THE FUTURE OF BUSINESS

CRITICAL INSIGHTS INTO A
RAPIDLY CHANGING WORLD FROM
60 FUTURE THINKERS

EDITED BY

ROHIT TALWAR

THE FUTURE OF BUSINESS

Critical Insight into a Rapidly Changing World from 60 Future Thinkers

Series Curator and Editor
Rohit Talwar

Co-Editors
Steve Wells
April Koury and Alberto Rizzoli

www.FastFuturePublishing.com

FutureScapes

Contents

CONTENTS

CONTENTS

CONTENTS

Index available on www.fob.fastfuturepublishing.com

References available on www.fob.fastfuturepublishing.com

Introduction

Business in the Age of Disruptive Convergence
By Rohit Talwar and Steve Wells

Welcome to the Future of Business

This book is aimed at the leaders of today and the pioneers of tomorrow. Our intention is to provide a broad perspective on the key forces, trends, developments, and ideas that could redefine our world over the next two decades. The intention is to highlight how these "future factors" are shaping the opportunities, challenges, implications, and resulting choices for those driving the future of business. The book draws on the ideas of over 60 futurists, future thinkers and experts in a range of domains from 22 countries on four continents.

Fundamental questions

In a world of constant and ever-more fundamental change, those charged with leadership, management and stewardship of large and small organizations alike are faced with a set of questions many of us never thought we would have to confront. These questions are becoming more prominent and real as we develop a better understanding of, and feeling for, the disruptive potential of what's coming over the horizon. So what are these questions that are making their way from fun discussions among futurists, innovators, and would-be world changers to the top of the business agenda? Well, here are ten that we see being discussed more frequently at the top table:

- *Strategy* How do we compete and make a profit in a world where automation and digitization are shortening business cycles, accelerating change, and driving the commoditization of many goods and services?
- *Workforce* How do we manage and motivate a workforce that could span in age from 16 to 90 years as people's life expectancy rises and, in order to survive, they are forced to keep working long past the historical age of retirement?
- *Human Enhancement* What's the impact on our business and the commercial opportunity arising from people using scientific advances to enhance the performance of their brains and bodies?
- *Resources* How will we produce our products if scarce natural resources run out or are rationed?
- *Mindset* Can we transfer exponential thinking from the technology world to other domains to address society's grand challenges in areas such as diversity, healthcare and education, and overcome the scarcity of key resources such as food, water and rare earth metals?
- *Artificial Intelligence* How close is the day when smart technologies such as artificial intelligence (AI) could replace 50 per cent or more of the workforce?
- *Automation* What could the fully automated company of tomorrow look like, and who will buy our goods and services if technology is eliminating jobs at every level of the workforce?
- *Unemployment* If technological unemployment results in 30 to 50 percent or more of the workforce being permanently unemployed, will we need a universal basic income and how will it be funded?
- *Money* How might the nature of money and financial systems evolve – what impact could these developments have on our business?
- *Purpose* What would be a sustainable driving purpose and societal role of business in a world being transformed by all these forces of change?

The Future of Business is designed to explore these questions and many more. Through their contributions, the authors help to illuminate the future factors shaping tomorrow's agenda, explore the resulting implications, and highlight the emerging choices for business leaders.

What's driving the change agenda?

Why are all these questions appearing in parallel – what's driving the need to tackle such a wide range of game changing issues at the same time? Throughout history, people have understood that tomorrow's business landscape will be shaped and influenced by the world around us. What is perhaps different today is the sheer speed at which our world is being transformed rapidly by a convergence of science-led innovations and the ideas they enable. We are entering a fascinating period in our history, where science and the technologies it spawns, are now at the heart of the agenda.

Our thinking about the future of society, government, and business is completely intertwined with the path of technological progress. Convergence between disciplines such nanotechnology, biotechnology, information and communications technology (ICT), and the cognitive sciences is opening up a world of possibilities – many of which are emerging within weeks and months of each other. These rapid and groundbreaking advances are creating the potential for humanity to evolve in almost unimaginable ways. These developments underpin and drive the need for new thinking and create new possibilities for the future of business.

These forces of change are also at play in the broader economy. They are combining with a general thrust towards increased globalization, rapidly evolving economies, shorter and faster business cycles, and the rise of cyber currencies. They are driving digital transformation – the rapid automation and digitization of work and the workplace. The rise of AI and robotics in particular are driving a debate about how far we should allow such technologies to permeate our lives, and the risks of technological unemployment, as even professional knowledge workers' roles are automated on a permanent basis. Developments such as blockchain technology are creating transparent electronic public

activity ledgers that have the potential to revamp the nature of trade, contacts, and transactions in every sector. Indeed some argue that they could lay the foundation for a reworking of the entire economic system.

New possibilities, new strategies, new leadership mindsets

In the context of such rapid and wide-ranging changes, determining the future of business takes on far greater importance than simply defining the next three-year strategy and revenue targets. Fundamental questions are being raised about the purpose and nature of business, its relationship with society, and the meaning of profit in tomorrow's world. The answer to these will in turn drive us to re-evaluate the importance of brands, design and culture, and how to educate tomorrow's workers and citizens. Finally they have dramatic implications for national identity, values and governance. Collectively these forces and our responses to them will drive disruption, renewal, and transformation in every sector. They will shape the future of business.

In response to this "perfect storm" of change on the horizon, leaders in every current and emerging sector will be challenged to think hard about future strategies. New "conscious leadership" perspectives are required on how to deal with disruptive entrants and how to evolve products and services in the face of digital disruption. We are being forced to rethink manufacturing and distribution strategies, evolve business models and organization designs, and learn how to ensure effective stakeholder engagement in a fast changing world.

As leaders, we will be challenged to determine our responsibility around job creation – how can we ensure that people are earning the money to buy the goods and services we produce? These transformative changes and choices are in turn raising fundamental questions on the future nature and capabilities required of leadership and management. They will also shape our thinking on how to attract, develop, and retain the type of talent needed across the organization to ensure future relevance and growth. These are the issues which our authors explore in *The Future of Business*.

The aim and structure of the book

This book is designed to provide wide ranging visions of future possibilities and take us on a tour of the forces shaping the political, economic, and social environment. We explore the advances in science and technology that could have the greatest impact on society and drive business disruption. We examine the implications of these for how business will need to evolve and the new industries that could emerge over the next two decades. We highlight key tools, approaches, and ways of thinking about the future that can help organizations embed foresight at the heart of the management model. We conclude with a framework that highlights key choices we face in shaping the Future of Business.

We took an organic approach to the design of the book – allowing potential authors to propose topics, choosing those that would have the most relevance and resonance and then allowing a natural structure to emerge based on the content they provided. As a result, the book is structured into ten key sections, these are summarized below:

- **Visions of The Future** presents a series of broad perspectives on the global shifts on the horizon as a result of the ideas and developments discussed elsewhere in the book.
- **Tomorrow's Global Order** examines the emerging political and economic transformations that could reshape the environment for society and business.
- **Emerging Societal Landscape** explores the changing fabric of society – who we are becoming and how we will be educated, finance our futures, and choose where to live.
- **Social Technologies** highlights how tomorrow's technologies could permeate our everyday lives and blur the boundaries between humans and machines.
- **Disruptive Developments** explains the nature and potential impact of new technologies that will enable large-scale and transformative business innovation.
- **Surviving and Thriving** discusses how business can adapt to a rapidly changing reality and identifies some of the critical

success factors for business in a constantly evolving world.

- **Industry Futures** looks at how old industries might change and identifies a range of new ones that could emerge.
- **Embracing The Future** introduces a range of futures and foresight tools, methods and processes that businesses can use to explore, understand, and create the future.
- **Framing The Future** provides a set of views outlining why and how organizations should look at the future.
- **Conclusions** sets out a framework to help leaders respond to the ideas presented in the book to drive future strategy and navigate uncertainty and a rapidly changing reality.

A more detailed overview of the contributions within each section and their authors is presented below under *Chapter introductions*. Sections one to seven start with a brief overview of relevant critical driving forces.

The FutureScapes Series

The Future of Business is the first book in the FutureScapes series. Each book will explore a different aspect of the future. The aim is to make the content accessible to a broad audience and help individuals, organizations, and decision makers understand the factors shaping our world and the choices open to them. The concept was born at the beginning of February 2015 and our aim was to apply exponential thinking to the publishing sector. We had been told that to do a high quality multi-authored book of this nature would take 18 to 24 months. We wanted the ideas being presented to be fresh, so an 18-month delay between initiation and publishing simply wouldn't work. Instead we set ourselves the target of doing it four times faster. You are now reading the results of us achieving that ambitious goal. We hope you find it of interest and value.

Creating the book

We invited contributions from a range of people whose ideas we respected and also posted open invitations for proposals on a range

of relevant online forums. Our aim was to get 20 good quality chapters but we ended up with 60! We allowed authors to decide whether they wrote 500, 1000, 2,000 or 3,000 words – we deliberately wanted to create variety and enable people share ideas in their own voice and in a short-form manner if they so desired. We received over 70 proposals. A number of people said they would have contributed but simply could not do it in the tight timescales we set for first and second drafts.

We selected 60 proposed contributions that we felt were suitable for the book and invited them to submit a draft chapter. These were all put through two edits. At that stage we rejected some on the basis of fit and quality and some dropped out because they didn't have time to bring their chapter up to the standard we required. The authors then produced second drafts based on our feedback and we then put them through two more stages of content editing and a two-step copy edit phase to create the text you are reading now. In total we have 60 chapters from 62 contributors.

Rethinking the publishing model

We decided early on that we did not want to just do one book. Our aim was to build a new type of publishing business which rebalanced the reward model to reflect the effort that goes into each book. In the traditional model the retailer and distributor typically take around 70% of the revenues – leaving little to share between those who actually created the book. That model also has huge in-built time delays. We decided that in order to achieve our ambitions, we had to take control of the entire process and rework the business model. Initially the book will therefore only be available from our website, and we are working with efficient partners to manage global distribution.

We have also adopted a profit sharing approach. The authors receive 25 percent of profits divided amongst them transparently according to the length of their chapters. A further 35 percent is divided among the core team – who have basically worked for free on the core activities of project management, author liaison,

editorial, production, distribution, cover design web design, PR, marketing, social media, sales, and the myriad other tasks that went into creating the book.

A further ten percent of profits are being set aside to fund educational scholarships for people wanting to receive training in foresight and futures research. Our goal is to build capacity around the world that can help individuals and organizations anticipate and understand the changes on the horizon and then map their own preferred course. As the publisher underwriting the project and bearing all the risks we are taking 25 percent of profits and the final five percent has been set aside for contingencies. We expect this model to evolve as the business grows with a greater proportion of profits being shared with the authors as we take on a salaried staff.

A massive thank you to the team

We would like to thank the team who has worked with us to help turn a crazy vision into a finished product that we are all very proud of. Alberto Rizzoli, April Koury, D'shaun Guillory, Emma Pask, James Langton, Owen Richards and Rachel Lawston have at different times worked tirelessly (and largely without payment) over the life of the project to make it happen. Thank you.

References

A number of the authors have referenced a range of content in producing their chapters. In many cases these include web links which readers may want to follow up on. The reference numbers appear in the text and we have placed the relevant reference information on our website www.fob.fastfuturepublishing.com – where you can link directly to the underlying websites.

Chapter introductions

Below we summarize the content of the chapters in each section and provide a brief overview of each author. Their full profiles can be found on the website at www.fob.fastfuturepublishing.com.

SECTION 1 – Visions of the Future –
What are the global shifts on the horizon?

The Future of Business – Navigating the Next Horizon
Rohit Talwar is a global futurist, founder and CEO of Fast Future Research and Fast Future Publishing and the curator and lead editor of the Future of Business. His opening chapter presents a broad overview of the emerging ideas, fundamental tensions and technology developments shaping the future of business. Thirty key future industry sectors are identified, and possible future business behaviors and strategies are discussed along with the resulting choices for business leaders.

Forecasting Future Disruptions – Strategic Change Is Inevitable
William E. Halal is Professor Emeritus of Management, Technology, and Innovation at George Washington University, Washington, D.C. and founder of the Tech Cast forecasting system. He presents forecasts out to 2030 for critical technologies, social trends, and wild cards, and highlights their expected impacts and implications for society, nations, and business.

The Automated, Digitized, and Simulated Future
Gray Scott, a New York based futurist, techno-philosopher, speaker, writer, artist, and founder and CEO of SeriousWonder.com, outlines the relentless forces that are driving the deep and transformative penetration of digital technologies into every aspect of society.

Redefining the Relationship of Man and Machine
Gerd Leonhard is a Swiss-based Futurist, Keynote Speaker, Author, and CEO of The Futures Agency. He sets out the case for a Digital Ethics Treaty, ensuring that in the face of exponential waves of disruption, we focus on controlling these technologies and harnessing them to serve humanity and further human happiness.

Can 3D Printing Destroy Capitalism and Restore Government?
Jeffrey Joslin is a self-proclaimed "extraterrestrial from the Pleiades

star cluster" and a writer on the advancement of technology. He argues that 3D printing could be the most disruptive innovation in history – reshaping industry value chains, enabling abundance, redistributing economic wealth, and rebalancing power and influence in political systems.

SECTION 2 – Tomorrow's Global Order – What are the emerging political and economic transformations that could reshape the environment for society and business?

The Prospect of Democracy 2.0
David Wood is a UK based futurist, technologist, writer, and chair of London Futurists. He sets out the case for embracing technology to help enable the transition from democracy 1.0 to a more open, participative, and informed democracy 2.0 model of governance in the digital era.

The Comeback of Value Creation as the True Measure of Results in Business
Pétur Albert Haraldsson is a business executive, entrepreneur and financial services change agent from Iceland. Petur presents a compelling vision of how the economic and financial system could evolve in the digital age to enable true market driven capitalism and a reframing of the future purpose and role of banks.

The Impact of Accelerating 3D Printing Technology on Economic Systems
Sally Morem is a freelance writer based in Northern Minnesota and Southwest Florida with an interest in emerging technologies, including space development and transhumanism. She highlights the highly disruptive potential impacts of the rise of 3D printing on business, consumers, the environment, and the wider economy.

The Future of the Global Monetary and Financial System – Time for a New Bretton Woods?

Professor Adrian Pop is a faculty member at the National University of Political Science and Public Administration in Bucharest Romania. Adrian highlights scenarios for how our international monetary and financial systems could evolve in the wake of the global financial crisis, continued economic uncertainty, and the scale of disruption taking place in financial markets, digital currencies, and global trade.

It's not Money until it's Postmoney

Dr. Boyan Ivantchev is an associate professor in behavioral finance and board member of a Bulgarian listed private equity fund. He examines the evolution of the role of money, its emergence as Postmoney and the potential future scenarios for the evolution of money in an increasingly digital world.

Investing in International Aid and Development

Norman Rebin is a Canadian based specialist in productivity and communications focused on global business. He outlines the drivers for and benefits of increasing future corporate involvement and investment in international aid and development.

SECTION 3 – Emerging Societal Landscape – Who are we becoming, how will we live?

Understanding Tomorrow's Consumer Landscape

Anne Lise Kjaer, a global futurist and trend observer based in Denmark, discusses how relationships between producer and consumer could change and the implications for how organizations will need to adapt to engage with ever-more demanding consumers.

Generation Z in the Workforce

Anne Boysen is a Norwegian futurist and researcher specializing in generational analysis. She examines the evolving nature, expectations, and workplace implications of those born after 1995 – often referred to as "Generation Z".

Education 2025 – Building a generation of problem solvers
Alberto Rizzoli is a young Italian futurist, educational innovation entrepreneur, and Singularity University student. Alberto explores how schools and learning could evolve as a result of the rapid adoption of new technologies and educational models.

The Future of Personal Income and Expenses
Michael Nuschke is a "Retirement Futurist" focusing on the impacts of emerging technologies on personal financial planning. He addresses the potentially dramatic future impacts on personal finances of rising life expectancy and accelerating technologies.

The Future Potential of Consciousness in Business
Rishi Haldanya is a U.S. student with a strong interest in personal development, consciousness, neuroscience and entrepreneurship. He highlights how working with human consciousness could enhance workplace performance and create opportunities across a growing number of sectors.

The Future Derives From Place Choices
Stephen Roulac is a San Francisco based Real estate expert, litigation consultant, strategy advisor, and author. He examines the range of factors that will influence our future decisions about where to live, work and locate our businesses and highlights implications of those choices for individuals, companies and society.

SECTION 4 – Social Technologies – How will tomorrow's technologies permeate our everyday lives?

The Future of the Internet
Rohit Talwar and Alexandra Whittington – a Houston based foresight researcher – describe key forces and factors shaping the next twenty years of the internet and discuss how its role in business and society could evolve

The Future of Digital Media – The Freexpensive Prerogative
Yates Buckley is a founding partner at UNIT9, an award winning
UK digital production agency. He explores how we might use intel-
ligent personal agents to integrate our technology ecosystem to best
communicate with us, control access to our personal data, and serve
our needs.

*Mobile 2030: Scenarios for the Role of Mobile Technology in
Society*
Alexandra Whittington and Amir Bar – a technology and education
professional – present four scenarios exploring how mobile technol-
ogy could permeate every aspect of our social and professional lives
by 2030.

*The Impact of Wearable Lifestyle Technologies and Gamification
on Business and Society*
David Wortley is a Malaysian based author and expert on the strategic
use of gamification and enabling technologies for the transformation
of business and society. His chapter considers the future potential
impact of wearable lifestyle sensor technologies, AI, mobile applica-
tions, and gaming concepts on personal and corporate health.

Body-Machine Convergence
Dr Ian Pearson, a globally acclaimed futurist and inventor, takes us
on a journey to the frontiers of human enhancement, examining how
scientific advances could turn the body into a technology platform
and blur the boundaries between man and machine.

*The Rise of Neurosocial Networks – The Prospects for Network-
ing our Brains in the Next 20 Years*
Martin Dinov is a PhD student and researcher at Imperial College
London focused on modeling, understanding and improving attention,
cognition and brain function. Andrew Vladimirov is an experienced
Ukrainian neuroscientist specializing in stimulation technologies. The
authors examine the potential developments in, and applications of,

neurotechnologies that could allow people to network at a brain-to-brain level.

Life in 2035: Future Consciousness, Cyborgs and Wisdom
Victor Vahidi Motti, a noted and award-winning Iranian scholar and academic futurist, explores how rapid and radical advances in science and technology could disrupt and reformulate our understanding of human capability, wisdom and the nature of work.

The potential for technological singularity and its future impacts on society
Anish Mohammed, a UK-based technologist and security expert, explains the notion of the technological singularity, and examines the potential challenges it could create for humanity.

SECTION 5 – Disruptive Developments – How might new technologies enable business innovation?

The Decentralization of Everything – Exploring The Business of the Blockchain
In this chapter Alexandra Whittington and Rohit Talwar introduce the nuts and bolts of blockchain technology and explore its potential disruptive impacts for society, business and economies.

The Future of the Phone Call
Dean Bubley, a UK-based technology analyst and authority on the future of telecommunications, explore the potential evolution of the humble phone call and considers the implications of ever-more fragmented – but more functional and customized – forms of telecommunication.

Will AI Eat the World?
Calum Chace, a highly acclaimed author, international authority on artificial intelligence (AI) and experienced business executive,

examines the likely benefits and risks of AI and so called "conscious machines" for business and society.

From Clouds to Networks Without Infrastructure

Dr. Peter Cochrane is a seasoned technology innovator and entrepreneur and former head of research and Chief Technology Officer for BT in the UK. Peter outlines the radical innovations required in networking infrastructures to support the projected growth in internet users, connected objects and internet traffic.

Future Developments and Opportunities for Deep Learning Artificial Neural Networks

Elias Rut, a freelance software engineer and student of computational intelligence at the Vienna University of Technology and Martin Dinov, a computational and experimental neuroscience PhD researcher at Imperial College. The authors introduce us to the power of deep learning Artificial Neural Networks as a tool that can have a transformative impact in fields as diverse as understanding the brain to financial decision making and economic risk analysis.

How Massive Simulation Models could Transform Decision Making in Business, Government and Society

Vinay Gupta's career has seen three distinct phases: software nerd, ecologist, and revolutionary. He is now the release manager for Ethereum – a new "trustless software platform for developing and running decentralized applications on the internet". He discusses the challenge of valuing complex assets such as ecosystem services and explores how large scale simulations could enabled us to value the impact of everything from climate change to a new business model.

The Future of Events and Networking

Tiana Sinclair is a UK based product manager, futurist and an advocate of emerging technologies and runs the Future Tech Track event for early technology adopters. Tiana highlights how a range of

advanced technology developments could be deployed to augment the live experience for attendees, event owners, sponsors, and planners.

Revolutionizing Interactive Entertainment and Marketing in Public Places through Ambient Interactivity
Michael Mascioni is a market research consultant, writer, and conference planner in digital media and clean energy. He provides an overview of how the use of ambient interactivity could play out to enhance user experiences and marketing effectiveness in public places.

SECTION 6 – Surviving and Thriving – How can business adapt to a rapidly changing reality? What are the critical success factors for business in a constantly evolving world?

Experience Rules: How Stakeholder Experiences will Drive Profit into the Future
Joyce Gioia is President and CEO of The Herman Group (U.S.) and a Strategic Business Futurist advising global clients on workforce and workplace trends. She highlights how maximizing the experience of each stakeholder group could be the most critical driver of future corporate profitability.

Acceleration of the Slow Movement
Dana Klisanin, an award-winning U.S. psychologist and expert on conscious living, explores how businesses in future may increasingly turn their back on the pursuit of speed and instead embrace the concepts of the Slow Movement.

Business Agility: The Future of Work
Laura Goodrich is a speaker, coach, advisor and Global Workforce Innovator focused on change and the future of work. She describes the fundamentals of business agility as a management methodology to ensure organizations have the capacity to respond rapidly and effectively to emerging and anticipated change.

The Future of Work, Talent and Recruitment
Matt Alder is a digital strategy expert who focuses on the future of work. He examines the critical forces of business change and how they are shaping tomorrow's organization designs and models of work and employment.

The Future of Talent Management: Recruiting, Workforce Planning, Leadership Development and Performance Management
Kevin Wheeler is a U.S. based author, consultant, teacher, and global speaker and Founder and President of The Future of Talent Institute. Kevin explains how the confluence of factors driving business change will force us to rethink every aspect of talent management in tomorrow's organization.

Making the Shift from Disruptive to Hyper Scalable
Omar Mohout, Professor of Entrepreneurship at Antwerp Management School discusses the limits of the disruptive innovation philosophy and argues that future success requires companies to adopt Hyper Scalable thinking to succeed in winner-takes-all markets.

SECTION 7 – Industry Futures – How might old industries change and what new ones could emerge?

The Future of Aviation
Andrew Charlton, a highly respected Geneva based aviation industry consultant and commentator, presents the case for reform of the aviation sector ecosystem to address the critical capacity constraints that could hold back global trade, employment, and economic growth.

Futures Journalism: a Manifesto
Anna Simpson, a Singapore-based author and curator of Forum for the Future's Futures Centre, examines the current crisis in the practice and institutions of journalism and news reporting, and argues the need for journalism to evolve by learning from the practices of futures and foresight research.

Shaping the Future of Journalism
Puruesh Chaudhary is a development and strategic communications professional and the Founder and President of AGAHI, an NGO focused on creating knowledge collaboration and information sharing platforms. She discusses how the practice of journalism needs to evolve in the face of continuous global change and rapid technological advancements.

Constructing the Future
Julian Snape is a UK-based adviser on the impacts of disruptive technologies for small to medium enterprises and one of the early co-founders of Transhumanism in the UK. He traces the rapid evolution of 3D printing and examines the transformative ways in which it could impact the construction sector.

The Future Business of Body Shops
B.J. Murphy, is a 24 year old American Technoprogressive Transhumanist, writer, editor, and social media manager for the futures magazine SeriousWonder.com. B.J. outlines a powerful vision for how advances in cybernetics, 3D printing, and the biohacking movement could drive the emergence of high street Body Shops performing a range of human enhancements.

The Rise of the Cosmeceutical Sector
David Saintloth, a U.S. entrepreneur, designer, and writer, highlights the market potential of a new cosmeceutical health and beauty sector that could emerge as a result of recent developments in gene editing technology.

The Great Energy Controversy of 2030
James H. Lee is a Delaware-based investment advisor and authority on emerging technologies and social trends. He examines the potential opportunities and risks associated with tapping in to fields of crystallized natural gas in the form of methane hydrates trapped in our oceans below the arctic permafrost.

Space-Based Solar Power and Wireless Power Transmission
Devin Daniels is a U.S. based physics student and technology innovator with a deep interest in space based ventures. Devin explores the transformational social and commercial potential and associated technological challenges of developing a space based solar power generation industry.

SECTION 8 – Embracing the Future – What are the futures and foresight tools, methods and processes that we can use to explore, understand and create the future?

Foresight Infused Strategy Development
Maree Conway is an experienced foresight and strategy consultant and the founder of Thinking Futures (Australia). She explores how to infuse foresight into existing corporate strategy processes to strengthen outcomes and execution.

Automated, Experiential, Open: How to Overcome "Futures Fatigue" with Emerging Foresight Practices
Cornelia Daheim, a leading German futurist and foresight consultant, highlights a growing trend towards the use of IT-based, participative and experiential approaches to invigorate and enhance the practice of corporate foresight.

Storifying Foresight: Scenario Planning as a Tool for Improved Change Management Processes
Dr. Claire Nelson is Ideation Leader of The Futures Forum USA and a White House Champion of Change. She explains the critical role of scenario planning and storytelling in helping organizations shape and share their desired visions of the future, and in delivering the resulting organizational changes.

Is the Future of Design Thinking in the Future of Business Foresight?
Jim Burke is a U.S. foresight coach focused on delivering innovation

and effective ways to think about and act on future. Jim highlights the growing use of Design Thinking as part of the foresight process, particularly for prototyping future scenarios.

SECTION 9 – Framing the Future – How should organizations look at the future?

What Works in Transforming Organizations and Institutions?
Professor Sohail Inayatullah is on the faculty at the Graduate Institute of Futures Studies, Tamkang University, Taiwan and Director of metafuture.org. He identifies critical insights and principles for how we can use foresight and a learning journey approach to framing new strategies and driving organizational transformation.

Futures Thinking – A Critical Organizational Skill
Hardin Tibbs, a highly experienced UK-based futurist, strategist, educator, and writer, highlights the importance of developing the critical future thinking skills that enable a organization to anticipate and adapt to change.

Critical Foresight Skills
Dr. Peter Bishop was Director of the Foresight program at the University of Houston and is now the Executive Director of Teach the Future which helps educators teach foresight. He highlights how organizations can acquire the key foresight skills required to create new adaptive strategies and drive change in uncertain times.

Business Management in a Time of Change: The Importance of Futures Studies
Professor Francisco Jose Martinez-Lopez from the University of Huelva, Spain, specializes in information technology and future studies, and Mercedes Garcia Ordaz is Associate Professor of the University of Huelva of the Department of Financial Economy, Accounting and Operations Management. They explore the critical importance of future studies and long term planning in an era of rapid change.

Is The Pace of Change Accelerating?
Stephen Aguilar-Millan is s consulting futurist from the UK and Director of Research at the European Futures Observatory. He examines the potential for the pace of change to stop accelerating and examines the possible consequences.

The Outside Context Problem, A Concerned Observer's Guide
Benjamin Mottram is a UK based future thinker and authority on crowd sourcing and gamification. He discusses how organizations can make sense of and address the unforeseen and complex problems that will be thrown up by a constantly changing operating environment over the next two decades.
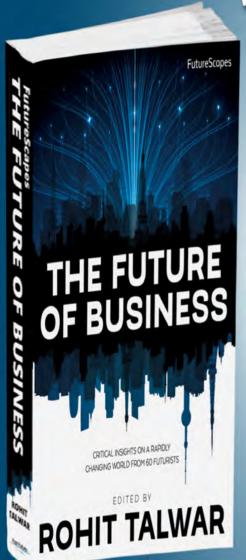
Be There Now
Paul Brooks, a Hawaii-based researcher on social and economic emergence, stresses the importance of openness, dynamism and scalability in helping a business prepare for the future.

Section 10 – Conclusions – Navigating Uncertainty and a Rapidly Changing Reality

Lead Editor Rohit Talwar sets out a framework to help leaders respond to the ideas presented in the book to drive future strategy and navigate uncertainty and a rapidly changing reality.