



# Leaders Make the Future

Ten New Leadership Skills  
for an Uncertain World

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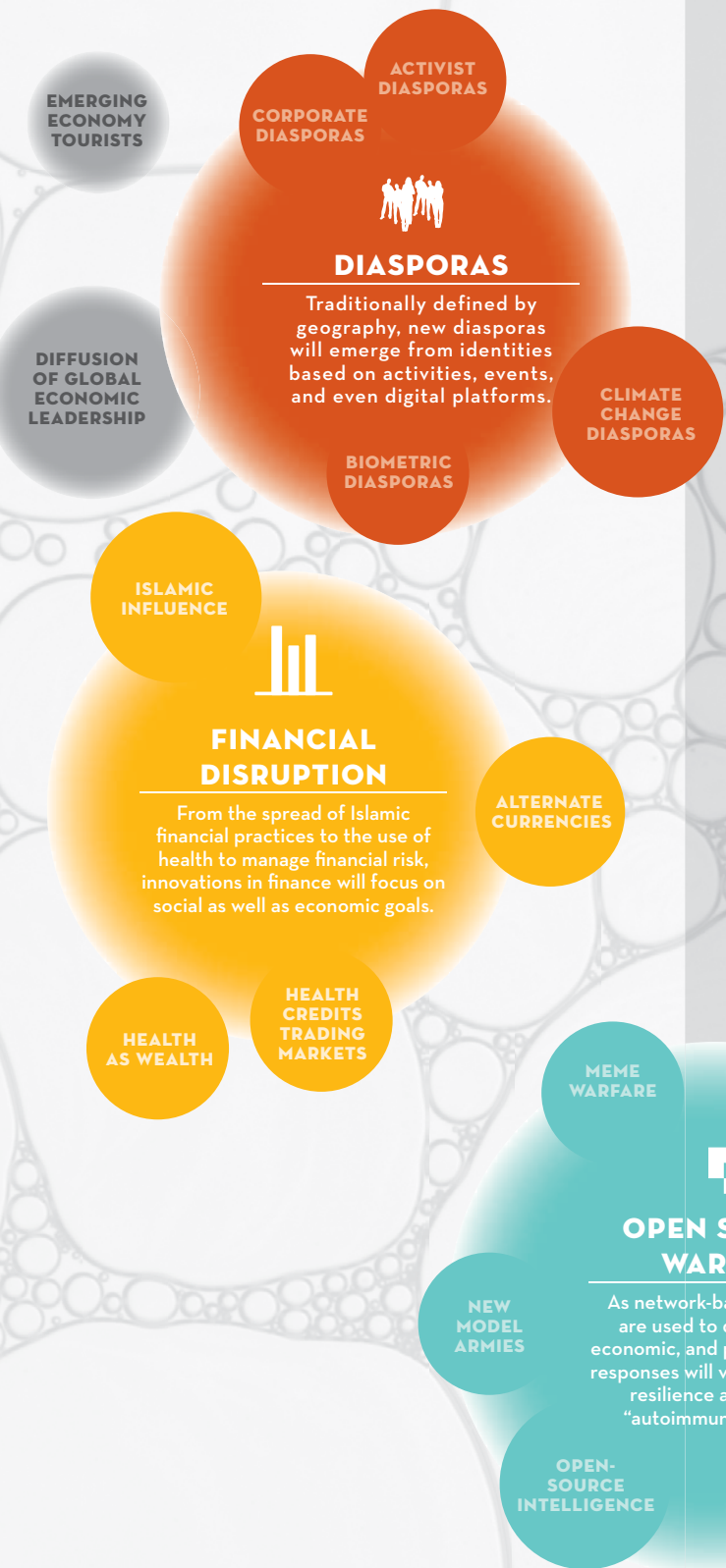
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***Leaders Make the Future:  
Ten New Leadership Skills for an Uncertain World***

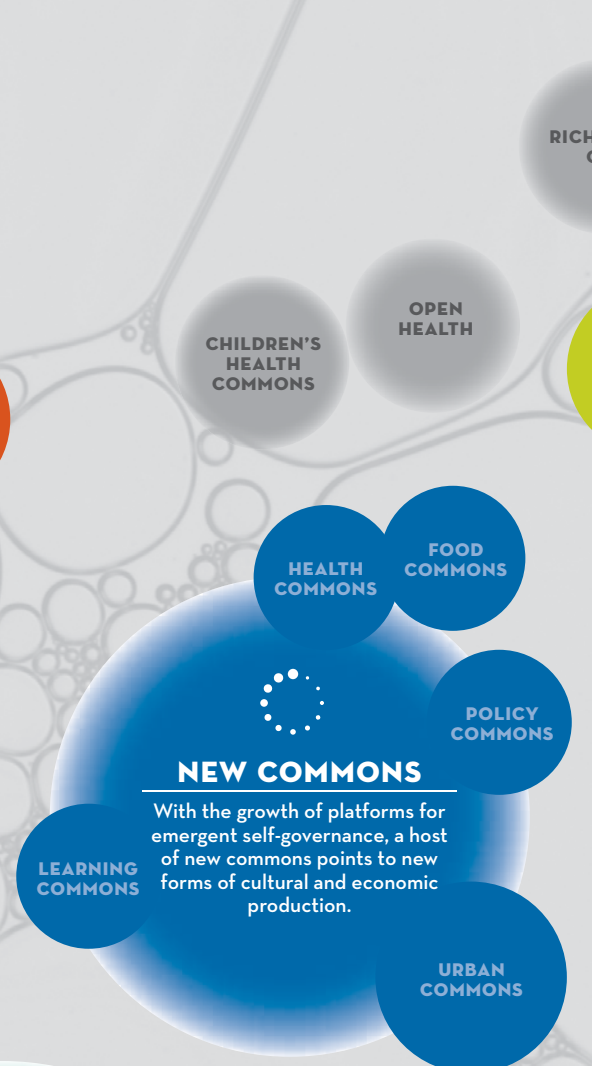
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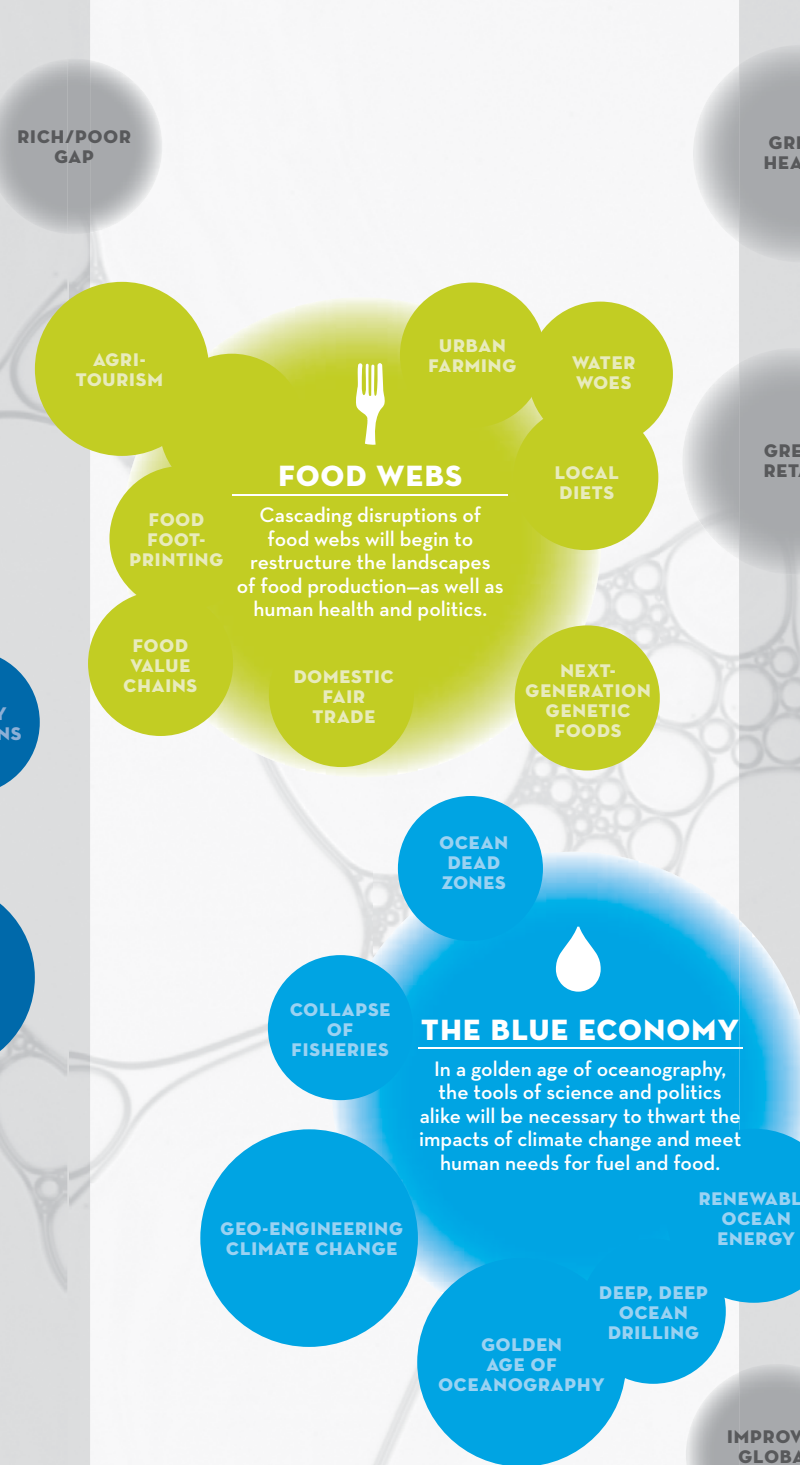
**DIASPORAS:**  
NEW EMERGING ECONOMIES



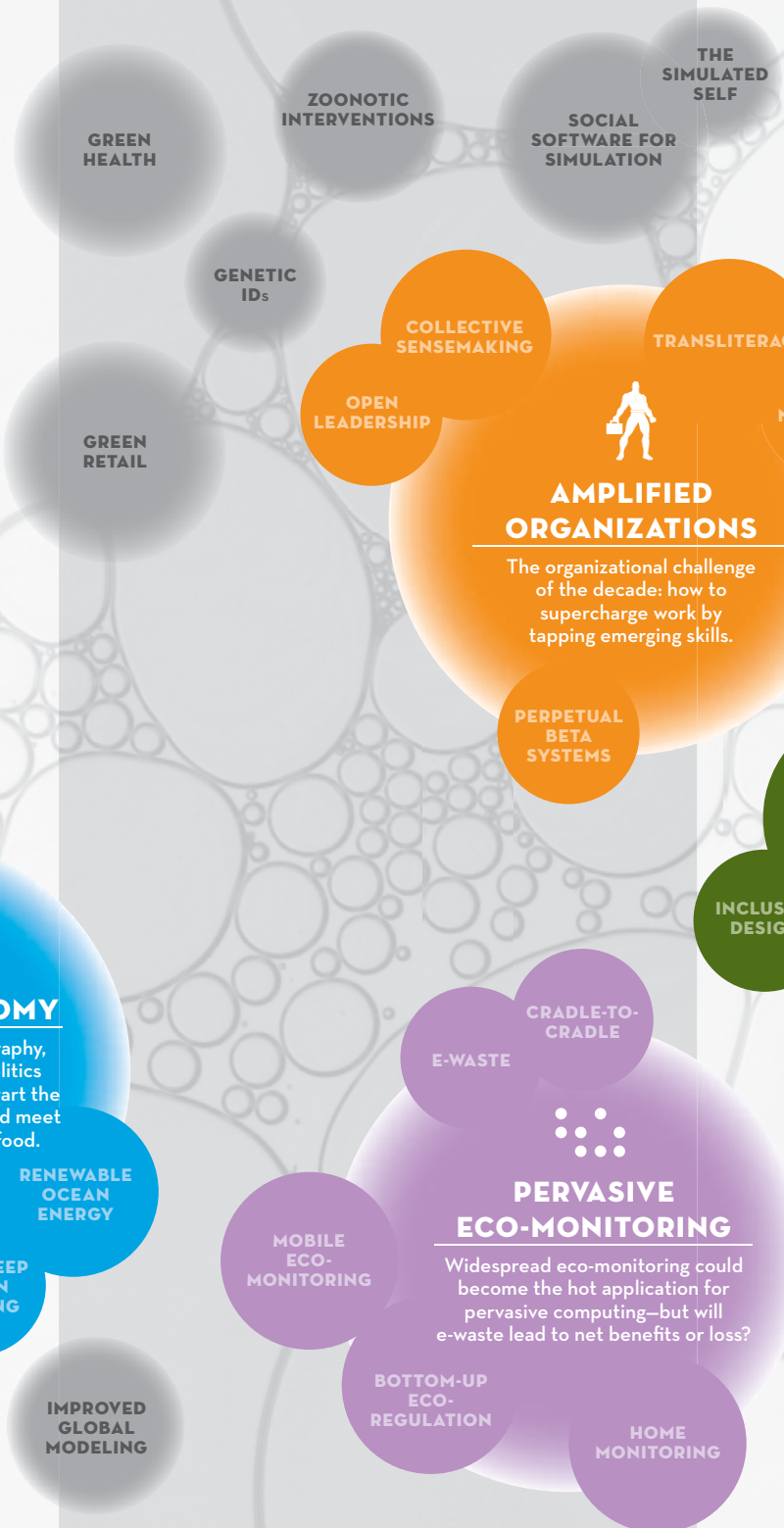
**CIVIL SOCIETY:**  
WHAT WILL WE CHOOSE TO DO TOGETHER?



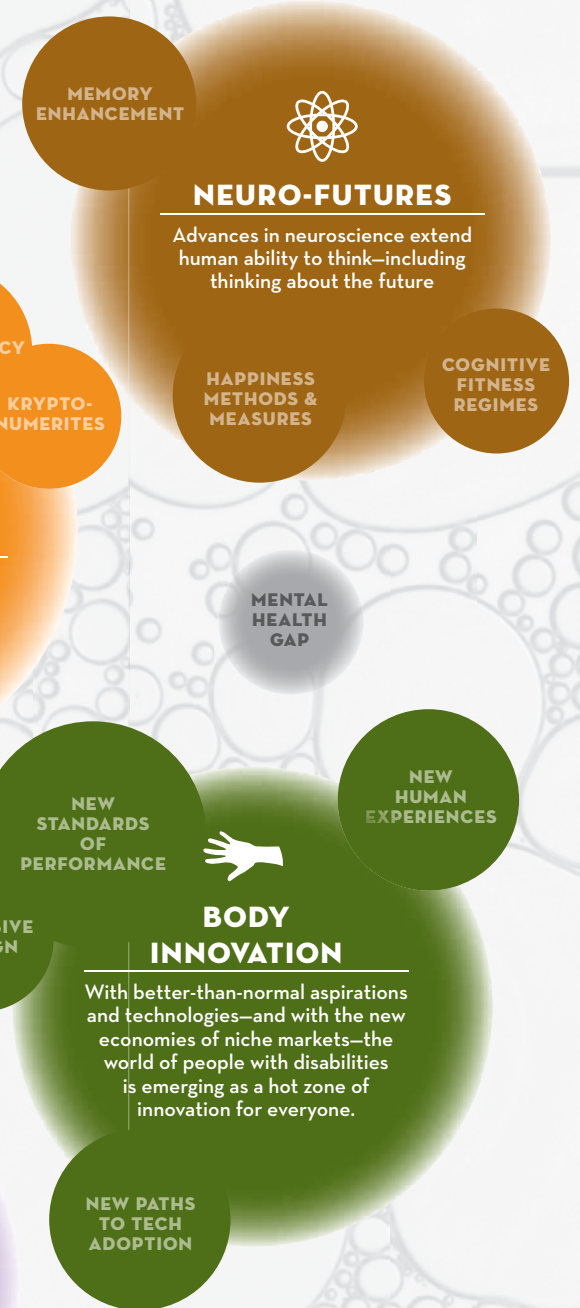
**FOOD:**  
THE FLASHPOINT FOR RICH/POOR CONFLICT



**ECOSYSTEMS:**  
NAVIGATION OF LIFE



**AMPLIFIED INDIVIDUALS:**  
EXTENDING THE HUMAN BODY



**LEADERSHIP SKILLS FOR THE FUTURE**

**MAKER INSTINCT** | Ability to turn one's natural impulse to build into a skill for making the future and connecting with others in the making. The maker instinct is basic to leadership in the future.

**CLARITY** | Ability to see through messes and contradictions to a future that others cannot yet see. Leaders are very clear about what they are making, but very flexible about how they get it made.

**DILEMMA FLIPPING** | Ability to turn dilemmas—which, unlike problems, cannot be solved—into advantages and opportunities.

**IMMERSIVE LEARNING ABILITY** | Ability to dive into different-for-you physical and online worlds, to learn from them in a first-person way.

**BIO-EMPATHY** | Ability to see things from nature's point of view; to understand, respect, and learn from nature's patterns. Nature has its own clarity, if only we humans can understand and engage with it.

**CONSTRUCTIVE DEPOLARIZING** | Ability to calm tense situations where differences dominate and communication has broken down—and bring people from divergent cultures toward constructive engagement.

**QUIET TRANSPARENCY** | Ability to be open and authentic about what matters to you—without advertising yourself.

**RAPID PROTOTYPING** | Ability to create quick early versions of new innovations, with the expectation that later success will require early failures.

**SMART MOB ORGANIZING** | Ability to bring together, engage with, and nurture purposeful business or social-change networks through intelligent use of electronic and other media.

**COMMONS CREATING** | Ability to stimulate, grow, and nurture shared assets that can benefit other players—and allow competition at a higher level.

# Contents

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Please look inside the book jacket to find the visual forecast map that provides a context of external future forces that are likely to shape leadership skills in the future.

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## **INTRODUCTION: LEADERS NEED NEW SKILLS TO MAKE THE FUTURE** 1

A taste of the Ten-Year Forecast map inside the book jacket, with an emphasis on external future forces that will be important for leaders to consider. • Each of the core chapters will explore a leadership skill that will be important in the future—given the external future forces of the next decade.

### **1 MAKER INSTINCT** 17

Ability to exploit your inner drive to build and grow things, as well as connect with others in the making. • The maker instinct is basic to leadership in the future. • Leaders make and remake organizations.

### **2 CLARITY** 30

Ability to see through messes and contradictions to a future that others cannot yet see. • Leaders are very clear about what they are making, but very flexible about how it gets made.

<b>3</b>	<b>DILEMMA FLIPPING</b>	<b>41</b>
	Ability to turn dilemmas—which, unlike problems, cannot be solved—into advantages and opportunities.	
<b>4</b>	<b>IMMERSIVE LEARNING ABILITY</b>	<b>56</b>
	Ability to immerse yourself in unfamiliar environments, to learn from them in a first-person way.	
<b>5</b>	<b>BIO-EMPATHY</b>	<b>72</b>
	Ability to see things from nature’s point of view; to understand, respect, and learn from nature’s patterns. • Nature has its own clarity, if only we humans can understand and engage with it.	
<b>6</b>	<b>CONSTRUCTIVE DEPOLARIZING</b>	<b>88</b>
	Ability to calm tense situations where differences dominate and communication has broken down—and bring people from divergent cultures toward constructive engagement. • Stories of constructive depolarization are likely to be dramas.	
<b>7</b>	<b>QUIET TRANSPARENCY</b>	<b>101</b>
	Ability to be open and authentic about what matters to you—without advertising yourself. • If you advertise yourself, you become a big target.	
<b>8</b>	<b>RAPID PROTOTYPING</b>	<b>113</b>
	Ability to create quick early versions of innovations, with the expectation that later success will require early failures. • Leaders will need a learn-as-you-go style of leadership that knows how to learn from early setbacks and fail in interesting ways.	
<b>9</b>	<b>SMART MOB ORGANIZING</b>	<b>125</b>
	Ability to create, engage with, and nurture purposeful business or social change networks through intelligent use of electronic and other media. • Diasporas with intense values-centered linkages will be particularly important.	

## **10 COMMONS CREATING** 135

Ability to seed, nurture, and grow shared assets that can benefit other players—and sometimes allow competition at a higher level. • Commons creating is the ultimate future leadership skill and it benefits from all the others.

## **CONCLUSION: READINGY YOURSELF FOR THE FUTURE** 148

Leaders cannot predict, but they can make the future. • You can decide what kind of future you want to create and go for it. • Given the future forces of the next decade, where do you stack up in terms of your own leadership skills? • How could you improve? • This chapter will suggest ways to improve your own ability to make the future.

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