



## Navigating Complex Futures

The significant problems we face cannot be solved at the same level of thinking we were at when we created them. A. Einstein



**Are you looking for new ways and time to explore longer-term strategic issues for your organisation?  
Have you been trying to re-design projects, processes or ways of thinking and you keep meeting roadblocks?**

The pace of change, increasing uncertainty, pervasive communications and time pressures are leaving leaders unable to define the 'problems' far less conceive reliable 'solutions.'

Globalisation, technology and conflicting information, among other things, are driving much of this complexity. The result is managers now face strategic issues that are 'messy' - there is no immediately recognisable solution. In addition, every issue comes with strongly held views from a diversity of stakeholders. As the pace of change increases, pressure mounts and the urgent crowds out the important, making it harder to avoid the unforeseen obstacles that block progress.

In this situation, approaches that embrace complexity rather than ignore it, that incorporate multiple perspectives, encourage holistic thinking, and facilitate emerging opportunities are required.

361 degrees offers a thinking and planning program that will provide you with skills and methods that will help you bring your teams together to discover new ways to tackle those complex issues and create exciting futures

### Creating innovative people

1. Different ways of engaging others in conversations on the future
2. Awareness of alternate ways of thinking and when to apply them
3. Framework to optimise the value of multiple perspectives in tackling complexity
4. Set of methods for creative processes
5. Comfortable with complexity, diversity and uncertainty
6. Ability to apply and contextualise the emergent futures framework to both short term and longer term challenges
7. Confidence in trying different approaches using story, creativity and pictorial methods

# 361°

Exploring New Boundaries

# the ariadne framework

## Applying Research and Innovation to Advance the Development of Networked Enterprises

The program presents a structured learning experience based on the holistic thinking framework called ariadne. The framework is both a futures planning and a problem-exploration methodology that incorporates a range of concepts from the fields of systems thinking, futures methods; creativity; organisational learning; strategy; and narrative.

### The Learning Experience

The program is delivered using several methods :

- a minimum of 12 weeks is allowed for deep learning;
- an action learning and adult learning approach is taken;
- optional coaching or small group meetings can be arranged to support learning and the transfer of learning to the workplace.

The program comprises seven one day workshops. Participants focus on a real issue facing their organisation. They will work on this issue both in the workshops and back in the workplace with the intention of considering potential actions to resolve or advance the particular issue.

The focus on a real life issue means attention is given to strategic issues. Through working on these over a few months, participants deepen their learning opportunity within a guided and structured process.

They are also encouraged to speak with people from their own organisation about the issue and transfer to their teams the concepts and methods introduced during the workshops.

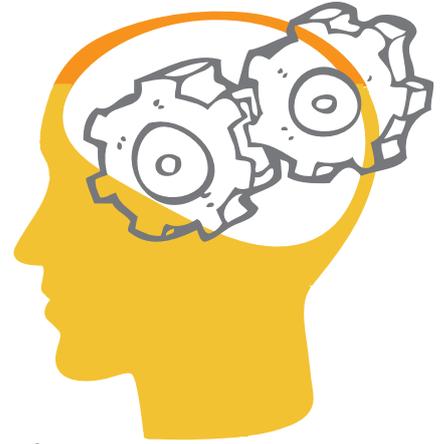
The program includes creative teaching and learning approaches, using film, pictorial representations of knowledge, experiential narrative and thinking exercises to encourage alternate ways to approach complex challenges. We stay true to Einstein's admonition that in order to tackle difficulties we have encountered we need to apply thinking that is different to that which created those situations.

Participant numbers are limited to 10 in order to maximise interaction and attention from the presenters.



Exploring New Boundaries

# Navigating Complex Futures - the program structure



The structure of the program follows the elements of the *ariadne* framework.

**1. Overview of *ariadne*, its elements and capabilities**

Here we discuss the nature of today's complex environments, present the theory and assumptions behind *ariadne*. In addition, participants begin to scope their action learning project, in particular asking strategic questions without suggesting answers.

**2. Setting up and designing the *ariadne* project**

Here we explore ways to discover political and cultural context of our work, using this to design our study.

**3. Exploring the environment and creating scenarios**

Here we learn how to scan the external environment in creative ways and develop several scenarios to guide the choice of models.

**4. Creating multiple models of alternate futures**

Here we use all the information gathered so far to create multiple conceptual models based on a diversity of worldviews.

**5. Applying innovation to models and choosing options**

Here we apply different measures and methods to explore how innovative our models are and decide whether we need more interesting options.

**6. Choosing presentation pathways and dialogue**

Here we decide and design how we will take our options to a wider audience. We may use narrative or visual techniques, technology or oral presentations. We explore the importance of dialogue in these activities.

**7. The role of the *ariadne* leader, becoming a reflective strategist**

Here we take time to reflect on the learning, on its application to workplace projects. We also discuss how to be a continuous learner and a reflective strategist.

Included in program materials are: the *ariadne* workbook, a comprehensive reading list, a key concepts handbook and extensive slides.

361°

Exploring New Boundaries

# Program Leader and Presenters

**Dr Lynn Allen is an innovation consultant to the community, industry and government. Combining her practical experience with knowledge of various thinking approaches, she has developed a framework called *ariadne* to tackle complex challenges whether these have a short-term or strategic focus.**

As an executive in both the private and public sectors she has applied ariadne to areas as diverse as futures thinking, information services development, structural change and strategy in government, the corporate sector, community organisations and universities. Lynn has an impressive track record as an accomplished senior executive in the public and private sectors. Her experience includes 6 years in the computer software industry, 12 years as Chief Executive Officer and State Librarian of The Library and Information Service of WA and 9 years as a Professorial Fellow at Curtin University.

Her activities have been recognised locally and nationally. Her organisation won a Gold Award in the National IT Productivity Awards for designing and implementing innovative internet-based library and information services. This work was recognised by the awarding of an Honorary Doctor of Letters from Curtin University for her contributions to the University Council and the information services sector. Lynn is a National Fellow of the Institute of Public Administration Australia, awarded for services to the practice and theory of public administration

Currently, as a consultant with 361 Degrees she continues to develop her ideas and embody them in her consulting and coaching work as well as teaching on executive programs. Lynn recently wrote and published the novel, *Illusion*, a story that explores women and leadership in the Western Australian public sector.

Lynn will be joined by other presenters with experience in stakeholder and community engagement, strategy development, creative and pictorial methods.

**Numbers for this program are limited to a maximum of 10 participants.**

**Participants are encouraged to work on a live issue from their personal or work life and to have a conversation with Dr Lynn Allen prior to joining the program.**

**For further information or discussion on the program please contact  
Dr Lynn Allen at [Lynn.Allen@361degrees.com.au](mailto:Lynn.Allen@361degrees.com.au) or 9467 3689**



Exploring New Boundaries