

KNOW WHAT'S NEXT

Strategies for
Transforming Your
Business & Future

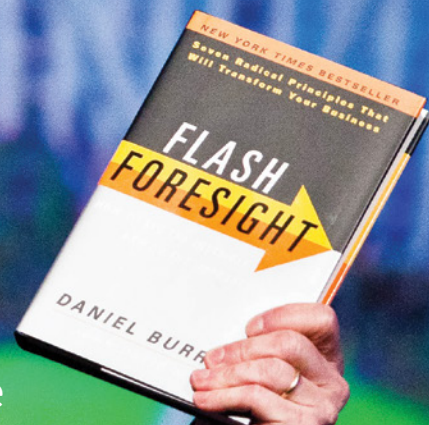
by **Daniel Burrus**
CEO of Burrus Research

- ▶ 10 Technology-Driven Hard Trends Shaping 2016
- ▶ The Anticipatory Organization™ Model
- ▶ Be the Disruptor, not the Disrupted
- ▶ Increasing Your Sales with Helpful & Meaningful Content
- ▶ The Merits of Innovation in a Competitive World
- ▶ Are We Educating Students for a Future That Doesn't Exist?
- ▶ What Mobile Trends Should You Be Getting Behind?
- ▶ Anticipatory Healthcare: Predict and Prevent
- ▶ Everyday Innovation Can Produce Big Results
- ▶ The Power of Certainty



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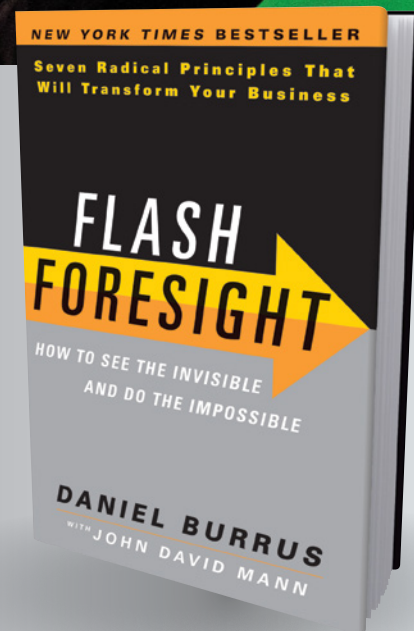
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KNOW WHAT'S NEXT™

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PUBLISHED BY:

Burrus
Research®

262-367-0949 WWW.BURRUS.COM

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10 Technology-Driven HARD TRENDS

SHAPING 2016

It has been widely reported that we should expect more than 7 billion people and businesses, and at least 30 billion devices, will be connected to the Internet by 2020, so it should be no surprise that this tech-driven economy is here to stay. Technology has become everyone's business as we enter the next stage of this digital transformation where even your next toaster or refrigerator will connect to the Internet.

A rapidly increasing number of companies are learning the importance of identifying Hard Trends that are both predictable and measurable. This gives companies a competitive edge in a world where thriving on change has become necessity. Pandora's box is officially open as users not only bring their own devices but wear them too, leaving the traditional IT department with little chance of getting it all back in the box.

Many of the themes that we have witnessed here in 2015 will gather pace next year and continue to enable or disrupt your business, depending on how prepared you are for the Hard Trends on the horizon. In this article, I'll highlight ten technology-driven Hard Trends that I would like you to spend time thinking about and better yet, act on.

1 THE CONTINUING RISE OF SHADOW IT

Businesses have grown tired of IT departments failing to deliver on long projects or constantly saying no to their ideas, and started to see them as a frustrating disabler rather than the enabler that they crave. When they don't get the answer they want in 2016, they will only pick up the phone and order an attractive software as a service (SaaS) solution that can be up and running incredibly quickly without all the hassle that historically came with large software implementations. And let's not forget the various forms of hardware as a service that we have seen with Amazon, Microsoft and a host of other cloud services.

Doubters need only look at the lessons learned from Slack, which became the fastest-growing workplace software ever this year. For the most part, this was achieved under IT's radar. Users quickly grew tired of working with the familiar but increasingly dated office tools, and when the tech guys failed to lead the way, they found their own solution to collaborate and share documents in real time, leading to a reduction in emails and inefficient, often pointless meetings.

2 VIRTUAL REALITY GETS REAL

Facebook raised a few eyebrows when it closed in on its \$2 billion Oculus Rift acquisition, but it's 2016 where heavyweights such as PlayStation VR, Facebook-owned Rift and HTC Vive are all expecting to dominate headlines.

It will be fascinating to see just how quickly consumers adopt this latest technology and begin to embrace consumption of VR content, but make no mistake that for better or worse, this will be a game changer as creative applications rapidly multiply.

3 RETAIL EMBRACES LOCATION AWARENESS

Retailers were forced to react last year when the trend of show-rooming rapidly expanded. Consumers get hands-on with a product in a physical store before looking it up on their smartphones to purchase online. However, there is the realization that these changing habits actually represent an excellent opportunity for retailers to engage with their customers, whether in-store or online, and whether they paid via their debit cards, mobile or cash.

Early lessons have been learned, and it's time for indoor mapping and beacon technology to bring retailers into the 21st century by helping to monitor footfall and dwell time and empowering stores to adapt quickly to spending patterns in real time.

4 CASHLESS SOCIETY MOVES A STEP CLOSER AS CONSUMERS EMBRACE MOBILE AND CONTACTLESS PAYMENTS

The digital payment revolution is being led by Scandinavian countries such as Sweden, which are waving goodbye to pockets full of loose change and enjoying the benefits of using contactless cards or mobile payments. Even public transportation often only accepts card payments.

In 2016, Millennials around the world will increasingly find paper money and coins incredibly quaint as they discover the safety they can have using tokenization and biometric identification, as used by Apple Pay, Google and many others, to conduct a transaction without having to share credit card numbers and personal information. Think of it this way: once you've eliminated the transfer of credit card information, there is nothing for a hacker to steal.

5 COGNITIVE COMPUTING WILL INCREASINGLY BE USED TO EXTRACT VALUE FROM BIG DATA

Big Data has been a buzzword floating around for a few years, but in 2016 we will begin to unlock its real power and value, thanks to the rapid growth of cognitive computing. Self-learning data systems are increasingly able to automate tasks and mimic the way a human brain works to predict pattern trends and prevent problems before they arise.

Machine learning, artificial intelligence (AI), natural language processing (NLP) and deep learning are just a few of the technologies that will finally allow companies to make sense of the ever-

growing variety, and velocity of big data.

6 THE INTERNET OF THINGS (IoT) GETS PERSONAL

More and more everyday items that we buy for our homes will be ready to connect to the Internet straight out of the box, providing a wealth of data about you and your home. Productivity-obsessed professionals will begin to create personal dashboards that allow them to manage and tweak their everyday lives.

It's only a matter of time before wearable devices pave the way to provide our doctors with a data export containing our daily calorie intake, exercise, resting heart rate and sleep patterns with just a push of a button. The technology is already here, but 2016 will be the year we realize the power hidden in our data.

7 SECURITY AND PRIVACY AWARENESS TAKE CENTER STAGE

2015 will be remembered for security breaches of household names and the increasing awareness of how our data is being used or even abused by third-party companies. Both users and businesses will begin to take these mathematical problems seriously. To exercise vigilance and protect themselves, they'll start to question exactly who should have access to data.

Although the last few years have felt like a gold rush or smash and grab for personal data, we can expect increased use of multiple biometrics to operate our mobile devices as well as much tougher and needed regulation to force businesses to act more responsibly.

The Anticipatory Organization™ Learning System **Learn the Missing Competency**

How did UBER revolutionize the taxi business and disrupt an entire industry that is now taking on FedEx for deliveries? The answer is Anticipation: the ability to foresee growing problems, disruptions, customer needs and new opportunities.

The ANTICIPATORY ORGANIZATION™ Model provides a framework for identifying certainties in the market, and for leaping ahead of your competition with much lower risk by acting on HARD TRENDS.

Visit www.Burrus.com to learn more.



8 DRONES BECOME PRACTICAL

In 2014, Amazon announced its intentions for drone deliveries. Much of the world laughed and ridiculed this ludicrous idea. Thanks to a slow-moving FAA in the U.S., regulations (and more importantly, guidelines) have been slow to come as drone manufacturers move quickly to create new markets. Today, Amazon, Google and Walmart are just a few that are experimenting with home delivery of their products. Let's also not forget about arial photography, agriculture applications, power line inspectors and police departments, all of which are investing heavily in drones.

9 ONLINE INFLUENCERS BECOME THE NEW CELEBRITIES

Digital natives are turning their back on the fake world of celebrity and magazine covers and searching for an authentic voice that they can relate to. Some YouTube vloggers already have millions of subscribers and views that eclipse traditional formats such as TV shows or even album sales.

New Media has given birth to a new method of storytelling and collaboration, and 2016 will see the continual migration of digital tribes who are forming their own niche online communities.

10 THE PERSONALIZED EXPERIENCE


For too long we have all been spoon-fed a generic, off-the-shelf experience that is increasingly irrelevant in this digital age. We now tune into our own online channels that provide us with the news, music, film and books that interest us. Content doesn't even reach our timelines unless we preselect it.

2016 will be the wake up call for any business that wants to reach out and engage with its customers, or even just get their attention. Because we expect to be treated as the unique individuals that we are, marketers will have to up their game or watch helplessly as their customers tune out of those hard-sell generic ad campaigns.

In much the same way that the Industrial Revolution completely changed the landscape a few hundred years ago, it seems that we are caught right in the middle of a digital transformation. Those who fail to adapt, and better yet anticipate, will increasingly lose relevance along with market share, and in many cases disappear forever.

The only question that remains is this: What Hard Trends will you be following to ensure that your business adapts, evolves and overcomes the challenges along the way in 2016?

Daniel Burrus' Top 25 Technology-Driven Trends



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

ACCESS AND SHARE DANIEL'S
TOP 25 TECHNOLOGY-DRIVEN
TRENDS: [HTTP://GOO.GL/9XFQSE](http://goo.gl/9XFQSE)





The Anticipatory ORGANIZATION™

A few weeks ago, a Fortune 50 CEO shared with me that “The pace of change is now faster than our organization’s ability to respond to it.” I hear this observation quite often as I travel around the world working with executives from some of the largest companies on the planet. And you might find it interesting to know that many of them are technology-focused companies that create, manufacture, market and sell various types of hardware, software, or both.

It is no secret that the world is changing at an increasing rate, but in the past few years the increased pace has surprised most. Yet it was all there to see long ago; the problem is that most have not learned how to separate the wheat from the chaff.

Acceleration³

Way back in 1983, after launching my company, Burrus Research, I was studying global innovations in all areas of science and technology on a global level. I came across something that is well known today, but back then very few knew about — Moore’s Law. Because of my science and research background, I knew he had created something that could shed light on some of the darkness the future holds. In short, Moore’s Law states that processing power would double every 18 months as the price halved.

Using this, I could look out to the year 2000 and predict how powerful a computer would be and roughly how much it would cost. Knowing this, I could make predictions about technology-driven change that would be very accurate, but I needed more than Moore’s law.

After more research, I came up with the Law of Digital Storage and the Law of Bandwidth — which, in short, would closely mirror Moore’s doubling prediction for processing power. In 1983, I put them together, calling them the Three Digital Accelerators, and I started writing and speaking about how they would drive predictable exponential change and economic value creation for decades to come.

As the first professional futurist to accurately identify the Exponential Change curve in ’83, I can tell you it was much harder to get people excited about all of the transformational changes that would happen, because the time frame was so far off. Let’s face it: it took 20 years to go from a 5-megahertz chip to a 500-megahertz chip, and while I knew it would happen, I still had to wait like everyone else. However, thanks to the power of doubling, it only took less than a year to double that — and that was years ago, now.

The point is that today, we are in what one could call the Big Deal phase, because the Digital Accelerators have reached a point of exponential change that is creating dramatic change in very short periods of time.

Why did Netflix start out by renting DVDs of programs instead of using a streaming video model from the beginning? The Three Digital Accelerators were not ready yet.

Agility’s Good, but Not Enough!

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

However, despite these skills, General Motors still declared bankruptcy, Blockbuster closed its last store and Blackberry quickly moved from leading to bleeding. And let’s not forget Hewlett-Packard, Sony, Dell and a host of other companies that failed to thrive despite their leaders and workers being constantly busy.

To thrive in this new age of hyper-change and growing uncertainty, it is now an imperative to learn a new competency: how to accurately anticipate the future.

This may seem impossible, but it’s not. The future is there for you to see when you know where and how to look for it. And when you and your employees master this skill, you’ll be able to create what I call an “Anticipatory Organization.”

Based on three decades of research and applying the principles I've developed to organizations worldwide, I have developed a way of separating what I call Hard Trends from Soft Trends. Over the years, I've written about this extensively in books and articles.

A Hard Trend is a projection based on measurable, tangible and fully predictable facts, events or objects. It's something that **will** happen: a future **fact that cannot be changed**. In contrast, a Soft Trend is a projection based on statistics that have the **appearance** of being tangible, fully predictable facts. It's something that **might** happen — a future **maybe**. Soft Trends can be changed, which means they provide a powerful vehicle to influence the future, and they can be capitalized on.

This distinction completely changes how individuals and organizations view and plan for the future. Understanding the difference between Hard and Soft Trends allows us to know **which parts of the future we can be right about**. When you learn how to analyze trends in this way, you can accurately predict future disruptions, identify and solve problems before they happen, and practice what I call "everyday innovation." This enables you to solve challenges and problems faster, and see opportunities that were impossible just a few years before. In other words, you become anticipatory rather than reactionary.

Based on decades of research and working with top executives from some of the most innovative companies on the planet, I refined our Hard Trend Methodology into a proven business model for turning accelerating change into an advantage. I call it the Anticipatory Organization™ Model. An Anticipatory Organization applies the methodology of separating Hard Trends that **will** happen from Soft Trends that **might** happen to their innovation and decision making processes. Employees of an Anticipatory Organization understand that those who can see the future most accurately have the biggest advantage. They actively embrace the fact that many future disruptions, problems and game-changing opportunities are predictable and represent unprecedented ways to gain advantage. Employees know that it's better to solve predictable problems before

they happen, and that predictable future problems often represent the biggest opportunities. They know that being anticipatory means modifying plans to keep them relevant and prevent them from becoming obsolete before they are implemented, based on the Hard Trends that are shaping the future. They are confident and empowered by having a shared view of the future based on the Science of Certainty.

What is the Science of Certainty? Once you can separate Hard Trends from Soft Trends — once you can differentiate between the things you know will happen from the things that might happen — you can accurately define the certainties, going forward. For example, we know that the iPhone 7, 8 and 9 will all have faster processing chips than those before them. We know that after 3G and 4G will come 5G and 6G in a predictable way. And we know that we are putting more and more in the cloud — that we're going to increasingly use cloud computing.

Those are technical examples. Here are some non-technical ones: We know that Baby Boomers are not going to get younger. We know that governments are going to continue, all over the world, to issue future regulations. We know the cycles of nature, that after winter comes spring.

In other words, there is so much we can see that it's absolutely possible to create certainties using the Hard Trend/Soft Trend model I've developed.

Why is this so important to business? Because strategy based on certainty (on Hard Trends) has low risk, while strategy based on uncertainty (on Soft Trends) has high risk. Also, when you have certainty, you have the confidence to say "yes," to move forward, to hire, to start businesses. When you have uncertainty, it's like a giant roadblock. You're stuck and you don't move forward.

To succeed in business these days, simply being lean and agile is no longer enough. You and your team need to harness the ability to anticipate the future. In fact, I see this as being the most important missing competency that we've seen for decades. So learn how to anticipate today, before your competitors do.



**Daniel
Burrus**

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Be the Disrupter, not THE DISRUPTED:

HERE'S HOW TO STIMULATE INNOVATION

Whether we acknowledge it or not, we live in an economy of digital disruption. Innovations happen every day — one of these days, it might be the next big thing that puts you out of a job. But if you're anticipating the future and trying to be pre-active to future known events, to even be the disrupter (rather than reactive and the disrupted), there's a better chance you will not only succeed but excel.

Being pre-active and—as it applies to innovation—the disrupter, however, is easier said than done. More often than not, we are taught conformity rather than innovation. In fact, if you go way back in history, many cultures believed that the most brilliant and creative minds were the result of a unique relation with a mythical being, such as a muse or even a demon. Innovative thinking doesn't seem that accessible to everyone when we hold such a belief.

Fortunately, we don't live in ancient times; there are steps everyone can take to becoming a pre-active creative thinker that don't involve muses.

1 FRAME-SHIFTING

On any given day, we are most likely relying on our most common way of looking at things. We pay attention to what we are used to paying attention to, and we think about topics from our perspective.

To be an innovative thinker, however, it's necessary to step outside that traditional perspective. It's necessary to shift the frame, if you will.

Art teachers have known this for a while. While we may know what a human face looks like, when we sit down to draw it, we miss a lot of important details. To train a student, an art teacher might have them draw a face upside down. This unfamiliar position forces students to pay attention to details they would have otherwise missed.

Thinking from the customer's perspective is another great way to shift your framing. In the age of

social media and content marketing, it's become incredibly important for companies to think as their audience and tap into their world to meet them.

2 PLANNED SERENDIPITY

We've all experienced the eureka moment. It's a great feeling when the right idea seems to just pop into your head. Did you know, however, that it's possible to create conditions in your life that lead to a higher frequency of those eureka moments?

It's called "planned serendipity." Rather than sitting around waiting for that "a-ha!" moment, you can actively seek it out. Try writing every day, if only for a few minutes. Your mind will get in the habit of produce and thinking generatively. The more you are engaged in the creative process, the more innovative connections your mind will be trained to make.

3 CULTURE OF INNOVATION

Creating a culture of innovation in the workplace happens at two levels: how you treat your employees and how you organize your office.

If your employees don't see themselves as innovators, they won't act like them. Giving employees a voice in your business gives them a sense of ownership. They're more likely to feel a sense of responsibility and, therefore, start thinking critically about the direction of the company. Employees already have an on-the-ground understanding of your company — there's a good chance they'll be the ones to figure out what your company needs.

Once your employees are feeling like innovators, you'll want to increase their interactions. Organize your office for unlikely encounters, both face to face and digital. If it's not possible to rearrange the office itself, set up meetings between departments so employees collaborate more. And don't forget to use the many new tools for collaboration as well as visual communications. This will open them up to all sides of the company, and give them more fuel for innovative thinking.

4 REWARD CREATIVE THINKING

You get the behaviors you reward. If creativity is seen as a risk with no positive reward, then you may get the opposite and see people stifle creativity and innovative thinking. On the other hand, if creative thinking is rewarded and innovators are recognized, then it will flourish. Keep in mind that you don't have to always reward with money. Recognition works quite well.

5 EXPERIMENT

Now that you and your employees are thinking innovatively, it's time to get started. You won't know what's missing

from your idea until you put it into practice. Challenges will arise that you hadn't anticipated. It's better to hit these early on. In other words, "fail faster." The point of experimentation is to take risk, but this doesn't mean that every flop is an absolute loss. There is a lot to learn from practice and experimentation if you approach every experiment as a teaching moment. And make sure you have a way of sharing the lessons learned from each failure!

These are just a few ways you can develop a pre-active and strategic creative skill. There are several more ways to develop innovative thinking — the key is first to believe you are an innovator, and then start to act as one.



“Daniel is one of the best speakers we have hired to date. He is energetic and keeps the audience engaged from start to finish.

He has spoken to two different C-level audiences for us and both times has gotten rave reviews, which is not easy with this audience level. I would not hesitate to hire him in the future.”

—SANDY PIZZARUSSO, DIRECTOR, OPEN SOLUTIONS

A photograph of three people in a car dealership. In the center is a man with grey hair, wearing a dark suit and a patterned tie, looking directly at the camera. To his left is a younger man with dark hair, wearing a grey suit and a light blue tie, also looking at the camera. To the right is a woman with blonde hair, wearing a dark blazer over a white shirt, looking towards the camera. They are standing in front of several cars parked in a showroom.

Increasing YOUR SALES

WITH HELPFUL & MEANINGFUL CONTENT

The pop culture stereotype of a fast-talking salesperson is probably one of the many reasons that consumers have now diverted their attention online. In the past, when thinking of purchasing a new car, we have found ourselves arriving at a car dealership only to be faced with the infamous pushy car salesman who is heavily reliant on commission as the familiar mind games begin.

Today, before making any big decisions in our lives, we turn our attentions online. We can thoroughly research and review anything: a washing machine, a family holiday or a neighborhood when purchasing a new home. The same is true when making the expensive purchase of a new car.

The days of simply walking up to the doors of a showroom and being hit by the smell of cheap cologne are disappearing – but for many of us, not quite fast enough. Our online research has already enabled us as consumers to form our own opinions to make a well-informed decision that often renders any sales spiel useless. The best salespeople see opportunity in the shift and are focused on a consultative sales approach that adds value wherever possible.

Google recently released an interesting report that eloquently described how the digital landscape is changing the way we research and purchase a new vehicle. Video and mobile are the predictable suspects that seem to be leading this wind of change – proving how technology can be an enabler to almost every aspect of our lives.

The report suggests that 60 percent of consumers are usually unsure of exactly which car will fit their unique requirements. Their customer journey will begin by consulting a trusted friend who is crazy about cars, followed by reading blogs and forums and checking out the myriad of review sites at their disposal.

However, the real change in consumer behavior is the increasing influence of video on our decision-making process. The startling fact is that a massive 69% of those researching through YouTube were influenced by it more than TV, newspapers or magazines.

Walkthroughs, vehicle test drives, along with highlights of features that have all doubled in the past year alone which further illustrates this paradigm shift towards our digital world where it's mobile devices that could hand over the keys to

our next vehicle of choice. Whether it be make and model or even how to run the car of our dreams, many decisions will be made online long before entering a car showroom.

Even when all the research has been completed, 84% of consumers use mobile devices to search for the location and opening hours of where they finally intend to make their purchase. This information not only illustrates how society is evolving but the increasing importance of an online presence over a physical one.

Those reading this who prefer the personal touch of speaking to a real person will begin their journey with a simple phone call, but how will they find the showroom phone number? Search interest in dealer phone numbers is also up over 78 percent in the past year according to the Google report, which further hammers home the point.

If your business's informative and insightful information is nowhere to be found online, does not read well on a mobile device, and not deemed helpful, then even the biggest most successful of companies are essentially invisible to their customers and their mobile searches.

The closing of a sale is often pre-determined by an online experience well before the consumer has even set foot in any store or dealership. Savvy shoppers now perform a wealth of research online, gathering information from authentic voices that they can trust and only those providing genuinely helpful content will merit their consideration.

In this age of instant gratification, when we expect answers to any questions that enter our heads within a few seconds, anyone who has suffered with a slow computer or Internet connection would freely admit how perpetually impatient we have all become. This is exacerbated by the onslaught of digital assistants, such as Cortana, Alexa, Siri or Google Now – all of which are vying for your attention and promising to deliver answers quicker than the others.

We no longer require the gift of hindsight to realize that our world is evolving into something quite different from our past. Maybe, we shouldn't be too surprised that 69 percent of people who used YouTube while buying a car were influenced by it more than TV, newspapers or magazines. In fact, it's inevitable, isn't it?

The Merits of INNOVATION

IN A COMPETITIVE WORLD

Focusing time and resources on your competition limits business's potential for greater success, and prevents it from being a leader in its field. If a business is consumed by its rivalries, then its attention is not on creating new must-have products or services. Instead, it is focused on what its competition is doing, and contemplates how to either replicate or incrementally improve on those products, services and practices. To remain in this aggressive competitive cycle is to hinder the possibility of getting ahead — a business cannot “win” if it fixates solely on the race. Rather, a proven key to success is focusing on innovation, which requires the generation of new products, services and methodologies. Innovation by its nature makes a business distinctive, whereas a focus on the competition makes businesses look more and more alike. Even when a business appears to be winning the tug-of-war, another business will likely imitate its strategy. This process of competition and consequent replication is never-ending, and leaves businesses in a disadvantageous, counterproductive rotation.

What Sets Innovators Apart

Fixating on competitors will only burden your business. Instead, focus on redefining and reinventing your company by identifying the Hard Trends that are shaping the future — the trends that will happen. Doing so will enable you to jump ahead with much lower risk, allowing you to stay ahead of the game. In order to succeed, you must aim beyond the competition, and this can only be done through original, creative thinking. The advantages of being an innovator surpass those of being a “competitor” — someone who fixates on competing, rather than seeking strategic gain. Competers reproduce their competitors' methods and products, which consequently leaves them focused on the present. They react to current trends and environments, and due to their preoccupation with today's rivalries, they are ill prepared for change. Competers fear what could potentially make them different, when those differences are crucial to putting them above the rest.

Competers tend to:

- Replicate the methods and products of their competitors
- Follow standardized procedures
- React to current trends
- Limit technology uses to current applications and needs
- Fear and defend against change
- Get overwhelmed by disruptions and new problems
- View planning as a necessary hindrance
- Avoid anything that sets them apart from others in their industry

Innovators tend to:

- Reward creating new products, services and processes
- Encourage original ways of thinking
- Utilize Hard Trends to identify low-risk innovations
- Use new technologies to change the rules with honesty and integrity
- Adapt and embrace change
- See problems as opportunities, rather than hurdles
- View planning as strategic, ongoing and valuable
- Amplify the advantages of being different

How to Be an Innovator

If you want to be an innovator, rather than a competitor, you have to change both your perspective and overall approach. For starters, you must identify both the Hard and Soft Trends that will impact your business, and determine what opportunities these trends produce. After all, innovation requires some level of prediction. You must ask yourself: What are the Hard Trends that will disrupt my business and my industry? What are the Hard

Trends that will change what my customers want and need? What are the Soft Trends that I can influence and turn into an advantage? As an innovator, you need to be aware of the digital disruptions that are about to happen, plan accordingly and remain future-oriented.

Competers tend to imitate their competition without stepping back and questioning why certain methods are standard. As an innovator, you should be critical of the similarities between you and your competitors. Are your company's strategies as efficient as possible? Or have you passively followed common procedures, without considering other options? Popular methods are not always the most ideal, but competitors are often blind to this fact. Innovators, who retain focus on using disruption to their advantage, can see the possibilities that exist beyond the norm. These possibilities apply to

both company methodology and audience. Does your company target its customers based on your competition's target clientele? If so, you may be overlooking new audiences that want slight variations of the products or services specific to your company's current offerings.

Whether you're a competitor or an innovator, competition will persist in the business world. It's your approach to this competition that can set you apart, and put you ahead of the curve. Do you want to remain in competition's unproductive cycle of replication and fixation? Or do you want to focus on shaping the future? Competers may find some merit in knowing what their competition is up to, but innovators are taking the lead, gaining the upper hand and acquiring both opportunity and profit. Organizations that have ongoing problems focus on the competition. Winning organizations focus on *being* the competition.



Anticipatory Organization™ Learning System



The Anticipatory Organization™ Learning System is a training process for executives and their teams to develop the skills to accurately foresee and take critical actions before disruption strikes.

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Are we EDUCATING

STUDENTS FOR A FUTURE THAT DOESN'T EXIST?

Few subjects these days are more contentious than education, and rightly so. If our children are our future, it's essential that we do everything we can to educate them properly, to prepare them for what's to come. But are we schooling our kids for a future that might not even exist by the time they're ready to transition to the working world?

Today, more than ever before, the ground beneath our feet is continuously shifting — growing and expanding in ways few have been able to anticipate. And with exponential advances in technology being reached with each passing year, the pace at which the global economy is changing has increased proportionally. The fact is, we might be training the next crop of professionals for obsolescing positions, and we may be failing to accurately predict the yet-to-be-invented industries and professions of tomorrow.

A frightening example of this idea can be found in the legal field. A generation ago, to become a lawyer was to join one of the most sought-after, highly acclaimed professions. Legal education was in demand, and law schools were inundated with applicants. Eventually, the legal field became oversaturated, making finding a good job as a lawyer incredibly difficult. We heard horror stories of JD recipients who, burdened with student loan debt, couldn't find work. Eventually, aspiring lawyers got the message. Over the past several years, the overall pool of law school applicants has dropped significantly; between 2014 and 2015, the applicant pool shrank by a whopping 8.5 percent. Now, law schools are reacting by accepting less-qualified applicants and offering them discounts to attend. As these students graduate, bar exam failure rates continue to rise.

And that's just one industry out of thousands.

Students seem to be learning reactively, as if through a rearview mirror, when they should be learning the skills that will prepare them for the future. These include soft skills like problem solving, leadership and being anticipatory. But they also include hard skills inherent in being tech-savvy, like the ability to quickly adapt to new technology and to creatively apply it to create new products and services for the industries of the future.

Make no mistake: At this point in time, every business is now a tech business. Technology impacts every single industry, from agriculture to music to construction.

So, if we're all in the tech business and technology is continually transforming and evolving, educators must learn to get ahead of these developments before our children fall behind to an irreversible degree. Educators can no longer ignore the tech component — or, worse, fail to teach kids properly by assuming they already know how to operate mobile and computer devices and adequately navigate the Internet.

Technology is changing how we live, work and play, and the only way we can stay ahead of the game is to be anticipatory, looking at the Hard Trends that are shaping the future, especially with respect to education.

We teach accounting without taking note of how the field is rapidly evolving today — how in the future we'll need new, transformative accounting methods. And that's just the accounting field; what if we applied this thinking to the medical profession? It's a safe bet that most medical schools are failing to anticipate not only how technology will impact the hospitals and operating rooms of the future, but how it will impact the field from a broader perspective. When the widespread institution of semi-autonomous vehicle technology drastically reduces car accidents, that will invariably affect the medical and insurance industries.

The world is transforming, which means relearning how to learn. In academia, this idea is called “metacognition”: being able to think about the way you think.

It's a Future Fact that industries we probably can't even fathom right now will exist by the time our children graduate from college. A decade ago, most people didn't think becoming “social media famous” would be a viable career path; I doubt people imagined “YouTube celebrities” making millions of dollars off self-posted videos, or teenagers using Instagram as a virtual marketplace.

A decade from now, a host of new, technology-based industries will undoubtedly exist, representing a Hard Trend educators need to capitalize on now. And this doesn't

just apply to teachers. Are guidance counselors and college advisors educating students on careers that exist now, ones that might not be viable when their charges leave school? And after students leave school, what then? An oft-cited statistic used to dictate that professionals would change careers an average of seven times prior to retiring; now, you might change careers 30 times before you quit for good. And with

technology developing at an exponential pace, your learning path is inextricably tied to your career trajectory — but who will provide you with career guidance when you're out of school?

The Future Fact of the matter is that if we don't start taking a more anticipatory, proactive approach to education today, our kids run the risk of being rendered completely unprepared for the professional landscape of tomorrow.



SHOULD YOU BE GETTING BEHIND?

Dematerialization is a Hard Trend — we know that computer technology has only decreased in size while increasing in functionality, and it's going to continue in that direction. The use of mobile devices in the workplace is just the next step in this process. From desktops to laptops to smartphones, we've finally arrived at a portable office that fits in your pocket.

The question is: How do businesses profitably incorporate this next wave of dematerialization? This question affects not just the devices themselves, but your office design and management. The dematerialization and digitization of your mobile-centric business could mean less real estate because of smaller IT infrastructure needs, thanks to another Hard Trend: virtualization and the increasing ability of employees to work remotely.

It's important to note that simply adding mobile devices to your businesses does not necessarily make your company an Anticipatory Organization™. Without the foresight to prepare for implementation of new developments, your company risks doing more harm to itself than good.

More than just a change in the device itself, the mobile turn requires your company to restructure its IT. Use of mobile devices will increasingly drive the digitization of your company, first and foremost migrating many services to the cloud. One of the many benefits is a quicker means of sharing data and installing updates across devices. This also comes with particular threats to data breaches that your company needs to prepare for.

And while these risks are important to consider, the benefits of the mobile turn in business management come

with many opportunities. Some are obvious and well trod; others have yet to be explored. Since dematerialization and virtualization will only continue, a company should invest its intellectual resources and capital into using mobility to transform every business process. Even in Hard Trend developments like dematerialization and virtualization, companies need to analyze the viability of Soft Trends — or trends that may happen. Along with your company, others, too, are experimenting. New best practices will emerge, both inside and outside your company. Keep in dialogue with the wider world to ensure that you stay ahead of the game.

Early in the mobile turn, companies faced a problem when employees resisted having the choice of devices restricted or dictated by their employers. This problem became an opportunity when mobile-centric companies found that Bring-Your-Own-Device (BYOD) policies provide greater flexibility, along with cost savings and user satisfaction.

For a company looking to switch to a BYOD model or one that wants to add a WYOD (Wear-Your-Own-Device) model when implementing mobile tech, security, again, is a number one concern. Containerization — the separation of personal and company data on a single device — is a simple security strategy a company can use when adapting to mobile-centric models. Even if your company issues devices to avoid this particular risk, you need to prepare for any data breaches that might come from hacked or stolen devices moving outside the office.

With a proper analysis of this new development, your company can ride the crest of this new wave in business development — at which point you'll only be more prepared for the next stage in dematerialization and digitization.



Anticipatory HEALTHCARE:

PREDICT AND PREVENT

There's incredible value in foresight — in business, in government, but most of all in your personal life. And nothing's more intrinsically, existentially valuable than foresight about your own health. If you could know what will happen to your body based on the way you treat it now, along with your genetic profile, would you make lifestyle changes to prevent those problems from happening?

A Future Fact about health care is that technology is providing the tools for it to become more anticipatory. We're seeing a shift from the current model to one that's more predictive, one hinging on foresight and a combination of the right technology and analytical knowledge — what I would call the Predict-and-Prevent model of healthcare.

The prevailing trend in healthcare today is best described as a break-fix model. This paradigm is all about being reactive instead of pre-active to future known events — treating problems as they occur with medicine that addresses only the problem itself instead of the problem's cause and the issues it might lead to in the future.

I'm willing to bet most people reading this piece have had a sinus infection at some point in their lives. It's a pretty loathsome affliction, but it's common enough to affect a huge portion of the American populace on a semi-regular, if not regular, basis. You've probably gone to the doctor with a sinus infection at least once, only to be diagnosed, given antibiotics and sent home to convalesce. But that probably wasn't your last sinus infection; maybe it was just one of many. If so, perhaps you've found yourself continually returning to your doctor with this malady — returning to one-off diagnoses and cursory, chicken-scratch scrawling of your usual prescription — returning to the break-fix model of medicine.

If you'd gone to a doctor who subscribes to the Predict-and-Prevent school of medical thought, your first sinus infection might have been your last. The doctor would have diagnosed you with a sinus infection, of course —

but then, instead of sending you home with a script for antibiotics, she would've started asking questions: ***Have you ever gotten a sinus infection before? How often do you get them?*** Maybe she'd have examined your septum and found it deviated, recommending minor surgery to fix it. Or perhaps she would have asked whether you've had a family history of sinus infections, meaning you might be genetically prone to them for one reason or another. She might have decided to give you an allergy test and found a food allergy that you can control or an allergy to a specific plant that's made you particularly susceptible. Whatever the reason, she'd have figured out the cause of your sinus infection and worked with you to correct the issue — not just temporarily, but permanently.

This is what the Predict-and-Prevent version of healthcare is all about: solving tomorrow's predictable problems today.

This anticipatory model of medicine doesn't just have value in its smaller, more immediate applications, however; it can be used to address the most serious and seemingly inexorable diseases. It's a Hard Trend (a trend that will happen) that the cost of genetic testing is dropping, and mapping sequences of DNA and even entire genomes has never been easier. Every disease has a genetic marker, and we're identifying more diseases by their genetic traits every day. There are thousands of genetic diseases we can test for now, and that number continues to grow.

Let's say you're a smoker. You go to your doctor today and tell him you smoke, and he ***strongly advises*** you to quit but does nothing more. An anticipatory doctor might ask if your family has a history of lung cancer; he might then give you a genetic test and find you're predisposed to lung cancer. Which doctor would have a better chance of getting you to quit smoking?

This notion applies to other preventable maladies like diabetes and heart disease, especially when associated with dietary or lifestyle choices. Sure, we've seen plenty of documentation of elderly people who smoke, drink,

eat poorly or don't exercise, but the reason these people have lived into old age is likely that they're not genetically predisposed to certain diseases — cardiovascular disease and some types of cancer being among those illnesses. But they're the exceptions, not the norm.

Part of the Predict-and-Prevent model relies on using major lifestyle or behavioral changes in patients to avoid sickness wherever possible. But in order to do that, a patient needs to be convinced of the necessity of change. Today's doctors all too often look you over, run some basic tests and give you the same advice: "Eat better; exercise more often."

Anticipatory doctors, however, will use a combination of technology and detective work to properly inform their patients and present them with irrefutable evidence that changes in behavior or lifestyle need to be made. Technology that makes the invisible visible with ease is becoming increasingly available — and when you're staring at an image of plaque forming in your arteries, it'll be pretty difficult not to want to eat better and increase your daily exercise. Maybe you would make yourself a salad instead of that cheeseburger you were thinking of.

Here, we run into a problem, though. What's the incentive behind this model? Any doctor who fixes a patient's problem permanently or excels at keeping patients

healthy is, in terms of the current medical industry, bad for business. The break-fix model will keep patients coming back again and again to treat recurring problems, thus keeping healthcare expenses high. Thus, the idea of a patient continually having to return for the same problem or issues related to a perhaps correctable root cause should be music to the ears of a medical facility or doctor who knows how to profit only from the break-fix model. But this notion is backward. When doctors act in a more anticipatory manner, patients **will keep coming back** because they'll trust their chosen medical professionals. They'll recommend their doctors to their friends, and business will grow. Creatively analytical, anticipatory doctors — the ones who use advanced technology and ask better questions, and in doing so, take a holistic approach to Predict-and-Prevent medicine — will be the most in demand because they're not only improving their patients' overall quality of life, they're ostensibly saving more patients' lives.

Sooner or later, the average American will pick up on the shift from break-fix medicine to Predict-and-Prevent. For some it'll be because they've become more aware of the relationship between lifestyle, genetics, and preventable disease, or simply because they haven't gotten a sinus infection since their last visit to their anticipatory doctor — and most likely won't get one again.

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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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Everyday INNOVATION

CAN PRODUCE BIG RESULTS

So many companies get obsessed with scoring the next Big Innovation. Of course we're all hungry to find that next giant disruptive idea that will revolutionize our industry. However, how often can you truly expect that big stroke of genius to happen? Once every two years, once a year at the very most? In addition, most employees of large and midsize companies don't feel they are capable of coming up with the next Big Innovation and assume others are working on it, so they go about their tasks failing to innovate. Speaking of mindsets and culture, can you expect such a huge leap to come if you don't have a culture in your organization that fosters innovation and rewards it? In truth, the type of innovation that we need most is not the Big Innovation that happens in dramatic bursts every now and then. What we need most is Everyday Innovation.

Why do we need Everyday Innovation most? Because Big Innovation happens more often within a culture that fosters Everyday Innovation. So creating Everyday Innovation in your organization needs to be your first priority. The type of innovations that we most need in order to lay the foundation for the giant disruptive leaps are small everyday advances and innovative solutions to everyday problems that create an inventive, anticipatory business culture.

As I work with leaders of the largest companies in a variety of industries from the Fortune 500, what they say they want most is Everyday Innovation.

Use Everyday Innovation to Uncover Your Real Problems

One of the best ways to create a culture of Everyday Innovation is to teach your people to identify the real problem. If the people in your organization could see past the seemingly insurmountable obstacles blocking progress, they might find that their actual problem is something they have entirely missed.

For example, as I discuss in my bestselling book *Flash Foresight* in the chapter on the principle of "Take Your

Biggest Problem and Skip It," the pharmaceutical giant Eli Lilly knew that as its patent on the lucrative Prozac was set to expire, it needed to create new drugs to bolster its stock prices. In order to do so, Lilly believed it had to hire at least a thousand more researchers with PhDs. The problem was that the company didn't have the budget for that. Right? Wrong. What Eli Lilly really needed was not more PhD researchers on staff, but more innovative solutions to molecular problems. The challenge was not "*How can we staff our operation?*" but "*How can we solve these molecular problems and create new drugs?*"

So Eli Lilly found that the solution to its real problem lay in crowdsourcing the answers to molecular questions. The company discovered that it actually didn't need to hire any more researchers at all! In other words, Lilly saw past what seemed like its big problem ("we need more PhDs") and just got to the *real* solution to its real problem ("we need to accelerate the creation of new wonder drugs.")

Everyday Innovation and Paying Attention to Hard Trends

Another important thing to realize is that many of your future problems are *predictable*. If you teach your employees to spot the Hard Trends, you can teach them to anticipate challenges and find solutions before problems arise. *Hard Trends* are an important concept that I've discussed frequently in my books and consulting work. Hard Trends *will* happen; Soft Trends *might* happen. Think of a Hard Trend as a current of change that's moving irrevocably in one direction at an exponential rate. A Hard Trend is inevitable: it's closely tied to an undeniable and propulsive force, like time or technological advancement, rather than the tastes of the moment or the flukes of chance.

When everyone in your organization knows how to see Hard Trends, then they're able to predict problems *before* they blow up. In other words, when you spot the Hard Trends that affect your industry (and they *are* there), then you're able to have an organization that's

anticipatory rather than reactive. When we address problems before they arise, the damage they cause is mitigated or avoided altogether. Employees spend less time playing catch-up or doing damage control and have more time for their work, and costs go down. Problems are expensive to have and to solve.

Getting in the Mindset of Everyday Innovation

The mindset of Everyday Innovation has to start with the leaders of the organization and then trickle down to every level. How can you instill a sense of common purpose and common practice? It is immeasurably helpful for everyone in your company to understand and share the same Futureview.

Futureview is a vision of what you're inwardly **certain** the future is going to be like. It's not what you wish for or what you hope for. It's not your rosy "vision statement" — it's what you **actually** believe the future is going to be like.

If leaders don't have a genuinely solid, clear and compelling Futureview — guess what? No one else in their organization will, and they will find it increasingly difficult to focus innovation to increase results. Instead they will have a culture that is risk averse, a culture of playing it safe and sticking to tradition rather than coming up with fresh, new, actionable ideas and insights.

Everyday Innovation should be praised, celebrated and rewarded, instead of, as is most often the case, can be subtly discouraged. It's your job as a leader to teach it, to spot it when it's there and to reward it.

Here are some of the fallacies leaders might proclaim in a non-innovative environment:

"There is no extra time for generating new ideas."

"Sure we'd like some new ideas, but I'm paid to get my numbers on existing business."

"Let's let our existing process play out for at least a year before we try to find the next big thing."

"It's true that Jane in the marketing department had an idea that we thought was great, but it didn't really work out, did it? We need to let her know she should stick with what works rather than trying something new."

Thoughts like these demonstrate that you actually have a tired, limited Futureview, even if your "vision statement" is bold and grand. And your employees are going to pick up on your culture of stasis and fear.

So it's absolutely crucial to realize this: You get the behaviors you reward. Is your culture risk averse? Do you reward playing safe? You may not **think** that you reward timidity — after all, no leader wakes up in the morning and says: "I'm going to make sure my people know it's not ok to take risks!" But I want you to really think about it: do your employees fear failure so much that it stifles their capacity to think outside the box? Do they receive disapproval and disrespect if they try something new and it doesn't immediately work? If your employees feel punished or shamed for "failure," then they have no incentive to take risks.

And consider this: does your organization provide support and approval for employees who **do** practice everyday innovation? Are your everyday innovators recognized and rewarded?

In Conclusion

It's crucial that the culture at your organization foster and practice Everyday Innovation. Learn to find inventive solutions to everyday problems, to know how to spot the real problem, to anticipate changes to your industry every day and to recognize the people who do practice these techniques. This kind of innovation doesn't have the allure of something like Edison's light bulb, and they may not write cover stories about it and they certainly won't make movies about it — but these tactics lead to the kinds of quiet, unshowy **eureka** moments that make or break companies.



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The POWER of CERTAINTY

We all know that we live in an amazingly uncertain world full of doubts and reservations. Questions and misgivings about all manner of things, big and small, race through our heads constantly.

On the global stage, we wonder: What does the future hold for the economy — what's going to happen with Greece's financial crisis? Will it damage the European economy at large? How will this and other struggling member nations affect the euro and the dollar's standing against it? How will the dollar fare against the Japanese yen or the Chinese yuan? Will it perform against Brazil's strengthening real?

As Americans, we ask ourselves what will happen with Social Security in the future, and whether our retirement savings are truly secure. Let's face it, recently hackers were able to break into a Social Security database and take key financial information, including Social Security numbers, from a good number of U.S. taxpayers. We fret about whether our government will ever be effective again, and who will win the next general election, and if it will even matter.

Uncertainty is present in every facet of life, and how we process and deal with it determines how successful we are. Whether in business or your personal life, any strategy based on uncertainty is inherently high-risk — and that risk decreases as certainty forms.

Increasing certainty about anything you're unsure of is categorically beneficial, and you can do this by discerning the certain elements of any situation from the uncertain ones. I've spent the past 30-plus years developing a proven methodology of doing this, a Science of Certainty. This science hinges around my principle of Anticipation — that is, making sure you're ahead of the game and predicting future trends instead of simply reacting to disruptions, be they in your industry or in

your personal life. The Science of Certainty is all about separating the Soft Trends, things that might happen in the future, from the Hard Trends, things that will happen.

Wherever we can feel a true sense of certainty, we can use the resulting high level of confidence to our advantage by applying this science. For example, while we may not be sure of how the economy will look in a few months, let alone a few years, we know stocks will continue to fluctuate, and by discerning Hard Trends based on what we know, we can capitalize on these certainties in our business practices.

Based on linear, one-way change (one of the two major types of change, the other being cyclical), we can conclude that our dependence on the use of technology will continue to increase, representing a Hard Trend within an uncertain economy. More people and businesses than ever are buying smartphones, using cloud computing and engaging big data with high-speed data analytics. This pattern will not reverse or cycle around — obviously, few people with an iPhone 6 would want to go back to using an iPhone 3 or a flip phone, just as organizations that are using high-speed data analytics would not go back to using their old, slower analytics system — meaning their increasing use is a Hard Trend, a predictable pattern of irreversible linear change. In addition, the Three Digital Accelerators I identified way back in 1983, the exponential growth of processing power, digital storage and bandwidth, will continue to drive the one-way linear change curve to predictable, exponential levels. That's a Hard Trend that will continue to cause digital disruption. And clearly, the most anticipatory businesses and leaders have realized this and are capitalizing on these accelerating areas of growth.

Now, these are just a few examples, but they demonstrate that with certainty comes empowerment and strategic confidence. And while you can't be sure of everything, any added certainty can make a

difference and give you the confidence to make bold moves — while those failing to utilize the Science of Certainty and the Anticipatory Methodology are left scrambling to react to changes in their industries.

This is especially important from a business standpoint, where trying to simply keep up with the pack is a fool's game. There's no advantage in keeping up, but trying to jump ahead of your competition is risky unless you use the Science of Certainty to figure out what Hard Trends will impact and disrupt your industry in the future, and act on them before your competition does.

From a sales standpoint, uncertainty can be a tool to open the door to a sale, but certainty is one of the best tools for closing a sale. If you can guide prospective customers or clients from a place where they feel uncertain to where they're certain and therefore confident in what you are saying and the product, service or concept you are selling, you've not only come that much closer to closing a sale, you've also built an essential level of trust with your customer.

For example, if you're looking to build a home but are unsure of the designer or construction company you want to use, you're unlikely to sign a contract. But a confident professional can increase your certainty by supplying you with key details, like building plans, a scope of work and a guaranteed completion date.

At the end of the day, everybody's selling something. Babies cry, selling you on paying attention to them because you're certain there's something wrong; teenagers act out for the very same reason. As adults, we sell ourselves, by virtue of our skills, to our employers. We sell products to customers and clients when they have a high level of certainty. In our personal lives, we deepen our relationships with friends and colleagues, and build new relationships by increasing others' trust thanks to their level of certainty in who we are. We do all of this, whether we know it or not, by using the Science of Certainty — and the sooner we understand how to use this, the more successful we'll become in any endeavor we undertake.

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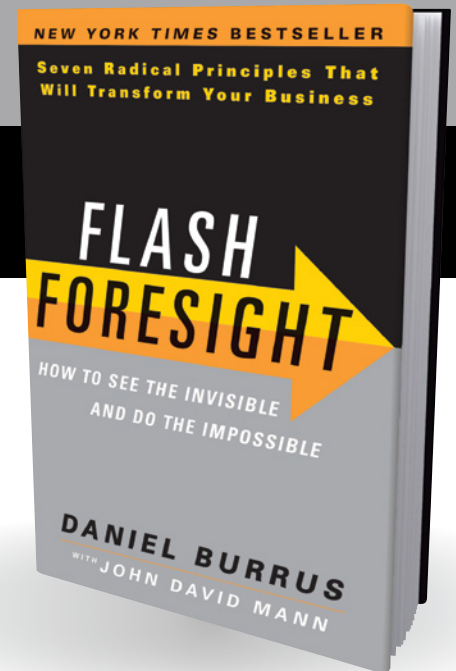
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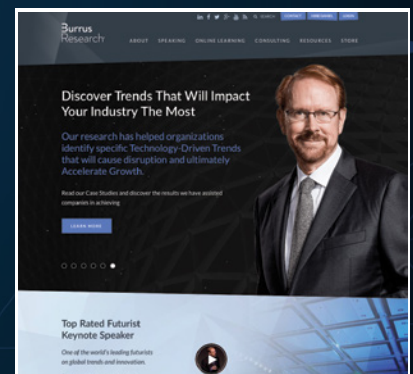
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ABOUT

DANIEL BURRUS

Daniel Burrus is considered one of the World's Leading Futurists on Global Trends and 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 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 companies such as Microsoft, GE, American Express, Google, Toshiba, Procter & Gamble, Honda and IBM.

He is also a featured writer on the topics of innovation, change and the future for **CNBC**, **Huffington Post**, and **WIRED**, 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**, and is quoted in a variety of publications, including **The Wall Street Journal**, **Financial Times**, **Fortune** and **Forbes**.

He has founded six businesses, four of which were national leaders in the United States 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.

His accurate predictions date back to the early 1980s, when he became the first and only futurist to accurately identify the twenty technologies that would become the driving force of business and economic change 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.

He is the author of six books, including **The New York Times** and **Wall Street Journal** best-seller **Flash Foresight: How To See The Invisible and Do The Impossible**, as well as the international best-seller **Technotrends**.

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