

Foresight Analysis

The Art & Science of Looking at the Future



Bay Area Community Council

Facilitator

Foresight Workshop Garry Golden

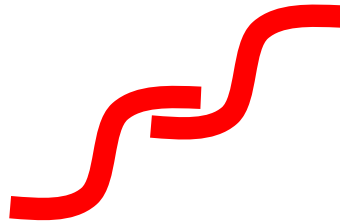
September 6, 2019

SESSION FLOW



Warm ups

8:00 am



***Era- Change
Foresight 101***

9:15 am



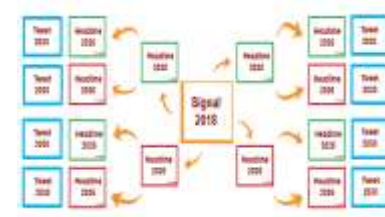
***Drivers of
Change***

10:15 am



***Scanning
for Signals***

1:00 pm



***Taking
Mental Leaps***

2:15 pm



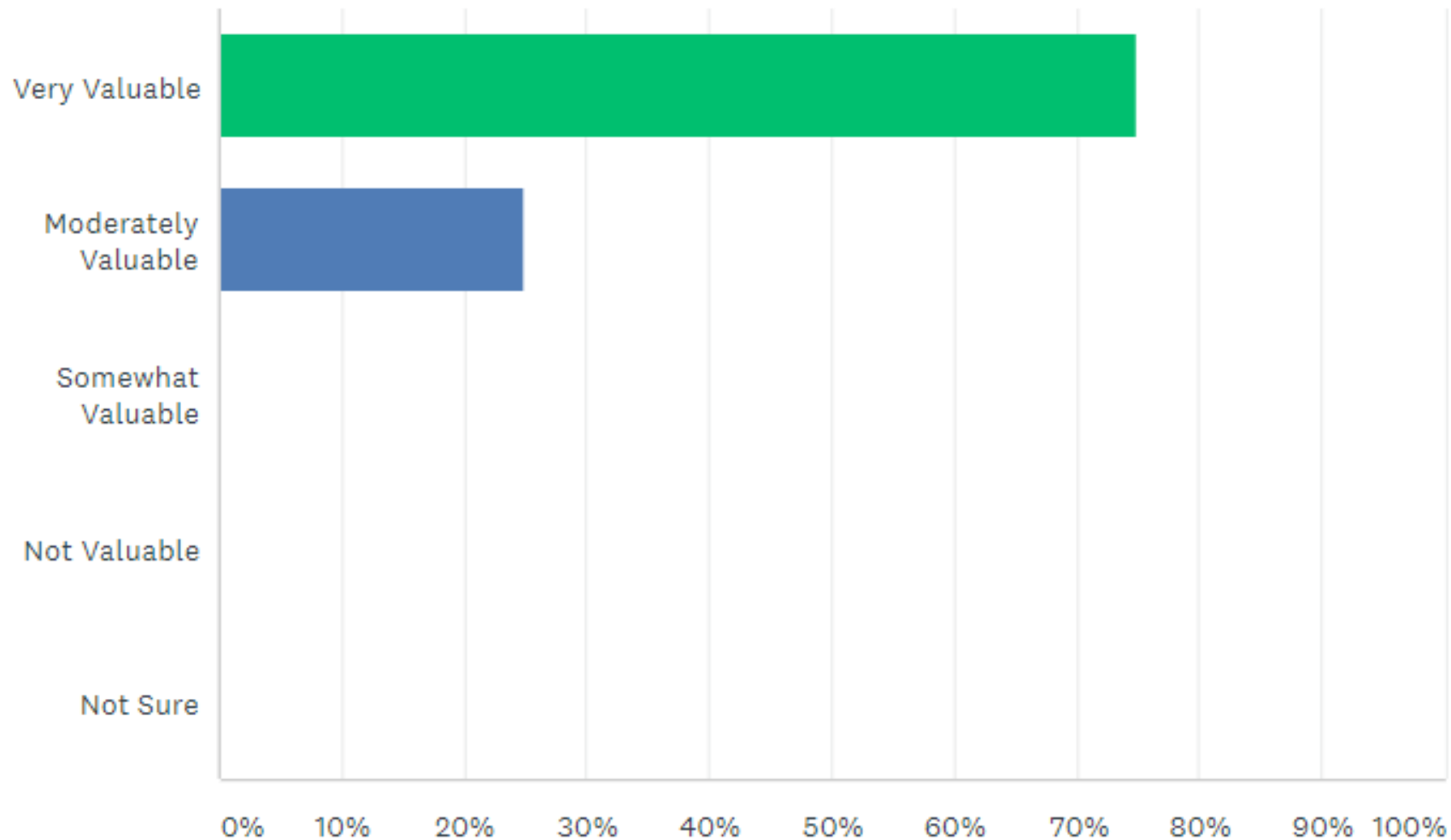
Next Steps

3:45 pm

**Describe the first (or memorable) time
you were asked to *think about the future***
Why? How? Outcome?



How valuable do you feel strategic foresight can be for your organization's strategic planning process?



PERCEIVED BENEFITS & OUTCOMES

The Front-end of Innovation & Strategy

Organizational Benefits of Thinking about the Future?

Foresight Benefits / Outcomes

- Uncover & Challenge Core Assumptions
- Uncertainty-oriented
 - Decision-making & Risk Management
- Focus on Multiple Outcomes, Time Horizons
- Guiding Organizational Transformation
- Market Transition-based Innovation
- Organizational Readiness / Leadership
- Create a Knowledge Base - Creation / Diffusion
- Issue Identification / Monitoring
- Gap Analysis: Portfolio and Capacity
- Increased Value of Social Capital
- Informed/Engaged Civic Conversations

MORE OR LESS CHANGE AHEAD

**Last
ten years**

**Next
ten years**

2009 – 2019

2020-2030



THE SLOW PACE OF FAST CHANGE

THE WALL STREET JOURNAL.

Why Software is Eating the World...

By MARC ANDREESSEN

August 20, 2011

2007



2017



THREE POINT OF VIEWS ON CHANGE

Our ability to have ...

- Hindsight
- Insight
- Foresight...

IN YOUR OWN WORDS...

Defining Foresight

How would you describe foresight to a colleague or customer?

What do you do? Outputs? Outcomes?



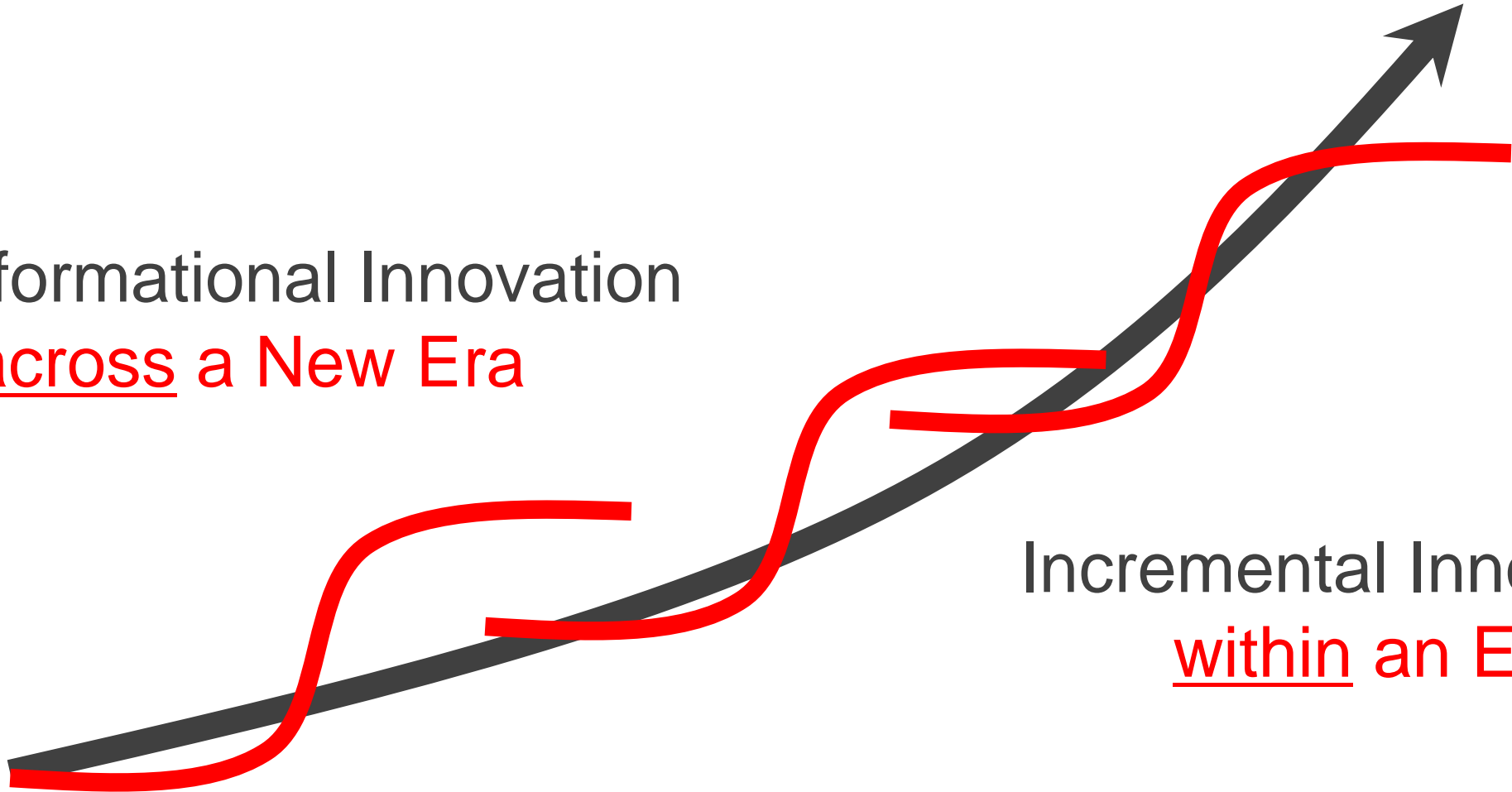
Strategic Foresight
(Foresight Analysis)
is the ability to...

DEVELOPING SHARED LANGUAGE

Foresight... the ability to anticipate and lead change

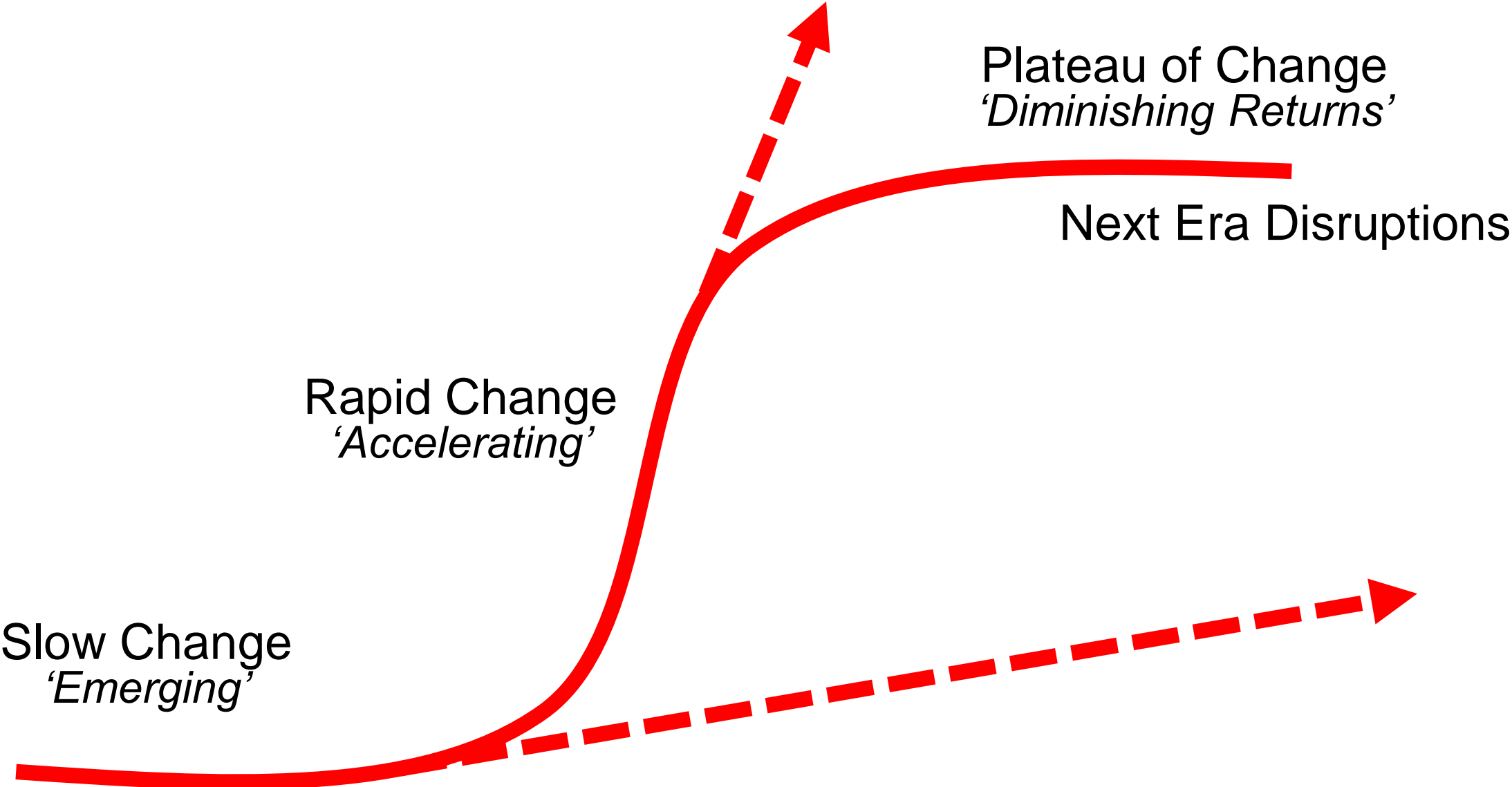
ANTICIPATING TRANSITIONS

Transformational Innovation
across a New Era

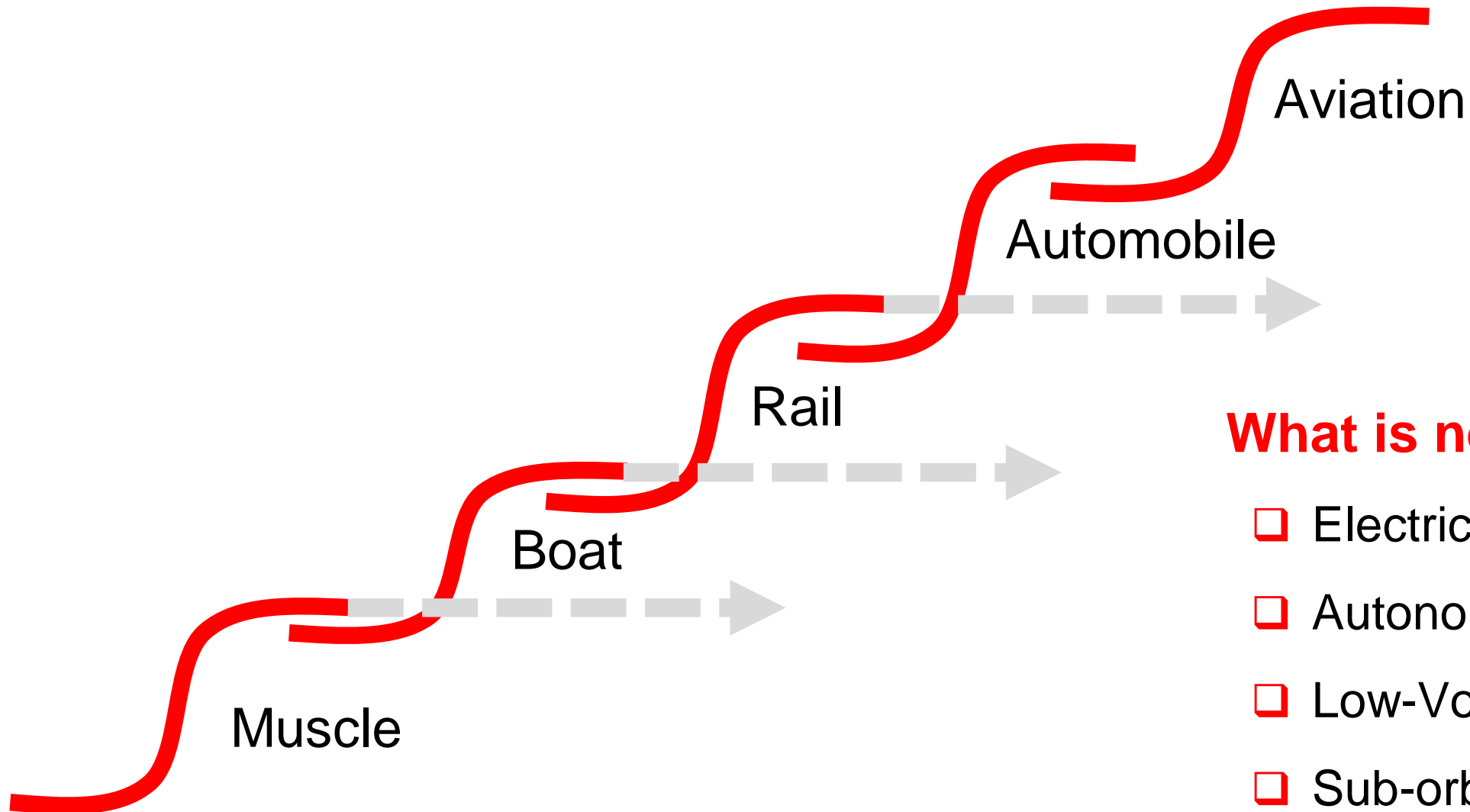


Incremental Innovation
within an Era

S-CURVE ERA TRANSITIONS



ERAS OF MOBILITY

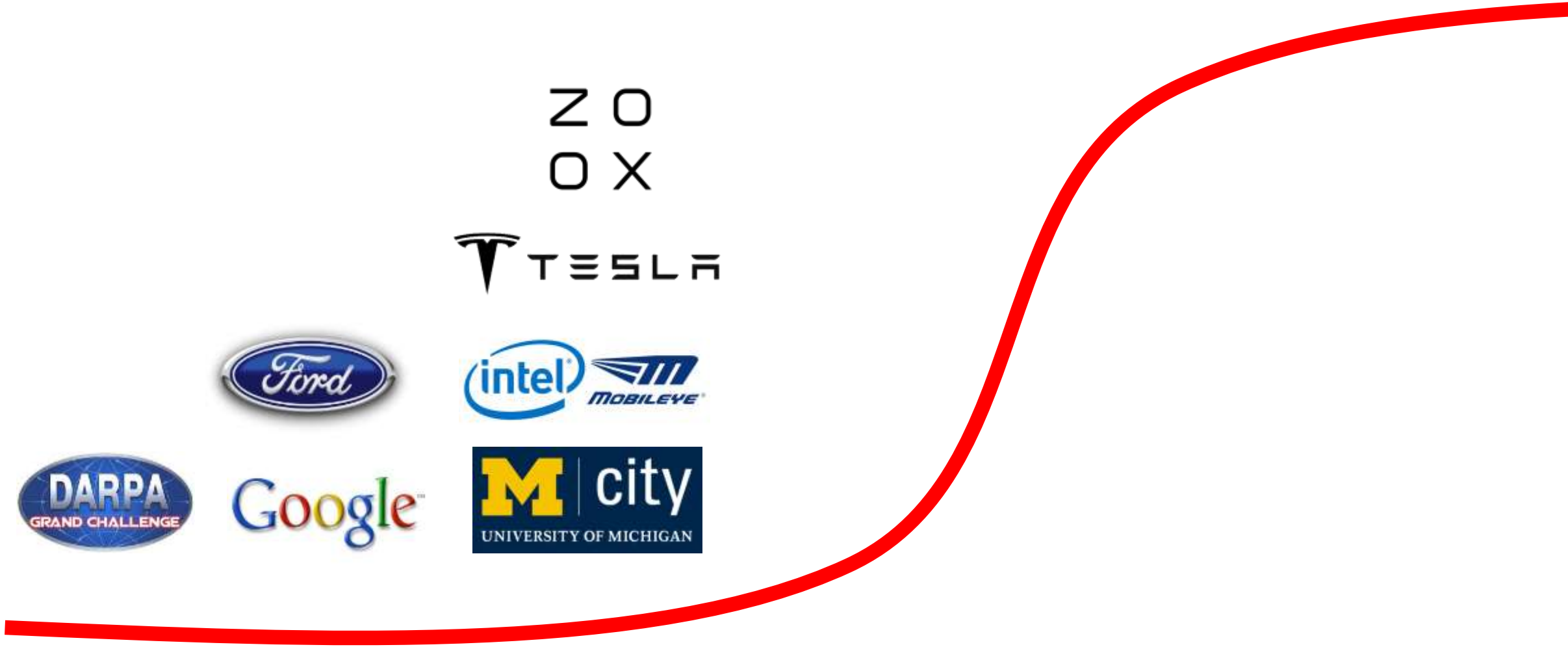


What is next?

- Electric Vehicles
- Autonomous
- Low-Volume Production
- Sub-orbital Space

FORESIGHT: MONITORING SIGNALS OF CHANGE

Z O
O X



IMPLICATIONS: ERA OF AUTONOMOUS

- ❑ Infrastructure & Supply Chains
‘Electric’ = Motor
(Hydrogen FCs = EVs)
- ❑ Portable Places
- ❑ Empowered Cities & *Campuses*
- ❑ *Societies Leap-frogging*
- ❑ Sensing Functionality of Fleets
(Primary Situational Awareness)



SURUS Platform

Silent Utility Rover Universal Superstructure

MILITARY & CIVILIAN APPLICATIONS

STARS  STRIPES.

Persistent State of Micro UAVs

Paratroopers from the 3rd Brigade Combat Team, 82nd Airborne Division, are now using the tiny, helicopter-like Black Hornet Personal Reconnaissance System (PRS), giving them near-real-time footage



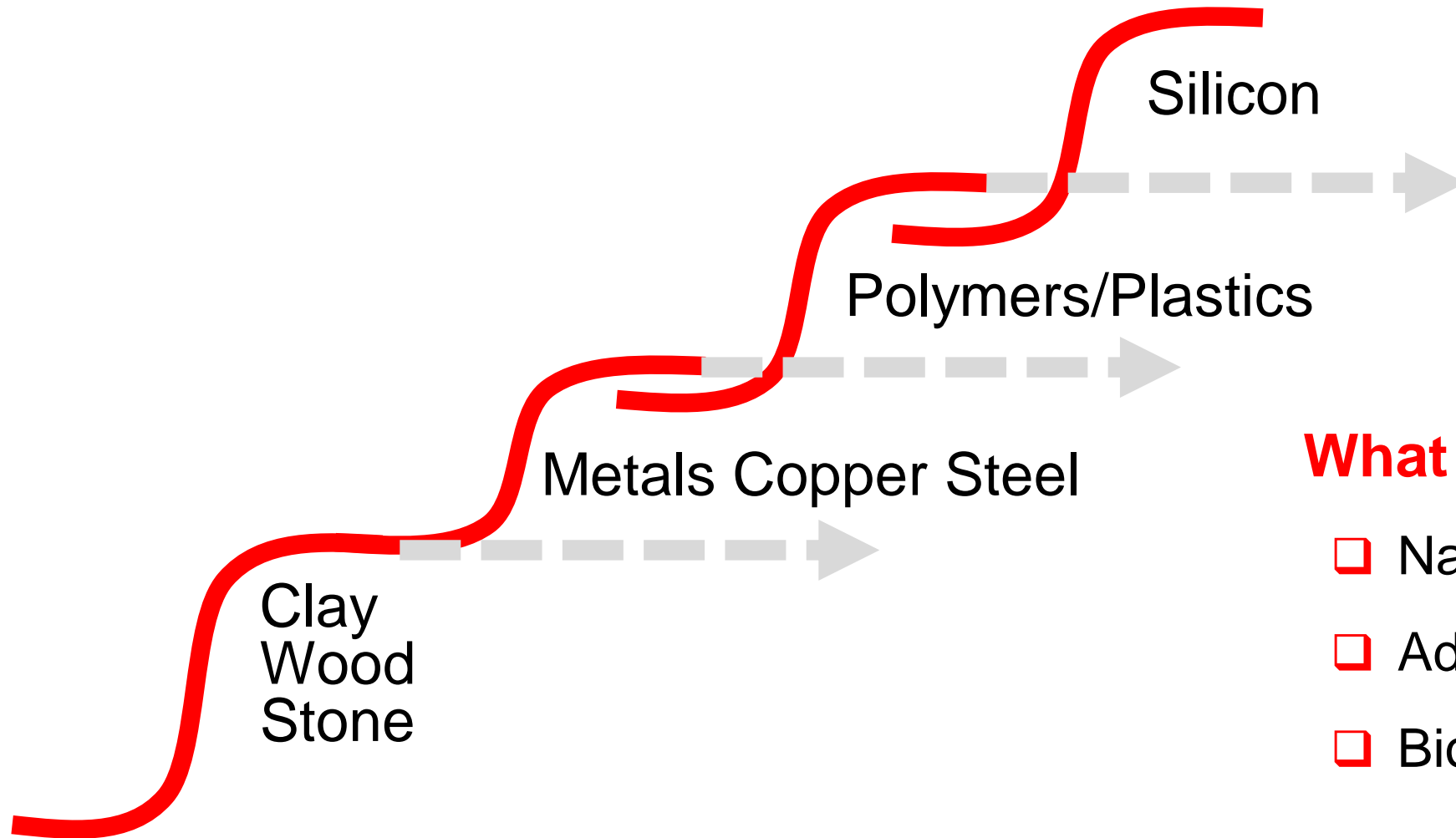
Radical Societal Scenario: Ubiquitous Computer Vision
Micro UAV (PRS) for every person, equipment and environment



The World's Sixth Sense®

Pvt. Kesley Darnell, 3rd Brigade Combat Team, 82nd Airborne Division, lets go of the air vehicle as it takes off during the systems fielding at Fort Bragg, N.C., May 2, 2019.
PATRICK FERRARIS/COURTESY U.S. ARMY

ERAS OF MATERIALS ENGINEERING



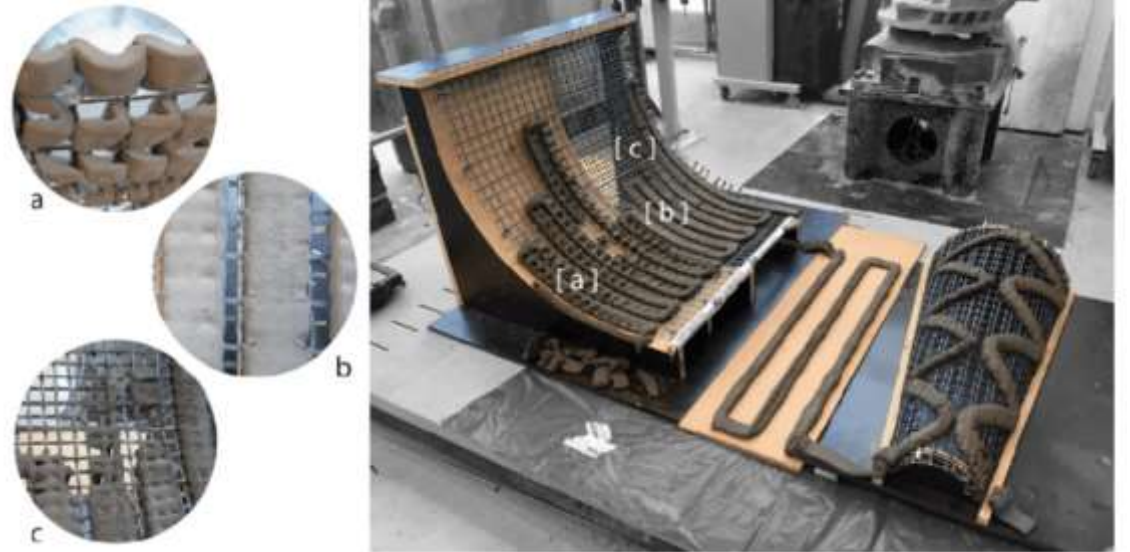
What is next?

- Nanoscale (Carbon)
- Additive
- Bio-manufacturing

ERA OF ADDITIVE MANUFACTURING

Implications for:

- ❑ Compression of Supply Chains
- ❑ Talent & Equipment
- ❑ Uptime & Service Contracts
- ❑ Structure Design & Longevity
- ❑ Raw Materials & Waste
- ❑ IP / Design Files

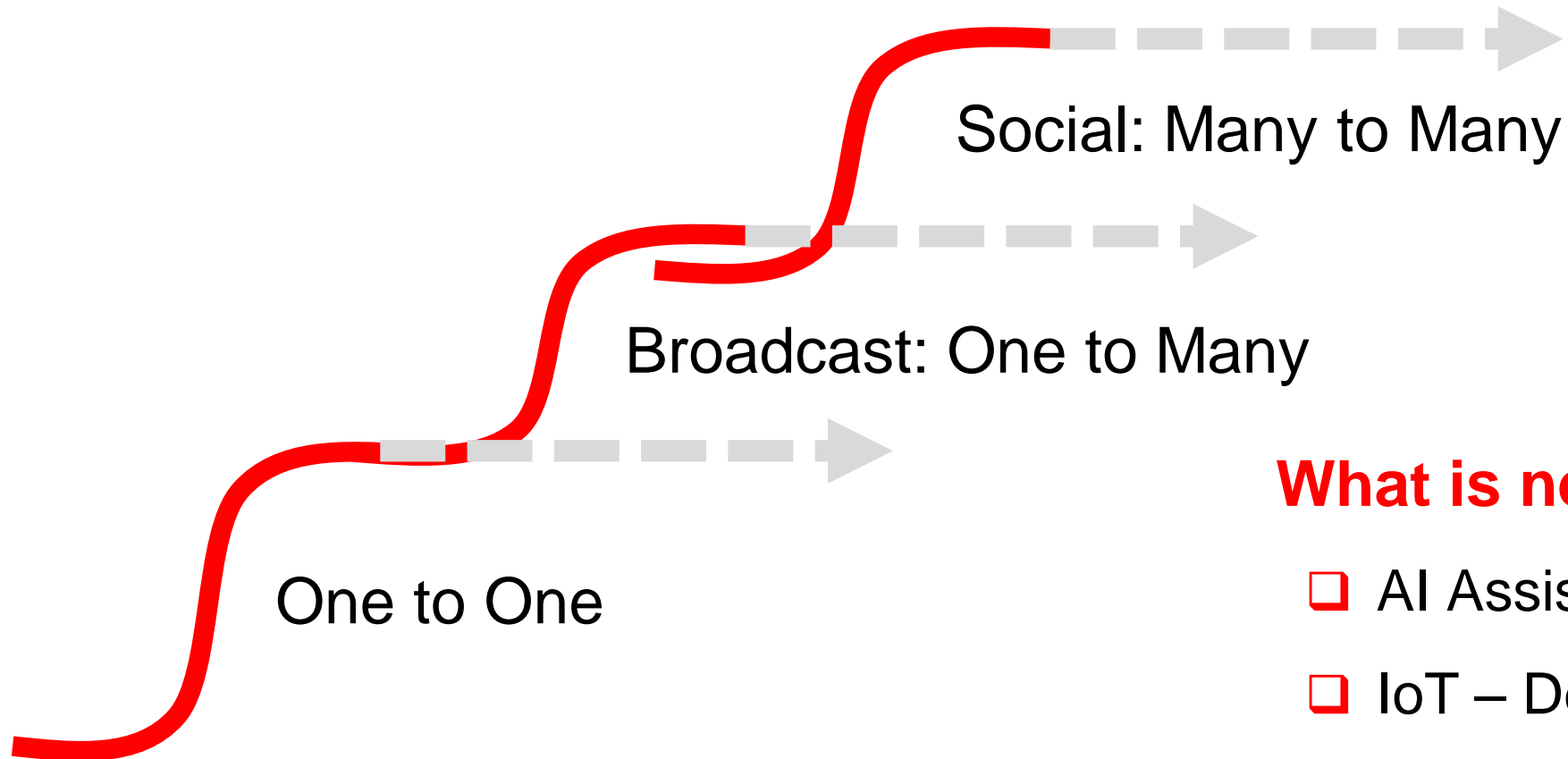


Sparse Concrete Reinforcement In Meshworks (SCRIM)



Two different 3D-printed meshes conforming to a knee, and sewn onto a glove.

ERAS OF MEDIA & COMMUNICATION



What is next?

- AI Assistants
- IoT – Device to Device
- Deep Fakes

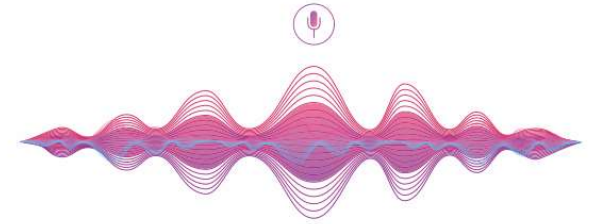
ERAS OF DIGITAL INTERACTION + INTERFACES



PC - Websites
Clicking



Mobile Apps
Touch – Swiping



AI Assistants (Avatars)
[Conversation & Personality]



VR / Mixed Reality

PLATFORM DECISION: OURS OR YOURS?



Future of Assistants (Avatars):

Radical Societal Scenario: Age of AI Assistants

By 2030, people are actively managing their own 'Avatars'

Personal Artificial Intelligence (PAI)
People manage Personalities (as Profiles)

WE ARE NOT PREPARED: ERA OF DEEPPFAKES

Signal
Deep Fakes
Are Coming

AI ARTIFICIAL INTELLIGENCE

This AI-generated Joe Rogan fake has to be heard to be believed

The most realistic AI voice clone we've heard

By Jesse Vivore | May 17, 2019, 7:28am EDT



Artificial intelligence isn't just creating fake photos and y



#Discours Le Président de la République, Son Excellence Ali Bongo Ondimba a tenu son traditionnel discours de fin d'année, #Gabon #Gabon24

759 296 1.3K

ctrl shift face

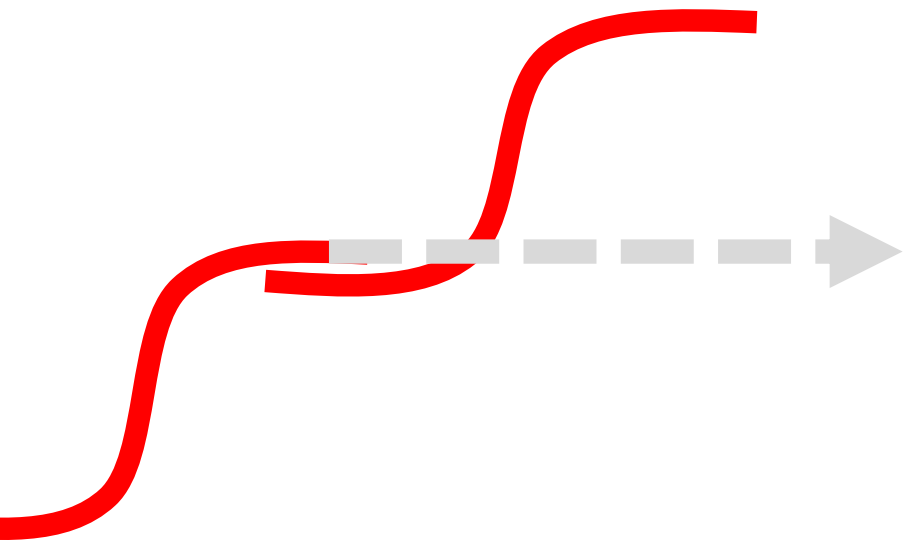
GENERATIVE DESIGN TOOLS

 DataGrid



SOCIETY NAVIGATING ERA TRANSITIONS

Role of Foresight



Healthcare / Wellness

Population Health; Outcomes-based Care; Genomics

Agriculture / Farming / Food

Precision Ag; Automation; Urban; Bio-; Small scale farmer

Retail

Online; Hybrid Brick+Mortar; Localization

Education / Learning

Life stage to Lifelong; AI / Augmented

Media / Communication

Authentication/Verification; AI; IoT; Agents/Assistants

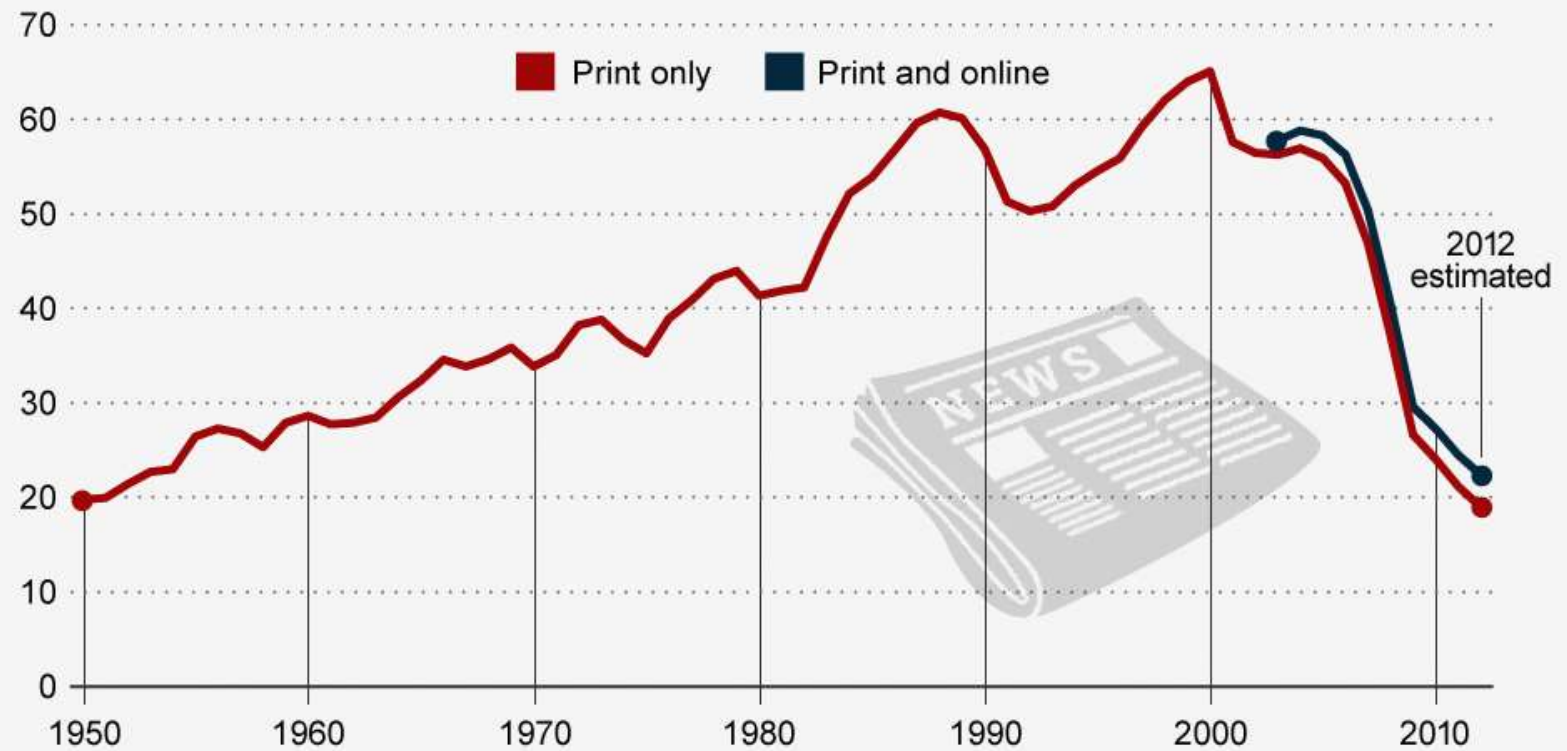
Entertainment

Avatar Celebrities & Identities; Mixed Reality; Wellness

THE SLOW PACE OF FAST CHANGE

50 Years of Growth Wiped Out in a Decade

Newspaper advertising revenue in the United States (in billion U.S. dollars; adjusted for inflation)



Disruptive Change *can be*
Gradual, then Sudden

RESOURCE GUIDE: ERA-BASED ANALYSIS

Worksheet: Era-bases Analysis of Change

	Current Era: _____	Emerging Era: _____
<p>Vision & Mission - Who you are; Who you serve & how.</p> <p>Problems (JTBD) & Solutions - Customer <i>jobs to be done</i>.</p>		
<p>Market Dynamics - Describe types of competitors. - Describe types of partners. - Describe types of acquisitions. - Regulatory landscape: Constraints or protective policies?</p> <p>Product & Service Cycle - What do you sell (provide)? - How do you <i>go to market</i>? - How fast or slow do client demands change? - What is considered innovative?</p>		
<p>Minor Eras - Were there small but significant platform transitions within the company or industry?</p> <p>Disruptive Elements - What elements challenge this era, and lead to changes in the company? - Are there constraints or 'limits to growth' within this era?</p>		

APPLYING FORESIGHT WITH CLIENTS

- ❑ Work with colleagues and/or customers in generating PoV on era-based transitions
- ❑ Surface three (3) assumptions that might be discarded across the *S-curve* era transition
- ❑ Identify three (3) *hunting ground* opportunities for future growth or social impact

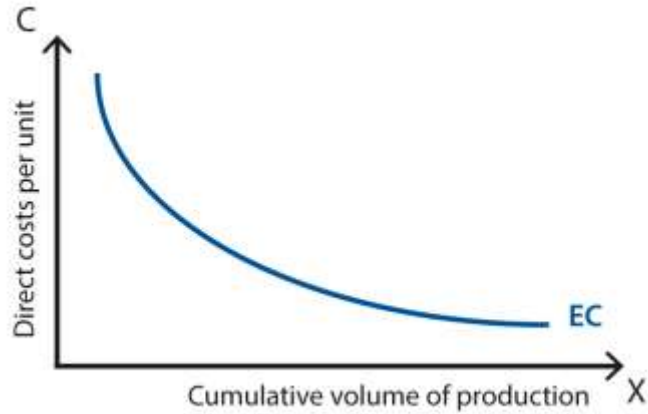
Worksheet: Era-bases Analysis of Change

Current Era: _____ Emerging Era: _____

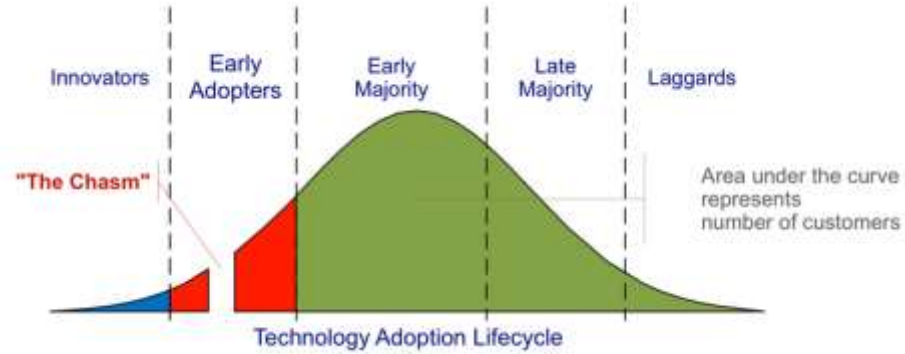
Vision & Mission - Who you are; Who you serve & how.		
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Minor Eras - Were there small but significant platform transitions within the company or industry?		
Disruptive Elements - What elements challenge this era, and lead to changes in the company? - Are there constraints or 'limits to growth' within this era?		

RELATED FRAMEWORKS

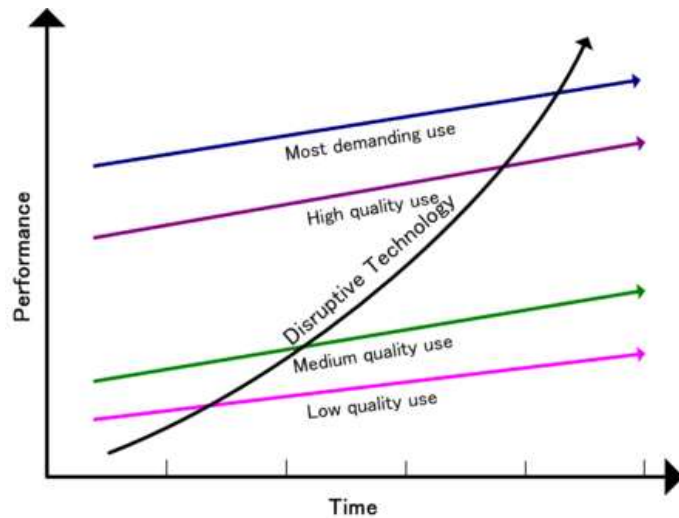
Experience Curve



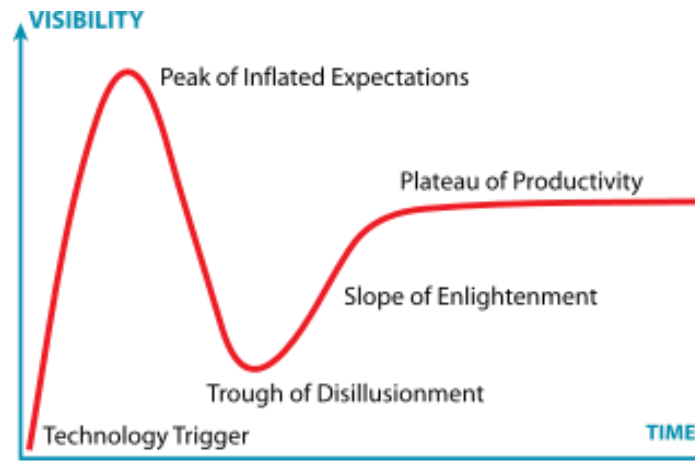
Crossing the Chasm



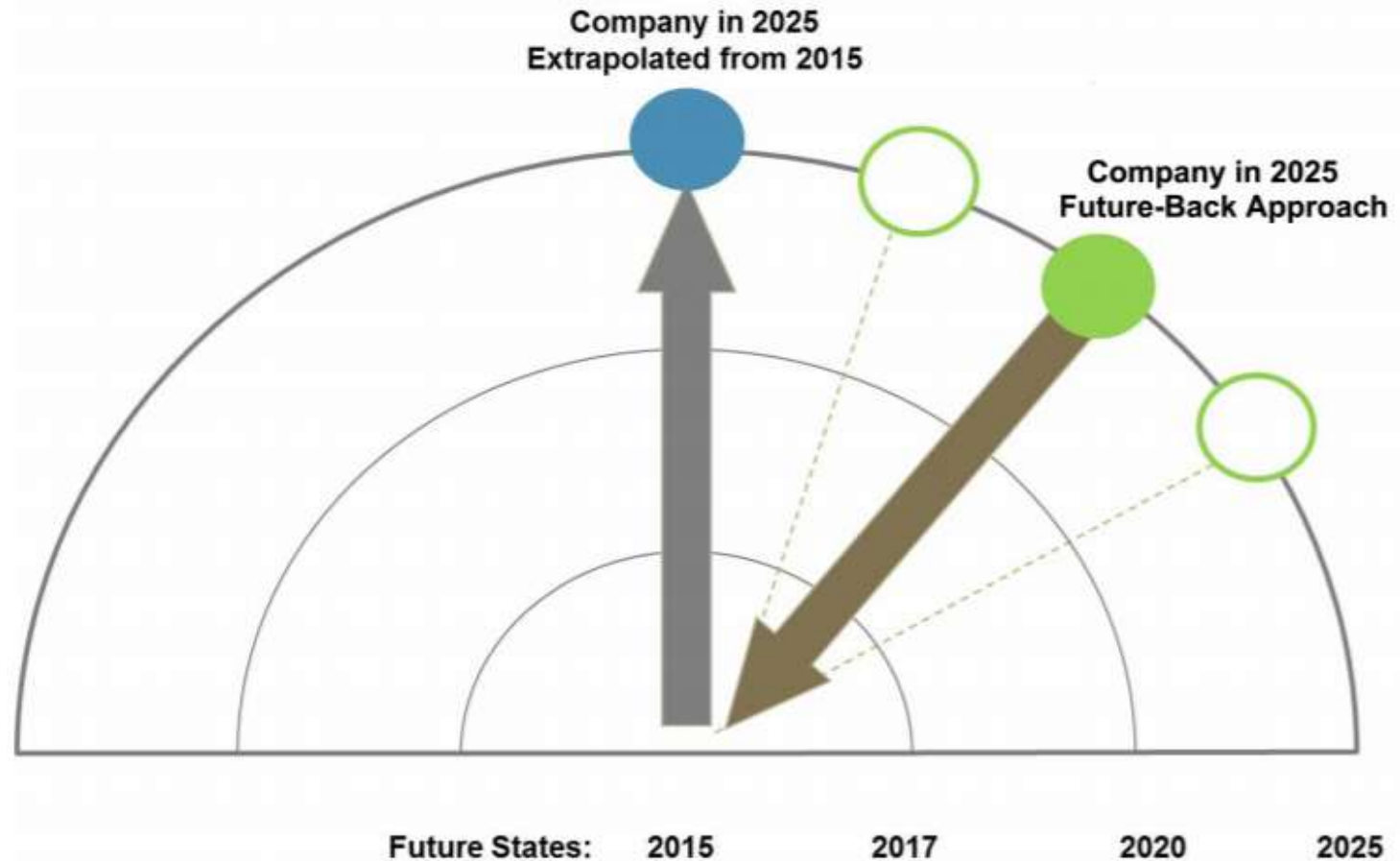
Low-end Disruption



Hype Cycle



PRESENT-FUTURE VS FUTURE-BACK

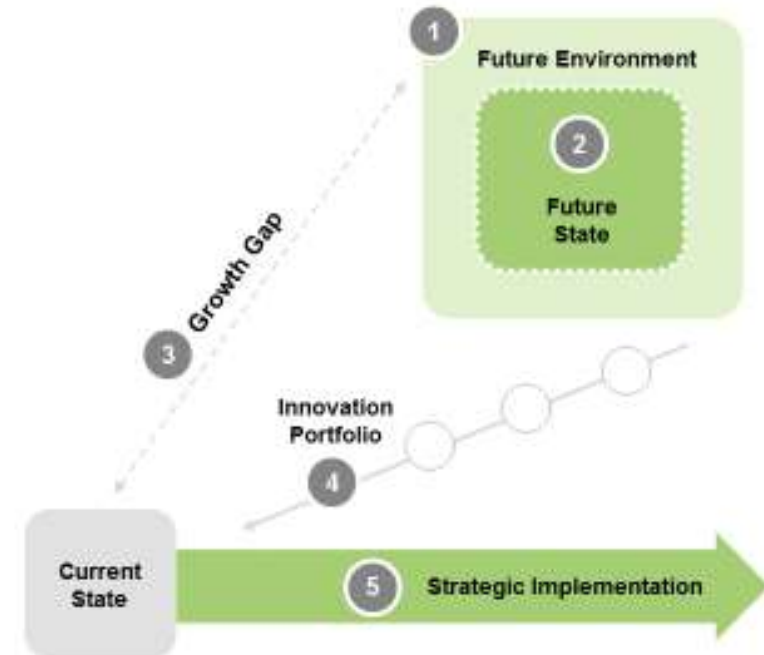


IMAGINING A FUTURE-BACK STRATEGY

Future Back strategy enables transformation and links strategy to innovation

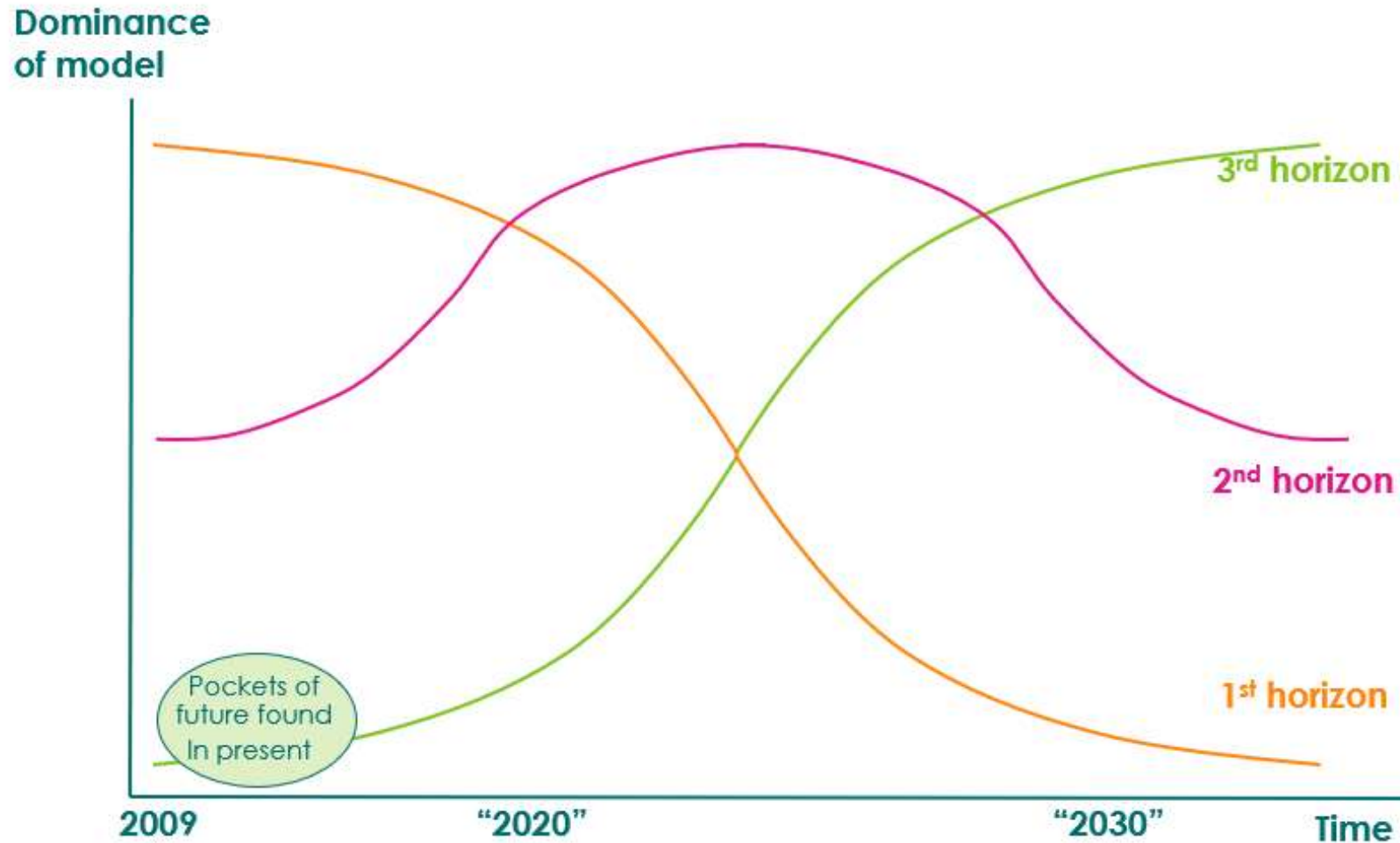
Our Task & Path

- ❑ Define Future States
- ❑ Lead Strategic Dialogues
- ❑ Align Leadership
- ❑ Close Gaps
- ❑ Lead Customers



FORESIGHT = SECOND & THIRD HORIZON

“Three Horizons” Model of Change (Bill Sharpe)

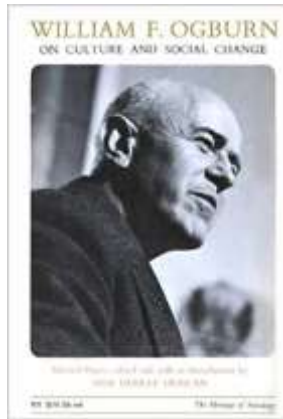


Graphic courtesy of Andrew Curry, The Futures Company

QUESTIONS ON ERA- BASED THINKING?



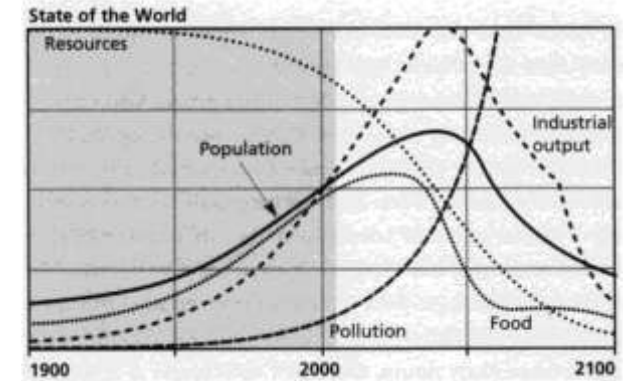
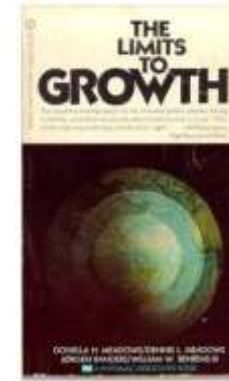
HISTORY & EVOLUTION OF FORESIGHT



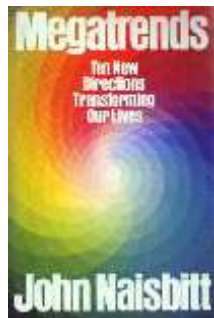
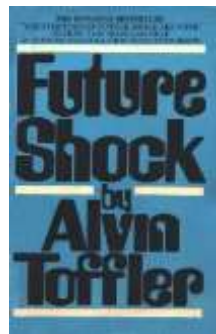
William Ogburn (1930s)
Social Change
(Society + Technology)



Herman Kahn ('50/60s)
RAND / Hudson Institute
Scenario-based Decisions

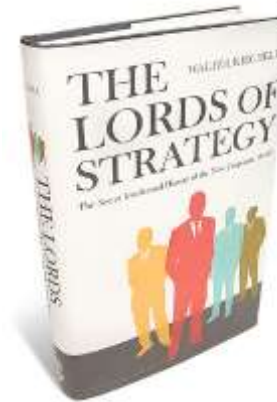


Club of Rome / *Limits to Growth* (70s)
Systems-based Simulations



MONITOR

McKinsey & Company



('80-Present)
Rise of Strategy Industry

2010s + Beyond
Era of Integration,
Inclusivity &
Intervention

FORESIGHT: KEY 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

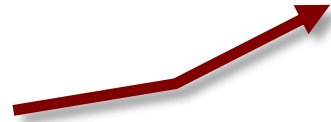
Communicating the
Need for Change

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



FORESIGHT: MECHANISMS OF CHANGE

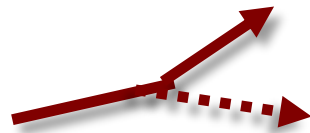
Trends
(Continuities)



Plausible
Future

Forecasts

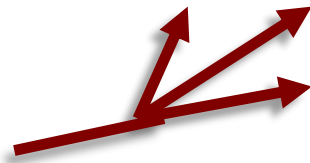
Events
(Discontinuities)



Possible
Futures

Scenarios

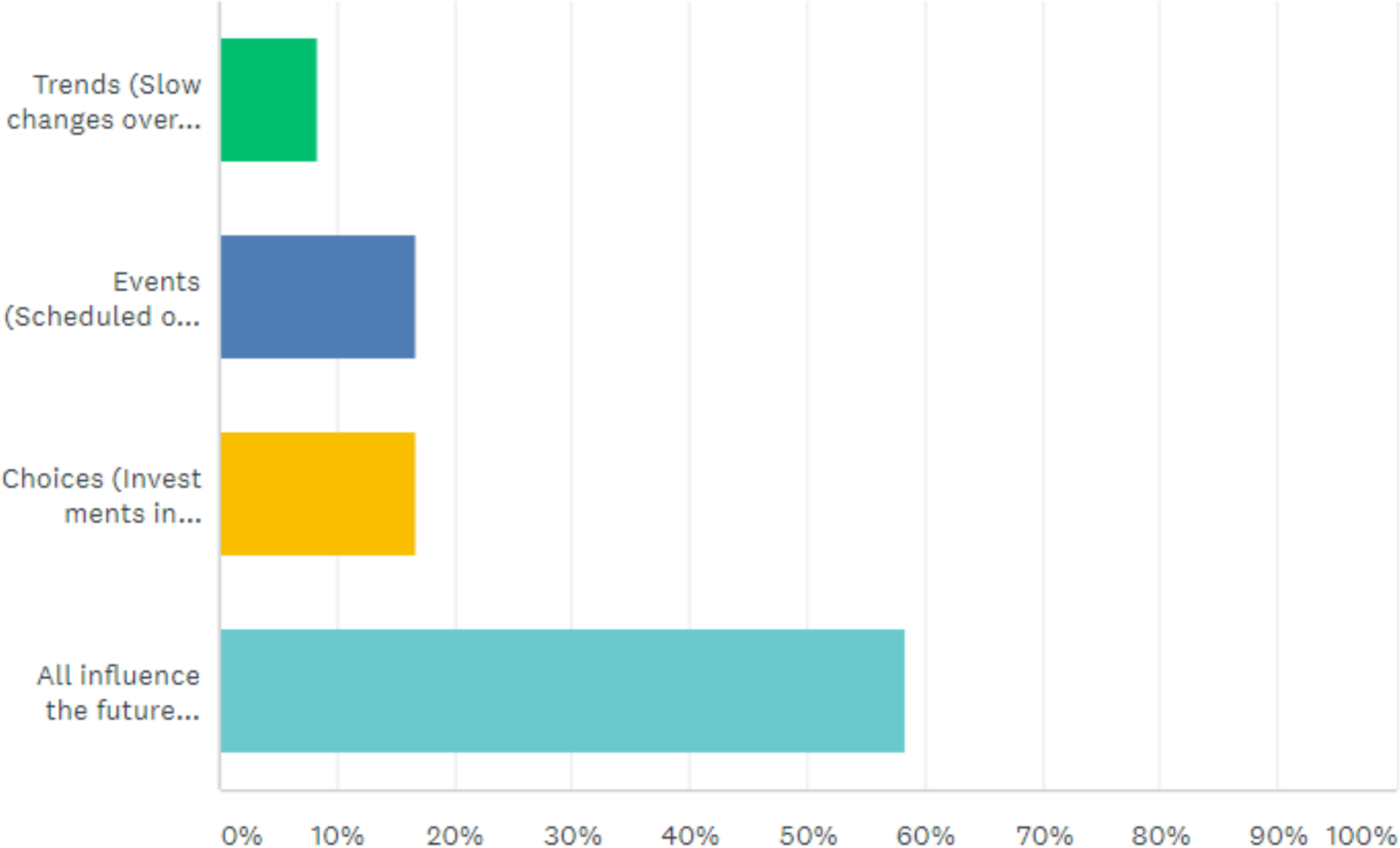
Choices
(Discontinuities)



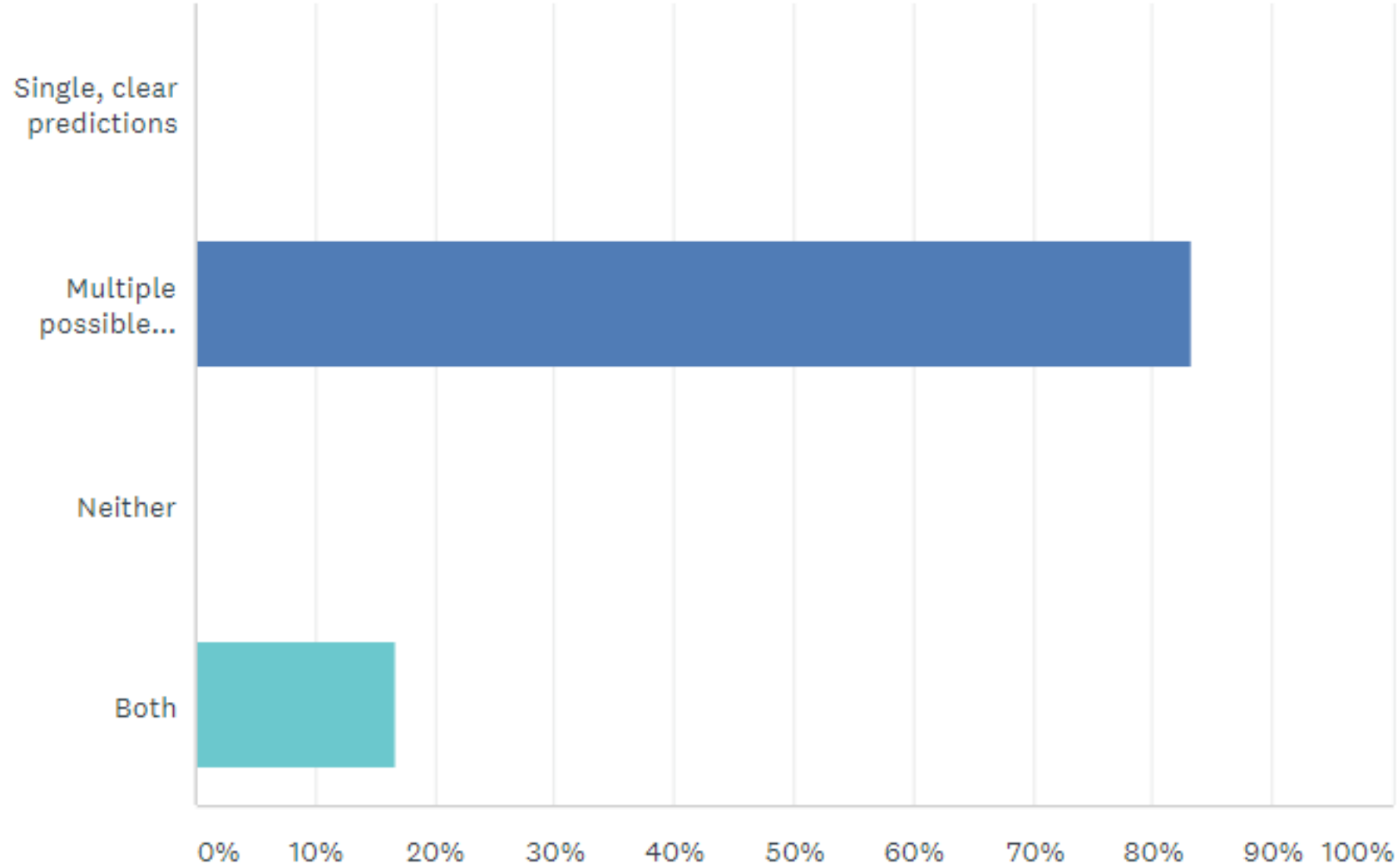
Preferred
Future

Visions

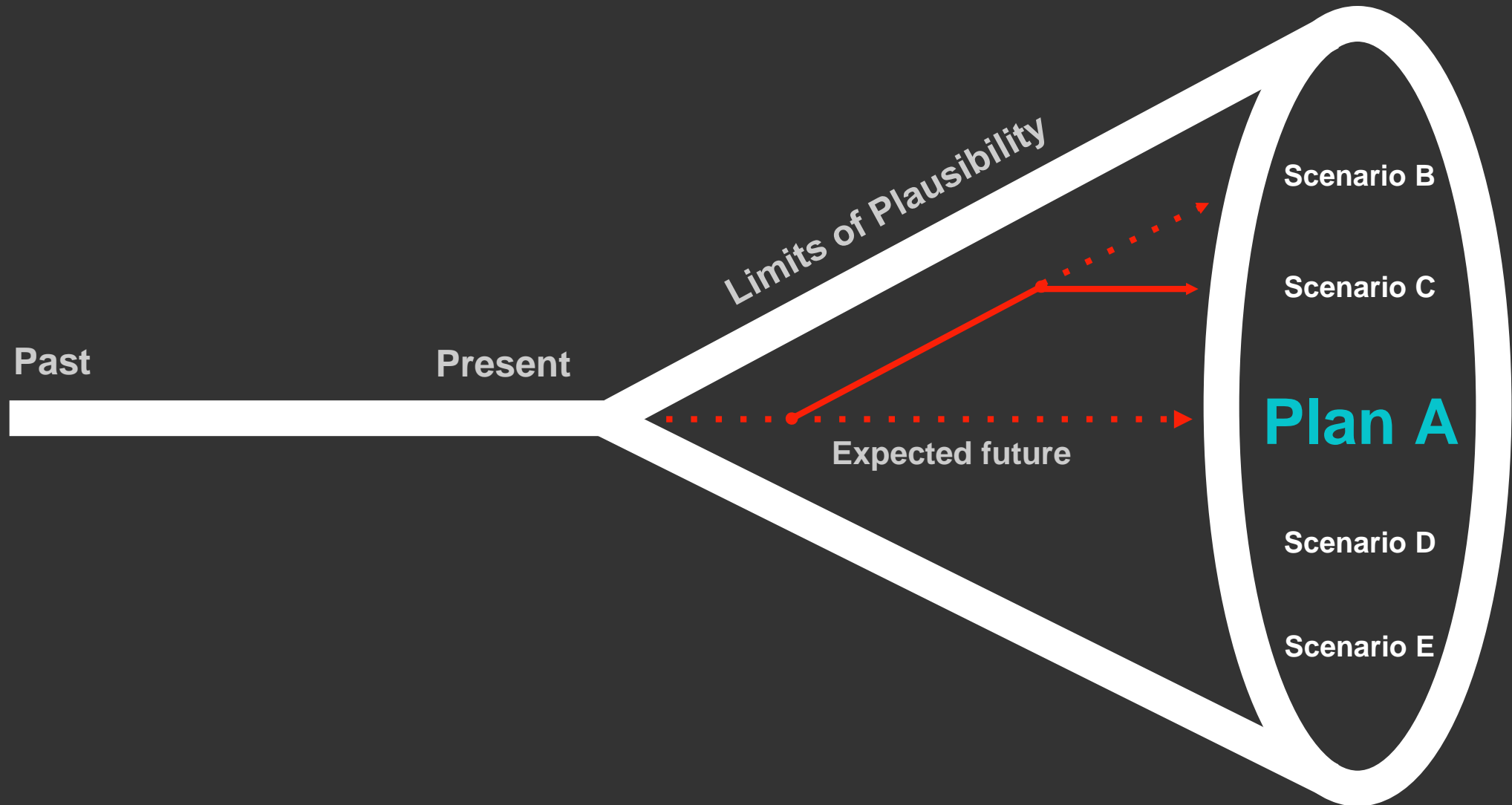
Which influences the long-term future the most?



Which is better for understanding the long-term future?



CONE OF PLAUSIBILITY: SCENARIO BASED PLANNING



FOUR FUTURES THINKING



**Continued
Growth**



**Disciplined
Constrained**



Transformed



**Decline
Collapse**

WE WILL WRITE OUR FOUR FUTURES



**Continued
Growth**



**Disciplined
Constrained**



Transformed

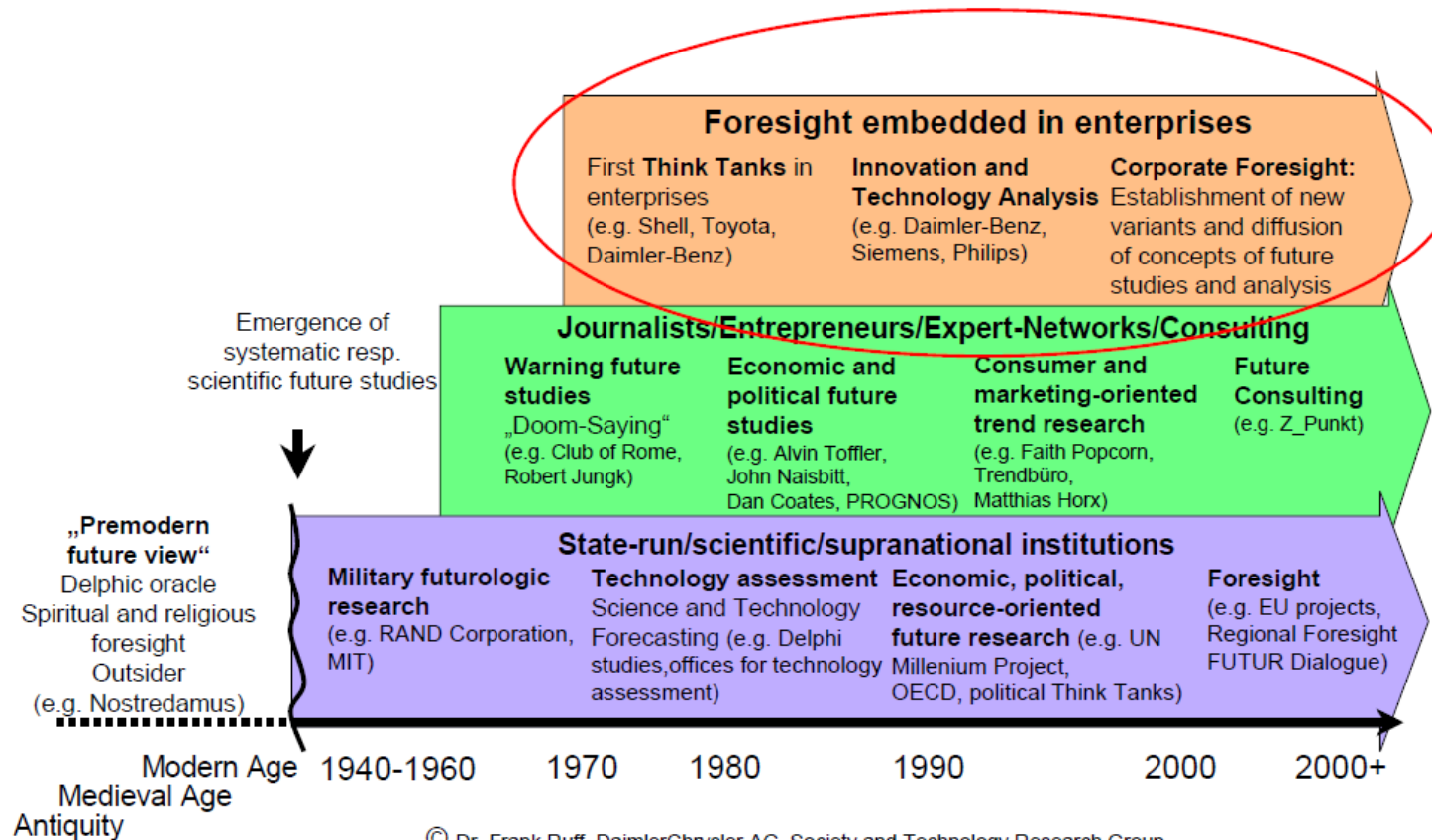


**Decline
Collapse**

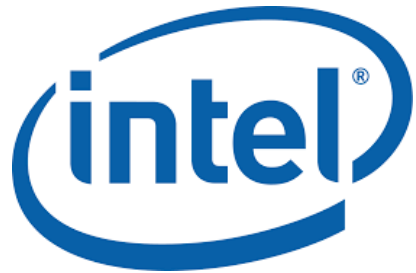
BRINGING FORESIGHT IN-HOUSE

DAIMLER

Why Corporate Foresight? History of Future Studies/Foresight



ORGS WITH FORESIGHT PRACTICES



DAIMLER



ARUP

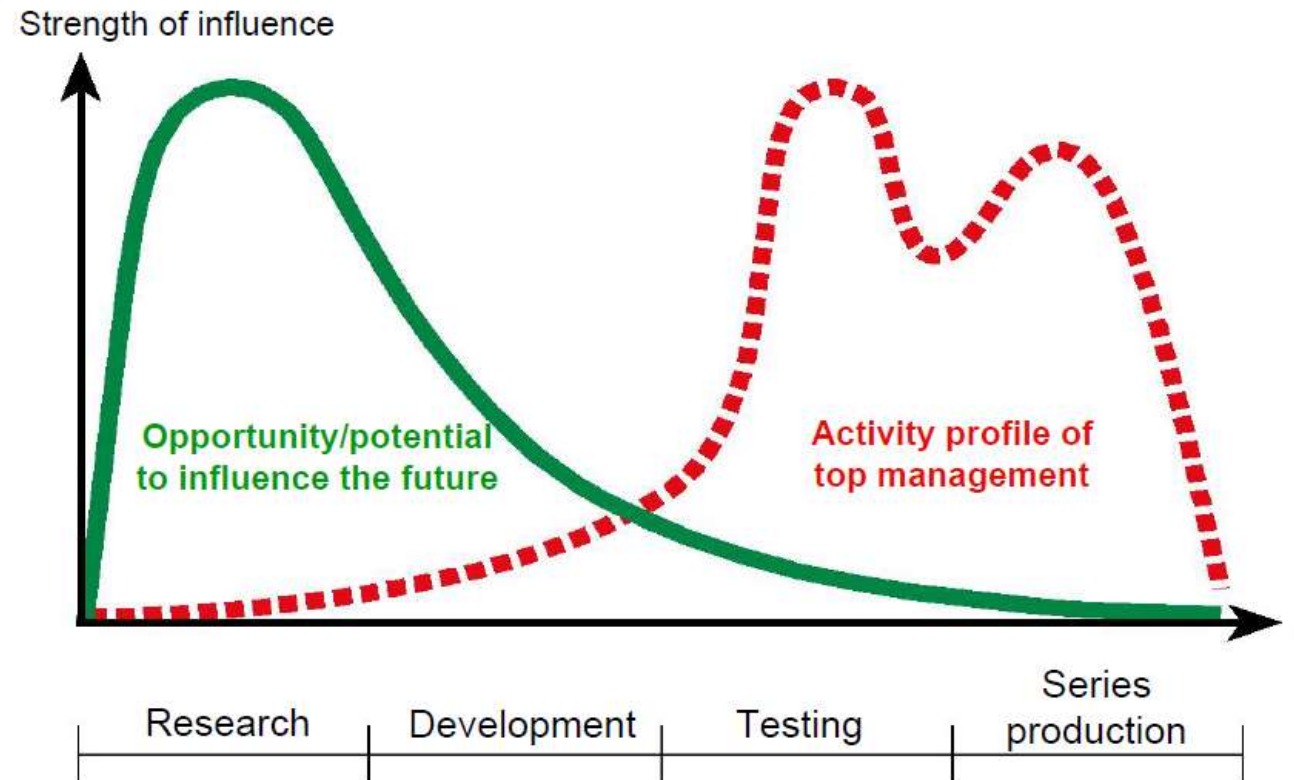


EXPANDING LEADERSHIP CAPABILITIES

DAIMLER

Why Corporate Foresight?

Knowledge about the future and the reach of decisions



MATURITY MODEL TERRY GRIM

Example of Organizational Scorecard	Level 1 Ad Hoc	Level 2 Aware	Level 3 Capable	Level 4 Mature	Level 5 World Class
Leadership		● Today	→ Goal		
Framing	● Today	→ Goal			
Planning		● Today	→ Goal		
Scanning	● Today	→ Goal			
Forecasting		● Today	→ Goal		
Visioning			● Today	→ Goal	

ASSESSING RETURN/VALUE



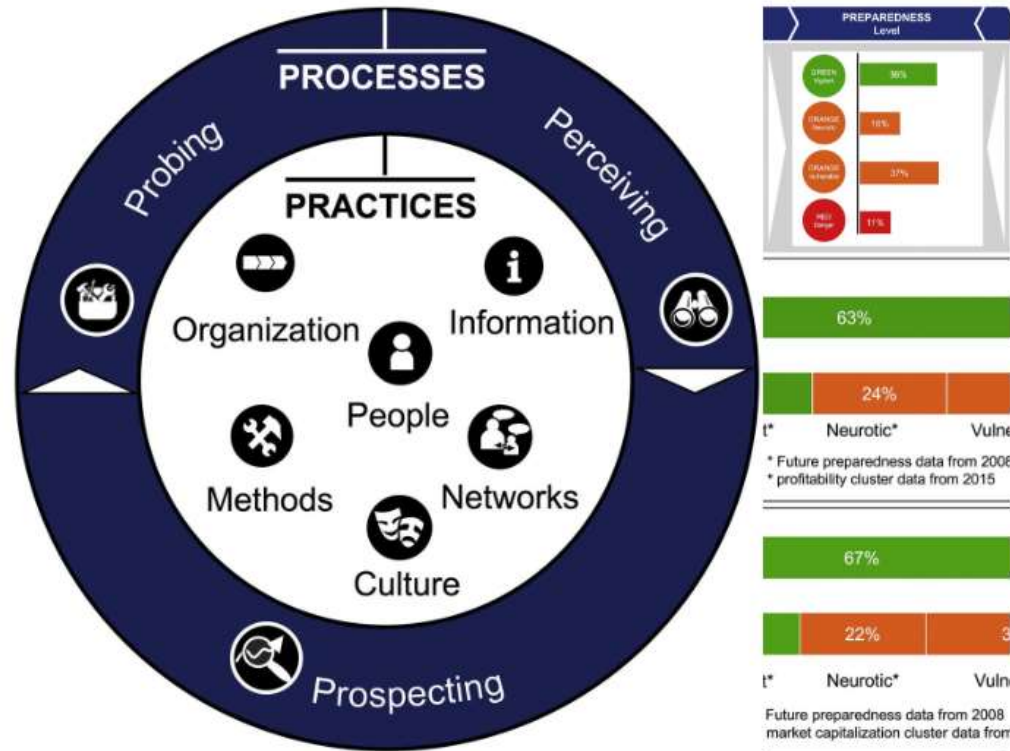
René Rohrbeck @ReneRohrbeck · Mar 25

Our study on the impact #CorporateForesight on firm performance is now also published in the print version and available online as a free download

doi.org/10.1016/j.tech... @Aarhus_BSS

We developed a model for assessing the future preparedness (FP) of a firm

- ❑ We match FP data from 2008 and performance in 2015
- ❑ **Future-prepared firms outperformed the average by a 33% higher profitability**
- ❑ Firms with deficiencies face a performance discount of 37% to 108%



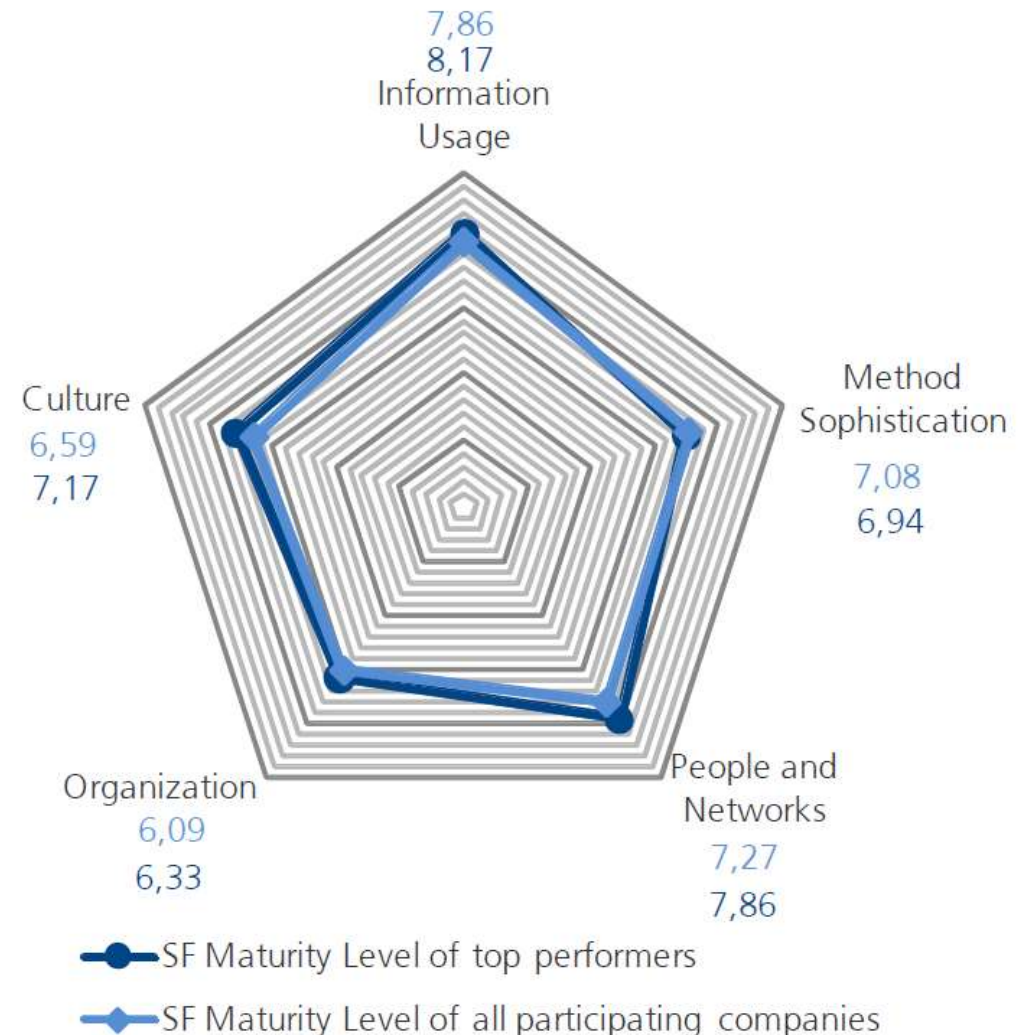
CREATING A FORESIGHT FRAMEWORK

Foresight Measures by...

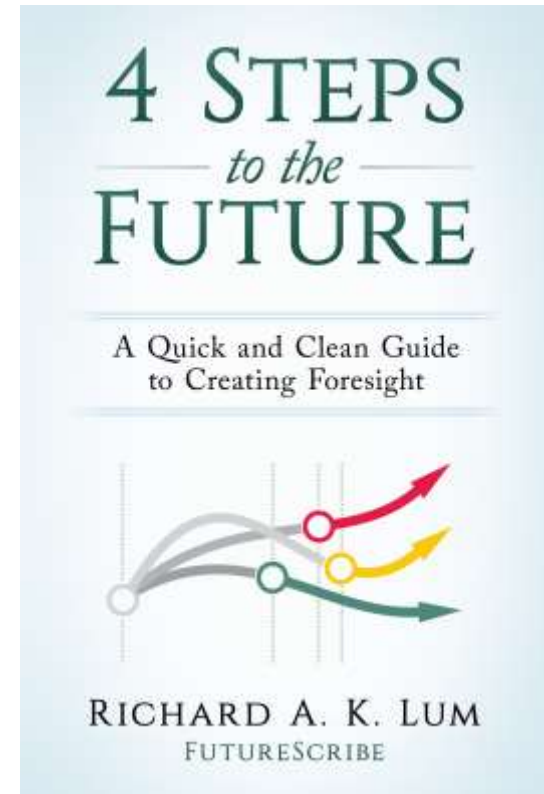
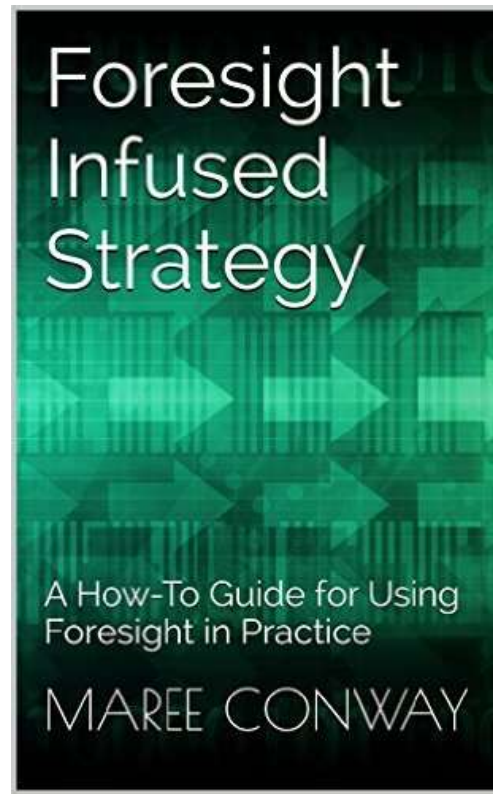
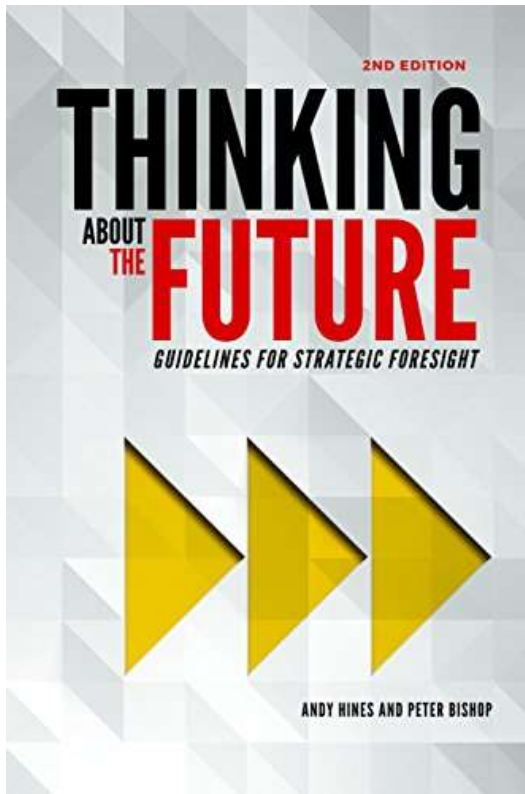
- Information Usage
- Methods (Sophistication)
- People & Networks
- Organization (Internal)
- Culture

Consider:

- Behaviors
- Storytelling
- Original Content



WHAT BOOK SHOULD I READ?



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

QUESTIONS ON FORESIGHT?



CHALLENGE 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

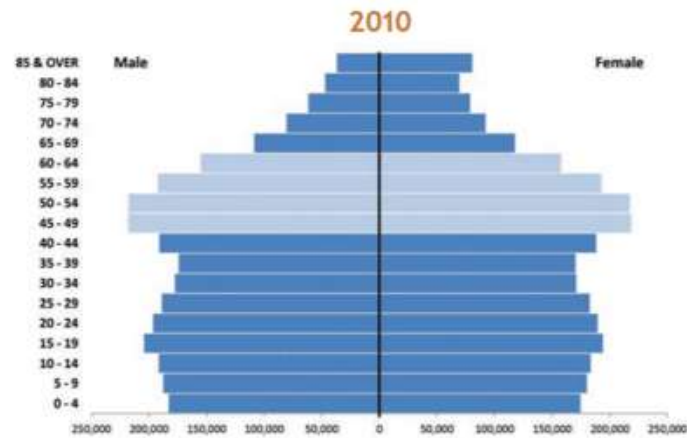
Globalization



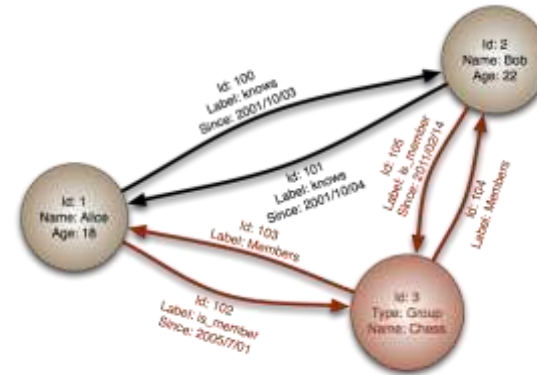
Growth



DRIVERS OF CHANGE

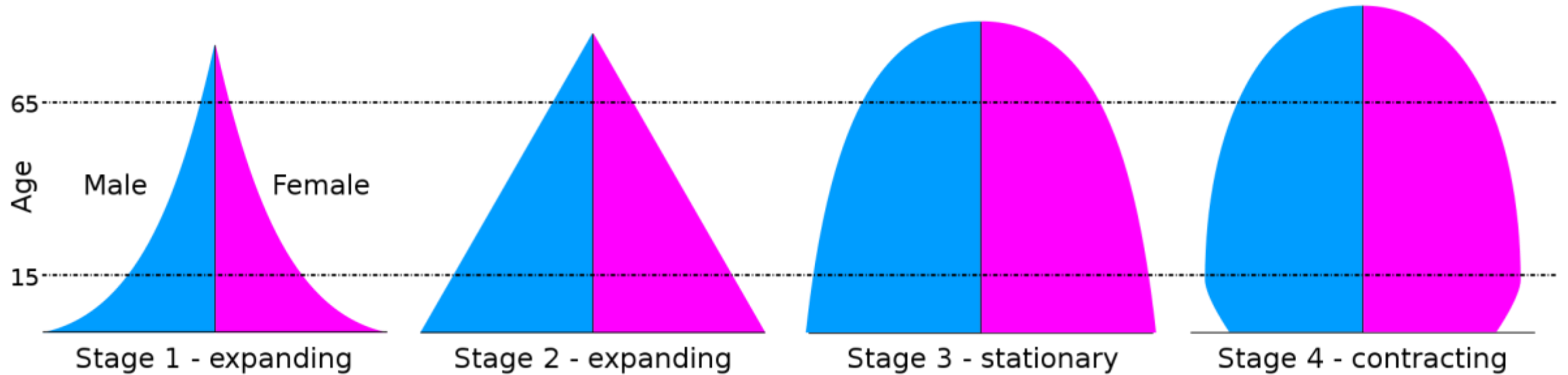


**Demographic
Destinies**



**From Social Graph
to Experience Graph**

DEMOGRAPHICS AS DESTINY (?)



Sector Implications for:

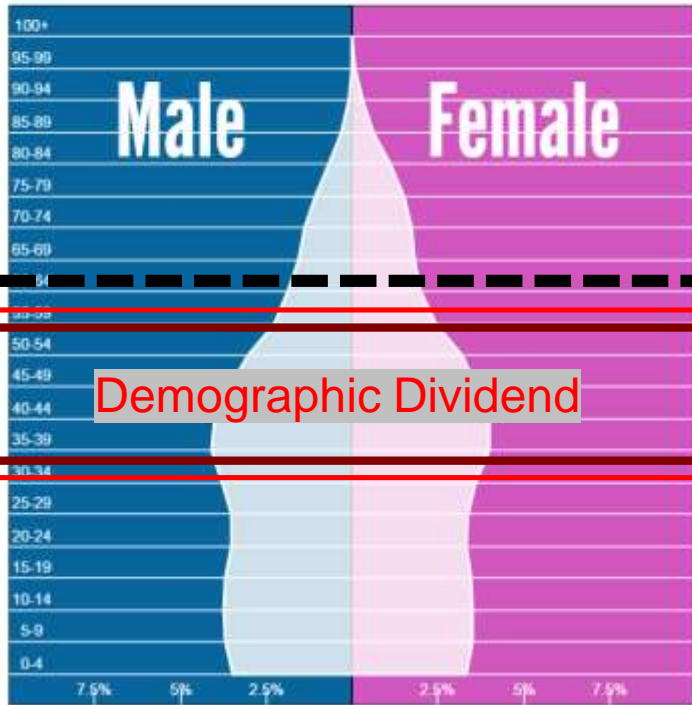
Rural vs Urban
Industry Make-up

Labor Markets
Infrastructure Spending

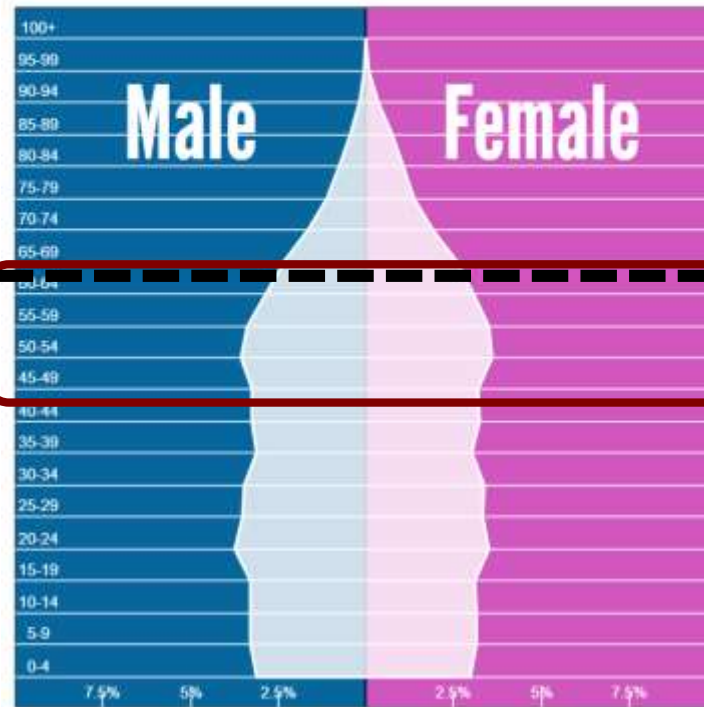
Education and Labor
Electorate Sentiment

POLICY & SOCIALS NORMS IN TRANSITION

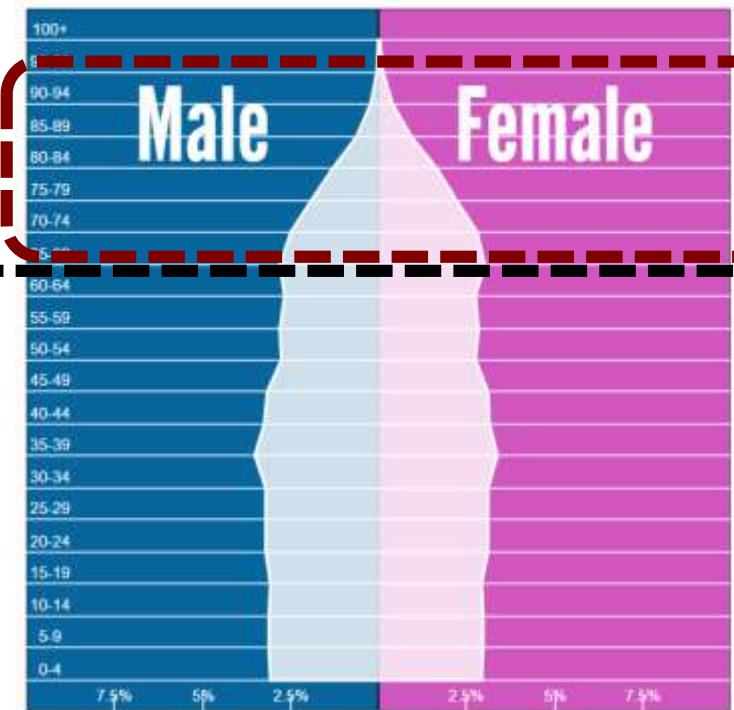
United States of America
2000
Population: 282.895.000



United States of America
2015
Population: 321.773.000



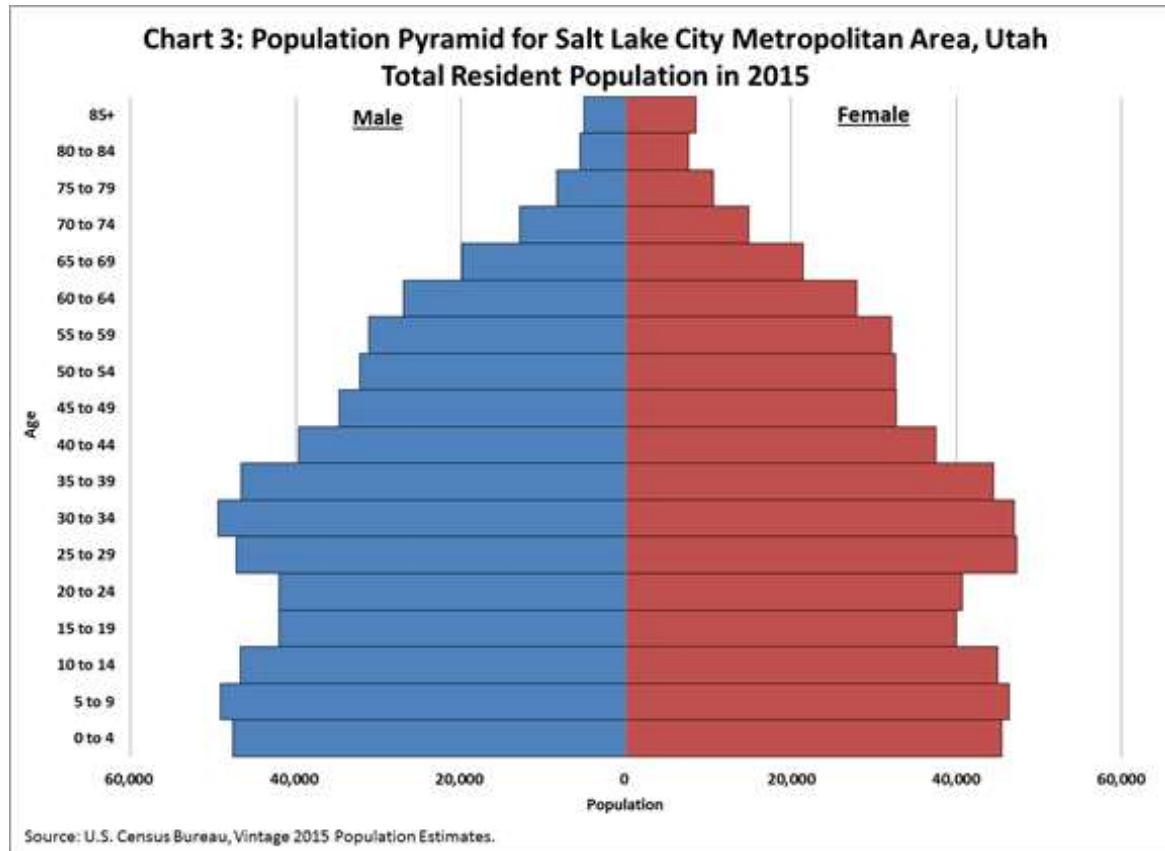
United States of America
2030
Population: 355.764.000



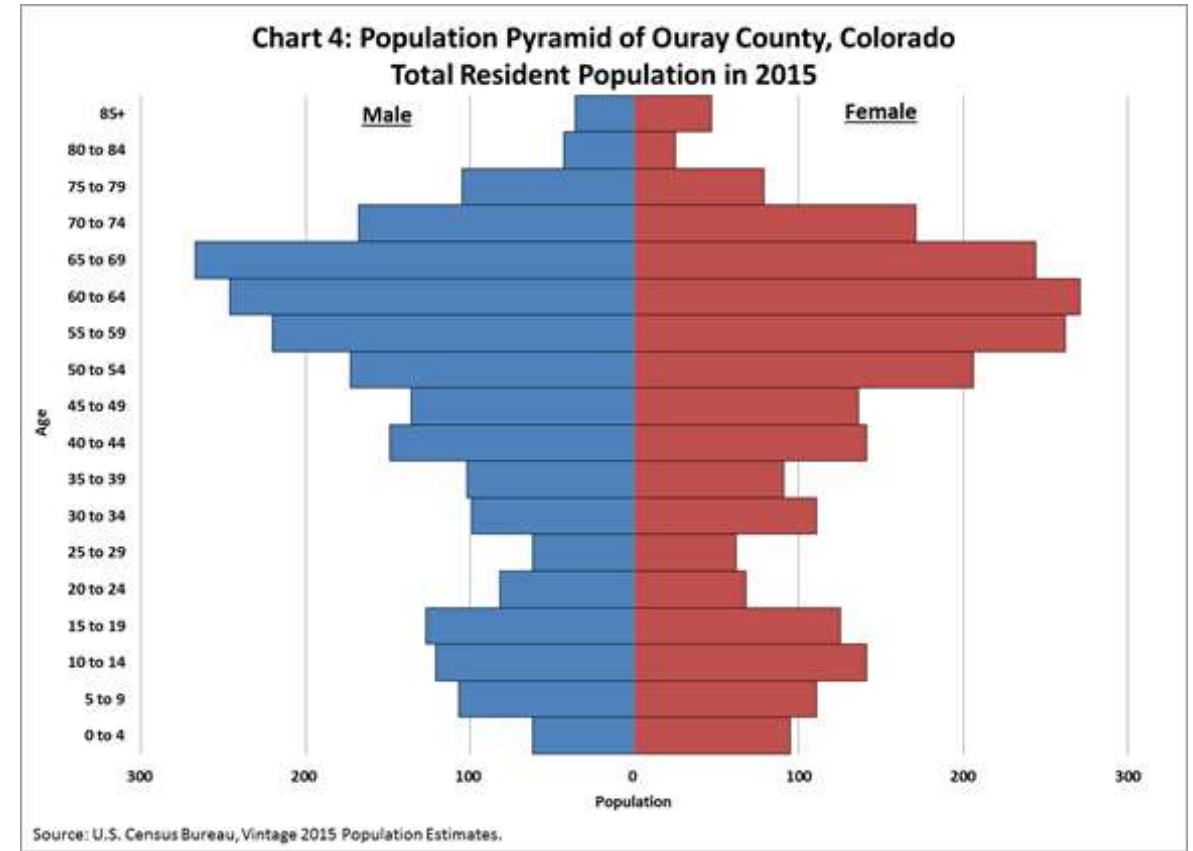
Source: populationpyramid.net

RURAL VS METRO IMPLICATIONS

Metropolitan Pyramids



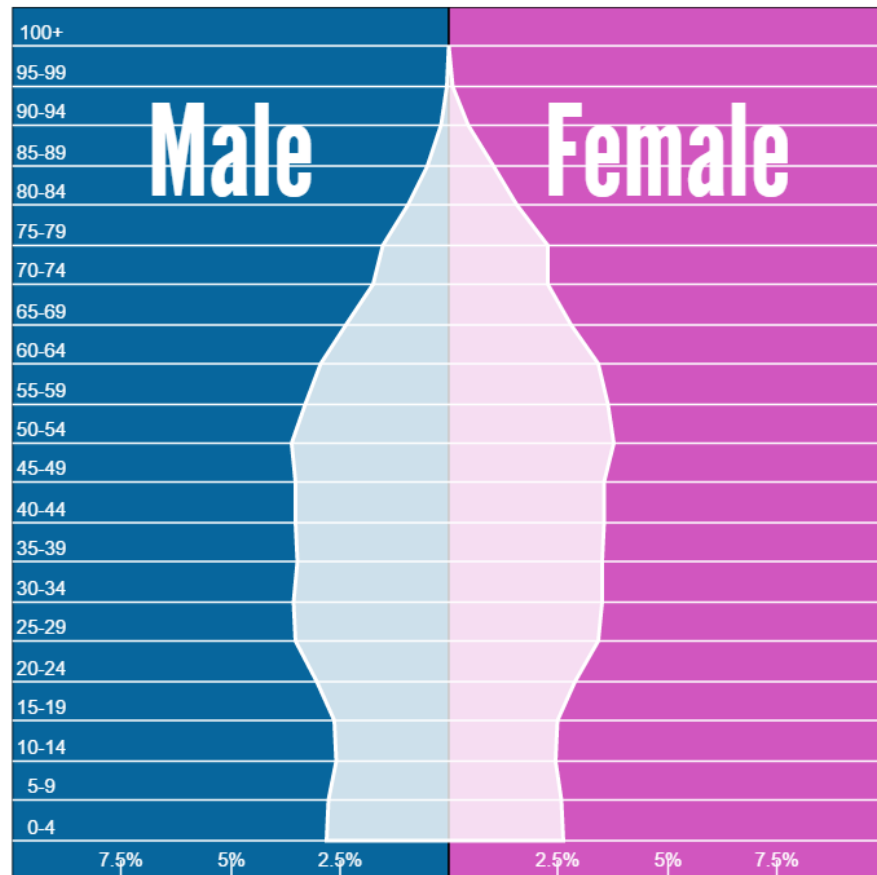
Rural & Small Town Pyramids



EU CHALLENGE OF AGING

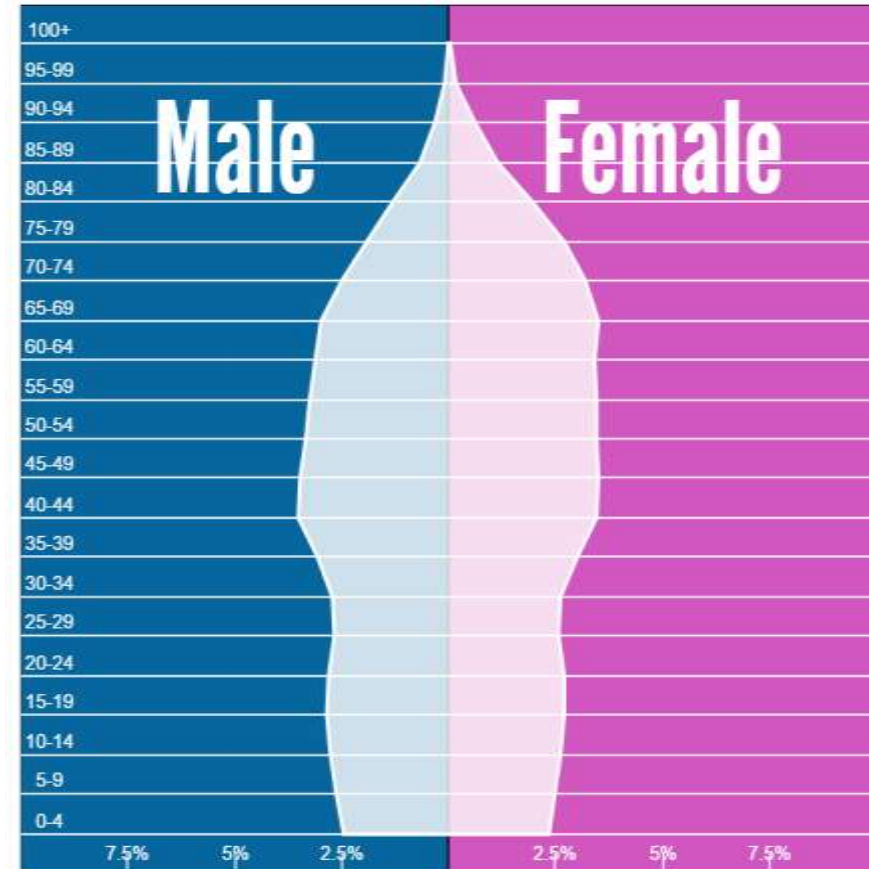
**EUROPE
2015**

Population: **738.442.000**



**EUROPE
2030**

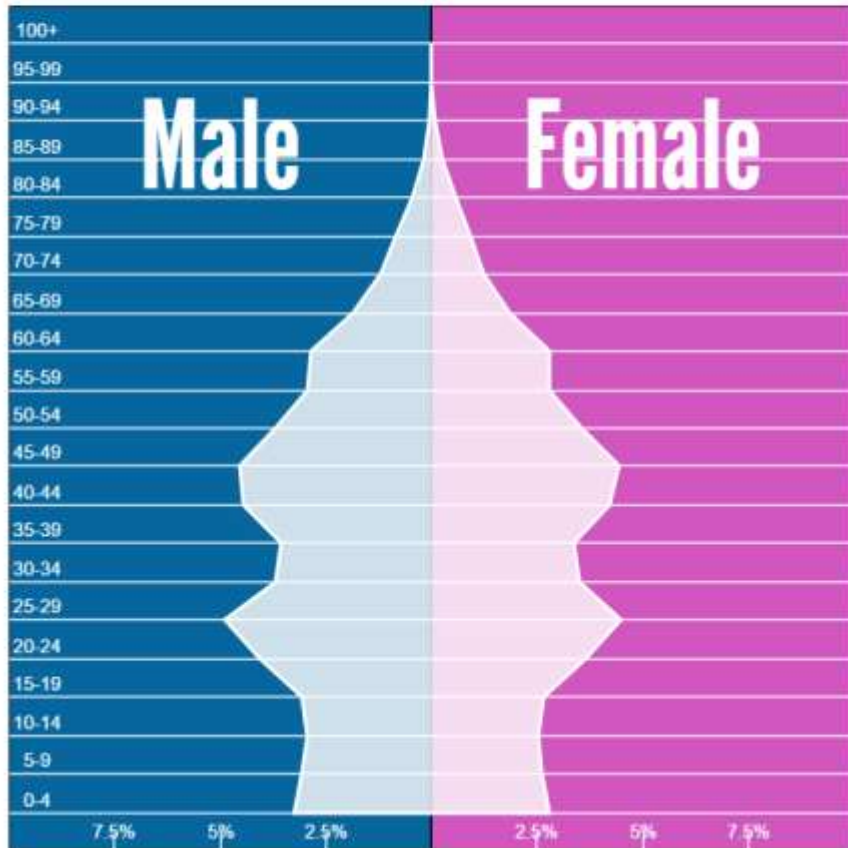
Population: **733.929.000**



CHINA GETS OLD, NOT YET RICH

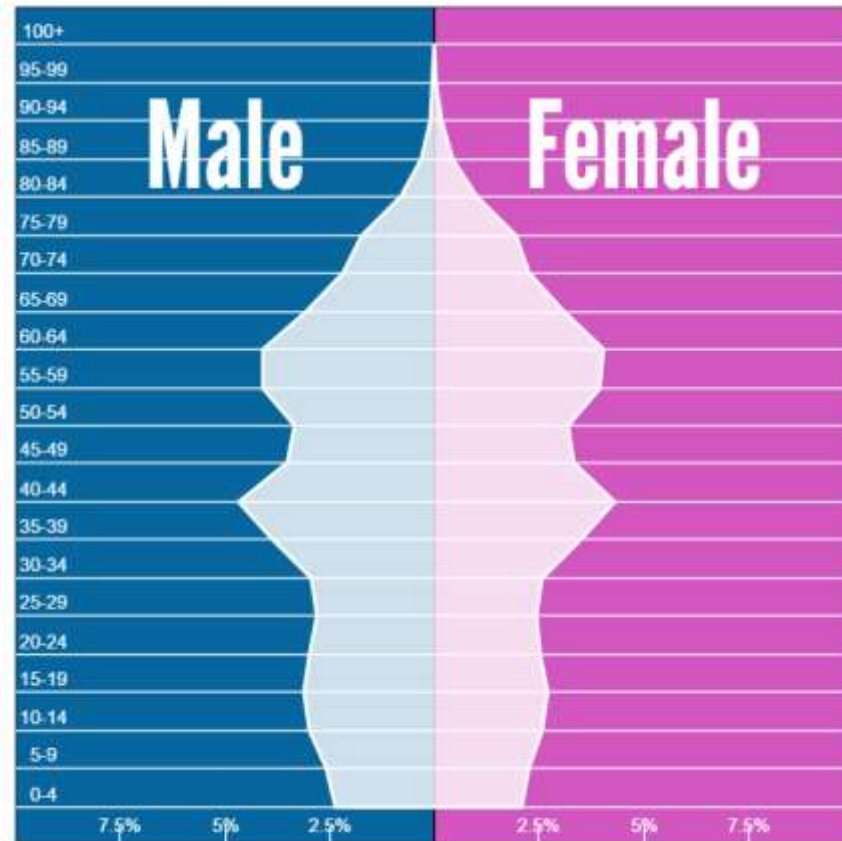
**China
2015**

Population: **1.376.048.000**



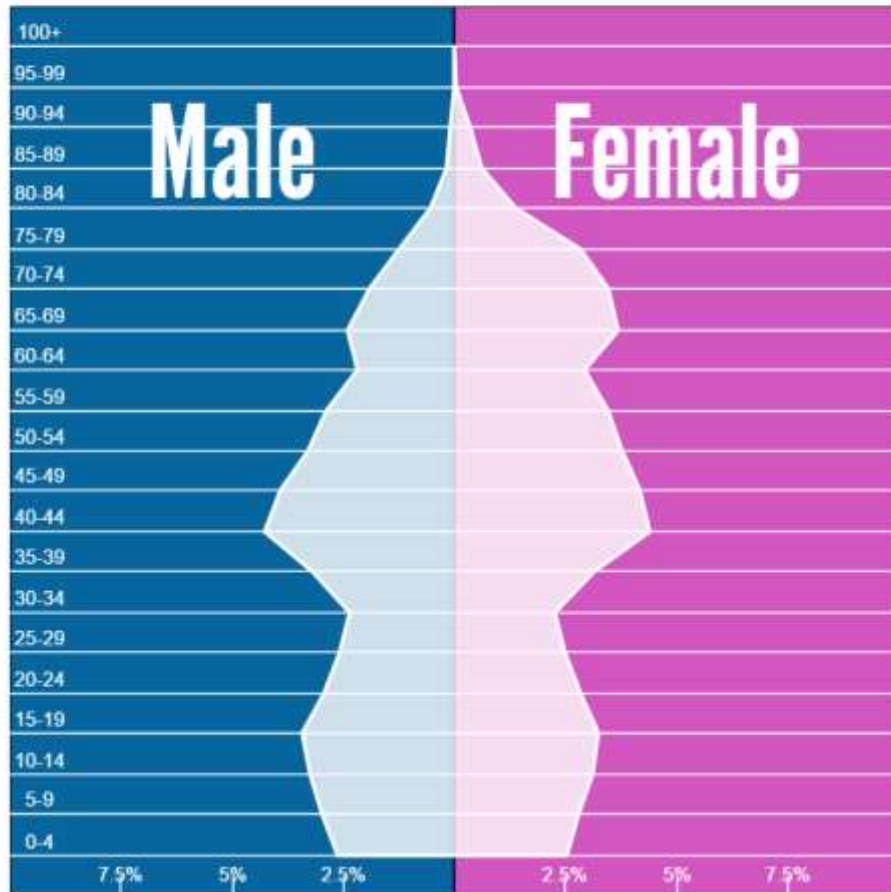
**China
2030**

Population: **1.415.545.000**

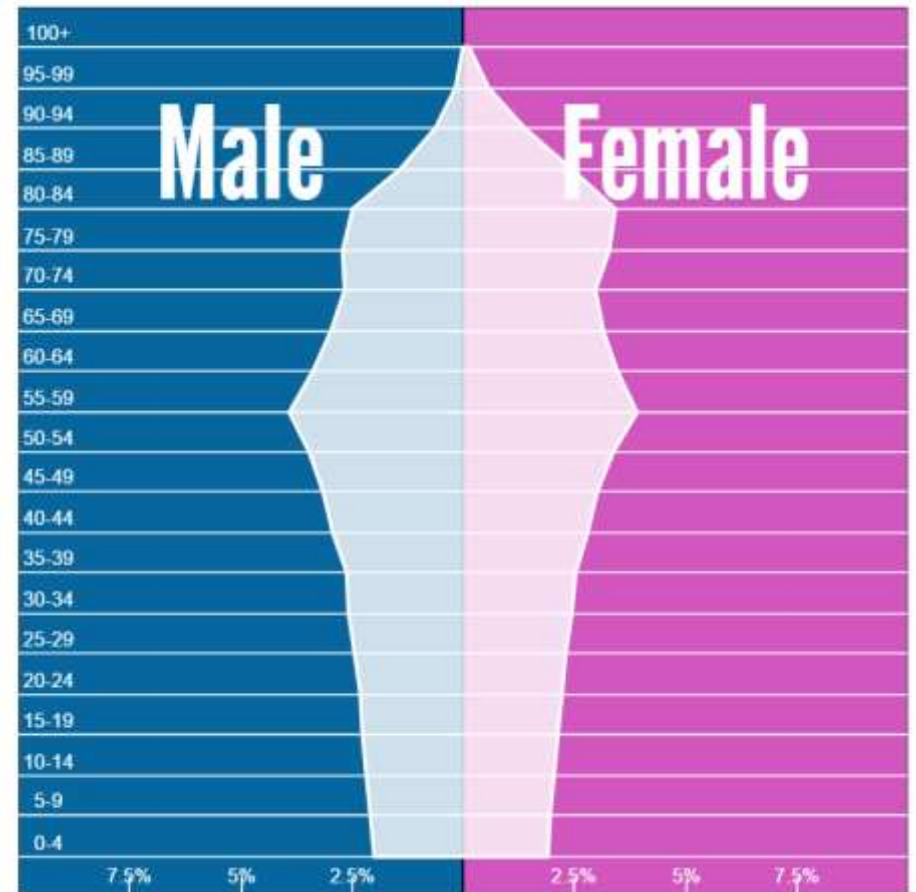


AGING ELECTORATES IN REGIONAL POWERS

Russian Federation
2030 Population: **138.652.000**

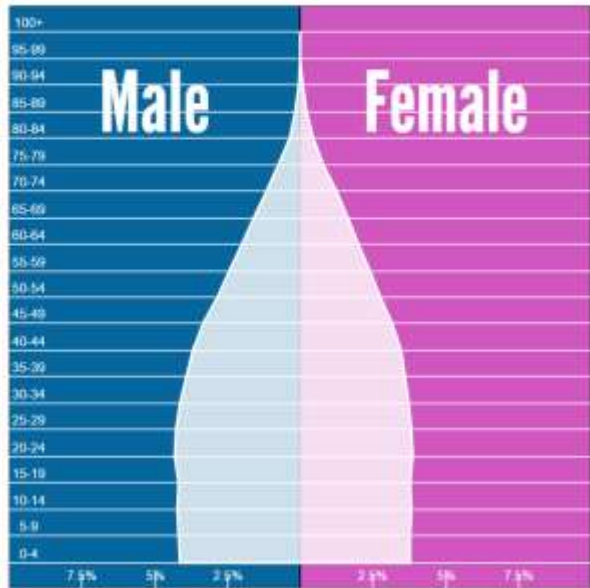


Japan
2030 Population: **120.127.000**

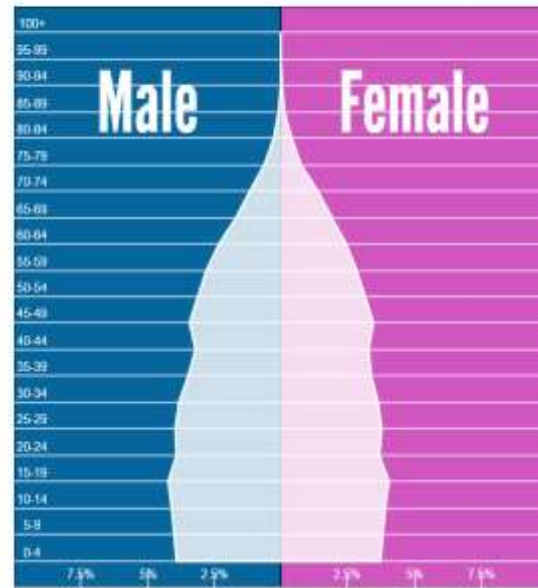


INVESTING IN FUTURE DIVIDENDS

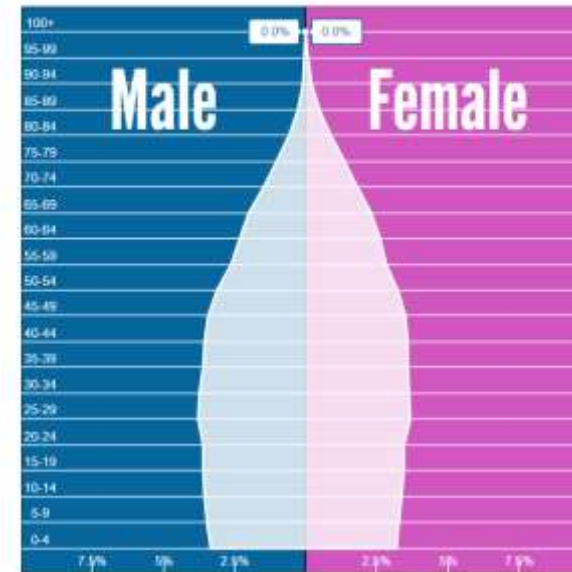
India
2030
Population: **1.527.657.000**



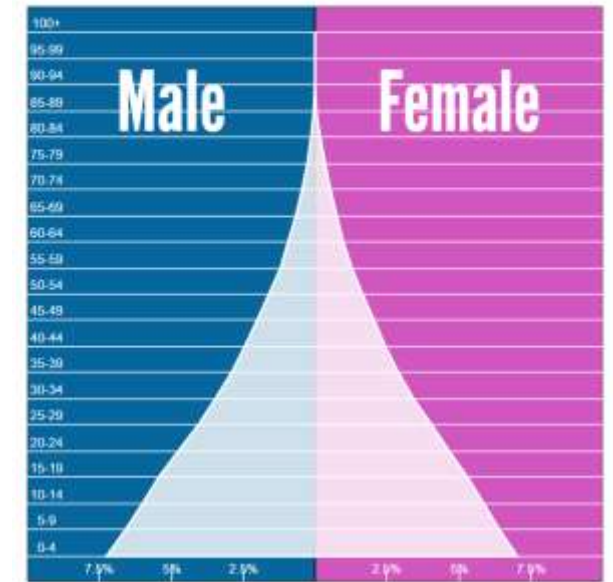
Indonesia
2030
Population: **295.481.000**



South America
2030
Population: **470.965.000**



Sub-Saharan Africa
2030
Population: **1.396.853.000**



DEMOGRAPHIC DESTINIES?

EU
Dissolves

MENA
Magnet

China Stalls

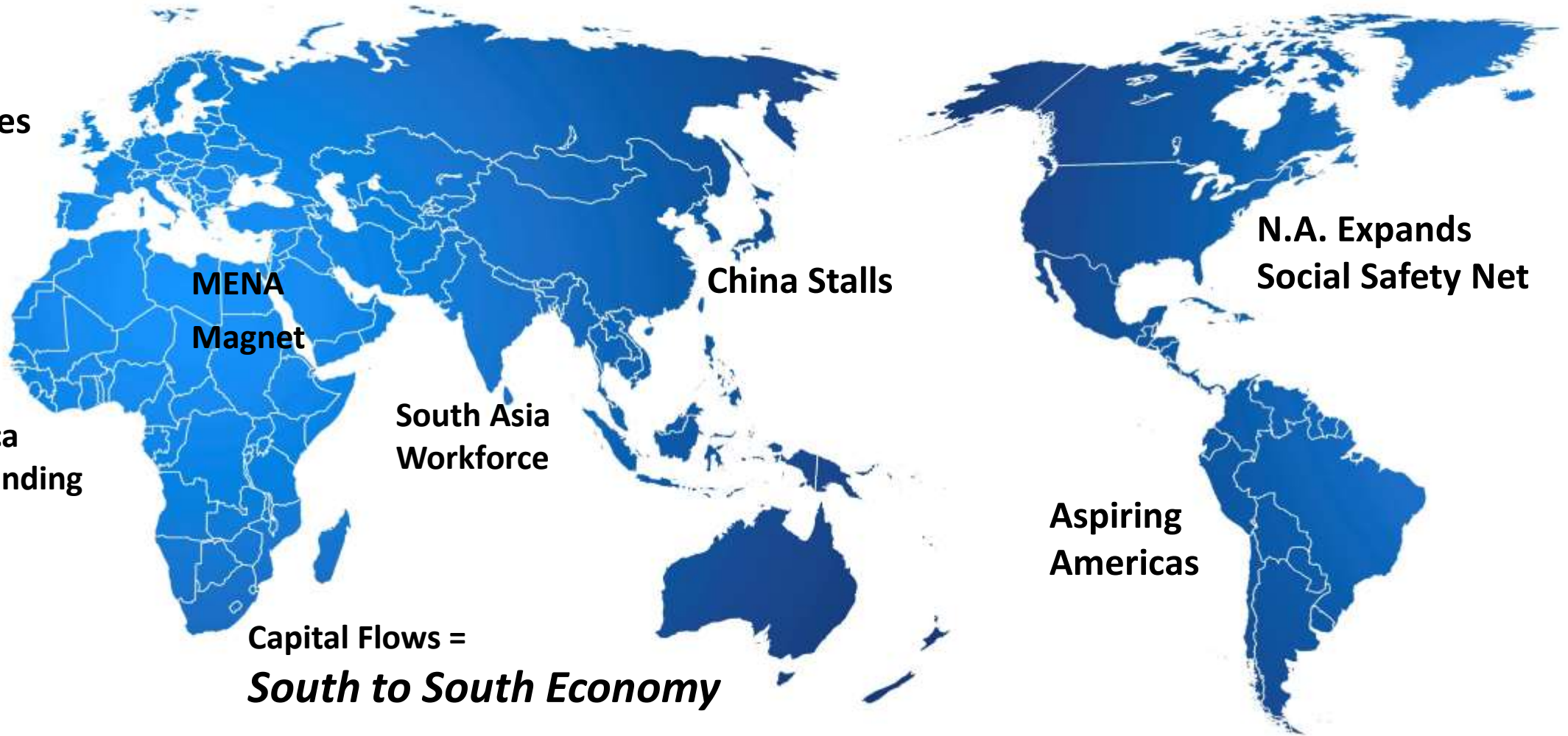
N.A. Expands
Social Safety Net

Africa
Ascending

South Asia
Workforce

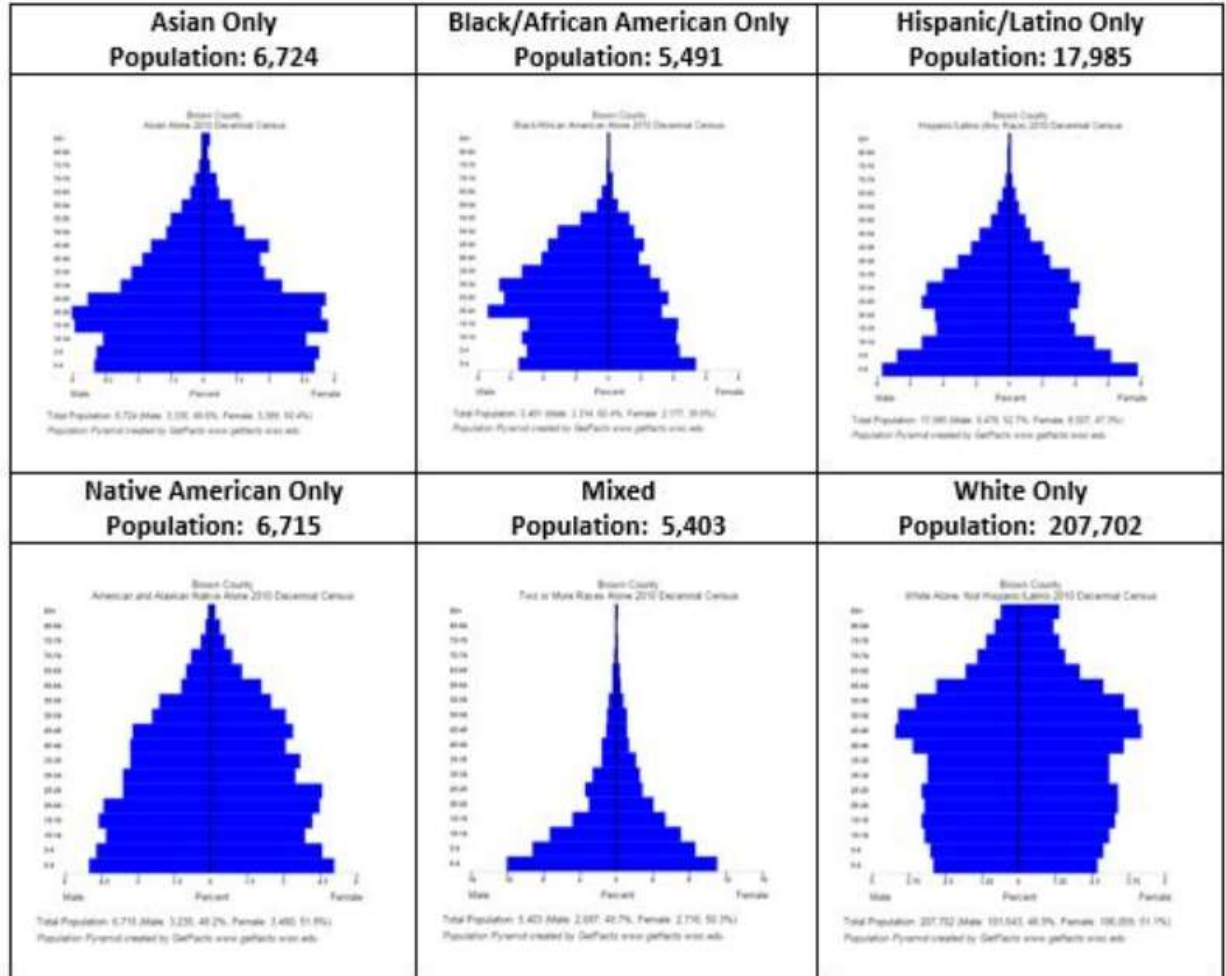
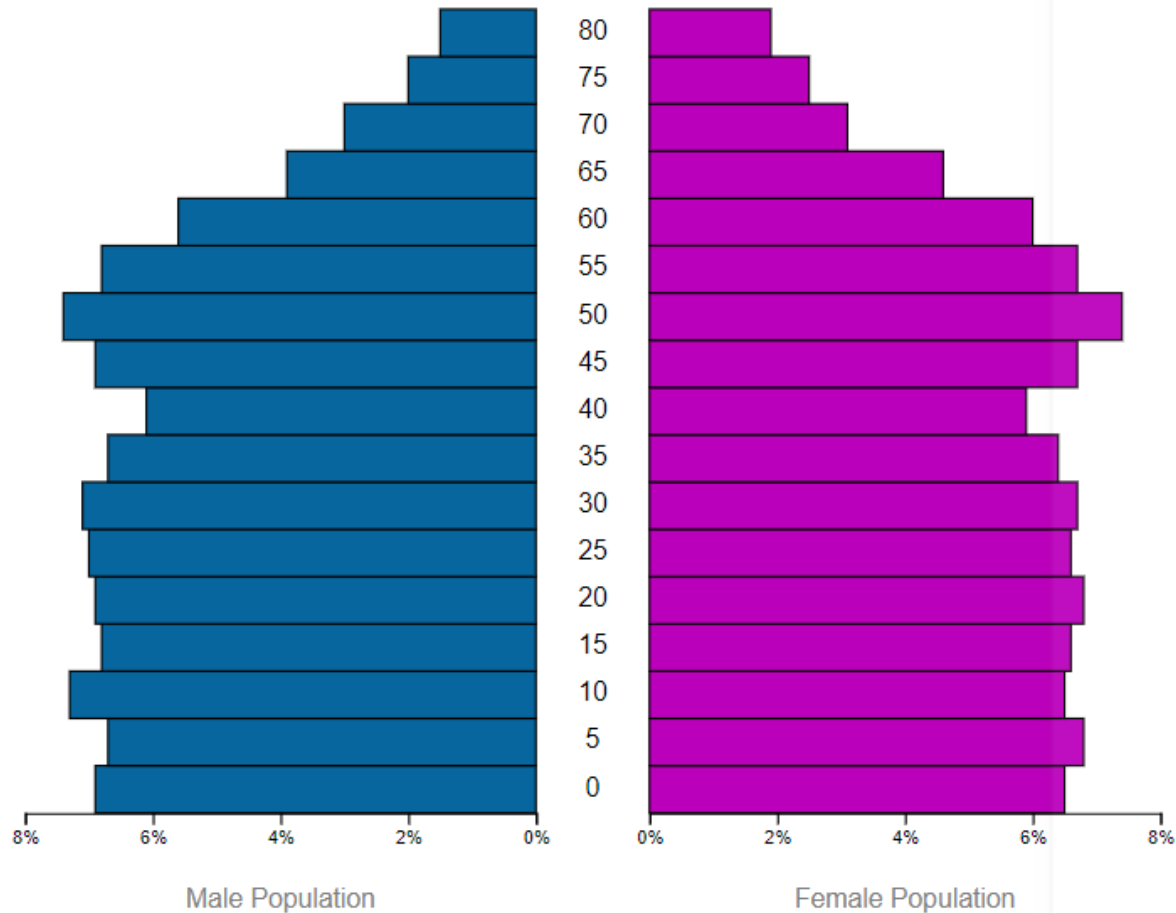
Aspiring
Americas

Capital Flows =
South to South Economy



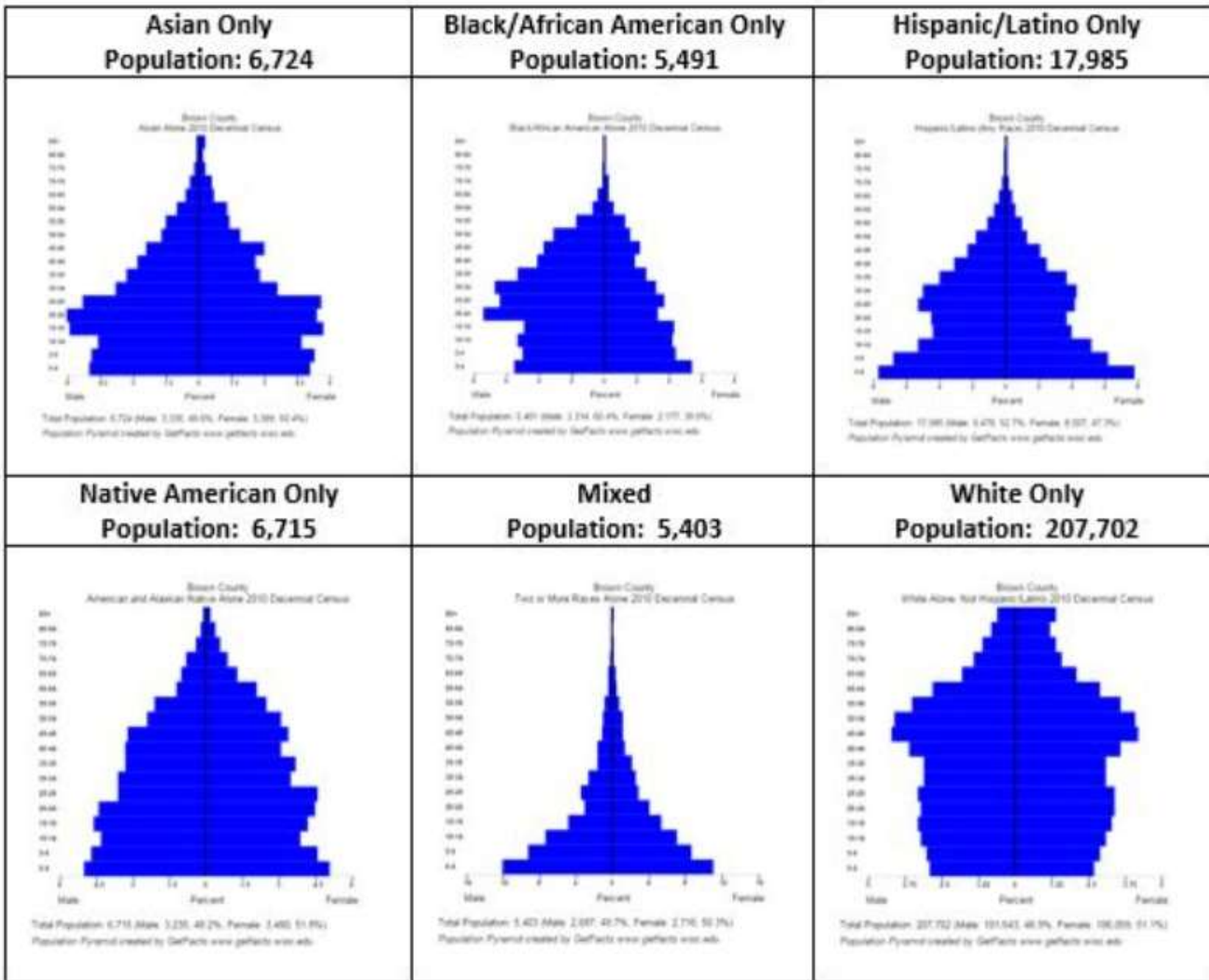
OUR DEMOGRAPHIC DESTINITIES?

Brown County, Wisconsin Population Pyramid 2018



US Census / achievebrowncounty.org, 2016

Source: populationpyramid.net



FINANCING FOR AGING IN PLACE

**Enabling Loans for
Aging in Place
+ Aging in Community**



LEVERAGING KEY ASSETS



How does Irene work for older adults?

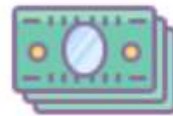
We let you sell your home, but retain the right to live in it, or rent it out, for the rest of your life.

POINT

Fractional
Ownership



Stay in your home
or rent it out



Get the funds
you need,
debt-free



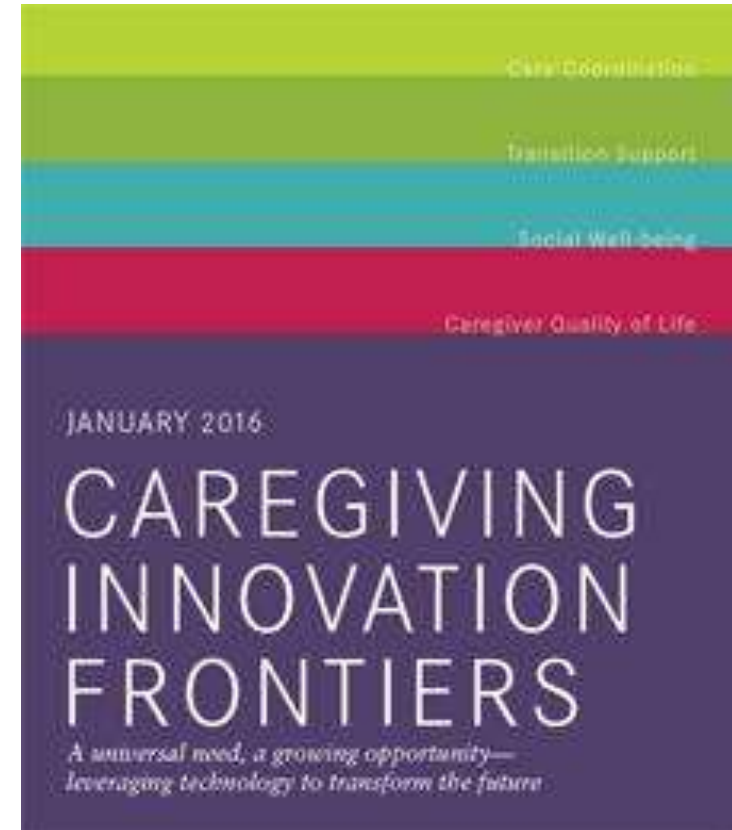
Never worry
about house
expenses again

CAREGIVER SOLUTIONS

AARP Report Finds Caregiving Market Will Grow 13% To Become \$279 Billion Disruptive Opportunity 2016-2020



One-in-four of the nearly **40 million** family caregivers in America is a millennial.



45 million unpaid caregivers by 2020

COORDINATING FINANCIAL EXPERIENCES



DAILY ESSENTIAL ACTIVITIES PAGE 10

Meals, home and personal care, home repair, delivery, transportation services



HEALTH AND SAFETY AWARENESS PAGE 18

Health vital alerts, diet and nutrition, medication management, personal safety monitoring, telehealth



CAREGIVER QUALITY OF LIFE PAGE 50

Respite and backup care, social support, health and wellness, financial/job security



CARE COORDINATION PAGE 26

Care planning, care professional engagement, records and benefits management, recovery support



SOCIAL WELL-BEING PAGE 42

Digital inclusion, life enrichment and empowerment, community networking, life companions



TRANSITION SUPPORT PAGE 34

Home retrofit services, long-term care insurance planning, long-term care provider referral, legal assistance, hospice/funeral planning



UNDERSTANDING NEEDS

2018 C.A.R.E Study

Financial and Lifestyle Costs of Caregiving

Northwestern Mutual is the marketing name for The Northwestern Mutual Life Insurance Company (NM), Milwaukee, WI and its subsidiaries.



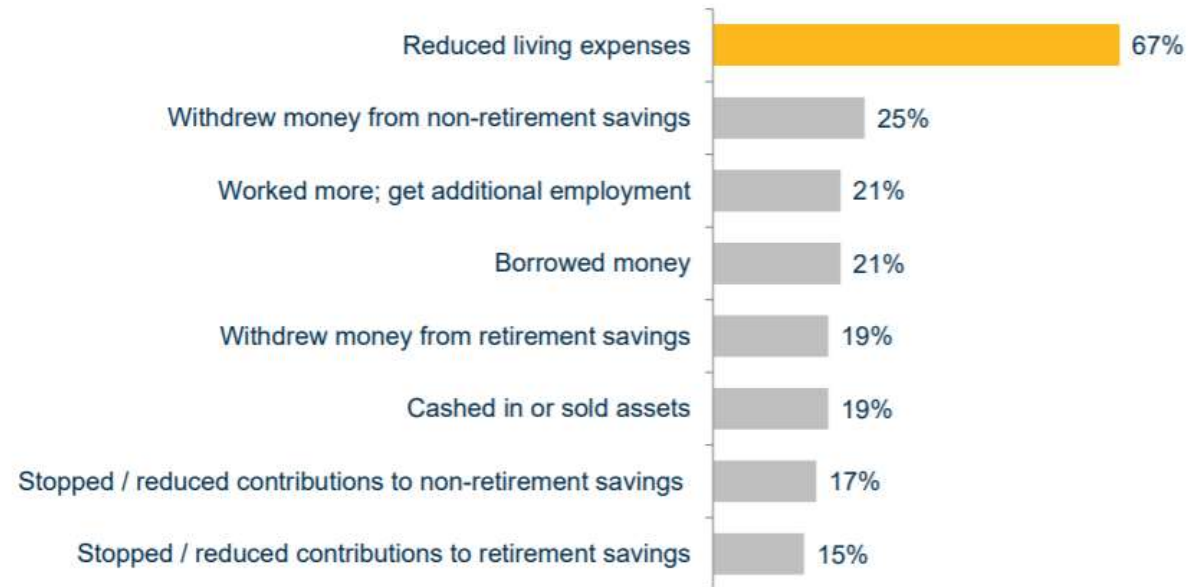
C.A.R.E. STUDY

- ❑ **Costs:**
Financial considerations of long-term care
- ❑ **Accountabilities:**
Obligations of caregiving
- ❑ **Realities:**
Actual experience of aging or caregiving vs. anticipation
- ❑ **Emotions:**
Mindset of adult dependent and caregiver

Navigating caregiving costs has required financial sacrifices

Two-thirds of caregivers who have incurred costs had to reduce living expenses as a result.

Top Changes Due to Additional Cost of Providing Care
Experienced Caregivers



1 in 3 current caregivers spend more than 20% of their monthly budget on providing care, with a sizeable portion going towards medical supplies.

FINTECH: CAREGIVER EXPERIENCES



Golden Home Financial Coaching Resources Research About Contact [Book Online](#)

Helpful Tips

Secure your parent's financial health in minutes

The screenshot shows the top portion of the Golden website. At the top left is the Golden logo in yellow and black. To its right is a horizontal navigation menu with links for Home, Financial Coaching, Resources, Research, About, and Contact. Further right is a blue button labeled 'Book Online'. In the top right corner, there are small icons for Facebook, Twitter, and Pinterest. Below the navigation is a large hero image featuring a young woman with blonde hair smiling and placing her hand on the shoulder of an elderly woman with white hair and glasses. A white box with the text 'Helpful Tips' is overlaid on the image. At the bottom of the image, the text 'Secure your parent's financial health in minutes' is displayed in white.



***Financial Health Checkup
Credit Report and Action List***

FINTECH: END OF LIFE PLANNING



Home

Enterprise Solutions ▾

About ▾

Knowledge Base

Log In

Sign Up

Easier end-of-life planning for *everyone*

Cake helps you discover, store, and share your end-of-life preferences with everyone who needs to know.

Cake guides you through end-of-life decisions, at your pace.



Healthcare

Do you have advance care preferences?



Legal & Financial

Are all of your assets in order?



Funeral and Memorial

How do you want your life to be celebrated?



Legacy

What do you want to be remembered for?




CARD & PAYMENT SOLUTIONS



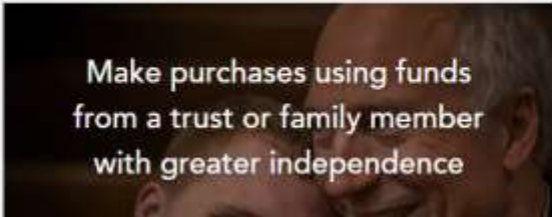
The People We Serve

Older adults



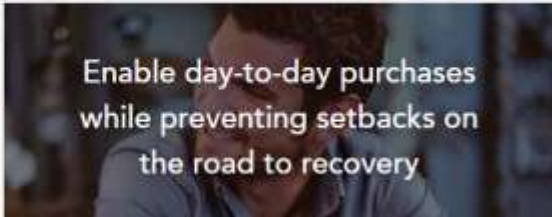
Support greater independence and dignity and protect loved ones from scams

Special needs



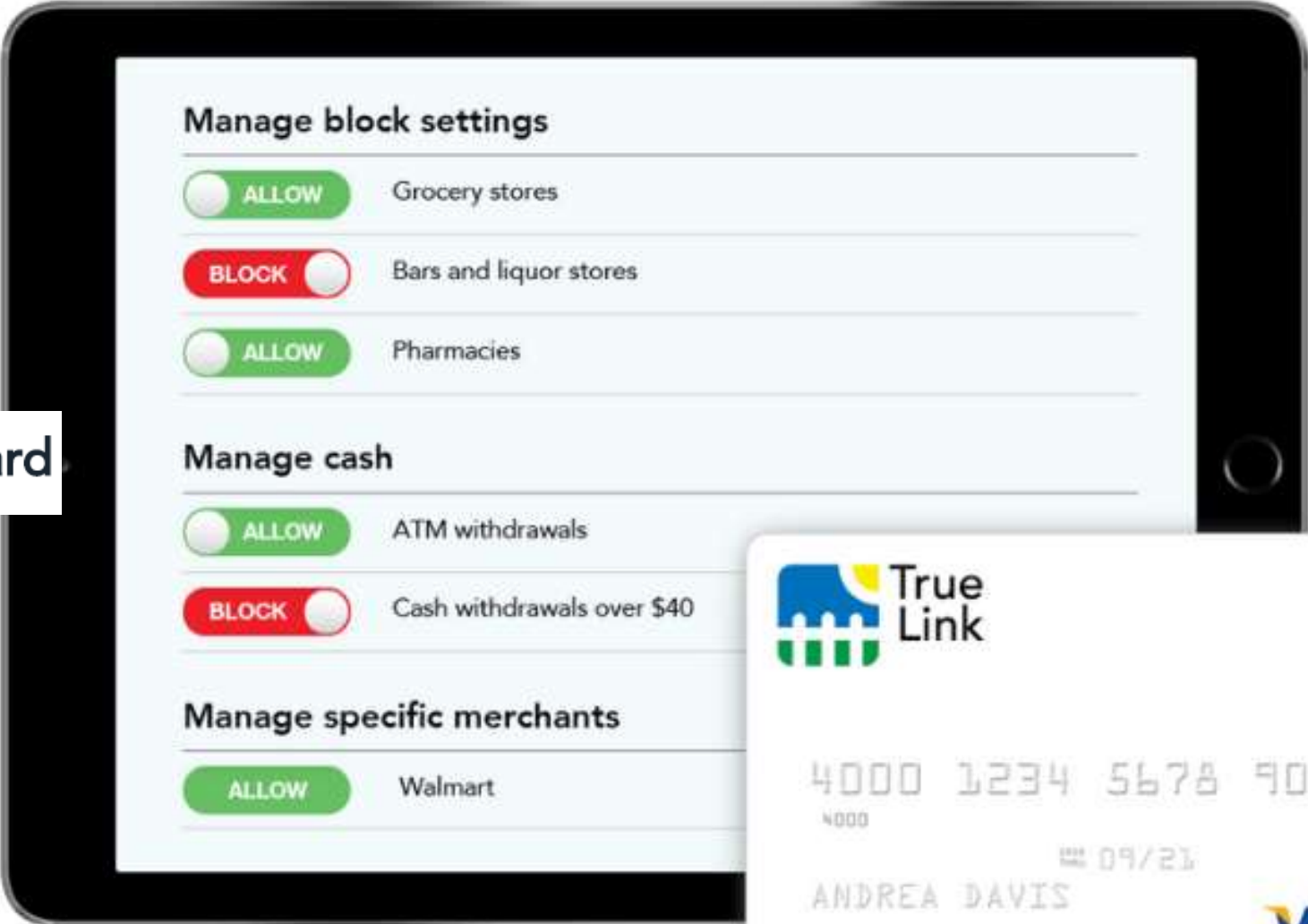
Make purchases using funds from a trust or family member with greater independence

Recovery from addiction



Enable day-to-day purchases while preventing setbacks on the road to recovery

CARD & PAYMENT SOLUTIONS



The True Link Prepaid Visa® Card

INNOVATION MINDSET FOR AGING POPULATIONS & CAREGIVERS

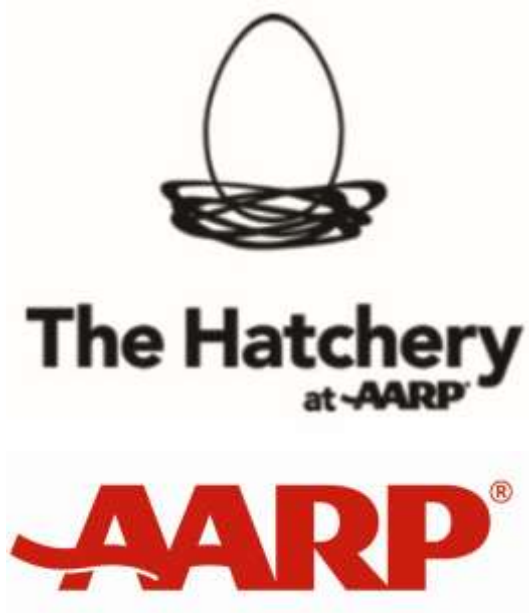
Innovation to Drive Business:

- Extending Working Years
- Retirement
- Asset Protection
- Workplace Benefits
- Security / Fraud Protection
- Housing
- Unbanked (Uninsured)*

Innovation to Bring Value:

- Reduction of Financial Stress
- Social Isolation
- Dignity & Purpose
- Fairness / Discrimination
- Cognitive Support Needs
- Expanding Notions of Community
- Language (Senior; Older Adult)
- Caregiver Burdens (*20% month*)

LEARNING MORE



Follow Signals via Garry's Social Bookmarks ('Tags')

- <https://www.diigo.com/user/garrygolden/aging>
- <https://www.diigo.com/user/garrygolden/demographics>
- <https://www.diigo.com/user/garrygolden/millennials>

DEMOGRAPHICS

How might demographic transitions have an impact on your organization?



DATA-DRIVEN INNOVATIONS

What might be the most valuable types of data in our future?

How might data, advanced analytics and AI transform your responsibilities?



MATURITY MODELS & VALUE CHAINS

Roadmap for Business Intelligence

Descriptive Analytics

Reporting Tools;
KPI Dashboards

Predictive Analytics

Forecasting;
Decision Support

Prescriptive Analytics

Guiding Outcomes



FUTURE OF DATA-DRIVEN CHANGE

In the News



IN THE NEWS

Harvard Business School is piloting a program with Experience.ai to capture experience data from learning, project performance and decision processes within case study groups. Harvard's vision is for every student to retain rights to experience data and build a critical personal digital asset for the future.



**DIGITAL
INITIATIVE**

True

False

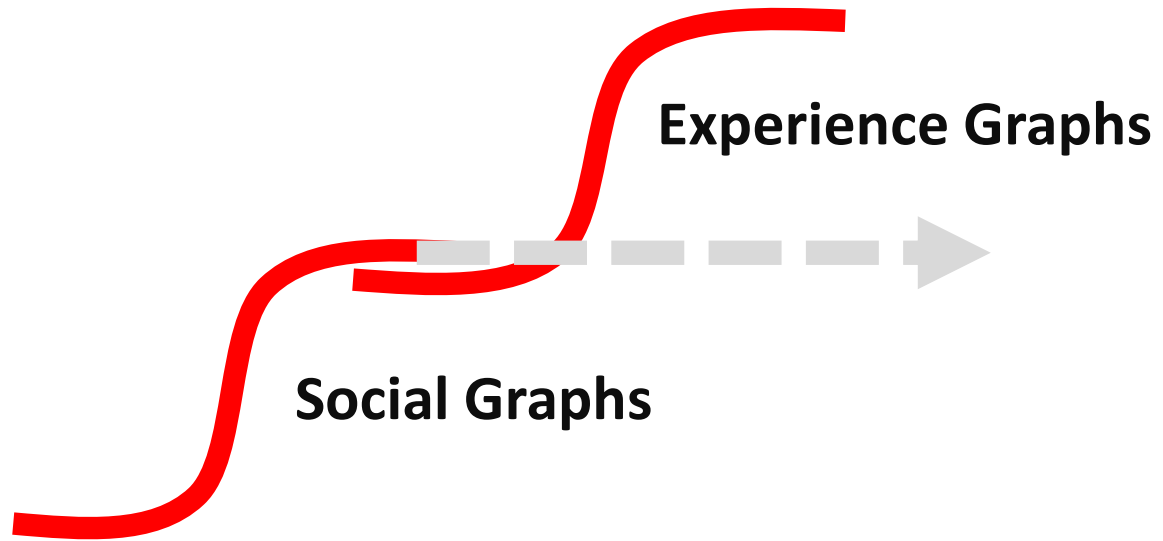
Context of the *Creepy Line*



Inevitability of Dealing with the *Creepy vs Compelling Line* in..

AI-Driven Innovations

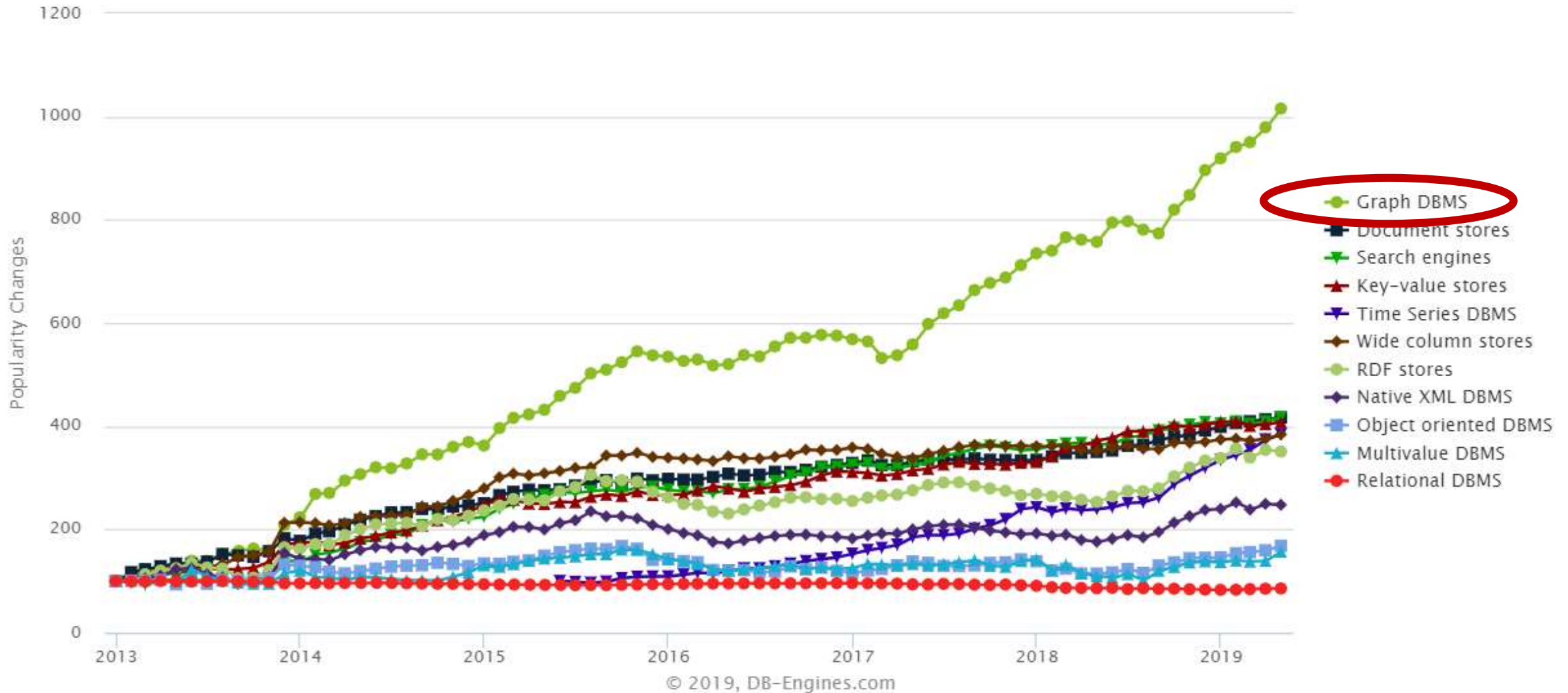
SOCIETY TRANSFORMED, AGAIN?



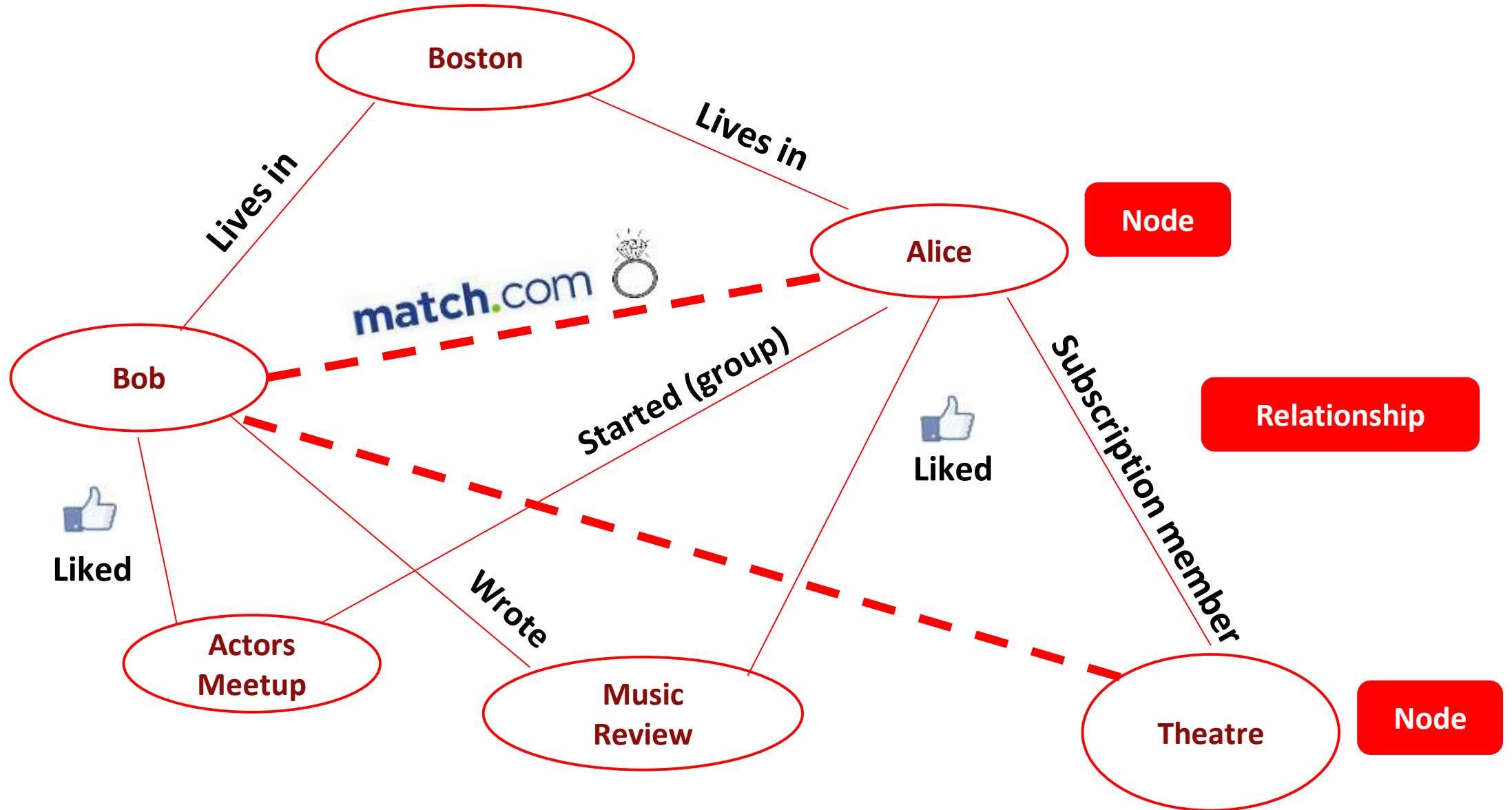
Scenario 2020s

TOOLMAKERS: GRAPHS & CONNECTED DATA

Complete trend, starting with January 2013



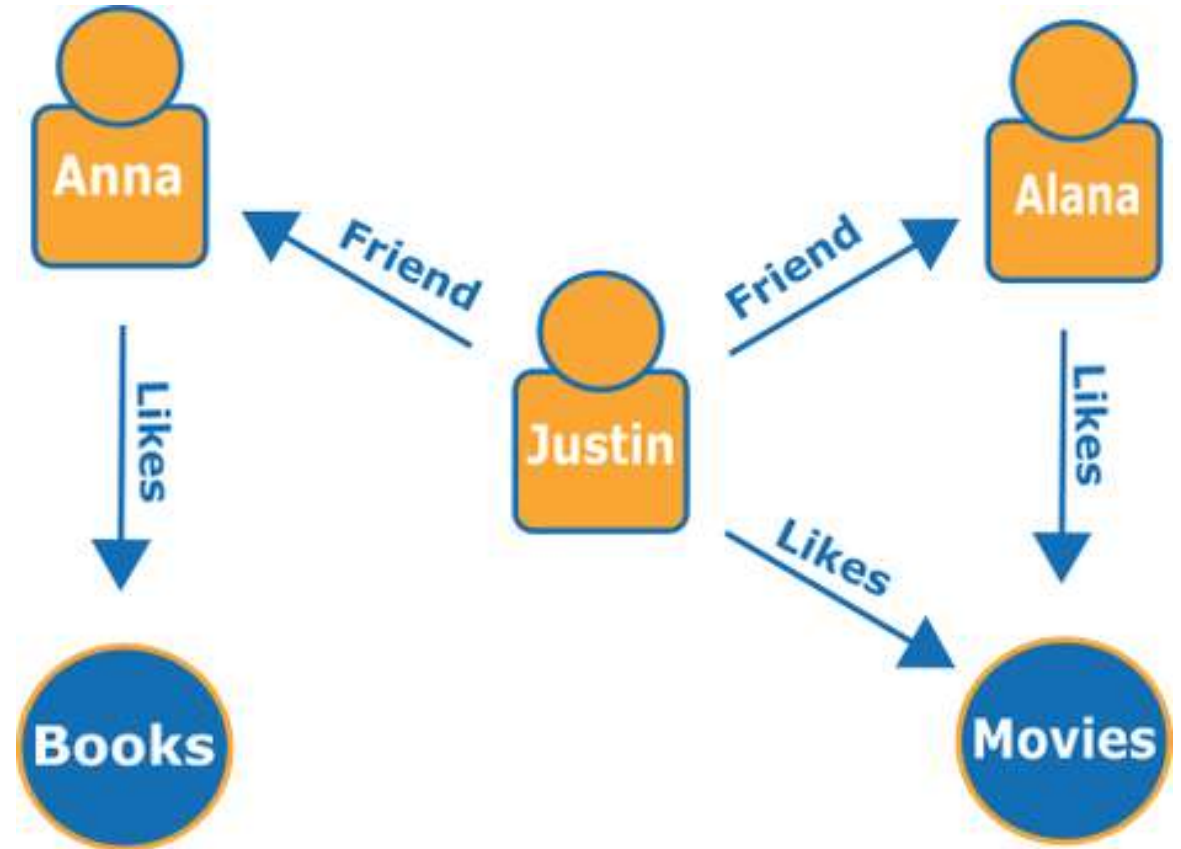
RISE OF GRAPH DATA STRATEGIES



ERA OF SOCIAL GRAPH



CEO Mark Zuckerberg:
"Social Graph" in 2007
referring to the network of
connections and relationships
documented by Facebook members



WHAT MIGHT BE NEXT?

WEB = DISTRIBUTION PLATFORM

**Social Norms for the
Anonymous-Access Web**

1993



“On the Internet, nobody knows you’re a dog.”

WEB = SOCIAL PLATFORM

“On Facebook, 273 people know I’m a dog.
The rest can only see my limited profile.”

**Social Norms &
the Social Web**

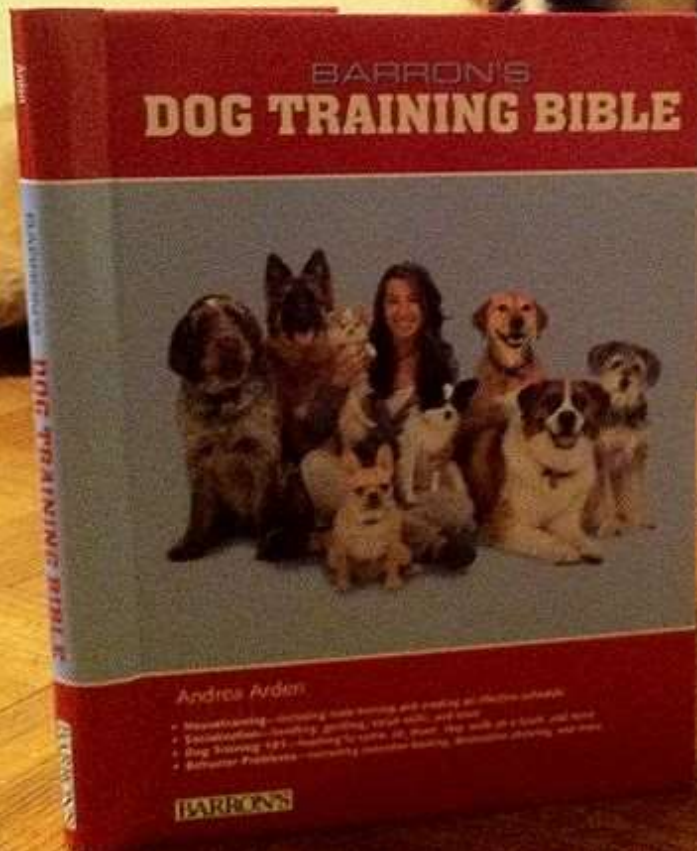
2008



WEB = GUIDING OUTCOMES

Everyone knows I'm working
on some personal growth
issues

**Platform for
Managing Outcomes
& Behavior Change**



DATA IN AN OUTCOMES-DRIVEN WORLD



**Social
Data**



**Health
Data**



**Device +
Infrastructure**

EXPERIENCE
API

“I did this...”

**Learning & *Doing*
Experience Data**

ORGANIZATIONS NEED THE DOING DATA



3 hours

Course

EXPERIENCE
API

“I did this...”

Activity Capture



300 hours

Real World

Assumption for 2020s:

Experience Data emerges inside schools, workplace & everyday life

EXPERIENCE DATA SHOWS OUR JOURNEY



- Sarah **read** an article on blockchain for automating compliance
- Sarah **opened** an Evernote folder on blockchain solutions
- Sarah **watched** a Youtube video introducing the Ethereum blockchain
- Sarah **searched** for Ethereum Meetups in NYC
- Sarah **attended** the Crypto Compliance conference in NYC
- Sarah **created** a List of 'Ethereum Developers' (People) on Twitter
- Sarah **interviewed** the Head of Blockchain Solutions at JPMorgan
- Sarah **mentored** with Joe Lubin co-Founder of Consensys
- Sarah **completed a course** on Ethereum's Solidity programming language
- Sarah **demonstrated** her pilot Ethereum application at a NYC Meetup
- Sarah **taught** a Coursera MOOC on Ethereum for KYC / AML
- Sarah was hired as Developer of Blockchain Compliance Solutions at Fidelity

ENTERPRISE L&D: EARLY ADOPTERS

How did we do it?: Where are we now?

April 2018:

Over 3 million statements so far

Over **110,000** learners who are sending xAPI statements

We are using **1** LRS system which is segmented by data for each country

Last three months increased our total by 1 million statements

Summer 2019:

We will have **250,000+** learners using it and sending xAPI

We will have a global learning analytics community of around 100 people whose role (full/part) is to look at learning data and help transform our learning

The slide features the Wipro logo in the top left corner. The main title is "xAPI xAPRIL Spotlight: Volume & Privacy". On the right side, there are two circular headshots with names and titles: Sarah Lindsell, Global Chief Learning Strategist at PwC, and Steve Tomlinson, Global Senior Learning Architect at PwC. The PwC logo is also present in the top right corner of the slide.

Start small and grow...this is a long journey

WILL IT LEAP BEYOND L&D?



Understanding
LMS/CMS Activity

Expanding
Video-based Analytics



ExperienceAPI (xAPI) L&D integration with focus on training for Service, Sales, Leadership & Marketing.

When trying to help someone learn, the team considers these three vital questions:

1. Where does the learner want to go?
2. What does the learner know?
3. How can we develop the individual?

WHAT ABOUT DEVICE EXPERIENCES?

**Computer Vision
in the Field**



**The world's first deep
learning enabled video
camera for developers**

AWS DeepLens helps put deep learning in the hands of developers, literally, with a fully programmable video camera, tutorials, code, and pre-trained models designed to expand deep learning skills.

[Buy Now](#)

[Begin your DeepLens](#)



BY 2025, EXPERIENCE DATA = PRIZED DIGITAL ASSET

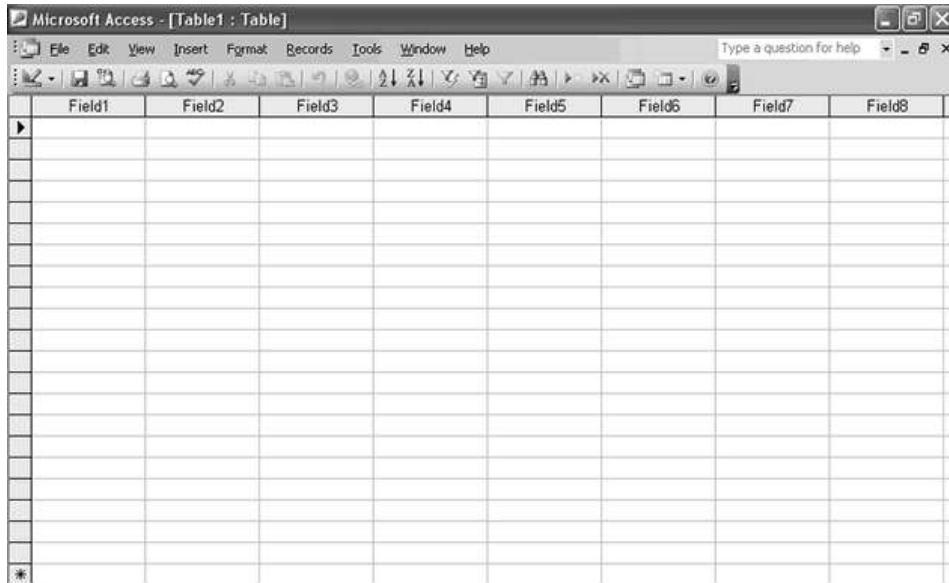


Social Data



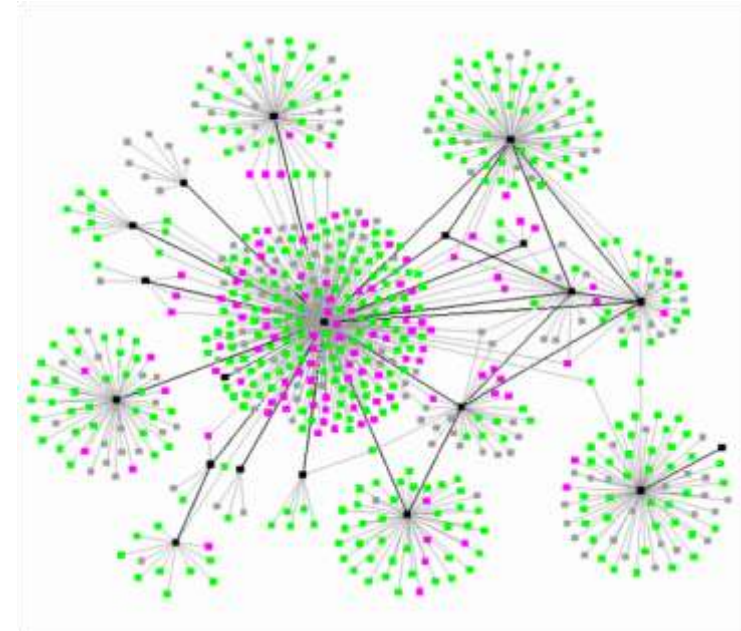
Experience Data

HOW MIGHT WE MAKE SENSE OF IT?



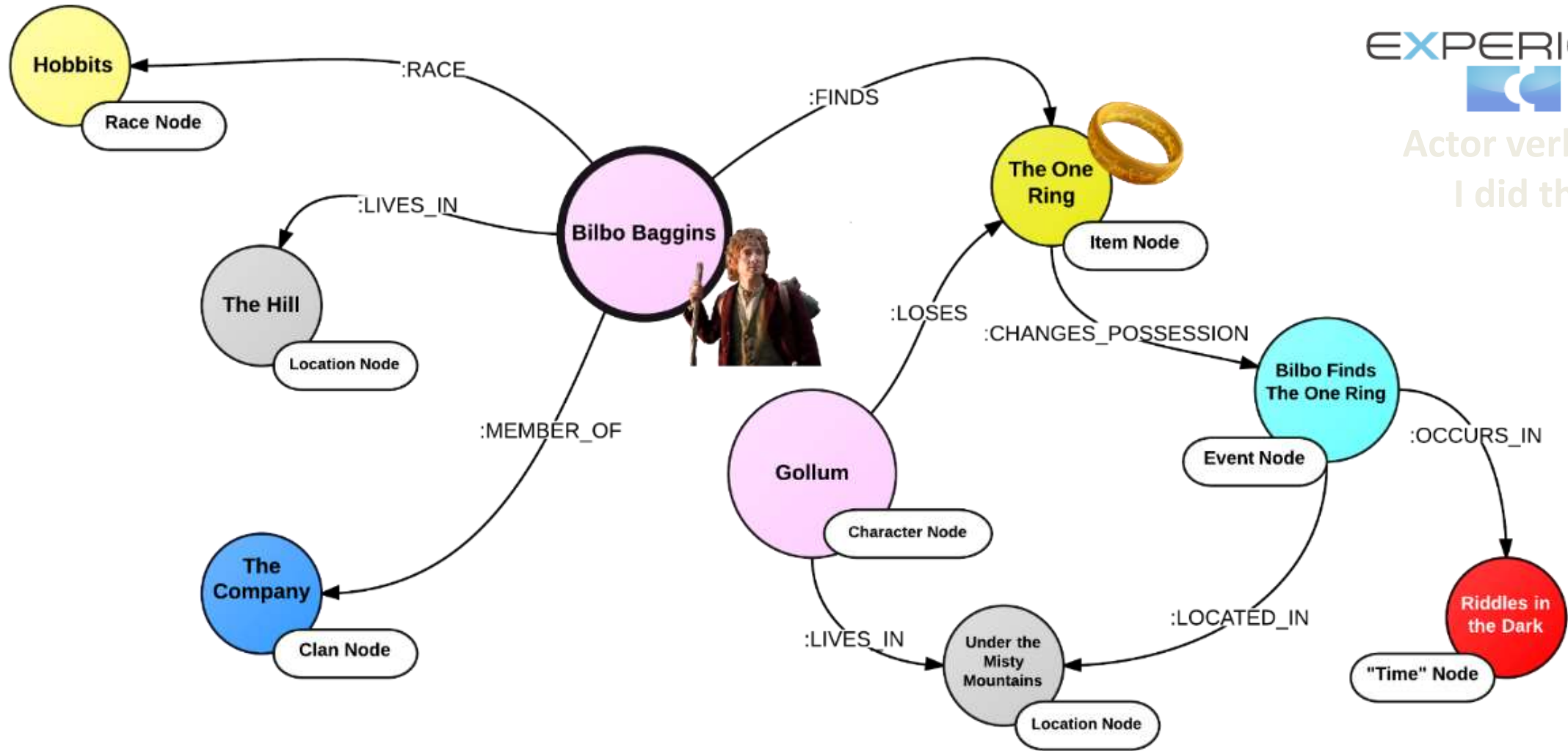
A screenshot of the Microsoft Access application window. The title bar reads "Microsoft Access - [Table1 : Table]". The menu bar includes "File", "Edit", "View", "Insert", "Format", "Records", "Tools", "Window", and "Help". Below the menu bar is a toolbar with various icons. The main area displays a table with 8 columns labeled "Field1" through "Field8" and approximately 20 empty rows. A vertical scroll bar is visible on the left side of the table.

Tables = Past



Graph Thinking = Future

EXPERIENCE GRAPHS: UNDERSTANDING THE JOURNEY

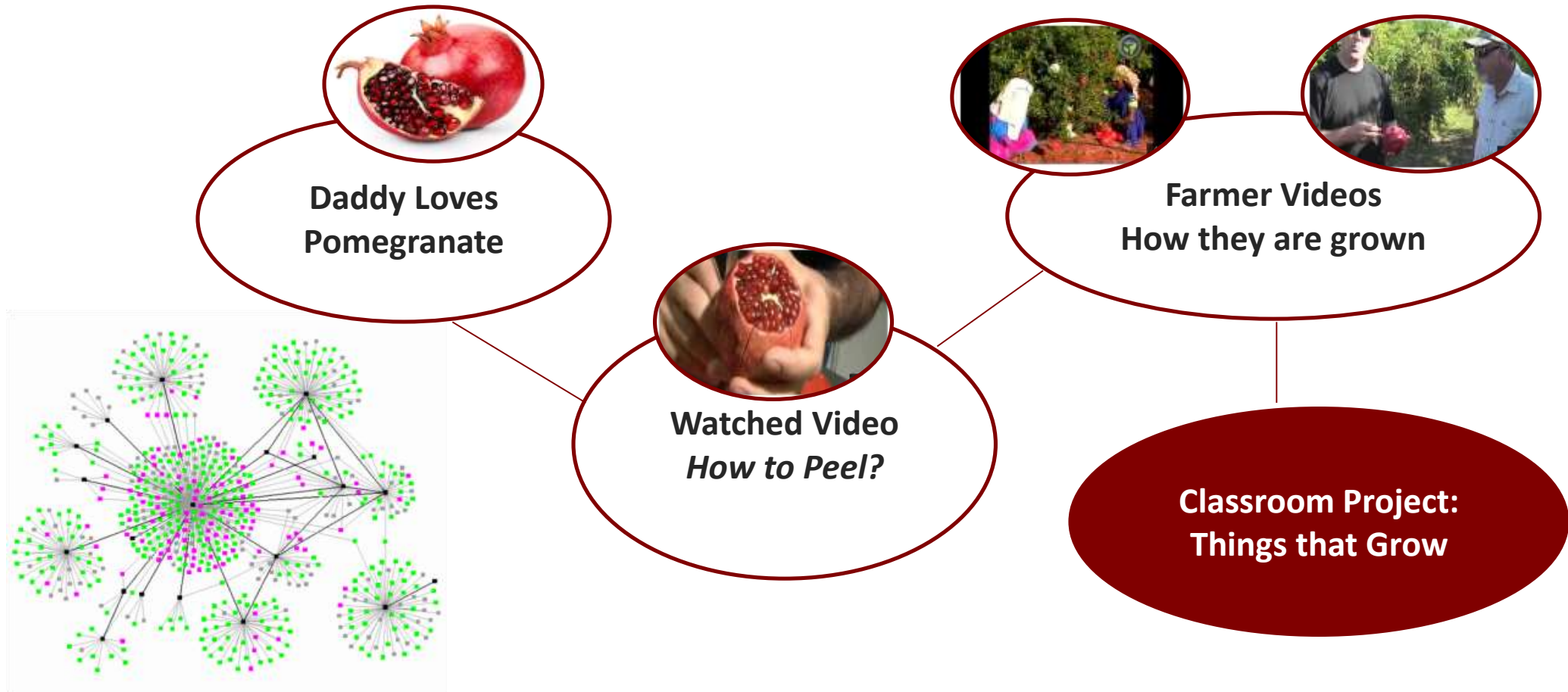


EXPERIENCE
API

Actor verb noun
I did this...

Mirrors Real World Profiles, Pathways & Outcomes

Noah is *Connecting Things on his Experience Graph*



**Who might have permission to see connections of experiences?
Learner, Teachers, Parents, Libraries, Museums, Park Staff...**

EARLY SIGNALS OF PERFORMANCE EVALUATION

Neo4j Blog

Evaluating Investor Performance Using Neo4j,
GraphXR and ML

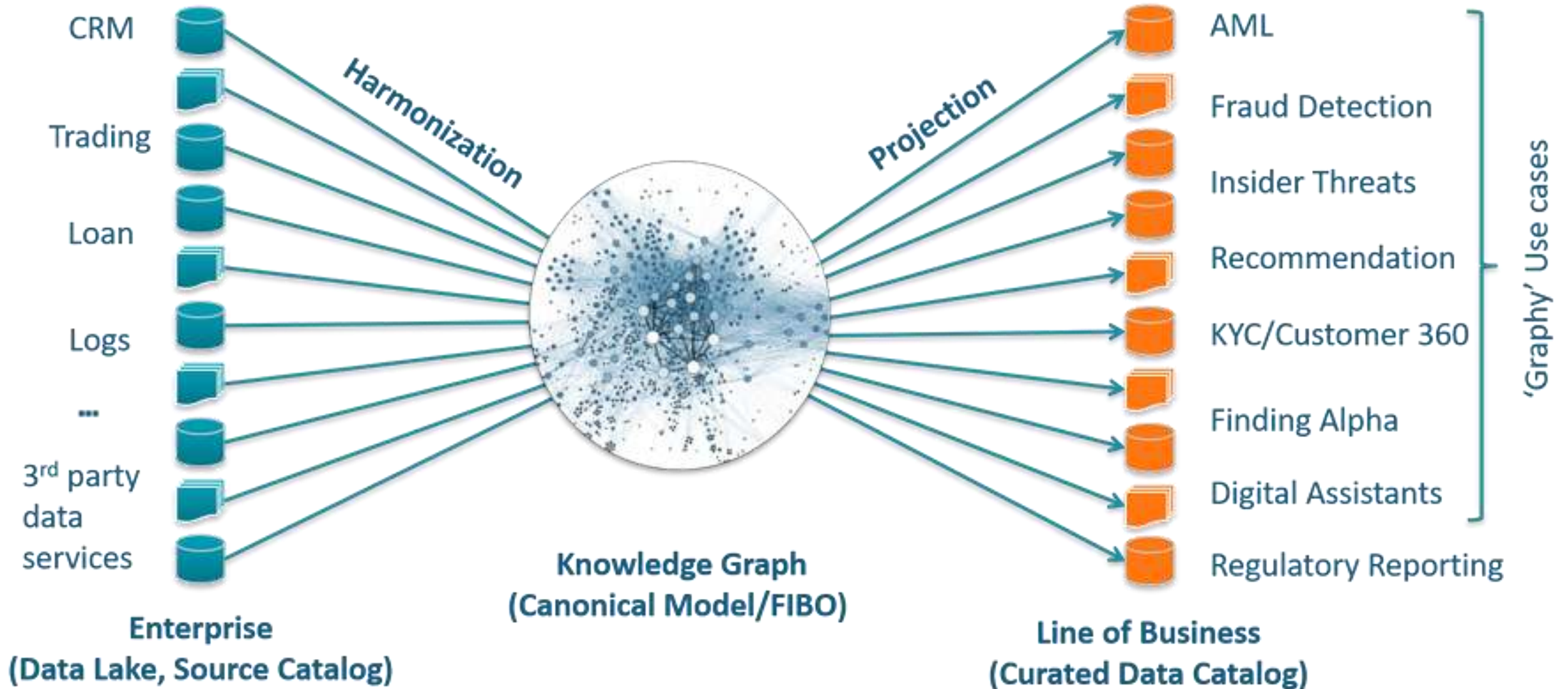


CONNECTED DATA AROUND REGIONAL ECONOMIES

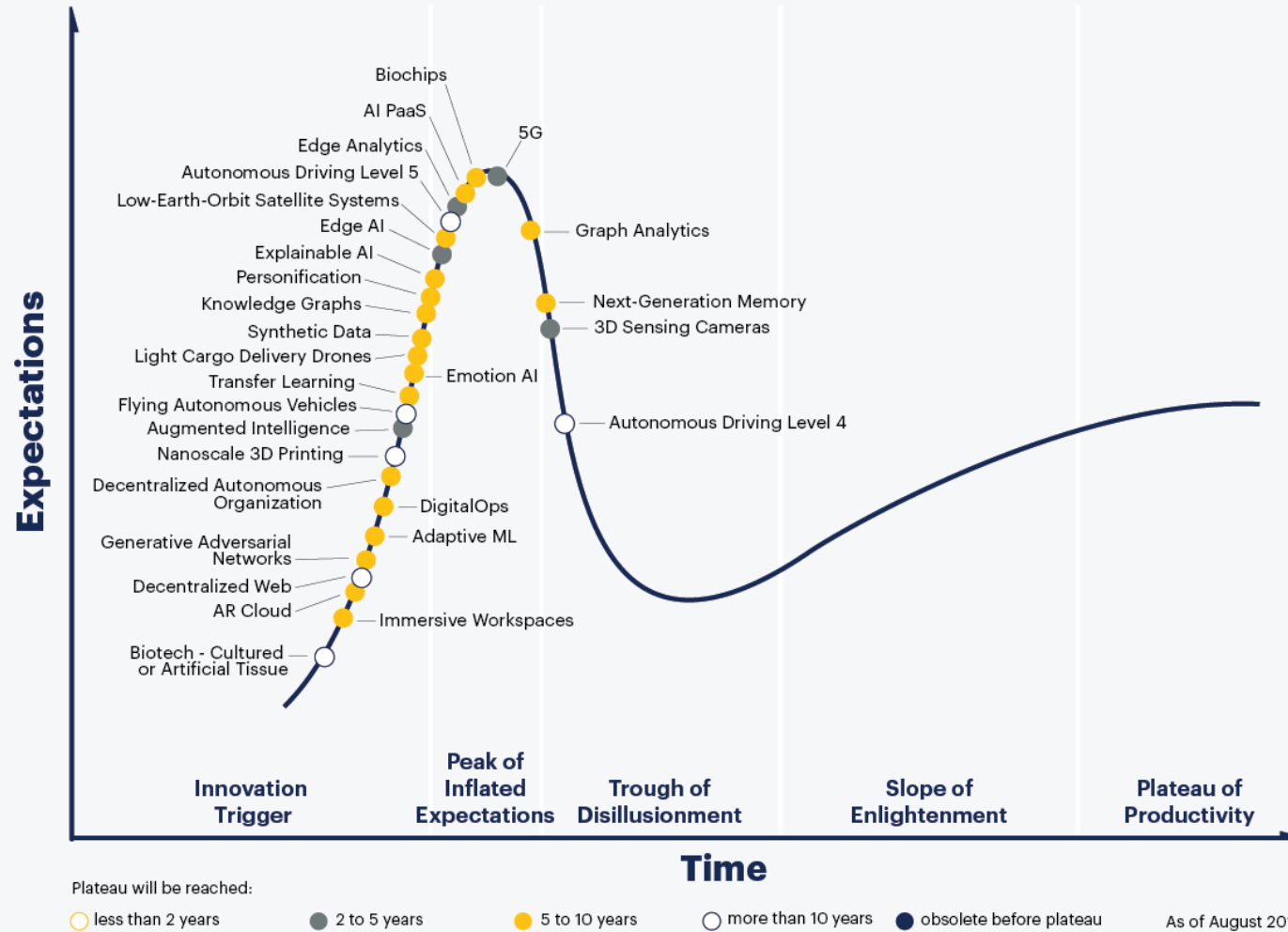


Members – Companies – Jobs – Skills – Schools – Knowledge

VENDORS: ENTERPRISE KNOWLEDGE GRAPHS



Gartner Hype Cycle for Emerging Technologies, 2019

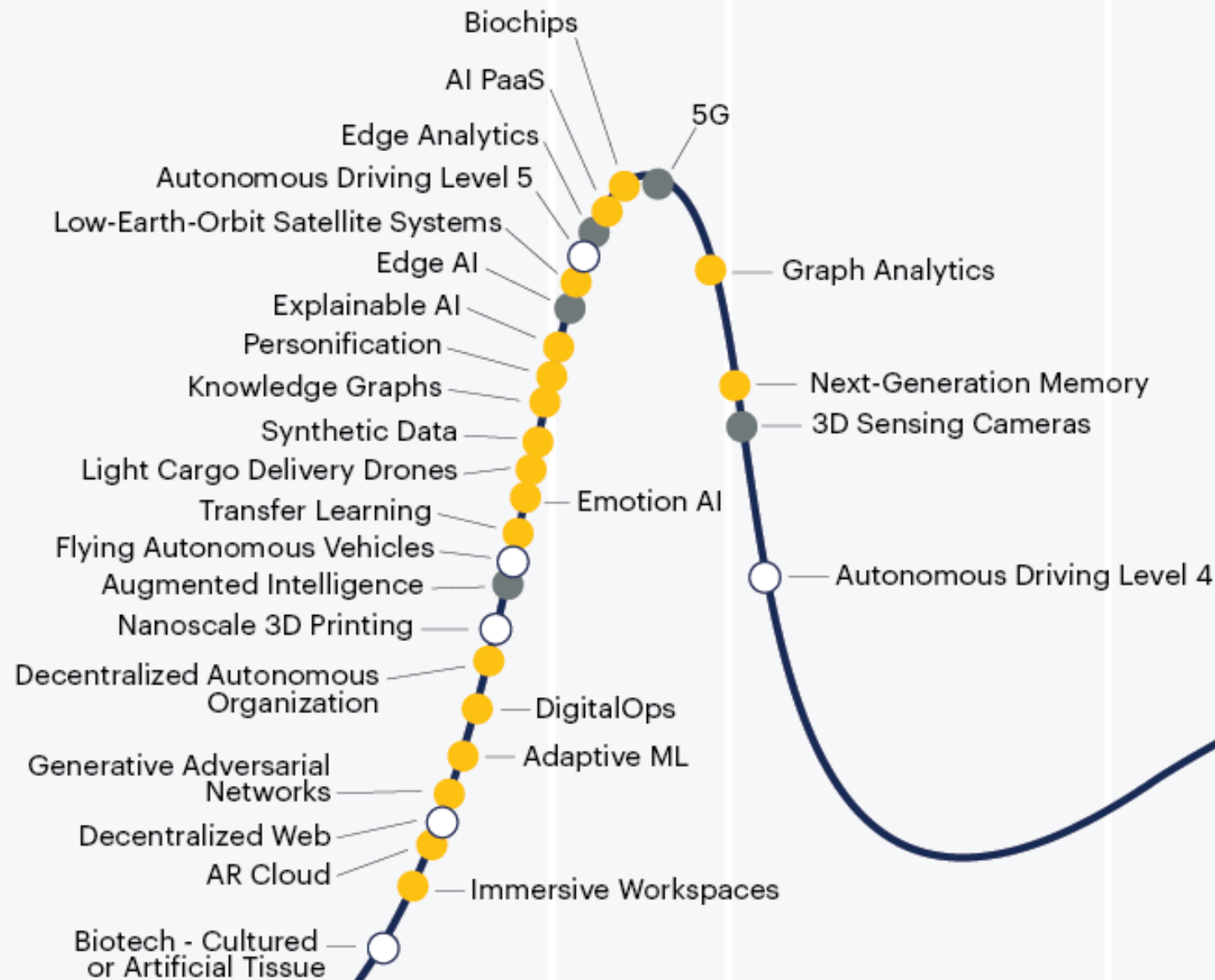


gartner.com/SmarterWithGartner

Source: Gartner
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.



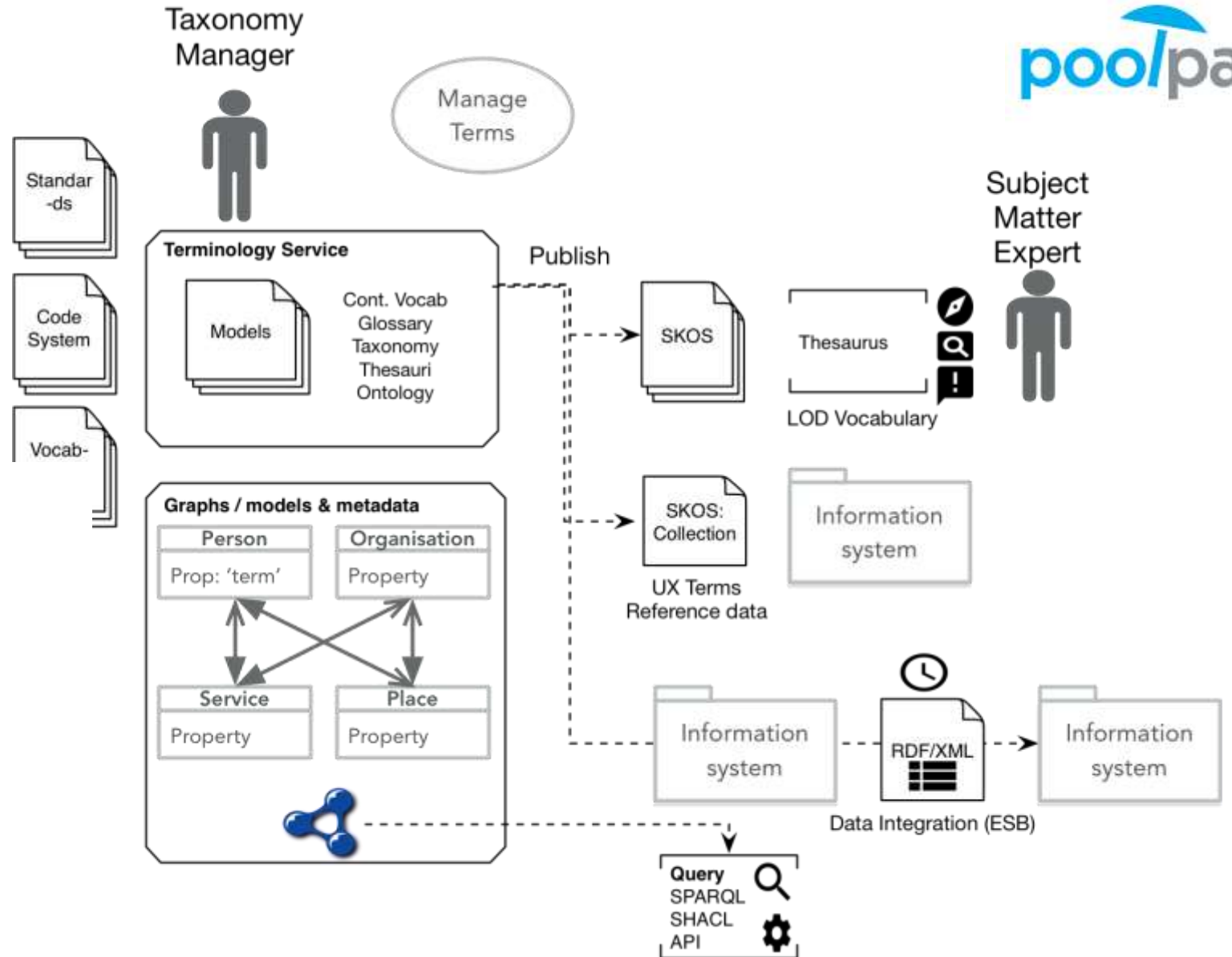
Expectations



KNOWLEDGE GRAPHS MEET EXPERIENCE GRAPHS



**Build a Layer:
Experience Graph
Meets Knowledge Graph**



MAINSTREAMING OF EXPERIENCE DATA



John Hancock ‘reinventing’ life insurance to get people healthier, living longer: CEO

PUBLISHED WED, SEP 19 2018 • 3:54 PM EDT

CEO Marianne Harrison says John Hancock is “reinventing” the traditional life insurance model by only offering data-driven, interactive policies.

The idea is to track fitness and health data through wearable devices and smartphones and reward policyholders for the steps they take.

The company offers incentives to encourage people to live healthier, longer lives.

Signal
Legacy Industries
Integrating
Experience Data

CREEPY VS COMPELLING LINE

Signal Dystopian Variations of Experience Data



VICE News @vicenews · 20m

Here's how it works, you start with 1,000 points. If you do something bad, you get points docked. If you do something good, and you happen to be spotted, you get points added.



China "Social Credit System" Has Caused More Than Just Public Shami...

GRAPH ANALYTICS USE CASES

- ❑ **Knowledge Graphs**
Organizational Capabilities;
Protocols & Procedures
- ❑ **Risk Management Graphs**
Integration of Data Silos;
Threat Detection/Assessment;
Security Controls
- ❑ **Automation & AI**
Preparing Operational Data
for Machine Readable Age
- ❑ **AI Driving Performance Support**
Context-based Training,
Moving to Model of
Performance Support

IMPLICATIONS FOR ENTERPRISES

❑ Experience Data (Spectrum)

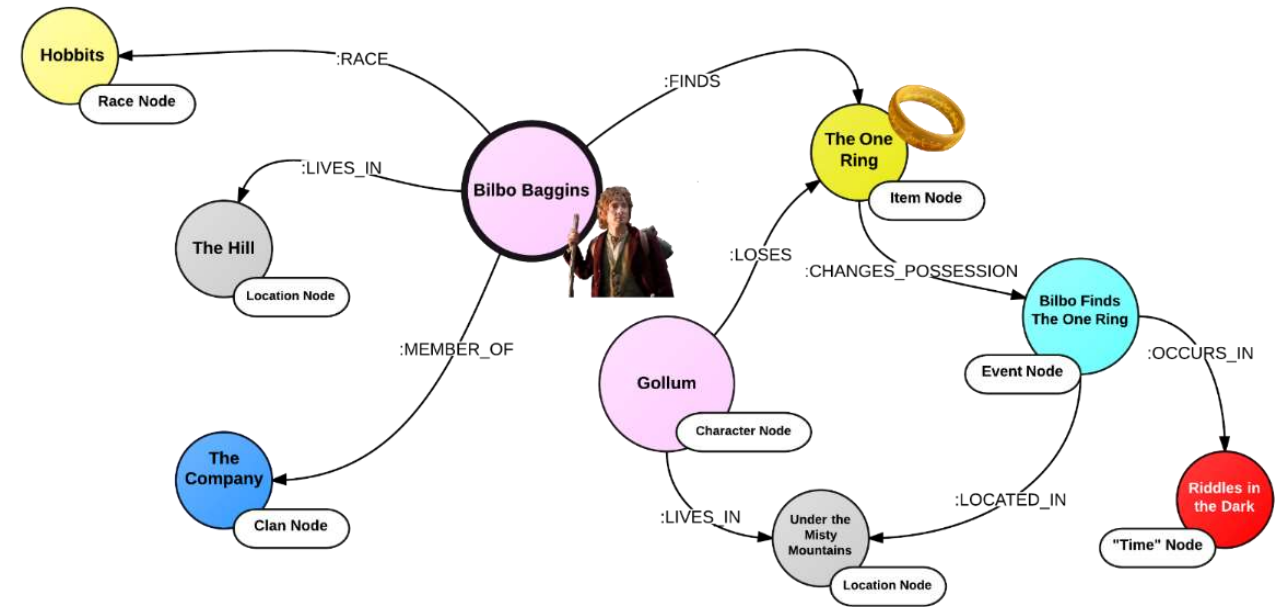
Ownership, Control vs Access

❑ Datasets for AI (ML/DL)

Own; Sell Access to...

❑ Critiques

Too Creepy?; Over-engineered?



SCENARIO: ERA OF EXPERIENCE GRAPHS

How might a world reshaped by experience data transform the nature of work and your approach to management and leadership?



LEARNING MORE



ExperienceAPI Analytics

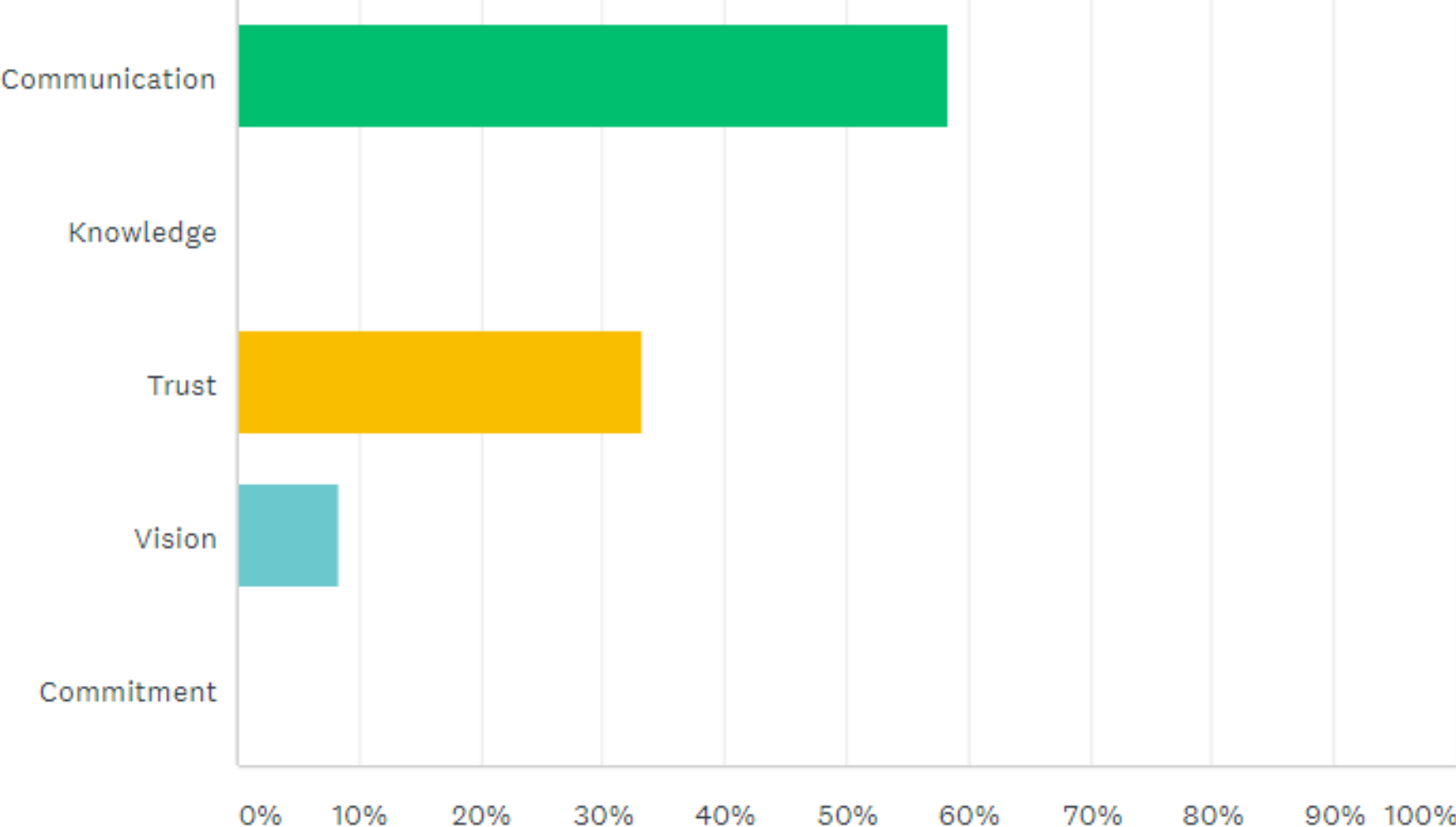
Learning Record Stores (LRS)
is Database for 'xAPI' statements

Graph Analytics

What is the biggest risk we should take over the next five years to align our organizations to this emerging world?



Which is the most frequently overlooked characteristic of successful change?



BRINGING FORESIGHT TO CLIENTS

Value of Process

(Tools, Techniques, Behaviors)

Value of Content

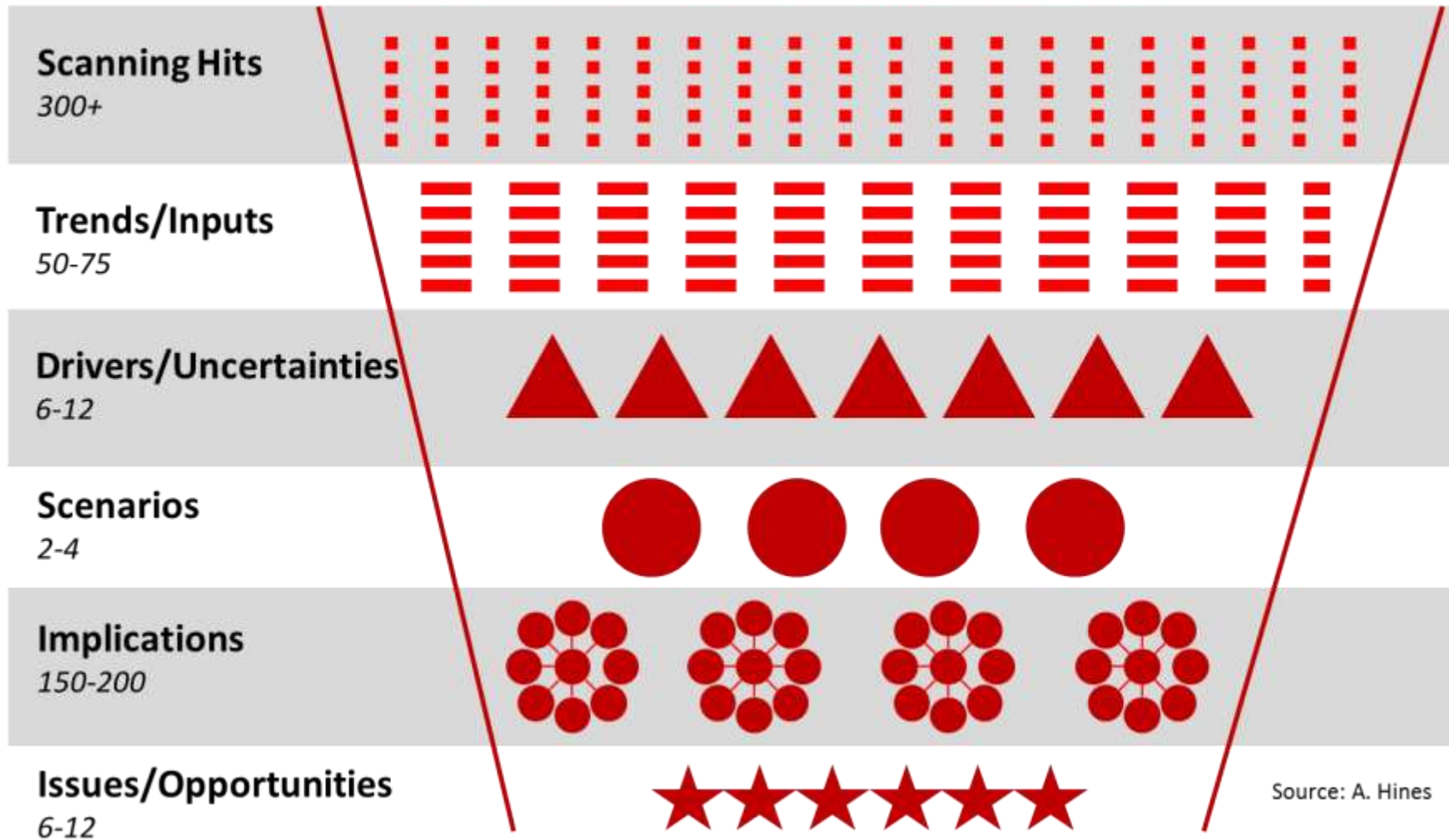
(Domain expertise; Knowledge)



**The Foundation is
Scanning for Signals of Change**

THE VALUE OF SIGNALS AS INPUTS

Framework Foresight Funnel



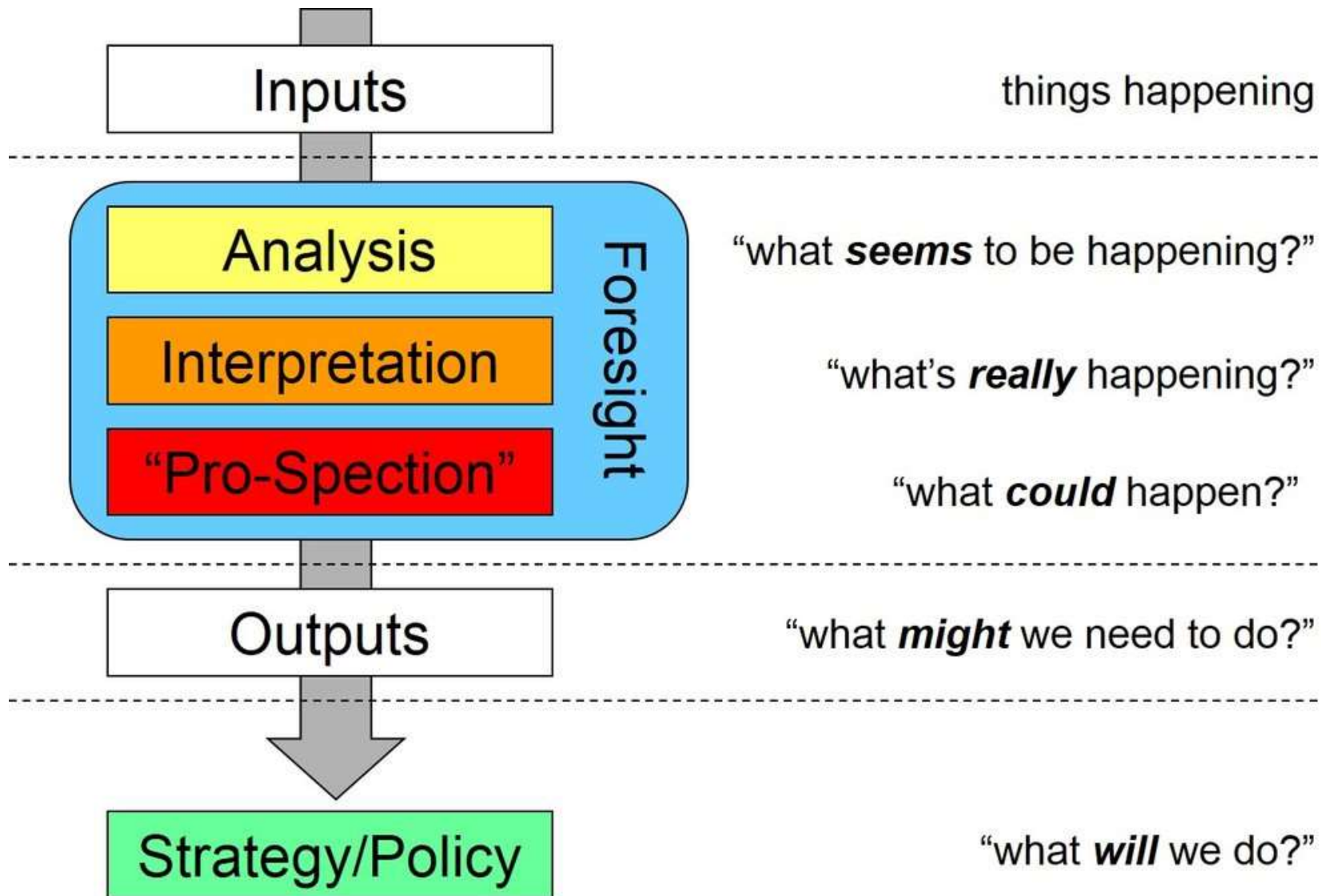
Numbers are rough estimates

Houston FORESIGHT: Preparing Professional Futurists

Source: A. Hines



Hinesight
For foresight, use Hinesight



Generic Foresight Process Framework [Source](#)
(Joseph Voros, [A Generic Foresight Process Framework](#), 2003)

THE PRACTICE OF TAKING MENTAL LEAPS

Investigate

Identifying
& Monitoring Change



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

Imagine

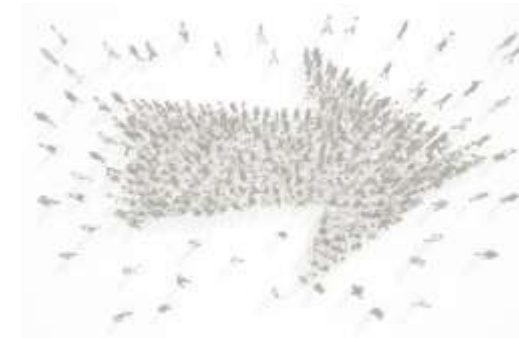
Exploring Implications



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

Inspire

Communicating the
Need for Change



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

SCANNING FOR SIGNALS

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

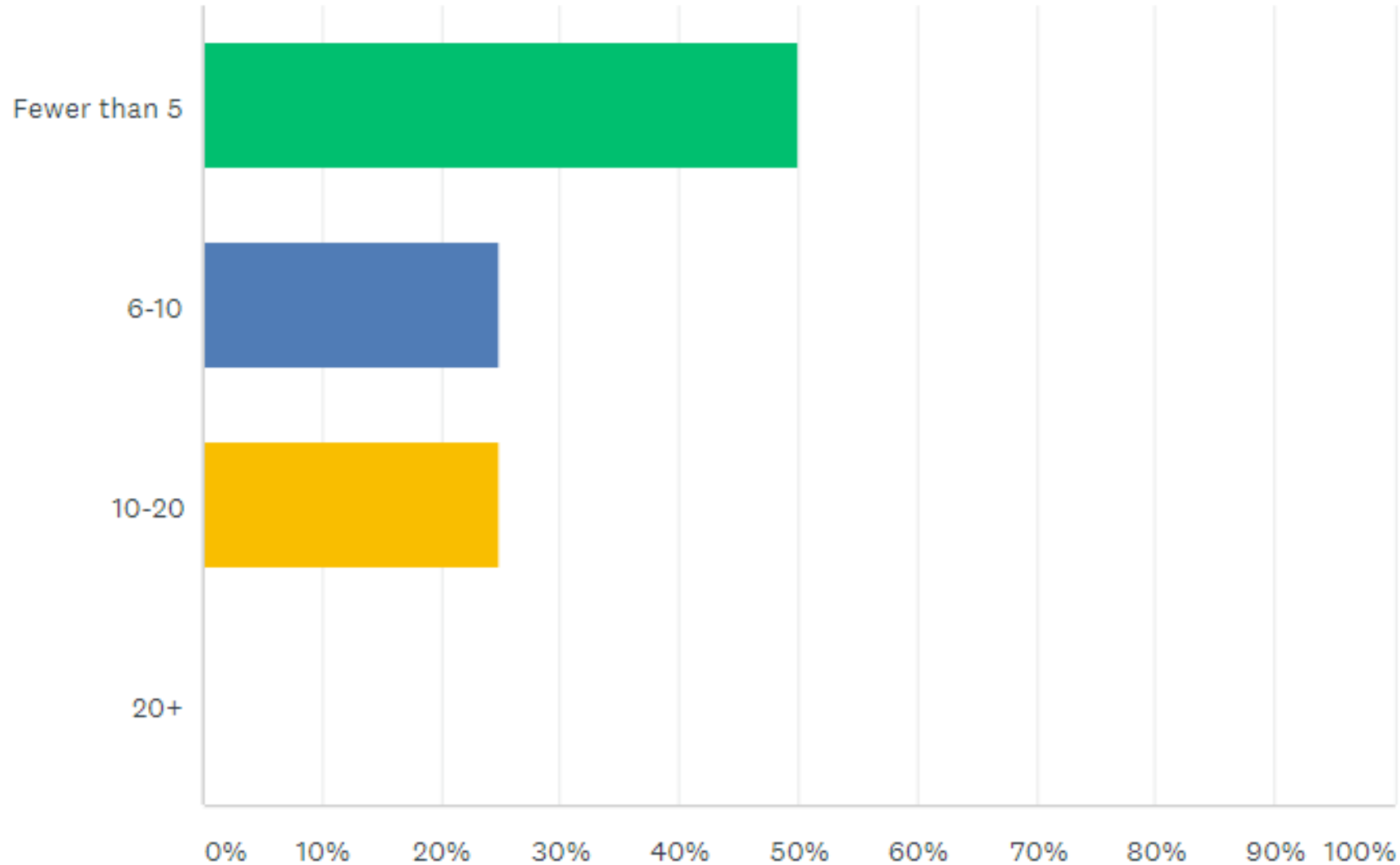
BUSINESS NEWS SEPTEMBER 19, 2018 Suzanne Barlyn



Signals

(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.

On average, how many interesting stories about change (the future) do you find per week.



SCANNING WIDELY ACROSS THEMES



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



JUDGING SIGNALS OF CHANGE

Scanning: Criteria and Considerations

Signals may be judged on the following elements:

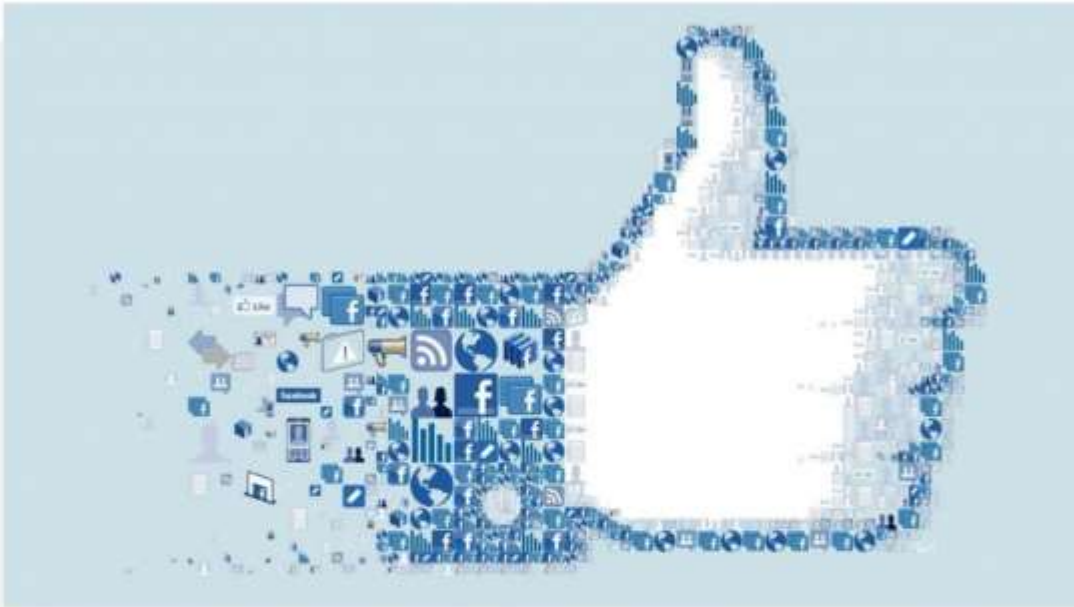
- Source Credibility
- Newness/Uniqueness
- Degree of Uncertainty
- Degree of Impact
- Momentum (e.g. slowing down, speeding up)

APPLYING SIGNALS OF CHANGE

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

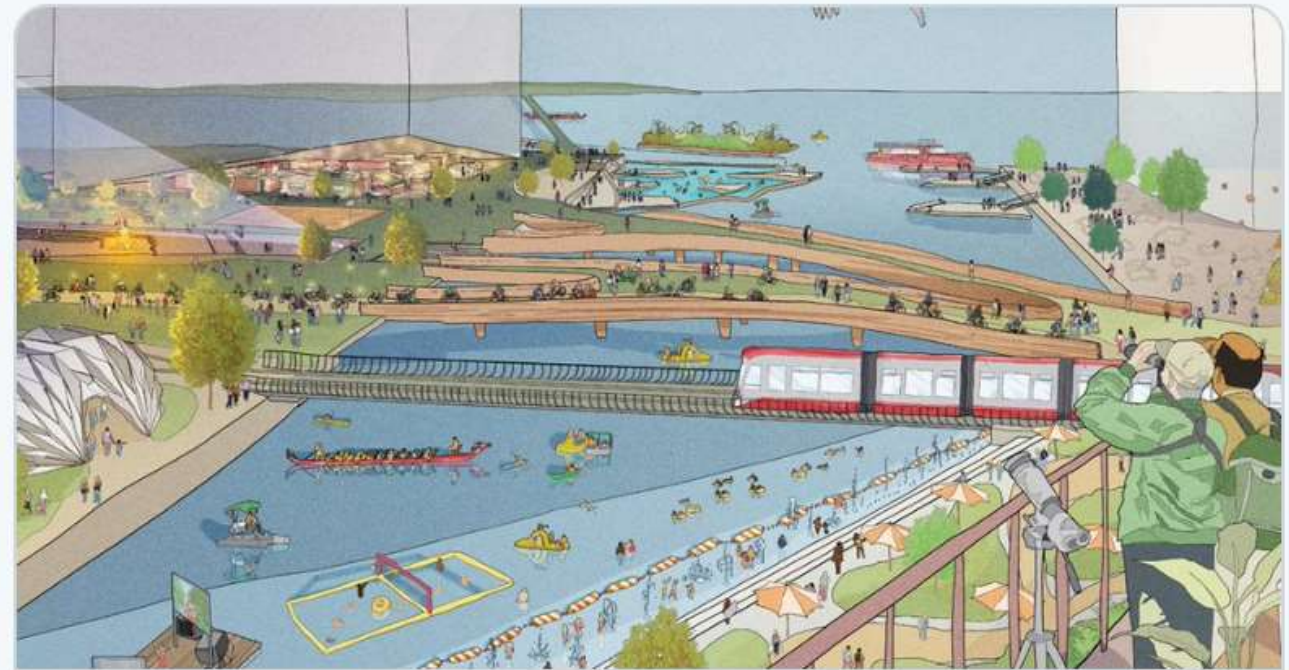
- ❑ **Confirm** assumptions of one scenario outcome
- ❑ **Diminish** the likelihood of a particular scenario
- ❑ **Create** a new scenario to consider

SIGNALS: BACKLASH AGAINST TECH



A hot potato: Social media sites have long faced criticism for the negative effects they can have on children. In the UK, proposed guidelines have been put forward by the government to improve child safety on these platforms, including the removal of the Like button.

The Information Commissioner's Office has compiled the draft code, which says "nudge"



Early Facebook backer urges Toronto to abandon 'smart city' project with ...
Critic Roger McNamee says the company's 'goal is to replace democracy with algorithmic decision making'

business.financialpost.com

SIGNAL: AI AGENTS AS ECONOMIC ACTORS



Fetch.AI @Fetch_AI · 59m

Another real-world demo showing how @Fetch_AI's #IntelligentBlockchain will make your life better.

Lead research scientist @marcin_abram explains how our #AutonomousAgents detect the availability of #parking spaces 🚗🚗🚗



3 12 28



Google, Trevor Project will use AI to combat LGBTQ youth suicide

The Trevor Project won a \$1.5 million Google AI Impact grant, which will allow the nonprofit to use artificial intelligence in its suicide prevention services.

May 8, 2019, 6:05 PM EDT

By Tim Fitzsimons

The technology giant awarded The Trevor Project with a \$1.5 million Google AI Impact grant, which will let the nonprofit incorporate Google's artificial intelligence tools into its suicide prevention

**What role might AI play in our region's social services?
Does it cross a 'creepy line' of surveillance or help protect people?**

The Trevor Project saves lives by supporting at-risk LGBTQ youth via phone, text, and chat," the Google Impact website states. "Using natural language processing and sentiment analysis, counselors will be able to determine a LGBTQ youth's suicide risk level, and better tailor services for individuals seeking help."

A Museum Hires a Full-time Therapist

Is a museum visit just what the doctor ordered? In Montreal, medical professionals can prescribe you a museum visit. There's also a full-time art therapist on staff.



Hrag Vartanian March 22, 2019



In Canada, an incredible new program allows doctors to prescribe museum visits to their patients. Hyperallergic's Zachary Small visited the Montreal Museum of Fine Arts to talk with Stephen Legari, the first full-time art therapist on staff at a North American museum (he sees 1,200 patients a year), about his work in the city's encyclopedic museum and what role art can plan in healing.

It's a fascinating story that might also point to new possibilities for art museums eager to play important roles in their local communities by teaching people to learn from and engage with art.

This Startup Wants To Connect Patients With Doctors of Color



From doctors who [don't believe Black women's pain](#) to higher rates of [maternal mortality](#) to the infamous [Tuskegee experiment](#), anti-Blackness within the medical industry is well-documented. This history can make it difficult for Black people to receive — or even want to seek — healthcare.

Seeing Black doctors is one way many patients feel both comfortable and heard, but finding them can be incredibly difficult. Kimberly Wilson founded [HUED](#) to make that process easier.

HUED is a healthcare technology startup that Wilson describes as the “for us, by us” version of ZocDoc. Through Hued’s website or mobile app, patients can find and book appointments with Black and Latinx healthcare providers. Whether you’re looking for a doula, therapist, or doctor, Hued plans to be people’s one-stop shop.

HUED matches patient’s needs based on insurance provider, region, and specialty. In addition, patients can also access reviews about specific providers before booking an appointment.

AFROTECH

<https://afrotech.com/this-startup-wants-to-connect-patients-with-doctors-of-color>



[HOME](#) [ABOUT](#) [HOW IT WORKS](#) [DOCTORS](#) [BLOG](#)

Diversifying patient-doctor

How might BACC help make connections across the region?

[GO TO APP](#)

Robot farming startup Iron Ox has started selling its produce in California

Though only a trio of greens are being sold at a single store in San Carlos, California

By [James Vincent](#) | May 2, 2019, 11:00am EDT



How might BACC help rethink food supply chains?



Iron Ox uses robots to assist in the process of growing produce. | Photo: Iron Ox



Iron Ox's produce on display at Bianchini's in the Bay Area. | Photo: Iron Ox

BeefChain Receives First USDA Certification For A Blockchain Company

BeefChain, a company meshing the world of blockchain with the beef supply chain, received certification from the United States Department of Agriculture (USDA) as a Process Verified Program, confirmed by the certificate BeefChain provided to me, shown below. BeefChain is the first

How might BACC help bring agri-industry into era of blockchain?

Representatives, representing District 1 in Wyoming, elaborated on the event's importance in an interview with me. "We're the first blockchain company in the world to be certified by the USDA," he said. "The important aspect about that is that's included in our quality manual for how we're actually tracing documentation and tracing cattle." BeefChain currently uses

Forbes



3D Printing Industry
@3dprintindustry



“With the development of metal additive manufacturing, we believe the market will be worth \$90 billion in 10 years.” @ricfulop @DesktopMetal #DigitalFactory19 #3dprinting



How might we broaden conversations on future of talent/investment in an age of additive manufacturing ?



Buffalo and Lafayette lead the way in form-based codes

The cities represent the versatility of recent codes that replace conventional zoning.

ROBERT STEUTEVILLE JUN. 18, 2019

The winners show the versatility of form-based codes (FBCs) and the impact they are having on diverse American communities, from major cities to small towns. The three codes were adopted from 2015 to 2018. The Green Code covers all of Buffalo, New York, a traditional city with a population of 256,000. Lafayette's code covers downtown, the traditional heart of the Louisiana city of 127,000. Canton is a town in northwestern Connecticut with a population of 8,800, and the code addresses development along a suburban commercial corridor linking established village centers.

FBCs are being adopted to retain unique community character and encourage predictable, walkable development that supports life's daily needs. Distinct from conventional codes that separate uses, FBCs promote investment that connects communities through mixed-use neighborhoods. "Identifying, encouraging, and celebrating a sense of place has been a guiding force of my philanthropy for nearly three decades," notes Richard H. Driehaus, whose charitable trust funds the awards. "By going back to a time-honored notion of coding to make a community livable by integrating form and purpose, these winners have both beautified and enlivened their cities."

4 grocers that are turning stores into destinations

E-commerce sales may be growing, but the store is still the core asset for many retailers. Here's how a few are making their locations into more than just a weekly shop.

ShopRite's Wellness Center

In its Morristown, New Jersey store, ShopRite wanted to create a community hub and lifestyle center where shoppers could regularly gather, said Fischer. What resulted was the Village Food Garden Wellness Center, which opened in 2013. The wellness center includes free registered dietitian services, a full service pharmacy, a learning space for children and a fitness studio.

The fitness studio costs \$25 a month, significantly lower than most gym memberships, and features classes like Zumba, yoga, barre and circuit training, along with invitations to special events and discounts at ShopRite's juice bar and for its catering service.



Credit: Photo by Erik Bralin on Unsplash

Gelson's Markets Sip 'N Shop

Gelson's in-store wine bars have become a regular draw for customers. Starting two years ago, the Southern California grocer gave these shoppers another reason to stop by with Sip 'N Shop, a service that lets customers relax at the bar while a store associate does all the shopping.



Bloomberg

Robots Edge Closer to Unloading Trucks in Amazon-Era Milestone

New Siemens, Honeywell devices work at least as fast as people. 'The job is miserable inside that trailer.'

By [Thomas Black](#)

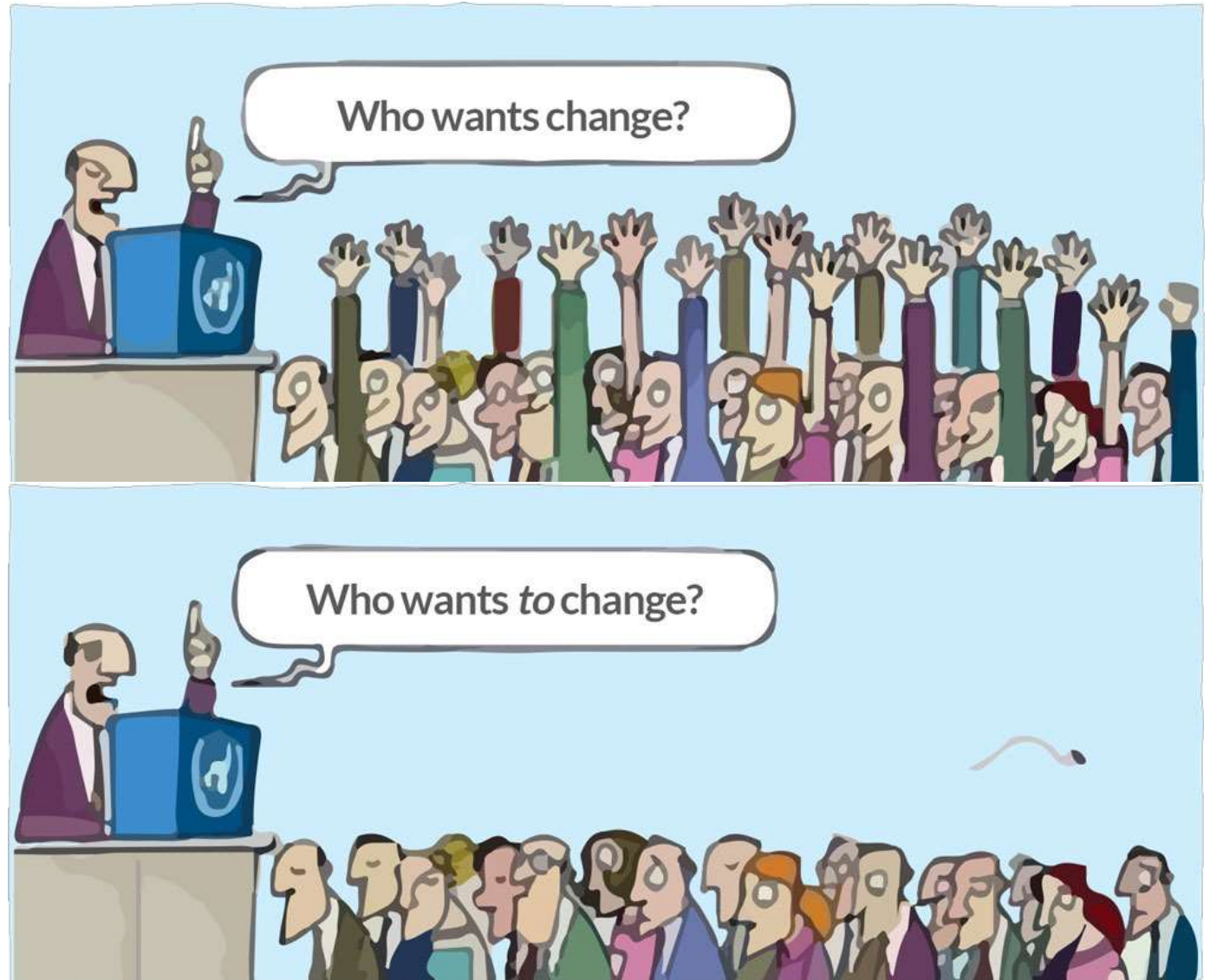
May 3, 2019, 5:00 AM EDT

Avoiding Excessive Outsourcing

**Change Behavior
Shift Mindset**

Vs

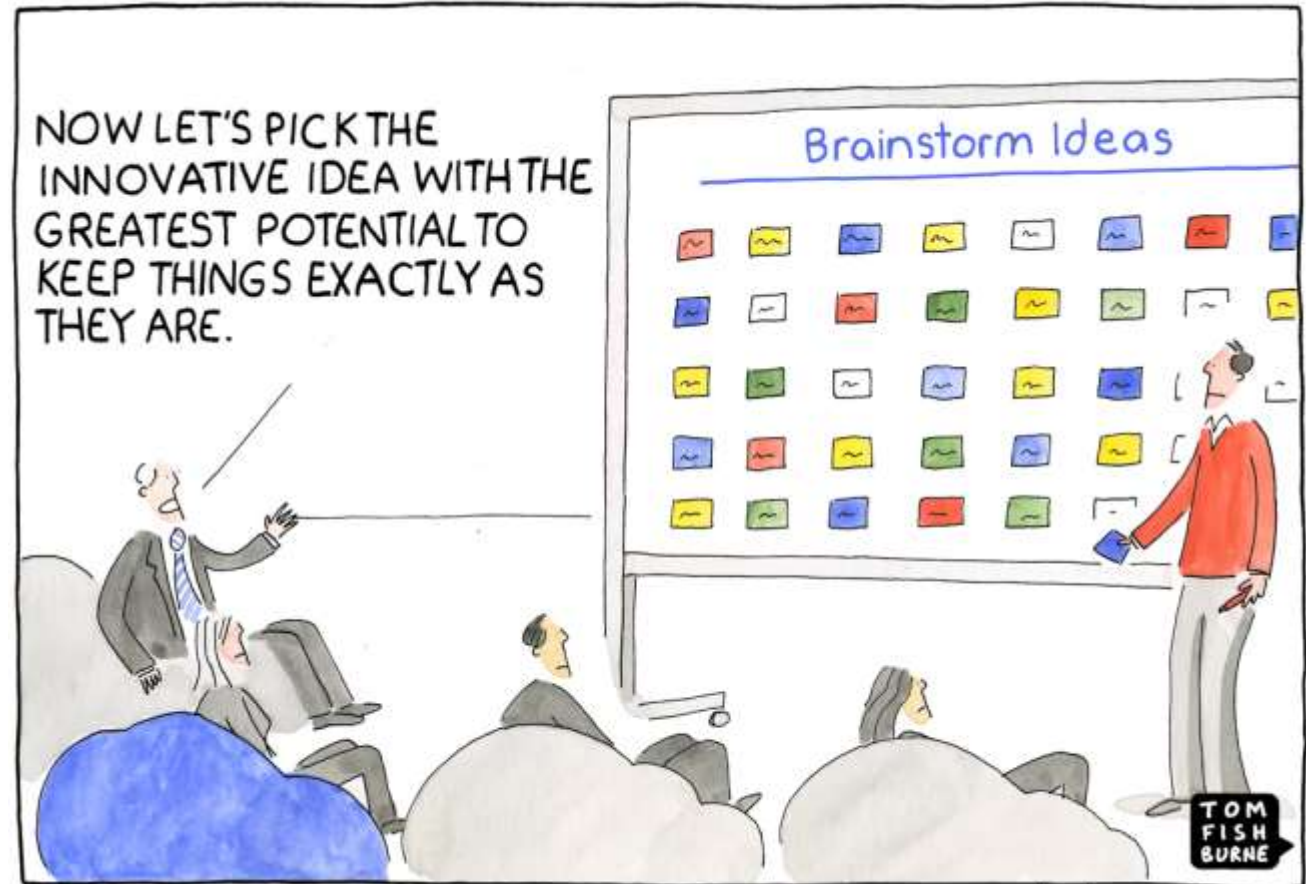
**Scanning to
*Check the Box***



The Big Picture: Potential Pitfalls

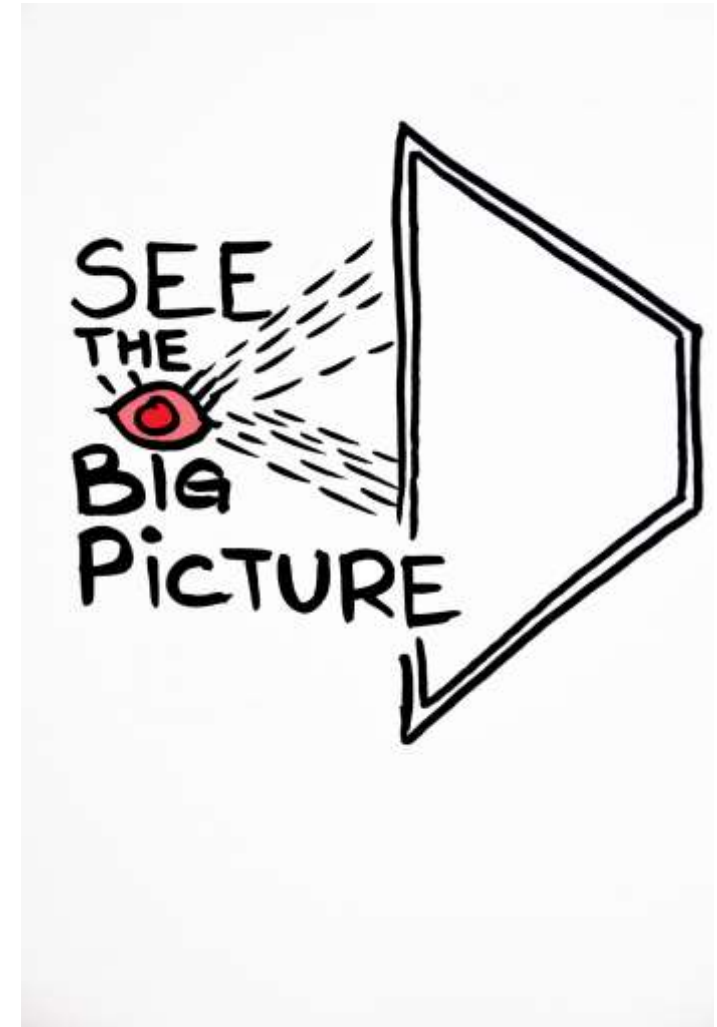
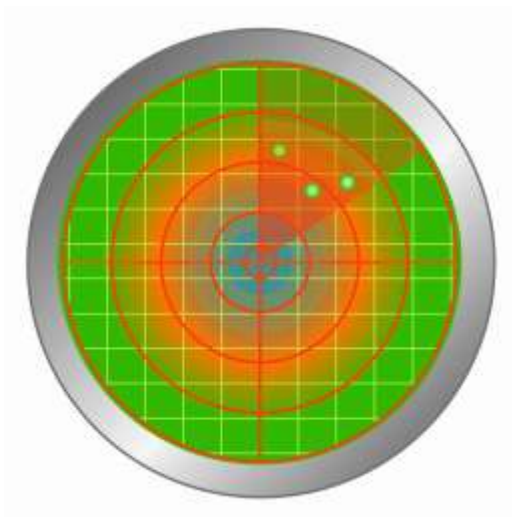
Seeing Signals
and wanting to:

- Pick the winner
- Figure out the answer
- Act right now
- Hit Home Run
- Skip over what
we don't understand

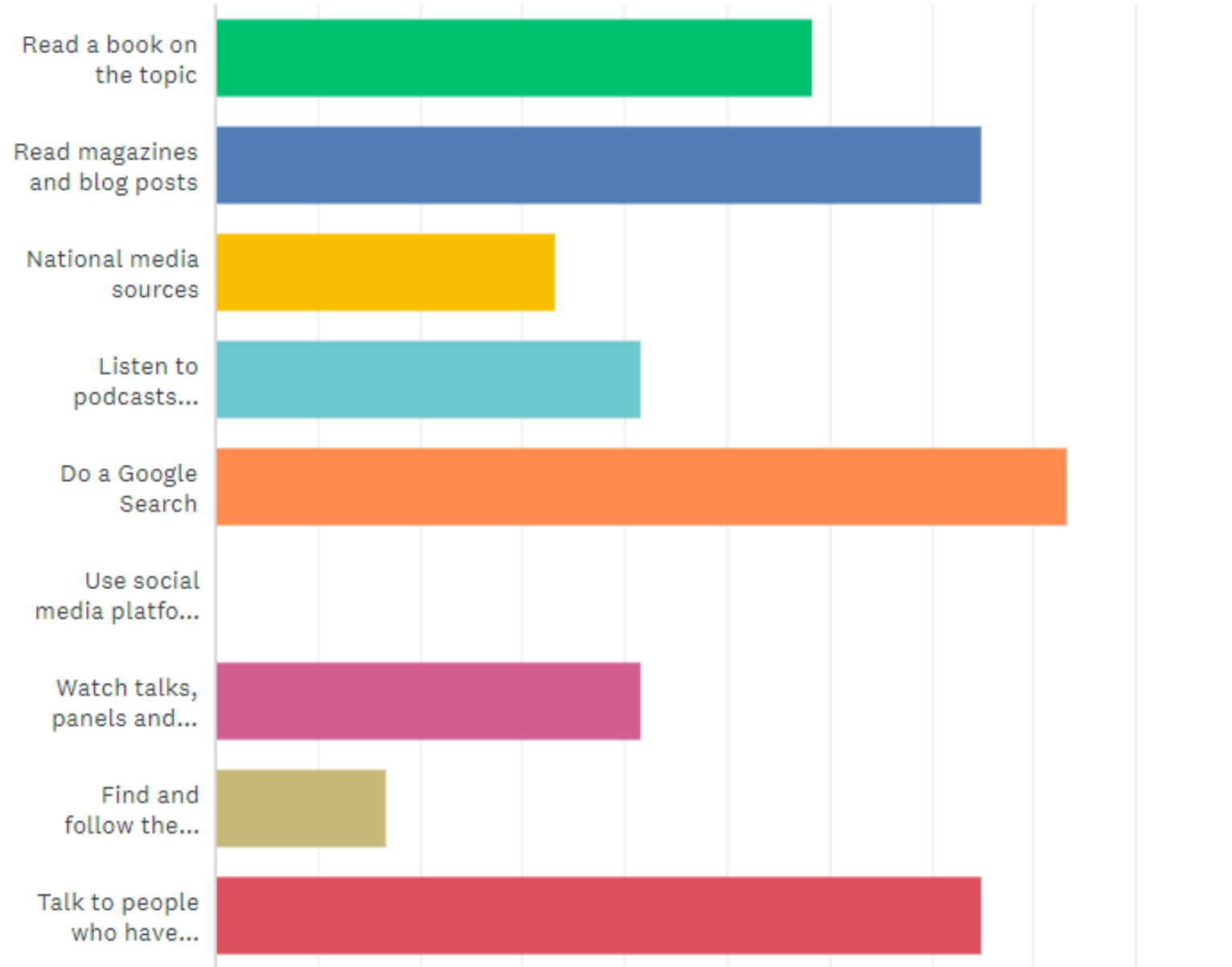


FOUNDATION FOR BEHAVIOR CHANGE

Developing a Practice of Horizon Scanning



When I want to learn about a new topic – my preference is to



EXPANDING SIGNAL SOURCES



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...](https://www.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

Learning the Language and Code of Thematic Conversations

Social Determinants of Health



Q #SDOH



Ahmed Ali @MrAhmednurAli · 39m

John Oliver exposes the sinister side of the mobile home Industry <http://ow.ly/roGg30omKxu> #sdoh



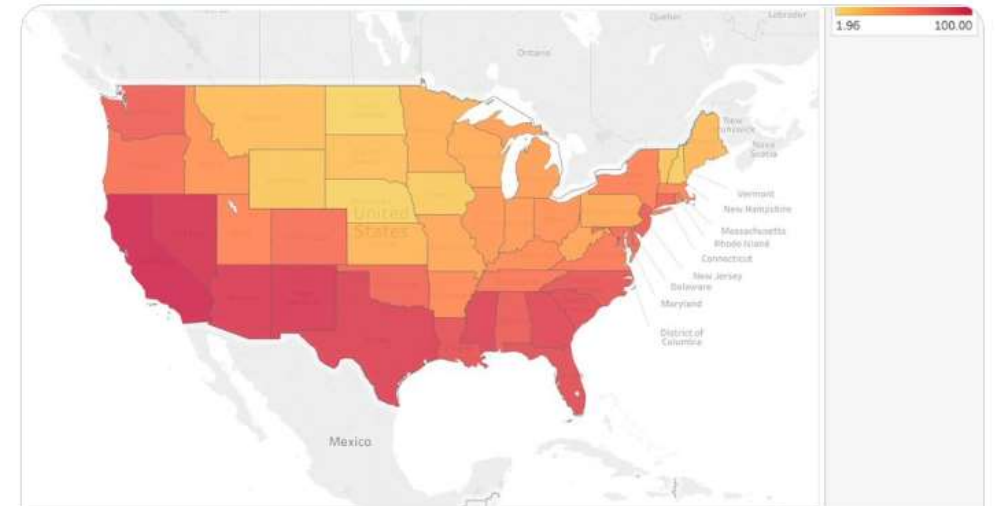
David Nace MD @DavidNaceMD · 20h

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

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/nlSF0ej_F6I



Solving for Social Determinants of Health

Risk stratified and intervention-based

SCRA available through Provider, CM, CBO and Mobile App

High provider adoption
48,235 submissions

SCRA: Social and Cultural Risk Assessment



Care Coordination Outreach



Task: Understand the Language of Your Domain

TWITTER & LANGUAGE OF CHANGE

Hash Tags Help Build Your 'Follow' Network + Sources



Aligning Taxonomy
with Hash Tags

Task Goal for Your Domain:

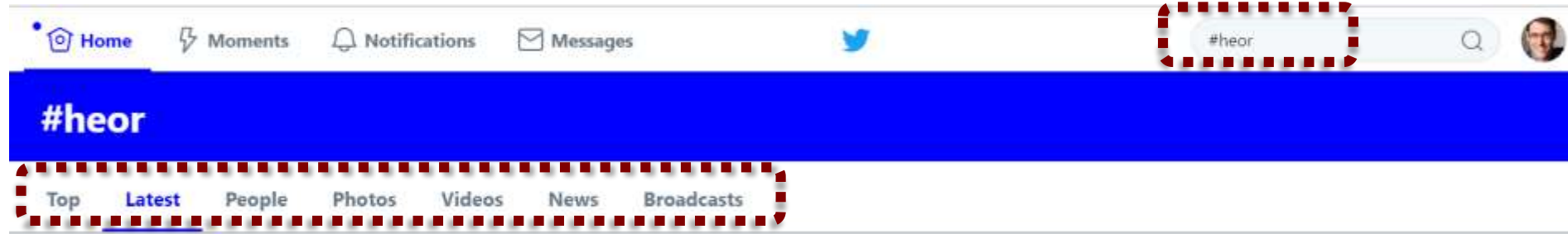
- Identify 10-20 *hash tags* for consideration

Starter Hash Tag List:

- #futureofwork
- #AI
- #techlash
- #algobias
- #automation

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

TWITTER: EFFECTIVE USE OF FILTERS



Valid Insight @ValidInsight - 4h
Ireland has become the first country in Europe to switch a complete population suffering from Haemophilia A & B from conventional short acting clotting therapies. This highlights the importance of a good #marketaccess strategy for #pharma: ow.ly/vWYX3DzD1 #HEOR

The infographic features a map of Europe with a red box highlighting Ireland. The text inside the box reads: "IRELAND The first country in Europe to make a landmark decision for Haemophilia patients".

HEORO @HeoroCom - Feb 20
Filter our database by geographical location to quickly find #HEOR studies relevant to one or more country ow.ly/vGSP30i70Mu

ISPOR Journals @ISPORJournals - 21h
Read a brief round up of #HEOR news in the latest issue of #VOS ow.ly/wdBT3Dv64U

The screenshot shows the 'HEOR news' section of the ISPOR Journals website. It features three articles:

- 5 Analyzing behavioral economics and psychology use for developing systems to create meaningful changes** (https://ow.ly/...
- 8 Cost effectiveness of the transition from intravenous to subcutaneous insulin from Basaglar for insulin lispro in China** (https://ow.ly/...
- 9 2021 the government strategy for health of drugs? It's complicated** (https://ow.ly/...

HealthEconomics.Com (@www_healthecon) - 21h
The genesis of #HEOR from the 80's to today

The diagram is titled "4 Decades of HEOR Transition to Mainstream" and "Singular" to "Multi"-focus. It shows a transition from a single focus in the 1980s to a multi-focus approach in the 2020s. A large blue arrow points from left to right, indicating the direction of the transition.

1980's	1990's	2000's	2010's	2020's
Many groups: Clinical, Medical Affairs, Commercial, P&M, etc.	Replicated to: Pharma Marketing	PHS, Economic, Clinical, Pharma, etc.	Pharm Health Systems, Govt, Pharma, P&M, etc.	HTA, CSR, ESG, etc.
Single group in P&M	Pharma	HEOR, HERS, etc.	Pharmacy, Pharma, etc.	Pharma, P&M, etc.
Single focus	Life cycle	Outcomes	Stakeholders	Stake Type

WHO ARE THEY FOLLOWING



Carolyn McClanahan ✓
@CarolynMcC

Financial planner, physician. Discuss money/health/death/aging/health reform. Funny. Unbridled. Work- Life Planning Partners. Write- @finplan @Forbes @CNBC

📍 Florida
whealthcareplan.com
📅 Joined March 2009

[Tweet to Carolyn McClanahan](#)

11 Followers you know

Tweets
35.3K

Following
2,095

Followers
8,930

Likes
15.6K

Lists
10

Tweets

Tweets & replies

Media

Sydney Lupkin ✓
@slupkin

Correspondent at Kaiser Health News. Past: VICE News, MedPage Today, ABC News // DM for Signal

[Follow](#)

Population Health
@JeffersonJCPH

Jefferson College of Population Health prepares leaders to develop, implement, and evaluate health policies and systems that improve the health of populations.

[Follow](#)

kris venne
@krisvenne

Director of Wealth Management
[@ritholtzwealth](#)

[Follow](#)

TWITTER: CREATE LISTS

List URL

<https://twitter.com/garrygolden/lists>



Garry Golden
@garrygolden

Father to dinosaur + lava obsessed boys.
Futurist w/ real clients. Tweets: Energy,
Transportation, Learning, Crypto,
Demographics, Deep Time, Art

📍 Brooklyn, NY
garrygolden.com
📅 Joined April 2008

Subscribed to **Member of**

Data Analytics AI 🔒

44 Members

govt2.0

63 Members

health+wellness

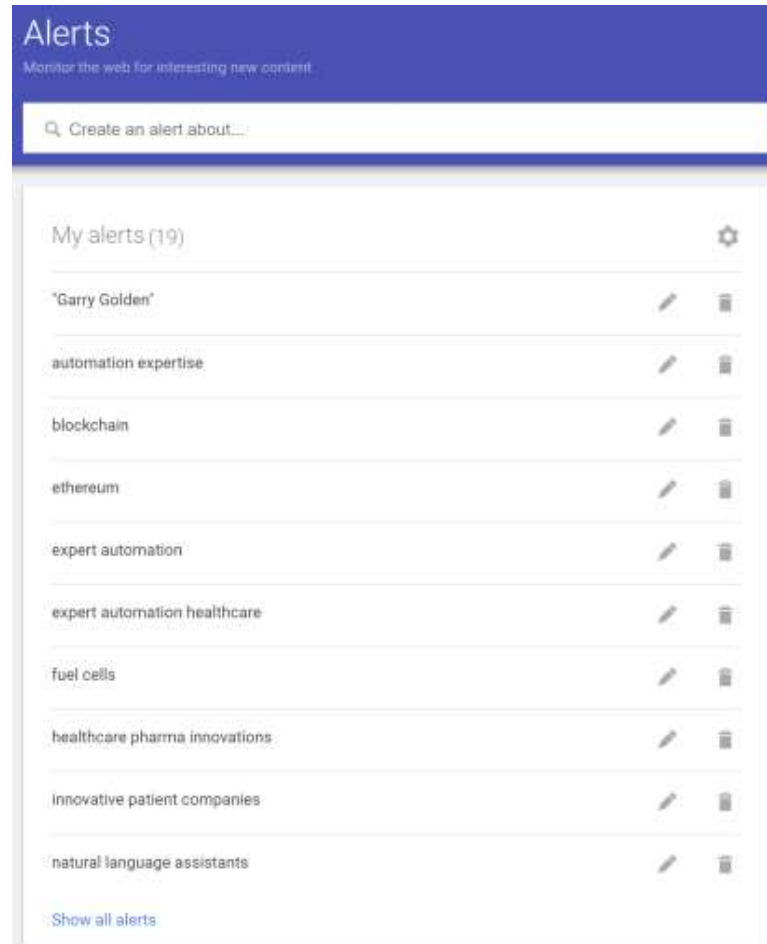
103 Members



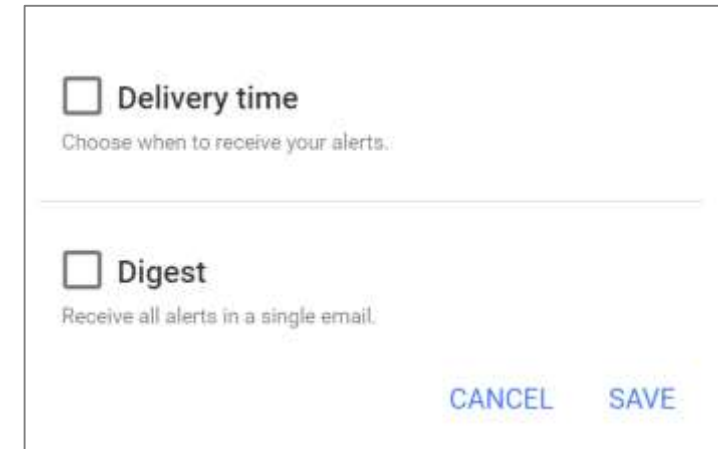
GOOGLE: DELIVER NEW SIGNALS

Google Alerts: Keywords

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

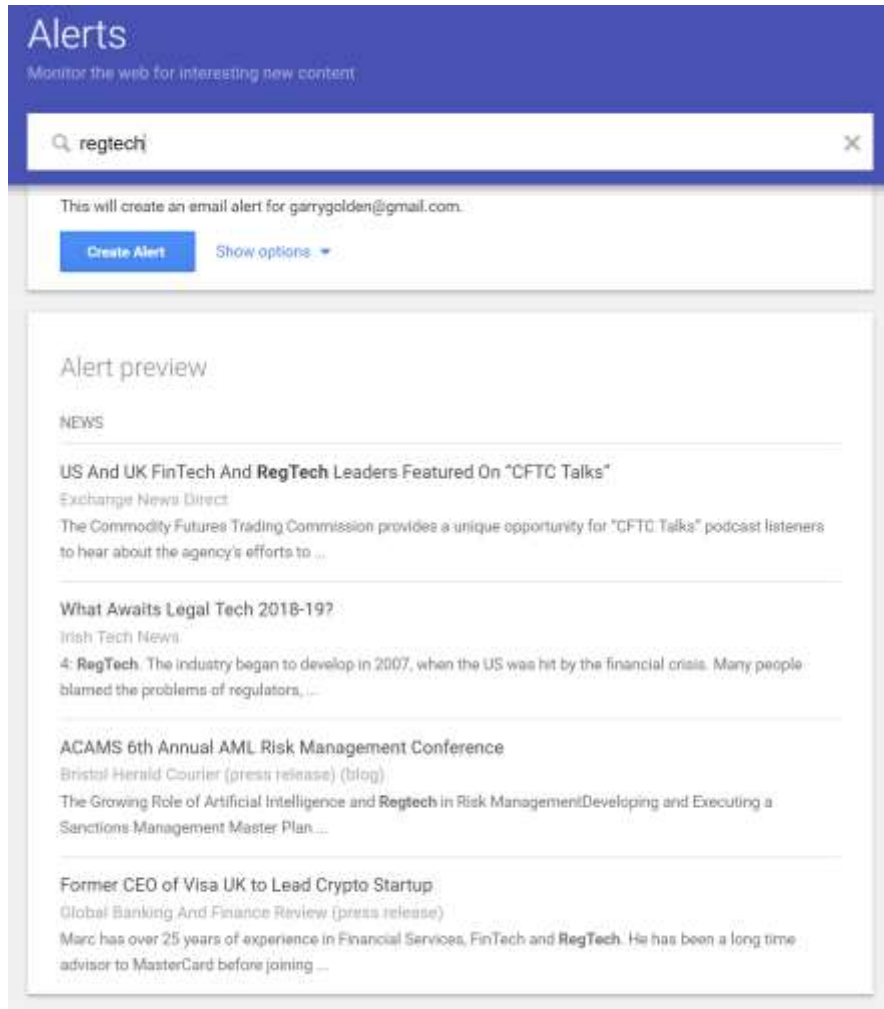


- 3) Choose Delivery Time vs. Digest to Manage Flows

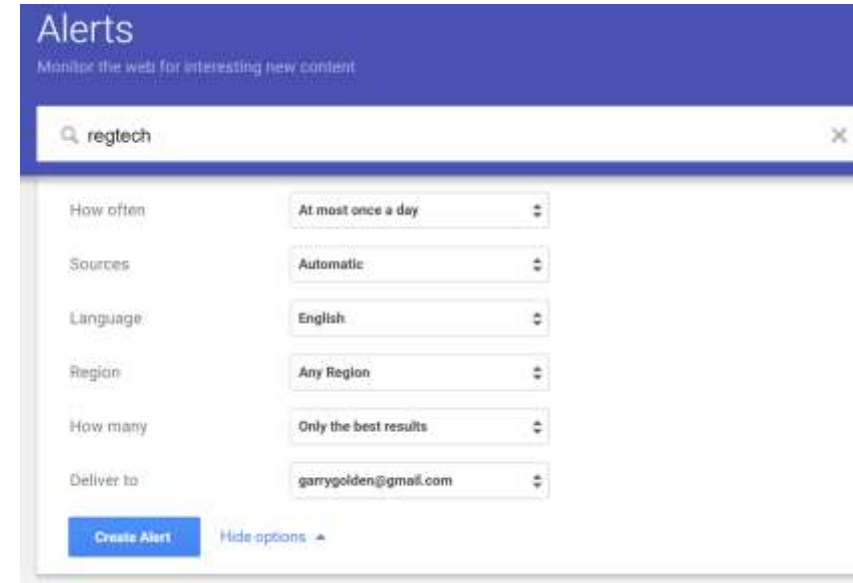
A screenshot of the settings dialog for Google Alerts. It features two options, each with an unchecked checkbox. The first option is "Delivery time" with the subtext "Choose when to receive your alerts.". The second option is "Digest" with the subtext "Receive all alerts in a single email.". At the bottom right of the dialog, there are two buttons: "CANCEL" and "SAVE".

GOOGLE: LANGUAGE & FILTERS

Google Alerts: Keywords



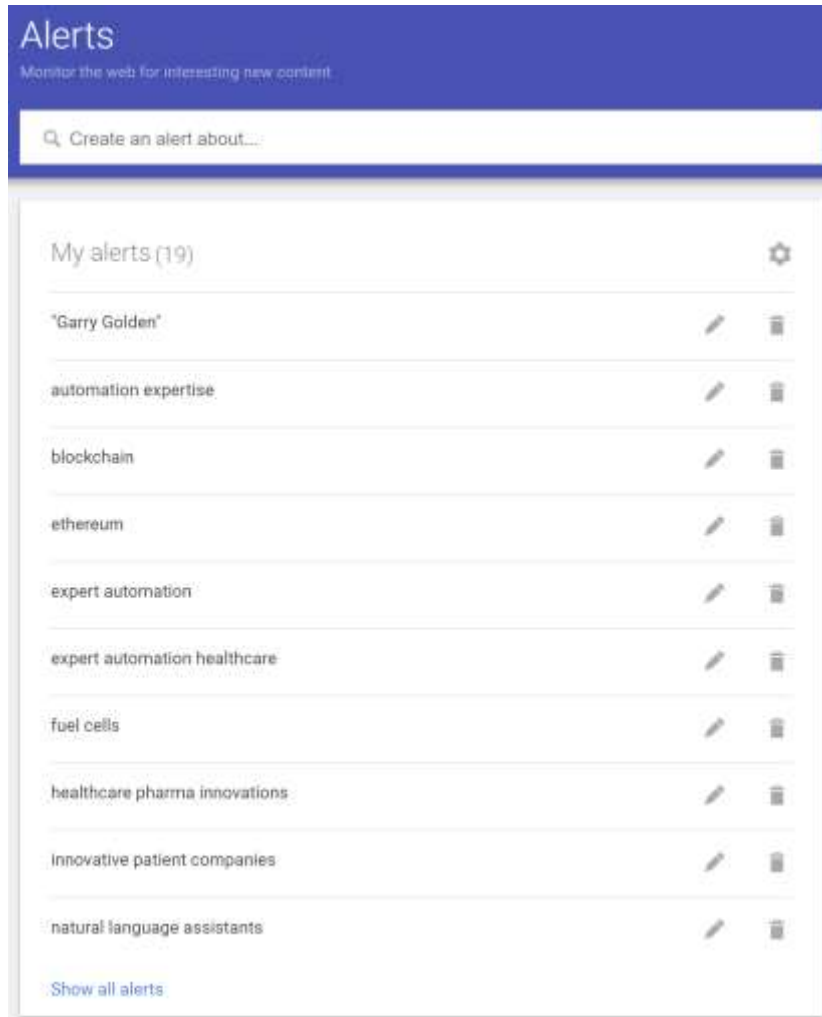
The screenshot shows the Google Alerts interface. At the top, the word "Alerts" is displayed in a blue header, with the subtitle "Monitor the web for interesting new content". Below this is a search bar containing the keyword "regtech". A confirmation message states: "This will create an email alert for garrygolden@gmail.com." There are two buttons: "Create Alert" and "Show options". Below the search bar is an "Alert preview" section. It lists several news items related to RegTech, including "US And UK FinTech And RegTech Leaders Featured On 'CFTC Talks'", "What Awaits Legal Tech 2018-19?", "ACAMS 6th Annual AML Risk Management Conference", and "Former CEO of Visa UK to Lead Crypto Startup".



The screenshot shows the configuration options for the Google Alert. The search bar still contains "regtech". Below the search bar, there are several dropdown menus for configuring the alert: "How often" is set to "At most once a day", "Sources" is set to "Automatic", "Language" is set to "English", "Region" is set to "Any Region", "How many" is set to "Only the best results", and "Deliver to" is set to "garrygolden@gmail.com". There are two buttons at the bottom: "Create Alert" and "Hide options".

- 🔍 regulatory innovation
- 🔍 compliance innovation
- 🔍 Tax Law Innovation

GOOGLE: TIPS TO GET 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: MORE USEFUL EVERY DAY



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.

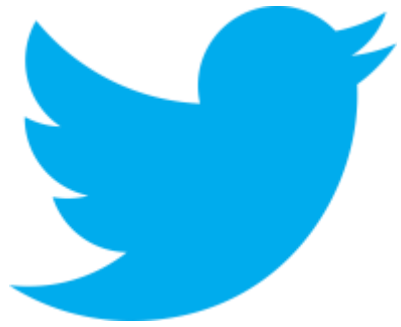
[Paras Kale](#) [Constantin Kogan](#) [Elena Merzhanova](#) [Sushil Singh CPA \(Aust.\)](#)
[FRANCISCO BENEDITO](#) [Michiel Lips](#) 林铭瀚



66 Likes - 12 Comments

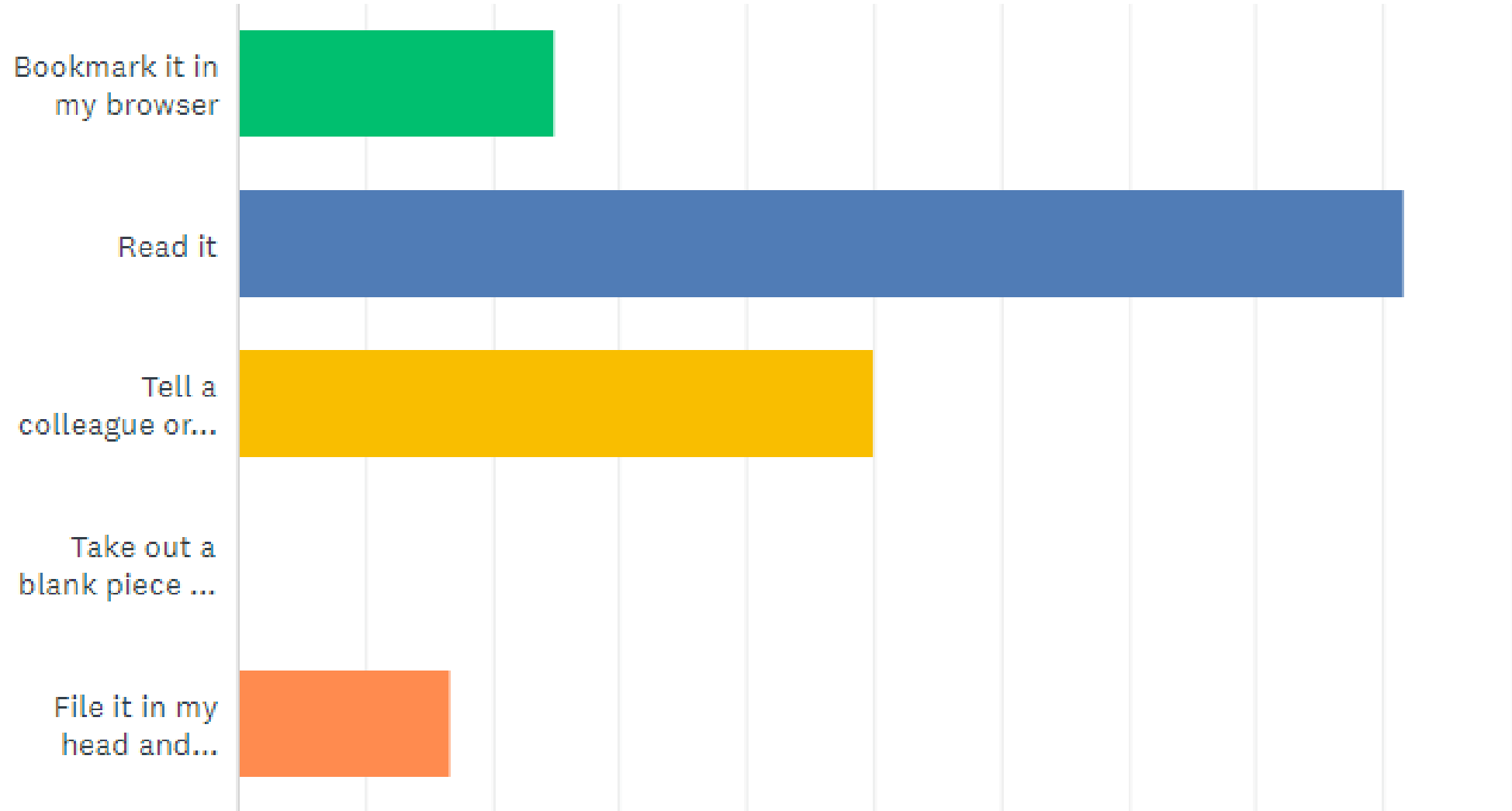
Like Comment Share

FOUNDATION FOR SOURCING



Questions on Signals Sourcing Strategies?

When I find an interesting story that challenges my view of the future, my first reaction is to...



FOUNDATION FOR ARCHIVING & SHARING

The logo for diigo, featuring the word "diigo" in a lowercase, blue, sans-serif font. The letter 'i' has a dot above it, and the 'o' has a tail that curves downwards and to the left.

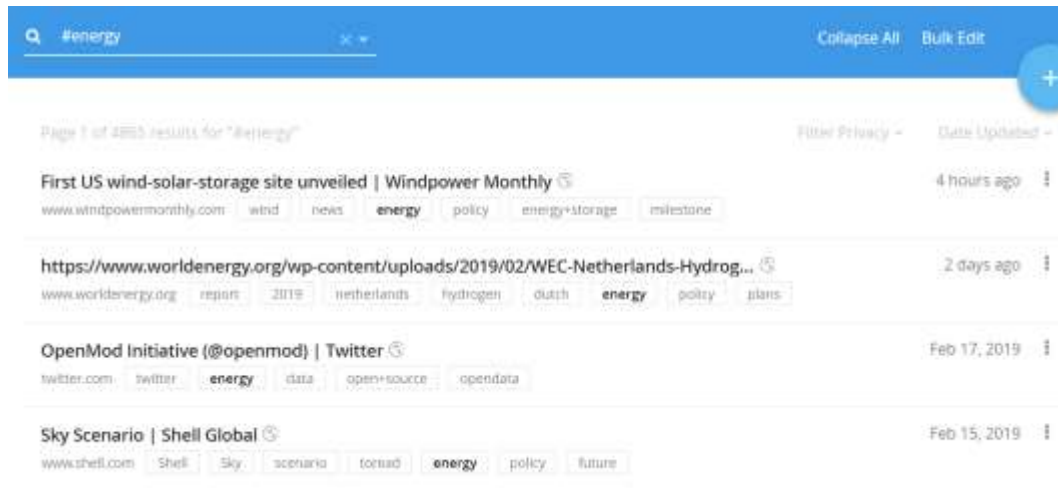
Tool:
Organizing Your Signals

'Tagging'
'Social Bookmarks'

WHY TAGGING MATTERS...



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 helps 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.

TAGGING IN LESS THAN FIVE SECONDS

The image shows a browser window with the URL <https://khn.org/news/spurred-by-convenience-millennials-often-spurn-the-family-doctor-model/>. The page features the KHN logo and navigation tabs for Health Law, Aging, Industry, Pharma, Investigations, and More Topics. The main headline reads "Spurred By Convenience, Millennials Often Spurn The 'Family Doctor' Model". Below the headline is a photograph of a neon sign that says "A DOCTOR IS IN".

Overlaid on the right side of the page is a tagging interface. At the top, it says "Edit bookmark" and "Spurred By Convenience, Millennials Often Spurn The 'Family Doctor' Model | Kaiser Health News". Below this is a text input field with the placeholder "Add a description...". A search bar contains the text "retail clinical hospital healthcare millennials Kaiser", which is circled in red. Below the search bar are "Recommended" tags: youtube, SOFCs, fuelcells, propane, and millennials. A row of tags includes family, doctor, model, kaiser, health, and news. Further down are options to "Add to an outliner" and "Share to a group". At the bottom of the overlay are checkboxes for "Private", "Read Later", and "Cache", a "Remember saving preferences" toggle, and a blue "Save" button.



Nielsen Auto Cloud a Dream for Driving Change Among Marketers

Edit bookmark



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

Add a description...



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 auto marketing, data and measurement capabilities -- has been licensed by both [Westwood 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 technology. This enables auto brands and their agencies to generate high-reach, high-engagement audio interactions with actual car buyers.

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

diigo My Library My Outliners My Groups Tools Back to classic garrygolden

My Library #automotive Collapse All Bulk Edit

Page 1 of 758 results for "#automotive" Filter Privacy Date Updated

- All
- Annotated
- Unread 1290
- More

Related Tags

Nielsen Auto Cloud a Dream for Driving Change Among Marketers | MediaVillage 37 seconds ago

Nielsen Auto Cloud 1 minute ago

Carvana | Buy & Finance Used Cars Online | Skip The Dealership 2 minutes ago

Task: Create Set of 'Tags' for Your Team & Domain

LIBRARY ARCHIVE OF SIGNALS

diigo

healthcare



→ View Popular, Search in Google

468 items total

Filter: All

Collapse

Date Updated

[Chicago's Outcome Health hires Twitter engineering VP, its first big hire after \\$500](#)

less than a minute ago

"Outcome Health"

venturebeat.com news hire healthcare Chicago innovation 2017 communication

[Health Nucleus: Explore The Story of You](#)

about 6 hours ago

www.healthnucleus.com company healthcare health

[FDA Pushes the Envelope on Clinical Trial Design and Research Requirements | A](#)

about 7 hours ago

www.appliedclinicaltrials.com FDA healthcare clinical

[Epic Announces Worldwide Interoperability with Share Everywhere](#)

about 8 hours ago

www.epic.com healthcare IT

[Veyo taps Uber-like model for Medicaid-paid trips to the doctor - The San Diego Un](#)

Sep 13, 17

SETTING UP: PROFILE & BROWSER EXT

Set up a Free Profile at:



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

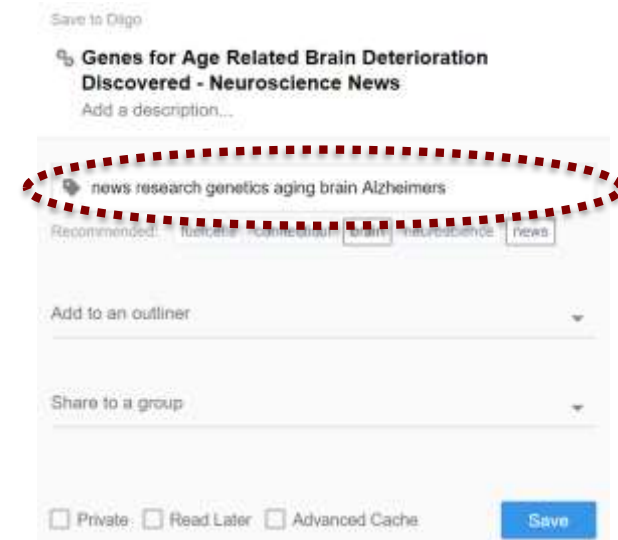


The Diigo website should recognize the web browser you are using during set up so it is easy to do. After the extension is installed you are ready to go.

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!



BEHAVIORS & DAILY PRACTICE



15 minute
Morning Coffee
& Twitter Session

Scan Quickly

Signals that Pass Sniff Test

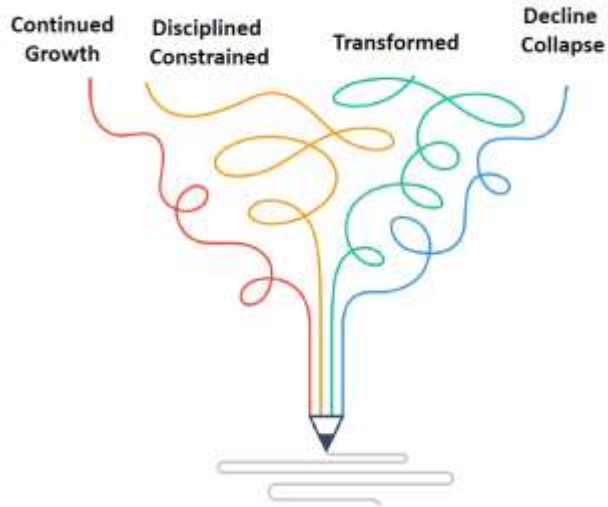
Scan Broadly

*Personal & Professional themes
to Keep it Fun & Relevant*

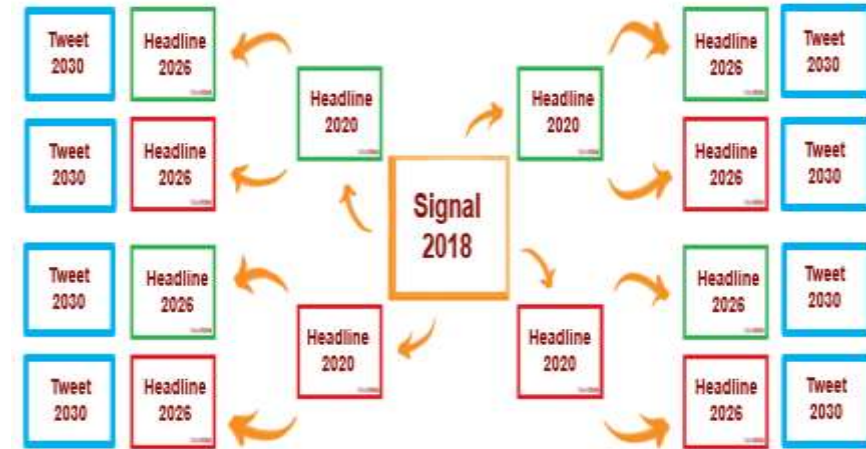
Scan to Challenge Assumptions

Less on confirming signals and themes
I already understand

Turning Signals into Stories



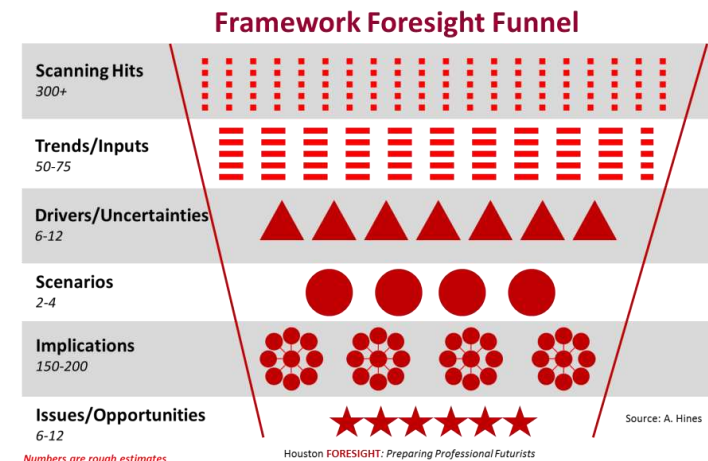
Four Futures



Futures Wheel



Trend Card
Poker



Framework
Forecast

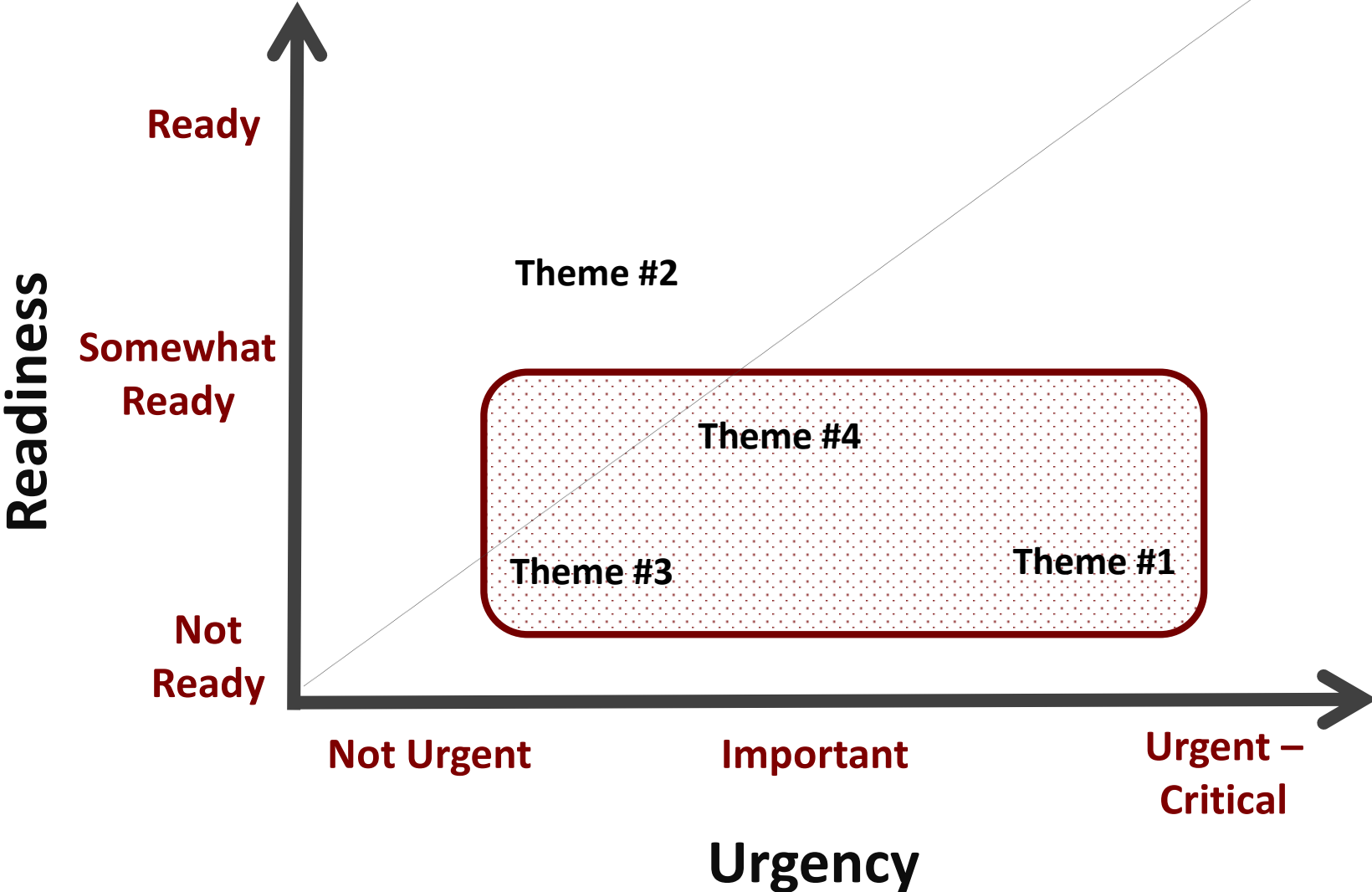
What is the biggest risk we should take over the next five years to align our organizations to this emerging world?



Take a Pulse Check on Emerging Trends vs Organizational Appetite

Top Trends/Themes

- 1)
- 2)
- 3)
- 4)
- 5)



Launch Conversation on Who do we want to be...?



“I” Shaped Person
Success via Specialization



“T” Shaped Person
Success via Integration

What do we want to be as T-Shaped Individuals?



**“T” Shaped
Professional Community**

Also Trained in?

Ethics

Behavior Science

Cyber Security

Aging

Systems Thinking

Experience Design

Service Design

Psychology

Data Science

Crypto / Blockchain

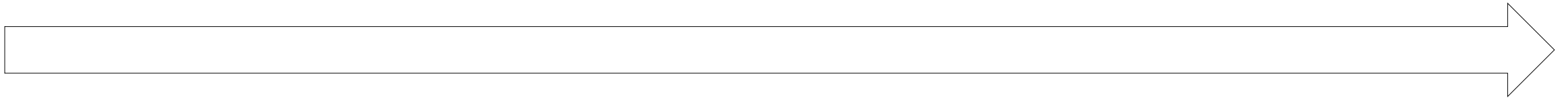
Restorative Practice

October 4th
Scanning for Signals

October 25th
**Turning Signals
into Stories**

November 22nd
**Creating
Future Worlds**

December 12th
Presentations



Resources

[http://www.garrygolden.com/BACC2019 /](http://www.garrygolden.com/BACC2019/)

MILLENNIALS: COMMON ASSUMPTIONS

Social Safety Net

**Nature of Work
(Gigs vs Careers)**

**The Experience
(Fintech / Insurtech)**



Life Insurance Just Got Easier.

Instant. Simple. Smart.

GET STARTED



MILLENNIALS: UNCERTAINTIES

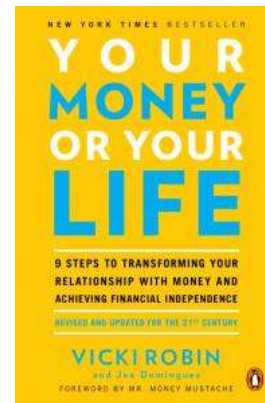
- ❑ **Political Will to Address Wealth Gaps and Equity Issues**
- ❑ **Value Extraction of Personal Data**
- ❑ **Fintech vs Institutions**
- ❑ **Risk Appetite for Crypto Assets**



DEMAND FOR FINANCIAL EDUCATION

A Growing Cult of Millennials Is Obsessed With Early Retirement. This 72-Year-Old Is Their Unlikely Inspiration

Vicki Robin



FIRE: FINANCIAL INDEPENDENCE, RETIRE EARLY

THE WALL STREET JOURNAL.

The New Retirement Plan: Save Almost Everything, Spend Virtually Nothing

A group of younger workers, devotees of the FIRE movement, are seeking ways to duck mistakes made by prior generations

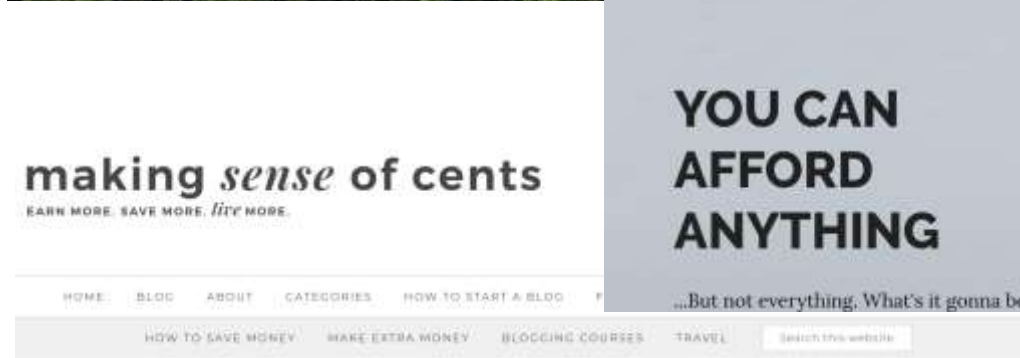
Sylvia Hall wants to retire at age 40. The 38-year-old Seattle lawyer is on a strict budget as she tries to hit her goal of amassing \$2 million in assets by 2020. That means saving about 70% of her after-tax income and setting firm spending limits in every part of her life.



By Anne Tergesen and Veronica Dagher

Nov. 3, 2018 12:01 a.m. ET

FRAGMENTED FINANCIAL WELLNESS CONTENT



[Source](#)

HOMEOWNERS: LOANS FOR ENERGY ASSETS

Financing for:

- Residential Solar
- Community Solar
- Community Micro Grids
(Batteries; Fuel Cells)
- Heat Pumps

