# Analytical Education in 2020

**Foresight Skills and Insights for Intelligence Leaders**

## Five Eyes Workshop

**Center for Intelligence & Security Studies**
**University of Mississippi**
**March 2015 ❖ Oxnard, MS**


## John Smart

**President, Acceleration Studies Foundation**
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# Outline

- Technological Change
- Adaptive Foresight Skills
- Analytical Education Futures

# Technological Change

## Ten Areas, Two that Drive Acceleration

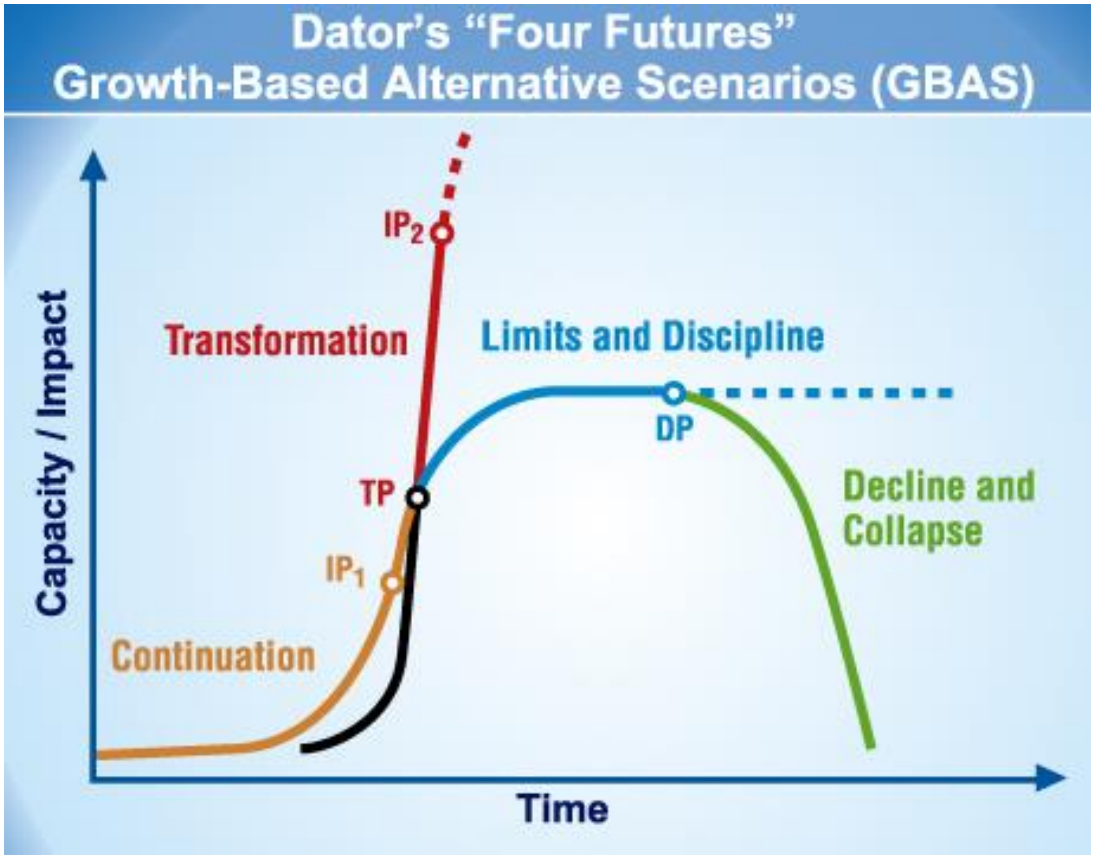
# Good Futurists try to Tell Weeble Stories

Hasbro 1972
(Author's Collection)

"Weebles wobble, but they don't fall down."

"Criticism is your best antidote to error." - David Brin

# Dator's Four Futures - Growth Scenarios




**Four Key Images/Stories/Expectations With Respect to Change**

**First two are Evolutionary ("Innovation" oriented).**
**Second two are Developmental ("Sustainability" oriented).**

Dator, Jim. 1979. *Perspectives in Cross-Cultural Psychology,* Academic Press.

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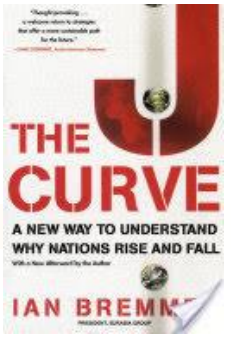
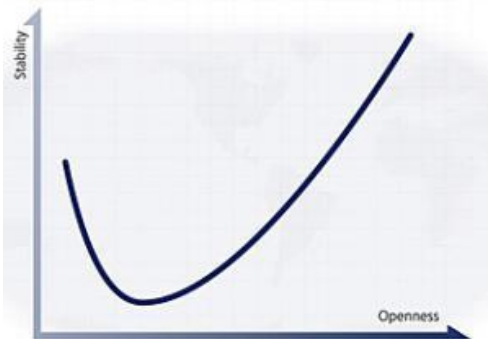
# Kuznets Curves - Developmental Cycles



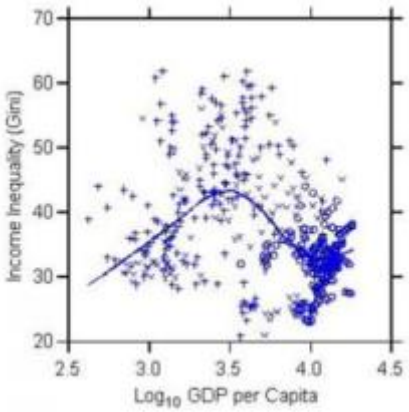
Bremmer 2007

Phase 1 - Tech Disrupts & Dehumanizes Us
Phase 2 - Things Stay Bad
Phase 3 - Things Get Better

- Income Inequality
- Environmental Degradation
- Social Stability
- Technological Impact
  - Cities
  - Industries
  - Calculators
  - Video Games
  - Cellphones
  - Social Networks
  - Security Systems...



Social Stability
Kuznets Curve



Income Inequality
Kuznets Curve

Environmental Degradation
Kuznets Curve

Leaders, Policymakers, Designers, Scholars Need to Get Us to Phase 3 As Fast as Possible.

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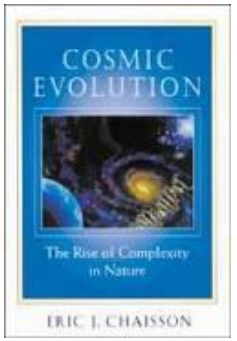
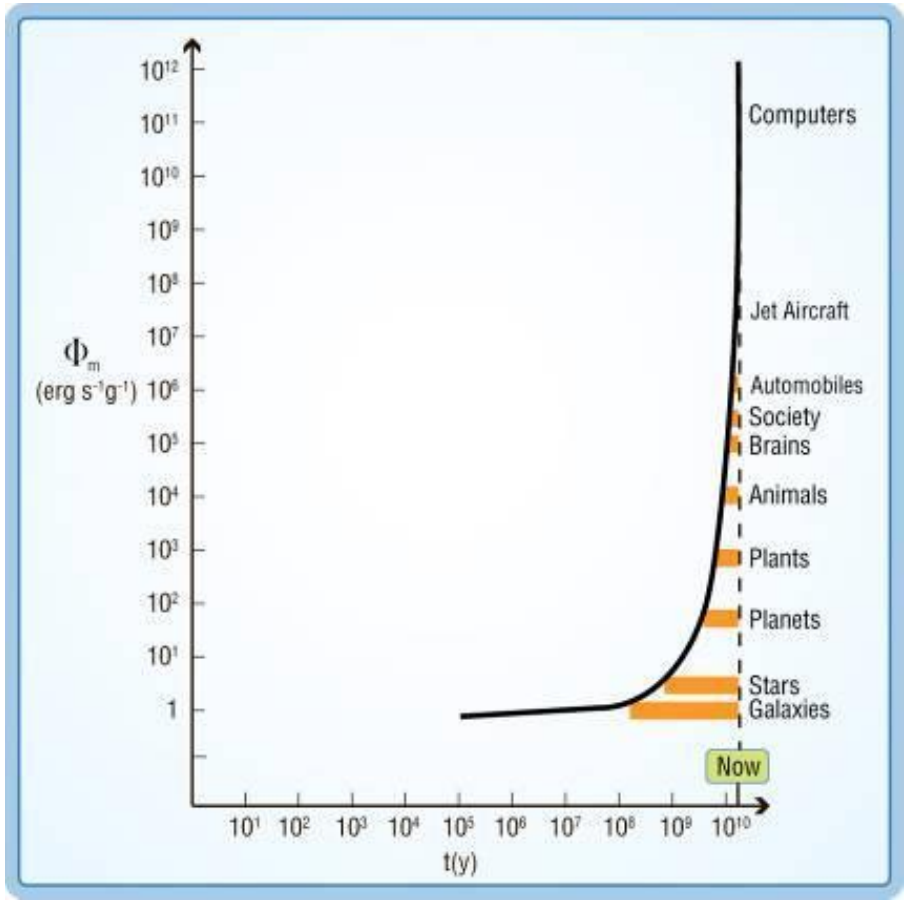
# The Acceleration of Complexification



Chaisson 2001

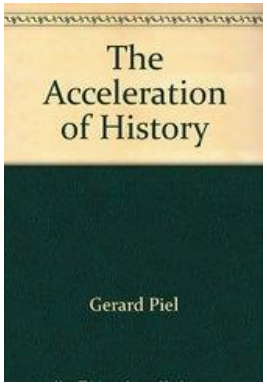
## Energy Flow Density (Φ)

| Dissipative substrate | (ergs/sec/gm) |
|---|---|
| Global AI of the 21st C | 10^12+ |
| Pentium II of the 1990's | 10^11 |
| Intel 8080 of the 1970's | 10^10 |
| Modern Engines | 10^5 - 10^8 |
| Culture (human) | 500,000 (10^5) |
| Brains (human) | 150,000 (10^5) |
| Animals (hum. body) | 20,000 (10^4) |
| Ecosystems | 900 |
| Planets (Early) | 75 |
| Stars | 2 |
| Galaxies | 0.5 |



Free energy flow density values in temporally emergent CAS.

# The Acceleration of History



Piel 1972

- *Homo Habilis* 2,600,000 yrs ago
- *Homo Sapiens* 150,000 yrs
- Neolithic Age 12,000 yrs
- Agricultural Age 7,000 yrs
- Empires Age 2,500 yrs
- **Scientific** Age **380 yrs** (1500-1770)
- **Industrial** Age **180 yrs** (1770-1950)
- **Information** Age **70 yrs** (1950-2020)
- **Symbiotic** Age 30 yrs (2020-2050)
- **Autonomy** Age 20 yrs (2050-2070)
- Tech Singularity **≈ 2070**

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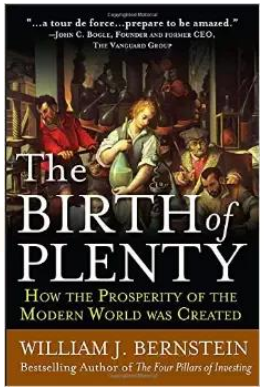
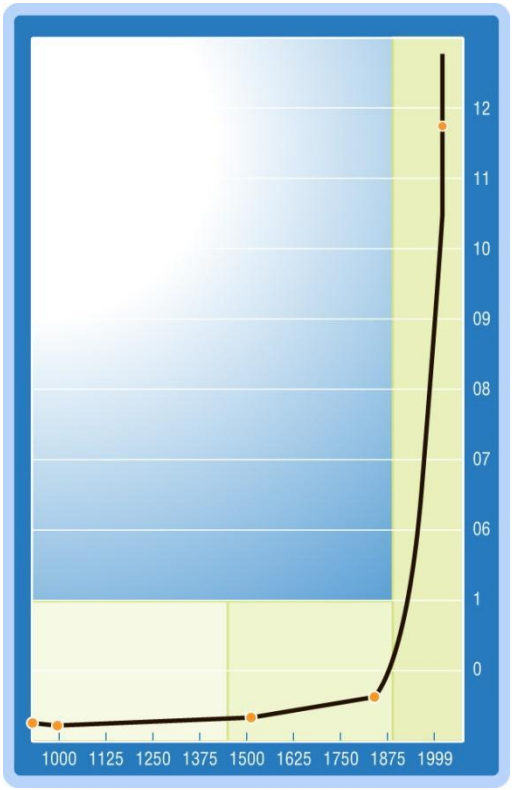
# Economic Acceleration




Bernstein 2010

GDP per capita in West Europe, from 1000-1999 A.D.

- This curve is **smooth** and **superexponential** on a very long timescale.
- Note the **"knee of the curve"** (state switch) occurs in 1850, at the **Industrial Revolution**.




*Contours of the World Economy 1-2030 AD*, Angus Maddison, 2007

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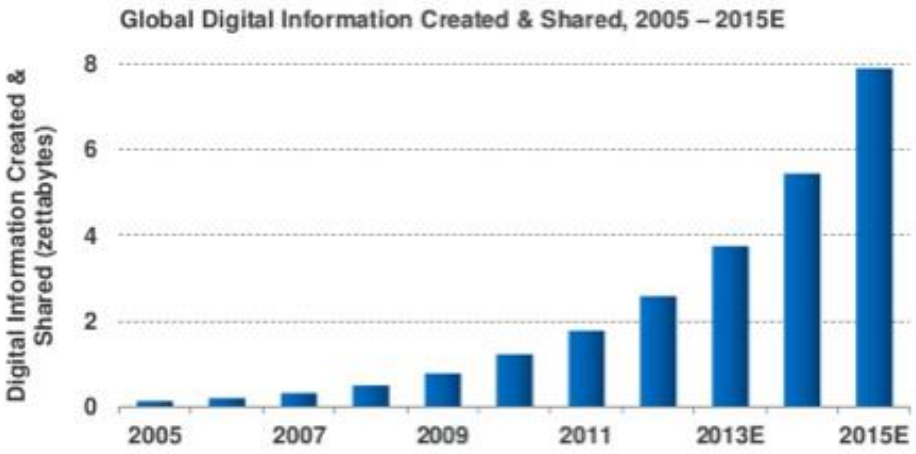
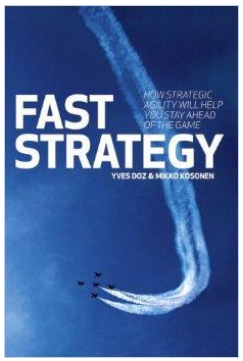
# Agility, Disruption and Accelerating Change

Annual Growth Rates of Familiar Systems

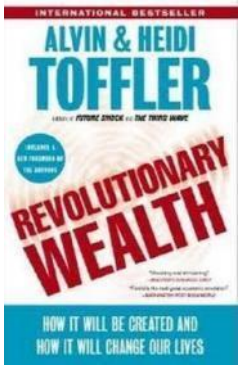
- 2-3% US Economy, Most Markets
- 9% China's Economy, Some Emerging Markets
- 14% Global Online eCommerce, Top Chinese Cities
- 20% Global eCommerce Technology Market
- 25% Health Care Analytics, India's Organic Food Market
- **35%** Computing & Communication Ability, Per $ ("Moore's law")
- **55%** Creation and Sharing of Digital Info ("Tagging the World")




The Digital Universe and Big Data, EMC/IDC, 2014-2020




Doz & Kosonen 2008




Toffler 2007

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# Ten Areas of Technological Change

1. **Information Tech**
2. **Nanoscience and Nanotech**
3. **Resource Tech**
4. **Engineering Tech**
5. **Cognitive Tech**
6. **Social Tech**
7. **Health Tech**
8. **Economic Tech**
9. **Political Tech**
10. **Security Tech**

LE Drones (Phantom Eye, Scan Eagle)
Disruptive Naval ISR Platforms

Unmanned Surface Vehicle (Piranha)
Naval ISR, Escort, Antipiracy Platform

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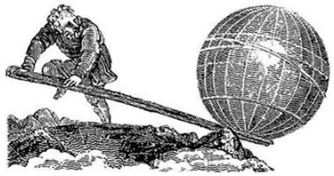
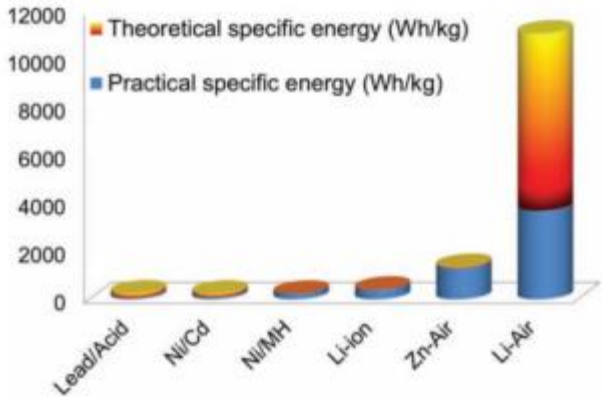
# Leaders Must Use the Strongest Levers, Nanotech and Infotech, and mind the Hype

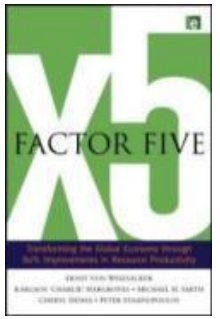
**"Give me a lever long enough, a fulcrum, and place to stand and I will move the world."**
**- Archimedes, 250 BCE**



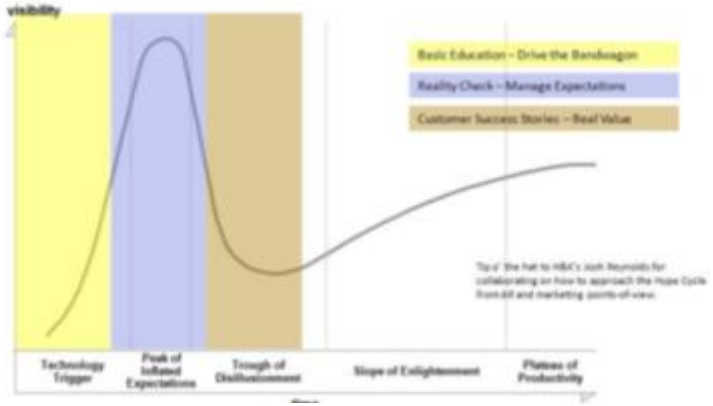



Battery Energy Densities:

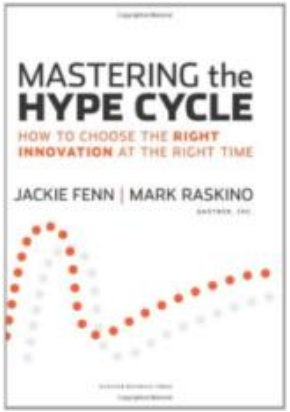
| | |
|---|---|
| Lead Acid | 30 Wh/kg (8X worse) |
| NiMH | 80 Wh/kg (3X worse) |
| Li-Ion | 250 Wh/kg |
| Zn-Air | 1084 Wh/kg (4X better) |
| Li-Air | 5200 Wh/kg (20X better) |
| Li-Air Theor. | 12000 Wh/kg (50X better) |




Von Weizsacker 2009




**Gartner Hype Cycle**




Fenn 2008

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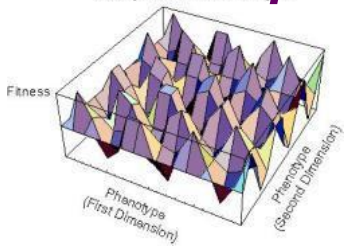
# Adaptive Foresight

## Eight Skills for Better Futures

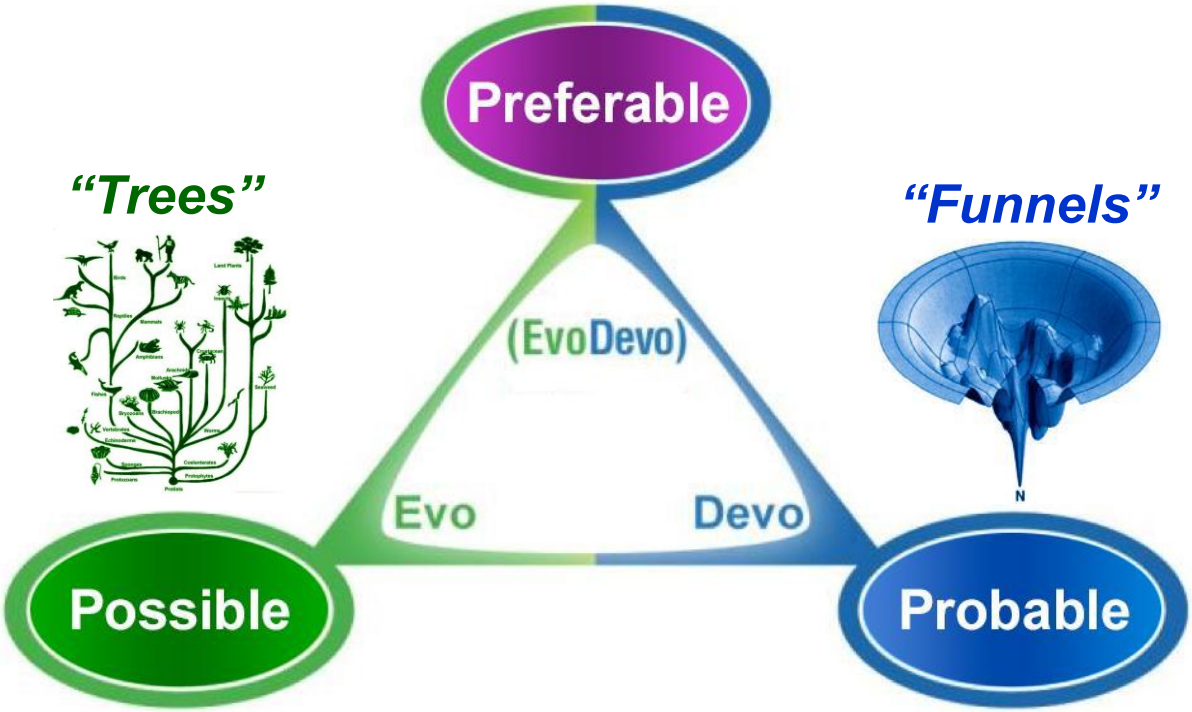
# The Three P's of Foresight
## Funnels, Trees, and Landscapes

**Is your team excelling in all three domains?**

***"Landscapes"***




**Strategy, Analysis, Planning**




***"Trees"***



***"Funnels"***



**Innovation, Ideation, KM Design, Entrepreneurship**

**Forecasting, Financial, Risk Mgmt, Law & Security**

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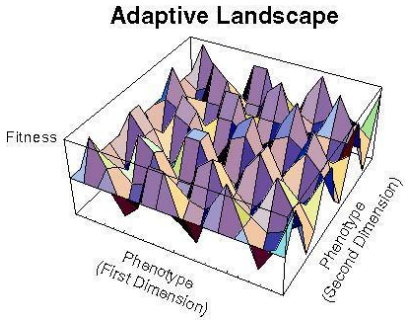
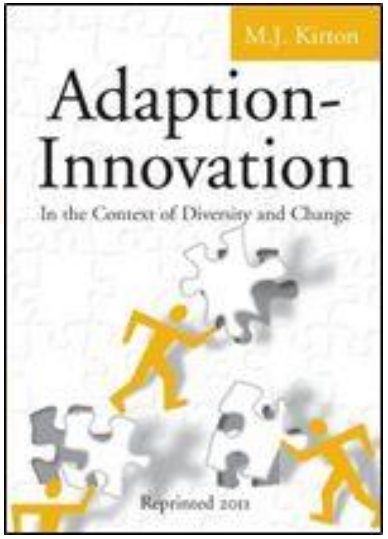
# Kirton's Three Personality Traits

KAIcentre.com



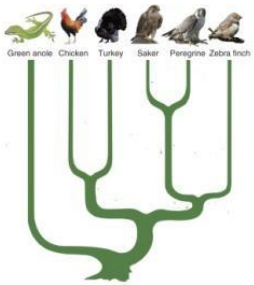



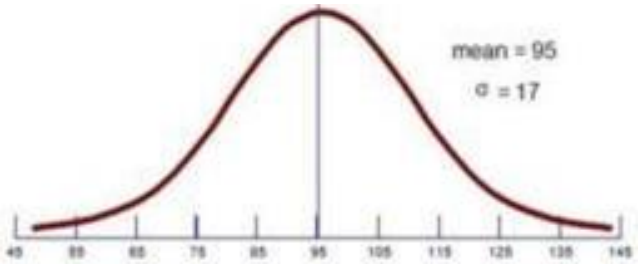

Kirton 2003

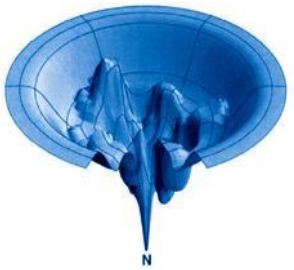
## Bridgers

(Managers, Strategists & Planners)

**Preferable Futures**




## Innovators-Creators

(Innovation, Creativity, Entrep.)

**Possible Futures**

## Protectors-Predictors

(Forecasting, Security, Status Quo)

**Probable Futures**

Kirton, *Adaption-Innovation: In the Context of Diversity and Change*, 2003. and KAI Inventory

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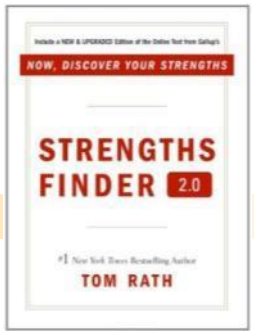
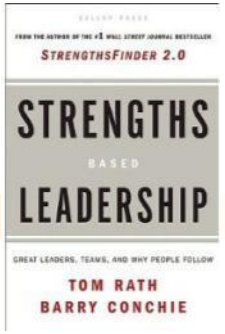
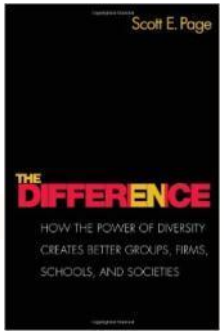
# Be Diverse: Use All the Strengths



Rath, 2007



Rath&Conchie, 2009



Page, 2008

## Gallup's 34 Workplace Strengths and Four Strength Clusters

**Foresight** ← → **Doing**

| 1. Strategic Thinking | 2. Executing | 3. Influencing | 4. Relating |
|---|---|---|---|
| "Knowing Where to Go" | "Getting Somewhere" | "Getting There With Others" | "Keeping Others on Your Team" |
| • Analytical<br>• Context<br>• Futuristic<br>• Ideation<br>• Input<br>• Intellection<br>• Learner<br>• Strategic | • Achiever<br>• Arranger<br>• Belief<br>• Consistency<br>• Deliberative<br>• Discipline<br>• Focus<br>• Responsibility<br>• Restorative | • Activator<br>• Command<br>• Communication<br>• Competition<br>• Maximizer<br>• Self-Assurance<br>• Significance<br>• Woo | • Adaptability<br>• Developer<br>• Connectedness<br>• Empathy<br>• Harmony<br>• Includer<br>• Individualization<br>• Positivity<br>• Relator |

StrengthsFinder is $14 per employee. *Start with this tool!*

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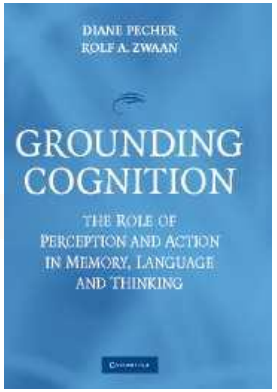
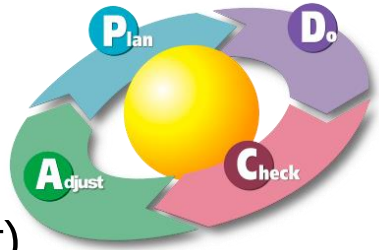
# Perception-Decision-Action Cycles



Pecher&Zwaan 2010

**PDA cycles** are at the heart of foresight and leadership.
They are grounded in cognitive science.
Our perceptions, models, biases determine what we see.




You've seen the variations:
The Deming **Quality** cycle (Plan-Do-Check-Adjust).
The **Strategic Planning** cycle (Think-Plan-Act-Learn)
The Boyd **Dominance** loop (Observe-Orient-Decide-Act).
The Agile **Development** loop (Design-Develop-Test-Discover).
The Lean **Startup** loop (Envision-Build-Measure-Learn).

We call it the "Do loop". Master it to win.

Smart, *The Foresight Guide*, 2015

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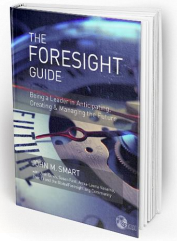
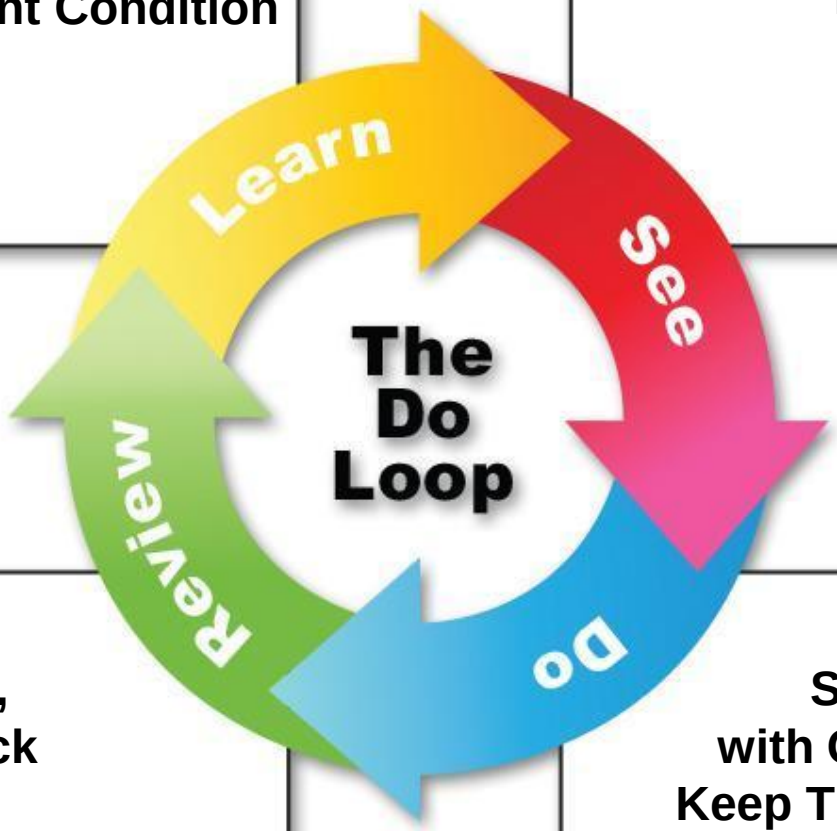
# The Do Loop




Smart 2015

1. Know Your History and Current Condition

2. Use Possible Probable, & Preferable Foresight (3 Ps)




4. Stay On Target, or Get Back On Target

3. Get Somewhere, with Others, and Keep Them Happy

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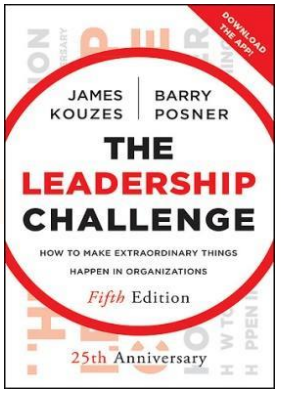
# The Eight Skills of Adaptive Foresight




Kouzes&Posner 2012

LPI LEADERSHIP PRACTICES INVENTORY

**Learn**

1. **Learning**
   Scanning, L&D, Metrics, Intelligence, Research (**Investigative Thinking**)

**See (Foresight)**

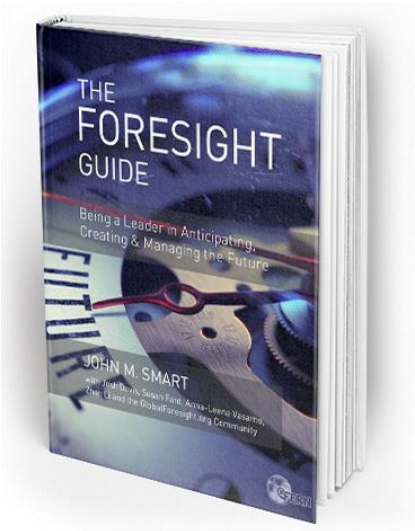
2. **Anticipation & Security** – Probable **(Convergent Thinking)**
   Forecasting, Predictive & People Analytics, Risk Mgmt, Security
3. **Innovation & Creativity** – Possible **(Divergent Thinking)**
   Initiative, Ideation, Alt Futures, Innovation
4. **Strategy & Planning** – Preferable **(Shared Vision / Re-Convergent Thinking)**
   Visioning, Goals, Strategy, Analysis, Planning

**Do**

5. **Execution** - *Product* (**Be Effective**)
   Operations, Sourcing, ICT, Knowledge Mgmt
6. **Influence** - *Market* (**Be Credible**)
   Sales, Marketing, CRM, Community
7. **Relating** - *Team* (**Encourage the Heart**)
   Management, HR, Performance, Ethics, Culture

**Review (Aftsight)**

8. **Reviewing** (**Challenge the Process**)
   Critiquing, Auditing, Quality, Adjusting, Unlearning

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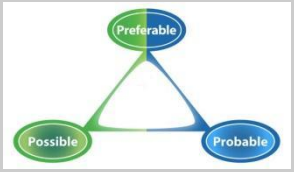



# Eight Skills of Adaptive Foresight:
## The Learn-See-Do-Review Cycle ("Do loop")

**LEARN** → **SEE** → **DO** → **REVIEW**

**1. Learning – "Knowing Your History and Status" (Investigative thinking)**
**Intelligence** (Research), **Learning & Development** (Training), **Metrics** (Triple Bottom Line Accounting)

**2. Innovation – "*Possiblity* Foresight" (Divergent thinking)**
**Idea Generation** (Alternatives, Stories, Scenarios), **Design**, **Innovation Mgmt**, **Entrepreneurship**

**3. Anticipation – "*Probability* Foresight" (Convergent thinking)**
**Forecasting** (Models, Predictive Analytics), **Investing**, **Risk Management**, **Law & Security**

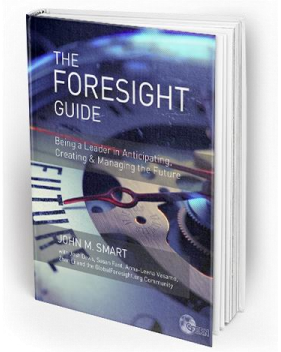
**4. Strategy – "*Preference* Foresight" (Adaptive thinking)**
**Strategy** (Framing, Priorities, Goals, Strat. Visions), **Analysis** (Decision Support), **Planning**(Quick, Strategic, Roadmaps)

**5. Execution – "Getting Somewhere" (Production thinking)**
**Product/Service/Project Management** (Operations, Engrg, Sourcing, ICT, KM)

**6. Influence – "Recruiting Others" (Market thinking)**
**Marketing Management** (Sales, Biz Dev, Market Research, Cust Svc, CRM)

**7. Relating – "Keeping Others On Your Team" (Team thinking)**
**Performance Management** (HR, Compensation, Ethics, Culture, Advisors, CSR, Communications, Public Relations)

**8. Reviewing – "Staying On Target" (Adjustment thinking)**
**Scorecards** (Feedback), **Quality**, **Change Management** (Critiquing, Unlearning, Correcting)




Smart 2015

Learn. See. Do. Review.

From: *The Foresight Guide: Being a Leader in Anticipating, Creating, and Managing the Future*
by John Smart, with Susan Fant, Joshua Davis, Anna-Leena Vasamo and the FERN Practitioner Community.
Coming Apr 2015 at Amazon and ForesightGuide.com.

Foresight Education and Research Network
supporting the art and science of understanding the future

# Leadership Culture - Running the Loop, Keeping Your Edge

**“Great Inputs”**

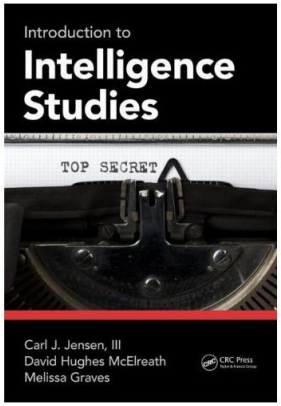
- Staff Learning and Development (L&D)
- Tech Literacy (Yourself and Your Peer Group)
- Foresight (Eight Skills, Twenty Domains).

**“Great Outputs”**

- What are the Critical Issues, Challenges, Opportunties? Dominant Models, Trends?
- Ideation, Innovation, Collective Intelligence Building (Platforms, Wikis, Retreats)
- Strategy, Analysis, Planning
- Execution, Influence, Integrity, Empathy, Metrics, Critical Review

**Example: Modeling the Learning Skill**
**“How to Read a Book Like a Movie”**

- Fifty Books a Year
- Speed Reading and Annotating
- Assign 5 min Briefs For Each Book
- Reward Performance with Freedom
- Book Goes on Shelf, Revisit As Appropriate

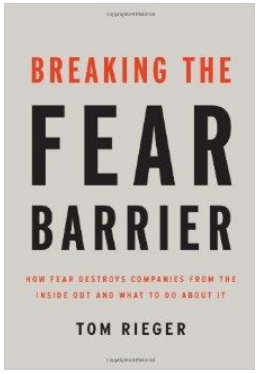



Jensen etal 2012

# Relating - The Speed of Trust

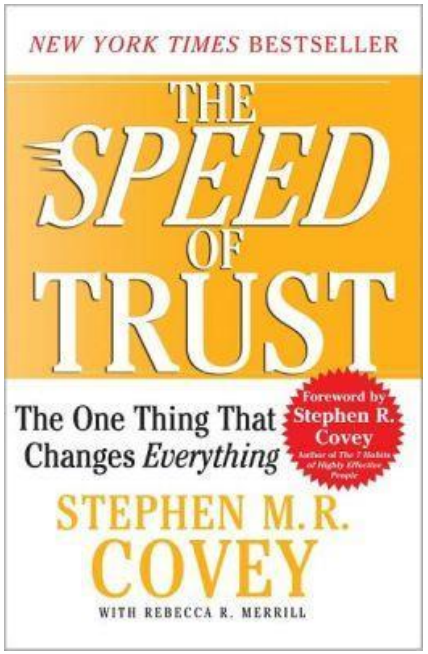
Your organization, and the eight skills, move at the “speed of trust.”
We’re a cooperative species, until exploited or “amydala hijacked.”
Then we must acknowledge the injustice or fear & reestablish trust.

Simon 2010




Rieger 2011

Five Waves of Trust




Covey 2008

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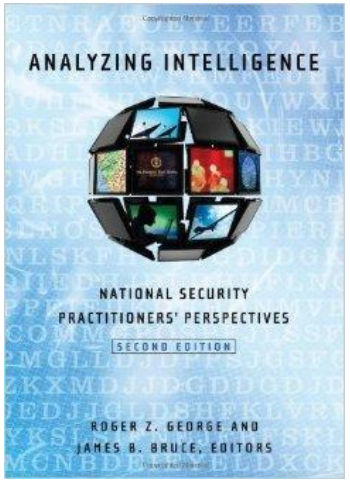
# Analytical Education

## Trends, Issues, Challenges, Disruptions, Opportunities and Threats

# Education Quality and Granularity

- Professional Development Assns
  - Intelligence Studies, Security Studies,
  - Intnat'l Studies, Analysis, Stats, CS
- Academic Program Intern Partnerships
  - Residency & Online
- Program & Course Benchmarking
  - Qualifying & Rating By Assn Members
- Continuing (Just-in-Time) Education
  - MOOCs, Certifications
  - Helpouts, Webinars




George&Bruce 2014

INTERNATIONAL STUDIES ASSOCIATION

coursetalk

Yelp for Online Courses

BEST COLLEGES
U.S.News & WORLD REPORT
REGIONAL UNIVERSITIES
PUBLIC
2014

coursera
education for everyone

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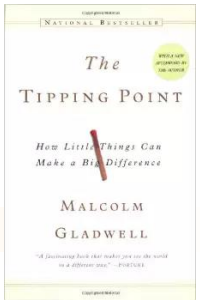
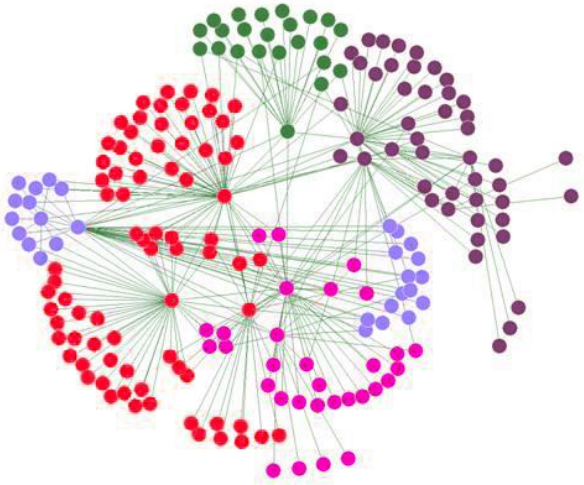
# Knowledge Networks - Professional




Gladwell 2002

- Find All The Useful Networks
- Connectors Need Special Support
- KM Platforms (Intellipedia) Erode Silos
  - Be Sure to Incentivize Participation



Know Your Types: Connectors, Mavens, and Salespeople

16 of the United States Intelligence Agencies

Breaking Down Silos

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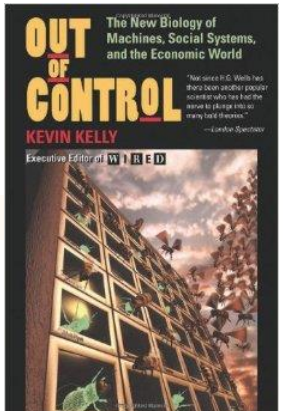
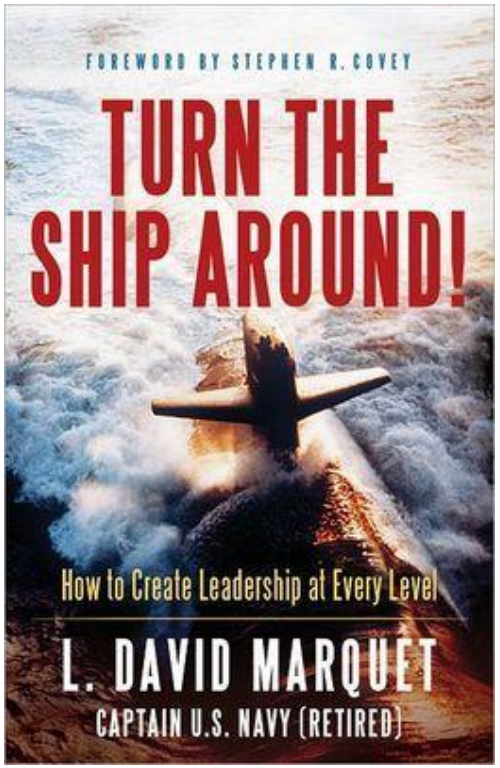
# Empowerment - Creating Leaders



Kelly 1995

**95% of Leadership is Bottom-Up, not Top-Down**
**Give Away Control; Keep Responsibility;**
**Create Self-Leaders ("Leader-Leader" Mgmt)**



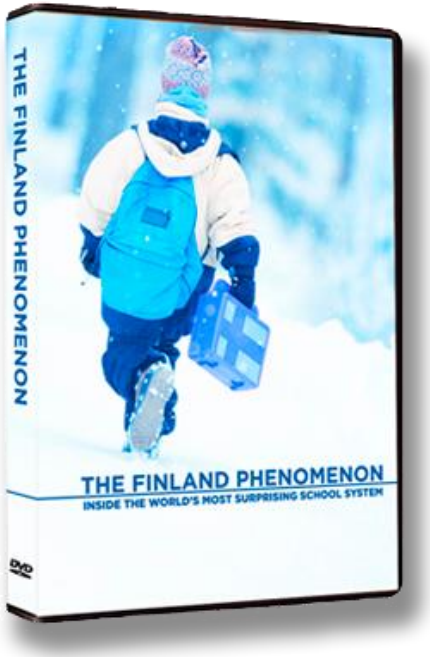
Marquet 2012

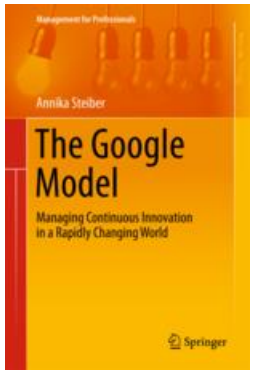
***USS Santa Fe*** Innovations (1999-2001):

- From Fleet Worst to First in:
  - Operational Performance
  - Sailor and Officer Retention
- Pushed decisionmaking (leaves, schedules, performance) down to Chiefs (**"Chiefs in Charge"**)
- Eliminated top-down monitoring. Sought **20:1 ratio** of bottom-up to top-down monitoring.
- Early, informal conversations (**"Think out loud"**).
- Proactive conversations: **"I Intend to…"**
- Goal to minimize leader response to: **"Very Well."**
- Officers require their team to provide inputs.
- Reward creative solutions, rewrite the rules.

# Structured Freedom - The Ultimate Incentive

- Finand HS went from #15 to Top 3 in 20 yrs in STEM, Reading & Crit. Thinking (PISA)
  - Throwing Out 50% of Curriculum
  - Montessori style Ed. Approach w/ Free Time for Avg. Performers
  - MS-degree Teachers as Coaches
- How do Intelligence Educators apply this?
  - Take KAI, Identify their Innovators
  - Offer Your Staff Freedom for Performance
  - 2dary Measure Qual & Diversity of Outputs




Steiber 2014

Google 20%

20% Time Led to:
Gmail, G News, Google X, YouTube Purchase...

Compton 2011

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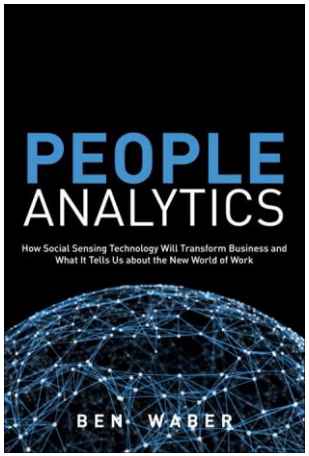
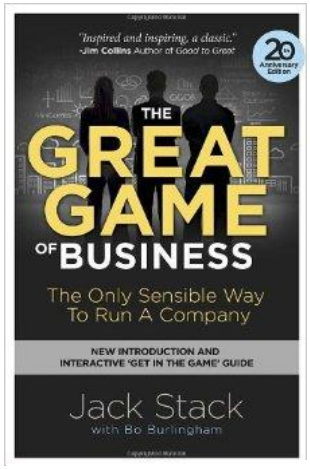
# Evaluations - Evid.-Based, Bottom-Up, Teams

- Across the Disciplines
  - HUMINT, SIGINT, GEOINT
  - MASINT, OSINT, D&D, etc.
- Evidence-Based Analytics
  - Data-Guided Eval. Experiments
    - Find and Reward Top Performers
- Mostly Bottom-Up
  - 360 Degree Evals
- Teams Set their Own Targets (GGoB)
- Human-Computer Team Evals
  Example: Freestyle Chess
  Juniors, Avg PCs, & Good Process beat Grandmasters, Top PCs, Poor Process.

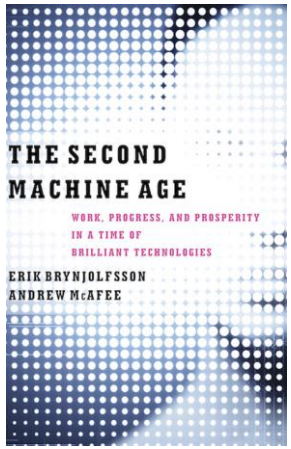
Started in 2014




Waber 2013




Stack 2013




Brynjolfsson 2014

# US Technical Talent Crisis - A Kuznets Issue?

- US Millennials (1980+) scored 23rd of 23 OECD countries on ETS Adult Skills (PIAAC) Test, measuring:
  - Literacy
  - Practical Math
  - Problem-Solving in Tech-Rich Environments
- In 2020, it is est. there will be 123 million high-paying, high-skill jobs in the US, but only 50 mill. Americans qualified to fill them. (Gordon 2009)

VS

Both Futures (1. Dehumanizing, 2. Empowering) are Always Available
Empowering Future is Easier to Build as Tech Moves to Third Generation

Gordon, The Global Talent Crisis, *The Futurist,* Sep-Oct 2009.
Fisher, American Millennials are among the world's least skilled, Fisher, *Fortune* 3.10.15.

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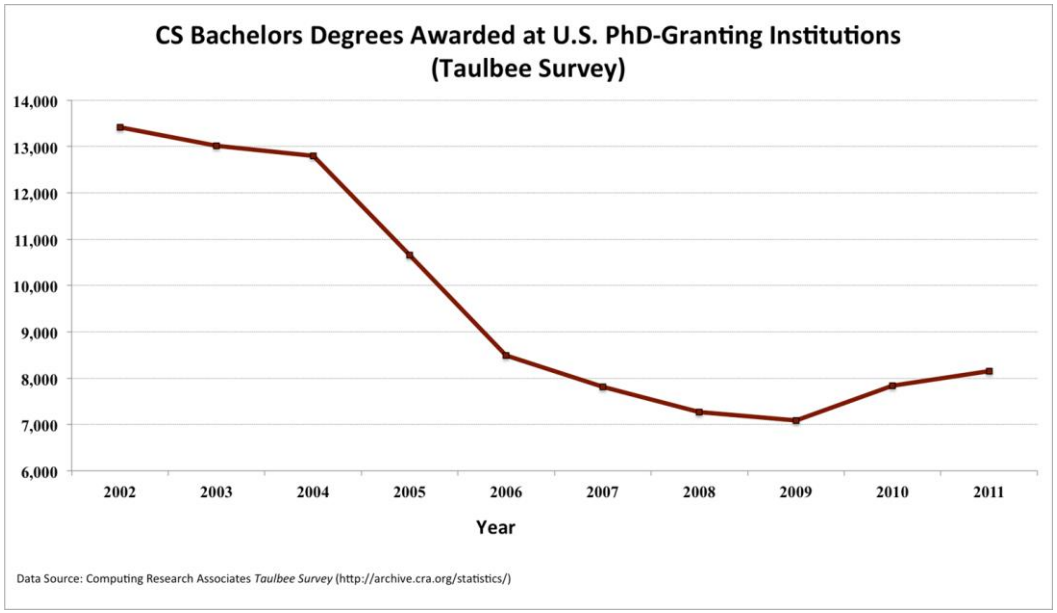
# Realtime Online Talent Pools

- Growing Slowly but Steadily
- Online & Global Pool Must Compensate for US Shortages & Declines

LinkedIn

300M Global Users
41% with 500+ "Weak" Connections




oDesk
Changing How the World Works.

LIVENINJA

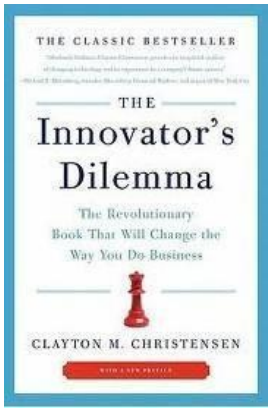
Clarity
Expert Business Advice

Helpouts

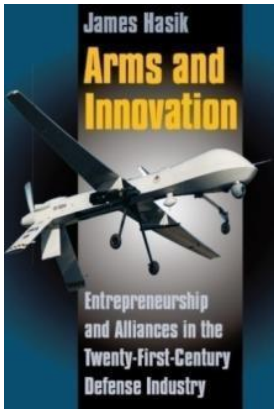
Launched 2013
Closed 2015
It will be back!

# Innovation Leadership

- Large Incumbents Are Counterinnovative
  - Innovators have 2-5% of Market Share
  - Procure with Several, Run Competitions
- To Keep Incumbents Honest:
  - Measure Speed- & Cost-to-Capability
  - Use Benefit-Cost Analysis




Christensen 2011




Hasik 2008

BRIGHTIDEA®
THE POWER OF INNOVATION

Innovation Management Platforms

edSurge

Covering the EdTech Startup Space

Society for Benefit-Cost Analysis

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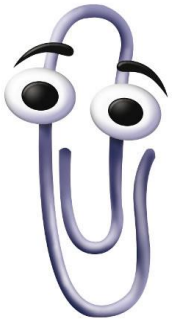
# Human-Built Knowledge Bases - Amateurs

- Amateurs Just Need a Little Guidance
- Bottom-Up Beats Top Down,
  With a Large Enough Crowd
- Creating the Substrate for a Semantic Web

WIKIPEDIA
The Free Encyclopedia

Quora



VS

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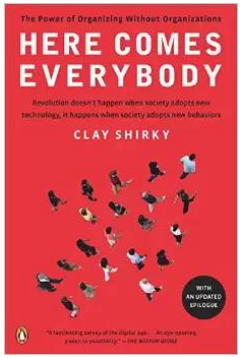
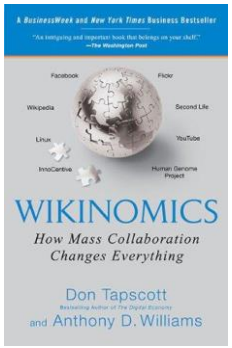
# Crowds and Competition - Fueling the Fire

- Crowdbids and Crowdworking
- Crowdfunding and Crowdfounding
- Open Expert Networks (and Reputation)
- Wikinomics (Mass Collaboration)
- OSINT Competitions?




Shirky 2009




Tapscott 2010

KICKSTARTER

indiegogo

AngelList

quirky

INNOCENTIVE
WHERE THE WORLD INNOVATES

355K Solvers

Gerson Lehrman Group, Inc.™

250K Experts

A B

99 designs

crowdSPRING

VISTA RESEARCH

90K Experts

WIKIPEDIA
The Free Encyclopedia

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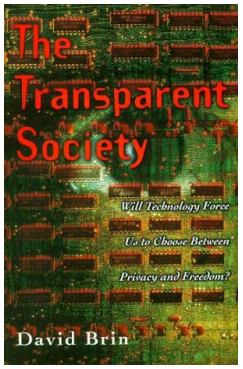
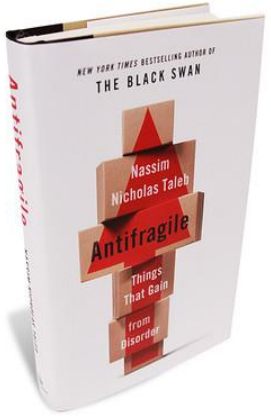
# Trustable Transparency and Immunity



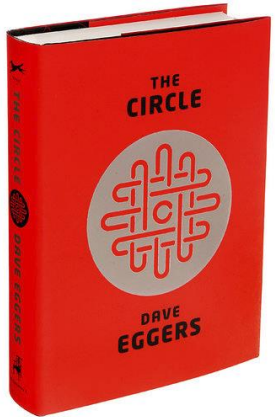

Brin 1999

Gmail keeps every email we've ever typed.
Gmailers are all bloggers who don't know it.

"Bottom Up" vs. "Top Down" Transparency
(Sousveillance vs. Surveillance)
**20:1 Ratio** in Democratic Societies?




Taleb 2014




Eggers 2014
Sci-Fi Dystopia

In 2020's some of us will use **lifelogs**, and store everything we've ever **said**. Then everything we've ever **seen**. All this searchable storage, processing, and bandwidth makes us all **networkable** in ways we never dreamed. Add **NLP**, **collaborative filtering**, and other **AI** to this, and all this **data** becomes **collective intelligence**.

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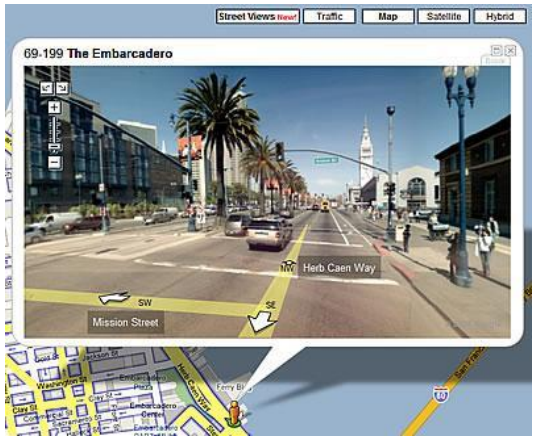
# Simulations - Learning Fastspace

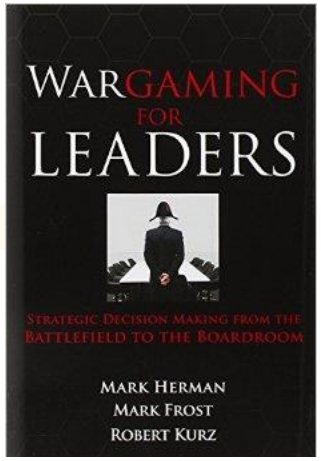



Google Earth + Street View

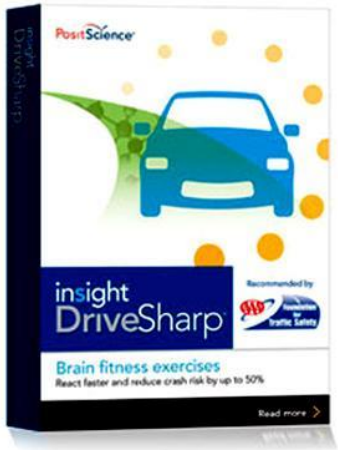
Simulations & Red Teams
"Global Security Games 2020"

Second Life

- Mirror Worlds, VWs, & AR
- Rapid, interactive, multi-user
- Collaboration environments (user-created content)
- Optimization environments (GIS, automation, AI)
- Still Bandwidth- and CPU-limited (not yet "hyperreal").
- 2020's




Herman&Frost 2008




DriveSharp, 2010

Our free report:
MetaverseRoadmap.org

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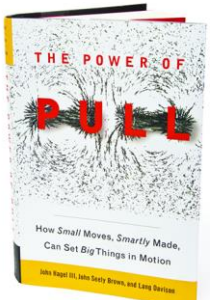
# Edutainment - A Latent Opportunity




Hagel&Brown 2012

- Lean Back vs Intelligent Lean Back vs Lean Forward TV
  - Huge Educ. Opp: Americans still watch 6 hrs/day (ATUS)
- Incumbents and legislators don't trust open iTV business models
- Even Google still using old industry rules w/ YouTube (vs, Pull-based ads).
- It may take an outsider (OVA) and kid developer (Napster-style) to disrupt.

VS

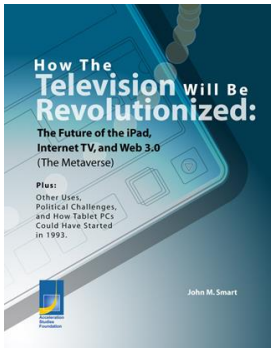
VS

YouTube

In 2020's...

THE OPEN VIDEO ALLIANCE

Consumers First &
Education First




Smart 2010

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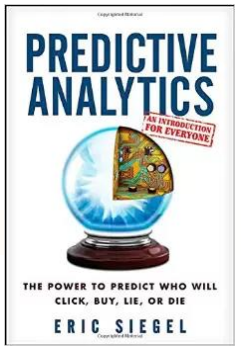
# Machine Learning and Machine-Built Knowledge Bases




Siegel 2013

- Collaborative Filtering
- Predictive Analytics
- Sentiment Analysis
- Visualization Platforms
- Lead Generation
- Deep Learning

Google DeepMind

Wise.io

Quid™

factual.

NETBASE™
ENTERPRISE-SCALE SOCIAL MEDIA ANALYTICS

amazon

leadspace

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# Platforms - People, Methods and Machines

- Creative Fusions of Talent, Tech, and Process
- The Best Of These Need Our Continual Subsidy and Critique

Recorded Future
CREATING AN INSIGHTFUL WORLD

Christopher Ahlberg

WIKISTRAT
NEXT GENERATION STRATEGY

Cynefin
FRAMEWORK

Dave Snowden

Palantir

The Good Judgment Project
Forecasting Tournament

Philip Tetlock, U. Penn

RAHS
risk assessment & horizon scanning
SINGAPORE

# Usability - The Conversational Interface

Codebreaking follows a logistic curve.
Collective NLP as well.
Average spoken human-to-human query length is 8-11 words.

| Date | Avg. Query | Platform |
|---|---|---|
| 1998 | 1.3 words | Altavista |
| 2005 | 2.6 words | Google |
| 2012 | 5.2 words | GoogleHelp |
| 2019 | 10.4 words | |

Google now

Siri

Hi. I'm Cortana.
Your personal digital assistant.

amazon echo

Smart, J. The Conversational Interface: Our Next Great Leap Forward, 2003.

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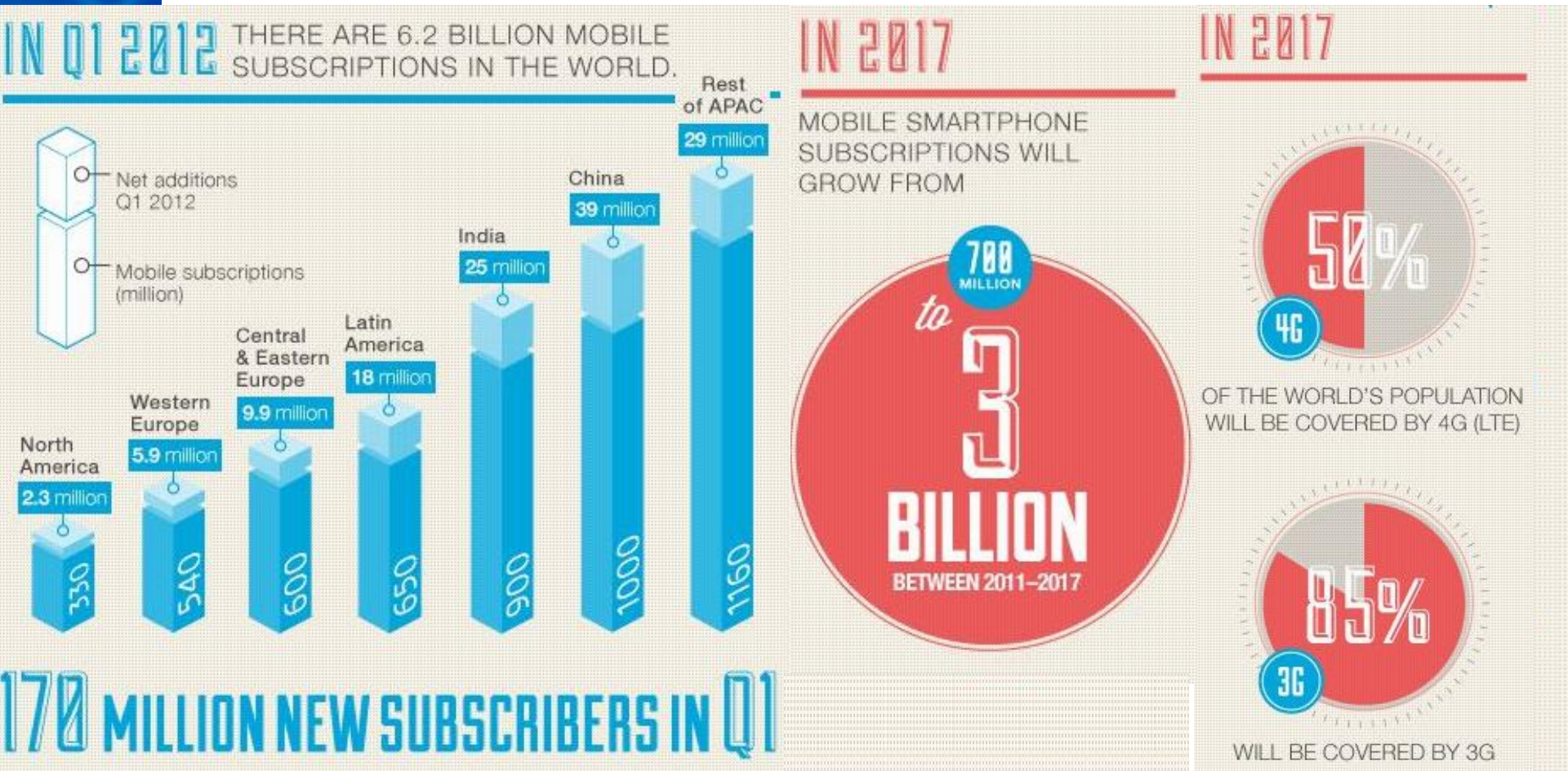
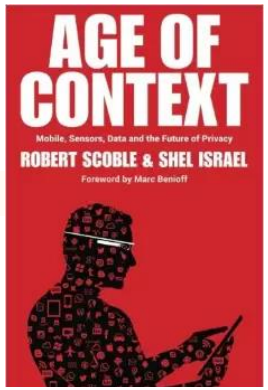
# Ubiquity

- Google (2.2B) and Facebook (1.35B) are now the largest platforms, 1st & 2nd largest “Countries” in the world (China 1.35B, India 1.24B)
- “One wearable smartphone per child.”



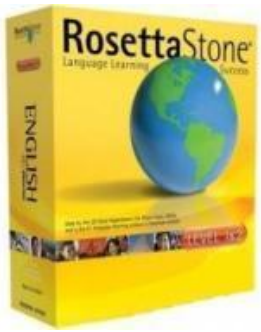
# The Wearable Web and Global English



Scoble&Israel 2013

- Conversational Interface
- Crowdlearning and Teacherless Education
- Global English (**500M new English Speakers by 2035?**)
- Realtime Language Translators ("Lean Back")

Wristphone concept, 2007



**$500**

memrise

duolingo

**FREE**

Skype Realtime Lang Translator Beta Spanish English 2014

## Leader's Challenge

- **How do you improve online training processes and performance measurements on your team? Improve use of desktops, laptops, tablets, mobiles, wearables? How do you figure out the *50% core*, and *50% freedom* in job and IT training?**

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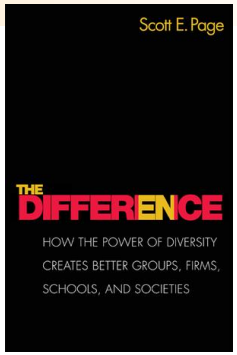
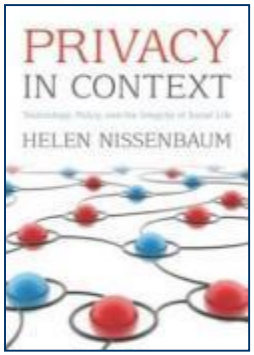
# Groupnets and the Values-Mapped Web

- Social Freedoms and Privacy
- Evidence-Based Behavior
- Values-Mapped Web
- Groupnets (Learning, Performance, Therapy)
- Wikinomics & Gamification (Collective Intell.)

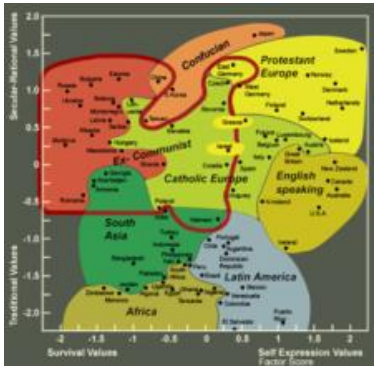



Page 2008

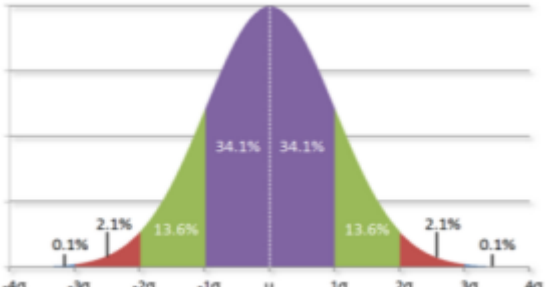



Nissenbaum2009

3-150 per Group,
Cognitively Diverse




Inglehart-Welzel
Cultural Values Map




**Why Groupnets Will Help Criminals and the Mentally Ill:**
There are *50X More Normals* than Those Who Need Help.

## Leader's Challenge

- **How can you facilitate Knowledge Creation, Knowledge Management, Ad-hoc Teams, Ideation, Strategy, Critique, Innovation, and a DIY, Entrepreneurial ethic in your org? How do you make it more *freedom oriented* and *evidence-based*?**

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# Digital Twins (Personal Software Agents)

Next IT's Virtual Agents

## Some Opportunities:

- Intelligent Filtering and Collaboration Management
- Group Performance Enhancement (Groupnets)
- Performance Enhancement (Complete your sentences?)
- Indiv./Group/Culture Rights Representation ('lobby twins')
- Transparency and Accountability of Corps, Institutions, Govts.

## Some Challenges:

- Data Security and Privacy
- Predictive Marketing and Profiling
- New Forms of Crime and Fraud
- Polarizing and Isolating Eco Chambers (collapse of community)
- Parenting (How early can kids have Twin's?)
- New Addictions and Dependencies (Twin 'relationships'?)

Siri's Agent

Microsoft's Agent

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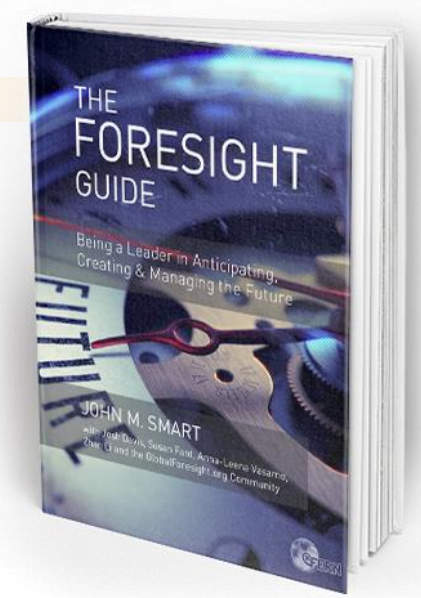
# The Foresight Company

Our Mission:
- Providing top industry foresight speakers and experts.
- Supporting a global community of foresight leaders.
- Training foresight professionals.




The Foresight Company

**When You're Ready To Get Serious About The Future.**

**Experts ◆ Community ◆ Development**

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# Discussion

## What Do You Think?

# Thank You!

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