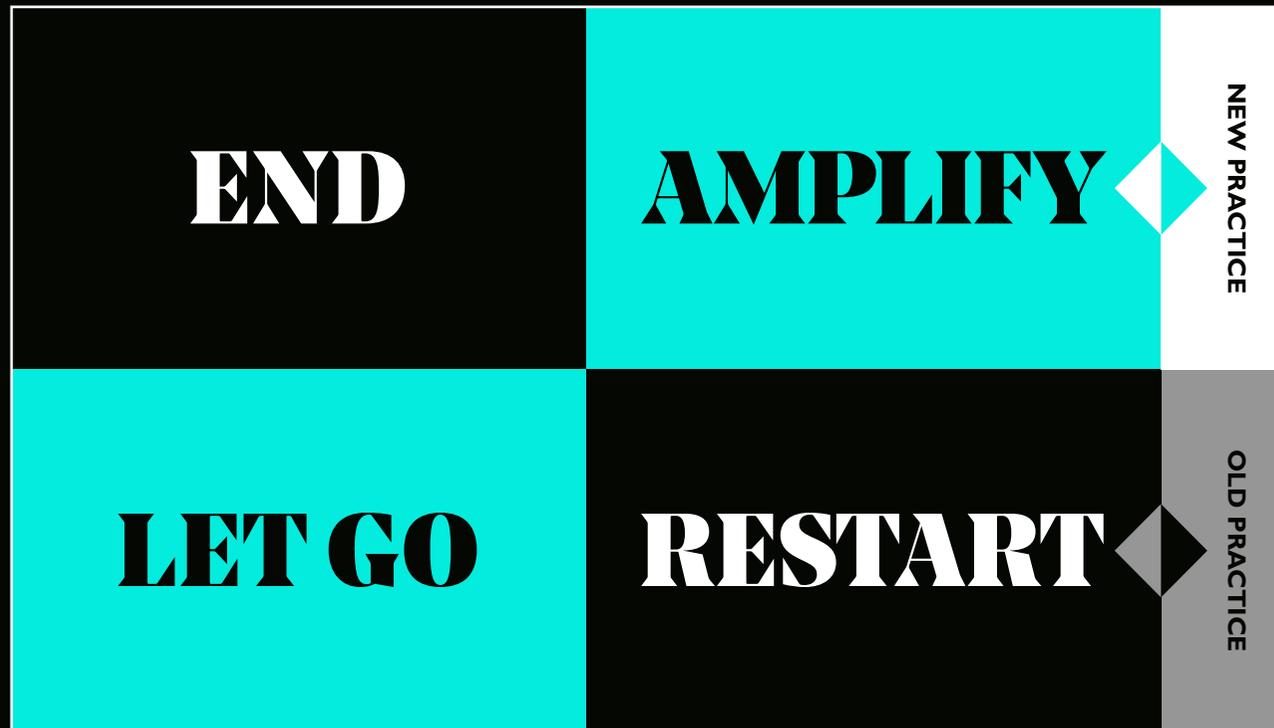


FUTURE CHANGE FRAMEWORK



A toolkit to shape and realise change...

What will help us emerge from crisis to ensure a better future?

We've created this toolkit to help you make sense of what's happening and help you plan for the future.

By coming together to share those experiences we can begin to move through and beyond crisis and start to see how to move forwards collectively.

WHERE DO WE GO NEXT?

WHAT'S IMPORTANT?

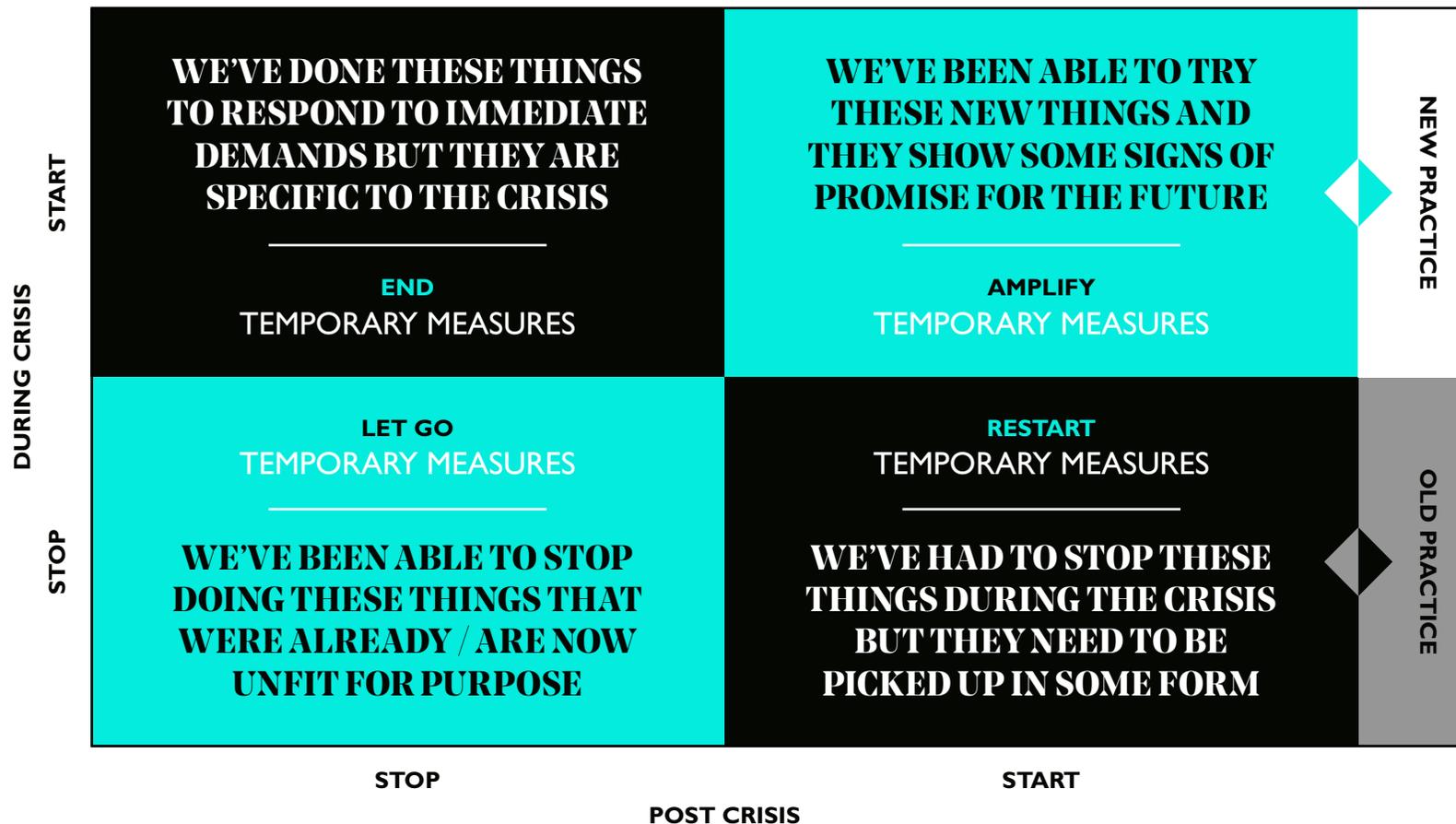
WHAT GIVES US HOPE?

We hope it will support you to have conversations where you work and live. From local councils, to schools; community or Mutual Aid groups to businesses, organisations and neighbourhoods. As many of these conversations might take place online – you might find the tips in our internal [Online Events Design Guide](#) helpful.

**IF WE WANT
CHANGE TO
HAPPEN, WE
NEED TO THINK
ABOUT HOW
WE WANT THAT
CHANGE TO
HAPPEN, NOT
JUST THE FUTURE
WE WANT TO SEE**

The RSA Future Change Framework

The Future Change Framework is a way of dealing with change that tackles long term vs short term challenges. It diagnoses barriers and risks and enables you to track, make sense of and resolve organisational challenges.



STEP 1: Scan – Identify where you are

Imagine you have a viewfinder in your hands. Scan the landscape around you. What looks familiar? What's new? What's missing? What's changing?

The most visible and obvious signs of change are events – the actions people are taking, the things they're doing. Focus in a little further and you'll see how individual and group behaviours and relationships are changing.

Widen your lens, you'll be able to see the structures (rules, policies, laws) that shape our lives and explore the beliefs (the social norms, values, stories) that influence us.

Use the blank version of this grid (on the next page) to note your insights.

	ACTIONS	BEHAVIOURS	STRUCTURES	BELIEFS
STARTED	THE TOP ROW IS FOR THOSE THINGS THAT ARE NEW AS A RESULT OF THE CRISIS: THESE ARE GENERALLY EASIER TO SPOT			
STOPPED	THE BOTTOM ROW IS FOR THE THINGS THAT HAVE STOPPED, EITHER BY ACCIDENT OR DESIGN. INEVITABLY, IT'S HARDER TO SEE WHAT IS NO LONGER THERE...			

This thinking can take a little time and might best happen individually, before a group exchange. You could share the grid in advance and encourage participants to bring their completed versions to your conversation, or even invite them to send them to you in advance.

Understanding Crisis Response Measures

FUTURE CHANGE FRAMEWORK

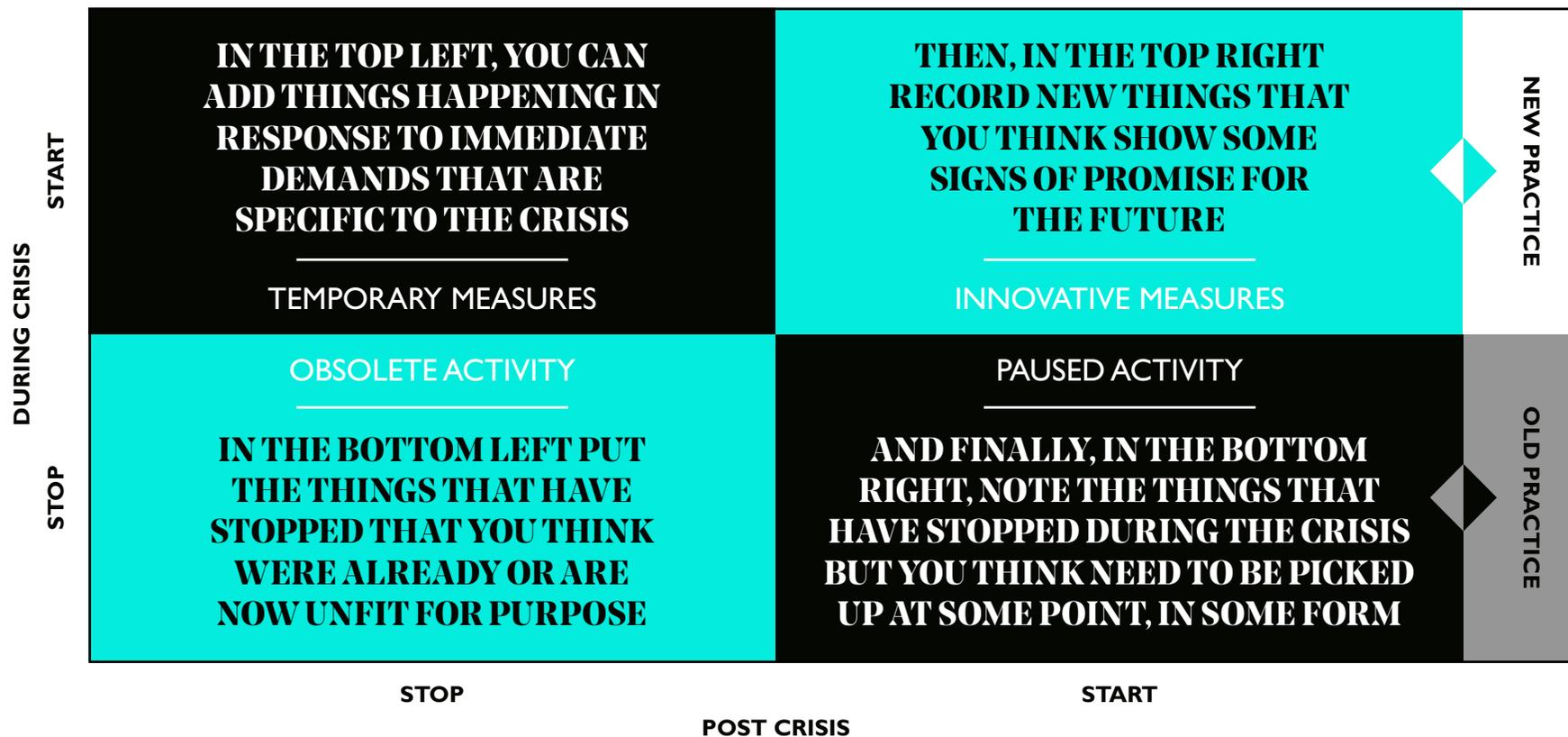
STEP 1: SCAN

	ACTIONS	BEHAVIOURS	STRUCTURES	BELIEFS
STARTED				
STOPPED				

STEP 2: Mapping

At the heart of this guide is a framework for change. It's a simple way of mapping what you see around you to orientate yourself in an uncertain landscape. It's designed to prepare effectively for the future and to resist a retreat into business-as-usual.

Once you have scanned what is happening, use the framework below to map measures and activity.



STEP 2: Map the changes needed

In order to create capacity for change, we will need to let go of some of our current practice, actions, activities and behaviours. Consider the following as changes are designed and carried out.

Use the template (on the next page), to work through each quadrant in turn, perhaps in small groups depending on numbers taking part.

<p style="text-align: center;">TOP LEFT</p> <p>How do we go about ending temporary measures, introduced to meet the immediate demands of the crisis, so we can learn from them? How will we remember these things? What stories can we tell?</p>	<p style="text-align: center;">TOP RIGHT</p> <p>How can we amplify and embed the innovations that the crisis made space for so they lead to lasting change? What resources can we unlock? Who do we need to engage? What stories can we tell?</p>
<p style="text-align: center;">BOTTOM LEFT</p> <p>How do we let go of obsolete activities in ways that avoid going back to the norm? What support is needed to wind them down? How will we remember them, so we continue to learn?</p>	<p style="text-align: center;">BOTTOM RIGHT</p> <p>How do we restart things we've stopped in ways that have the greatest impact? Are we listening to and learning from people? How can we adapt these things to meet current needs and are future-proof? How do we make sure no-one is left behind?</p>

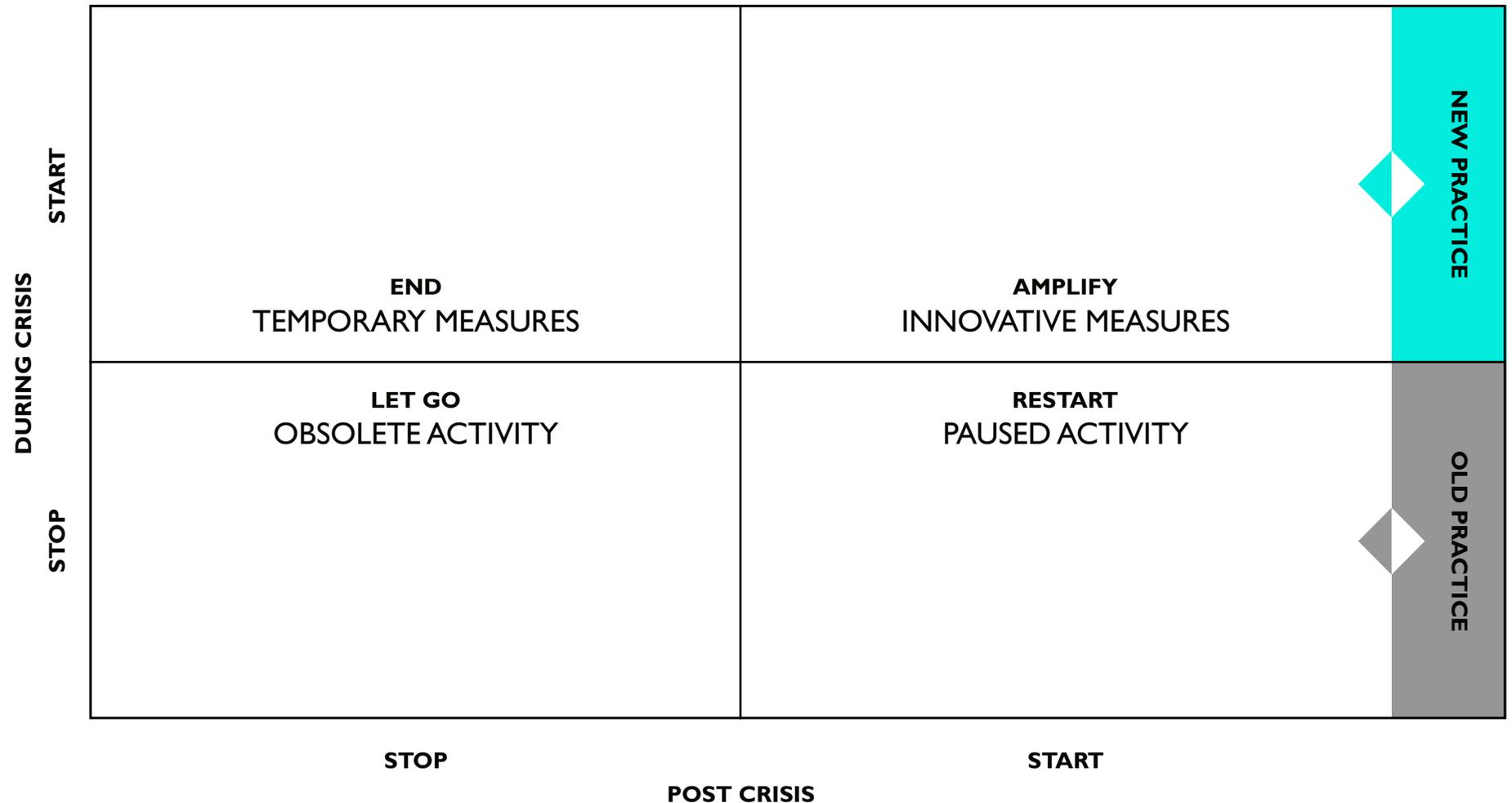
The framework isn't designed to be a one-shot exercise. You might need to go away and gather more information or different perspectives from colleagues, your local Council, surgery or school for example, at various stages.

You might also move things within the framework as time goes on and the landscape around you changes further. You could use it alongside other models, tools and resources.

Understanding Crisis Response Measures

FUTURE CHANGE FRAMEWORK

STEP 2: MAPPING



STEP 3: Learning and Sharing

As your conversations draw to a close, it's a good moment to reflect collectively on what you've learned so far:

What are we learning about our 'business as usual' activities through the crisis?

What unexpected consequences or changes are we noticing?

How are we living or working differently as a result of the pandemic?

What else might you want to do differently after the pandemic?

You could invite people to check out by sharing their personal answer to either of these final questions:

What is your one hope for the future post Covid-19?

What will you commit to doing to initiate change for our post Covid-19 world?

Use the blank grid (on the next page) to note down your reflections.

Templates

We've included some templates in this kit:

MIRO BOARD

Use this to fill in the framework online. You can do this as a group in real-time or invite different people to add to it at their own pace.

GOOGLE DOCUMENT

Use this to help weave together individual reflections on the questions in each part of the framework. It works well for larger groups as long as someone is willing to synthesise all responses.

The framework has been used to support communities and organisations both in the UK and across the globe. Camden Council has used the framework in London to gather organisation-wide insights into the pandemic's impact. Pimlico State High School in Queensland, Australia, mapped the framework against the school's strategic priorities to understand the 'next normal' challenges and opportunities. Local groups from Liverpool to Cornwall are using it to identify how they can best create long-term capacity for civic change.

We'd love to know how you use the framework, and how your conversations go. Please let us know in this short survey.

Understanding Crisis Response Measures

FUTURE CHANGE FRAMEWORK

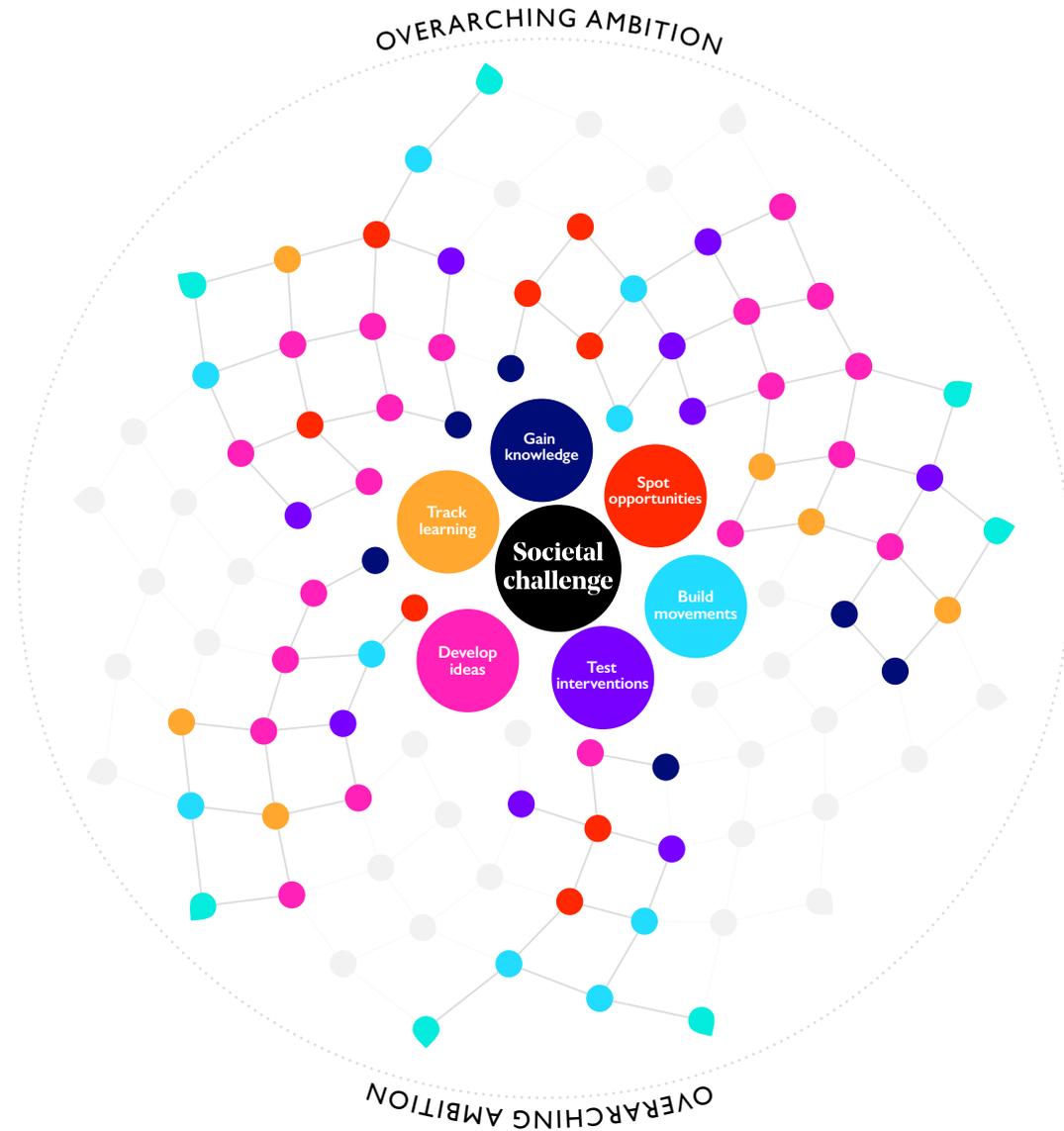
STEP 3: REFLECTIVE LEARNING

<p>WHAT ARE WE LEARNING ABOUT 'BUSINESS AS USUAL' ACTIVITIES?</p>	<p>WHAT UNEXPECTED CONSEQUENCES OR CHANGES ARE WE NOTICING?</p>	<p>HOW ARE WE WORKING OR OPERATING DIFFERENTLY?</p>	<p>WHAT ELSE MIGHT YOU WANT TO DO DIFFERENTLY AFTER THE PANDEMIC?</p>	<p>OTHER LEARNING POINTS</p>

The framework is just one of the tools in our broader ‘Living Change Approach’

This approach helps us to systemically understand the challenges of our time (the ‘what is’) and to entrepreneurially take actions to address them (the ‘what if’).

Our work with a diverse range of RSA’s Fellows, partners, policy-makers and practitioners, as well as those impacted by the issue at hand, means we can collectively design and test the kinds of interventions to tilt the system towards the change you need.



Our Partners

Working with and through others to realise change.



“The RSA has been a great thought leader and partner for Mastercard - its networks, reputation, actionable insights, a focus on innovation have helped us refine our approach to social impact in the UK and beyond”

PAYAL DALAL
SVP, Social Impact for International Markets at the Mastercard Center for Inclusive Growth



“Partnership with the RSA has helped us work out where the barriers exist across our organisation and the entire health and social care system so we can begin to unlock them together and be future-fit”

COLIN BRIGGS
Director of Strategic Planning at NHS Lothian





MAKE

CHANGE

HAPPEN

Get in touch to partner in change

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