VOLUME 9

KNOW WHAT'S NEXT

Strategies for Transforming Your Business & Future

by Daniel Burrus
CEO of Burrus Research

- Daniel Burrus' Top 20 Technology-Driven Hard Trends Shaping the Future
- What's the Secret to the Next Big Thing? Anticipation
- Accelerate Growth Using Hard Trends
- 3 Steps to Build a Stronger Team
- Agility Levels the Playing Field Anticipation Changes the Game
- Change and Transformation—Knowing the Difference to Accelerate Growth
- Owning Innovation in Your Organization
- Is Your Organizational Futureview Aligned?
- Redefining Risk
- When It Comes to Trends, Know Which Ones Will Happen
- Certainty—The Ultimate Closing Tool
- Will Artificial Intelligence Replace Human Intelligence?

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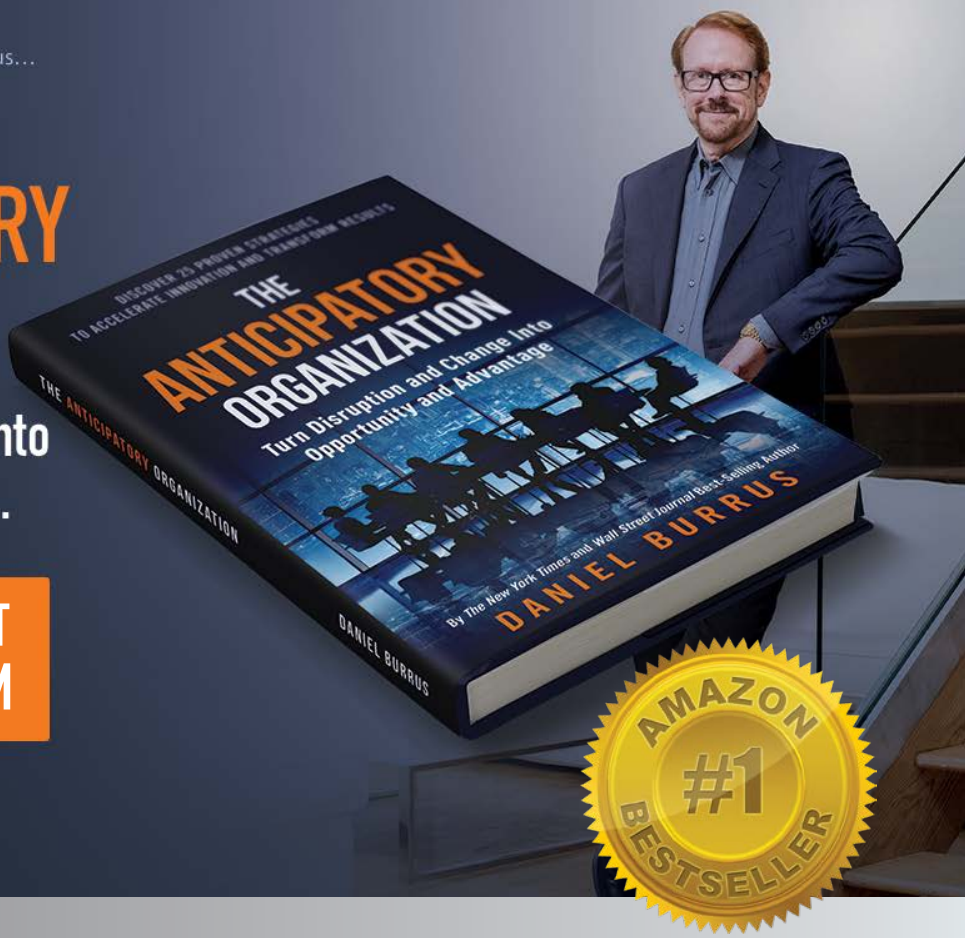

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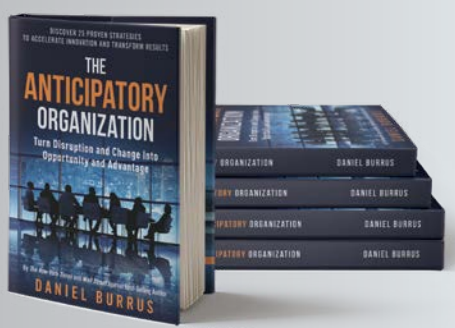

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Top 20 Technology-Driven HARD TRENDS

SHAPING THE FUTURE

There has never been a shortage of trends. The real problem for you is figuring out which ones will happen so that you know where to place your strategic bets. I have been publishing a list of top trends since 1983, as well as speaking and writing about their future impact, and if you have read any of my seven books or thousands of articles over the decades, you know they have been highly accurate. The reason for this is the methodology that I developed back then, which separates what I call Hard Trends, the trends that will happen, from Soft Trends, the trends that might happen. Knowing their distinctions can make all the difference, and the following Top 20 List is no exception.

I have been writing about each one of these technology trends for many years, but for one to make it on my Top 20 list, it has to be developed enough for you to apply it to exponentially grow your business. Each is growing at an increasingly exponential rate. As such, they will all impact our lives, both personally and professionally, in the coming year and beyond.

These trends highlight enormous, game-changing opportunities in a broad array of applications and industries. As you read through them, look for opportunities for you to leverage them and become a positive disruptor.

1 ARTIFICIAL INTELLIGENCE (AI), ADVANCED MACHINE LEARNING AND COGNITIVE COMPUTING APPLICATIONS

Cognitive computing applications grow rapidly. Advances in machine learning and artificial intelligence (AI), such as Google's DeepMind and IBM's Watson, coupled with networked intelligent machines and sensors will create a giant leap forward thanks to exponential advances in computing power, digital storage and bandwidth. AI will increasingly become embedded in our applications and processes. Also, thanks to better sensors, increasing machine intelligence and Siri-like voice communications, advanced automation and intelligent robotics will increasingly work with humans in new and productive ways. As AI is applied to vehicle-to-vehicle (V2V) communications, we will see acceleration in the use of semiautonomous and fully autonomous vehicles.

2 ADAPTIVE AND PREDICTIVE CYBERSECURITY SYSTEMS

Business, government and education have moved cybersecurity from an underfunded back-office activity to a major initiative going forward. With the rapid growth of connected technologies such as the Internet of Things (IoT) and semi-autonomous as well as fully autonomous vehicles, security systems will move beyond reacting faster to include adaptive security systems using AI and other advanced tools, such as behavioral analytics. This will add a level of predict and prevent, allowing us to stop many, but sadly not all, attacks before they start.

3 BIG DATA AND THE USE OF HIGH-SPEED DATA ANALYTICS

"Big data" is a term that describes the technologies and techniques used to capture and utilize exponentially increasing streams of data. The goal is to bring enterprise-wide visibility and insights that enable making rapid, critical decisions. Using advanced cloud services, high-speed data analytics will increasingly be employed as a complement to existing information management systems and programs to identify actionable insights from a mass of big data. Separating good data from bad data will also become a rapidly growing service.

4 ADVANCED CLOUD COMPUTING SERVICES

Businesses of all sizes will increasingly embrace new variations on public, private, hybrid and personal mobile clouds. This represents a major shift in how organizations obtain and maintain software, hardware and computing capacity to cut costs in IT, human resources and sales management. Not all clouds are created equal. Some are optimized for IoT applications, while others are designed for different levels of security and speed.

5 VIRTUALIZATION OF STORAGE, DESKTOPS, APPLICATIONS AND NETWORKING

The virtualization of hardware and software will see continued acceptance through growth in both large and small businesses as virtualization security improves. Hardware-as-a-Service (HaaS) is increasingly joining Software-as-a-Service (SaaS), creating what some have called "IT as a Service." In addition to the rapid growth of virtual storage, virtualization

of processing power will continue to grow, allowing mobile devices to access supercomputer capabilities and apply them to processes such as purchasing and logistics. These services will help companies cut costs, as they provide access to powerful software programs and the latest technology without the expense of a large IT staff and time-consuming, expensive upgrades.

6 VIRTUALIZATION OF PROCESSES AND SERVICES (ON-DEMAND SERVICES)

The virtualization of processes and services will increasingly be accessed by companies needing to update and streamline existing services, and to rapidly deploy new services. The rapid growth of Collaboration-as-a-Service, Security-as-a-Service, Networking-as-a-Service and many more is giving birth to Everything-as-a-Service.

7 BLOCKCHAINS AND CRYPTOCURRENCY

Introduced as a means of transferring bitcoins, blockchains are fast gaining traction in any number of areas. A system that enables secure, digital direct transfers, blockchains decentralize transactions by eliminating the middleman, thereby allowing for direct connection among all involved parties. In addition to currency, blockchains can be used to transfer contracts, insurance policies, real estate titles, bonds, votes and other items of value. They provide increased transparency and, as a result, distributed trust. Given their security and lower cost, blockchains create a platform that will impact limitless products and services, thereby enabling innovation and growth. Look for applications in healthcare, supply chain and finance to grow rapidly. In 2017, the average person discovered bitcoin thanks to its meteoric rise in value, as well as other coins such as ethereum, used for initial coin offerings (ICOs), and litecoin, to name a few. The crypto genie is now out of the bottle, and thanks to bitcoin trading, bitcoin ATMs and bitcoin mania, we will see blockchains and cryptocurrency increasingly become part of our lives.

8 AUGMENTED REALITY (AR) AND VIRTUAL REALITY (VR) APPS AND DEVICES

Augmented reality (AR) will quickly become more common by adding just-in-time information to our physical world. Simply aim your smartphone camera at a crowded street to find the stores that have the exact products you're looking for. Better yet, we will soon be using conventional-looking glasses that allow wearers to overlay data on their fields of vision, providing useful information about what they're looking at. By contrast, virtual reality (VR)—using oversized headsets to provide an immersive, computer-generated 3D environment with which the wearer can interact—will grow more slowly due to the need for more time-intensive software design and the need to shut out the real world in order to use it. With headsets dropping in price, increasing numbers will want to experience it. Commercial growth in VR will focus on more specific industries. For instance, it's already being used by architects and designers to show potential clients specific features of buildings prior to actual construction. But that's just the beginning. AR and VR will soon shift from a single-user to a multi-user social experience.

9 SMART VIRTUAL E-ASSISTANTS AND VOICE-ENABLED DEVICES

The use of smart e-assistants is accelerating, offering what is rapidly becoming a mobile electronic concierge available on any smart device, including phones, tablets, televisions and cars. Stand-alone audio assistants such as Amazon Echo and Google Home will expand rapidly into business and governmental applications. Soon retailers will have a Siri-like sales assistant, and soon many of us will be using an e-personal health assistant that taps into the real-time health data from a smart watch to predict potential problems and offer suggestions.

10 IOT BECOMES INCREASINGLY INTELLIGENT

Machine-to-machine (M2M) communications using chips, microsensors and both wired and wireless networks will join networked sensors to create a rapidly growing IoT, sharing real-time data, performing diagnostics and making virtual repairs, all without human intervention. By 2020, there will be well over 50 billion "things" talking to each other, performing tasks and making decisions based on predefined guidelines using AI. Not all data need to come back to the mother ship to create high value. Edge computing will increasingly be used to tame the massive amounts of data IoT will create.

11 3D PRINTING (ADDITIVE MANUFACTURING) OF FINISHED GOODS

Personalized manufacturing of finished goods using 3D printing will grow exponentially. 3D printers build things by depositing material, typically plastic or metal, layer by layer, until the product is finished. Originally designed to print prototypes, they are increasingly being used to print final products, such as jewelry, iPhone cases, shoes, car dash-boards, parts for jet engines, prosthetic limbs, human jaw bones, blood vessels, organs and much more. This allows companies to manufacture one-of-a-kind or small runs of items quickly, locally and with far fewer costs.

12 SMARTER SMARTPHONES AND TABLETS DRIVE MOBILE PROCESS INNOVATION

The vast majority of mobile phones sold globally have browsers, making a smartphone our primary computer. This signals a profound shift in global computing, allowing businesses of all sizes to transform the ways in which they market, sell, communicate, collaborate, educate, train and innovate using mobility. An enterprise mobility strategy that puts mobile first is rapidly becoming mandatory for organizations of all sizes. The next phase is to embed a layer of AI in everything.

13 MOBILE APPS FOR BUSINESS PROCESS INNOVATION

As we increasingly transform business processes using mobility, use of mobile apps for purchasing, supply chain, logistics, distribution, service, sales and maintenance will grow rapidly. There will be an increasing focus on business app stores within companies, giving the company a competitive advantage and giving users access to the personalized information they need on their mobile devices anytime and anywhere.

14 MOBILE BANKING AND PAYMENTS

Mobile banking, using smartphones as eWallets, is already being used in an increasing number of countries. Use is finally taking off on a larger scale in the U.S. thanks to an increasing number of phones with secure mobile banking apps, near-field communications (NFC) chips, biometric identification and the use of tokens where no credit card or personal information is exchanged.

15 WEARABLES AND APPLICATIONS

Wearables will increasingly be used for both personal and business applications. Apple, with its smartwatch fitted with health sensors and software, joins Google, Samsung, Microsoft and others in a battle for market share. More complex software and applications will drive further innovation and sales in other wearable technology. One example is a patch that can be attached to the skin for remote disease management, diagnostics and general health via wireless transfer.

16 SOCIAL BUSINESS APPLICATIONS

"Social" takes on a new level of urgency as organizations shift from an Information Age "informing" model to a Communication Age "communicating and engagement" model. Social software for business will reach a new level of adoption, with applications to enhance relationships, collaboration, networking, social validation and more. AR and VR will increasingly play a role. Marketers and researchers will employ social search and social analytics to measure real-time sentiment of large groups of targeted people.

17 VISUAL COMMUNICATION FOR BUSINESS

Visual communication takes video conferencing to a new level thanks to free programs like Skype, FaceTime, Zoom and others for video communication on phones, tablets and home televisions. Businesses of all sizes are rapidly embracing this as a primary relationship-building and communications tool.

18 ENHANCED LOCATION AWARENESS FOR RETAIL

Location awareness using in-building systems allows customers with smartphones to navigate stores and quickly find what they are looking for. This, combined with geo-social marketing and AR, will drive the creation of more business-to-consumer apps. In addition, geospatial visualization combines geographic information systems (GIS) with location-aware data, radio-frequency identification (RFID) and other location-aware sensors (including identifying the current location of users from the use of their mobile devices) to create new insights and competitive advantage.

19 DRONES REACH A NEW HEIGHT ADDING AI

The number of applications for drones will continue to expand rapidly. Drones have already proven to be of high value for search and rescue, and are rapidly being applied to many industries. For example, agriculture uses drones to check crops, fences and cattle; utility companies use them to look for downed power lines; and real estate agents use them for aerial photography. The explosion of hobby drones will drive innovation for both personal and industrial applications. AI will be increasingly integrated, expanding capabilities far beyond today's applications.

20 ENERGY STORAGE AND MICROGRIDS

Energy storage starts to become a reality as companies such as Tesla begin to sell their smart battery systems (SBS) to businesses and homes that generate some of their own power using solar, wind or other systems. In addition, as first-generation hybrid vehicles get too old for the marketplace, there will be millions of batteries that will still hold enough of a charge to be repurposed into inexpensive energy storage systems. This will enable a national network of smaller and more secure smart microgrids.

Ready to see the future and plan with greater confidence? Have a look at my **Anticipatory Organization System** at www.AnticipatoryOrganization.com.

What's the Secret to the Next Big Thing?
ANTICIPATION

Every organization, no matter what they do or whom they serve, is constantly watching for ways to increase the value of what they offer.

Being anticipatory is a very powerful strategy with which you can boost your overall value. That comes from understanding your customers' present and future needs more thoroughly to leveraging the enormous impact of new technology and market disruption.

Know Your Customers Better

Ever since the dawn of commerce, individuals and organizations have searched for more effective and timely ways to know what their customers are thinking and wanting—and, from there, to better gauge the sorts of products and services that would best resonate with their shifting interests and tastes.

Fortunately, there are now more powerful tools besides customer feedback surveys and mere word of mouth that can be leveraged to meet this challenge. With technology such as connected devices, embedded software, predictive analytics and social media, organizations can see in a timely manner how customers are actually using their products, what they like and don't like and other essential information and insight.

That boosts customer knowledge and insights in a number of ways. For one thing, product research and development can gain a better focus on what will truly connect with users at the moment of need. Accordingly, new products and services become less of an educated guess. Agility can also improve, as businesses can quickly update features or adjust future models to better match customer desires and behavior.

Likewise, marketing and advertising also benefit. More comprehensive and real-time information allows organizations to hone outreach efforts to target individual segments of their customer base. Instead of flooding their market with the same offer, marketing teams can create personalized offers geared to attract particular customers. That provides even more value.

Increase Disruption

One of the bedrock principles of my Anticipatory Organization Model is the predictable impact of disruption—not merely updates or wrinkles to existing products and services but game-changing ideas, technology and devices that can stand entire industries on their ear. More importantly, when you learn to anticipate game-changers, you can become the game-changer in your own industry. After all, if you don't do it, someone else will.

Consider some of the truly innovative services or products that have completely changed how we live every day. Need to do some fast research on an executive or his or her company you are about to meet with? Your smartphone is the go-to option. If you want to get somewhere fast once you're off the subway and back on the street, Uber can get you there. And the list goes on and on.

Those examples and many others like them are telling in several ways. First off, none of them were simple variants on an existing theme—they were new, utterly revolutionary and predictable in terms of identifying the Hard Trends that are shaping the future as a way to see game-changing opportunities. Moreover, the marketplace value they afford the people and organizations behind their development and introduction is almost impossible to calculate. That means, the more disruption you can introduce into your market, the greater the value of what you offer.

Another anticipatory principle is the idea that, if disruption is inevitable, far better to be the disruptor rather than the disrupted. And, with that choice in mind, what greater value can you bring to the marketplace than something so utterly new and innovative that it inevitably betters the life of anyone who buys or uses it?

Daniel Burrus

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Accelerate Growth USING HARD TRENDS

Certain mindsets and ways of thinking are genuinely habit forming. Taking years of successful growth for granted is one of them.

Companies and organizations often inadvertently stunt their own success by making certain assumptions when it comes to growth. For example, let's say your company has been growing by 8% a year for the past 10 years. It would be easy to assume that you will grow 8% next year. I find this sort of assumption about growth all too often. Or you might increase your growth target incrementally each year, once again making an assumption about growth—in this case that incremental growth is all your organization is capable of.

Breaking through those attitudes and assumptions requires a very different kind of thinking. By learning to separate the Hard Trends that will happen because they are based on future facts from the Soft Trends that might happen because they are based on various levels of assumptions, you can learn to become anticipatory in both your planning and execution and discover new and powerful ways to accelerate your growth and success.

A Recession Hangover

A few years back, when the overall economy was struggling, so, too, were all sorts of businesses and organizations. Justifiably so. A sour economic environment made growth almost a superfluous pipe dream—for many the goal was survival and little more than that.

Perhaps due in part to those sorts of challenging conditions, many organizations today take a comparably cautious view of growth. If nothing else, growth by definition is generally modest and just the latest notch in an established pattern. If you grew by 6 percent last year, look for similar outcomes this year—maybe a bit higher than that, but nothing outlandish.

That's an example of what I refer to as legacy thinking—the predisposition many of us have to take what we know from the past and craft it into ideas and strategies that are no longer particularly effective.

It's can also prove completely self-defeating.

To Accelerate Your Growth, Change Your Thinking

One of the stumbling blocks to considering accelerated growth is the lack of confidence that comes from uncertainty. If the past shows that you generally grow at a certain rate, how can you be certain that ramping up your efforts to better your growth is justified?

Hard Trends can help with that. Think of Hard Trends as representing future certainties—those things that we know with absolute confidence are going to occur. Will technology continue to grow in influence in our daily lives? Will Baby Boomers continue to get older? Will there be increasing regulations regarding cybersecurity? These simple examples, as well as dozens of other similar examples of Hard Trends, are unquestionably going to happen.

Now apply that to your organization or industry. What do you know for certain is going to occur and, from there, what growth plans can you develop that can push your growth beyond your usual expectations?

Leverage Soft Trends in the same manner. These are future maybes, things that may or may not take place. Although that's a level of uncertainty, the big plus to Soft Trends is that they're open to influence. Like Hard Trends, what Soft Trends are particularly noticeable that, when taken into account in planning and strategy, can be leveraged to your advantage?

Broaden your thinking in other ways. Consider:

- If you're looking to boost growth, consider having both incremental planning and transformational planning using the Hard Trends that are shaping the future. By learning to go beyond reacting and responding faster (agility) to become anticipatory, you will adjust both your mindset and that of your organization as well as your results.
- Use Hard Trends and exponential technology to drive innovation and accelerate growth. Remember to consider modifying your reward system to get the new behaviors that will be most effective to promote innovation.
- What other sorts of predictable change might prove advantageous to accelerating growth? Further, what sort of new tools are available to help you forge an environment geared to innovation, constructive collaboration and, ultimately, greater levels of growth?

The bottom line is that accelerating your company's growth doesn't have to be a mere pipe dream or a dicey challenge riddled with needless uncertainty. If you change the way you think at one end, you can markedly change the results you enjoy at the other.

3 Steps to Build a STRONGER TEAM

An old cliché has it that there is no "I" in team. Like many well-worn phrases, that one holds a certain amount of truth—and not just in the literal spelling. In effect, a strong team emphasizes the group, not just one individual. The thinking is, when the team advances as a whole, so, too, does everyone within it.

That begs a question: How do you build a team that is characterized by strong, coordinated teamwork?

It's not as difficult as you might assume—particularly if you adopt an anticipatory mindset.

Break Down the Challenges

The obstacles that organizations face in fostering teamwork can be highly specific, depending on the particulars of the industry, the culture of the organization and the individuals involved. However, Harvard Business Review's Answer Exchange offers a useful list of eight challenges that teams often encounter:

- Absence of team identity
- Difficulty making decisions
- Poor communication
- Inability to resolve conflicts
- Lack of participation
- Lack of creativity
- Groupthink (unwilling or unable to consider alternative ideas or approaches)
- Ineffective leadership

Taken on its own, that can be a daunting set of obstacles. But certain core principles of my Anticipatory Organization Model™ can effectively address all of these issues and create a well-coordinated, focused team:

Step One: Communicate, Don't Just Inform

One of the biggest stumbling blocks in helping to create a solid team is effective communication. Take a quick glance back at the list above—every one of those issues can be traced in some manner to poor communication.

The reason is simple—instead of genuinely communicating, we can all fall into the trap of merely informing.

Let's break that down a bit. Informing is one-way and static. It merely passes along information without any related form of action. When you inform someone, you're not even sure if they agree with you or not.

Communication, on the other hand, flows in both directions and is dynamic. The dialogue is genuine, and an enhanced level of engagement results. In effect, you wish to hear as much as you wish to speak.

As a leader, it's simple to promote that sort of environment. Whether you're chatting one-on-one or participating in a large group meeting, set the tone by being as active a listener as you are a speaker. You'll get better results and, at the same time, offer an ideal example to those around you.

Step Two: Collaborate, Don't Just Cooperate

The terms collaborate and cooperate might seem rather similar but their differences are both distinct and meaningful. It's amazing how many companies and organizations say they are collaborating when, in reality, they are only cooperating. That's because they don't know the difference, and in this case, the difference can make all the difference.

People cooperate because they have to. And because they have to, the focus is on protecting and defending their piece of the economic pie. It's a strategy based on scarcity.

On the other hand, people collaborate because they want to. You choose to collaborate because you understand that by working together you can create a bigger pie for all. It's inclusive and expansive.

Need examples? In technology, Apple, Microsoft, Google and others can attribute much of their early success to strategic partnerships with competitors. Likewise, pharmaceutical companies are increasingly collaborating to share resources and information to develop and distribute lifesaving medications.

In many ways, collaboration and communication are closely intertwined. It makes sense—if you're communicating effectively with someone else, you're more likely to build the level of trust with which collaboration flourishes. By fostering effective communication, you're also building a collaborative environment—and, in the process, a stronger team.

Step Three: Use the Tools

One fortunate factor that can help build communication, collaboration and a better team is that we have so many tools with which to approach the challenge. Consider our smartphones, Skype, FaceTime, Twitter and any number of other devices and platforms. They're tied to the moniker "social" for a very good reason—encourage their use, dialogue and engagement.

There are a great many effective strategies with which to build a strong team—one that's characterized by communication and collaboration. Build those two competencies, and all those smaller, more defined challenges will likely melt away.

Agility Levels the Playing Field. ANTICIPATION CHANGES THE GAME

The global marketplace is hardly a novel concept. But what is constantly new is the shifting challenge of knowing where you and your organization best fit into that setting—a form of ongoing flux that's only going to accelerate in the future.

That's why an anticipatory mindset is critical to succeeding in an economy largely defined only by the geographic limits of the planet. As is the case with so many traditional ideas and principles, the strategies that worked yesterday may only be holding you back today and tomorrow.

That's a Yes ... and a No

Reading about how others approach the global market can be equally intriguing and frustrating.

One article that sought to cull business leaders' views on this topic cited research from the consulting firm Deloitte. What was number one on the list of attributes central to effective global market leadership? Agility.

Agility serves an important role helping companies react quickly to unforeseen change. The biggest advantage to an agile organization is that they can react faster than their slower competitors. Unfortunately, reacting and responding quickly provides less advantage every year as the exponential pace of technology-driven change accelerates. In addition, many companies are trying to use agility as a tool to drive innovation, and that can produce results, but due to the reactive foundation of agility, it is difficult to jump ahead. Did the people who came up with the innovative, billion-dollar idea for Uber or Airbnb use agility? No, that would not help at all! That's where learning to be Anticipatory comes into play.

A core concept of my Anticipatory Organization Model acknowledges that agility is still a valuable skill in adjusting to shifting conditions and issues of immediate concern. But as I suggested earlier, it's a game largely composed of catch-up, dancing on a string in response to one thing as you risk being disrupted by something else. Sooner or later, you fall behind—or get disrupted by someone else who saw the future first.

Happily, the Deloitte article touches on other attributes for which I have a great deal more enthusiasm. One is collaboration—working together with people inside your organization as well as others who might often be labeled as competitors. To that end, the story reports 72 percent of emerging market companies say they anticipate working with other similar businesses. Once again, this is good, but will it help them jump ahead of the others with confidence? Agility without learning to Anticipate has trouble doing that.

So, too, does the article identify the overriding importance of innovation in identifying and staking out a niche in the global economy. In particular, the article underscores the value of looking to others outside an organization—such as the collaborators we just discussed—for fresh ideas that ultimately can lead to new forms of innovation. This is all good, but to jump ahead with both confidence and lower risk, you will need more than agility.

The Key Is to Become Anticipatory

Change your mindset, and you will change your results! By developing and using an Anticipatory mindset—not merely to identify opportunity in a fast-shifting global marketplace but, even better, to anticipate those developments long before agile competitors see them.

To that end, it's important to understand the function and import of both Hard and Soft Trends—two of the cornerstones of the Anticipatory Organization Model. Hard Trends are based on future facts that will happen; those things we can anticipate with absolute certainty, from a growth in disruptive digital technologies to demographic shifts, such as the aging population we, and many other countries, are experiencing. They're going to take place, and there's nothing that any of us can do to stop it. But we can learn to see the disruptions before they disrupt turning disruption into a choice. We can see the impact of an aging population and the opportunities, as well as challenges, this represents before they happen.

Daniel Burrus

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You can't afford to miss his game-changing insights and innovations.

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Soft Trends, on the other hand, are based on assumptions and represent future possibilities—those things that may or may not occur. The advantage to Soft Trends is that they're open to influence—a type of leverage that any of us can use to push Soft Trends in directions that are advantageous.

For further discussion on Hard and Soft Trends and the ways to differentiate between the two, visit my blog.

With the concepts of both Hard and Soft Trends in mind, consider how best to pinpoint a growing niche in the global marketplace that will happen and that affords you the greatest opportunity. Are there economic or political certainties that need to be considered? By the same token, are there relevant Soft Trends that can be changed to foster more favorable conditions?

By being anticipatory and knowing what you can count on with certainty—as well as factors that may or may not matter—you not only identify game-changing opportunity in the global marketplace, you can also better manage the risk of targeting markets and consumers with whom you may not be particularly familiar.

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Anticipatory Organization™
Learning System

The Anticipatory Organization™ Learning System is a training process for executives and individual leaders to develop the skills to accurately foresee and take critical actions before disruption strikes.

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Burrus Research®

Change and TRANSFORMATION

KNOWING THE DIFFERENCE TO ACCELERATE GROWTH

Think back to when your family bought its first television set. If you're a Baby Boomer, you may have had only a handful of channels from which to choose—not to mention the headache of adjusting the antenna, putting aluminum foil on the rabbit ears, and let's not forget getting out of your chair to change the channel.

Then came cable and satellite television—more viewing choices and goodbye rabbit ears!

Fast forward to present day. Consumers are ditching cable and satellite for streaming services and other options with a greater range of choice and cost flexibility. Laptops, tablets and mobile devices of all types are supplanting the traditional family TV to display all that content. And, we're not just watching, we're frequently "bingeing."

This illustrates the stark difference between change and transformation. Broadcast television to cable is a form of change, a relatively modest, incremental step. On the other hand, being able to stream a movie and watch it on your phone while waiting to catch a plane, or while flying in a plane, is transformation—it gave us a completely new way to access news and entertainment.

Knowing the distinction between change and transformation can be essential to your organization's success and possibly its survival. Just as important, it's critical to recognize change and what additional steps may be necessary to move change forward into outright transformation.

Change Defined

In the early 1990s, Barnes and Noble superstores changed how we shop for books. A few years later, Amazon was transforming how we shop for and purchase books, which then transformed how we shop for everything. Blockbuster changed how we watched movies; Netflix and other streaming services transformed and utterly upended how we watch movies.

Those and other examples like them also illustrate the possible ramifications that exist when comparing change and transformation. Barnes and Noble has survived, but barely. Blockbuster went under years ago. By contrast, Amazon and Netflix have grown and flourished.

Today, changing something can be costly. By contrast, transformation can completely reinvent entire industries.

Turning Change Into Transformation

This raises a question—how can you take change and make it into the sort of transformation that's absolutely necessary?

Start by taking a close look at your organization's products, services and other activities. Are they different than they used to be? If so, how much? If you can describe them in terms of being bigger, smaller and other sorts of terms, that's probably just change.

So, consider the next logical question—what can you do to propel a product or service into the realm of transformation? Look back at the examples of Amazon, Netflix and other companies like them. They redefined the experience, access, cost, quality and flexibility of purchase and other elements—for the better. That's transformation.

Using those and other examples can kick-start your thinking about taking a change and ramping it up to transformation. The greater the difference between what came before and what took its place, the closer you move toward transformation.

Moving from change to transformation can also boil down to a simple question: "How can I offer my customers the ability to do what they would want to do if only they knew it was possible?" In other words, rather than merely changing or even improving something, what utterly new product or service would people genuinely embrace if they were aware of it and what it could do for them? Rather than looking to change something, why not aim for transformation from the get-go?

Here, my Anticipatory Organization Model can be of vital help. Using concepts such as Hard Trends—those events we know for certain will take place—and Soft Trends—those that may or may not happen but are open to influence—ask yourself how your field or business can be transformed in the next few years in ways that coordinate with those trends. That can boost your thinking about utterly new ideas that will impact not only what you manufacture or sell but how you communicate and collaborate with those around you.

When business times get tough, do you take charge? Or take a deep breath?

Find out why the latter might be better. Order ***The Anticipatory Organization*** book from Amazon.com now.

Owning Innovation in YOUR ORGANIZATION

Innovation is the lynchpin to success in an era dominated by exponential growth and transformational change. You know that. For some reason, many of your employees seem to know it even better.

This raises the question: Is it an issue if your employees are more innovative than you are? And, what happens if there is a culture of innovation among staff that's more developed and productive than anything your leadership team may have tried to encourage?

It may sound silly, but don't worry. You may be doing a better job at encouraging innovation than you might assume—often, by doing less.

When Innovation Has a Life of Its Own

Innovation is at the heart of my Anticipatory Organization Model. The reason, simply put, is that organizations that lack an environment that promotes and rewards innovation will fall behind their competitors at an ever faster rate—or, as this article details, possibly fail to survive altogether.

Unfortunately, as many see it, management and innovation often don't mesh very well. As an article that summarizes a roundtable discussion at Harvard Business School points out, many feel that "management" naturally implies control and close direction—policies that can often stifle a willingness to pursue innovation.

That might describe your organization. On the other hand, you may believe that your approach to encouraging innovation is rather hands off, yet innovation continues to occur.

Either way, you can see innovation taking on a life of its own and you're a bit confused as to what you should do.

Take a few minutes to consider the structure and dynamics of your organization. When it comes to innovation, you may discover that the less you have in place to formally drive innovation, the greater the amount and quality of innovation that results.

3 Elements of an Innovative Environment

How can organizations innovate without a rash of formal policies and procedures in place? Elements of my Anticipatory Organization Model can pinpoint some clues.

First is autonomy. Talented employees value a sense of independence, the freedom to do their jobs without a suffocating level of management control. That, in turn, can help foster creative problem solving as well as true innovation—the greater an employee's sense of freedom, the more comfortable they'll be exploring all sorts of new ideas.

Next, is collaboration. Another benchmark of an anticipatory organization is an emphasis on collaboration. As I routinely point out, collaboration isn't the same as cooperation. People cooperate because they have to; people collaborate because they wish to and recognize how collaboration can benefit everyone involved. A collaborative environment strongly contributes to a high level of innovation.

And third, reward the behavior you wish to see. How can you encourage collaboration without being too heavy handed from a management standpoint? If you want to encourage employees to look for innovative solutions to everyday problems at every possible opportunity, make it worth their while. Provide financial incentives, offer some free time at work to pursue innovative ideas, or create other incentives that help produce the innovative environment you want.

Organizations that actively encourage a culture of innovation have a much better chance of becoming an industry leader and creating game-changing products and services. But the same can also occur at companies that, in effect, take a more hands-off approach, allowing employees to lead the charge to innovate without overly intrusive direction or oversight.

Whether hands-on or hands-off, there's a lot you can do as a leader to foster innovation. You'll gain skills when you order ***The Anticipatory Organization*** book from Amazon.com now.

Is Your Organizational FUTUREVIEW ALIGNED?

In speaking to audiences, I often point out my surprise at how little time we spend in business really thinking about the future. It's easy to do when there are numerous tasks at hand. But, since it's where we're all going to be spending the rest of our lives, you would think that we'd devote a bit more time to considering the future.

Taking the time to think about the future isn't limited to pondering tomorrow, next week or next year. Instead, it's much more of a two-way street. That's because how you think about the future—whatever the time frame you attach to that term—has a very real effect on what you do in the present.

That's what I call a Futureview. And it's essential that an organization have a consistent and aligned Futureview to best anticipate the future with the utmost confidence.

Futureview Defined

My definition of Futureview, which I began to develop several decades ago, refers to your perception of the future.

In essence, when you think of the future, what comes to mind? Are you optimistic and excited? By the same token, are you discouraged, perhaps convinced that your best days are well behind you?

As I mentioned earlier, how you view the future has a clear impact on your present thoughts and actions. For example, if your Futureview is upbeat and energized, you're undoubtedly going to approach what you do in the present with a similar level of energy and engagement.

But what if your Futureview is less optimistic? It stands to reason that your actions and thoughts in the present moment are going to reflect that attitude.

In that sense, Futureview is very circular. Not only does it define how you see the days to come, it also exerts a powerful influence in the moment, potentially influencing everything you both see and do.

An Aligned Futureview: An Organizational Advantage

Futureview is critical when it comes to the individual. But, when you stop to think about it, it can be even more important when considered on an organization-wide basis.

Think about the varied people within an organization. Some have an optimistic Futureview of where the organization is headed. They look forward to coming to work and contributing on every level possible.

On the other hand, those with a negative Futureview may see little more than a dead end. They don't have optimistic expectations for the organization as a whole or, for that matter, their place in it. Their performance may be lackluster, drained by a negative Futureview (not to mention by the energy expended looking for some other place to work).

If nothing else, that sets up a contradictory dynamic where people can effectively be working against each other. Take sales as an example.

A salesperson with a positive Futureview expresses optimism and opportunity to prospects. By contrast, a salesperson with a negative Futureview may be only going through the motions in dealing with customers. Consider the mixed, confusing message that may be sending to your overall pool of both existing clients and prospects.

In short, a shared, positive Futureview is pervasive. It can help boost communication, innovation and a shared sense of moving in the same direction as a group. It's both engaging and energizing.

Developing an Aligned Futureview

Since a shared Futureview can be so powerful, how can an organization develop it?

One way is through identifying Hard Trends, those future certainties. Consider those Hard Trends that are shaping the future of your organization and your industry. From there, consider: Is your Futureview aligned with those powerful forces, those things that we know for a fact are going to occur?

That's a great way to build a shared, positive Futureview—not only does it encourage widespread buy-in (after all, we know these things are going to happen), but it also underscores the enormous opportunity of leveraging those future certainties.

An organization with a shared, constructive Futureview also stresses communication. If leadership has an optimistic Futureview, not only do they make certain that it is a working part of their organization's function and culture, they also communicate it to everyone else in the group, in effect: This is where we're going, this is why we're so excited and this is why we want to make certain you share this view as well.

That's a Futureview that builds a powerful, inclusive culture, one that can be singular to your organization.

Wondering what steps you need to take to align your company's Futureview? These and other insights are in my new book, ***The Anticipatory Organization***, now available to order on Amazon.com.

REDEFINING RISK

One of the central principles of the Anticipatory Organization model is to move beyond the idea of mere competition. By that, I mean going past the idea of measuring your organization's success and performance against others.

Instead, set your own standards through transformational planning and ongoing innovation. In so doing, you redefine the concept of risk management.

Risk Management Redefined

No matter its core philosophy, every organization recognizes that an element of risk is necessary for success. That's particularly true when it comes to innovation; risk is an imperative in a constantly transforming environment.

When a new product or service is developed and introduced, it goes without saying that there's risk involved. You most likely spend an exorbitant amount of time asking: Will the new product work as we hoped? How will consumers react to this new type of service?

Although organizations of all sorts acknowledge that risk comes with the territory, that's not to say they're all that comfortable with it. To that end, many organizations look to minimize risk by avoiding it as much as possible. That's misguided in several ways.

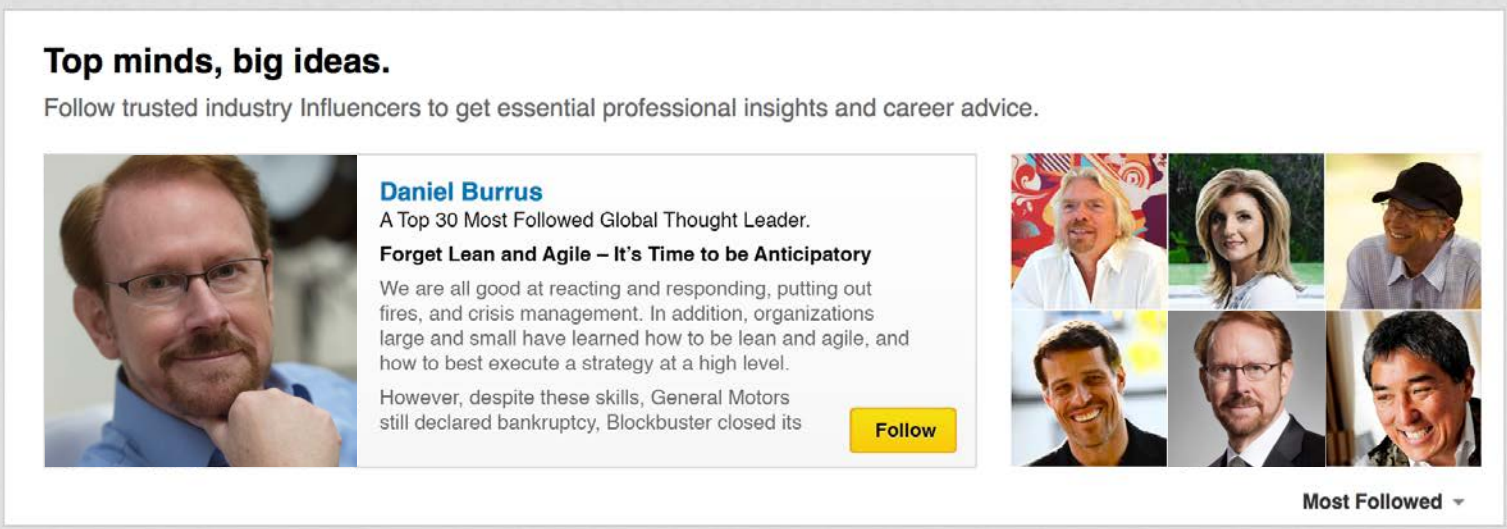
Two Reasons to Face Risk Head On

First, by avoiding risks, many organizations effectively limit the sorts of significant opportunities that naturally mandate a degree of risk taking.

Further, risk can be effectively anticipated and managed by using several elements of the Anticipatory Organization model. In effect, you can completely redefine risk management and move forward with great confidence and certainty.

The Strategy: Hard and Soft Trends

It's a basic truth that can't be disputed: Strategy based on uncertainty has high risk. On the other hand, strategy based on certainty has low risk.



Daniel Burrus has over 1 million followers and is one of the top 30 Thought Leaders on LinkedIn through their Influencer Program. Visit Daniel's page at: https://www.linkedin.com/in/danielburrus

That starts with identifying both hard trends—those things we know for certain will occur in the future—and soft trends, which are future maybes and open to influence.

Let's map out a scenario along those lines. Let's say you want to develop a smart watch, an area that's already overloaded with both ideas and competitors. On the surface, that would seem a very high-risk venture.

But you can leverage hard trends to better manage that risk. For instance, it's a definite hard trend that people are living longer and longer. And as they do, the need for comprehensive, responsive health care is also growing—yet another hard trend.

By the same token, there's the soft trend of patient loads increasing at hospitals around the country—a soft trend in that there's no certainty that this will continue, although it's highly likely.

Ambulances can now transmit patient data en route to the hospital. What about designing a smart watch that does this for patients who need to go to the hospital but don't require an ambulance? The app could transmit blood pressure, blood oxygen levels and other vitals en route.

That type of solution addresses several needs. Not only does it offer a reliable means of monitoring and sharing patient data, but medical staff looking to manage patient flow more efficiently would already have critical data in hand even before the patient arrived at the hospital.

It also effectively reduces the risk associated with introducing a new product into an already-crowded marketplace.

The Result: A New Form of Risk Management

As our example illustrates, leveraging hard and soft trends to your advantage mitigates the risk that many organizations consider a deal killer when it comes to innovation. Using both kinds of trends allows you to disrupt with low risk—or at least much lower risk—uncovering opportunities that allow your organization to leap far ahead.

Ultimately, these are critical elements of your ability to accelerate innovation, manage risk at a much higher level and actively shape the future.

Eager for more insights? Find them in my new book, ***The Anticipatory Organization***, now available at Amazon.com.

The Anticipatory Organization™ Learning System

Learn the Missing Competency

How did Uber revolutionize the taxi business and disrupt an entire industry that is now taking on FedEx for deliveries? The answer is Anticipation: the ability to foresee growing problems, disruptions, customer needs and new opportunities.

The ANTICIPATORY ORGANIZATION® Model provides a framework for identifying certainties in the market, and for leaping ahead of your competition with much lower risk by acting on HARD TRENDS.

Visit **AnticipatoryOrganization.com** to learn more.

When It Comes to TRENDS

KNOW WHICH ONES WILL HAPPEN

Mention the word "trend" to some people and you may receive a smirk in response. Why? Because many people simply don't trust trends.

That can be a significant mistake. Some trends are, in fact, very trustworthy—so much so that they can be considered future certainties. Others are somewhat less certain, but open to influence.

Understanding and embracing this different view of trends can unlock enormous opportunities for both you and your organization.

4 Ways to Spot a Trendy Trend

Here's how one online dictionary defines trends: "A trend is what's hip or popular at a certain point in time."

Framed that way, it's easy to understand why so many people have a knee-jerk distrust of trends. For one thing, it relates to how the word trend is often used.

Trends Are Short-Lived. If something is considered "trendy," be it the clothes we wear, the food we eat or most anything else, it's seen as something of interest or value only in that moment. It may be fashionable or "in," but that's likely to be short-lived.

Trends Lose Their Value. Moreover, when a trend goes out of fashion, so does its perceived appeal or value. Think about the clothes you wore or the car you drove only a few years ago. Can you picture yourself in them today? That's all the more true the longer the time frame.

Trends Can Date Us. If you're of a particular age, can you see yourself in bell bottoms munching on a snack because "that's what the astronauts eat in space?" For some, that might be a bit embarrassing!

Trends Come and Go. Additionally, many trends are seen as unpredictable and beyond our control. They come, they go, and no one ever seems certain how long they're going to last—or, for that matter, what force or influence suddenly transforms a trend from today's hottest thing to tomorrow's old news.

Why Hard Trends Are Better

My view of trends is quite a bit different from the perspective I just described. To me, trends are more accurately described in a scientific context.

Another online dictionary describes a trend this way: "The general course or prevailing tendency." For me, that greatly reduces the notion of a trend as something unpredictable that comes and goes on a whim. They're much more understandable.

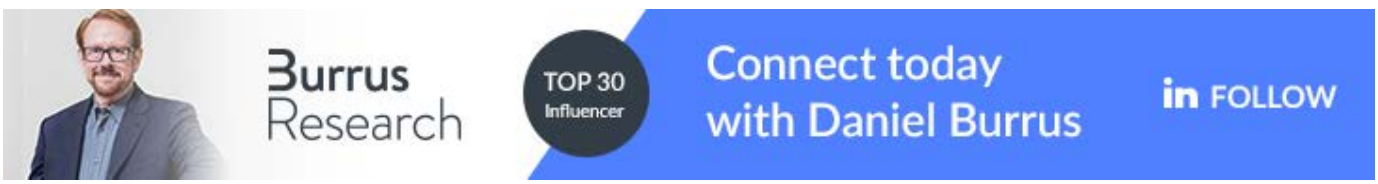
Hard Trends Are Sure to Happen

In fact, some are predictable with absolute certainty. I refer to those as Hard Trends, one of the core principles of the Anticipatory Organization model. Hard Trends are things that are going to occur. Moreover, you can be absolutely certain that they're going to occur—no question about it!

Here's an example of a Hard Trend on a very simple, personal level. Picture yourself 20 years in the future. If you're still living, where will you be and what will you be doing?

How do I know, you might reply—a fair answer, but one that overlooks the fact that you're going to be 20 years older than you are now. That's a Hard Trend.

Move that to a bigger stage, and you can see a Hard Trend with a greater sphere of influence. The fact is, we're all getting older. That's another Hard Trend, one with enormous implications.



Soft Trends Can Be Influenced

By contrast, where we will all be and what we may be doing are examples of Soft Trends. These are future events that are less certain to occur. They may or may not happen, but one valuable element of Soft Trends is that they can be influenced.

Using our example of aging, alongside the Hard Trend of everyone getting older, how will we be living? Where will we work? What will our health be like? Those are all Soft Trends—not future facts, but open to change and influence.

What makes Hard Trends and Soft Trends such a valuable one-two punch is that, in one respect, they allow us to anticipate the future with complete certainty. And those elements of the future that are not quite so set in stone can be changed—ideally, to our advantage.

So, the next time someone dismisses the value of trends, stop and think about them beyond the context of here today, gone tomorrow. Instead, look at trends as invaluable tools as you and your organization plan for the future.

Learn to separate Hard Trends and Soft Trends. Check out the Anticipatory Organization model. It consists of a corporate training system, as well as an individual learning experience.

You can also order the book ***The Anticipatory Organization*** on Amazon.com right now.

"A presentation from Daniel Burrus should be required listening for every CEO who considers themselves a Chief Strategy Officer. Healthcare would be a better place if Daniel's concepts were embraced."

—JEFF KRAUT, EXECUTIVE VP, **NORTHWELL HEALTH**

CERTAINTY

THE ULTIMATE CLOSING TOOL

We are all selling something. Talking with a customer? You're selling, of course. Meeting with a business partner to consider staffing changes? You're selling. Have you ever tried to sell someone on helping you with an idea or tried to sell the CFO on funding your team's project? All sorts of factors can enter into a decision on whether to buy a certain product or support a particular idea. Uncertainty is a powerful tool that can be used to open the door to a sale; there is nothing better than a confused potential customer. But one thing is a certain deal killer—someone who remains uncertain at the end of the selling process. If someone is uncertain, they won't say yes, they'll say they have to think about it or get another opinion. They won't write you a big check, and in one way or another, they will hesitate to take action.

That makes certainty perhaps the most powerful tool with which to close a sale, be it the sale of a car on a showroom lot or convincing a superior to revamp your organization's marketing strategy.

Nothing ensures certainty more than an anticipatory attention to future facts.

Opinion Isn't Enough

Unfortunately, far too often, many people's efforts at persuasion are based on opinions—an "I just think this is best" sort of approach. However strong your case may be, leveraging opinions to win others over can be an exercise in frustration. If nothing else, they may say to themselves, that's one opinion. I should get some others before making a decision.

As an alternative, consider using something far more reliable and persuasive—future facts. For example, if you're crafting a product geared to millennials, there's no arguing the fact that every millennial on earth is getting older and, as a result, will most likely undergo a change of interests, attitudes and needs over time. What those interests and attitudes may be is open to debate, but the reality that millennials are, indeed, getting older, is an absolute certainty. That builds a solid foundation for you to anticipate future needs and craft solutions that will be in high demand.

Future Facts

Phrased within the context of my Anticipatory Organization Model, future facts can also be referred to as Hard Trends. These are based on future certainties, facts that are not open to debate or dispute. For example, will technology assume a greater role in our everyday lives in the future? That's an absolute truth, a Hard Trend that pushes any discussion past the point of debate.

If you use Hard Trend certainties to support your objective, point of view or opinion, the high level of confidence this produces will naturally place you in a position of influence and advantage. Unlike offering opinions, a Hard Trend is a certainty that can't be disputed. When you hear a future truth, you know it. You don't need to read a white paper on the subject to understand and agree with it. That, in and of itself, is a compelling and persuasive form of leverage that naturally opens up another person to consider your product or ideas in a favorable, welcoming light.

Add to That: Anticipation

With the power of Hard Trends in mind, move the concept forward by being anticipatory. For instance, consider what Hard Trends—future facts—are going to impact someone else prior to meeting with him or her. If you were to sound it out, it might be something such as: "What are the Hard Trends that will impact the person, group or company I'm selling to?" Then, use your list of future facts to support the solution you are selling. Next, ask, "How can I help address any challenge or issue that this person may be experiencing now or in the future?" As a result, you go into a conversation ready to talk about the future your customer will be experiencing in an insightful way, all framed in the context of helping the other person. That, too, can push you closer to a successful outcome.

Ultimately, you have shifted your role beyond selling someone on something to that of a trusted advisor who is taking a consultative approach that is focused on the customer's best interests.

Ready to see the future and plan with greater confidence? Have a look at my ***Anticipatory Organization System*** at www.AnticipatoryOrganization.com.

Will Artificial Intelligence Replace HUMAN INTELLIGENCE?

The single most disruptive influence on business, as well as society, will be artificial intelligence (AI), which includes technology such as machine learning and cognitive computing to name just two. In other words, there is more than one type of AI and each represents a new way of doing both big things as well as everyday things in amazing ways. When I say big things, I mean solving highly complex problems such as enabling the development of highly personalized drugs and genetic therapies designed for your genetic makeup. AI will keep you from having an accident, whether you are driving your car or not, by knowing the surroundings in real time, predicting a problem, and helping you avoid the accident. Eighty-five percent of traffic accidents are caused by blind spots, and soon your car won't let you have that accident. The good news is that we don't need full autonomy to do this, and it will happen faster than you think.

AI will impact everyday things such as asking your car or your phone or your (fill in the blank) a question and getting an intelligent answer that is customized for you. Thanks to cloud-based AI and devices like Amazon's Echo and Google Home, AI is quickly being integrated into both business and consumers' lives at a rapid rate by using your voice as the primary interface, and the impact will be both disruptive and transformational on both a product and service level.

AI and other exponential technologies that are enabling a social, mobile, virtual and visual evolutionary revolution in a short time will shift us from a period of rapid change to a period of true transformation. I say evolutionary because the underlying technologies have been in play for a long time. For example, in 1983 I first published my list of 20 technologies that would drive exponential change for decades to come, and on that list were the Internet, digital technologies, AI, genetic engineering, photovoltaics, fiber optics and more, the very technologies that are driving the revolution today.

So here is a prediction for you: During the next five years, we will have the technologies to transform every business process including how we sell, market, communicate, collaborate, train, educate, design, pay for things and much more. That is what I call a Hard Trend that will happen because it is based on future facts—the tools are real and they will be used to both disrupt and transform. Soft Trends on the other hand might happen because they are based on assumptions. The Soft Trend related to business process transformation can best be expressed in a question: Will your organization transform your business processes or only change them? In other words, disruption becomes a choice when you know it's going to happen ahead of time. That's why my award-winning learning system, as well as my new book are called ***The Anticipatory Organization***. Being agile does allow you to react faster than your slower competitors and does help you with unpredictable change. But the new competency that is now an imperative is to be anticipatory, to learn how to use Hard and Soft Trend analysis to anticipate disruptions before they disrupt, problems before you have them so that you can pre-solve them, and game-changing opportunities that you can use to accelerate growth and transform results.

Here is one final Hard Trend/Soft Trend question for you to consider: As AI and robotics advance at an exponential rate, will they cause mass unemployment globally? To answer this question, you need to break down the future fact from the future assumption. The Hard Trend future fact is that AI and robotics will indeed advance at an exponential rate in the years to come. That will happen. The Soft Trend that might happen is the mass unemployment they will create globally. Even though mass unemployment for both blue- and white-collar jobs is very likely, it is not a future fact. Business and government leaders from around the world could do something about this now before it happens, thus changing this outcome.

For example, we could have all trucks, cabs and busses become self-driving, thus eliminating tens of millions of jobs on a global level. This is not a future fact, but it could happen—technology exists to enable this outcome. A better question is: Do we want this to happen? Before answering, you need to look at a bigger picture. You need to consider that in the past and present it was primarily blue-collar jobs that were replaced by automation. But

with the new capabilities of AI and robotics to replace white-collar jobs such as accounting, banking, and even sales, to name a few, the unemployment numbers could grow significantly. Do we want that future or a different future? We can't change the past, but we can change the future. What kind of future do you want? What would we need to change in order to have a better tomorrow than today?

Was blue collar job automation just the first step? Find out where artificial intelligence (AI) and human resources intersect in the future of business. These and other insights available now in ***The Anticipatory Organization***, on Amazon.com

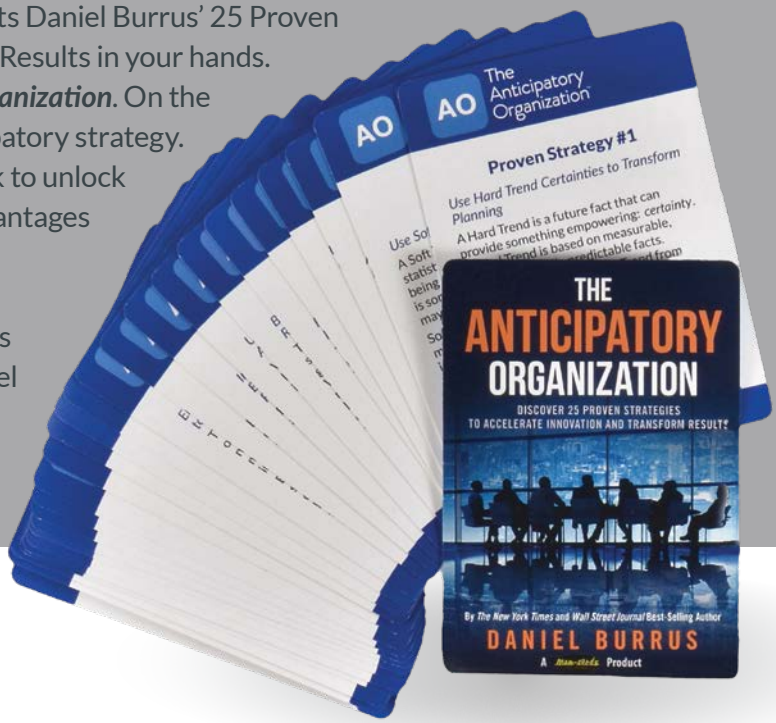
"Daniel Burrus impressed our audience of 350+ Chief Information Officers and senior IT executives with his innovative ideas, business acumen and – most importantly -- his thorough understanding of the challenges they face as enterprise technology leaders."

—MARYFRAN JOHNSON, EDITOR IN CHIEF, CIO 100 SYMPOSIUM

THE ANTICIPATORY ORGANIZATION

Mem Cards

This handy deck of credit-card sized Mem Cards puts Daniel Burrus' 25 Proven Strategies to Accelerate Innovation and Transform Results in your hands. They're all based on the book, ***The Anticipatory Organization***. On the front of each card, find a deeper dive into an anticipatory strategy. Flip it over for a thought provoking question or task to unlock game-changing opportunities and competitive advantages that you can apply right away. ***The Anticipatory Organization*** **Mem Cards** are for individuals, entrepreneurs and corporations, and can be used as stand-alone inspiration or in conjunction with Daniel Burrus' book The Anticipatory Organization. They are the right size to carry with you—or easily share with your team as a new approach to planning.



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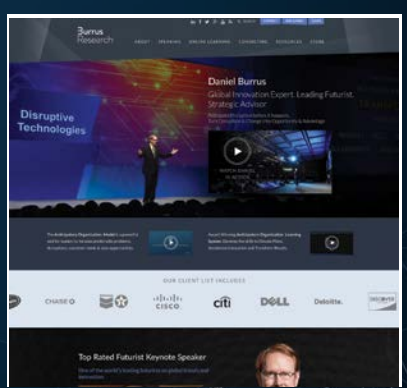


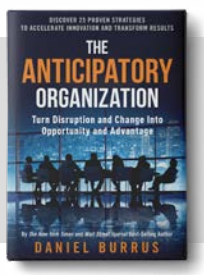
ABOUT
DANIEL BURRUS

Daniel Burrus is considered one of the World's Leading Futurists on Global Trends and Innovation. *The New York Times* has referred to him as one of the top three business gurus in the highest demand as a speaker.

He has delivered over 2,800 keynote speeches worldwide, and is a strategic advisor to executives from Fortune 500 companies, helping them to develop game-changing strategies based on his proven methodologies for capitalizing on technology innovations and their future impact. His client list includes companies such as Microsoft, GE, American Express, Google, Deloitte, Procter & Gamble, Honda, and IBM.

He is the author of **seven books**, including ***The New York Times*** and ***Wall Street Journal*** best-seller ***Flash Foresight***, as well as the international best-seller ***Technotrends***.

His latest book, ***The Anticipatory Organization: Turn Disruption and Change Into Opportunity and Advantage*** (2017), is an Amazon #1 Hot New Release for Business



Burrus is also a featured writer with millions of monthly readers on the topics of innovation, change and the future for *CNBC*, *Huffington Post*, and *Wired Magazine* to name a few.

He has been the featured subject of several *PBS* television specials and has appeared on programs such as *CNN*, *Fox Business*, and *Bloomberg*, and is quoted in a variety of publications, including *Harvard Business Review*, *The Wall Street Journal*, *Financial Times*, *Fortune*, and *Forbes*.

Burrus is an innovative entrepreneur who has founded six businesses, four of which were national leaders in the United States in the first year. He is the CEO of Burrus Research, a research and consulting firm that monitors global advancements in technology-driven trends to help clients profit from technological, social and business forces that are converging to create enormous, untapped opportunities.

His accurate predictions date back to the early 1980s, where he became the first and only futurist to accurately identify the 20 technologies that would become the driving force of business and economic change for decades to come. Since then, he has continued to establish a worldwide reputation for his exceptional record of predicting the future of technology-driven change and its direct impact on the business world.

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