Strategic Foresight Session

The Art & Science of Looking at the Future

September 27, 2017

Garry Golden
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
- Disciplined Constrained
- Transformed
- 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  @AHENSEL  AUGUST 28, 2017 10:15 AM

**Modern Healthcare**

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

Chicago's Outcome Health hires Twitter engineering VP, its first big hire after $500 "Outcome Health"
venturebeat.com news hire healthcare Chicago innovation 2017 communication

Health Nucleus: Explore The Story of You
www.healthnucleus.com company healthcare health

FDA Pushes the Envelope on Clinical Trial Design and Research Requirements | A
www.appliedclinicaltrials.com FDA healthcare clinical

Epic Announces Worldwide Interoperability with Share Everywhere
www.epic.com healthcare IT

Veyo taps Uber-like model for Medicaid-paid trips to the doctor - The San Diego Un

Sep 13, 17
Chicago’s Outcome Health hires Twitter engineering VP, its first big hire after $500 million round
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
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."
“On Facebook, 273 people know I’m a dog. The rest can only see my limited profile.”

Social Norms & the Social Web

2008
Everyone knows I’m working on some personal growth issues.

Assumption:
The web is becoming a platform for managing outcomes & personal behavior change.
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
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

“I did this…”
Learning & Life Experience Data
Experience DataAppears Inside Workplace

Course

3 hours

“I did this...”
Statements

Real World

300 hours

Seamless Integrated into
☑ Software products
☑ Connected Tools
☑ Manager & Team Tools
Scenario: Talent Embraces Experience Capture Analytics

- 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?
Connected Data Continues to Transform the World

Value of our Social Graph

Entering an Era of Experience Graph?
Understanding How Our Organizations Operate...

Yellow are people. Blue are the things they do.
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

Connected Data + Graph Analytics

Get Involved in Working Groups
Activity

Wrap up
Sources of VUCA

Demographics as Destiny

Geography

Politics & Power

Advanced Technology

Mother Nature

Society
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

Discuss Future Implications

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

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
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

- Not Urgent
- Important
- Urgent – Critical

- Not Ready
- Somewhat Ready
- Ready

Themes:
- Theme #1
- Theme #2
- Theme #3
- Theme #4
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 $\rightarrow$ 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
The image illustrates population pyramids for the United States of America in the years 2000, 2015, and 2030. The pyramids show the distribution of the male and female populations across different age groups. The text states: "U.S. = Aging Boomers + Fading Demographic Dividend." The source of the data is populationpyramid.net.