



Bringing Home Foresight

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Foresight Essentials



INSIGHT

Map Cross Impacts

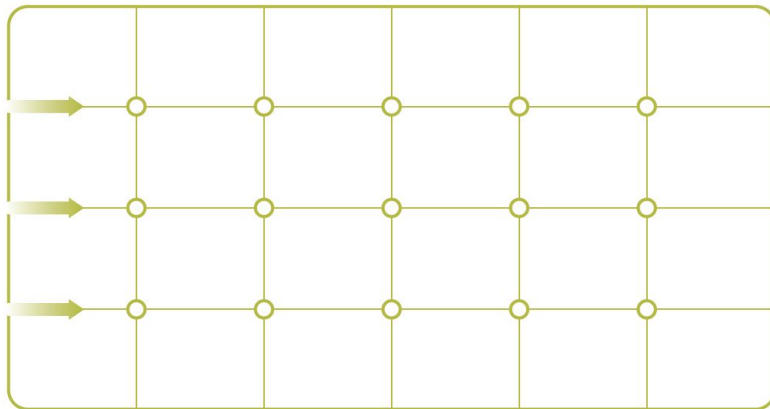


INSIGHT

MAP CROSS-IMPACTS

By creatively juxtaposing forecasts across a wide variety of “impact zones,” we can visualize complex futures and systematically identify threats, opportunities, and critical insights.

IFTF Foresight Essentials **Toolkit**



WHY THIS TOOL?

- **Understand** how large-scale changes might impact an entire community, organization, or industry.
- **Create** meaning from complexity by showing the intersection of multiple forces and domains in a single, graphic format.

WHEN TO USE:

- **You're exploring and comparing** impacts and unexpected opportunities within a forecast or scenario.



MAP CROSS-IMPACTS

of drivers and impact areas

- **Horizontal** rows of drivers, forecasts, or scenarios
- **Vertical** columns of specific impact areas relevant to your project, e.g., organizational functions, stakeholder groups, strategic priorities, markets.
- **Cross-Impacts** are strategic insights at the intersection of drivers/forecasts/scenarios and impact areas, such as threats, opportunities, emerging issues.

IFTF + Deloitte Industry Compass matrix map (2008)

Drivers

Demanding demographics

Nearly half of all Americans are expected to have chronic conditions by 2020. This growing number of chronically ill, along with increasingly aging, sedentary, immunocompromised, and ethnically and socio-economically diverse segments of the population, will strain society's capacity to respond to health challenges.

Broadening definitions of health

Definitions of health are expanding, encompassing everything from food to pharma. Issuing to consumer electronics. Healthier lifestyles and holistic approaches to aging, eating, self-care, parenting, working, and homemaking generate consumer demand for new health offerings from a diverse set of stakeholders.

Rising pressure in policy & politics

The economics of health care heighten focus on health policy. Political discourse around health care reform calls into question the present organization and distribution of resources. Governments require metrics that link spending to better health outcomes.

Expanding connectivity: anytime, anyplace

The globalization of biomedical informatics, innovation, and production moves technology-enabled research and delivery of care out of traditional settings. New settings arise in the home, on mobile devices, in workplaces, and in remote locations, creating new sites for health discovery and delivery.

Converging relationships

Changing and converging business models, along with structured open-source innovations, are enabling health care providers, payors, life sciences companies, policy makers, and consumers to collaborate, innovate, and form non-traditional alliances.

Impact Zones

People

Networks

Markets

Practices

Tools

Unhealthy lifestyles migrate abroad

- Low- and middle-income countries face increasing health risk factors, including chronic disease
- Geographic differences in disease burden are diminishing

Population differences burden health systems

- Socio-economics
- Lifestyle choices
- Living arrangements
- Disparities in access to competent care and insurance

Wellness goes mainstream

- Distinct definitions of health, motivations, and values
- Nutrition and food choices
- Prevention and disease management
- Balance and energy
- Sleep and stress reduction

Increased financing and care demands

- Baby boomers become Medicare-eligible
- Health disparities expand
- Tolerance for additional risk speeds new innovations

Transdisciplinary training

- Moves scientific knowledge into clinical practice

Citizen scientists

- Retired professionals
- Amateur enthusiasts

Peer-to-peer engagement

- Doctors connect around shared diagnoses
- Collaboration, feedback, and collective action
- Marketing and advocacy

Health communities proliferate

- Based on needs, values, and biometric data
- Informal and transient

Personal health networks

- Technologies
- Information
- Products
- Providers

Health care epicenter shifts

- From hospital to individual

Regional health advantage

- New hubs of care, services, and scientific discovery

Blurring boundaries enable open innovation

- Broader set of inputs, talents, and interactions
- Ideas generated from networks, not institutions

Childhood obesity creates future markets

- True costs include economic productivity
- New collaborative partnerships form

Consumer health markets fragment

- Personal medicine leads to new products and services
- Shift from address to wellness business model
- New competitors from adjacent industries
- Segmentation defines new markets

Health care costs soar

- Expanded state and federal programs

Local solutions

- Coverage for medical tourism
- Workforce recruitment

Emerging Global Competition

How will global competitors impact the development and delivery of products and services?

New pathways to market

- Public, private and cross-industry partnerships
- Novel partnerships produce new care models
- New roles for licensed practitioners

Long tail economics

- Small markets aggregated

Health Care System Breakdown

When and where will the fault lines of the U.S. health care system start to crack?

Health care system breakdown

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Information Ownership

How will health care data control, security, and privacy concerns be addressed?

Universal Quality Concerns

How will quality be measured and managed in a global marketplace?

Networked knowledge production

- Lead users
- Patient experts
- Scientists

Upstream prevention strategies

- Wellness
- Diagnosis of metabolic syndromes
- Emphasis on cardiovascular risk factors

Expanded Care Coordination

- Transitioning roles
- Population health management

Corporate social responsibility

- Self-regulation
- Product reformulation
- New positioning

Regulatory intervention

- Reference pricing
- Reimbursements tied to quality and performance

Technology shapes health behavior

- New media technologies integrate layers of data
- OTC diagnostics provide real-time feedback
- Advancement of data analysis

Open platforms for innovation

- Streamlines expert sourcing
- Connects outsiders to specific projects inside companies
- Encourages cross-disciplinary and external collaboration

Personalized health information

- Individualized risk assessment
- Personal health records
- Genetic screening

Consumer health technologies

- Medical expense management
- Direct-to-consumer tools and decision support
- Genotypic diagnostics and targeted therapeutic interventions

Online platforms for collective action

- Communities of interest become communities of action
- Online/virtual political action groups form
- Focus on cost reduction and improved health outcomes

Sensing technologies

- Eco-monitoring
- Collection of biometric data

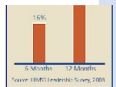
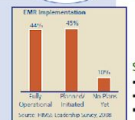
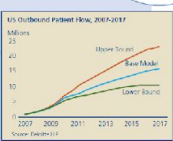
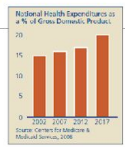
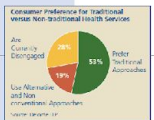
Mobile health

- Delivery of information and services
- Peer-to-peer health management
- Adherence support and self care
- Citizen public health







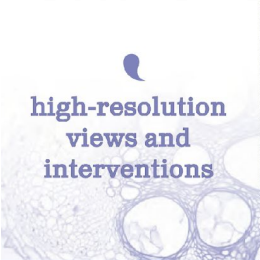
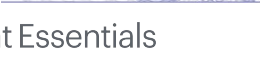
Simulations anticipate risk

- Patient self-care
- Clinical trials
- Public health preparedness

Powerful Brands
What is the future role and importance of branded health care products and services?

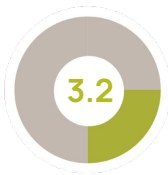


IFTF Information Ecosystems for Wellbeing (2012)

hotspots ▾	settings >				
	 home	 work	 clinical	 retail	 on-the-go
 <p>automated and predictive systems</p>	<p>Create dynamic communications to reach the diverse and coexisting preferences of different people living in the same home</p>	<p>Use sensing technology to understand and anticipate employees' true physical and emotional health states, but be mindful of the potential to violate privacy and create an oppressive atmosphere</p>	<p>Develop capabilities in pattern mining to anticipate community health needs and partner with community efforts to build networked prevention and intervention strategies</p>	<p>Build responsive communication channels and interoperable systems between retail medicine and clinical medicine to reduce the information work for the consumer</p>	<p>Create information tools that offer seamless continuity in different settings, both in the real and virtual worlds, and align with personal patterns of mobility</p>
 <p>amplified roles and interactions</p>	<p>Use microwork platforms to crowdsource home care and assisted living tasks</p>	<p>Sponsor platforms and allocate time for employees to engage in micro-contributions to support each other's well-being, such as donations of paid time off, vacation, and care</p>	<p>Invest in clinical data systems that use lightweight technology and can easily be upgraded and adapted to multiple operating systems, devices, and user experiences.</p>	<p>Remake the shopping experience into a learning experience by deploying health coaches in physical and virtual retail settings to help customers individually tailor well-being and diet regimens</p>	<p>Create participatory platforms to allow people to use the personal, community, and environmental data they capture for public health in transparent and respectful ways</p>
 <p>high-resolution views and interventions</p>	<p>Connect high-resolution understanding of the body and the larger environment to change the way people design health into their homes and communities</p>	<p>Be sensitive to individuals' biological rhythms and the needs that accompany them, particularly those whose well-being and health depend on time-targeted therapies</p>	<p>Use new evidence of the harmful effects caused by changes to the microbial environment and multispecies ecosystem to anticipate new supply chain and facilities management challenges</p>	<p>Prepare for higher scrutiny as citizens gain a deeper understanding of the health effects of waste management and sourcing practices and increasingly gain the ability to monitor them</p>	

Example Grid (K-12 teaching & learning)

		IMPACT ZONES							
		Professional Learning	Learning Experience Design	Personalized Learning	Policy	Infrastructure	Stakeholder Education	Assessment	Equity and Inclusivity
DRIVERS OF CHANGE	The rising political polarization of everything								
	Increasing focus on workforce development and career readiness in K-12 education								
	Cost of living increases, widening income gap, and increasing un-affordability of Santa Ana								
	Climate chaos and the increasing awareness and focus on that space								
	Rapidly evolving technological and media landscape: AI, VR, and beyond								
	Desire for flexibility and personalization - from scheduling to culturally relevant materials								



MAP CROSS-IMPACTS

TOPIC: Future of Climate Relocation

FORECAST/DRIVER/SCENARIO	IMPACT ZONES			
	MARKETS	TOOLS	PRACTICES	COMMUNITIES
GROWTH OF SOLO HOUSEHOLDS		Greater need for networking platforms for community support.	Solo households may be easier to relocate.	
NEW DATA OWNERSHIP MODELS	Control over, and access to, large scale climate migration data is foundation for range of new climate migration services.			Community level data becomes political football as different factions seek to control the narrative about climate migration.
THE NEIGHBORHOOD GUILD		Teaching tools needed to help share DIY knowledge.	Community gets better at self-organizing, perhaps stronger bonds during relocation & rebuilding	

MAP CROSS IMPACTS

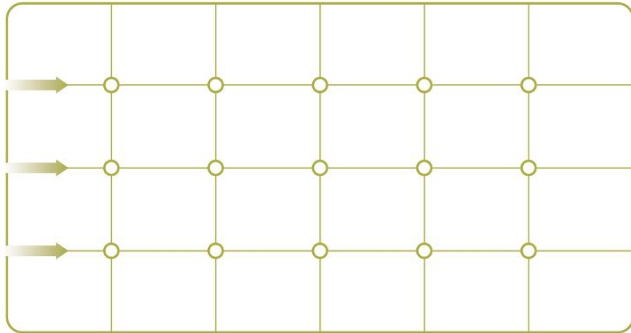
A few STEEP drivers of change that could shape the futures of community colleges

- Remote work
- Growth of disinformation, deep fakes
- Gig economy/precarious labor
- Growth of social justice movements
- Water shortages
- Rise in extreme weather events
- Distrust in institutions
- Aging population
- Rapid advances in AI content creation tools
- Rising cost of living
- Political polarization between regions
- Anytime, anyplace learning

Selected impact areas to consider (choose only one set)

- Stakeholder or user groups (e.g., students, teachers, admins)
- Strategic initiatives or priorities
- Geographies
- Organizational functions (e.g., IT, HR)
- Communities/Tools/Places/Markets
- Settings (e.g., home, office, club, gym)

Your Turn!



- Heads down work on your paper templates
- On the rows, **choose a few drivers** that could impact a futures topic you care about (perhaps the futures of community colleges)
- THEN, brainstorm **one set of impact areas**
- **Come up with at least two insights** at two separate intersections between drivers and impact areas.
- If you're not coming up with a single interesting insight, it's time to change your impact areas or your drivers of change, or both!

DEBRIEF

RIDE TWO CURVES

- What types of insights did this tool help generate?
- What might you use this tool for?

MAP CROSS IMPACTS

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ACTION

Catalyze the Future

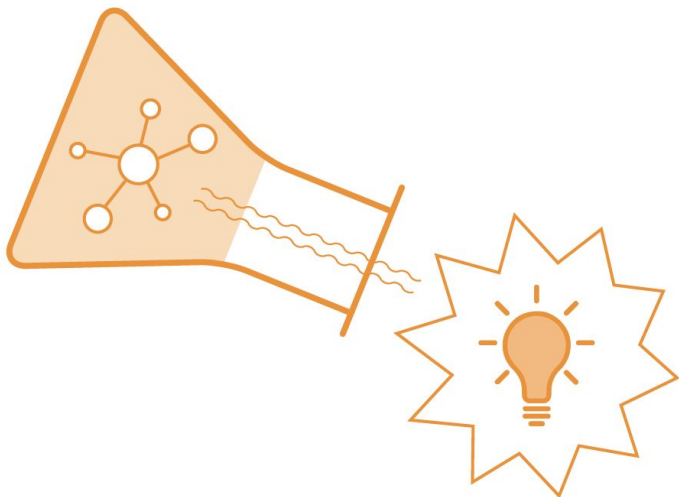


ACTION

CATALYZE THE FUTURE

In chemistry, catalysts speed up reactions and typically create a more stable outcome. Can you identify catalysts that will increase the reaction rate to a forecast and speed up your trajectory toward a preferred future? If you're successful, it will take less energy to maintain this preferred future state.

IFTF Foresight Essentials **Toolkit**



WHY THIS TOOL?

- **Inventory** the elements that you need to spark your preferred future.
- **Understand** your organizational strengths and inhibitors to respond to future disruptions.
- **Prioritize** where to focus your energy now in order to accelerate making the future you want.

WHEN TO USE:

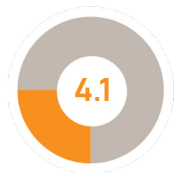
- **After exploring** a wide range of possible futures, when you've identified a future that you want to make happen.



CATALYZE THE FUTURE

About Catalysts

- **Increase** the reaction rate to a forecast
- **Speed up** your trajectory towards a preferred future
- **Create** a more stable outcome
- **Hard** to reverse



CATALYZE THE FUTURE

CATALYZE A WORLD WHERE _____

What is today's social sentiment about this future world? (circle one) *Overton Window spectrum

Unthinkable Radical Acceptable Sensible Popular Policy

ELEMENTS NEEDED TO CATALYZE YOUR PREFERRED FUTURE
(technologies, regulations, business models)

ABILITY TO HARNESS
1=low 5=high

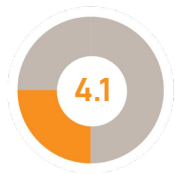
1	
2	
3	
4	
5	

LOW ABILITY

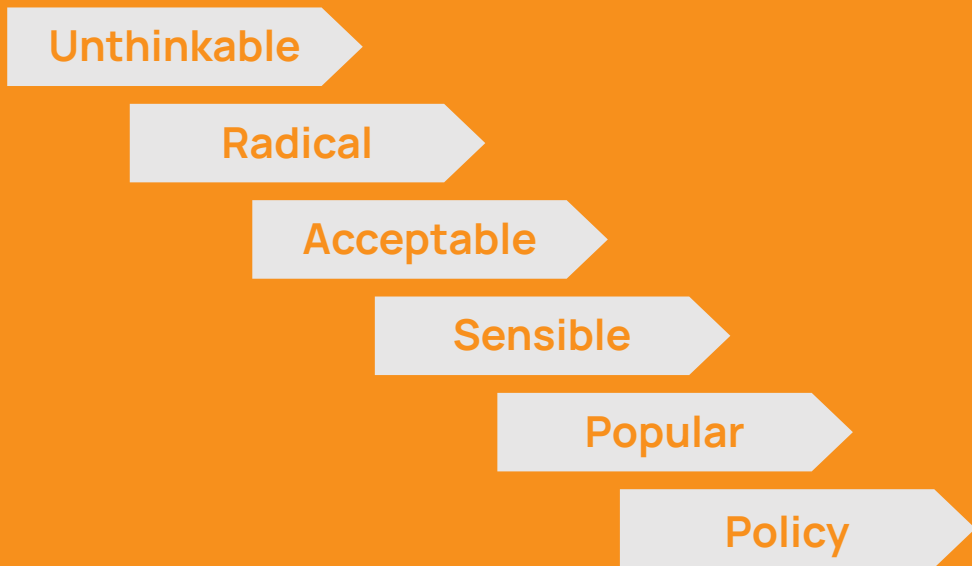
What are initial steps you can take to gain capacity here?

HIGH ABILITY

How could you start taking action here now?



Social Sentiment



The Overton Window ranks public opinion from unthinkable to policy, and is usually used in the context of assessing the likelihood of change in policies.



CATALYZE THE FUTURE

An example: an affordable housing developer's preferred future

Preferred Future:

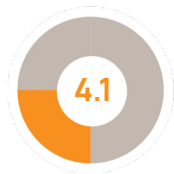
We lead the way in building new forms of multi-generational co-housing

Drivers

- Aging Population
- Student Debt Burden
- Affordable Housing Shortage
- Loneliness Epidemic
- Growth in climate relocation

Signals

- Strangers send encouraging notes to older adults by mail during pandemic
- City of St. Paul, Minnesota proposes elimination of single-family housing zoning



CATALYZE THE FUTURE

CATALYZE A WORLD WHERE _____ We lead the way in building multi-generational co-housing _____

What is today's social sentiment about this future world? (circle one) *Overton Window spectrum

Unthinkable Radical **Acceptable** Sensible Popular Policy

ELEMENTS NEEDED TO CATALYZE YOUR PREFERRED FUTURE

(technologies, regulations, business models)

ABILITY TO HARNESS

1=low 5=high

1	Multi-generational marketing savvy	4
2	Tech based matchmaking platform	1
3	Regions that are open to zoning this	2
4	Designs for Gen Z and Boomers	5
5	Willingness to create new kinds of co-housing relationships	1

LOW ABILITY

What are initial steps you can take to gain capacity here?

- Explore college housing matching companies
- Hire research firm to identify potential regions

HIGH ABILITY

How could you start taking action here now?

- Create artifacts of the space
- Start an online store selling living solutions and home goods directed at both generations



Your Turn!

- Select a preferred future and summarize it at the top
- Consider the present day social sentiment of either the public or of your own college. Different stakeholders may have different sentiments!
- List elements needed to realize this future and rate your ability to harness them.
- Where you rated your ability low, list action steps to address
- Where you rated your ability high, list actions that take advantage of your strengths.



Debrief

- What insights and ideas did this produce?
- How might you use this tool?
- Any challenges or questions?

How might foresight be valuable to your college moving forward?

Ways to work with IFTF

- Conduct or sponsor research
- Host a custom training or event
- Attend an open enrollment training
- Join our free webinars
- Sign up for our mailing list
- And more!



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