

## STEP 1

**build an alliance**

The future is all about cooperation and collaboration. Across sectors. Across industries. Across different organizational sizes and structures.

**Choose 3 Alliance Cards, each from a different category of organization.**

- **Global Corporations**
- **Government Agencies**
- **Non-Governmental Organizations**
- **Networked Organizations**
- **Small Businesses**

## **GLOBAL CORPORATIONS**

# consumer goods company

Everything from shoes to furniture, from perfume to pet toys—global consumer goods companies have the markets, the technology, and the logistics to meet large-scale demand for the things that households need for everyday life.

**How will your consumer goods company build household resilience?**

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## GLOBAL CORPORATIONS

# financial services company

Think big investment brokers, big insurance companies, big banks—these global organizations have the capital and global reach to champion or obstruct the plans of households, governments, and other companies around the world as well as in local communities.

**How will your financial services company build household resilience?**

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## GLOBAL CORPORATIONS

# media/ITC company

Trading in information, entertainment or the infrastructure to support both, global media and ITC companies have the resources, technology, and talent networks to make a big impact on the way people spend their time and perceive the world they live in.

**How will your media or ITC company build household resilience?**

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## **GLOBAL CORPORATIONS**

# mining/manufacturing company

With the ability to turn raw materials into refined materials and even components for all kinds of durable goods, global mining and manufacturing companies have the capacity to shape—and reshape—our material worlds.

**How will your mining or manufacturing company build household resilience?**

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## GLOBAL CORPORATIONS

# retail company

Global retail companies leverage their global brand identity and logistics, as well as massive order fulfillment and billing capabilities, to provide a trusted intermediary between producers and consumers of all kinds of goods and services in venues around the world.

**How will your retail company build household resilience?**

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## GLOBAL CORPORATIONS

# food company

Global food companies integrate agriculture, food processing, and food packaging to deliver consistent food experiences to people around the world—through retail outlets, restaurants, and institutional food venues such as schools, hotels, hospitals, and airlines.

**How will your food company build household resilience?**

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## **GLOBAL CORPORATIONS**

# health company

As definitions of health expand to include everything from medical interventions to nutrition to fitness programs, large-scale health companies have the facilities, research capacity, professional resources, and financial systems to define health practices and medical protocols.

**How will your health company build household resilience?**

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## GLOBAL CORPORATIONS

# logistics company

From shipping and trucking to fleet rentals and services, global logistics companies have the ability to move people, materials, and messages around cities, countries, and the world—with deep knowledge about the flows of value globally.

**How will your logistics company build household resilience?**

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## GLOBAL CORPORATIONS

# hospitality company

Taking care of people on the move, global hospitality companies leverage brand recognition to build loyalty to hotels, spas, resorts, and cruise lines—managing properties across diverse environments.

**How your hospitality company build household resilience?**

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## GLOBAL CORPORATIONS

other global company

Define your global company here:

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How will your company build household resilience?

## STEP 1

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## **GOVERNMENT AGENCIES**

# public school system

With an obligation to educate the children and youth of a defined community to a basic standard established by the government, public schools organize human resources—students, teachers, and parents—into daily and seasonal routines that structure the way many households spend their time and money.

**How will your public school system build a resilient household?**

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## **GOVERNMENT AGENCIES**

# public university

Blending public and private funds, public universities leverage large facilities—from classrooms to laboratories—to advance the state of knowledge as well as the capacity of a state's citizens for wealth generation and civic engagement.

**How will your public university build a resilient household?**

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## **GOVERNMENT AGENCIES**

# community public safety agency

From first responders to prison guards, from volunteer fire departments to public information services, community public safety agencies juggle local facilities, local resources, and local knowledge to “protect and serve” the public.

**How will your community public safety agency build a resilient household?**

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## **GOVERNMENT AGENCIES**

# public transportation agency

From bullet trains to subways, from urban buses to ferries, public transportation agencies invest in large-scale infrastructures—and increasingly leverage digital infrastructures—to move masses of people around on a daily basis.

**How will your public transportation agency build a resilient household?**

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## **GOVERNMENT AGENCIES**

# community arts organization

Community arts organizations build the creative identity of places, often brokering local funders and artists, and creating the venues and events that bring those artists together with audiences.

**How will your community arts organization build a resilient household?**

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## GOVERNMENT AGENCIES

# postal service

Postal services worldwide assure a basic standard of delivery of goods and printed materials—coordinating local facilities, fleets, and employees across nations and even the globe.

**How will your postal service build a resilient household?**

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## GOVERNMENT AGENCIES

# military organization

Military organizations secure the geopolitical interests of states, including such diverse responsibilities as coastal protection, civil unrest, and global conflict—and supporting a large private industry of military suppliers.

**How will your military organization build a resilient household?**

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## **GOVERNMENT AGENCIES**

# public health organization

Public health organizations establish standards for health and develop the policies and sometimes programs for assuring that standards are met locally, nationally, and globally—through research, through clinical practice, and through funding of health-related initiatives.

**How will your public health organization build a resilient household?**

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## GOVERNMENT AGENCIES

# environmental agency

Environmental agencies establish standards, programs, and policies for securing environmental resources—from local streams and wildlife to global air and water quality.

**How will your environmental agency build a resilient household?**



## STEP 1

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## **GOVERNMENT AGENCIES**

other government  
organization

Define your government organization here:

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**How will your government organization build  
household resilience?**

## STEP 1

**build an alliance**

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## **NETWORKED ORGANIZATIONS**

# peer-to-peer finance network

Still nascent experiments, peer-to-peer finance networks leverage the infrastructure of social media, reputation tools, and online financial transactions to help people directly co-invest in one another or in traditional financial instruments—with a wide range of earnings and payback arrangements.

**How will your peer-to-peer finance network build household resilience?**

## STEP 1

**build an alliance**

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## **NETWORKED ORGANIZATIONS**

# peer-to-peer media network

Reinventing the infrastructure for sharing and distributing everything from photos and music to videos and books, peer-to-peer media networks make it possible for a vast community of media artists—both professional and amateur—to share their work with audiences around the world.

**How will your peer-to-peer media network build household resilience?**

## STEP 1

**build an alliance**

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## NETWORKED ORGANIZATIONS

# peer-to-peer learning network

Building a growing international base of learning resources—from curricula to course materials to self-tests—peer-to-peer learning networks support everything from home schooling to tutoring, self-improvement, and even community development projects.

**How will your peer-to-peer learning network build household resilience?**

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## **NETWORKED ORGANIZATIONS**

# peer-to-peer science network

Peer-to-peer science networks tap both professional and citizen scientists to solve complex problems outside the limits (and limitations) of traditional research organizations—often providing faster solutions or solutions to neglected problems.

**How will your peer-to-peer science network build household resilience?**

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## **NETWORKED ORGANIZATIONS**

# peer-to-peer sharing network

Peer-to-peer sharing networks take the risk out of sharing everything from household appliances to automobiles to houses themselves—building networks of trust as well as new opportunities for generating value streams from household assets.

**How will your peer-to-peer sharing network build household resilience?**

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## NETWORKED ORGANIZATIONS

# direct funding platform

Direct funding platforms leverage peer-to-peer networks to support funding of projects that may be under-funded through traditional channels—including art and media projects, science research, and even community projects.

**How will your direct funding platform build household resilience?**

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## **NETWORKED ORGANIZATIONS**

# social network platform

Social network platforms leverage the ability of networks to amplify the reach of individuals through multiple degrees of separation—for business, for friendship, or for political organizing, for example.

**How will your social network platform build household resilience?**



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## NETWORKED ORGANIZATIONS

other network  
organization

Define your network here:

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**How will your network organization build household  
resilience?**

## STEP 1

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## NON-GOVERNMENTAL ORGANIZATIONS

# social venture

Social ventures use entrepreneurial principles to organize, create, and manage a venture to achieve social change—acting within a market to create social change rather than profits.

**How will your social venture build a resilient household?**

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## NON-GOVERNMENTAL ORGANIZATIONS

# global religious organization

Global religious organizations promote the articles of faith of a religion, bridging local chapters of the religion and often carrying out missions to extend the reach of the faith—through education, community building, and economic assistance.

**How will your global religious organization build a resilient household?**

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## **NON-GOVERNMENTAL ORGANIZATIONS**

# local worship organization

Local churches, synagogues, mosques, and temples minister to the needs—spiritual, social, and sometimes economic—of local communities who share a common religion or spiritual pursuit.

**How will your local worship organization build a resilient household?**



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## **NON-GOVERNMENTAL ORGANIZATIONS**

# political or social advocacy organization

Whether global, national, or local, political and social advocacy organizations raise awareness of specific issues and advocate solutions—often raising funds, organizing communities, and lobbying government officials.

**How will your advocacy organization build a resilient household?**

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## **NON-GOVERNMENTAL ORGANIZATIONS**

# environmental organization

Environmental organizations range from local land conservancies and outdoor recreational associations to global organizations advocating for the interests of the natural world—including constitutional rights for non-human entities.

**How will your environmental organization build a resilient household?**

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## **NON-GOVERNMENTAL ORGANIZATIONS**

# professional association

For all kinds of professions, from dentists and doctors to hair dressers and interior decorators, professional organizations provide tools, education, information, and forums to support members in successfully pursuing their professions.

**How will your professional organization build a resilient household?**

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# NON-GOVERNMENTAL ORGANIZATIONS

## community charity

Community charities leverage their local knowledge, time, skills, and financial resources to respond to unmet needs in the community—often (but not always) building communities around shared ethnicity, shared values, or shared religion.

**How will your community charity build a resilient household?**

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# NON-GOVERNMENTAL ORGANIZATIONS

# global foundation

Global foundations leverage the wealth of individuals or corporations to address social issues, both broad and narrow, both local and global — often setting *de facto* agendas for social and economic development.

**How will your global foundation build a resilient household?**

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## **NON-GOVERNMENTAL ORGANIZATIONS**

# community service organization

From hospice services to community suicide hotlines to soup kitchens, community service organizations organize volunteers to help people who may not be able to call on their own families and friends for services—often in times of critical need.

**How will your community service organization build a resilient household?**

## STEP 1

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# NON-GOVERNMENTAL ORGANIZATIONS

## trade union

Trade unions leverage their large membership—and the fees members contribute—to protect the rights of workers, bargain with employers, lobby government officials, and set baselines for worker compensation and benefits.

**How will your trade union build a resilient household?**

## STEP 1

**build an alliance**

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## NON-GOVERNMENTAL ORGANIZATIONS

# other NGO

Define your non-governmental organization here:

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**How will your non-governmental organization build household resilience?**

## STEP 1

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## **SMALL BUSINESSES**

# real estate agency

With in-depth knowledge of the housing resources of a community as well as neighborhood character, real estate agents direct the flows of people, land, and capital in communities.

**How will your real estate agency build a resilient household?**

## STEP 1

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## **SMALL BUSINESSES**

# health services group

Small, independent medical and dental practices— as well as a host of allied practitioners such as physical therapists, home aide services, and wellness counselors—are local gatekeepers of health knowledge, tools, and medications.

**How will your local health services group build a resilient household?**



## STEP 1

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## **SMALL BUSINESSES**

# construction trades company

The construction trades—plumbers, electricians, contractors, and myriad other specialists in the building industry—create and maintain the built environment of local communities, often working as networks of service providers.

**How will your construction trades company build a resilient household?**

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## **SMALL BUSINESSES**

# local retailer

From single-item street vendors to local franchises for big brand retailers, local retailers provide immediate access to goods that people need, creating commercial districts that are often uniquely adapted to the means and tastes of local communities.

**How will your local retailer build a resilient household?**

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## **SMALL BUSINESSES**

# small-scale manufacturer

Filling niches of knowledge and skills—and often using specialized tools and resources—small-scale manufacturers are the backbone of supply chains that aggregate many components into finished products.

**How will your small-scale manufacturer build a resilient household?**

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## **SMALL BUSINESSES**

# small professional firm

From lawyers to architects, from financial planners to insurance agents, small professional firms mediate between households and complex domains of knowledge and transactions on an as-needed basis.

**How can your small professional firm build a resilient household?**

## STEP 1

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## **SMALL BUSINESSES**

# other small business

Define your small business here:

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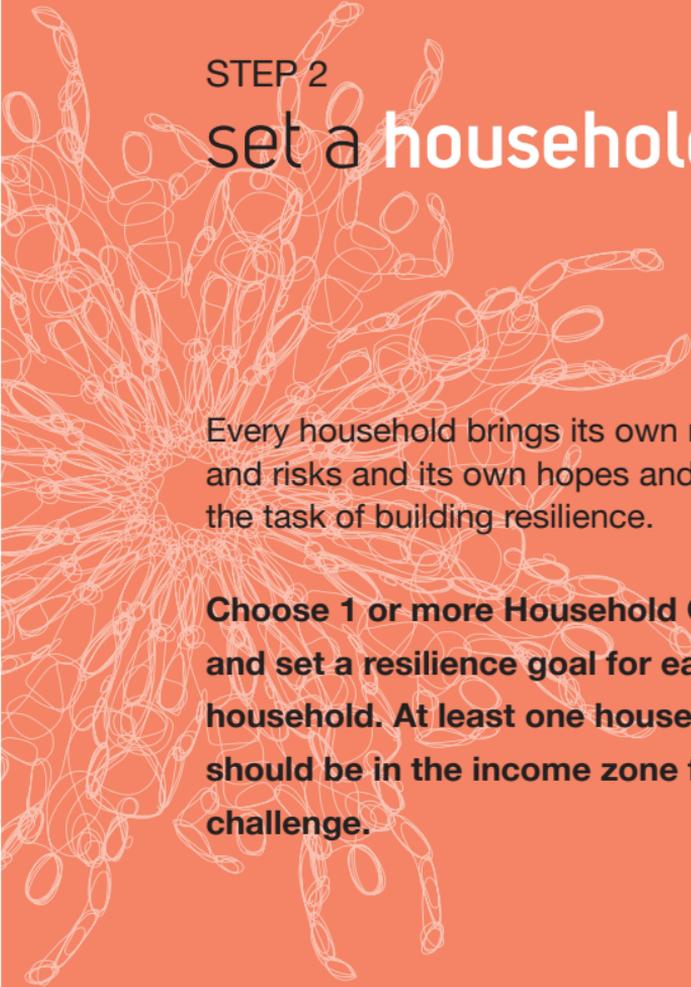
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**How can your small business build household  
resilience?**

## STEP 2

set a **household** goal

Every household brings its own resources and risks and its own hopes and fears to the task of building resilience.

**Choose 1 or more Household Cards and set a resilience goal for each household. At least one household should be in the income zone for your challenge.**

**SARIMUKTI VILLAGE,  
INDONESIA**

**dadah**



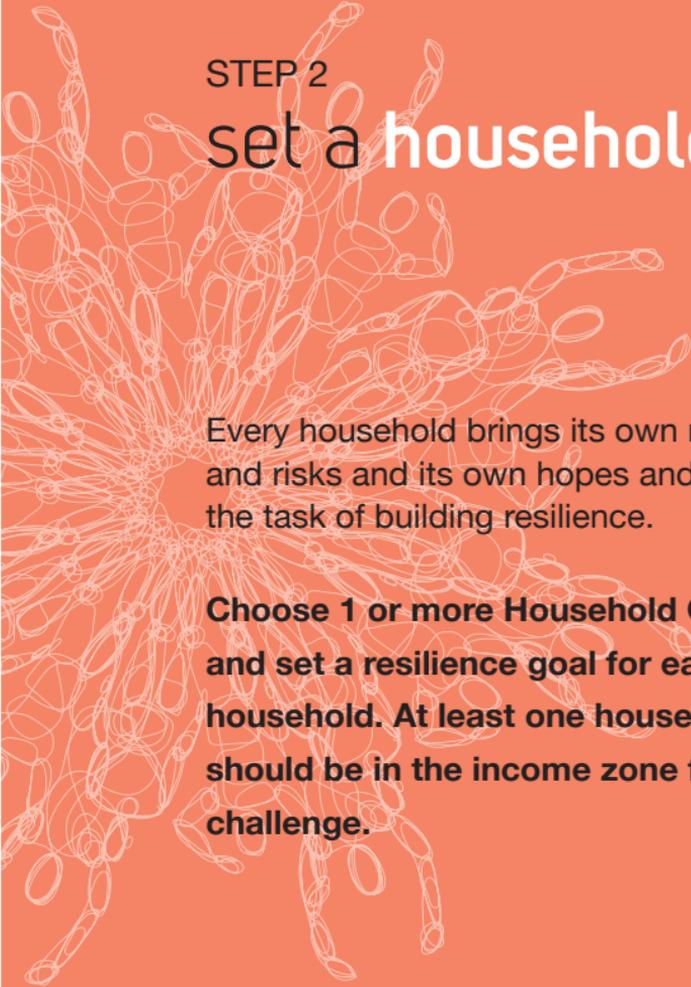
Dadah farms a state-owned plantation with her husband. She lives with her husband and three children, and their daily life is connected to the land.

**resources:** local farmers union links to global network of NGOs that are working to assure the right to place, religious practices

**risks:** losing the right to farm the land, drought, illness

**In 2021, Dadah will be 45 years old. What goal would you like to see her household achieve by then?**

## STEP 2

set a **household** goal

Every household brings its own resources and risks and its own hopes and fears to the task of building resilience.

**Choose 1 or more Household Cards and set a resilience goal for each household. At least one household should be in the income zone for your challenge.**

**NGWALE VILLAGE,  
MALAWI**

edith



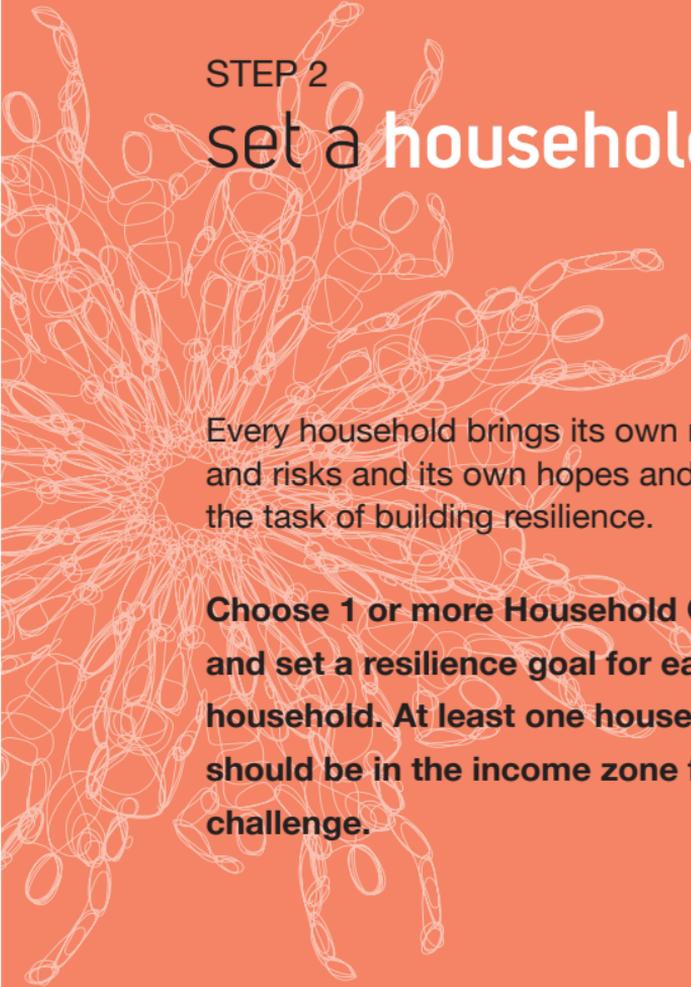
Edith lives with her mother, sisters, aunt, and cousins. As the oldest of four daughters, she has extensive household and childcare-related duties, as well as caretaking responsibilities for the large rain-fed garden on which they depend.

**resources:** school community, extended family

**risks:** disruptions to school attendance due to household duties, early marriage, drought

**In 2021, Edith will be 27 years old. What goal would you like to see her household achieve by then?**

## STEP 2

set a **household** goal

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**HAMPI,  
INDIA**

muttu



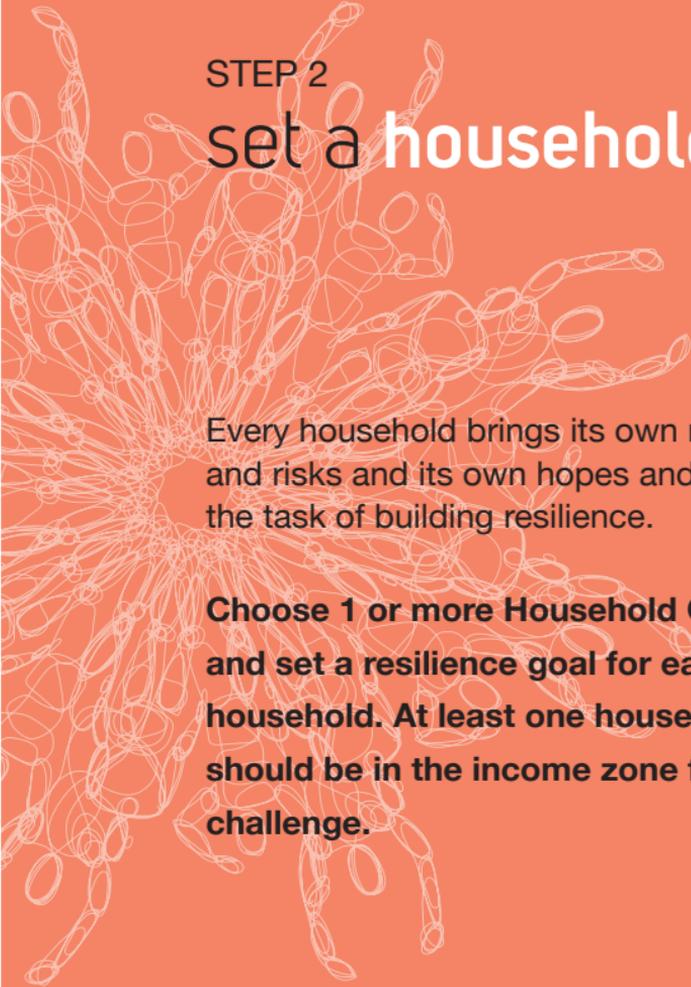
Muttu works as a monument tour guide and postcard vendor in a city of ancient ruins. Although no longer living at home, he helped build his family's house and also contributed to his sister's dowry from his earnings.

**resources:** family home, relationship with Rama guest house

**risks:** destructive weather, lack of growth opportunities, physical hardship, fluctuations in tourist economy

**In 2021, Muttu will be 30 years old. What goal would you like to see his household achieve by then?**

## STEP 2

set a **household** goal

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**Choose 1 or more Household Cards and set a resilience goal for each household. At least one household should be in the income zone for your challenge.**

VANNOVKA,  
KAZAKSTAN

zhanna



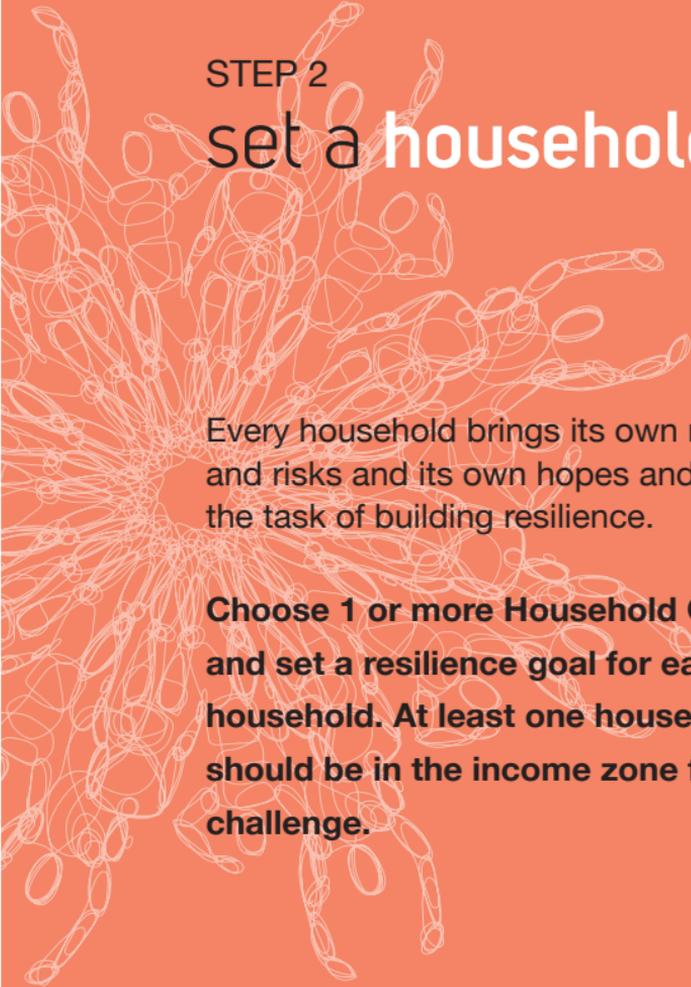
Zhanna's parents both work in the orphanage where the family lives. The youngest of three, Zhanna spends her days playing with her older brothers and the children from the orphanage.

**resources:** orphanage support, multitude of caretakers

**risks:** failure of supporting institutions, migration hollowing out local community, civil unrest

**In 2021, Zhanna will be 17 years old. What goal would you like to see her household achieve by then?**

## STEP 2

set a **household** goal

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**Choose 1 or more Household Cards and set a resilience goal for each household. At least one household should be in the income zone for your challenge.**

**BEIRUT,  
LEBANON**

jamila



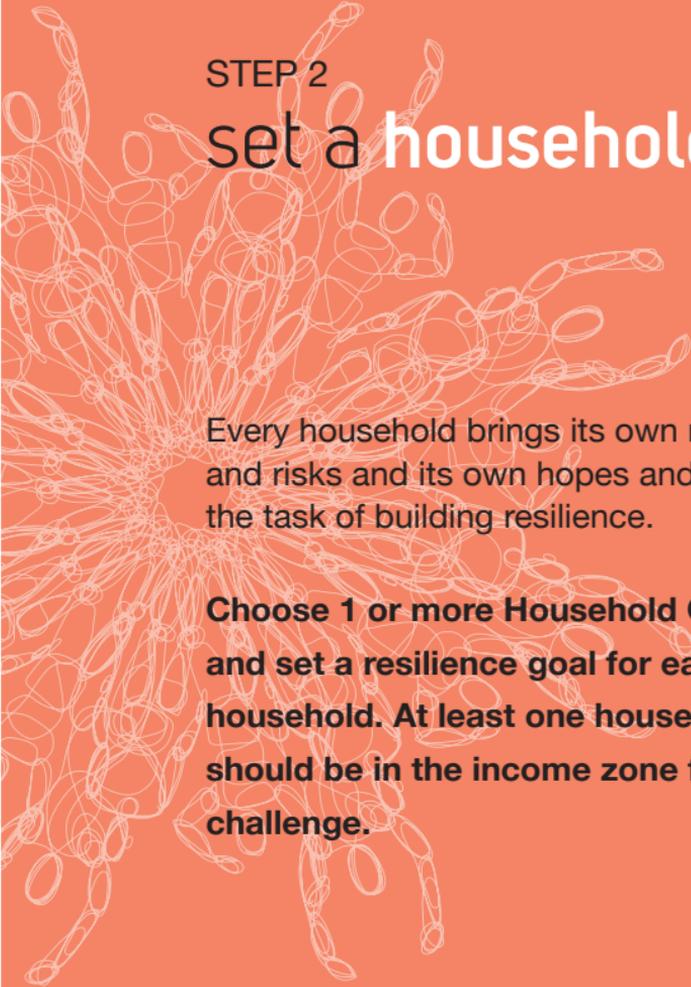
The oldest of four children, Jamila and her siblings live with their parents in a Palestinian refugee camp set up in 1949. Jamila enjoys school and dreams of being a doctor, but her responsibilities in caring for her three younger brothers can interfere with her studies, and her refugee status prevents her from applying to universities.

**resources:** mother's income as cleaner, aid for foreign children, access to public school

**risks:** disrupted school due to household duties, civil unrest

**In 2021, Jamila will be 21 years old. What goal would you like to see her household achieve by then?**

## STEP 2

set a **household** goal

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**Choose 1 or more Household Cards and set a resilience goal for each household. At least one household should be in the income zone for your challenge.**

**VOJKA,  
SERBIA**

dušan



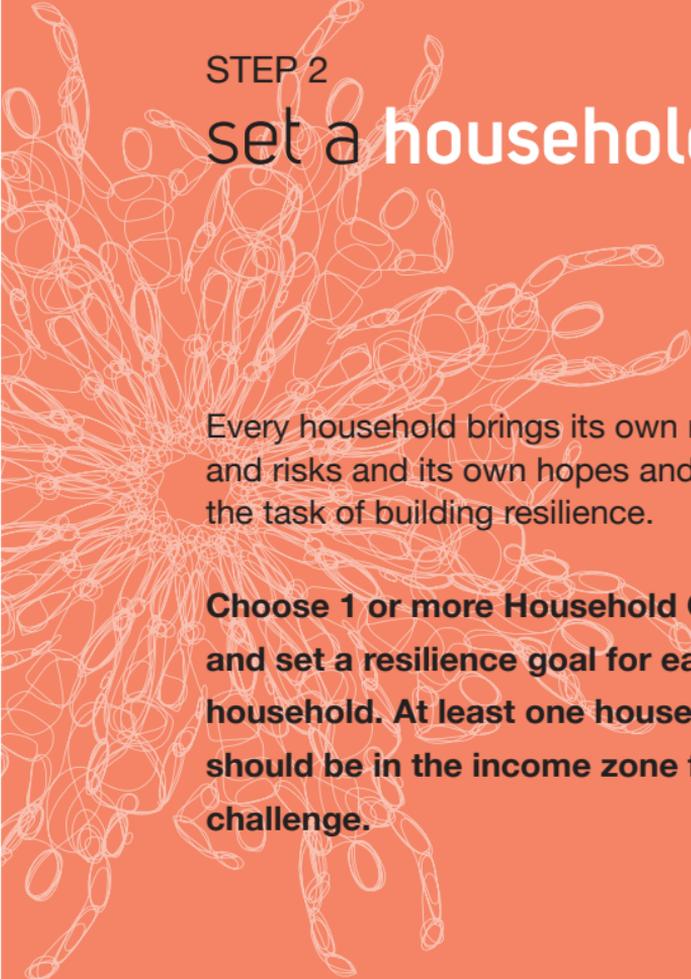
Dušan is an aging beekeeper and father of two grown children, who lives with his wife in the house that he built. A former railroad engineer, the dissolution of Yugoslavia was also the dissolution of his career.

**resources:** income from beekeeping, owning a house

**risks:** aging without a safety net, failure of bee colonies, renewed regional conflict

**In 2021, Dušan will be 69 years old. What goal would you like to see his household achieve by then?**

## STEP 2

set a **household** goal

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**Choose 1 or more Household Cards and set a resilience goal for each household. At least one household should be in the income zone for your challenge.**

SÃO PAULO,  
BRAZIL

rael



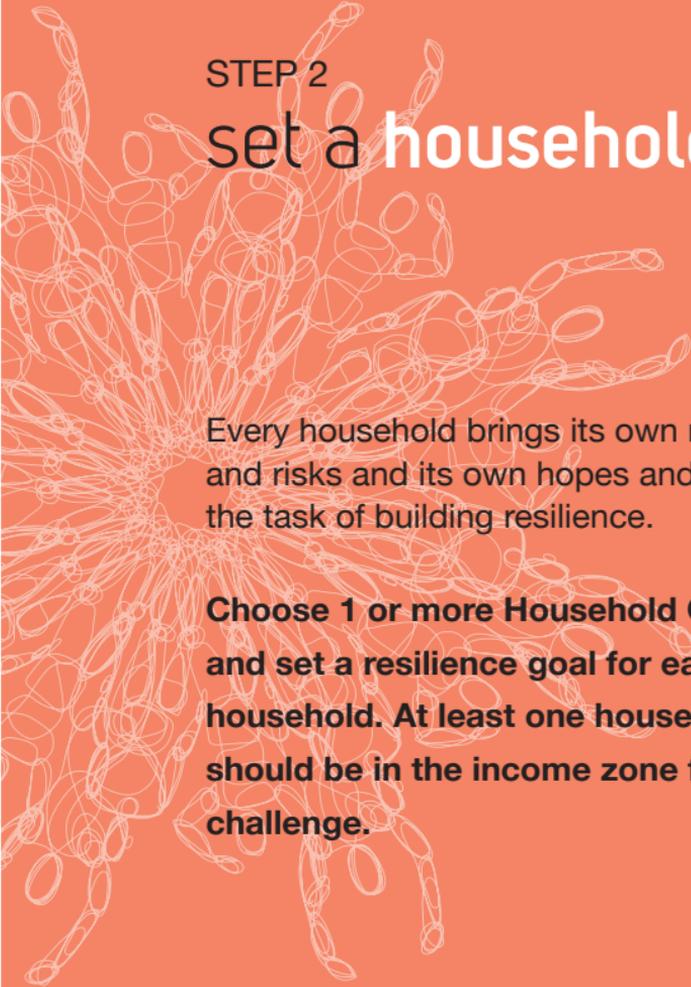
Rael is an emerging hip hop musician who has already produced a half-dozen albums. He lives with his parents in a *favela* in São Paulo and pays the bills by working as a permit inspector for street vendors.

**resources:** contacts in the music community, civil service job

**risks:** health threats of dense urban environment, sustainability of his profession, dangers of violence in a *favela*

In 2021, Rael will be 39 years old. What goal would you like to see his household achieve by then?

## STEP 2

set a **household** goal

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**ANREN,  
CHINA**

kai



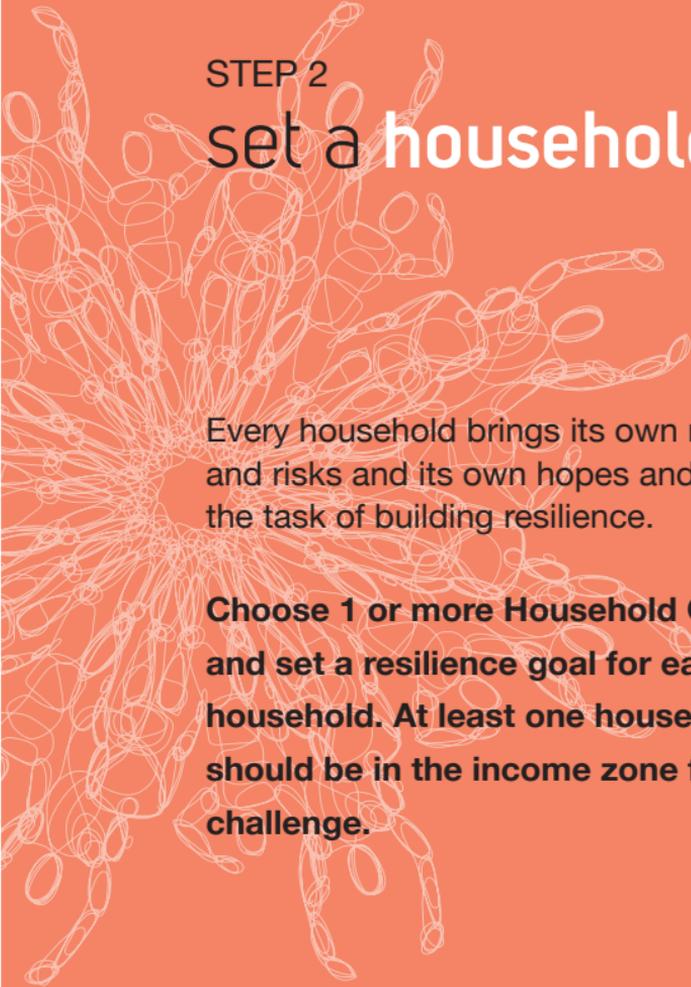
Married with one daughter, Kai lives with his family behind the convenience store that he and his wife manage. Long before the store opens each day, Kai is already at the market for his second job—procuring vegetables at a night market for Anren middle school.

**resources:** income from two jobs, network of coworkers at the school

**risks:** health issues, food scarcity due to drought, landlord is also employer

**In 2021, Kai will be 50 years old. What goal would you like to see his household achieve by then?**

## STEP 2

set a **household** goal

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**TOKYO,  
JAPAN**

rumi



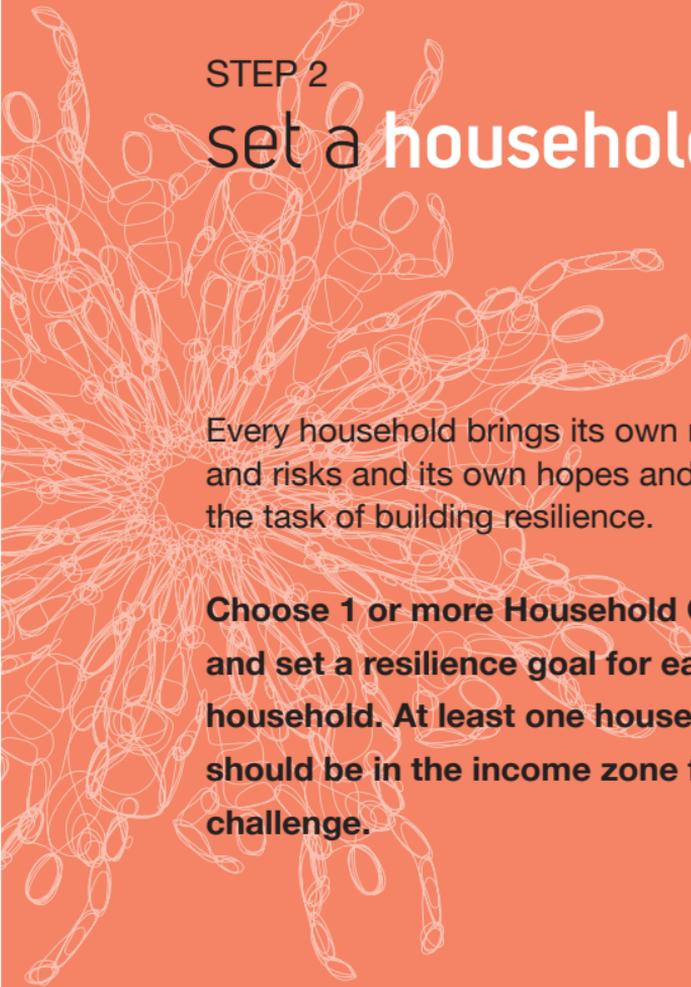
Rumi is a university student in public and private management, living in her own apartment near campus. Since an accident in 2005, Rumi has needed a wheelchair to travel longer distances.

**resources:** university contacts, family, friends, boyfriend

**risks:** dependence on a wheelchair, extreme weather events, earthquakes, employment uncertainty

**In 2021, Rumi will be 37 years old. What goal would you like to see her household achieve by then?**

## STEP 2

set a **household** goal

Every household brings its own resources and risks and its own hopes and fears to the task of building resilience.

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**SAN FRANCISCO,  
U.S.A**

james



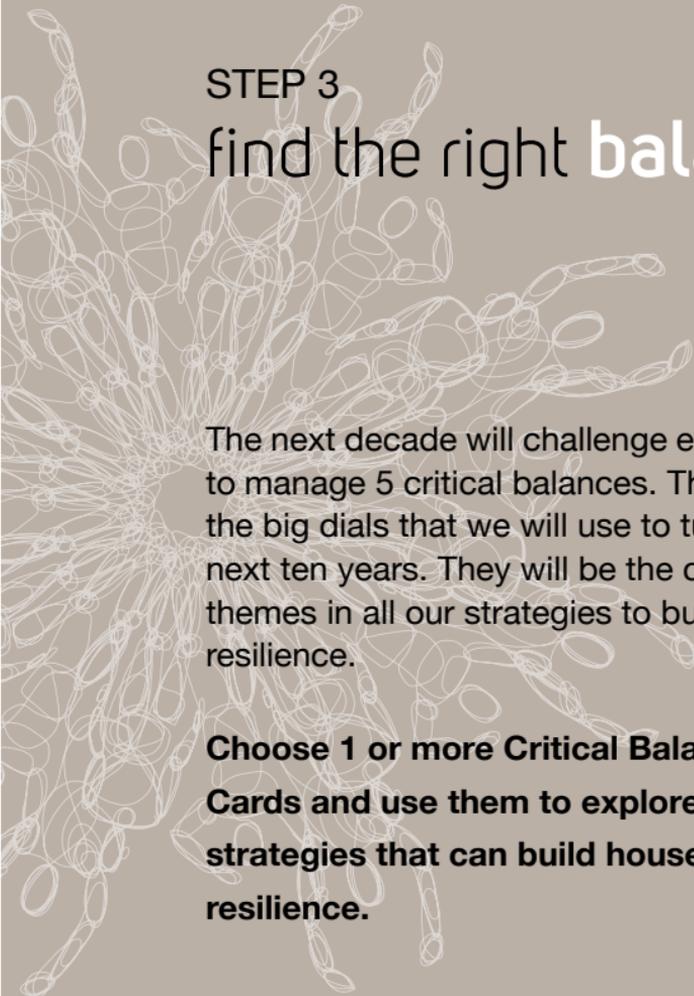
James has been driving cable cars in San Francisco for over 20 years. He lives with his wife in a 3-story row house and enjoys surfing and playing music.

**resources:** Network of friends and co-workers, labor unions

**risks:** Failure of city pension programs, failure of Social Security, earthquakes

**In 2021, James will be 73 years old. What goal would you like to see his household achieve by then?**

## STEP 3

find the right **balance**

The next decade will challenge everyone to manage 5 critical balances. These are the big dials that we will use to tune the next ten years. They will be the common themes in all our strategies to build resilience.

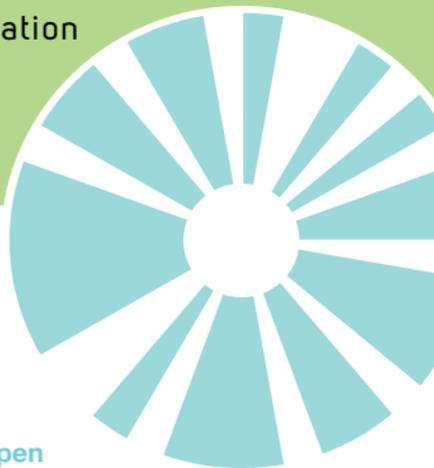
**Choose 1 or more Critical Balance Cards and use them to explore strategies that can build household resilience.**



**DISINTEGRATION** integration

money

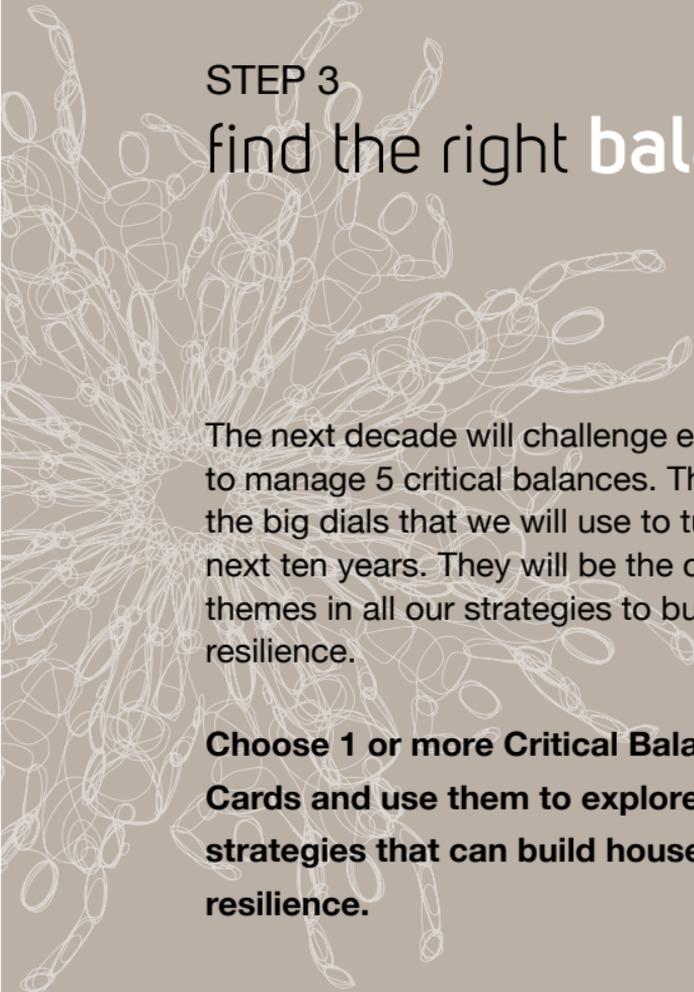
With unprecedented pathways for integration across geographic, institutional, and even species boundaries, **DISINTEGRATIVE** strategies will unravel existing institutional strongholds and open the way for new forms (and forums) of social organization.



New mediators, new currencies, and new value commons take aim at the centrality of national and global banking systems.

How can you increase resilience in a world where central currencies aren't central to the economy?

## STEP 3

find the right **balance**

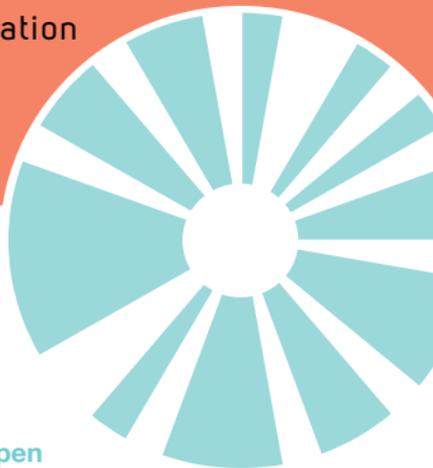
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# **DISINTEGRATION** integration households

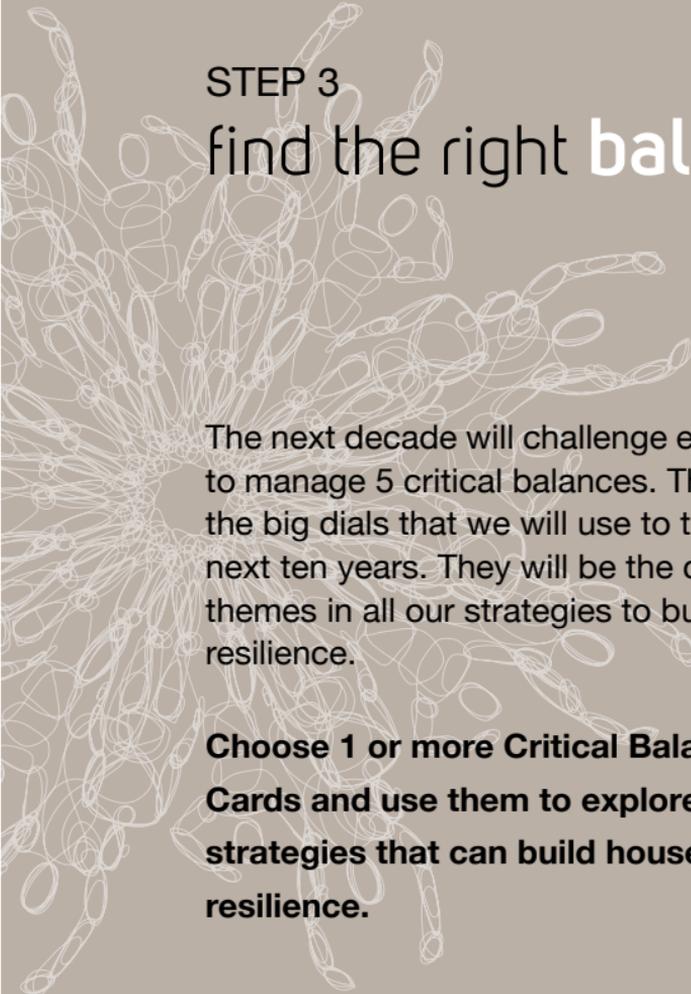
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Collaborative consumption drives a new economy of small-scale, peer-to-peer transactions on a community-wide scale.

How can you increase resilience in a world where households share goods routinely?

## STEP 3

find the right **balance**

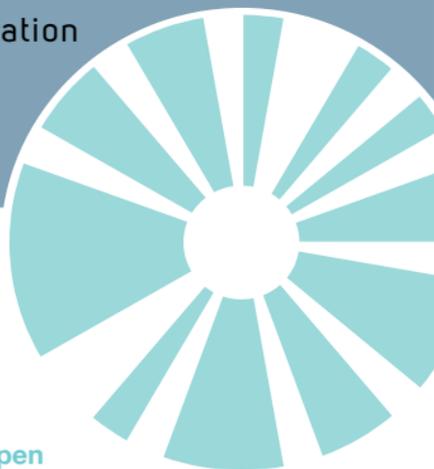
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# DISINTEGRATION integration climate

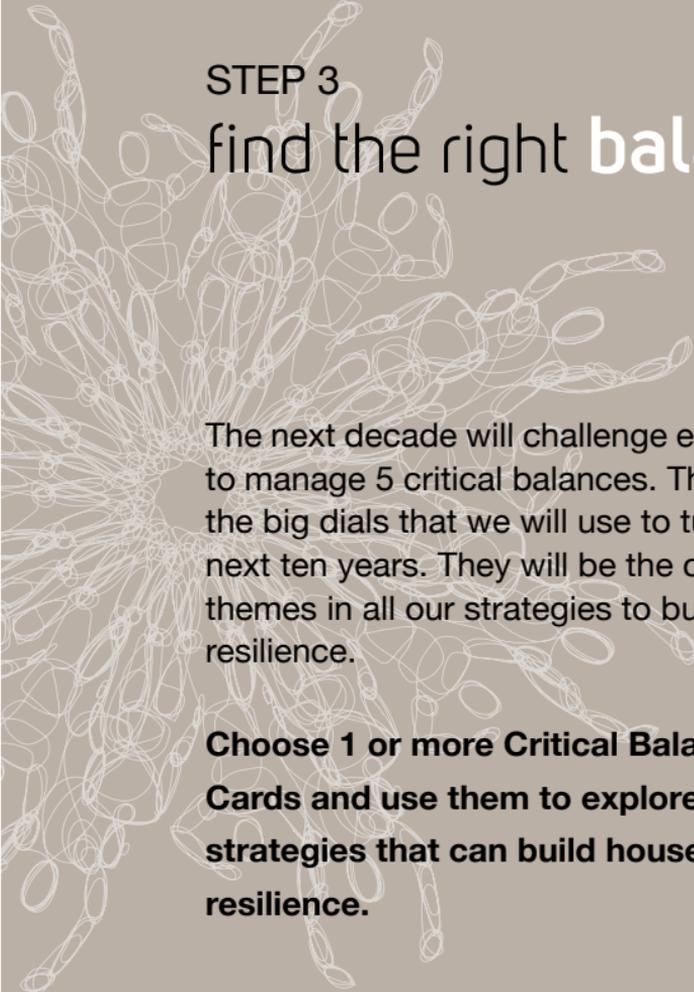
With unprecedented pathways for integration across geographic, institutional, and even species boundaries, **DISINTEGRATIVE** strategies will unravel existing institutional strongholds and open the way for new forms (and forums) of social organization.



Simple but transformative strategies leverage disintegration to create building blocks of entirely new systems of materials and energy.

How can you increase resilience in a world where distributed systems get easier and easier to build?

## STEP 3

find the right **balance**

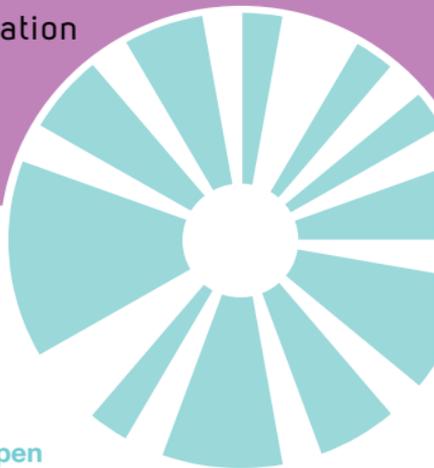
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# DISINTEGRATION integration language

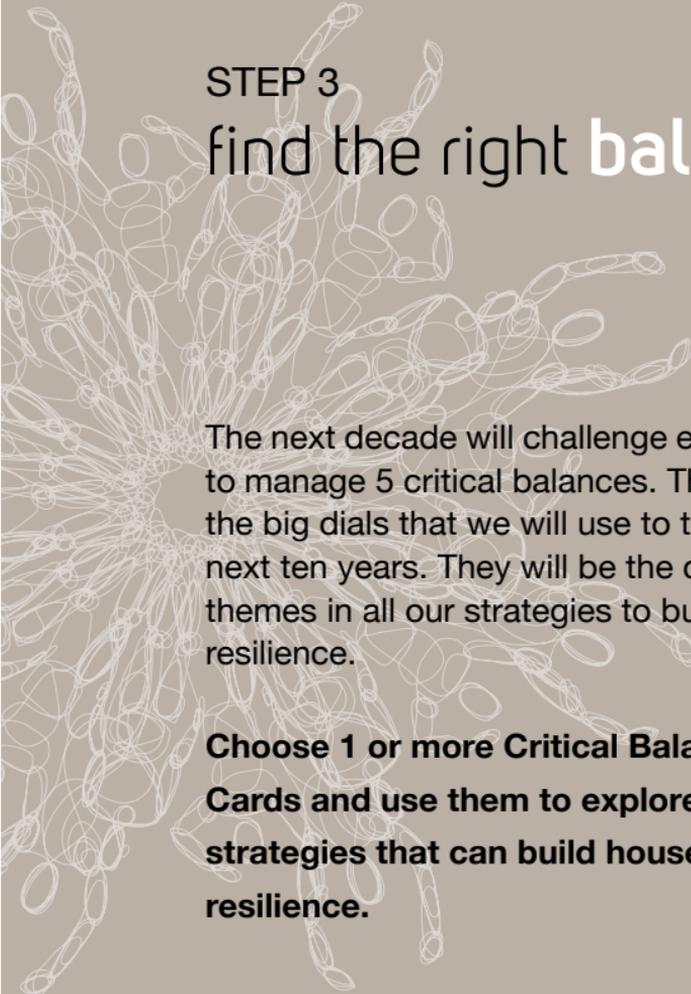
With unprecedented pathways for integration across geographic, institutional, and even species boundaries, **DISINTEGRATIVE** strategies will unravel existing institutional strongholds and open the way for new forms (and forums) of social organization.



Even as demands for localization of content and commerce fragment the global marketplace, tools for transcending language barriers proliferate.

How can you increase resilience in a world where knowledge comes in many languages?

## STEP 3

find the right **balance**

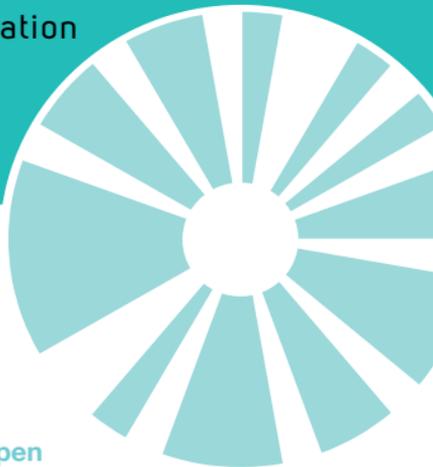
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# DISINTEGRATION integration community

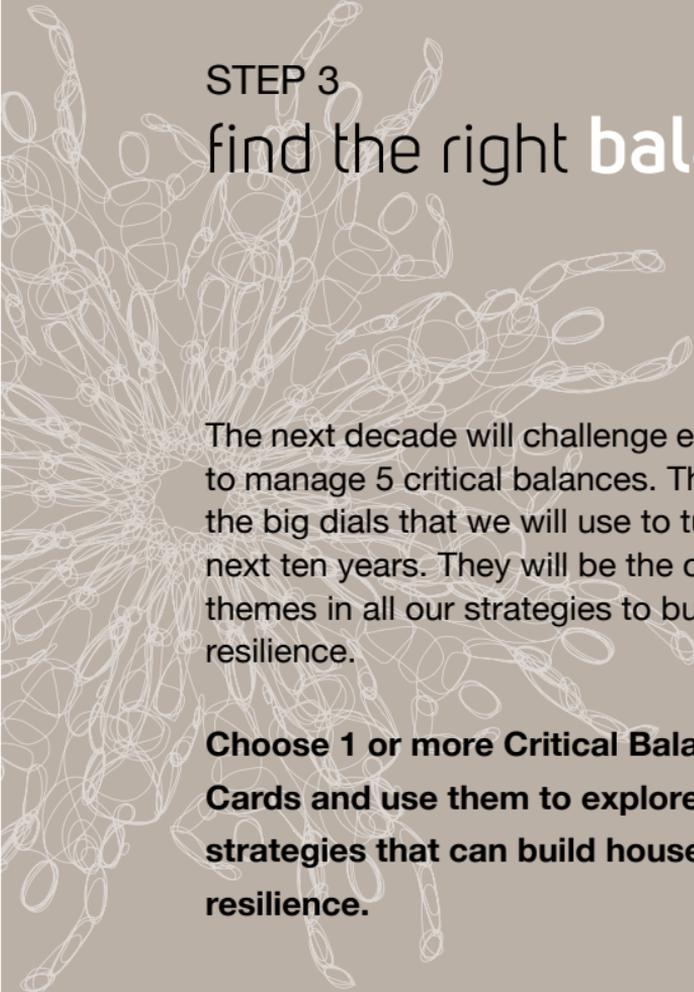
With unprecedented pathways for integration across geographic, institutional, and even species boundaries, **DISINTEGRATIVE** strategies will unravel existing institutional strongholds and open the way for new forms (and forums) of social organization.



New perspectives on social connections may stress traditional communities in unintended ways, even as they prompt new relationships.

How can you increase resilience in a world where new relationships undermine familiar communities?

## STEP 3

find the right **balance**

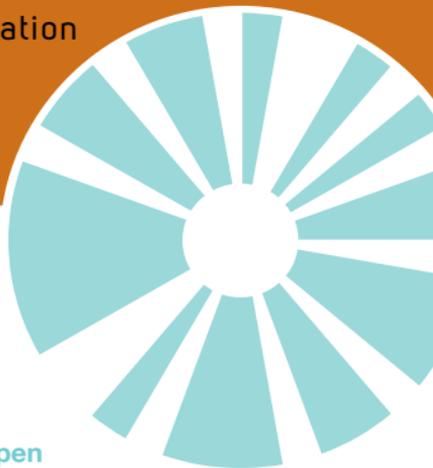
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# DISINTEGRATION integration land

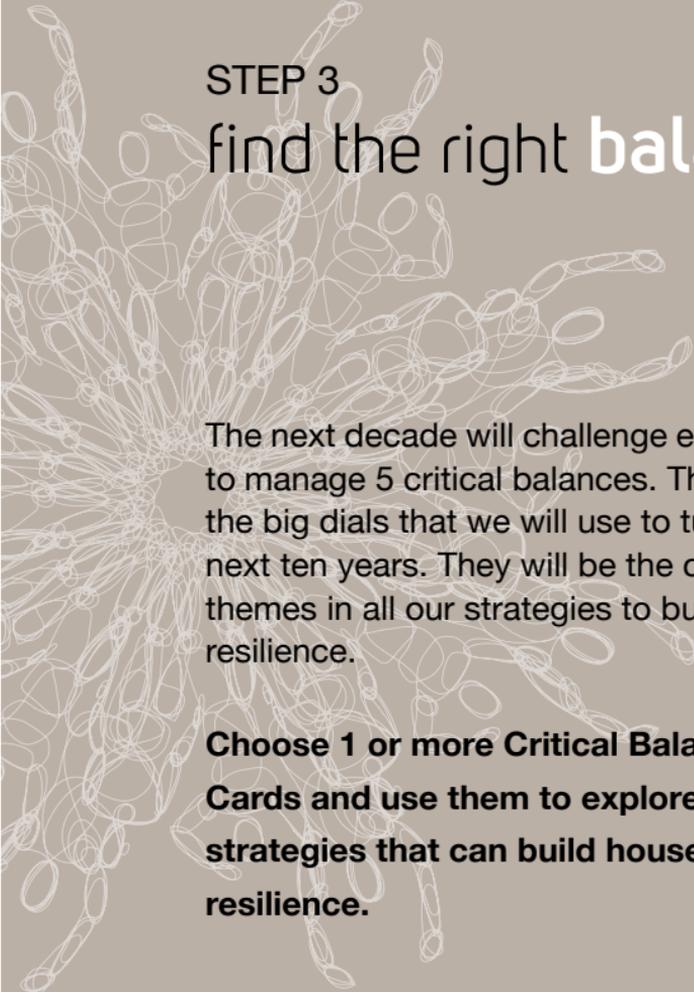
With unprecedented pathways for integration across geographic, institutional, and even species boundaries, **DISINTEGRATIVE** strategies will unravel existing institutional strongholds and open the way for new forms (and forums) of social organization.



Experiments in alternative land tenure systems—including alternatives to mortgages—provide options for diverse populations, from climate refugees to aging baby boomers.

How can you increase resilience in a world where traditional ways of owning and exchanging land leave many people without secure habitat?

## STEP 3

find the right **balance**

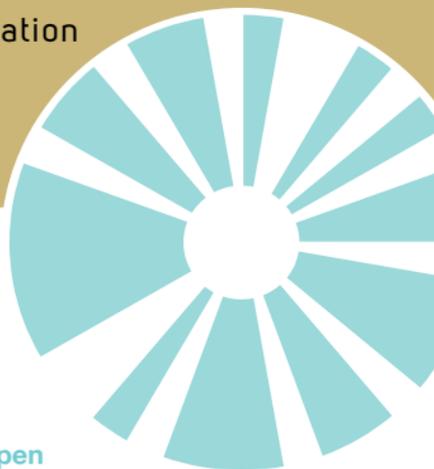
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# DISINTEGRATION integration scale

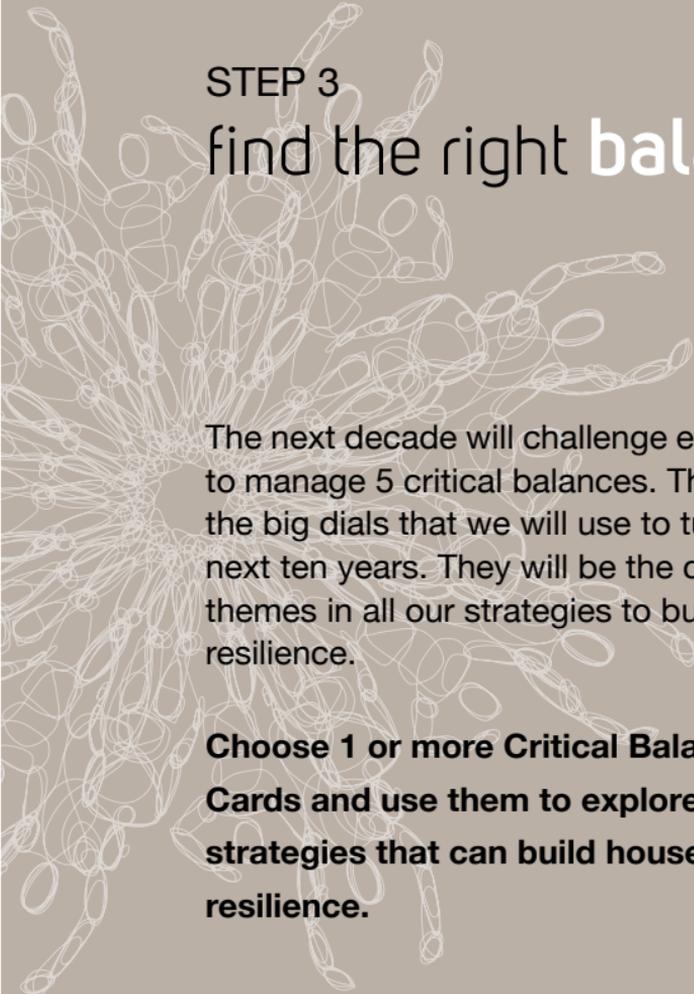
With unprecedented pathways for integration across geographic, institutional, and even species boundaries, **DISINTEGRATIVE** strategies will unravel existing institutional strongholds and open the way for new forms (and forums) of social organization.



Cycles of instability and stability in ecosystems result in the breakdown of existing environmental balances and enable the emergence of new balances.

How can you increase resilience in a world where many features of the natural landscape are undergoing rapid change at the same time?

## STEP 3

find the right **balance**

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# **DISINTEGRATION** integration personhood

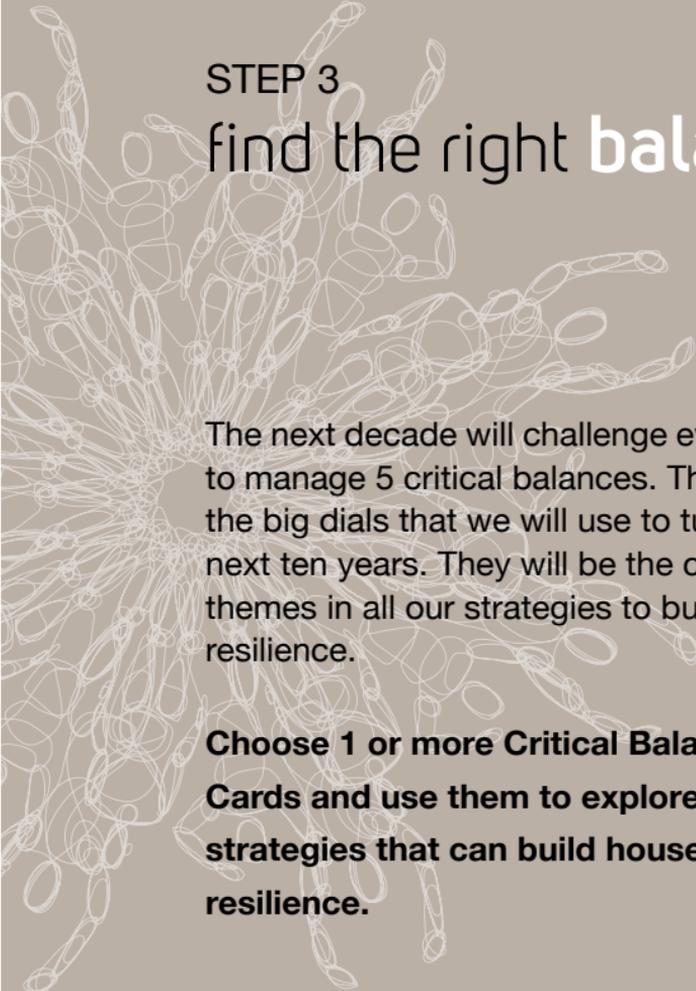
With unprecedented pathways for integration across geographic, institutional, and even species boundaries, **DISINTEGRATIVE** strategies will unravel existing institutional strongholds and open the way for new forms (and forums) of social organization.



Broad definitions of legal personhood distribute the benefits across *ad hoc* groups and unravel its basic meaning.

How can you increase resilience if the rights of personhood are applied to a wide spectrum of entities—including *ad hoc* virtual networks?

## STEP 3

find the right **balance**

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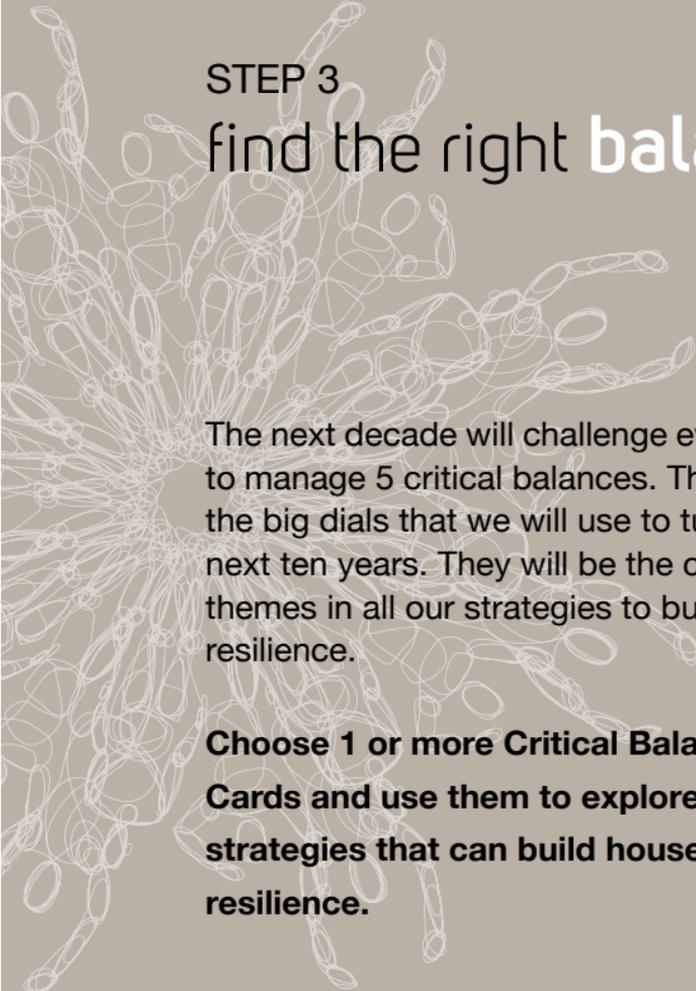
## **EXPOSURE** accountability households

In the face of growing demand—and higher standards—for accountability, public **EXPOSURE** will emerge as a multi-faceted and widespread strategy for disrupting existing power structures, both hidden and obvious.

New ways of tracking household assets increase trust in a sharing economy—and create new designs for sharable goods.

How can you increase resilience in a world where design takes the risk out of sharing all kinds of goods?

## STEP 3

find the right **balance**

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**EXPOSURE** accountability

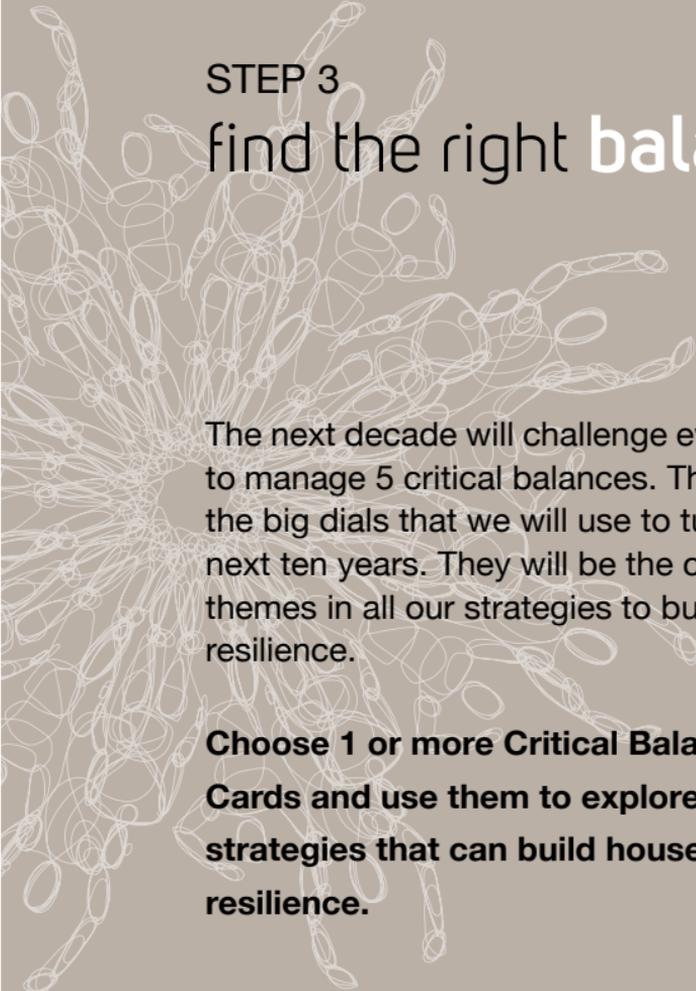
money

**In the face of growing demand—and higher standards—for accountability, public EXPOSURE will emerge as a multi-faceted and widespread strategy for disrupting existing power structures, both hidden and obvious.**

New ways of tracking value exchange will expose what communities as well as individuals value—and provide ways to manage multiple kinds of wealth.

**How can you increase resilience in a world where it's possible to measure and track many kinds of wealth?**

## STEP 3

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**Choose 1 or more Critical Balance Cards and use them to explore strategies that can build household resilience.**



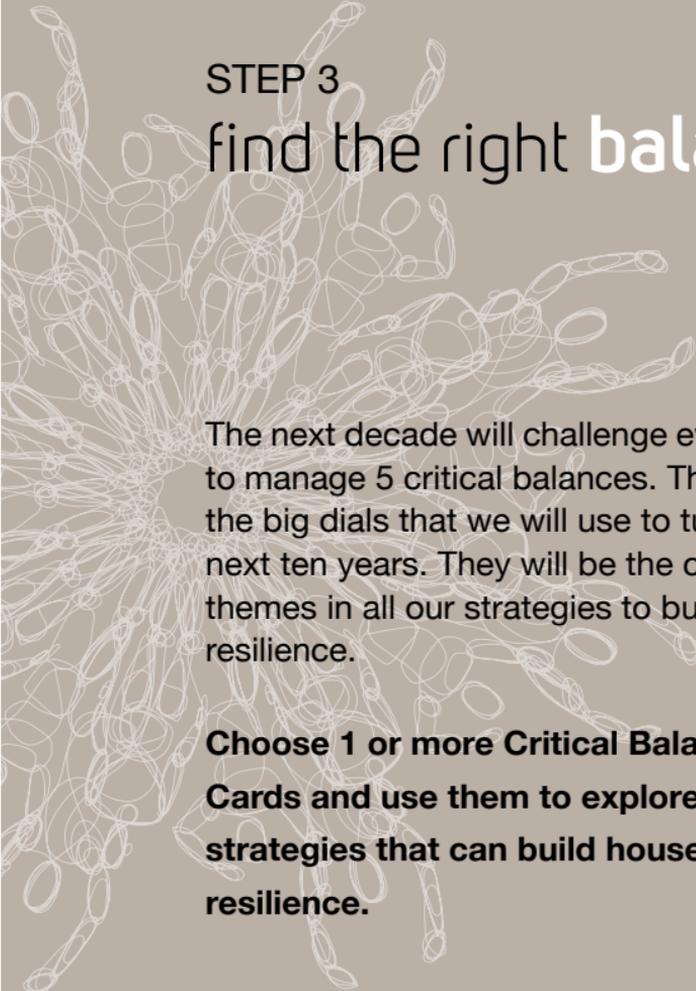
## **EXPOSURE** accountability climate

**In the face of growing demand—and higher standards—for accountability, public EXPOSURE will emerge as a multi-faceted and widespread strategy for disrupting existing power structures, both hidden and obvious.**

Simple adaptive strategies may reduce risk of unwanted exposure, but complex strategies could provide greater accountability on a larger scale.

**How can you increase resilience in a world where flows of money, information, and trust throughout complex systems are visible?**

## STEP 3

find the right **balance**

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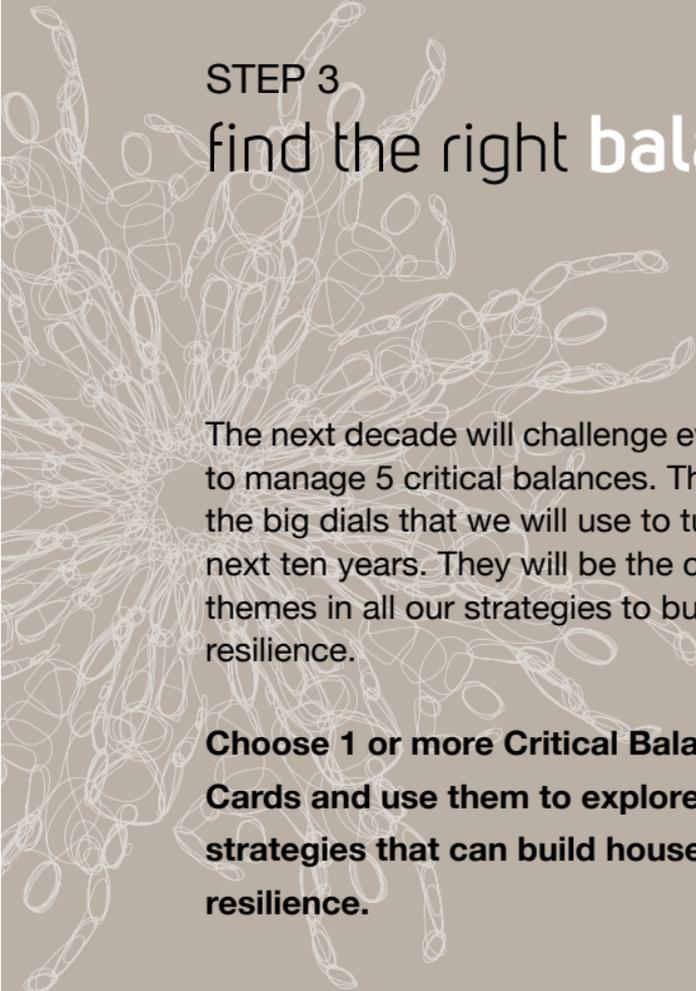
# EXPOSURE accountability community

In the face of growing demand—and higher standards—for accountability, public EXPOSURE will emerge as a multi-faceted and widespread strategy for disrupting existing power structures, both hidden and obvious.

Social network analysis and urban mapping reveal new patterns of *inter-responsibility* for our social and environmental conditions.

How can you increase resilience in a world where responsibility for the imbalances is clearly visible?

## STEP 3

find the right **balance**

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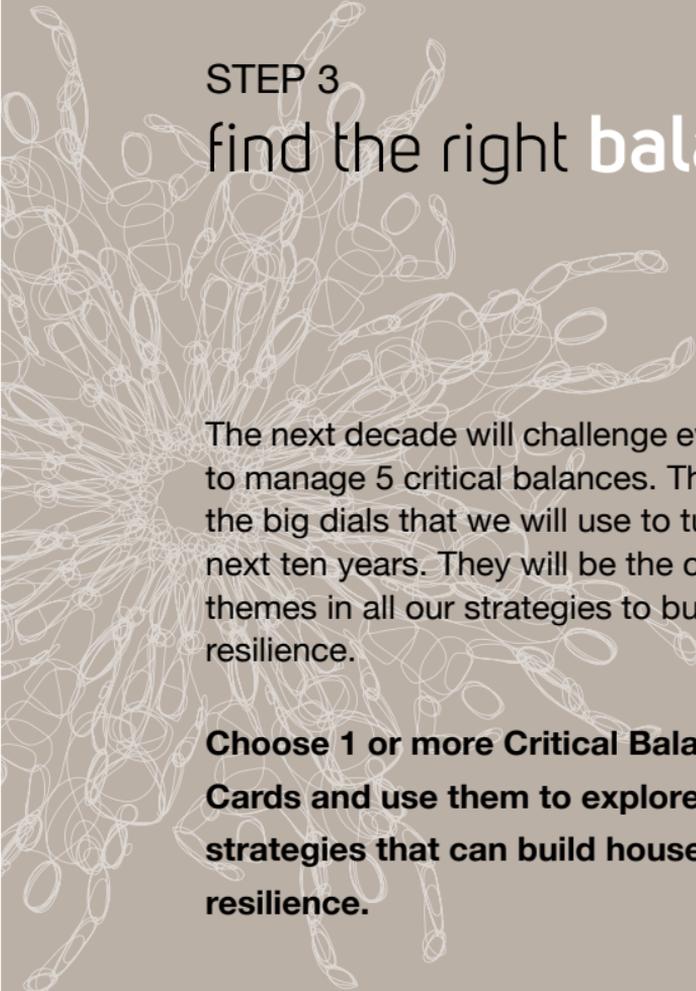
## **EXPOSURE** accountability land

In the face of growing demand—and higher standards—for accountability, public **EXPOSURE** will emerge as a multi-faceted and widespread strategy for disrupting existing power structures, both hidden and obvious.

Patterns of land ownership and land settlement come under increasing scrutiny as “Right to Place” movements grow.

How can you increase resilience in a world where the patterns of land ownership—both historical and present-day—are visible?

## STEP 3

find the right **balance**

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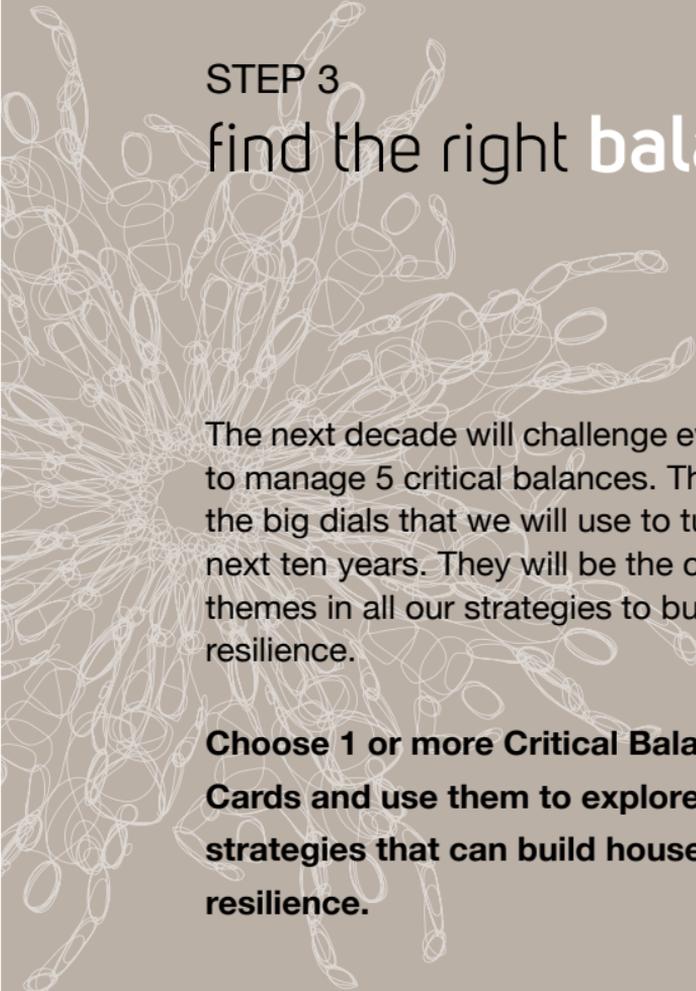
## **EXPOSURE** accountability death

**In the face of growing demand—and higher standards—for accountability, public EXPOSURE will emerge as a multi-faceted and widespread strategy for disrupting existing power structures, both hidden and obvious.**

As online visibility doesn't go away after death, end-of-life planning increasingly takes into account digital footprints.

**How can you increase resilience in a world where the dead continue to interact with the living through virtual avatars?**

## STEP 3

find the right **balance**

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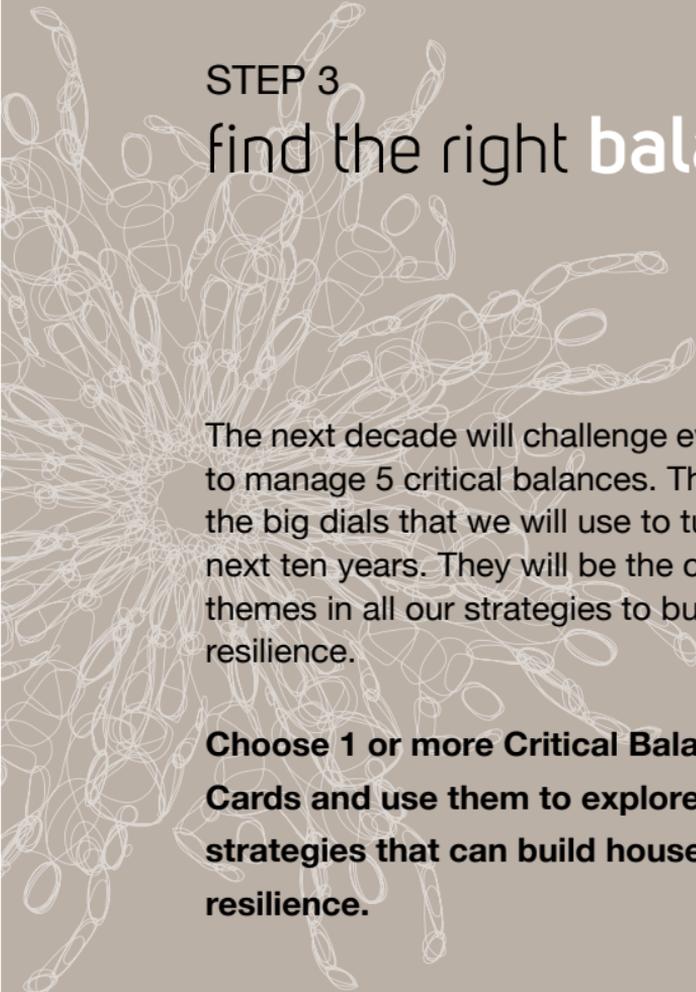
## **EXPOSURE** accountability law

**In the face of growing demand—and higher standards—for accountability, public EXPOSURE will emerge as a multi-faceted and widespread strategy for disrupting existing power structures, both hidden and obvious.**

Legal definitions of personhood designed to protect privacy rights also protect the rights of new kinds of “persons” to expose information under free speech laws.

**How can you increase resilience in a world where previously private information may be exposed by diverse and unexpected sources?**

## STEP 3

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**Choose 1 or more Critical Balance Cards and use them to explore strategies that can build household resilience.**



# **SLOW** fast money

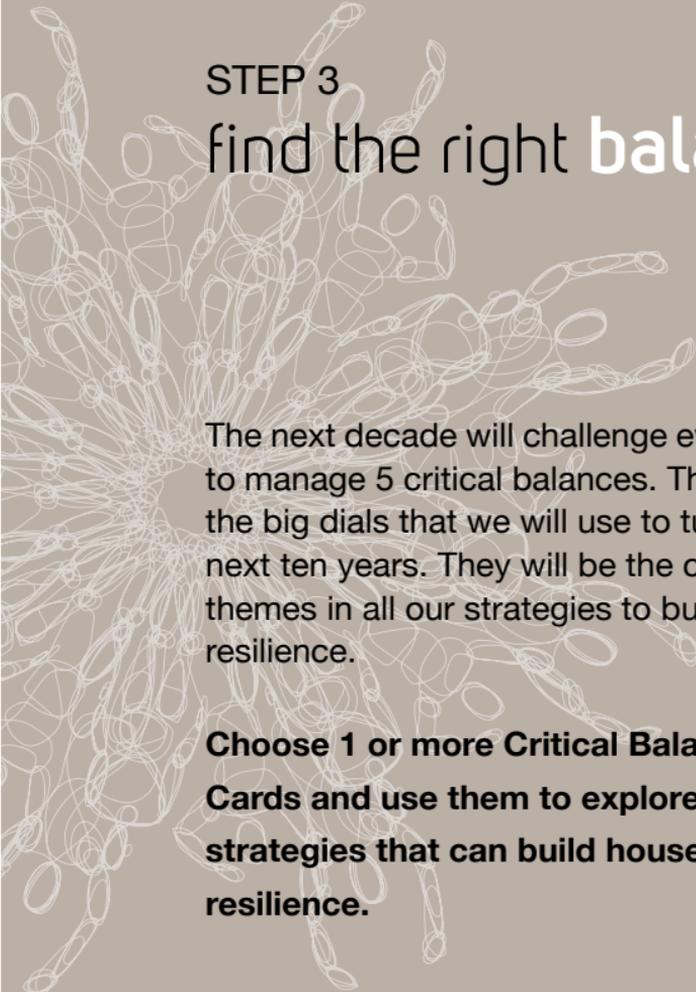
In a decade that may require very rapid responses to adapt to changing environmental, social, and economic realities, **SLOW** will become a major strategy as people rethink the values of convenience, productivity, and rapid growth.



Investments in communities—local farms, local enterprises, local services—pay off more slowly than investments in global financial instruments but build local prosperity.

How can you increase resilience in a world where more people invest directly in projects, communities, and organizations that they know and care about?

## STEP 3

find the right **balance**

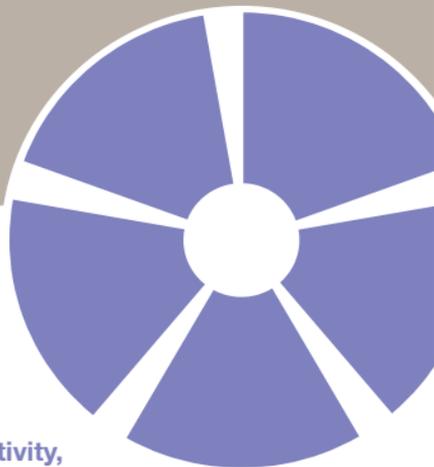
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## **SLOW** fast time

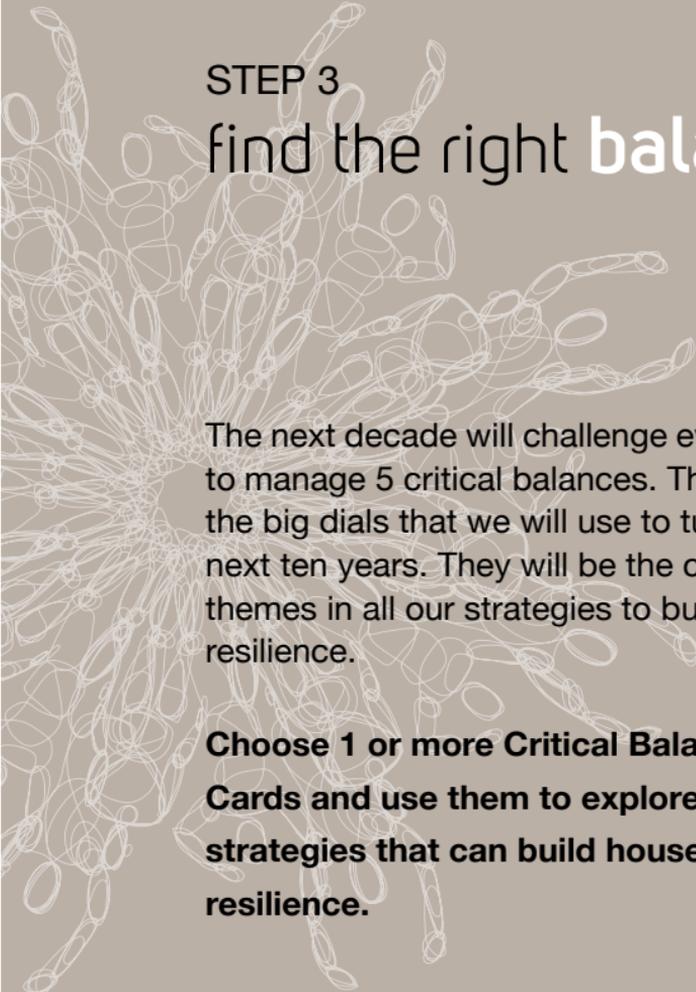
In a decade that may require very rapid responses to adapt to changing environmental, social, and economic realities, **SLOW** will become a major strategy as people rethink the values of convenience, productivity, and rapid growth.



“Take Back Your Time” movements give individuals new control over their time—and foster a new time affluence.

How can you increase resilience in a world where more people work to build their time affluence?

## STEP 3

find the right **balance**

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**Choose 1 or more Critical Balance Cards and use them to explore strategies that can build household resilience.**



## **SLOW** fast land

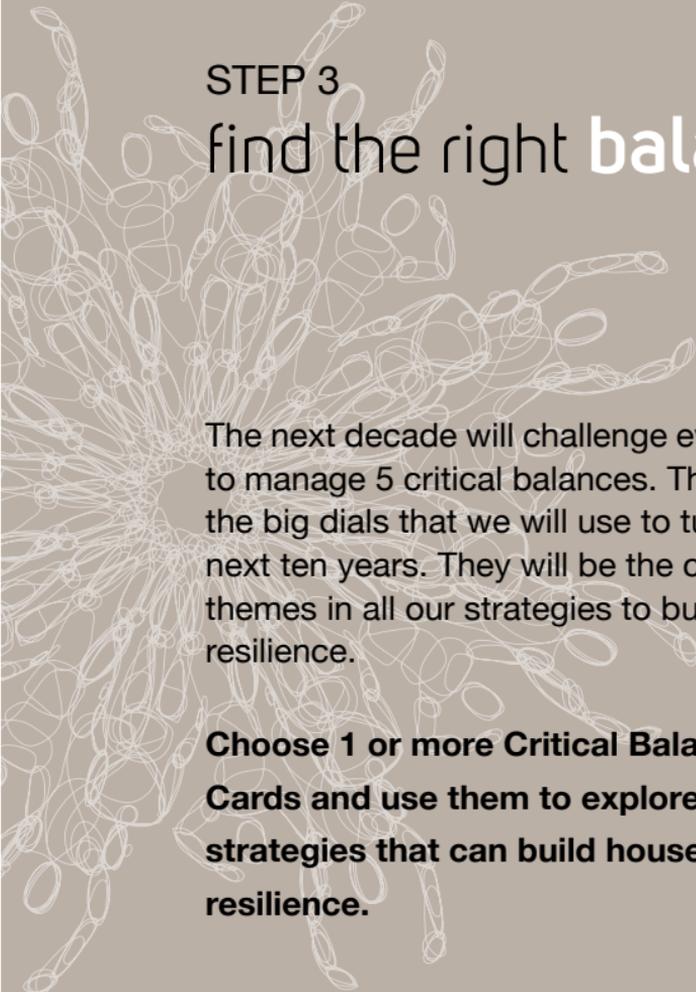
In a decade that may require very rapid responses to adapt to changing environmental, social, and economic realities, **SLOW** will become a major strategy as people rethink the values of convenience, productivity, and rapid growth.



“Slow money” investments in small local farms change the current pattern of rural development in post-industrial economies away from large suburbs and large corporate farms.

How can you increase resilience in a world where development strategies shift to favor peri-urban landscapes?

## STEP 3

find the right **balance**

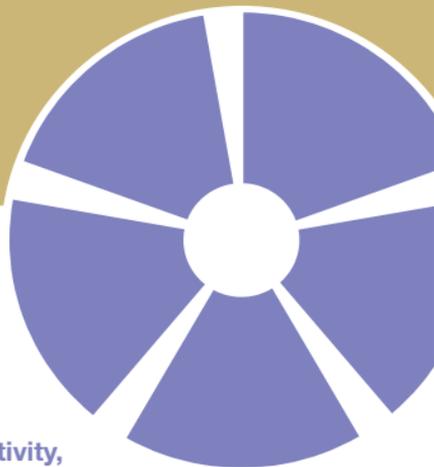
The next decade will challenge everyone to manage 5 critical balances. These are the big dials that we will use to tune the next ten years. They will be the common themes in all our strategies to build resilience.

**Choose 1 or more Critical Balance Cards and use them to explore strategies that can build household resilience.**



## **SLOW** fast scale

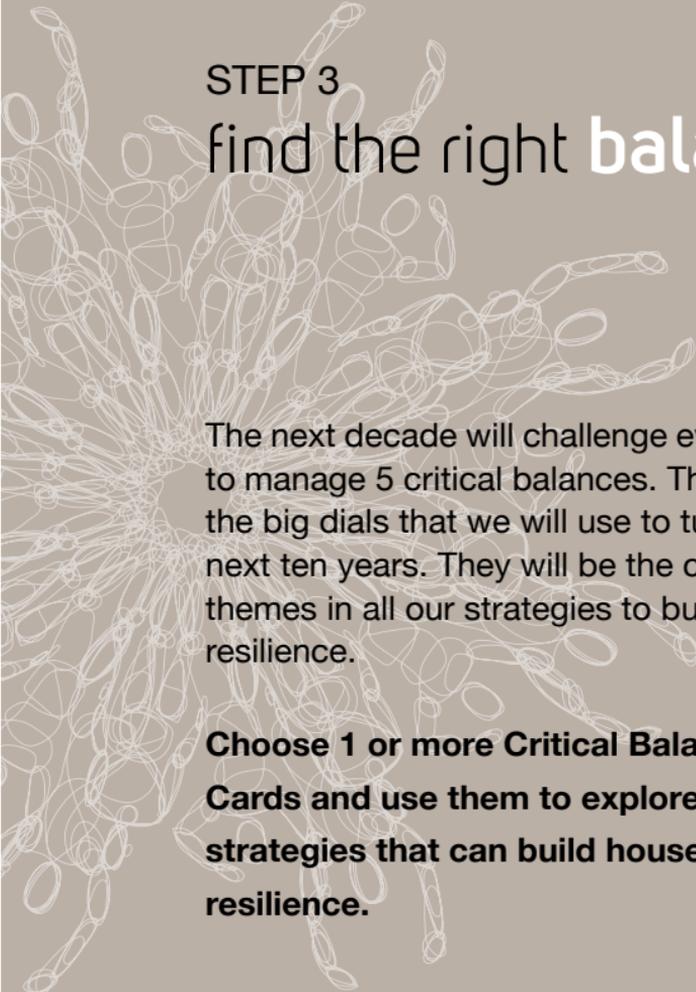
In a decade that may require very rapid responses to adapt to changing environmental, social, and economic realities, **SLOW** will become a major strategy as people rethink the values of convenience, productivity, and rapid growth.



The ability to balance rapid iteration with long-term, complex strategies defines the most successful approaches to resilience.

**How can you increase resilience in a world where you need both rapid iteration and big scale to win?**

## STEP 3

find the right **balance**

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## **SLOW** fast law

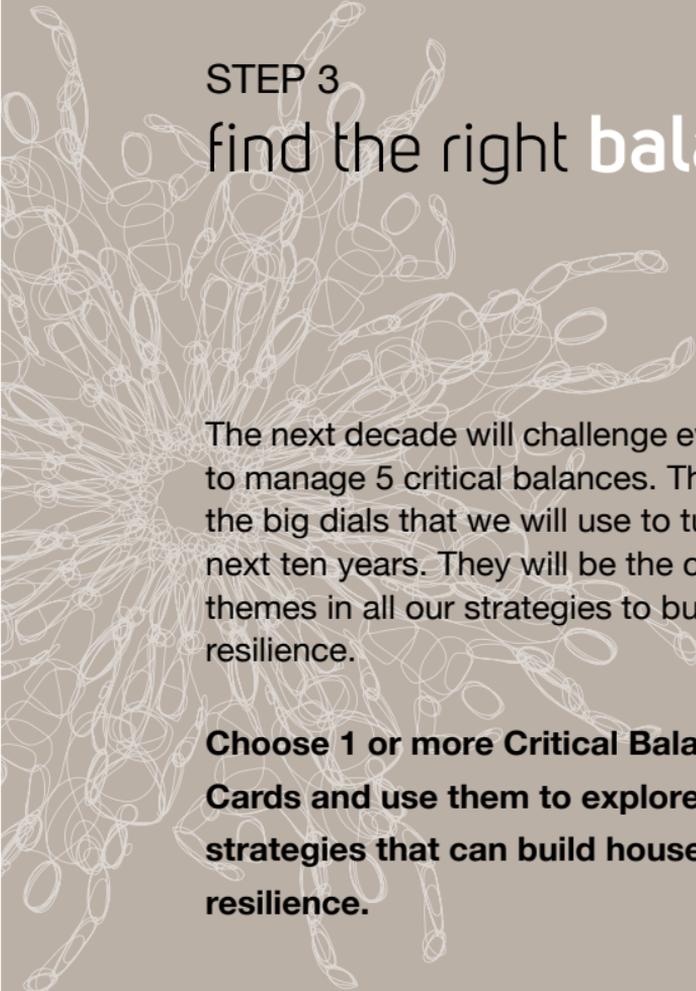
In a decade that may require very rapid responses to adapt to changing environmental, social, and economic realities, **SLOW** will become a major strategy as people rethink the values of convenience, productivity, and rapid growth.



Changes to a concept as fundamental as personhood could trigger a backlash against rapid social/cultural change.

How can you increase resilience in a world where definitions of *person* are changing so fast that people feel alienated from this fundamental human identity?

## STEP 3

find the right **balance**

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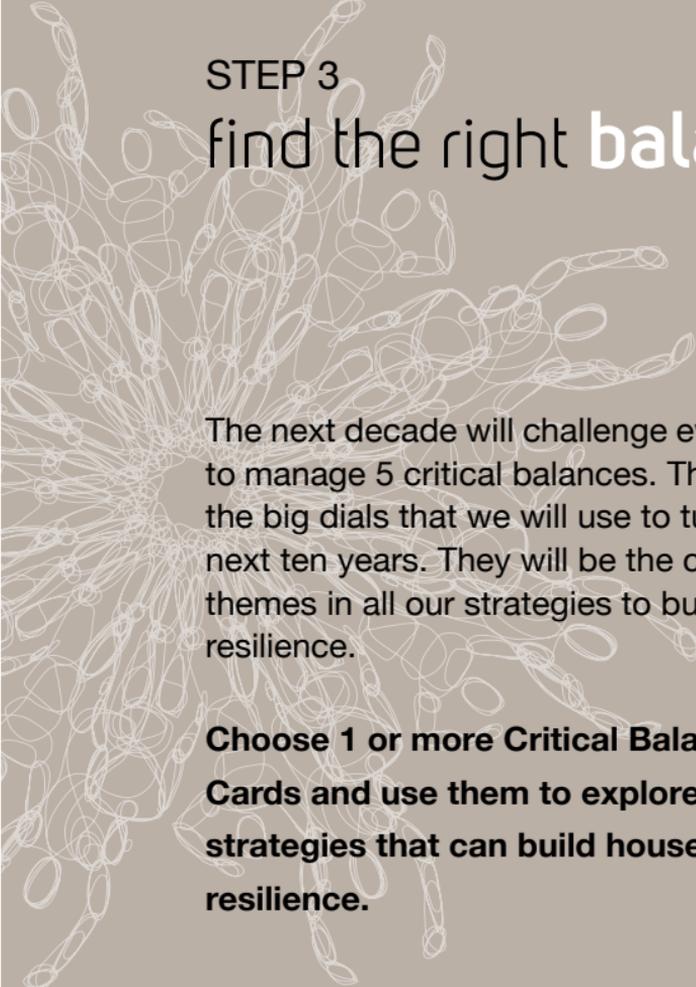
# **CONTAGION** isolation households

In spite of isolationist sentiments and a renewed focus on all things local, strategies that leverage our growing understanding of social **CONTAGION** will shape everything from self-improvement to market development to local, national, and global policy.

Social platforms for peer-to-peer sharing of goods and services leverage contagion to create new flows of trust and goods.

How can you increase resilience in a world where the principles of social contagion meet designs for sharing and trust-building?

## STEP 3

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# **CONTAGION** isolation money

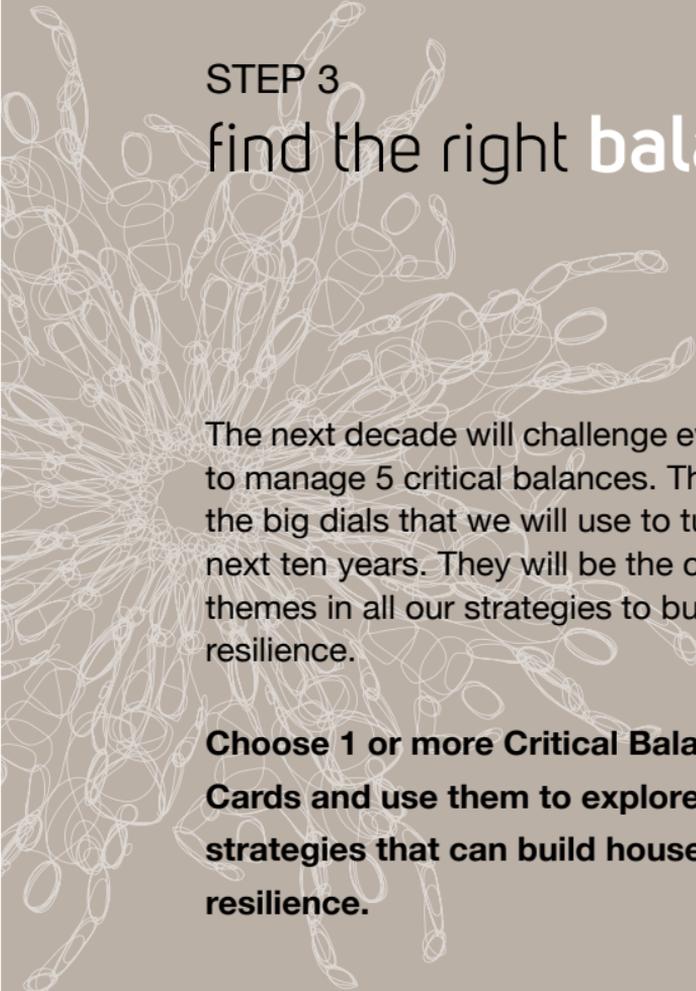
**In spite of isolationist sentiments and a renewed focus on all things local, strategies that leverage our growing understanding of social CONTAGION will shape everything from self-improvement to market development to local, national, and global policy.**



Wealth becomes “contagious” in peer-to-peer open money networks where value—and credit—flows through social networks, just like friendship.

**How can you increase resilience in a world where alternative currencies use principles of social contagion to spread new kinds of value?**

## STEP 3

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# **CONTAGION** isolation language

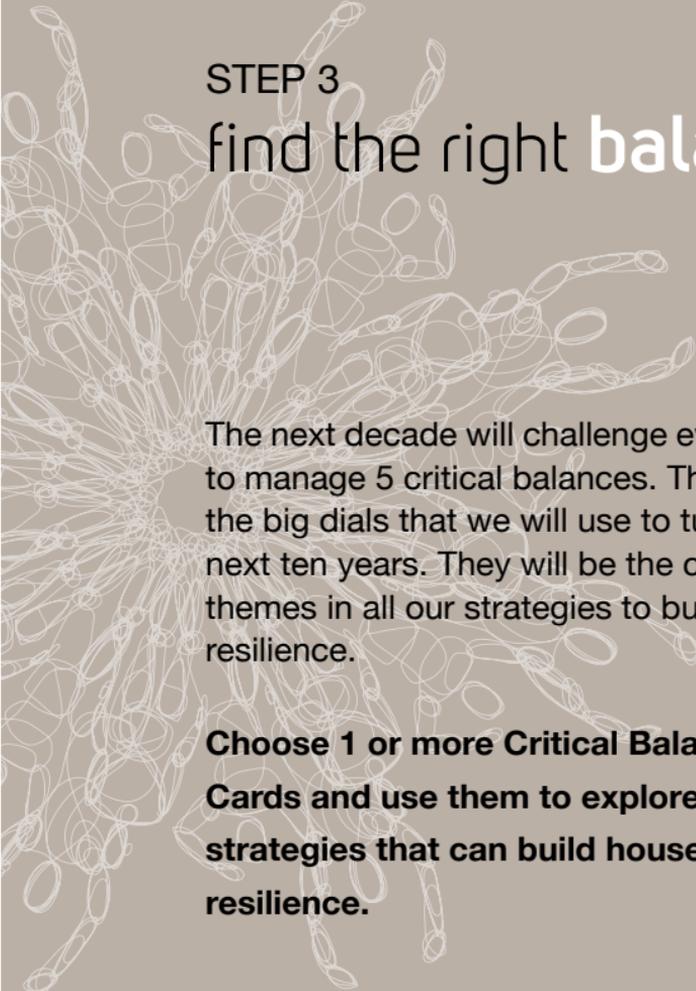
**In spite of isolationist sentiments and a renewed focus on all things local, strategies that leverage our growing understanding of social CONTAGION will shape everything from self-improvement to market development to local, national, and global policy.**



Networking within and across local language cultures speeds the spread of socially contagious behaviors among formerly isolated locales.

**How can you increase resilience in a world where populations—whose languages have never been captured in writing—become a source of new knowledge?**

## STEP 3

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## **CONTAGION** isolation time

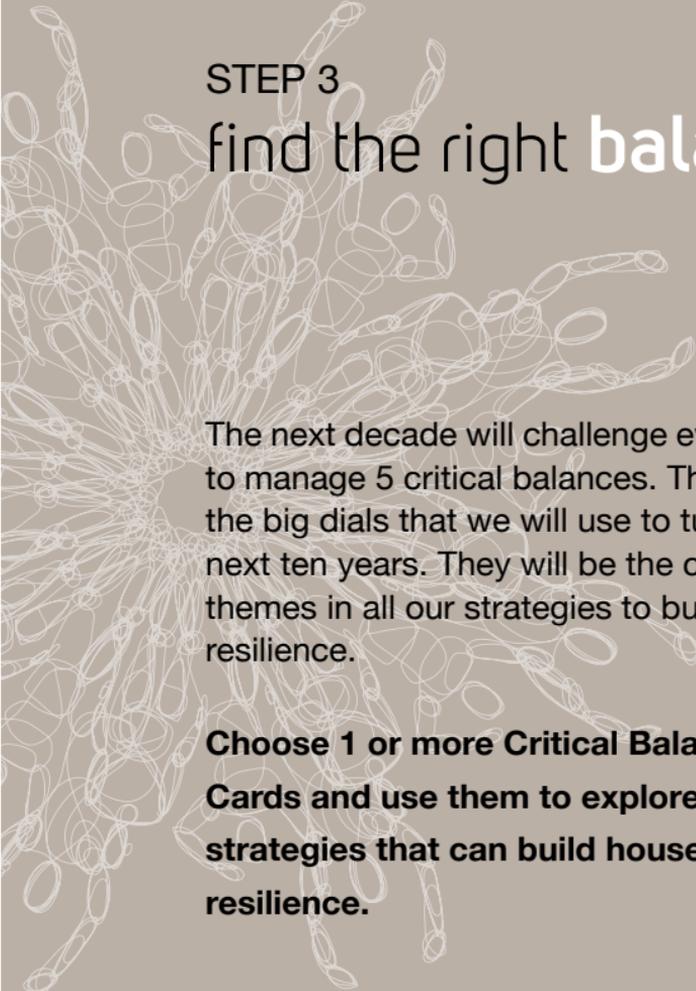
**In spite of isolationist sentiments and a renewed focus on all things local, strategies that leverage our growing understanding of social CONTAGION will shape everything from self-improvement to market development to local, national, and global policy.**



Chronotyping takes aim at “social jet lag” to provide a new parity for people with different sleep rhythms.

**How can you increase resilience in a world where people with similar sleep cycles can quickly innovate our institutional patterns of work, play, and sleep?**

## STEP 3

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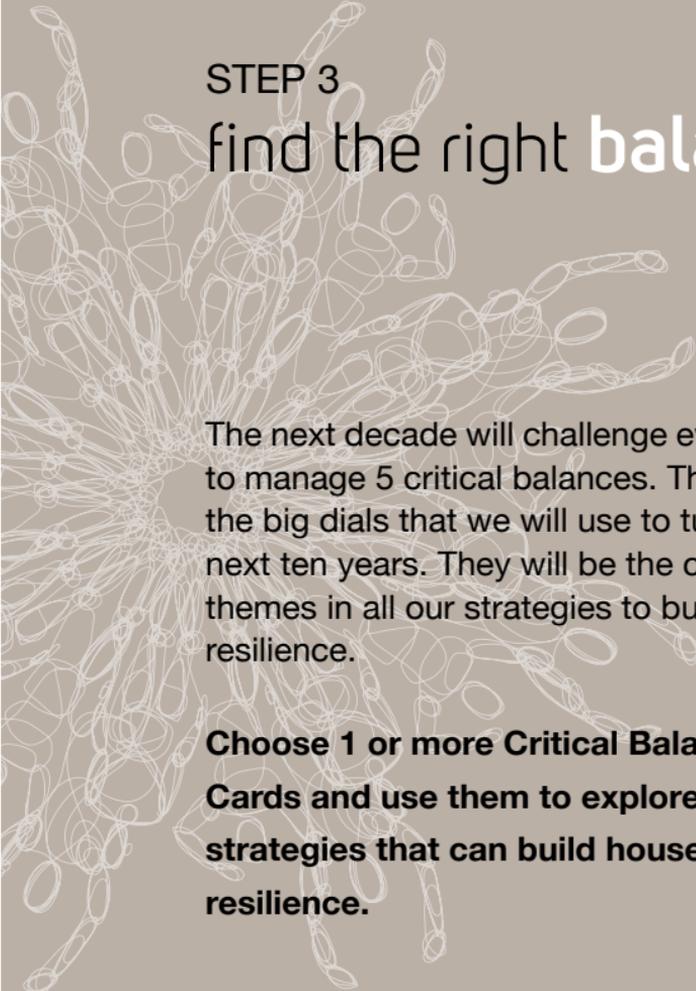
# **CONTAGION** isolation community

**In spite of isolationist sentiments and a renewed focus on all things local, strategies that leverage our growing understanding of social CONTAGION will shape everything from self-improvement to market development to local, national, and global policy.**

Economic redevelopment and justice reform adopt fresh approaches based on social contagion theories and social network strategies.

**How can you increase resilience in a world where principles of social contagion influence economic and political policies?**

## STEP 3

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# **CONTAGION** isolation scale

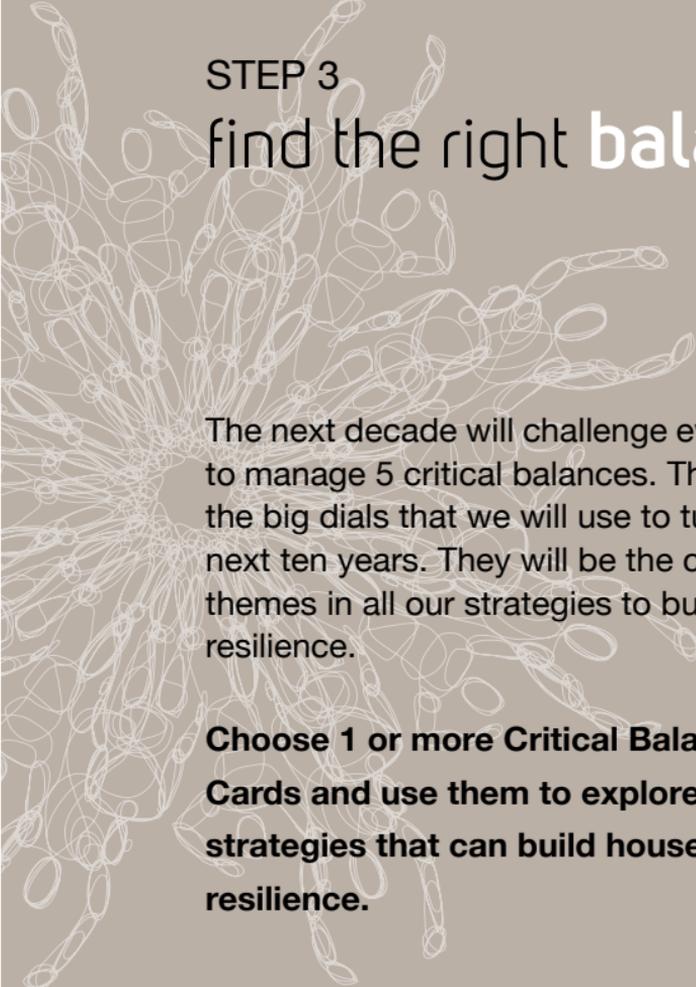
**In spite of isolationist sentiments and a renewed focus on all things local, strategies that leverage our growing understanding of social CONTAGION will shape everything from self-improvement to market development to local, national, and global policy.**



Social networks are a hotbed for rapid prototyping strategies, while isolationism re-emerges as an adaptive strategy for communities to foster stability.

**How can you increase resilience in a world where global networks drive rapid change while local communities work to stabilize local cultures?**

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# CONTAGION isolation death

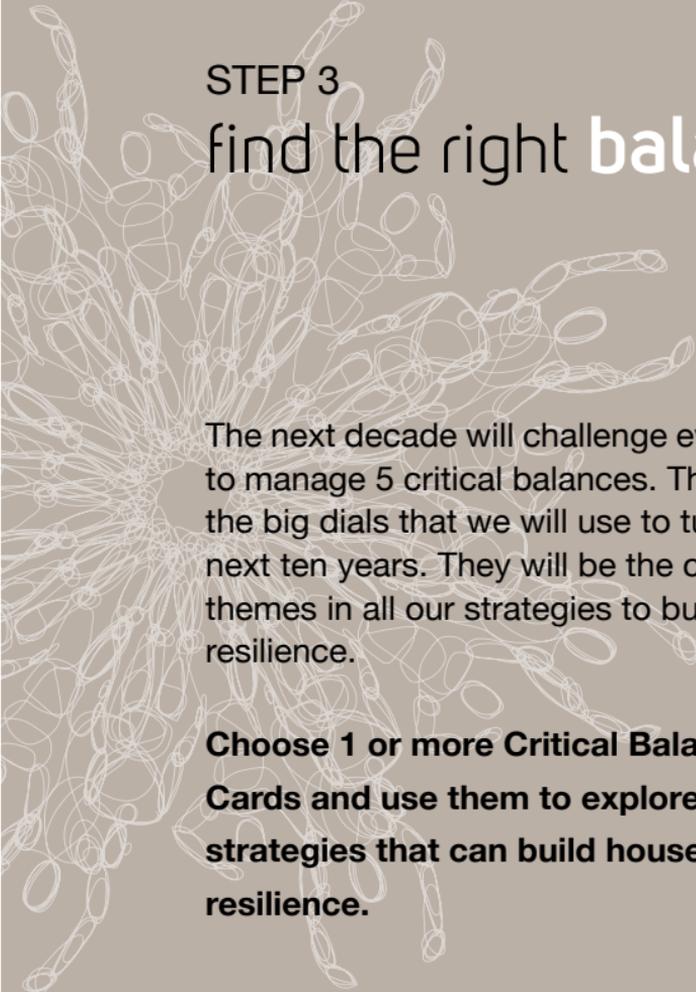
In spite of isolationist sentiments and a renewed focus on all things local, strategies that leverage our growing understanding of social CONTAGION will shape everything from self-improvement to market development to local, national, and global policy.



Virtual ghosts may cluster in diasporas that link networks of strangers in previously unimagined communities.

How can you increase resilience in a world where our “ancestors” directly influence the people we connect with even after they have died?

## STEP 3

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## **PERSUASION** regulation climate

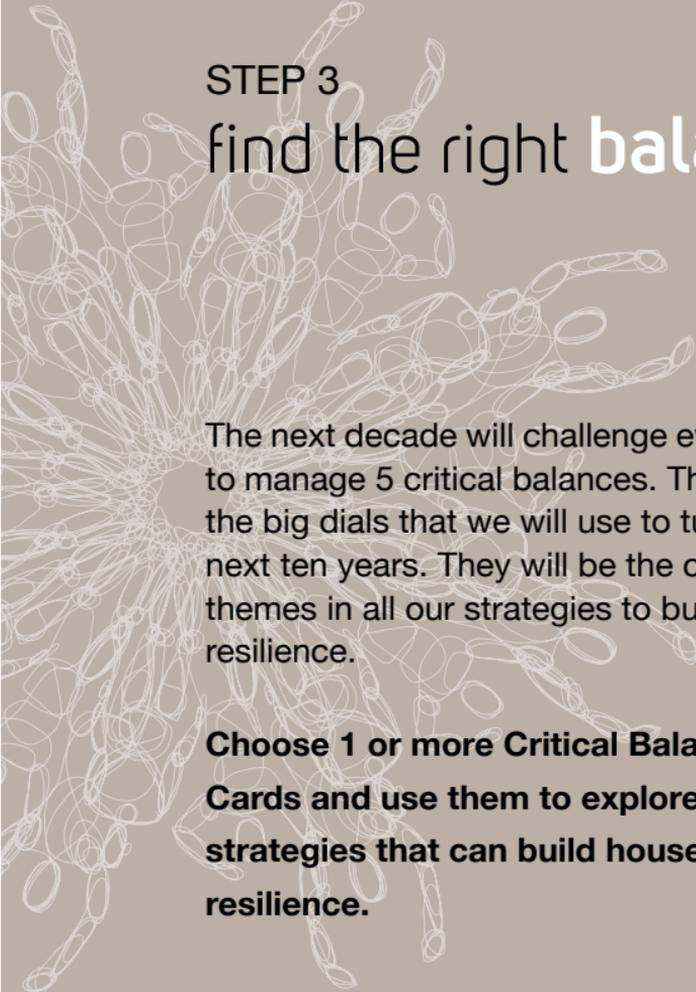
Even as social, economic, and environmental challenges may compel governments at all levels to intervene in what we take to be personal choices, highly refined strategies of **PERSUASION** will move beyond the familiar world of media advertising to shape our actions—moment-by-moment and with great precision—throughout the day.



Persuasive tools and platforms speed the adoption of complex strategies for managing climate constraints.

How can you increase resilience in a world with a proliferation of persuasive tools for influencing small human behaviors that might add up to big change?

## STEP 3

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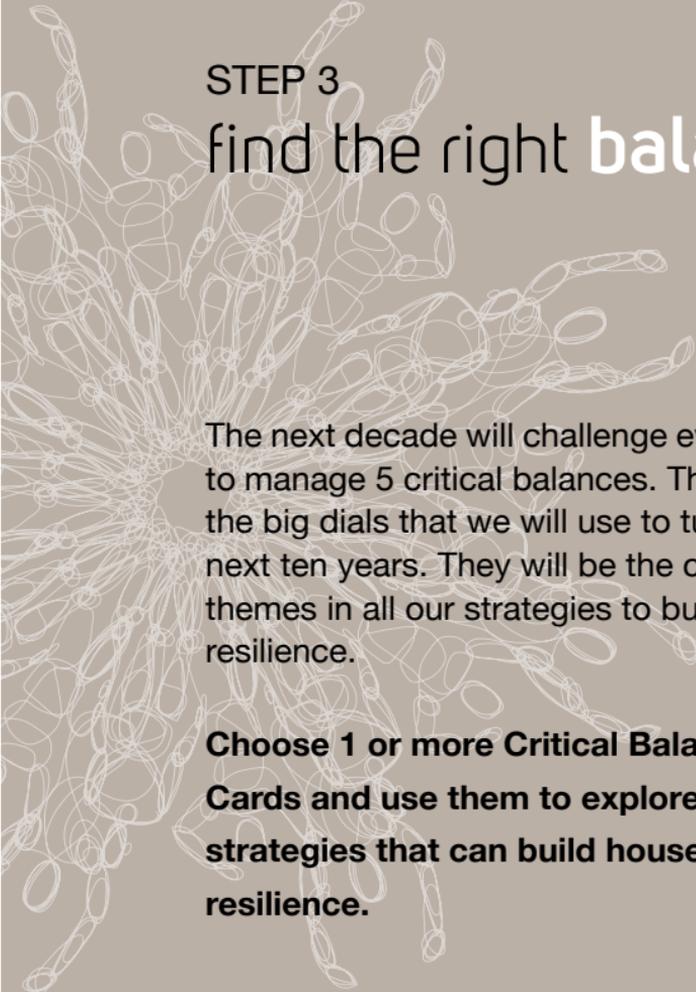
## **PERSUASION** regulation community

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New and subtle forms of persuasion enter the popular lexicon of social interactions, tapping neuroscience and social network analysis.

How can you increase resilience in a world where everyone is much more sophisticated about how to persuade and be persuaded?

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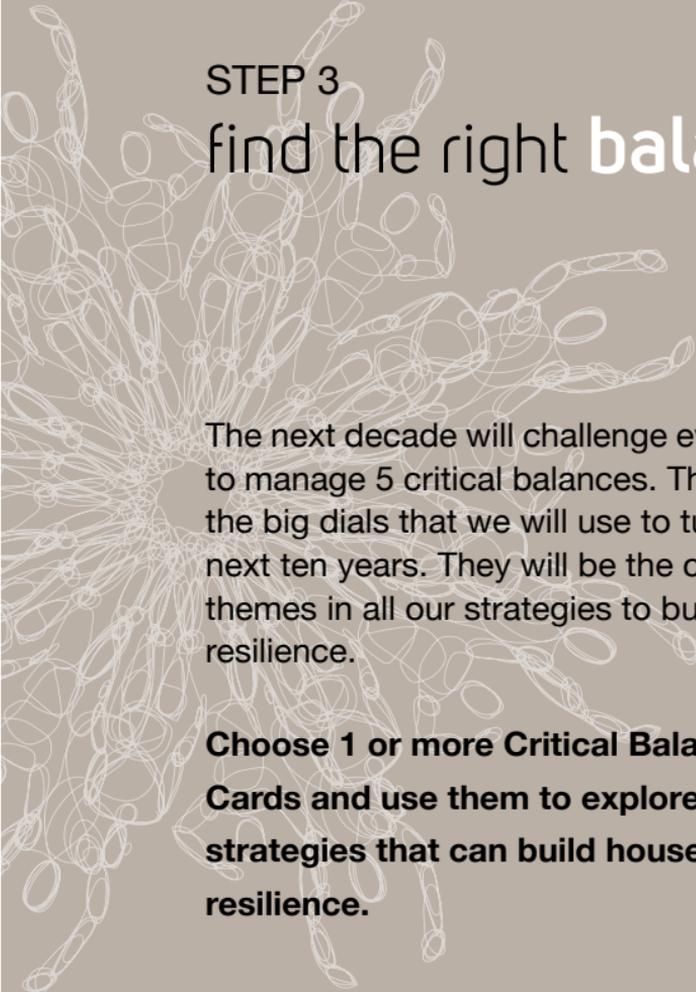
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Departed relatives are integrated into persuasive strategies for health, learning, and community participation.

How can you increase resilience in a world where our friends and family continue to actively shape our behaviors, values, and attitudes after they have died?

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## **PERSUASION** regulation personhood

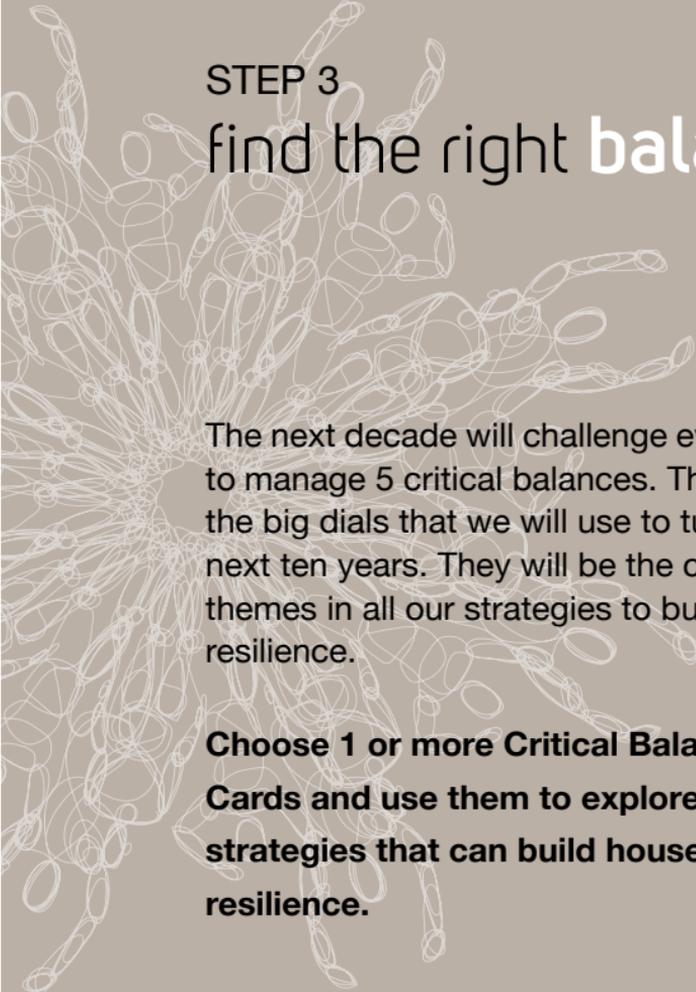
Even as social, economic, and environmental challenges may compel governments at all levels to intervene in what we take to be personal choices, highly refined strategies of **PERSUASION** will move beyond the familiar world of media advertising to shape our actions—moment-by-moment and with great precision—throughout the day.



While regulation may grant new entities—from robots to dolphins—a change in legal status in the near term, changing norms will confer them with a new cultural status over the longer term.

How can you increase resilience in a world where regulations and persuasive tools combine to extend rights normally reserved for humans to non-human entities?

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## **PERSUASION** regulation time

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Personal time profiles become the basis of all kinds of persuasive interactions—from advertising to health management to strategies for improving interpersonal relationships.

How can you increase resilience in a world where persuasive technologies can leverage time profiling?

## STEP 4

apply some **foresight**

The future environment of households will be shaped by forces that are just beginning to be visible today.

**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# households

**Households will build a new social resilience as they prepare for disasters, seek sustainability, and build a collaborative economy.**

NeighborGoods is a community platform for sharing the kinds of household tools and appliances that people might otherwise borrow or rent. Originally conceived as a way to save money and practice sustainability, it has evolved into a platform for building local communities that provide all kinds of “neighborly



functions” —from giving each other rides to watching each other’s pets and going out for a drink together.

**How can platforms for sharing household goods within a neighborhood help you meet your challenge?**

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# households

**Households will build a new social resilience as they prepare for disasters, seek sustainability, and build a collaborative economy.**

Good Gym mobilizes people to provide services to elderly and shut-in members of communities. The platform matches runners with isolated people in their neighborhood—runners commit to at least one run per week, during which they stop in to say “hello,” deliver a newspaper, or other small item, such as a piece

of fruit. These shut-ins are called “coaches” because they help motivate the runners. Like many community platforms, safety and trust are important issues, and Good Gym requires a Criminal Records Bureau (CRB) check for all members.



thegoodgym.org

**How can platforms that leverage daily activities to provide services to neighbors help you meet your challenge?**

## STEP 4

apply some **foresight**

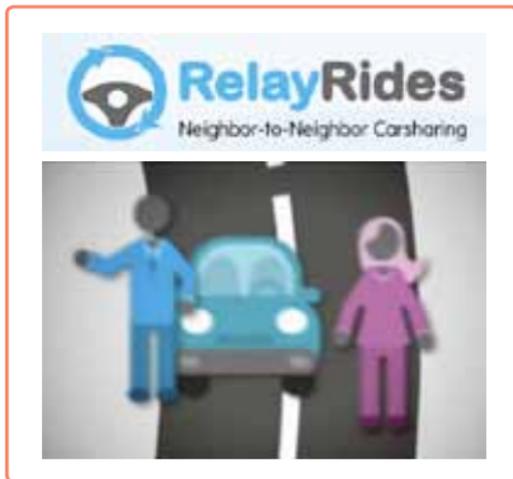
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RelayRides is a peer-to-peer neighborhood car sharing platform that allows people to safely rent their cars to nearby friends or strangers by pre-qualifying the drivers and providing insurance.



Like other sharing platforms, it provides a way for people to turn a car into an income stream, while making more efficient use of resources.

**How can platforms that take the risk out of sharing resources help you meet your challenge?**

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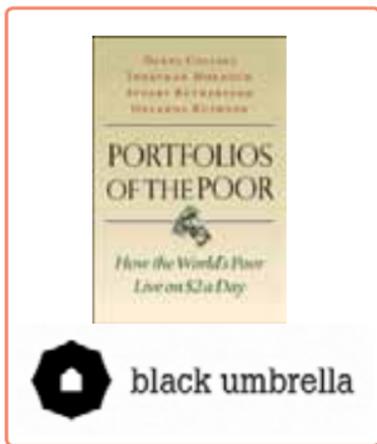
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# households

**Households will build a new social resilience as they prepare for disasters, seek sustainability, and build a collaborative economy.**

Across income levels, households use a variety of strategies, from stockpiling to backing up to diversifying their assets and options and outsourcing their security, as a way to hedge against all kinds of disasters. In *Portfolios of the Poor* the authors detail the very

complex strategies that the poor use to manage their money— as intricate as some of the wealthiest investors. Meanwhile Black Umbrella illustrates a high-end disaster preparedness service that combines family communication plans, protection of critical documents, and basic disaster supplies.



**How can you leverage a range of disaster preparedness strategies to meet your challenge?**

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# households

**Households will build a new social resilience as they prepare for disasters, seek sustainability, and build a collaborative economy.**

To help make the sustainability transition, the Rising Sun Energy Center in Berkeley, California, subsidizes green energy upgrades to moderate income households with a twist: the homeowners are trained for green energy construction trades

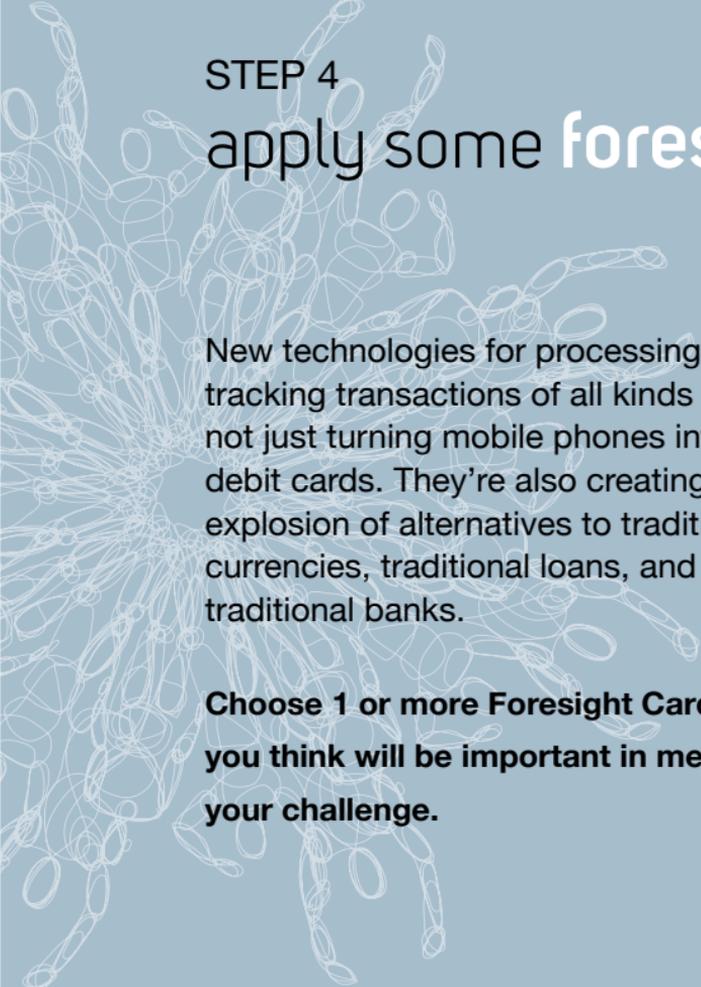
by working on the remodels of their own homes.

[risingsunenergy.org/content/gets.html](http://risingsunenergy.org/content/gets.html)



**How can helping moderate income families learn new green trades help you meet your challenge?**

## STEP 4

apply some **foresight**

New technologies for processing and tracking transactions of all kinds are not just turning mobile phones into debit cards. They're also creating an explosion of alternatives to traditional currencies, traditional loans, and even traditional banks.

**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# money

New payment platforms, currencies, and open money strategies will fragment banking services and create new flows of value.

Starbucks recently released its iPhone digital payment application. The accounting for a cup of coffee goes through

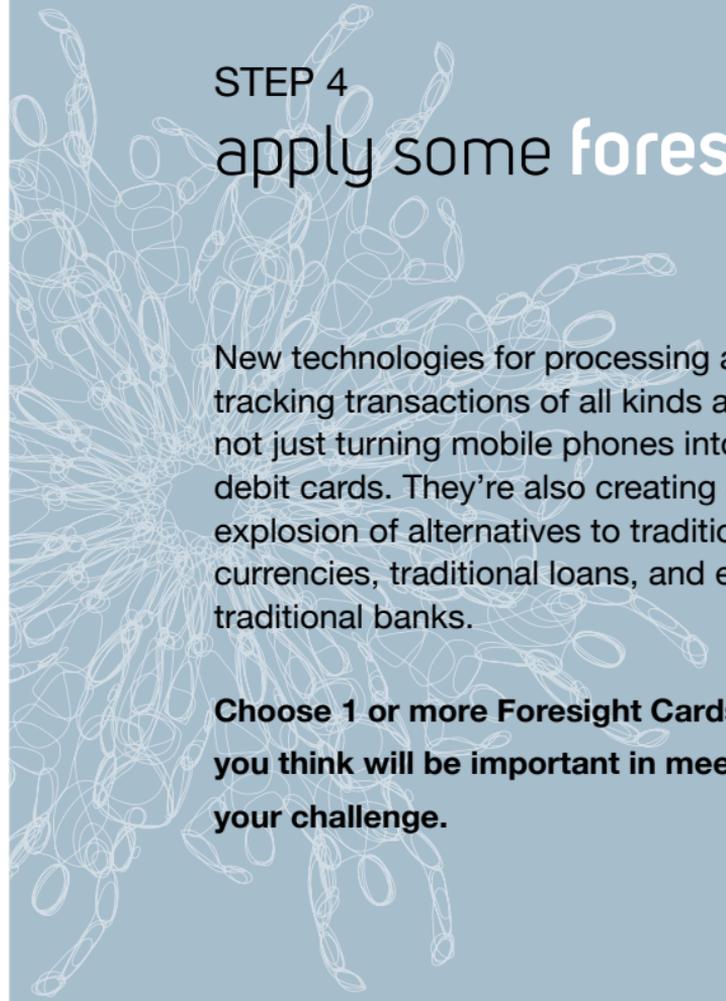


multiple layers: the Starbucks card, a credit card or PayPal account, and ultimately a bank account. That's a lot of friction—and fees—in a system to buy a cup of coffee. Watch for Apple or AT&T/Verizon to disintermediate that

system and make it possible to buy that cup of coffee through an Apple store account or your monthly phone bill. This kind of disintermediation and re-mediation is likely to make personal accounting a high-resolution game.

**How could streamlined mobile payment systems—perhaps even turning your phone into a *de facto* bank account—help you meet your challenge?**

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IMHO is a social media player application that can be embedded in social networking sites like Facebook to drive

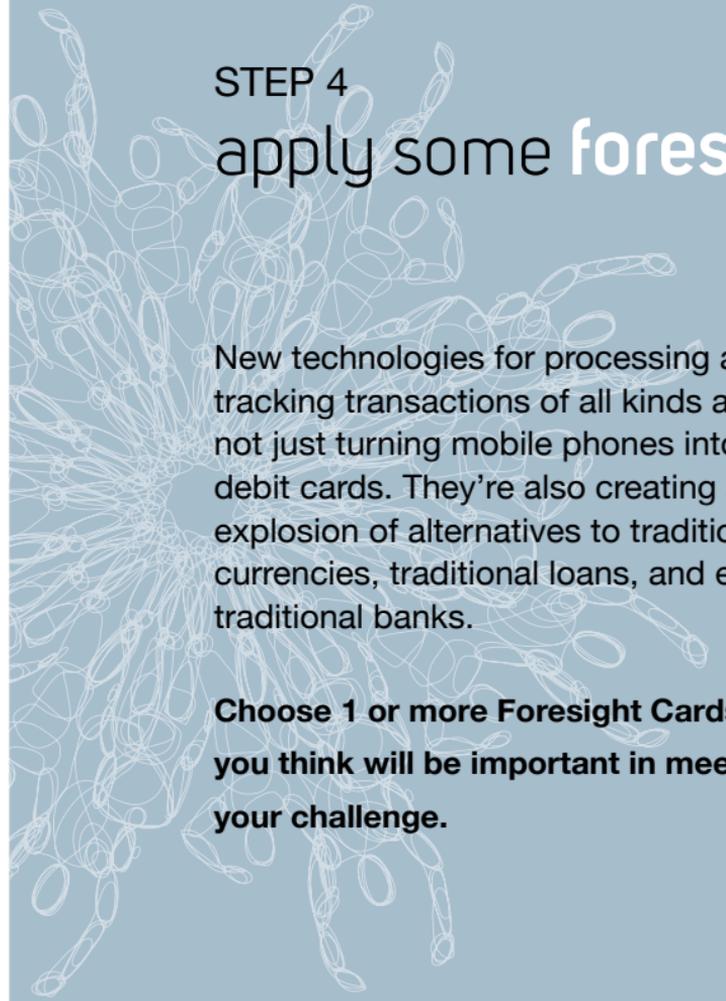


advertising revenue. Users gain IMHO\$ not only from watching ads, but also from rating media, sharing them, and chatting on the site. They can then spend their IMHO\$ to rent movies, TV shows, and other premium media. All kinds of websites, from TV series sites to movie promotion sites, are using a combination

of social networking features and gamification features to produce micro-economies within the site—and create new kinds of wealth out of social interactions.

**How could gamification of all kinds of social platforms—and the new value they create—help you meet your challenge?**

## STEP 4

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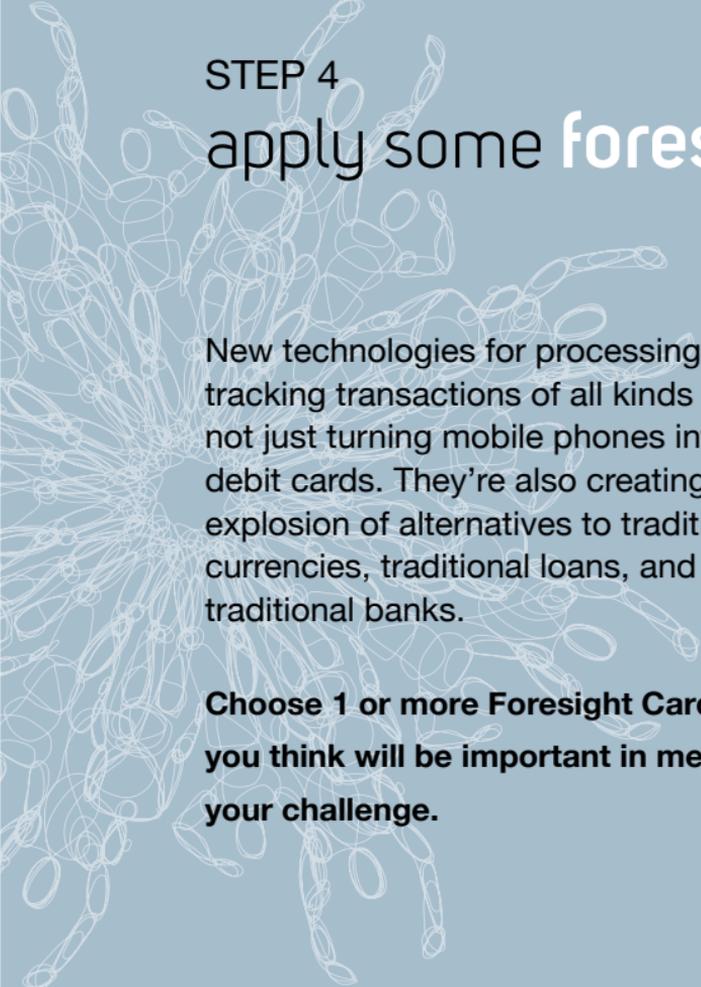
ZestCash is an alternative to payday lenders, started by ex-Google CIO, Douglas Merrill. Payday lenders typically charge extremely high interest rates to cover the higher risks of



lending to people who live from paycheck to paycheck. ZestCash is able to lower those interest rates by using extensive online data-tracking to evaluate the risk more accurately and set the interest rates accordingly.

How could low-risk loan platforms help you meet your challenge?

## STEP 4

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New technologies for processing and tracking transactions of all kinds are not just turning mobile phones into debit cards. They're also creating an explosion of alternatives to traditional currencies, traditional loans, and even traditional banks.

**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# money

**New payment platforms, currencies, and open money strategies will fragment banking services and create new flows of value.**

A number of early experiments in open money architectures are providing platforms for people to experiment with peer-to-peer money systems. Flowplace is built on the MetaCurrency platform and uses intentions, actions, and thank-yous as a way to track exchanges among members. Ripplepay uses the Ripple framework to provide an alternative payment platform where transactions and credit between friends and family can be extended to those in a social network. These early

prototypes are reminiscent of the early prototypes of communication through computers, pre-Internet and the World Wide Web—awkward to use but suggestive of something transformative.

flowplace.webnode.com  
ripplepay.com



**How could open money platforms help you meet your challenge?**

## STEP 4

apply some **foresight**

From urban to rural, from the global north to the global south, demands for the right to place may trigger a global wave of social movements and new strategies focused on land reform.

**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# land

**In both urban and rural settings around the world, growing demands for land reform may redefine the right to place.**

The United States Agency for International Development (USAID) is funding a five-year project to develop a “sustainable and transparent” system of property rights in East Timor. This major investment of \$10 million is designed to help the Timorese people, though an obvious subtext is to provide U.S. companies doing business in East Timor with a stronger sense of security that the properties they develop will be able to be retained and sold without interference from private or government forces.



itaniarai.tl/eng/

This type of program is emblematic of how land tenure law transparency can potentially serve the interests of individuals, businesses, and governments.

**How can new property rights systems help you meet your challenge?**

## STEP 4

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# land

**In both urban and rural settings around the world, growing demands for land reform may redefine the right to place.**

A group of community journalists in Rio de Janeiro has launched a new web campaign— RioOnWatch.org—to monitor the anticipated forced evictions of thousands of city residents, along with other major changes in preparation for the 2014 World Cup and 2016 Olympics to be held in Rio.



RioOnWatch.org is already reporting from the perspective of favela residents on all of these transitions, with videos, photos, and reporting in both English and Portuguese.

**How can new systems of tracking land use in squatter settlements help you meet your challenge?**

## STEP 4

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**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# land

**In both urban and rural settings around the world, growing demands for land reform may redefine the right to place.**

Via Campesina is a growing movement of movements—an international coalition made up of small farmer organizations from 69 countries around the world—with a headquarters that shifts from continent to continent every half decade. With their own trilingual website, numerous web videos, and a strong Facebook presence, they lobby at global, national, and local scales, while linking grassroots efforts. Their principle aim continues to be agrarian reform, defined as a policy shift where “agricultural land is distributed to landless and small scale farmers; governments support agroecological and sustainable peasant agriculture models;

governments protect national and local markets from international commodity and financial markets, and build national and local buffer stocks of food.”

viacampesina.org



**How can the growth of global land reform coalitions help you meet your challenge?**

## STEP 4

apply some **foresight**

From urban to rural, from the global north to the global south, demands for the right to place may trigger a global wave of social movements and new strategies focused on land reform.

**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# land

**In both urban and rural settings around the world, growing demands for land reform may redefine the right to place.**

More than 20,000 activists converged on Detroit in June 2010 for the United States Social Forum, where housing rights and land played a particularly prominent role. Workshops included:



- Fighting for a Moratorium on Foreclosures, Evictions, and Utility Shut-offs
- Sledgehammer Visions ... Direct Action Solutions to the Housing Crisis
- Equitable and Inclusive: Planning Strategies for a New City

**How can new strategies to avoid foreclosures help you meet your challenge?**

## STEP 4

apply some **foresight**

From urban to rural, from the global north to the global south, demands for the right to place may trigger a global wave of social movements and new strategies focused on land reform.

**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# land

**In both urban and rural settings around the world, growing demands for land reform may redefine the right to place.**

The last decade has seen the rapid expansion of urban slums worldwide, and the growth of impoverished suburbs in post-industrial nations. The next decade will see the growth of movements to secure land rights and infrastructure for squatters in these settlements. The Brazilian Movement for Landless Workers is an example.

mstbrazil.org



**How will new kinds of workers' movements help you meet your challenge?**

## STEP 4

apply some **foresight**

Over the next decade, a new generation of time economists will invent and advocate new ways to appreciate our most universal human asset: the 24/7/52.

**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# time

In search of a new economics of time, we will also find a new kind of time affluence.

A “Take Back Your Time” movement is focusing on lifestyle, workstyle, and legislative strategies for increasing personal control over time. In a recent survey, [right2vacation.org](http://right2vacation.org) found that 69% of all respondents (n=1002) reported that they would support legislation guaranteeing three weeks of paid vacation per year for all workers. More women (75%) favored the legislation than men (63%).

timeday.org  
right2vacation.org



How will new strategies for creating “time affluence” help you meet your challenge?

## STEP 4

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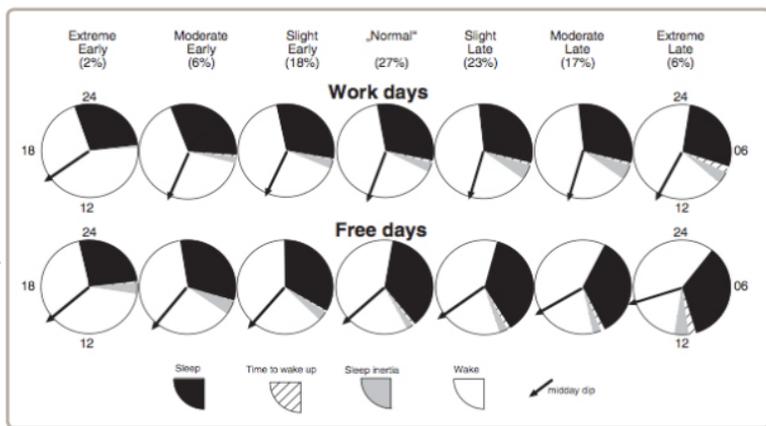
**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# time

In search of a new economics of time, we will also find a new kind of time affluence.

A survey developed and administered by the Centre for Chronobiology assessed the distribution of the survey population (n=500) across chronotypes—variations in sleep patterns. The difference in sleep cycles between work days and free days shows an accumulated sleep debt for the majority of the population as a result of early starting times for work.

chronobiology.ch/chronobiology.data/.../  
PDF/.../2003\_12.pdf



How will innovations to reduce “social jetlag” as a result of differing chronotypes help you meet your challenge?

## STEP 4

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**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# time

In search of a new economics of time, we will also find a new kind of time affluence.

Time banks are springing up around the world as a way to capture the value of social contributions within communities. Time Bank USA offers cutting edge web software for posting and responding to community needs and tracking one's personal time balance sheet in time dollars. They explain, "The help you get through a time bank is often the kind of support money can't buy—someone to talk to, a prescription collected, a letter read or written, a homemade cake for a children's party. These are the things that a neighbor or a family member might do for us—but not everyone knows their neighbors or has friends and



timebanks.org

family close by. The time bank links people up to share their skills and help so that it is mutually beneficial. But its main emphasis is in the social sphere—linking people together and building community—not in the economic sphere.”

**How will the growth of time banking help you meet your challenge?**

## STEP 4

apply some **foresight**

For the first time in human history, the thousands of languages that give meaning to human experience are going digital—making it possible to tap reserves of traditional knowledge that have never been recorded and engaging speakers of those languages in the global exchange.

**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# language

As thousands of languages go digital for the first time in history, we'll create vast new reserves of human knowledge.

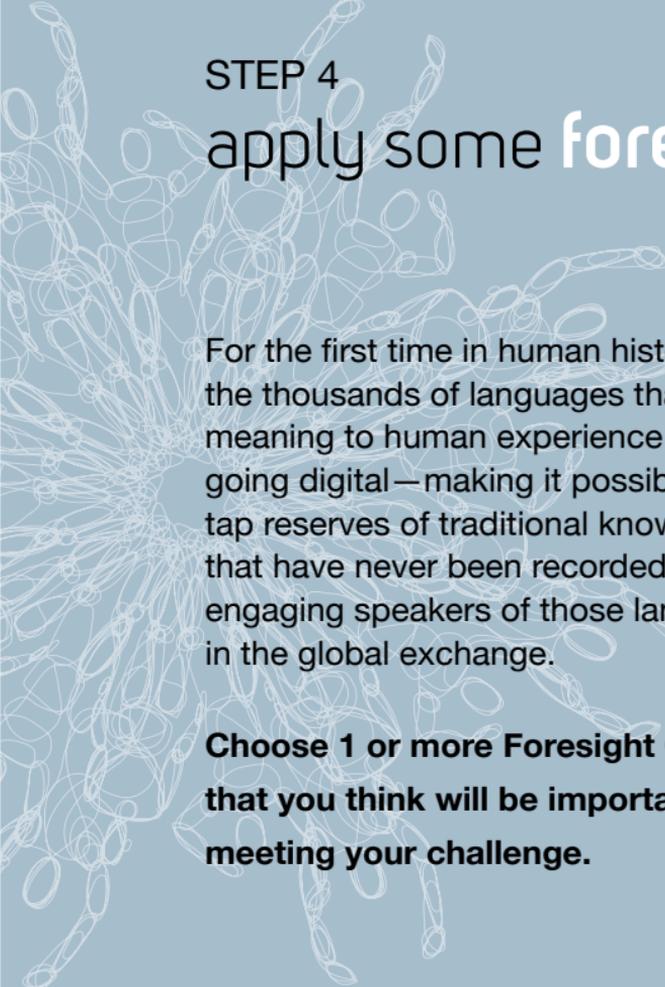
Mobile applications that can quickly translate both text and speech—and translate between them—will proliferate over the next few years. The Jibbiggo application can translate text you type into multiple languages, and then speak the text in that language. While accuracy is still a problem, it is likely to improve significantly over the next decade.



jibbiggo.com

**How will translation applications on mobile devices help you meet your challenge?**

## STEP 4

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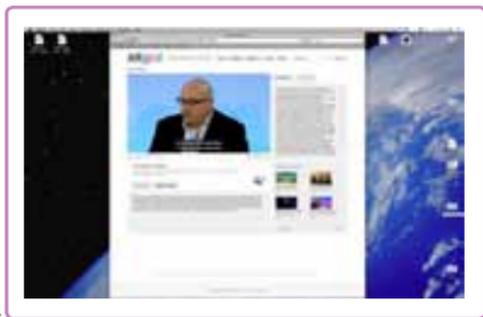
# language

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Google's online repository of oral presentations at its annual Zeitgeist conference showcases the company's rapidly evolving speech-to-text capabilities. Some of the videos come with a transcript whose text can be selected to correspond to the same moment of the video. The transcript also scrolls alongside as the video plays. Says Franz Och, Google's

head of translation services, "We think speech-to-speech translation should be possible and work reasonably well in a few years' time."

zeitgeistminds.com/videos/the-power-of-data



How will real-time transcription of media—with near real-time translation—help you meet your challenge?

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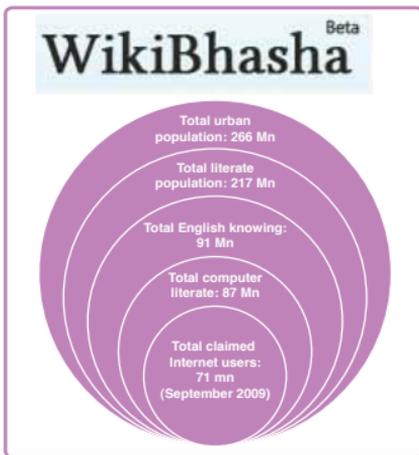
# language

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Data from the Internet and Mobile Association of India (IAMAI) illustrate the challenge of “getting everyone online” in India: a vast gap exists between Indians who are literate in non-English, non-Latin script language, those who know English, the computer

literate, and Internet users. The solutions for minority languages will likely involve a combination of humans and machines: researchers at Microsoft Research India have developed a crowdsourced human-machine translation tool called Wikibhasha for languages that don't already have a large enough corpus online to translate.

iamai.in/Upload/Research/vernacularreport\_44.pdf research.microsoft.com/en-us/news/features/wikibhasha-101810.aspx



How will combinations of crowdsourced translations and machine translations help you meet your challenge?



## STEP 4

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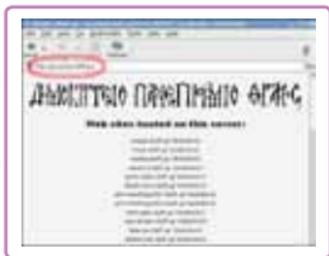
**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# language

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Country-level and multi-script domain extensions provide a profile of the growing multilingual Internet. Generic Top Level Domains (gTLDs) are the extensions that follow the dot in Internet URLs, such as .com and .gov. Country Code Top Level Domains (ccTLDs) are the internationally accepted country code, such as .de (Deutschland) or .cn (China). Internationalized Domain Names (IDNs) are the non-Latin, native script versions of TLDs. The .com TLD is by far the most widely used extension, but growth in ccTLDs is more sustained and less erratic than that of some of the gTLDs.

en.wikipedia.org/wiki/Internationalized\_domain\_name



There are another nine ccTLDs with more than one million domain names registered. According to Verisign, Top Level Domains registrations have typically grown by 13.3 million, or 7 percent year-over-year.

**How will the growth of multi-script domain names help you meet your challenge?**

## STEP 4

apply some **foresight**

Definitions of “personhood” shape the practice of law, ethics, and politics. Already expanding well beyond *Homo sapiens*, the boundaries of personhood are likely to grow further over the next decade—giving legal standing to all kinds of non-human entities, from animals to social networks to intelligent machines.

**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# law

As the legal definition of personhood expands, all kinds of organizations and entities will gain new kinds of legal standing.

Recent Supreme Court decisions continue to extend personhood-derived rights to corporations and unions. The right to political speech was upheld in the Citizens United v. Federal Election Commission decision against the argument that “electioneering communication” by outside interest groups would unfairly skew campaigns toward moneyed interests. Upcoming cases involving corporate right to privacy and intrusions of disclosure requirements will again test the limits of constitutional rights

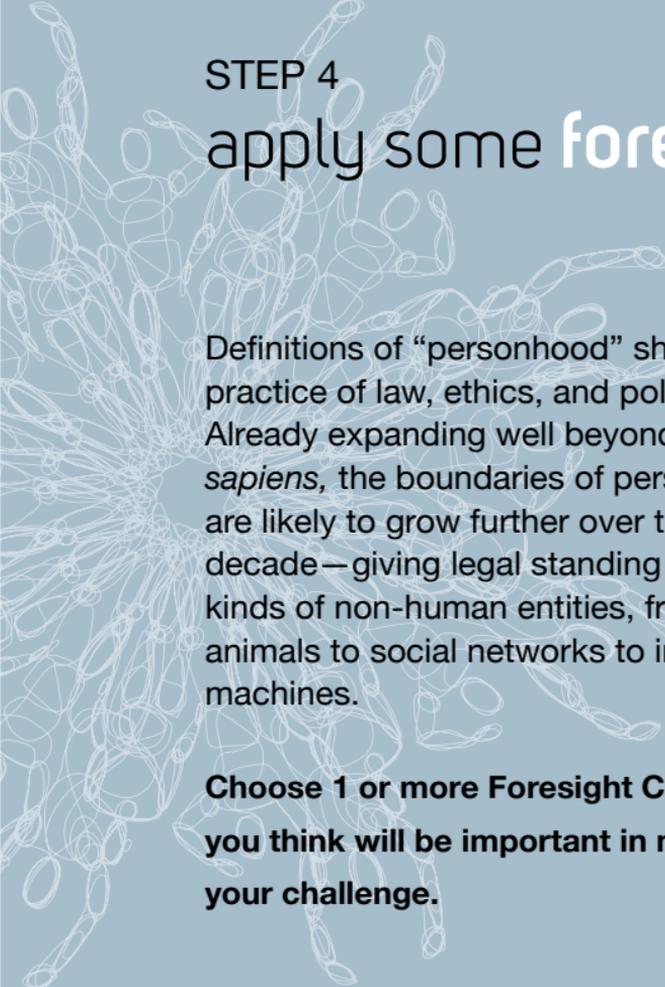
for corporations as legal persons. Meanwhile, the networked coalition, “Move to Amend,” provides a platform for discussion and pooled resources to amend the constitutional definition of person.

en.wikipedia.org/wiki/Citizens\_United\_v.\_Federal\_Election\_Commission



How will expanded definitions of personhood help you meet your challenge?

## STEP 4

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# law

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Legal scholars and social activists have begun to frame many issues, from climate change to income disparity, in terms of intergenerational justice, and personhood for future generations is a strategy employed by many seeking to protect our posterity from the actions of those in the present. The

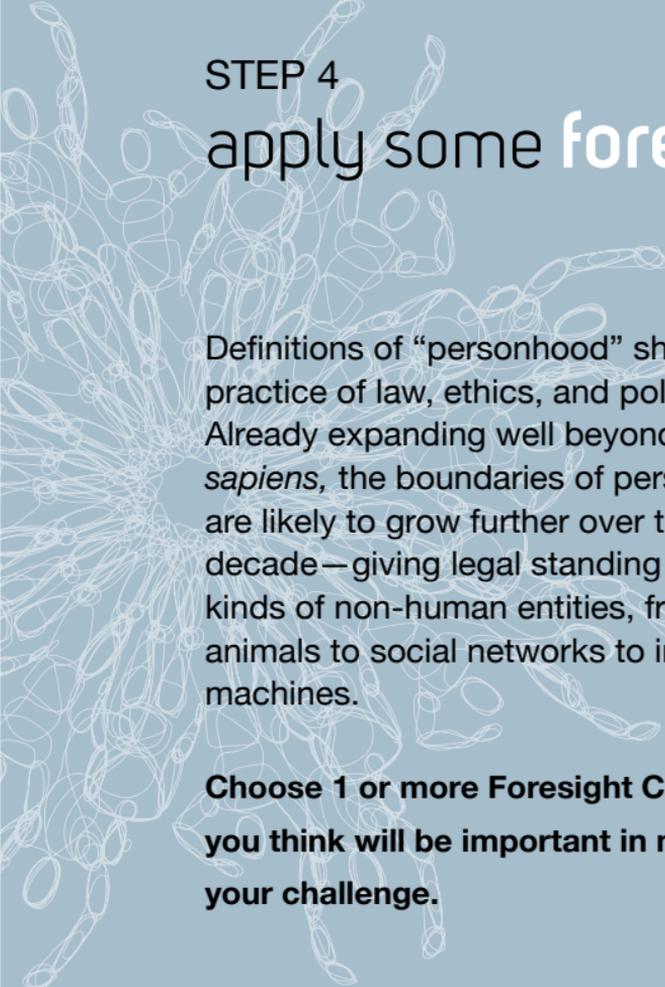
Foundation for the Rights of Future Generations (FRFG), a policy think-tank based in Germany, is an example of an organized network of scientists, philosophers, demographers, political scientists, and others addressing intergenerational justice.

intergenerationaljustice.org/index.php?option=com\_frontpage&Itemid=1



**How will adoption of legal rights for future generations help you meet your challenge?**

## STEP 4

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# law

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Zoologists are beginning to find more and more evidence of the intelligence and self-awareness of animals, especially mammals. Proposals for chimpanzees and other great apes to be given personhood rights have been floated in Spain and Germany. Recently a group of scientists have called for dolphins to be added to the list of species in consideration for “non-human personhood.” These scientists argue that dolphins have distinct personalities, are highly self-aware, can think about the future, and have intelligence on par with a three year-old human child.

timesonline.co.uk/tol/news/  
science/article6973994\_ece



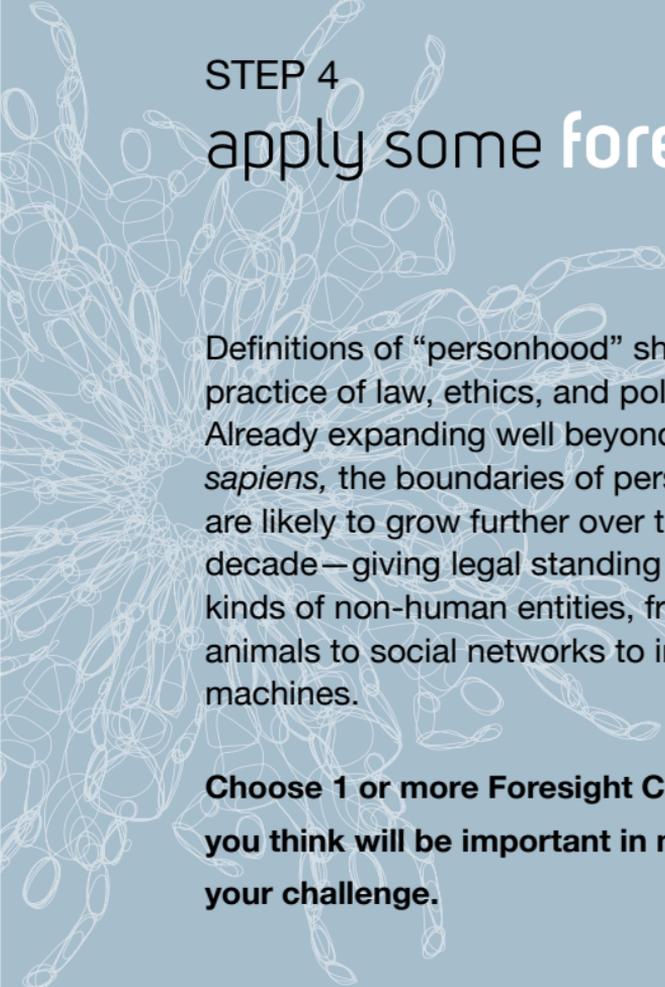
**THE TIMES**  
**THE SUNDAY TIMES**

January 3, 2010

Scientists say dolphins should be treated as  
'non-human persons'

**How will expanding the definition of personhood to include non-human animals help you meet your challenge?**

## STEP 4

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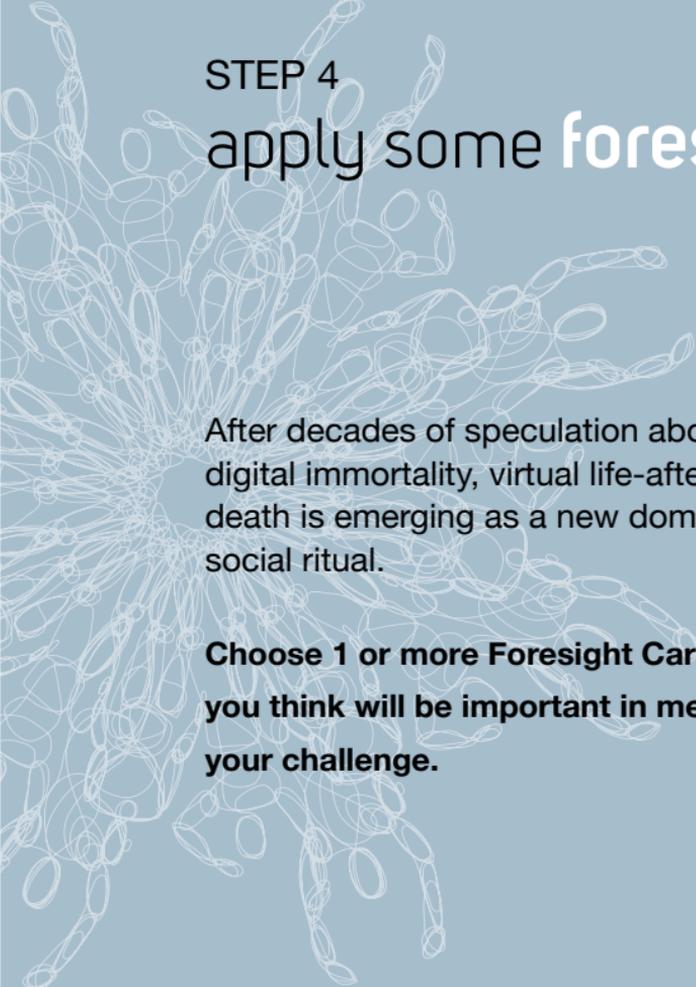
Foundrs.com is an organization that supports informal online networks in becoming legally incorporated entities—allowing them to take advantage of legal definitions of personhood. A law passed in Vermont in 2008 makes it easier for these kinds of networks to incorporate, and the state is hoping to capitalize on this trend of spontaneous group organization. Analogous to Delaware’s corporate-friendly laws and regulations, Vermont aims to become the “Delaware of the Net.” The ability for individuals

to network their time, skills, and “mind-share,” with each other AND with machines, may create entirely new classes of lightweight organizations, distributed cognitive systems, and even mind-bot collectives.



How could incorporating informal networks in simple ways help you meet your challenge?

## STEP 4

apply some **foresight**

After decades of speculation about digital immortality, virtual life-after-death is emerging as a new domain of social ritual.

**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# death

The abundance of digital self-documentation will extend our “presence” beyond our deaths.

RosettaStone uses RFID technology to digitally augment grave markers. At present, they only store text and images, but they could potentially offer video, audio, and any other form of digital information about the deceased, all accessible over a standard smartphone. Some designers have proposed putting copies of (or access to) online materials of the deceased into digital headstones, pulling from Facebook, Flickr, and other content-rich sites. Moreover, makers of digital headstones appear to be willing

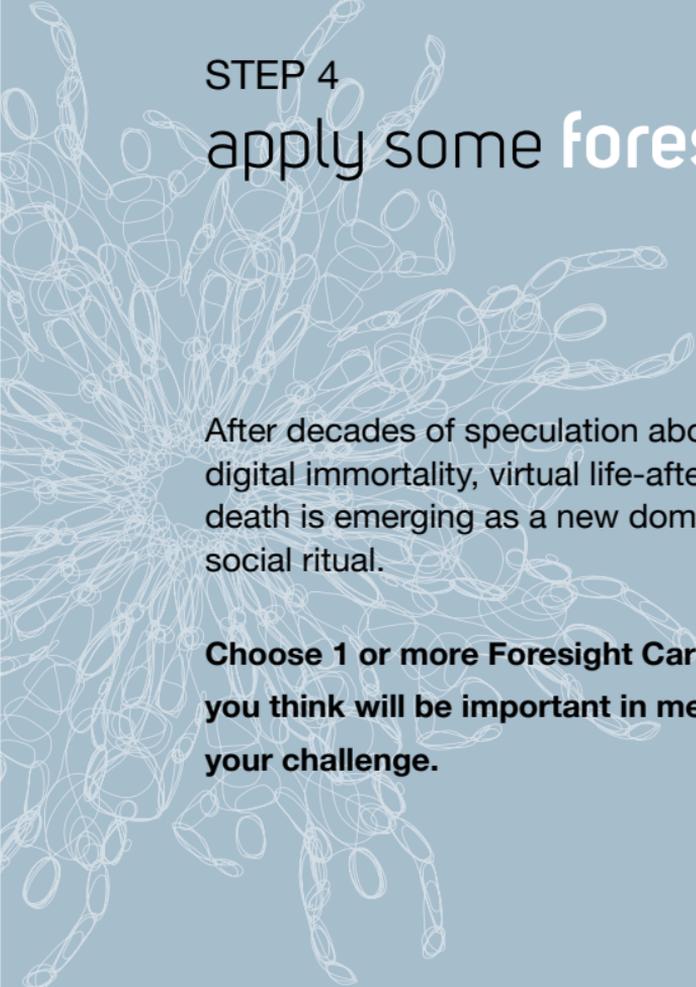
to take quick advantage of emerging networking technologies, such as Near Field Communication (NFC): the RosettaStone headstone content can be accessed with an NFC-enabled phone.

personalrosettastone.com



How can new ways of preserving family histories help you meet your challenge?

## STEP 4

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After decades of speculation about digital immortality, virtual life-after-death is emerging as a new domain of social ritual.

**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# death

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Digital technology is supporting new ways of memorializing those who have passed on, including memorial avatars and online “obituaries” that capture the digital memorabilia. Memorial avatars, intended to look, sound, and behave identically to the deceased, are an excellent example of a technology that’s not quite here, but will clearly be very disruptive when it hits. Virtual Eternity is a social platform for memorial avatars with personal, family, and global “galleries” of memorialized people.

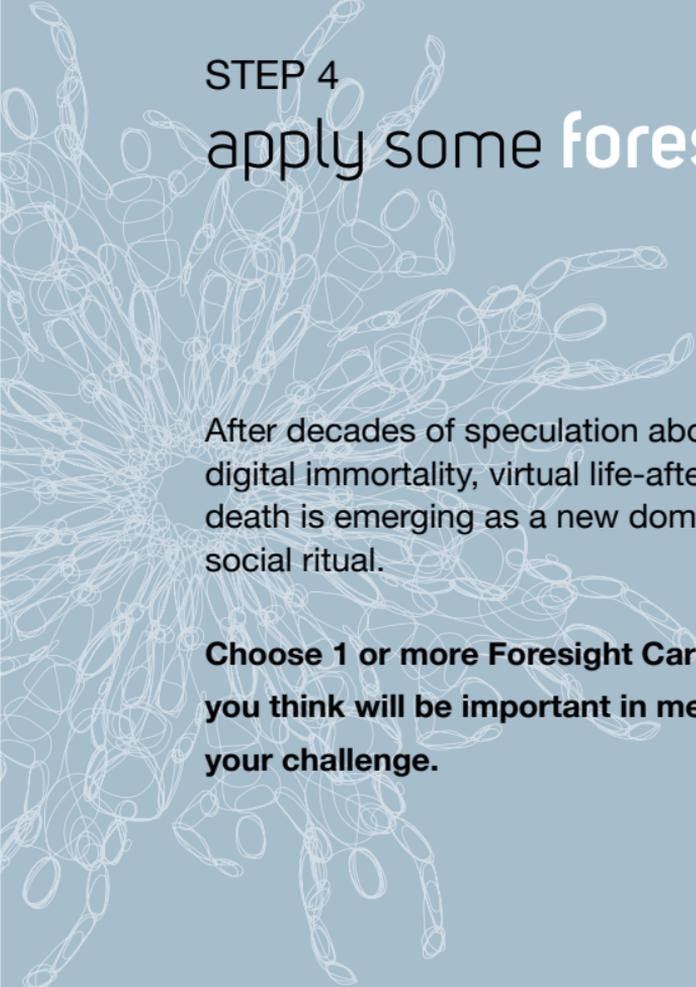
virtualeternity.com



Membership rates range from Free to \$24.95 per month.

How could an online network of digital ghosts help you meet your challenge?

## STEP 4

apply some **foresight**

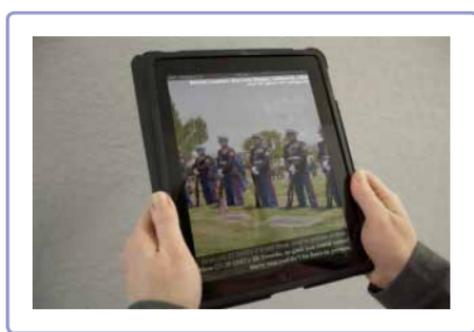
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# death

**The abundance of digital self-documentation will extend our “presence” beyond our deaths.**

Web streaming of funerals and memorial services is already making in-roads into traditional end-of-life practices, especially for those who can't make the trip to the burial location. These include especially elderly friends of the deceased. It's just a small leap to imagine mobile services on a device like an iPad, as in this artifact from the future: The Mobile Memorial Service. Within a decade, such handheld media devices will undoubtedly

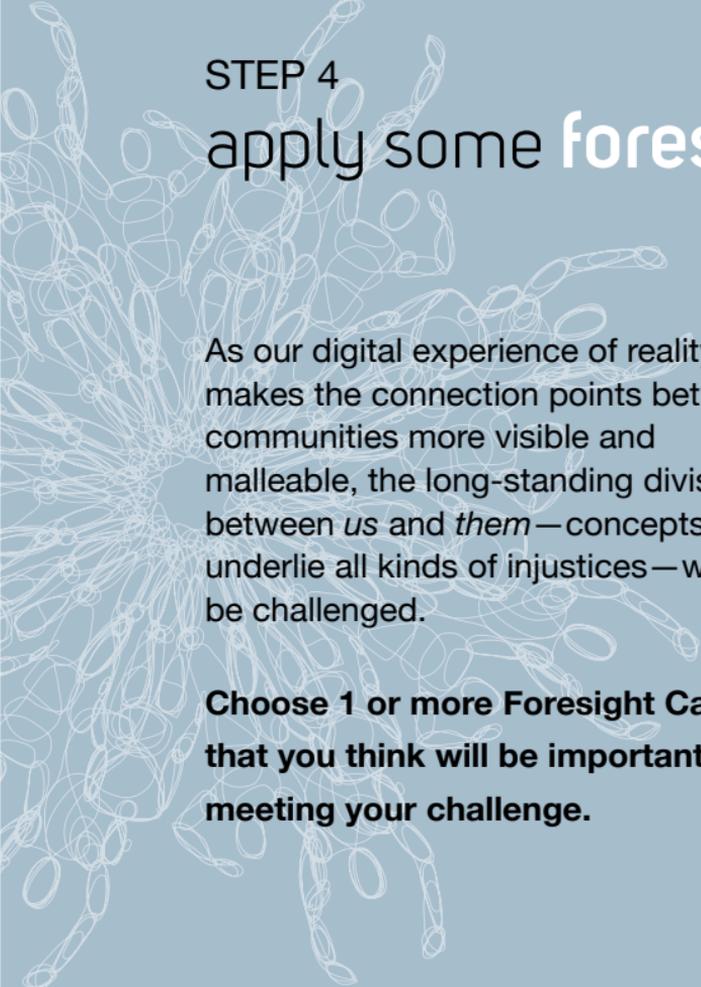


Jamais Cascio

be interactive, allowing remote “attendees” to eulogize their departed friends and relatives—perhaps even over coffee at Starbucks.

**How can mobile platforms for holding a variety of services in a dispersed community help you meet your challenge?**

## STEP 4

apply some **foresight**

As our digital experience of reality makes the connection points between communities more visible and malleable, the long-standing divisions between *us* and *them*—concepts that underlie all kinds of injustices—will be challenged.

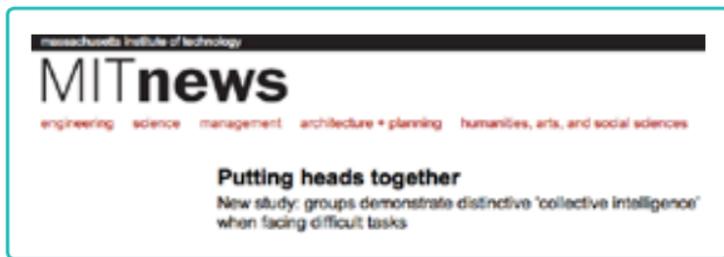
**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# community

**New ways of seeing the connections we share will challenge long-standing distinctions between *us* and *them*.**

From social contagion theories to new work on group intelligence, research is showing us that individual traits are not as important as our connections (often to three degrees of separation) in shaping our health, happiness, and even wealth. Group intelligence research by Thomas W. Malone, director of the MIT Center for Collective Intelligence, suggests “social sensitivity” provides the best indication of collective intelligence.

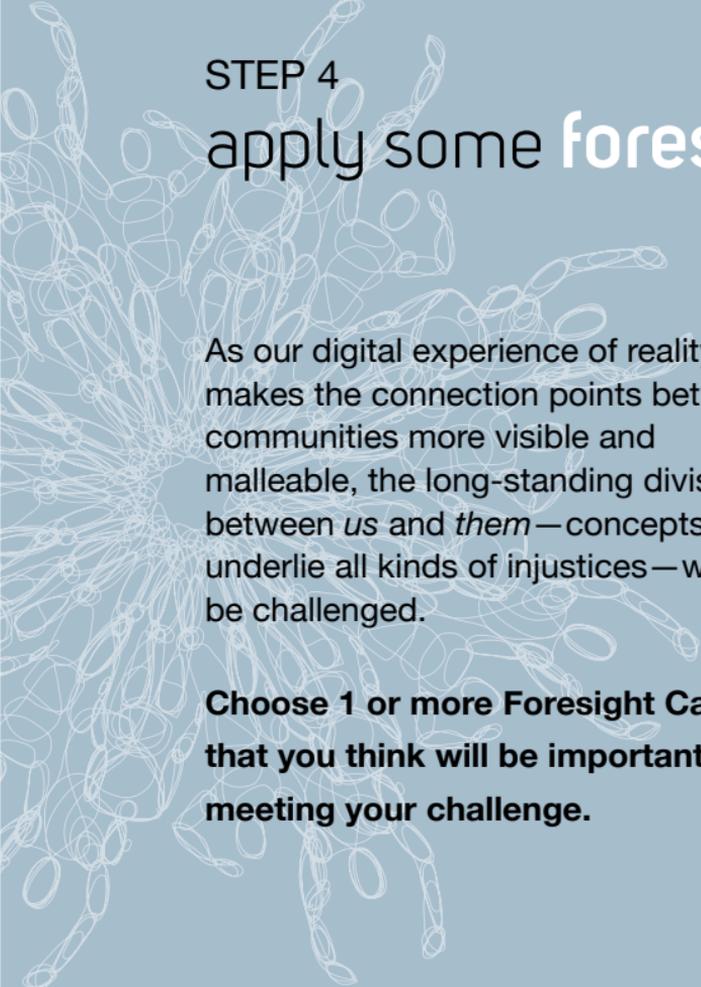
web.mit.edu/newsoffice/  
2010/collective-intel-1001.html



**How can new understandings of collective intelligence help you meet your challenge?**



## STEP 4

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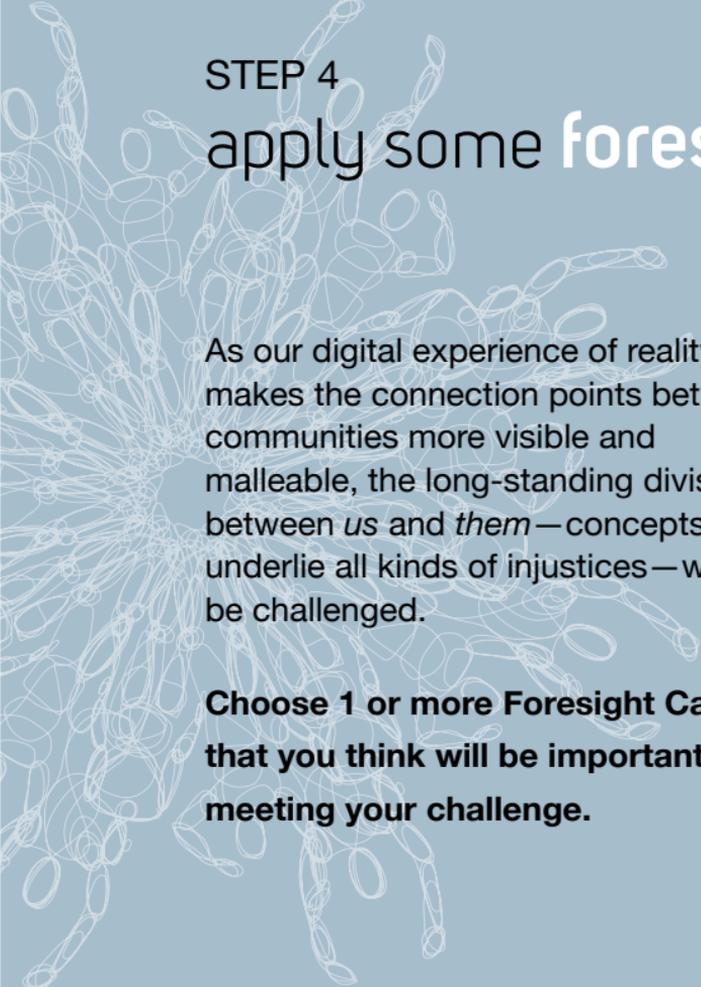
**New ways of seeing the connections we share will challenge long-standing distinctions between *us* and *them*.**

An online game developed by Area/Code in Macon, Georgia used an alternative currency to build interactions across economic lines in the city. Players could get “half bucks” that needed to be matched with another half from a different zip code, encouraging members of different communities to get together. The combined Macon bucks could then be used in a variety of local businesses.



**How can games (and currencies) that bring community members together in new ways help you meet your challenge?**

## STEP 4

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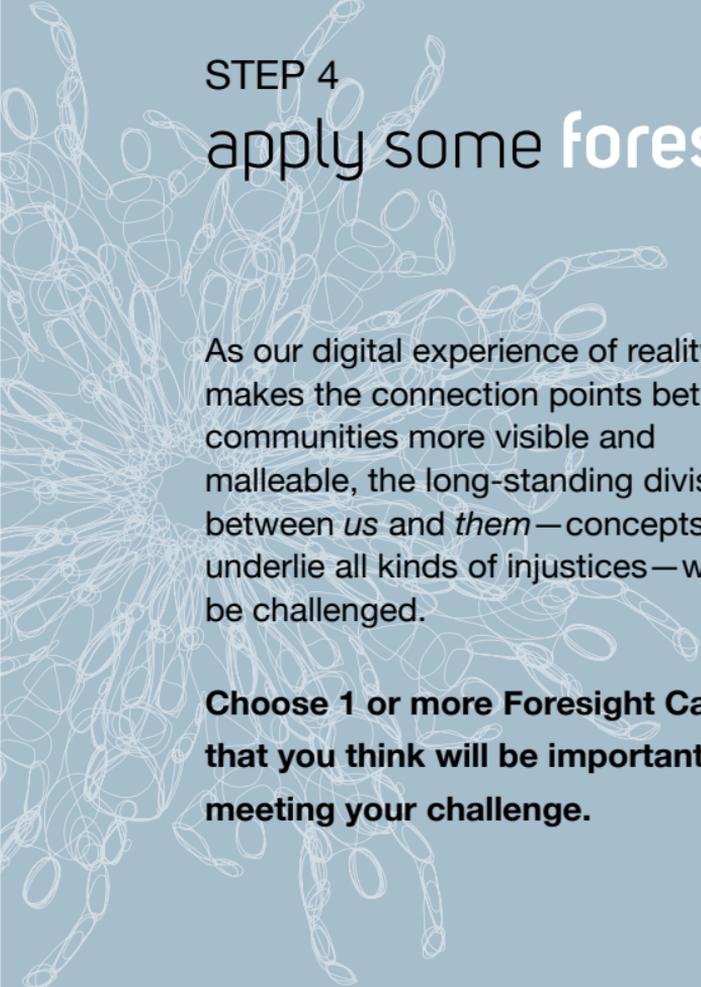
Privilege Namer is an artifact from the future that leverages mobile devices to reveal underlying disparities in communities. For everyone from real estate agents and their clients to volunteers and community service agencies, such platforms help communities understand their differences and similarities more clearly.

IFTF: Privilege Namer



**How can new platforms that make our communities more transparent help you meet your challenge?**

## STEP 4

apply some **foresight**

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# community

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In the future, Designer Networks may provide special features that help users design their social networks to achieve personal goals through their community connections. Leveraging theo-

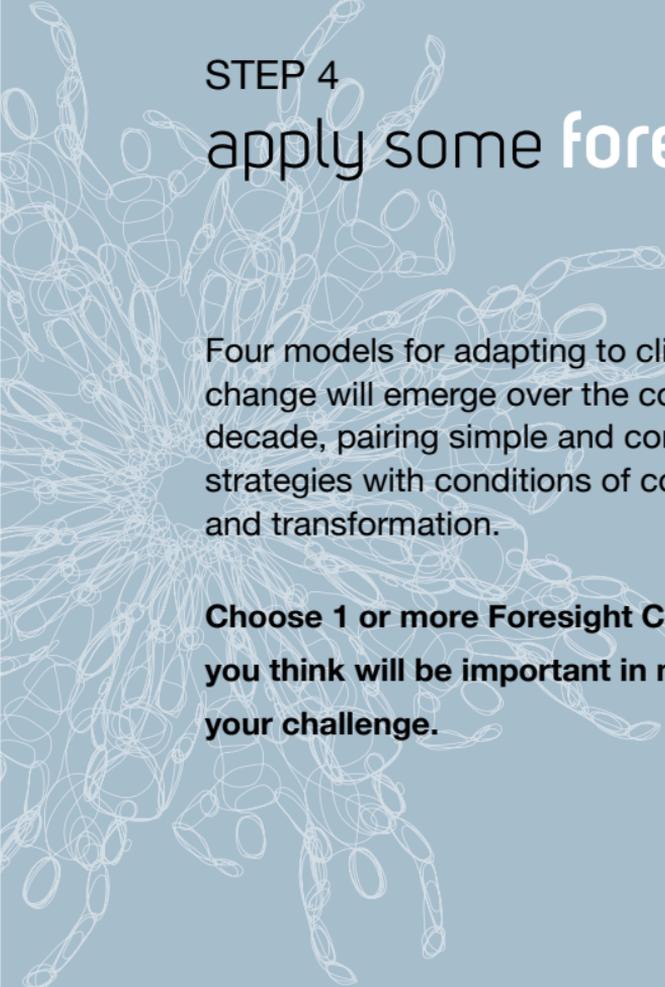
ries of social contagion, they increase awareness of how our communities shape our personal identities—and perhaps how we can help shape our communities through our connections.

IFTF: Designer Networks



How can platforms that leverage social contagion theories help you meet your challenge?

## STEP 4

apply some **foresight**

Four models for adapting to climate change will emerge over the coming decade, pairing simple and complex strategies with conditions of constraint and transformation.

**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# climate

**We will combine simple and complex strategies with constrained and transformative conditions to adapt to climate change.**

The Lightbulb model, which marries simplicity and constraint, is easy to accomplish and generally inexpensive. These adaptations will become the default expected behavior.



flickr: p. Gordon

**How can adaptive strategies that combine simplicity and constraint help you meet your challenge?**

## STEP 4

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**We will combine simple and complex strategies with constrained and transformative conditions to adapt to climate change.**

Distributed energy production is an example of a model that combines simplicity and transformation. Sometimes hard to imagine, these are innovations that reduce the brittleness of the system. They are disruptive but resilient.

venturebeat.com



**How can simple but transformative strategies, like distributed energy production, help you meet your challenge?**

## STEP 4

apply some **foresight**

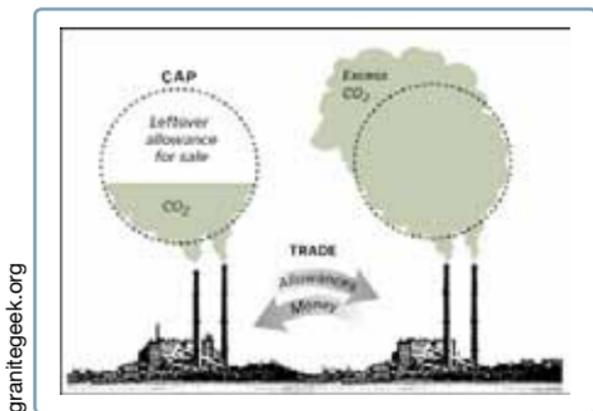
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Cap-and-trade systems provide an example of a model that combines complexity with constraints. Hard to conceptualize and implement, these adaptations require the formation of densely connected systems to boost efficiency and reduce waste. They create new dependencies but promise sustainable results.



How will strategies that combine complexity with constraints help you meet your challenge?

## STEP 4

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**Choose 1 or more Foresight Cards that you think will be important in meeting your challenge.**

# climate

**We will combine simple and complex strategies with constrained and transformative conditions to adapt to climate change.**

Hybrid cars illustrate adaptive strategies that combine complexity with transformation. These adaptations are expensive and politically and practically challenging to implement.



flickr: mariorido59

**How can adaptive strategies that combine complexity with transformation help you meet your challenge?**