



Forces, Signals and Trends

 **Future Today Institute**

MACRO FORCES

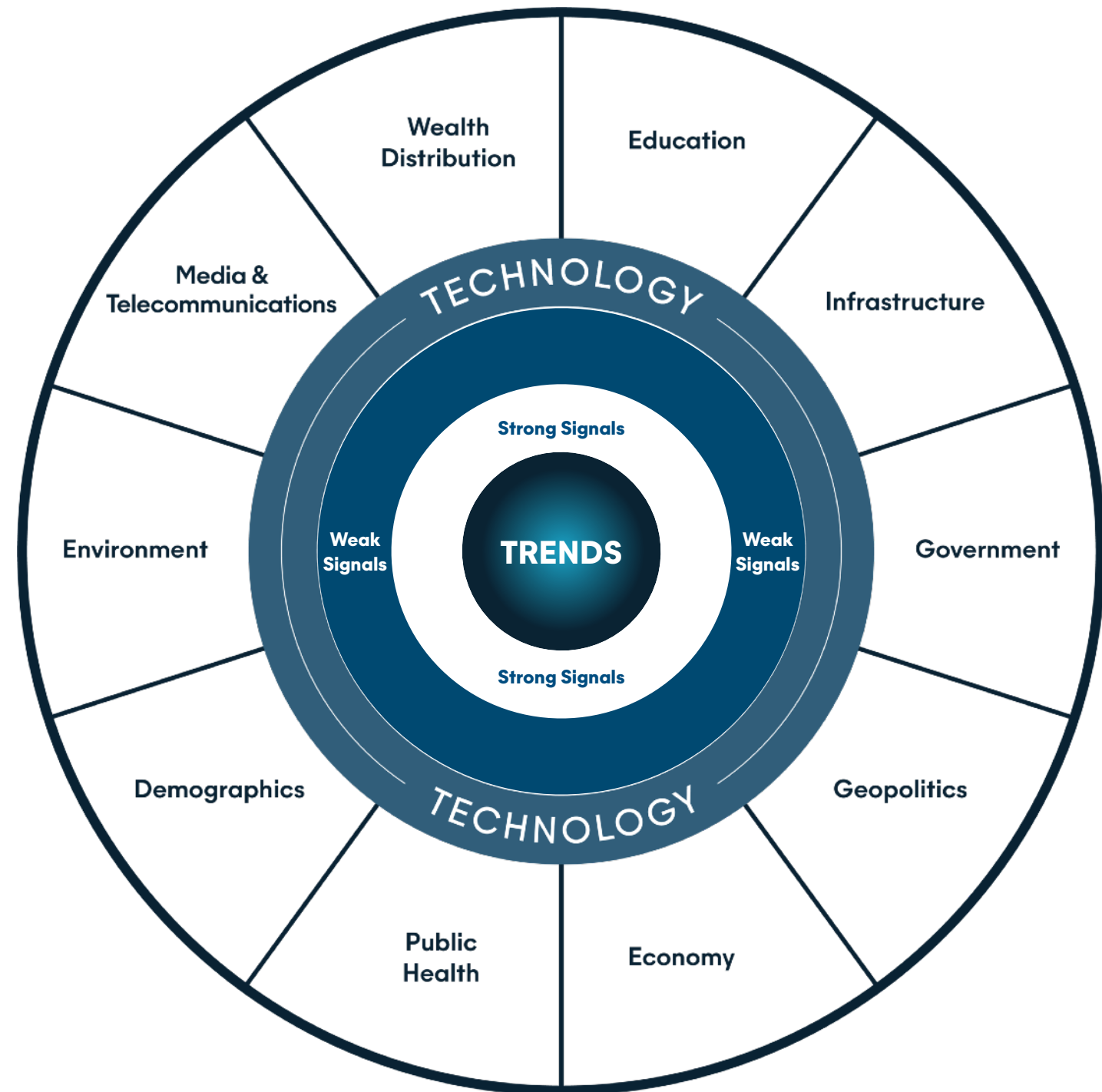
Shape our world

SIGNALS

Indicate emerging change

TRENDS

Describe our futures



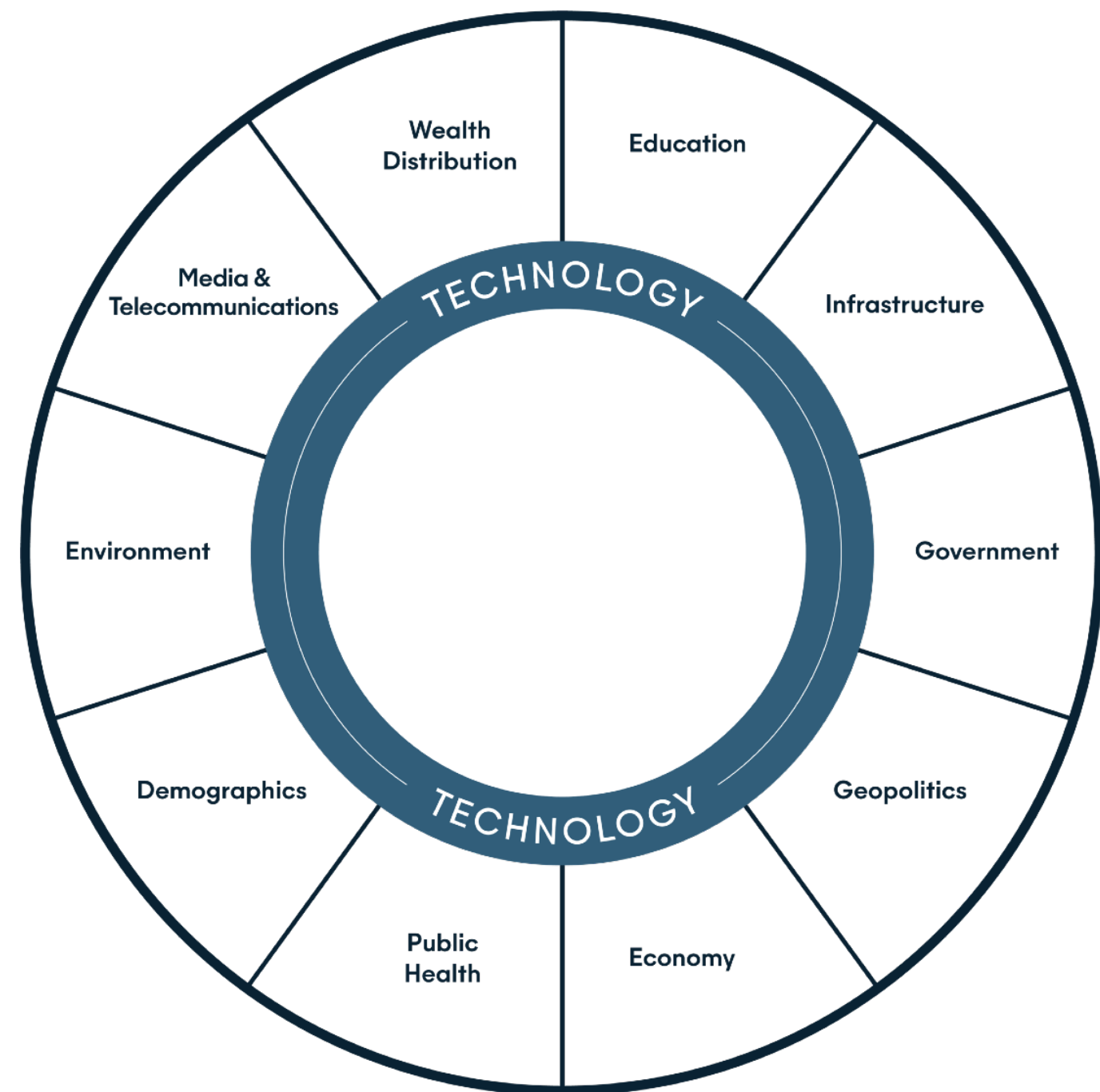
MACRO FORCES

Shape our world

These 11 Macro Forces represent external uncertainties over which no one entity has control, but which play a critical role in how our futures develop. These factors broadly influence business, governing and society. They can skew positive, neutral and negative.

These are **primary source** shifts. Developments in each of these 11 Macro Forces impacts the world we live in.

Because technology is intertwined with every aspect of modern life, it connects to all of the forces.



SIGNALS

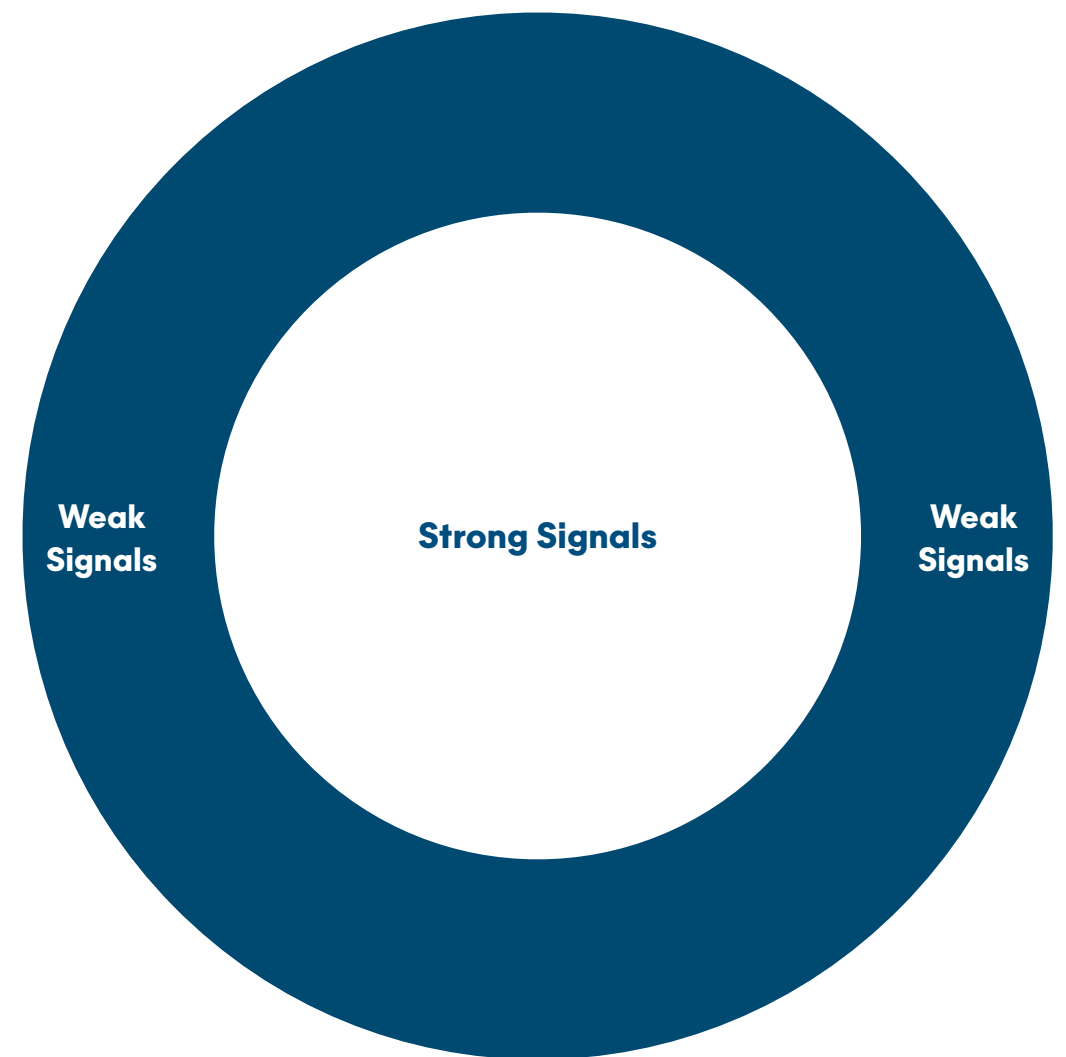
Indicate emerging change

Weak Signals are...

- A small innovation, incremental development or R&D advancement, or other minor development that has the potential to grow as it matures
- A new technology development that has not yet entered the mainstream or a new market strategy, product, service entering a non-competitive space
- Evidence of an existing thing becoming obsolete; also evidence of a novel thing emerging
- A recently-revealed problem or state of affairs that does not directly or immediately impact your business

Strong Signals are...

- A bigger innovation, significant development or R&D advancement, or other big development that is maturing
- A new market technology, strategy, product, service entering a competitive space, where others are likely to follow fast
- Factors that challenges current beliefs or assumptions and has the momentum to mature or grow fast
- Obvious advance warning indicators



TRENDS

Describe our futures

Trends emerge from the intersection of macro forces and signals. They meet the following four criteria:

- (1) formed by the convergence weak and strong signals over time
- (2) driven by basic human needs
- (3) evolve as they emerge
- (4) likely to persist well into maturity

Forecasting longitudinal trends enables us see change early and identify risk and opportunity.

