

Welcome to the Age of the Fox

Thinking the Future



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Strategy and Systems Engineering

Strategy is **SIMILAR** in its thinking to systems engineering

- **S**tate the problem
- **I**nvestigate alternatives
- **M**odel the system
- **I**ntegrate
- **L**aunch the system
- **A**ssess performance
- **R**eevaluate



- Understand the whole problem before you try and solve it (context and scope)
- Examine all feasible alternatives before selecting a solution (options)
- Whole life cycle (strategy)
- Test total system before delivering it (scenarios)
- Document everything (meaning of winning)

Globalisation

Characteristics

Economic power shift

Economic interconnectedness

Complex trade and investment relationships

Greater risk for international economic and financial events

Declining barrier to trade

2020 BRICS and Mexico in top 10 largest global economies

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Leadership Characteristics

- Strategic thinking and cognitive skills
- Strong conceptual and contextual thinkers**
- Collaborative**
- Ability to lead diverse teams with no direct authority
- Think global, act local

Digitalisation

Characteristics

- By 2020 an entire generation would have grown up primarily in a digital world
- Generation Y's social skills are developed through social media rather than direct interpersonal connections
- Technology is shifting the balance of power away from organisations and their leaders and towards the consumer
- Social media is eroding the boundaries between private and professional life
- Together with technological conversion it will enhance disruptive innovation

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Leadership Characteristics

The ability to embrace creativity, curiosity and open minds
Agility through social media
Integrity and digital wisdom
Agility

Content creators

The real impact of choice

Power shift to consumer-driven business models

Individualisation

Characteristics

Corporate power shifts to individual power

Increasing middle-class leads to increasing wealth

Increasing knowledge/education

Diversified needs, choice and tailor-made offerings

Lifestyle and technology shifts

8

Individualisation

Characteristics

- Corporate power shifts to individual power
- Increasing middle-class leads to increasing wealth
- Increasing knowledge/education
- Diversified needs, choice and tailor-made offerings
- Lifestyle and technology shifts

Leadership Characteristics

- Boss, mediator and coach
- Loyalty and retention
- Need to build relationships with flexible rules within a structured format
- Relinquish own power in favour of collaborative approaches
- Talent appreciation and development
- Empowered consumer...
- Building identity
- Driving authenticity
- Looking for accountability

Technological Conversion

Characteristics

Advances through biotechnology and nanotechnology

Disruptive innovation

Smartphone becomes smarter

Technological Conversion

Characteristics

Advances through biotechnology and nanotechnology
Disruptive innovation
Smartphone becomes smarter

Leadership Characteristics

Companies will need to adapt to survive
Need to understand converging markets
Value-add more of a priority
Visionary ideas and investment in R&D
Producing new products in new ways
Consumers looking for convenience/efficiency
Looking for novelty
Expectations of innovation

Uncertainty, Complexity, Risk and Opportunity - The 'Glasshouse' Effect



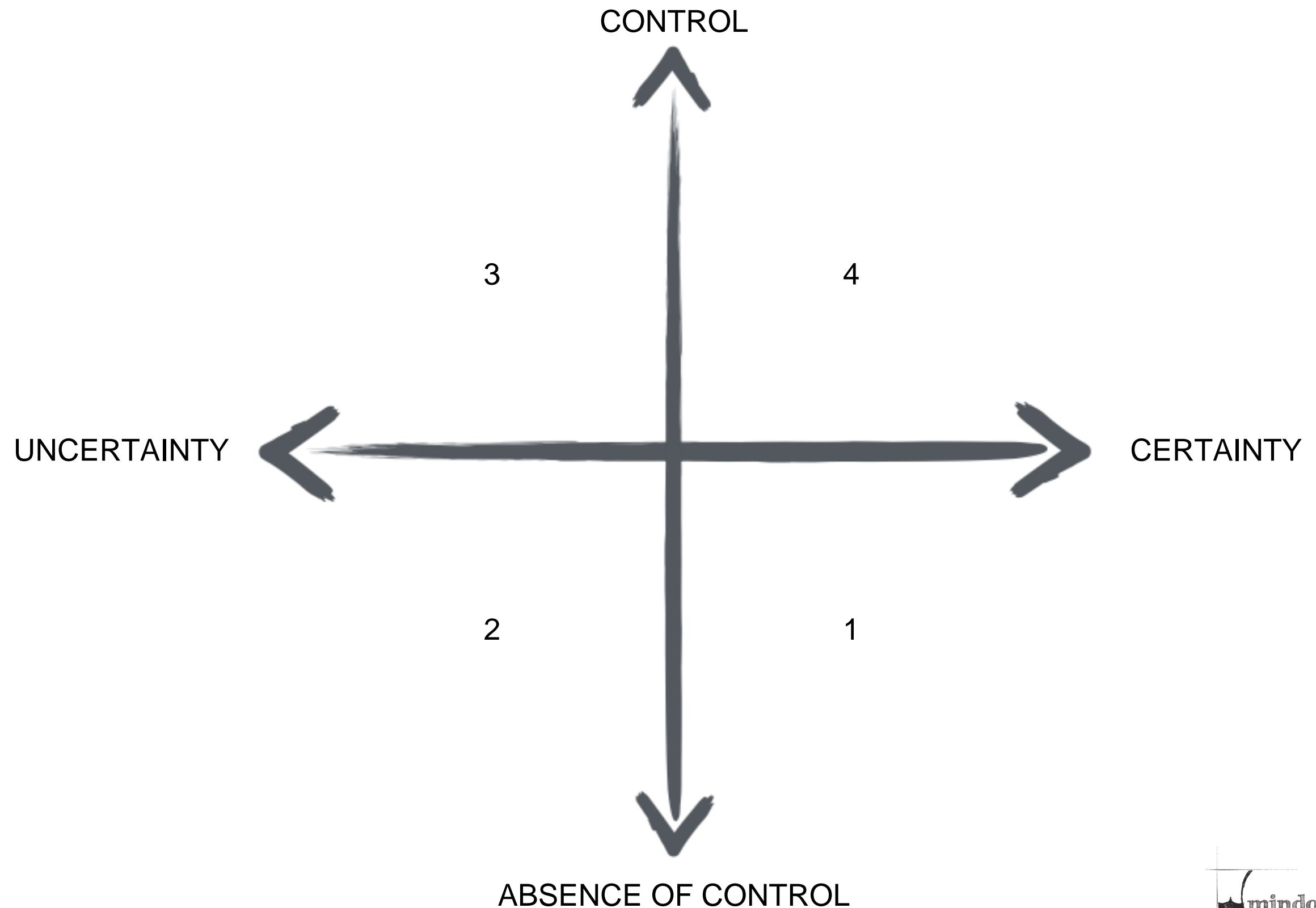
More interconnected → greater uncertainty
→ less control → more risk → **greater**
opportunity

The mind of a fox

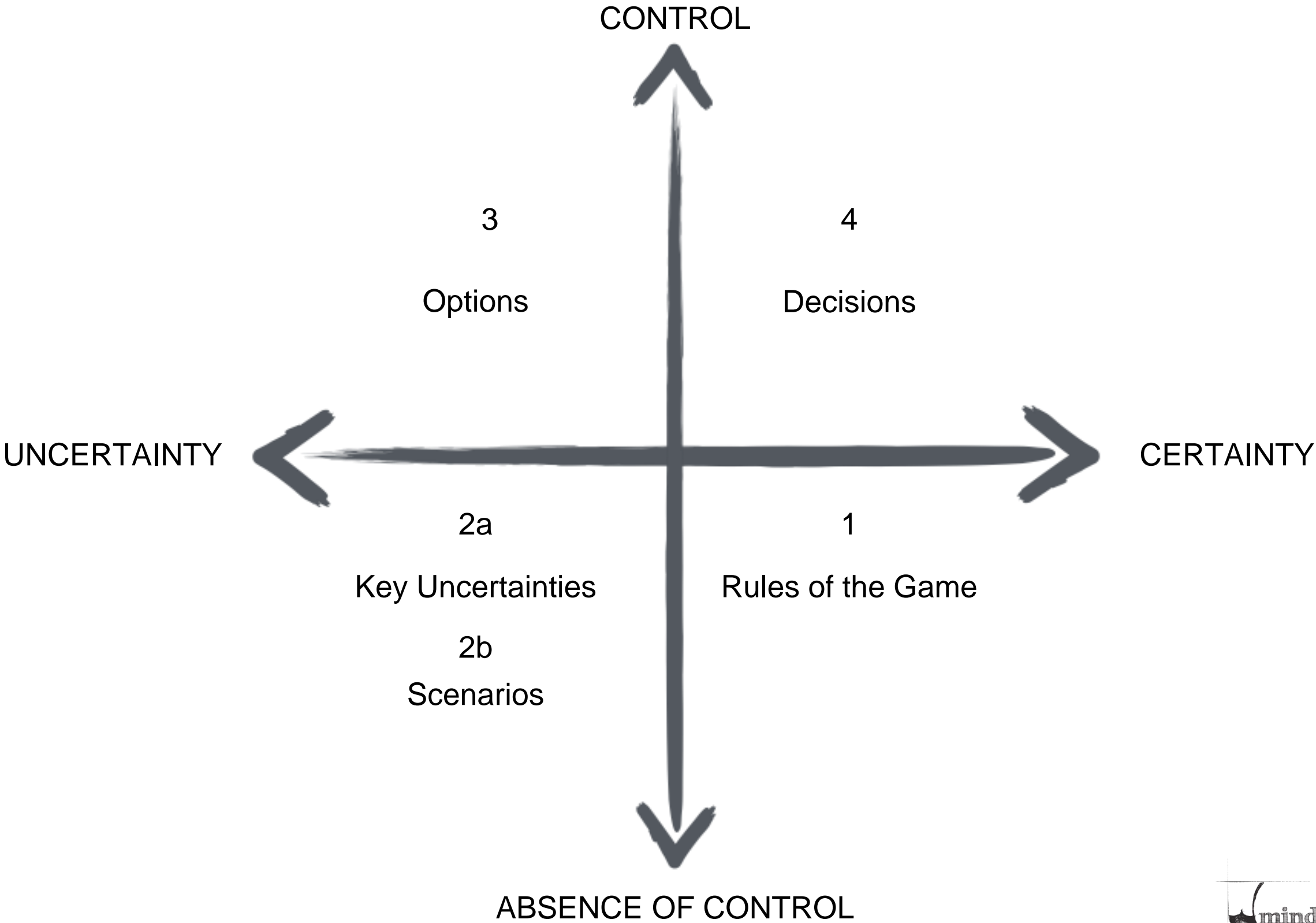
“The fox knows many things,
the hedgehog one big one”

Archilocus c.650 BC

The mind of a fox



The mind of a fox



Global Flags

1. The religious flag
2. The red flag
3. The grey flag
4. The anti-establishment flag
5. The green flag
6. The national debt flag
7. The world-of-work flag
8. The porous border flag
9. The pandemic flag
10. The mining flag
11. The internet-and-cellular flag
12. The lifestyle-and-leisure flag



Rising Flags

Rising Flags

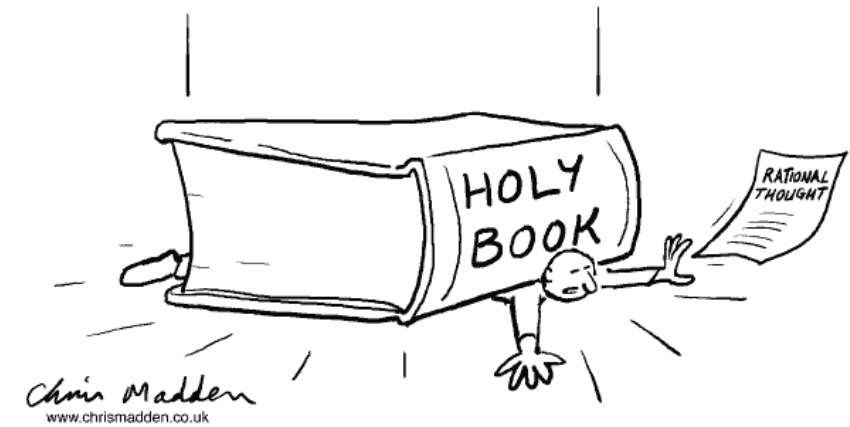
Explosion of religious fundamentalism

Growth of ISIS

Declaration of Islamic state

Gateways into Africa - Nigeria, Kenya

Impact on travels...no impact on global markets...yet



Russian assertiveness

Ceding of Crimea and influence in Ukraine

Changing the game in Europe

G8 to G7

Sanctions moving to 2nd level

Possible Cold War scenario?

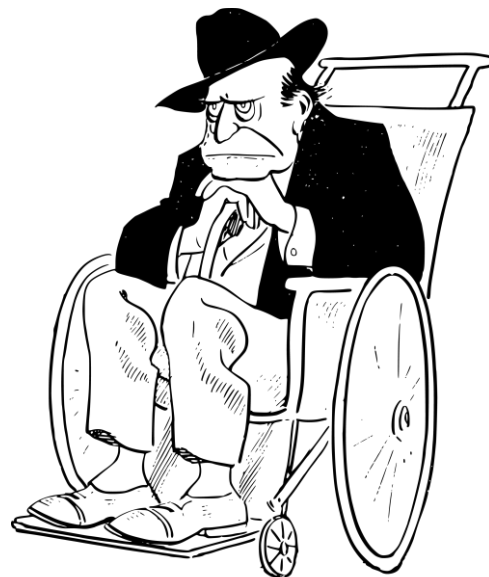


Grey flag

Ageing populations

Europe/Japan

US



Rising Flags

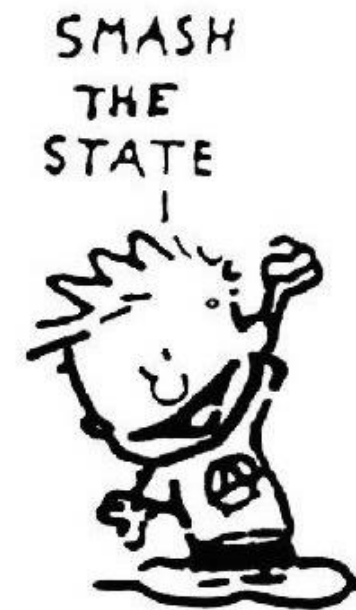
Climate change urgency

Increase in frequency of extreme weather events
Obama's current strategy re: coal emissions
Change in policy directions....will fundamentally change industries



Growing anti-establishment sentiment

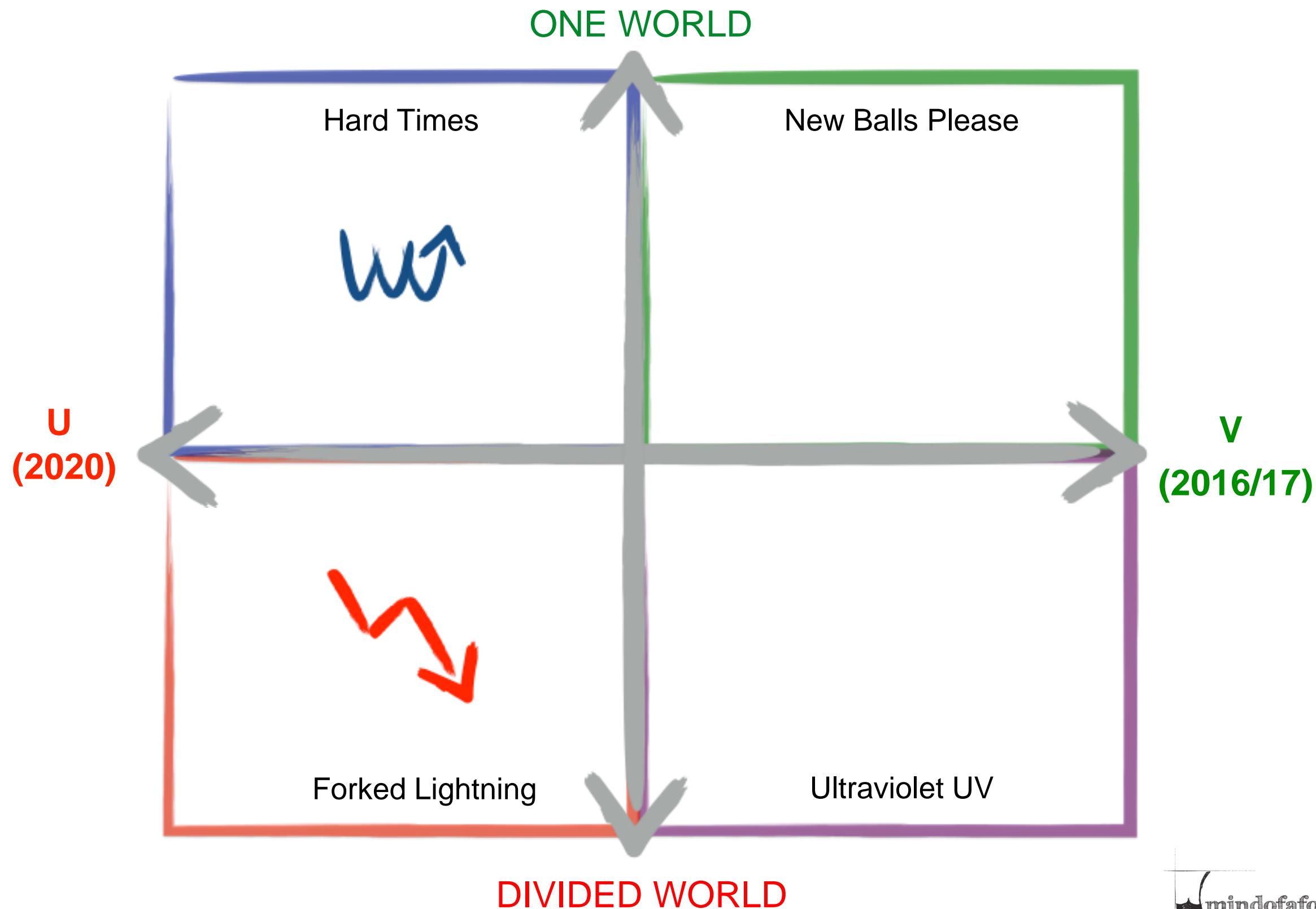
EU election results - shift to protectionism and nationalism
UK - Scotland referendum and cabinet reshuffle
Middle-class are squeezed and more vocal



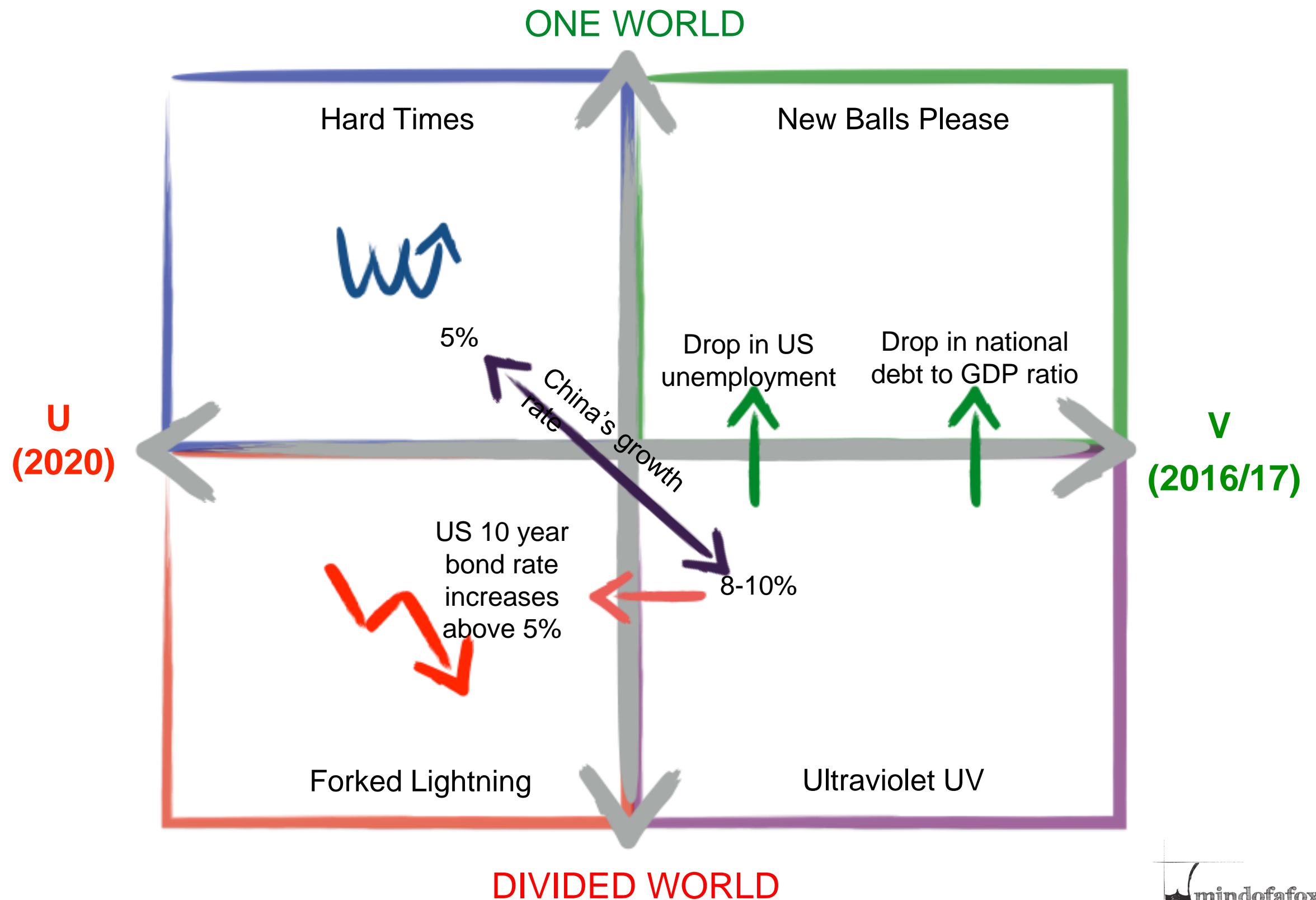


Global Scenarios

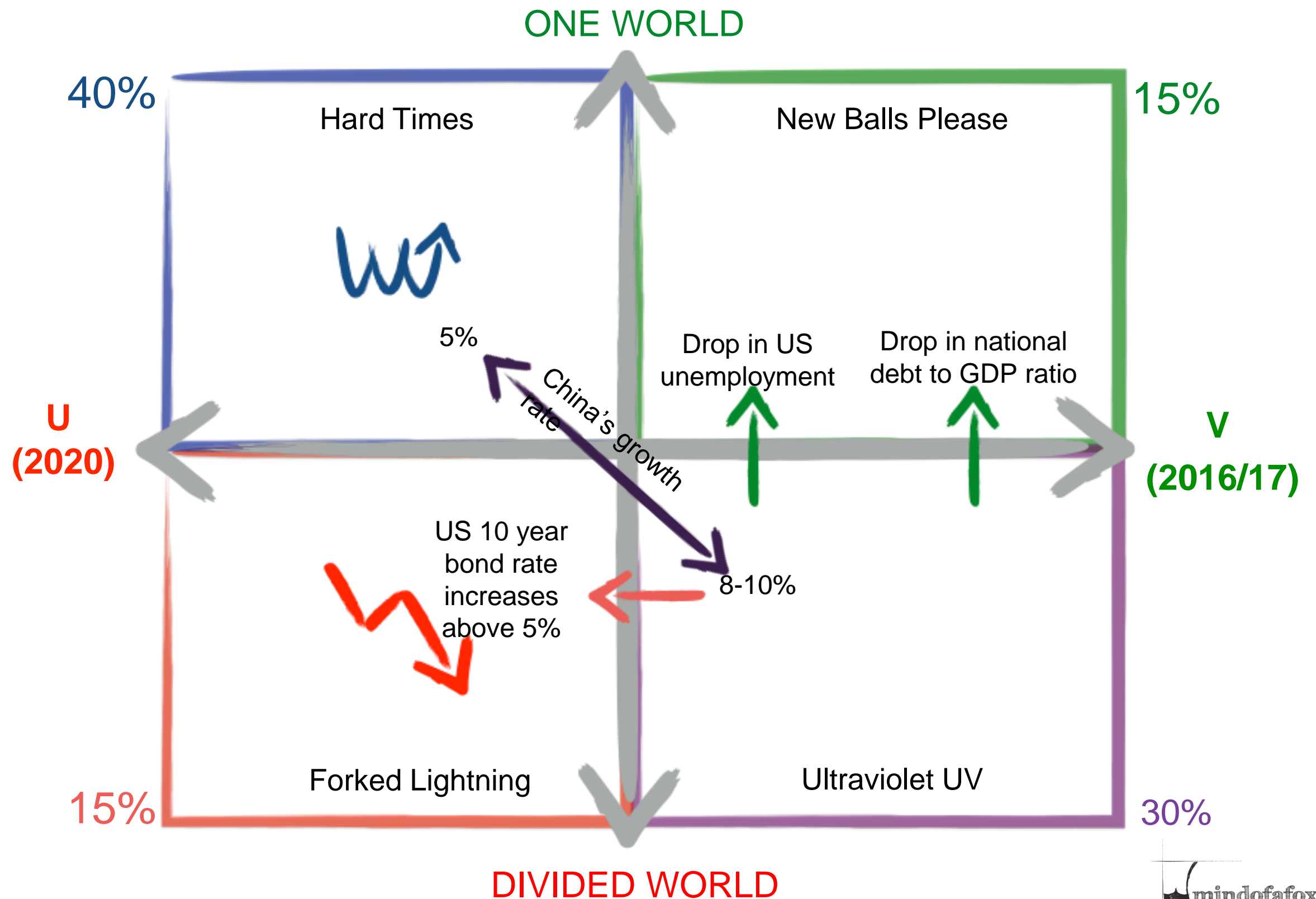
Global Scenarios



Global Scenarios



Global Scenarios

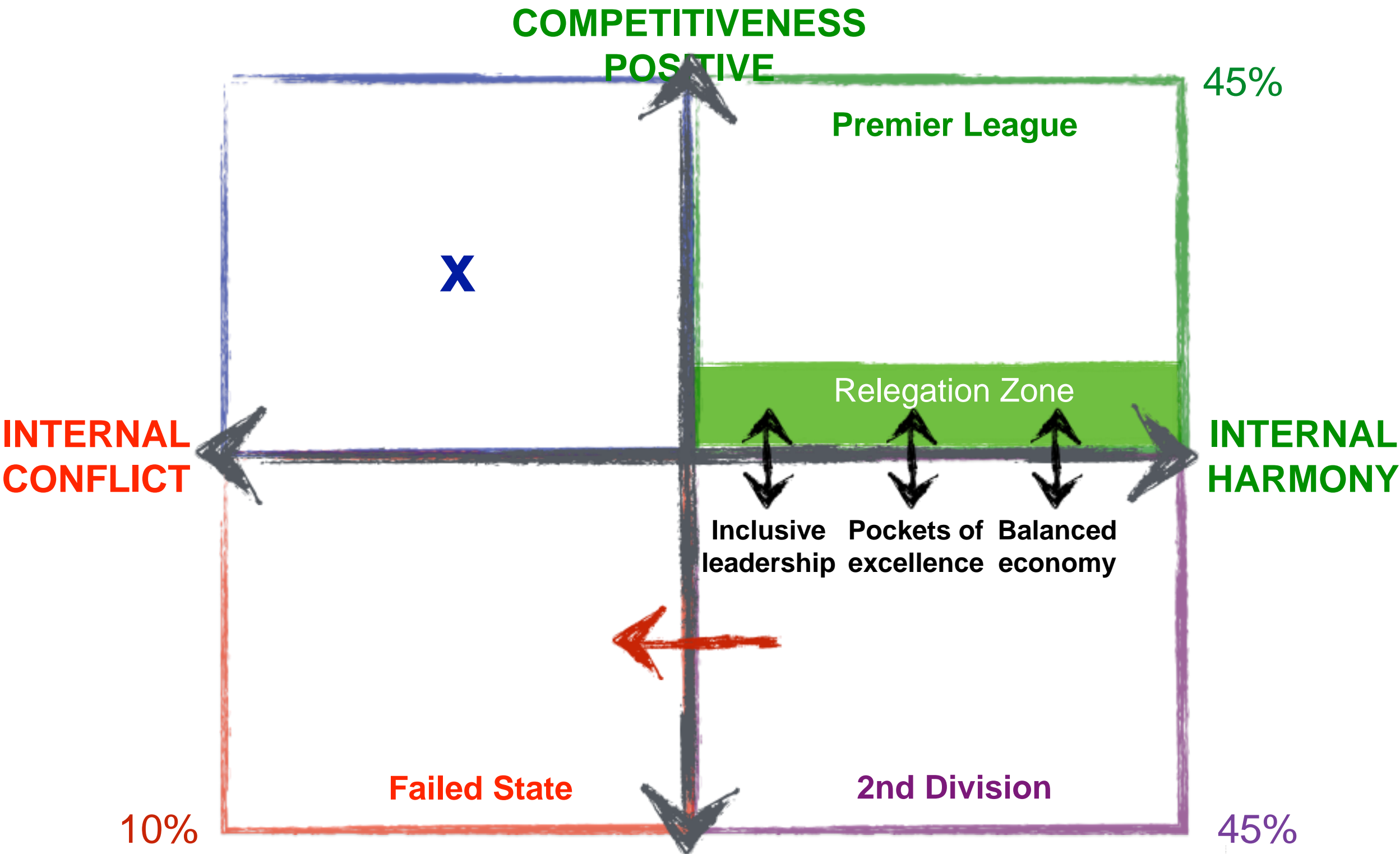


South Africa Scenarios

South African Flags

1. Corruption and crime
2. Quality of infrastructure
3. Style of leadership
4. Pockets of excellence
5. Entrepreneurial spark
6. Independence of judiciary and other institutions
7. Nationalisation
8. Land ownership

South Africa Scenarios



Characteristics of a winning nation

1. A good quality of education
2. A strong work ethic and spirit of entrepreneurship
3. A high rate of savings (and early access to capital for businesses that require it)
4. Adequate infrastructure to support a high-growth economy
5. Being an export-orientated global player that supplies goods and/or services to foreign markets that they can't get elsewhere
6. A dual-logic economy (big and small business work in constructive partnership)
7. Social harmony (citizens feel they are part of one team with a common vision)
8. Competitive personal and company tax
9. An attractive environment for foreign direct investment
10. Efficient government



Leadership in the future

Leadership has migrated from business to the consumer in an increasingly connected and complex world shaped by powerful mega trends. Business leaders will therefore need to be authentic to deal with an empowered consumer, and agile to deal with increased complexity.

- Be adept at both conceptual and strategic thinking
- Show deep integrity and intellectual openness
- Be able to find new ways to create loyalty - internally and externally
- Drive and direct increasingly diverse teams over which they may not have direct authority
- Be willing and able to relinquish own power in favour of collaborative approaches inside and outside the organisation

.....curiosity, passion, authenticity and agility...

....thinking with the mind of a fox

Thank you...and may the Fox be with
you



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