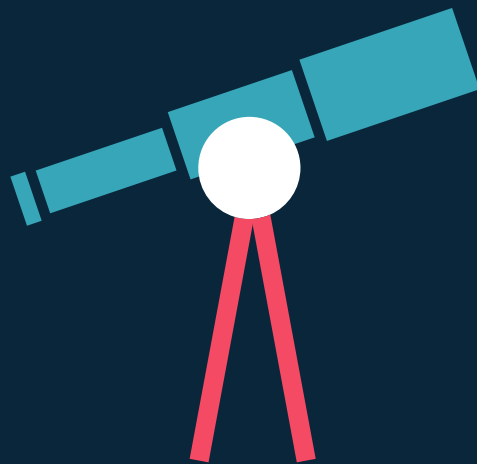


LLYC IDEAS

EXPLORE. INSPIRE.



REPORT

THINKING ABOUT THE FUTURE TO TACKLE THE PRESENT

October 2023

In today's world, focusing solely on the present can be tempting. However, amid unpredictability, thinking ahead and preparing for the future is crucial.

This is especially true for businesses facing numerous challenges, as outlined in LLYC's report, [New Times, New Rules](#). While many may still be unfamiliar with futures studies, this field of knowledge can offer valuable insights when navigating complex and uncertain environments.

To shed light on the benefits of futures studies, LLYC joined forces with [CENTRO](#), a higher education institution specializing in creative economics. This discipline has been established since the middle of the last century and can provide helpful strategies for adapting to an ever-changing landscape. By incorporating these strategies, companies can better manage incremental change and turbulence while achieving long-term success.

A LOOK AT FUTURES STUDIES AND THEIR POSSIBLE ROLE FOR BUSINESSES

Before diving deeper into the topic, it's essential to understand what futures studies entail. To start off on this topic, we refer to Wendell Bell, who lays out the following crucial tasks of futures studies in his book *Foundations of Futures Studies*:

- Explore possible futures
- Explore probable futures
- Explore images of the future
- Explore the knowledge bases of futures studies
- Apply the ethical foundations of futures studies
- Interpret the past to guide the future
- Integrate knowledge and values for the design of social actions

- Promote greater democratic participation in imagining and designing the future
- Communicate and advocate particular images of the future

Futures practitioners use diverse methods and tools to address change processes at different scales and in various geographies. These include environmental analysis, trend analysis, horizon analysis, archetype-based futures scenario development, design fiction, and theories of change.

In other words, futures studies tackle change processes through systems thinking, cathedral thinking, and creativity, among other skills.

Systems thinking allows the identification of relationships between multiple elements within a given context. For instance, the correlation between airspace, logistics, natural phenomena, and human mediation needed for an airplane to take off or land.

On the other hand, creativity helps identify problems and possible solutions based on ingenuity, and it is more than essential to make an organization survive and prosper in times of great uncertainty.

Finally, cathedral thinking enables the design and execution of long-term projects with a view to their potential impact in 10, 50, or even 100 years or more. This requires planning and making decisions with a long-term vision, as seen in Gaudí's Sagrada Familia project, which has required a vision beyond the artist's life expectancy due to its complexity.

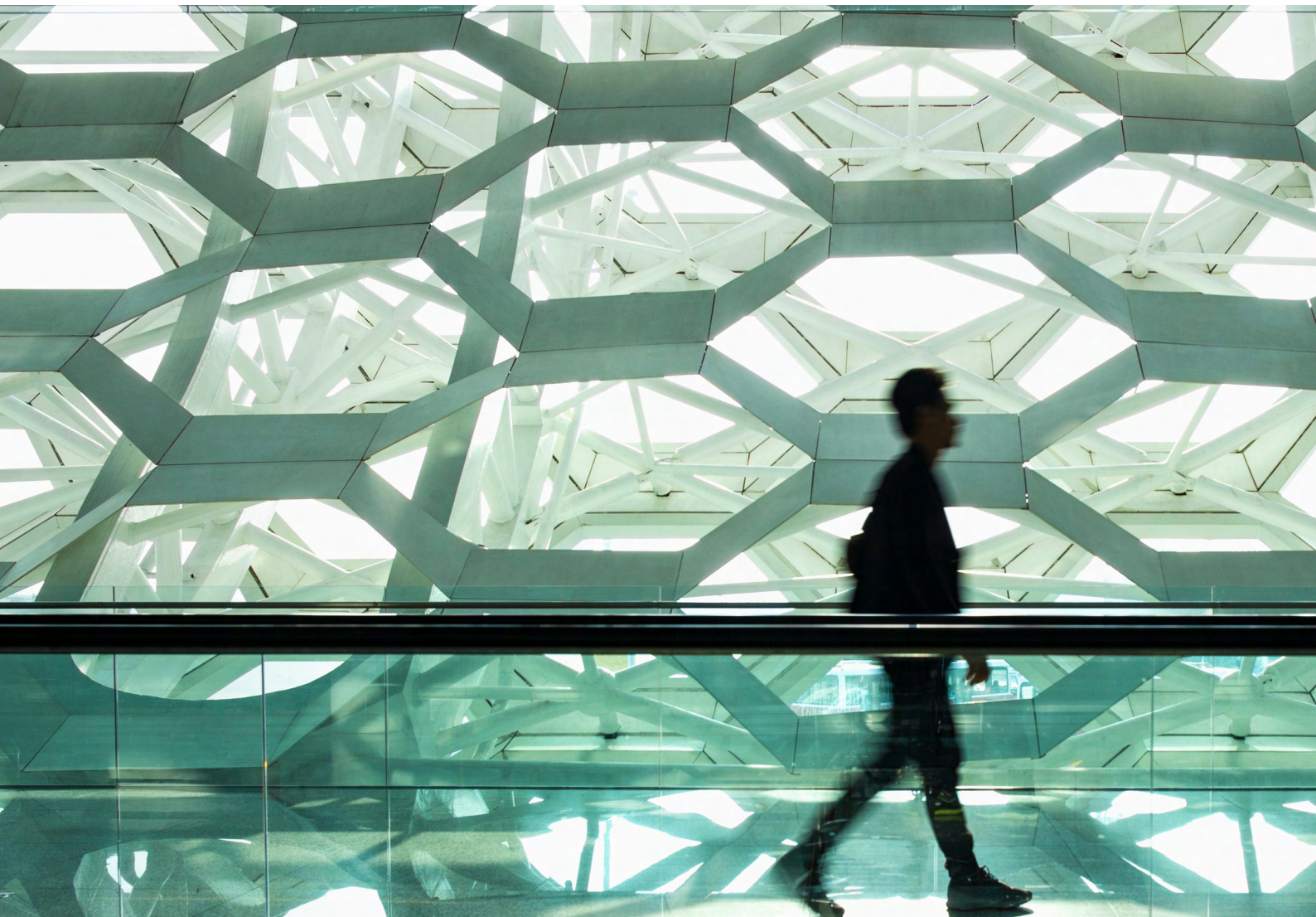
“Futures studies tackle change processes through systems thinking, cathedral thinking, and creativity, among other skills”

Roman Krznicaric notes that all human beings (and, therefore, our various forms of organization) can make decisions based on 'two brains': the marshmallow brain (quick response) and the acorn brain (long term thinking). Both are necessary for survival. However, presenteeism, prevalent in many companies, can compromise cathedral or long-term thinking.

According to Douglas Rushkoff, presenteeism traps us in a perpetual experience that makes the idea of the future nebulous and engages chiefly the marshmallow brain. But, how does this way of thinking impact different organizations? Presenteeism compromises the strategic work of organizations of all sizes and sectors, making it impossible for teams to visualize what might happen to the company and its environment if things go well, more or less well, or if a crisis occurs.

How can organizations learn to think systematically about the future without letting go of the reins of the present? And why would they want to do this? In the first instance, to become more adaptable to change, which is the secret of survival in Darwinian terms. It also paves the way to become more competitive.

Organizations can become more competitive by thinking about alternative futures, which can help them be prepared for any eventuality. It's like packing for a trip; just as someone chooses what to pack for a trip considering the activities and weather conditions, organizations can prepare their suitcases with the necessary knowledge, skills, infrastructure, and resources. Even if the future cannot be predicted because the future does not exist, as professor James Dator explains, considering possible outcomes and the specific contextual conditions can help organizations be prepared.



The following are three major current challenges facing companies, which can be addressed by integrating futures studies.

LEADERS AS GROWTH DRIVERS

Leaders are the driving force behind an organization's growth. They can influence the behaviors of others, and they do so by taking initiative as well as supporting the initiative of others. Successful leaders possess a set of skills that are essential for the survival of elastic organizations that are highly prepared for change.

There are various opinions on what skills are necessary for the future. CENTRO, for example, has established a set of skills that should be complemented and adapted to the needs of each organization. Developing and applying this set of skills is crucial for individuals, teams, and organizations to be highly change-ready.

To summarize, an organization that is highly adaptable and receptive to change is one that prioritizes the development and application of essential skills among its members. This includes fostering individual growth and helping members build the skills needed to support their teams and positively influence those around them.

SKILL	DESCRIPTION
Creativity	The ability to identify problems, develop hypotheses, ideate and implement innovative and ingenious solutions.
Mindfulness	The skill of being able to concentrate fully on a given task or activity without getting distracted, allowing for maximum efficiency and productivity.
Self-motivation	The drive and determination to carry out tasks with enthusiasm and a clear sense of purpose, allowing for effective accomplishment of goals.
Self-management	The ability to organize and execute tasks with initiative and autonomy, while effectively managing personal and environmental resources in a relevant manner.

SKILL	DESCRIPTION
First principles thinking	The skill of employing structured and systematic reasoning to break down complex problems into smaller components, without making any assumptions.
Futures thinking	The skill of visualizing and forecasting alternative scenarios for the future, based on the current elements of the system, including the identification of potential improvements, challenges, and extrapolations.
Preparedness	The ability to prepare for different solutions to possible critical scenarios, including the development of skills to conserve, repair, heal, armor, harvest and cultivate, and the readiness to face uncertainties.
Tolerance to uncertainty	The capacity to accept the possibility of negative events happening despite their low probability, and the ability to make decisions even without total certainty of success.
Adaptability	The skill of modifying one's own behavior and approach to problem-solving to overcome challenges and solve complex situations.
Socio-cultural intelligence	The ability to communicate and collaborate effectively across cultural contexts, recognizing and respecting cultural differences and embracing diversity.
Systems thinking	The skill of understanding phenomena more broadly, identifying patterns and mental models, and establishing meaningful relationships and correlations between different elements of systems.
Data intelligence	The ability to search for, evaluate, and synthesize data from reliable sources, and to transform both the data and metadata into useful and actionable information.
Memory	The skill of recording, preserving, and recalling experiences, allowing for the retention and retrieval of information and knowledge for future use.
Computational thinking	The ability to formulate problems, break them down into smaller components, abstract information, and create solutions through the use of algorithms and logical reasoning.
Epistemic curiosity	The desire to obtain new knowledge, stimulate the intellect, and construct mental databases that allow for the acquisition of insights and the creation of new ideas.

BUILDING REPUTATIONAL ASSETS

Change is empowering for several reasons. First, the ability to adapt makes survival possible. Second, navigating between the past, present, and future takes work. Change is uncomfortable and costly, but an organization must thrive in the current business landscape, factoring in elements like their beliefs, practices, and vision of the future (past); the ongoing situation and regulatory changes (present); and emerging issues, aspirations, major forces (future).

The situation becomes more complex when we realize that not everything has to be changed. The Latin phrase "*mutatis mutandis*" accurately captures this concept. Every organization should possess a thorough knowledge of itself and its surroundings to determine what needs to be modified and what should remain unchanged. This discernment between necessary and unnecessary changes is a crucial factor in cultivating a willingness to adapt.

Finally, change is the product of outbound and inbound mechanisms. It results from the equation "change coming at us from the outside and how we react and respond." What steps has our organization taken to respond to the challenges posed by climate change, migration, digital transformation, container shortages, and the crisis in Ukraine? How has it adapted to the changing circumstances? In what ways has it improved its operations, product and service offerings, and the skills and attitudes of its workforce? Looking 10, 20, 50, or 100 years ahead, what further decisions will we need to make in the next few decades to position ourselves as a leading player in shaping the future we desire?

To transform these questions into business intelligence, it is necessary to discuss the answer internally.



NAVIGATING A COMPLEX AND POLARIZED CONTEXT

Elastic organizations, in particular, have developed a unique way of managing knowledge to navigate highly turbulent environments and make sense of polarized discourses and realities. They do not just rely on research but ask powerful questions and take necessary action based on insights gained from various sources, such as interviews, participant observation, desk research, situational analyses, cultural testing, social listening, and Delphos rounds. By taking these initiatives, organizations remain competitive, fresh-eyed, and highly adaptable to new circumstances.

Frequently, businesspeople often ask if there is a shortcut to success. The answer is no. There are no shortcuts. Even if you hire the best agency in the world to conduct a market or economic study, it must be in tune with the views of those who inhabit the environment. Therefore, it is necessary to develop organizational capabilities to spot patterns, build knowledge banks, use them to conjecture about the future, and make strategic decisions in the present.

Even the most adventurous moonshot requires understanding the processes of change and resource mapping such as financial, natural, human, infrastructure, and knowledge to thrive.

It is essential to think about the long-term future. Doing so will prevent the present from draining us. It will help us navigate better despite its contingent nature. But where do we begin to increase our coefficient of preparation for the future? These are some inspirational resources that may be of interest to continue on this path of curiosity:

[The Future Shock](#), Alvin Toffler

[The Present Shock](#), Douglas Rushkoff

[Para implementar un proceso de futuros en mi organización](#), Andy Hines y Peter Bishop

[Para implementar un proceso de futuros en mi persona](#), Verne Wheelwright

[Para pensar sistémicamente](#), Waters Center for Systems Thinking

[Para pensar catedralmente](#), Roman Krznaric

[Para pensar creativamente](#), CENTRO's creative thinking techniques handbook



AUTHORS



Karla Paniagua. Futures Studies Coordinator at CENTRO. Karla Paniagua is a leading expert in Futures Studies with a Ph.D. in Cultural Studies and a master's degree in Social Anthropology. She is a renowned author of three books and has been published in various journals such as Tierra Adentro, Metapolítica, Nexos, and Journal of Futures Studies. Karla also serves as a consultant for international firms like Yuzu Kyodai (Japan) and Lasinde (Spain) and is co-host of the radio program El futuro fue ayer. She is the co-editor-in-chief of the journal Economía Creativa at CENTRO, Mexico City, and a national researcher for CONAHCYT.

kpaniagua@centro.edu.mx



David González Natal. Partner and Managing Director of the Northern Latin America Region at LLYC. David González Natal is a partner and Managing Director of the Northern Latin America Region at LLYC. He oversees operations in Mexico, Panama, the Dominican Republic, the Caribbean, and Central America and is also a member of the global executive committee. David has played a key role in the company's creative transformation. He has directed many noteworthy projects for brands such as BBK, BBVA, Coca-Cola, Ikea, McDonalds, Campofrío, Telefónica, and Multiópticas. These projects have earned over 250 national and international awards in creativity, marketing, and communication, including several Cannes Lions, Ojos, Clio Awards, Effie, Andy Awards, and Soles. David holds a degree in Journalism from the Complutense University of Madrid and a Global CCO from ESADE. Forbes has recognized him as one of Spain's 100 most outstanding creatives. He has also been listed in the top marketing leaders rankings in Mexico by Merca 2.0 and among the top LGBTQ+ executives in Mexico by Expansión magazine. David is a storytelling and brand strategy professor at several universities and business schools, including Esade, IE, and Carlos III. He is the co-creator of the Stayhuman platform, which aims to humanize organizations, and the trends portal Nxt in Mkt.

dgonzaleznllorenteycuenca.com

Global Management

José Antonio Llorente
 Founding Partner and Chairman
 jalorente@llorenteycuenca.com

Alejandro Romero
 Partner and CEO Global
 aromero@llorenteycuenca.com

Luisa García
 Partner and Chief Operating Officer Global
 lgarcia@llorenteycuenca.com

Arturo Pinedo
 Partner and Chief Client Officer Global
 apinedo@llorenteycuenca.com

Tiago Vidal
 Partner and Chief Talent y Technology
 Officer Global
 tvidal@llorenteycuenca.com

José Manuel Casillas
 Senior Director of Global IT
 jmcasillas@llorenteycuenca.com

Marta Guisasola
 Partner and Chief Financial Officer
 mguisasola@llorenteycuenca.com

Joan Navarro
 Partner and Vice President
 of Global Public Affairs
 jnavarro@llorenteycuenca.com

Albert Medrán
 Global Director of Marketing,
 Communications and ESG
 amedran@llorenteycuenca.com

Juan Pablo Ocaña
 Senior Director Legal & Compliance
 jpocana@llorenteycuenca.com

Europe

Luis Miguel Peña
 Partner and CEO Europe
 lmpena@llorenteycuenca.com

Gina Rosell
 Partner and Senior Director of
 Healthcare Europe
 grosell@llorenteycuenca.com

Rafa Antón
 Chief Creative Officer Europe
 Co-founder and Chief Creative
 Officer of CHINA, part of LLYC

 rafa.anton@chinapartedellyc.com

MADRID

Jorge López Zafra
 Partner and Managing Director Madrid
 jlopez@llorenteycuenca.com

Amalio Moratalla
 Partner and Senior Director Sport
 and Business Strategy
 amoratalla@llorenteycuenca.com

Iván Pino
 Partner and Senior Director
 of Crisis and Risks
 ipino@llorenteycuenca.com

Marta Aguirrezabal
 Founding Partner and Executive
 Director

 marta.aguirrezabal@chinapartedellyc.com

Pedro Calderón
 Founding Partner and Executive
 Director

 pedro.calderon@chinapartedellyc.com

BARCELONA

María Cura
 Partner and Managing Director
 mcura@llorenteycuenca.com

Oscar Iniesta
 Partner and Senior Director
 oiniesta@llorenteycuenca.com


LISBON

Marlene Gaspar
 Managing Director
 mgaspar@llorenteycuenca.com

Américas

Juan Carlos Gozzer
 Partner and CEO Latin America
 jcgozzer@llorenteycuenca.com

Javier Marín
 Senior Director Healthcare
 Americas
 jmarin@llorenteycuenca.com

José Beker
 Chief Creative Officer Americas
 Co-founder and CEO of BESO
 by LLYC

 jose.beker@beso.agency

UNITED STATES

Darío Álvarez
 CEO U.S.
 dalvarez@llorenteycuenca.com

Rebecca Bamberger
 CEO of BAM by LLYC

 rebecca@bamtheagency.com

NORTH REGION

David González Natal
 Partner and Managing Director
 Northern Region
 dgonzalezn@llorenteycuenca.com

Mauricio Carrandi
 Managing Director LLYC Mexico
 mcarrandi@llorenteycuenca.com

Michelle Tuy
 Managing Director LLYC Panamá
 michelle.tuy@llorenteycuenca.com

Iban Campo
 Managing Director LLYC Dominican
 Republic
 icampo@llorenteycuenca.com

ANDEAN REGION

María Esteve
 Partner and Managing Director
 Andean Region
 mesteve@llorenteycuenca.com

Daniel Titingier
 Managing Director LLYC Peru
 daniel.titingier@llorenteycuenca.com

Carlos Llanos
 Partner and Managing Director LLYC
 Ecuador
 cllanos@llorenteycuenca.com

Alejandra Aljure
 Managing Director LLYC Colombia
 aaljure@llorenteycuenca.com

SOUTH REGION

Juan Carlos Gozzer
 Partner and Regional Director
 jcgozzer@llorenteycuenca.com

Maria Eugenia Vargas
 Managing Director LLYC Argentina
 mevargas@llorenteycuenca.com

Thyago Mathias
 Managing Director LLYC Brazil
 tmathias@llorenteycuenca.com

Juan Cristóbal Portales
 Managing Director LLYC Chile
 juan.portales@llorenteycuenca.com

Deep Digital

Adolfo Corujo
 Partner and Deep Digital CEO
 acorujo@llorenteycuenca.com

Javier Rosado
 Managing Director Deep Digital Américas
 jrosado@llorenteycuenca.com

Federico Isuani
 Partner and Managing Director Deep Digital
 South Region
 Co-founder and CEO of BESO by LLYC

 federico.isuani@beso.agency

Jesús Moradillo
 Managing Director Deep Digital
 Europe
 CEO and Founder of Apache
 Digital

 jesus.moradillo@llorenteycuenca.com

Daniel Fernández Trejo
 Senior Director of Deep Digital and
 global CTO
 dfernandez@llorenteycuenca.com

Anahí Raimondi
 Director of Deep Digital
 Operations
 araimondi@llorenteycuenca.com

Luis Manuel Núñez
 Managing Director of Strategy and
 Development throughout Deep Digital
 Business Américas
 luisma.nunez@llorenteycuenca.com

Ernesto Gonzalez
 Director Deep Digital
 North Region
 egonzalezs@llorenteycuenca.com

José Prinz
 Director Deep Digital
 Andean Region
 jose.prinz@llorenteycuenca.com

Diego Olavarría
 Managing Director of the Deep
 Digital area South Region
 dolavarría@llorenteycuenca.com

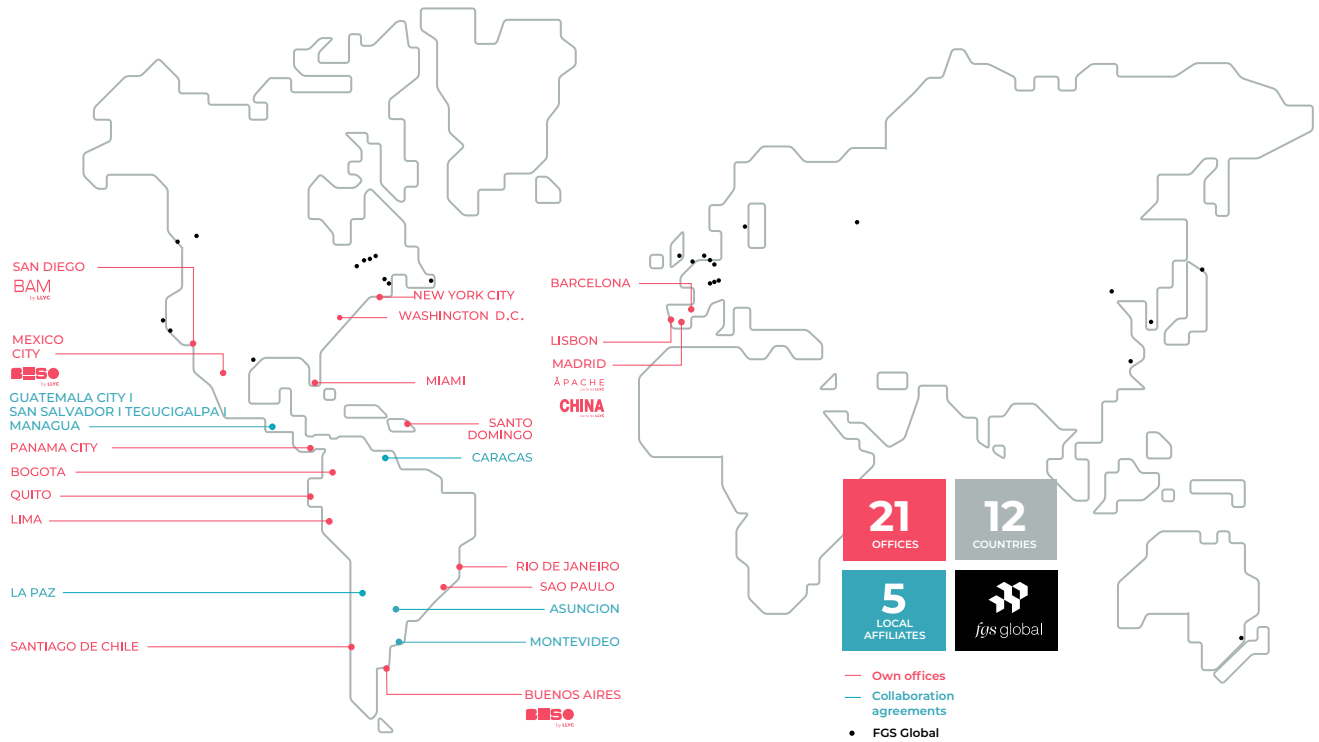
Carmen Gardier
 Senior Director of the Digital area
 Americas
 cgardier@llorenteycuenca.com

Alejandro Dominguez
 Digital Senior Director Europe
 adominguez@llorenteycuenca.com

Fernanda Hill
 Managing Director of BESO by LLYC

 fernanda.hill@beso.agency

Offices



LLYC

Madrid

Lagasca, 88 - planta 3
28001 Madrid, España
Tel. +34 91 563 77 22

Barcelona

Muntaner, 240-242, 1º-1ª
08021 Barcelona, España
Tel. +34 93 217 22 17

Lisboa

Avenida da Liberdade nº225, 5º Esq.
1250-142 Lisboa, Portugal
Tel. + 351 21 923 97 00

Miami

600 Brickell Avenue, Suite 2125
Miami, FL 33131
United States
Tel. +1 786 590 1000

Nueva York

3 Columbus Circle, 9th Floor
New York, NY 10019
United States
Tel. +1 646 805 2000

Washington D.C.

1025 F st NW 9th Floor
Washington D.C. 20004
United States
Tel. +1 202 295 0178

Ciudad de México

Av. Paseo de la Reforma 412
Piso 14, Colonia Juárez
Alcaldía Cuauhtémoc
CP 06600, Ciudad de México
Tel. +52 55 5257 1084

Panamá

Sortis Business Tower
Piso 9, Calle 57
Obarrio - Panamá
Tel. +507 206 5200

Santo Domingo

Av. Abraham Lincoln 1069
Torre Ejecutiva Sonora, planta 7
Suite 702, República Dominicana
Tel. +1 809 6161975

San José

Del Banco General 350 metros oeste
Trejós Montealegre, Escazú
San José, Costa Rica
Tel. +506 228 93240

Bogotá

Av. Calle 82 # 9-65 Piso 4
Bogotá D.C. - Colombia
Tel. +57 1 7438000

Lima

Av. Andrés Reyes 420, piso 7
San Isidro, Perú
Tel. +51 1 2229491

Quito

Avda. 12 de Octubre N24-528 y
Cordero - Edificio World Trade
Center - Torre B - piso 11
Ecuador
Tel. +593 2 2565820

Sao Paulo

Rua Oscar Freire, 379, Cj 111
Cerqueira César SP - 01426-001
Brasil
Tel. +55 11 3060 3390

Rio de Janeiro

Rua Almirante Barroso, 81
34º andar, CEP 20031-916
Rio de Janeiro, Brasil
Tel. +55 21 3797 6400

Buenos Aires

Av. Corrientes 222, piso 8
C1043AAP, Argentina
Tel. +54 11 5556 0700

Santiago de Chile

Avda. Pdte. Kennedy 4.700,
Piso 5, Vitacura
Santiago
Tel. +56 22 207 32 00
Tel. +562 2 245 0924

À PACHE
parte de LLYC

Arturo Soria 97A, Planta 1
28027, Madrid, España
Tel. +34 911 37 57 92

CHINA
parte de LLYC

Velázquez, 94
28006, Madrid, España
Tel. +34 913 506 508

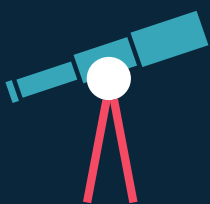
BESO
by LLYC

El Salvador 5635, Buenos Aires
CP. 1414 BQE, Argentina
Tel. +54 11 5556 0700

Av. Santa Fe 505, Piso 15,
Lomas de Santa Fe,
CDMX 01219, México
Tel. +52 55 4000 8100

BAM
by LLYC

702 Ash Street, Unit 100,
San Diego, CA 92101, US
United States



LLYC IDEAS

EXPLORE. INSPIRE.

IDEAS by LLYC is a hub for ideas, analysis and trends. It is a product of the changing macroeconomic and social environment we live in, in which communication keeps moving forward at a fast pace.

LLYC IDEAS is a combination of global partnerships and knowledge exchange that identifies, defines and communicates new information paradigms from an independent perspective. Developing Ideas is a constant flow of ideas, foreseeing new times for information and management.

Because reality is neither black nor white, LLYC IDEAS exists.

ideas.llorentycuenca.com
www.revista-uno.com