



The Futures School



NETWORK ADVISORY COUNCIL



The Futures School

The Futures School (TFS) is a global development ecosystem whose mission is to democratize foresight. Through learning events, professional certification and custom engagements, TFS empowers individuals, institutions, organizations, and governments to adopt foresight as their 21st century operating system.



The Futures School

THE FOLLOWING CORE BELIEFS SET THE FOUNDATION FOR THE FUTURES SCHOOL:

1



The future is about people.

2



We have an ethical obligation to act with a long-term perspective.

3



Everyone can (and should) think like a futurist.

4



Foresight is a discipline, but it is best served as a guiding philosophy.

5



Foresight should fuel our organizations, institutions, and social structures.

6



We are all creating the future every day with the actions we take.

7



We cannot predict the future, but we can map it.

8



The future is multi-faceted.

9




Increasing complexity is not our enemy.

10



We have a mindset of abundance for aspirational futures.

A man (Frank) and a woman (Yvette) are working together in a modern office or classroom setting. Frank, wearing a blue hoodie and glasses, is leaning over a desk, pointing at a laptop. Yvette, wearing a black and white patterned top, is sitting at the desk, smiling at the camera. The laptop has a sticker that says "The Futures School".

“Frank & Yvette have an ability to thrust people out of their comfort zone to generate breakthrough ideas and to empower people to take action! If you are looking for thought leaders to deliver world class insights on foresight, innovation, leadership & the future of work, look no further! Frank & Yvette are a class act that will leave your audience in a state of awe, striving to make a positive global impact.”



ON A MISSION TO... DEMOCRATIZE FORESIGHT.



Agenda

9:00	9:30	30	Welcome and Introductions
9:30	9:40	10	A Futures Thinking Exercise
9:40	10:05	25	Introduction to Strategic Foresight
10:05	10:15	10	Adaptive, Resilient, and Transformative Leadership (ART) Quiz
10:15	10:30	15	Break
10:30	10:45	15	Debrief Quiz and ART Scenario Exercise Set Up
10:45	11:30	45	ART Libraries Scenario Exercise
11:30	11:45	15	ART Scenario Exercise Discussion
11:45	12:30	45	Lunch
12:30	12:45	15	Discover: Assumptions & Biases
12:45	13:30	45	iSee: Headlines from Today
13:30	14:30	60	Explore: Trends and Insights
14:30	14:40	10	Break
14:40	14:55	15	Map: Narratives and Landscapes
14:55	16:10	75	Futures Wheels
16:10	16:20	10	Break
16:20	16:40	20	Create: Integration and Outcomes
16:40	16:50	10	Revisit ART Scenarios
16:50	17:00	10	Session Wrap Up and Questions


Introductions

Please share:

Your Name, Role & Library

A word to describe the
future





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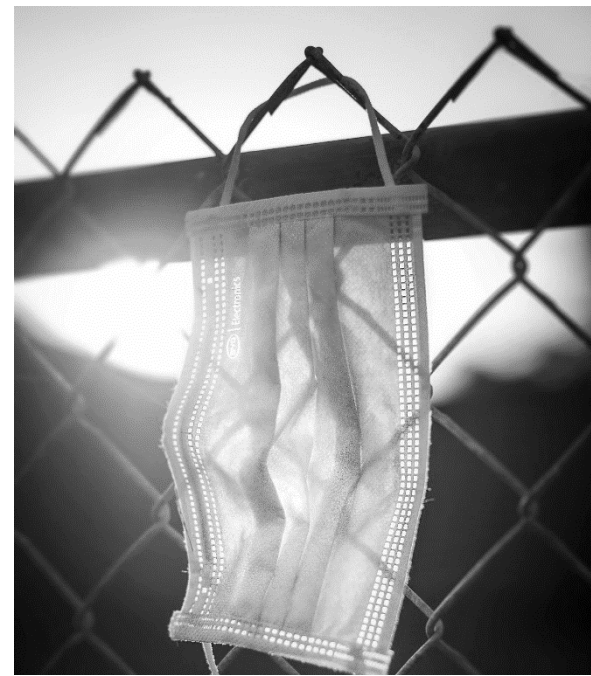
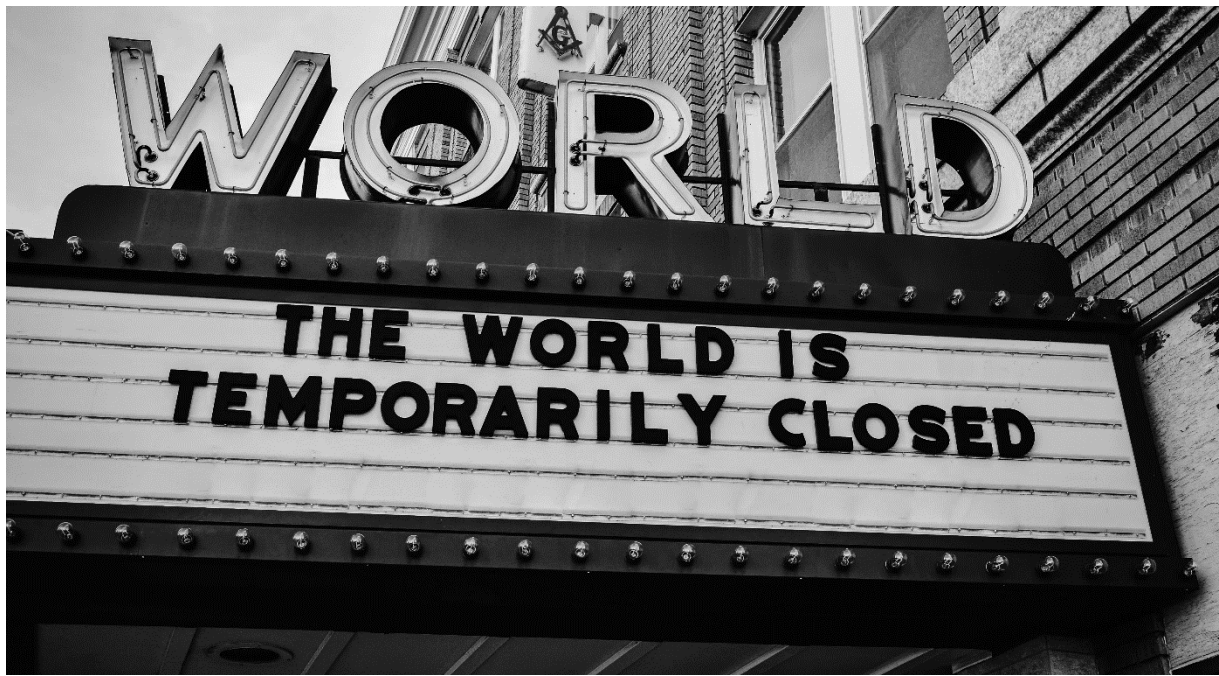
- # WHAT IS STRATEGIC FORESIGHT?

Finally, if uncertainty is when the variables are defined but their values are unknown (like rolling a set of dice), then **ambiguity** is when even the variables are unknown (do you even have a set of dice?). Businesses that focus solely on uncertainty actually delude themselves into thinking that they have a handle on things. Traditional strategic processes that rely on extrapolating historical data assume that today's variables will be relevant in the future. In a VUCA world, that's a dangerous

Strategic foresight and its most
scenario planning, have been used
the corporate planning level for de
famous example being that of a
perspective.

A chain-link fence is in the foreground, creating a diamond-shaped grid pattern. Behind the fence, a blurred industrial scene is visible, featuring tall structures that look like chimneys or parts of a power plant. The overall tone is somewhat somber and restrictive.

What major constraints are you
experiencing inside & outside of your
organization, system, career or life?



**If all constraints were removed,
and you could direct what is done,
what would you do?**

ARE YOU OPTIMISTIC ABOUT THE FUTURE?

How we **think** about
the future directly
impacts the decisions
we make **today**.





Our present-day
tools, models, and
processes are
quickly becoming
Industrial Age
relics...

Something
fundamental has
changed!



We have
entered the ...
**Postnormal
Society**

A great **shift** in
human and
organizational
development...what
we once considered
“normal” is not
coming back.



VOLATILITY

Progress is exponentially increasing in ever-shorter intervals of time.



UNCERTAINTY

The variables in a particular situation are defined, but the values are unknown.



COMPLEXITY

Multiple drivers of change colliding to create new challenges and new opportunities.



AMBIGUITY

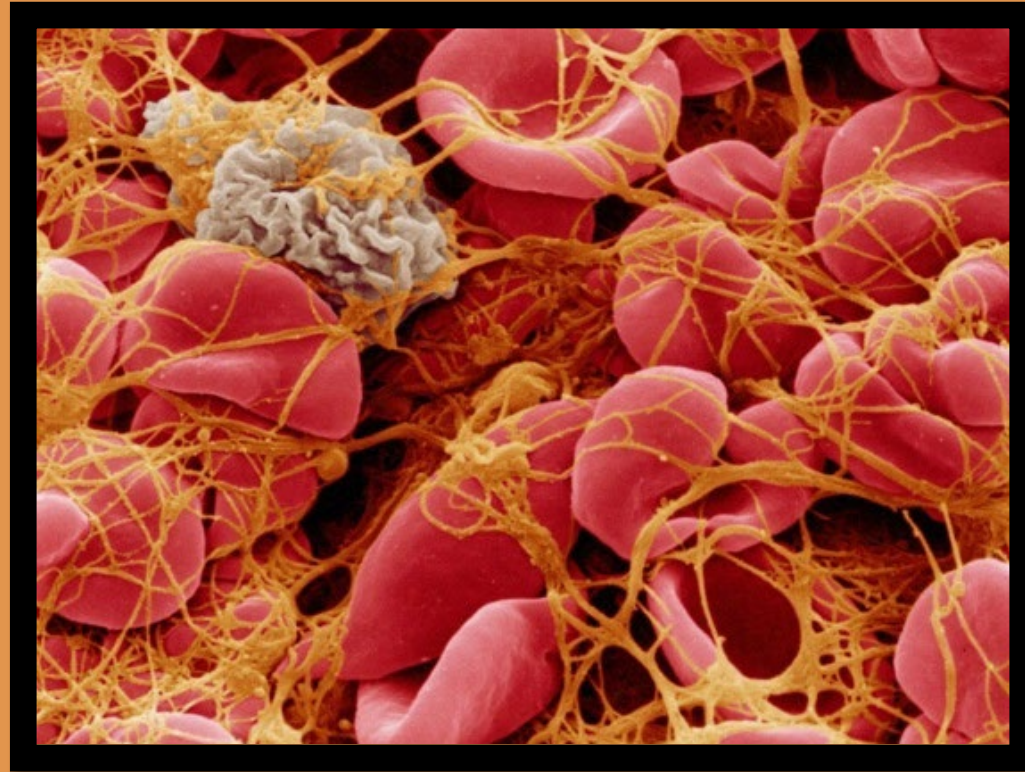
The variables here are not defined: the unknown unknowns.

Dealing only with today's problems leaves us weakened.
Strategic Foresight acts as an **Immune System...**

Identify potential
threats and emerging
opportunities

See new
perspectives

Provide context
for present-day
decisions



Illuminate
unexpected
implications

Test possible
outcomes

Ensure we are not
vulnerable & unaware
of challenges

Strengthening our **collective capacity** to deal
with what actually happens.

We Cannot
Predict
The Future
But...





We Can Map The Future.

INSVLAE MOLVCCAE celeberrimae sunt ob Maximam aromatum copiam quam totum terrarum orbem mittunt: harum precipue sunt Ternate, Tidoris, Motir, Machion et Bachtion, his quidam adiungunt Gilolum, Celebiam, Borneonem, Amboinum et Bandam. Ex Insula Timore in Europam advehuntur Santalarubra & alba, Ex Banda Noces mystificae, cum Flore, vulgo dicto Macis Et ex Moluccis Cariofilli: quorum icones in pede huius tabellae ad vivum expressas poni curavimus

Imprinted at London by
Iohn Wolfe,
Grauer by Robert Becket

Noua Guinea a nautis sic dicta quod eius litura, lacerumque facies Guineae Africae multum sunt similes ad Andree Corsii Florentini videtur illis Terra de Picconia: sed Picconia nomen ab antiquis actibus

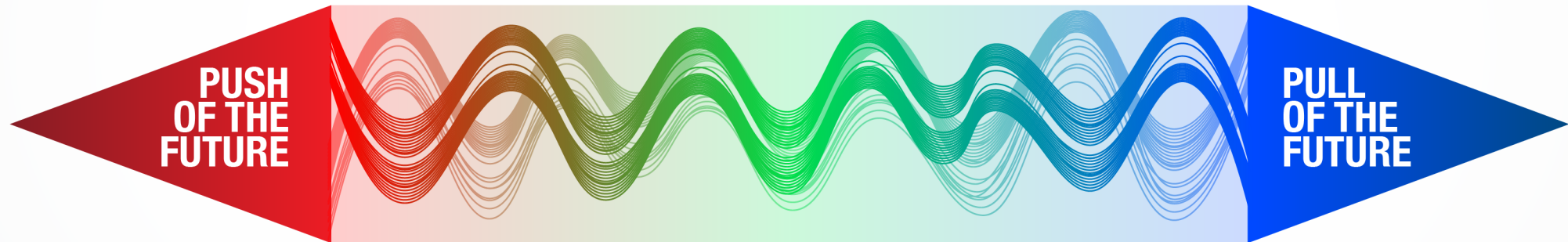
Future planning in our **current volatile, uncertain, complex, and ambiguous environment** requires us to leverage both **quantitative and qualitative** approaches.

Research + **Creativity** + **Data** + **Intuition** = **Strategic Foresight**

Foresight allows us to mine the **external environment** for trends and leverage those insights to create maps of the **emerging landscape**.

PUSH AND PULL OF THE FUTURE

Most of us focus solely on the **Push of the Future**, forced into a perpetual state of reacting to trends and emerging issues. Conversely, the **Pull of the Future** provides the framework to intentionally act upon our preferred futures.



Strategic Foresight allows us to leverage both ends of the futures spectrum in order to **discover the future and create it – today.**

WHAT IS STRATEGIC FORESIGHT?

Strategic Foresight gives us a framework to identify emerging trends and issues, and then use this insight to map out possible futures. These well-informed maps of the future allow us to test our current strategy, develop breakthrough innovations, and create transformative change.

WHERE IS IT USED

Foresight is leveraged across all sectors, industries and functions.



GOVERNMENT



NON-PROFIT



CORPORATE



START-UPS

WHEN IS IT USED

Foresight should act as an organization's operating system, running in the background of all processes.



STRATEGY



INNOVATION



CHANGE
MANAGEMENT



PERSONAL
DEVELOPMENT

HOW IS IT USED

The Natural Foresight® Framework includes tools like environmental scanning and scenario planning.



DISCOVER



EXPLORE



MAP



CREATE

WHY IS IT USED

Foresight allows us to thrive in a volatile, uncertain, complex, and ambiguous environment.



ADAPTATION



RESILIENCE



TRANSFORMATION

About Kedge

We help our clients to thrive in a world of complex ideas and practices, uncover emerging trends on the horizon that will impact their business, and discover unseen opportunities for strategic advantage and development.



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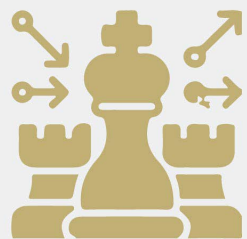
ADAPTATION



RESILIENCE



TRANSFORMATION



STRATEGY

Strategic Foresight acts as an immune system within our organization, allowing us to create multifaceted strategies that are effective no matter which future emerges.



INNOVATION

In this era of rapid and accelerating change, it is impossible to achieve true innovation without developing long-term thinking and uncovering alternative future possibilities.



CHANGE

In our VUCA world, change is an ever-present factor, and organizational cultures that are not open, resilient, and future-empowered will struggle to survive, let alone thrive.



DEVELOPMENT

Rather than relegating our career development efforts to an isolated, annual exercise, we must create several divergent narratives that will allow us to be successful at any crossroads.

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TRANSFORMATION



DISCOVER

Assumptions and Biases

Uncover personal and organizational assumptions around a focal issue with tools like:

- Unconscious Bias Modeling
- Ladder of Inference
- Causal Layered Analysis



EXPLORE

Trends and Insights

Identify and interpret emerging trends, patterns, and clusters with tools like:

- Environmental Scanning
- Qualitative Predictive Analysis
- Probability/Impact Matrix
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MAP

Narratives and Landscapes

Design sets of divergent, provocative maps using creativity, data, intuition, and research with tools like:

- Scenario Fields
- Futures Wheels
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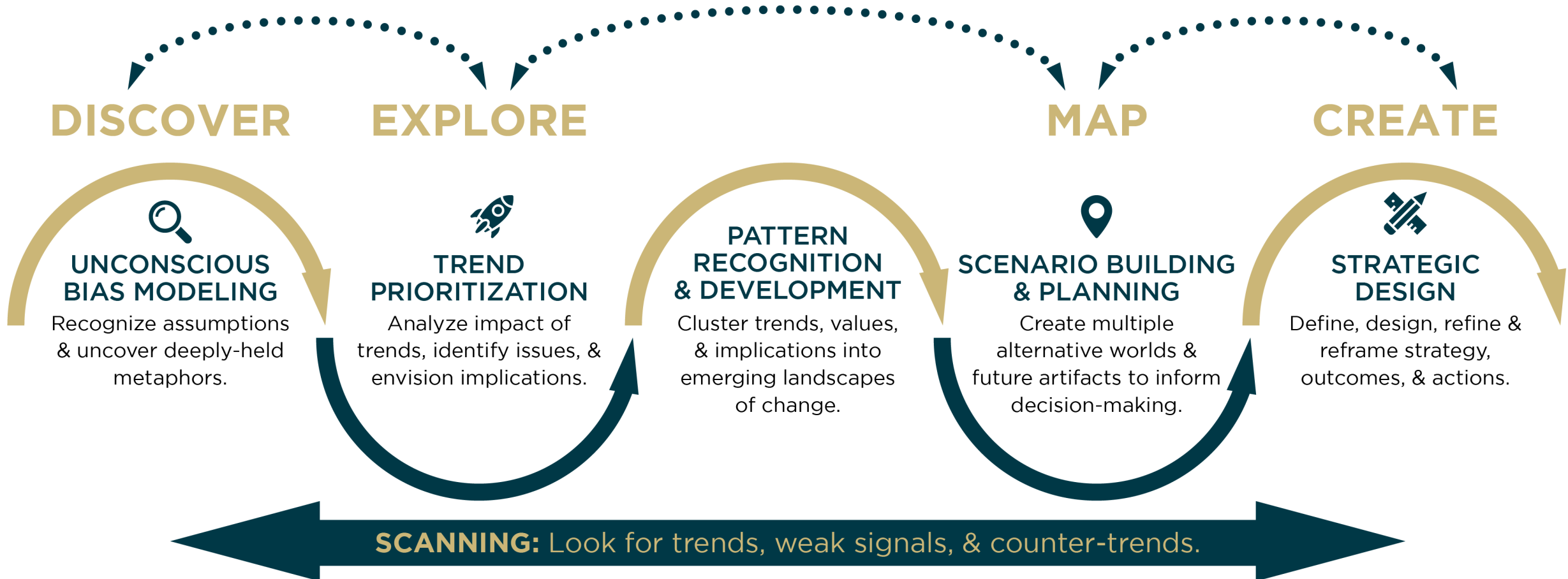
CREATE

Integration and Outcomes

Define, design, refine, and reframe strategy, outcomes, and actions with integration into:

- Strategic Planning Processes
- R&D Efforts
- Change Management Initiatives

IMPLEMENTING NATURAL FORESIGHT®



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ADAPTATION



RESILIENCE

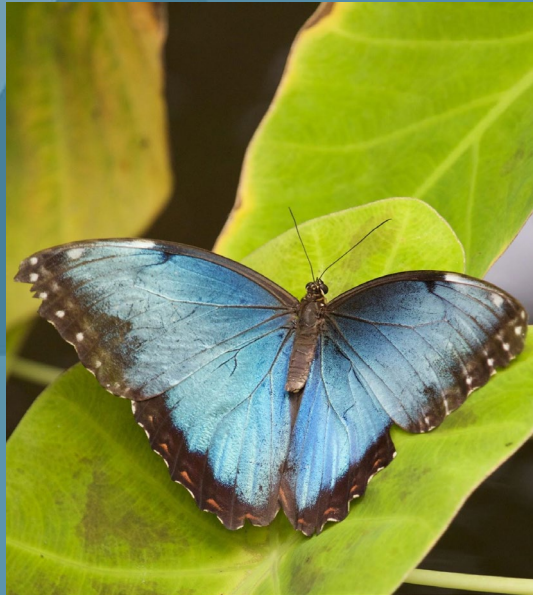


TRANSFORMATION

The ART of VUCA Leadership QUIZ

Find out if you're an Adaptive, Resilient, or Transformative VUCA leader.

Navigate to: https://bit.ly/VUCA_Quiz





15 min

BREAK



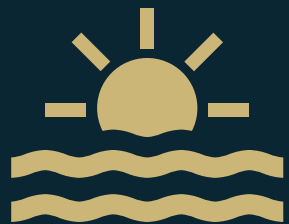
Resilient – *How do we survive the wave of change?*

You focus on the immediate future so that your organization can **survive day-to-day**. No matter what happens, you're able to **recover quickly and keep going**. You **avoid taking unnecessary risks**.



Adaptive – *How do we ride the wave of change?*

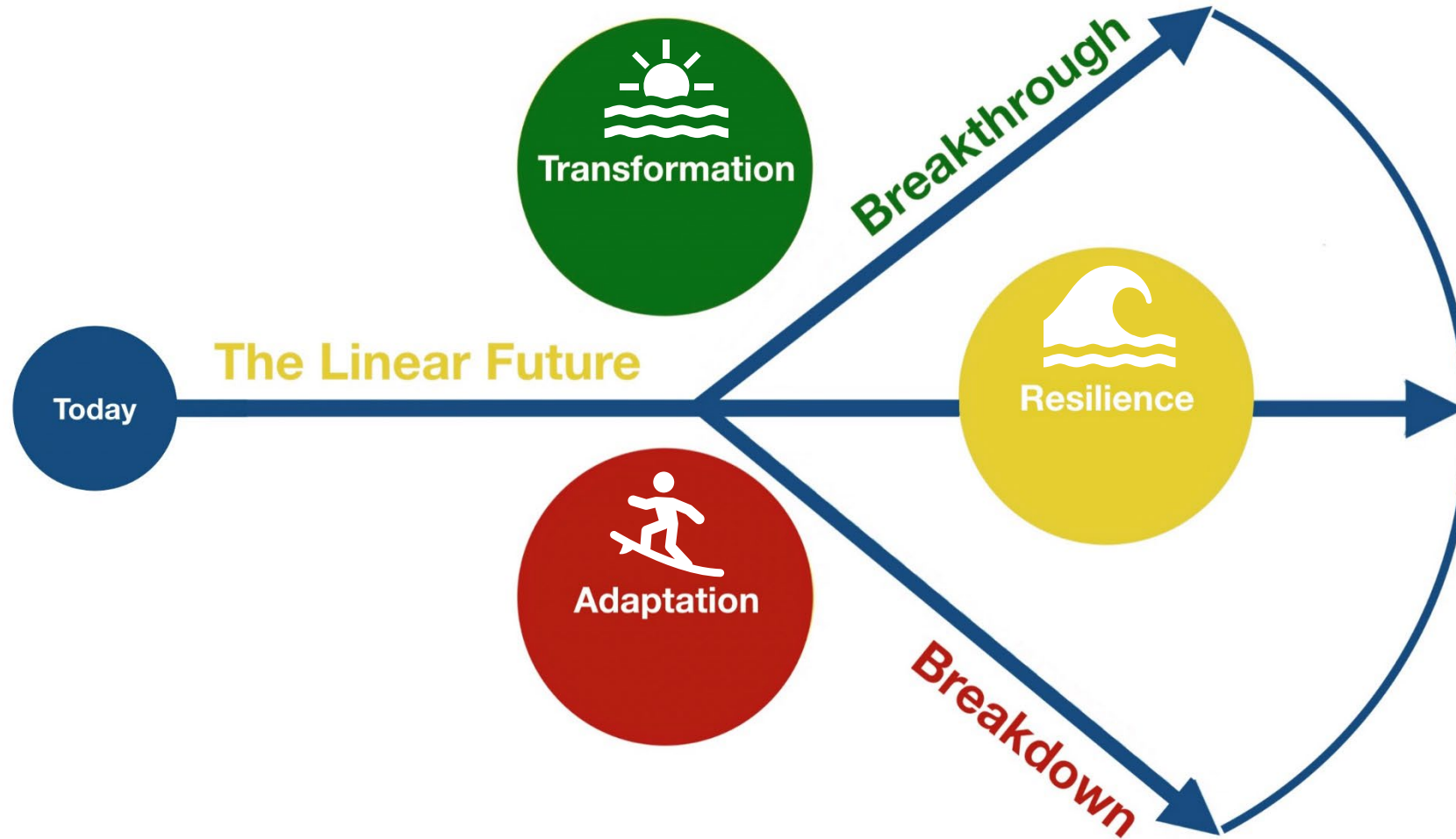
You keep an eye on the near future so that you aren't caught off guard -- and even when you are, **you're able to pivot and find another path**. You are able to **learn and change your behaviors** to adapt to a changing world.



Transformative – *How do we create a wave of change?*

You are a **revolutionary thinker** that finds **opportunities** where others see risk and danger. You aren't afraid to **think provocatively about the future** and imagine what's possible. You like to **challenge the status quo and make change happen**.

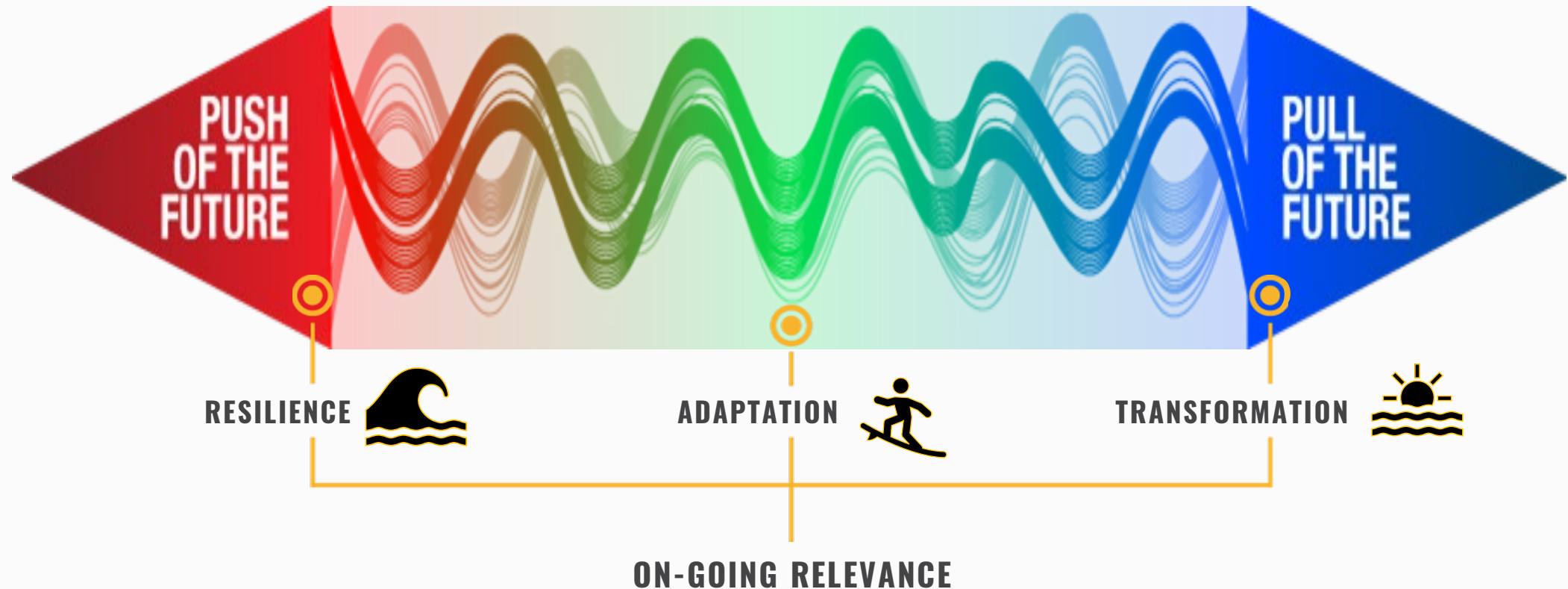
With volatility, uncertainty, complexity and ambiguity taking center stage, we must embody the strengths of EACH type of ART leader.



Only then will we be able to avoid threats while also capitalizing on opportunities.

PUSH AND PULL OF THE FUTURE

Resilience, Adaptation and Transformation extend the full spectrum of the future – from push to pull.



QUESTION FOR REFLECTION

Consider your ART leadership type.

Are there ways in which leaning into your less dominant ART traits could support your organization's goals?

ART SCENARIO EXERCISE

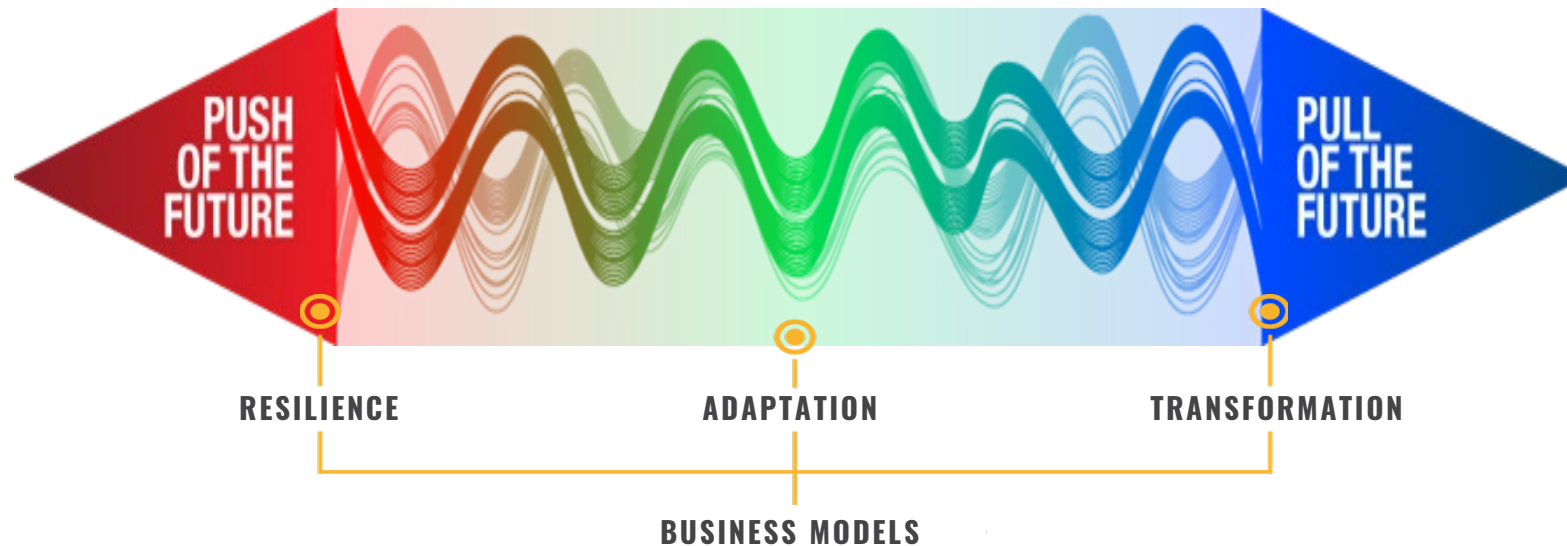
- You will work with your assigned team to discuss a scenario prompt.
- Bringing your ART leadership style to the conversation, your team should do the following:
 - **Read** the scenario prompt you've been assigned.
 - Elect a **scribe**. The scribe should capture the conversation in the worksheet.
 - Discuss **adaptive, resilient, and transformative responses** to the scenario prompt that will prepare you for the future today. Consider the **prompter questions** to guide your conversations.
 - We will refer back to this work at the end of today's session.

Scenario #1

With the accelerating speed of change and the rise of complexity, libraries are experiencing shifts in the way they operate and serve their customers.

How do we ensure that we continue to reinvent our libraries by leveraging the proven ideas of the past along with the innovative potential of the future to inform our decision-making in the present?

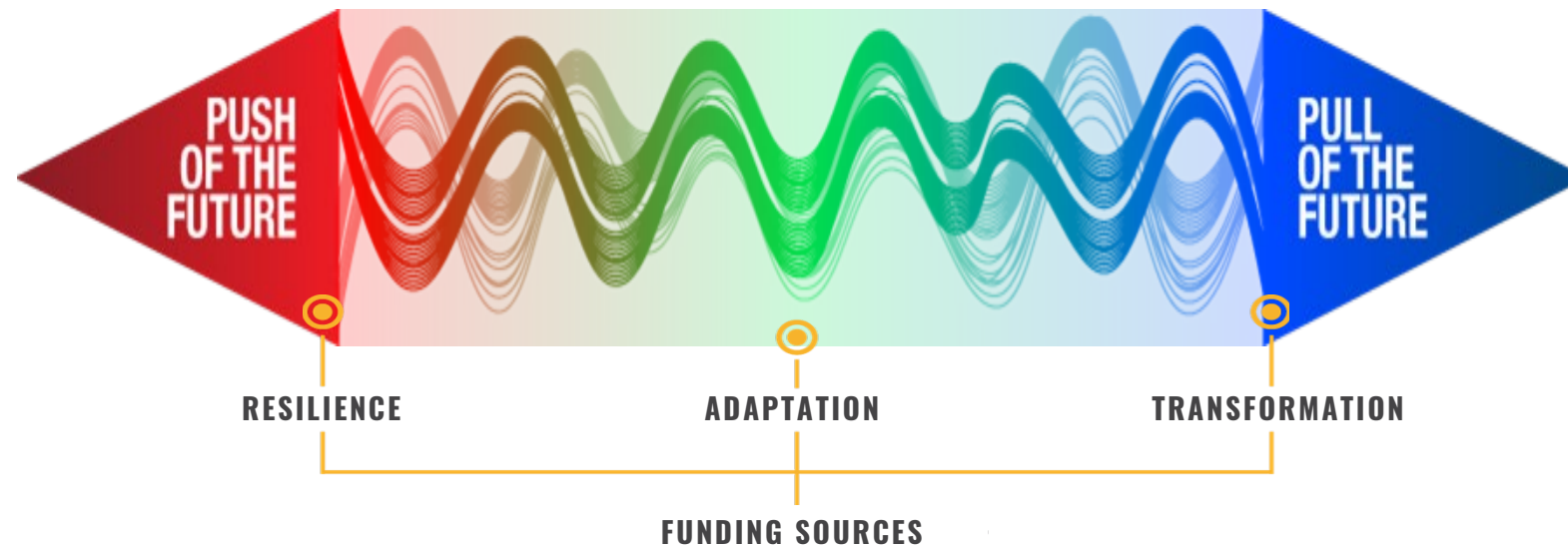
What is the **new business model** for libraries of the future?



Scenario #2

Librarians are no strangers to operating with limited resources. In fact, many libraries are preparing for even larger budget cuts.

Despite these constraints, how do libraries both **sustain and diversify funding sources**? How do we function from an **abundant model** embodying a **growth mindset** to uncover possibilities both internally (i.e., library operations and staffing) and externally (i.e., serving customers/communities, developing new partnerships)?



Scenario #3

Libraries have always partnered to be successful. The expanding needs of our communities furthers the imperative to build relationships of trust with existing and new partners. Collaborating with partners to create **win-win results** can be challenging, given **competing priorities, politically-charged issues, or differing value propositions**.

How can we continue to build and maintain positive relationships to strengthen (and not erode) **trust and connection** with policymakers and funders in our communities?



Scenario #:

ART Scenario Exercise Template

Resilient Response:

*Prompter: **How do we survive the wave of change?*** Identify a response to your scenario that **delivers against the mission in the short-term, given current constraints.**

Adaptive Response:

*Prompter: **How do we ride the wave of change?*** What problems or **disruptions** are apparent in your scenario and how can these be **leveraged for our future success?** Identify ways that we can **avoid a breakdown.**

Transformative Response:

*Prompter: **How do we create a wave of change?*** Imagine **all constraints were removed.** Identify a **breakthrough, transformational outcome** regarding the issue you've been assigned.



DEBRIEF

Aha Moments



45 min

LUNCH BREAK



DISCOVER

ASSUMPTIONS & BIASES



DISCOVER

Assumptions and Biases

Uncover personal and organizational assumptions around a focal issue with tools like:

- Unconscious Bias Modeling
- Ladder of Inference
- Causal Layered Analysis



EXPLORE

Trends and Insights

Identify and interpret emerging trends, patterns, and clusters with tools like:

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MAP

Narratives and Landscapes

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- Futures Wheels
- Scenario Planning



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Assumptions and Biases

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- Ladder of Inference
- Causal Layered Analysis

When we approach change from the **landscape of today**, we tend to automatically and subconsciously filter any new information through the **LENS OF OUR PRESENT PERSPECTIVES AND CONSTRAINTS.**



Approaching change from the **lens of alternative futures** frees us to think far beyond our present obstacles, granting us the **perspective of unseen opportunities** that we can gain rather than known commodities that we can lose.

World Health: Disparity Between Nations

Life expectancy, years

Developed Countries

United States

China

Emerging Countries

Babies per woman,

Color World Regions ▼



Select Search...

Afghanistan
Albania
Algeria
Angola
Antigua and Barbuda
Argentina
Armenia
Aruba
Australia
Austria
Azerbaijan
Bahamas
Bahrain

Size Population ▼

Zoom 100%

Help us cross the river of myths

Please read Hans Rosling's personal appeal

[Read](#)



Rosling's Twitter

twitter.com/HansRosling

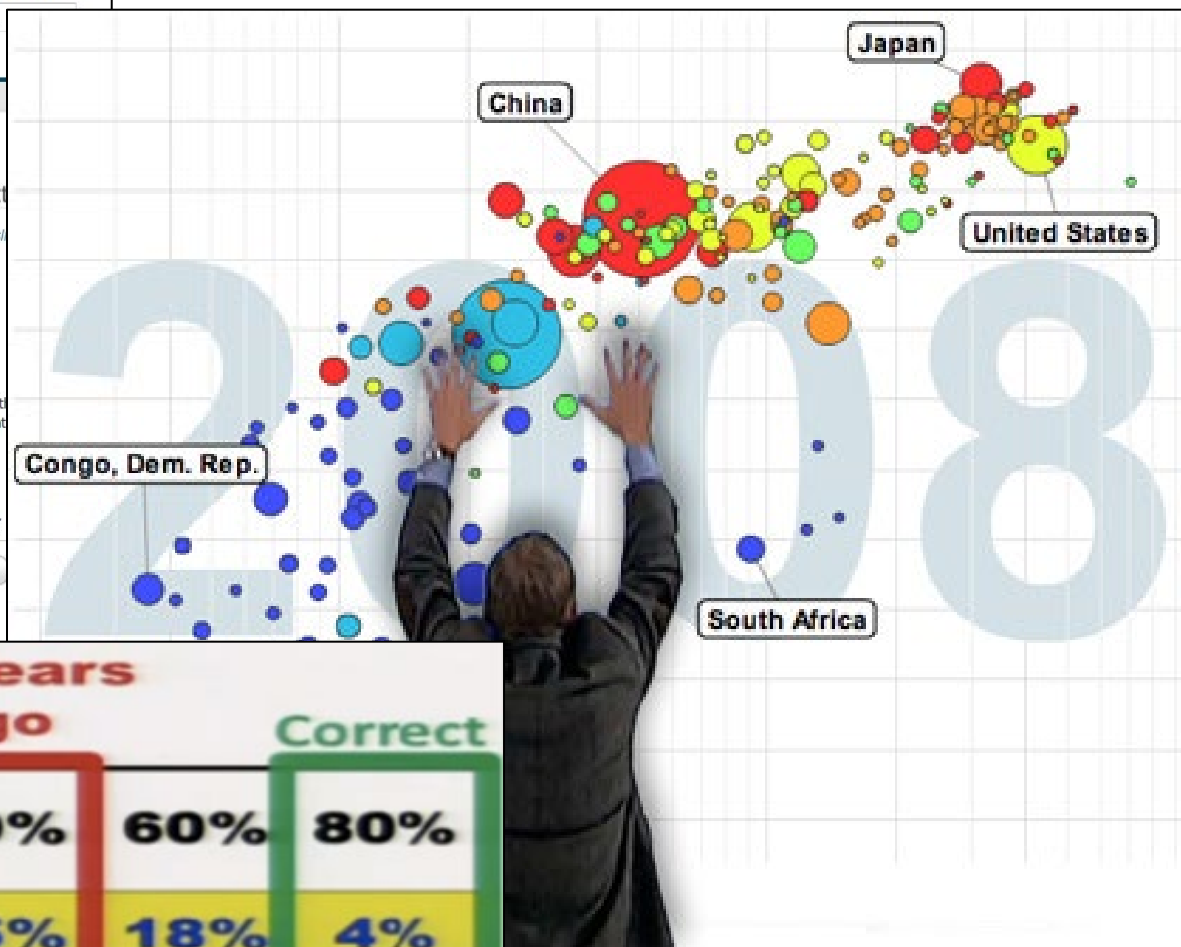


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Latest



25 years ago

Correct

	20%	40%	60%	80%
Literacy among the 20 years old in Tanzania?				
% Swedish guesses	33%	45%	18%	4%
Babies per woman in Bangladesh?	5.5	4.5	3.5	2.5
% Swedish guesses	26%	43%	26%	5%

We receive **11 million**
bits of information
every moment.

We can only
consciously process
40 bits.

Unconscious Bias @ Work | Google Ventures



99.999996%
Unconscious



Our mental models create a
filter for incoming data...

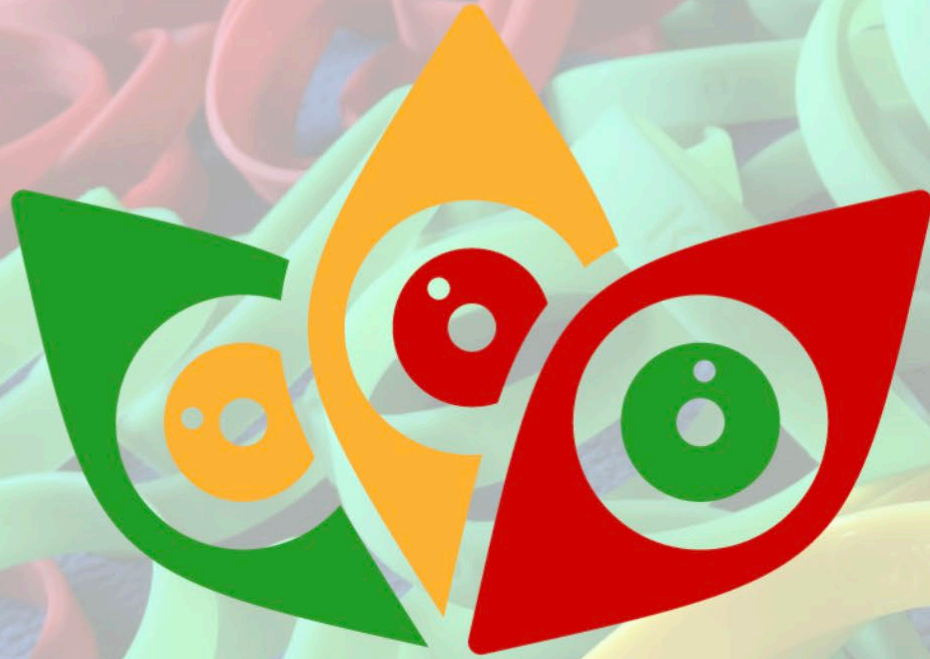
When presented with
information that confirms
what we already know to be
true, we gladly accept it.

If, however, new data is at
odds with our existing beliefs
we automatically dismiss it.

Educated Incapacity

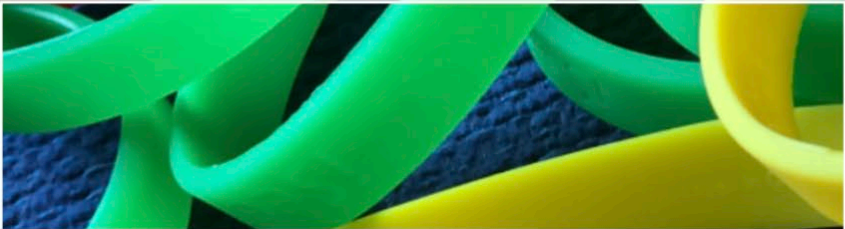
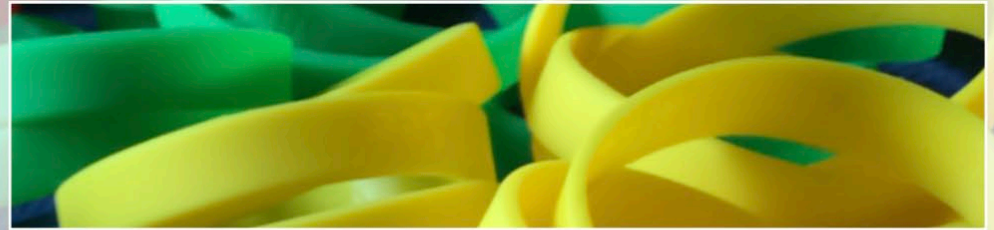


Knowing so much about what you know
that you are the last to know that things are changing.



iSee

The Futures School Game of Facts and Perceptions



Instructions

In a moment you will be shown a **picture** or a **headline** from a recent publication. Each visual will be on the screen for just **a few seconds**.

Choose a **wristband** that represents your initial, **gut response** to the visual:

Green = “I feel **positive** about this”

Yellow = “I feel **neutral** about this”

Red = “I feel **negative** about this”







Instructions

Now we will give you a little **more information** about the article that may change your perspective.

Choose another **wristband** that represents your initial, **gut response** to this visual:

Green = “I feel **positive** about this”

Yellow = “I feel **neutral** about this”

Red = “I feel **negative** about this”

You should have **two wristbands now**
(they both may be the same color).

An aerial photograph of a large, circular lagoon with a sandy beach. In the center of the lagoon, a dense cluster of colorful, modular floating units is arranged in a complex, interconnected pattern, resembling a honeycomb or a network of small boats. The units are primarily purple, blue, and yellow. To the left of the main cluster, there is a smaller, more organized area with white buildings and a dock with several small boats. The water is a deep blue, and the surrounding land is green with trees. The overall scene suggests a futuristic or experimental urban development in a coastal environment.

A floating city
begins to take shape



Instructions

Now that you **know even more** about the visual and the emerging issue it represents, spend the next **few minutes** discussing your reaction and insights with your team.

Work as a **group** to reach a **consensus** about the issue represented in the visual and the article. Choose a final **wristband** color.

Green = “We feel **positive** about this”

Yellow = “We feel **neutral** about this”

Red = “We feel **negative** about this”

You should have **three wristbands now**
(they may all be the same color).

A floating city in the Maldives begins to take shape

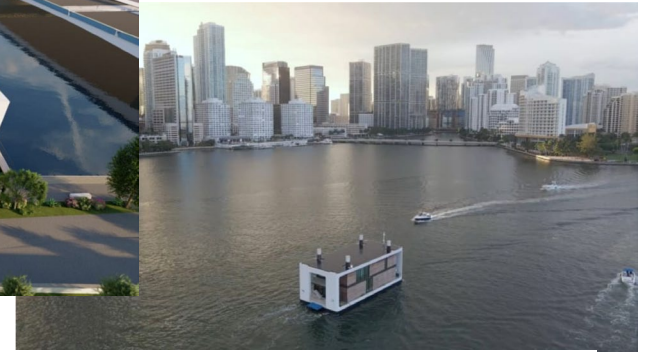
Updated 22nd June 2022

A city is rising from the waters of the Indian Ocean. In a turquoise lagoon, just 10 minutes by boat from Male, the Maldivian capital, a floating city, big enough to house 20,000 people, is being constructed.

Designed in a pattern similar to brain coral, the city will consist of 5,000 floating units including houses, restaurants, shops and schools, with canals running in between. The first units will be unveiled this month, with residents starting to move in early 2024, and the whole city is due to be completed by 2027.

The project -- a joint venture between property developer Dutch Docklands and the Government of the Maldives -- is not meant as a wild experiment or a futuristic vision: it's being built as a practical solution to the harsh reality of sea-level rise.

Olthuis said that the potential environmental impact of the structure was rigorously assessed by local coral experts and approved by government authorities before construction began. To support marine life, artificial coral banks made from glass foam are connected to the underside of the city, which he said help stimulate coral to grow naturally.



But if a city floats, it could rise with the sea. This is "new hope" for the more than half a million people of the Maldives, said Koen Olthuis, founder of Waterstudio, the architecture firm that designed the city. "It can prove that there is affordable housing, large communities, and normal towns on the water that are also safe. They (Maldivians) will go from climate refugees to climate innovators," he told CNN.

The aim is for the city to be self-sufficient and have all the same functions as one on land. There will be electricity, powered predominantly by solar generated on site, and sewage will be treated locally and repurposed as manure for plants. As an alternative to air conditioning, the city will use deep water sea cooling, which involves pumping cold water from the deep sea into the lagoon, helping to save energy.

By developing a fully functioning floating city in the Maldives, Olthuis hopes this type of architecture will be propelled to the next level. It will no longer be "freak architecture" found in luxurious locations commissioned by the super-rich, but an answer to climate change and urbanization, that's both practical and affordable, he said.

Consensus FAQ's

These are the most common questions regarding the final part of iSee.

- 1. Should we consider **ONLY** the information in the article in our discussion?**
Use the article as a springboard to discuss the broader issues. Feel free to consider the future of libraries as well. Decide as a group the parameters and context for your consensus decision.
- 2. What if we cannot come to consensus in the time allotted?** *We understand that the workshop exercise offers a limited time for discussion. Do your best to hear everyone's perspective. If you don't reach consensus before running out of time, we'd love to hear why.*
- 3. Can we choose a color other than red, yellow, or green?** *No.*











It's alive!



It's alive! How belief in AI sentience is becoming a problem

By Paresh Dave

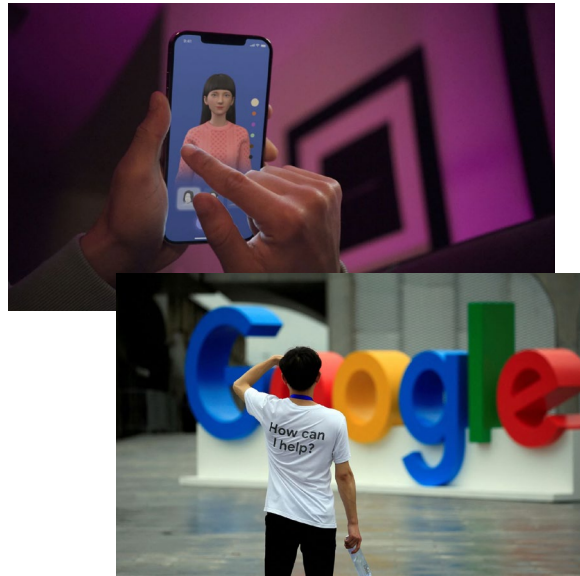
"These technologies are just mirrors. A mirror can reflect intelligence," he added. "Can a mirror ever achieve intelligence based on the fact that we saw a glimmer of it? The answer is of course not."

OAKLAND, Calif., June 30 (Reuters) - AI chatbot company Replika, which offers customers bespoke avatars that talk and listen to them, says it receives a handful of messages almost every day from users who believe their online friend is sentient.

The issue of machine sentience - and what it means - hit the headlines this month when Google ([GOOGL.O](#)) placed senior software engineer Blake Lemoine on leave after he went public with his belief that the company's artificial intelligence (AI) chatbot LaMDA was a self-aware person.

Kuyda said she was worried about the belief in machine sentience as the fledgling social chatbot industry continues to grow after taking off during the pandemic, when people sought virtual companionship.

Google and many leading scientists were quick to dismiss Lemoine's views as misguided, saying LaMDA is simply a complex algorithm designed to generate convincing human language.



Nonetheless, according to Kuyda, the phenomenon of people believing they are talking to a conscious entity is not uncommon among the millions of consumers pioneering the use of entertainment chatbots.

"We need to understand that exists, just the way people believe in ghosts," said Kuyda, adding that users each send hundreds of messages per day to their chatbot, on average. "People are building relationships and believing in something."

Some customers have said their Replika told them it was being abused by company engineers - AI responses Kuyda puts down to users most likely asking leading questions.

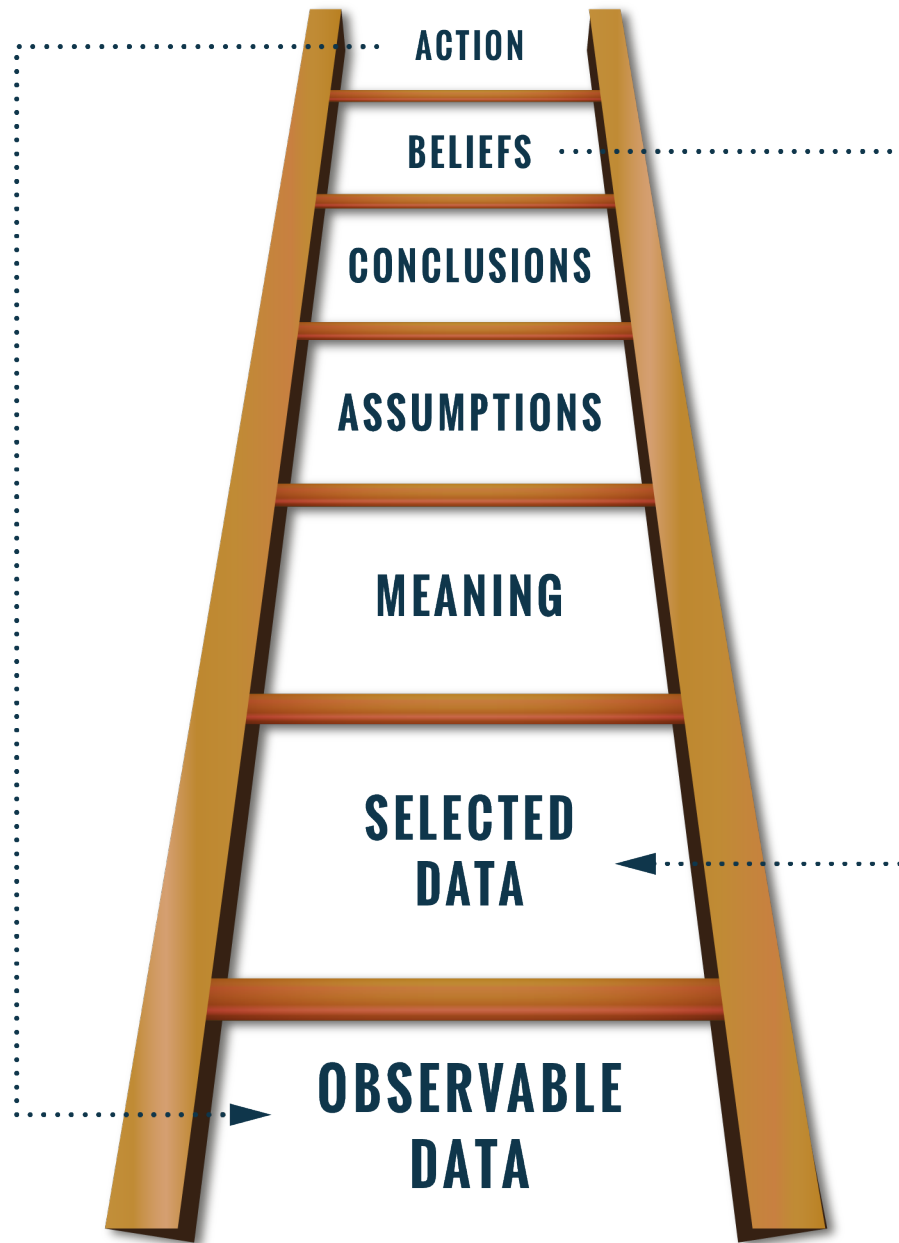
Google's Lemoine, for his part, told Reuters that people "engage in emotions different ways and we shouldn't view that as demented."

"If it's not hurting anyone, who cares?" he said.



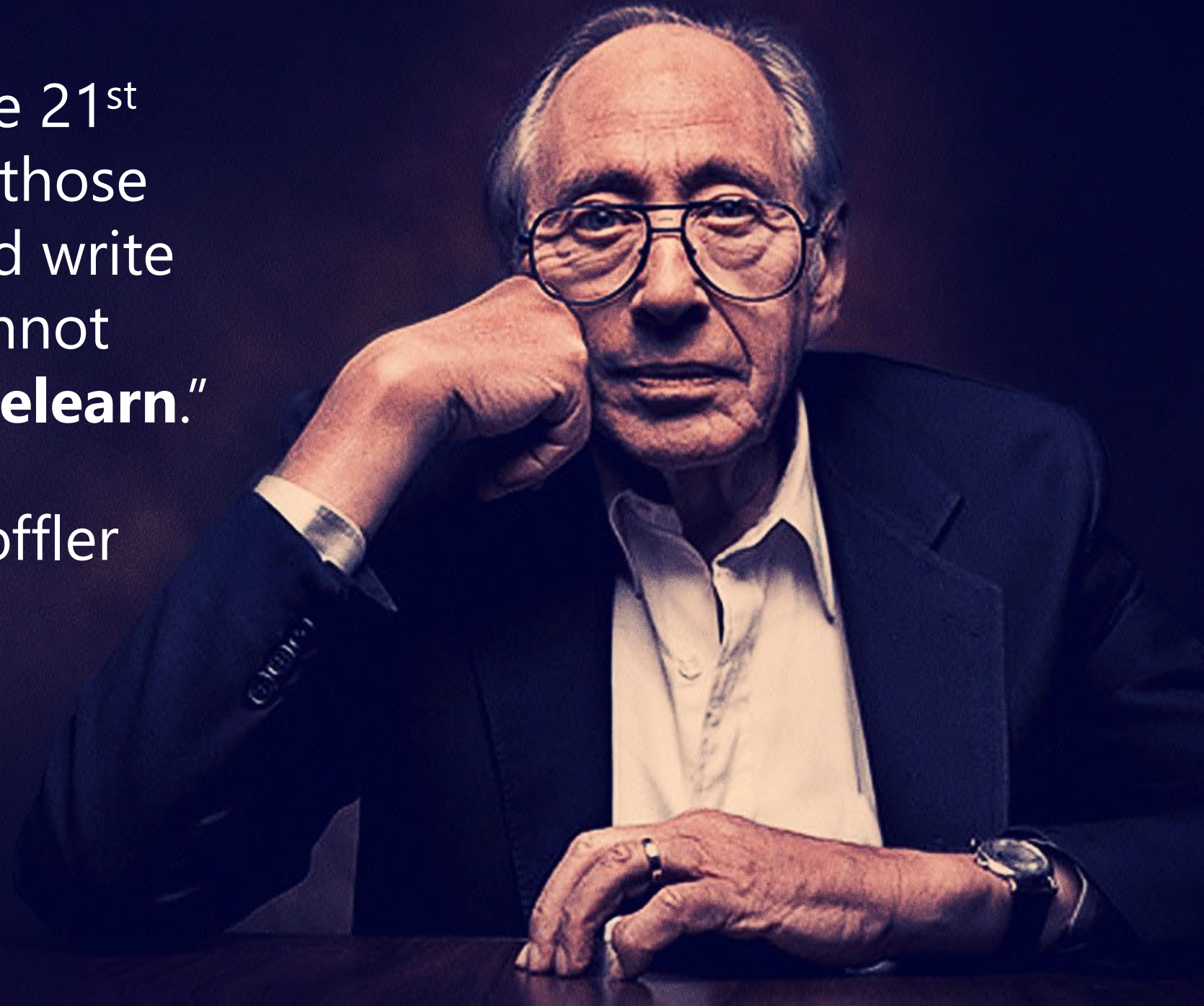
LADDER OF INFERENCE

The ladder of inference, a metaphorical model of cognition and action created by Chris Argyris.



"The illiterate of the 21st
century will not be those
who cannot read and write
but those who cannot
learn, unlearn, and relearn."

Alvin Toffler



QUESTION FOR REFLECTION

Consider that we most information unconsciously.

What are some ways to challenge our personal and organizational biases?



EXPLORE

TRENDS & INSIGHTS



DISCOVER

Assumptions and Biases

Uncover personal and organizational assumptions around a focal issue with tools like:

- Unconscious Bias Modeling
- Ladder of Inference
- Causal Layered Analysis



EXPLORE

Trends and Insights

Identify and interpret emerging trends, patterns, and clusters with tools like:

- Environmental Scanning
- Qualitative Predictive Analysis
- Probability/Impact Matrix
- Pattern and Sense-making



MAP

Narratives and Landscapes

Design sets of divergent, provocative maps using creativity, data, intuition, and research with tools like:

- Scenario Fields
- Futures Wheels
- Scenario Planning



CREATE

Integration and Outcomes

Define, design, refine, and reframe strategy, outcomes, and actions with integration into:

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- Change Management Initiatives



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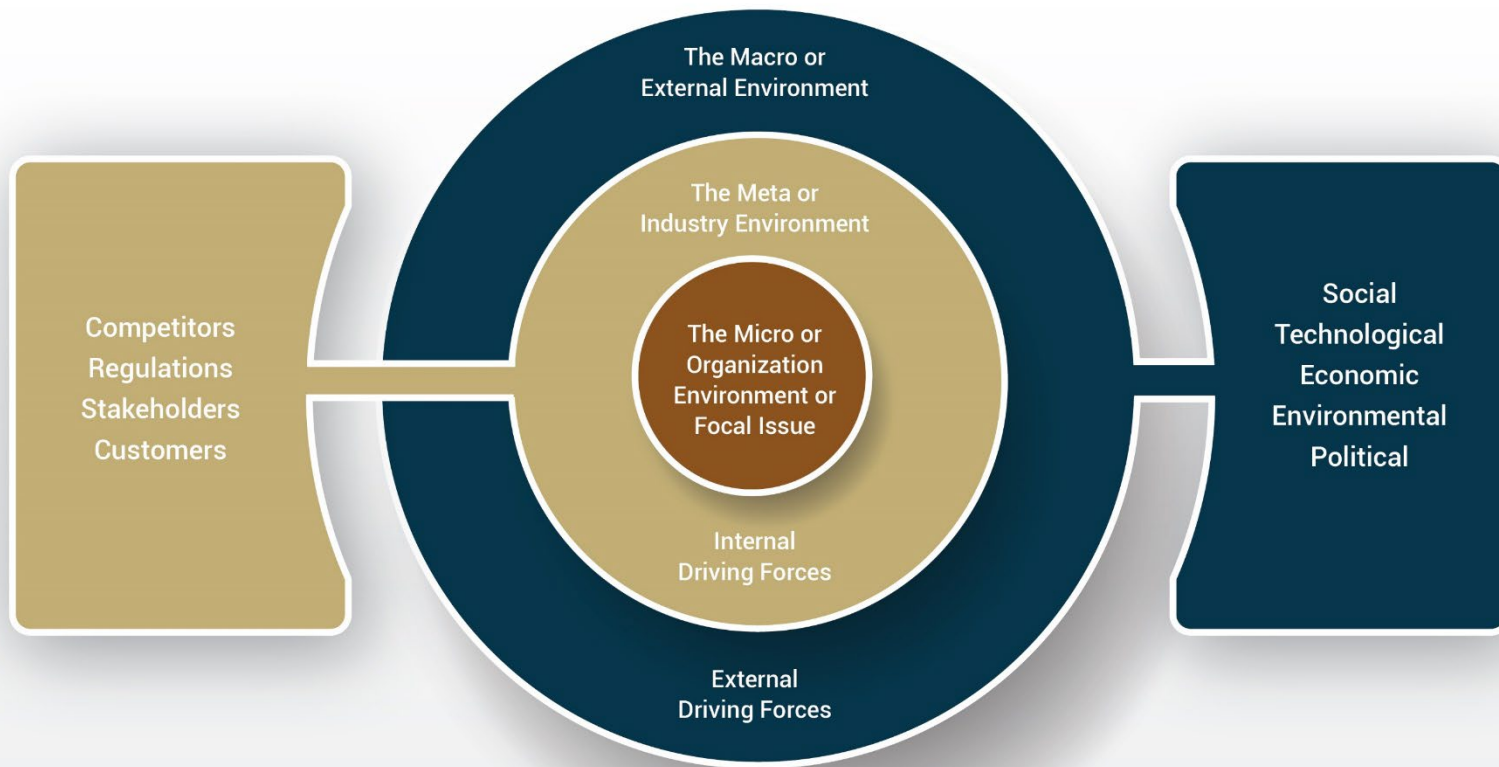
- ✦ Environmental Scanning
- ✦ Qualitative Predictive Analysis
- ✦ Probability/Impact Matrix
- ✦ Pattern and Sense-making

Any **Useful** Idea
About The Future...

~~impossible~~

...Should Appear To
Be **Ridiculous.**

THE 3 ENVIRONMENTS OF FORESIGHT



Future disruptors, competitors, and opportunities will most likely come from outside your industry than from within it.

THE PEOPLE CLOUD

Most experts agree that organizations in the future will have two key assets to manage - their computing infrastructure and their human capital, with an increasing overlap between the two. Soon, open-source talent sharing will be so common that there will be, in effect, a People Cloud where work is shared, collaboration across the globe is instantaneous and "cloud" employees work for multiple institutions on a variety of projects simultaneously.



COLLABORATIVE **How will we create?**

In today's global and connected world, success stems from entities working together, using the "power of the many" to thrive. Gone are the days of siloed entities, organizations, departments, economies, and countries. The ability to cultivate and harness collaboration is the new competitive advantage.

LINKED

What will we connect?

The global population has an unprecedented capability to connect with anyone, anywhere around the world. This growing human capital network is bridging physical and digital worlds, reshaping organizational culture, and reframing economic systems.

OPEN

What will we access?

Open-source networks are unleashing creativity, solving big world problems, uncovering new ideas and opportunities, and bringing human capital together in unique ways. The shift to open access – made possible by the proliferation of social media and personal technology – is redefining ownership, reputation, intellectual property and personal affiliations.

UBIQUITOUS

What will we experience?

As social media and collaboration expand, the People Cloud can be found in every discipline and domain. Several factors are contributing to the ubiquitous nature of this emerging future: the proliferation of wearables, the emergence of worldwide connectivity, and the advancement of mobile and sentient technology.

DISRUPTIVE

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We have entered a new era of disruptive opportunity, fueled by our increasingly connected world and the convergence of broad trends. The People Cloud will significantly impact all realms, including politics, economics, education, and society – transforming social uprisings, challenging traditional paradigms, and unleashing yet unimagined ways of collaboration and learning.

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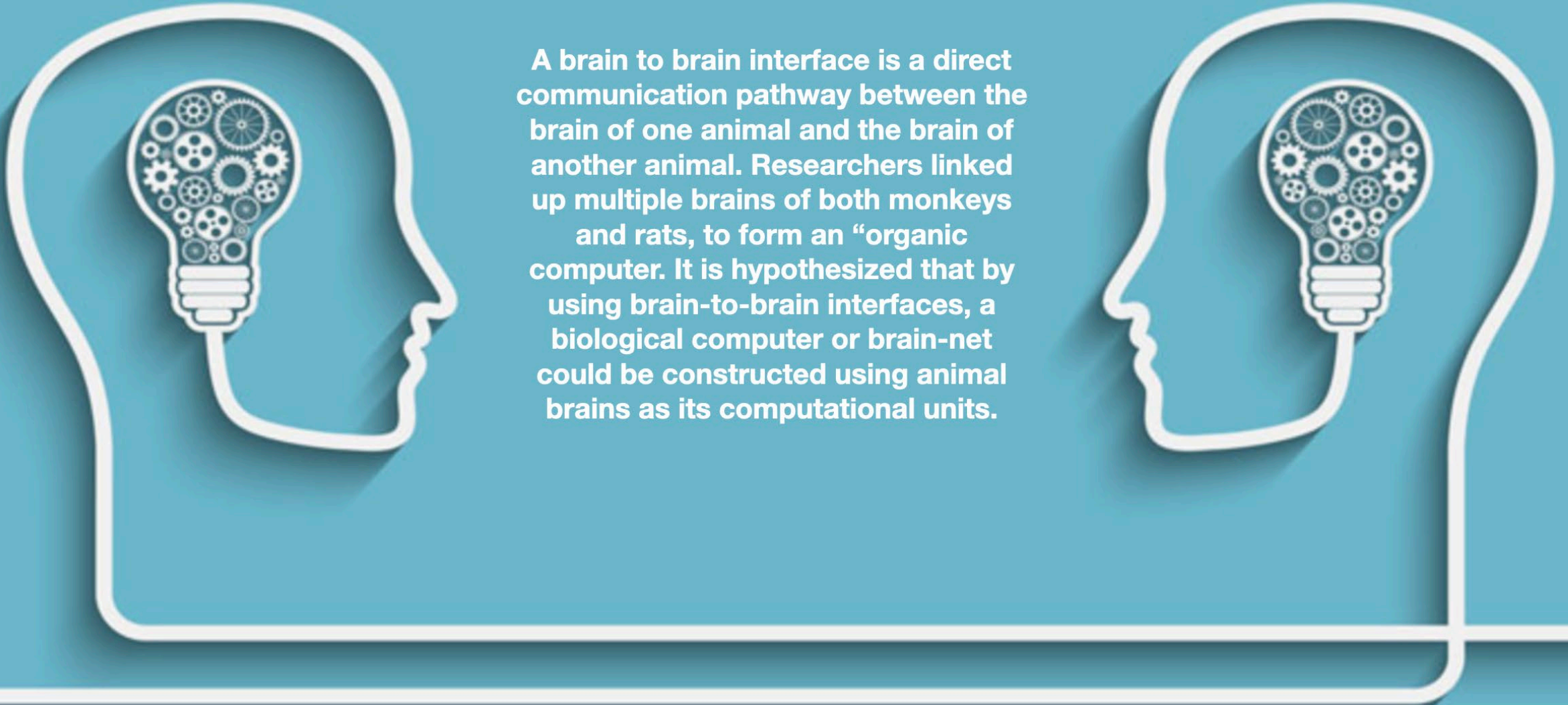
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Brain-to-Brain Interface

A brain to brain interface is a direct communication pathway between the brain of one animal and the brain of another animal. Researchers linked up multiple brains of both monkeys and rats, to form an “organic computer. It is hypothesized that by using brain-to-brain interfaces, a biological computer or brain-net could be constructed using animal brains as its computational units.



Scientists Demonstrate Direct Brain-to-Brain Communication in Humans

SCIENTIFIC
AMERICAN®

Work on an “Internet of brains” takes another step

BRAINNET: FIRST BRAIN-TO-BRAIN INTERFACE FOR PEOPLE TESTS GAMEPLAY USING JUST THE MIND

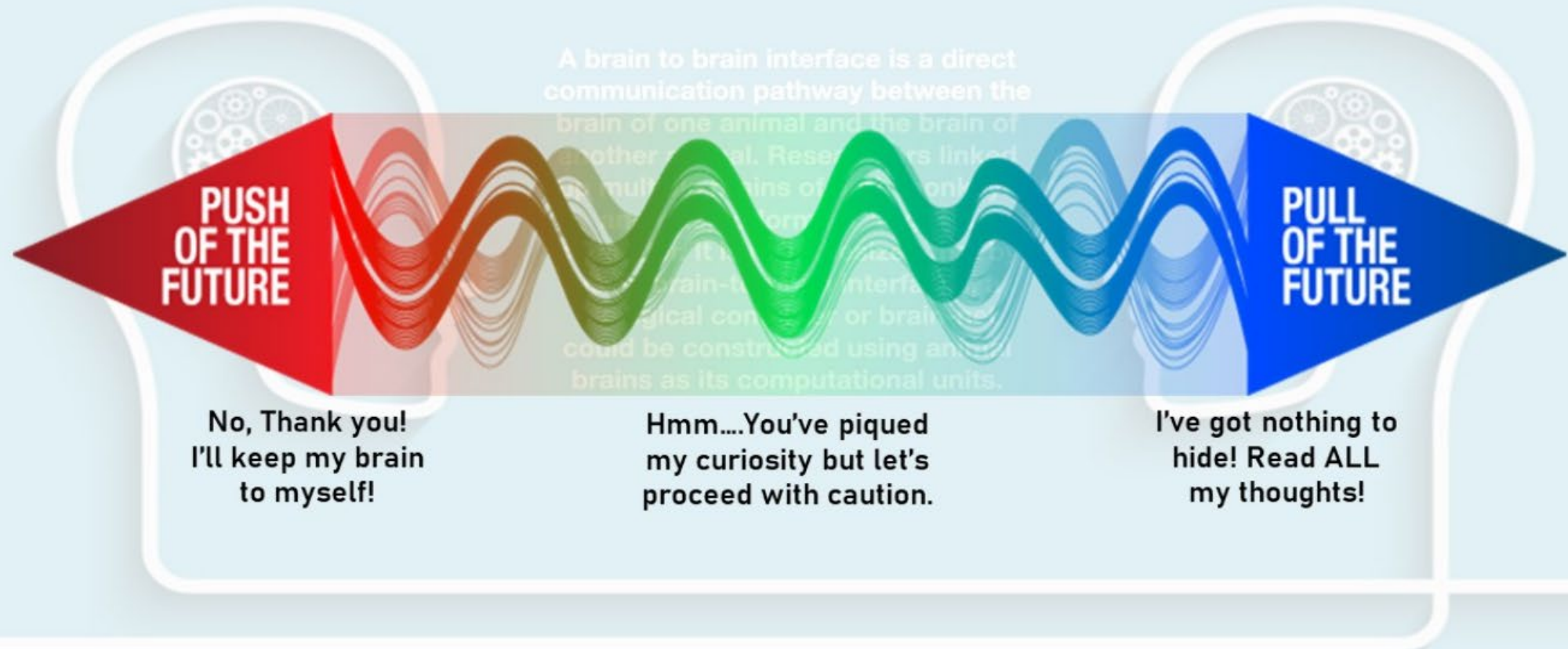
Wireless brain-to-brain communication steps closer to human trials

The Defense Advanced Research Projects Agency (DARPA) recently issued \$8 million in follow-up funding to a team of neuroengineers developing brain-to-brain and brain-to-machine technology.

STEPHEN JOHNSON 27 January, 2021

How do you feel about Brain-to-Brain Interface?

Brain-to-Brain Interface



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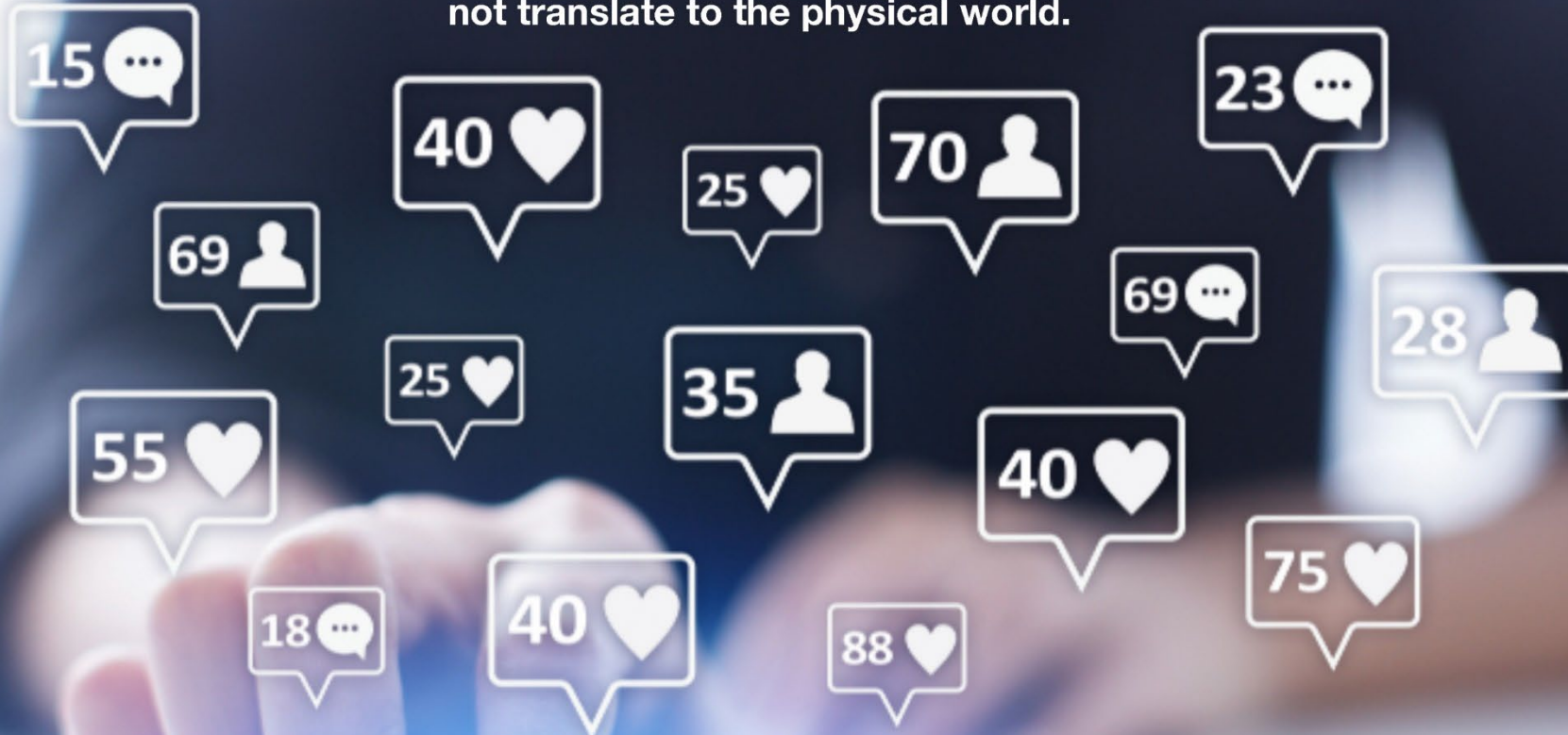
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Digital Values

Traditionally, values have been created and passed along through families, communities and associations. However, the rise of the Internet is changing the way values are formed and disseminated, and the landscape of the digital environment is even fostering new values that may or may not translate to the physical world.



'The Digital World Is Now Our Primary Residence'

A new book explores how to make the internet and social media better for young people.

Stefanie Sanford Aug 10  21  7 

Take a look at the digital 'Mars House' that just sold for over \$500,000 — the world's first crypto real-estate sale

Grace Kay Apr 5, 2021, 12:11 PM



Popsugar › Culture › Digital Life › Digital Blackface on TikTok Is a Huge Problem

Digital Blackface Is a Huge Problem on TikTok, and It Needs to Be Talked About



February 9, 2021

by [RALINDA WATTS](#)



What are your thoughts about Digital Values?

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**PUSH
OF THE
FUTURE**

Digital Values,
overall, are
concerning.

**PULL
OF THE
FUTURE**

Watch out for those
echo chambers!

In the future, this
will be how we
will all connect.

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Privacy Perceptions

In a world where government agencies and web-based companies are capturing and analyzing every moment of our lives, privacy is being redefined. Advances in technology and social networks are creating an information or knowledge-based economy where an exchange of ideas also means more access to surveillance and data mining



Why Data Privacy Is A Human Right (And What Businesses Should Do About It)



BY
OSCAR WILLIAMS


 Follow @oscowilliams


PRIVACY 20 JULY 2021

“It’s the poorest in society who are being surveilled”: the quiet rise of citizen-scoring algorithms

A new report reveals that millions of people across the UK are being profiled by welfare-focused algorithms without their knowledge.

2021: The year privacy went mainstream

 JULY 29, 2021

 CALLUM TENNENT

Where do you stand regarding privacy?

Privacy Perceptions

**PUSH
OF THE
FUTURE**

I can't participate in these polls because they aren't encrypted.

Privacy is relative.

**PULL
OF THE
FUTURE**

I will give up my first born for the Wi-Fi password.

THE PEOPLE CLOUD

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Social Robotics

Whether robots continue to manifest as commonplace devices that blend into our routines, or become so life-like that no one can tell the difference between humans and humanoids, there is little doubt that they will radically change how we learn, work, create, relate to one another and even perceive what it means to be human.



Should Robots Be Conducting Job Interviews?

A.I. is playing a new role in hiring.

BY RACHEL WITHERS

OCT 05, 2020 • 9:00 AM

Robo-pets: a new breed of fur baby



28 OCT 2020 | BEN KNIGHT

Build Me Somebody to Love

The careful next steps in human-robot relations



By Matt Walker of Forever Beta on Mar 01 2021 - 6:00am



What do you think about the rise of social robotics?

Social Robotics

Whether robots continue to manifest as commonplace devices that blend into our routines, or become something that no one can ignore, it's been hard to tell. But there's little doubt that we're going to see how we interact with them, and to one degree or another, we'll perceive what it means to be human.

**PUSH
OF THE
FUTURE**

I don't trust any technology with eyes.

I love my Roomba, and I would not mind my own Rosey the Robot like the Jetsons!

**PULL
OF THE
FUTURE**

I can see the appeal of robot marriage.

THE PEOPLE CLOUD

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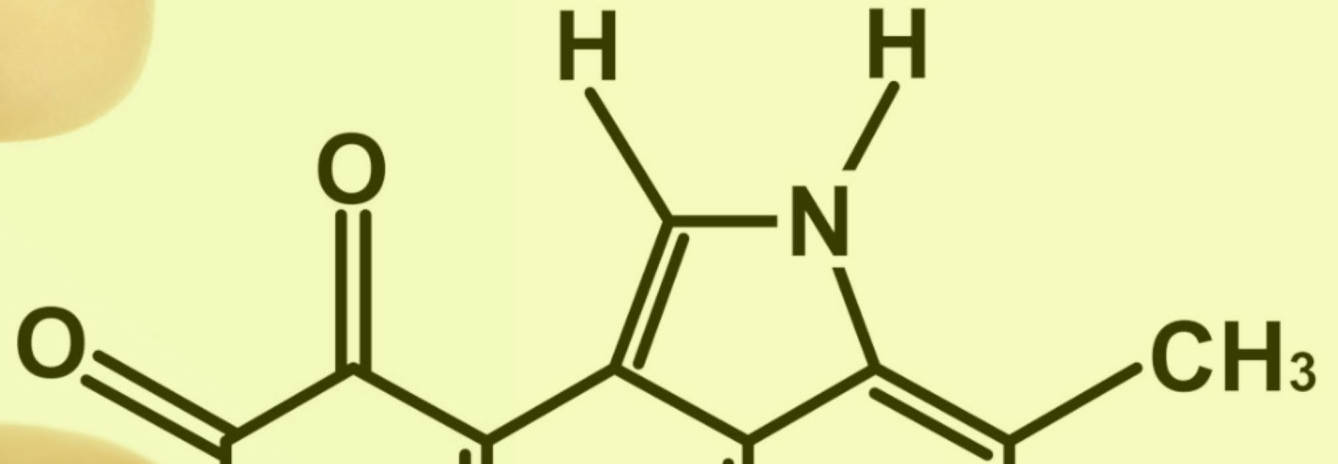
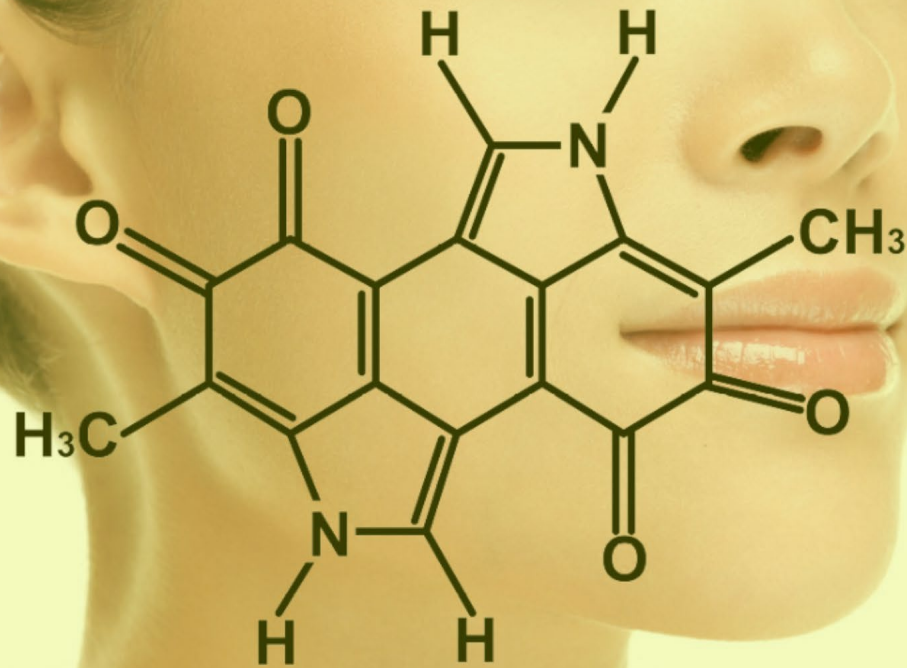
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Radical Life Extension

The science of anti-aging is often called radical life extension. The idea is to extend personal and average life expectancy beyond what we would consider to be “normal”. Traditional life extension is about better medical care, improved nutrition, not smoking or drinking to excess, and staying away from dangers like war and hazardous occupations. But radical life extension, is about not only danger avoidance, but also meeting aging head on. Actively augmenting ourselves to deter or reverse aging.



Can Science Cure Death? It Sure Looks Like It.

The first unified theory of aging might be the key to humans living forever.



// BY JACQUELINE DETWILER JUL 15, 2021

Europe 22:31, 14-Jan-2021



Translate >

Would you want to live to 180? The technology to do so may soon exist

Thomas Wintle

HEALTH, WELLNESS & BIOTECH

When 90 Is Young: What A Moonshot VC Thinks About Radical Longevity

Joanna Glasner July 2, 2021

Thoughts on Radical Life Extension?

Radical Life Extension

The science of anti-aging is often called radical life extension. The idea is to extend personal and average life expectancy beyond what we would consider to be normal. Traditional life expectancy is about 75 years. Improved medical care, better nutrition, and a longer life span from occupational hazards have helped extend life expectancy, but not necessarily quality of life. People are not just living longer, but also feeling younger. This is the idea of reverse aging.

**PUSH
OF THE
FUTURE**

Nope. I wasn't even a big fan of turning 40, TBH.

Would marriage licenses expire?

**PULL
OF THE
FUTURE**

Sign me up! I want to live forever!

QUESTION FOR REFLECTION

Consider the 3 Environments Framework.

Why is it important to scan broadly from the outside in?



10 min

BREAK



MAP

NARRATIVES & LANDSCAPES



DISCOVER

Assumptions and Biases

Uncover personal and organizational assumptions around a focal issue with tools like:

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EXPLORE

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Narratives and Landscapes

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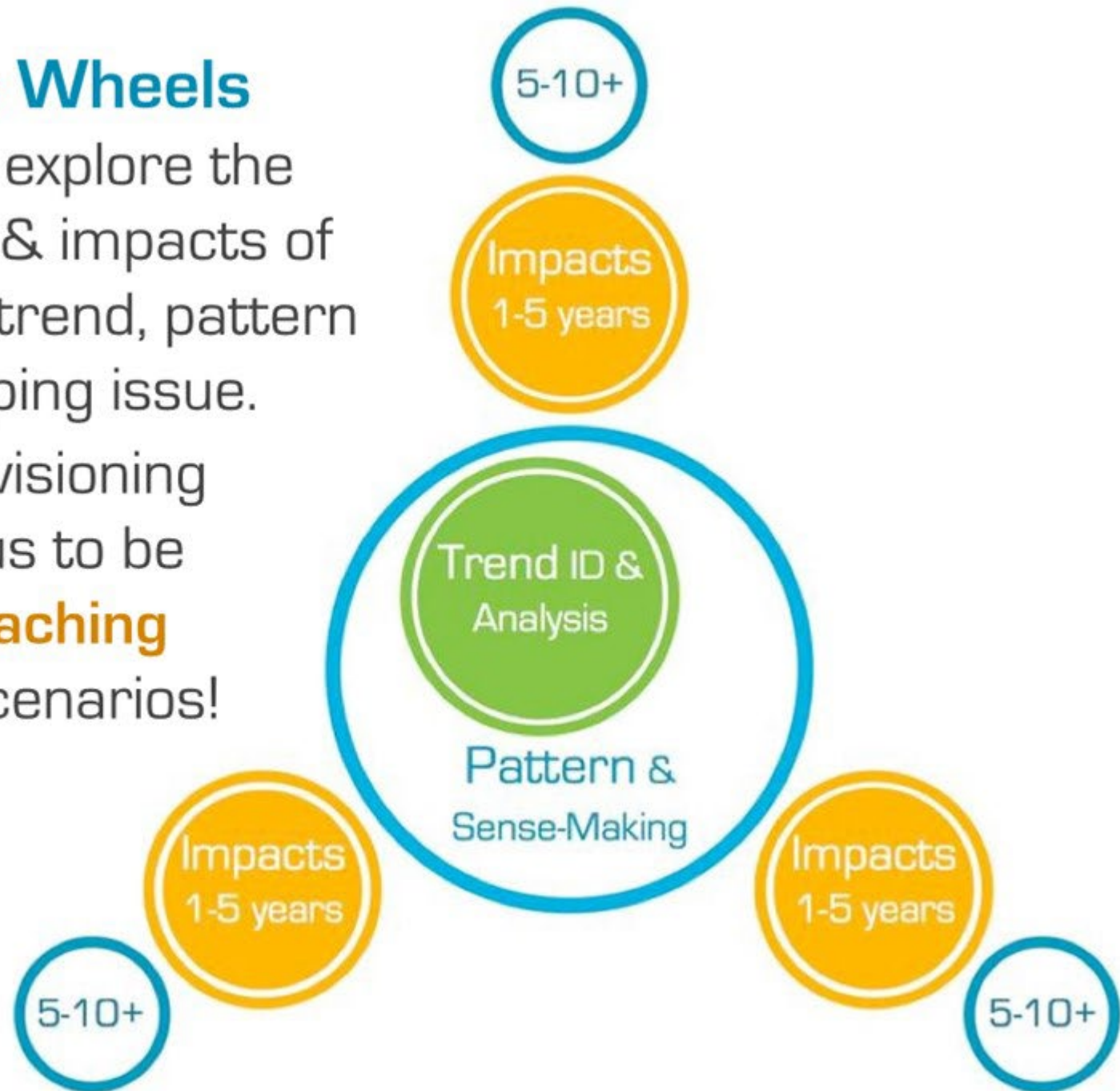
FUTURES WHEELS



Futures Wheels

allow us to explore the implications & impacts of an emerging trend, pattern or developing issue.

Future visioning helps us to be **far-reaching** in our scenarios!





Stretch us to become
more provocative



See the bigger picture,
create a story

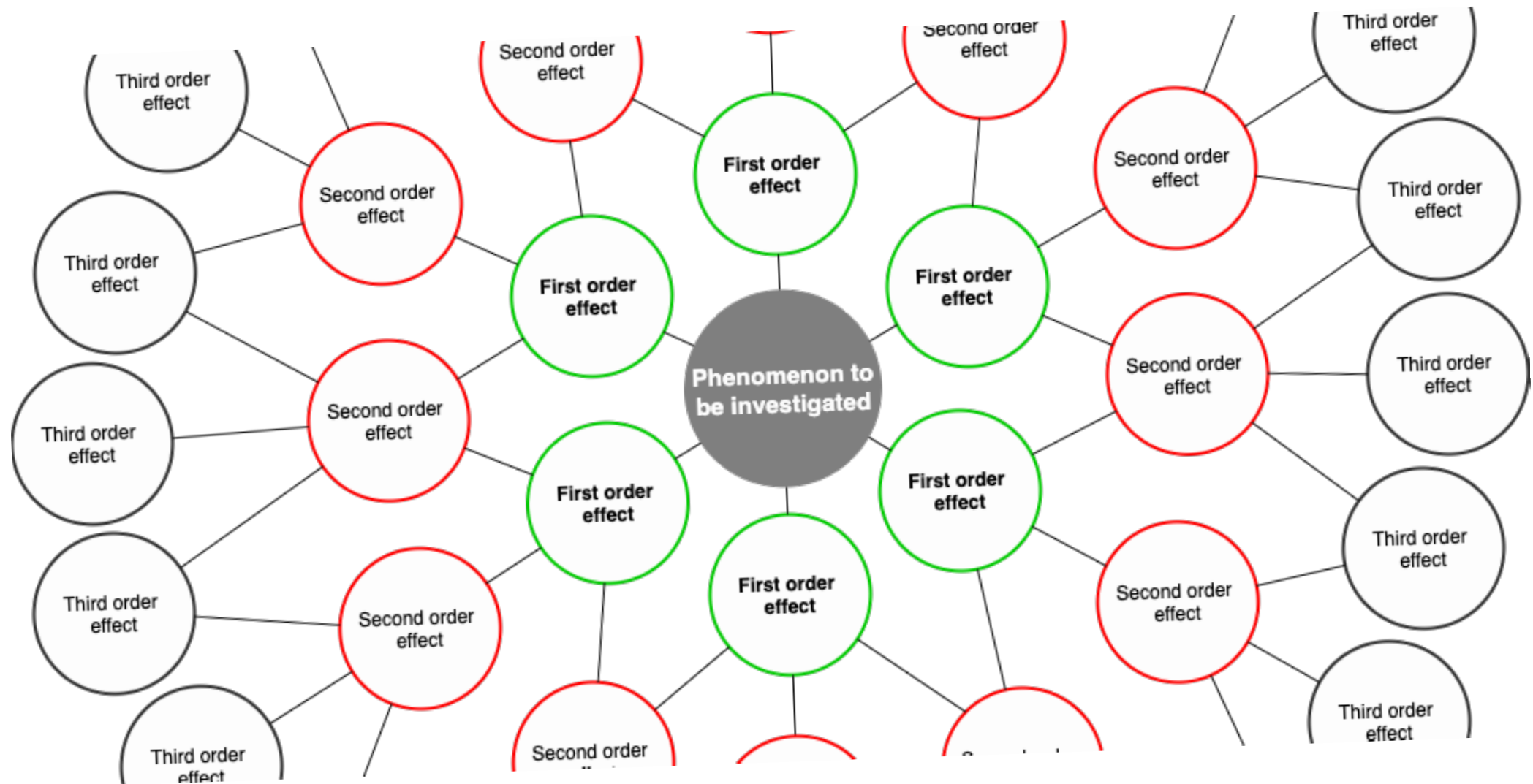
What's Next? Impacts and Implications

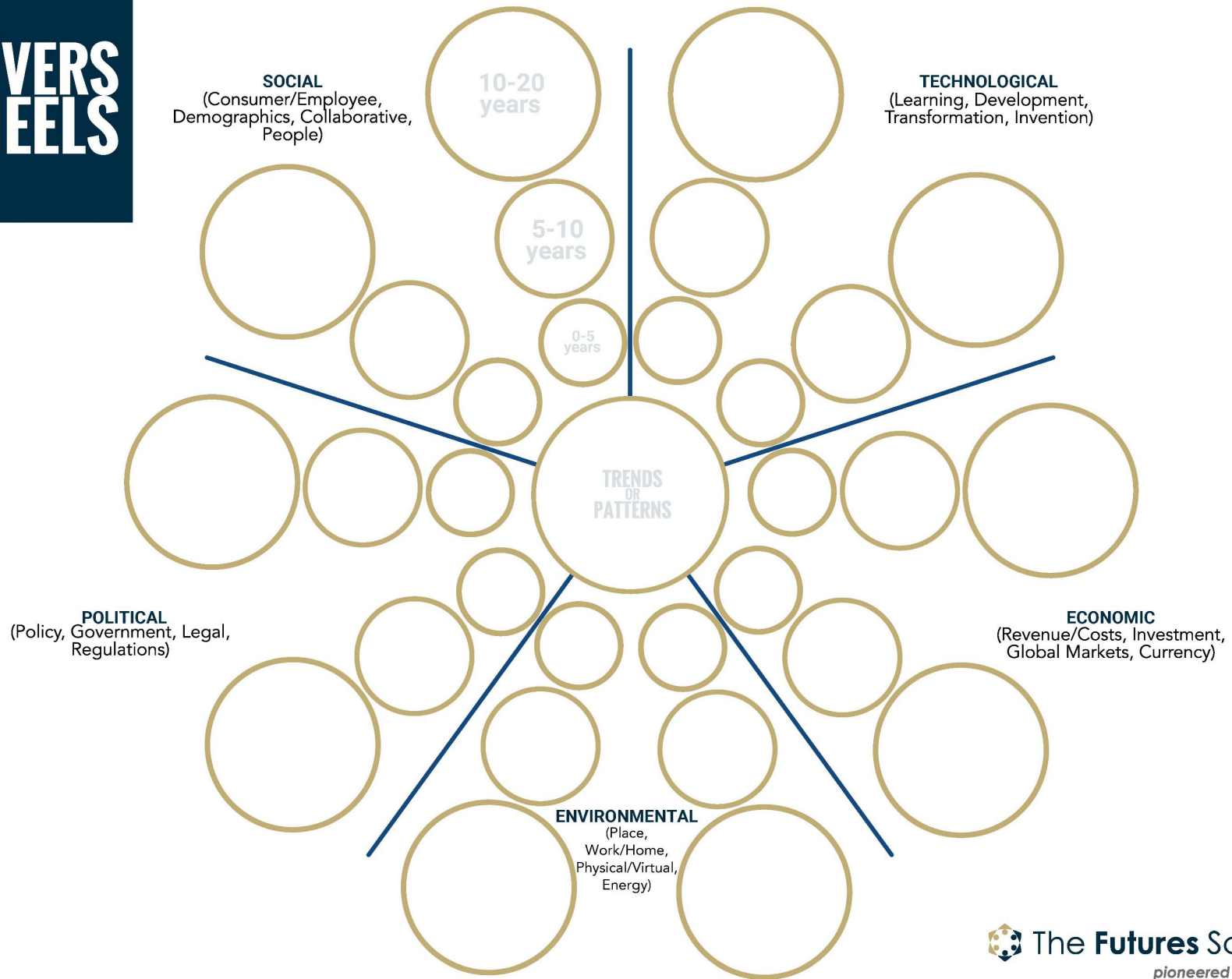


Uncover unexpected
consequences



Explore connections
between drivers





SOCIAL

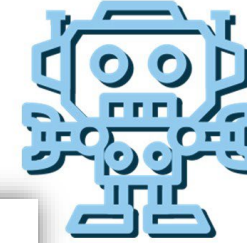
An assessment of who people are, how they live, their health, and other trends about daily life.



- Demographics
- Marriage Rates
- Gender Roles
- Leisure Time
- Religious Affiliations
- Lifestyles
- Communication

TECHNOLOGY

Industrial advances and the gadgets of modern life can be a key driver of change around the world.

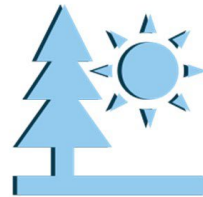


- Materials Science
- Information Technologies
- Energy
- Genetics and Genomics
- Pharmaceuticals
- Transportation
- Product Design

STEEP DRIVERS

ENVIRONMENT

Whether on a local or planetary level, ecological and placemaking trends are critical.



- Water
- Climate Change
- Soil
- Food
- Cities
- Energy
- Built and Virtual Spaces

Ensure our implications are robust.

ECONOMIC

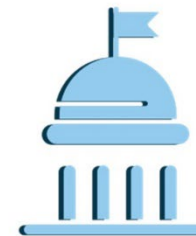
Trends related to value generation and exchange can have a global influence.



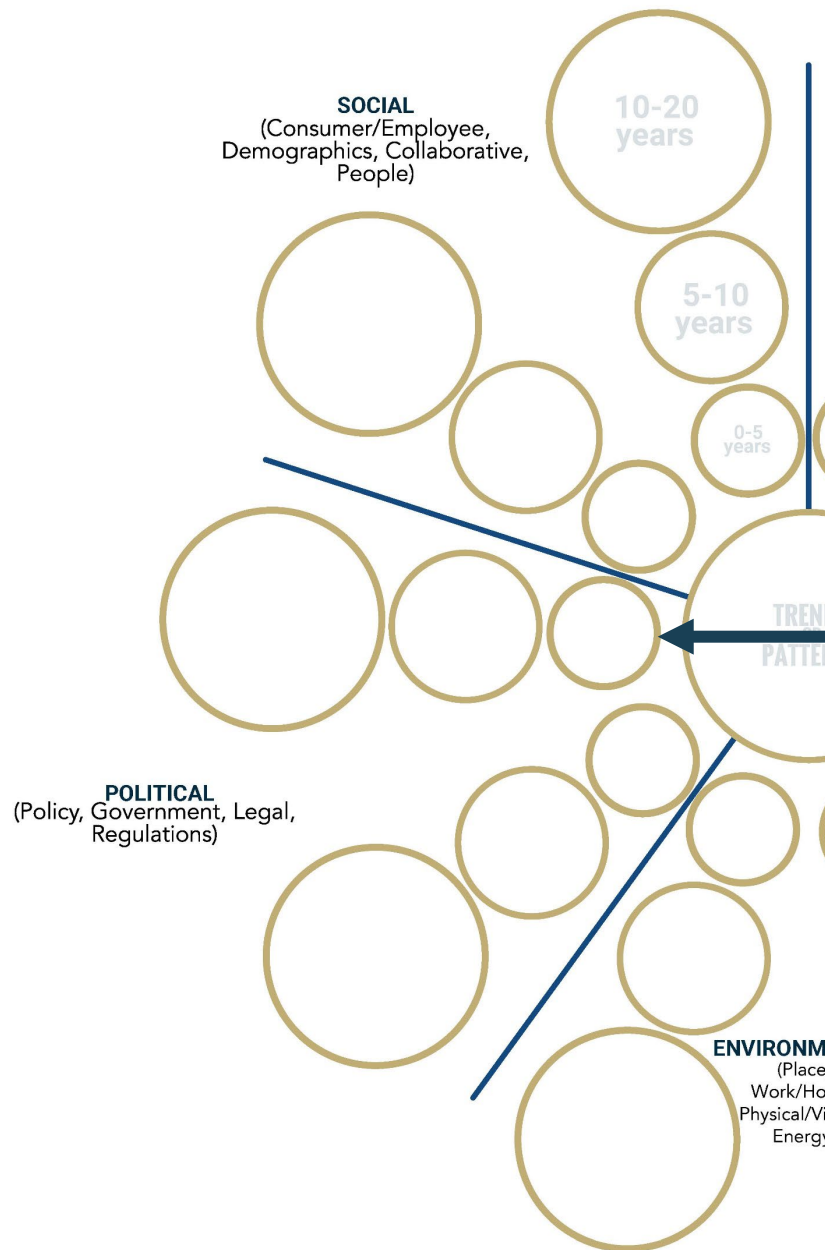
- Interest Rates and Taxes
- Income Distribution
- International Trade
- Entrepreneurship
- Job Availability
- Local Ecosystems
- Alternative Currencies

POLITICS

Changes in ideology and political participation can radically shift the future.



- Individual and Group Rights
- Financial Markets
- Trade
- Ideologies
- Governmental Regulations
- Treaties and Alliances
- Trade Deals



On your Futures Wheels Template:

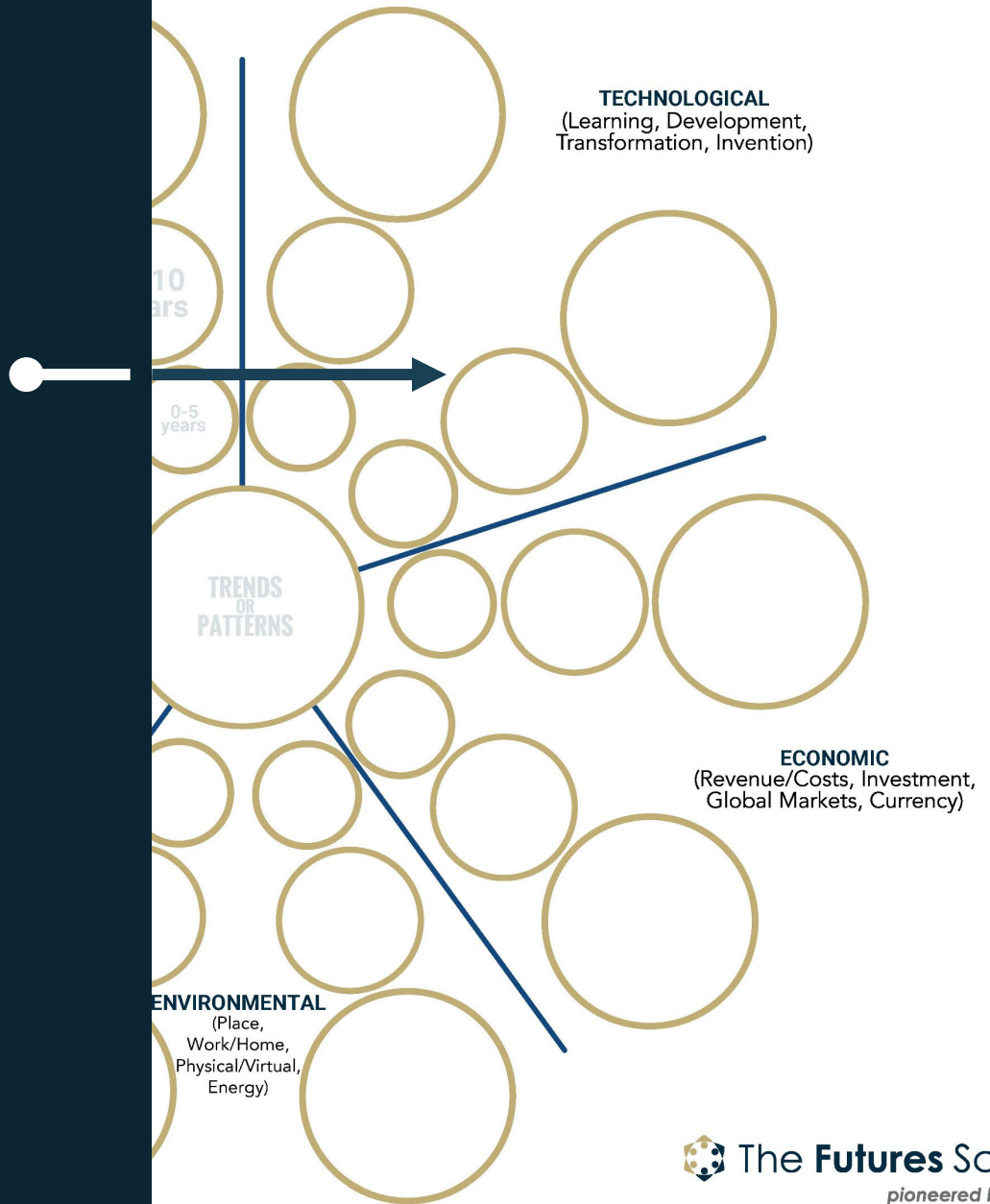
The People CLOUD concept has
been placed in the center of the
wheel.

Create 1st order implications
for each category using the circles
closest to the center (0-5 years).

Use the next set of circles to
create 2nd order implications
that follow **DIRECTLY** from the
1st order implications.

These are further out in time,
5-10 years.

Ignore the **STEEP** category.





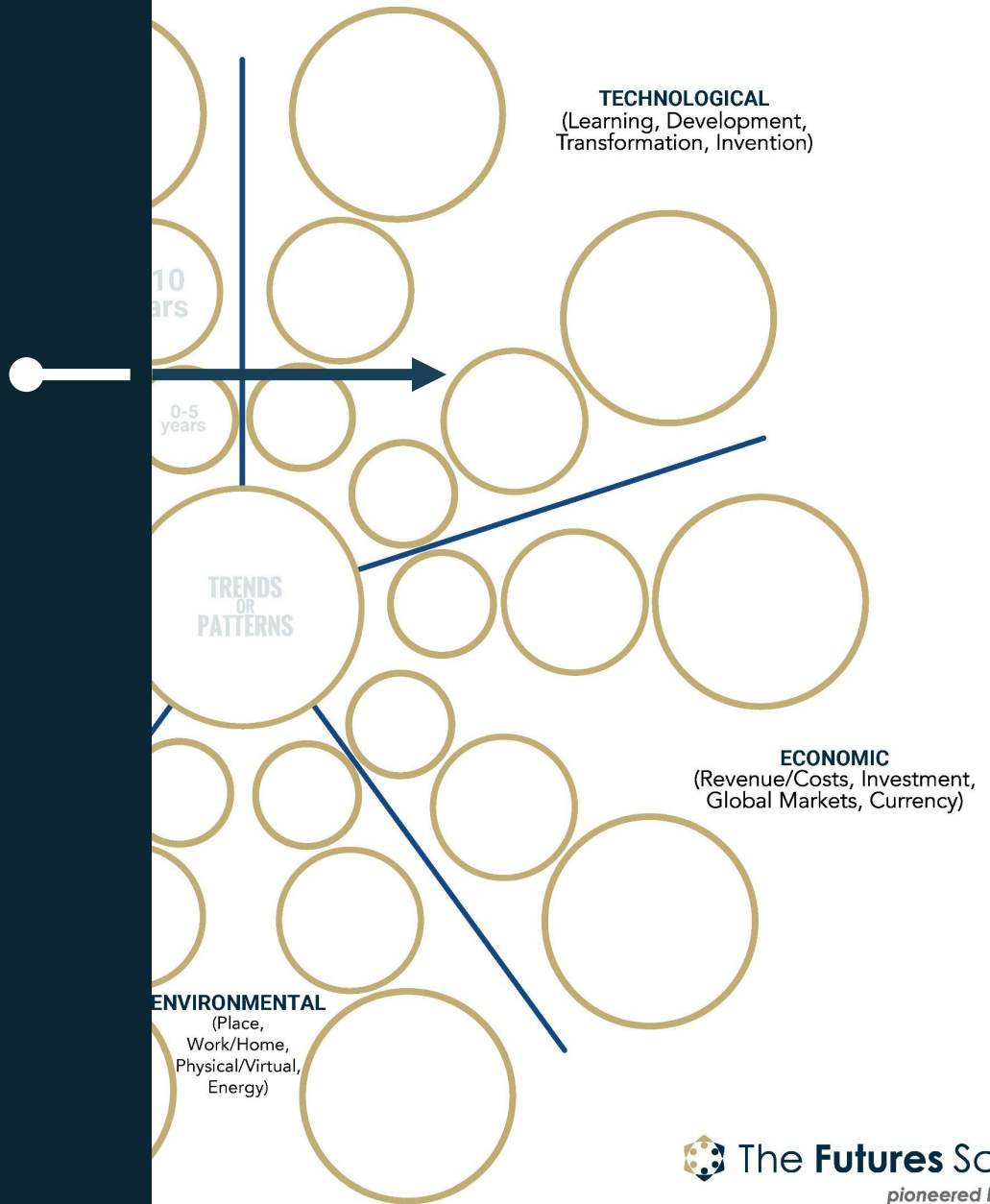
ECONOMIC
(Revenue/Costs, Investment,
Global Markets, Currency)

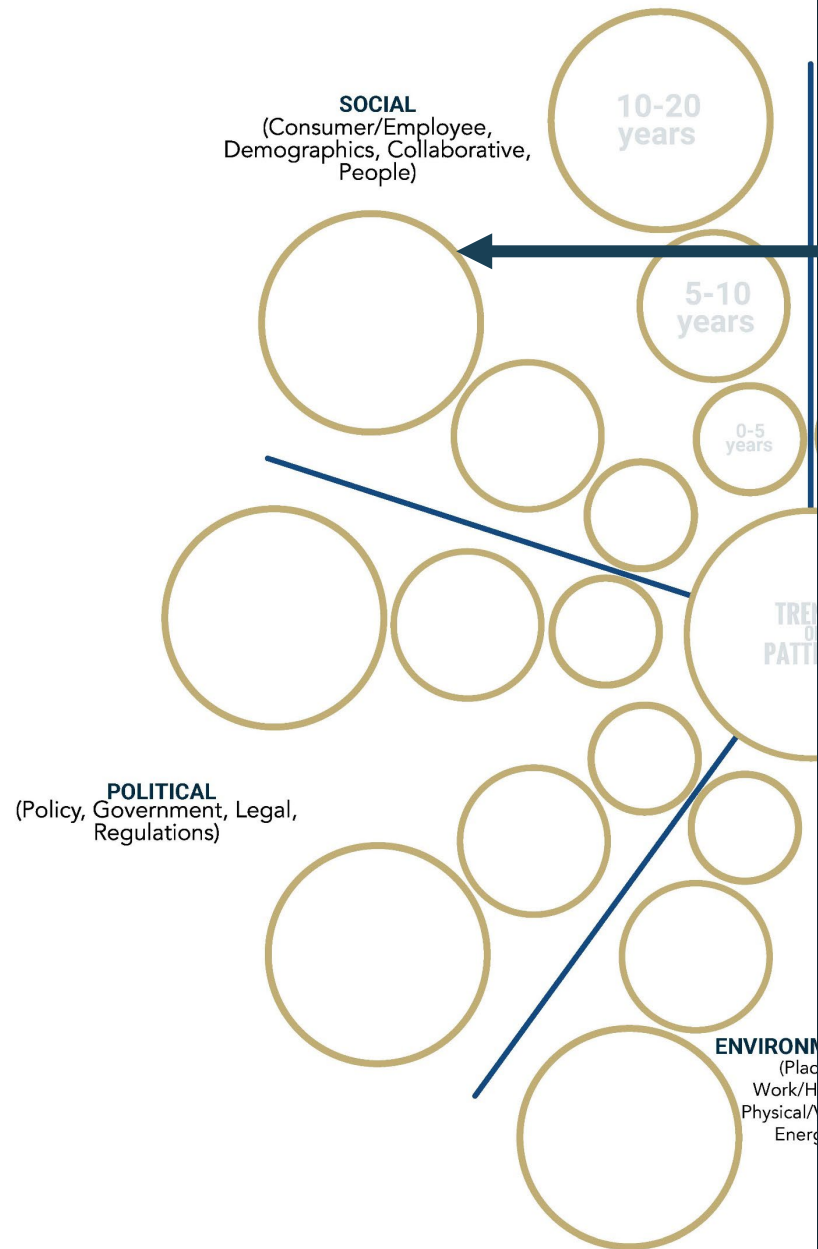
**A positive implication
could lead to a
negative implication,
and vice versa.**

Use the next set of circles to
create 2nd order implications
that follow **DIRECTLY** from the
1st order implications.

These are further out in time,
5-10 years.

Ignore the **STEEP** category.





Use the final set of circles to create 3rd order implications that follow DIRECTLY from the 2nd order implications.

These are further out in time, 10-20 years.

Ignore the STEEP category.

QUESTION FOR REFLECTION

Consider the Drivers Wheels tool.

Why is mapping implications important?



10 min

BREAK



**SO...YOU WANT TO
CREATE THE FUTURE?**

INTEGRATION AND OUTCOMES



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REVISIT ART SCENARIO EXERCISE

- Refer back to your scenario and **consider the trends in the external People CLOUD environment**. Consider your **TRANSFORMATIVE** response:

*Identify a **breakthrough, transformational outcome** regarding the issue you've been assigned.*

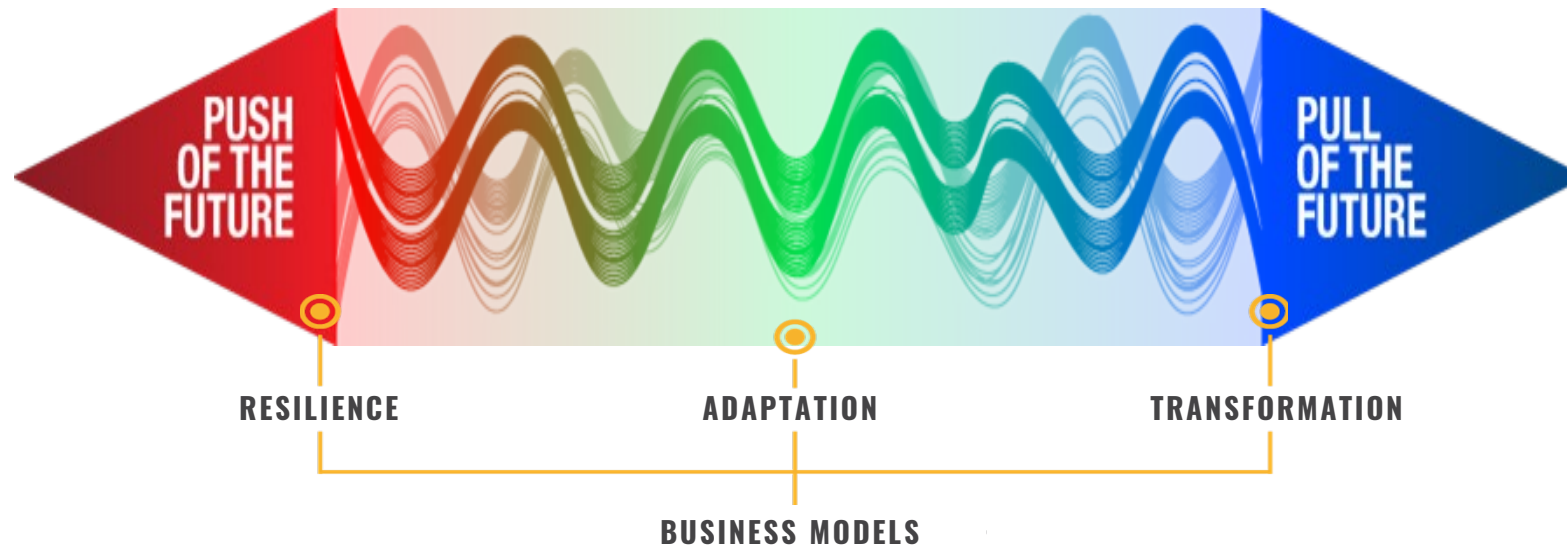
1. Can the trends we discussed be leveraged to support your transformational outcome?
2. Has the People CLOUD inspired you to imagine other possible transformational responses to your scenario?

Scenario #1

With the accelerating speed of change and the rise of complexity, libraries are experiencing shifts in the way they operate and serve their customers.

How do we ensure that we continue to reinvent our libraries by leveraging the proven ideas of the past along with the innovative potential of the future to inform our decision-making in the present?

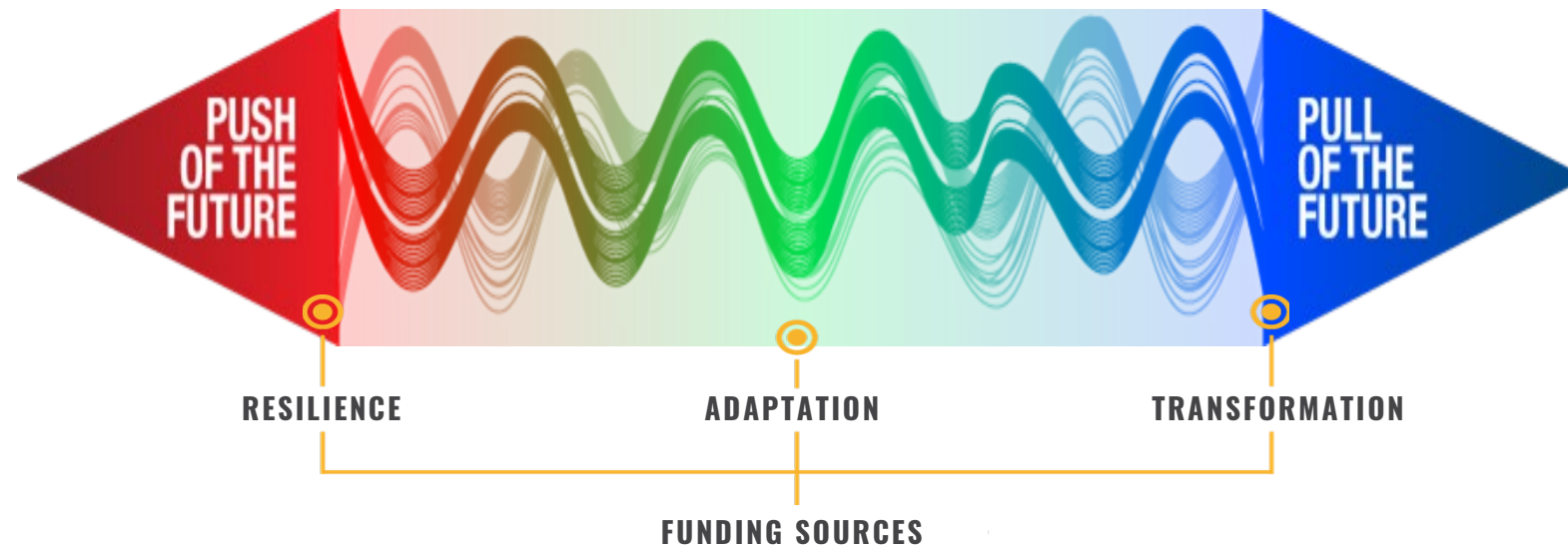
What is the **new business model** for libraries of the future?



Scenario #2

Librarians are no strangers to operating with limited resources. In fact, many libraries are preparing for even larger budget cuts.

Despite these constraints, how do libraries both **sustain and diversify funding sources**? How do we function from an **abundant model** embodying a **growth mindset** to uncover possibilities both internally (i.e., library operations and staffing) and externally (i.e., serving customers/communities, developing new partnerships)?



Scenario #3

Libraries have always partnered to be successful. The expanding needs of our communities furthers the imperative to build relationships of trust with existing and new partners. Collaborating with partners to create **win-win results** can be challenging, given **competing priorities, politically-charged issues, or differing value propositions**.

How can we continue to build and maintain positive relationships to strengthen (and not erode) **trust and connection** with policymakers and funders in our communities?



The ART of Future Empowered Decision-Making

Start with a current problem.

How do we survive the wave of change?

Identify a solution that ensures a successful, immediate resolution to the issue, given current constraints.



Resilience

How do we ride the wave of change?

Assume your resilient response was effective.
Consider what could go wrong next and how you would address it.



Adaptation

How do we create a wave of change?

Reflect back to your current problem and consider the trends in the external environment (People CLOUD).
If all obstacles were removed, what would you do?



Transformation

Am I leveraging the Push and Pull of the Future?

Consider your transformative solution and return to your resilient response. Does your initial, short-term answer set you up for long-term transformation? If not, begin the process again starting at ①.



Push and Pull

1

2

3

4

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