

The Art & Science of Looking at the Future



Bay Area Community Council
Foresight Training

Facilitator
Garry Golden

Webinar #3: June 13, 2019

Imagining the Futures of BACC

April 11th

Foresight Foundations
& Scanning for Signals

May 9th

Turning Signals
into Stories

June 13th

Exploring
Future Worlds

July 11th

Arriving at our
Preferred Future
for BACC

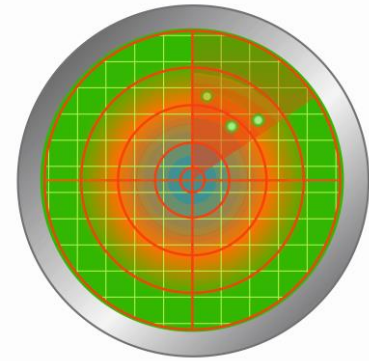


Resources

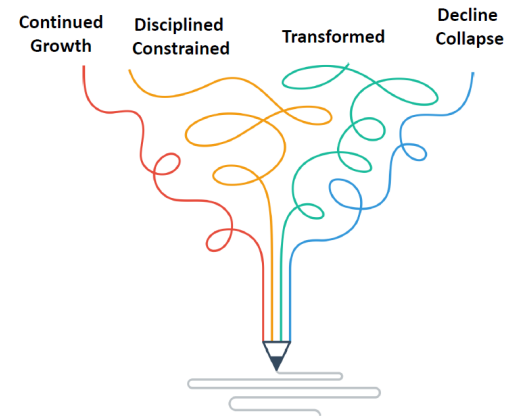
<http://www.garrygolden.com/baccforesight/>



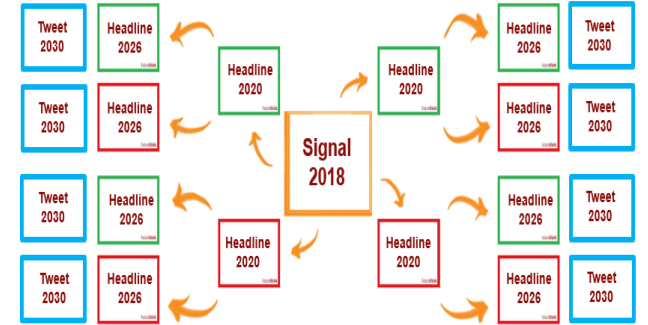
Foresight



Sharing Signals



***Four Futures
Trend Cards***



***Activity
Futures Wheel***

Foresight ... the ability to anticipate and lead change

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)



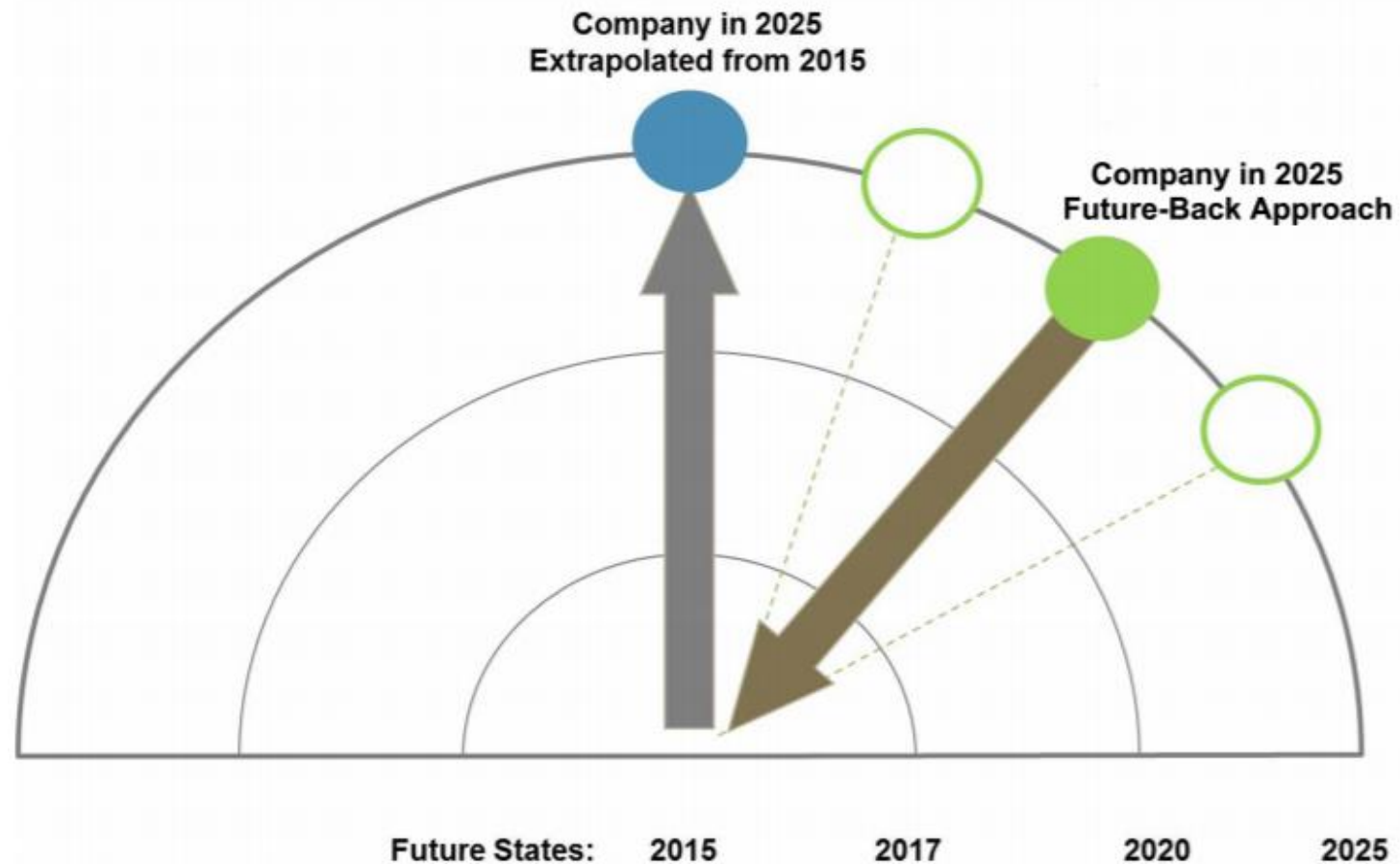
Inspire

Communicating the
Need for Change

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



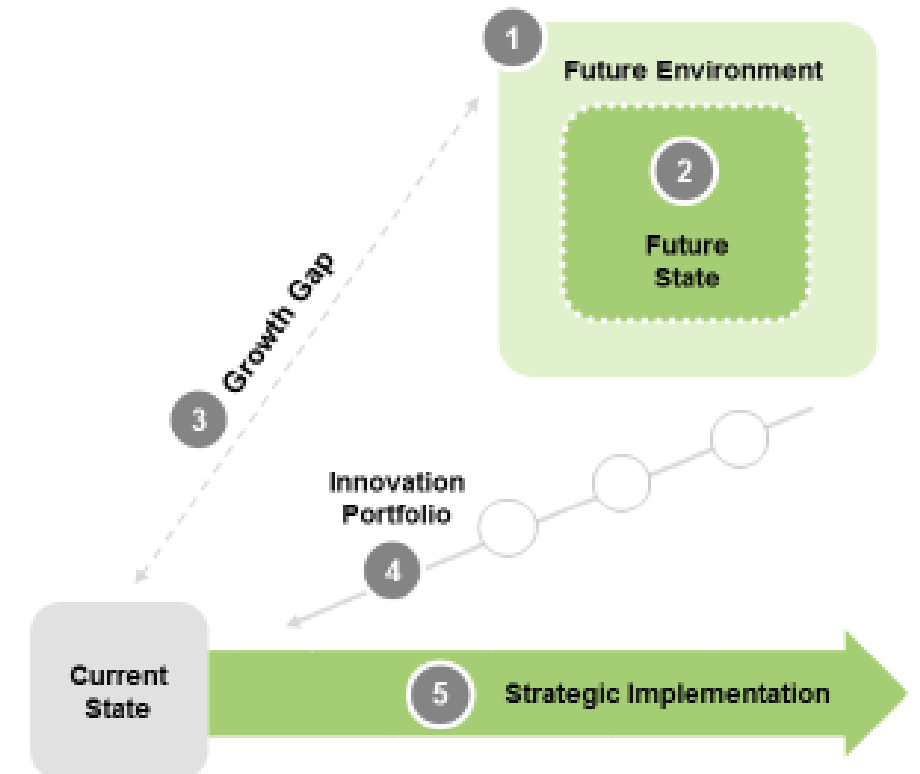
PRESENT-FUTURE VS FUTURE-BACK



Future Back strategy enables transformation and links strategy to innovation

Our Task & Path

- Define Future States
- Lead Strategic Dialogues
- Align Leadership Close Gaps
- Work Backwards & Lead Customers



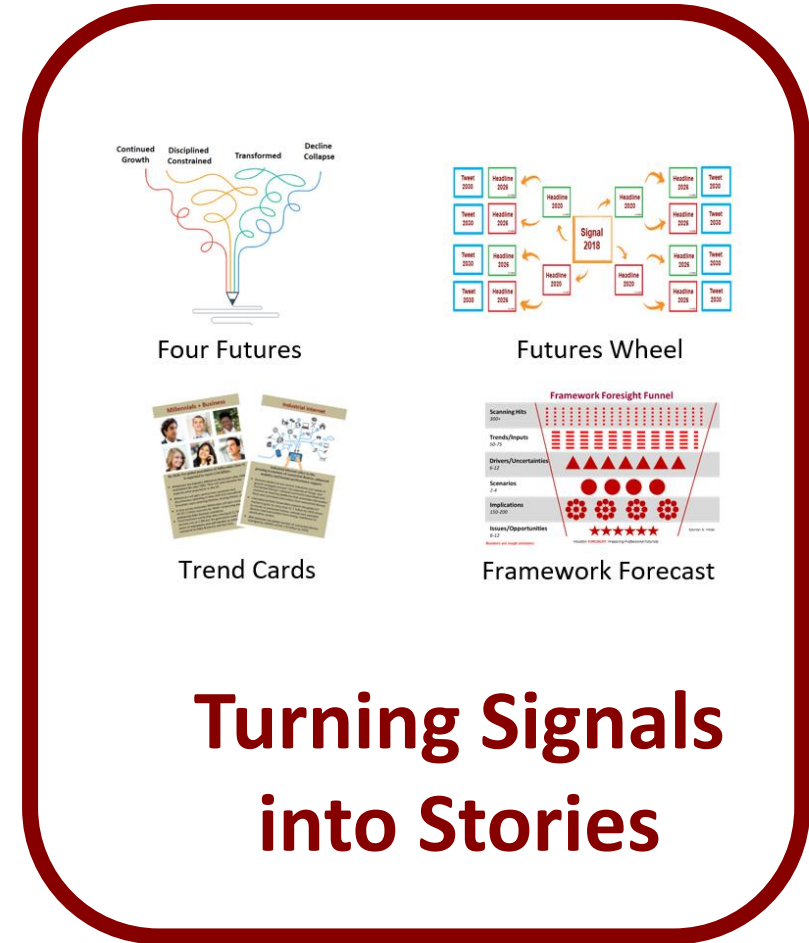
Techniques & Tools: Signals Strategy



**Expanding
Sources**



**Sharing &
Archiving**



**Turning Signals
into Stories**

Strengthening Signals on Mental Health

Criteria

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

The New York Times

A Top Scorer Changes the Definition of the Complete Player

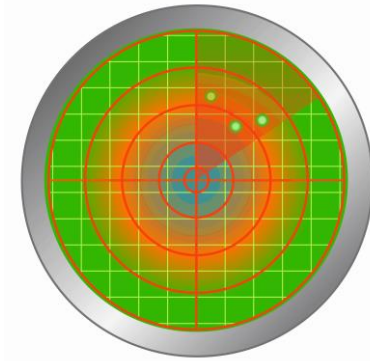
“A lot of people in my position wouldn’t want to say anything,” Marquette guard Markus Howard, the Big East player of the year, said of going public about seeking mental health counseling.



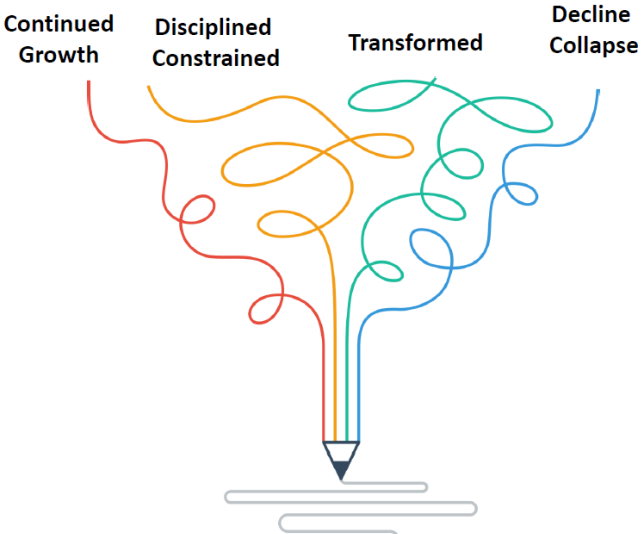
By [Amanda Nelson](#) Feb. 28, 2019

NCAA Awards Grant for UK College of Education Mental Health Research

Any Signals to Share?



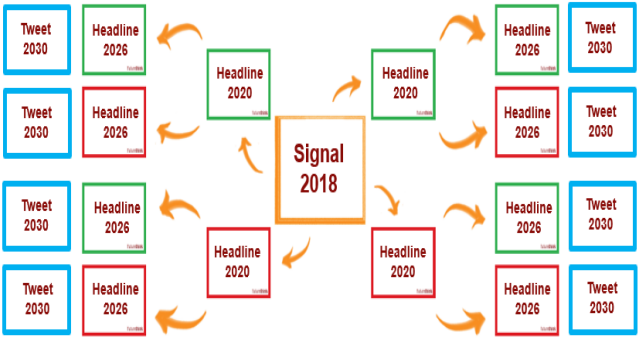
Turning Signals into Stories



Four Futures

This block contains several trend cards. The most prominent one is titled 'Mindfulness + Mental Health' and includes text about the practice of developing a sense of non-judgmental focus and awareness in the present. Other cards include 'Designing for Behavior Change' and 'Millennials Grow Up'.

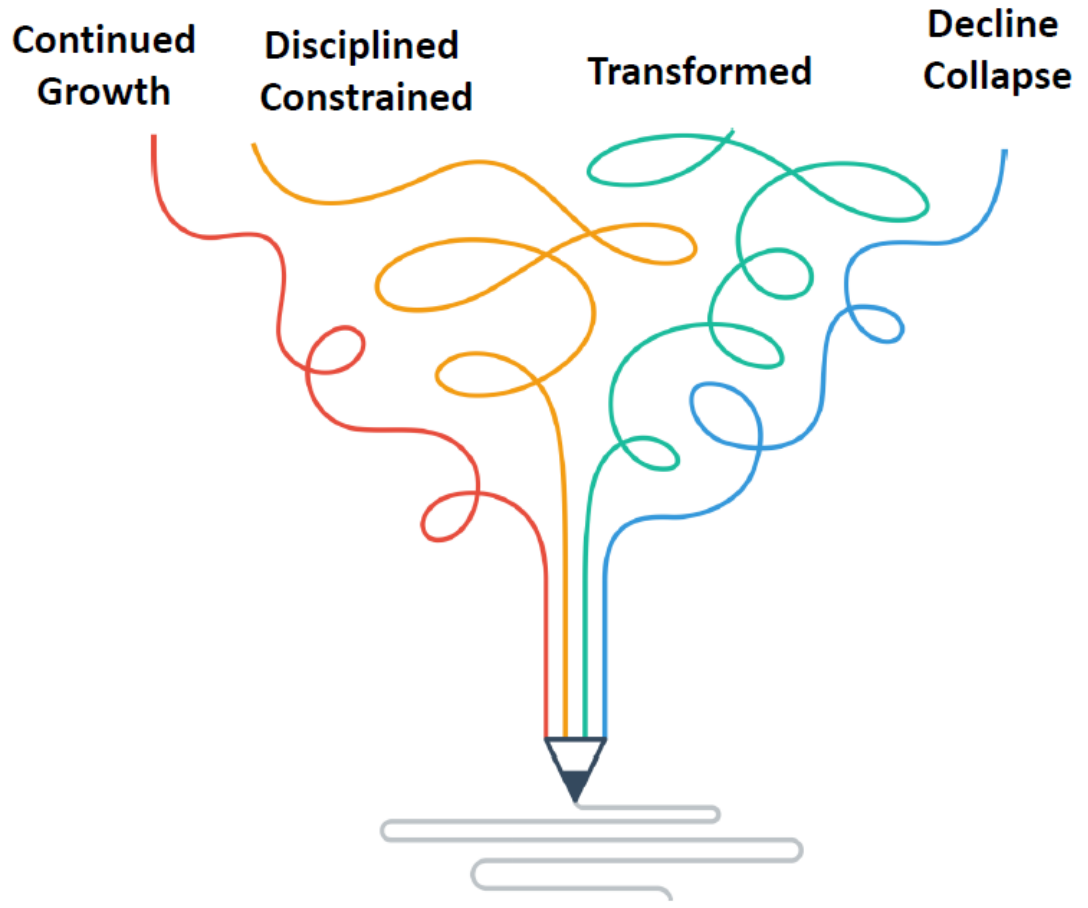
Trend Cards



Futures Wheel

Turning Signals into Stories

Four Futures



FOUR FUTURES THINKING



Continued
Growth



Disciplined
Constrained



Transformed



Decline
Collapse

SHOULD WE WRITE OUR FOUR FUTURES?



**Continued
Growth**



**Disciplined
Constrained**



Transformed



**Decline
Collapse**

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
- Policies, services & value offerings, and customer (citizen) needs
- How you overcame new twists & turns along the way

The 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 might surface how the organization's inability or refusal to change has hit a 'limits to growth' phase. The story's 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 (region) 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.

The key story dynamic should show how the organization is empowered and feels in control of its future in this new world.

Four Futures Thinking: Decline/Collapse

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

 BlackBerry



NOKIA

The Collapse Story connects signals that suggest:

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

When you create the Decline/Collapse story be sure to 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.

Tips for Writing Storylines

Experiment with Story Structures

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

STEEP Forces of Change

Each scenario should include elements of the STEEP categories of change:

- Society (Demographics / Culture)
- Technology
- Economy
- Environment
- Politics (Legal)

Three Mechanisms of Change

Your scenarios should include:

1) Trends

Slow moving changes over time;
Language should be 'more' or 'less'

2) Events

Sources of discontinuity including:

Scheduled Events

Plausible Events

Wildcard Events (Low Probability, High Impact)

3) Choices

Reflect our investments in people, partnerships and places.

Prompt Questions

When the **Four Futures** are written, you should engage colleagues in answering strategic questions:

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

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.



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



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



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



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.

GROWTH WELL-BEING IS PRODUCTIVITY

and more choice increases experiential well-being



SCENARIO DYNAMICS

- Economic growth occurs in localized booms and busts.
- GDP and economic growth paradigms remain dominant.
- Global consumption increases.
- Rich-poor gap grows.
- Innovations in science, finance, and markets are siloed.

KEY VALUES

- Financial and material expansion
- Personal responsibility
- Productivity
- Material comfort
- Opportunity and liberty

The economy continues to struggle and businesses reposition themselves in an increasingly crowded well-being marketplace. The expansion of well-being choices and the challenges of aging and chronic illness spur people to see health as a core component of every choice. Health becomes increasingly valued but also increasingly hard to attain.

Health remains primarily a personal responsibility—one beyond the capabilities of people on shaky financial ground. While wealth and technology expand the well-being options for a growing upper-middle class in global economies such as China,

Brazil, and India, changes to diet and lifestyle also lead to increases in obesity and chronic illness. Growing disparities in wealth mean that the poorest have even less access to basic health inputs.

The marketplace further complicates simple decisions, adding new information liabilities to everyday life. With so many technology-laden, connected experiences—from cars to food to clothing—reorienting around health and well-being, consumers gravitate toward products that provide immediate benefits, even if those products do little to improve (and may even harm) health in the long run.



<p>Expanding Markets Well-being markets grow as people purchase products and services based on their touted health benefits.</p>	<p>Widespread Inequality Well-being inequality increases, and while the more affluent use their networks to expand their global options, everyone else navigates a landscape of expanded risk.</p>	<p>Stressful Choices The health decision-making environment, full of complexity and contradictions, is a major source of stress in everyday life.</p>
<p>Creature Comforts People pay more attention to material contributions to physical and mental health, seeing comfort and tangible near-term benefits as cornerstones of well-being.</p>	<p>New Authorities Abundant, confusing choices drive people to rely on new well-being authorities—with or without formal qualifications—to vet efficacy claims.</p>	<p>Green Health Economy Green values inform people's understanding of well-being and result in price increases for organic and other sustainably produced goods.</p>
<p>Producing the Self Well-being consumption becomes the means of gaining a competitive edge and refining an ever more augmented and productive body and self-image.</p>	<p>Commercialized Networks More networks are organized around commercial services and become key resources for innovation in financing, services, and product marketing.</p>	<p>Diverging Growth Strategies Increasing numbers of communities sacrifice local well-being resources and long-term sustainability in pursuit of short-term growth.</p>

<p>Whole Foods is opening members-only "wellness clubs" to promote healthy eating and further expand its reach into health and well-being. source: Whole Foods and PFSK</p>	<p>Nissan is redesigning cars to build in health features such as seats that enhance blood flow and air vents that release Vitamin C. source: Nissan</p>
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CONSTRAINT WELL-BEING IS COMMUNITY

and taking care of others increases personal well-being



SCENARIO DYNAMICS

- Economic indicators remain weak and experimentation with local currencies rises.
- Priorities shift from economic growth to maintaining stability and comfort.
- Sustainability paradigms dominate market and policy activity.
- Policies, limits, and quotas reinforce restraint and optimization.
- Games and participatory monitoring connect actions to environmental effects.

KEY VALUES

- Environmental awareness
- Personal, household, and community restraint
- Stability and aversion to change
- Prevention and optimization
- Making difficult trade-offs

In a world where resource constraints—in domains such as energy and potable water—place practical limits on everyday life, new practices to optimize well-being increasingly focus on maintaining stability and stretching scarce resources. As sharing of resources and knowledge grows, the community leaps to the forefront of well-being.

Restraint and frugality are grudgingly accepted as virtues. Recognizing limits contributes to a shift in values surrounding longevity, as palliative care is seen as increasingly central to medicine. Creativity, happiness, and personally optimized well-being become major priorities for people and governments.

Environmental objections to the pharmaceutical and hospital industries lead people to avoid them whenever possible, and food becomes the favored pathway to health and well-being.

High unemployment persists, engendering small-scale experiments that redefine the meaning and nature of work. Communities explore ways to exchange value through local currencies and networks of social production. People who cannot afford the medical care they need start skipping routine care and simple interventions, in effect making cancers and other diseases far more deadly.



<p>Changing Behaviors Widespread behavior change efforts focus on reducing energy, water, and medical resource use.</p>	<p>Participatory Well-being Well-being shifts from a largely individual to a largely communal pursuit as people cultivate social connections and are mindful of their impact on the commons.</p>	<p>Risk and Resource Transparency Participatory mapping reveals environmental risks and underutilized resources, and mitigates resource-based health challenges.</p>
<p>Optimized Healthspans People accept the limits of medicine, living with trade-offs in managing chronic conditions and fundamentally shifting their attitudes toward end-of-life and palliative care.</p>	<p>Social Priorities People rely more on sharing and commons-based action, and less on market sustainability offerings, to stretch well-being resources and reduce spending.</p>	<p>Local Resilience Environmental constraints and the quest for local resilience drive localization of food and manufacturing supply chains as well as an expansion of good-Samaritan training initiatives.</p>
<p>Transition Anxieties The difficulty of accepting resource and other limits leads to increased levels of anxiety, depression, and other mental health challenges.</p>	<p>Sharing for Care Both medical care delivery and scientific research production are increasingly based on sharing resources, personal data, and health experience.</p>	<p>Mandatory Green Health The medical industry is forced to adopt greener practices, from super-efficient building retrofits to avoiding single-use plastics and other resource-intensive products.</p>

<p>Fireside is a Chicago restaurant that started accepting bartered goods and services for food. source: Fireside Chicago</p>	<p>SeeChange Health Insurance Company issues Park Prescriptions, a program of reimbursements for state park memberships. source: SeeChange Health and Flickr user Miguel77</p>
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COLLAPSE WELL-BEING IS SECURITY

and escape from real and perceived threats



SCENARIO DYNAMICS

- Local and regional collapses begin to interconnect and cascade.
- Social, environmental, and financial resources dwindle.
- Public and private bankruptcies drive economic dislocation.
- Low-transparency monitoring maintains security.
- Hoarding, shadow economies, and luxury markets take hold.

KEY VALUES

- Safety and risk avoidance
- Family integrity
- Opportunism
- Keeping up appearances
- Competition for resources

While natural and human disasters devastate many regions, the resources that produce good health—from housing security to access to nutritious foods to social cohesion—are decimated everywhere. Many cities, states, nations, and private enterprises fall into bankruptcy. Many more industries—including health care—consolidate, reducing people's choices; large surviving organizations are not responsive to radically diverse needs in different localities. Trust in institutions is at an all-time low, with corruption, stockpiling, and counterfeiting becoming ubiquitous.

In the face of widespread scarcity and hoarding, violence and organized crime increase. People retreat into securing basic needs and safety for themselves and their families, and look for well-being in any temporary peace of mind. Social pressure and people's desires to escape from harsh realities become vital pillars of formal and informal economies. Luxury markets persist as the gap between rich and poor grows wider, and those who can afford it use private supply networks to obtain luxury foods and medical necessities. Regional disparities spur migration and medical tourism—though well-off communities seek to exclude outsiders.



<p>Trauma of Uncertainty Constant uncertainty and a lack of steady access to basic resources leaves biological imprints of stress and anxiety on large numbers of people.</p>	<p>Tight-knit Networks People are more reliant on close circles of friends and family, and trust becomes a highly valued resource, in part because denial and deceit are widespread.</p>	<p>Ecological Disruptions Extreme weather and natural disasters force people to migrate and increase the threats of infectious disease, leading to vicious immigration debates and futile quarantine attempts.</p>
<p>Safety First People adopt self-quarantining strategies and manage their health by avoiding unsafe food and health products.</p>	<p>DIY Medicine Do-it-yourself medicine websites stand in for overwhelmed hospitals, and folk medicine propagates as people form ad hoc networks to share health knowledge.</p>	<p>Well-being Enclaves Oases of well-being, areas still rich in financial or health resources, seek to protect their benefits from the less fortunate.</p>
<p>Mobile Information Dependence on—and cost of access to—digital health records accelerates as natural disasters destroy paper records.</p>	<p>Mobile Health Access Mobile health and wellness services—run off personal devices, kiosks, and retrofitted vehicles—are increasingly common in neighborhoods of all economic classes.</p>	<p>Tough Choices Communities are forced to choose between spending on long-term health or on security and emergency recovery, as hospitals decide whether or not to maintain public safety-net programs.</p>

<p>A coalition of doctors has run pilot projects in Haiti with the iGiant iPhone app, in hopes of developing an international standard for electronic medical records in disaster situations. source: PAMF and the U.S. Army</p>	<p>A recent University of Wisconsin study suggests that temperature increases could lead to spikes in diabetes and other diseases—with the potential risks being distributed disproportionately to the very old and young. source: neek.wisc.edu/75834</p>
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TRANSFORMATION WELL-BEING IS ECOLOGICAL

and collaboration builds capacities for holistic well-being



SCENARIO DYNAMICS

- Social production transforms traditional organizations.
- Participation shapes economic activity.
- Governance, manufacturing, and services follow small-scale, distributed models.
- Bio-based innovation and ecological management paradigms gain visibility.
- Open work networks and crowd-sourced unbundled tasks.

KEY VALUES

- Holistic perspectives
- Local resilience
- Reciprocity and openness
- Sincerity and accountability
- Sustainability and resource renewal

People are increasingly creating well-being in a systematic way—from the molecular to the planetary scale. They organize themselves in fundamentally new ways to create resilience in local communities—and connection to global processes. Well-being is about feeling aligned at all scales with a world in the process of healing itself.

Some individuals and institutions struggle to maintain the status quo. While governments, NGOs, and corporations increasingly strive to assign accurate values to personal and environmental contributions, others still work to externalize costs and tightly control assets. Monetary incentives to

treat symptoms of illness in perpetuity are under fire as players shift to delivering appropriate and accountable care. A growing number focus on root causes, offering personalized windows into—and services for linking with—individual epigenetic processes.

Self-care and formal medicine focus on teaching skills to help people interpret personal data and navigate their environments, while city environments and food systems are rebuilt to provide optimal well-being. Localized models of micro-employment and on-site service provision ensure a high-participation economy.



<p>High-resolution Bodies The majority of people have at least some access to high-resolution views of their genetics, epigenetics, and chronobiologies, giving them detailed perspectives of their personal risks and assets.</p>	<p>Contagion Health Most people are aware of the effect of friends, neighbors, and acquaintances on well-being, and some individuals and communities become scapegoats for social and ecological imbalances.</p>	<p>Resource Footprints People are more attuned to the idea that everything has an effect on large and small scales, and attempt to preserve and renew local watersheds, soils, and food varieties.</p>
<p>Integrated Care Systemic understandings of how bodies fit into surroundings spur a move from biomedical definitions of health to more holistic, integrated visions of care.</p>	<p>Sharing as Caring People protect themselves from stressful events and information anxiety by sharing their well-being observations with larger support and research communities.</p>	<p>Ecological Design Ecological thinking becomes central to engineering and design, and rooms, buildings, and even whole cities are retrofitted to keep temperature and humidity at beneficial levels.</p>
<p>Biological Uncertainty Formal professionals and informally educated gurus emerge to help people make sense of the high-resolution details of their bodies.</p>	<p>Networked Medicine The role of medical institutions shifts from treating individuals to convening networks of people with common social, health, and biological traits to care for and support each other.</p>	<p>Living Assets Recognizing the assets already in the environment, facilities of all kinds—but especially medical facilities—start integrating life forms, including beneficial microbes, rather than pursuing sterile environments.</p>

<p>BioCurious.org A hackerspace for biotech experiment with friends. Join the biotech revolution!</p>	<p>BioCurious is a coalition of graduate students and amateur scientists trying to democratize genetics and biotech research. source: BioCurious via Kickstarter</p>
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Force Field (Push vs Pull) Analysis

© 2014 McKinsey & Company

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

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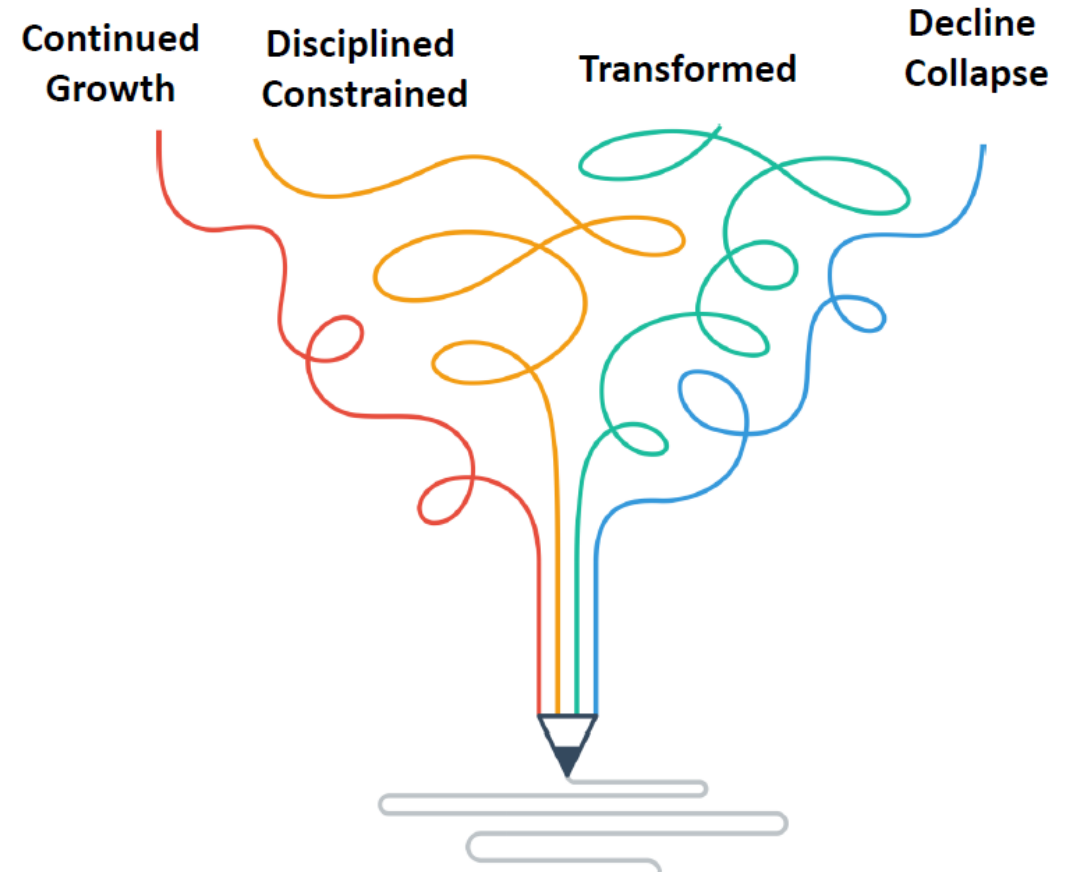
+5

+10

Discussion

Thoughts on value and application for BACC's Foresight Efforts?

- Four Futures for whom?
- Story Format
- BACC-led or DIY



Four Futures

Turning Signals into Stories

Trend Cards

Created via
Desktop Research + Signals

Designing for Behavior Change



In 2016 wearable device shipments are expected to surpass \$140 million and \$30 billion in revenue.


- Companies are integrating the design of user experience, real-time analytics and the psychology of behavior change to influence or shape behavior to guide people to desired outcomes with their products and services.
- The Fogg Behavior Model (FBM) highlights three elements to affect behavior: Motivation, Ability, and Trigger. Behavior design strategies include reduction, tunneling, tailored suggestions, self monitoring, surveillance, and repeated conditioning.
- Buzzwords to Watch: Gamification; Quantified Self; Movement; Neuromarketing; Persuasive Technology; Wearables

Opportunity Examples:

Design for Incentives, Rewards + Desired Outcomes

- Bayer's Didget is a glucose monitoring platform on a Nintendo DS. Physicians with diabetes are rewarded for testing patients.
- John Hancock policyholders who wear Fitbit trackers get discounts of up to 15% on their life insurance.
- Progressive's Snapshot and State Farm's Snapshot are in-vehicle devices to track and reward safe driving habits in return for lower insurance rates.
- KFC repackaged its 'To Go' food containers to reduce the number of automobile cupholders to reduce clutter and improve the driving experience.
- Moven and Simple allow bank users to round up their debit card transactions and then receive real-time spending alerts and then receive real-time spending alerts to guide people to desired saving goals.
- HelloWallet is an application that helps employees track their financial behavior to secure their financial future.
- Utilities partner with Ambient Energy to use smart meters to provide real-time energy usage data to indicate real-time energy usage.

Mindfulness + Mental Health



- Mindfulness is a practice aimed at developing a sense of non-judgmental focus and active awareness to the present. The practice has shown scientifically variable benefits to health, productivity and collaboration.
- World Health Organization estimates stress costs American businesses \$300 billion annually.
- International business school INSEAD and Singapore Management University found employees who practice mindfulness have less stress, are more open to feedback and are better at making decisions, seeing ethical challenges, and generating insights.
- Mindfulness programs have been implemented at Aetna, Bank of America, Google, General Mills, Intel and Keurig Green Mountain.

Opportunity Examples:

Show Connections to Decision making

- INSEAD and The Wharton School of the University of Pennsylvania have demonstrated that mindfulness training helps employees to better avoid negative decisions associated with 'sunk costs' where organizations could then lose money at worsening problems.


Quantify and Show Bottom Line Connection

- Aetna estimates savings of \$3,000 per year for an employee who took mindfulness training. Aetna also reports a 28% reduction in employees' stress levels, a 19% improvement in sleep quality, and a 19% reduction in sick days.

The Benefits of Focusing and Situational Awareness

- Mindfulness practice can help reduce employee distraction and a culture of short attention spans. The average employee visits Facebook 21 times a day, checks email 74 times, and looks at their phone 146 times.
- Keurig Green Mountain has developed a mindfulness session for warehouse distribution workers to reduce workplace injuries.

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 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.

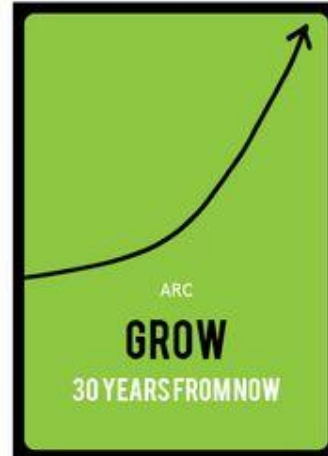
Trend Cards (Scenario Cards) as Products



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

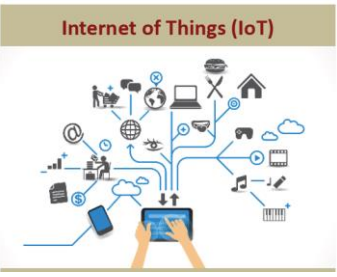
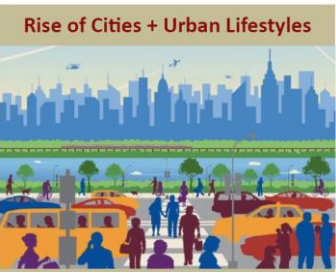
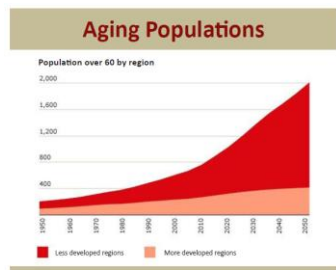
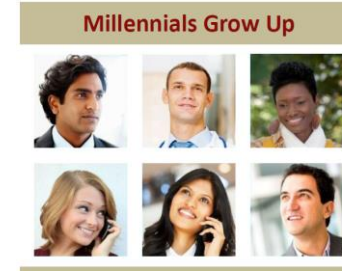
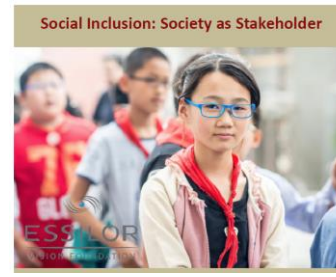
IDEO

ARUP



OCAD: The Thing from the Future

BACC Product: 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.

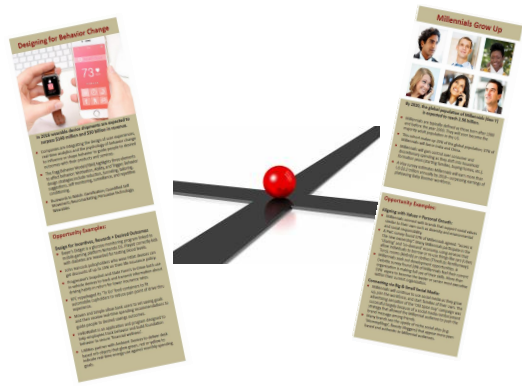
Connecting via Big & Small Social Media:

- 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.

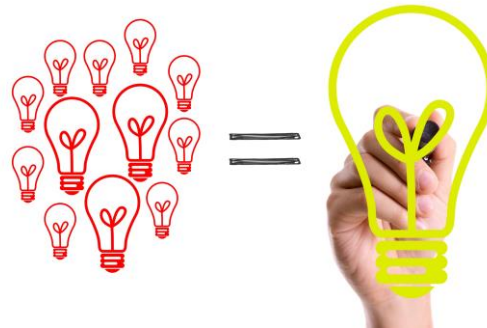
Activity: Trend Card Poker

BACC Guides Community Groups in Exploring Alternative Futures for the Region

Output: Generate Ideas that Solve Problems + Transform the Region



Teams Given
Combination of
Trend Cards



Discussion + Capture
on Implications
Of Converging Trends



Teams Develop 'Shark Tank'
Pitches on Ideas that Respond
to Scenario Conditions

Discussion

Thoughts on value and application for BACC's Foresight Efforts?

- How many / which trends?
- Update schedule
- BACC-led or DIY

Designing for Behavior Change

In 2014, wearable device shipments are expected to surpass \$140 million and \$30 billion in revenue.

- Companies are integrating the design of user experience, real-time analytics and the psychology of behavior change to influence or shape behavior in good products and services.
- The Fogg Behavior Model (FBM) highlights three elements to affect behavior: Motivation, Ability, and Trigger. Behavior design strategies include reduction, learning, labeling, aggression, self-monitoring, surveillance, and repetitive conditioning.
- Ruizorin to Watch: Quantification, Qualified Self-Measurement, Neuro-marketing, Persuasive Technology, Neuro-able.

Opportunity Examples:

Design for Incentives, Rewards + Desired Outcomes

- Bank's target in a glucose monitoring program based on mobile gaming platform Nintendo DS. Played correctly with diabetes are rewarded for testing blood levels.
- John Hancock policyholders who wear Fitbit devices get discounts of up to 15% on their life insurance policy.
- Progressive Snapshot and State Farm's In Drive use in-vehicle devices to track and transmit information driving habits in return for lower insurance rates.
- KIC repackaged its "Go for Good" campaign to fit automobile cashback to reduce pain point of drive experience.
- Moven and Simple allow bank users to set saving goals and then receive real-time spending recommendations guide people to desired savings outcomes.
- Walmart as an experiential and program design initiative to track behavior and build financial behavior to secure "financial wellness".
- Custom partner with Ambient devices to deliver based on objects that glow green, red or yellow indicate real-time energy use against monthly goal.

Mindfulness + Mental Health

Mindfulness is a practice aimed at developing a sense of non-judgmental focus and active awareness to the present. The practice has shown scientifically verifiable benefits to health, productivity and collaboration.

- World Health Organization estimates stress costs American businesses \$300 billion annually.
- International business school INSEAD and Singapore Management University found employees who practice mindfulness have less stress, are more open to feedback and are better at making decisions, solving ethical challenges, and generating insights.
- Mindfulness programs have been implemented at AT&T, Bank of America, Google, General Mills, Intel and K&N Green Mountain.

Opportunity Examples:

Show Connections to Decision making

- INSEAD and The Wharton School of the University of Pennsylvania have demonstrated that mindful employees to better avoid negative decisions with "bank cards" where organizations could be money at worsening problems.

Quantify and Show Bottom Line Connections

- Actia estimates savings of \$3,000 per year average 2.28% reduction in employees' stress improvement in sleep quality, and a 1.9%.

The Benefits of Focusing and Situations

- Mindfulness practice can help reduce distraction and a culture of short attention.
- average employee visits Facebook 7 times, and looks at their phone 7 times.
- Keang Green Mountain has developed a session for warehouse distribution to reduce in workplace injuries.

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 2010. They will soon become the majority adult population in the US.
- This cohort makes up 25% of the global population, 37% of discretionary spending as they shift into household formation years (Earning families, buying homes, etc.).
- A Visa survey estimates Millennials will earn more than \$15.2 billion annually by 2018—surpassing earnings of Baby Boomer workers.

Opportunity Examples:

Aligning with Values + Personal Growth:

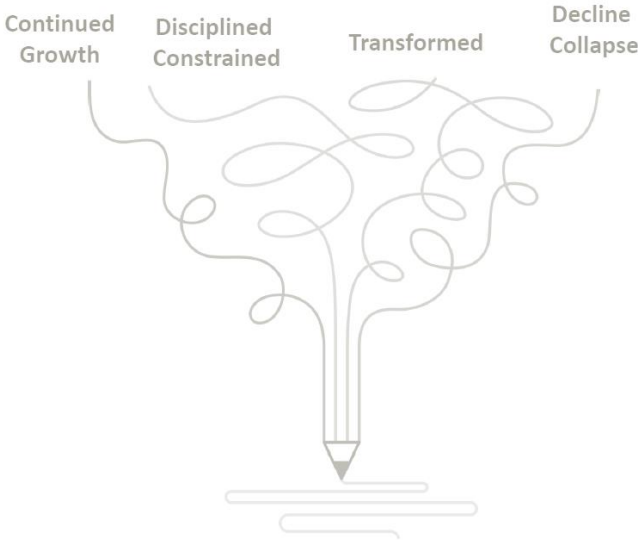
- Millennials connect with brands that support social values and social responsibility.
- A PwC survey found 17% of Millennials agree "access to show individuals to borrow or use things like cars (Uber), sharing and "on-demand" economy using services that Millennials seek out development opportunities. A Deloitte survey found 26% of Millennials feel that current organization is making full use of their skills. More than 70% want 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 advertising attention of the "old" social media campaign was strategy that allowed the Millennial audience to push the message among friends.
- Many brands use the upside of niche social sites (e.g. MyFitnessPal, BeautyBlogger) that appear more peer-based and authentic to Millennial audiences.

Data-driven Innovation 	Designing for Behavior Change 	Social Inclusion: Society as Stakeholder 	Millennials Grow Up 	Natural Language Intelligent Assistants
The "She-Economy" 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)

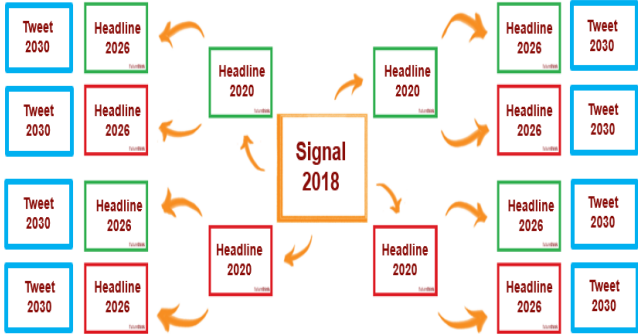
Turning Signals into Stories



Four Futures



Trend Cards



Futures Wheel

THE PRACTICE OF TAKING MENTAL LEAPS

*You can't trust your judgement
if your imagination is out of focus*

Mark Twain

REAL WORLD EXAMPLES OF MENTAL LEAPS

News Headlines from...

2005
World without
Civilian Drones



2015
World with
Civilian Drones



HEADLINES: ERA OF CIVILIAN DRONES

Amazon provides new details on its plan for a drone superhighway in the sky

By [Ben Popper](#) on July 28, 2015 12:33 pm



HEADLINES: ERA OF CIVILIAN DRONES

Drones Used to Stop Elephant and Rhino Poachers in Africa

by ELISHA FIELDSTADT



► Drones Used to Battle Rhino Poachers 2:27

[f](#) [t](#) [g+](#) [</>](#)

HEADLINES: ERA OF CIVILIAN DRONES



Business Insider @businessinsider · 56m

The Connecticut teen who rigged a drone with a handgun has been charged with assault read.bi/1SFbUYB



HEADLINES: ERA OF CIVILIAN DRONES

Arrest after drone with radioactive material lands on Japan PM's rooftop

By Junko Ogura, CNN

🕒 Updated 11:53 PM ET, Fri April 24, 2015



A small drone covered with cardboard is seen on the roof of PM Shinzo Abe's official residence in Tokyo on April 22, 2015.

HEADLINES: ERA OF CIVILIAN DRONES

Report: FAA probing Cowboys for using drones illegally



HEADLINES: ERA OF CIVILIAN DRONES

TGI Fridays drone delivers bloody 'mistletoe mischief'

Karma Allen | @iam_karma

Tuesday, 9 Dec 2014 | 12:20 PM ET

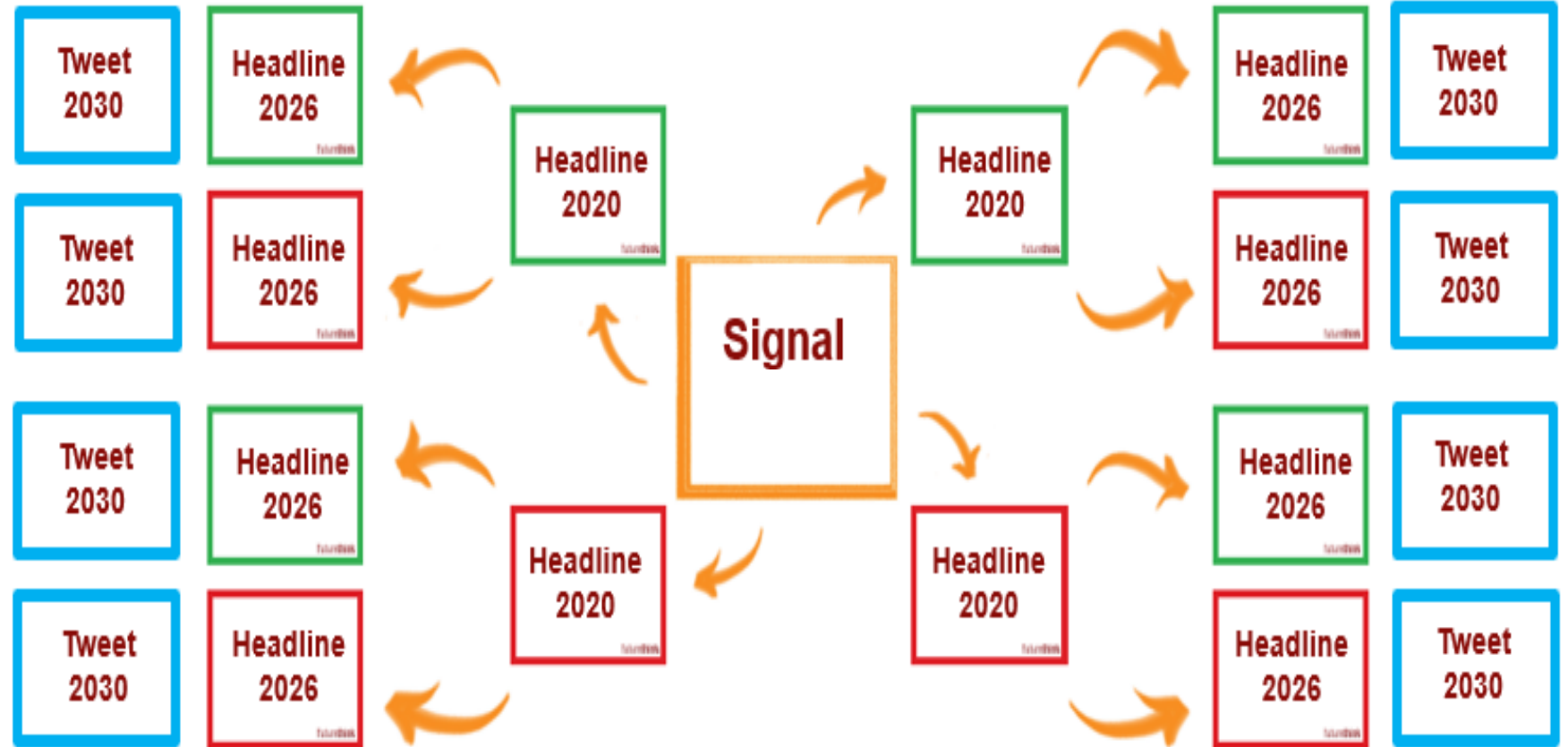


Source: TGIF | YouTube

The drones were intended to hover over couples and inspire a little "mobile mistletoe mischief," according to TGI Fridays.



Futures Wheel



** Popularized by Joel Barker as the Implications Wheel

Worksheet & Easel Version

**Fictional
Headline
2020 - 2022**

futurethink

2020

Signal of Change



**Positive Headline
(Two Years Later)**

futurethink

2022

**Negative Headline
(Two Years Later)**

futurethink

2025


**Tweet from BACC
(Two Years Later)**

[Tweet](#)


**Tweet from BACC
(Two Years Later)**

[Tweet](#)

2028

**Negative Headline
(Two Years Later)**

futurethink

**Positive Headline
(Two Years Later)**

futurethink



**Tweet from BACC
(Two Years Later)**




  

[Tweet](#)

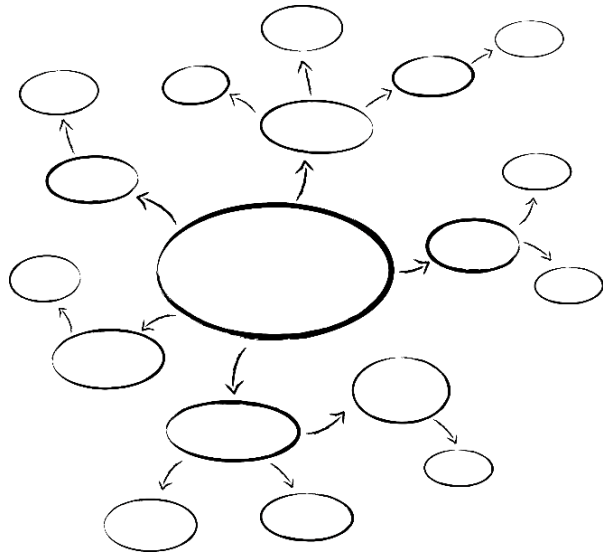
**Negative Headline
(Two Years Later)**

futurethink


**Tweet from BACC
(Two Years Later)**

[Tweet](#)



Futures Wheel Technique: Taking Mental Leaps

Generate News Headlines from...

- New Policies**
- New Industries + Business Models**
- New Products / Experiences**
- New Service Models**
- New Regulations**
- New Intersections**
(e.g. AI, Blockchain + Business Processes)

Activity: Futures Wheel

Output: Dozen+ News Headlines through 2029



September 14, 2026

**Apple + Disney Merger
Plans to Build out Retail
Experience Entertainment**



October 14, 2025
**Congress Ends
501c Tax Code**

February 4, 2027

**100 Million Watch Packers
esports team beat Steelers in
First Virtual Superbowl Series**

You can't trust your judgement if your imagination is out of focus.

Mark Twain

Tips on Creating Headlines

- ❑ Bring it to Life (e.g. familiar people, places and companies)
- ❑ Leap, Don't Tweak
- ❑ *Art of Double Take*

Generic

Traffic accidents down 30%

AI destroying service jobs

Voice search at 80%

Bring it to Life

Nationwide Insurance goes bankrupt

Wisconsin passes Universal Basic Income Law

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



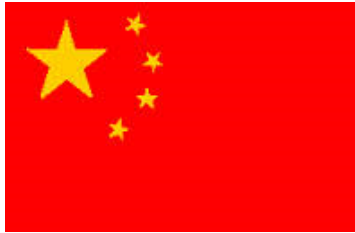
Seeing Signals and Taking Mental Leaps

A phone battery that lasts a WEEK is on its way: Smartphone maker signs deal to add tiny hydrogen fuel cells to handsets

- Hydrogen-powered cell can give handsets up to a seven-day battery life
- It is so thin it fits inside current handsets without making them bulkier
- Fuel cell contains a battery that creates energy from hydrogen and oxygen

Refueling not Recharging Your Portable Electronics

The Art of Taking Mental Leaps: Headlines



China Moving Beyond Battery

2023



Big Tech Buys into Portable Power

2025



Unplugging at Burning Man



2028



Houses without Electrical Sockets



Vision: #1 Fuel Distributors

2030





WAYMO



SIGNAL OF CHANGE

California Permits Waymo Sales

FUTURETHINK

2022

California Issues 'Captain' License for 10 Year Olds

FUTURETHINK

2024

Time Magazine: Soccer Mom/Dad Retires

FUTURETHINK

Teen Hacker Group Shuts Down 405

FUTURETHINK

2026

Accenture Launches Community Youth Safety Solutions

TWEEET

Accenture launches cyber mobility service

TWEEET

2028

FUTURETHINK

FUTURETHINK

TWEEET

FUTURETHINK

TWEEET

Worksheet & Easel Version

**Fictional
Headline
2020 - 2022**

futurethink

2020

Signal of Change



**Positive Headline
(Two Years Later)**

futurethink

2022

**Negative Headline
(Two Years Later)**

futurethink

2025


**Tweet from BACC
(Two Years Later)**

[Tweet](#)


**Tweet from BACC
(Two Years Later)**

[Tweet](#)

2028

**Negative Headline
(Two Years Later)**

futurethink

**Positive Headline
(Two Years Later)**

futurethink



**Tweet from BACC
(Two Years Later)**




  

[Tweet](#)

**Negative Headline
(Two Years Later)**

futurethink


**Tweet from BACC
(Two Years Later)**

[Tweet](#)

Need a Starter Headline!



Futures Wheel

2020 – 2022 – 2025 -2028

(2022 – 2024 – 2026 – 2030)

Headline from 2020 (or Beyond)

Create a Starter Headline

(Fictional from the Near Future)

related to STEEP Categories of Change

- Headline about Society
- Headline about Business World
- Headline about Government
- Headline about Society
- Headline about Technology

Need a Starter Headline!



Futures Wheel

2020 – 2022 – 2025 -2028

- Headline about Society
- Headline about Business World
- Headline about Government
- Headline about Society
- Headline about Technology

Or borrow from 2020...

- Green Bay plans 3D Metal Mfg High School Program...**
- School District Provides AI Assistant to All Teachers and Students**
- Green Bay passes ADU (Alternative Dwelling Unit) Laws for Housing**

Worksheet & Easel Version

**Fictional
Headline
2020 - 2022**

futurethink

2020

Signal of Change



**Positive Headline
(Two Years Later)**

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2022

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**Tweet from BACC
(Two Years Later)**

[Tweet](#)

2028

**Negative Headline
(Two Years Later)**

futurethink

**Share your most provocative path...
& Tweet from 2030**



Imagining the Futures of BACC

April 11th

Foresight Foundations
& Scanning for Signals

May 9th

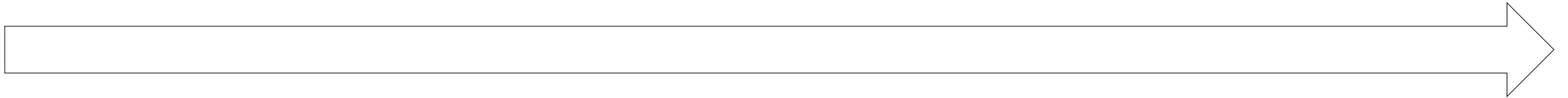
Turning Signals
into Stories
(Futures Wheel)

June 13th

Exploring
Future Worlds
(Scenarios)

July 11th

**Arriving at our
Preferred Future
for BACC**



Resources

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