



Future Mapping

How can we map an alien world?

Tim Young

The future is an alien world

Can we really map & plan?



- None of us have know the future
 - It is impossible to predict or control exactly what is going to happen
 - If we pay attention to our environment & the currents we can see things we can do

The big players are going to decide our future

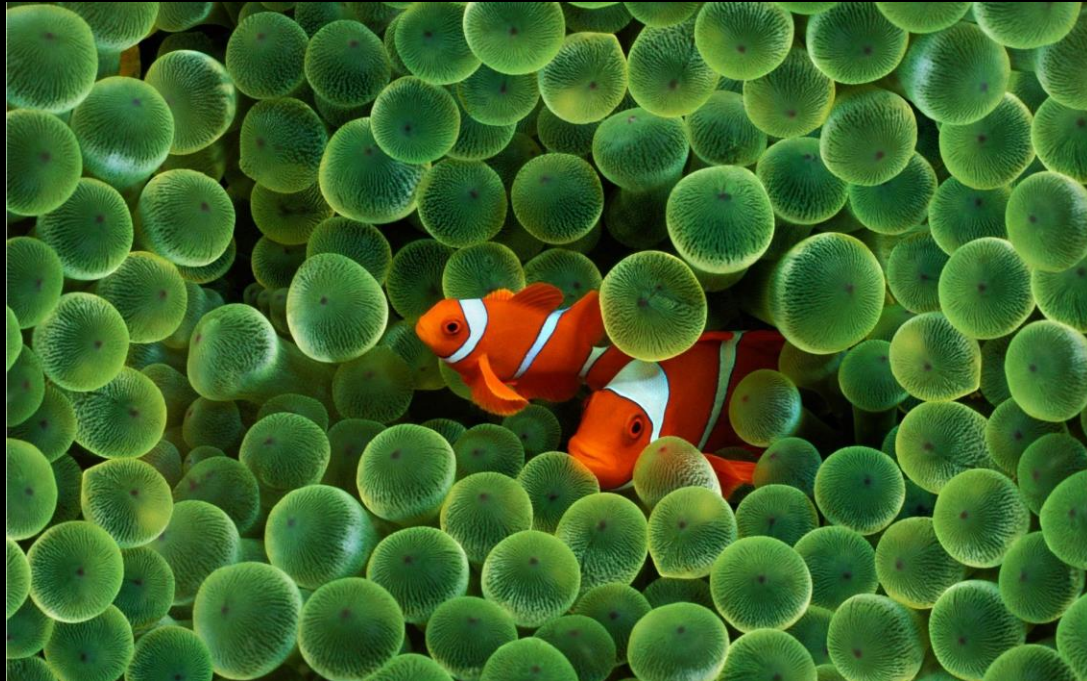
Can we do anything once they notice us?



- The government & the major corporation do have more power
- They see your community as a field – data science only takes you so far
- You know it is more like a forest – your community relationships contain significant information

An outsider doesn't know more than us

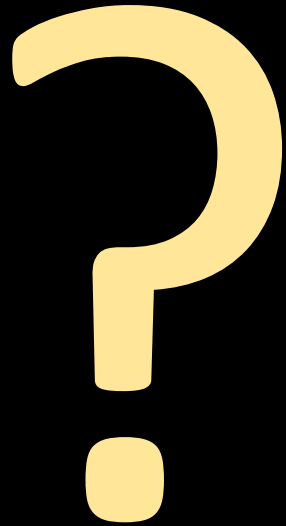
How can Tim actually help?



- You don't need me to be a specialist in WISP tech or your communities
 - I will help you focus on what you need to see
 - I will help you work together to have your own ideas

The sessions for CEOs & Owners will be brief

What can we achieve in the 3 sessions?



- Discussion in small working groups about what you see happening
- Start using tools to help you think through uncertainties
- Start using tools to map your options



Future Mapping

The Sessions

Tim Young

Executive Future Mapping

- Plan for 3 sessions
 - Mapping what is happening
 - Technology, Regulators, Stakeholders
 - Handling uncertainty
 - Thinking through type of uncertainty
 - Mapping interests to spot paths
 - Checking other perspectives
 - Aligning, meeting or managing other interests

Executive Future Mapping

Session 1A: Starting to think beyond today

- Working Group 1: Technology
 - What is significant happening to your tech
 - Is the tech of others relevant to your situation?
- Working Group 2: Regulation
 - What regulation is impacting you?
 - What is impacting other businesses?
 - What is impacting customers?

	What do you see now?	Can you see changes ahead & do they matter?	Do others see it differently & does it matter?
Technology			
Your installed tech			
Others' installed tech (directly relevant)			
Others' installed tech (indirectly relevant)			
Regulation			
Your services & assets			
Adjacent services & assets			
Stakeholders' limitations & responsibilities			

Executive Future Mapping

Session 1B: Starting to think beyond today

- Stakeholders
 - What are they facing?
 - Are there different perspectives?

	What do you see now?	Can you see changes ahead & do they matter?	Do others see it differently & does it matter?
Needs & Expectations			
You personally			
Your company			
Your staff			
Your customers			
Your wider community & local government			
Your suppliers			
Major companies			
Regulator & national government			

Executive Future Mapping

Session 2: Handling Uncertainty

- Don't be a RABBIT just because you are not a moose

- Don't be an EXPECTATOR

Executive Future Mapping

Session 2: Handling Uncertainty

	Now	Later
Automatically know	e.g. Cash in bank	e.g. Next year's revenue
Can find out	e.g. Whether customers are happy	e.g. What tech will be available to meet 50/10 in 2024
Can't find out	e.g. What competitors are planning	

Executive Future Mapping

Session 2: Handling Uncertainty

	Timing		
Type of Uncertainty		Now	Sometime Later
Automatically know		<p>BOX 1 – PAY ATTENTION</p> <ul style="list-style-type: none"> Not everyone else knows what you know – Who would benefit from knowing? Not everything you know is necessarily fully correct – How can you check? 	<p>BOX 4 – GET READY</p> <ul style="list-style-type: none"> When will you know? Will you pay attention? Who else would benefit from knowing? What might you do when you know?
Can find out		<p>BOX 2 – PRIORITISE WHAT TO FIND OUT</p> <ul style="list-style-type: none"> Does someone else know or can it be observed or measured? Who else would like to find out – can you collaborate? Is it worth finding out – how might it change what you do? 	<p>BOX 5 – PRIORITISE HOW TO GET READY</p> <ul style="list-style-type: none"> When will you be able to find out? Is there an advantage to getting ready to find out? (Resources, Relationships, Skills) Is it worth finding out – how might it change what you do?
Can't find out		<p>BOX 3 – FIND OUT WHAT YOU CAN</p> <ul style="list-style-type: none"> Why can't you find out now? <ul style="list-style-type: none"> Is it because it is uncertain whether it will happen? What factors influence when it happens? Can you know about those? Is it because someone hasn't decided? What is going to influence their decision – can you find out or influence those factors? Is it because it is too complicated? Can you find out an approximate answers? Will some of it reach Box 4 or 5? 	<p>BOX 6 – MANAGE THE IMPACT</p> <ul style="list-style-type: none"> Why does it matter to you? Can you or others do things to reduce the negative consequences & increase the positive consequences for you & your stakeholders (even without needing to know)? Can others when work out what can be done? What relationships do you & your stakeholders need to weather this uncertainty?

Executive Future Mapping

Session 3A: Spotting paths together

SUMMARY	Who/What	Significance
Most significant changes ahead	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••
Most significant uncertainties ahead	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••
Most significant stakeholders impacted	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••
Most valuable stakeholders to know	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••

Executive Future Mapping

Session 3B: Spotting paths together

		Highest priority interests	Secondary interests	Consequences
You				
Impacted Stakeholder 1	Aligned or compatible			
	Conflicted or irrelevant			
Impacted Stakeholder 2	Aligned or compatible			
	Conflicted or irrelevant			
Impacted Stakeholder 3	Aligned or compatible			
	Conflicted or irrelevant			
Valuable Stakeholder 1	Aligned or compatible			
	Conflicted or irrelevant			
Valuable Stakeholder 2	Aligned or compatible			
	Conflicted or irrelevant			
Valuable Stakeholder 3	Aligned or compatible			
	Conflicted or irrelevant			

Executive Future Mapping

Session 3C: Thinking it through

What can you do to help the impacted & the valuable stakeholders?

What can they do to help you?

Therefore, what changes do the relationships need to go through?

Are there third-parties who will care about these changes to your relationship with these stakeholders? Do you need to do something about it?

What skills do you need to develop, acquire or get access to for this to work?

What resources do you need to develop, acquire or get access to for this to work?

What is your first action?



Future Mapping

Plenary feedback

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Future Mapping

Our process

1. Mapping what is happening
 - Technology, Regulators, Stakeholders
2. Handling uncertainty
 - Thinking through types of uncertainty
3. Mapping interests to spot paths
 - Checking other perspectives
 - Aligning, meeting or managing other interests

Future Mapping

1. *What's happening*

- First step in mapping is not seeing new things but recognising what you already know/see
 - The big issues are about the organisations like CRTC who control the WISP's environment
 - Technology choices are dictated by regulatory choices by others
 - Regulators & government behave as if their interests are more closely aligned with the big fish not WISPs

Future Mapping

1. *What's happening*

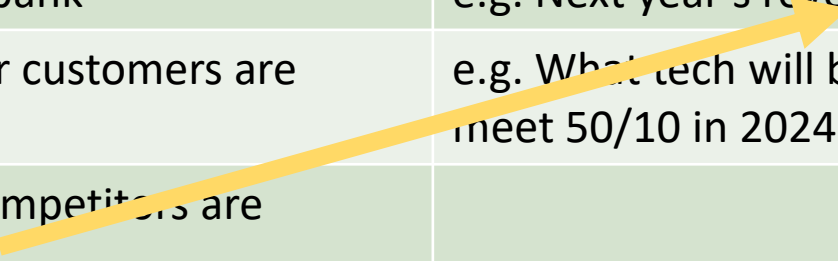
- Regulators & government behave as if their interests are more closely aligned with the big fish not WISPs
 - Competency of a big fish is related to their access to their financial capital
 - Competency of WISPs is related relational capital
 - Regulators & government look at organisations with financial capital & ignore relational capitalists (organisations with community)

Future Mapping

2. Seeing through the fog of uncertainty

- Just because there is uncertainty doesn't mean you know nothing & can't do anything

	Now	Later
Automatically know	e.g. Cash in bank	e.g. Next year's revenue
Can find out	e.g. Whether customers are happy	e.g. What tech will be available to meet 50/10 in 2024
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Future Mapping

3. Mapping interests helps change the game

- Whose interests matter to whom
 - Your company's interests matter to you, the owners, your suppliers & your customers
 - Your customer's interests matter to more people than your company's
- Who is CanWISP
 - the board?
 - the members?
 - the customers?

Future Mapping

Key takeaways

- Asymmetry in communication between CRTC & WISPs
 - Big fish experience 50/10 with CRTC with a little latency
 - WISPs experience is more 0.5/0.1 with significant latency
 - CRTC needs to change its relational network topology
 - You don't need a licence to build your own relational network with a different topology
- Don't be an EXPECTATOR
 - An “expectator”* is a person or organisation that has expectations but does nothing to help
- There are things can be organised through CanWISP
 - I will be discussing ways forward with the board

*First used by Rebekah Young aged 10 (no copyright required) ☺

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