# Dreaming Template

*Name of Initiative Here*

*This template will help to guide you through a process of looking beyond what currently exists, to explore the possibilities of what could be.*

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| **Introduction** | Without devaluing what currently exists, dreaming is the opportunity to explore other possibilities to achieve the identified outcomes (outcomes will have been identified in the Work Brief (scoping) template).  It is an opportunity to think about new things and new ways, that are not constrained by what is currently in place, or what we think has to exist.  To ensure dreaming activities are safe and productive, there are a number of things that must be in place before it can take place. These include:   * Dreaming should not happen until the groups involved are comfortable with each other & working co-operatively together, so that there is a safe space for dreaming. This is particularly important where 2 or more groups have previously operated independently of one another, and may have different approaches, philosophies or focus. * Good dreaming comes out of relationship building. Significant time needs to be spent building relationships between those who will do the dreaming together. * The groups need to be at a point where they are able to have open & honest conversation, and where it is safe for individuals to hold a different position to others, even if they are the only one who differs from the group. * Where the change is significant, groups usually need a skilled facilitator to help the process to progress smoothly, and to focus on healthy group dynamics and behaviour. Particularly when bringing together previously separate groups, it is wise to consider whether a neutral facilitator is needed. * Dreaming activities should take place after work has already been done on understanding what currently exists, what the legal & contractual frameworks are, what is best practice in that industry and what is needed. Dreaming too early in the learn phase runs the risk of creating a dream that is unobtainable.   Ask the question ‘is the group ready to start dreaming?’ Below is a checklist to help identify when the group is ready to enter into dreaming. | |
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| **Dreaming Checklist** | | |
| Does the group understand the task, focus & purpose of what is being considered? | | Has an audit been completed of the existing state (ie. what happens now in each area)? |
| Has research & analysis been conducted and gathered of the critical pieces that will inform future directions (eg. legal requirements, funding requirements etc) and which inform best practice? | | Are people able to hear the desires & wishes of others with a different approach or opinion without correcting them? |
| Are the dynamics of the group such that they have created a safe environment where dissenting views can be raised? | | Is the group able to have difficult conversations constructively, while treating each other with respect? |
| Is there relational strength in the group? | | Is the group able to work collaboratively together? |
| Are people ready to own their own agendas and biases? | | Have we done enough learning to be able to start dreaming? |

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| **Facilitation** | The dreaming process is significantly more effective when there is an independent/neutral facilitator, who has no stake in the outcome, and no agenda of their own other than to facilitate well.  The facilitator’s job is to be aware of the dynamics of the room, ensure everyone is participating, and that conversations and activities are all safe for the stakeholders.  The risk of not using neutral facilitation is dreaming that is destructive in its process, and which has an outcome that is driven by a specific agenda. |

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| **The Dreaming Process** | |
| 1. **Review Learning to date** | **Review what has been learned so far, to create the framework for dreaming**   * Make sure you:   + are clear on the scope   + have documented what has been learned so far   + Identified what resources & constraints you have   + Identified Salvation Army principles and practices that should guide all possible future designs |
| 1. **Park & Dream** | **Park the learning and move to dreaming**   * The learnings should be set aside temporarily, and participants should be free to dream and explore the possibilities of what could be. * Where there are immutable, inherent limitations, these should be used to frame the dreaming, but not to limit it (sometimes there are new ways to look at perceived constraints) * Ask questions like   + How would we design this for today and for the future?   + What is another possibility?   What could this look like? |
| 1. **Dreaming Guidelines** | **Dreaming guidelines**  The group is now free to dream about what could be. Possible questions to ask and answer include:   * If we were designing from the beginning, what could it look like? * What would be the best option to meet today’s needs, and possible future needs? * Are there any possibilities we haven’t thought of yet * What if we could…?   It is important that every member of the group is free to contribute ideas, even if they aren’t yet fully developed. Often new thoughts give birth to previously unthought-of options.  The purpose of the dreaming stage is not to design a new model. While it is inevitable that possible designs are discussed, it is important to remember that you are still in the learning phase.  Ideally, the dreaming stage will provide some possible design options and principles that can be used in the design phase. It may also identify some further learning activities which need to be explored as part of the LEARN stage.  Discoveries made and options identified in the learn phase should be included as part of the LEARN stage report when seeking approval |
| 1. **Review** | **Look back at the learning review, and ask**   * Have we added value? * Will it cover what’s needed?   Could it work with the legal/contractual/professional/organisational constraints? |

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| **What possibilities has our Dreaming revealed?** |
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