

IDEAS GENERATOR FOR BUSINESS LEADERS

MARCH 2019

SPEAKER BULLETIN

DEFENDING FREEDOM

Anders Fogh Rasmussen 12-13

THE MYTH OF MAN VS. MACHINE

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WORLD ECONOMIC FORUM 2019



From the Editor

In his article *Defending Freedom* (pages 12/13) Anders Fogh Rasmussen the former NATO Secretary General and Danish Prime Minister acclaims boldly 'We cannot deny that, geopolitically, the world is on fire.' I agree with him. Carl Bildt's contribution at the Munich Security Conference a couple of weeks ago is along similar lines. He says that this year's event may well be remembered as a turning point for global geopolitics (page 5). Disparate themes such as the future of work, new technologies including AI, robotics and the rise of far right populism, call for bold new visions to reconnect society. Technology continues to remove barriers in all parts of our lives, business and society altogether.

Rodney Brooks (page 19) answers some essential questions on Robot Intelligence – Paradise or Nightmare? Much earlier (on pages 6/7) Robert Picardo gives his amazing encounter on Star Trek's Legacy of Inspiration. Star Trek offered him the opportunity to become an advocate of Space Science, he is a senior member of the Planetary Society which is the largest independent voice for space exploration, the search for life on other worlds and defending the earth from asteroid impacts. A great variety of fascinating contributions by some of the world's leading minds and talents... Please enjoy this unique issue!



Dagmar O'Toole
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HOT OFF THE PRESS

START-UP FOREVER BY SAHAR HASHEMI

Sahar Hashemi OBE is co-founder of Coffee Republic and Skinny Candy. In addition to being World Economic Forum's Young Global Leader, Sahar is now Co-Chair for the Government Scale-Up Taskforce, which brings together entrepreneurs, investors and local bodies from around the UK to help more businesses become high growth.

She is also part of Change Please, a disruptive coffee brand that recruits staff from local homeless shelters and trains them to become baristas with their own mobile coffee carts.

Sahar sits on the advisory board of the Fashion Trust offering business support to new designers and is helping University of Bristol launch a first of its kind degree course combining innovation and entrepreneurship with traditional subjects. She has recently **featured** in the Sunday Times, discussing her accomplishments.



**START UP
HOW TO BUILD A
START UP CULTURE
IN A BIG COMPANY
FOREVER**

In her latest book *Start-Up Forever*, published in February, she throws out the excuses that have previously stifled entrepreneurial behaviour in big companies. She believes big companies acting like start-ups are neither unattainable, nor complicated. It's simple, intuitive and in fact very human.

This revolutionary new manifesto distils the author's decades of experience as an entrepreneur and top thought leader into a simple actionable toolkit that breaks through out-dated habits and shifts organisations - whatever their sector, industry or size - towards a more entrepreneurial mindset, one person and one behaviour at a time.

She asks: 'In the face of disruptive change, how do we become more agile? More resilient? More open to change? How can we grow big and still act small?'

As the relentless pace of change forces established organisations to re-think their cultures, these are the questions keeping leaders up at night.

HOT OFF THE PRESS

NOREENA HERTZ ANNOUNCES NEW BOOK

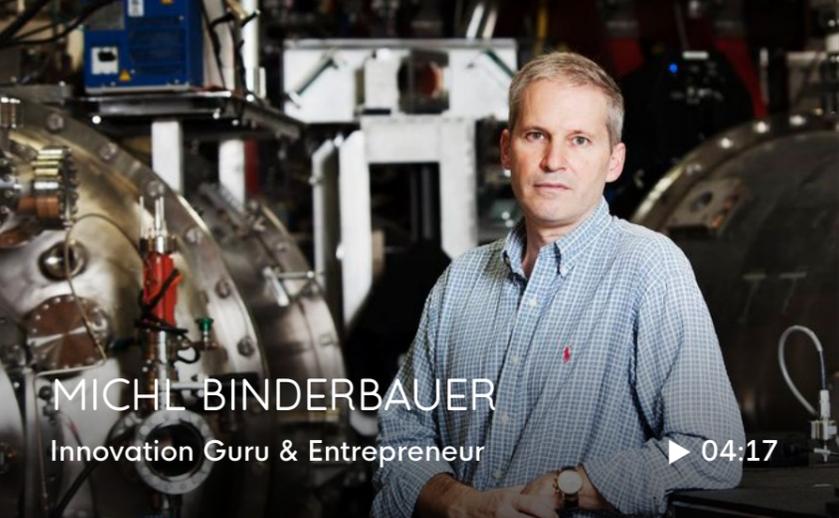
Noreena Hertz advises a select group of the world's leading business and political figures on strategy, economic and geo-political risk, artificial intelligence, digital transformation, and demographic change.

Her latest book, due out in 2020, explores as seemingly disparate themes as the future of work, AI, robotics and the rise of far right populism through the lens of isolation, disconnection and loneliness. *The Lonely Century* has



been billed as "an important, game-changing book about the most pressing issue of today" and was subject to a major international bidding war.

Tackling the loneliness crisis from a global perspective, Noreena reveals how the political, economic and technological infrastructure of our lives colours our most private emotions, the societal crisis that engenders, and the commercial opportunity this presents. *The Lonely Century* closes with a call to arms and a bold new vision for what we must do at an individual, government and business level if we are to reconnect society, repair its fractures and alleviate our collective loneliness. Ultimately this is a book of hope.



MICHL BINDERBAUER
Innovation Guru & Entrepreneur ▶ 04:17

Michl Binderbauer discusses the continual progress towards being on the cusp of commercial fusion-powered electricity generation.



CHRISTIANA FIGUERES
Climate Change & Sustainability Expert ▶ 04:48

Christiana Figueres talks about climate change and the essential need to limit the increase in global temperature to 1.5°C not 2°C.



WOLFGANG ISCHINGER
Chair of the Munich Security Conference ▶ 01:51

Wolfgang Ischinger moderates a panel discussing the future of The Transatlantic Alliance, debating national and multinational security.



HARRY HAMLIN
Actor & New Technologies Entrepreneur ▶ 05:40

In addition to his acting career **Harry Hamlin** talks about being co-founder of Tri Alpha Energy, which aims to produce commercial fusion-powered electricity.



DUNCAN WARDLE
Innovation & Creativity Expert ▶ 17:52

In this TEDx talk **Duncan Wardle** talks about the theory of creativity and how critical this is for successful, sustainable business innovation.



YUVAL HARARI
Inspirational Speaker & Best Selling Author ▶ 18:22

Yuval Harari talks about technology and power and the greatest danger facing liberal democracy which is the revolution in IT that will make dictatorships more capable of control.

WORLD ECONOMIC FORUM

Annual Meeting 2019



This year's annual meeting of the World Economic Forum took place 22nd-25th January at Davos, Switzerland. The meeting remains the foremost gathering of top leaders from politics, business, civil society and academia to shape global, industry and regional agendas in the context of Globalization 4.0 and the Fourth Industrial Revolution. In the true "Davos Spirit", the aim was to advance these agendas with bold ideas and exciting opportunities to consider in the year ahead.

The programme aimed to foster systems leadership and global stewardship while recognising the actuality of a more complex, multi-conceptual world. In this regard, the

development of the meeting was based on five working principles:

- 1 Dialogue is critical and must be multi-stakeholder based
- 2 Globalisation must be responsible and responsive to regional and national concerns
- 3 International co-ordination must be improved in the absence of multilateral co-operation
- 4 Addressing the biggest global challenges requires the collaborative efforts of business, government and civil society
- 5 Global growth must be inclusive and sustainable

Truly global leaders headed the thought creation at the presentation

sessions throughout the forum.

This year's strategists and thinkers covered a wide range of areas throughout the programme. **Kishore Mahbubani** focused on geopolitics, whilst **Mariana Mazzucato** and **Erik Brynjolfsson** gave their input on panels discussing inclusive growth and human capital and well-being. **Christiana Figueres** gave her compelling insights on carbon emission transfers, pushing for a climate change limit to 1.5 degrees not 2; **Ngair Woods** shared her knowledge on the data economy and **Wolfgang Ischinger** led a world leading panel, which included Mahbubani, discussing the transatlantic alliance and security.



Carl Bildt

SHOWDOWN IN MUNICH

Carl Bildt was Sweden's foreign minister from 2006 to October 2014, and was Prime Minister from 1991 to 1994, when he negotiated Sweden's EU accession. He also undertook far-reaching liberalisation and structural reforms, improving Sweden's competitiveness and modernising its infrastructure. A renowned international diplomat, Carl is a visionary of Europe and an expert on world affairs. He is the Chair of the Global Commission on Internet Governance. He is also a member of the World Economic Forum's Global Agenda Council on Europe and co-chair of the European Council on Foreign Relations.

He writes here about the recent Munich Security Conference and how this year's event may well be remembered as a turning point for global geopolitics.

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It was at the 2007 Munich Security Conference that Russian President Vladimir Putin first signaled a cooling of Russian-Western relations. Soon thereafter, Russia invaded Georgia; and in the years since, it has annexed Crimea, launched incursions into Eastern Ukraine, and carried out cyber-attacks against Western democracies. Today, Russian-Western relations are in a downward spiral.

The annual Munich Security Conference is to geopolitics what the World Economic Forum's meetings in Davos are to business. The gathering has evolved from its Cold War-era focus primarily on German-American military cooperation to viewing global issues through a much wider lens. Participants now discuss topics ranging from foreign policy and international security to climate change.

This year's three-day conference, which had record-high attendance, will most likely be remembered for years to come. The speeches

delivered by US Vice President Mike Pence and German Chancellor Angela Merkel could not have been more different, in terms of both style and substance. At a gathering originally designed to facilitate German-American cooperation, Germany and America's foreign-policy positions have rarely been so far apart.

For his part, Pence delivered a hardline "America first" message and celebrated the Trump administration's adamant refusal to accept longstanding rules and international agreements. Europeans, he declared, have no choice but to follow America's lead, even – indeed, especially – if it means renouncing the 2015 Iran nuclear agreement that European diplomats did so much to bring about. As with his previous appearance at the conference, Pence refused to take any questions after his speech. Many of his "applause lines" were met with stony silence. [Read more.](#)

Star Trek's LEGACY OF INSPIRATION

Robert Picardo is a globally known actor having played roles in many TV series, most famously on seven seasons of *Star Trek* as the Holographic Doctor. Robert has a lifelong interest in science and exploration. He talks to corporate audiences today about science fiction versus today's new technologies, space exploration, robotics and artificial intelligence.

My early success on Broadway led me to Hollywood, to recreate my stage role opposite legendary movie star Jack Lemmon as his loving but contentious son. A Hollywood star for decades, Mr. Lemmon's humanity, kindness and modest take on celebrity made him a mentor and inspiration. Because life is always the unexpected, what was meant to be a 12-week theater gig in Los Angeles morphed into over 30 years of film and TV roles in Hollywood, playing everything from a psychotic murderer to a rabbi. And of course, many doctors. When I was chosen to play The Emergency Medical Hologram -- a futuristic medical technology on *Star Trek: Voyager* -- my life changed overnight. Science-fiction fans around the world embraced the character of a nascent medical AI, programmed with the

capacity to learn and adapt and extend its own usefulness well beyond the original intention of the engineer who created it. If that sounds like fodder for stories funny, sad, heroic and cautionary, it was.

"Star Trek constantly reinvents itself - reinvigorates its brand - to stay current in the marketplace: what every actor, leader and business must do."

Because of this role, I suddenly found myself sitting on a stage with five men who had walked on the moon! I felt silly, of course. What was an actor from a make-believe starship doing next to the heroes of early human exploration of space? But, over time I began to understand that I had unwittingly become a part of a legacy of inspiration. Many of the astronauts, astrophysicists, mathematicians and engineers who do the real work of space exploration were inspired in their youth by shows and literature

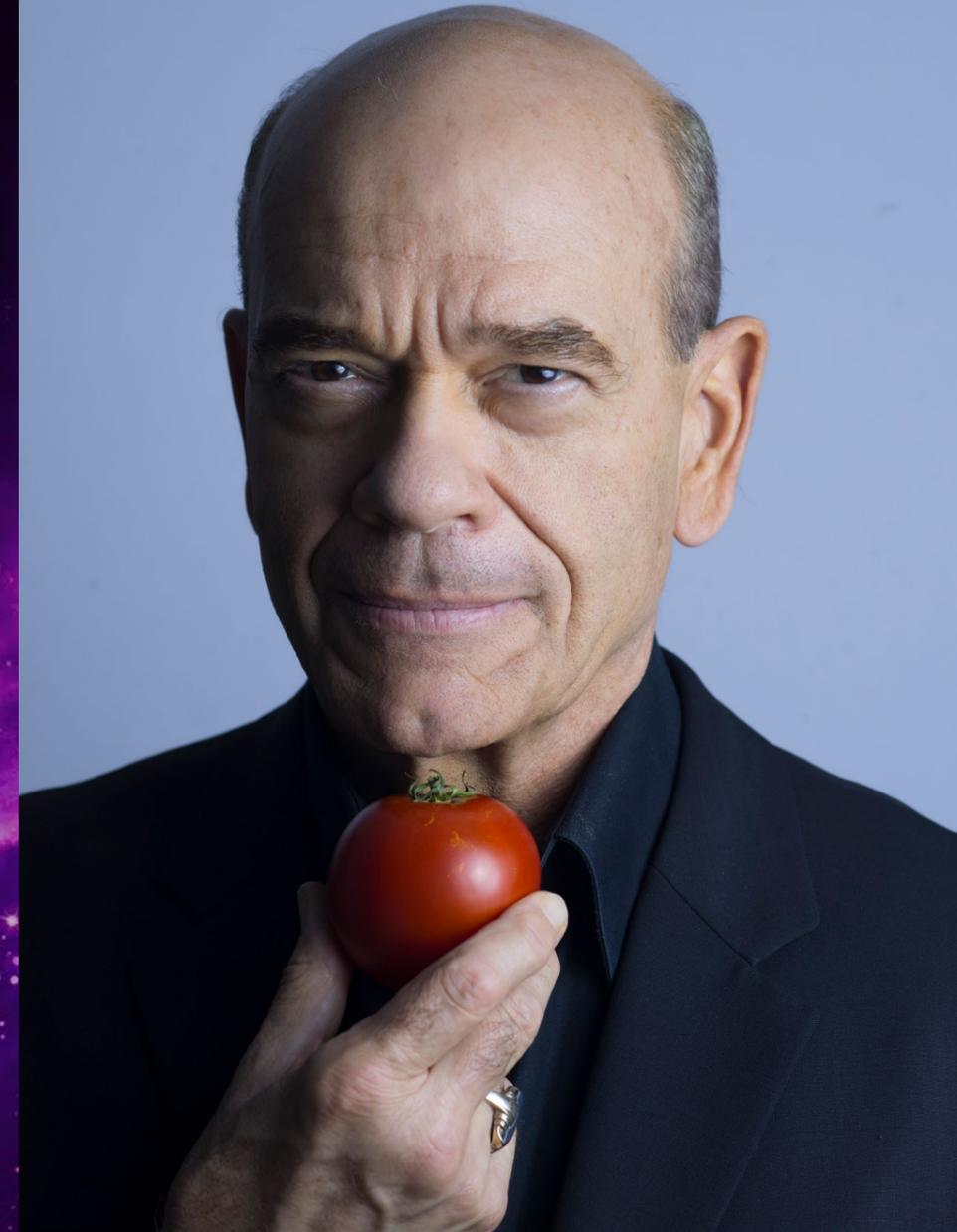
like *Star Trek*. Science fiction "dreams the dream" and helps to inspire real scientists and engineers to "make it so".

Star Trek offered me the opportunity to become an advocate for space science. The Planetary Society was cofounded by Carl Sagan. I was asked to serve on the Advisory Council and later the Executive Board. The Planetary Society is now the largest independent voice for space exploration in the world, advocating for planetary exploration, the search for life on other worlds and defending the earth from asteroid impact.

I have had the opportunity to visit with members of Congress and encourage them to join the newly formed Planetary Science Caucus, a bipartisan coalition of congressional members pledged to support the advancement of space science and exploration. A common interest in space brings out the best in all of us. Globally, NASA is one of our country's most respected "name brands" and the cooperation between NASA and the space agencies of Europe, Russia, Japan, Canada and other countries is a model for what we can accomplish when we emulate *Star Trek's* humanistic vision. Every successful actor is his or her own brand. The product for sale is a unique blend

of image, talent and imagination. A "signature role", as on *Star Trek*, brings an actor international recognition that can be both blessing and curse. I focused on the blessing.

Star Trek is an internationally recognized brand name in entertainment. More than 50 years after the first *Star Trek* premiered in 1966, it is still going strong, generating billions of dollars from multiple feature films and television series. Gene Roddenberry's positive vision of the future - in which inclusion and cooperation are core values, discovery is a goal unto itself, and technology empowers and ennobles humanity rather than destroys it - is evergreen. But *Star Trek* constantly reinvents itself - reinvigorates its brand - to stay current in the marketplace: what every actor, leader and business must do.



The World Economy Goes Hollywood

Anatole is a financial economist and an award winning journalist. **Anatole Kaletsky** is chief economist of GaveKal

Dragonomics, a Hong Kong-based group that provides investment analysis. He recently **wrote** an article talking about 'The World Economy Goes Hollywood'. In it he describes a world where "nobody knows anything" and that film-studio moguls could be as good as investors predicting the future.

WHO ARE WE, US ENGLISH?

A Personal View of the English Today
by Sarah Miles

Sarah Miles is an English actress and songwriter whose career flourished during the Swinging Sixties and the early Seventies. Her best-known films include *The Servant*, *Blowup*, *Ryan's Daughter* and *Hope and Glory*. During her acting career Sarah was nominated for several BAFTA and Golden Globe Awards. Sarah gives her thoughts here about the way forward for England and the English today.

I'm neither Left wing nor Right wing, nor leader nor follower, I'm merely asking us to remember who we are. Why is it that after every 'fall of empire', decadence is sure to follow? Decadence emerges when you lose sight of who you are, a loss of identity mirroring the loss of empire.

Yet the Scots possess a fine sense of their 'Scottishness'. The same with the Irish, they know precisely who they are and revel in it. The Welsh too, have a very potent sense of their unique identity, they are innately Welsh ... so why not us ... who are we?

I was born in 1941 when my father was fifty-six. His study drawer was stuffed full of medals, including the Military Cross. In the First World War he joined the Royal Artillery and rode to war on horseback. Yet the only war story he shared was when his beloved horse Kitty was shot from under him during a charge. An officer

galloped by: "Climb aboard, sir, climb aboard!" Daddy chose to stay, to lie there in the mud, cradling Kitty's head in his arms, with bullets swooshing past his ears, until she died. His next horse was shot from under him too.

Apparently he was a pretty hot spy in the 2nd World War and we never knew until fairly recently. In both wars he was fighting for England's freedom and democracy.

After the 1st War, he became a member of the Bloomsbury Set, that group of intellectuals in the 20's/30's and early 40's. The conventional wisdom of the day among members (if not downright obligatory!) was to hold Communist and Atheist views. My father held both.

We four children had a strict upbringing. As soon as the gong struck we immediately had to assemble for the meal. My two brothers sat opposite me

with my sister on my right. Father, with his Communist views, (gradually moving over to the left!) and mother, a staunch Conservative, would banter rather than argue, back and forth from either end of the table. For us children it was like watching Wimbledon, all of us keeping our eye on the ball. So obviously we all grew up with some understanding of politics from both the left and right standpoint.

I found Communism most seductive in theory: sharing, equality and all that, but in practice there inevitably has to be the Big Boys running the show, the root of most corruption. 'Left' and 'Right' wing didn't make much sense to me either, for how pray, can you haul up a sinking ship by heave-hoeing from left and right? The boat will only rise up when everyone is pulling in the same direction.

"You cannot have peace without justice and you cannot have justice without sharing."

Why are we so apologetic for being English? Why have we allowed our innately friendly natures to be trampled underfoot in this way? I have a good memory so I can vividly recall the forties and fifties. The two wars were over and we were pumped full of the euphoria of freedom! This new freedom of ours gave us a whiff of our true potential, which finally burst forth in a great release of creative energy that became the 60's revolution.

I lived in LA during the seventies. When I arrived there, to be English

was most certainly a feather in one's cap. America looked up to us, the 60's revolutionaries, for they were responsible for the creative shift of consciousness in the arts, the fashion world, film, music, science, etc, etc, etc. We Brits were the 'Beez Kneez' all right!

Yet when I returned home to England in 1979, I discovered there had been a shift of a different kind. Everything had reversed. No longer did America look up to Britain; on the contrary, Britain was now kowtowing to this new 'fashionable America', clinging to its coattails in a most unsuitable manner. I maintain that was the moment our present defeatist, cowering attitude began to take hold.

Just imagine if we were to return to the EU, we'd be a laughing stock, creeping back to Brussels with our tail between our legs, cowering, having probably killed off democracy for good. Cowering doesn't cover it. If my father were alive today he would shake his head in despair, finding our present cowardice not only shameful, but downright incomprehensible, and certainly not what he fought and risked his life for.

Besides, in returning to the EU, we would move ever closer to Europe's Federal dream, a dream that can only end in disaster, being manufactured, as it is, from above by the elite. 'Oneness', as in this case, twenty eight countries joining together, can only come to pass if the desire for such unification is given birth at the grass roots. Only the grass roots can bring about the miracle of Oneness.

We English are blessed with a mighty energy beneath our feet, for our land,

with its bewildering number of ancient monuments, is sacred. So whatever race, creed or colour, we are all capable of tapping in to that great energy, but in so doing, it is imperative we respect and protect that essential balance of nature. That way we can begin the upward path; awaken our boundless spirit once again and start honouring what's left of Shakespeare's poor old 'Precious stone set in the silver sea'.



Once unleashed from the EU, we could begin the serious business of renouncing, for renouncing, settling for less for a while, will be part of our EU divorce. There was strict rationing during my childhood, yet we were all exceedingly content and healthy, for we all knew: no pain no gain. Surely we don't want to tell our great-great-grandchildren that "once upon a time there was a little country called England, whose language the whole world speaks".

This will undoubtedly happen if we continue to stop believing in ourselves and in England.

How can we let down my father's generation and cower in the face of temporary adversity? [Read more.](#)

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Harry Hamlin is a film and TV actor and a new technologies entrepreneur. He has received numerous Golden Globe Award nominations, including one for starring in the epic film *Clash of the Titans*. He has appeared on TV in many roles, including *L.A. Law*, where he received two Best Actor nominations, and *Mad Men*, where he received a Primetime Emmy nomination. Harry's long-held interest in our climate dilemma coupled with his knowledge of a technology which represents a real alternative to greenhouse gas producing fossil fuels, led Harry to help co-found TAE Technologies. And so physics came to Hollywood...

WHAT DO HOLLYWOOD AND NUCLEAR PHYSICS HAVE IN COMMON?

When I went off to college in 1970, my ambition was to become an architect but a few wrong turns on my way to Berkeley caused me to miss the deadline for enrollment in the Environmental Design school and I opted for the next best thing... the Drama Department. I had no aptitude for math or science because, according to Malcom Gladwell in his best-selling book *OUTLIERS*, I was destined for a life in the humanities because I was born in 1951. Hence, no math and no science for me.

The Drama Department at UC Berkeley turned out to be a good choice and within a decade, I had received my first Golden Globe nomination for best new actor in a motion picture for my role in Stanley Donen's *MOVIE MOVIE* starring opposite George C. Scott. From that moment, fame and a modicum of fortune lay in my future. Little did I know, at the time, that I would come to co-found one of the most advanced technology enterprises in the world, what is known today as TAE Technologies. TAE.com

TAE is the world's most successful, privately funded clean Fusion Energy company. TAE, which is partnered with Google in its effort to develop clean, non-radioactive industrial scale electricity, is poised, within

a decade, to help mitigate global climate change by offering one of the only real clean substitutes for fossil fuel.

My journey as the shepherd for this technology has both benefited and suffered from my Hollywood connection. On the positive side, I've been able to get just about anyone in politics or business to answer the phone...at least once. On the negative side, they always say, "What the heck are you, an actor, doing talking about advanced nuclear physics and why should I listen to you?" That's never an easy question to answer and an answer that is rarely accepted. But I always press on because I know that the world needs a solution to our climate dilemma and I know that this technology represents a real alternative to greenhouse gas producing fossil fuels.

I certainly can't take credit for the success of the company but I do credit my public profile for getting the attention, early on, that gave the effort momentum in the beginning. For that I am grateful and I doubt my involvement would have been as effective had I not had the fame that Hollywood granted me.



International Women's Day (March 8) is a global day celebrating the social, economic, cultural and political achievements of women. The day also marks a call to action for accelerating gender parity. The International Women's Day 2019 campaign theme of #BalanceforBetter was a call-to-action for driving gender balance across the world.

International Women's Day (IWD) has occurred for well over a century, reflecting the growth of women in noted roles across society. In 1919 the first woman MP entered the House of Commons in the UK. In 2019 there were more female nominees for the Oscars than ever before. Politics and Hollywood are just two areas

where women have come a long way. Across the board women have been continuing to make ever greater strides in the world around them, but always there is more to be achieved.

"Women are now leading the way in many areas."

We mention just some of the current movers and shakers here, such as cultural icon and actress **Sigourney Weaver**, strategy and innovation specialist **Renée Mauborgne** and digital marketing entrepreneur **Randi Zuckerberg**.

Women leading the way in other areas include global activist and socio-economist **Noreena Hertz**, entrepreneur and business leader **Arianna Huffington** and **Sonia Gandhi**, head of the ruling party of the world's second largest population. From business to technology, politics to media and innovation to marketing, it is essential that women continue to grow and exert their ideas and experiences on these spheres of influence to help shape the future of our society. International Women's Day helps recognise this fact and to push the agenda forward.

Anders Fogh Rasmussen

Defending Freedom

In 2019, we must try harder to show why freedom, democracy, open markets and multilateral cooperation deliver peace, progress and prosperity for all.

After the end of a turbulent year, in so many respects today's world is a brighter place.

Technology continues to remove barriers; global poverty is falling; and the world economy growing. 40 years

ago, 12 percent of children born around the world died before they reached their fifth birthday. In 2015 that figure was four percent.

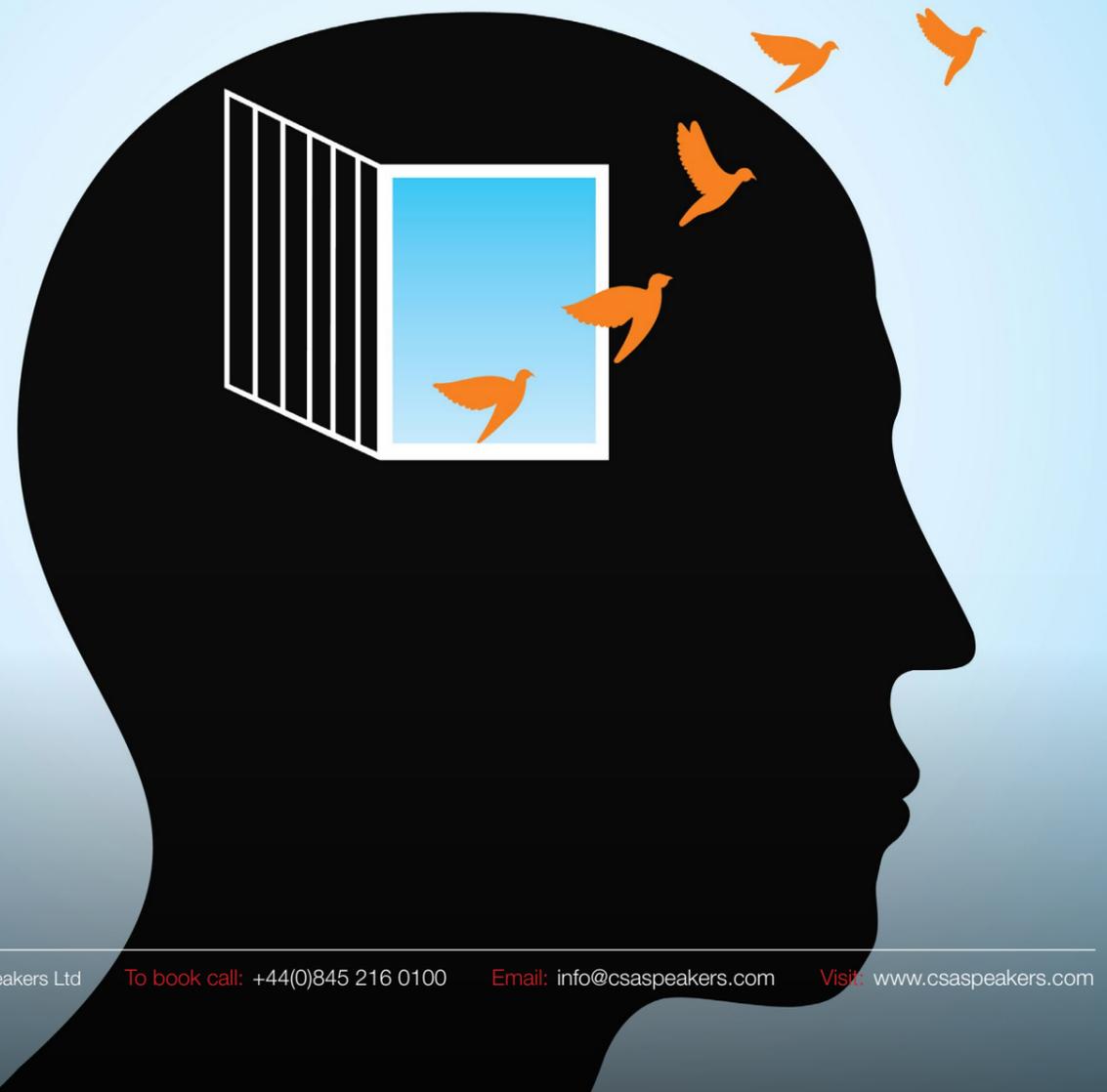
But we cannot deny that, geopolitically, the world is on fire. 2019 will be a pivotal year in deciding whether we contain the fire, or pour more fuel onto it.

Determined American global leadership is needed now more than

ever; yet I fear the policeman of the global international order is going into retirement.

And we see yet again the consequences of US disengagement.

This is not the first time the world has heard the phrase, 'America First'. President Wilson used it in 1915 to justify US non-intervention in World War One. 18 months later, Germany brought the war to America.



A generation later, the America First Committee opposed US intervention in Europe's war. Again, the war came to America.

Once again, the West is divided, autocrats are in the ascendancy, and the peaceful world order is giving way to narrow interests, short-term transactions and zero-sum games.

"We cannot deny that, geopolitically, the world is on fire."

Malign states are stepping in to exploit the divisions, and to occupy the vacuum we leave behind.

If Russia sees the world as a chess board, China sees it as a game of Monopoly. Yet many in the West continue to see it as a game of Scrabble – where words seem to count more than actions and interests.

Our values are important. So it is time we made a stand for them – at home and abroad.

These values will be tested in elections across the democratic world, from India to Canada, critical elections in Ukraine, and seminal elections in the European Union.

In Europe, we must end the self-defeating spiral of division between the core and the periphery; Eurozone and non-eurozone; East versus West; large states versus small states.

We must find a formula that is respectful of our differences, yet also considerate of the desire of some to integrate further.

And we must understand why people are so often rejecting the political centre for populist forces. Yes, populists give simplistic and often undeliverable answers to complex questions, but their claims rarely lack a grain of truth.

Mainstream political leaders have not shown robust solutions to today's challenges: from managing migration in a way that maintains public support; through to adapting today's open market global economy so that it delivers for all, and not just for bankers and multi-nationals.

In 2019, we must try harder to show why freedom, democracy, open markets and multilateral cooperation deliver peace, progress and prosperity for everyone. These principles are not perfect - no man-made system is - but they are far preferable to the alternatives.

In 2019, the Alliance of Democracies Foundation that I founded will continue to make this case, and will work not only to strengthen our democracies, but to promote democracy abroad.

"It is time we made a stand for values – at home and abroad."

Defending our freedom is not just about issuing statements, or warm words. It is about uniting around our common ideals and taking actions to defend them; and shining our values into the dark corners of the world. As a citizen, I will continue to do all I can – and I hope you will join me.



Anders Fogh Rasmussen, former NATO Secretary General and Prime Minister of Denmark, has been at the centre of global and European politics for over three decades. In 2017 Anders founded The Alliance of Democracies, which is dedicated to the advancement of democracy and free markets across the globe. He is also co-chair of the Transatlantic Commission on Election Integrity. He recently wrote about the divisions facing the world and how we must work harder to defend our hard-won standards of democracy and international order.

PRESS THE RESET BUTTON ON LEADERSHIP

Kate Sweetman is a global business strategist, a leadership authority and an author. A former editor for Harvard Business Review, Kate's work has been published around the globe. Kate was named one of the World's Top 20 Emerging Management Gurus by *The Times*. In 2015 Kate co-founded a new global management consulting firm – SweetmanCragun. Their latest research has defined a new form of leadership for the digital world – Leadership 3.0.

If you are like thousands of business leaders we have interviewed, you are nervous about your ability to compete going forward – no matter how successful you have been in the past.

The clear majority of current leaders know intuitively that their business models could quickly be overrun by a clever digital challenger. Research supports this: it is estimated that 98% of business models at work today are outdated.

The majority of business leaders also know that their organisations are not fit for the purpose of the digital economy. Why? Partly for reasons

of technology. But mostly because their leadership cultures do not have ways to help others to solve the most difficult and relevant problems, nor unlock the most significant and game changing opportunities.

The core of the problem is that our "leadership operating systems"



have not been upgraded in any comprehensive way to match the age of digitalisation. Our leadership teams, smart as they are, lack an organised leadership architecture that clearly shows them the key leadership areas to focus on to outrun a Musk or

a Ma – or outgun a super-smart and well-funded start-up. When they remain hostage to outmoded thinking, they cannot lead their organisations to reach their potential.

Until now. We have studied this conundrum in a global research study over the past two years spanning over 40 countries and over 40 industries. We have spoken with members of the C-suite, with leaders in HR, L&D, Talent Management and Executive

Recruiting – with digital disruptors and neuroscientists.

We have investigated case studies of companies that have turned conventional leadership on its head: companies that have approached work and leadership in an entirely different way, unlocking enormous creativity and economic value, and utterly changing their futures and their fortunes.

What makes the difference? A set of five master leadership skills that have enabled large traditional companies to press the reset button on leadership: who can lead and how – based on heart and courage, on insight and persuasion, and on having the willingness and ability to solve intractable problems in new ways.

THE WORLD is being reshaped right now



Parag Khanna is a leading global strategy advisor, world traveler, and best-selling author. He is Founder & Managing Partner of FutureMap, a data and scenario based strategic advisory firm.

His newest book is *The Future is Asian: Commerce, Conflict & Culture in the 21st Century* (2019). In it he explains how Asia is reshaping the entire planet and setting a new template for our collective future. This is the definitive guide to Asia's global influence in the 21st century.

Parag overturns decades of misdiagnoses about Asia while providing a comprehensive analysis and vision for our collective Asian future. He demonstrates how the Belt & Road Initiative will not advance

Chinese domination but rather accelerate Asia's multipolarity, how nationalist leaders have put aside territorial disputes in favour of integration, and takes you into Asia's dynamic cities that are the hotbeds of next-generation digital innovation. Asians once wanted to emulate the West, now the West wants to emulate Asia. Asians used to produce for the West, now the West produces for Asia. The world has grown accustomed to hearing about "America First." Is it ready for "Asia First"?

Asia's gravity has profound implications for Britain's strategic choices in 2019 and beyond. The UK has launched an "All of Asia" policy, and the China-UK "Infrastructure Alliance" has been created to boost British participation in Chinese projects around the region. As Parag Khanna points out, almost all European countries still need Asian

talent inflows to compensate for labor shortages and demographic imbalances. With America ever more unreliable and Brexit pushing the UK to hasten the signing of dozens of new trade agreements with Asian countries, there is no question that Asia will occupy ever more of the British agenda in the years ahead.

UK Foreign Secretary Jeremy Hunt delivered the prestigious IISS Fullerton Lecture in Singapore in early January and quoted directly from *The Future is Asian*. He added: Power always follows money, so the rise of Asia will have a profound impact on the global balance."

Recently Parag Khanna appeared on TRT's *The Newsmakers* to **discuss** how the 21st century will be reshaped by the rise of Asia. Parag was also in a **podcast** *Economist Radio* from the WEF at Davos in January.

DAMBISA MOYO

China Diversifying Economic Approach to Emerging Countries

Recently Xinhua News, the biggest and most influential media organization in China, spoke to global macroeconomist Dambisa Moyo about the role of China as a global player. You can read the interview below:

"China, a key player of international investment and trade, has diversified its economic approach to emerging economies across Africa, South America and Asia", global economist Dambisa Moyo said. "China's role has changed. Very early on, China's investments tended to be around infrastructure and ownership of a lot of natural resources. But in recent years, China's got a lot more involved in other areas, such as consumer goods, banking, logistics, obviously diversifying their approach in Africa and elsewhere across the emerging markets."

Moyo attributed the change partly to the increasing demands from Africa for better governance and better participation in investment that China's been making.

Moyo, the author of the 2009 bestseller *Dead Aid* named by the *New York Times*, was an outspoken critic of aid from the West to Africa in the past decades, which she said failed to deliver economic growth and poverty reduction but fuelled corruption and the vicious cycle

of dependency for aid in African countries.

In a chapter entitled "The Chinese are our friends," Moyo agreed with the Chinese approach to Africa by focusing on trade with and investment in Africa that resulted in infrastructure upgrade and jobs across the continent.

"In addition to FDI (foreign direct investment) and trade, China is also very much involved in providing loans and international aid," said the Zambia-born global economist who currently serves for several international companies or institutions.

"It is making a strong push through the Belt and Road Initiative, the New Development Bank and many other initiatives around the world. In terms of international influence in emerging markets, it continues to have a critical role," said Moyo, who also once worked for the World Bank and Goldman Sachs.

When commenting on China's economic development model, Moyo said it is clear that over the past 30 to 40 years, China has done a lot of things right by investing in infrastructure, education and goods and services for exports that helped fund a lot of local development in China.

"So far in terms of what it is doing

in allocating capital into important areas it has done a good job, as education and infrastructure are very fundamental areas to spur growth," Moyo said.

China's opening-up has definitely helped drive economic growth in the country, Moyo said, adding that China has especially benefited from joining the WTO, being able to export a lot of goods and services around the world.

Recalling Chinese President Xi Jinping's speech about the importance of globalization and being open to trade at the World Economic Forum in 2017, Moyo said she believes in globalization, and that trade is a critical driver of economic growth and she hopes the United States and China can quickly resolve their trade disputes.

"Some of the great concerns people have about the Chinese economy is about whether it can continue the speed of economic growth," Moyo said.

The IMF and other institutions have recently downgraded global growth, including the growth in Europe and emerging economies, she said.

"Countries need to grow at least 7 percent a year in order to double per capita income in one generation. Obviously China is not growing at that rate and most countries are

not growing at that rate, which is a concern for the global economy. The fact that China is growing at 6.5 percent is actually very good on a relative basis," she said.

Moyo noted the Chinese government has repeatedly highlighted the restructuring of its economy to transform it from being export-led towards domestic consumption-driven.

To further improve its business environment for foreign investment, China can increase transparency, consistency of rules, taxes and regulation, and most importantly ensure a good macro environment, said Moyo.

"If people feel like there is a continual good policy that can drive economic growth and they can continue to build on the middle class and China's success that is also good news. And people feel much more comfortable about investing in China," she said.

Source: Xinhua

Dambisa Moyo is a global economist and author who analyses the macroeconomy and international affairs. She advises companies, corporate boards, CEOs and management on investment decisions, capital allocation and risk management.



DHIRAJ MUKHERJEE

on Shazam, Creativity, Innovation and Digital Business

You are co-founder of Shazam, which is now one of the most popular apps in existence. Was it possible in the beginning to have a clear understanding of just how amazingly successful it was going to become?

My co-founders and I set up Shazam in the year 2000, at the height of the dotcom bubble. Back then music fans bought CDs, mobile phones were far from smart, and Google was almost unheard of. When we first came up with the idea of identifying any song, anywhere from a mobile phone, we had big dreams and aspirations for the service. In reality we were naïve – our early results after we launched in 2002 were below expectations and we started to understand just how hard it is to build and popularise a business.

Yet we never gave up the vision, and worked and worked on improving the product. At launch we could identify a million songs in the UK, and we pushed hard to grow the service in other countries. The recognition rate improved, we added features like being to buy a ringtone or send a 30-second song clip to a friend. However, it took six full years for Apple's app store to launch in 2008, and Shazam released one of the first iPhone apps ever created. Finally Shazam found the right platform for

the service, and usage exploded. Shazam has now been downloaded over 1 billion times worldwide, and 150 million people use Shazam every month.

How important do you believe creativity and innovation are for a digital business to be successful and are these skills more important than in a traditional business model?

I think that creativity is an essential part of building a successful digital business. Innovation for me is "turning ideas into invoices," a phrase I once heard and like. Creativity is an essential ingredient of innovation, but in my mind it's not an end goal in a digital business.

However, I think that there is no substitute for execution and delivery. I don't know any start up (or any individual for that matter) which is successful without the ability and rigour to deliver. The art is being adaptable and nimble with what the business is delivering over time.

Established companies tend to be good at structured, repeatable processes, which work well in more traditional industries. In modern digital business, the ability to change course quickly, frequently and accurately is a key skill. Most large companies

that I advise have not mastered this as a core competency. However, every successful start-up that I interact with displays the ability to confidently change direction when needed and when it matters. That's why established companies have a lot to learn from digital start-ups and scale-ups, and I actively work on helping corporates and start-ups to collaborate in effective ways.

Dhiraj Mukherjee is an experienced digital business executive and entrepreneur with a proven track record in both corporate and start-up environments.



ROBOT INTELLIGENCE Paradise or Nightmare?

Rodney Brooks is a legendary robotics entrepreneur, former Director of the MIT Artificial Intelligence Laboratory and the MIT Computer Science & Artificial Intelligence Laboratory.

Rodney studies and engineers robot intelligence and is looking for the holy grail of robotics – one that can figure things out for itself, like humans do. Early on he realized that a top-down approach – just building the biggest brain possible and teaching it everything he could think of – would never work. What would work is a robot that learns like we do, by trial and error, and with many separate parts that learn separate jobs.

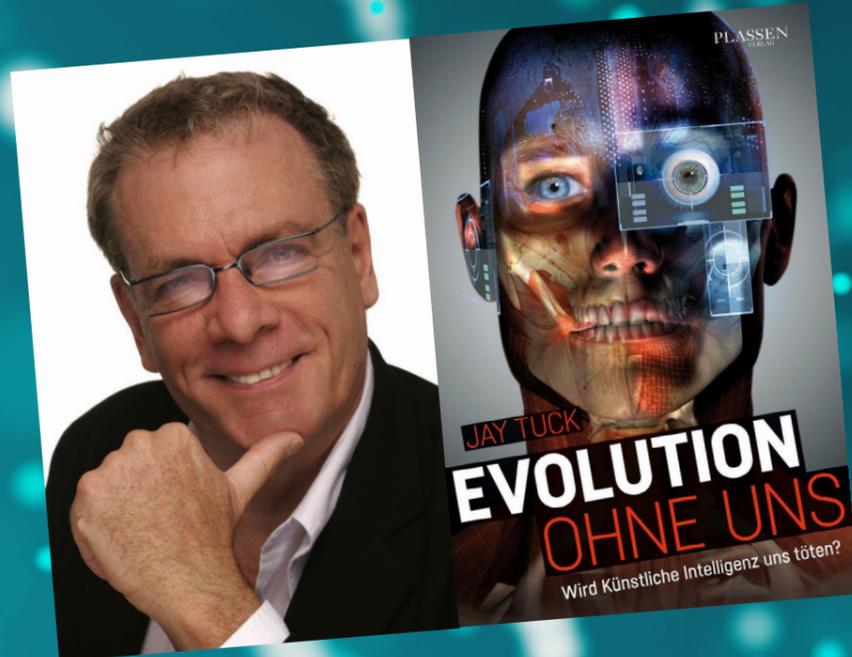
From a commercial point of view Brooks says "Almost all companies will need to invest in AI, and many will need to invest in robotics, but they need to be wary of a bubble. The bubble is expanding at the moment and there are many who are overpromising.

At the same time there are going to be competitor companies who make smart investments with real ROI that are going to change how some businesses work. Thus executives in companies around the world are faced with how to see through the hype, to figure out what the real impacts are going to be in their business areas, and to figure out the right investments, the right partnerships, the right timescales,

and the right expectations, so that they can move forward and be successful. The dangers are missing the boat that other people do not miss, and conversely getting sucked into grandiose expectations and investments that will not pan out well."

In a recent article he stated there are rules for predicting a technology's commercial success. Building electric cars and reusable rockets is fairly easy, whilst building a nuclear fusion reactor, self-driving cars or a Hyperloop system is very hard. The difference, in a word, is experience. The difference between the possible and the practical can only be discovered by trying things out. Read Rodney's article [here](#).

CORPORATE PLANNING IN AN AGE OF DISRUPTION



Jay Tuck is a US journalist, author and security expert. His TEDx-talk on the dangers of AI reached over 1 ½ million views on the internet. His reports on security policy, espionage activities and weapons technology appear in leading publications across Europe.

Artificial Intelligence is not a sci-fi story or a PowerPoint projection. It is here and now, and changing our world at breathtaking speed. It is disrupting trusted business models and reshaping the global economy upon which we stand.

Today, billions of indicators can be analyzed in microseconds, far outpacing human ability. Slowly, surely, we are passing control in management and marketing, in finance and federal government, in medicine and in the military to the superior cognitive capabilities of artificial intelligence.

This responsibility, once relinquished, will never return to humans.

AI already flies our jets and directs our traffic, it recommends dessert recipes and guides us through foreign cities. With every Google search and with every Amazon order it gets to know us better. Soon it will be predicting our desires.

But when will AI surpass us? The simple answer is: it already has: Today, it is the highly skilled, highest-paying jobs in elite professions, like stock brokers and radiologists, that are in danger. We – as individuals and as institutions – must be prepared to redefine ourselves constantly.

In our homes, robots are still our friends. One machine washes our shirts, another cleans our plates, in my kitchen one even mops the floor. My wife refers to him affectionately as “Robbi”. We think he’s cool. Less cool is the knowledge that intelligence services are already profiling our preferences, even the intimate ones, while private corporations track our entire lives in search of earnings.

This is our new world: big data, the full picture, total inventory.

In major disruptions such as these there are always big opportunities. From airline tickets to agricultural fertilizers, AI can help us digest

big data, macromanage resources, define unseen challenges while securing our food chain, our environment and a sustainable future for all.

But how do we recognize opportunities in this fast-changing environment?

What are the challenges, which are the strategies? How do we build a corporate future on the sifting sands of technological change?

While the advantages of AI are nearly limitless, many of the greatest thinkers in Silicon Valley believe AI can threaten us.

There is no guarantee that we will always be Darwin's Darling.

"While the advantages of AI are nearly limitless, many of the greatest thinkers in Silicon Valley believe AI can threaten us."

THE MYTH OF MAN VS. MACHINE



Marco Gercke is a global thinker and writer focussing on Global Security, Cybersecurity and AI. For more than ten years he has advised governments, international organisations and the private sector. He is Director of the Cybercrime Research Institute, an independent global think tank.

Glorious future or the end of mankind? Terminator or Knight Rider? It is surprising how often the discussion about chances and risks of artificial intelligence ends up with oversimplified stereotypes and how often the Hollywood movie *Terminator*

is quoted in this regard. The discussion about the impact of current developments for security and society in general is important, especially the future of labor, but it is one of the unlikely scenarios that AI will end mankind.

The impact of global warming and armed conflicts pose a significantly greater risk. The equally oversimplified response to the oversimplified question is that if AI and humans end up in a conflict about resources, computer-controlled robots with AI can "leave" planet Earth and exploit the resources of other planets while mankind will have significantly more challenges to adopt.

The discussion about the ultimate conflict distracts from more likely

Why AI will not end mankind, but we still need to prepare for challenges

conflicts. The willingness to trust suggestions made by artificial intelligence once it surpassed our capability to verify the "decision making process" is one of them.

The following experiment highlights the challenge: various tech companies are currently developing AI systems that are able to negotiate. To verify the abilities of AI, twelve professional negotiators were invited to negotiate a fictitious trade agreement. It took a full day. Having got this human benchmark two AI systems carried out the same negotiation. It took them less than a second to carry out the task and as both humans and machines referred largely to standard contractual clauses the agreements reached by machines looked almost identical to the one drafted by their

human counterparts.

One clause that differed caught the attention of the reviewers. It took a team of lawyers more than 100 hours to come to the conclusion that the clause selected by the machine in less than a second was actually better suited as the one picked by the human negotiators was contested by two

national courts in not widely known court decisions.

What if after one year of calculation an AI presents the solution to climate change – the release of a complex combination of highly toxic gases into the atmosphere. Something that – just like chemotherapy from the outside – does not look like a solution but could

create new problems. And what if the verification of the complex climate modeling will take an estimated 100.000 scientist more than 1.000 years? Will we trust the conclusion reached by AI or will our desire to verify decisions prior to their execution set the limit?

MUNICH SECURITY CONFERENCE 2019

From February 15th – 17th the 55th Munich Security Conference (MSC) took place. This year more than 600 international decision-makers engaged in an intensive debate on current and future challenges. The MSC has developed into the world's leading forum for the debate of international security policy. Repeatedly rated as "Best Think Tank Conference" in the world, the MSC provides a one-of-a-kind opportunity to discuss policy at the highest level in a protected and informal space.

Experts from across the globe discussed the future of arms control and cooperation in defence policy. The intersection between trade and international security was examined, as were the effects of climate change and technological innovations on international security. Among the participants this year were more than 35 heads of government and

heads of state, including German Chancellor Angela Merkel, U.S. Vice President Mike Pence, Member of the Political Bureau of the Communist Party of China Yang Jiechi, Russian Foreign Minister Sergey Lavrov, High Representative for Foreign Affairs and Security Policy of the European Union Federica Mogherini, and Nobel Peace Prize Laureates Tawakkol Karman and Beatrice Fihn. A truly global affair.

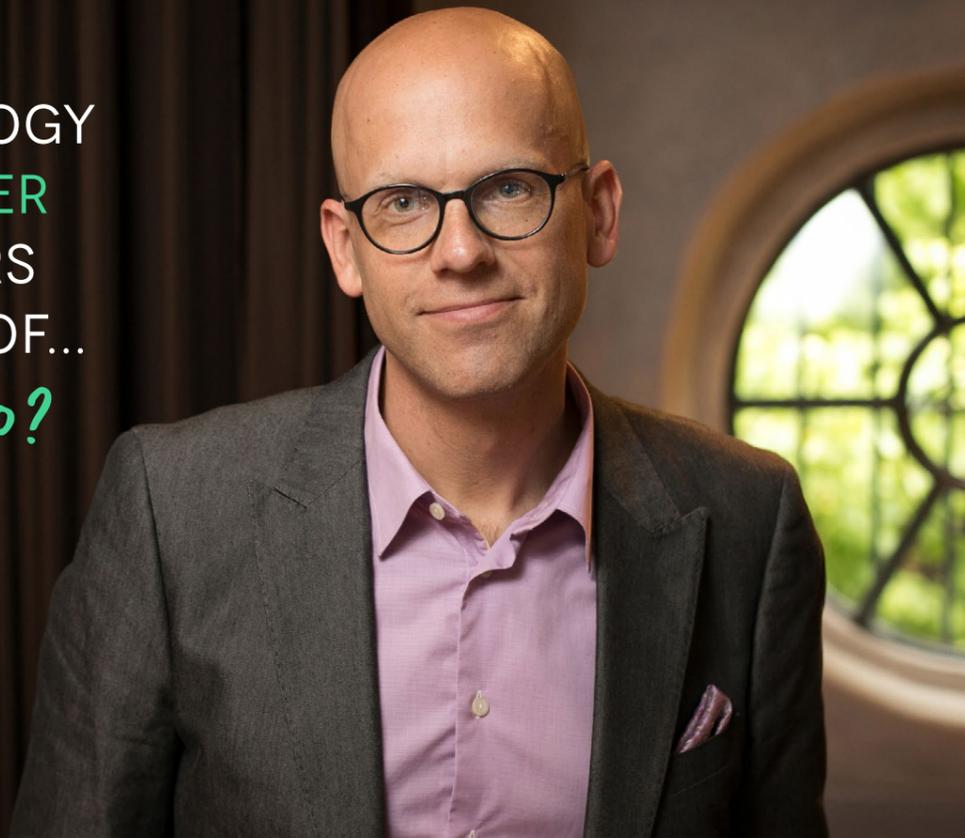
Before the conference MSC Chairman **Wolfgang Ischinger** said "When looking at the current state of international affairs, it is difficult to escape the feeling that the world is not just witnessing a series of smaller and bigger crises, but that there is a more fundamental problem. A new

era of great power competition is unfolding between the United States, China, and Russia, accompanied by a certain leadership vacuum in what has become known as the liberal international order."

Meanwhile, during an interview at Munich, former NATO Secretary-General **Anders Fogh Rasmussen** said he wants candidates in the European election to sign a pledge agreeing to counter foreign interference. He warned that Russia will use unprecedented means to disrupt the upcoming EU Parliament election. He said "There is no doubt that Russia will be a major malign actor."



WILL TECHNOLOGY COMPANIES EVER PUT CONSUMERS AT THE HEART OF... What They Do?



open a drawer. Ah. There it is. The super-duper-mega-powerful maximum hard drive I bought to have a solid backup for the cute digital video stuff I have randomly taped over thirteen years as a father. There they are: the oh-so-produced five minute interviews I always do with the kids on New Year's Day every year. (I ask just a few questions of the more existential kind, like "what is the difference between moms and dads?" or "when will you be an adult?" Five minutes a year. Do it, parents, it's the alchemy of kid videos!)

I have an old camera, so there is the actual DV tape version. And the hard drive version. Plus, I keep some of it online. So I should be in the clear, right? Well. Soon, I won't be able to get a machine that can play those DV tapes. Soon, I won't be able to plug that USB cord from the harddrive into

a Mac computer, since they won't be supporting that technology any more, oh, and firewire is gone too. The online version? Fine, as long as they support the format.

On a trip recently, I re-read Walter Isaacson's magnificent book about Steve Jobs. If there is something I absolutely detest about Steve Jobs' legacy, it's the silly notion that he himself always knew what's best for everyone and everything. That notion was not just a curious trait. It was a notion that ended up killing him. Jobs was so certain that there was another way to treat his aggressive cancer that he just didn't let the doctors get to it and do their job.

That massive fullofhimselery really is the key explanation to the usability problems that have become a true Apple trademark.

I can't help but thinking: the tech giants want us to lose our data. They want us to learn the hard way, to give up, to give it away, give it to them, holding on to us by just making us too tired to really pick this fight. Conclusion? The tech sector lies wide open for a company with a real consumer perspective.

Andreas Ekström is a futurist and commentator on digital revolution. His passion is to educate for digital equality and he aims to understand the companies and behaviours that have become drivers of change at all levels of society. He talks here about the very real need for tech companies to become customer-centric.

What You Say About Our Speakers

“ We have had great speakers in the past but **Bruce Dickinson** got the highest scores ever for a closing keynote at our EMEA CIO conferences. He was truly excellent.

— Communication Corp.

“ We received excellent feedback from **Andreas Ekström's** keynote at our Forum. He was mind-blowing! He was engaging, approachable and dynamic, delivering fresh new insights, whilst also being very genuine.

— National Government Group

“ **Keren Elazari's** keynote at our recent Security Summit in London and was rated excellent. She connected with the audience immediately and was extremely knowledgeable but didn't baffle them with tech speak.

— Global IT Group

What You Say About CSA Celebrity Speakers

“ Your service, as always, was rated excellent and it was a real pleasure to work with the team, making it a very smooth process. The support staff were also great in the build up to the event.

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“ You delivered absolutely brilliant service. Not only did you understand the brief, you provided a perfect, inspirational, relevant and down to earth speaker – exactly what we wanted.

— Training Development Group

“ You are always easy to deal with and the initial suggestion of speaker was spot on. You deliver great service and you understand our goals and deliver to brief, which always makes life easier.

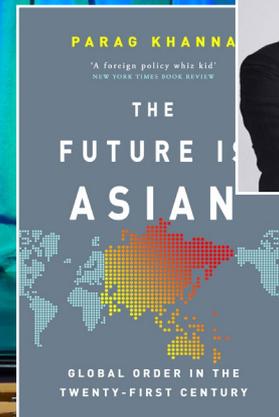
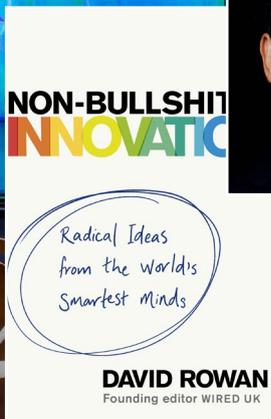
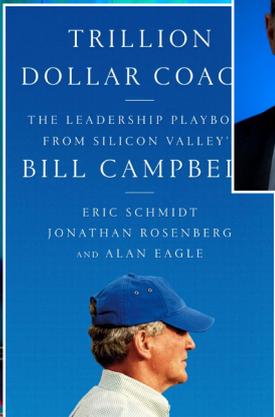
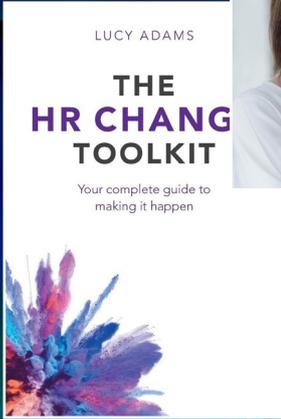
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Publisher:
CSA Celebrity Speakers

Editor in Chief:
Dagmar O'Toole

Assistant Editor:
Penny Prideaux

Design:
Peter Stefanek