

Breakthrough HR: How Disney Launched the Workforce of the Future



About the Presenter

Nicole Baker is an Associate Director at Kedge – a global strategic design, foresight, creativity, and innovation consultancy and Instructor at The Futures School - a 3-day project-based foresight program. Prior to joining the Kedge team in Spring 2013, Nicole led large-scale events in partnership with universities and Fortune 500 companies. She also has experience as a workshop designer, speaker and customized curriculum developer. Nicole holds a Bachelor of Science in Public Relations from the University of Florida and a Master of Arts in Interpersonal Communication as well as two Diversity Certificates from the University of Central Florida. As a published author, she completed a master's thesis researching perceptions and workplace rules around intergenerational communication in the organization. Nicole is currently a member of Greater Orlando Organization Development Network (GOOD), Association of Professional Futurists (APF), World Future Society (WFS), and National Communication Association (NCA).

Clients include The Walt Disney Company, Daimler Trucks North America, West Orange Healthcare District, Association of California Cities Orange County, Vanguard Financial, Little Pim, Association of Zoos and Aquariums, Central Intelligence Agency, and The Funders' Committee for Civic Participation

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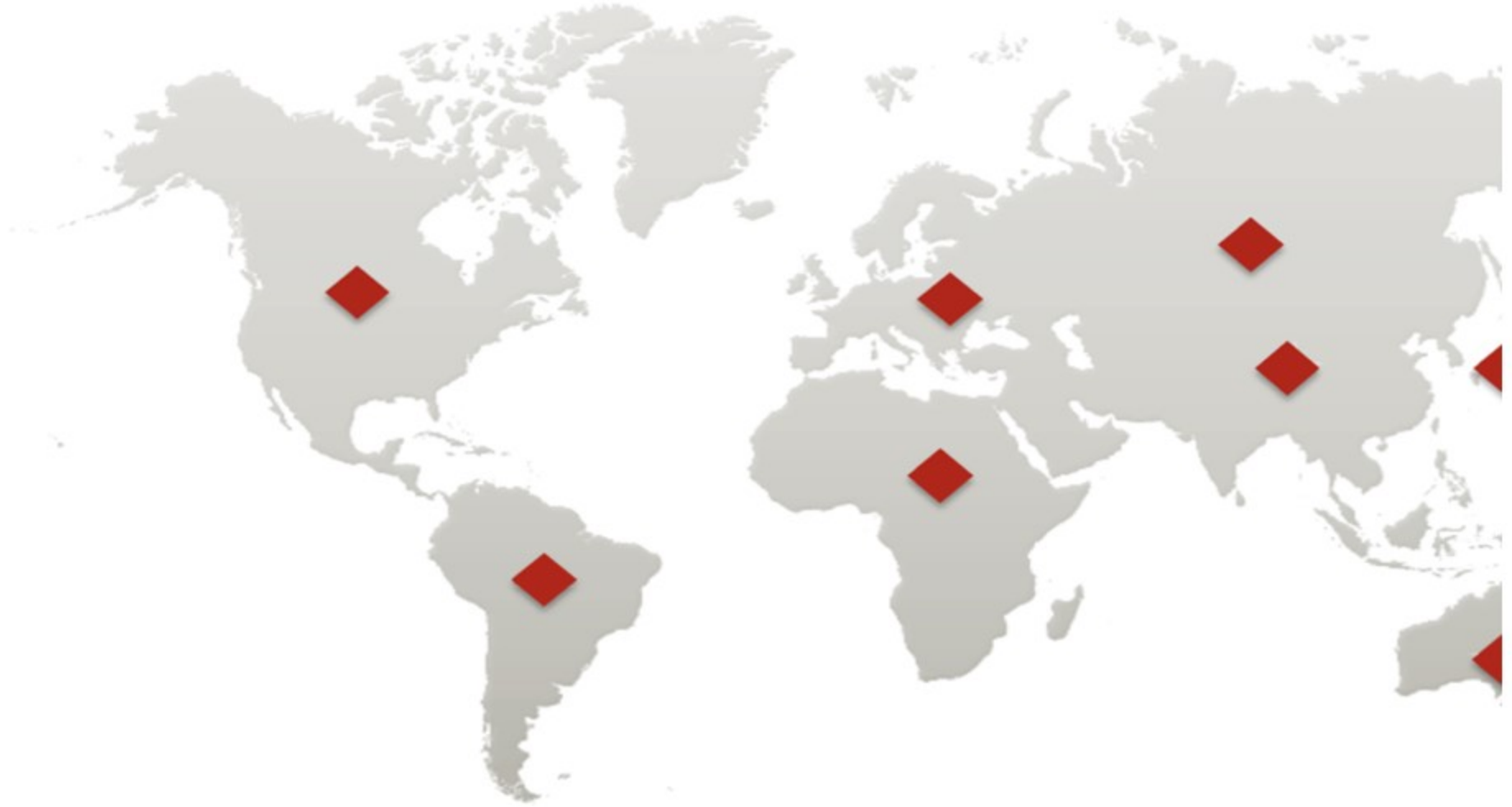
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The
Futures
School



WALT DISNEY International

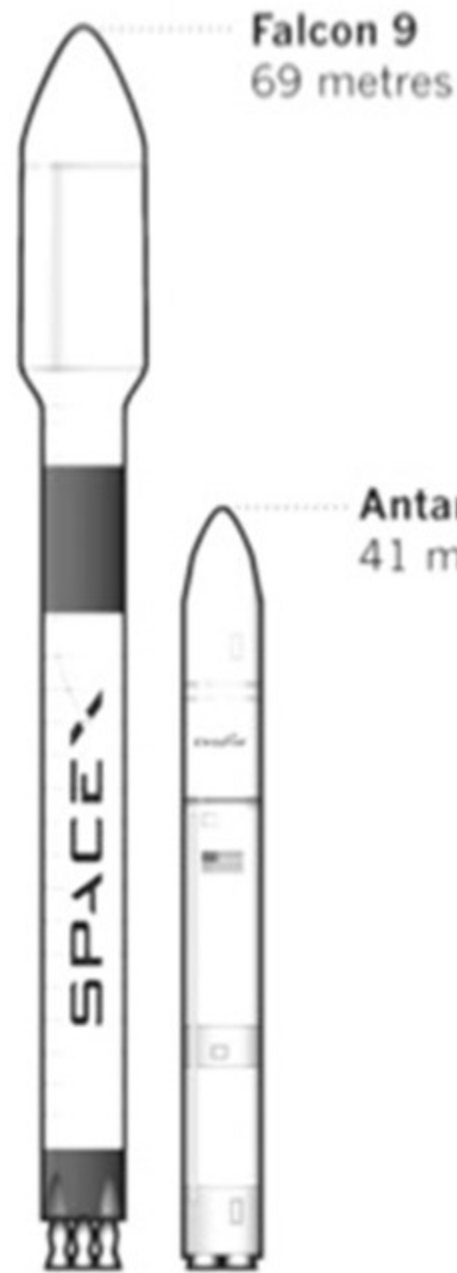




WALT DISNEY International

Aggressive Growth Targets
Expanding Talent Needs

7,500 Employees
48 Countries



Workforce of the Future Initiative

Technologically fluent employee population comfortable and savvy enough (regardless of tenure) to support our evolving business models

Globally and locally integrated strategic workforce plan to ensure we have the right people, positions, and skillsets as we move into a digital evolution of the business

Infuse new, fresh thinking through the creation of a global innovation intern program/network

Technologically
Fluent
Workforce

Global Strategic
Workforce Plan

Intern
Network



Our
VUCA
Landscape

Volatility



Uncertainty



Complexity



Ambiguity





Our present-day
tools, models, and
processes are
quickly becoming
Industrial Age
relics...

Something
fundamental has
changed!

A low-angle shot of a yellow rocket launch structure against a clear blue sky. The structure is a tall, narrow, yellow frame that holds a white and grey rocket. The rocket has a cylindrical body with a dark, ribbed section near the base. The launch structure has several horizontal supports and a small window on the right side. In the bottom right corner, a portion of a white building with a grid-like facade is visible.

We have
entered the ...
**Postnormal
Society**

A great **shift** in
human and
organizational
development...what
we once considered
“normal” is not
coming back.

A new vision
requires a new
measurement.

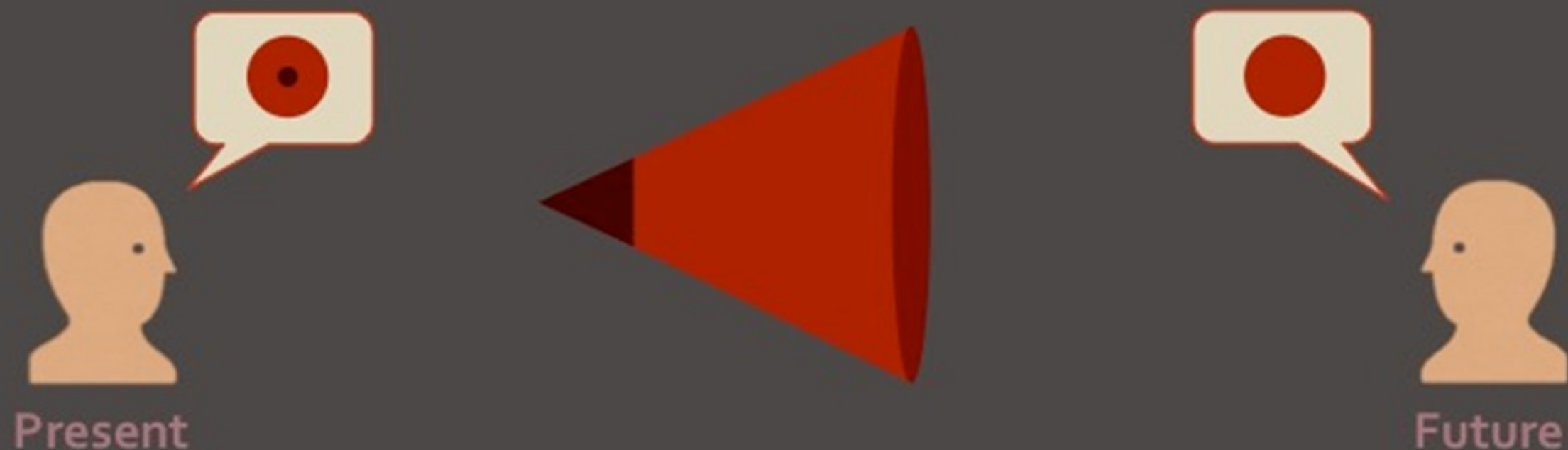


Future planning in our **current volatile, uncertain, complex, and ambiguous environment** requires us to leverage both **quantitative and qualitative** approaches.

Research + **Creativity** + **Data** + **Intuition** = **Strategic Foresight**

Foresight allows us to mine the **external environment** for trends and leverage those insights to create maps of the **emerging landscape**.

When we approach innovation from the **landscape of today**, we tend to automatically and subconsciously filter any new information through the **lens of our present perspectives and constraints**.



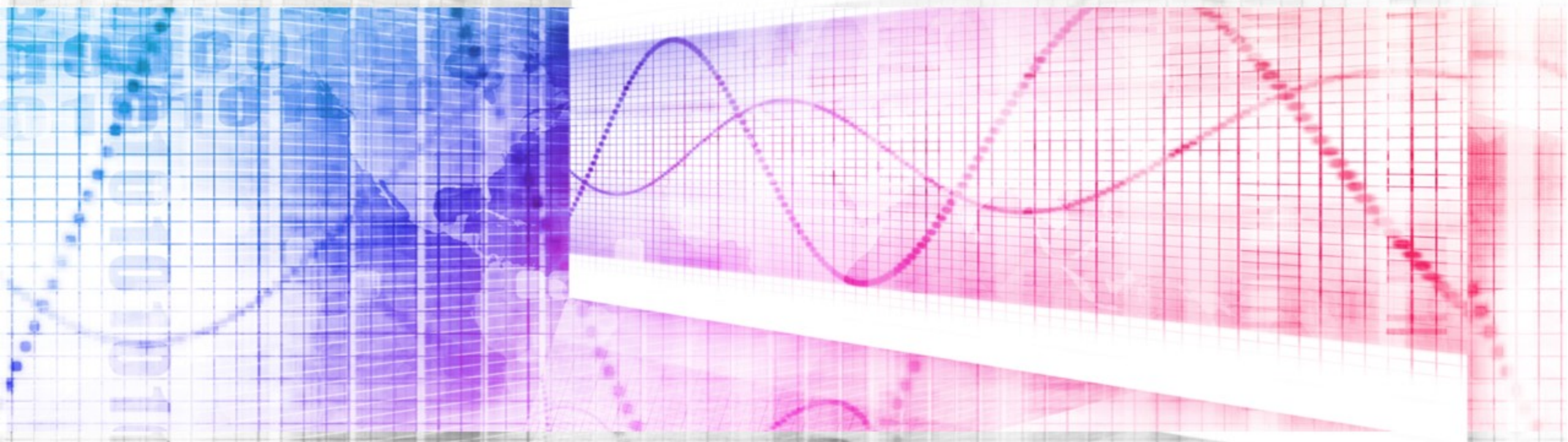
Approaching innovation from the **lens of alternative futures** frees us to think far beyond our present obstacles, granting us the **perspective of unseen opportunities** that we can gain rather than known commodities that we can lose.

To plan effectively, we must recognize that **trends do not exist in isolation**; instead they collide, mesh and interact with one another.



To understand what is **emerging**, Strategic Foresight helps us make sense of the **patterns that are forming** as a result of these creative collisions.

It is **no longer enough** to extrapolate historical data forward to reinforce an official, linear future.



Effective long-term planning efforts must consider **multiple operating environments** in order to ensure strategy is **resilient, adaptive and transformative**.

Most organizations focus solely on the **Push of the Future**, forced into a perpetual state of reacting to **trends and emerging issues**. Conversely, the **Pull of the Future** provides the framework to intentionally act upon our **preferred futures**.

Push
of the
Future



Pull
of the
Future

Strategic Foresight allows us to **leverage both ends of the futures spectrum** in order to **discover the future and create it – today**.

Strategic Foresight is a discipline, but is actually best served as an **integrated philosophy**.



It should run in the background like the **operating system of the organization** – driving **leadership development, innovation and organizational transformation**.



“In this **volatile** business of ours, we can ill afford to rest on our laurels, even to pause in retrospect. Times and conditions **change so rapidly** that we must keep our aim constantly focused on the future.”

Walt Disney,
Optimistic Futurist

**What if...instead of planning for the
Workforce of the Future, we CREATED it?**



Strategic foresight is a discipline but we believe it is actually best served as an integrated philosophy.

By intentionally developing a futures culture, we are primed for market-leading innovation, successful opportunity development, and revenue-generating futures intelligence.

FLATRON

Missing operating system_

Many organizations treat foresight efforts like an app...
we think it should be our operating system.





Initiative

Culture Change

Technologically
Fluent Workforce



Adaptive, Resilient and
Transformative Human
Capital Ecosystem

Global Strategic
Workforce Plan



Customizable Foresight
Toolkit to Develop Integrated,
Future-Fit Strategies

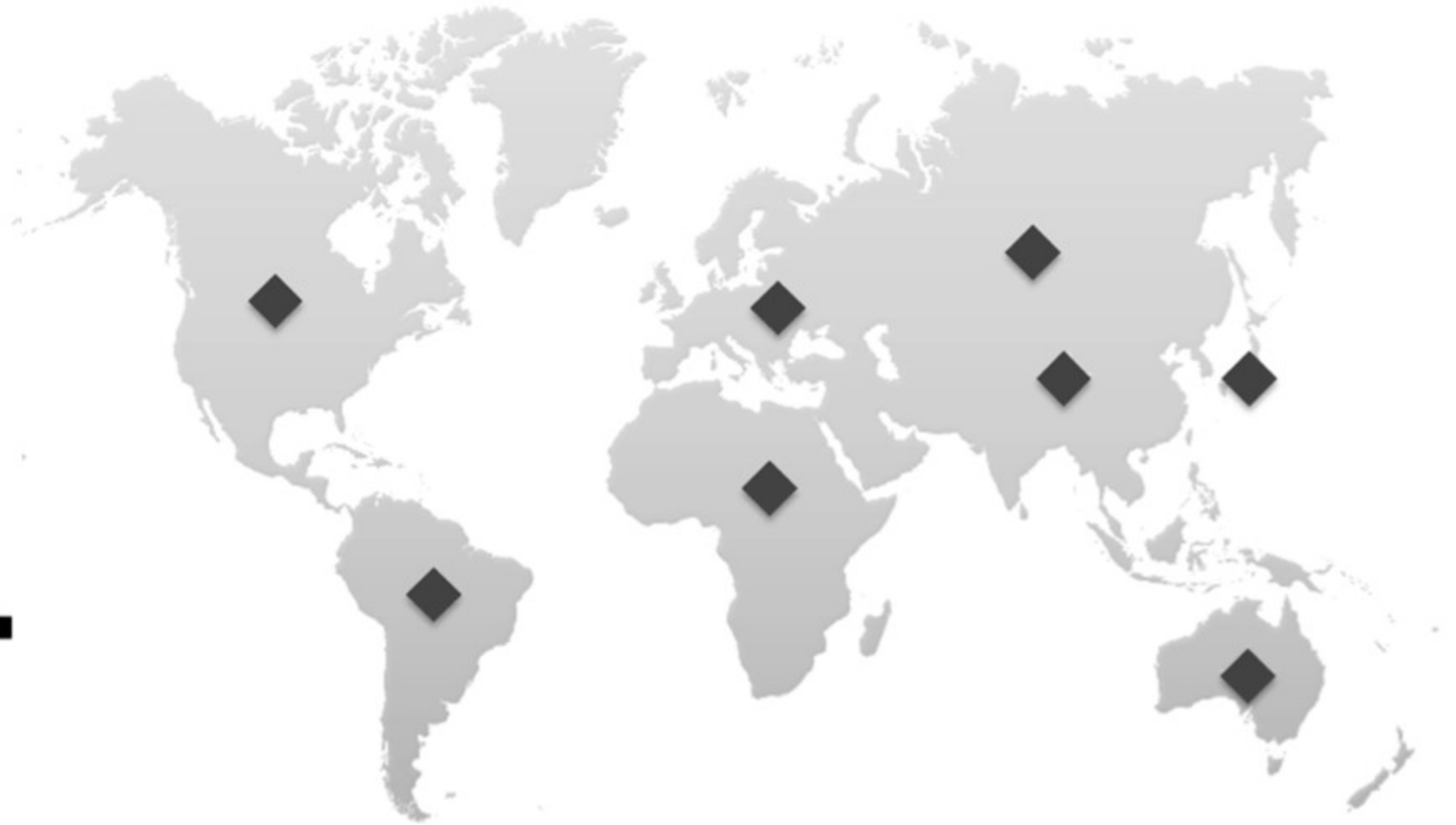
Intern Network



Global Futures Team

THINK
GLOBAL

ACT
LOCAL



The effort was spearheaded by Global Leadership but individual markets have been allowed to mold it according to their needs, cultures, etc.

Natural Foresight Approach

The **WDI Global Futures Team** Is Embedding Strategic Foresight to Produce **Powerful Outputs** Through...

A Common Toolkit



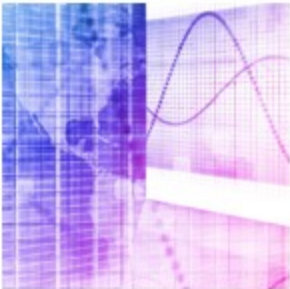
Discover

Challenge Assumptions



Explore

Scan to Uncover Hidden Opportunities



Map

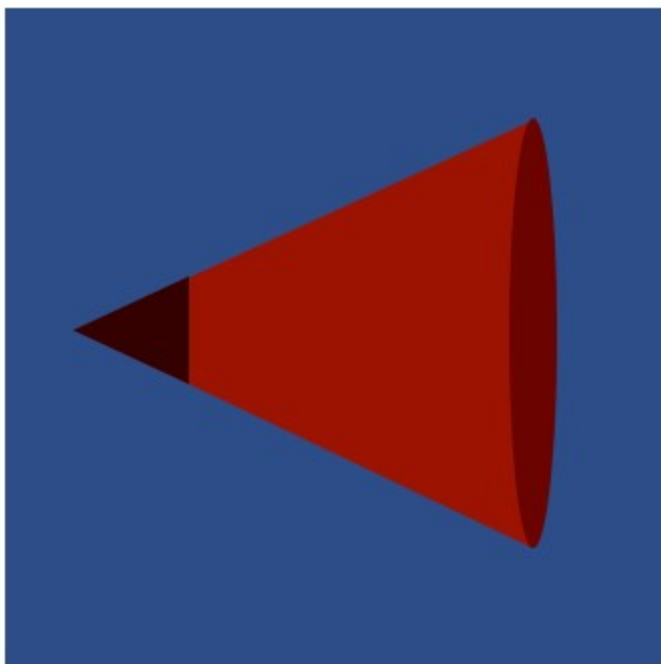
Develop Future Scenarios



Create

Design and Execute Action Plans

Discover



Challenge Assumptions

Strategic Foresight transports us **past our present-day models and ideas**, acting as the most effective way to recognize disruptors on the horizon of business and society.

Tools

- Unconscious Bias Modeling
- Ladder of Inference
- Causal Layered Analysis

Outputs

- Organizational Narrative Awareness
- Personal Bias Identification
- Organizational Blind Spots Identification

Explore



Scan to
Uncover Hidden
Opportunities

Strategic Foresight works from the **outside-in**, providing the tools to slay the data tsunami and identify the **weak signals** on the horizon.

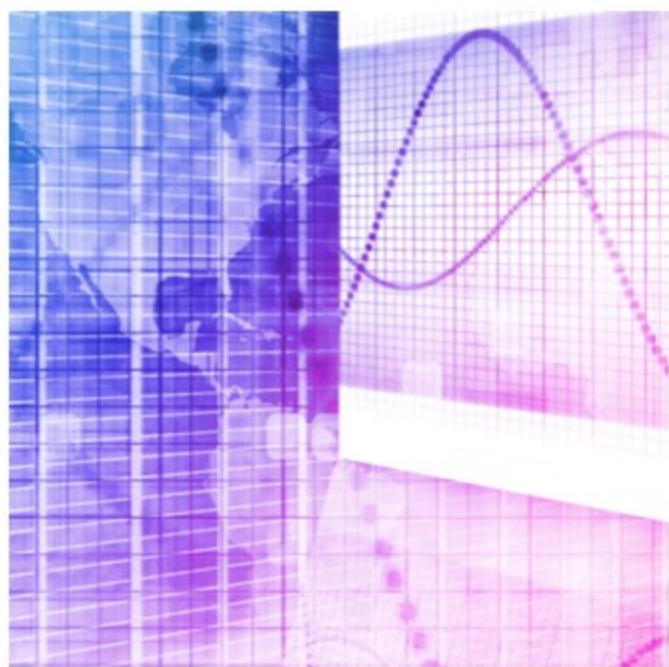
Tools

- Environmental Scanning
- Qualitative Predictive Analysis
- Probability/ Impact Matrix
- Pattern and Sensemaking

Outputs

- Trends, Weak Signals
- Value Shifts
- Patterns of Change
- Scanning System

Map



Develop Future Scenarios

Scenarios are an incredibly powerful tool due to their ability to **immerse** organizations into **future probabilities, alternative possibilities, and aspirational outcomes.**

Tools

- Scenario Fields
- Cross Impact Matrix
- Narrative Transformation
- Futures Wheels
- Design Fiction

Outputs

- Implications
- Counter Trends
- Plausible, Possible, and Preferred Scenarios

Create



Design and
Execute Action
Plans

Organizations must build both short and long-range **action plans and deliverables** to help implement innovation and **preferred future outcomes.**

Tools

- Backcasting
- Artifacts of the Future
- Scenario Ethnography
- Scenario/Strategy Matrix

Outputs

- Action Plans
- Sign Posts
- Commonalities
- Focal Issue Identification



WORKFORCE OF THE FUTURE

Walt Disney International

Workforce of the Future Engagement Summary

- Effort launched in 2012 with a Senior Human Resources Leadership workshop
- Core Team of HR Leaders were selected as initial change agents, participating in a three-day, project-based Natural Foresight program
- Members of the Core Team joined Kedge facilitators as we traveled to each regional office to conduct the three-day Natural Foresight session
- Local Executive Leadership was recruited to sponsor the work and the effort became a business-led culture change
- Distance learning (webinars, videos, quick reference guides) provided support between site visits
- Additional site visits have been made to most regions
- Advanced Practitioners are now in place to conduct additional training sessions and support the work moving forward





Over 300 Futurist Leaders Trained

Futures Teams Launched in 12
Regions: Greater China, Korea,
Singapore, LATAM, Russia,
EMEA, SEA, India, Australia,
Japan, Italy, Germany

80 Advanced Practitioners serve as
Master Trainers and Change Agents

- ✦ New Products and Strategies Developed ✦
- ✦ Traditional Planning Processes Reframed ✦
- ✦ Enterprise-Wide Leadership Competency Established ✦



ARE YOU **OPTIMISTIC ABOUT THE FUTURE?**

How we **think** about
the future directly
impacts the decisions
we make **today**.

June 12, 2015



How to begin creating the future today...

While it's impossible to distill a discipline that's been in use for over 40 years in a webinar, there are ways you can begin to create your future today using foresight.

- 1. Challenge Assumptions and Old Ways of Thinking** – If you think an idea is ridiculous, ask yourself “why?!”
- 2. Start From the Outside In** – Join Twitter. Instead of having to hunt down different publications and articles, simply follow thought leaders, champions and rebels (from OUTSIDE your industry), and let the insights come to you.
- 3. Think in Simultaneous Multiples** – Forget about the linear Five Year Plan! Sketch out three or more divergent stories about possible futures for your focal issue over the next 10 years.
- 4. Pull Yourself to the Future** – While it's important to remain aware of the trends that will “push” us into the future, we often forget about the other end of the spectrum, the “pull” of the future which allows us to visualize our aspirations and create a map to them, regardless of what threats may emerge.



Kedge is a minority-owned, global foresight, innovation and strategic design firm.

www.KedgeFutures.com

We help our clients:

- Uncover emerging trends and issues that will impact their business.
- Discover unseen opportunities for strategic development and advantage.
- Thrive in a world of complex ideas and practices.

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The
Futures
School

Next Session:
October 13-15
– Los Angeles

TFS is a one-of-a-kind, interactive and project-based training program.

www.TheFuturesSchool.com

Program participants will:

- Identify emerging trends and weak signals on the horizon.
- Build "maps of the future" that generate successful strategies, actions and organizational narratives.
- Harness the future to make better decisions today.

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