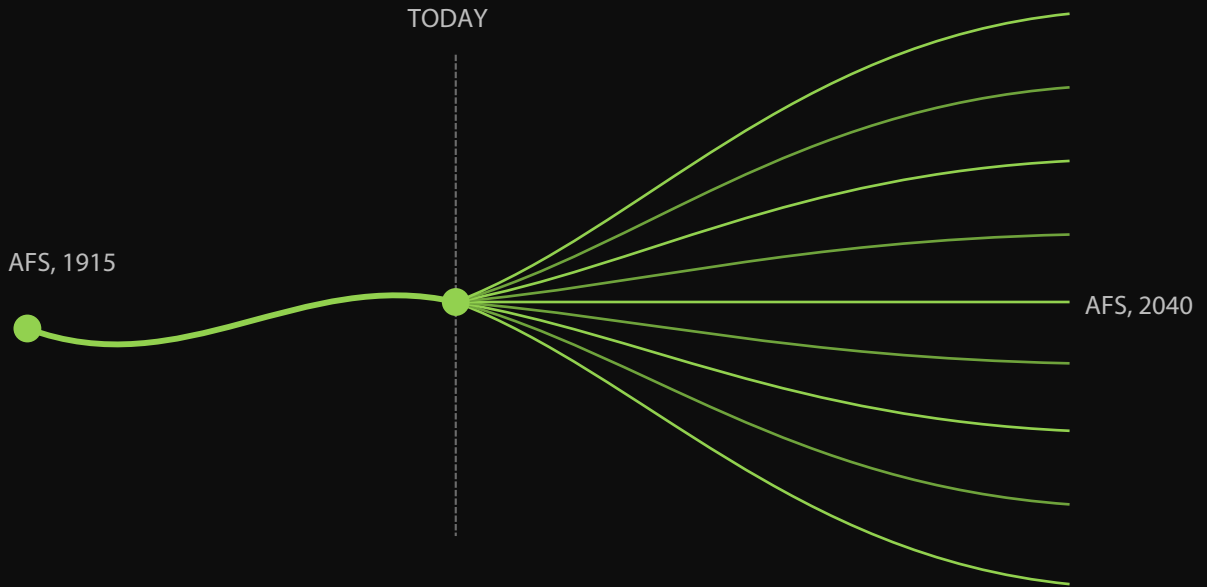




One Story, Many Futures

Take-home notes from the keynote
by Diego E. Leal Fonseca

Four keys • One game • One invitation

Keep scrolling →

FOUR KEYS, FOUR QUESTIONS

Bring them into your conversations today, and back home to your board and your team.

KEY 1: RECOGNIZE THE EXPECTED FUTURE

1

What future are we assuming without noticing?

KEY 2: QUESTION THE EXPECTED FUTURE

2

What trends and signals challenge that future?

KEY 3: EXPLORE ALTERNATIVE FUTURES

3

What else could AFS become in 2040?

KEY 4: BUILD DESIRABLE FUTURES

4

Which futures do we want to build, for whom, and who's missing from the table?

AND ONE MORE

*If we choose a particular future in 2040, what would we need to **start doing next Monday?***

FLIP THE FUTURE

A five-minute game for your board or your team

1 **Take something** that is true about your organization today, so obvious that you rarely question it.

2 **Imagine its opposite.** Not because you want it to happen, but because it may reveal possibilities you had not considered.

3 **Ask: how could we get there?** What would have to change? Is that a future we would want?

FROM THE TALK

Three futures, flipped

TRUE TODAY

An AFS experience → usually lasts a year.

WHAT IF...

it lasted a lifetime?

TRUE TODAY

To live AFS, you → need a passport.

WHAT IF...

you didn't?

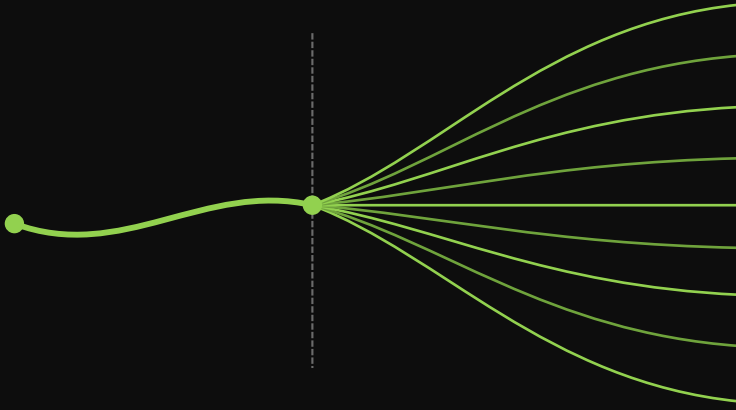
TRUE TODAY

Four AFS national → partners are in Africa.

WHAT IF...

Africa became one of AFS's greatest centers of growth by 2040?

Would we want to live in these futures?



Become a Mañanauta

Mañanautas (tomorrownavts) question what seems inevitable, explore possible futures and imagine better ones together.

Join a growing community of people learning to shape the future.

Mostly in Spanish | Free to join

[Join at life.reaprender.org](https://life.reaprender.org)

SOURCES 1/2

Data and ideas cited in the talk. Tap a title to open it.

DEMOGRAPHIC GRAVITY

28% of everyone under 25 lives in Africa

[Pew Research Center, 5 facts about Africa's population growth \(2026\)](#) [pewresearch.org](https://www.pewresearch.org)

Fertility below replacement in Europe and Latin America

[Pew Research Center, 5 facts about global fertility trends \(2025\)](#) [pewresearch.org](https://www.pewresearch.org)

HUMAN CONNECTION IN AN AI WORLD

72% of U.S. teens have used an AI companion; 1 in 3 users chose it over a person for something serious

[Common Sense Media, Talk, Trust, and Trade-Offs \(2025\)](#) [commonsensemedia.org](https://www.commonsensemedia.org)

More than half of U.S. teens use chatbots for schoolwork

[Pew Research Center, How Teens Use and View AI \(2026\)](#) [pewresearch.org](https://www.pewresearch.org)

About 1 in 5 young people feel lonely

[World Health Organization, Commission on Social Connection \(2025\)](#) [who.int](https://www.who.int)

SOURCES 2/2

Data and ideas cited in the talk. Tap a title to open it.

POLARIZATION BEYOND BORDERS

Misinformation and societal polarization among the top global risks

[World Economic Forum, Global Risks Report 2026](#) weforum.org

IMAGES OF THE FUTURE

3 in 4 young people think the future is frightening

[Hickman et al., The Lancet Planetary Health \(2021\)](#) doi.org

“Used futures”

[Sohail Inayatullah, Six pillars: futures thinking for transforming, Foresight \(2008\)](#) doi.org

Life-paths diagram

[Adapted from Tim Urban, Wait But Why](#) x.com

DESIRABLE FOR WHOM?

A voice for people not yet born

[Future Generations Commissioner for Wales](#)
futuregenerations.wales



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**Want to try these keys with
your board or your team?** Let's talk.

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