

The Next Decade What World Will Look Like George Friedman

Are you a future-ready leader? Based on exclusive interviews with over 140 of the world's top CEOs and a survey of nearly 14,000 people. Do you have the right mindsets and skills to be able to lead effectively in the next ten years and beyond? Most individuals and organizations don't even know what leadership will look like in the future. Until now. There has been a lot written about leadership for the present day, but the world is changing quickly. What worked in the past won't work in the future. We need to know how to prepare leaders who can successfully navigate and guide us through the next decade and beyond. How is leadership changing, and why? How ready are leaders today for these changes? What should leaders do now? To answer these questions, Jacob interviewed over 140 CEOs from companies like Unilever, Mastercard, Best Buy, Oracle, Verizon, Kaiser, KPMG, Intercontinental Hotels Group, Yum! Brands, Saint-Gobain, Dominos, Philip Morris International, and over a hundred others. Jacob also partnered with LinkedIn to survey almost 14,000 of their members around the globe to see how CEO insights align with employee perspectives. The majority of the world's top business leaders that Jacob interviewed believe that while some core aspects of leadership will remain the same, such as creating a vision and executing on strategy, leaders of the future will need a new arsenal of skills and mindsets to succeed. What emerged from all of this research is the most accurate groundbreaking book on the future of leadership, which shares exclusive insights from the world's top CEOs and never before seen research. After reading it, you will: Learn the greatest trends impacting the future of leadership and their implications Understand the top skills and mindsets that leaders of the future will need to possess and how to learn them Change your perception of who a leader is and what leadership means Tackle the greatest challenges that leaders of the future will face See the gap that exists between what CEOs identified versus what employees are actually experiencing Become a future-ready leader This is the book that you, your team, and your organization must read in order to lead in the future of work.

The Future of Work in Africa focuses on the key themes of creating productive jobs and addressing the needs of those left behind. It highlights how global trends, especially the adoption of digital technologies, may change the nature of work in Sub-Saharan Africa by creating new opportunities and challenges. It argues that, contrary to global fears of worker displacement by new technologies, African countries can develop an inclusive future of work, with opportunities for lower-skilled workers. Harnessing these opportunities is, however, contingent on implementing policies and making productive investments in four main areas. These are enabling inclusive digital technologies; building human capital for a young, rapidly growing, and largely low-skilled labor force; increasing the productivity of informal workers and enterprises; and extending social protection coverage to mitigate the risks associated with disruptions to labor markets. This companion report to the World Bank's World Development Report 2019 concludes with important policy questions that should guide future research, whose findings could lead to more inclusive growth for African nations.

Two foreign policy experts chart a new American grand strategy to meet the greatest geopolitical challenges of the coming decade

This ambitious and incisive book presents a new vision for American foreign policy and international order at a time of historic upheaval. The United States' global leadership crisis is not a passing shock created by the Trump presidency or COVID-19, but the product of forces that will endure for decades. Amidst political polarization, technological transformation, and major global power shifts, Lissner and Rapp-Hooper convincingly argue, only a grand strategy of openness can protect American security and prosperity despite diminished national strength. Disciplined and forward-looking, an openness strategy would counter authoritarian competitors by preventing the emergence of closed spheres of influence, maintaining access to the global commons, supporting democracies without promoting regime change, and preserving economic interdependence. The authors provide a roadmap for the next president, who must rebuild strength at home while preparing for novel forms of international competition. Lucid, trenchant, and practical, *An Open World* is an essential guide to the future of geopolitics.

This is the United Nations definitive report on the state of the world economy, providing global and regional economic outlook for 2020 and 2021. Produced by the Department of Economic and Social Affairs, the five United Nations regional commissions, the United Nations Conference on Trade and Development, with contributions from the UN World Tourism Organization and other intergovernmental agencies.

In *The Future We Choose*, Christiana Figueres and Tom Rivett-Carnac--who led negotiations for the United Nations during the historic Paris Agreement of 2015--have written a cautionary but optimistic book about the world's changing climate and the fate of humanity. The authors outline two possible scenarios for our planet. In one, they describe what life on Earth will be like by 2050 if we fail to meet the Paris Agreement's climate targets. In the other, they lay out what it will be like to live in a regenerative world that has net-zero emissions. They argue for confronting the climate crisis head-on, with determination and optimism. *The Future We Choose* presents our options and tells us what governments, corporations, and each of us can, and must, do to fend off disaster.

"Global Trends 2025: A Transformed World" is the fourth unclassified report prepared by the National Intelligence Council (NIC) in recent years that takes a long-term view of the future. It offers a fresh look at how key global trends might develop over the next 15 years to influence world events. Our report is not meant to be an exercise in prediction or crystal ball-gazing. Mindful that there are many possible "futures," we offer a range of possibilities and potential discontinuities, as a way of opening our minds to developments we might otherwise miss. (From the NIC website)

The science is unequivocal: stabilizing climate change implies bringing net carbon emissions to zero. This must be done by 2100 if we are to keep climate change anywhere near the 2°C warming that world leaders have set as the maximum acceptable limit.

Decarbonizing Development: Three Steps to a Zero-Carbon Future looks at what it would take to decarbonize the world economy by 2100 in a way that is compatible with countries' broader development goals. Here is what needs to be done: -Act early with an eye on the end-goal. To best achieve a given reduction in emissions in 2030 depends on whether this is the final target or a step towards zero net emissions. -Go beyond prices with a policy package that triggers changes in investment patterns, technologies

and behaviors. Carbon pricing is necessary for an efficient transition toward decarbonization. It is an efficient way to raise revenue, which can be used to support poverty reduction or reduce other taxes. Policymakers need to adopt measures that trigger the required changes in investment patterns, behaviors, and technologies - and if carbon pricing is temporarily impossible, use these measures as a substitute. -Mind the political economy and smooth the transition for those who stand to be most affected. Reforms live or die based on the political economy. A climate policy package must be attractive to a majority of voters and avoid impacts that appear unfair or are concentrated on a region, sector or community. Reforms have to smooth the transition for those who stand to be affected, by protecting vulnerable people but also sometimes compensating powerful lobbies.

This book is the first stocktaking of what the decarbonization of the world economy means for fossil fuel-dependent countries. These countries are the most exposed to the impacts of global climate policies and, at the same time, are often unprepared to manage them. They depend on the export of oil, gas, or coal; the use of carbon-intensive infrastructure (for example, refineries, petrochemicals, and coal power plants); or both. Fossil fuel-dependent countries face financial, fiscal, and macro-structural risks from the transition of the global economy away from carbon-intensive fuels and the value chains based on them. This book focuses on managing these transition risks and harnessing related opportunities. Diversification and Cooperation in a Decarbonizing World identifies multiple strategies that fossil fuel-dependent countries can pursue to navigate the turbulent waters of a low-carbon transition. The policy and investment choices to be made in the next decade will determine these countries' degree of exposure and overall resilience. Abandoning their comfort zones and developing completely new skills and capabilities in a time frame consistent with the Paris Agreement on climate change is a daunting challenge and requires long-term revenue visibility and consistent policy leadership. This book proposes a constructive framework for climate strategies for fossil fuel-dependent countries based on new approaches to diversification and international climate cooperation. Climate policy leaders share responsibility for creating room for all countries to contribute to the goals of the Paris Agreement, taking into account the specific vulnerabilities and opportunities each country faces.

A ground-breaking analysis from one of the world's foremost experts on global trends, including answers on how COVID-19 will amplify and accelerate each of these changes

The authors set out each of the scarcities that could limit China's power and stall its progress. Beyond scarcities of natural resources and public goods, they explore China's persistent poverties of individual freedoms, institutions, and ideological appeal--and the corrosive loss of values among a growing middle class shackled by a parochial and inflexible political system.

China fragments, a new Cold War with Russia, Mexico challenges U.S., the new great powers Turkey, Poland and Japan. The Next 100 Years is a fascinating, eye-opening and often shocking look at what lies ahead for the U.S. and the world from one of our most incisive futurists. In his provocative book, George Friedman turns his eye on the

future—offering a lucid, highly readable forecast of the changes we can expect around the world during the twenty-first century. He explains where and why future wars will erupt (and how they will be fought), which nations will gain and lose economic and political power, and how new technologies and cultural trends will alter the way we live in the new century. The Next 100 Years draws on a fascinating exploration of history and geopolitical patterns dating back hundreds of years. Friedman shows that we are now, for the first time in half a millennium, at the dawn of a new era—with changes in store, including:

- The U.S.-Jihadist war will conclude—replaced by a second full-blown cold war with Russia.
- China will undergo a major extended internal crisis, and Mexico will emerge as an important world power.
- A new global war will unfold toward the middle of the century between the United States and an unexpected coalition from Eastern Europe, Eurasia, and the Far East; but armies will be much smaller and wars will be less deadly.
- Technology will focus on space—both for major military uses and for a dramatic new energy resource that will have radical environmental implications.
- The United States will experience a Golden Age in the second half of the century.

Written with the keen insight and thoughtful analysis that has made George Friedman a renowned expert in geopolitics and forecasting, The Next 100 Years presents a fascinating picture of what lies ahead.

Learn all about the traditions of Lunar New Year—also known as Chinese New Year—with this fourth board book in the Celebrate the World series, which highlights special occasions and holidays across the globe. After the winter solstice each year, it's time for a celebration with many names: Chinese New Year, Spring Festival, and Lunar New Year! With beautiful artwork by Chinese illustrator Alina Chau, this festive board book teaches readers that Lunar New Year invites us to spend time with family and friends, to light lanterns, and set off fireworks, dance with dragons, and to live the new year in harmony and happiness.

This book reviews the forces driving economic and social change in today's world. It assesses the likelihood of a long boom materialising in the first decades of the 21st century and explores the strategic policies essential for making it happen.

#1 NEW YORK TIMES BESTSELLER * "The Uninhabitable Earth hits you like a comet, with an overflow of insanely lyrical prose about our pending Armageddon."--Andrew Solomon, author of *The Noonday Demon* With a new afterword It is worse, much worse, than you think. If your anxiety about global warming is dominated by fears of sea-level rise, you are barely scratching the surface of what terrors are possible--food shortages, refugee emergencies, climate wars and economic devastation. An "epoch-defining book" (The Guardian) and "this generation's Silent Spring" (The Washington Post), *The Uninhabitable Earth* is both a travelogue of the near future and a meditation on how that future will look to those living through it--the ways that warming promises to transform global politics, the meaning of technology and nature

in the modern world, the sustainability of capitalism and the trajectory of human progress. The Uninhabitable Earth is also an impassioned call to action. For just as the world was brought to the brink of catastrophe within the span of a lifetime, the responsibility to avoid it now belongs to a single generation--today's. Praise for The Uninhabitable Earth "The Uninhabitable Earth is the most terrifying book I have ever read. Its subject is climate change, and its method is scientific, but its mode is Old Testament. The book is a meticulously documented, white-knuckled tour through the cascading catastrophes that will soon engulf our warming planet."--Farhad Manjoo, The New York Times "Riveting. . . . Some readers will find Mr. Wallace-Wells's outline of possible futures alarmist. He is indeed alarmed. You should be, too."--The Economist "Potent and evocative. . . . Wallace-Wells has resolved to offer something other than the standard narrative of climate change. . . . He avoids the 'eerily banal language of climatology' in favor of lush, rolling prose."--Jennifer Szalai, The New York Times "The book has potential to be this generation's Silent Spring."--The Washington Post "The Uninhabitable Earth, which has become a best seller, taps into the underlying emotion of the day: fear. . . . I encourage people to read this book."--Alan Weisman, The New York Review of Books

This report is intended to stimulate thinking about the rapid and vast geopolitical changes characterizing the world today and possible global trajectories over the next 15 years. As with the NIC's previous Global Trends reports, we do not seek to predict the future, which would be an impossible feat, but instead provide a framework for thinking about possible futures and their implications. In-depth research, detailed modeling and a variety of analytical tools drawn from public, private and academic sources were employed in the production of Global Trends 2030. NIC leadership engaged with experts in nearly 20 countries, from think tanks, banks, government offices and business groups, to solicit reviews of the report.

"This volume is already the 50th in the book series Global Perspectives on Higher Education ! In this book, the editors and authors paid special attention to this important anniversary. The 50th volume in the book series 'Global Perspectives on Higher Education' offers a stimulating and thoughtful assessment of higher education from a global perspective which addresses the challenges and prospects for the next decade. The challenges now faced by higher education and its likely future prospects and patterns are examined in terms of policy papers and case studies. Five broad topics are considered: the situation of academic faculty, the demand for access, the role of the university in society and its governance, funding trends, and higher education's international dimensions. The volume brings together as authors fourteen of the thirty participants of the Fulbright New Century Scholars 2005/2006 program, whose research addressed the topic of Higher Education in the 21st Century: Global Challenge and National Response and was published in a volume edited by the program leaders, Philip G. Altbach and Patti McGill Peterson, Higher Education in the New Century: Global Challenges

and Innovative Ideas (2007). The present book not only continues the examination and assessment of current global trends in higher education, but also bears witness to the enduring power of Senator Fulbright's vision of furthering mutual international understanding and offering collaborative study opportunities which extend the frontiers of knowledge"-- The author of the acclaimed New York Times bestseller *The Next 100 Years* now focuses his geopolitical forecasting acumen on the next decade and the imminent events and challenges that will test America and the world, specifically addressing the skills that will be required by the decade's leaders. In the long view, history is seen as a series of events—but the course of those events is determined by individuals and their actions. During the next ten years, individual leaders will face significant transitions for their nations: the United States' relationships with Iran and Israel will be undergoing changes, China will likely confront a major crisis, and the wars in the Islamic world will subside. Unexpected energy and technology developments will emerge, and labor shortages will begin to matter more than financial crises. Distinguished geopolitical forecaster George Friedman analyzes these events from the perspectives of the men and women leading these global changes, focusing in particular on the American president, who will require extraordinary skills to shepherd the United States through this transitional period. *The Next Decade* is a provocative and fascinating look at the conflicts and opportunities that lie ahead.

By 1979, we knew all that we know now about the science of climate change - what was happening, why it was happening, and how to stop it. Over the next ten years, we had the very real opportunity to stop it. Obviously, we failed. Nathaniel Rich's groundbreaking account of that failure - and how tantalizingly close we came to signing binding treaties that would have saved us all before the fossil fuels industry and politicians committed to anti-scientific denialism - is already a journalistic blockbuster, a full issue of the New York Times Magazine that has earned favorable comparisons to Rachel Carson's *Silent Spring* and John Hersey's *Hiroshima*. Rich has become an instant, in-demand expert and speaker. A major movie deal is already in place. It is the story, perhaps, that can shift the conversation. In the book *Losing Earth*, Rich is able to provide more of the context for what did - and didn't - happen in the 1980s and, more important, is able to carry the story fully into the present day and wrestle with what those past failures mean for us in 2019. It is not just an agonizing revelation of historical missed opportunities, but a clear-eyed and eloquent assessment of how we got to now, and what we can and must do before it's truly too late.

With each passing day, Pakistan becomes an even more crucial player in world affairs. Home of the world's second-largest Muslim population, epicenter of the global jihad, location of perhaps the planet's most dangerous borderlands, and armed with nuclear weapons, this South Asian nation will go a long way toward determining what the world looks like ten years from now. *The Future of Pakistan* presents and evaluates several scenarios for how the country will develop, evolve, and act in the near future, as well as the geopolitical implications of each. Led by renowned South Asia expert Stephen P. Cohen, a team of authoritative contributors looks at several pieces of the Pakistan puzzle. The book begins with Cohen's broad yet detailed overview of Pakistan, placing it within the context of current-day geopolitics and international economics. Cohen's piece is then followed by a number of shorter, more tightly focused essays addressing more specific issues of concern. Cohen's fellow contributors hail from America,

Europe, India, and Pakistan itself, giving the book a uniquely international and comparative perspective. They address critical factors such as the role and impact of radical groups and militants, developments in specific key regions such as Punjab and the rugged frontier with Afghanistan, and the influence of—and interactions with—India, Pakistan's archrival since birth. The book also breaks down relations with other international powers such as China and the United States. The all-important military and internal security apparatus come under scrutiny, as do rapidly morphing social and gender issues. Political and party developments are examined along with the often amorphous division of power between Islamabad and the nation's regions and local powers.

Uncertainty about Pakistan's trajectory persists. The Future of Pakistan helps us understand the current circumstances, the relevant actors and their motivation, the critical issues at hand, the different outcomes they might produce, and what it all means for Pakistanis, Indians, the United States, and the entire world. Praise for the work of Stephen P. Cohen The Idea of Pakistan:

"The intellectual power and rare insight with which Cohen breaks through the complexity of the subject rivals that of classics that have explained other societies posing a comparable challenge to understanding."— Middle East Journal India: Emerging Power:

"In light of the events of September 11, 2001, Cohen's perceptive, insightful, and balanced account of emergent India will be essential reading for U.S. foreign policymakers, scholars, and informed citizens."— Choice

"The ongoing COVID-19 pandemic marks the most significant, singular global disruption since World War II, with health, economic, political, and security implications that will ripple for years to come." -Global Trends 2040 (2021) Global Trends 2040-A More Contested World (2021), released by the US National Intelligence Council, is the latest report in its series of reports starting in 1997 about megatrends and the world's future. This report, strongly influenced by the COVID-19 pandemic, paints a bleak picture of the future and describes a contested, fragmented and turbulent world. It specifically discusses the four main trends that will shape tomorrow's world: - Demographics-by 2040, 1.4 billion people will be added mostly in Africa and South Asia. - Economics-increased government debt and concentrated economic power will escalate problems for the poor and middleclass. - Climate-a hotter world will increase water, food, and health insecurity. - Technology-the emergence of new technologies could both solve and cause problems for human life. Students of trends, policymakers, entrepreneurs, academics, journalists and anyone eager for a glimpse into the next decades, will find this report, with colored graphs, essential reading.

World-renowned economist Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, explains that we have an opportunity to shape the fourth industrial revolution, which will fundamentally alter how we live and work. Schwab argues that this revolution is different in scale, scope and complexity from any that have come before. Characterized by a range of new technologies that are fusing the physical, digital and biological worlds, the developments are affecting all disciplines, economies, industries and governments, and even challenging ideas about what it means to be human. Artificial intelligence is already all around us, from supercomputers, drones and virtual assistants to 3D printing, DNA sequencing, smart thermostats, wearable sensors and microchips smaller than a grain of sand. But this is just the beginning: nanomaterials 200 times stronger than steel and a million times thinner than a strand of hair and the first transplant of a 3D printed liver are already in development. Imagine

"smart factories" in which global systems of manufacturing are coordinated virtually, or implantable mobile phones made of biosynthetic materials. The fourth industrial revolution, says Schwab, is more significant, and its ramifications more profound, than in any prior period of human history. He outlines the key technologies driving this revolution and discusses the major impacts expected on government, business, civil society and individuals. Schwab also offers bold ideas on how to harness these changes and shape a better future--one in which technology empowers people rather than replaces them; progress serves society rather than disrupts it; and in which innovators respect moral and ethical boundaries rather than cross them. We all have the opportunity to contribute to developing new frameworks that advance progress.

The Next Decade Where We've Been . . . and Where We're Going Anchor

The first hopeful book about climate change, *The Future Earth* shows readers how to reverse the short- and long-term effects of climate change over the next three decades. The basics of climate science are easy. We know it is entirely human-caused. Which means its solutions will be similarly human-led. In *The Future Earth*, leading climate change advocate and weather-related journalist Eric Holthaus ("the Rebel Nerd of Meteorology"—*Rolling Stone*) offers a radical vision of our future, specifically how to reverse the short- and long-term effects of climate change over the next three decades. Anchored by world-class reporting, interviews with futurists, climatologists, biologists, economists, and climate change activists, it shows what the world could look like if we implemented radical solutions on the scale of the crises we face. What could happen if we reduced carbon emissions by 50 percent in the next decade? What could living in a city look like in 2030? How could the world operate in 2040, if the proposed Green New Deal created a 100 percent net carbon-free economy in the United States? This is the book for anyone who feels overwhelmed by the current state of our environment. Hopeful and prophetic, *The Future Earth* invites us to imagine how we can reverse the effects of climate change in our own lifetime and encourages us to enter a deeper relationship with the earth as conscientious stewards and to re-affirm our commitment to one another in our shared humanity.

Times are changing and the labor markets are under immense burden from the collective effects of various megatrends.

Technological growth and grander incorporation of economies along with global supply chains have been an advantage for several workers armed with high skills and in growing occupations. However, it is a challenge for workers with low or obsolete skills in diminishing zones of employment. Business models that are digitalized hire workers as self-employed instead of standard employees. People seem to be working and living longer, but they experience many job changes and the peril of skills desuetude. Inequalities in both quality of job and earnings have increased in several countries. The depth and pace of digital transformation will probably be shocking. Industrial robots have already stepped in and artificial intelligence is making its advance too.

Globalization and technological change predict the great potential for additional developments in labor market performance. But people should be ready for change. A progression of creative annihilation is probably under way, where some chores are either offshored or given to robots. A better world of for jobs cannot be warranted – a lot will be contingent on devising the right policies and institutes in place.

Fifty years ago, the National Academy of Engineering (NAE) was founded by the stroke of a pen when the National Academy of Sciences Council approved the NAE's articles of organization. Making a World of Difference commemorates the NAE anniversary with a collection of essays that highlight the prodigious changes in people's lives that have been created by engineering over the past half century and consider how the future will be similarly shaped. Over the past 50 years, engineering has transformed our lives literally every day, and it will continue to do so going forward, utilizing new capabilities, creating new applications, and providing ever-expanding services to people. The essays of Making a World of Difference discuss the seamless integration of engineering into both our society and our daily lives, and present a vision of what engineering may deliver in the next half century.

The Definitive Guide to Doing Business in Africa For global and Africa-based companies looking to access new growth markets, Africa offers exciting opportunities to build large, profitable businesses. Its population is young, fast-growing, and increasingly urbanized--while rapid technology adoption makes the continent a fertile arena for innovation. But Africa's business environment remains poorly understood; it's known to many executives in the West only by its reputation for complexity, conflict, and corruption. Africa's Business Revolution provides the inside story on business in Africa and its future growth prospects and helps executives understand and seize the opportunities for building profitable, sustainable enterprises. From senior leaders in McKinsey's African offices and a leading executive on the continent, this book draws on in-depth proprietary research by the McKinsey Global Institute as well as McKinsey's extensive experience advising corporate and government leaders across Africa. Brimming with company case studies and exclusive interviews with some of Africa's most prominent executives, this book comes to life with the vibrant stories of those who have navigated the many twists and turns on the road to building successful businesses on the continent. Combining an unrivalled fact base with expert advice on shaping and executing an Africa growth strategy, this book is required reading for global business executives looking to expand their existing operations in Africa--and for those seeking a road map to access this vast, untapped market for the first time.

WINNER OF THE FT & MCKINSEY BUSINESS BOOK OF THE YEAR AWARD 2021 The instant New York Times bestseller 'A terrifying exposé' The Times 'Part John le Carré . . . Spellbinding' New Yorker 'Engaging and troubling . . . This secretive market is difficult to penetrate, but Perloth has dug deeper than most' Economist Zero day: a software bug that allows a hacker to break in and scamper through the world's computer networks invisibly until discovered. One of the most coveted tools in a spy's arsenal, a zero day has the power to tap into any iPhone, dismantle safety controls at a chemical plant and shut down the power in an entire nation – just ask the Ukraine. Zero days are the blood diamonds of the security trade, pursued by nation states, defense contractors, cybercriminals, and security defenders alike. In this market, governments aren't regulators; they are clients – paying huge sums to hackers willing to turn over gaps in the Internet, and stay silent about them. This Is How They Tell Me the World Ends is cybersecurity reporter Nicole Perloth's discovery, unpacked. A intrepid journalist unravels an opaque, code-driven market from the outside in – encountering spies, hackers, arms dealers, mercenaries and a few unsung heroes along the way. As the stakes get higher and higher in the rush to push the world's critical infrastructure online, This Is How They Tell Me the World Ends is the urgent and alarming discovery of one of the world's most extreme threats.

Leading futurist Bob Johansen shows how a new way of thinking, enhanced by new technologies, will help leaders break free of limiting labels and see new gradients of possibility in a chaotic world. The future will get even more perplexing over the next decade, and we are not ready. The dilemma is that we're restricted by rigid categorical thinking that freezes people and organizations in neatly defined boxes that often are inaccurate or obsolete. Categories lead us toward certainty but away from clarity, and categorical thinking moves us away from

understanding the bigger picture. Sticking with this old way of thinking and seeing isn't just foolish, it's dangerous. Full-spectrum thinking is the ability to seek patterns and clarity outside, across, beyond, or maybe even without any boxes or categories while resisting false certainty and simplistic binary choices. It reveals our commonalities that are hidden in plain view. Bob Johansen lays out the core concepts of full-spectrum thinking and reveals the role that digital media—including gameful engagement, big-data analytics, visualization, blockchain, and machine learning—will play in facilitating and enhancing it. He offers examples of broader spectrums and new applications in a wide range of areas that will become possible first, then mandatory. This visionary book provides powerful ways to make sense of new opportunities and see the world as it really is.

Since the invention of double-entry bookkeeping, managers have judged a company's worth by sales and profits. Now, Richard J. Schonberger, the architect of the worldwide Just-In-Time revolution, reaches beyond "financials" to redefine excellence -- and reveals, with new benchmark data, how pioneers become dynasties. Schonberger's pathbreaking new research reveals that, from 1950 to 1995, while "financials" dipped and soared repeatedly, industrial decline and ascendancy correlated perfectly with inventory turnover -- one of two key nonfinancial indicators and a bedrock measure, along with customer satisfaction, of a company's power, strength, and value. In this immensely readable book, he captures these new metrics -- the true predictions of future success -- in 16 customer-focused principles created from self-scored reports supplied by over 100 pioneering manufacturers in nine countries. Armed with new world-class benchmark data, Schonberger redefines excellence in terms of competence, capability, and customer-focused, employee-driven, data-based performance. For front-line associates to senior executives, Schonberger has written manufacturing's action agenda for the next decade. This book will be indispensable reading for manufacturing and general managers in all industries, as well as for pension fund managers, institutional investors, stock analysts, and stockbrokers.

The rapid convergence of computing and telecommunications technologies into products, better known as the Internet of Things, coupled with strong human behavioral change has created the emergence of a technological discontinuity that is disrupting all industries as we know them. Information once "trapped" in products is being unleashed, creating a flow of Product in Use Data that is becoming the basis of new services, new business models, and new ecosystems leading to the substitution of traditional product and service companies and the total disruption of industries. During this merging of industrial and digital economics, the internal capabilities that organizations have leveraged for years will become insufficient for future competition. The businesses of those leaders who fail to transform their firms by acquiring the necessary new capabilities will not survive. Despite the impending disruption, there are defined strategies that greatly enhance an existing firm's chance of survival. The rapid execution of the "first mile" of a business's transformation is crucial to competing successfully. In *Competing in the Connecting World*, authors Gregg Garrett and Warren Ritchie offer a proven framework and approach to assist leaders in understanding, preparing, and bravely transforming their firms to thrive in this new digital era.

How will artificial intelligence change our world within twenty years? "This inspired collaboration between a pioneering technologist and a visionary writer of science fiction offers bold and urgent insights."—Yann LeCun, winner of the Turing Award; chief AI scientist, Facebook "Amazingly entertaining . . . Lee and Chen take us on an immersive trip through the future. . . . Eye-opening."—Mark Cuban AI will be the defining development of the twenty-first century. Within two decades, aspects of daily human life will be unrecognizable. AI will generate unprecedented wealth, revolutionize medicine and education through human-machine symbiosis, and create brand-new forms of communication and entertainment. In liberating us from routine work, however, AI will also challenge the organizing principles of our

economic and social order. Meanwhile, AI will bring new risks in the form of autonomous weapons and smart technology that inherits human bias. AI is at a tipping point, and people need to wake up—both to AI’s radiant pathways and its existential perils for life as we know it. In this provocative, utterly original work, Kai-Fu Lee, the former president of Google China and bestselling author of AI Superpowers, teams up with celebrated novelist Chen Qiufan to imagine our world in 2041 and how it will be shaped by AI. In ten gripping short stories, they introduce readers to an array of eye-opening 2041 settings, such as: • In San Francisco, the “job reallocation” industry emerges as deep learning AI causes widespread job displacement • In Tokyo, a music fan is swept up in an immersive form of celebrity worship based on virtual reality and mixed reality • In Mumbai, a teenage girl rebels when AI’s crunching of big data gets in the way of romance • In Seoul, virtual companions with perfected natural language processing (NLP) skills offer orphaned twins new ways to connect • In Munich, a rogue scientist draws on quantum computing, computer vision and other AI technologies in a revenge plot that imperils the world By gazing toward a not-so-distant horizon, AI 2041 offers urgent insights into our collective future—while reminding readers that, ultimately, humankind remains the author of its destiny.

This publication covers global megatrends for the next 20 years and how they will affect the United States. This is the fifth installment in the National Intelligence Council's series aimed at providing a framework for thinking about possible futures and their implications. The report is intended to stimulate strategic thinking about the rapid and vast geopolitical changes characterizing the world today and possible global trajectories during the next 15-20 years by identifying critical trends and potential discontinuities. The authors distinguish between megatrends, those factors that will likely occur under any scenario, and game-changers, critical variables whose trajectories are far less certain. NIC 2012-001. Several innovations are included in Global Trends 2030, including: a review of the four previous Global Trends reports, input from academic and other experts around the world, coverage of disruptive technologies, and a chapter on the potential trajectories for the US role in the international system and the possible the impact on future international relations. Table of Contents: Introduction 1 Megatrends 6 Individual Empowerment 8 Poverty Reduction 8 An Expanding Global Middle Class 8 Education and the Gender Gap 10 Role of Communications Technologies 11 Improving Health 11 A MORE CONFLICTED IDEOLOGICAL LANDSCAPE 12 Diffusion of Power 15 THE RISE AND FALL OF COUNTRIES: NOT THE SAME OLD STORY 17 THE LIMITS OF HARD POWER IN THE WORLD OF 2030 18 Demographic Patterns 20 Widespread Aging 20 Shrinking Number of Youthful Countries 22 A New Age of Migration 23 The World as Urban 26 Growing Food, Water, and Energy Nexus 30 Food, Water, and Climate 30 A Brighter Energy Outlook 34 Game-Changers 38 The Crisis-Prone Global Economy 40 The Plight of the West 40 Crunch Time Too for the Emerging Powers 43 A Multipolar Global Economy: Inherently More Fragile? 46 The Governance Gap 48 Governance Starts at Home: Risks and Opportunities 48 INCREASED FOCUS ON EQUALITY AND OPENNESS 53 NEW GOVERNMENTAL FORMS 54 A New Regional Order? 55 Global Multilateral Cooperation 55 The Potential for Increased Conflict 59 INTRASTATE CONFLICT: CONTINUED DECLINE 59 Interstate Conflict: Chances Rising 61 Wider Scope of Regional Instability 70 The Middle East: At a Tipping Point 70 South Asia: Shocks on the Horizon 75 East Asia: Multiple Strategic Futures 76 Europe: Transforming Itself 78 Sub-Saharan Africa: Turning a Corner by 2030? 79 Latin America: More Prosperous but Inherently Fragile 81 The Impact of New Technologies 83 Information Technologies 83 AUTOMATION AND MANUFACTURING TECHNOLOGIES 87 Resource Technologies 90 Health Technologies 95 The Role of the United States 98 Steady US Role 98 Multiple Potential Scenarios for the United States' Global Role 101 Alternative Worlds 107 Stalled Engines 110 FUSION 116 Gini-out-of-the-Bottle 122 Nonstate World 128 Acknowledgements 134 GT2030 Blog References 137 Audience: Appropriate for anyone, from businesses to banks, government agencies to

start-ups, the technology sector to the teaching sector, and more. This publication helps anticipate where the world will be: socially, politically, technologically, and culturally over the next few decades. Keywords: Global Trends 2030 Alternative Worlds, global trends 2030, Global Trends series, National Intelligence Council, global trajectories, global megatrends, geopolitics, geopolitical changes

Is the Internet erasing national borders? Will the future of the Net be set by Internet engineers, rogue programmers, the United Nations, or powerful countries? Who's really in control of what's happening on the Net? In this provocative new book, Jack Goldsmith and Tim Wu tell the fascinating story of the Internet's challenge to governmental rule in the 1990s, and the ensuing battles with governments around the world. It's a book about the fate of one idea--that the Internet might liberate us forever from government, borders, and even our physical selves. We learn of Google's struggles with the French government and Yahoo's capitulation to the Chinese regime; of how the European Union sets privacy standards on the Net for the entire world; and of eBay's struggles with fraud and how it slowly learned to trust the FBI. In a decade of events the original vision is uprooted, as governments time and time again assert their power to direct the future of the Internet. The destiny of the Internet over the next decades, argue Goldsmith and Wu, will reflect the interests of powerful nations and the conflicts within and between them. While acknowledging the many attractions of the earliest visions of the Internet, the authors describe the new order, and speaking to both its surprising virtues and unavoidable vices. Far from destroying the Internet, the experience of the last decade has led to a quiet rediscovery of some of the oldest functions and justifications for territorial government. While territorial governments have unavoidable problems, it has proven hard to replace what legitimacy governments have, and harder yet to replace the system of rule of law that controls the unchecked evils of anarchy. While the Net will change some of the ways that territorial states govern, it will not diminish the oldest and most fundamental roles of government and challenges of governance. Well written and filled with fascinating examples, including colorful portraits of many key players in Internet history, this is a work that is bound to stir heated debate in the cyberspace community.

Over the past half-century, globalization has had a profound impact on postsecondary education. The twin forces of mass higher education and the global knowledge economy have driven an unprecedented transformation. These fundamental changes have pulled in opposite directions: one pushes for wider access and accompanying challenges of quality, the other toward exclusive, "world class" research-oriented universities. In *Global Perspectives on Higher Education*, renowned higher education scholar Philip G. Altbach offers a wide-ranging perspective on the implications of these key forces and explores how they influence academe everywhere. Altbach begins with a discussion of the global trends that increasingly affect higher education, including the implications of mass enrollments, the logic of mass higher education systems around the world, and specific challenges facing Brazil, Russia, India, and China. He considers the numerous implications of globalization, including the worldwide use of the English language, university cross-border initiatives, the role of research universities in developing countries, the impact of the West on Asian universities, and the expansion of private higher education. Provocative and wide-ranging, *Global Perspectives on Higher Education* considers how the international exchange of ideas, students, and scholars has fundamentally altered higher

education.

Countries regularly track gross domestic product (GDP) as an indicator of their economic progress, but not wealth—the assets such as infrastructure, forests, minerals, and human capital that produce GDP. In contrast, corporations routinely report on both their income and assets to assess their economic health and prospects for the future. Wealth accounts allow countries to take stock of their assets to monitor the sustainability of development, an urgent concern today for all countries. The Changing Wealth of Nations 2018: Building a Sustainable Future covers national wealth for 141 countries over 20 years (1995†“2014) as the sum of produced capital, 19 types of natural capital, net foreign assets, and human capital overall as well as by gender and type of employment. Great progress has been made in estimating wealth since the first volume, Where Is the Wealth of Nations? Measuring Capital for the 21st Century, was published in 2006. New data substantially improve estimates of natural capital, and, for the first time, human capital is measured by using household surveys to estimate lifetime earnings. The Changing Wealth of Nations 2018 begins with a review of global and regional trends in wealth over the past two decades and provides examples of how wealth accounts can be used for the analysis of development patterns. Several chapters discuss the new work on human capital and its application in development policy. The book then tackles elements of natural capital that are not yet fully incorporated in the wealth accounts: air pollution, marine fisheries, and ecosystems. This book targets policy makers but will engage anyone committed to building a sustainable future for the planet.

Politics in the Twentieth Century was dominated by a single question: how much of our collective life should be determined by the state, and what should be left to the market and civil society? Now the debate is different: to what extent should our lives be directed and controlled by powerful digital systems - and on what terms? Digital technologies - from artificial intelligence to blockchain, from robotics to virtual reality - are transforming the way we live together. Those who control the most powerful technologies are increasingly able to control the rest of us. As time goes on, these powerful entities - usually big tech firms and the state - will set the limits of our liberty, decreeing what may be done and what is forbidden. Their algorithms will determine vital questions of social justice. In their hands, democracy will flourish or decay. A landmark work of political theory, Future Politics challenges readers to rethink what it means to be free or equal, what it means to have power or property, and what it means for a political system to be just or democratic. In a time of rapid and relentless changes, it is a book about how we can - and must - regain control. Winner of the Estoril Global Issues Distinguished Book Prize.

“Shows how humans have brought us to the brink and how humanity can find solutions. I urge people to read with humility and the daring to act.” —Harpal Singh, former Chair, Save the Children, India, and former Vice Chair, Save the Children International In conversations with people all over the world, from government officials and business leaders to taxi drivers and schoolteachers, Blair Sheppard, global leader for strategy and leadership at PwC, discovered they all had surprisingly similar concerns. In this prescient and pragmatic book, he and his team sum up these concerns in what they call the ADAPT framework: Asymmetry of wealth; Disruption wrought by the unexpected and often problematic consequences of technology; Age disparities--stresses

caused by very young or very old populations in developed and emerging countries; Polarization as a symptom of the breakdown in global and national consensus; and loss of Trust in the institutions that underpin and stabilize society. These concerns are in turn precipitating four crises: a crisis of prosperity, a crisis of technology, a crisis of institutional legitimacy, and a crisis of leadership. Sheppard and his team analyze the complex roots of these crises--but they also offer solutions, albeit often seemingly counterintuitive ones. For example, in an era of globalization, we need to place a much greater emphasis on developing self-sustaining local economies. And as technology permeates our lives, we need computer scientists and engineers conversant with sociology and psychology and poets who can code. The authors argue persuasively that we have only a decade to make headway on these problems. But if we tackle them now, thoughtfully, imaginatively, creatively, and energetically, in ten years we could be looking at a dawn instead of darkness.

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