Foresight Exercises: Looking Back

1. Past Change. What are some of the more important or memorable **STEEPLES changes** (**S**cience, **T**echnology, **E**conomic, **E**nvironmental, **P**olitical, **L**egal, **E**thical, **S**ocietal) that you have seen in **law enforcement** or **homeland security** looking back over your **career**?

2. Pick **one** of these changes that you would like to see **used more strategically** by your team or in your department. Do a quick **ADOR analysis**:

   What **Advantages** has the change offered to others (not you, yet) in law enforcement?

   What **Disruptions** (forced changes) has it created for some?

   What **Opportunities** might the change make possible for your team or department?

   What **Risks** (threats) might the change hold for your team or department?

3. How can you address the **resistance to change, blocking,** and **fear of failure** that are common in the culture and leadership of **high-reliability organizations** (law enforcement, defense, health care, space, etc.)? What **"Change Judo" skills and strategies** have worked for your team in the past?

4. Has your team or department become more **antifragile** (become **stronger** after stresses) after any particular past **disruptions, mistakes, or failures**? How did that happen?

Tech Futures Delphi

Exercise: Circle your **one best answer** for each of these proposed futures.

1. When will most U.S. autos be able to **drive themselves on demand**, at least in dedicated environments? (Reference: Average car lifespan is 12 years. Waymo began autonomous taxi operations in AZ in 2018)

2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

2. When will the first commercial **autonomous passenger drones** ("air taxis") appear in any U.S. city?

2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

3. When will a **conversational interface** be used by >50% of Americans to interact with their smart devices and cars? (Seven or more words spoken by users in a typical exchange, with "back & forth" dialog).

2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Already   Never

4. When will domestic or foreign criminals or terrorists deploy **lethal autonomous weapons systems** (LAWS) on U.S. soil? (Def: SAE Level 3+ autonomy, able to visually identify and target individuals and property)?

2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Already   Never

5. When will **facial recognition AI** be used in some public spaces in >50% of U.S. cities >50,000 residents?

2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Already   Never

6. When will law-enforcement searchable **databases** contain the **DNA data** of >20% of US residents?

2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Already   Never

7. When will **virtual or augmented reality or digital simulation** activities and exercises comprise >30% of the training time for both cadet and veteran police officers?

2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

8. When will 30%+ U.S. youth under 30 use **public values, goals, and task maps** (the **valuecosm**) to find and collaborate with others who have similar values, goals, and tasks (problems)?

2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

9. When will 30%+ U.S. youth under 30 years of age use **smart glasses**, **wearcams**, or **lifelogs** (devices continually recording portions of their audio and/or visual experience) for security, insight, or sharing?

2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

10. When will 30%+ U.S. youth under 30 allow their **groupnets** (realtime connected network of friends and colleagues) the ability to **see what they see** and **speak into their ears** occasionally during their day?

2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

11. When will 30%+ U.S. youth under 30 allow their **personal AIs** (software agents modeling their intentions and values) to speak information into their ears occasionally during their day?

2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

12. When will the U.S. federal government, either alone or in partnership with states, institute a **universal basic income** of **$1,000 or more per month**, given unconditionally to every U.S. resident?

2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

Below are **my guesses** as to when these events will occur. Do any **differ** from yours? Let's **discuss**. **Anticipation is a team sport**. Predictions get better with cognitive diversity, learning, competition and practice.[1]

1. When will >50% of U.S. autos be able to **drive themselves on demand**, at least in dedicated environments? (Reference: Average car lifespan is 12 years. Waymo began autonomous taxi operations in AZ in 2018)

   2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

2. When will the first commercial **autonomous passenger drones** ("air taxis") appear in any U.S. city?

   2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

3. When will a **conversational interface** be used by >50% of Americans to interact with their smart devices and cars? (Seven or more words spoken by users in a typical exchange, with "back & forth" dialog).

   2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Already   Never

4. When will domestic or foreign criminals or terrorists deploy **lethal autonomous weapons systems** (LAWS) on U.S. soil? (Def: SAE Level 3+ autonomy, able to visually identify and target individuals and property)?

   2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Already   Never

5. When will **facial recognition AI** be used in some public spaces in >50% of U.S. cities >50,000 residents?

   2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Already   Never

6. When will law-enforcement searchable **databases** contain the **DNA data** of >20% of US residents?

   2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Already   Never

7. When will **virtual or augmented reality or digital simulation** activities and exercises comprise >30% of the training time for both cadet and veteran police officers?

   2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

8. When will 30%+ U.S. youth under 30 use **public values, goals, and task maps** (the **valuecosm**) to find and collaborate with others who have similar values, goals, and tasks (problems)?

   2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

9. When will 30%+ U.S. youth under 30 years of age use **smart glasses**, **wearcams**, or **lifelogs** (devices continually recording portions of their audio and/or visual experience) for safety, insight, or sharing?

   2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

10. When will 30%+ U.S. youth under 30 allow their **groupnets** (realtime connected network of friends and colleagues) the ability to **see what they see** and **speak into their ears** occasionally during their day?

    2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

11. When will 30%+ U.S. youth under 30 allow their **personal AIs** (software agents modeling their intentions and values) to speak information into their ears occasionally during their day?

    2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

12. When will the U.S. federal government, either alone or in partnership with states, institute a **universal basic income** of **$1,000 or more per month**, given unconditionally to every U.S. resident?

    2025   2030   2035   2040   2045   2050   2060   2070   2080   2090   2100+   Never

---

[1] Tetlock, *Superforecasting: The Art and Science of Prediction*, 2015.

Sprint Reading (aka Interval or IPA Reading)[2]

Great Inputs make Great Outputs (GIGO). Better Reading = Better Thinking. "Sprints" of Intense, Prioritized, Active Reading make you "Mind Strong." Every Week, Read at least one Book, Report, Mag, or Article "Like a Movie"

1. **Limit Time. 1-3 hrs**. 1-3 sprints/item. **1-3 sprints/week**. **50-150 Books/Mags/Yr**.
2. **Be a Mental Athlete. Do Intense, Interval Reading.** You control **what**, **how**, **how hard**, and **how frequently** you read. Focus on that, not on "finishing" any of your reading material.
3. **Priority Read** vs "Speed" Read. ***Scan, Choose, Skim*, Read (SCSR).** Alternately *fast*/slow. **Create a mental movie.** Make it **emotionally interesting and useful**. Seek **knowledge.** Read the **best things, for you**. **Continually ask** and **decide** what to read **next**. Be **conscious** of your **choices** and **path**.
4. **Get Critical, Curious, and Emotionally Involved.** Ask where the author's argument might be weak. Read those sections early to see if so. **Chastise** where you disagree. **Congratulate** where you agree.
5. **Find Quiet and Sustenance.** Pick a nice, distraction-free place. Use a chair not too hard or soft, or a standing desk. Bring good quality food and stimulating (ice, carbonation, caffeine, tea?) drink.
6. **Books over ebooks.** For speed, annotation and recall, hardback books and print mags are still the best.
7. **Annotate.** Mark up book/ebook. **Underline**. **Highlight**. **Cross out** junk. **Star** great insights and data.
8. **Make "Index Notes"** inside book jacket. Add a **(page number)** after each entry. Use **annotation codes** (see below). Stick white **half-page labels** (5.5" x 8.5", **Avery 5126**) in front cover of magazines for your index. **Summarize** thoughts about book in one sentence at the top of index page, or end of book.
9. **Scan Order:** Cover and Back, Jackets, then TOC. Circle 1-3 **Top Chapters** most worth skimming. **Preface/Intro**. Is it fluff, or a good Book Summary? If good, take next 20+ mins to read it. **Index**. Circle, then read, at least **ten items** you've never seen before, or that seem interesting/important. **Top Chapters.** Read 1st & last pages. Still top? Read. No? 1st & last pages of other chaps. Reevaluate.
10. **After the Interval,** put book in a **"To File" Stack.** Congratulate yourself. *Now order another book!*
11. **Reflect.** Later in the day, as you fall asleep, or on waking, ask: *What did I learn?* **Two to three weeks later**, reread **Personal Index** in **"To File" Stack**. It needs to **"age",** like good wine. Move items you're **still** excited about into your **Day Planner's Tasks**. Leave the rest in the book. **File away the book**, **alpha by title** for easy finding. Read the book slowly later **only** if it "calls to you."
12. **Share and Teach.**
    Do a **5-min Lightning Talk**, *"What I got out of this book"* with a teammate or spouse. **Assign** your **direct reports** to do **weekly lightning talks**. **Accelerate group learning.**

Annotation codes for your **Index Notes** (inside jacket):

D: Do this thing (**Next Action**, priority activity).
R: Review these **info** sources (books, videos, tools).
   Look at them **online** later for potential usefulness.
O: Orgs to study. Peek at their **websites** when you can.
P: People to look up on social media. To **Ask/Share/Do** something, add your A/S/D ideas after their **name**.

E: Evidence, statistics, or data that seem helpful, surprising, clarifying, disturbing, or exciting.
C: Claims, assertions, models, ideas you find helpful, surprising, clarifying, or important.
T: Tips, habits, behaviors, tactics, ideas, things you'd like to try or share with your team.
Q: Questions. Stuff you'd like to know. "Someday/maybe" ideas & actions you might later pursue.

D:	E:
R:	C:
O:	T:
P:	Q:
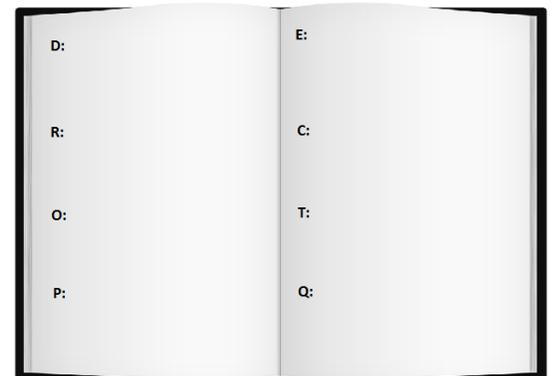
"**DROP** **E**verything & **C**reate **T**otal **Q**uality"
(in your reading experience)

---

[2] Smart et al., *Introduction to Foresight,* 2021.

Looking Forward

1. Coming Change. What are some of the most important **STEEPLES changes** (**S**cientific, **T**echnological, **E**conomic, **E**nvironmental, **P**olitical, **L**egal, **E**thical, or **S**ocietal) that you think you might see in **law enforcement** or **homeland security** over the **next twenty years** (to 2040)?

2. **Passions & Legacy.** Describe some current **career passions** (areas of both **emotional** interest and **intellectual** curiosity). What **legacy** would you like to leave? How might colleagues **remember** you?

3. **Mentors and Mentees.** Can you name one or two leaders, passed on and alive today, that personally **inspire** you? Are any of these living leaders your **mentors**, formally or informally? **How often** do you see, talk to, read about, or think of them? Do you have them on a **schedule**? Do you have any **mentees**? Any **Project** mentees? **Reverse** mentees? Are they on a **schedule**?

4. **Personal Foresight Priorities.** How can you become better in **anticipating**, **innovating**, and **leading** the future, personally and with your team? What are two top **foresight priorities**, for you?

5. **Innovation Wish List.** If you had A) top cover (leadership support), and B) a good budget (if needed) what new learning, technology, incentive, staffing, training, procedural, policy or other **changes** might you want to **evaluate** or **implement** in an attempt to create a more effective team or department?

Innovation Design[3]

---

1. Innovation Idea

Is it Tactical, Strategic, or Transforming?
A Team or Department Innovation?
Write a one-sentence "elevator pitch".

---

2. Resources, Build or Buy, Intellectual Property

Who controls the resources?
Who makes the funding decisions?
Will you Build or Buy? Who owns IP?

---

3. Organizational Design

Who reports to whom? Who decides?
How is the innovation team supported?
Where and when is the work done?

---

4. People, Objectives, and Tasks

Who is on the team?
Who does what (objectives)?
Can people self-select into tasks?
How are tasks managed (eg, scrum)?

---

5. Incentives, Metrics, Goals

Who is earning what?
Money? Time? Reputation? Freedom?
What will you measure (KPIs)?
How will people set goals (OKRs)?

---

[3] Adapted from Fixon and Marian, *The Innovation Navigator*, 2019.
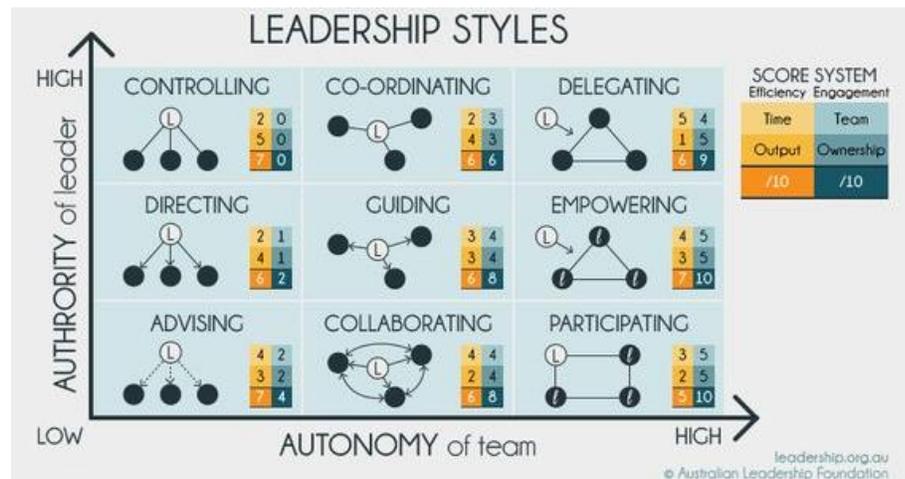
Empowering Leadership (Intent-Based Leadership)[4]

Empowering Questions	Your Reports	Focus
10. What will you **fix/learn**?	**I need to fix/learn**…	Investigation
9. What've you **been doing**?	**I've been doing**…	Action Review
8. Is it the **right thing** to do?	**It serves (purpose)**…	Strategy, Vision
7. What **opportuns** exist? (1wk)	**I envision**…	Possibilities/Innovation
6. What **risks/probs** exist? (2d)	**I'm concerned about**…	Negative Prediction
5. What do you **expect**? (24hr)	**I think/expect**…	Baseline Prediction
4. What **way** will you do it?	My **plan** is…	Tactics, Plan
3. What do you **intend to do**?	**I intend to**…	Priority, Goal
2. What do you **feel**? (now)	**I feel/my gut says**…	Emotion, Intuition
1. What do you **see**? (now)	**I see**…	Observe, Recall
0. I'll **tell you what to do**.	**Tell me what to do.**	Conformity

1. What leadership **style** (see picture right) does **your supervisor** use?

   What style do **you** use?

   What do your **reports** use?

Empowering (Intent-Based) Leadership Offers the Most Efficiency and Engagement

2. **Supervisor** Q's: Does he/she **talk** more or **question and listen** more? Does he/she give you explicit areas of **freedom**? **Top cover** for failure? If not, how can you get those behaviors?

3. **Your** Q's: How does it feel when your boss tries to offer **new freedoms/responsibilities**? Is it an opportunity, a risk, or a chore? Do you **talk more** or **question and listen** more to your direct reports? Can you lead your direct reports with **empowering questions** vs directives? What **pushback** might you expect from giving any of them more autonomy?

4. **Direct Report** Questions: How many direct reports do you have? Do they **trust** that you will take **responsibility** for their freedoms and failures? Do you **mentor/reverse mentor** each? When you give autonomy, how do you assess **competence**? How **clear** and **consistent** are you about their freedoms? What **rewards** can you offer them for **leadership success**?

---

[4] Adapted from Marquet, *Turn the Ship Around!*, 2012. For Marquet's free training materials, see LadderofLeadership.com

Adaptive Leadership – Key Goals, Values, and Strategies[5]
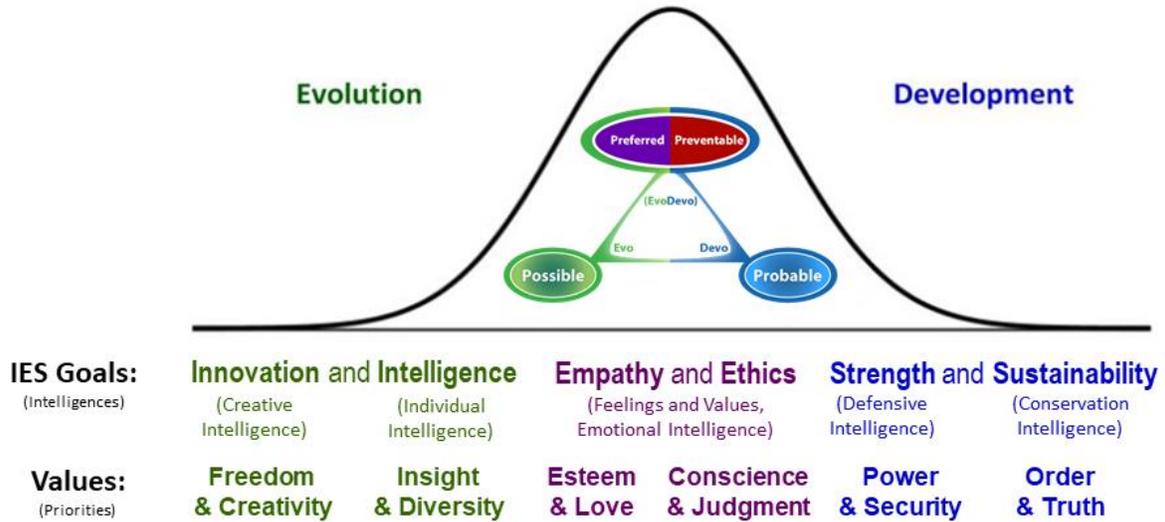
Good leaders **manage all six** of these **IES Goals** and related **values**.
The **Green Goals** are frequently in conflict with the **Blue Goals**
The **Purple Goals** get **priority**. **Character** matters in leadership, above all.[1]

Questions
1. Do you monitor your performance in all these **IES Goals**? Do you appreciate their related **values**?
2. Do you prioritize **empathy** and **ethics** (EQ) with your superiors and direct reports, over the other goals?

I. Innovation Strategies

1. **Freedom** – **Protecting Autonomy, Diagnosing Fear, Building Trust**
   Books: *The Fearless Organization*, *The Speed of Trust*
2. **Creativity** – **Experimentation, Trial & Error, Unlearning**
   Books: *Adapt*, *Innovation Judo*, *Higher Unlearning*, *Unlearn*

II. Intelligence Strategies

3. **Insight** – **Sensemaking, Simulation Games, Scenarios**
   Wargaming for Leaders, *Superforecasting*, *Learning from the Future*, *7 Scenarios*
4. **Diversity** – **Collaborative, Community and Crowd Intelligence**
   Team of Teams, *The Difference*, *StrengthsFinder*, *Collaborative Intelligence*

III. Empathy Strategies

5. **Esteem** – **Empowering Leadership, Employee Recognition, Bridging Behavior**
   Turn the Ship Around: Workbook, *12 (Employee Engagement)*, *Adaption-Innovation*
6. **Love** – **Servant Leadership, Emotional Intelligence, Employee Development, Alliances**
   Servant Leadership, *Emotional Intelligence 2.0*, *The Coaching Habit*, *Bootleggers and Baptists*

IV. Ethics Strategies

7. **Conscience** – **Self-Development, Self-Reliance, Ethical Intelligence**
   Three Levels of Leadership, *Extreme Ownership*, *The Warrior's Meditation*, *Ethics for the Real World*
8. **Judgment** – **Values-Based Leadership, Critical Thinking, Conflict Resolution**
   From Values to Action, *Hard Facts*, *Difficult Conversations*

V. Strength Strategies

9. **Power** – **OODA Dominance, Performance Mgmt, Human-Machine Partnerships**
   The Mind of War, *How to Measure Anything*, *Wired for War*, *Cyber War*, *Cybersecurity & Cyberwar*
10. **Security** – **Surveillance & Sousveillance, Penetration Testing, Bounties**
    Transparent Society, *The J Curve*, *Dark Territory*, *Natural Security*, *Learning from the Octopus*

VI. Sustainability Strategies

11. **Order** – **Hierarchy, Workflow, Benchmarks**
    Work Rules, *Getting Things Done*, *Scrum*, *Balanced Scorecard*
12. **Truth** – **Evidence-Based Leadership, Trends, Failure Review**
    Seeing What Others Don't, *Ten Trends Every Smart Person Should Know*, *Global Trends 2030*, *Antifragile*

---

[5] For discussion, see Smart et al., *Introduction to Foresight*, 2021.