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PART 2.
EXPLORING DYNAMICS OF CHANGE

WE DEEPEN OUR KNOWLEDGE OF THE FUTURE

Exploring the dynamics of change is about strengthening our collective understanding of what could change in our world, how likely this change is and what effects it could have on us if it occurs. Driver mapping and systems mapping help us talk with others about what the future may be like. We can talk about our own areas of expertise, and listen to the diverse views of others. These tools can result in difficult conversations, but, when they are used well, the tools encourage stakeholders to get involved in the strategy development, and eventually own, the final strategy.

> I like the concept of moving from the management of reality to the creation of new possibilities. I see the use of futures as a mobiliser of change, sparking excitement and action for new possibilities on a larger scale than previously imagined.
>
> – Kristel Griffiths,
>   Strategy and Foresight Adviser, SPC

☑ WHAT IT IS

A matrix for identifying and mapping potential drivers that could have a big impact on the future. This tool helps us question our assumptions about the future and consider how these uncertainties can affect our planning.

☑ WHEN TO USE IT

Use it to reach consensus on the most important drivers, and potential disrupting factors, identified during horizon scanning. This is one of the first tools to use when you get different stakeholders together to develop a strategy.

☑ WHY USE IT

It helps to narrow down a list of change drivers to a short list of the most relevant ones, or the ones that are most likely to affect your work. This enables you to focus on this short list when you develop your policy, plan or strategy.

Tip

If participants significantly disagree with where to place a particular driver, briefly describe and record their opposing arguments. It is important that everyone involved in the process feels heard.

WHERE TO FIND MORE INFORMATION

UNDP Regional Bureau for Asia and the Pacific. 2022. Foresight playbook, pages 49–52.

Free to download at www.undp.org/asia-pacific/publications/undp-rbap-foresight-playbook

HOW TO DO IT

Time
60 minutes

No. of participants
Unlimited. Ideal group sizes are between 8–10 people

Facilitation
One lead facilitator, with support facilitators to guide each group.

Material

Butchers paper

Sticky notes

Coloured marker pens

Virtual collaboration platform
i.e., Google Docs, Miro, Conceptboard etc. (if online)

Time & Activity	Step	Description
Pre-exercise	1	Pre-select the most important drivers of change identified in the horizon scanning activity.
🕐 15 minutes	2	Explain the activity and how to classify each of the drivers of change in each of the quadrants.
🕐 45 minutes	3	In small groups, get teams to classify each of the drivers in change into each of the quadrants.
Post-exercise	4	Synthesise the findings from each group and prioritise the drivers of change according to likelihood and (un)certainty.

Case Study 3
USING DRIVER MAPPING TO ASSESS THE POTENTIAL IMPACT THAT DRIVERS OF CHANGE COULD HAVE ON THE PACIFIC

After completing the horizon-scanning activity, we used driver mapping with 40 of the original 60 participants. The 13 categories of drivers of change identified during the horizon-scanning activity were used for the driver mapping (See Case study 1). Driving mapping enabled us to assess the potential impact that these categories of drivers of change could have on the Pacific and SPC, and how certain we could be that these effects would materialise.

For this activity, we were guided by these questions:

o Which significant trends should drive SPC's agenda ("significant trends")?

o What are the critical uncertainties we need to explore to avoid our plans being disrupted ("critical uncertainties")?

o What situational information do we need to be aware of ("important context")?

o Which drivers can we afford to monitor and see if they materialise ("wait and watch")?

WHAT WE DID

We used Conceptboard for this exercise. Over 90 minutes, our participants worked in small groups to synthesise, categorise and prioritise the 13 categories of drivers o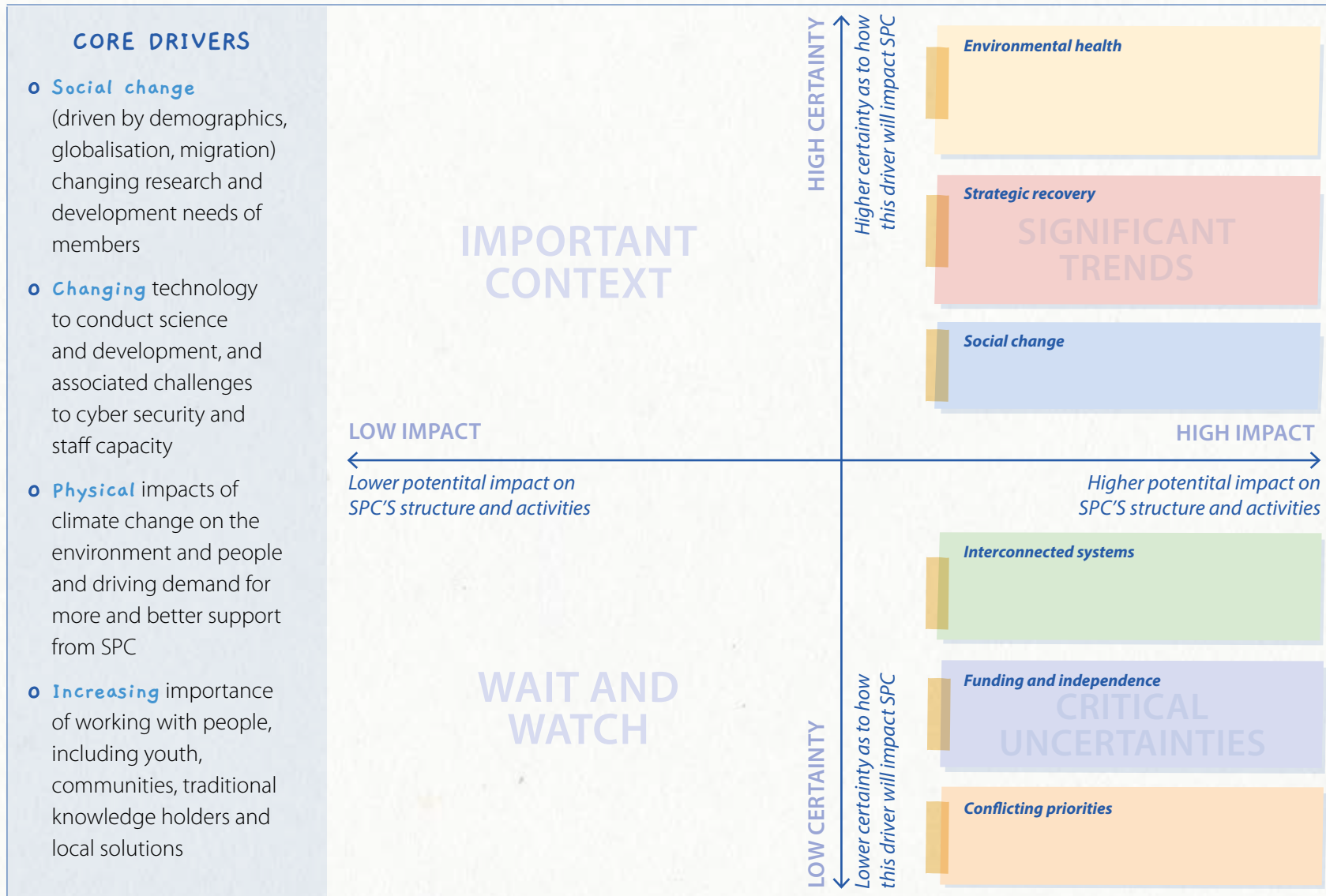f change, based on the potential impact they could have on SPC over the next 10 years, and the level of certainty that these effects would materialise.

The small groups agreed where to plot each category of driver of change on an impact–(un)certainty matrix (see Figure 3). To choose the plot position, the group first considered how big an impact the category of driver of change would have on SPC. This is represented on the horizontal axis. Then they considered how certain they were that this category of driver of change would affect SPC. This is represented on the vertical axis.

Each category of driver of change fell into one of four quadrants:

1. Significant trend (high impact and high certainty)

2. Critical uncertainty (high impact but low certainty)

3. Important context (low impact but high certainty)

4. Wait and watch (low impact and low certainty)

PART 2. EXPLORING DYNAMICS OF CHANGE

DRIVER MAPPING

Figure 3:
Example of an impact–(un)certainty matrix, used to map drivers of change

CORE DRIVERS

o **Social change** (driven by demographics, globalisation, migration) changing research and development needs of members

o **Changing** technology to conduct science and development, and associated challenges to cyber security and staff capacity

o **Physical** impacts of climate change on the environment and people and driving demand for more and better support from SPC

o **Increasing** importance of working with people, including youth, communities, traditional knowledge holders and local solutions

HIGH CERTAINTY

Higher certainty as to how this driver will impact SPC

IMPORTANT CONTEXT

SIGNIFICANT TRENDS

Environmental health

Strategic recovery

Social change

LOW IMPACT

Lower potentital impact on SPC'S structure and activities

HIGH IMPACT

Higher potentital impact on SPC'S structure and activities

WAIT AND WATCH

CRITICAL UNCERTAINTIES

Interconnected systems

Funding and independence

Conflicting priorities

LOW CERTAINTY

Lower certainty as to how this driver will impact SPC

Lower certainty as to how this driver will impact SPC

Source: *SPC and University of Queensland Centre for Policy Futures*

The groups discussed each driver of change and noted why they had chosen its place on the matrix. We invited them to add other drivers, if they felt their ideas were not represented in the list they were given.

WHAT HAPPENED

The groups reflected on the drivers in each quadrant and their implications for SPC's strategy. This helped to distil the core drivers of change to focus on our strategic plan. For example, participants identified that social change, environment health and strategic recovery are significant trends (high impact and high certainty), and that interconnected systems, funding and independence, and conflicting priorities are critical uncertainties (high impact but low certainty).

WHAT WE LEARNT

Driver mapping allows stakeholders to see what forces, outside their own experiences and expertise, are driving change. This encourages trans-disciplinary thinking rather than siloed thinking. We found this tool is a good way for groups to start talking. The process of reaching consensus on where to place the driver on the matrix, and having to justify that decision, meant the groups had more in-depth discussions than when they were simply identifying the drivers.

It is not an elitist methodology.
It is something to be shared across the community and for everyone to be able to adapt it and apply to their own work.

– Coral Pasisi, Director – Climate Change and
   Environmental Sustainability, SPC

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☑ **WHAT IT IS**

A visual map of a system or interconnected network we are considering, which shows the connections and causal relationships between the different parts of the system.

☑ **WHEN TO USE IT**

Use it to analyse the effects of change on different parts of a system. Systems mapping is useful at any time, including when you are making a strategic plan or going through an organisational change.

☑ **WHY USE IT**

It gives a snapshot of broad perspectives from multiple parts of a system. This helps you to see what the future looks like for the system, and how changes to the system will affect other aspects of the organisation.
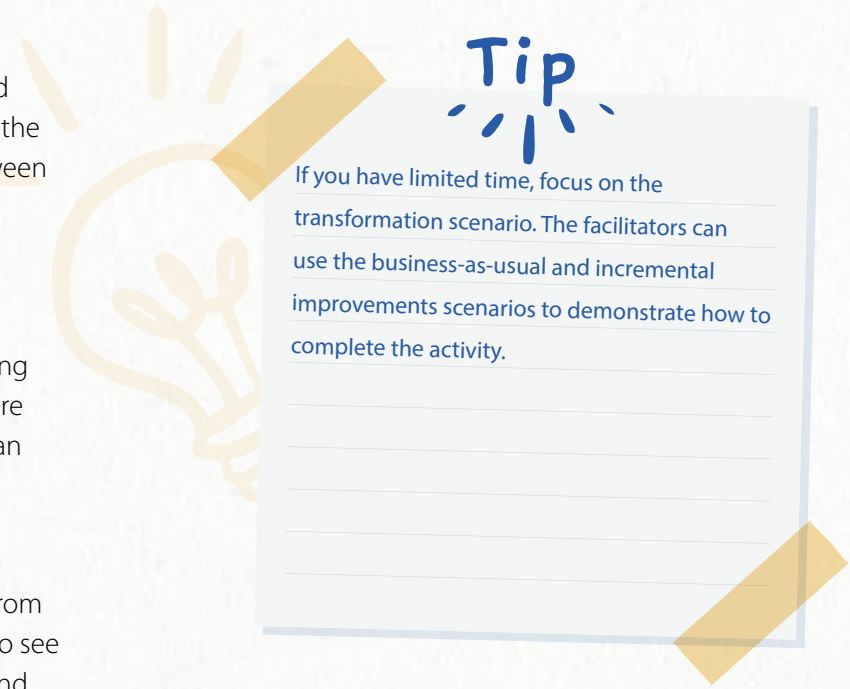
Tip

If you have limited time, focus on the transformation scenario. The facilitators can use the business-as-usual and incremental improvements scenarios to demonstrate how to complete the activity.

WHERE TO FIND MORE INFORMATION

World Health Organization. 2022. Foresight approaches in global public health: a practical guide for WHO staff, page 28.

Free to download at www.who.int/publications/i/item/9789240048393

HOW TO DO IT

Time
60–90 minutes

No. of participants
Part 1 – 5 to 8 people
Part 2 – < 50 people

Facilitation
One lead facilitator

Material

Butchers paper

Sticky notes

Coloured marker pens

Blue tack

Virtual collaboration platform
i.e., Google Docs, Miro, Conceptboard etc. (if online)

Time & Activity	Step	Description
15 minutes **Part 1**	1	**In a small group, decide on the system to be investigated.** Using the systems map template, get the group to brainstorm all the different elements of the system.
15 minutes	2	**Once all the different elements of the system have been identified, it is now time to organise the cards to form a systems map.** Once all the cards have been organised, ask the group to review the systems map and identify if anything is missing. Once the systems map is completed, you can then move to Part 2.
15 minutes **Part 2**	3	**Invite stakeholders to participate in the systems map exercise.** Explain how the systems map was created. Ask participants if there is anything that needs to be added to the systems map.
30 minutes	4	**Provide an overview of the activity for the participants.** *For example, what does transformation look like in 2050 for each of the different areas of the system. Participants then have 30 minutes to add sticky notes to the different parts of the system.*
15 minutes	5	**Review the systems map as a group.**
Post-exercise	6	**Make the map available to all participants.** Provide participants with a summary of the findings.

PART 2. EXPLORING DYNAMICS OF CHANGE

SYSTEMS MAPPING

CASE STUDY 4
MAPPING THE SPC SYSTEM IN THREE DIFFERENT SCENARIOS

Once we had completed the driver mapping exercise, we used system mapping to create a visual map of the SPC system under three different scenarios. About 40 SPC staff and leaders took part in this exercise.

WHAT WE DID

We used Conceptboard for this exercise. Over 90 minutes, we asked five small groups to reflect on what the future could be for SPC in three scenarios:

1. **Business as usual** – the world has changed but SPC has stayed the same

2. **Incremental improvements** – SPC has made continuous, incremental improvements

3. **Transformation** – SPC has been fundamentally transformed into a better version of itself

We gave the groups guiding questions, tailored to each scenario, to help focus their discussion and tell us what would need to change in each scenario.

These were the guiding questions we used for the transformation scenario:

o What would it look like if SPC was the best organisation at providing science for development?

o What changes, however radical, would it take to get there?

For each scenario they considered, participants added their comments to a system map. Afterwards, the whole group came together to share key insights and discuss next steps.
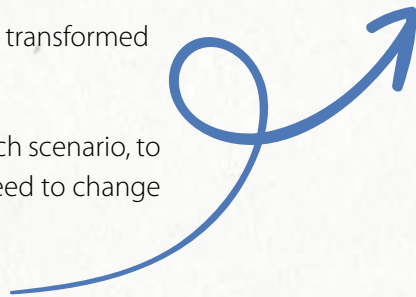
WHAT HAPPENED

The groups added comments to the system maps. These ranged from comments about the whole SPC system (such as the strategic direction and culture of the organisation) to specific technical comments (such as where staff work and which organisations SPC should work with). The comments also covered what SPC should retain, optimise or transform.

We synthesised the comments into 11 themes:

1. SPC culture

1. Corporate activities

2. Integrated work across divisions

3. Capabilities and capacity building

4. Member relationships, engagement and governance

5. Outcomes for Pacific people, cultures and environments

6. Funding and international relations

7. Collaborative partnerships

8. External presence and identity

9. Centralised/decentralised workforce

10. Staff well-being

For each theme, we asked participants to identify the vision, challenges and potential solutions.

The systems map in Figure 4 was used by SPC staff to imagine what a transformed SPC in 2040 would look like in each of the different areas i.e. capabilities, capacity development, partner organisations and approaches, Pacific people, culture and places etc. It was developed specifically for this exercise by the University of Queensland Centre of Policy Futures in collaboration with SPC staff (see Figure 4).
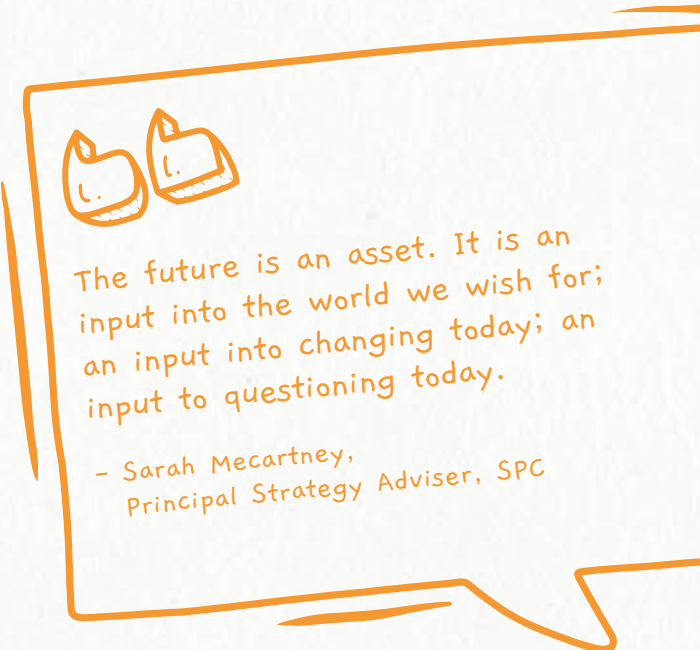
> The future is an asset. It is an input into the world we wish for; an input into changing today; an input to questioning today.
>
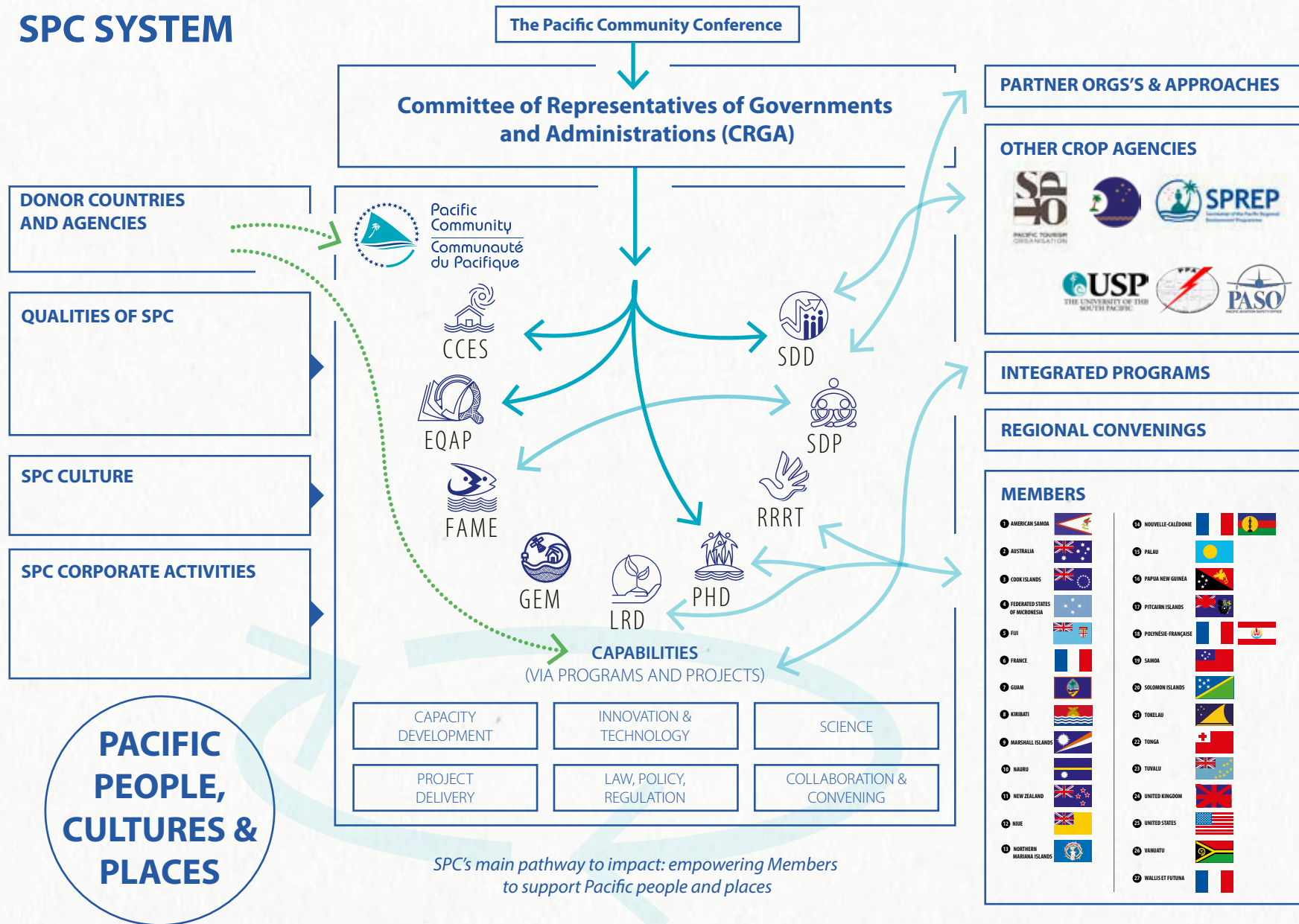> – Sarah Mecartney,
> Principal Strategy Adviser, SPC

WHAT WE LEARNT

Staff found this exercise exciting, as they could imagine a transformed SPC, and what it would look like in their area and in relation to other changes in the system. The system maps are useful resources that we can use when we talk to leaders about strategic direction.

SPC SYSTEM

The Pacific Community Conference

Committee of Representatives of Governments and Administrations (CRGA)

PARTNER ORGS'S & APPROACHES

OTHER CROP AGENCIES

DONOR COUNTRIES AND AGENCIES

Pacific Community
Communauté du Pacifique

QUALITIES OF SPC

CCES

SDD

EQAP

SDP

SPC CULTURE

FAME

RRRT

SPC CORPORATE ACTIVITIES

GEM

LRD

PHD

INTEGRATED PROGRAMS

REGIONAL CONVENINGS

MEMBERS

PACIFIC PEOPLE, CULTURES & PLACES

CAPABILITIES
(VIA PROGRAMS AND PROJECTS)

| CAPACITY DEVELOPMENT | INNOVATION & TECHNOLOGY | SCIENCE |
| PROJECT DELIVERY | LAW, POLICY, REGULATION | COLLABORATION & CONVENING |

SPC's main pathway to impact: empowering Members to support Pacific people and places

MEMBERS

1 AMERICAN SAMOA
2 AUSTRALIA
3 COOK ISLANDS
4 FEDERATED STATES OF MICRONESIA
5 FIJI
6 FRANCE
7 GUAM
8 KIRIBATI
9 MARSHALL ISLANDS
10 NAURU
11 NEW ZEALAND
12 NIUE
13 NORTHERN MARIANA ISLANDS

14 NOUVELLE-CALÉDONIE
15 PALAU
16 PAPUA NEW GUINEA
17 PITCAIRN ISLANDS
18 POLYNÉSIE-FRANÇAISE
19 SAMOA
20 SOLOMON ISLANDS
21 TOKELAU
22 TONGA
23 TUVALU
24 UNITED KINGDOM
25 UNITED STATES
26 VANUATU
27 WALLIS ET FUTUNA

Source: *SPC and University of Queensland Centre for Policy Futures*