

# BRIDGES TO THE FUTURE

HELP SHAPE CHANGE IN A POST-COVID19 WORLD

A CONVERSATION GUIDE

The effects of a global crisis, from Covid-19 to the climate, are experienced most intensely in our local neighbourhoods and communities. And it's by coming together locally to share those experiences that we can begin to move through and beyond crisis, and start to see how to move forwards, collectively.

Where do we go next? What's important? What gives hope? What are the ideas that will help us emerge from crisis to a better future? We've created this guide to help you make sense of what's happening and to help you think about that future.

We hope it will support you to have conversations where you live – with family, neighbours and colleagues, with your local council, school, community organisation or Mutual Aid group. Many of these conversations might take place online – you might find the tips in our [Online Events Design Guide](#) helpful.

In September we hope you'll be able to [join a global online event](#) to share the local conversations you have this summer so we can learn together about how change is happening around us and shape a collective vision for the future.



"IF WE WANT CHANGE TO HAPPEN, WE NEED TO THINK ABOUT *HOW* WE WANT THAT CHANGE TO HAPPEN, NOT JUST THE FUTURE WE WANT TO SEE"

# THE RSA FUTURE CHANGE FRAMEWORK

Here is a summary version of the RSA Future Change Framework. This shows the kind of results you might see from using it in your local context. In the following pages of this guide, we'll take you through prompt questions which will help you and your group work through the four quadrants in turn, then reflect on what you discover. There are also some printable templates and links to online resources to support you to record what comes out of your conversations.



# THE NEWS ■ WHERE YOU ARE

Imagine you have a viewfinder in your hands. Scan the landscape around you. What's in the frame? What looks familiar? What's new? What's missing? What's changing?

The most visible and obvious signs of change are events – the actions people are taking, the things they're doing. Focus in a little further and you'll see how individual and group behaviours and relationships are changing. And then if you widen your lens you'll be able to see the structures (rules, policies, laws) that shape our lives and explore the beliefs (the social norms, values, stories) that influence us.

**Use this grid (there is a blank version on the next page) to note down your insights.**

	ACTIONS	BEHAVIOURS	STRUCTURES	BELIEFS
STARTED	THE TOP ROW IS FOR THOSE THINGS THAT ARE NEW AS A RESULT OF THE CRISIS: THESE ARE GENERALLY EASIER TO SPOT.			
STOPPED	THE BOTTOM ROW IS FOR THE THINGS THAT HAVE STOPPED, EITHER BY ACCIDENT OR DESIGN. INEVITABLY, IT'S HARDER TO SEE WHAT IS NO LONGER THERE...			

This thinking can take a little time and might best happen individually, before a group conversation. You could share the grid in advance and encourage participants to bring their completed versions to your conversation, or even invite them to send them to you in advance.

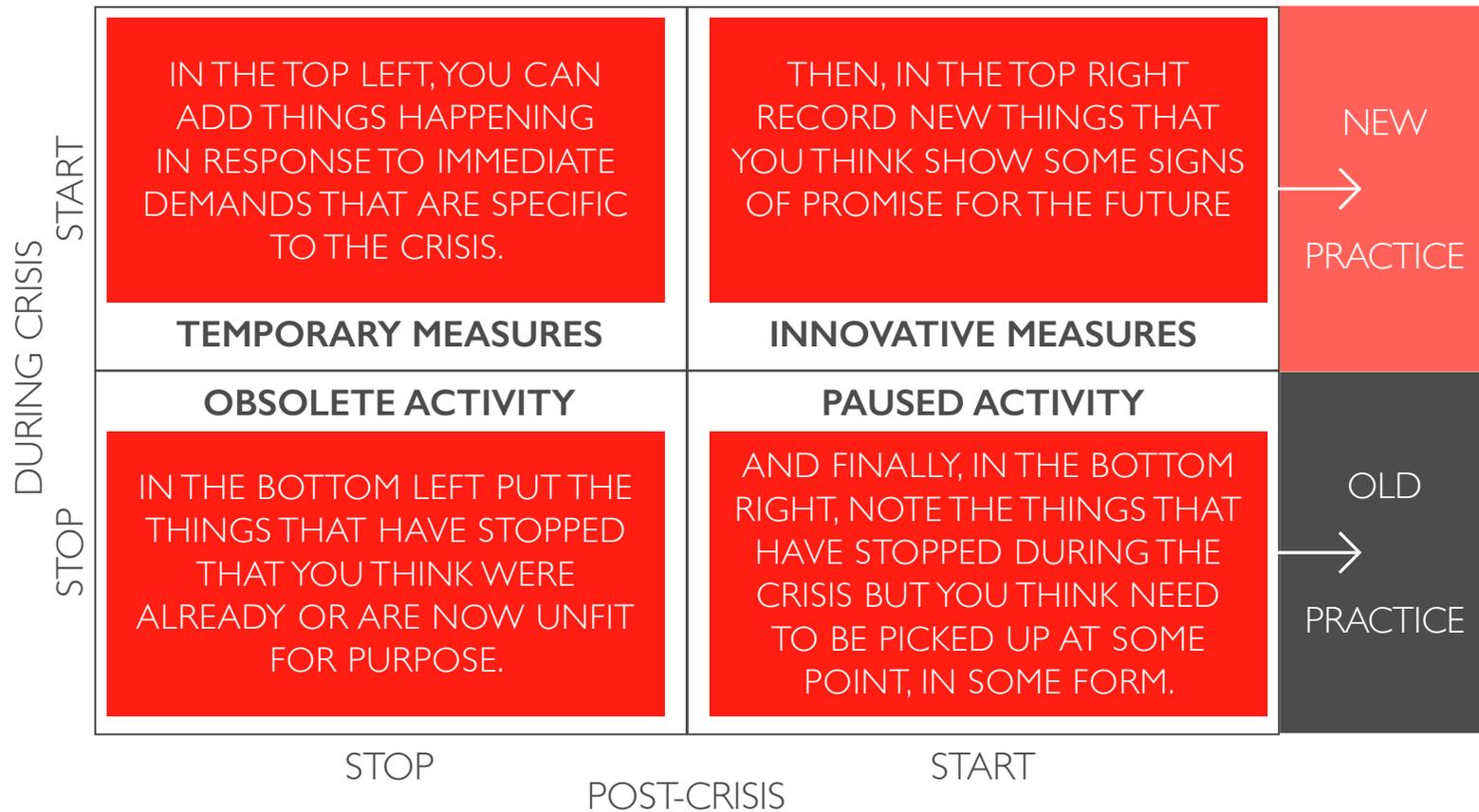
UNDERSTANDING CRISIS RESPONSE MEASURES  
**FUTURE CHANGE FRAMEWORK**

EXERCISE A: SCAN

	ACTIONS	BEHAVIOURS	STRUCTURES	BELIEFS
STARTED				
STOPPED				

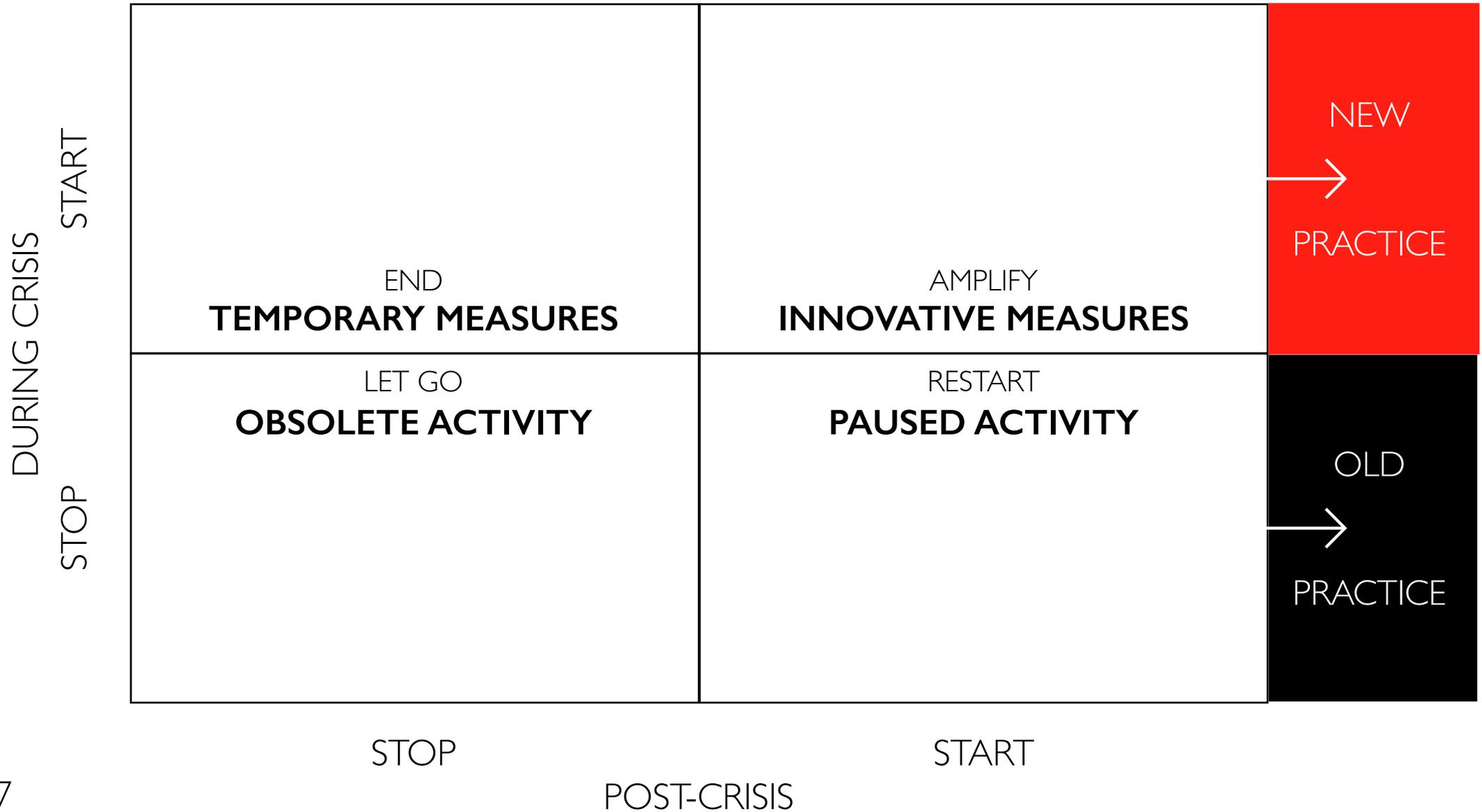
# MAPPING

At the heart of this guide is a framework for change. It's a simple way of mapping what you see around you so you can orientate yourself in an uncertain landscape. It's designed to prepare you for journeys in the new and to resist a retreat into business-as-usual.



UNDERSTANDING CRISIS RESPONSE MEASURES  
 FUTURE CHANGE FRAMEWORK

EXERCISE B: MAP



# WHAT NEXT? MAKING CHANGES

In order to create capacity for change, we will need to let go of some of our current practice, actions, activities and behaviours. Consider the following as changes are designed and carried out.

## TOP LEFT

How do we go about ending temporary measures, introduced to meet the immediate demands of the crisis, so we can learn from them? How will we remember these things? What stories can we tell?

## BOTTOM LEFT

How do we let go of obsolete activities in ways that avoid going back to the norm? What support is needed to wind them down? How will we remember them so we continue to learn?

This isn't designed to be a one-shot exercise. You might need to go away and gather more information or different perspectives, from colleagues, your local Council, surgery, school for example, at various stages. And you might move things within it as time goes on and the landscape around you changes further. You could use it alongside other models, tools and resources.

## TOP RIGHT

How can we amplify and embed the innovations that the crisis made space for so they lead to lasting change? What resources can we unlock? Who do we need to engage? What stories can we tell?

## BOTTOM RIGHT

How do we restart things we've stopped in ways that have the greatest impact? Are we listening to and learning from people? How can we adapt these things so they meet current needs and are future-proof? How do we make sure no-one is left behind?

Using the [template on page 7](#) work through each quadrant in turn, perhaps in small groups depending on numbers taking part.

# LEARNING AND SHARING

As your conversations draw to a close, it's a good moment to reflect collectively on what you've learned so far:

- What are we learning about our 'business as usual' activities through the crisis?
- What unexpected consequences or changes are we noticing?
- How are we living or working differently as a result of the pandemic?
- What else might you want to do differently after the pandemic?

You could invite people to check out by sharing their personal answer to either of these final questions:

- What is your one hope for the future post Covid-19?
- What will you commit to do to initiate change for our post Covid-19 world?

**Use the grid on the next page to note down your reflections**

## Templates

We've included some templates in this kit:

**MIRO BOARD** >

Use this to fill in the framework online. You can do this as a group in real time, or invite different people to add to it at their own pace.

**GOOGLE DOCUMENT** >

Use this to help weave together individual reflections on the questions in each part of the framework. Works well for larger groups as long as someone is willing to synthesise all of the responses.

The framework has been used by Camden Council in London to gather organisation-wide insights on the impact of the pandemic. Pimlico State High School in Queensland, Australia mapped the framework against the school's own strategic priorities, to understand the challenges and opportunities of the 'next normal'. Local groups from Liverpool to Cornwall are beginning to use it to understand how they can best create long-term capacity for civic change.

We'd love to know how you use the framework, and how your conversations go – please let us know in [this short survey](#).

UNDERSTANDING CRISIS RESPONSE MEASURES  
 FUTURE CHANGE FRAMEWORK

EXERCISE C: REFLECTIVE LEARNING

WHAT ARE WE LEARNING ABOUT 'BUSINESS AS USUAL' ACTIVITIES?	WHAT UNEXPECTED CONSEQUENCES OR CHANGES ARE WE NOTICING?	HOW ARE WE WORKING OR OPERATING DIFFERENTLY?	WHAT ELSE MIGHT YOU WANT TO DO DIFFERENTLY AFTER THE PANDEMIC?	OTHER LEARNING POINTS

# ALL ABOUT THE RSA & FELLOWSHIP

At the RSA, we unite people and ideas to resolve the challenges of our time of which Covid-19 is undoubtedly one.

This challenge requires new ideas, insights and initiatives that not only respond at scale to the immediate circumstances but also build bridges to recovery and to a better future.

[JOIN OUR COMMUNITY](#) 

...to help us create real, lasting change.

#RSAbridges



“JOIN WITH US IN A LEARNING PROCESS ABOUT HOW CHANGE IS HAPPENING AND HOW IT COULD HAPPEN”