Oh, a Futuring we will go…

Session: November 30, 2018

Bay Area Community Council
Futuring Group

Facilitator
Garry Golden

http://www.garrygolden.com/bacc-futuring-project-2018/
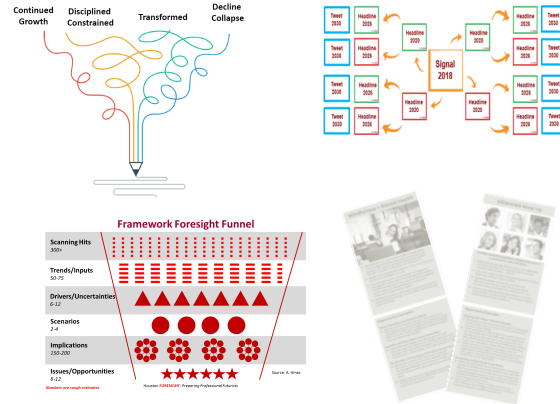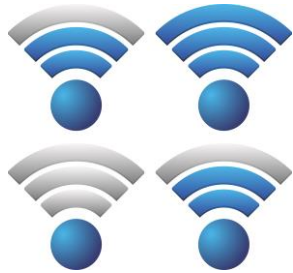
BACC FUTURING PROJECT 2018

☑ EDIT

Workshop – September 14, 2018

Workbook Materials

Tab 1 – Introduction to Foresight
Tab 2 – Foresight Warm up Activities
Tab 3 – Era-based Analysis Activity
Tab 4 – Four Futures Activity

Agenda

Signals

**Review Drafts &
Intro Frameworks**

Next Steps
Dec. 13th

Signal

- ☐ **Source Credibility**
  Industry News
- ☐ **Unique**
  Radical for an Incumbent
- ☐ *High Uncertainty*
  Adoption and Execution
- ☐ *Medium Impact*
  Changes Social Norms
  & Business Models;
  Limited Uptake?
- ☐ *Momentum*
  Still Early Days
- ☐ *Creates New Scenario*
  (Data; Behavior Change;
  Incentives; Hardware;
  Outcomes Model)

REUTERS

Strap on the Fitbit: John Hancock to sell only interactive life insurance

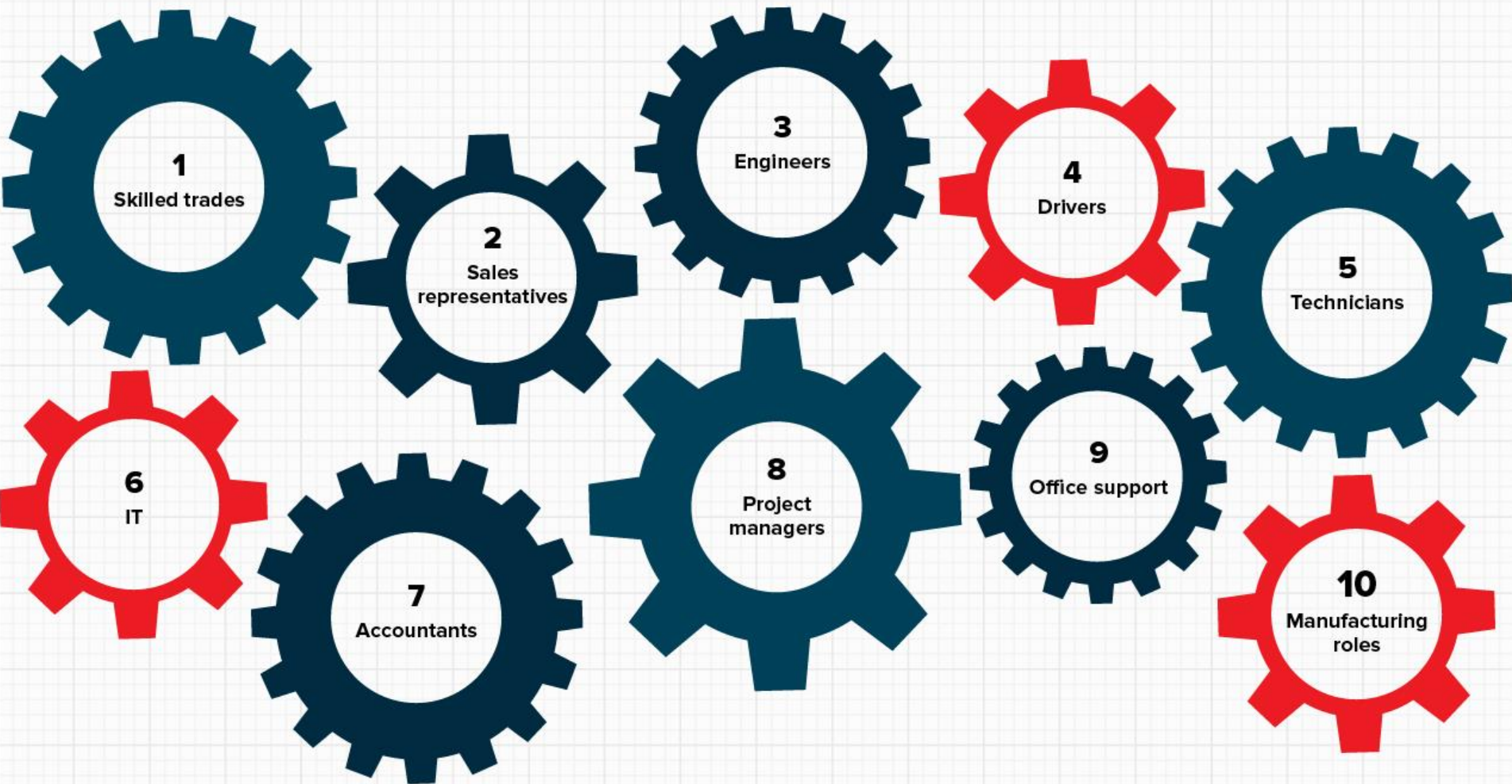BUSINESS NEWS   SEPTEMBER 19, 2018   Suzanne Barlyn

(Reuters) - John Hancock, one of the oldest and largest North American life insurers, will stop underwriting traditional life insurance and instead sell only interactive policies that track fitness and health data through wearable devices and smartphones, the company said on Wednesday.

Share a Signal?

The Top 10 In-Demand Occupations Worldwide

Technology is redefining rather than replacing in-demand roles. Jobs in the skilled trades, as well as sales representatives, engineers, drivers and technicians have ranked among the hardest roles to fill for the past five years.

1 Skilled trades

2 Sales representatives

3 Engineers

4 Drivers

5 Technicians

6 IT

7 Accountants

8 Project managers

9 Office support

10 Manufacturing roles

Source: ManpowerGroup, 2018.

Manufacturers say their worker shortage is getting worse. Here's why

Making Sen$e   Nov 16, 2018 3:53 PM EST

The National Association of Manufacturers is warning that 2.4 million manufacturing jobs could go unfilled between now and 2028, according to **a study** from the association and the consultancy firm Deloitte.

The National Association of Manufacturers says the problem of
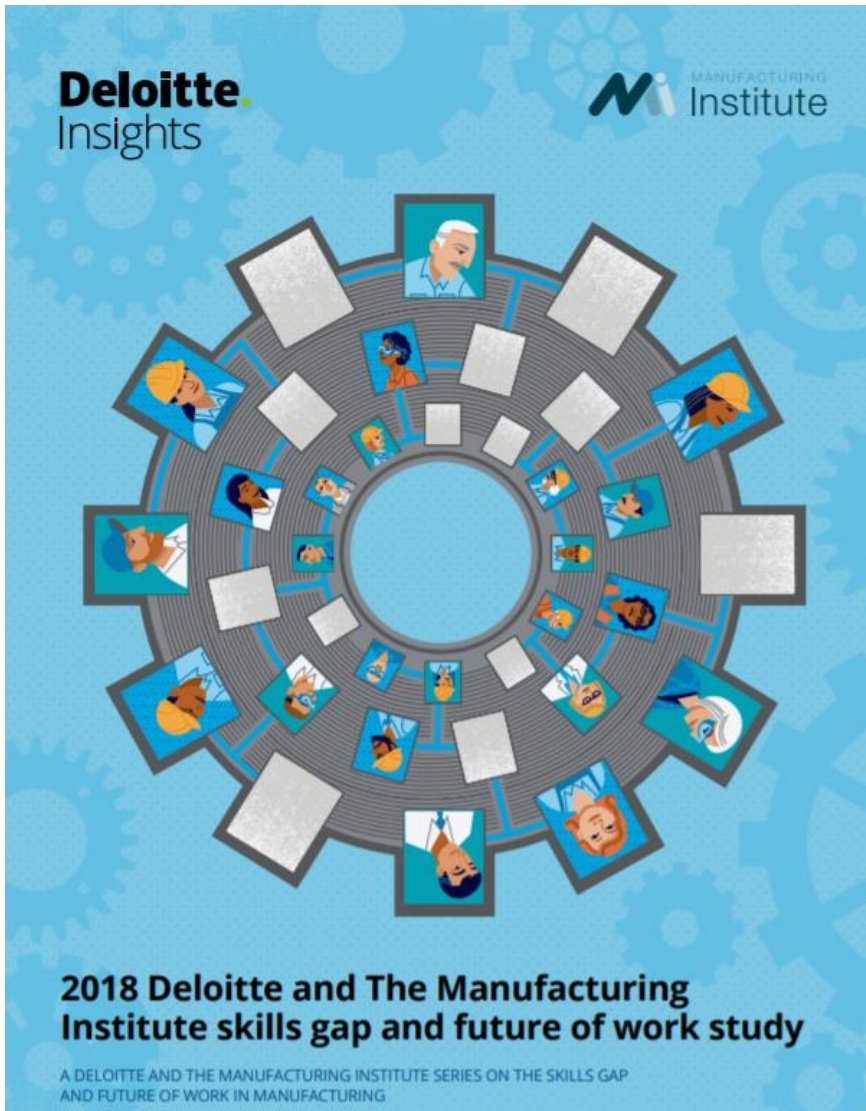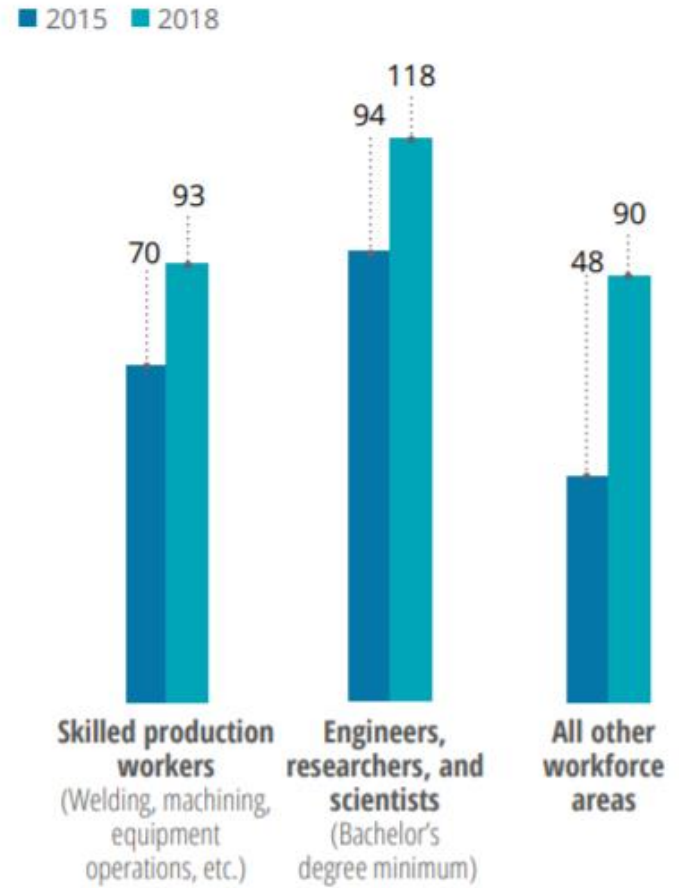
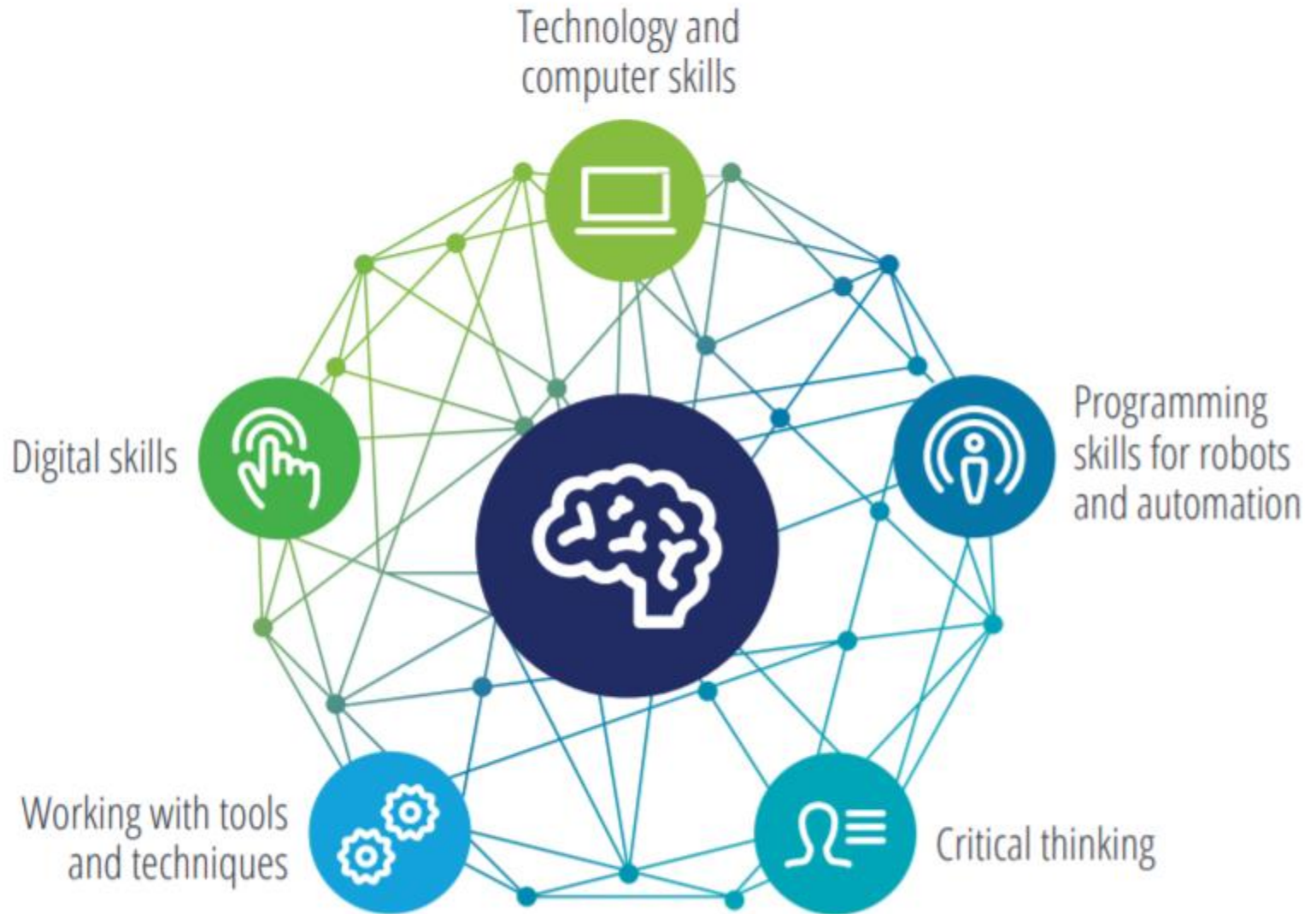## Is this just tight labor market or long-term trend?

2018 Deloitte and The Manufacturing Institute skills gap and future of work study

A DELOITTE AND THE MANUFACTURING INSTITUTE SERIES ON THE SKILLS GAP AND FUTURE OF WORK IN MANUFACTURING

FIGURE 2

The average time to fill an open job position is on the rise

Number of days to fill a job position, by categories, 2015 and 2018

■ 2015 ■ 2018

Skilled production workers
(Welding, machining, equipment operations, etc.)

Engineers, researchers, and scientists
(Bachelor's degree minimum)

All other workforce areas

Source: 2018 Deloitte and Manufacturing Institute skills gap study.

Five key skills are expected to be needed to succeed in the Fourth Industrial Revolution

Technology and computer skills

Digital skills

Programming skills for robots and automation

Working with tools and techniques

Critical thinking

Source: Deloitte analysis.

FINANCIAL TIMES

Companies take a 'grow your own' approach to digital talent

As technology disrupts their businesses, there is a scramble to boost workers' digital skills

The programme, which was launched this year, will put between 35 and 150 Marks and Spencer employees through 18 months of training with Decoded, a technology business that has worked with institutions such as the UK's Ministry of Defence and companies such as Google's research unit DeepMind.

The scheme will be structured like an apprenticeship, with workers spending a

Is there a internal-driven retraining / upskilling imperative?
Constraint on attracting technical talent vs Big Tech?

helps companies fund workplace training for staff.

Among other companies to have launched retraining programmes to boost digital skills is AT&T, the US telecoms group. It announced one of the most ambitious programmes last year, with plans to retrain its more than 250,000 workers in tech skills through partnerships with multiple universities and online platforms.

Badging & Certification

IBM launches new professional skills program: The top five soft skills you need to succeed in business

Digital Badges from IBM: An alternative credential to broadcast your skills

Does this upskilling trend have legs?
Who will be our best partners?

IBM NEW COLLAR

IBM

How colleges are adapting to workforce development mandates

The rise of emerging technologies is transforming America's job market, with some projections estimating that automation could displace as many as 30% of workers worldwide by 2030.

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… more colleges are looking at shorter-term credentials, either in place of or as a part of traditional degree programs. That's because these nontraditional learners are "looking for the ability to get recognition for their learning much more quickly than a four-year cycle," said Lois Brooks, chief information officer and vice provost for information technology at the University of Wisconsin-Madison.

The idea of microcredentials, or badges, has gained traction in recent years as a means to address those needs, with more colleges offering them for both hard and soft skills. To better serve their students, Stout said, colleges should not only pinpoint which industries are in-demand when crafting their programming but also look to what skills and competencies those jobs require so they can offer specific credentials that will encourage employers to hire their graduates.

"Is there a way we can capture not just the reaction to a curriculum but also the signaling around what type of credentials might be needed?" Stout asked. "What types of ways can we validate learning outside of the degree that an employer would accept and think was relevant?"
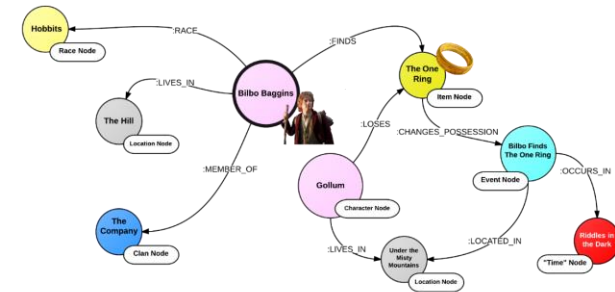
Example: Today vs *Out of the Box* Futuring
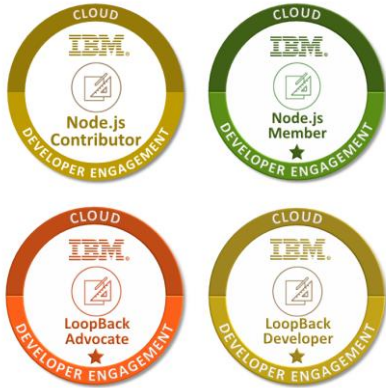
Badges

"I did this…"

Experience Graph

How might we look differently at the Future of Work meets Upskilling & _____?

# Early Amazon investor John Doerr is convinced Jeff Bezos will roll out Prime Health

- John Doerr expects Amazon to offer a Prime Health service.
- He says Amazon, Alphabet and Apple all have a role in the future of health care.
- Doerr shared his thoughts this week at the Forbes Healthcare Summit.

Christina Farr | @chrissyfarr
Published 13 Hours Ago | Updated 12 Hours Ago

(CVS)
CVS HEALTH
80.52   +0.25   [+0.31%]
YR TO DATE   [11.06%]

20 Hours Ago | 01:10

Future of X-Sector vs Big Tech 'eating the world'?
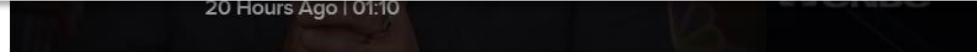
"Imagine what it's going to be like when he rolls out Prime Health, which I'm convinced he will," said Doerr, chairman of Kleiner Perkins, the firm he joined in 1980. Doerr, who also backed

FAST COMPANY

This new fund will help retiring baby boomers turn their businesses into worker co-ops

With its new fund, the Cleveland-based Evergreen Cooperatives have a bold goal: to make it easy to transition a business to worker-ownership.

[Photo: Ken Weiss]

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evergreen
COOPERATIVES

About Us

A Nationally Watched Initiative in Grassroots Economic Development

Launched in 2008 by a working group of Cleveland-based institutions (including the Cleveland Foundation, the Cleveland Clinic, University Hospitals, Case Western Reserve University, and the municipal government), the Evergreen Cooperative Initiative is working to create living-wage jobs in six low-income neighborhoods, with a median household income below $18,500, in an area known as Greater University Circle.

A Model Drawing Wide Attention

The resulting businesses have drawn national and even global media attention as well as wide interest from economic development professionals. "These are not

Era of New Labor Politics, Ownership and Wealth Equity?

evergreen COOPERATIVES   evergreen energy solutions   evergreen cooperative laundry   green city growers   fund for employee ownership

BARRON'S

Interests ▾   Magazine   Data   🔍

INVESTING   REAL TIME ANALYSIS
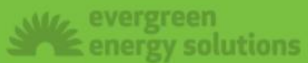
Ray Dalio Says It's Starting to Feel Like the 1930s for Investors

By Barbara Kollmeyer, MarketWatch   Nov. 20, 2018 1:09 p.m. ET

Principles For Navigating
BIG DEBT CRISES
RAY DALIO
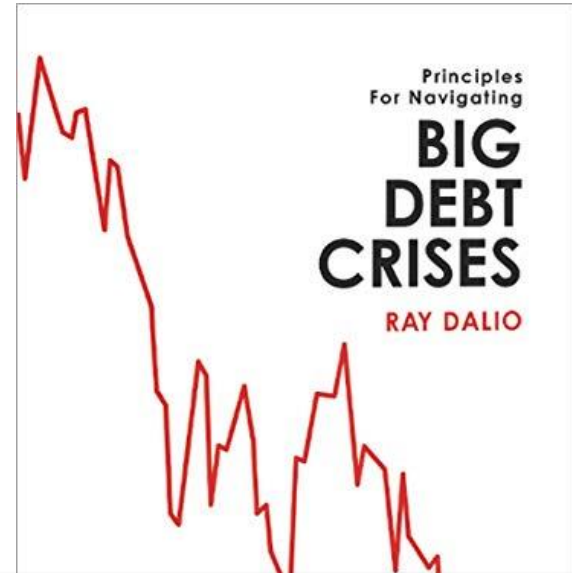
If the Debt Supercycle is True?
How do we prepare regional economy?

Thoughts on Signals?

Thoughts on Balancing of Foresight into Your Organization

Value of Process
(Tools, Techniques, Behavior)

Value of Content
(Domain expertise; Knowledge)

Building Habits around Searching for Signals of Change

**Defining
Scope of Change**

**Expanding
Signal Sources**

**Building a
Library of Signals**

Step Two

Imagining Industry Implications
& Turning Signals into Stories
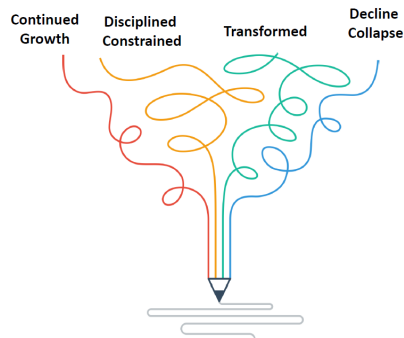
Four Futures

Futures Wheel

Trend Cards

Synthesizing Signals & Constructing Knowledge

Framework Forecasting

Organizing the Evidence & Building Knowledge

Framework Foresight Funnel

Scanning Hits
300+

Trends/Inputs
50-75

Drivers/Uncertainties
6-12

Scenarios
2-4

Implications
150-200

Issues/Opportunities
6-12
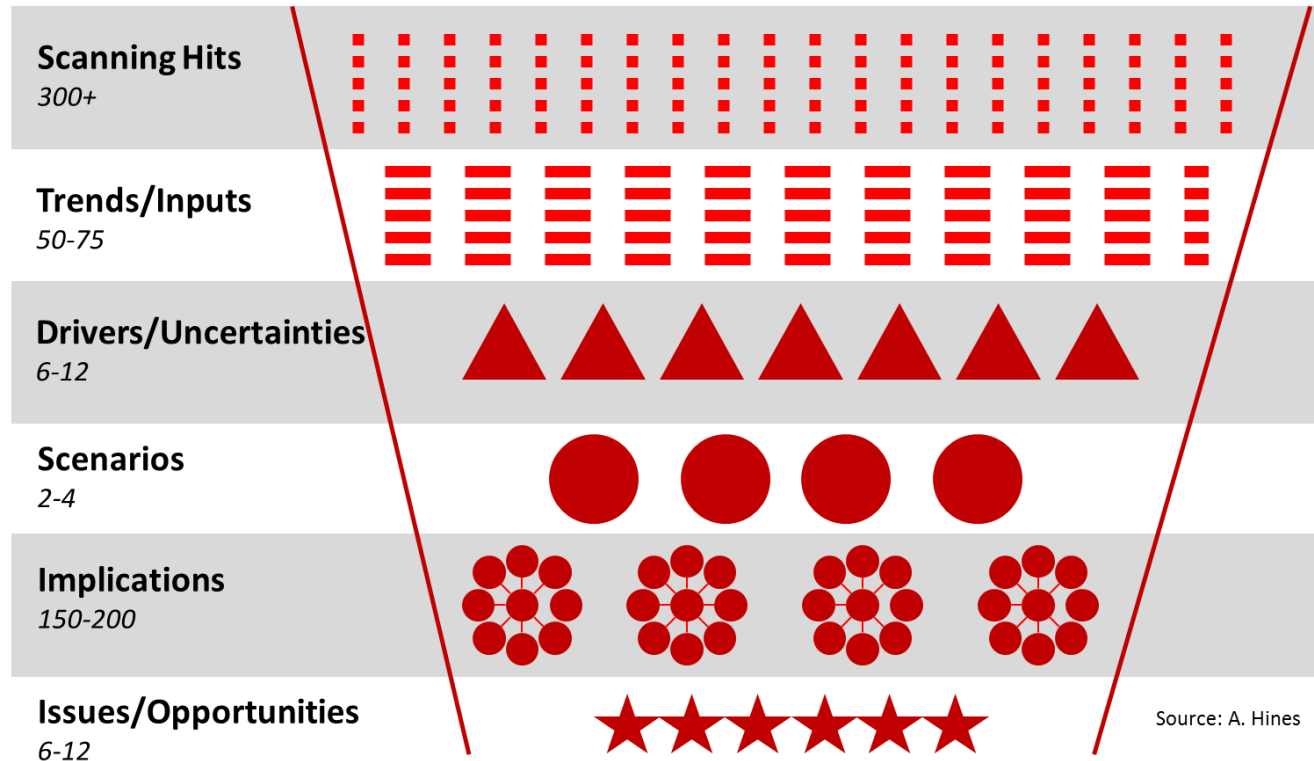
Numbers are rough estimates

Source: A. Hines

Houston **FORESIGHT**: *Preparing Professional Futurists*

I can't understand why people are frightened of new ideas. I'm frightened of the old ones. John Cage

future**think**

Signals Team
Outcomes & Outputs

Step 1

**Information + Inspiration
via Scanning for Signals**

Step 2

**Building Organizational Knowledge
via Framework Forecasts**

Tool:
Develop Framework Forecasts on Key Themes of Change

Framework Forecast

Contents lists available at SciVerse ScienceDirect

Futures

journal homepage: www.elsevier.com/locate/futures

ELSEVIER

Framework foresight: Exploring futures the Houston way

Andy Hines *, Peter C. Bishop

Graduate Program in Futures Studies, University of Houston, 4800 Calhoun Road, 110 Cameron Building, Houston, TX 77204-6020, USA

ARTICLE INFO

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Available online 29 May 2013

Keywords:
Framework Foresight
Foresight method
Forecasting
Scenarios

ABSTRACT

Over the last several years, the University of Houston developed and codified a method for teaching students how to carry out foresight projects. This development represented a philosophical shift from a neutral presentation of methods without particular advocacy for one or the other. The challenge that this neutral approach presented is that each method is somewhat different and especially for those new to foresight, it became challenging to find common ground, distinguish them, or to know when to use one or the other. Our experience is that our initial wariness of promoting a standard method and thus a "one-right-way" of doing foresight proved unfounded. Not only does it not detract from the teaching of other methods, in fact it has made it easier. Framework Foresight was deliberately built to accommodate and incorporate other methods and approaches. It provides a basis of comparison of how various practitioners and methods do the work, enabling them to assess the strengths and weaknesses of each. Framework Foresight thus could be viewed as a meta-method in that it is a modular approach that accommodates a substitution of, or supplementation from, other methods or techniques at various steps. As students became practitioners and used the method in their practice, they have provided useful feedback and have generally reported back good results. Thus, Framework Foresight is offered to the foresight community as a method for carrying out foresight projects

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Future of _____
- ❑ Define the Domain
- ❑ Key Concepts (Glossary)
- ❑ Timeline / History
- ❑ Conferences
- ❑ Key Stakeholders
- ❑ Key People to Follow
- ❑ Stated Plans
- ❑ Key Figures & Forecasts
- ❑ Trends
- ❑ Uncertainties
- ❑ Ideas (Visionary)
- ❑ Emerging Issues (Policy Questions)

Applying Framework Forecasts

1) Engaging Leadership Teams
Serves as a readable document to inform leadership on key dynamics of change.

2) Supporting In-House Forecasts
The document can support internal forecasting used in place of (or in conjunction with) external strategic insight reports [Emphasis on Sections: Stakeholders, Plans, Trends]

3) Create Provocative Scenarios
The document contain all the ingredients you need to create Scenarios and/or *Four Futures* Stories
[Emphasis on Sections: Risks, Uncertainties, Ideas]

Framework = Copy Signals Research into Sections

Future of _____

Define the Domain

Capture the collective voice of definitions that describe *what the domain. What is* it? (*What does it not include*) *Why is the domain important? What are key implications connected to the future?*

- Text... (Source)
- Text... (Source)
- Text... (Source)
- Text... (Source)

Key Qualities or Statistics

A catch-all section to provide any key qualities, conditions or statistics about the domain

- Text... (Source)
- Text... (Source)
- Text... (Source)
- Text... (Source)

Framework = Build Section by Section

Key Concepts (Glossary)

Generate a list of key concepts needed to understand this domain and gain knowledge.
The list may be fundamental concept or very technical 'in the weeds' for more advanced learners.
Try to create a List of 20-30 terms

101 Level – Fundamental (Beginner Level)

- Text... (Source)
- Text... (Source)
- Text... (Source)
- Text... (Source)

201 Level – Concepts Known within the Domain (Sector

- Text... (Source)
- Text... (Source)
- Text... (Source)
- Text... (Source)

301 Level – Concepts Discussed at the Leading Edge of the Domain

- Text... (Source)
- Text... (Source)
- Text... (Source)
- Text... (Source)

Framework = Build Section by Section

Stated Plans & Projects

List and describe publicly stated plans by stakeholders. This might include investments, partnerships, new services, et al.
The list might include turnkey, funded, to be funded or aspirational plans.
We want to understand stated commitments for the future.

- Plan (General), Stakeholder, Plan (Details), Place, Investment Level, Goals, et al (Source)
- Plan (General), Stakeholder, Plan (Details), Place, Investment Level, Goals, et al (Source)
- Plan (General), Stakeholder, Plan (Details), Place, Investment Level, Goals, et al (Source)
- Plan (General), Stakeholder, Plan (Details), Place, Investment Level, Goals, et al (Source)
- Plan (General), Stakeholder, Plan (Details), Place, Investment Level, Goals, et al (Source)
- Plan (General), Stakeholder, Plan (Details), Place, Investment Level, Goals, et al (Source)
- Plan (General), Stakeholder, Plan (Details), Place, Investment Level, Goals, et al (Source)

Trends

Describe the domain 'trends' in language of More or Less.
Statements should describe or hint at direction and moment (From x to y) that reveal direction and momentum

- *More* text text text, (Source)
- *More* text text text, (Source)
- *More* text text text, (Source)
- *More* text text text, (Source)
- *More* text text text, (Source)

- *Less* text text text, (Source)
- *Less* text text text, (Source)
- *Less* text text text, (Source)

Framework Forecasts

Baseline Future

- ❑ Define the Domain
- ❑ Key Concepts (Glossary)
- ❑ Timeline / History
- ❑ Conferences
- ❑ Key Stakeholders
- ❑ Key People to Follow
- ❑ Stated Plans
- ❑ Key Figures & Forecasts
- ❑ Trends

Scenarios

- ❑ Define the Domain
- ❑ Key Concepts (Glossary)
- ❑ Timeline / History
- ❑ Conferences
- ❑ Key Stakeholders
- ❑ Key People to Follow
- ❑ Stated Plans
- ❑ Key Figures & Forecasts
- ❑ Trends
- ❑ **Uncertainties**
- ❑ **Ideas (Visionary)**
- ❑ **Emerging Issues (Policy Questions)**

Strategic Tips

Future of _____

Define the Domain
Capture the collective voice of definitions that describe *what the domain. What is it? (What does it not include)*
Why is the domain important? What are key implications connected to the future?

- Text... (Source)
- Text... (Source)
- Text... (Source)
- Text... (Source)

Key Qualities or Statistics
A catch-all section to provide any key qualities, conditions or statistics about the domain

- Text... (Source)
- Text... (Source)
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Key Concepts (Glossary)
Generate a list of key concepts needed to understand this domain and gain knowledge.
The list may be fundamental concept or very technical 'in the weeds' for more advanced learners.
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- Text... (Source)
- Text... (Source)
- Text... (Source)
- Text... (Source)

201 Level – Concepts Known within the Domain (Sector

- Text... (Source)
- Text... (Source)
- Text... (Source)

Set Shorter Timeline

The Framework Forecast approach is meant to be done within a few weeks. It can continue as a living strategic document shared among key leadership.

Enlisting to Overcome Resistance

Assemble a small team to help build out the Framework Forecast. Include colleagues who might be skeptical of this particular theme of change. Their critical eye will build a better product to share across the organization.

Technical Tips
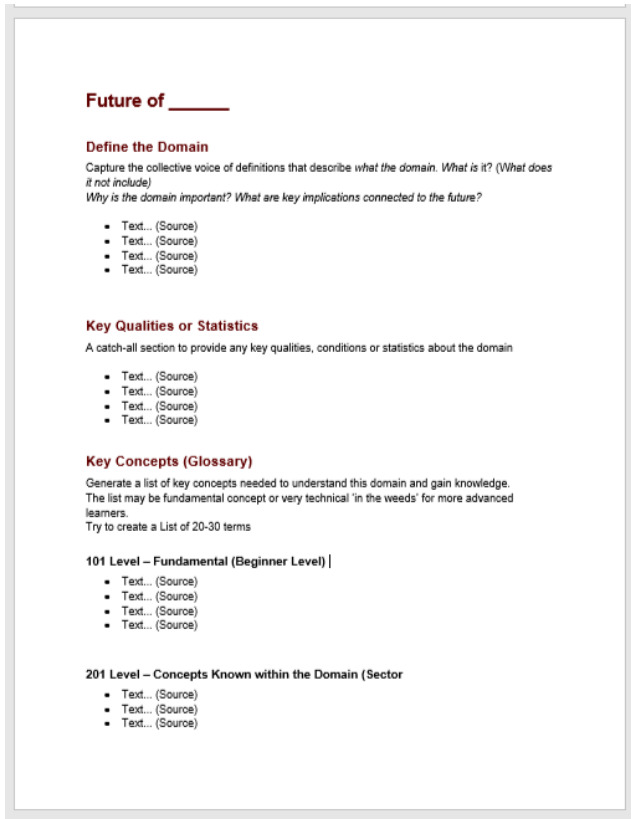
Navigation Pane – Jumping Around the Document
Microsoft Word's Navigation Pane for jumping section to section.

Copy + Paste (with Source)
The Framework Forecast approach is designed for speed. It is best used as a working document that is in 'perpetual beta' and internal use only. Approach a 'copy-paste' model of research with a simple (Source) that would include a copy of the hyperlink/URL for further research.

CSV Format – Comma Separated Values
Comma Separate Values (CSV) for potential data scrapping

Which theme (Future of x) might have biggest impact on shifting strategic conversations within your firm on the next decade of your growth?

Activity – for Nov 30th
Bullet Point
Your Organization (or Sector's)
Four Futures 2030 **

Two would be great!
Transformation / Decline-Collapse

Disciplined/Transformation
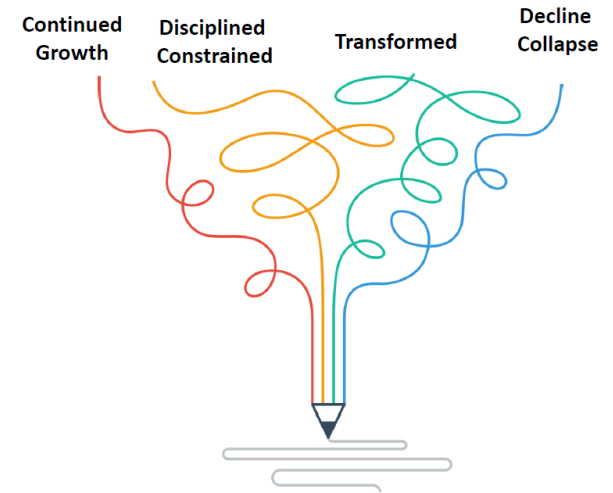
Activity #2 - for Nov 30th
Transform a Signal into a
Futures Wheel for 2030
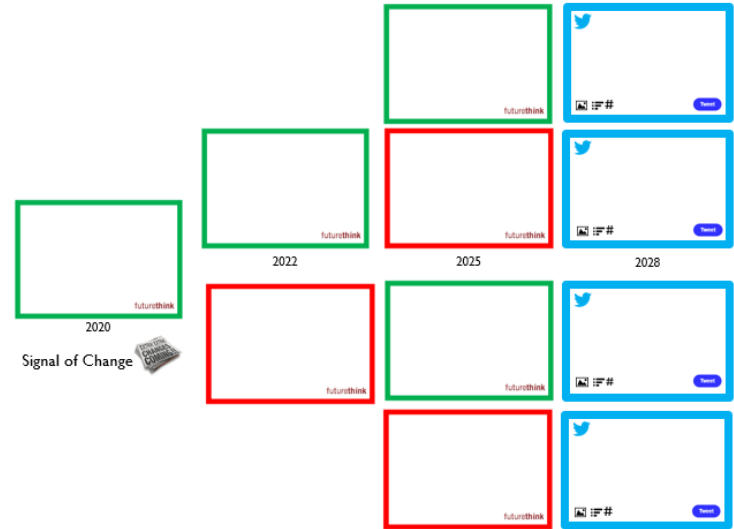
The Futures Wheel
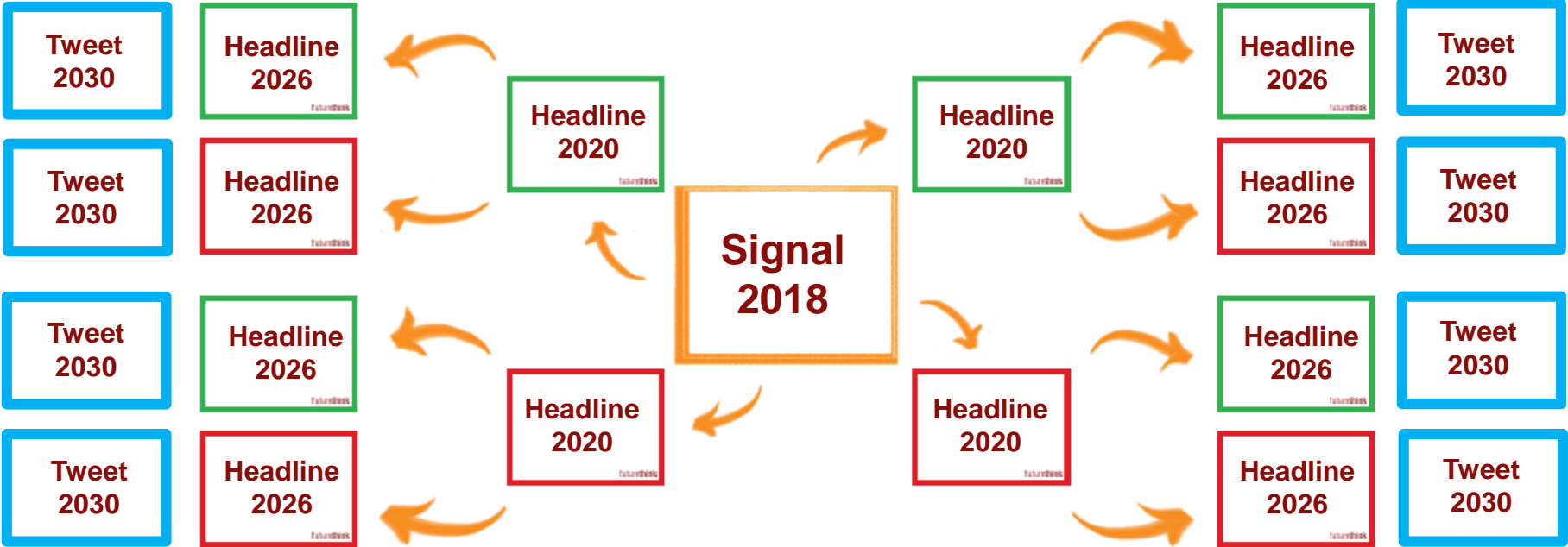
** Popularized by Joel Barker

Final Session
December 13, 2018
7:00 – 12:00 Noon
Bemis International Center Building, Room 114

A continental breakfast will be available beginning at 6:45.

7:00 – 8:00   BACC Board Business Meeting
(Attending: BACC Board of Directors Only)

8:00 – 9:00   Workshop Participant Presentations
(Attending: Workshop participants, BACC Board Members and Guests.
Following this session, Guests and Board Members may leave or stay.)

9:00 – 9:15   Break

9:15 – 10:30   Workshop Participant Presentations

10:30 – 11:30   Garry Golden's Final Session on "Leading Change"

11:30 – 12:00   Evaluation by Workshop Participants
(Attending: Workshop participants & BACC Members)

December 13ᵗʰ

We are asking that each of you make a brief presentation (10 minutes)and address the following questions.

1) How has the Futuring Workshop impacted you and your organization?
2) What challenges related to the use of futuring/foresight have you encountered? Were you able to overcome the challenges? What challenges remain?
3) How do you plan to use futuring/foresight going forward?
4) How do you anticipate it will impact you and your organization going forward?

5) Are there additional insights that futuring has brought to you and your organization?

Next Week..!
Aligning with Garry via
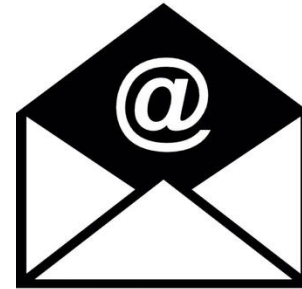
Storytelling
Trend Card Poker

Trend Cards (Scenario Cards) as Products

Arc = Grow, 30 years from now
Terrain = Education
Object = Postcard
Mood = Excitement
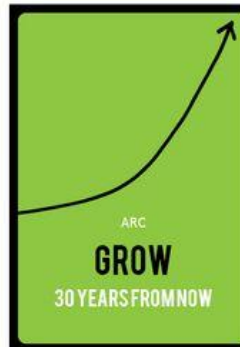
OCAD: The Thing from the Future

Long Game: Synthesize Signals into a Deck of Trend Cards

Data-driven Innovation

Designing for Behavior Change

Social Inclusion: Society as Stakeholder

Millennials Grow Up

Natural Language Intelligent Assistants

The "She-Conomy" Goes Global

Blockchain Applications

Aging Populations

Evolution of Mobile Life

Mindfulness + Mental Health

People Analytics

Next-11 Emerging Economies

Rise of Cities + Urban Lifestyles

Consumerization

Internet of Things (IoT)

Trend Card Elements

Title (Theme/Trend)

Image

Overview:
Data Points
Key Questions

Set of Signals

Millennials Grow Up

By 2020, the global population of Millennials (Gen Y) is expected to reach 2.56 billion.

- Millennials are typically defined as those born after 1980 and before the year 2000. They will soon become the majority adult population in the US.
- This cohort makes up 25% of the global population; 37% of Millennials will live in India and China.
- Millennials will gain control over consumer and discretionary spending as they shift into household formation years (starting families, buying homes, etc.).
- A Visa survey estimates Millennials will earn more than US $3.2 trillion annually by 2018—surpassing earnings of plateauing Baby Boomer workforce.

Opportunity Examples:

Aligning with Values + Personal Growth:
- Millennials connect with brands that support social values similar to their own such as diversity and environmental and social responsibility.
- A PwC survey found 57% of Millennials agreed: "access is the new ownership". Many Millennials participate in the 'sharing' and 'on-demand' economy, using services that allow individuals to borrow or re-use things like cars (Uber; Turo), rooms (AirBnB) or clothes (ThredUp; RentRunway).
- Millennials seek out development opportunities. A Deloitte survey found 28% of Millennials feel their current organization is making full use of their skills. More than 53% aspire to become the leader or senior most executive within their current organization.

Connecting via Big & Small Social Media:
- Millennials will continue to use social media as they grow up, join the workforce, and start families of their own. The advertising sensation of the 'Old Spice Guy' campaign was successful largely because of a social media reinforcement strategy that allowed the Millennial audience to push the brand message among friends.
- Many brands see the upside of niche social sites (e.g. 'MommyBlogs', Beauty Vloggers) that appear more peer-based and authentic to Millennial audiences.

Do It Yourself
Trend Cards

PowerPoint

W

Trend Card Title

Image

Overview

Signal Examples

1.
2.
3.
4.

Activity: Trend Card Poker
Output: Generate Ideas that Solve Problems + Grow Organization

Teams Read
Trend Cards
(Signals with Context)
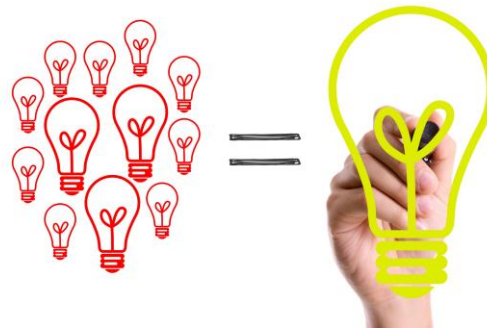
Discussion + Capture
on Implications
Of Converging Trends
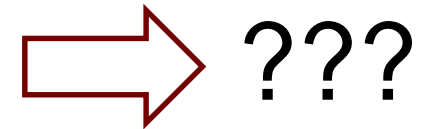
Teams Develop
'Shark Tank' Pitches
on Ideas that
Respond to Scenario
Conditions

Do we see value and application: Future of Work Trend Card Set?

Fundamental Stages + Activities of Foresight

Investigate
Identifying
& Monitoring Change

- ❑ Horizon Scanning
- ❑ Emerging Issues Analysis
- ❑ Indicator Analysis
  (Leading vs Lagging)

Imagine
Exploring Implications

- ❑ Forecasts
  (Trend Extrapolation)
- ❑ **Scenarios**
  (Alternative Assumptions)

Inspire
Communicating the
Need for Change

- ❑ Visioning & Backcasting
- ❑ Planning, Goal Setting & Roadmapping
- ❑ Transformation Management