### Workshop Outline

#### Welcome and introduction (15 mins)

#### Introduction to Scenario Planning (15 mins)
- **Why?** (Because we are bad at predicting the future. So, we identified four different futures instead of predicting one, using the mega-trends as building blocks).

**Tips and alternatives for Facilitator:**
- Run an ongoing PowerPoint presentation of the mega trends or the scenarios to give participants a second chance to understand trends or scenarios.

#### Warming up exercises (15 mins)
- Reframing the mind set: Certainties, Consulting an oracle.

**(Option) Mini workshop trends. (1 hour – 2 hours)**
- Introduction to mega trends (5-10 trends in 5 minutes per trend).
- Brainstorm: High impact trends (15 mins).
- Brainwriting in duos or trios on the following questions: (20 mins):
  - Impact on HE.
  - Stimulating factors.
  - Constraining factors.
- Wrap up results and discussion points (20 mins).

**Tips and alternatives for facilitator:**

The trend presentation: two or three slides with Definition; Impact on society (specific examples to stimulate thinking); Impact on education (specific examples to stimulate thinking)

Or, instead of presentation, send a brief handout (½ to 1 page) for each trend to participants; give a limited presentation on the less familiar trends and start discussion right away and give people 10 minutes to read the document. Skip trends because extra knowledge sharing is not needed. Brainstorm high impact trends in breakout groups, each group taking one PESTLE dimension.

#### Break and preparation collage of paper headlines and images (15 mins)

Participants collect headlines (per dimension). Invite participants to explain what they thought was most remarkable (What headlines touch you most, and why?) on their own headlines (maximum 2 for each person).

#### Headline review (25 mins)

Invite the group to stand back to get an overview and identify top 5 headlines. Facilitator should make sure all relevant PESTLE dimensions are covered – ‘what are
your blind spots, what was new and surprises them?’ (10 mins).
Invite the group to add real or imaginary headlines to the Top 5 to give other groups a
good overview of the main characteristics of the scenario. Facilitator needs to make
sure that the relevant PESTLE dimensions are covered. (15 mins).
Facilitator checks if headlines cover the scenario stories, corrects mistakes and fills in
blank spots.

(Option) Information Market (20 mins)
Participants tour the different scenarios.

Building Scenarios (variant 1) (1½ – 2 hours)
In breakout groups: each group has one scenario and one facilitator:
Round 0: flip chart brainstorm with short discussion. (main characteristics) (5+15
mins).
Round 1: brainwriting and subgroup wrap up (15+20 mins):
  • Changes in Staff profile,
  • Changes in Student profile,
  • Changes in Content of education.
Round 2: brainwriting and discussion (15+30 mins):
  • Changes in Learning Processes,
  • Changes in Content Development,
  • Changes in Quality Control,
  • Changes in Organisation?

Building Scenarios (variant 2) (1½ – 2 hours)

Staff Profiling (10-20 mins)
Imagine a newly-appointed, qualified, enthusiastic teacher (fitting in your scenario)
thinking about improving his/her course/teaching: What kind of a person are they?
  • Personal situation.
  • Lifestyle.
  • Outside job activities, as in her family, community member, civilian.
  • Former job and why she left.
  • What does she think about her job?
  • Which (important) problems does she encounter in and around her job?

Work on a story board for the learning process. (30-40 mins):
  • Short brainstorm on biggest changes in learning process.
  • Short brainstorm on biggest changes in the working day, week, year, (choose a
    suitable period).
  • What are their activities?
  • How are they executed?
  • Who helps? (other roles and relations).
  • For what problems will they consider the use of e-teaching?

Make the storyboard (15 mins).

Present and improve the storyboards (15-30 mins).
Create new subgroups: improving contrast between scenarios.
| Group 1: Global Market and Transatlantic Market. |
| Group 2: Strong Europe and Regional Communities. |

**Closure and Round-Up (15 mins)**

Includes arrangements on editing, scenario story writing and next steps.
Aims
Develop or specify scenarios relevant to your needs.

Outputs

- A further iteration of detail to layer on the scenario set base used.

Design Considerations

- Which scenario set level to provide participants with?
- How are we going to introduce the scenarios? A straightforward PowerPoint presentation, a multimedia presentation, or a collage of pictures and paper headlines?
- Are we going to work with paper headlines (real and or imaginative) or metaphors to create a better understanding of the generic (or even the specific scenarios)?
- Do we introduce the specific scenarios in a plenary session or in the breakout group?
- How much time do we want to invest in helping participants to understand scenarios? If they are also involved in the testing and strategy development process an extra investment can be justified.

Pre-requisites

- Spacious room with a lot of wall space to put the flip charts on.
- Small round tables.
- Allocation to subgroups.
- A facilitator for each group, who is familiar with all four scenarios.

Preparation

Facilitator:

- Check the news to identify 2 or 3 issues for each scenario that indicate this scenario is already here (the week before the workshop).
- Allocate participants to scenarios.

Participants:

- Read the scenario set or one of the scenarios.
- For your allocated scenario collect news headlines that indicate the scenario is emerging. Bring these along to the workshop.

Facilitator requirements

- (Option) presentations on trends, generic scenarios.
- Mood board (A1 collage, A3 PowerPoint prints).
- Digital camera to record activity outputs.
- Flip charts.

Tips

- Work with metaphors instead of newspaper headlines. Metaphors can
generate more powerful and creative ideas. Suggested way forward:
○ (2-3 minutes) Concentration Exercise.
○ (5 minutes) Individual Creativity exercise.
○ (5-10 minutes) Select 1-3 intriguing metaphors in a group of 4 persons (split breakout group if bigger).
○ (10 minutes) Define characteristics in groups of 4. This is about speed and quantity - no discussion. Be as specific as possible include senses e.g. feeling, sound, smell, looks like. After 5 minutes the facilitator asks people to balance negative and positive associations.
○ (10-15 minutes) Translate characteristics to scenario. The facilitator identifies 3 characteristics (specific and hard to translate) – e.g. may be a bias for smell and colour. The group can also pick two characteristics. Then the facilitator asks the group to brainstorm what, for example, the colour ‘red’ says about the social, economic, political climate in the scenario. It is essential that people start the brainstorming from the chosen word (red) and not from the scenario itself.
○ (5 minutes) Post-its: all individuals of the group are invited to select 10 characteristics that visualize the heart of this scenario.