

# Future Literacy for business

NRG   
NewRealGoal  
corporate talent development

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- Educational expert;
- Founder and leader of DREVA.SPACE for adults;
- Founder of DREVA Mentoring Academy;
- Dedicated to teach people to create viable systems.

## *FUTURE*

*DOES NOT WORK any more:*

- *Trend will take my business out;*
- *Where is the money there is the future;*
- *Race for the leader;*
- *The future is a continuation of the present.*

## *FUTURE<sup>S</sup>*

*There is no longer a base scenario in real world.*

*WORKS :*

- *An image of the desired future;*
- *Study of weak signals;*
- *Creation of variable scenarios;*
- *Going beyond the obvious.*

## WHAT?

**Future literacy** - is a capability. The skill that allows people to better understand the **role of the future** in what they see and do.

Being futures literate means to have the capacity to know **how to imagine the future**, and **why** it is necessary. It empowers the imagination, enhances our ability to prepare, recover and invent as changes occur.

**Temporality** - human perception of time and the social organization of time.

**Discipline of anticipation** is the ability to become aware of assumptions about the future.

## WHY?

*To navigate uncertainties;*

*To establish familiarity with the unfamiliar;*

*To view uncertainty as a resource, rather than an enemy of planning;*

*To become aware of the **sources of our hopes and fears**;*

*To improve our ability to harness the power of images of the future;*

*To enable us to more fully **appreciate the diversity of both the world around us and the choices we make**.*

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**Innovation**

FL makes it easier to innovate and to take advantage of innovations

FL enhances the speed with which changes are perceived and choices are made

**Agility**

**Discovery**

FL Makes it easier to detect and make-sense of novelty, shocks and surprises

FL makes change easier because it makes change more comprehensible

**Confidence**

**Choice**

FL makes it easier to build choice menus that are more diverse

FL empowers exploration and invention that take advantage of uncertainty and complexity

**Capability**

**Leadership**

FL diffuses initiative and experimentation throughout the community

FL embraces multiple ways of knowing the world around us, including emotions and contextual specifics

**Knowing**

**Strategy**

FL makes it easier to see genuinely distinct strategic alternatives

FL makes it easier to take diversification approaches to both risk and uncertainty

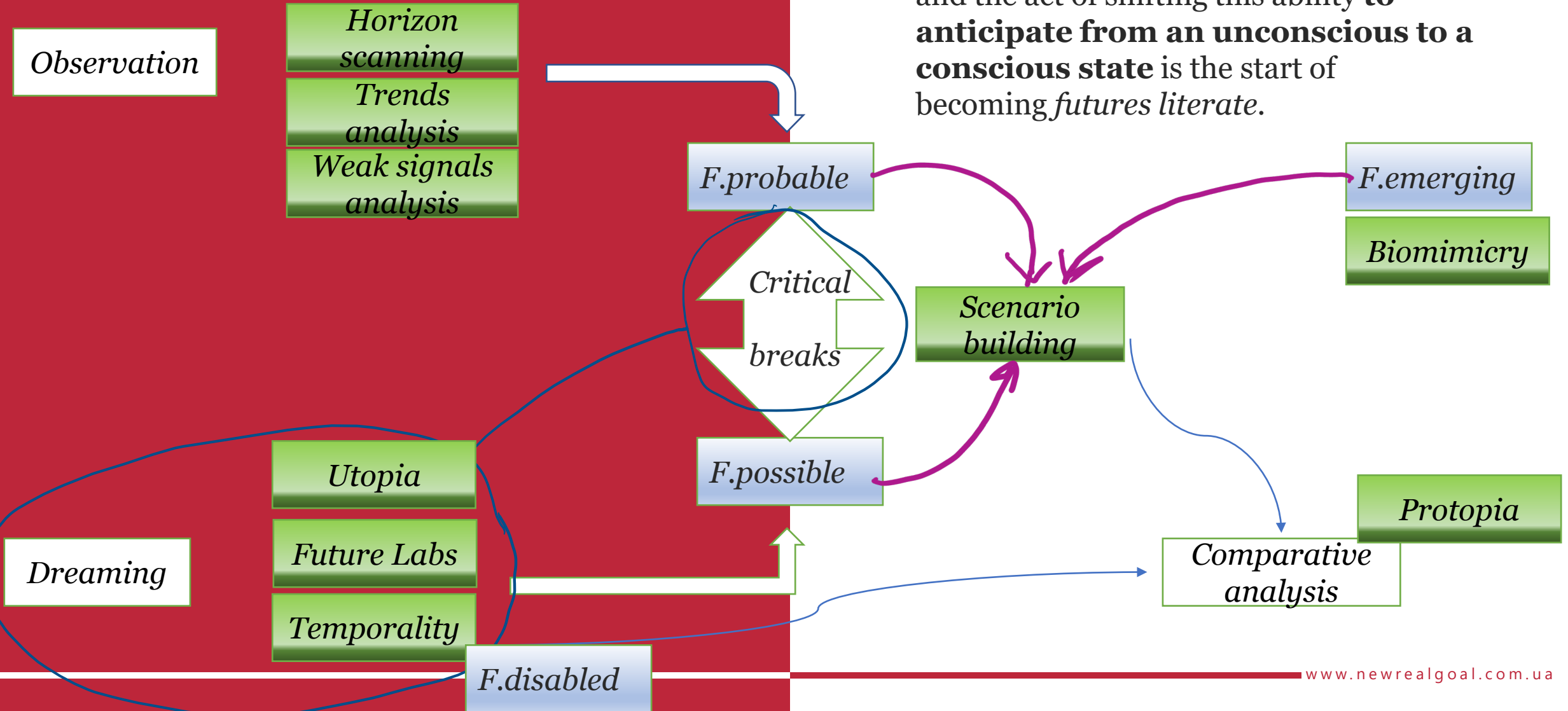
**Resilience**

# What to invest in?

In what people invest themselves, their talents, time, attention, will?

By imagining different futures, individuals can become aware of their capacity

- **to shape and invent new *anticipatory assumptions*,**
- and the act of shifting this ability **to anticipate from an unconscious to a conscious state** is the start of becoming *futures literate*.





*What others do? (Trends and Weak Signals)*

*What is it about? (Productive/Reactive way to get senses of innovations)\*\*\**

*What will be in the same logic? (Futures radar. Collection outcomes that nobody whants)*

*How to interact with it? (New skills, lifestyles)*

*What it demand from people? (How do they change?)*

*What can we suggest and create for that new demands?*

*Ideas of the products.*

## Temporality

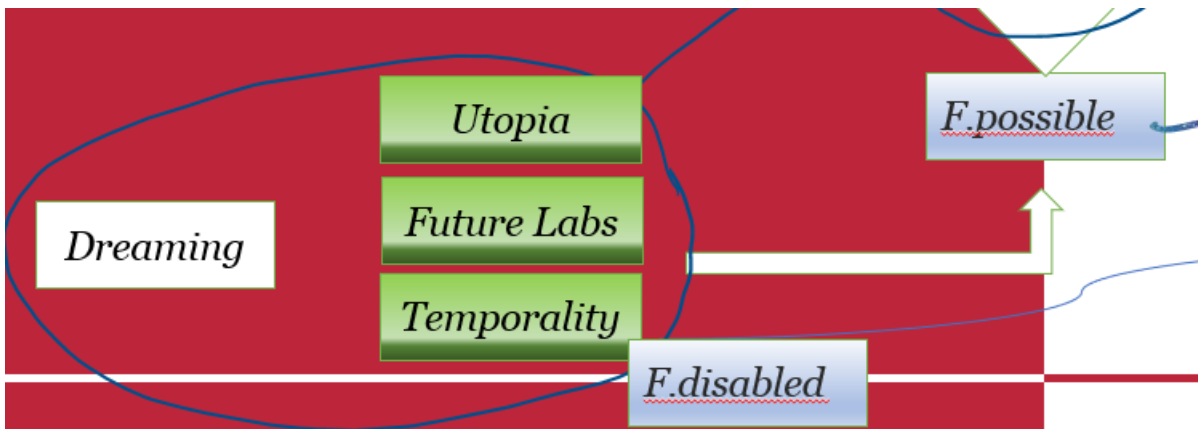
The better humans can become at understanding different explanations of and methods for imagining the future, the less reason there will be to fear the future, and **the better they will be able to harness future opportunities** and make sense of change and novelty. (Zimbardo Time Perspective Inventory)

## Future Labs

1. Desired Future (common, not 100% positive or negative).
2. How people live there?
3. What competences do they have?
4. What my company/project looks like there?

## Utopia

1. How can my company be as generous as the Universe?
2. How can all the people of our company thrive?
3. How can our company respect the health of the whole world?
4. How can our company respect the wellbeing of all people?





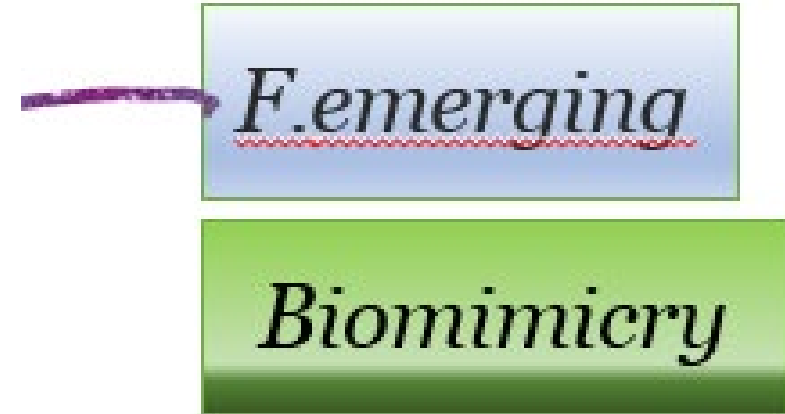
## Cycle of seasons

*Spring – to support new sprouts. Positive: Challenges excite and inspire, curiosity, desire to learn, openness to new yourself sides. Negative: Competition, Race for Idols, filing of struggle for place under the Sun.*

*Summer – to work for results. Positive: Focus on what is achievable, strength to do routine, work-life balance, goal-team balance, healthy measurement and assessment. Negative: victim of success, eternal growth disease, struggling.*

*Autumn – to renew the resource, to prepare ground for new seeds. Positive: Embrace results, celebrate success, grieve failures. Convert fruits (results) into nutrients and compost. Negative: artificial summer, burning out, fighting with changes, missing stability, depression.*

*Winter – to rest, fall asleep, to hear subtle but significant signals from within and without. Positive: letting go, trust to what we can notice subjectively, imagination, dreaming. Negative: surviving models.*

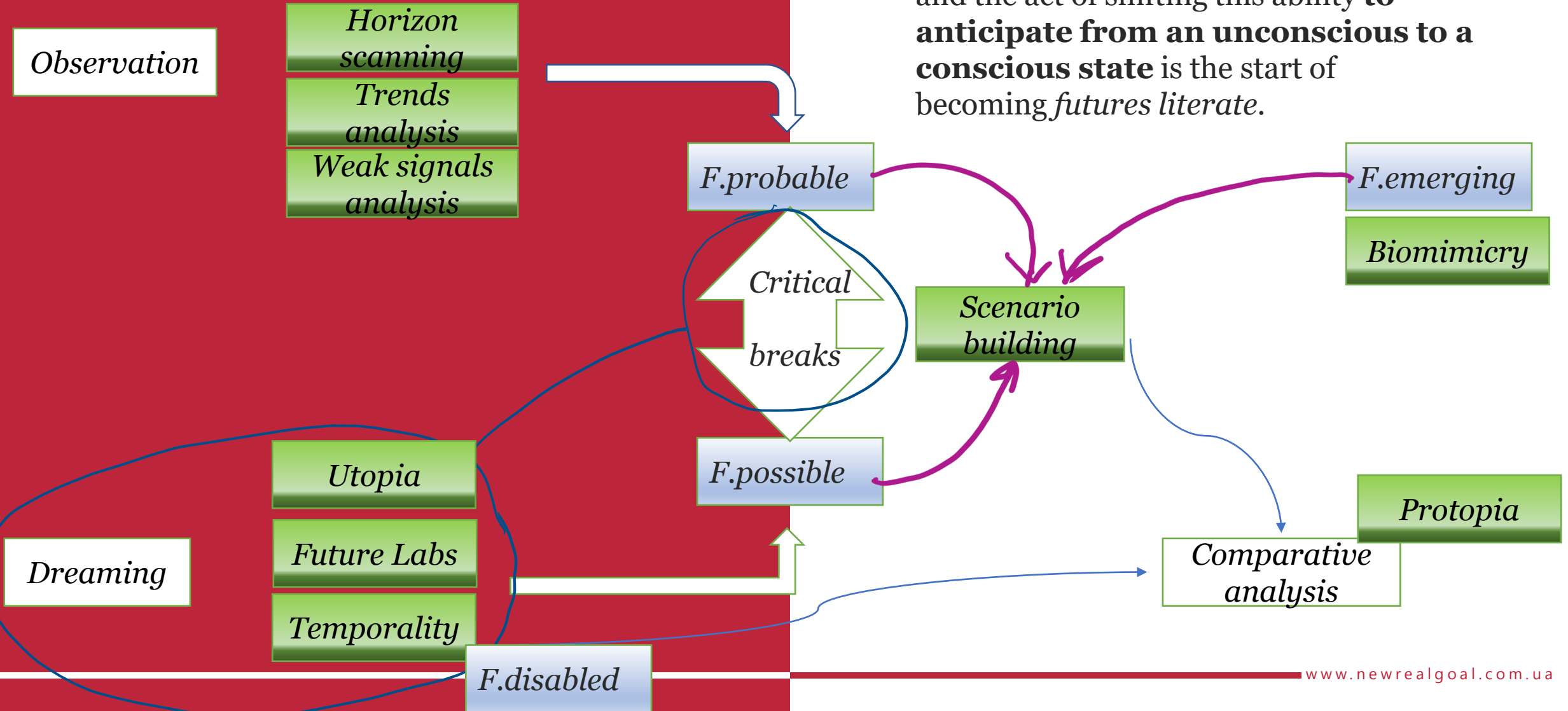


# What to invest in?

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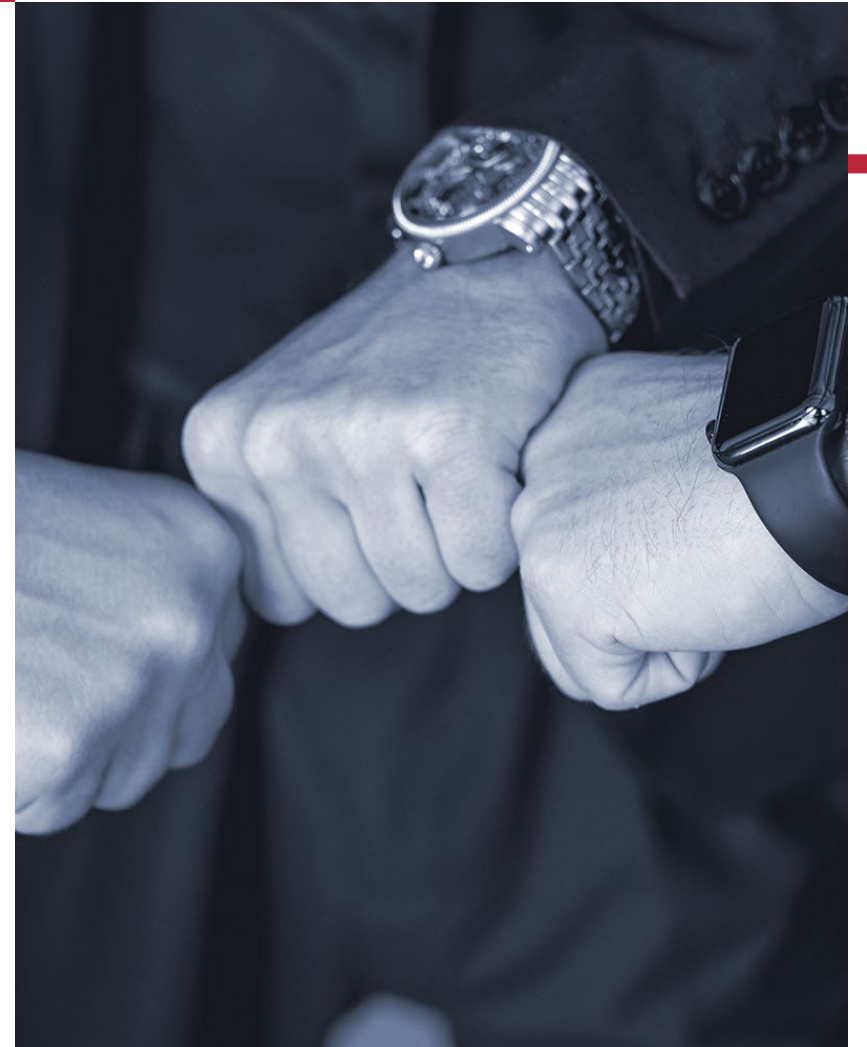
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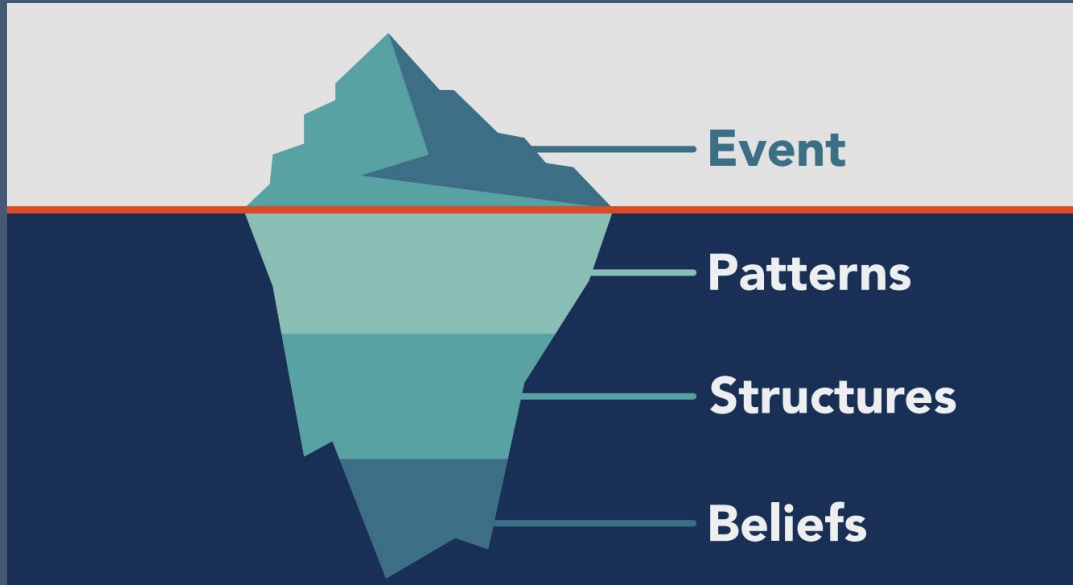


# References

- Zimbardo Time Perspective Inventory.  
[https://www.emcdda.europa.eu/drugs-library/zimbardo-time-perspective-inventory\\_en](https://www.emcdda.europa.eu/drugs-library/zimbardo-time-perspective-inventory_en)
- Riel Miller, Head of Futures Literacy at UNESCO, 2018: [\*\*Transforming the Future - Anticipation in the 21st century\*\*](#)
- Global Futures Literacy Design Forum, December 2019: [\*\*Catalogue of learning-by-doing labs\*\*](#)
- Duncan Cass-Beggs, Counsellor for Strategic Foresight at the Organisation for Economic Co-operation and Development (OECD)
- Bayo Akomolafe is the founder of the Emergence Network in Nigeria, a curator collective that aims to rethink our patterns of responding to crises
- Nicklas Larsen is Senior Advisor, Copenhagen Institute for Futures Studies | Staff Writer, SCENARIO | SteerCo, FORMS | Senior Curator, UNESCO Futures Literacy Summit
- [Jeanette Kæseler Mortensen is a Futurist & advisor at the Copenhagen Institute for Futures Studies](#)



## Review the full Iceberg:



- What new questions do you have about the problem?
- What do you understand about your system or organization that you may not have seen before?
- How might other people affected by the system see the Events, Patterns, Structures, and Beliefs differently than you do? In what areas do you need different perspectives or more information to understand how the system is operating?

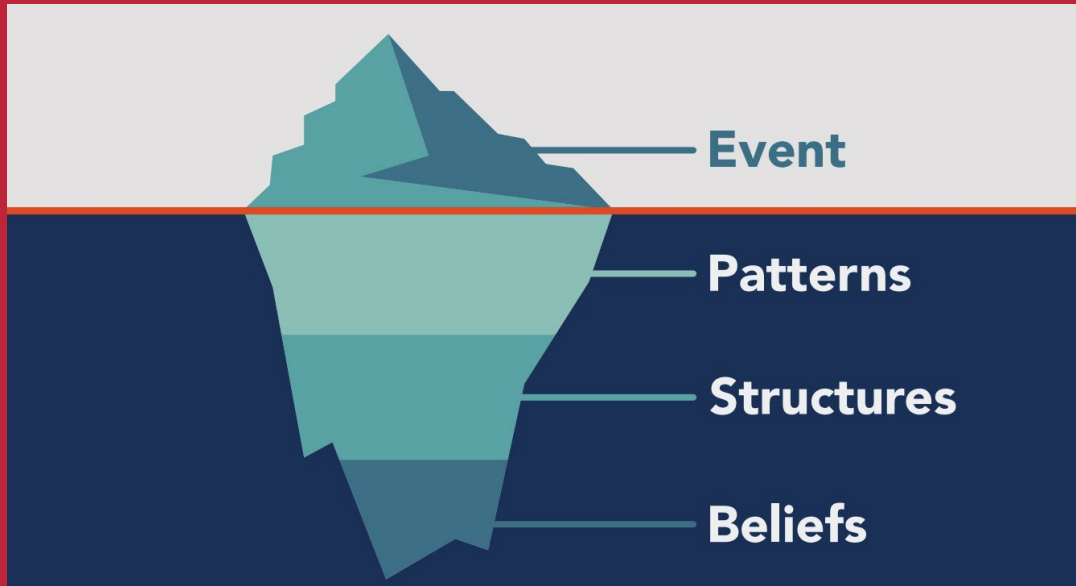
## The Systems Iceberg tool:

1.To help leaders and other stakeholders deconstruct and examine a problem within their system or organization.

*Chose one specific problem in your organization.*

*Discuss the following questions:*

- What is seen and known as it relates to the problem? What are today's lived experiences? Capture your observations at the Event level.
- What has been seen and known over time? What are the trends related to what you observe? Capture your responses at the Pattern level.
- What structures, policies, norms, or rules contribute to those trends? Capture your insights at the Structures level.
- What beliefs, values, and mindsets justify those structures? Capture your thoughts at the Belief level.



•Ask yourself:

- Can the solution be adjusted to address the problem at a deeper level?
- What could you do that would address the structure or belief level?

•Alternatively, select a structure or belief that must be changed to address the problem in a meaningful way. Use the solution-assessment questions to inspire ideas about the types of solutions that could shift structures or beliefs.



### The Systems Iceberg tool:

To help them assess the depth of the solutions that they might use to address it.

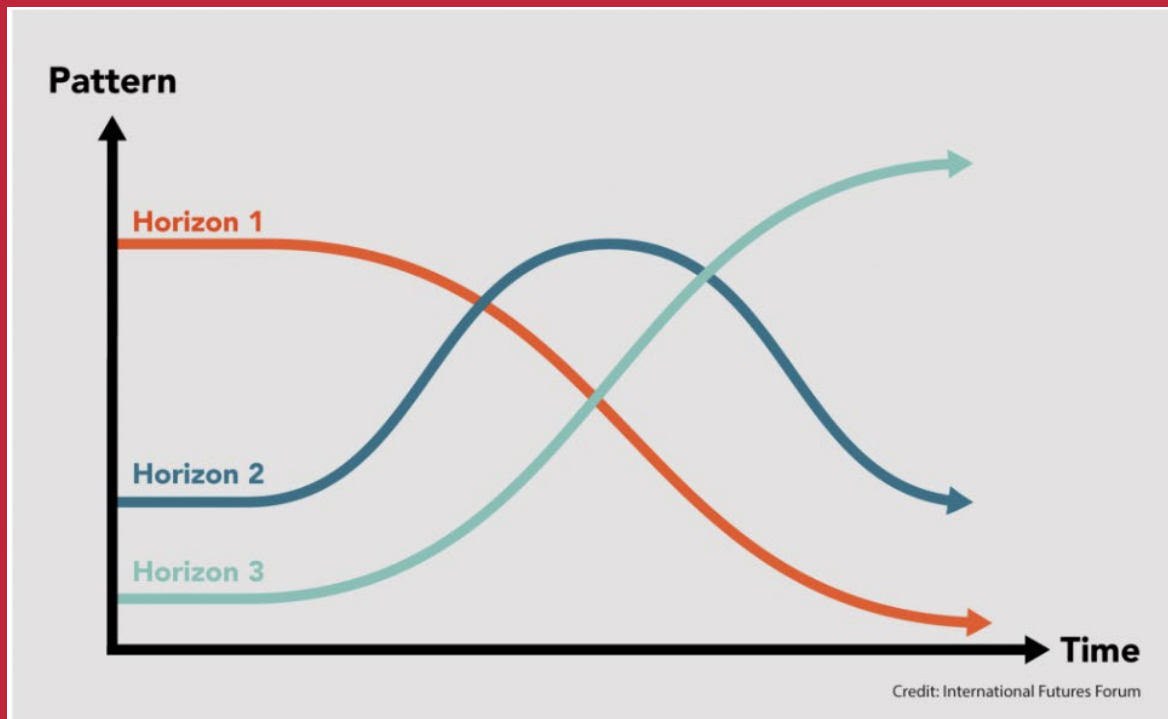
*Select the solution you are proposing or have proposed to solve the problem.*

*Discuss the following questions:*

- Is the solution reacting to events? Are we shifting resources, setting a standard without making any additional changes, or buffering the effects of what already exists?
- Is the solution anticipating and responding to what is likely to happen based on patterns from the past? Are we working to speed things up, slow them down, or strengthen interventions that seem to be working well?
- Is the solution designing new structures? Are we changing the policies, habits, or rules that govern what we do or the way the elements of the system or organization relate?
- Is the solution transforming what people believe about the system or organization? Are we setting new visions and goals and changing the values and mindsets that underpin the system?

	Ideal Future	Critical Gaps	Strategies	Current Reality	
Vision	Work down from vision 	What are the most important differences between the current reality and ideal future?	What approaches might close the gaps between the current reality and ideal future?	Work up from activities 	Vision
Beliefs					Beliefs
Structures					Structures
Activities					Activities

The **Now vs. Future** tool can help stakeholder groups specify their visions, explore what those visions would entail, and identify action steps to move toward them. The tool is adapted from the [Vision Deployment Matrix](#), a systems thinking tool developed by Daniel Kim.



The **Three Horizons** tool, created by Bill Sharpe of International Futures Forum, can help leaders and stakeholders understand what is happening today, articulate their preferred future and, identify preferred innovations and strategies for moving toward it.

*Look at horizon one*

*Set your Sights on horizon three*

*Turn back to horizon two*

Further guidance on working with the Three Horizons method is available from the [International Futures Forum](#) and [H3Uni](#). These include three [method facilitation guides](#) (see the Methods section).