The Art & Science of
Looking at the Future

Bay Area Community Council
Foresight Training

Facilitator
Garry Golden

Webinar #1: April 11, 2018

I am…

One word to describe the future

‘The Future might be…’

Imagining the Futures of BACC

April 11th
Foresight Foundations & Scanning for Signals

May 9th
Turning Signals into Stories (Futures Wheel)

June 13th
Exploring Future Worlds (Scenarios)

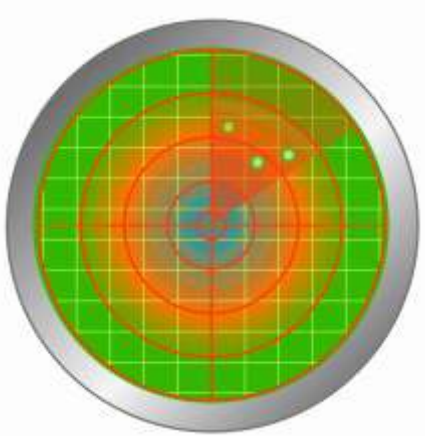
July 11th
Arriving at our Preferred Future for BACC

Resources

http://www.garrygolden.com/baccforesight/

Foresight 101

STEEP Drivers of Change



Scanning for Signals

Hindsight

Insight

Foresight

Defining Strategic Foresight

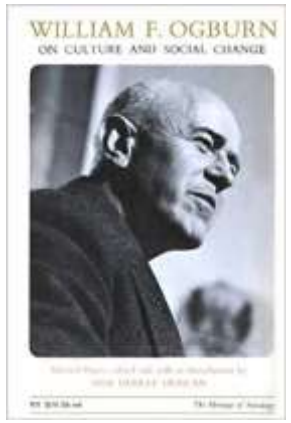
How would you describe foresight to a colleague or community member?

What do you do? Outputs? Outcomes?

Foresight … the ability to anticipate and lead change

Strategic foresight is the ability to create and sustain a variety of high-quality forward views and to apply the emerging insights in organizationally useful ways; for example, to detect adverse conditions, guide policy, shape strategy; to explore new markets, products, and services.[1]

History and Evolution of Foresight



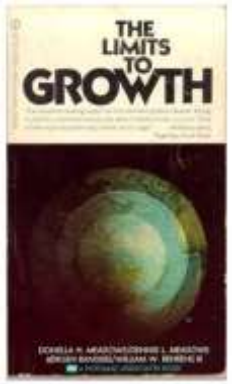
William Ogburn (1930s)

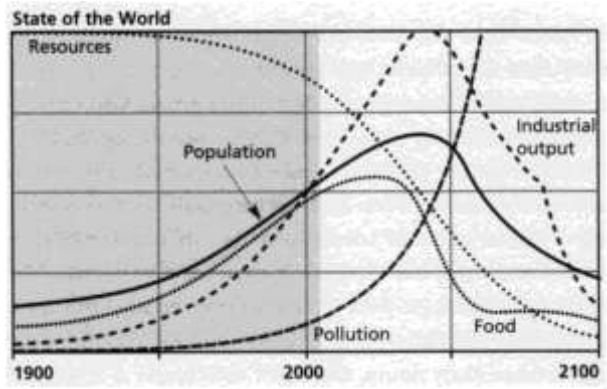
Social Change
(Society + Technology)

RAND CORPORATION
HUDSON INSTITUTE
The CENTER for GLOBAL PROSPERITY

Herman Kahn (‘50/60s)
RAND / Hudson Institute

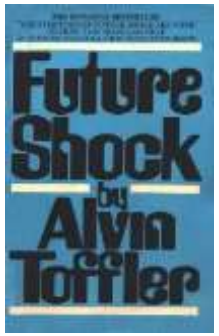
Scenario-based Decisions

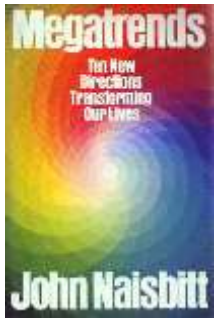




Club of Rome / *Limits to Growth (70s)*

Systems-based Simulations

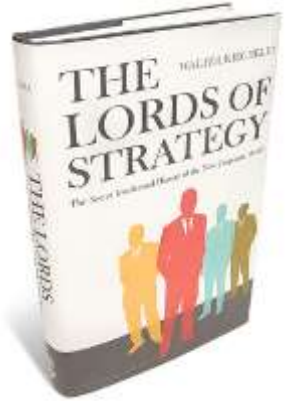




BCG
The Boston Consulting Group

MONITOR

McKinsey&Company



(’80-Present)

Rise of Strategy Industry

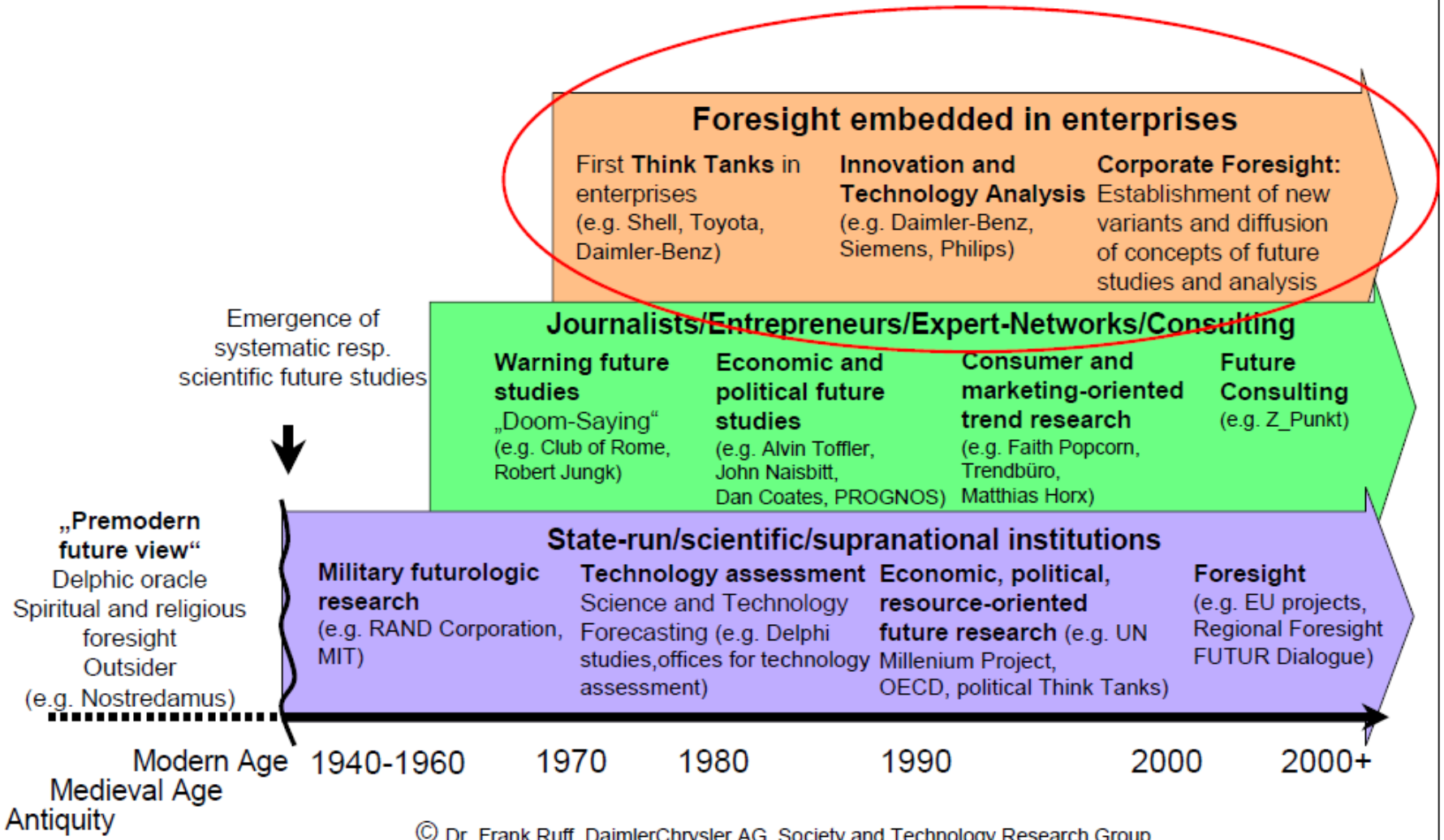
2010s + Beyond

Era of Integration & Intervention?

Bringing Foresight In-House

DAIMLER

Why Corporate Foresight?
History of Future Studies/Foresight



© Dr. Frank Ruff, DaimlerChrysler AG, Society and Technology Research Group

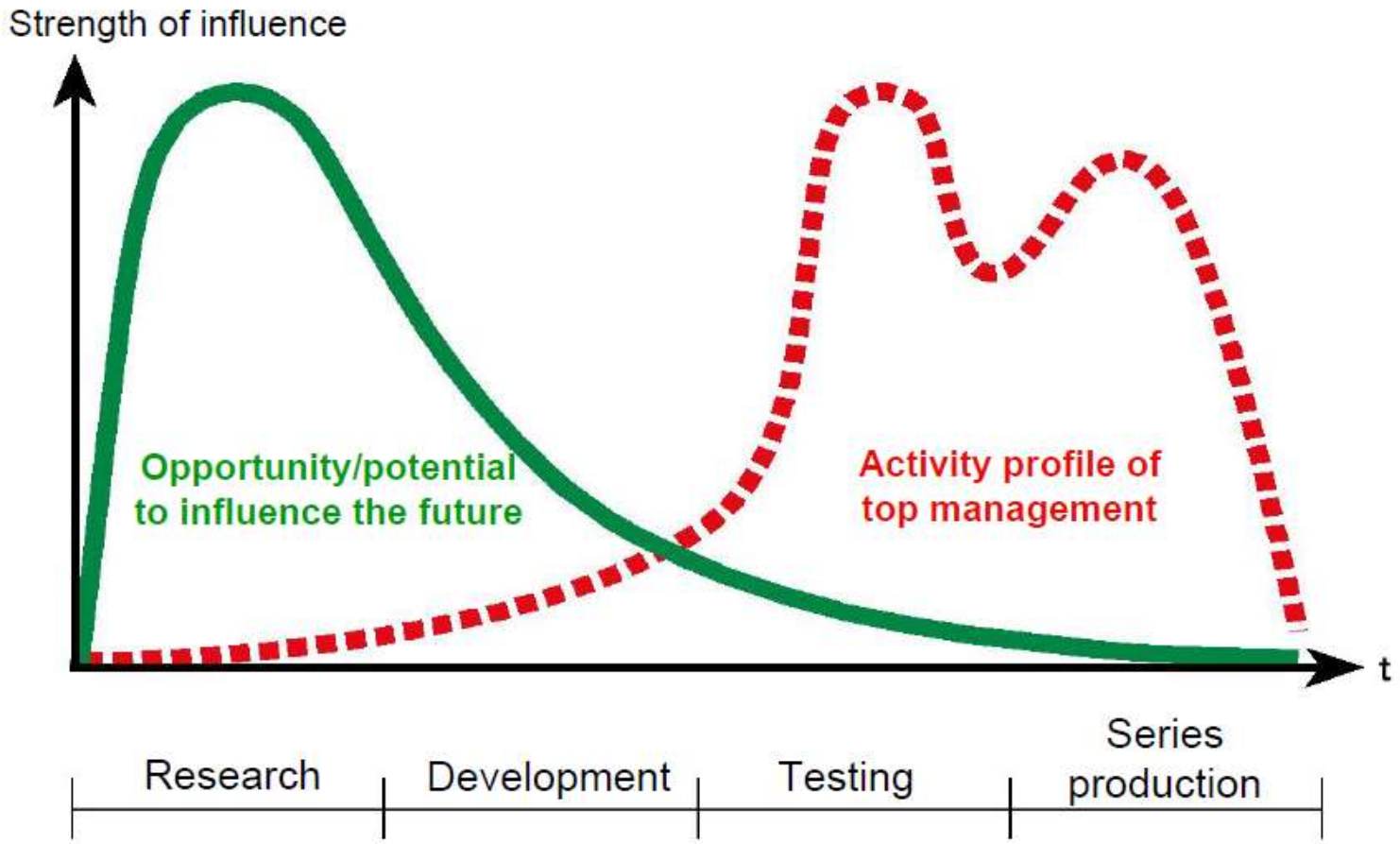
Organizations with Futurists or Foresight Practices

Expanding Leadership Capabilities

DAIMLER

Why Corporate Foresight?

Knowledge about the future and the reach of decisions



Foresight Stages + Activities

Investigate
Identifying & Monitoring Change

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

Imagine
Exploring Implications

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

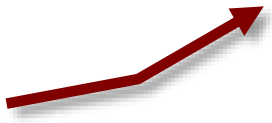
Inspire
Communicating the Need for Change

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

Wendy Schultz/Garry Golden

Foresight 101: Mechanisms of Change

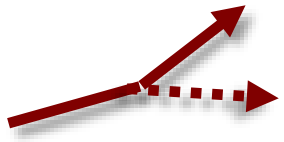
Trends
(Continuities)



Plausible Future

Forecasts

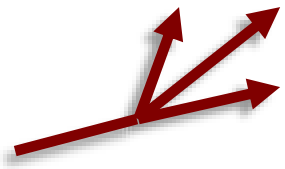
Events
(Discontinuities)



Possible Futures

Scenarios

Choices
(Discontinuities)



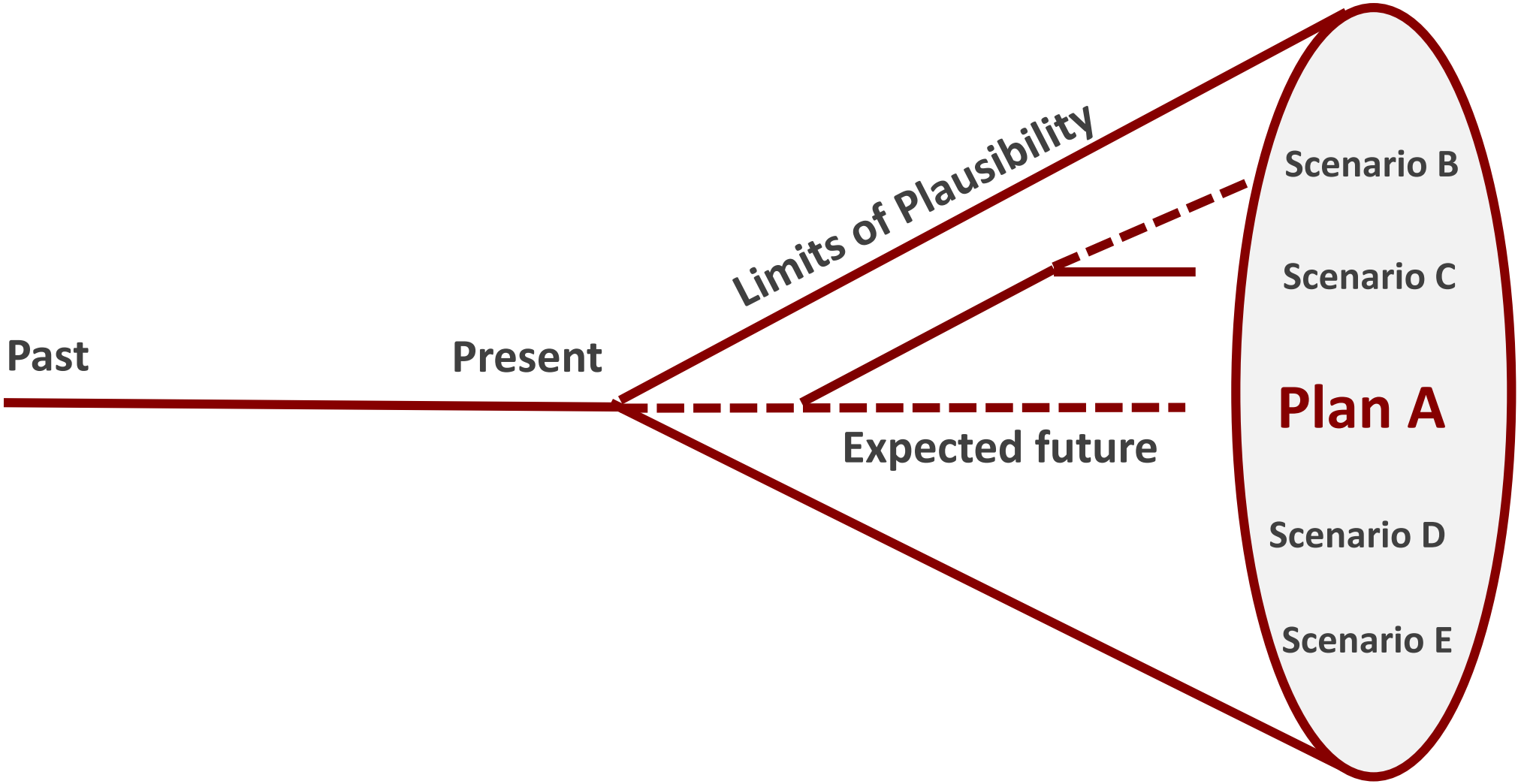
Preferred Future

Visions

Popularized by Peter Bishop

Foresight 101: Cone of Plausibility

Multiple Outcomes, Multiple Time Horizons



Four Futures Thinking

?

Continued Growth

Peabody ENERGY

Microsoft

Disciplined Constrained

IBM

Transformed

BlackBerry

NOKIA

Decline Collapse

Popularized by Jim Dator

Futurists – Ability to Tell Stories of Our Four Futures

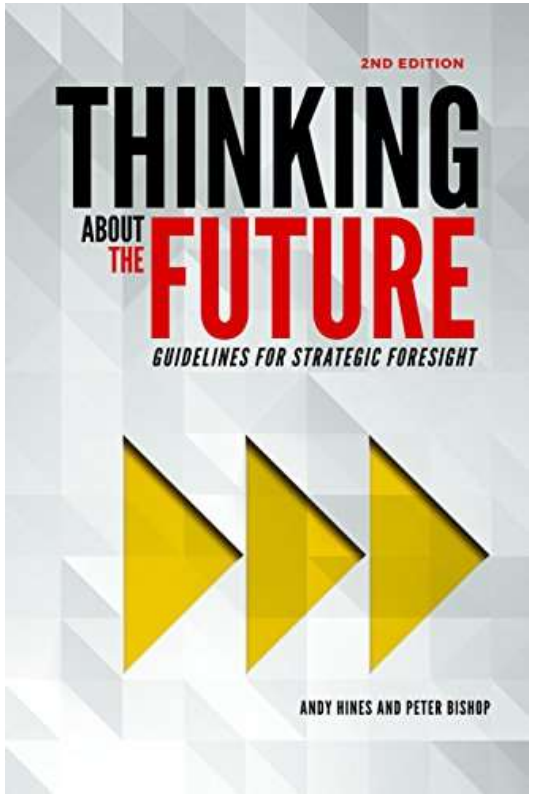
Continued Growth

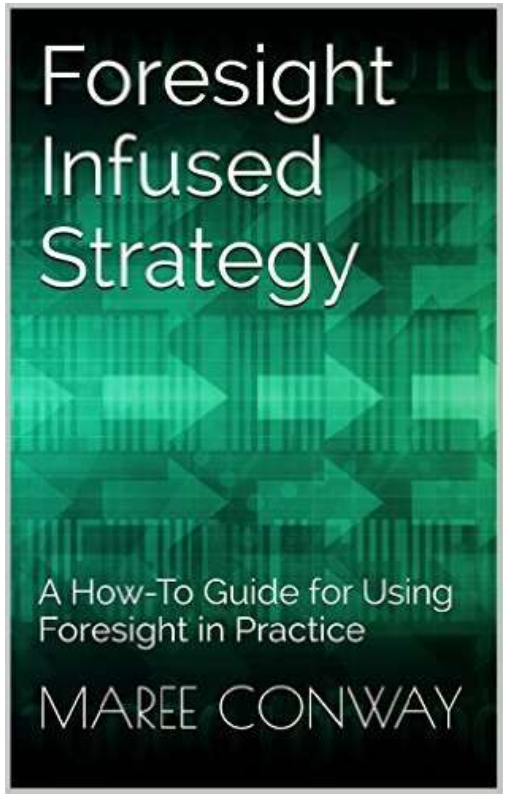
Disciplined Constrained

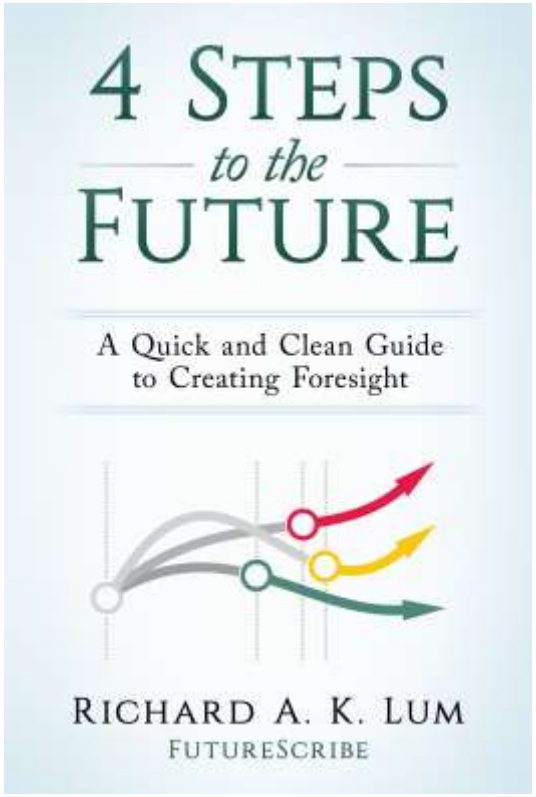
Transformed

Decline Collapse

What book should I read?







Questions on Foresight?

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

Challenges of Talking About *the Future*

Addressing Foundations

Purpose, Happiness vs Helplessness

Self-Work on Equity & Justice

Imperative of Being Local

Feeling 'Futuristic'

Techno-Solutions

Empowered Self

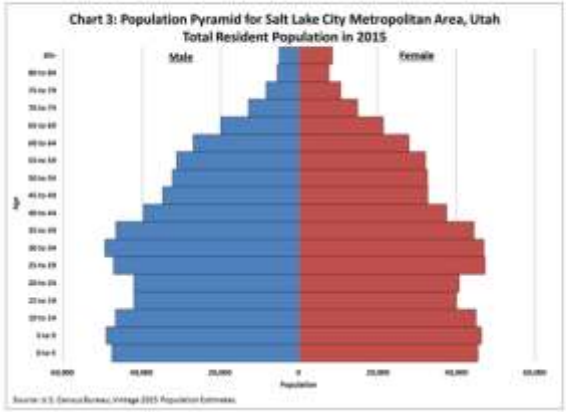
Globalization

Growth

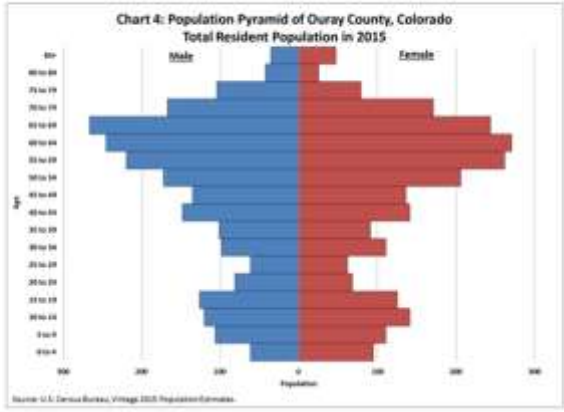
Identifying S.T.E.E.P. Dynamics of Change Shaping the Future of BACC

STEEP: Social Transitions (Demographics & Culture)

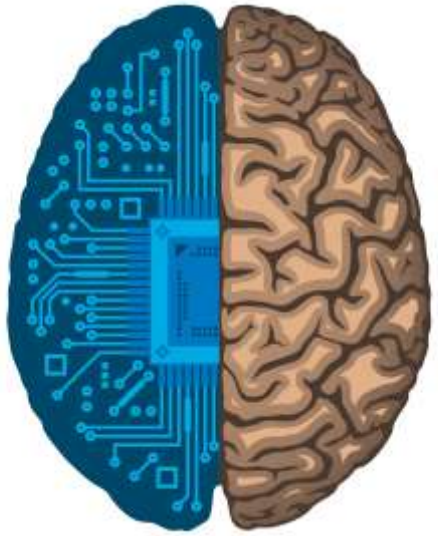
Metropolitan Pyramids



Rural & Small Town Pyramids



STEEP: Technology Transitions

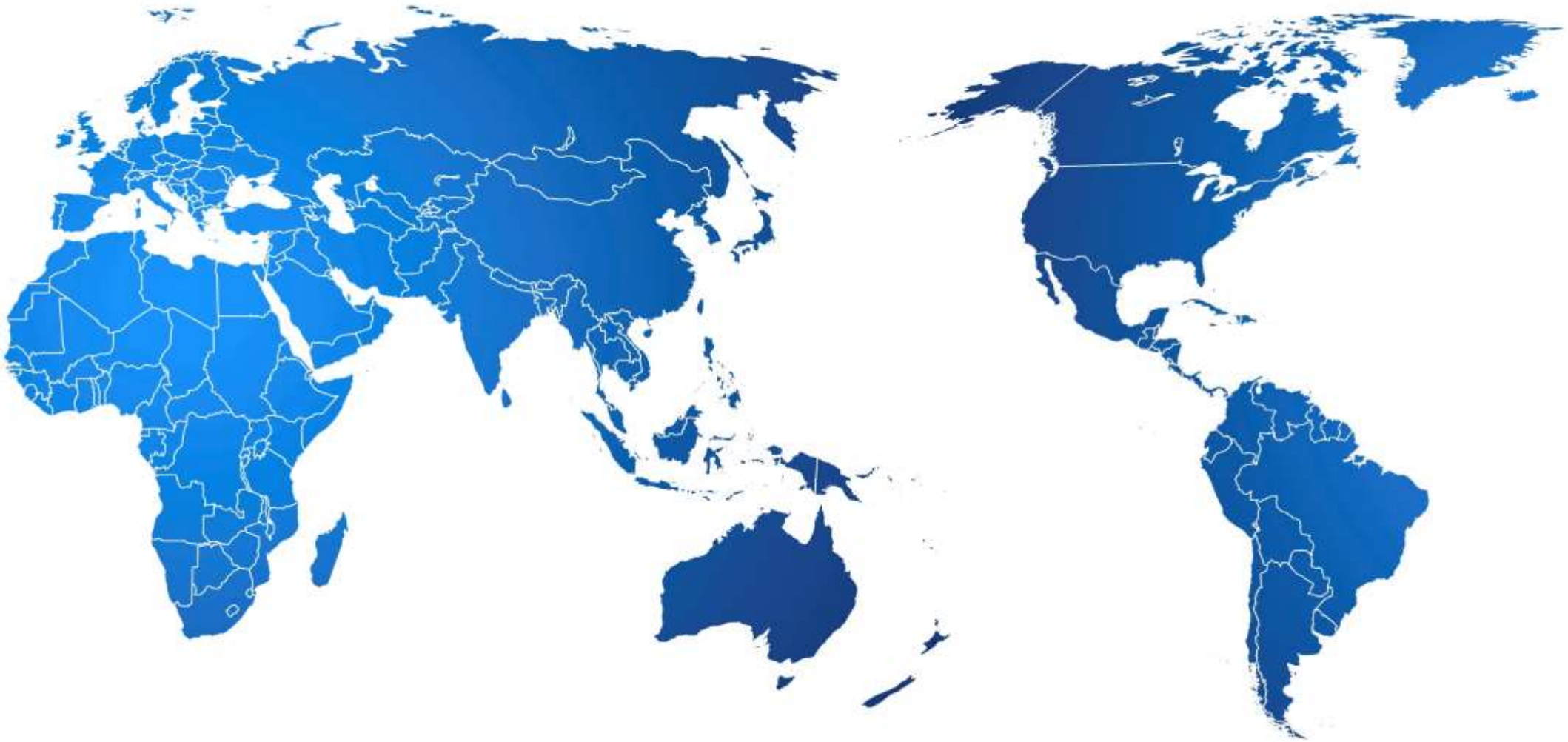


InfoTech
Regtech
NeuroTech

Bio / Life Science
Materials Engineering

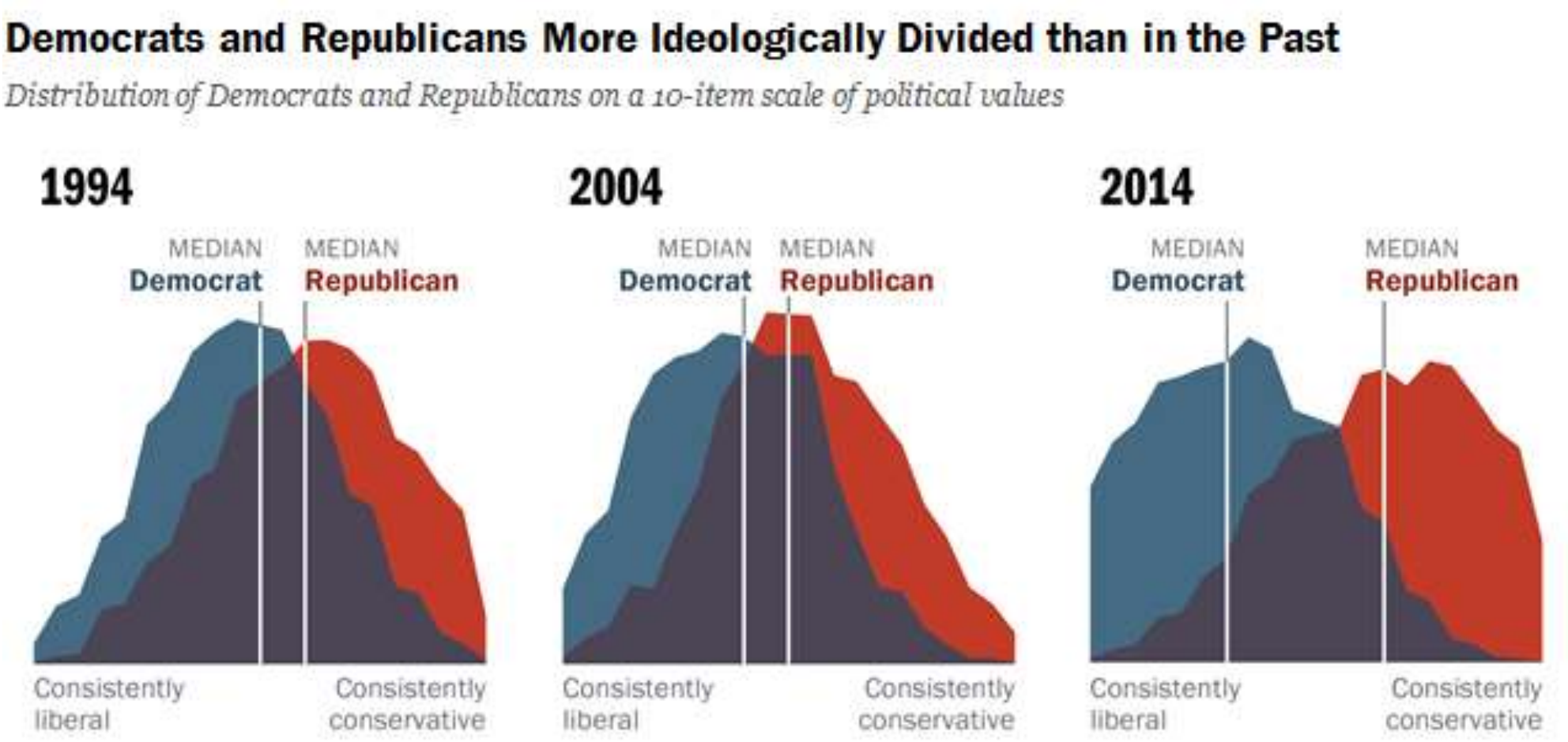
Autonomous Systems
Blockchain / Crypto Assets

STEEP: Economic Forces of Change



STEEP: Environment & Natural Resources

STEEP: Political (+ Legal) Landscape



STEEP: Future of BACC 2020 - 2035

1) Partner up
2) Write down (at least one question) per STEEP category

S

How might we understand the future of caregiving for aging populations?

T

How might AI + Automation change our workforce?

E

How might a Universal Basic Income be tested in Wisconsin?

Env

How might climate policies have an impact on our industries?

P

How might data influence public programs and govt policies?

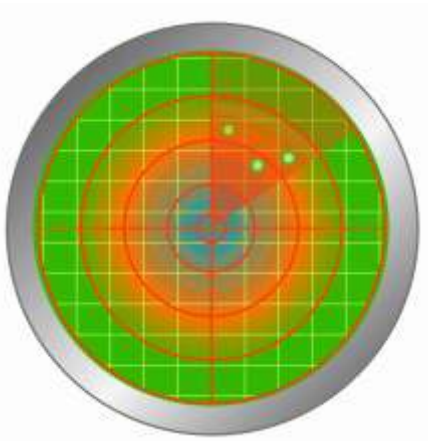
Next Steps: Prepare for May & June

1. We will capture STEEP Drivers of Change and Share in Document

2. Scan for Signals on those related themes

Foresight 101

STEEP Drivers of Change



Scanning for Signals

What value might BACC's Foresight bring to region?

Value of Process
(Tools, Techniques, Behaviors)

Value of Content
(Domain expertise; Knowledge)

The Foundation is
Scanning for Signals of Change

Why Build a Habit in Scanning for Signals?

Outcomes & Outputs

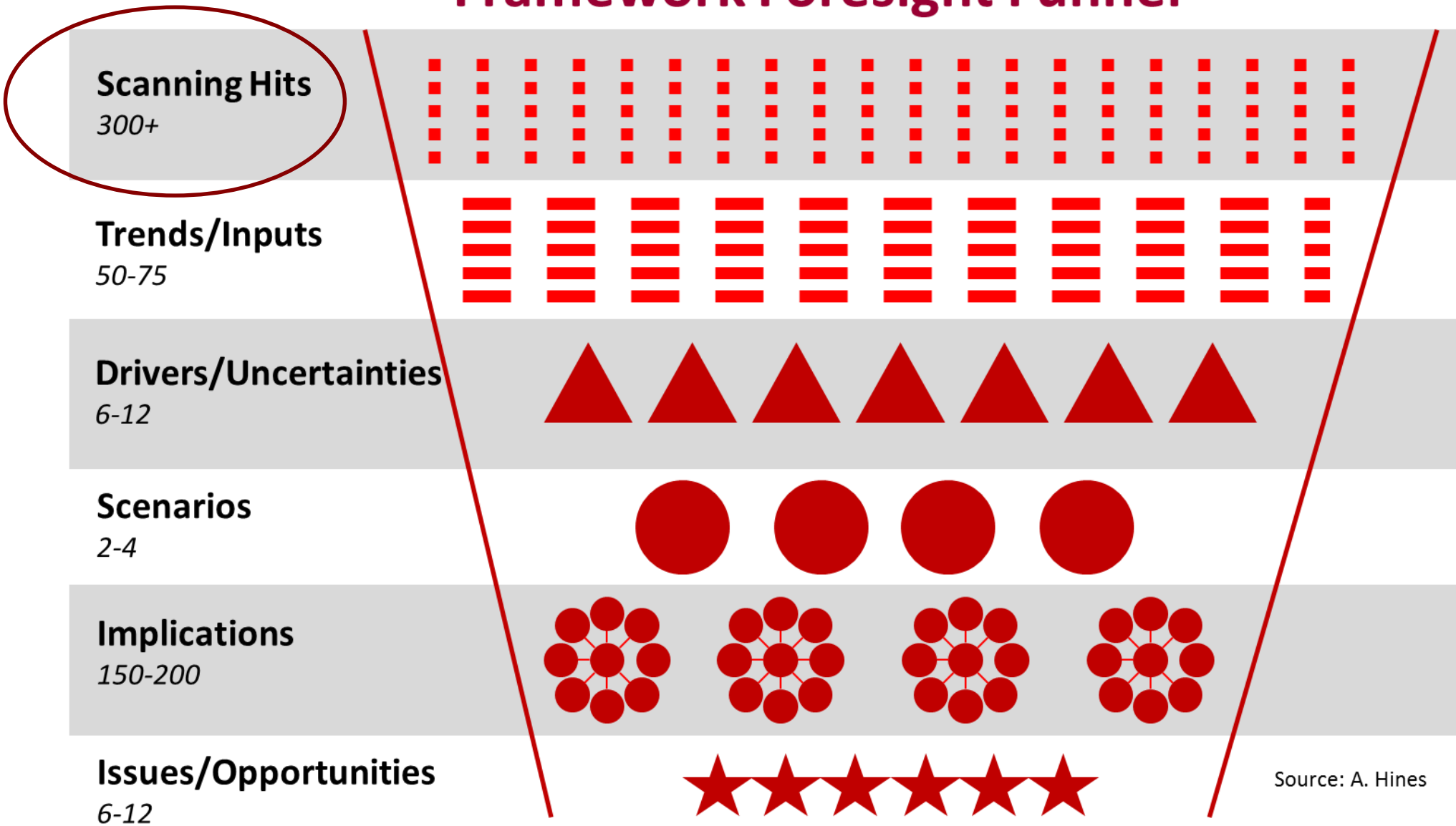
Step 1

Information + Inspiration

Step 2

Building Knowledge
(Framework Forecast)

Framework Foresight Funnel



Source: A. Hines

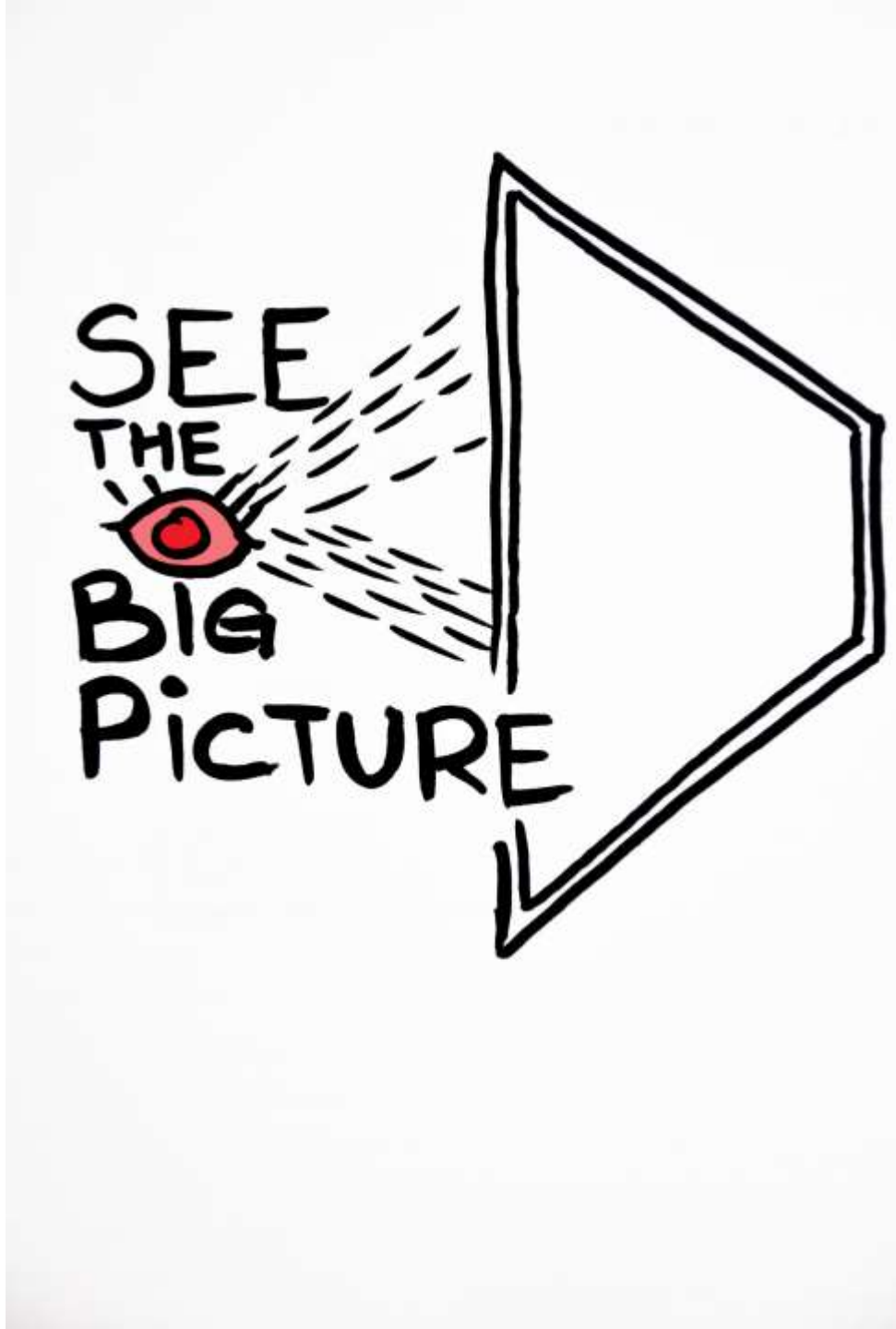
Numbers are rough estimates

Houston FORESIGHT: *Preparing Professional Futurists*

Hinesight
For foresight, use Hinesight

ASSOCIATION OF PROFESSIONAL FUTURISTS

Developing a Practice of Horizon Scanning



Signals

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

BUSINESS NEWS SEPTEMBER 19, 2018 Suzanne Barlyn REUTERS

(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.

Examples of Signals

The New York Times

DEADLY GERMS, LOST CURES

A Mysterious Infection, Spanning the Globe in a Climate of Secrecy

The rise of Candida auris embodies a serious and growing public health threat: drug-resistant germs.

Seattle's biggest tech companies unveil 7 city projects built by controversial Innovation Council

BY MONICA NICKELSBURG on April 9, 2019 at 12:01 pm

FEBRUARY 28, 2019

Stanford policy lab explores government use of artificial intelligence

Students contribute to a report on how AI is being used in governmental agencies and where it might go in the future.

Judging Signals

Scanning: Criteria and Considerations

- ❑ Source Credibility
- ❑ Newness/Uniqueness
- ❑ Degree of Uncertainty
- ❑ Degree of Impact
- ❑ Momentum (e.g. slowing down, speeding up)

When applied to scenario thinking or organization research a *signal* may do one of three things:

- ❑ **Confirm** assumptions of one scenario outcome
- ❑ **Diminish** the likelihood of a particular scenario
- ❑ **Create** a new scenario to consider

Strengthening Signals on Mental Health

Criteria

- ❑ **Source Credibility**
- ❑ **Newness**
- ❑ ***Uncertainty***
- ❑ ***Impact***
- ❑ ***Momentum***
- ❑ ***Applied to Scenario-X***

University of Kentucky

By Amanda Nelson Feb. 28, 2019

NCAA Awards Grant for UK College of Education Mental Health Research

The New York Times

A Top Scorer Changes the Definition of the Complete Player

"A lot of people in my position wouldn't want to say anything," Marquette guard Markus Howard, the Big East player of the year, said of going public about seeking mental health counseling.

YouTube

Carolina Panthers hire in-house mental health clinician

433 views

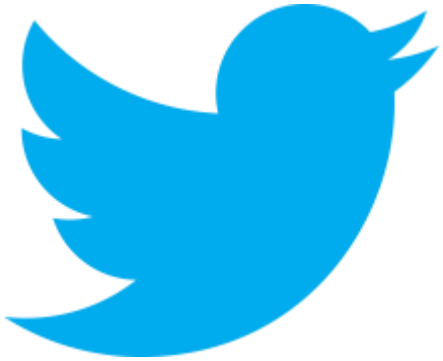
Charlotte Observer

SUBSCRIBE 4K

The Carolina Panthers hired Tish Guerin as an in-house mental health clinician, a newly created position, as a way of investing in the mental health of the NFL team's players.

SHOW MORE

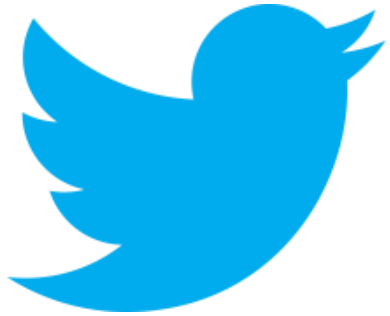
Techniques: Expanding Signals Sourcing Strategy

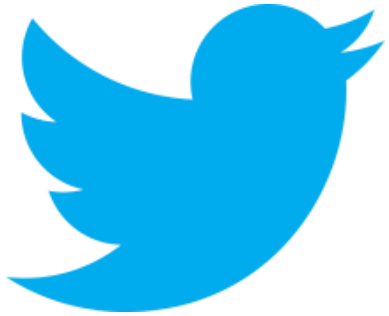


Google Alerts

LinkedIn

Why Twitter?





Outcome:
Informed & Inspired by following fascinating people & conversations

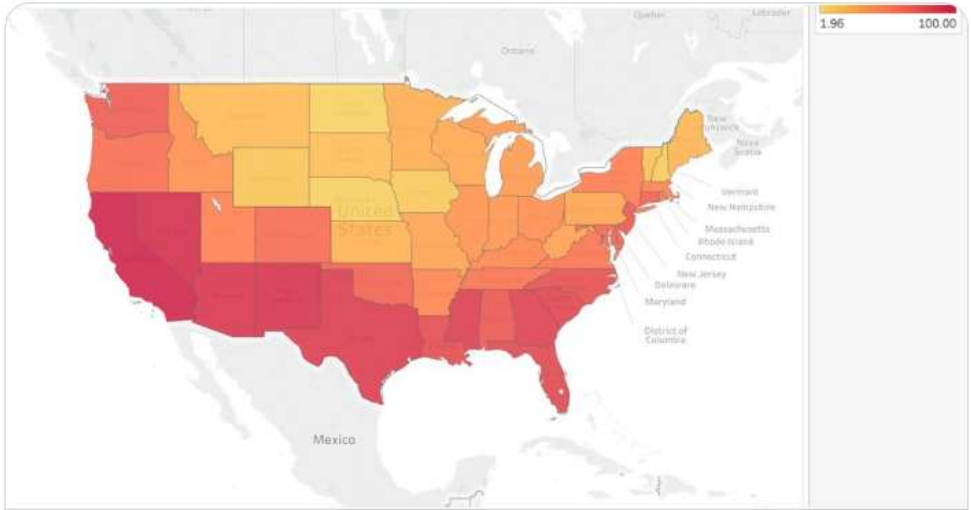
Learning the Language and Code of Thematic Conversations

Social Determinants of Health

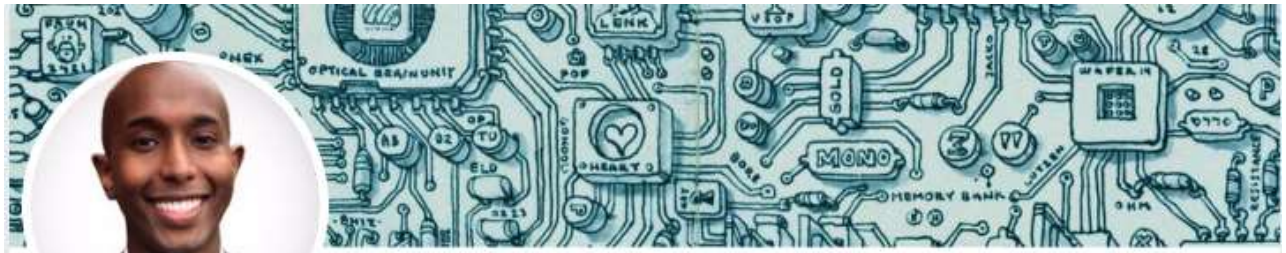
#SDOH

Ahmed Ali @MrAhmednurAli · 39m
John Oliver exposes the sinister side of the mobile home Industryhttp://ow.ly/roGg30omKxu **#sdoh**

David Nace MD @DavidNaceMD · 20h
I recently co-authored a research on understanding **#SDOH** by calculating the social vulnerability indices (SVI) score at zip level, and using SVI to get patient level insights. Here's the report:
bit.ly/2U4icsd
#SDOHTalk
@innovaccer



From Myth to Reality - Revolutionizing Healthcare with Augmented Intelligence and Social Determin...
innovaccer.com



Follow

Ahmed Ali
@MrAhmednurAli

Research Assistant @McMasterForum| #HealthPolicy PhD Candidate @McMasterU| Advocate of evidence-based #publichealth policies| Views my own. RT ≠ Endorsements

Toronto, Canada mcmasterforum.org/lets-collabora... Born February 10
Joined September 2011

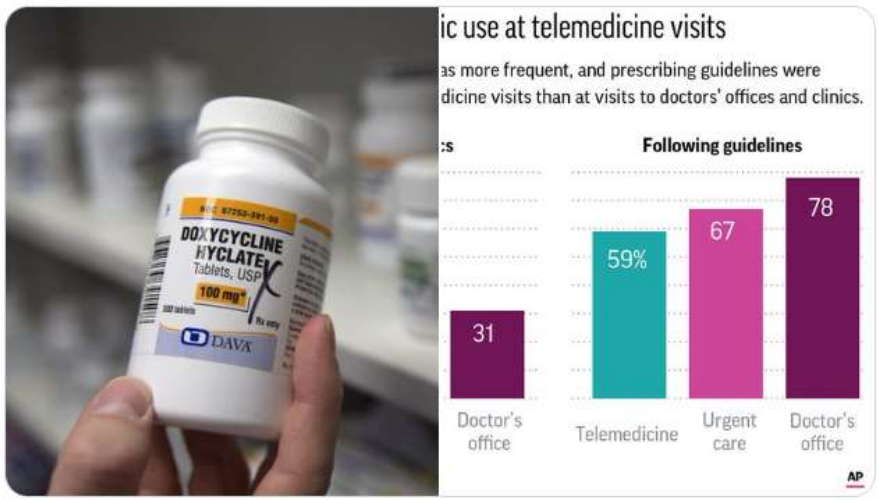
364 Following **1,215** Followers

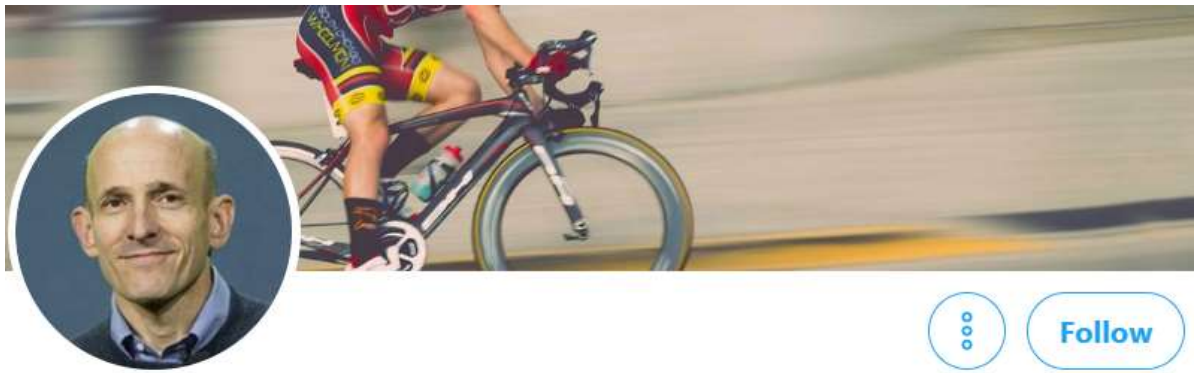
Not followed by anyone you're following

Tweets **Tweets & replies** **Media** **Likes**

Ahmed Ali @MrAhmednurAli · 7h

#Telemedicine tied to more #antibiotics for kids, study finds.
ow.ly/uZRd30omKqH #HealthPolicy #sdoh





Follow

David Nace MD
@DavidNaceMD

Chief Medical Officer, Innovaccer

San Francisco, CA linkedin.com/in/davidknace Joined January 2016

121 Following **195** Followers

Followed by HealthEconomics.Com and Dan McCreary

David Nace MD @DavidNaceMD · 21h

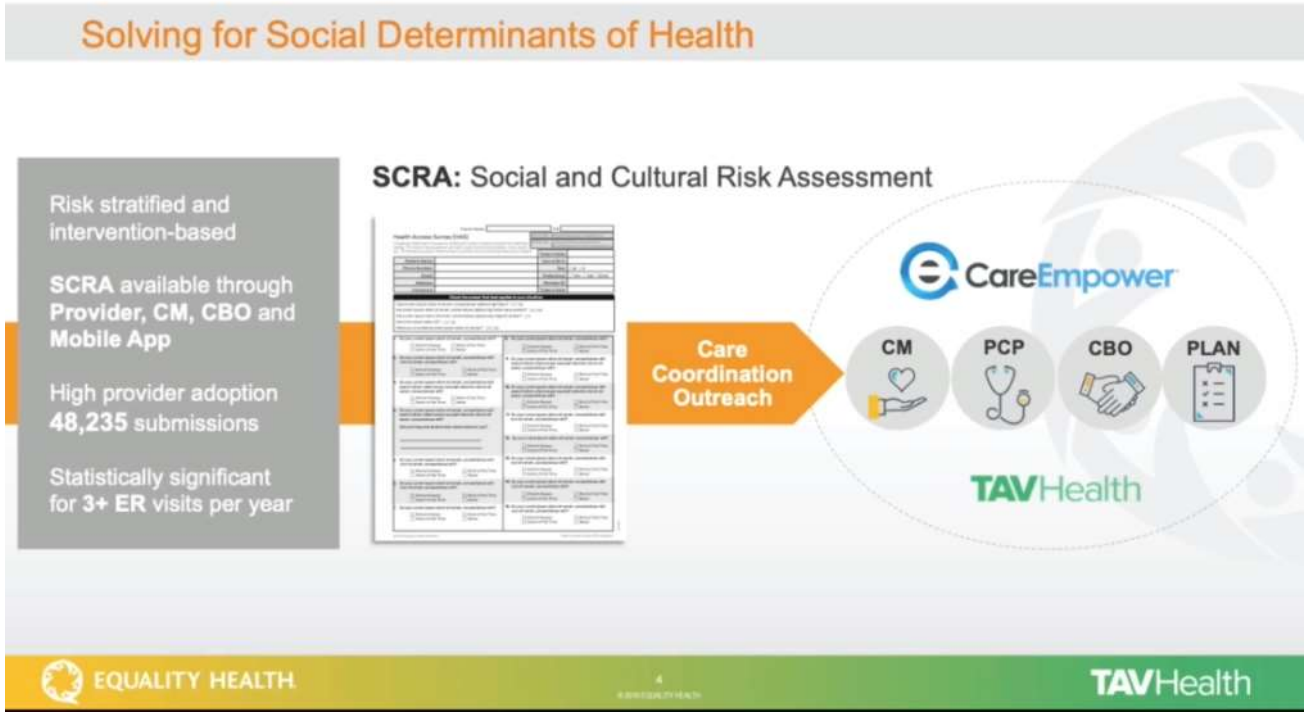
In collaboration with @innovaccer and @Paul_PCMH, we'll be hosting a #tweetchat on #sdoh. Join the conversation at 2PM ET. Prepare your thoughts with #SDOHtalk or tag @innovaccer !
@avantirecruiter @VilGilliam @stevecasebeer @foxriskanalysis

Learning the Language and Code of Thematic Conversations

#SDOH

Equality Health @equalityhealth · 1h

We partnered with @TAVHealthUS to present how we're addressing **#SDOH** and driving value-based care at the Arizona #MedicaidInnovationChallenge hosted by @AHCCCSgov along with @AH_Innovation and @CHCShealth. Watch our healthcare rebels in action here: youtu.be/nISF0ej_F6I



Olivia Dean, MPH @livi_dean · 3h
Social Determinants of Health: The Impact on Members, Health Outcomes and the Bottom Line: bit.ly/2KkDlPr @modrnhealthcr #sdoh
Social Determinants of Health: The Impact on Members, Health Outcome...
Social Determinants of Health (SDoH) — the social and economic conditions that can impact health outcomes — are gaining recognition as...
modernhealthcare.com

Follow
Olivia Dean, MPH
@livi_dean
Policy Research Senior Analyst @AARPPolicy. Public health & health policy nerd. Passionate about prevention & health equity. @UCBerkeleySPH alum. Views=my own.
California, USA
Joined September 2009
1,237 Following
974 Followers
Followed by Onboard Health, Healthify, and 4 others you follow

Step One: Understand the Language of Communities

#longevity

Wen Dombrowski MD MBA Retweeted

Beth Parkhill @LongevityPlanet · Apr 6

And 23 percent of boomers will eventually be without family caregivers #longevity #aging #AgingIntoTheFuture Will a combination of #AI and robots be the solution?

> **Andrzej Klimczuk** @AndrzejKlimczuk · Apr 6
>
> More And More #Millennials Are #Caregivers For Older #Family Members : NPR npr.org/2019/03/16/702...

#AgingintotheFuture

Following

Aging Into The Future LA

@AITFLA

AITF, powered by St. Barnabas Senior Services is THE tech conference for seniors and their families. #aging #technology #agingintothefuture #agewell

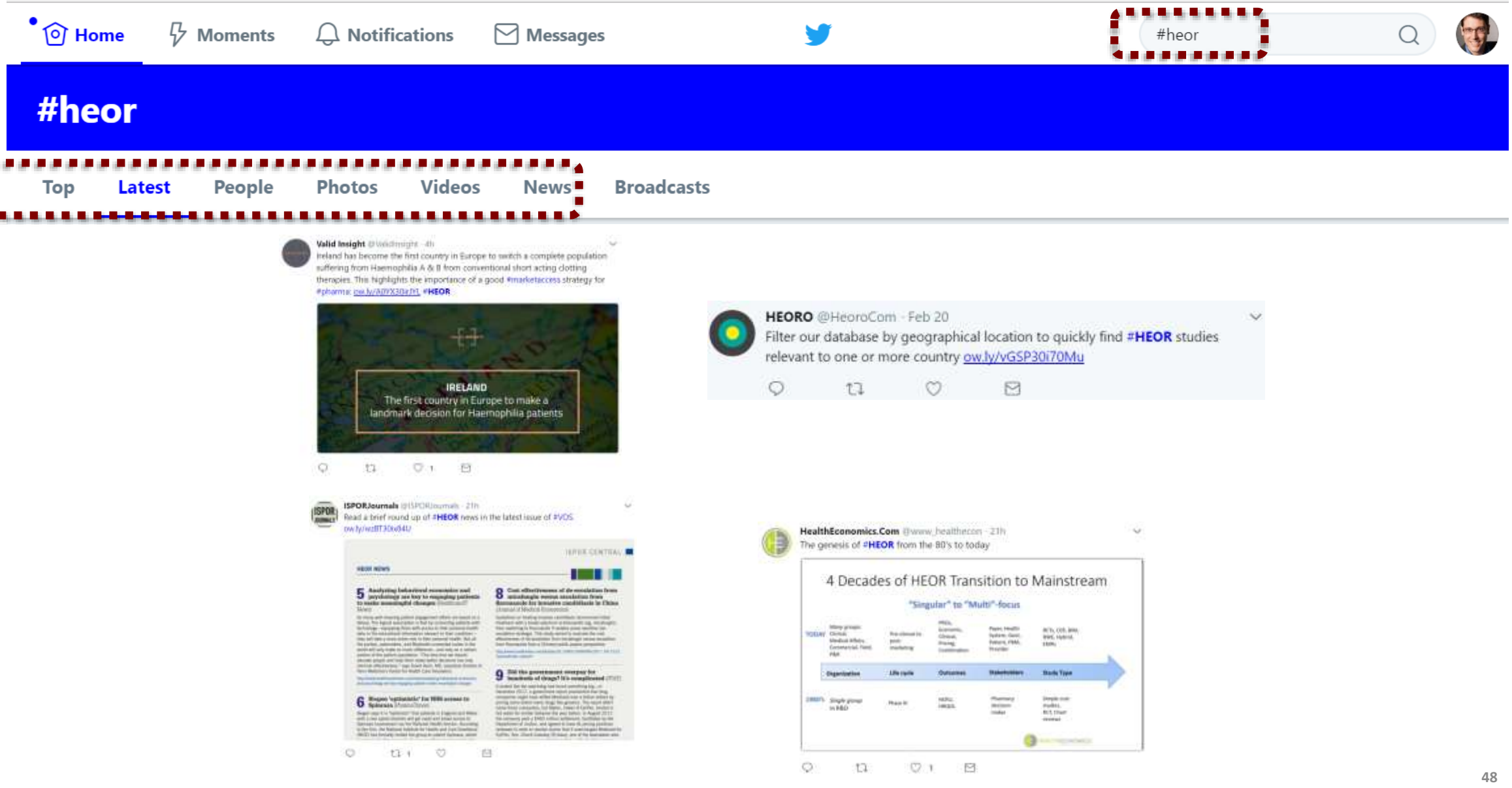
Los Angeles, CA · Agingintothefuture.com · Joined December 2017

528 Following **622** Followers

Followed by CATALAIZE, Kytera, and 2 others you follow

Tweets | Tweets & replies | Media | Likes

Tip: Use Filters (Top, Latest) When Searching #Hashtags



#Hash Tags

Related to STEEP Issues

Task Goal for Your Domain:

- Identify 10-20 *hash tags* based on our STEEP themes of change
- Yes, this requires learning the language/codes of some conversations!

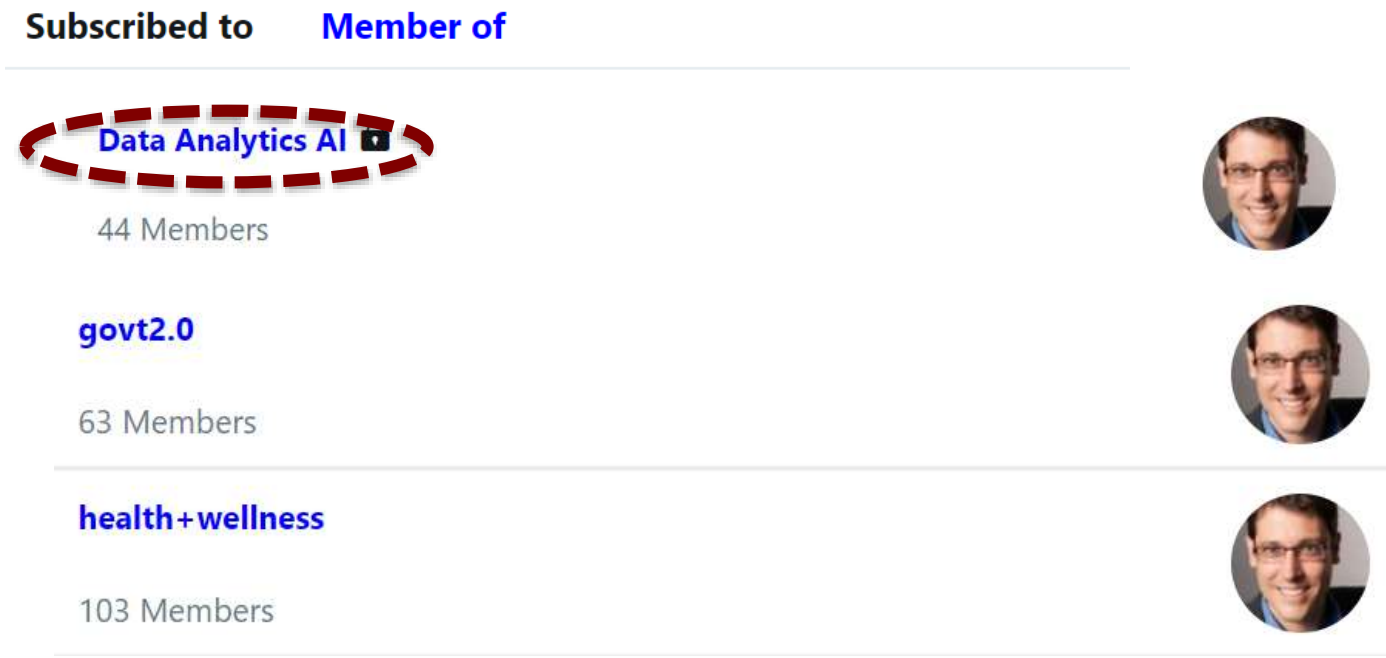
Starter Hash Tag List:

- #futureofwork
- #AI
- #STEM
- #health
- #automation

Dynamics Hash Tags - Upside: Orbital Object for People, Ideas and Communities; Best used around 'events' (Conferences; Chats)
Downside: Noise; Spam; Vendor dominated

Twitter Tips: Lists Help Manage Chaos & Communities

List URL → https://twitter.com/garrygolden/lists



List Dynamics - **Upside: Allows you to build large Twitter Follow lists**
Downside: Very few; Slight embarrassment of List Names

Tip: Follow ‘Lists’ of Active Twitter Users

Optional Task: Organize Your ‘Following’ by Lists

Develop Lists that Expand Sources & Communities

Twitter Task :

- ☐ Create Five (5) Public Lists to Share
- ☐ Create Private Lists based on your own scanning needs

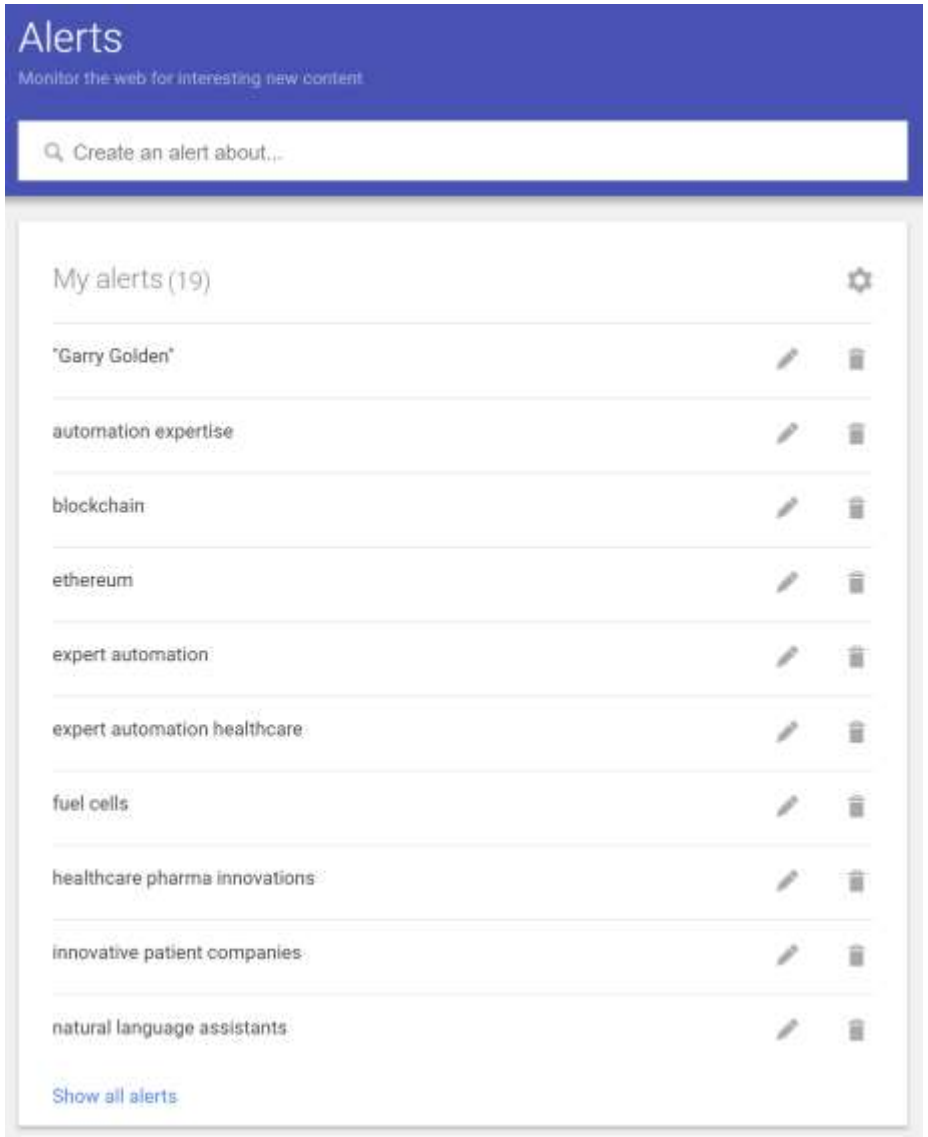
Techniques: Expanding Signals Sourcing Strategy

Google Alerts

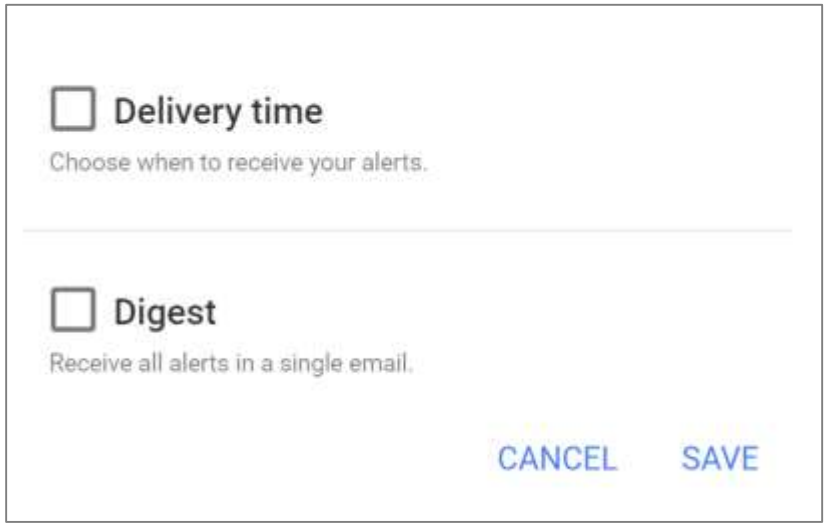
LinkedIn

Google Alerts: Keywords

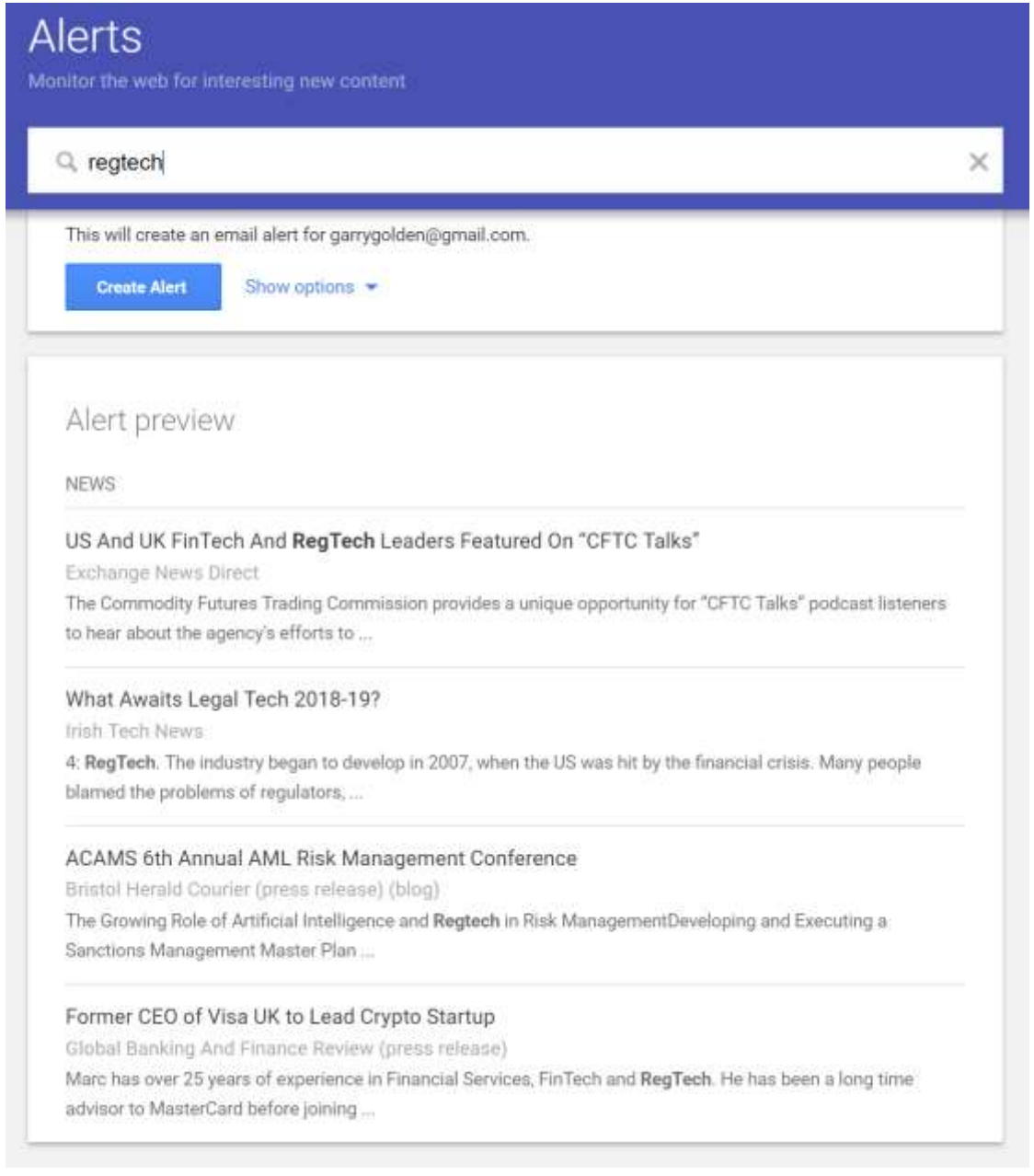
1) Go to: google.com/alerts
2) Enter Series of Keywords

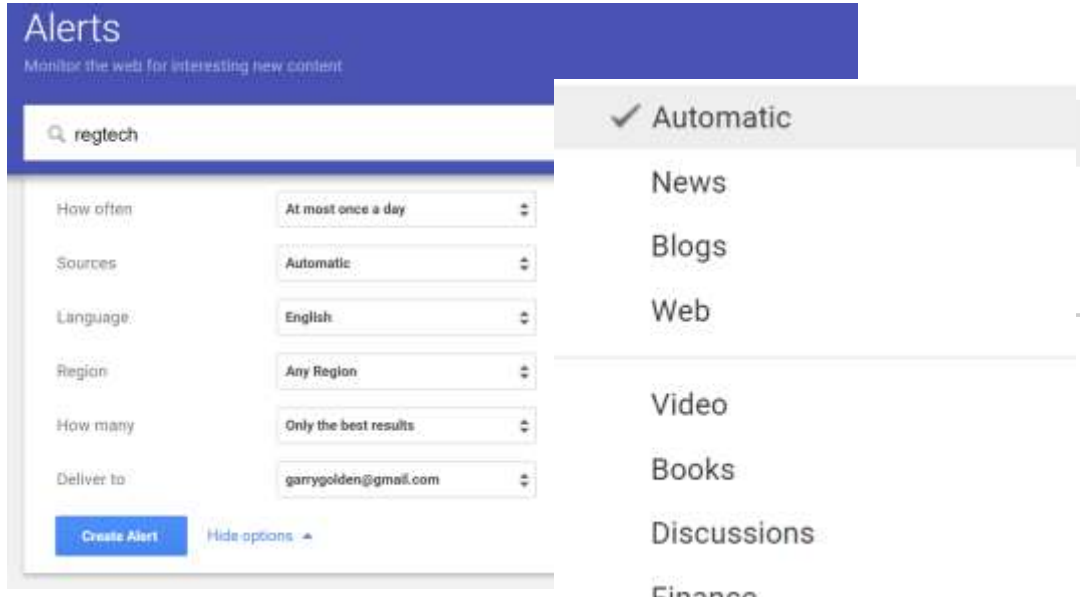


3) Choose Delivery Time vs. Digest to Manage Flows



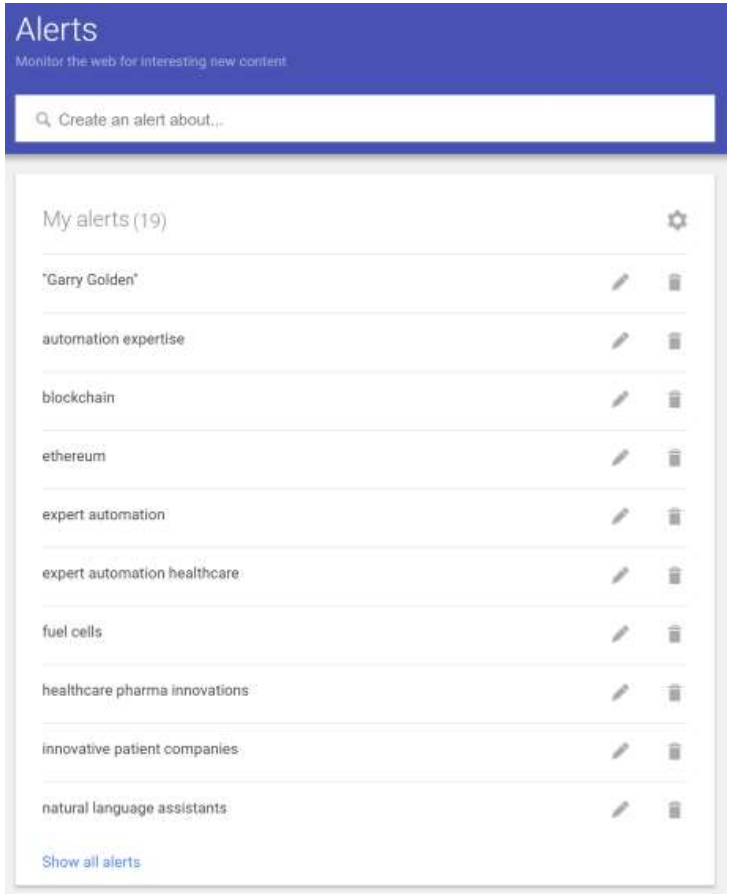
Google Alerts: Keywords





- regulatory innovation
- compliance innovation
- Tax Law Innovation

Google Alerts



Tips for Getting Started

- ❑ Start with Ten Keywords
  (Test variations;
  Delete Ineffective Keywords)
- ❑ Start with Digest Mode
- ❑ Create a Gmail Folder to Avoid Crowding Inbox
- ❑ Yes, Google is Watching

LinkedIn

Samson Williams
Problem Solving Educator: Fintech | Blockchain | Crowdfunding | Humans
1d

Where is the future of lawyering, in a **#decentralized** ecosystem? Some quick thoughts from **Lewis Cohen**, while at **#Consensus2018**. Checkout what he has to say about how **#blockchain** and entrepreneurship are shaping the future of law practice in **Angela Angelovska-Wilson**'s new law firm **www.DLXLaw.com** (we all know whose really in charge).

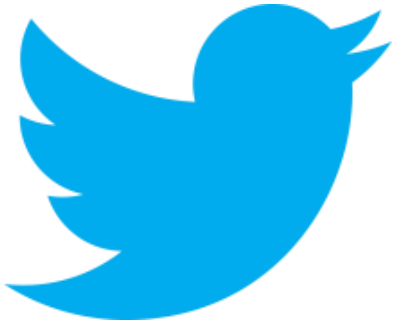
Maureen L. Murat, Esq. DLX has a office in DC and NYC. You should connect with Angela if you haven't already.

Paras Kale Constantin Kogan Elena Merzhanova Sushil Singh CPA (Aust.) FRANCISCO BENEDITO Michiel Lips 林铭瀚

66 Likes · 12 Comments

Like Comment Share

Questions on Signals Sourcing Strategies?



Tasks:

- ❑ #Language (Community)
- ❑ Follow People
- ❑ Create Lists
- ❑ Add Signals to Diigo

Tasks:

- ❑ 5-10 Keywords
- ❑ Add Signals to Diigo

Tasks:

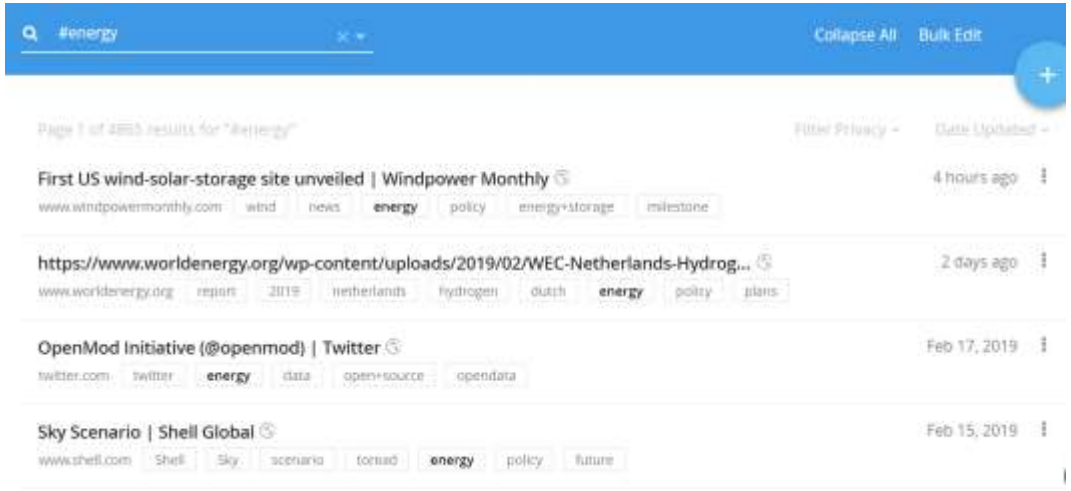
- ❑ Expand Feed 'Follows'
- ❑ Add Signals to Diigo

Tool:
Organizing Your Signals

‘Tagging’
‘Social Bookmarks’

diigo

Collect & Share Signals as Social Bookmarks



Social Bookmarking allows you to automate and archive your efforts so you can review them all together under common keywords – and share with colleagues.

Diigo help you avoid having to remember where you read something—simply get into the habit of tagging relevant website, videos, and reports that you find along the way.

With practice the 'tagging' of a web browser based signal (news story, video, PDF, et al) should take five (5) seconds to filter and archive with three tags.

https://www.mediavillage.com/article/nielsen-auto-cloud-a-dream-for-driving-change-among-marketers/

Nielsen Auto Cloud a Dream for D Change Among Marketers

Automotive marketing for audio media has just taken a major leap forward. It was announced in early November that the Nielsen Auto Cloud -- the new standard in aut marketing, data and measurement capabilities -- has been licensed by both Westwoo One, which reaches 245 million weekly listeners across America, and Panoply Media, leaders in podcast marketing and technology. For marketers this means access to a vast new range of data backed by a powerful marketing and measurement technolog This enables auto brands and their agencies to generate high-reach, high-engageme audio interactions with actual car buyers.

Edit bookmark

Nielsen Auto Cloud a Dream for Driving Change Among Marketers | MediaVillage

Add a description...

automotive media marketing advertising business+model+design

Recommended: sensing chemistry mobile digital hardware nielsen auto cloud driving change

Add to an outliner

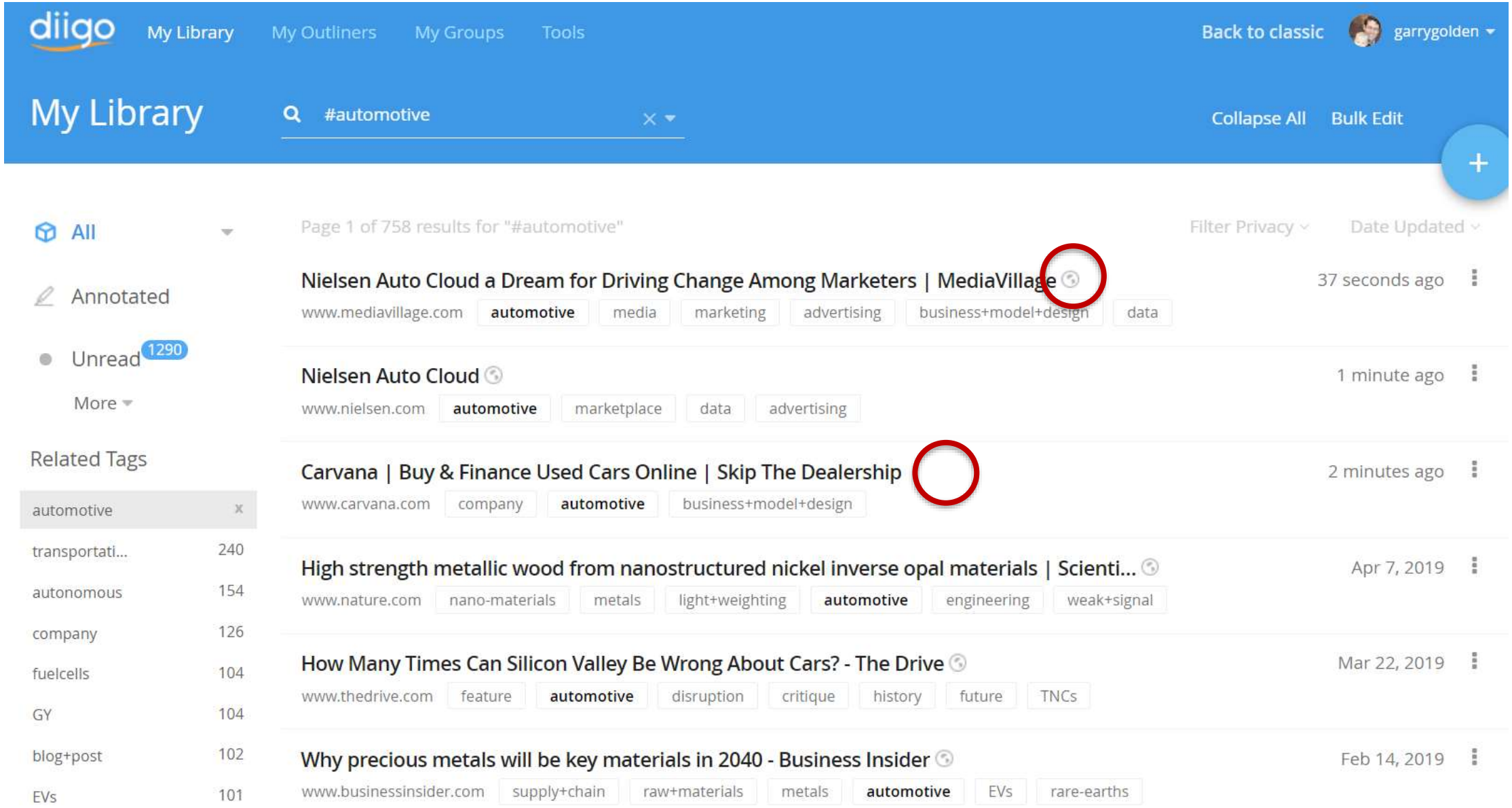
Share to a group

Private Read Later Cache

Remember saving preferences

Save

Collect & Share Signals as Social Bookmarks



Ars Technica @arstechnica · 13m

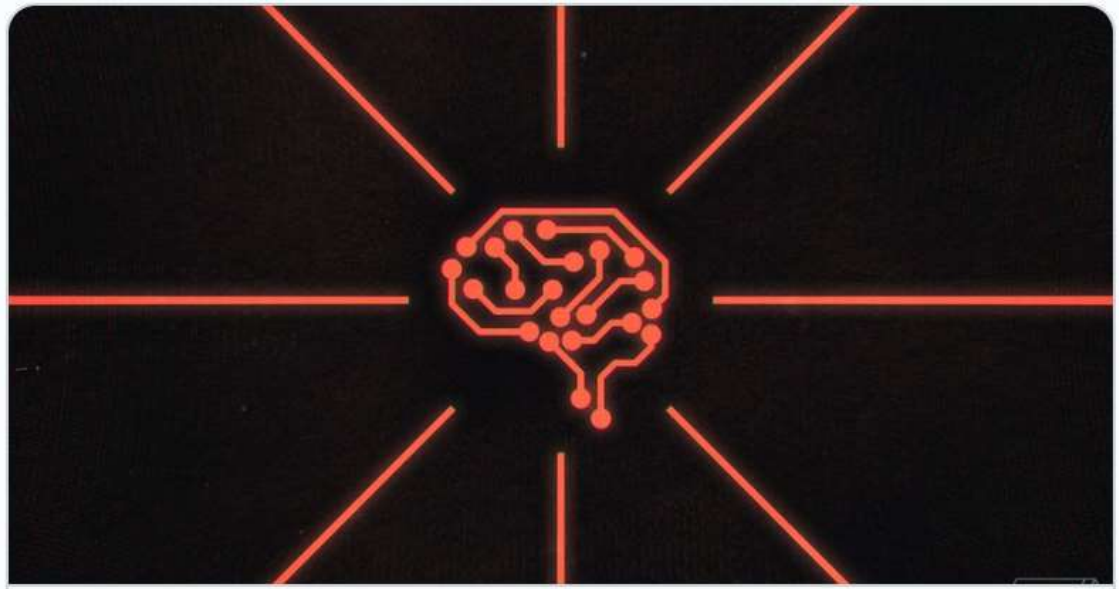
"Project Kuiper is a new initiative to launch a constellation of Low Earth Orbit satellites that will provide low-latency, high-speed broadband connectivity to unserved and underserved communities around the world," Amazon said in its statement.

Amazon follows SpaceX into satellite broadband, plans worldwide service

Amazon says it'll launch 3,236 low-Earth satellites for fast, low-latency service.

arstechnica.com

https://www.diigo.com/user/garrygolden/amazon



Warner Music signed an algorithm to a record deal — what happens next?

It's all about the playlists

theverge.com

https://www.diigo.com/user/garrygolden/AI

Getting Started with Diigo

Set up a Free Profile at:

www.diigo.com/

Sign up

You may use your real name (e.g. Garry Golden) or fictional name to protect privacy. Ideally we are able to share profile names across the signals team.

Note your profile will appear as:

https://www.diigo.com/user/garrygolden/

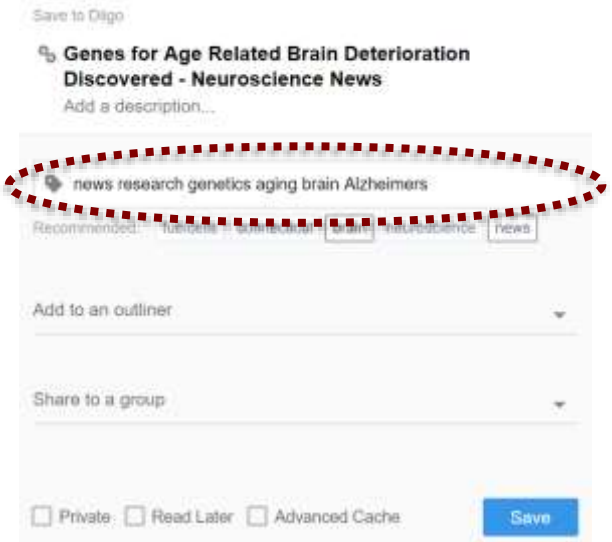
Install Plug-in / Extension

The Diigo website should recognize the web browser you are using during set up so it is easy to do. After the extension is installed you are ready to go.

When you wish to 'tag' or archive a webpage simply click on the small "D" icon on your browser.

Note: You can also create a 'hot key' such as Control+Z to automatically launch 'edit/enter' mode to enter keywords. Saves you a click!

Start Tagging Signals!



15 minute
Morning Coffee
& Twitter Session

- **Scan Quickly**
  Signals that Pass Sniff Test
- **Scan Broadly**
  Personal & Professional themes to Keep it Fun & Relevant
- **Scan to Challenge Assumptions**
  Avoid confirming signals on themes I already understand

Imagining the Futures of BACC

April 11th
Foresight Foundations & Scanning for Signals

May 9th
Turning Signals into Stories (Futures Wheel)

June 13th
Creating Future Worlds (Scenarios)

July 11th
Arriving at our Preferred Future for BACC

Resources

http://www.garrygolden.com/baccforesight/

SurveyMonkey

Your Assignment:

Scan for Signals Across S.T.E.E.P. Categories of Change