

Creating new futures

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What comes to mind when
you think about the
future?

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PART TWO

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ONLY IN CINEMAS
FEBRUARY 28, 2024

LEGENDARY

PRESENTS AN IMAX FILM

WARNER BROS. PICTURES

The purpose of thinking about
the future is to disturb the
present – Gaston Berger –
Futurist

Futures & Foresight \neq Predictions

Linear thinking?

- Scientific method (testing hypothesis)
- 5-year strategic plans (SMART actions, goals)
- Command and control management
- Life course (learn, work, retire)
- School (question - answer)
- Logic models (input, output, outcome)
- Story of evolution (homo sapiens)
- Commissioning (specify, tender, evaluate, award)
- Recruitment process (JD, applications, sifting, interview)
- Career (early, mid, late; promotions, seniority, salary)
- Logical analysis (inductive/deductive)
- New public management (target regime)
- Reading a book (start, middle, end)
- Time (Chronos)

The Futures Cone

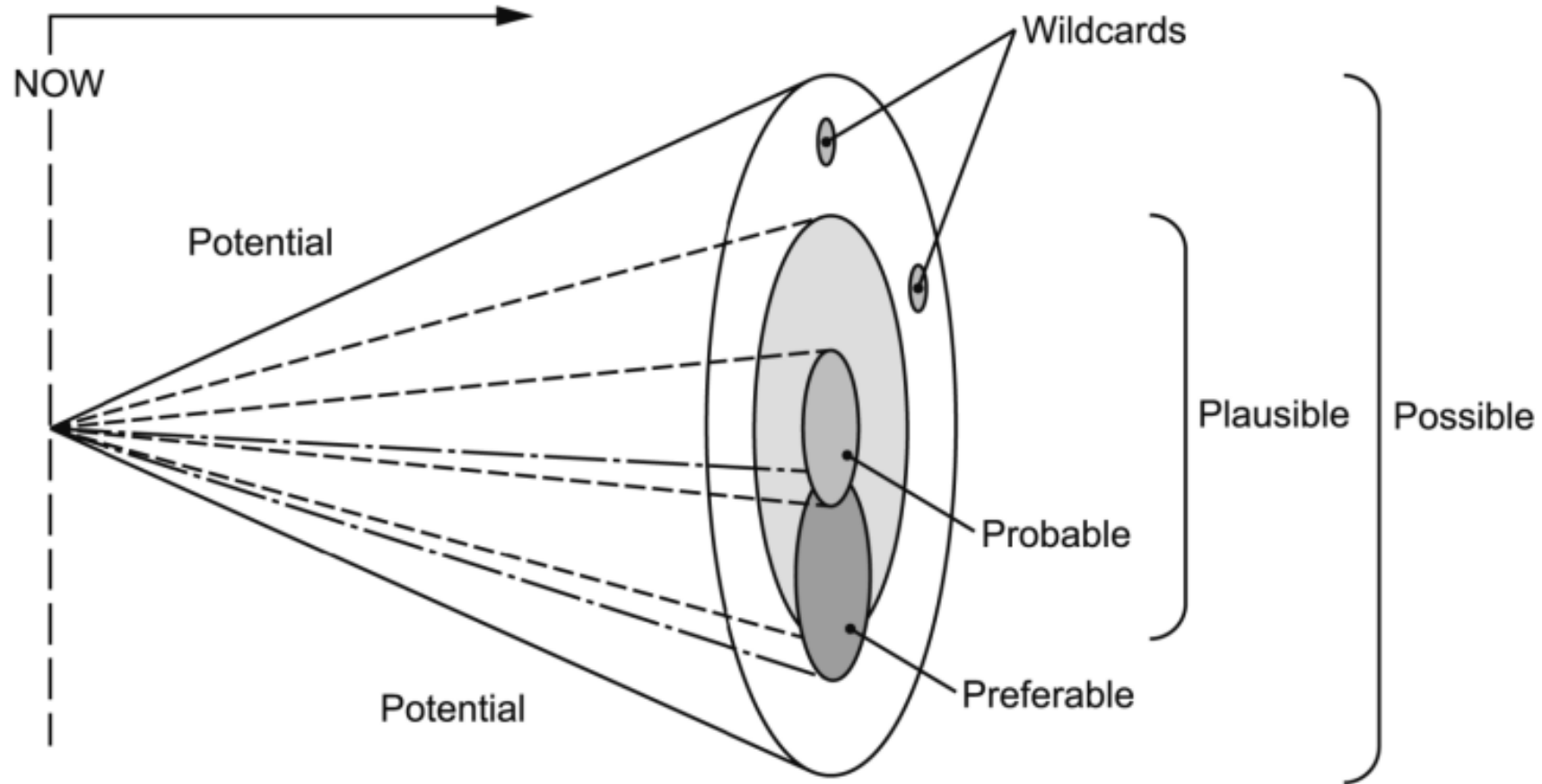


Figure 15.1 The Futures Cone

Source: adapted from Hancock & Bezold, 1994

Looking back

What factors have influenced
Youth Work over the last 10
years?

Looking forward

What factors do you think will influence Youth Work in the next 10 years?

Drivers of Change

Environmental crisis	Ageing and diversifying population	Power changes	Centrality of technology	The future of the economy	Potential 'wild-card' disruptors
Climate crisis	Higher life expectancy and ageing population	Move to a poly-nodal world	Tech transforming production and operating models	Massive wealth inequality	Financial crises
More extreme weather phenomenon	Declining birth rates	Decline of US as global hegemon	Increasing ubiquity of AI, automation and 'big data'	Shift of economic power away from the Global North	Global pandemics
Limited resource availability	Urbanisation and population concentration	Resurgence of nationalism and autocracy	New forms of medical technology	New structures of work including 'gig-work' and zero hour contracts	Energy transition
Soil degradation	Increased migration, especially climate-based	New social movements	Increased prevalence of genetic engineering and synthetic biology	Growth of the circular economy	Revolts and regime change
Decreased biodiversity	Stronger role for women	Rise of disinformation	Cheaper renewable energy	Post-materialism and on-demand service models	Limitations of institutional power
Shift to low carbon societies	Increased health comorbidities	Cultural divergence and polarisation eg young/old; rural/urban; wealthy/poor etc	Cyber-security	Global (white collar) organised crime	
New forms of protein and sustainable food sources	Generational handover				

Foresight is the capacity to think systematically about the future using a toolbox of methods and approaches.

What's the focus?

Impacts of change

- Three horizons (timelines)
- Gartner Hype Cycle (timelines)
- Verge futures framework
- Future wheels
- Cross-impact matrix
- Influence mapping

Alternative futures

- Incasting/ scenario archetypes
- 2x2 scenario building
- Morphological analysis
- Inductive scenarios
- Manoa scenario building
- Design futures (thing)

A worry?

Awareness of change

- Horizon scanning
- Emerging issues analysis
- Datamining
- Trendspotting
- Wild cards

Preferred futures

- Causal layered analysis
- Appreciative inquiry
- Future search

A surprise

Strategy and change management

- Backcasting
- Early warning indicators
- Roadmapping
- Windtunnelling
- Influence mapping

A goal?

Source: Wendy Schultz – Jigsaw of methods

USA – California 100

- A transformative statewide initiative focused on inspiring a vision and strategy for California's next century that is innovative, sustainable, and equitable.
- Partnered with more than 1,000 youth leaders, activists and organizers.
- Formed a coalition of campus-based Futures Fellows.
- Drafted a 10-part Youth Manifesto for the Future.
- Co-designed the first-ever Youth Futures Summit held at the Capitol in Sacramento

What will California look like in 100 years? These futurists want help politicians shape the next century

By describing a variety of potential futures, planners are hoping to get politicians make decisions to help reach—or avoid—far-off scenarios, instead of just plan the next election cycle.



Japan - Future Design movement

- Created by **Tatsuyoshi Saijo**, Japanese Economist
- Inspired by the indigenous thinking – the principle of Seven Generations
- Future Design movement
- Started in Yahaba, Japan
- Citizens deliberated on policies that would shape the future of the community
- 50% were told to represent future generations
- Outcome was the implementation of more radical policies.



Design in action in Yahaba, Japan. Photo Credit: Masaaki Takahashi and Ritsuji Yoshioka

Challenge Assumptions

Explore new futures

Take action

The tug of war for time



Graphic: Nigel Hawtin

Six drivers of short-termism

Six ways to think long

Tyranny of the Clock
the acceleration of time
since the Middle Ages



Deep-Time Humility
grasp we are an eyeblink
in cosmic time

Digital Distraction
the hijacking of attention
by technology



Legacy Mindset
be remembered
well by posterity

Political Presentism
myopic focus
on the next election



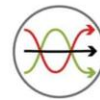
Intergenerational Justice
consider the seventh
generation ahead

Speculative Capitalism
volatile boom-bust
financial markets



Cathedral Thinking
plan projects beyond
a human lifetime

Networked Uncertainty
the rise of global risk
and contagion



Holistic Forecasting
envision multiple pathways
for civilisation

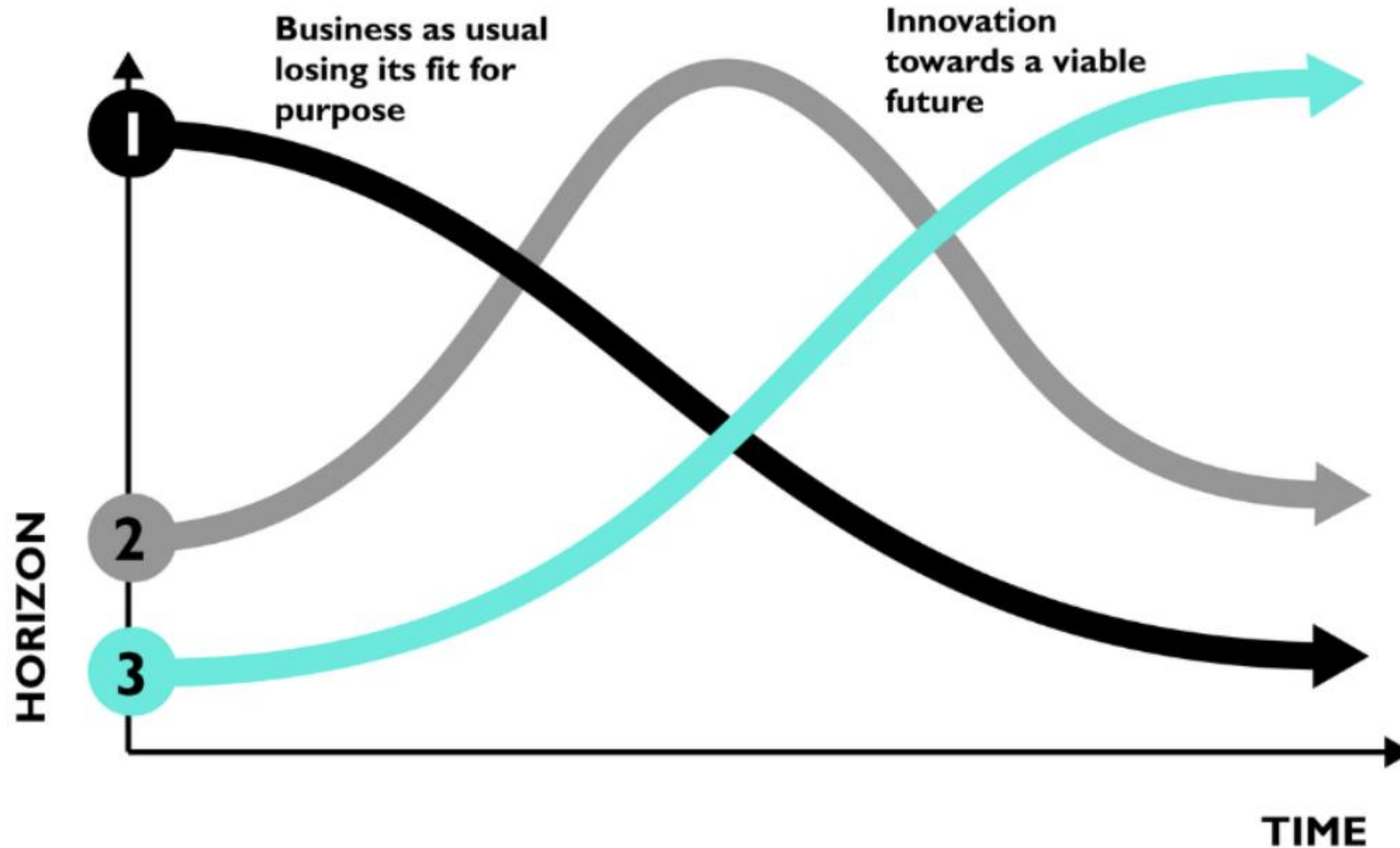
Perpetual Progress
the pursuit of
endless economic growth



Transcendent Goal
strive for
one-planet thriving



3 Horizons - A Future maker's tool



When we talk about the future
who is the 'we'?

Whose future is it?

Every voice matters

- Make room for experts and non experts.
- Embed young people as an integral part of the process.
- Disturb or invert existing power dynamics.
- Think about those who are not in the room due to various societal barriers.
- Include future generations as part the exercise.



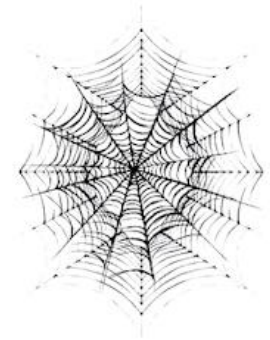
The power of storytelling



STORY AS LIGHT



STORY AS GLUE



STORY AS WEB

Ella Saltemarshe on the ways tales can help us see and fix systems

The future is a story we tell ourselves

Thank you
Any questions?

