

Collect.
Connect.
[Prioritize].
Act.
Foresight to
Change

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“‘Emergence is the way complex systems and patterns arise out of a multiplicity of relatively simple interactions’* ...my vision is **changing our how**, more than **seeing clearly our what**. I see a how where we are all much more comfortable with change, and with our personal power to change conditions....I want a future where we are **curious, interested, visionary, adaptive.**”

adrienne maree brown. *Emergent Strategy: Shaping Change, Changing Worlds*. AK Press. Chico, California. 2017.

* Nick Obolensky. *Complex Adaptive Leadership: Embracing Paradox and Uncertainty*. Routledge. London, United Kingdom. 2014.

The Through Line

Collect

Connect

Prioritize

Act

It involves a team.

It is not elitist.

There is space for a core group.

There is space for ad-hoc participation.

There is space for outsiders.

The diversity of ideas is the idea.

COLLECT INFORMATION

“Scanning is a technique for detecting early signs of potentially important developments through a systematic examination of...novel and unexpected issues as well as persistent problems and trends.”

Organisation for Economic Co-operation and Development. “Overview of Methodologies.” Schooling for Tomorrow Knowledge Base.

<https://www.oecd.org/site/schoolingfortomorrowknowledgebase/futuresthinking/overviewofmethodologies.htm>

Lagging: Information about what has already happened

Current: Information about where you stand right now. Pipeline of opportunities might be here.

Leading: Information about where things could go and how the system might respond to a range of possibilities.

If the bulk of your information is in the lagging bucket, that's a warning sign. Basing decisions mainly on lagging indicators is essentially betting that the future will be like the past. At least some of your information should be in the leading bucket. This information will be fuzzy and subjective by definition.

Gökçe Sargut and Rita Gunther McGrath. "Learning to Live with Complexity."
Harvard Business Review. September 2011.

MAKE CONNECTIONS

“Forecasting takes what was generated in scanning and uses it as the basis for creating both the baseline future (present trends continued) as well as alternative futures.”

Peter C. Bishop and Andy Hines. *Teaching About the Future*. Palgrave Macmillan: New York, NY, 2012.

“A forecast isn’t a prediction – it can just be one way of thinking about what may happen in the future.”

Peter C. Bishop and Andy Hines. *Teaching About the Future*. Palgrave Macmillan: New York, NY, 2012.

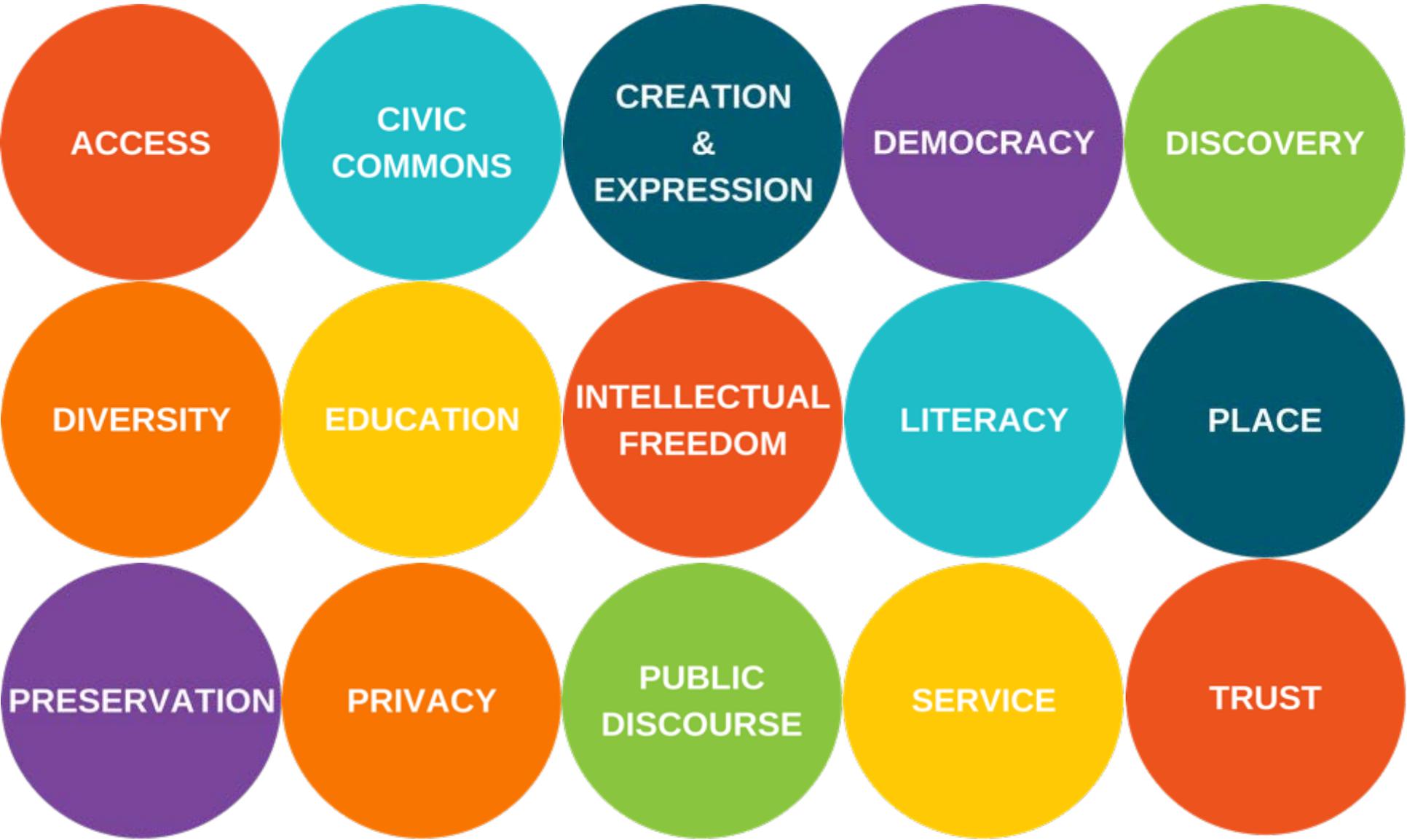
The reactions and interactions of people to the problem can help us understand possible solutions, tensions, concerns, and opportunities for the future.

Forecasts are tools.

- Strengthen an organization for whatever does come to pass.
- Prevent surprises.
- Challenge existing assumptions.
- Consolidate and prioritize.
- Improve decision-making and strategy-setting.

[PRIORITIZE]

We Serve Values, Not Trends



PROFESSIONAL VALUES

ORGANIZATIONAL MISSION

INDIVIDUAL PURPOSE

ACT!

The signals for the future arrive as **inbound change** (change that happens to us), but we build our future through **outbound change** (change that we create ourselves).

Manageable Action

- Incremental Adjustments
- New Language,
New Connections
- Collaborative Ideation

“If we shape our vision around only what seems possible today, we surrender our opportunity to structure a really great life for ourselves. Big changes and compelling visions require some leaps of faith.”

Ryan Gravel. *Where We Want to Live: Reclaiming Infrastructure for a New Generation of Cities*. St. Martin's Press: New York, New York. 2016.

HELPFUL PRACTICES

- Make room for discovery.
- Make it a practice.
- Connections make way for patterns to see where things are going.
- No one is expert in everything. Pick the things you seek to be expert in and use your network to broaden expertise.
- Ask people what they are interested in.

Steelcase – 360 Real Time. (2018). *How Beth Comstock Survived the 'F' Word in Business*. November 19, 2018. <https://www.steelcase.com/research/podcasts/topics/culture/beth-comstock-survived-f-word-business/>

1. Make time to regularly share and talk about new ideas and trends with others.
2. Integrate new ideas and trends into existing spaces, services, and partnerships.
3. Track and follow new and developing ideas and trends as they relate to your library.

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Thank You!!

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