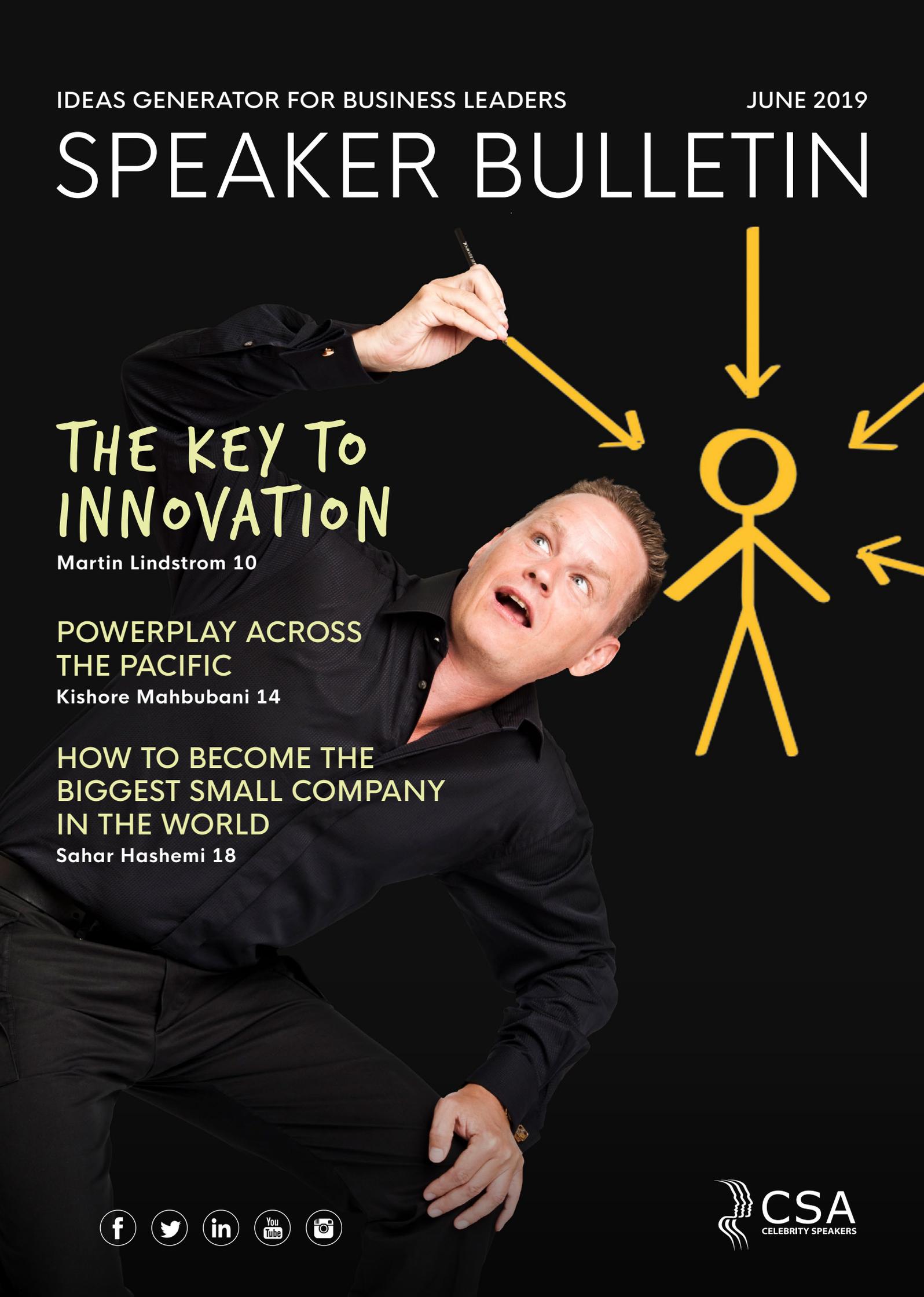


IDEAS GENERATOR FOR BUSINESS LEADERS

JUNE 2019

SPEAKER BULLETIN



THE KEY TO INNOVATION

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POWERPLAY ACROSS THE PACIFIC

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HOW TO BECOME THE BIGGEST SMALL COMPANY IN THE WORLD

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FROM THE EDITOR

The Age of Continuous Connection is with us. It allows us to build ever deeper ties with customers and business partners, boosting operational efficiencies and gaining competitive advantages... At the same time connectivity brings along new challenges. The world is on fire - the number and sophistication of cyberattacks are growing year on year. The modern company board can no longer dismiss the support of cyber defence. **Keren Elazari** (page 6) goes even so far to say that Hackers will dominate the world stage if we do not find a way to create a rigorous defence. On the other side should we try and find ways wherever possible to collaborate and even learn from Hackers? Some of them might hold the key to our future... The future will be defined by our efforts to balance technology benefits against the risks that it brings.

There are many more onslaughts the world has in store for us, such as the use of artificial intelligence, 3D printing and social changes. How will we survive these changes? As i-Humans? **Duncan Wardle** says on page 12 that all humans are born with 4 core traits: creativity, imagination, curiosity, and intuition. These traits will likely not be replicated by technology/artificial intelligence... and they are the human basis of all that we are and do.

I hope you enjoy this new edition of our Speaker Bulletin and the many exciting contributions of leading thinkers and personalities from across the globe.

Dagmar O'Toole | dagmar@csaspeakers.com

PATCH ADAMS**FOUNDER OF THE
GESUNDHEIT! INSTITUTE**

Patch Adams MD is a doctor with a difference. He is a healer, a clown, a social activist and entertainer who teaches and practices medicine with heart. He believes that laughter, joy and creativity are an integral part of the healing process. Patch founded the Gesundheit! Institute, through which he works to address all the problems of health care in one model. He is a renowned speaker on wellness, laughter and humour as an approach to life and wellbeing.

**STERLING ANDERSON****CO-FOUNDER OF AURORA
INNOVATION**

Sterling Anderson is a world expert in autonomous vehicle technology with a pedigree which includes Tesla. He co-founded Aurora Innovation with the creators of Google's and Uber's self-driving programmes. He has both breadth and depth from his experiences in technology, innovation and future trends and speaks to leading-edge developments across the spectrum and to various verticals over a wide range of categories.

**TANMAY BAKSHI****WORLD'S YOUNGEST IBM
PROGRAMMER**

Tanmay Bakshi is a young Software Developer, AI expert, TED speaker, algorithm-ist, Honorary IBM cloud advisor, IBM Champion for Cloud and a YouTuber. He started learning to code at age 5 and had caught the attention of IBM by age 11. Tanmay has become a global force in programming and speaks at international conferences about his work with cognitive computing, AI and machine learning.





SAHAR HASHEMI
Entrepreneur and Innovation Expert

▶ 13:12

Sahar Hashemi discusses her six habits of innovation that help make a successful entrepreneur; making small changes, operating 1% higher rather than having a brand new discovery.



GUY KAWASAKI
Leading Expert on New Technologies

▶ 17:52

Guy Kawasaki talks about implementing change, rather than just imagining it. He explains how to get to the next curve through uniqueness and value.



JUNG CHANG
Celebrated Author of *Wild Swans*

▶ 13:03

Jung Chang tells her story about China and the West from a personal perspective. She shares her journey as a writer from Mao's regime to more enlightened times.



CHRIS BRAUER
Research and Innovation Expert ▶ 03:15

Chris Brauer speaks about the forces of change and transformation especially in technologies and the effect on human behaviour and how leadership must adapt to this new era.



Patch Adams speaks about how to decide what you want for yourself and how to design it. He shares the six character traits he has lived by for 55 years to achieve this.

PATCH ADAMS
Founder of the Gesundheit! Institute ▶ 18:30



JARON LANIER
Computer Scientist and Visual Artist ▶ 18:22

Jaron Lanier talks about how we need to remake the internet by creating a positive culture around technology, explaining that Google and Facebook should create new business models.

Most Powerful Women International Summit



The **FORTUNE Most Powerful Women International Summit** in London on 3rd and 4th June 2019 is an unparalleled opportunity to connect with female change makers in the U.K., Europe, and beyond to exchange ideas and forge new alliances. This is part of Fortune's cutting-edge content and unrivalled ability to convene top CEOs, policymakers and experts. There is world-class peer-level interaction across industries with strategic focus.

The programme includes the issues top of mind for every company in this rapidly changing business and political environment. The audience is an extraordinary group of leaders that can be found at no other events. The Summit features peer-to-peer networking, breakout discussions, and engaging content built around interviews and conversations—no long speeches or presentations. This stands as the pre-eminent community of women leaders in business and beyond. Networking and conversations include diverse individuals such as renowned global economist **Dambisa Moyo**¹, political activist and singer **Annie Lennox**²; **Helle Thorning-Schmidt**³ former politician and Chief Executive of Save the Children as well as leading designer **Anya Hindmarch**⁴.

World Business Forum London 2019

During the past 15 years, the World Business Forum has grown into one of the world's major business events, taking place in some of the world's most important business hubs including New York City, Milan, Mexico City, Madrid and Sydney. This year it comes to London on 5th and 6th June.

The forum is a unique experience of learning, inspiration and networking that brings together thousands of restless minds united by their passion for business. It is the world's most important gathering of senior executives.

They come to learn from and be inspired by some of the world's most renowned figures from business and beyond – a blend of content comprised of CEOs, entrepreneurs, innovators, thinkers, artists and sportspeople. In a world

of information overload, the World Business Forum focuses on the issues most relevant to today's businesspeople, stimulating new thinking and inspiring action.

This year's speakers include **Simon Sinek**, a leading authority on organisational performance, along with **Randi Zuckerberg**, former director of marketing at Facebook and **Marcus Buckingham**, a world leading expert on talent and pioneer of the future of work. From the world of competitive strategy is **Michael Porter**, along with **Martin Lindstrom** – change agent and brand futurist. Also on the stage is **Dambisa Moyo**, global expert on macroeconomics and international affairs. These are just a few of our highlighted speakers, whose minds really facilitate drive and opportunity for the world around them.

Simon Sinek Publishes New Book

Simon Sinek is an unshakeable optimist who believes in a bright future and our ability to build it together. Described as “a visionary thinker with a rare intellect,” Simon teaches leaders and organisations how to inspire people. With a bold goal to help build a world in which the vast majority of people wake up every single day feeling inspired, feel safe at work, and feel fulfilled at the end of the day, Simon is leading a movement to inspire people to do the things that inspire them. Simon is the author of multiple best-selling books including *Start With Why*, *Leaders Eat Last*, *Together is Better*, and *Find Your Why*. His new book, *The Infinite Game*, will be released in 2019.



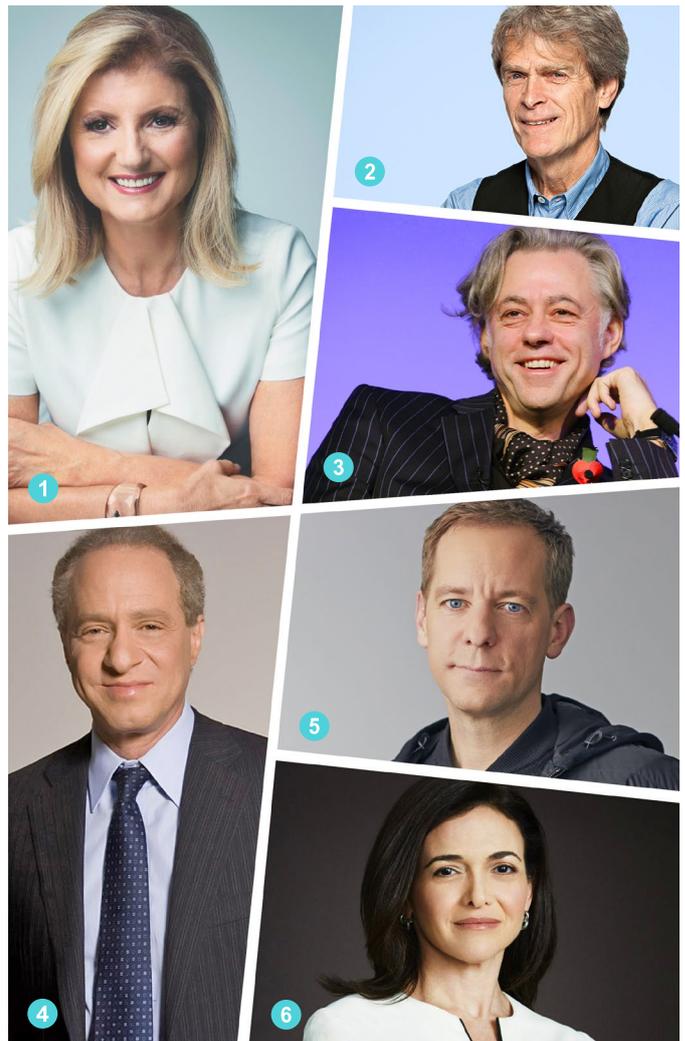
Cannes Lions 2019

Since its first outing in 1954, the Cannes Lions International Festival of Creativity has been bringing the creative communications industry together every year at its one-of-a-kind event in Cannes to learn, network and celebrate.

This year Cannes Lions takes place 17th - 21st June and explores the value of creativity in branded communications. The five-day festival and awards provides the industry with access to beautiful new ideas, pioneering consumer research and emerging technologies which will help make and shape popular culture.

The Cannes Lions Festival is where brands, agencies, media companies and consultancies discover how to unlock maximum impact from creative marketing. Every moment is engineered to deliver tools and knowledge to supercharge business performance and results through marketing creativity.

Many of the top creative minds have brought their expertise to Cannes Lions over the years, including businesswoman and Huffington Post founder **Arianna Huffington**¹, creative legend **Sir John Hegarty**², musician and activist **Sir Bob Geldof**³, leading inventor **Ray Kurzweil**⁴, Former LEGO social media and marketing leader **Lars Silberbauer**⁵, and Facebook COO **Sheryl Sandberg**⁶.



CAN WE LEARN FROM HACKERS?



Keren Elazari is a cybersecurity expert and is an internationally celebrated researcher, author and speaker on all matters related to cybersecurity and hacker culture. She moves through business, academic and security circles, researching new technologies and emerging security threats.

In the digital age, hackers can dominate the world stage, wielding more power than politicians and global corporations. Naturally, we are all terrified of hackers. Headlines tend to overestimate hackers' capabilities but underestimate hackers' ethics and motivation. I for one believe that not all hackers are bad. In fact, some hackers may even hold the keys to securing our future.

In my talks, I like to invite people to join me on a quick journey into the hacker's world - a tour that opens people's mind, challenges our perspectives on the future, and transforms the way we think about internet security. You may still be skeptical- but ask yourself, can you afford NOT to learn from hackers?

As we connect more elements of our lives and make them smarter, we may be exposing ourselves to new types of disruptive attacks on critical systems such as electricity, transportation, healthcare and water systems. Cyber criminals, spies and terrorists are not just going after our secrets, our files, databases and credit numbers. They are now going after the TRUST that we place in the

digital infrastructure that powers our modern lifestyle. That's why I believe that our future may be defined by our efforts to balance technology's benefits against the risks it brings with it. This is not an easy puzzle to solve - and hackers can actually help us! Believe it or not, there are thousands of friendly hackers out there. Security researchers, like me, that are eager to help. In fact, they might just be the immune system of the information age. They show us what's possible, what's broken, and what can be better. They make us stronger, and we need their help.

In this **TED talk** you can see why I think we need hackers. If we can start to think like hackers do, and embrace the hacker spirit, we can also use their methodology to test our defenses and develop solutions to keep our technology safe. I challenge you to start looking at hackers in a different light, and learn everything you can from what they can teach us.

CYBER ATTACKS

Europe's Thin Blue Line is Fraying

Dr Chris Brauer is Director of Innovation at Goldsmiths, University of London. He is a world-renowned researcher specialising in high-impact studies at the intersections of human behaviour, emerging technologies, and socioeconomic change.

The ambition, number and sophistication of cyber-attacks are growing year on year.

During 2018, web attacks increased 56 percent, use of enterprise ransomware was up by 12 percent – mobile ransomware by 33 percent. 48 percent of malicious email attachments are now office files. The number of attack groups using destructive malware increased 25 percent too. Everyone from hobbyist hackers to corporate spies and professional cyber-criminals, not to mention activists and nation states, are on the offensive.

For those in defence, it's like a penalty shootout where the attacker has an infinite number of shots at goal. The stakes are so high, but unfortunately the pressure on security experts is

taking its toll. New research shows Europe's cybersecurity professionals are burned out, overloaded, and feel like they're living on borrowed time.

Three key areas with a demonstrable need for change are Psychology, Technology, and Culture.

In psychological terms, we want the experts to be able to shift from a state of distress – permanent fight or flight mode – to one of eustress, where their job is seen more positively, as a challenge. And this more positive perception is not something staff can simply will into being, it can only follow from change in other areas.

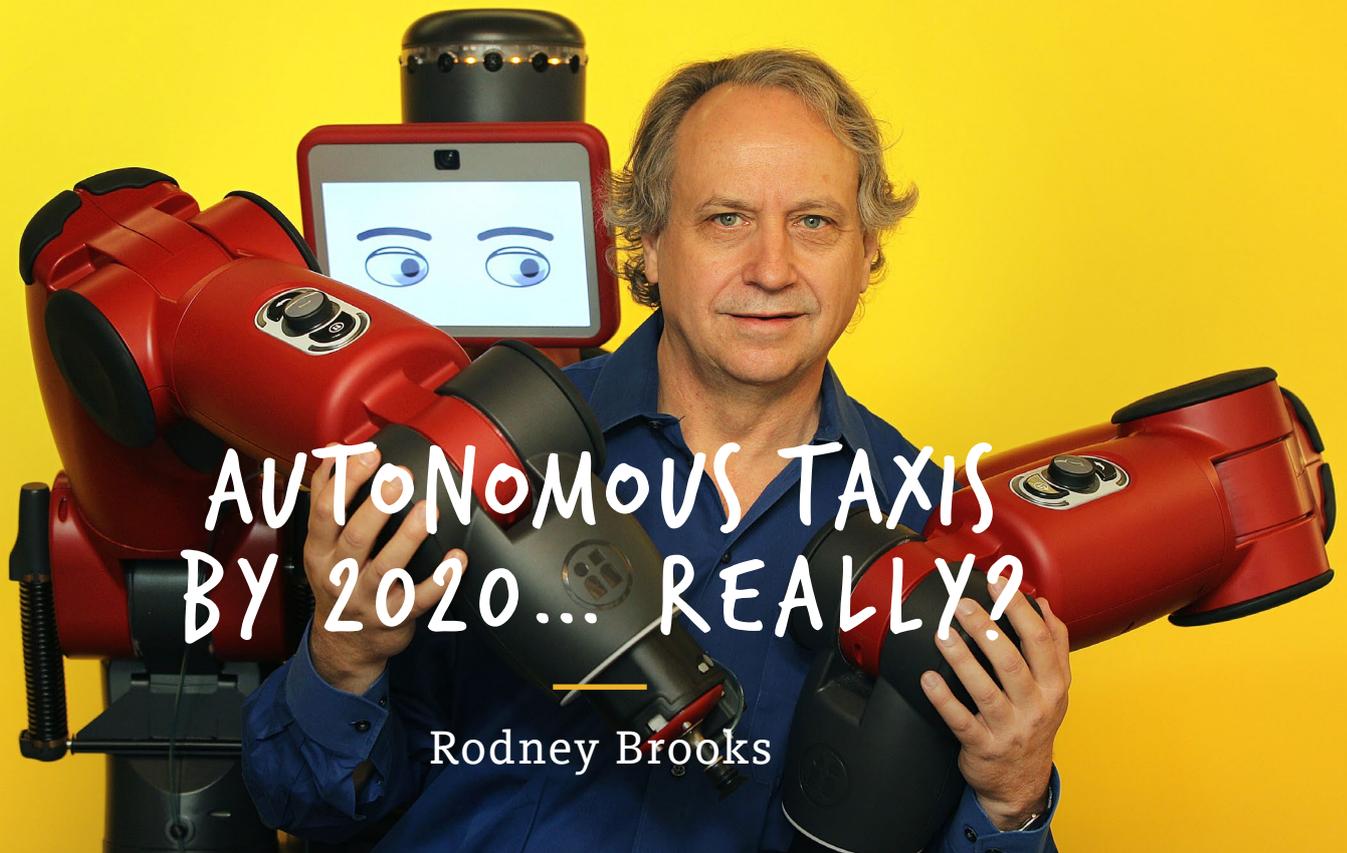
From a technological perspective, cybersecurity pros are dealing with the arrival of the cloud and massive increases in the types, locations and amount of data, as well as thousands upon thousands of devices under management. So rather than separate piecemeal solutions, they need a single integrated technology platform that streamlines data processing to clarify and simplify tasks.

Finally, from a cultural perspective,



organisations must appreciate the value and difficulty of the role. The modern company board can no longer crank up, and then pass on the pressure while shouldering none of the responsibility. Everyone has a duty to better understand and support cybersecurity in 2019.

In closing, I hope it's clear these issues and lessons extend well beyond cyber defence. Dealing with information overload, better supporting employee's mental health, and aligning technology so we get the best out of it, rather than the worst... For business leaders in every sector, around the world – these are the essential challenges of our time.



AUTONOMOUS TAXIS BY 2020... REALLY?

Rodney Brooks

Rodney Brooks is Professor of Robotics (emeritus) at MIT. He is a robotics entrepreneur and most recently was Founder, Chairman and CTO of Rethink Robotics. Brooks is looking for the holy grail of robotics – one that can figure things out for itself, like humans do.

When I saw someone tweeting that Musk had made comments stating that a million autonomous taxis would be on the road by 2020, I tweeted out the following:

Let's count how many truly autonomous (no human safety driver) Tesla taxis (public chooses destination & pays) will be on regular streets (unrestricted human driven cars on the same streets) on December 31, 2020. It will not be a million. My prediction:

zero. Count & retweet this then.

I think these three criteria need to be met before someone can say that we have autonomous taxis on the road.

The first challenge, no human safety driver, has not been met by a single experimental deployment of autonomous vehicles on public roads anywhere in the world. They all have safety humans in the vehicle. A few weeks ago I saw an autonomous shuttle trial along the paved beachside public walkways at the beach on which I grew up, in Glenelg, South Australia, where there were "two onboard stewards to ensure everything runs smoothly" along with eight passengers.

Today's demonstrations are just not autonomous. In fact Uber's target is to have their safety drivers intervene only once every 13 miles, but they are way

off that capability at this time. Again, hardly autonomous, even if they were to meet that goal. Imagine having a breakdown of your car that you are driving once every 13 miles - we expect better.

And if normal human beings can't simply use these services and go anywhere that they can go in a current day taxi, then really the things deployed will not be autonomous taxis. They will be something else. Calling them taxis would be redefining what a taxi is. And if you can just redefine words on a whim there is really not much value to your words.

I am clearly sceptical about seeing autonomous cars on our roads in the next few years. In the long term I am enthusiastic. But I think it is going to take longer than most people think.

How do we define Artificial Intelligence?

Brett King is founder of the revolutionary mobile-based banking service Moven. He is a futurist and author, an expert on innovation and the future of business and financial services. He gives keynote speeches on financial disruption, technology transformation and customer experience.

In 1950, Alan Turing published a famous paper entitled "Computing Machinery and Intelligence". In his paper, he asked not just if a computer or machine could be considered something that could "think", but more specifically "Are there imaginable digital computers which would do well in the imitation game?" Turing proposed that this "test" of a machine's intelligence - which he called the "imitation game" - be tested in a human-machine question and answer session. Turing went on in his paper to say that if you could not differentiate the computer or machine from a human within 5 minutes, then it was sufficiently human-like to have passed his test of basic machine intelligence or cognition. Researchers who have since added to Turing's

work classify the imitation game as one version or scenario of what is now more commonly known as the Turing Test.

In the future if we call a service organization such as an airline or a bank, we might very well suspect that we're talking to a computer or AI, but the interaction will be so good that we won't be 100 per cent sure. More importantly we just won't care. Fifteen years from now, machine interactions will be widespread, and AI/Algos will be differentiated and identified as such because they'll simply be better and faster at handling certain problems over humans. For example, Uber could advertise its AI, self-driving cars as "The Safest Drivers in the

World", knowing that statistically an autonomous vehicle will be 20 times safer than a human out of the gate. Hospitals and health care providers will tout that their diagnostic AIs are better than humans at diagnosing all sorts of maladies.

Is the Turing Test or a machine that can mimic a human be the required benchmark for measuring intelligence? Not necessarily. We simply don't require full Artificial General Intelligence (the industry term for a human equivalent AI) to have significant impact in employment patterns or put at risk people employed in the service industry.

We don't need to wait another 10, 15 or 30 years to see this happen, and the Turing Test is fairly meaningless as a measure of the ability of machine intelligence to disrupt the way we live and work. We simply need to understand that AI in society is inevitable - and that we're better off preparing for that, rather than arguing over definitions.





Martin Lindstrom is one of the world's foremost branding and business transformation experts. He is a change agent, bringing his unique insights and skills to count with numerous corporations around the world, changing their presence in the market place, developing strategy and bringing growth. Here he discusses Lowes supermarket, which he helped put back on the map in the United States.

INNOVATION

The Chicken Dance that Revived a Supermarket Chain's Soul

A few years ago, the owner of Lowes Foods, a mid-sized supermarket chain in the U.S., approached me with a serious problem. Walmart, Whole Foods, and Publix were attacking his chain from every direction. There'd been an average of five new store openings in the neighborhood of every Lowes store over an 18-month period. Sales had dropped 40%. When I looked into his eyes, I could see the panic.

They'd exhausted every obvious strategy. Cheaper prices, because that's what his customers said they wanted. More product offerings, because his consumers were requesting it. Faster check outs, because his customers were increasingly strapped for time. But none of the approaches seemed to be the key.

Instead of diving into the billions of Big Data points stored on Lowes's main frames, inviting trend researchers to explain tomorrow's consumer needs, or visiting competitors' stores for 'inspiration,' we did something entirely different. In a search for the subtle insights that reveal the heart of the problem - what I call 'small data' - we moved in with Lowes's customers.

This was something Lowes had never done before. Neither had any of their

competitors. We asked every senior employee - and all of their thousands of store managers too - to come to understand their customers' lives by cooking with them, dining with them, shopping with them, entertaining with them. In short, they experienced daily life through the lens of the consumers.

Why did we make this request? To infuse empathy into the minds of the organisation, enabling them to see the world from the customer's point-of-view.

It was a technique I learned from the founder of Ikea, the late Ingvar Kamprand. Ingvar had invited me to IKEA's headquarters in Sweden, but when I arrived, he was nowhere to be found. "Where is he?" I asked. His people informed me that he was at his 'usual' place, down at the checkout stands. And sure enough, that's where I found him. Already in his 70s, he was at a register, ringing out every customer. "Why do you do this?" I asked. He answered, "Because I want to look into every customer's eyes, feel their dreams, know their hopes. This is the secret of my company. This is why IKEA is what it is today."

Like every other supermarket chain out there, Lowes had lost contact with its customers. Routines, compliance, rigorous rules, and a 'we've always

done it this way' mentality had taken control of the company. As a result, it had lost sight of the consumer's dreams and hopes.

Perhaps to no-one's surprise, Lowes stood for nothing, perhaps with the exception of their chicken, which seemed slightly tastier than the competition's.

But then, following Kamprand's philosophy of truly getting to know your customer, we conducted in-home visits and made two unusual observations. Most supermarket executives would have glanced right over them.

We all have two ages, not one. There's our physical age. I'm 49 years of age. But then there's our twin-age, our inner age. On the inside, I feel like I'm just 16 years old. Every supermarket was designed for our outer age, but as a result of our in-home visits, we wondered: Should we be celebrating our inner age, appealing to our inner child?

However, we also made another, more horrifying observation. Communities are dying. Social media has killed every aspect of social interaction, except the one taking place on a screen. [Read more.](#)

i-Human

Duncan Wardle is the Former Head of Innovation & Creativity at the Walt Disney Company. He is a provocative and results-driven business consultant, who applies his creative talents and unconventional methods to help companies and individuals get to those breakthrough ideas that lead to extraordinary results.

With the next decade shaping up quickly to be the most disruptive decade in over a century, companies that have continually iterated to achieve quarterly results will now find themselves needing to innovate just to survive.

I see the following trends as the most disruptive:



1 ARTIFICIAL INTELLIGENCE is not only predicted to eliminate at least one tenth of the workforce in the next decade, it is estimated by some that it will be thousands of times more intelligent than the human race in the same time span.

4 SOCIAL CHANGE - with the ever increasing advances in technology, be it streaming services such as Disney +, advances in augmented and virtual reality, all blurring the lines between the movie industry, the gaming industry, shopping online with Amazon, eating at home with Uber Eats, will the next generation still share our need to go out to visit physical assets like shopping malls, theme parks, concerts or sporting venues?

2 PURPOSE OVER PROFIT - Generation Z will challenge every aspect of corporate life as they value purpose over profit. Not only will they not buy products and services of brands they don't believe in. They don't want to work for them either. So how will they stay relevant? Companies that continue to put quarterly results in front of the consumer, because that's the way it's always worked, will find themselves gone.

5 MARKETING WILL BE REPLACED BY EXPERIENCE - those that understand this principle will not only survive, they will thrive. Those that continue to market AT consumers at the expense of creating really great experiences will be gone.

3 3D PRINTING will have an unfathomable impact on everything we touch. The traditional tool industry will be obsolete, not to mention the production, packing and shipping industries as we simply print things at home, in houses printed in 3D. So what does that mean for the housing market?

6 SO HOW WILL WE SURVIVE THIS ONSLAUGHT OF CHANGE? What will become the most employable skill sets of the next decade? The 4 core human traits we are all born with! Creativity, Imagination, Curiosity and Intuition. Why? Simply because, in the foreseeable future at any rate, they are the 4 skill sets that will not likely be replicated by or programmed into Artificial Intelligence.

"Technology is a driving force behind innovation, connectivity and productivity in nearly every sector."



Technology for Good, is Good Business

Marga Hoek is a visionary international business and thought leader. She has gained international recognition for her thought and business leadership on sustainable business and capital. Marga talks here about doing business for good.

ICT and advanced technologies define the future of the way we conduct our lives. There is simply no greater disruptive force or catalyst for unprecedented improvements. If harnessed efficiently and effectively, the power of ICT can be a power

for good. Small data, big data, robotics, AI, and 3-D printing are all technologies that can accelerate and scale sustainable solutions in an exponential way. Thus, using ICT for good is the key to fast-forwarding the achievement of society's challenges: the Sustainable Development Goals. We can better predict extreme weather circumstances and thus protect nature, harvest and people from negative impact. We can improve people's health by smart apps. We can print new buildings from waste. We can send medicines by drones to unreachable areas. We can operate with robots and make microsurgery a reality. We can scale

up solutions in no time since we can connect around the globe.

Technology is a driving force behind innovation, connectivity and productivity in nearly every sector. We can do the unimaginable for the economy, and for the world. IF we use technology for good. Which is actually good, no great, business by the way. Those companies applying technology to improve the world are great performing companies: growing fast and with good revenue. Which will only improve in the future as the need for their solutions will only grow and thus their markets. Business for good, is good business.

Powerplay Across the Pacific

Kishore Mahbubani is a senior global relations advisor and Professor in the practice of public policy at the National University of Singapore. He is highly respected both in the academic and global diplomatic community, having had a distinguished political career.

In Prof. Mahbubani's latest book *'Has the West Lost It?: A Provocation'* he argues passionately that the West no longer can presume to impose its ideology on the world, and, crucially, that it must stop seeking to intervene politically and militarily, in the affairs of other nations.

Below is a short summary from a recent article by Kishore Mahbubani, where he talks about the challenge to America's dominance and the fact that China need not be the threat it might at first appear to be.

Within about fifteen years, China's economy will surpass America's and become the largest in the world. As this moment approaches, meanwhile, a consensus has formed in Washington that China poses a significant threat to American interests and well-being. Two main currents are driving these concerns. One is

economic: that China has undermined the US economy by pursuing unfair trade practices, demanding technology transfers, stealing intellectual property, and imposing non-tariff barriers that impede access to Chinese markets. The other current is political: that China's successful economic development has not been accompanied by the liberal democratic reform Western governments, and particularly the United States, had expected; and that China has become too aggressive in its dealing with other nations.

In American eyes, the contest between America's and China's political systems is one between a democracy, where the people freely choose their government and enjoy freedom of speech and of religion, and an autocracy, where the people have no such freedoms.

China's political system will have to evolve with its social and economic conditions. And, in many respects, it has evolved significantly, becoming much more open than it once was. In 1980 for instance no Chinese were allowed to travel overseas as private tourists. Last year, roughly 134 million traveled overseas and back.

From an economic perspective the United States could work with China to formulate a long term economic strategy rather than creating tariffs. China is keen to deploy its \$3 trillion reserves to invest more in the United States. America should also consider participating in China's Belt and Road Initiative, the Chinese governmental program launched in 2013 to strengthen regional economic cooperation in Asia, Europe, and Africa through massive investments in infrastructure.



Europe's Only Decision

The article below was written in May 2019.

As the European Parliament election approaches, Europe is abuzz with speculation over who will lead the main European Union institutions for the next five years. Among the positions up for grabs are those currently held by European Commission President Jean-Claude Juncker; European Council President Donald Tusk; Federica Mogherini, the EU High Representative for Foreign Affairs and Security Policy; and European Central Bank President Mario Draghi.

Personnel issues are hardly trivial. In politics, personality matters, and it has often played a pivotal role in determining the EU's trajectory. Still, the leadership name game should not

be the main focus. Far more important is the debate over the EU's 2019-2024 strategic agenda. After an informal summit in Sibiu, Romania, earlier this month, European leaders will return to this issue in earnest later in June. And for all of the attention paid to the EU's institutions, it is EU heads of state who will craft the bloc's agenda. In other words, member-state governments, operating through the European Council, will be the actors to watch after the election results are in.

When the European Economic Community, the precursor to the EU, was established in 1957, its primary objective was to secure the peace between France and Germany, starting with a customs union for industrial goods and a common agricultural policy. [Read more.](#)

Courtesy of Project Syndicate

Carl Bildt, former Swedish Prime Minister, Chair of the Global Commission on Internet Governance and Co-Chair of the European Council on Foreign Relations.



European Elections Results

Europe's traditional centrist coalition lost its majority in the European Union's parliamentary elections with far-right populist parties and liberal, pro-European Union parties both

gaining ground. The results suggest a complicated future for the EU, as voters look for new ways forward.

Populist, Eurosceptic parties across Europe saw gains, but less than some pre-election polls had predicted – and what pro-EU forces had feared. And the various nationalist parties' differences over issues like migration and attitudes toward Russia could cloud prospects for a united right.

"What happened was not really what a lot of people were fearing, that there would be a surge of the far-right populists" the current co-chair of the European Council on Foreign Relations Carl Bildt said.

"There was an increase by the far-right, but fairly marginal and far less than people had predicted."

THE LEADERSHIP MOMENT



Professor Gareth Jones is a leading expert in organisational design, culture, leadership and change. He talks here about world class leadership and the qualities needed for sustainable development with passion and commitment to values.

I have just had a leadership epiphany. Having recently come back from the United Nations Global Compact in New York I've been forced to reconsider what leadership looks like in the face of huge global challenges. The Global Compact was established by Kofi Annan nearly 20 years ago. It is the UN's attempt to engage with business in pursuit of urgently required sustainable development goals. The seventeen goals include "zero hunger", "gender equality", "climate action", "reduced inequalities", "responsible consumption and production". These goals are heroic and absolutely necessary if humankind is to have a future.

I left New York asking myself what kind of leaders can deliver this agenda? What kind of business

organisations can embrace these challenges?

First, we need leaders with passion - who care deeply about doing business in a way which delivers long term sustainable development. Passion is a strange word, closely associated with our emotions. Too often business

treats emotions as an inconvenient impediment to rational decision making. But of course, we now know

thanks to advances in neuro science that the fully rational human being is emotional. Emotions are not the froth on the cappuccino, they are the coffee.

Second, we need leaders driven by a clear commitment to values. Values based leadership can supply the glue in organisations where the old integrators - hierarchies, careers and boundaries - are breaking down.

Mouthing the values is insufficient. Leaders must live them and exemplify a vision of the future.

Finally, what kind of business organisations can deliver sustainable development? Surely we must grasp the limits of short termism - the tyranny of quarterly reporting is an obstacle to making the kind of radical changes which are so imperative.

Great businesses, with passionate and moral leaders can make sustainable development a reality. Without them, we face a grim future.





COMPETITIVENESS

AS A PERSONAL OBJECTIVE

Stéphane Garelli is Professor Emeritus of World Competitiveness, IMD business school and at the University of Lausanne, Switzerland. He provokes companies and individuals to think "outside the box", and to confront their strategies with recent market trends and new competitive pressures.

Innovation and creativity are exciting, but they can also be overwhelming. To succeed in the workplace, you should also focus on your personal competitiveness.

1. Manage yourself as a brand.

This means being clear about the image and the message that you project. Your responsibilities may change, but not your brand.

2. Identify your uniqueness factor.

This is not necessarily doing what you are good at. Instead, focus on activities where you have a significant comparative advantage.

3. Then, strive to increase the difference between you and others. The same applies to

companies. In a crowded market such as retail food, margins are small. In pioneering sectors, such as digital advertising, with fewer actors, margins are huge.

4. Manage the input-output ratio.

Only invest in activities that require the least resources on your side, while delivering higher added value to the market. Avoid complex, time-consuming endeavors that can be imitated and/or delivered only once.

5. Keep in touch with the world.

Peter Drucker said: "Changes in society have a bigger impact on companies than changes in management." The world will always interfere with your priorities.

6. Stay focused. Globalization and technology create an inflation of opportunities. Social networks can be distracting. Becoming shallow or irrelevant is a genuine risk.

7. Remain humble, do not boast.

Remember the Icelandic proverb: "It is when the whale blows that it is harpooned." Stay low key.

Finally, have a positive attitude. Mark Twain said: "I have spent most of my life worrying about things that never happened." A wealth of activities may also imply a proliferation of potential problems. They should not be treated as a personal affront; there are just a normal occurrence of events that needs to be resolved. Enjoy your competitiveness!

HOW TO BECOME The Biggest Small Company In The World

I've lost count of the number of times I have heard the myth – that you can't change an entrenched corporate culture, or that big companies can never be entrepreneurial. Usually, when this belief comes up, the concept of the 'intrapreneur' comes up with it. In the 1970s, Gifford Pinchot coined the word to describe specific people charged with behaving like entrepreneurs within a big organisation. Many leaders I speak with still believe that being entrepreneurial is the job of some especially talented individual or team within the BB.

It was a valid idea in its time, but I want to move away from it. It implies that entrepreneurship is a specific, arcane speciality. It implies that it's not possible to shift the whole culture of an organisation,

that a big company as a whole can never be entrepreneurial, and that you can never hope to expect entrepreneurialism from every employee. I think that's wrong.

The magic of bringing start-up culture to a large organisation should be such that it infiltrates every department, every role – in short, every nook and cranny of a business. Of course, the road will not be as smooth as newly laid asphalt. There are always barriers, and set ways of doing things will have become entrenched and must be overcome. But knocking down these obstacles is possible, especially as there is so much latent talent ready to be tapped in BBs.

It takes a belief that culture is not static, that it is the sum total of individual behaviours. The Lean Start-up author Eric Ries calls culture 'institutional muscle memory'. Change

the behaviour and, over time, you develop new institutional muscle memory, also known as a new culture. First you start with your small team and then, slowly, the new ways of thinking and behaving spread to the whole organisation.

Companies who genuinely value fostering an entrepreneurial culture talk about 'vigilance' and 'counteracting their own complacency and default modes'. They fully recognise that they are not a kitchen table start-up, and they need systems and controls and that these, in a way, can oppose the spirit of entrepreneurialism. But because they understand this, they are proactive about balancing the need for organisation against the need for innovation. They think consciously about how to keep the necessary level of control without becoming

bureaucratic, have processes without dehumanising employees, keep doing what works but still experiment, and use intuition but don't ignore research.

It's not easy, but it is possible, and I believe the rewards are huge. As they say, necessity is the mother of all invention, and right now BBs need to reinvent themselves. The shifting landscape of customer expectations and disrupt-or-die competition that

keeps leaders of big organisations up at night also provides a golden opportunity to truly move culture away from habits left over from yesteryear, habits that every day become more out of step with the external world. New tools must replace that old-fashioned template, and start-up culture offers them. What could possibly be better than combining the agility of a start-up with the scale of a BB? What could possibly beat being

the biggest small company in the world?

Sahar Hashemi OBE is an entrepreneur and a powerful authority on innovation. She has co-founded a number of companies. Here she discusses how all big businesses can reinvent themselves and shift towards a start-up culture.

Generation Z and the future of work - are you ready?

They don't know phones without screens, a world without the internet, and dating without apps. Generation Z is now coming of age, and already there are clues as to what we might expect as they enter the workforce. Comprising 27% of the global population, Gen Z has already experienced many of the social, economic, and political trends that will shape their later years. Most of them were in their formative years during the financial crisis, a period whose harsh realities demanded that they grow up fast. They learned from their parents' first-hand experience that life could be tough, but with hard work they could make the most of it.

On the surface this manifests itself in young people as an unusual energy, a need to always be equipping

themselves for challenges ahead. In the work place they will listen intently, but also expect to be listened to, embracing failure, and thriving best when made part of the solution. Employers should focus on self-development, not lifestyle, as Gen Z are often more interested in what they can learn, not what they can earn.

This is heightened by the ubiquity of information that Gen Z has known from early childhood. Facing a problem? Find answers almost immediately. The internet has always enabled them to find solutions in a way that none other could at their age.

Both as employees and as consumers, celebrities are out, and influencers are in. Unsurprisingly this is often coupled with a mission focused outlook, innovating ways they can make real change to global issues. Parenting, crisis and technology have fused to create a beautifully entrepreneurial and activist generation. Gen Z are prepared for a future of disruption, perpetual learning and retraining – this is what they have been doing their whole lives. They have grown up using



smart hubs, intelligent assistants, and effective voice search. They understand AI's disruptive power, and they quickly adapt to working alongside intelligent machines. Gen Z will fundamentally change the future of work as their numbers and influence grows. The best way to stay ahead of those changes is to get genuine insight into how today's young people think, feel and act.

Dhiraj Mukherjee is co-founder of Shazam, co-author of Fast Forward Forum and speaks regularly about emerging technology and business as a force for good. He is also an active angel investor and mentor to disruptive technology start-ups.

THE YEAR OF LIVING Phonelessly

Martin Lindstrom is one of the world's foremost branding and business transformation experts and author of 8 New York Times best-selling books. He is a frequent keynote speaker at the World Business Forum and the WEF. In 2019 Thinkers50 named him one of the top business thinkers in the world. He talks here about living his life without a mobile phone and the positive impact it has made on his life.

When the iPhone came out in 2005, I wasn't among the first in line but I did buy one. Two weeks later, surprised that my new device was doing exactly what it was designed to do—addicting me—I replaced it with a no-frills Nokia, which I used for the next thirteen years. On January 15, 2018, I put my Nokia in a drawer forever.

Why? Because I'm haunted by the image of myself looking at my phone to the exclusion of everything else around me. Mostly I remember resenting that a cartoonish cube of metal and glass had taken control of my life. The "endless and proper work" of paying attention is an essential part of the work I do. Why would I use something that compromised my

ability to be great at my job?

A year after deep-sixing my phone, the benefits in my life have been huge. They're also ongoing. Here are a few observations.

Creativity. Our phones and our brains are enmeshed—they've become indistinguishable in many ways. Just as we're unwilling to turn off our phones, we're no longer giving our brains a chance to reboot, or refresh. As a result, we pay less and less attention to our intuition, our senses, our memories, our experiences—the pattern recognition that our species has relied on for centuries. We also risk losing the capacity for boredom. Boredom may seem, well, boring, but it's also the incubator for creativity and innovation.

Without a phone, and not that I'm keeping score, my productivity has—I'm guessing—doubled in the past year. I see the world clearly (at least I think I do), and as more and more people duck inside the tent-flaps of their own cell phone addiction, I'd go so far to say that not having a phone has become a competitive advantage.

Promptness. Even when I had my Nokia, I often ran late, but these days I'm pretty much always on time. Why? Because I can no longer call



or text clients or friends and tell them I'm stuck in traffic. In my experience, cell phones have contributed to a worldwide delinquency around time, oddly enough. And yes, without a phone I've gotten lost, but when I do, I ask around and people set me straight.

Likeability: At first my colleagues weren't exactly overjoyed when I told them I was retiring my Nokia. Today, they love it. They tell me I'm nicer, more relaxed and much more agreeable to be around. In the past, if I had a spare half hour, I would use it to fire off numerous emails, most of them confirming stuff my staff already knew. Today, whatever free time I have I use to reflect and prepare. My real-life friendships have also become deeper, richer—better. [**Read more.**](#)

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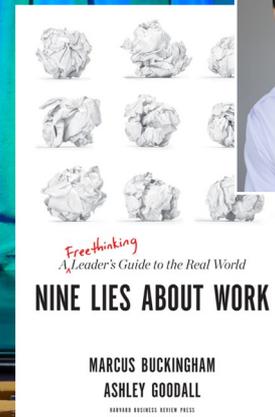
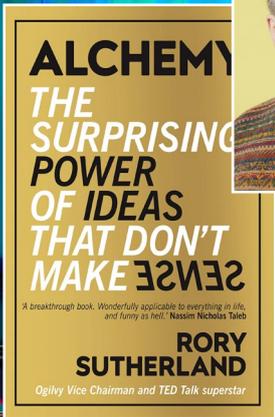
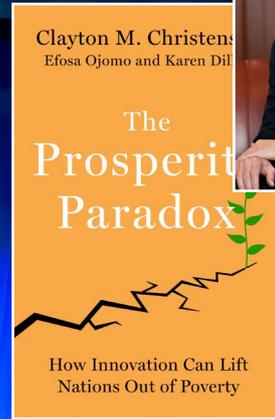
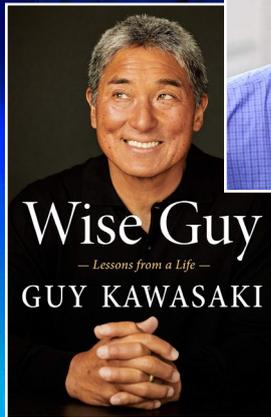
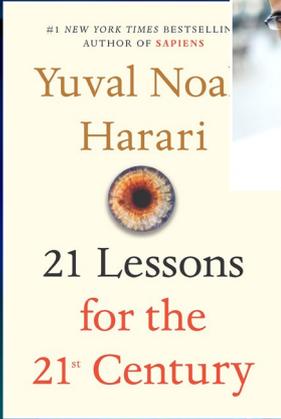
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