

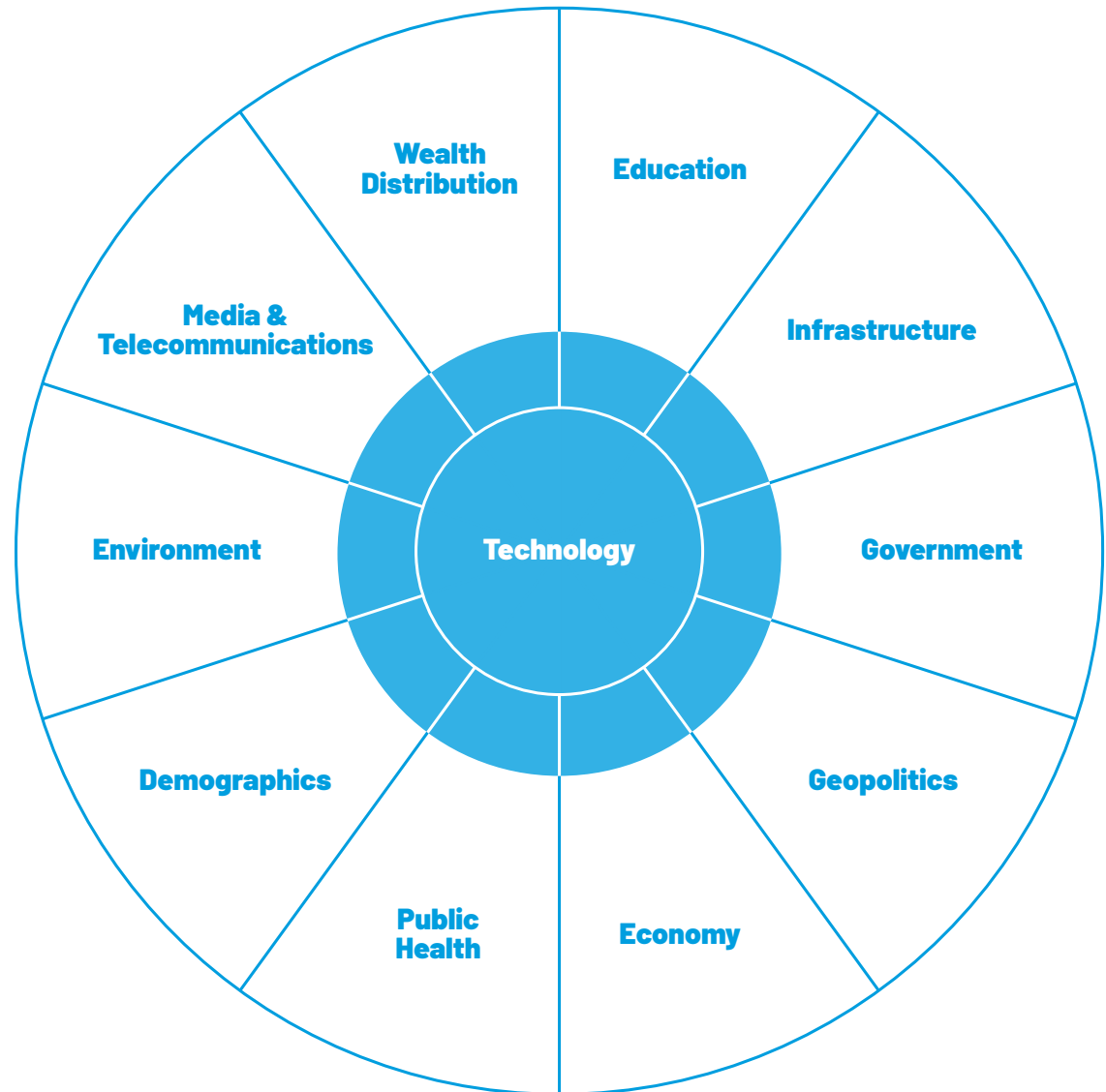
Future Forces Theory: The 11 Macro Sources of Disruption

FTI's Future Forces Theory explains how disruption usually stems from influential sources of macro change. It is a way of understanding where disruption is coming from and where it's headed next. The sources of macro change represent external uncertainties—factors that broadly affect business, governing and society. They can skew positive, neutral and negative.

We use a simple tool to apply the future forces theory to organizations as they are developing strategic thinking on trends. It lists 11 sources of macro change that are typically outside of a leader's control. For example: as we think about the evolution of artificial intelligence, how will geopolitics and infrastructure?

Organizations must pay attention to all 11 as they track trends. Leaders must connect the dots back to their industries and companies and position teams to take incremental actions.

The 11 Macro Sources of Disruption



The 11 Macro Sources of Disruption Include:

Wealth Distribution

The distribution of income across a population's households, the concentration of assets in various communities, the ability for individuals to move up from their existing financial circumstances and the gap between the top and bottom brackets within an economy.

Education

Access and quality of primary, secondary, and post-secondary education, workforce training, trade apprenticeships, certification programs, the ways in which people are learning and the tools they're using and what people are interested in studying.

Infrastructure

Physical, organizational, and digital structures needed for society to operate (bridges, power grids, roads, wifi towers, closed-circuit security cameras), the ways in which the infrastructure of a city, state or country might impact another's.

Government

Local, state, national, and international governing bodies, their planning cycles, their elections and the regulatory decisions they make.

Geopolitics

The relationships between the leaders, militaries and governments of different countries, the risk faced by investors, companies and elected leaders in response to regulatory, economic or military actions.

Economy

Shifts in standard macroeconomic and microeconomic factors.

Public Health

Changes in the health and behavior of a community's population in response to lifestyles, popular culture, disease, government regulation, warfare or conflict and religious beliefs.

Demographics

Observing how birth and death rates, income, population density, human migration, disease and other dynamics are shifting communities.

Environment

Changes to the natural world or to specific geographic areas, including extreme weather events, climate fluctuations, sea level rise, draught, high or low temperatures and more. (We include agricultural production in this category.)

Media and Telecommunications

All of the ways in which we send and receive information and learn about the world. This includes social networks, news organizations, digital platforms, video streaming services, gaming and e-sports systems, 5G and the boundless other ways in which we connect with each other.

Technology

We recognize technology not as an isolated source of macro change, but rather, as the connective tissue linking business, government and society. For that reason, we always look for emerging tech developments, as well as tech signals within the other sources of change.