Foresight Analysis

The Art & Science of
Looking at the Future

Bay Area Community Council   Facilitator
Foresight Webinar #3   Garry Golden
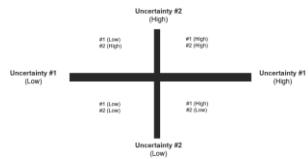October 30, 2020

BACC Journey

Kickoff
Sept 18th

Foresight 101
Scanning
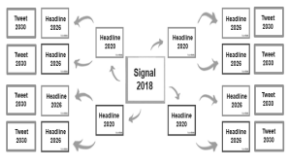
Webinar #1
Oct 2nd

Signals Work
Futures Wheel

Webinar #2
Oct 16th

Era-transitions
Scenarios

Writing Our Four Futures

Continued Growth   Disciplined Constrained   Transformed   Decline Collapse
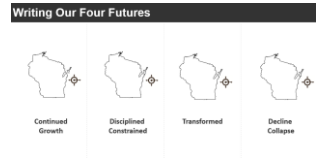
Webinar #3
Oct 30th

Four Futures
Leading Change

Presentations
Nov 20th

November 20th   8am – Noon

8:00 – 8:15   **BACC Introduction**

8:15 -9:30   **Workshop Presentations**

1. Matt Dornbush, UWGB (8:15 – 8:30)

2. Jeff House, Oneida ESC Group (8:30 – 8:45)

3. Chris Elfner, Bellin Health (8:45 – 9:00)

4. Adam Artel, Bellin Health (9:00 – 9:15)

5. Mike Fabich, Foxwood Associates (9:15 – 9:30)

9:45 – 11:15   **Workshop Presentations**

1.   Susan Garot, Green Bay Botanical Garde (9:45 – 10:00)

2.   Dan Hoffman & Mark Lezotte, Skyline (10:15 – 10:30)

3.   Mandy Kraynik & Vicki Petersen, Nature's Way (10:30 – 10:45)

4.   Karen Sinette, Elevate 97 (10:45 – 11:00)

5.   Brighid Riordan & Bob Webb, Nsight (11:00 – 11:15)

11:15 – 11:30   **Garry Golden Summary**

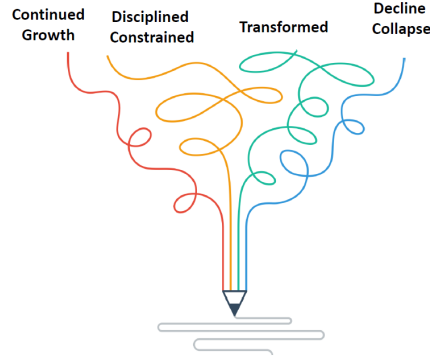**11:30 – 11:45**   **Dave Wegge/Natalie Bomstad, Wrap-up & Closing**

Final Presentation Format

5 min

5 min

~5 min

Foresight
Journey

Transformed
Scenario

Talent for
Leading Change

Signal: Small Business Innovation

Bark Social, a dog park and beer garden hybrid, raises $1.5M for December launch

Signal: Capturing Talent on the Move

Upwork Report Finds Up to 23 Million Americans Plan to Relocate Amid Rising Remote Work Trends

New data reveals remote work provides greater geographic mobility for millions of Americans seeking housing in more affordable markets

Utilizing survey data from over 20,000 Americans, the report reveals that between 14-23 million of U.S. households intend to move in many cases out of major cities and into less expensive housing markets.

Signal: Trauma-informed Social Services

Bloomberg Cities

Philadelphia's 'trauma-informed' approach to youth justice gives kids a lift

Bloomberg Cities · Oct 21 · 5 min read

9/10 YOUTH entering the justice system have experienced trauma in their lives
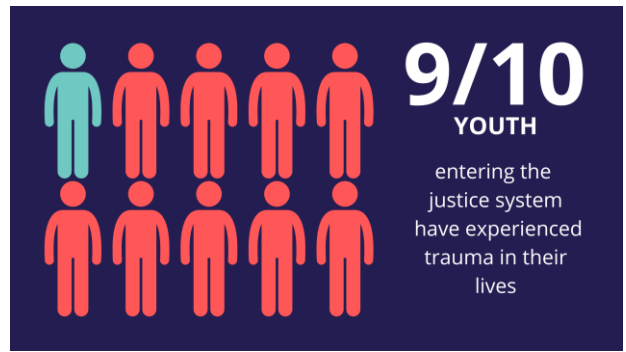
Philadelphia's trauma-informed principles

1. Safety
2. Respect
3. Communication
4. Hope

Signal: Geospatial Analytics

Intel Geospatial is a cloud platform for AI-powered imagery analytics

Kyle Wiggers   @Kyle_L_Wiggers   October 27, 2020 3:58 PM   AI

Intel today quietly launched Intel Geospatial, a cloud platform that features data engineering solutions, 3D visualizations, and basic analytics tools for geovisual workloads. Intel says it is designed to provide access to 2D and 3D geospatial data and apps through an ecosystem of partners, addressing use cases like vegetation management, fire risk assessment and inspection, and more.

The geospatial analytics market is large and growing, with a recent Markets and Markets report estimating it will be worth $96.34 billion by 2025. Geospatial imagery can help companies manage assets, like network assets prone to damage during powerful storms. Moreover, satellite imagery and the AI algorithms trained to analyze it have applications in weather prediction, defense, transportation, insurance, and even health care, mainly because of their ability to capture and model environments over extended periods of time.

Signal: Embedded Banking / Finance

Wise raises another $12 million to double down on embedded business banking

Romain Dillet @romaindillet / 10:12 AM EDT • October 29, 2020
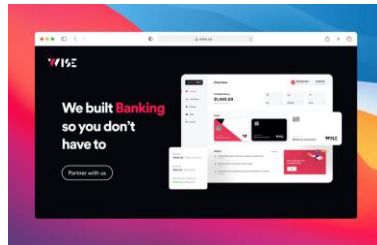
Fintech startup Wise has raised a $12 million Series A round. The company offers business bank accounts with an interesting go-to-market strategy. Wise ⓘ partners with other companies so that they can offer bank accounts to their own customers.

For instance, if you're running a marketplace or an e-commerce platform that matches companies with individual customers, you can leverage Wise to offer bank accounts to your partner companies. RemoteTeam is using Wise to improve its payroll experience for… remote teams.

Why embedded finance is the next evolution in fintech

10 August 2020   🐦 9   in 11   f 2   ⤴

Apple card. Shopify merchant accounts. Amazon loans. Increasingly, non-banking players are branching out into banking services to improve user experiences and tap into new revenue lines. Such native integrations of financial services into non-banking verticals, e.g. accounting SaaS or marketplaces, are called embedded banking. We expect the embedded banking trend is here to stay: New technologies, distribution and business models as well as evolving customer expectations have created the foundation for a fundamental rethinking of how and where the key functions of finance are delivered.

Banking-as-a-Service as key enabler of embedded banking

'Embedded Finance': market value comparisons (US only)

Market Value ($bn)

$3 Trillion (2019) — Top 30 Financial Institutions

$3.4 Trillion (2019) — Leading Software/Platform businesses

$3.6 Trillion* (2030) — Embedded Insurance (who will win?) / Embedded Lending (who will win?) / Embedded Payments (who will win?)

Financial Services
...digitising existing business models***

US software sector today
...enabled by internet, cloud, mobile**

New emerging markets
...financial technology enabling a new wave of innovation*

* Based on current adoption trends. Assumes 40% of payments and 20% of lending and insurance moves to 'EF model' and average 5x revenue multiple.
** Includes Amazon, Google, Facebook, Netflix, Salesforce, SaaS companies *** includes Banks, Insurcos, Stock Exchanges, Visa, Mastercard, Blackrock

Source: Simon Torrance analysis, after Matt Harris, Bain Capital Ventures

Signal: Computer Vision is Coming

Landing AI launches new visual inspection platform for manufacturers

Ron Miller   @ron_miller / 11:00 AM EDT • October 21, 2020   Comment

Image Credits: Landing AI

As companies manufacture goods, human inspectors review them for defects. Think of a scratch on smartphone glass or a weakness in raw steel that could have an impact downstream when it gets turned into something else. Landing AI, the company started by former Google and Baidu AI guru Andrew Ng, wants to use AI technology to identify these defects, and today the company launched a new visual inspection platform called LandingLens.

"We're announcing LandingLens, which is an end-to-end visual inspection platform to help manufacturers build and deploy visual inspection systems [using AI]," Ng told TechCrunch.

Is computer vision a competitive advantage to our sectors?

Signal: Avatars After We Pass

Turning Signals into Stories

Four Futures
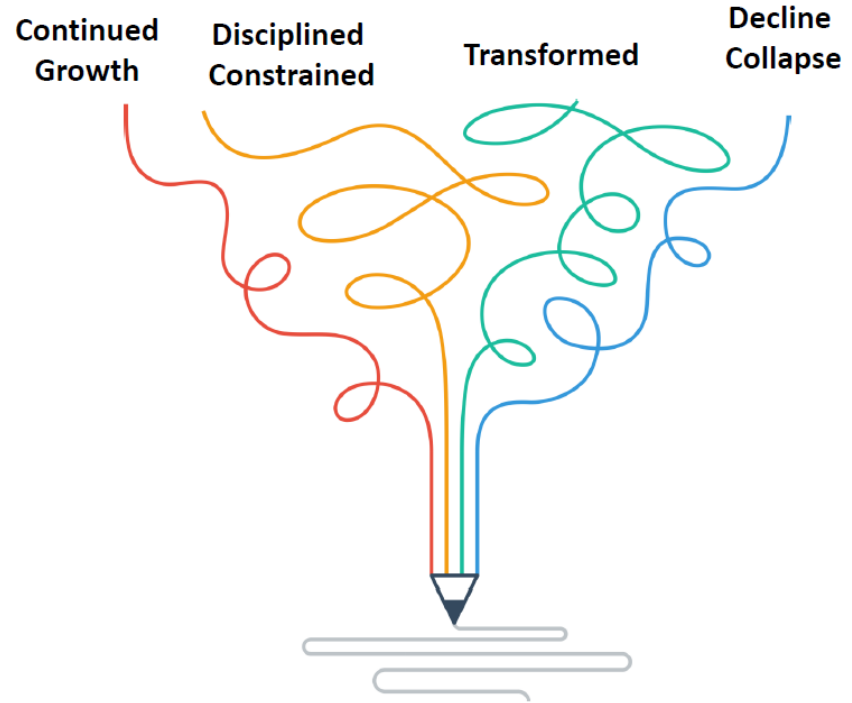
Four Futures Thinking

Continued Growth   **Disciplined Constrained**   **Transformed**   **Decline Collapse**

Task: Construct Your Four Futures

Continued Growth

Disciplined Constrained

Transformed

Decline Collapse

Storytelling Tips

Experiment with Story Structures
- Multi-paragraph stories
- Bullet points of storyline elements
- Visualizations that communication the message

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

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

Three Mechanisms of Change
Your scenarios should include:

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

2) Events
Sources of discontinuity including:
Scheduled Events
Plausible Events
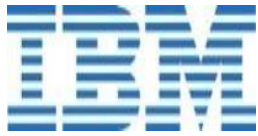Wildcard Events (Low Probability, High Impact)

3) Choices
Reflect our investments in people, partnerships and places.

Transformed

Transformed is a scenario archetype where the world and organization have gone through an era-step change. Think caterpillar to butterfly – or Industrial to Information Economy.

The story should reveal how the organization (region) became something different. This may be the emergence of a new department or team. Or it might be a wholesale reinvention of the entire organization culture or value proposition.

The story tone is not utopian. There should be new problems and challenges that appear as expected – or as unintended consequences. Leave some issues unresolved.

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

Transformed: Template

Draft Name of Transformed Scenario

The Transformed Story
- ❏ **In 2021…**
- ❏ **In 2023…**
- ❏ **In 2024…**
- ❏ **In 2025…**
- ❏ **In 2029…**
- ❏ **In 2030…**
- ❏ **In 2035…**

Evidence: Signals to Support this Scenario
- ❏ **Signal Title/Link**
- ❏ **Signal Title/Link**

Resource: Team Conversations

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

❑ What signals or trends have you seen that might support the future described in each scenario?

❑ What are the internal implications for our partners and teams?
   What might our customers (citizens) do differently to thrive in this future?

❑ Where might the story go from here? Write a few extensions **from** this future.

❑ What indicators or milestones might we monitor that represent a tipping point of this future?

Four Futures of Food

global food outlook alternative scenarios briefing

IFTF Institute for the Future 124 University, 2nd Floor Palo Alto, CA 94301 www.iftf.org

ALTERNATIVE FUTURES SCENARIOS

Growth, constraint, collapse, and transformation are four distinct but plausible directions of change identified by Jim Dator, director of the Hawaii Research Center of Futures Studies, in his work on alternative futures scenarios.

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

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

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

TRANSFORMATION:
fundamental transformation of a society or system that signals a break from previous systems.

While linear growth represents one potential shape of the future, we can learn from recent history that constraint, collapse, and transformation are other ways of thinking about how change can occur. For example, China averted an infrastructure breakdown by **constraining** population growth with its one-child policy. Western housing and financial markets **collapsed,** surprising those who assumed past trends would continue. And the Internet and, more recently, social media, **transformed** the way the world communicates information—leaving traditional media outlets scrambling to adapt.

We can also find examples of these four directions of change in the global food web's history:

GROWTH: In the early 1970s, the United States Department of Agriculture adopted policies that encouraged farmers to produce as much food as their land could bear. This reversed decades of government caps on production. The ensuing growth in the availability of commodity crops like corn helped bring down the prices of animal feed, and ushered in a boom in meat consumption. Throughout the world, obesity has increased dramatically, while the number of people who go hungry recently passed the ominous milestone of one billion globally.

Source: Flickr user Paco Calvino

CONSTRAINT: The chaos and violence of World War II brought with it widespread interruptions to food supplies as part of coordinated efforts to use hunger for military advantage. To manage this challenge, countries including the United Kingdom and United States imposed rationing systems to keep food prices in check, ensure equitable distribution of food supplies, and mitigate the threat of widespread starvation.

Source: Library of Congress

COLLAPSE: The Dust Bowl of the 1930s resulted in a collapse in food supplies. After years of wet—and productive—weather, plains states and provinces in the United States and Canada were hit with a severe drought. This, along with problematic farming practices, saw fertile soil give way to dust, which displaced millions of people and led to widespread poverty and hunger. Today, fisheries worldwide are facing various degrees of collapse.

Source: State Library of New South Wales

TRANSFORMATION: In the past few decades, refrigeration has paved the way for stable food storage, ready-to-eat meals, and massive global trade in perishable fruits, vegetables, and meats. In turn, this new technology has fundamentally reshaped our relationships with food, and with each other. Family members can individually heat up their own dinners; meals can even be eaten alone in cars. Refrigeration has also enabled a globalization of taste. For example, sushi can be bought all over the world—even in places thousands of miles from a source of fresh fish.

Source: Flickr user Vanessa Stewart

Alternative futures scenarios based on these directions of change—growth, constraint, collapse, and transformation—provide a useful framework for considering the future of the global food web and how finding, buying, and consuming food might evolve in the next decade.

GROWTH
WELL-BEING IS PRODUCTIVITY and more choice increases experiential well-being

CONSTRAINT
WELL-BEING IS COMMUNITY and taking care of others increases personal well-being

COLLAPSE
WELL-BEING IS SECURITY and escape from real and perceived threats

TRANSFORMATION
WELL-BEING IS ECOLOGICAL and collaboration builds capacities for holistic well-being

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GROWTH

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

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

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

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

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

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

bodies

Expanding Markets
Well-being markets grow as people purchase products and services based on their touted health benefits.

Creature Comforts
People pay more attention to material contributions to physical and mental health, seeing comfort and tangible near-term benefits as cornerstones of well-being.

Producing the Self
Well-being consumption becomes the means of gaining a competitive edge and refining an ever more augmented and productive body and self-image.

networks

Widespread Inequality
Well-being inequality increases, and while the more affluent use their networks to expand their global options, everyone else navigates a landscape of expanded risk.

New Authorities
Abundant, confusing choices drive people to rely on new well-being authorities—with or without formal qualifications—to vet efficacy claims.

Commercialized Networks
More networks are organized around commercial services and become key resources for innovation in financing, services, and product marketing.

environments

Stressful Choices
The health decision-making environment, full of complexity and contradictions, is a major source of stress in everyday life.

Green Health Economy
Green values inform people's understanding of well-being and result in price increases for organic and other sustainably produced goods.

Diverging Growth Strategies
Increasing numbers of communities sacrifice local well-being resources and long-term sustainability in pursuit of short-term growth.

CONSTRAINT

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

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

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

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

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

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

bodies

Changing Behaviors
Widespread behavior change efforts focus on reducing energy, water, and medical resource use.

Optimized Healthspans
People accept the limits of medicine, living with trade-offs in managing chronic conditions and fundamentally shifting their attitudes toward end-of-life and palliative care.

Transition Anxieties
The difficulty of accepting resource and other limits leads to increased levels of anxiety, depression, and other mental health challenges.

networks

Participatory Well-being
Well-being shifts from a largely individual to a largely communal pursuit as people cultivate social connections and are mindful of their impact on the commons.

Social Priorities
People rely more on sharing and commons-based action, and less on market sustainability offerings, to stretch well-being resources and reduce spending.

Sharing for Care
Both medical care delivery and scientific research production are increasingly based on sharing resources, personal data, and health experience.

environments

Risk and Resource Transparency
Participatory mapping reveals environmental risks and underutilized resources, and mitigates resource-based health challenges.

Local Resilience
Environmental constraints and the quest for local resilience drive localization of food and manufacturing supply chains as well as an expansion of good-Samaritan training initiatives.

Mandatory Green Health
The medical industry is forced to adopt greener practices, from super-efficient building retrofits to avoiding single-use plastics and other resource-intensive products.

COLLAPSE

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

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

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

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

bodies

Trauma of Uncertainty
Constant uncertainty and a lack of steady access to basic resources leaves biological imprints of stress and anxiety on large numbers of people.

Safety First
People adopt self-quarantining strategies and manage their health by avoiding unsafe food and health products.

Mobile Information
Dependence on—and cost of access to—digital health records accelerates as natural disasters destroy paper records.

networks

Tight-knit Networks
People are more reliant on close circles of friends and family, and trust becomes a highly valued resource, in part because immigration debates and futile quarantine attempts.

DIY Medicine
Do-it-yourself medicine websites stand in for overwhelmed hospitals, and folk medicine propagates as people form ad hoc networks to share health knowledge.

Mobile Health Access
Mobile health and wellness services—run off personal devices, kiosks, and retrofitted vehicles—are increasingly common in neighborhoods of all economic classes.

environments

Ecological Disruptions
Extreme weather and natural disasters force people to migrate and increase the threats of infectious disease, leading to vicious immigration debates and futile quarantine attempts.

Well-being Enclaves
Oases of well-being, areas still rich in financial or health resources, seek to protect their benefits from the less fortunate.

Tough Choices
Communities are forced to choose between spending on long-term health or on security and emergency recovery, as hospitals decide whether or not to maintain public safety-net programs.

TRANSFORMATION

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

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

People are increasingly creating well-being in a systematic way—from the molecular to the planetary scale. They organize themselves in a growing number focus onto and connection to global processes. Well-being is about feeling aligned at all scales with a world in the process of healing itself.

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

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

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

bodies

High-resolution Bodies
The majority of people have at least some access to high-resolution views of their genetics, epigenetics, and chronobiologies, giving them detailed perspectives of their personal risks and assets.

Integrated Care
Systemic understandings of how bodies fit in surroundings spur a move from biomedical definitions of health to more holistic, integrated visions of care.

Biological Uncertainty
Formal professionals and informally educated gurus emerge to help people make sense of the high-resolution details of their bodies.

networks

Contagion Health
Most people are aware of the effect of friends, neighbors, and acquaintances on well-being, and some individuals and communities become scapegoats for social and ecological imbalances.

Sharing as Caring
People protect themselves from stressful events and information anxiety by sharing their well-being observations with larger support and research communities.

Networked Medicine
The role of medical institutions shifts from treating individuals to convening networks of people with common social, health, and biological traits to care for and support each other.

environments

Resource Footprints
People are more attuned to the idea that everything has an effect on large and small scales, and attempt to preserve and renew local watersheds, soils, and food varieties.

Ecological Design
Ecological thinking becomes central to engineering and design, and rooms, buildings, and even whole cities are retrofitted to keep temperature and humidity at beneficial levels.

Living Assets
Recognizing the assets already in the environment, facilities of all kinds—but especially medical facilities—start integrating life forms, including beneficial microbes, rather than pursuing sterile environments.

Force Field Analysis: Push Pull

Scenario Name

← Restraining Forces (Pulling You Away)   Driving Forces (Pushing Toward Scenario) →

- 10	- 5	- 1	Force	+1	+5	+10
- 10	- 5	- 1	Force	+1	+5	+10
- 10	- 5	- 1	Force	+1	+5	+10
- 10	- 5	- 1	Force	+1	+5	+10

Continued Growth

Disciplined Constrained

Transformed

Decline Collapse

Questions?

Four Futures
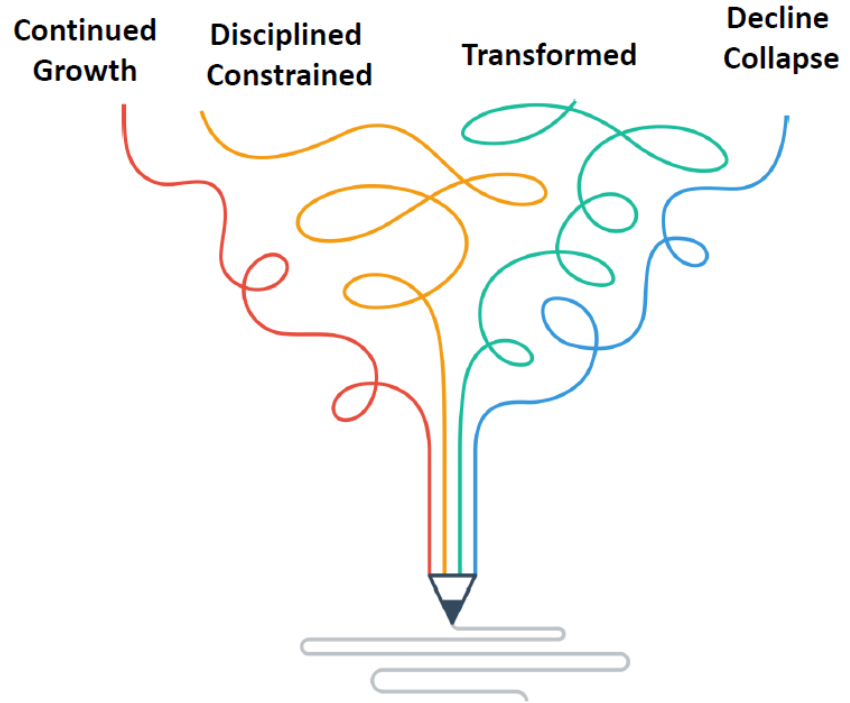
Leading Change: Foresight Maturity Model

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

Foresight Maturity Model – Terry Grim

Foresight Alliance

Organization's Foresight Maturity Model

Foresight
Alliance
See What's Possible

Foresight Maturity Model
Achieving Best Practices in Foresight

Contact: Terry Grim
Terry.Grim@ForesightAlliance.com
www.ForesightAlliance.com

How the Model Works

Six distinct disciplines address foresight.

Leadership
Clear ownership and active leadership to implement and institutionalize foresight capability

Scanning
Collection of appropriate and relevant information in a format and timeframe that support useful retrieval

Framing
Establishing the boundaries and scope of the endeavor

Forecasting
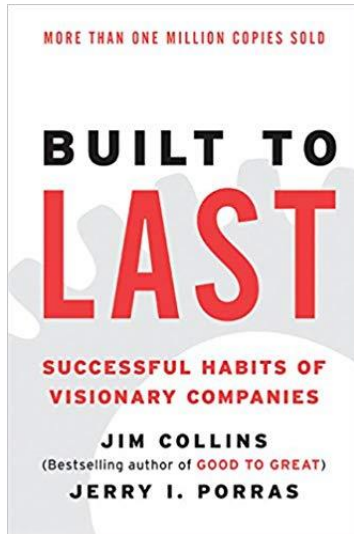Description of long-term outcomes that contrast with the present to enable better decision-making

Planning
Ensuring that the plans, people, skills, and processes support the organizational vision

Visioning
Creation of a preferred future that imaginatively captures values and ideals

Foresight
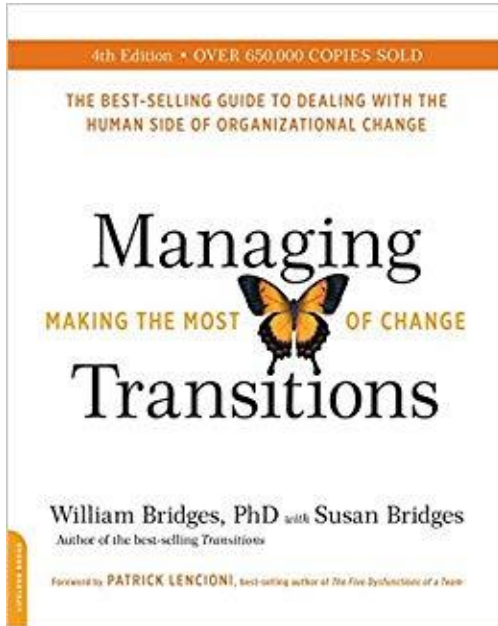Alliance

Rhetoric of Change: BHAGs to Burning Platforms

BHAGS

Big Hairy Audacious Goals

Burning Platforms

Are we managing change or transitions?

4th Edition • OVER 650,000 COPIES SOLD

THE BEST-SELLING GUIDE TO DEALING WITH THE HUMAN SIDE OF ORGANIZATIONAL CHANGE

Managing
MAKING THE MOST OF CHANGE
Transitions

William Bridges, PhD with Susan Bridges
Author of the best-selling *Transitions*

Foreword by PATRICK LENCIONI, best-selling author of *The Five Dysfunctions of a Team*

William Bridges Associates
CONSULTANTS TO ORGANIZATIONS & INDIVIDUALS IN TRANSITION

The New Beginning

The Neutral Zone

Ending, Losing, Letting Go

Change:
☐ Events
☐ Visible (External)
☐ Happen Quickly

Transition:
☐ Unfolding Process
☐ Inside People / Orgs
☐ Takes Time (Naturalness)

Kurt Lewin's Change Model

Unfreeze   **Change**   **Refreeze**

Starting Point: Ask Teams –
What must we unlearn to be successful in the future?

Kotter's Eight Steps: 75% Buy-in
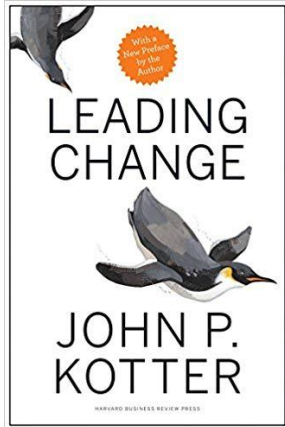
Creating the climate for change

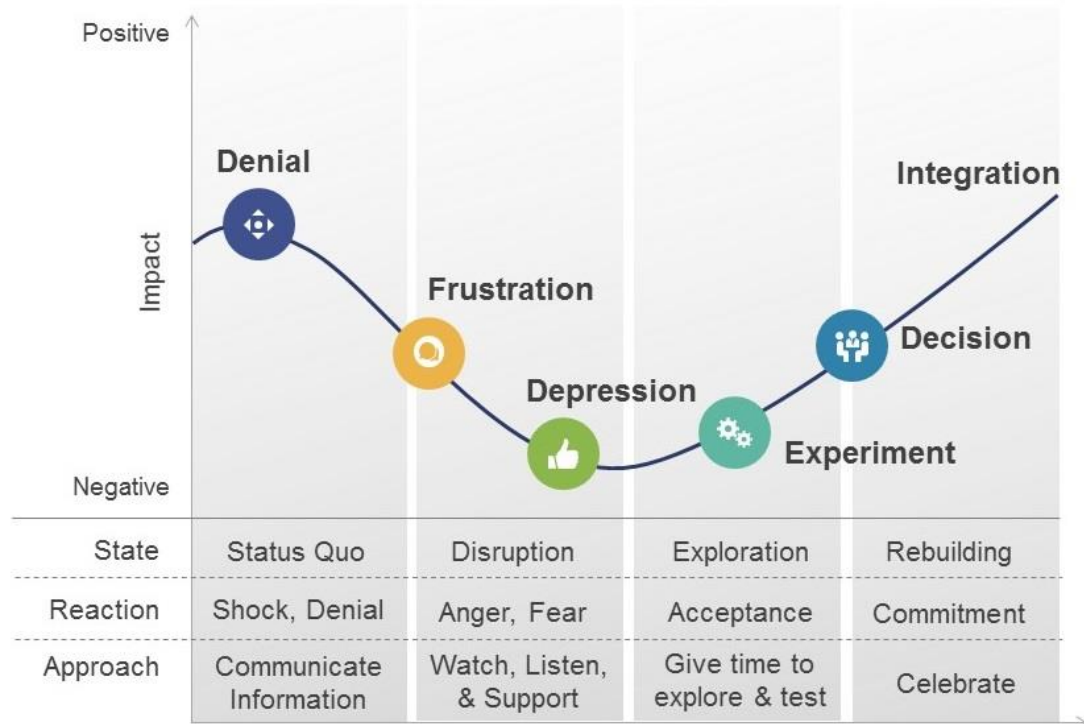3. Create a vision for change

2. Form a powerful coalition

1. Create urgency

LEADING CHANGE

JOHN P. KOTTER

Kubler-Ross Change Curve

Role of Leadership
- ☐ Alignment
- ☐ Communication
- ☐ **Shared Knowledge**
- ☐ **Capacity**
- ☐ Motivation

Elisabeth Kubler-Ross

The Kübler-Ross Change Curve

	Status Quo	Disruption	Exploration	Rebuilding
State	Status Quo	Disruption	Exploration	Rebuilding
Reaction	Shock, Denial	Anger, Fear	Acceptance	Commitment
Approach	Communicate Information	Watch, Listen, & Support	Give time to explore & test	Celebrate

Launch Conversation: Future Skill sets

"I" Shaped Person
Success via Specialization

"T" Shaped Person
Success via Integration

Leading Change: Focus on People

"T" Shaped
Professional Community

Also Trained in ….?

Ethics	Psychology
Behavior Science	Data Science
Cyber Security	Crypto / Blockchain
Systems Thinking	Diversity, Equity
Experience Design	& Inclusion (DEI)
Universal Design	_____
	_____

BACC Journey

Kickoff
Sept 18th

Foresight 101
Scanning

Webinar #1
Oct 2nd

Futures Wheel
Signals Teams
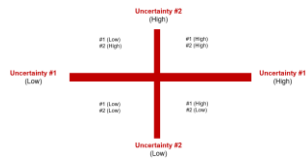
Webinar #2
Oct 16th

Era-transitions
Scenarios
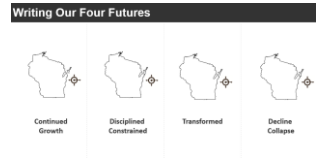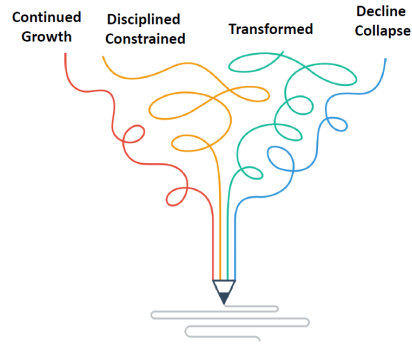

Webinar #3
Oct 30th

Four Futures
Leading Change

Presentation
Nov 20th

Next Steps

**Draft Four Futures
Emph. on Transformation**

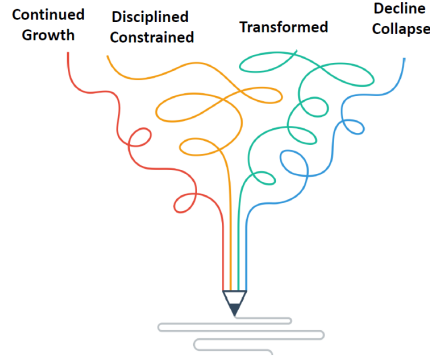**Questions or Time
with Garry**

Final Presentation Format

5 min

5 min

~5 min

Foresight
Journey

Transformed
Scenario

Talent for
Leading Change