# Strategic Foresight Workshop

De Anza College Leadership Academy

January 9, 2026

**iFTF**
Foresight Essentials

# Agenda

## Goals

- Expand our thinking about educational innovation
- Challenge assumptions and explore emerging needs, opportunities, and risks in the future of work
- Learn a few practical frameworks and tools that we can bring back to our work.

9:10am     Welcome and Introduction to Framing the Future, with Bob Johansen

10:15 am     Strategic Foresight Fundamentals

Using Drivers and Signals of Change to expand our thinking and develop foresight and insight about the futures of work and learning.

12:00pm     Working Lunch

Based on insights from the morning, Community Project Teams prepare a 5-minute presentation:

Option 1: Identify one important new innovative opportunity that will help the college inspire our community and meet their future needs.

Option 2:  If you already have a community team project in mind,  what are the implications of the BANI framing, drivers of change, or signals of change,  for your project?

1:00pm     Small Group Presentations and Feedback

2:00pm     Adjourn

IFTF Foresight Essentials

# Guidelines

- **Each one of us is an expert on the future** ...and diverse perspectives and contexts make the best foresight.
- **Bioempathy**
Stand if you need to stand. Snack if you need to snack. Restroom locations...
- **Immersion**
The present can wait. Stay focused on the future!
- **Waste stream**
3 bins: Waste, Recycle, Compost. Follow the signs.

# Thriving in the BANI Future

## for DeAnza College Leaders

Bob Johansen, PhD
January 9, 2026
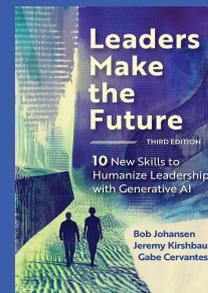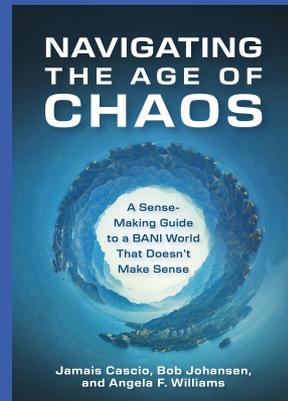
# Rounds of Conversation About BANI

**Round 1: Framing the future—The <u>BANI challenges</u>**

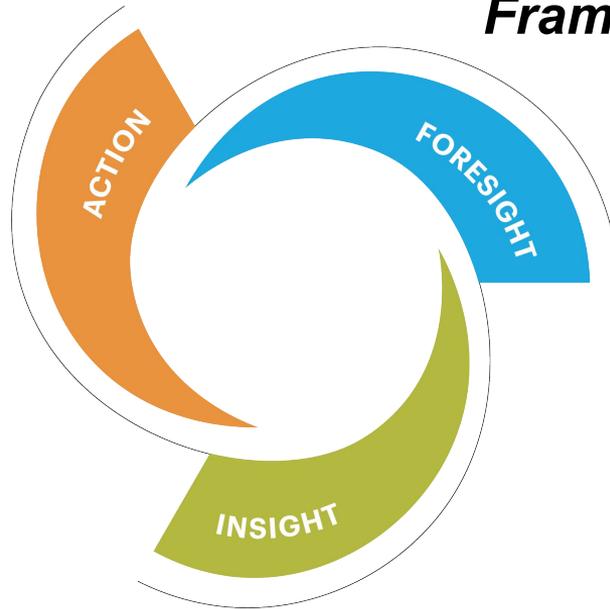**Round 2: <u>Flipping BANI</u> from negative to positive**

**Round 3: <u>Personal coping and resilience</u> with the BANI World**

**Optional Round 4: <u>Augmented leadership</u> for the BANI Future**

# Framing the future—The BANI challenges

*Framing the Future*

A lesson from 50 years of foresight:

If you frame the future accurately, it will draw you toward your preferred future—and help you be more future-ready.

If you frame the future inaccurately, you will fight the future—and be less prepared.

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Institute for the Future

# THE BANI FRAMING OF THE FUTURE
## Brittle, Anxious, Nonlinear, Incomprehensible

| BRITTLE | ANXIOUS | NONLINEAR | INCOMPREHENSIBLE |
|---|---|---|---|
| Look pretty strong, but vulnerable to sudden collapse | Sense of helplessness—especially among young people | Things don't happen as we expect, based on past experience | Many things just don't make sense… |

How does the BANI Future
make you <u>feel</u> about your leadership?

In a word, phrase, or sentence please…

# Flipping BANI from negative to positive

# Flipping

# BANI to Positive

## *A Checklist for Evaluating Your Decisions*

### BRITTLE

BE
**BENDABLE,**
with resilient clarity
stories—but nobody
can have certainty

### ANXIOUS

BE
**ATTENTIVE,**
with active empathy
and kindness for
people and
communities

### NONLINEAR

BE
**NEUROFLEXIBLE,**
with practiced improv
techniques

### INCOMPREHENSIBLE

BE
**INTERCONNECTED,**
to see whole systems
with full-spectrum
thinking that avoids
outdated categories
and labels

## *The BANI Future will reward clarity but punish certainty.*

## Flipping BANI to Positive

A Checklist for
Evaluating Your Strategy

### BRITTLE

BE BENDABLE,

with resilient clarity stories —
but nobody can have certainty

### ANXIOUS

BE ATTENTIVE,

with active empathy and kindness
for people and communities

### NONLINEAR

BE NEUROFLEXIBLE,

with practiced improv techniques

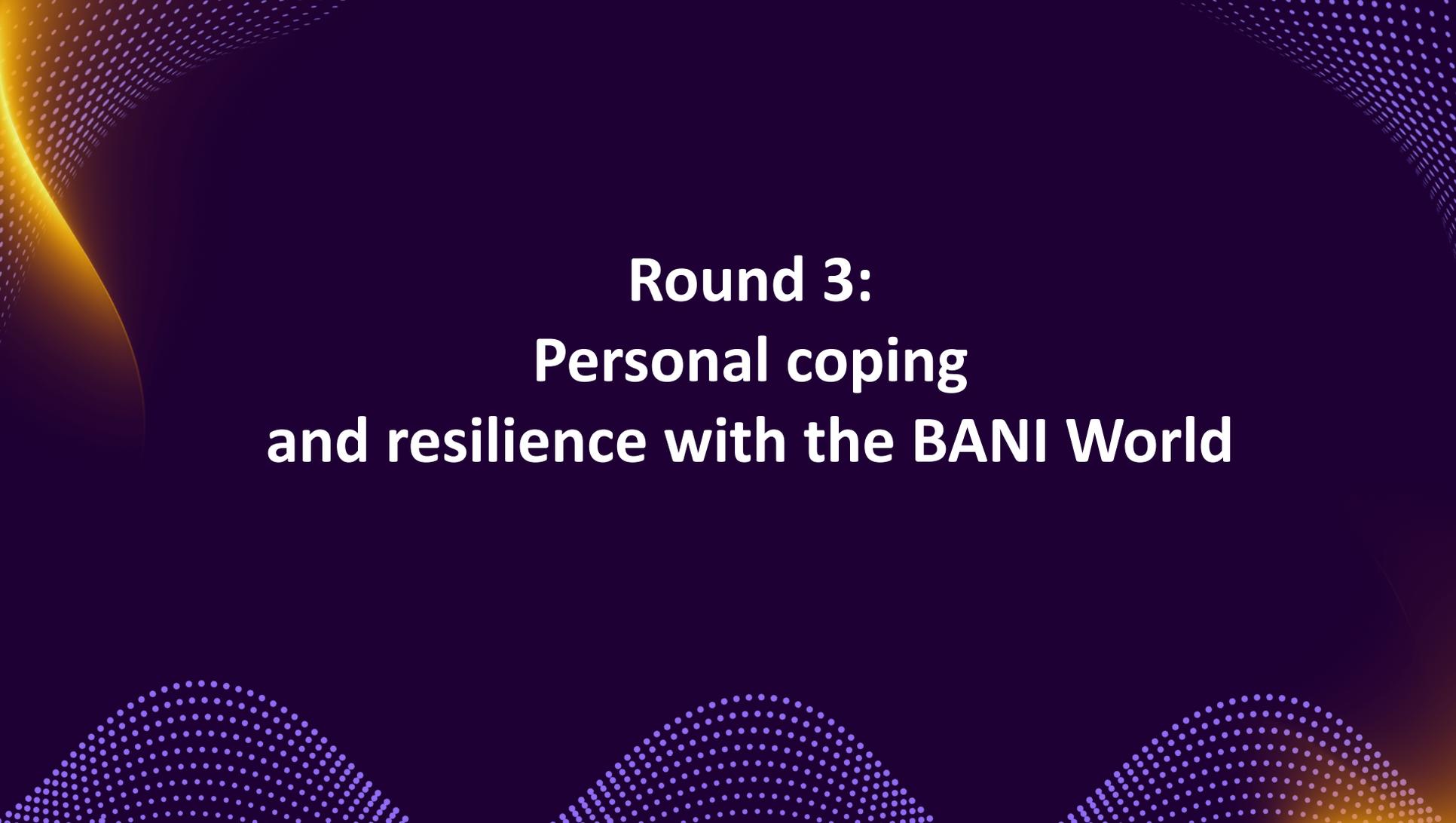### INCOMPREHENSIBLE

BE INTERCONNECTED,

to see whole systems with full-
spectrum thinking that avoids
outdated categories and labels

**The BANI Future will reward clarity
but punish certainty.**

From *Navigating the Age of Chaos*, by Jamais Cascio, Bob
Johansen, and Angela Williams, Berrett-Koehler, 2025

# Round 3:
# Personal coping
# and resilience with the BANI World

**Personal coping and psychological resilience
in a BANI Future
will be a lot like
shooting free throws in basketball**

*The methods are well known—but
you must <u>practice</u> relentlessly
with painstaking repetition.*

# COPING WITH BANI: Personal Resilience Practices

## The value of repetition and persistence…

- *Exercise mindfulness*

- *Experience and express gratitude*

- *More stress, more exercise*

- *Notice and explore positive events*

- *Savor positive experiences*

- *Seek just enough anxiety*

- *Exercise positive reappraisal*

- *Experience self-compassion, humility*

- *Use gaming to explore what-if possibilities*

- *Nurture your personal strengths*

- *Set attainable goals*

- *Exercise imagination and faith*

Building on research by Professor of Medical Social Sciences Judith Moskowitz, Northwestern University, Feinberg School of Medicine

# The Often-Ignored Value of Repetition

"I fear not the man who has practiced
10,000 kicks once,

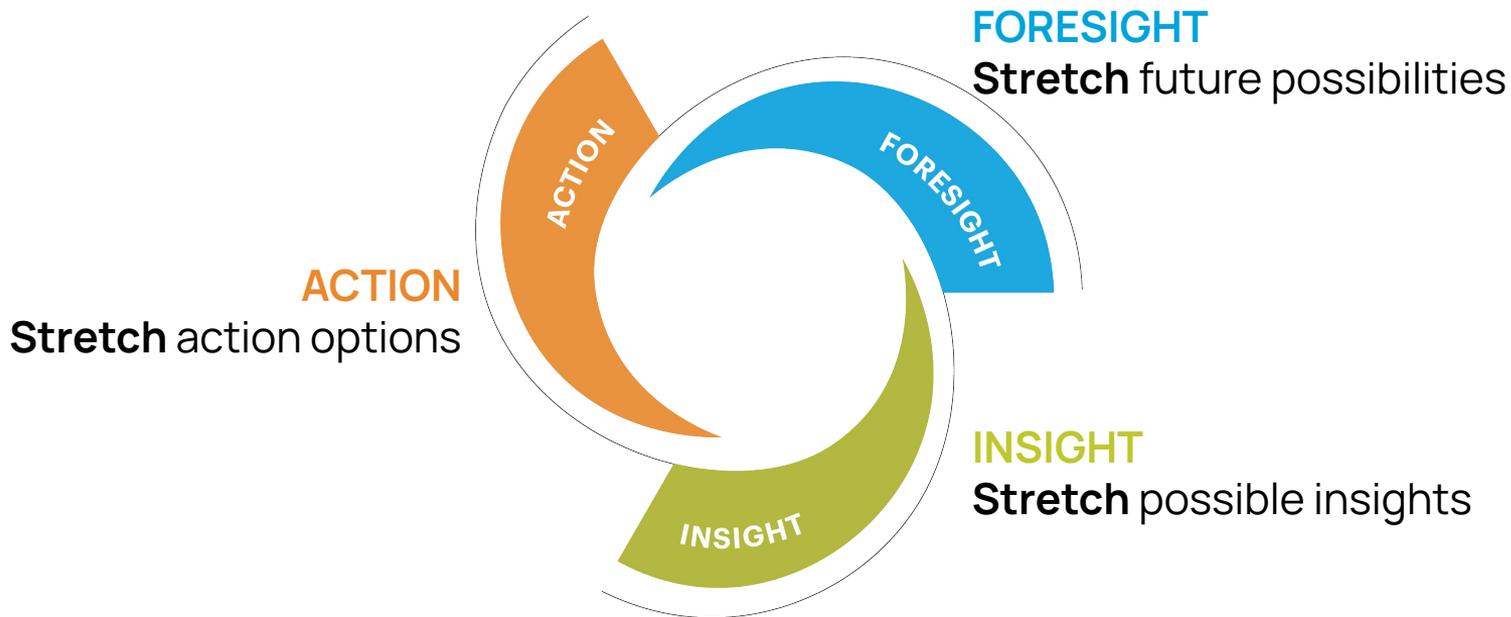*but I fear the man who has practiced
one kick 10,000 times.*"

Bruce Lee

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**Augmented leadership
for the BANI Future**

# How do you want to be augmented as a leader?

**PREPARE**
**Stretch** your understanding

**FORESIGHT**
**Stretch** future possibilities

**ACTION**
**Stretch** action options

**INSIGHT**
**Stretch** possible insights

ACTION · FORESIGHT · INSIGHT

## Where do you want to be stretched?

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# GenAI: What will be the biggest impacts on leadership for the BANI Future?

**Present-Forward** View from **2025**    **Future-Back** View from **2035**

| Present-Forward View from 2025 | Future-Back View from 2035 |
|---|---|
| **Efficiency & Speed** | **Effectiveness & Calm** |
| **Prompts & Answer-Finding** | ***Mind-Stretching Conversations*** |
| **Automation** | **Your Augmentation** |
| **Certainty Seeking** | ***Your Clarity Story*** |
| **Personal Agents** | **Human/Agent Swarms** |
| **Guardrails Needed** | ***Bounce Ropes with Stanchions*** |
| **Avoiding Hallucinations** | **Meaning-Making** |
| **Increasingly Secular Worldview** | **Re-Enchanting Our World** |

Leaders
Make
the
Future

THIRD EDITION

**10** New Skills to
Humanize Leadership
with Generative AI

Bob Johansen
Jeremy Kirshbaum
Gabe Cervantes

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# Amara's Law will apply to AI
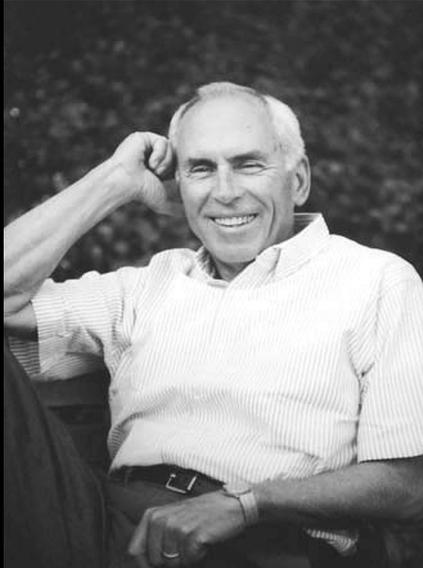
"We tend to overestimate
the impact of technology
in the short run
and underestimate
in the long term."

Roy Amara

# Foresight Fundamentals
## Futures of work and learning

# Our topic: Futures of Work and Learning

**Together, we will explore the next decade, demonstrating basic foresight techniques for gathering data to answer questions like:**

- What are some of the broad outside-forces shaping work and learning in the next ten years?

- What are some provocative signals of change from today that help us expand our thinking about how work and learning could be very different in the future?
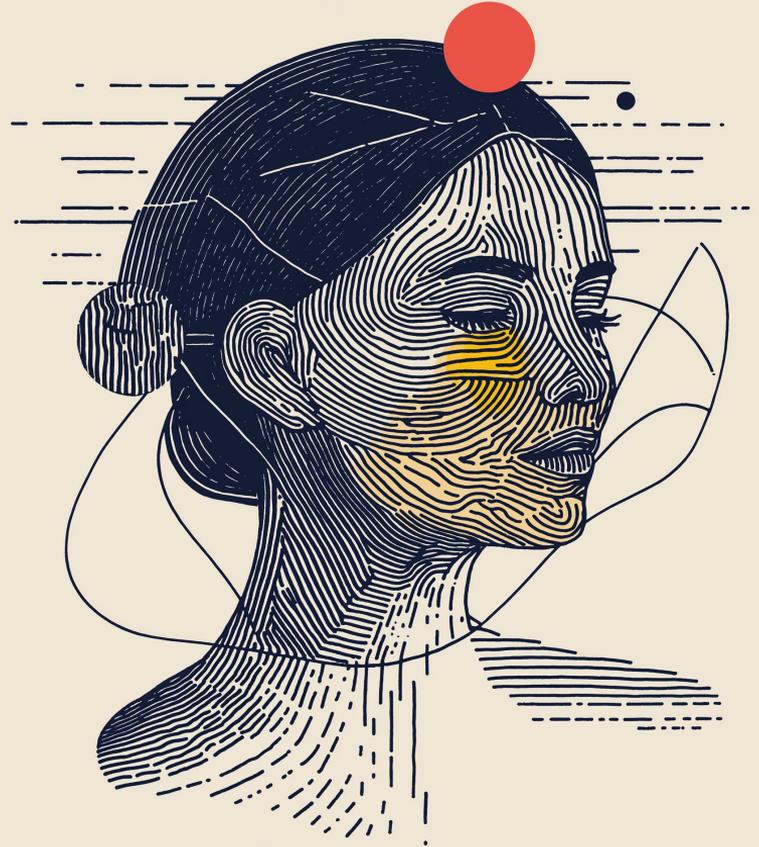
# Future-ready organizations complete the Foresight Cycle

## PREPARE
Gather evidence: Signals and drivers, expert opinions, insights from stakeholders, operational data, etc.

## FORESIGHT
Create a set of forecasts: emerging opportunity zones, scenarios exploring key uncertainties, future forces shaping the next decade, etc.

## ACTION
Frame and prioritize preferred futures and possible actions for near- and mid-term strategy.
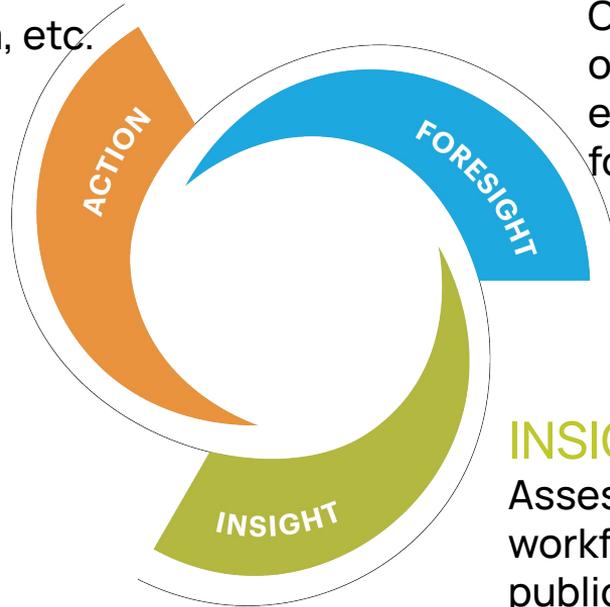
## INSIGHT
Assess implications for learners, the workforce, leaders, regulators, the public, the sector, etc.; define first and second curves of innovation.

# KEY TERMS:
# DRIVERS OF CHANGE

**Drivers of change**

+

Signals of change

*Imagination Expertise Perspective*

Forecasts

# **Drivers of Change** are broad, established forces with clear directions of change

- Illustrated by quantitative data. Describe **a large-scale direction of change that people are already tracking.**

- Drivers help us map the **broad context** of the futures we care about

- Important to include forces both directly related and adjacent to your topic

- **We start every foresight exploration** by creating and prioritizing a list of potential drivers that will shape or disrupt the sector or topic over the next decade
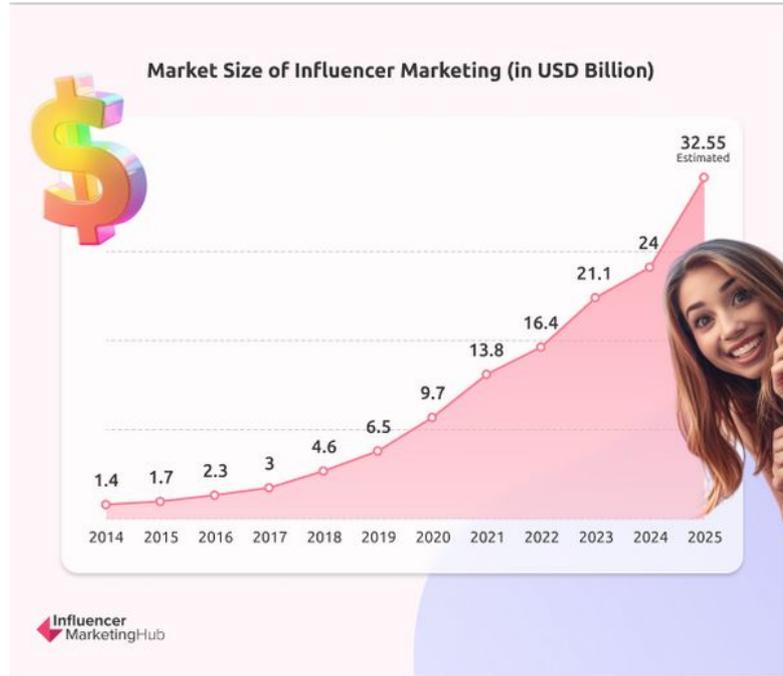
# IDENTIFY DRIVERS OF CHANGE

**TOPIC:** **FUTURES OF WORK AND LEARNING**

| | DRIVER | | POTENTIAL IMPACT(S) |
|---|---|---|---|
| **SOCIAL** | | ➡ | |
| | | ➡ | |
| **TECHNOLOGICAL** | | ➡ | |
| | | ➡ | |
| **ECONOMIC** | | ➡ | |
| | | ➡ | |
| **ENVIRONMENTAL** | | ➡ | |
| | | ➡ | |
| **POLITICAL** | | ➡ | |
| | | ➡ | |

**AREAS FOR FURTHER INVESTIGATION:** _____

IFTF Foresight Essentials

# A SOCIAL driver shaping work and learning:
## *Growing power of social media influencers*



Market Size of Influencer Marketing (in USD Billion)

| Year | Value |
|------|-------|
| 2014 | 1.4 |
| 2015 | 1.7 |
| 2016 | 2.3 |
| 2017 | 3 |
| 2018 | 4.6 |
| 2019 | 6.5 |
| 2020 | 9.7 |
| 2021 | 13.8 |
| 2022 | 16.4 |
| 2023 | 21.1 |
| 2024 | 24 |
| 2025 | 32.55 Estimated |

Influencer MarketingHub

Source:https://influencermarketinghub.com/influencer-marketing-benchmark-report/

Data from Danish media company Influencer Marketing Hub show the global influencer market growing from $1.4B in 2014 to an estimated $32B in 2025.
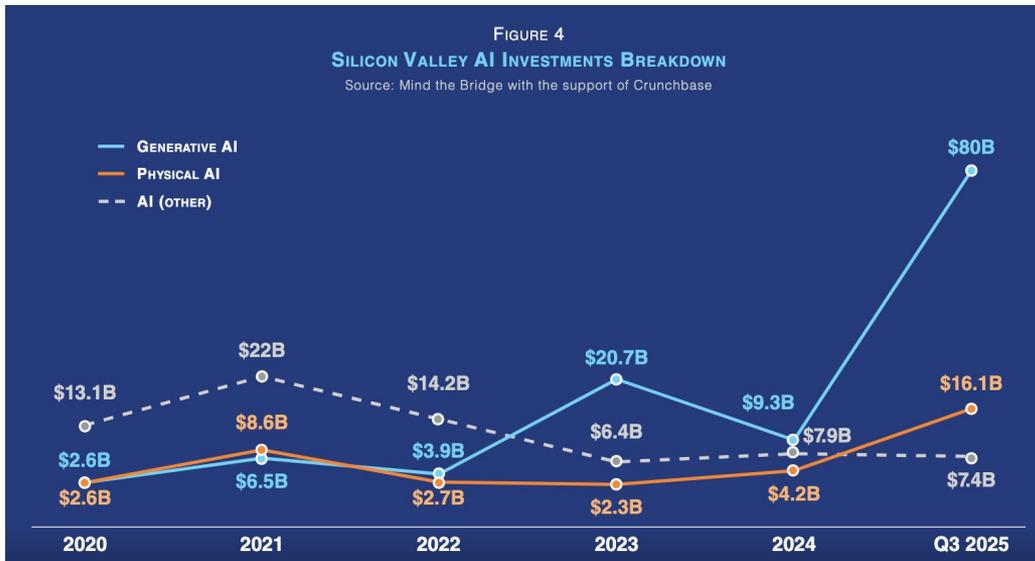
Influencers have growing authority, especially with younger generations. They are easily accessible and constantly presented to viewers by algorithms. Their friendly familiarity feels more authentic than traditional sources of authority like news anchors, doctors, professors, or other traditional experts.

Potential implications

- Changing nature of jobs, work, and education as people seek new ways to monetize their activities.

- More decision making (about health, career, daily life) influenced by powerful voices with no regulation or oversight.

# A TECHNOLOGICAL driver shaping work and learning:
## *Growth of physical AI*



FIGURE 4
### SILICON VALLEY AI INVESTMENTS BREAKDOWN
Source: Mind the Bridge with the support of Crunchbase

Legend:
— Generative AI
— Physical AI
-- AI (other)

Data points:
- 2020: AI (other) $13.1B, Generative AI $2.6B, Physical AI $2.6B
- 2021: AI (other) $22B, Physical AI $8.6B, Generative AI $6.5B
- 2022: AI (other) $14.2B, Generative AI $3.9B, Physical AI $2.7B
- 2023: Generative AI $20.7B, AI (other) $6.4B, Physical AI $2.3B
- 2024: Generative AI $9.3B, AI (other) $7.9B, Physical AI $4.2B
- Q3 2025: Generative AI $80B, Physical AI $16.1B, AI (other) $7.4B

Source: Mind the Bridge,
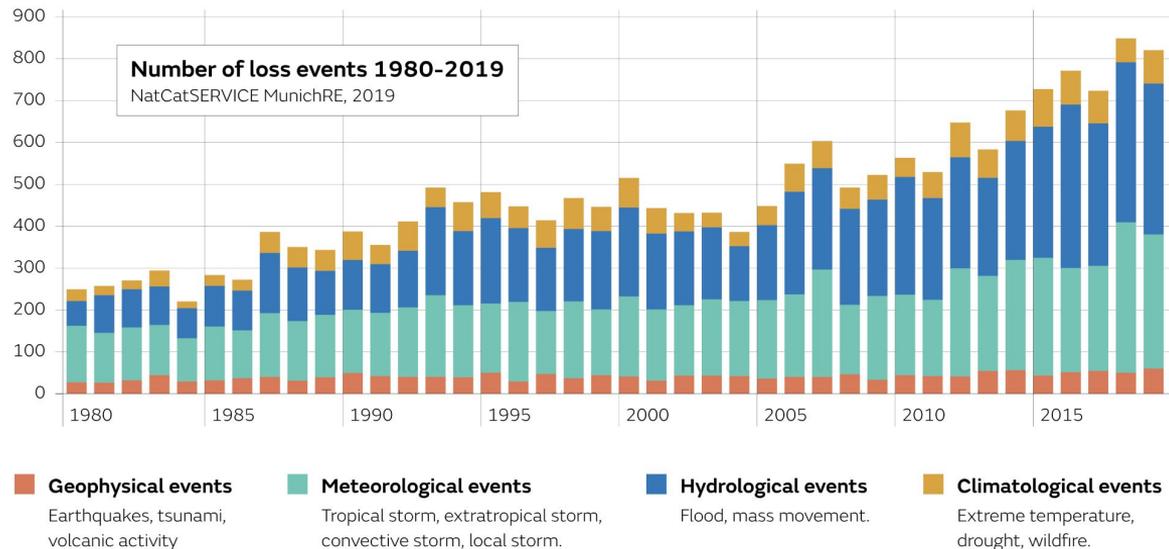https://app.mtbecosystem.com/research/report/2025-scaleups-physical-ai-silicon-valley

As outlined by Jensen Huang, CEO of Nvidia, at CES 2025: "It started with Perception AI - understanding images, words, and sounds. Then Generative AI - creating text, images, and sound. Now, we're entering the era of Physical AI: AI that can perceive, reason, plan, and act."

**Potential implications**

- Growing focus on robotics education and training

- Transformation of sectors where AI robots are deemed acceptable, such as manufacturing, logistics and warehousing, delivery, agriculture, and construction

- Robotics used to address workforce gaps, cost of labor

# An ENVIRONMENTAL driver disrupting work and learning: *Growth of extreme weather events*


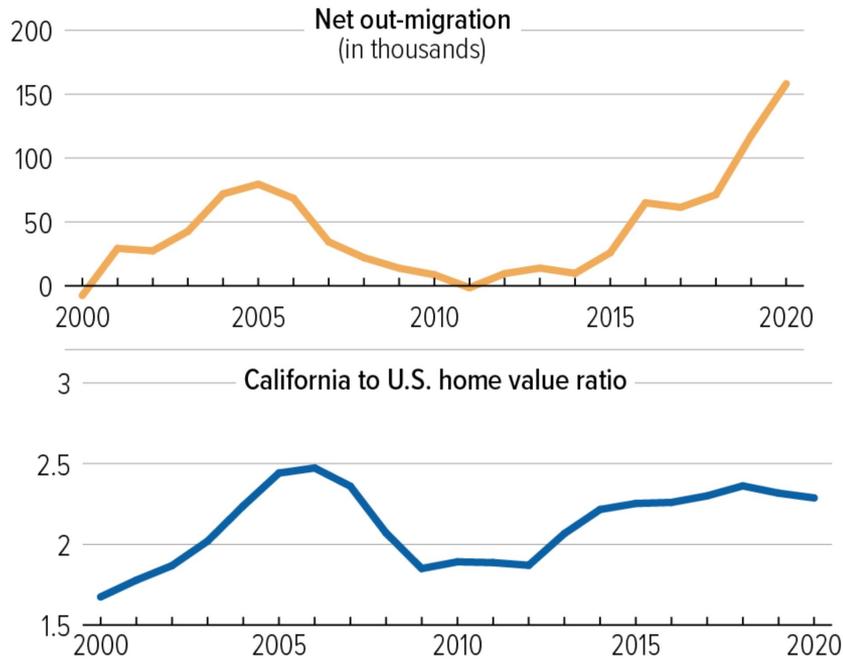
**Met Office** — Are extremes becoming more frequent?

**Number of loss events 1980-2019**
NatCatSERVICE MunichRE, 2019

Legend:
- **Geophysical events** — Earthquakes, tsunami, volcanic activity
- **Meteorological events** — Tropical storm, extratropical storm, convective storm, local storm.
- **Hydrological events** — Flood, mass movement.
- **Climatological events** — Extreme temperature, drought, wildfire.

Source: https://www.metoffice.gov.uk/weather/climate/climate-and-extreme-weather

**Data from 1980 to 2019 show a clear growth in loss-causing events and growing frequency of almost every kind of extreme weather, but especially from warm weather extremes and heavy rainfall.**

**Potential implications**

- In California, more frequent, prolonged disruption of the electrical grid, supply chains, transportation, air quality, and daily life

- Growing economic losses, many uninsured, will challenge community priorities and business models

- New geography of insurability remakes communities

- Growth of climate engineering, services, tech education and training

# An ECONOMIC driver shaping work and learning:
## *Housing affordability challenges*



**Net out-migration** (in thousands)

200
150
100
50
0
2000    2005    2010    2015    2020

**California to U.S. home value ratio**

3
2.5
2
1.5
2000    2005    2010    2015    2020

Note: Graph shows California typical home value as multiple of national typical home value for detached, semi-detached, and condominium homes.

Source: IRS state-to-state migration file. (Note that data prior to 2011 not directly comparable to later data due to change in methodology.) Zillow Home Value Index, All Homes Times Series, Smoothed and Seasonally Adjusted.

In the fiscal year ending July 1, 2025, the state saw a net loss of approximately 216,000 people to other U.S. states. Millennials led the departure, with a net loss of nearly 80,000 residents annually. Living in California costs 12.6% more than the national average, according to the U.S. Bureau of Economic Analysis. One of the biggest pain points is housing, which is 57.8% more expensive than what the average American pays. Out-migration tracks closely with housing prices.

**Potential implications**

- Continued domestic out-migration to more affordable regions

- Continued pressure on policymakers to support and mandate new housing development

https://www.cbpp.org/media/california-out-migration-closely-tracks-with-house-prices-in-the-state

IFT

# A POLITICAL driver shaping work and learning:
## *Growth of anti-AI sentiment*



**Generative AI will help …**

| | Brazil | China | Germany | UK | U.S. |
|---|---|---|---|---|---|
| solve rather than worsen **climate change** challenges | 67% or more | 67% or more | 50-66 | 50-66 | 50-66 |
| improve rather than worsen people's work lives | 50-66 | 67% or more | 50-66 | 34-49 | 34-49 |
| improve, rather than worsen, people's mental health | 50-66 | 67% or more | 34-49 | 34-49 | 34-49 |
| bridge divides and reduce polarization rather than widen divides | 50-66 | 67% or more | 34-49 | 34-49 | 34-49 |
| lift people out of poverty rather than force people into poverty | 50-66 | 67% or more | 34-49 | 33% or less | 33% or less |

Legend:
- 67% or more (green)
- 50-66 (yellow)
- 34-49 (orange)
- 33% or less (red)
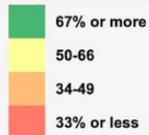
*Figure from* 2025 Edelman Trust Barometer *poll of 1,000-plus respondents in each of five countries*

Source: https://www.deeplearning.ai/the-batch/issue-330/

Recent reports by both Edelman and Pew Research highlight that **trust in AI varies dramatically across geographies.** In many Western countries—like the U.S., Germany, and France—AI skepticism is high, fueled by fears of job displacement, bias, and lack of transparency.

In contrast, China reports significantly higher levels of public trust in AI, reflecting cultural, political, and historical factors that shape more enthusiasm and openness to technological change.

# IDENTIFY DRIVERS OF CHANGE

**TOPIC:** **FUTURES OF WORK AND LEARNING**

1.4

| DRIVER | POTENTIAL IMPACT(S) |
|---|---|
| **SOCIAL** — Growing power of social media influencers | Career path, work life, health shaped more by online influencers, less by experts |
| **TECHNOLOGICAL** — Rise of physical AI | Transformation of employment models for construction, manufacturing, logistics, agriculture. |
| **ENVIRONMENTAL** — Growth of extreme weather events | New housing geography; hard community choices |
| **ENVIRONMENTAL** — Housing affordability challenges | Out-migration, housing insecurity |
| **POLITICAL** — Growth of anti-AI sentiment | Spiky, uneven adoption; faculty and learner pushback; impacts on brand; regulation |

**AREAS FOR FURTHER INVESTIGATION:**

# MAP CROSS-IMPACTS

**TOPIC**      **Futures of work and learning**

**STAKEHOLDER**      **De Anza College**

|  | Growing power of social media influencers | Rise of physical AI | Growth of extreme weather events | Housing affordability challenges | Growth of anti-AI sentiment |
|---|---|---|---|---|---|
| **Growing power of social media influencers** |  | Insight, risk, opportunity, need, etc. | Growing need for accurate climate change public comms | Insight, risk, opportunity, need, etc. | Insight, risk, opportunity, need, etc. |
| **Rise of physical AI** | Insight, risk, opportunity, need, etc. |  | Insight, risk, opportunity, need, etc. | Insight, risk, opportunity, need, etc. | Insight, risk, opportunity, need, etc. |
| **Growth of extreme weather events** | Insight, risk, opportunity, need, etc. | Robotics for post-disaster repair and clean-up |  | Insight, risk, opportunity, need, etc. | Insight, risk, opportunity, need, etc. |
| **Housing affordability challenges** | Insight, risk, opportunity, need, etc. | Insight, risk, opportunity, need, etc. | Growth of temporary housing |  | Insight, risk, opportunity, need, etc. |
| **Growth of anti-AI sentiment** | Insight, risk, opportunity, need, etc. | Insight, risk, opportunity, need, etc. | Insight, risk, opportunity, need, etc. | Growing support for legislation to tax AI profits; UBI |  |

IFTF Foresight Essentials

# KEY TERMS:
# SIGNALS OF CHANGE

Drivers of change

+

**Signals of change**

Imagination
Expertise
Perspective

Forecasts
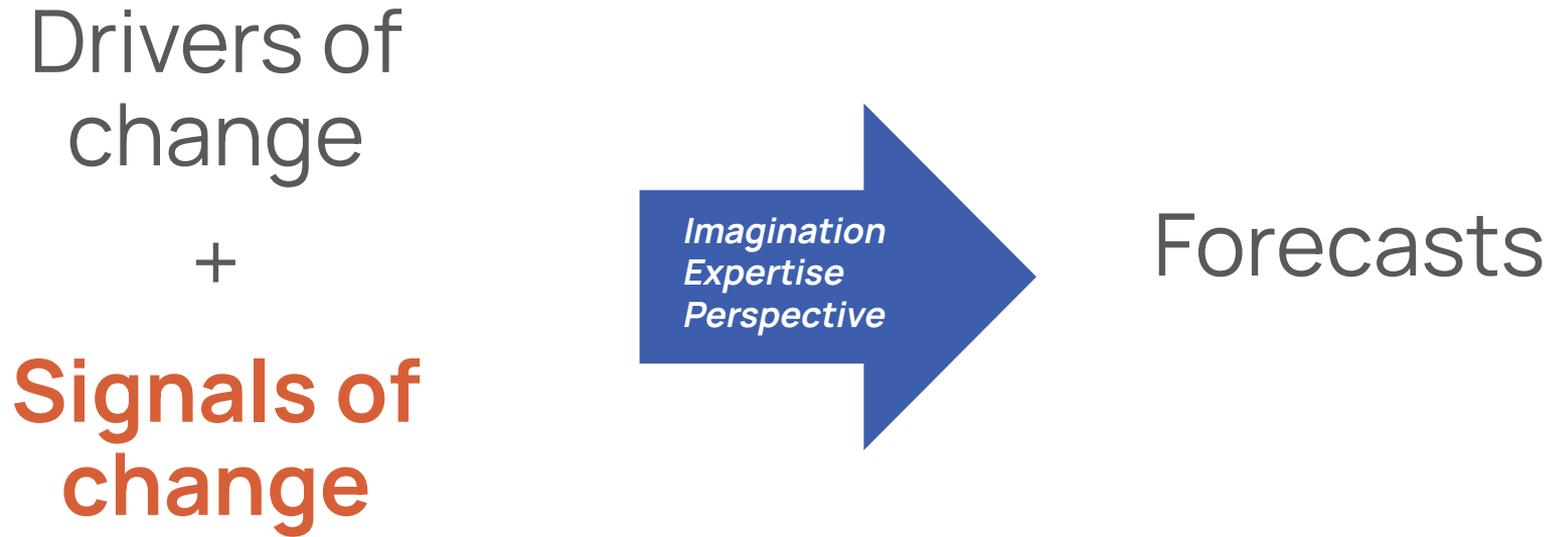
# **Signals of change** are vivid, eye-opening, real examples about how the world is changing, today

- **Small, local innovations** (including those you observe in your personal life) disrupting the status quo.

- Provide vivid detail about **new and unexpected** experiences, uses of technology, social interactions, shifting values, business models, etc.

- Illustrate the specific shape and local context of broader drivers of change, **suggesting new and emerging possibilities**



IFTF Foresight Essentials
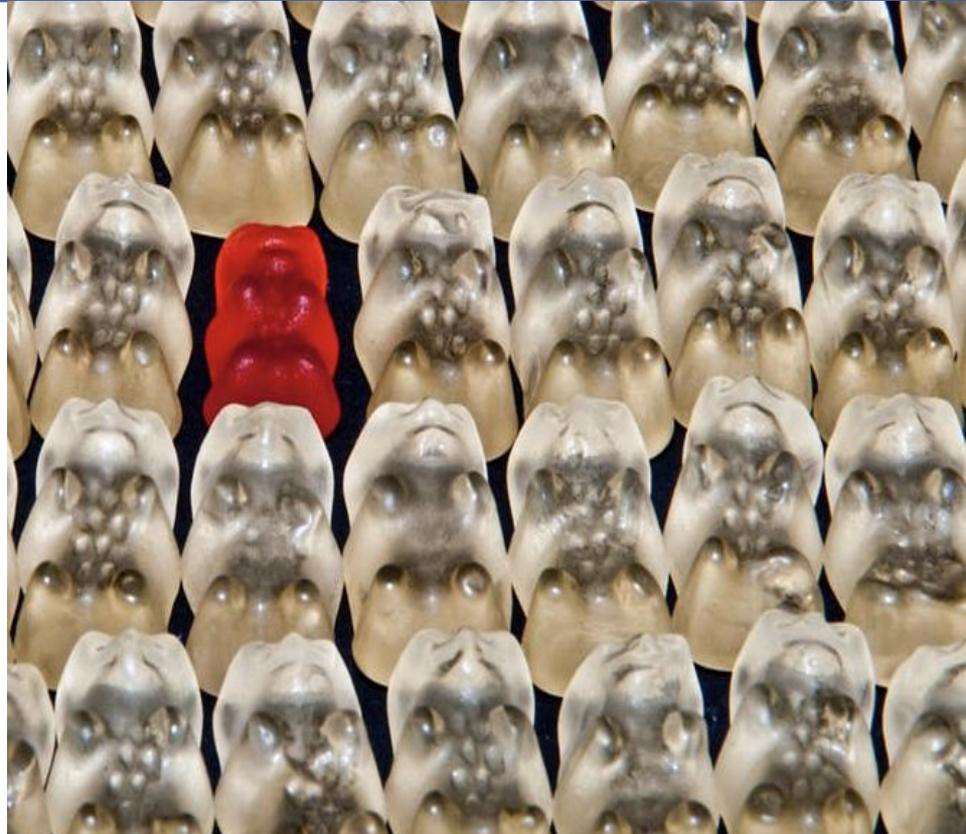
# Signals are….

- **"Wow" moments**

- Things that make you think—and feel

- Subjective

- Real things happening in the world

## Signal of Change
opening up new possibilities for the next decade of work and learning



SOURCE:www.ksvt.org/

**SIGNAL TITLE: Students sue state over delivery of poor education**

**WHAT?** In January 2025 a group of students filed a lawsuit against the Commonwealth of Kentucky over the state's alleged failure to provide a quality education, the right to which is guaranteed in the state's constitution.

The lawsuit targets systemic patterns of constitutional non-compliance, rather than individual schools or teachers, according to Luisa Sanchez, a student plaintiff and junior from Boyle County High School. She emphasized that while students "see the dedication of educators every day, the root cause of these challenges lies in state-level decision-making and resource inequities."

## Students sue state over delivery of poor education

1. What underlying shift does this signal point to? What are we moving from [today] and what could we be moving towards [in the future]?

   - From learners to litigants
   - From seeing state and local constitutions as remote bureaucratic documents to seeing them as a blueprint for contested rights

2. If this signal became the norm, how might the future be different?

   - Lawsuits may become a key strategy for compelling state and local governments to fulfill the social contract of providing public education
   - Some state and local governments may rewrite laws and walk away from current mandates, shifting more of the educational obligation to private entities.

**YOUR TURN!**

Develop foresight and insight through signals interpretation

Grab a printed Signal of Change from your table.

Find one partner.

- Together, read through the signals
- Choose one to start with and discuss the interpretation questions
- If you have time, move on to the second signal of change

# Signals of change are prompts for new ways of seeing

- Whatever you see as the future will always come from information your brain has already perceived and processed.
- Anyone can imagine a future that looks more or less like today.
- That's why one of the most important elements of imagination training and professional futures work is to regularly fill your brain with new Signals of Change.

# KEY TERMS: FORECASTS

# A **forecast** is a story about the future designed to provoke insight in the present (not a prediction!).

- Plausible, provocative, and informed by Drivers and Signals of Change from today

- Always come in sets: not THE future of X, but multiple possible futures of X. Generally, 4-10 forecasts or scenarios for a given topic.

- Applied to concepts at different scales

- Often viewed as quantitative; at IFTF we do qualitative forecasts grounded in data.

Any useful statement about the future should at first seem ridiculous. JIM DATOR
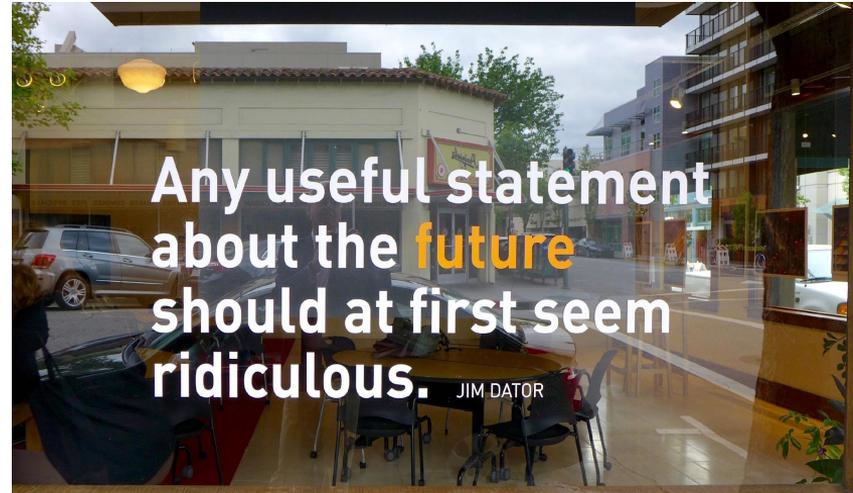
# Forecasts come in all shapes and sizes

- Customized for audience, context, scale of the topic

  - Can be framed or analyzed in a variety of ways: emerging strategies or capacities, future forces, new opportunity or innovation zones, new kinds of jobs

  - …and in a variety of formats: maps, PPT presentations, scenarios, reports, videos, artifacts, personas, games

- Ask yourself: What kinds of foresight will my audience find both credible and provocative? What kinds of interactions do I need to design my foresight for?

# Examples of foresight outputs



**Future Forces**
A ten-year horizon for Australian agriculture

AgriFutures Australia    agthentic advisory    INSTITUTE FOR THE FUTURE
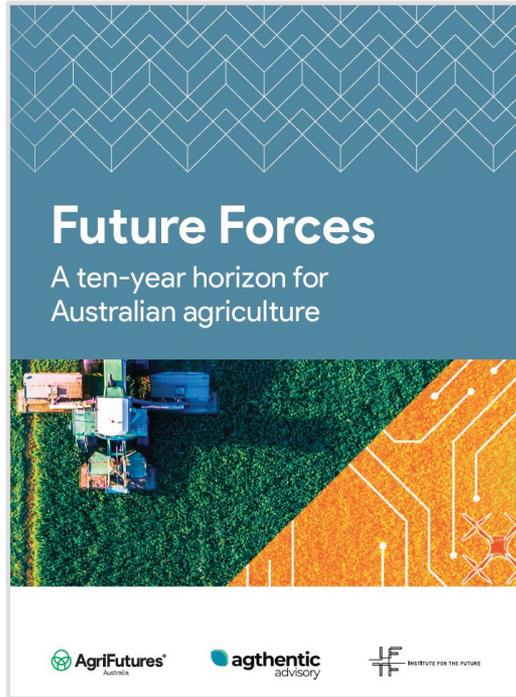
A report about key forces disrupting the future of Australian agriculture



a book of Provocations
dispatches from the future
IFTF Institute for the Future
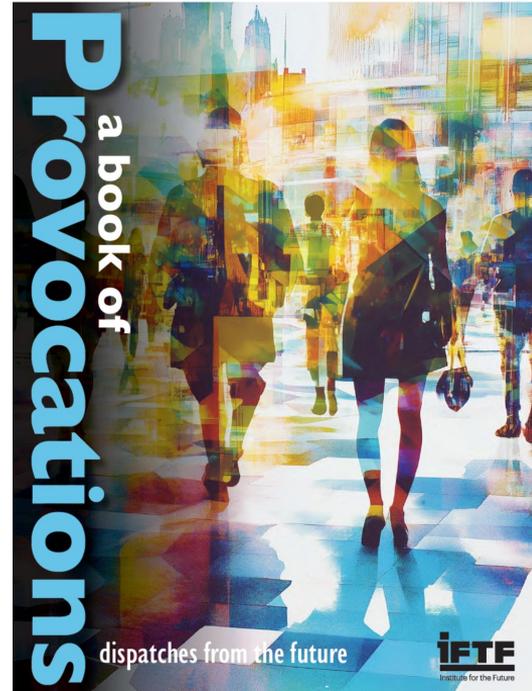
A report about five major external future forces that will most significantly affect Texas Episcopal communities a decade from now

# Examples of foresight outputs



Video scenarios that bring multiple possible future worlds to life.
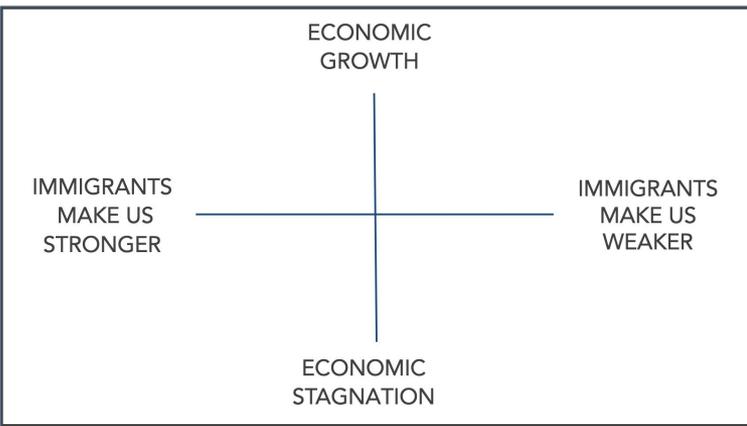
2x2 scenarios playing out key uncertainties, here about the future of immigration in the U.S.

# Examples of foresight outputs

AI bots that engage users in conversational exploration about scenarios or potential futures.

## Ask Me Anything Scenario bot 4o ⌄

**iF**

### Ask Me Anything Scenario bot

By community builder ⚇

Hello! I'm the IFTF Ask Me Anything Scenario bot. My goal is to help you explore the future of credit union scenarios in greater detail. Tell me which of the four scenarios you would like to explore first.

## Futures Readiness Bot 4o ⌄

**iF**

### Futures Readiness Bot

By community builder ⚇

Tell me which of the four scenarios you would like to increase your future readiness for.

# Examples of foresight outputs

2021 report from IFTF and College Futures Foundation includes findings from a series of ethnographic interviews with students throughout California, interviews and workshops with students, experts, and innovators in higher education and related fields, and a look at relevant historical data and future trends.

The forecasts are expressed in a single aspirational scenario, "2031: Climate Grant Multiversity"



INSTITUTE FOR THE FUTURE

**Creating a future-ready, equitable higher education system**

**SCENARIO ONLY**
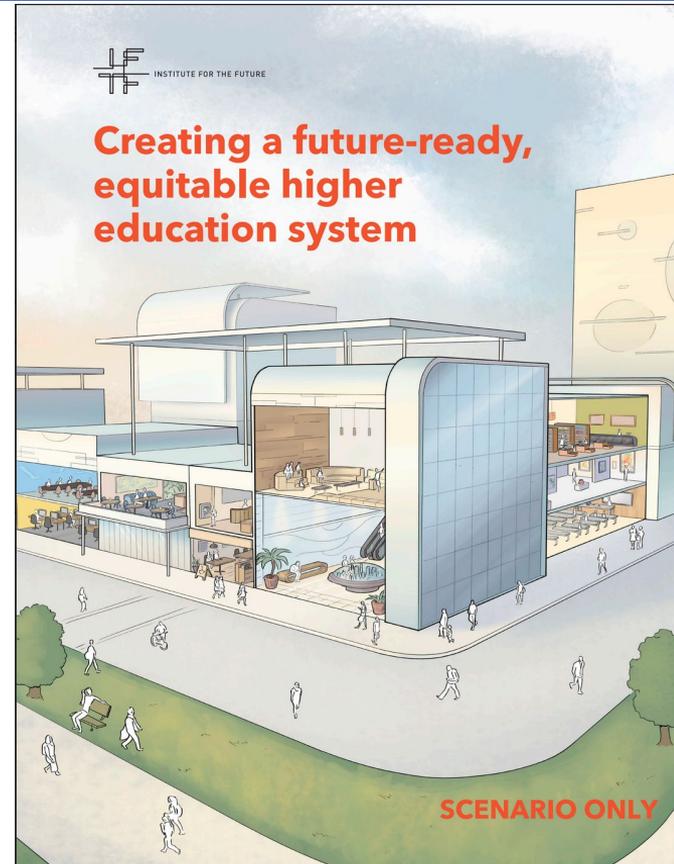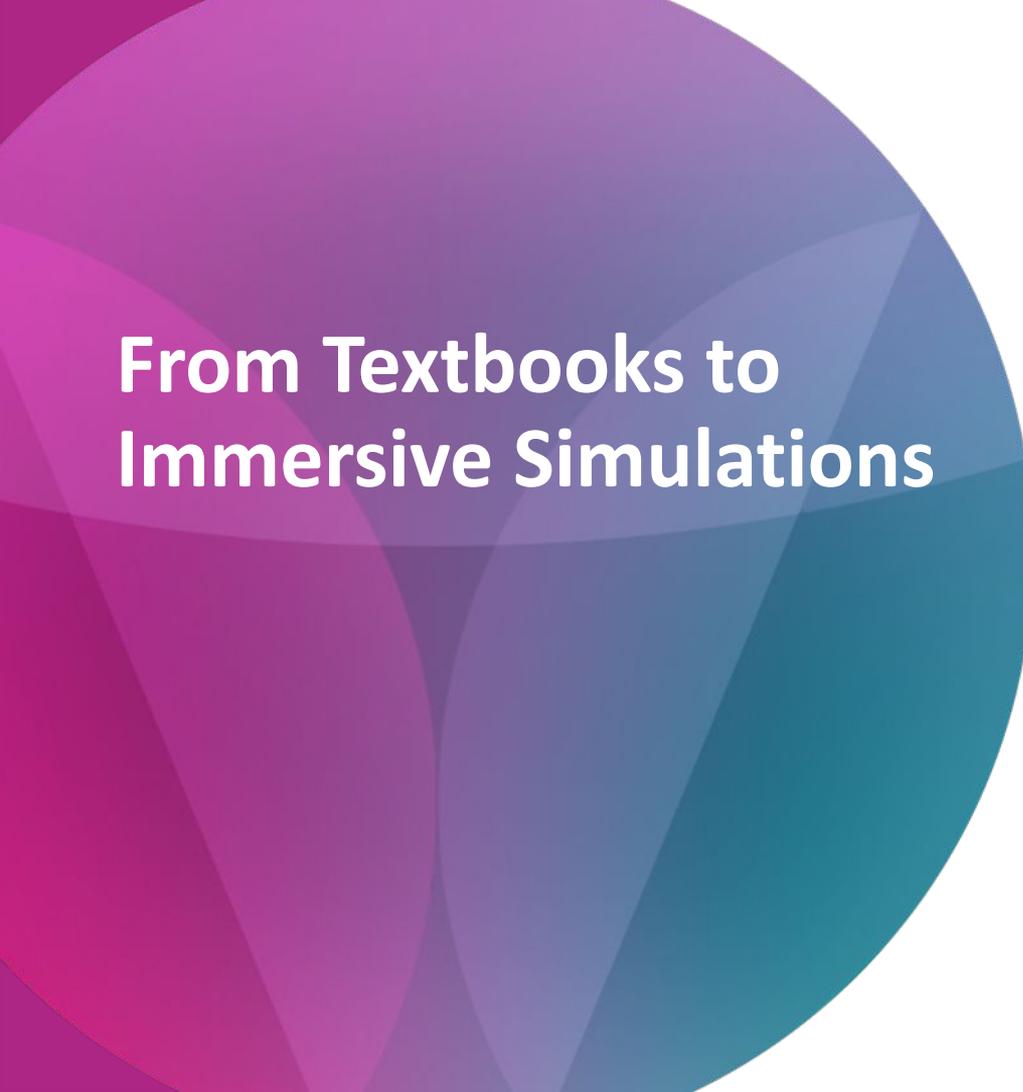
## From Textbooks to Immersive Simulations

It is widely understood that textbooks tend to offer an inherently compromised distillation of complex topics, and that direct immersion in a subject usually conveys more nuanced and actionable insights to students. The primary advantage of textbooks is that they scale better to hundreds of millions of students than apprenticeships and offer an abstracted foundation of knowledge to prepare students for scarce real-world immersions.

Emerging advancements in XR and AI technologies have given rise to a nascent medium of immersive digital simulations that expose students to environments, scenarios, and equipment they wouldn't normally experience. These simulations can deliver the same information as textbooks but within a dynamic 3D environment that better approximates the world humans have evolved to navigate. Though imperfect, early forays into simulation-based training have produced impressive results, and the next decade promises comprehensive and nuanced advancements that might prove to be even more effective for subsequent generations of learners and professionals.

**From Textbooks to Immersive Simulations**

## YOUR TURN!

One hour working lunch for Community Project Teams to prepare a 5-minute presentation addressing one of the following questions:

**Option 1:** Based on the BANI framework and the drivers and signals we explored today, identify one new innovative opportunity that will help the college inspire our community and meet their future needs. This new innovation could point toward a Community Team Project if you don't already have one in mind.

**Option 2:** If you already have a Community Team Project in mind, what are the implications of the BANI framework, drivers of change, or signals of change, for your project? How could you use foresight to make your project more future-ready?
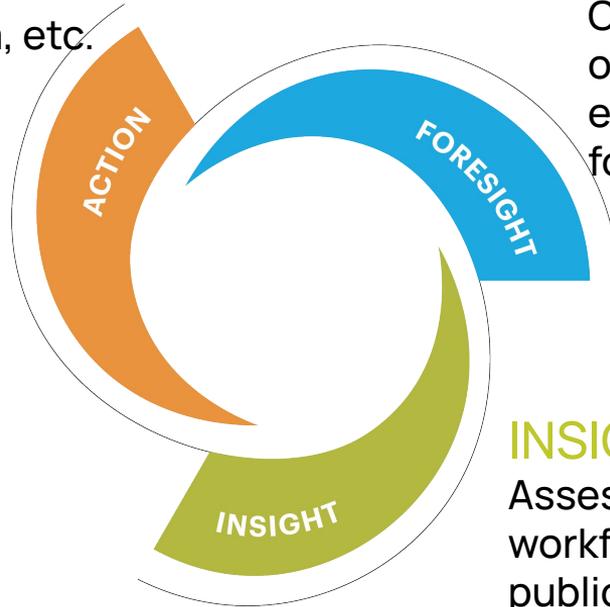
# Future-ready organizations complete the Foresight Cycle

**PREPARE**
Gather evidence: Signals and drivers, expert opinions, insights from stakeholders, operational data, etc.

**FORESIGHT**
Create a set of forecasts: emerging opportunity zones, scenarios exploring key uncertainties, future forces shaping the next decade, etc.

**ACTION**
Frame and prioritize preferred futures and possible actions for near- and mid-term strategy.

**INSIGHT**
Assess implications for learners, the workforce, leaders, regulators, the public, the sector, etc.; define first and second curves of innovation.