

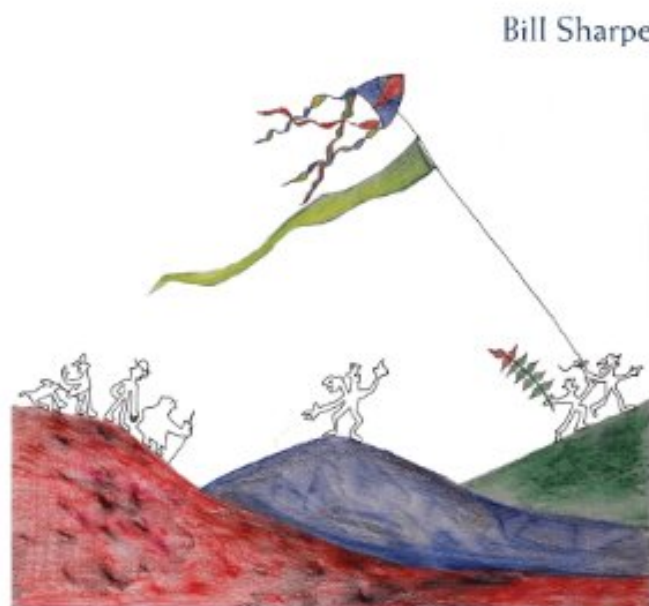
(Read download) Three Horizons: The Patterning of Hope

## Three Horizons: The Patterning of Hope

*Bill Sharpe*

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### THREE HORIZONS The Patterning of Hope



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**Bill Sharpe : Three Horizons: The Patterning of Hope** before purchasing it in order to gage whether or not it would be worth my time, and all praised Three Horizons: The Patterning of Hope:

4 of 4 people found the following review helpful. Insightful but caught in its own paradigm, H1By tom abelesThree Horizons comes, in part, out of the International Futures Forum, a creative knowledge sharing, consultancy founded by a number of, at the time, edge thinkers. One of the founders, Max Boisot developed a model of information flow, I-Space, with its Social Learning Cycle. It has been well captured in the classic volume, Knowledge Assets. With

Boisot's ideas and even those of this volume's author one can see how the Three Horizons model can be captured by its own conventional thinking, at the H1 level, the extant paradigm. In the movie, *The Outlaw Jose Wales*, an old Indian says of the "hero", that he will always seek an "edge". Three Horizons is one of a number of such techniques to work with various groups to approach understanding of current ingrained systems and the struggle for alternatives to emerge. The theory is a variance on the current focus on innovation with such ideas as that of Clayton Christensen's thinking, more complex approaches such as CLA, causal layer analysis, pioneered by Sohail Inayatullah, Gordon and Prince's Synectics or the Cynefin models of David Snowden. All of these dig beneath the intellectual and try to approach the issues by getting clients to explore their personal biases. These work best when dealing with organizational issues. But some work well with creative problem-solving focus on development of "widgets" such as the emergent idea of "crowd sourcing". The seminal insight that Three Horizons identifies is that old systems, struggling to survive will take two possible paths, suppression of the emergent or co-opting of the idea. We saw this with the US automotive industry faced with the Japanese automobiles; we see this today with the rise of MOOC's, competency based certification and similar alternatives to the dominant post secondary educational model. We also see that the "edge" thinking is really plastic and is most useful in the hands of a seasoned practitioner. In other words, most of these models are an artificial frame in which to engage the participants in creative problem solving. They are not cookie cutter methodologies that provide a path. In fact, in the volume, the author describes an innovative native Alaskan health care system which was used to help the thinking of the Scottish health care system. The author points out the three horizon elements, yet the people developing it came along a much different path. What makes the volume frustrating is manifest with the "case studies" which is indicative of the style and approach of the author. A client has a problem, the consultants came in with their Three Horizons approach, the clients gained insights and were able to resolve the issues at hand- maybe! There is no indication how that resolution was resolved and the long term outcomes. The magic in the sessions was never clearly articulated. So this volume is, as to be expected, not a "how to" approach. And, unlike the other methods, mentioned above, there is no indication that this methodology has a community of practitioners as we find in a variety of other consulting practices such as psychology, for example. It is one tool, plastic in form/function, in a consultant's armamentarium. As with a skilled surgeon, it needs deft "hands" and the ability to draw out other instruments as needed. It is far from being the Swiss Army knife in innovation, creativity and institutional problem-solving. It is far too intellectual, though the author may take exception, here. The material seems "padded" to get to book length and would appear better suited to a long article in one of the lay journals or a more detailed treatment for an academic journal. This volume is a personal journey of the author and thus has elements of uncertainty as to how it will be received by an undefined public.

1 of 1 people found the following review helpful. Exploring the potential within the Three Horizon framework

By paul4innovating

The value of the three horizons in our planning, our thinking about the future and in managing the tasks and opportunities within these different horizons, for example in innovation, all are introduced in this book by Bill Sharpe. This book provides an excellent introduction to the value of the three horizon approach and equally points you towards further bodies of work to build your understanding. The 3H framework is undervalued and through this book, it can be recognized as valuable to any future framing discussions

Equally the value within this book is this very personal view of Bill's drawn from some excellent examples of the use of the three horizons from his experience. Bill places a real importance of how to create the right environment to allow for conflicting opinions and views to coalesce around themes. As Bill points out you are allowing for the opportunity to bring together a diversity of opinions often found in discussing the future to begin to unite and work together, through the 3H framework, the combining of these different, often conflicting views of the future to achieve often a richer canvas to work from. A more than helpful book for those interested in mapping out the future. In some ways I would have liked more about the actual facilitating mechanics that can be used but the book offers different principles that need to be always present.

1 of 1 people found the following review helpful.

Helpful message, convoluted writing

By Johanna Palomaki

Sharpe's message is good and gave me new insight into strategic, interactive future approaches. I have found the three horizons approach helpful for discourse about the future of the city where I work as a planner. My only qualms would be about the length of the book. Although Sharpe writes in a pleasant style, almost like prose, I would have preferred a more succinct expression of the core message.

Three Horizons is a simple and intuitive framework for thinking about the future. But it is about much more than simply stretching our thinking to embrace the short, medium and long term. Here Bill Sharpe introduces Three Horizons as a prompt for developing a 'future consciousness' - a rich and multifaceted awareness of the future potential of the present moment - and explores how to put that awareness to work to create the futures we aspire to. The book first outlines the Three Horizons framework and the practices it supports, including case studies of its effective application in rural community development, education, healthcare and elsewhere. In the final section, Sharpe explores his intuition "that we have within us a far deeper capacity for shared life than we are using, and that we are suffering from an attempt to know our way into the future instead of live our way". Here he thrillingly outlines the potential of future consciousness as a shared cultural practice to guide society towards a third horizon that is the

patterning of our mutual hopes.