Strategic Foresight Session

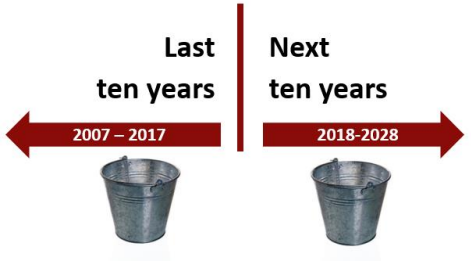
The Art & Science of Looking at the Future

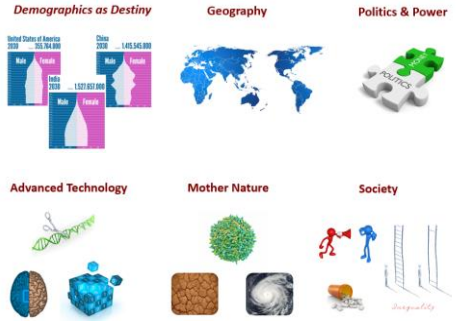
September 27, 2017

Garry Golden

Start

End





More or Less | Foresight | Activity | Wrap up

More or Less Change Ahead?

Last ten years

2007 – 2017

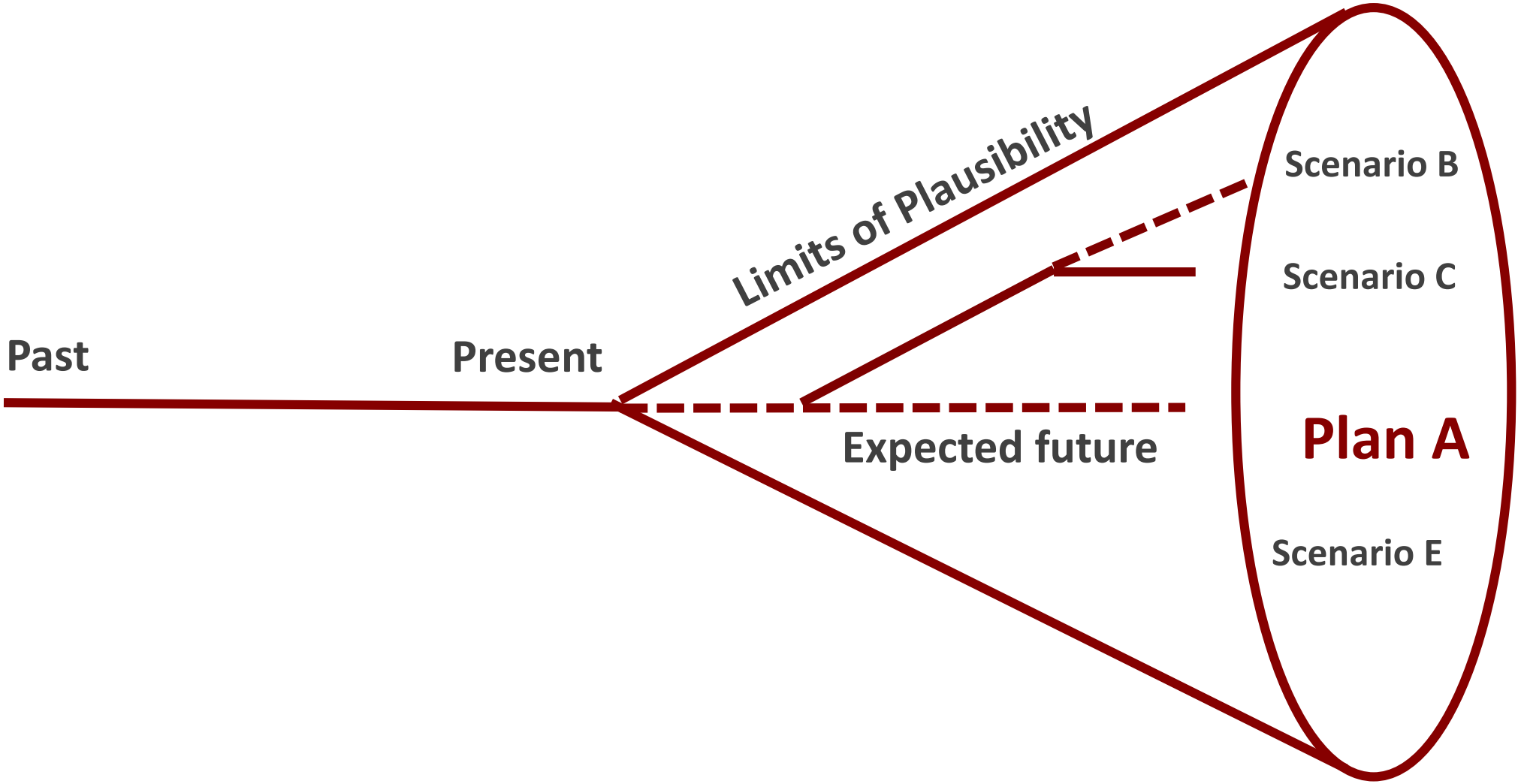
Next ten years

2018-2028

Thinking Like a Futurist?

Foresight 101: Cone of Plausibility

Multiple Outcomes, Multiple Time Horizons



Images Removed

Every day I make an effort to move toward what I do not understand.

- Cellist, Yo-Yo Ma

Four Futures Thinking

?

Continued Growth

Peabody ENERGY

Microsoft

Disciplined Constrained

IBM

Transformed

BlackBerry

Motorola

NOKIA

Decline Collapse

Foresight Activity:

Write the Four Futures of HR or Organization

Continued Growth

Disciplined Constrained

Transformed

Decline Collapse

Fundamental Stages + Activities of Foresight

Investigate

- ❑ Horizon Scanning
  STEEP Category Signals from:
  Society
  Technology
  Environment
  Economy
  Politics
- ❑ Emerging Issues Analysis
  (Will we do xyz?)
- ❑ Indicator Analysis
  (Leading vs Lagging)

Imagine

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

Inspire

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

Scanning for Signals of Change

VentureBeat

Chicago's Outcome Health hires Twitter engineering VP, its first big hire after $500 million round

ANNA HENSEL @AHHENSEL AUGUST 28, 2017 10:15 AM

Modern Healthcare
The leader in healthcare business news, research & data

Change Healthcare will enable blockchain transactions

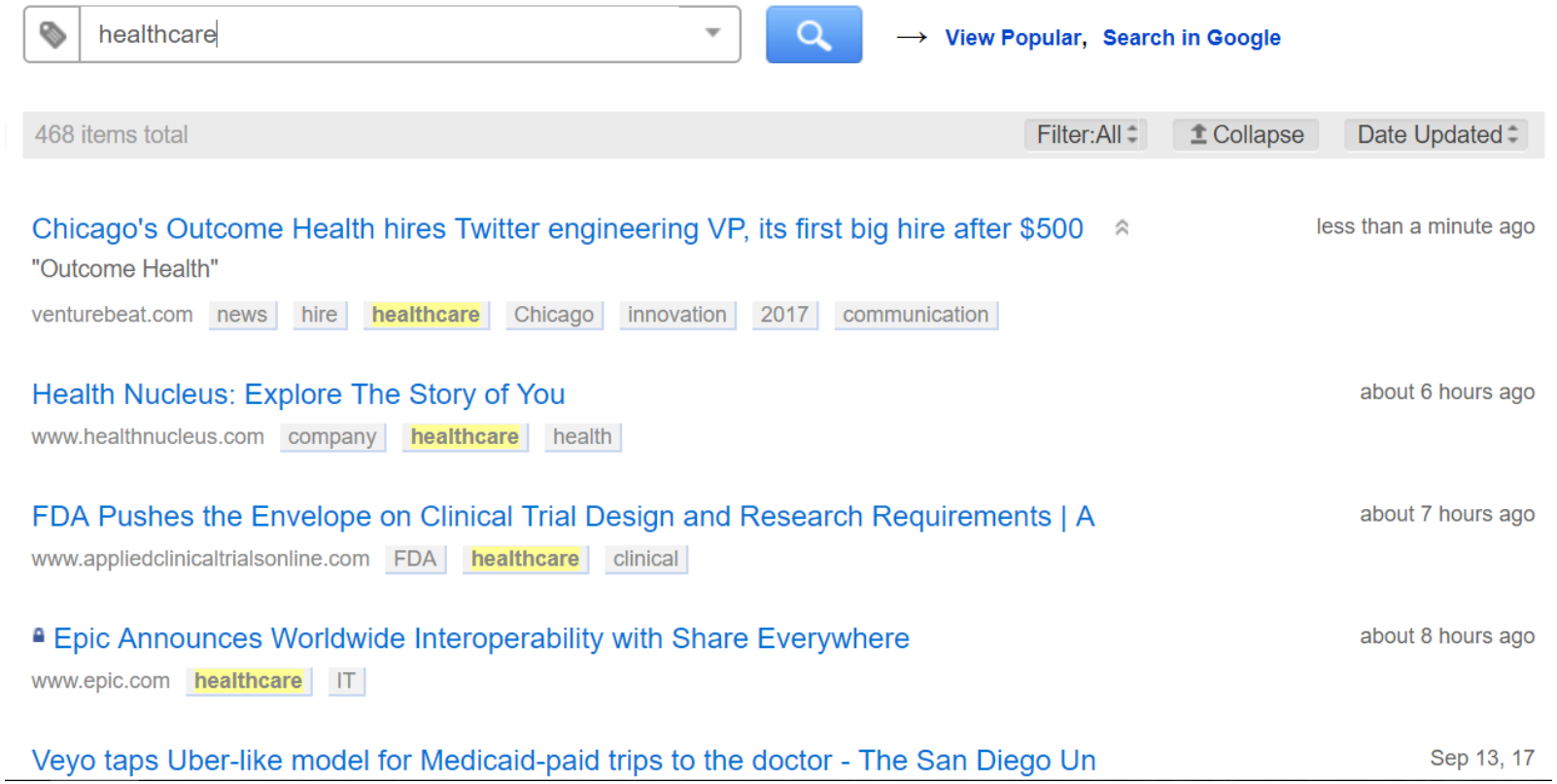
By Rachel Z. Arndt | September 25, 2017

Using the Linux Foundation's open source HyperLedger Fabric will enable Change's customers to work on analytics, revenue cycle and other services.

Collect & Share Signals as Social Bookmarks

Tools

diigo



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VentureBeat

Chicago’s Outcome Health hires Twitter engineering VP, its first big hire after $500 million round

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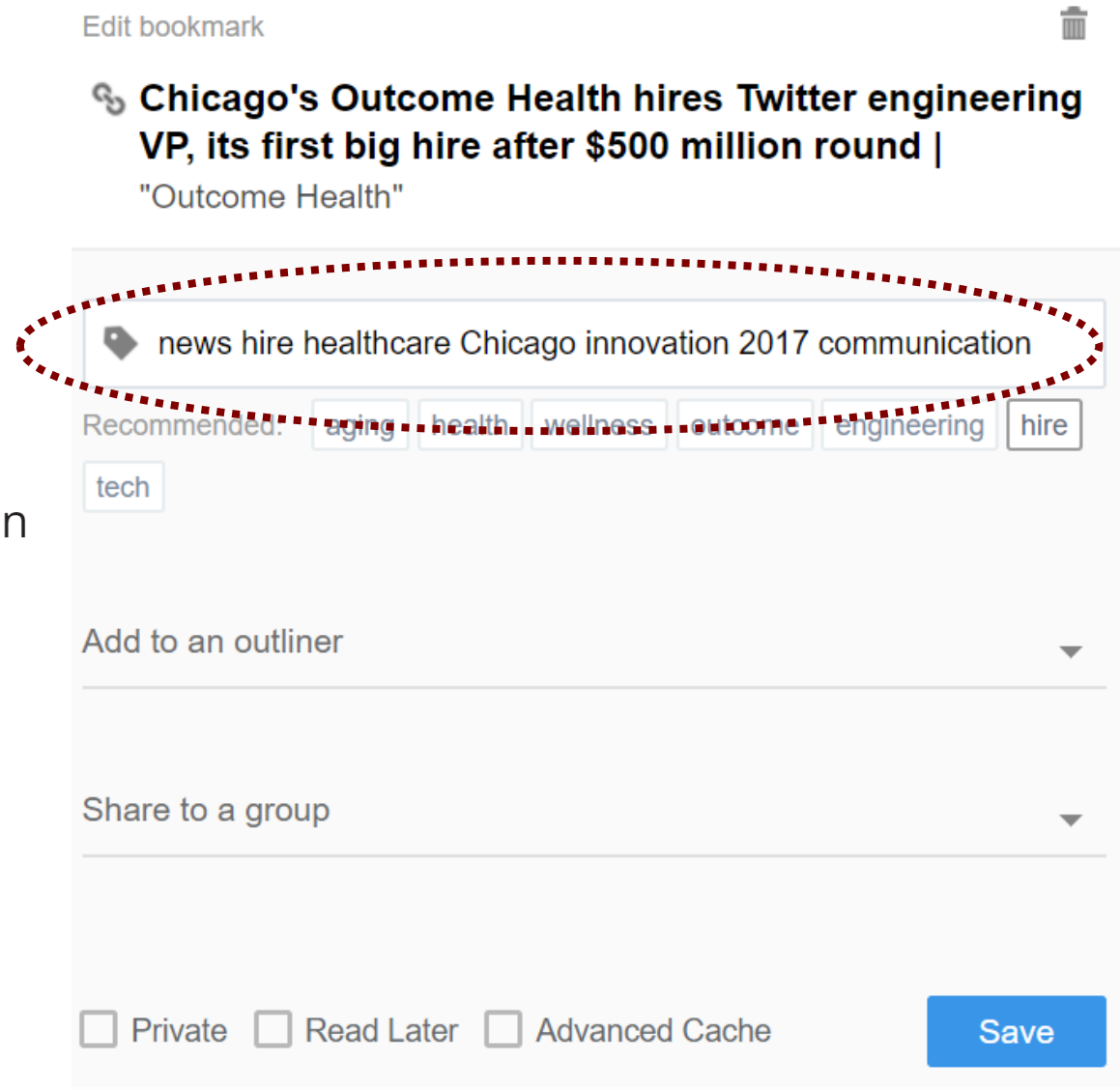
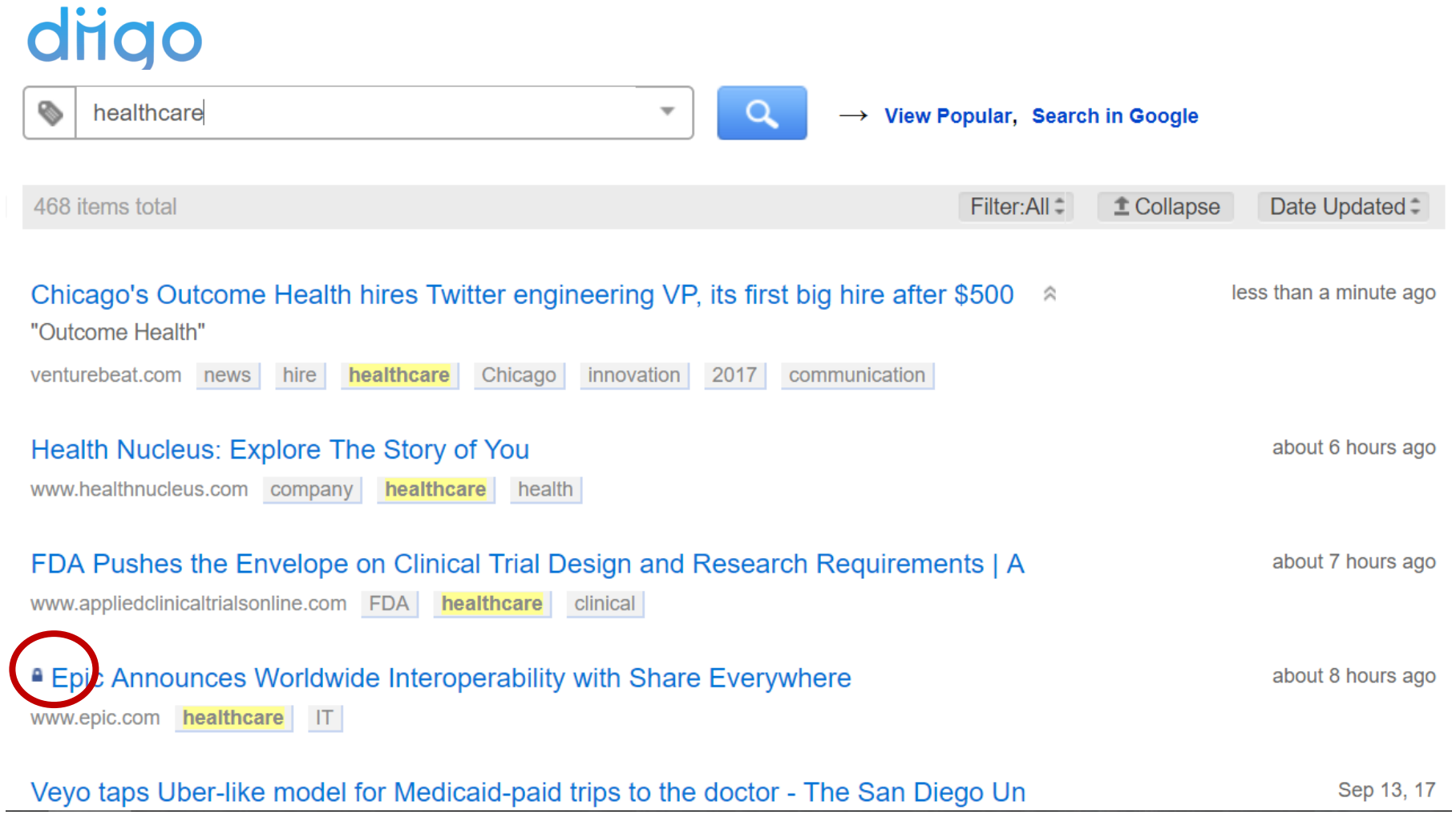


Dive in Later, Share Across Teams



In the News

Estonia is piloting a program with **Experience.ai** to capture workplace workflows and decision processes. The country's vision is for every worker to retain rights to workflow data and build a critical personal digital asset for the future.

True

False

AI

Design for Behavior Change

Why Software is Eating the World…

THE WALL STREET JOURNAL.

By MARC ANDREESSEN

August 20, 2011

Social Norms for the Anonymous-Access Web

1993

"On the Internet, nobody knows you're a dog."

Social Norms & the Social Web

2008

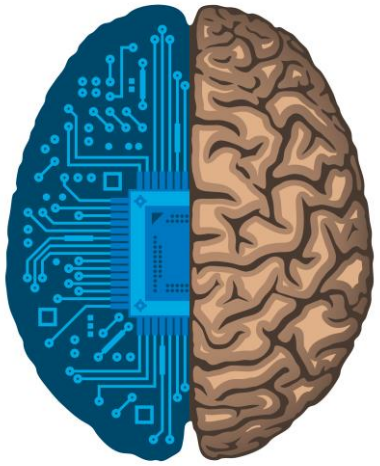
Everyone knows I’m working on some personal growth issues
BARRON'S
DOG TRAINING BIBLE
Assumption:
The web is becoming a platform for managing outcomes & personal behavior change.
BARRON'S

Who will deliver the nudges at work and with brands?

Race to Build Intelligent Assistants

"…it is clear that the most powerful technology companies are investing immense resources to make virtual intelligent assistants ubiquitous before the end of the decade"

- Daniel Nadler, CEO of Kensho



Assumption to Explore

By 2022, our human talent will work with Intelligent Assistants

What is our Bridge Strategy?

- ❑ ***Humanizing AI***
  (Cultures Eats Automation Strategy)

- ❑ ***Create Experience Data***
  (Machine Readable Workflows)

Can we all agree…?

Data isn't truth, but language. It can help us decide or express the truth, but data never is the truth.

- Deanna Day

Social Data

Health Data

Device + Infrastructure

EXPERIENCE API

"I did this…"

Learning & Life Experience Data

Experience Data Appears Inside Workplace

Course

EXPERIENCE API

“I did this…”

Statements

Real World

Seamless Integrated into

- ❑ Software products
- ❑ Connected Tools
- ❑ Manager & Team Tools

Scenario: Talent Embraces Experience Capture Analytics

"I did this…"
Statements

- ❑ Lucy ***read*** an article on virtual reality for aging populations
- ❑ Lucy **opened** an Evernote folder on aging solutions
- ❑ Lucy ***watched*** *a* Youtube video on Social VR Experiences for Aging Boomers
- ❑ Lucy ***interviewed*** *the Director of MIT's* Age Lab
- ❑ Lucy ***attended*** an MIT workshop on VR simulations
- ❑ Lucy ***wore*** an 'aging suit' at MIT Age Lab
- ❑ Lucy ***mentored*** with the Head of Innovation at AARP
- ❑ Lucy ***designed*** a new VR social space using Facebook Oculus dev kit
- ❑ Lucy **won** an Webbie award for Social VR platform
- ❑ Lucy ***taught*** a Coursera MOOC on Universal Design and VR experiences
- ❑ Lucy **was hired** as head of Social VR for Aging Populations at Facebook

Source of VUCA

What Happens if Experience Data Becomes Our Most Valuable Internal Asset

"I did this…"
Statements

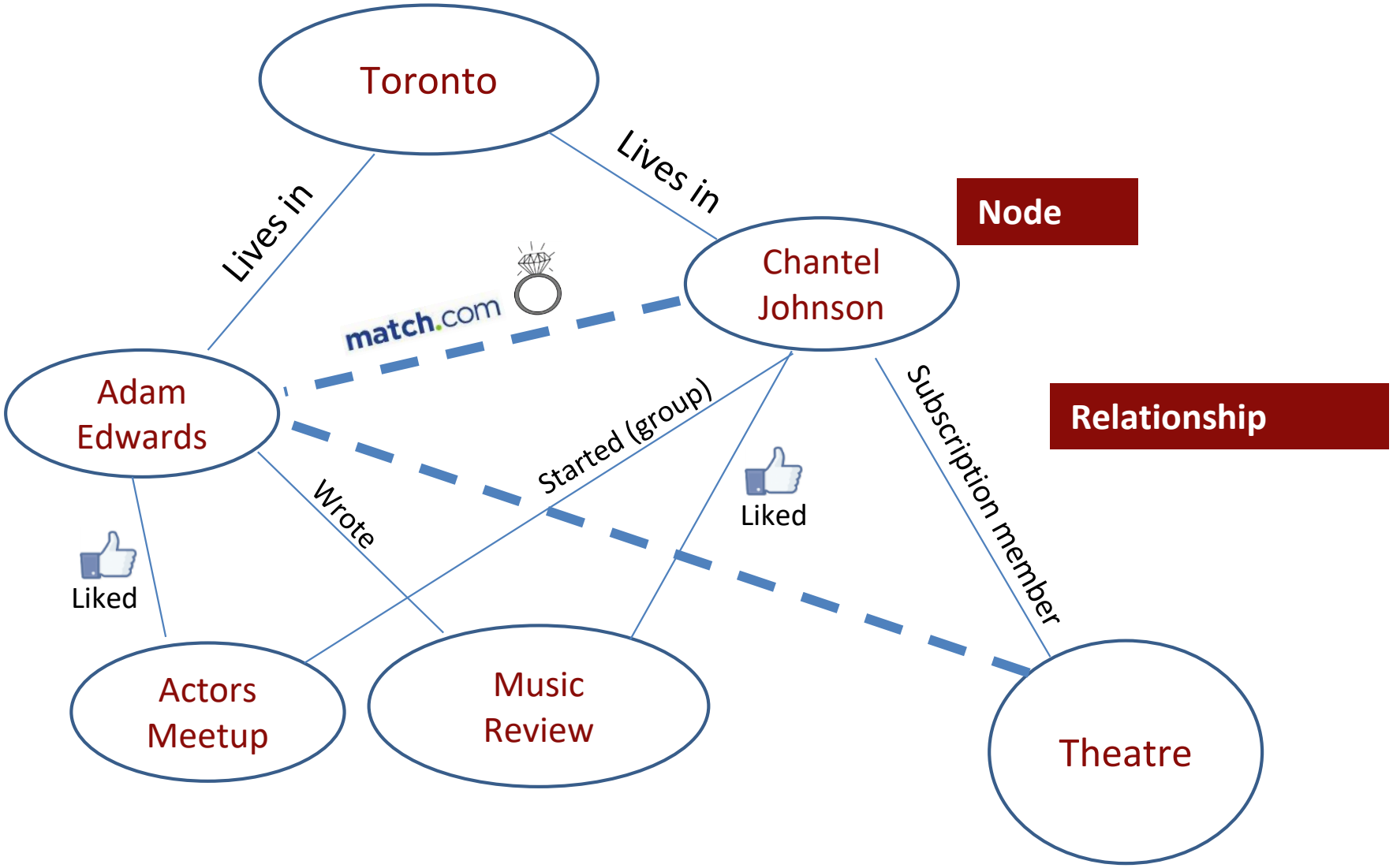
How do we approach regulatory?

How do we make sense of it?

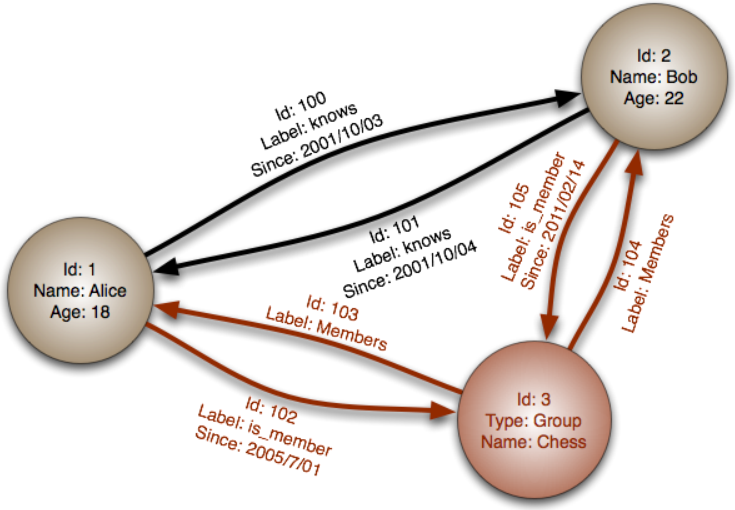
How do we avoid the creepy line?

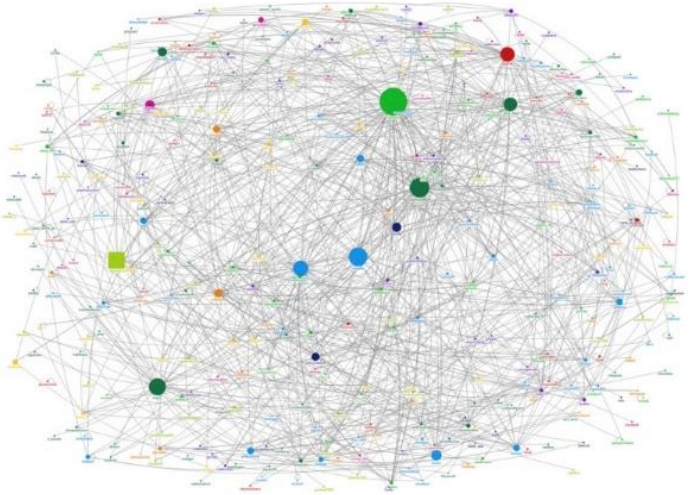
How do we structure the data?

Graph Database = Understanding Relationships, Connections + Pathways



Connected Data Continues to Transform the World

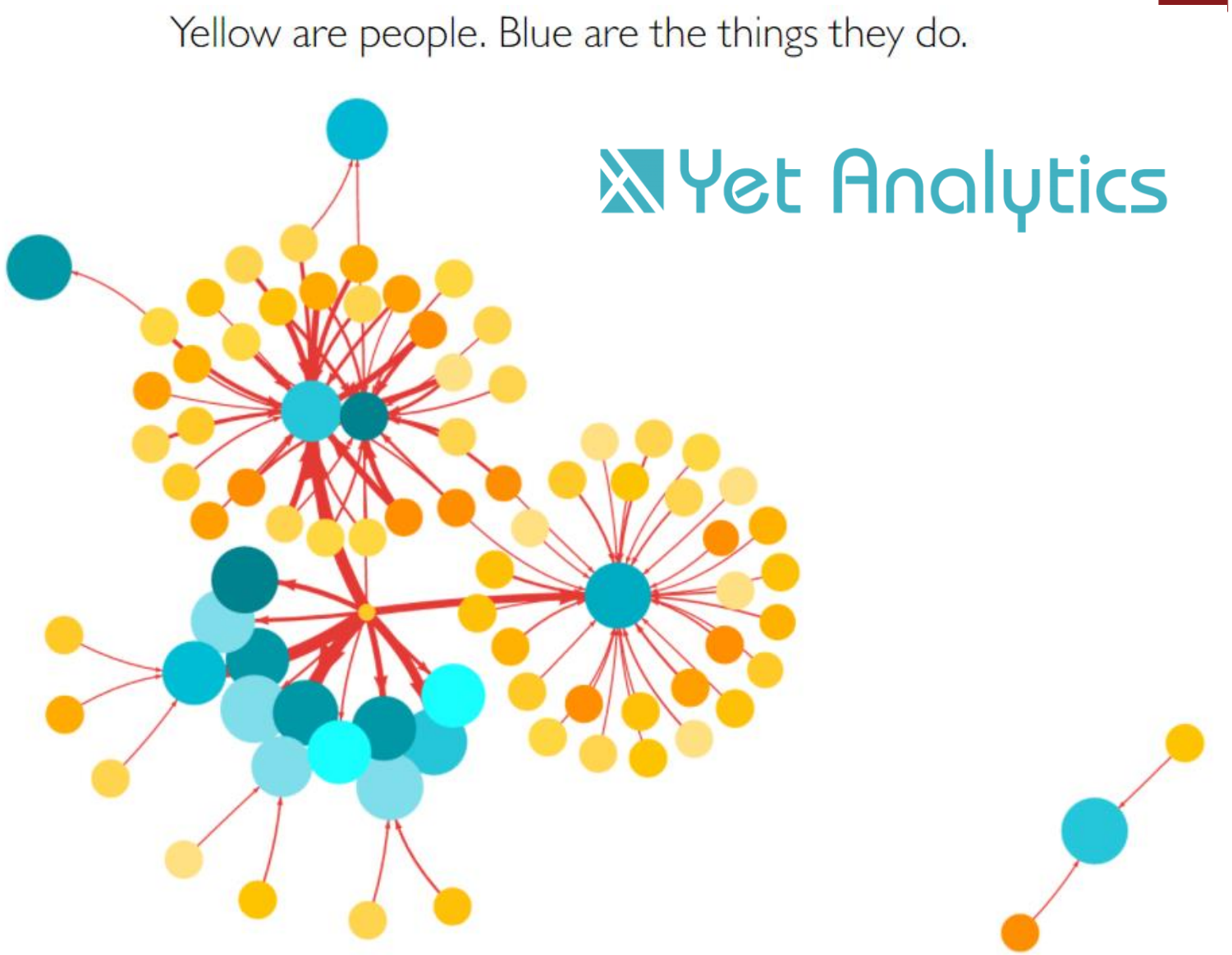




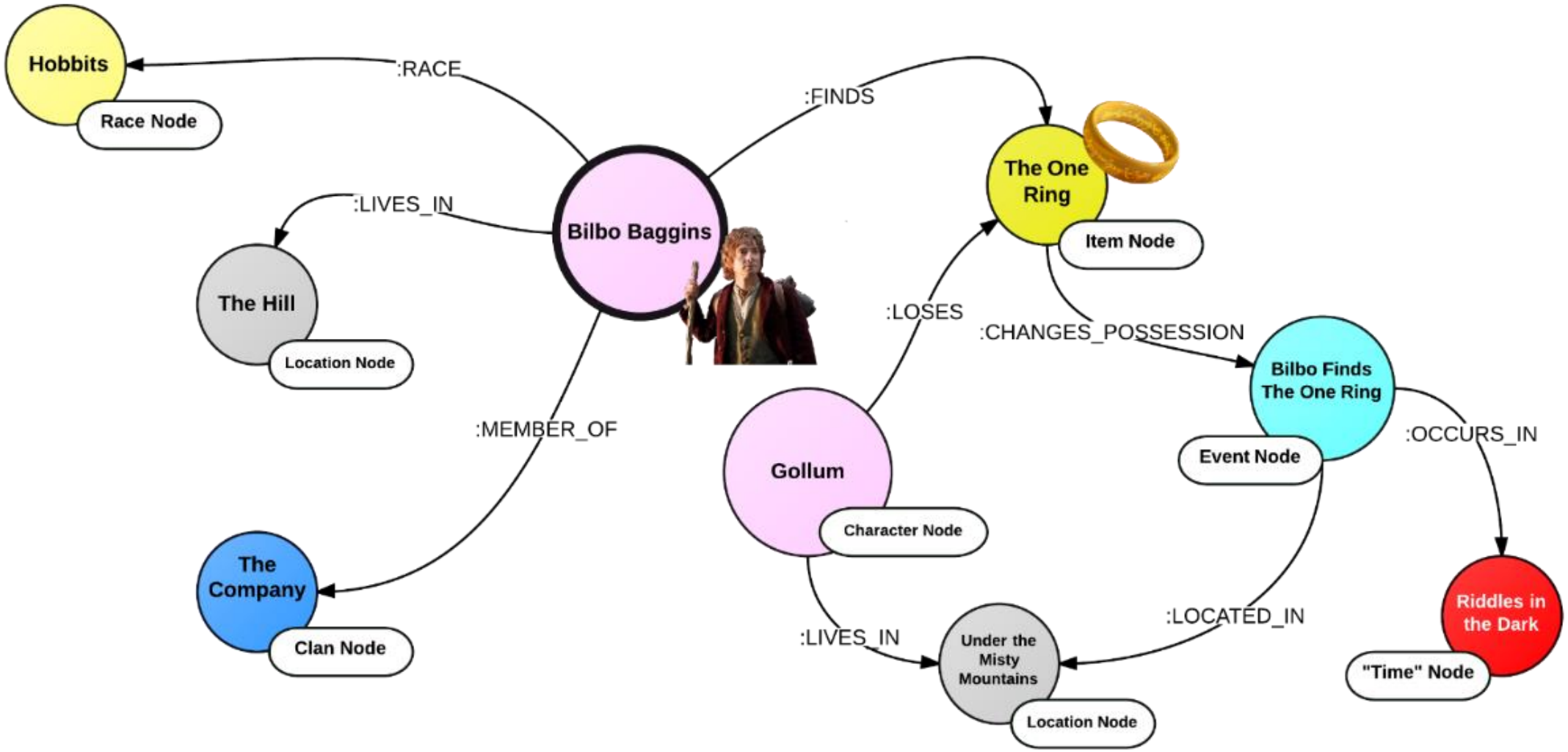
Value of our Social Graph

Entering an Era of Experience Graph?

Understanding How Our Organizations Operate…



How might we create an Experience Graph for engagement and performance support?



Mirrors the *Real* World to Reveal
Influencer Profiles, Decision Pathways and Recommendations

Data Related Sources VUCA

How might think differently about

Experience Data **and its impact on our organization?**

Learning Curve Starts Now!

Push xAPI / LRS Beyond L&D

Watershed LRS

xapiapps

WaxLRS by SaLTBOX

Yet Analytics

Connected Data + Graph Analytics

neo4j

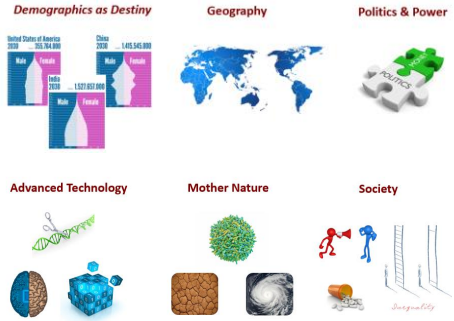
Get Involved in Working Groups

ADL Advanced Distributed Learning

MedBiquitous

TORRANCELEARNING

End

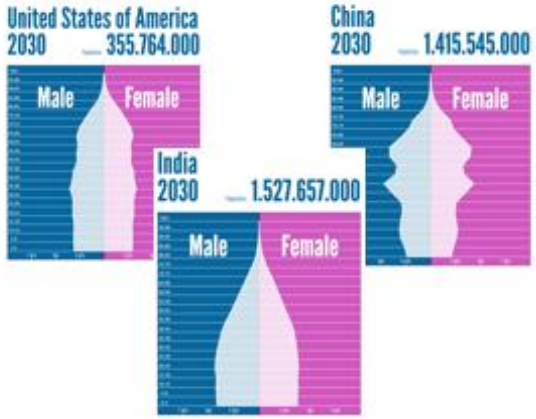


Activity

Wrap up

Sources of VUCA

Demographics as Destiny

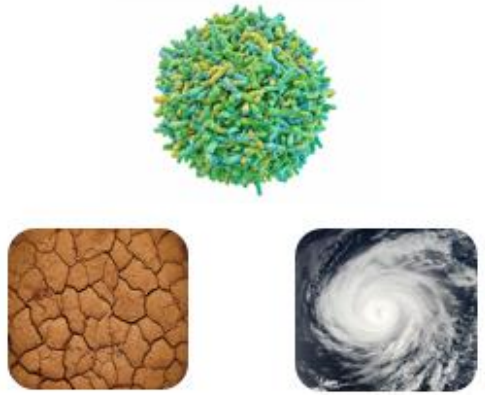


Geography

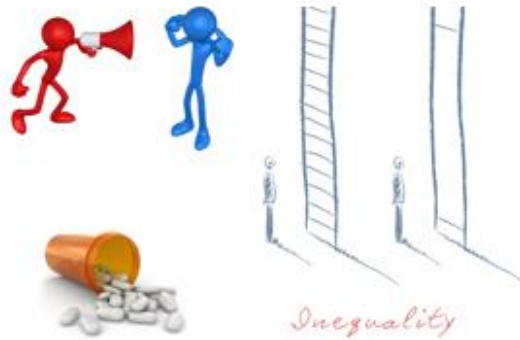
Politics & Power

Advanced Technology

Mother Nature



Society



Process

Select
VUCA Dynamic

Frame as an
Open-ended Question
How might we… ?
What are the ways…?

Discuss
Future Implications

Develop
HR Responses

Create
Headline or Tweet

Resolve or mitigate
VUCA Challenges in 2020

Select
VUCA Dynamic

How might we approach privacy and risks associated with collecting workplace performance data?

Discuss
Future Implications

Decisions on:

- ❑ Ownership, Control + Access of Data
- ❑ Cultural dynamic of more openness and self-awareness

Develop
HR Responses

- ❑ Pilot xAPI Data
- ❑ Proactive Policies

Create
Headline or Tweet

Resolve or mitigate VUCA Challenges in 2020

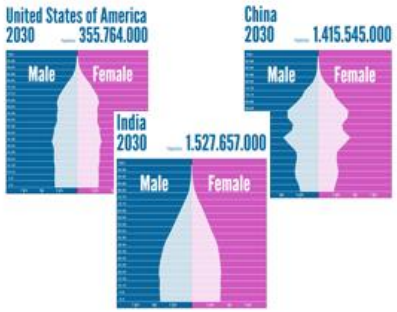
Supreme Court Rules in Favor of Employee Owned Work Experience Data

<> <> <> <>

L&D Department Signs IBM Watson Contract for Performance Support

Sources of VUCA

Demographics as Destiny



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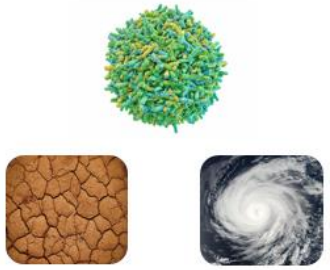

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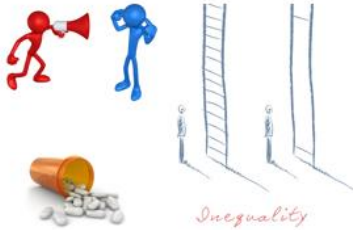


What is the biggest risk we should take over the next five years to align with the VUCA future?

Who might be our most radical partner to overcome VUCA dynamics?

Step # 1
Create a Healthy Sense of Urgency & Culture Aligned Around Anticipation

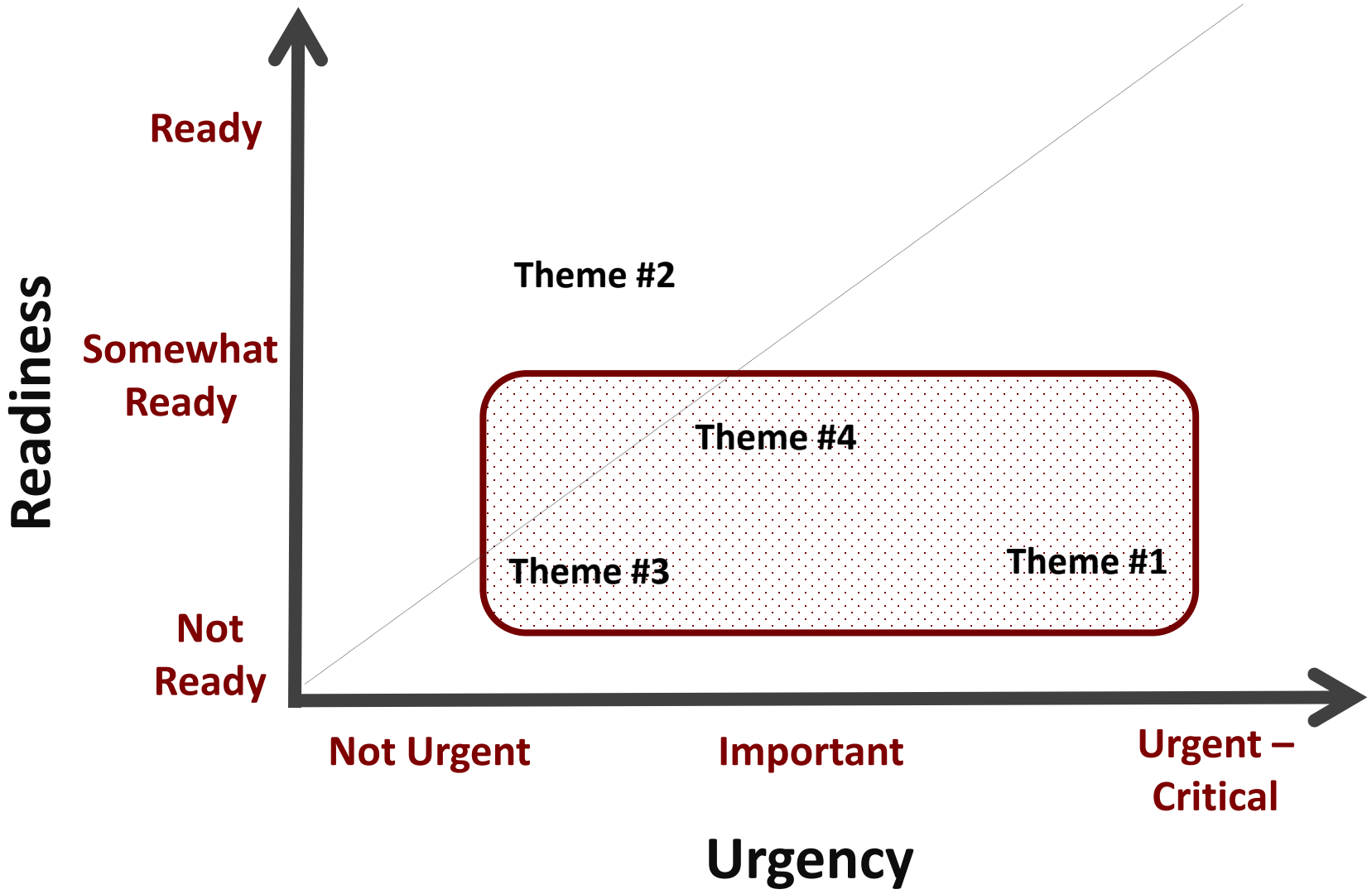
On the Plateau
'Managing the Decline'

- Incumbent mindset
- Incremental Improvement
- Fear, Uncertainty, Doubt & Denial

Big Bets,
Small Steps

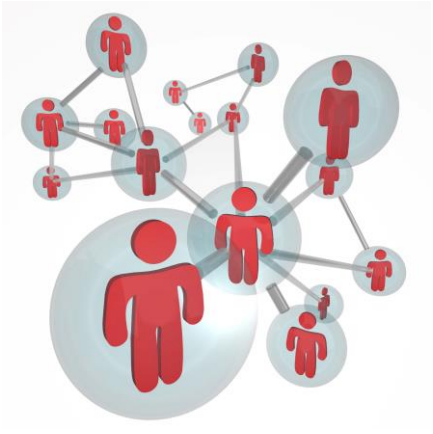
- **Entrepreneurial mindset**
- ***Prototyping Transformative Change***
- ***Failing Forward***

Step #2:
Take a Pulse Check on Emerging Trends vs Organizational Appetite



Step #3
Start a Signals Team: Follow Those Who Imagine Different Futures

Blockchain &
Smart Contracts



Graph Analytics
Connected Data

@onboardhealth

Industry Issues on
Talent Development

Step #4
Find the Right ‘Killer Questions’ to Brainstorm Ideas

Following the success of HP’s Chief Innovation Officer Phil McKinney, generate a weekly ‘Killer Question’ email message or ‘Twitter’ conversation that spurs conversation about human resource experiences.

What is a function or department that does not exist today but will be our most innovative lever of change in five years?

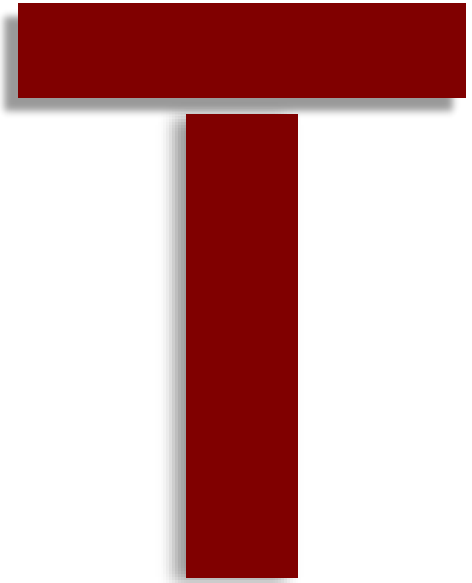
Which popular consumer brand today could make us irrelevant in five years?

Step #5

Write Job Descriptions for T-Shaped Talent

“I” Shaped

Success via Specialization



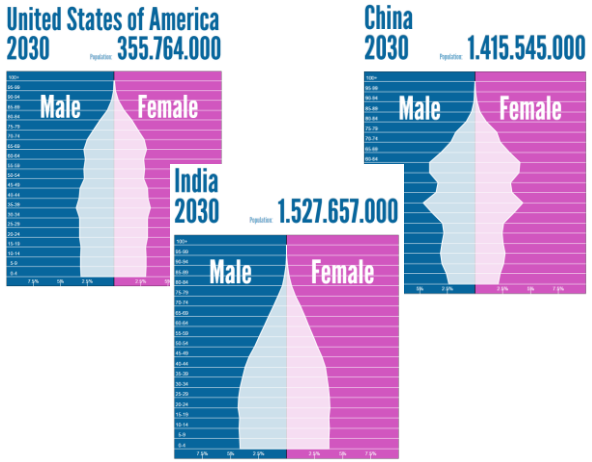
“T” Shaped

Success via Many Paths

Garry Golden
garrygolden@gmail.com
Two Rs

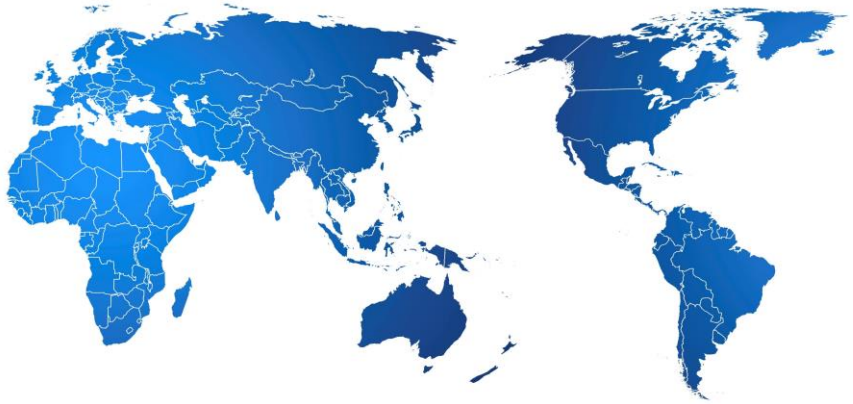
PDF + Resources: garrygolden.com/Sept27

Demographics as Destiny



- ❑ Aging Populations
- ❑ Millennials = Household Formation
- ❑ Youth (Adult) Unemployment
- ❑ Urbanization & Mega-city Dynamics
- ❑ Rural + Small Town Resiliency
- ❑ Immigration / Migration

Geography

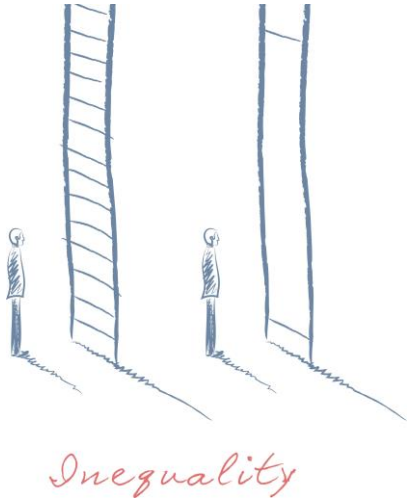


- ❑ Shifts in Political and Economic Alliances (e.g. *South to South* economy)
- ❑ Empowered Non-State Actors (e.g. Cyber Hackers to Philanthropists)
- ❑ Resource Wealth (Curse)
- ❑ Infrastructure & Global Connectivity
- ❑ Geographic Advantages (Liabilities)
- ❑ Regional Conflicts + Destabilization
- ❑ Localization of Workforce & Value Chain

Politics & Power

- ❑ Politics as Usual + Politics as Unusual
- ❑ Polarization of Civic Discourse
- ❑ Ballot Initiatives
- ❑ Fiscal & Monetary Policy
- ❑ Regulatory Frameworks + *Regtech*
- ❑ Alternative Models to *Capitalism*
- ❑ Decentralized Cooperation Models (e.g. Blockchain led Innovations)
- ❑ Social Impact Investing
- ❑ **Intersections with:** Media, Education, Brands, Regulations

Society

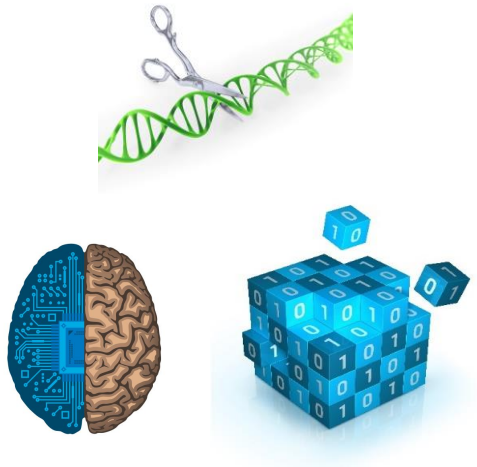


- ❑ Polarization of Civic Discourse
- ❑ Human Rights & Civil Rights
- ❑ Systemic Issues of Inequality
- ❑ Emergence of Global Value Systems (Traditional, Modern, Integral)
- ❑ Mental Health and Wellness
- ❑ Substance Abuse
- ❑ Mistrust of Government
- ❑ Role of Civic + Cultural Institutions
- ❑ **Intersections with:**
  Expanding Notions of Identity;
  Battle for Local Control vs Interdependent Solutions;
  Social Development Patterns

Mother Nature

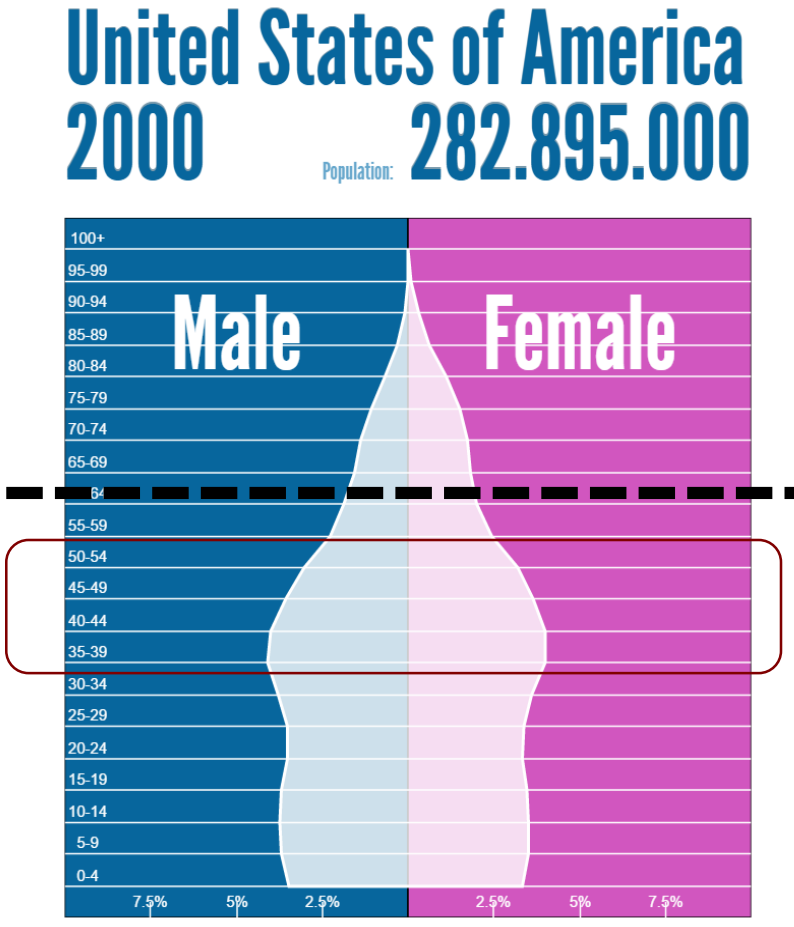
- ❑ Regional Epidemics / Global Pandemics
- ❑ Ocean-driven Events Related to Flooding, Hurricanes and Droughts
- ❑ Urban Air Quality
- ❑ Natural Disasters (Earthquakes; Volcanoes)
- ❑ Species Extinction → Evasive
- ❑ Resource Management & Control (e.g. water rights, forests, precious minerals)

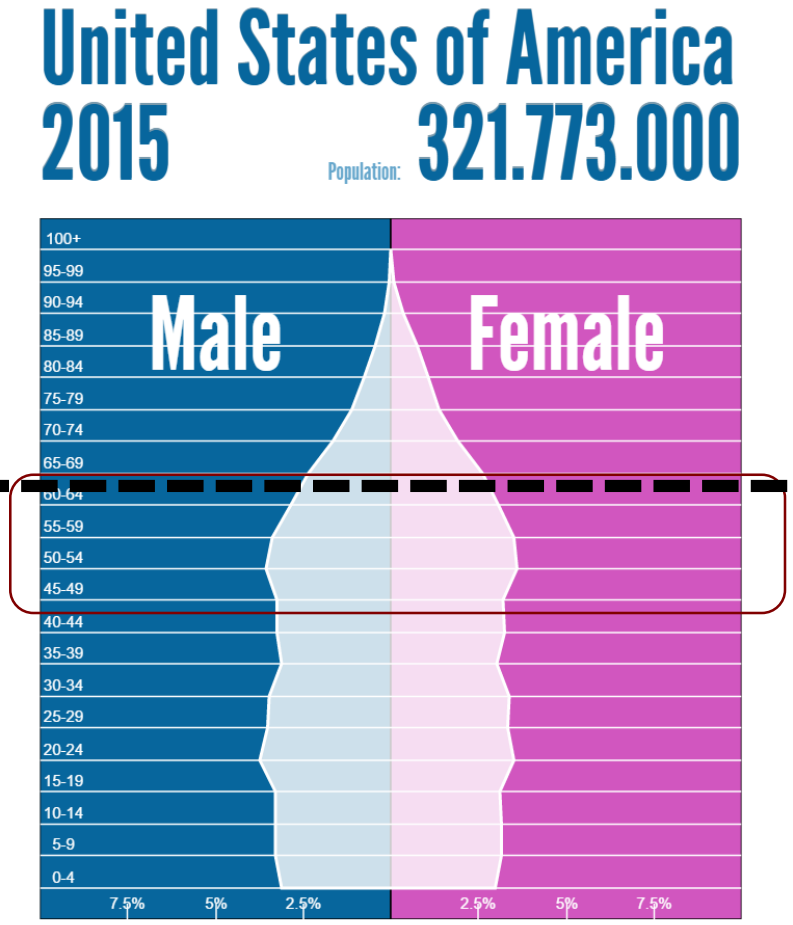
Advanced Technology

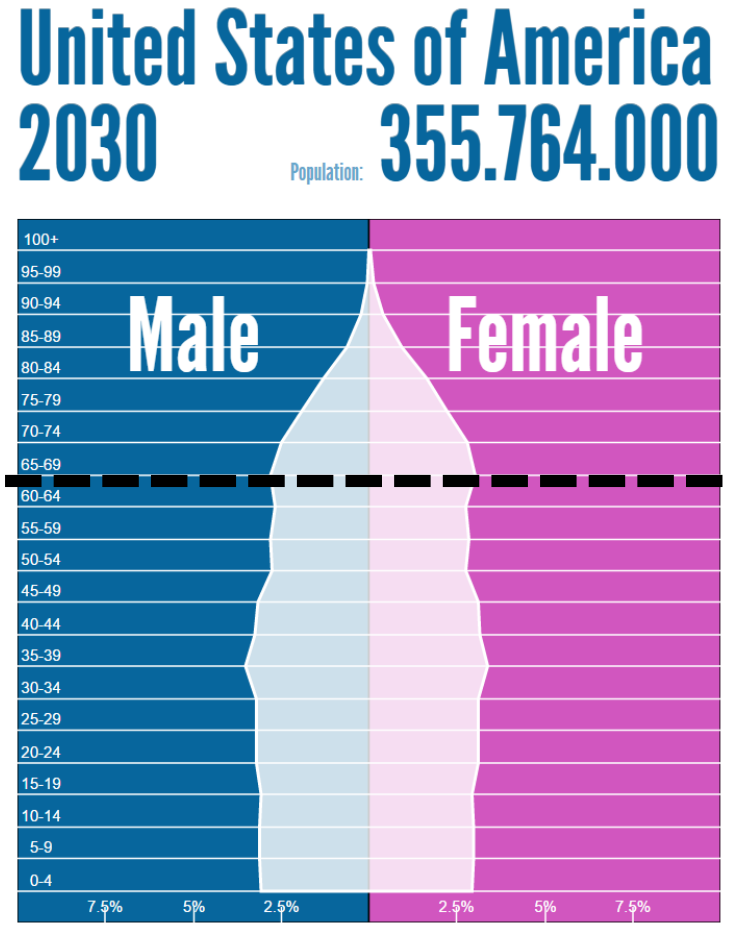


- ❑ Data-driven Innovation & Prescriptive Analytics
- ❑ Artificial Intelligence, Automation & Augmentation of Work
- ❑ Emergence of Autonomous Vehicles & Robotics
- ❑ Blockchain & Smart Contracts
- ❑ Biotechnology & Life Sciences
- ❑ Nano-Materials Science & Engineering
- ❑ Virtual & Augmented Reality
- ❑ Neuro + Cognitive Interfaces
- ❑ Industrial Activities in Space

U.S. = Aging Boomers + Fading *Demographic Dividend*







Source: populationpyramid.net