



A Monthly e-Newsletter From:

 Institute for Alternative Futures

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Upcoming Events:

Opportunities to Reduce Health Disparities Through Health Technologies, IAF Founder and Chairman of the Board Clement Bezold will speak at the [Medical Automation International Conference](#), November 1st through November 3rd in Loudoun County, VA.

Applying Spiral Dynamics® in Futures Work

Spiral Dynamics® creates an understanding of how people structure their beliefs as individuals, subcultures and societies and describes an evolutionary path for humans. Nine levels of development spiral up from basic, individual survival through collective species renewal that leads to globally interconnected individuals. By looking at these levels, futurists can recognize different client cultures, policy orientations and messages that define forecasts and scenarios that account for the evolution of values.

The first tier has six levels that explain a great deal of variance seen in behavior, communication and understanding. The six levels are referred to as memes and encompass almost all of the worldviews, mental attitudes and cultures seen today. Memes are units of culture that, like genes, replicate and diffuse through a population. The three memes of the second tier are much harder to see because far fewer people operate at these levels. These memes are emerging from cultural developments seen in the last fifty years and are gradually moving individuals and societies away from subsistence level concerns seen in the first tier.

For example, the [IAF Diabetes 2025 Scenarios](#) envisioned people, public health and political leaders at different levels of the spiral. In the worst scenario, people remain closed to evolving up the spiral. Public health efforts fail and political leadership continues to ignore the nation's health needs. In the best of scenarios, the top of the spiral provides guidance for those evolving up from lower levels. Each level up the spiral contains more complexity because it both transcends and includes the previous levels. In the best diabetes scenario, enlightened leaders from the second spiral tier help subpopulations in the first tier address obesity and diabetes. This scenario offers

hope for arresting the disastrous epidemic of diabetes.

The overall pattern of evolution shown in Spiral Dynamics® draws attention to the highest potential for humankind. The value shift of the second tier is occurring because life conditions on this planet are changing. Life on a planet with 9 to 10 billion people will need new values to assure that more people can still mean better quality of life for everyone. The first tier ethic of "be fruitful and multiply" is converted into a tier two ethic for stewardship with sustainable increases in quality of life. IAF is finding Spiral Dynamics® a valuable tool for helping clients work for preferred futures at different levels of development.

Corporate Foresight Explored at the World Future Society

Clem Bezold, founder of the Institute for Alternative Futures (IAF), joined a panel of leaders from the U.S. and Europe in exploring *Corporate Foresight* at the 2006 World Future Society (WFS) Conference in Toronto. The panel included experts in foresight from IAF and ZPoint as well as corporate users of foresight from Johnson and Johnson, Phillips Design and BASF AG.

Cornelia Daheim of ZPunkt reported on a European survey of 40 companies active in foresight. The survey found that for half of corporations, foresight is a continuous process that lasts more than 10 years. These corporations use foresight to provide support for strategic decision making (88%), improving long term planning (77%), enabling early warning and issue management (65%), improving innovation processes (58%), fostering future-oriented thinking and culture (43%) and generating visions and normative empowerment (30%).

Bezold agreed with Daheim that vision and aspirations are a growing part of the practice of foresight. Bezold said effective foresight efforts involve multiple levels of the organization and include foresight in performance measurements. Effective foresight networks involve relevant stakeholders both inside and outside the organizations.

Marco Bevolo of Philips Design discussed his experience working as an internal consultant inside a large company. Philips Design serves as an internal consultant on both design and foresight to other parts of the company. The Phillips approach to foresight is influenced by a background in art and design and the foresight work often has a tangible look and feel.

Don Bone of Johnson & Johnson and Klaus Heinzlbecker of BASF AG discussed their experiences as both users and purchasers of foresight inside their companies. Don Bone, director of the Corporate Office of Science and Technology, reviewed Johnson & Johnson's foresight project on the future of cancer treatment. Bone discussed the successes of the project in identifying key trends and encouraging foresight inside Johnson & Johnson.

Klaus Heinzlbecker, director of strategic planning, identified trends in BASF's corporate foresight. BASF is outsourcing more of its foresight as the external environment becomes more complex. However, it is essential for a company like BASF to retain knowledge in key areas in order to integrate that foresight into their ongoing operations. These include knowledge of relevant trends, foresight tools and how to connect foresight to strategic planning, risk management and innovation inside the company.

The presentations by Bezold, Daheim, and Heinzlbecker are available [here](#) at the WFS conference site.

IAF Welcomes Chandi Sithole

IAF welcomes Chandi Sithole to our ongoing internship program. Sithole is currently pursuing a doctorate in African Studies with a focus in Development and Public Policy from Howard University. He completed a Masters in International Relations from the University of Zimbabwe, and worked at the Corporate Council on Africa based in Washington, D.C.

Sithole is currently a graduate fellow with the United Nations Association-National Capital Area (UNA-NCA) Graduate Fellows Program. The UNA-NCA and its members work with foreign policy makers, political decision makers, schools, colleges, and universities, and non-profit and other organizations in the national capital area to build knowledge, understanding, informed opinion, and new ideas, on the United Nations and its specialized agencies.

As Sithole works on a range of futures projects, he will provide the Institute with a unique perspective on global trends taking shape in international affairs and development.

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