NEW NARRATIVES AND FUTURE VISIONING



The climate crisis is suffering a collective crisis of the imagination. We need new, positive narratives – images of a future worth having – to spark climate action.

For decades, scientists and climate advocates have been operating under the assumption that sufficient information would lead to climate action. But during the same decades that the science became more robust, emissions have continued to rise. Information is not enough. Knowledge isn't enough. Our inaction is not the result of a knowledge deficit, but rather a deficit of imagination.





- To be actionable, knowledge must be accessible, useable and above all inspiring. It needs to contain meaning. That is where we have failed. The climate movement has completely failed at inspiring a vision of a future that we want and that we will fight for. We are suffering from a chronic and disturbing crisis of the imagination.
- To date, the narrative around climate change has been largely negative, focusing on the dire consequences of inaction rather than the opportunities for positive change. This has led to a collective sense of frustration and impotence. People today, especially young people, often feel consumed by anxiety and powerless to effect change in the face of overwhelming obstacles.
- But this lack of imagination has not been created in a vacuum. It is the product of our short-termism, consumerism, and shareholder primacy; and it has been cultivated and fed by vested interests.

- Focus has been stolen from climate action through deliberate, planned efforts in the form of disinformation campaigns or false narratives about climate science.
- Today, we are seeing a tension between what's possible and what is impossible we know a transition to a just and prosperous future is possible with the technology and means we already have, but it is impossible for us to imagine what those other futures could be like.
- So we need a new narrative about climate change. A new set of images and stories that will unleash our positive emotions about the transition. That show us what it would be like, inspire action and create a sense of purpose. This narrative must create an emotional activation that will help us to overcome our polarisation and anger.
- Emotional activation can start by deeply incorporating culture and creative industries into the climate

- movement. They have a crucial role to play as shapers of public opinion and influencers of behaviour.
- Real cutting-edge innovation in this space will come when artists collaborate with scientists, psychologists, neuroscientists, to truly change the way we see our future and the role we play in shaping it.
- This opening up of our collective imagination, starts with creating trust. Everyone from people consuming information through traditional media, following an influencer, or even listening to their religious leader changes when they trust the source of new information.
- overcoming our crisis of the imagination through new narratives, we have to bring everyone along for the ride by establishing relationships of trust. This is just as much about equity and justice as it is about vision.

INDIGENOUS WISDOM

Our fixation with a linear, near-term future and quick wins is blocking our capacity to imagine the future differently. Many indigenous cultures practise long-term and atemporal thinking. Because they have a deep connection to the land and understand the interdependence of living beings, they plan and make decisions based on long-term impacts of those decisions.

And, because time is seen as cyclical, events are a part of the larger pattern of life and death, growth and decay. This allows for a more holistic approach to problemsolving that looks beyond the immediate future. There is a commonality among all indigenous peoples: a full understanding of what their ecosystems bring to their lives. Can Western cultures learn from indigenous thinking and open our imaginations to a different future?

EXPANDING OUR MORAL IMAGINATION

A tipping point is reached when our moral imagination expands. We can draw a parallel to the suffrage movement. The prevailing morality of the time that women were not entitled to the same rights as men was challenged and people opened their moral imagination to allow for equal rights. That caused a tipping point that set off collective action not only of women but of allies. Laws and social norms changed.

Tackling the climate crisis requires a new moral imagination that values sustainability, equity, and justice, and recognises our responsibility towards the planet. Once our moral imagination shifts, we can begin the collaborative effort to create a new vision for the future. Social learning uses stories that change the way people see themselves and relationships with one another.

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"If our brains are going to be rewired, we need a positive incentive to act, not an apocalypse to avoid." "The climate movement should be 90 per cent emotion and 10 per cent technology?"

"Where are the movies, the computer games, the comic books feeding our collective imagination of a different kind of future? There is no White Mirror..."

"The narrative is not global, but local. How can we cascade up? There are many local examples of positive futures; they need to be aggregated at a national level."



CULTURAL COURAGE FOR CHANGE

To achieve the change we want, we have to re-imagine humanity. How might convening organisations hold space for these conversations? There are many important actors already working in this space. The culture and creative industries are beginning to understand their role, but work is siloed. The best way to change views and behaviour is Hollywood or harnessing the metaverse to engage with change in an imaginative way. Can organisations bring actors together and foster uncommon alliances to drive a re-imagining.

PROPAGANDISE FOR GOOD

The world is awash with disinformation. We are not playing by the same rules and we are losing the propaganda game. What if we entered into the story war on the same, massive scale? How could we support dialogue and discussion, building capacities and resilience needed to have the difficult conversations in a way that is relatable for large groups of people. How might organisations synthesise multiple stories and draw out the anecdotes that carry sense and meaning?

CONFUSION AND CRISIS



Delay is the new climate denial, fuelled by confusion and crisis. "Things fall apart; the centre cannot hold." How will we act in the forced transformation that is coming?

We are surrounded by confusion and dissent.
Tensions and mistrust between global south and north are growing, eating at the foundations of collective action and common good. Deliberate disinformation has become a professional practice.
And while the problems deepen, a poly-crisis seems inevitable. People look for answers in these moments of reckoning.





The climate crisis seems to be riddled with confusion and disagreement. Metrics, criteria, how to measure performance, the value of ESG, voluntary carbon markets, to geo-engineer or not, the necessary, dangerous role of A.I. and the limits of the human condition.

Confusion is amplified by the ambiguous role of public institutions; by the change theories of wealthy private individuals taking matters into their own hands through philanthropy; by misleading claims and disinformation; and by the growing resentment of the very many who see that it does not need to be this way.

The climate movement is not helping. Each actor is convinced that their solution is best, unable to accept that there are many solutions out there. Disagreements are rife and the tension that builds between perfection and momentum, creates mistrust of alternative solutions and approaches. The discourse of reparations, loss and damage, ideologies of equity,

is opening up space for multiple hostages to fortune.

There is growing fear, anger and uncertainty. That was always the case, but it is more intense and complicated that it has ever been, while the need for collective action has never been greater.

It is in the midst of this confusion, that the climate, nature and pollution crisis grows and deepens. The underlying problem remains the inability to translate understanding of the impending scale of disaster into responsive policy.

This makes a poly-crisis all but inevitable. Historically collective action and change has not happened before a crisis, but in its aftermath (look at examples in our recent past like Westphalia, Vienna, Versailles, or Breton Woods). How will we transform in crisis?

— Transformation can take on many forms. New types of governance

could arise, regenerative solutions could become mainstream; self-determination and small community solutions could lead us out of the crisis. But this will happen only if we are ready for the moments of breakdown and able to address the resulting collective trauma.

Healing from that trauma could be through connection with nature and with each other and this could ignite a ripple effect. There will need to be an acceptance of the varied and different ways to articulate and execute action that meet the needs of small communities.

We will see the emergence of small systems of influence. Even today, there are examples emerging in Australia, Brazil or Mexico, discovering healing and regeneration on smaller scales in the creation of policies that affect them. The key, though, will be to connect those small systems so they are not just learning within themselves but from one another.

LEARNING FROM ONE CRISIS TO FACE THE NEXT

COVID is beginning to show up in collective trauma as the impact of sending billions into lockdown emerges. This is teaching us important lessons for the climate crisis. We see different responses: people become numb, others turn to denial or cynicism. Others see things become possible that were not so before.

There is a need to heal, but COVID has not necessarily sparked the deep shift inward or a collective reckoning that many expected. In some cases, the public saw a benefit in 'doing their part', but in others it has triggered the contrary effect, causing the underpinning of an attachment to the economic self. People have experienced a loss of freedom and they are rebelling. If a response to the climate crisis is equated with this same sense of loss, people will not act.

THE OPPORTUNITY AND DANGER OF CATASTROPHE

Scientific evidence and global inaction point to an inevitable crisis for humanity. A forced transition will be our reality. And as the crisis deepens and becomes "the new normal" people will be looking for answers and they will be ready to move. This is a tremendous opportunity to offer a different narrative and regenerative solutions that can help to heal in small and large systems.

But there is a tremendous danger in this moment. Nationalist, populists and extreme movements use exactly these moments to capitalise on collective confusion and fear, giving simple solutions to complex issues. These are moments in which violence and anger arise. Is the climate movement ready to offer alternatives? Can we provide counter messaging at scale and do we have the resources?

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"COVID gave people a glimpse of what it means when access to life is taken away. People have had a taste of that, and they don't want it."

"Greta has the attention of the entire world and doesn't know what to do with it. She has not been able to shift to leading new proposals." "As we go on destroying and depleting the physical world, we are creating an enticing, beautiful virtual world. It is becoming increasingly attractive to live in that world."

"As the crisis deepens, people will be looking for answers – and those who are ready to give answers are the ones that will win."



LEADING THE READINESS CONVERSATION

Transformation follows crisis, as people open up to act. Regenerative solutions need to be ready, incorporated through education and training. To be ready for transformation, we must lead difficult conversations around our preparedness with solutions. How could organisations create the spaces for those complex conversations, gathering unlikely collaborators and especially uniting the hard sciences with the social movements. We all have to acknowledge this moment and be ready with counter messages at an unprecedented scale.

BECOMING KNOWLEDGE STEWARDS

Learning, sharing and curating information and knowledge using simple and accessible narratives will be fundamental to the transformation after the crisis – in the moments of truth. Who could become a knowledge steward, making transformation accessible and useable for a range of different actors. But above all, how can knowledge inspire action? Being a curator of knowledge implies working in collaboration through collective leadership to make it actionable.

BROKEN INSTITUTIONS USEFUL INSTITUTIONS



It is impossible for us to do what we need to with the institutions we have. Either we build coherent alternative possibilities or hack existing institutions to achieve agile collective action.



We know we are facing a collapse. We have most of the technology and knowledge we need to support a global population of 10 billion people, but we are not using it. Why? When you get into the organisations and institutions dominating our world, you find wellintentioned people trapped inside perverse incentives and zombie methodologies. We are iterating on a broken system.



- Government we are cleverer in technology and in complexity science than in the institutions that organise people. This is the tragedy of the commons, the underlying nature of the problem we have: how to translate scientific understanding of the nature and the scale of the risk and impending scale of disaster into responsive policy when policy makers and institutional decision makers have little time and risk appetite for any of the issues. It is disastrous that climate has become political.
- Nation states as the urgency of doing things together increases, we are reverting to a zero-sum narrative of nation states competing and fending for themselves. How do we get back to the imperative of collective action for the common good at a time when we are fragmenting in unhelpful ways?
- Cities and regions are becoming drivers of positive change and should be empowered. We need language change: from 'global' to 'planetary'. We are not telling the greater story.

- Multilateralism the UN is trapped in competitive nationalism, ego and growing polarisation a theatre for powerful vested interests to play a long game. What would it take for the UN to pull the world together in the way it was intended?
- Capitalism is hurtling us towards destruction fuelled by financialisation, an economic model and a political economy that are all root cause problems.
- It is time to rethink the commons. Property law, for example, has led to \$352 trillion worth of land in private hands, exercising the right of freehold. Fairhold, as an alternative, would create a deep and distributed understanding of responsibility and stewardship.
- Education has created a normalisation of climate change into obsolete, small, non-complex discussions, resulting in a critically low level of awareness about how much climate change will cost and the scale and pace of change needed.

- Educational institutions are teaching answers rather than questioning; with little debate, deep resistance to entering into change, with a focus on evidence-based reasoning that creates an excuse for not acting. Innovation of the education system is the next frontier: to re-open creativity, reintegrate art and science, and teach people how to act.
- Innovation entrepreneurs have become trapped in the passion to get rich and find lucrative quick wins rather than work together to build functioning ecosystems.
- Communications and media
 we are dealing with a loaded deck.
 Deliberate, strategic misinformation
 and the lobbying of a self-interested
 few is entrenched. The power of who
 controls global narratives determines
 whose crisis and what crisis we think
 we face.

HUMAN RIGHTS OF NATURE

Notwithstanding successive decline in human rights protection, an enormous bottom-up push in the opposite direction is coming from cities, the private sector, students and communities. The UN General Assembly has acknowledged human interdependence with nature, recognising the right to a healthy environment and therefore respect for the rights of nature.

Global legal empowerment is gaining traction, with positive interactions occurring in the interface between global and local, creating a vital and useful community of practice. From an institutional perspective, a shift is now needed from rights to participation to engagement to create ownership and local listening, working with states and regions. Delta management in the Netherlands, new policy drafted in Sierra Leone on land rights, legal personhood of rivers in Colombia show the way.

THE POWER OF CASCADING UP

Local empowerment initiatives are taking root exponentially and connecting up, grounded in what people can do in their daily lives, in places that matter. A movement is afoot: to give ourselves the means to do what is needed with shared vision and platforms to exchange experiences and experiments at all scales, powering individual and collective action to a global scale.

The internet, video, social media, gives us a shared neural network to awake consciousness and knowledge across the world – the system is ready to cascade up; a COP for the people. Alternative social currencies are providing the incentives for behavioural change and movement building, despite institutions, and eventually in partnership with them. Finding the avantgarde, the explosive idea working at the edges is key.

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"Our current situation is individually totally understandable but collectively catastrophic. The worse things get, the more we hold on to systems and institutions that don't work."

"If you have trained all your life to achieve one thing, the plan cannot change – that is the problem we face: change in only one generation." "The last thing we need now is the world's largest nuclear power and the world's largest market economy becoming aligned in opposition to 'techno-democracy'."

"The economy is our choice. It is not God-given. We can change it if we want. We need to move from economic gain to ecological civilisation."



INNOVATE EDUCATION

Some institutions hold the keys to rewiring human understanding. How could organisations transform education to bridge the gap between thinking and acting, making imagination, and intergenerational, interspecies collaboration and co-creation a key part of that? Linking up with other networks and engaging in dialogue with scholars and practitioners from global south who come with completely different solutions would be a critical role to play given the impact of the EU in the world.

TAKE RISK TO MANAGE RISK

How could the climate movement play an instrumental role in creating a space for a more honest and rigorous discussion about funding: helping money get more comfortable with the long term and with meaningful, systemic impact. Philanthropy thinks it knows better than government. Investment and venture capital is ripe for reeducation. How might we build the capability to take risk in public innovation and systems innovation, enabling collaboration, so that funding covers all the issues and invests in network effects.

PLANETARY HEALTH AND HUMAN HEALTH



Human health and planetary health are entangled. Climate is only one part of the equation. It's time to accelerate learning from the natural world about what is good for life.

We are on path to 2.5-3°C of global warming. That is very, very bad for human health. If methane and methane hydrate in the permafrost are released in the next 20 years, it will send the global temperature up by 5-8°C. That's game over for most species including humans. What could possibly go right in the face of this?





- Biomimicry a field of natureinspired innovation in which designers, biologists and companies draw on 3.8 billion years of innovation in the natural world to raise the bar on what acting sustainably means. Living systems are that model.
- Complex adaptive systems in nature self-organise for collective action, are inherently generous and diverse, producing more than is needed. Mutualism is a feature; rogue actors are sanctioned through partner choice (e.g. trees hosting fungi). What is good for life continues to get selected.
- Social reference theory one of the fastest ways to get to social change and behavioural change is by changing whom you admire. If we expand our circle of kinship to the rest of the living world, and shift our reference system to nature, we will learn to think and act differently, bringing natural intelligence into decision making and into boardrooms.

- The distributed self our nervous systems synch up; if the trauma experienced by one travels to other, can the healing of one help heal others? We can spread 'mind viruses' extremely fast the metaverse accelerates that. This is something to design for.
- we are surrounded by symptoms of deep restlessness, division, anger, rage. Why is everybody burned out? The world is literally burning and our nervous system is in synch; are we all picking up on the collective trauma of our planet?
- Psych-tech is on the rise, ancient practices of breath, meditation, medicinal plants. There is a deep propensity among humans to transcend. But tools for healing are within us, connected to the collective psyche.
- Nutrition affects the development of our brains. Childhood malnutrition may even result in impaired social competence

- and adaptive behavior. Is this an existential risk?
- The brain is malleable and the corpus callosum has the ability to strengthen itself. Change is all about nervous system self-regulation perceiving a bigger entity or space that can hold us, whether religion or nature. We can empower people with tools they can use.
- Advances in science will make it possible to manipulate people's thoughts, in their sleep. When they wake up they think differently. Can we change preferences, political choice, behavior? To what end?
- Wellbeing economics provides a context for light to come up through the cracks, shifting self-interest to planetary care. Who are the leaders of communities of purpose and small 'p' political spaces who can translate wellbeing into everyday economics.

BIOMIMICRY 3.8

Biomimicry 3.8 is the world's leading bio-inspired consultancy. Initiatives like Project Positive and the Biomimicry Institute are driven by a sense of urgency to get to science-based targets and actions that are regenerative of natural systems. In working with cities and corporates Janine Benyus and her team at the Biomimicry Institute identify bio-reference habitats that are doing well and measure ecosystem services in those habitats; 21 ecosystem services that show up in patterned ways, e.g. clean air, clean water, nutrients, circulation. They challenge cities and companies to meet or exceed the provision of ecosystem services as a performance-based logic for every building, supply chain and asset. The built environment stands to gain most since it is humanity's largest habitat. How generous is your building truly being?

HUMAN DEVELOPMENT

Acting on climate is all about acting on human development. Humans – a young species still emerging from tribalism, focused on taking – have caused a biodiversity trauma leading to collapse. How can humans upgrade to become a positive species, contributing to planetary health?

The Inner Development Goals is a not-for-profit, open-source initiative to develop the inner human capacity to deal with our increasingly complex environment and challenges in the form of transformative skills, mindsets and stances. Skills to enable us to turn the perfect storm of COVID into post-traumatic growth. The Club of Rome's Earth4All analysis calls for an upgrade to our economic system: a fundamental reconfiguration of our economies, energy and food systems so that they work for both people and the planet.

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"Receptivity to living systems and the natural world is growing. This will rise in the next 10 years and could be accelerated." "We will get energy as a human right and then I ask myself: what will we do with that? To what end are we using these technologies?"

"Small systems of influence are now emerging all over the world talking about healing and regeneration: a new taxonomy of the present, pulling us towards the future."

"Empathy is key to change. Humans prefer to care. The drive to bond and the drive to comprehend are fundamental to human biology. How do we harness that now?"



HEALTHCARE AND CLIMATECARE

The world needs a champion for radical attention to personal and collective healthcare – physical and mental – as a critical factor for human survival, the key to a new, sustainable design for human life and a source of significant co-benefits. How might organisations and integrate biomimicry, ecosystem service thinking, planetary care and post-traumatic growth through healing into large-scale place-based transformations? Epigenetics at the core of social change, rewiring our sense of a caring, distributed self.

HUMAN DEVELOPMENT IN ACTION

Healing and learning are fractal. Can we build a living lab for repair, renewal and resurgence, learning to contribute. Check in on your organisational nervous system – are you going into panic mode or making use of all resources and ideas available? Do you process the trauma that comes with working on climate everyday towards positive, empathetic action. Behavioural change is a powerful technology and creates its own momentum.

JUSTICE AND EQUITY



We may end up with a net zero world that is not worth having. How do we avoid making choices now to save the planet that benefit the few and fail the many? The climate crisis must catalyse bold action in political, social and economic spheres. But there is a risk that the suspension of norms and the pressure to step far outside the Overton window may have dire consequences for the most vulnerable, while benefiting those in positions of power. How do we design and deliver a future worth having for all?





- Innovation bias Given current market structures and drive for profit, technology is often designed for the wealthiest 1 per cent and funded by venture capital firms who are focused on financial return rather than wider public benefit.
- Understanding and addressing vested interests becomes more critical every day so that we can drive a just transition to address climate change. People who control carbon have a deep interest in retaining control. Change will need to include moving from current finance models and the financialisation of resources to climate finance models that safeguard the commons.
- Rural and urban tensions –
 Political and cultural power is often
 centred in cities, which can lead to an
 imbalance of power and divisiveness.
 There is a growing perception in many
 places that those in the city tell those
 in rural areas 'how to live' without the
 connection to or real understanding
 of rural settings. We must harness

- rural knowledge and give people more agency to make decisions in their local context.
- Marginalised voices and indigenous voices need to be heard. This is important for an equitable transformation, but also to preserve critical knowledge and know-how. For instance, indigenous women are playing a significant role in preserving land and biodiversity across the world. Women make up between 60 and 80 per cent of farmers in non-industrialised countries.
- Equity and poverty The transformation needed to address climate change is a huge opportunity to address equity and poverty. It is also a prerequisite to enable change and ensure it endures. As climate impacts effect the poorest communities first, developed nations should address this purely from self-interest, if not from ethical motivations.
- The human and financial costs of mass migrations precipitated by

- climate disaster in vulnerable regions will create huge upheaval for all.

 Trust is already fracturing between global south and the global north over assumptions about equity, sufficiency, and loss and damage repayment.

 Climate justice will become impossible in the absence of trust.
- Employment For many people, vulnerability is a matter of jobs: dignified, well-paid jobs. If we can begin to create economic circles of success locally-based green wealth everyone has a reason to make the place they live better.
- Rights of nature is underway to treat nature as a legal entity with rights, and therefore protections of its own, could be a significant step in protecting the natural environment. This is indelibly linked with how to best protect the most vulnerable communities. Likely this movement will benefit from a growing respect for the natural world which can be seen over the last 10 years or so.

PROTECTING COMMON HERITAGE

Justice and equity questions are intensifying in relation to the concept of the common heritage of humanity, for example in the context of biodiversity. Genetic modification of seeds – for greater climate resilience or productivity – leads to patenting which effectively captures and privatises something that is common heritage. Advances in seed technology sound good but are being used in a way that sidelines farmers. This is an example of disconnected regimes of regulation and trust in markets that result in perverse consequences.

The challenge is to change regulation, not change seed-based research. A necessary social political debate about public goods and the use of natural resources needs to be embedded in our action on climate and nature together with research on equitable mechanisms to scale adoption.

EARTH4ALL

The Club of Rome has published a report to respond to the 1972 "Limits to Growth", which warned of the consequences of exponential economic and human population growth in a world of finite resources. "Earth4All" identifies poverty and inequality as the two most destructive constraints to action on climate. It recommends a complete redefinition of what matters in economic policy to focus on wellbeing so as to enable societies and individuals to overcome deepening divisions and polarisation.

This includes debt cancellation for all low-income countries, and intellectual property rights waivers on patents related to sustainability and health. It endorses the creation of a citizens' dividend fund to give everyone a fair share of the global commons and national wealth. Enhanced support for women and girls is crucial.

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"If we think in terms of climate equity and work towards it, we can tackle several of the most critical issues at the same time." "Who owns the right to technology that can change or manipulate behaviour; how it will be deployed, by whom and to what ends?"

"We will do as little as possible until feedback from natural systems is extreme enough to make us act meanwhile the delay is impacting the most vulnerable populations."

"We need to return to the notion of the 'commons'; that we all have shared ownership of cultural and natural resources versus exploitation by the few for profit."



INNOVATION FOR ALL

How could organisations embed justice and equity into its work and into its mission? Is it enough for any innovation actor to align to an impact mission that seeks to limit climate change without explicitly naming that this must be delivered in a way that is just and provides a positive and desirable future for all? Awareness of vested interests and unintended consequences of actions will be paramount.

UNITY THROUGH DIVERSITY

The EU is a large enough economic region to have an inevitable spill over effect with full scale laboratories and large enough demonstrations that prove wellbeing and sustainability are mutually possible and attractive. How could European-based organisations help amplify marginalised voices and diversity of perspectives from across the globe in that work, and where and how should it act beyond Europe? Exchanging learning needs to pay conscious attention to context and meaning.

THEORY OF ACTION



This is a 'Sliding Doors' moment, balanced on the brink of a world that is collapsing or a pivot into something transformational. What's our theory of action?

Almost every system that modern human beings have invented needs to change. Systems change needs to lead to paradigm change: to a transformation of ourselves and the patterns of belief and expectation we live by. How to do so in time? Guided emergence, tilting the playing field, scarcity or abundance mindsets? Which adventure are we choosing?





- cOVID was the trailer for the climate change movie. The tech came faster than we thought, but the whole question of implementation and interdependence caused our execution to totally fail. Why? Because of a lack of deep understanding and appreciation for interdependence. We didn't see that if we don't vaccinate the entire world, staying safe won't work. So how do we learn, agree and organise ourselves?
- We may not get to the technological saviours because we struggle to organise ourselves. After a decade of green-on-green fights, we are tripping over our own feet. The climate movement is going to have to become a proper political movement: make it simple and do things that are transformative. We are facing a political set of choices with a small 'p' and a big 'P'.
- Politicisation of climate change is an illumination of the conundrum between "tech will save us" and "tech will fail us". Humans need to save humans.

- We are not thinking how we will scale the tech across the political divide. The tech world builds for the rich, after which it becomes available for the poor. This is the mindset shift we need: design for the bottom of the economic pyramid; make the most vulnerable places secure and thriving.
- We don't get things right before a crisis integrated solutions bringing science and policy for collective action together. We have to solve all parts of the problem simultaneously. Disaster leading to an understanding is more likely to be the trajectory. Kim Stanley Robinson is right Ministry for the Future but catastrophe may need to happen in a western nation before the world really wakes up.
- We have to go tactical build the tactical playbook, build new systems and invite people across to them. Our job is to build coherent alternative possibilities small islands of coherence that can create massive traction.

- It is about creating parallel markets and allowing them to compete in the world. Down the middle of every situation there runs a crack cracks that can be exploited to make a shift. If you can demonstrate that things are possible then they become seen as viable.
- But we are not going to solve global narratives based on working in the cracks. People who want to deliver the kind of change we need have to be confident enough to win the argument.
- One way of looking at the problems we need to address is to distill them down to questions of human nature. Are there conditions in which people are more likely to be patient or less patient? Human behaviour is infinitely malleable, if that is your goal.
- In the end it comes down to a handful of people who decide the world is going to be a different place and act upon it. Networks are crucial. Without that we don't get a run rate of change.

TROJAN HORSES

Buildings are responsible for 40 per cent of the world's emissions. We know how to build buildings that are carbon regenerative. Builders are adversely incentivised not to do so, and the institutions that support them, and could change this, are stripped of capacity and based on perverse values.

There is a market of people who want to do the right thing, but they can't get access to the core resource of land. Open Systems Lab is working to create a new class of property ownership based on fairhold. The aim is to create an open source, modular family of template lease agreements for landowners to make land available as a low-cost platform for sustainable building: a Creative Commons for land and property, leveraging reciprocal needs and carbon benefits.

REGENERATIVE SOLUTIONISTS

Global Solutions Alliance launched by Regenerative Intelligence is working to accelerate knowledge and awareness of the solutions we have and the solutions we need to create a regenerative society moving from extraction to restoration and abundance with equity at the centre.

Their assumption is that we will not achieve systems wide transformation in eight years so we will have to learn through trauma and we will transform in crisis. In preparation they are training thousands of people to be 'regenerative solutionists' so that a base for mass movement is ready, drawing on a toolkit to change the world on an open access, non-competitive basis. Part of the theory of action is to propagandise those solutions on a massive scale, working in concert with others across the world.

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"How do we make the first Trojan horse for a new farming system and get that to scale? It is a question of hacks and tactics at the right scale." "I don't think we can avoid the issue of needing to deal with the extreme right wing. They will not assist the process; they will put it in reverse."

"Geopolitically things will get worse, people will become inured to the sight of children dying and yet islands of hope and creative alternatives will exist." "What if democracy became a platform and we started a race to build the most resilient platform on basic principles of de-corruption and justice."



TRANSFORMATIVE INNOVATION FOR POLICYMAKERS

How do we become the verb of doing better and going faster with systemic transformation? Verbs open possibilities and shape habits. Could organisations work with policy makers to help develop pragmatic theories of change for urgent, transformative innovation, which does not mean doing the same things more quickly, or throwing more money at innovation, but rather doing different things. What is needed is a toolkit for how to do differently, starting with the social contract.

LEVERAGE THE POWER OF PLACE

Scale is our principal challenge – how to get the bright spots, the 'pixels' of good solutions and network effects to scale. The one thing that communities and companies have agency over is place; place anchors a sense of self and identity. A focus on place-based transformation could be reinforced as a form of pixelated healing. Once cities, regions, businesses and individuals engage in positive ecosystem services in the places they relate to, their agency becomes larger.

LEADERSHIP



From a movement of leaders to a leaderful movement.

We can no longer wait for traditional leadership to act on climate change. For 50 years that has been the gameplan and it has completely failed. We need to act with all speed along multiple paths. Different leaders are beginning to emerge, but to truly to tackle the challenges ahead, we need a new type of leadership.





Traditional political leadership has failed the climate movement. In many countries and contexts, there is a sense of disillusionment and disappointment with government's inability to act. In some cases, there is anger that politicians prioritise economic growth and short-term interests over long-term sustainability and the wellbeing of future generations. In this disillusionment and anger, a new type of leadership is slowly emerging. One that is far more equitable and representative.

What we see today are different kinds of people taking on leadership roles. While youth leadership has been in the spotlight thanks to Greta Thunberg and Fridays for Future, women – particularly women of colour – have played a significant role in advocating for climate justice. They have brought unique perspectives and experiences to the movement, highlighting the ways in which climate change disproportionately affects marginalised communities and the importance of taking an intersectional approach to addressing the issues.

- Indigenous leaders have also emerged, bringing a deep understanding of interconnectedness to the climate movement. They have used their traditional knowledge and practices to advocate for sustainable land use and protection of natural resources.
- Both women and indigenous leaders have been at the forefront of grassroots' organising and community-based solutions, working to build resilience and adaptation in their communities. Local community leadership is especially important because they have a deep understanding of how climate change affects people on the ground, reinforced by strong ties and intimate trust with communities.
- There are many other community leaders with greater potential to play a role, like leaders of local faith groups, sports clubs and footballers, even small community celebrities. Often, however, they are afraid to speak out because of a risk of perceived hypocrisy. There needs

to be a more systemic approach to mobilising and supporting community leaders across the spectrum.

- In the very short term, we need current leaders to change. We need them to step out of their comfort zones and challenge the status quo. This might create a snowball effect and encourage others to do the same. Policy makers and institutional decision makers are in dire need of support since they hold the keys to enabling conditions for change.
- We need diversity and serendipity people paying attention to what happens when you put unexpected things together. Collisions of difference can really make a difference. This implies not only different types of people in leadership roles, but shifting to a new kind of leadership that is bigger than climate as engaged citizens discover pre-political common ground and overcome inertia through education and shared experimentation.

YOUTH LEADERSHIP

While Greta Thunberg is the best-known young climate activist, she was not the first. The movement of youth activism has been growing for years, with young people around the world taking on roles of leadership, organising and demanding climate action. However, Thunberg's "fame" paved the way for a new era of youth leaders and their particular style of leadership.

Young leaders have brought a new energy and sense of urgency to the climate movement, and they are unabashedly bold in their calls for action and for transformative solutions. Youth leadership has become much more inclusive and diverse. Young people from different backgrounds and communities are now involved in the climate movement, and their voices are helping to highlight the disproportionate impacts of climate change on marginalised groups.

LEADERSHIP FROM THE BOTTOM UP

There is a growing sense that national governments are utterly ineffective at fighting climate change. In this gap, local action has emerged. There is tremendous municipal strength in cities around the world, increasing exponentially, with city after city committing to ambitious targets. At the same time, local communities are finding ways to help themselves and help each other, which can be both liberating and empowering.

In these cases, leadership comes from a collective, starting the shift from a movement of leaders to a leaderful movement – not necessarily within the climate movement but working within their own movements. The world needs council members and local representatives, it needs teachers and engaged citizens in everything from local associations to party politics to become community canvases.

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"A generational shift has to happen. It is hard to image the kind of change we are talking without articulate individuals who can communicate in different ways."

"The moral arc of the universe is bending towards justice even as we see the last gasps of authoritarianism."

"We need to act with different speeds and different lanes. We are at an emergency point for a leadership-based movement." "In the fast lane, we must [still] work with obsolete structures and to get four or five leaders of significant portion to step out of their comfort zone...and that can spill over."



TRANSFORMATIVE LEADERSHIP CAPACITY

Organisations that are in the business of building capacities to learn from systems thinking to catalyse transformation can use that ability to build a new type of leadership. How can organisations work deeper into the influencing of business leaders, policy-makers and emerging community leaders, by building the capabilities and mindsets to see the world in systems rather than siloes, and to work with innovation as deep learning from experimentation and place-based engagement.

SUPPORTING A LEADERFUL MOVEMENT

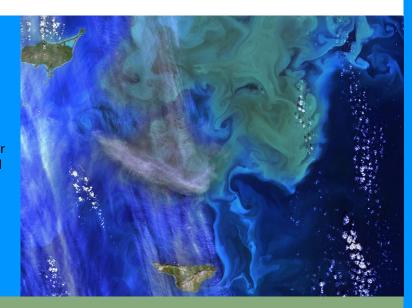
Organisations working on the ground have a unique opportunity to support leadership within and across communities, enabling new kinds of climate leaders to emerge in local contexts. The impact of instant human-to-human communication through digital media often reinforces anger and fragmentation. How could we counteract that, by working with leadership grounded in community groups, better tapped into local challenges and opportunities, crucial to building empathy, trust and collective action.

URGENT MASSIVE ACTION PLAYS



The latest IPCC report is, "a clarion call to massively fast-track climate efforts by every country and every sector and on every timeframe". It is time for urgent and massive action.

Climate change is an existential threat and the window to act is closing fast. Incremental changes are not enough. To turn the tide on climate action, contain global warming to 1.5 degrees and restore our planet, we will need radical new approaches. What are the urgent, massive interventions that we will need to make?





Massive biomass regeneration -Carbon capture will be a fundamental pillar in any future scenario. We should be looking for effective ways to capture carbon that mimic natural ecosystems and promote biomass regeneration. For example, whales play a vital role in moving biomass from the ocean depths to the surface. Whale poo stimulates growth of large "ocean forests" of phytoplankton that can capture vast amounts of carbon dioxide and contribute to the re-fertilisation of the oceans. Already plans to release artificial whale poo on a large scale are under way.

Cloud cover – One of the most dangerous results of climate change is the melting of the Arctic ice cap.
As well as the more obvious issues of rising sea levels and the changes to warm air circulation, we also know that for the summer months the ice cap plays a major role in controlling global temperatures by reflecting sun rays. It is imperative to explore solutions that focus on reflection. One such project is researching how to cover

the Arctic with white cloud during the critical summer months, at a probable cost of around £10 billion a year. The cloud cover approach is also being considered for other applications, such as restoration of the Great Barrier Reef.

Regenerative agriculture -Reducing the carbon footprint of the agricultural industry is a shortsighted approach. We need to explore opportunities for regenerative interventions. For instance, replacing cattle entirely with lab-based meat may not be the whole answer to reducing greenhouse gas emissions from meat production. Grasslands are incredibly effective at sequestering carbon - rivalling forests - and virtuous regenerative grazing could be deployed. This approach needs grazing animals who help spread carbon below ground into the soil to feed microbes.

Reprogramming humans – We will not alter our future without changing our behaviour. Research indicates gamification, using gambling principles and quick feedback loops, can make polarised opinions less extreme. There are, however, far more radical neuroscientific approaches that enable a direct manipulation of people's thought patterns. While interesting, these approaches require careful consideration of ethics and risk.

Direct Air Capture –Reducing CO2 emissions, whether now or in the future, will not be enough to reach Paris Agreement targets. We must be able to remove carbon from the atmosphere. In addition to nature-based solutions like afforestation, technology to capture and store carbon directly from the air is already available. It uses limited land and water resources and produces natural mineralised stone. This kind of technology must be a part of the carbon capture mix.

CLIMATE REPAIR

David King and the University of Cambridge Centre for Climate Repair have been working on developing a range of technologies to achieve deep and rapid emissions reductions without environmental damage, enhance the resilience of vulnerable ecosystems and reduce the risk of catastrophic climate tipping points.

One of the most interesting and innovative of these technologies is the use of enhanced weathering, a process that involves accelerating the natural process of rock weathering to capture carbon dioxide. Enhanced weathering works by spreading finely ground rock over large areas of land, where it reacts with carbon dioxide in the air to form stable bicarbonate minerals. This process not only removes carbon dioxide from the atmosphere, but also has the potential to improve soil health and enhance agricultural productivity.

REGENERATIVE CAPITALISM

Natural Capitalism Solutions, led by Hunter Lovins, has been working with businesses, governments, and communities around the world to promote regenerative practices that restore natural systems and promote social justice. Her approach emphasises the importance of building resilient, sustainable economies that benefit people and the planet. Regenerative capitalism shifts the focus from short-term profits to long-term sustainability, creating value for all stakeholders, including the environment. The centrepiece is research into regenerative agriculture including grazing animals on grasslands. This can replicate soil rich in microbial funghi and put a ton of carbon per square metre per year back in the ground. It has the potential to reduce carbon emissions, restore ecosystems, and create new long-term economic opportunities, demonstrating that a finer future is possible.

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"We need to remove greenhouse gases at scale and quickly. So we need projects that remove 10 billion tonnes per year." "If you are human, at 50 degrees you cannot get rid of excess heat. In India and Pakistan extreme heat events at this level are increasing all the time."

"Grazing animals coupled with renewable energy will cut carbon emissions. We know what to do, and we know how to get away from an extractive society."

"Every additional tonne of greenhouse gas emissions that we put from now on into the atmosphere will have to be removed to create a manageable future for humanity."



CONNECTING THE DOTS

There are many different actors, different perspectives and different approaches to the climate crisis. But there is only one necessary outcome, and an imperative to connect the dots, so that solutions build on each other and accelerate systemic change. Understanding one another's perspectives would be a good starting point. How could organisations work on this element of connecting the dots, breaking down the complexity of systems change into digestible bites. The qualitative element should be embedded across.

CHAMPION EFFECTIVE TECHNOLOGY

Marshall McLuhan said, 'first we shape the tool and then the tool shapes us'. The way technology is getting to market is incredibly broken, especially in Europe. Could innovation champion technology designed to achieve regenerative, ecosystem outcomes and leverage urgent, place-based transformations to break technology out of the graveyards of invention and financial greed into new and complex implementation spaces. Enablement matters: identifying and building the capabilities and the unusual allies needed.

SHORT-TERMISM



Time to zero, instantaneity, quick wins and a predisposition for nearterm decision-making dominate the world we have made. This is the fatal flaw of modern civilisation, incompatible with planetary care.

If systems change and long-term investment are the accelerator pedal to containing global warming to 1.5 degrees and restoring our planet, then short-termism, quick wins, and incremental change are the brakes. How do we shift systems and incentives to avoid siloed and myopic approaches? What will give us the intellectual curiosity and courage to do things differently?





- The hidden costs of climate change Most actors in the market are still not including a shadow price for carbon (and other climate-related costs) in asset valuations and exchange. This is a significant strategic and business mistake. As long as we do not value assets correctly, we are accumulating risk throughout the economy (e.g. mispriced pension pots). Every asset currently held is mispriced, looking forward.
- In doing so, we fail to incentivise the type of investment we need for climate innovation at scale. Carbon taxes encourage a long-term view and focus finance on the real economy. We need to push the market to measure and shadow price and include capex deductions for making sustainable, 'good' investment in green assets.
- Locked in warming We know that the carbon budget for a 1.5 degree future is largely used up by infrastructure that has already been built. But this is not being sufficiently factored into our mitigation plans.

- In addition, we are not addressing the effects of locked-in warming effects in infrastructure planning, for example in electrification infrastructure that is not fit for purpose in a world with increased temperatures and constant extreme weather events.
- Narrow focus on GHG emissions Focusing almost exclusively on GHG and not on other equally destructive issues such as loss of biodiversity, pollution and lack of equity, is encouraging incrementalism and a narrow approach to outcomes and investment.
- Oil and gas industry It is a fallacy to assume that existing industry players will be able to lead the change in the energy sector. Incumbents are planning for linear, slow and predictable changes, but all signs point to massive disruption over the next 10 years. These changes will be swift and will displace, rather than work with, the 'old guard'. Many oil and gas companies may cease to exist as a result (some

- predict oil and gas investors will lose up to \$11 trillion in the next decade). We have just passed the \$1 billion mark globally in oil and gas subsidies despite windfall profits.
- Leadership will need to come from elsewhere. Climate emergency and the pace of change needed means that we cannot support a prolonged period of managed energy transition, which would require subsidies, attention and resources detracting from the move to renewables and other emerging technologies. The challenge we face is how to break the deadlock of vested interests.
- Regulatory frameworks, accounting models and governance are part of the problem, since they tend to discount the future in favour of the present. There are some exceptions the Wellbeing of Future Generations Act in Wales which need multiplying.

CRYPTO AS THE BIG SHORT

Energy, food, water, transportation, land: we have made every effort to privatise them even though they are vital supply chains and therefore by definition should be managed with a long-term view rather than short-term profiteering. Crypto seems to be another attempt at privatising something that is in the public domain and should remain public, which is monetary policy.

It is not random that China has forbidden crypto-currency transactions. There are plenty of people who think we can use software to dematerialise the economy focusing away from real value and real issues: wealth without work or assets or risks. But how do you dematerialise food, water, transportation? In many ways crypto is a solution looking for a problem which isn't serving people or climate investment.

GEOPOLITICAL FORKING

There is a possibility that the West goes ahead with a low carbon model and a big part of the rest of the world carries on with a hydro-carbon model for some time to come. Russia's invasion of Ukraine pitched the world into an energy war and a race to secure fossil fuel supplies.

We risk going back to a splintering of the world into two ideologically distinct parts – what Biden unhelpfully described as 'the techno-democracy of the US and Europe and the techno-autocracy of China and Russia' – which will result in fatal delay and disruption. Reconciling short-term energy security and long-term climate goals with a unity of purpose and direction is vital, otherwise what is to stop poorer countries resorting to fossil fuels and sympathetic alliances.

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"I am reminded of Keynes who said the difficulty lies not so much in developing new ideas, as it is in escaping from old ones." Common law might offer interesting possibilities, because it means having to own the downside risk. Maybe courts can help with a raft of cultural, legal and risk based 'sticks'."

"Venture capitalists are motivated by creating personal wealth, so they may be giving to charity but they are still working in a broken system." "The good news is: the money is there – \$100 to \$200 trillion – If we can get the marketing campaign right we can start to shift the money."



LENDING THE COURAGE OF CONVICTION

Central banks, applying conventional economics, see the crisis we are in as a demand-driven inflation problem when in fact it is supply-driven, because we have underinvested for decades in renewable energy infrastructure. How could organisations work closely with national governments and with citizens to build understanding of the systemic issues at play and provide confidence through innovation to pursue steady, long-term climate strategies despite short-term pressures. The coming polycrisis will intensify this need.

MOBILISING SYSTEMIC INVESTMENT

How can organisations that are part of the innovation ecosystem avoid the trap of 'business as usual' thinking in its own work? How might they work with financial institutions and funders to resource work that requires immediate action but longer-term vision and commitment with regard to returns and value? How much focus should be placed on catalysing innovation in the financial sector as a core proposition versus approaching it as a means to an end?

RADICAL COLLABORATION



We need everyone because everyone is impacted. The climate crisis demands that we go faster and further, and more fairly, together. Are we equipped for radical collaboration?

There is so much cooperation and symbiosis in the natural world. Many species work better in solidarity rather than competition. Is it possible to imagine an alternative human conditioning based on reciprocity and cooperation? Many communities already practice that. Maybe conditioning that favours the collective, the civic, the community is that which will prevail?





- We have to engage with people who have a totally different mindset and who are using their weight to be a drag anchor. In the Middle East, oil is an integral part of cultural identity and psyche. We need to have an intentional discussion about cultural shift with regimes living from oil.
- entrepreneurship. Entrepreneurs integrate technology, knowledge, money and culture but entrepreneurship has been captured by the 'beat the competition and get rich quick' culture of Silicon Valley. What we need are organisations and entrepreneurs working deliberately in concert, so that they build companies that work collectively to do what is needed in their local communities.
- Movement theory points to the fact that in between the person on the pedestal, the person who wrote the white paper, there are a whole lot of actors who connect, integrate, make possible. Finding and nurturing these hidden actors in the system is essential to any collective action.

- We are so caught up in the problem-solution binary. It is what lies in between that will affect the forces at play. We need to be non-binary not just in our approach to gender fluidity but in our approach to problem solving and to creating space for people to work with each other more effectively.
- Traditional masculinity is a very high carbon model. The markers of masculinity are negative in many discussions: at the heart of a just transition for traditional industries where men have a lot of identity markers. A new archetype of 'eco-masculinity' might constitute a tipping point.
- How might that intersect with the role of women? Women hold 80 per cent of purchasing power and are 60 per cent of all small holding farmers globally. Reframing collaboration between men and women around leadership of transformation and regeneration is at the heart of initiatives like the B-Team's 'Earthshot'.

- Older people have been at the centre of the climate movement over the last 30 years but not necessarily at the front of it. There are a lot of potential leaders in the space, but they don't recognise that power. They are key to moving the narrative. Active intergenerational partnership might catalyse a constructive, maker movement for youth.
- Reintegrating art and science is one of the critical collaboration dynamics that we need at this point. Convening artists, scientists, activists and policy makers together is essential to break through with climate innovation. The New European Bauhaus has initiated this, but a deeper approach to culture is urgently needed.
- Bringing climate change, biodiversity and pollution together as interdependent issues helps people unite to invest in the places where they live. Collective action is facilitated by establishing some pre-political common ground on: wellbeing, education, jobs, nature, health.

RADICAL COLLABORATION PLAYBOOK

Radical collaboration must be used to address the climate crisis, but the 'how' really matters. The Radical Collaboration Playbook was launched at COP27 as "A Guidebook for Working Together with Speed, Scale and Justice." Coordinated by REOS Partners, the playbook presents learnings from 36 experienced practitioners, shaped into seven inter-related 'don'ts' and seven interrelated 'dos'. The 'don'ts' define an insular, competitive, rigid approach to collaboration that produces persistent conflict and stuckness, and therefore slow, small, and unfair results. The seven 'dos' define radical collaboration as an inclusive, cooperative, responsive approach that produces movement and learning, and therefore the potential for fast, big, and fair results. The seventh acknowledges the imperative of self-care given the toll of working on global transformation in one generation.

2001: A SPACE ODYSSEY

Augmented reality (AR) makes us move to uncover new perspectives. Virtual reality (VR) could help us visualise the implications of inaction so viscerally as to act now. Artificial Intelligence (A.I.) can now figure out human protein folding sequences every four seconds; scan, learn and generate options from the astounding complexity that is nature in ways no human has thought about for 4000 years.

ChatGPT is learning exponentially how to craft the narratives that support human decision making. To think about humans without this in mind over the next decades is to miss the key, radical collaboration that humankind has created and may benefit from. Intelligent machines are very good apprentices, superb at highlighting the patterns that we do not see. Inclusive and cooperative will apply here too.

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"We need to enhance the understanding that if we fail at collective action in respect of these issues, then all other questions will become fundamentally irrelevant."

"Farmers' markets in Hungary are places where xenophobic racists sell organic produce to urban liberals. What emerges after months of conversation is local, resilient citizenship." "How do we mess with people's minds to make them more capable of thinking long and of working together. Burning Man has introduced experimentation with psychedelics for this."

"No one needs to save the world. We just need to respect it. Understand that we are part of a whole body, a larger whole, and contribute."

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BRIDGE SECTORS AND SOLUTIONS

Now is the time to intensify the move from fragmented solutions to demonstrations in place, pursued with intention, showing how solutions can collaborate to create ecosystem transformations. It is hard for people to keep the system in mind. How could organisations create thinking tools, bring diverse stakeholders together, nurture the ability to understand and to be understood; link up with other networks and form unusual alliances to influence the discussion on common ground: wellbeing, education, jobs, nature, health.

INNOVATION FROM TRADITIONAL KNOWLEDGE

We have been thinking about climate and environmental tipping points, but community tipping points are fast approaching. The last living member of Amazonian tribes means that we will lose knowledge of how to live with nature. How could we frame to recognise a whole other set of knowledges, that do not go back to western science – traditional knowledges that are often disregarded as evidence. How do we integrate other knowledges into our solutions set?