

Three Horizons Framework for ASP Evolution

A process that enables:

- Radical organising - the transformational approach that this moment requires of the sustainability community.
- A wobbly approach - discussion that converges and diverges, that goes deep and wide to allow all participants to contribute as they need.
- Common tongues - a shared language that provides understanding across the community of the process of change and our subsequent work.
- A fruit salad of possibility - members shape the vision, values and ambition for ASP in a way which celebrates the rich plurality of their differing and distinct contributions.
- A practice cascade - members contribute their own tools, practices, understanding and approaches.
- Just enough woo - A spiritually and culturally enriching process that acknowledges the inner work needed for real change.

Programme

When		Who	What
June 30h	Week 1	Board Members (& Guardians?)	Three Horizons intro & workshop Intro to Three Horizons ASP process Horizon 1 participatory workshop
15th Sept	Week 1	ASP Members	20 Year celebration! ASP Evolution & Three Horizons process introduction • Celebrating the good stuff
Oct	Week 1	ASP Members	Horizon 1 participatory workshop • Noticing the system in decline • Letting go of business as usual Breakout groups to discuss 3H prompts Collective discussion of how members would use their own tools and practices to answer the questions we're holding & what the implication is for ASP
	Week 2		Advance practice contribution Composting? hospicing?
	Week 2	ASP Board &	Reflection session - Appreciative Enquiry

		Guardians	
		Contributing ASP Members	Self-organised 'fractal' sessions to use members' individual practice to gather new perspectives (for example, a workshop on composting)
	Week 3	Contributing ASP Members	Gathering responses from self-organised sessions investigate H1 questions
	Week 4	Ops group	Pick up threads for development of ASP ie capture principles and weave into ASP structure/process/documentation- Community Canvas
Nov	Week 1	ASP Members	Horizon 3 participatory workshop - Feeling the values of a safe and just future - Imagining a more viable future Breakout groups to discuss 3H prompts Collective discussion of how members would use their own tools and practices to answer the questions we're holding & what the implication is for ASP - Imagining what ASP could be
			Advance practice contribution ASP enquiry analysis (Values)
	Week 2	ASP Board & Guardians	Reflection - Appreciative Enquiry
		Contributing ASP Members	Self-organised 'fractal' sessions to use members' individual practice to gather fresh perspectives
	Week 3	Contributing ASP Members	Gathering responses to self-organised sessions that investigate H2 questions
	Week 4	Ops group	Pick up threads for development ie capture visions for the future in strategic documentation, reflect on how values can be brought to life within ASP
Jan	Week 1	ASP Members	Horizon 2 participatory workshop - Inspiring innovations creating pockets of the future - Building a bridge & avoiding capture by Business As Usual - Sketching a map towards transformational innovations - A new story for ASP
			Advance practice contribution

			Community Garden and Community Roles (Avalon)
			Pockets of Innovation Dark Matter Labs matrix https://darkmatterlabs.org/ The Work That Reconnects simple invitation for new (paying) members https://mailchi.mp/workthatreconnects/carrying-on-joannas-work?e=443b49968d
	Week 2	ASP Board & Guardians	Reflection - Appreciative enquiry
		Contributing ASP Members	Self-organised 'fractal' sessions to use members' individual practice to gather fresh perspectives. Specific prompts to investigate include: 1. Platform Design: What features would best balance usability and depth, while respecting limited member bandwidth? 2. Revenue & Funding: How can ASP actively support members' economic sustainability, not just signpost options? 3. Generational Integration: How can ASP bridge experience with new energy - creating meaningful co-leadership? 4. Collective Influence: Can ASP amplify its voice to influence public discourse or policy? 5. Participation Culture: How can we ensure diverse voices are heard without dominance or disengagement?
	Week 3	Contributing ASP Members	Gathering responses to self-organised sessions that investigate H2 questions
		Ops group	Pick up threads for development ie what practice can we draw into ASP to create the innovations that create a better future? What structures and processes does ASP need to develop/adapt?
	Week 4	ASP Board	Meeting to agree outcome of initial stage of Evolution process
		ASP Members	Celebration of emerging possibilities
	2025 onwards	Ops group ASP Members	Going forth to create the transformation envisioned by the community...

ASP Board Member session

Aim

To generate buy-in to a change process structured on the Three Horizons Framework

To imagine what ASP could be, using the 3H Framework

To understand how members will be engaged in the process

To establish trust in the process

Approach

Introduction to the *3 Horizons Framework*

The need for a transformational approach

Change & how Three Horizons provides a way into it

The Three Horizons explained

A 3H process for ASP Evolution

Enabling principles

Timescale & process

Horizon 1 - Leaning-in to the decline of Business As Usual

Participatory workshop, breakout groups discuss the questions below, with collective rounds of ASP related discussion between each breakout group

1. The system under strain;

- a. **Breakout:** *What evidence do you see around you that suggests the current system is under strain, shows a decreasing fit to the emerging conditions, knowledge, and societal requirements, or is even failing?"*
- b. **Group:** *How do we ask this question and 'know/feel' the answer? How is ASP reflecting this change?*

2. Letting go;

- a. **Breakout:** *What aspects of the existing system are no longer fit for purpose and need to be let go? What is preventing transformation and change?*
- b. **Group:** *How can ASP member practices enable this letting go? What does ASP need to let go of?*

3. Celebrating:

- a. **Breakout:** *What is ASP great at? What can we celebrate unreservedly?*
- b. **Group:** *What are the key aspects of the existing ASP approach to retain?*

4. ***Underlying principles***

- a. **Breakout:** *What values, beliefs, practices and norms would support a more viable future?"*
- b. **Group:** *What would it feel like to be part of a community nurturing this future?"*

15th September - 20 Years Celebration Event

Audience

ASP Members

Aim

Reflect on the past 20 years of ASP - to provide us with a grounding for going into the ASP Evolution project

Outline the ASP Evolution project - bring this to life by demonstrating the approach 'showing not telling'

Spark genuine moments of celebration for the work of ASP and it's members - so we're beginning the Evolution process with gratitude

Schedule

Time	Content	Notes
4.30	Gathering, allow time for latecomers to join	Music in background, holding slide. Members to share where they are joining from in the chat
4.35	Welcome from Gwyn, intro to Tim & Mike	Grounding exercise?
4.40	Intro to ASP Evolution project from Tim + Horizon 1 explanation	Members to share their quotes about the need for change in chat.
4.50	Question to Mike <i>"How has ASP challenged and changed Business As Usual?"</i>	
5.00	Tim outlines Horizon 3 & asks Mike <i>"What is ASP's vision of the future, how has that developed over time?"</i>	
5.10	Tim outlines Horizon 2 & asks Mike <i>"Who have you seen doing great work bridging the gap between Business As Usual and our highest possible future?"</i>	Ask members to make their own suggestions in the chat

5.15	Breakout session for ASP Members to share their work, approach and practices and the impact they have had	Groups of 3 or 4 in breakout rooms
5.35	Harvesting session - tell us the story of the folk you met in the breakout	This is where we'll celebrate the work of ASP and it's Members
5.45	Q&A about ASP Evolution	
5.55	Closing from T/Gwyn?	
6.00	Close	
6.10	Final close	Leave session open for 10 mins if anyone wants to share anything

6th October - Horizon 1 Participatory Workshop

Audience

ASP Members

Aim

Begin the participatory part of the process with a collective understanding of what is in decline in the world, and how ASP is responding

Emphasise the *feeling & being* as well as the *knowing & doing*

Encourage members to contribute their own practices & host further sessions

Schedule

Time	Content	Notes
3.30	Gathering, allow time for latecomers to join	Music in background, holding slide. Members to share the last thing they broke or repaired
3.35	Welcome from Tim	Grounding exercise?
3.40	Creative inspiration	Members to share their art, poetry, music etc
3.45	Intro to Horizon 1 & Miro board	Tim https://miro.com/app/board/uXjVJEhbWJo=?share_link_id=744305705396
3.50	Question <i>"What evidence do you see that the current system is under strain, shows a decreasing fit to the emerging conditions, knowledge, and societal requirements, or is even failing?"</i>	Breakout groups 3-4 people 10 mins. Note responses on Miro
4.00	Harvesting session. Hear back from groups to get the vibe.	Pause to <i>feel</i> the broken parts of this moment
	Segue into <i>"What does this mean for ASP and the context for our work?"</i>	Note responses on Miro
4.20	Question <i>"What aspects of the existing</i>	Breakout groups 3-4 people 10

	<i>system are no longer fit for purpose and need to be let go?” or “What is preventing transformation and change?”</i>	mins. Note responses on Miro
4.30	Harvesting session. Hear back from breakouts, group responses to id patterns/trends/themes	Group responses on Miro Encourage breaks during session
	Segue into “ <i>What does ASP need to let go of?</i> ” and “ <i>How can ASP support transformation and change?</i> ” linked to the themes or patterns	Note responses on Miro Pick up suggestions for supporting change in H2
4.55	Question “ <i>What are the important aspects of ASP’s work to continue?</i> ”	Breakout groups 3-4 people 5 mins. Note responses on Miro Any suggestions that are not continuation can be shifted to H2 Board
5.00	Harvesting, draw out the ways of being as well as the things to do.	Group responses Note new responses on Miro (<i>being</i> relates to values in H3)
5.10	What questions come up for you from this session?	Share in the chat & discuss (Add to Miro afterwards)
5.20	Do you have a practice that can help us delve deeper	Open discussion. Practices noted on Miro with potential hosts
5.25	Closing summary & next steps	
5.30	Ends	
5.40	Final close	Leave an extra 10 mins for further contributions

Horizon 1 workshop summary

Here's what we learnt about Horizon 1, the decline of business as usual, during a remarkable couple of hours of reflection, which set our work and the role of ASP in context.

We bookended our time together with some heartfelt moments, including a wonderful grounding led by Margerita, poetry shared by Tim Dee-Mculloch and Gwyn, and a glorious rendition of Bette Midler's *The Rose*, sung live for us by Sally Daley.

Key Themes

These touches point to one of the key themes to emerge: how ASP embraces a **heart-led approach**, a shared openness that creates space for the vulnerability that can lead to creativity and innovation, quite unlike the majority of business networks, even within the field of sustainability.

Our deep engagement with the business world shows us that business needn't be a dirty word, **we get what business can be**, how they are potent with agency but that this may need rereframing in less loaded terms such as 'commerce'.

Bringing these together, it became clear that **the time is right for ASP to find its voice**, to demonstrate how we can collectively contribute and create positive messages and practices that show what better looks like.

We also identified some tensions in our work, particularly how we grapple with and challenge fear-based short-term narrow-minded perspectives and narratives, **how we fight fire with fire**, whilst continuing to uphold our positive values.

These make great jumping off points for further investigation of Horizon 3, the emerging future possibility during with our next workshop on Thursday 6th November, and Horizon 2, bridging innovation, in January.

You can watch the [recording](#) and review all the notes on our shared [Miro Board](#), did we miss anything big?

Do you have a practice you can contribute to help us develop our understanding of these or any other points raised? Add it to the Miro or simply reply to this email to discuss.

6th November - Horizon 3 Workshop

Audience

ASP Members

Aim

Imagine the highest future possibility for life on Earth

Imagine how ASP can contribute to that

Recognise and celebrate the plurality of different futures, real & imagined

Understand the principles, values and beliefs that underpin our visions of the future

Encourage members to contribute their own practices & host further sessions

Schedule

Time	Content	Notes
3.30	Gathering, allow time for latecomers to join	Music in background, holding slide. Members to share the last thing they broke or repaired
3.35	Welcome from Tim	Grounding exercise?
3.40	Creative inspiration	Members to share their art, poetry, music etc
3.45	Recap on H1 Intro to Horizon 3 & Miro board	Tim to lead https://miro.com/app/board/uXjVJEhbWJo=/?share_link_id=744305705396
3.50	Question <i>“How does the future feel? What are the underlying principles of a more viable (beautiful) future? What would it <u>feel</u> like?”</i>	Breakout groups 3-4 people 5mins. Note responses on Miro
3.55	Harvesting session.	Chatterfall “What one word describes the feeling of a more viable future?”

	Segue into <i>“What does this mean for ASP and the context for our work?”</i>	Note responses on Miro
4.05	Question <i>“In ASP, what values, beliefs, practices and norms would support a more viable future?”</i>	Breakout groups 3-4 people 10 mins. Note responses on Miro
4.15	Harvesting session. Hear back from breakouts, group responses to id patterns/trends/themes	Group responses on Miro
4.25	Break	
4.30	Question <i>“What long term trends are shaping a more viable future?”</i>	Make time for reflection, then chatterfall Focus on positive trends
4.35	Question <i>“In ASP, how should we respond to the long term trends affecting our work?”</i>	Breakout groups 3-4 people 10 mins. Note things to start/stop doing on Miro
4.45	Harvest & segue into <i>“What is your vision of an emerging future? Who could we be?”</i>	Post visions on Miro Group / spot patterns (new categories?)
5.20	Do you have a practice that can help us delve deeper	Open discussion. Practices noted on Miro with potential hosts
5.25	Closing summary & next steps	
5.30	Ends	
5.40	Final close	Leave an extra 10 mins for further contributions

The case for a Three Horizons process for ASP Evolution (for gagglemail)

Hi everyone. My name is Tim Frenneaux, I'm a Regenerative Designer, and I'm helping with the development of ASP through the Evolution process that the Survey results will feed into. Sorry I couldn't join you live today, but I'm eeking out the final days of the summer holidays taking our youngest to the beach with her best friend.

I specialise in speculative design, collective imagination and redistributive design and it's this we'll lean into through the development of ASP through the Evolution process.

Redistributive design isn't just about redistributing knowledge, power and resources within organisations and supply chains, it's also about redistributing benefits more equitably across stakeholders, because that is one of the main ways we can attend to the needs of this moment.

It is undoubtedly the case that this moment demands change.

The Club of Rome's grave predictions in the Limits To Growth, written over 50 years ago, have proved disasterously accurate as our focus on growth driven extractive capitalism has seen us crash over seven of the nine planetary boundaries.

ASP Members have been in the business of change for the past 20 years. As the survey shows, we are abundant with agency, working with and for businesses and institutions which all have tremendous influence. Businesses remain our greatest form of collaboration, they have such great power they have ushered us into a new geological epoch, the Anthropocene. But, as we know, that great power comes a great responsibility that has not yet been understood or embraced.

The persistence of the Status Quo, of Business As Usual, is evident in the ever-increasing air and sea temperatures, spiraling resource consumption, energy use, emissions, extinctions, extreme weather. This persistence points to the need to devote greater attention to the 'how' and 'why' than the 'what'.

How do we, as professionals, as an Association, change our mode of collaboration?

How do we take the best of the old world, the immense power of industry and commerce, and reconcile it with the demands of the present?

How do we discover what to let go, what to retain, and what to start afresh?

This is the challenge that the ASP Evolution process will rise to with the aid of the Three Horizons Framework.

Because, at the moment, to quote Jon Alexander, it's either stick or twist; Stick with a broken system or twist into fascism, disaster capitalism and collapse.

And as yet we haven't established effective, distributed, non-hierarchical, ways to work together with impact. We're yet to create impactful change in the way that scale, market dominance and exploitation have in the old model.

Our opportunity here, as one of the largest and longest-standing sustainability networks, is to be the change we wish to see. Because, between us, collectively, we know how to create real change; in ourselves, with each other and in our relationships with the more-than-human-world.

The Three Horizons Framework that will structure our Evolution gives us a unifying method to gather all our individual knowledge and understanding, our skills and experience, our perspectives and practice.

Three Horizons allows us to step into the process of change within a system, and examine what is in decline, what is emerging and what innovations can bridge between these two states. These are the three horizons; decline, emergence and bridging.

The Framework examines each in turn by posing a series of questions. And this is what we'll do during the ASP Evolution process. Ours will be a transparent and participatory approach that uncovers how our community can collectively make change, because we are a unique community.

In a normal organisation, a business or an NGO, you would use the framework to ask simple questions; "What is the answer?", "What is our response?",

But here, in collaboration with a wealth of professional insight, we have an opportunity to ask a bigger question, to ask "How can we answer this question?" not just what is the answer.

When I first met Gwyn he told me that the ASP was not just about answering questions, but finding better questions. Through the Evolution process, we'll not just to find better questions, but also find better methods for determining responses from the practices you each hold teach and use in your work.

This is how we will bring all of our collective knowledge and experience to bear on establishing a direction of travel, perhaps even letting go of the idea of answers or solutions, in the understanding that moving towards the safe and just future we long for is enough.

That is quite a radical notion, to let go of the search for solution. But that's part of how we must change our way of *being* in the world, not just our way of doing. We must take the best of the impact and collaboration from the old world and find a way to effectively blend that with a new way of being.

Because as an organisation, an Association, we must still retain a sense of form and function. A direction. We must chart a path through divergence to convergence, without losing our distinct identities and contributions. We must be, as Gwyn has imagined, a juicy fruit salad, not a bland smoothie.

Because that is what the world needs. The world, in all its awe-inspiring wonder and unknowable majesty, needs the collective and individual talents of ASP members now more than ever.

We are the keepers of the Childrens Fire. The ASP Evolution process is how we'll ensure that fire burns ever more insistently.