

IDEAS GENERATOR FOR BUSINESS LEADERS

SEPTEMBER 2018

SPEAKER BULLETIN

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From the Editor

Today's mega trends are enormous and challenging. I choose to be an optimist. We are a highly adaptable species. The unique diversity of our September Bulletin contributors touches on many of the essential keys to understanding the future. Is Artificial Intelligence replacing humans? (Rodney Brooks, page 15). Is Social Media eroding Democracy? (Anders Fogh Rasmussen, Alliance of Democracies, pages 20–21). What are the pathways to sustainability? (John Thackara, pages 16–17). 'The Future is Asian' states Parag Khanna (pages 12–13).

With all the mega trends evolving around us business leaders are rapidly upgrading their organisations, processes and cultures, but have you noticed that there is no new leadership upgrade on the horizon? Leadership models haven't taken the essential leap forward to match all the trends taking place in every direction. That is where the amazing article by Kate Sweetman, Leadership 3.0, comes in! (pages 8–9) As a Global Advisory Committee Member of SweetmanCragun Group I have the privilege to be part of their vision and to experience some of the exciting steps to breaking through to a new leadership code. Enjoy reading!



Dagmar O'Toole
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FOLLOW US ON:



What do a World-Leading *Robotist*, a true *Polymath* and a *Global Politician* Have in Common?

They are all first class speakers with **Celebrity Speakers** and represent merely a snapshot of the variety and depth of individuals who we work with closely. Whatever the requirement and brief you may have, we work tirelessly to ensure we get the perfect fit for your need. Read a little about the roboticist, polymath and politician below.



Rodney Brooks is a world-leading roboticist. He builds robots based on biological principles of movement and reasoning. He is the founder and CTO of Rethink Robotics, whose mission is to apply advanced robotic intelligence to manufacturing and physical labour.

He is emeritus Professor at MIT and a TED speaker who promotes the value of robotics and artificial intelligence.

He shares his insights on the world's most innovative and promising robotics projects, including smart, collaborative robots (cobots), which together with humans will change and improve the workplace and home of the future. His topics include adaptive behaviour, applied artificial intelligence and autonomous robots.



Bruce Dickinson is a true polymath. He is an entrepreneur, creative business thinker, commercial pilot and brewmaster, in addition of course, to being the lead singer of Iron Maiden.

As a business speaker Bruce shares his insights on 'turning customers into fans', business creativity and start-ups and corporate culture. He also covers risk management, entrepreneurship and the travel aviation industry.

Bruce's latest business ventures include being involved in an airship venture to manufacture lighter than air hybrid transport aircraft and 'Pouncer', the edible drone that will safely fly humanitarian aid into hard to access disaster areas.



Anders Fogh Rasmussen is a global politician. He is former NATO Secretary General, former Prime Minister of Denmark and founder of the Alliance of Democracies.

Anders is an outstanding statesman: whilst Denmark held the presidency of the EU he concluded 10 candidate negotiations for accession to membership and at NATO he helped create a fundamental transformation of the Alliance, developing and setting core priorities for the future.

As a speaker Anders discusses international security challenges, effective leadership in today's climate as well as giving unique insights into geopolitical trends and international hotspots.



Sarah Miles Available for Corporate Speaking Engagements

Sarah Miles, renowned actress, author and scriptwriter is now available to share her unique experiences during her career and life. Sarah's best-known films include *The Servant*, *Blow up*, *Ryan's Daughter* and *Hope and Glory*.

She has received a number of BAFTA nominations, won a special acting award at Cannes and also received an Oscar nomination and Golden Globe nomination. Sarah believes that living life to the full, with integrity, is the highest form of art there is.

After a few years of living a reclusive life at her healing centre, she is now ready to share her unique experiences during her career and life. Sarah talks about the film industry, shares anecdotes from the world of the famous and talks about her inspiration and motivation.



Dambisa Moyo elected to 3M Board of Directors

Dr Dambisa Moyo is a renowned macroeconomist who has expertise in examining the interplay of international business and the global economy.

Her background includes advising companies in their investment decisions, capital allocation and risk management. Currently on the boards of Barclays Bank and Chevron, it has just been announced that Dambisa has been elected to the 3M Board of Directors.

Thinkers50 European Business Forum 2018

The Thinkers50 European Business Forum was inspired by Thinkers50, the curators of the world's best management ideas. As part of the Thinkers50 Europe initiative, The Business Forum was launched in May 2017 in conjunction with Odense, Denmark, one of Europe's newest tech hubs. Returning to Odense on 26th and 27th September 2018, the forum has already established itself as the premier event for business leaders in Europe. It brings together the continent's top business people with the world's leading management gurus, such as **Martin Lindstrom**, in what is already being termed 'The Davos of Business Thinking'.



Dhiraj Mukherjee Funds Education and Career App

Founder of the song identification app Shazam and business angel, **Dhiraj Mukherjee**, has helped fund Coursematch, based in the UK. This is a social network likened to dating app 'Tinder' using the popular 'swipe -left/swipe-right' interface. It's a platform for young people to create a profile based on their A-level subjects, predicted grades and extra-curricular interests and then be instantly matched with relevant degree courses from across the UK. With over 50,000 different courses provided by almost 400 institutions it is practically impossible to gather all the relevant information independently.



Dylan Jones, Editor of British GQ, Available for Corporate Speaking

Heading up GQ since 1999, **Dylan Jones** is editor, author and style aficionado. Dylan is dedicated to great journalism and innovative ideas in popular culture. He is famed for developing the GQ brand and revolutionising the magazine's reputation. He is also an accomplished writer with a number of hugely varied and successful publications. As a speaker Dylan is awe-inspiring; he is humorous, thought-provoking and professional. He talks about journalism and the media, along with building brands, using innovation to create competitive markets and how to stand out from the crowd.

Anders Indset is a 2018 Thinkers50 Radar Thinker

Thinkers50 scans the globe on an ongoing basis for fresh, powerful thought leadership. Their 'On the Radar 2018' section features those emerging thinkers with the potential to make lasting contributions to management theory and practice, including Anders.

"Our leaders of today need the philosophy of the past, paired with the scientific knowledge and technology of tomorrow," says Anders Indset, who was described by one publication as a "rock and roll Plato".

Anders Indset is a Norwegian-born business philosopher and investor. He is a visiting guest lecturer at leading international business schools and involved with various start-ups. He is author of *Wild Knowledge: Outthink the Revolution*.





DHIRAJ MUKHERJEE
Co-Founder of Shazam & Entrepreneur ▶ 04:39

Dhiraj Mukherjee speaks on the growing impact of digital technology on our lives and the challenge to traditional companies.



KATE SWEETMAN
Business Strategist & Leadership Authority ▶ 05:00

Kate Sweetman talks on the topic of the reinvention of leadership and the need to be more agile in a rapidly changing world.



SAHAR HASHEMI
Entrepreneur & Innovation Expert ▶ 00:44

Sahar Hashemi talks about creating the spark to connect with your purpose: bringing your head, heart and soul to work.



JOHN THACKARA
Cutting Edge Design & Innovation Expert ▶ 02:22

John Thackara discusses the impact of the health of the places we live and work on the health of human beings.



DANIEL SIEBERG
Technology & Marketing Expert ▶ 05:44

Daniel Sieberg discusses the role of blockchain in quality journalism, to help recreate trust in a decentralised marketplace.



PIERLUIGI COLLINA
The World's Greatest Football Referee ▶ 04:33

Pierluigi Collina says that to be successful you firstly require talent, but there are many other factors that come into play.



Going Digital Internationally

Speaking at the Cisco Live! 2015 conference in Milan, Italy, VP David Bevilacqua, said "We need a new kind of strategy where business and digital strategy are as one". Whilst many organizations recognize the importance of digitalization, most are struggling to achieve and deliver the business benefits.

Apart from new organizations that are born digital, most digitalization involves not abandoning history and throwing away established core business and totally transferring to a new IT way of doing business, but combining the strengths of both. Our research evidence from our consulting practice reveals that leaders and managers find themselves up against a number of key dilemmas when seeking to digitalize. By confronting

these dilemmas and seeking effective reconciliations between their competing demands, organizations can embed new solutions that synergize older traditional business with the new worlds of IT.

"We suggest that a culture needs to be created that embraces digital media and multichannel capabilities."

Organizations have to define new paradigms for electronic commerce

and enable, facilitate, sustain and reward interaction between consumers and its organization. They can exploit potential markets by having a website to promote and market their products and services. With the rapid growth of the Internet, it would be foolhardy for companies to ignore its powers and potential. More and more companies are jumping on the bandwagon and getting their businesses wired to stay afloat in today's competitive environment.

Mostly Quoted Dilemmas between Analog and Digital.

We suggest that a culture needs to be created that embraces digital media and multichannel capabilities.

Analog		Digital
Pushes products into the market	Customers and demand	Pulls ideas from the market
Driven by purchasing and supply		Driven by customer demand
Strong hierarchy	Organization	Flat hierarchy
Slow decision making		Rapid decision making
Process and task orientation		Result and product orientation
Defined tasks ("do this job")		Empowered employees ("find a way to achieve a goal")
Understands needs of longstanding customers and how to fulfill them	Attitudes and ways of working	Understands needs of digital customers and how to adopt new trends
Orientation toward status quo, past lessons, and accepting constraints		Orientation toward innovation, improvement, and overcoming constraints
Experience and stability count		Potential, vision, curiosity, motivation, flexibility, and adaptability count
Homogenous teams, working within departmental silos		Mixed teams working in cross-functional and integrated communities
Career progression within defined paths		Strong collaboration and rapid, unpredictable career progression
Focus on planning and optimization		Focus on rapid launch and learn

Very often people argue that it should not be either/or when dealing with a dilemma but and/and. We argue that and/and might still negate the synergetic interaction between the two. So you might still have analog AND digital that are presented separately. With through/through you ask yourself the question: how can I THROUGH the use of digital improve our analog offering. I raise the approaches shown above that distinguish the analog and the digital world.

Going for the clicks that stick

We need High Tech but we also need High Touch. The more those numbers

rain down upon you, the more you need to talk to someone about these. Merrill Lynch, for example, is using the Internet to give better personal service (using high technology) to its high touch customers, but also use the Internet to identify those high tech customers for whom it makes good business sense to offer high touch.

It is quite interesting to note that where the high-touch and Bricks organizations are trying to integrate the digital high-tech through clicks, there is a countervailing development where we see that Amazon is going to build shops. Bookstore owners often think of Amazon.com as the enemy. Now it's becoming one of them.

Fons Trompenaars is known all over the world for his work as a consultant, trainer, motivational speaker and author of many books on the subject of culture and business. He has spent over 25 years helping Fortune 500 leaders and professionals manage and solve their business and cultural dilemmas to increase global effectiveness and performance, particularly in the areas of globalization, mergers and acquisition, HR and leadership development.

Leadership 3.0

Upgrading Leadership for the Digital World

“If Elon Musk or Jeff Bezos were to target your industry for disruption, would you have the leadership culture to survive? Thrive?”

This is the question that we have posed to thousands of professionals in over 40 countries and over 40 industries over the past two years. Members of the C-suite, HR heads, Digital Transformation leaders, internal and external talent managers, neuroscientists and anthropologists – all responsible and seasoned experts in their fields concerned about what the digital world means for them, their organizations and the world. The answer – virtually without exception – is an instant “no.”

Intuitively – reflexively – they know that we ALL compete with Amazon every day in terms of delivering value, performance, service, and innovation at low cost – all at the same time. And yet most companies also know that they fall short, leaving the challenge unaddressed in any real way and the opportunity unrealized. The tools for transformation are digital, no question. True competitive advantage, however, lies in how those

tools are deployed strategically, and how they affect decisions that are very large (say, around organizational form, business model, and the fundamental bases of competition) as well as very tactical (eg customer experience that is exceptional in the smallest detail).

It is leaders, not digital tools, which make those decisions. And when those decisions go unaddressed or misaddressed, the company cannot succeed.

“Learn to embrace technology accelerators in your quest to stay competitive.”

Our research has defined a new form of leadership for the digital world. We call it Leadership 3.0 – the software upgrade needed for today and, even more so, for tomorrow. Digital leaders surpass conventional leaders in their ability to take in, make sense of, and act on the changes taking place all over the world (inside and outside their industries). Digital leaders create incredible connections with people and organizations that can help them

succeed, both internally and in their ecosystems. Digital leaders solve problems that baffle the conventional experts. Leadership 3.0 practitioners represent a significant upgrade in effectiveness and capability throughout the world.

Leaders at any level need to develop the knowledge, skills, attitudes and beliefs that will utterly change how they and their people approach the incredible opportunities in this fast-spinning world.

Five Key Lessons

Understanding five key lessons will help all leaders to succeed in the age of disruption:

1. We all compete with Amazon.

Everyone’s real-time attention span is shorter, and our expectation for frictionless interactions is higher.

Lesson: We must all be willing and able to provide real-time intimacy and ultra-personalization.

2. We don’t need to own anything. Ownership of every asset impedes the flexibility required in a world in which pivoting is vital, and speed is everything. The wealthiest companies in the world today

create offerings together with third parties. They form loose, yet powerful networks in robust ecosystems.

Lesson: We must be willing and able to access needed capabilities, whether we own them or not.

3. We have no secrets. Big business, small business, governments, individuals – anyone can use Reddit, BitTorrent, Digg, StumbleUpon, Slack or others to cooperate and collaborate. The hardest thing today is not accessing information, but keeping it under wraps so competitive advantage can be increased.

Lesson: Behave as if your daily diary is on the front page of the FT.

4. We must avoid the echo chamber. Nothing impedes learning, adapting and changing more than believing only in our existing assumptions. Our past experiences and outdated mindset should not act as powerful gatekeepers keeping us from doing the best thing.

Lesson: Constantly open your ideas and assumptions to scrutiny from a diversity of outsiders.

5. We are being virtually tracked. Try getting off the grid and see how

impossible it has become. Shed your smartphone and your credit card; lose your e-wallets, e-banks and e-retailing relationship; throw Alexis and Siri in the bin; get off the web entirely. You’ll still be trackable in cities on CCTV and in the country by drones. But the good news is this – tracking technology can make it much easier to focus on crucial activities in our businesses, and make it much easier to complete them through automation.

Lesson: Learn to embrace technology accelerators in your quest to stay competitive.

Kate Sweetman

Kate Sweetman is a global management consultant concerned with all aspects of leadership, from strategy development through execution to creating sustainable cultures of deeply connected and supportive communities. A former editor for Harvard Business Review, Kate’s work has been published around the globe. She has been designated one of the World’s Top 20 Emerging Management Gurus by *The Times*. Kate was also named in the 2017 Thinkers 50 Radar of the 30 management thinkers most likely to shape the future of how organizations are managed and led.



JOSÉ MANUEL BARROSO

An Outstanding Leader of Our Time



“Mr Barroso is a leader who has shaped the European landscape over the last decade in a critical period for the European Union.”

Former President of the European Commission, former Prime Minister of Portugal and current non-executive chairman of Goldman Sachs, the charismatic **José Manuel Barroso** is an exceptional leader who has shaped the European landscape over the last decade in a critical period for the European Union.

He has had an eminent career in office, including holding the positions of Minister for Foreign Affairs and President of the Social Democratic Party of Portugal. He is to be the inaugural recipient of the Business & Finance Awards' 'The Sutherland Leadership Award'. The Awards group, in association with KPMG, have previously recognised other exceptional leaders such as Bill Clinton, Kofi Annan and Sir Bob Geldof.

During a recent keynote speech by Mr Barroso, global trade was on the agenda, when he stated that a trade war seems to have started and that US President Donald Trump's recent hefty trade tariffs on Chinese goods are threats to free trade and detrimental to global growth, especially when China then responded in kind. He continued, stating that he was hopeful the US

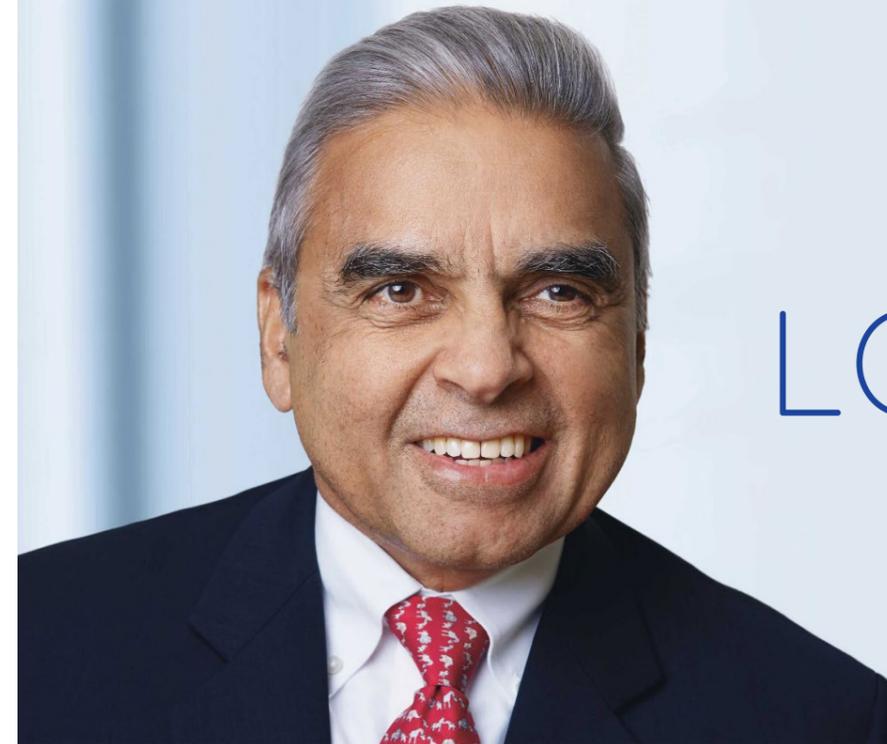
and China would change course “because in a trade war there are really no winners” and “the more serious risk I see to global growth is the rise of protectionism”.

Turning to the development of artificial intelligence, Mr Barroso said that the rest of the world could fall behind China and that with Beijing investing money Europe should not be naïve and must defend itself by ensuring that more money is committed to AI development.

Then on the topic of data privacy he said that huge change was beginning to take place subsequent to the Facebook data scandal and that much-needed stronger, global regulation was now being created. He concluded by saying that he didn't believe our democracies will accept their private data not to be protected.

From winning awards, through talking about global trade, China and AI, to data privacy, José Manuel Barroso's insightful comments and thinking make a positive impact on the world around him.

He is indeed an outstanding leader of our time.



HAS THE WEST LOST IT?

KISHORE MAHBUBANI

Kishore Mahbubani is a senior global relations advisor and Professor in the practice of public policy at the National University of Singapore

Since 1978, when Deng Xiaoping launched the Four Modernisations Programme, China has experienced the greatest uplift of the human condition in history: over 800 million people have been rescued from extreme poverty. How did China accomplish this? It made a massive U-turn. In the past, China built great walls and shut itself in. After 1978, China opened up its economy and integrated itself with the world. China's economy became even more competitive after its momentous decision to join the WTO in 2001. The subsequent explosion of the Chinese economy has been phenomenal. In 2000, America's economy was 8.5 times larger than

that of China. By 2015, it was only 1.6 times larger.

Some in the West suggest that China is about to experience a possible slowing of growth, partly because of America's attempts to derail it with a trade war. Asians do not share this pessimism. We believe that China is likely to have the world's largest economy within a decade. China is already ahead of many advanced economies, including America and Europe, in many areas, such as fast trains, e-commerce and mobile payments. Its “Made in China 2025” strategy to make China a global leader in high-tech industries also shows that the Chinese leadership has a clear, long-term plan for China's economy.

Undoubtedly, China's re-emergence will shake the world. However, China will try to shake it gently. Chinese leaders are acutely aware that

China's economic success was a result of China's integration into the Western built ecosystem of global multilateral institutions. As a result, China is now the number one trading nation of the world.

“The Chinese leadership has a clear, long-term plan for China's economy.”

Over 100 countries list China as their number one trading partner. It is in China's long-term interest to preserve the global rules-based order. This is why President Xi Jinping emphasized in his speeches at Davos and Geneva in January 2017 that China will support multilateralism. The West should support China in this goal.

Parag Khanna

THE FUTURE IS ASIAN

Parag Khanna is a leading global strategy advisor, best-selling author and TED speaker. He has written a number of highly influential books and his latest book, coming out in Spring 2019, is 'The Future is Asian'. It is set to be the definitive guide to Asia's global influence in the 21st century.

Parag explains that in the 19th century, the world was Europeanized. In the 20th century it was Americanized. Now in the 21st century, the world is being irreversibly Asianized. The 'Asian Century' is even bigger than you think. Far greater than just China, the new Asian system taking shape is a multi-civilizational order spanning Saudi Arabia to Japan, and Russia to Australia—linking five billion people through trade, finance and infrastructure networks that together represent 40 percent of global GDP. China has taken a lead in building the new Silk Roads across Asia, but it will not lead it alone. Rather, Asia is returning to the stable multipolar order that existed long before European colonialism and American dominance, with India and Southeast Asia coming into their own as economic and strategic hubs.

Dr Khanna states that large but dormant societies from Iran to

Indonesia are finally emerging, teeming with young and urban, ambitious and entrepreneurial youth, while from Saudi Arabia to Vietnam, privatization is unlocking a new wave of growth. Asians are sharing economic and governance models as never before, and their confident outward push is reshaping business life and culture across North America and Europe, South America and Africa. From investment portfolios and trade wars to Hollywood movies and holiday travels, no aspect of life is immune from Asianization.

To conclude, Parag poses the question "The world has become used to hearing "America First"—but is it ready for "Asia First"? What happens when Asia no longer just produces for the West but the West produces for Asia? And when Asians don't aspire to live like the West but rather Western societies wish they had Asians' stability and far-sighted leadership?" Get ready to see the world, and the future, from the Asian point-of-view.

When he isn't writing books Parag Khanna is Founder & Managing Partner of FutureMap, a data and scenario based strategic advisory firm. A widely cited global intellectual, Dr. Khanna provides regular commentaries for international media. He is currently a CNN Global Contributor. He serves on a number of advisory boards and he holds a PhD in international relations from the

London School of Economics. Parag has been honored as a Young Global Leader of the World Economic Forum, is a Fellow of the Royal Geographical Society and in 2002 was awarded the OECD Future Leaders Prize.

Parag lectures at international conferences as well as delivering executive briefings to governments and corporations on global trends and scenarios, systemic risks and technological disruptions in addition to market entry strategies and economic master planning. He has put together a range of industry-specific comments. We show an edited selection on the right, for a greater range click [here](#).

To close on the topic of Asia, Parag Khanna commented on the recently released film 'Crazy Rich Asians' that although they may appreciate the romance of the film, western cinema-goers might be unlikely to be comfortable with the geopolitical rebalancing upon which this growing Asian self-assurance is based. Parag said "This is a huge change, as it dawns on the west that Asians used to make things for us and now we are making things for them".

When the media and arts start portraying 'the future is Asian', you know that it is truly already happening; let us recognise this and embrace it.



FINANCE

The major transitions in Asia's economic landscape towards structural reforms, local currency debt issuance, privatization and diversification all offer tremendous opportunities but also risks for the financial sector, with Dr. Khanna providing regional and country-level insights based on his extensive advisory work and research.

HEALTH

As Dr. Khanna elaborates, only half of Asia is aging, while the other half is youthful and benefiting from new lifestyles and medical technologies. Asia's expanding pharmaceutical and medical services sectors present enormous opportunities for life sciences and healthcare companies, with Dr. Khanna's demographic and socio-economic analysis providing essential insights for gaining ground among Asia's billions.

TECH

Asia's leapfrogging is most evident in the digital technology space, with China, Japan, South Korea and India all investing heavily in AI, Internet of Things and other high-tech areas, while even less innovative countries are making themselves testbeds for the latest 5G networks, digital governance, e-commerce, and smart city toolkits. Dr. Khanna's analysis of the national priorities and competitive landscape of Asia's technology sectors gives crucial insights to companies seeking to gain market share in digital Asia.

THE DYNAMIC STREET

BY CARLO RATTI

International design and innovation office CRA-**Carlo Ratti** Associati has worked with Alphabet's Sidewalk Labs in Toronto to design The Dynamic Street, a prototype of a modular and reconfigurable paving system that hints at the possibility of the streetscape seamlessly adapting to people's needs.

The project is based on Sidewalk Labs' extensive experience and research into street design, and affords visitors the ability to engage with up-and-coming technology concepts. The installation is at Toronto's Quayside 307, a former industrial building converted into the central office and experimental workspace for Sidewalk Labs, and is on view throughout the summer of 2018.



The Dynamic Street features a series of hexagonal modular pavers which can be picked up and replaced within hours or even minutes in order to swiftly change the function of the road without creating disruptions on the street. This system is inspired by French research group IFSTTAR's pilot project on removable urban pavement, underway in Nantes. The project explores the different patterns that can be created on the hexagonal grid as well as the integration of lights into individual pavers. Each paver can also potentially host a plug and play element – that is, vertical structures such as poles, bollards or even basketball hoops.

Imagine a city street, nestled between buildings with mostly foot and bicycle traffic. During the morning and evening hours, there might be a steady stream of commuters heading to work. In the middle of the day and the evening, families might use the street as a play space. And on the weekend, the street could be cleared for a block party or a basketball game.

At the exhibition, visitors can engage in the co-creation of the Dynamic



Street by playing on a digital reconfigurator, to design urban scenarios of their own.

"The installation is an experiment and an area of active research, so expect it to change as we learn from feedback and tests. In this first iteration, the pavers are made out of wood so that we could quickly mock something up and rapidly change it – we would expect later versions to be made of concrete or other more resistant materials," says Chris Anderson, Urban Prototyper at Sidewalk Labs, who adds: "We look forward to visitors imagining new types of urban activities for streets."

"The Dynamic Street creates a space for urban experimentation: with this project, we aim to create a streetscape that responds to citizens' ever-changing needs," says Professor Carlo Ratti, founder of CRA practice and Director of the Senseable City Lab at the Massachusetts Institute of Technology (MIT): "As autonomous vehicles are likely to start running on streets soon, we can start to imagine a more adaptable road infrastructure."

WHAT SHOULD AI RESEARCHERS WORK ON TODAY to Achieve Super Intelligence?

I think we need to work on architectures of intelligent beings, whether they live in the real world or in cyber space. And I think that we need to work on structured modules that will give the base compositional capabilities, ground everything in perception and action in the world, have useful spatial representations and manipulations, provide enough ability to react to the world on short timescales, and to adequately handle ambiguity across all these domains.

Currently all AI systems operate within some sort of structure, but it is not the structure of something with ongoing existence. They operate as transactional programs that people run when they want something.

Consider AlphaGo, the program that beat 18 time world Go champion, Lee Sedol, in March of 2016. The program had no idea that it was playing a game, that people exist, or

that there is two-dimensional territory in the real world – it didn't know that a real world exists. So AlphaGo was very different from Lee Sedol who is a living, breathing human who takes care of his existence in the world.

I remember seeing someone comment at the time that Lee Sedol was supported by a cup of coffee. And Alpha Go was supported by 200 human engineers. They got it processors in the cloud on which to run, managed software versions, fed AlphaGo the moves (Lee Sedol merely looked at the board with his own two eyes), played AlphaGo's desired moves on the board, rebooted everything when necessary, and generally enabled AlphaGo to play at all. That is not a Super Intelligence; it is a super basket case.

So the very first thing we need is programs, whether they are embodied or not, that can take care of their

own needs, understand the world in which they live (be it the cloud or the physical world) and ensure their ongoing existence. A Roomba does a little of this, finding its recharger when it is low on power, indicating to humans that it needs its dust bin emptied, and asking for help when it gets stuck. This is not the required level of self-sufficiency, but it is an indication of the sort of thing I mean.

Rodney Brooks is the co-founder of iRobot, which has sold more than 12 million home robots worldwide, as well as being founder and CTO of Rethink Robotics, whose mission is to apply advanced robotic intelligence to manufacturing and physical labour. Rodney is the Panasonic Professor of Robotics (emeritus) at MIT.



FINDING YOUR PLACE IN THE NEXT ECONOMY



John Thackara is the Founder of Doors of Perception, and Senior Fellow at the Royal College of Art in London. John travels the world looking for below-the-radar examples of what a sustainable future can be like. He writes about these stories online, and in books; he also advises cities, companies, and institutions on how to get started. His most recent book *How To Thrive In the Next Economy* (Thames & Hudson) will be published in Chinese at the end of 2018.

PATHWAYS TO SUSTAINABILITY:

For biologists, the health of an ecosystem lies in the vitality of

interactions between its component species. This lesson applies equally to the new economic models that are now emerging everywhere at a local scale: Sharing and Peer-to-Peer, Mobility as a Service, The Maker Movement, Civic Ecology, Earth Repair, Food and Fibersheds, The New Hospitality and Collaborative Elder Care.

Global companies and policy makers are keen to connect with these edge projects and networks - but citizen engagement can be hard. So what to do?

For the best-selling author of *How To Thrive In The Next Economy*, there are numerous practical ways in which Big can connect meaningfully with Small. He cites compelling real-world stories to inspire the practical first steps on your pathway to sustainability.

MEANINGFUL WORK:

A recent Gallup poll revealed a worrying statistic: 85% of workers around the world are "not engaged in their work". This means that a company's most important assets - its people - are not motivated to create value for their employer. So how, in practical terms, can a company create meaningful work for its people? John believes the answer lies in connection - connection with place, connection with communities, and connection with nature.

Drawing on a lifetime of travel in search of real-world alternatives that work, John describes the transformation of everyday activities in ways that enhance the local economy

and local places: old buildings brought back to life; local energy projects; transportation sharing; cargo-bike delivery; de-paving car parks for biodiversity planting; food procurement and community kitchens; place-based learning; off-site meetings; the use of local currencies. Transformative economic models, John adds, are set to amplify these signals of change: Transition Towns, Peer-to-Peer, Platform Co-ops, Bioregionalism and the Care Economy. The opportunities for meaningful work are many and varied.

But what steps might you take to get involved? For an answer, John's advice is to learn from biology. In nature, the health of an ecosystem lies in the vitality of interactions between its component species. This lesson can be applied to your company's innovation ecosystem, too.

Seek out the signals of transformation in your local context. Focus on the good, not just the new, and look for ways to enhance what's emerging. Talk to change makers about the practical actions, however small, that would enhance their activities.

"Seek out the signals of transformation in your local context and look for ways to enhance what's emerging."

BREXIT IS A BRITISH DECISION

John Bruton is a former Irish Prime Minister (Taoiseach), who helped transform the Irish economy into the "Celtic Tiger," one of the fastest growing economies in the world. John Bruton was also deeply involved in the Northern Irish Peace Process leading to the 1998 Good Friday Agreement, under whose terms a conflict of allegiances dating back to the seventeenth century was resolved.

It means that Britain is seeking to withdraw from a contract it made with the other EU members, on the basis of which those countries opened their markets to British business, in a way it was not opened to other countries. That was the deal. In business, if one unilaterally withdraws from a contract, one does not normally expect to continue to enjoy all the benefits of the contract, afterwards. One expects to have to make good some of the losses incurred by the other party. But that is not how British public opinion sees Brexit. But it is how it is seen by the 27 partners of the UK in the EU. This difference in perspective is at the root of the difficulties in the present negotiation.

The EU has developed, and maintained, an integrated Single Market for business because it has a single unified system for making, interpreting and enforcing a single set of rules. The Single Market is

deepening all the time and new fields of business are being made the subject of common rules, thereby opening new markets. This will not stop when the UK leaves.

"The UK wants to take back control, but the EU needs to have control too."

Common rules are what keep the EU together. They derive from the EU Treaties, which is like a written constitution. It is difficult to amend. The UK, in contrast, has no written constitution, and there is no similar constraint on the UK Parliament. So the UK often looks at problems purely politically, while the EU has first to look at them legally. This causes misunderstandings.

The recent Chequers decision by the UK Cabinet says the UK will keep to the common EU rules for goods, but goes on to say that the "UK Parliament would still have a lock on incorporating these rules in the UK legal order by not passing the relevant legislation". This is giving with one hand, and taking away with the other.

So, even if the UK and EU standards were the same at the outset, they could diverge substantially,

depending on the vagaries of British politics. Ultimately the UK Parliament can do what it likes. The UK will not be part of the EU legal order. This builds uncertainty into the proposed arrangement, and is bad for business.

This let-out clause means that border controls might not be there at the outset, but might have to be reintroduced. This is a critical issue for Ireland, where the reintroduction of border controls on the 300 mile boundary would be both provocative and impractical. That is why the EU wants the Northern Ireland issue agreed before the UK leaves the EU.

The UK wants to take back control, but the EU needs to have control too. This point is not always understood in London.

"Common rules are what keep the EU together."

The EU is 27 countries, and all their Parliaments will have to accept any eventual trade deal with the UK. This makes the sort of "flexibility", the UK says it would like, difficult to obtain. Patience will be required. Sound bites will not always be a help.



THE ALLIANCE OF DEMOCRACIES

BY ANDERS FOGH RASMUSSEN

Anders Fogh Rasmussen has been at the center of European and global politics for three decades as Secretary General of NATO and Prime Minister of Denmark. In 2017 Anders Fogh Rasmussen founded The Alliance of Democracies Foundation, a non-profit organization dedicated to the advancement of democracy and free markets across the globe.

It is ironic that citizens across the Western world have never been so free, so empowered, so peaceful, and offered so many opportunities; and yet many of these same people no longer feel represented by the same democratic systems that delivered these dividends.

As a life-long lover of freedom and democracy, and of the rules-based international democratic-led order that shaped the post-war world, I believe we must find out what is going wrong and correct it. This is why I decided to form a new political Foundation, called the Alliance of Democracies. Our aim is to make democracy great again.

At our inaugural summit in Copenhagen this June, we saw the

scale of the challenge. Dalia research presented the largest single global study into perceptions towards democracy. The survey of 125,000 people in 50 countries was sobering, showing that people have lost faith in democratic governments, while non-democratic regimes are instilling public confidence in the hearts and minds of their citizens.

Democratic mainstream politicians cannot shirk their responsibility for this disconnect. For too long, legitimate concerns about issues such as immigration have been dismissed and promises broken. Likewise, political leaders and politicians have failed to demonstrate how the global free trading system brings benefits that far outweigh any concentrated pitfalls.

Meanwhile, autocratic states are successfully weaponizing our free societies and interfering in our elections. They spread fear and confusion and turn our freedom into a strategic weakness when it should be our strongest asset.

The Alliance of Democracies Foundation is initiating a number of work streams, from a program of expeditionary economics to develop local entrepreneurs in post-conflict areas, through to a program to build



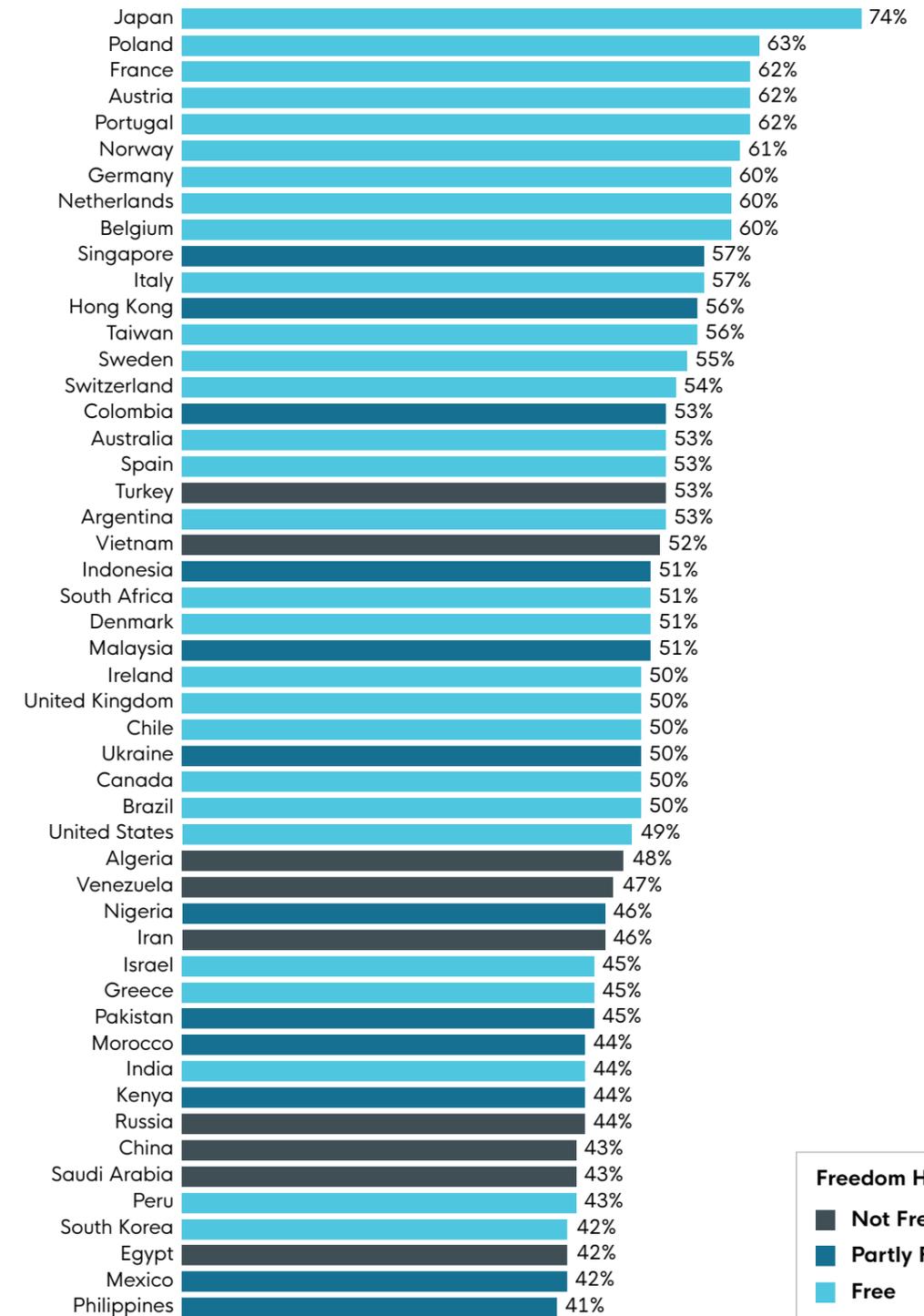
a worldwide intellectual movement for democracy.

We are also seeking to close a gap in the transatlantic response to election meddling by establishing the Transatlantic Commission on Election Integrity. This initiative brings together leading politicians, media, business and tech figures to deliver a united response to this common challenge, and to raise awareness of its scale.

The stakes could not be any higher. If the world's democracies divide and falter, the only people to benefit will be the bad guys: the emboldened autocrats and dictators.

The chart below demonstrates that citizens in democracies are the most disillusioned.

Do you feel that the voice of people like you matters in politics?
Global Ranking % who responded "Never" or "Rarely"



Based on a census-representative survey of ~125k people in 50 countries completed in June 2018 by Dalia Research.

WE MUST PROTECT THE INTERNET for Business.. for Politics.. for People..



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 culturally, technologically and commercially drivers of change at all levels of society.

There is really no end to the massive bore when you hear those words again. Net neutrality. We should have called it internet freedom instead. Because that is what it really is about.

Let me just take you through the basics. It's easy. And remember: if you don't feel sure about what net neutrality means, you are among friends – I would say that most people have very vague ideas about it, even though the funniest man alive, British tv comedian John Oliver, was able to make a legendary segment on the issue that was actually both educational and hilarious at the same time.

Net neutrality is the principle that all traffic on the internet must be treated equal. And... that's it. That is really it.

That means that if you own a broadband network, you are not allowed to ask Netflix or YouTube

to pay you to prioritize their traffic. That means that if you are an internet service provider, who also provides phone services, you are not allowed to say "no way, Skype, you are our worst competitor, we are not going to let you run your thing in our cables".

Without net neutrality, there would be no way for startups to compete. But take it further. Imagine rich friends of the current American president, bringing loads of cash to the largest internet service providers of the USA, with a request:

"How about we give you all this money, and in return, you make all traffic to Fox News really fast, and all traffic to CNN and The New York Times really slow?"

If we, the people, don't step up and protect the un-hierarchical web, where one site links to the next, where every destination is reachable in the same way and at the same speed, where all bits are created equal – internet as we know it will be lost. Internet will become cable tv.

The policy battle over this is fierce in the United States at the moment. But some countries in the rest of the world – India, for one – are taking the lead in protecting the internet.

For business. For politics. For people.

What You Say About Our Speakers

“**Pierluigi Collina** gave an excellent after-dinner speech at our European sales meeting. He is very approachable and down-to-earth. The content of his speech can be applied to both business and life in general.

— Mobile Phone Distributor

“ We could not have asked for more from **Sir Bob Geldof** at our UK property investment event. He was very educational and inspirational, he got 3 standing ovations. Fantastic!

— Real Estate Organisation

“ **Dambisa Moyo** is an excellent speaker, the content is really eye-opening and her delivery and style is top class. Our talent and technology delegates were extremely positive about her.

— Energy Company

What You Say About CSA Celebrity Speakers

“ You understood our requirements perfectly and were able to recommend quality and appropriate speakers. The negotiation process was very well managed and fulfilled everyone's needs.

— Economic Forum

“ You were really supportive from start to finish and easy to deal with. We were very happy with the shortlist you gave us and the fact that you sourced 3 speakers from the list at such short notice.

— Conglomerate Company

“ It was a real pleasure to work with you and you made it a very smooth process from the initial call to post-event. Your service was excellent throughout and we are happy to recommend.

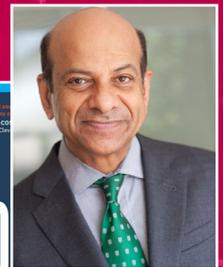
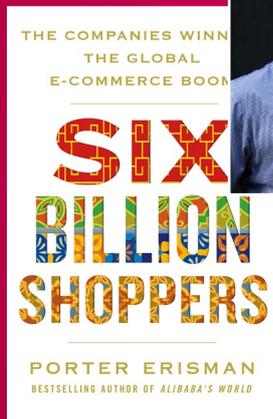
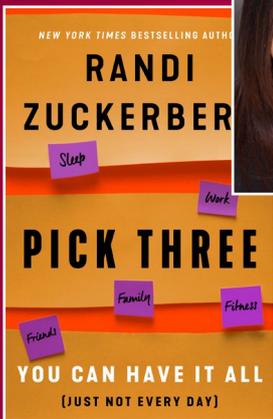
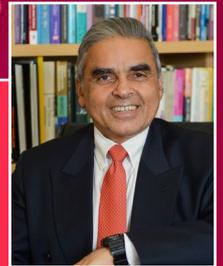
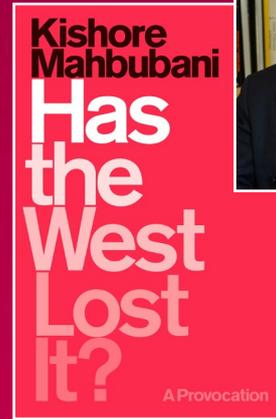
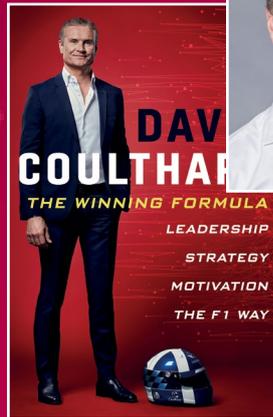
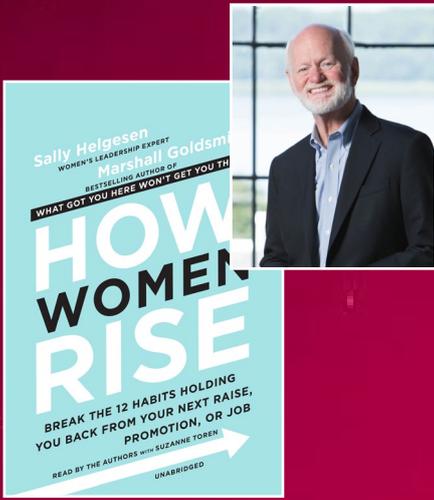
— Global Marketing Agency

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