

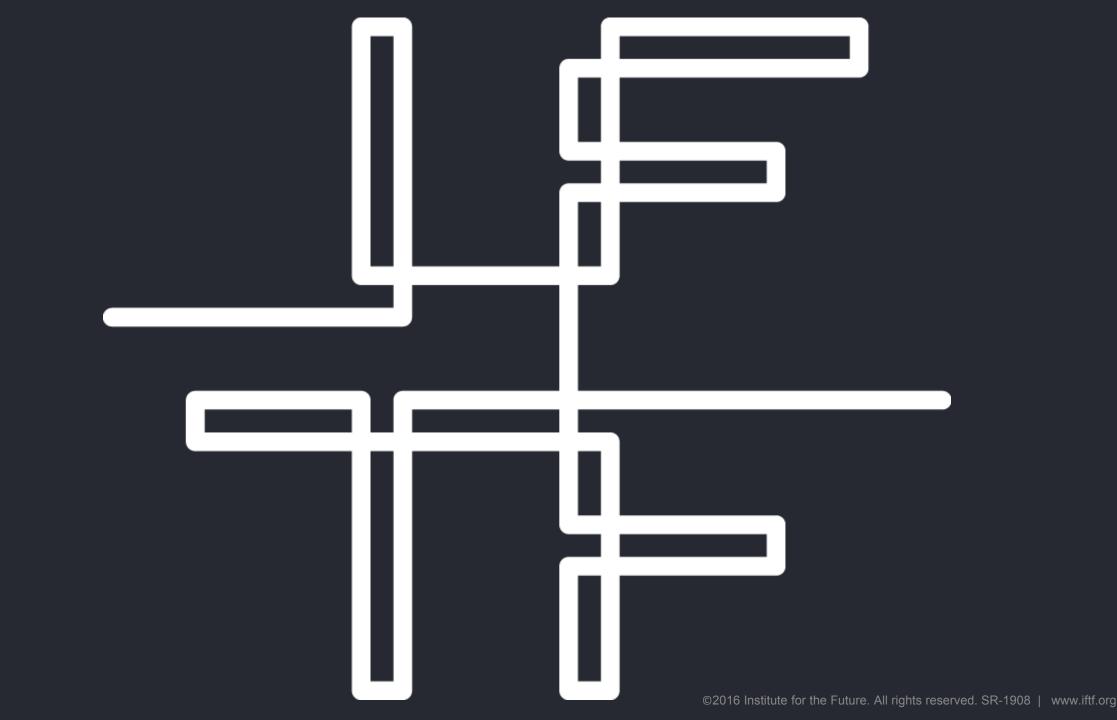


Bob Johansen, Institute for the Future with Matt Flannery, President and COO, United Rentals for Innosight "Leading Transformation," a CEO Summit Innosight Design Lab, Lexington, MA August 2, 2018 SIGNALS are very specific events, products, books, or videos that bring the "unevenly distributed" future to life.



"The future is already here, it's just unevenly distributed." William Gibson Most organizations focus on TRENDS or MEGATRENDS: patterns of change from which you can extrapolate with confidence

> Institute for the Future focuses on DISRUPTIONS: <u>b-r-e-a-k-s</u> in the patterns of change



YOUR HINDSIGHT:

Your **stories** about the past, the present, and the future

HI<u>STORY</u>

YOUR ACTION:

An agile way forward, expressed with clarity and ideally, as a **story**... Institute for the Future FORESIGHT: Stories from the future: plausible, internally consistent, provocative—with signals to bring them to life FUTURES THINKING

LEADERS CU

CUSTOM FORECASTS

NSIGH DESIGN THINKING YOUR INSIGHT:

An "aha" that creates a new **story**, a new pattern of connections in your brain.

Once you've had an insight, you can't go back to your old way of thinking

"Future Back" STRATEGY

ACTION

NOBODY CAN PREDICT THE FUTURE

"The VUCA World" a term coined at the Army War College in Carlisle, PA

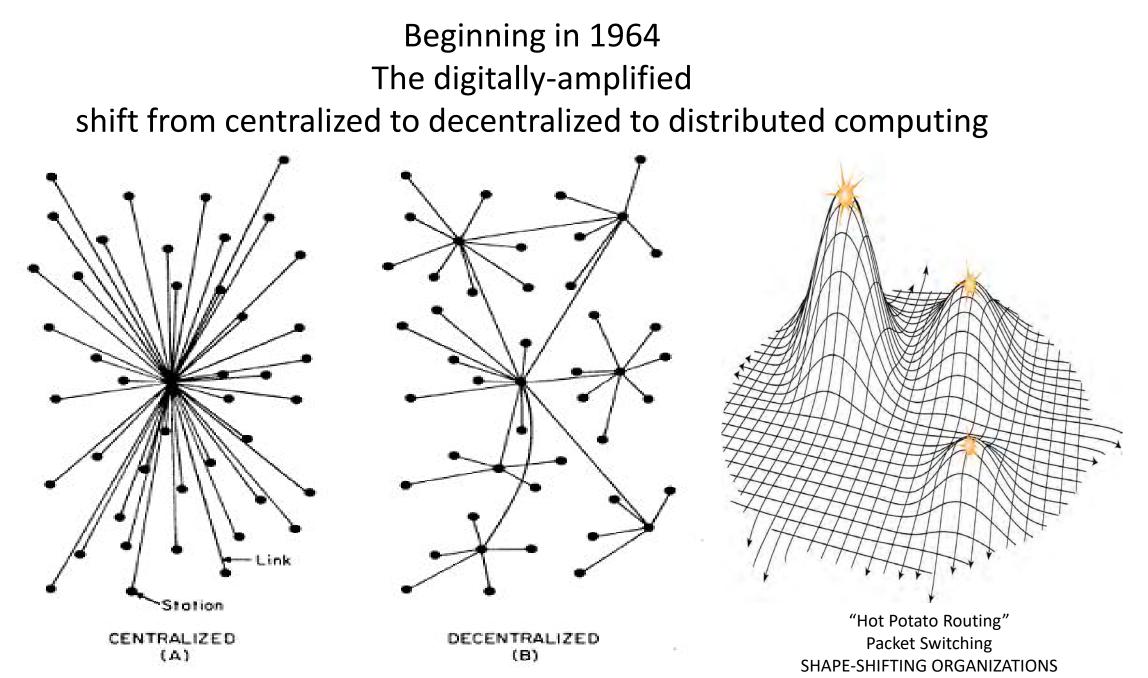
Volatile Uncertain Complex Ambiguous

Anything that can be distributed will be distributed.

<u>Distributed</u>—not just decentralized and the Internet is an <u>amplifier</u> THE NEW LEADERSHIP LITERACIES

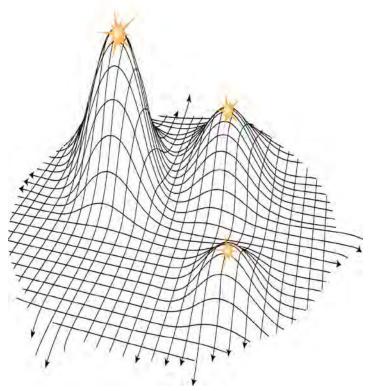
> Thriving In a Fature of Extreme Disception and Distributed Everything

BOB JOHANSEN

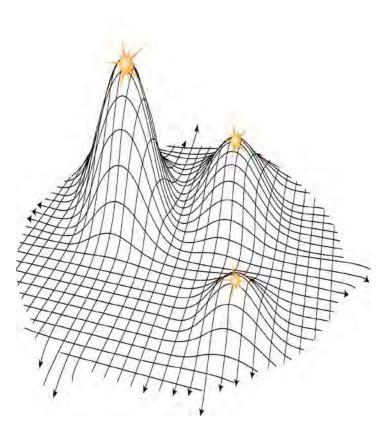


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BY 2030, MOST SUCCESSFUL ORGANIZATIONS WILL BE LIQUID AND SHAPE-SHIFTING



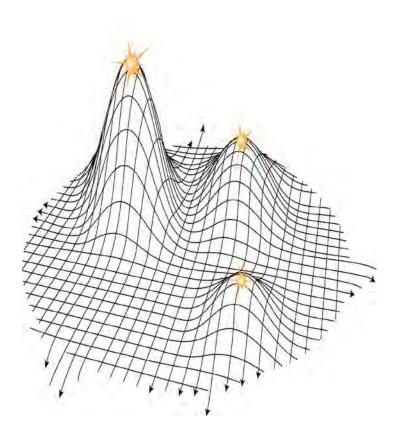
- NO CENTER—more distributed authority and governance, less centralized
- HIERACHIES COME AND GO—liquid hierarchy, liquid data, liquid organizations
- GROW FROM THE EDGES—where diversity flourishes—unfiltered spectrum diversity
- CANNOT BE CONTROLLED—but can be guided directionally



Leadership of shape-shifting organizations will require great <u>clarity</u> about where you want to go...

but great <u>flexibility</u> about how you might get there...

"Commander's Intent" "Mission Command" "Flexive command"



WORKS BEST IF YOU HAVE AN

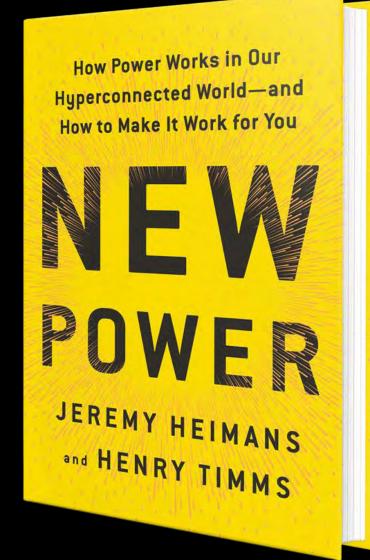
<u>After Action Review culture</u> that is <u>separate</u> from individual performance reviews (not just a process or a database)

SIGNAL: "New Power"

WHAT: A new book that explores the changing structure of power through the use of connective media, global supply webs, and shape-shifting organizations.

SO WHAT: Centralized power and traditional supply chains will still work in slow-moving predictable markets, but there won't be as many of those.

The next generation of the internet will allow distributed organizations without central authority—which will mean a re-structuring of power.



SIGNAL: Arcade City is a shape-shifting new power alternative to Uber without Uber

WHAT: Using blockchain to connect riders and drivers directly, Arcade City is trying to eliminate the need for ridesharing matchmakers like Uber.

Riders pay what they think the ride is worth. Drivers keep all the money. The Arcade City network is supported by insurance that the drivers pay.

SO WHAT: What can a human-led organization provide that distributed computing like blockchain cannot? THE NEXT DECADE WILL BE CHARACTERIZED BY ONE WORD:

...SCRAMBLE...

Many things that have been stuck will get unstuck

But there will be an extreme number of unintended consequences

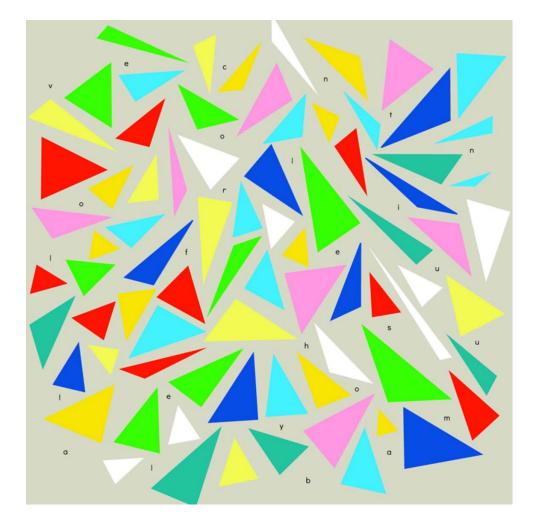
THIS WILL BE A RIPE TIME FOR INNOVATION, IF YOU ARE READY...

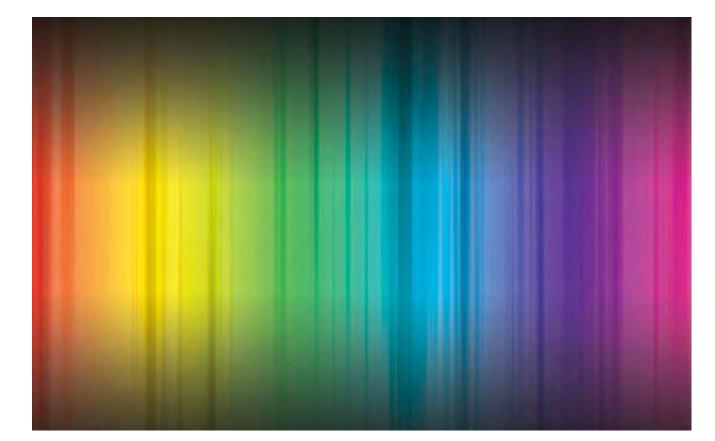
> TO PLAY BEYOND THE CATEGORIES OF THE PRESENT

Categorical Thinking



Spectrum Thinking







"This _____ falls in <u>this range</u>"

"I like distributions, not lines. I don't like to normalize. Now, we can look at full distributions and see the patterns."

Just in time, because external future forces will <u>require</u> leaders to do spectrum thinking



With big data analytics, leaders can finally <u>see</u> the spectrum and <u>do</u> spectrum thinking

> Zach Anderson SVP, Global Analytics and Insights Electronic Arts June 7, 2018





Bob's Positive VUCA

Vision Understanding CLARITY Agility

Clarity = big data analytics + leadership

CLARITY is very different from CERTAINTY

"<u>Despite how certainty feels</u>, it is neither a conscious choice nor even a thought process. Certainty and similar states of 'knowing we know' arise out of involuntary brain mechanisms that, like love and anger, <u>function independently of reason</u>."

"Confirmation Bias"

ON BEING CERTAIN: BELIEVING YOU ARE RIGHT EVEN WHEN YOU'RE NOT

Dr. Robert Burton, Neuroscientist

"Myside Bias"

The future will reward clarity, but punish certainty.

The future will reward <u>spectrum thinking</u>, but <u>punish</u> categorical thinking THE NEW LEADERSHIP LITERACIES

> Throong to a Patorn of Extreme Ocception and Distributed Everything

BOB JOHANSEN

22

Immersive Learning Ability

VOLUNTARY FEAR ENGAGEMENT

> Rapid Prototyping

Bio-Empathy

CREATING and SUSTAINING POSITIVE ENERGY

Quiet Transparency

THE NEW LEADERSHIP LITERACIES

> Thriving in a Future of Extreme Disruption and Distributed Everything

BOB JOHANSEN

FORESIGHT

Dilemma Flipping

LOOKING BACK FROM THE FUTURE, BUT ACTING NOW ION

INSIG

Clarit

Commons Creating

LEADERSHIP FOR SHAPE-SHIFTING **ORGANIZATIOINS**

Constructive Depolarization

Maker Instinct

BEING THERE WHEN YOU'RE NOT THERE

Smart Mob Organizing

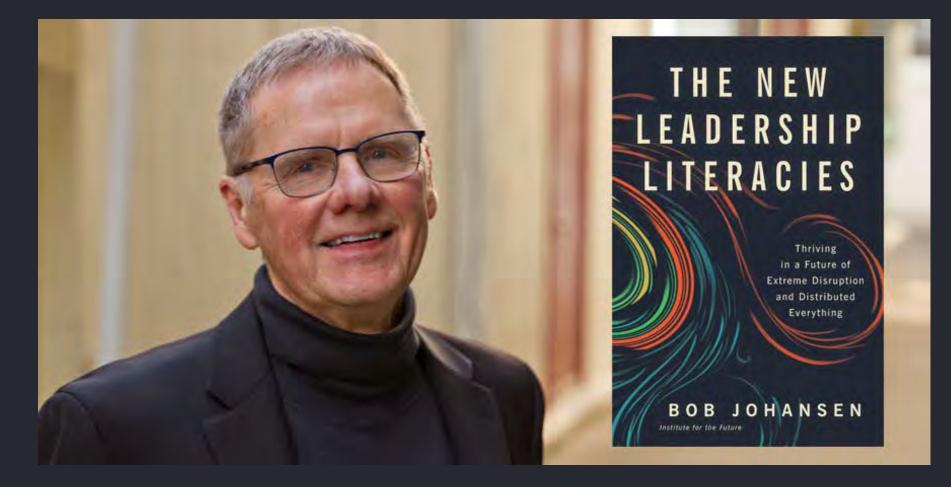
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"New literacies leaders need for VUCA World Change by seeding hope"

"Lead in VUCA World Look backward from the future Clarity you will find"

"Disruption abounds Leaders blind to VUCA world Stupid Idiots"

Haiku's from LTC Andy Ulmer and family, US Army War College student, March 2018





Bob Johansen, Institute for the Future with Matt Flannery, President and COO, United Rentals for Innosight "Leading Transformation," a CEO Summit Innosight Design Lab, Lexington, MA August 2, 2018

The VUCA World

It will be increasingly inexpensive to spread a lie

Volatile Uncertain Complex Ambiguous

It will be increasingly expensive to correct a lie

SIGNAL: LARGEST STUDY YET OF FAKE NEWS From MIT, published in Science and The Atlantic



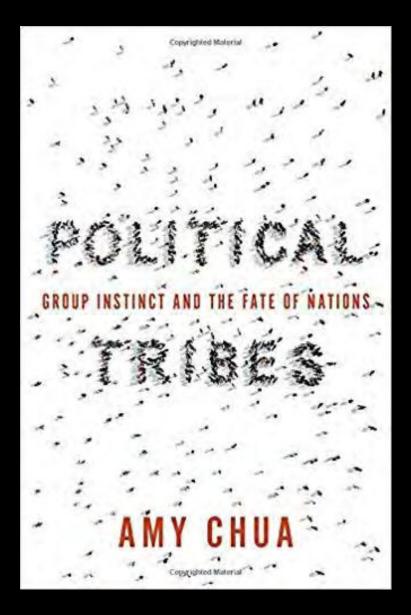
"By every common metric, falsehood consistently dominates the truth on Twitter. Fake news and false rumors reach more people, penetrate deeper into the social network, and spread much faster than accurate stories.

"It seems to be pretty clear that false information outperforms true information," said Soroush Vosoughi, a data scientist at MIT. "And that is not just because of bots. It might have something to do with human nature." SIGNAL: Amy Chua's new book on the dangers of Shape-Shifting Organizations

WHAT: "Today, every group feels attacked, pitted against each other not just for jobs and spoils but for the right to define the nation's identity. In these conditions, democracy devolves into pure political tribalism."

SO WHAT: The over-arching identity of the USA is threatened by political tribes who have no interest in choosing to do things together.

"Worsening social divisions are much easier to exploit than to explain or redress."





The filter bubbles that separate tribes will get more sophisticated



NEWS for one tribe...

Can be FAKE NEWS for another tribe

"People believe they know way more than they do.

What allows us to persist in our (mis)belief is other people"

This pattern is very dangerous in a VUCA World

Elizabeth Kolbert "Why Facts Don't Change our Minds"

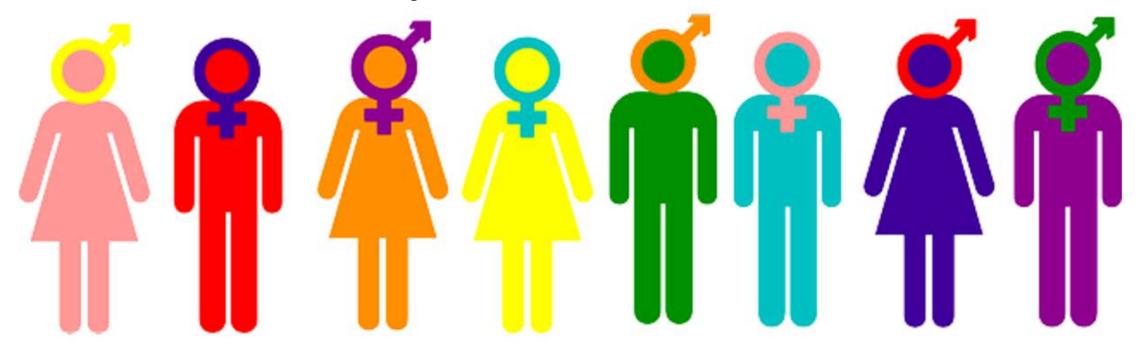
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WINNING IN THE SCRAMBLE WILL REQUIRE

SPECTRUM THINKING

For example, SPECTRUM THINKING to think about the future of gender

How many gender categories does Facebook offer when you create a new account?



SIGNAL: Signing up for Facebook

facebook	Email or Phone Password Log In Forgot account?		
Connect with friends and the world around you on Facebook.	Sign Up It's free and always will be.		
See photos and updates from friends in News Feed.	Gabe Cervantes gcervantes@iftf.org		
Share what's new in your life on your Timeline.	gcervantes@iftf.org		
Find more of what you're looking for with Facebook Search.	Birthday Jul 19 1991 Why do I need to provide my birthday? Female Male By clicking Sign Up, you agree to our Terms, Data Policy and Cookies Policy. You may receive SMS Notifications from		
	us and can opt out any time. Sign Up Create a Page for a celebrity, band or business.		

SIGNAL: The emerging gender spectrum on FB

Overview	CONTACT INFORMATION	GROUP CONVERSATIONS
Work and Education	Email 1 email hidden from timeline	Create New Group
Places You've Lived	+ Add a mobile phone	
Contact and Basic Info	+ Add your address	
Family and Relationships	+ Add a public key	
Details About You		
Life Events	WEBSITES AND SOCIAL LINKS	
	+ Add a website	
	+ Add a social link	
	BASIC INFORMATION	
	Birth Date July 19	
	Birth Year 1991	
	Gender V Male Custom Custom Custom my timeline	
	Save Changes Cancel	
		Q. Search 🌼

SIGNAL: The emerging gender spectrum on FB

Birth Date		July 19	
Birth Year		1991	
	Gender	Custom \$	
		Gender	Friends •
		Female: "Wish her a happy birthday!"	
		Male: "Wish him a happy birthday!" Neutral: "Wish them a happy birthday!"	
		Save Changes Cancel	

SIGNAL: The emerging gender spectrum on FB

Gender	Custom 🖨				
	Gender	🛟 Friends 🔻			
	а				
	V Agender				
	Androgyne				
	Y Androgynous				
	Cis Female				
	Cis Male				
	Cis Man				
	Cis Woman				
	Cisgender Female				
	Cisgender Male	Add Sports 🖋	Question		
	Cisgender Man	21	Gender	Custom 🖨	
				Gender	💲 Friends 🔻
				b	
				V Bigender	
				Non-binary	
				Your pronoun is OPublic. Learn mor	re.
				Save Charges Canaal	
				Save Changes Cancel	

SIGNAL: There is already a spectrum of 59 gender options to chose from on FB

1. Agender 2. Androgyne 3. Androgynous 4. Bigender 5. Cis 6. Cisgender 7. Cis Female 8. Cis Male 9. Cis Man 10.Cis Woman **11.Cisgender Female** 12. Cisgender Male 13.Cisgender Man 14. Cisgender Woman 15.Female 16.Female to Male 17.FTM 18.Gender Fluid **19.Gender Identity** 20.Gender Nonconforming 21.Gender Ouestioning 22.Gender Variant 23.Gendergueer 24.Intersex 25.Male 26. Male to Female 27.MTF 28.Neither 29.Neutrois 30.Non-binary 31.Other 32.Pangender 33.Trans 34. Trans* 35. Trans Female 36. Trans* Female 37. Trans Male 38. Trans* Male 39. Trans Man 40.Trans* Man

41. Trans Person 42. Trans* Person 43. Trans Woman 44. Trans* Woman 45.Transfeminine 46.Transgender 47. Transgender Female 48. Transgender Male 49. Transgender Man 50. Transgender Person 51. Transgender Woman 52.Transmasculine 53. Transsexual 54. Transsexual Female 55. Transsexual Male 56. Transsexual Man 57. Transsexual Person 58. Transsexual Woman 59.Two-Spirit

FORECAST: Identity will be determined by a spectrum of gender options that will be both more important and more difficult to categorize. Gradually, all these categories will become a spectrum.

If you are 22 or less in 2018, what are you like?

Accepting of diversity

We like <u>raw</u> <u>diversity</u>—not photoshopped diversity

<u>GAMERS</u>: gameful mindset

> BLENDED REALITY: I have "continuous

partial attention"





I am my SOCIAL NETWORK for work and for life

FORECAST: Young people will be very fluid in their thinking about gender.

SIGNAL: China's hottest boy band is five androgynous girls

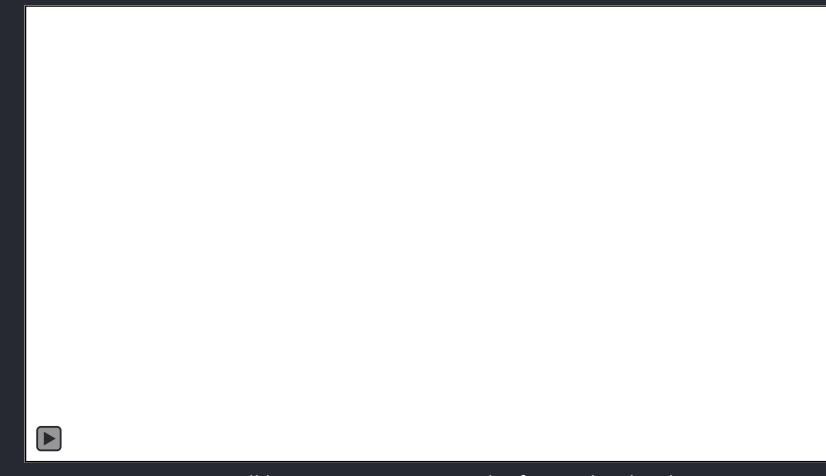
WHAT: The success of global Korean-pop stars has lead China's entertainment industry to respond with their own pop groups. The band FFC-Acrush is now China's hottest "boy" band. All five members were born female.

SO WHAT: The gender of FFC-Acrush is not secret, but they don't talk about it. The "A" in Acrush stands for androgynous.

The next bands, already in development, will be Ncrush and Ecrush: "N" for nymph and "E" for elfin.



Signal: FFC-Acrush



FORECAST: Diversity will be more important in the future, but harder to categorize. Spectrum thinking will be necessary to understand and benefit from the inevitable diversity of the future.

EXAMPLES OF SPECTRUM DIVERSITY

- Diversity of Gender
- Diversity of Age
- Diversity of Race
- Diversity of Ethnic Roots
- Diversity of Thought
- Diversity of Experience
- Diversity of Expertise
- The Autism Spectrum
- The Immigration Spectrum
- From Binary to Biological Computing



WINNING IN THE SCRAMBLE WILL REQUIRE

SPECTRUM THINKING

For example, DIVERSITY of AGE The 2010 Threshold



If you started to become an adult* in 2010 or later, you are more ready for the future...

THE 2010 THRESHOLD In 2010, separate technology tools started to become a media ecology

* Kids start to become adults between 13-15, depending on the kid and the culture

THE 2010 THRESHOLD

In 1968, the Internet began...Wave 1: Internet for EXCHANGING DATA

Wave 2: Internet for EXCHANGING SCIENTIFIC COMMUNICATIONS

Wave 3: Internet for INFORMATION RETRIEVAL FROM CENTRAL SOURCE

Wave 4: Internet for BUYING, SELLING, AND ENTERPRISE MANAGEMENT



<u>ABOUT 2010:</u> THE THRESHOLD SHIFT FROM SEPARATE TOOLS TO MEDIA ECOLOGY

YOUNG PEOPLE WHO BECAME ADULTS IN 2010 OR LATER ARE DIFFERENT—and the younger they are, the more different they are...these young people are true digital natives

WHY IS AGE DIVERSITY SO DIFFERENT

AFTER THE 2010 THRESHOLD?

2005, BEFORE the 2010 threshold



2013, AFTER the 2010 threshold



2005, BEFORE the 2010 threshold*



2013, AFTER the 2010 threshold





THE 2010 THRESHOLD

If you are 22 or less In 2018, what are you like? SIGNAL: Untreated trauma among children has lasting impacts into adulthood The Adverse Childhood Experiences (ACE) Study

- Chronic obstructive pulmonary disease
- Depression
- Heart disease
- Liver disease





Young people who are hope<u>ful</u> will be inspiring!

WE'RE ALL IN THE <u>GAME</u> OF <u>HOPE</u>

Young people who are hope<u>less</u> will be depressed or dangerous

We have passed through the 2010 Threshold,

but we are only just beginning

to understand the long-term impacts

THE 2010 THRESHOLD

They are 22 or less in 2018

To categorize them and call them "Generation Z" is just too simplistic

The New Leadership Literacies

FORESIGHT

LOOKING BACK FROM THE FUTURE, BUT ACTING NOW The new literacy of looking backward from the future, to act now with clarity—but not certainty



DILEMMA FLIPPING

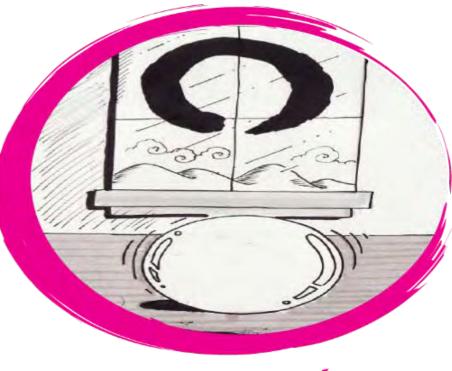
Ability to turn dilemmas—which unlike problems cannot be solved—

into advantages and opportunities.

In a world of dilemmas, leaders will need to thrive in the space between

judging too soon

and deciding too late



Ability to see through messes and contradictions to a future that others cannot yet see.

Especially in a VUCA World, leaders will need to be very clear about where they are going, but very flexible about how they get there.

is very different

FROM CERTAINTY

IS SIMILAR TO THE MILITARY CONCEPT OF

COMMANDER'S INTENT

"The commander did not say *how*, but he unequivocally conveyed *what*."

Michael Useem, Wharton

IS SIMILAR TO THE MILITARY CONCEPT OF

MISSION COMMAND

"Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative and act aggressively and independently to accomplish the mission."

Martin Dempsey, U.S.Army

IS SIMILAR TO THE MILITARY CONCEPT OF

FLEXIVE COMMAND

"Given the tactical, operational, and strategic context, how should I command?"

By Andrew Hill and Heath Niemi US Army War College

FLEXIVE COMMAND

"Given the tactical, operational, and strategic context, how should I command?"

By Andrew Hill and Heath Niemi US Army War College

FLEXIVE COMMAND

focuses on four questions

- What is the nature of the decision cycle?
- How complex are the problems (dilemmas)?
 - How costly are communications?
 - What are the strategic and political implications of failure?

By Andrew Hill and Heath Niemi US Army War College CLARITY is expressed in stories

CERTAINTY is expressed in rules

Be careful of people who use expressions like this:

"ABSOLUTELY"

"Often wrong, never in doubt"

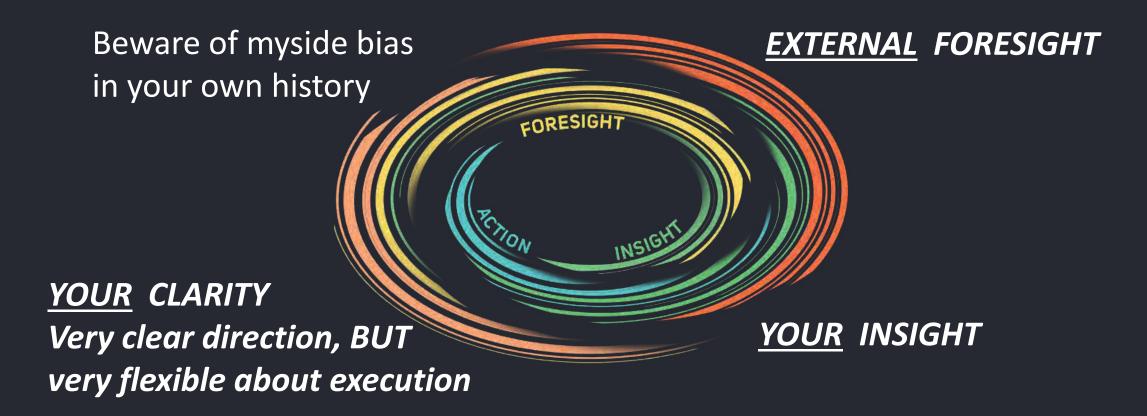
"LOOK..."

CLARITY <u>INCLUDES</u> CURIOSITY ABOUT OTHER POINTS OF VIEW

CERTAINTY DOES <u>NOT</u>

CLARITY INCLUDES KNOWING WHAT YOU DON'T KNOW

CERTAINTY DOES <u>NOT</u>



LIMIT "Knowing you know"

The new literacy of looking backward from the future, to act now with clarity—but not certainty

CURRENT LITERACY

- Leaders focus on the present first, then think out gradually as far as they can toward the future
- How can I look ten years ahead when I can't even make sense of the present?
- Leaders who act with and express certainty are viewed as the strongest leaders

FUTURE LITERACY

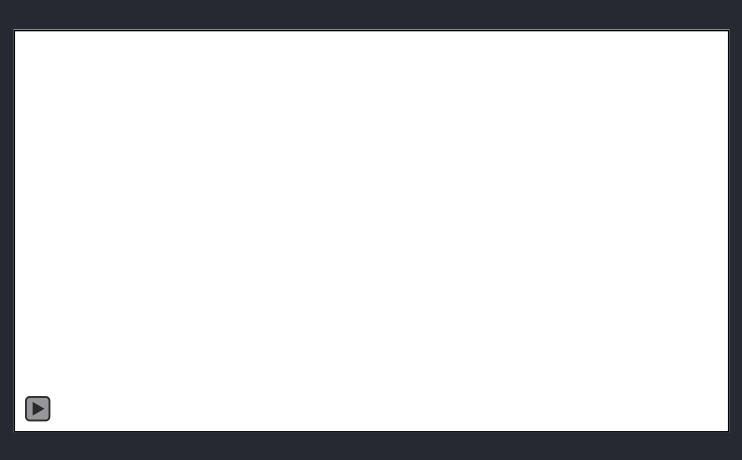
- The best leaders will jump 10 or more years ahead and then work backwards from the future
- Long-term forecasting is easier than short term—leaders will have to look long to make sense of the VUCA World
- Certainty will be punished, but clarity will be rewarded



SIGNAL: Universal Park & Resort's "Grow Bolder" Ad Campaign

WHAT: Universal Parks & Resorts has been running a "grow bolder" campaign where kids confront their parents about being given the freedom to face their fears.

SO WHAT: Engaging with voluntary fear, Universal has created an environment for kids to push the limits of their comforts and learn how to grow fearless and bolder in the imaginary worlds of Harry Potter, Jurassic World, King Kong and the Minions



Moving from traditional academic degrees toward reputation metrics



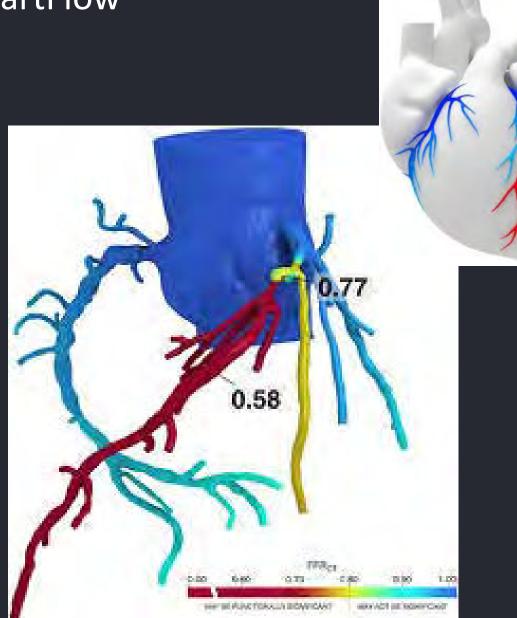
----- INSTITUTE FOR THE FUTURE

SIGNAL: HeartFlow

WHAT: HeartFlow is a personalized medical technology company that uses data from a standard CT scan to create a non-invasive personalized 3D model of the coronary arteries, and analyses the impact that blockages have on blood flow.

SO WHAT: HeartFlow recruits gamers to interpret results—not medical doctors.

"...we're competing with Google and Dreamworks to get good talent" – John Stevens, President at HeartFlow



A gameful mindset is associated with...

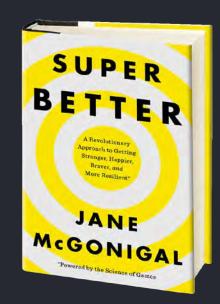
Less depression and anxiety

Better able to cope with stress

Recovering faster and more fully from illness or injury

Closer relationships

Higher goal achievement



The new literacy of voluntary fear engagement

CURRENT LITERACY

- Serious companies and successful leaders don't play games
- Gaming is what we tell our kids not to do
- The Millenials are the big disruption
- Don't even use the word "games"

FUTURE LITERACY

- Leaders will need safe spaces to practice, in low-risk ways
- The best leaders will be gritty gamers and prototypers
- Those people 21 or younger in 2017 will be the big disruption.
- Gaming will be the most powerful learning medium in history

LEADERSHIP FOR SHAPE-SHIFTING ORGANIZATIONS The new literacy of leading shape-shifting organizations with no center, growing from the edges, and that can't be controlled—while hierarchies come and go.

CURRENT LITERACY

- Leading through matrix management and hierarchical reporting chains
- Economies of scale—bigger is almost always better
- Leading from the center
- People always lead organizations

FUTURE LITERACY

- Hierarchies come and go only when they add value
- Economies of organizational structure—reciprocity will be the currency
- Leading from the edge
- Distributed Autonomous Organizations will grow ©2017 Institute for the Future. All rights reserved. SR-1908 | www.ifff.org

WHAT'S NEXT?

1968...Wave 1: Internet for EXCHANGING DATA

Wave 2: Internet for EXCHANGING SCIENTIFIC COMMUNICATIONS

Wave 3: Internet for INFORMATION RETRIEVAL FROM CENTRAL SOURCE

Wave 4: Internet for BUYING, SELLING, AND ENTERPRISE MANAGEMENT

2010 THRESHOLD



Wave 5: Internet for SCALABLE INTERPERSONAL COMMUNITIES

NOW...Wave 6: Internet for DECENTRALIZED BUSINESS MATCH-MAKING FOR VALUE EXCHANGE

NEXT...Wave 7: Internet for VALUE EXCHANGE <u>WITHOUT CENTRAL AUTHORITY</u>

Distributed authority

will be amplified by new forms of distributed computing

such as **BLOCKCHAIN**

Blockchain is distributed computing

that can track the status of autonomous virtual objects

and provide security without central authority

Think of blockchain as...

• a way to provide high trust interaction in low trust environments

• a distributed unchangeable ledger or log of information.

BLOCKCHAIN WILL DISRUPT ORGANIZATIONS IN UNUSUAL WAYS

"Whereas most technologies tend to automate workers on the periphery doing menial tasks, blockchains automate away at the center.

Instead of putting the taxi driver out of a job, blockchain puts Uber out of a job and lets the driver work with the customer directly."

Vitalik Buterin, the founder of the Ethereum Blockchain



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SIGNAL: Arcade.City

Is it real?

Could it be real?

Tommy M.





Driver Type	Level 1 Rebel
Available	Open availability.
Payment Options	Cash, Credit, Debit, or Paypal. For cash rides please provide exact amount.
Rates	Pay what you think is fair.
About Me	4.9 Uber & Lyft rated. 1 year rideshare driving experience. I also offer take you and your vehicle home rides so you dont need to leave it in a parking lot.

Select Tommy M.



What will a human organization offer

that an algorithm could not?

BEING THERE WHEN YOU'RE NOT THERE

SAME TIME SAME PLACE Best for orientation, trust building, and renewal

SAME TIME DIFFERENT PLACE

Best when quick feedback is needed but meeting in person is difficult ALONE TOGETHER

Turkle

WHY WE EXPECT MORE PROM TECHNOLOGY AND LESS CLOW DACH OTHER

ANY TIME ANY PLACE Best when great flexibility and speed is required DIFFERENT TIME SAME PLACE Best when a central physical space is required

DIFFERENT TIME DIFFERENT PLACE Best for implementation and coordination

SIGNAL: Personal AI avatars

WHAT: ObEN makes humanoid avatars, intelligent 3D "digital twins" that look, sound, and behave like you.

First up: AI celebrities who can understand and respond to dialogue with fans. Avatars can be viewed via mobile or VR headsets. On Wechat, ObEN can build an AI with a single uploaded selfie from a 3D camera.

SO WHAT: This is a big step toward being there without being there.



signal: Ready Player One

What: A vivid story of daily life in a shapeshifting world circa 2045

So What: The implications of shape-shifting organizations are only beginning to be understood.

Scenarios like this will be necessary to map out both the threats and opportunities.

This book is now required reading for new members of the Oculus team at Facebook.





The new literacy of being there when you are not there, to bridge the uncanny valley and be BEYOND being there

CURRENT LITERACY

- In-person presence is the most important aspect of leadership
- Face-to-face meetings are the best form of business communication even with all of their limitations
- The best leaders are hands-on, in-person leaders—without micro-managing

FUTURE LITERACY

- Leadership presence at a distance will become <u>more</u> important than in-person
- Other media will be <u>better</u> than in-person for some tasks. The best leaders will be great at choosing which medium including face-to-face as just one option is good for what
- The best leaders will skirt the uncanny valley of eerie over-connection

CREATING and SUSTAINING POSITIVE ENERGY Leaders will need to be physically, mentally, and spiritually fit in ways that were never required before.

THE NEW Leadership Literacies

> Throug is a Fature of Extreme Disruption and Centributed Everyphics

BOB JOHANSEN

SIGNAL: VC Firm Invests in Founder's Health & Well-Being "Healthy founders equal healthy returns"

WHAT: Alpha Bridge Ventures out of SF, requires CEOs of invested start-ups in their portfolio to partake in professional concierge services to track healthy eating, sleeping, and exercise habits. All services are paid by Alpha Bridge.

SO WHAT: Focusing on the health & well being of start-up founders, this VC firm is taking the first steps towards the realization that unhealthy founders (and workers) make for unhealthy (and risky) companies.

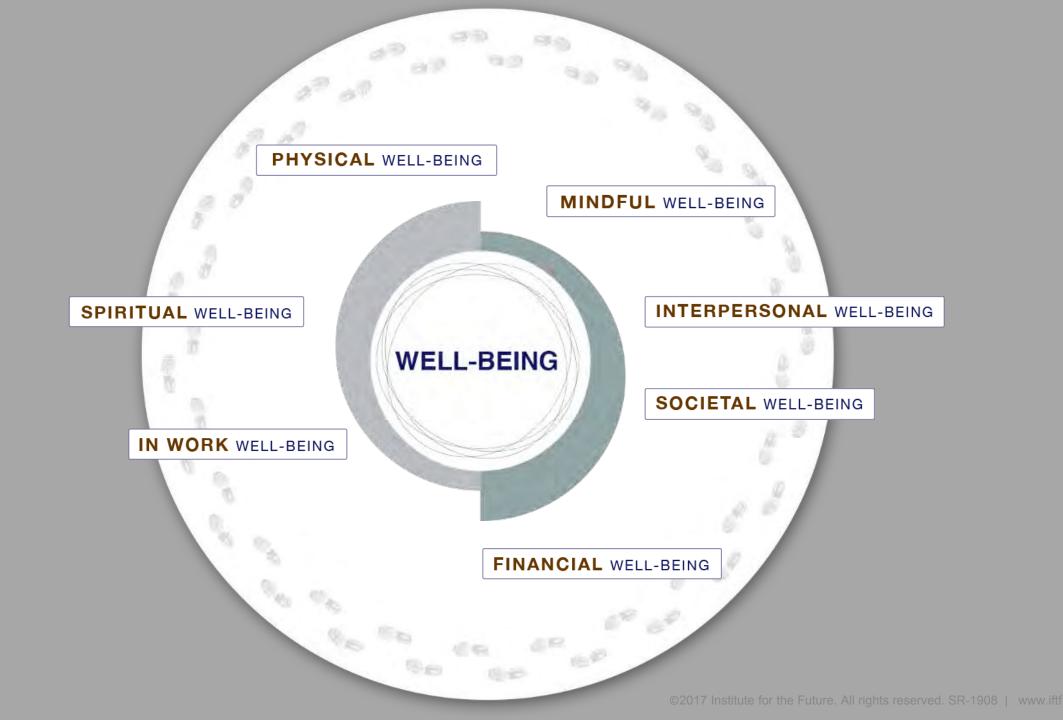


Leaders will be wearing their computing resources and so will workers



Evaluate yourself by these criteria

- When I walk into a room, I radiate positive energy
- I have a disciplined approach to my own physical, mental, and spiritual (not necessarily religious) fitness in the face of my daily work and life pressures
- I balance my personal energy through my working day (I moderate my peaks and droops), and I am resilient under pressure
- I create space for people I lead to balance their own physical, mental, and spiritual energy

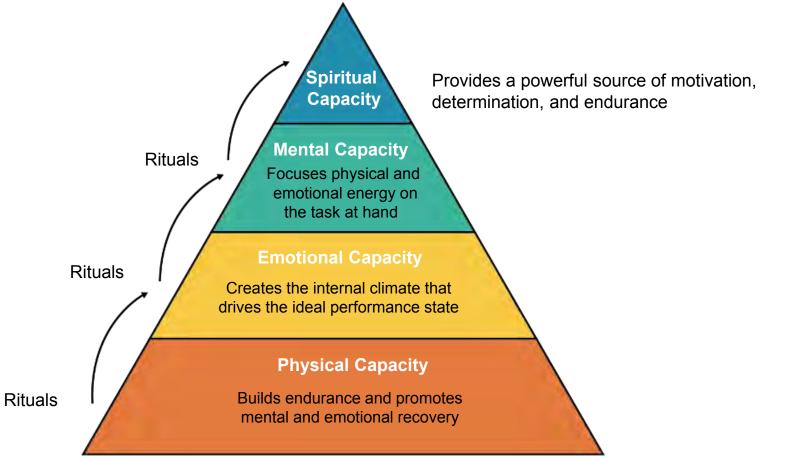


Well-being for leaders: four strategies

- The East Coast (think New York) Strategy
- The West Coast (think California) Strategy
- The Global Strategy
- The Integrative Strategy

EAST COAST STRATEGY FOR LEADERSHIP WELL-BEING The Corporate Athlete Emphasis on Energy Management

The High-Performance Pyramid



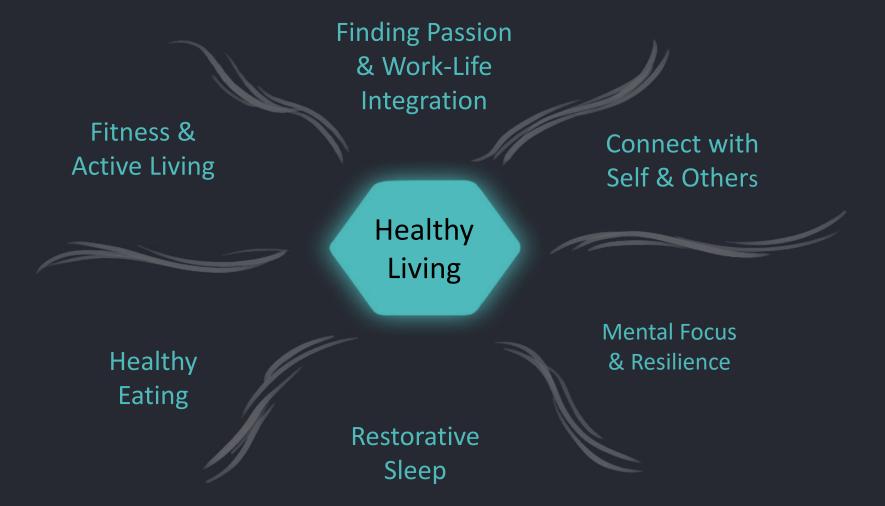
Loehr, J & Schwartz, T, The Making of a Corporate Athlete, Harvard Business Review, January 2001 A WEST COAST STRATEGY FOR LEADERSHIP WELL-BEING: Healthiest You Emphasis on neuroscience and personal motivators, Kelly Traver, MD

- Competition
- Self-Mastery
- Structure
- Helping Others
- Purpose
- Social Connection
- Curiosity
- Playfulness
- Recognition
- Tangible Rewards

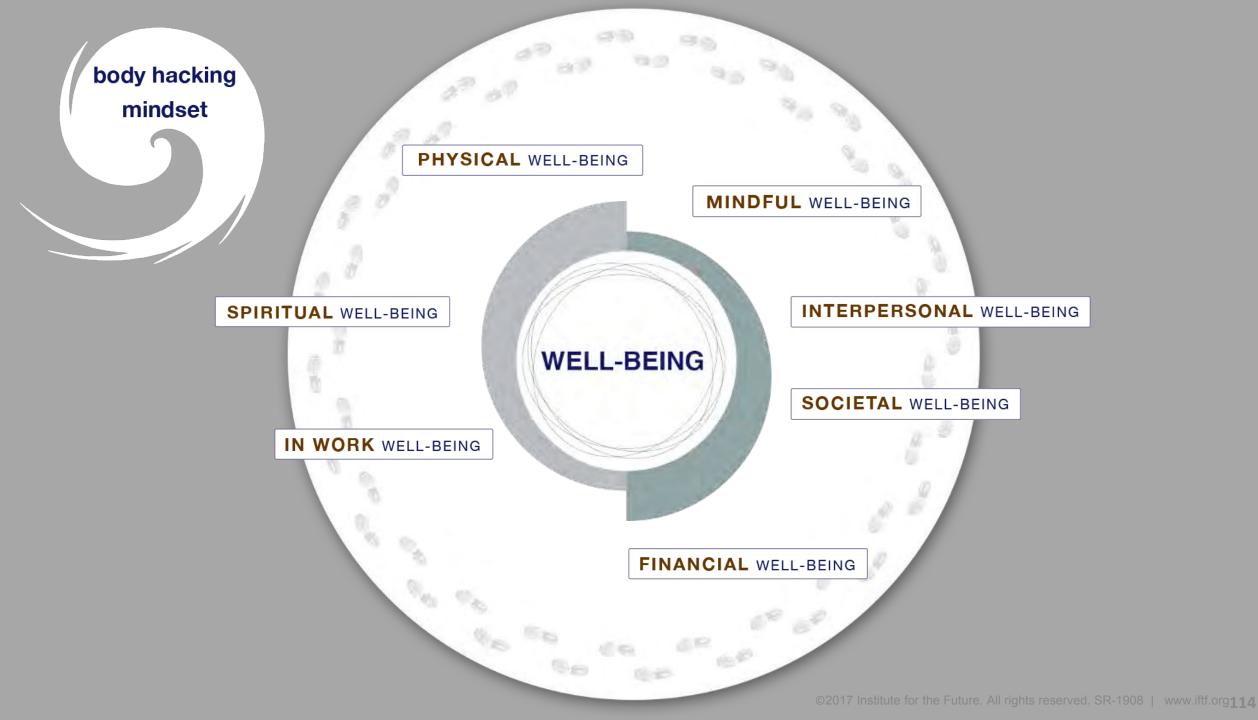
GLOBAL STRATEGY FOR LEADERSHIP WELL-BEING Blue Zones: Emphasis on areas of the world where people live the longest and healthiest, but die the quickest



AN INTEGRATIVE STRATEGY FOR LEADERSHIP WELL-BEING BlueWave Medicine





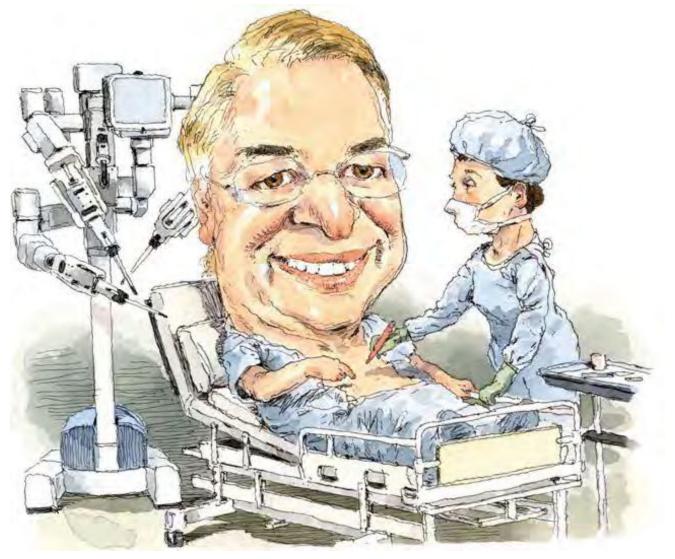


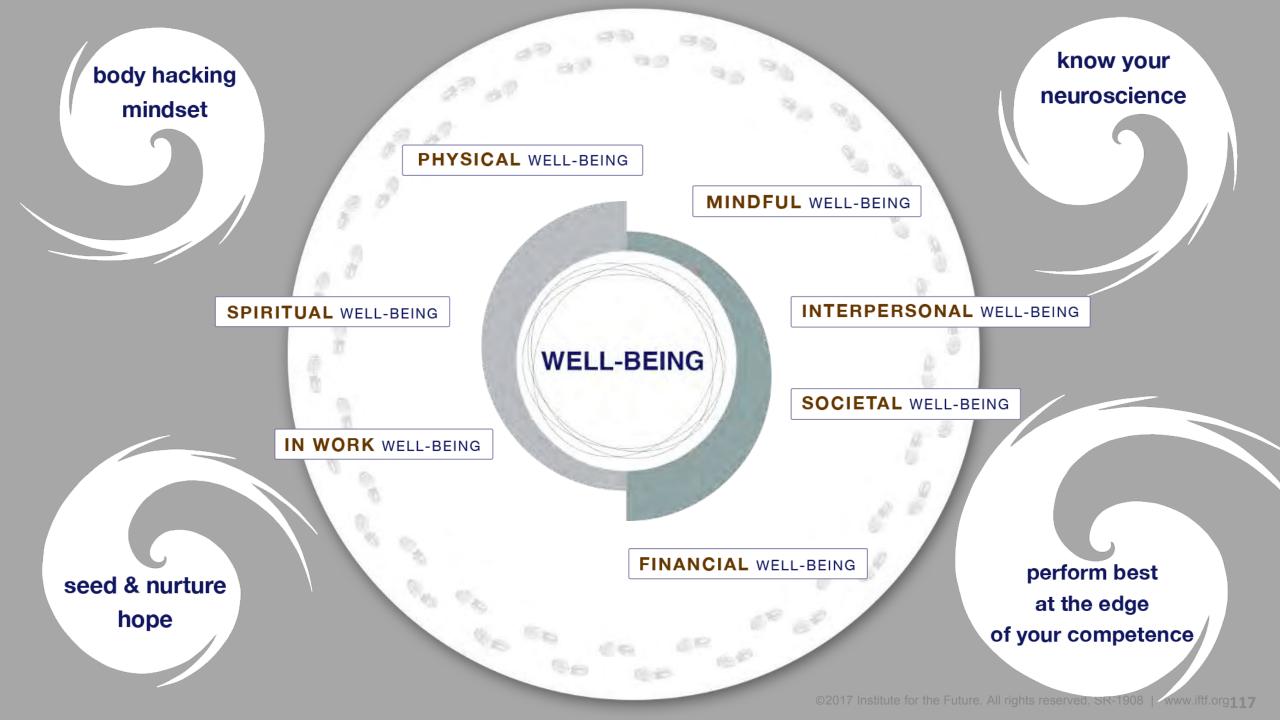
SIGNAL: Body hacker prototypes the future of surgery

What: Larry Smarr has used a supercomputer to monitor his health and peer at his organs for years. He knows more about his own inner workings than anyone else ever has. His goal is for each of us to become "the CEO of our own body." Recently he used his knowledge to help direct his own surgery.

So What: As technology advances and the possibility to become extremely fit, informed and hackers of our own bodies we will all have the opportunity to become CEO's of our own health and wellbeing.

"You're the doctor, not me, but I would start cutting here."





The new literacy of creating and sustaining positive energy

CURRENT LITERACY

- Health = not sick; leaders don't think much about well-being
- Neuroscience is not a topic leaders think much about or benefit from
- Leaders perform best at center of their competence
- Workers often struggle to find hope

FUTURE LITERACY

- Leaders will body hack for super well-being
- Neuroscience will be practical for savvy leaders
- Leaders will perform best at the edge of their competence
- Leaders will be very good at seeding hope for others

INSTITUTE FOR THE FUTURE (IFTF)

• 2018 is IFTF's 50th year



- Downtown Palo Alto, adjacent to Stanford University, with improved futures gallery and new blended-reality underground caverns
- Ongoing foundational forecasts on future of food, wellbeing, technology, digital intelligence and propaganda
- Many custom forecasts for a wide range of organizations.