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

4 IMMERSIVE LEARNING ABILITY
Ability to immerse yourself in unfamiliar environments, to learn from them in a first-person way.

5 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.

6 CONSTRUCTIVE DEPOLARIZING
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.

7 QUIET TRANSPARENCY
Ability to be open and authentic about what matters to you—without advertising yourself. * If you advertise yourself, you become a big target.

8 RAPID PROTOTYPING
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.

9 SMART MOB ORGANIZING
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

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: Readying Yourself for the Future

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.