

Turning Signals into Stories



Session: November 9, 2018



Bay Area Community Council
Futuring Group

Facilitator
Garry Golden

<http://www.garrygolden.com/bacc-futuring-project-2018/>

BACC FUTURING PROJECT 2018

 EDIT

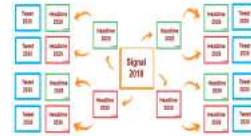
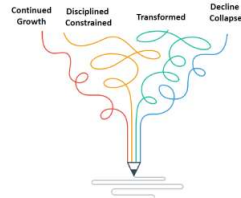
Workshop – September 14, 2018

Workbook Materials

- Tab 1 – [Introduction to Foresight](#)
- Tab 2 – [Foresight Warm up Activities](#)
- Tab 3 – [Era-based Analysis Activity](#)
- Tab 4 – [Four Futures Activity](#)
- Tab 5 – [Futures Wheel Activity](#)
- Tab 6 – [Scanning for Signals \(Below\)](#)
- Tab 7 – [Framework Forecasting](#)

[Workshop Output Notes by Nan \(PDF\)](#)

Agenda



Share Signals

Storytelling Tools

**Next Steps
Nov 30th & Projects**

<http://www.garrygolden.com/bacc-futuring-project-2018/>

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



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)



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?





Andrew Spence [Follow](#)

Passionate about making work better. I work at the intersection of org change, HR & tech. MSc in Cognitive Science and #AI #Blockchain #FutureOfWork
Mar 10, 2017 · 8 min read

The Quantified Workplace: Technology vs Trust?



In his book “People Analytics”, Ben Waber, President and CEO of Humanyze, explains how Social Sensing Technology could transform business.

His team use Sociometric badges which they ask employees to wear for workplace experiments. The badges are like a large ID card stuffed with sensors that can measure movement, face to face speech, vocal intonation, who is talking to whom and for how long. The experiments all require employee opt-in, and have produced some interesting insights already.

Using Sociometry badges, for example, Humanyze assessed whether a redesigned office boosted employee collaboration, or employees were actually using that treadmill in the gym they had lobbied so hard for. When we have choices on the design and layout of our offices, we can actually use employee movement data, in addition to other

Do we engage all HR leader in People Analytics?

people on different floors. Which is operating better than having your own desk. Should we put long or short tables in our offices? The use of physical space is underused as a tool for changing patterns of collaboration and behaviour.

Jos De Blok, CEO of the innovative community care organisation, Buurtzorg, was asked,

“What is the optimal team size?”

His answer was 12. Why?

“Because we don’t have bigger tables.”

Jos de Blok



(Self)-Organisation

- Optimal autonomy and no hierarchy
- Complexity reduction (also with the use of ICT)
- Max of 12 nurses a team, 40 à 50 clients
- Assessment and taking care of all types of clients: generalists!
- 70% registered nurses
- Their own education budget
- Informal networks in the neighborhood and close collaboration with GP's

BUURTZORG

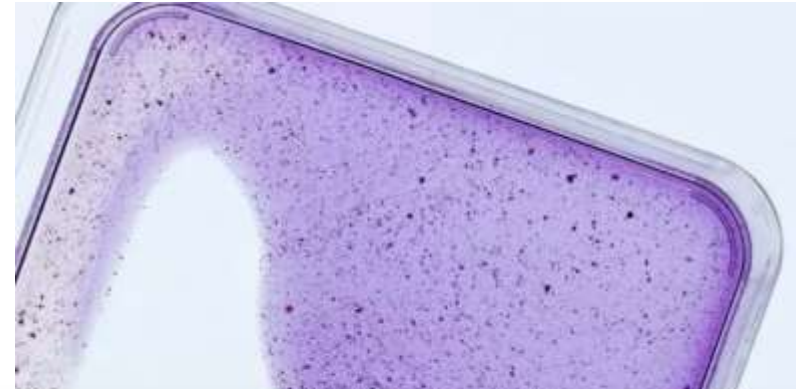
Quality system

- Monitoring outcome instead of production: the Omaha system: Big Data on problems, interventions and outcome

Is there a workforce strategy based on widescale teaching of effective distributed teams?
e.g. not ‘work from home’ workforce; but self-organized workforce

These gorgeous colors come from dye made by bacteria, not chemicals

Finding ways to use biology to produce clothing could help create closed-loops fashion systems that mitigate the impact of fast fashion.



Could our region position itself as a hub
in the scaling of bio-manufacturing?

by Laura Luchtman & Ina Siebenhaar

Blockchain in Manufacturing Market Worth \$566.2 Million by 2025



According to the new market research report "**Blockchain in Manufacturing Market by Application (Business Process Optimization, Logistics and Supply Chain Management, Counterfeit Management), End Use (Automotive, Energy & Power, Industrial, Pharmaceuticals), and Region - Global Forecast to 2025**" published by MarketsandMarkets™, the market is

Could blockchain layers help our regional manufacturing companies thrive?

Aqua joins Hilton and launches Property Management based on blockchain

October 10, 2018 - by Cecelia Ross

The consumer profile company, [Aqua Intelligence](#) has recently launched a blockchain based Property Management System to solve the problem of data silos and provide data clarity in the hospital industry, with the partnership of Hilton. [Hilton Worldwide](#) is a reputed hotel chain firm famous for its extreme quality of service worldwide.

The Project Management System aims to address two major problems that every hospital industry is

Do we create blockchain solutions for Packer Fan Experience? Oneida Casino? Wello programs?

This will also lead to an efficient service to customers at a lower cost.

NOVEMBER 8, 2018



Adult caregiving often seen as very meaningful by those who do it

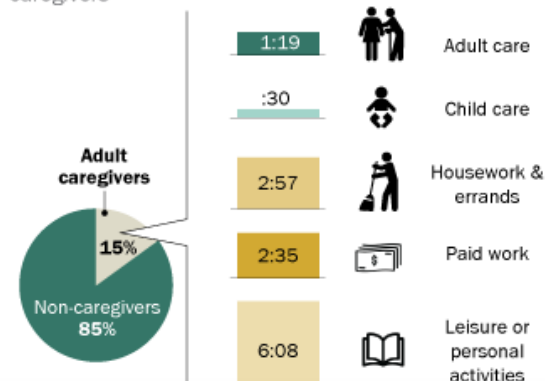
BY GRETCHEN LIVINGSTON



On a typical day, more than an hour of caregiving for adult caregivers

Share of adults who are caregivers

Time spent doing each activity, in hours:minutes



Could we become the first region to compensate for informal caregiving?
 (Scenario: Create a crypto currency incentive to family caregivers)

Could we become most skilled caregiving workforce in the state?

Headline: Floridians flock to Green Bay for quality of caregiving!

Florida's manufacturing leaves for home in Chicago Heights, Illinois, with her mother. Doris West Muhammad has taken care of West since she was injured in a car accident, leaving her unable to walk or eat on her own. (Alyssa Schukar for The Washington Post via Getty Images)

Welcome, To the future of intellectual services.

Try Demo

Private Sale



The Zoom platform is an integrated project management and outsourcing solution. Whether you are looking for a single freelancer

Do we encourage blockchain-based project management platforms for independents and/or most GB regional workers to become more fair and efficient in eyes of employers!

Fast Payments

9	Engineering	Mission 4: Planning	In file	Contractor
10	Construction	Completed	Accepted	Team
11	Logistics	Mission 2: Building approval	Not found	Contractor
12	Logistics	Mission 4: Planning	Not found	Contractor

Thoughts on Balancing of Foresight into Your Organization

Value of Process

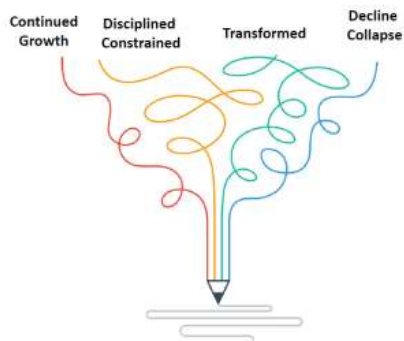
(Tools, Techniques, Behavior)

Value of Content

(Domain expertise; Knowledge)



Your Task



Four Futures

Your Task



Futures Wheel

Let's Discuss



Trend Cards

Activity – for Nov 30th

Bullet Point

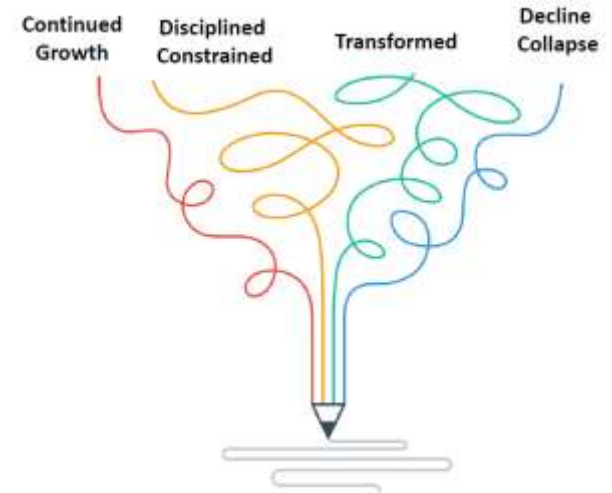
Your Organization (or Sector's)

Four Futures 2030 **

Two would be great!

Transformation / Decline-Collapse

Disciplined/Transformation



Four Futures

Signals to Story Approach

Using one or several signals as the foundation of a Four Futures story:

- Continuation
- Constraint (Disciplined)
- Transformation
- Collapse



Four Futures: Name of Transformation Scenario



The Transformation Story

- In 2021, Congress passes mandate to transform trucking and heavy equipment industry. Accelerate H2-Electrification and autonomous trucks.
- In 2023, Schneider commits to purchase 500 Nikola H2 Trucks.
- In 2025, Masterfleet launches industry-wide EV Technical training program.
- In 2029, Nikola invests \$10M for Masterfleet stake; Opens training center as national destination.
- By 2030, Masterfleet revenues soar as Electric Truck contracts include maintenance and uptime-based business models.
- In 2045, last diesel engine oil change at Masterfleet service center

Signals to Support this Scenario

- Signal Title/Link
- Signal Title/Link
- Nikola launches Hydrogen Electric Truck for European Market, [Nikola Press Release](#)

Four Futures Thinking: Continued Growth (Continuation)

Continuation is story based on signals that reflect *known knowns* and extrapolation of generally positive forces. This scenario may be viewed as the 'baseline' (extrapolation) or 'official future' which reflect the shared (often unspoken) assumptions of an organization.

When you create the Continuation story it should include

- Familiar stakeholders and partnerships
- Services & value offerings, and customer needs
- How you overcame new twists & turns along the way

Bullet Point Story should include challenges of new social norms and market dynamics but inevitably reveal how your organization leverages its core capabilities and 'rides the wave' of change.

Four Futures Thinking: Disciplined/Constrained

Disciplined/Constrained is a story of the future where your organization continues to operate in a traditional manner despite evidence that the world around you has shifted. Key organizational challenges are maintaining relevance and returning to growth.

When you create the Disciplined/Constrained story be sure to reveal:

- Signals that suggest your current services and value offerings are less relevant or aligned to market and client needs.
 - Signals that challenge organizational culture or processes.
- The story's tone is not fatalistic but morale and expectations for growth are muted. You will survive but not thrive.

Bullet Point Story might surface how the organization's inability or refusal to change has hit a 'limits to growth' phase. The story element tone is not fatalistic but morale and expectations for growth are muted. You will survive but not thrive.

Four Futures Thinking: Transformed

Transformed is a scenario archetype where the world and organization have gone through an era-step change. Think caterpillar to butterfly – or Industrial to Information Economy.

The story should reveal how the organization became something different. This may be the emergence of a new department or team. Or it might be a wholesale reinvention of the entire organization culture or value proposition.

The story tone is not utopian. There should be new problems and challenges that appear as expected – or as unintended consequences. Leave some issues unresolved.

Bullet Point Story should show how the organization is empowered and feels in control of its future in this new world based on a new direction. Avoid being utopian and include new challenges you must confront.

Four Futures Thinking: Decline/Collapse

Decline/Collapse is a scenario archetype where the world has changed and your company has not.

The Collapse Story connects signals that suggest:

- Your imminent demise (e.g. Shut down organization; Merger)
- An End of Growth (A Burning Platform)
- Stagnation is challenging your culture

Bullet Point Story elements should describe both external conditions (outside-in changes) and internal actions (inside-out changes). You might also emphasize inactions or decisions not made. The story may describe innovative efforts that failed and did not succeed as you attempted to transform the organization.

Four Futures: Tips for Story Structures

Find Your Most Compelling Signals as Inspiration for One or All Four Futures

Experiment with Story Structures

- Multi-paragraph stories
- Bullet points of storyline elements**
- Visualizations that communicate the message

Integrate Multiple Signals

- Direct References to Signals or Create Fictional Extensions of the Signal
- Support the Signals with other themes across the STEEP categories of change:
 - Society
 - Technology
 - Economy
 - Environment
 - Politics (Legal)

Institute for the Future

ALTERNATIVE FUTURES SCENARIOS

Growth, constraint, collapse, and transformation are four distinct but plausible directions of change identified by Jim Dator, director of the Hawaii Research Center of Futures Studies, in his work on alternative futures scenarios.

GROWTH:



current trends and conditions, both good and bad, continue to grow as they have in the past.

CONSTRAINT:



society, either led by governments or grassroots efforts, takes austerity measures to constrain the behavior of groups of people or individuals.

COLLAPSE:



change in which major social systems are strained beyond the breaking point, causing system collapse and social disarray.

TRANSFORMATION:



fundamental transformation of a society or system that signals a break from previous systems.

While linear growth represents one potential shape of the future, we can learn from recent history that constraint, collapse, and transformation are other ways of thinking about how change can occur. For example, China averted an infrastructure breakdown by **constraining** population growth with its one-child policy. Western housing and financial markets **collapsed**, surprising those who assumed past trends would continue. And the Internet and, more recently, social media, **transformed** the way the world communicates information—leaving traditional media outlets scrambling to adapt.

We can also find examples of these four directions of change in the global food web's history:



Source: Flickr user Paco Calvino

GROWTH: In the early 1970s, the United States Department of Agriculture adopted policies that encouraged farmers to produce as much food as their land could bear. This reversed decades of government caps on production. The ensuing growth in the availability of commodity crops like corn helped bring down the prices of animal feed, and ushered in a boom in meat consumption. Throughout the world, obesity has increased dramatically, while the number of people who go hungry recently passed the ominous milestone of one billion globally.



Source: Library of Congress

CONSTRAINT: The chaos and violence of World War II brought with it widespread interruptions to food supplies as part of coordinated efforts to use hunger for military advantage. To manage this challenge, countries including the United Kingdom and United States imposed rationing systems to keep food prices in check, ensure equitable distribution of food supplies, and mitigate the threat of widespread starvation.



Source: State Library of New South Wales

COLLAPSE: The Dust Bowl of the 1930s resulted in a collapse in food supplies. After years of wet—and productive—weather, plains states and provinces in the United States and Canada were hit with a severe drought. This, along with problematic farming practices, saw fertile soil give way to dust, which displaced millions of people and led to widespread poverty and hunger. Today, fisheries worldwide are facing various degrees of collapse.



Source: Flickr user Vanessa Stewart

TRANSFORMATION: In the past few decades, refrigeration has paved the way for stable food storage, ready-to-eat meals, and massive global trade in perishable fruits, vegetables, and meats. In turn, this new technology has fundamentally reshaped our relationships with food, and with each other. Family members can individually heat up their own dinners; meals can even be eaten alone in cars. Refrigeration has also enabled a globalization of taste. For example, sushi can be bought all over the world—even in places thousands of miles from a source of fresh fish.

Alternative futures scenarios based on these directions of change—growth, constraint, collapse, and transformation—provide a useful framework for considering the future of the global food web and how finding, buying, and consuming food might evolve in the next decade.

Four Futures

GROWTH WELL-BEING IS PRODUCTIVITY and more choice increases experiential well-being



- DESIRABLE OUTCOMES**
- Economic growth returns to sustained levels and stable
 - GDP and economic growth continues to rise
 - Global consumption increases
 - The poor get richer
 - Innovations in science, finance, and medicine are robust

- KEY RISKS**
- Financial and market instability
 - Resource scarcity
 - Inequality
 - Masses discontent
 - Dependence on fossil fuels

The economy continues to struggle and business investment remains low as an increasingly fragmented world brings a combination of the uncertainty of aging and other risks to people to see health as a core component of many choices. Health resources increasingly shift to the developed world as well.

Health remains primarily a personal responsibility – and success is based on choices of people in their financial plans. More wealth and technology assist in the well-being options for a growing upper middle class in global economies such as China.

Basic and middle classes in the developed world tend to increase in obesity and chronic illness. Rising living standards in wealthy nations that the poorest have seen may result in basic health needs.

The combination of the low investment in health care and the rise of many technology-driven, consumer experiences – that can lead to declining investment around health – and well-being, however, prevents many people from seeing the benefits of health care, even if those products do bring economic benefits to the world's health forces in the long run.

CONSTRAINT WELL-BEING IS COMMUNITY and taking care of others increases personal well-being



- DESIRABLE OUTCOMES**
- Economic indicators remain weak and stagnation continues with local variations here
 - Possible, and then economic, growth to maintain stability and control
 - Sustainable, possibly to increase health for and among stability
 - Finance, trade, and global welfare remain weak and stagnation
 - Global and particularly developing countries react to environmental effects

- KEY RISKS**
- Environmental degradation
 - Energy, economic, and security instability
 - Stability and access to energy
 - Protection and optimization
 - Meeting difficult trade-offs

In a world where resource constraints – in demand such as energy and available water – place practical limits on everything else, new practices to achieve well-being increasingly focus on managing stability and sharing scarce resources. As sharing of the benefits and knowledge grows, the constraints begin to be lifted at part well.

Harvest and health are gradually accepted as a whole. Recognizing the contribution to a well-being, high-employment growth, in agriculture and in local economies that includes the well-being and trade of work. Communities explore ways to exchange value through local currencies and networks of local production. People who cannot afford the medical care they need start playing better care and some alternatives, in when making choices and other decisions to give health become a common goal for people and governments.

COLLAPSE WELL-BEING IS SECURITY and escape from real and perceived threats



- DESIRABLE OUTCOMES**
- Local and regional economies begin to rebound and recover
 - Global, environmental, and financial recovery begins
 - Stable and secure international relations and stability
 - Low-employment, low-growth, low-innovation economy
 - Spending, especially on health care, declines

- KEY RISKS**
- Disease and the environment
 - Financial instability
 - Unemployment
 - Instability and uncertainty
 - Competition for resources

Widespread and human-induced climate change impacts, along with the impact of population growth, begin to be felt. Local economies – and particularly agriculture – begin to struggle. Many more experiences – including high-employment, low-growth, low-innovation economy – are felt. People who cannot afford the medical care they need start playing better care and some alternatives, in when making choices and other decisions to give health become a common goal for people and governments.

In the face of widespread security and health risks, people who are not able to escape from their local economies – and particularly agriculture – begin to struggle. Many more experiences – including high-employment, low-growth, low-innovation economy – are felt. People who cannot afford the medical care they need start playing better care and some alternatives, in when making choices and other decisions to give health become a common goal for people and governments.

TRANSFORMATION WELL-BEING IS ECOLOGICAL and collaboration builds capacities for holistic well-being



- DESIRABLE OUTCOMES**
- Rapid production declines and health care investment
 - Production of goods remains stable
 - Economic, manufacturing, and services follow slow and stable, fluctuating models
 - By local investment and ecological management practices gain stability
 - Open and networks and control systems allow health

- KEY RISKS**
- Health care costs
 - Local markets
 - Networks and systems
 - Security and accountability
 - Sustainability and resource scarcity

People are increasingly seeing well-being in a systemic way – from the molecular to the planetary level. They recognize themselves as fundamentally new ways to create solutions in local communities – and connections to global problems. Well-being is about looking beyond all of these with a focus on the process of being well.

Some individuals and communities struggle to maintain the status quo. While governments, states, and corporations increasingly work to design systems to improve personal and environmental conditions, others still seek to maintain status quo and fight against social, financial, and health inequalities.

Local symptoms of stress in particular are seen as a driving force in defining appropriate and alternative ways. A great number focus on local issues, offering personalized solutions and practices for living well – individual approaches.

Self-care and formal medicine focus on meeting needs to help people improve personal health and recognize it as an essential, whole-life practice. Health and food systems are rebuilt to provide optimal well-being. Localized models of personal health and of the entire system create a high participatory economy.

bodies **networks** **environments**

Learning Horizons
Well-being practices grow as people purchase products and services based on their health benefits.

Quality Control
People are more attentive to product consistency in physical and mental health, seeing comfort and stability near their health, as a consequence of well-being.

Reducing the Self
Well-being consumption becomes the means of getting a competitive edge and relying on one's own experience and productivity and self-image.

Well-being Becomes
Well-being heavily increases, and while the more affluent use their resources to expand their global options, someone else navigates a landscape of expanded risk.

New Autonomy
Abundant, satisfying choices drive people to try new well-being solutions – with or without formal qualifications – for self-affirmation.

Personalized Networks
Local networks are organized around commercial services and become the means for innovation in services, and product marketing.

Thoughtful Choices
The health decision-making environment, full of complexity and contradictions, is a major source of stress in everyday life.

Green Health Exchange
Local values drive people's understanding of risk being and result in price increases for organic and other sustainability produced goods for self-affirmation.

Changing Trends to Engage
Increasing numbers of communities realize that well-being sustainability is part of their long-term growth.

bodies **networks** **environments**

Choosing Solutions
Widespread behavior change efforts focus on making energy, water, and waste management choices.

Digitized Health Systems
People exceed the limits of doctors, living with trade-offs in managing chronic conditions and fundamentally shifting their attitudes toward and of life and palliative care.

Transition Activities
The study of emerging resources and other links leads to increased levels of anxiety, depression, and other mental health challenges.

Participatory Well-being
Well-being shifts from a largely consumer good to a largely community good as people actively avoid connections and are mindful of their impact on the economy.

Local Production
Economic constraints and the goal to local resource availability of food and manufacturing locally drives as well as an expansion of good benefits to living systems.

Shifting for Care
Both medical care delivery and health resources are increasingly based on sharing resources, personal data, and health experiences.

Risk and Resource Transparency
Participatory mapping reveals environmental risks and potential resources based on health challenges.

Local Production
Economic constraints and the goal to local resource availability of food and manufacturing locally drives as well as an expansion of good benefits to living systems.

Community Green Health
The medical industry is forced to local green practices, both more efficient building practices to avoid single-use plastics and health experiences.

bodies **networks** **environments**

Rescue of the Industry
Constant uncertainty and a lack of steady return to basic resources means biological inputs of stress and anxiety on large numbers of people.

System Risk
People adjust self-quantifying analysis and manage their health by avoiding certain food and health products.

Health Information
Dependence on – and cost of – access to digital health needs. Accessibility as well and creates digital paper records.

Signs and Networks
People are more alert to close circles of friends and family, and health becomes a highly valued resource in part because of and about an unexpected.

DIY Medicine
Do-it-yourself medicine websites attract in for environmental, health, and health insurance as people turn to local networks to share health resources.

Health Health Access
Mobile health and wellness services – not just personal fitness, fitness, and lifestyle vehicles – are increasingly common in neighborhoods of all economic classes.

Expanded Capabilities
Extreme weather and natural disasters force people to migrate and increase the threat of infectious disease, leading to future migration patterns and future generation patterns.

Well-being Evidence
Cases of well-being, especially in the form of health resources, seek to protect their benefits from the less fortunate.

Tough Choices
Communities are forced to choose between spending on long-term health or an emergency recovery, as hospitals decide whether or not to maintain public safety-net programs.

bodies **networks** **environments**

High-mobility Health
The majority of people have at least some access to high-mobility modes of transport, agriculture, and communication, giving them shared perspectives of their personal data and events.

Integrated Data
Systemic understanding of how bodies fit into surroundings and a more holistic understanding of health to meet holistic, integrated views of care.

Organic Health
Most people are aware of the effects of friends, neighbors, and communities on well-being, and some individuals and communities become advocates for local and ecological conditions.

Organic Living
People prefer themselves here, seeking security and information about by sharing their well-being observations with other support and research communities.

Integrated Medicine
The role of medical institutions shifts from leading individuals to connecting networks of people with common social, health, and biological traits to care for and support each other.

Resource Prosperity
People are more attuned to the idea that everything has an effect on large and small scales, and attempt to preserve and repair local waterfalls, soils, and local watersheds.

Sustainable Living
Ecological thinking becomes central to engineering and design, and curing, building and other urban cities are reshaped to bring sustainability and humanity of human health.

Living Access
Managing the health system is the most important, facilities at hand – but especially mobile facilities – that are responding to needs, including nutritional inclusions, rather than pursuing stable environments.



100



Assessing Four Futures – Key Questions

futurethink

When written, engage colleagues in answering strategic questions:

- What signals or trends have you seen that might support the future described in this scenario?
- What are the internal implications for our partners and business teams?
What might our clients do differently to thrive in this future?
- Where might the story go from here? Write a few extensions of this future.
- What indicators or milestones might we monitor that represent a tipping point of this future?

Assessing Four Futures – Force Field Analysis

Tools such as *Force Field Analysis* ask you to rate “push-pull” forces that might be holding the organization back within a particular scenario.

‘Forces’ are extracted from the story. They might be: Rise of Automation, Shifting Client Expectations, New Service Models, New Policies, et al.

Steps

1. Review the Scenario / Issue

Have your team review the scenario – discussing the new set of assumptions you are being asked to embrace.

2. Describe the Forces

Have your team write out the forces of change. Place one force on each line.

3. Rate it / Weight it!

Next, have each person provide a quantitative value to each force that reflects the strength of the force. Forces of change that have strong stakeholder influence, policy support or favorable factors receive the highest weight.

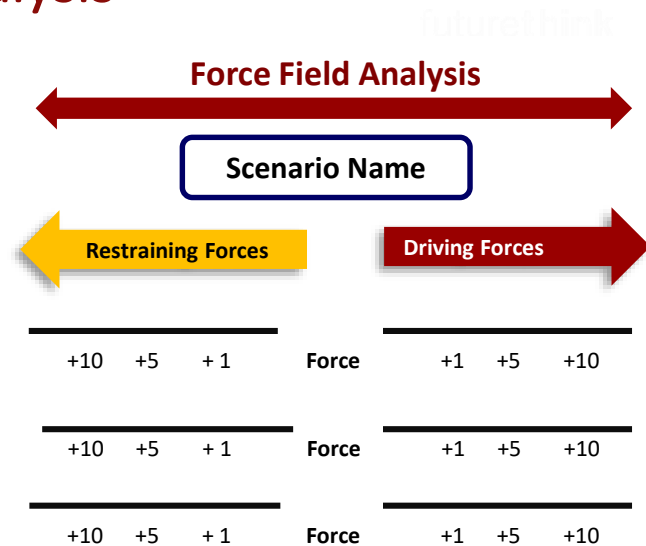
Option 1 – Weight each with a number (e.g. 1-10; 1 being weakest; 10 being strongest)

4. Re-arrange

On a new template average out the Rate/Weight factors then put the forces of change that have the most influence at top; weakest at the bottom. When your Force-field analysis chart is complete you will have a sense from your team how to identify challenges and opportunities.

5. Address Challenges & Opportunities

The next step is to discuss strategic ways of confronting negative forces (obstacles to change) holding you back; and ways to reinforce positive momentum pushing you towards the scenario.



Force Field (Push vs Pull) Analysis

futurethink

Scenario Name

Restraining Forces (Pulling You Away)

Driving Forces (Pushing Toward Scenario)

- 10	- 5	- 1	Force	+1	+5	+10
- 10	- 5	- 1	Force	+1	+5	+10
- 10	- 5	- 1	Force	+1	+5	+10
- 10	- 5	- 1	Force	+1	+5	+10

Four Futures: Name of Transformation Scenario



The Transformation Story

- In 2021...
- In 2023....
- In 2025...
- In 2029...
- By 2030...
- In 2045...



Signals to Support this Scenario

- Signal Title/Link
- Signal Title/Link

Activity – for Nov 30th

Bullet Point

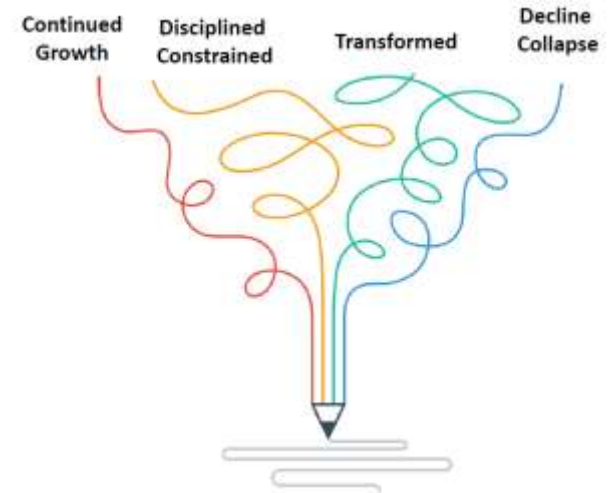
Your Organization (or Sector's)

Four Futures 2030 **

Two would be great!

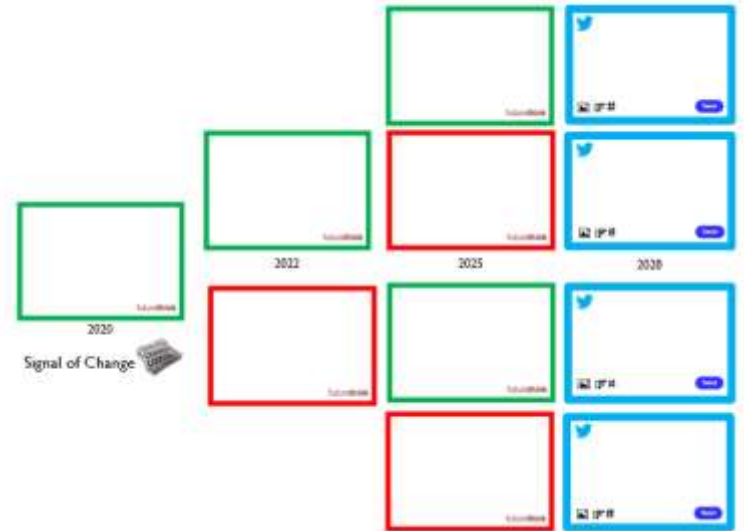
Transformation / Decline-Collapse

Disciplined/Transformation

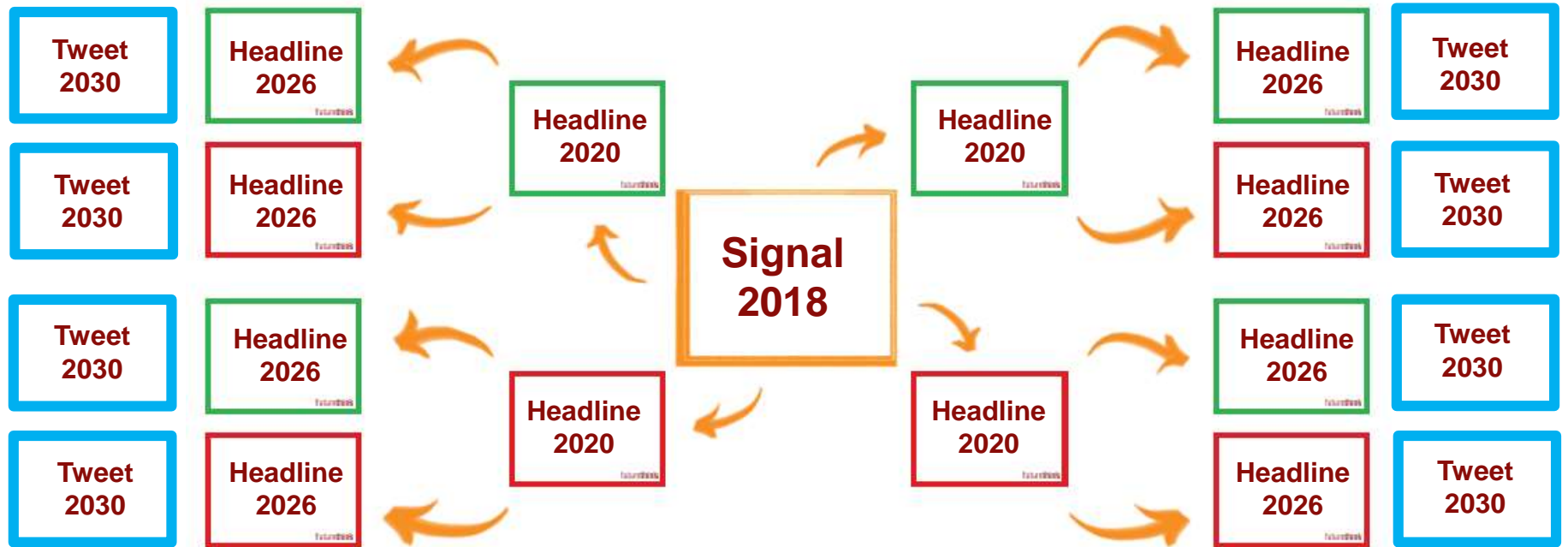


Activity #2 - for Nov 30th

Transform a Signal into a Futures Wheel for 2030



The Futures Wheel



** Popularized by Joel Barker

Technique for Taking Mental Leaps

Signals Plus 2nd & 3rd Order Implications

- Competition
- Sector Structure
- Business (Operational) Models
- Client Experiences
- New Service Models
- New Regulations
- Business Processes

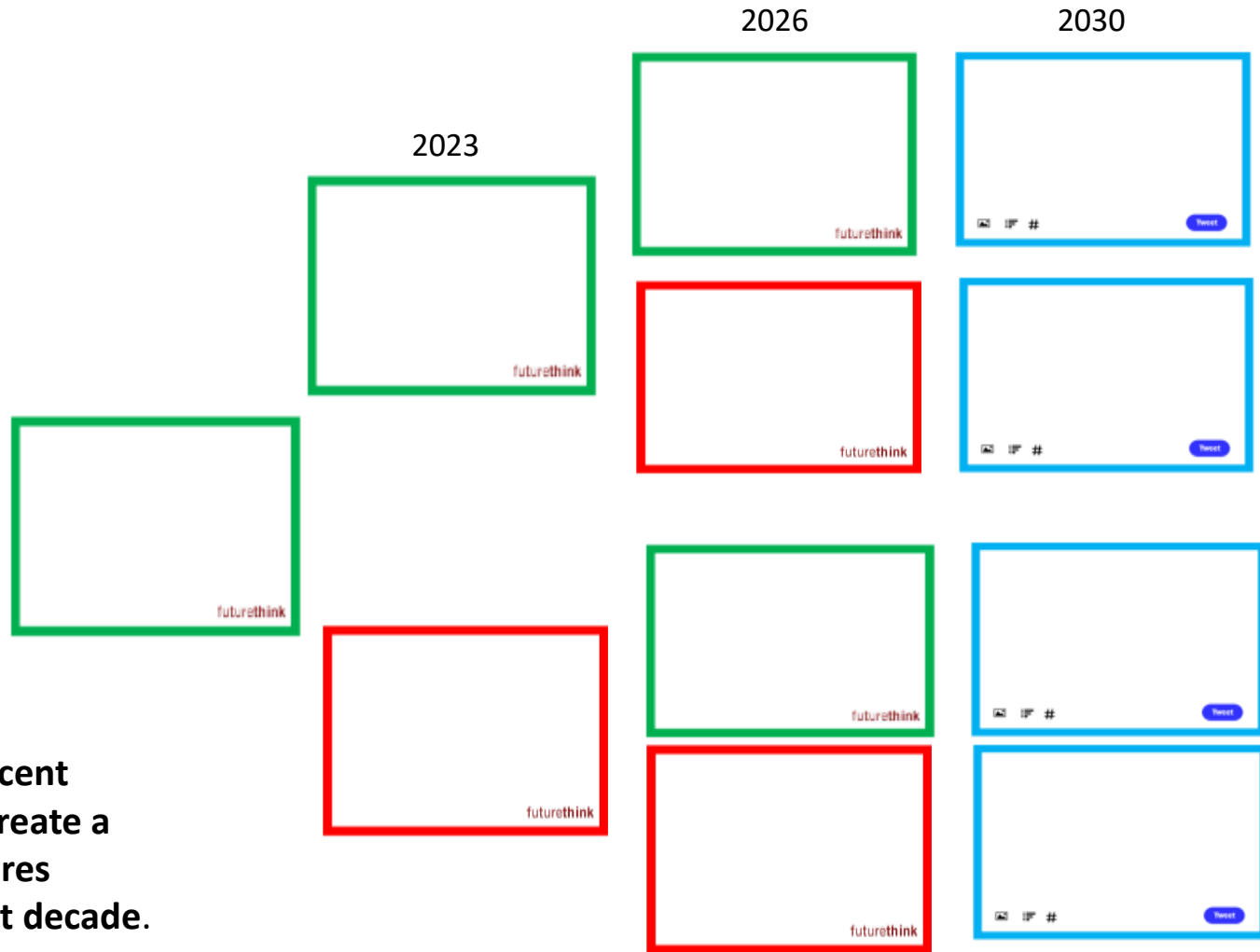
Story Format: News Headlines



Sept 2023

Apple buys Disney
announces age of retail
experience entertainment

Activity #2 – Complete a Futures Wheel



Stories based on Mental Leaps

Take one of your more recent provocative signals and create a Futures Wheel that explores implications over the next decade.

Fill in these Blanks

2023

Positive / Growth
Headline

futurethink

Signal
Headline

futurethink

Negative / Challenging
Headline

futurethink

2026

Positive / Growth
Headline

futurethink

Negative / Challenging
Headline

futurethink

Positive / Growth
Headline

futurethink

Negative / Challenging
Headline

futurethink

2030

Your Organization's or
Key Stakeholder's
Response

📷 🗨️ #

tweet

Your Organization's or
Key Stakeholder's
Response

📷 🗨️ #

tweet

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📷 🗨️ #

tweet

Your Organization's or
Key Stakeholder's
Response

📷 🗨️ #

tweet

📧 Email Garry with drafts if you need some help taking leaps!

Tips on Creating Compelling Headlines

- ❑ **Bring it to Life**

Use names of known stakeholders, places and companies

- ❑ **Leap, Don't Tweak**

Headlines should capture disruptive leaps of innovation

- ❑ **Focus on the Art of Double Take**

At first glance the headline feels real. Moments later they look back to re-read the headline.

- ❑ **Revise Headlines as You Push Out Along the Wheel**

Elevate any initial generic statements with headlines that embody the change and bring it to life:

Generic

Traffic accidents down 30%

AI destroying service jobs

Voice search at 80%

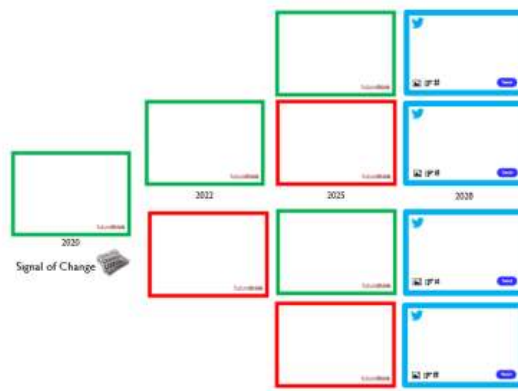
Bring it to Life

Nationwide Insurance goes bankrupt

India passes Universal Basic Income Law as automation decimates workforce

Pew Survey: Millennial Parents fear their children won't learn to text

The Futures Wheel: Small Group Activity



**Overview, Example
& Your Signal**

**Teams Work with
Blank Sheet or
White Board**

**Create a Provocative
Futures Wheel**

2020 – 2022 – 2025 - 2030

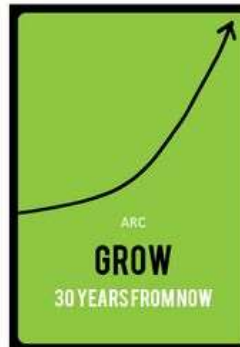
Storytelling Trend Card Poker



Trend Cards (Scenario Cards) as Products

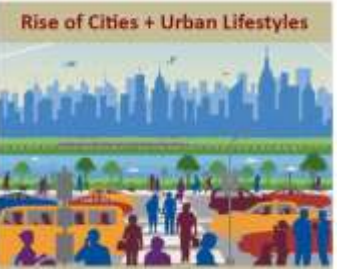
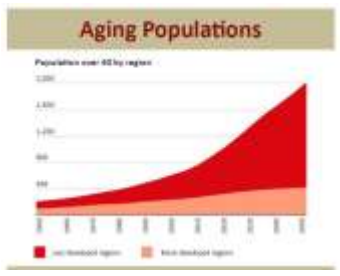


Arc = Grow, 30 years from now
Terrain = Education
Object = Postcard
Mood = Excitement



OCAD: The Thing from the Future

Long Game: Synthesize Signals into a Deck of Trend Cards



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



Trend Card Title

Image

Overview

Signal Examples

- 1.
- 2.
- 3.
- 4.

Activity: Trend Card Poker

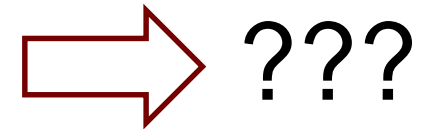
Output: Generate Ideas that Solve Problems + Grow Organization



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?

Designing for Behavior Change

By 2020, 50% of employees will be expected to report 100% engagement and full behavioral adoption.

- Organizations are recognizing the value of your employees' time to invest in the development of behavior change programs that drive productivity, growth, and innovation.
- Organizations are using digital tools to drive behavior change.
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Mindfulness + Mental Health

By 2020, 50% of employees will be expected to report 100% engagement and full behavioral adoption.

- Mindfulness is a practice which is becoming a source of organizational focus and employee wellness and recovery. The practice has shown substantial benefits to health, productivity and satisfaction.
- Mindfulness programs have been implemented at the level of schools, hospitals, prisons, and in the workplace.
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Millennials Grow Up

By 2020, the global population of Millennials (Gen Y) is expected to reach 2.36 billion.

- Millennials are typically defined as those born after 1980 and before the year 2000. They will soon become the majority of the population in the US.
- This cohort makes up 25% of the global population, 37% of the population in the US.
- Millennials will gain control over consumer and labor market trends (parenting, housing, etc.).
- A Visa survey estimates Millennials will earn more than Gen Xers annually by 2025—surpassing earnings of Gen Xers.

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 Deloitte survey found 57% of Millennials agreed: "access to new and 'on-demand' learning, using services that Millennials seek out development opportunities, and organizations making full use of their skills, more than Gen Xers."
- Millennials will continue to use social media as they grow up, join the workforce, and start families of their own. The success largely because of a social media endorsement strategy that allowed the Millennial audience to post their "MommyBlog," "Beauty Vloggers" that appear more peer-based and authentic to Millennial audiences.

November 30th

Share Activities; Focus on Leading Change

December 13th

Wrap up – Share Projects; Takeaway; Plans

