

[youtube:http://www.youtube.com/watch?v=aZboLH1IOtM]

4th edition of Dr Patrick Dixon's highly acclaimed book on what the future will be like, and strategies for growth: an early warning system for future business and personal life. Dr Dixon's perspectives have stood the test of time.

**FOR LATEST FUTURIST BOOK:** [The Future of Almost Everything](#)

Futurewise contained detailed research into latest trends, consumer insights, industry innovation and long range forecasts. Book describes Six Faces of the FUTURE - F ast, U rban, T ribal, U niversal, R adical, E thical.

**DR DIXON HAS BEEN PROVEN A RELIABLE GUIDE ON GLOBAL TRENDS OVER THE LAST 20 YEARS FOR HUNDREDS OF THE WORLD'S LARGEST CORPORATIONS - 4 EDITIONS OF FUTUREWISE SINCE 1998 - SEE LIST OF PREDICTONS IN LINK BELOW.**

### **Reviews of Futurewise:**

Business Executive Magazine - 'Fascinating and in some ways terrifying book. It is a vital read if you want to get a glimpse of what the future may hold for all of us.' Professional Manager - 'very readable. Covers a staggeringly wide subject range'.

*"The best book on future trends I have ever read"* - Hans-Dieter Vontobel, Chairman Bank Vontobel

*"A must-read for anyone keen to understand what the future holds for them."* - Lynda Gratton, Associate Professor London Business School

*"A momentous achievement"* - Professor Zuhayr Mikdashi, School of Business Studies, University of Lausanne

*"If you want to intelligently invent your own future, this is the guidebook"* - James Johnson, President and CEO Eikon Strategies

[See Patrick Dixon's latest Futurist book: &nbsp;The Future of Almost Everything](#)

**Can a Futurist REALLY predict the future? JUDGE FOR YOURSELF:** [Here are a stack of predictions I made in Futurewise previous editions going back to 1998 and in other earlier books etc.](#)

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**Video of keynote at Google travel industry event - structure around Futurewise - Six Faces of Global Change - see below.**

Many executives are feeling battered and bruised right now. Hit by one event after another, there's little time to regroup or reflect, and the top of a corporation can be a lonely place. Profit warnings, share price pressures, mergers, reorganisations, relocations, disposals, painful layoffs and great geopolitical uncertainties can sweep away even the most comprehensive strategies – and that's despite outstanding management over many years.

These are exceptionally difficult times and it has never been more important to connect planning to executive board thinking than now. It's easy to lose sight of the bigger picture in the rush to cut infrastructure cost and conserve cash. Hopefully you succeed in protecting the business, satisfying shareholders and analysts, but what about capacity and flexibility, morale and momentum?

To be a winner in the next three years you need to use the downturn to reshape for growth, propelled by an unshakeable conviction that your mission is still important, that more prosperous times lie ahead, and that in some way your company infrastructure is helping to build a better kind of world. Your own passion for running the race matters most of all in a downturn when people are insecure, see only savage cost savings, and loyalty is tested.

The future is about emotion, not just innovation, fashions, technology and political change. If you want to understand the future - connect with the passions people have.

Your corporation's future will be dominated by six factors, or faces of a cube, spelling F U T U R E.

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## **Fast**

The world is changing faster than boards can think, and far faster than management can respond. Gone are the days when grand plans could be made with confidence for a post-merger HQ. In today's [economy](#) you may be overtaken by further [consolidation](#) and perhaps even by the entire reorganisation of the corporation. We have to think differently. Survival means scenario planning as far as possible before events happen, with rapid response plans, making every

[logistics](#)

dollar count. Market research can't predict the future in a rapidly changing world – it just shows what consumers and internal clients think. We need bifocal

[leadership](#)

: clear short-range thinking and sharp action now to steer through the downturn, as well as accurate vision and steady nerves to see beyond.

Look out for the next big wave of techno-social-change which will profoundly alter office and manufacturing requirements as well as client [relationships](#) – we are still in the first day of the [digital age](#), the first 10 minutes of social networks, and many [corporations](#) are distracted by other pressures. Who's watching your radar screen? Where does your own team get fresh insights from? Who's bringing external perspectives to protect you from institutional blindness? Who's watching your own back? New technology is dramatically speeding up back-end integration of incompatible IT systems but this will continue to be an area of major concern and should be at the centre of thinking about every new IT project.

## Urban

Big demographic and social “lifestyle” shifts will impact your customer requirements in this new decade with profound changes in working practices. Every aspect of life is being transformed with fickle fashions, [ageing](#) but wealthy populations, retired people inheriting trillions of dollars, aggressive war for top talent, female consumer influence, designer [biotech](#) life, [human cloning](#), [medical](#) breakthroughs, virtual [relationships](#) and a host of other factors, including the huge untapped challenge of megacity markets in emerging economies. These society changes are fundamental to the future shape of your business, in many ways indirectly because they will alter how people think and feel. Soft factors may create your greatest new business opportunities. But are your teams gearing up to exploit them?

## Tribal

Although the world is increasingly globalised, [tribalism](#) is the most powerful force on earth, when a group of people identify only with each other. It's more powerful than nuclear bombs, or the combined might of the US, Russian and Chinese military. We see it around the world in 100s of tribal conflicts and tensions and in recent events, fuelled by growing global inequality and anger at perceived injustice. Attention will be focussed around the world on these issues. Terrorism will continue, but will not win. Individuals will respond by sacrificing personal liberties for increased security, and by resolving that normal life must go on.

Yet [tribalism](#) is also a huge positive force. It's the basis of every family and every

neighbourhood. Tribalism makes us proud to be who we are, and gives us national identity. It also affects us all through niche branding and product loyalty: every one of your successful products creates a tribe and every successful organisation is one. Tribalism is the secret of your strongest teams, corporate character, people movements and product lines. The key to all successful mergers and [leadership](#) is harnessing tribal culture. Team [leaders](#) manage up to twelve others, but tribal [leaders](#) create dynamic people movements of more than 100,000. Are you making [tribalism](#) work for you, rebuilding group confidence and a sense of belonging at a time of workforce reductions?

Are you paying enough attention to [tribalism](#) when planning and running global operations? The current geopolitical situation makes it even more important that all operations on the ground are conducted with utmost sensitivity to local customs and culture.

## Universal

The opposite of Tribal is Universal. Globalisation, the emergence of the global super-brand and huge pressures to manage global operations more effectively, using new technologies, emergence of complex digital communities, multichannel marketing, virtual teams and companies.

We are still playing games with [globalisation](#). Many executives I know are already spending more than six weeks a year at 35,000 feet, and it's no fun anymore. Successful multinationals need totally new management models to grow beyond constraints of constant air [travel](#) to meetings. Daylight is now the biggest barrier to the global village – because people have to get out of bed to attend virtual meetings.

The [future of Europe](#) – will be dominated by conflict between two equal and opposite forces: [tribalism](#) is causing many European countries to fragment, and universalism is welding these same fragile nations into one super-state. Expect further stresses in the Eurozone, until some countries are forced out, or force into more rigorous controls on spending by their governments. It is strange that countries were rushing into total one-ness at the same time as neighbours were killing each other for speaking with the wrong accent or language. Low-grade ethnic cleansing by intimidation and violence is a daily reality in Europe – not only in bits of former Yugoslavia but also in the UK (Northern Ireland) and elsewhere. Tread carefully in

pan-European business deals. It may all look Euro-ised from the outside, but beneath may be pure [tribalism](#).

Globalisation will dominate the shape of all large [corporations](#) as competitors realign through rapid mergers, acquisitions, disposals or new partnerships. However reactions to [globalisation](#) will grow and require careful handling. Powerful global structures will emerge and affect your international interests. Are you being radical enough in globalising your operations and structures?

## Radical

Few of your workforce or clients are likely to be active members of [political parties](#), compared to the vast numbers who have signed petitions or campaigned for causes. With the death of left / right [politi](#)

[cs](#)  
and weakening of “big”  
[government](#)

power,  
[corporations](#)  
are increasingly vulnerable to attack by single issue groups. Examples include the war against terrorism

,  
[animal welfare](#)  
, and child labor in the textiles industry. As Swiss  
[banks](#)

found with Nazi gold, Shell found with oil rig dumping, Nestle found with baby milk products, Nike with factories in emerging nations, and MacDonaldis with beef-contaminated French-fry oil in India, these issues strike hard and their impact can be hard to predict. Clear policies, strong values and rapid

[media](#)  
response teams are vital.

Sustainability and [environment](#) are single issues that will continue to drive innovation and change for the next 20 years.

## Ethical



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