



Envisioning the Future: Consulting Part 1



Patti Riley and Gail Thomas

SCENARIOS HELP ORGANIZATIONS BUILD



FORESIGHT

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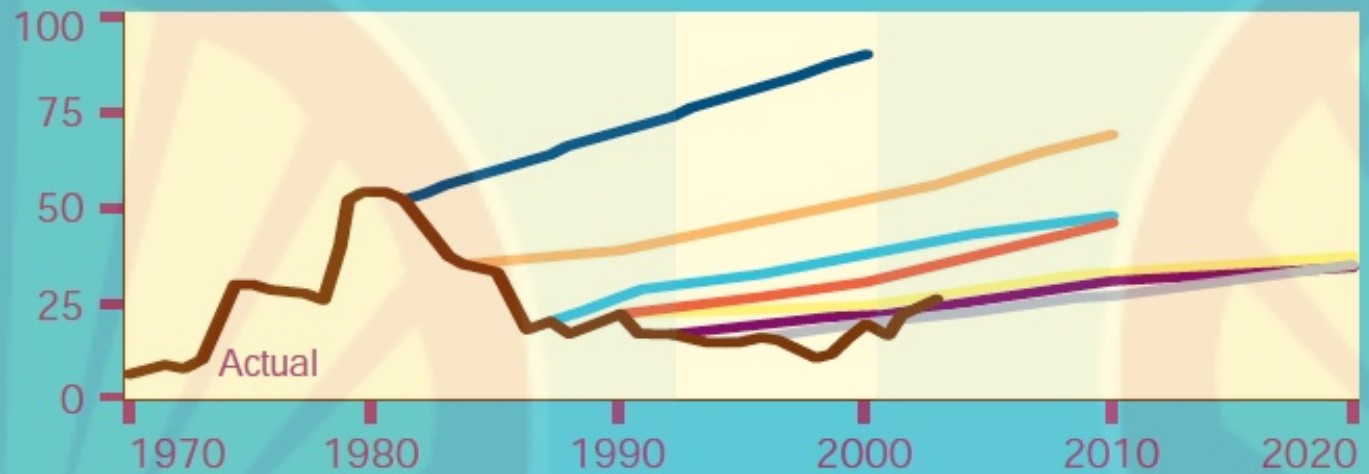
bld071642 fotosearch.com

Oil price forecasting has failed

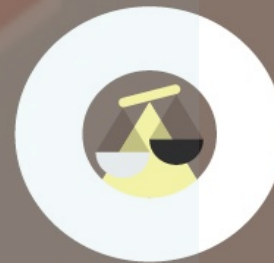
The oil industry's expectations in:



US\$/bbl (1990)



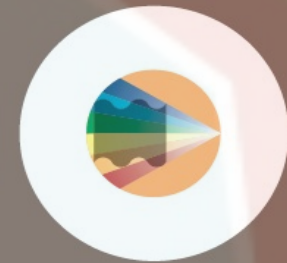
Energy



a legalistic,
"prove it
to me"
world



a pragmatic,
"know me"
world



a dogmatic,
"follow me"
world

USC 2022

What is USC's Story in 2022?

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TAKE ACTION FOR A SUSTAINABLE FUTURE



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Our goal is to provide resources to all Californians in order to reduce their environmental impact and take action to stop climate change. Realizing local governments, businesses, schools and individuals have different needs, we have customized pages for each audience.

- Learn how policy shapes and is shaped by issues such as biodiversity loss, clean air and water, and ...
- [Climate Change and Sea Level Rise: Implications for New Orleans - by Dr. Virginia Burkett, Chief Scientist... http://t.co/...](#)
Climate Change and Sea Level Rise: Implications for New Orleans - by Dr. Virginia Burkett, Chief Sci...
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Global climate change reduces the extent, duration, and thickness of sea ice, and seal species are th...
- [Connect The Dots On Climate Change: The Tangible Effects Of A Warming World http://t.co/Dck9MToJPA](#)
Connect The Dots On Climate Change: The Tangible Effects Of A Warming World http://t.co/Dck9MToJPA
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EVOKE

About How To Play Powers My Profile EVOKE

Missions Quests Evidence Agents Leaders

A CRASH COURSE IN CHANGING THE WORLD

Episode 001 ▾ The earth moves at different speeds depending on who you are. – Nigerian proverb

TOKYO. FEBRUARY 13, 2020



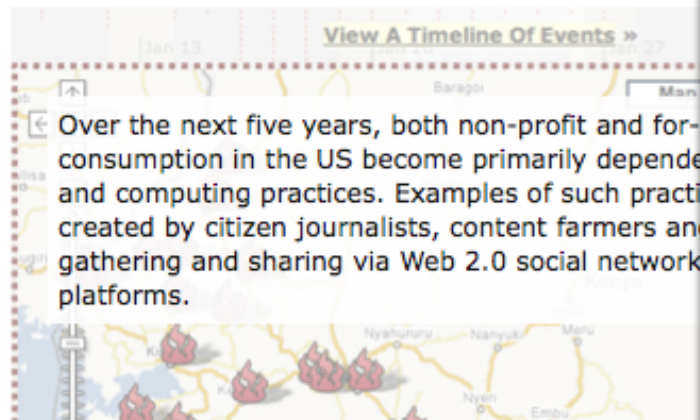
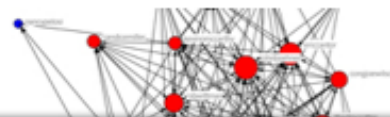
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disabled and old citizens to live in home and be part of society. ...
ed to have time to relax and reflect if they are to make effective co...
ne we only must stay true to the ideals of our founders.
ire more affordable and can do more. the question what can WE...
ust create space to have the conversation to build the community...
ave to be integrated into things they are already familiar with su...
& knowledge always depends on tasks. However Pro-Am's are gro...
tail into government services. Rather than one-size-fits-all move t...
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ate a lightly-coupled data-sharing? Easy sharing of output data no...
together for citizens and public servants to learn to know each oth...
the problem seems to be that some of the old people can't reme...
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id I need to go to a physical place if I can get the service online? D...
that we already have freedom of speech and free markets.
se of money as leverage to drown out communication and compo...
e to assume the government on its own can't innovate on these ki...
the telecom and Internet Access provider to make it cheap and a

Social Media Rule!



Over the next five years, both non-profit and for-profit news consumption in the US become primarily dependent on mobile devices and computing practices. Examples of such practices include content created by citizen journalists, content farmers and content aggregators, and gathering and sharing via Web 2.0 social networking platforms.

Image sources: TouchGraph visualization of personal Facebook network by Steve Jurvetson (Jurvetson) via Flickr (Creative Commons License), Ushahidi Kenya map screenshot by Eric Hersman (whitafrikan) via Flickr (Creative Commons License)

References

Articles









-  'Wiki Journalism' by Lily Quateman (The New York Review of Ideas) (06/01/2009)
-  'The Answer Factory: Demand for Media and the Fast, Disposable, and Profitable as Hell Media Model' by Daniel Roth (Wired Magazine) (10/19/2009)
-  'The rise of machine-written journalism' by Peter Kirwan (Wired.co.uk) (12/16/2009)
-  'Facebook Could Become World's Leading News Reader (Sorry Google)' by Marshall Kirkpatrick (ReadWriteWeb) (02/01/2010)
-  'Talking back to the news with News Trust' by Dan Kennedy (Media Nation) (04/13/2010)
-  'The Value of Networked Journalism' report by Charlie Beckett (POLIS Institute, London School of Economics & London Business School)

By the year 2015, innovations in pay-service business models undertaken by US news corporations have proven to be highly successful. The US news sector is now not only commercially viable but growing robustly. It is also characterized predominantly by a market-driven logic, which has transformed many aspects of journalism and news consumption.

Image sources: Google News screenshot by Spencer E Holtaway via Flickr (Creative Commons License), Rupert Murdoch by World Economic Forum via Flickr (Creative Commons License), Johnston Press payroll screenshot by Josh Halliday (JoshHalliday) via Flickr (Creative Commons License)

References

Articles

-  'For-Profit Approach to World News at GlobalPost' by Elizabeth Jensen (The New York Times) (03/22/2009)
-  'Google developing a micropayment platform and pitching newspapers: 'Open' need not mean free' by Zachary Seward (Nieman Journalism Lab, Harvard University) (09/09/2009)
-  'GlobalPost Expands Partnerships, Struggles with Pay Service' by Mark Glaser (MediaShift / PBS) (01/29/2010)
-  'Rupert Murdoch ready to sue Google?' by Caroline McCarthy (CNET News) (02/28/2010)
-  'Newser's Wolff: with paywall, Times and NYT will become 'shadows of their former selves'' by Maria Conde (editorsweblog.org) (05/21/2010)
-  'A defensive experiment: How the Times of London and the Times in New York diverge on paid content' by Jason Fry (Nieman Journalism Lab, Harvard University) (05/27/2010)
-  'Murdoch must reverse strategy to secure elite audience behind paywall' by Patricia Riley (The Atlantic)
-  'How to Save the News' by James Fallows (The Atlantic)
-  'News Corp. Prepares for Paid Online Content' by Brian Stelter

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If You Want People to Think and
Behave Differently, Tell them a:

STORY

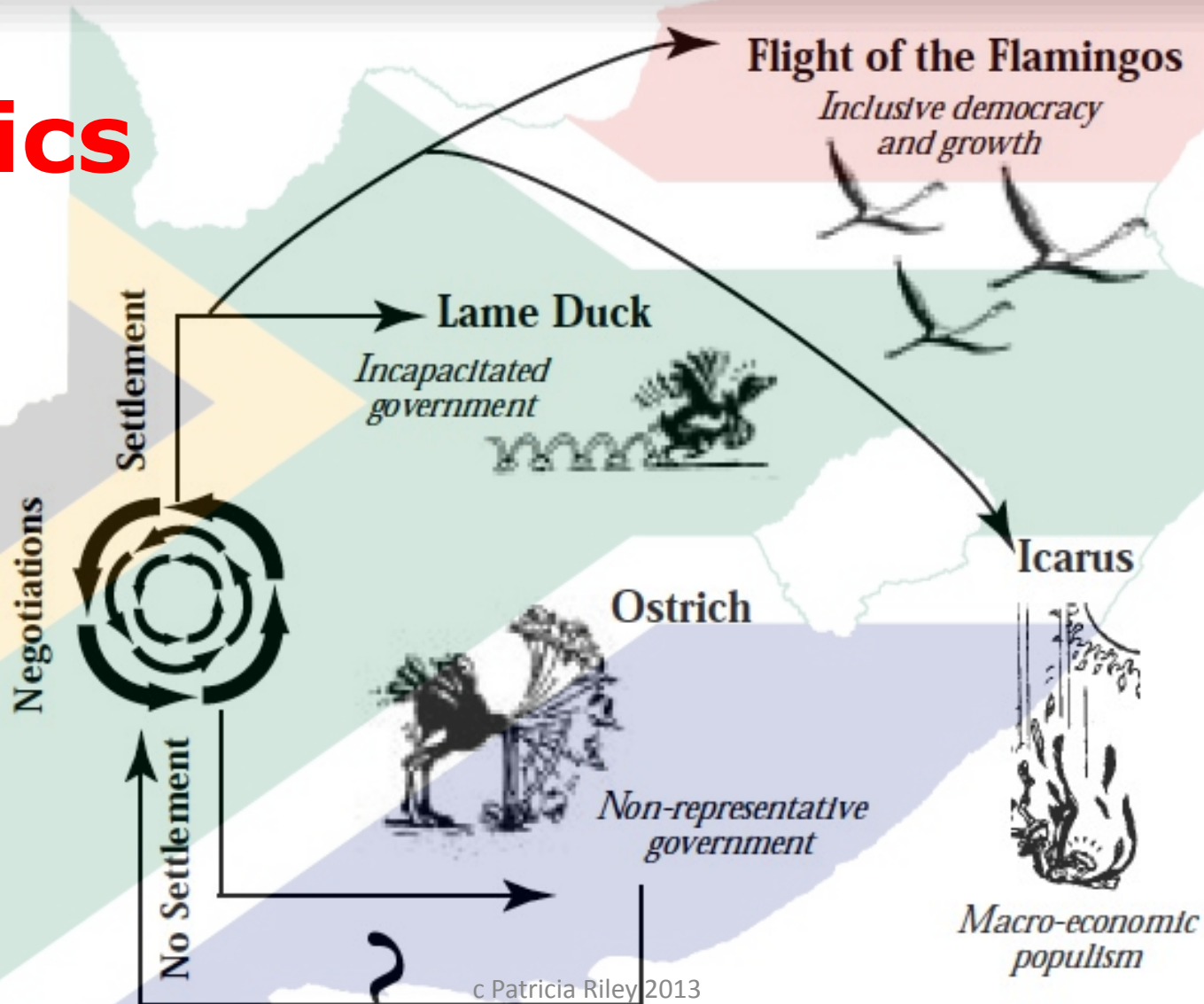


Research on Narratives

- People reason through stories—the narrative paradigm (Walter Fisher)
 - People are storytelling creatures--hardwired
- Stories can both illuminate and obscure facts
 - Stories are judged on their:
 - Fidelity—Does the story sound true given my life experiences?
 - Coherence—Does the narrative hang together? Do the people in the story behave in ways that make sense?

Possible Future Paths

Politics



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Set the Scene: It is 2025!

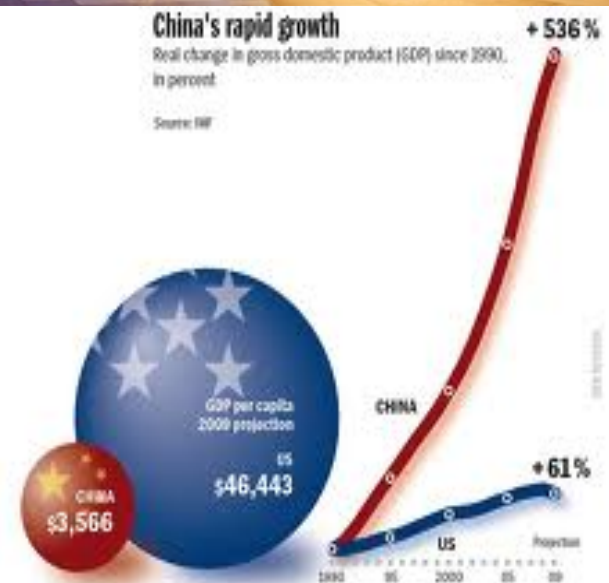
- 🌐 The whole international system—as constructed following WWII—will be revolutionized. Brazil, Russia, India and China have a seat at the international high table, bringing new stakes and rules of the game.
- 🌐 There will be ~ 8.1 billion people
- 🌐 Sustainability is key to national strength
- 🌐 1.8 billion people live in areas plagued by water scarcity

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China's rapid growth
Real change in gross domestic product (GDP) since 1990, in percent

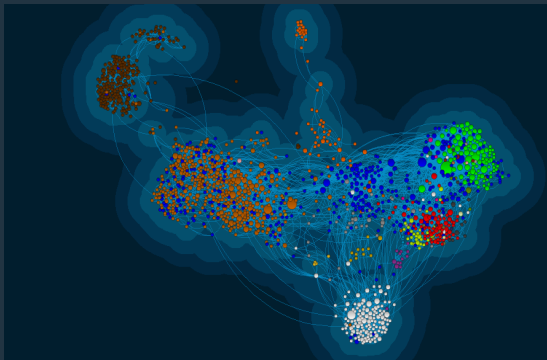
Source: IMF





2025 is about Connections

- Mobile, wearable and soon, even implantable technologies make it possible to experience “augmented realities” on a daily basis
- The increasingly digital economy creates even deeper structural unemployment for low-skilled workers





Envisioning Lessons Learned

- 🌐 Making sense of multiple futures is hard
- 🌐 Storytelling skills are critical
- 🌐 Short-term approach creates blind spots in foresight
- 🌐 Need to set a date that is far enough in the future to allow people to break free of present roles and structures
- 🌐 Having the scenarios be open to all participants seems to encourage more detailed stories of the future
- 🌐 People will change their perspectives
- 🌐 Tendency for positive local stories and pessimistic stories in larger institutions or networks



Write Your Scenario of the Future

- Country is Frelaria
- Year is 2025
- Don't just outline—tell us a story
 - The story is the best vehicle for developing foresight
 - One paragraph—not War and Peace
- Scenarios are imaginative and plausible, but not necessarily predictive
 - Not about utopia and dystopia although best and worst-case scenarios are often constructed to assess risks
- The workshop will embrace multiple – not single– scenarios
 - Think about the **drivers**—what underlying processes are enabling the changes you believe will occur
 - What are the key strengths and weaknesses of your future world?



A Great Story is:

A Promise

Incomplete

Well Crafted

**People have to
work to get it or
it won't be
interesting**

Motivational

2+2 = ?





Innovation

What are your enduring values and how do those relate to the values you need for success in 2025 and beyond?

Caring

Ambitious

Respect
for
Tradition

Need a Bridge to the Future