



**SHIFTN
ACADEMY**



**SHIFTN
ACADEMY
2019-2020**



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WELCOME

WELCOME TO THE SHIFTN ACADEMY!

Here we are with a brand new shiftN Academy program that runs from spring 2019 to winter 2020. The core of the Academy is a set of training programs that offer a unique opportunity to acquire skills at the intersection of futures, systems and design 'thinking and doing'. None of these programs is available elsewhere. The Academy underlines the distinctive character of shiftN's consulting practice.

We are happy to continue the collaboration with our trusted partners Tweeperenboom, Namahn, Sensecycling and the partners in the consortium that runs the International Certified Future Strategist Program.

One important change is the fact that for some programs we do not any longer work with fixed course dates. You are welcome to register interest and once we have six participants we will jointly agree on a suitable timing.

We are also willing to discuss how we might tailor our Academy offering to your specific organisational needs.

We look forward to welcoming you to one of our programs soon!

A good piece of advice: for every course day followed, make sure to allocate one extra day for self-study or practical experimentation. This results in a quantum leap in 'return on investment'.



TRAINING & COACHING PROGRAMS

MAPPING SYSTEMS WITH KUMU

2-DAY PROGRAM

LEARN HOW TO VISUALIZE COMPLEX SYSTEMS IN A POWERFUL MAPPING ENVIRONMENT

System maps are a powerful tool to visualize complexity. This hands-on course helps participants to build skills in developing and using a specific format of system maps: causal-loop diagrams, also referred to as influence diagrams. This is a rigorous mapping approach that requires clearheaded thinking. It can be used to pursue multiple objectives:

- × Showing the ‘big picture’;
- × Illuminating the architecture of a complex system in terms of feedback loops and leverage points;
- × Stimulating multi-actor engagement and collaboration;
- × Integrating expert knowledge;
- × Communicating complex messages and stories;
- × Providing access to an evidence base;
- × Developing future scenarios;
- × Identifying options for intervention in the real world.

In this course we will rely on Kumu as a powerful, web-based environment to develop causal-loop diagrams. Participants will learn how to use this rich mapping environment to craft complex, beautiful and richly documented system maps.

TOPICS

- × System maps as a tool to visualize complexity.
- × Overview of system mapping approaches.
- × Building blocks: variables and connections.
- × Building simple system maps.
- × Structural features: feedback loops, leverage points.
- × Building more complex maps.
- × Group model-building.
- × Deploying and using system maps.
- × System maps and scenario development.

COURSE LANGUAGE
English

COURSE LEVEL
Introductory, no prior knowledge of systems thinking or mapping required

FOR WHOM
Anyone who has a professional or personal interest in tackling complexity by visualization

BY WHOM
Philippe Vandenbroeck, co-founder at shiftN, and Liesbeth Jenné, consultant at shiftN

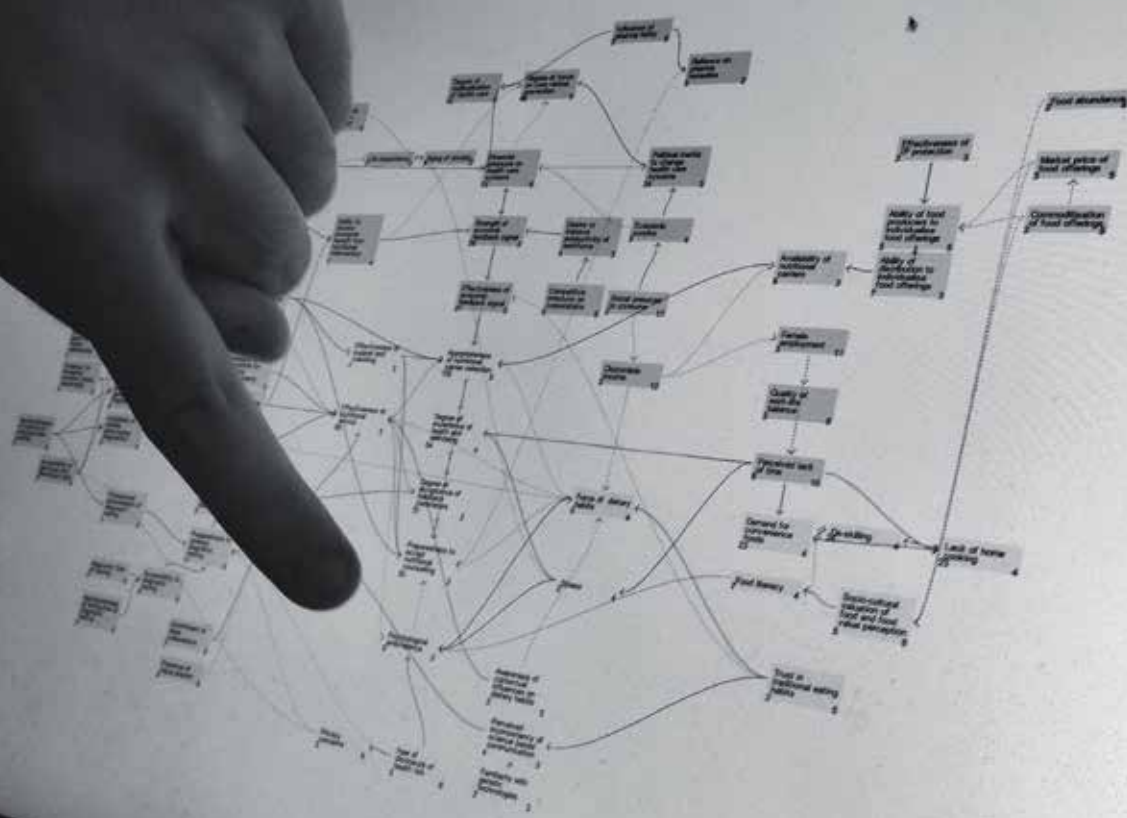
FORMAT
2 full days, with homework in between

DATES
Please register your interest (booking fee 100 euro). From 6 participants onwards we will jointly agree on a suitable timing.

LOCATION
De Hoorn, Sluisstrat 79, Leuven, Belgium

PRICE
1.000 euro, excl. of VAT.





SOFT SYSTEMS METHODOLOGY

2-DAY PROGRAM

HOW TO APPROACH COMPLEX PROBLEM SOLVING AS A LEARNING PROCESS.

Changemakers often run into ‘wicked problems’. These are challenges that are hard to tackle because they are technically and socially complex. We don’t know where to start solving them and we don’t even agree amongst ourselves about what the problem is.

Soft Systems Methodology (SSM) has been designed to help us come to grips with just these kinds of challenges. It is a powerful and elegant approach that brings together systems ideas, dialogue and action into a coherent whole. It is a pragmatic and disciplined process to create clarity in a complex,

problematic situation that is framed differently by multiple stakeholders. The purpose is to come to a joint agreement, despite the differences in worldview, about what actions are desirable and feasible to improve the situation. SSM is a low-key but immensely practical approach. It is a systemic way of thinking rather than simply a tool.

In this course we are putting a foundation in place for prospective systems practitioners. The methodology is discussed in its full breadth and backed up with examples from different strategic and organisational settings. Participants will make their first steps on their own case.

TOPICS

- × Why SSM?
- × Hard vs Soft systems thinking.
- × Models of Human Activity Systems.
- × The SSM Learning Cycle.
- × The SSM Process: modulating between ‘real world’ and ‘thinking about the real world’.
- × SSM in practice: Rich Pictures, Analysis I/II/III, Root Definitions, Purposeful Activity Models, Seeking Accomodation.

COURSE LANGUAGE
English

COURSE LEVEL
Introductory, no prior knowledge of systems thinking required

FOR WHOM
Organisational/community change leaders, strategy advisors, innovation coaches, facilitators of participatory processes, quality improvement coaches

BY WHOM
Philippe Vandebroek, co-founder at shiftN

FORMAT
2 full days, with homework on participant’s own case in between

DATES
Please register you interest (booking fee 100 euro). From 6 participants onwards we will jointly agree on a suitable timing.

LOCATION
Tweeperenboom, Winksele, Belgium

PRICE
1.000 euro, excl. of VAT



Systems thinking in some form or other is probably as old as humanity, but systems science came of age only after the Second World War. It has been a fascinating intellectual adventure that resulted in a powerful set of ideas. These ideas are shaping the way we address global challenges today.

Sadly, much of what the most prominent systems thinkers wrote in the latter half of the twentieth century has found only a very limited audience. Arguably, some of these books put significant demands on readers (and readers' wallets!) too.

At shiftN we want to actively explore this intellectual legacy and make it accessible through focused introductions. We promise that anyone interested in systems ideas and contemporary societal challenges will benefit from these short and accessible introductions. A typical 2-hour evening session focuses on a single, classic systems book. We discuss key ideas, author's biography and the book's position

within the broader systems thinking tradition. Over the years we hope to build up a rich library of systems literature, spanning the whole journey from early cybernetics to the latest ideas in systems ecology. Last year we discussed contributions by Gregory Bateson, Bela Banathy and Luc Hoebeke.

In 2019-2020 we propose the following four books:

Donald Schon:
Beyond the Stable State (1971)
Donald Schon (or Schön) has made important contributions to the theory of organisational learning. In this farsighted book, he develops a theory about how institutions respond to rapidly accelerating change that cannot be absorbed by 'the fight to remain the same'.

Stafford Beer:
Designing Freedom (1974)
What if we were able to design an organisation as a 'liberty machine'? In other words, that it would fulfill its purpose under the constraint

that it would contribute to individual liberty of the citizens, employees or members who are part of it. It's a tantalising and utterly contemporary idea that Beer tackled already 50 years ago.

Valerie Ahl and T.F.H. Allen:
Hierarchy Theory (1996)
Hierarchy theory is a practical approach to find powerful points of view and frame novel questions about the world around us and how we relate to it. It proposes a systems approach that includes the observer, and human values, in the process of coming to terms with complex problems.

Herbert A. Simon:
The Sciences of the Artificial (1996)
"The natural sciences are concerned with how things are. Design, on the other hand, is concerned with how things ought to be, with devising artefacts to attain goals."
Nobel Prize laureate Herbert Simon's book is a classic at the intersection of systems and design thinking.

SESSION LANGUAGE
English

COURSE LEVEL
Introductory, no prior knowledge of systems thinking required

FOR WHOM
Anyone interested in systems ideas and contemporary societal challenges

BY WHOM
Philippe Vandebroek, co-founder at shiftN.

FORMAT
2-hour evening sessions, 19:00 - 21:00h

DATES
www.shiftn.com/pages/shiftNAcademy

LOCATION
De Hoorn, Sluisstraat 79, 3000 Leuven

PRICE
300 euro (excl. of VAT) for 4 sessions.

INTERNATIONAL CERTIFIED FUTURE STRATEGIST

12-DAY PROGRAM
IN PARTNERSHIP WITH
KAIROS FUTURE (SWEDEN),
CAPFUL (FINLAND),
SHARED INTELLIGENCE (UK)
AND EMETRIS (GREECE).

LEARN HOW TO SUPPORT YOUR ORGANISATION'S STRATEGY WITH UP-TO-DATE FUTURES TECHNIQUES

Companies and organizations act in an increasingly complex environment. The speed of change is tremendous. In order to successfully cope with rapid change companies need to understand their business environment as well as the future development.

That is why we have developed a tailored education program with the objective of leading to International Certified Future Strategist (ICFS) and a new job category in Europe.

Until today, there has been no such profession in Europe and we see the urgent need for one to be developed and explored, should Europe be able to successfully compete with other regions of the world. Only by understanding the rapidly changing and increasingly complex world can companies, organisations and public authorities take a lead. The Future Strategist is vital to this aim.

Five European futures oriented companies jointly developed the ICFS program. The program was run in spring of 2014 (in Brussels), 2015 and 2017 (in Stockholm) with participants from several European countries.

The ICFS course is divided into 4 modules, each 3 days, with intensive home assignments in-between. Certification is optional. In order to get the certificate, home assignments and oral presentations have to be performed during the course.

Through a combination of lectures, workshops, peer discussions, and home assignments, the participants learn the skills and methods needed for running futures oriented strategy work in their own organisations.

COURSE LANGUAGE English

COURSE LEVEL
Tailored executive education program with an emphasis on learning in an international environment. No prior knowledge of futures techniques necessary. However, a good grasp of or experience with strategy development and change processes is an advantage.

FOR WHOM
Individuals in management positions, who have a responsibility to shape and enhance strategic thinking within their company.

BY WHOM
Ulf Boman, Kairos Future, is Course Director. Philippe Vandebroek, shiftN, contributes to Module I. Seasoned professionals of the partner organisations contribute to modules 2 to 4.

FORMAT
Program duration is around 5 months, with 4 modules of 3 days teaching each, with homework on participant's own case in between. Certification is optional and will take place after the fourth module.

DATES
Next edition starts in January 2019. For more information: www.certifiedfuturestrategist.com

LOCATION
Stockholm, Sweden

PRICE
7000 euro, excl. of 21% VAT (includes lunches, refreshments and course material but excludes travel and related costs)

FURTHER READING
More information on www.certifiedfuturestrategist.com

INTERNATIONAL CERTIFIED FUTURE STRATEGIST

“The framework and tools have been directly applied to my home organisation and have brought immediate structure and value to our strategy work. Moreover, the course has also prepared me well for facilitating change.”

HARRY MALCOLM,
NORDISK VINDKRAFT,
SWEDEN

TOPICS

The ICFS course is composed of four modules.

Module 1: Environmental analysis

- × Focal question & Time frame, Quality & Scope, Contextual and transactional environment
- × Trend scanning, Trend analysis, How to research, Trends & data gathering
- × Certainties, uncertainties, Cross impact analysis, Systems analysis, Home assignments

Module 2: Scenarios

- × Scenarios: theory: different types + purposes, Different scenario methods, Contextual understanding, The importance of uncertainties
- × Develop scenarios with a clear purpose, Scenario: logic, characteristics, stories, illustration
- × Tension: create tension between scenarios, Test scenarios, quality assessment

Module 3: Vision & strategy analysis

- × Visioning: engagement, Stake Holder participation, Creating a shared vision in an organisation
- × Strategy Models, Theory & practices, Strategy ideas suggestions, Creative methods
- × Assessing strategies, Wind tunnel testing, Home assignments

Module 4: Strategy & action

- × “Change agenting” implementation in the organisation, Action planning + Communication
- × Continuous trend-scenario-strategy-innovation cycle, Monitoring and scanning Environment
- × Review of home assignments, consolidation of lessons learned.

LEER HOE JE TOEKOMSTSCENARIO'S KAN INZETTEN VOOR PERSOONLIJKE EN ORGANISATIEBREDE VERANDERINGPROCESSEN

De toekomst ontvouwt zich sneller dan we er erg in hebben. Veranderaars worden geconfronteerd met een complex, onoverzichtelijk landschap. Het is lastig om alle neuzen in dezelfde richting te krijgen. En dus duurt het eeuwen eer je collectief tot keuzen kan komen.

In deze opleiding willen we het doorbraakpotentieel van toekomstscenario's ontsluiten. Hiermee knopen we aan bij de bron van een prospectief denken dat de toekomst niet alleen begrijpelijk wil maken, maar tegelijk ook het handelen wil richten naar het creëren van een gewenste toekomst.

Het methodologische hart van de opleiding is een generiek proces voor het ontwikkelen van toekomstscenario's: van een ongestructureerde hoop van drijvende krachten naar een set van coherente toekomstbeelden. Vervolgens gaan we na hoe we deze toekomstbeelden kunnen inzetten om doorbraken in ons persoonlijk leven, organisatie of maatschappij te realiseren.

Scenario-denken wordt zo scenario-handelen. We zullen tijdens deze opleiding ook aandacht besteden aan het funderende mensbeeld dat aan de grondslag ligt van deze praktijk van 'toekomstschepping'.

Deze opleiding biedt ruimte om de theorie te toetsen aan de praktijk van een door de deelnemers te ontwikkelen case.

Deze opleiding is bedoeld voor iedereen die het denken over de toekomst wil inzetten op een kritische en opbouwende manier, op weg naar meer gemeenschapszin en verantwoord ondernemerschap.

Bovendien draagt het doorlopen van een scenarioproces er toe bij dat mensen en organisaties veranderingsbekwaam en wendbaar worden en dat ze leren omgaan met onzekerheid.

TAAL
Nederlands

NIVEAU
Inleidend, geen voorkennis vereist

VOOR WIE
Leidinggevend, begeleiders van veranderingsprocessen

DOOR WIE
Philippe Vandebroeck (shiftN) en Bert Smits (Tweeperenboom)

FORMAT
Vier hele dagen. Als rode draad doorheen het traject wordt gewerkt aan een eigen case uit de organisatie van de deelnemer, waarbij het geleerde onmiddellijk wordt toegepast in de praktijk.

DATA
Start in november 2019

LOCATIE
Tweeperenboom, Winksele, Belgium

PRIJS
1.200 euro, excl. BTW (maaltijden, dranken en cursusmateriaal inbegrepen)

SCENARIOHANDELEN

TOPICS

- × Van 'scenariodenken' naar 'scenariohandelen'.
- × Het scenarioproces.
- × Scenariotypes: normatief, verkennend, typologisch.
- × De regie voeren over scenario-gedreven doorbraakprocessen.
- × Verdiepen van doorbraakvaardigheden: dialoog en intervisie.
- × Toekomstverkenning als transformatieve praktijk. Koppeling aan sociale leerprocessen: transitie, 'effectueel entrepreneurschap'.



FIRST-PERSON ACTION RESEARCH

A 5-DAY MASTERCLASS
WITH JUDI MARSHALL

LIVING LIFE AS INQUIRY

Embracing complexity invites us to a different way of being. This goes beyond the mere application of technical tools, however smart. We need to develop a capacity for deep learning that is reflected in the way we conduct our daily lives. Rather than becoming technical experts in 'systems thinking', we want to develop an inclination to live our lives in a systemic way.

Judi Marshall, professor emerita at Lancaster University, proposes a practice of 'first-person action research' to give shape to such a life of inquiry. It pivots on three disciplines:

- × action research,
- × systemic thinking and
- × decoding issues of power.

First-person action research is not a tightly-knit methodology. It engages multiple ways of knowing and it is experiential and embodied. Its aim is not 'to sort things out' but to maintain an attitude of openness and curiosity that gently explores openings for things to happen. For goal-oriented achievers, as many of us are, this is a very challenging proposition. And yet, paradoxically, this discipline of suspending the urge to control may help us to contribute to systemic change more effectively than repeating familiar patterns of action.

This program provides a unique opportunity to work with Judi Marshall and to lay the foundation of your style of 'living life as inquiry'. We will experiment with different practices:

- × scanning inner and outer arcs of attention,
- × collaborative sense-making,
- × soliciting feedback,
- × journaling and writing, and more.

The setting for this workshop is wonderfully relaxing: a quiet place at the mouth of a monumental canyon that cuts through the Massif du Vercors in the French Isère. There will be plenty of time to spend outdoors and reconnect with nature.

What will you gain from this program:

- × a solid understanding of and experience with practices of first person action research,
- × disciplines and techniques to develop your own style of practice,
- × a new perspective on how you as an individual can contribute to systemic change.

COURSE LANGUAGE

English. It is essential that participants are relatively fluent both speaking and writing.

COURSE LEVEL

Introductory, but participants have to feel comfortable with the prospect of engaging in open-ended, experiential learning.

FOR WHOM

Concerned citizens and changemakers. Coaches and facilitators. Decision makers and senior managers.

BY WHOM

Judi Marshall, author of 'First Person Action Research. Living Life as Inquiry' (Sage, 2016).
Philippe Vandebroek, shiftN, as co-tutor

FORMAT

5-day residential workshop

DATES

Wednesday 16 to
Sunday 20 October 2019

LOCATION

La Source du Cerf, Choranche, France.

PRICE

1.800 euro, excl. of 21% VAT
(includes meals, refreshments,
course materials and accommodation
at La Source).



DEEP TIME WALK

1/2 DAY PROGRAM
ON DEMAND

EXPERIENCE A LONG-TERM PERSPECTIVE ON GLOBAL CHANGE AND GLOBAL CHALLENGES

A Deep Time Walk is a 4.6 km walk that takes you through the full history of Planet Earth. Every meter corresponds to 1 million years. As the walk unfolds one is led through the successive stages of the emergence of life on earth, culminating in the appearance of hominids. A Deep Time Walk is a powerful experience that alerts us to the complexities and beauty of life on our fragile home.

The Deep Time Walk was developed to support training programs at Schumacher College in the UK. Recently an English-spoken app was developed that allows anyone to take part in this half-day adventure. The engaging narrative combines both a scientist and a layman perspective and is accessible to a wide audience.

We offer guided Deep Time Walks as an opportunity for teams and small groups (up to 12 people) to gain a long term perspective on global change and global challenges facing us. The walk can be done as a stand-alone activity or complemented with a short workshop to consolidate learnings. We offer walks at different rural and quiet locations. Alternative routes can be developed at request.

LANGUAGE

The app is English-spoken.

LEVEL

no prior knowledge required but an interest in the sustainability agenda is recommended

FOR WHOM

teams and small groups who wants to gain a fresh and revitalising perspective on change processes

BY WHOM

Merel Claes, consultant at shiftN

FORMAT

half day (3 hour walk) with post-walk workshop, drink or dinner as desired.

DATES

upon request.

LOCATION

various options in Belgium.

PRICE

Base price: 450 euro, excl. of VAT, for a group of up to 12 people. 600 euro, excl. of VAT, including a short workshop to consolidate learnings.



A coaching program for leaders and changemakers
In search of balance and performance
300 km, 1 day, 6 months of groundwork

DE WEG NAAR #300

#300 is de weg naar een gezonde geest in een fit lichaam. Het doel van dit coachingstraject is het rijden van een epische rit van 300 kilometer op één dag. Onmogelijk? Niet met een degelijke voorbereiding. #300 is een uniek traject voor de professional die zichzelf wil heruitvinden en bewust wil groeien via passie voor de fiets. Personal coaching maakt in #300 de combinatie met zes interactieve workshops rond tijdsmanagement, trainingsleer, voeding, skills van

de duursporter, discovery en toekomstdenken. #300 wil bij de deelnemers een transformatie realiseren: naar een breder zelfbewustzijn en een dieper inzicht in de sterkte van het eigen lichaam en geest. Bijkomend wordt gewerkt aan professionele skills voor het werken in een steeds complexer wordende en veranderende omgeving. Success is about the journey and the destination.

— LE GRAND DÉPART

Een voorbereidingstraject dat op maat gemaakt is, vergt inzicht in jouw huidige fysieke conditie en sportieve verleden. De eerste stap in #300 is daarom een uitgebreide intake met preventief cardiologisch onderzoek in combinatie met een conditietest op de fiets. Aan de hand van een lactaatmeting wordt je uithouding op een betrouwbare manier in kaart gebracht en kan persoonlijk, doeltreffend trainingsadvies geformuleerd worden. De langste weg begint bij de eerste stap.

— PERSONAL COACHING ALL THE WAY

Enmaal de eerste stap gezet, kan je rekenen op een team met kennis én ervaring. Zowel op het gebied van fysieke training als mentale voorbereiding. Dit klankbord zal jou maandelijks adviseren met persoonlijke schema's. Bijsturing gebeurt wekelijks op basis van jouw feedback tijdens het trainingsproces. Ieder traject is uniek en krijgt ook een plaats binnen de #300 groep. Deze opvolging en interactie zijn vruchtbare grond voor een steile leercurve op én naast de fiets.

#300

DE WEG NAAR #300

— GROEIMOMENTEN

Sensecycling zorgt voor de integratie tussen een fitter wordend lichaam en een gezonde geest. De weg naar #300 zal gekatalyseerd worden door maandelijkse groepsritten in combinatie met workshops rond een specifiek thema. De elementen die hierin aan bod komen zullen telkens een nieuw perspectief creëren op #300 dat overdraagbaar is naar de professionele context.

Dag 1 TIJDSMANAGEMENT

Een eerste belangrijke hefboom op weg naar #300. Energie en tijd in de mix, ondersteund door de Personal Kanban-methodiek.

Dag 2 TRAININGSLEER

Een samenspel van vier trainbare fysieke eigenschappen. Inzicht in synergie en het eigen trainingsproces.

Dag 3 VOEDING

Hoe verteer ik informatie rond voeding? De zin en onzin van voeding voor sportieve prestaties. Kiezen is winnen.

Dag 4 SKILLS VAN DE DUURSPORTER

Zoeken van ontspanning in de inspanning. Van rituelen naar ritme en flow. De puzzel laten samenvallen op het juiste moment.

Dag 5 DISCOVERY

Doorbreken van routine in lange trainingdagen. De fiets als vehikel voor creatieve expressie en innovatie.

Dag 6 TOEKOMSTDENKEN

Leren anticiperen. Transfer van #300 naar de professionele situatie.

— #300 WEEKEND

De apotheose. 300 kilometer op een schitterend heuvelend parcours. Op de grens tussen landen en perspectieven. Een tot in de puntjes verzorgd belevingsweekend waarin het afsluiten van #300 staat voor een nieuw begin.

— DOELPUBLIEK

De professional met een passie voor de fiets die op zoek is naar een breder zelfbewustzijn, een gezonder lichaam en stressbestendige geest, met hier bovenop professionele skills voor het werken in een steeds complexer wordende en veranderende omgeving.

Inschrijving kan individueel of via jouw bedrijf. Elk bedrijf heeft baat bij veerkrachtige werknemers met een positieve spirit en de juiste skills.

INBEGREPEN

- Conditietest
- Personal coaching met trainingsschema's voor 6 maanden uitgewerkt per maand en per week.
- 6 workshops inclusief lunch en drank.
- Weekend inclusief twee hotelovernachtingen en maaltijden.
- Bevoorrading tijdens de groepsritten en de #300 ride.
- Een agenda voor het komende jaar met het #300 traject in beeld.

COACHES

Karel Pardaens (inspanningsfysioloog, BacktoBasicsinSports), Randy Mellaerts (SenseCycling), Philippe Vandebroek (shiftN)

LOCATIE

Workshops in regio Leuven, #300 weekend op locatie.

AANTAL DEELNEMERS
Minimaal 8, maximaal 16

INSCHRIJVING EN
MEER INFORMATIE
randy.mellaerts@gmail.com
+32478760535
www.sensecycling.be

PRIJS
2.892 euro, excl. BTW
(3.500 euro, incl. BTW)



THE VIEW FROM ABOVE

4-DAY PROGRAM
IN PARTNERSHIP WITH
MONVISO INSTITUTE

Fly drones and learn to use critical systems thinking to tackle sustainability challenges in a wonderful alpine setting

In humankind's history the emancipation of the view from above is a recent event. Only 150 years ago Nadar realised the first photographic images from a hot air balloon. Today we have become used to seeing our wider environment from drones, planes, and satellites.

The questions we want to explore in this program are: what can we continue to learn from this special vantage point "from above" in relation to the global challenges we are facing today? How can we balance a macro- and a micro-perspective, a systemic and holistic approach with local, place-based knowledge?

We will approach these questions from three perspectives: an experiential, a conceptual and a practical. The experiential angle will give participants the opportunity to learn to fly drones and to gain a technologically-mediated bird's eye view. We will practice photography on the macro and micro level — often, similar patterns arise at different scales. The theoretical angle will metaphorically translate the view from above into a systems perspective. More specifically we will learn how to use 'critical systems thinking' to guide our enquiry into complex, sustainability challenges. Finally, we will leverage this freshly gained perspective in working on a real-life case that relates to the specific setting of this program: the viability of fragile, high-altitude alpine settlements in an age of rapid ecological and demographic change.

The program will be held on the mountain campus of the Monviso Institute, in the village of Ostana just a few kilometers from the sources of the great Po river and facing the highest peak of the Mediterranean Alps — Monte Viso. The Institute is an evolving playful mountain hub for research, education and entrepreneurship in sustainability transformations and social-ecological design, where rich traditional place-based knowledge merges with modern technology.

Have a look at this photoblog of the 2018 edition of The View from Above:
<https://shiftn.exposure.co/the-view-from-above>

COURSE LANGUAGE
English

COURSE LEVEL
introductory, but some experience in systems thinking and sustainability challenges is welcome.

FOR WHOM
Systemic designers, organisational/ community change leaders, innovation coaches, facilitators of participatory processes, planners, architects, sustainability advocates

BY WHOM
Philippe Vandenbroeck, co-founder at shiftN and Tobias Luthé, Professor Systemic Design at ETH Zürich and founder of the Monviso Institute.

FORMAT
4 full days.

DATES
26-29 september.

LOCATION
Monviso Institute, Ostana, Italy.
<http://monviso-institute.org>

PRICE
600 euro, excl. of 21% VAT (includes meals, refreshments and course material, excludes accomodation locally)



SERIOUS GAMES

SERIOUS GAMES

People learn best when they are engaged. And they are engaged when they creatively interact with their environment.

For many years, shiftN and design studio Pars Pro Toto have been jointly developing award winning customised learning games to support exciting and effective learning experiences.

We've built games:

- × to help budding venture capitalists to come to grips with the finer points of their business cycle,
- × to help tens of thousands of employees of a global company to reflect their company values,
- × to help pharmaceutical research scientists develop more effective experimentation strategies,
- × to help new employees to get to know the breadth of the business and company policies in a playful way,
- × to help line managers to have more effective appraisal talks with their co-workers,

- × to help workers in hazardous working environment to internalize safety procedures.

Our serious games have been developed from scratch to optimally reflect the client's culture, language, technology and business model.

Our serious games are rich and fun experiences that focus on self-motivation, honest self-assessment and respectful peer communication.

Our serious games address ambitious learning needs with tools that go far beyond standardised solutions. The buzz inside and outside the organisation is simply a bonus.

Target groups range from 100 to 400.000 of employees, at all levels of the organisation.

Amongst our clients: Volvo Cars, Belgacom, Proximus, Umicore, ArcelorMittal, Johnson & Johnson, the European Venture Capital Association, Belfius, and more.

Please get in touch to discuss your learning objectives.



OTHER COMMUNITY ACTIVITIES

OTHER COMMUNITY ACTIVITIES

At shiftN we offer other ways to stay in touch, learn and exchange ideas.

shiftN Meetup is a series of free and informal gatherings of shiftN friends. We have a regular book club, we watch interesting documentary movies or simply share a Friday evening glass of beer at our De Hoorn Café. To stay informed about our calendar of activities, please register at <https://www.meetup.com/nl-NL/shiftN-Meetup/>

In 2019, we are organising a series of talks under the banner 'Alive in the Anthropocene' with provocative thinkers to reflect on the big challenges of our age. For updates please register for our regular newsletter at shiftn.com.

You can also connect to our **Twitter feed** (@shiftNGroup) or keep an eye on our **LinkedIn updates**.



PRACTICALITIES

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LANGUAGE

Programs are offered in English for international audiences and Dutch. Course materials will be in English, however. The programs ‘Scenariohandelen’ and #300 are offered in Dutch exclusively.

PRICE

All our prices are listed exclusive of VAT. shiftN is not registered as service provider in the KMO Portefeuille program so we can't offer discounted prices for Flemish SMEs. However, we do offer reduced registration fees for students,

unemployed and participants from fragilised communities. All applications for reduced fees will be considered on a case-by-case basis.

CANCELLATION

— FOR THE ICFS COURSE

Cancellation more than 45 days before 1st course date: 90% of payment is refunded. Cancellation 30-45 days before 1st course date: 50% of payment is refunded.

Cancellation less than 30 days before 1st course date: no payment is refunded. If possible, the ICFS consortium will try to move participants to a later course (cost of 150€). There is also the possibility to send a colleague instead at no extra cost.

— FOR THE OTHER COURSES

Cancellation more than 30 days before 1st course date: 90% of payment is refunded. Cancellation 15-30 days before 1st course date: 50% of payment is refunded. Cancellation less than 15 days before 1st course date: no payment is refunded. There is also the possibility to send a colleague instead at no extra cost.

REGISTRATION

Please book or register your interest via the program page on our website. You will be invited to pay a 100 euro application fee. This will be deducted from the full invoice, to be paid one week in advance of the program. Floating date programs only run from 6 participants onwards. If the program doesn't fill six months after the first registration, the program will be cancelled and all application fees will be refunded in full.

LOCATION

Locations vary depending on the program. Please consult the fact sheet related to each program.



ABOUT SHIFTN

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shiftN is a pioneering consultancy network with more than 20 years of track record in applying futures and systems approaches to complex decision-making processes. We create clarity in complexity.

At shiftN, we've always had a fairly balanced portfolio of clients from civil society, academia, regional and national governments, and the private sector.

A glance at our project portfolio gives an idea of the variety of assignments we are involved in. But here are a few typical situations that might lead to a collaboration with shiftN:

You might be part of a for-profit or non-profit organization that is challenged by external or internal developments. You want to reconsider mission and vision and explore what this means regarding processes, organization and products and services.

You might be a university or a knowledge centre that is preparing for a Horizon 2020 bid and searching for a partner to provide an interdisciplinary and integrative bridge between individual work packages and to develop approaches to valorize research results.

You might be a governmental body or a public authority that grapples with a societal challenge and is looking for a partner to help you to systemically map the complexity of this challenge, explore its spatial implications, consult stakeholders, mentor social innovators and craft policies.

You might be an organisation that pursues a complex mission (alleviate poverty, enhance community resilience, increase quality of life) and seeks to develop a holistic map of how strategic projects and policies contribute to that mission.

Or you might be inspired by what you read, but you cannot figure out how we can be of any help. In that case, don't hesitate to get in touch. More information on our website: shiftn.com

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