

Title	Simulation
Description	<p>A group of techniques which allow modelling of complex futures, typically involving key stakeholders or people typical of key stakeholders across a whole system. Future Search, Behavioural Simulation and Strategic Mapping are all techniques within this heading.</p> <p>These are not to be confused with myriad mathematical modelling devices: our focus here is on dialogue.</p>
How to use it	<p>Future Search: When an organisation, community or team want to take hold of their agenda and counteract drift. Based around a 3 day conference for approx 60 people. Uses a 5 step process: review the past, mind map the present, design ideal futures, agree common ground, action plan.</p> <p>Behavioural Simulation: The model for this is taken from “Windmill 2007”. A one day workshop for leading thinkers identified main drivers. This is followed by the main event: a two day simulation workshop which includes the full range of stakeholders. The emerging findings are then tested with a further workshop and a final session for stakeholders</p> <p>Strategic Mapping: Uses detailed interviews with stakeholders to predict future trends, possible strategies, implications and feasibility. A shared mental model is developed to ensure there are no ambiguities or misunderstandings. The central part of the process (up to 4 months prior to implementation) is a 2 day forum. Computer simulation might follow to test the model.</p>
When to use it	<p>Future Search: When the reality of performance and outcome is departing from the principle: e.g. Washington State Department of Corrections wanted to shift towards prevention and rehabilitation, IKEA wanted to return to a flat structure.</p> <p>Behavioural Simulation: This actual model has been used twice for very big picture questions: what will a complex set of policy changes lead to in terms of whole system change?</p> <p>Strategic Mapping: Planning when futures are highly uncertain, where there is little data and where there are factions and contentious issues. Ensures that debate is on the issues not the personalities.</p>
Limitations	<p>There is a general problem that all these techniques tend to involve expert external consultants. This adds to the cost and limits an organisation’s ability to sustain efforts</p> <p>Future Search: Needs a healthy organisation and will. Does not change pre-existing values</p> <p>Behavioural Simulation: Mainly time, cost and finding the right question.</p> <p>Strategic Mapping: This is the hardest edged of the three techniques and less “big picture”. It is more applicable to developing business strategies and working in relatively well defined limits.</p>
References	<p>Weisbord M and Janoff S 1995 Future Search: An Action Guide to finding common ground in organisations and community. San Francisco: Berrett-</p>

	<p>Koehler</p>
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