

INSTITUTE FOR THE FUTURE

# Equitable Futures

## TOOLKIT

### CHALLENGE

#### Extreme poverty

Severe deprivation of basic needs—such as food, safe water, sanitation facilities, health care, education, companionship, and sufficient income, access to services.

### TOOL

#### Restorative Justice

An ancient technique for bringing offender(s), victim(s), and community impacted by a crime together in order to restore social fabric, rebuild trust, and create accountability. Is used as a diversion to incarceration.

### VALUE

#### Collaboration

Collaboration, not competition is the defining organizing principle how things get done. Collaboration often assumes shared goals.

[www.iftf.org](http://www.iftf.org)

## **INSTITUTE FOR THE FUTURE**

Institute for the Future is the world's leading futures thinking organization. For over 50 years, businesses, governments, and social impact organizations have depended upon IFTF global forecasts, custom research, and foresight training to navigate complex change and develop world-ready strategies. IFTF methodologies and toolsets yield uncommonly coherent views of transformative possibilities across all sectors that together support a more sustainable future. Institute for the Future is a registered 501(c)(3) nonprofit organization based in Palo Alto, California.

### **Future for Good Fellows**

In small cohorts of six, Future for Good Fellows join IFTF to immerse themselves in IFTF research and methodologies, in order to future-proof their work. They do this to bring futures thinking, innovation, and an entrepreneurial sensibility to the urgent futures we all face today. For the duration of the fellowship, the fellows engage their networks to imagine local futures for good, and commit to actions to build that future. The 2018 cohort co-created the Equitable Futures Toolkit to help the world imagine alternative futures where fair and just societies are possible. [www.iff.org/fellows](http://www.iff.org/fellows)

### **IFTF Foresight Training and Capacity Building**

Learn the tools of foresight and become a certified foresight practitioner. IFTF's foresight trainings are built on a 50-year foundation of futures work for corporations, governments, not-for-profit, and civic organizations. The trainings are a nuts-and-bolts immersion in futures methodologies and tools. They are designed to help individuals and organizations grow their skills in the art and science of foresight—and to join a vibrant network of practitioners who can advance futures thinking in all kinds of organizations and communities around the globe. Sign up for a public training, or organize a customized private training for your team or institution. [www.iff.org/foresightstudio](http://www.iff.org/foresightstudio)

### **IFTF Foresight Toolkit and Templates Usage**

As a research and educational organization, Institute for the Future's mission is to build more foresight capacity in the world by providing tools and resources to help people better anticipate the future to make decisions in the present. To this end the IFTF Equitable Futures Toolkit and Templates are held under an IFTF copyright and licensed under the Creative Commons 4.0 International License (CC BY-NC-ND 4.0).

### **Acknowledgments:**

**Lead Authors:** Tessa Finlev, Director, Future for Good Fellows Program;  
2018 Future for Good Fellows Cohort: Kenneth Bailey, Hodari Davis,  
Ben Gansky, Emma Guttman-Slater, Alicia Olivarez, Rachel Weidinger

**Developmental Editor:** Carol Westberg

**Design:** Robin Bogott, Karin Lubeck, Robin Weiss

### **Special Thanks:**

Ashley Hemstreet, Program Coordinator, Future for Good Fellows  
Cindy Baskin, Program Advisor, Future for Good Fellows  
Marina Gorbis, Executive Director, Institute for the Future

# Contents

<b>Introduction</b>	<b>4</b>
<b>Facilitators' Welcome &amp; Approach Overview</b>	<b>5</b>
<b>Introduction to Scenarios</b>	<b>6</b>
<b>Approach 1: IFTF Foresight Training</b>	<b>7</b>
<b>Tools</b>	<b>8</b>
<b>Commit to Action</b>	<b>16</b>
<b>Approach 2: Equitable Futures Card Game</b>	<b>17</b>
<b>Card Game</b>	<b>17</b>
<b>Commit to Action</b>	<b>23</b>
<b>Appendix</b>	
<b>IFTF Foresight Training 1-day Process</b>	<b>24</b>
<b>Equitable Futures Card Game 1-day Process</b>	<b>26</b>
<b>Approach 1 &amp; 2: 4-Hour Process</b>	<b>28</b>
<b>Approach 1 &amp; 2: 1.5-Hour Process</b>	<b>29</b>

“ You cannot carry out fundamental change without a certain amount of madness. In this case, it comes from nonconformity, the courage to turn your back on the old formulas, the courage to invent the future.

—Thomas Sankara

# Introduction

Join Institute for the Future to imagine hundreds of new social fictions that light a pathway toward more fair, just, and equitable societies in 2030. Social fictions are stories about the future that are grounded in social issues.

We need your help to get new stories of equity out into the world. We need your help to inspire the change communities want.

---

“ To overcome poverty, we have to free our mind,  
imagine what has never happened before,  
and write social fiction.

We need to imagine things to make them happen.  
If you don't imagine, it will never happen.

—Muhammad Yunus

---

As wealth and economic inequality reach staggering heights, we face an urgent future. Inequality at current extremes around the world, including the United States, has historically sparked civil unrest. Now is the time to join together and move us toward a more equitable future.

We must spread as many social fictions imagining a more equitable society as possible into our mainstream imagination, making it common sense that there is an alternative, more equitable future we can build.

As we describe these new social fictions, we'll pre-experience living in these worlds and begin creating them. The world needs futures that create space for many values and authorities to coexist, futures that address and undo systems of exploitation and subjugation, and futures that are locally imagined. From these stories, we can move toward a destination we struggle to imagine. What could a fair and just society actually look like? What could the end of poverty look like? Is there a post-racial future?

## Be a Node! Facilitate the Future

As a node, you'll help us develop social fictions that describe a more equitable future. You can be a node of one or a node of 100. It's up to you how to organize.

During Equitable Futures Week, join a virtual community by sharing your social fictions and results from the toolkit with IFTF and social media. IFTF will synthesize all ideas to build a global map of a more equitable future.

**This is equity: just and fair inclusion into  
a society in which all can participate,  
prosper, and reach their full potential.**

—PolicyLink Equity Manifesto

# Facilitators' Welcome

Congratulations on gathering a group to have a meaningful, future-focused discussion about equity. In your node, you'll investigate what equity means to each of you and develop creative ideas for what a more equitable future could look like. This guide offers two alternative approaches for facilitating a full day process—Approach 1: IFTF Foresight Training and Approach 2: Equitable Futures Card Game. For either approach, we offer three different agendas; a full-day workshop, a 4-hour workshop, and 1.5-hour workshop. Everything in this guide is exactly that, a suggested guide to developing new ideas. Take what's helpful and make adjustments along the way.

## Approach 1: IFTF Foresight **Training**

**Use to build a common language and shared viewpoint** around possible futures and clarify what building a more equitable future requires.

**Use with a group of people who have a well-defined mission** and are actively working together to build a more equitable world, or a group of diverse stakeholders who want to have a shared conversation about equity.

### **OUTPUT:**

A map of the long-term implications of your current work that explores what would happen should you be successful in your organizational mission, a pithy headline, or social fiction, detailing a future in which your preferred outcome has been realized.

### **TONE:**

Discovery, complexity, uncertainty, focused work, cause-and-effect details, creative.

## Approach 2: Equitable Futures **Card Game**

**Use to have an easy, fun conversation** that can spark people's imaginations, or to bring together people who aren't used to talking about equity as a group.

**Use with a group of people without a common mission**—students, friends, family.

### **OUTPUT:**

Many different social fictions in the form of ideas about new products, services, or systems that could build a more equitable society.

### **TONE:**

Fun, creative, exploratory, competitive.

The ultimate goal for Equitable Futures Week is to challenge dominant ideas around what kind of society is possible by creating as many social fictions, or scenarios, that describe a more equitable future as we can generate. The way you build these social fictions is ultimately up to you.

**Share your social fictions** (photos, videos, quotes, worksheets) with us and the world!

[@IFTF #EquitableFutures](#)  
[EquitableFuturesToolkit@iftf.org](mailto:EquitableFuturesToolkit@iftf.org)



**Spread the word about Equitable Futures Week!**

An alternative, more equitable future is possible.  
We just need more social fictions to light the way.

Check out [@IFTF's #EquitableFutures Toolkit](#), and join the movement.  
[www.iftf.org/equitablefuturesweek2019](http://www.iftf.org/equitablefuturesweek2019)

# Introduction to Scenarios

Scenarios can be described as stories, or social fictions, that take place in alternative futures. They're stories we can use to uncover new information, new possibilities, and new challenges—for any topic or critical issue. They're also stories we can use to open up dialogue.

**Scenarios are a unique blend of researched facts and creative extrapolations. Scenario writing takes practice. Yet, we are all experts in our own futures, so whether you're an equity researcher or not, you have the knowledge to create plausible yet provocative scenarios that describe a more equitable future.**

Scenarios can take many forms, including a documentary, day in the life, a description of a world in which a new product or service exists, report or historical account, or critical analysis. All good scenarios allow a reader

to understand a different world in a way that draws out insights. Good scenarios are logically coherent and internally consistent, with external events and human actions that make sense in relation to each other. The world might be quite provocative, maybe even ridiculous at first glance, but deeper engagement generates deeper understanding and plausibility. Good scenarios are based on the realities of today, but make a leap from foundational knowledge into new territory. Finally, good scenarios elucidate both the dynamics of the external world and what it feels like to be a person in that world.

## Scenario no-nos:

**NO magic**, no alien invasions

**NO technological silver bullets** that solve everything

**NO moralizing**—the world should be the way I want it to be

**NO naive copying** science fiction tropes

**No “kumbaya”**—everyone just decides to get along

# Approach 1: IFTF Foresight Training

## OVERVIEW:

This approach has been developed with the generous support of IFTF’s Foresight Practitioner’s Toolkit. Learn all 22 tools from the toolkit by joining us for a three-day foresight training. Find out more at [www.iftf.org/foresight-training](http://www.iftf.org/foresight-training)

## USE:

- **Develop an understanding** of what factors are pushing and pulling your work into the future
- **Imagine a world** in which you’ve successfully achieved your mission and grasp what the impacts on society beyond your stakeholders may be
- **Push your organizational or team mission** to the long-term and build more awareness of consequences—both good and bad—of your work
- **Create meaningful social fictions** that light a pathway towards a more equitable future

## OUTPUT:

- A series of **maps and charts** that build a view of how the past and present inform possible futures
- **A complex view of what the future may look like** if your mission is accomplished
- **A concise, clear, evocative story** to illustrate what your most preferred future could look like
- **Commitment letters towards action**

## PARTICIPANTS:

- **A group of colleagues or collaborators with a shared mission and vision**—use this as an opportunity to come together, step back from your day-to-day, and evaluate the work you’re doing and its impact on the future
- **A group of diverse stakeholders** who are taking action on a similar topic—use this as an opportunity to bring together diverse stakeholders in order to build a shared language and understanding of long-term impact of your collective work

## OVERVIEW:

This process includes five tools. To complete all of them, you’ll need an entire day, but you can create your own path based on the time available. The process moves from understanding the past to making sense of the present, to mapping and imagining what the future could look like and, finally, to action to build your preferred future. If you’re short on time, you may want to jump right into mapping what the future could look like in order to create a new social fiction and come back to other steps according to your team’s interests and time.

In the following pages, you’ll find information about how to use each tool, including a template and facilitation process. Each tool has been adapted for the purposes of developing new scenarios or social fictions of a more equitable future. Move to the suggested full day, 4-hour or 1.5-hour processes for information about how to structure your gathering around the individual tools.

### Tools covered:

- |                             |                       |
|-----------------------------|-----------------------|
| 1 Look Back to Look Forward | 4 Headline the Future |
| 2 Pull of the Future        | 5 Commit to Action    |
| 3 Draw Out Consequences     |                       |



## Tool 1: Look Back To Look Forward

It can be easy to feel discouraged. No matter how hard we work to build a more equitable society, there are always systems in place and people who benefit from inequity and the status quo. Taking time to map moments from our past that have created positive change toward equity can help put things into perspective and show that positive, even radical, change has been accomplished. Use this tool to create a shared sense that radical change has happened in the past, and can happen in the future.

---

“ The arc of the moral universe is long,  
but it bends toward justice.

—Martin Luther King Jr. paraphrasing Theodore Parker

---

### STEP 1

**Determine a topic to consider** for historical context and write it at the top left of the template. You may choose “equity” as a broad topic, your organizational or team mission, or a specific focus within your work. Choose a topic that participants will have knowledge of, and that has influence on the mission you’ll explore in the Push and Pull of the Future and Draw Out Consequences tools.

### STEP 2

**Set your timescale** from 1950 to today. You may adjust the scale as necessary to generate a useful conversation about what moments of change from the past have created the present we live in.

### STEP 3

**Give participants three minutes to write** down at least one specific moment when change happened—an event, a new law, a new discovery or innovation—on sticky notes.

### STEP 4

**Ask participants to place their moments of change**, one at a time, on the timeline, as shown in the template. You can do this on a large wall template, or smaller printout if your group is small enough to sit around a table together. Come prepared with a few moments of change in case the group needs some examples.

### STEP 5

Once all the moments of change are on the template, as a group **discuss the most significant disruptions and implications** that arise from individual moments of change. Ask the group to point out patterns of change they can see from the map. Review things that have persisted over time, such as values, needs, or systems of inequality.

### STEP 6

**Discuss the future** you see emerging as you extrapolate past changes forward. What large takeaways can you synthesize as you try to build momentum toward future change?

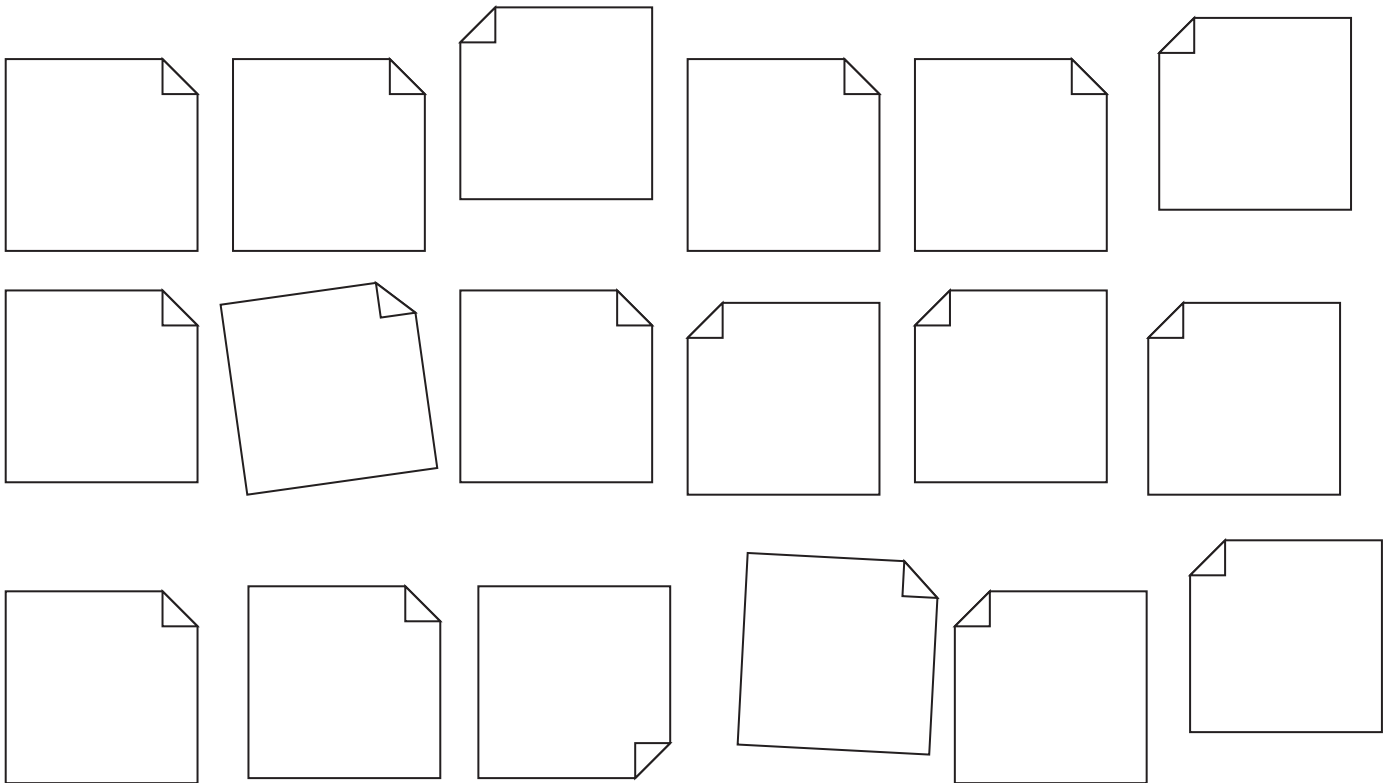




# Tool 1: Look Back To Look Forward

Topic \_\_\_\_\_

## Moments of change



PAST (1950)

PRESENT (2019)

FUTURE (2030)



### Insights to explore:

- How quickly did things change after each moment?
- What additional domains did the moment of change affect, other than where it started?
- How do we still experience the effect of each moment today?



## Tool 2: Pull of the Future

Many complex forces combine to move human society into a different state of being in the future. The Futures Triangle, developed by futurist Sohail Inayatullah, helps us tease apart the different forces of change to develop a more nuanced understanding of what futures are possible, and which forces are either helping or hindering our transformation toward a more equitable world.

### STEP 1

**Define the possible future** you want to move toward. This should be the same topic as in Look Back to Look Forward, but you're able to change it as needed based on new learnings and clarifications about the future you're trying to build. For example, "In the US, Universal Basic Income is a federally funded social safety net."

### STEP 2

**Tease apart the pull of the future, the push of the present, and the weight of the past.**

#### **The Pull of the Future:**

values, beliefs, visions, and images that attract, seduce, or pull you toward this future. These could be positive or negative, and visions can be competing for attention and sway. For example, "a vision for Universal Basic Income could help redistribute wealth and protect against some of the dangers of increased automation and rising disparities in wages."

#### **The Push of the Present:**

trends, policies, and forces driving change in the direction of your issue. These pushes are not inevitable, but they are highly likely or influential. They're the wind at the back of your issue. For example, "big data analytics, increased access to individual data, and unsustainable levels of inequality are pushing toward more acceptance of Universal Basic Income."

#### **The Weight of the Past:**

cultural characteristics, social norms, structural barriers, regulations, and laws of physics that hold back or limit the speed or reach of a possible future. For example, "Universal Basic Income will never be accepted by enough wealthy people to support the passage of necessary laws," or "understanding how to provide Universal Basic Income requires people to give away too much of their privacy."

Ask all participants to write down on small sticky notes what they believe is part of each category. As a group, ask people to place their ideas on the triangle within the category where they think it belongs. Seek disagreement from the group and move ideas around based on other people's understanding if something is the pull of the future, the push of the present, or the weight of the past. Some things may seem to be pulling us to the future, when in reality they may be the weight of the past, actually slowing down progress.

### STEP 3

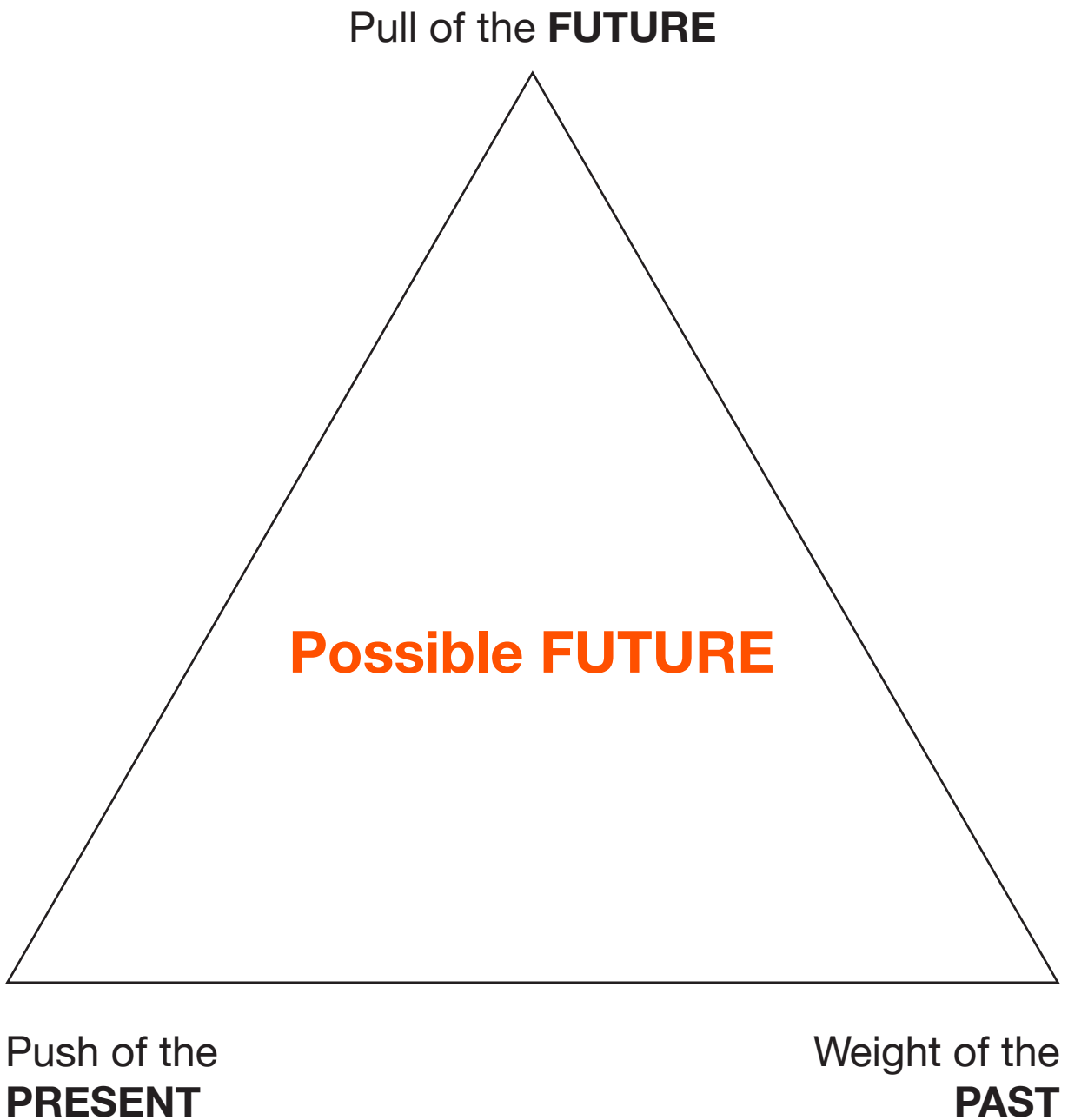
Once everyone has added their ideas to the triangle, **take some time to review key questions or uncertainties** within each corner of the triangle that arise from the exercise. Write them down on the template next to the corner of the triangle that the question is associated with.

### STEP 4

**Re-articulate your possible future into a more plausible future** by looking at the most decisive forces and how they might affect and be affected by the other dimensions. For example, "Government and third party implementers use trusted and secure digital systems for distributing Universal Basic Income."



## Tool 2: Pull of the Future





## Tool 3: Draw Out Consequences

Identifying consequences, or impacts, of new decisions and actions is a key aspect of developing long-term futures. Chains of “if, then” statements are the most common form of stating first-, second-, and third-order consequences as we move from an initial idea to a complex scenario that explores how an entire system may be impacted. The Futures Wheel, designed by Jerome C Glenn in 1972, is the basis for this process and nonlinear template that maps a possible future, keeping its entire complex structure in mind.

### STEP 1

**Determine the most critical action** you could take to move toward a more equitable world and the success of your larger mission. This may come from the Pull of the Future exercise, it may also grow out of your group’s predetermined strategy.

### STEP 2

**Turn your critical action into a one-sentence scenario that assumes success.** For example, “Government and third party implementers use trusted and secure digital systems for distributing Universal Basic Income.” Write it in the center of the diagram.

### STEP 3

**Identify first-order consequences**—direct results of the scenario you’re exploring. Write each consequence in a separate bubble in the first ring around the center. For instance, “People will sign up for universal basic income, adding their name to the registry.”

### STEP 4

**Identify second-order consequences that follow the first.** For instance, “People who have signed up will receive money every month.”

### STEP 5

**Imagine third-order consequences, and note them in a third ring.** These are often not obvious and further removed from the initial change. For instance, “Because people have extra money, some will quit their jobs in order to take lower paying yet more meaningful work.”

### STEP 6

**Continue this ripple effect until a useful picture of change becomes clear.** Ensure that you’ve thought about the larger system throughout the exercise by asking participants to imagine consequences from various domains of life including the economy, environment, society/culture, technology, and political/legal landscape. Also be sure to include both negative and positive consequences.

### STEP 7

**Share your map with the world!** Take a picture and post it on social media. Describe what you find most interesting.

Share your social fictions (photos, videos, quotes, worksheets) with us and the world!

@IFTF #EquitableFutures  
EquitableFuturesToolkit@iftf.org



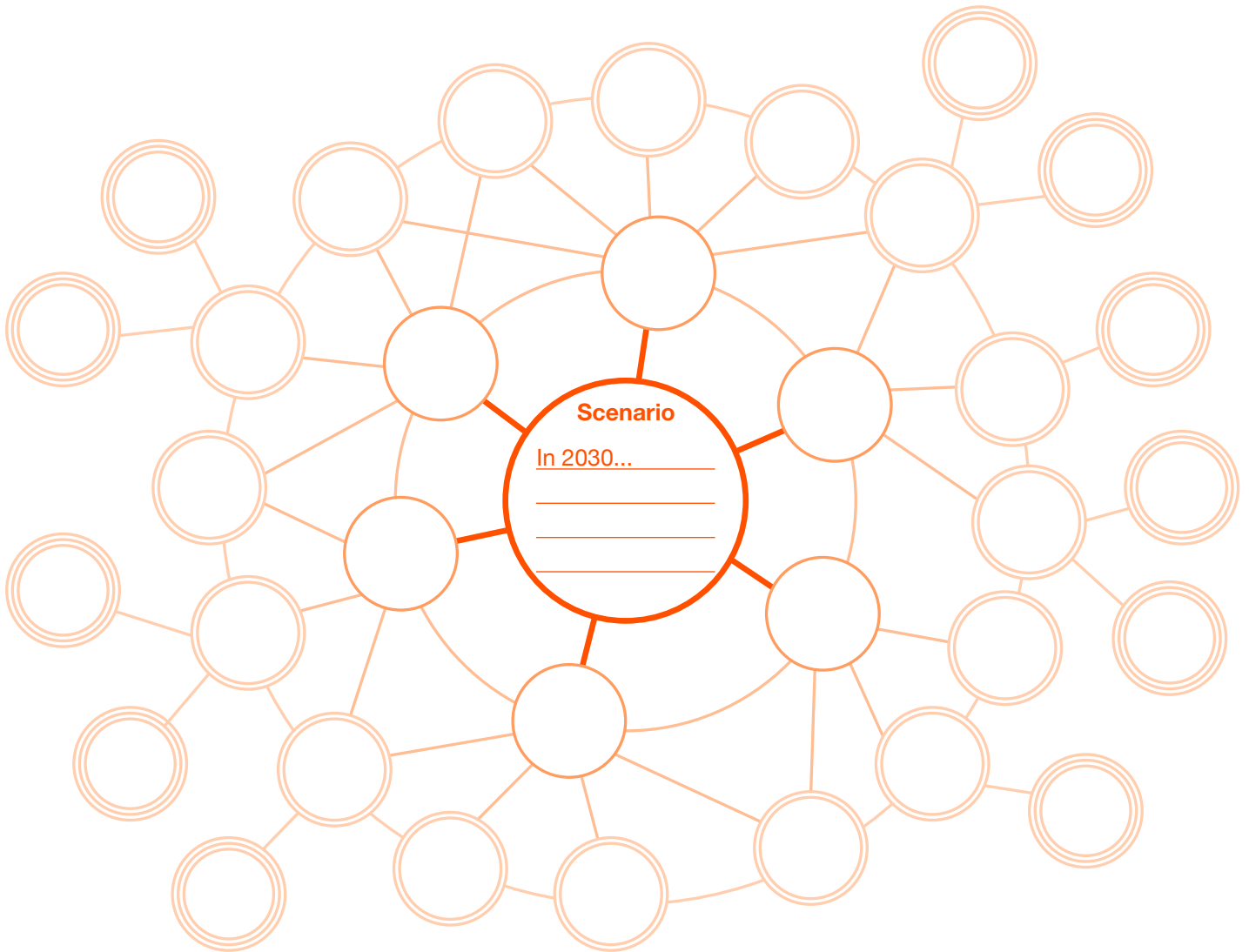
Spread the word about Equitable Futures Week!

An alternative, more equitable future is possible.  
We just need more social fictions to light the way.

Check out @IFTF's #EquitableFutures Toolkit, and join the movement.  
[www.iftf.org/equitablefuturesweek2019](http://www.iftf.org/equitablefuturesweek2019)



# Tool 3: Draw Out Consequences





## Tool 4: Headline the Future

Front page news from 2030 can bring your scenario to life. Headlines from the future distill complex foresight into crisp, evocative, sharable messages in a format that's accessible to most readers.

### STEP 1

**Choose a third-order consequence**, or chain of consequences, from the Draw Out Consequences exercise that sparks the most excitement from the group.

### STEP 2

**Consider the audience** who might be most interested in that possible future and the angle you'd like to take. What kind of publication are you writing for?

### STEP 3

**Brainstorm a list of possible future headlines**, individually or in small groups of 2-3 people. These headlines announce a critical newsworthy accomplishment, articulating what success in your work looks like with specificity that pulls in your audience and describes a new future state. Pick the most effective headline, refine it, and capture it on the template.

### STEP 4

In the same groups, **create a provocative one-sentence subhead** and write it on the template.

### STEP 5

In the same groups, **write the first paragraph as it might appear in a news article from the future**. Tell the story—who, what, when, where, why—in a few short sentences.

### STEP 6

**Share your headline with the world!** Take a picture and post it on social media.

Share your social fictions (photos, videos, quotes, worksheets) with us and the world!

**@IFTF #EquitableFutures**  
**EquitableFuturesToolkit@iftf.org**



**Spread the word about Equitable Futures Week!**

An alternative, more equitable future is possible.  
We just need more social fictions to light the way.

Check out **@IFTF's #EquitableFutures Toolkit**, and join the movement.  
**www.iftf.org/equitablefuturesweek2019**



## Tool 4: **Headline the Future**

**Headline**

**Subhead**

**First paragraph**

**APRIL \_\_\_\_\_ , 2030**

# Commit to Action

Futures thinking isn't simply imagining new possibilities. It's a practice of uncovering what's possible in order to move toward a more preferred future. To build a more equitable future, we have to create bold, provocative, and pragmatic images of what's possible in order to move us in a new strategic direction. The critical piece that lies between imagining what's possible and turning that into reality is taking action.

“ The future exists first in imagination, then in will, then in reality.

— Barbara Marx Hubbard

You've reached this point because you've explored possible futures that could help us move toward a more equitable society. It's time to commit to action. Please complete the commitment letter below or write your own.

Dear Equitable Futures Community,

I understand that the future is not something that just happens to us, but something we create.

Humans designed our economies, government structures, and the cities we live in. Humans, knowingly or not, designed our current world of inequality where some people suffer for the benefit of others.

Today I pledge to take action, however small, to intentionally build a more equitable and just world. I may not have the power to restructure systems of oppression, but I am able to do my part to pull us toward a more preferred future. If we all do our part, we will transform the world.

The action I commit to is: \_\_\_\_\_  
\_\_\_\_\_

*I acknowledge that this action is something I'm able to do, making use of resources I currently have access to.*  
I will complete this action by:  
\_\_\_\_\_  
\_\_\_\_\_

Potential barriers or challenges to completing this action that I will directly address are:  
\_\_\_\_\_  
\_\_\_\_\_

Results of completing my action will be: \_\_\_\_\_

Name \_\_\_\_\_ Date \_\_\_\_\_ Signature \_\_\_\_\_

Witness name \_\_\_\_\_ Date \_\_\_\_\_ Signature \_\_\_\_\_

Share your social fictions (photos, videos, quotes, worksheets) with us and the world!

**@IFTF #EquitableFutures**  
**EquitableFuturesToolkit@iftf.org**



**Spread the word about Equitable Futures Week!**

An alternative, more equitable future is possible.  
We just need more social fictions to light the way.

Check out **@IFTF's #EquitableFutures Toolkit**, and join the movement.  
**www.iftf.org/equitablefuturesweek2019**



# Approach 2: Equitable Futures Card Game



## USE:

- **Develop an understanding of challenges** to overcome and values and tools we need to build a more equitable future
- **Re-imagine our social, political, and economic worlds** for 2030
- **Discover new ways** to build a more equitable future

## OUTPUT:

- **Boundary-pushing**, yet pragmatic stories describing a more equitable future
- **Ideas for new services, products, and systems** that build toward a more equitable society
- **Commitment letters** toward action

## PARTICIPANTS:

- **A group of people** without a shared mission or vision
- **Players may or may not already know each other.** Players may not have much experience talking about equity or the future

## OVERVIEW:

In groups of up to seven, players will use the cards to create a scenario prompt to help frame the world they're imagining. The scenario prompt will include one key challenge you're trying to overcome, one key value you want this society to be guided by, and one tool you have at your disposal. Each player will also take a persona card, which will inform the focus and context of that player's imagined possible future.

Once the group has its first scenario prompt, spend ten minutes writing individual ideas for what this world might look like. What are new services, systems, places, products, or laws that might exist in 2030? Have each player read their idea to the group. The dealer then votes for the best idea, and the player with the winning idea becomes the dealer for the next round. Continue this process, building a new prompt and rotating personas, until the group decides it's landed on the best possible future to develop further. The player whose ideas receive the most votes wins the game. Remember, the overall goal of the game is to surface the best new ideas for building a more equitable future—you're all winners when that becomes a reality.

Share your social fictions (photos, videos, quotes, worksheets) with us and the world!

@IFTF #EquitableFutures  
EquitableFuturesToolkit@iftf.org



Spread the word about Equitable Futures Week!

An alternative, more equitable future is possible.  
We just need more social fictions to light the way.

Check out @IFTF's #EquitableFutures Toolkit, and join the movement.  
[www.iftf.org/equitablefuturesweek2019](http://www.iftf.org/equitablefuturesweek2019)



# Rules of Play

## STEP 1

**Print the card sheets** (single sided), found on the following pages. Add any additional locally relevant cards for each category—Challenges, Values, Tools, and Personas—you’d like to explore in the game.

**Remember**, your task is to develop new social fictions, not necessarily to agree on the most critical challenge or most critical value.

## STEP 2

**Cut out the cards, keeping each type in a separate pile.** The dealer deals the Challenge cards, then the Value cards, and then the Tool cards to all the players.

## STEP 3

**Hand one Persona card to each player**—either with intention or randomly—and have players place their card face up on the table.

## STEP 4

**Deal the rest of the cards to the players.**

## STEP 5

**Go around the table having players put down a Challenge, then a Value, and then a Tool card**, one at a time. You’re collectively building a prompt that will read

“By 2030, we’ll have built a more equitable world by overcoming \_\_\_\_\_ (challenge). Society will be organized around \_\_\_\_\_ (value), and \_\_\_\_\_ (tool) will be a commonplace tool used to combat or control \_\_\_\_\_ (challenge, same as first challenge).

If you have more than three players, subsequent players can replace any card already on the table, with a same-category card they might prefer.

## STEP 6

Once the prompt is complete and all players have had a chance to place a card, **the dealer sets a timer for 10 minutes**. Each person writes a description of a solution, a future world in which the challenge has been resolved, and the organizing value has become the predominant mode of design. Players will use their personas to influence the sort of possible solution they imagine. If your persona is an architect, for example, you’ll want to think about the built environment. If your persona is a lawyer, you’ll want to focus on new policies or laws.

**As a team you will create multiple possibilities** to explore multiple priorities. Work in the realm of possibility but challenge yourselves to find something that isn’t likely to happen without effort and new innovations, something that’s pushing the boundaries of what seems like it might already be happening.

## STEP 7

**Each player reads their possibility aloud to the group.**

## STEP 8

**The dealer selects the best idea.**

## STEP 9

**Share your winning idea with us! Take a video of the creator describing their idea**, a picture of an illustration, or quickly write up a description. [@iftf #EquitableFutures](#)

## STEP 10

**The winner of the round becomes the dealer in the next hand.**

## STEP 11

**At the end of game play, have each player fill out a commitment to action letter** which is found after the cards.

**Share your new cards with us and look for other people’s additions:**

**@IFTF**  
**#EquitableFuturesChallenge**  
**#EquitableFuturesValue**  
**#EquitableFuturesTools**  
**#EquitableFuturesPersona**

**Share your best new ideas from each round:**

**@IFTF**  
**#EquitableFutures**





# Challenge Cards



**CHALLENGE**



### Political corruption

Fraudulent, dishonest conduct by those in power. Addressing corruption by the elite is a bigger lever of change than smaller opportunities such as police bribes.

**CHALLENGE**



### Digital divide

Inequalities in finances, social status, and education faced by those without internet or broadband access.

**CHALLENGE**



### Hunger

The lack of food is a pressing reality for many and a glaring social inequity. To end hunger and malnutrition will involve creating sustainable, inclusive food systems.

**CHALLENGE**



### White supremacy/racism

The belief that white people are superior and should be dominant over other races.

**CHALLENGE**



### Violence against women

Physical, sexual, psychological, or economic harms that cause females to suffer, often because of their gender. A life free from fear of violence is essential to health and well-being.

**CHALLENGE**



### Lack of clean water

Not having enough safe water to drink, cook, bathe, and use for animals and crops. Nearly one in eight people on our planet don't have sufficient uncontaminated water to sustain life.

**CHALLENGE**



### Extreme poverty

Severe deprivation of basic needs, such as food, safe water, shelter, sanitary facilities, health care, education, companionship, information, sufficient income, and access to services.

**CHALLENGE**



### Power concentrated with the wealthy

Wealth—in net worth or other measures—enables the top 1% to reach goals and exert extreme influence in politics, news, the environment, and other areas.

**CHALLENGE**



### Health disparities

Differences in health status of different groups of people. Rates of disease and death may correlate with income, location, ethnicity, disability, gender, or immigrant status, for example.

**CHALLENGE**




---

---

---

---

---

---

**CHALLENGE**




---

---

---

---

---

---

**CHALLENGE**




---

---

---

---

---

---



# Value Cards



VALUE



## Conviviality

The quality of being friendly, companionable, and lively, making people feel happy and welcome.

VALUE



## Fairness

Impartial or just treatment without favoritism or prejudice. Considering all aspects of a situation to make a fair assessment.

VALUE



## Equality of opportunity

The idea that people ought to be able to compete on equal terms or have a chance to attain the same goals without hindrance, for example in employment and education.

VALUE



## Shared trust

Society is defined by trust. Trust that neighbors, politicians, business leaders, etc., are making the best choices for the common good.

VALUE



## Equal assumption of personal safety

Schools, public spaces, work-places all have a moral, ethical, and legal obligation to provide equal protection for all, ensuring that everyone can walk around with presumed safety.

VALUE



## Life with dignity for all

“Our view of when a human life is dignified is culturally conditioned and has changed throughout history.”

— Mette Nordahl Svendesen, University of Copenhagen, Denmark.

VALUE



## Collaboration

Collaboration, not competition, is the defining organizing principle of how things get done. Collaboration often assumes shared goals.

VALUE



## Accountability

Individuals, organizations, and states accept responsibility and account for behaviors or activities.

VALUE



## Love

Love—acceptance, appreciation, and admiration—is a guiding principle of interaction among society.

VALUE



Blank lines for writing a value card.

VALUE



Blank lines for writing a value card.

VALUE



Blank lines for writing a value card.



# Tool Cards



TOOL



## Youth

Between childhood and adulthood, people are often energetic and idealistic. Youth are a powerful tool for supporting change, and are more likely to be impacted by the long-term future.

TOOL



## Robots

Robots can be physical machines that make and do things, or online algorithms that communicate or analyze. They are programmed to carry out complex behaviors, with varying degrees of autonomy.

TOOL



## Social media

Internet-based tools and online spaces that enable individuals and communities to network, collaborate, and share information, ideas, and multimedia content.

TOOL



## Restorative justice

An ancient technique for bringing offender(s), victim(s), and community impacted by a crime together in order to restore social fabric, rebuild trust, and create accountability. Is used as a diversion to incarceration.

TOOL



## Cooperatives

Businesses, farms, or other organizations owned and run jointly by their members for profit or the benefits of those using services.

TOOL



## Public space

Areas or gathering places that are open, free, and accessible to all people—plazas, parks, and connecting spaces such as sidewalks and streets. They allow for public discourse, organizing, and community building.

TOOL



## Smart phones/wearables

Mobile phones with a touchscreen and internet access, and devices that can be worn on the body or as implants. They make instantaneous mass communication possible, as well as decentralized surveillance.

TOOL



## Social enterprises / impact investing

Organizations that seek profits primarily to fund social programs. Whether as investments or businesses, the organizing principle is profit and positive social impact.

TOOL



## Direct democracy

Citizens vote and decide on issues and policy initiatives directly, with majority rule. Modern technologies make direct democracy possible in theory, just give everyone a smart phone and send them issues to vote on directly.

TOOL



---

---

---

---

---

TOOL



---

---

---

---

---

TOOL



---

---

---

---

---



# Persona Cards



PERSONA



### CEO

The chief executive officer makes major corporate decisions and manages overall operations and resources. What new business will you invent?

PERSONA



### Architect or urban planner

A person who plans, designs, and reviews construction of buildings, or the built environment of a city or region, including air, water, and infrastructure. How will you design a new physical space?

PERSONA



### Lawyer, legislator, or elected official

Attorneys advise others in legal matters, legislators make or change laws, and elected officials organize for policies that support their voters. What new laws or policies will you invent?

PERSONA



### Student, teacher, or administrator

In higher ed, students study; teachers design and deliver courses; administrators maintain and supervise operations. What new classes, education systems, or curricula will you design?

PERSONA



### Farmer

A farmer may cultivate crops or raise livestock, owning, renting, or operating a small or large enterprise. What food will you grow, how will you care for the land, and how will you make your food accessible?

PERSONA



### Parent, grandparent, or guardian

Bringing up and caring for a child or other person unable to manage their own affairs. How will you ensure that children or individuals in need of guardianship thrive?

PERSONA



### Artist or musician

A person who practices any creative art—painter, sculptor, novelist, poet, or filmmaker—or a composer, conductor, or performer of music. What art or artist community will you create to support equity?

PERSONA



### Inventor

A person who designs or creates a process, thing, or device that didn't exist before. What new thing, systems, or service that adheres to the laws of physics, will you invent?

PERSONA



### Community or religious leader

A person who represents a community or religious group. Leaders carry varying degrees of authority and political power. What new community group or activity will you develop?

PERSONA



Blank lines for writing a new persona card.

PERSONA



Blank lines for writing a new persona card.

PERSONA



Blank lines for writing a new persona card.

# Commit to Action

Futures thinking isn't simply imagining new possibilities. It's a practice of uncovering what's possible in order to move toward a more preferred future. To build a more equitable future, we have to create bold, provocative, and pragmatic images of what's possible in order to move us in a new strategic direction. The critical piece that lies between imagining what's possible and turning that into reality is taking action.

“ The future exists first in imagination, then in will, then in reality.

— Barbara Marx Hubbard

You've reached this point because you've explored possible futures that could help us move toward a more equitable society. It's time to commit to action. Please complete the commitment letter below or write your own.

Dear Equitable Futures Community,

I understand that the future is not something that just happens to us, but something we create.

Humans designed our economies, government structures, and the cities we live in. Humans, knowingly or not, designed our current world of inequality where some people suffer for the benefit of others.

Today I pledge to take action, however small, to intentionally build a more equitable and just world. I may not have the power to restructure systems of oppression, but I am able to do my part to pull us toward a more preferred future. If we all do our part, we will transform the world.

The action I commit to is: \_\_\_\_\_  
\_\_\_\_\_

*I acknowledge that this action is something I'm able to do, making use of resources I currently have access to.*  
I will complete this action by:  
\_\_\_\_\_  
\_\_\_\_\_

Potential barriers or challenges to completing this action that I will directly address are:  
\_\_\_\_\_  
\_\_\_\_\_

Results of completing my action will be: \_\_\_\_\_

Name \_\_\_\_\_ Date \_\_\_\_\_ Signature \_\_\_\_\_

Witness name \_\_\_\_\_ Date \_\_\_\_\_ Signature \_\_\_\_\_

**Share your social fictions** (photos, videos, quotes, worksheets) with us and the world!

**@IFTF #EquitableFutures**  
**EquitableFuturesToolkit@iftf.org**



**Spread the word about Equitable Futures Week!**

An alternative, more equitable future is possible.  
We just need more social fictions to light the way.

Check out **@IFTF's #EquitableFutures Toolkit**, and join the movement.  
**www.iftf.org/equitablefuturesweek2019**



## IFTF Foresight Training: 1-Day Process

AGENDA	TIME	TONE	OUTCOMES	OUTPUT	DIRECTIONS	MATERIALS
<b>Agenda review and welcome</b>	15 minutes					
<b>Introductions and creative ice-breaker</b>	10 minutes for each person to write plus 30 secs per person to speak	Creative, fun, let's get to know each others!	A chance for everyone to speak	6 words from each person	Ask participants to describe something relevant to the day in just 6 words, such as their mission or work, what they're most excited about when they think about the future, what a more equitable future would look like	Paper, pens, place on wall to hang 6 words if possible
<b>Challenge to overcome</b>	20–30 minutes depending on group size	Let's dive into the heart of the matter, constructive debate	Shared understanding of major challenges being faced		What challenges do we need to overcome to build a more equitable society? Why aren't things worse?	
<b>TAKE A BREAK</b>						
<b>Overview of tools</b>	~ 10 minutes	Straight to the point, anchoring	Clear understanding of where everyone is headed		Review each of the tools you will be using at a high level so that people know what the end goal is	
<b>1 Look Back to Look Forward</b>	~ 1 hour	Getting going, getting grounded in the past	A shared understanding that there has been radical change and more is possible	A map that explores how we got to where we are today	See tool instructions	
<b>2 Pull of the Future</b>	~ 1 hour	Digging in	Broken apart assumptions about pace of change, barriers of change	A diagram showcasing three different factors of change	See tool instructions	

**HAVE LUNCH!**





## IFTF Foresight Training: 1-Day Process

AGENDA	TIME	TONE	OUTCOMES	OUTPUT	DIRECTIONS	MATERIALS
<b>TOOLS</b> <b>3</b> <b>Draw Out Consequences</b>	~ 1 hour	Exploration of possibilities	Multiple pathways and possible futures, from the good to the bad	A map of the long-term future	See tool instructions	
<b>4</b> <b>Headline the Future</b>	~ 20 minutes	Creative storytelling, pithy	A description of the most exciting future	A headline and article describing a preferred future	See tool instructions	
<b>Share on Social Media</b>	~ 30 minutes	Amplifying, movement making	A global dialogue, a contribution to needed social fictions		Share your headline or draw out consequences @IFTF #EquitableFutures	
<b>TAKE A BREAK</b>						
<b>Commit to Action</b>	~ 1 hour	Getting honest, being concrete, accountability	Each person has a clear sense of 1 or more concrete actions they will take	One commitment letter from each person	Ask people to spend time thinking about their actions and filling out a commitment letter— for extra accountability, share via social media	Printed commitment letters, one per person



## Equitable Futures Card Game: 1-Day Process

AGENDA	TIME	STONE	OUTCOMES	OUTPUT	DIRECTIONS	MATERIALS
<b>Agenda review and welcome</b>	15 minutes					
<b>Introductions and creative ice-breaker</b>	10-minutes setup with time for each person to write plus 30 sec per person	Creative, fun, let's get to know each others!	A chance for everyone to speak	6 words from each person	Ask participants to describe something relevant to the day in just 6 words, such as their mission or work, what they're most excited about when they think about the future, what a more equitable future would look like	Paper, pens, place on wall to hang 6 words if possible
<b>Challenge to overcome</b>	20–30 minutes depending on group size	Let's dive into the heart of the matter, constructive debate	Shared understanding of major challenges being faced		What challenges do we need to overcome to build a more equitable society? Why aren't things worse?	
<b>TAKE A BREAK</b>						
<b>Review rules of the game</b>	20 minutes	Getting going, finding your way from not knowing to knowing a new process	Everyone is ready to participate in the game, everyone knows the basic rules		Have each person read through the instructions, or walk through them as a group	Print out instructions
<b>Review cards and add locally relevant ones</b>	1 hour	Diving into the content, getting local	Everyone understands the cards, and locally relevant cards have been added	New cards	Read through the cards one at a time, ask for understanding; after each category, ask for new cards to add	Print out the cards



## Equitable Futures Card Game: 1-Day Process

AGENDA	TIME	TONE	OUTCOMES	OUTPUT	DIRECTIONS	MATERIALS
<b>Play multiple rounds of the game</b>	1 hour	Fun, exploratory, creative	Everyone has played multiple rounds of the game and developed new ideas for how to build a more equitable future	Top idea from each round has been chosen	Let's play the game! If more than 10 players, consider breaking into smaller groups	All cards printed and cut  Paper and pens for writing or designing new ideas
<b>HAVE LUNCH!</b>						
<b>Select winning ideas, develop further</b>	30-60 minutes	Debate, prioritization, agreement	Selected top winning ideas for deeper development	best ideas developed into comprehensive social fictions of a more equitable future	Let's review the ideas that won each round, which do we want to develop farther? Once selected, spend time in small groups advancing the design and structure of the idea	Paper for writing or drawing on
<b>Share on social media</b>	20 minutes	Connect with the world, be bold and public		A video, picture, text describing your best idea(s) shared on social media	#EquitableFutures @IFTF	Online access, smart phones
<b>TAKE A BREAK</b>						
<b>Commit to Action</b>	~ 1 hour	Getting honest, being concrete, accountability	Each person has a clear sense of 1 or more concrete actions they will take	One commitment letter from each person	Ask people to spend time thinking about their actions and filling out a commitment letter— for extra accountability, share via social media	Printed commitment letters, one per person

## Equitable Futures Toolkit: 4-Hour Process

The 4-hour process is a sped-up version of the entire day, with less space for discussion and a greater focus on generating new ideas and stories. The focus is more of a game-like experience to move people quickly into imagining new futures. Refer to the full-day agenda for more details.

The shortened agenda is best for people who already know each other and can jump past introductions



### If using the IFTF Foresight Training approach:

- Spend about 30 minutes with **Look Back to Look Forward**.
- Jump right into the **Draw Out Consequences** exercise for about 60–90 minutes.
- Do the **Headline the Future** exercise for about 45 minutes and share the results on social media.
- Close by **committing to action**. Ask each person to fill out a commitment letter and share it on social media.



### If playing the game:

- Jump right into **reviewing the instructions and sharing the cards**. The organizer or facilitator should add any local cards to the deck before the group gathers.
- **Play a few rounds of the game**.
- **Select the best ideas to share on social media**. Depending on time, share as they are or develop them a bit further.
- **Commit to action** by asking each person to fill out a commitment letter and sharing that on social media.

## Equitable Futures Toolkit: 1.5-Hour Process

If you're bringing together a group for only 1.5 hours, make sure people know each other well and the group already has shared values for how to work together.



### If using the **IFTF Foresight Training approach:**

- **Select one tool to focus on**—Look Back to Look Forward, Pull of the Future, or Draw Out Consequences.
- **Share your outcomes via social media.**
- Close by **committing to action**—ask each person to fill out a commitment letter and share it on social media.



### If playing the **game:**

- Jump right into **reviewing the instructions and sharing the cards.** The organizer or facilitator should add any local cards to the deck before the group gathers.
- **Play a couple rounds of the game.**
- **Select the best ideas to share on social media.**
- Close by **committing to action**—ask each person to fill out a commitment letter and share it on social media.