



Santa Fe County Futures

ACCE COUNCIL

MAY 2025

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Futures Principles

Our world is a complex system

The future of this system hasn't happened yet

Its forces are already in progress





Futures Principles

We cannot fathom, much less measure and act, without awareness of multiple potential consequences

So accurate prediction is not possible

But foresight is a learnable skill. We can get good at this.





An array of conditions
alters the course
through time toward
whichever future
comes to pass

Political forces

Economic forces

Social and cultural forces

Technological forces

Legal forces

Environmental forces





applying Futuring successfully

01

Belief that
reality evolves

02

Commitment to
collecting and
evaluating
evidence

03

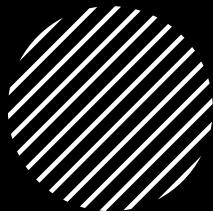
A **strong image**
of preferred
futures

04

Ability to learn
and **rethink**
concepts

05

Willingness to
shift gears with
new evidence



POSSIBLE
FUTURES

NOW

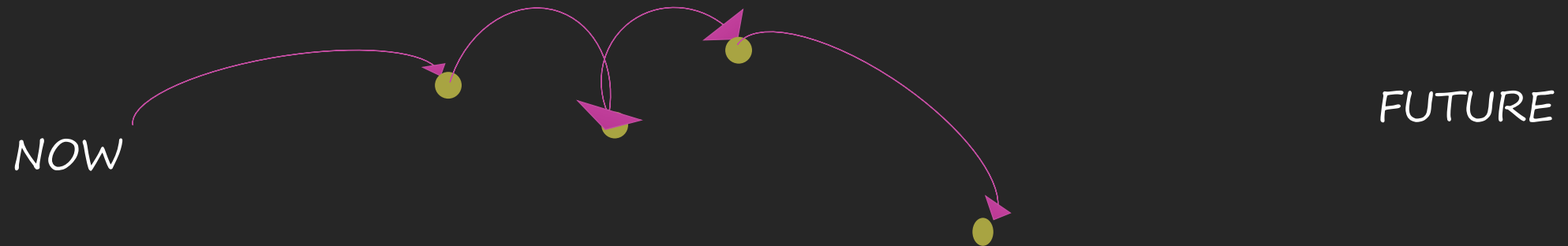
PROBABLE

PREFERABLE

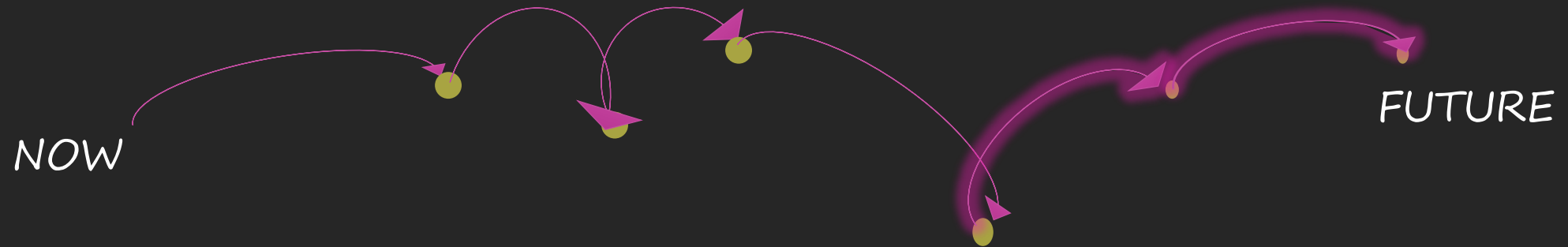
TIME



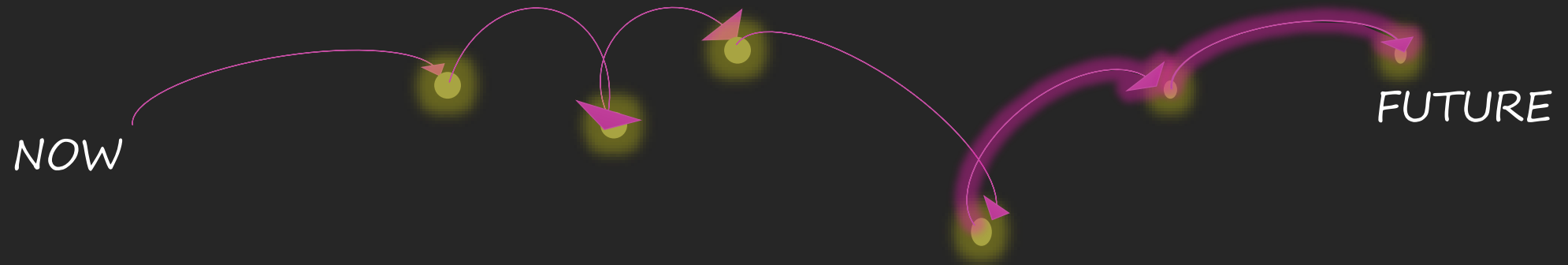
A Single Scenario in the Futures Cone



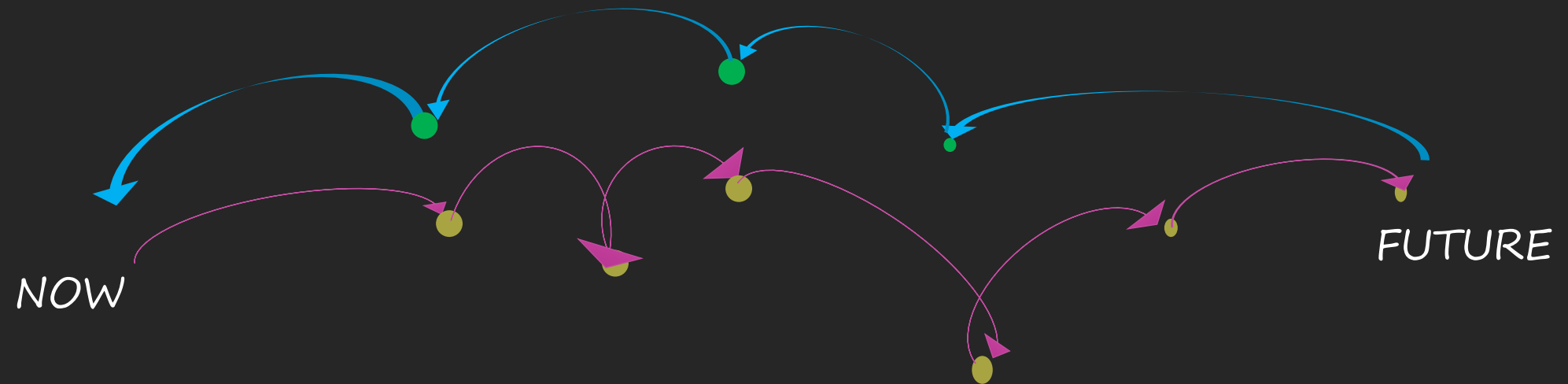
A Single Scenario in the Futures Cone



Horizons



Backcast Scenarios





The United Nations Futures Lab

Recognizable capability



#01/ BASELINE CHANGE

A linear, status quo path

Business as usual

An inertia state – no changes
until forces alter direction,
speed, or weight

The least likely future



#02/ MARGINAL CHANGE

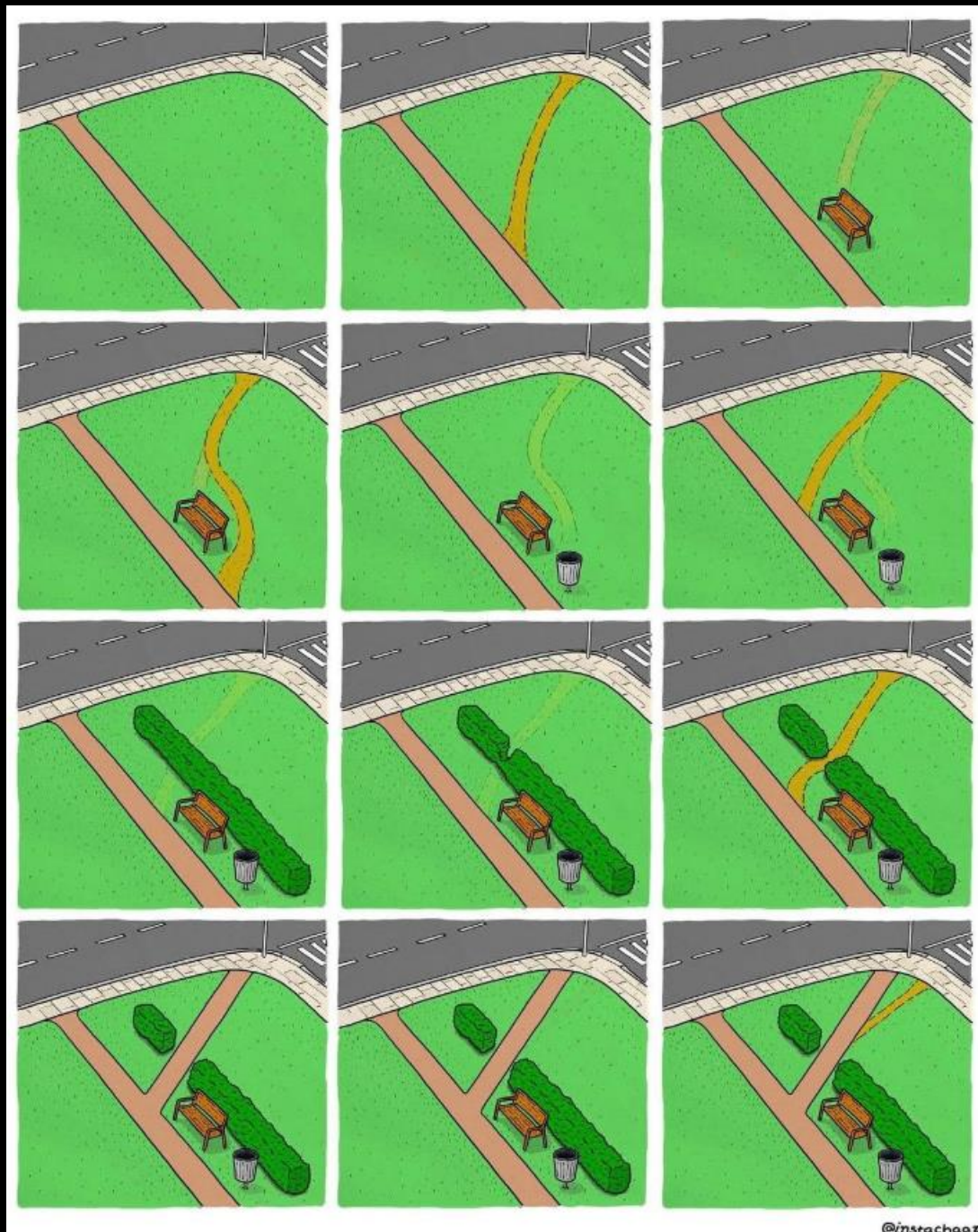
A path with minor
incremental accommodations

A response to forces that is
largely reactionary



#02/ MARGINAL CHANGE

Least Resistance: How Desire
Paths Can Lead to Better Design -
99% Invisible
(99percentinvisible.org)

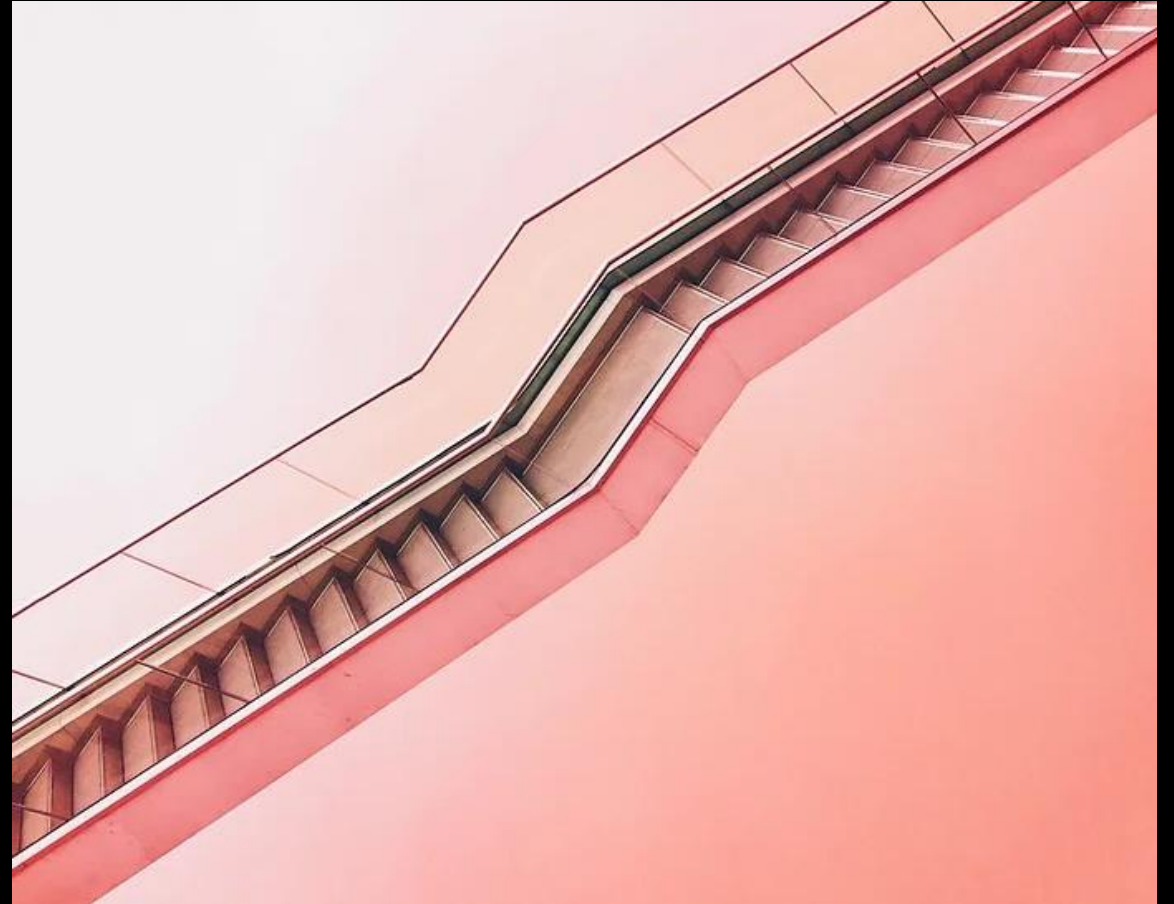




#03/ ADAPTIVE CHANGE

A path of agility, indications of
adaptations beyond old patterns

Behavior that is reformist and
progressive



#04/ RADICAL CHANGE

A major structural transformation resulting from **long-term thinking**, indicated by transformational responses.

A history of rapid strategic responses in the face of increasing complexity.



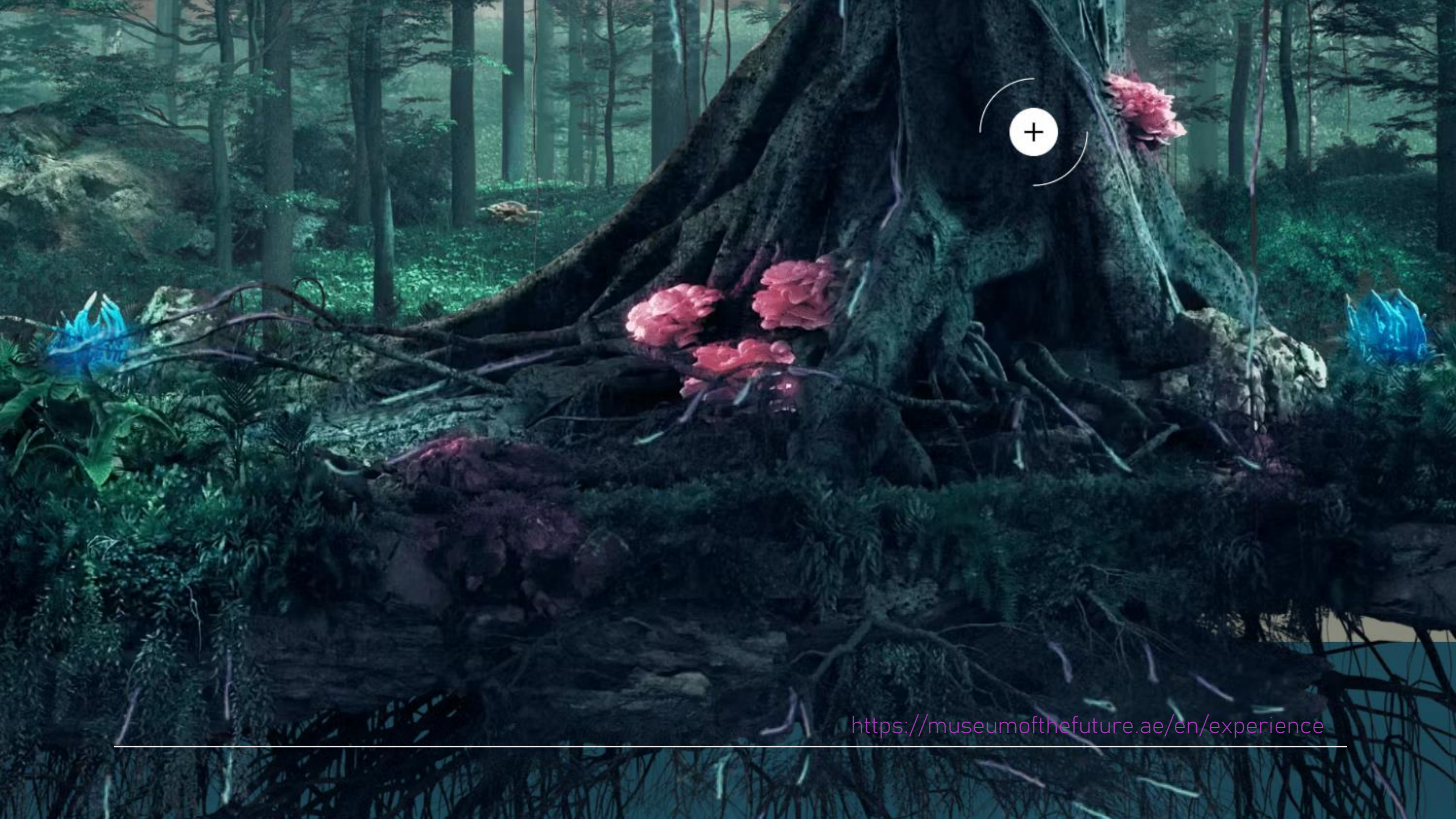


Being **audacious** gives us hope.

audacious: intrepidly daring, recklessly bold, brazen.

Audacious movies
Audacious music
Audacious art
Audacious books
Audacious fashion
Audacious internets
Audacious food
Audacious architecture
Audacious advertising
Audacious free time
Audacious dances
Audacious cities
Audacious education
Audacious landscapes
Audacious haircuts
Audacious sports
Audacious workplaces
Audacious skills
Audacious forests
Audacious friendships
Audacious ways of life
Audacious dreams





<https://museumofthefuture.ae/en/experience>

winner dezeen awards 2021



We can believe *this could be real.*



The Sandbox

Putting Futures into Practice

Two concepts to process possible futures

- Extrapolate past and present forces
- External and internal disruptions





SHIMOSHI NM

A FUTURES RESEARCH INSTITUTE

WWW.SHIMOSHINM.COM

GET RESILIENT

"Reality is what does not go away when you stop believing in it."

Philip K. Dick
