

# SPEAKER BULLETIN

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IDEAS GENERATOR FOR BUSINESS LEADERS

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AI: BLURRING THE BOUNDARIES  
BETWEEN HUMANS AND MACHINES

RODNEY BROOKS, HENRIK SCHAERFE, OREN ETZIONI

EXCLUSIVE INTERVIEW

NOREENA HERTZ

COMPLEX WORLD:  
RISKS AND OPPORTUNITIES

ANDERS FOGH RASMUSSEN

## From the Editor

### BUSINESS AS UNUSUAL

**'If you change the way you look at things, the thing you look at changes.'** Wayne Dyer

Artificial Intelligence (AI) and Robotics combined with a tsunami of disruptive technologies have taken centre stage in the business world. Industry, companies, individuals and the world at large will experience change on a scale never seen before in human history. In our 'Exclusive Interview' on page 10, Noreena Hertz underlines that technology is guaranteed to continue its disruptive course. "If you thought the past decade was disruptive, you ain't seen nothing yet", she says. In his new book 'Deep Thinking' Garry Kasparov (page 1) shares his story of experiencing and embracing Artificial Intelligence. Another remarkable book 'Yoga

for Leaders' written by Stefan Hyttfors provides a unique perspective for understanding and managing such change.



Naturally, we have also focused on the tremendous geo-political and societal changes happening in our complex world and what risks and opportunities are lying ahead of us; see some subtle comments by the former NATO Secretary General Anders Fogh Rasmussen on page 14.

Please enjoy this issue with its remarkable contributions by some of our leading thinkers. They weave together an inspiring narrative to prepare for the changes ahead.

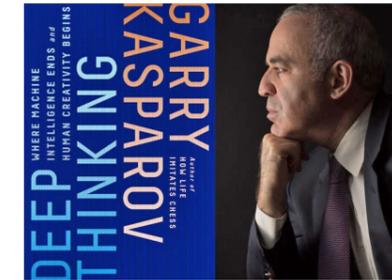
## Contents

1	<b>SPEAKER SPOTLIGHT</b> Dambisa Moyo, Garry Kasparov, Bruce Dickinson, Eddie Obeng	9	<b>TRANSFORMING COMMUNICATION AND INNOVATION</b> Pau Garcia-Milà	19	<b>TED 2017</b>  <b>THE LATEST BOOK "YOGA FOR LEADERS" FROM STEFAN HYTTFORS</b>
2	<b>CSA VIDEO ROOM</b>	10	<b>EXCLUSIVE INTERVIEW</b> Noreena Hertz	20	<b>ROBOTS AND JOBS THE REAL STORY</b> Ray Hammond
4	<b>AI: BLURRING THE BOUNDARIES BETWEEN HUMANS AND MACHINES</b> Rodney Brooks, Henrik Schaerfe, Oren Etzioni	14	<b>COMPLEX WORLD: RISKS AND OPPORTUNITIES</b> Anders Fogh Rasmussen		<b>FEATURED MICROSITE</b>
6	<b>UTOPIAN ARTIFICIAL INTELLIGENCE</b> Alain de Botton	16	<b>THE NEW DESIRE FOR STRONG LEADERS IN POLITICS AND BUSINESS</b> Klaus Schweinsberg		
7	<b>WHY BLOCKCHAIN IS CRUCIAL TO DIGITAL TRANSFORMATION</b> Jack Shaw	18	<b>60 YEARS OF EUROPEAN UNION</b>		



### FT & MCKINSEY BUSINESS BOOK OF THE YEAR AWARD

**Dr Dambisa Moyo**, global economist, author and investor in the future has been chosen as a judge for the 2017 Financial Times & McKinsey Best Business Book Award. The winner of the £30,000 prize will go to the book that is judged to have provided the most compelling and enjoyable insight into modern business issues. The 2017 prize will be awarded in a ceremony in New York this November.



### DEEP THINKING: WHERE MACHINE INTELLIGENCE ENDS AND HUMAN CREATIVITY BEGINS

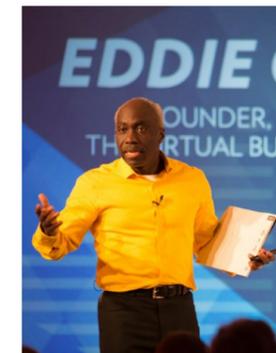
In this breakthrough book, **Garry Kasparov** tells his story of AI in overall terms, and how he's evolved to embrace it, taking part in an urgent debate with philosophers worried about human values, programmers creating self-learning neural networks, and engineers of cutting edge robotics. [Read more.](#)



### BRUCE DICKINSON AND IRON MAIDEN CONTINUE THE BOOK OF SOULS TOUR 2017

**Bruce Dickinson**, legendary businessman, pilot and lead singer of Iron Maiden, is continuing 'The Book of Souls Tour 2017' with Iron Maiden, across Europe, the United States and Canada. Having started on 22nd April, the tour runs through to 22nd July. [Read here](#) to find out where they are playing next.

**EDDIE OBENG IS A WORLD CLASS EDUCATOR, AUTHOR AND TED SPEAKER, RENOWNED FOR HIS THOUGHT PROVOKING AND ENERGETIC MESSAGES ON THRIVING IN A COMPLEX, FAST CHANGING WORLD.**



**Professor Eddie Obeng** spent the first three months of the year building upon his 10 published books and 25 years of thought leadership in the field of delivering change & business results through people, in complexity. Here is a set of his latest talks and workshops targeted at your key challenges for 2017.

**#UNCERTAINTY** — What strategic mind-set & leadership toolkit do you need to navigate the current global uncertainty?

- #NEURO-COLLABORATION** — Thinking- Together & Working-Out-Loud – Increase productivity and global alignment.
- #METAMORPHOSIS** — Transformation programs are failing us. How to re-form your legacy organisation to outperform digital disruptors?
- #AGILITY** — Successful speed. How to coordinate "Foggy" change in a turbulent business environment?
- #PERSUASION** — At high levels of innovation resistance rises. How to get just about anyone to follow your lead when doing something new?
- #HUMAN-MACHINE** — Visions and strategies for the future of work in a world where machines are stronger and smarter than us.
- #DIGITISED-ME** — Eddie is unique among digital gurus. He lives what he talks about. For the past five years Eddie has led a globally dispersed business using digital tools & skills in an extraordinary Enhanced-Reality environment, QUBE. This is his true story.

CSA VIDEO ROOM



PIERLUIGI COLLINA  
The World's Greatest Football Referee



RAY HAMMOND  
Europe's Most Experienced Futurologist



DR RODNEY BROOKS  
Former MIT Professor of Robotics



BRUCE DICKINSON  
Businessman, Pilot and Lead Singer of Iron Maiden



VIVIANE REDING  
Member of the European Parliament



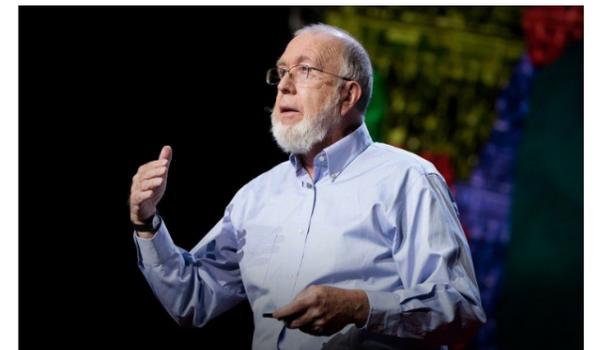
JONAS RIDDERSTRÅLE  
Former MIT Professor of Robotics



RICHARD BRANSON  
International Entrepreneur and Businessman



MICHIO KAKU  
Foremost Futurist and Theoretical Physicist



KEVIN KELLY  
Senior Maverick at Wired Magazine

# AI: Blurring the Boundaries between Humans and Machines

Dr Rodney Brooks, Prof. Henrik Schaerfe, Dr Oren Etzioni

The term 'artificial intelligence' (AI) was first coined by the American computer scientist John McCarthy in 1955. He believed that "every aspect of learning or any other feature of intelligence can in principle be so precisely described that a machine can be made to simulate it." Software developers are still attempting to achieve his goal.

robotics, people who are making the difference both in the business and personal world.

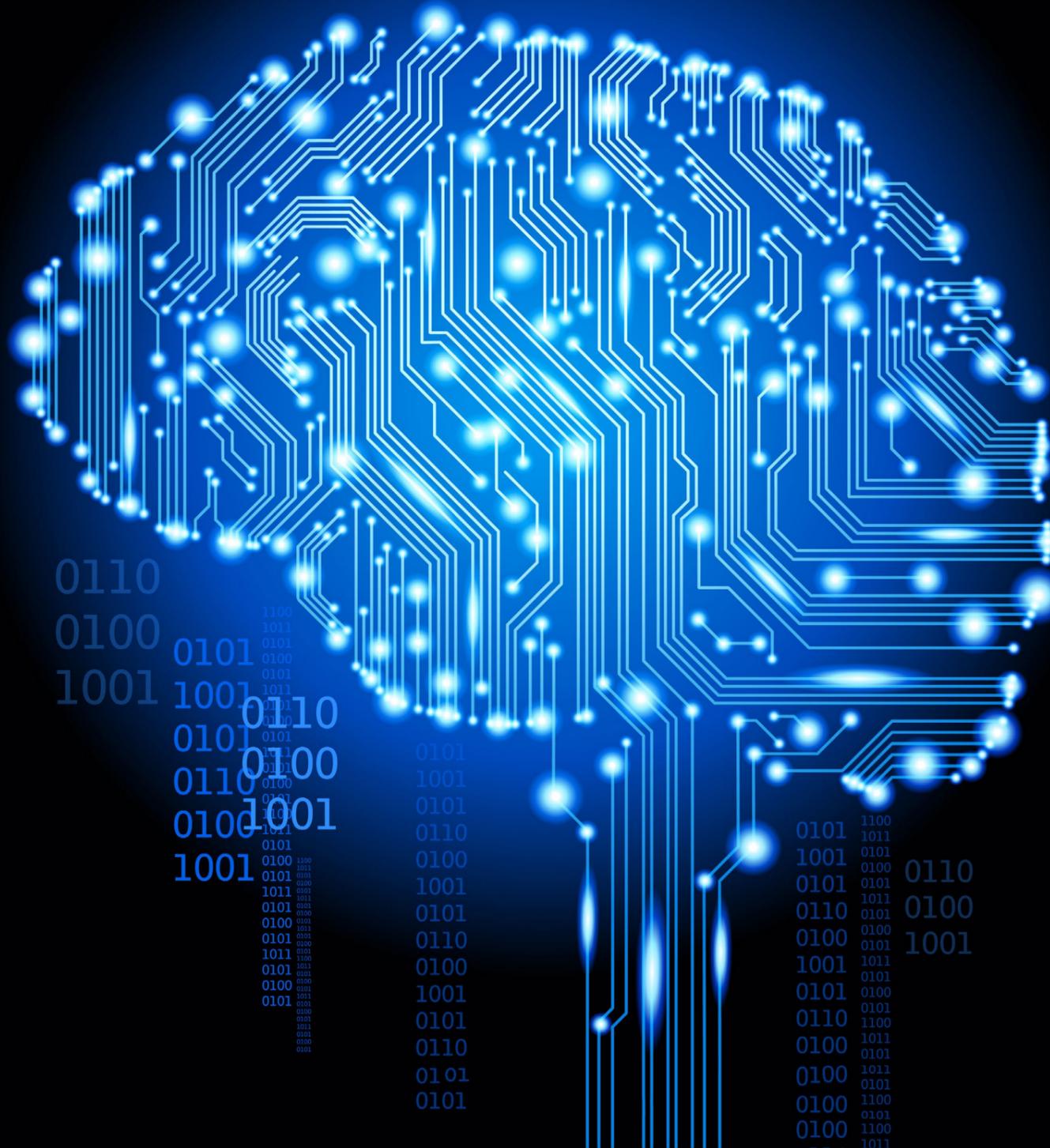


**Dr Rodney Brooks** is a distinguished, Stanford-educated, former MIT Professor of Robotics. Rodney builds robots based on biological principles of movement and reasoning. The goal: a robot who can figure things out. He is the founder and CTO of Rethink Robotics, whose mission is to apply advanced robotic intelligence to manufacturing and physical labour. He has extensive knowledge of automatons and has insights to the world's most innovative and promising robotics projects. He promotes the value of robotics and artificial intelligence around the world.

However, from SIRI to self-driving cars, artificial intelligence (AI) is progressing rapidly. While science fiction often portrays AI as robots with human-like characteristics, AI can encompass anything from Google's search algorithms to IBM's Watson to autonomous weapons.

There are a number of individuals specialising in various areas of technology, from those such as **Stefan Hyttfors**, who focus on disruptive technologies and next generation leadership, to **Aric Dromi**, the Chief Futurologist at Volvo Group.

We focus here on three of the most ground-breaking minds involved in



**Prof. Henrik Schärfe** is Director at the Center for Computer-Mediated Epistemology. He researches what technology can help us know and how technology can help us understand what it is to be human. In May 2011, Henrik revealed a robotic version of himself, called a Geminoid-DK. He intends to use the robot to probe 'emotional affordances' between robots and humans, as well as 'blended presence'. He has been listed as one of the 100 most influential people in the world by Time magazine. Henrik says that machines are not rivals or friends, they are tools.



**Dr Oren Etzioni** is CEO of the Allen Institute for Artificial Intelligence. He has been a professor at the University of Washington's Computer Science department since 1991. He is also the founder or co-founder of several companies and has received numerous awards, including one for long-standing technical and entrepreneurial contributions to Artificial Intelligence. He is the author of more than 100 academic papers on topics including Web search, data mining, agent technology and various aspects of AI. The goal of Oren's research is to solve the fundamental problems in AI, particularly the automatic learning of knowledge from text. ■

# UTOPIAN ARTIFICIAL INTELLIGENCE

ALAIN DE BOTTON

**Alain de Botton is one of Europe's most recognised philosophers. Alain is also a bestselling author and has opened a school in London called The School of Life, dedicated to a new vision of education.**

Artificial Intelligence (AI) is the science of making clever machines. When people think of how machines will help us in the future, the emphasis naturally falls on the performance of rational executive tasks: machines that will help us to calculate, plan, translate, divide, carry, move and build.

But one should also envisage a rather different and far more exciting scenario, one in which computational power isn't merely directed at the scientific and logistical dimensions of existence, but also at its emotional and psychological ones. It is time to imagine not merely AI but also,

and even more significantly, what we here call AEI: Artificial Emotional Intelligence.

We need AEI rather badly because our emotional frailties dwarf our incapacities in raw mathematics or data management: we make extremely poor decisions about how we should manage relationships, or which job to focus on and when to quit. We don't know what to spend our money on. We get holidays wrong. We have no clue how to repair friendships or handle tricky employees.

At present, there are some big anxieties around AI: what if machines take over that are really versions of very cunning, powerful people? This way of thinking is based – rightly – on our sense of how rational, executive intelligence can be impressive but also horribly brutal: Vladimir Putin is highly intelligent; Goebbels was in some ways extremely smart. Massively increasing rationality can be



“We’re about to make emotional intelligence as common and as cheap as electricity or pencils.”

a frightening prospect. But the cure to these fears is to focus on what sort of intelligence AI should really emulate and enhance. Increasing emotional intelligence isn't frightening; it is the key to all that we most value: empathy, creativity, kindness and generosity. We face a race to ensure that we can have adequate levels of maturity and wisdom to counterbalance the enormous increase in our technical prowess. Worries about machines 'turning evil' might be more accurately expressed as a fear that they will lack emotional intelligence. This doesn't have to be the case.



Today – unlike any other period in history – the major impediments (to economic progress, better politics and more flourishing lives) are all psychological. It's mainly the flaws in our emotional capacities that ruin existence. But we've not yet really concentrated on addressing how to make ourselves more mature. It's

been left to the hazards of individual experience. AEI will use technology to reduce the randomness. Just as, now, everyone can spell 'scythe' or work out the square root of 11935, thanks to AI, we should all soon be able to connect with machines that help us correct the range of our emotional failings. The age of AEI is urgently due. ■

JACK SHAW

## Why Blockchain Is Crucial to Digital Transformation

**Jack Shaw is a leading technology futurist and a Blockchain expert**

Recently, I was asked to provide a quote on Blockchain technology for the global publication, Social Value and Intangibles Review, published by the Centre for Citizenship Enterprise and Governance. The quote I offered was:

“Wherever people, processes, businesses, governments, or the social good requires proof of identity, ownership, transactions, or commitments; Blockchain

technologies promise to meet those needs with a degree of trust and integrity never before possible.”

But for many, the question remaining is why Blockchain is so especially powerful in addressing these needs. After all aren't other emerging technologies such as the Internet of Things (IoT), 3D Printing, Augmented Reality, and especially Artificial Intelligence (AI) equally important? In a recent article I read quoting five other Futurists, all five included AI as among the important trends of the future. Not a single one even mentioned Blockchain.



Now, I'm a big believer in AI. I've been writing and speaking about it for over 15 years. I spent several years as Vice President for Commercial Systems for a leading developer of

AI technologies. So I fully understand the importance of Machine Learning and Natural Language Processing as well as such less well known AI technologies as Bayesian Belief Networks, Intent Interpretation, and Least Commitment Planning. AI will continue to increase in importance.

But, AI is only as good as the quality of information it accesses. If the information AI uses is inaccurate or unreliable, so will be the results.

The same holds true for IoT. For the billions and eventually trillions of Things connected to our networks, even more important than the ability of those Things to communicate will be our ability, and the abilities of our automated systems (including AI systems), to verify the identity of those Things. This will help ensure the accuracy of our decisions and actions with respect to those Things. It will also significantly enhance our abilities to ensure that those Things are not hacked or hijacked by malefactors.

Blockchain technologies can provide solutions to meet the demands for accurate reliable information of AI and IoT as well as those of more traditional systems and the people who use them. How this is done is the point where, all too often in Blockchain circles, the discussion descends deep into the weeds of the technical details of how Blockchain works. But much more important than how Blockchain works to almost everyone (except the engineers who themselves are designing and implementing Blockchain-based systems) is what Blockchain technologies DO. They do four critically important things:

**1. They allow two or more Entities, people, businesses, other organizations, etc. to securely share information on the Internet – without having to use (or pay) a third-party intermediary,**

**2. They maintain permanent, immutable, time-stamped Records of Identity of people, organizations, or things; of Ownership or Status of assets, both digital and physical; of Transactions; or of contractual Commitments,**

**3. They afford complete transparency to view this information or to both view and update information – for those authorized to do so, and**



#### **4. They provide unhackable security against those unauthorized to view or change this same information.**

This last assertion often stirs the emotions of cryptographers, both legitimate and self-proclaimed who will state that nothing is unhackable. And while, technically, they are correct; Blockchain technology, properly implemented, is economically unhackable. That is, the time, money, and resources that would be required to successfully hack Blockchain technology are so vast that there is little if any economic justification for doing so. This explains in large part why Blockchain technology has never been successfully hacked.

Putting all of this together we can see that other emerging technologies such as 3D Printing, IoT, and especially AI, can provide point solutions to specific problems, sometimes very important and valuable problems to solve. But Blockchain technologies take it a giant step farther.

By providing the infrastructural glue tying multiple entities together with accurate, reliable information, Blockchain technologies play a crucial role in enabling the Digital Transformation of business models and indeed entire business, governmental, and social ecosystems to the benefit of all. ■

## PAU GARCIA-MILÀ TRANSFORMING COMMUNICATION AND INNOVATION



Pau Garcia-Milà is an entrepreneur and communicator, founding his first company eyeOS at the age of 17. Named Innovator of the Year by MIT and having won various awards, Pau has also written a number of books about innovation, ideas and communication and contributes to a wide range of media. He promotes the culture of failure as a key part of success and speaks about the need for companies to innovate from all departments so as to keep their competitive edge. Pau combines teaching on the Masters in Digital Business at ESADE along with his work at his most recent venture, IdeaFoster, which helps people and

companies turn their tech ideas into reality.

**Pau Garcia-Milà** has four main focus areas, which include:

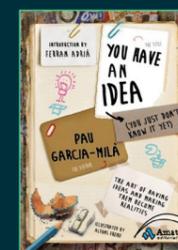
**Innovation** — Pau looks at why big corporations should innovate like start-ups and why speed matters in innovation. Pau also says that today's companies do not compete against each other, but against their own innovation speed.

**Idea Generation** — Pau is passionate that contributing ideas is not up to a small percentage of the company, but that everyone should

be involved, through observation and questioning, fostering an open, honest work culture.

**Intra-entrepreneurship** — this involves passion, communication and perseverance. Pau's belief is that these should always be sought for in a corporation and then endorsed both in companies and projects.

**Cloud Computing/Big Data** — Pau talks about the future of technology and the opportunities this will bring as well as the ethical challenges which will arise when adding AI and robots to every day consumer life. ■



### YOU HAVE AN IDEA: THE ART OF HAVING IDEAS AND MAKING THEM BECOME REALITIES

Given that ideas come at any time and that we are going to try to stimulate ways of identifying and promoting "having" new ideas, it is important to be prepared for when they come. 'You have an idea' is a small "big book" that prepares us for the creative blast of inspiration by offering us a series of tools designed to help us to retain and develop our ideas.

# INTERVIEW:

## NOREENA HERTZ

**Noreena Hertz** is a renowned thought leader and economist with an impressive track record in predicting global trends. She has advised some of the world's leading business and political figures on strategy, economic and geo-political risks, digital transformation, Generation K and millennials.



**Q** With the recent triggering of Article 50, what do you think the economic future is for Britain over the next two years and into the future?

Assuming that Brexit will go ahead the consensus amongst economists is that it's likely to come at a cost. How big a cost remains a question given how radically uncertain the environment is. Key factors that will affect this include the outcome of the UK General Election, the outcome of the French and German elections, what happens to the pound, what kind of post Brexit trade deals the UK manages to strike, how the financial services sector is affected and the ultimate position of the UK government on migration. All of these are impossible right now to predict with certainty.

Take the pound. Whilst it fell markedly after the Referendum vote it now

looks likely to strengthen over coming weeks given that the calling of a General Election is viewed positively by currency traders who see it as massively increasing the odds of a "softer" Brexit. But will it continue to rise? Not necessarily. It's important to remember that the kind of Brexit the UK ends up with is not Theresa May's gift. So any rumbling, grumbling or hardball posturing from Brussels, EU ministers, or negotiators over coming weeks and months is still likely to affect the pound. Rumbblings and grumbblings within the Conservative party will also have an impact.

Then of course there's the Euro and Dollar - neither of which have certain trajectories right now - each of which affect the value of sterling.

**Q** You say that "this is an age of radical uncertainty", can you expand upon this?

There are two main strands to this - political risk and technological disruption.

Can you think back to a time in recent history in which politics globally has been so unpredictable?

In Europe a number of elections loom - France, the UK, Germany - the results of which are at this time simply impossible to call with certainty but whose outcomes could affect the very future of Europe itself. The unknowns around Brexit are many - we've already discussed some of these. When it comes to the US it's very unclear how a Trump presidency will play out domestically. Whilst profound reform of the tax code and a massive programme of de-regulation have been proposed, it's not certain which of his policies Trump will be able to get through Congress. And will he even last the course? Bookmakers are currently offering odds of 1/1 that the President will either

resign or be impeached before the end of his term.

Geopolitical risk is particularly elevated. Rhetoric between the US and Russia is currently redolent of the Cold War Era. But back then there was a code of behavior that was adhered to. Today, absent such norms, how this tension will manifest is far from clear. More generally Putin's agenda of destabilization and use of non-conventional weapons such as cyber-attacks creates a new level of instability. And then of course there's the mounting tension between North Korea and the US, the increasing authoritarianism of Erdogan in Turkey, the rise in a number of European countries of separatist movements, another looming Greek debt crisis and the preponderance of lone wolf type terrorist attacks in Western cities.

With regards to technology – this is guaranteed to continue its disruptive course. From augmented reality to artificial intelligence, from the power of 5G to the "internet of us", from self-driving cars to delivery drones – if you thought the past decade was disruptive, you ain't seen nothing yet....I have served on the boards of two businesses – Warner Music Group and RWE – that have been radically disrupted by technology and understand all too well the strategies companies need to adopt in order to triumph at such times.

**Q. Focusing a bit more on technology how worried are you that advances in artificial intelligence will lead to significant numbers of job losses?**

To be clear I'm not a Luddite by any means and am excited about the many gains that technological advances will deliver. But when it comes to the impact of AI on jobs I am concerned.

There is of course an optimistic scenario before us – one in which advances in artificial intelligence lead to machine and man uniting to share tasks and help each other. Man and machine working side by side on the production line; machine aiding man to be more productive, more efficient, faster... smarter. A win-win scenario in which we all benefit from technology's advances.

Under this scenario man is freed from boring process driven tasks so that he or she can create, innovate, think, engage. This is the future in which oncologists no longer have to spend hours interrogating scans or blood test results as they have handed that over to Artificial Intelligence which can do it better and faster – leaving them with time to do new medical research and counsel their patients. A future in which nurses no longer have to bathe or lift patients, freeing up their time to hold patients' hands and provide emotional care.

But I fear that this is the romantic view of the future. For whilst AI will serve man to some extent for sure, to a considerable degree I believe we are heading towards a future in which machine replaces man. I'm not just talking blue collar jobs, it's clear that white collar jobs are also going to be in the firing line – bookkeepers, paralegals, insurance claim assessors, surveyors, even authors. We're already seeing these kinds of jobs being taken by robots and AI. A large insurance company recently fired a team of loss assessors – computers could make

these assessments more accurately and faster. The novel "The Day a Computer Writes a Novel" recently made the short list in a Japanese literary competition. It was written by...a computer.

A future in which machine replaces man will of course deliver vast cost savings for companies. But under this scenario who amongst us is safe from being replaced by a robot becomes a real and pressing question. As does how unemployed man has money to consume. And what unemployed man will choose to do. Bored, angry, poor and educated is a very worrying combination with significant societal and political implications.

**Q. So how do you make smart decisions in times as unpredictable as these if you are a business leader?**

In part this is about placing your bets widely. What disruptive businesses can you take stakes in or partner with so that you benefit from a wider range of potential future revenue streams? How can you experiment effectively internally so that when the world changes you are ready to change with it? How can you effectively hedge so that downside risks are better mitigated?

In part this is about building an organization fit for this new Age of Radical Uncertainty – an organization that is built to problem solve and innovate. There is a host of research that shows that teams characterized by diversity – made up with people of different genders, ethnicity, ages, skills – outperform those that are more homogenous when it comes

to innovation, decision-making and problem solving. If your management team is made up only of people who look like you – you have a problem. But this is also about having the right corporate culture. This is partly a culture that welcomes divergent points of view – at the Federal Reserve employees are rewarded for airing different points of view – but also one that knows how to manage dissent. Jeff Bezos the CEO of Amazon has talked about the importance of a strategy of 'disagree and commit' i.e. one of seeking out different views, considering them, but then forging a strategy fast. In a world as fast moving as ours speed is of the essence.

Finally this is about preparing effectively for your next generation of customers and employees, a generation I call "Generation K" – today's 15 to 22 year olds. Businesses have paid a lot of attention to millennials, today's 23 to 35 year olds yet know very little about the characteristics of the generation that follows them. I have been researching Generation K for the past three years and what is clear is that they're profoundly different to 'millennials'. This first smartphone generation has not only been forged by technology but also by the global financial crisis and a world of growing existential threat. They are extremely distrustful of big corporations, surprisingly privacy conscious, massively concerned about

inequality and don't want to passively consume or work. Generation K demands speed and autonomy but also craves security and human interaction. It wants to co-create and imprint its own stamp.

Really understanding Generation K and how to attract, retain, engage and deploy them is critical if you are to successfully future-proof your business. ■

**“ With regards to technology – this is guaranteed to continue its disruptive course. If you thought the past decade was disruptive, you ain't seen nothing yet.**

# COMPLEX WORLD: RISKS AND OPPORTUNITIES

**Anders Fogh Rasmussen, former Prime Minister of Denmark and former Secretary General of NATO focuses on six critical issues of the day.**

**The Will to Lead – America’s indispensable role in the global fight for freedom.**

Anders Fogh Rasmussen fiercely defends freedom and the importance of America’s global leadership and offers an astute analysis of current geopolitical events. Rasmussen is forceful but even-handed in his sharp analysis of the decisions made by the Obama Administration, contrasting those of previous American leaders. Critical of the policy to “lead from behind” in foreign affairs, he argues that America must act as the world’s policeman, especially in a world increasingly more dangerous and unstable.

**US foreign policy: A Future of Risks and Opportunities**

Donald Trump’s election has been a shell-shock to many of the intellectual elites of the Western world. Drawing on his own experiences as Prime Minister of Denmark and Secretary General of NATO, Anders Fogh Rasmussen examines Donald Trump’s potential to stabilize American politics and his potential to restore reliable

American leadership to the world stage in the coming years.

**Brexit: The Future Relationship between the United Kingdom and the European Union**

Prime Minister Theresa May has confirmed that Britain would leave the EU single market and made it clear that her fundamental aim is to regain control of immigration and law-making. Anders Fogh Rasmussen explores the upcoming negotiations with a heavy emphasis on risks and opportunities for multinational organisations. He can also share his perspective on the political, societal and public trends that led to the outcome of the referendum of the British membership of the EU.

**A Changing Geopolitical Landscape: Risks and Opportunities for Financial Institutions**

The year 2016 brought change to the existing geopolitical structures in the world and 2017 is likely to increase the complexity of the world even more, causing financial investors to be additionally meticulous. This new complexity requires a solid basis for balancing risk and reward. Anders Fogh Rasmussen explores the ever-changing geopolitical environment with an intense focus on the intersection between multinational business and trade, security and

stability, economic growth, innovation and governance.

**An Increasingly Complex World: Populism or the core of truth?**

During 2016 we witnessed a British vote to leave the European Union and the election of Donald Trump as American president amongst many geopolitical changes. The coming years are likely to bring even more change to the structures of world politics, especially with the possible epoch-making elections in France and Germany and their so-called “populist” parties. Anders Fogh Rasmussen says that rather than ostracize populism, establishment parties are often better off welcoming them and working with them.

**Leadership and Negotiation**

Anders Fogh Rasmussen delivers accurate and useful points on leadership and international negotiation. As Secretary General, Anders Fogh Rasmussen transformed NATO into being fitter, faster and more flexible. Mr. Rasmussen has gained extensive experience driving change and transforming international organizations. In addition, Anders Fogh Rasmussen furthermore presents his approach to international negotiations which he successfully utilized during his time as Secretary General of NATO. ■





**Klaus Schweinsberg** is an acknowledged expert and top management adviser on economy and strategic leadership. He is Chairman of the Centre for Strategy and Higher Leadership and member of the Governance Commission for family-owned businesses. He teaches at several universities and the Armed Forces Command and General Staff College in Hamburg. In 2009 he was nominated as Young Leader by the World Economic Forum in Davos. For several years he was Editor-in-Chief and Publisher of *Capital*, Germany's leading Economics Magazine and *Impulse*.

## THE NEW DESIRE FOR STRONG LEADERS IN POLITICS AND BUSINESS

When the going gets tough, the tough get going. This 80's song of Billy Ocean very much describes the situation we are in - be it in politics or business life. Voters as well as shareholders now ask for strong leaders. We live in times that are extremely volatile, uncertain, complex and ambiguous.

In this uncertain and insecure environment people want leaders with a clear vision of where to go, with the guts to take tough decisions and the will to execute these decisions without compromise.



The ugly problem is neither companies nor political parties have been breeding this type of strong leader during recent decades. The established career systems prefer agreeable but weak characters

because the nice and the wise guys produce less friction within the system than strong personalities.

Since strong leaders within the established political and business systems are a scarce resource, voters and shareholders are now watching out for this kind of personality outside the system. The problem with this strategy is that people long for genuine strong leaders and what they now get are unguided missiles like US-President Donald Trump or awkward characters like Uber-CEO Travis Kalanick.

But there is no use in badmouthing figures like Trump and Kalanick in order to avoid similar characters making their way up the ranks in politics and business. The fact is there is a strong demand for strong

leadership. And it is high time to realise that we have to create and foster strong personalities again within the established systems. This means that we need nothing less than a complete change in recruiting and career development. The focus has to be much more on the so called soft factors of the candidates. What are their values? What kind of leadership experience did they have in their early years (sport clubs, social projects, military experience)? Do they feel a broader responsibility towards society? Are they ready to speak up in critical situations? How open are they to critical feedback? Formal qualifications become rather a secondary factor since functional knowledge is extremely ephemeral these days. Politics and business - if they really want to meet the increasing demand for strong

leadership - have to focus on the soft factors. In times of uncertainty leadership quality is not judged by what you can do but who you are. ■

“In times of  
uncertainty  
leadership quality  
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but who you are.”

Photo: Klaus Schweinsberg co-hosted a lunch with Bill Gates at the Munich Security Conference 2017 where 25 global CEOs discussed the new social responsibilities of business



# 60

## YEARS OF EUROPEAN UNION

**G**uy Verhofstadt, MEP and former Prime Minister of Belgium, wrote recently about how European countries have worked successfully to fight against the return of rampant nationalism that led to world wars and the slaughter of

millions, by creating the forerunner to the European Union, namely the treaty of Rome. Sixty years on the EU stands at a crossroads. He states that nationalists tell us the nation state is best placed to deal with common challenges, but their argument fails the test of reason and ignores the nature of the trans-national threats we face. This is set against the backdrop of the need for radical reform of the EU, but Guy says that the European single market is something all Europeans can be proud of. With the upcoming elections, he says there is real hope that nationalism will be rejected because its politicians are incapable of resolving the challenges we face and calls for those who believe in a united Europe to stand up and be counted.

Meeting on Saturday 25th March, exactly 60 years ago to the day, European Union leaders renewed their

vows on the bloc's founding treaties at a special summit in Rome designed to show unity and endorse a declaration of intent for the next decade.

### BREXIT

The British vote to leave the European Union on the 23rd of June 2016 has led to an uncertain future of the relationship between the UK and the EU. **Anders Fogh Rasmussen**, former Prime Minister of Denmark and former NATO Secretary General explores the upcoming negotiations with a heavy emphasis on risks and opportunities for multinational organisations. He also shares his perspective on the political, societal and public trends that led to the outcome of the referendum of the British membership of the EU. ■

# TED 2017

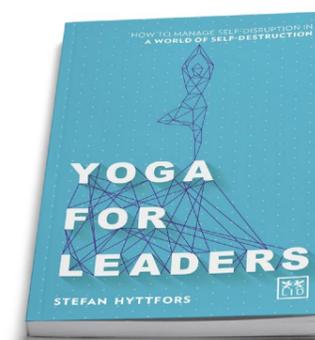
This year's global TED took place from 24th to 28th April in Vancouver. It was a week that explored the most pressing questions of our time and imagined what our shared future might look like. From how we'll work to how we'll connect and interact to how we'll collectively thrive in a world full of change, TED asked – and tried to answer – the big questions of the moment.

The over-arching theme for 2017 was 'The Future You'. TED looked at what the future holds for you, for me, for us, and balanced a hard look at the seismic shifts that are altering the way the world works with insights into how we can foster personal learning, growth and empowerment. The result – people left inspired and prepared for the change that's ahead.

TED speakers over the years have included an array of world-class thinkers and 'do-ers', such as **Garry Kasparov**, **Isabel Allende**, **Ray Kurzweil**, **Vijay Govindarajan**, **Lynda Gratton**, **Pankaj Ghemawat** and **Renee Mauborgne**. This

year is certainly no exception as some of the top minds from around the world gathered for five days of programs, simulcast spaces, art exhibits and wellness activities. ■

**TED 2017 is sold out, but registration for TED 2018, (10th- 14th April) will open soon.**



**Stefan Hyttfors** is an acclaimed futurist and, as a speaker, he focuses on behavioural change, disruptive technologies and next generation leadership.

## THE LATEST BOOK "YOGA FOR LEADERS" FROM STEFAN HYTTFORS

The future of business will be all about business as unusual. A tsunami of new technology in particular will mean industries, companies and individuals will experience change at a rate and scale never seen before in human history. In this book, a leading futurist provides a unique perspective for understanding and managing such change. Hyttfors draws from the idea of yogic philosophy and the concept of mind mastery to help managers address the future of disruptive

change. He weaves together cutting edge technology with ancient Indian philosophy to increase business leaders understanding of how everything is interconnected, and how current problems on a macro level and exponential technologies (as solutions) will change the world. Moreover, he argues that successful management of change can be achieved by managers through a deeper awareness. ■

# ROBOTS AND JOBS THE REAL STORY



For over 30 years **Ray Hammond** has been researching, writing and speaking about how future trends will affect society and business. He is Europe's most experienced and most widely published futurologist.

There's a lot of gloom about on the subject of robots and artificial intelligence taking human jobs. Several reports from eminent universities have suggested that intelligent machines will eventually render a huge percentage of our species redundant. One day perhaps.

But for the next ten years or so robots and A.I. are likely to increase human

employment and productivity because they will be our co-workers, not our replacements. They will also give the global economy a massive and much-needed boost.

A.I. that sifts through thousands of legal files to look for precedents, or which compares dozens of versions of lengthy contracts, frees lawyers and paralegals to spend more time on decision making, writing, negotiating and litigating. Today's "intelligent" machines are nowhere near being able to undertake these very human, high-value tasks.

A.I. systems that can examine thousands of body scans to look for signs of cancer and other diseases free up pathologists and doctors to research new disease detection methods and to deal with patients. A.I. can also suggest diagnoses to doctors giving them the time to treat more patients.

Co-operative robots (cobots) that work with humans in manufacturing are just starting to undertake heavy, monotonous, fiddly and dangerous jobs and so free up skilled humans to undertake those tasks that require advanced human cognition - supervision, materials evaluation, quality control and project organisation.

And although self-driving vehicles are making headlines, the reality is that outside of inner cities they will not be widely deployed on the open roads for at least a decade – the difficulty of mixing them safely with human-controlled vehicles is a major challenge. As a result, the jobs of most professional human drivers are secure until at least 2030.

For all of the gushing press reports about "deep learning" and "neural networks" today's A.I. and robots actually have less general intelligence capability than a rodent. Being better than humans at single tasks such as scanning documents or repeatedly making a perfect weld, gives humans the opportunity to do what we're best at – multi-tasking, thinking, evaluating and creating.

Between now and 2030 we should think of the growing army of robots and A.I. systems as our helpful apprentices. They are going to help us increase our productivity whilst improving the quality of our output.

Beyond 2030 it is unclear whether a large percentage of humans will become unemployed, or whether we will create new human-centric services to provide to each other. The one thing humans are uniquely good at is adapting. ■

## What You Say About OUR SPEAKERS

“ OUR CIO SUMMIT ATTENDEES LOVED **MARC RANDOLPH'S** ADDRESS ON INNOVATION AND DISRUPTION. THEY THOUGHT HE WAS EXCELLENT.

— Technology Conglomerate

“ **ARIC DROMI** IS A DYNAMIC SPEAKER WITH GREAT STYLE. HE GAVE A VERY THOUGHT PROVOKING KEYNOTE ON GLOBAL RISK LEADERSHIP.

— Financial Services Corporation

“ **BARONESS SUSAN GREENFIELD** WAS INCREDIBLY ENGAGING AND THOUGHT PROVOKING AND ALIGNED HER KEYNOTE WITH OUR LAUNCH EVENT MESSAGING.

— Software Tracking Management

## What You Say About CSA

“ YOUR SERVICE WAS EXCELLENT – GREAT SPEAKER SUGGESTIONS AT THE START AND YOU FOUND THE PERFECT MATCH FOR OUR EVENT.

— IT Services Provider

“ YOU GUYS WERE GREAT, ALWAYS AVAILABLE AND WENT THE EXTRA MILE WITH EVERY REQUIREMENT WE HAD, WHAT A JOY TO WORK WITH.

— Global Neuroscience Technology Supplier

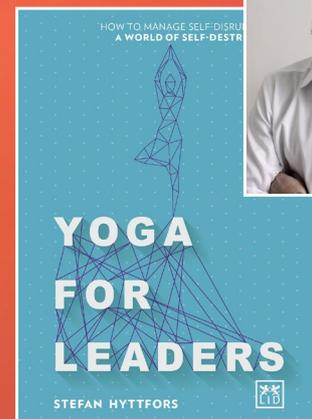
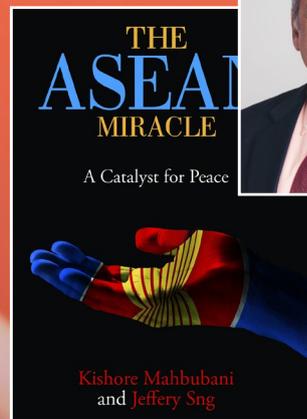
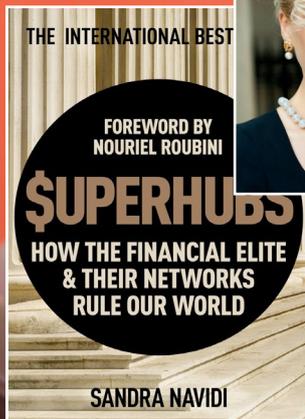
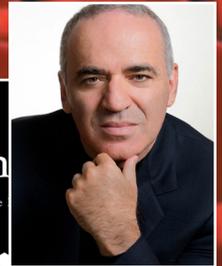
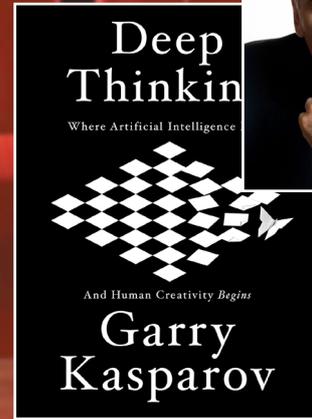
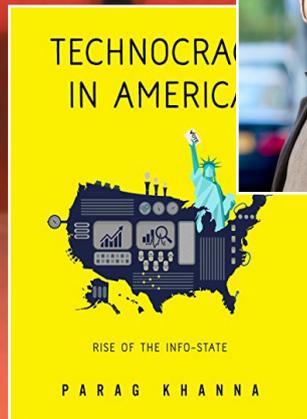
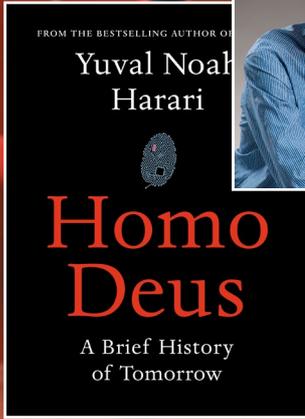
“ YOUR SERVICE WAS SUPERB, YOU WERE SPEEDY, YOU INCLUDED ALL THE NECESSARY DETAIL AND YOU WERE ACCURATE ALONG THE WAY.

— Leading Car Manufacturer

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# SELECTED SPEAKER BOOKS



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