CHANGES OF TOMORROW

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INTRODUCTION

Society is transforming. Powerful trends are reshaping businesses, driving new technologies, shifting talent needs, and changing human behaviour. It is crucial for all industries to stay up to date with these changes, and respond accordingly.

WE'VE MAPPED THESE TRENDS for over 20 years by collaborating with industry leaders across the world. We use the insights to shape our programs, so that our talented students meet market demand. With these reports we are sharing our insights with the world.

This is the second issue of Changes of Tomorrow. It builds on the first report released in Spring 2015. The focus stays the same with four themes framing the research, and we've collaborated to define new trends and update existing ones.

Regardless of your industry, it's essential to consider the impact of these changes on your work. The "Reflect" sections at the end of each trend will help you do that. You will also find tips, tools, and methods to support you to stay up to date and lead the change.

PROCESS

Once a year we host a global Industry Forum as part of our continual trend mapping process. We gather 100+ industry leaders in our hubs across the world to deep-dive into each theme. Together we ideate, organise, and map the trends that will have the biggest impact in the next three years. We use a robust 4-step workshop to guide the Forum. This has been refined over many years, and always delivers valuable insights for business development. We've shared the process so you can map trends in your own company. It works well with groups of any size. Check out the link to the Hyper Island Toolbox for a more detailed format of the process.

1. FRAME THE QUESTION
We challenge participants to look into the future together. We ask: "Over the next 3 years, what will be the most influential trends in the areas of business, technology, human behaviour, and talent?" The goal is to get a range of ideas, not just the obvious trends.

2. EXPLORE AND IDEATE
We ideate, using the imagined future to spark new ideas. In small groups, participants explore and discuss each area, coming up with as many trends as possible. Every few minutes the groups are mixed up, to facilitate cross-pollination of knowledge and inspiration.

3. CLUSTER AND CODIFY
We organise the ideas, combining common ones and filtering out anomalies. As trends emerge, groups write each trend into a one-line description, a "trend statement". We also identify what impact the trend will have on society and if it will manifest within three years.

4. PRIORITISE AND PREDICT
We filter statements by giving the groups a large set of axes: Impact - high and low, and Time - present to future. The trends are placed in the diagram by answering two questions: "When will this trend fully hit the industry and society?" and "How much impact will it have on society?"

BUSINESS

THE END OF OWNING STUFF

INNOVATIVE ONLINE PLATFORMS are continuing to support the shift away from ownership towards access in a range of industries. They allow individuals and companies to provide easy access to their assets, resources, time, and skills, often at lower cost and more convenience than was traditionally possible.

This is not necessarily about sharing resources for social benefit, but about making the exchange of money for services more fluid and accessible to everyone. In the last few years this has become a mainstream practice:

City dwellers meeting their escalating living costs by renting out their spare rooms on AirBnB.
Drivers subsidising long car journeys and travellers saving on expensive train tickets by sharing rides through BlaBlaCar.

The 600+ global cities that have pay-per-hour bike access schemes, often subsidised through corporate sponsorship or advertising.
Flexible working and employment models supported by platforms like Upwork and TaskRabbit.

This is a new kind of capitalism. One where we can leverage assets in new ways, buy less things, and have more time to spend doing what we love. And the trend will only continue.

REFLECT
How might you bring inspiration from the access economy into your company? Could you work more efficiently by owning less stuff? Could you give more value to your customers by providing access to your skills and resources in a new way?

LINKS
1. The Sharing Economy Isn't About Sharing At All - Harvard Business Review
2. The On-Demand Economy Should Be Challenged By Workers - Huffington Post
3. Consumer Intelligence Series "The Sharing Economy" - PWC
4. Ditch your assumptions about Uber and Airbnb - The Guardian

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PIONEERS
1. Streetbank - One of the original "access" platforms is still going. They help you share things with your neighbours.
2. Feeding Forward - An innovative use of the sharing economy to support businesses to save time and money, help their community, and save the environment.
3. Guevara - A peer-to-peer car insurance company, disrupting the industry by connecting people outside of the traditional system.

AGILE CULTURE

EFFICIENT WORKING PRACTICES honed over years in the software development industry are being applied to other business areas. Practices like Agile Project Management with its short development cycles, daily micro-planning meetings, and in-depth evaluative retrospectives have seen widespread integration over the last few years.

Rather than the specific tools and methods it is the attitude and mindset that has persisted, and this trend will only grow. Many progressive companies will already develop an intrinsic agile culture, based on principles of customer-centricity, iterative development, and cross-functional collaboration.

They restrict the size of teams to help diminish issues like groupthink and social loafing (Google them!). In a small team, of between 5 and 8 people there is nowhere to hide. Everybody has to contribute and everybody has to have an opinion.

These teams are often self-organising and cross-functional. They are empowered to manage their time and resources, and work together to reach their goals. Openness, flexibility and transparency are essential, as work is shared continuously for feedback, and the business structures can adapt to the needs of the employees based on that feedback.

In an agile culture experimentation replaces detailed planning; autonomy replaces control; and transparency replaces secrecy. We can see many similarities in Agile Culture with the trend Survival of the Fastest in the last issue of the report.

REFLECT
How could you benefit from a more open and collaborative culture? How might you bring agile principles into your company? It may demand a different internal structure, a different workspace, or a different resourcing and budgeting model. What might that look like in your workplace?

LINKS
1. How To Make The Whole Organization Agile - Forbes
2. Scaling Agile To Create A Great Work Culture - Huffington Post
3. Productivity Hack of the Week: The Two Pizza Approach to Productive Teamwork - FastCompany
4. The Case for Startups to Make Radical Transparency the Top Priority - First Round Review

PIONEERS
1. NOBL - A network of 4,000 professionals dedicated to helping organizations achieve a lasting impact in the face of constant change.
2. Spotify - Spreading their approach to agile development and agile culture.
3. Holacracy - A complete system for self-organisation in businesses.
4. Wemanity - Bridging the gap between the disruptive startup mentality and the need to sustain, evolve and strengthen existing business models.

WORK AND LIFE: INTEGRATE OR SEPARATE

DEFINING WHEN we are "at work" and when we are not, is becoming increasingly difficult. The applications and devices that allow flexibility in the workplace, remote collaboration, and cloud storage have also made the concept of the office almost obsolete.

We used to be restricted by physical objects. Things like paper, filing cabinets, printers, and desktop PCs that forced us to be in the office to work. Now we can work from anywhere using our laptops, tablets, and smartphones, accessing and editing files, and communicating with colleagues. We need never switch off, working 24/7, always accessible and always productive.

There are two competing trends here. In a world where work and free time have merged, some people might attempt to clearly separate the two, and others will embrace the idea that their work is their life.

The latter has led to a movement of people away from corporations to setting up their own businesses, focused on passions like coffee, street food, social work, and the arts. By aligning their hobbies and interests with a clear social need or growing trend, these micro-enterprises are able to turn profits. By serving small and local communities they are able to develop strong relationships with their customers.

For those who stay in their jobs, they will not be tied to the office in the ways they've always been. By harnessing remote working tools and adapted organisational structures, employees will take control of their own schedules, finding a balance that suits them.

REFLECT
What does the balance between "work" and "leisure" look like in your office? Or in your life? How might you keep the two more separate? Or how might you follow your passions and integrate them more closely?

LINKS
1. Uniqlo to Try Out Four-Day Work Week - Bloomberg
2. 5 Ways Executives Can Make Work-Life Balance Better For Their Employees - Fast Company
3. Remote design thinking - Laila von Alvensleben
4. The New American Dream -The Minimalists

PIONEERS
1. Hanno - A fully remote digital design and product studio, focusing on social impact and wellbeing by investing their profits into the company and its pro bono work.
2. The Hand and Malt - Korean micro brewery run by an ex-Microsoft executive who left to pursue his passion: to bring life and work together.
3. Salesforce - Tools to bring flexible and remote working to some of the world's largest companies.

CONSTANT COLLABORATION

COLLABORATION CAN BE MANY THINGS in a business context. It can be an unfortunate necessity, as with Apple, unable to find reliable alternative suppliers for their iPhone A9 processor chips still rely on their main rival Samsung for their manufacture. It can be a brave strategy, as with Amazon creating their Marketplace, collaborating with millions of users and allowing them to compete directly with the company on its own platform. This collaboration paid off and now accounts for 35% of Amazon's revenue.

As the digital revolution continues to gain pace, collaboration will become a necessity. Companies will partner with competitors in the same industry and boundaries will blur between products and businesses. The open source software movement is leading this trend. The software that powers 82.8% of smartphones across the world, Google's Android, is open source. This means that any company can take it, use it, contribute to it, adapt it, and sell it. The relationship is mutually beneficial, as the company gets free software, whilst Google gets millions more users.

REFLECT
Transparency Drives Culture was a key trend in the last issue of the report. But this takes it a step further. How might you work with a pioneering company and share the process with anyone who wants it? Google and Hyper Island's 30 Weeks programme is an example of a collaboration that has been open sourced for the world to use. They played to their strengths to create a founders programme for designers.

How might you work with a competitor? Moleskine is the world's most famous notebook, and Evernote is its digital rival. Instead of trying to compete in each other's space they worked together to produce a beautiful notebook that could be easily digitized.

Who might you collaborate with to help you achieve your purpose? LEGO and NASA united on a project that enabled children to play and engage in science, tech, and engineering. Meeting the purpose of both organisations and inspiring a generation of builders and engineers.

LINKS
1. NUMMI - This American Life
2. Co-Business: 50 examples of business collaboration - co-society
3. Apple, Samsung to remain bedfellows for the next iPhone - CNET
4. Virgin America, Banana Republic Team Up to Bring Fashion Back to Flying
   - Huffington Post

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PIONEERS
1. LEGO - Relentlessly collaborating with brands and non-profits to inspire a generation of builders.
2. Brompton - Collaborating with public and private institutions in the UK to provide easy and cheap access to high quality folding bikes.
3. GitHub - The world's largest software collaboration platform.

E-LEADERSHIP

NEARLY EVERY COMPANY will need to transform its business model to thrive in a digital economy, which means the executive team's knowledge and reputation in digital will also need to change.

Leaders of course don't need to learn how to code, or design user interfaces themselves, or analyse big data, but they do need to know the benefits of such crucial digital business tools. A key attribute that successful e-Leaders will have is curiosity. They should explore and embrace new trends, tools, and technologies as they emerge. They should be willing to try new ways of working and making. They should accept failure as an important step on the road to success.

Leadership in a rapidly changing world demands humility. Leaders should operate on the principle of hiring smart people, then working to remove any barriers to them doing great work. They shouldn't be afraid of hiring people who are more knowledgeable than them. If your digital marketing is awful, hire an awesome digital marketeer. If your sales analytics are useless, hire a superb data analyst and let them do their job.

e-Leaders need to trust in their knowledge and abilities to recognise when change needs to take place, and make that change. Alan Rusbridger joined The Guardian in 1974 as a journalist. From 2013 onwards he led the company's "digital first" initiative that turned it into the most progressive newspaper business in Europe. He was an old leader who became an e-Leader by embracing change.

REFLECT
How might you and your company embrace digital change? What does your leadership team need to understand to start the transition? How can you demonstrate the value of digital literacy through your own work?

LINKS
1. Leading Digital Transformation - TechCrunch
2. Humility the secret to confident leadership - Forbes
3. As Big Data and AI Take Hold, What Will It Take to Be an Effective Executive?
   - Wall Street Journal
4. Burnout: time to abandon a very costly delusion - Huffington Post

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PIONEERS
1. Codelco - The world's largest copper company pioneering digital tech to remove humans from the dangerous underground environment again, but retain jobs.
2. Tesco - Huge UK retailer with a CEO focused on digital transformation to put the customer in control, enabling him or her to engage and transact in whatever way best suits them.
3. Prisa- Media company innovating tech to ensure the rapid exchange of information across continents and business units.
4. Sephora - French cosmetics company that has embraced digital tech to enhace the in-store experience, and to engage with customers more intimately.

TECH

HEALTH TECH GOES MAINSTREAM

THE MEDTECH TREND is still emerging, but in the near future, the niche practice of personal data tracking will become completely mainstream. We will all wear devices that capture detailed and personalized health data, measuring heart rate, blood glucose level, blood pressure, and more. Trusted doctors will have access to that data, giving them more information on which to make solid diagnoses, and we will understand the inner workings of our own bodies more intimately.

With projections from the United Nations estimating that 1 billion of the world's adults will be obese by 2025, the imperative to lead healthier lives has never been greater. The hope is that "MedTech" can help change people's mindset and behaviours, in the same way that other digital technologies have.

The culture of medical trials, academic papers, and government intervention does not sit well with the tech startup culture of rapid prototyping and embracing failure. However, changing legislation in many countries is gradually allowing for innovation from MedTech startups, removing bureaucracy whilst strengthening safety regulations.

There are commercial applications, like the US National Football League using RFID sensors (like those in contactless bank cards) to track the movement and performance of their athletes. Simple applications, like patients presenting FitBit data to their GPs for analysis. Social applications like Doximity, providing a secure and professional social network for MDs in the US. Life saving applications like Glooko, using mobile, cloud, and data analytics to improve diabetes care.

As in all industries, huge amounts of data is not hard to obtain. The challenge is drawing meaningful insights from the data. That will be the issue that the MedTech industry will have to solve in the near future.

REFLECT
Could you benefit from taking control of your activity data? Check out the free apps on your Apple or Android device. Track your movement for a couple of days and see what the data shows. What insights can you draw? How might you change your behaviour to be healthier?

LINKS
1. Global obesity rise puts UN goals on diet-related diseases 'beyond reach' - The Guardian
2. Europe's most vibrant startups are in MedTech - Eucomed
3. Hackathons Aren't Just For Coders. We Can Use Them To Save Lives - Wired
4. Michael J. Fox Foundation and Intel Join Forces to Improve Parkinson's Disease Monitoring - Intel

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PIONEERS
1. TempTraq - A wearable, wireless, continuously monitoring intelligent thermometer. Currently marketing to parents for monitoring their children's health.
2. RockHealth - A digital health venture fund investing in exciting innovative MedTech startups.
3. Glooko - A unified platform for diabetes management, tackling one of the fastest growing diseases in the developed world.
4. Theranos - An online lab testing services that aims to make low cost health information accessible to everyone at the time it matters.

FROM BLENDED TO VIRTUAL REALITY

VIRTUAL REALITY (VR) as we understand it has been around since the 1970s. An immersive multimedia experience that attempts to simulate physical presence. However, it is only in the last few years that the power and affordability of VR technology has opened it up to smaller developers, and this has kickstarted innovation.

The Internet has already redefined relationships and communication. Imagine what is going to happen when we can all have immersive sensory experiences as easily as we now have video calls. VR will challenge our understanding of reality, and everyone will be able to get involved. Sales of head-mounted displays for VR are predicted to rise from 250,000 to 39 million in the next 3 years. Their growth will be faster than the iPhone.

Their obvious application is in the video game and entertainment industries, and this is where the initial growth will be over the next few years. Oculus Rift, Microsoft Hololens, Valve/HTC Vive, and Sony Morpheus are all launching 2015/16,

aiming to compete for the best games and content.

But with Facebook's purchase of Oculus Rift for $2 billion in 2014, the future for VR seems more social. Imagine putting on your VR headset and walking through your sister's wedding photos, or reliving that party from University in terrifying 3D.

As head mounted displays get smaller (and maybe disappear) we will see VR become much more a part of everyday life: collaborating with colleagues across the globe; a fire safety demo at your new job; trying out new clothes online; training to be a surgeon; designing a new car.

REFLECT
VR is a trend well on its way to becoming a massive part of our daily lives. Think about your own industry. How might it benefit from VR technologies? How might it be disrupted? What can you do to prepare for the near future?

LINKS
1. Design and engineering - Ford's Immersion Lab - Forbes
2. Oculus CEO Brendan Iribe on the future of virtual reality - Wired
3. How virtual reality can create the ultimate empathy machine - TED
4. How a Pixar vet is shaping the future of VR storytelling - Wired

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PIONEERS
1. Owlchemy - A small game studio based in Austin, Texas, working at the forefront of the VR movement.
2. Matterport - Sotfware that allows anyone to make high-definition 3D models of spaces, using only an iPad or mobile phone.
3. Psious - Exposure therapy to combat fears and phobias using the Oculus Rift headset to provide an immersive experience.
4. Nokia OZO - A high-quality, beautifully designed, affordable VR camera for professional content creators.

ARTIFICIAL INTELLIGENCE AND THE EFFICIENCY MOVEMENT

STEPHEN PRATT OF IBM SAID THIS YEAR: "Before long, we will look back and wonder how we made important decisions or discovered new opportunities without systematically learning from all available data."

The next decade is going to see widespread application of artificial intelligence (AI) and cognitive computing in the business world. Anyone who doesn't take advantage of this trend will be left behind. The amount of VC funding going into AI startups has leapt from $70 million to $300+ million in the last two years.

When we see the word "AI", it's easy to think about HAL in 2001, or the Steven Spielberg film with that kid from The Sixth Sense. We're not talking about that. We're talking about intelligent algorithms that automate low-level cognitive tasks and execute high-level computational tasks. They do this so that humans are empowered to make smarter decisions and tell more compelling stories.

You might already use Google Now, an intelligent personal assistant that gives you information before you've even requested it. Or Uber, whose intelligent routing system enables you to grab the driver nearest to you, when hundreds of people in the area are trying to do the same.

Over the next few years AI will replace huge areas of human labour. But this has always been the case with new technologies. The labour market will adapt, people will have to learn new skills, and the cycle will continue.

REFLECT
Think about the effect that automation and artificial intelligence will have on your industry. What are the opportunities that might arise from outsourcing low-level tasks to computers?

LINKS
1. Challenge for leadership in a data-driven, AI-supported world - Wall Street Journal
2. Artificial intelligence in business: The state of play and future prospects - ZDNet
3. Computer Scientists Wield Artificial Intelligence to Battle Tax Evasion - New York Times
4. AI Is About To Go Mainstream And Reshape The Workplace - TechCrunch

PIONEERS
1. Kensho - The world's first computational knowledge engine for the financial industry.
2. IBM Watson - Watson is a cognitive computing machine that enhances, scales, and accelerates human expertise.
3. Numenta - Based on biological learning principles, making a machine with AI that far exceeds today's programmed computers.
4. Palantir - Creates products that transform the way government, commercial, and third-sector organizations use their data.

DISAPPEARING TECH

SINCE THE PROLIFERATION of smartphones and tablets into our daily lives, our interaction with technology has been dominated by screens. This trend will see those screens disappear, or at least diminish in importance, as our interactions become invisible. Products and services will be seamlessly integrated into normal behavioural patterns. Far ahead of last edition's Wearable Tech trend, in the future we will barely know we're using "technology".

Think about Apple Pay. You hold your phone near a card machine, and a buzz confirms payment. But why can't your phone talk to the cash register as soon as you walk into the cafe, telling the barista what your usual order is. Then you can walk away with your delicious cappuccino and your phone still in your bag.

This trend is all about freeing us from the burden of physical things. Google Docs already allows us to do this. It doesn't matter what device you're using, you log into your Google account and everything is there, just how you like it.

Imagine a world where that was commonplace. Your rental car set up just how you like it; your coworking space in Berlin laid out to your requirements; your in-flight entertainment system showing Game of Thrones on the trip back home. A smart network of devices and services that provide value by delivering useful services grounded in your needs and goals.

Disappearing tech, or invisible design, or frictionless user experiences, are coming. In the future designers and developers will have realised that the best interface is no interface. We are obsessed with screens and digital interfaces, instead of engaging with the world around us in meaningful ways.

REFLECT
How are you using invisible tech today? What are the screenless interfaces that you engage with on a daily basis, and how do they add value? Take a moment to think about the future. What kinds of things would make daily life easier, cheaper, or simpler? How might they work as screenless interfaces? Google them. Maybe a solution already exists.

LINKS
1. Amazon's Frictionless UX - Katie Mellor
2. Why we don't always need an App for that - The Verge
3. Designing smart experiences - Gianluca Brugnoli
4. Towards a world of ambient computing - ZDNet

PIONEERS
1. Samsung Smart Things Innovation Lab - A team of cross-skilled engineers, designers and makers trying to invent and innovate new multi-device experiences.
2. Disney MagicBand - MagicBands are secure all-in-one devices that allow users to effortlessly access different experiences in Disney parks.
3. Nest - Nest reinvents unloved but important home products, like the thermostat and the smoke alarm. They focus on simple, beautiful and thoughtful hardware and software.
4. Google Now - the right information at just the right time, before you even have to ask.

PURPOSE DRIVEN TECH

THE WORLD IS STILL largely driven by commerce and the profit motive. The advertising industry as a key element in the global capitalist machine has trained us to want more and more stuff. Alongside this, the demands that we place on the global technology industry to produce more smartphones, tablets, laptops, and smart devices are increasing. It took 27 years to reach the milestone of 1 billion PCs in the world, in 2007. It only took another 7 to hit 2 billion in 2014. Demand for smartphone production has grown even faster. Hitting 1.2 billion sales in 2014.

With this abundance of communication and tech there has been a shift in the last few years. People want to engage with products and services that serve a greater purpose or meet a specific need. As this trend continues, the brands and companies who live and work according to a clear, positive purpose, as well as providing high quality services, will succeed.

Many current purposeful business solutions focus on solving small problems, but problems nonetheless:

Transferwise saves people money on costly bank fees for money exchange
Dice cuts out the corruption inherent in the music ticketing industry and creates a fair exchange between fans and artists
Patagonia works hard to encourage people not to buy new outdoor gear, but to reuse and recycle instead
Slack aims to bring team communication together in one place, and to kill email because we all hate it

As ordinary consumers we have a choice as to how we spend our money. There is no excuse for not knowing which companies are aiming to make the world a better place, and which aren't. We can choose spend our money purposefully.

REFLECT
Think about purpose in the context of your own work. What problems are you helping your customers to solve? What needs are you fulfilling? How might you become a more purposeful company by focusing on these things?

LINKS
1. Why Purpose Matters: It's good for you and good for business - Forbes
2. Why purpose driven companies are often more successful - Fast Company
3. Purpose is good, shared purpose is better - Harvard Business Review
4. Dove's mission statement - Unilever

PIONEERS
1. internet.org - A Facebook-led initiative bringing together technology leaders, non-profits and local communities to connect the two thirds of the world that doesn't have Internet access.
2. MPesa - A mobile-phone based money transfer and microfinancing service.
3. Greenpeace Mob Lab - Transforming how campaigns are fought and won, pioneering a powerful new era of "people-powered" strategies that amplify campaign impact and create positive change.
4. Kano - A computer anyone can make. Giving young people a simple, fun way to make and play with technology, and take control of the world around them.

TALENT

TALENT ON TAP

THE CONNECTING POWER of the Internet combined with higher levels of education across the globe will support instant access to talent. In the future there may be no need to employ people or be employed by a company. Professionals will monetize each of their specific skills in different ways, instead of selling themselves to just one company.

There is a lot of debate around the merits and drawbacks of this trend for society. The so-called "gig economy" is receiving criticism from all angles. Services like Handy and Mechanical Turk sell workers a dream of freedom and flexibility, but deliver low wages and oddly restrictive working practices. Even Uber has faced protests from taxi drivers all over the world.

All changes have a dark side. But this trend is clearly benefitting those with the knowledge, skills, and income who can offer their specific skills to companies willing to pay a premium for them. Think about software engineers, able to work flexibly from anywhere in the world to develop high value products. Or remote copywriters, who can be contracted to write emails, articles, or social media posts, on a word-by-word basis.

Salaries are expensive. The more people you have on your books, the more money you have to bring in every month. Imagine a company with hardly any employees. Just a network of talented people on tap, that you can call on when a big job comes in. Imagine how much more efficient you could be.

REFLECT
In the previous issue of the report we explored how Attracting Talent was an issue for businesses. Now we have talent on tap.
Think about your organisation. List all of the things that could be done by remote or on-demand workers. The jobs that come along occasionally and disrupt the normal flow of business. Next time, why not find someone to do that work for you? The time you save can be spent on other projects, or on not working at all. How else might you use this trend to your benefit?

LINKS
1. Freelance workers will reshape companies - The Economist
2. Building a Community of Digital Nomads - Huffington Post
3. The Gig Economy Won't Work Because It's Being Sued To Death - Fast Company
4. Why more Britons are working for themselves - The Economist

PIONEERS
1. Eden McCallum - An on-demand consulting agency, providing flexibility for clients and consultants.
2. Upwork -Connecting clients with freelance professionals online.
3. Encore - Building a movement to tap the skills and experience of those in midlife and beyond to improve communities and the world.
4. InCloudCounsel - Using a globally distributed network of lawyers to process high volume, repetitive legal work for companies.

HYBRID KNOWLEDGE

IN THIS RAPIDLY CHANGING WORLD that we keep hearing about, the kinds of employees and teams that we need are changing. There is a clear and increasing trend away from generalists and towards specialists. Away from people with one static skillset, towards people who are able to quickly learn new skills and apply them to tricky problems.

We call this Hybrid Knowledge. The ability to grab knowledge, skills, opinions, and expertise from a range of different areas and mash them together to create beautiful things. This applies to teams as well as individuals. The teams we create and the companies we build need to have this hybrid approach. We need to recruit for diversity in all senses of the word.

We've had the idea of T-shaped employees for a while now. Those people with a depth of knowledge in one or more areas, and a breadth of experience to connect effectively with other disciplines. They are still essential components of any effective team. But the most sought after people in the future will be the X-shaped ones.

They are the connectors, the producers, the facilitators, harnessing the "talent on tap" to make things happen. They speak many different "languages", and are able to bring disparate groups together to drive progress towards a goal. When X-shaped people gather the right T-shaped people, magic can happen.

REFLECT
What kinds of people do you employ in your workplace? Think about the shape of your colleagues, and of yourself. As a team, are you flexible and agile, or rigid and stuck in your ways? Everyone's got a T or X inside them that they can develop. Take a few minutes to reflect on what yours might be, and work to bring it out.

LINKS
1. Blurring Lines: How Business and Technology Skills Are Merging to Create High Opportunity Hybrid Jobs - Burning Glass
2. The Full Stack Employee - Chris Messina (ex-Google and inventor of the #hashtag)
3. How to Build a Modern Creative Team in 2015 - AdAge
4. Tomorrow's Most Wanted - Hyper Island

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PIONEERS
1. The Backscratchers - Connecting companies with recommended freelancers or teams for projects.
2. Alphabet / Google - Attracting smart creative employees and creating an environment where they can thrive at scale.
3. IDEO - The original and still the best at using multidisciplinary teams to spark innovation in product and service design.

COLLABORATION AS CORE COMPETENCE

COLLABORATION IS SO CORE to everything that happens in a modern business, it seems almost unnecessary to label it as a trend. However, spend five minutes walking through most offices in the world, and the need for people to become far more effective at collaborating across distance, time, and disciplines, is clear.

The workplace is only going to become more fragmented. Flexible and remote working will gain in popularity, the generalists will inherit the positions that specialists once held, and the products and services that companies develop will stray wildly from their origins.

In this fragmented world, collaboration will become the new core competence. Working effectively with different kinds of people inside and outside the workplace will make the difference between success and failure. So the employee of the future needs to have exceptional interpersonal skills, fine-tuned verbal and visual communication abilities, and a keen understanding of adjacent disciplines. They don't need to know everything, they just need to connect with enough people so that together, the team knows everything.

REFLECT
What does communication and collaboration look like in your team? Do you really work as effectively together as you can? Check out some of the links and pioneers below for inspiration. Perhaps bring up the subject at your next team meeting, offering the question: How might we collaborate more effectively?

LINKS
1. Spotify engineering culture (Part 1) - Spotify
2. Making Collaboration as Pervasive as Dial Tone - Huffington Post
3. Paper is Dropbox's new vision for how teams can work together - engadget
4. 'Facebook at Work' Launches So You Can Never Not Be on Facebook - Wired

PIONEERS
1. Oblong Industries - Remote collaboration software from the designer of interfaces in Minority Report and Iron Man. Oblong links locations, teams, content, and devices in an immersive, shared workspace
2. Slack - The team collaboration tool of the future. No more email. More communication.
3. Dropbox - Still going strong despite competition from larger rivals. This cloud storage company has 300 million users uploading 1 billion files a day.

REAL-WORLD DEGREES

WHAT IS THE POINT in getting a degree? What's the point in spending 3 or 4 of the best years of your life and thousands of dollars earning a qualification that many employers say isn't particularly useful?

The world has changed radically since the invention of the University, and this trend shows that it's set to change a whole lot more. This first wave of disruption in the education industry has dealt a serious blow to traditional models, perhaps more psychologically than practically.

We now have access to lectures from the world's most prestigious universities through MOOCs (massive open online courses); access to the world's largest ever bank of information through Wikipedia; and the ability to learn how to do almost anything through YouTube.

As access to knowledge and skills development becomes more open and affordable, we will see more "work-arounds" to higher education as individuals opt for learning-by-doing and real-world experience to gain new skills and faster entry to the workforce.

Companies like General Assembly and CreativeLive have built strong businesses around teaching industry-specific creative and technical skills through short, online and in-person programmes. Platforms like Quora and WolframAlpha are using crowd knowledge and big data to answer tough questions.

However, the challenge for young people remains the same: how to gain enough experience to be useful to a prospective employer. That problem hasn't quite been solved yet. Perhaps you could tackle this issue in your own company.

REFLECT
Think about the opportunities that you give to young people. What are your internship or apprenticeship options? How might you make them more effective as learning and training experiences? How could you use them to transform your recruitment and hiring process?

LINKS
That 'Useless' Liberal Arts Degree Has Become Tech's Hottest Ticket - Forbes
Robots are coming for your job. That might not be bad news - New Statesman
Four steps to Google, Without a degree - David Byttow
Is college worth it - The Economist

PIONEERS
Mozilla Open Badges - Establishing a new online standard to recognize and verify learning.
SingularityU - Helping people and companies to understand cutting-edge technologies to positively impact billions of people.
30 Weeks - A Google-sponsored, Hyper Island-designed founders programme for designers.
StackExchange -A network of 130+ Q&A communities connecting experts to people with questions.

TOMORROW'S MOST WANTED LEADERS

IN A RAPIDLY CHANGING WORLD and business environment, the qualities needed for effective leadership are also changing. The world is more connected than ever, yet more fragmented. When we look at the qualities that the world's best digital leaders have, there seem to be many differences between them.

Anne Wojcicki. Founder of 23andMe, an at-home DNA testing kit service, has a commitment to putting advanced medtech in the hands of ordinary people. She's hugely ambitious, with a goal for her company to become the Google of personalized health care over the next decade. She balances drive and passion with scientific rationality, and her loyal employees share her grand vision for the future.

Joel Gascgoine. CEO of Buffer, a social media scheduling tool for marketers, pursues radical openness in his company. They publish their salaries, revenue, source code, and equity formula for the world to see. Their goal is towards greater productivity, more transparency, and a happier work culture.

Arianna Huffington. Co-founder and editor-in-chief of the Huffington Post Media Group, the first commercial media company to win a Pulitzer Prize. She models balance and wisdom for her employees, working to create a culture of sustainable creativity. She has created a company that is best in class, whilst also supporting people to lead balanced lives. Not an easy thing to do.

Jeff Bezos. The controversial CEO of Amazon has been almost universally criticised for his aggressive business practices. But he has kept a relentless focus on delivering the best possible experience for his customers, and on growing Amazon from an online book store to "the everything store".

The leaders above are all very different, but have one thing in common: a clear vision and focus on delivering value for customers and for the world. Professionals want different things, and they will eventually gravitate towards the kind of leader that they want to work for. Some thrive at places like Amazon, and others at places like Buffer. Diversity and fluidity in the job market is the key.

REFLECT
Think about the kind of leadership that you have in your workplace. Does is support the kind of culture that enables you to thrive? If not, how might you change it? Or where else can you go?

LINKS
1. Leadership redefined, the time is now - Huffington Post
2. Holacracy and other flatter-earth theories - The Week
3. Amazon's Jeff Bezos plummets down corporate leader rankings - CNBC

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PIONEERS
1. Buffer - Perhaps the most open company in the world?
2. Ushahidi - A crowdsourcing tool for people to raise their voice in troubled countries. Formerly under the leadership of Juliana Rotich.
3. Amazon -This huge online retail platform has a vision of being the most customer-centric company in the world.
4. Unilever - CEO Paul Polman has a radical vision for sustainable growth.

BEHAVIOUR

CO-CREATION: A SOCIAL DESIRE

THE INTERNET WAS BUILT to connect people all over the world. That is its central purpose. Weall use social networks, messaging apps, and voice/video calls on a daily basis to connect to our friends, loved ones, and colleagues. It's hard to imagine a world where communication wasn't as easy as it is now.

Co-creation has always existed online. But now, with increased bandwidth, better collaboration, and 3.2 billion people online, there are far more chances for co-creation. Now anyone can start their own movement or network, and they do.

We can see this desire for connection everywhere. It manifests itself in dramatic ways, both positive and negative. People connected on Twitter, YouTube, and Facebook to spark the Arab Spring that led to the downfall of repressive governments in the Middle East. Likewise, unpredictable and dangerous groups like Anonymous and LulzSec use private forums to plan attacks on corporates, countries, and organisations they don't like.

Countless platforms support creative collaboration, or bring communities together around specific subjects or passions. Tools like Wikipedia, GitHub, and hitRECord have an open approach to ownership, allowing community members to shape the content the way they want it to be.

Sharing tools like Dropbox, Slack, and Mural allow people to create and collaborate together in ways that weren't possible several years ago. The scale and complexity of these services will only grow over the next few years, making huge global co-creation projects even easier.

You may do great work inside your company, but do you collaborate and co-create with people from the outside? The diversity of skills, knowledge, and opinions that you can get from a co-creation project might far exceed those in your existing team. Co-creation demands openness, a willingness to relinquish control, and trust in other people.

REFLECT
Think about ways in which you could improve your products or services by enlisting the help of others, or connecting with communities on the other side of the world. How might you co-create something amazing?

LINKS
1. Social Media: Enemy of the State or Power to the People? - Huffington Post
2. Ushahidi Re-Imagines the Crowdsourcing Service That Started It All - allAfrica
3. Crowdsourced research: Many hands make tight work - Nature (academic journal)

PIONEERS
1. SoundCloud - Musicians sharing work online, leading to collaborations and remixes. Connecting people directly with artists.
2. hitRECord - An open collaborative production company run by the actor Joseph Gordon-Levitt..
3. The Many Lab - A community for scientific researchers interested in creating and joining crowdsourced projects.
4. Mumsnet - An online community that aims to make parents' lives easier by pooling knowledge, advice and support.

ONLINE RELATIONSHIPS

THE CONSTANTLY CONNECTED LIFE was a trend featured in the last issue of this trend report, and its rise has continued. As more and more of our social lives move online, establishing 100% digital relationships will become commonplace. Our ability to effectively maintain long term friendships across boundaries and borders will increase. Eventually the difference between online and offline will disappear.

"We're coming to terms with there being just one reality and digital is part of it, not any less real or true. What you do online and what you do face-to-face are completely interwoven." Nathan Jurgenson, Sociologist and Researcher for Snapchat

We all experience these kinds of relationships to some extent. You send funny selfies to your girlfriend who lives in the next city; you exchange emails with a colleague on the 3rd floor, but never meet; you play video games with a stranger on the other side of the world.

We live in a world of increasing transience. The people we interact with, the places we go, the things we possess, and the jobs we do are changing faster than ever. Communication technologies help us to keep the most precious of our relationships constant.

Interestingly the data shows that for romantic relationships, the offline connection is still incredibly important. Only 8% of teens and 5% of adults in the US have met a partner online. But for friendships built around a shared passion, the Internet remains the place to be. There are millions of forums and image boards and Facebook groups devoted to the most esoteric of subjects.

Online relationships just aren't weird any more. With apps like Facebook and RenRen demanding real identities, online anonymity is becoming a thing of the past. The online you is much more like you than before.

REFLECT
Think about the relationships that you have in your personal and professional life. How aligned are your online and offline behaviours? Are there any online relationships that you need to nurture? Or any offline ones? How are you balancing these?

LINKS
1. Your Internet Friends Are Real - New Republic
2. All romantic relationships are digital now - The Atlantic
3. Teens, technology, and romantic relationships - Pew Research Center
4. In the Digital Age, Relationships Have Become Fragmented. Here's How to Enhance Them. - Entrepreneur

PIONEERS
1. Snapchat - The $15 billion app used by young people to maintain strong social relationships.
2. Tinder - The dating app that has turned random social connections into a game.
3. Ello - A simple, beautiful, ad-free social network that has positioned itself as an alternative to Facebook and Twitter.

GLOBALIZED CULTURE: THE END OF NATIONS

AS GLOBAL DIGITAL CONNECTEDNESS increases at a relentless pace, we are clearly heading for a world where everyone is connected. This means a world where the boundaries between cultures are removed, requiring greater understanding and respect for diversity from us all.

In this globalized future, information circulates freely, hierarchies emerge and dissipate, and new and innovative subcultures flourish and wither at the whim of fashion. Perhaps the idea of nation states will gradually erode as the differences between cultures and countries become less relevant than the similarities.

Where do you sit on the spectrum from nationalist to globalist? Are you embracing the globalist ideals of free travel, fluid cultures, and international cooperation. Or are you more of a nationalist, placing importance on local cultural identity, local connections, and protecting the uniqueness of different nations.

The free flow of information is coming and will increase. New centres of information and power will be supported by smart encrypted communications tools, allowing rebels and freedom fighters to get their messages across. This will also give rise to global megastars, who will command legions of loyal fans and connect with them in a way that media personalities never have before.

REFLECT
The world is going to be a strange place in a few years' time. Think about what effect a globalized culture might have on you and your work. How could you benefit from engaging more closely with different cultures right now? Read up on last issue's Privacy trend and bring some of the insights from that into the discussion.

LINKS
1. GeekWire - Zuckerberg and Gates push for Internet for all
2. ZDNet - Do Internet users need their own Bill of Rights?
3. Karoli Hindriks on Medium - The Global Rise of an Entrepreneurial Generation
4. The Economist - It Takes a Global Village

PIONEERS
1. Wickr - The most trusted messenger in the world.
2. PewDiePie - The most watched channel on YouTube ever. He is essentially the biggest thing on the Internet and has tapped into a globalized video game culture to achieve popularity.
3. Human Rights Watch - Documenting human rights abuses, and using the Internet to spread the message.
4. TOR Project - An encrypted Internet browser developed by the US Army that allows people to interact and explore the web anonymously.

SOCIAL ECONOMY

SEVEN YEARS AFTER the greed of bankers and the lack of oversight from governments led to a global financial crisis, the trend for services seeking to disrupt the banking industry is increasing. Trust in the establishment has gone, and people are turning to more democratic economic models.

Crowdfunding, crowd equity, and crowd lending all use digital platforms to create closer relations between the investor and the company, bypassing traditional investment structures. In the future, banks and stock markets will be hit, and the value will be in the networks that form around these companies.

There are subtle differences between the three approaches to raising funds:

Crowdfunding is typically rewards-based. Where "backers" invest an amount of money in an idea, and receive a gift or product of appropriate value once the idea has been fully funded.

Crowd equity is more like traditional share-based investment. Here, a large number of people buy a small stake in a company. If the value of the company increases, so do the shares. Crowd lending platforms bring together borrowers and investors. The latter lending money to the former, and recouping money through interest payments, just like a bank does on a normal loan.

These models aren't necessarily new, but the way they are operating is, outside of the establishment, cutting out the middle man, to provide increased value for investors, companies, and individuals.

REFLECT
How might the social economy affect your work and life? Take a look at one of the platforms in your country and see if there's anything you'd like to invest in. Then take that experience back to the workplace. How might you learn from it and bring those insights into the business?

LINKS
1. Why property crowdfunding is increasing in popularity - Dash
2. IndieGoGo is getting ready for equity crowdfunding - Fast Company
3. WOOP becomes most well-funded equity crowd funded start-up - Scoop
4. From Unicorns to dragons, meet the new face of banking disruption - Finextra

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PIONEERS
1. Patreon - A platform to help people support the creators they love, by giving regular payment for regular content.
2. Nu bank - A new design for a traditional banking service, emphasising good design and ease of use.
3. Seedrs - A crowd equity investment platform that makes it simple for people to buy into businesses they believe in and share in their success.
4. DemoHour - China's biggest crowdfunding service.

DIGITAL BUBBLES

WITH THE RISE OF THE SEMANTIC WEB, the products and services that we use on a daily basis are getting smarter. Every day we relinquish more and more decision-making control to digital services that have been designed to make our lives easier, and connect us with content and people that they think we want to see.

But this convenience also has a dark side. It is now easier than ever to be caught inside what Eli Pariser calls a "filter bubble." He coined the term in 2011, and the trend towards more pronounced filter bubbles is not slowing down.

"They mediate more and more of what we do. They guide an increasing proportion of our choices—where to eat, where to sleep, who to sleep with, and what to read."

Yelp's algorithm tells you where to eat, AirBnB tells you where to sleep, Tinder who to sleep with, Amazon what to buy, Netflix what to watch, and Twitter what to read. The scale and sophistication of the filtering methods being employed by these digital giants is astonishing. What we gain in convenience and speed, we may easily lose in narrow-mindedness and homogeneity.

The Internet is an amazing place for communities of interest to form, and for movements to take shape. Barack Obama's successful election campaign in 2008 mobilised thousands of community organisers across the US. Since then that community of like-minded people, that tribe, has morphed into "Organising for Action", a movement of millions of Americans, coming together to fight for real, lasting change.

We all create our own little bubble around us, through the places we go, the people we spend time with, and the media we engage with. We need to remember to make space in our lives for challenge and spontaneity. Perhaps tech can help with that too.

REFLECT
Think about the bubbles inside your company. How diverse are the opinions and conversations within your teams? How might you challenge yourselves to think differently?

LINKS
1. Why is the Internet so racist? - Business Insider
2. Did Facebook's Big New Study Kill My Filter Bubble Thesis? - Eli Pariser
3. Do your clicks influence what news stories other people see? - Gizmodo
4. The Revolution Will Be Semantic - Forbes

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PIONEERS
1. Upworthy - A media site that draws attention to stories that matter.
2. Reddit - An online bulletin board with user-generated news links, and votes to promote stories to the front page.
3. Sina Weibo - The 4th largest online community in the world, and the largest in Asia.
4. Organising for Action - A site bringing together community organisers from across the US.

TACK / THANKS

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