

1 NOV -  
21 NOV  
2024

# STRATEGIC FORESIGHT

INTERACTIVE WORKSHOP  
FOR SOCIAL JUSTICE  
LEADERS

UNITED  
EDGE

*Explore the fundamentals of strategic foresight and how to  
implement it in your organisation through a lens rooted in justice*

# THE REASON

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The pandemic came as a surprise to many of us, but even before 2020, there were already emerging signals for the possibility of a pandemic. That collective experience has brought many to the recognition of the importance of futures thinking and strategic foresight.

Strategic foresight is not new and has been practiced in many organizations for more than 50 years. In the 1970s, it was popularized by Alvin and Heidi Toffler with their book *Future Shock*. Yet, few humanitarian or development organizations are using the concepts and tools of foresight to level up their work.

With a practical grounding in strategic foresight, emerging leaders will be able to better identify key drivers of change for any humanitarian emergency and social or environmental justice issue; leverage trends and opportunities that could help advance any project or advocacy campaign; develop potential images, narratives, and scenarios that could catapult communities to take control of their own futures; and create a culture of foresight in their organizations.

With strategic foresight, change-making will no longer be reactive to our broken systems but rather truly engage in co-creative transformations beyond our linear, preconceived trajectories of the future. This series of workshops will guide participants in using some of the most important and accessible tools of futures thinking and strategic foresight to equip them to develop a broader, longer term view of justice, anticipate potential challenges in community development and social change work, and leverage emerging opportunities for innovation.

If you want to gain a comprehensive understanding of strategic foresight through the Justice Based Approach lens, then join our interactive live online workshop this year!



***This is the very first training where we truly felt a real transformational impact on our internal growth. It has indeed given us a new way of thinking, of viewing the world, an inspiring model to follow, and the most meaningful and effective way to work and live our lives to the full.***

Mai Siriphongphanh, Lao Disabled People's Association, Laos

# THE WORKSHOP

Foresight is now one of the most important leadership skills of the 21st century. But social justice leaders at the forefront of change are often ill-equipped to face the challenges of this vulnerable, uncertain, complex and ambiguous world to steer their organizations and programs into the future.

This workshop will open your eyes to the importance of futures thinking and strategic foresight to support better creativity, visioning, decision-making, and strategizing. In a workshop setting, you will learn some of the most important tools to start applying strategic foresight practically to your work through the lens of the Justice Based Approach.

We will hear from some of the foremost futurists in the world and build lasting connections with a global cohort of humanitarians, development workers, and social and environmental justice leaders. It will shift your mindset from reactive to innovative action, from linear to multi-potential outcomes, from conventional to emergent thinking, and from present-focused to a truly intergenerational take on justice.

**We will critically explore many assumptions and deepen capacity in the following areas:**



- All five pillars of the Justice Based Approach
- Futures thinking and strategic foresight theory and concepts
- Foresight versus forecasting
- Participatory foresight methodologies and practical tools
- Drivers of change and multiple scenarios
- Preferred futures and personal visions
- Organizational culture of foresight
- Foresight-inspired programme design and advocacy
- Ethics and accountability
- Participatory approaches and decision-making
- Strategic and personal leadership... and more!

This workshop promises to be an engaging, immersive, and insightful experience combining interactive sessions, case studies, and group exercises using six of the most important foresight tools, with inspiration and framing taken from the Justice Based Approach. It will challenge your assumptions, question your views of the future, and give you the tools to craft better visions.

# JUSTICE BASED APPROACH

The Justice Based Approach is a lens that refocuses our actions and decisions on models that dismantle unjust systems and hold power to account in order to shift the planet towards social and environmental justice.

If we really want justice in our projects and actions, we need to consider all five pillars of the Justice Based Approach thoroughly.



## **RADICAL SYSTEMS**

We take a systems approach to solving problems and work to make radical systems commonplace.



## **LIVING DEMOCRACY**

We empower individuals and groups to participate in the decisions that affect them, provide tools to increase access to good information, and support the right structures to make those decisions.



## **EVERYDAY ACTIVISM**

We believe that change makers need to build their own resilience and awareness to help others become more active. We share lessons from across the spectrum of social change movements and support others to build their capacity to learn and take action.



## **ALTERNATIVE MODELS**

We help shift the paradigms of change makers to recognize failing approaches, pilot power-shifting projects, and cultivate alternative models for lasting change.



## **BRAVE ACCOUNTABILITY**

We strive for global justice and an end to impunity and believe in the power of individuals, groups and movements to shift the power of privilege and unite to hold power to account.



Download our free Justice Toolkit: [www.unitededge.net/justice-toolkit](http://www.unitededge.net/justice-toolkit)





# THE ESSENTIALS

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**Workshop Length:** 4 weeks

**Total Time Commitment:** 23 hours

Week 1. Live session: 2 hours, for orientation

Weeks 2 - 4. Live sessions: 6 hours per week, every Tues & Thur for 3 hours each

Self-guided: up to 1 hour per week

Optional sessions: 1 hour per week for reflection and Q&A, every Friday

**Special Introductory Price:** \$495 USD per person

\$445 USD per person for groups of 5+

**Language:** English

**Delivery methods:** Live participatory online sessions | Interactive learning tools | Lifetime access to resource bank | Small team discussions | Online forum | 1-2-1 with facilitators | Self-paced learning and reflection

**Next workshop dates:** 01 - 21 Nov 2024

**Enrollment deadline:** 31 Oct 2024 while spaces are available

**More information:** [www.unitededge.net/strategic-foresight](http://www.unitededge.net/strategic-foresight)

**Booking form:** <https://united-edge.typeform.com/foresight>



***It was a great period of learning and unlearning both on a personal and professional level.***

Rachael Ampaire Mishambi, The Hague Institute for Innovation of Law,  
Uganda

# THE SCHEDULE

The workshop is spread out over 4 weeks. The first week has only one session for Orientation. The second, third, and fourth weeks have two mandatory live sessions -- on Tuesdays and Thursdays -- as well as an optional session every Friday for discussion and Q&A.

During each mandatory live session, we will explore strategic foresight through one of the pillars of the Justice Based Approach, hear from a guest speaker, and spend time learning how to use a key foresight tool for application in our work and life.

All sessions start in the morning for Africa and Europe, late morning for the Middle East, midday for South Asia, afternoon for SE Asia, and early evening for the Pacific and Australia.

Each week includes six hours of live sessions, with additional time for self-paced learning and a reflection and a chance to meet one-on-one with the lead facilitator.



## ORIENTATION

**Week of 28 October.** You will meet our team of facilitators for an introduction to the workshop, meet other participants, and familiarize yourself with the online tools and platform ahead of the workshop starting. You only need to attend a two-hour session during this week.



## WEEK 1

**Week of 4 November.** We will introduce you to the Justice Based Approach, as well as to Futures Thinking and Strategic Foresight fundamentals. We will also look at one of the pillars of the Justice Based Approach and learn how to use a couple of scanning tools to help you understand your advocacy or issue ecosystem.



## WEEK 2

**Week of 11 November.** We will be taking our learning deeper by developing multiple scenarios and understanding the underlying systems and structures of the issues we are exploring. We will also discuss two more pillars of the Justice Based Approach in the context of futures.



## WEEK 3

**Week of 18 November.** In our final sessions, we will be looking at the final two pillars of the Justice Based Approach and consider how to align preferred future worlds with your personal visions. We will see how you can practically take your learning on Strategic Foresight and the Justice Based Approach forward in your work and in life.

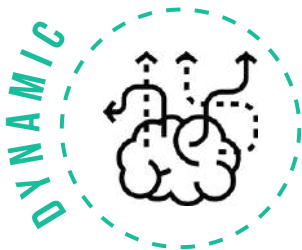
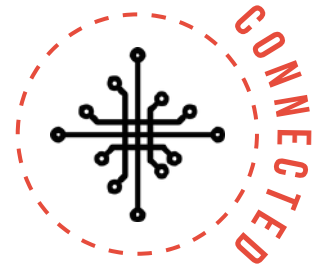


## WEEKLY

Each week we will provide you with resources and reflection points that you can explore and work through in your own time, often focusing on contextualising your learning and complementing the live sessions. A live reflection session is optional to attend every Friday and is a great way to explore additional questions and reflect on learning.

# THE APPROACH

Our style of online delivery creates genuine human connection, facilitates deeply reflective and thoughtful discussions, and leads to real impact and effectiveness.



The workshop uses mixed methodologies, including participatory live sessions, interactive online tools, movement, games, small group discussions, an online forum, and self-led learning and reflection. Our facilitators run Q&A sessions, and you have the opportunity to book one-to-one calls with them throughout the workshop.

Our workshops attract participants from around the world, which creates a unique learning and sharing environment. Reflecting on safeguarding from a local and global level will vastly expand your network and generate rich and valuable discussions.



We take great care to create a safe and welcoming space for all participants. We are committed to making reasonable adjustments to ensure that anyone with an additional need is able to participate. Additional needs and access requirements can refer to physical, mental, emotional, or other conditions. These might include emotional triggers and 'invisible' diseases, conditions, impairments, or disabilities. Our Inclusion Lead will discuss this with you before the workshop and ensure that you are comfortable and you feel supported throughout.





# GLOBAL FACILITATION TEAM

We're excited to be bringing together a team of facilitators and guest speakers from around the world to co-deliver the workshop. You will be learning from, and connecting with, experts in their field from a diverse range of contexts.

The Lead Facilitator is Shiela R Castillo. She is joined by four world-renowned foresight experts as guest speakers to inform and inspire participants in the sessions, as well as a team of Discussion Leaders.

We'll be announcing the guest speakers and discussion leaders in the weeks leading up to the workshop. Follow us on social media for more details!



**SHIELA R CASTILLO**

Shiela has more than two decades of experience in social development and foresight. She is one of the co-founders of the [Philippine Futures Thinking Society \(PhilFutures\)](#) and a member of the [TFSX Global Foresight Advisory Council](#). She is also a member of the [Association of Professional Futurists \(APF\)](#). She was a Futures Learning Advisor of the [Center for Engaged Foresight](#) where she conducted futures workshops in the Philippines, Cambodia, and the US (online). She has spoken in a number of foresight conferences and is passionate about the futures of justice. She serves as the Foresight and Engagement Director at United Edge.



**DANIEL BEVAN**

Daniel is the Co-Founder of United Edge, and one of the original architects of the Justice Based Approach. He has specialized in participatory approaches, client-led programming, capacity building, and monitoring and evaluation and has worked with partners as varied as governments, child and youth groups, the UN, academic institutions, activists, INGOs and affected communities. He has worked for many years in child and youth rights, education and child protection and now focuses his energy on innovative approaches to systemic change and decolonizing aid.

Shiela and Daniel are joined by a global group of Discussion Leaders who are accomplished in various aspects of social development and trained to facilitate foresight-related conversations. They support small groups during the workshop to explore the themes in more depth during break-out discussions.



**DISCUSSION  
LEADERS**



**GUEST  
SPEAKERS**

Over the three week workshop, we will be joined by global leaders in Strategic Foresight and Futures Thinking who also have a keen interest or expertise in humanitarian, development, and social change sectors. Previous speakers include Sohail Inayatullah, Katindi Sivi, Mariana Merelo Lobo, and Ben Holt.



*Shiela possesses exceptional facilitation skills in the past foresight workshops. She has demonstrated remarkable patience by taking the time to address each participant's questions and concerns, ensuring that everyone felt heard and understood. Her ability to calmly guide discussions, even in complex or challenging topics, was truly impressive. She also offered a space for different viewpoints, fostering a sense of trust and collaboration among the participants. Her supportive and encouraging approach created a safe space where everyone felt comfortable sharing their thoughts and ideas. Her patience, empathy, and kindness created a supportive and inclusive learning environment.*

**Nok Boonmavichit, PhD. Researcher, Chiang Mai University**



# THE PARTICIPANTS

We know that emerging leaders have many competing priorities and want maximum value for minimum effort, so that your teams and organizations can become more strategically effective. This workshop has been developed for all staff, volunteers and trustees, particularly if you:

- ▶ Work in a role where you can lead change in your project or organization
- ▶ Hold a position that can influence your project's or organization's approaches and strategies
- ▶ Help to build the capacity of staff or train partners
- ▶ Design projects or work in planning and program development
- ▶ Work in policy and advocacy
- ▶ Manage a team of staff or volunteers or liaise with external partners and communities
- ▶ Contribute to your organization's strategy development, including staff in human resources, fundraising, finance, communications and logistics teams
- ▶ Work in a donor or partner-focused agency that is looking for innovative ways to support civil society organizations
- ▶ Work in any private business or public sector organization and ethically want to achieve more
- ▶ Are self-employed and want to gain skills that can support any endeavor

The workshop is relevant to a wide range of sectors and organizations, including humanitarian and development agencies, charities, public sector agencies, UN agencies, community groups, unions, coops, ethical businesses, CSR departments, activists, and local partners. Although the workshop will be framed around social and environmental justice issues, it is open to anyone interested in learning more about strategic foresight and futures thinking.



# TESTIMONIALS

We have received many stories from course participants about the enormous impact our courses have had on their work and lives. Here are just a few of them.



It is the best training I have ever had! It helped me think differently, opened my perspective, and [taught] a new way of doing development work!

Participant from World Vision, Cambodia



A must-attend if one wants to be more effective, efficient, just, humane and simply better and smarter.

Participant from Humanitarian Leadership Academy, Philippines



[The course] was really interactive and delivered with so much energy and passion.

Participant from Restless Development, UK



It will open your mind to ideas you never realized you could have.

Participant from WWF, Malaysia



It's a different frame of thinking about perennial issues that puts people at the centre of any action.

Participant from UN OCHA Myanmar



[It] is completely different than [any other] contemporary training, and it is a must-do training.

Participant from UNFPA, Bangladesh



The training was the best motivation - and energy-boost - I had in my professional career.

Participant from GIZ, Cambodia



It is awesome and vision changing for professionals who want to think and work differently.

Participant from Oxfam, India



I would strongly recommend this training, not just to those starting out their careers in development/social work, but perhaps even more so for those who have been in the line for so long that they stop asking questions and challenging themselves.

Participant from WWF, Malaysia

Read more on



*One of the highlights of this workshop is the opportunity to connect with and learn from people from across the world. Our last round of courses had participants from over 70 countries!*

# THE PRICE

**STANDARD RATE**  
PER PERSON

**\$495  
USD**

**\$445  
USD**

**GROUP RATE**  
PER PERSON

## **The workshop fee includes:**

- 18 hours of live online sessions facilitated by highly experienced facilitators with decades of combined experience in foresight and social development
- In-depth practice with 6 of the most engaging and useful foresight tools to apply to your work
- Learning from 4 world-renowned guest speakers
- Inspiration from 15 daily emails with additional resources to accompany each session
- One-to-one discussion with workshop facilitators
- Orientation session to build confidence and skills in remote learning approaches before the workshop
- Optional weekly reflection sessions for discussion, Q&A, and peer learning
- Self-paced learning, reflection, and action points based on each week's content
- Exclusive access to the Strategic Foresight for Social Development Leaders forum where participants can network, share, and learn from one another
- Post-workshop event to reconnect and reflect on your work
- Ongoing access to our wider community of social change makers, including frequent resource sharing and regular learning events for ongoing professional development
- Lifetime access to the workshop's resource folders
- A certificate to verify your workshop completion, subject to attendance and completion of tasks

**Financial  
assistance  
available**





# THE PRICE

## GROUP RATE: \$445 USD per person

Receive 10% off when you book 5 or more places on a workshop.

Group attendance is a wonderful way to learn and develop together as a team and organization.

Groups can be from multiple organizations if they book the workshop together. Donors and organizations have used this as an opportunity to support partners and whole teams to attend together.



## FINANCIAL ASSISTANCE

We proudly offer financial assistance to help cover part of the fee for people who may otherwise find it difficult to fund such a course. Since 2017, we have provided over \$100,000 worth of financial assistance to workshop participants, ensuring that grassroots and local organizations with limited funds but big aspirations can develop their work for greater impact and positive social change.

We prioritize support for those from the majority world, women, black and indigenous people, those from ethnic minorities, LGBTQIA+ people, young people, disabled people, refugees, and grassroots activists. To apply for financial assistance, please contact us.

**I always finished the sessions inspired and motivated!**

Fiona Locke | Founder | Birdsong English





# THE IMPACT



UNITED EDGE HAS  
TRAINED OVER 2,000  
PEOPLE FROM...



COUNTRIES



98%

WOULD  
RECOMMEND OUR  
COURSES



98%

ARE SATISFIED  
WITH CONTENT &  
FACILITATION



95%

SEE THINGS IN A  
NEW WAY AFTER  
OUR WORKSHOPS



93%

RATED OUR COURES  
EXCELLENT VALUE  
FOR MONEY



ALUMNI IN OUR GROWING ONLINE COMMUNITY, FORMING A  
LEARNING GROUP FOR ONGOING PROFESSIONAL AND  
PERSONAL DEVELOPMENT



## **ACTIVISTS AT HEART**

## **HUMANITARIANS BY TRADE**

## **SOCIAL ENTREPRENEURS BY DESIGN**

United Edge is a social enterprise working with change makers to transform our broken systems with alternative models for global justice.

We are working towards a just world where people and the planet are prioritized over profit and short-term gains.

Everything we do is aimed at creating a more just world.



### **ACTIVISTS AT HEART**

We are everyday people who believe that each of us has a responsibility -- and the ability -- to make a difference. We partner with change makers around the world who are committed to global justice through changing systems, shifting power and better development. We add our voices to this vibrant movement because we passionately believe in the power of individuals and groups uniting to make change happen.

### **HUMANITARIANS BY TRADE**

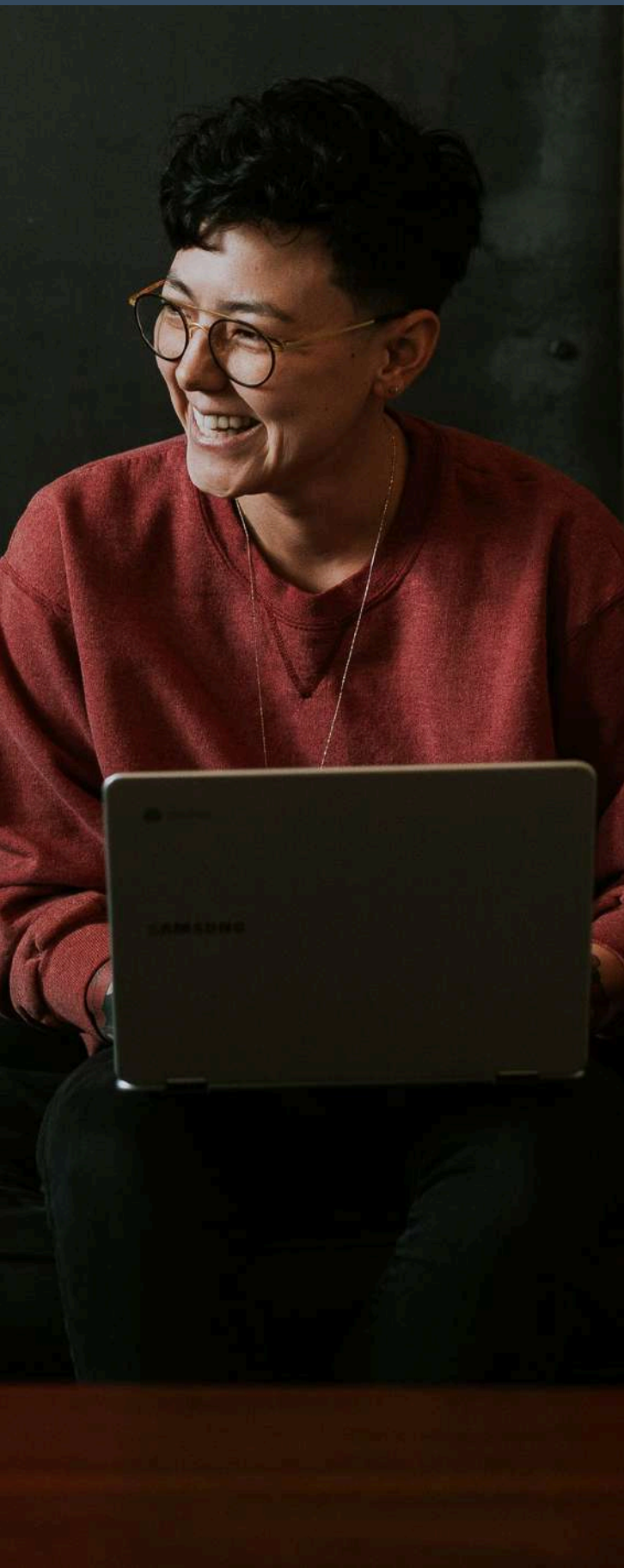
We are experienced professionals with skills, expertise and insight to share. We have worked on human rights, community development and humanitarian projects for over 15 years across Africa, Asia, Europe, North America and the Middle East. Our time with communities and youth groups, local civil society and CBOs, national and international NGOs, large networks and the United Nations has helped us understand the challenges that change makers face.

### **ENTREPRENEURS BY DESIGN**

We are a social enterprise committed to piloting power-shifting projects and providing services to change makers everywhere. Instead of imposing our solutions, we want our services to be subject to demand. Power and privilege define the way social change is usually funded and put into practice. As a social enterprise, we fund all our work by its own means. Our independence means we can focus on delivery without compromising quality or ethics.

# BOOK YOUR PLACE

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Places on the workshop are extremely limited, and our offerings get booked up quickly. Book early to avoid missing out.

Click the link above or visit [www.unitededge.net/strategic-foresight](http://www.unitededge.net/strategic-foresight)



Please read the terms and conditions, including the cancellation policy before booking.

If you have any further questions visit our FAQ page: [www.unitededge.net/faq](http://www.unitededge.net/faq)



## BRINGING THE WORKSHOP TO YOU

Please get in touch if you would like to discuss hosting an exclusive in-house workshop at your organization.

We also offer other courses, coaching and mentoring services, as well as consultancies for like-minded organizations. Find out more on our website.

# GOT ANY QUESTIONS?

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We'd love to hear from you!

[info@unitededge.net](mailto:info@unitededge.net)

[www.unitededge.net/strategic-foresight](http://www.unitededge.net/strategic-foresight)



Connect with us:



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