Scanning for Signals of Change
Garry Golden
Warm up: More or Less Change Ahead?

Last ten years: 2010 – 2019

Next ten years: 2020-2030
Signals Scanning + Three Horizons

“Three Horizons” Model of Change (Bill Sharpe)

Dominance of model

2009  “2020”  “2030”  Time

1st horizon
2nd horizon
3rd horizon

Pockets of future found in present

Graphic courtesy of Andrew Curry, The Futures Company
Bringing Foresight Into Your Organization

Value of Process
(Tools, Techniques, Behaviors)

Value of Content
(Domain expertise; Knowledge)
Fundamental Stages + Activities of Foresight

**Investigate**
- Identifying & Monitoring Change
  - Horizon Scanning
  - Emerging Issues Analysis
  - Indicator Analysis (Leading vs Lagging)

**Imagine**
- Exploring Implications
  - Forecasts (Trend Extrapolation)
  - Scenarios (Alternative Assumptions)

**Inspire**
- Communicating the Need for Change
  - Visioning & Backcasting
  - Planning, Goal Setting & Roadmapping
  - Transformation Management

Wendy Schultz/Garry Golden
What is a Signal?

Power Ledger launches token for retail investors to back renewable energy projects

Mike Butcher @mikebutcher / 4 months ago
Strap on the Fitbit: John Hancock to sell only interactive life insurance

(Reuters) - John Hancock, one of the oldest and largest North American life insurers, will stop underwriting traditional life insurance and instead sell only interactive policies that track fitness and health data through wearable devices and smartphones, the company said on Wednesday.
Signal

- Source Credibility
  - Industry News
- Unique
  - Radical for an Incumbent
- High Uncertainty
  - Adoption and Execution
- Medium Impact
  - Changes Social Norms & Business Models;
  - Limited Uptake?
- Momentum
  - Still Early Days
- Creates New Scenario
  - (Data; Behavior Change; Incentives; Hardware; Outcomes Model)

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**Reuters**

**Strap on the Fitbit: John Hancock to sell only interactive life insurance**

*BUSINESS NEWS  SEPTEMBER 19, 2018  Suzanne Barlyn*

(Reuters) - John Hancock, one of the oldest and largest North American life insurers, will stop underwriting traditional life insurance and instead sell only interactive policies that track fitness and health data through wearable devices and smartphones, the company said on Wednesday.
The Big Picture: What Signals Scanning is NOT

Change Behavior
Shift Mindset

Vs

Scanning to
Check the Box
The Big Picture: Potential Pitfalls

Seeing Signals and wanting to:

- Pick the winner
- Figure out the answer
- Act right now
- Hit Home Run
- Skip over what we don’t understand

NOW LET'S PICK THE INNOVATIVE IDEA WITH THE GREATEST POTENTIAL TO KEEP THINGS EXACTLY AS THEY ARE.
"One thing that I tell people is ... if you're going to do anything new or innovative, you have to be willing to be misunderstood."

"If you cannot afford to be misunderstood, then for goodness' sake, don't do anything new or innovative."

Jeff Bezos
Building Habits around Searching for Signals of Change

Defining Scope of Change

Expanding Signal Sources

Building a Library of Signals
Defining STEEP Categories of Change

- Social
- Technological
- Economic
- Environmental
- Political
STEEP: Future of Work & Workforce 2020 - 2035

1) Write down one trend, issue or question per card
2) Place it on one of the STEEP Category Sheet Matrix

- Aging Populations
- Caregiving (formal/family) work for Aging Populations
- How do we address age discrimination?
- AI + Automation
- Automation of Transportation Jobs? (...Retail)
- How do we approach human bias coded into AI/Automation in workplace?
STEEP Analysis Matrix – Future of Work Themes  2020 - 2035

<table>
<thead>
<tr>
<th>MY CURRENT KNOWLEDGE</th>
<th>IMPACT ON MY ORGANIZATION / SECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Understanding</td>
<td>Low Impact</td>
</tr>
<tr>
<td>High Understanding</td>
<td>High Impact</td>
</tr>
</tbody>
</table>

- **Informs Strategy**
  - Act Now / Pull Lever
  - Keep Vigilant Watch
  - OK to Dismiss

Matrix by
Amy Webb
Expanding Your Sources of Signals

Twitter
Google Alerts
LinkedIn
Google Alerts: Keywords

1) Go to: google.com/alerts
2) Enter Series of Keywords

3) Choose Delivery Time vs. Digest to Manage Flows
Google Alerts: Keywords

Alert preview

NEWS

US And UK FinTech And RegTech Leaders Featured On “CFTC Talks”
Exchange News Direct
The Commodity Futures Trading Commission provides a unique opportunity for “CFTC Talks” podcast listeners to hear about the agency’s efforts to...

What Awaits Legal Tech 2018-19?
Inthi Tech News
4: RegTech. The industry began to develop in 2007, when the US was hit by the financial crisis. Many people blamed the problems of regulators...

ACAMS 6th Annual AML Risk Management Conference
Bristol Herald Courier (press release) (blog)
The Growing Role of Artificial Intelligence and RegTech in Risk ManagementDeveloping and Executing a Sanctions Management Master Plan...

Former CEO of Visa UK to Lead Crypto Startup
Global Banking And Finance Review (press release)
Mark has over 25 years of experience in Financial Services, FinTech and RegTech. He has been a long time advisor to MasterCard before joining...

Create Alert
Hide options

regtech

How often
At most once a day

Sources
Automatic

Language
English

Region
Any Region

How many
Only the best results

Alerts Monitor the web for interesting new content

Create Alert

regtech

regulatory innovation

compliance innovation

Tax Law Innovation
Tips for Getting Started

- Start with Ten Keywords (Test variations; Delete Ineffective Keywords)
- Start with Digest Mode
- Create a Gmail Folder to Avoid Crowding Inbox
- Yes, Google is Watching
Where is the future of lawyering, in a #decentralized ecosystem? Some quick thoughts from Lewis Cohen, while at #Consensus2018. Checkout what he has to say about how #blockchain and entrepreneurship are shaping the future of law practice in Angela Angelovska-Wilson's new law firm www.DLXLaw.com (we all know whose really in charge).

Maureen L. Murat, Esq. DLX has a office in DC and NYC. You should connect with Angela if you haven't already.

Paras Kale Constantin Kogan Elena Merzhanova Sushil Singh CPA (Aust.) FRANCISCO BENEDITO Michiel Lips

66 Likes · 12 Comments

Like Comment Share
Twitter Techniques:

- Hash Tags
- Lists
- Following (Dynamics)
Twitter Tip #1: Use Hash Tags to Build Out Your Follow Network

Task Goal for Your Domain:
- Identify 10-20 hash tags for consideration

Starter Hash Tag List:
- #energytwitter
- #futureofwork
- #AI
- #agingworkforce
- #automation
- #HR
- #solarstorage

Aligning Taxonomy with Hash Tags

Dynamics Hash Tags - **Upside**: Orbit Object for People, Ideas and Communities;
Best used around ‘events’ (Conferences; Chats)
**Downside**: Noise; Spam; Vendor dominated
Scanning Technique: Hashtag Search Then Filter & Follow

@shawnahenders19

#energytwitter when developing #netzeroenergy plan for a house, are there standard guidelines/checklist for #PV system req's that you supply in a bid doc or request for quote? For example, shading hours (all day or peak hours), etc. #NittyGrittyDetails Thx

@jessicanhamm

CA always seems to lead the way but it takes a while for their ripples to cascade across the country. How soon until the "wires-only" biz model becomes a call everywhere? I think a long time, 10+ yrs. #TD #energy

@greentechmedia

The groups argue that PG&E should get out of the retail energy business altogether, and instead focus on the distribution and transmission of power
Scanning Technique: Hashtag Search Then Filter & Follow

#energytwitter

shawna henderson @shawnahenders19 · 40m
#energytwitter when developing #netzeroenergy plan for a house, are there standard guidelines/checklist for #PV system req's that you supply in a bid doc or request for quote? For example, shading hours (all day or peak hours), etc. #NittyGrittyDetails Thx

Show this thread

Jessica Hamm @jessicanhamm · 2h
CA always seems to lead the way but it takes a while for their ripples to cascade across the country. How soon until the "wires-only" biz model becomes a call everywhere? I think a long time, 10+ yrs. #TD #energytwitter #energy buff.ly/2EjNld

Greentech Media @greentechmedia
The groups argue that PG&E should get out of the retail energy business altogether, and instead focus on the distribution and transmission of power bit.ly/2TXR9Qb
Tip: Check out Followers of Famous #EnergyTwitter Folks

Jesse Jenkins
@JesseJenkins  Follows you
Energy Ronin. @Harvard @Kennedy_School post-doc. PhD @MITidss (’18), SM @TppMIT (’14). Independent consultant supporting clean energy. Fledgling dad.
linkedin.com/in/jessedjenki...
Joined October 2008

Timothy O’Connor @TimothyOC Connor Senior attorney and environmental policy expert at CEJ. Father of three amazing kids and lover of clean, clear water and a safe future.

Theresa Eberhardt @thetrue_theresa Sustainable food, corporate partnerships key. @DefCon and AEDIP's views are my own.

Erica Morehouse @EricaMorehouse Senior attorney and carbon market expert at DefCon. Believing economic prosperity can increase AND we can dramatically reduce pollution.

Derek Walker @DefConWalk U at Environmental Defense Fund, @DefCon.

Jenny Ahlen @jennyplurk Director at @DefConFunds. "Puppet with a puppet", fluffy, cuter than my own.

Boma Brown-West @Boma-West Sr. Manager of Consumer Health, CDP + Business @GDFsc only name, my words.

Elizabeth Sturden @ElizabethSturden Managing Director of @DefConFunds. "AEOB's. Passionate about using the power of ocean to improve world. Lover of great food from..."

Aileen Nowlan @AileenNowlan Leading innovation in energy, cities, air quality, create @DefCon and Tweets, my own.

Karley Kranich @karleykranich Climate & Sustainability at @DefConFunds. Finding ways to help companies #ClimateAction or #Renewables, all #sustainability & #sustainability.

Tweets 51.3K Following 8,483 Followers 20.7K Likes 37.5K Lists 8
Twitter Tip #2: Creating Lists (as Filter)

List URL: https://twitter.com/garrygolden/lists

List Dynamics -

**Upside:** Allows you to build large Twitter Follow lists

**Downside:** Very few; Slight embarrassment of List Names
Tip: Be Careful of Your Public Named Lists

**Futurist - Consultants** by S Emory Grove
Futurist Topic Consultants
71 Members

**smartypantsbigbrains** by Sara Lobkovich
70 Members

**Crypto Camelot Elite** by ArthR
1132 Members
Twitter Tip #3: Recap Following Dynamics

Carolyn McClanahan
@CarolynMcC
Financial planner, physician. Discuss money/health/death/aging/health reform. Funny, Unbridled. Work - Life Planning Partners. Write - @finplan @Forbes @CNBC
Florida
whealthcareplan.com
Joined March 2009
Tweet to Carolyn McClanahan

Sydney Lupkin
@alupkin

Population Health
@JeffersonCPH
Jefferson College of Population Health prepares leaders to develop, implement, and evaluate health policies and systems that improve the health of populations.

kris venne
@krisvenne
Director of Wealth Management @lifluxwealth
Questions on Signals Sourcing Strategy
Tool: Organizing Your Signals

‘Tagging’
‘Social Bookmarks’
Collect & Share Signals as Social Bookmarks

Social Bookmarking allows you to automate and archive your efforts so you can review them all together under common keywords – and share with colleagues.

Diigo help you avoid having to remember where you read something—simply get into the habit of tagging relevant website, videos, and reports that you find along the way.

With practice the ‘tagging’ of a web browser based signal (news story, video, PDF, et al) should take five (5) seconds to filter and archive with three tags.
Chicago's Outcome Health hires Twitter engineering VP, its first big hire after $500 million investment
"Outcome Health"
venturebeat.com  news  hire  healthcare  Chicago  Innovation  2017  communication

Epic Announces Worldwide Interoperability with Share Everywhere
www.epic.com  healthcare  IT

FDA Pushes the Envelope on Clinical Trial Design and Research Requirements | A
www.appliedclinicaltrials.com  FDA  healthcare  clinical

Health Nucleus: Explore The Story of You
www.healthnucleus.com  company  healthcare  health

Vayo taps Uber-like model for Medicaid-paid trips to the doctor - The San Diego Union-Tribune
Sep 13, 17
Getting Started – Part 1

Set up a Free Profile at:

www.diigo.com/

You may use your real name (e.g. Garry Golden) or fictional name to protect privacy. Ideally we are able to share profile names across the innovation council.

https://www.diigo.com/user/garrygolden/

Install Plug-in / Extension on the web browser you use most often:

Install Extension

The Diigo website should recognize the web browser you are using during set up so it is easy to do. After the extension is installed you are ready to go.

When you wish to ‘tag’ or archive a webpage simply click on the small “D” icon on your browser.
Getting Started – Part 2

Delay (Deep) Assessment with 5 second Filter
1) See it, + 5 second Judgement on Value of Signal
2) Tag it (3-5 keywords)
3) Come back to group tags when you have time to read and process implications

1) See an article you wish to ‘tag’ (archive) so you can review later or share with others.

2) Press the Diigo icon in browser and a pop up window should appear.

3) Enter keywords that describe article

VentureBeat
Chicago's Outcome Health hires Twitter engineering VP, its first big hire after $500 million round
Spurred By Convenience, Millennials Often Spurn The ‘Family Doctor’ Model
Via your Diigo Profile page you can see your library of signals by keyword ‘tags’. You can share tags with colleagues interested in similar trends.
15 minute
Morning Twitter Session

- Scan Quickly
  Tag (on Diigo) *Signals that Pass Sniff Test*

- Scan Broadly (Keep it Fun & Relevant)
  *Personal & Professional*

- Judging – Confirming vs Challenging
Building Habits around Searching for Signals of Change

- Defining Scope of Change
- Expanding Signal Sources
- Building a Library of Signals

Categories:
- Social
- Technological
- Economic
- Environmental
- Political
Thank You!!
Garry Golden (Two Rs)
garrygolden@gmail.com

PDF & Resources:
garrygolden.com/Feb22
Additional Resources
www.garrygolden.com/Feb22
The Futures Wheel: Full Format
Worksheet Version

Signal of Change

2020

2022

2025

2028
Generate News Headlines from...

- New Policies
- New Industries + Business Models
- New Products / Experiences
- New Service Models
- New Regulations
- New Intersections
  (e.g. AI, Blockchain + Business Processes)

Futures Wheel Technique: Taking Mental Leaps
The Futures Wheel

** Popularized by Joel Barker
Tips on Creating Headlines

- Bring it to Life (e.g. familiar people, places and companies)
- Leap, Don’t Tweak
- Art of Double Take

<table>
<thead>
<tr>
<th>Generic</th>
<th>Bring it to Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic accidents down 30%</td>
<td>Nationwide Insurance goes bankrupt</td>
</tr>
<tr>
<td>AI destroying service jobs</td>
<td>India passes Universal Basic Income Law</td>
</tr>
<tr>
<td>Voice search at 80%</td>
<td>Pew Survey: Millennial Parents fear their children won’t learn to text</td>
</tr>
</tbody>
</table>
Seeing Signals and Taking Mental Leaps

A phone battery that lasts a WEEK is on its way: Smartphone maker signs deal to add tiny hydrogen fuel cells to handsets

- Hydrogen-powered cell can give handsets up to a seven-day battery life
- It is so thin it fits inside current handsets without making them bulkier
- Fuel cell contains a battery that creates energy from hydrogen and oxygen
- Intelligent Energy has previously tested the technology on the iPhone 6

By VICTORIA WOOLLASTON FOR MAILONLINE
PUBLISHED: 11:46 EST, 8 February 2016 | UPDATED: 04:53 EST, 9 February 2016
Renewables Moving Beyond Electrons to Molecules

What could happen in 12 years?

- China Moving Beyond Battery
- Acquisitions in Portable Power
- Unplugging at Burning Man
- Houses without Electrical Sockets
- Vision: #1 Fuel Distributors

2023  2025  2028  2030