Positioning for the Future Using Strategic Foresight





# What If?





### The Future



Foresight is not about predicting what will happen, but asking what we are going to do given all the possibilities



### **Objectives**



Explore strategic foresight principles

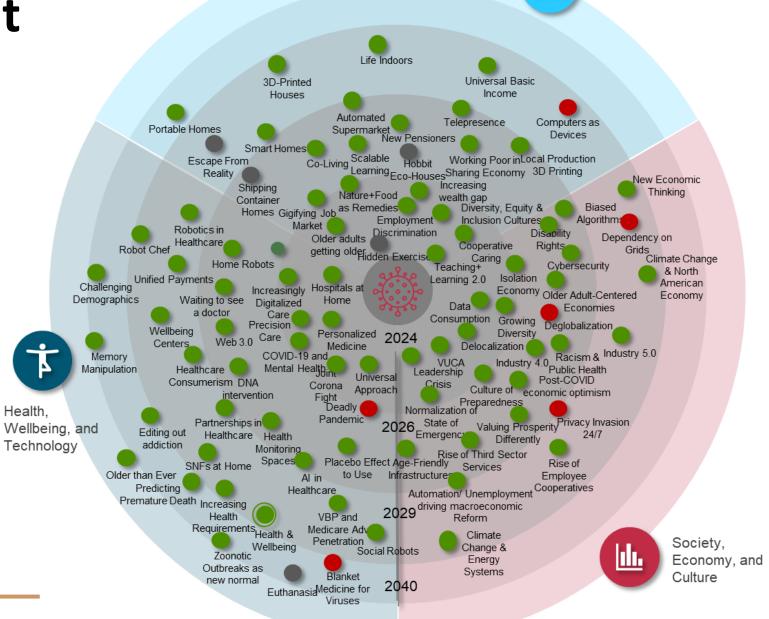


Contemplate potential transformative changes for the field and your organizations



## **Strategic Foresight**

Anticipating possible change in the future so that we can take strategic action now

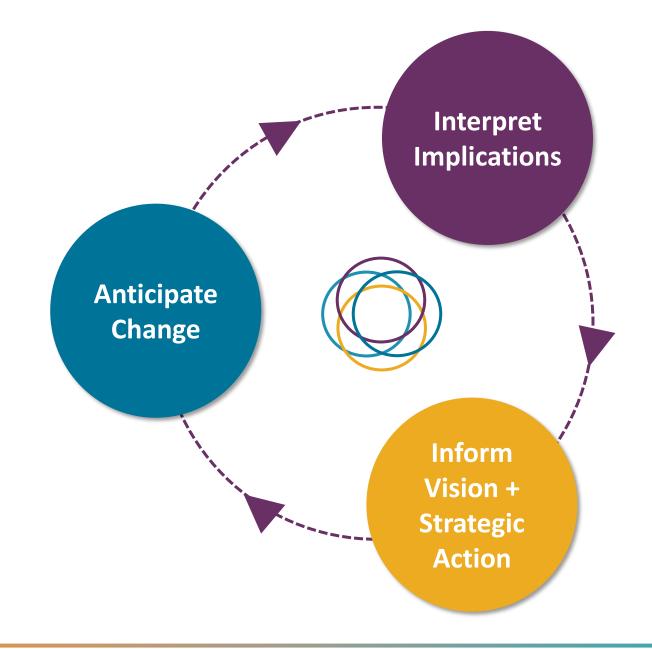


Working and

Living



## Strategic Foresight and Strategy



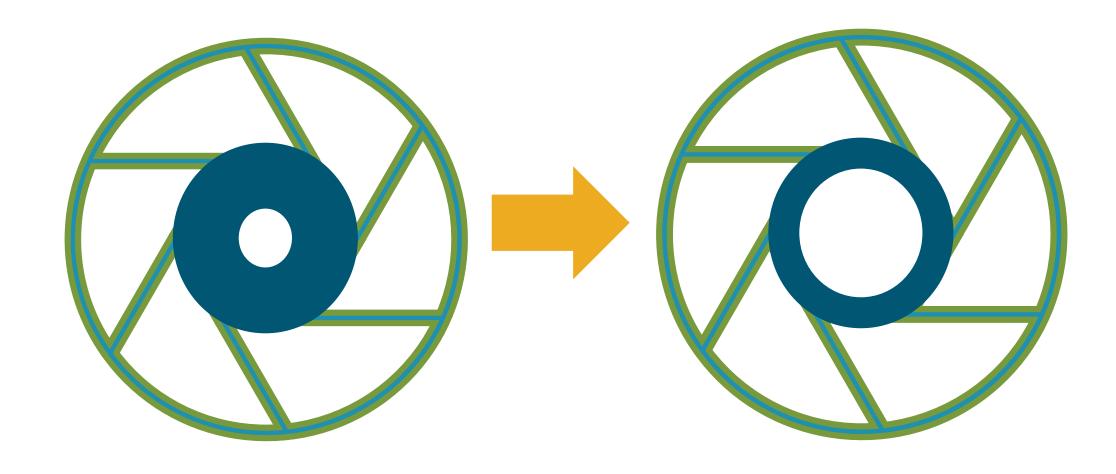


## **Anticipating Change**

- Past changes-hindsight: historical patterns of change
- Trends- insight: current directions of change
- Emerging issues-foresight: what might change in the future

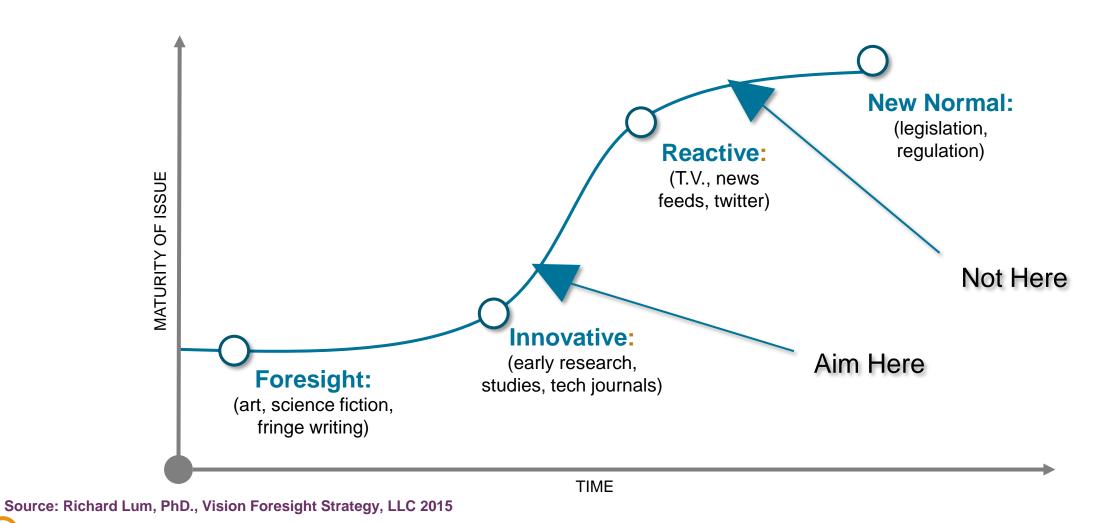


## **Emerging Issues Widen Our View of the Possible**



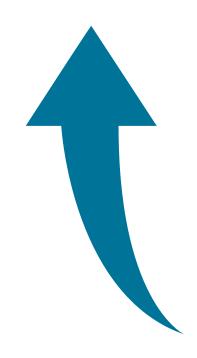


## **Emerging Issues and Innovation**





## Foresight Benefits: Longitudinal Study



Higher profitability (33%)

Higher growth (200%)

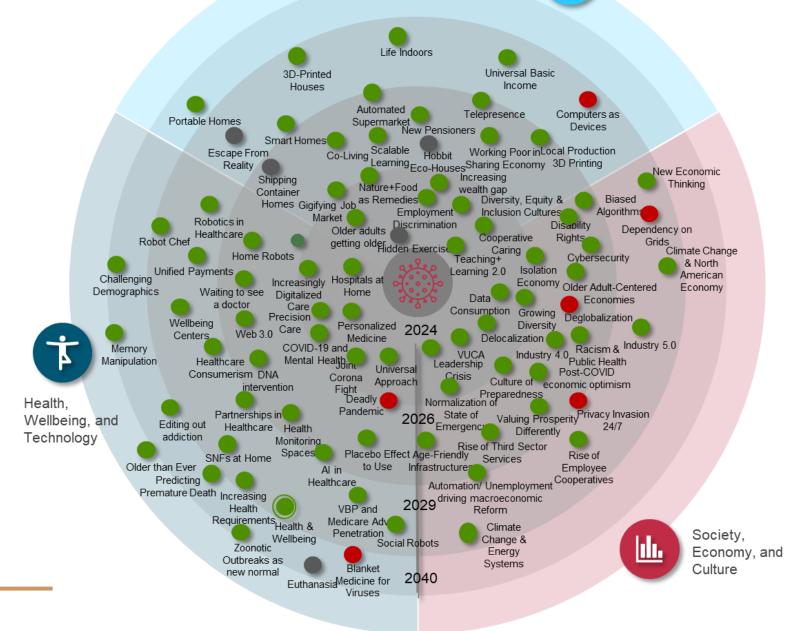
Increased adaptability and nimbleness

**Source:** René Rohrbeck, Menes Etingue Kum, Corporate foresight and its impact on firm performance, Technological Forecasting and Social Change, Volume 129, 2018.





# Transformative Emerging Issues





The Emerging
Issues Radar and
Other Foresight
Resources





#### LeadingAge Governance Resource:

https://learninghub.leadingage.org/courses/governance-resource-stewarding



#### In Your Face

### **In Your Space**

### All Over the Place

- Radical New
  Health Span Tools
- **Adult Living Ecosystem**

Privacy and
Ownership of Self

Home First Paradigm

Growth & Innovation

Workforce

**Evolving Social Contracts** 

Blurred Realities

New AgeOlder Adult

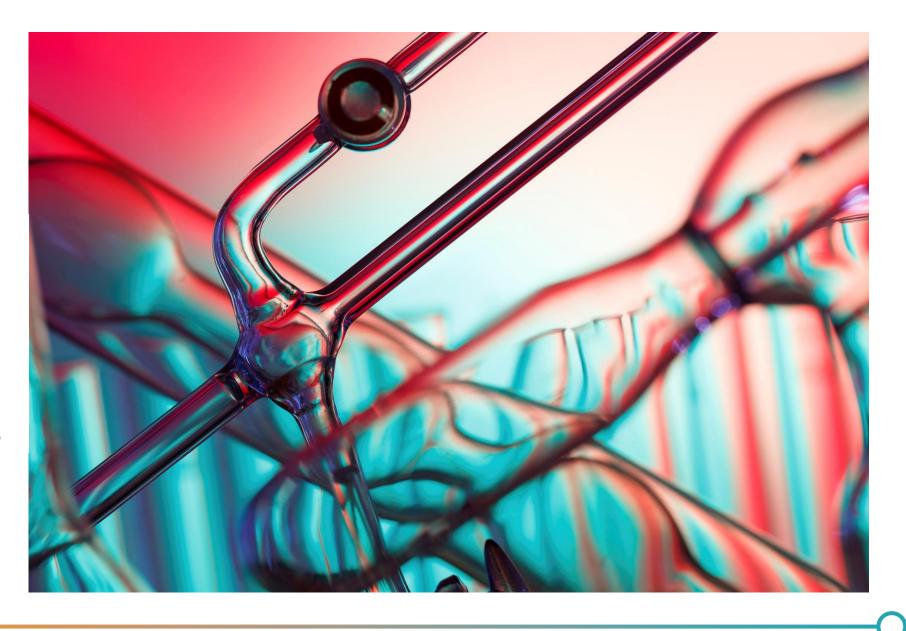
Climate Pressures

Tech + Human Collaboration



## Radical Health Span Tools

- Biotechnology
- Gene Editing
- Genomics
- Imaging
- Brain Computer Interface (BCI)





# Responsive Community Development:

- The 15 Minute City
- Age Friendly Communities
- Fast Medicine





### **Blurred Realities**

- Telepresence
- Augmented Reality
- Virtual Reality





# Human + Technological Collaboration

- Artificial Intelligence
- Robotics
- Automation





### In Your Space

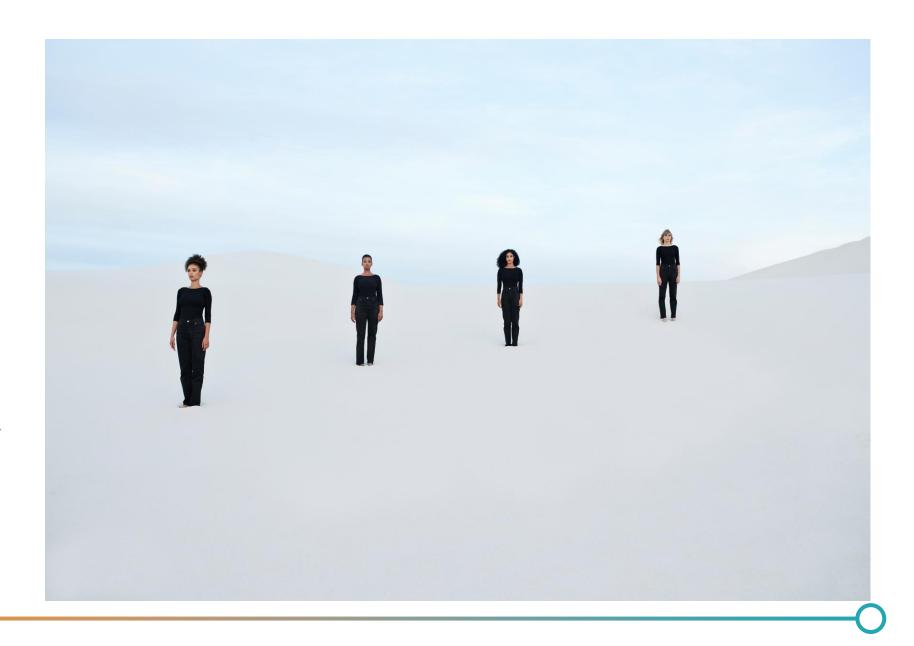


- Workforce:
   Demographic Drought
   & Workforce Pivots
- Growth & Innovation:Private Equity Impact
- New Age Older Adult



# Demographic Drought

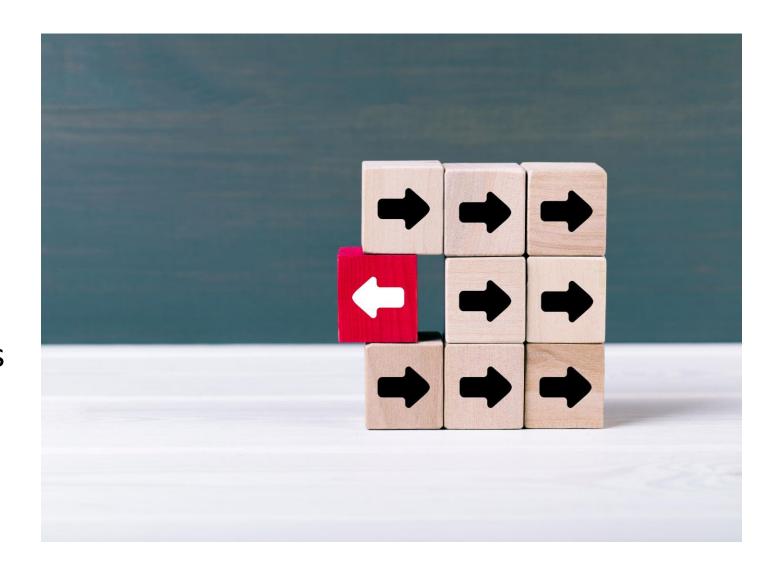
- Boomer Exodus
- Low Prime-age Participation
- Low Birth Rates
- Passion Economy
- U.S. Immigration Policy





#### **Workforce Pivots**

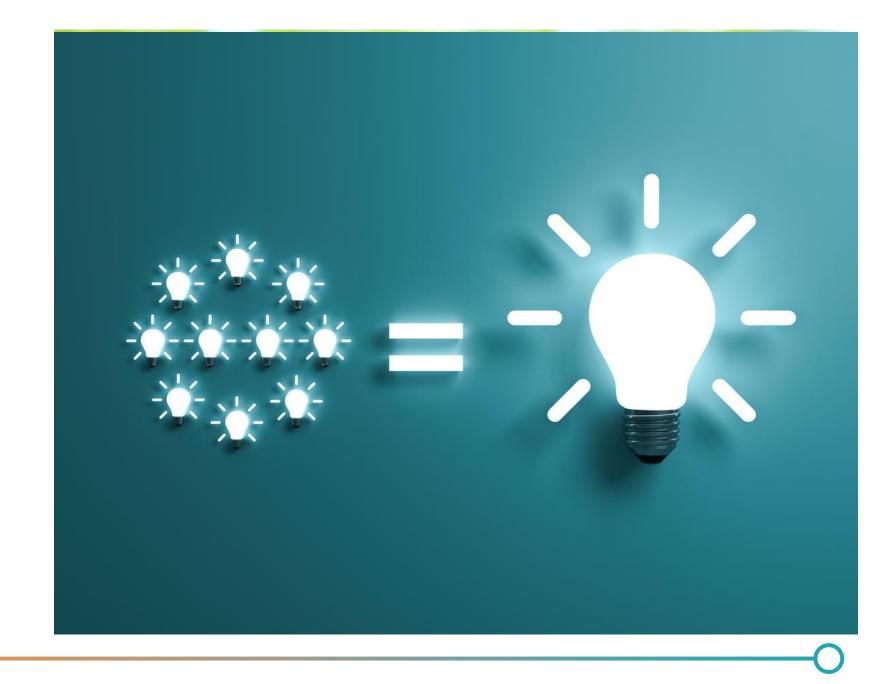
- Culture Shift & Intersectional DEI
- Employers as Education
   Gateway and Skill Builders
- Al as Productivity Path-Every job is an IT job!





# **Growth and Innovation**

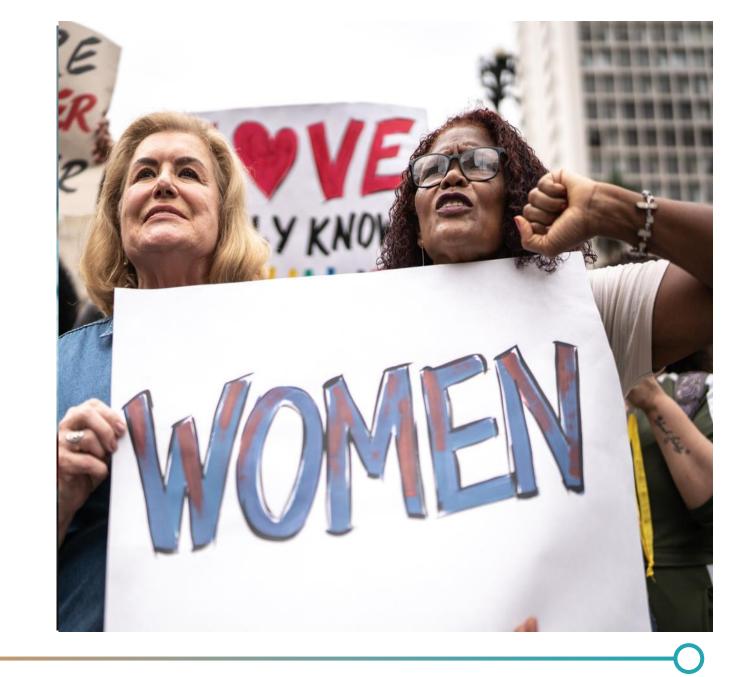
- Private EquityImpact
- Economic vs.
   Brand Equity
- Feel Small, Act Big





### The New Age Older Adult

- "Out of Order" Living
- Purposeful Longevity
- Increasingly Middle
   Income
- Diversity of Cultural and Identity Norms
- Tradition of Challenging
   Tradition





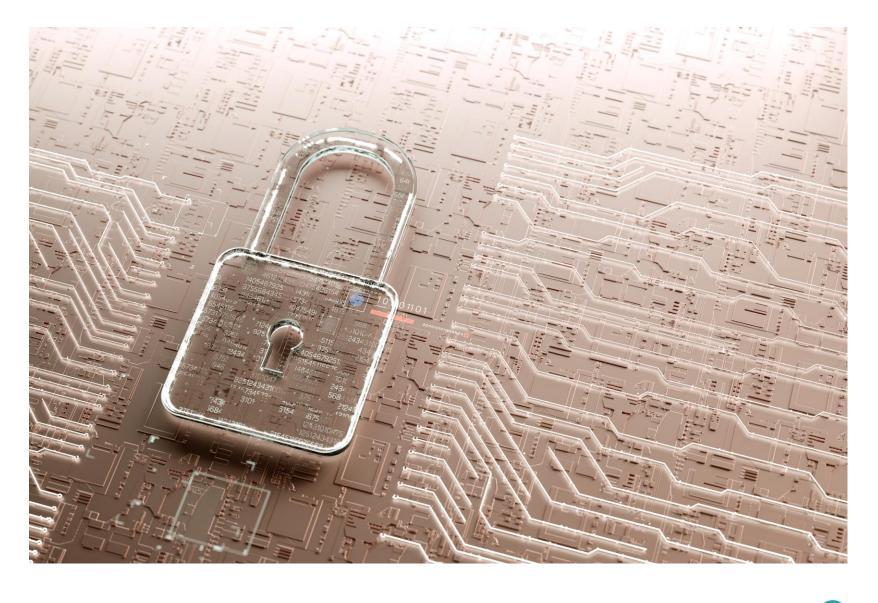
### All Over The Place

- Privacy and
  Ownership of Self
- **Evolving Social Contracts**
- Climate Pressures



# Privacy and Ownership of Self

- Internet of Everything
- Personal Firewalls
- Surveillance Society





# **Evolving Social Contracts**

- Governmental
- Institutional
- Community
- Person to Person





# Climate Pressure Cooker

- Increased Health Risks
- Climate Migration
- Resilient
   Infrastructures
- Climate Divides





# Now What?

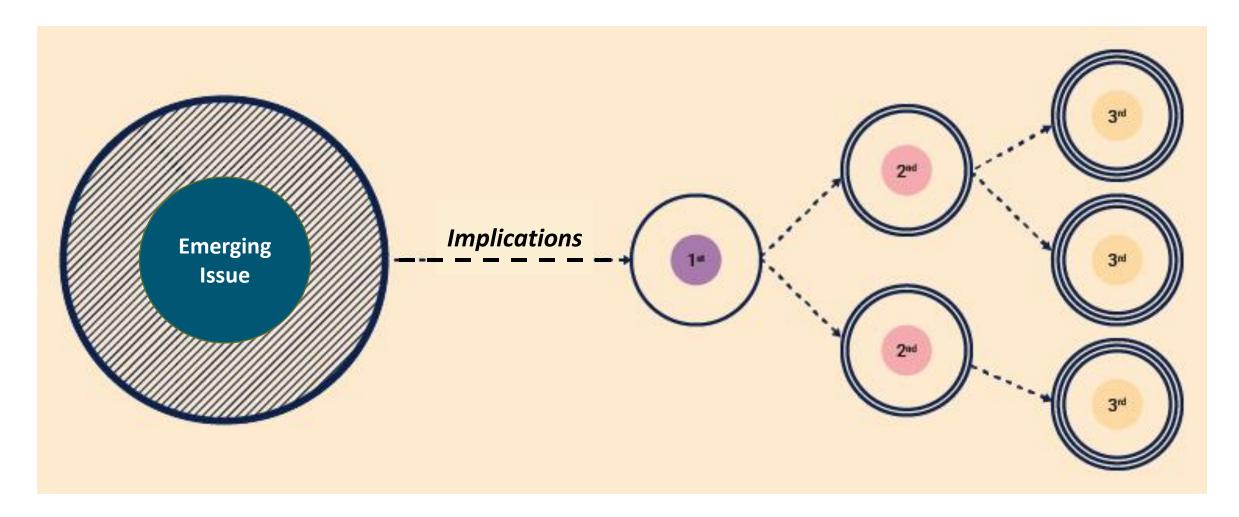
Build Foresight

Muscle

I



## Futures Wheel: Imagine the Implications of Future Change





### **Example**

1st Level Implications

2nd Level Implications

3<sup>rd</sup> Level Implications

**Emerging Issue:**Blurred
Realities

Virtual
realities to
support
mental health
and well-being
for older
adults

Digital health partnerships between adult communities and tech companies

Digital health studies to develop standards for older adult digital health supports

Tech partner to create business line and standards for adult digital mental health

Academic partner to study health and wellbeing via digital tools

Establish digital enabled community that strengthens family and friend connections



# Thank you!

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