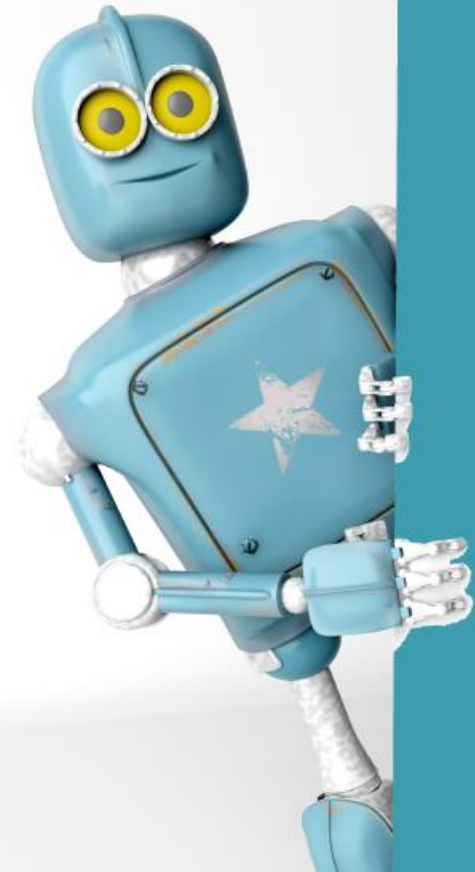


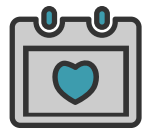
# LEAD *from the* FUTURE *-back*

with **Peter Mulford**, Chief Innovation Officer at BTS

Brought to you by **Advantage Performance Group**  
Part of a new series to inspire, inform, and unleash  
your creative genius: ***Together, We Create!***



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03.25.21

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# Peter Mulford

An executive vice president at **BTS**, Peter leads the firm's Innovation & Digital Transformation practice. His work redefines not just how to do innovation, but how to create and lead a culture in which innovation and divergent thinking can flourish.

His writing and research has been featured in CLO and Training magazines. He is frequent guest lecturer on Innovation. A sought-after keynote speaker, Peter regularly delivers keynote addresses at events around the world each year. He holds an MBA in Finance from Columbia Business School, and he speaks Japanese.

Smart people often *miss* the future because of practical, present-day biases. A process called future-back thinking can help you *break free* and clearly see the opportunities and threats ahead.





*"In dealing with the future, it is far more important to be imaginative than to be right."*

-Alvin Toffler-



Watch the replay:





# Lead from the future

with Peter Mulford, Chief Innovation Officer at BTS  
March 25, 2021



Jonathan Hodge



We help organizations develop great people. *Advantage*

**Welcome!**  
We're glad you're here! We hope you will participate in today's session as much as possible! We'll be using the ANNOTATE feature today on your Zoom toolbar. In CHAT, please send to EVERYONE.



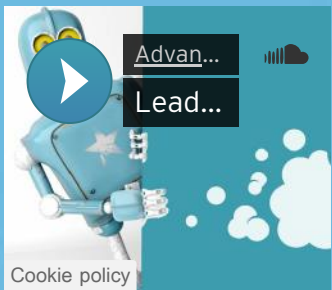
## Welcome & introduction

Jonathan Hodge, President and CEO, Advantage Performance Group

First in our 2021 webinar series: **Together, We Create!** – more coming soon!

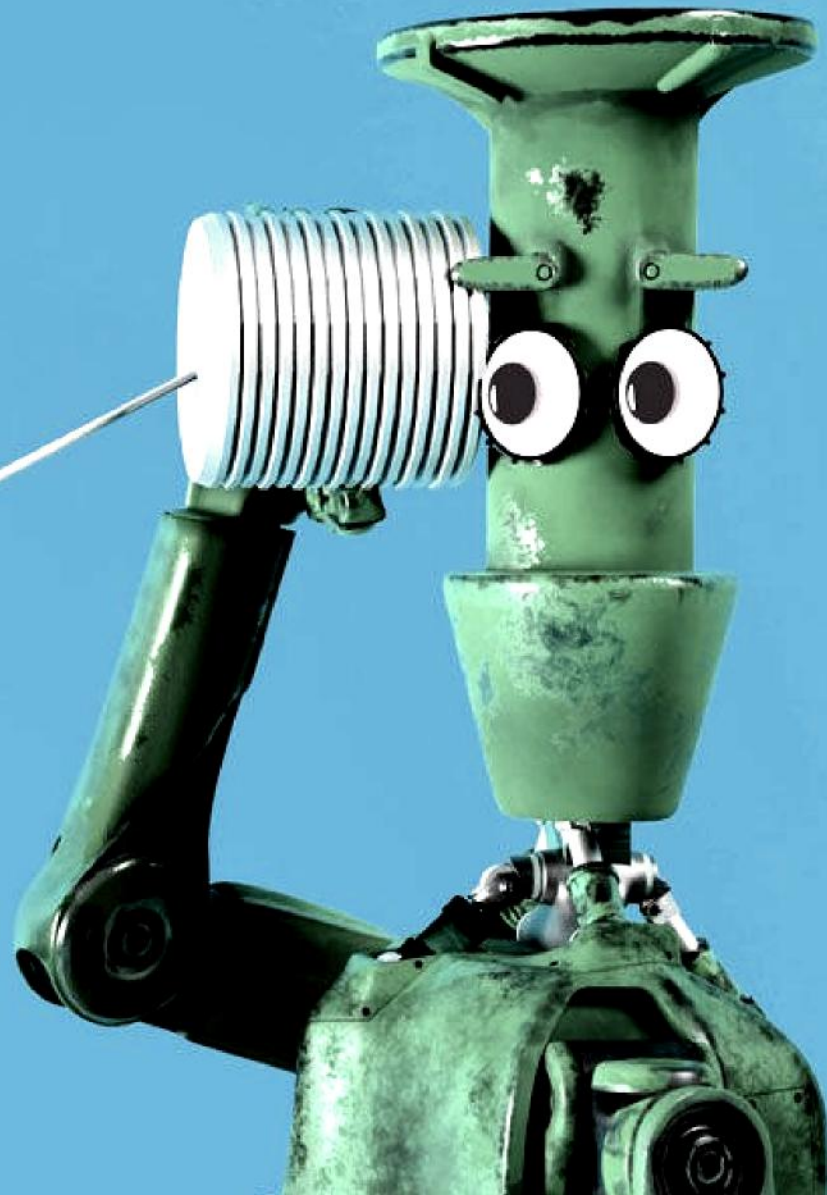
44:04





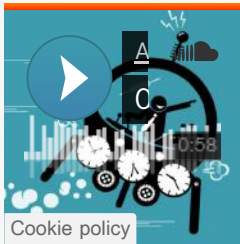
*Full session*

Or, just listen ...



“

It was the best of times,  
it was the worst of times...”



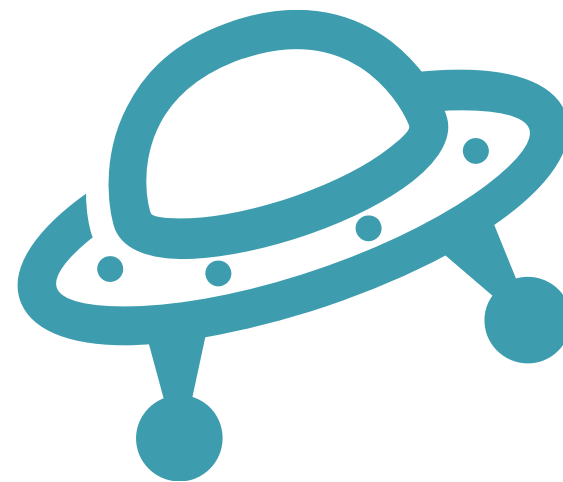
1-minute audio clip



# Tomorrow will be *nothing* like today.

It may *look* and *feel* a lot like today – you'll get up, have breakfast, check email, exercise, go to work, etc. But tomorrow will be different.

We're *not* just talking about the impacts of the pandemic.





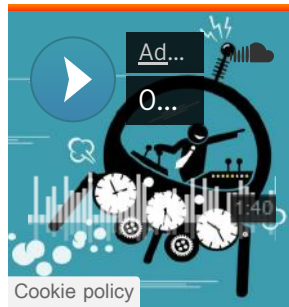
Billions of people will be connected by mobile devices with *unprecedented* processing power, storage capacity, and access to knowledge.

Business will be *enhanced* or *extinguished* by leaps in artificial intelligence, robotics, the Internet of Things, autonomous vehicles, 3-D printing, nanotechnology, biotechnology, materials science, energy storage, quantum computing, and *more*.

THE **SMACIT** EFFECT\*

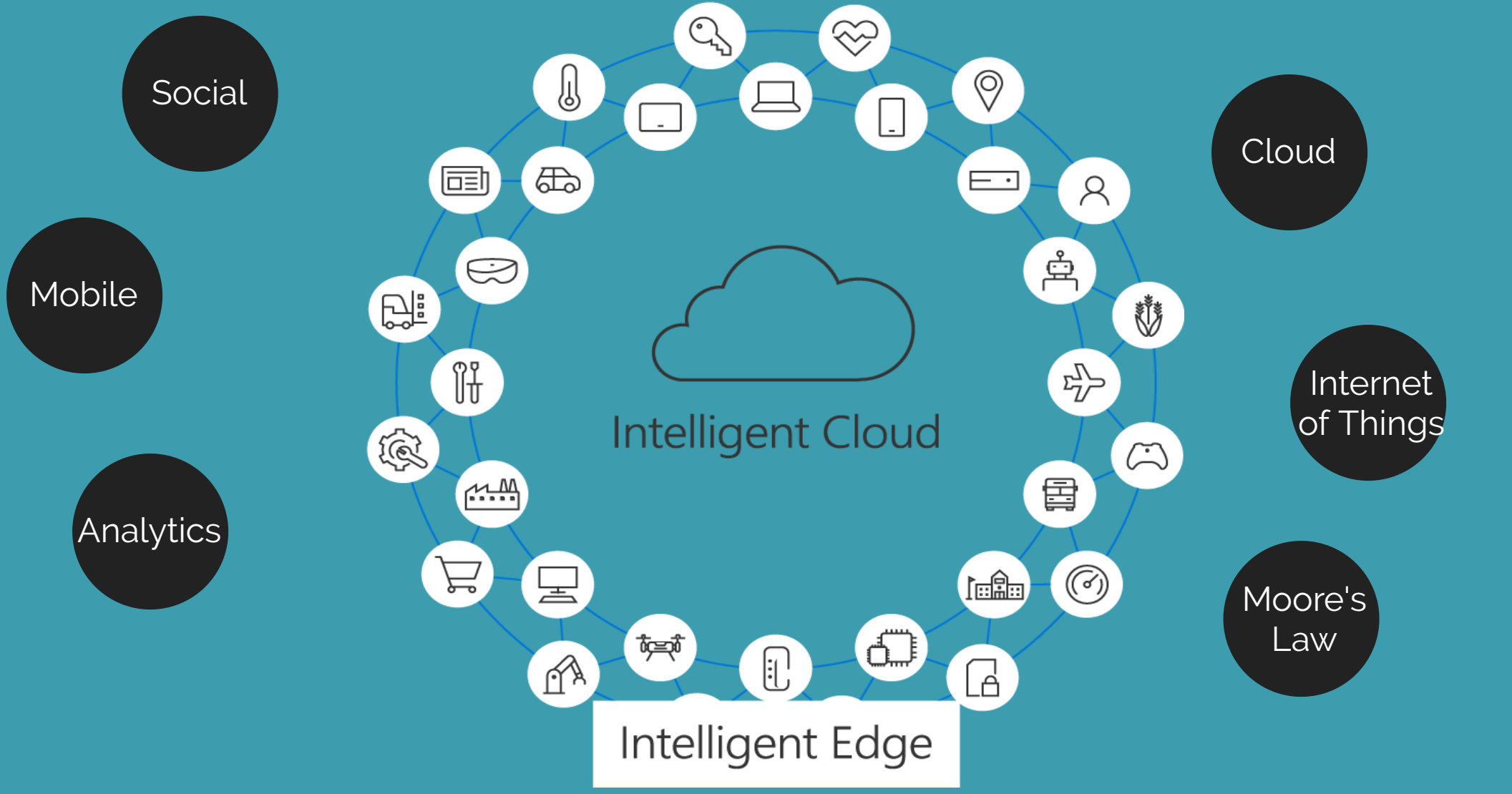
*"smack it"*

*Social, Mobile, Analytics, Cloud, and the Internet of Things*



1:40 audio

"Term coined by Dr. Jeanne Ross, MIT Systems Information Research  
Related: [Jeanne Ross on Digital Transformation](#) | Graphic source: MSFT.com



Social

Cloud

Mobile

Internet of Things

Analytics

Intelligent Edge

Moore's Law

# FAST TIMES

“An underlying theme in my conversations with senior business executives is that the **acceleration of innovation** is hard to comprehend and is **a source of constant surprise**, even for the best connected and most well informed.”

*Why this is hard*



1:24 audio

**-Klaus Schwabe**  
Founder and Executive Chairman  
World Economic Forum



*Disclaimer: Please do NOT try this at home!*



# 1. YOU'VE GOT ROT

"RIVERS OF THINKING" are deeply engrained in our brains, making it difficult to see beyond our current frame of reference. ROTs are optimized for survival fitness. Smart people, especially, often miss the future because their ROTs are firmly planted.

*The next image is an example of 4 well-known victims of ROT.*

**What did they all have in common?**





*Spoiler: The answer is below! How long did it take you?*



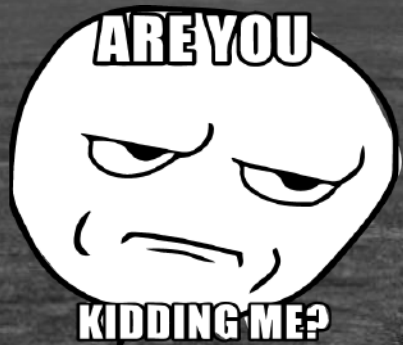
The answer



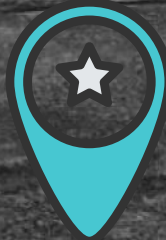
4:59 audio

**THEY THOUGHT  
THEY WERE  
FAIL-PROOF**





*Resistance to new ideas is strong.*



*What does it feel like out here?*

# Examples of Future States (FS)

FS  
#1

## Self Driving Cars

In this future, autonomous driving is a reality; self driving vehicles of virtually every type are now available.

FS  
#2

## The "As a Service" Economy

In this future, access is more important than ownership—ride-sharing instead of buying cars; streaming media instead of purchasing downloads, etc. People will only pay for what they need and what they use. They with cash, data, or a combination of both.

FS  
#3

## BYOA (Bring your own Augmentation)

In this future, employees bring a technology hosted on their bodies that give them abilities humans would otherwise lack.

FS  
#4

## Work From Anywhere

In this future, employees and leaders alike from every company use technology to work from anywhere they choose.

FS  
#5

## Say Anything

In this future, anything or anyone you can speak to will understand you and speak back. AI and related technologies make it possible to speak to any person or any computer in any language in real time.

FS  
#6

## Safety Beats Privacy

In this future, privacy laws such as GDPR and CCPA fail to accomplish their goals. So people are willing to give up 100 percent of their privacy and allow contact tracing by governments to ensure public safety.

# 2. KEY INGREDIENTS

There are 2 key ingredients to help you get out of ROT:  
**PROVOCATIONS** to *break* you out of your Rivers of Thinking and  
**BEHAVIORS** to *hold* you out just long enough to explore a provocative idea.



2:36 audio



# 3. A PROVOCATION TOOL



DOWNLOAD

**CONSTELLATIONS** Future Storming Tool  
3 simple steps - "Yes, **SIR!**"

1. **SELECT** 3 future states
2. **IMAGINE** experiencing all 3 together in a NEW future state—What would that look like?
3. **REPEAT**

## The tool



2:14 audio

## The process



7:33 audio

# Future-back leadership

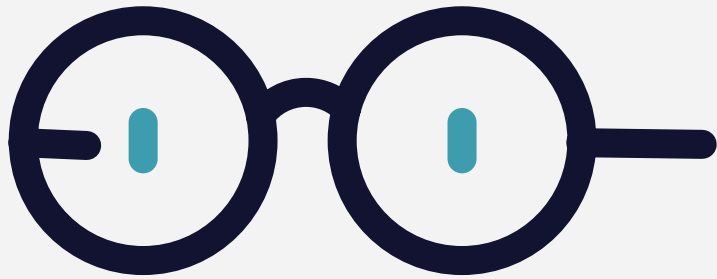


With our thought leader partners at BTS, Advantage can provide **powerful experiences** that teach the essential principles, techniques, and tools people need to discover possible future states for themselves, and then decide what to do about the future, starting today.

Specifically, we offer **3 types of solutions** to help your leaders and organizations disrupt their old ways of working and embed new approaches for the future:

1. **FUTURE STORMING** helps people spot future trends, consider how those trends might interact with each other, and then develop strategies to capture opportunities from the future, back.
2. **RISK STORMING** helps people imagine possible failures from the future, back; and then develop strategies for minimizing and mitigating those possible failures starting today, forward.
3. **The DISRUPT EXPERIENCE** combines Future Storming, Risk Storming, and Design Thinking to help people discover user insights and innovate solutions—but from the perspective of a digital disruptor who is trying to put you out of business.  
*(Whoa.)*





All of these experiences can be delivered **VIRTUALLY** or **IN PERSON**. They can be experienced as contiguous 1- or 2-day sessions, or **IN A JOURNEY OF 2-HOUR EXPERIENCES** spread out over time.

These solutions *work* because they provide people with the opportunity to *practice and internalize* not just the methods themselves, but the practical leadership moves required to create an environment in which their people can do the same.

# Get in touch!

Contact your Advantage partner for more ideas on how you can spark **an innovative culture** in your organization.

[www.advantageperformance.com](http://www.advantageperformance.com)  
800.494.6646  
[contact@advantageperformance.com](mailto:contact@advantageperformance.com)

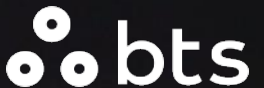
**Keep innovating!**

Explore the other sessions in our 2021 webinar series

***Together, We Create!***

*Advantage*

**Advantage Performance Group**  
*We help organizations develop great people.*

bts