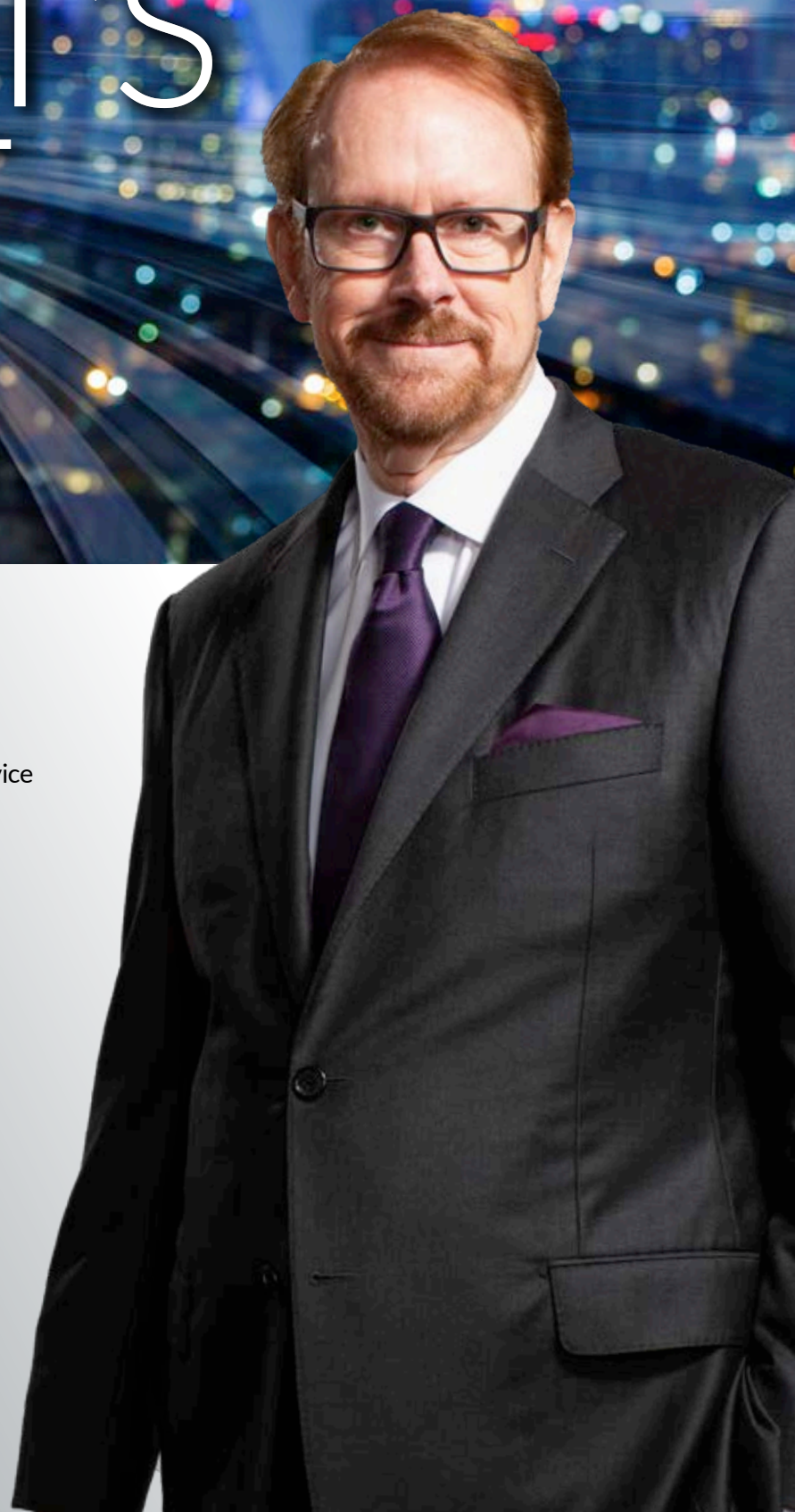


KNOW WHAT'S NEXT

Strategies for
Transforming Your
Business & Future

by **Daniel Burrus**
CEO of Burrus Research

- ▶ Digital Disruption and Your Workforce
- ▶ Innovation: Everyone's Responsibility
- ▶ Will A.I. Disrupt Your Profession?
- ▶ The Power of Anticipatory Customer Service
- ▶ 5 Sales Strategies Not Found in How-to Books
- ▶ Elevate Your Success with Five Simple Steps
- ▶ Success in Manufacturing with Multigenerational Collaboration
- ▶ Hard Trends Are Easy to Find If You Know Where to Look
- ▶ Protecting Your Intellectual Property, Products and Brand
- ▶ 4 Questions of World-Class Entrepreneurs
- ▶ 12 *Technology Categories* That Will Transform Careers and Create New Opportunities



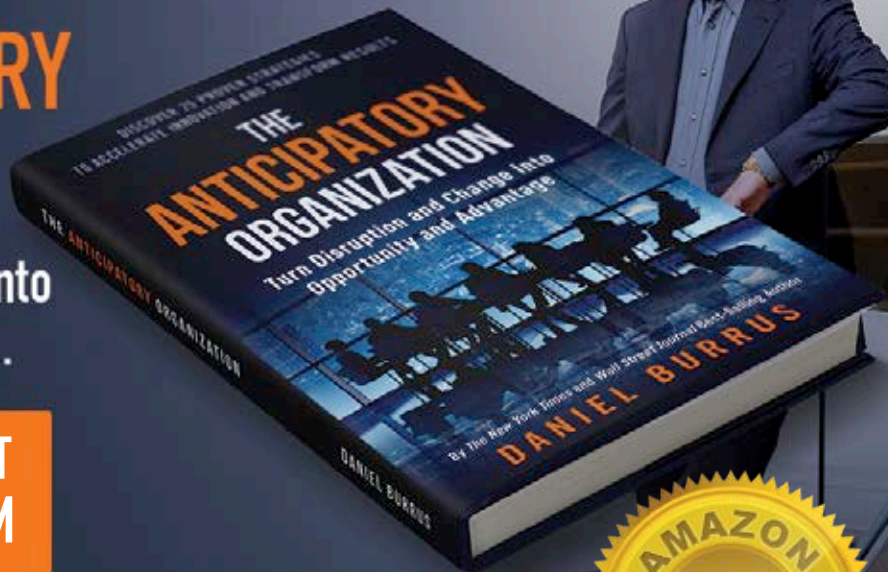
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— KEVIN HARRINGTON, SERIAL ENTREPRENEUR; ORIGINAL SHARK
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Digital DISRUPTION

AND YOUR WORKFORCE

Being anticipatory can mean many things. In some cases, it's about identifying opportunities for major disruptions that you yourself can introduce (think Uber, Kickstarter and other innovations that set entire industries on their ear.)

But being anticipatory also means being aware of outside disruptions that may impact you—and how to prepare accordingly. To that end, let's consider the relationship between digital disruption and the people in your organization.

The Continuing Digital Disruption

Research by *Accenture Strategy* found that 82 percent of business leaders anticipate that their organizations will be digital businesses within the next three years. On one hand, leaders see that as a decidedly positive trend, boosting productivity, innovation and other workplace attributes.

But there is a perceived disconnect as well. Acknowledging the expected benefits of being digital is by no means the same thing as being digital. It is also not the same as having a workforce that is adequately prepared to learn new digital tools to drive innovation and uncover opportunities.

That, said the Accenture report, begins at the top. Strong leadership should encourage a positive, constructive future outlook (a solid "Futureview," one of the cornerstones of my Anticipatory Organization model) and actively support that outlook through collaborative technologies and widespread employee engagement and education.

6 Realities about a Digitally Driven Workforce

The Accenture study also identified a number of other positive aspects having to do with increased use of digital applications. If you're not yet prepared for a digital transformation, here are six reminders of why it's time to advance.

- **Employees are excited about the possibilities.** They already anticipate the possible advancements from greater use of digital technology, particularly innovation. Even more traditional attributes such as agility were cited as benefiting from greater use of digital tools.

- **Employees expect significant digital transformation.** By a wide margin (82 percent), employees said they expect digital technology to transform the way they work over the next several years. Forty-four percent said they anticipated the level of change to be significant.
- **Employees want a digitally driven workplace.** The desire for digital technology isn't personal; it's a professional expectation, especially of younger employees and millennials. They expect their organizations and leadership to commit to—and embrace—the different work environment that digital technology can introduce.
- **Employees don't really ever disconnect.** Younger employees, and even some from Generation Y, see a less distinct separation between their personal and professional lives. Given the connectivity of the internet and other tools, they're used to being in touch and available. In the workforce, there are now at least two generations of workers who are comfortable with indistinct lines between home and work.
- **Employees expect digital tools to be available.** Today's workers believe digital advancement shouldn't be a solitary effort. They expect access to the best digital tools to enable them to do their jobs. They will look askance at any organization that fails to recognize the value of sufficiently adopting and investing in digital systems.
- **Employees are preparing for digital change.** Not only are younger employees inherently more comfortable with digital technology, they are taking it upon themselves to prepare for digital change.

And it's not just millennials. According to the Accenture study, more than 70 percent of all employees said they are proactively learning new digital tools and skills to better adapt to digital change.

A Changing Mind-set

These and other factors are also building a very different mind-set regarding the workplace, one that leaders need to anticipate and prepare for. As many commentators have pointed out, younger employees often value their working environment as much as their salary.

To me, this comes down to a different expectation of leadership. Since technology can make work more independent and flexible by nature, younger employees expect a new level of autonomy and freedom from their leaders. They value control of where and when they work and a reasonable amount of freedom in what they do.

In my consultations with organizations of all sorts, it's evident that digital disruption is driving pervasive change. What are you doing to anticipate those changes and prepare accordingly?

Get more insights about the multigenerational workforce, the power of digital, the importance of disruption and more with the Anticipatory Organization Learning System at www.AnticipatoryOrganization.com. You can also get the book by the same title, ***The Anticipatory Organization***, on Amazon.com right now.



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INNOVATION:

EVERYONE'S RESPONSIBILITY

Ask anyone in your organization to outline their responsibilities, and you'll generally get the usual list: sales, marketing, employee benefits and other similar tasks.

Innovation? Sorry, not on the docket. That's somebody else's concern. This can be a dangerous mind-set. We are living in a time of transformational innovation—not mere change, but game-changing digital disruption.

Revolutionary business technology is rendering traditional systems and modes of thinking less relevant and, often, obsolete. Instead of workers “staying in their lanes,” this revolution calls for everyone to be an innovator across the entire organization.

Here are some examples of companies that have successfully built and nurtured a pervasive mind-set of innovation.

Blue Water of Innovation

Several years ago, Four Seasons Hotels and Resorts implemented a program designed to encourage innovation at all levels of the company's 93 hotels. Using individual teams at each property to help oversee activities, the program encouraged everyone from management to frontline employees to test various ideas to improve every customer's overall experience.

One area of focus of the program was on every hotel's pool and beach areas. During a six-month period, all Four Seasons Resorts tested innovations aimed at improving customer experiences in those particular settings. Customers were subsequently surveyed about their experiences, and all hotels submitted their best ideas.

The result was a proactive program of offering guests at pools and beach areas and free suntan lotion and sunglass cleaning kits. Survey responses indicated that guests



Daniel Burrus' Top 20 Technology-Driven Hard Trends Shaping The Future

I suggest that you pick one or two and act now before your competitors do!

ACCESS AND SHARE DANIEL'S TOP 20 TECHNOLOGY-DRIVEN HARD TRENDS:

[HTTP://WWW.BURRUS.COM/RESOURCES/TECHNOLOGY-DRIVEN-TRENDS/](http://www.burrus.com/resources/technology-driven-trends/)



consistently enjoyed this convenient gesture.

Not only was customer satisfaction increased, Four Seasons also boosted employee engagement—effectively making valuable innovation everyone's job responsibility.

Innovate Everywhere Challenge from Cisco

It might seem an impossible task to encourage organization-wide innovation when you have some 74,000 employees. But Cisco Systems has done that very thing with its Innovate Everywhere Challenge.

Ironically enough, one of the catalysts behind the program was perceived frustration from some employees who felt overlooked when it came to innovation. Citing outwardly focused programs such as The Innovation Grand Challenge—which targeted entrepreneurs outside the company—employees asked for programs to pursue their own innovation as well.

The Innovate Everywhere Challenge met several specific goals:

- Develop the overall entrepreneurial skills of Cisco's workforce;
- Encourage employees to work and collaborate across functional boundaries; and
- Nurture a more innovation-friendly environment for employees who might be attracted to the collaborative, innovative environment of a start-up.

Cisco encouraged broad company participation by making plans available online for all employees to review and vote on. Ultimately, nearly half of the company's workforce participated in some manner, with more than 2,000 employees submitting more than 1,100 ideas.

Winning entries, which netted cash prizes, seed money and several months' time off, included team-generated, third-party virtual and augmented reality technology.

One program focused on helping employers recruit more disabled workers by enabling them to work remotely via Cisco collaboration technologies, along with the platform and logistics to support complex digital media campaigns.

The initial Innovate Everywhere Challenge was such a success that Cisco plans to hold similar programs in the future.

An Environment to Encourage Innovation

The examples of Blue Water, the Innovate Everywhere Challenge and others like them underscore a basic necessity regarding organization-wide innovation: It simply doesn't occur by itself. Rather, organizations need to build environments that promote innovation.

That may seem a simple matter of enticing employees with financial reward, but there's much more to it than that. For instance, as Cisco discovered, time off is one possible option. Other companies have offered additional time working from home or regularly scheduled time on the clock to promote the importance of organization-wide innovation.

In addition to garnering more innovative ideas, building a pervasive attitude of innovation will implicitly convey the message that employees are valued—that their contributions are not merely welcome, but absolutely necessary. When leadership recognizes the personal and professional benefits that derive from a commitment to innovation, it fosters a powerful corporate culture that brings a significant competitive advantage.

Is innovation in your job description? How about your staff's? For insights into creating an innovation-driven company, purchase ***The Anticipatory Organization***, or sign up for an individual learning experience.



Daniel Burrus

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Will A.I. Disrupt YOUR PROFESSION?

Artificial intelligence (A.I.) is a technological advance for humankind that has some people excited and others terrified of what is to come. The main concern is rooted in what A.I. will do to jobs, and how we as human beings will be affected by changes in digital and mechanical techniques.

A.I. and other new forms of autonomous machine function are in the process of transforming our personal and professional lives, and this represents a Hard Trend that will happen and a subject I've discussed for decades now. We are just starting to see some incredible progression in the A.I. space, giving us a chance to pre-solve problems involved in real-world applications of A.I.

But while function is one thing, the newfound transformation we've watched come to fruition is coming from machine learning, a subset of A.I. that enables machines to become better at tasks that were previously dependent on human intelligence. With advances in a machine's capability to think and learn like people, it's easier than ever to pre-program physical functions so A.I. can take over menial or mundane tasks. Take, for example, a study conducted by legal tech startup LawGeex, which challenged 20 experienced lawyers to test their skills and knowledge against an A.I.-powered system the company built.

A lawyer is not often considered replaceable by technology or artificial intelligence. In this challenge, the task was to review risks contained in five nondisclosure agreements—a simple undertaking given the group of legal professionals, which included associates and in-house lawyers from Goldman Sachs, Cisco, and Alston & Bird, as well as general counsel and sole practitioners. This lineup should easily have triumphed over an A.I.-powered algorithm, right?

Wrong.

As a matter of fact, the study revealed that the A.I. system actually matched the top-performing lawyer for accuracy, as both achieved 94 percent. As a group, the lawyers managed an average of 85 percent, with the worst performer scoring 67 percent.

But what about the speed of those decisions? When reviewing the nondisclosure agreements, the A.I. system far outpaced the group, taking just 26 seconds to review all five documents, compared to the lawyers' average speed of 92 minutes. That is a tremendous spread when compared to the near-perfect accuracy the algorithm performed at in that

time! The fastest review time of a single lawyer in the group was 51 minutes — over 100 times slower than the A.I. system! And the slowest time was nearly at a standstill pace, since it clocked in at 156 minutes.

While reviewing documents is just one of several parts of the job of a lawyer, this data further proves the Hard Trend that I implore everyone to pay attention to in the years to come. Artificial intelligence is here to stay, and by using machine learning and deep learning techniques, new A.I. systems are learning how to think better and better every day. So the question remains: Are you anticipating how A.I. can be used to automate tasks and do things that might seem impossible today—in other words, disrupt your industry? Are you starting to learn more about A.I. so that you can become a positive disruptor rather than become the disrupted?

For now, according to consultants, the fact remains that 23 percent of legal work can be easily performed using artificial intelligence. However, there are many aspects of a lawyer's job, the obvious example being providing an emotional and compelling closing argument in court, that are currently beyond the capabilities of algorithms. While that may be the case today, what's next? Using methods that I discuss in my latest book, *The Anticipatory Organization*, you can learn how to become an anticipatory thinker and be more entrepreneurial in the ways you apply A.I. technology to your profession.

Take the example of Alexa, which is utilized in an ever-growing number of applications, from ordering groceries to playing our favorite songs during dinnertime. This device, enabled by A.I., has learned our routines and how to serve us better each day by listening to us ask it questions or give it tasks to accomplish.

Netflix and Spotify media streaming services are using A.I. to learn what we like to listen to or watch, and then, using this knowledge combined with their own databases, they can quickly suggest other songs or shows we may also enjoy. Over time they increasingly learn to understand the dynamics of what we like, recognizing our patterns enough to suggest new things to us we will most likely enjoy—very much as a best friend would introduce us to a new music group.

These are just two examples of many A.I.-enabled services that have been integrated into our lives, yet it was not too

long ago that applications like these would have been viewed as an impossibility. In a relatively short amount of time they have become second nature in our lives. If A.I. can quickly accomplish a lawyer's task today, then it can also learn how to accomplish many tasks in industries once thought untouchable by automation and machine learning, such as medicine, finance and design.

As an entrepreneur, it is increasingly important to understand what A.I. can do to create business value. A.I. is presently forecast to reach nearly \$4 trillion by 2022. Reacting to this opportunity will only keep you behind and

disrupted. It's time to learn to become anticipatory leaders in our fields, solving problems before they happen and elevating our thinking to actively shape a positive future for ourselves and others.

If you would like to learn more about how you can better anticipate transformation in the professional world and developments in artificial intelligence, then be sure to pick up my latest book, *The Anticipatory Organization*. Let me help you take your career to the next level and remain indispensable in an ever-changing technological frontier.



“Daniel Burrus has a unique gift for spotting trends long before they materialize and also making his process accessible to anyone. He hosted an exceptionally insightful, eye-opening and entertaining educational session at our show, and afterward, we heard one member after another say how much they got out of the presentation—and how it will help them spot and make the most of future opportunities. This is an indispensable skill in a business climate where change is constant and disruption is a given.”

—ZACH PHILLIPS, **DIRECTOR OF PROFESSIONAL DEVELOPMENT**

The Power of ANTICIPATORY CUSTOMER SERVICE

The common view of customer service is one focused on reaction. A customer buys something, and then has a problem, issue or question—either during the sales process itself or later on—which is then handled by a customer service professional.

But consider the possibilities of anticipating what sorts of problems and concerns customers are likely to have—well in advance of their voicing them.

That's anticipatory customer service, and it can greatly improve your overall customer experience and your entire menu of customer service features. That translates to greater customer satisfaction and loyalty, not to mention increasing sales.

The Power of Pre-Mortems

One of the major problems with many forms of customer service is that it's positioned after the sale and thus put in a reactive tactical position. In effect, when a customer raises an issue or a concern, a customer service person reacts, often as though they're completely surprised by whatever the customer has pointed out.

Pre-mortems can head off that problem well before it happens. A pre-mortem is similar to a post-mortem in that it involves examining a product or service's advantages and drawbacks—the primary difference being that while a post-mortem is done after a product or service has been introduced in order to improve the process, a pre-mortem identifies in advance what issues and concerns are most likely to come up. That allows customer service teams to pre-solve the problems and issues before the customer experience begins, and in turn, reduce the number of customer service calls and touch points that will need to be made.

Solving the (Real) Problem?

A core component of my *Anticipatory Organization Model* focuses on a tendency we all have to misinterpret what we assume is obvious. That's particularly the case when it

comes to customer service—more specifically, what a customer believes to be the problem or issue with a product or service may, in fact, be something completely different.

For example, a customer who's returning an immersion blender may think that the cord is too short and is inconvenient to use in the kitchen. As it happens, the customer's kitchen is simply poorly organized, meaning that the solution is not necessarily a different tool but an organization system that puts the cooking space into better order.

That underscores the benefit of not necessarily assuming that the “real” customer service issue is the one you see in front of you. By preparing to ask additional questions, a customer service professional can get at the customer's genuine need—and solve a problem that wasn't evident from the outset. Using the example above, the customer service rep might ask about the position of the blender in relation to where the outlets are and where the kitchen work is being done and suggest a better position for the blender that will also improve the flow of work. This sounds like it would take time, but it can take less time than filling out a product return form.

Customer Service as Shopping Experience

Another common oversight about customer service is that it's exclusive to issues that crop up after a sale—the post-sale customer experience.

Anticipatory customer service begins well before that. For instance, what is the customer's actual shopping experience? Did he or she wander into your store looking for a particular item with no one at the ready to help with directions? Was there a mobile application that allowed the customer to quickly call for a sales assistant so they didn't have to try to find one? Was there an Alexa-type chatbot device in each aisle where the customer could simply ask a quick question and get an immediate answer, or ask for human help? Further, if the customer did talk with an employee, did the conversation fail to address the customer's questions and

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real needs? Was it a consultative conversation making sure the customer got the best product for their real need, or a transactional approach?

Being anticipatory puts customer service at the front end of the overall customer experience and, in so doing, offers additional opportunities to elevate customer satisfaction. For instance, an Alexa-type chatbot or mobile store app, as mentioned above, empowers the in-store customer to get answers quickly, as well as readily connect with sales personnel, which greatly reduces the frustration of having a question with no one around to answer it. Add to that a digital loyalty card or component that alerts customers to

short-term sales and other deals based on their needs profile, which will elevate and streamline the shopping experience itself and also saves them money.

This ties in with a valuable maxim that I repeatedly stress about customer service: the very best customer service is the least amount of customer service necessary. By improving the shopping and sales process on the front end through varied anticipatory strategies and concepts, you inherently minimize any complaints or problems that may occur later on. And, with an anticipatory mindset, you're that much better equipped to deal with any issues and concerns than may crop up.

"We hired Daniel as the keynote speaker for our Business Innovation Technology Summit as well as our annual company meeting. I was thoroughly impressed not only with his actual keynote speeches, but even more so with his preparation process beforehand. We had a great conversation via phone a couple weeks beforehand where I realized how much he genuinely cared about catering his speech specifically to our audience, as well as aligning it with the message we wanted to send as a company. He is engaging, incredibly well spoken and great to work with."

—KRISTINA SCHAEFFER,
MARKETING & EVENT COORDINATOR,
JMARK BUSINESS SOLUTIONS



5 SALES STRATEGIES

NOT FOUND IN HOW-TO BOOKS

As a salesperson, you're trained to ask customers what they want in terms of your product offerings. That's wise advice but it's incomplete. If you only ask customers what they want and then give it to them, you're missing the biggest opportunity that has ever come in front of you: the chance to sell innovation.

Technology allows us to do things that were once thought impossible. While it is important for salespeople to ask customers what they want and then deliver on it, all that will do is keep you in the game—not ahead of it.

Chances are your competitors are asking customers the same questions, getting the same answers and they're providing the same solutions.

So how do you break through to the next level of sales and become an anticipatory salesperson? Below are six strategies you won't find in most how-to sales books.

1 Follow the Golden Rule of Sales

The Golden Rule of Sales is to give people the ability to do something they currently can't do but would want to do if they knew it was possible. In other words, the Golden Rule is to help your customers be anticipatory. It's called the Golden Rule because it's much more profitable than simply giving clients what they ask for.

The key is that you have to look a little bit further into your customers' predictable needs based on where they're going. Only then you can see unmet needs and new opportunities.

2 Get Comfortable Around Technology

One stumbling block in selling technology can be that the end user is awkward with new types of technology and related products. But another stumbling block could be that you, as the salesperson, are unfamiliar or uncomfortable with the tech-driven solution you could be selling.

This is where the value of a time travel audit, one of the core components of my Anticipatory Organization Model, can prove essential.

3 Practice Anticipatory Selling

Anticipatory selling offers enormous opportunity for those who recognize that the very nature of sales is shifting and, further, that there are strategies to leverage that change.

One key strategy of anticipatory selling boils down to something I call a pre-mortem. Unlike a postmortem, which is an examination after the fact, a pre-mortem is focused on anticipating objections, problems and issues before they occur—and, from there, pre-solving them before the sales process even begins.

4 Raise the Bar on Trust

You need to shift from being a vendor to being a trusted advisor. A vendor simply supplies a product. A trusted advisor supplies true advantage.

When you seek that higher ground and become a trusted advisor, your clients trust you more.

Remember that the future is all about relationships. Relationships are all about trust, and you gain trust by earning it. So never teach people to distrust you by stretching the truth or hiding some pertinent information. To differentiate, you need to raise the bar on trust.

5 Commit to Finding the Customer's Truest Needs

When you focus on redefining what you already have, you can take your current offering and leverage it to new levels. That's when you become a sales leader. It's not because of some fast-talking sales pitch, it's because of your commitment to your customers and their true needs.

So focus on relationships, trust and truth, and you'll be able to give your customers tools and solutions they never dreamed possible. As a result, both you and your company will attain new levels of success and realize the profit potential you always knew existed.

Want more tips for anticipatory selling? Get my book *The Anticipatory Organization: Turning Disruption and Change into Opportunity and Advantage*, available now at Amazon.com.



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Elevate Your Success with **FIVE SIMPLE STEPS**

People often convince themselves that highly successful individuals who possess a special gift set themselves apart from everyone else. However, the reality is that your ability to have success, however you define it, can be accomplished with a few simple steps.

Personal responsibility for our actions is seldom championed in society these days, but like it or not, we all live with the consequences of the lifestyle choices that we make every day. We can sit in an office staring at a spreadsheet waiting for our situation to improve or make a few changes that will put us on a path to shaping a better future for ourselves and others. The following are five simple steps you can take to elevate your level of success.

1 Challenge Your Habits and Change Your Routine

It is incredibly easy to fall into the comforts offered by habits and routines, those that make our lives feel like a scene from *Groundhog Day*, in which the alarm wakes us at the same time every day as we hit the snooze button at least once before jumping into the shower. The familiarity of the daily grind, in which grabbing a coffee as you head into the office before performing the same tasks, can be comforting, yet we often wonder why nothing ever changes.

Our education system tends to encourage everyone to learn one correct answer and basically think in the same way. And when it comes to creativity, only a small number of people might be thought of as “creatives,” but this couldn’t be further from the truth. Technology is increasingly replacing laborious and repetitive tasks with automation. Creativity and critical thinking have become essential skills in the 21st century and possess the power to make you stand out from the crowd.

There are countless self-help books that advise you how to create new patterns and habits to help you achieve your goals. However, simply getting off the hamster wheel of life and allowing yourself to mix things up by both thinking and doing things differently is a great place to start, and it will stimulate creative thought.

2 Surround Yourself with People Who Lift You Up

They say that we become like the five people we spend the most time with, and ultimately they have the power to either

inspire or drain us, so maybe it’s time to re-evaluate the amount of time that you spend with toxic individuals who only bring you down.

Surround yourself with like-minded souls on a similar journey or, better yet, those who can see the big picture better than you can. They will help you see failure as an opportunity and will certainly increase your odds of achieving your dreams.

Business is 80 percent people and 20 percent everything else, and this illustrates the importance of investing your time in getting to know open-minded individuals who enjoy helping turn others’ dreams into reality. What if you surrounded yourself with inspiration?

3 Fuel Your Creativity

If you begin your day reading the news that reminds you of all the negative aspects of our world, followed by looking at social media sites that show snapshots of lives that are edited to look much better than your own, you will never increase your productivity or creativity. I like to start each day thinking of all the things I’m grateful for. It’s hard to have a bad day when you start your day like this. Try it!

Whether they are stuck in a traffic jam or are on a delayed train or airplane, or even doing household chores, highly successful people unleash the power of refueling their creativity during these moments of “dead time” by reading books or listening to podcasts.

Books and podcasts on subjects that stretch your thinking are a fantastic way to stay inspired and learn new tools you can use to resolve problems that are stopping you from reaching your goals. Try having fewer calls with people who pull you down and don’t help you move forward, and instead call people who lift you up. Try watching a good TED Talk or listen to podcasts or audiobooks that offer advice and insights from others.

Removing yourself from a routine or familiar surroundings and going for a walk in a direction where you haven’t gone before, instead of staring at a screen, will help a lot. Highly successful individuals often find that their brains will naturally join the dots when they expose themselves to new ideas, surroundings and experiences.

**Daniel
Burrus**



Follow Daniel Burrus on Instagram:
@burrusdaniel



4 Bring Focus and Clarity to Your Dreams

Bringing focus and clarity to your dreams while working alone in front of a computer in a dimly lit room is good, but is not enough on its own. Do not underestimate the importance of sharing and communicating your vision with others. It will attract the right people to you, who will begin to see where you are going and offer ideas to help you get there.

By sharing your passion for a future vision and communicating the message with transparency on how it will be achieved, you will find people who can help you to create a solid path to achieve your goals.

5 Embrace Marginal Gains

When Dave Brailsford became the manager of Great Britain's professional cycling team, no British cyclist had ever won the Tour de France. However, he had a simple concept known as "aggregation of marginal gains" that would revolutionize the sport and lead to his team members becoming tournament champions and Olympic gold medal winners.

The philosophy involved improving tiny areas that were traditionally overlooked by 99 percent in the belief that a long list of 1 percent improvements would make the difference between being champions or losers.

Researching for a pillow that offered the best sleep for cyclists to take to hotels, and teaching riders the best way to wash their hands to avoid infection, were just a few of a long list of improvements that, although they looked tiny, ended up making a massive difference.

Whether you want to lose weight, build a business or achieve any other goal in life, it's clear that heading straight for the moon with only one step will almost certainly result in failure or demotivation.

Small changes to your daily routine, such as creating a new email signature or changing those boring, stuffy group meetings by asking better questions, could boost your momentum and enthusiasm. All these changes not only deliver long-term improvements but also improve the overall quality of your life.

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Multigenerational COLLABORATION

CAN HELP US FIND SUCCESS IN MANUFACTURING

We categorize everything, from subgenres of music to which foods are the healthiest. But most categorization occurs around generational differences in the workforce and what success means to both, especially in manufacturing.

The Change Curve of Manufacturing

In recent years, the change curve of manufacturing has gone from a static line to an extreme slope. In the past, we all knew what manufacturing was, and safely assumed we knew where it was headed. But ongoing technological advancements are uprooting that sedentary perspective, and the change curve of manufacturing is now an upward climb. What the industry and job market of manufacturing were isn't where manufacturing is today, or where it's headed.

That change curve also has an effect on what manufacturing jobs will be in the future, and how they will differ from what they were in the past. This Hard Trend changes how we categorize success, and to us as employees in manufacturing, the word is taking on a whole new meaning. Much as we once "knew" where jobs were headed, we used to have a polarized view of what success meant. For many Baby Boomers in manufacturing, it meant working at a company until you retired, doing the repetitive and often dirty jobs to make ends meet. The paycheck you got at the end of the week meant you were successful.

But the younger generations entering the workforce have an entirely different view of life, success and jobs in general, let alone jobs in manufacturing. Digital technology, additive manufacturing (i.e., 3D printing) and the internet of things (IoT) are already here and—in most cases—making our lives easier. Everyday tasks that used to take some time to accomplish are now shortened through the use of ever higher-tech devices, which are a constant in the lives of members of younger generations who grew up with them.

Take, for example, telecommunications. Baby Boomers grew up viewing landlines and cordless phones as appliances. Millennials see laptops and smartphones with instant messaging as appliances. Now the next generation already sees its mobile devices and wearables as appliances. We all categorize, but that categorization changes with the times.

Different generations adapt to technology and define success quite differently. Also, the fact that many Baby Boomers remain in the workforce as younger generations enter the same industries is increasing the generational divide. The younger generations' outlook challenges the past definitions of success; to millennials, for example, "success" has much to do with how much they love what they do.

The Baby Boomer generation measured success differently; however, if they plan on staying in their jobs, they must open their minds to these trends and let go of the categorizations that further the generational divide.

All generations must rely on one another more than ever before, as more generations will be working together than ever before. While young generations may learn about "the old-school work ethic" from older generations, older generations can and should learn from younger generations about how to apply new tools to old tasks and reinvent the industries they are in.

For example, automation is becoming more capable and widespread, whether we like it or not. Those backbreaking, repetitive jobs discussed earlier are increasingly being taken over by machines. This shouldn't be viewed as a bad thing; however, many members of the older generation worry about losing their jobs to robots, or believe that dependence on technology makes us weak or lazy. The younger generation can teach the older generation not to fear radically new ideas, but embrace them as progress and learn how to work alongside them.

Job Mentoring and Automation

The same can be said for older generations teaching younger generations about their work ethic and the importance of integrity, trust and earning those things in the workforce. Forty years of experience can't be taught via YouTube, but it can be taught in on-the-job mentoring of a younger worker who's just starting out in manufacturing. Some things, can't be replaced by automation, and all generations can learn to thrive in the future from one another.

We will spend the rest of our lives in the future, so perhaps we should spend some time identifying the Hard Trends that are shaping that future. You should be asking yourself questions about how your career is evolving, how people are evolving, how you can embrace new technology like you embraced past technology, and how to keep your mind open and learn from members of other generations instead of shutting yourself off from new ideas by categorizing everything. Embracing new technology can change the dynamic of the manufacturing workforce while learning from the past to foresee potential problems of the future and pre-solving them before they happen.

Are you anticipating the future of your career? If you want to learn more about the changes that are ahead and how to turn them into an advantage by becoming anticipatory, pick up a copy of my latest book, *The Anticipatory Organization*.



FACTS MYTHS

HARD TRENDS

ARE EASY TO FIND IF YOU KNOW WHERE TO LOOK

A well-worn cliché says there are only two things you can be certain about: death and taxes. With apologies to those who agree with that statement, there are many, many more examples of out-and-out certainties.

Was Sunday followed by Monday last week? Absolutely. Will that be the case next week? You can count on it. As I write this, researchers, the medical community and countless others are trying to determine the best course of action to combat many different types of cancer. Diseases have appeared in the past and will continue to do so in the future.

On a lighter note, will the technology in the automotive industry—such as semiautonomous vehicles—continue to develop and mature, or are we going back to crank starts and cars equipped with just an AM radio? Of course cars are only going to become more sophisticated. We certainly aren't going to drive innovation backward.

Those are just a handful of examples of Hard Trend certainties. And understanding what a Hard Trend certainty is, as well as strategies to identify them, can lead to significant game-changing opportunities for you and your organization.

What's a Hard Trend?

Simply put, a Hard Trend is a future certainty, something that we know is going to occur. A related but different sort of trend is known as a Soft Trend. These are future maybes that may or may not take place.

I have grouped Hard Trends into three primary categories to help you understand and identify them.

The first is demographics. For instance, there are nearly 80 Billion Baby Boomers in the United States. Not a single one is getting any younger—a definite Hard Trend.

The second is government regulations and oversight. Here, a broad question immediately comes to mind—as a general rule, will there be more or less government regulation in the future? Of course there will be more, and that's true regardless of the industry or organization. That's also a Hard Trend.

The third is technology. From the ever-increasing functional capabilities of our smartphones to the growing use of 3-D

printing—for instance, farmers in Myanmar are using 3-D technology to produce necessary tools at a rate far faster than conventional manufacturing—technology is inevitably going to become more functional, more sophisticated and more widespread. That's another definite Hard Trend.

Why Hard Trends Matter

Knowing that something is a future certainty means much more than merely impressing your friends and colleagues with your vision. It's central to your organization's planning and subsequent execution.

For instance, if yours is an industry subject to comprehensive government regulation, banking your future on the hope that future levels of oversight will be lower than they are now is little more than a fool's errand. On the other hand, being aware of the Hard Trend of growing government regulation, you can plan with those additional guidelines foremost in your mind.

In fact, you can even leverage them to your advantage. For instance, when the United States government mandated additional electronic patient record keeping, some organizations merely threw up their hands in frustration. Others decided to pursue opportunities to help health care organizations put those new procedures into place—and profited accordingly.

That's another characteristic of Hard Trends. Some are welcome, some are not. Some, in fact, can be hybrids—yes, we're all living longer, but that raises the question of affordable health care to make those additional years worthwhile.

Put another way, don't expect a Hard Trend to always tickle. But what you can expect is that Hard Trends—identified and acted upon—can offer enormous opportunities for those organizations with the mind-set of always keeping their eyes open to the future.

Is your organization identifying and acting on the visible Hard Trend certainties in your industry? Learn how to do so with the **Anticipatory Organization Learning System** at www.AnticipatoryOrganization.com

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



Protecting Your INTELLECTUAL PROPERTY, PRODUCTS AND BRAND

The technology change curve continues to steepen, with an increasing number of entrepreneurs developing innovative processes, services and products. When you create and drive growth on a global basis, it's imperative that you capture and protect your intellectual property (IP). In fact, how well you protect your intellectual property could ultimately be a major key to success.

So why do so many entrepreneurs fail to adequately protect the results of their creativity? It's simple: Sometimes we forget to protect the intangible because we are so busy producing the tangible (the products or services we provide).

Protecting Value

If you're asking yourself, "How valuable can protecting IP really be?" consider this: Protecting your IP basically provides you with a type of market monopoly to make, sell, use, import, export and license your property.

Said another way, if your IP has value in the marketplace, then the monopoly IP protection provides will have a similar value times the length of the monopoly.

Three Types of Innovations You Must Protect

Your intellectual property may be protected in a number of ways, depending on its nature.

1 Trade Secrets Are Your Competitive Advantages

Knowledge-based competitive advantages like trade secrets are best protected by documents such as confidentiality agreements and employee contracts. In the food industry, secret ingredients such as spices and herbs would be covered under a trade secret.

2 Patents Protect Your Concepts and Functions

If the advantage of your product is its function, the best way to protect it is with a patent or design registration. Patents can protect concepts, including software and business plans. The distilling process for a beverage could also be covered by a patent.

3 Trademarks Allow You to Own Your Brand

If the look of the product is your advantage, you should get a design registration that protects shapes and patterns. Brands, including words, shapes, sounds, logos and colors, can be protected with a trademark.

Overlap in IP Types

A special embossing on a surface would be covered by a design registration; the shape of a product, if unique and

distinctive, could be protected by a trademark. Keep in mind that patent and design registrations can be obtained only for products that are not in the public domain, so a confidentiality agreement may be needed first.

How to Mine Your IP

IBM, an international leader in patent creation, has a powerful strategy that can be adopted by organizations of any size. IBM routinely reviews its unused patents and licenses them to other companies—including its competitors. In IBM's case, this strategy added about \$1 billion to its bottom line. Your organization does not have to be large like IBM's to profit from this strategy.

Dell and other companies of different sizes have successfully cross-licensed their patents to create new income streams. In Dell's case, it cross-licensed its built-to-order process to IBM for \$16 billion. As with the IBM example, and now the Dell example, much smaller companies, including entrepreneurship, can adopt a cross-licensing strategy like this to accelerate growth. Your protected IP can also be marketed in a similar way to either a complementary market or an entirely different industry.

Start with an IP Strategy

A key to success is to develop an IP strategy based on your long-term objectives. Consider your competitive advantages, business strategies, existing IP, third-party relationships, internal resources and exit strategies.

Protect Your IP from Cyber Risks

Stealing the credit card numbers of customers was only the beginning of cybercrime. Regardless of the size of your organization, you should anticipate that cyber criminals will try to steal your proprietary information—the information that is not protected in the ways I described above, but is key to your future success. Make sure that you have secure backups of everything that is critical to you, and that you have taken proactive measures to prevent attacks.

Use the tenets found in my new bestseller, *The Anticipatory Organization: Turn Disruption and Change Into Opportunity and Advantage*, to help guide you to create the game-changing innovations that will be in high demand in the future.

The opportunity to both create and protect IP has never been greater. The time to start is today.



4 Questions of World-Class ENTREPRENEURS

Several years ago, I was a keynote speaker at the first world summit for Entrepreneur of the Year Award winners hosted by Ernst & Young (EY). It was held in Singapore and the theme was “Access Asia.”

It was a global summit, but the theme was on identifying new opportunities in China and India. As I talked to the award winners and other leaders in attendance, I noticed that one word kept standing out. They all referred to the tremendous “hunger” people had to shape their future, grow their economy and enhance their standard of living.

It was clear that millions of people saw change as opportunity that offered real economic hope for themselves and their country. The young as well as the old were excited and engaged in the rapid changes going on around them. Their view of the future was positive.

Here are 4 questions I have for American business innovators to ask themselves:

1 Are We Hungry Enough?

Governments are slow to change, but the governments in China, India and Indonesia saw real opportunity for economic growth and took unprecedented actions to ensure that Asian technology would play a key role in boosting their economy. Cars, smartphones, biotechnology, A.I. and renewable energy have all been areas of ongoing innovation and growth.

As I listened to highly successful Asian entrepreneurs young and old alike, I asked myself:

- How hungry are the thousands of American executives who are close to retirement?
- How hungry are the youth of America?
- Are Americans optimistic or pessimistic about the future?
- How willing are Americans to spend time learning new things?
- How well do American businesses anticipate the impact of game-changing technology and take advantage of it before it becomes disruptive?

Change is hard if you're on top and really don't want to change. However, if you see change as a pathway to a better tomorrow, it's welcomed and encouraged. I have worked with a wide variety of businesses in many countries, and the motivation throughout Asia is without comparison.

2 Are We Ready to Work Hard?

Asian immigrants see opportunity in the U.S. and work hard to realize their dreams. The result is a very high success rate.

Most Americans have the amazing opportunities of freedom and democracy. We think we are the best, and we show it. All too often, we spend our time protecting and defending the status quo instead of leading change from the inside out.

The result of protecting and defending the status quo is less hunger to learn, grow and take advantage of all the new opportunities available to us.

3 Do We See Change as Opportunity?

I can tell you from working on our Burrus Research scholarship program, America's youth hasn't seemed very hungry. But I have noticed a change recently: Millennials and their younger counterparts are increasingly seeing the tremendous opportunity the future has to offer and that they now have to become more optimistic. They are seeing leading change as a vehicle to a better tomorrow.

History has shown that once Americans clearly see future opportunity on a personal level, they develop the hunger to actively shape the future for themselves and others. All too often, it takes a tragic event such as Pearl Harbor, 9/11 or massive layoffs to unite and mobilize us to change the status quo.

The good news is that we don't have to wait. As leaders, we can create hunger that leads to action by helping our people clearly see the personal opportunities change represents. Yes, I said personal. If we only discuss organizational opportunities, we will never create hunger.

4 Do We Know Where to Start?

Ask yourself: Do I have a strategy to create a personal hunger for my employees or students? If the answer is yes, great! I'm sure many of your peers and colleagues would love to hear your success stories.

If the answer is no, it might be time to form your own network of like-minded future thinkers and innovators and brainstorm together. In today's age, social media can provide us with a free, always-open channel of communication to do just that.

Consider logging on to some Twitter chats hosted by business authorities you admire. Don't just connect on LinkedIn; be sure you are communicating and collaborating



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there. And by all means, continue to learn from each other the old-fashioned and perhaps the best way—face to face.

If you want some help getting started, you might want to read my latest bestselling book, *The Anticipatory Organization*, I wrote it to help you learn to see the many

opportunities that are now available to actively shape a better future for yourself, your family, your organization and your country, and most importantly, to have the confidence that certainty provides to leap into action.

Want to become more anticipatory? I can teach you with my new membership program, *The Anticipatory Leader*.

“Daniel was exceptional, and we are thankful for the opportunity to have him join our meeting. Thank you for everything you have done in making our Annual Partner Meeting a huge success.”

—LEJLA DICKSON, MANAGING DIRECTOR,
COHNREZNICK LLP



12 Technology Categories That Will TRANSFORM CAREERS AND CREATE NEW OPPORTUNITIES

As technology continues to impact our lives, workers at every level in today's ever-changing labor market need to be prepared with skills to adapt and succeed in the workplace.

The problem is, we live in an uncertain world, and because of the high levels of uncertainty we all face, people of all ages and career levels are finding it difficult to know what new skills to learn, what courses to take, and what degrees to get that will provide them with the most opportunity going forward. Uncertainty keeps us stuck in the present.

Certainty, on the other hand, gives us the confidence to make a bold decision, to move forward with confidence, and to invest time and money to learn new things. Over the past 30 years, I have developed a proven methodology to anticipate disruption and change before it happens, allowing you to find the confidence that certainty provides. This new science of certainty involves a scientific method of separating Hard Trends — trends that will happen — from Soft Trends — trends that might happen. This method is currently being used by many Fortune 500 companies—including IBM, Deloitte, and Pratt & Whitney, to name a few—as well as the Pentagon to provide an accurate road map of the opportunities that are ahead.

That's why I wrote my latest bestseller, *The Anticipatory Organization*, and why I'm now helping you to connect the dots on how the 12 Hard Trends driven by technology I outline below will transform every career and create new ones. They add up to an accurate road map for anyone who wishes to increase their personal career relevancy in a world of transformative change, so you can make career and education decisions with confidence. The list highlights technologies that are now transforming and will continue to transform present and future careers. As you read through the list, ask yourself how each one will play a key role in your industry and your personal career path.

1 Mobile Hardware, Software and Interactive Services will continue to rapidly evolve, creating many new careers, as all phones become smartphones, wearable capabilities expand, and tablets and devices replace our laptops. This new level of mobility will allow a business of any size to transform how it markets, sells, communicates, collaborates, educates, trains and innovates. Augmented Reality (AR) and Virtual Reality (VR) will become increasingly mobile, playing a major

role in direct and indirect job creation.

- 2 Remote Visual Communications** is rapidly evolving into a primary relationship-building tool for businesses of all sizes as employees use smartphones, tablets and laptops, in combination with current enterprise-level video conferencing systems combined with mobile conferencing apps, to communicate at new levels with customers, partners and employees.
- 3 Social Business Enterprise Management** will continue to grow rapidly as organizations shift from an Information Age “informing” model to a Communication Age “communicating and engaging” model. New careers will emerge as Social Software for business rapidly grows, with applications to enhance relationships, collaboration, networking, social validation and more. Social Search will increasingly shape careers as marketers, researchers and those on Wall Street create applications and services to tap into millions of daily tweets, Facebook conversations and much more, providing real-time analysis of many key consumer metrics.
- 4 Cybersecurity and Forensics** careers will grow rapidly as we become increasingly connected and dependent on computer systems and machines using intelligent sensors connected to just about everything. Careers in data and information forensics will grow rapidly as the need to solve cyber crimes increases.
- 5 Additive Manufacturing (3D Printing)** will create many new careers in manufacturing as this revolutionary technology allows a company of any size to manufacture quickly, locally and with far fewer costs. Additive manufacturing builds things by depositing material, typically plastic or metal, layer by layer, until the final product is finished. Examples of final products today include jewelry, iPhone cases, shoes, car dashboards, parts for jet engines, prosthetic limbs and much more.
- 6 Virtual Reality (VR), Augmented Reality (AR) and AI enhanced Simulations, Coupled with the Gamification of Education**, will create many new careers as corporations and educational institutions at all levels accelerate learning by using advanced simulations, VR and skill-based learning systems that are self-diagnostic, interactive, game-like and competitive—all focused on giving the user an immersive experience, thanks to a photorealistic 3D interface.

- 7 **Advanced Cloud Services and Virtualization** will be increasingly embraced by businesses of all sizes, as this represents a major shift in how organizations obtain and maintain software, hardware and computing capacity. IT is rapidly becoming an on-demand service that is transforming all business processes, resulting in a swift evolution of current careers as well as creating new careers in every functional area.
- 8 **Big Data and Real-Time Analytics** describe the technologies and techniques used to capture and utilize the exponentially increasing streams of data with the goal of bringing enterprise-wide visibility and insights to make rapid critical decisions. This new level of data integration and analytics will require many new skills and cross-functional training in order to take advantage of new opportunities as well as break down the many data and organizational silos that still exist.
- 9 **AI, Machine Learning and Intelligent ePersonal Assistants (Chatbots)** using natural language voice commands were launched with Apple's Siri, which was rapidly followed by Google, Microsoft, Amazon and others all offering what is rapidly evolving into a mobile electronic concierge on your phone, tablet and television. The technology will rapidly evolve, and soon every profession from retailers to maintenance workers will have an Alexa-like assistant. Adding an epersonal assistant to support an existing product and/or service will create many new careers.
- 10 **3D Web** will transform today's Internet experience (which is like looking at a flat piece of paper with a few

photos, embedded video and a few hyperlinks) to a true 3D experience, similar to today's video games, where you can virtually walk into a showroom, look around, and both listen to and see the new car you are interested in, or whatever the website is trying to show you. This will employ many new graphic artists, designers and programmers.

- 11 **Connected Intelligent Sensors and Machines** using chips, microsensors, and both wired and wireless networks will create a rapidly growing Internet of Things (IoT), sharing real-time data, performing diagnostics and making remote repairs. Many jobs will be created as we add intelligent connected sensors to bridges, roads, buildings, homes and much more. In just a few years, there will be well over a billion machines talking to each other, and people will install them.
- 12 **Advanced Robotics and Automation** will take a giant leap forward thanks to networked sensors, artificial intelligence and Amazon-like voice communications, taking the next level of repetitive jobs from humans. This will create many new career opportunities, from design, programming and installation to service and maintenance, to name just a few.

You don't have to know the physics of a telephone in order to use it. You do have to know it exists and how to creatively use it to accomplish your goal. Don't wait until next year or the year after, or until you're laid off. Invest the time to identify what you need to learn right away so that you will thrive both now and in the future, either in your current career or in a new one.

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Daniel Burrus

A Top 30 Most Followed Global Thought Leader.

Forget Lean and Agile – It's Time to be Anticipatory

We are all good at reacting and responding, putting out fires, and crisis management. In addition, organizations large and small have learned how to be lean and agile, and how to best execute a strategy at a high level.

However, despite these skills, General Motors still declared bankruptcy, Blockbuster closed its

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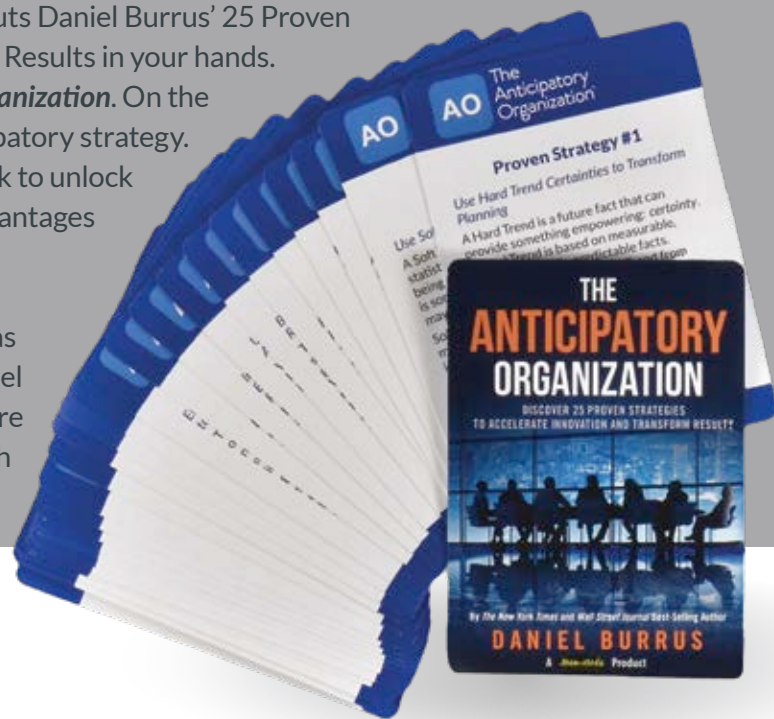


Daniel Burrus has over 1.2 million followers and is one of the top 30 Thought Leaders on LinkedIn through its Influencer Program. Visit Daniel's page at <https://www.linkedin.com/in/danielburrus>

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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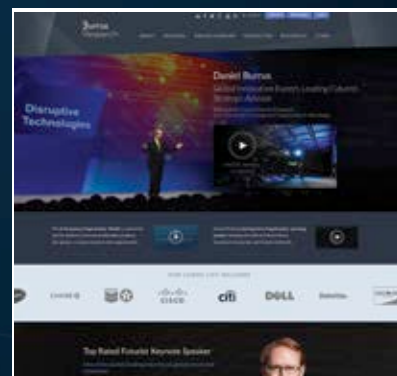
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ABOUT

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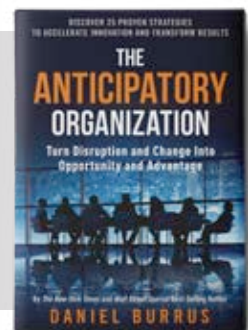
Daniel Burrus is considered one of the World's Leading Futurists on Global Trends and Disruptive Innovation.

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 3,000 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 Lockheed Martin, Verizon, Microsoft, VISA, Deloitte, Google, Procter & Gamble, KPMG, Honda, FedEx and the U.S. Department of Defense.

He is the author of **seven books**, including *The New York Times* and *Wall Street Journal* best-seller *Flash Foresight*, and his latest book, *The Anticipatory Organization*, an Amazon No. 1 bestseller.

Burrus is also a featured writer with millions of monthly readers on the topics of disruptive innovation, exponential 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**. Burrus has been 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 U.S. national leaders 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.

He is the creator of the **Hard Trend Methodology** and the **Anticipatory Organization® Business Model** now being used by leading organizations worldwide.

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 growth 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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