

SPEAKER BULLETIN

IDEAS GENERATOR FOR BUSINESS LEADERS

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From the editor...

We are on the cusp of a promising new economic era with far-reaching benefits for humankind and we are well on the road to the required transition to a digital society. Economists across the world acknowledge the powerful impact of the transformation to an Internet of Things infrastructure which is forcing a wholesale rethinking of economic theory and practice, promising exciting times ahead. The developing digital infrastructure is making markets more productive while at the same time spurring a meteoric growth of the sharing economy and new business opportunities with the advent of the 4th Industrial Revolution (Industry 4.0). You can read comments about this phenomenon on pages 14/15 and pages 18/19.

What was carved in stone yesterday is no longer valid today, says Scott Steinberg. He suggests taking smart risks that can propel you to success ahead of the

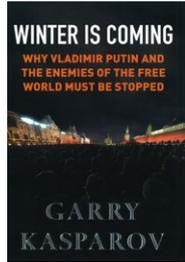
competition right through the ongoing disruptions of this amazing world on pages 2/3. Noreena Hertz guides us through exciting new ways of effective decision making (pages 4/5). Whilst John Thackara leads us through another essential angle of how to thrive in the next economy by designing tomorrow's world today (pages 6/7).

Please enjoy the unique points of views of our distinguished contributors to this issue. They should help us all to grasp the enormity of the economic changes taking place right now....



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Speaker Updates

Oscars of Management Thinking



The Thinkers50 awards shortlist nominations were recently announced. **W Chan Kim**, **Renée Mauborgne** and **Dave Ulrich** have all been nominated in the 'Breakthrough Idea' Award. **Erik Brynjolfsson** appears in 'Digital Thinking' and 'Innovation' includes **Rowan Gibson**, **Vijay Govindarajan** and **Juan Pablo Vazquez Sampere** (whose interview appears on page 10). International economist and author **Dambisa Moyo** was awarded the 'Thinker of the Month' in April 2015. These are just some of the business gurus shortlisted for the Oscars of management thinking and who help shape our world. ■

A Shift in Perspective



Entrepreneur, speaker and philanthropist **Bisila Bokoko** recently appeared on the front cover of Entrepreneur magazine. She gave an in-depth article about her philosophy on life, keeping perspective and balancing now with the future, by reading the right things, really listening and altering her perspective. She will also be speaking in October at the upcoming 'The 3% Conference' focusing on championing creative female talent and leadership in New York and 'The South Summit' in Madrid where the agenda includes unlocking innovation – connecting innovators to capital and customers. ■

WIRED2015: Next Generation



On Saturday 17th October the WIRED2015: Next Generation event will be taking place in London. This event is specifically designed to introduce 12-18 year olds to the WIRED world. **Jordan Casey**, serial entrepreneur and still only 15 years old, has been confirmed as a speaker for the main stage, where he will be talking about his companies: Casey Games, TeachWare and his most recent venture – Eventzy. Jordan is a speaker and advisor on youth technology and youth entrepreneurship and has been recognised as gifted by both Google and Apple who have invited him to their headquarters. ■

The True Meaning of Unique



Being the first woman in the world to climb Mount Everest from both the north and the south sides wasn't enough for **Cathy O'Dowd**. Writing a stunning book and sharing her passion and extraordinary story about her four Everest expeditions wasn't enough. Rock climbing, trail running and

dog sledding in the Norwegian Arctic wasn't enough. Cathy O'Dowd then went on to face one of the last great mountaineering challenges – the Mazeno Ridge of Nanga Parbat. Many international climbing teams had tried and all had failed. Cathy and her team of six came within inches of disaster before finally getting two members to the top and then, without supplies, had to get down again.

Cathy has recently worked at a top business management school, which has further focused her key presentations making them link even more positively to the key business challenges of today. Climbing teams face the

same organisational challenges as business teams but with clearer targets and greater risks.

Cathy's is an epic story of an incredible feat of endurance and commitment at the very limits of survival.

From discussing effective leadership, change management or promotion of innovation, Cathy helps businesses to tackle an uncertain world by learning to think like an explorer and now she also utilises the latest technologies to gain audience participation in the expedition decision-making process. ■



Scott Steinberg is one of the world's best-known business strategists, trends experts and strategic innovation consultants. Scott is also an award winning expert on leadership and innovation. The author of 'Becoming Essential', the Fortune 500 calls him a "defining figure in business and technology" and "top trendsetter to follow."

According to researchers at IBM, constant change is the new normal in business, and uncertainty the only uncertain.

This radical instability fundamentally undermines the foundation of traditional career advancement models, grounded in stable organizations, working environments, and job hierarchies to ascend. In an age of ongoing disruption, an entirely new set of professional skills is now required to sustain continued career growth and progression.

As we discovered through our research,

following are eight new rules needed for professional success in increasingly unpredictable career environments – and eight ways you can use them to continually vault yourself ahead of the competition. ■



The New Formula for Career Success

Become Essential

You've got to be crucial to your organization – not someone that's easily replaced. For example: You might be the company's go-to IT security expert, a crucial member of its regulatory management team, or a highly sought-after internal thought leader. If others can do what you do, you're already on the road to irrelevance. Instead, be a lynchpin, or crucial piece in any system – one that's fundamentally difficult and expensive to replace.

Change and Evolve

Get the capabilities, skills and insights today that will be in-demand tomorrow. Take steps to acquire the talents, contacts and resources you'll need to succeed in the future, so you can be in a more advantageous position to greet it when it arrives. Know where you want to go in your career, have a plan for getting there, and voluntarily push yourself to learn, grow and take on more leadership and responsibility – even if this means taking small steps in different directions until bigger ones become more comfortable.

Never Stop Learning

Constantly look for ways to expand your education and insights – the most resilient leaders are eternal students, and possess talent and training that's applicable to a wide range of professional contexts. Think of it this way: The more resources you've got in your professional toolkit, and ways you can use them, the more future-proof you'll be.

Go Above and Beyond

What personal activities are you pursuing that can teach you marketable skills, or push you closer towards achieving your career goals? Going forward, your work, your reputation, and your contributions will be your résumé—use off-hours opportunities as a chance to grow and enhance them, and set yourselves apart while others shy away from opportunity.

Rethink Your Value

Never stop learning, improving, and investing in yourself – then consistently apply these talents in ways that go far beyond your job description. For example: If you're a programmer, take design and marketing classes so you can create more user-friendly and engaging products. If you're a marketer, spend more time with your programmers so you can find new ways to leverage your creative ideas through technology. The more versatile you make yourself, the more adaptable, resourceful and uniquely value-adding you can be.

Create Your Own Opportunities

Go, see, try and do. Put yourself into situations that place you outside your comfort zone, like taking on unfamiliar tasks that require you to do new things with new people. Be open-minded, and soak up as much knowledge and learning as you can – then apply it vigorously. The more you do so, the more you'll consistently put yourself in opportunity's path and the greater your chances of finding it will be.

Embrace Difficult Challenges

Seek out hard tasks that others avoid: It means you've got less competition, and the benefits of accomplishing these tasks will be more singular and value. Look to apply a variety of skills and insights while doing so too: The more you exercise different talents while others exercise the same ones over and over, the more versatile you'll be. Applying focused effort towards accomplishing larger goals can help you achieve more. And the more you push your comfort zone, the more you'll increase your courage and capabilities.

Take Smart Risks

The more you do the same things over time, the less value they hold in a rapidly-changing world. Faced with change, you've got to take risks that can help propel you further towards achieving your goals. But being risky doesn't necessarily mean being reckless: Rather, smarter about where you place your bets. Pick a portfolio of promising growth activities – start a part-time business, launch a new product, volunteer to lead an innovative new venture, etc. – then pursue them, readjusting your strategies as you go based on the results achieved. Keep taking promising risks that put you in chance's sights, and put you in a position to succeed.

COMPLEX WORLD, SIMPLE DECISIONS?

Noreena Hertz is a bestselling author, academic and thinker whose economic predictions over the past 15 years have proven to be visionary. *The Observer* has named her “one of the world’s leading thinkers” and the *Guardian* has identified her as “one of the top British Public Intellectuals”. Here she talks to *Notenstein*, a leading Swiss Private Bank about our increasingly complex world.

The flood of information and rapid pace of change make it even more difficult to take the right decisions. Investors are well advised not to rely solely on experts.

NOTENSTEIN: It seems as if the world is turning faster and faster. What was carved in stone yesterday may no longer be valid today: Is the euro still a hard currency? Is the US still the only superpower? Is the cold war still over? Is there anything such as privacy in the internet age? Long gone are the days when such questions could be answered with an unambiguous yes. Technological progress - digitalisation, big data, automation, artificial intelligence - offers great potential but also raises fears. But uncertainty also rises through geopolitical tensions in Ukraine, the South China Sea and the Middle East. Globalisation has made our planet a place where a relatively minor event in one corner of the world (such as an Icelandic volcano or a South Asian virus) affects the everyday life of people all over the globe. In short, we live in an increasingly complex world. Professor

Hertz, what are - in your view - the most important global trends that contribute to this increasing complexity?

NOREENA HERTZ: You cite several yourself. Technology is indeed fundamentally changing industry after industry, sector after sector, enabling innovations and creating opportunities we could only have dreamt of just a few years ago, but also destabilising and disrupting incumbents and creating a new set of challenges from data privacy to job displacement to cyber attacks that we are ill-prepared to deal with. The nature of terrorism today - micro-cells and lone wolf actors - does make predicting and thwarting attacks significantly more challenging for national security services than the more choreographed types of terrorist attacks of the past. And yes, of course, a world of increasing interconnectedness is one of increased vulnerability, whether we’re talking economic crisis contagion or the spread of Ebola. But there is more to contemplate, more that contributes to today’s sense of increased complexity and uncertainty. First, governments and regulators appear increasingly willing to change the rules of the game without warning. Whether it was the Swiss National Bank’s decision to scrap

the cap on the franc back in January or the Chinese government’s recent decision to severely restrict trading in shares or Alex Tsipras’s impromptu decision earlier this year to call a referendum in Greece, due process and deliberation seem increasingly to be being traded off for firm, fast, unilateral measures to address local crises, actual or looming. This makes both planning and predicting increasingly challenging.

Read more. ■



Notenstein is a leading Swiss Private Bank, specialised in investment advisory services and wealth management.

Notenstein Dialogue aims to encourage discussion and exchange on key economic and social issues, and to identify their implications for investors. Every two months, Notenstein’s experts conduct a dialogue with a leading figure from business or academia.



Ms. Alexandra H.

DESIGNING TOMORROW'S WORLD TODAY

John Thackara is an internationally acclaimed author and authority on innovation in a green economy. For *Business Week* he is "one of the great voices on sustainability", and the *Wall Street Journal* has noted his "global reputation as a cutting edge design expert". *The Economic Times of India* lauded his "brilliant insights into the internet and sustainability".



When Britain's Lord Chancellor was shown a five minute video about a day in the life of a juror in one of his courts, he was shocked to the core. The highest legal officer in the land had literally no idea that law-abiding citizens could be left hanging around in dark waiting rooms for hours on end. He was taken aback when a juror complained that she felt her time had been totally wasted - and chastened to learn that the State never said "thank you" to citizens for giving up weeks of their time.

The leader of any large organisation will read that story with a frisson of anxiety. No CEO subjects people to insulting transactions on purpose, but in today's global economy the front line - in the real-world, and on the internet - has grown ever more distant from the executive suite.

Redesigning Britain's jury system involved close observation, minute-by-minute, of

myriad small details - from the hard-to-understand letter summoning someone to jury service, to dimly lit waiting rooms. Hilary Cottam describes these tiny episodes during a juror's journey through the system as "touching the state". These close observations were the basis of a system-wide redesign for which Cottam was voted designer of the year.

Designers use a wide variety of methods and tools in this person-centered approach to service innovation - from so-called 'actor maps', to service blueprints. Their language now includes words like mood boards, customer journeys, activity diagrams, personas, and opportunity maps. The increased presence of digital technologies in everyday life - and the explosive spread of mobile devices - has added temporal and geographical fluidity to the design 'space'.

By a pleasing irony, however, the very intangibility of social design research has

given a renewed significance to artefacts. The priority for service designers is to create a prototype as soon as possible: the mock-up of a website; a waiting room made of cardboard boxes and string; a three-minute sketch 'performed' by real users. These so-called boundary objects have become valuable tools for starting a conversation among diverse groups of people.

This focus on real people, in real situations, can lead to challenging insights. The most powerful for this writer concerned dementia. When I commissioned designers to ask people with dementia, and their carers, what one change would make the biggest positive difference to their daily lives, the answer was not finding a cure, or assistive technology, as I had expected, but "first experiences".

When the 'journey' through dementia begins, we learned, the sufferer, family and caring friends are confronted by such a bewildering array of people and organisations who could

help that the result, for many, was often bewilderment. The design priority, it turned out, was to make it easier for people to connect with assistance that already existed - from support groups to memory clinics, from taxi firms to community kitchens. The possession of a map is just the start of a journey through any system. A variety of different stakeholders, formal and informal, big and small, need to work together. The process by which such different people and groups are enabled to work together is itself an important design priority.

In my new book, *How To Thrive In The Next Economy: Designing Tomorrow's World Today*, I draw on a lifetime of travel in search of real-world alternatives that work. I describe how communities the world over are creating a replacement, leave-things-better economy from the ground up. Each chapter is about creative ways to tackle timeless needs that matter: restoring the land, sharing water, making homes, growing

food, designing clothes, journeying, and caring for each other - from Bali to Brazil, as well as Delhi, London, and California.

Throughout the book I celebrate the power of small actions to transform the bigger picture - especially in the ways projects are connecting together as social and ecological systems: food commons, social farming, fibersheds, cycle commerce, and care cooperatives. Read together, these examples add up to a joyful new story about what an economy is actually for. Growth, in this new economy, means soils, biodiversity and watersheds getting healthier, and communities more resilient. Its core values are stewardship and health, in place of extraction and decay. ■





I THINK THERE'S A LOT TO
BE LEARNT FROM BOTH
ROCK MUSIC AND AVIATION.
THE DEGREE OF RISK
MANAGEMENT AND PLANNING
IS SURPRISINGLY COMMON TO
BOTH.

-BRUCE DICKINSON

The Force of Nature that is BRUCE DICKINSON

Bruce Dickinson is an entrepreneur, creative business thinker, commercial pilot and brewmaster, in addition, of course, to being the lead singer of Iron Maiden; he is a true renaissance man. Bruce is the man behind Cardiff Aviation, which specialises in heavy maintenance of Airbus and Boeing commercial aircraft and the training of pilots. His passion for aviation keeps him flying a variety of aircraft, amongst his other ventures.

Cardiff Aviation is an aviation repair business which has gone from strength to strength and they are seeing strong demand for hangar slots well into 2016. The company carries out maintenance, repair and overhaul (MRO) services on airliners from its base at St Athan.

Cardiff Aviation has a strong entrepreneurial ethos which means they incorporate tooling, equipment and state-of-the-art systems rarely seen in civilian MROs including computerised storage systems, temperature controlled heating, advanced fire suppression, and a built-in cabin pressure testing facility. This new approach works better and more cost-effectively for their customers. They are now a really credible alternative to other suppliers.

Their newest move is to back Air Djibouti, the recently relaunched national airline, bringing them a wealth of industry expertise and capability to one of the most exciting aviation markets in the world. This again demonstrates Bruce Dickinson's keen eye for business growth, both identifying it and making it happen.

Success is also following Bruce's businesses around in the form of beer. Trooper Beer, which Iron Maiden launched in 2013, recently celebrated the sale of the 10 millionth pint. Bruce insisted on not just putting their name to the beer, but being an integral part of the whole process and it has been an outstanding best-seller, not only to Iron Maiden fans but to beer drinkers around the world.

Bruce's music business is also breaking records – Iron Maiden's recently launched album 'The Book of Souls' sold more than 60,000 copies in its first week and went straight to number one in the UK charts.

What else will Bruce Dickinson turn his hand and business brain to next? Whatever it is, with Bruce behind it, the odds are it will surpass all expectations.

His plethora of achievements helps make Bruce a fascinating speaker on topics such as: Turning Your Customers into Fans, Business Creativity, Motivation and Inspiration, Risk Management and Entrepreneurship. He delivers charismatic, down to earth and passionate performances. ■



THE NEXT NEW THING

Praised as “a coach to many of the world’s most notable philanthropists, entertainers and CEOs” (McGraw Hill Professional), **Tom Oliver** has worked with CEOs of Fortune 500 companies throughout the world, business leaders like Richard Branson and the best global brands from Johnson & Johnson to Pepsi and Google.

High in demand as a global keynote speaker and consultant and “fabulously placed to inspire those around him to learning whole new levels of solutions” (Google), the World Bank seeks his business advice, the European Parliament, the United Nations, Austria and

China invite him to speak to world leaders, and Google invites Tom to coach leadership.

Author of the global McGraw Hill publication “Nothing Is Impossible” and Professor for Innovation and Change Management, Tom founded the Global Leadership Circle at the prestigious Manchester Business School while contributing to its being ranked #4 in the world for ROI by Forbes.

He recently spoke to CSA Speaker Bulletin about creativity, innovation and the Millennial Generation.



Q You have been consulting Fortune 500 CEOs and the best global brands from Pepsi to Johnson & Johnson and Google on the secrets behind innovation. Could you share some of these secrets?

A Creativity and innovation are the two biggest drivers for the long term success of any business. Cutting costs out of the supply side no longer works. Businesses have to focus on the demand side, and here innovation is the biggest issue. Now more than ever, the ability of any business to produce innovation at the highest level will determine its long term success.

Most businesses think that the processes of creativity and innovation are linear, but they are not. Businesses can profit immensely from understanding the process of making music in a band – called “jamming” – to produce innovation at the highest level. When jamming, a band focuses on bringing an inner vision to life. All band members move in tune with the music. Spontaneously, they give up control and move as one – in harmony. That’s when the magic happens. Only by jamming together, can a band produce great songs.

Therefore, a company has to decode the secrets behind creativity and innovation so that the different parts of a business can work together in harmony, “jam” and hear the music to consistently produce innovation at the highest level. This is why a lot of my clients ask me to integrate live music performances into my keynotes.

Q You’ve been called a “coach to many of the world’s most notable CEOs” and interact with CEOs like Richard Branson and cutting-edge brands like Google. Can you share the secrets of how to understand the hearts

and minds of the Millennials and the consumers below 30 and win them for your products?

A Understanding consumers is now more difficult but also more relevant than ever before. The individual consumer has a bigger presence as the global competition intensifies and the digital world increases the speed of interaction between businesses and their customers. This heavily influences the future of advertising and communication and the ways in which to win the Millennial Generation for products and services.

To become and remain one of the best global brands, businesses have to understand the hearts and the minds of their consumers. They have to understand people and their emotions; they have to thoroughly understand their customer base and how to connect with them. Only then will brands be able to engage consumers effectively.

Q You are also a famous music producer and live performer who connects with young audiences around the world, and a lot of your clients ask you to include live music performances in your keynotes. What can businesses learn from music to win the consumers below 30 for their products and services?

A Dynamic lifestyle demands of people all over the world, and especially the consumers below 30, demand an increasing level of innovation from the best global brands.

The greatest driver of change over the next decade will be a significant shift in the expectations of the digital consumers of the Millennial Generation.

The dynamic lifestyle demands of consumers around the world expect a more and more

seamless experience from the companies they do business with. In the next years, businesses will have to create one-stop holistic lifestyle solutions and services for its consumers to become and remain among the best global brands.

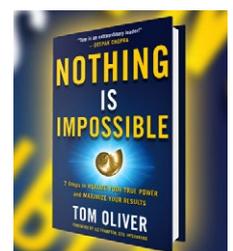
In order to provide this seamless experience to consumers, businesses can profit immensely from understanding how rock stars and global social entrepreneurs engage people’s hearts and minds. When a rock star goes out on stage, he tunes into an inner vision and then brings this inner vision to life with his band to excite worldwide audiences. A global social entrepreneur applies exactly the same process when he sets out with nothing more than a vision to inspire global movements and rally millions of people behind a cause.

In applying the same principles, businesses can develop the kind of products and services that have a mass appeal and resonate with consumers around the world.

Apple has done this very successfully by creating a loyal global “rockstar” following for its products. This is why we see consumers camp outside of Apple stores the night before a new iPhone comes out, as if they were going to a U2 concert.

Very few other brands have managed to create this kind of authentic, passionate and emotional communication and relationship with their consumers. This is why I call Apple a true “Rockstar” brand in my global consulting practice with Fortune 500 CEOs and the best global brands.

Tom Oliver’s latest book: *“Nothing Is Impossible”*. ▶



EXCLUSIVE INTERVIEW WITH JUAN PABLO VÁZQUEZ SAMPERE



Juan Pablo Vázquez Sampere is an expert on Disruptive Innovation who has recently been nominated for a Thinkers50 award in 2015. He is an Associate Professor for the Operations & Technology area at IE Business School, his research is focused on using innovation to increase the success rate of both entrepreneurs and corporate ventures.

Q How important is executive education for the next generation of business leaders?

A Executive education is as important for business leaders as knowing the latest medical techniques is for doctors. We live in an era where frequent external technological changes are affecting every single industry in many ways. Every time that there is a new development, which happens rather frequently these days, someone somewhere has already found a way to bring

it to the market successfully. Business school professors study that. Managers and CEOs do not want to miss out on how to apply these innovations to their firms and industries. Missing out on one of these can seriously affect your competitive position.

Q What problems do you see to innovation being sustainable across Europe?

A The main problem for European policymakers is not differentiating between R&D and innovation. Research and Development is about inventing new things that can solve problems that are clearly identified, or the other way around, which is creating a new thing and then finding the problem that it can solve. Europe is very good at R&D. This is why Europe has one of the best R&D policies in the world. Innovation on the other hand is about bringing products to market in a profitable manner. It is about removing error in launching new products or new firms. It is difficult to find an initiative in the European Union oriented at innovation.

Q What is the most important piece of advice you would give to an individual who has an innovative business idea?

A Congratulations! You have done 15% of the job. Now, remember that ideas or technologies do not decide for themselves how they are going to be launched. Managers do. In disruptive innovation there are four ways to bring a new idea

to the market place. If you use disruptive innovation to launch your idea your chances of success are higher than 40%. If you don't, your chances of success are about 4%.

Q Can you tell us about Disruptive Innovation and how this can bring competitive advantage to a business?

A More than 90% of all the CEOs in the world have been asked by their boards of directors to do one thing: transform the organization.

Investors and shareholders are realizing that what brought success in the past is not likely to bring success in the future, and they want to see a transformation. An evolution of the business model.

Disruptive innovation is launching a new product, service or business model that over time becomes the new way of competing in an industry. Which is what investors are asking. I like to say that in a way Disruptive Innovation is the anatomy of growth. I usually explain that Disruptive Innovation is the "things you do" to get growth. And that is the beginning of all major transformation initiatives.

The only way to achieve business model transformation is by growing through Disruptive Innovation. Today, we can explain with great detail how to grow through disruption and illustrate the entire process with very specific examples. ■

Employee Engagement as Business Intelligence

Professor Vlatka Hlupic, Author of “The Management Shift” and CEO of Drucker Society, London and one of the Most Influential International HR Thinkers 2015



Professor Vlatka Hlupic is an award winning international thought leader, with an interdisciplinary educational background and several strands to her career. She is a Professor of Business and Management at the University of Westminster, a former Adjunct Faculty at London Business School and Founder and Chief Executive Officer of the Drucker Society in London.

If you work in HR, the annual employee survey is probably your responsibility. Scores may be high, low or middling. They may vary from unit to unit. But what are they actually telling you? Is the act of gathering the stats helping the business, or the employees or both? Or even – heretical thought – is the whole exercise

counter-productive? Does it take up a lot of your department’s time only to raise hopes among staff for improvements in working conditions that never arrive?

The annual opinion survey could be regarded as ‘Employee Engagement 1.0’. It gives you a snapshot on how staff are feeling about their work, but little else. It’s not directly linked to wider performance.

Some of us have dedicated ourselves to developing Employee Engagement 2.0 and successors, and the results are exciting: potentially transformational for business management as well as the HR function.

We have drawn upon a much wider range of disciplines than standard texts on motivation such as Herzberg and Maslow. We also draw on the latest findings from social neuroscience and complexity theory. This

isn’t some esoteric academic exercise. On the contrary, it makes the whole thing more practical and business-like: we’re looking at the actual links between how people behave internally, and how the business performs, in terms of delighting the customer and innovating new ways to keep on doing so.

Ultimately, a business is about making a product or a service. It’s done by people, and the customers are people. So if we have a much deeper understanding about teamwork, skills, relationships and morale, we’re better equipped to understand what’s working, and what’s not. In addition, we have developed practical ways to improve organisational culture, and to demonstrate the links with better performance. Read more. ■

Courtesy of HR Review

DIGITAL HEALTH

THE FUTURE OF HEALTHCARE AND THE PHARMACEUTICAL INDUSTRY

Ray Hammond is Europe's most experienced and most widely published futurologist. For over 30 years he has researched, written and spoken about how future trends will affect society and business.

Healthcare is about to undergo severe and radical disruption caused by digital technology. This disruption will also change profoundly the way the pharmaceutical industry operates.

Digital Health is about to become a central topic in all of our lives. As Steve Jobs said in 2011: "The convergence of technology and biology will be the biggest innovation of the twenty-first century".

Digital technology is already disrupting major business, industry and professional sectors such as retail, travel, the hotel trade, taxis, banking, legal services, etc. Now it is the turn of medicine – and this will be a long-lasting and profound change.

The central driver of this change is wearable digital technology – devices which will monitor, record and wirelessly stream data from consumers to their doctors, to hospitals and to pharmaceutical companies.

Today, most wearable health technology is focussed on fitness (Fitbit, etc.) but, as smart watches and other wearable



devices become more capable (providing blood pressure monitoring, blood-glucose measurements, etc.), a growing proportion of patients with chronic conditions are also likely to start wearing digital technology to monitor their health on a daily basis.

It is this "monitoring movement" – a fashion for self-measurement identified as the "quantified self" movement in the USA – that will provide the stream of data that will transform healthcare.

Ambulatory health data (data about a patient's vital signs collected 24/7 during normal daily activities) has always been regarded as the "Holy Grail" of health data. Monitoring a patient's response to a particular drug whilst he or she is lying in a hospital bed or sitting in a doctor's consulting room is not nearly as useful as monitoring vital signs as a patient goes about daily life.

Getting data about how effective a drug is during stressful activity, while sleeping, on very hot days, cold days, etc. will provide doctors with far better insight into a condition (and the efficacy of treatment) than has been available before, and will provide drug companies with the opportunity for real-time feedback about drug effectiveness, side effects and other factors whilst patients are living in the "real world".

In time, wearable digital health technology will provide drug manufacturers with "real-time, real-world" clinical trials of their products. This opportunity has never previously existed.

The key question is; what percentage of the healthy (and less healthy) population will be motivated to monitor their health and fitness using wearable digital health technology?

At present, this is likely to be a small percentage – perhaps less than 15 per cent. But, as the price of wearable monitors drops, and as the devices become more stylish, this percentage is likely to grow. I estimate that by 2030 half the population of the developed world will be using some sort of digital body monitoring technology. The information streaming back from these billions of "smart, digital bodies" will change the way doctors and healthcare professionals interact with patients and will transform the methods used to conduct clinical drug trials. ■



The Advent of the Fourth Industrial Revolution

The first industrial revolution was sparked off in the 18th century by the invention of the steam engine and the mechanisation of manual work. In the early 20th century the second revolution occurred around the adoption of electricity and mass production techniques. The last few decades has brought in the third revolution with electronic systems and computer technologies.

Now, it would appear, termed 'Industry 4.0', we are embarking on the fourth and latest revolution. Around the world governments, manufacturers and researchers are creating a vision of the future where entirely new

production environments are created through manufacturing and the widespread networking of people and things, resulting in a new concept for tomorrow's factory. In short, 'Industry 4.0' is the Internet of Things (IoT) power.

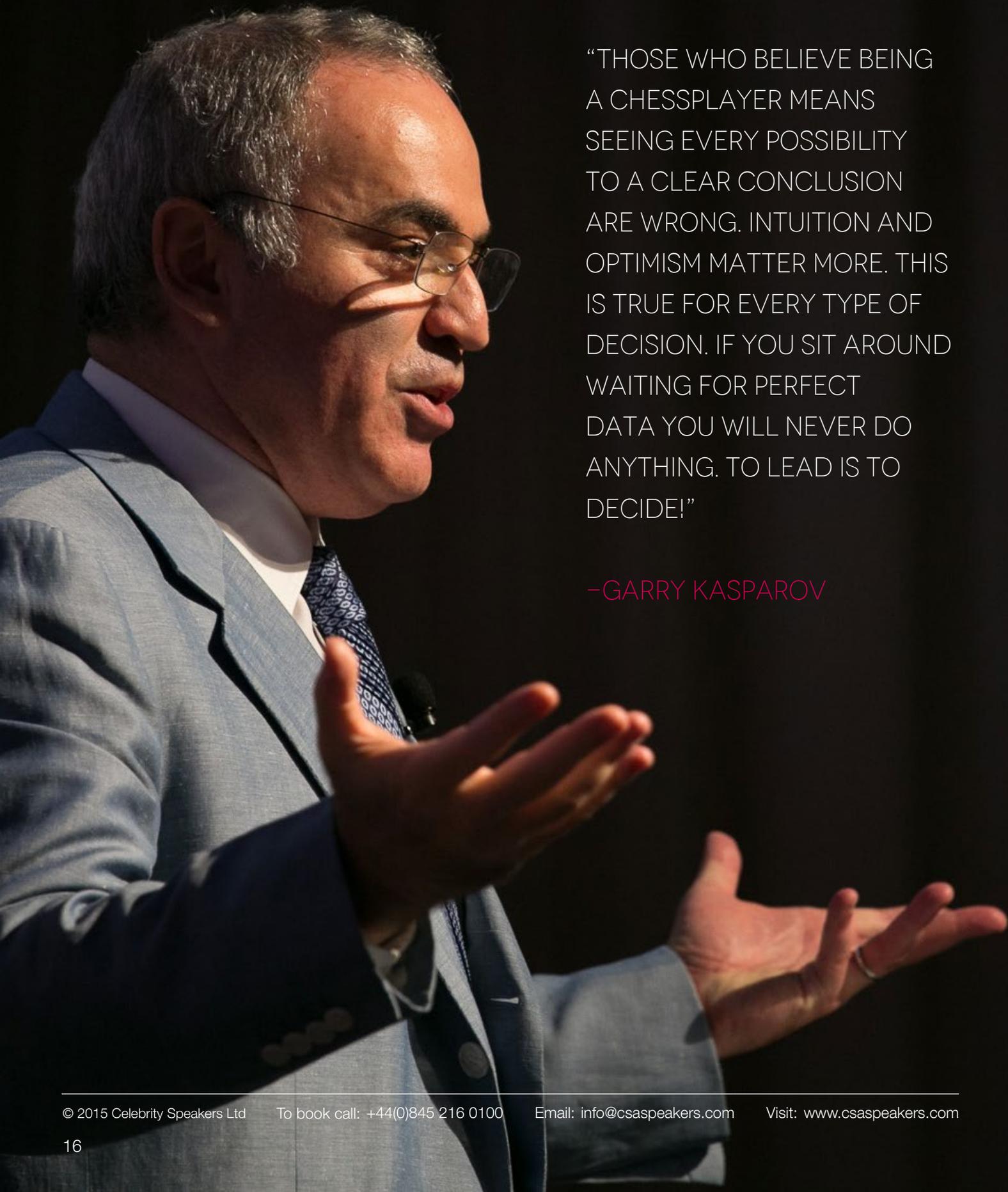
The aim is to achieve production-related advantages by creating a flexible, networked and dynamically self-organising manufacturing process for highly individual products. Smart factories will be at the heart of this, taking on board information and communication technology, resulting in much higher levels of both automation and digitisation.

The hope is that eventually manufacturing firms of all sizes will be able to gain easy and affordable access to modelling and analytical technologies that can be customised to meet their needs.

These advances will drastically reduce the time between virtual planning and

manufacturing, increasing output to meet new demand and increasing a company's bottom line.

There are a number of individuals who are extremely well-placed to steer companies through this newest revolution. Professor Henning Kagermann, President of Acatech, the German National Academy of Science and Engineering, highlights the role of technology in driving and enabling organisations to implement changes to fundamental facets of their business. Avi Reichental, President and CEO of 3D Systems, is at the forefront of 3D printing, demonstrating how this is already disrupting the manufacturing sector and shaping the future of our industries. From a media point of view, David Rowan is editor-in-chief of WIRED magazine's UK edition and, as such, is at the forefront of innovative concepts and ideas for commercial success across new media and technology. ■



“THOSE WHO BELIEVE BEING A CHESSPLAYER MEANS SEEING EVERY POSSIBILITY TO A CLEAR CONCLUSION ARE WRONG. INTUITION AND OPTIMISM MATTER MORE. THIS IS TRUE FOR EVERY TYPE OF DECISION. IF YOU SIT AROUND WAITING FOR PERFECT DATA YOU WILL NEVER DO ANYTHING. TO LEAD IS TO DECIDE!”

–GARRY KASPAROV

GLOBAL INSIGHTS

Garry Kasparov is widely considered the greatest chess player that has ever lived. At the age of 22 he became the youngest ever world chess champion, ranked as the world's number one for twenty years. He won the Chess Oscar a record eleven times. His famous matches against the IBM super-computer Deep Blue were key to bringing artificial intelligence, and chess, into the mainstream. Kasparov has been a contributing editor to The Wall Street Journal since 1991 and his latest book *'Winter is Coming'* is set to be as insightful and powerful as his previous publications.

Kasparov followed his twenty years at the top with investigations into decision-making, strategic thinking, education and technology, while also becoming a global human rights figure. Garry challenges people with a blend of inspiration, information and insight that can only be delivered by a world-class individual. The charisma and bold outlook that have made Kasparov such a potent force at chess and in politics also make him an unforgettable speaker.

As a master of strategy, he applies the insights and unique perspective from his extraordinary chess career to the issues of leadership, strategy and success in business. He sees leadership as not being about power, but rather about vision, determination and courage. Courage is the final, and often overlooked, ingredient in successful decision-making and successful innovation.

Garry is known as an extremely intuitive chess player and he emphasises intuition's role in achieving an individual's full potential and achieving superior performance as the leader of an organisation. Part of this intuition is honed by evaluating the decision-making process. As Garry says "We might not be able to change the hardware we were born with, that's our DNA, but we can definitely upgrade our mental software".

In addition to giving lectures and keynote speeches, Garry offers hands-on coaching to top management, working in groups and directly. These focus on understanding and upgrading the decision-making process. Garry also offers 'An Evening With' format, focusing on a dinner and a 2-3 hour conversation, rather than a speech. Additionally he offers advanced chess training, a private chess game and, on occasion, well-chosen product endorsements. ■





A modern-day Sherlock Holmes “An original and inquisitive mind” (TIME) – harnesses the extraordinary power of ‘Small Data’ in a relentless quest to discover the next big thing.

Martin Lindstrom is recognised as one of the world’s primary branding gurus, recipient of TIME Magazine’s “World’s 100 Most Influential People” and pioneer in consumer psychology, marketing, brands and neuro-scientific research.

Lindstrom has an unrivalled record of working with some of the best brand names in the world, helping the best get better. He is the author of several bestselling books, offering a uniquely global overview of branding and marketing. He is also an anchor and producer on the NBC show ‘Marketing Mind Games’, is a columnist who features in the Wall Street Journal as well as appearing in numerous other publications and television channels. In 2011 the business world fell in love with big data. In 2016 the world will discover the next big thing: small data. Martin believes that digital transformation will take place with this small data, which

he describes as seemingly insignificant behavioural observations containing very specific attributes pointing toward an unmet customer need. Small data is the foundation for breakthrough ideas or completely new ways to turn around brands.

In his forthcoming book, *Small Data*, Lindstrom takes us to the exhilarating edge of human observation to reveal needs, impulses and desires most would barely know existed. Sought out by the world’s leading brands and corporations to find out what makes their customers tick, Martin Lindstrom spends 300 nights a year on the road observing people in their homes in an attempt to uncover small data and, ultimately, to create the multi-million dollar products that address our deepest human needs. A contemporary classic that mixes armchair travel with behavioural science, *Small Data* is a fast-moving, globetrotting narrative that will fascinate not only marketers but any reader interested in the infinite variations of human behaviour. ■

Leadership for the Digital Era

Euan Semple is one of the leading authorities on the impact of the web on the world of work. He is an expert in advising organisations how to maximise the benefits of 'Social Business'. A former senior executive at the BBC, where he introduced online forums, blogs and wikis, Euan has gone on to help multiple global corporations to benefit from the bigger picture in the digital world - to increase business effectiveness and to improve customer relations, which his book *'Organizations Don't Tweet, People Do'* ably demonstrates.

We feature here a precis of one of his sample keynotes and workshops - Leadership for the Digital Era - knowledge sharing and digital challenges.



1. Keynote topics:

- What is changing in the business world and why
- Why survival is at stake for organisations who don't adapt
- Dealing with totally different competitors
- Labour markets of the future. How expectations of the workplace are changing
- Man and machine. The impact of automation and online working on how we organise ourselves

2. Panel discussion, reviewing the issues raised by the keynote

3. Presentation two: The impact of changes on individual managers and what they can do about them

This would cover topics such as:

- Online leadership
- Authenticity
- Dealing with criticism
- Informal Learning

4. Group discussion

5. Wrap Up

To discover more in-depth about how Euan can take your organisation to the next digital level, please get in touch. ■

What you say about CSA CELEBRITY SPEAKERS...

“ OUTSTANDING SERVICE. YOU ALWAYS SEEM TO PULL IT OUT OF THE BAG FOR US, WHATEVER WE NEED – ALREADY THINKING ABOUT NEXT YEAR.

Director Group

“ EXCELLENT SERVICE, YOU WERE ABLE TO MOVE OUR SPEAKER FROM A THURSDAY TO FRIDAY NIGHT AT THE VERY LAST MINUTE WITHOUT ANY PROBLEMS, FIRST CLASS SERVICE.

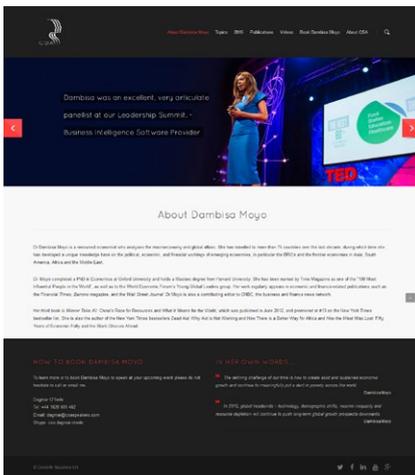
Strategic Business Forum

“ GOOD AND PROFESSIONAL SERVICE. GREAT SUPPORT AS ALWAYS, ESPECIALLY DURING THE EVENT PREPARATION AND WITH LOGISTICS, VERY EASY TO WORK WITH.

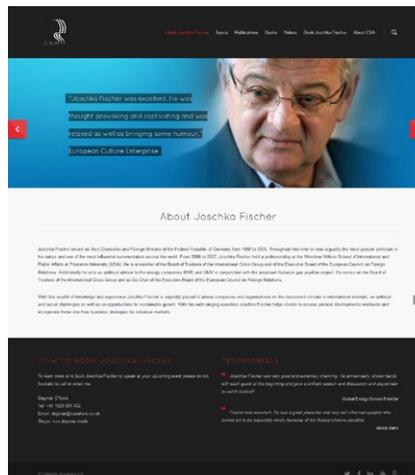
Global Data Analytics Group

Latest selection of CSA microsites...

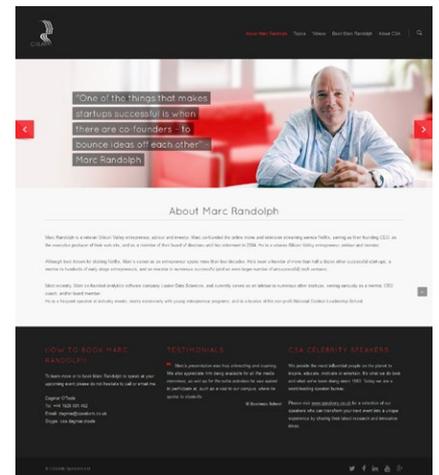
Here at CSA we have created a microsite section on our website. Constantly updated and with new microsites being added we are sure they will give you an in-depth insight for a selection of our exclusive speakers. We have developed a suite of information for each of our speakers, from interviews to a range of media. We feature just three of the latest microsites here in Speaker Bulletin, for our full range visit: www.csaspeakers.com/eng/our-business/csa-microsites. ■



Click [here](#) to view Dambisa Moyo's microsite.



Click [here](#) to view Joschka Fischer's microsite.



Click [here](#) to view Marc Randolph's microsite.

What you say about OUR SPEAKERS...

“ **PIERLUIGI COLLINA** WAS EXCELLENT GIVING THE KEYNOTE AT OUR ANNUAL CONFERENCE; HE WAS ACCESSIBLE, CLEAR, ELOQUENT AND CONVINCING. OUR STAFF AND CLIENTS WERE WOWED.

Global Sports Agency

“ **CHRIS MOSS** GAVE A SUPERB PRESENTATION AT OUR LEADERSHIP MEETING. HE REALLY ENGAGED THE AUDIENCE AND CONNECTED WITH THEM AND CHANGED HOW WE APPROACH BUSINESS PROBLEMS.

Global Banking Organisation

“ WE RECEIVED FIRST-CLASS AUDIENCE FEEDBACK FOR **DR JUNG CHANG**, OUR GLOBAL INVESTORS WERE EXTREMELY HAPPY WITH HER PRESENTATION, SHE WAS EXTREMELY AUTHENTIC.

Global Management Company

“ **CARL BILD**T GAVE A GREAT KEYNOTE ON THE EUROZONE, THE RUSSIA-UKRAINE CRISIS, THE EMERGING ECONOMIES AS WELL AS THE MIDDLE EAST AND THE IS. CARL BILD T WAS JUST BRILLIANT AND WAS GIVEN A GREAT RECEPTION!

Scandinavian Government
Department

“ **VIVIENNE WESTWOOD'S** CONTRIBUTION TO OUR WORLD PIONEERS EVENT ON SUSTAINABILITY AND RESPONSIBLE CONSUMER BEHAVIOUR WAS EXTREMELY WELL RECEIVED BY THE CEOS ATTENDING.

European Marketing Company

“ **ANDERS FOGH RASMUSSEN** GAVE A BRILLIANT KEYNOTE ON GEOPOLITICAL CHANGES AND INTERNATIONAL SECURITY CHALLENGES: HE IS VERY SMART WITH STRONG OPINIONS, WHICH CREATED GREAT DISCUSSIONS IN OUR Q&A SESSION.

Global Bank

Credits

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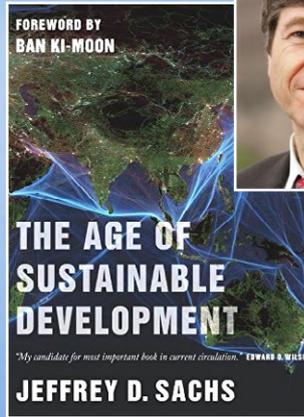
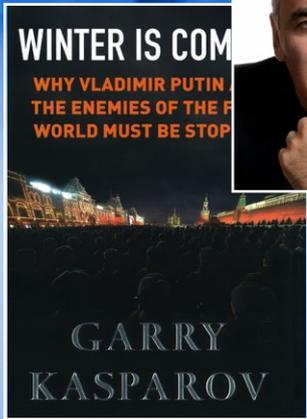
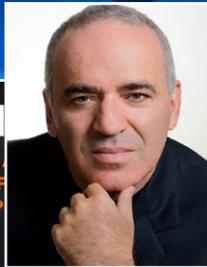


KISSING



THE IDEALIST, 1923-1968

NIALL FERGUSON



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