

Tapping Our Inner Futurist: **Designing a 21st Century Roadmap** **for Wisconsin Public Libraries**



Designed by:
Garry Golden
Forward Elements, Inc



Wednesday, April 10, 2013
9:15 AM - 12:30 PM

Start

End



***Warm up &
Foresight 101***



Drivers of Change
Learning, Local
& Place



Bringing it Home
Learning More...



“...Quote...”



Not Changing?

Most uncertainty
& impact...



How will we communicate our value?

Mission:
Access to Collections



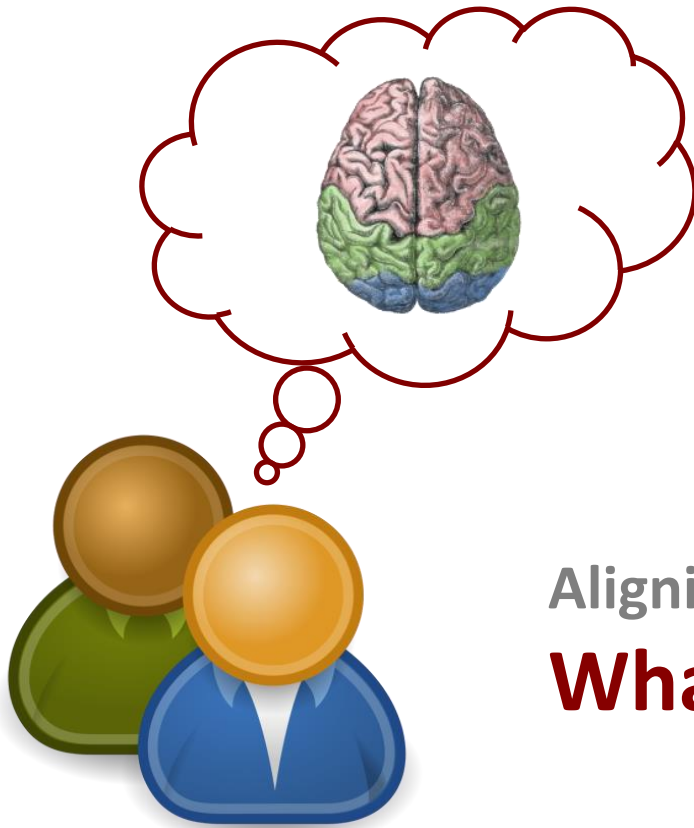
Outputs focus on
Access & Usage

Mission:
Mastery of Skills



Outcomes focused
on **Behavior Change**

**Direction
of Change**



Aligning Trends & Talent

What is our People strategy?

Future-Proofing Our Skill sets & Mindsets

I versus T-shaped Library Teams



Depth of Subject Expertise

I versus T-shaped Culture and Training

Broad set of Skillsets & Mindsets

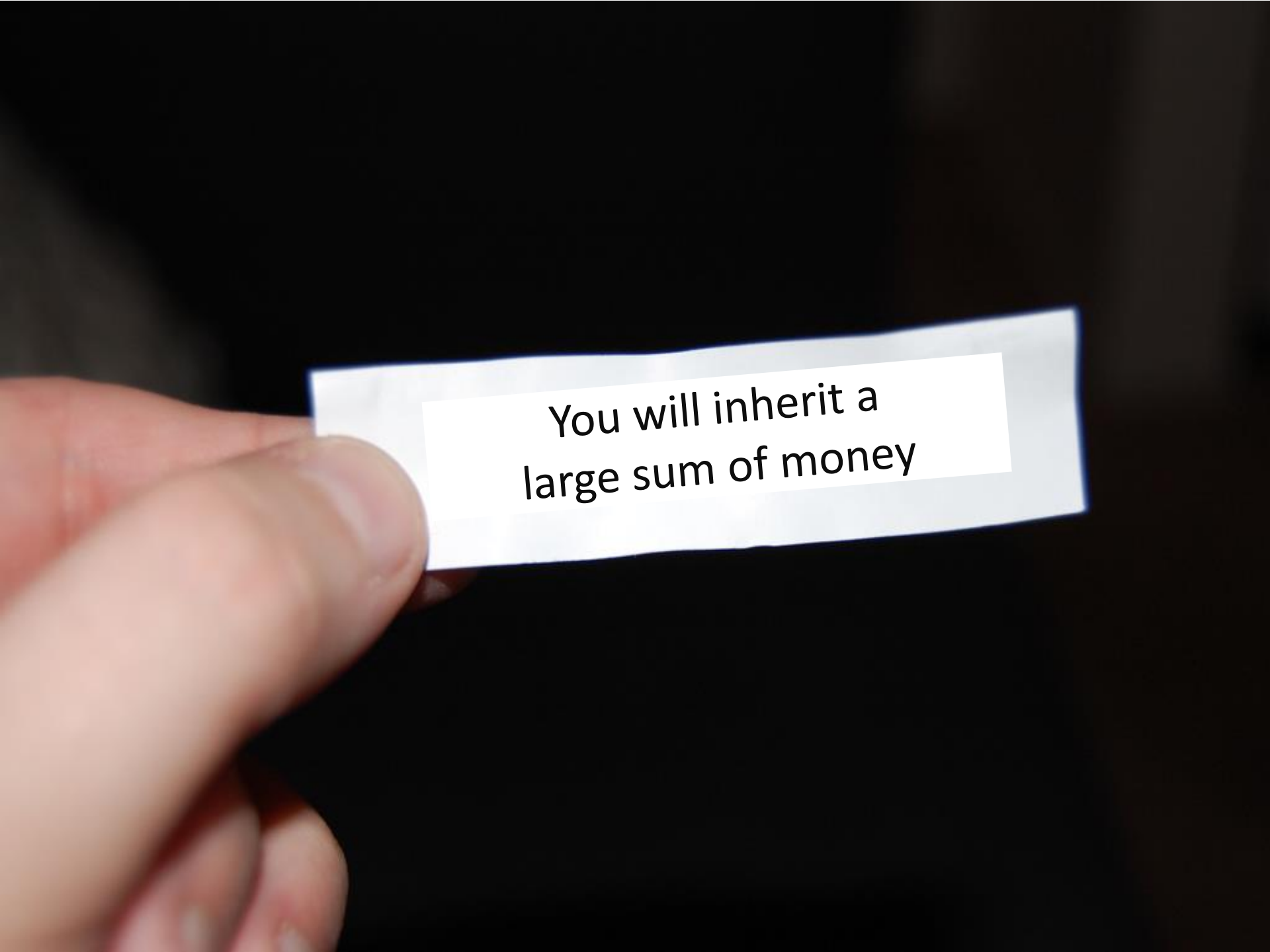
Depth of Subject Expertise

List possible T-Shaped Library Team Skills:

- **Service/Experience Design**
- **Data Science**
- **Design Thinking**
- **Visual Communication**
- **Ethnography**
- **Social Media**
- **Creative Aging Services**
- ***Crowd* Facilitation**
- **Programming**
- **Mediation / Conflict Resolution**

Who is this “Futurist” ?



A close-up photograph of a person's hand holding a small, white, rectangular slip of paper against a black background. The paper is slightly wrinkled and has a white rectangular area in the center containing text. The hand is visible on the left side, with the thumb and index finger gripping the paper. The text on the paper is written in a simple, black, sans-serif font.

You will inherit a
large sum of money

IF YOU HIT THIS SIGN
YOU WILL HIT THAT BRIDGE





WAIT FOR IT

.....Wait for it.....



MORE DIFFICULT

LESS DIFFICULT



ESSEMIC

← Leopterodon

Maple at El Arque

DM7

El Grato tal

Kelly

← 40 minutes

Benny Clark

John Clark

~~HN~~
9/22/11

Maple



Every day I make an effort to go
toward what I don't understand.

Yo-Yo Ma

Limits of Incremental Innovation

Avoiding the Mindset of Managing the Decline

List of Fires to Put Out:



Fundamentals of Foresight

Identifying & Monitoring Change

- **Horizon Scanning**
- **Issues Analysis**
- **STEEP Categories**
 - Society**
 - Technology**
 - Economics**
 - Environment**
 - Politics**

Exploring Implications

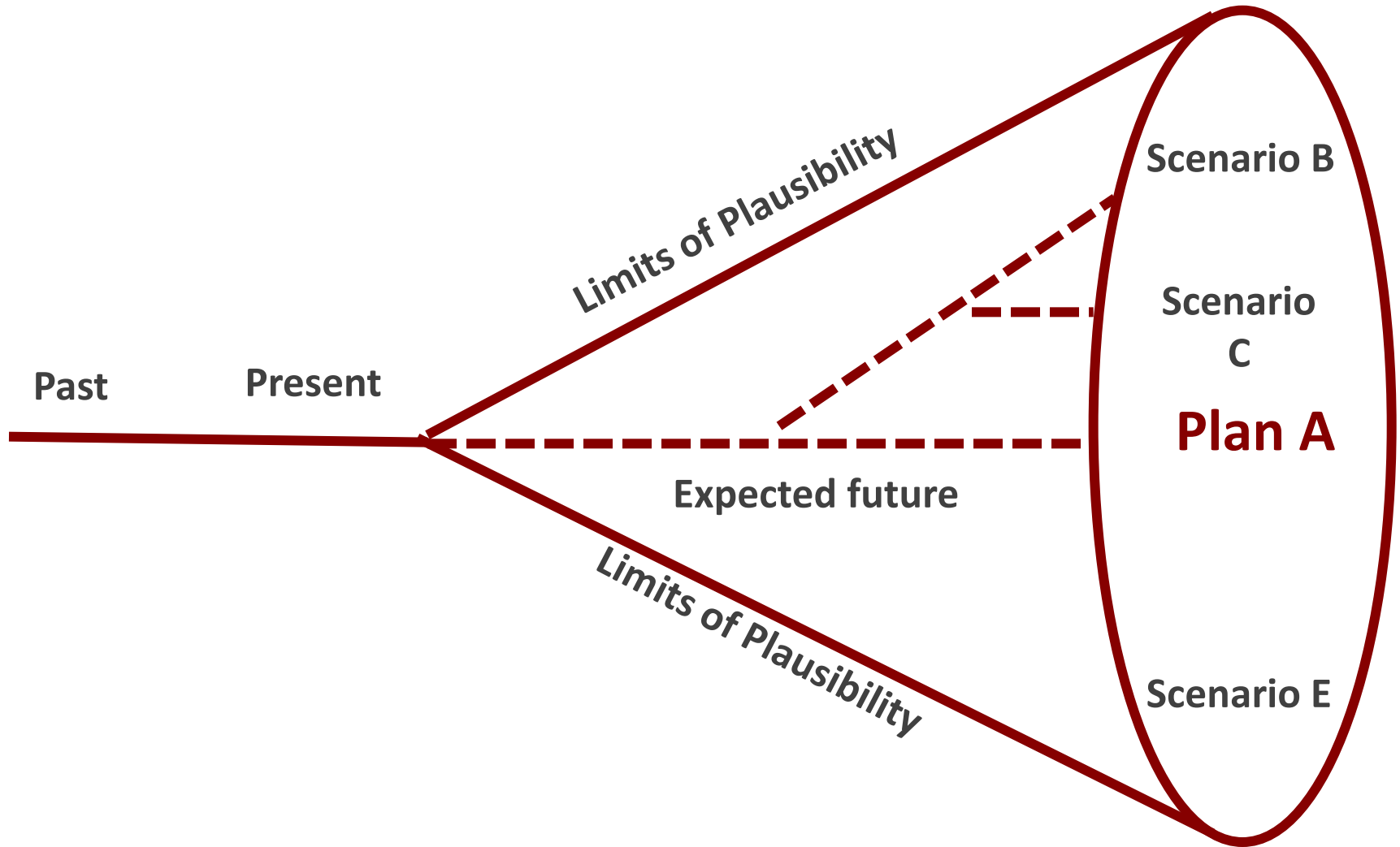
- **Forecasts**
(Most likely...)
- **Scenarios**
(What if...)

Communicating Change

- **Visioning**
- **Planning / Roadmaps**
- **Goals – Objectives - Actions**
- **Assessment & Evaluation**
- **Culture Change**

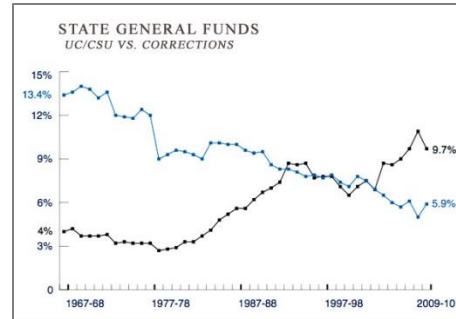
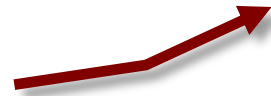
Describing our Cone of Plausibility

Planning for Multiple Outcomes & Multiple Horizons



Foresight 101: Three Mechanisms of Change

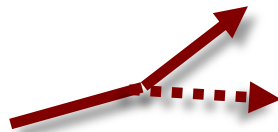
Trends
(Continuities)



**Plausible
Future**

Forecasts

Events
(Discontinuities)



**Possible
Futures**

Scenarios

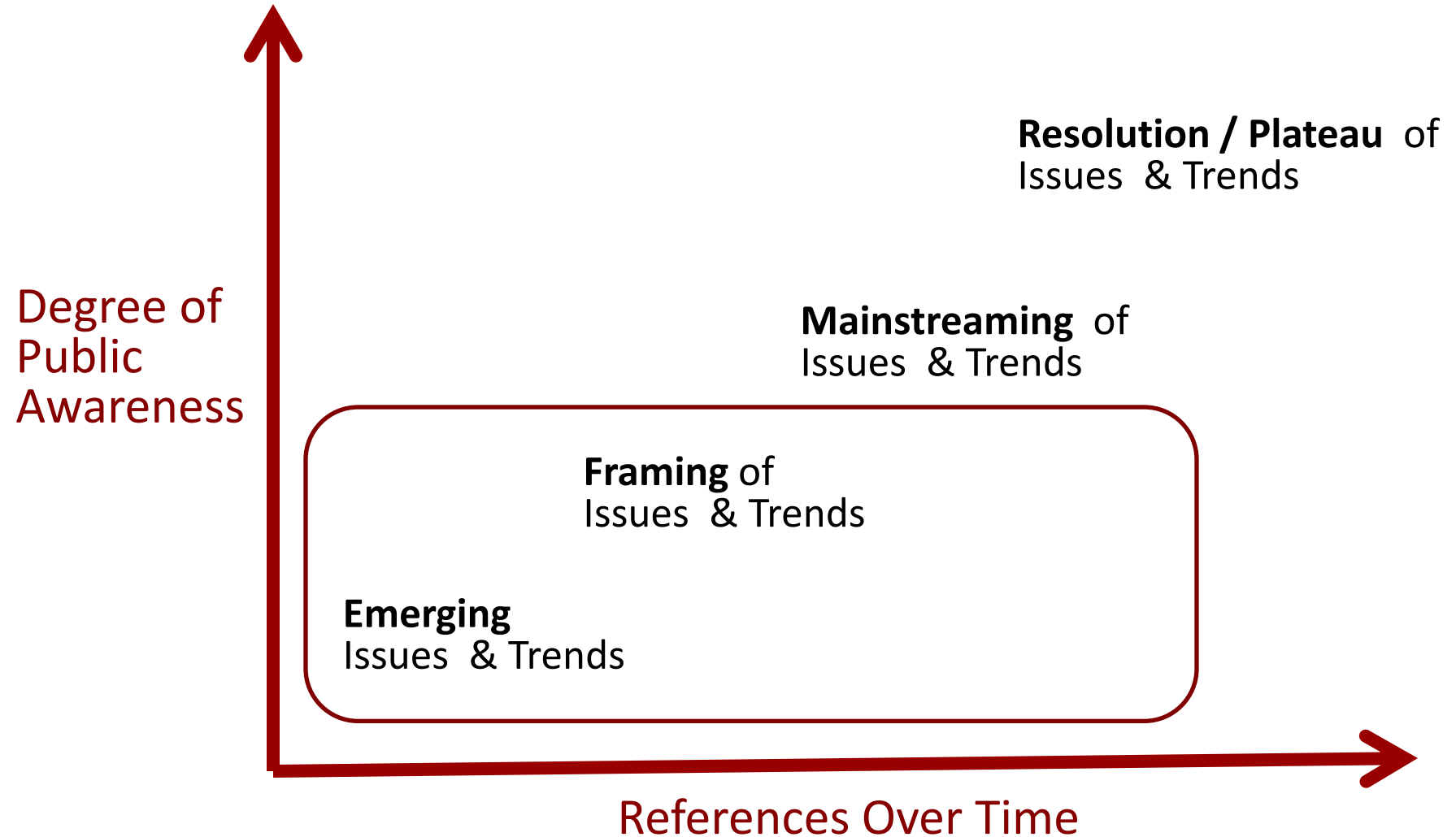
Choices
(Discontinuities)



**Preferred
Futures**

Visions

Trend Diffusion Frameworks



Business/Institutional Rights to Use Personal/Social Data

Take Orders

2016

US Supreme Court Rules on Business Rights to use Personal Data

Influence Change

2010

TIME

Person of the Year 2010

Mark Zuckerberg

By LEV GROSSMAN Wednesday, Dec. 15, 2010

2007

TechCrunch

Facebook Launches Facebook Platform; They are the Anti-MySpace

MICHAEL ARRINGTON



Thursday, May 24th, 2007

1 Comments

2004

The Harvard Crimson

Hundreds Register for New Facebook Website

Facemash creator seeks new reputation with latest online project

By ALAN J. TABAK, CRIMSON STAFF WRITER

Published: Monday, February 09, 2004

Team Tips: Focus on Big Questions

The following strategic questions are helpful in engaging colleagues conversations about the future.

Trends are slow changes over time; they reveal direction & momentum.

- Which trends are most likely to *converge*?
- Which trends are most likely to have the **greatest impact**?
- Which trends have *the most uncertainty* in terms of implications/outcomes/solutions?

Events are moments that can amplify or lead to discontinuities of existing trends. With your colleagues, list and describe potential implications of:

- Scheduled Events (e.g. Elections; Civic/Cultural; National/Global)
- Plausible Events (e.g. End of 501c3; Funding Legislation]
- Wildcard Events – High impact, Low probability (e.g. Bio; Cyber attack)

Choices reflect investments and actions towards a preferred future.

With your colleagues, list and describe potential implications of:

- Internal-facing (e.g. Programs; Hiring / Staff Training)
- External-facing (e.g. Partnerships; Capital campaigns; Marketing)

Part One

**What are the three
big questions we
need to answer?**

Trends

Issues



Events

Choices



In the News

- ✓ How do we evolve from providing 'programs and services' to having a reputation of innovative 'experience designers' for library learners?
- ✓ Are we selling the *lower stress* benefits of learning within libraries? (e.g. no high-stakes tests!; learner habits)

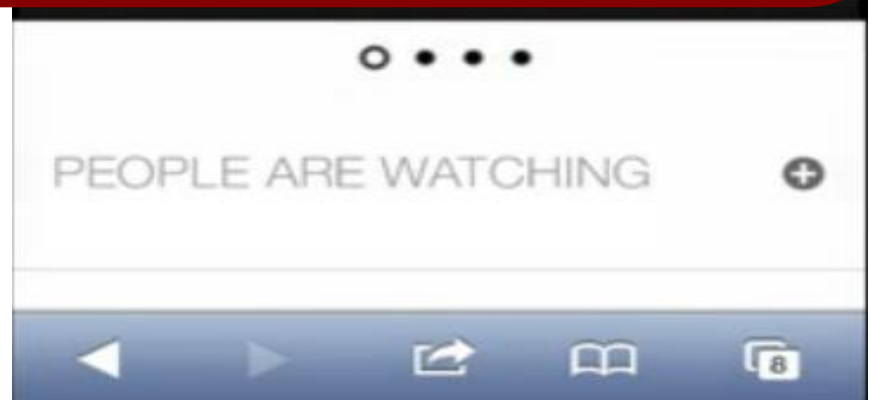
True

False

✓ Are we teaching information literacy as a 21st century skillset?

accuracy in

True



- ✓ Do we have the right sentiment capture tools & the trust factors in place for this future scenario?
- ✓ How do we program differently to support positive momentum vs mitigating negative tipping points?

Social Radar Dashboard

True

False

The M
crea
Bad
ach
suc
Ma

How do we rethink the role of libraries in certifications of lifelong learning?

True

False

SKILLS
NOW
FOR MANUFACTURING



ERING
te



**Lifelong
Learning**



**Rethinking &
Retooling *Local***



**Place-based
Experiences**

Mission:
Access to Collections



Outputs focus on
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Outcomes focused
on **Behavior Change**

**Direction
of Change**



Era of
Apprenticeship



Era of
Institution



Era of
Learner



**Disruptions of
Books & Industrial Work**



**Disruptions of
Web & Knowledge Economy**





KHAN
ACADEMY

Flip the
Learning Experience

Could a *flipped* model of education
shift demand within public libraries?

coursera

edX

=

Massive
Open
Online
Courses

MOOCs

UDACITY

Early days, but can we imagine a new scale for community programs?

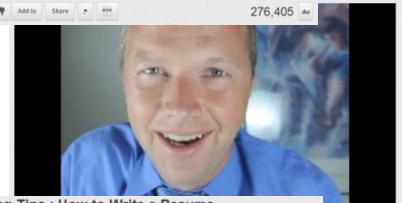
Library Experiences with Authors vs Instructors



**Celebrity
Instructors**



**Community
Instructors**



**Somewhere
In Between**

Culture vs Technology

Culture & Technology

Technology as Culture

**Forget about Technology,
There is Only Culture**

Beyond Social: The Web and Culture of Behavior Change

©Cartoonbank.com



"On the Internet, nobody knows you're a dog."

*"On Facebook, 273 people know I'm a dog.
The rest can only see my limited profile."*

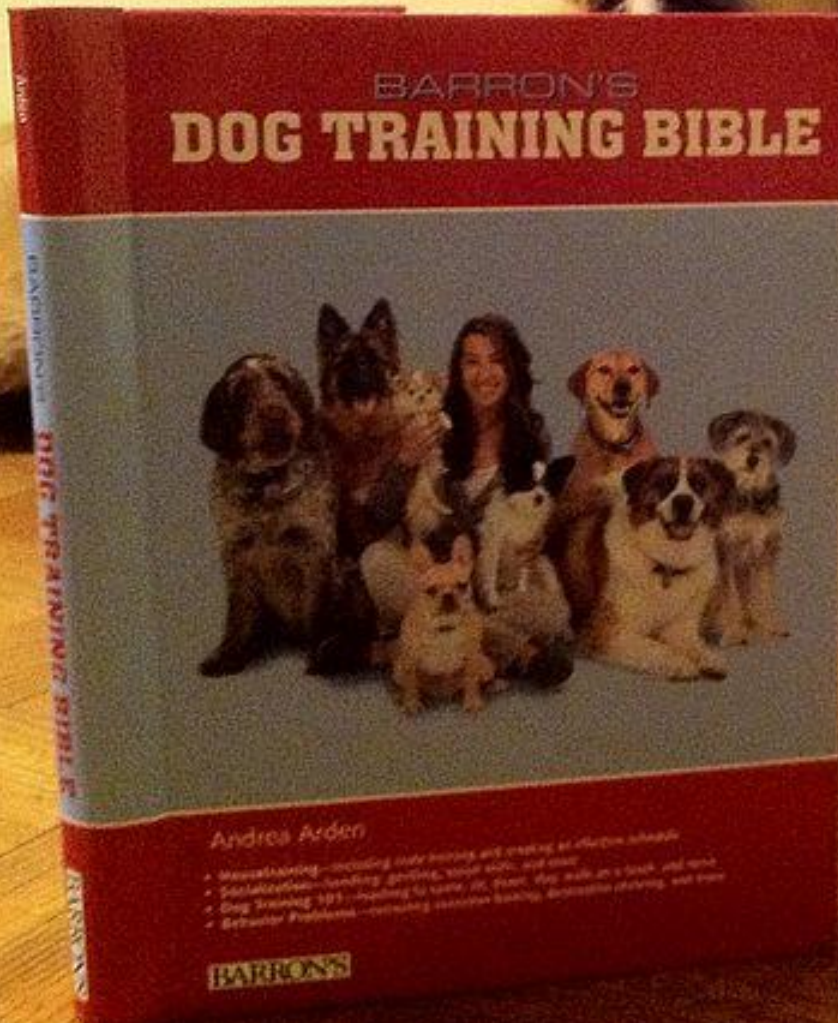


Anonymous Web to a more
1998

Social Web
2008

Libraries &
Culture of Mastery

Everyone knows
I'm working on
some personal
growth issues



Era Transition for Learning: Adaptive Learning

Is it 'offline' or 'online'?

Direction of Change

Is it 'software-guided' or not?



Role of Data: Learner Self-Awareness & Behavior Change



How to prepare for communities for managing data?

THE WALL STREET JOURNAL.

ARTS & ENTERTAINMENT | Updated July 19, 2012, 3:24 p.m. ET

Your E-Book Is Reading You



**Device Data =
Behavior Data**

Libraries & Expanding Feedback Mechanisms



Like



**I Don't
Understand**

*Coming Soon!

Adaptive Era:

What will guide library behavior & relationships?

Prescriptive

What should happen..!

Predictive

What might happen..

Descriptive

What happened..

Outcomes & Value Chain of Data



Rethinking Library Experiences

What can we learn from Weight
Watchers on designing experiences
to improve learner outcomes?



'Gaming Mechanics' Design Principles:

- **Rules & Rewards**
- **Quests & Challenges**
- **Badges & Recognition**
(‘Level up’ Stages of Mastery)
- **Reputation Management**
- **Teamwork & Strategy**
- **Continual Feedback**

=



Experience Design = *Novice to Expert* Level Skills

Learning from Outside Industries

BASIS PRODUCT TOUR STORE SUPPORT GET STARTED LOGIN

THE SMART WAY TO A BETTER YOU

Basis is a device that tracks heartbeats and more to paint the most useful picture of your health. Stay motivated by accumulating points and praise for your progress.

RESERVE NOW

Like 1.1k Tweet 296 +316

Track calories, lose weight

Health Industry
Data-driven Experience Design

playground sessions Home About Purchase Support

85% ACCURACY
CORRECT NOTES
WRONG NOTES

New! Only \$149
Start playing the songs you love!

Buy Now

Education
Data-driven Learning Experiences

Playground Sessions: 30 days to play

by PlaygroundPiano

HIDE

First day on a piano, EVER!
And only 29 days to the concert...



What skills and mindset-building Quests
might our communities pursue?

How might libraries help learners tell stories of their growth and development?

mozilla



OpenBadges

Get public recognition for your skills and achievements



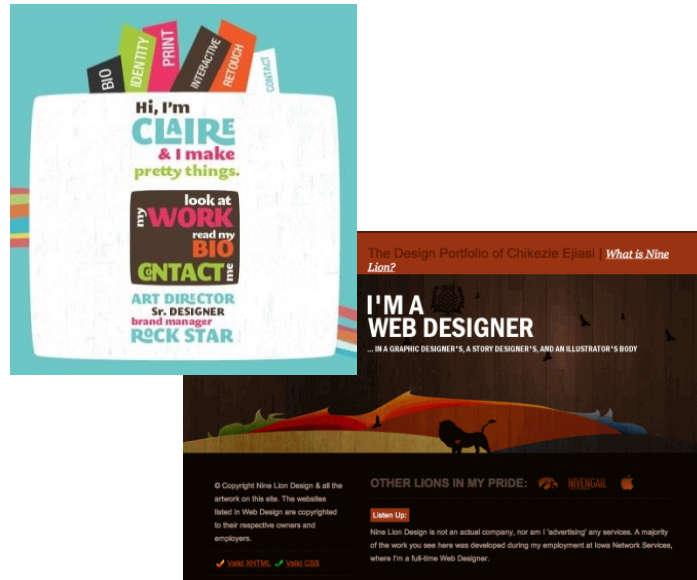
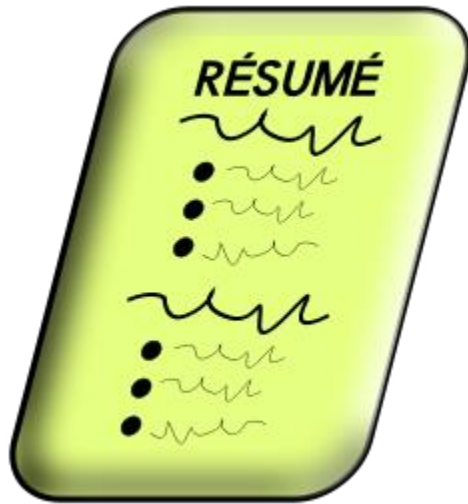
badges = visual representations of a **skill** or **achievement**



mozilla
Backpack

yalsa
Young Adult Library
Services Association
a division of the
American Library Association

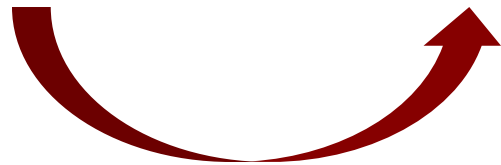
How might libraries help learners tell stories of their growth and development?



Resume

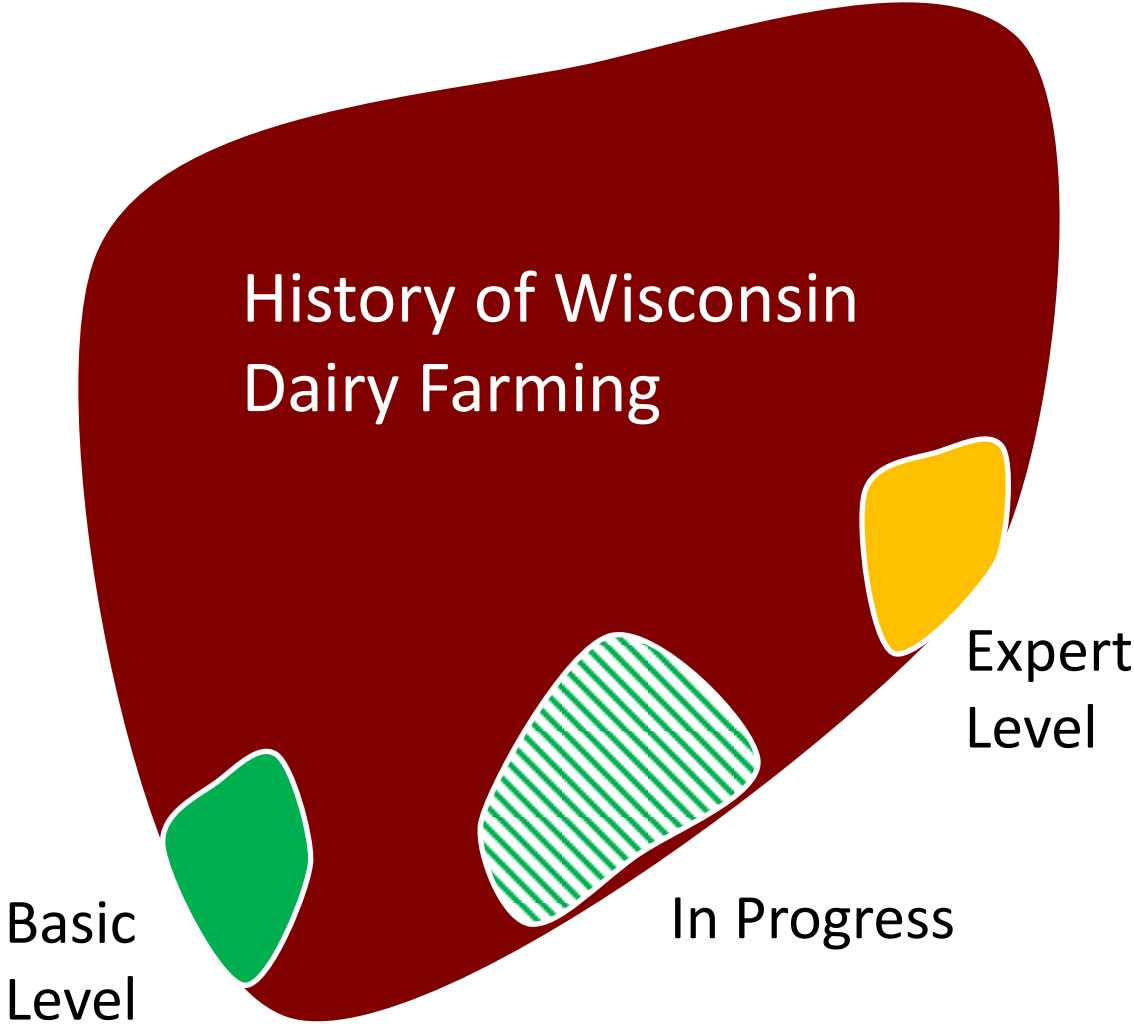
Portfolio

Presence



How might libraries help learners tell stories of their growth and development?

Concept to Watch:
Learning Graph



Advocate: Danny Hillis

21st Century Roadmap:

Shaping a Culture of Lifelong Learning

Rethinking Library Membership for Outcomes Era

- Mastery-focused
- Visual Maps
- Dynamic Updates
- Story-based
- Portfolios & Presence
- Role of 'Badges'
- Group Oriented
- Collections of 'Marketplace'?



Describe the vision for a new learner-focused library experience that includes new partnerships, programs, services and community expectations



Break



Describe the vision for a new learner-focused library experience that includes new partnerships, programs, services and community expectations





Lifelong
Learning



***Retooling Local
From Collections
to Connections***



Place-based
Experiences

What is unique about your local community?

What are potential missing ingredients to success?
Barriers to take down?



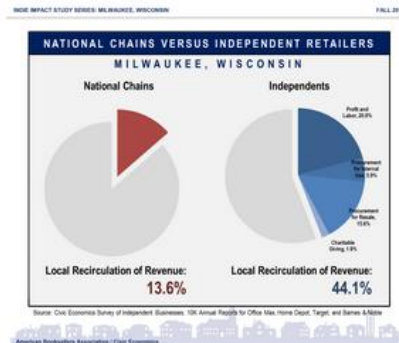
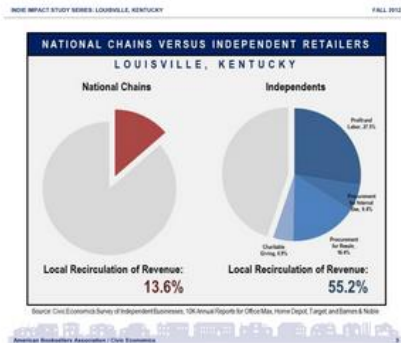
The Case for Retooling Local

Capturing the Local Economic Premium

Understanding Communities & Institutions at Crossroads

Louisville, KY

Milwaukee, WI



Spending at indie retailers generates **4 times** more local economic return than spending at chains in Louisville.

3.24 times more in Milwaukee



Public Libraries as Outlet for Engaging in Local Platforms



**Data-driven
Insight Generation**
(Tools & Databases)

Citizen-X Tools

**Social Connections
as Marketplace**

Libraries & (Physical) Local Dashboards



THEWAYWE MOVE

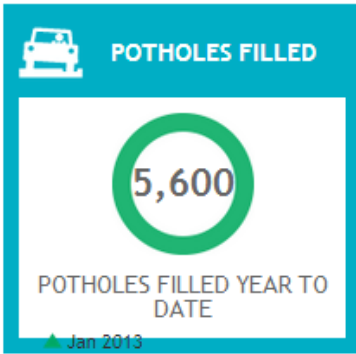
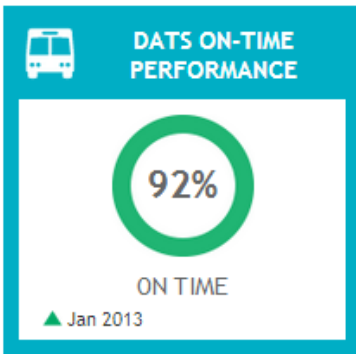
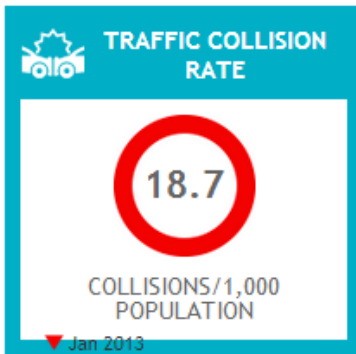
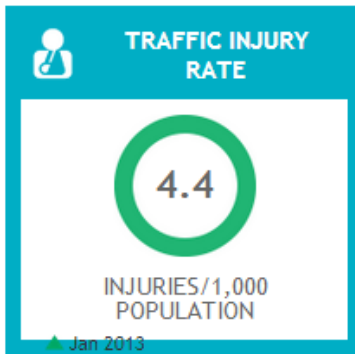
THEWAYWE LIVE

THEWAYWE GREEN

THEWAYWE GROW

THEWAYWE PROSPER

THEWAYWE FINANCE



▲ Meets or Exceeds Target ► Near Target ▼ Needs Improvement

Civicware: Issues Engagement

[Check out the Federal Budget](#)

or, choose a state:



WIDESCOPE

CODE *for*
AMERICA

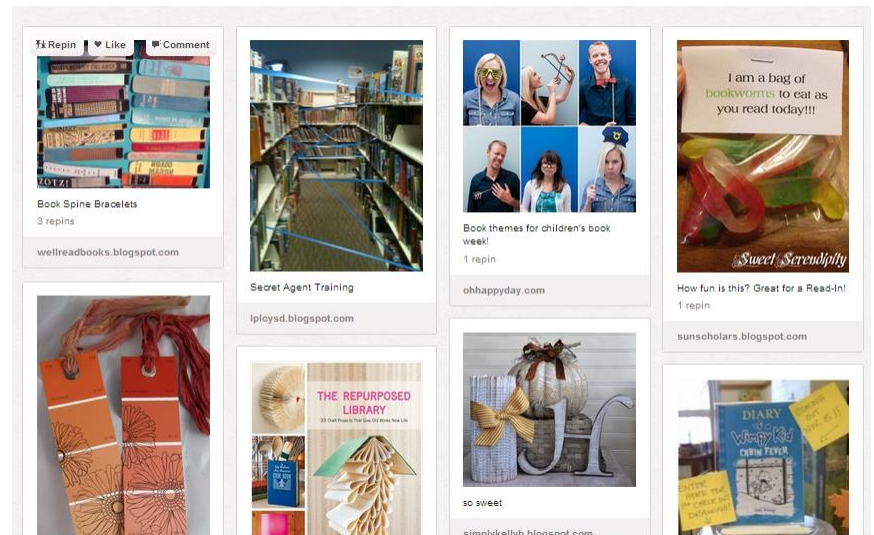
Aunt _____
BERTHA
_____.COM
CONNECTING PEOPLE AND PROGRAMS



Unique Program Brands



Seed Bank Program





Rethinking & Retooling *Local*

Retooling & Retooling Local

- Culture Shaping (Civicware)
- Open Data Platforms
- Small Business Empowerment
- Focus on Levels of Social Connectivity & Local Market Dynamics
- Private Partnerships

Describe 2-3 new service innovations or program concepts that you might deliver in 2014 and beyond



Place-based Experiences



What changes do you see around libraries and the expanding role (and notions) of place-based experiences?



Community-based

Pop-up Libraries

Social Discovery

Location-based Experiences

Online-based

Maker-Space

Hacker-space

Playscapes

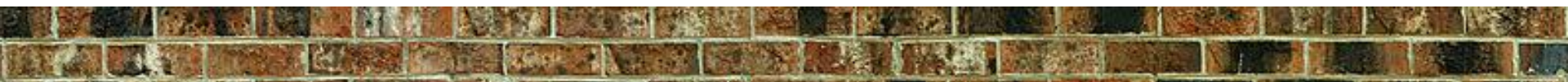
Immersive

Collaboration-scapes

Civicware

Learning Environments

Library-based



Managing Identity on the Go

...guest lecture tonight!

...on my way to the library then dinner downtown

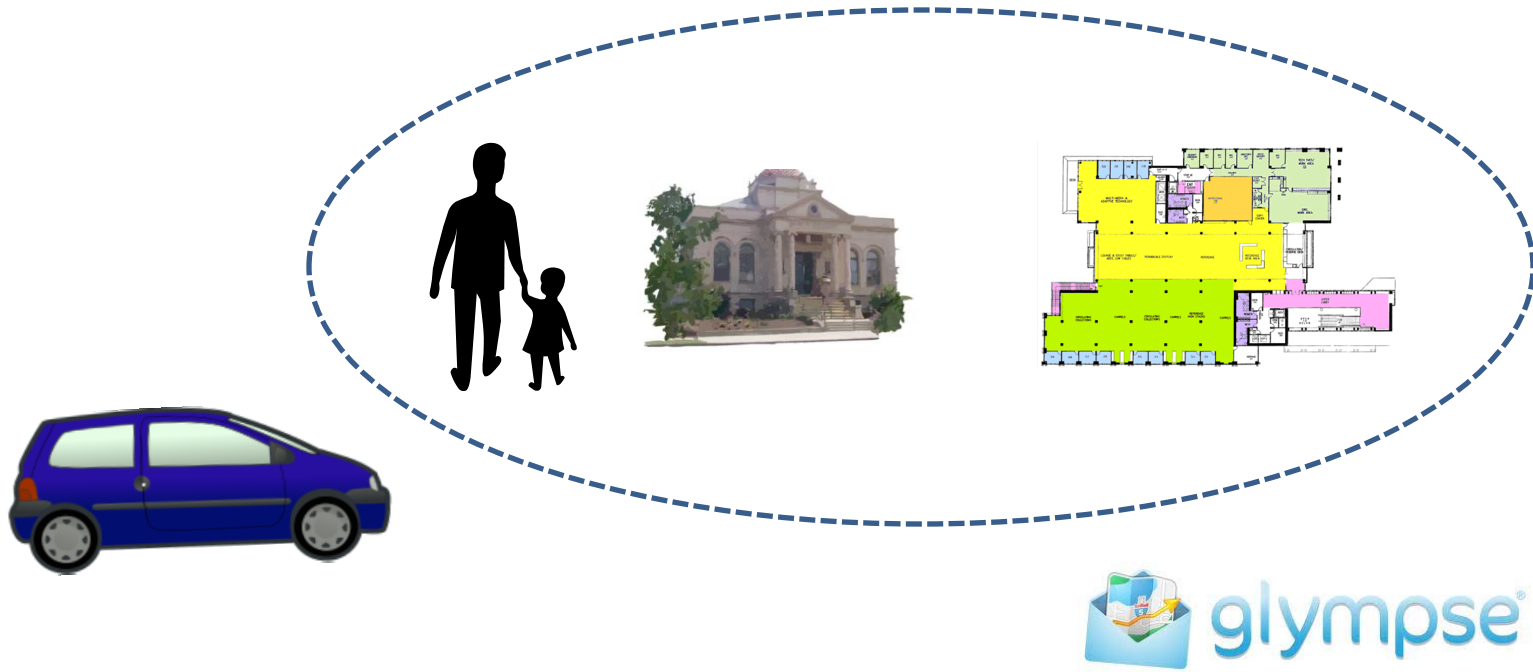
...studying for exam tomorrow!

...heading to my book club

...join me.. photographing campus

...special discount at bookstore

Geo-Fence Relationships



Service Innovation

Drive up, Pick up

Connecting Communities

Parents; Literacy Groups

How do we leverage place-based discovery and sharing?

CONTEMPORARY ARTS CENTER
FaireyTrek



Learning from Geo Caching Culture

Library Strategies:

- Place as Storytelling
(Community as setting)
- Community members as 'authors' of place
- Place-based Learning Discovery

Connecting Places to Programs

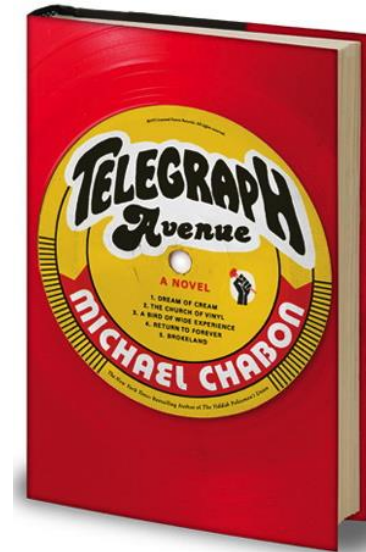
How do we leverage place-based story extensions?

Michael Chabon's *Telegraph Avenue*

HarperCollins Publishers



Converted Deisel store into pop-up Brokeland store



Created an interactive map of Oakland linking to storyline

How do we build satellite learning places beyond our home institutions?



Architect John Locke




The Uni Project


KICKSTARTER


Pop-up Architecture:


- Event / Site-specific
- Value Spectrum:
Unexpected; On-Demand; Convenient


Shifting Expectations & Demand for Place as Service

<  **Library hours**
what's open now





 **Ask us!**
chat online now






 **Print, copy, scan**
find out where & how



 **Places to study**
computers, coffee...


 **Collecti**
new & notal >

Filter by

Show all  absolute quiet  coffee nearby  conversation allowed  electrical outlets

 group study  individual study  large tables  open late  outdoor space

 public computer  Stanford-only computer

Study area	Located in	Description
 Bender Room	Green	The Albert M. Bender Room offers beautiful views of the Quad and the hills beyond campus, as well as comfortable seating and a quiet atmosphere for study, leisure reading, and reflection. The Bender Room contains a non-circulating collection of books of current and classic interest, both...

FAST COMPANY

11 Ways You Can Make Your Space as Collaborative as the Stanford d.school

BY LINDA TISCHLER | MAY 6, 2010



Collaboration Spaces

MetLife



Creative Aging Environments



20-Somethings 'Emerging Adulthood'

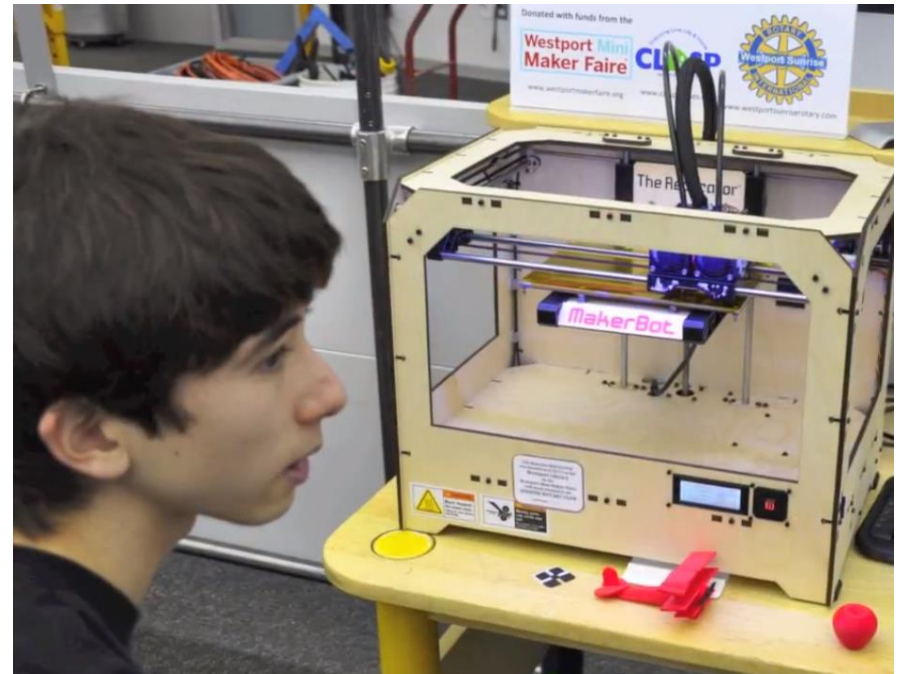
Fort Wayne Regional Maker Faire®



A Public Art & Technology Laboratory
Interconnecting Imagination, Technology and Community



Integration of Materials, Process and Play



What are civic problems to solve via 'Hacker' events?

Civic Experiences &
Purpose-driven Events

HACK NY

**REINVENT NYC.GOV, NEW YORK CITY
GOVERNMENT'S FIRST HACKATHON**

NYC gov hosts first hackathon



ARTPLACE



*** Placemaking
Leadership Council



Cultivate.



Engaging Places

Strategies and ideas to connect people with historic places

SOCIAL SPACES

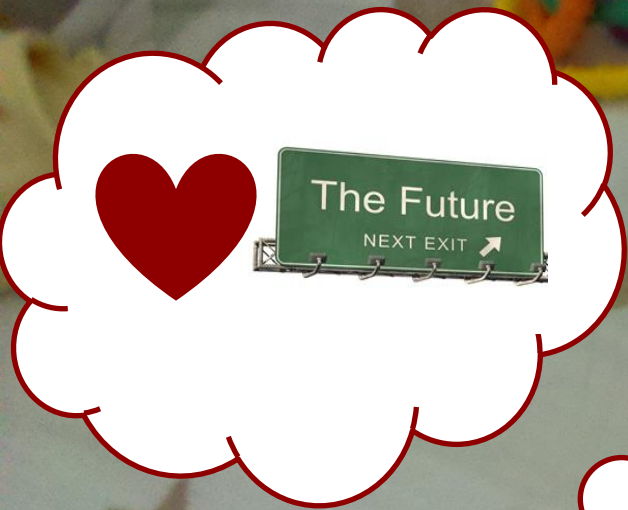


Describe place-based strategies for kids, teens, emerging adults, adults, aging populations and staff



I don't
like the
future...

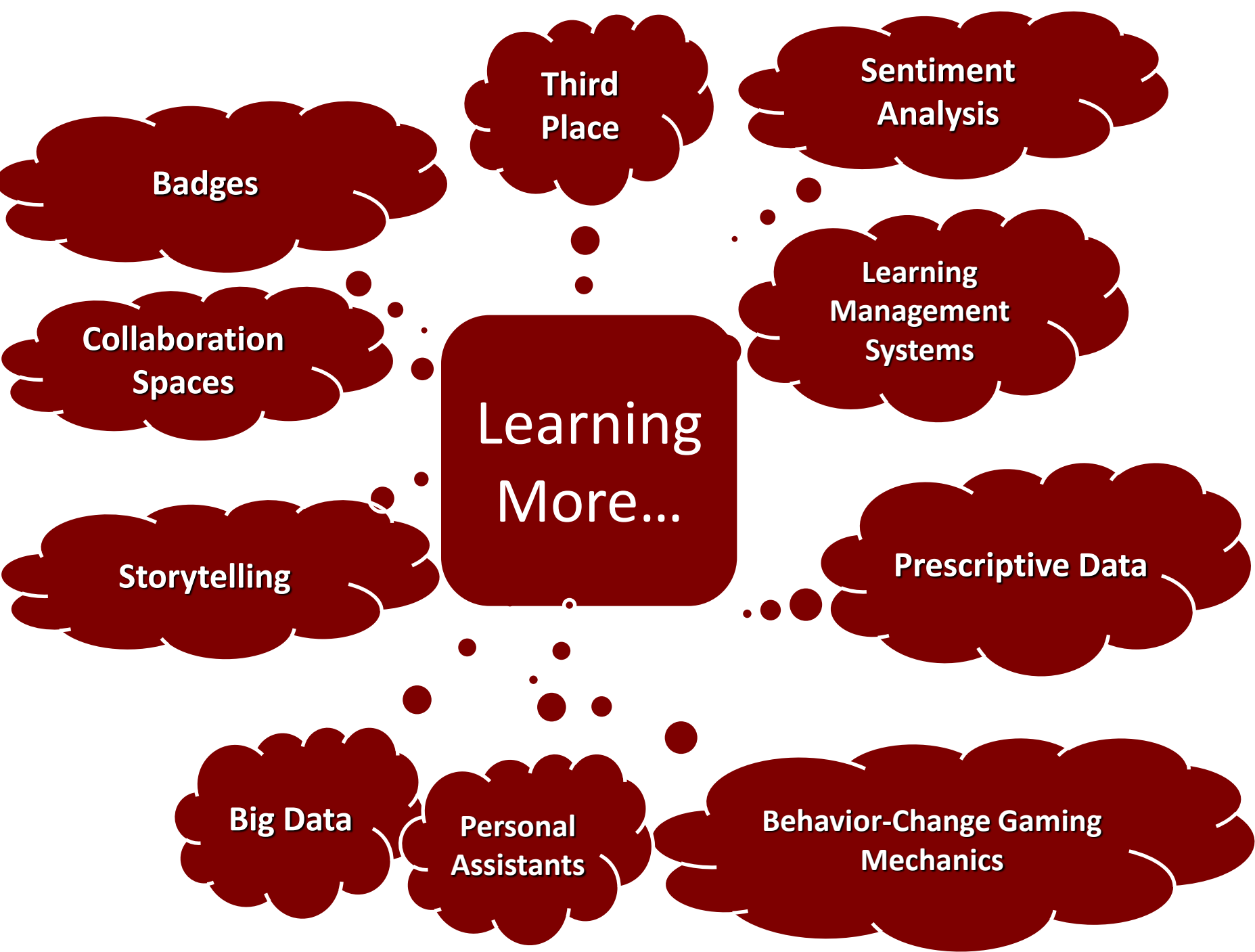




Every day I make an effort to go toward
what I don't understand.
Yo-Yo Ma



Daddy is a
futurist



Follow Passionate People & Smart Conversations



Tim O'Reilly



Nancy Duarte



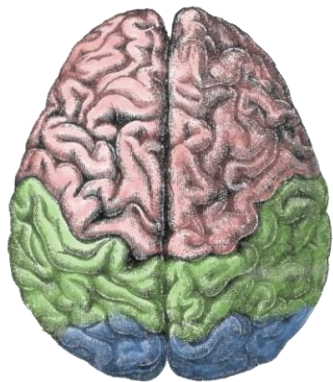
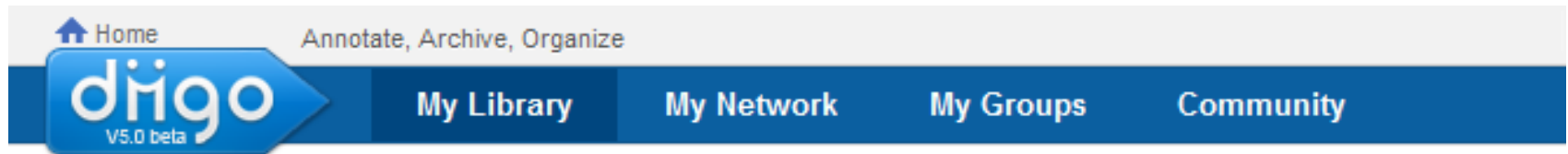
Hans Rosling



Neil deGrasse Tyson



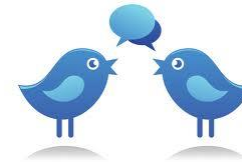
Set up a 'Signals Team' to Monitor Change & Explore Implications



**Social
Bookmarking
External Brain**



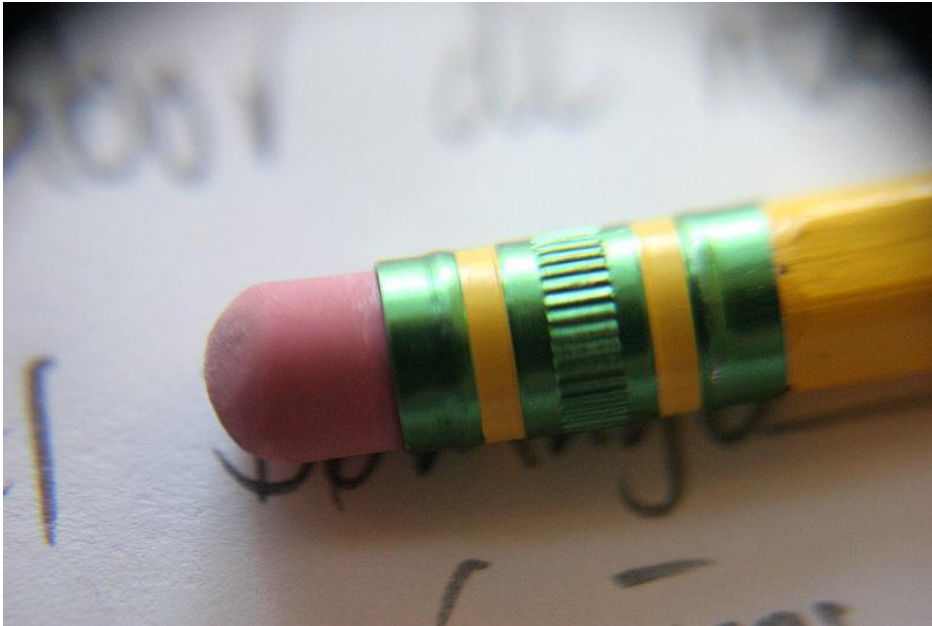
**Social Learning /
Shared Awareness**



**Programs &
Products**



Embrace Mistakes: Fail Fast & Forward



FAILfa[💡]re

Engage Stakeholders in Scenario Thinking



IDEO



● Art Center College of Design



ARUP

Learning to Rehearse the Future: 'Instant' Scenarios & Trend Cards


Food 2.0

Food continues to be an aspect of public and private life that is characterized by a wide range of bifurcating trends – healthy and otherwise. Despite evidence of continued poor eating habits – and limited choices in areas officially labeled as **food deserts**, there are signals of positive changes ahead for better food choices.

There are dynamic new cultural influencers in the world of food. Celebrity chefs and self-made YouTube stars are elevating the art of cooking across television and the social media landscape. **Foodpreneurs** are expanding options of artisan foods at local supermarkets, farmer markets and pop-up carts that deliver healthier options in unique places.

Locovores are people who commit to buying foods produced within a 100 mile distance. And some restaurants are promoting **Agri-Chefs** that use ingredients grown by themselves onsite or at local farms. Developers of food-based social and mobile web apps are helping people make more informed choices.

There are even positive signs around shifts in food supply chains able to accommodate changing expectations. Institutional demand from hospitals and schools for higher quality and more diverse produce pushed Sysco to rethink its supply chain to integrate local produce and products for regional markets. Two test pilots in Kansas City and Grand Rapids (MI) have shown an economical way to return to local food chains.



Rise of 'Third Place'

The creation of **Third Places** – which refer to those *not* home, *not* work public-private gathering places – is now widely embraced by institutional leaders, urban planners, and elected officials as a strategy to design livable communities and welcoming civic institutions.

Starbucks and Barnes & Noble built their fortunes and brands on quality of place – and institutions such as the Rubin Museum and Walker Art Center have created compelling **third place**-based experiences that exist outside their traditional exhibit halls.

Looking towards the future, **third places** are being re-shaped by a growing community of interaction designers who merge principles of architecture, social ergonomics and technology-mediated experiences to reset expectations for civic engagement and the creation of a **cultural commons**.




Collaborative Consumption

Collaborative Consumption refers to platforms that allow friends and strangers to share in offering, buying or borrowing of products, services and experiences. These **sharing economy** innovations are enabled by web-based social networks that connect communities and allow users/companies to build and manage reputations as a form of currency.

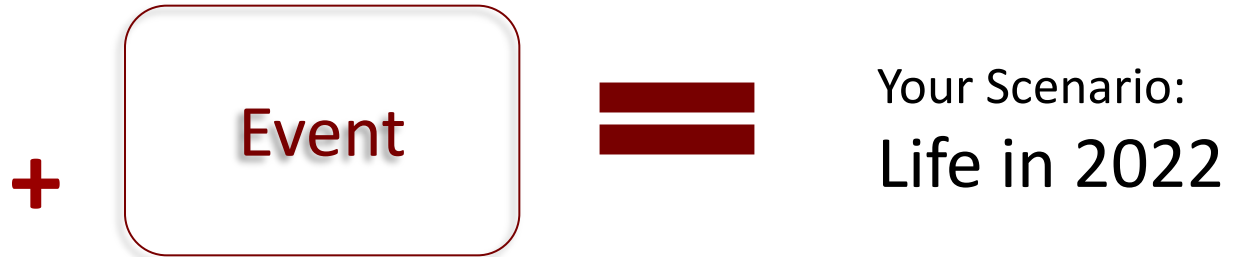
Social commerce empowers buyers and sellers by maximizing local economies. It also creates vast amounts of aggregated data that can be used to understand communities and user behavior.

- **Relay Rides** is a peer-to-peer car sharing service that recently announced a partnership with GM OnStar™
- **AirBnB** is trusted match network of homeowners who have available rooms for business travelers and tourists
- **Barter Card** allows you to store and pay with tradable talents
- **Vayable** connects tourists with people who provide personalized services in local communities

Companies, institutions and communities are looking towards **Collaborative Consumption** as way of expanding access and leveraging reputation to improve the authenticity of experiences.



Create an OWLS
Trends Card Deck by Spring 2014



September 11, 2019
**IBM Watson Teaches
First Class at Harvard**

'Killer Questions' to Brainstorm Ideas



killerquestion

@killerquestion

A feed of killer questions that will unlock killer ideas .. also

follow @philmckinney

<http://www.killerinnovations.com>



killerquestion killerquestion

#KQ What **#customer #segment** will emerge in 5 years that doesn't exist today? <http://om.ly/ytUv>

28 Oct

1. What if we invited a gaming mechanics team to redesign library membership levels?
2. What if formed a Creative Aging or an Emerging Adulthood Services Division?
3. What if libraries were charged with economic development services?

Garry Golden

www.garrygolden.net (Two Rs)

garrygolden@gmail.com

347-463-7412

<http://www.garrygolden.net/OWLS2013>



Step One: Set up a Signals Team for Horizon Scanning

Signals Team is responsible for horizon scanning and communication of potential implications to the rest of the organization.



Empowering Your Signals Team



- **Branding & Reputation**
Allow the team (or teams) an opportunity to build an identity and brand associated with their scanning and foresight activities
- **Give them Visibility**
Consider a dedicated space in the office or break room for posting scan hits or scenario headlines that the group produces
- **Give them the Gift of Time**
Allow them to schedule 30 minute blocks of time for scanning and 90 minutes for bi-weekly scanning meetings
- **Socialize the Outputs & Outcomes**
Establish expectations that Scan Club members will publicly share their social bookmarks (such as Diigo™) or documents (e.g. shared DropBox™ folder)

What?



Scan Hits: Criteria and Considerations

Criteria for *scan hits* should be judged on the following elements:

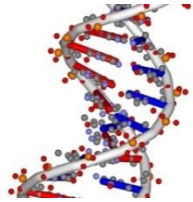
- Source Credibility
- Newness/Uniqueness
- Degree of Uncertainty
- Degree of Impact
- Momentum
(e.g. trends converging, slowing down, speeding up)

2004

Great Scan Hits!

Establish a Broad List of Themes and People to Follow

What?



S.T.E.E.P. Categories

Society Technology Environment Economics Politics

Social

(Demographics/Culture)

Life stage: Aging

Life stage: *Family* Formation

Urbanization

Rural / Small Town Divides

Globalization (Economic/Cultural)

Religion / Faith

Gender Issues

Education (Lifestage vs. Lifelong Learning)

Multi-generational Households

Leisure Industry (e.g. *Stay-cations*)

Philanthropy

Technology

Cloud Computing

Location-based Services (LBS)

Machine-to-Machine (M2M)

Internet of Things (IoT)

LTE/4G (Broadband Wireless)

Big Data / Prescriptive Data

Algorithms (Machine Learning)

Personal Assistants (e.g. Watson/Siri)

Neuro – Marketing; -Economics

Textiles / *Wearables*

Additive Manufacturing

Robotics`

Environment

Third Places (Built Environments)

Pop-up Architecture

Energy Resources

Rise of Toxins (BPA-Free)

Green Building Standards

Waste Capture / Waste to Energy

Economics (Macro/Micro)

Entrepreneurship

Social Entrepreneurship

Base of Pyramid (BoP)

Manufacturing

Warehouse & Logistics

Service/Knowledge Economy

Creative Industries

Behavior Change (Gaming

Mechanics)

Neuro-economics

Trade Policies

BRIC Economies

South-to-South Globalization

Localization

Politics

Regulatory Frameworks

Tax Policies

Values Fragmentation

Regulatory Harmonization

Radical Transparency

Civicware / Govt. 2.0

Library specific or Kentucky specific

Non-Library

Follow Passionate People & Join Smart Conversations



Tim O'Reilly



Nancy Duarte



Amy Jo Kim



Neil deGrasse Tyson



**4,500 Librarians
on 9 Twitter Lists.**

Follow Leading Edge Projects



General Purpose Scanning Resources

PewResearchCenter



KICKSTARTER



The Chronicle of Higher Education

HYPERALLERGIC



gov20.govfresh

fedscope



Gartner

McKinsey&Company



PEHUB

INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE

CURRENT INTELLIGENCE | BY THESIGERS

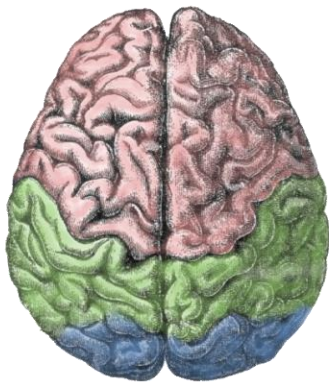
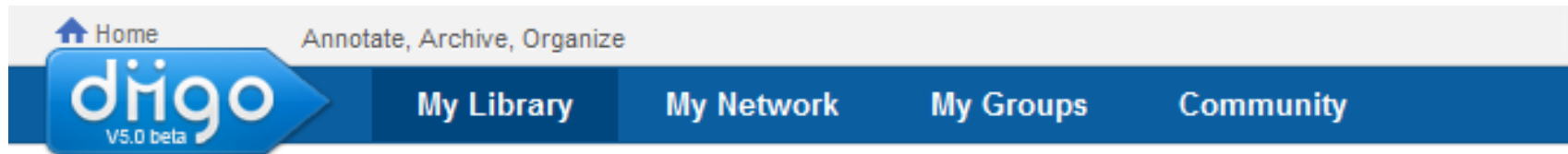


THE : FUTURE : LABORATORY



Managing Scanning Workflows on Social Bookmark Platform

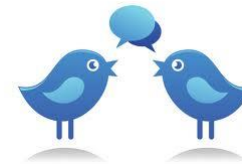
How?



**External
Memory**

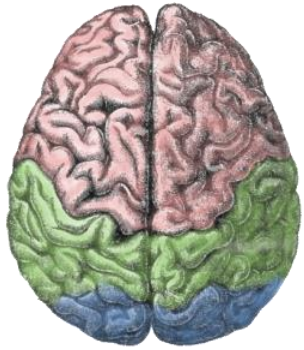


**Social Learning /
Shared Awareness**



**Programs &
Products**





Carol Tang @CarolTang1

24m

Thought-provoking, long [@make](#) blog. Via [@prem_k](#): Time For [@GirlScouts](#) and Boy Scouts 2.0?
blog.makezine.com/2012/03/02/tim... #stem #afterschool

Think of Diigo™ as a
tool for external
memory bank that you
can revisit at any time!

Save Bookmark

[Remove](#)

Url

Title

Private Read later Cache

Description

Tags

Signals Team

Scanning Goals

We are looking to measure Outputs



25

Scan Hits per Month

Tagged on **diigo**

Using **Library** keyword

2

'Best of' Scan Hits

Shared with Colleagues

4

Scheduled Events Per Year