

Part III

Influencing

Outbound change is the change that people bring about and effect on the world. It gets to the crux of the matter of why one studies the future in the first place: to help create a better future. Thus, planning is typically done in concert with forecasting. Forecasting maps out the future landscape of possibilities and provides a context for planning.

An exclusive focus on inbound change and forecasting may simply be an interesting intellectual activity unless something is done about it. Planning and the related activities are in part dedicated to influencing the future – to creating change.

But don't people influence the future every day? Sure. But usually without much sense of how they will do so. Part III shows how a formal approach to influencing the future can be carried out. Several different approaches are introduced and described. While there are generally agreed-upon principles for these activities, there is a wide range of approaches for carrying them out. The curriculum's approach is to describe the principles and survey the most relevant approaches.

- Chapter 8, Leadership: covers the people who lead the change. They envision a new era, a way which could be radically better, and they propose to move from the old era to that visionary place. But they cannot create the new era on their own. They need others to help. So they enroll them in a campaign to partially dismantle the old era in order to make room for the new.
- Chapter 9, Visioning: covers the various approaches to developing a vision, whether for organization, community, or individual. Visioning is required for transformational change. The vision is an image of what the preferred future will look like in a way that inspires the individuals involved to work towards it. For example, "I have a dream"!

- Chapter 10, *Planning*: covers systematic approaches to preparing for the future. It builds a bridge from vision to action. Planning looks at the vision in terms of the forecast, and assesses and maps out how to “get there from here.”
- Chapter 11, *Change Management*: covers the process of executing the plan. It is many times longer and more difficult than planning because this is where real change is created. Creating change requires overcoming resistance because people are not only relatively comfortable in the present, but they have also been successful there.