

Plotting the Next 5 Years for EMS

Letting the Future hit the (Harman) Fan

A Futurology Workshop

Chris Sheldon

Green Inck

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Introduction

- The Harman Fan was originally developed by Willis W. Harman
- Helps you design divergent scenarios that describe how the future of society as a whole (and in our case the future of environmental management systems in the UK) may unfold.
- The method comprises three sequential steps:
 1. The identification of the 22 different future states of the system.
 2. The organization of these future states in a fan model based on assumptions whether a state may occur sooner or later in the chronology
 3. The identification of possible sequences through time of different states. The description of how this sequence of states may occur (the evolution from one state into the other) becomes a scenario.

The Case: Futures of EMSs

- Although the model is intended for overall, large-scale developments, in this workshop we will apply the Fan to the specific case of the future of EMSs, primarily in the UK.
- This may result in an interesting array of contrasting states of MSs.
- Due to time constraints, we will not bring the fan down to possible scenarios, but the plan is to make the base material freely available so that IEMA members can either use the Fan as a launch pad for their own scenario generation or add and change comments.
- The object is to allow members to design scenarios taken from the fan that s/he may consider plausible or interesting/though-provoking.
- An example of a possible scenario will be discussed at the end of the workshop and an example added afterwards to help illustrate the process.

Where to start?

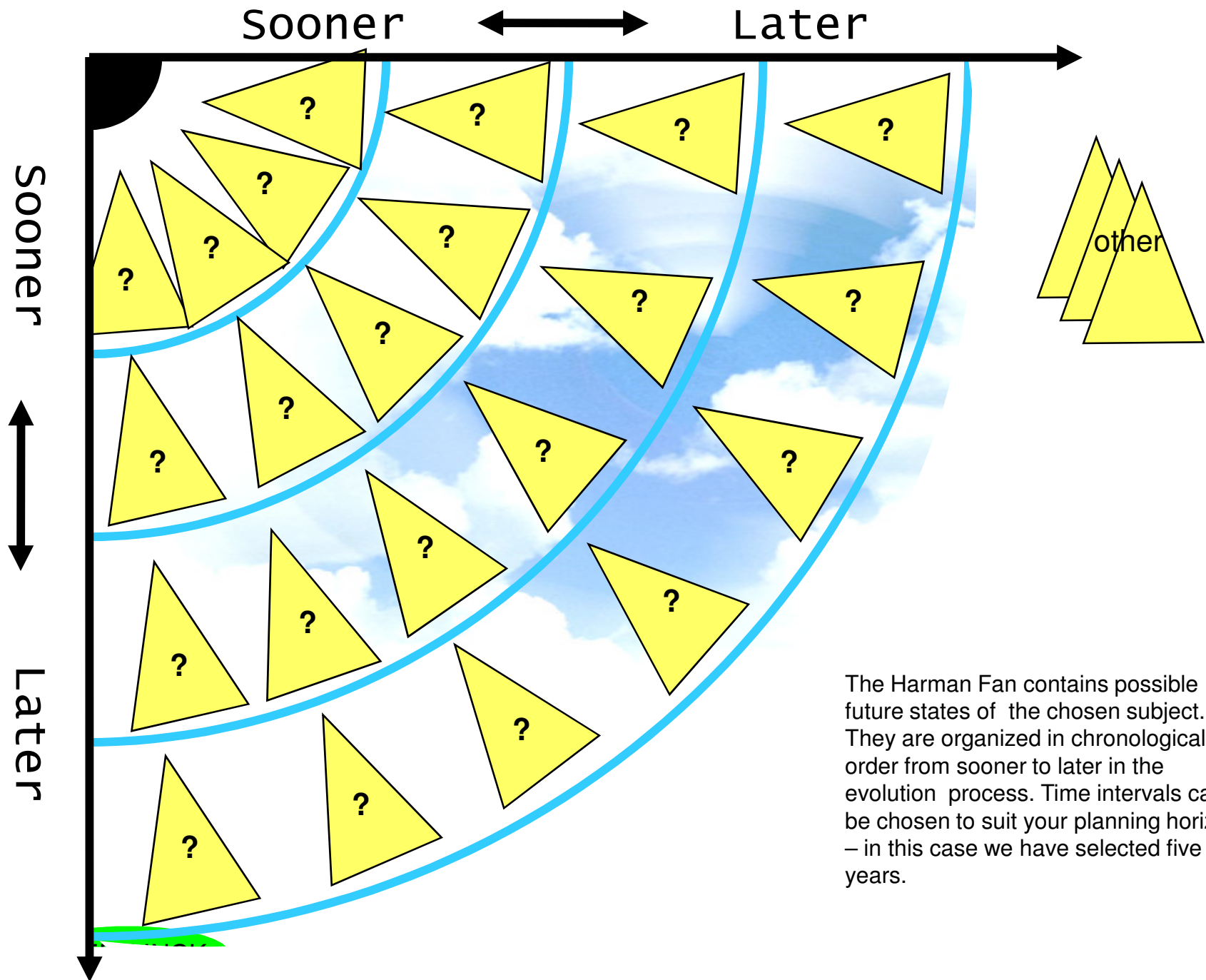
- Over the next five years what factors may affect the 'states' envisaged? Try a PEST analysis – here are some thoughts
 - **Political** – Conservatives win/lose the next election. OR Lame duck parliament with too many coalitions to make progress. OR Restructuring of the economy becomes the focus
 - **Economic** – economy recovers/doesn't recover/bumps along the bottom
 - **Social** – Society supports regulatory approach / prefers voluntary approach. Large numbers of older generation swings the balance towards conservation/regeneration. Risk of inaction begins to outweigh risk aversion
 - **Technology** – despite early promise, technology slows down with lack of economic growth

Where to start (2)?

- Don't stop at PEST – throw in your own curve balls. Here are some;
 - Role of viruses in driving accelerating evolutionary change begins to be understood, leads to focused genetic manipulation.
 - Nanotechnology becomes a pollution/waste management issue
 - Environmental degradation ignites a huge global space exploration programme
 - Backlash – in the face of the obvious, society reacts angrily against environmental profession for doing too little too late.

Where to start (3)?

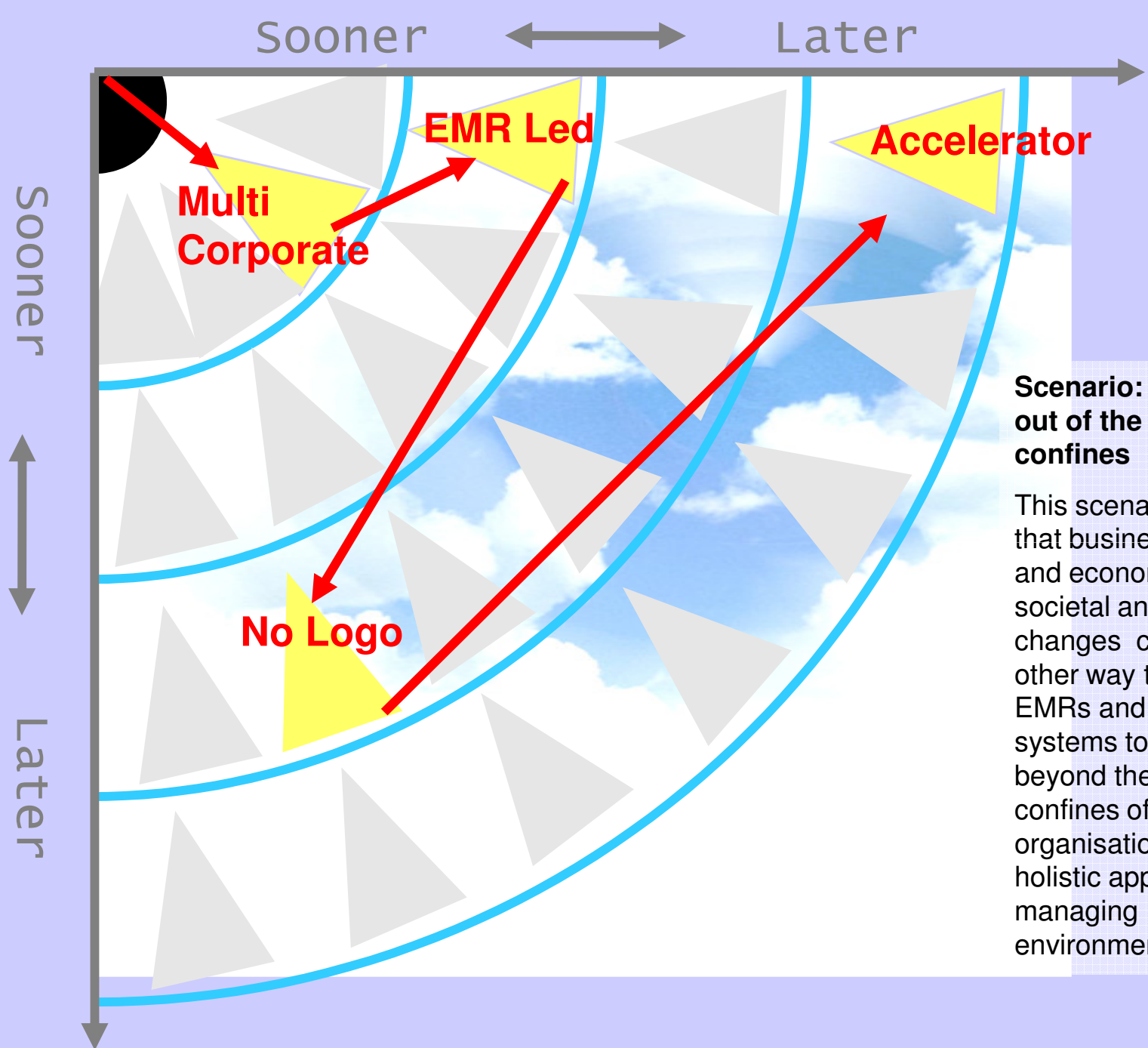
- Systems development can be affected by a myriad of trends:
 - The move from EMS to SMS
 - Technical Standard proliferation and overlap
 - Regulatory changes requiring standards
 - Technical developments requiring standards
 - Economic recovery and heightened risk aversion
 - Political expediency
 - Accelerating sense of urgency



The Harman Fan contains possible future states of the chosen subject. They are organized in chronological order from sooner to later in the evolution process. Time intervals can be chosen to suit your planning horizon – in this case we have selected five years.

Example 'State'

- Name: EMS to EOMS
- Environment is one strand of many elements managed by a commonly defined core business management system.
- In an environmentally oriented management system (EOMS), this strand, rather than the purely economic, drives and dominates the others.



Scenario: Breaking out of the corporate confines

This scenario assumes that business needs and economies meet societal and institutional changes coming the other way to allow EMRs and their systems to expand beyond the narrow confines of single organisations to amore holistic approach to managing environmental impacts..



Some Possible States of EMS

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R&D Systems

- As the environment 'mainstreams' in organisations, EMS generalists become cross-disciplinary specialists
- Skills increasingly tech-based and administration
- Governmental authorities institute localized environmental research programs
- Universities accommodate working systems managers engaged in business focused impact and mitigation research

Multi Corporate Systems Remote Management

- EMRs stay at home and manage multiple company systems
- Virtual management environments
- EMRs choose best system programmes on the Web
- Corporates pay well to retain super-EMRs
- Economies of scale for SMEs and Transnationals alike

Exchange EO Managers

- Managers leave home company and are embedded in other corporate environments/countries
- EMRs have daily interactions with other cultures
- End of Exams based qualifications
- End of standardized testing/training accreditation

No logo

- Systems/managers go 'extra corporate'
- EMRS shift over to managing environment on holistic and regional/local basis
- Represent no one organisation
- Look after a given 'beat' and active liaison with all players (regulators, business, local residents etc)
- Uses system to analyse and share information

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Accelerator Systems

- ‘Sustainability’ dumped in favour of ‘environment first’ as Govt goes onto ‘wartime’ footing driven by perfect storm of economic and environmental problems causing edgy social breakdown
- Shift toward ‘deep’ environmentalism in the structure and content of systems driven by increasing sense of urgency in the face of climate change

Split Management & R&D Posts

- Corporate EMRs focus on both management and on open source (i.e. Creative Commons) research. Both are given premium resources, either through private investments or tax-money.
- Your job is your degree

EMR Led Organisations

- Organisations that allow EMRs to lead in the defining of the organisations goals.
- All have access systems
- Big projects are paid for by internal 'credits' given out to everybody. Those who make use of them have to reimburse within 3 years.

Mentor Driven Systems

- Face to face mentoring back in vogue
- Lifelong learning = lifelong mentoring
- Star Mentor Professionals

Intel Inside

- Brainchip for CPD/degrees.
- Superfast assimilation of latest Environmental knowledge!
- Updateable downloads direct to the frontal lobe

New Territories

- Environmentalists (and systems) asked to lead creation of bioethics, nanoethics, and technology transfer as science yields greater fundamental insights

'One-ness' Management

- Sustainability as a mantra is dropped in favour of the more accessible/eco-spiritual 'One-ness' approach to life
- One-ness becomes a political party with representatives across Europe and North America
- Functional interconnectedness of all things includes new blossoming of compassion, peace and 'lack of self' awareness.
- A new culture arises as a backlash against the virtual/urban worlds of the Noughties.

Other ideas

- An international body regulates/directs environmental research and learning
- Manager remuneration will be based on how the environment responds rather than on corporate targets
- Universities that personalize the learning experience. Smaller classrooms.
- Dramatic expansion of small scale decentralized organizations due to outside threats (terrorism, flooding, etc.)
- New environmentally focused grass-roots learning societies formed based on worldview.