

# The Cavallo Maneuver

A FIELD GUIDE TO THE SECOND CURVE

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# The future is life in an alternate reality

It's a trip across time and geography to a new and alien planet, with new economies driven by unexpected forms of wealth and work and new geographies inhabited by unforeseen variations on the human form.

## THIS IS NOT A GAME.

It's a global maneuver in which we will all participate, in which we will collectively create a new set of ground rules for operating at epic scales to meet epic challenges. You can think of this maneuver as the journey to the Second Curve—an invitation to make the leap.

The path is not a familiar agenda. It's an unfamiliar map. Dozens of videos. More than a hundred signals. Thresholds and alternative timestreams. First Curve responses and Second Curve adaptations. Experts in social manufacturing. Design principles for working from the margins. Unexpected challenges to succeeding in a socialstructured world. An anxious next generation seeking our help.

All scattered across a timespace like pieces of a puzzle we have to solve in just 30 hours.  
Together. Starting now.



# Re-pattern the world: Five destinations for 2023

**An unfamiliar grid. New trailheads of innovation. Unexpected vortexes of collapse and catastrophe.**

The familiar north-to-south, east-to-west orientations of our world are fading, and with them, the hierarchy of geography that has dominated our imagination for the past 500 years. Instead of a Global North and a Global South, we see connected coastlines that plot a new frontier of production. We see rising zones of democratic experimentation where we least expect them.

The Second Curve demands that we set aside our old geographies and look at the planet anew. Start now to discover the hidden geography of transformation. Re-pattern the world from the bottom up.



## work

The work of life—our productive labors—is being re-routed from our large corporate campuses and halls of government into homes, co-working spaces, DIY manufacturing shops, and even our café culture. As automation launches a workforce of robots and a billion new women look for wage jobs, work itself is being reapportioned into micro-tasks performed by millions of ad hoc workers around the world. The challenge is to assure the well-being of an increasingly fragmented workforce as today's vast corporate fleet of workers joins the exodus from full-time employment, by choice or by chance.



## power

If the power of the past few centuries has been defined by guns and the printing press, the coming century will merge these dual forces in a world where guns can be printed and information can target our nervous systems with precision. In this context, open governance will take on the challenge of re-empowering humanity even as a doctrine of preemption targets individuals. In the battle for our human destiny, the Second Curve may ultimately offer up the tools of peace—countering networks of violence and creating the underlying structures for global voices to decide in concert.

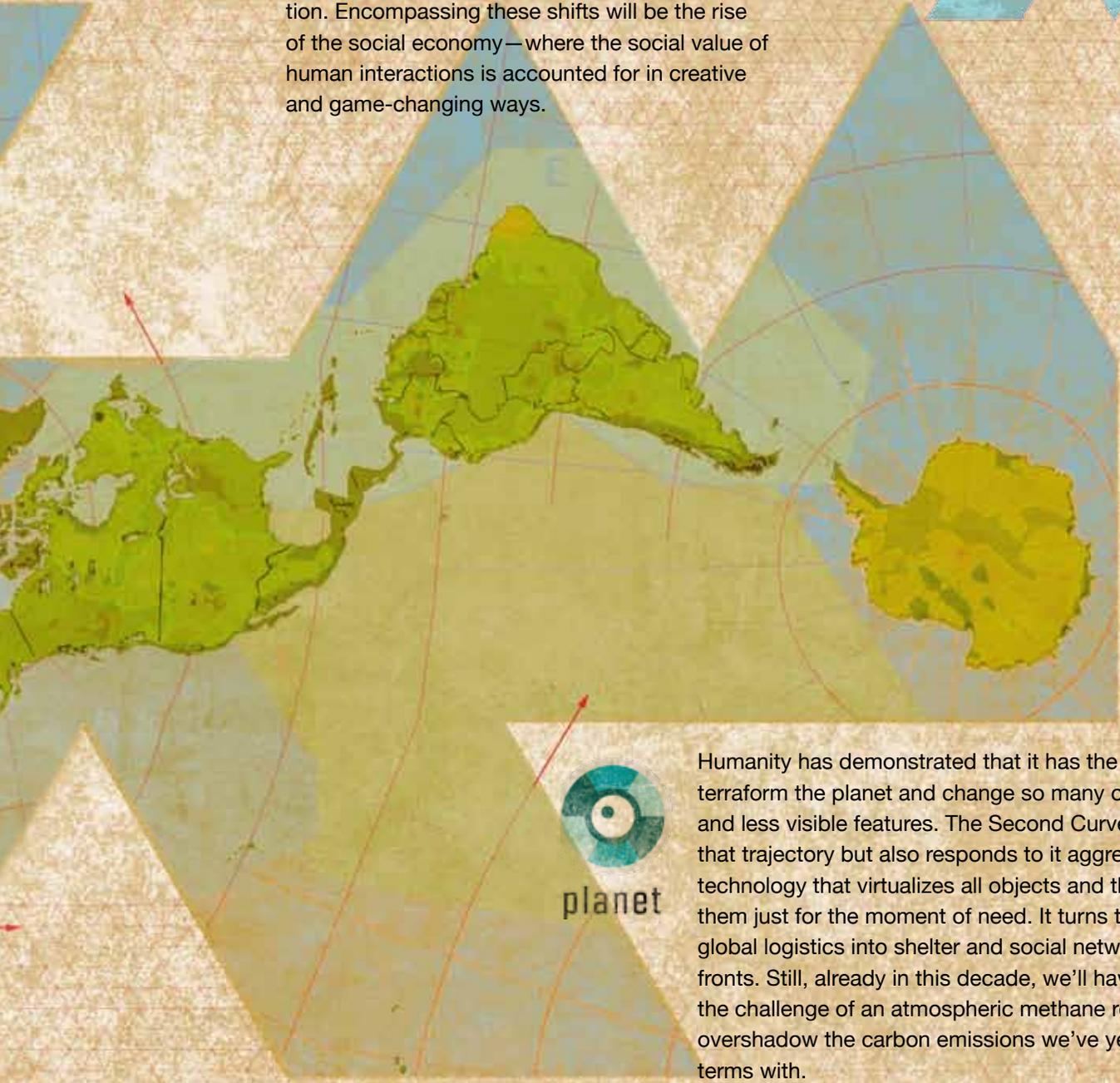


wealth

In a global economy where corporate return on assets is careening toward zero and the natural assets of the planet are themselves diminishing at speed, new forms of wealth and new ways of building it will challenge both the haves and have-nots. IP-free zones will invite entrepreneurs around the world to tap the latent value in unsecured patents while new kinds of backers will transform the culture of investment and innovation. Encompassing these shifts will be the rise of the social economy—where the social value of human interactions is accounted for in creative and game-changing ways.



Five destinations for the future



planet

Humanity has demonstrated that it has the capacity to terraform the planet and change so many of its visible and less visible features. The Second Curve continues that trajectory but also responds to it aggressively with technology that virtualizes all objects and then materializes them just for the moment of need. It turns the artifacts of global logistics into shelter and social networks into weather fronts. Still, already in this decade, we'll have to confront the challenge of an atmospheric methane release that will overshadow the carbon emissions we've yet to come to terms with.



mind/body

At the core of our human experience are the material bodies that give us our seemingly immutable identities. DNA, facial structures, minds mapped onto the neurons of our brains—all seem to be the givens of our individual lives. The commonalities we share define a species that historically has evolved at the speed of epochs, not decades. Yet on the Second Curve, we will challenge this stability as we adapt to both physical and digital environments that test our health and security: we'll augment our capacities, remodel our faces, and even extend our emotional range. And we'll do much of this by persuading ourselves with technology—and being persuaded by others.

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work



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wealth



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planet



mind/body

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power





First Curve strategies on the Second Curve are all about platforms. Creating the winning platform. Locking vast networks of engaged consumers into market spaces, sometimes branded by top-level domains like .music or .baby. Creating a standout product on open-source specifications. Tapping the hidden patterns in social networks. These are strategies that First Curve organizations can quickly master, blending their knowledge of traditional market strategies with a new understanding of networked platforms.



locking in a vast market of users by empowering their peer-to-peer interactions



reducing competition to an existing enterprise or creating a complementary market



tapping an instant market, building brand, and generating new value



inspiring innovations that extend your core value and build a user community



blending the physical and digital worlds to create new value

NEO



*inspiring new business models based on new kinds of information*



*creating new resources, seemingly from thin air*

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*Paying it forward—advice to the next generation*

What if we don't have time?

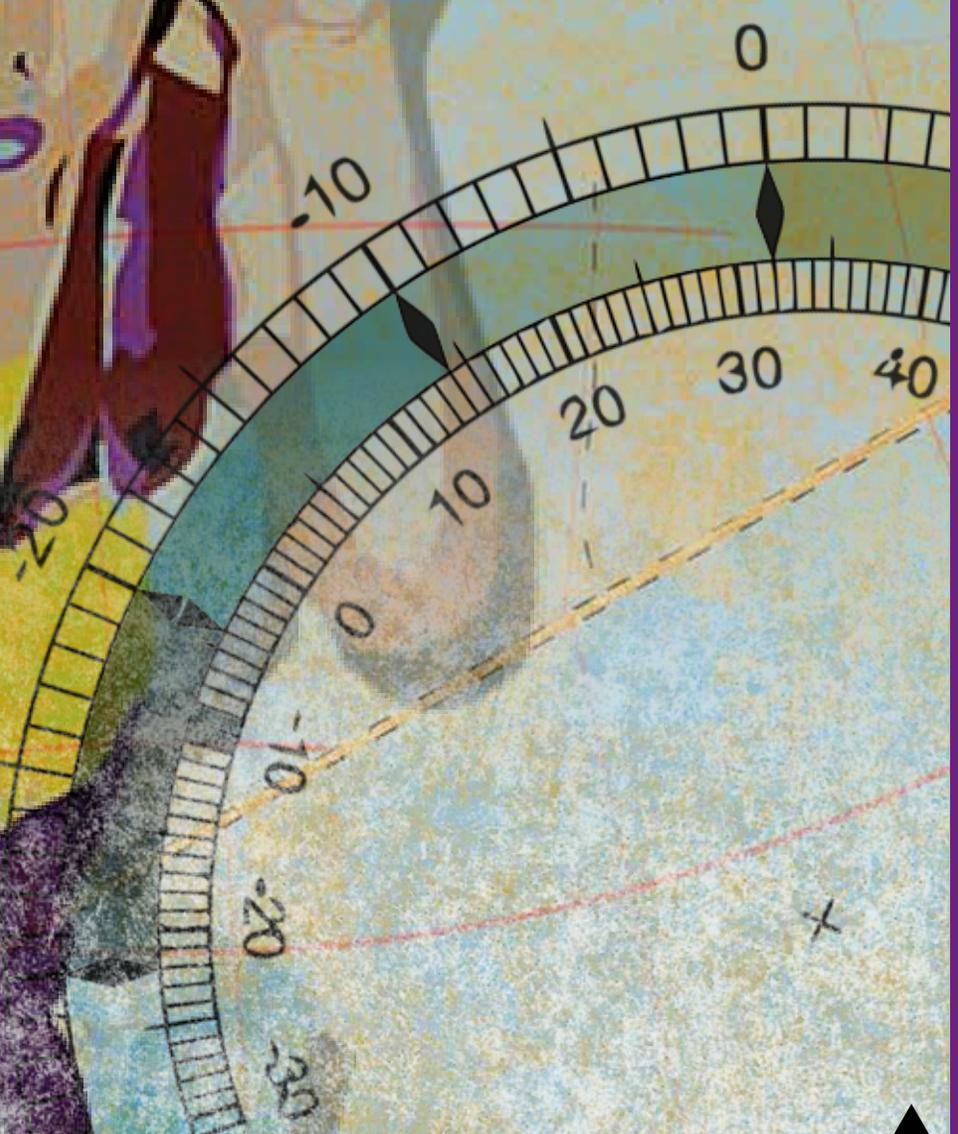
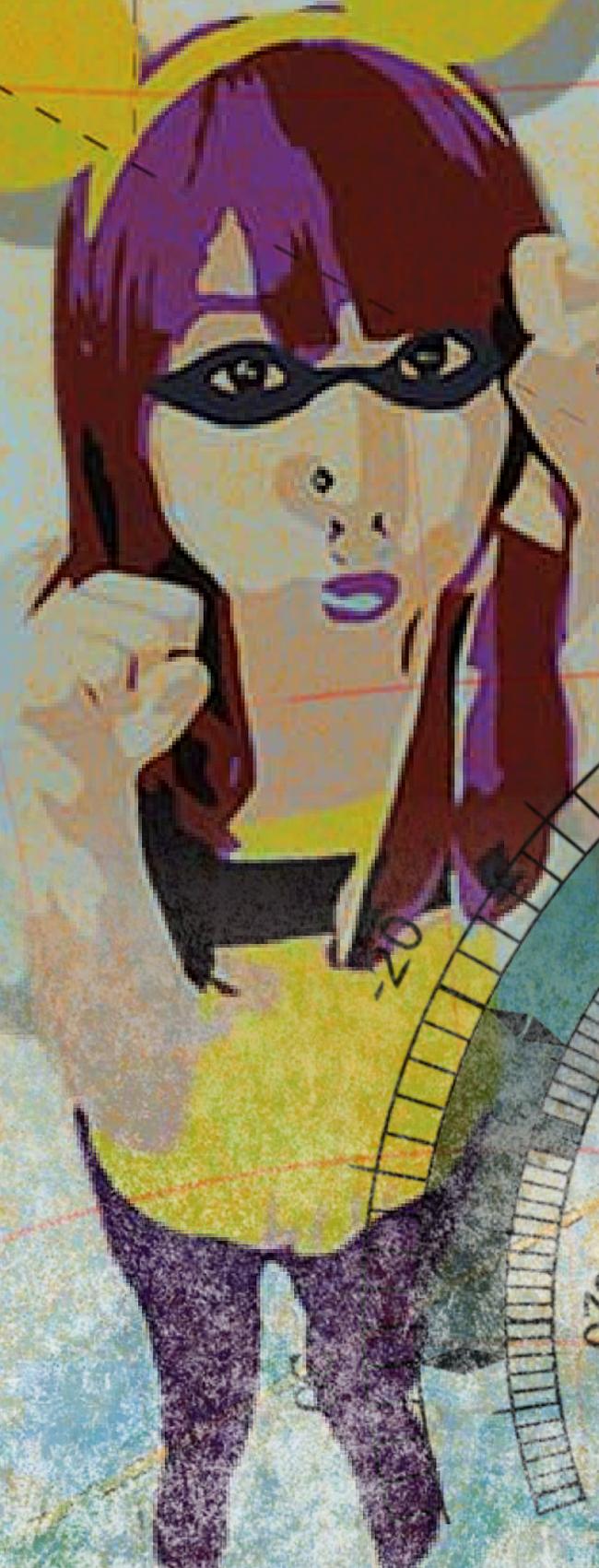
Even as the First Curve pushes its horizon further into the future, the potential for a sudden drop-off looms. And every extension of the First Curve is an opportunity cost that slows the essential transformations taking shape on the Second Curve.

Already MOOCs—massively online open courses—are aiming to connect people, ideas, and practices to large-scale populations around the world. Using open platforms and smart algorithms to gather ambient knowledge from the datastream, these MOOCs will both harvest and teach at the same time.

If we want to build out the Second Curve fast enough to reverse the threats of climate, energy, urbanization, population, migration, information overload, surveillance, crime ... the list goes on ... we need to bring practical Second Curve know-how to the masses.

Launch a strategic curriculum now. It starts from a single tweet.

TIMESTREAM



The first generation of Second Curve strategies were experiments. They were like a sudden explosion in the gene pool of human organizational possibilities. As First Curve organizations flex their considerable muscle to put those experiments to work within the constraints of traditional organizations, the Second Curve gets serious about transformation. Leveraging the core advantages of the Second Curve—openness, connectedness, extreme scale, and a digital-physical continuum—we master a path to a very different global society.

 **PATENT  
FREE ZONE**

**sama**source  
give work

**Outbox**

planet

**divvy**

COULD MY CAR  
**SPACE**  
BILL?  
[calculate here](#)



**restart** 

SEE IT  
WITNESS  
FILM IT  
CHANGE IT

**STOP**  
NO SOPA  
**INTERNET**  
**CENSORSHIP**

It's all about scale.

By 2025, we will be 8 billion strong. We will add another billion by 2050. Will we have the productive capacity to meet basic quality-of-life needs for everyone? Will we have the resources to launch space colonies and mine off-earth minerals? Or to save little known but essential species from extinction? Will we have the technological know-how to create living architectures that could literally restructure the foundations of our cities? Will we have the civic know-how to collectively make decisions that impact the entire planet?

It takes a movement to organize ourselves at global scales to meet epic challenges. No institution—even our large national governments—can mobilize the kind of global reorientation that will be required to move the world from the First to the Second Curve. Even the network platforms that have supported many of the early Second Curve experiments will seem insufficient when measured against the urgency and scale of the hyperbolic population growth.

**The frontier of human organization is not the corporation, not the network, but the movement.** And some of the people most expert in starting movements are people at the margins.







empowering people across a diverse spectrum to compose a shared vision



KARMA KITCHEN  
Growing in Generosity

designing more abundance rather than scarcity into the platforms and processes of our global economy



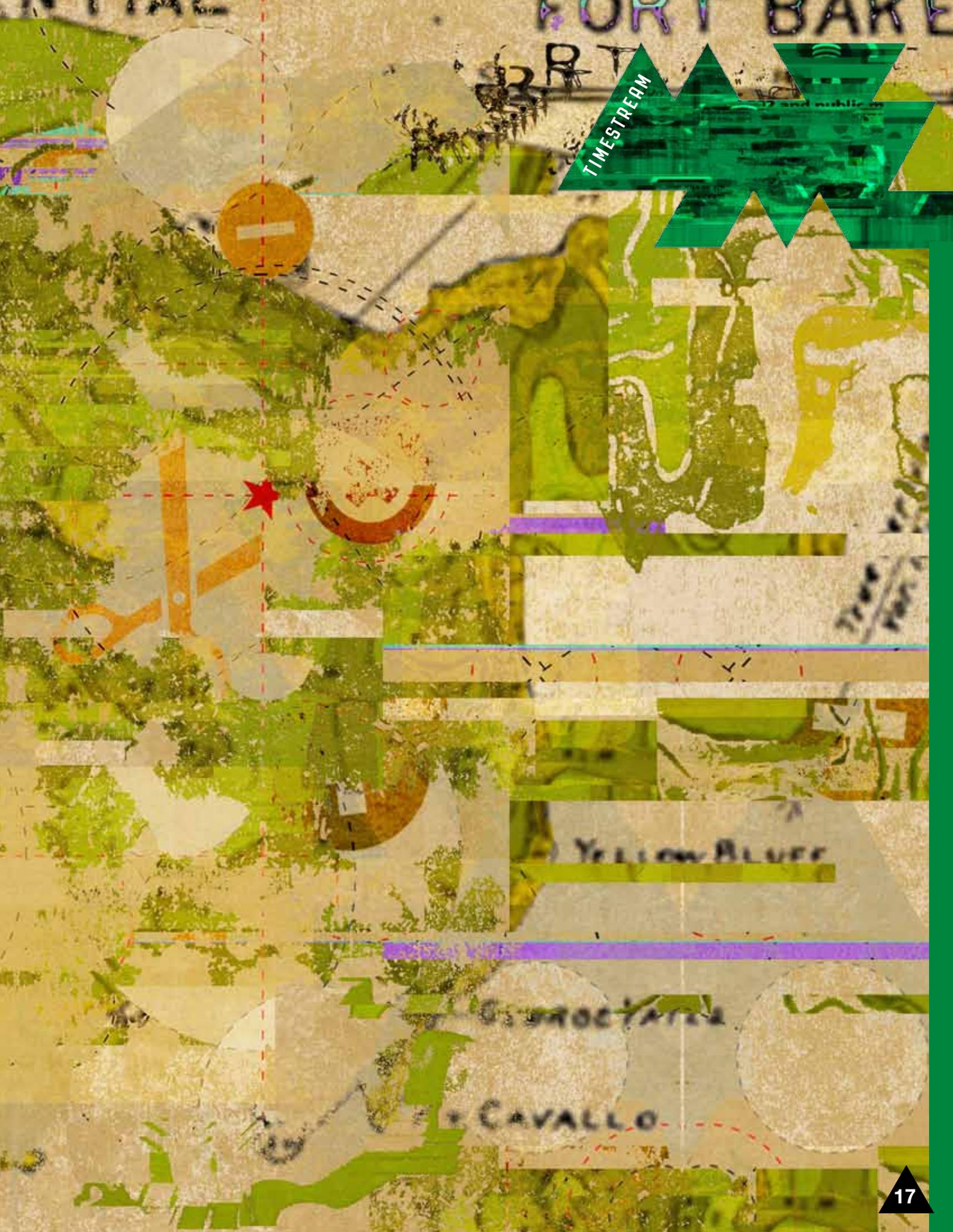
creating pathways for the edges to move quickly to the core and transform it



deepening engagement in civic choices and civic action at local, regional, and global levels



building on the emerging neuroscience of human emotion to overcome the survival pressures of competition



TIMESTREAM

Scarcity may be the key to transformation.

The First Curve has leveraged scarcity—often artificially created—to generate value. Money, intellectual property, labor, and managerial know-how are all resources whose supply is managed through a variety of mechanisms and gatekeepers in a centuries-long game to inspire and incentivize production beyond the minimum needed to maintain the population. This is a competitive game, and it has served humanity well, up to a point.

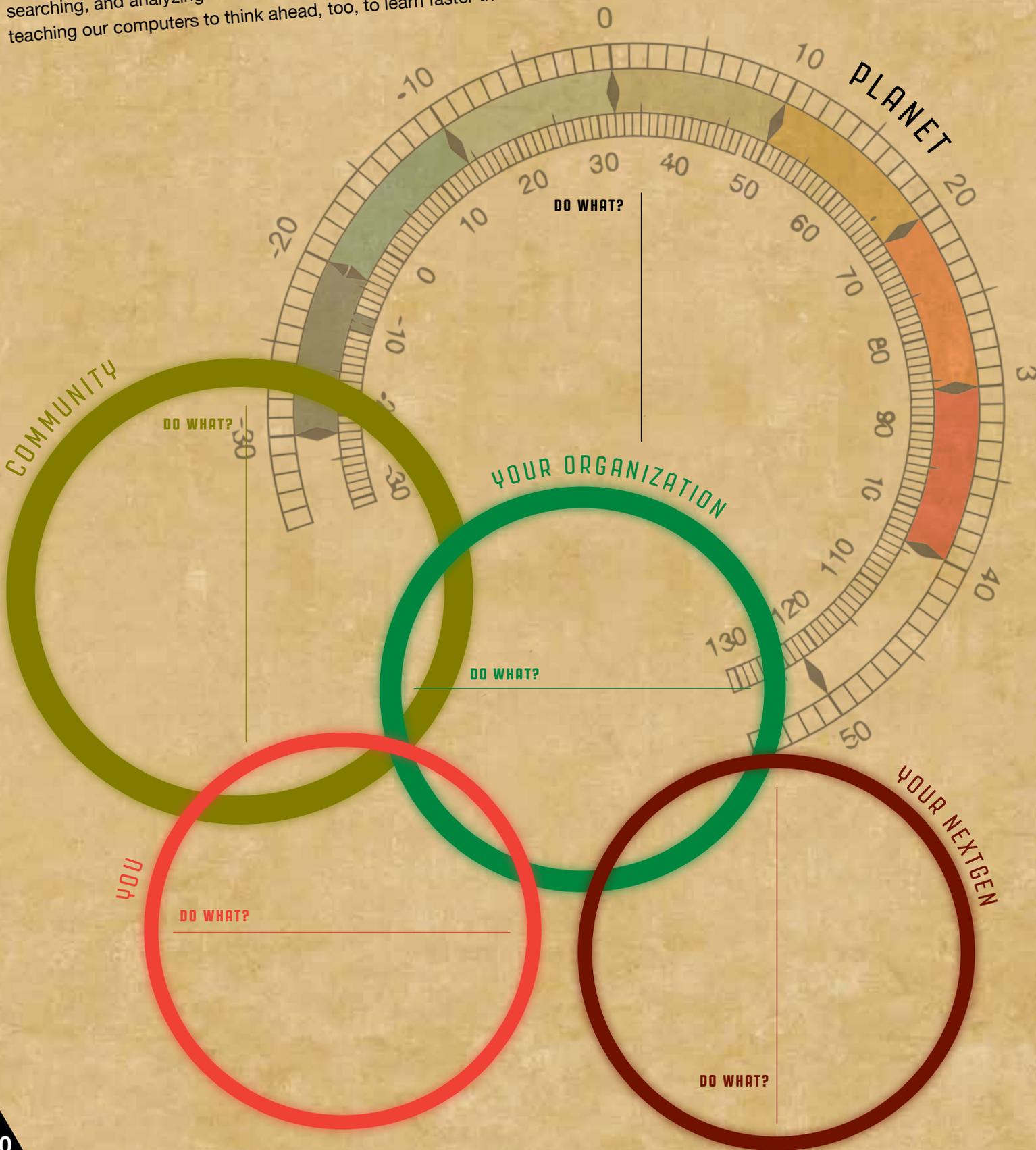
Pioneers on the Second Curve see these limits as doorways to innovation and collaboration. If money is a scarce resource, they substitute crowd engagement for paid labor. If insufficient technical knowledge is a barrier to addressing our most pressing needs, they design open-source strategies that speed the evolution of know-now. Rather than fearing scarcity, Second Curve innovators look at points of scarcity as hidden levers in our social and economic infrastructure: they invite the breakthrough thinking to tap our “8 billion strong” and create a world of abundance.





A new kind of futures practice is emerging.

The tools of the trade have been shifting. We're playtesting the future. We're running massively public alternate reality games in which we can try out multiple parallel paths from here to there—where there is a future world that's limited only by our imagination. We're mocking up 3D worlds and evolving species in laboratories. We're measuring, reporting, searching, and analyzing to create a global mind that sees further than any of us can individually. And of course, we're teaching our computers to think ahead, too, to learn faster than we can.



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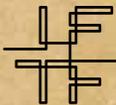
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