

Sixteen Trends... That Will Profoundly Impact Organizations, Communities, and Nations in the 21st Century

Gary Marx, President, Center for Public Outreach

- 1. For the first time in history, the old will outnumber the young.**
(Younger ~ Older) Worldwide: (Younger ~ Older and Older ~ Younger)
- 2. Majorities will become minorities, creating ongoing challenges for social cohesion.**
Worldwide: (Diversity = Division ↔ Diversity = Enrichment)
- 3. Social and intellectual capital will become the primary economic value in society.**
(Industrial Age → Global Knowledge/Information Age)
- 4. Education will shift from averages to individuals in an education system increasingly devoted to lifelong human development.**
(Standardization → Personalization)
- 5. The Millennial Generation will insist on solutions to accumulated problems and injustices.**
(GIs, Silents, Boomers, Xers → Millennials, Generation E)
- 6. Continuous improvement and collaboration will replace quick fixes and defense of the status quo.**
(Quick Fixes/Status Quo → Continuous Improvement)
- 7. Technology will increase the speed of communication and the pace of advancement or decline.**
(Atoms → Bits) (Micro → Macro → Nano → Subatomic)
- 8. Release of human ingenuity will become a primary responsibility of education and society.**
(Information Acquisition → Knowledge Creation and Breakthrough Thinking)
- 9. Pressure will grow for society to prepare people for jobs and careers that may not currently exist.**
(Career Preparation ↔ Career Adaptability)
- 10. Competition for qualified educators will increase dramatically.**
(High Demand ↔ Even Higher Demand)
- 11. Scientific discoveries and societal realities will force widespread ethical choices.**
(Pragmatic/Expedient → Ethical)
- 12. Common opportunities and threats will intensify a worldwide demand for planetary security.**
(Personal Security/Self Interest ↔ Planetary Security)
(Common Threats ↔ Common Opportunities)
- 13. Understanding will grow that sustained poverty is expensive, debilitating, and unsettling.**
(Sustained Poverty ↔ Opportunity and Hope)
- 14. Polarization and narrowness will bend toward reasoned discussion, evidence, and consideration of varying points of view.**
(Narrowness ↔ Open Mindedness)
- 15. To earn respect in an interdependent world, nations will be expected to demonstrate their reliability and tolerance.**
(Isolationist Independence ↔ Interdependence)
- 16. Greater numbers of people will seek personal meaning in their lives in response to an intense, high tech, always on, fast-moving society.**
(Personal Accomplishment ↔ Personal Meaning)

Creating a Future... The Essence of Leadership

*by Gary Marx, President, Center for Public Outreach, Vienna, Virginia, USA
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Ten Trends ...

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Trend

**For the first time in history, the old
will outnumber the young**

Younger → Older

**In developed nations, the old will substantially
outnumber the young.**

**In underdeveloped nations, the young will
substantially outnumber the old.**

Facts

Social Security Worker to Beneficiary Ratios

- . **1950.** 16 people working for every person drawing benefits from Social Security system.
- . **1960.** 5 to 1
- . **2000.** 3.4 to 1
- . **2030.** 2 to 1 (Baby Boomers will be between 66 and 84 years of age.)

(Source: Social Security Administration)

Examples of Population Changes

	(in millions)		(2050 percentages)	
	<u>2000</u>	<u>2050</u>	<u>0-19</u>	<u>55+</u>
China	1.26 b	1.42 b	20%	39%
Italy	57.6 m	45 m	15%	48%
Russia	146 m	118 m	19%	41%
United States	275 m	404 m	26%	31%
Canada	31.3 m	41.4 m	20%	38%
Mexico	100m	153 m	25%	29%
Nigeria	123 m	303 m	38%	19%
Yemen	17.5 m	71.1 m	42%	11%

(International Database, US Census Bureau, May 1004)

Most Populous Nations, 2050

- . India 1.6 billion
- . China 1.42 billion
- . United States 420 million
- . Indonesia 336.2 million
- . Nigeria 307.4 million
- . Pakistan 294.9 million
- . Bangladesh 279.9 million
- . Brazil 228.4 million
- . Congo (Kinshasa) 181.2 million
- . Mexico 147.9 million

(International Data Base, U.S. Census Bureau, 2004) "

**21st Century Implications
for Organizations, Communities, and Nations**

- . Ensuring that everyone is well educated and productive.
- . Recruiting and retaining older citizens in the workforce.
- . Calling on experienced people to build connections.
- . Offering services to meet demands of an aging market, while rescuing strained pension plans.
- . Expanding opportunities for lifelong learning.
- . Balancing the political demands of young and old.
- . Offering courses about aging and promoting intergenerational communication.

Trend

Majorities will become minorities, creating ongoing challenges for social cohesion.

Majority/Minority → Minority/Minority

Growing numbers of people and nations will discover that if we manage our diversity well, it will enrich us. If we don't, it will divide us.

Diversity = Division → Diversity = Enrichment

Facts

Majority to Minority

Total U.S. Population

2000 ... 281.4 million, 71 percent white

2050 ... 403.6 million, 53 percent white

2100 ... 570.9 million, 40 percent white

U.S. Youth. Age Birth to 19

2000 ... 78.4 million, 64 percent white

2050 ... 100.98 million, 46 percent white

2100 ... 144.6 million, 34 percent white

(Source: U.S. Census Bureau)

21st Century Implications for Organizations, Communities, and Nations

- . Ensure equal opportunity for *all* ... raising all boats.
- . Attract and keeping excellent teachers, role models.
- . Assign excellent teachers to schools with deepest needs.
- . Provide professional development that supports Inclusion and diversity rather than exclusion and division.
- . Grow focus on ethnic markets, ethnic media.
- . Seek common denominators and consensus. Constantly reframe our Identity to be Inclusive and avoid stereotyping.
- . Develop an International focus.

Trend

Social and Intellectual Capital will become the primary economic value in society

Industrial Age → Global Knowledge/Information Age
Driven by Technology and Ingenuity

Intellectual Capital

"... is the intellectual material-knowledge, information, intellectual property, experience that can be put to use to create wealth. It is collective brainpower."

-Thomas Stewart

Intellectual Capital: The New Wealth of Organizations

21st Century Implications for Organizations, Communities, and Nations

- . Capitalizing on own intellectual and social capital.
- . Getting beyond the factory model. Developing flexible knowledge/information age organizations.
- . Preparing students for the new economy, for existing and emerging careers in the for-profit and nonprofit sectors.
- . Developing student management and entrepreneurial skills.
- . Offering professional development that challenges habits and mindsets.

Trend

Education will shift from averages to individuals in an education system increasingly devoted to lifelong human development.

Standardization → Personalization

21st Century Implications for Organizations, Communities, and Nations

- . Personalizing as a key to reaching and exceeding standards.
- . Fully exploring students' needs, interests, talents, and abilities...organizing or creating personalized programs.
- . Preparing students for the future, not for the past.
- . Understanding that prospering communities are developing and attracting creatives, not freezing the status quo.
- . Ensuring that standards do not limit the curriculum.
- . Establishing an early-warning system for students who may need more attention or encouragement.

Trend

The Millennial Generation will insist on solutions to accumulated problems and injustices.

GIs, Silents, Boomers, Xers → Millennials → Generation E = Equilibrium

The Generations

- . The G.I. Generation. Born between 1901 and 1924. "Generation of Heroes."
- . Silent Generation. Born between 1925 and 1945. Smallest generation of the century.
- . Baby Boomers. Born between 1946 and 1964. About to retire in massive numbers.
- . Generation X. Born between 1965 and 1981. Growing concern about their future.
- . Millennials. Born 1982 and 2003. New G. I. Generation.
- . Generation E (Equilibrium). Born 2004

Every fourth generation tends to repeat itself

21st Century Implications for Organizations, Communities, and Nations

- . Getting ready for assertiveness + high-tech know-how.
- . Developing teamwork skills.
- . Teaching conflict management skills and how to make change democratically.
- . Promoting greater intergenerational communication.
- . Building media literacy skills.
- . Maintaining a "mission driven" system.
- . On the lookout for "Generation E" for Equilibrium, "The Connected Generation," or the "Stabilizers."

Trend

Continuous improvement and collaboration will replace quick fixes and defense of status quo.

Quick Fixes or Status Quo →
Continuous Improvement

A New Mentality **Jumping the Curve**

From:

Getting the critics off our backs and letting the world know how good we really are.

To:

No matter how good we are, or think we are today, we'll become even better tomorrow.

21st Century Implications for Organizations, Communities, and Nations

- . Shaping the education system of the future and positioning it in a futures context.
- . Teaching and using the principles of continuous improvement. Offering futures studies courses or units.
- . Using futures processes to keep organizations/institutions connected to forces in society. (PEST/SWOT)
- . Staying close to community needs. Collaborating and partnering to get the job done.
- . Maintaining flexibility to deal with opportunities, needs, and interests.

Trend

**Technology will increase
the speed of communication and
the pace of advancement or decline.**

Atoms → Bits
Macro → Micro → Nano → Subatomic

*Some kids have more technology in their bedrooms
than we have in our classrooms.*

**"Eighty percent of all the scientists
who ever lived are alive today...
and they're on the Internet."**

-- *Marvin Cetron*
President
Forecasting International

It's Not The Technology

It's what it does to unleash the genius of students, staff, and community and to increase the pace of change that will really make a difference.

21st Century Implications for Organizations, Communities, and Nations

- . Connecting teachers, students, organizations, and communities with each other and with the world through interactive technology.
- . Preparing people to use new and emerging technologies and to develop new generations of technologies.
- . Becoming orchestrators of learning, moving students from data/information toward knowledge and wisdom.
- . Dispersing leadership ... since hoarding information is no longer possible.
- . Engaging in continuous self-learning.
- . Closing the digital divide.

Trend

Release of human ingenuity will become a primary responsibility of education and society.

Information Acquisition → Knowledge Creation and Breakthrough Thinking

Developing Enlightened Students

- . Help students learn across disciplines. Moving from fragments to new wholes.
- . Apply what we've learned from cognitive research.
- . Build on student strengths, multi-Disciplinary Interdisciplinary.
- . Teach thinking and reasoning skills.
- . Make futures studies an essential part of education
- . Show the connection between what we are teaching and how it will be useful in the outside world.

(Source: Gary Marx, Center for Public Outreach)

Our Challenge

Schools, Organizations, Communities, and Countries Must...

- . Create intellectual entrepreneurs. Students need to grow up curious and persistent.
- . Move students, employees, and citizens from fragments to relationships and toward knowledge creation and breakthrough thinking.
- . Help students, employees, and citizens trigger ideas.
- . Move from the static to the dynamic.
- . Disadvantage may heighten entrepreneurial skills.

Trend

Pressure will grow for society to prepare people for jobs and careers that may not currently exist.

Career Preparation → Career Adaptability

Related Trend

Competition for Qualified Educators will Increase Dramatically

High Demand → Even Higher Demand

21st Century Implications for Organizations, Communities, and Nations

- . Becoming even more competitive for talented people in all fields, including education.
- . Helping students and adults with career planning.
- . Constantly scanning the environment and anticipating development of new careers ... shaping needed programs.
- . Become a key part of the economic infrastructure of the community and country. Help the community invent and capitalize on emerging careers.
- . Considering emerging fields such as nanotech, biotech, and development of new sources of energy and propulsion.

Trend

Scientific discoveries and societal realities will force widespread ethical choices.

Pragmatic/Expedient → Ethical

21st Century Implications for Organizations, Communities, and Nations

- . Modeling ethical leadership.
- . Clarifying the school's role in teaching about ethics.
- . Expanding civic and character education.
- . Including an ethics component in most courses and transactions.
- . Making critical and creative thinking basic skills.
- . Helping students, educators, and communities understand that ethical behavior is essential, and the price of crime, corruption, and inappropriate behavior runs very high.
- . Making ethics a basic part of reputation management.

Emerging Trends

- . **Polarization and narrowness will bend toward reasoned discussion, evidence, and consideration of varying points of view.**

Narrowness → Open-Mindedness

- . **Common opportunities and threats will intensify a worldwide demand for planetary security.**

*Personal Security/Self Interest ↔ Planetary Survival
Common Threats ↔ Common Opportunities*

Emerging Trends

- . Understanding will grow that sustained poverty is expensive, debilitating, and unsettling.
Poverty ↔ Opportunity and Hope
- . To earn respect in an interdependent world, nations will be expected to demonstrate their reliability and tolerance.
Isolationist Independence ↔ Interdependence
- . Greater numbers of people will seek personal meaning in their lives in response to an intense, high tech, always-on, fast-moving society.
Personal Accomplishment ↔ Personal Meaning

Challenges for Organizations, Communities, and Nations

- Taking on the strategic futurist role.
(That's where we'll be living our lives.)
- Playing an entrepreneurial, intellectual leadership role.
- Engaging In Parallel Planning.
{Planning for the near-term while, in parallel, generating discussion about trends and the longer-term future.

Add trends, characteristics, demographics, scenarios to our playbook.

What Can Organizations and Communities Do Next?

- Appoint a Trends or Futures Council to engage in generative thinking.
- Listen to staff and community to unleash genius, gain further insights, and establish ownership.
- Appoint a Trends Action Team to prepare ideas/recommendations for dealing with the trends.
- Engage community and staff in continuously renewing the plan.
- Turn the strategic plan into a living strategy.