



# FUTURES THINKING AND STRATEGY TRANSFORMATION ECA MARCH 2018

Sohail Inayatullah

UNESCO Chair in Futures Studies, USIM

Professor, Tamkang University, Melbourne Business  
School, and the University of the Sunshine Coast

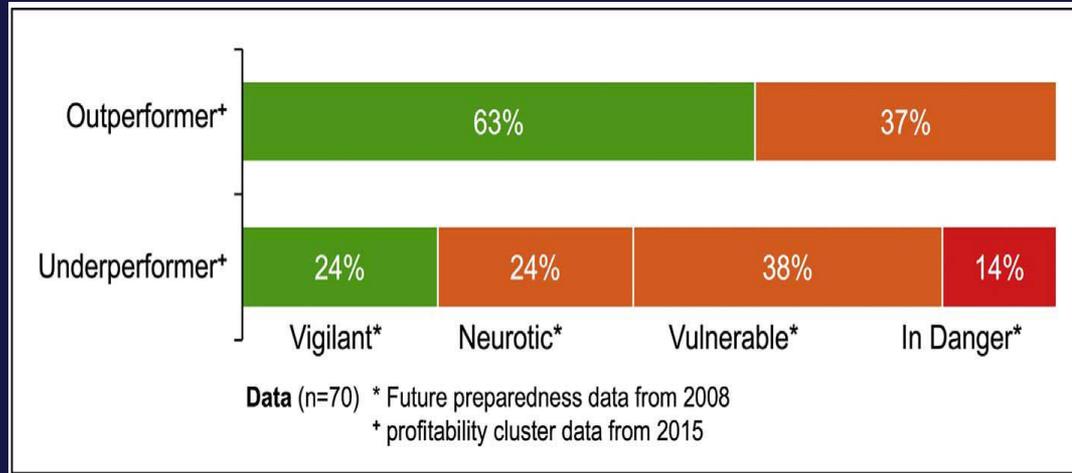
[METAFUTURE.ORG](http://METAFUTURE.ORG)

# Futures thinking changes

- Because of our investment in futures thinking, USM was rewarded with APEX university status by the Malaysian Ministry of Education
- The garden university
- Research for the bottom billion



# Futures preparedness and performance



- Future preparedness a powerful predictor for becoming an outperformer in the industry
- For attaining superior profitability (plus 33%)
- For gaining superior market capitalization growth (plus 200%)

# It's the law! In Germany

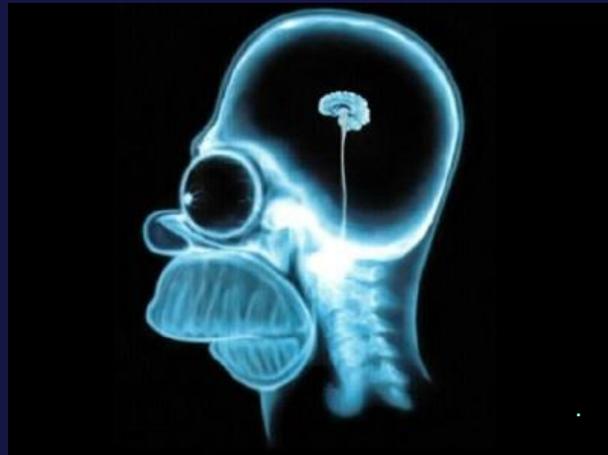
- Publicly traded organizations under German law are required to have a strategic foresight system.
- Hard to implement, though



# Zero Loop – overwhelmed

## We don't learn – closed mind

More information often leads to doubling  
down on our viewpoint



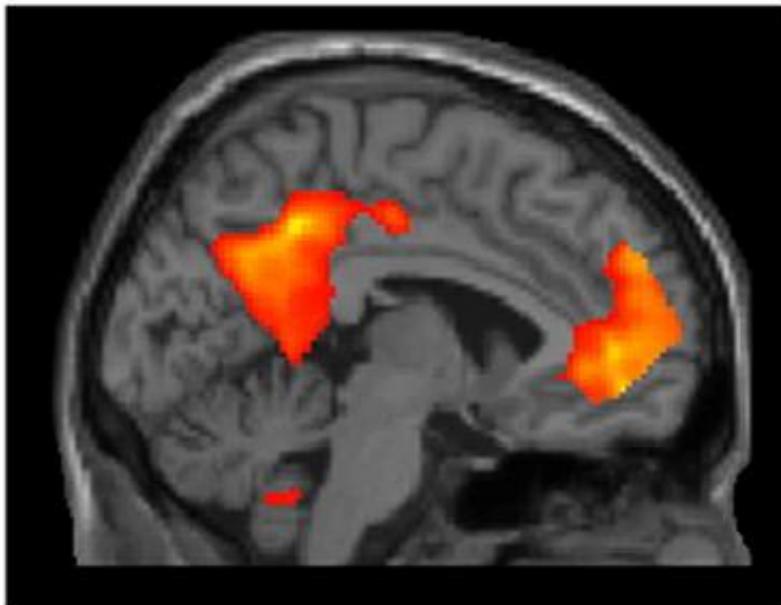
# We are stupid

30% of American  
republicans  
believe that  
Aladdin's  
homeland,  
Agrabah, should  
be bombed

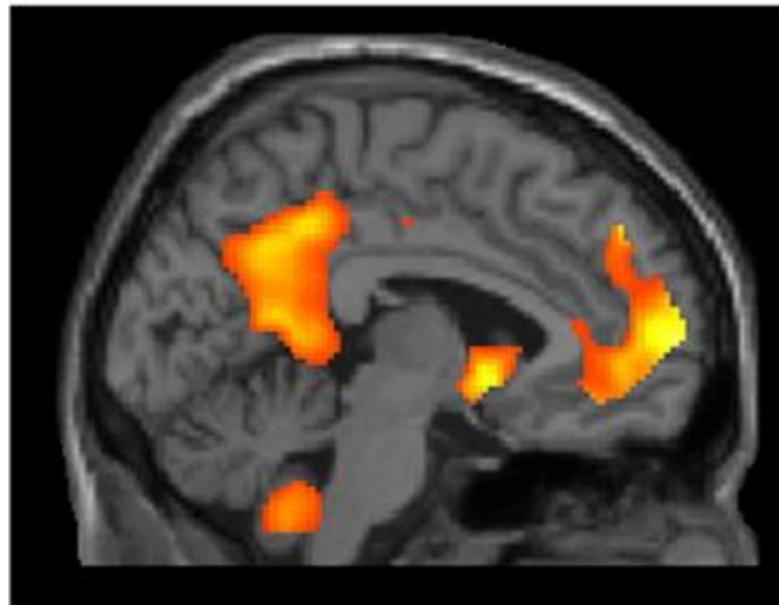


# Our brains are wired for the past

## PAST AND FUTURE EVENT ELABORATION



PAST EVENT > CONTROL



FUTURE EVENT > CONTROL

Donna Rose Addis, Alana T. Wong, and Daniel Schacter,  
Remembering the past and imagining the future, *Neuropsychologia*,  
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1894691/>

# Single Loop – take away

- Incremental
- Problem solving
- Future is stable
- *Just do it!*



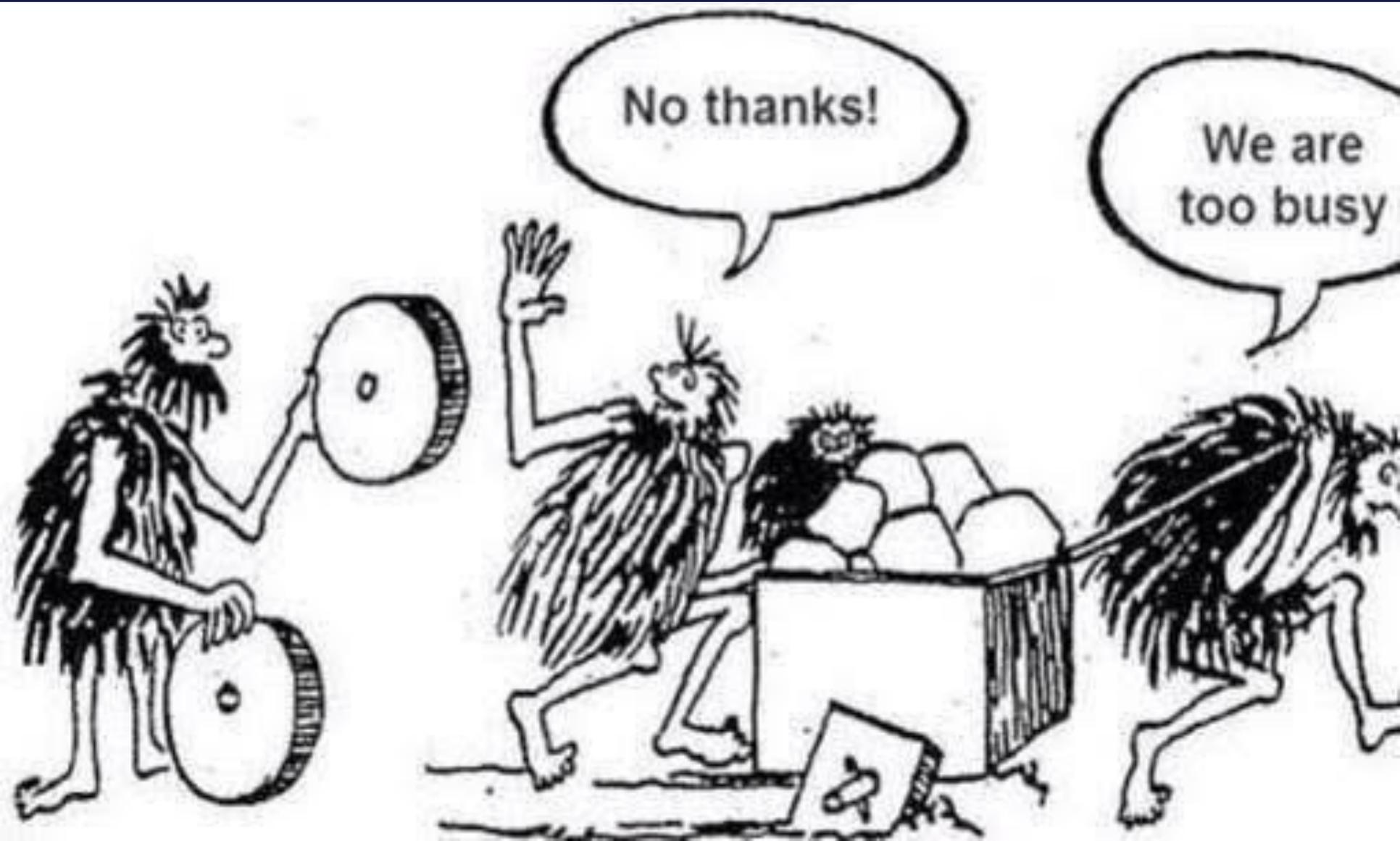
# Being Kodaked

- 1988 Kodak had 145,000 employees

13 employees, 30 million customers



# Or: Lost in the present



# Piecemeal strategies or systemic change?

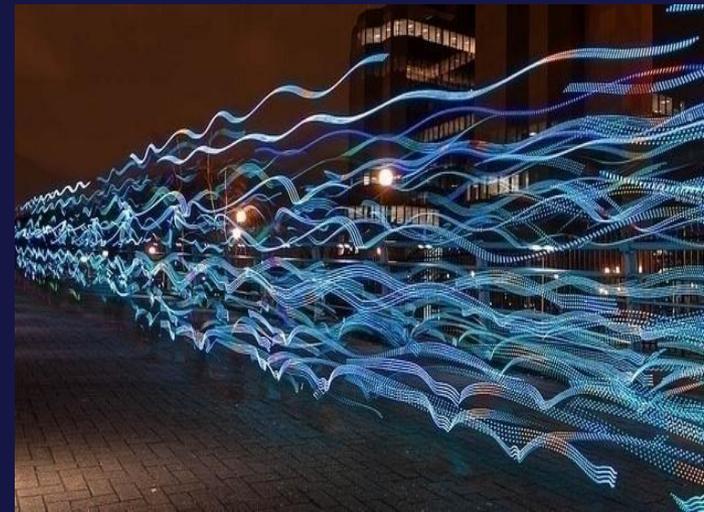
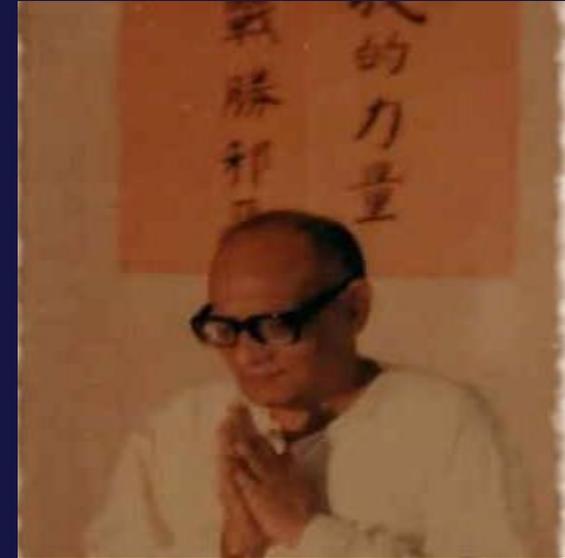
- Dr. Ivana Milojevic



Slavonski Brod, Serbia/Bosnia/Croatia floods, May 2014

# P.R Sarkar

- You have entered a period of *galloping time*
- Exponential influence and impact

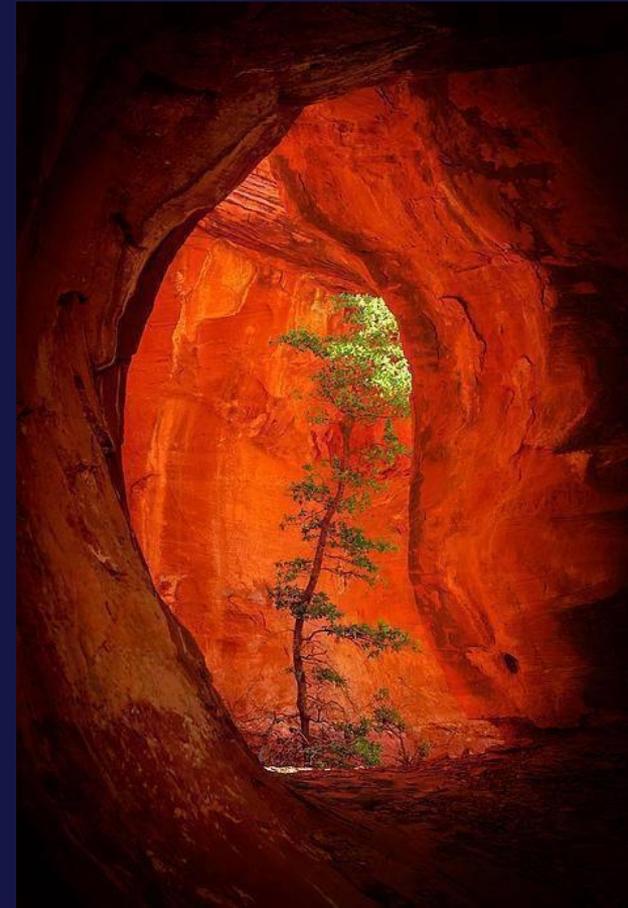


Double Loop – outside  
of paradigm learning –

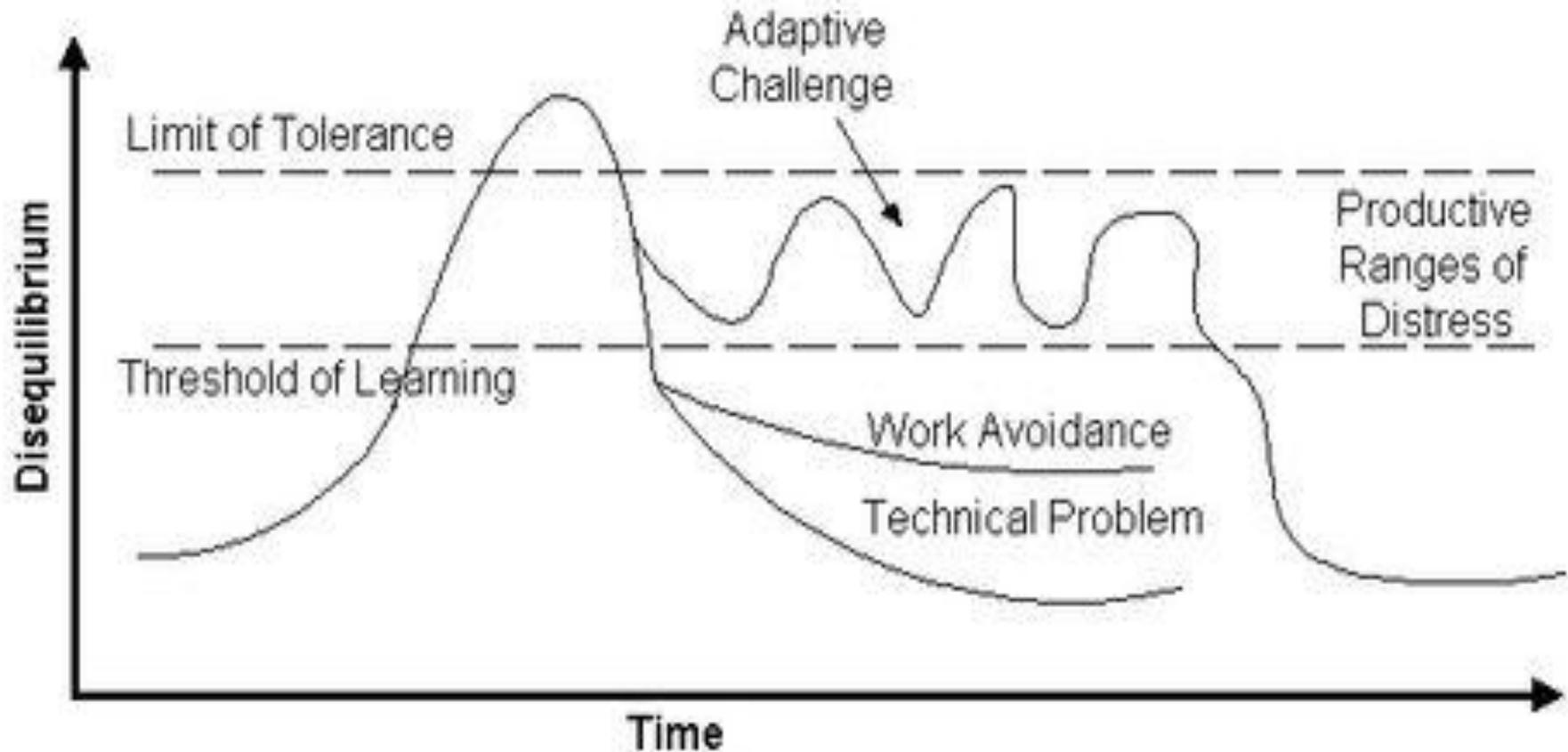
Challenging core  
assumptions

The new idea,  
process, product

*What don't I know?*



# Soup is too cold, hot, and just right



Source: Ronald A. Heifetz and Donald C. Laurie, "Mobilizing Adaptive Work: Beyond Visionary Leadership," in Jay A. Conger, Gretchen M. Spreitzer, and Edward E. Lawler III, eds., *The Leader's Change Handbook: An Essential Guide to Setting Direction and Taking Action* (New York: John Wiley & Sons, 1998)

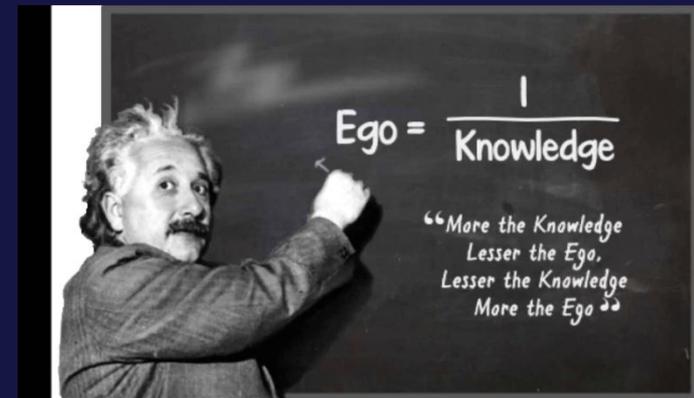
# Culture eat strategy





# Typical mistakes

- Complacency – she'll be right
- Arrogance – we've got it worked out
- Denial- too difficult, lets forget it about it

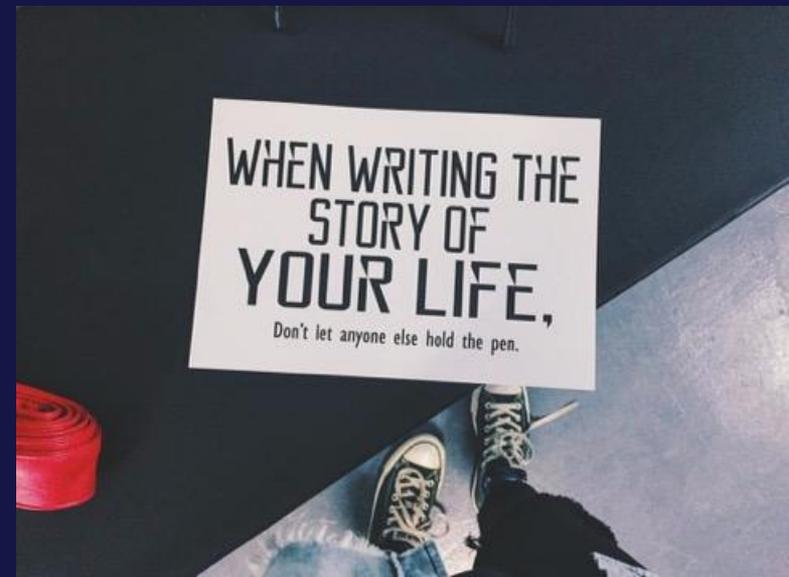


Narrative learning,  
finding and creating  
your story



What are the  
narratives I use to  
make sense of the  
world?

Not just analysis but  
co-creation



# From the Queen Elizabeth - difficult to turn ship - to patrol boats



# Hong Kong Police



Toothless tiger

No real powers

Unhelpful

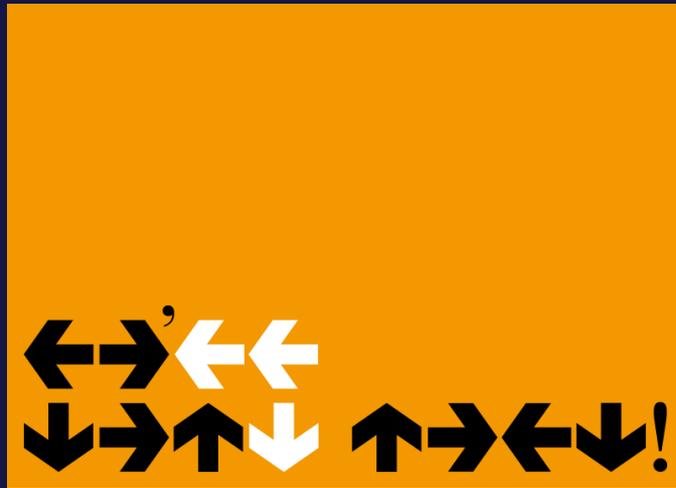
For show

Guard dog

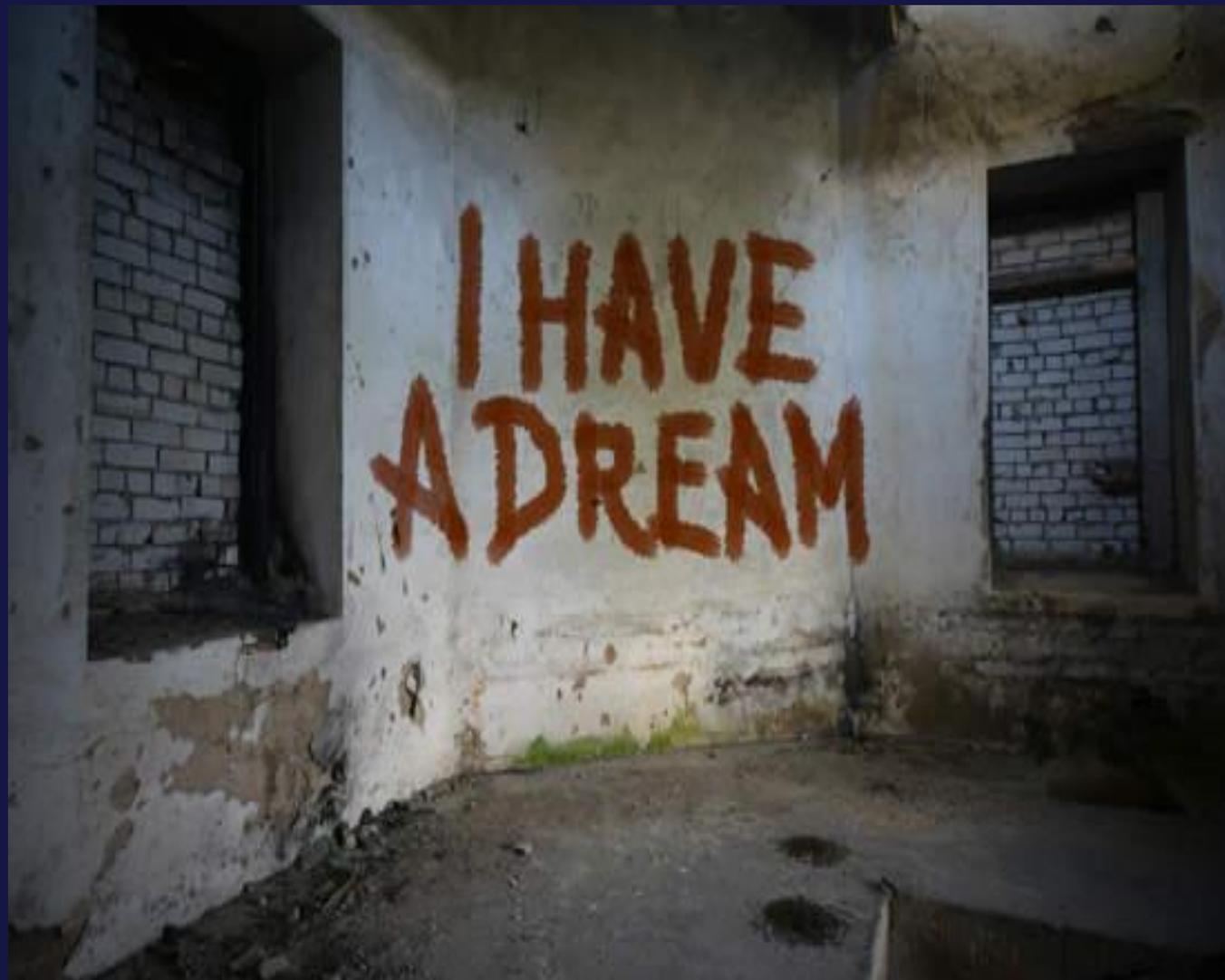
Work with community

Trusted

Early identification



THE DESIRED VISION  
IMAGINING THE DREAM





*One day I  
will be the  
first black  
president of  
South Africa*

Nelson  
Mandela,  
1952

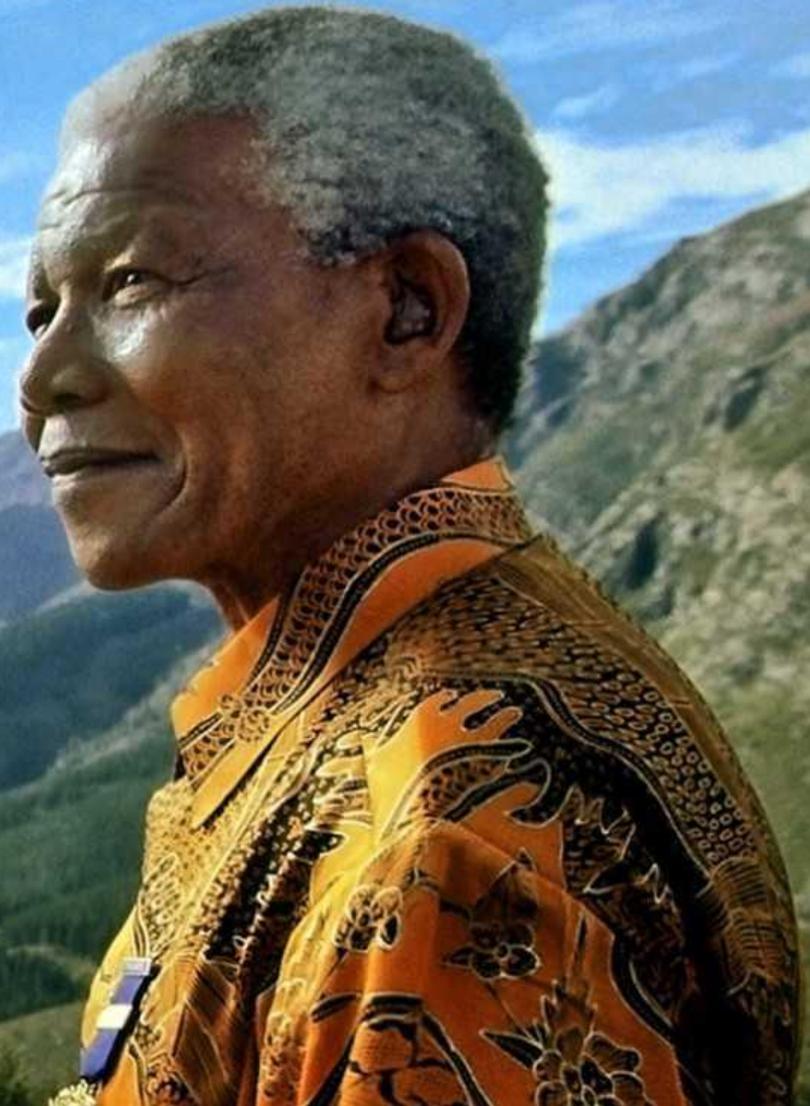
Nelson Mandela: From Prisoner to  
President . Apartheid Museum,  
Johannesburg, South Africa, 2008, p.44.



Nelson Mandela, President of South Africa, 1994-1999

"IT ALWAYS SEEMS  
IMPOSSIBLE UNTIL  
ITS DONE."

~NELSON MANDELA



# Three Horizons

1

CURRENT PROJECTS –  
“We are busy”

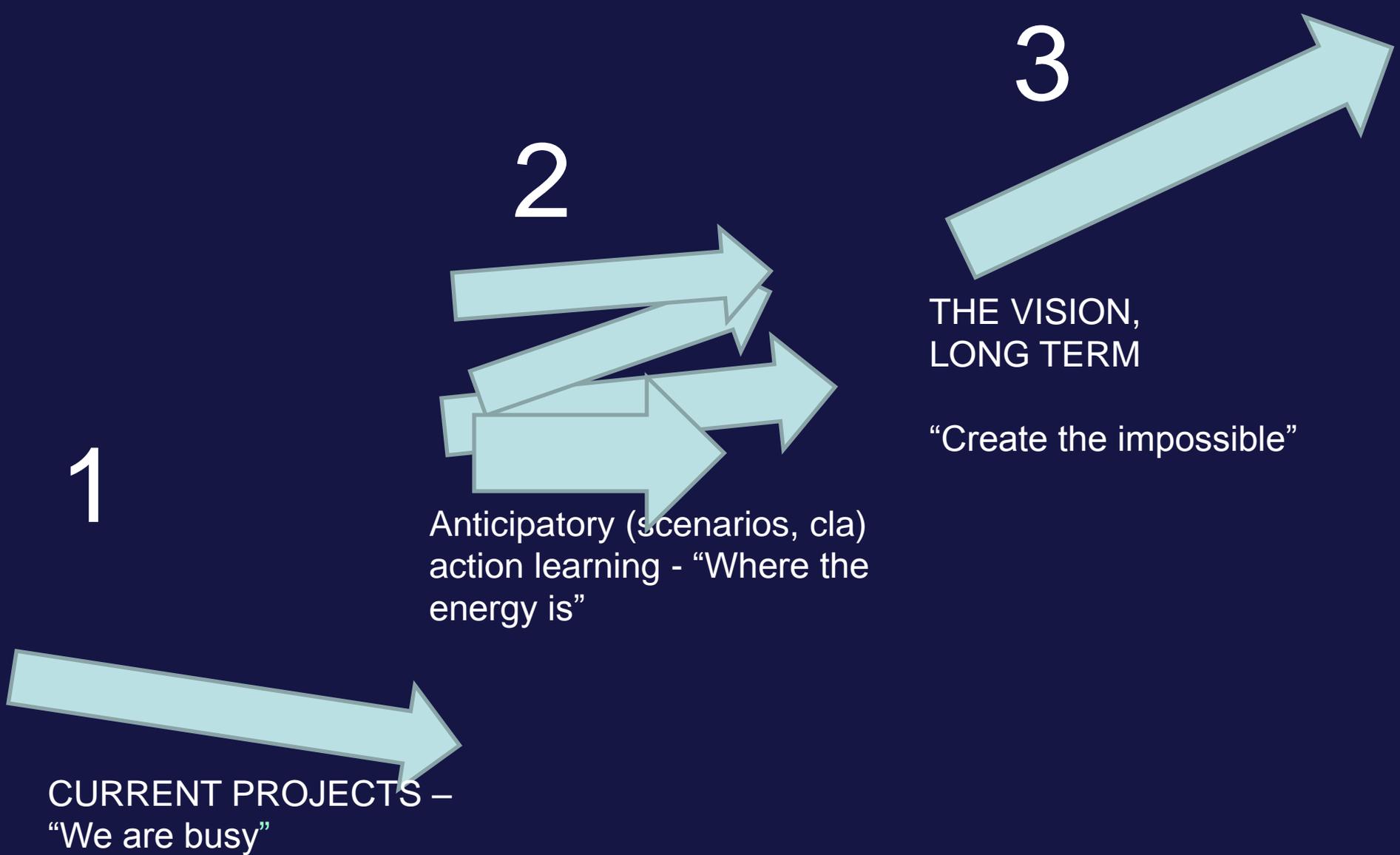
2

Anticipatory (scenarios, cla)  
action learning - “Where the  
energy is”

3

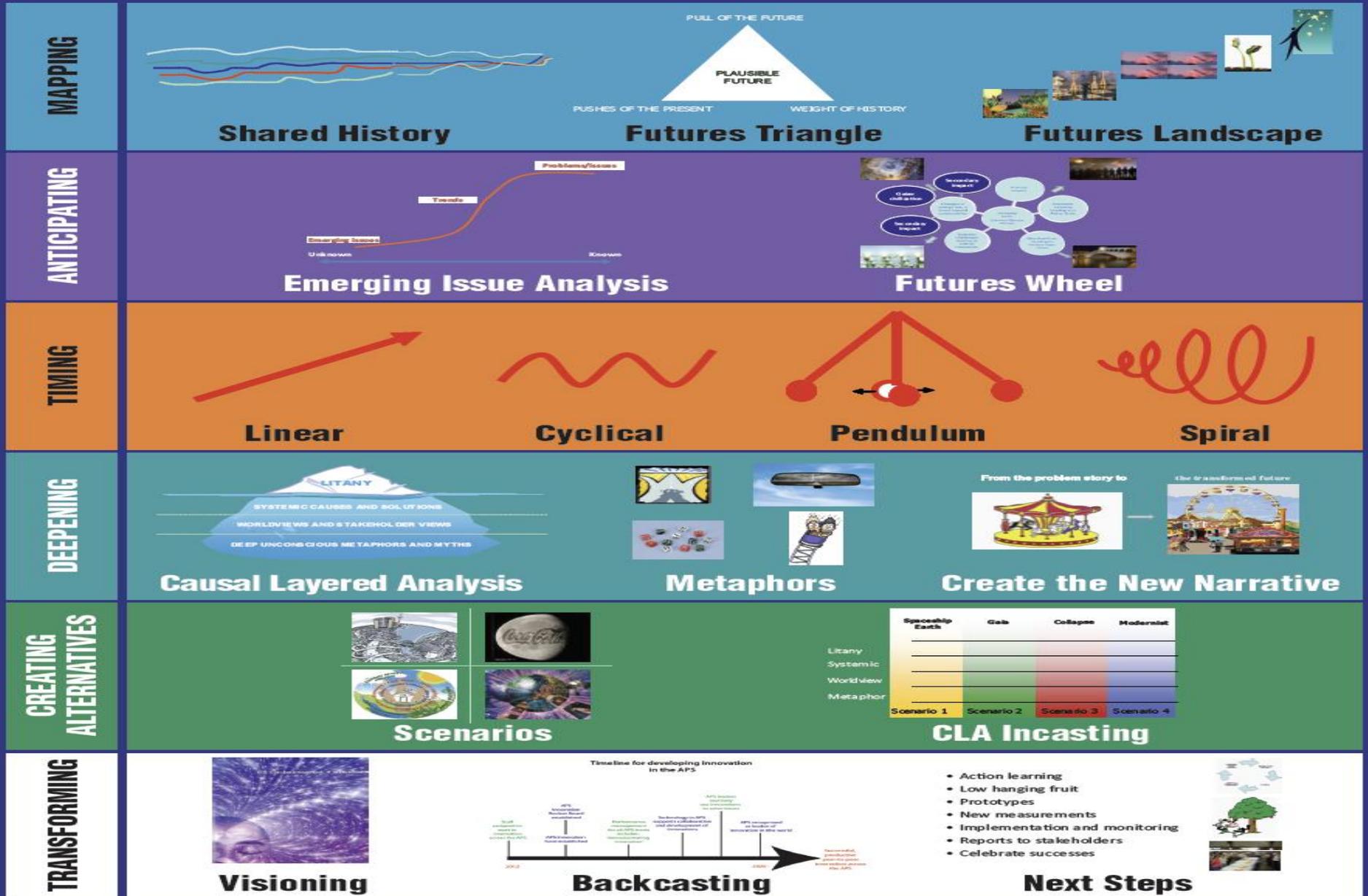
THE VISION,  
LONG TERM

“Create the impossible”



# FUTURES STUDIES

Sohail Inayatullah and Ivana Milojević



CASE STUDIES

FUTURES IN

PRACTICE –

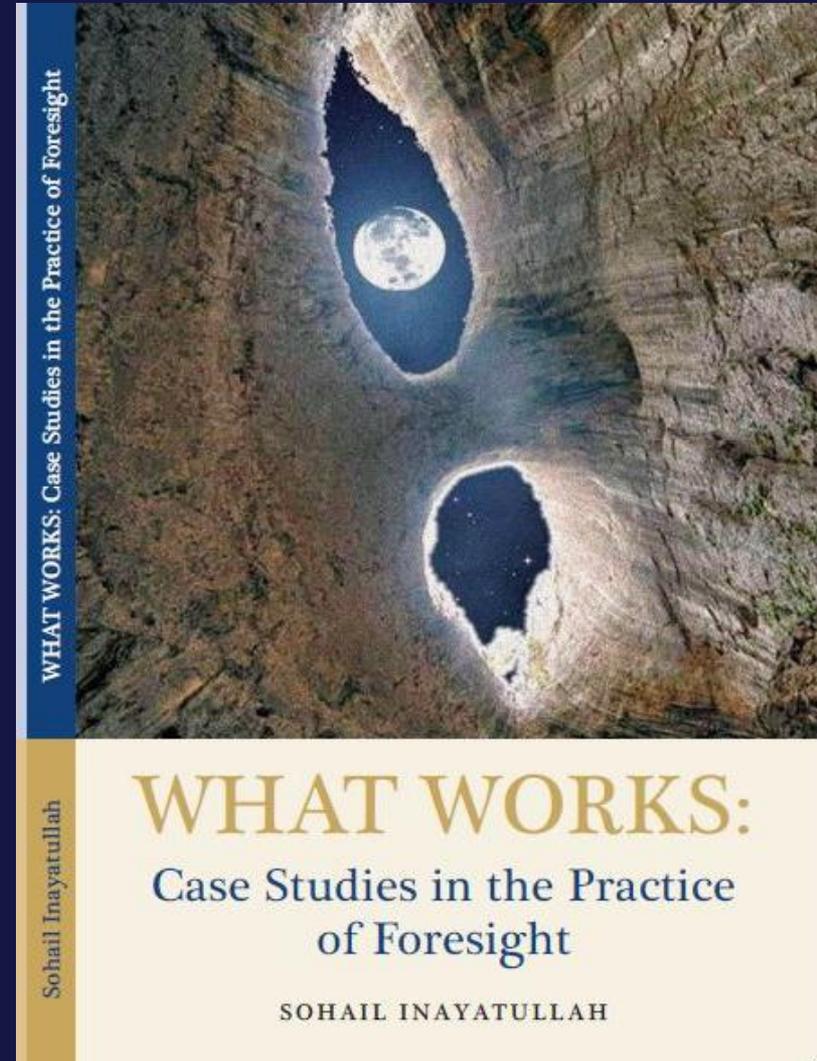
FORESIGHT

INSIGHTS



# WHAT WORKS

1. Challenge the default/used
2. Scan the environment for emerging issues
3. Create alternative futures
4. Link story to strategy

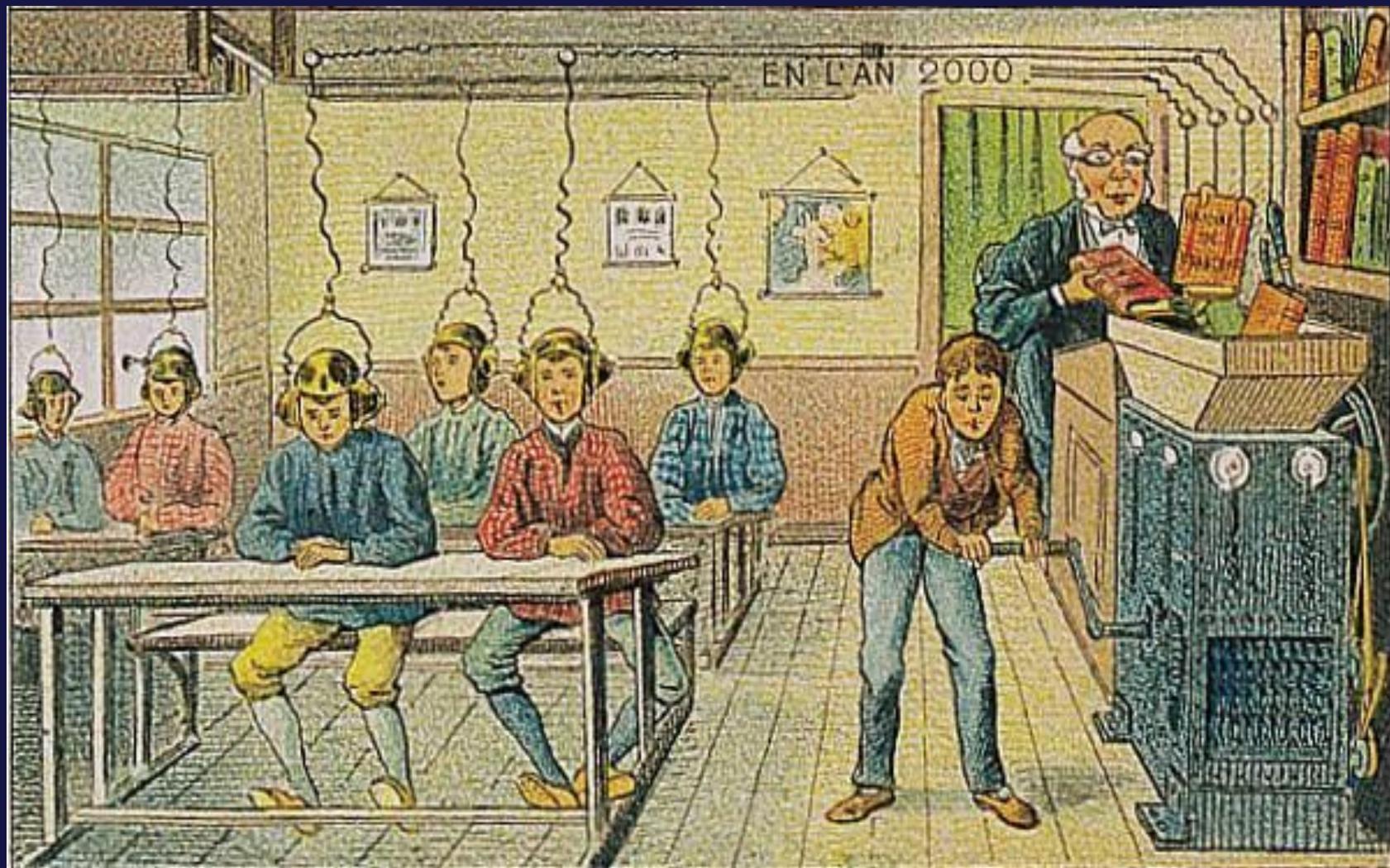


# 1. Old behavior dies hard – the used future



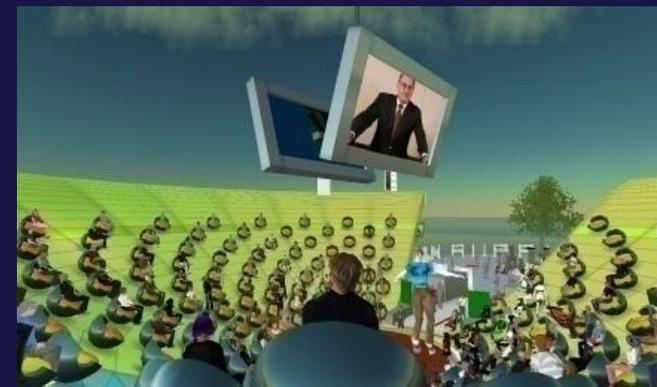
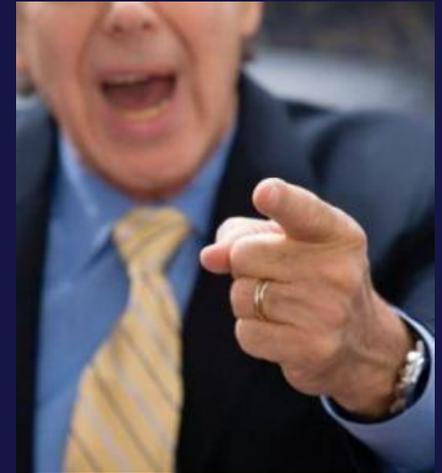
CLASS ROOM





# Challenge the “factory”

- Creating digital pedagogies with students as stakeholders instead only principal “in charge”
- Redesign spaces, and
- We are all learners – an ecology of insight and foresight



# Technical response or adaptive challenge



# MINISTRY OF EDUCATION, MALAYSIA

- End clock in/clock out
- From professor to the murabbi ie ethics, plus example, plus mentoring, not saddled with administrative tasks
- Research for bottom billion
- Stop chasing western research goals



## Meeting the challenge



Transform  
the Malaysian education  
landscape to prepare for  
Malaysia's future generation by  
DESIGN and no longer by  
CHANCE

Drive around  
aimlessly –  
symbolic  
security



Predict hot spots and use  
monitoring plus  
education and community  
engagement



# Thin blue line



# An example of a used future in your life or organization?

- A practice that continues even though it is no longer linked to the broader vision or strategy or the changing world.

# 2. SCAN THE ENVIRONMENT AND PREVENT MAKE THE CHANGE

For a better start in life  
start **COLA** earlier!



**How soon is too soon?**

Not soon enough. Laboratory tests over the last few years have proven that babies who start drinking soda during that early formative period have a much higher chance of gaining acceptance and "fitting in" during those awkward pre-teen and teen years. So, do yourself a favor. Do your child a favor. Start them on a strict regimen of sodas and other sugary carbonated beverages right now, for a lifetime of guaranteed happiness.

**The Soda Pop Board of America**  
1515 W. Hart Ave. - Chicago, ILL.

- Promotes Active Lifestyle!
- Boosts Personality!
- Gives baby essential sugars!

# Are colas the new tobacco? Become the world's largest wellness company by 2035



HEALTHY PRODUCTS



PepsiCo's CEO was right. Now what?

<http://fortune.com/2016/11/22/pepsi-co-acquires-probiotic-kevita/>

## Exclusive: PepsiCo to Acquire Probiotic Drinks Maker KeVita

by John Kell    @johnnerkell    NOVEMBER 22, 2016, 7:00 AM EST



**Years ago Indra Nooyi made an audacious strategy shift beyond unhealthy snacks and drinks. She was prescient—as well as disciplined and tough—but the challenges are still daunting.**

# THE DISRUPTION AND ....

- EACH HOUSEHOLD A PRODUCER OF SOLAR ENERGY
- CREATE COMMUNITY ENERGY COOPERATIVES
- USE AI-PLATFORM SHARING
- UBER OF ENERGY



**SOLAR POWER** NOW  
CHEAPER THAN COAL **IN INDIA**

**Solar Sold in Chile at Lowest Ever, Half Price of Coal**

Bloomberg Markets Tech Pursuits Politics Opinion Businessweek

UtilityCo Corporation Non-Profit

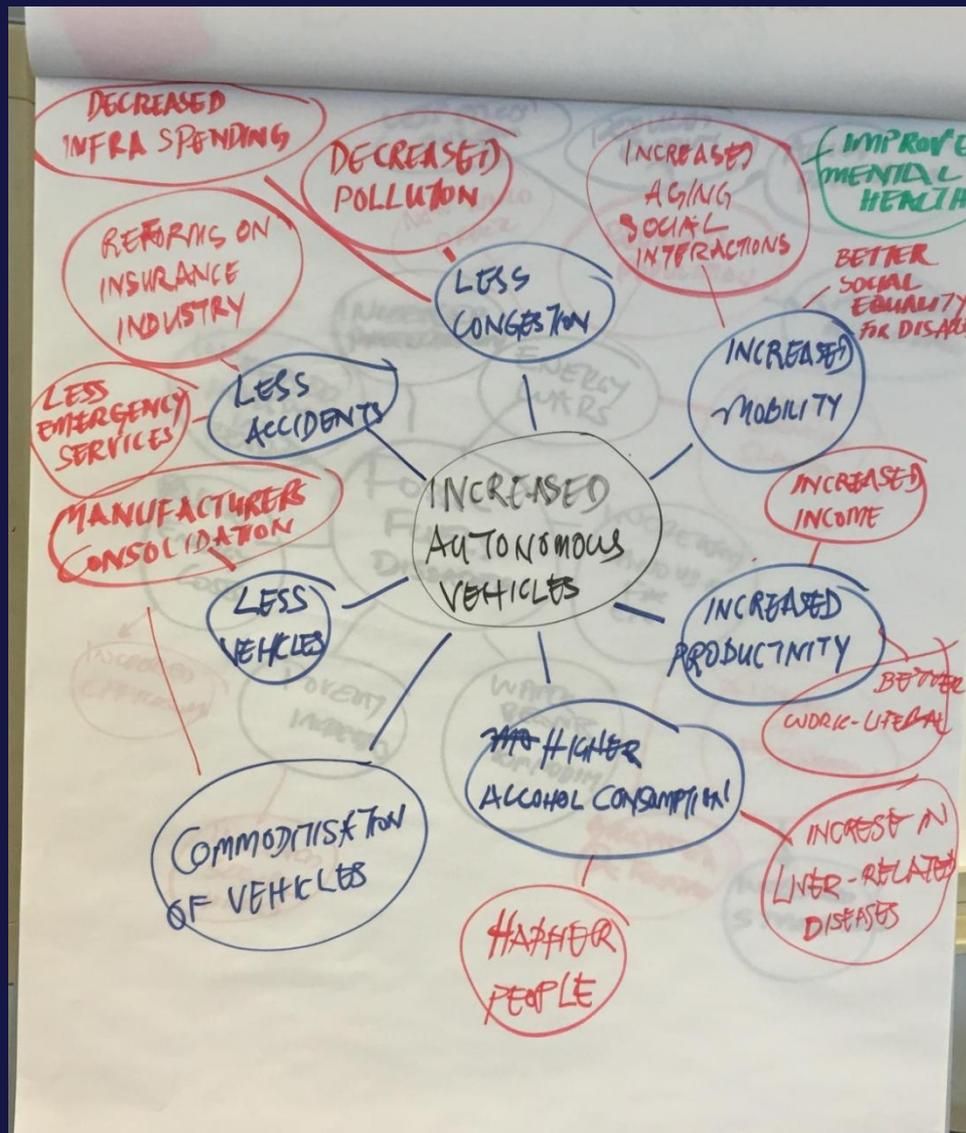
A screenshot of a Bloomberg Markets article. The main headline reads 'Solar Power Now Cheaper Than Coal in India'. Below it, a sub-headline states 'Solar Sold in Chile at Lowest Ever, Half Price of Coal'. The article is categorized under 'Markets' and includes links for 'Tech', 'Pursuits', 'Politics', 'Opinion', and 'Businessweek'. The background of the article header shows a row of solar panels under a bright sun.

# The dairy industry used to hate us

"Today it's actually the opposite," he added. "We're in talks with three of the largest dairy companies on the planet to hopefully partner up with them to speed up our time to market and allow people more access to our product." The dairy industry, they say, has been very receptive to the product.



# Cast away to Casting networks – use the rivers and driverless cars





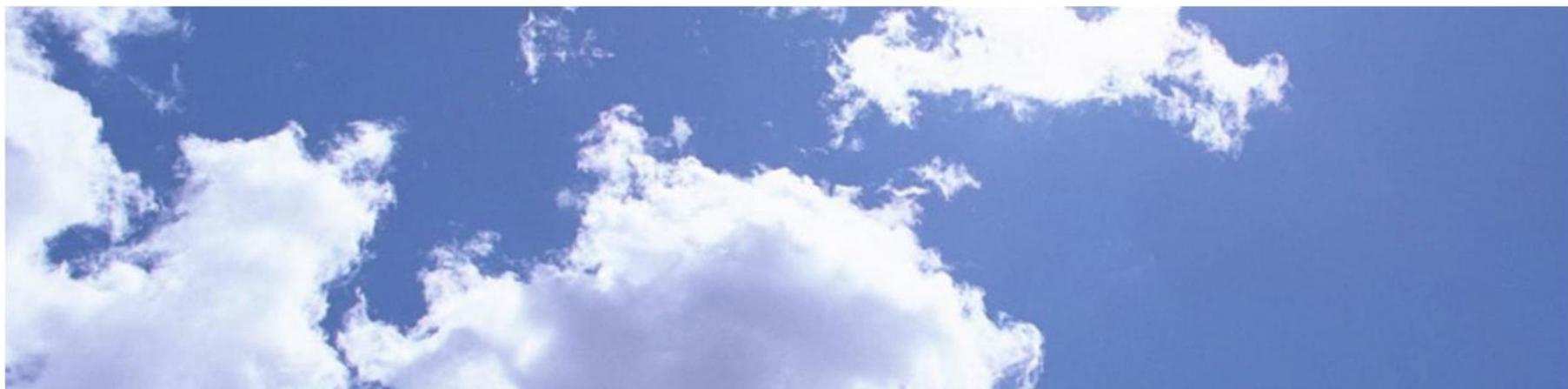
# AFP

AUSTRALIAN FEDERAL POLICE

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## AFP

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# FUTURES CENTRE



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[COMPLEX CHALLENGES](#) +

[THE WAY FORWARD](#)

[COOL STUFF](#)

Explore

**INVERSE**  
CULTURE

Follow



# Austrian brothel buys a **SECOND** sex doll after its first became more popular with customers than real women

- The unusual story of 'Fanny', a sex doll which has become the top-selling superstar of the Kontakthof brothel in Vienna, became worldwide news in July
- Kontakthof brothel rents out sex doll Fanny for 80 euros (£72.90) per hour
- They have now bought a second sex doll due to the huge demand for Fanny

# Enhances paedophilia or ?



STOP ABUSE CAMPAIGN



**HORRIFYING**

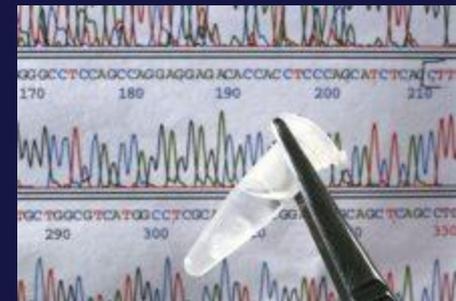


**Child Sex Robots Are Coming to America. Can We Stop Them Before It's Too Late?**

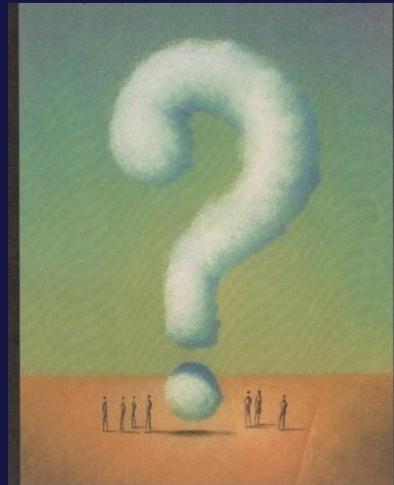
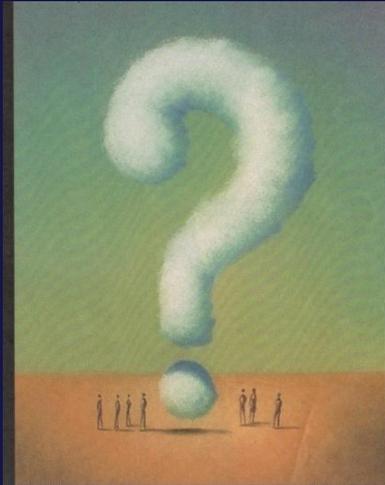
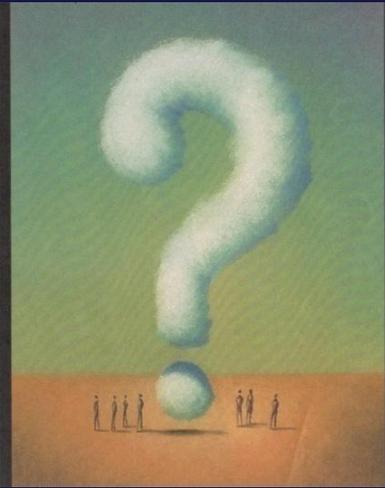
<https://www.thedailybeast.com/child-sex-robots-are-coming-to-america-can-we-stop-them-before-its-too-late>

# Nebula genomics

- that will use the blockchain to not only allow individuals to share their personal genome for research purposes, but retain ownership and monetize their DNA through trading of a custom digital currency. Nebula claims its peer-to-peer network, based on the blockchain, will enable data buyers to acquire genomic data directly from data owners without middlemen.
- This will enable data owners to receive sequencing subsidies from data buyers and profit from sharing their data. The model will also deal with privacy concerns by allowing data owners to privately store their genomic data and control access to it. Data owners will remain anonymous, while data buyers will be required to be fully transparent about their identity.



# The disruptions?



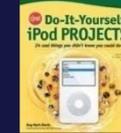
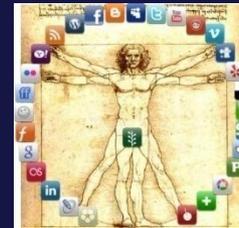
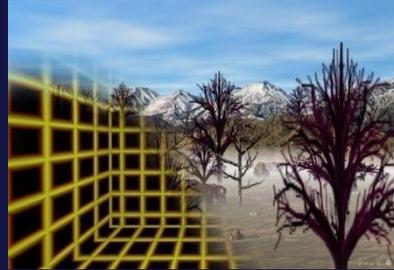
# In the future: teenagers find a book



Source: 9gag.com/gag/5373172

# 3 Library futures 2025

Direct brain downloads and the holodeck  
“amazing new places”

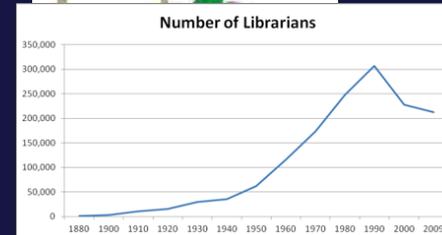


One stop shop  
– facilitates

“the heart of the community”

The new publisher,  
using trust to create the new library

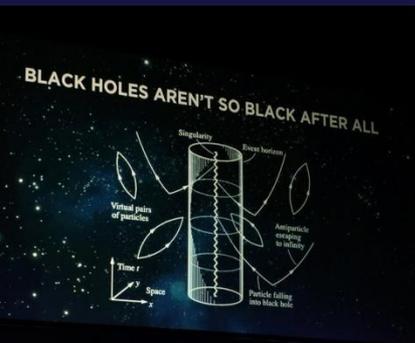
“we co-author”



Digital dinosaurs

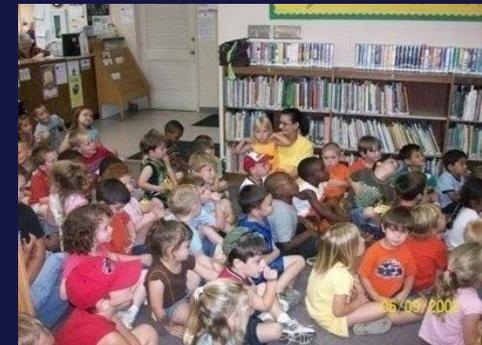
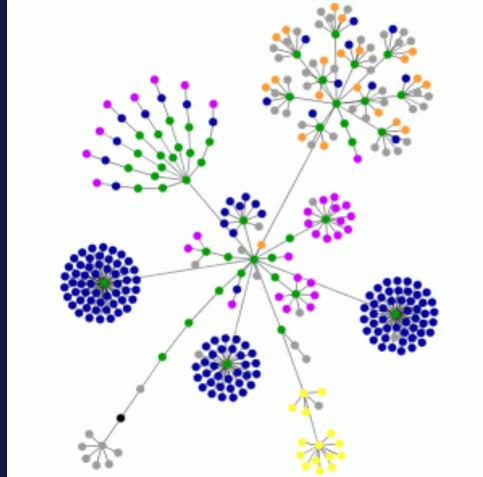
“Libraries quieter than ever”

# LIBRARY AS EVENTUAL DIRECT BRAIN DOWNLOAD – HOLOGRAMS TO THE HOLODECK



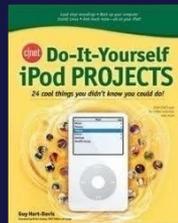
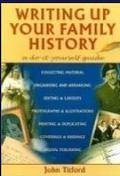
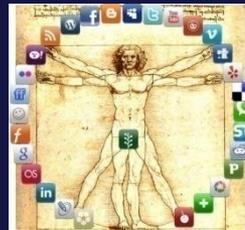
# LIBRARY AS THE NEW PUBLISHER – USING TRUST AND CONNECTION

The new  
publisher,  
using  
trust to  
create  
the new  
library  
“we co-  
author”



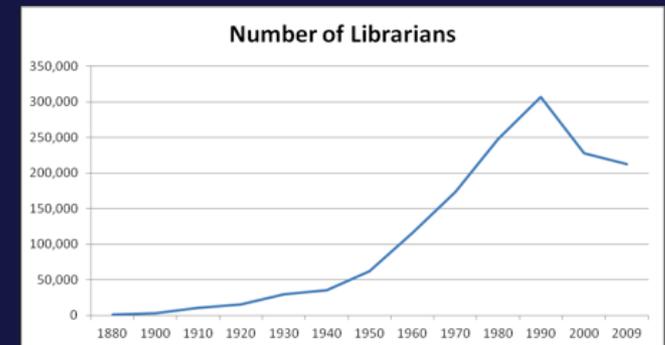
# LIBRARY AS ONE STOP SHOP THAT FACILITATES CO-CREATION

- Library as one stop shop for knowledge-choices and futures
- Library as co-creation place, librarians as facilitators for people doing it themselves
- “Heart of the Community”



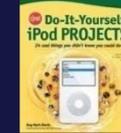
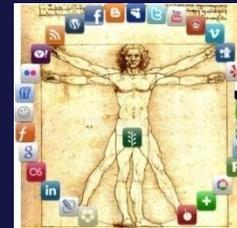
# LIBRARY AS DIGITAL DINOSAURS

- Digital dinosaurs
- Unable to adapt to e-book challenge
- “Quieter than ever”



# 3 Library futures 2025

Direct brain downloads and the holodeck  
“amazing new places”

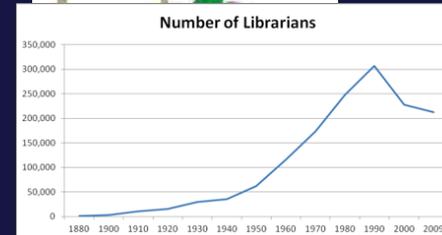


One stop shop  
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The new publisher,  
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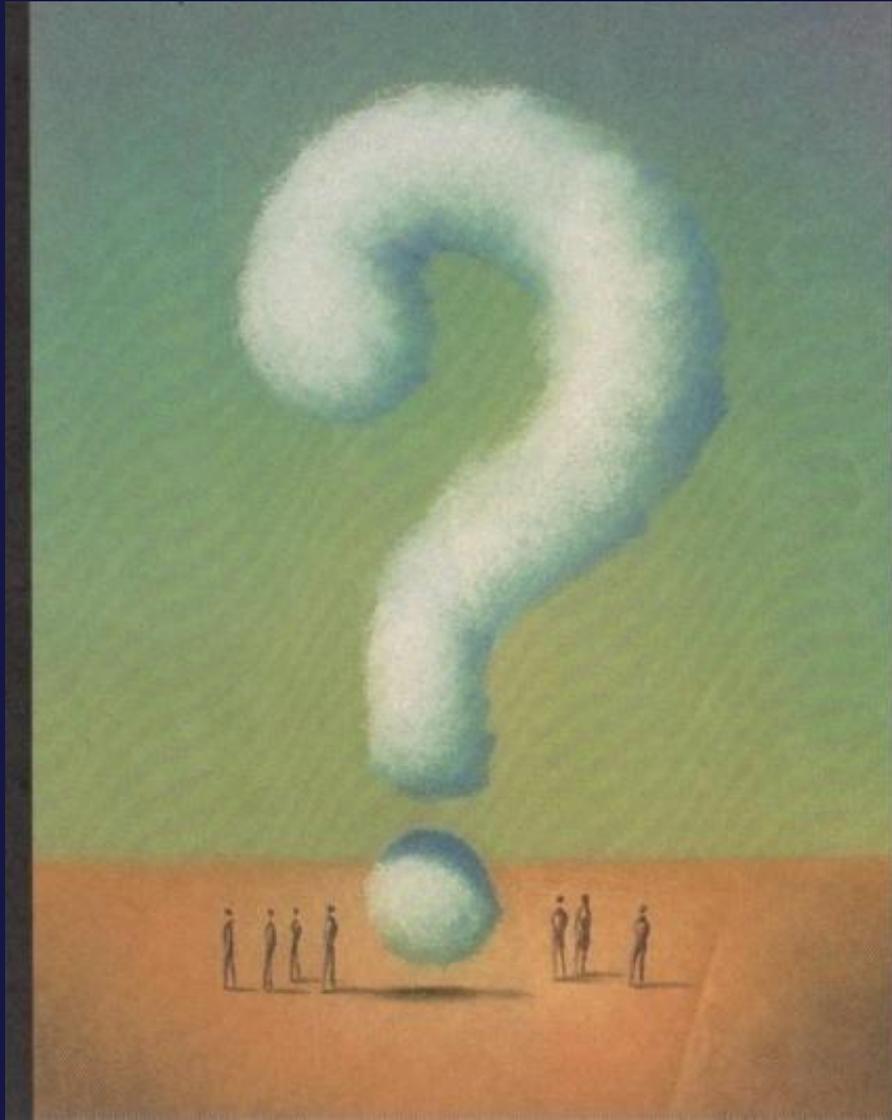
“we co-author”



Digital dinosaurs

“Libraries quieter than ever”

Another scenario?



# 4. LINK STORY TO STRATEGY

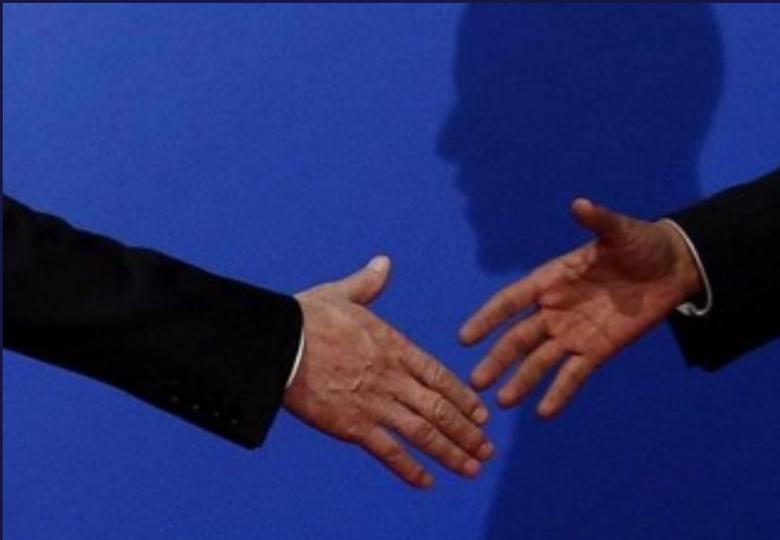
- Narrative not linked to strategy or vision
- Culture eats strategy for breakfast
- Transform inner story and link it to vision-strategy



# The mismatch



- Vision statement: become center of knowledge excellence in the region in banking & finance
- Knowledge not important to our core functions – *who you know not what you know.*



# PM OFFICE, SOUTHEAST ASIA



Disconnected, with low impact,  
but they look good



1. Work on action learning foresight projects with other Ministries. 2. Crowd sourced citizen foresight project. 3 Futures visions at the high school level.

# From lone energizer bunny to many energized via solar - Lifeline



Manic energy,  
always helping



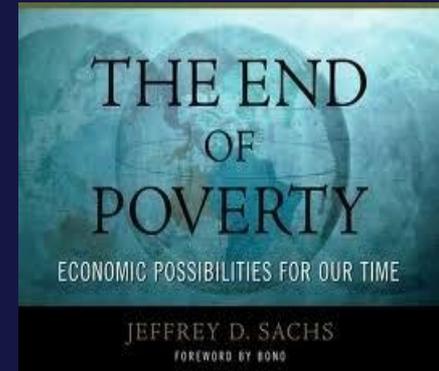
# Metaphors and crime

CRIME DATA PRESENTED REMAINS THE SAME WITH EACH METAPHOR

Catching and jailing criminals



Education and ending poverty



Crime as a beast



Crime as a virus



## And yet:

- When the 485 participants in that study were asked to highlight what they thought was the most influential part of the report, only 15 identified the metaphor, while almost everyone else said it was the statistics that swayed their decisions on how to curb crime.

# Narrative and policy

- In American surveys about government's role in poverty the mere word, "welfare" act like a poison pill. Questions that mention welfare reduce support for such programs by almost 40% compared with questions that use the phrases "assistance to the poor" or "caring for the poor."



# Castle surrounded by hungry wolves



# Two differing metaphors

AlfredHealth

The power of the right metaphor



Alfred Hospital



Queensland Health

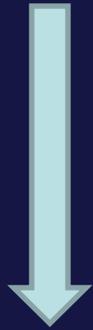
# Small fish in a big pond



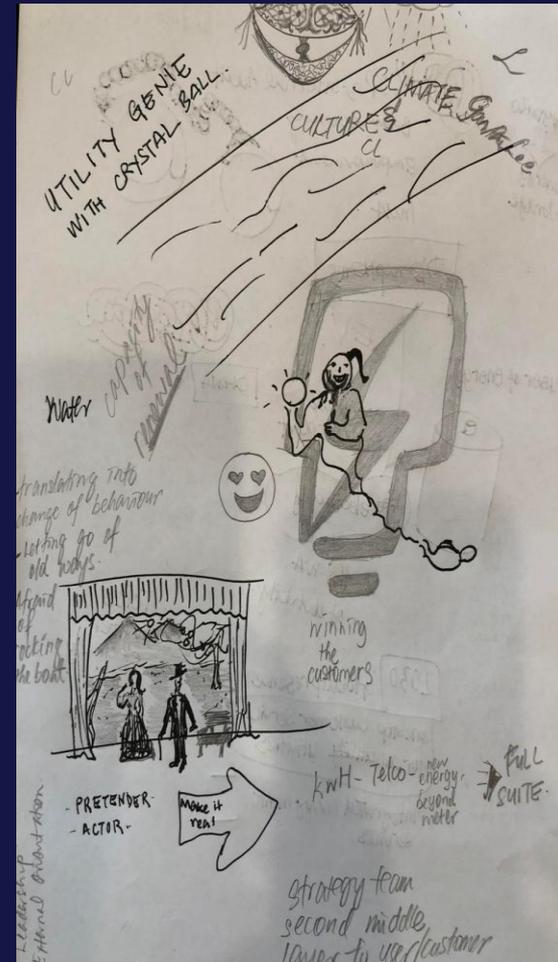
# National Energy company

- the pretender to the genie with a crystal ball

Pretender – lofty goals but not real to anyone



Utility genie with a crystal ball – customer centric, real time information, predictive analytics





2017 International Bank	2037 International Bank
<p><b>Bank finances x number of kms of roads and other utility infrastructure</b></p>	<p><b>Bank finances integrated and sustainable (green, smart, equitable) urban and transport planning.</b></p> <p><b>Minimize travel distance</b></p> <p><b>Minimize carbon emissions</b></p>
<p>Population growth, a greater number of cars, increased wealth and larger flats</p>	<p>Integrated planning            Driverless and autonomous vehicles            Smarter city systems that coordinate traffic and safety</p> <p>Shared and pooled transport</p>
<p>Car-centric</p> <p>The right to drive our car whenever and wherever</p> <p>Ownership</p>	<p>Human and connection centred</p> <p>Mobility of persons via integrated planning as opposed to ownership</p>
<p><b>I love my car</b></p>	<p><b>I love my neighbourhood</b></p>



# THE FUTURES OF ROOFS

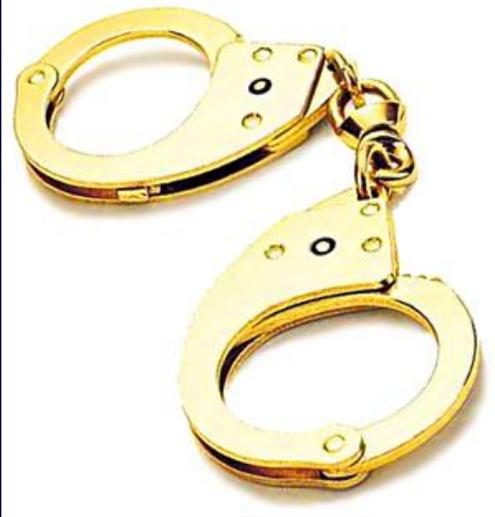
## Mark Grouios

	Current	Transformed
Litany	"Roofs provide a single service – They keep me dry"	"Roofs provides essential services"
System	Builders Architects Affordability of housing Government regulations	3D printing Photovoltaic Technology available Government incentives to build sustainable houses
Worldview	Roofs are just part of the house  The main purpose is keep on dry  And safe from the elements	Safety plus utility, efficiency, and energy  They drive the home
Metaphor		

# Tesla roof as solar tiles

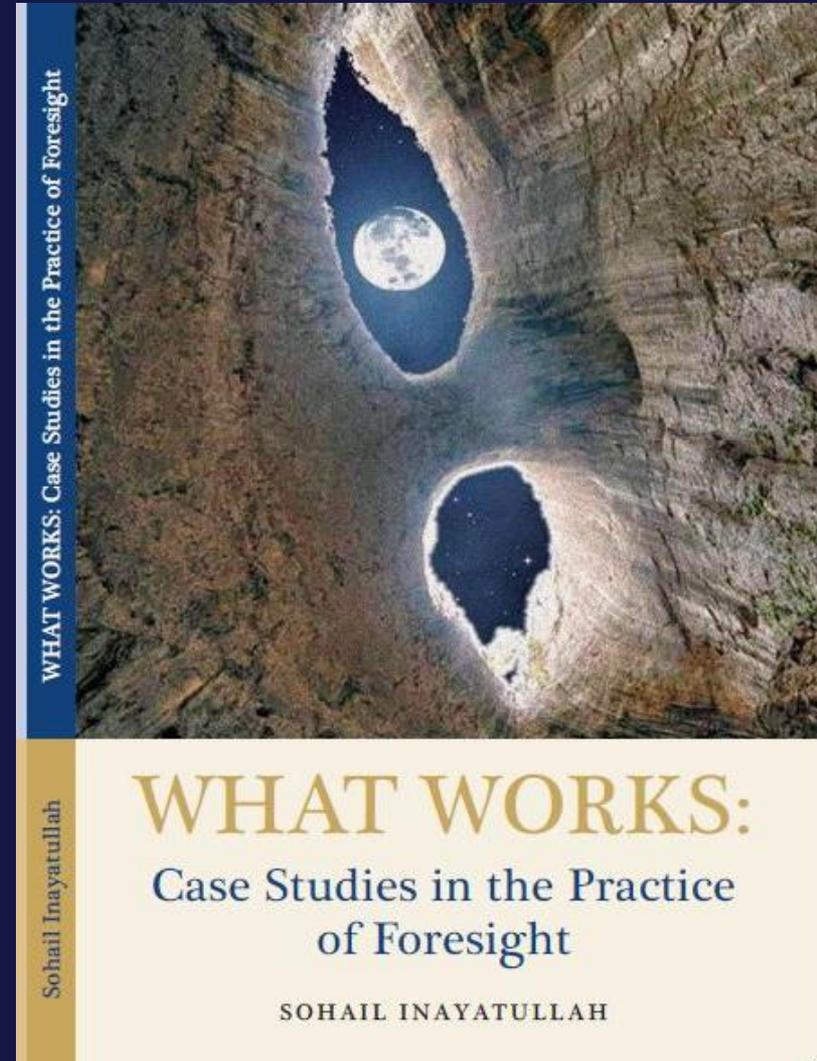


# Golden handcuffs to the midas touch



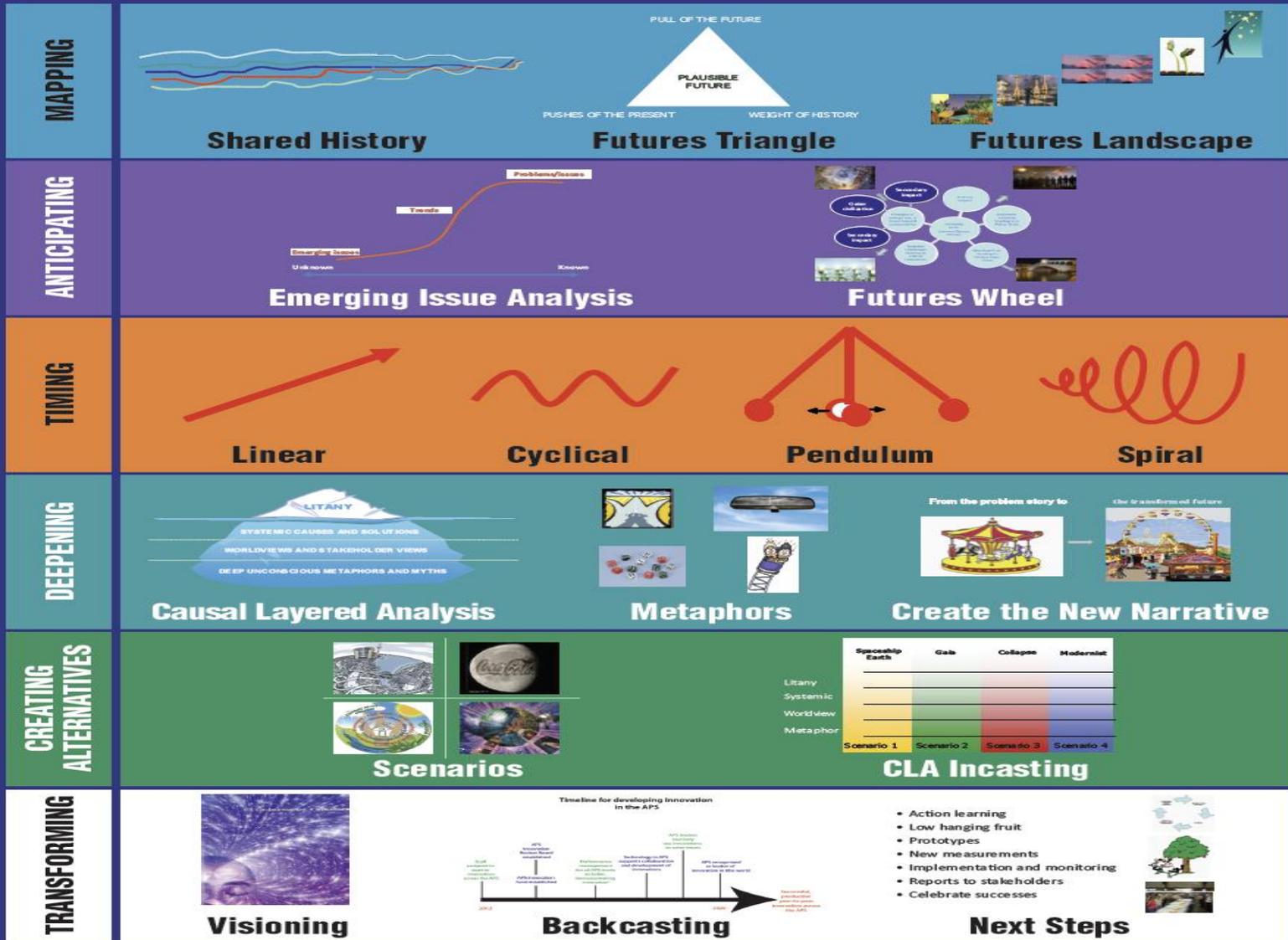
# WHAT WORKS

1. Challenge the default/used
2. Scan the environment for emerging issues
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# FUTURES STUDIES

Sohail Inayatullah and Ivana Milojević



# FOUNDATIONAL QUESTIONS

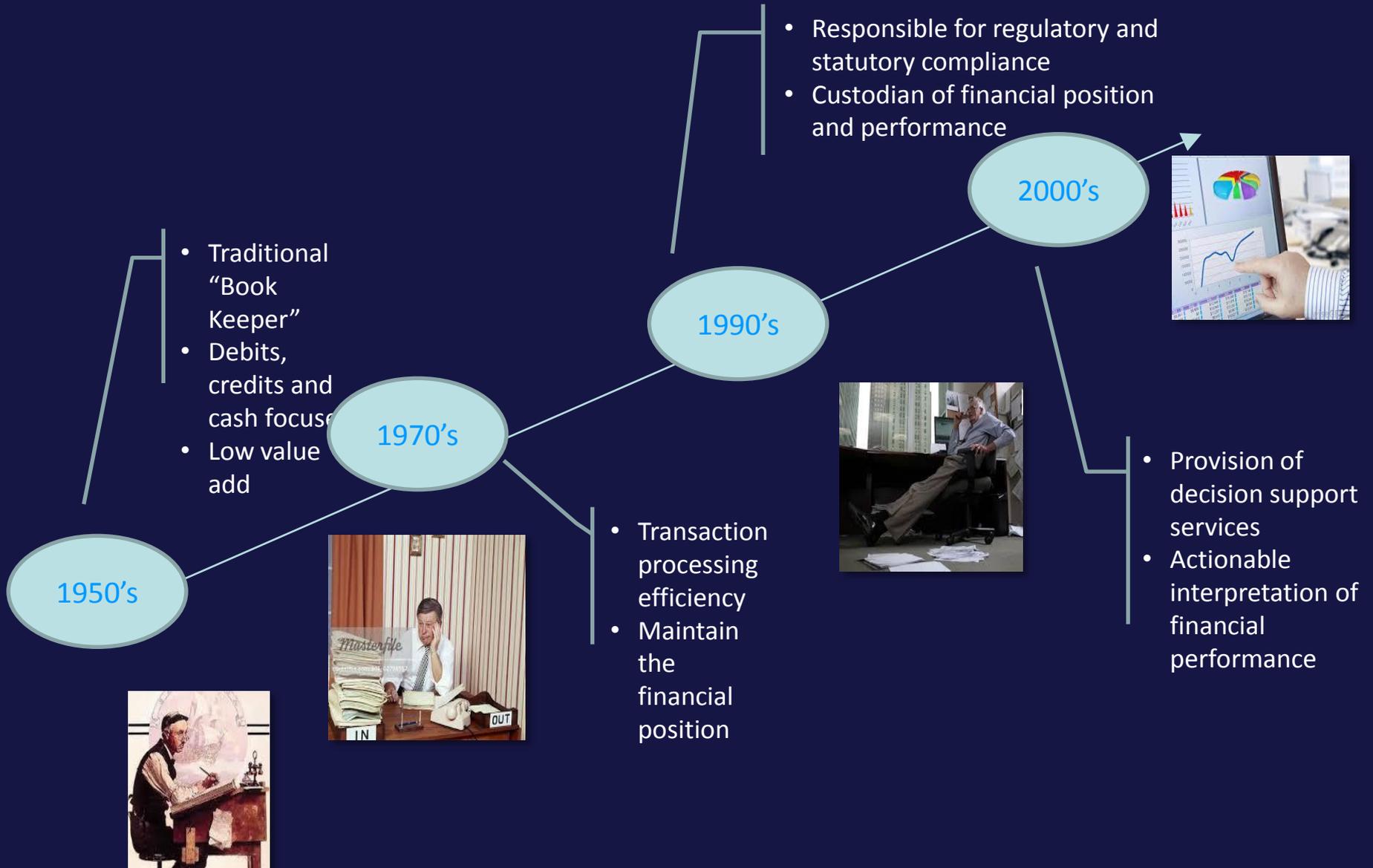
1. Where from
2. Where to (will and fears)
3. Assumptions
4. Alternatives
5. Want
6. How
7. The story



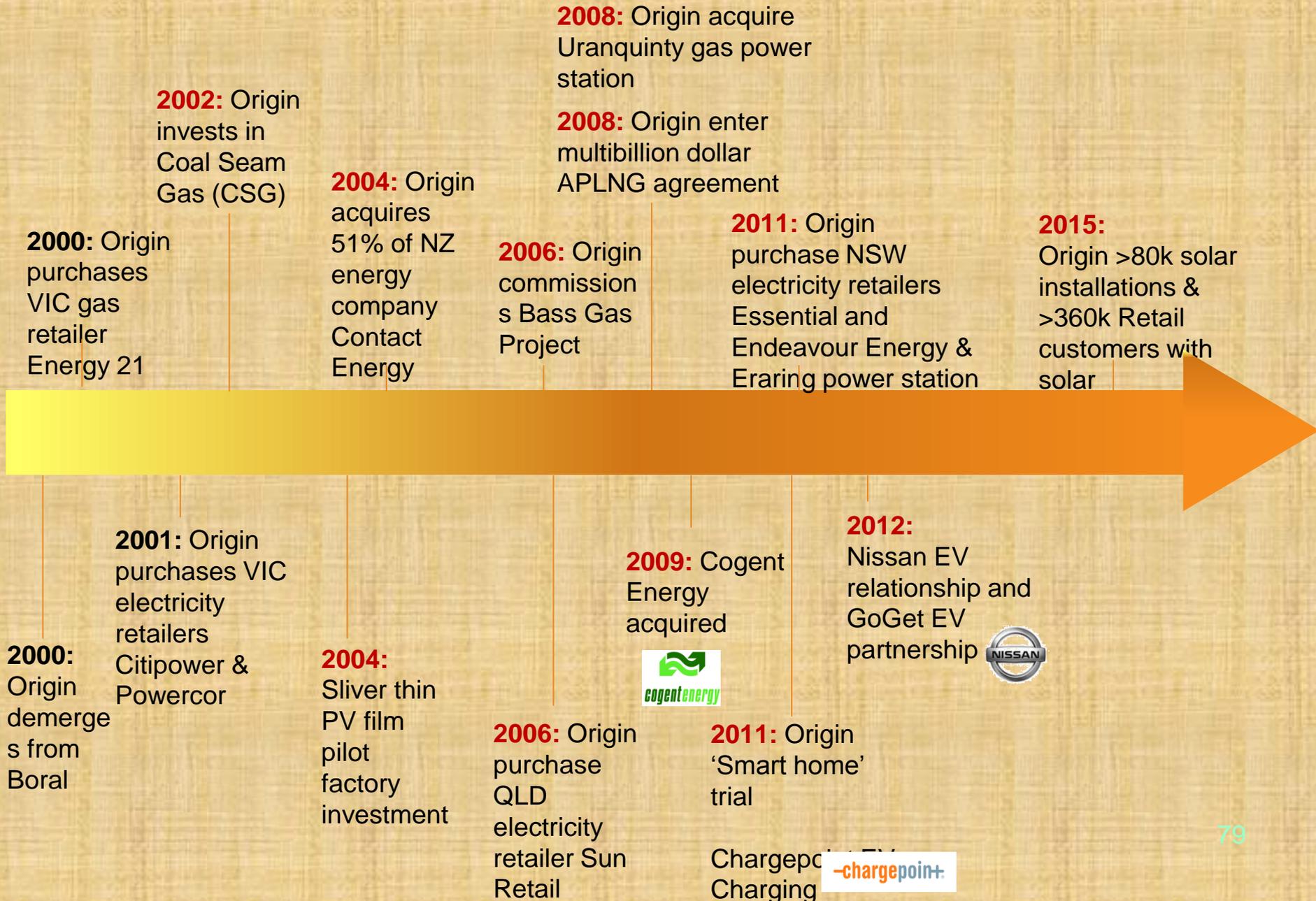
# Find a focal question

- Compelling to you
- Your organization/institution 2038?
- Your research area/division 2038?
- The planet?

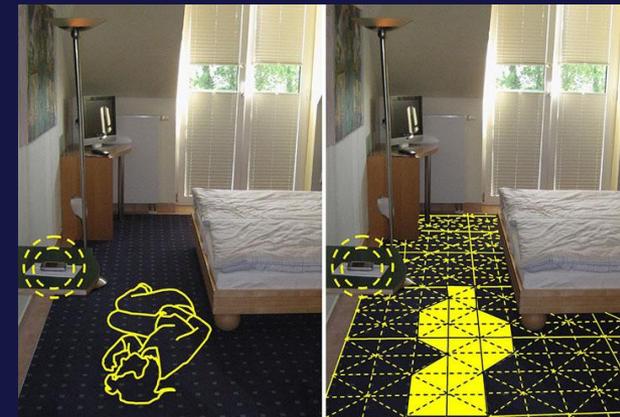
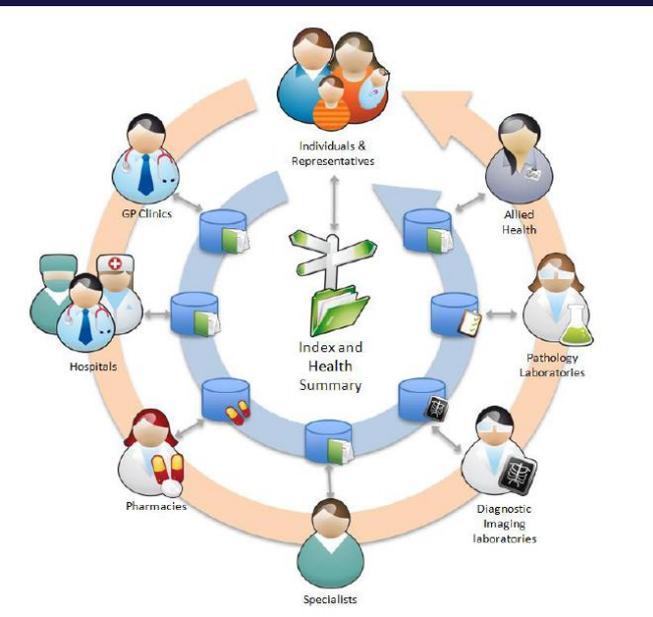
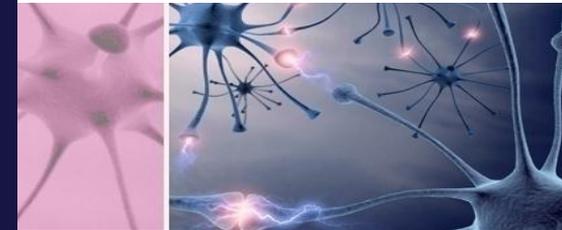
# 1 The history of the present



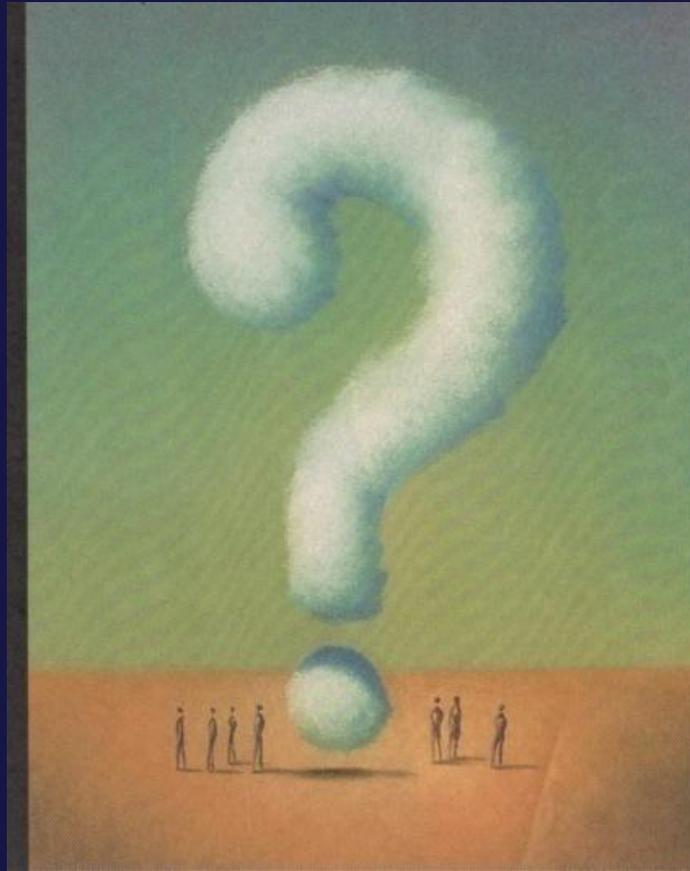
# Origin Energy History

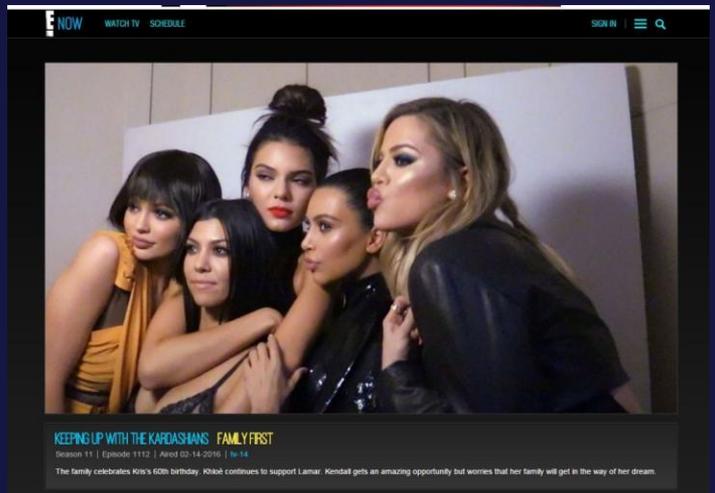
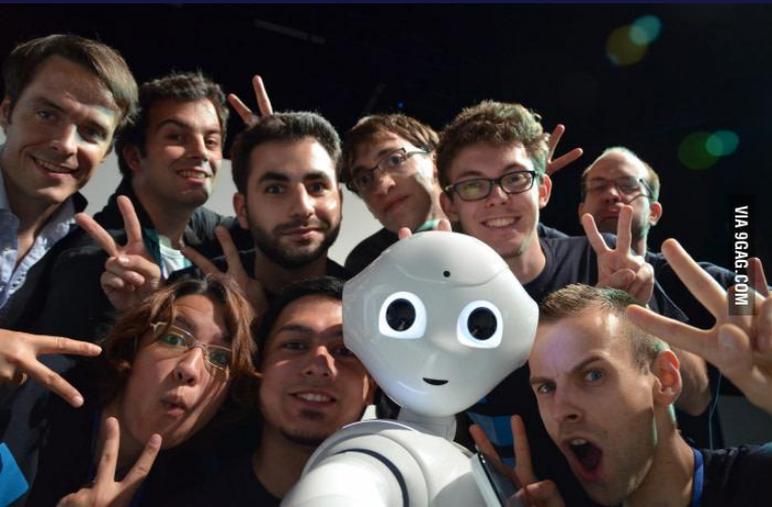
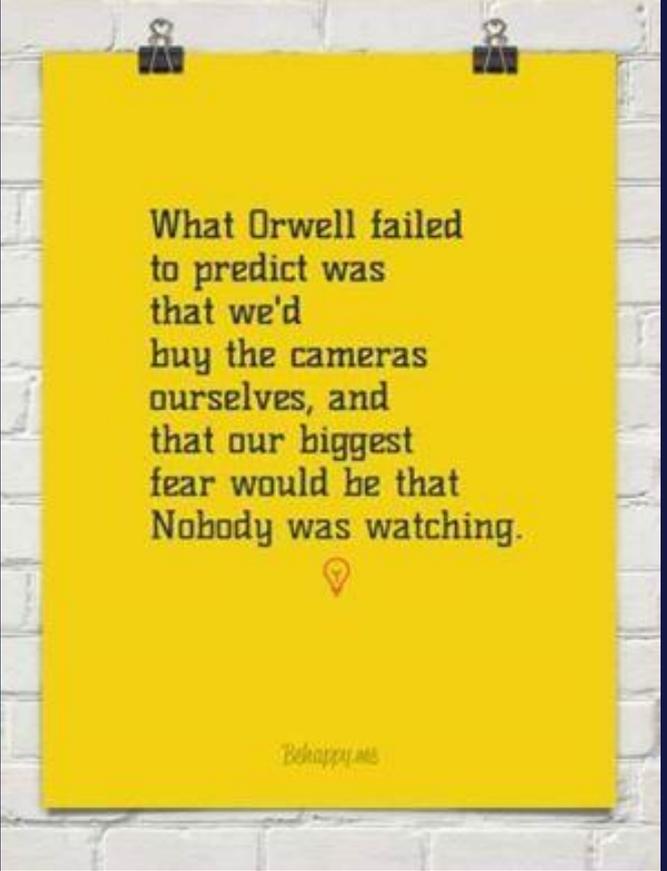


# 2 What do you think the future will be like?



# 3 What are the assumptions you have made?





Blue Sky Innovation / Technology



# Wisconsin company holds 'chip party' to microchip workers



Tony Danna, left, vice president of international development at Three Square Market in River Falls, Wis., receives a microchip in his left hand at company headquarters on Aug. 1, 2017. (Jeff Baenen / AP)

By **Jeff Baenen**  
Associated Press

Leah's Post

👍 🤔 😡 4 🗨️ 1

👍 Like

💬 Comment

➦ Share



## ANTI-NEWS-NETWORK

👍 LIKE

TRUTH NEWS

# Scientist Believes the Human Microchip Will Become “Not Optional”

BY VISNU PRIYA  
JANUARY 24, 2018

Technologies designed specifically to track and monitor human beings have been in development for at least two decades.

Asiim's Post



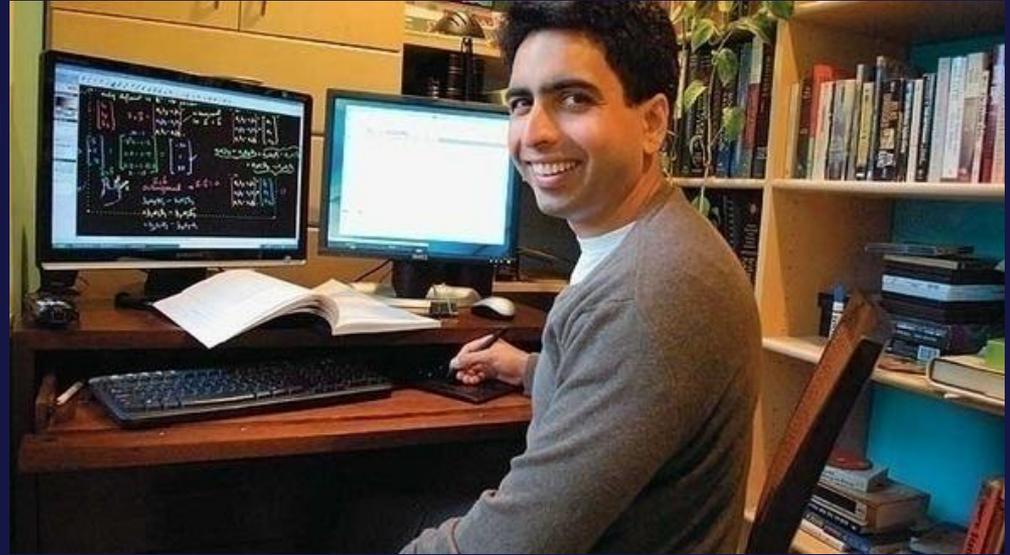
See More ▶







# A global classroom – one bangladeshi lecturer



Six years, 3400 video lessons,  
46,162,903 lessons delivered. All  
free. 170 million views

# Niche innovation

## Clover Leaf University

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4/18 at Casselman's Venue

Greenhouse certification with *Ed Rosenthal*  
with special guest *Scott Reach (Rare Dankness Seeds)*



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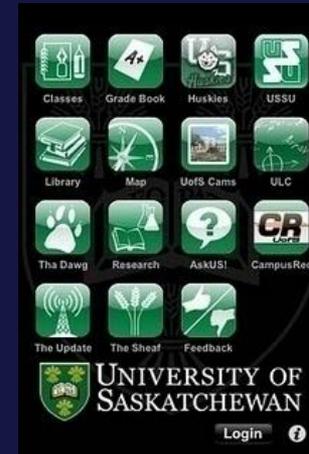
# And they keep on growing

- 1 Oaksterdam – 20,000 students have graduated
2. Master Growing
  - Cannabis Business Management
  - Edibles Operation
  - Budtending
  - Dispensary Management



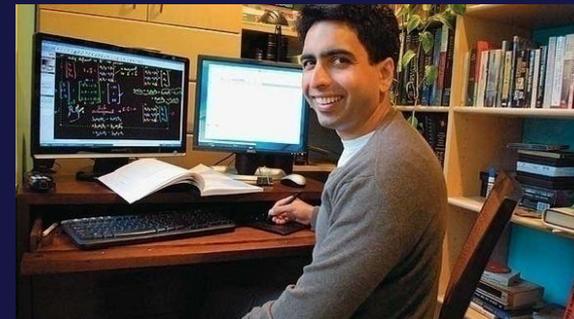
# 4a Creating alternative futures

Tradition,  
Accreditation



A la Carte -  
app university

The garden  
university

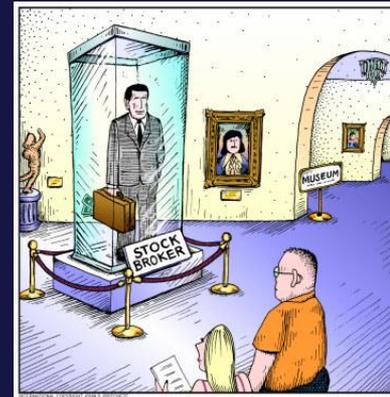


One  
person,  
50 million  
students

# 1 ASSUMPTIONS BASED

## NZ Gov and Foundation for Young Australians

- *44 per cent of jobs will be automated in the next 10 years*
- *60 per cent of students are chasing careers that won't exist*
- *Young people will have an average of 17 different jobs*



# 1 billion to enter labour force by 2030

## Youth Employment

### Job insecurity is a fact of life for young people

**COMMENT**

**Kristalina Georgieva**

Shortly after graduating from university in Sofia, Bulgaria, at the age of 23, I was hired as an assistant professor. It was everything I had hoped for – intellectually challenging with a predictable career path all the way through retirement. Such were the certainties of the 1970s.

I wish it were as easy for today's 23-year-olds. But, sadly, it is not.

One of the ironies of our times is that the world has never been wealthier – global GDP topped \$75tn in 2016 – and yet there has never been so much anxiety over the future of work. It is particularly tough for the under-25s; they are about four times as likely to be unemployed as their elders. As life expectancy rises, so does the need for people of my generation to keep working, which is a further block to younger job seekers.

With the nature of work changing continuously, job insecurity is now a fact of life. Artificial intelligence and automation are eliminating a range of blue and white-collar jobs, from trucking to banking, affecting people in both rich and poor countries.

Achieving the UN's sustainable development goal of full and productive employment and decent work for all by 2030 will be a tall order. We need to create at least 600m more jobs before that deadline to keep up with new entrants joining the market – and at least two-thirds of these jobs need to be in the developing world, where the youth population is growing fastest. If we fail, we will squander what ought to be a demographic dividend for developing economies.

It is important to note that jobs not only provide income, they also help workers connect to the society around them. This is especially important for

young people in poorer countries and in regions torn by conflict.

At the World Bank Group we have invested in understanding country employment dynamics and how they affect youth. We know from our analysis that to tackle youth unemployment we have to create the right kinds of jobs in the right places, through investments that are both economically and socially profitable.

For example, while manufacturing and services were once routes out of poverty for millions of young workers, technological innovation is making those paths more difficult to take. Likewise, investment that is concentrated in capital-intensive industries that generate few jobs, like oil and gas, leaves workers trapped in temporary or informal labour.

In the parts of the world where youth unemployment is highest, agriculture is still the biggest employer. Two-thirds of Sub-Saharan African workers work in the agricultural sector, where productivity is low and earnings stagnant. They might improve their job prospects by moving to the city but

**'The world has never been wealthier, yet there's never been so much anxiety over the future of work'**

without education and access to technology they have little hope of advancement.

What can we do to help? The starting point should be education. All children need to go to – and stay in – school. Research shows the ability to learn throughout life, to adapt and to work flexibly, will be vital, as will technical, social, and critical thinking skills. Education has to adapt to help people become life-long learners.

To enhance the employment prospects of the young – and meet the wants of the local market – we also need to improve the design of training

programmes. In Argentina, the World Bank is helping the government strengthen and expand training for disadvantaged young adults. A programme we are supporting in Ivory Coast matches first-time workers to internship schemes that lead to permanent jobs with full benefits.

Second, governments need policies that encourage the private sector to generate more jobs. This includes investing in transport and digital infrastructure. We find that young companies are normally the most dynamic in creating good-quality jobs, but they also need the most help to get going. Governments should help young people start their own enterprises and link small businesses and farmers to larger markets.

Third, because it will take time to bring all businesses into the formal sector, for the foreseeable future many jobs for young people in developing countries will remain informal.

The challenge is to help informal workers and enterprises diversify and increase their productivity, and to connect them to marketing expertise and innovation to help their businesses grow. Universal social safety nets will also be critical so that benefits are not limited to workers in the formal sector.

There are clear steps we can take, but we have to work together – governments, the private sector, academia and civil society. As former UK prime minister Gordon Brown's 2016 education commission report on financing global education noted: "Economies will rise or fall depending more on their intellectual resources than their physical resources."

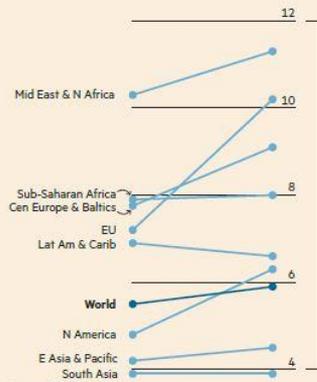
Preparing for the jobs of the future depends on the actions we take today, so that the defining technological, economic and demographic trends of this century will create opportunity rather than entrenched inequality. I want the 23-year-olds of tomorrow to feel the same hope for their future as I did when I left university.

*Kristalina Georgieva is chief executive of the World Bank*

### Out of work

#### Unemployment rose after the financial crisis ...

Unemployment rates, 2007 v 2014 (%)



Sources: World Bank

#### In emerging countries, over 150m young people are working and living in poverty ...

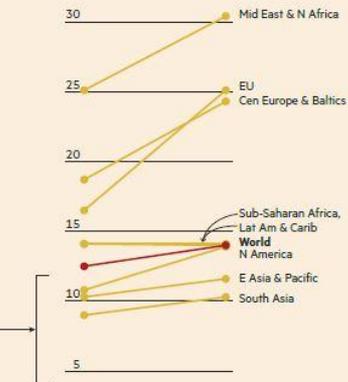
Young workers (aged 15-24) in extreme and moderate poverty (less than \$3.10/day PPP)



Sources: ILO, OECD

#### ... particularly among young people

Unemployment rates of 15-24 year olds, 2007 v 2014 (%)



#### ... while in many developed countries the majority of young employees are on temporary contracts

Share of workers in each age group in temporary employment, 2015 (%)



# NO CHANGE

TEACH AND  
TRAIN FOR THE  
1950S

ONE JOB

ONE CAREER

“for jobs that no  
longer exist”



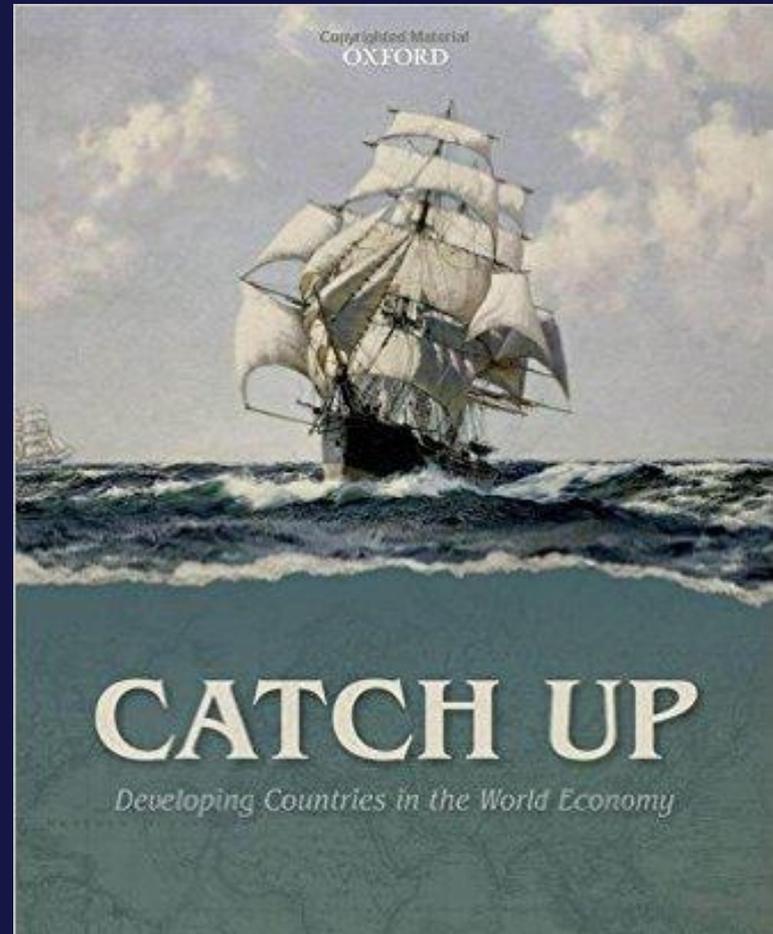
# MARGINAL CHANGE

ADD A FEW COURSES  
ON COMPUTERS AND  
ASIAN LANGUAGES

TALK ABOUT THE NBN

KEEP THE OLD  
INFRASTRUCTURE

“catching up”



# ADAPTIVE CHANGE

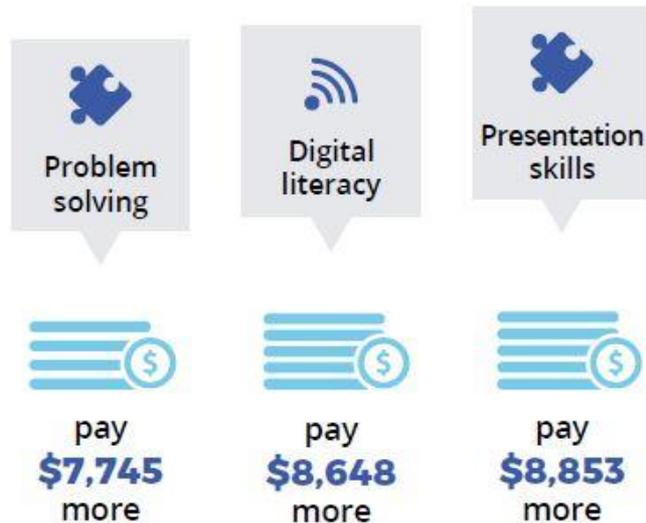
## TEACH AND TRAIN FOR EMERGING INDUSTRIES

- ROBOTICS
- BIO-INFORMATICS
- PEER TO PEER
- CARE FOR AGEING
- SOFTWARE DESIGN
- 3D PRINTING
- Internet of everything

“how well do you get along  
with your robot”



## Wages are higher for young job-seekers with enterprising skills

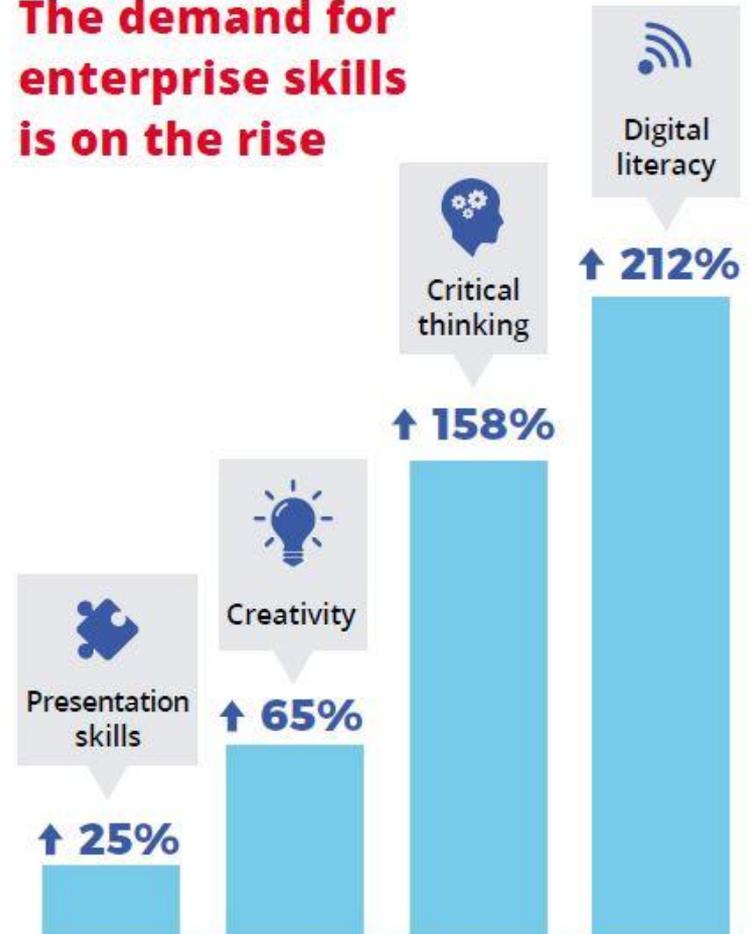


...as compared with similar earlycareer job ads that don't request these skills.

The trend is **here to stay**

JOBS OF THE **FUTURE**

## The demand for enterprise skills is on the rise



...as observed in earlycareer job ads over the past 3 years

# RADICAL CHANGE

TEACH AND TRAIN FOR A  
WORLD AFTER JOBS

POST-SCARCITY  
COLLABORATIVE  
EFFICIENT  
GUARANTEED INCOME

EMOTIONAL, SPIRITUAL AND  
NEW FORMS OF  
INTELLIGENCE

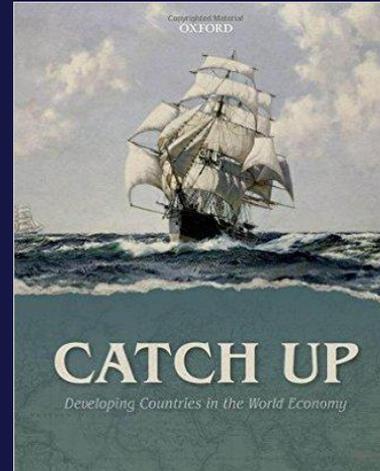
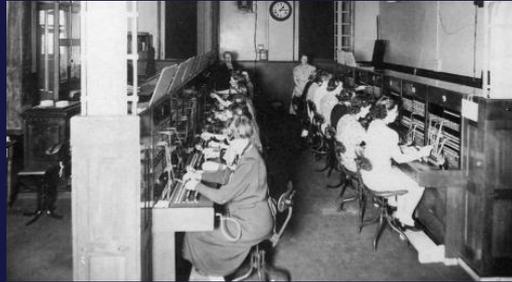
“People, planet, purpose, and  
prosperity”



# 4a Creating alternative futures

No Change

*For jobs that no longer exist*



Marginal Change

*Catching up*

Adaptive change

*How well do you get along with your robot?*

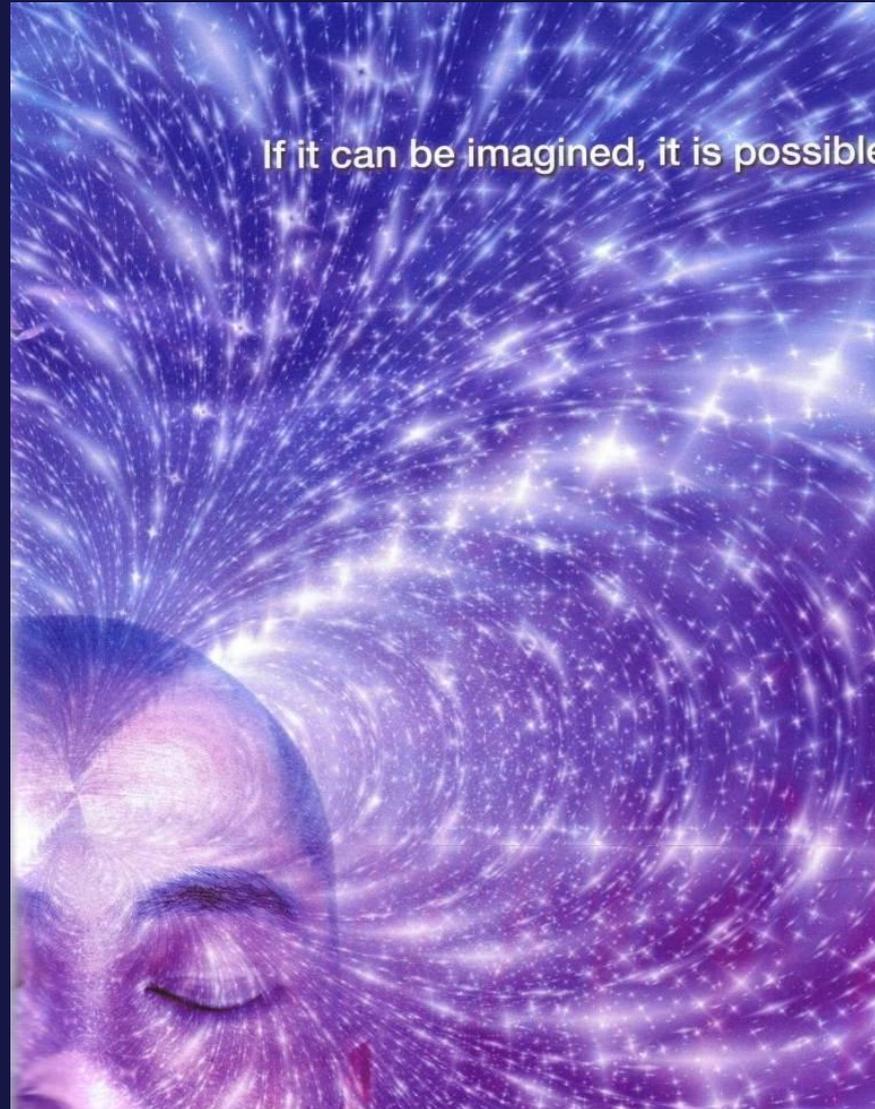


Radical change

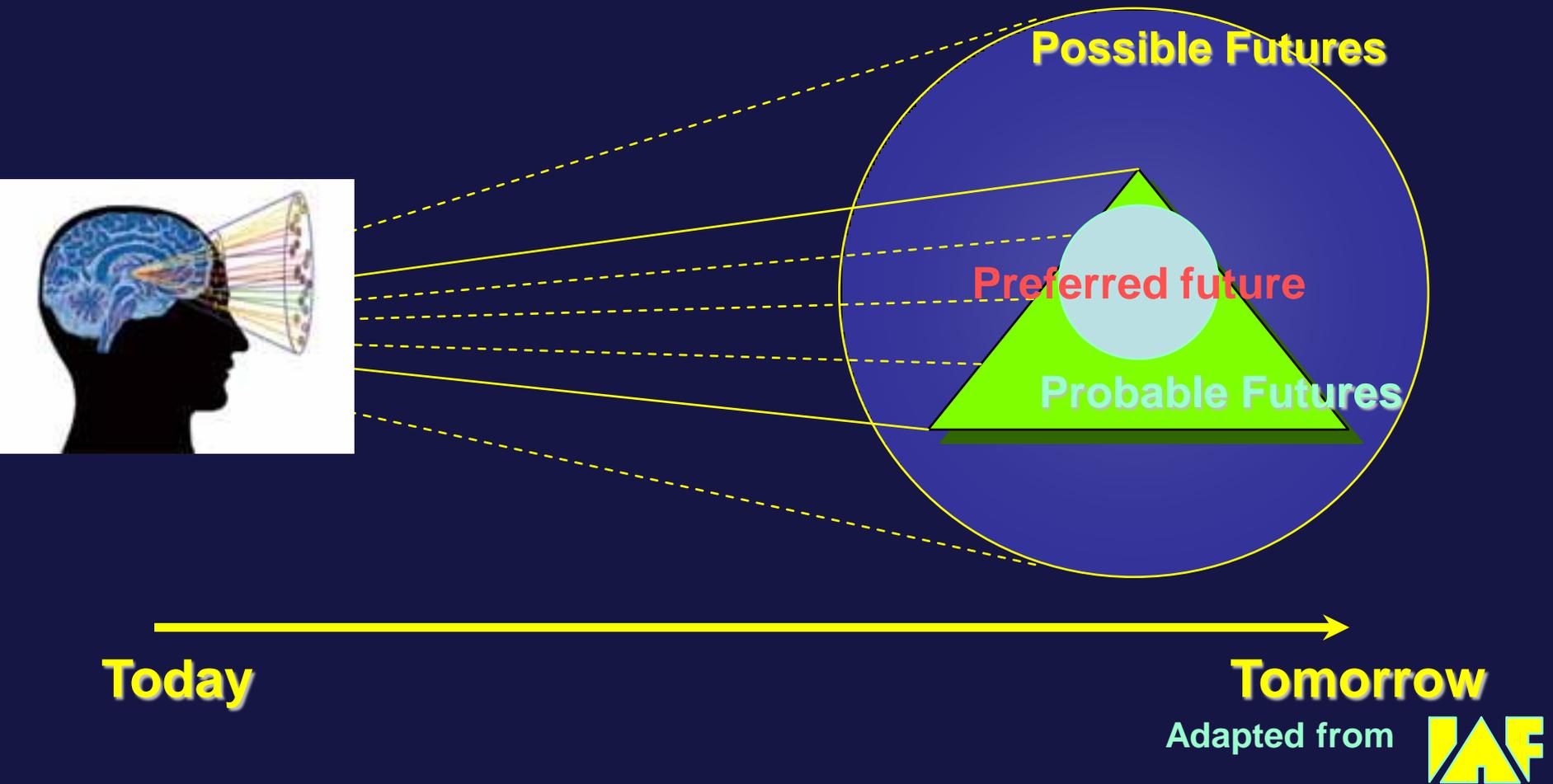
People, Planet, prosperity, and purpose

*A world after jobs*

# 5 What do you want the future to be like?



# Possible, Probable and Preferred Futures



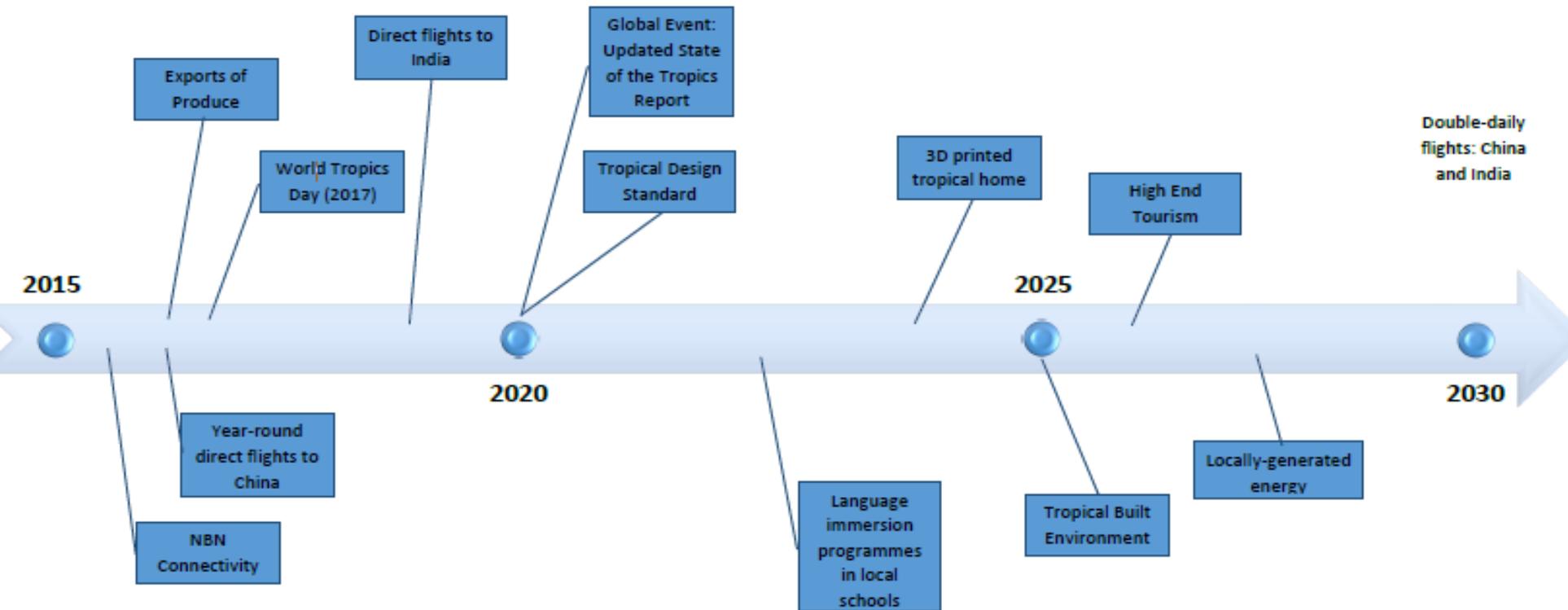
Today

Tomorrow

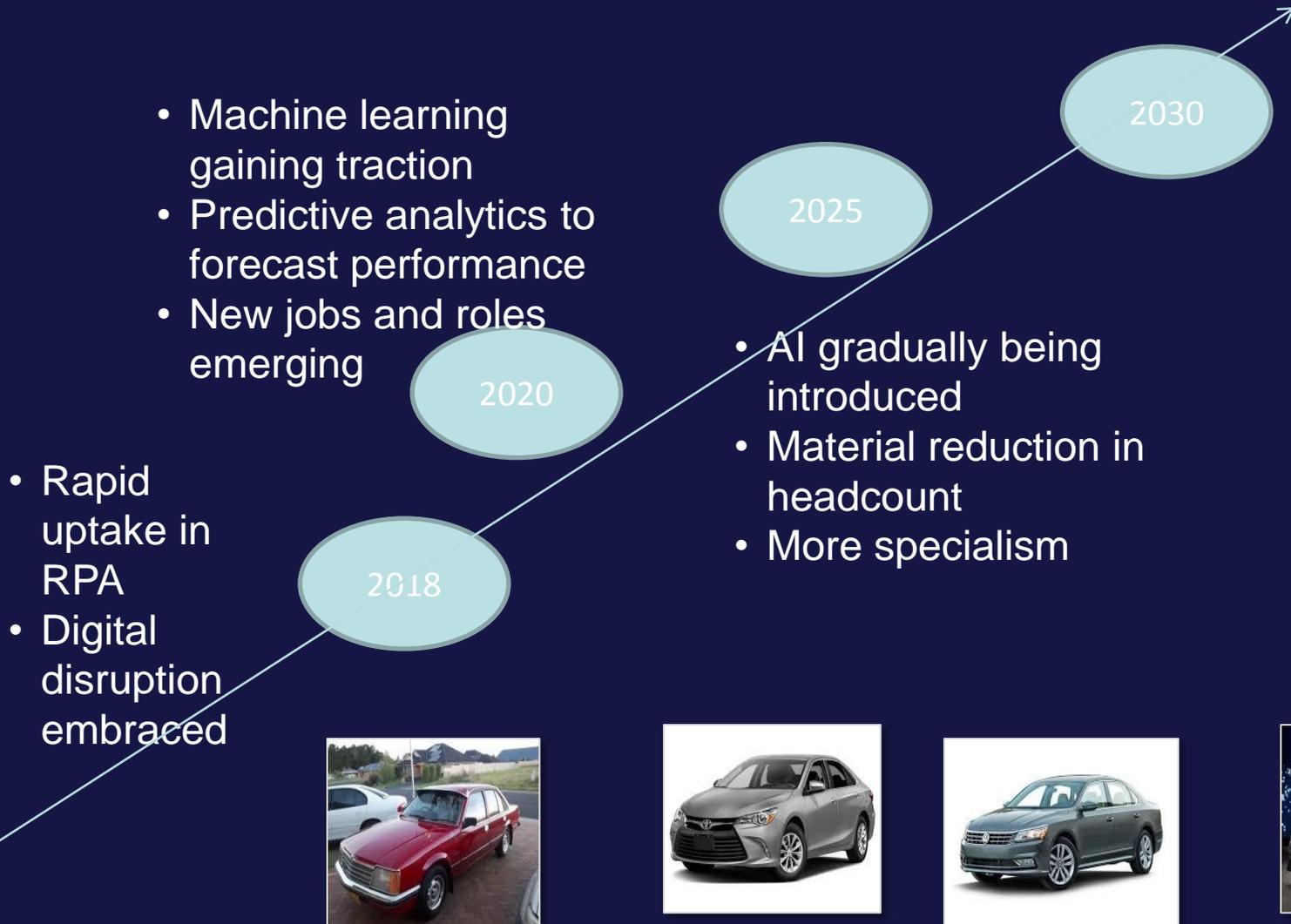
Adapted from



# 6 How did you get to the preferred?



# Backcasting



## VISION:

- Finance as we know it doesn't exist
- Robotics and AI execute most processes
- New jobs exist that manage and embed these technologies



# 7 what is your story?



# Two differing metaphors

AlfredHealth

The power of the right metaphor

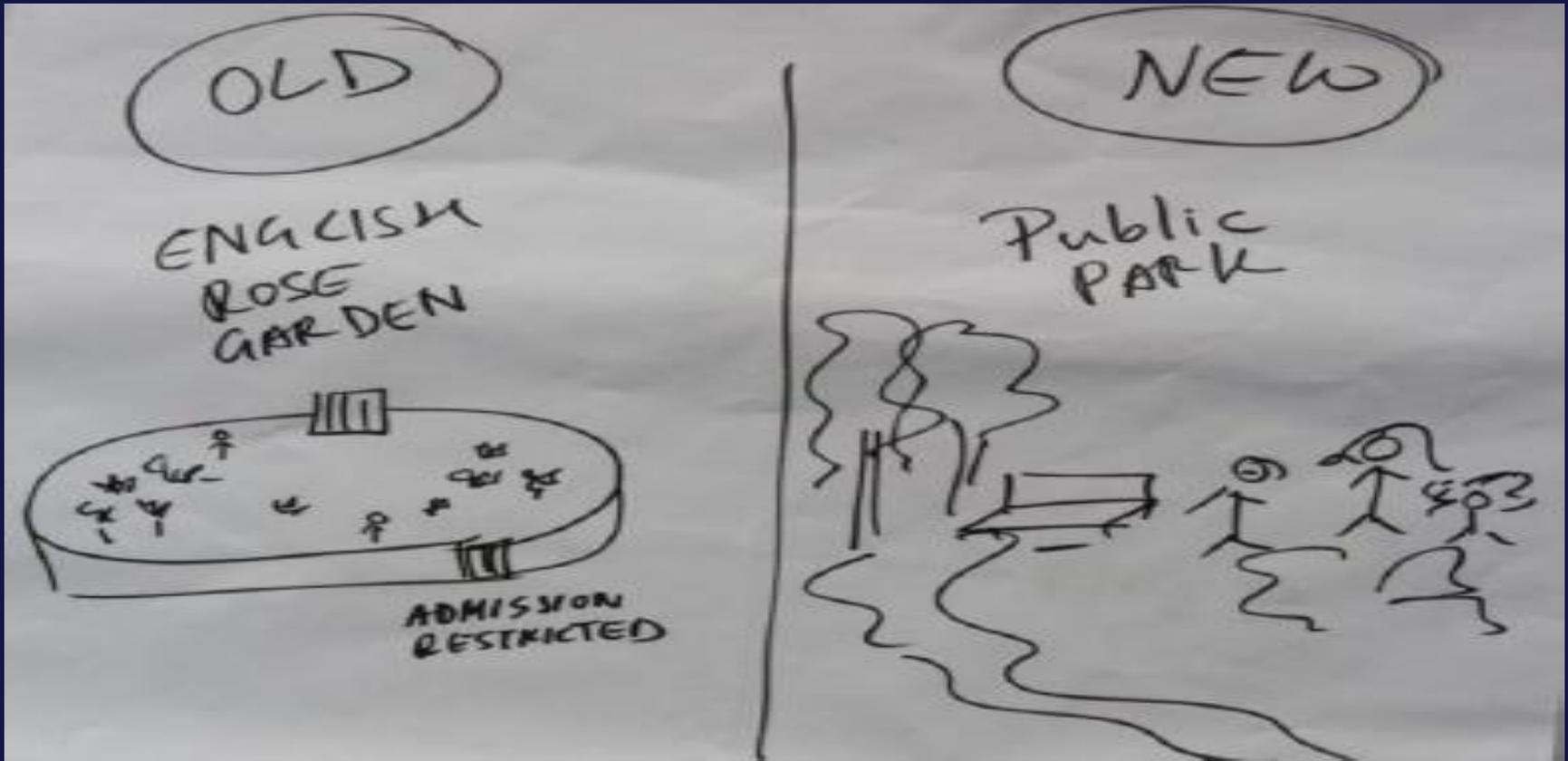


Alfred Hospital



Queensland Health

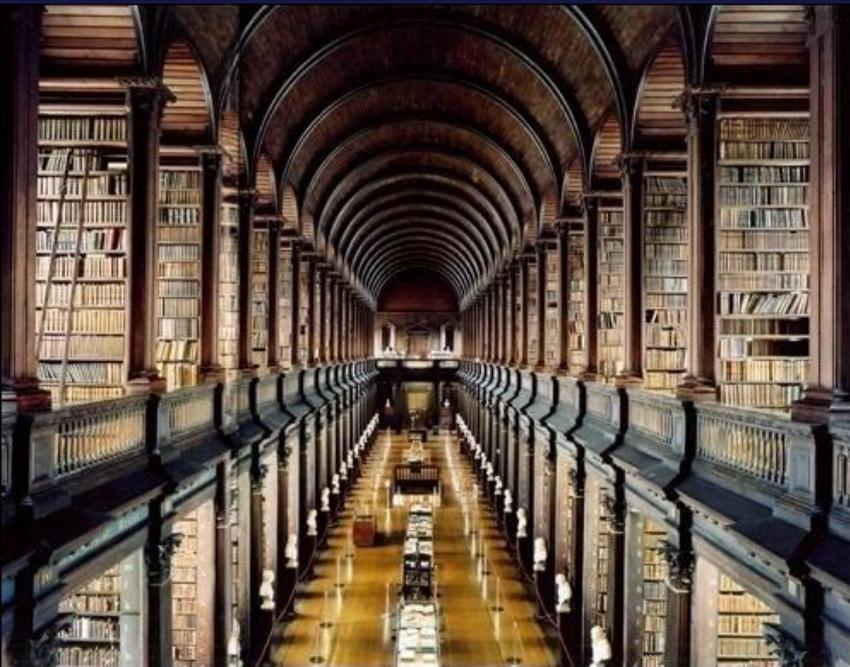
# Higher education in the Islamic world



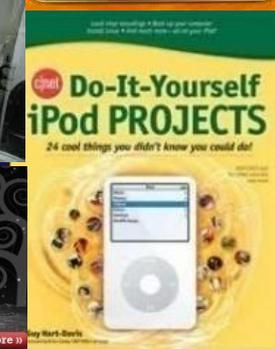
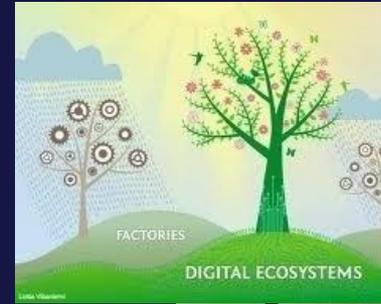
Manicured but  
difficult to enter

Co designed and  
available for all but  
messier

# From the “collection” to the ecosystem of alternatives



Keeper of the collection



Innovator of the gardens

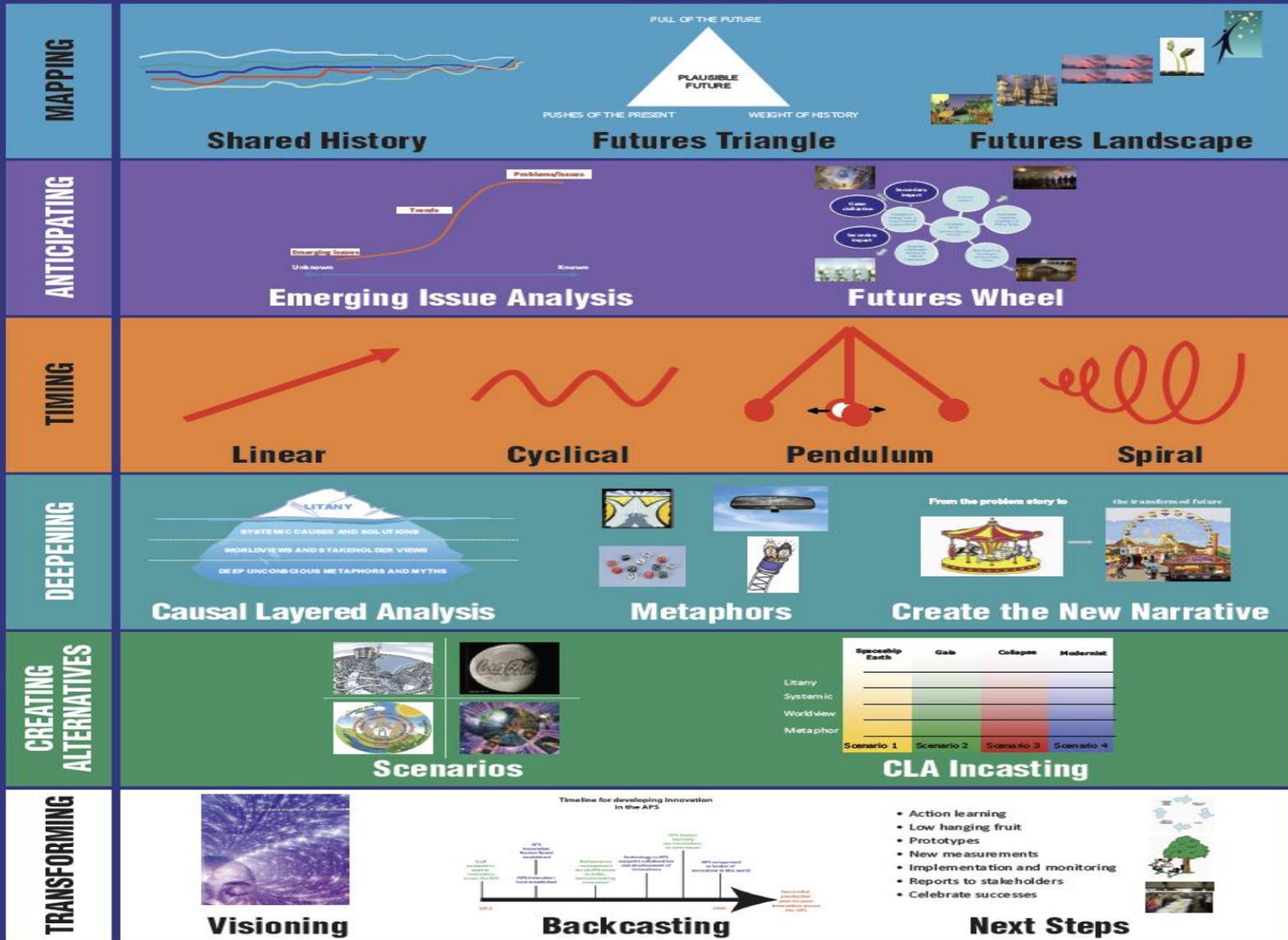
# SAFETY NET WITH HOLES TO TRAMPOLINE

UNHCR – IOM- Geneva perspectives



# FUTURES STUDIES

Sohail Inayatullah and Ivana Milojević

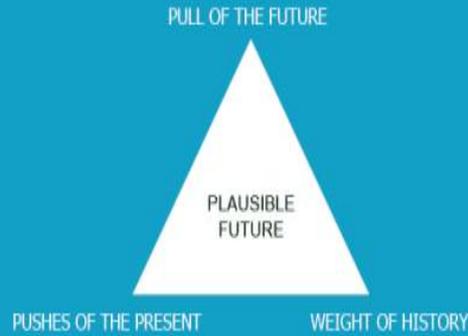


# 1 MAPPING

## MAPPING



**Shared History**



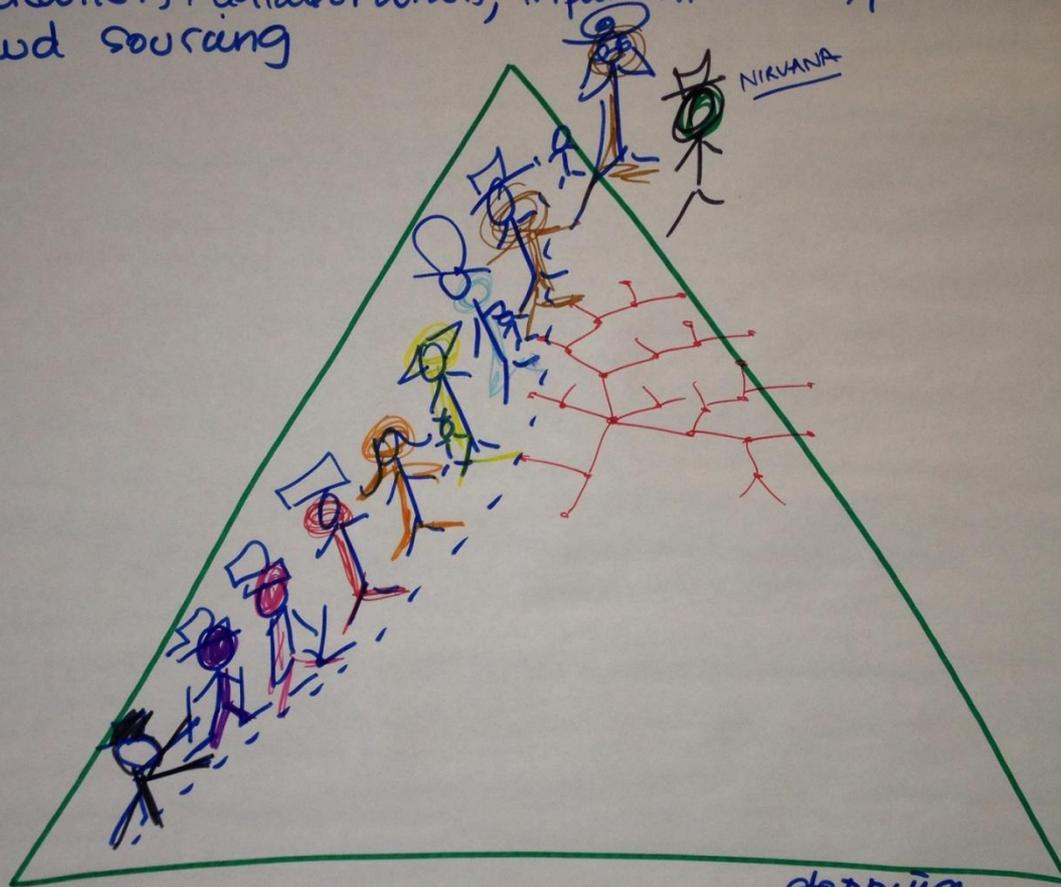
**Futures Triangle**



**Futures Landscape**

# The Connected Museum

Co-creation, Collaboration, input into ideas, planning  
crowd sourcing



## Pushing

- people demanding content across diff platforms/media in diff ways.
- Reprioritise - align strategies to be relevant.
- Diversity
- Sustainability

new world/  
(state) order

## Stopping

- Maintain existing collection/culture sourcing paradigms
- losing position of authority
- wedded to existing priorities

Convenience Lifestyle



Smart Home



Smart Grid Technology (Smart Meter)



Energy Storage



Internet of Things



Renewable Energy



PUSHES



Government Policies



Consumer Price Affordability



Organizational Mind-set



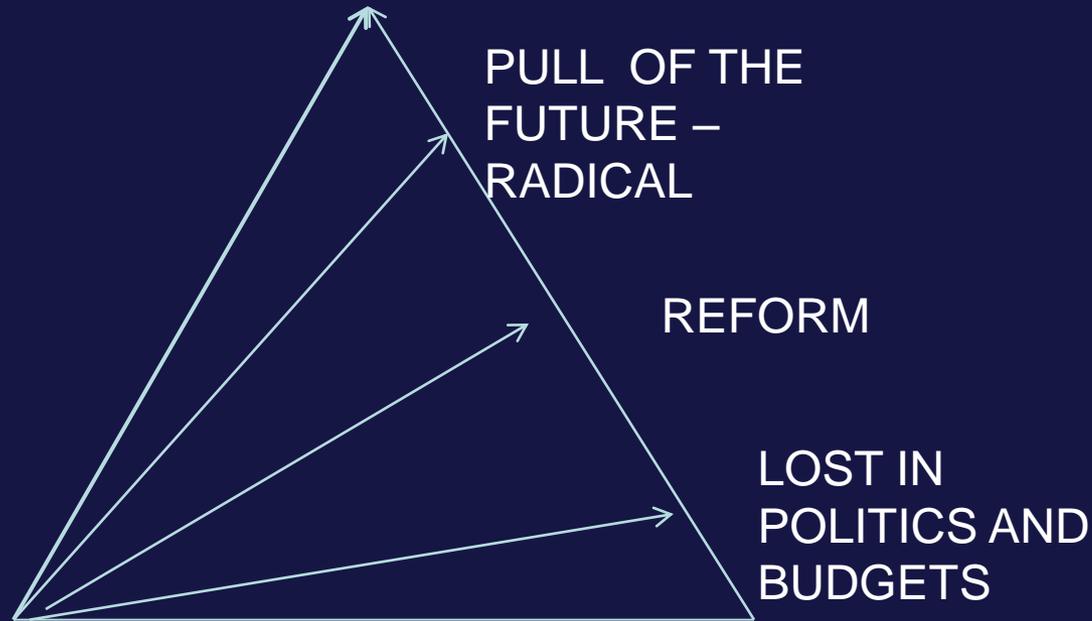
Business Capabilities



WEIGHTS



Whole of Life, Person Centred  
 Dependency to Self-Sufficiency  
 Welfare to Market  
 Optimize quality of service



PUSHES OF THE PRESENT – Lisa Fraser, NDS.

- Evidence-based policy
- Rights movement – choice and control
- Markets and Efficiency
- New Technologies – assistive technologies/early intervention
- Ageing society

WEIGHT OF THE PAST

- Federal-state issues plus party based politics
- Block funding
- Providers uncertain about markets - competition
- Fall through the cracks – not covered
- Challenge of “cap in hand” to “driver’s seat”

Image

Successful love life

change your narrative  
(I don't need love)

Drives

Weights

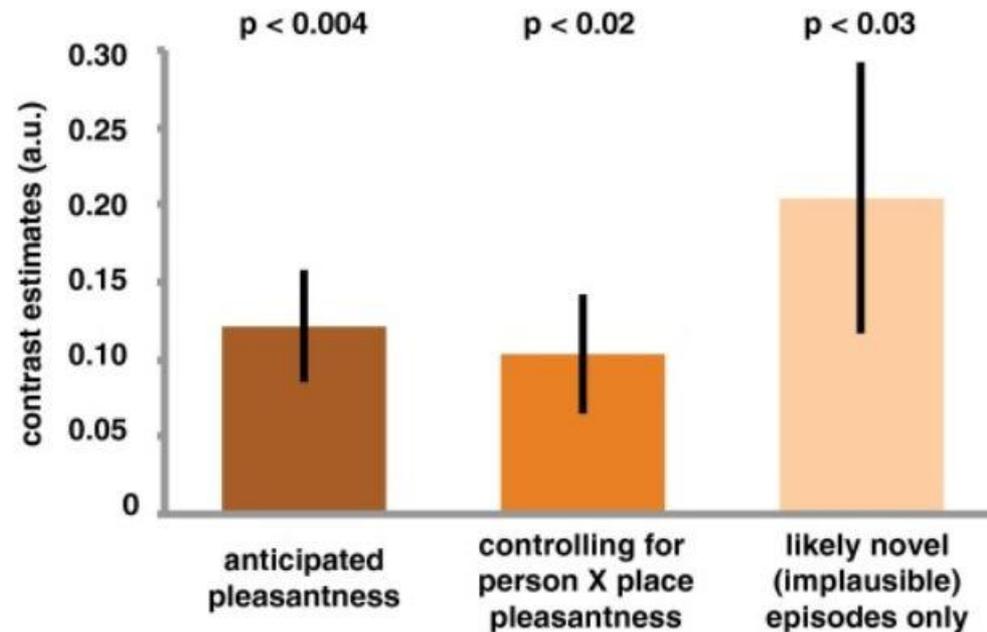
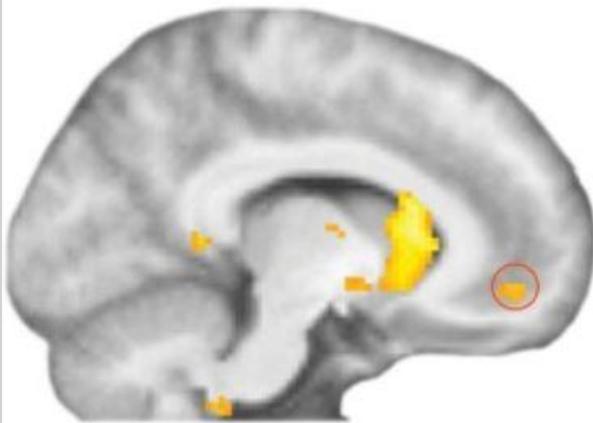
- > obsession with ♡
- > faith in Romance.

- > own weight
- > ego
- > high expectation
- > lack of good men

# Affective futures – immersion in the future enhances preparedness – Jake Dunagan

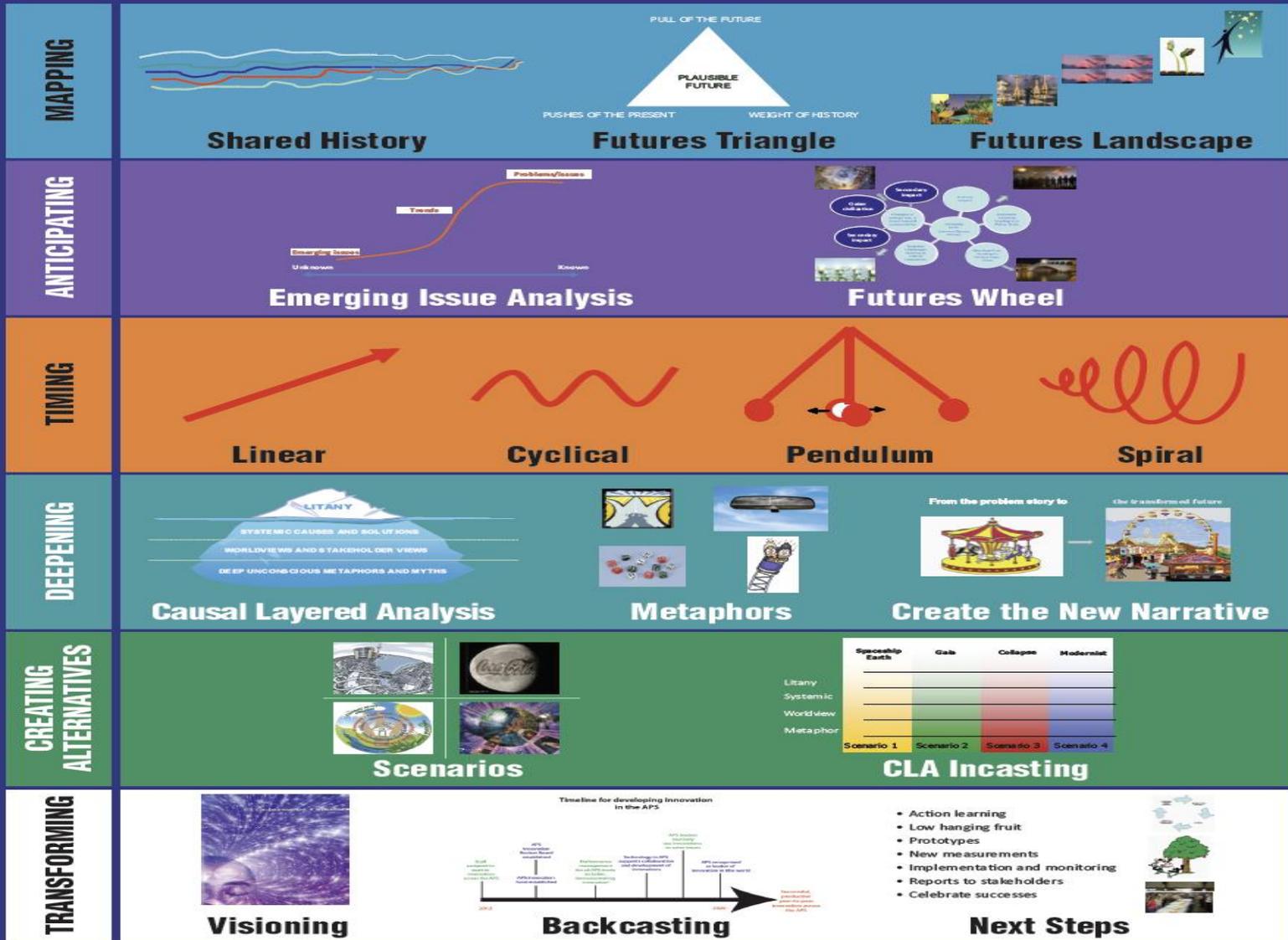


## vmPFC and the emergent affective quality of simulated episodes parametric modulation: anticipated pleasantness



# FUTURES STUDIES

Sohail Inayatullah and Ivana Milojević

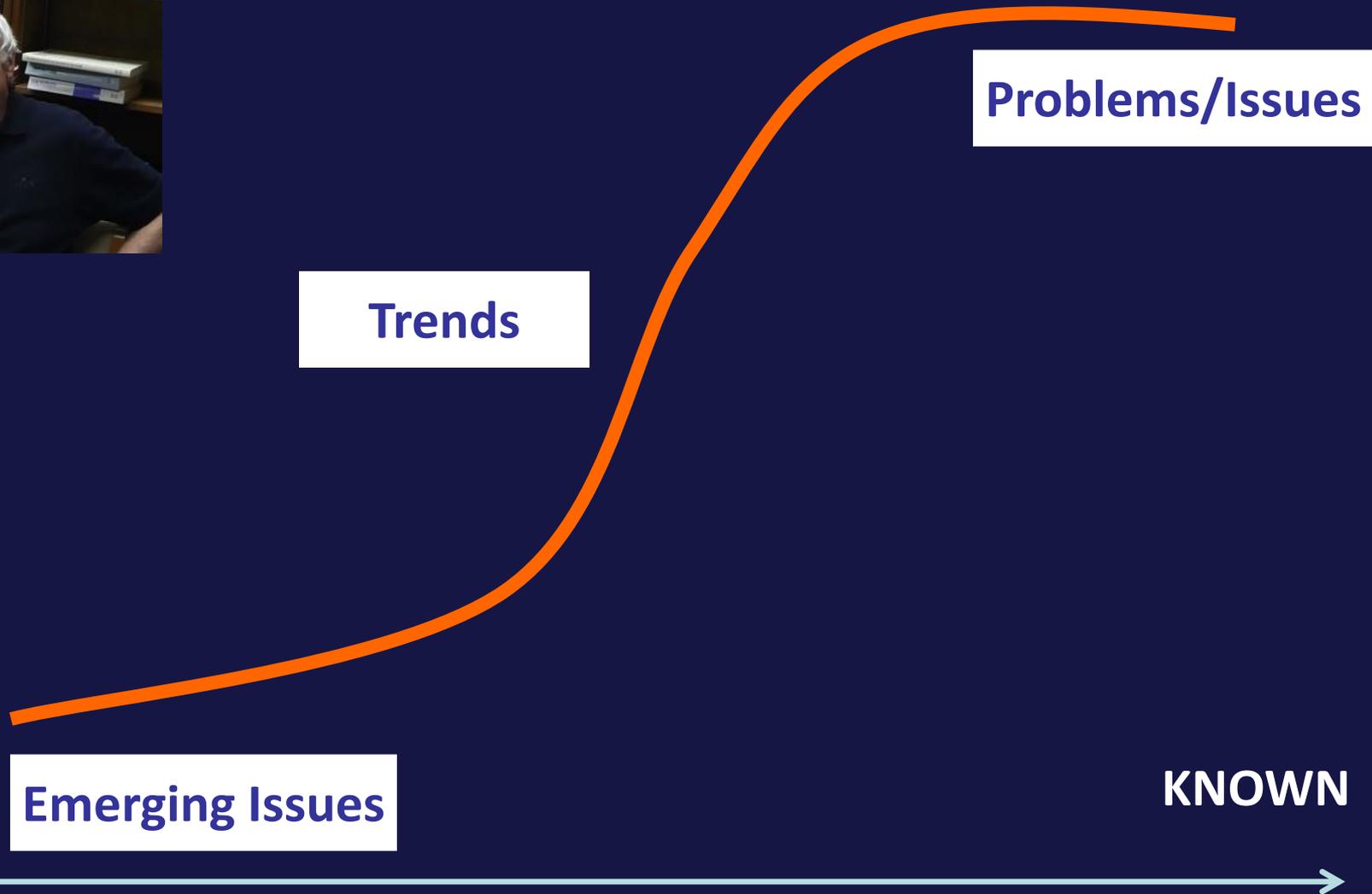


# 2. ANTICIPATING

## ANTICIPATING



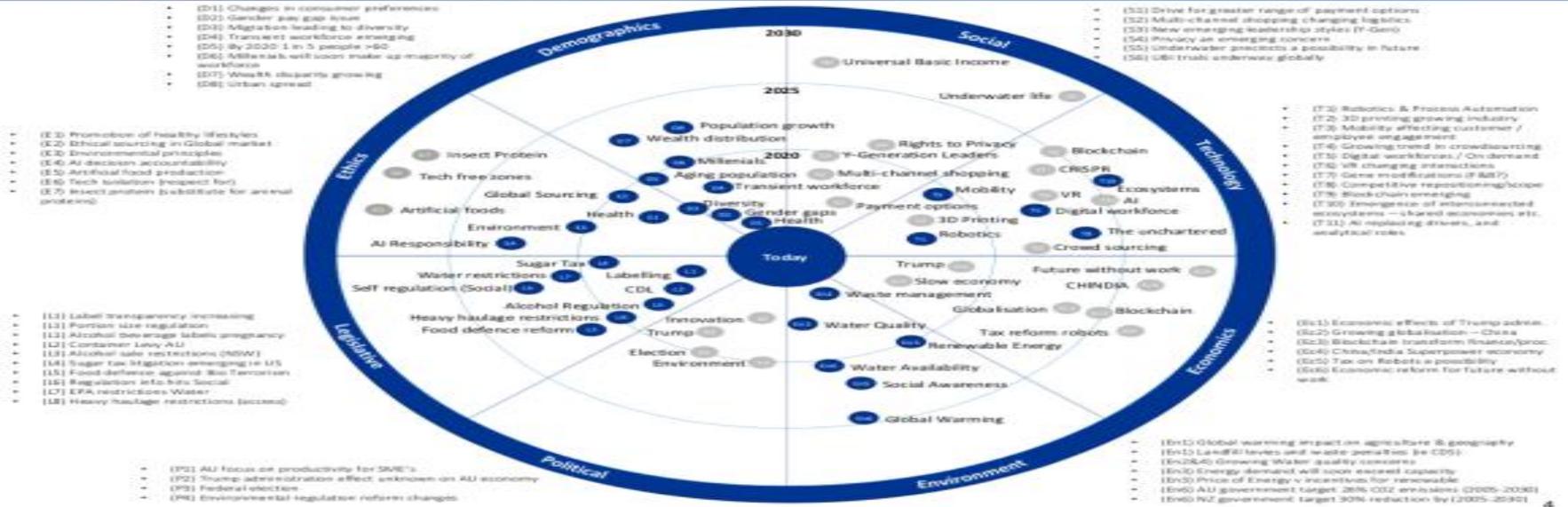
# Emerging Issues Analysis – Graham Molitor



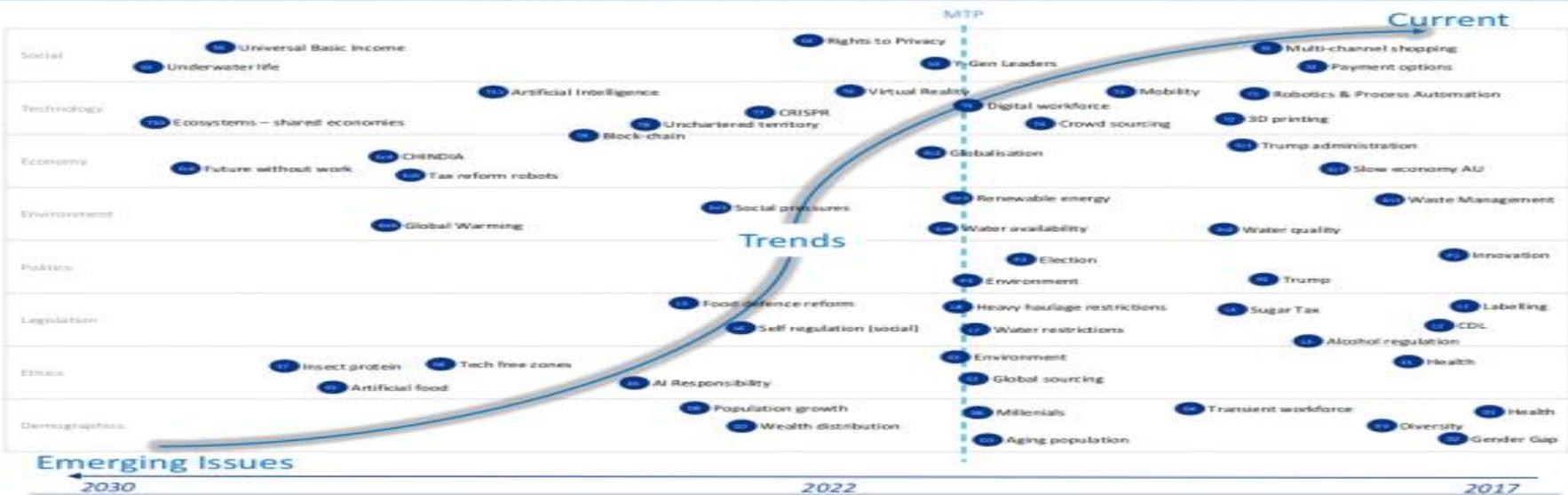
<https://vimeo.com/202717979>



# Environment Scan



# Environment Scan



# Early warning 1912

## The Rodney & Otamatea Times

WAITEMATA & KAIPARA GAZETTE.

PRICE—10s per annum in advance

WARKWORTH, WEDNESDAY, AUGUST 14, 1912.

3d per Copy.

### Science Notes and News.

#### COAL CONSUMPTION AFFECT- ING CLIMATE.

The furnaces of the world are now burning about 2,000,000,000 tons of coal a year. When this is burned, uniting with oxygen, it adds about 7,000,000,000 tons of carbon dioxide to the atmosphere yearly. This tends to make the air a more effective blanket for the earth and to raise its temperature. The effect may be considerable in a few centuries.



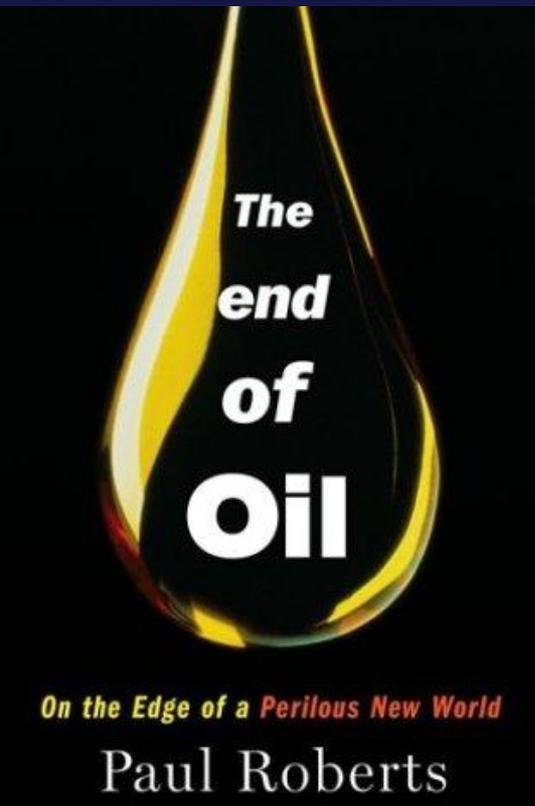
WAVES OF CHANGE

# WAVES OF CHANGE

1. REPRICING OF NATURE – SHIFT TO RENEWABLES AND THE RISE OF PURE MEAT
2. WE ARE MAKERS – HOUSEHOLDS CREATE ENERGY AND DESIGN
3. THE RISE OF AI, SENSORS AND ROBOTS
4. PEER TO PEER AND COOPERATIVES – end of the middle man
5. END OF THE TRADITIONAL JOB – GURANTEED INCOME?



# 1. Environmental Challenges – *repricing of nature*



# Only sun and seawater - sundrop

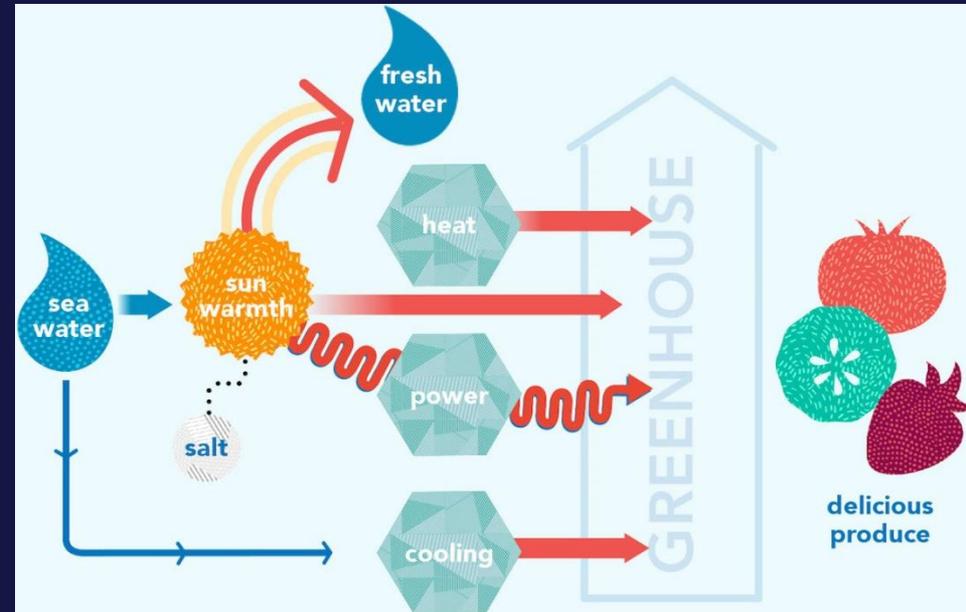
First commercial agricultural system of its kind

50 acres

No groundwater, nor soil, nor pesticides, nor fossil fuels

At this stage only grows tomatoes

Seawater plus solar energy



# SUPER MEAT

- HUMANE – NO ANIMALS KILLED, AN END TO THE 57 BILLION KILLED ANNUALLY
- SLOWS DOWN GLOBAL WARMING
- HEALTHIER - SUPERVISED
- CHEAPER – EACH HOUSEHOLD ITS OWN MEAT CULTIVATION 3D PRINTER
- 1 BURGER NOW 16.00 USED TO BE 350,000 US\$



# Why billionaires like Bill Gates and Richard Branson have invested in a company that "makes" meat

Memphis Foods claims to make 'clean meat' and could hold the solution to the world's food crisis



# 2 The new manufacturing: 3d printed everything?

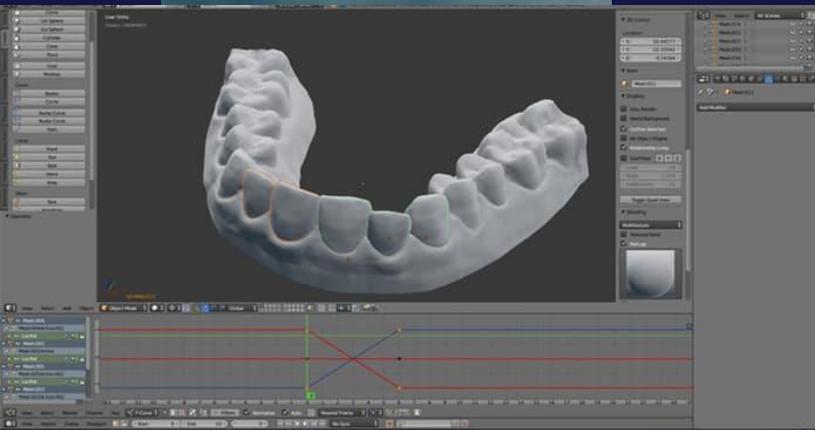
– *You are the maker*



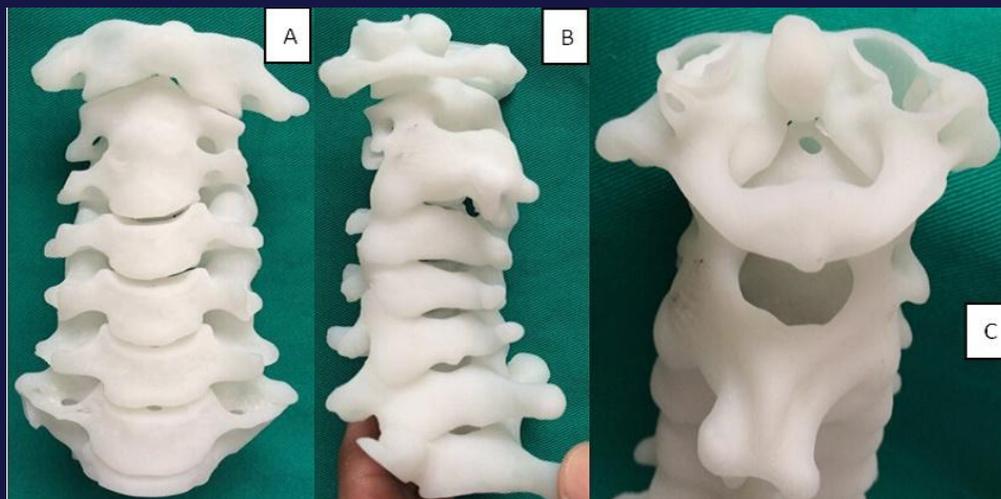
**WE ARE  
ALL  
MAKERS.**



# Brace and hand made by teens 25\$ plus labour for the hand



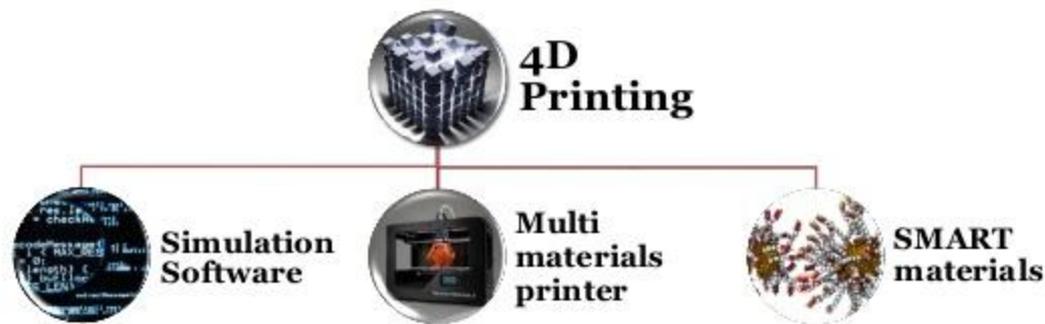
# Bio-fabrication



# 3d objects that transform through time

9

## Important Aspects of 4D Printing



Simulation software for self-assembly and design constraints optimization.

- ❑ Autodesk
- ❑ CATIA
- ❑ Open Source

3D printer with capability to print multiple SMART materials

- ❑ Stratasys
- ❑ ROVA
- ❑ SolidView
- ❑ GeoMagic

Materials that change shape upon external stimuli

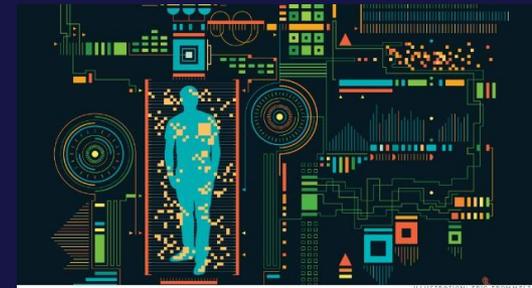
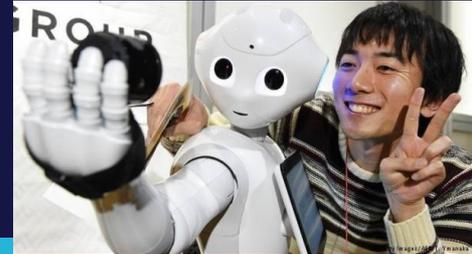
- ❑ Shape memory alloy
- ❑ Self healing materials



# 3. The rise AI/robots

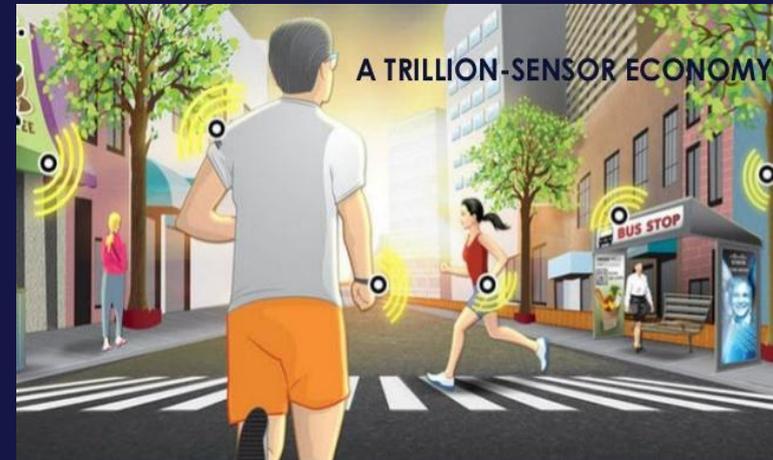
## how well do you get along with your robot?

- Personalized
- Learning and on demand
- Big Data-AI driven ie predictive
- Does undesirable tasks



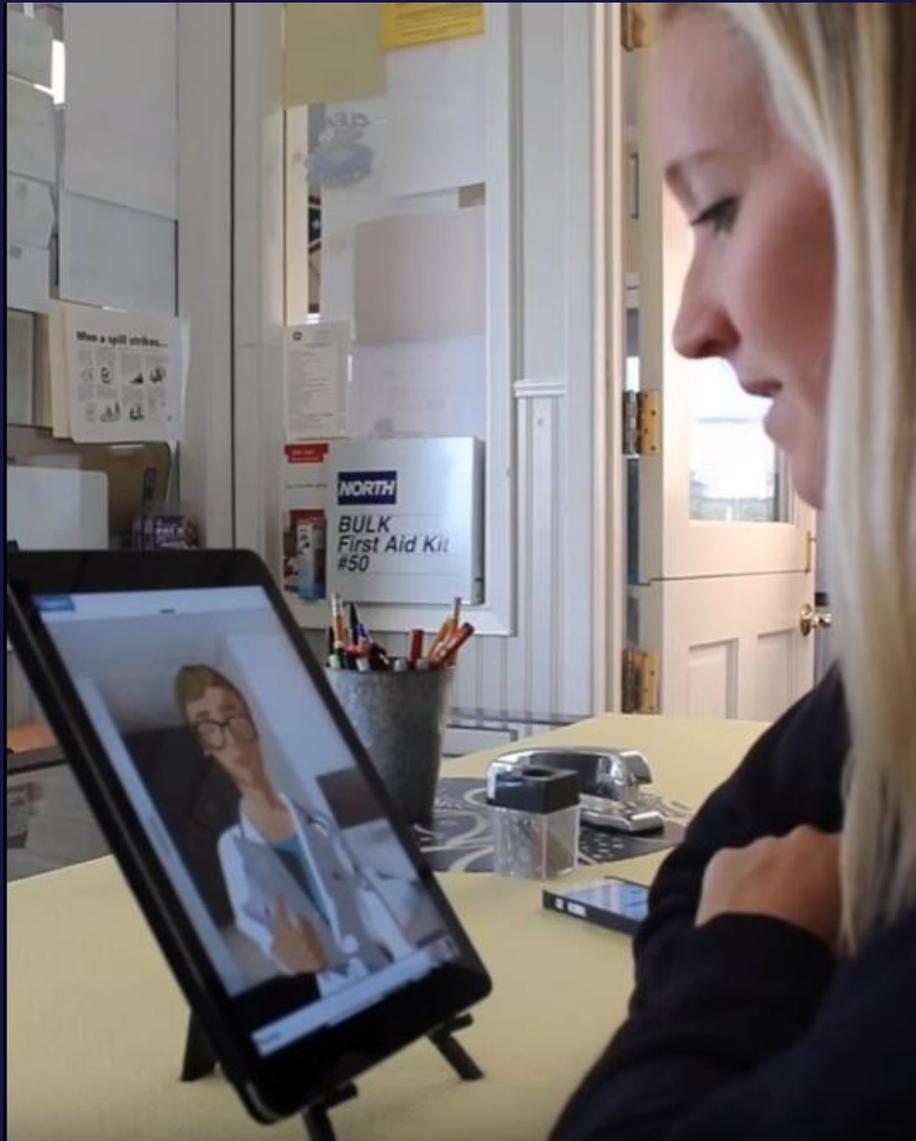
# A TRILLION DOLLAR SENSOR ECONOMY

- 100 billion connected devices linking people (and their emotions) with processes, places, and data
- 5 billion plus hyper-connected people
- Protect the vulnerable – Dutch police



# Using emotionally intelligent Avatars for health –

[https://youtu.be/o9eG\\_Gmm1LE](https://youtu.be/o9eG_Gmm1LE)



idavatars

Settings, Medication, Microphone, Camera, Clipboard, Profile icons

### User Information

Mon, May 26 3:09 PM

Name: Laura H. Smith  
Age: 28  
DOB: 09-05-85  
Weight: 130 lbs.  
Location: Emeryville, CA

Dr. David M. Maxwell, MD.  
Doctors Medical Center  
(510)-388-3787  
1900 Powell St.  
Emeryville, CA, 94608

Next Appointment:  
Wednesday June 11th, 2014

### Prescription Information

Indication: Psoriatic arthritis

Dosage: 5mg/kg	Dosage: 400mg
Start Date: 8-28-13	Frequency: Every 6 Hours *While problems persist
Frequency: Every 8 Weeks	Side Effects: Abdominal pain, Acid or sour stomach, Bleeding, Bloating, Cloudy Urine, Decrease in amount of urine, Full feeling, Heartburn, Indigestion, Itching skin...
Last Infusion: 4-16-14	
Next Infusion: 6-11-14	
Location: Emeryville Clinic	
Side Effects: [checkmarks]	

### Discussions

Treatment	Recent
	5/26/14 - 3:08 PM - 00:03:01
	5/22/14 - 8:13 PM - 00:11:03
Medications	5/08/14 - 9:10 AM - 00:16:10
Calendar	4/20/14 - 1:46 PM - 00:07:54
Data	

Topic | Date | Keyword | Length | Time

SPHIC: Hi Laura, how's it going?  
LAURA: Well, up and down...I'm just frustrated with this pain and stiffness.  
SPHIC: It sounds like you're a little down today. Any changes over the last couple of weeks?  
LAURA: Maybe. My back hurts and one of my fingers is swollen.  
SPHIC: How long has your finger been swollen?  
LAURA: About a week. The pain was moving around from...

Left Hand - Back

EMR

# **Austrian brothel buys a SECOND sex doll after its first became more popular with customers than real women**

- The unusual story of 'Fanny', a sex doll which has become the top-selling superstar of the Kontakthof brothel in Vienna, became worldwide news in July
- Kontakthof brothel rents out sex doll Fanny for 80 euros (£72.90) per hour
- They have now bought a second sex doll due to the huge demand for Fanny

# Many marries robot in China



**i** Zheng Jijia, 31, decided to 'marry' Yingying after failing to find a suitable human alternative. Photograph: Qiangjing Evening News

# Robot Priest - Germany



Blue Sky Innovation / Technology



# Wisconsin company holds 'chip party' to microchip workers



Tony Danna, left, vice president of international development at Three Square Market in River Falls, Wis., receives a microchip in his left hand at company headquarters on Aug. 1, 2017. (Jeff Baenen / AP)

By **Jeff Baenen**  
Associated Press

Leah's Post

👍 🤔 😡 4 🗨️ 1

👍 Like

💬 Comment

➦ Share



## ANTI-NEWS-NETWORK

👍 LIKE

TRUTH NEWS

# Scientist Believes the Human Microchip Will Become "Not Optional"

BY VISNU PRIYA  
JANUARY 24, 2018

Technologies designed specifically to track and monitor human beings have been in development for at least two decades.

Asiim's Post



See More ▶

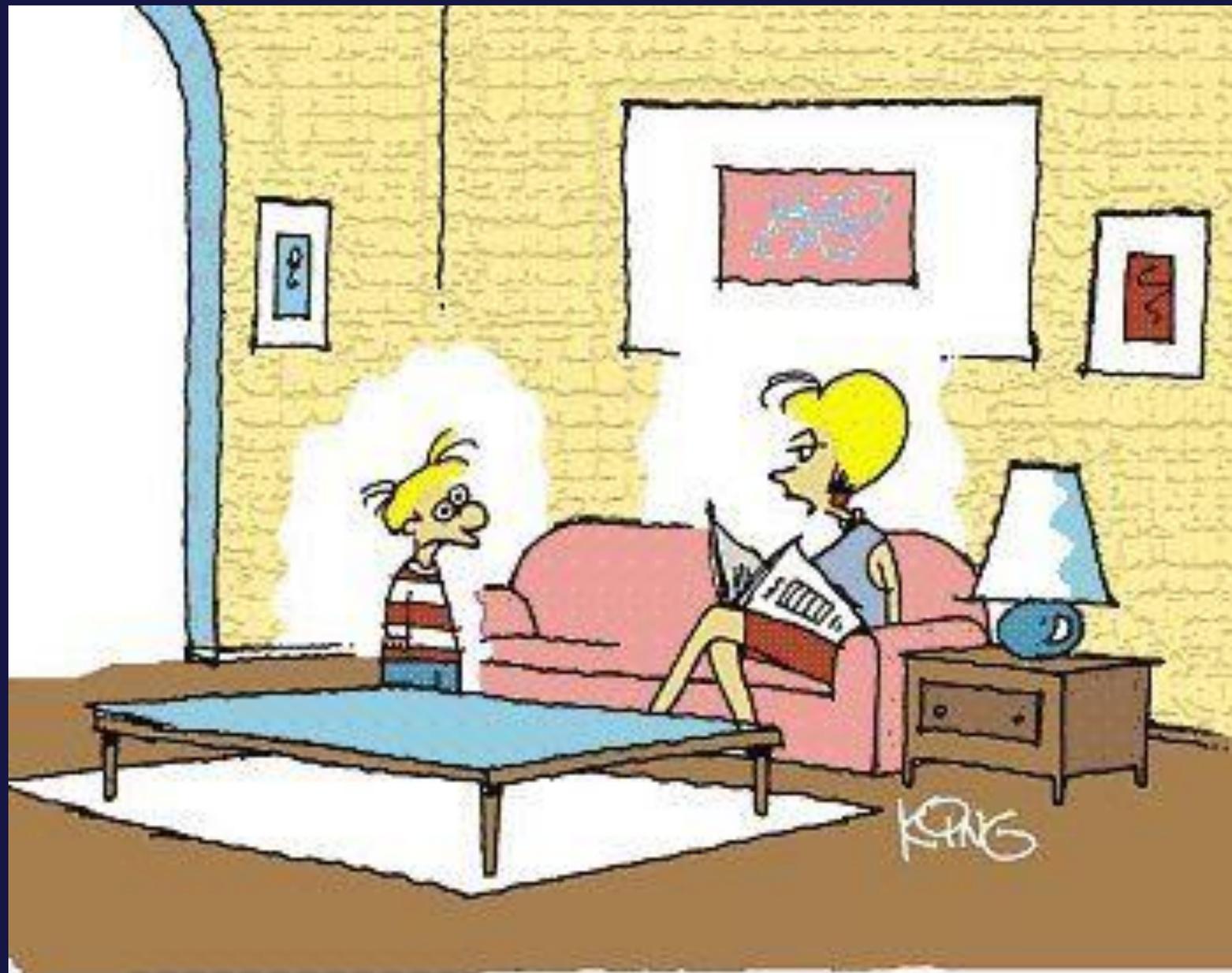
# Law firm hires robot, and robot fires the law firm



[News](#) › [Business](#) › [Business News](#)

## JPMorgan software does in seconds what took lawyers 360,000 hours

A new era of automation is now in overdrive as cheap computing power converges with fears of losing customers to startups



*"No, you weren't downloaded.  
Your were born."*

# William Bossert, Professor of Computer Science, Harvard

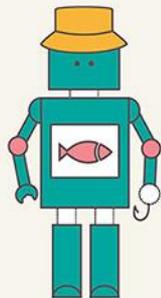
- If you're afraid that you might be replaced by a computer, then you probably can and should be.*

Risk of being replaced:

80-90%



Taxi Drivers



Fishermen



Bakers



Fast Food Cooks

SOPH. ORDOÑEZ/SHUTTERSTOCK

Risk of being replaced:

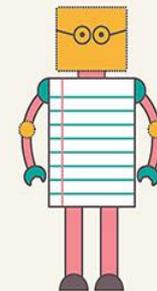
90-100%



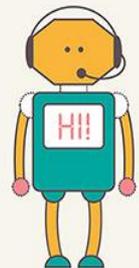
Models



Sports Umpires



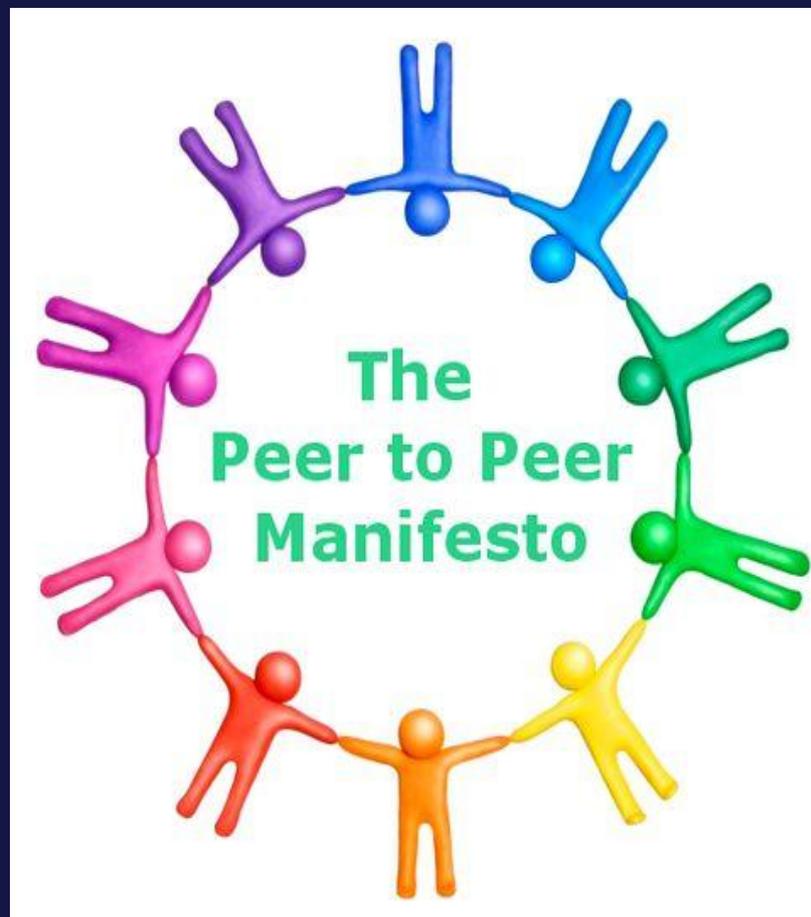
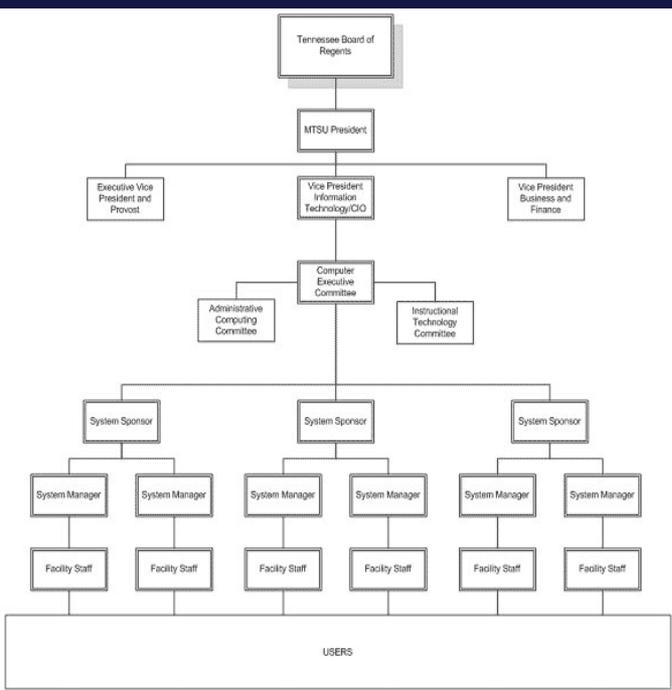
Paralegals



Telemarketers

SOPH. ORDOÑEZ/SHUTTERSTOCK

# 4 The rise of peer to peer – end of the middle man



users adds value

# The new cooperative economy



- GE – co-creation economy
- Reduce investment costs by crowdsourcing innovation
- Wider reach – titanium jet engine bracket design won by 21 year old student from indonesia
- Used 3d printing

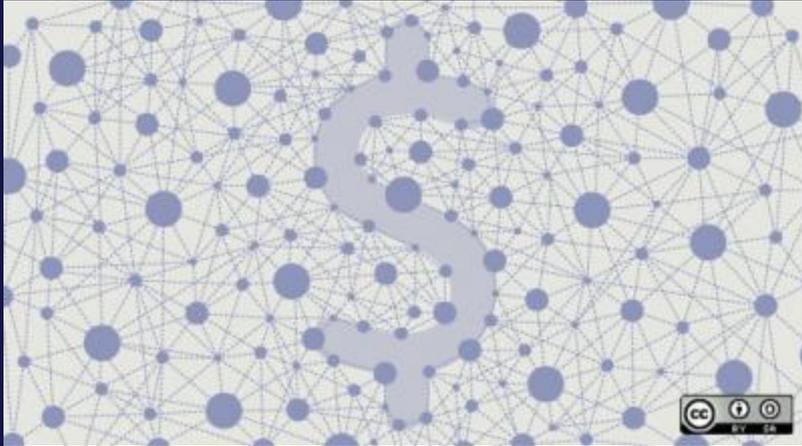






*“These smug pilots have lost touch with regular passengers like us. Who thinks I should fly the plane?”*

# Efficient and cooperative?



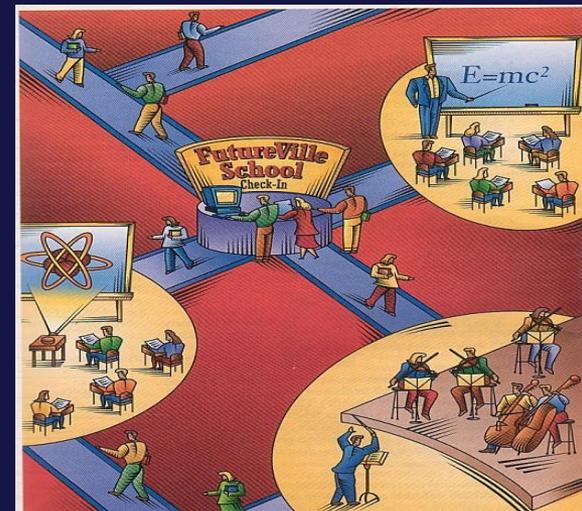
- Corporatist – economies of scale
- To efficiency sharing



- To cooperative ie uber drivers and others create cooperative platforms

# 5 The new jobs?

- The decline of the full time job
- Flexi work (end of 9/5 and the prison of the office)
- Portfolio career
- New jobs - robot design



# JOB LOSSES

A Knocker-up (sometimes known as a knocker-upper) was a profession in England and Ireland that started during and lasted well into the Industrial Revolution and at least as late as the 1920s, before alarm clocks were affordable or reliable. A knocker-up's job was to rouse sleeping people so they could get to work on time. Mary Smith earned sixpence a week shooting dried peas at sleeping workers windows



# The great rise of inequity – perceived injustice

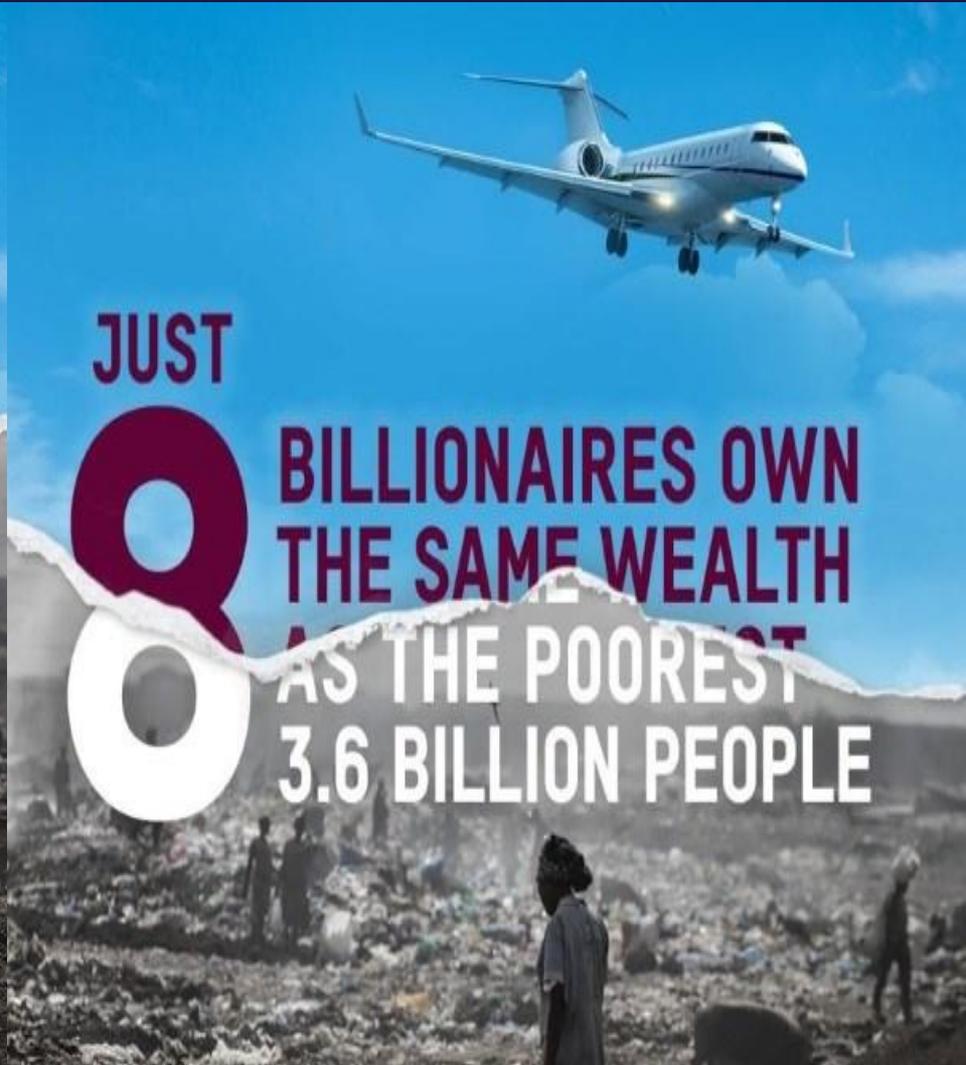


**THE WORLD'S**  
**62** RICHEST PEOPLE OWN  
THE SAME WEALTH  
AS THE 3.6 BILLION  
POOREST PEOPLE

**IT'S TIME TO END THE  
ERA OF TAX HAVENS**



**OXFAM**



**JUST**  
**8** BILLIONAIRES OWN  
THE SAME WEALTH  
AS THE POOREST  
3.6 BILLION PEOPLE

# Factory workers to robots

As Adidas announces a new robot shoe factory, an ILO report says up to 90% of workers in South-east Asia could face unemployment due to automation



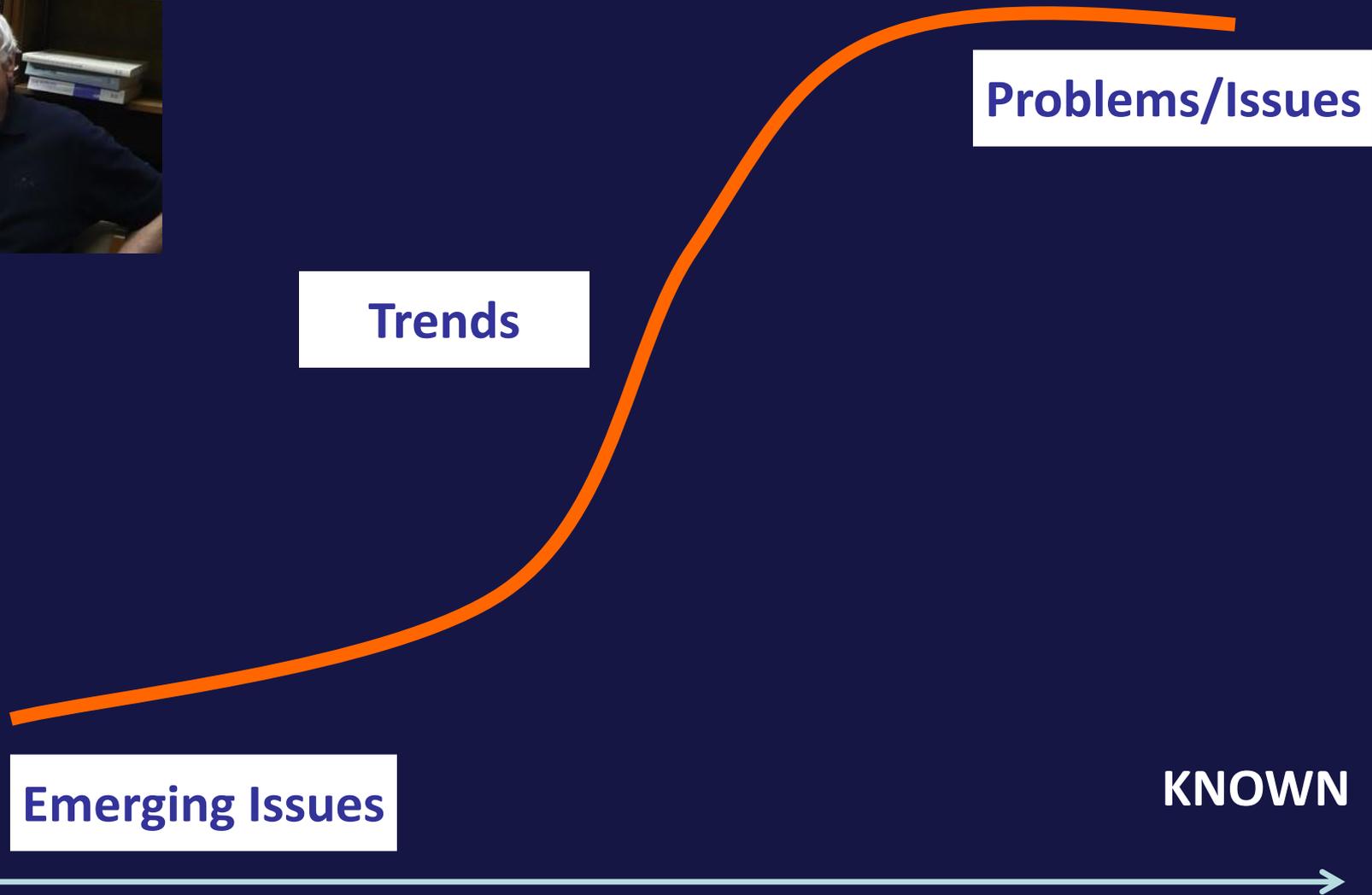
# What to do?

Her next step was clear but she wasn't so sure about the one after that



horacek

# Emerging Issues Analysis – Graham Molitor



# WAVES OF CHANGE

1. REPRICING OF NATURE – SHIFT TO RENEWABLES AND THE RISE OF PURE MEAT
2. WE ARE MAKERS – HOUSEHOLDS CREATE ENERGY AND DESIGN
3. THE RISE OF AI, SENSORS AND ROBOTS
4. PEER TO PEER AND COOPERATIVES – end of the middle man
5. END OF THE TRADITIONAL JOB – GURANTEED INCOME?





# Anticipation – Futures wheel

- First and second order impacts
- Logical thinking
- Green hat
- Robust
- All views included



# GOLD COAST AND GLOBAL CHANGES



Sea level rise  
Peak Oil  
Water shortages

Prices rise  
Flooding

Housing prices drop

Depression – dislocation



New green social and material products for asia and australia

Innovation



Redesign city  
Venice of Australia

New jobs

New Economy and society

# 3 TIMING

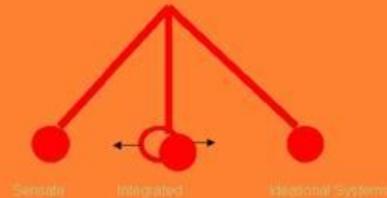
## TIMING



**Linear**



**Cyclical**



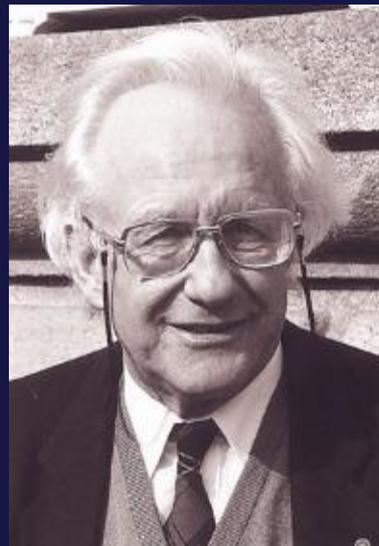
**Pendulum**



**Spiral**

# Johan Galtung

- Macrohistory defined – search for patterns, stages of history, through time. History of social systems, searching for regularities, the causes of change through time.



MACROHISTORY AND  
MACROHISTORIANS

Perspectives on Individual, Social,  
and Civilizational Change

*Edited by Johan Galtung and Sakari Saarela*

MACROHISTORY AND  
MACROHISTORIANS

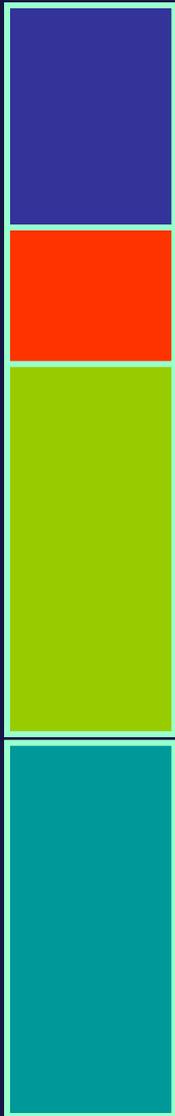
Perspectives on Individual, Social,  
and Civilizational Change

*Edited by Johan Galtung and Sakari Saarela*



# Meso Change

Jenny Brice



Carriers of infection, change agents

Resisters, quarantine

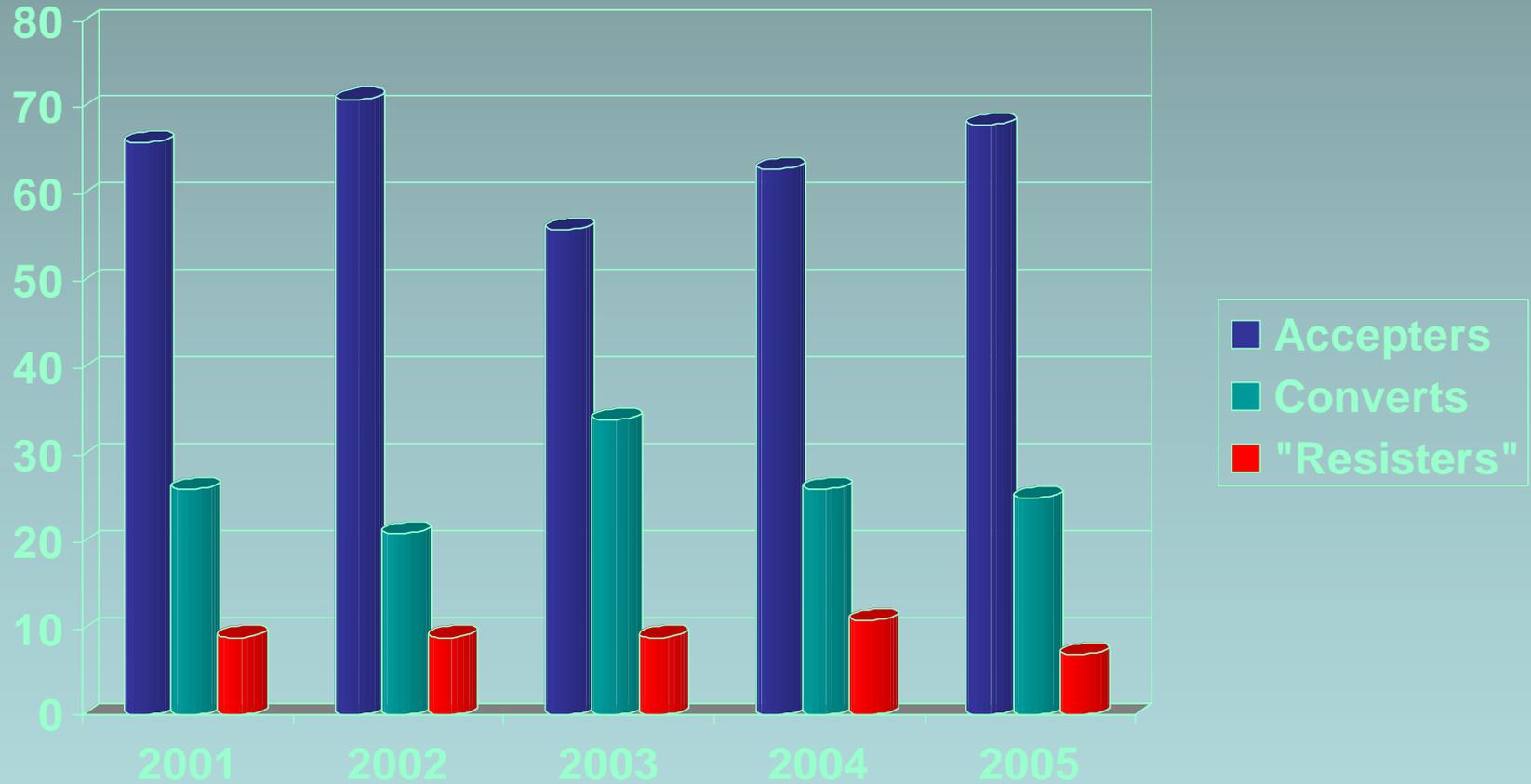
Asleep, wake up

Possible carriers, infect them



# “Transforming” learners

Patricia Kelly – Globo Sapiens



THE FUTURE IS BRIGHT

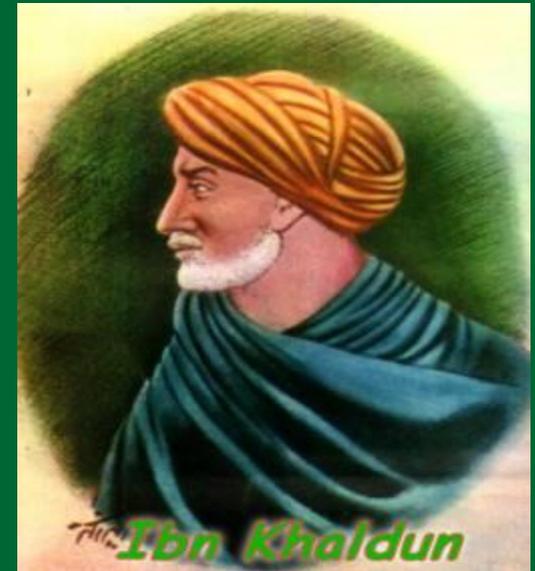
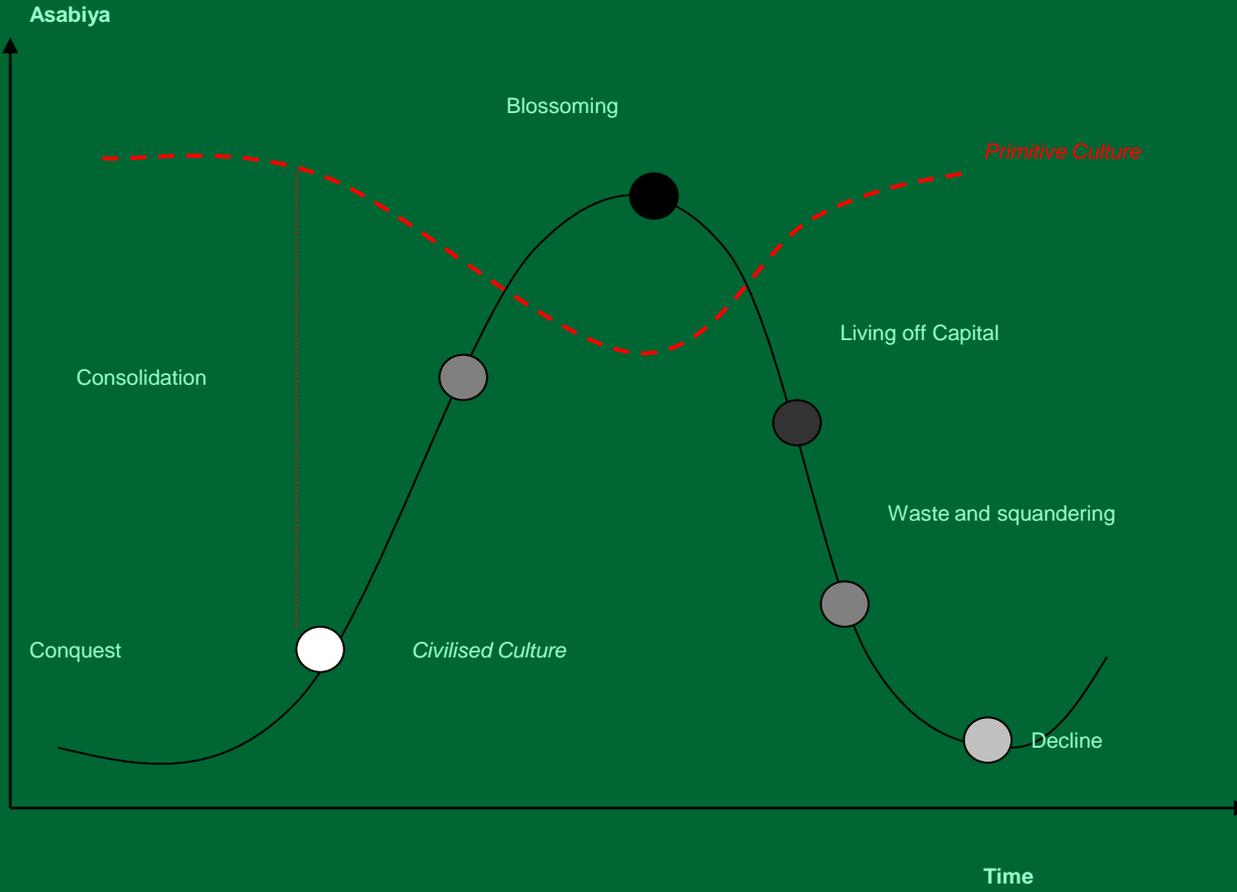


I CAN  
INFLUENCE  
THE FUTURE -  
AGENCY

THERE ARE  
GRANDER  
FORCES AT P LAY  
- STRUCTURE

THE FUTURE IS BLEAK

# Ibn Khaldun – asabiya and generational decline



# Decline over three to four generations

## Dysfunctional Family Businesses

GUCCI

HOGAN • ADIDAS & PUMA • FOX • VIACOM • HYATT

HILTON • SPIN • SPELLING • GUCCI • SEAGRAMS



24 DAILY EXPRESS Sunday March 26, 1995

Man who was the last link with a fashion empire is gunned down in the final act of a family drama

**Curse of the GUCCI dynasty**

By DANIEL MCGHORY

**CONTRACT KILLERS... it's murder 90s style**

DAY TWO

By FENTON BRESLER

ALL THE NEWS OF THE WEEK

THE MURDER OF PAOLO GUCCI, 47, was the final act of a family drama that has been building since the death of his father, Guccio Gucci, in 1953. The Gucci family has been a source of controversy and scandal for decades, with a long history of infighting and power struggles. The murder of Paolo Gucci, the last link with the fashion empire, has reignited the family drama.

La fortuna no sólo es ciega, sino que ofusca y ciega también a los favorecidos.

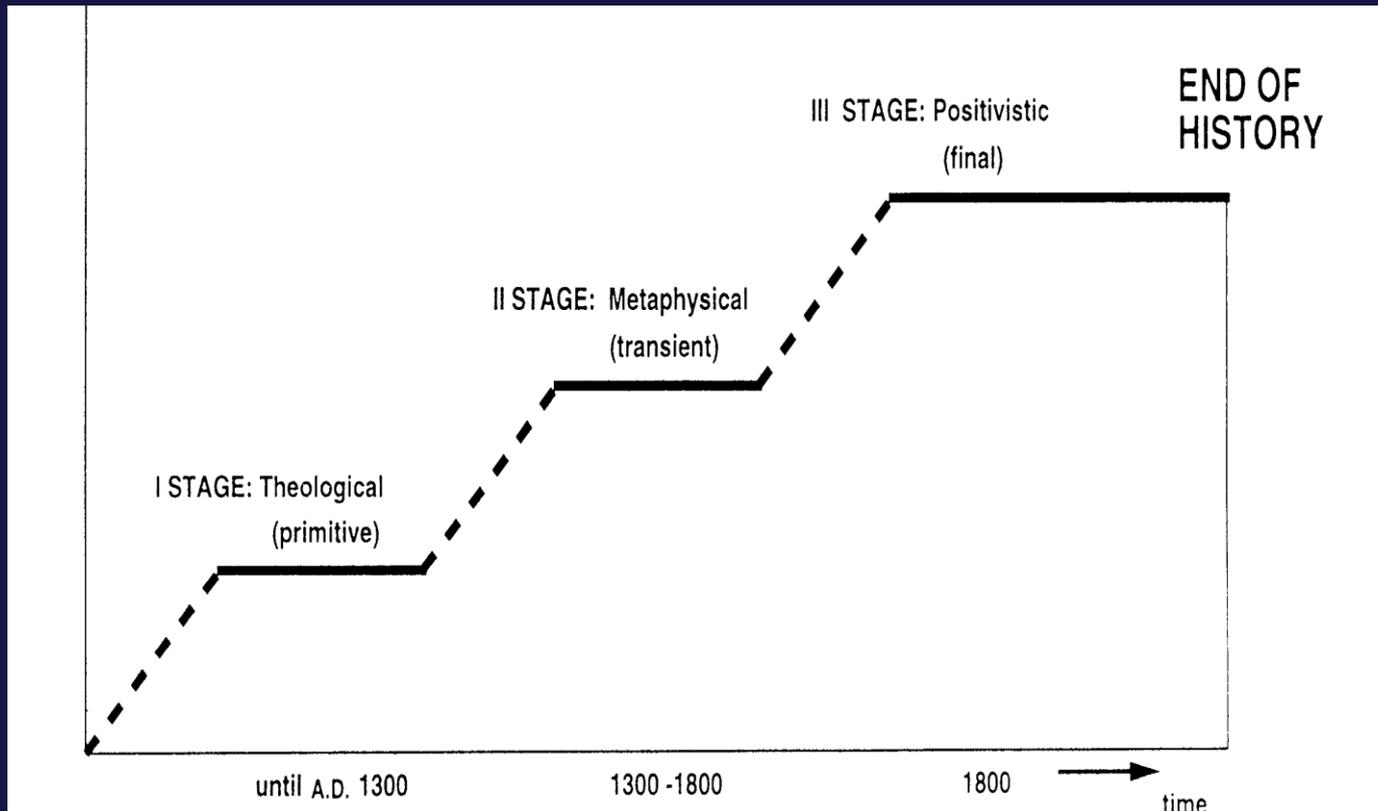
Cicerón



Milán, 31 de enero de 1997, 4:45 horas

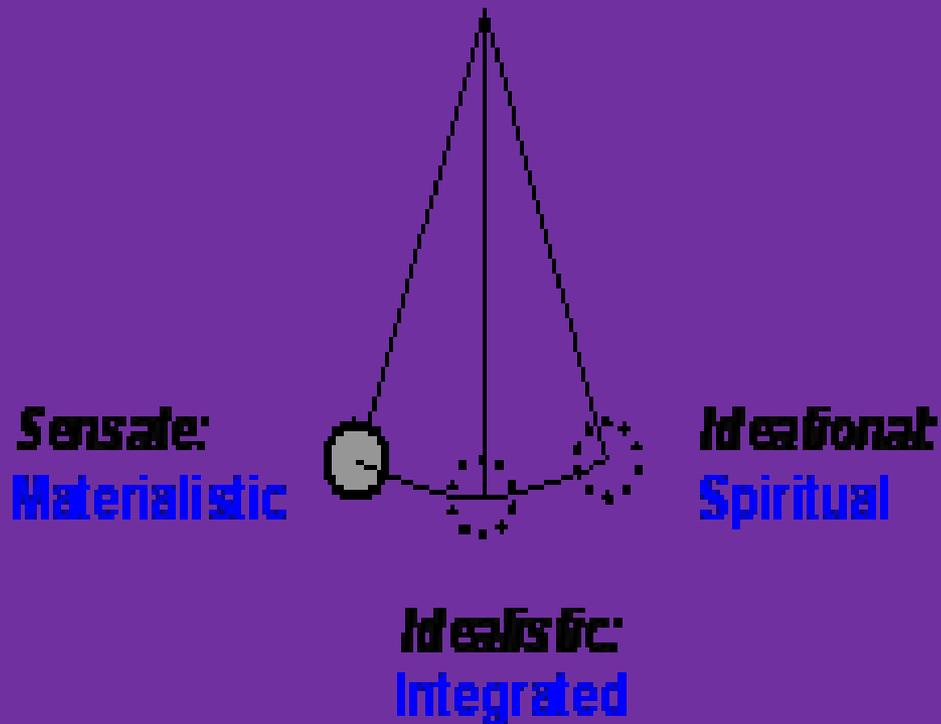
Patricia Reggiani, la ex mujer de Maurizio Gucci, el famoso diseñador de moda, es detenida en su lujoso y céntrico piso de Milán. La policía lleva una orden de arresto contra ella en la que se le acusa de ordenar la muerte de su marido. Se inicia otro capítulo del culebrón de la saga de los Gucci.

# Comte and Toynbee – the rise of the linear and the challenge



# Pitirim Sorokin – the pendulum

Figure 3: Sorokin's Macro-History



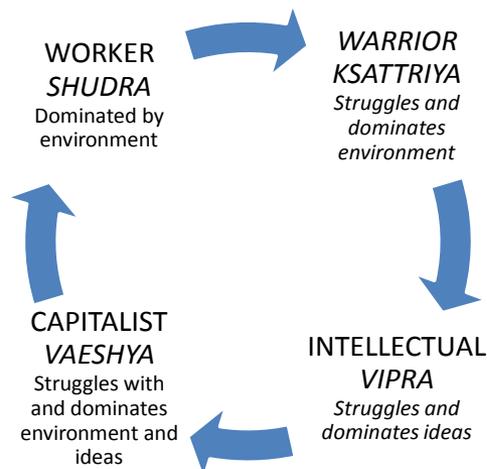
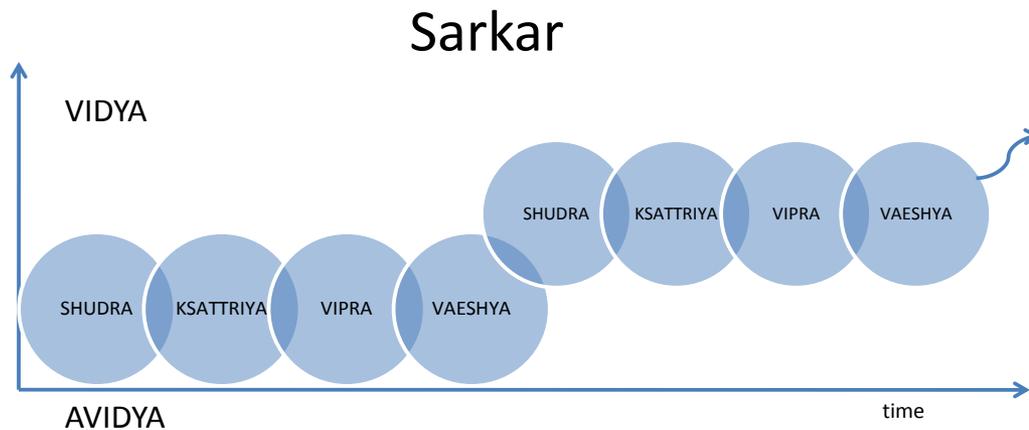
# Fear and greed

## Investor Psychology Cycle

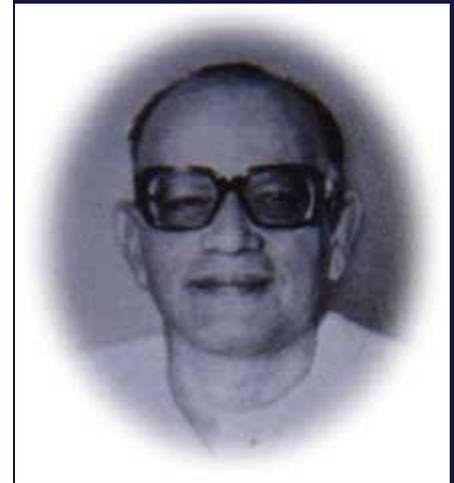
STRETTALKLIVE.COM



# P.R. Sarkar and the social cycle



Galtung & Inayatullah (1997) 'Macrohistory and Macrohistorians' Praeger p.258





# The Sarkar Game – Invented by Drs. Joe Voros and Peter Hayward

- Helps individuals understand their multiple inner selves, particularly their disowned selves
- Can be used as a personal learning platform to develop a more balanced and dynamic leadership style
- Helps organizations audit their leadership capacities and functions
- Can be used by leaders for global and organizational strategy – when and how to intervene
- Helps understand the unconscious motivation of others – the deep structures behind the day-to-day

# Workers – shudra (peasants, serfs)

Present  
focused

Can be  
chaotic

Toil –  
daily  
struggle

“working  
9-5”



# Warriors – ksatriya, samurai, knights

Military, police

Protective or  
coercive

Dynastic

Past-based

Honor





# Merchants - vaeshyans, capitalists, entrepreneurs

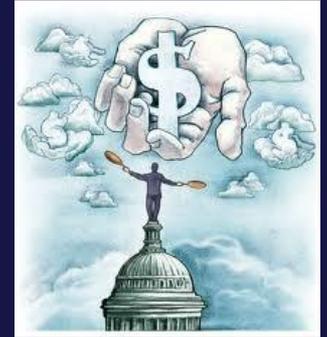
Use past, present and future to create wealth



Accumulate wealth



Create innovation



Stop the money from rolling



Use regulators to control others



# Sadvipra – integrating multiple selves

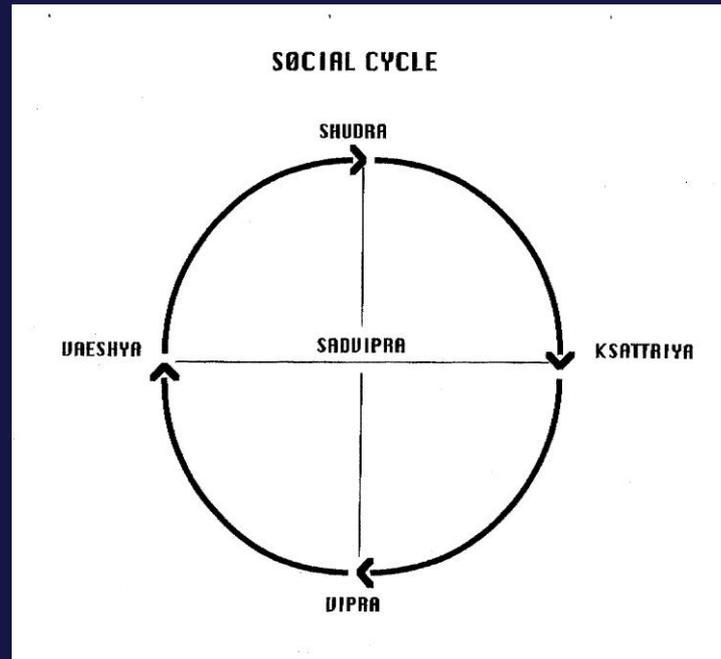
Serves

Protects

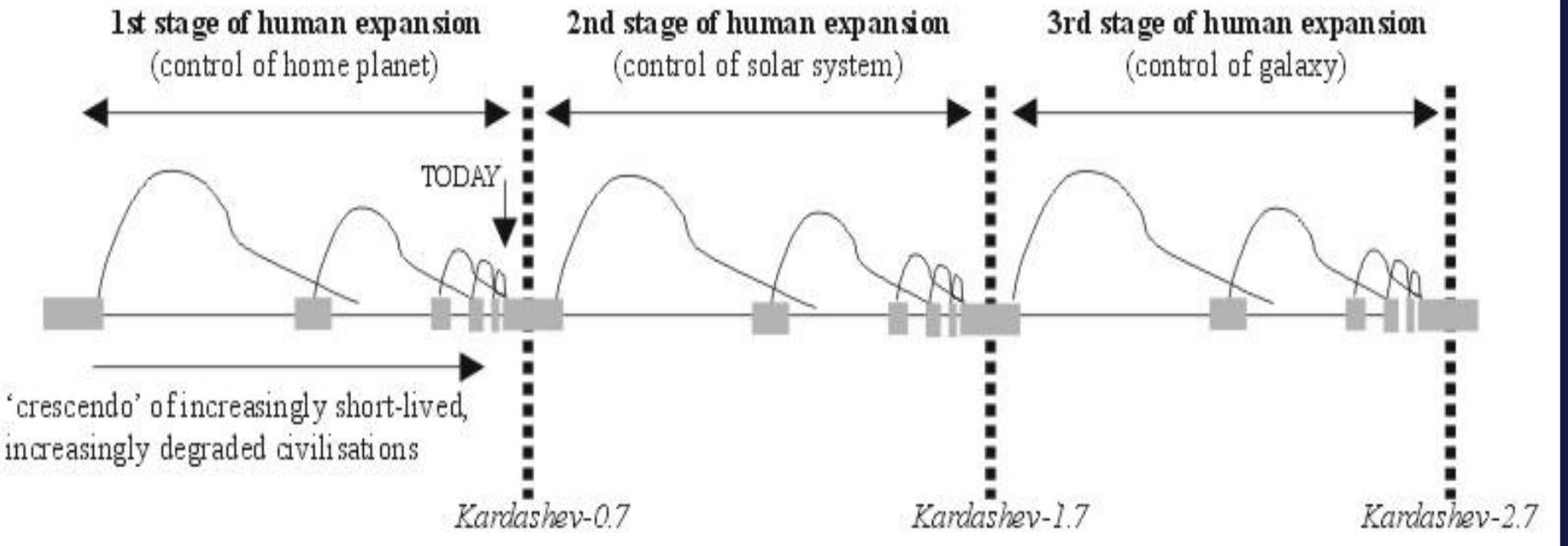
Inspires

Innovates

Neohumanist



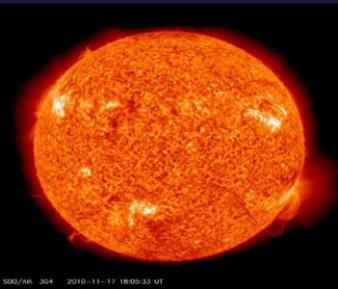
# Nikolai Kardashev



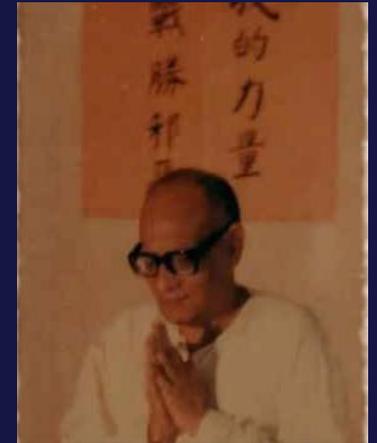
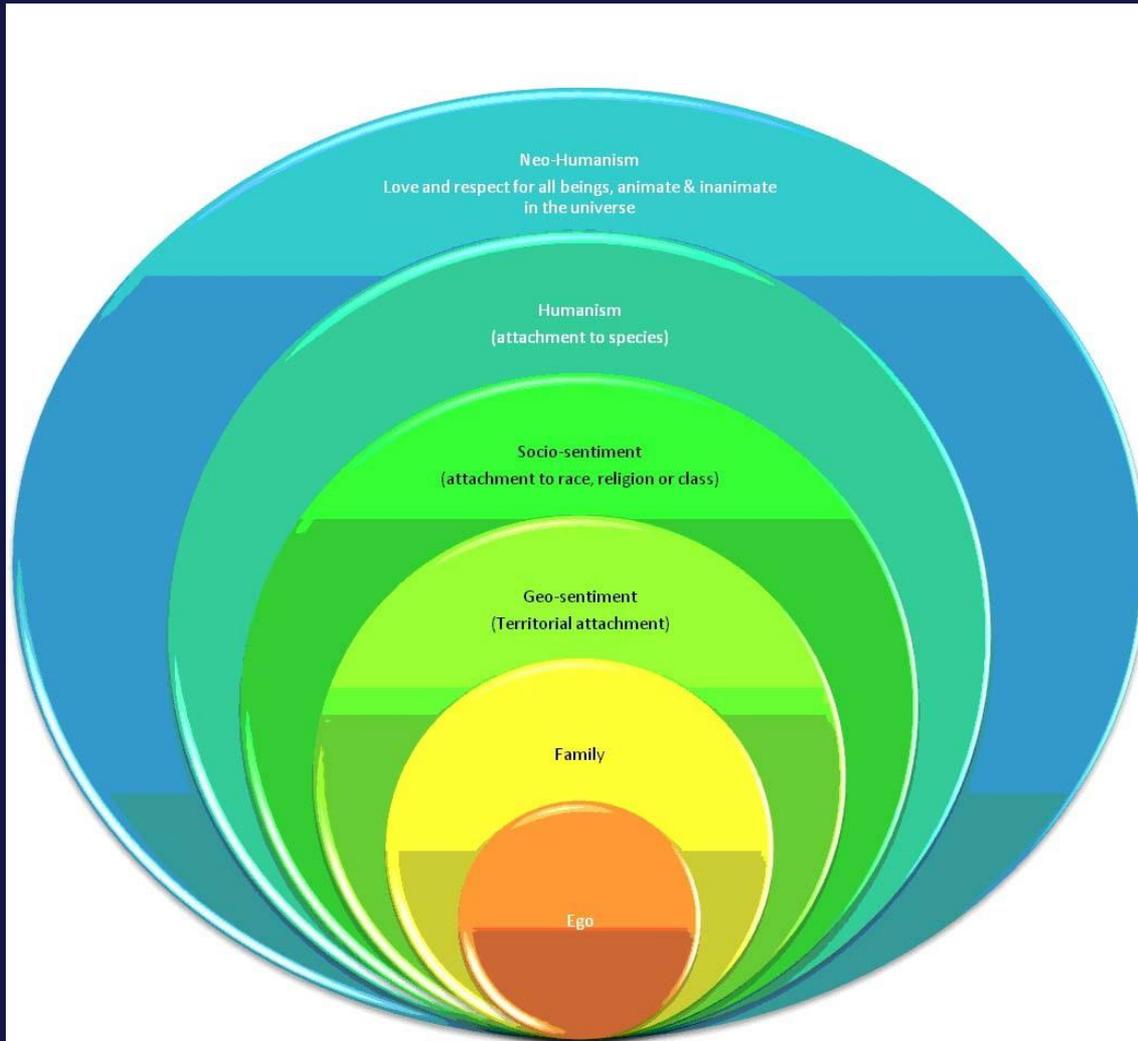
100-200 YEARS

1000 YEARS

TEN THOUSAND YEARS



# Neohumanism



# 4 DEEPENING

DEEPENING



Casual Layered Analysis

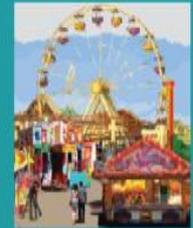


Metaphors

From the problem story to

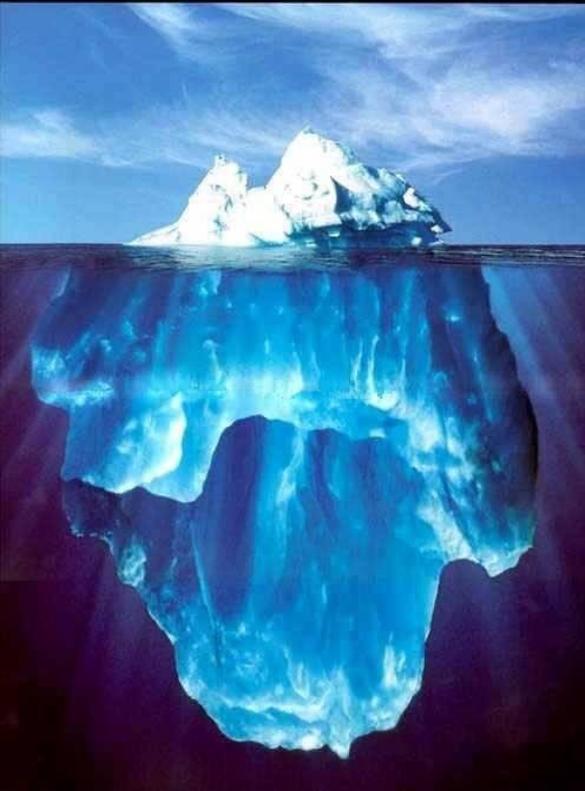
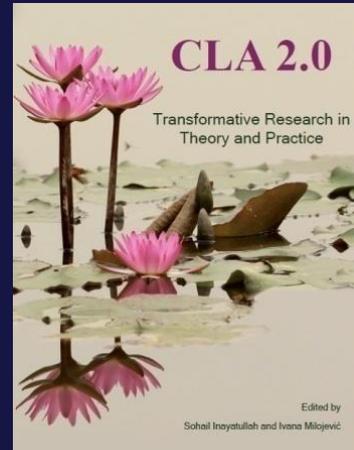


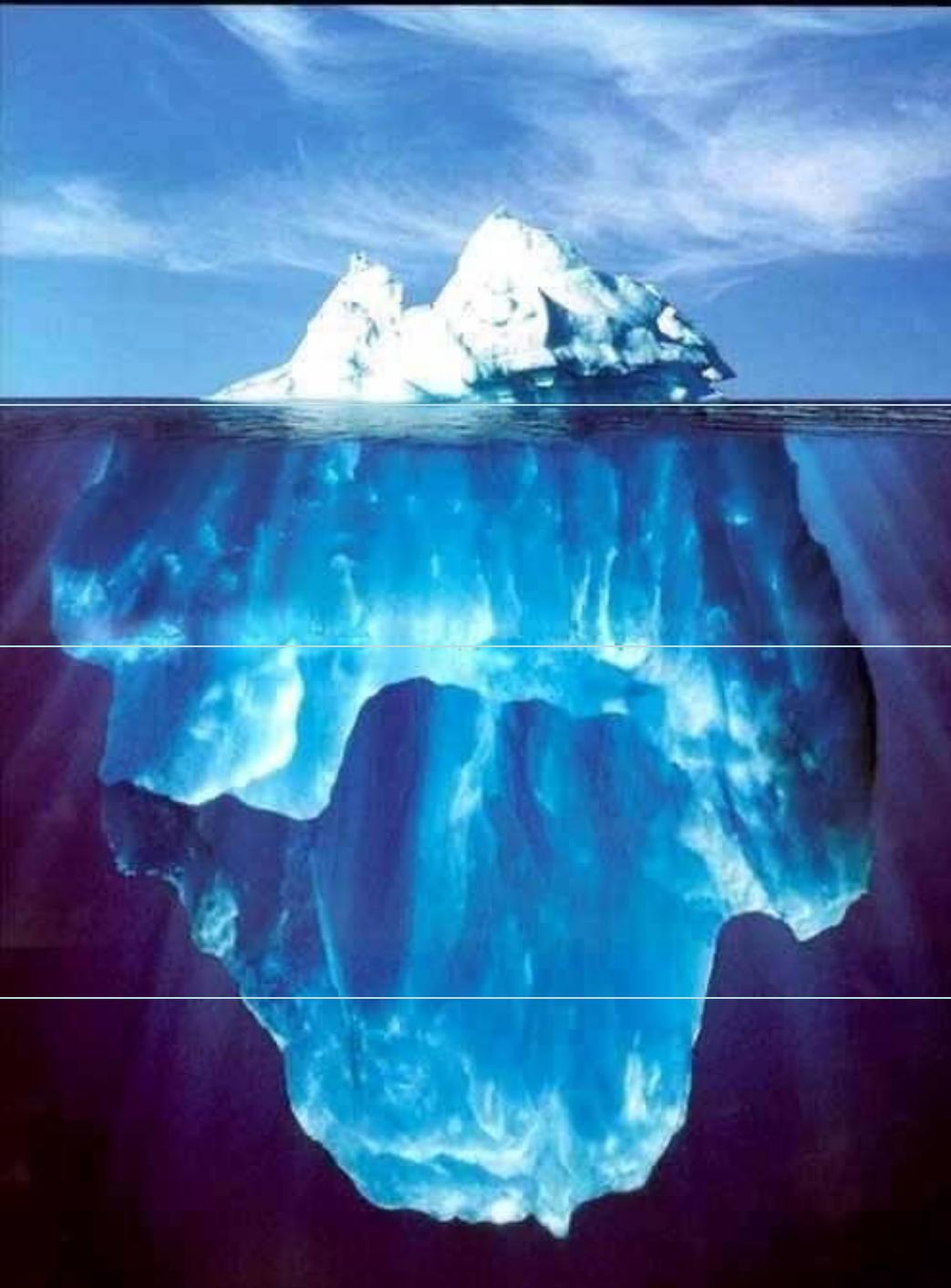
the transformed future



Create the New Narrative

# Causal Layered Analysis





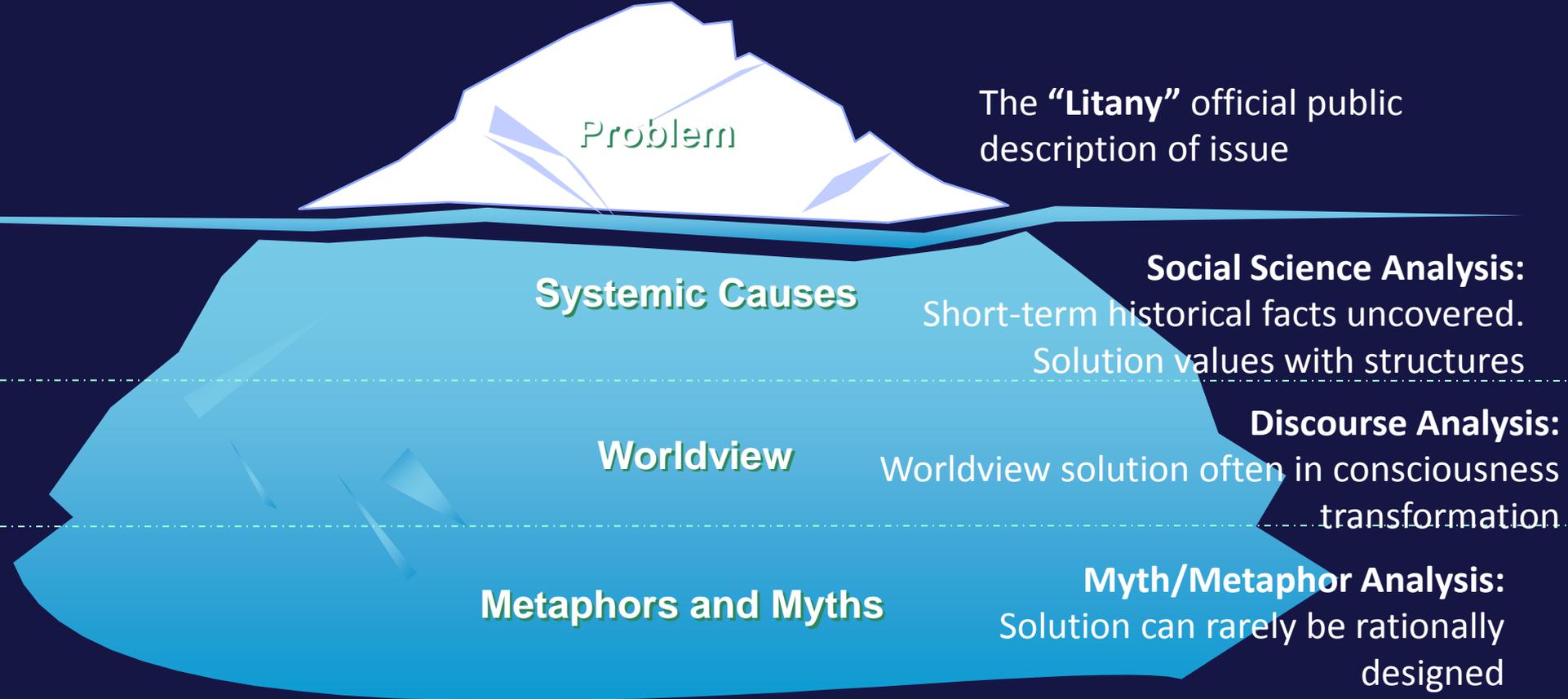
THE LITANY –  
UNQUESTIONED DATA,  
HEADLINES

SYSTEMIC APPROACHES  
AND SOLUTIONS

WORLDVIEWS, WAYS OF  
KNOWING AND  
ALTERNATIVE DISCOURSES

MYTHS, METAPHORS, AND  
NARRATIVES

# CAUSAL LAYERED ANALYSIS-INAYATULLAH



Source: Inayatullah

# 1 Current Litany

INENTAL.COM

airlines

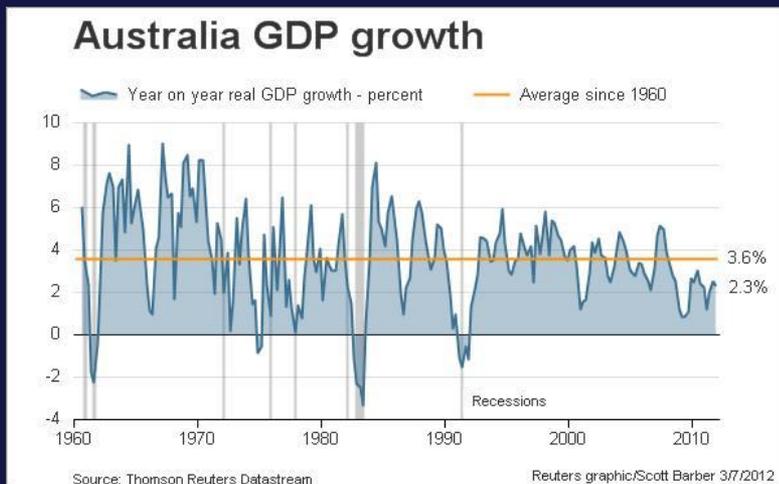
## The New York Times

Thursday, July 31, 2008 Last Update: 11:05 AM ET

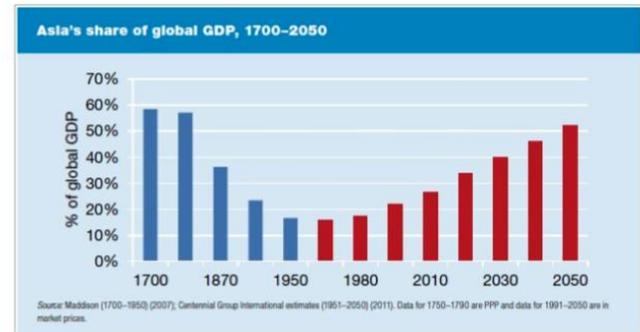
**G.D.P. Grows at Tepid 1.9% Pace Despite Stimulus**



**THURSDAY**  
**Shorts Cra**  
 Shorts are n  
 longer an  
 office "don't  
 These days



## Economic centre of gravity is shifting back to East



### Asian Century Scenario by Asian Development Bank (2011)

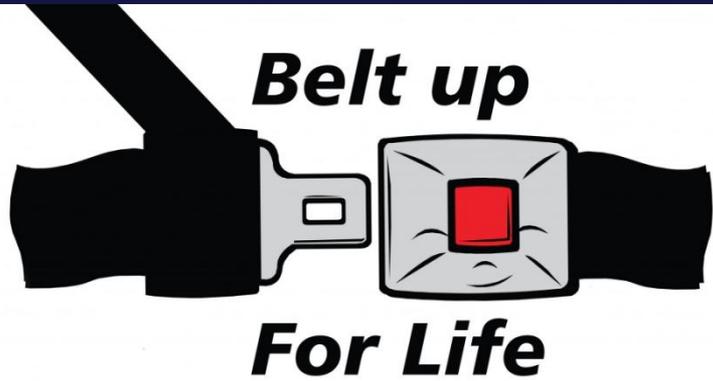
- Asia's share of global GDP to double to 52% (US\$174 trillion at market exchange rates) in 2050
- With a per capita GDP of US\$40,800 (PPP), Asia would have incomes similar to today's Europe
- Asia would have roughly half of total global financial assets

# Change how we measure the world

- Move from GDP to other measurements such as the Coolness index, Gross National Happiness, Triple Bottom line or the Mothers' Index



# 2 Systemic changes



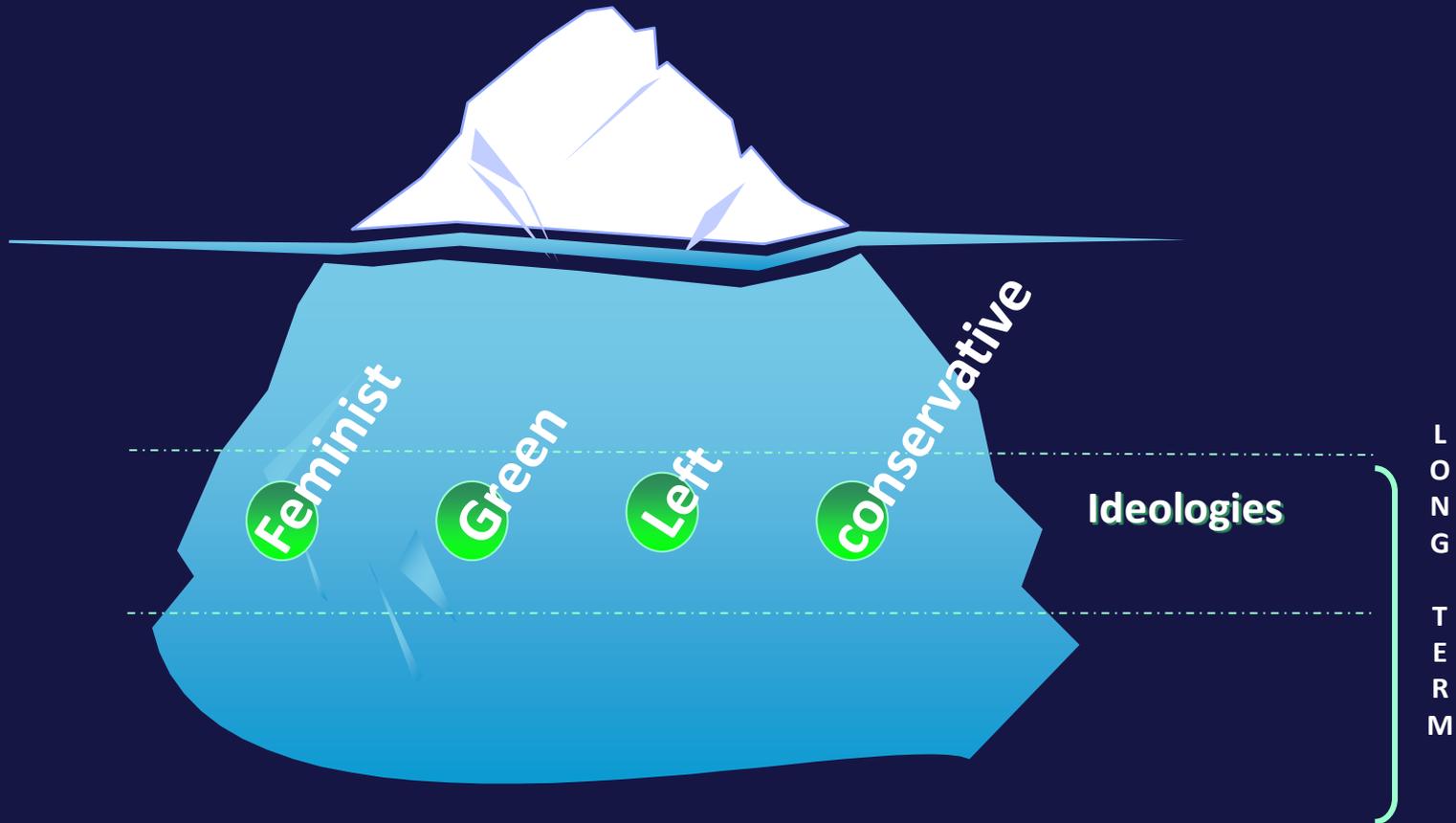
# Systemic – ban plastic bags

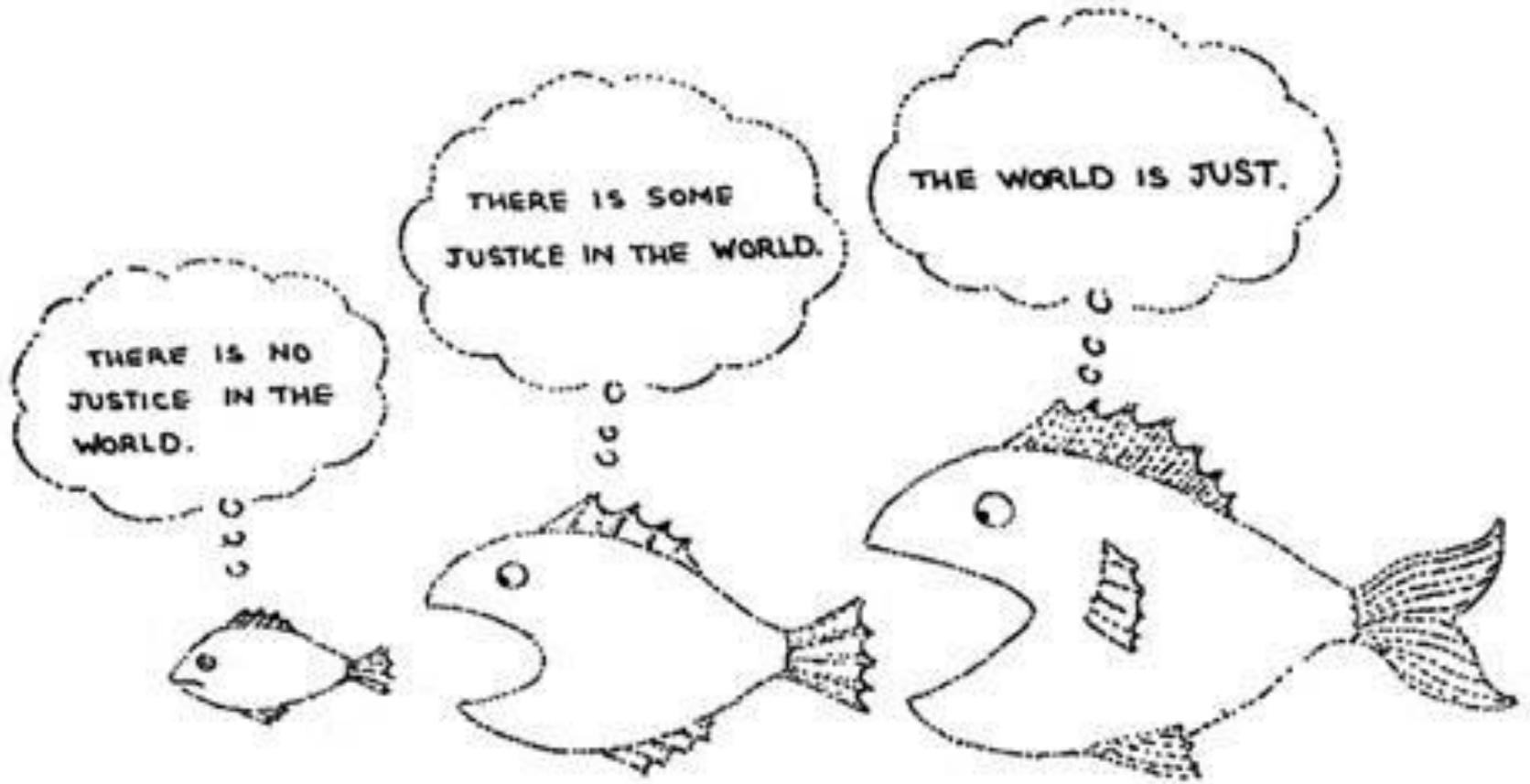


# Change the system



# 3 Worldviews/ideologies/stakeholders





MANKOFF

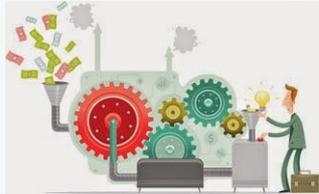
THE FUTURE IS BRIGHT



I CAN  
INFLUENCE  
THE FUTURE -  
AGENCY

THERE ARE  
GRANDER  
FORCES AT P LAY  
- STRUCTURE

THE FUTURE IS BLEAK

	Customers	Regulators	Government	Banks	Transformed
Litany	<ul style="list-style-type: none"> <li>Complaints</li> <li>Newspaper articles criticising banks</li> </ul>	<ul style="list-style-type: none"> <li>Bank fines and sanctions</li> </ul>	<ul style="list-style-type: none"> <li>Royal Commission demand</li> </ul>	<ul style="list-style-type: none"> <li>Returns lower</li> <li>Dividends not sustainable</li> </ul>	<ul style="list-style-type: none"> <li>Growing customer number</li> </ul>
System	<ul style="list-style-type: none"> <li>Some rogue bankers though very few</li> </ul>	<ul style="list-style-type: none"> <li>Incentives sometimes excessive driving risk taking</li> </ul>	<ul style="list-style-type: none"> <li>Stories of banks mistreating customers</li> </ul>	<ul style="list-style-type: none"> <li>Cost of funds increasing</li> <li>Interest rates reducing</li> <li>Retrenching to local market</li> </ul>	<ul style="list-style-type: none"> <li>Service when the customer wants</li> <li>Digitally enabled</li> </ul>
Worldview	<ul style="list-style-type: none"> <li>Banks are evil moneymakers</li> </ul>	<ul style="list-style-type: none"> <li>Banks prioritise profits over customers</li> </ul>	<ul style="list-style-type: none"> <li>Banks exist to support the economy</li> </ul>	<ul style="list-style-type: none"> <li>Banks need to balance the interests of all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Banks help customers achieve their goals</li> </ul>
Myth-metaphor					
	Fatcats	Risk Takers	Profit Machines	Supporting the Economy	More Than Money

Cyber Crime	Government	Police	Corporations	General Public User	Privacy Advocates
Litany (visible)	Political Agenda item, increasing threat to constituents, everyone wants to be a recognized player	Overwhelming increase in complaints, stretches resources	Threat to IP, police and government should do more	Youth do not care, general users do not feel all consequences at this time. Regaining identity is a time consumer	Corporations are collecting and government are seeking too much information
Systemic (causes)	No net norms, no credible authentication, lack of cooperation in LEAs	Public and Corp are not using good security measures and too much info is on the internet	Poorly designed software and infrastructure. Weak government response to current threat	Government should do more to protect us, recover our lost money and software should be more secure but not inconvenient	Regardless of what government and corps do we believe you are collecting and want to collect too much information. Be more transparent
World View	Need to protect economic and state interests.	International collaboration on the threat.	It is past critical point of loss, need to catch up	I should be able to go anywhere I want and do whatever I want on the internet	Corporations are collecting and government are seeking too much information
Myth/Metaphor	New Terrorism, threat to our way of life	Journey to moon, do we have ten years?	We can not protect this new ecosystem alone	See no evil, hear no evil, use the internet	Cyber crime is a fairy tale

Litany	Rules broken	Computer for every child	New technologies designed into curriculum	Capabilities
System	Control how technologies are used	Funding for computers, not for support	Workshops for teachers and others on new technologies	Gain experience in the new technologies
Worldviews	Industrial and Parental	Technocratic	Humanistic	An ecology of learning
Myths and metaphors	I'm in charge	Technology is the silver bullet	Teachers make the difference	We are all learners

# 4. The metaphorical transformation

- Narrative not linked to strategy or vision
- Culture eats strategy for breakfast
- Find stories that serve

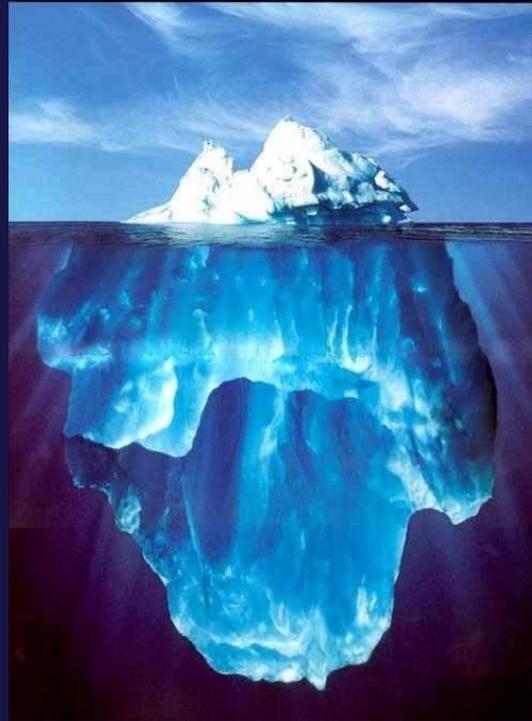


# The mismatch



- Vision statement: become center of excellence in the region in banking & finance
- Knowledge not important to our core functions – *who you know not what you know.*





# TYPES OF CLA

Approach 3

**FROM THE PRESENT TO THE  
FUTURE**

	Current	Transformed
Litany	We need energy for comfort (lights, heat, cooling, cooking)	We are all customers and producers of energy
Systemic Causes	Energy is becoming more expensive, harming the environment. There is more competition, price disruption, other products (solar, batteries)	Household control their energy usage, cost and environmental impact through smart digital systems. Energy is integrated beyond the home to the community and beyond
Worldview	Energy as an essential service	Energy is a decentralised and integrated ecosystem
Myth & Metaphor	“Keep the lights on”	“Connect your home and community”



<b>CURRENT</b>	<b>POSSIBLE FUTURE</b>
SCHOOLS IMPLEMENT CURRICULUM IN LINEAR AND SEQUENTIAL GRADES BASED APPROACH	SCHOOLS ADOPT CURRICULUM BASED ON THE INDIVIDUAL NEEDS OF CHILDREN
BY CHRONOLOGICAL AGE	SELF-DETERMINED COHORTS
CALENDAR BASED APPROACH	PERSON CENTREED – STUDENT BASED AND DRIVEN
THE FACTORY – ONE SIZE FITS ALL	GIVE THE TEACHER THE KEY TO THE SHOE STORE

# Libraries in transition

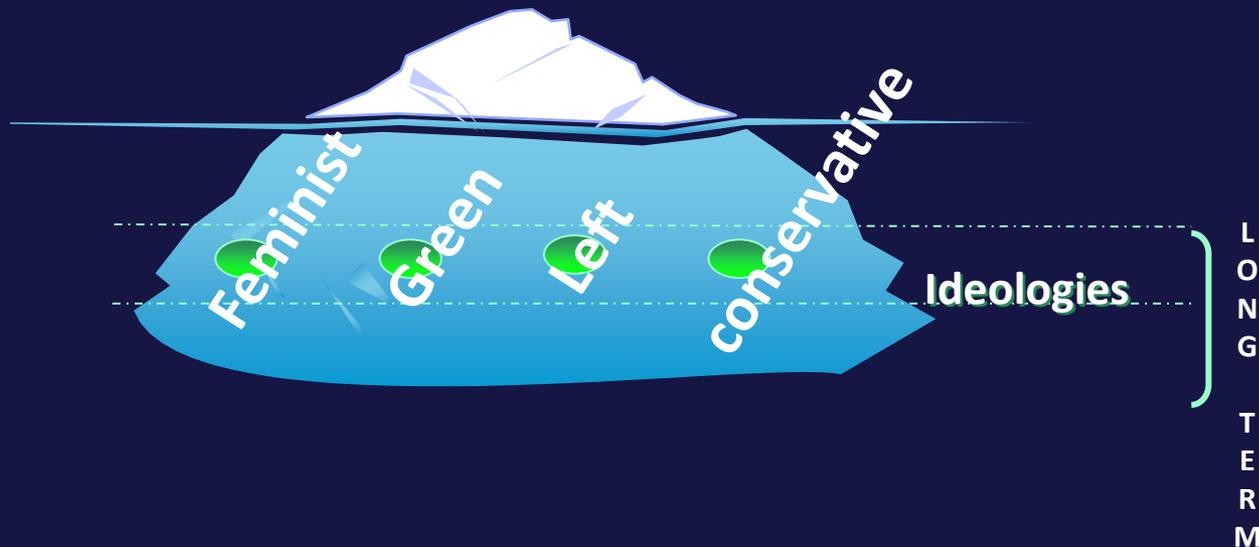
Books loaned	<b>Visits, workshops, engagement</b>
The catalogue	<b>Co-located places....digitally amplified realities</b>
Expert	<b>Facilitator, co-curation, connected</b>
The keeper of the collection	<b>Innovator of the gardens</b>

# From the Regiment to the Orchestra

	Student worldview	Current Reality	Transformed
Litany	Student centered learning	Traditional teaching and learning is the best.	Holistic teaching and learning
Systemic	Learning outcome should not be predetermined  Flexible learning	Rigid – one-way learning, lecturer know best	Quality issues Assessment (self assessment and benchmarking) Recognition
Worldview	Democratic teaching and learning	Lecturers dominate teaching and learning	Creative partnerships between independent human beings
Metaphor	Tug-of-war between stakeholders  	One man show Lecturer knows best   	The orchestra - in sync and in harmony  

# 4. MAP PLUS TRANSFORMED

## FROM THE PERSPECTIVE OF MULTIPLE STAKEHOLDERS



# DEAL WITH MULTIPLICITY

## - INTERPOL IN ASIA

POLITICAL AGENDA	NUMBER OF CELLS DISMANTLED	NUMBER OF TIMES ON THE NEWS, KILLS	SENSE OF SECURITY
ELECTIONS	PROBLEM SOLVING	RECRUITMENT, PROPAGANDA	SOCIAL MEDIA
GOVERNMENT	POLICE	TERRORIST	CITIZENS
<b>HAMMER</b>	<b>SHIELD</b>	<b>SPEAR</b>	<b>FLOCK OF SHEEP</b>

# THE SHIFT

## DIVERSITY AND INCLUSION IN POLICE RECRUITING

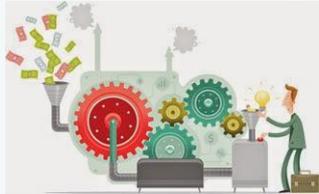
GLOBAL ETHICAL STANDARDS FOR POLICING

FOCUS ON PREVENTION WITH NEW MEASUREMENTS INSTEAD OF CRIME SOLVING

UNITED AGAINST VIOLENCE EVEN THOUGH WE ARE ALL DIFFERENT

A MOSAIC, GLOBAL POLICING BEING CREATED

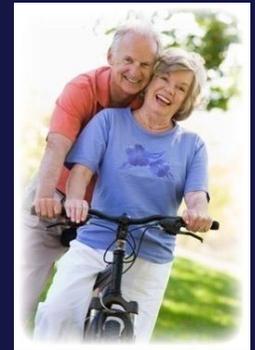


	Customers	Regulators	Government	Banks	Transformed
Litany	<ul style="list-style-type: none"> <li>• Complaints</li> <li>• Newspaper articles criticising banks</li> </ul>	<ul style="list-style-type: none"> <li>• Bank fines and sanctions</li> </ul>	<ul style="list-style-type: none"> <li>• Royal Commission demand</li> </ul>	<ul style="list-style-type: none"> <li>• Returns lower</li> <li>• Dividends not sustainable</li> </ul>	<ul style="list-style-type: none"> <li>• Growing customer number</li> </ul>
System	<ul style="list-style-type: none"> <li>• Some rogue bankers though very few</li> </ul>	<ul style="list-style-type: none"> <li>• Incentives sometimes excessive driving risk taking</li> </ul>	<ul style="list-style-type: none"> <li>• Stories of banks mistreating customers</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of funds increasing</li> <li>• Interest rates reducing</li> <li>• Retrenching to local market</li> </ul>	<ul style="list-style-type: none"> <li>• Service when the customer wants</li> <li>• Digitally enabled</li> </ul>
Worldview	<ul style="list-style-type: none"> <li>• Banks are evil moneymakers</li> </ul>	<ul style="list-style-type: none"> <li>• Banks prioritise profits over customers</li> </ul>	<ul style="list-style-type: none"> <li>• Banks exist to support the economy</li> </ul>	<ul style="list-style-type: none"> <li>• Banks need to balance the interests of all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Banks help customers achieve their goals</li> </ul>
Myth-metaphor					
	Fatcats	Risk Takers	Profit Machines	Supporting the Economy	More Than Money

# CLA SIMPLIFIED

# Headlines

- “Sewage in the Streets – Council powerless. The people who know how to fix it have retired and gone fishing.”
- “Spain comes to Brisbane. Elderly employees now work part-time and have afternoon siestas.”
- “Brisbane City Council’s budget balloons. Council has lost the employees they want, huge costs to keep workers they don’t want.”
- “Stay healthy and active with Brisbane City Council. Free arthritis tablets, seminars about living with Alzheimer's, pensioner discounts for employees.”



# Systemic issues, social causes

- financial capability of governments to support an ageing population and increased taxation to support non-workers
- financial capacity of individuals to support their retirement
- loss of knowledge, skills and organizational wisdom
- safety of older workers
- suitability of the type of work available
- availability of flexible work options
- ability of older workers to adapt to change and new technology.



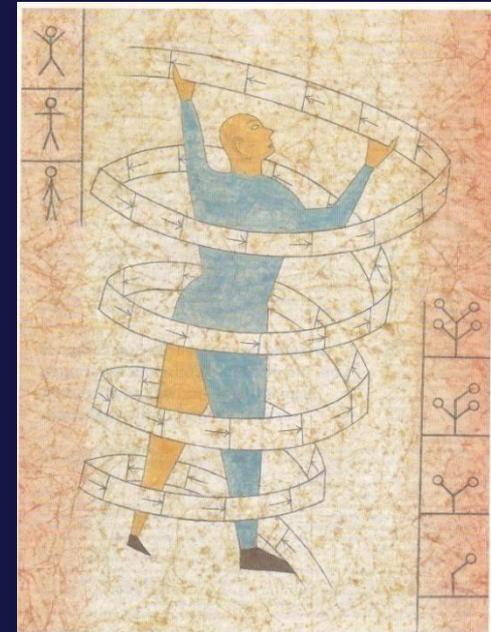
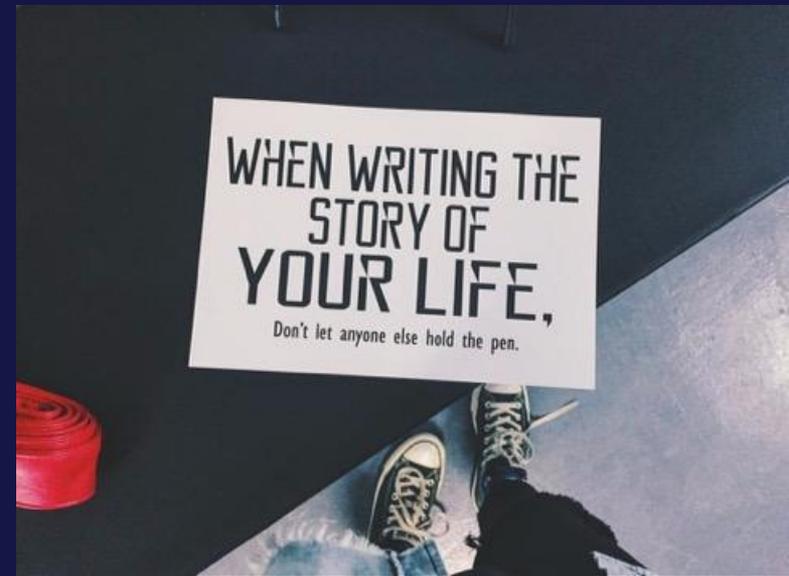
# Worldviews and the issue

- Matures - “I’m out of here soon – I’ll leave when I’m ready. Until then just let me be, and don’t try to teach me anything new.”
- Baby Boomers - “Cool Runnings – We’ve always been able to change the world. Although we have some worries, we’ll work things out to suit ourselves”.
- Generation X – “Feeling threatened here – We will have to pay for the ageing population, but have no opportunity for promotion until the Boomers leave. How will we cope?”
- Generation Y - “Opportunity knocks – We are well educated, and have high expectations. We’ll dictate our own terms.”



# APPLYING CLA TO THE SELF

# VOYAGE OF INNER TRANSFORMATION



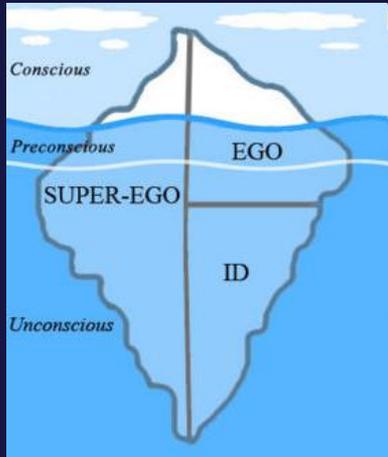
# Create your new narrative

- Conceptual
  - Your map of the self
  - Your metaphor of the mind
  - Disowned and multiple selves
  - Double binds?
- Case studies

# CLA on the self

- How do I represent my self to others? which is the dominant voice in my mind?
- How do I organize my identities?
- Which worldviews do I use to map my personality: Freudian (ego, id, superego), Jung (conscious, unconscious and collective unconscious), Maslow (Hierarchy of needs and selves), Stones (community of selves), Sarkar (layers of self from physical to infinite)
- What are the stories I tell myself, the dominant metaphor I use to describe my identity (ies?)

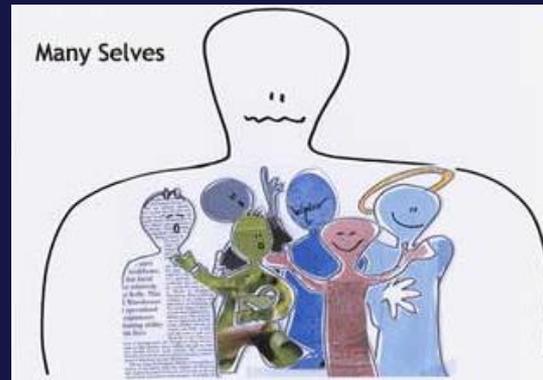
# Maps of the self



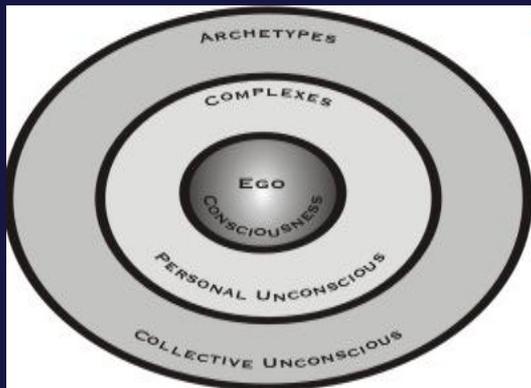
Freud



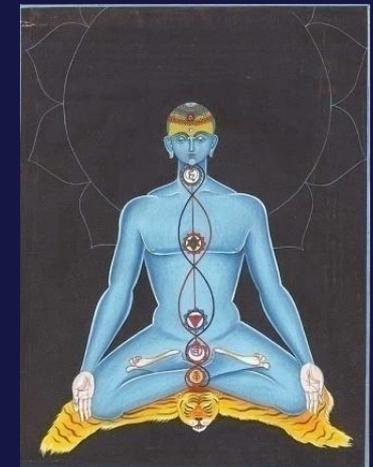
Maslow



Stone's



Jung

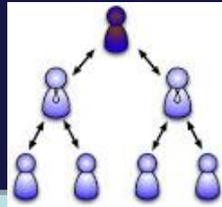


Sarkar

# The disowned selves



Emergent chaos



CONTROLLER



Lazy relaxed



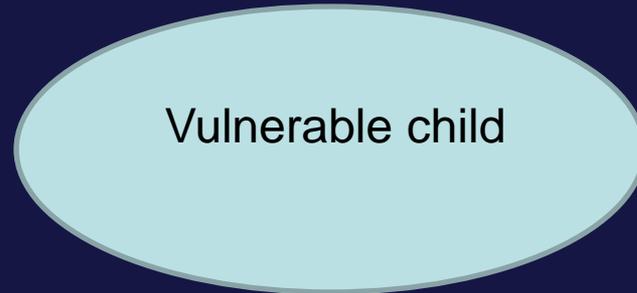
PUSHER



PLEASER

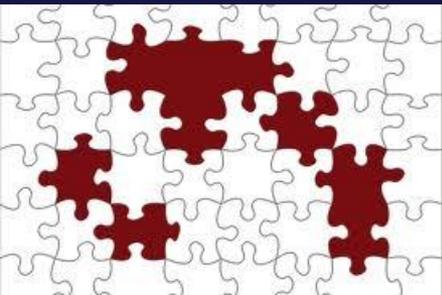


Conflict edge



Vulnerable child

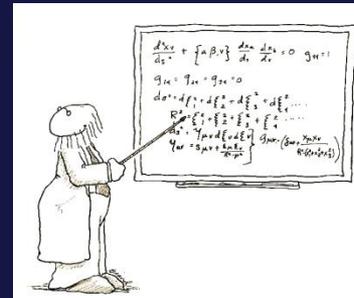
# Metaphors of the mind



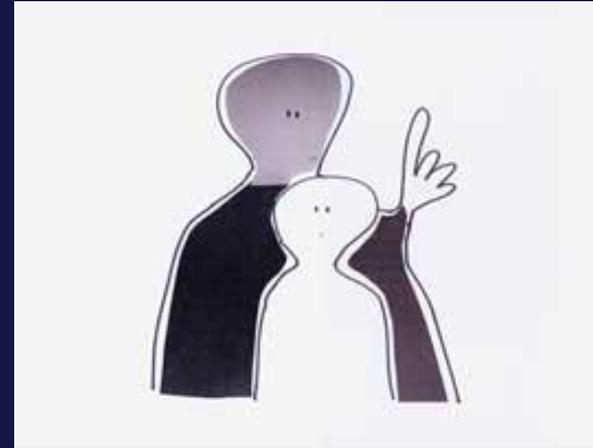
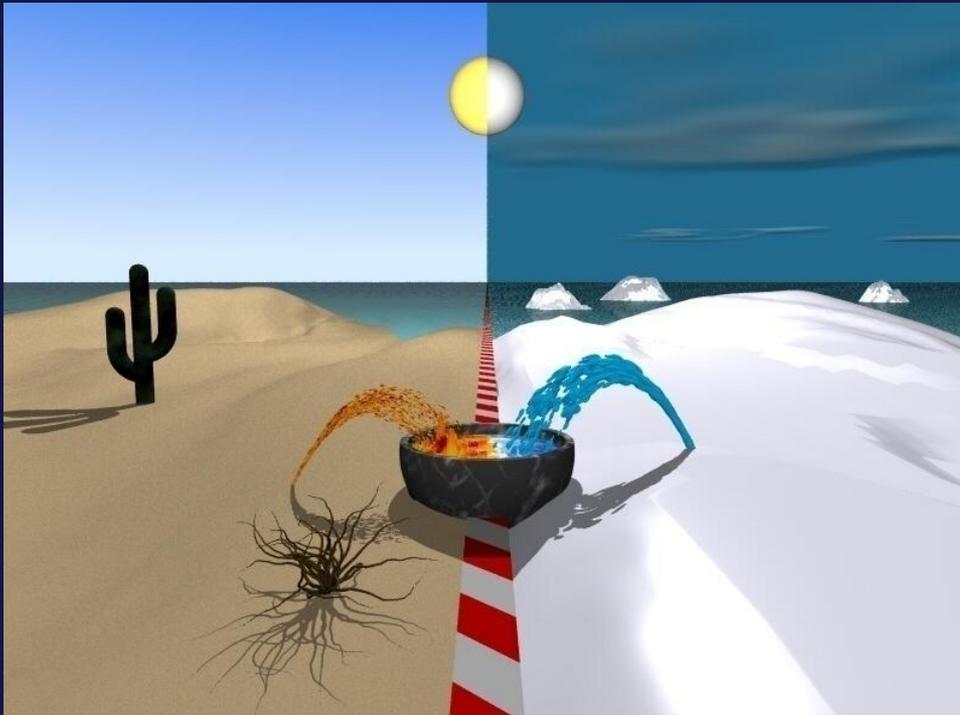
# Typical disowning patterns



What do you disown?



# Integrating the disowned



Hal and Sidra Stone, *The Psychology of Selves*

# Any double binds?



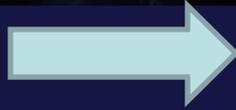
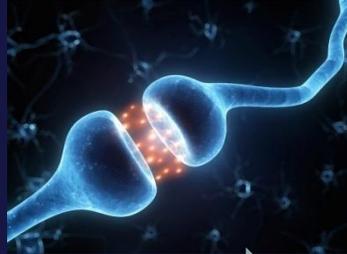
# Golden handcuffs to the midas touch



# KNIGHT IN SHINING ARMOUR TO 3D PRINTED ROAD BUILDER

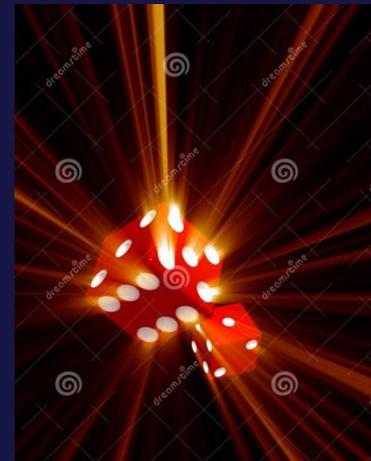
South African apartheid struggle to creating a new path – a future builder





- From “the Lucky man” to the “man who makes his luck”

- From the chess set strategist (control) to the golden dice (emergence).



# Caged horse to wild horse



Banker, wealthy but job is routine – future predictable



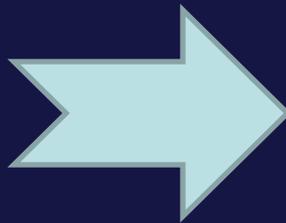
New business ,leaving the bank, think-tank on innovation in Asia.

Long term future  
create knowledge





Taking care of everyone



Angels with an attitude

Excellence, tennis player, in one form – life transition –



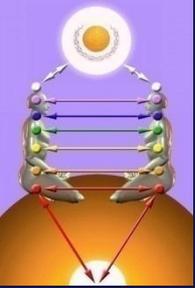
Excellence in multiple forms of the game – grass, clay, hard  
New skill sets needed



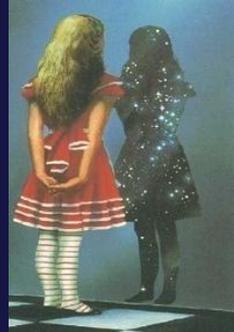
Keep the rally going  
Fun of the game  
Reintegrate the child self

Becoming the coach – next horizon

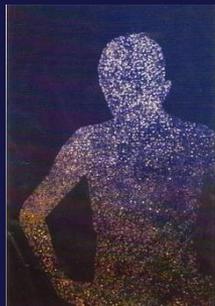




# Microvita



- Weak hypothesis
- Change how you see the world and your experience changes
- This creates a positive feedback loop
- Strong hypothesis
- As you think you become
- Change how you see the world and positive mv creates an ontological shift



# CLA OF THE SELF

- TRANSFORMING OUR  
STORY TO CREATE OUR  
DESIRED FUTURE

# CLA OF THE SELF

1. What I say to myself over and over – the litany
2. Linking what I say about myself to the external world
3. Worldview – how I construct the world
4. My inner story – the deep myths/metaphors that live me

# Inner cla questions

- What is your research question?
- Overall life story? or
- Particular issues (around organizations, authority, work/life, or example)



## 2 Disowning - systemic

- What things make me upset, “irrational” in this: both in the things I say about the internal world and the external world...
- Why?
- What can I learn from this?

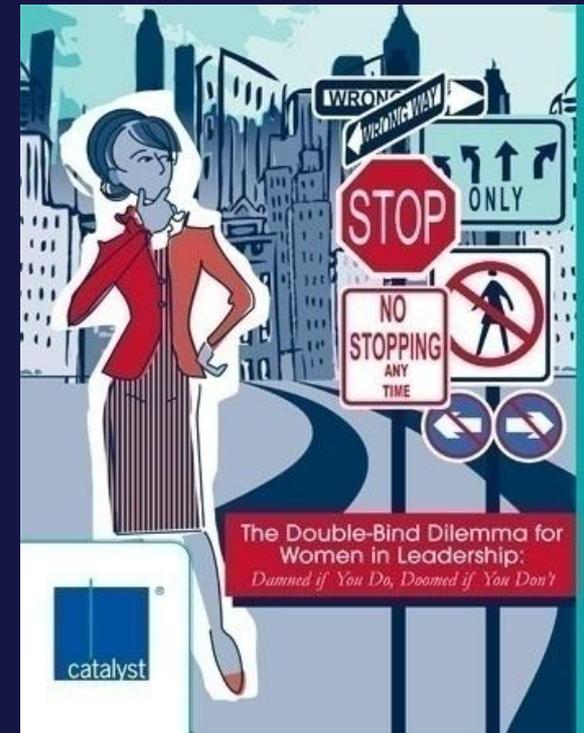
# 3 Origins – the worldview

- What are the origins of my belief system...when did I first come to believe these things about my self and the external world
- What was the trigger event (s)?



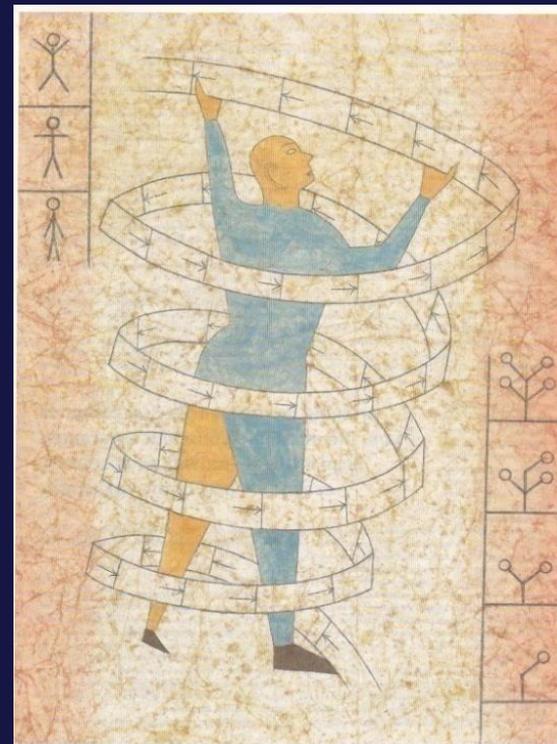
# 4 Finding the story – the metaphor

- Link the internal and the external things I say (about the how I am and the way the world is)
- Is there a narrative here, a meta story?
- Are there any double binds in this story? (conflicting selves...)



# Change the story – the new future

- Is there another story that might meet your needs ie that better reflects where you wish to go?
- What is it?



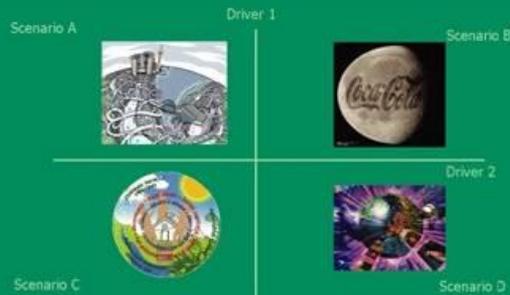
# The new system

- What are some practices that you can engage in to support the new story?

- How will you measure your new story, ie how will you know you are living the new story?

# 5 CREATING ALTERNATIVES

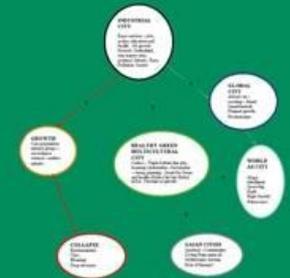
## CREATING ALTERNATIVES



**Scenarios**

	Spaceship Earth (Technology)	Gaia (Ecological)	Collapse (Worst case)	Modernist (Business as usual)
Litany				
Social causes				
Worldview				
Myth				
	Scenario 1	Scenario 2	Scenario 3	Scenario 4

**CLA Incasting**



**Trajectories**

# Alternative Futures

Scenario A



Scenario B



Driver 2

Scenario C



Scenario D

# Creating alternatives - scenarios

- Assumptions-based
- Double variable
- Multivariable
- Organizational
  - Best case
  - Worst case
  - Business as usual
  - outlier
- Integrated
  - Preferred
  - Disowned
  - Integrated
  - outlier

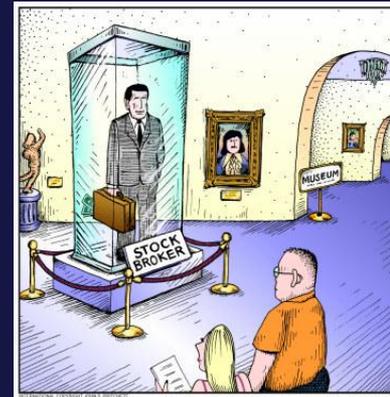
# Scenario structure

- Year and title
- Pushes driving each scenario
- Images for each scenario
- Cla incast
  - Visible characteristics, headlines, data
  - Steeple or the system
  - Dominant worldview
  - Underlying story-metaphor
- Day in the life of a person

# 1 ASSUMPTIONS BASED

## NZ Gov and Foundation for Young Australians

- *44 per cent of jobs will be automated in the next 10 years*
- *60 per cent of students are chasing careers that won't exist*
- *Young people will have an average of 17 different jobs*



# NO CHANGE

TEACH AND  
TRAIN FOR THE  
1950S

ONE JOB

ONE CAREER

“for jobs that no  
longer exist”



# MARGINAL CHANGE

ADD A FEW COURSES  
ON COMPUTERS AND  
ASIAN LANGUAGES

TALK ABOUT THE NBN

KEEP THE OLD  
INFRASTRUCTURE

“catching up”



# ADAPTIVE CHANGE

## TEACH AND TRAIN FOR EMERGING INDUSTRIES

- ROBOTICS
- BIO-INFORMATICS
- PEER TO PEER
- CARE FOR AGEING
- SOFTWARE DESIGN
- CITY DESIGN
- 3D PRINTING

“How well do you get along with your robot”



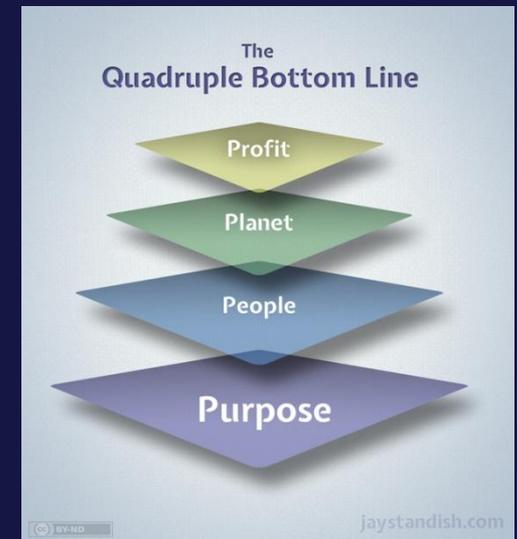
# RADICAL CHANGE

TEACH AND TRAIN FOR A  
WORLD AFTER JOBS

POST-SCARCITY  
COLLABORATIVE  
EFFICIENT  
GUARANTEED INCOME

EMOTIONAL, SPIRITUAL AND  
NEW FORMS OF  
INTELLIGENCE

“People plus planet plus  
purpose plus prosperity?”



# 3. MALAYSIA TEACHING AND LEARNING 2025

LECTURE	LEARNING FROM EVERYWHERE	SMART PEDAGOGY	WISDOM OF CHOICE
EXAM BASED	SELF-DIRECTED	PARTNERSHIPS	DIRECTED PARTNERSHIPS
CONFORMANCE AND CERTIFICATION	DEMOCRATIZATION	BLENDED LEARNING	WHOLESOME
FORCE FEED	EAT ALL YOU CAN (Ala Carte)	OMNIVORE	NUTRITIOUS BUFFET



# 4 integrated

- Preferred – Best case
- Disowned – selves and futures that are uncomfortable, not you
- Integrated – putting it together
- Outlier – unknown unknowns and from emerging issues

# Four futures for Small Business – Integrated

**Preferred: The future for regional Queensland**



**Disowned: Only Big Business / Urbanization**



**Integrated: Leadership by Stars (others follow)**



**Outlier: GHOST TOWN**



# 5 Four futures -Organizational

BEST CASE

*Regional Building Material  
Player  
Fountain of Youth*

WORST CASE

*Domestic Cement Player  
Final Stage of Aging*

BUSINESS AS USUAL

*Regional Cement Player  
Slow Death*

OUTLIER

*Completely Ousted by  
Competition  
Sudden Death*

# Mead Johnson Scenarios

**Business As Usual:  
Driven by \$\$\$ !!**



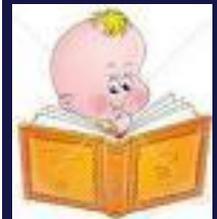
**Worst Case :  
Mead Johnson  
becomes  
obsolete**



**Preferred :Mead Johnson is  
the trusted Name in  
pediatric nutrition**



**Outlier : Mead Johnson  
develops the “SMART MILK”**



# Nutritional Milk



**Viplus**  
**nutritional** milk

*"more than just milk"*

**VIPLUS DAIRY PTY LTD**

100% Natural Milk Powder

1300 VIPLUS (1300 847 587)

# The Futures of Teaching and Learning in 2025

## BEST CASE

Virtual learning  
Global university  
Advancement of  
technology and  
infrastructure  
User/market based  
**ALA-CARTE** fed  
Resilient and sustainable system  
Working anytime, anywhere



## WORST CASE

Lecture without the use of technology  
Back to traditional method  
Resistant to change  
**FORCE-fed**  
Working 9am-5pm



## BUSINESS AS USUAL

Blended learning  
May integrate the usage of technology  
Lecturer-centred  
**SPOON-FED** students  
“Working” 9am-9pm



## OUTLIER

Lecturers are replaced by holograms and  
Robots  
Rapid advancement of technology  
Technology-centred  
**AI-FED** student  
Who does the work?



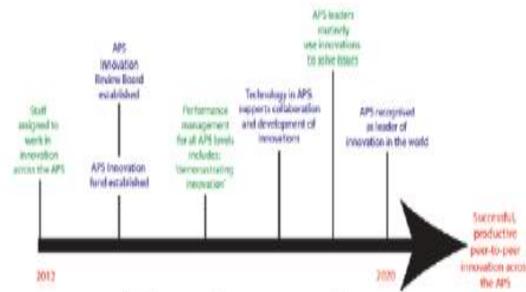
# 6 Transforming the future

## TRANSFORMING



### Visioning

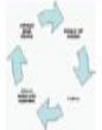
#### Timeline for developing innovation in the APS



### Backcasting

- Action learning
- Low hanging fruit
- Prototypes
- New measurements
- Implementation and monitoring
- Reports to stakeholders
- Celebrate successes

### Next Steps





**2030**

Integrated businesses from mixed energy sources to lifestyle solutions provider

**2028**

Full-fledged public-listed company (non-government)

**2022**

ASEAN Power Grid (APG) interconnection

**2019**  
TPPA

**2020**

Mergers & Acquisitions of utilities + Revised Vision 2020 (developed country) + Acquired financial services business

**2025**

Integrated energy monitoring center & Asset rationalization

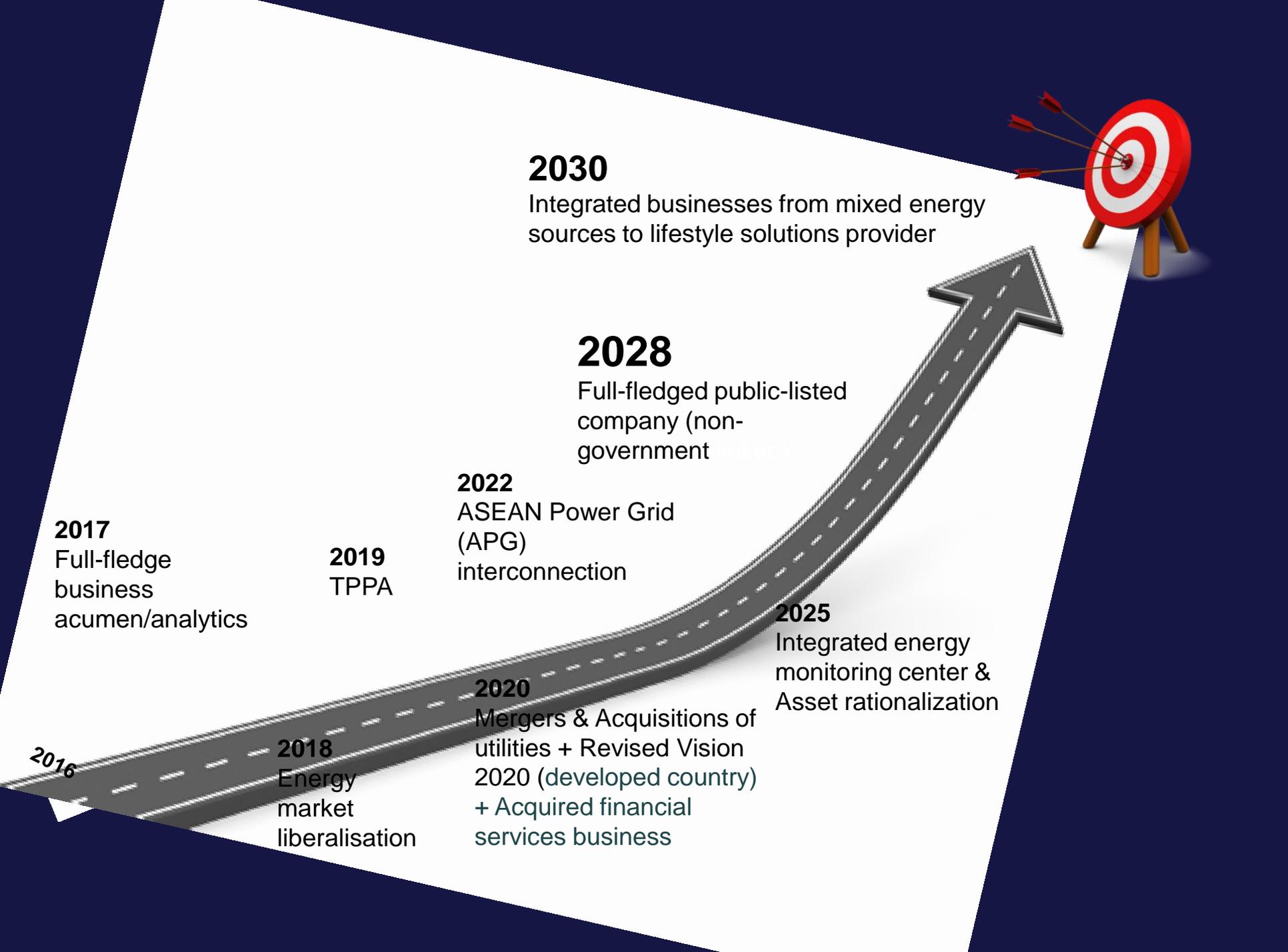
**2018**

Energy market liberalisation

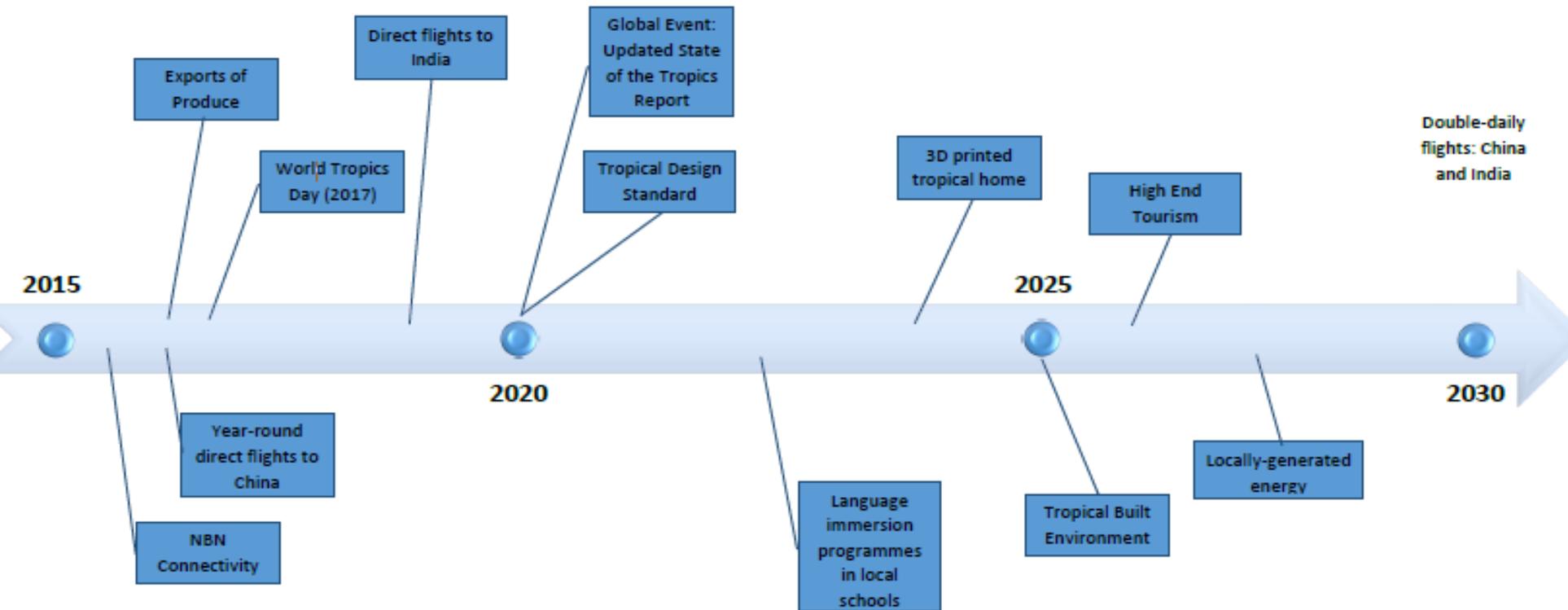
**2017**

Full-fledge business acumen/analytics

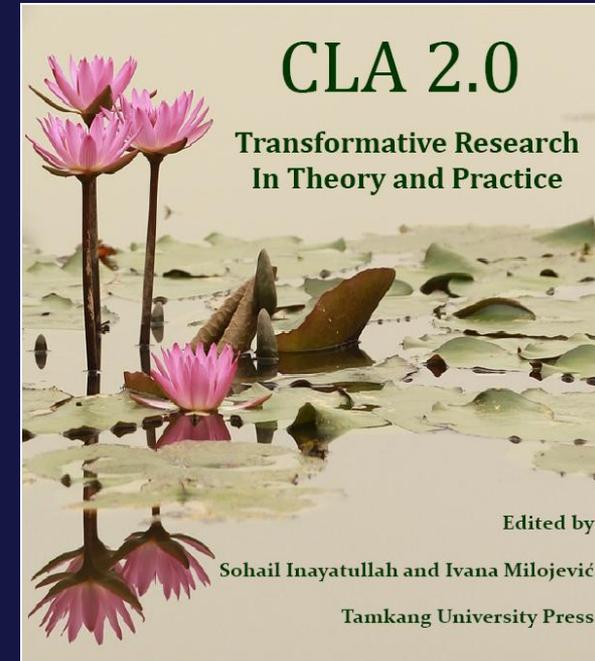
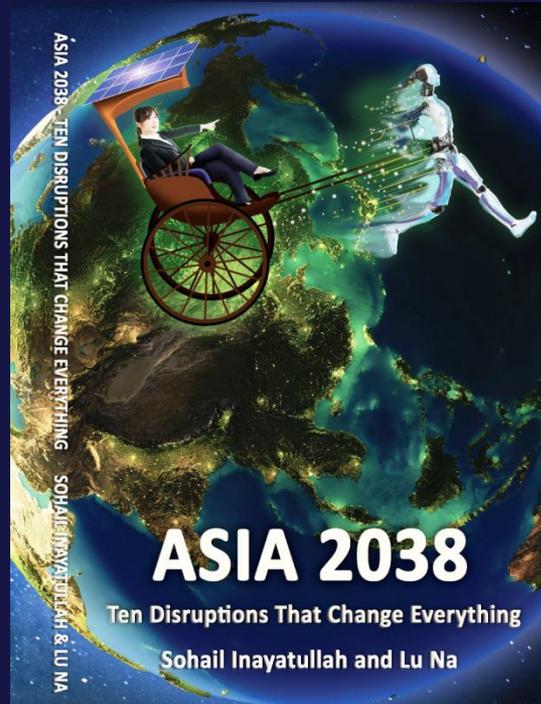
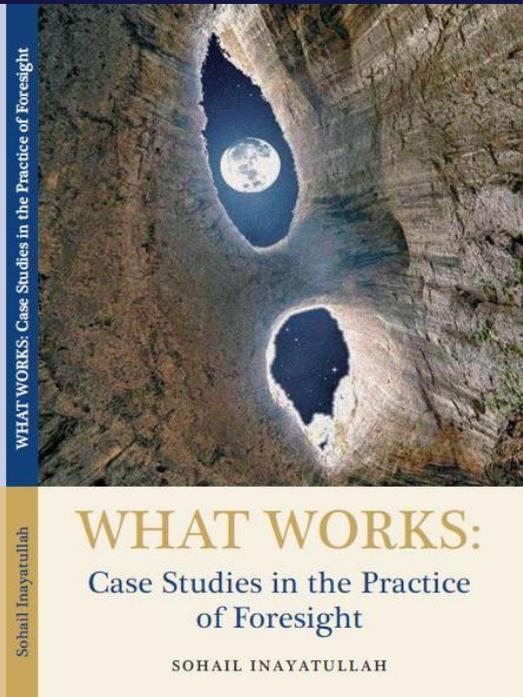
**2016**



# How did you get to the preferred?



# Additional Information at:



[METAFUTURE.ORG](http://METAFUTURE.ORG)