THE GOALS ARE CLEAR

HAPPINESS
What do we really want out of life?

RESILIENCE
What if we could all respond better, adapt more quickly, find steadiness amidst perturbation?

LEGACY
How can we craft a world worth leaving to the next generation—to the next hundred years of play?

THE RULES?

These are less obvious. Do we follow the rules of the past century: compete to grow? Or do we create new rules for a new era, one that we wish to be well-being within a world of constraint, or cooperate to create a new and as yet unimagined civilization? And what happens if things go wrong, if we find ourselves face-to-face with collapse? This is a game where we, the players, choose the rules. That’s the first move, and it commits us to our path.

THE GAMESCape ITSELF IS A HIGH-RESOLUTION GAME

Never before has humanity been able to encounter the future in such detail, to measure the forces of change at such vast scales and to fill in the details with such fine grain. Unfortunately, the grid is not complete. Some cells resolve to the scale of nano-images. Others remain blurry or even blank. We play by filling in the details of the grid, by increasing the resolution at every unmapped edge.

WHAT GIVES THE GRID ITS STRUCTURE?

There are five big forces that we must confront in order to win: carbon, water, power, constraint, and identity.

These lay the tracks for the worlds we will build together over the next decade, for our ten-year adventure in future-crafting. For each force, we can take four alternative paths, explore four alternative scenarios: growth, constraint, collapse, and transformation.

As we play this game, reality becomes increasingly localized. We find ourselves in ever more layered and nuanced futures that often look distinctly different across geographies, across cultures, and even across the various identities each of us claims. More than a fragmented marketplace or a contentious body politic, this future looks like a massively branching game environment, where you can win without ever discovering half of the possible pathways—but you can also lose by missing a clear line of sight for the whole story.

In a decade of challenge, this map is a guide. Play with heart and take the game seriously. Stake out your reality. Choose your quests. Hone your world-building skills. Then let the gameplay begin.

HOW TO USE THIS MAP

Think of the coming decade as a high-resolution game. This map is your guide to the gameplay.

Each cell in the grid is a scenario where you could win or lose. It’s also a starting place for strategy—a place to play a winning card.

Here are some suggestions for how to play your cards to achieve these goals:

HAPPINESS

Happiness looks different in each of the scenarios—and presents different challenges. Pick a row, and start by asking the right question for that scenario:

GROWTH: In a world where happiness is a measure of lifetime satisfaction, how can you help people achieve their life goals?

CONSTRAINT: In a world where happiness is a moment of well-being, how can you help people enjoy more of those moments?

COLLAPSE: In a world where happiness is a biochemical state, how can you help people manage their personal biochemical health?

TRANSFORMATION: In a world where happiness is a social contagion, how can you help engineer happiness on an extreme scale?

RESILIENCE

Each forecast on the map—each column—poses its own challenges to resilience. The TFY Superstruct Strategies from 2008 provide an innovative resilience bookid that leverages the emerging world of hyper-connected networks.

To play these networks, start by choosing a forecast. Then work your way down the column, looking for the challenges that matter most to you. Think about a way to apply one of these Superstruct Strategies:

EVOLyNoLOGY: How can you encourage rapid innovation?

EXTREME SCALE: How can you work the spectrum of scale from micro to massive?

AMOUNT COLLABORATION: How can you design environments for positive feedback?

REVERSE ECONOMY: How can you reuse and recycle resources as rewards?

AMPLIFIED OPTIMISM: How can you find and link super-empowered hopeful individuals?

ADAPTIVE EMOTIONS: How can you use awe, wonder, and appreciation to build strategic advantage?

PLAYVESTMENTS: How can you turn challenges into fun experiments?

LEGACY

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What will my great-grandchildren say?
Pick a cell in the map and think ahead three generations. Imagine how your great-grandchildren will talk about the history of that cell in 2066. Write down their words, such as: Back in 2010, my great-grandparents made it possible for our generation to ... (fill in the blank).

What can I do to make that statement true?
On another card, write down something that you or your organization or community could do today to make it real. Make it as concrete as possible. Use both the happiness and resilience questions to help you think of a play that could really be an epic win.

4 Alternative Paths to the Future ...

The Scenario: Growth paradigms continue to drive this world, and modest, erratic economic growth continues. But this growth is driven primarily by heavy investment to avert looming disasters, with massively funded technological innovation to meet climate, food, and other environmental crises.

What you’ll encounter in a future of growth

Electric transport vs. biofuels, natural gas vs. closed-box nuclear—competing solutions drive market volatility, policy stalemates, and continued growth of carbon emissions.

What you’ll encounter in a future of constraint

Good carbon citizenship, regional carbon trading—but not enough to stave off localized climate destruction.

What you’ll encounter in a future of collapse

Floods and water famines—river basins become the focus of growing conflict, including armed conflict.

What you’ll encounter in a future of transformation

Lightweight innovation in very small-scale energy technologies—leveraged at extreme scales.

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THE FUTURE is a high-resolution game

2010 MAP OF THE DECADE

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GROWTH
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AMOUNT COLLABORATION: How can you design environments for positive feedback?
REVERSE ECONOMICS: How can you use renewable and diverse resources as rewards?
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THE SCENARIO A sustainability paradigm sets the norms for consumption and shifts both local and global priorities away from productivity and wealth generation toward creative participation and happiness. Strong policy, quotas, and gamelike missions drive social cohesiveness.

- Weak economic indicators
- High inflation rates and new definitions of work
- Local alternative currencies
- Games as policy forums
- Widespread monitoring and modeling of social and environmental indicators

THE SCENARIO Multiplex or cascading local and regional collapses continually threaten the stability of the world, depleting resources for meaningful innovation, personal and ecological health, and social remediation. Migration is a flashpoint for local and regional conflict.

- Widespread economic dislocation
- Bankruptcies across traditional public and private institutions
- Severe food shortages, growth of desert-related illness
- Crisis of material resources, lock down
- High monitoring, low transparency

4 ALTERNATIVE PATHS TO THE FUTURE...

GROWTH: ONE STEP AHEAD OF DISASTER

WHAT YOU’LL ENCOUNTER IN A FUTURE OF GROWTH
- Electric transport vs. biofuels, natural gas vs. closed-bore nuclear—competing solutions drive market volatility, policy stalemates, and continued growth of carbon emissions
- China First, India First, US exceptionalism—nationalist sentiment provides the backdrop for debates about geoeconomics and climate mitigation vs. adaptation
- Sensor-driven smart cities—urban data becomes a strong economic driver and a platform for business opportunities
- Autonomous networked identities—digital trace analysis takes identity tracking and identity management to a new level while neuro-enhancement tools grow in popularity

WHAT YOU’LL ENCOUNTER IN A FUTURE OF CONSTRAINT
- Good carbon citizenship, regional carbon trading—but not enough to stave off localized climate destruction
- Personal and national water footprints—global water stresses drives new demands for water efficiency across all sectors, especially agriculture
- Global environmental goods and services metrics—science-based management becomes the primary tool of governance
- Lifestyle innovations focus on reducing footprints—and increase integration of local communities
- Self-monitoring—digital footprints for everything from carbon, water, and food to health and happiness define personal identities and drive personal behaviors

WHAT YOU’LL ENCOUNTER IN A FUTURE OF COLLAPSE
- High carbon emissions, low carbon-free capacity—lost opportunities to generate wealth from carbon management undermine the Global South
- Floods and water famines—river basins become the focus of growing conflict, including armed conflict
- Worldwide loan defaults—cascading economic, environmental, and political collapse create a crisis in global leadership that signals the end of the globalization era
- Growth of slums, deterioration of suburbs—but urban farming comes to the rescue
- Neuro-fingerprinting—new ways to track what goes on in our brains are used both to protect personal identities and to incriminate those who stray

WHAT YOU’LL ENCOUNTER IN A FUTURE OF TRANSFORMATION
- Lightweight innovation in very small-scale energy technologies—leveraged at extreme scales
- Oceans as the next frontier—exploration and even colonization of the marine world drives new undersea technologies and new debates about who owns the information they produce
- Dense networks, citizen engagement—experiments in governance proliferation as long-standing institutions prove too slow and self-interested to meet new challenges
- Biomorphic ideals drive radical new architectures, materials, and communities—with ecological management strategies
- Hyper connectivity plus neuro-enhancement—human neurological systems become an extended network as we map the impacts of our social interactions on our brains

THE TYF Superstruct Strategies

- Generation of new ways to track what goes on in our brains
- Neuro-fingerprinting—new ways to track what goes on in our brains are used both to protect personal identities and to incriminate those who stray

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4 ALTERNATIVE PATHS TO THE FUTURE...
As you move across the map, you'll encounter different challenges in each of the forecast scenarios. Turn them into quests. Which kind of network do you need to succeed?

Here are some suggestions for how to play your cards to achieve these goals:

**Happiness**
- Happiness looks different in each of the scenarios—and presents different challenges. Pick a row, and start by asking the right question for that scenario.

**Resilience**
- Each forecast on the map—each column—poses its own challenges to resilience. The TYF Superstruct Strategies from 2008 provide an innovative resilience book that leverages the emerging world of hyper-connected networks.

**Legacy**
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What can I do to make that statement true?
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**The Scenario: A sustainability paradigm sets the norms for consumption and shifts both local and global priorities away from productivity and wealth generation toward creative participation and happiness. Strong policy, quotas, and game-like missions drive social cohesiveness.**

- Weak economic indicators
- High interest rates and new definitions of work
- Local alternative currencies
- Games as policy forums
- Widespread monitoring and modeling of social and environmental indicators

**The Scenario: Multiple serial or cascading local and regional collapses continually threaten the stability of the world, depleting resources for meaningful innovation, personal and ecological health, and social remediation. Migration is a flashpoint for local and regional conflict.**

- Widespread economic dislocation
- Bankruptcies across traditional public and private institutions
- Severe food shortages, growth of diet-related illness
- Crisis of material resources lock down
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**The Scenario: A fundamental change in the costs of coordination across a variety of human activities begins to create organizational innovations that significantly disrupt traditional institutions and processes, with a focus on rapid adaptation to extreme environments. Rapid innovation in parallel institutions goes hand-in-hand with technological innovation.**

- Economy as game: open money, gaming platforms
- Open work networks and unbundled tasks
- On-demand services, off-location providers
- Small-scale manufacturing and open fæbing
- Bio-based engineering paradigms

**The Scenario: Growth paradigms continue to drive this world, and modest, erratic economic growth continues. But this growth is driven primarily by heavy investment to avert looming disasters, with massively funded technological innovation to meet climate, food, and other environmental crises.**

- Shorter, more localized boom and bust cycles
- New kinds of credit for new kinds of investors
- Increasing global consumption
- Growing rich-poor gap, locally diverse shifts along the spectrum of the middle class
- A hiccup application of deep new knowledge

**4 Alternative Paths to the Future**

**What you’ll encounter in a future of growth**
- Electric transport vs. biofuels, natural gas vs. closed-box nuclear—competing solutions drive market volatility, policy stalemates, and continued growth of carbon emissions
- New materials, new manufacturing processes—new industries, new infrastructure
- Global demand creates opportunities for developing nations
- High monitoring, low transparency

**What you’ll encounter in a future of constraint**
- Good carbon citizenship, regional carbon trading—but not enough to stave off localised climate destruction
- Global networks, local impacts—growing demand for local solutions
- Global environmental goods and services metrics—governance and management
- Lifestyle innovations focus on reducing footprints—and increase integration of local communities

**What you’ll encounter in a future of collapse**
- High carbon emissions, low carbon-free capacity—lost opportunities to generate wealth from carbon management undermine the Global South
- Floods and water famines—water becomes a scarce resource
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**THE FUTURE is a high-resolution game**

**2010 MAP OF THE DECADE**

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**Happiness**
- What do we really want out of life?

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- What if we could all respond better, adapt more quickly, find steadiness amidst perturbation?

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**THE RULES?**

These are less obvious. Do we follow the rules of the past century: compete to grow? Or do we create new rules for a new era: seek well-being within a world of constraint, or cooperate to create a new and as yet unimagined civilization? And what happens if things go wrong? If we find ourselves face-to-face with collapse? Is this a game where we, the players, choose the rules? That’s the first move, and it commits us to our path.

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