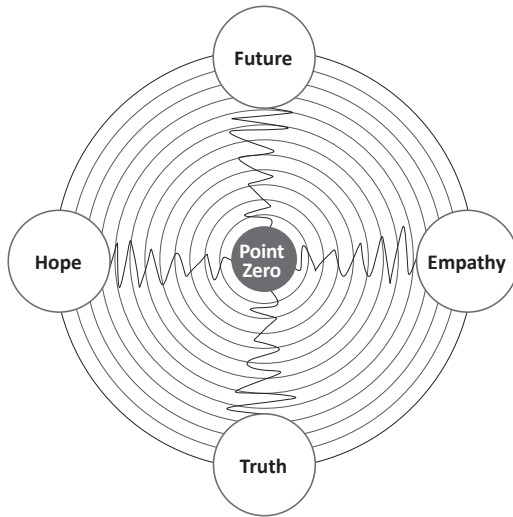


# Storm Warning Europe 2018



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# 1. Battlefields for Tomorrow & Vox Populi

## Brief Introduction

In 2013, Rolf Jensen and Mika Aaltonen wrote *The Renaissance Society* in which they pondered why and how the Western societies are reorganizing themselves. The book was distributed widely by McGraw-Hill.

Next Rolf published a book: *The Danish Revolution 2015*. It was early, but as a futurist you – at best – get the trend, but you often miss the year. The trend was right, but the year was not. This time the topic is the same, but the perspective is European.

At the same time Mika noted down *Crossroads – Transformations on the Road to 2040* with an American analyst Michael Loescher. The book concentrated on the long-term trends in economy, logistics and national security.

The year 2016 was unfortunately characterized by Rolf's serious disease that was more important for him than the outside world. It is over now and we can again turn our gaze outwards.

## Europe – the Wind

We send hereby a political storm warning to Europe for 2018 and supply you a barometer that measures the political winds in Europe.

The barometer consists of following themes:

- Chapter 2 is a series of short, but balanced European or national level texts, in which we portray elements of the storm. These texts focus on the future of the European Union and the Euro, migration and digitalisation to conclude with a discussion about the future of democracy.
- Chapter 3 provides a sensemaking framework in four dimensions – past vs future, falsehood vs truth, selfishness vs empathy, fear vs hope – to assist you in debating the presented texts, and including more perceptions in more detailed contexts to the debate.
- Chapter 4 concludes our report by asking a question. Will the 2018 be a new Toffler year? Will there be another Future Shock ahead of us? The chapter will challenge you to contemplate: Who are the engines of future? Are these people working for a better or a worse world?

In past few years, we have been bombarded by a massive amount of information. We sense that many things of import have been taking place in our country, Europe and in the world.

It is a high time someone puts the daily news in a perspective. A perspective, which is arranged so that the reader may actively participate in sensemaking.

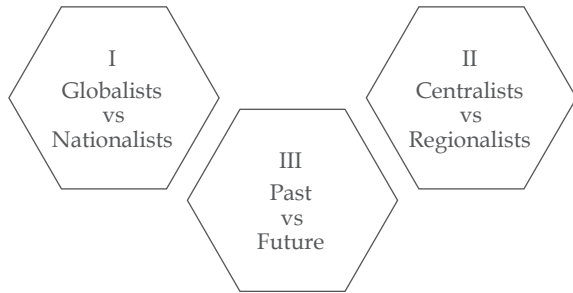
We can evaluate the strength of each text from calm to hurricane. The wind can be measured on a scale from 0 (calm) and to 12 (hurricane). On the same scale, we can measure the political winds in Europe.

Let us at the beginning of the year put the barometer at 7. That corresponds to stiff breeze: where "big trees are in motion." That's because it's already quite windy in the Anglo-Saxon world with Brexit and the US presidency, and because we have newly elected governments in Germany, France and Austria.

The future direction of the EU is uncertain. Border protection, a common fiscal policy, Catalanian independence are just few of the issues facing the member countries at the moment. They will not go away any time soon. "Big trees are certainly in motion." The wind may calm down during the 2018 or it may develop into a hurricane.

Hurricane is a political wind of 12. It will correspond to the EU breaking down, the Euro replaced by national currencies and that all the EU countries will have permanent, national border controls. If the wind drops to 0, it means that the current rulers in Europe retain power. We continue our business as usual.

The barometer can be reused. It can be adjusted regularly, when the directions and strengths of the winds change.



Picture 1. The Battlefields for Tomorrow.

## The Battlefield for Tomorrow I

It is the people who determine the developments in Europe, but often with a – small, large or very large – lag.

In one ring corner, we have the **globalists**. They are the experts, the politicians, the media, the financial sector and the civil service. They are supporters of the established order, of open borders, a supranational EU, economic growth in a global world where the EU has to speak with one voice.

In the opposite ring corner, there are the **nationalists**. They are the supporters of the nation state. They see the EU as a federal state, which undermines democracy and their leaders look down upon national values. Open borders only benefit the wealthy and the big business. Moreover, immigration is a threat to national values and cohesion. In many nations, nationalists are currently either a small majority or a large minority of the population.

It is between these two opposing attitudes the turbulence occurs. No wind entails that the established order will win, and strong wind (wind force 9) "large branches are broken".

## The Battlefield for Tomorrow II

There is another battlefield for tomorrow. It is over people's minds and hearts. It lies within each and every nation.

When we first heard the news of Brexit our German colleague was ready to announce his judgement: "They haven't listened to their people. They don't have an idea how an average Englishman thinks and feels at the moment."

The big city, London – **the centralists** – voted for the EU, while the rural regions – **the regionalists** – voted for the exit.

It is not that the London elite was not warned earlier. A year before when Scotland was voting for her independence, there were plenty of early warning signals in the air.

Pennsylvania state provides an analogy from the other side of the Atlantic Ocean.

Few days before the US elections took place, Bruce Springsteen and many others joined the Clintons at a Democratic party in Philadelphia. The Democrats won in Philadelphia, but the rest of the Pennsylvania remained red, and the crucial votes of that state, just as Ohio's and Florida's, were registered for the Republicans.

### **The Battlefield for Tomorrow III**

Nostalgia has been a popular source of inspiration and strategy both in politics and business.

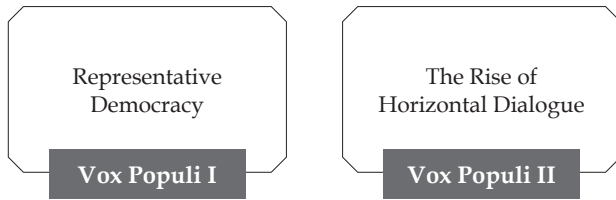
Selling the glorious past with new slogans has worked well in Brexit "Take Back Control" and for Donald Trump "Make America Great Again". In Germany, Mutti (Mummy) Angela Merkel, will guarantee the continuity of the society.

Often when the argumentation is based on **past**, it prefers status quo and old positions to changes. It prefers the old mental models in explaining the world, and finds it difficult to make sense of what is going on in the world, or is even in denial with changes.

The other group embraces **future**. It caresses changes, makes use of them, whether they come in forms of ideas, structures or technology.

When the tensions are higher and the winds are stronger, the clearer the contradictions between the preferences to past are in comparison with the preferences to the future.

Certainly, all three battlefields are simultaneously in use in Spain and Catalonia, when arguments are looked for your own cause, and against your opponent's cause.



*Picture 2. Vox Populi I and II.*

## **Vox Populi I**

Perhaps the results of the elections in Germany, France and Austria in 2017 can provide us with some indication about trends and events in 2018?

The German parliamentary election was mostly a vote for continuity.

In our past vs. future dichotomy, the past won the election. Voters wanted things to remain as they are. The re-election of the popular chancellor Merkel on a platform of “don’t rock the boat”.

In the centralist vs. regionalist line the regionalists won because the results from East Germany and the Southern states were more oriented towards the past than the national results. But only with a slight margin. In the globalist vs. nationalist dichotomy we think that the globalists won, barely.

In the French presidential and parliamentary elections in the Spring 2017 the globalists and the future won. It was time for change. A vote for change, where political programmes mattered less than the desire for new faces.

What can we learn from this? First, we learn that voters are voting more for a person – Merkel and Macron – than for a specific political programme. These days, we tend to trust a person more than an abstract platform.

In our opinion, the victory of Sebastian Kurz and ÖVP in Austria, communicates both a vote for a fresh political figure and a clear nationalist programme.

If we study opinion polls instead of election results, we find an undercurrent that indicates that voters do not trust their political leaders very much. They vote for the most trustworthy candidate, but otherwise they are sceptical. There is a feeling that says: the leaders do not care about us. They have their own agenda, which is far away from the ordinary voter.

May we expect some reaction against the governing elite? The politicians, bureaucrats and big institutions in Bruxelles.

Since there probably are no elections in Germany, France or Austria next year, a protest movement must come from below, through demonstrations and the social media. Grass root movements may be on the agenda for 2018.

## **Vox Populi II**

One conclusion is that the instruments of power are changing. The elections, the traditional forms offered by representative democracy, are no longer the only way for the citizens to get their voice heard, and perhaps not even the most important way anymore.

For much of the 20th century, Western ideas of power and threat have been focused on specific nation-state actors. Today, the distribution of power hinges on values. Threat depends less on what people have than what people think.

Technological developments are changing the long-established relationship between the state and the citizen.

This we have witnessed in Italy. The rise of MoVimento 5 Stelle happened outside the existing institutions.

The Arab Spring relied heavily on the Internet and social media in its escalation.

When values change, even at the grass roots, the power structure also changes. Change in power results ultimately in the creation of opportunities and threats.

When more people are discovering and pursuing their dreams, we will get a richer society with more colours on the palette. It is a flatter society.

This is not a revolution. This is a new way of getting organized, and it will be a challenge for many established authorities.



## 2. On the Agenda for 2018

In this chapter, we single out the pivotal issues facing Europe in 2018.

Topmost, the future of the **European Union** and the **Euro**.

We outline the trends that influence the struggle between the globalists and the nationalists. Most trends tend to favour the nationalists, but of the outcome we cannot be sure. We can only promise a lot of summit meetings with EU-leaders in front of the press saying that they are “optimists” about some agreement. The future of European collaboration may not be decided in 2018, but surely it will be a year with strong and changing winds.

**Migration** is another momentous issue. Who is responsible for the borders: the EU or the nation states? An agreement must come in near future.

The 2018 is a year of disruption. **The digital era** faces us. It will transform the way we do business on the same scale as the industrial revolution did 200 years ago. It will make our lives easier, but it comes at a cost. There are snakes in our cyberparadise.

We conclude this chapter with a discussion. What do the **European voters** want? This is perhaps the most difficult question, because it concerns the fundamental way our democracy works.

We are heading towards a more individualistic and a less hierarchical society. The old democratic ideals and institutions are challenged.

### The Future of the European Union

The EU aims at an “ever closer union”. It means a steady strengthening of the supranational level and a corresponding strengthening of the European identity. People should feel more European and less citizens of their respective nation state.

Is it realistic to expect people to replace their loyalty? Will we eventually have the same values driving the EU?

The answer is clearly no. At least according to “World Values Survey” and Geert Hofstede’s analyses. His conclusion is that European values admittedly move, but there is no harmonisation taking place. As when the royal guard pulls up, they go forward, but they do not come closer to each other.

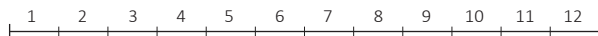
The EU is based on an agreed political objective of a sustained closer union, but the population has not been included in the agenda. So far, this situation has not led to the disintegration of the EU structures.

It is possible that there will be a period of time without any negative consequences for the EU cooperation.

Conversely, it is likely that events will sooner or later make a movement towards a dimming of the vision for the EU or a long period of increasing disintegration.

In 2017, the most prominent outcome is a compromise: a closer union between some member countries. Outside these core members we have the rest. They will be asked to join or to abstain. But the frontiers may change many times next year.

However, the winds of change are blowing. Evaluate how strong this wind is? From 1 to 12 barometer. And how influential it is to your family, work and business? Number 1 stands for a solid EU, number 12 for a EU at the brink of collapse.



## The Future of the Euro

If you wish to pass an examination in international economy, you must tell your professor that a monetary union with a common currency cannot survive in the long term, unless the member countries have common fiscal policies. The reason is that your textbook says so, and history demonstrates it.

In 1999 the Euro came into existence and today 19 EU countries have joined the Eurozone – a monetary union without a common fiscal policy! Does this mean that our political leaders at the time were stupid because they ignored economic wisdom? Perhaps, but the common currency was at least by some seen as a path towards centralised fiscal policies. When a need to adjust the currency arose a political will to harmonise the member states' economies would, hopefully, materialise. The European Union would have taken a crucial step towards a federal state and we would have “the European Ministry of Finance” in Bruxelles.

In the treaty of Rome, signed in 1957, this was the vision for the future of Europe, for an “ever closer union between the peoples of Europe.”

It has not happened – yet. There has not been any “integration of voters” – democracy and elections are still a national event. The voters see themselves first and foremost belonging to their nation states. The “European citizen” has not become a reality. A clear majority of Europeans has not changed their identity from their respective nation to Europe. The old nation states are still the most powerful political entities, the cornerstones of democracy. This positioning is unlikely to change even in the long term. A EU that dictates the finances of the member countries is thus impossible unless the voters want it, and it seems that they don’t want it.

The budgets, the political initiatives, the productivity have consequently developed differently in the Eurozone since 1999. The International Monetary Fund said in 2016 that Germany’s real effective exchange rate was undervalued by 10–20%. In reverse, many countries, such as Cyprus, Greece, Portugal and Spain, and to a lesser extent also France and Italy have overvalued their exchange rates. Will these cold figures spell the end of the Euro? Will the textbooks and economic wisdom win in the end? Or will the political rationale and the European vision prevail?

Could we just change the exchange rates to better reflect the economic realities? No, this is not possible: we do have a common currency in the Eurozone or we don’t.

The economic trend is obvious.

In his book in 2016 the former English central banking governor Sir Mervyn King writes: “The imbalances between the Eurozone countries increase over time – the differences between their productivity will rise until one or more countries have built up a debt too big for them to repay – and lenders slam the box in.”

He believes that the economic wisdom will win in the end and that: “The inevitability of restructuring the Greek debt means that taxpayers in Germany and elsewhere will have to absorb substantial losses.”

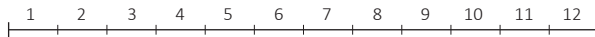
Can we be sure? No, a Greek exit from the Euro is not a given thing, but it looks very likely. Other Eurozone members may follow and we will see the end of this visionary political experiment after less than 20 years. The Euro will become a thing of the past and be mentioned in the textbooks on international economy as an example that proves that the economic wisdom after all was stronger than political will. It will become the most tragic event in the history of the EU.

The struggle between economy and politics is not over. The EU has survived numerous crises. They have reached painful and difficult compromises to save the European project.

No European leader wants to be blamed for the loss of the Eurozone structure with its fixed exchange rates. External pressure, from Russia and an “America first” policy in the USA, may give a justification for the “ever closer union” vision that still inspires many European leaders.

The trend towards a Eurozone crisis in 2018 is strong but we cannot predict if it will happen, if it will turn into a major global political event.

How does the future of the Eurozone look like to you? What is your barometer telling? A modest wind or a hurricane?



## Migration from Africa and Asia to the European Union

When two of the most powerful persons on the planet are warning the leaders of Europe, perhaps we should listen. Bill Gates informs us: “The more generous you are, the more word gets about this, which in turn motivates more people to leave Africa. Germany cannot possibly take in the huge number of people who are wanting to make their way into Europe.”

Donald Trump said in his speech in Warsaw on July 6, 2017: “Do we have enough respect for our citizens to protect our borders? Do we have the desire and the courage to preserve our civilization in the face of those who would subvert and destroy it?”

President Trump is leading the most powerful country in the world and Bill Gates is the world’s richest person (though, he donated 51% of his fortune to charity, most of it for Africa).

Of course, we should listen to what they say. But can they be wrong? Millions of young people would like to come to Europe from Africa and the Middle East.

We can observe the trend. In Sub-Saharan countries half of the population is under the age of 18. In Nigeria alone, with a population of nearly 200 million, we have 100 million young people. Young, poor people in many African countries have escaped from extreme poverty.

They have a mobile phone. They can read and write. They have an idea about life outside their village, about life in Europe. They have a dream about crossing the Mediterranean Sea and getting a better life.

This is one of the most important trends we must consider. For 2018 and for the longer term.

Let us study what is happening in Italy. Italy is the most likely destination for migrants from Africa.

In 2016, 180.000 migrants crossed the Mediterranean Sea to Italy. During the first six months of 2017 the figure was already 80.000. The migrants are relocated in Italy's 20 regions, and they are a huge burden on the economy and for the society. Without a wise and immediate EU policy the burden may become unbearable.

Italy is the fourth largest economy in the EU, and certainly an important member country. Its living standard has deteriorated to 75% of Germany's living standard since the Eurozone was established in 1999. Its national debt is 130% of GDP, the economic growth rate is 1%, and unemployment is 11%.

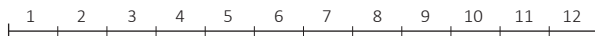
An idea for the members of the EU and the Eurozone was convergence of living standards. The opposite has happened, and Italy is one of the big losers.

An election must take place in Italy in May 2018, at the latest. The current caretaker government may agree on a snap election earlier but the likely outcome will favour the populist parties. This is not a good political climate for reforms.

The Italian authorities are handling the migration emergency in a civilised way. Perhaps the number of migrants will be manageable and the trend will not result in a major national or European political crisis?

As we have witnessed many times: Italy is a resilient country.

How strong will the wind blow? Choose 1 if you think the migrant issue will decrease a lot in importance, choose 12 if you think it is becoming a first priority issue.



## The Emergence of Digital Era

We all – private citizens, companies and nations – are increasingly dependent on digital means of communicating. We cannot imagine a world without computers or a world without the Internet. 50% of the world's population uses the Internet. The same percentage owns a smartphone, and one third uses the social media. Governments connect with citizens digitally. Companies cannot exist without it.

In short, we are connected, and it has barely begun. A future filled up with 3D printing, robots and self-driven cars awaits us in few years. We live in a digital world and we shall spend the rest of our lives in there.

However, there is a snake in our paradise, actually there are three snakes.

The first snake is cyberwar.

It is silent, it is bloodless, but it is not without victims. Unwanted visitors break into our computers and networks as a demonstration of their force, to steal information, to make profit or to immobilise infrastructure. Soon all nations will have to add a fourth force to the traditional air, sea and land forces: cyberwar capability. It may possess offensive or defensive properties or both (although cyberwar is not yet considered an act of war in international law).

Cyberwar is truly global. It is difficult to retaliate. We don't know where to send our army. It is a guerrilla war. The enemy is invisible before the attack.

The second snake is companies and organisations being attacked for criminal reasons or business espionage. They need to defend themselves against cybercrime. Gartner estimates that worldwide spending on information security is 90 billion USD in 2017. It is more than most nations use on their military defence, and more than 10% of the US military budget.

The American Insurance Information Institute suggests that 16 billion USD was stolen from American consumers in 2016. The victims were 15 million US consumers. Two health insurers were breached, exposing the data of nearly 100 million customers in 2015. The same time, global losses from cybercrime are between 375 and 575 billion USD.

The year 2018 is likely to be a continuation of developments so far. It will be an arms race. One party invents some digital weapon and the other invents a weapon to neutralise it. It will go on and on.

In military conflicts, there is normally a crisis and there is a warning in advance. Cybercrime occurs seemingly out of the blue. Paradoxically, the most digitalised countries are the most vulnerable. They are the most exposed.

No government, no company, no private citizen can guarantee against fraud. Companies may tell you that their networks are well protected, but still, you cannot be sure. The figures mentioned above are estimates, they may be under-reported or the opposite. The bottom-line is you do not feel safe anymore.

The digitalisation of the world is bringing in new prospects. It comes at a price, protecting data costs. It is a tax levied on you and me.

When digitalisation grows the costs will increase? Not necessarily. It depends on the relation between attackers and the attacked. In the long term the costs are likely to increase. More and bigger networks on a global scale will add to the risks of an attack.

One year the attackers will win, the next it will be the defenders. The war will keep going, the enemy will never be defeated. It may look as if, but then a new weapon is unleashed and new countermeasures will have to be found.

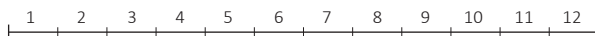
What will happen in 2018? It may be a year with focus on cyberwars and cybercrime, with attacks coming from sophisticated groups whether state-related or not. Or it may be a year when fewer attacks occur, we do not know. We must live with uncertainty.

Is there a third snake in the digital paradise? It is a possibility. It can be a protest movement by private citizens against digitalisation. A protest against an anonymous government. You get to know it from your computer screen only.

“Big brother” is watching you. They know everything about you, even more than your spouse. You feel helpless and frustrated. Your personal information may end up in some unsafe place on the planet. You cannot trust your government to protect your personal data.

Such a popular protest has not happened yet despite many breaches. It is a possibility to consider.

How strong is the wind of digitalisation? Mild, it hardly touches our daily routines or a hurricane that touches everything it leaves behind?



## What Do the Voters Want?

Voters in most Western democracies haven't behaved nicely. The elections haven't been what they used to be.

The US presidential election, Brexit and the parliamentary election in the UK, the Dutch parliamentary election and the French presidential and parliamentary election all illustrate the trend. The voters surprised experts and put a lot of the traditional politicians out of work. In France 78% of the members of parliament are new.

In this chapter we ask, what is happening with the voters and what to expect in 2018?

One traditional answer is renewal. "Throw the bums out" as the saying goes in the US. New faces are needed. The old parties with their stale programmes are sensible enough, but we want change, fresh faces and new ideas.

How long will the new faces stay new? After a while the voters may want again – new faces. It is a volatile democracy, but still a democracy.

Another common answer is decentralisation. Voters want a politics, which is closer to the voters. Voters want less London and less Bruxelles. They want more small-town values. They vote against a globalised elite forgetting the wishes of the middle class in the countryside. It is a reaction against economies open for trade, capital and the free movement of people because it will steal our jobs.

Their vote may be a reaction to migration as voters feel that traditional values are challenged. It may be a reaction to a less egalitarian society with rich people getting richer. In open Western societies, the winds of change are blowing strongly.

These explanations may hold some truth, but we must dig deeper.

For over hundred years politics and party programmes have been about economic issues. How to promote growth? How to distribute wealth? The figures for economic growth are the most important measure of good government. This criterion may be changing as people's focus is shifting from economy to values.

What kind of values is a legitimate question?

If we study the opinion polls we find out that people above all trust family and friends. The more distant the authority is, the less we tend to trust him.



This is a long-term development in Western democracies and it can explain recent trends in elections. Voters voted for the most trusted persons, not for a political party.

Why is it so?

We are moving towards a more individualised society. We all have our own dreams and they are different. They are individual. They are personal. Thanks to better education and the social media voters have means to independently form their own opinions and discuss them below the politician's radar. The population has "grown up". The responsible citizens do not want to be told the "truth" by some politician wanting to be elected or re-elected.

The trust in politicians is extremely low in most Western countries. And the figures have been going down since 1958.

We still form groups of like-minded persons. Irrespective of geographical distance we will find our group that shares our values and ideas. The group may be small like the old tribal societies, from ten to few hundred persons. At the core is "the way we see things". The interests may vary from art to food, from children to beer. Some groups are about political ideas, but the logic of action is different from the mass-organisation of the past.

Instead of few large hierarchies we have millions of small groups. The group members are closely connected, and the rest of society does not count so much.

Can you connect the flat society to the politics on the national level?

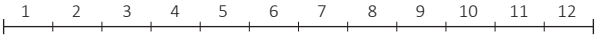
Maybe you cannot.

We still keep on voting. Perhaps we do not see our own values reflected in the political programmes. We vote for the candidate that comes closest to our own values.

If this evaluation is correct, the year 2018 will bring in many new governments, and presumably fewer referendums, because governments will hesitate to turn to the voters to ask for their opinion.

The other option is that policymaking in 2018 will become more responsive to the voters. The politicians have learned a lesson: they will listen more and talk less.

How do you see the developments? In the left corner with number 1 the politics is closing inside, towards the traditional power, extremely much. In the right corner with number 12 it is opening up. New ways of engaging with citizens and enabling their participation are continuously presented.



### 3. Sensemaking in Four Dimensions

We think that evaluating developments that have taken place and are taking place, can be assisted by using a framework in four essential dimensions:

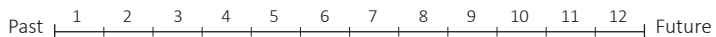
- Past vs future.
- Falsehood vs truth.
- Selfishness vs empathy.
- Fear vs hope.

Each of the dimensions can be discussed separately, but when put together they create a **room for future**, or contrariwise they diminish it, depending on which of the dichotomies is on the top.

For a decisionmaker, thinking about the future and trying to make sense of it is considered an essential skill. The French philosopher Paul Virilio took the argument further and wrote that any organization that privileges the short present to the detriment of the past and future privileges also risks and accidents.

Still, the main stream approach in scientific and industrial strategies is to project, predict and program the future by using our knowledge of the past as the basis on which the decisions can be justified and safety established.

Which one dominates the orientation of the argument and our efforts: past or future? Are we looking backwards or forwards?



As technology advances, we are more than ever aware of and influenced by the choices, and decisions of other people. These influences spread instantly around the world via social networks.

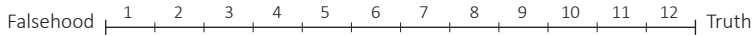
Today our society is made up of millions of direct and indirect feedback loops, in which individuals, businesses and other institutions are highly connected and constantly interact at various levels.

With these developments, a new kind of knowledge has emerged. A knowledge that is isolated from falsehood or truth – and left to exist in the absence of either.

We believe there is a significant difference between the ends of this axis.

Truth, honesty and transparency are forces upon which trust can be based on, while falsehood, dishonesty and obscurity are eating up the energy out of our efforts.

Which is driving our society? And the singular developments within it? Falsehood or truth?

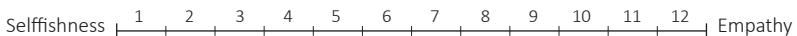


For Adam Smith every man is by nature recommended to his own care, but maybe this utility maximization assumption is a false simplification, or it is taken too far and seriously during the years.

Nonetheless, a society is always more than the mere aggregate of the individuals comprising it. Social relationships are necessary in understanding people's behaviour and human systems.

Human motivations involve more than self-interest. There are also principles in human nature which interest him in fortune of others. Maybe generosity and self-sacrifice are just as real and durable as utility maximization? And a capacity to listen respectfully and take into consideration ideas different from our own is something of importance?

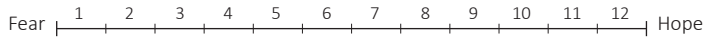
The far-reaching question is which one of the dichotomies, selfishness or empathy, is driving?



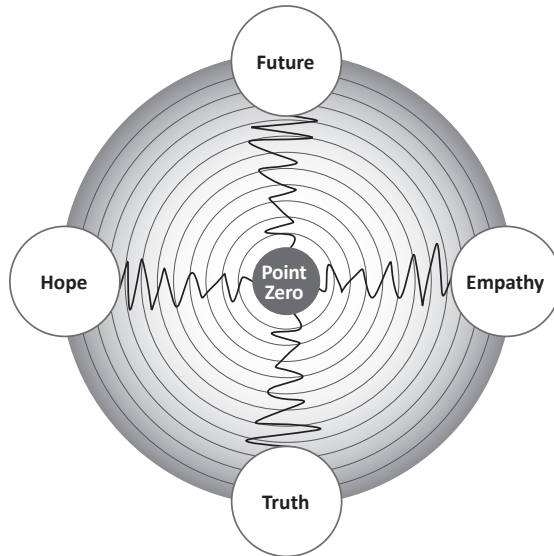
Fear can be paralyzing. At individual level it can stop us from trying to achieve anything novel, different or challenging. At company level it can prevent us to invest and grow, to create jobs and hire people. At national level, at worst, fear can be the reason for and lead to depression and totalitarian regimes.

On the other hand, where does the hope come from? It arises from all the actors that leave their family, neighbourhood, organisation and nation in better shape to their children. Hope can fuel personal and organisational growth. It is the oxygen we need to flourish.

Which is the social mood in our city, region or nation? Is it designated by fear or hope?



All the dimensions together make for the room for the future. In better and in worse.



Picture 3. Room for Future.

We can evaluate any event or the relevant events for the emergence of an issue in described four dimensions. Point zero in the middle represents the negative end of the axis. It is the past, not the future. The selfishness, not the empathy. The falsehood, not the truth. The fear, not the hope.

If the negative axis is all at their maximum, then the room for future is very small or non-existing.

The bigger the shape, the more there is future thinking, empathy, truth and hope, the more room you have for the future. It is worthwhile to ponder what are efforts that grow the room for future and how they could be made easier.

## 4. 2018: A Toffler Year

In 1970 Alvin Toffler published his famous book *Future Shock*. The idea was that the rate of change had become too overwhelming for most of us.

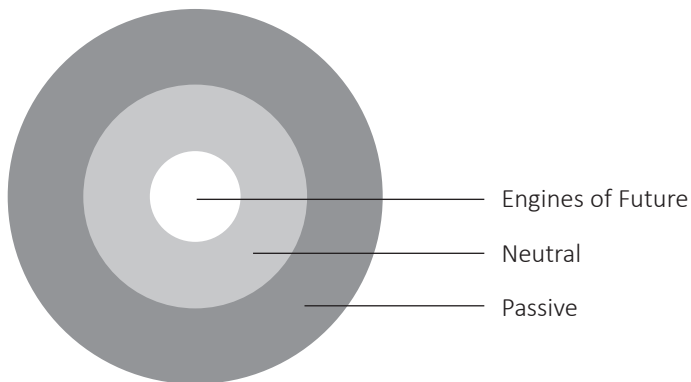
We have a vision of the past. It is a time when nature ruled our living. There was time to sow, time to grow and time for harvest. It was peaceful rural life. Or so we may think. Very few changes, we knew our world, and it gave us peace of mind.

Not anymore.

The modern life is urban and we are endlessly confronted with new things and news from the rest of the world: news about crime, conflict and terrorism. We could get future shock. In our life, few things remain the same and it might affect our mental well-being.

Will 2018 be a “Toffler Year”?

For some of us, it will be. And it is a trend. Some of us think that the cure is to go back to the good old days. But is it possible? No, it is not. The cure is to think for ourselves, to become the judges in our own lives.



Picture 4. Engines of Future.

## Engines of Future

Since science begun to distrust general explanations and solutions that are not sectoral and specialized, the principal challenge for our sensemaking and decisionmaking has become to weave together the various branches of knowledge into an understandable vision of the world.

Here we encourage you to articulate people and events that in your opinion are the engines of future, in better or worse, to produce new insight of how things, real or possible, located in time and space, are coming together.

Here is the engines of future map. Dark colour equals cold places, where nothing important takes place. Grey marks for neutral territory. Something does happen, but not necessarily of great importance. The white is for hot spots, where innovations and new ideas flourish.

Who are the engines of future? Where are they? Within your company, industry, region, society, in the world?

Are they building a better or a worse world?

What is the future mindset that they share? Is there one?

The search for associations and similarities can come into being at any level of expression or content.

Furthermore, the combination of actors, the relationships between events, and the other pieces of information can, at best, form a narrative or a bunch of narratives that make sense of and give direction in our life and pursuit of our targets.

## Author Biographies

**Rolf Jensen** is MSc, a futurist, consultant, and the Chief Imagination Officer for the Dream Company. He is the author of *The Dream Society* (McGraw-Hill, 1999), which drew from his May-June 1996 article for THE FUTURIST.

His latest book, with co-author Mika Aaltonen, is *The Renaissance Society: How the Shift from Dream Society to the Age of Individual Control Will Change the Way You Do Business* (McGraw-Hill, 2013). He may be contacted by e-mail at [rj@dreamcompany.dk](mailto:rj@dreamcompany.dk).

**Mika Aaltonen** is a Ph.D. (Econ.), Adjunct Professor (foresight & complexity), Editorial Board Member of *E:CO* and *European Futures Research* journals, Founder of The Royal Society of Arts Baltic Region, Board Member of Soprano Ltd and a Research Director at FCG Finnish Consulting Company, which for 68 years has worked with cities and municipalities in over 150 countries.

He has written 12 books and over 100 articles about sense-making, decision-making, foresight and respective methodologies. You can reach him by email at [mika.aaltonen@fcg.fi](mailto:mika.aaltonen@fcg.fi).



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The modern life is urban and we are endlessly confronted with new things and news from all over the world. The rate of change may become too overwhelming for many of us.

*Storm Warning Europe 2018* puts the daily news in a perspective and includes the reader to actively participate in sensemaking.

*Storm Warning Europe 2018* is a series of short, but balanced European or national level texts. These texts focus on the future of the European Union and the Euro, migration and digitalization to conclude with a discussion about the future of democracy.

The sensemaking framework in four dimensions – past vs future, falsehood vs truth, selfishness vs empathy, fear vs hope – assists you in debating the presented texts, and including more perceptions in more detailed contexts to the debate.

The writers share a long working history together.

Rolf Jensen is MSc, a futurist, consultant and the Chief Imagination Officer for the Dream Company.

Mika Aaltonen is Ph.D. (Econ.). He works as a research director at FCG Finnish Consulting Company.