

# The futures of futures: a scenario salon

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**Abstract** The Association of Professional Futurists (APF) recently held a scenario salon that explored the "Futures of futures." The centerpiece of the findings was the identification and implications of four critical uncertainties affecting futurists and the futures field. First, is addressing the extremely fragmented nature of the field. Futurists must get better at working together more closely as a field to be successful. Second, is the need to confront our aging tool kit. It is not as if methodological innovation has stopped, but it is seen as largely incremental. Third, is the need for futures to create a unique value proposition that distinguishes futurists from mainstream consultants. Finally, there is the poor public image of the field. This suggests that there is a long-term task ahead of careful rebuilding the brand of futures through a more sophisticated engagement with the public, especially the media. The APF has formed working teams around these issues. The APF sees a generation task ahead, but is confident that together with our futurist colleagues, we can achieve our goal of a "credible profession, thriving professionals."

A total of 40 members of the newly minted Association of Professional Futurists (APF) gathered in Austin, Texas from February 28-March 1, 2003 for a scenario salon to explore the "Futures of futures." This was APF's first topical conference and was something of a test as to whether the ten years talking about forming something like this organization, the two years preparing for it, and the one year actually building it, were worth it. Happily, the overwhelming sense of the participants afterwards was "yes." Already some members have reported that the salon and the report that followed have influenced their work. One member reported, "I have been more conscious of the future of the field, the future of the APF, and ways to lift both in esteem and relevance."

Some groundwork for the formation of the APF and the "Futures of futures" meeting was laid in Seattle two years ago by an event called the "Applied futures summit." This weekend-long open-space meeting was organized informally

by a handful of futurists to beta test the idea of more formal and regular networking for the growing body of futures professionals. A key theme emerging from this meeting was the need to improve the image of the field in order to improve the prospects of the futurists within it.

Another actor galvanizing the APF around the futures of futures topic was a then recent *Newsweek* article proclaiming the demise of futurists. When this piece came out, we asked our members to send in their thoughts for a collective response to the editors. We were stunned when almost the entire membership at the time responded. Clearly, the issue struck a chord. We also felt that as futurists forming a professional association, we ought to practice what we preach and thus chose to look at the long-term future of our enterprise.

## The focal issue

While many essays have been written around the topic of the futures of futures, to our knowledge there has not been a large group of futurists gathered together to specifically address the topic in a scenario setting (Appendix). Thus, our focal issue was "what will the field of futures and the role of the futurist look like in 20 years?" This reflects the two central concerns of the APF:

- (1) How do we improve the image and performance of the futures field?
- (2) How do we improve the prospects for the futurists working in it?

Four specific objectives for the meeting were agreed on:

- (1) Build the foundation for shaping the futures of the field.
- (2) Imagine, explore and identify our professional future.



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- (3) Identify activities for future APF events benefiting both members and the field as a whole.
- (4) Network and enjoy the company of our colleagues from a variety of organizations.

### **The participants**

Almost 50 percent of the APF membership attended (41 of then 87 members). There were 12 women and 29 men from the USA, Canada, Europe and Asia in positions ranging from small to bigger consulting firms, organizational futurists inside corporations and government, and future educators and students. The breakdown follows:

- a total of 16 participants worked in firms of less than six people;
- eight were soloists;
- five were in partnerships;
- five were in firms of larger than six people;
- five were in government or corporation;
- four were in NGOs; and
- four were students.

It is worth noting that the meeting and the Association itself is heavily represented by small futures consulting firms. To date, the larger consulting firms have been “interested” but have not yet chosen to participate. They appear to be adopting a wait-and-see attitude. It is our hope that the success of the Austin meeting and future ones will attract them into the fold.

It is also true that the organizational futurists, be it corporate, government, or educational, are also somewhat under-represented. Here, we believe, we may face a steep challenge in that many of those in the organizational role are less likely to identify themselves as professional futurists. Very often they have evolved into their futures role from some other background, often without any formal training. While our position is that those earning a living doing futures work are most likely qualified, there is likely an educational role we will need to assume to demonstrate the benefits of identifying as futurists and participating in the professional association.

Finally, we noted the generally small size of the working groups, which will later appear as one of the key issues for the field. Another interesting learning was around how participants became futurists. A total of 18 participants had degrees in futures studies and 14 developed into futurists on the job. A generation ago before the academic futures programs emerged, all futurists were self-taught. Clearly some progress has been made in laying the groundwork for a credential-based profession.

### **The interviews**

A total of 12 members helped with the pre-workshops interviews of nearly all participants. The interviews produced over 30 pages of data, which in itself will be useful as we move forward. The primary task of the analysis was to extract

critical uncertainties around the focal issue. A small team did an initial sort to five categories with 72 potential critical uncertainties. The categories of uncertainties were about:

- (1) who we are;
- (2) what we do;
- (3) how we are value;d
- (4) how we do things; and
- (5) where we work.

Further analysis boiled this down to the 32 that we used in the meeting (appended). We extracted some of the more provocative quotes and compiled them into a three-page pre-read that we sent to participants a week before the meeting (see Appendix). We deliberately chose the more provocative quotes – hoping that people would challenge them. They did. Some participants commented on the seeming negative slant of the interviews. Our response was that we deliberately highlighted the more provocative quotes. We were struck by how respondents that were negative about the futures field were often highly positive about their personal prospects as futurists. During the meeting we learned that pessimism about the field and optimism about their individual futures practice seemed to be characteristic among many participants. Perhaps futurists have learned to develop a thick skin due to encountering and overcoming resistance, which makes us confident that we can prevail. But at the same time, we do recognize that resistance continues to be the norm.

### **The workshop results**

One thing became immediately clear regarding the participants: they thoroughly enjoyed one another’s company and had an almost ravenous appetite for discussion and networking. The futures profession can sometimes be a lonely one in which we often typically find ourselves delivering a message that our clients find difficult to receive. Sharing our professional experiences in this regard – what works, what does not, what might work – has immeasurable value, and there simply are not enough forums available to cultivate this exchange. Fortunately, even though we had a great deal of structure to the meeting to maximize the odds of creating the work product that this article reports on, we also built in several networking breaks during the meeting and kept the conversations going at dinner and, in some cases, well into the Austin night.

As we reflected on the results of the meeting, we felt that the identification of the key critical uncertainties affecting the field and futurists to be the most useful learning. They provide an agenda for the field as well as APF. The scenarios themselves were useful to the extent that they shed some light on the critical uncertainties, and gave us some help in illuminating their implications. The robustness of the output is holding up among participants as well. One observed that, “putting some time and distance between myself and the salon has been a good thing. My conclusions about the

event are different now than immediately following. The experience makes more sense now, and the outcomes seem more valuable than they did the weeks immediately afterward.”

### Prioritizing the critical uncertainties

We worked from the pre-work list of 32 critical uncertainties, and after clarifications, additions, and discussion, we got the list down to the dozen, and finally to the four we used. Interestingly, there was a balanced mix from four of the five buckets, with the exception of “who we are” that concerned the identity of the field and futurists. This likely reflects the fact that the “who we are” uncertainties were perhaps closer to outcomes than drivers, that is, the image of the field and the professional will largely depend on what we do, how we do it, where we do it, and how it is valued by others. The facilitators did not steer the group in this or any direction. On reflection, the fact that the group saw critical uncertainties coming from a range of areas lent some useful balance to the scenarios. The four we settled on are shown in Figure 1.

### The scenarios

We used these four uncertainties and set of predetermined elements we generated during the meeting to build scenarios with four small teams. Each was given a different set of two uncertainties to work with. This led to 16 potential scenarios. We asked each team to pick the two that they felt were the most interesting. During a break the facilitation team reviewed the first and second choices and was able to pick four that best balanced the uncertainties and gave a range of positive and negative futures. We deliberately chose not to flesh out a doom-and-gloom scenario, although we generally agreed this was quite plausible. Rather we focused on a

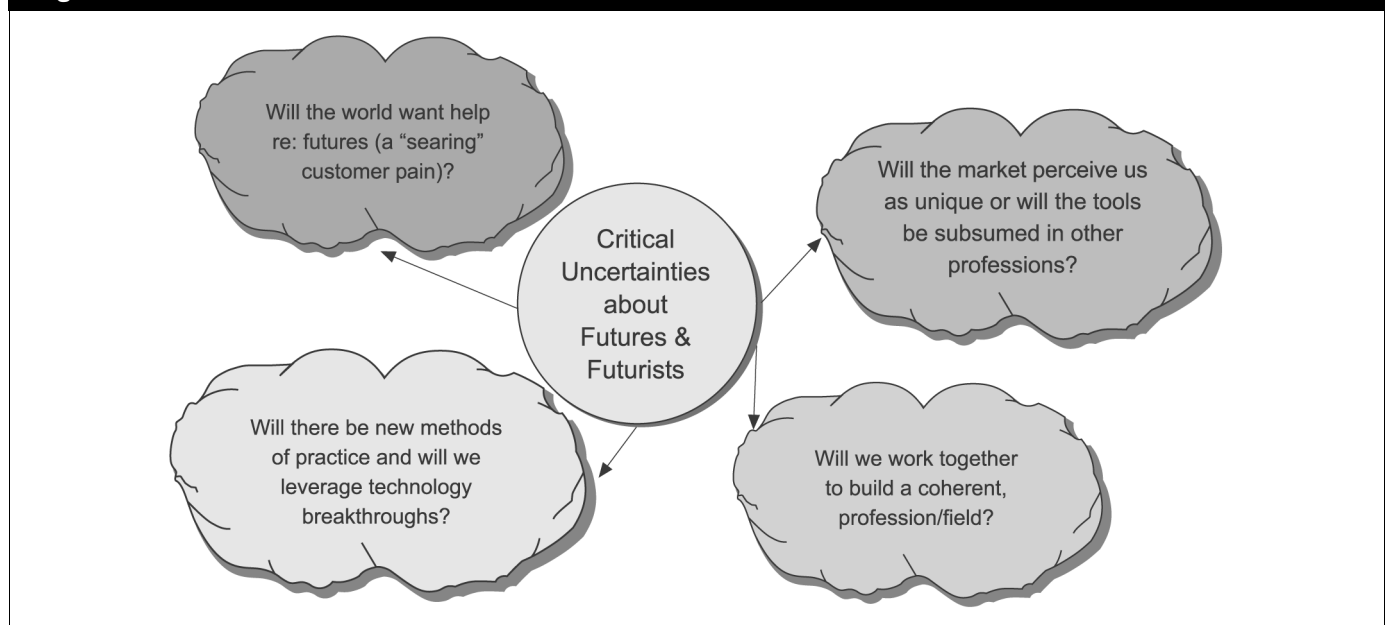
positive scenario and three others that were a mixed bag of positive and challenging aspects.

“Nirvana” is a positive aspirational scenario framed by highly differentiated futures offerings and high marketplace demand for futures work. Futurists are a distinct profession in high demand. One way that could be achieved is by successful branding through a unique code of ethics and well-established metrics, as well as methodology improvements. Futures work is credited for huge business and social gains. Five *Fortune* 100 companies have “Chief futures officers.” Futurists are recognized for their unique tool kit, including new tools such as complexity-based simulation models, and for their ability to interpret and reply to the results.

“Lifeboat” depicts a scenario in which futures products are commodities, but futurists band together and cohere as a field. The challenge here is that everyone and their brother offers futures work. Futures courses are required of every undergraduate and are integrated into the MBA curricula, but are not taught by futurists or recognized as coming from the futures field. The rub, however, is that this widespread use of futures tools is often sloppy and inadequate. Already today, for example, scenario use has become widespread and a great proportion of that work is clearly amateur and useless if not harmful. The good news is that futurists recognize the challenges and band together. The cooperation could go a few different ways. One is to promote a brand or certification approach to help futurists differentiate their offerings from mainstream consultants. Another would be to cooperate in developing new offerings that helps differentiate the work of futurists.

“Rolling Their Own” and “All Dressed Up and No Place to Go” are scenarios in which the field has exciting new tools,

**Figure 1 — The four critical uncertainties utilized**



but struggles in taking advantage of them. It was something of a surprise that two of the scenarios contained tool and methodological breakthroughs, reflecting some off-line conversations about the “aging” tool kit. In *Rolling Their Own*, futurists fail to come together as a group to take advantage of the new tools. Instead they focus on protecting their own piece of the pie. Unfortunately, non-futurists begin to take bites out of the pie. In *All Dressed Up*, the tools are perceived as so good and user-friendly that futurists are not needed. Our expertise in interpretation loses out to more quantitative forecasting tools. In both scenarios, something of a “star system” prevails – a few big names do well and the rest toil anonymously.

Note that the scenario matrix (Figure 2) is not a classic  $2 \times 2$  that crosses two uncertainties. Rather we have highlighted the uncertainties that frame each of the four scenarios, with the “extremes” of the axes noted. This approach gives you a wider range of possibilities, but trades off some of the coherence that you get in using a classic  $2 \times 2$ .

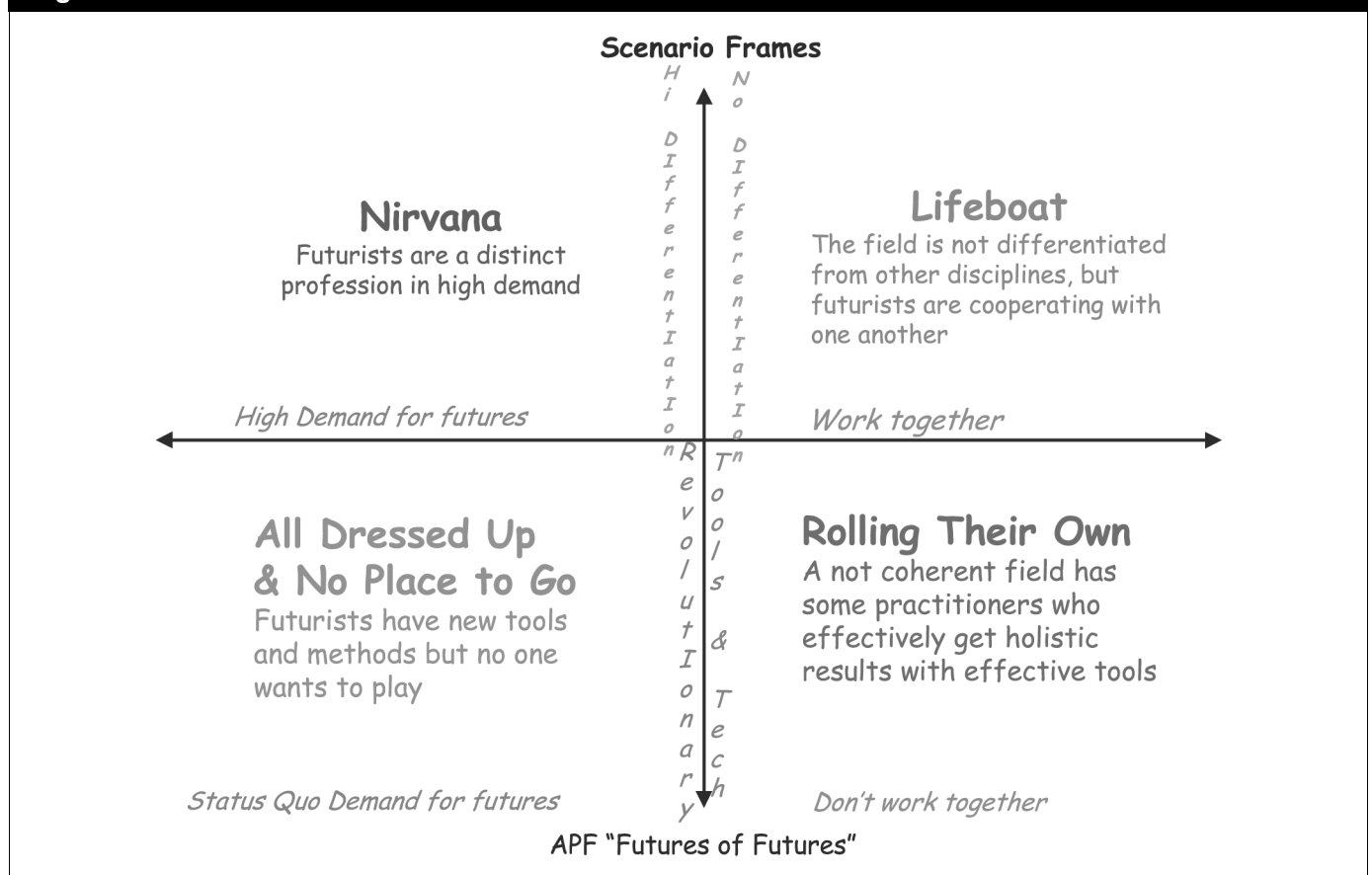
### Key implications

While there are many implications, let us focus on the implications around the key uncertainties. Perhaps an

overarching implication of the scenarios is that there is lots of work ahead to avoid the pitfalls and capitalize on the opportunities. This will be no easy task, especially given the extremely fragmented nature of the field. It is fair to say that we have not been very good to date at cooperating on issues affecting the field as a whole. By nature futurists tend to be somewhat non-conformist and iconoclastic. Independence is a strength to persevere with our sometimes unpopular message, but it also tends to make us cats that are difficult to herd for the common cause. One of our key concerns in planning the meeting was that our 41 independent-minded participants would each argue for their particular way to run the meeting. The good news is that participants were able to go with the flow and confine their ideas on how to run the meeting better to side conversations. The better news is that the salon agreed that we must work together more closely as a field to be successful.

A second key implication is the need to confront our aging tool kit. A quick caveat is that some argue that this is something of a false issue. The really important matter is to improve outcomes, and tools are just the means to this end. Over-emphasizing tools could lead us to take our eyes off the ball of helping our clients to better understand and act on the future. We are all seeking better ways to engage our

**Figure 2 — Scenario matrix**



clients, and believe there must be alternative approaches that will reach them in a way that our current tools are not. While we can debate the relative importance or degrees of emphasis to our tool kit, it is worth paying attention to the fact that this emerged as a key theme at the salon.

It is not as if methodological innovation has stopped, but it was seen as largely incremental. We have been continuously improving the current tool kit. As mentioned above, many members have been tweaking the tools and have evolved their own unique approaches to using standard tools such as scenarios. The most common explanation was that those in the applied space simply lack the time to really develop new methodologies. The paucity of academic research programs that typically supply theoretical and methodological advances was cited as another important contributing factor. A hopeful development is that a recent survey of futures programs around the world identified an increasingly robust set of courses and programs. And there is the very encouraging development of the Australian Foresight Institute under the tutelage of Professor Richard Slaughter that has taken on several doctoral students and has begun methodological development around critical and epistemological lines.

A third implication centers on our need to create a unique value proposition. In new business development, a central question that one always answers is “why us?” There is always competition for any idea or proposition, and if you cannot figure out why you instead of someone else, you typically had better head back to the drawing board. We believe that we futurists must ask ourselves the hard question of “why us?” We are already seeing the creep of mainstream consultants into what used to be exclusively our space. This relates in part to the issue of the aging tool kit. An obvious candidate is our competency in interpretation based on a sophisticated mental model of the future.

Finally, we need to address the issue raised by the *Newsweek* article that in part inspired our meeting: why has the public profile of the field been fading? There have been some solid publications, but no recent blockbuster that has captured the popular imagination. Futurists are rarely sought for commentary on public issues, with the exception of a small number of “stars.” Surely lots of solid futures work is going on, but it is often unnoticed or at least under-publicized. This suggests a long-term task ahead of careful re-building the brand of futures through a more sophisticated engagement with the public, especially the media.

### **Moving forward**

The final module of the workshop centered on the value proposition for APF. Of course, we hope that one outcome of this salon and the promotion of its results will provide a boost to the field and catalyze greater cooperation. So, while we suggest some of the specifics our organization will tackle, we

are hopeful other strategies and approaches will emerge from other groups.

While APF is firmly committed to delivering benefits to its members right away, we also realize that building the long-term image of the field, as well as improving the long-term prospects of its professional members, is probably a “generational” task, hence our choice of scenarios looking out to 2020. We believe we have a rich body of material on which to build long-term planning. The workshop results are already being used internally to drive the APF’s agenda. Our immediate plans for moving forward are re-framing the critical uncertainties we identified as strategic issues to be managed using an issues management approach. We are forming teams around aspects of these strategic issues. For instance:

- a community of practice team is exploring ways to encourage greater cooperation among futurists within the field;
- a best practices team is exploring ways to improve tool and method development;
- a branding team is exploring ways to improve the differentiation of the field in the mind of customers and society; and
- a publications team is exploring ways to improve demand for futures work in the marketplace and society.

A “sound-bite” goal for the association emerged from the meeting: “credible profession, thriving professionals.” We also see that the workshop gave us strong guidance on the benefits we should be providing. Again, networking comes out as a response to the coherence/fragmentation issue, but it also came through as a key theme before the meeting, during the meeting, and after-hours. Morning-after reflections suggest that perhaps in time we shall see the main benefit of the meeting being enlisting participants in a common cause and building a sense of community and shared responsibility, along with a desire to expand both in the years ahead. An idea that we have been toying with is re-creating the salon with a different group of futurists in a different geography, and seeing how the results compare. We would like to hear your feedback on this idea as well as any other comments you have about the salon or the APF.

Futures is in something of a half-empty, half-full mode. Poor public relations, fragmentation, an aging tool kit, and encroachments into our realm provide plenty of fodder for half-empty. A growing critical mass of professionals, a global flowering of futures movements and institutions, and several initiatives arising to address the challenges for the field are solid reasons for half-full. I am confident that I speak on behalf of my Austin salon colleagues in recognizing that the many of us in different geographies, institutional settings, and intellectual persuasions are all aiming at the same goal – a healthy futures field that helps make the world a better place – and that we are willing and hopeful that more and more join together in this common cause. ■

## Appendix

### Candidate critical uncertainties

(No. of times somebody mentioned an uncertainty, typically in different words – is in parentheses.

#### About who we are

1. Will futurists work together more closely, effectively, and globally? (22)
2. Has futures bottomed-out after a two-decade decline, or is the "bottom" yet to come? (16)
3. Will the field attract a new and diverse group of professionals? (12)
4. Will futurists continue to talk among ourselves or more effectively reach out to other organizations? (6)
5. Will we find the right balance between professionalism and making everybody a futurist? (6)
6. Will we describe ourselves as futurists? (4)

#### About what we do

7. Will futures move beyond just outlining possibilities and empower people to make better decisions and take action? (31)
8. Will futurists work together to build new approaches and methodologies? (19)
9. Will we have the courage to look out far, to even appear ridiculous? (8)
10. Will we take advantage of new technology to improve futures practice? (6)
11. Will futurists provide images, ideas, and visions that people can hold onto? (6)
12. Will "depth futures" (critical and epistemological) emerge as a complement to empirical futures? (5)
13. Will futurists have anything new to tell people about? (4)
14. Will the world become so complex that it makes useful futures work impossible? (4)
15. Will futures learn to blend pop and more substantive approaches? (3)
16. Will futurists miss something big because they didn't see what they didn't want to see?
17. Will futures embrace content and move beyond just facilitation?
18. Will there be money to fund futures research?

#### About how we are valued

19. Will government, business, and educational leaders ever believe they can't effectively function without futurists? (39)
20. Will our offerings be seen as unique? (18)
21. Will the field of futures be a respected one in society in 20 years? (16)
22. Will futurists get better at communicating their message, such as via the media? (10)
23. What percentage of people will know what a futurist is 20 years out? (9)

#### About how we do things

24. Will there be workable and respected standards for professional futurists? (14)
25. Will futurists report successes that have had impact on an organization? (7)
26. Will we find a way to get credit for the wins of our clients? (6)

27. Will we build or validate a formal body of knowledge that we expect practitioners to know and understand?
28. Will the field become more introspective and self-critical instead of blaming others for our problems?

#### About where we work

29. Will futurists bring more clarity to the human endeavor and make a difference regarding global problems? (22)
30. Will futurists cultivate an appetite for change? (9)
31. Will we discover what products or services that futurists offer will be most in demand? (8)
32. Will futurists fill the need for futures thinking or will it fall to mainstream consultants? (8)

### Selected quotes from interviews

#### About who we are

- We need the field to have an image – could add something to those in the futures business?
- Is this going to be a legitimate discipline in the future or not? Will we have a title in the Department of Labor *Handbook of Occupational Statistics*?
- We have an opportunity – if we speak with one voice – to create a strong branding message for the field that will be accepted in the popular media.
- We are living in critical times for our profession . . . it's ours to envision the future of the profession.
- Will futurists call themselves futurists?
- Public perception of futurism is shaped by the most prominent futurists, who tend not to need any kind of professional grouping.
- The big question will be how we organize the futures field.
- Futurists seem to want to remain independent, not get it all together. But our weak performance is evidence that we're missing a big opportunity.
- A lot of the baggage will retire and create an opportunity to re-boot. Young people will make or break the field. New tools involved, such as computer gaming. It will be a different toolbox.
- Will the major established futures consulting firms find it in their interest to actively pursue development of the field?
- [We need to forget] the animosity between the often false dichotomy of – take your pick – academic/research/epistemological/critical futurists and the – take your pick – corporate/applied/empirical futurists.
- I believe the rate of change and complexity is so great that the practitioners trying to make sense of it will be extraordinary different people than today. Could become a real genuine profession due to rate and importance of implications
- Branding will become a key strategy, to the extent that almost every serious futurist will want to be associated with the professional organization in the field.
- Have we bottomed-out after a two-decade decline, or is the "bottom" yet to come? If the "bottom" is yet to come, where is the safe haven from which futures will re-emerge (academia, etc.)?
- Many individuals who used to call themselves "futurists" survived and remained successful by doing basically what they'd always done, but calling it whatever the whims of the business climate dictated.

- Forget about trying to get rid of the so-called charlatans. With the proliferation of information, we will not win that battle.
- Field reached its nadir in the late 1970s and became far less in demand; instead of asking “what happened” we shouted louder and didn’t become self-critical. The field has not been self-critical. We have not been introspective. We blamed others and not ourselves. It became irrelevant with a lot of angry people.
- How do we frame ourselves? How do we present ourselves to the public? How do we deal with the past images of futurists? What do you call it? The words matter! A lot of bias built into 30 years of history. Think about re-framing, grammar, word choices.

#### *About what we do*

- We helped transform mindsets so people wake up to their own creative potential.
- We need to forget the old methodologies of the 1950s and 1960s developed under a mechanical, top-down paradigm and are no longer relevant to a networked, systems view of the world. Solutions for the past aren’t necessarily solutions for the future.
- [We need] a real breakthrough in theory and methodology.
- [We need to] develop technical skills that are hard to learn and to do (i.e. beyond common sense) and produce value-added.
- We’ve relied for so long on existing tools and methodologies that we feel no real impetus to develop new ones.
- Where are the new tools and methodologies going to emerge from?
- The real need to strenuously embrace content – tools are not enough. Futurists are not simply facilitators.
- [A failure could be that] the world is simply too complex for futurists.
- We don’t seem to have anything new to tell people about. Nanotechnology is actually old news.
- Conceptually, growing interest in “depth futures” as a complement to an over-emphasis on empirical futures.
- We have to help clients do something different on Monday morning.
- Putting things on the radar screen that aren’t normally there.
- We need to define what we do better – we do so many things, give speeches, do change management, etc. Our offering as futurists is diluted by the many different kinds of offerings.
- One of the most important and neglected activities for futurists is to develop a range of credible visions of the future of the policy issue to inform the public dialogue.

#### *About how we do things*

- We missed something really big – a big wildcard happens that we missed, perhaps because we don’t see what we don’t want to see.
- To be professional enough and be perceived as people who can really contribute and not just interesting opinions?
- Nobody is paid full-time to do this research.
- We have an inability in tying futures work to an item on the budget. The value of the work is not easily tied to a dollar sign.
- [It’s] very important to have colleagues in the field to learn from.
- We need real courage to look out far, to even appear ridiculous.

- We must continually reflect on our practices, innovate, and then disseminate. We don’t do so now because we don’t take the time to publish and because there is not a good channel or “retail point” for that kind of knowledge.
- Will futurists adopt and enforce standards for membership in the profession?
- Too many of us talk the future; few really live it. The field needs both.
- I have heard futurists (some fairly well known) pan the work of others – not saying you can not disagree – but there are ways of disagreeing without – debate should be about options not factions.
- The profession ain’t gonna get there without some very advanced technology that allows one to make sense of the nature and dynamic complexity; using “post it” notes on the wall won’t cut it.
- Most professions rely heavily on their academics to provide new and better tools.
- People realize that it was stupid to fight for small pieces of the [futures] pie, and that by letting go of business “territories” and being protective, the field was able to grow and flourish.
- Another failure would be that professional standards are never developed, due to infighting, or perceptions about standards being so narrow as to be exclusive or so broad as to be insignificant.
- Be mindful of how destructive it can be to get stuck on a particular issue of debate within the field and endlessly pound it into the ground.

#### *About where we work*

- The President and his advisers are meeting. The President stops the discussion by raising his hand. “Okay, let’s stop and take some time to think about the long-term consequences for us all of this plan.” Pointing to the futurist in the room she says, “you take over this discussion and let’s be sure we have some alternative outcomes to present to the nation.”
- There’s more information available about the future in the mainstream media than ever before.
- Futurists were a decisive influence in getting the world to deal with the problems of the twenty-first century.
- A triumph would be that studying the future is as common as studying economics or history. There would be A Department of the Future – at the Cabinet level in the government . . . at a very high level . . .
- Connecting closer to other professions.
- Futures thinking has a wonderful role to play in the expanding number of organizations trying to become learning organizations.
- The work will be there, but under what kind of aegis?
- What will the other players in this area be doing? For example, the strategic consultants and ad agencies who increasingly do similar work?
- [A leverage point is that] everybody is thinking about the future.
- [Futurists] help the world find a way to find way to healthy future.
- Futurists cultivated an appetite for change.
- Younger people, ages 12 to 24 years, accept the perception that they are already living in the future, so why study it?
- Many of us in the profession are trying to put ourselves within knowledge networks and then to mobilize the expertise in those

networks to think about the future. On the edges of these networks, there are lots of other people biting off chunks of futures work—the risk management crowd, public relation issues managers, scanners. Increasingly our job is to have an overview, to understand what tools are useful, to help manage and integrate the process so it produces a relevant and strategic product.

#### *About how we are valued*

- [The field could be] completely irrelevant; not exist anymore.
  - What products or services that futurists offer will be most in demand?
  - [An obstacle is] the public's inability to tell the difference between quality futures work and trash.
  - Will the field be distinct or special or an ordinary technique of leadership and management?
  - What good success stories will we have to increase credibility?
  - Futures thinking was shown to be a fad of the late twentieth century and early twenty-first century. It was largely discredited as a business and organizational tool by the development of more efficient computer-based decision making and analysis, and by the failure of the field to maintain relevancy to the serious business of the day.
  - The media routinely calls on futurists to provide context and commentary to explain world events.
  - We've got to highlight good futures work.
- As professionals they are recognized (Nobel Prize perhaps?) for having addressed many world problems.
  - Will the profession be so valued that people will pay the big bucks for our services?
  - People are leaving money for funding future research because it makes a difference in people's lives.
  - [We need to] communicate our value and successes.
  - Futurists have had a hard time defining success. It is not clearly defined or visible – maybe the results come a year from now, or are not attributed to you.
  - Do we know what the world wants from us?
  - Futurists are accepted (not freaky, as today), get no strange looks, don't have to explain what the "F" word means.
  - Futurists are looking for a home run – being the ones to change the course of an industry. But we won't get the credit, and probably shouldn't. Our work is a means to an end, not the end itself. We should not get caught in the trap of trying for this kind of win.
  - What percentage of people will know what a futurist is 20 years out?
  - Will futurists or their skills be needed as specialized and independent endeavors, or will the practices of anticipating change and the use of systems thinking be integrated into general decision-making process.