

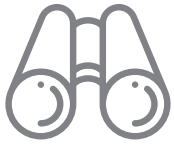


# ***FORESIGHT TOOLKIT PATHWAYS TO 2025***

*Committed to  
Building a Culture  
of Foresight*

This toolkit is based on the work of the ASAE Research Foundation — ForesightWorks Advisory Group's ForesightWorks Research Project. It is designed to be used in conjunction with the ForesightWorks Research. To learn more about the ASAE initiative and to purchase the ForesightWorks Research, [click here](#)

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# At-a-Glance View:

## 50 ASAE DRIVERS OF CHANGE

1	2	3	4	5	6
Data & Technology	Content, Learning, & Knowledge	Demographics & Membership	Economic Conditions	Society & Politics	Workforce & Workplace
Anticipatory Intelligence	A Shifting Environment for Content	Aging World	Cartel Capitalism	Algorithmic Politics	Automating Work
Blockchain Platforms	Higher Education 3.0	Empowered Women	Climate Change Resiliency <i>(added Aug. '19)</i>	American Inequality	Bifurcated Workforce
Fast Data <i>(combined with Dark Data Comes to Light, Aug. '19)</i>	Mentoring 2.0	Empowering the New Workforce <i>(replaced 21st-Century Guilds, Aug. '19)</i>	Global Power Shifts <i>(revised Aug. '19)</i>	Declining Trust	Diversity and Inclusion
Fraying Cybersecurity	Microlearning	Immigration-Driven Demography	Philanthropy Reshaped	Healthcare Disruption <i>(added Aug. '19)</i>	Human-Machine Cooperation <i>(revised Aug. '19)</i>
Marketing and Advertising Transformation	New Journal Models <i>(revised Aug. '19)</i>	Socializing Reshaped	The Productivity Paradox <i>(replaced The Stagnation Economy, Aug. '19)</i>	Ethical Consumption	More Human Humans
Nichification: Big Data Segmentation	Rejection of Expertise	The Next-Gen Professionals	The Sharing Economy <i>(revised Aug. '19)</i>	Ethical Edge of Innovation	New Forms of Work <i>(combined with Work Redefined, Aug. '19)</i>
Personalized Artificial Intelligence	Virtualized Meetings	Volunteering <i>(added Aug. '19)</i>	Trade in Transition <i>(revised Aug. '19)</i>	Population Health <i>(added Aug. '19)</i>	Reputation by the Numbers
Taming Big Tech Dependency				Shifting Terrain for Advocacy <i>(revised Aug. '19)</i>	Re-Working Career Pathways
Who Owns the Data				Splintered Society	Toward a Spectrum of Abilities <i>(added Aug. '19)</i>
				Standards Under Pressure <i>(added Aug. '19)</i>	
				Transparent Organizational Ethics	



# Entry Points for Foresight Conversations

Thinking about the future is smart leadership. You can help your board members understand that the practice of foresight is a leadership competency. In fact, the ability to have foresight and to think about, and plan for the future is as important as strategic planning. ASAE believes it is so important that they are discussing the possibility of making it a domain for certification.

Don't view this initiative as "another thing to do." Look at the process as another way to make your organization successful. All association functions, both staff-driven and volunteer directed, can benefit from a look into the future. Bringing foresight into every possible conversation makes it less of a project and more a standard mode of operation.

One step that is universally recommended by account executives who have already begun conversations using the ASAE ForesightWorks Action Briefs is to be sure to prioritize drivers of most interest rather than trying to tackle the entire package. Focus on a cluster or maybe there are a few drivers that are particularly relevant. One way to narrow down the choices is to survey the board and/or committees and provide a list of drivers and have members vote on their top five.

Once you have identified your areas of focus, foresight discussions can be introduced to leadership, membership and the larger association community in a variety of ways:

**Dripping the Message of Foresight:** Building a culture of foresight helps non-profit leaders anticipate the future by facilitating conversations at both strategic and operational levels about how the future of the organization can be navigated. Account executives should introduce the topic of foresight at board meetings by introducing ASAE's ForesightWorks Research and paint the picture for why the organization should take a lead role in looking ahead for the benefit of their members and industries, fields, and professions they represent.

**Nominations Process:** If board members have the duty of foresight, the nominating committee should be identifying candidates that are interested in this type of discussion. It could be a criterion for selecting board member candidates based on the application process or potential candidates could be identified through their work to support foresight initiatives.

**Board Orientation:** Incorporate the practice of foresight into job descriptions and explain how board members will be involved in future planning for the association. Add a bullet to your board orientation deck page, "The Duty of Foresight" is part of a board member's responsibility to the organization.

**Foresight Survey:** Use the AH survey to determine the priorities for

your organization. This could be introduced to the board as well as staff to see how they align or where there are blind spots. This can also be introduced during the transition process of a new board or staff member(s) to better inform them on what the main issues are that need to be addressed. Keep in mind, the survey included in this toolkit is only covering one topic cluster. There is a similar survey for each topic cluster in the full version of the AH toolkit.

**Strategic Planning:** Practicing foresight does not replace strategic planning, it complements and informs the process. The person conducting the strategic planning survey can review the drivers and pull out driver summaries related to key issues raised in the survey and provide them in advance of the strategic planning sessions. Introduce the idea of foresight in the strategic planning slides.

**Online Community Conversations:** Engage your community board moderator to post a ForesightWorks driver and open a conversation about how the association might be impacted or how individual members will experience the trend. This is likely to bring new voices into the conversation and widen the group that normally engages with posts.

**Roundtable Discussions at Your Annual Meeting:** At your annual meeting or conference, invite all association volunteers to participate in roundtable discussions about how future trends will impact the profession as well as the association. Appoint a scribe to document ideas that came out of those conversations and use the information as fodder for future content or tactical discussions about marketing or member services.

**Committee Formation:** Identify members of your community who have a passion for trends. Or, use this to engage negative folks to hear their ideas. A committee could support board focus around the key issues or identify opportunities to open the conversation to the community. Committees can recommend tactics that the board can review and make decisions to fund and implement.

**Create Content:** Each driver of change could be a catalyst for a blog post, commentary or article discussing predicted change will affect the profession.

**Use Drivers as Themes for Educational Tracks:** Unite non-technical education sessions under cluster or driver themes.



# ASAE ForesightWorks Drivers of Change Survey Example

This is the Data & Technology portion of a digital survey that touches on each topic cluster.

## Data & Technology

**Anticipatory Intelligence:** Big data, data analytics, and artificial intelligence are enabling predictive analytics used to anticipate needs, opportunities, and threats in an organization’s environment. The market for predictive analytics is growing rapidly, and major computing companies are key players. Organizations view predictive analytics as one of the most important ways to leverage big data.

- Not as relevant now
  - Important but not critical
  - High priority
  - Not Applicable
- 

**Blockchain Platforms:** Blockchain technology uses a distributed digital ledger to record data, contracts, and transactions, financial and otherwise, without the need for third-party validation. While bitcoin was the first proof-of-concept for the efficacy of blockchains, blockchains have applications beyond virtual currencies. By embedding trust in the algorithms of the blockchain, blockchains can enable trustless transactions and data exchanges, eliminating the need for supervision by intermediaries or government authorities.

- Not as relevant now
  - Important but not critical
  - High priority
  - Not Applicable
- 

**Fast data:** The drive to leverage big data will lead to more data gathering and more effective use of existing data. An increasingly important form of data analytics is “fast data,” which emphasizes real-time decision making based on the idea that the greatest value from data comes from immediate application. Examples include fraud detection, recommendation engines, personalization, and real-time demand forecasting. In all of these cases, the value comes from quickly processing and acting on the data-and this value can diminish quickly as the data get stale.

- Not as relevant now
  - Important but not critical
  - High priority
  - Not Applicable
- 

**Fraying Cybersecurity:** Risks to digital infrastructures are growing, even as dependence on them rises. Employees are both worried and harried—concerned about digital privacy and security in the workplace, and tired of the difficulty and complexity of maintaining system security. Associations face the same internal risks as other organizations but also have opportunities to support their members in new ways.

- Not as relevant now
  - Important but not critical
  - High priority
  - Not Applicable
- 

**Marketing and Advertising Transformation:** Advertisers and marketers are exploring innovative ways to connect with the public. Online advertising is growing, but concern is rising about vulnerabilities to abuse for other purposes, including fraud, as well as whether the model is even effective. Meanwhile, innovations in marketing and advertising are reshaping practices and assumptions by blurring the lines between marketing, entertainment, advertising, and content.

- Not as relevant now
- Important but not critical
- High priority
- Not Applicable



# ASAE ForesightWorks Drivers of Change Survey Example *(continued)*

This is the Data & Technology portion of a digital survey that touches on each topic cluster.

**Nichification:** Big-Data Segmentation: The big data revolution makes it feasible to define new niche demographic segments that share common motivations and interests and to target them with tailored and tested appeals. Associations will be able to communicate to and even predict the interests of very specific segments but will run the risk of limiting broader audience awareness of content and messaging.

Not as relevant now       Important but not critical       High priority       Not Applicable

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**Personalized Artificial Intelligence:** Rapidly advancing machine learning is combining with data analysis to enable software equipped with increasingly accurate pictures of consumers' lives and likes. This technology can support personalized microtargeting and allow organizations to offload customer service work to chatbots and other interfaces. Individuals may interact more and more with software that seems to know and understand them, sometimes better than their friends.

Not as relevant now       Important but not critical       High priority       Not Applicable

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**Taming Big Tech Dependency:** A handful of global consumer-technology platforms — Facebook, Google, Apple, Amazon, and their subsidiaries — increasingly shape entertainment, news, commerce, and even personal interaction. The unprecedented (and still growing) power and influence of these companies create a variety of challenges for both governments and civil society, prompting governments to step up their oversight.

Not as relevant now       Important but not critical       High priority       Not Applicable

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**Who Owns The Data?:** In the United States, there is a growing movement among technologists and consumers to give individuals more control over data about themselves (their identifying information, online communications, purchasing histories, social media habits, etc.). This idea may prove a challenge to existing industry models, as free consumer data is the lifeblood of many popular online services and programs, particularly mobile applications.

Not as relevant now       Important but not critical       High priority       Not Applicable