

# FUTURE skills



## GET FIT FOR WHAT'S NEXT

**The future is a new world that needs to be built from the ground up—and you're the one who's going to build it. With your own purpose and your own passion.**

You'll face hurricane-strength forces: Crazy new forms of money and crazy new ways to earn it. Genetic reinvention and artificially intelligent everything. Bots swarming your online parties and millions of people moving from one place in the world to another. Actual real hurricanes that leave entire regions in ruin, with new rules for rebuilding cities, states, and nations.

You've got to get fit if you're going to wrangle these forces, and this is your Future Fit workout. It's a training circuit that will build 15 super skills you're going to want to master to prepare for just about anything the future has to offer. You'll see the effects right away: More confidence in your own future and the choices you're making today. More options for making a living and making life what you want it to be. More connections with folks who can and will help you through thick and thin. More adventure in learning and working everyday.



# THE CIRCUIT: 5 PEAK PERFORMANCE ZONES

The forces of society and technology, of economies and environments, of political upheaval—all of these are changing the way everyone will work and learn in the future.

To be fit for this future, you need to master five peak performance zones. These are the basics of future fitness for everyone. No matter what your own personal mission in life is, these are the workout zones that will get you ready to face whatever comes next.



WITH THE  
ART & SCIENCE  
OF REPUTATION  
MANAGEMENT

In the future, you will have to make yourself known in a digiverse of billions of people. You will need to build your own personal brand for your own personal economy. You can build fame—the kind that earns you viewers and dollars in online gaming venues like Twitch. You can build a reputation for knowing how things work with YouTube instruction videos. You can win contracts for tasks that take a few minutes to a few years. You can build trust, one payment at a time, with digital currencies like Bitcoin. But whatever you do, you will have to do it across many different cultures, on a global stage.

This is the starting place for your journey into the future—a future that begins with who you are and who you want to become.



OF LOOPY  
COMPLEX SYSTEMS

Making the future is an exercise in connecting lots of dots to tell the stories that change the way you—and others—think about the world. It's an exercise in building flexible minds as well as flexible bodies, in thinking beyond the obvious, in coloring outside the lines. It takes imagination and creativity and a willingness to know that you don't know. It takes a long, careful look into the future and a readiness to act on what you find there.

There are no easy problems or right answers on this journey—only feedback loops, puzzles and mazes that pull you forward in your quest to discover what makes sense in your world.



TO MASTER  
HUMAN-MACHINE  
COLLABORATION

Machines have a language of their own, and if you want to work with them, you need to learn it. But working with machines isn't just about coding. The future will ask more of you—and them. You'll need to know how to assemble teams of humans, robots, and bots and get them all to work together. Your AI assistants will promise you convenience and efficiency, but you'll need to know how to tap their intelligence to do more, to accomplish things you could never do before.

This human+machine path will take you to new worlds—digital worlds where you'll mix learning, working, and playing to build any future you can imagine..



BY BUILDING RESILIENCE  
IN EXTREME  
ENVIRONMENTS

The future is riskier than ever. Category 5 hurricanes and wildfire politics. Dwindling reserves of everything you depend on and hot debates about the substitutes. Cities and farmland alike, struggling to feed more and more people around the world while feeding their own. Body hacking to make sure the human form can survive in these extreme environments. This future needs more than tech solutions and artificial intelligence. It needs social intelligence, emotional intelligence, empathy, and clear strategies for we're-all-in-this-together.

This is where you commit and recommit to your learning journey, where you draw on hope and healing and caring to secure the future for everyone.



IN THE  
MANY WORLDS  
OF PEER PRODUCTION

The future you're headed for is always shapeshifting. You can't always count on familiar landmarks like schools, stores, corporate headquarters, the factory floor, the stadium, or city hall. But you can count on your network—and it's all about the trade. You'll need to master the many different kinds of trade: open, private, or public goods. Money, time, insight, skill, knowledge, strength. And with the world shifting shapes all the time, you'll need to think like a designer to make the shapes you want.

This is how you'll build communities from the ground up, how you'll get lost in a crowd-sourced world in order to find out who you really are.



# THE #FUTUREFIT SUPER SKILLS

The future is all about performance. Whether you're a Lyft driver or a consultant looking for referrals on LinkedIn, your performance ratings will probably count more than your resume.

Skills are the path to high performance ratings.

Skills connect what you know to what you can do, and what you can do is what will earn you money, confidence, and a lifetime of rewarding experiences.

Whether your goal is to build your strengths across all five peak performance zones of the training circuit or to become a master of one or two of the zones, the super skills are the building blocks of your workout.



Brands aren't just for celebrities anymore. In a world where continuous monitoring and big data analytics drive industries like advertising, retail, design, gaming, and education, a core skill for the future is knowing

how to protect, trade, donate, and reap your own value from data about you. This is how you'll manage your reputation and build your personal brand—and learning how to curate your brand in multiple media and many cultures is the first key to success.



Your life is your resume. Learning is moving out of classrooms and courses and into the streets of everyday life, and you need to get credit for everything you accomplish throughout your day. This credit-

for-everything approach will set you up for the next task, job, or adventure. Spotting the patterns in your credits will help you level up, recognizing what you're good at, what you care about, and how to put those talents and passions to work for the future you want.



Dexterity is about being nimble, agile and well skilled for the task at hand. (Quite literally, dexterity means hand skills.) In today's worldwide networks, you're going to be working, thinking, creating, and

playing outside your native culture every day, and multicultural dexterity will give you the ability to quickly and appropriately shift your mindset, grasp local memes, and employ local rules of engagement to your benefit—all in multiple media.



The workforce of the future isn't just humans. Machine intelligence—whether it's embedded in robots or traversing the web as smart bots—will change the way things get done. Regardless

of whether you work in a warehouse or the White House, you'll need to know how to team with these bots and robots. You'll need to know when to trust them and how to test them. You'll assemble teams of them, teaching them and deciding which of them are best for which tasks. In short, with all these AIs reporting to you, you'll need to be a manager and a leader, wherever you're working and whatever you're doing.



The future is digital. As this digital world grows by leaps and bounds, so do the skills you need to stay up-to-date in the marketplace of work and well-being. Just like the

apps on your smart phone, these skills need frequent upgrades. You need to move with fluency from medium to medium, from platform to platform, from code to code. You need a strategy for keeping up with the digital standards and practices of the future path you're pursuing. Everything else depends on this.



The future is an augmented reality with virtual worlds everywhere you look. As more and more work is performed in these worlds or with the digital overlays of augmented reality, you need to

know how to navigate these layers of reality, how to make things happen in them and with them, how to use them to communicate and collaborate, and perhaps even to build them—all while keeping your feet on the ground in the physical world.



Impermanence is the shape of the future. From factories and stores to supply chains and social connections, the world you'll work in will be constantly changing. And perhaps the most important

skill you'll need for the what's-next future is the ability to pop up communities when and where they're needed. Whether it's creating a globally connected innovation zone in the middle of Detroit or building a shelter for climate refugees in the Caribbean, you need to be ready to find community resources, work around local regulations, and tap grassroots energy and imagination to build a never-before community.



All the world is a design project, and everyone is a designer. You're going to design products, services, and experiences with people everywhere. As work becomes

more global and more volatile, you'll need to grow these skills to design for impermanence, for immersive media, for AI-assisted manufacturing, and AI-driven disease diagnosis. You'll draw often on open data from around the globe to solve small pieces of big puzzles, and you'll need to master peer-to-peer prototyping, for everything from insurance policies to health care to running the country.



Digital currencies are the strange attractors of the next decade. These are the peer-to-peer coin exchanges that can make you a billionaire overnight or crash your holdings just as

quickly. More important, they are the new tools for connecting physical things to the internet, managing shared resources like neighborhood solar grids, and tracking products from start to finish. Whether you're a blockchain coder, a Bitcoin miner, or just someone who uses cryptocurrency to tip your favorite online musician, digital currency skills will help you bring unexpected value to your global tribe.



You've heard of big data, but big stories are what's next! You'll need to master tools that reveal the hidden chronicles in large volumes of data. You'll want to understand

how human brains are wired for stories and what rouses people to action. You'll apply this knowledge to everything from selling a product to healing a broken heart—or a broken community. You'll do this in every medium, from text and photos to video and 3D immersive virtual realities.



There was a time when futures thinking happened in ivory towers, think tanks, and secret military planning facilities. Today, futures thinking is for everyone, and you need to build your

capacity to think long term. You need to understand the difference between possibilities and probabilities. You need to build your own craft of scenario planning, turning scenarios of the future into things you can experience today. You need to build foresight that leads to insight that jumpstarts action today. Foresight. Insight. Action. That's futures thinking.



Complexity can look like chaos, but humans are masters at connecting the dots to create clear pathways in a forest of confusion. This is the core skill you need to make any change in your life—or in the

world around you. You'll need to connect your dots in unexpected ways. Everything is a potential medium for change: food, medicine, fashion, construction, farming. Your task is to find the medium where you can clearly see the connections to the larger changes you want to make in the many worlds you occupy.



The safety net is frayed. As you carry a greater burden of risk for everything from managing your health to building your wealth, you need to become an insurance broker for yourself and for others. You need

new tools and new skills for converting risks into assets, often by sharing both risks and resources for everything from knowledge and data to health, energy, and climate. You need the know-how to build vast new safety nets across these many extreme environments.



The future of ethics and equity hangs in the balance. In a world of diverse values and cultures, it's easy to believe that a shared set of ethics is a thing of the past. But you can participate in an ethical, equitable

future that benefits everyone if you learn to think beyond T-shirt slogans and Twitter arguments. You will need to discover what both traditional philosophers and cutting-edge neuroscience have to say about the unique human capacity for ethical thinking and cooperative behavior. Then you'll need to turn that knowledge into skillful, ethical encounters with both humans and smart machines.



Extreme environments demand extreme caring. To meet the demands of a world under pressure from aging populations, from climate-ravaged communities, and from a health care industry

that must serve more people with fewer resources, everyone will need a higher caring IQ. New insights into the nature of empathy, of social and emotional intelligence will lead to new tools and strategies for developing these important human capacities. You will use this new kind of intelligence as a foundation for new ways of caring for yourself, your family, your network around the world, and the planet itself. Ultimately, this is the purpose of all our labors: to take care of one another.

## LEARNING TO LEARN



Your work+learn path is a never-ending adventure. You'll up-skill, re-skill, and even pre-skill. The key to your success in this adventure will be learning how to learn.

Neuroscience will help you. It will give you lots of clues about how the brain learns and how it turns what it knows into practical skills—how it helps you build peak performance.

AI and games will help, too. They'll help you uncover your special learning patterns and see how to put them to work on your behalf. They'll offer you game-like learning missions and help you succeed at those missions. They'll connect you with work opportunities that take you to the next level.

In the end, though, learning is your personal journey. You'll need to develop your own learning radar. What will I need to know next? How fast can I respond to market demands with just-in-time learning? How can I be first to master a new skill? Learning will happen faster than ever, creating a new sense of urgency but also a new optimism about what's possible.

### Learning on your own

#### Becoming your own boss

More and more, learning is leaving the classroom and escaping the familiar boundaries of disciplines and trades. Work is also abandoning fixed places like factory floors and office cubicles as well as fixed 9-to-5 schedules. This new freedom to find your teachers and be your own boss will require some new work+learn attitudes and behaviors:

- Disciplined curiosity
- Entrepreneurial imagination
- Passionate creativity
- Continuous flexibility
- Self-advocacy
- Willingness to fail
- An openness to awe

### Learning together

#### Collaborating with others

In the work+learn future, everyone is in it together. So learning to learn means knowing how to help others with their work+learn journeys while you make your own progress. The people you meet along the way will be both your teachers and your students, both your bosses and your assistants. In this peer-to-peer world, you'll do best if you can master some basic abilities:

- Manage multiple identities
- Read people, machine intelligences, and contexts
- Communicate across media, including unexpected media
- Think across disciplines and contexts
- Manage the spectrum of knowledge from truth to opinion
- Translate across subtle differences in cultures
- Distinguish ethical principles from legal restrictions

You'll build these foundational abilities and attitudes as you master the superskills in each peak performance zone—and you'll find that you're learning more skills from more people.

# ARE YOU READY FOR TOMORROW? GET #FUTUREFIT TODAY

The world is changing fast. What you learned yesterday might not help you tomorrow. That's why you want to build your FUTURE SKILLS—the skills you'll need to work and play, to win and to thrive in the decades to come.

## 5 Peak Performance Zones For a great future

Think of it as circuit training. You know ... those exercise stations you see in parks and on city streets. But instead of five stations to build your body, you've got five stops to build your future—five peak performance zones you need to master as you walk-skip-hustle-dance-sprint through the years to come. Why these zones? Because each of them gets you ready to make the most of the future that's already on the horizon. How do you know what's on the horizon? Because the forces that will make the future are already in play today. And you can harness those forces to make the future you want for yourself and those you care about.

## 15 Super Skills add up to peak performance

Each peak performance zone will demand super skills—not just simple skills like reading and searching or writing and texting—but skills that help you put all those basics together to touch the world, to influence it, shape it and make a difference in it. These are the skills that will help you learn and earn, eat well and play hard, create beauty and find awe in the world around you. They are the skills that will turn who you are today into who you want to be tomorrow.

Ready, Set ...  
**JUMPSTART  
THE FUTURE!**

This is your map of the circuit. It shows the five peak performance zones and the super skills you're going to want to build in each.

## MAKE YOURSELF KNOWN



Everyone is visible ...

... just about everywhere all the time.  
What matters is what you do with your visibility.

## BEFRIEND THE MACHINES



Machines are getting smarter

Some of them will work for you. Sometimes you'll work for them— or even in them. More and more, you'll work side by side to get things done.

- AI IQ** Can you put a swarm of hundreds of smart digital assistants to work for you?
- DIGITAL FLUENCY** When machines talk to you, do you know how to talk back?
- SIMULATED ACTION** Can you make things happen as easily in VR and AR worlds as you do in the physical world?

- YOUR DATA YOUR BRAND** Your data is buried treasure, and everyone is digging for it. How do you protect it, trade it, share it, and get value from it?
- CREDIT FOR ALL** Do you know how to get credit for everything you do—or can do?
- MULTI-CULTURE SMARTS** Can you shine no matter where you are in the world—or who you're with?

## BUILD YOUR TRIBE



Everyone needs a tribe

You'll build your tribe—or tribes—as you make your way through life. And you'll do it by making things together: fashions, tools, shelters, and ... well ... life!

- POP-UP COMMUNITIES** Do you know the recipe for creating communities from the bottom-up?
- FUTURES BY DESIGN** Can you turn any problem into a design project?
- MULTI-CURRENCY NETWORKS** Do you know how to buy and sell in digital currencies like Bitcoin and to build new worlds with them?

# FUTURE skills

GET FIT FOR THE BEST FUTURE YOU CAN IMAGINE

## MAKE SENSE



Everything is connected

The connections are growing minute by minute. They create feedback loops, and the loops are getting faster and faster. Making sense is all about finding your path through these complex systems.

## KEEP IT GOING



The world is going through a rough patch

We've got political earthquakes and social tsunamis. Lots of people are looking for basic shelter today but also looking ahead to tomorrow— building a steadier future.

- SHARED RISKS/ASSETS** Can you tap what's valuable in your network to build new kinds of commons and protect everyone in a risky world?
- ETHICAL CLARITY** Can you find your own clear ethical path through a blend of diverse values and cultures?
- CARING AT THE CORE** Empathy. Social intelligence. Emotional intelligence. Most people build their caring IQ through trial and painful error. Is there a smarter path toward taking care of yourself and others?
- BIG STORIES** Humans are wired for stories. Do you know how to find a story in a heap of data and then tell that story in words and images, in person and in 3D virtual worlds?
- FUTURES THINKING** What are the mental habits that can help you jump start your future today?
- CHANGE MAKING** To change the world, you need to change the way you think. Can you connect the dots in new ways?

# HOW TO GET STARTED

This map is your guide to the five-station #futurefit workout circuit. It can help you become your own kind of champion in the work+learn futures. Here's how you can start now!



# 1

## Create your own Workout Plan

### Make a #futurefit skills checklist

Choose one super skill from each peak performance zone and jot down three ways you can begin today to build each super skill.

If you're not sure, get together with a friend, a teacher, or a counselor and talk it over. Check online: just search on one of the super skills and see what pops up. Follow the most interesting results until you find something that inspires you.

# 2

## Curate your own Curriculum

### As you find inspiring pathways to build super skills and master peak performance zones, find a way to share those online

Maybe it's your personal blog. Maybe it's the way you tag instruction videos. Maybe it's your Facebook feed or your LinkedIn recommendations.

This is not just keeping track of what you've done. In the work+learn future, there may be thousands of people like you who will want to know how you built your skills, and your path could be valuable to them and profitable to you.

# 3

## Find a Workout Partner or Team

### You don't have to do your workout alone

Find a friend or co-worker or family member who wants to work out with you.

Spend a week or a month on one of the peak performance zones. Talk about your goals for that zone and how its super skills might change your life. Choose one thing that you can do together to build each super skill. Set a time and date to do that. Create some incentives, like a special meal or concert that you'll use to reward yourself. When you've worked on all the super skills in one zone, move on to the next.

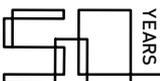
# 4

## Become a Work+Learn Innovator

### The work+learn future is under construction, and you can become a designer, innovator, and evangelist for it

Whether you're a student or an educator, a worker or an employer, a start-up entrepreneur or a government policymaker, you can design the next learning module or invent the next platform for connecting learners to opportunities to learn and earn at the same time.

Use the peak performance zones and their super skills as a starting place to imagine what is needed to help everyone get fit for the future.



Invent the new possible

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