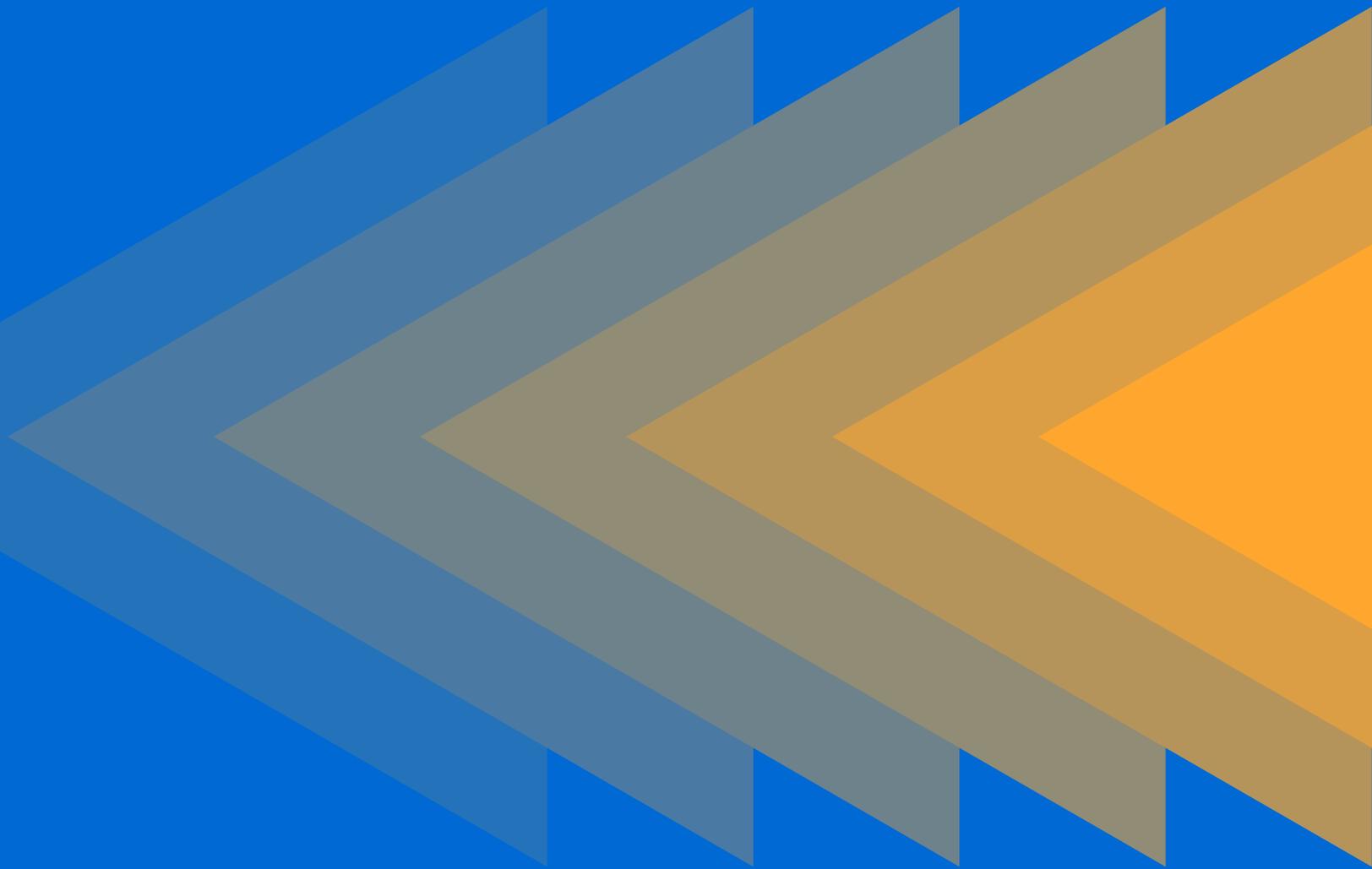
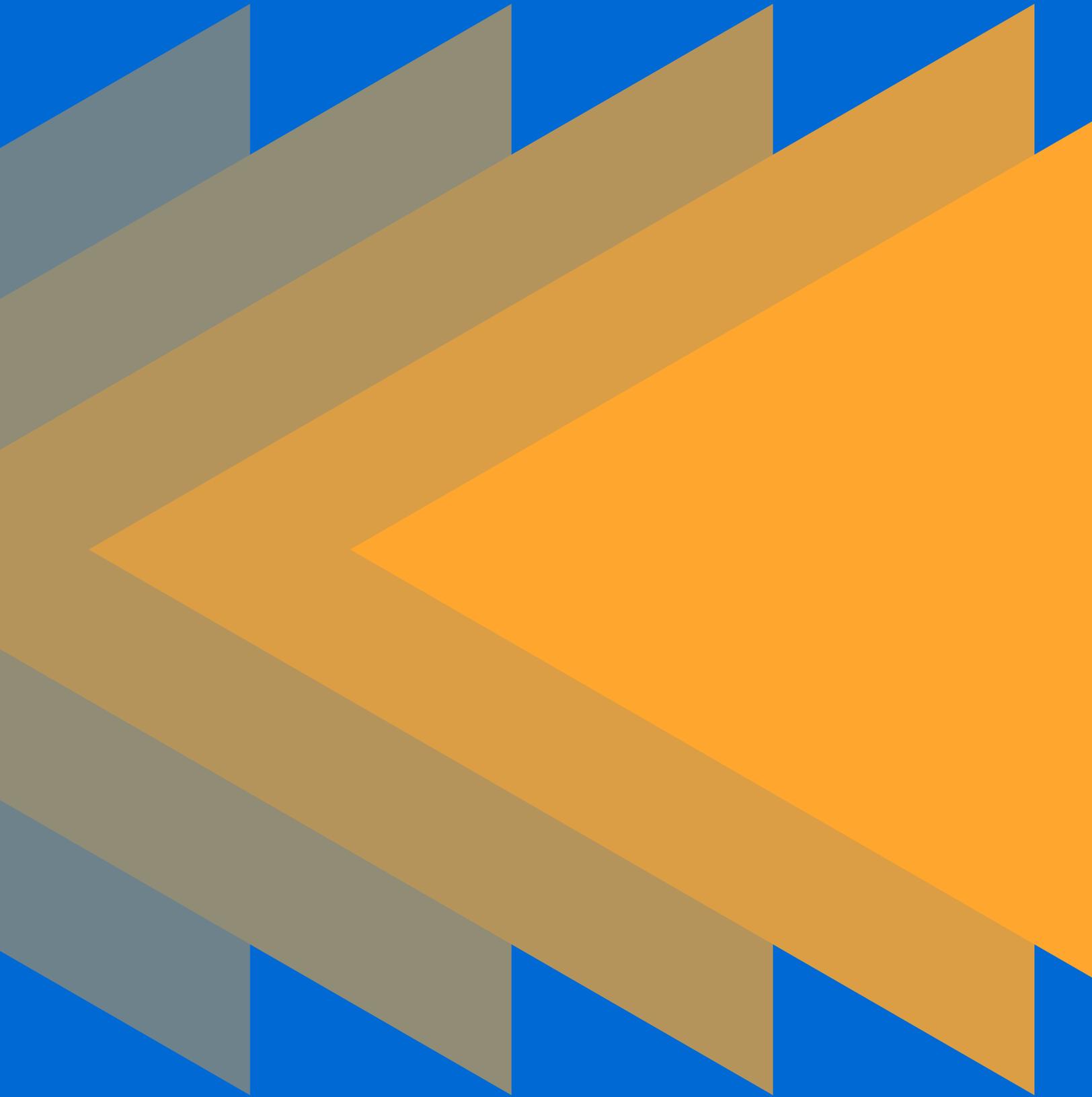


# FUTURES TOOLKIT

# /01

**ECHOS /**  
school





# FUTURES TOOLKIT

using design to project  
desirable futures





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Introdução

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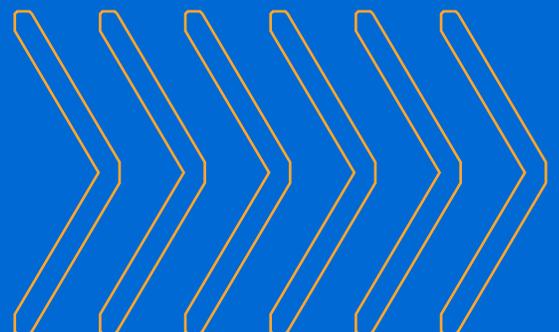
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FUTU

to  
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## **DISCL**

TO START READING, IT IS NE  
THE CONTEXTUAL DIFFERE  
"FUTURE" AN



**AIMER**

NECESSARY TO UNDERSTAND  
THE DIFFERENCE BETWEEN THE WORDS  
"PRESENTS" AND "FUTURES"

# FUTURE

We use "future", in the singular, when referring to the unit of time following the present.

past >>> present >>> future

## EXAMPLE

In the past, we rode horses, in the future maybe we will ride individual drones.

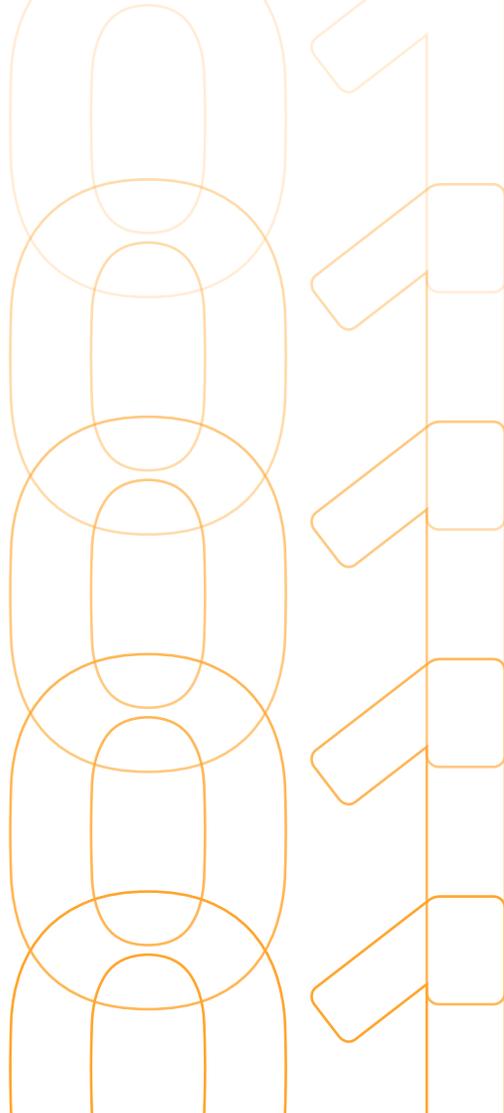
# FUTURES

we use "futures", in the plural, when we want to talk about the different possibilities within the unit of time "future" when considering different scenarios.

**future A + future Z + future K = futures**

## **EXAMPLE**

One of the possible futures is for manual cars to cease to exist.



**01**

**INTRO**  
DUCTION

When we compare the present with the past, we can see that technological developments have put the world in a rampant state of acceleration. Before, to talk to a person on the other side of the world, it was necessary to write a letter that could take weeks or even months to arrive. Today, we push a button and instantly connect with anyone anywhere.

Talking, writing, calculating, photographing, getting information, dating, learning and teaching. All this is concentrated in the palm of our hands: on our smartphones. **Processes that used to take days, months and even years are now accomplished in a matter of seconds, thanks to digitalisation.** Thus, space begins to disappear and time becomes instantaneous. Everything is happening, everywhere, at the same time.

**This frenetic pace of information puts us in an infinite loop of transformations and evolutions.** Whether for good or for bad. Often, a small action can trigger a butterfly effect that ends up impacting the world. Just as happened with the COVID-19 pandemic.

In 2020, the world stopped. Who would have thought that something invisible, like a virus, could impact society? Nobody was prepared. And everyone had to brutally adapt to the new model imposed by the pandemic: governments, hospitals, companies, entrepreneurs and families. Nobody came out unscathed.

**Behaviours and beliefs that had been p  
for more than decades began to be que  
rethought. But there wasn't enough tim  
changes needed to happen so the econ  
wouldn't crash. This movement made c  
and people begin to reflect on tomorrow**

In this context, we need new strategies to continue navigating this rough and unpredictable sea. **With the world increasingly volatile, thinking about futures can save us from a closed and deterministic view based on current behaviours and beliefs.** Therefore, strategies are needed to help us understand how different the future can be from the present and what we can do about it.

**perpetuated**  
**questioned and**  
**time to think,**  
**onomy**  
**companies**  
**w.**



Understanding the current signs of change and thinking about possible developments helps us envision different futures. And opening our minds to what may happen makes us more prepared and confident to act in the present and build a better future.

**The purpose of exercising futures thinking is not to try to predict the future, but to understand the impacts of today on tomorrow, imagine alternative futures, and as a result, make better decisions in the present.**

For that to happen, it is necessary to understand how the future manifests itself in the present, to practice futures thinking and, above all, to master the tools that help to build desirable futures.

This toolkit aims to democratize knowledge about futures, sharing strategies, thoughts and tools for creating desirable futures so that we can build a better world for all people.



I want to see leaders in the fu

**I don't want to b**

**best in the worl**

**the best for the**

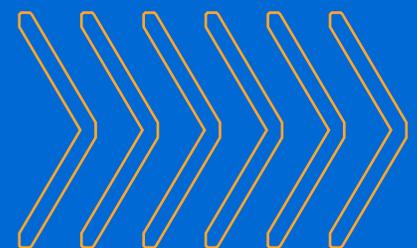
– Anne Lise Kiaer

future saying: :

be just the

d, I want to be

e world.



0022  
0022  
**02**

why

**THINK**

about futures?

It is a consensus that we do not live in a fair and ideal world. **The planet is full of complex problems that systematically affect everything and everyone.** Inequality, prejudice, hunger, and global warming... These are some of the many structural problems in today's society. And we know that if we don't act today and as soon as possible, tomorrow could be much worse.

Understanding the signs of change and new patterns of behaviour opens up an infinite range of possible scenarios. To be created, they need creativity and imagination aligned with critical and analytical thinking. **Thinking about futures is opening space for questions, debates and discussions that ignite and generate discomfort in the *status quo*.**

**Dreaming and creating are innate human abilities that are very powerful when we talk about designing futures.** They inspire us to imagine that things can be radically different from what they are today and make us believe that we can work on this imaginary world.

**We cannot control the future or say that it is just one. However, when we start imagining different scenarios, we start a movement of influence in the future.**

**When we use futures thinking in companies, we are looking at the business with a new strategic lens. We are able to map opportunities and threats that were previously invisible. We manage to create opportunities to mitigate risks and explore new possibilities.**

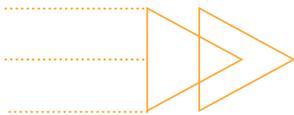
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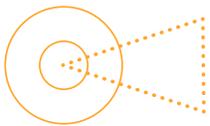
# Some questions that help us think about future scenarios:



How can emerging technologies affect innovation in my industry?



What emerging technologies should I invest in to stay ahead of the competition?



What is happening now that could impact the way we do business 10 years from now?

The benefits of thinking ahead aren't just limited to companies. According to the *World Economic Forum (2020), Futures Literacy*, or being futures literate, is one of the top 4 skills needed to make the world a better place after COVID-19. In other words, our ability to imagine and project futures, whether for companies, governments or ourselves, is critical for the moment we are in.

**We have only one certainty: the future will always come. Therefore, understanding that this future is multiple, plural and uncertain allows us to develop strategies that anticipate the consequences of an alternative future, in addition to opening space to build a better, more inclusive, sustainable, and conscious world – the future we desire.**



The way you imagine the future cha

**So it's not just the  
builds the future. T  
also builds the pres**

– Thomas Frey, Communication with the

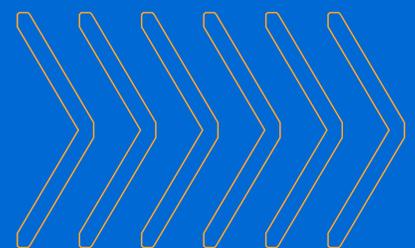
changes your actions in the present time.

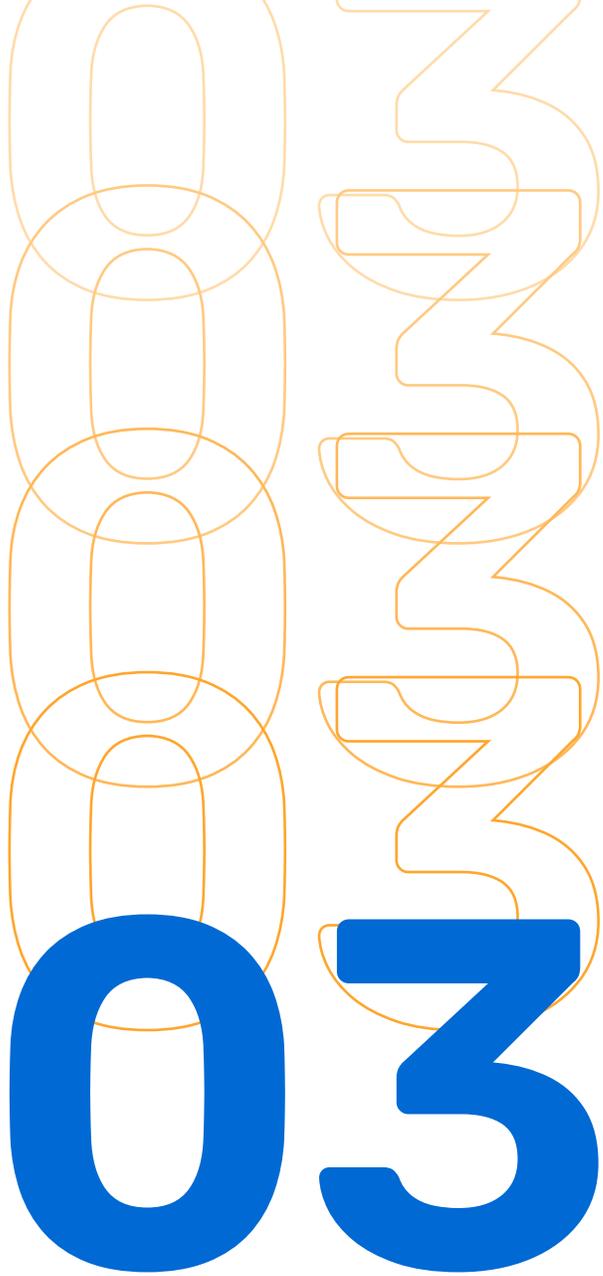
**present that**

**The future**

**sent.**

future





why

**FUTURES**  
in the plural?

We have no way of studying the future because it hasn't happened yet, and because it hasn't happened yet, there are infinite possibilities. And when we use "**future**" in the singular, we are limiting ourselves to a single vision, colonizing and imposing a single solution, like a prediction – and that's not what we want.

That's why **we always prefer "futures" in the plural.** To expand our possibilities, considering the different contexts and possible scenarios. The future is a box of surprises, and the biggest risk for society is when people stop dreaming and start seeing only one way out.

the  
FUTURES  
the different t

Joseph Voros (2003), professor, physicist and futurist, developed a tool that helps us realize that there is more than a single future so that we can begin to expand our thinking about futures.

S CONE

types of futures



## DISCL

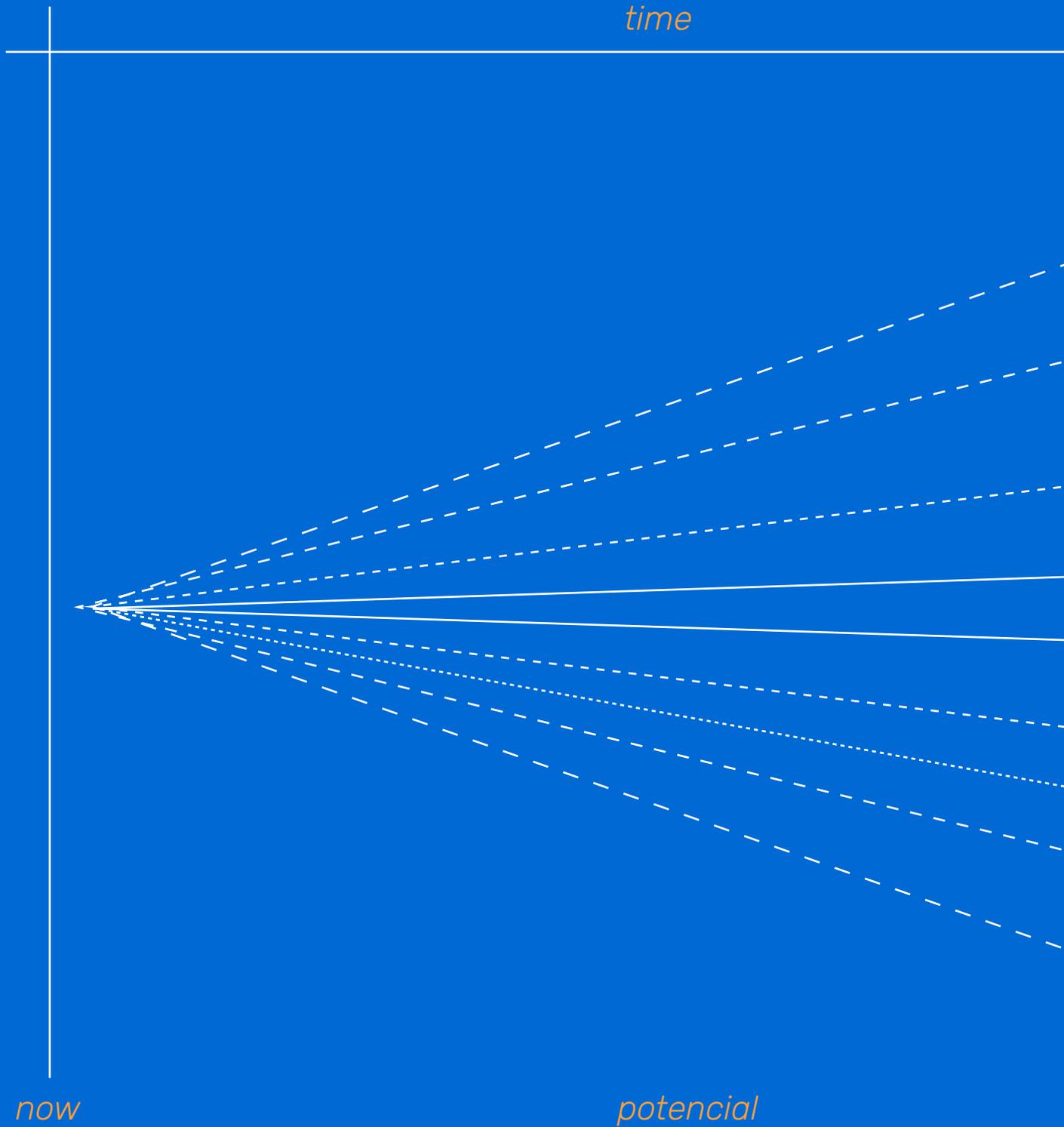
IMPORTANTLY, ALL TYPES OF FUTUR  
**JUDGMENTS ABOUT THE FUTURE**  
MOMENT (VOROS, 2003). THEREFORE  
ONE PERSON OR ORGANIZATION MA  
GROUP OF PEOPLE. MORE THAN THA  
MAKES SENSE AS A COLLECTIVE AND  
WORLDS THAT

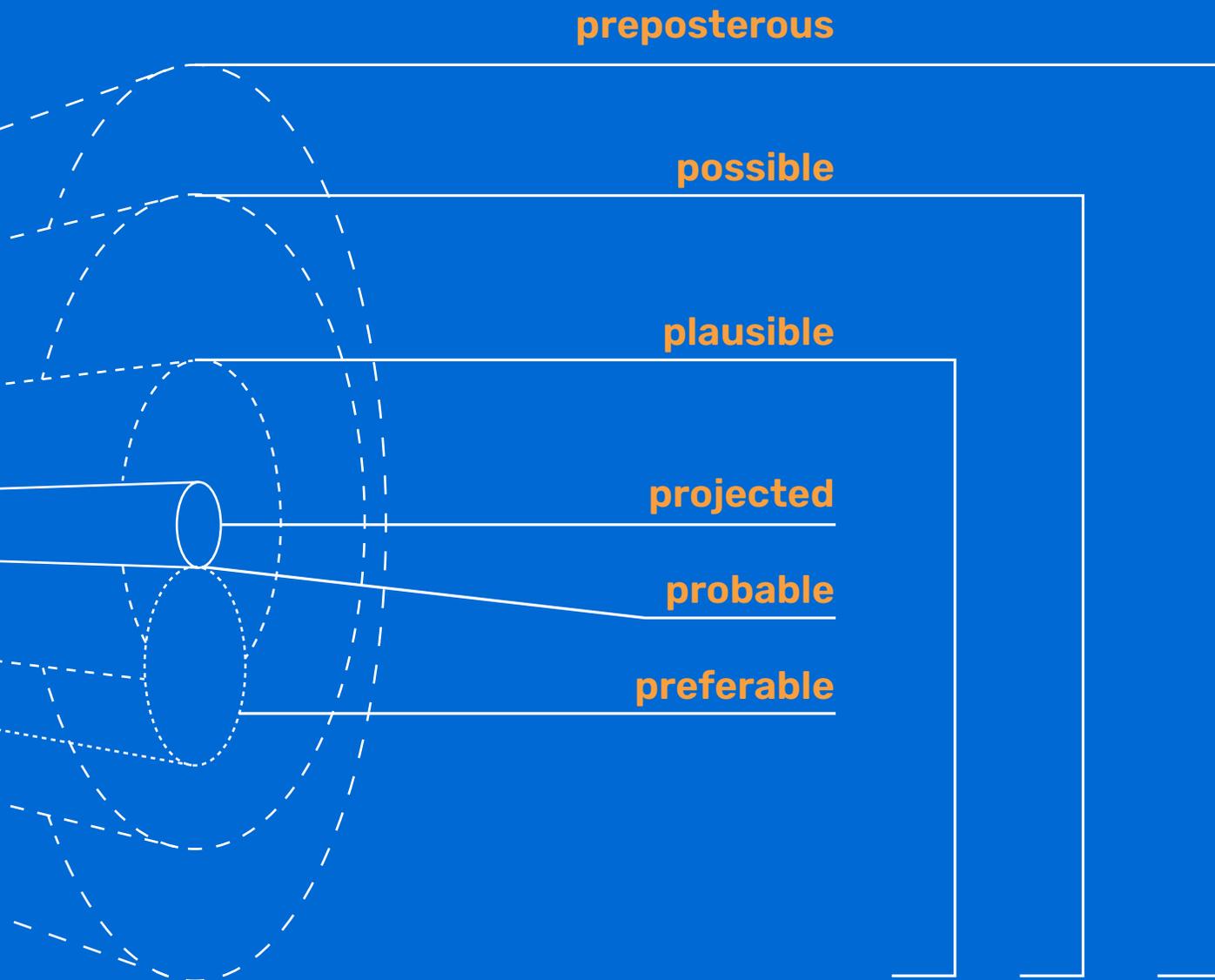


## AIMER

FUTURES ARE CONSIDERED **SUBJECTIVE**  
THAT ARE BASED ON THE PRESENT  
E, WHAT IS A DESIRABLE FUTURE FOR  
MAY NOT BE THE SAME FOR ANOTHER  
AT, IMAGINING DESIRABLE FUTURES  
PLURAL EXERCISE, THINKING ABOUT  
FIT ALL OF US.

# The Futures Cone by Joseph Voros





## POTENCIAL

everything beyond the present is a **potential future**. this comes from the assumption that the future is **indeterminate** and **open**, not inevitable or "fixed".

## FORESEEN/PREDICTED

the future that someone says will happen. **we want to avoid that kind of forward-thinking!**

| Example: machines will rule the world

## PROJECTED

it is a **continuation of the present** into the future. like a prediction. "business as usual" future.

| Example: tomorrow the stock exchange will continue operating

## PROBABLE

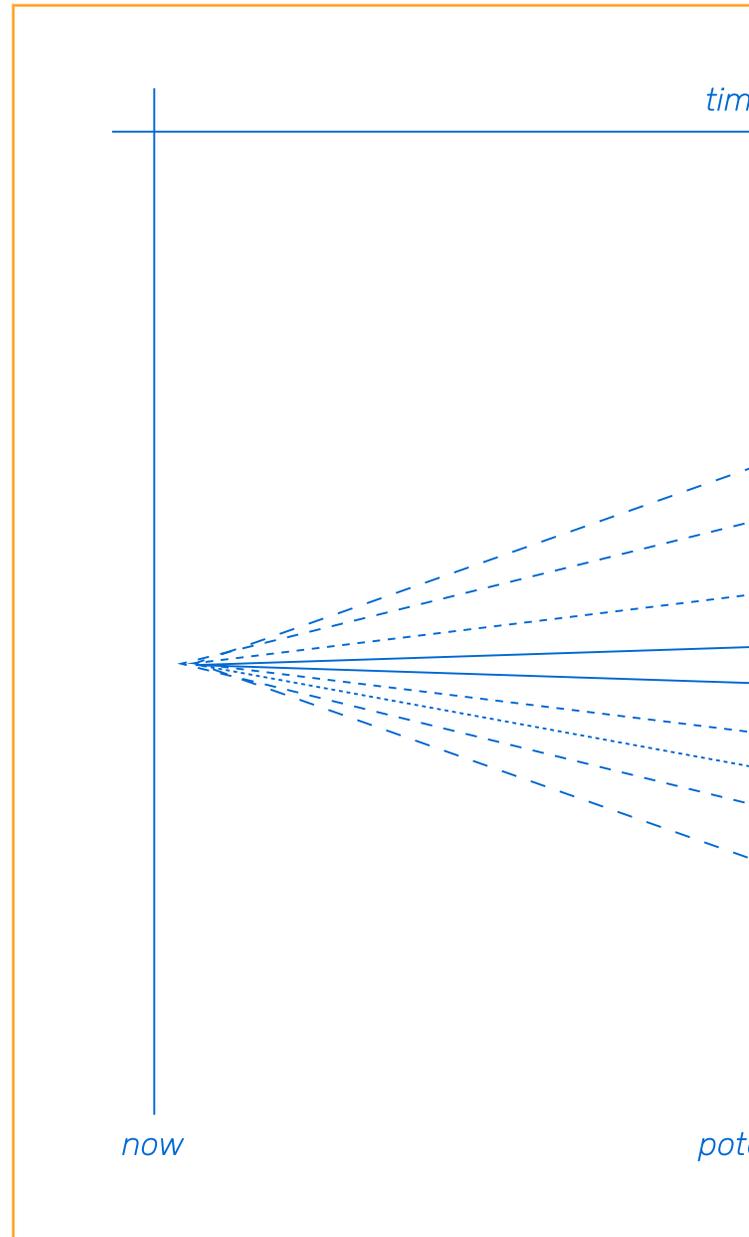
one that **should** and we deem **likely** to happen based on **current trends**, largely quantitative analysis

| Example: GDP projection

## PLAUSIBLE

what **could** happen. unlike forecasting the projected, the plausible future **explores alternatives** based on our understanding of how the world works (physical laws, social processes, science, etc.)

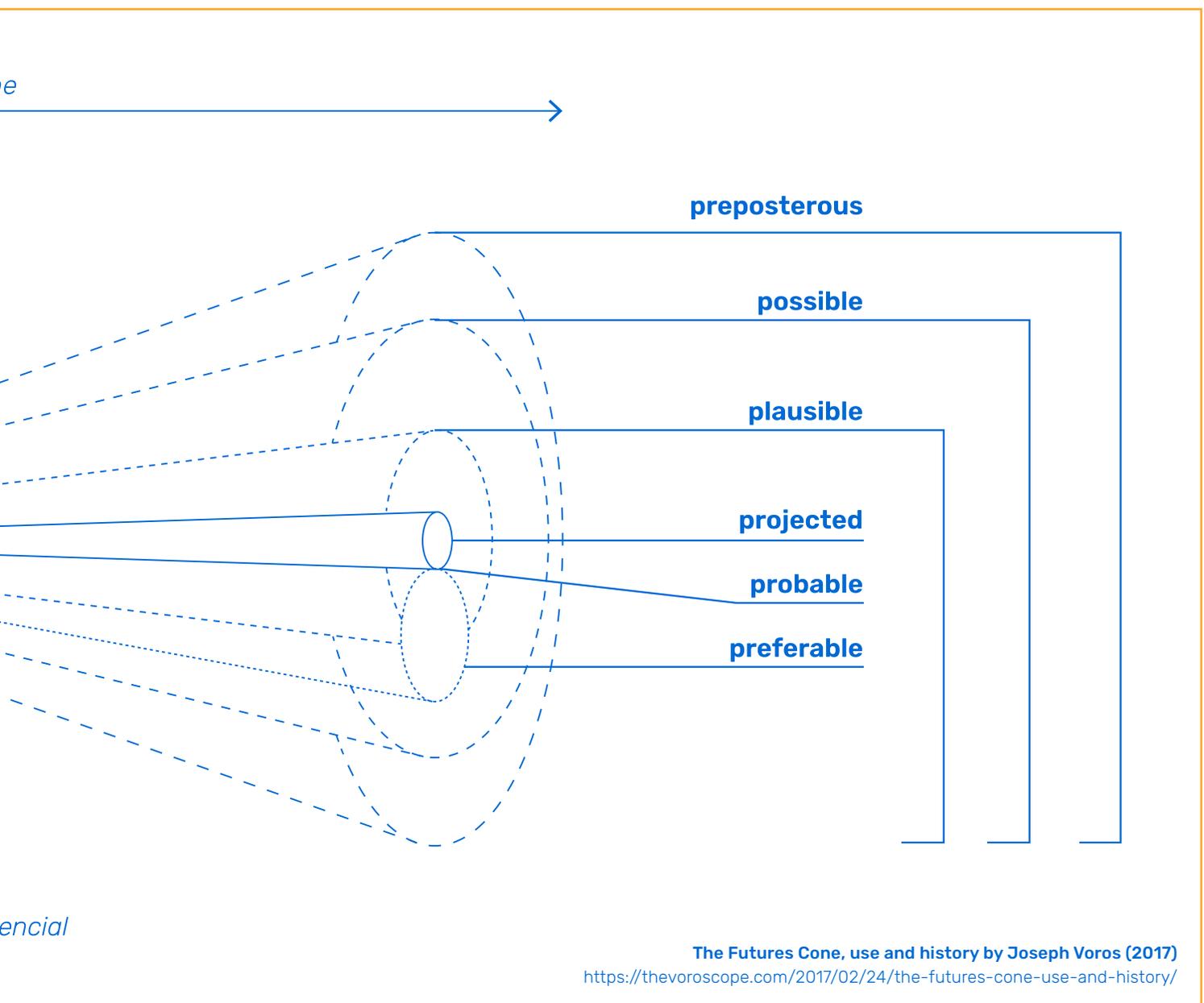
| Example: humans living on mars



## POSSIBLE

that's what **might** happen, based on some **future knowledge that we don't yet have**. It is the connection between the present world and the improved world. here political, social, economic, cultural and scientific changes must be possible to happen, even if fictitious.

| Exemplo: the cure for cancer



## PREFERABLE

futures that **we would like** or that **should** happen. here we design solutions that are socially constructive, and that break with the status quo. this type of future includes value judgments.

Example: eradicating hunger in the world

## PREPOSTEROUS

these are the futures we think are **ridiculous, impossible, or will never happen.**

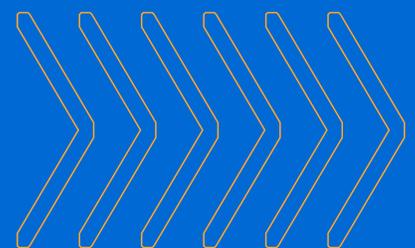
Example: reproduction between men and robots



The way to discover  
of the possible  
them into the ir

– Arthur C. Clarke

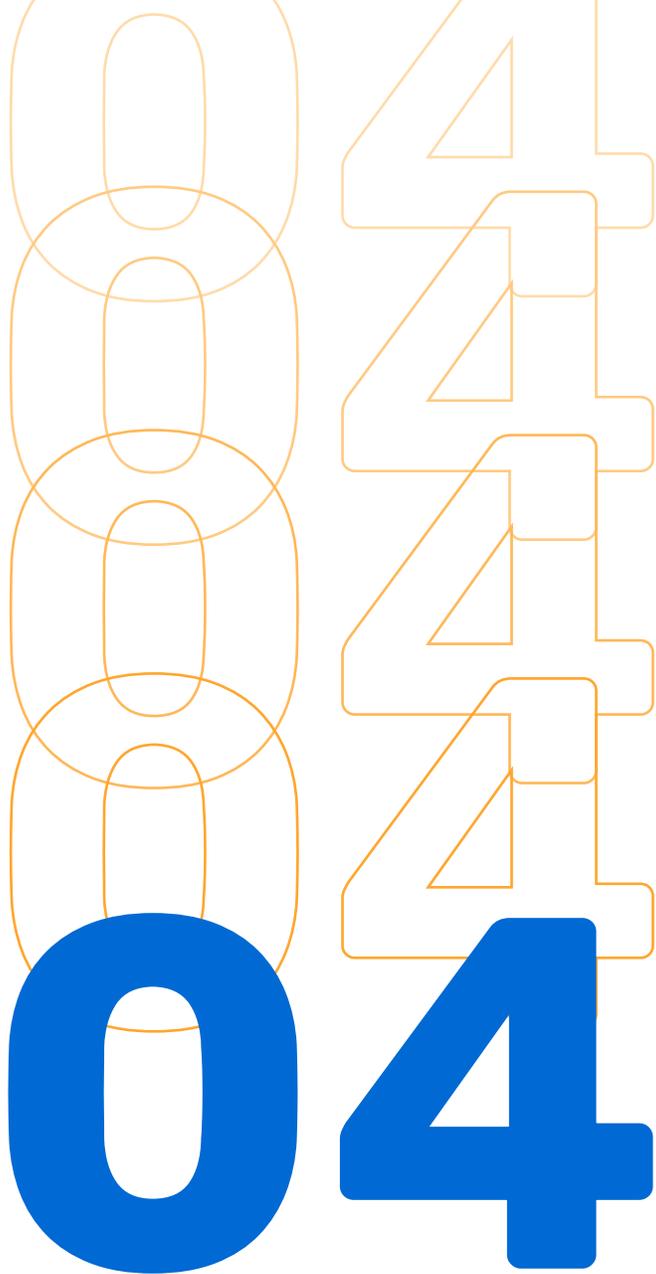
over the limits  
is to go beyond  
impossible



The futures cone is a tool that invites us to unite reason and imagination to project future scenarios, always in the plural. We improve the possibilities for action in the present and optimize discussions on desirable scenarios.



**If we don't exercise our ability to imagine futures beyond the probable, our projects will be limited to narrow visions of tomorrow. Anticipating possibilities is a critical skill for strategists and leaders.**



4 principles for creating

**DESIRABLE**

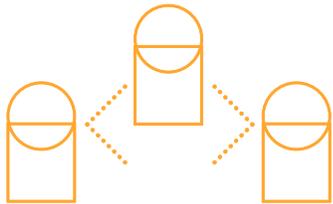
futures

When thinking about desirable futures, we cannot help but ask: desirable for whom? And who is thinking of this scenario?

Juliana Proserpio, founder of Echos, says that: "The design of desirable futures is an approach that helps us visualize futures far beyond what we believe will happen, such as trends or forecasts, but rather as **a collective and intentional construction to create positive and impactful futures for society.**"

With that in mind, we need to consider these

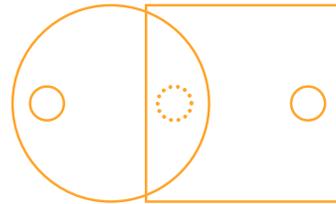
# 4 principles to create desirable



## from the people

We have to bring people into focus and include them in creating these futures.

We can't just consider technologies and businesses, we need to think about the future based on what's best for people.



## ethics and diversity

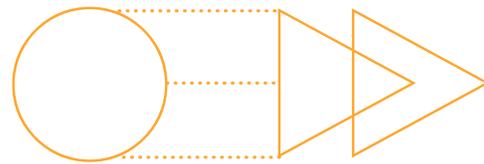
All creation of futures is a political act. Diversity is crucial for the co-creation of desirable futures, or else we can easily fall into distorted and autocratic models as we have created before. We cannot let our biases and judgments linger in the futures we create.

# able futures:



## emergency

Everything we design and create has systemic impacts. Even with care and mapping the possibilities, something new will always emerge that we didn't expect. And we need to be prepared to deal with emergencies.



## the future is always a possibility

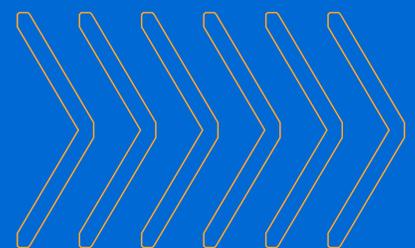
It's not a prediction. It's not a future. They are futures and they are possible. The scenarios we create are always speculation for us to prepare and create an intention of transformation for the present.



**We need to recognize  
conversations of the f  
a past and we need to  
the socio-technologic  
build, not just the tec**

– Geneviève Bell

that the  
future have  
to think about  
cal systems we  
hnnology itself.

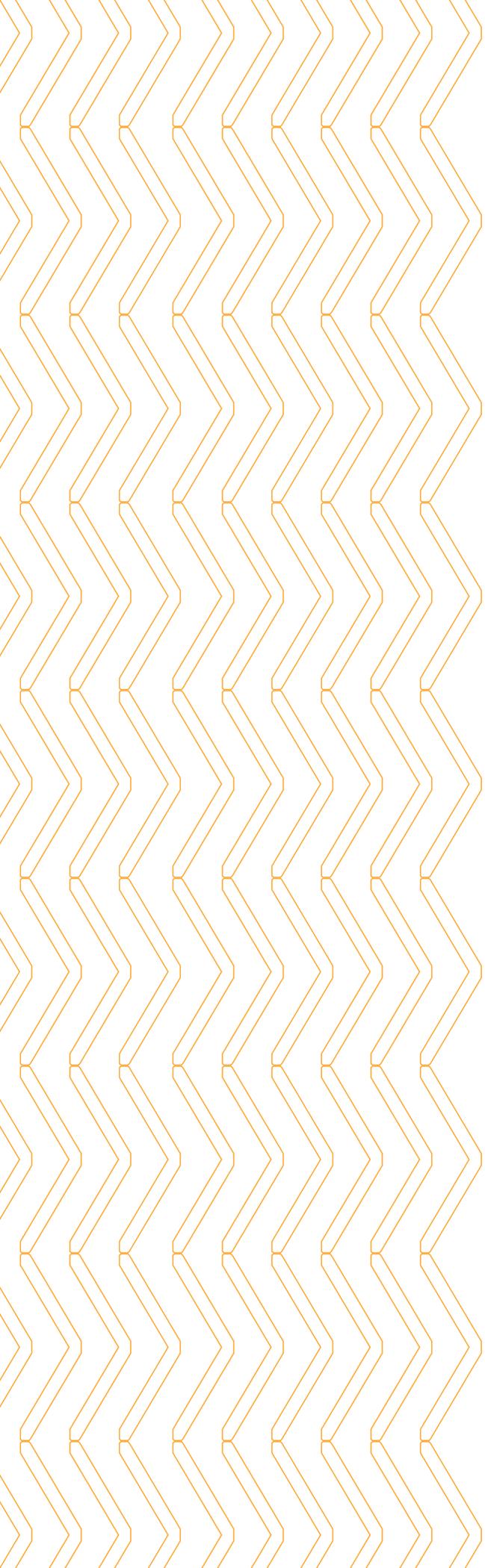


We created these principles out of our practice of designing futures and realising that the **opposite is very dangerous.**

A person is standing on the right side of the page, looking at a large sheet of paper that is spread out on the floor. The paper has several faint, hand-drawn sketches of curved lines and shapes. The entire scene is set against a solid blue background.

A person is shown in profile on the left side of the frame, looking upwards. The background is a solid blue color with a white curved line that starts from the bottom left and curves upwards towards the right. The text is centered in the lower half of the image.

If the future is only based on technology, if it replicates the past, if it does not value ethics and diversity, if it is only built and thought of by white people who are in spaces of power, if it only has one kind of vision, we limit ourselves, propagate the past and do not make room for the new.



# GLOSSARY

## [1] **butterfly effect**

The butterfly effect is part of chaos theory. It's a metaphor to explain that the simple flapping of a butterfly's wings can influence the natural course of things. In short, small actions can trigger complex events.

## [2] **deterministic**

Determinism is a philosophical concept that defines that previous causes determine all the facts that happen in the present. In other words, everything that happens in the present is determined by past events.

## [3] **scenarios**

Scenarios are descriptive stories that show possibilities for future events..

## [4] **colonizando**

When a small group of people decide what is most important or beautiful and does not take into account the rest of the story. What would Brazil be like if indigenous and black people had influenced and had a voice in the development of cities and their architecture?

# RESOURCES

## **Efeito borboleta**

[https://pt.wikipedia.org/wiki/Efeito\\_borboleta](https://pt.wikipedia.org/wiki/Efeito_borboleta)

## **Determinismo**

<https://querobolsa.com.br/enem/filosofia/determinismo>

## **The Futures Cone, use and history por Joseph Voros**

<https://thevoroscope.com/2017/02/24/the-futures-cone-use-and-history/>

## **On examining Preposterous! futures por Joseph Voros**

<https://thevoroscope.com/2015/12/28/on-examining-preposterous-futures/>

## **The Futures Cone by Maree Conway**

<https://foresightpresent.foresightfutures.net/the-futures-cone/>

## **Possible Futures: Using and applying the Futures Cone por Neil Perkin**

<https://medium.com/building-the-agile-business/possible-futures-1e91eecdcb08>

## **Como líderes futuristas sonham com ousadia para dar vida a novos futuros**

<https://glicfas.com.br/como-lideres-futuristas-sonham-com-ousadia-para-dar-vida-a-novos-futuros/>

## **Imaginar Futuros para romper a inércia por Isabella Brandalise**

<https://www.goethe.de/ins/br/pt/kul/sup/trd/ine/22030263.html>

## **Como o Design ajuda a antecipar os Futuros – criados por nós. por Ariel Cardeal**

<https://medium.com/professional-time-traveler/como-o-design-ajuda-a-antecipar-o-futuro-criado-por-n%C3%B3s-4cd75cc26b3b>

## **Como criar futuros? Conheça o Design de Futuros Desejáveis com Juliana Proserpio by Ricardo Ruffo**

<https://escoladesignthinking.echos.cc/blog/2018/11/como-criar-futuros-conheca-o-design-de-futuros-desejaveis-com-juliana-proserpio/0>

# Echos COURSES

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## **DESIGN FUTURES EXPERIENCE**

Learn new ways of thinking and creating desirable futures.

---

## **DESIGN THINKING EXPERIENCE**

Learn new ways of thinking and creating innovation.

---

## **DESIGN THINKING ONLINE**

Learn the skills and mindset to become an innovator.

---

## **FACILITATION DESIGN**

Become a facilitator of innovation projects using Design Thinking.

---

## **DESIGN LEADERSHIP**

Learn from top global leaders, and reach the next step of your design leadership.

---

# credits

## CONCEPT

### **Beatriz Alcantara**

Design & Futures Thinker na Echos

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CDO & Echos Founder

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Design Thinker at Echos

### **Rodrigo Rangel**

Design Thinker at Echos

### **Maressa Bessa**

Business Designer at Echos

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Design Lead at Echos

## DESIGN AND LAYOUT

### **Thalita Munekata**

Design Thinker & Visual Designer at Echos



## **Echos is a desirable futures lab driven by design.**

Design is the new leadership. It offers a comprehensive and practical approach to innovation and is a pivotal contributor to successful organizations.

Instead of predicting the future, we speculate, design and help activate desirable strategic futures. Our approach combines the best business strategies, futurism and emerging technologies with the best human-centred design from an ethical and inclusive perspective when building new possibilities for the future.

We use technology to bridge the digital and physical worlds to provide unique and seamless interactive experiences for the user.

Echos offers a complete response to the field of innovation and design. In the lab, we partner with different industries and organizations to foster innovation, transform realities and design human-centred products and services. At Echos School, we teach innovation and design in practice, shaping the next innovators and helping leaders to excel.

**Welcome to Echos, and help us create a desirable and diverse future for all.**

`echos_desirablefutureslab`

`/ECHOSaus`

`/echos-desirablefutureslab`

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