

**Bob Johansen**

Institute for the Future  
Palo Alto, CA

***FULL-SPECTRUM THINKING***

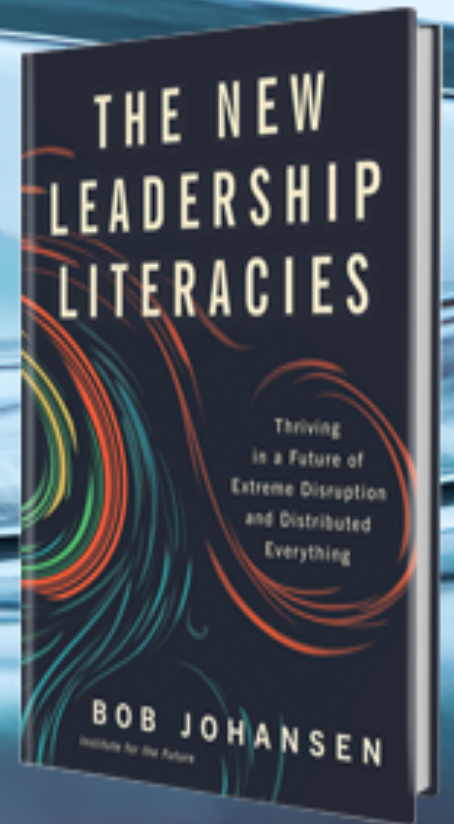
for  
**TryTank**

January 13, 2020

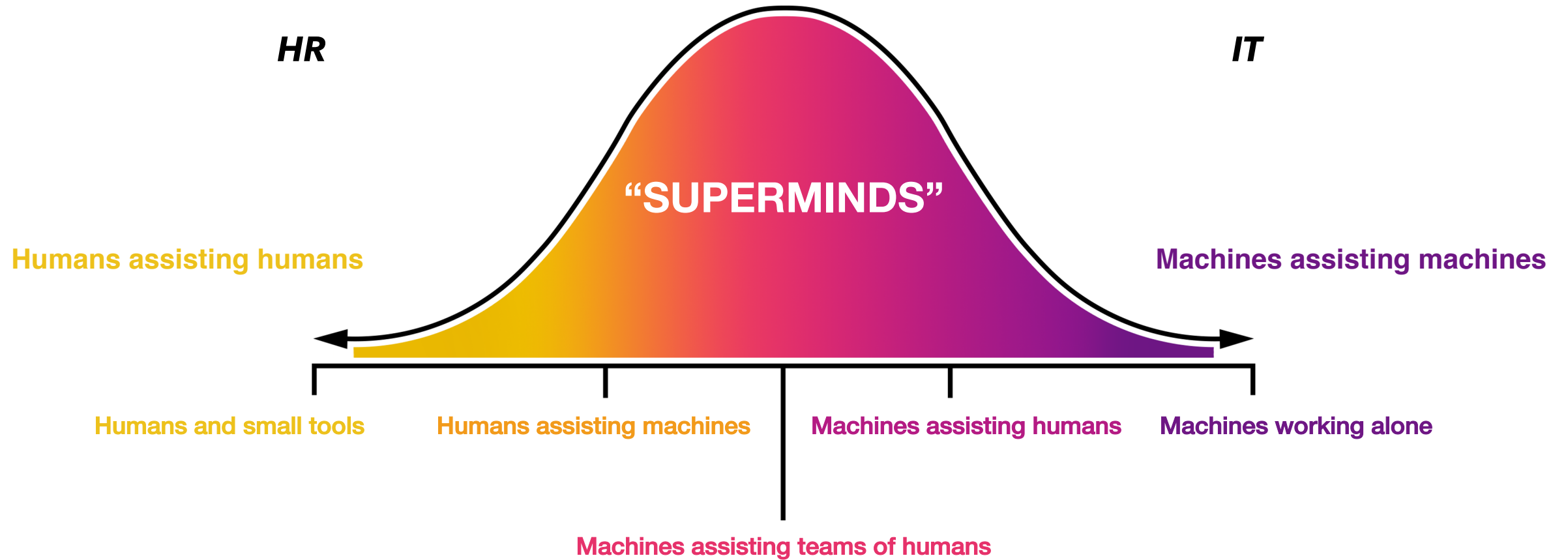
# Anything that **can** be distributed **will** be distributed.

*“Authority has become something diffuse and flammable, like spray paint.”*

**Distributed—not just decentralized.  
The Internet is and will be an amplifier**



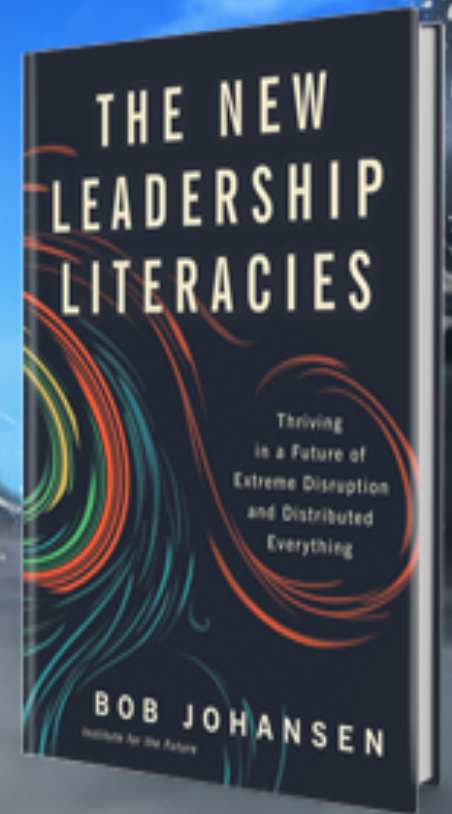
*For example, Mr. Spock in Star Trek?*





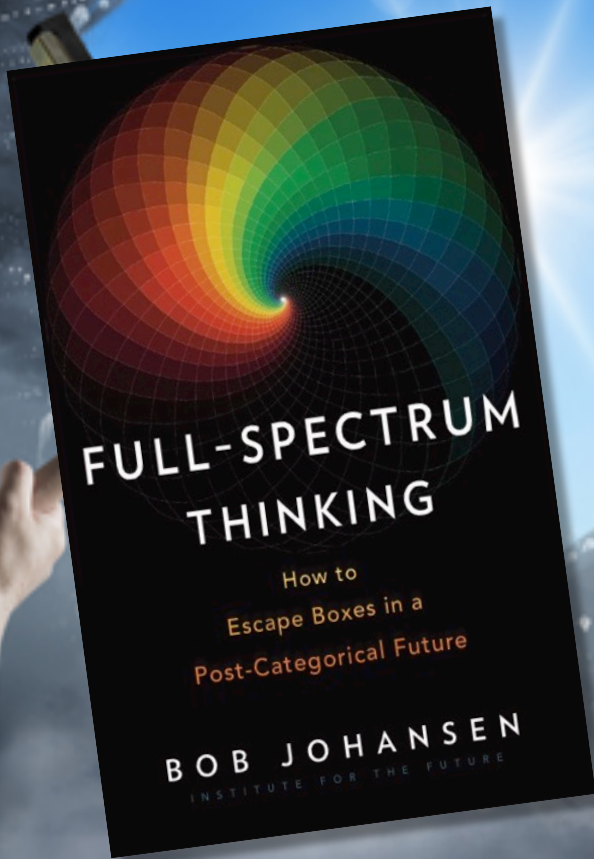
The future will reward clarity,  
**but punish certainty.**

*Many are certain, but few are clear...*

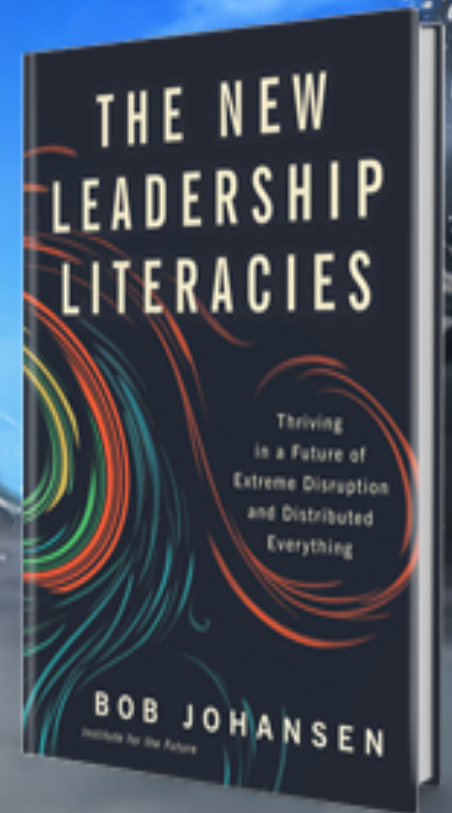




The future will reward clarity,  
but punish certainty.



*The future will reward full-spectrum thinking,  
but punish categorical thinking*



**“The VUCA World”**  
a term coined at the Army War College in Carlisle, PA

***Volatile   Uncertain   Complex   Ambiguous***

MY FORECAST

The next decade will be increasingly VUCA



# Bob's Positive VUCA

Vision

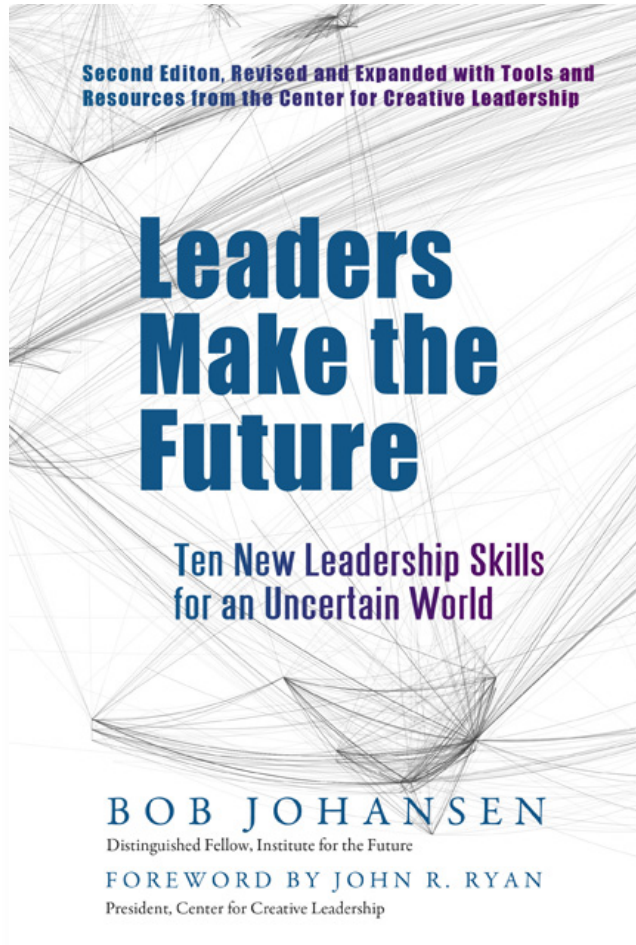
Understanding

CLARITY

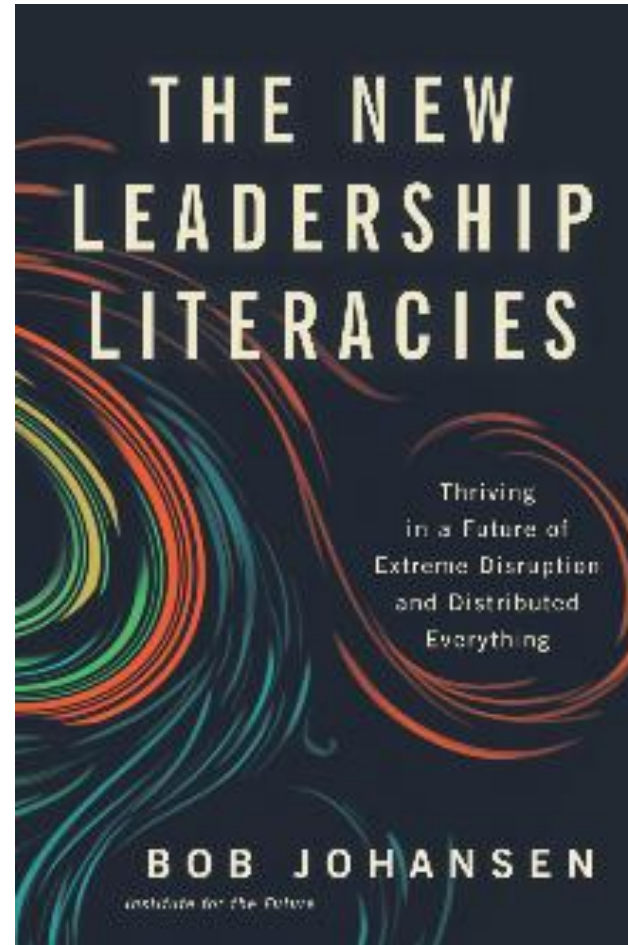
Agility



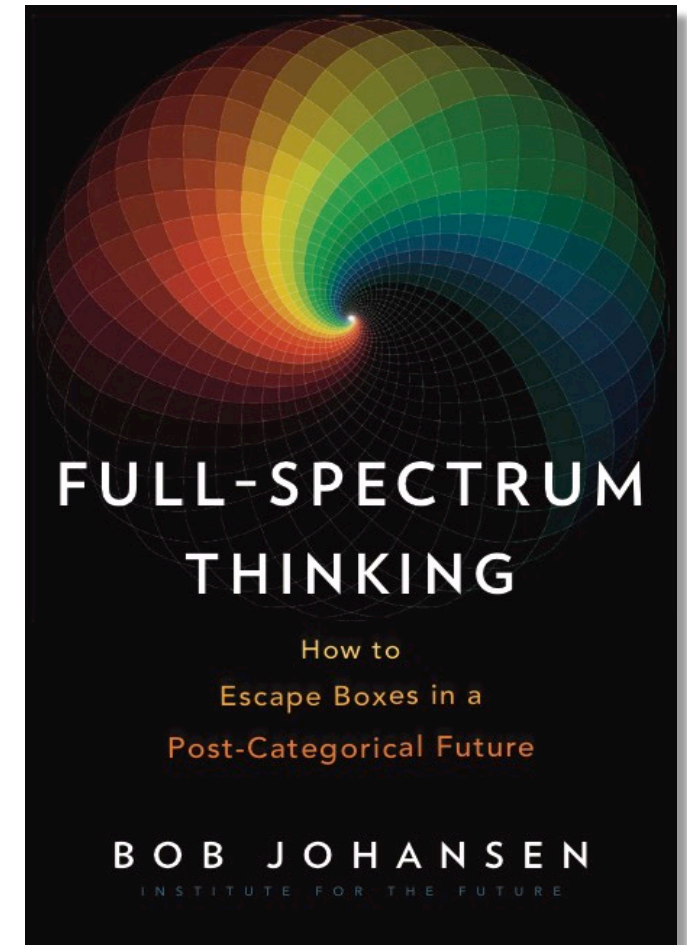
# **WHAT WILL IT TAKE FOR LEADERS TO THRIVE IN THE NEXT DECADE?**



***Ten Skills***

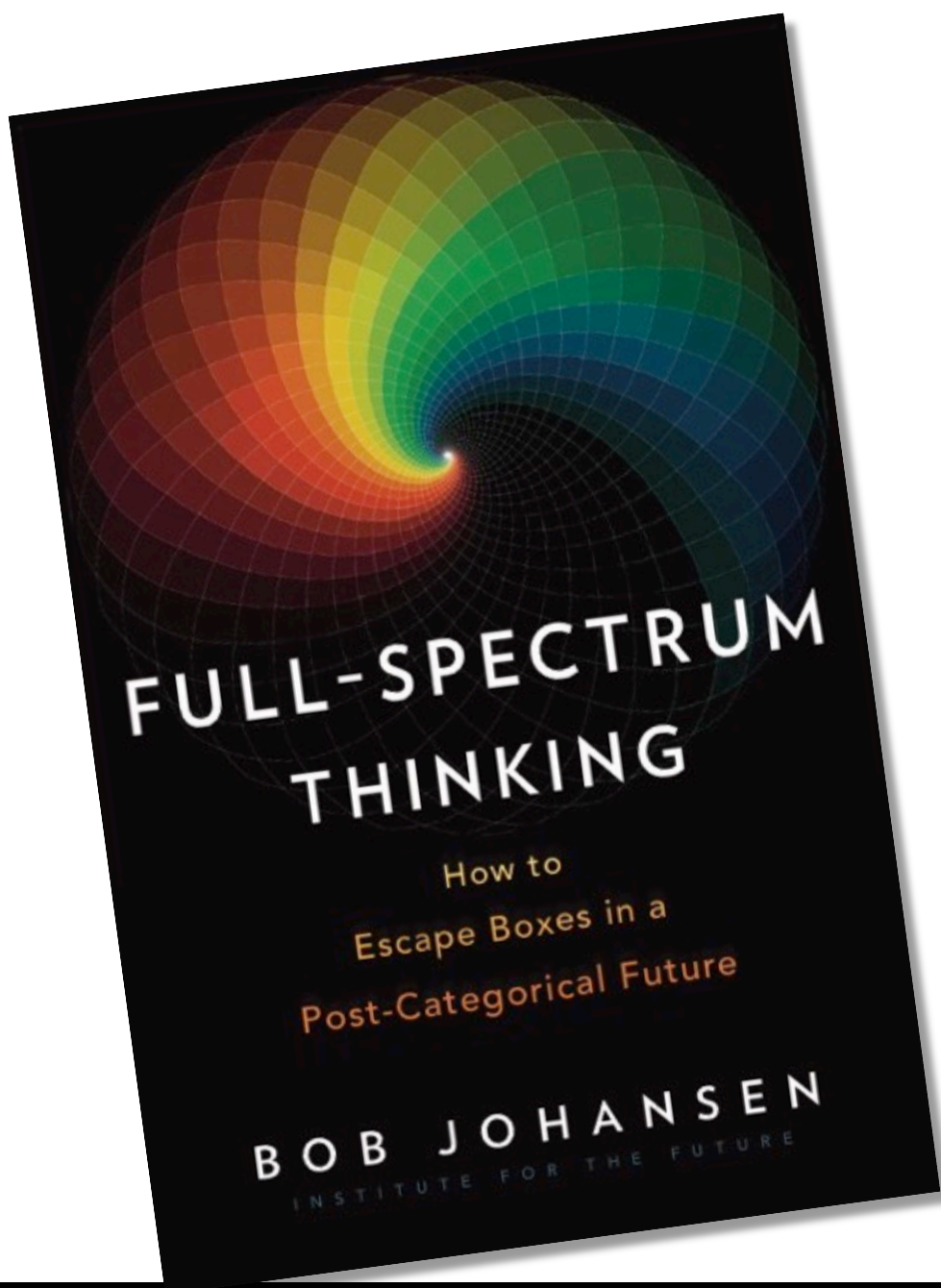


***Five Literacies***



***One Mindset***





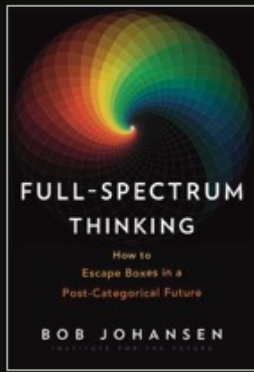
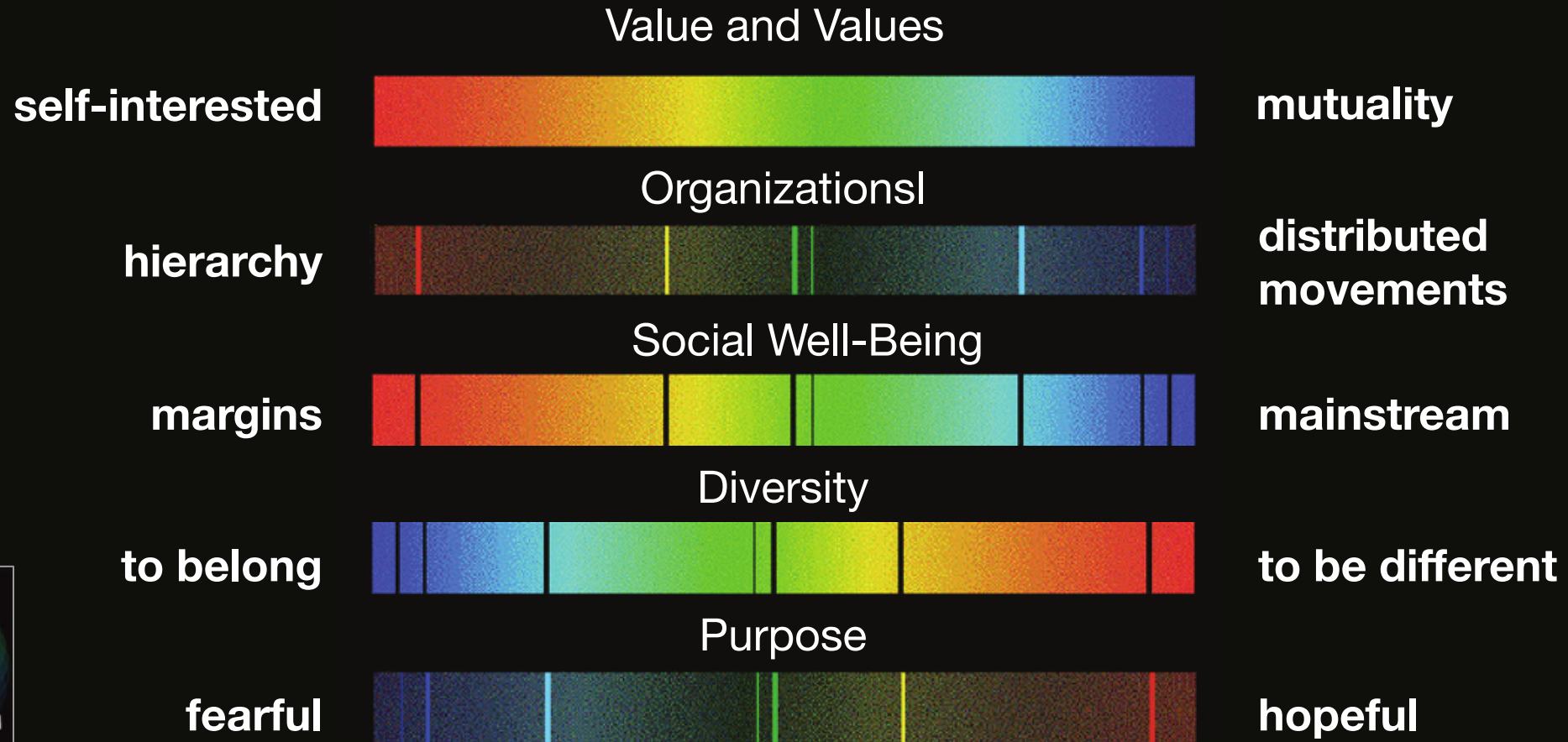
***The ability to make sense out of the future across gradients of possibility—while resisting the temptations of certainty, mindless categorization, and thoughtless labelling***

***Our brains want certainty, but the future will require clarity***

***Categories coerce...***

***Resist the binary...***

# Full-Spectrum Thinking Applied to...

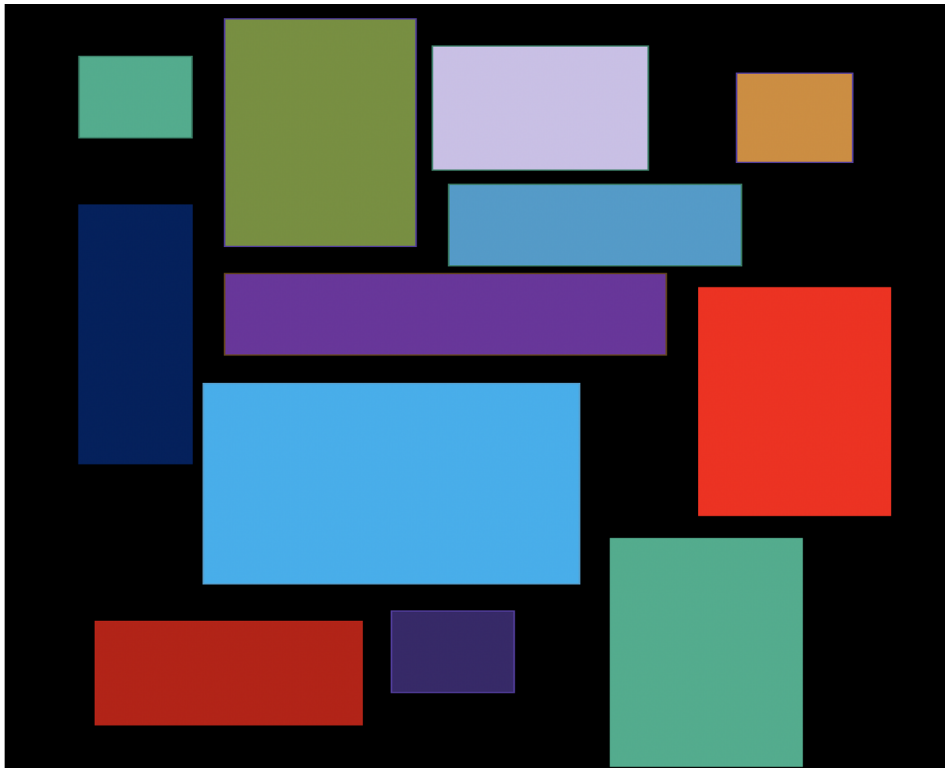


## ***YESTERDAY'S TOOLS FOR CATEGORIZING***



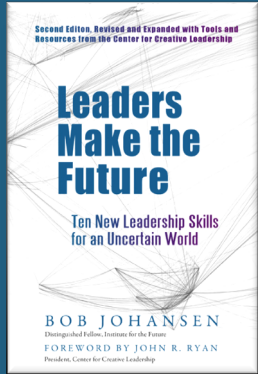
## ***TOMORROW'S TOOLS FOR FULL-SPECTRUM THINKING***

**traditional binary computing**



**big-data analytics, visualization, machine learning, blockchain, gameful engagement, etc.**





# ***A TALENT PROFILE FOR THE FUTURE: Ten Future Leadership Skills***

*Immersive  
Learning Ability*

*Commons  
Creating*

***Dilemma  
Flipping***

*Maker Instinct*

*Bio-Empathy*

*Rapid  
Prototyping*

*Constructive  
Depolarization*

***Clarity***

*Smart Mob  
Organizing*

*Quiet Transparency*



# A TALENT PROFILE FOR THE FUTURE: *Five Future Leadership Literacies*

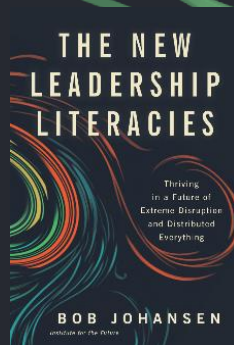
**VOLUNTARY  
FEAR ENGAGEMENT**

**LEADERSHIP FOR  
SHAPE-SHIFTING  
ORGANIZATIONS**

**FORESIGHT**  
**LOOKING BACK  
FROM THE FUTURE,  
BUT ACTING NOW**  
**ACTION** **INSIGHT**

**CREATING and SUSTAINING  
POSITIVE ENERGY**

**BEING THERE  
WHEN YOU'RE  
NOT THERE**





## ACTION

An agile way forward,  
expressed with clarity  
and as a story

## FORESIGHT

Future-back  
stories—with signals  
to bring them to life

## INSIGHT

“aha” that creates a  
new story in your brain  
that you can’t un-see



NOW...NEXT...FUTURE

**Present-Forward**

Horizon 1...Horizon 2...Horizon 3



NOW...FUTURE...NEXT

**Future-Back**

Horizon 1...Horizon 3...Horizon 2

# LEADERS MUST CREATE & SUSTAIN POSITIVE ENERGY

## *Blue Zones*

**Learning from areas of the world where people live the longest and healthiest lives—but die the quickest**

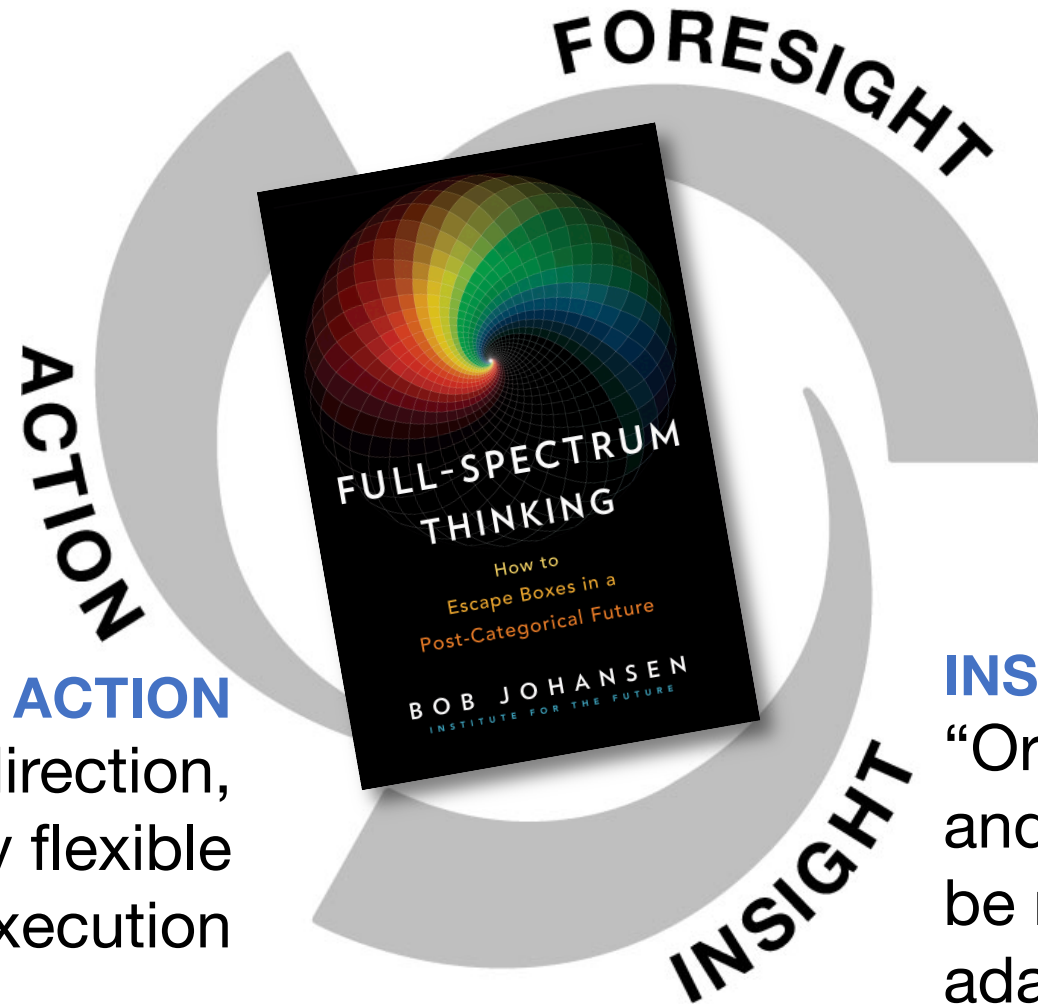
**Knowing your purpose can add 7 years to your life**

**Belonging to a shared purpose can add 14 years to your life**





AN EXAMPLE OF  
FULL-SPECTRUM THINKING  
APPLIED TO THE FUTURE  
OF ORGANIZATIONS...



**ACTION**

Be very clear about direction,  
but very flexible  
about execution

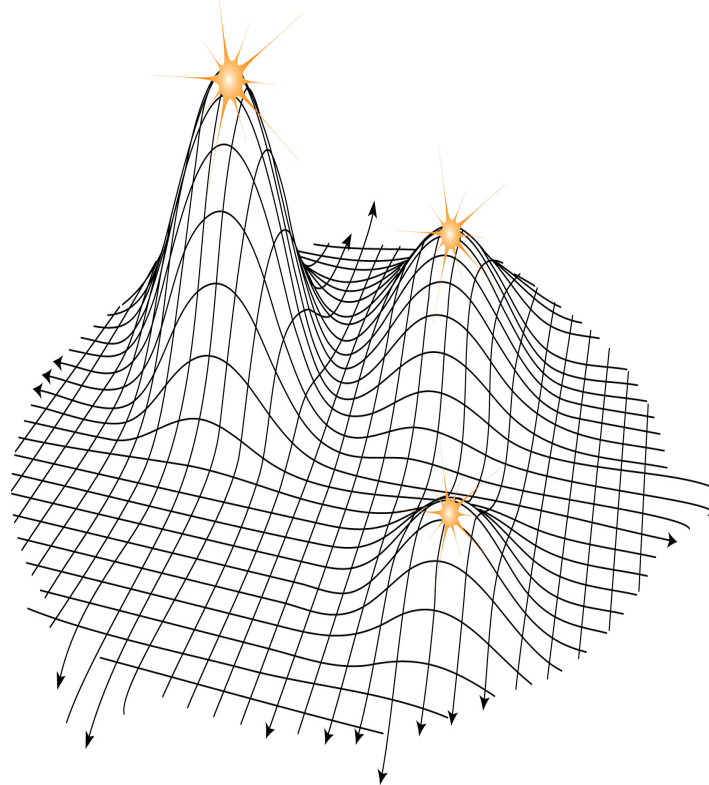
**FORESIGHT**

Future organizations  
will be more shape-  
shifting, less  
command-and-control

**INSIGHT**

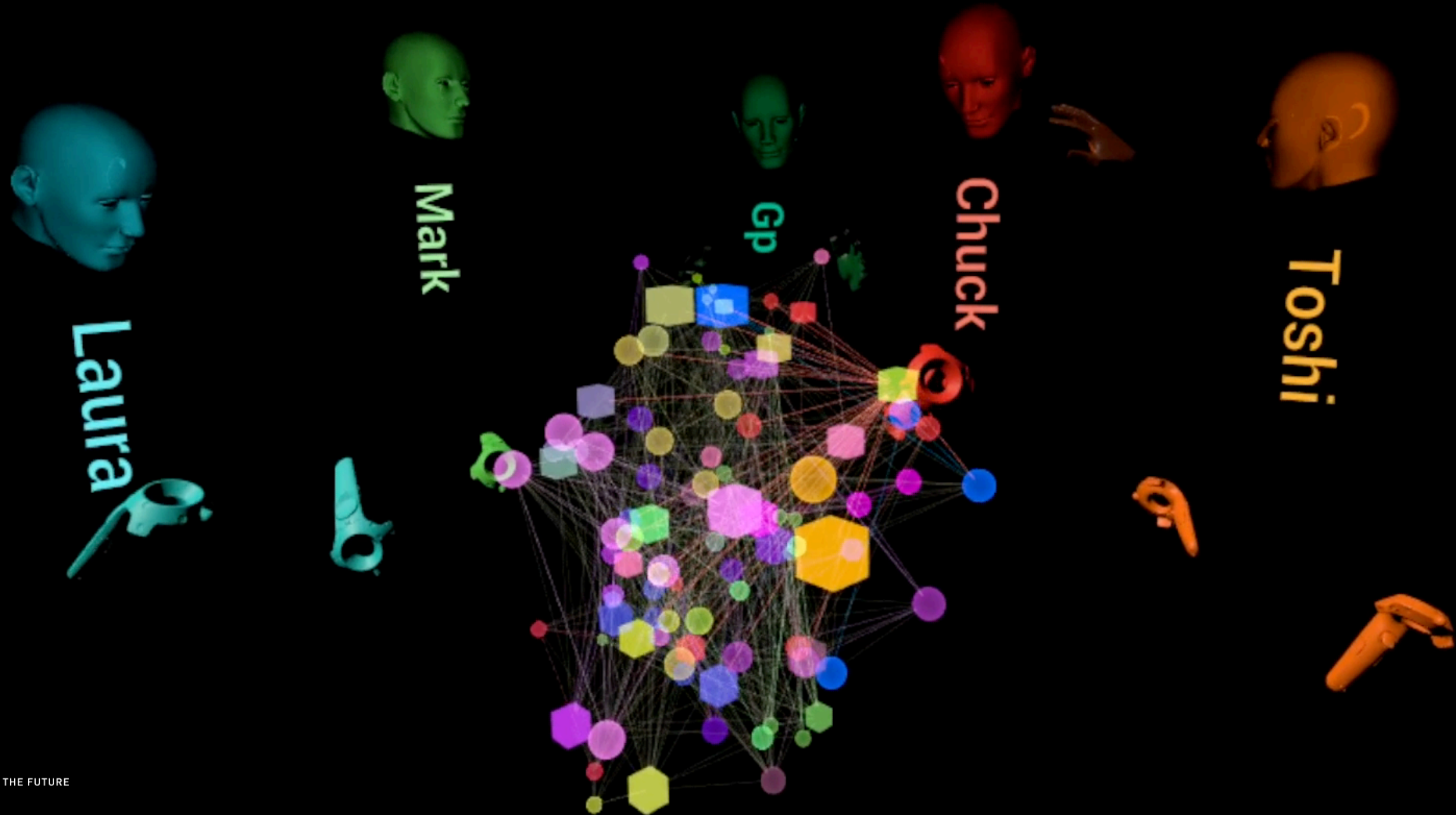
“Organization Charts”  
and “jobs” will need to  
be more fluid and  
adaptable

# ***FULL-SPECTRUM THINKING APPLIED TO ORGANIZATIONS***



- **NO CENTER** - more distributed authority and governance, less centralized
- **HIERARCHIES COME AND GO** - liquid hierarchy, liquid data, liquid organizations
- **GROW FROM THE EDGES** - where diversity flourishes—unfiltered spectrum diversity
- **CANNOT BE CONTROLLED** - but can be guided directionally

# AN ANIMATED ORG CHART PROTOTYPE



**BY 2030,  
EXPECT A LANDSCAPE OF  
SHAPE-SHIFTING  
ORGANIZATIONS**

**THE GOOD NEWS...**

- + More flexibility to scale up and down
- + More ways to make a living
- + Great if you are ready for freelancing

**ECONOMIES OF ORGANIZATION,  
not just economies of scale...**

**YOU WILL BE WHAT YOU CAN ORGANIZE**

**THE BAD NEWS...**

- Criminals are better at shape-shifting than the rest of us
- Fewer traditional jobs...how will my career advance in a fluid organization?
- Awful if you can't adapt to the gig economy and freelance work



# THINKING FUTURE-BACK

*Post-outbreak, what spectrum of media  
will be best for which tasks,  
with which people?*

## IN-PERSON MEETINGS & OFFICES

Best for orientation,  
on-boarding, trust building,  
early-stage creativity,  
and renewal

## VIRTUAL MEETINGS (e.g. Zoom, Teams)

Best when some presence  
is useful but meeting in  
person is difficult  
or impossible—or  
meeting virtually is better  
than being there

## MOBILE

Best when portability,  
flexibility, and speed  
are preferred

***FORECAST: The younger you are,  
the more you will want mobile—  
and mobile in 2030 will be  
much more graceful  
than today's smartphones***

## SAME PLACE, DIFFERENT TIME

Best when a physical location  
is required for tasks  
(e.g. factory or retail store)

## ASYNCHRONOUS (e.g. Slack, Google Docs)

Best for task tracking,  
implementation, and  
coordination

**Bob Johansen**

Institute for the Future  
Palo Alto, CA

***FULL-SPECTRUM THINKING***

for  
**TryTank**

January 13, 2020