
- Their focus is both inward towards their own citizens and outward to the wider world.

## FUTURE CENTER FROM IDEAS, INTO ACTION

C

ENT

ARYE

DVIR



## Major Challenges of the 21<sup>st</sup> century

- Global heating
- Mental cooling
- Credit crisis

- - - -

• Demographics  $\rightarrow$  aging populations

## The indicators were all there 20 years ago

- We didn't recognize them...or else
- We didn't act on them
- Did we ask the right questions?



## So, you can ask questions

## If today is the answer to the questions we were asking yesterday, what questions should we be asking now?





## If the future is a moving target... ...shouldn't we be moving with it



Intellectual Capital for Communities in the Knowledge Economy