

CASE STUDIES

EXAMPLES OF Resilient Futures STRATEGIES IN ACTION



The following examples show a cross-section of the work done using the Resilient Futures Framework—covering local and regional government, community organisations and businesses, and macro-level whole-of-community/organisation strategies down to very specific issues. The perspectives of the end-users of the Framework are shown rather than those of the Coaches.

EXAMPLES OF RESILIENT FUTURES STRATEGIES IN ACTION CONTINUED

COMMUNITY DEVELOPMENT

FRED PRESLEY

Fred is one of the Resilient Futures network's longest standing practitioners. As the Director of Community and Economic Development for a community in the northern part of Rhode Island, USA, Fred introduced the Resilient Futures Framework in support of the creation of a local special area management plan. Prior to that point, Fred had come to understand that planning regulations and frameworks made very little sense in relation to the real aspirations and needs of people in communities.

By bringing the Resilient Futures Framework to bear on the opportunity of re-designing local communities, Fred helped to shape a new approach to community and economic development for his town. Instead of going for a cookie-cutter approach by replicating what had already been done, the community engaged in a conditions analysis and discovered that, while structured and administered like a traditional town, people in fact behaved as if they lived in five distinct, yet connected, villages. From that point of discovery forward the strategy for further development grew out of a village's concept rather than from a traditional development model.

"Opening up a new conversation through our use of the Resilient Futures Framework enabled the whole community to better understand itself. Once we developed that shared understanding, we were able to make different decisions than were previously possible and to implement those decisions under a strategy framework that made sense. In a way, by taking a whole view of the community we stepped back and were able to see both the forest and the trees at the same time – something that normally isn't very easy to do".

Fred Presley

EXAMPLES OF RESILIENT FUTURES STRATEGIES IN ACTION CONTINUED

BUSINESS PETER VAWDREY

Peter is a senior automotive engineer who spent his entire career working with a leading motor vehicle manufacturer and subsidiary of a global automobile company, the company has remained deeply connected to its origins and its relationship with local customers. Despite having already won the hearts and minds of so many, the company has never been absolutely secure in its position both locally and globally. As such, it was (and still is) imperative that they are constantly on the front foot and out ahead of change – leaders in the marketplace.

As head of innovation and then also involved in sustainability, Peter has had a first hand view of the challenges and opportunities of being a market leader – particularly in more recent years as the demand for “environmentally sustainable” products has skyrocketed. Within the complex world of automotive engineering and manufacturing, even with consumer demand at the forefront, it can be incredibly hard to keep an eye on those bigger picture issues while also bearing down on the detail of design and production. For Peter, it was these challenges that attracted him to the Resilient Futures Framework.

“In applying the Resilient Futures Framework keeping immediate and emergent conditions in mind helped me make sure that I was always accounting for the big picture in the local decision making process. Being able to shape our capabilities in relation to that big picture understanding meant that we were often able to realise real savings in time and cost while avoiding some of the pitfalls that were on the road ahead”. Peter Vawdrey

EXAMPLES OF RESILIENT FUTURES STRATEGIES IN ACTION CONTINUED

LOCAL AND REGIONAL DEVELOPMENT

KIP BERGSTROM

Kip is the Executive Director of the Urban Redevelopment Commission for the City of Stamford, Connecticut. Prior to taking on his current role, Kip was the Executive Director of the Economic Policy Council for the State of Rhode Island. Kip is one of the most progressive thought leaders in economic development and his work is widely respected among his peers from around the US. In his present role, Kip initiated 'Reinventing Stamford'.

Reinventing Stamford is a whole of community approach to re-shaping the City in the wake of the sub-prime collapse.

Kip has used the Resilient Futures Framework to bring a wide spectrum of community and business leaders along on the journey to proactively reinvent a whole community in the face of future challenges such as energy, economy, climate, job creation, transport, talent development and infrastructure, to name a few. Kip has championed the use of Resilient Futures thinking and the Framework because it is the only tool he knows of that turns complexity into opportunity and enables multiple stakeholders to quickly grasp what is possible. In just over 12 months, the Reinventing Stamford network has grown from 3 to 500 members and is taking action based on a deep understanding and analysis of the conditions they face.

"The great Wayne Gretzky once said that 'the greatest hockey players have an ability to skate to where the puck will be rather than to where it is'. We are doing that with our whole community". **Kip Bergstrom**

EXAMPLES OF RESILIENT FUTURES STRATEGIES IN ACTION CONTINUED

A COMMUNITY ORGANISATION

SALLY BURGESS DE CASTILLO

*U*ntil recently, Sally was the head of strategy for a medium-sized (80 staff) community-based organisation. Like many not-for-profits of similar size and scope, Sally's organisation found itself constantly re-shaping service delivery to serve the requirements of various public and private funding bodies. While the organisation was delivering great support services to people struggling with employment, the clients were getting lost somewhere in the shuffle.

As Sally worked to develop coherent, actionable strategies for the organisation, she recognised that they were caught in a space where all they could do was respond to whatever opportunity appeared next on the horizon. There was no scope for being proactive and even less chance for shaping services to meet the real needs of their clients. Instead, any service provided was about meeting the objectives of a funding agent – objectives that were too often defined by bureaucrats and policy-makers rather than the people with the real problems.

“We were caught in a slow downward spiral where we were delivering incredibly well designed and well managed services that were moving further and further away from the core principles on which we were founded. Applying the Resilient Futures Framework helped us to clearly understand the conditions in which we were operating and to start making proactive decisions about the future of our organisation”. **Sally Burgess de Castillo**

EXAMPLES OF RESILIENT FUTURES STRATEGIES IN ACTION CONTINUED

RISK IN BUSINESS AND COMMUNITIES

TODD DAVIES

Todd is a global leader in risk, strategic risk, governance and assurance. He has been involved in driving significant change programs including reshaping the global risk landscape during his time with KPMG in New York, reshaping the Australian corporate governance landscape during his time with the ASX Corporate Governance Council, transforming the internal audit profession nationally and internationally with the Institute of Internal Auditors. Currently, Todd is the National Treasurer of the Australian Conservation Foundation, Chairman of GreenCollar Group, and an independent member of the audit & risk committee of one of Australia's health authorities.

Todd is a respected author and commentator with regular articles and papers and expert commentary in journals such as Risk Management Today, Risk, Internal Auditor, Company Director, Monash Business Review and the Journal of Business Ethics. His take on resilience and Resilient Futures is that it is imperative for communities and business to embrace a deep understanding of conditions as part of any decision making process. In particular, he sees this understanding as critical to developing a strategy in action which can be trimmed and tuned in real time to simply keep pace with the pace of change.

“When it comes to managing risk, especially strategic risk, show me a process or a plan which is not taking emergent conditions into account and I will show you a risk management strategy that is in itself risky. The Resilient Futures Framework opens up a whole new level of understanding and with it possibilities that were previously unimagined”. Todd Davies

EXAMPLES OF RESILIENT FUTURES STRATEGIES IN ACTION CONTINUED

BUSINESS IN THE COMMUNITY

KEITH MACQUEEN

Keith is a leader in putting Resilient Futures into practice. He is a Community Strengthening Manager for a regional bank that really does think and behave differently when it comes to community. With a massive geographic area to cover and the resilience of many rural people and their communities at stake, Keith is a great example that Resilient Futures is no theoretical exercise.

He spends his life on the road, moving from community to community working with local people to help them understand and implement a banking model which encourages them to invest in their local branch; which will in turn reinvest the profits into the local community. On top of this, the community is gaining skills through setting up and operating a community-owned business. It is a far cry from the traditional banking model where the local bank branch (if it has not been closed in recent years) takes local profits and invests it nationally or even overseas because the bank is headquartered in a different state and owned by a larger multinational bank somewhere else. For Keith, the coming years hold the potential for a very exciting future where banks are part of the community with key leadership roles in the shaping of local resilience and whole- of-community resilient futures.

“We are only just getting to the point where our local community boards really understand the power and value of a community banking model. The next step is to help them invest their returns back into the community in support of local resilience to build a long-term future. Once we have them up to speed on the thinking and the framework they are going to further re-shape self-resourced and determined community development as we know it”.

Keith MacQueen

CONNECTING WITH Resilient Futures

opportunity is often missed
because we are broadcasting
when we should be tuning in
- anonymous



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COMPLEX CHANGE**

and see where it can take you.

