



“It’s tough to make predictions,
especially about the future.”

Niels Bohr & Yogi Berra & Samuel Goldwyn

- Trends Shaping The Future
- Loss of control
 - Volatility
 - Mobility & devices
 - Google+ et al.
 - Virtualization ... of everything
 - The past

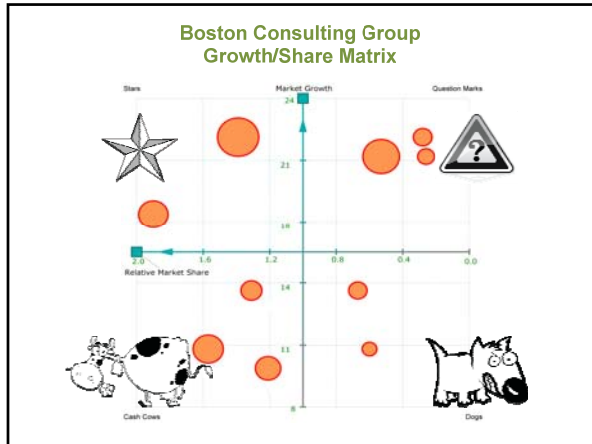
We're losing control of . . .

- Pricing & relationships
- Knowledge
- Devices
- Location
- Data
- Hierarchy
- Organizational boundaries
- Time



In an uncertain environment . . .

- Think – about the business model
- Wait & see – the rabbit in the road?
- Hedge – modern portfolio management?
- Plunge – high-stakes poker?
- Adapt – the agile gene?





Adaptation & Learning

Principles of Adaptation

- ✓ Seek new ideas, try new things
- ✓ Experiment where failure is survivable
- ✓ Learn from your mistakes

Obstacles to Learning

- ✓ Denial
- ✓ Doubling down / chasing losses
- ✓ Reinterpreting

Evolution In One Slide

1. Vary – mutate or experiment
2. Kill the failures
3. Copy the survivors
4. Repeat

“He made a lot of mistakes but he made mistakes in a good direction . . . It is very difficult to make good mistakes.”