



A BIG Story for the Future: A Day in the Life of a Director in 2030

“46th Annual Directors’ Forum, October 28-29, 2030”

Your smart-hotel room acknowledges your morning movement and begins opening blinds and brewing fresh coffee as a soothing voice emanates from the smart-device you now wear all the time bidding you good morning: “Good Morning, Director. Today’s date is October 28th, 2030. The current temperature registers at 24 degrees Celsius. Your schedule reveals a singular engagement, the Future of Modern Governance Conference, slated for 9:30 am at the Hilton Mississauga-Meadowdale. Do you wish to see today’s feed?” As you nod yes and don your lightweight virtual reality glasses, an image of your face is captured that serves as a portal to illuminate the air with your 3-D custom feed of physiological health metrics, news preferences, emails, and social media highlights.

Thanks to AI and the inexpensive cost of sequencing a person’s DNA, prescription drugs and doses are now customized to one’s genome profile. Your wearable device swiftly analyzes your vital signs, and the updated data is immediately sent to your health care provider. You quickly swipe through your international news reel that typically features devastating climate-related weather events and articles about the geo-political leadership struggles between the United States and China. Other interesting articles you review include NASA’s continued search for life and orbital space junk hampering flight; the entire ocean floor has been mapped; the metaverse and generative AI markets have hit \$5 and \$1 trillion dollars respectively; the launch of the new 6G cellular network standard and smart grid tech across all developing nations; depression is the #1 disease in the world; and the end of Windows 10. An ad appears for you to upgrade your home to solar windows (transparent solar panels that look like regular windows but capture energy and convert it to energy) and you send it to your spouse for consideration. You wonder if your credit rating may be impacted in the future by changes in climate policy as technology, consumer and market sentiment adjust to a lower-carbon economy.

You now swipe to see your social media and a flag appears – it’s your grandchild’s birthday and several gift options are recommended based on AI processing of your “Solarpunk” grandkid. You muse at the Now-Gens (millennials, Zs and Alphas) Solarpunk era of clean, green philosophy and lifestyle. They are so different than when you grew up. At the last Board meeting (September 2030), HR noted that 75% of the workforce are Now-Gens and a discussion ensued regarding their main priorities which are sustainability, existentialism, and the metaverse. You review the gift options and purchase the backpack that sells excess kinetic energy back to the grid. Thanks to drone delivery, the gift will be there in 30 minutes. You recall the days of going to the shopping mall to buy a gift – now, more than half of the malls are gone, chequebooks are extinct, and banknotes and coins are only used in rare transactions. You keep getting email reminders from your bank to ditch your physical credit and debit cards and store your bank account information in your wearable device to pay for all goods and services. With advanced biometrics, such as voice, fingerprint and face recognition, and things like

grocery-buying fridges, you recognize that paying with advanced wearables is more secure and easier than remembering pin codes and being plagued by credit card fraud.

You hop out of bed and the hotel furnishings reconfigure themselves to create more space. Furniture customization transformation (FCT) has been a huge trend since living spaces in urban areas have become smaller due to cost and the Now-Gen philosophy of not amassing "stuff", downsizing, and preferences to rent goods and services. These factors have had a huge impact on home ownership as half of homes are now rented.

Awaiting your presence at the hotel's entrance is a pre-arranged Uber-A vehicle, a seamless fusion of autonomy and transportation. As you enter the vehicle, a voice message extends its virtual hospitality and you begin your driverless travel, operated by a combination of AI, electronic sensors, advanced mapping, and communications between cars and infrastructure, which have significantly reduced traffic accidents and travel time. As you look out the window, many of the office buildings you pass have been converted to vertical farms which grow produce and grains controlled with AI and raise lab-grown meat. It's incredible that Canada is now considered a global food superpower, and Russia is said to be next.

Upon your arrival to the *Future of Co-operative Governance* Conference, you are greeted by a new face at the front entrance. Across its chest displays its name: GRIN, which stands for "Greetings Robot with Intelligent Networking." GRIN uses AI-powered facial recognition to confirm your identity and provide you with your pass for the event. This AI-driven innovation not only streamlines entry processes but also enhances security measures, ensuring the safety of all attendees. In 2030, service-robots number 1 billion worldwide; it's not surprising that 50% of manufacturing jobs have been eliminated.

As you step into the conference room, you are welcomed by a congregation of peers, many of whom you have not seen in years since transitioning to permanent remote work in 2026. There are also many faces missing since most of the Boomers have retired or are busy implementing their succession plans. After catching up, you take your seat and following a presentation on the Future of Modern Governance, you are asked to break out into discussion groups and explore the ways in which the credit union industry has transformed in the last 10 years. The discussion has resulted in a stark reality that the world has majorly evolved. Key themes arising from the discussion include:

- 1) Digital Modernization (digitizing old/offering new solutions, the pervasive influence of AI, data security imperatives, and the rise of quantum computing)
- 2) Balance Sheets (business disruption, unemployment, interest rates, deposit rates)
- 3) Consolidation (M&A, diversified offerings, bricks and mortar)
- 4) The nuances of talent (attraction and retention)
- 5) Evolving customer & environmental imperatives and prioritization
- 6) Legislative and regulatory evolution

In the wake of these realizations, you find yourself contemplating the Board's existing and future state of governance. Some pivotal questions arise in your mind:

- 1) What is the purpose of the organization (the fundamental reason we exist)?
- 2) What is the governance culture of the organization (how does leadership distill the vision in a way that reflects core values, long-term goals, and commitments)?
- 3) What is the Board's responsibility for decision-making and oversight of the organization's impact on the economy, environment, and people?

- 4) Is there an appropriate governance framework (legal, regulatory, economic, social foundations) and structure to enable leadership's direction and oversight?
- 5) How is the purpose, vision, and values communicated to and include stakeholders?
- 6) How does the Board reflect the actions and behaviours to positively impact trust, foster a culturally healthy work environment that attracts, develops, and retains talent, and promotes equity, diversity and inclusion?
- 7) Does the Board review and approve the ESG (sustainability) strategy and is it adequately aligned/integrated with the organization's corporate strategy?
- 8) Does the Board have adequate training and education on emerging trends in modern, sustainable governance?
- 9) Do we possess Directors that are "futureholders" (those that challenge world values, systems, and practices; are connected and confident in their abilities; and enable compassion to be a leading force in their decisions)?
- 10) Is our strategy future-focused enough and does our existing governance structure support it?

As you reflect on the changes you've seen from 2020 to 2030, you begin to contemplate how your organization can evolve to meet the challenges for the next 10 years and think about what's next. As per your recent Board Education session, you recall that the 2030s are witnessing the largest wealth transfer in history as more than \$68 trillion is being bequeathed by the Baby Boomer Generation to their Millennial children, thereby making Millennials the wealthiest generation in history. With your next Board meeting around the corner, as a futureholder Director, you will have to ask the biggest question of them all:

How do we best govern what's next?

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Resources:

<https://www.csis.org/analysis/four-scenarios-geopolitical-order-2025-2030-what-will-great-power-competition-look>
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