



Your Emerging Future



January 2012

Facilitator: Marcus Barber

www.lufg.com.au



Overview

Specialist in Advanced Organisational Strategy, using Values and Futures frameworks
Small private firms to large corporate and Government entities across numerous sectors:
DAFF; Dept Defence; Gold Coast Water; General Motors; Deakin University; Fosters;
Trimas Corp; Leightons; ESPN; City Greater Dandenong; Central Highlands Water...
Founder of the Australian Strategic Planning Institute; Visiting Fellow to Centre for Defence &
Strategic Studies; professional life member World Future Society;
Numerous presentations and training nationally and internationally on Innovation,
Organisational Change, Futures and Sustainability
Articles and papers published in Journals and magazines around the world
Author of '*The Money Tree & How to Grow One – Creating Success in Your Business*';
'*Getting Your Future Right*'; and the soon to be finished '*Killing Trends: The Graceful Art
of Innovation*'
MSc Strategic Foresight; G.Cert Teaching & Learning; M.Prac NLP; Multi Certification in the
Spiral Dynamics framework

Pragmatist – helping organisations see the road ahead more clearly such that they can make
better decisions and take more effective action today



Today

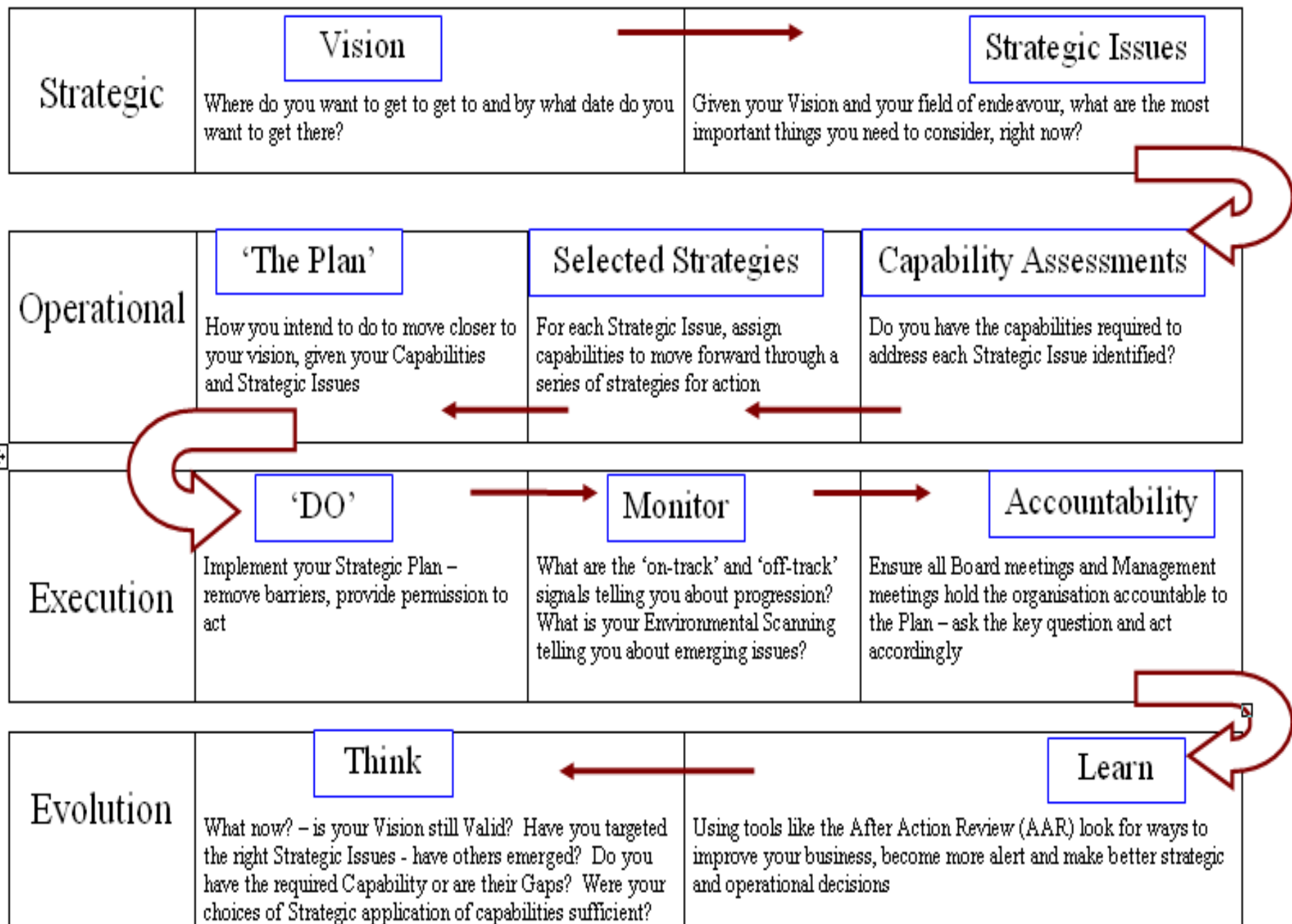
Future Priming

Current & Emerging Issues

Strategic Plan Formulation

20th century planning 21st century foresight

Looks out towards the future	Looks back from the future
Strategy of position	Strategy of movement
Limited resources – buildings, machinery – things	Limitless resources – ideas
Elitist, top down	Open, participative
Forecasting based and analytical	Foreseeing based combining analysis with insight and creativity
Done by specialists	Can be open to employees and stakeholders
Typically 3 year timeframe	Typically 10-15 year context or dynamic envelope of timings
Done periodically, typically annually	Done continuously – all year round
Procedural/document based	Way of thinking based
Assumes sector remains the same	Assumes sector convergence





What a Strategic Futurist Does



Play the 'Court Jester' role:

Are your **assumptions valid?**

Are your **expectations realistic?**

Help identify emerging issues before
they become 'current problems'
using **foresight**



Foresight

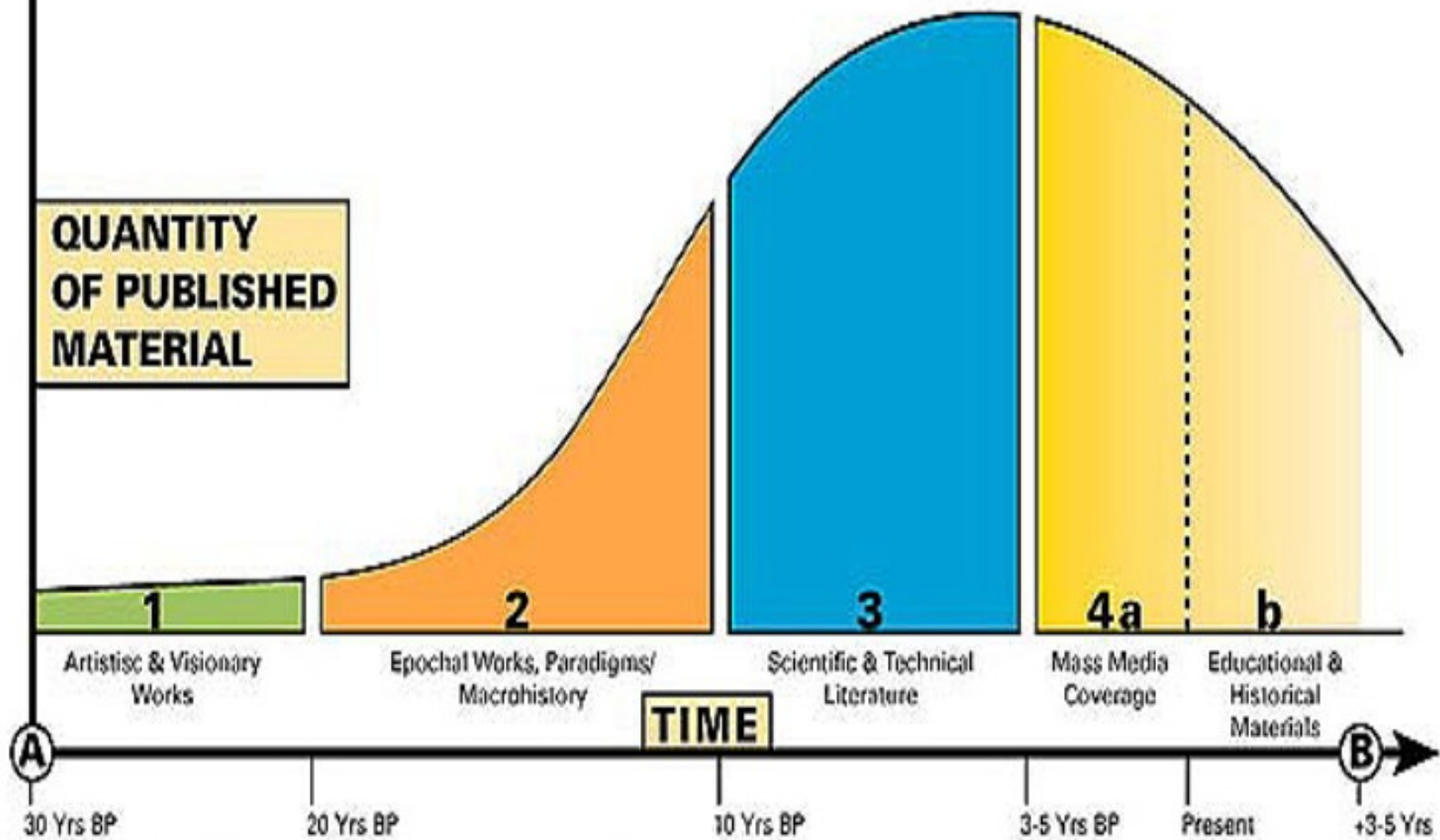
The ability to be aware of and prepare for a time and or events yet to occur



LOO

Emerging Issue Analysis (EIA) Emergence of an issue

**QUANTITY
OF PUBLISHED
MATERIAL**



Source: Wildman & Inayatullah (1998) A - B = 35 years BP = Before Present



Critical Outcomes

Expand Breadth – Where are we looking?
(remove the blinkers)

Add Depth – How are we looking at it? (peel
off the layers)

Increase Distance – How far ahead are we
looking? (pre-active rather than re-active)



Quick Check

What does Queensland Rail do?



How v What

'What' you do is the outcome your customers obtain

This is productivity

'How' you do things are processes used to achieve your outcome

This is activity



What have been the most significant developments in your business over the past 10 years?



Testing the Future:

What are the big future
challenges facing
Queensland Rail?



Testing Your Focus:

Current v Emerging challenges



How Do You Know They're It?



Environmental Scanning

What are you paying attention to? And what might you be missing?

Structured and Emergent attention to potential signals of change

'Very STEEP'

Gets beyond trend data



There's NO such thing as a
'Future Trend'



'Very STEEP'

Values – Structured v Emergent approaches

Social – framework of how a society operates and responds to its needs

Technological – across domains and types

Economics – financial markets, supply & demand etc

Environmental – water; air; earth...

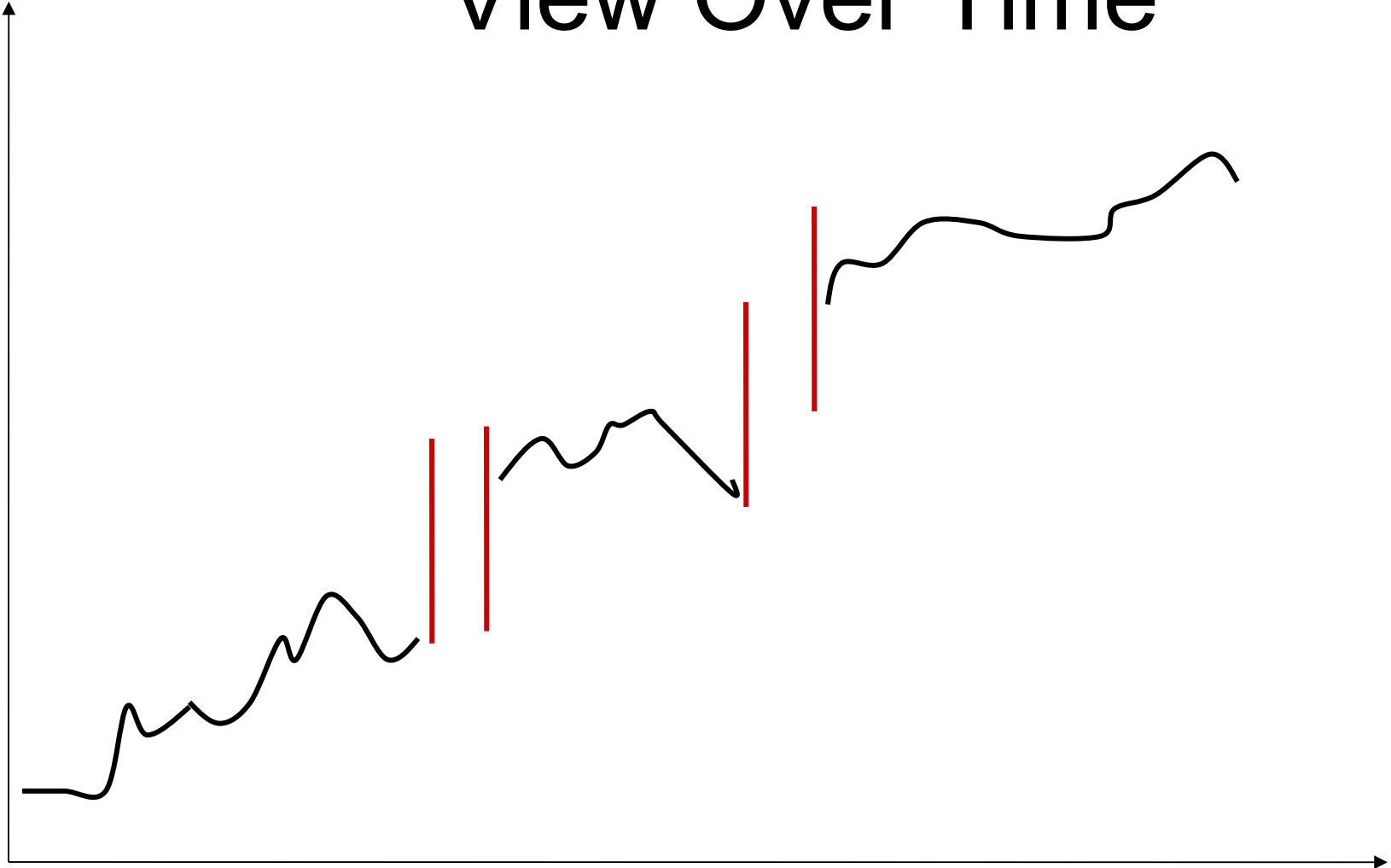
Political – items influencing legislative responses to social requirements



“Trend Reliance - Is the art of praying that
history repeats itself”



View Over Time





Signals from a Future Near You...



A Future Emerging?

Bio-metric & Genetic tagging

Crowd sourcing paradigm for social
engagement

Robotic surgery (remote)

App happy solutions



A Future Emerging?

‘Enough-ness’

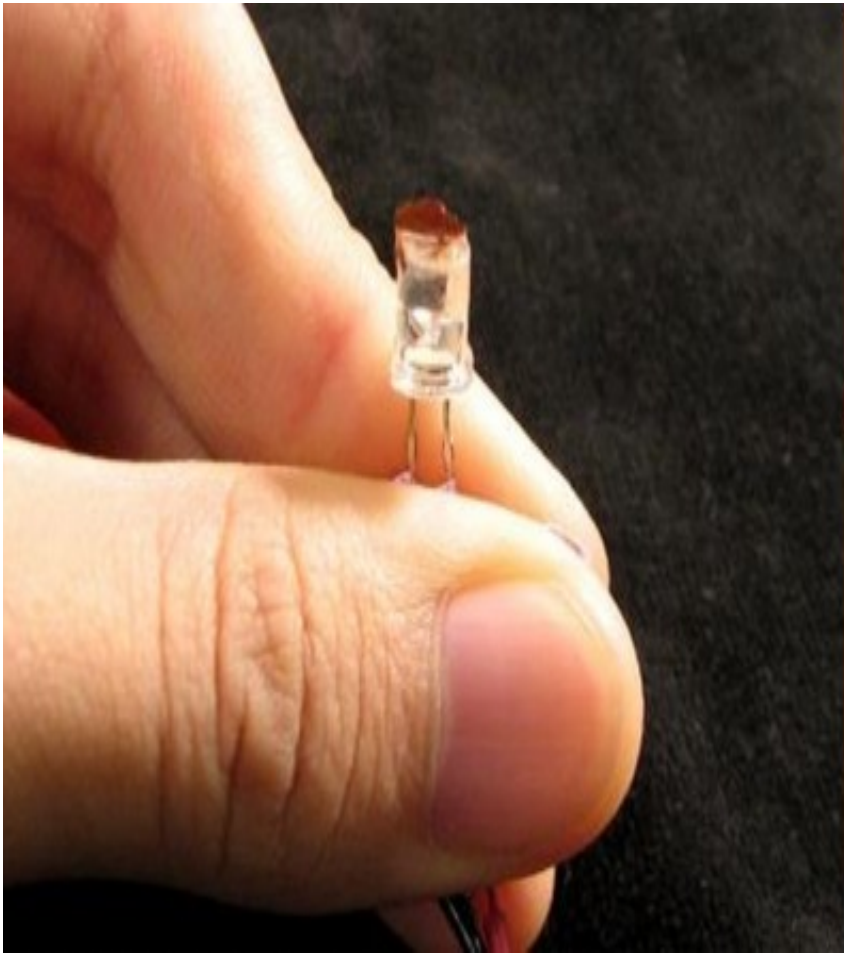
The Individual as sentinel

Rise of the Climate Patient

Medical Tourism

Whole person workplaces

Remote Sensing

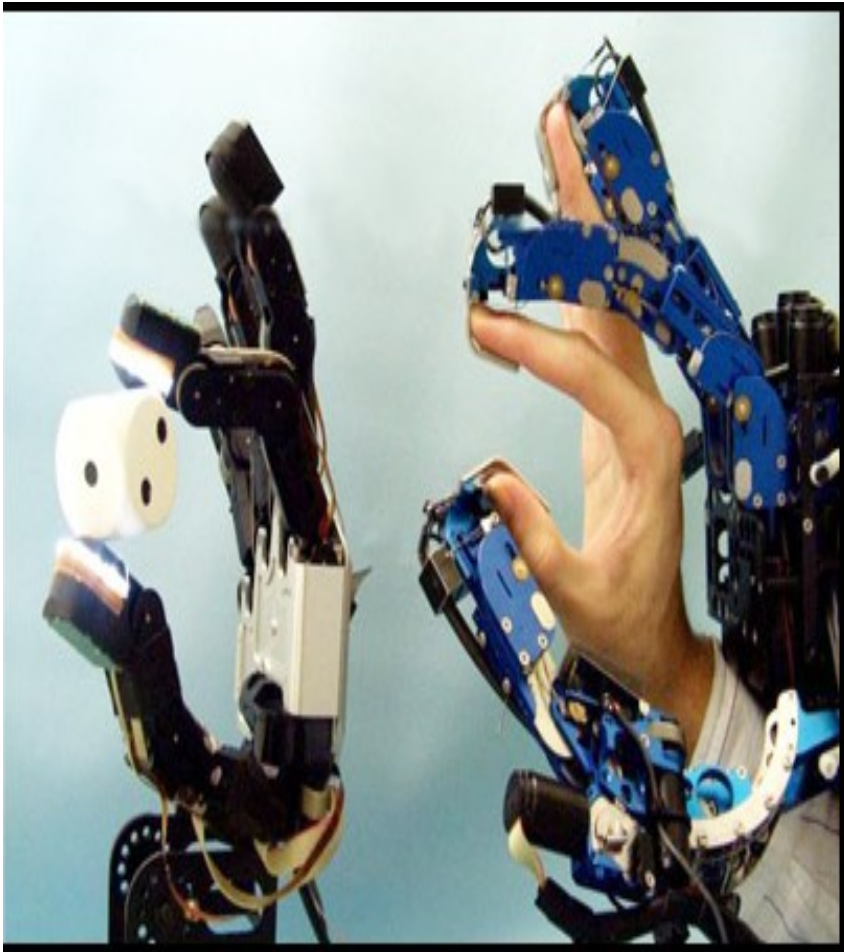


Mobiles based MEMS
& Lab on a chip

Distributed & Rapid
multi site tracking of
potential disruptors

Ideal for pathogens;
weapons sensing; air
pollution...

Haptics

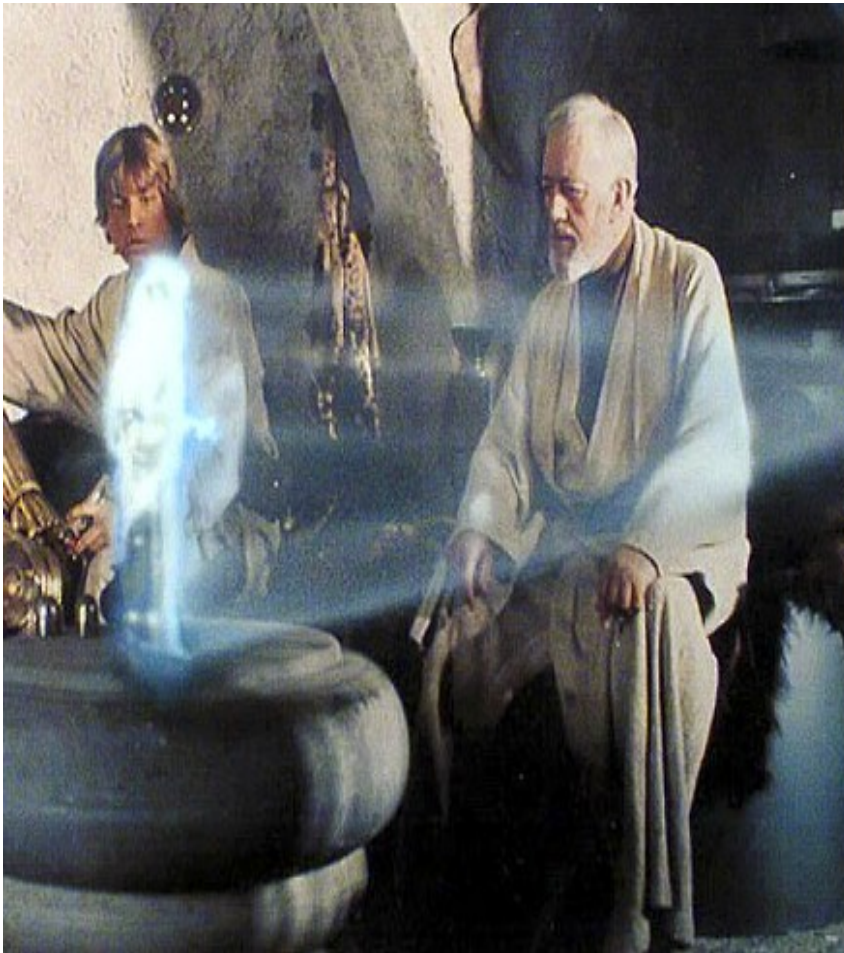


Electronic touch –
new global shopping
interfaces

Hold those kids at
night from far, far
away

Touch a hospitalised
loved one.

Holographics



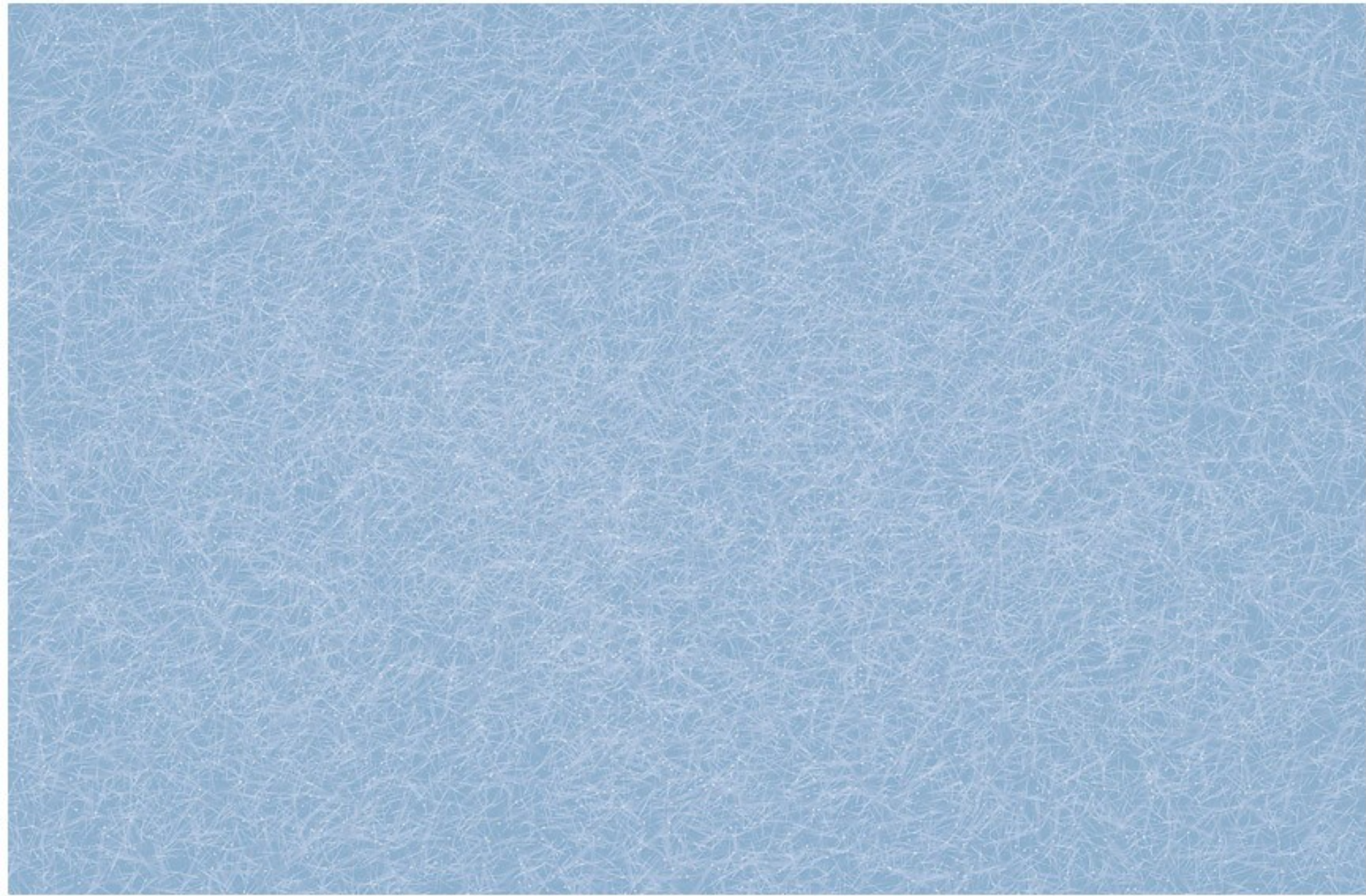
Bridges the 'face
to face' myth

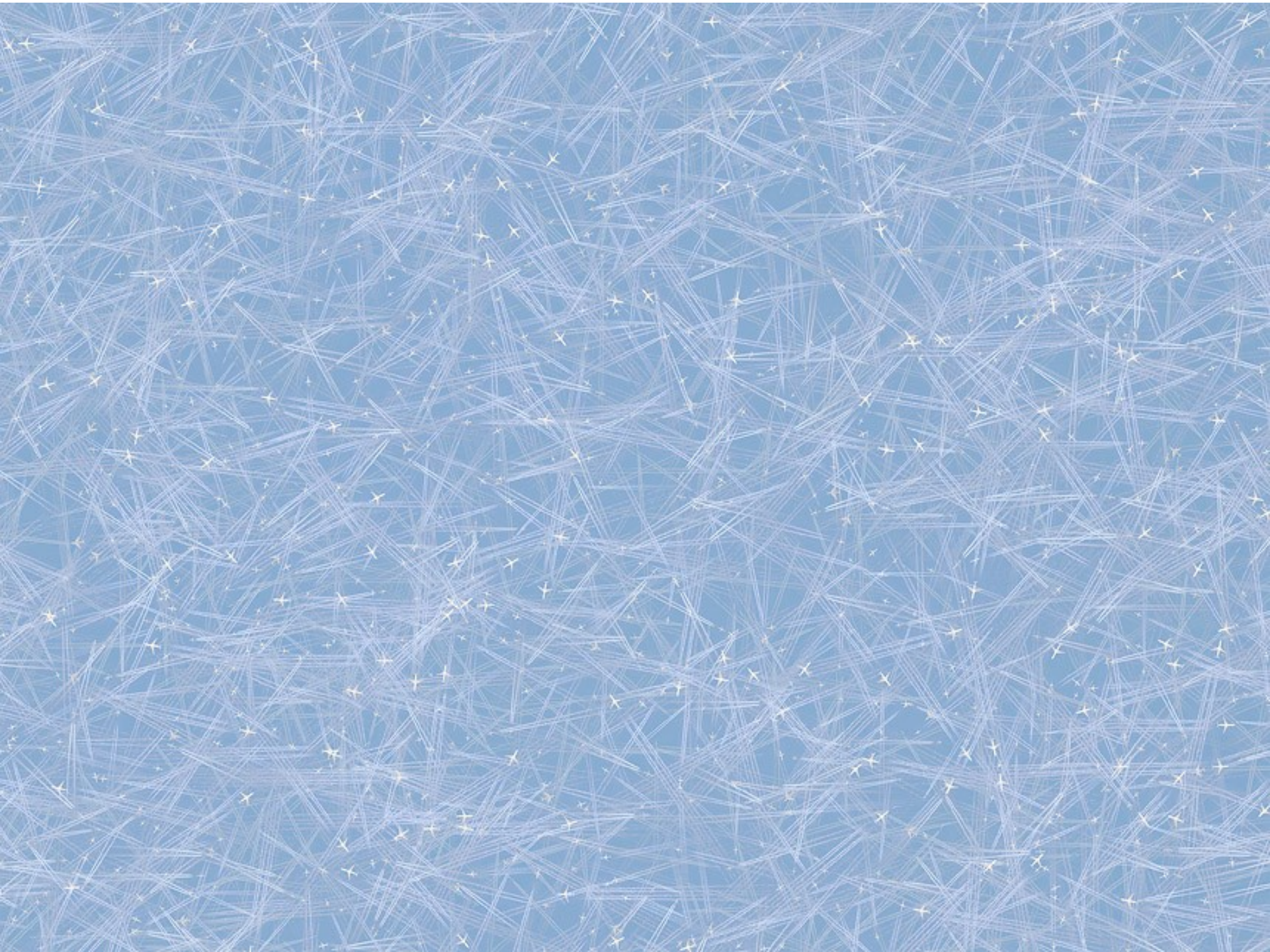
Hard to justify
flying

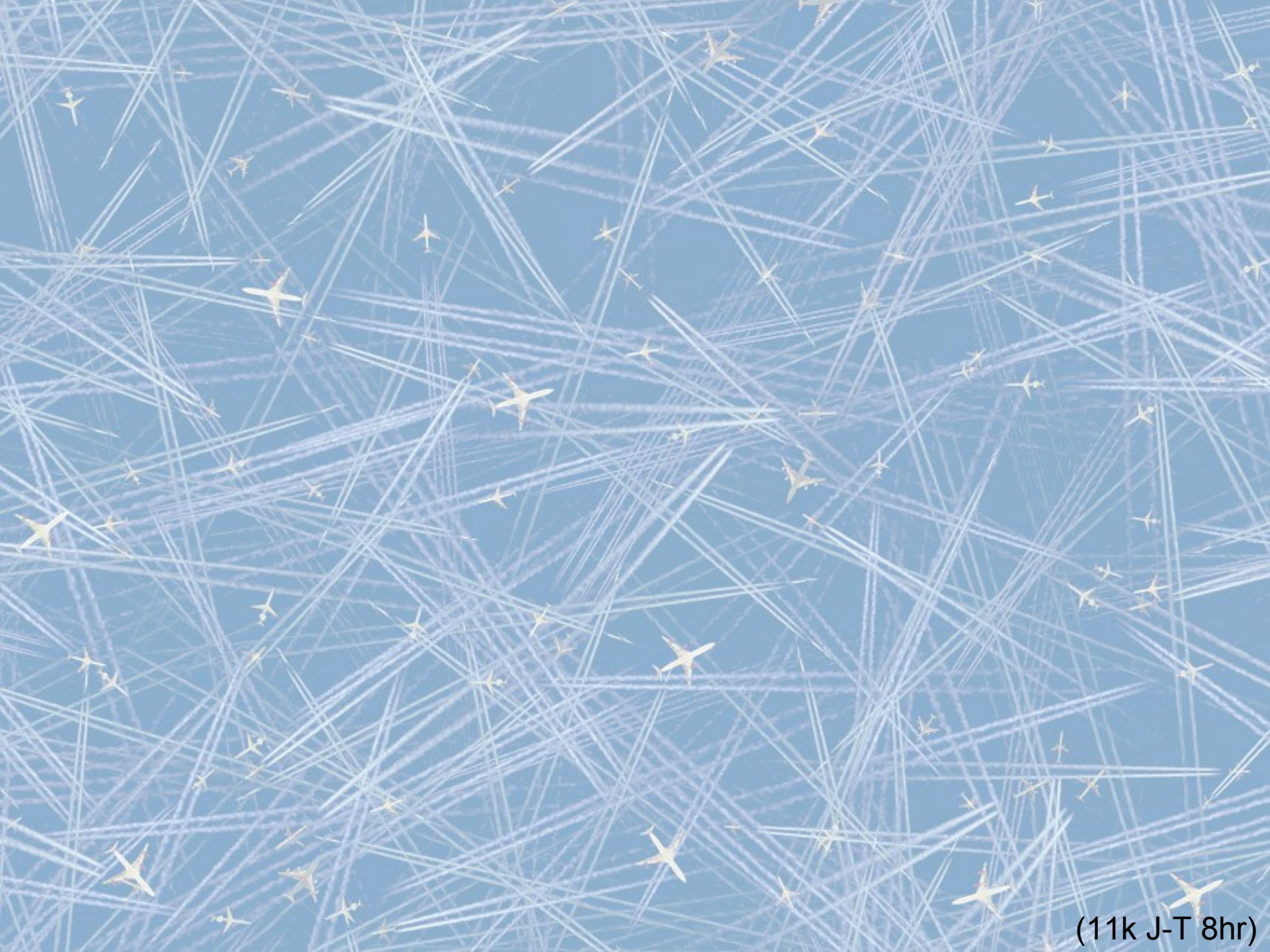
Needs Telecoms
firms to wake out
of their stupor



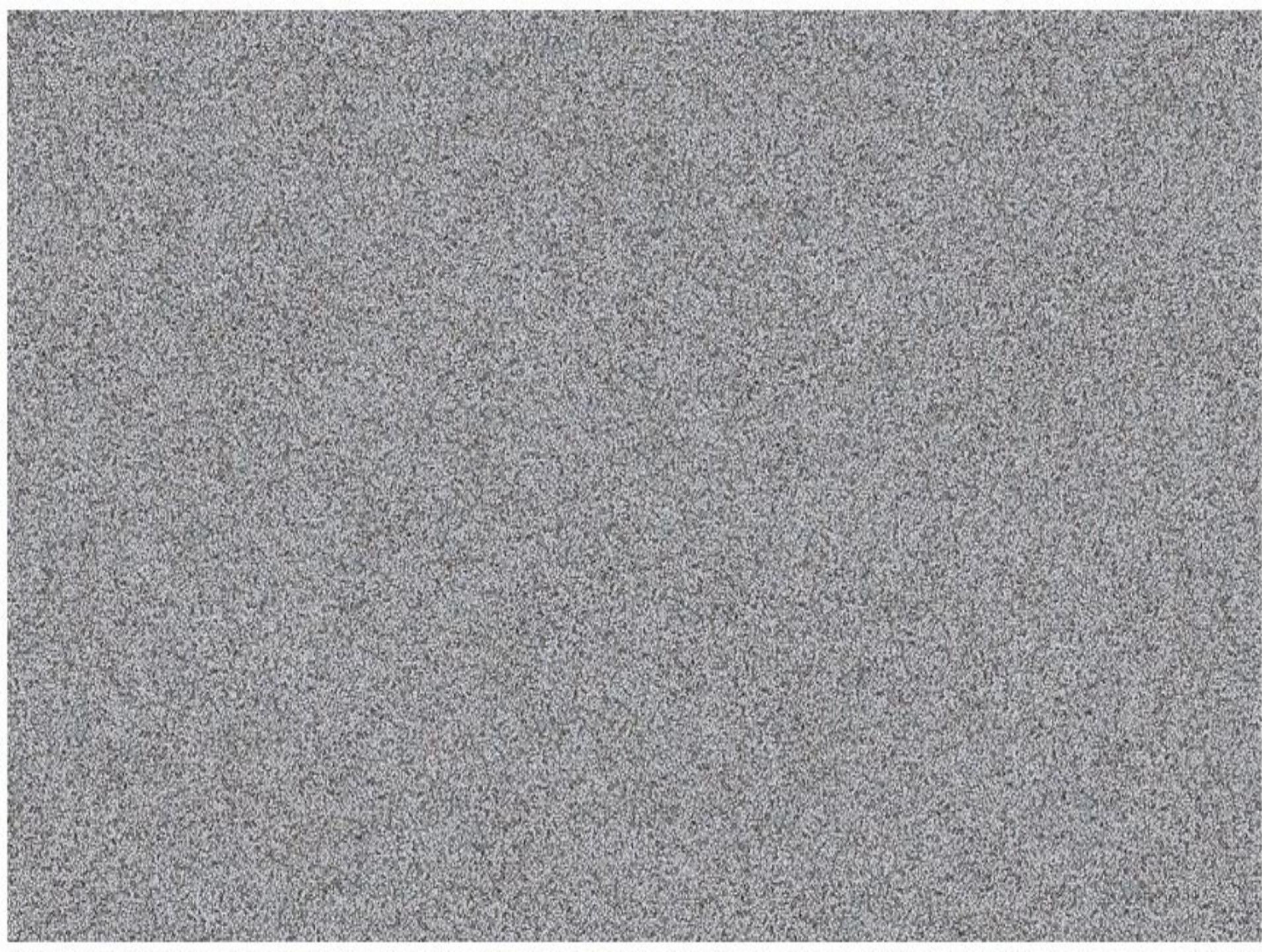
http://www.chrisjordan.com/current_set2.php?id=7







(11k J-T 8hr)







LOOKING UP LIFTING GOOD

426,000 cell phones retired in the US every day





Image: Newscom



富嶽三十六景 神奈川沖
浪裏

江戸 葛飾 一筆

The great wave off Kanagawa - Katsushika Hokusai (1760-1849)





Gyre, 2009 8x11 feet, in three vertical panels

Depicts 2.4 million pieces of plastic, equal to the estimated number of pounds of plastic pollution that enter the world's oceans every hour. All of the plastic in this image was collected from the Pacific Ocean.



Social Networking

RSS Feeds, Blogs, Vlogs

Facebook, Myspace

Twitter, You Tube et al

Benefits

- Great for ongoing contact
- Also provides market research possibility
- New recruiting models

Limitations

- Need to be 'constantly' engaged

Rise of the 3rd Space

Project Space

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PROJECT SPACE FEATURES

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*“Do you have a project that
requires secure flexible
short term accommodation?”*



Crowd Sourcing

What it is

- Leveraging public to source, find & develop product or services

Could add to or replace

- R&D departments
- Procurement Manager
- Market research
- Your bank

Benefits

- HUGE increase in sourcing & creating product
- Also provides market research

Limitations

- IP control
- Good ideas are usually shared ideas

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Crowdsourcing Ideas

- Avanza Bank's Labs is a dedicated part of its site where customers can suggest ideas large and small for improving the bank. Each idea gets listed on the Labs page, where it is available for voting by others who visit. Those discussed most frequently and/or receiving the most votes are then taken into serious consideration by the bank for possible translation into a real solution...



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Baaad!

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31st January 2011 REGULATION: Your Questions Answered.
Sean Barrett, Co-founder of CurrencyFair answers some commonly asked questions about the firm's regulation. [More>>](#)

29th September 2010 - The Motley Fool
Brett and Jonathan from CurrencyFair interviewed on this week's Money Talk podcast! [More>>](#)

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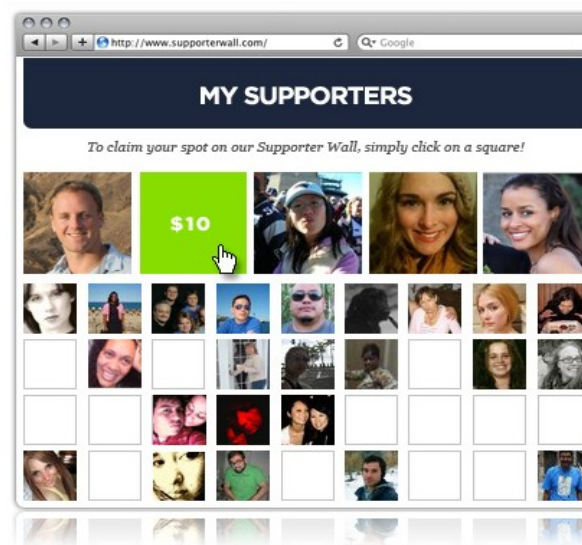
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CrowdSourcing Travel

Travel agents bid on consumers' dream trips



We've seen myriad variations on the travel-planning theme, but when it comes right down to it, most options still fall into one of two categories: DIY options involving the web or purchased services from a paid planner. **OfferMeaTrip**, on the other hand, aims to combine the best of both worlds with a service in which consumers dictate what they want and agents bid for their business.

Users of London-based OfferMeaTrip begin by telling the service what kind of trip they'd like to take, including how much they want to spend over how long a time and what types of activities they enjoy. The company's network of approved travel agents—it accepts only those who are ABTA / TTA and/or ATOL registered—can then choose to make offers on a corresponding trip. Offers are presented in the form of tailored, personalized on-line holiday brochures thanks to the site's simple, online brochure creator. The consumer in question then chooses the offer that's most appealing to them, and OfferMeaTrip helps them connect with the agent for booking and payment confirmation. Using OfferMeaTrip is free for travellers; for agents, it's currently free as well through a special, pre-launch introductory offer.

Providing yet another excellent example of an intention-based service, OfferMeaTrip currently appears to focus primarily on UK travellers and agents. One to partner with or emulate in other parts of the world...? (Related: [In online auction, banks bid on consumer savings](#), [Intention-based shipping brought to the UK](#), [Bank helps clients buy homes that aren't for sale](#))



Crowdsourcing Solutions

"Harvard-Based Crowdsourcing Project Seeks New Diabetes Answers," - a new initiative to crowd source a cure for Type I diabetes. (2.4m in the US have Type I diabetes.) "Using federal stimulus funding from the National Institutes of Health, Harvard Catalyst has teamed up with InnoCentive to explore whether open innovation and crowd-sourcing can spark new directions, collaborations and research..."

Robotics



Robotics





Remote Control Surgery performed

A U.S. team of surgeons has conducted a feat by performing surgery on a patient by remote control 4000 miles away in France.

This was done earlier this month by Dr Jacques Marescaux, of France's Research Institute Against Cancers of the Digestive Tract. Dr. Marescaux was in New York from where he monitored the patient on the screen and used tools connected to the sensors to perform Gallbladder surgery.

The signals sped across the Atlantic through fibre-optic lines to robots that operated on a 68-year-old woman in Strasbourg. The patient had no complications and was discharged two days later. It was the first operation of its kind.

Doctors named this 54-minute procedure "Operation Lindbergh" -- in honour of Charles Lindbergh and his breakthrough solo flight across the Atlantic.

The operation's success raises the possibility of remote robot surgery on wounded soldiers on battlefields or astronauts in space. It also means that patients may have access to top surgeons without having to travel.



- 1 Surgeon Console
- 2 Image Processing Equipment
- 3 Endowrist Instruments
- 4 Surgical Arm Cart
- 5 Hi-Resolution 3-D Endoscope

© 2000 How Stuff Works

Photo courtesy of Intuitive Surgical



LOOKING UP FEELING GOOD

E-Chondria

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- ♦ WE PROVIDE A SECOND OPINION
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- ♦ **YourDiagnosis** does a complex analysis of all information gathered about your symptoms and will produce a list of all possible and probable medical diagnoses.
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10:51 AM



Remote Health





Most employees would agree that cups of coffee and mugs of tea can only go so far towards keeping them sharp and alert throughout the working day. Aiming to provide a space where workers can better recharge their batteries with a short sleep, PodTime hopes to give a daytime boost to the weary.

The London-based company has installed their suite of pods in the busy Canary Wharf area, targeting their services explicitly towards daytime workers. The pods themselves, measuring 2.1 by 1.1 meters, are designed to hold one person for a short nap, with the option to book half an hour sessions for GDP 5.99 or a full hour for GDP 9.99.

Podtime highlights the hygiene of its pods, which are cleaned after each use; the comfort of the foam and faux-leather mattresses; and the low noise levels experienced inside the pods, with additional ear plugs provided if required. The user can lock the pod from the inside, and they are asked to leave quietly once the interior digital clock displays that their allotted time is up.

There can be no question that a more rested and alert workforce is a better workforce. However, we would suggest that more flexible working hours and a better work-life balance would equal a more effective long-term solution. Nevertheless, one to investigate for time-starved workers in your area? (Related: Rest pods for weary travellers — Urban oasis for power naps.)

Website: www.podtime.co.uk

Contact: enquiries@podtime.co.uk



Driving what, How?

Global energy company Chevron Corporation, which has spent more than \$18.7 billion a year since 2007 scouring the globe for new resources, says it is struggling to produce more oil and natural gas. The US-based company has just reported that production levels last year were the lowest since 2008.



The Changing Face of Society

65/55 : more active, keen to engage; open to alternatives; healthy shells but...

30/55 : obesity; binge; sensory overload; e-connected;

Neurological disorders; Asbestosis; Diabetes; mobility (with help)



The Changing Face of Society

Social compression; time sinks; the scheduled child; drowning not waving (in debt); environmentally confronted; researchers

Social media - by-passing the experts

Costs of social living increasing household stress leading to intervention spikes



The Changing Face of Society

Cashed up & strapped with time to burn and things to experience

Commoditisation of Upper Level Health

Delayed parenting

Newer family units, shifting profiles



Getting Your Future Right



Organisational Evolution Model

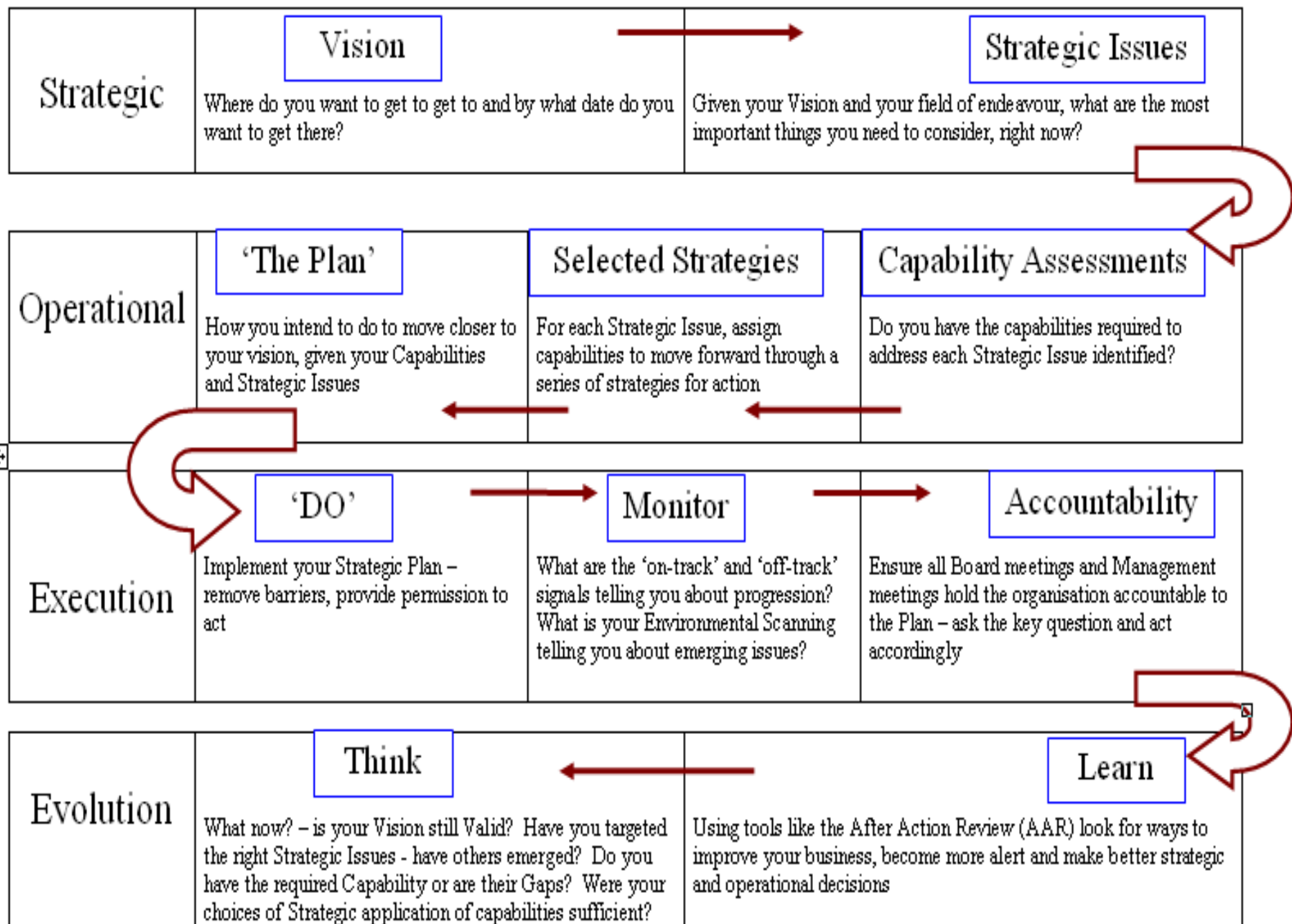
Developed for

The Australian Strategic Planning Institute
(taspi.com.au)

4 Phases

10 Steps

Few organisations need to start from scratch





You Probably Already Know

Good chunks of the future

Where and how you look matters – how do you know you are right?

On both personal & business levels



How Visions Fail

Non Specific

No Tracking

No Accountability

No End date



Getting Your Future Right

Do You have a Desired Destination?

What would your ideal future look like,
sound like, feel like?

Generate a potential Vision for
Queensland Rail over the
next ten years



Strategic Issues

Given the destination you want to get to by around 2022, what issues, challenges and barriers will you need to deal with in order to get there?

What are the top 3 challenges?

Are there any significant enablers that you can leverage to move you closer?



Common Forgotten Barrier

No Permission to Change!

Verbal support but:

Misalignment of stated intentions to internal policies for implementation



From Idea to Action

How the page should look...



Capabilities

What skills and capabilities do you need available to you to successfully handle and manage each challenge?



Capabilities

What skills and capabilities do you need available to you to successfully handle and manage each challenge?

Rate their availability:

Have (H) – you could handle this right now;

Could Develop (CD) – We have some skill but, probably not enough

Not Available(NA) – could not manage this now



Into Action

For your top challenges/issues, how
SPECIFICALLY will you use your capabilities
in order to get closer to your desired
outcome?



NOW DO!



Monitor Your Progress

For each of your specific actions, list some signals that would indicate you are 'on-track' to your outcome.

Aaaand, list some of the 'off-track' signals too



Be Accountable

To the Desired Outcome you have chosen; to
the actions you say you are going to take;
and to the signals of your progress.

Now – how will you stick to your plan?
Who will play the role to 'annoy' you into
ongoing action?



Maintain Awareness

To the Fundamental changes
In your Operating Conditions



Summary

Your future is evolving and will continue to evolve – the signals are all around you

If you don't provide the customers the right process (how) they will by-pass you (solve)

A clear and congruent Vision aligns your efforts to outcomes – without it, how do you know why you're doing anything



Summary

The HOW and the WHAT are different things

When in doubt, focus on OUTCOMES and
then ask 'how else could we achieve this?'

Give your staff permission to change and
then let them run – remember it's easier to
steer something that's moving!



Questions / Observations



How well do you know the future?
To what extent do you use foresight?



Everyday Foresight Tools

Take the next 6 minutes to list every foresight tool you can think of...



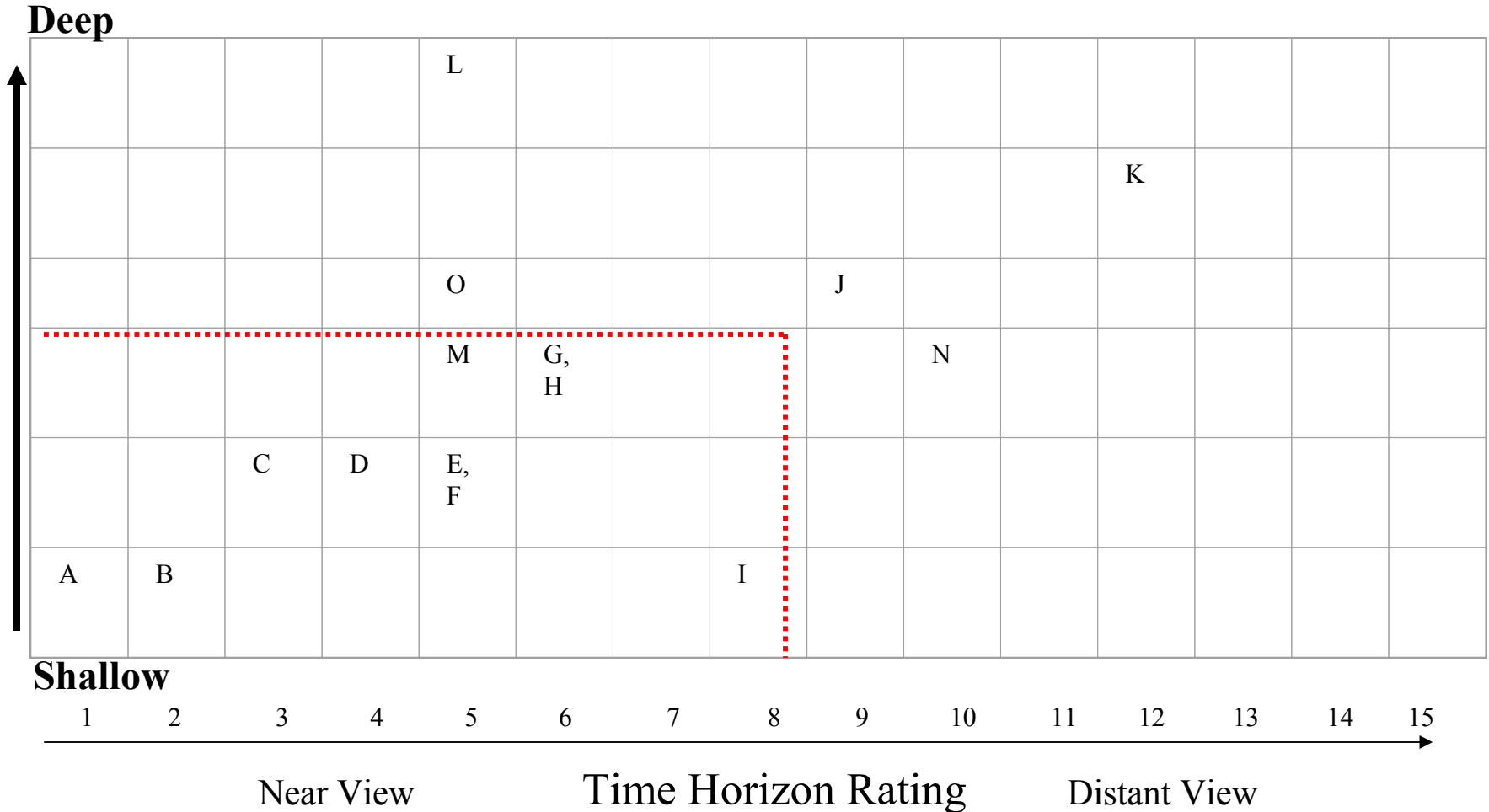
Some Foresight Tools

- A. Wrist watch
- B. Milk carton exp date
- C. Fuel Gauge
- D. Weather Report
- E. Pregnancy Test Kit
- F. Budget Forecasts
- G. Market Research
- H. Strategic Plans
- I. Trend Analysis
- J. Scenarios
- K. Wildcard Assessment
- L. Causal Layered Analysis
- M. Delphi Technique
- N. Environmental scanning
- O. Foresight Matrix



Close/Far, Shallow/Deep

Level of Inquiry





Value Systems

60 years of research – skim surface

Two core threads:

Adapt my behaviours to suit the needs of the
external world (cool)

or

Try and get the external world to give me
what I want (warm)



Value Systems

Are an approach to how people deal with the challenges they face each day

Not IQ, Age; Income or location related*



Value Systems

Evolving human dynamics

Assesses coping abilities (skill sets) & life conditions (environmental challenges)

Identifies patterns of behaviour that swing between 'self driven' & 'group complying'



Stages of Business

**Evolving Business
Complexity**

**Gain
Market
Position**



Power

Control



**Habituate
the
Masses**

**Enhance
Revenues**



Maximise

Connect



**Multiple
Value
Offerings**

**Context
Functionality**

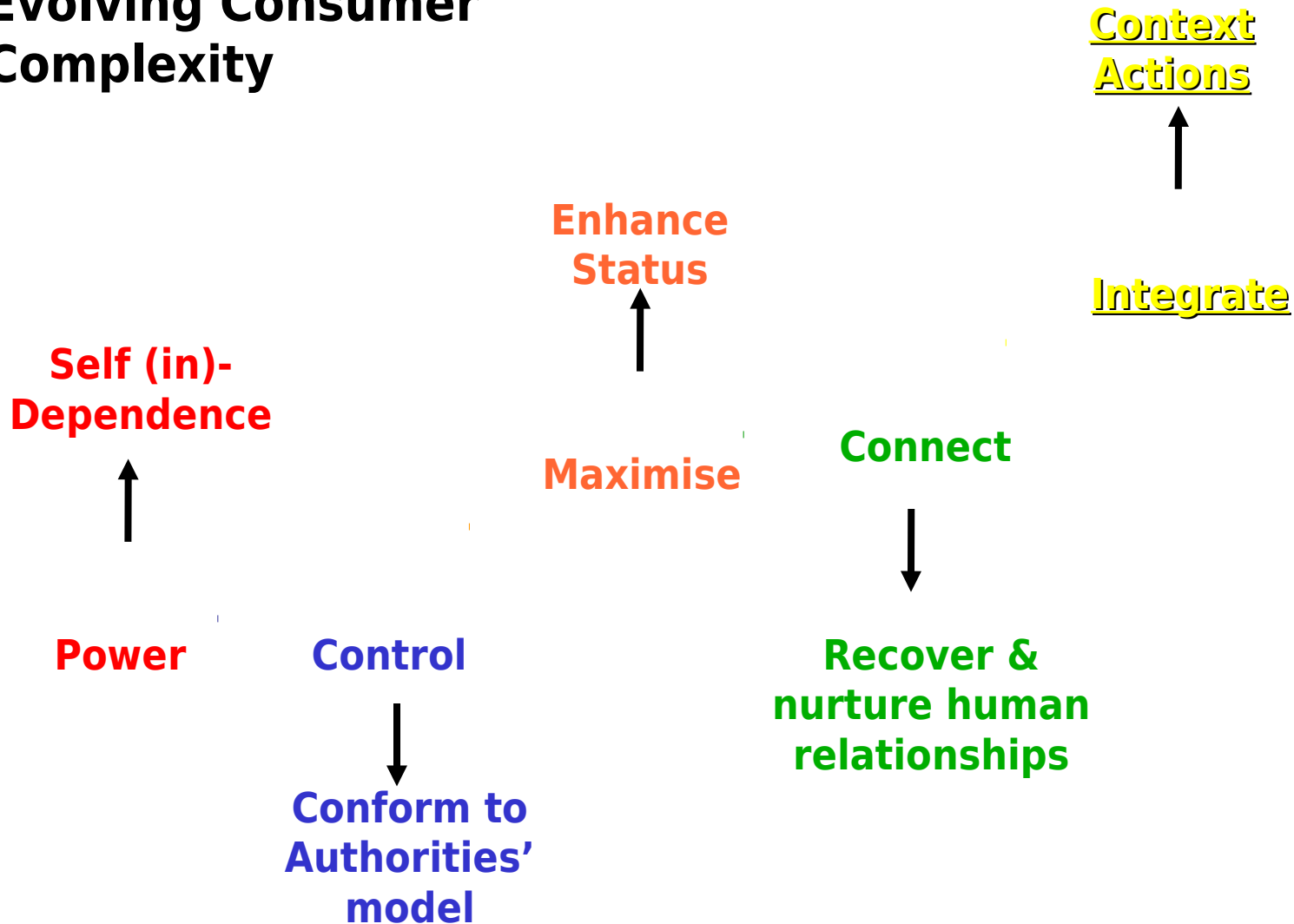


Integrate



Stages of Consumers

Evolving Consumer Complexity





Where are we now?

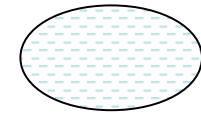
Integra

Industry Approach to Consumers

Maximise

Connect

Control



Shared
Events



Shared
Customisation

Flexibility via
incremental
amendments

Behave
according
to rules