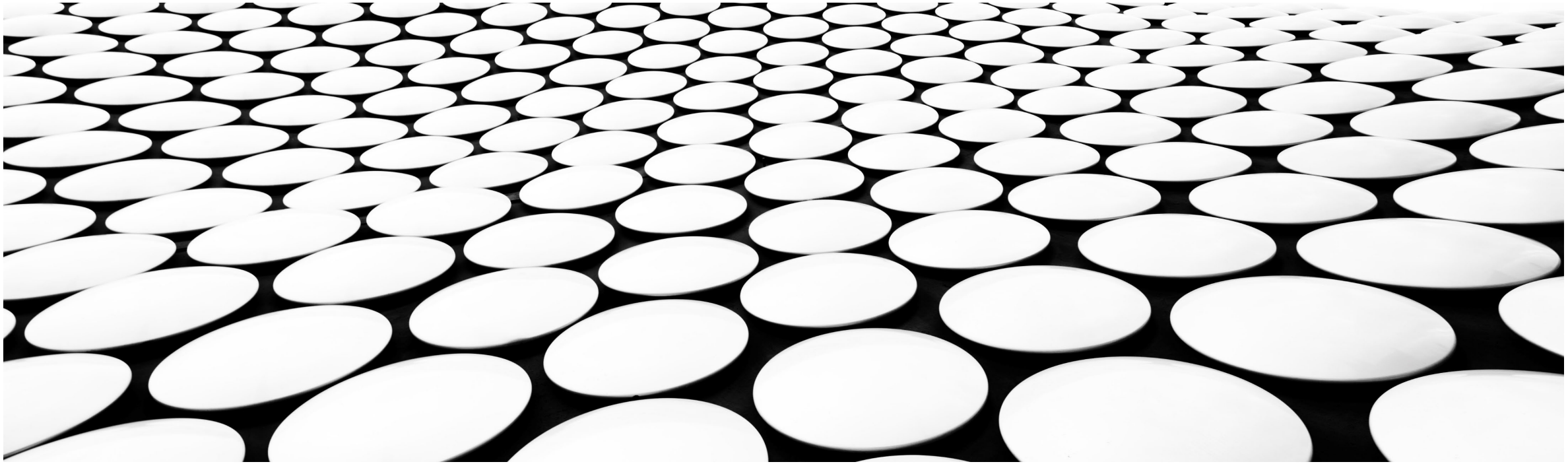
# DARE TO BE OPTIMISTIC

GREG BURRIS



# <u>THANK YOU</u> TO GREENE COUNTY SENIOR CITIZENS SERVICES FUND BOARD OF DIRECTORS, MA4, AND AAA HOSTS!













# CONFERENCE HOMEWORK

My challenge for each of you:
Ask someone at the conference, “How are you?”
(“How are you, really?”)

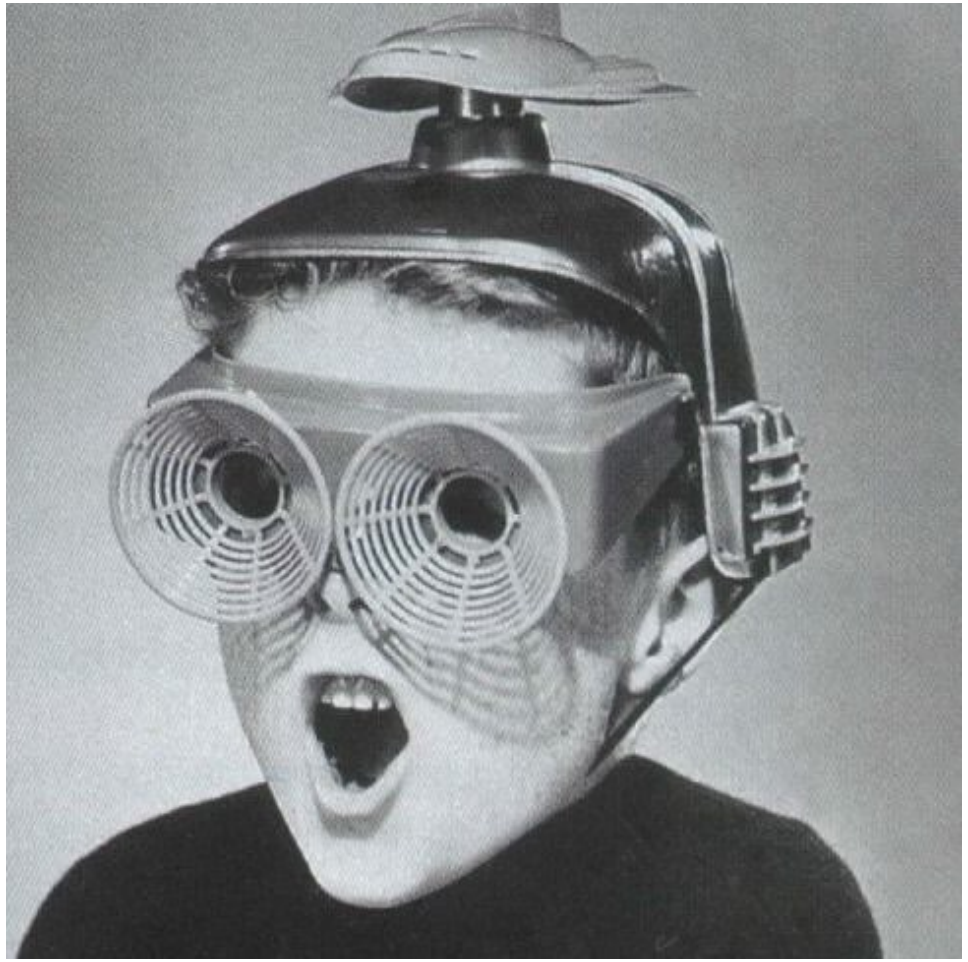
If asked, consider an answer other than, “Fine.”
(FINE = Feelings Inside Not Expressed)

# DARE TO BE OPTIMISTIC

Why?

# WHAT WE WILL COVER

- Control of Your Future
  - What is “Strategic Foresight”?
  - Current Conditions and Trends
  - Key Drivers of Change
  - Baseline vs. Optimistic Scenarios
- Advocacy – My Mistakes
- Questions, Comments, Criticisms



# I HOPE TO CONVINCE YOU . . .

. . . that you have more control over your future than you might think you do.

# WE WILL FOCUS ON . . .

"Reimagining the future of volunteerism and civic service in 2040"

# THREE QUESTIONS

Do you feel like the future happens to you?

# THREE QUESTIONS

Do you feel like you are constantly reacting to the future . . . to the things the future throws at you?

# THREE QUESTIONS

Does it sometimes feel like the future is preordained and beyond your control?

# IF YOU BELIEVE THE FUTURE IS NOT PREORDAINED . . .

## You can shape the future.

[We all can.  We just have to be intentional about it.]

# What is “Strategic Foresight” (aka “Futurism”)?

# WHAT "STRATEGIC FORESIGHT" IS NOT . . .

- A crystal ball (no lottery numbers)
- A brainstorming session
- Prediction or forecasting
- Chasing certainty
- A short-term fix
- Strategic planning (3-5 years vs. 15-20 years)

# WHAT "STRATEGIC FORESIGHT" IS . . .

- It is a structured, systematic discipline that allows organizations to anticipate and prepare for **multiple plausible futures** rather than trying to predict a single deterministic outcome.

# WHAT "STRATEGIC FORESIGHT" IS . . .

- Strategic Foresight acknowledges that complex or disruptive changes can break past patterns. It focuses on exploring multiple **possible**, **plausible**, and **preferred** futures so your organization is prepared rather than "correct."

# WHAT "STRATEGIC FORESIGHT" IS . . .

- A tool to improve long-term decision quality, prevent catastrophic investment mistakes, and identify market shifts ahead of competitors.

# CAN WE ALL AGREE . . .

- There are some forces and trends that will have more impact on your business and personal life than other forces and trends?

# AND CAN WE ALSO ALL AGREE . . .

- That identifying those more relevant forces and trends will help us estimate how the future may unfold for our business or personal life?

# AND TO ACCOMPLISH THAT, WE . . .

Research

Research

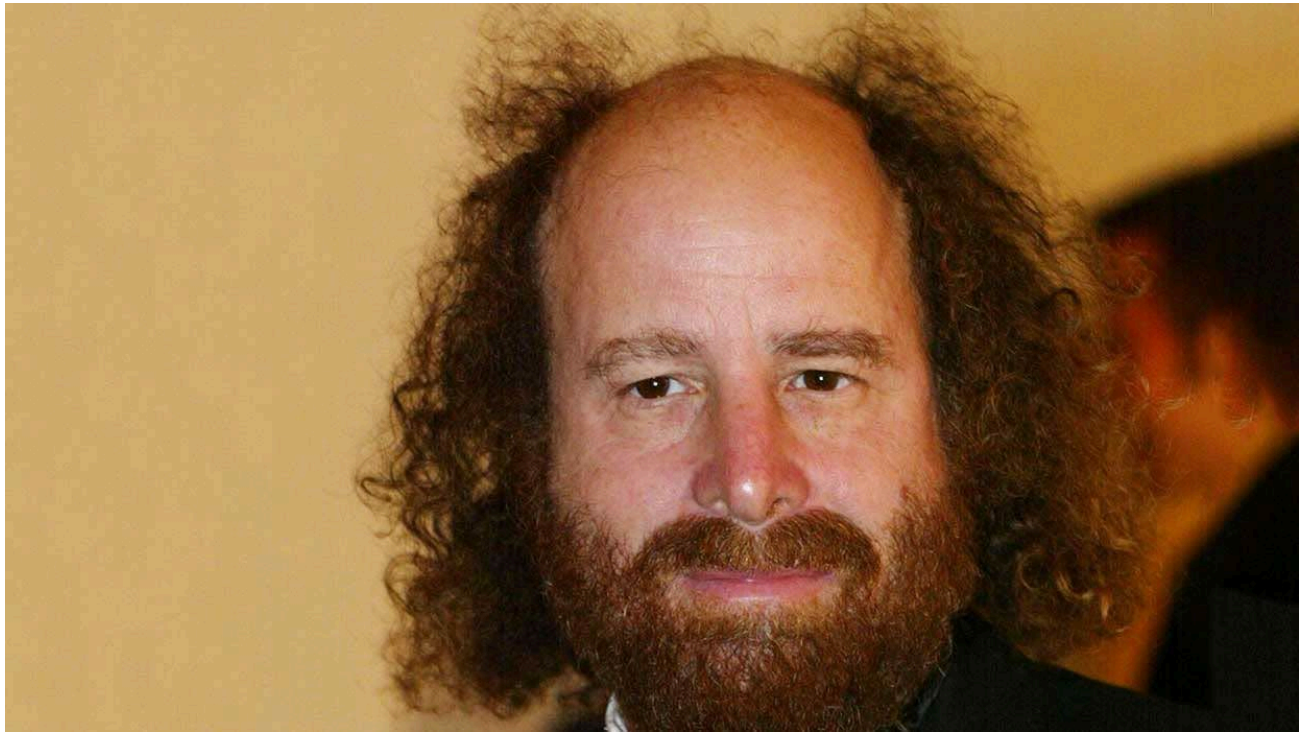
Research

# AND THEN WE DEVELOP…

# Scenarios

Where heavy research and creative writing collide

[More about this later]



“I’m a peripheral visionary.  I can see into the future, just way off to the side.”

Stephen Wright, comedian

# STEPHEN WRIGHT IS SORT OF RIGHT

- We can’t predict an exact, accurate future.
- But we can describe how some of these forces and trends can combine to create alternate futures.

# HOW MANY ALTERNATE FUTURES CAN WE CREATE?

- A gazillion.
- But we can’t comprehend a gazillion scenarios.
- So we might create four: Baseline, Optimistic, Pessimistic, and Collapse.

# IS IT IMPORTANT TO CONSIDER THE BIGGER PICTURE?

- Eastman Kodak filed for bankruptcy in 2012.
- Did Eastman Kodak fail to see the future of digital photography?

# IS IT IMPORTANT TO CONSIDER THE BIGGER PICTURE?

- Eastman Kodak actually invented the first digital camera in 1975, but they suppressed the technology because they were terrified it would cannibalize their highly profitable film business.

# IS IT IMPORTANT TO CONSIDER THE BIGGER PICTURE?

- Eastman Kodak executives failed to realize they were not in the film business; . . .
- They didn't see the bigger picture . . . they were in the *storytelling* and *memory-sharing* business.
- Filed for bankruptcy in 2012.

Let’s go through an example of Strategic Foresight.

- **A REMINDER . . . "REIMAGINING THE FUTURE OF VOLUNTEERISM AND CIVIC ENGAGEMENT IN 2040."**

  - Current Conditions
  - Trends
  - Note: Including only those major elements I believe will have the most impact on volunteerism and civic service.

# CURRENT CONDITIONS

- Demand for volunteers exceeds supply.
- Many have significant caregiving duties.
- Poor economic conditions are making it challenging for low- and middle-income families to volunteer.
- Social fracturing is elevated, driven by social media use, misinformation, disinformation campaigns, political polarization, low levels of trust in all institutions, and more.

# CURRENT CONDITIONS (CONT.)

- Lack of a sense of national “civic service” or “civic duty.”
- Lack of volunteerism leadership from the federal government.
- Nonprofits and government entities do not all prioritize volunteer management highly.
- Internal and external funding remains relatively low for volunteer management functions.

# CURRENT CONDITIONS (CONT.)

- Many volunteer opportunities are mismatched to volunteer desires.
- High levels of loneliness and social isolation (all generations).
- Baby Boomer retirement wave is unleashing 10,000 individuals per day into retirement, many seeking purpose, meaning and connection.  Many don’t know how to start.

# CURRENT CONDITIONS (CONT.)

- We have a “Winner Takes All” attitude right now.
- Middle class is disappearing.
- Income inequality is at an all-time high.
- Hyper-individualism is king.

# CURRENT CONDITIONS (CONT.)

- Greg's Observation: The national Zeitgeist needs to be saged.

# TRENDS

So . . . which direction are things moving?

# TRENDS

- It's a buyer's market: More volunteer opportunities than active volunteers.
- Baby Boomer retirements – the wave continues.  Gen X retirements on the horizon.
- Sixty-three million American adults provide ongoing care to adults or children with a medical condition or disability – representing almost one-quarter of all adults in the United States.
  - This represents a dramatic increase of 45 percent since 2015.

# TRENDS (CONT.)

- Levels of loneliness and social isolation continue to trend upwards (all generations).
- Americans are increasingly living online and staying home, a trend that started in 2003.
- Americans are increasingly concerned about the increased use of AI in daily life.

# TRENDS (CONT.)

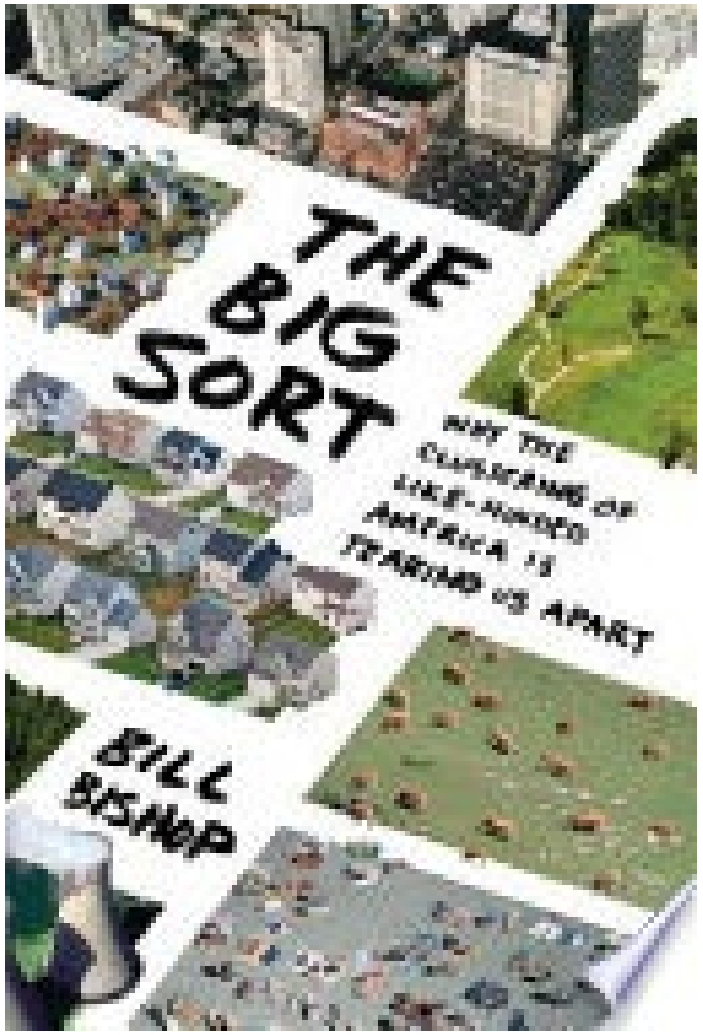
- U.S. cost of living continues to trend upwards, squeezing low- and middle-income families.
- Political polarization has continued to increase.
- [Let's take a deeper dive into two trends . . .]

# TRENDS (CONT.)

- Income inequality in the U.S. has steadily increased since the 1970s.
  - In 2000, the Top 1% held 26% of all U.S. wealth.
  - Today, the Top 1% holds 32.5% of all U.S. wealth.
  - Today, the Bottom 50% holds 2.3% of U.S. wealth.
  - Today, the Top 1% holds approximately the same amount of wealth as the bottom 90%.

# TRENDS (CONT.)

- U.S. citizens continue to sort themselves geographically to live near their “tribe.”
  - In less than 50 years, Americans have gone from mostly living in politically balanced communities to overwhelmingly living in ideological echo chambers.
  - “Landslide county” = a presidential candidate wins the two-party vote by 20+%.
  - In 1976, only 27% of U.S. citizens lived in a “landslide county.”
  - By 2020, 58% of U.S. citizens lived in a “landslide county.”




# THE BIG SORT BY BILL BISHOP

# SIX KEY DRIVERS

Within all of that mess of Current Conditions and Trends, I've identified six Key Drivers that I believe will most impact the future of volunteerism and civic service between now and 2040.

# SIX KEY DRIVERS

- Prioritize or Punt
- It’s the Economy, Stupid!
- Attack of the Killer AI
- Polarization of Society
- Hunger for Connection
- Spirit of “New Patriotism”

# A TRIP TO THE YEAR 2040 . . . TWICE . . . SIMULTANEOUSLY

- The first trip will be the "Baseline Scenario" – a continuation of the current trends with no revolutionary changes.
- The second trip will be the "Optimistic Scenario" – explores a highly favorable future with significant upside opportunities.

# KEY DRIVER

## 1) Prioritize or Punt

# 1. PRIORITIZE OR PUNT – BASELINE SCENARIO

- Scarcity mindset.  Seen as an operational expense.
- Under-funded, low priority.
- Mostly offer “traditional,” mismatched volunteer opportunities.

# 1. PRIORITIZE OR PUNT – BASELINE SCENARIO

- Points of Light Foundation's National Strategy on Volunteerism.
  - https://www.pointsoflight.org/national-volunteer-strategy/
  - Goal: Double volunteering in America over the next decade.
  - Pilot project.

# 1. PRIORITIZE OR PUNT – BASELINE SCENARIO

- In 2040, civic volunteerism is highly transactional.
  - Local governments offer credits for civic service.
  - Pay parking fines, receive bus passes, or reduce their utility bills using credits.
  - Transactional.  This type of volunteerism has no soul – it is cold, impersonal, and feels coercive.

# 1. PRIORITIZE OR PUNT – BASELINE SCENARIO

- Increased income inequality -- Most nonprofit boards are dominated by high-wealth individuals.
- Low- and middle-income citizens work two jobs.  No time to volunteer.  Many need services, driving up demand for volunteers.
- Severe shortage of volunteers.

# 1. PRIORITIZE OR PUNT – BASELINE SCENARIO

- Foundations don't fund volunteerism or volunteer capacity.
- Massive pool of potential retirees.
- K-12 students have limited opportunities to engage in their community.  Results in "brain drain."

# 1. PRIORITIZE OR PUNT – OPTIMISTIC SCENARIO

- Volunteerism set as an institutional priority and adequately funding volunteer management.
- “Growth and abundance” mindset.
- Volunteer opportunities reengineered to provide more episodic, short-term, flexible options.

# 1. PRIORITIZE OR PUNT – OPTIMISTIC SCENARIO

- Volunteer management has been elevated as a strategic investment.
- Federal programs reducing the spike in caregiving duties.
- Increased Corporate Social Responsibility programs as a talent recruitment and retention tool.
  - Example:  My daughter's top job criteria.

# 1. PRIORITIZE OR PUNT – OPTIMISTIC SCENARIO

- Federal policies mandate and fund the inclusion of “service learning” programs in K-12 schools.
  - Example:  Give 5 Academy (high school, middle school, elementary school)
  - Stanford University program evaluation:  Statistically significant impact on . . .
    - Loneliness
    - Life satisfaction
    - Feelings of community belonging
    - Feelings of hope for ability to contribute to community in the future
    - Feelings that helping others also helps oneself

# KEY DRIVER

# 2) It's the Economy, Stupid!

# 2. IT'S THE ECONOMY, STUPID! – BASELINE SCENARIO

- Federal funding to nonprofits to address social challenges remains reduced.
- Increasing income inequality.
- General economic conditions continue to erode, driving up the need for assistance (and demand for volunteers).

# 2. IT'S THE ECONOMY, STUPID! – BASELINE SCENARIO

- The middle class continues to erode.
  - Feel the system is rigged against them, which continues to fuel increased political polarization (a Driver).
    - [Example of drivers colliding.]
- Existing economic systems are no longer sustainable.

# 2. IT'S THE ECONOMY, STUPID! – OPTIMISTIC SCENARIO

- Federal funding for human service programs has increased.
- The U.S. cost of living is now settling into a lower level.  Hope and paths to climb the economic ladder exist.
- Income inequality is trending down.
- A wave of retirees volunteering and performing civic service.
    - Reduce healthcare costs.

## KEY DRIVER

# 3) Attack of the Killer AI

# 3. ATTACK OF THE KILLER AI – BASELINE SCENARIO

- AI replaces a significant number of jobs.
- AI and “deep fake” tools create divisiveness and promote disinformation.
- AI has created a devastating impact on trust.
  - “Am I talking to a person or a bot?”

# 3. ATTACK OF THE KILLER AI – BASELINE SCENARIO

- AI has done many good things in society.
  - Transforms medical care; climate challenges; global education.
- AI companions for older adults and individuals with disabilities – good or bad?
  - Does it change your answer once you realize the programmer can impose their biases on all consumers?

# 3. ATTACK OF THE KILLER AI – OPTIMISTIC SCENARIO

- Enhance many white-collar jobs; not replace them.
- A new generation of computer chips runs cooler and has eliminated the need for large AI data centers.
    - Abandoned data centers are converted into community service hubs for citizens in need.

## KEY DRIVER

# 4) Polarization of Society

# 4. POLARIZATION OF SOCIETY – BASELINE SCENARIO

- Growing level of polarization, primarily driven by political polarization, but also by income (haves vs. have nots) and age.
- Citizens continue to sort themselves geographically to live near “their tribe.” Low tolerance for differences. Echo chambers dominate.

# 4. POLARIZATION OF SOCIETY – BASELINE SCENARIO

- Conspiracy theories and confirmation bias reign
  - Conspiracy theories are no longer reserved for the 'lunatic fringe': over 50 percent of Americans now endorse at least one conspiracy theory. – *Foolproof, p. 4*
  - Social media echo chamber = "by entering an echo chamber, people are able to selectively seek out information that reinforces their pre-existing view about the world, whilst avoiding exposure to counter-content that may question these beliefs in uncomfortable ways." – *Foolproof, p. 108*

# 4. POLARIZATION OF SOCIETY – BASELINE SCENARIO

- Media Literacy is promoted in pockets.
  - 25 states have officially enacted media literacy laws for public education; Missouri is not one of them.
- Trust levels in all institutions remains low.
  - Do you work for an “institution” in citizens’ minds?
- Social fracturing is driving people toward and away from volunteerism.

# 4. POLARIZATION OF SOCIETY – OPTIMISTIC SCENARIO

- Volunteerism = opportunity to counter the vitriolic political landscape (see New Patriotism).
- The increased levels of volunteerism and civic service creates the “social bridges” that begin to heal the divisiveness in society (see Hunger for Connection).
- Levels of trust in institutions are rising.

# 4. POLARIZATION OF SOCIETY – OPTIMISTIC SCENARIO

- Communities work together to identify and counter misinformation and disinformation.
  - Misinformation – False or inaccurate information shared by someone who believes it is true.
  - Disinformation – False or manipulated information created and spread intentionally to deceive, mislead, or manipulate people.

## KEY DRIVER

# 5) Hunger for Connection

# 5. HUNGER FOR CONNECTION – BASELINE SCENARIO

- Levels of loneliness and social isolation remain high.
- Citizens increasingly experience their lives online, driving down social connection opportunities.
- More citizens retreat into their “comfortable” online worlds full of confirmation bias.
- Overall, social cohesion continues to erode.

# 5. HUNGER FOR CONNECTION – OPTIMISTIC SCENARIO

- In 2040, the national vibe is one of optimism and renewed enthusiasm, resulting in a broad desire to connect with others and work together to make a difference.  Social connection occurs on a massive scale.
- Reduced levels of loneliness and isolation.

# 5. HUNGER FOR CONNECTION – OPTIMISTIC SCENARIO

- People are hungering for authentic, meaningful life experiences, which volunteerism and civic service can provide.
  - Backlash from the divisiveness.
  - The vast majority of citizens recognize how social media has been manipulating them and are rebounding back to authentic, in-person connections.

# 5. HUNGER FOR CONNECTION – OPTIMISTIC SCENARIO

- Geographic sorting is reduced.
- Communities create “third spaces” where socializing can easily and naturally occur.
- Example:  Don and Ira.

## KEY DRIVER

# 6) Spirit of “New Patriotism”

# 6. SPIRIT OF "NEW PATRIOTISM" – BASELINE SCENARIO

- Hyper-individualism (prioritizing self over the common good) continues.
- Consumerism = citizenship ("Buy American" = supporting the economy = being a good citizen). "I've done my part."
- The wave of retirees seeks a new purpose and meaning, but don't know where to start.

# 6. SPIRIT OF “NEW PATRIOTISM” – OPTIMISTIC SCENARIO

- The pendulum swings back at the national level that results in triggering a wave of “new patriotism” that includes a renewed spirit of civic duty.
- Strong desire to be part of the solution = focus on local community needs.

# 6. SPIRIT OF "NEW PATRIOTISM" – OPTIMISTIC SCENARIO

- Increased spirit of enthusiasm.  Nonprofit and government entrepreneurism spikes.
- Interest in the "common good" exceeds hyper-individualism.

# 6. SPIRIT OF "NEW PATRIOTISM" – OPTIMISTIC SCENARIO

- Foundations increase their funding of volunteer management capacity.
- Retirees (Baby Boomers and Gen X) find a wide variety of "on ramps" to engage. [Not just Give 5.]
- Citizens begin to move away from consumerism toward generosity, common purpose, and self-sacrifice. Volunteerism fits the bill.

# WHAT IF?

- What happens if one of these “drivers” changes significantly (revolutionary change)?
  - Will we understand how the dots are connected?
  - Will we be prepared to respond?  Or will we protect our film business, like Kodak?

# I HOPE I'VE CONVINCED YOU . . .

. . . that you have more control over your future than you might think you do.

Outline your "preferred future" and work toward making it happen.

# WHAT VS. HOW

- The Optimistic Scenario describes a possible future. It outlines some of the "what," but it does not dictate "how" we should respond.
- The "how to respond" is for each organization to figure out. All of us. IF we want to create that future. IF that is our "preferred future," we each have a part to play.

# WHAT VS. HOW

- Create a one- to two-page descriptive “Vision Statement” of your preferred future.

# ONE EXAMPLE

- This is just one example of Strategic Foresight.
- I chose “reimagining the future of volunteerism and civic service in 2040.”
- You can apply this methodology to any issue that is critical to you.

# STRATEGIC FORESIGHT FIRMS IN MISSOURI

- St. Louis: Bigwidesky Foresight Services
- Kansas City: Foresight Strategy – Kansas City
- Springfield: Imagine Foresight

# UPCOMING GUIDEBOOK

- Guidebook for Nonprofits and Local Governments – “Volunteerism and Social Connection in a Changing World”
  - Foundation for Social Connection
  - Target: Late 2026 or early 2027

# ADVOCACY

- For us, one of the ways we can help create our preferred future is via legislative advocacy.
  - You already do this; advocacy is our leverage point.




# ADVOCACY (OR “WHAT I’VE BEEN DOING WRONG”)

# BUT . . . ?

- But the question we should ask ourselves is this:
  - "Is our advocacy the most effective it can be to create our preferred future?"
  - Are we changing minds?

# ADVOCACY

- Sometimes we are meeting with legislators and government officials who are already supportive.
- Sometimes we are meeting with legislators and government officials who are not.
  - Let's focus on these conversations . . . *Trying to change minds*.

# What I’ve been doing wrong.



## GREG'S APPROACH: BLUDGEON WITH DATA AND FACTS

# "It's a competition, and I will win the debate!"

# TURNS OUT . . . THIS IS THE WRONG APPROACH



# THOUGHTS ON ADVOCACY

- Take a moment to think about the conversations you have with a legislator you're trying to convince to support your issue.

# THOUGHTS ON ADVOCACY

- Who is a proud Chiefs fan in the audience?



# THOUGHTS ON ADVOCACY

- Top 10 facts for why you should switch to become a Las Vegas Raiders fan.



# WHY YOU SHOULD BECOME A RAIDERS FAN

- **The Iconic Culture and Swag** – The Silver and Black uniforms; the “outlaw” mystique.
- **"Just Win, Baby“** – Mantra from owner Al Davis: "Just Win, Baby" = a ruthless standard for success.
- **John Madden's Legacy**
- **Trailblazing Diversity:** Hired the first modern-era Black head coach (Art Shell), the first Latino head coach to win a Super Bowl (Tom Flores), and the first female CEO (Amy Trask).
- **A World-Class Destination Stadium:** Allegiant Stadium, a state-of-the-art, indoor venue right on the world-famous Las Vegas Strip = a premier fan experiences in the world vs. a weather-exposed Arrowhead Stadium.

# WHY YOU SHOULD BECOME A RAIDERS FAN

- **The Ultimate Travel Fan Base – A** sprawling, fiercely loyal nationwide community – Oakland, Los Angeles and Las Vegas.  Come join us!
- **The "Raider Nation" Identity:** The Raiders were the first fan base to officially be dubbed a "Nation."
- **Historically Dominant Super Bowl Teams:** The Raiders have three Super Bowl titles (XI, XV, and XVIII).
- **Competitive Balance Against the Rest of the NFL** – Decades of league-wide intimidation.
- **The Pure Grittiness of the Rivalries**

# THOUGHTS ON ADVOCACY

- Will you switch to become a Las Vegas Raiders fan?



# THOUGHTS ON ADVOCACY

- How effective was I in changing a mind?
- What roles did “identity” and “tribe” play in the conversation?
- Willing to deny your “identity”? Willing to go against your “tribe”?

# THE ROLE OF IDENTITY AND BELONGING

- When an opinion is part of who someone is, presenting counterarguments or raw facts feels like a physical attack on their dignity and social belonging.
- Because human brains prioritize group affiliation over absolute rationality, pushing facts will only make them dig their heels in deeper. (Example: Flat Earthers)

# THE ROLE OF IDENTITY AND BELONGING

- Always try to connect with a legislator by learning a little about their district in advance.  Do you have a friend or family connection to the district?  Create an “identity bond” and show you care about them and their district. – *Will Marrs, Governmental Services Group*

# ADVICE FROM A SENATOR

- Asked a State Senator: How to approach a legislator?
  - Everyone who approaches a legislator touts a high ROI.
  - Everyone thinks their approach is unique.
  - Make it personal.
  - Bring in people you are helping.  Have them tell their stories.
  - Differentiate yourselves from those who are advocating via numbers.

# ADVOCACY: CREATE FERTILE GROUND

- Start by listening.  When people feel genuinely heard and understood, they become much more willing to consider a different perspective.
- Ask questions: Curiosity changes the tone of a conversation.
- When someone doesn’t feel cornered, they become far more open to change or opening their mind.

# ADVOCACY: FORGET THE FACTS (FOR NOW)

- You need to forget about facts (for the purposes of initially engaging those you disagree with anyway). As tempting as it feels when you think you have reality on your side, reciting a list of studies and statistics is incredibly unlikely to change anyone's mind. -- "How to Actually Change Someone's Mind," Inc., April 17, 2025
- Psychology shows beating people over the head with evidence that they're wrong just makes them more likely to defensively insist they're right.

# ADVOCACY: FORGET THE FACTS (FOR NOW)

- Don't inundate them with facts, but illustrate the scope of the problem with one winning fact. (Example: "x number of children are in the foster care system.") – *Will Marrs, Governmental Services Group*
- If asked for facts, provide them.

# ADVOCACY: BELONGING AND SELF-WORTH

- People generally put their affiliation with their group and their sense of themselves as competent and good ahead of rationality. No one wants to feel out of step with those around them or like they've been a fool. If facts point toward those conclusions, they generally just ignore those facts.
- The backfire effect shows we tend to dig in our heels when we are presented with facts that cause us to feel bad about our identity, self-worth, worldview, or group belonging.
- Just saying the facts louder or over and over again is not a solution.

# ADVOCACY: A BETTER APPROACH

- The solution is to convince people of your good intentions for the conversation. ("I'm here because I want what's best for _____.")
- The researchers found one magic question made participants much more willing to consider changing their minds: "I am interested in what you're saying. Can you tell me more about how come you think that?"
- But you can't change someone's mind if you don't first convince them you are open to questioning your own views and will treat them with respect.

# THOUGHTS ON ADVOCACY

- The primary guidance is that you cannot directly force someone to change their mind; instead, your goal is to instill doubt and help them reflect on *how* they know what they claim to know. -- *How to Have Impossible Conversations: A Very Practical Guide,* Peter Boghossian and James Lindsay
- Direct counterarguments and lecturing usually trigger defensiveness and harden a person's existing beliefs.

# CORE STRATEGIES FOR SHIFTING PERSPECTIVES

- Do not argue about the facts themselves; instead, ask questions about *how* the person arrived at their conclusion and what evidence they rely on to maintain it.
- Drop the debate or courtroom mindset (, Greg). Approach the talk with genuine curiosity to understand their perspective rather than hunting for "gotcha" counterpoints.
- Use calibrated, open-ended questions. Replace statements and lectures with non-threatening questions (e.g., *"How did you come to that view?"* or *"What evidence would make you reconsider your position?"*).

# CORE STRATEGIES FOR SHIFTING PERSPECTIVES (CONT.)

- Ask the person to rate their confidence on a 1-to-10 scale (where 10 is absolute certainty) and then ask what specific piece of information or experience would move their number up or down by one point.
- Accurately restate the other person's position in your own words—making it as strong and fair as possible—until they agree that you understand it before you voice any disagreement.

# CORE STRATEGIES FOR SHIFTING PERSPECTIVES (CONT.)

- Find a foundational value inside their identity (e.g., being a caring parent, a loyal friend, or a fair person) and show how a new perspective actually aligns *better* with that core identity than their current stance.
  - Offer an "Escape Hatch": Give them a face-saving way to shift their mind.  Frame the change as a *natural evolution* based on brand-new information, rather than admitting they were previously "wrong" or "fooled."

# CORE STRATEGIES FOR SHIFTING PERSPECTIVES (CONT.)

- Example of an “Escape Hatch”:
  - “You’re not along in not knowing (fact)” . . . or . . .
  - “I don’t think enough people know how x works.” – *Will Marrs, Governmental Services Group*

# CORE STRATEGIES FOR SHIFTING PERSPECTIVES (CONT.)

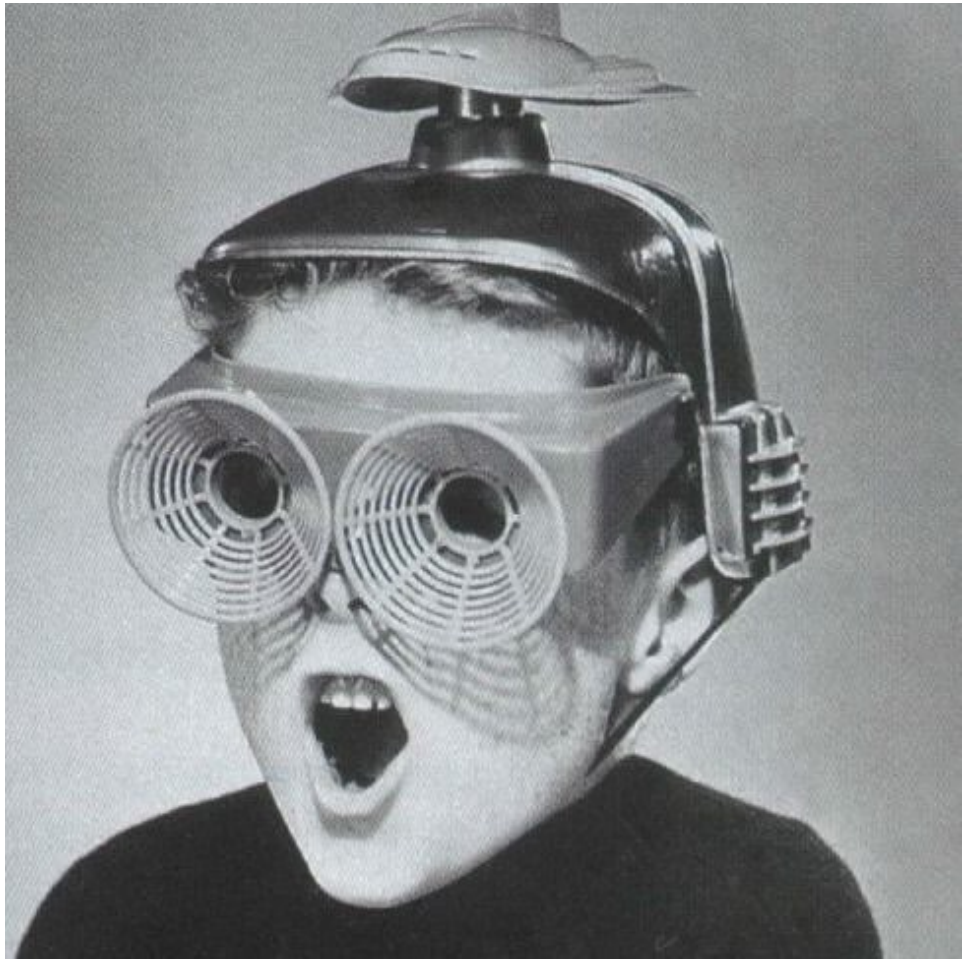
- People rarely flip their entire worldview in a single conversation.  Planting a small seed of uncertainty is the real first step toward a gradual, long-term shift.

# CORE STRATEGIES FOR SHIFTING PERSPECTIVES (CONT.)

- "I view advocacy as a conversation. You may need to have numerous conversations to get them to a "yes," and sometimes take "no" for an answer the first time. Keep your cool." – *Will Marrs, Governmental Services Group*

# WRAP UP

I hope this journey into Strategic Foresight (“futurism”) made you think about some things differently and reminded you that you can influence the future.  Find the key drivers of the issue you want to influence, then determine where to apply pressure.



# WRAP UP




I hope these ideas about effective advocacy either remind you that you're already approaching it correctly or cause you to reconsider your approach, like me.

Legislative advocacy is one of our Key Drivers. It is a leverage point in our ability to serve our clients – older adults and individuals with disabilities. Is it worth considering/reconsidering our approach?

# REMINDER: CONFERENCE HOMEWORK

Ask someone at the conference, “How are you?”

If asked, consider an answer other than, “Fine.”

## THANK YOU FOR STAYING AWAKE

In this “Attention Economy” and the competition for eyeballs, I do not take for granted that you are here and alert.  I am appreciative.

Thank you.

Questions?

Comments?

Criticisms?

