

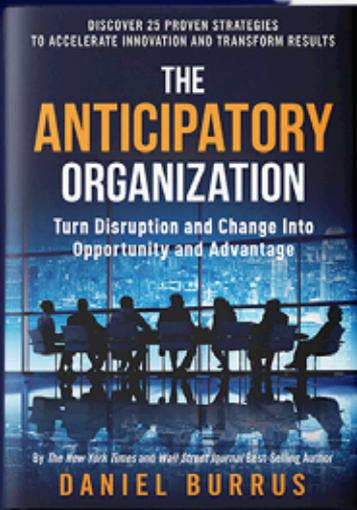
KNOW WHAT'S NEXT

Strategies for
Transforming Your
Business & Future

by **Daniel Burrus**
CEO of Burrus Research

- ▶ 12 Competencies for Future Success and Advantage
- ▶ Unlock your Real Business Problem and Solve It Sooner Using Anticipatory Leadership
- ▶ Being Able to Pivot Helped You Survive. What Will It Take to Thrive?
- ▶ If Disruptions Force Change, Imagine the Power of Transformation
- ▶ From Trend Watching to Idea Wrangling: How to Turn Cycles into Action Plans
- ▶ Futureview®: A Strategy That Outsmarts Complacency
- ▶ How Artificial Intelligence Can Create Real Value for Your Business
- ▶ Businesses Often Fear Disruption While Overlooking It as a Viable Strategy
- ▶ Risks Can – and Should – Be Calculated. Here's the Formula
- ▶ Agility Is a Short-Term Strategy. Anticipation Brings Exponential Change.
- ▶ Bitcoin Is Just the Beginning: the Valuable Potential of Blockchain Technology





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12 COMPETENCIES

FOR FUTURE SUCCESS AND ADVANTAGE

Even as I write this article, jobs in industries ranging from entertainment and media to manufacturing and medicine are being transformed by artificial intelligence (AI) and its many iterations. Many people don't even know they are already in a competition with AI and that several facets of their job are already being accomplished by a digital application or intelligent machine. Workers will not be able to outpace these machines simply by working longer hours or moving faster on the assembly line.

The Science and Art of Every Profession

There is a science and an art to every profession. In school, we learn the science side of our profession. When we graduate, we begin to learn the art side of our profession.

It's likely that when you see the word "art," you are used to applying it to business and careers in movie making, designing, engineering, marketing and mass media, to name a few. However, there is an art side to everything, encompassing competencies that many refer to as the "soft skills."

For example, cardiothoracic surgeons spend nearly a decade in college, medical school and beyond absorbing everything they can about the human heart, the human body and how to safely operate on a living person of any age. Every single cardiothoracic surgeon learns those same pieces of information, a veritable how-to process that is heavily regulated and improved upon every year to ensure everyone who earns the qualifications to operate on someone's heart adheres to a best-practice procedure.

But even amid that educational system of checks and balances, there is an art side to this as well. After graduation, they begin to develop soft skills, such as creative problem-solving and effective collaboration, to name a few. Over time, each and every cardiothoracic surgeon refines their own unique approach to the process, whether it is how they hold their tools during surgery, how they solve problems or their bedside manner in keeping a patient confident in their skills. This is similar for every profession.

AI Will Have Science Covered

Increasingly, the science side of our careers will become

increasingly autonomous, and at some point, intelligent automated systems will be able to do the science part of our jobs better than us. The good news is that AI will struggle with the art side: the 12 competencies I'm sharing in this article. For humans to thrive in the future, we need to get much better at doing what humans do best.

12 Competencies for Future Success

One major way to learn how to grow your abilities in leveraging the "soft skills" of any career is by understanding my 12 competencies for future success and advantage. While I delve much further into these concepts in my books and teach them in my Anticipatory Leader Learning System, let me give you these competencies now, along with a brief analysis of each:

- 1 Anticipatory Leadership** - Hard Trends provide high levels of certainty and the confidence to make bold moves. Future success and advantage will come from learning to differentiate between the Hard Trends based on Future Facts™ that will happen and the Soft Trends, which are based on assumptions of what might happen. This competency has transformed how individuals and companies plan and innovate.
- 2 Relationship Building** - Good relationships are based on trust, and trust is earned through shared human values such as honesty, integrity and delivering on promises. Future success and advantage will come from elevating your ability to increase trust, helping you to build stronger relationships. Without positive relationships, even the most amazing technology can become irrelevant or — worse yet — damaging.
- 3 Technology Savvy** - Humans don't all need to be technologists; you don't have to know the physics of smart phones or AI in order to use them. Future success and advantage will come from being willing to learn new things and becoming aware of what the new tools are in a variety of fields in order to creatively apply them to build a better tomorrow.
- 4 Strategic Listening** - Passive listening is when someone follows along with what is being said. Active listening involves paying focused attention to words and phrases

that uncover strategic and innovative insights. Future success and advantage will come from increasing your ability to be an active, strategic listener and learning to ask better questions — the type that draw out better answers.

- 5 Emotional Intelligence and Empathy** – The ability to recognize our own emotions and to understand and share the feelings of another in real time (empathy), as well as the ability to discern the different feelings people have and label them appropriately, is a competency that can be learned. Future success and advantage will come from elevating our ability to both identify and use emotional insights to guide constructive behavior to help people better adapt to changing environments. Empathy is also a critical component for drawing audiences into a personal or business story.
- 6 Cultural Intelligence & Diversity** – Different cultures have different ways of thinking and acting, and different ways of communicating that go beyond language, including very different meanings for the same physical and verbal expression. Future success and advantage will come from elevating our awareness and understanding of the differences and embracing them so that we can maximize the innovative and competitive advantage that comes from different ways of viewing a process, product, service, problem or situation.
- 7 Effective Communication** – When you consider the varied ways we communicate — be it verbally, in written form and even in facial expression and body language — it's easy to see how humans can be far better than AI at accurately and holistically capturing and interpreting the subtlety and varied meanings that communication can carry. Future success and advantage will come from getting better at applying the context and expression of both visual and verbal communication by applying a wide array of multisensory subjective elements that make up good communication. These are the components of communication that humans do best.
- 8 Effective Collaboration** – Cooperation is based on scarcity: You cooperate with a person, a team or a company because you have to, and you only share what you need to in order to protect your part of the economic pie. Collaboration is based on abundance: You collaborate because you want to, and you openly share because the goal is to increase the economic pie for all. Future success and advantage will come from elevating your ability to form collaborative relationships that operate at high levels of trust and the idea that working together builds something better for us all.
- 9 Adaptability & Agility** – You cannot accurately anticipate everything; there will be changes that no one could have seen coming. Future success and advantage will come from improving your ability to adapt to change

as well as your agility by learning to react to disruptions and problems as quickly as possible. Adaptability requires someone to be open-minded and nonjudgmental — attitudes that all humans can improve and leverage.

- 10 Creative Problem-Solving and Tenacity** – The creative application of technology unlocks innovation and growth, and innovation at its core is applied creativity. Once a creative solution is identified, tenacity is often needed to see a solution through to a successful application. Future success and advantage will come from improving your ability to identify the real problem, and to creatively apply technology by using creative principles such as The Law of Opposites and Problem Skipping and by learning to identify Hard Trends that will happen and their related opportunities.
- 11 Service Delivery** – A major component of the overall customer experience is the level of service delivery they receive. Future success and advantage will come from elevating your ability to not only fully interpret the subtle nuances in voice and facial expression, but also what the person is thinking and feeling but not saying. In addition, working with a customer over time creates a trusting relationship, and over time a good customer service representative develops an anticipatory sense of what a customer may want or need at a deep emotional level — often before the customer is aware of it.
- 12 Selling, Persuasion & Influence** – Selling, persuading and influencing represent one core competency because they are all focused on one thing: changing a behavior to create a desired result. We are all selling or persuading or influencing someone to do something multiple times a day, often without even knowing it. Future success and advantage will come from elevating your ability to sell, persuade and influence at ever higher levels. When combined with some of the other competencies in this article, humans can outperform machines every time.

After reading through the list, you may have thought to yourself: Some people are naturally better than others at some of these competencies; for example, some are naturally better at sales or naturally more creative. This is true of all 12 competencies. However, I have found that when people start getting better at one, they also get better at the others because they are all connected.

The only way humans can beat the exponential growth of advanced AI-enabled automation in the future and have meaningful, good-paying employment or self-employment is to become increasingly more valuable than machines. Time is growing short — now is the time to be an opportunity manager and start getting better at all of them. If you don't, you will soon be a crisis manager falling behind exponentially faster.

Unlock your Real Business Problem AND SOLVE IT

SOONER USING ANTICIPATORY LEADERSHIP

If you have read any of my past blogs, you know that in my Anticipatory Leader System, I teach a competency called the Skip It Principle. On the surface, something like problem skipping might seem like a hands-off approach to solving an issue that arises in your organization; however, it's actually tremendously hands-on, and involves creative critical thinking.

Most problems that surface in our daily business operation or in our industry as a whole are not the real problems we should focus on. Instead, they are mere derivatives of a bigger problem that is actually affecting our realities. Skipping the perceived problem, in many cases, reveals the aforementioned real problem, as these perceived problems cloud our vision and often seem insurmountable.

In turn, this shifts our operation into neutral, and in bigger organizations, pervades to be one of the most costly wastes of time we've come to know. So if you're new to problem skipping and you haven't checked out my Anticipatory Leader System just yet, I implore you to do so, but in the meantime, let's explore two diverse examples of where my Skip It Principle applies.

A Virtual Lesson in Small Engine Repair

The coronavirus pandemic of 2020 made a mess out of all industries in one way or another. Even well into the aftermath of this virus, many business professionals in all fields are still trying to piece together the remnants of what was and what will be.

Education was among one of the biggest industries impacted by safer-at-home orders and global lockdowns. Virtual education became something that was just expected out of K-12 teachers and college professors alike, and many teach in fields that are so removed from anything digital, they hadn't a clue how to translate it via Zoom.

Take, for example, a small engine repair course at a technical college. Not only is this course extremely hands-on with anything except a computer, many instructors who teach this are adjuncts: part-time college professors who also work fulltime. During traditional times, these types of instructors worked for the day, and then perhaps taught one night a week for a few hours, or twice a week for less time each meeting.

Enter the pandemic and a global lockdown. The colleges scrambled to make their curriculum remote to keep students and staff at home, and Zoom was their best option. Suddenly, the small engine repair adjunct professor needed to switch their entire class to a virtual setting, thanks to the pandemic. But is the real problem the coronavirus pandemic?

Making the Physical Digital

While the pandemic is an issue for everyone, in the case of this adjunct professor, it is not their real problem. Whether a pandemic or simply because the school wanted to go virtual for money savings or enrollment issues, the real problem here is a part-time instructor with a full-time job finding a way to do the impossible: teach something extremely physical via a digital medium.

If the adjunct professor were to sit and focus on the pandemic, they might still be sitting at home with no solution, completely at the mercy of when the pandemic will be completely gone and everything "back to normal" and in person. What the pandemic illustrated to many colleges is the Hard Trend future certainty that many individuals prefer and actually thrive in virtual education.

What that Hard Trend illustrates is a reality that no matter what, a shift to virtual was coming in some form. It likely already had prior to the pandemic, especially because colleges use platforms like Canvas to grade and communicate with students. The only difference here is the delivery becoming virtual, the real problem in this situation.

So how did the adjunct small engine repair professor solve this problem? They may have had to turn to one of their colleagues who has experience in video to help them pre-film lessons in their own garage, where their actual teaching hours are instead focused on answering questions. Perhaps the adjunct also uses resources at their school to better learn how to Zoom with students when the time comes to review hands-on something they're working on at home.

Anticipation Prevents Future Disruption

As mentioned in the example above, there was already a

shift to virtual in many areas of college education, namely how grading has been done and the fact that platforms like Canvas and Blackboard have facilitated bulk communication with students remotely. These even boasted features like Canvas Studio, where screen-recorded presentations were made easy to do long before the coronavirus pandemic.

This was an indisputable Hard Trend, and could also be predicted by way of my identification of the Three Digital Accelerators that drive digital disruptions — processing power/computing power, bandwidth and storage. As these digital attributes accelerate even faster, more physical industries will have digital characteristics designed to streamline tasks.

This in turn will create problems for business leaders and employees; however, using my Skip It Principle, those leaders and employees will better identify their real problem

and learn to be Anticipatory in finding solutions to future disruptions and the problems they bring.

Essentially, had the adjunct professor been Anticipatory about how virtual their teaching was becoming already prior to COVID-19, they may have started to integrate more virtual lessons in their course, familiarizing themselves with even the most digital aspects of teaching something physical, and seeing the coronavirus pandemic as a mere obstacle no different than any other change in their teaching process.

Don't let solvable problems cease your entire operation; learn to use the Skip It Principle today through my Anticipatory Leader System, and more importantly, discover how developing an Anticipatory mindset by way of identifying Hard Trends that will happen allows you to predict some of the biggest disruptions heading your way.



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▶ *“The Anticipatory Organization Learning System has allowed us to efficiently and cost-effectively train over 200 of our top leaders and as a result, we have significantly elevated our company’s strategic plans. We have also accelerated our investments in specific technologies and new products, which has given us a significant new competitive advantage.”*



-JIM MCINTYRE, PRESIDENT & CEO

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BEING ABLE TO PIVOT HELPED YOU TO SURVIVE WHAT WILL IT TAKE TO THRIVE?

In the United States, manufacturing is a huge sector. Its importance to our national and global economy is evident in how many white- and blue-collar jobs are integral in each process. From plastic injection molding to hydraulic valve assembly, manufacturing is likely found in nearly every industry.

With such an all-encompassing sector, it's no surprise that disruptions run rampant, though even during COVID-19, many manufacturing businesses were deemed essential, keeping their doors open and employees onsite. However, just as many sent their white-collar office workers home to shelter in place and do their job remotely.

This is something the manufacturing industry likely never considered prior to the boom of the internet and, now, the increase in connectivity with 5G. Yet what these companies must realize is, even now after COVID-19, digital disruption is going to get even more prevalent in manufacturing.

Agility Alone Is Antiquated

We're all aware that there are timeless leadership principles that have been true since the dawn of time and that will continue to be valid in tomorrow's business environment. Yet in today's world of technology-driven transformation, leaders must embrace a new leadership principle if they want their organization to be relevant today and in the future — a focus on anticipation over agility.

Even in the wake of COVID-19, manufacturing leaders have focused on agility — being able to adapt quickly after change has occurred from the outside in. Many of these types of changes are driven by technology, but during 2020, change has been physical and largely unpredictable. COVID-19 influenced many in the manufacturing industry as priorities shifted. Companies like Ford Motor Company shifted to building ventilators, and 3M adjusted to produce PPE.

And among these massive changes, many office employees worked from home until further notice. There were astounding, never-before-seen statistics showing evidence that working from home actually increased productivity, as many were able to eliminate distractions and likewise felt more at ease doing their work flexibly.

Though as we moved into the new normal, many manufacturing firms quickly shifted those remote workers back to in-person work, almost running from change with frightening fervor. An outsider can tell that this knee-jerk

reaction to thinking they can “end” the need for remote work is a direct reflection of a company's focus remaining on agility.

Learn to Anticipate Instead of Avoid

Manufacturing companies' race to bring their entire staff to in-person work seems as though they thought embracing a remote workforce was a temporary solution; a Band-Aid they had to rip off to get back to the status quo. If they resisted a simple, commonplace change like that, imagine how they will fight back against machine learning or augmented reality (A.R.), a way in which blue-collar workers could operate remotely.

COVID-19 and the global pandemic will end, but many of the transformations that occurred during this largely physical disruption will remain and are indisputably going to continue to evolve as digital disruptions in the industry. With the emergence of 5G connectivity, the low latency of such a digital connection will pave the way for integrating artificial intelligence (A.I.) and the aforementioned augmented reality (A.R.).

There are certain companies already embracing these technologies around the world, allowing for employees ordinarily put out of a job due to these advancements to work alongside them, onsite and remotely, and keep their jobs.

Many firms try their best to avoid digital disruption; however, that agility can only last so long. Leaders and organizations in the manufacturing industry have the chance to learn how to be Anticipatory immediately, paying attention to the Hard Trends that are shaping their industry both inside and out, and learning to leverage technological change before it disrupts them.

Be the Positive Disruptor

When you're Anticipatory, you're creating changes and driving disruption from the inside out rather than being disrupted from the outside in.

Disruption is the disruptive technology that changes our world and keeps many leaders up at night. But it is important to realize that disruptive technology is only disruptive if you didn't know about it ahead of time. When you're Anticipatory, as many manufacturing firms should transition to, you cannot only see and accurately anticipate those

disruptive technologies, but you can use them to be the positive disruptor, transforming the industry in productive ways.

Manufacturing firms implementing something like A.R. to allow an employee to operate remotely like never before may increase their morale and, in turn, streamline their job better than ever before. From there, your firm may be able to increase productivity while saving money on physical space.

As the industry evolves, perhaps you will only need one or two individuals onsite to ensure these machines run efficiently, while everyone else works remotely, translating into a smaller space to do more with.

How Do I Become More Anticipatory?

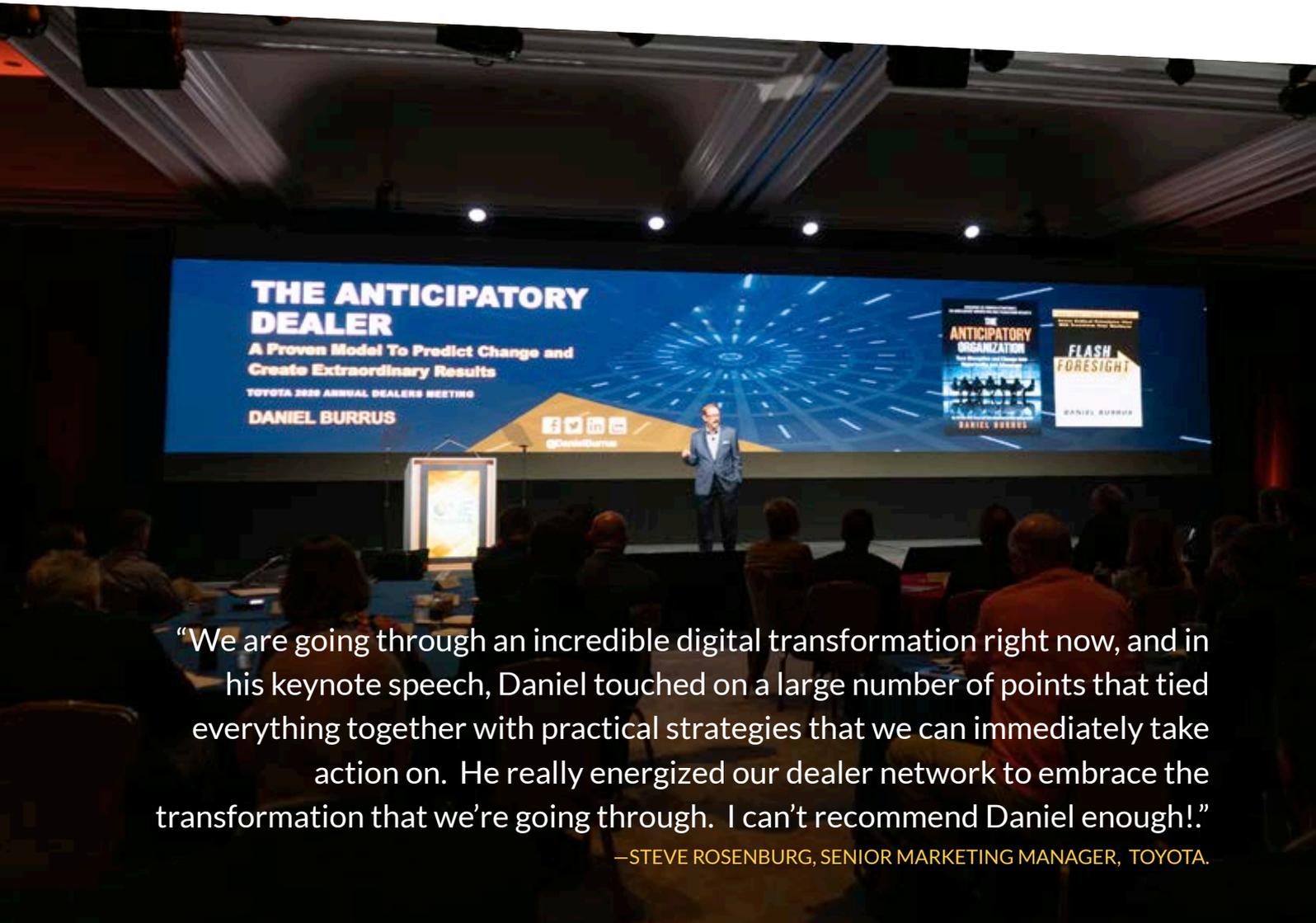
First, you have to make the future more visible by focusing on certainties. If you look closely, you'll see there are two types of change you routinely deal with: cyclical change that reoccurs time and again, and linear change that happens

once and transforms an industry permanently.

Next, identify the Hard Trends – the trends that will happen – and ask yourself, “What are the disruptions on the horizon?” How we do our supply chain, purchasing, logistics and many more functions in manufacturing is being transformed by technologies like the cloud and virtualization.

Finally, look outside your industry for the solutions you need. Manufacturing firms have a tendency of focusing solely on their isolated worlds. However, by being so immersed in your industry, you may be missing what's going on outside your industry. Look outside your industry and see where others have been innovating, what changes they've made, technologies they've developed or adapted, and then modify those to your situation.

There's no competitive advantage in being just like everyone else. That's why being Anticipatory is so important. What do you see that's about to happen, and how can you use anticipation to leverage disruption and change to your advantage?



“We are going through an incredible digital transformation right now, and in his keynote speech, Daniel touched on a large number of points that tied everything together with practical strategies that we can immediately take action on. He really energized our dealer network to embrace the transformation that we’re going through. I can’t recommend Daniel enough!”

—STEVE ROSENBERG, SENIOR MARKETING MANAGER, TOYOTA.

IF DISRUPTIONS FORCE CHANGE, IMAGINE THE POWER OF TRANSFORMATION

When it comes to the concept of digital transformation, we should really be focused on the term transformation. Your competitive advantage depends on how you define the terms change and transformation, as the vast majority of leaders believe they are transforming a process, a product, or a service when they are really just changing it.

Predominantly, this is because most don't know the difference between transformation and change. Let's dive into the differences between these two competencies.

Anticipation and Transformation Are Offensive Strategies

Change comes from the outside in, forcing us to react and respond with agility in a defensive manner, whereas transformation is an offensive and anticipatory competency quite different from change. Whether it's a personal transformation or business transformation, it always comes from the inside out, giving you far more control in actively shaping your future.

Being agile is important when dealing with rapid change; however, no matter how agile you are, reacting quickly does not work alone. We must become Anticipatory, using Hard Trends based on future facts to anticipate disruptions and problems before they disrupt so they can be pre-solved, allowing you to elevate relevancy, accelerate innovation and create sustainable growth.

Melting Ice Caps

Being a positive disruptor goes far beyond just transforming products and services; an Anticipatory mindset can help solve some of the world's biggest issues.

One of the principles in my Anticipatory Organization Model® is what I refer to as the Law of Opposites. Let's discover how it can be implemented to solve problems that seem overwhelming and often unsolvable, such as the

melting polar ice caps.

Over the past 40 years of flying over Greenland in my many travels, I've noticed over time that the once-white glacial snow now is mostly exposed rock. In 2017, I vacationed in Glacier National Park for the first time since 1977, and there was a dramatic decrease in the glaciers themselves.

How can the Law of Opposites help? Instead of looking at the big problem, looking in the opposite direction may help you find a way to take action. In this case, consider the color of the snow! As you get closer to the pole, northern latitude snow has a lot of black soot on it. Black absorbs heat, accelerating the melting of the top layer.

Then, instead of looking at the black soot on the snow, let's look in the opposite direction and discover where the soot came from. It is possible to use existing equipment to test the soot and determine its exact source, which is usually a coal-fired power plant that uses low-grade dirty coal and has few pollution controls.

It's possible to find ways to prevent this problem from getting worse by creating a global funding source to clean up the problem plant. Will this completely slow global warming? Not necessarily, but it is an example of how little actions can make big differences toward creating positive change.

Wildfires and Mudslides

Another one of the principles in my Anticipatory Organization Model® is what I refer to as the Skip It Principle. Skipping your biggest problems sounds too good to be true, but believe me when I say it is not!

One of the key elements of problem skipping is that whatever problem you're focused on is most likely not the real problem. There is another problem that is the real problem, and when you identify it correctly, it is solvable.

For example, we have a lot of wildfires in California. The bulk of individuals safely escape the fires themselves, but an actual growing problem connected to the wildfires occurs

Daniel
Burrus



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when heavy rains move in over these burned hills, causing mudslides to transpire, move fast, and cause massive damage and death.

Thinking as an Anticipatory entrepreneur aware of the connectivity of our smart phones, we could place some sonic acoustic sensors with Bluetooth capabilities around areas that have had fires, "listening" for a certain frequency of noise mudslides make. Then, the system automatically notifies all individuals in the area that massive quantities of soil are starting to move so they can evacuate.

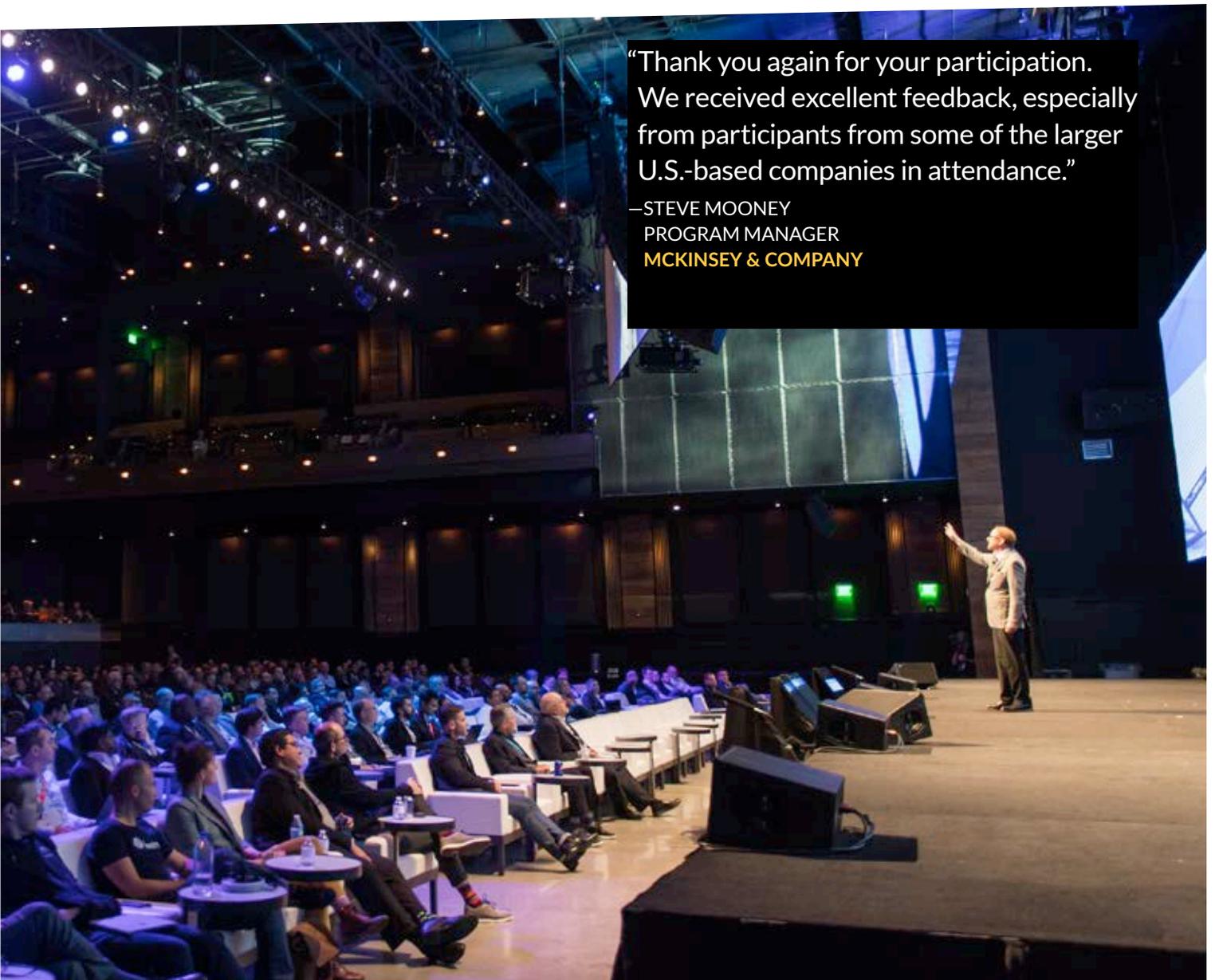
Aligning the Futureview at Your Organization

I dedicate myself every day toward getting as many people as possible on the planet to be Anticipatory and to start

embracing some of these principles to better the world we live in, using disruptive technological advancements to transform the world in a positive way.

The reason I have an Anticipatory Organization Learning System and a book called The Anticipatory Organization is that I don't want just one person being anticipatory; I want to empower everyone I can to turn disruption and change into opportunity and advantage, especially when it pertains to the welfare of society.

People should actually be both agile and anticipatory; we need both! If we don't transform our processes, products and services instead of merely changing them in solely an agile fashion, our problems will continue to mount.



“Thank you again for your participation. We received excellent feedback, especially from participants from some of the larger U.S.-based companies in attendance.”

—STEVE MOONEY
PROGRAM MANAGER
MCKINSEY & COMPANY

FROM TREND WATCHING TO IDEA WRANGLING

HOW TO TURN CYCLES INTO ACTION PLANS

It is evident that cycles are all around us. As a business leader, how do you turn cycles into your advantage, and better yet, what industries will benefit from cycles in the coming years?

Trends Are Cycles

Hard Trends and Soft Trends sound similar to the concept of cycles, don't they? That's because they are! If we begin with Hard Trends, a future certainty means we know it will happen. For example, we know the sun will rise tomorrow morning, we know spring follows a bitter cold winter, and we know a brisk fall follows a blisteringly hot summer.

On the other hand, Soft Trends are merely details that we can influence. The Hard Trend that the sun will rise tomorrow comes with the Soft Trend that we can choose to do something specific with the day that comes with said sunrise or choose where we travel to when that warm summer follows a mild spring.

Understanding how Hard Trends and Soft Trends can be leveraged in an anticipatory way is integral in leveraging cycles to our advantage, and this skill set is even more important now that we have begun a "new normal" in our current world.

Positive COVID-19 Cycles

Now that we have been through a global disruption like the coronavirus pandemic, many businesses and business leaders have been distracted. No business was more disrupted than in-person, brick-and-mortar businesses.

COVID-19 halted growth in a seemingly insurmountable way for many who rely on physical customers walking through their doors.

But the good news is that cycles exist, just as sure as Hard Trends and Soft Trends exist! During the days of the global lockdown, I reminded everyone that these times will end; we will exit the days of COVID-19 and mask wearing.

Having been kept from patronizing in-person businesses for the most part, customers are craving human interaction. As we bounce back, people are going to visit

their favorite restaurants, try new ones, be open to travel and want to stay in hotels again. Coupled with COVID-19 fatigue, does this mean people will throw their devices away and revert to the days prior to digital technology?

Absolutely not! Disruptions are going to increase, so as a brick-and-mortar business leader, you must be anticipatory in how you will stay ahead of the curve.

The Both/And World

We live in what I call a Both/And world, where the Internet of Things (IoT) and connectivity have allowed us to have both in-person and digital aspects to just about every industry, whether it's a vehicle that has autonomous features and can be driven by a person or a company that has machines performing repetitive tasks while its human workforce works with said machines.

As an increase in patronizing in-person businesses becomes more popular than ever before, there will be just as much a need for you as an owner to find ways to implement digital technology in your customer experience.

For example, people have gotten used to the convenience of working out at home and not having to drive to a gym. If you are an owner, this poses a problem: How do you get those customers back? How about having your own Uber, for which gym goers can add a flat fee into their memberships to use an app that calls them a ride to the gym or perhaps a free feature on said app that facilitates a carpool option. That way, you ease them back into leaving the house to come to your facility.

We are in an era of rapid change, so it is important to pay attention to cycles, or Hard Trends and Soft Trends, and foster your own anticipatory mindset about how to transition back to normalcy as a brick-and-mortar business owner. It is a definite Hard Trend that individuals will return to brick-and-mortar businesses they were restricted from during the pandemic like never before; however, the convenience of digital technology is not far off their minds, so find a way to live in a Both/And world, and bounce back better than before!



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FUTUREVIEW®

A STRATEGY THAT OUTSMARTS COMPLACENCY

It is clear that in business, many leaders and entrepreneurs alike chase and strive for stability. Whether it be in your bottom line or a product your organization is working to perfect, the concept of stability brings the comfort and illusion that you've finally "made it." You and your organization have achieved success, and now it's time to kick your feet up and savor the sweet satisfaction of a job well done.

However, the reality is that this mindset is more detrimental than anyone realizes. First and foremost, the concept of stability is often confused very easily with the dangers of complacency. If I were to ask a business reveling in stability if they think they are actually being complacent, many would disagree.

However, the world we find ourselves in today is dominated by exponential, digital transformation of all sorts. Therefore, actively seeking a plateau to progress where you can rest on your laurels and coast is tremendously detrimental and will ultimately set you far behind the competition.

After all, you can only coast uphill so far before gravity takes over, right?

Dangerous Comfort in Complacency

Aside from its likeness to the concept of stability, complacency is dangerous because it is so appealing and comforting. When you are climbing a hill on your bicycle, the thought of finishing at the top and then coasting downhill thereafter is naturally attractive because you are exhausted and need a break.

That state of mind occurs in business as well, materializing when you have experienced a long history of success and are in the wake of positive news, such as goals reached, benchmarks achieved and other means of measuring success that may have given you a bit of burnout. But much like the bicyclist example, you know there's going to be another hill!

Rest, if you must, but do not stagnate. That next hill is metaphoric to disruptions in the status quo of your business. Celebrating success is fantastic, but knowing and respecting the reality that the other hill is on the horizon is your way of implementing my Hard Trend Methodology, where you identify future certainties that will happen and pre-solve problems associated with them in an anticipatory way.

The Competition Pulls Ahead

Assuming you can just coast the rest of your career or

through the existence of your organization sounds preposterous, doesn't it? That's because it is; you know you can't do that, because as you take your precious time in the pits of a race, patting yourself on the back for leading so far, you're giving your competitors the opportunity to pass you.

What you and your organization have accomplished so far may have allowed you to leap far ahead of others in the products and services you offer, but change is the only constant, and we are always moving forward into the future. Viewing your organization as a living entity with no "end point" helps restructure your mindset to one of anticipation, whereas celebrating a win as being good enough places you in a finite mindset while both your customers and the competition continue on the journey.

Celebrating the small wins is certainly vital for morale, but do not view your career or your organization's legacy as an "end product" but rather a dynamic, living entity.

The Ripple of an Aligned Futureview

So how do you work to counter the dangers of complacency as a business leader? As I just mentioned, we are always moving forward in time, spending the rest of our lives in the future. Therefore, by returning your attention to tomorrow, you shift your mindset to one of anticipation.

Consider this: An agile and reactionary mindset is one implemented when responding to something unexpected. Imagine waking up every day, genuinely shocked that tomorrow came. That is strange to even write! We are certain that tomorrow will arrive, as are both your customers and competitors. Now imagine reacting to that concept every single morning in a panic because you were sure yesterday was the last day of existence. That should sound exhausting and unrealistic, because it is.

This is why implementing my Anticipatory Organization Model makes the most sense; there is a future after today that is ripe with opportunity. Because of this, a key concept of my Anticipatory Organization Model is a principle I refer to as Futureview®. In essence, this is how you and your organization see the future. Is it a positive one ripe with opportunities or a future merely characterized by disruption and frustrating missteps you must react to? Is it one that's likely to occur or one that is teetering on extinction?

More importantly, does your organization have an aligned Futureview? A positive Futureview can be very pervasive. If

an organization's leaders have a positive Futureview, that naturally spreads to others around them, opening their eyes to the bright future and prompting them to want to come along for the ride. They're more excited and, as a result, less complacent in their mindsets and behaviors.

Your positive Futureview impacts clients and customers with whom you work outside of your organization as well. Their view of doing business with you now and in the future is positive, and all of this positivity spurs innovations at all levels.

Incentivize Having a Positive Futureview

In my travels, too often I see companies and organizations rewarding legacy behavior and mindsets, cementing themselves in the past. This type of disconnect from the exponentially disruptive world around them can lead to complacency within its staff and a disjointed Futureview.

For example, you may wish to encourage employees to implement my Hard Trend Methodology, prompting them to actively watch for predictable problems and solve them

before they arise. Is there an interactive way to incentivize them, where there is a reward for those who not only identify a future problem but create a solution to it as well? By offering attractive rewards and benefits for efforts that combat complacency — in this case, pre-solving predictable problems — you're naturally boosting your company's ability to resist complacency. Invest in the people within your organization and help them grow with you in the future — they'll want to keep themselves and your organization moving forward.

Complacency is a very real danger for businesses in all industries. Developing and fostering an Anticipatory mindset helps not only align your organization's Futureview but educates your organization in understanding that business and life are ever-evolving entities, impossible to solely react to. The future is filled with boundless opportunity and the ability to pre-solve problems before they become problems, so be sure to shift your mindset to an anticipatory one to leverage that opportunity like never before.

"The Anticipatory Leader Membership helped me become a better leader, and a trusted advisor for my family, friends, clients, and partners helping transform their mindset from reactive to anticipatory."

-Andrew J. Peden, CEO



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HOW ARTIFICIAL INTELLIGENCE CAN CREATE

REAL VALUE FOR YOUR BUSINESS

Whether we ask Amazon's Alexa to play our favorite song or shout "Hey, Google" before asking the device a question to help our child with their homework, artificial intelligence (A.I.) has been in the spotlight more frequently in the past few years in consumer applications.

Because of the versatility of A.I. applications and how quickly they are becoming applicable in everyday life without us even realizing it, the business disruption that comes with them is speeding up as well. Organizations that implement my Anticipatory Organization Model will have tremendous advantage in leveraging the power of A.I. and, in turn, will stay ahead of the curve.

A Truly Disruptive Hard Trend

While many of us are familiar with A.I. thanks to those aforementioned consumer-oriented devices such as Alexa and Google Home, the fast-developing potential of A.I. is becoming evident, especially after the disruptive year of 2020 and the coronavirus pandemic.

Another component of my Anticipatory Organization Model is the role of the Three Digital Accelerators, specifically, the exponential growth of computing power, bandwidth and digital storage. These accelerators I identified as early as the 1980s are what drive digital disruption, and A.I. is heavily reliant on those three, allowing it to take off in disruptive ways never thought possible. This disruption can, in many ways, make or break an organization and its processes.

Given those digital accelerators, many different kinds of products and services, especially A.I.-related, haven't merely changed their markets or industries, they've thoroughly disrupted them and completely shattered the status quo.

Let's have a look at a couple of different disruptive A.I. advancements that were accelerated by the pandemic, understand a bit about how they work, and think exponentially about how A.I. can be applied to your organization.

Robotaxis

Rideshare programs like Uber and Lyft saw a massive drop in their customer base thanks to the pandemic, and for many start-ups working exclusively with A.I. in the automotive industry, this pandemic obstacle became the occurrence they needed to take the leap in transforming public transportation.

Robotaxis are just as they sound, self-driving taxis fully powered by A.I. The functionality behind A.I. in the automotive industry is largely similar to a bat's sonar ability. The built-in features use a type of sonar to detect danger and obstacles, diverting the

vehicle from potential collision.

More Efficient Operation

Manufacturing companies are not usually the first to implement A.I. and machine learning (M.L.); however, with the acceleration of those Hard Trends thanks to COVID-19, just as many are starting to see tremendous ways in which they can streamline processes and even go remote with others.

COVID-19 disrupted the status quo of many manufacturers in several industries in that not only did human contact have to be limited in a world dominated by physical workers, but logistics changed drastically as well. But as we bounce back, and as A.I. makes its appearance in the logistic world as commonly as robotaxis and public transportation, A.I. applications make business processes in the manufacturing world far more streamlined.

Human beings cannot work around the clock, but machines can when necessary! Combining A.I. and M.L. with what is being referred to as the Industrial Internet of Things (IIoT), not only can manufacturing happen around the clock with less human interaction, but those individuals who do work during traditional hours can potentially operate remotely as white-collar workers had to during the pandemic and global lockdown.

Capitalize on Soft Skills

While my Anticipatory Organization Model helps businesses leverage accelerated digital disruption to their advantage, the collateral damage many employees worry about, especially as it relates to A.I. and M.L., is their employability in the industry. What happens if and when humans aren't needed for tasks that were vital to their job description?

Well, that is where my Anticipatory Leader System for the individual comes into play! Recently, I've used it to discuss the importance of understanding your soft skills, or the art side of science. When a computer can program, what will the software engineer do? When a machine can assemble an automobile faster than human beings on the assembly line, where do workers fit in?

There will always be a place for humans in a digital world; as A.I. and machines learn how to do the math, science and laborious tasks of past careers, humans will fill the sentient, creative side of those tasks. A robotaxi can drive people where they need to go, but perhaps the once-driver of a taxi cab is now communicating with the person via remote telecommunication, keeping them company during transit or even aiding in a change in plans that an A.I.-enabled vehicle cannot.

How we as organizations or individual employees stay ahead of disruption, especially ones accelerated by the pandemic, is to pre-solve problems before they disrupt with anticipation.

BUSINESSES OFTEN FEAR DISRUPTION

WHILE OVERLOOKING IT AS A VIABLE STRATEGY

In a classroom at every Ivy League business school, there is a professor stressing to their Business 101 students that a business is “never too big to fail.”

This has been the go-to generalization tagged to some of the most astoundingly catastrophic company failures of all time, including but not limited to Kmart, Blockbuster, Circuit City and more. But what did these failures actually entail?

While several may assume it was some lethal combination of poor management and greed, most do not realize that more often than not, it is a direct result of a company failing to disrupt themselves! At some point, a system was in place that generated the majority of the company’s income, and from that moment forward, business leaders tied their success to that system and the present, completely disregarding the future with an agile mindset.

But the reality is the future is what matters the most, as it’s what we all live in! The present only lasts for a moment, and you spend each moment putting out more and more fires as the world moves forward. That, coupled with being focused on the need to exceed your quarterly numbers, distracts those business leaders from instead implementing an Anticipatory mindset that could position them to be the disruptor and not the disrupted.

What Could Put You Under?

A common mistake companies like Barnes & Noble or Blockbuster made were that they focused on the present far more than the future. With an Anticipatory mindset, you train your team to always be looking toward the future to see disruptions long before they occur by scanning both inside your industry and far outside it as well.

A good way to better understand how to identify these disruptions is by thinking critically about this question: What could put us out of business? No answer is too outlandish; leave no stone unturned and try to consider everything. For example, think about the taxicab industry and rideshare programs like Uber or Lyft. As the digital app boom began, do you think they asked themselves the question, “What happens if an app comes out that allows patrons to use their own personal cars as taxicabs, putting us drastically behind the curve?” Of course not! That’s why Uber and Lyft have become a dominating force.

In this example, an entrepreneur looked at the Hard Trend of convenience brought about by smartphone apps and simply solved a problem using that disruptive technology, but in doing so they disrupted others who believed they were “too big to fail.” By looking ahead and identifying a disruptive Hard Trend, you now have a powerful choice: become the disruptor or let yourself be disrupted.

Lethal Legacy Systems

Another major reason large companies crumble has to do with protecting and defending the status quo that has worked in getting them far ahead of the competition in previous years. The status quo is what I refer to as legacy systems or legacy technology.

A legacy system is an outdated mindset or internal process that has been far outpaced by a newer, more efficient process. Legacy technology is outdated software that performs an internal or external task for a business that they cling to out of familiarity. The reason both of these can be detrimental is that change is the only constant in our world, and eventually those systems and technologies will actually cause damage to the organization.

Disruption Doesn’t Discriminate

This is your call to action; don’t assume that your business is immune to disruptions of any kind. Look at your business: Are you looking outside of it as well to check your blind spots? What fundamental assumptions about the “way things will always be” do you operate on? What are you doing to become your own disruptor, so you aren’t left in the dust?

With digital disruptions constantly on an exponential trajectory upward and only increasing as our connectivity improves, looking to the future and uncovering exactly how someone could use these disruptions to their advantage unlocks a way for you to do it before they do!

Likewise, clinging to legacy technology or legacy systems while trying desperately to protect and defend the status quo will only lead to a downturn or complete demise of your business, so it is imperative that you make a shift to an Anticipatory mindset.

RISKS CAN – AND SHOULD – BE CALCULATED

HERE'S THE FORMULA

Learning to become Anticipatory versus being agile and reactionary will prove to be far more effective in helping you think exponentially, skip your biggest problems with ease, and ultimately envision and bring to life amazing new ideas with the confidence that certainty provides.

Evolve with Anticipation

At first glance, it's understandable to assume that every entrepreneur is anticipatory. Since they often "take the leap and build the plan on the way down," most assume they must possess a degree of anticipatory thinking.

That is true; however, it certainly isn't magic. In many instances, some very successful anticipatory entrepreneurs' innovations were logical improvements upon existing products or services.

Elon Musk certainly saw that opportunity while others were focusing on maintaining the status quo. As most motor vehicle companies have long moved to protect and defend the status quo of gas-powered vehicles, Musk focused on the evolution of transportation and environmental sustainability, creating a fully electric vehicle that eliminates the need for both gas and motor oil, as an electric vehicle does not have moving engine parts requiring lubrication.

An Anticipatory Entrepreneur goes beyond simply improving upon something that already exists. They envision something utterly different – something that has the power to disrupt an entire landscape and open people's eyes to something completely new. They aim to give people the ability to do what they currently can't do but would want to do if they only knew they could, such as charging their car at home rather than filling it at a gas station.

My Hard Trend Methodology and Certainties

Two cornerstones of my Anticipatory Organization Model are what I refer to as Hard Trends and Soft Trends. Hard Trends are based on future facts that represent future certainties – things that are inevitably going to happen, such as cybercrime evolving as digital applications evolve. Hard Trends are coming no matter what, but you can see them coming and use that knowledge to innovate and create positive disruptions, like improving cybersecurity by implementing blockchain technology that makes hacking

data a virtually impossible task.

The use of Hard Trends boils down to an enormously important advantage for entrepreneurs: certainty. Strategy based on certainty has low risk compared to strategy based on uncertainty. Additionally, pinpointing Soft Trends that others might mistake for future facts is another way to identify new opportunities and drive innovation.

Soft Trends are based on assumptions about the future and represent future possibilities. They may or may not occur, which takes in a broad array of possibilities. Unlike Hard Trends, Soft Trends are not only future maybes, but they're open to influence, allowing you to impact their outcome.

Think Exponentially

Anticipatory entrepreneurs think exponentially about everything, let alone technology and digital disruption. Thinking exponentially about anything opens both doors and windows leading to opportunity, rather than just unlocking the front door and having to walk in and out of that same opening.

Consider a career in graphic design. Most may pinpoint digital artists as logo designers; however, as an anticipatory entrepreneur with a background in graphic design, what else can you do? How about vehicle graphics? Maybe you start offering a service where you design art for someone's whole house for them to download and print?

As an anticipatory entrepreneur, view your career exponentially. Do not limit yourself to one specialty, especially when the goal in business is to grow. Growth stems from exponential thinking!

It Is Time to Embrace Change

Change is the only constant, which is unnerving for some but exciting for entrepreneurs. By looking to create something new, they're naturally at the heart of change. Yet even if you aren't an entrepreneur, the rate of digital exponential growth is increasing every day and affects everyone whether they realize it or not.

So in order to stay ahead of the curve, you must implement my Anticipatory mindset to move beyond agility and reactionary behavior. An Anticipatory mindset for both entrepreneurs and the general public allows them to use exponential change and Hard Trends to see future opportunities long before the competition, turning disruption and change into opportunity and advantage.

AGILITY IS A SHORT-TERM STRATEGY

ANTICIPATION BRINGS EXPONENTIAL CHANGE

The coronavirus pandemic of 2020 affected how both individuals and organizations had to operate professionally like never before. Many workers went remote, while others were unfortunately laid off for the time being. Brick-and-mortar organizations had to close their doors with no real certainty as to when “business as usual” would return.

The reality is that nobody accurately predicted the novel coronavirus would disrupt us as it did, shutting down the global economy and leaving a sea of uncertainty in its wake. All were left with no other option than agility, whether we realized it or not.

In my Anticipatory Leader System, I teach the importance of having an Anticipatory mindset, where we use the future certainties of Hard Trends to our advantage as a way to see disruption coming before it disrupts. This allows us to become positive disruptors and stay ahead of the curve.

Agility Was Everything to Start

But when COVID-19 swept the world, many turned to agility. In hindsight, I'll bet many wish they could've anticipated the devastating effects a pandemic would have on the world in an effort to prevent widespread disruption.

Hindsight is 20/20, making that hope merely a pipe dream. While anticipation is a vital competency for the success of any business in any industry during pre-pandemic days, the reality we faced and lesson we learned from a global pandemic is that agility is a supplementary competency needed as well.

Mere days into the pandemic and global lockdown, organizations of all different industries had undoubtedly already begun their implementation of an organization-wide agile mindset. This was a necessity, but soon after, a shift to anticipation was equally as imperative.

Where was the world outside of their industry heading, and in what ways could the Hard Trends of these transformative times be beneficial to our ability to grow as a leader within and outside of said industry?

The Perfect Combination

It is not evident at this moment, but in the near future, we will see which businesses decided to use both agility and anticipation during the thick of the coronavirus pandemic, and which merely used agility as a way to pivot until the world went “back to normal.”

I'm not only referring to the basic disruption of closed doors and excessive video meetings with employees and business leaders. I'm talking about the exponential technological change COVID-19 accelerated in only a few short months.

Everything from video conferencing to artificial intelligence (AI) applications became as essential for a multitude of organizations as a grocery store was to a family of four. These trends will only continue to increase in value as we navigate our way further into the post-pandemic world.

Let's take video conferencing via Zoom, for example. This software existed prior to the pandemic and was gaining popularity in the remote workforce. When nearly every industry had to go remote, especially K-12 education, Zoom's value went through the roof, helping every classroom and every student stay connected and continue to be in school virtually.

That was agility at play, and it worked, but now going forward we must implement anticipation in determining how this technology will shape the future of our industries.

Think Exponentially

Another competency I teach in my Anticipatory Leader System is exponential thinking about these exponential technological advancements. Zoom being a medium on which an organization can continue to have meetings is great, but there are a multitude of features and out-of-the-box applications the software can help with as well.

The presenter has the ability to film the class or meeting for reference later is an exponential use of the software, with nothing becoming permanently missed, and perhaps the old way of note-taking that might not work for everyone is now replaced by audio and video recordings and screen captures of literal examples from a class or meeting.

This simple capability doesn't stop there. More exponential usage of the functionality of Zoom could be beneficial in the freelance economy. Several individuals will respond to the economic uncertainty following COVID-19 with a side skill, such as graphic design.

Instead of logging hours with clients with meager descriptions about the project, what if you used Zoom to film your screen while you design their marketing materials, so they have a log of the hours worked and you provide them with a detailed visual of what you created for them?



See The Future Before It Happens

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Daniel Burrus shares the most influential technology trends shaping 2022.

Agility and Anticipation Is for Everyone

One thing is for sure: Whether you are a business leader, an entrepreneur or a working professional, having an Anticipatory mindset coupled with agility is necessary in all of our lives.

Both digital and physical disruptions do not stop at the organization level; as individuals, our personal lives can be disrupted as well, as was most evident during the

COVID-19 pandemic. How we operated as individuals in public was completely uprooted, sending many into a tailspin of uncertainty.

Enrolling in my Anticipatory Leader System can greatly benefit you both professionally and personally, bringing real-world examples of how you can turn disruption and change into opportunity and advantage in all aspects of your life while discovering how anticipation and agility creates a well-rounded plan.

“We really enjoyed your virtual presentation today! You are a world class speaker, and we thoroughly enjoyed the message.”

-DAN WILLOWS
HARBOR FOODS GROUP



BITCOIN IS JUST THE BEGINNING

THE VALUABLE POTENTIAL OF BLOCKCHAIN TECHNOLOGY

While many have solely thought of Bitcoin when the term “cryptocurrency” is referenced, today it is the system they are built on that is disrupting many entities in the financial industry and beyond.

Bitcoin and other cryptocurrency are programmed on a system called blockchain. This system facilitates a peer-to-peer transaction network that operates directly between users without an intermediary. And even though Bitcoin and other types of cryptocurrency are a Soft Trend — one whose future is open to influence — the existence of the blockchain and the concept of cryptocurrency is definitely a Hard Trend. It is here to stay with abundant applications.

The rapidly evolving technology of blockchain holds enormous promise for game-changing disruption across any number of industries and fields; it just takes some understanding to figure out how you and your organization can use my Anticipatory Organization Model to leverage this disruptive Hard Trend to your advantage.

Blockchain Broken Down

For those who may be unfamiliar with the term, the blockchain is made up of a system of decentralized transaction records called blocks used to create a transaction without any input from any sort of controlling entity.

Banks and financial institutions are the most known examples of said controlling entities, especially given the common application of blockchain in the financial world. Currently, most people store their savings in a bank account at a bank, and said bank makes money by charging overdraft fees if need be and interest on loans.

The blockchain effectively eliminates the need for the bank in this example by using peer-to-peer connectivity for a secure, direct connection between all involved parties.

Many wonder just how secure peer-to-peer transactions could be, as I'm sure many are remembering the peer-to-peer networks of music sharing in the very early 2000s and the warnings of how it could make your computer susceptible to hacking. However, the blockchain is far more secure in that it utilizes cryptography to keep exchanges secure and a decentralized database of transactions, known as a “digital ledger,” that everyone on the network can see.

Essentially, if someone tries to tamper with a ledger entry, the rest of the network will disagree on the integrity of that particular transaction and will not incorporate it into the larger blockchain. In and of itself, that's a genuinely revolutionary form of security.

Multiple Uses of Blockchain

I have spoken at length about blockchain technology and how disruptive it can be in the financial industry; however, other applications of blockchain technology are ready and waiting to be leveraged by the right Anticipatory Organization or entrepreneur.

Most are stuck in the current paradigm of cryptocurrency and even the future potential of digital currency implemented by the Federal Reserve. This is likely because, in their minds, a physical, tangible thing that blockchain facilitates is currency exchange, which they are already used to in some capacity with their banking apps or even Venmo.

However, here are some new applications of blockchain technology that can and will significantly disrupt the associated industries:

- 1 Communication** – In early 2020, the world's first blockchain-powered smartphone was debuted by a company called Pundi X. The beauty of this device is that all of the apps and services involved are decentralized on the blockchain, allowing users to switch to “blockchain mode” to control their own data usage.
- 2 Food** – During CES 2020, the IBM Food Trust was introduced by IBM to the food industry. This system was built to facilitate authentic records in the food supply chain, allowing companies to accurately trace the specific origin of ingredients. Imagine how this can scale to help those with very specific dietary needs and maybe even help identify areas where cross-contamination of allergens potentially occur.
- 3 Healthcare** – Whether it has to do with processing insurance or admitting patients to a hospital, blockchain technology can greatly improve antiquated processes in the healthcare industry. HIPAA laws are strict, so decentralizing data that only the patient and doctor can access is tremendously secure.
- 4 Personal Identification** – This goes hand in hand with voting and even paying taxes. If we have our height,

weight, Social Security number, voter ID, or any other information on a decentralized network, imagine how easily we can authenticate who an individual is in any case and, likewise, prevent identity theft more quickly. This may even expedite the long process of legal immigration.

Our Digital Footprint

Given the fact that up until this point, the most notable use of blockchain technology has been in the financial industry with cryptocurrency and now digital currency specific to a country, one must use an Anticipatory mindset when considering other valuable applications of the software.

Essentially, blockchain technology creates a virtually unhackable ledger of transactions; an undisturbed digital footprint in place for accountability. The debut of the internet was similar to the Wild West; right away, parents and educators pleaded with children and young adults to

“not believe everything they read on the internet,” as it could so easily be altered and fabricated. The blockchain is what the internet should be, and applied to the antiquated and dangerously unreliable systems of yesterday corrects much of society for the better.

Understanding this simple concept, we can keep our disruptive opportunity antennas up while we look into how blockchain can positively disrupt a multitude of industries beyond the four previously mentioned.

The blockchain is a definite Hard Trend; it is here to stay and will continue to disrupt. The question is, how will you or your organization leverage this profound Hard Trend while it is still in its infancy stage and either pre-solve any problems it will cause your industry or determine how it can fix problems your industry faces.

Undoubtedly, the phrase “check it on the blockchain” will eventually be as commonplace as “let me Google that.”



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Daniel Burrus

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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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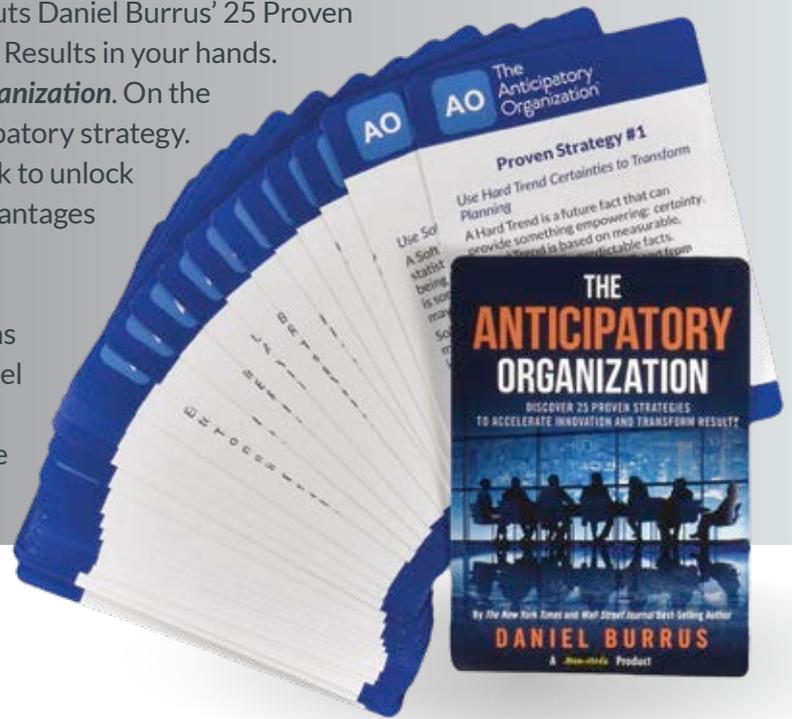
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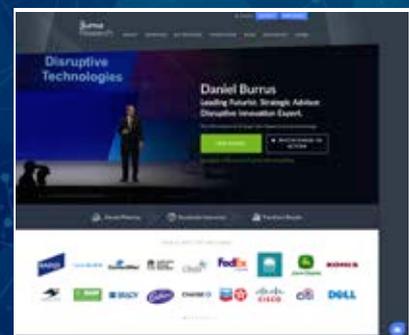
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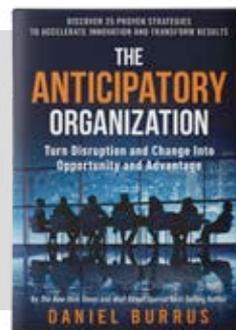
DANIEL BURRUS

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, when 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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