Disruption-

Thriving in A World That Won't Resemble the Past

CSAC- Innovation Summit

November 29, 2017
Sacramento, California

-

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President, Global Foresight

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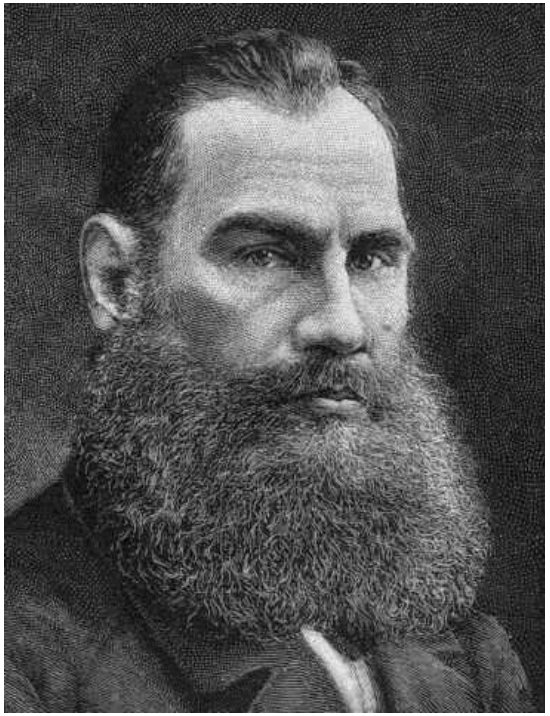
The future is already here,
It's just not evenly distributed.

Remember…

“The position we occupy is not as important as the direction we are moving in.”

Leo Tolstoy

1828-1910



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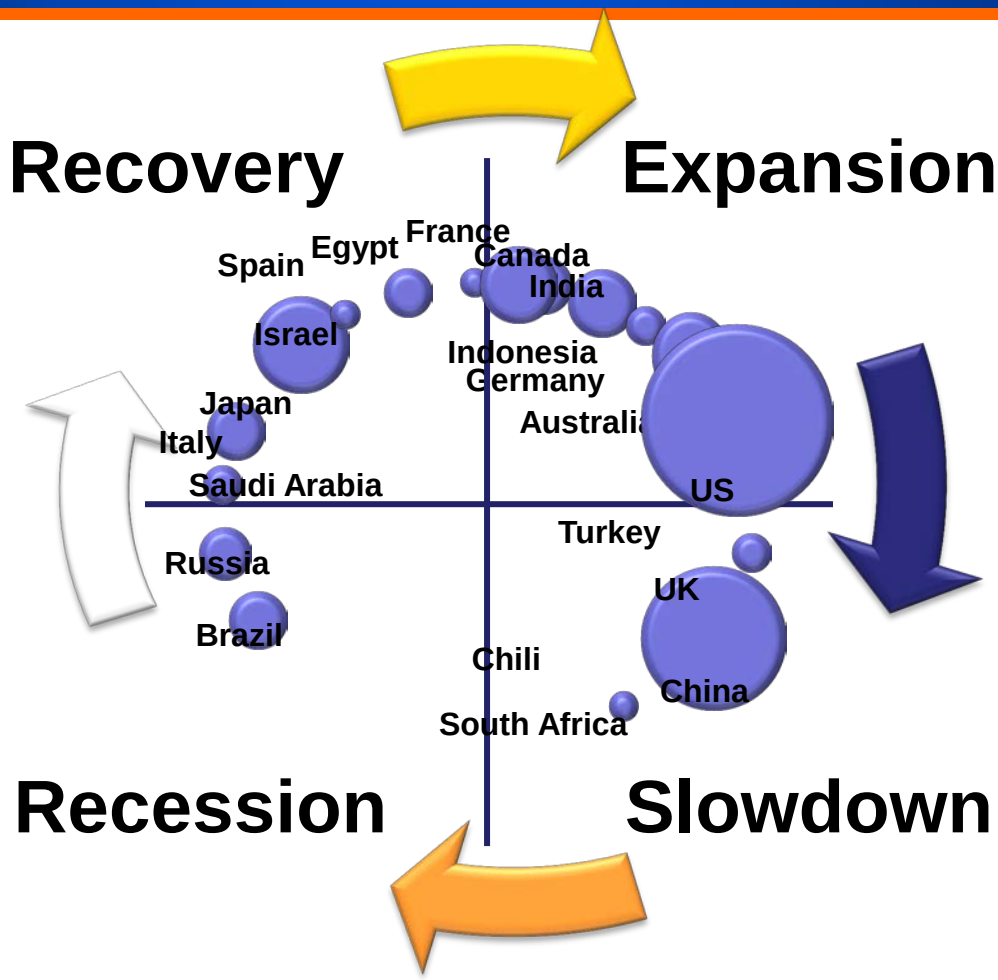
SHORT TERM CONTEXT.

The World Turns for the Better



Source: Moody's Analytics

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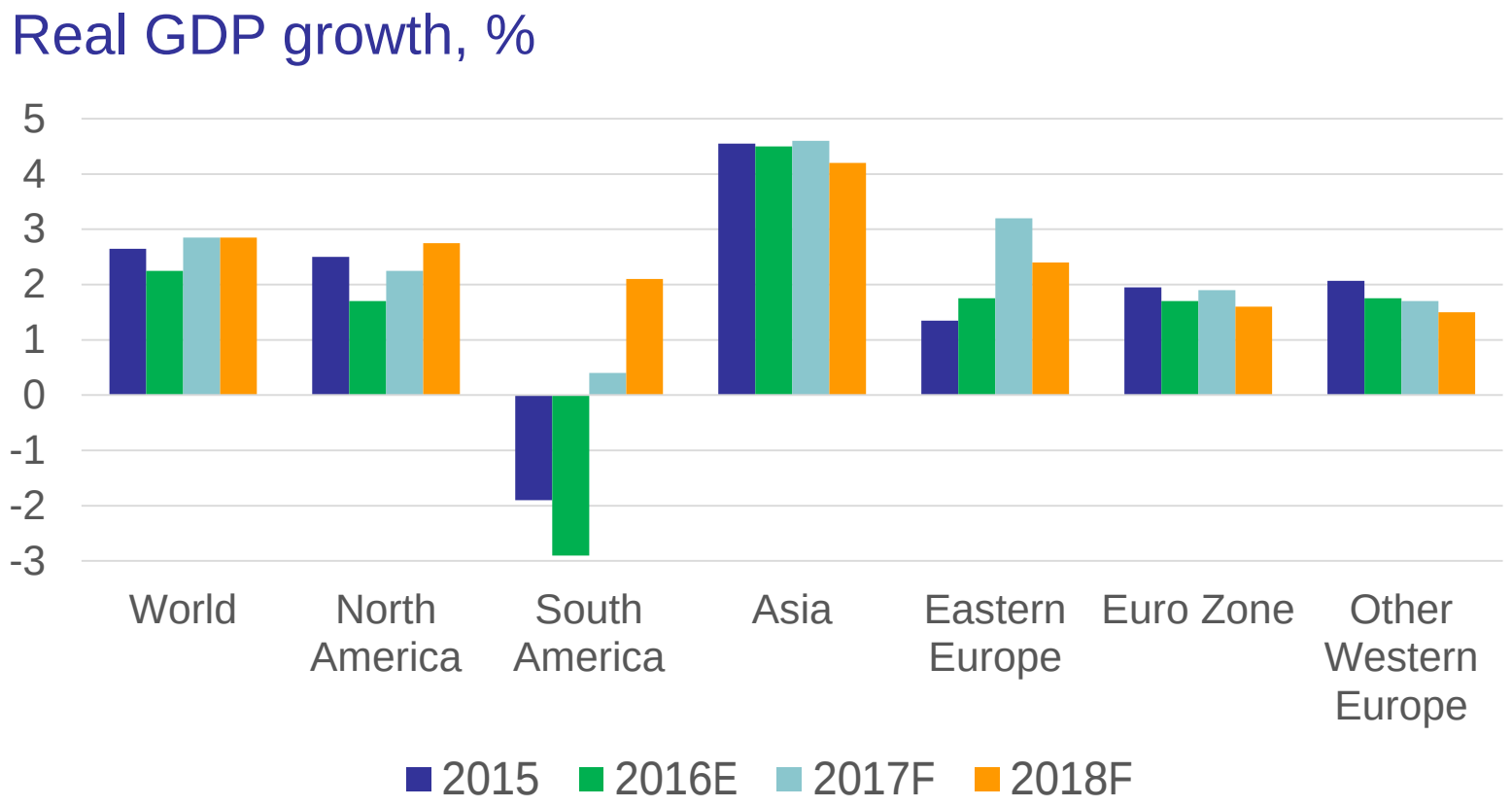
All Regions Expected to Expand This Year



Source: Moody's Analytics

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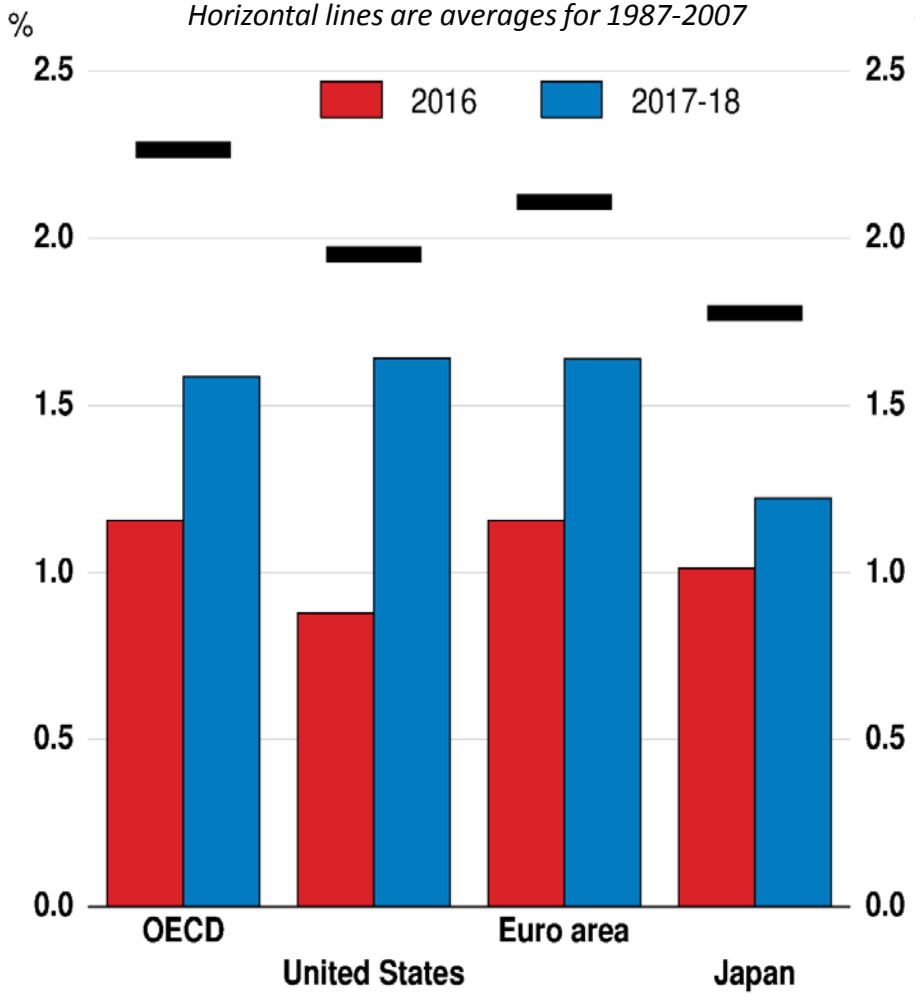
GDP growth per person is below history and income inequality continues to rise

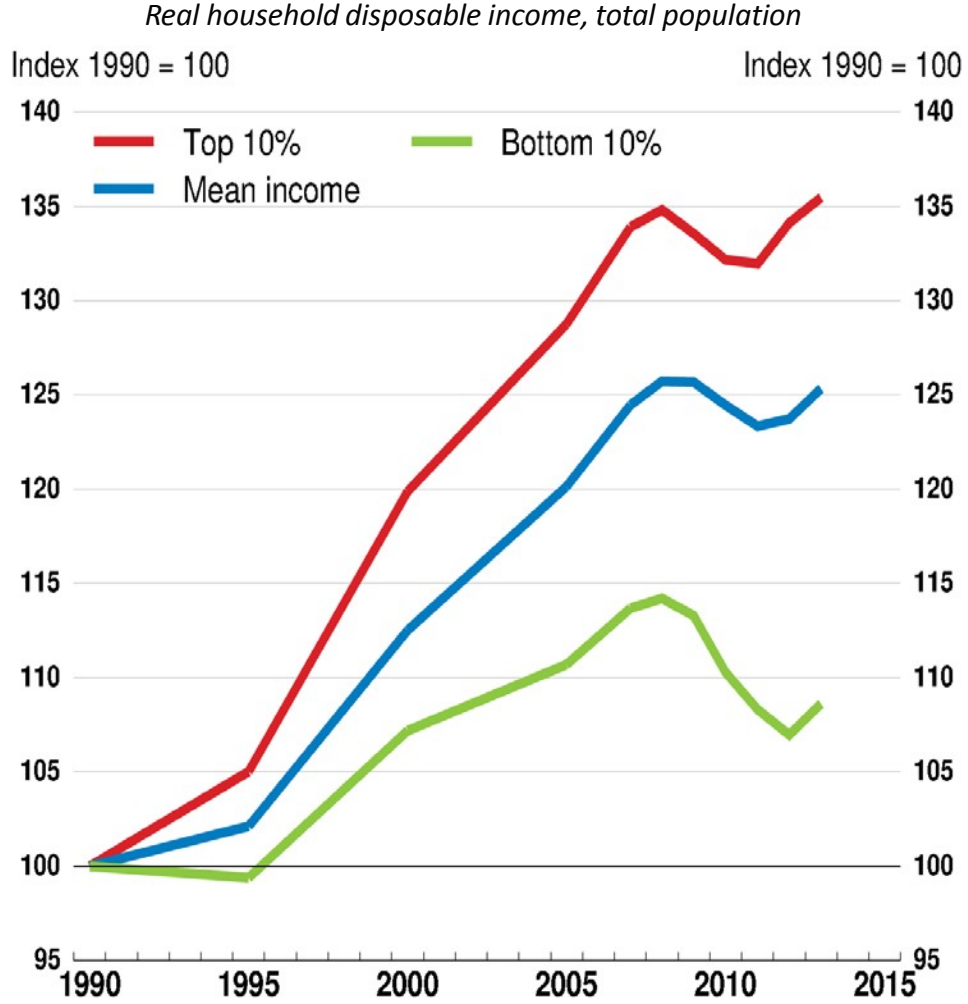
GDP growth per person

Horizontal lines are averages for 1987-2007



Income inequality is rising in the OECD

Real household disposable income, total population



Note: RHS is the unweighted average of 17 OECD countries.

Source: OECD June 2017 Economic Outlook database, and OECD Income Distribution database.

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Global Macro-Economic Outlook 2017-2019

- All developed economies expand.
- 2.7 to 2.9 global GDP (up from 2.3)
- EU more cohesive
- Trade is up! Rebounding
- Emerging economies re-gaining momentum…
- LIKELY RECESSION IN 2019**

** WILD CARDS

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Watch China-

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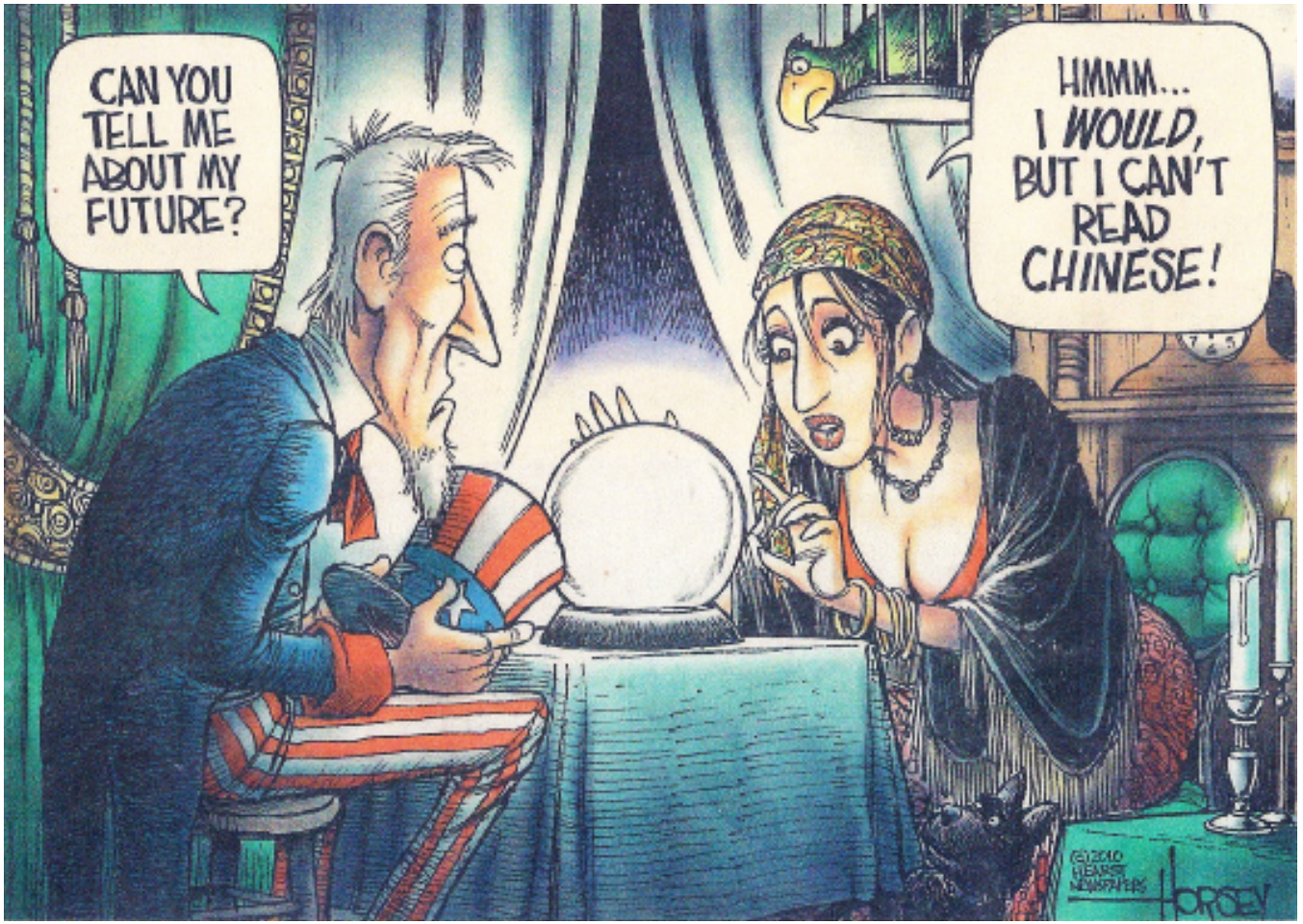
The Forecast



Source: *San Francisco Chronicle*, Sunday January 2, 2011

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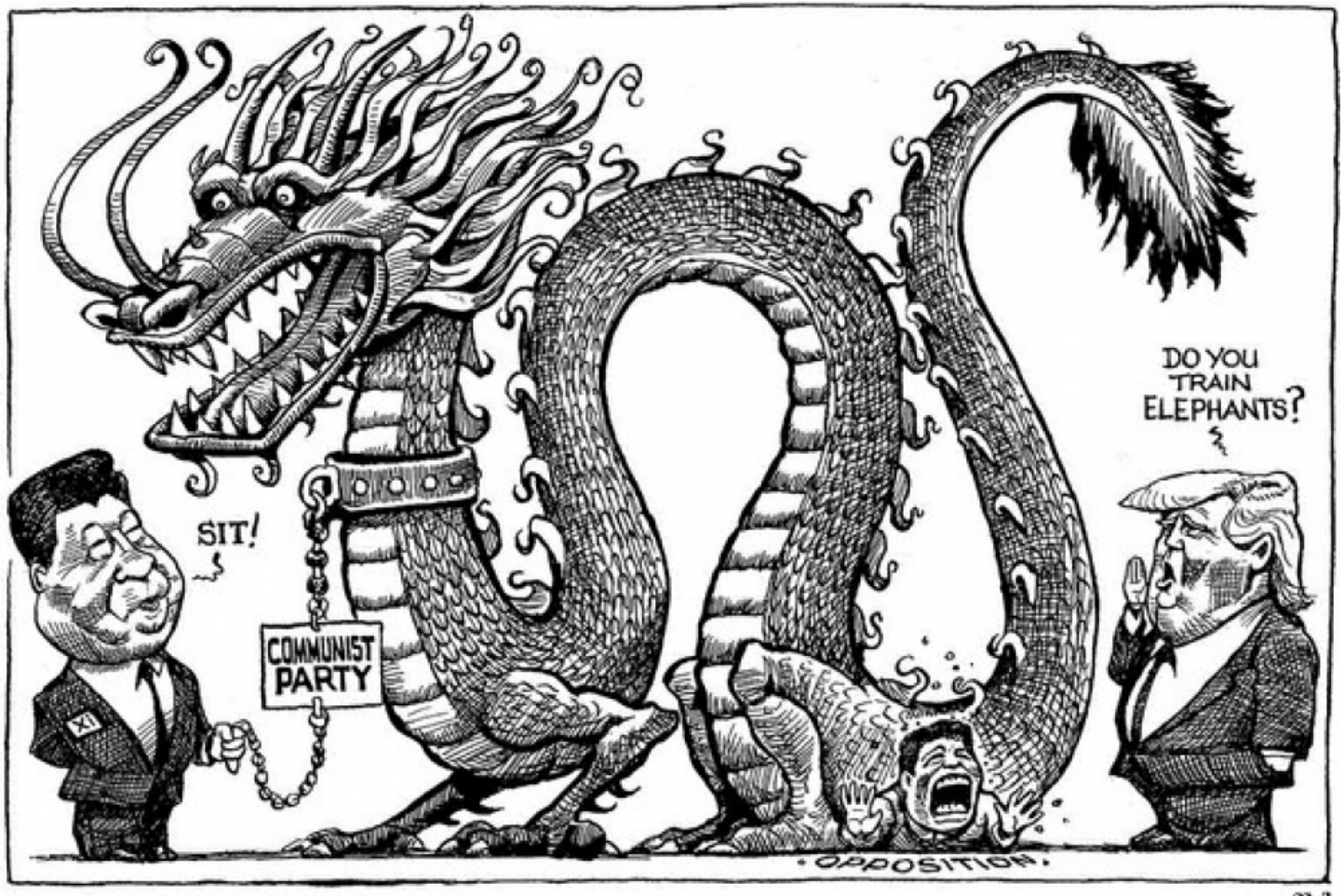

Economist.com

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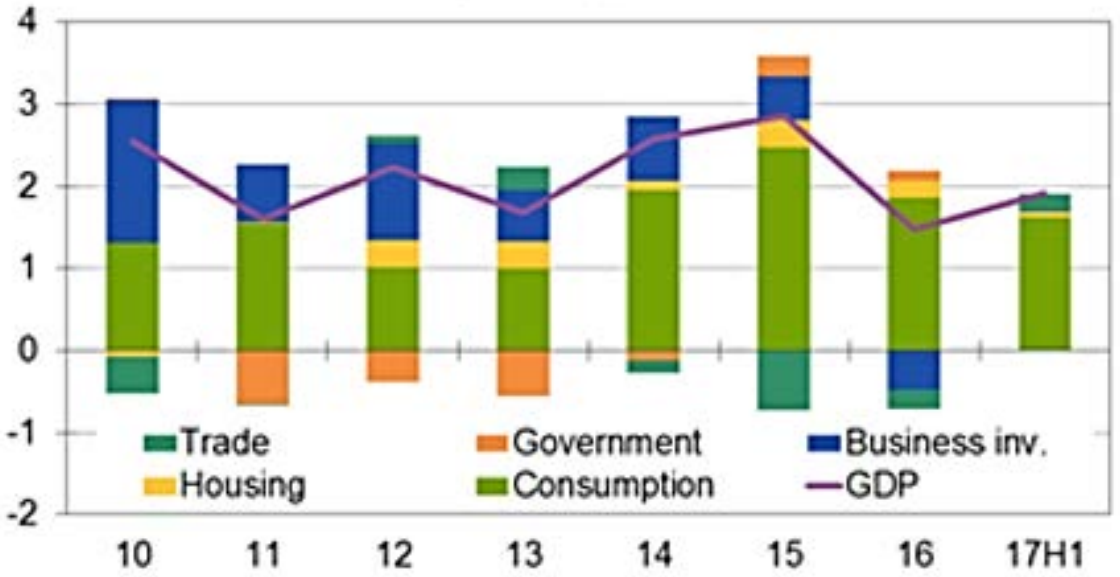
United States Slow Unspectacular Economy

No Serious Impediments to GDP Growth

Contributions to real GDP Growth



Source: Moody's Analytics

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No Matter How You Slice It, Odds for Recession Are Low

Source: Moody's Analytics

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Really…. It's…boring not bad

- US GDP is growing slowly, but it is growing
- California leads the U.S in growth
- Fundamentals are fine, no near term chance of recession
- Labor markets are tight but still expanding—
  - need 1.5 to 2% less unemployment
- Inflation slow, interest rates low

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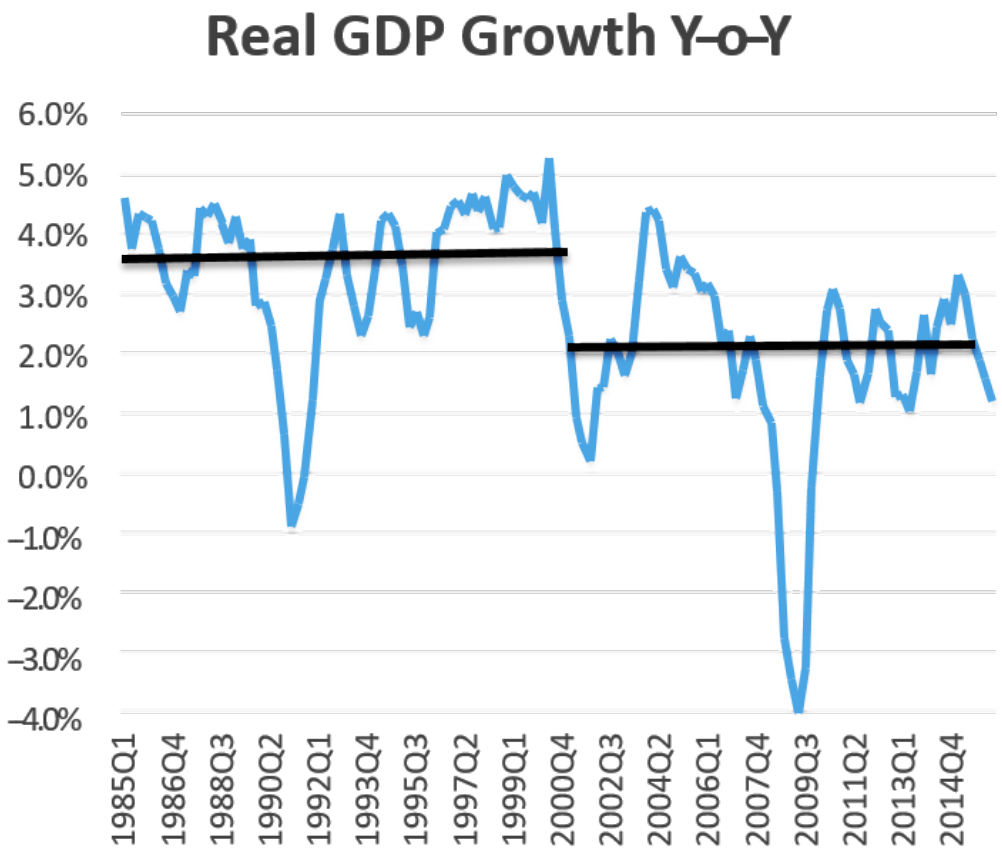
Secular Stagnation



Real Issues

- Aging workforce
- Slowing human capital growth
- Impact of Great Recession
- Consumer Credit Markets and other bad policy
- Transition to the digital economy / Stranded assets-automation. Etc
- **Mismatch between skills & jobs**

Source: Beacon Economics — The Economic Outlook, Jan 2017 , Global Foresight

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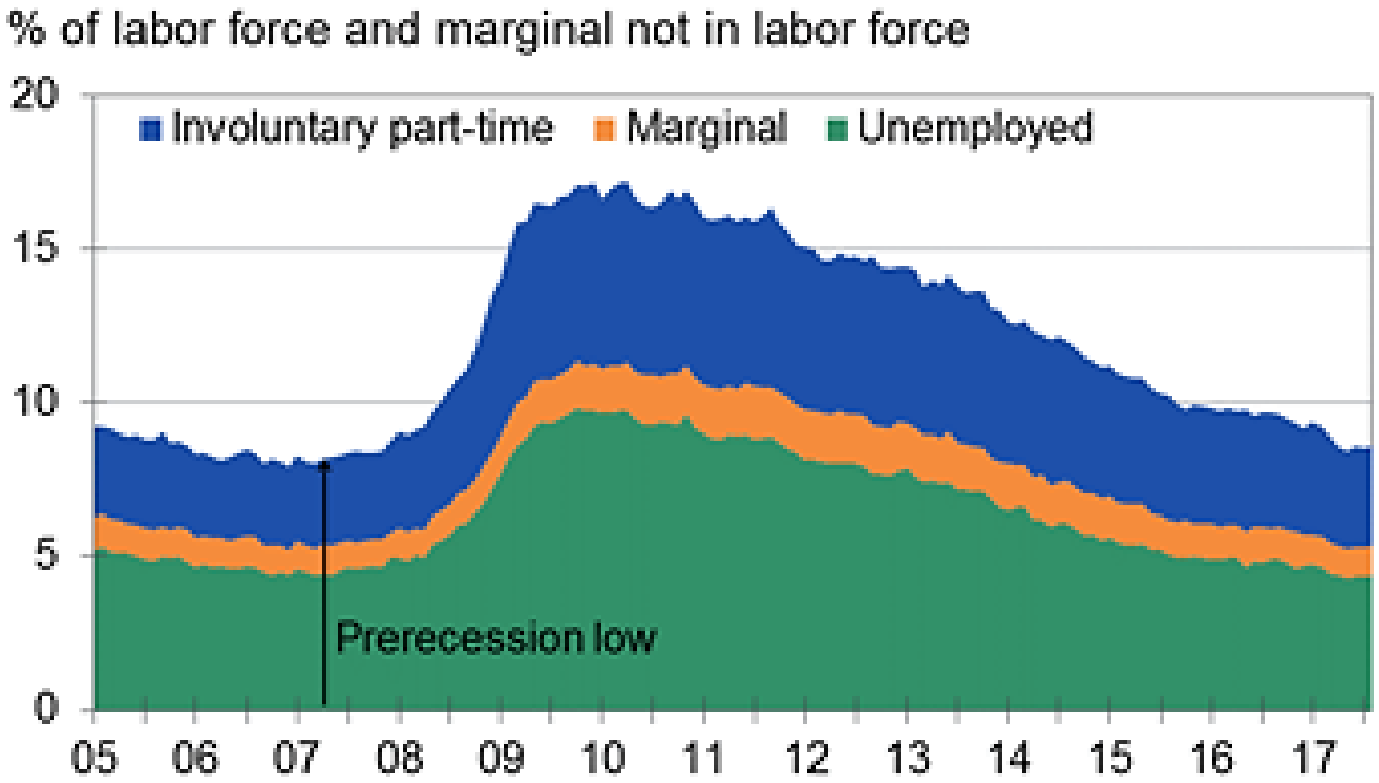
Labor Market has Room to Improve



Source: BLS, Moody's Analytics

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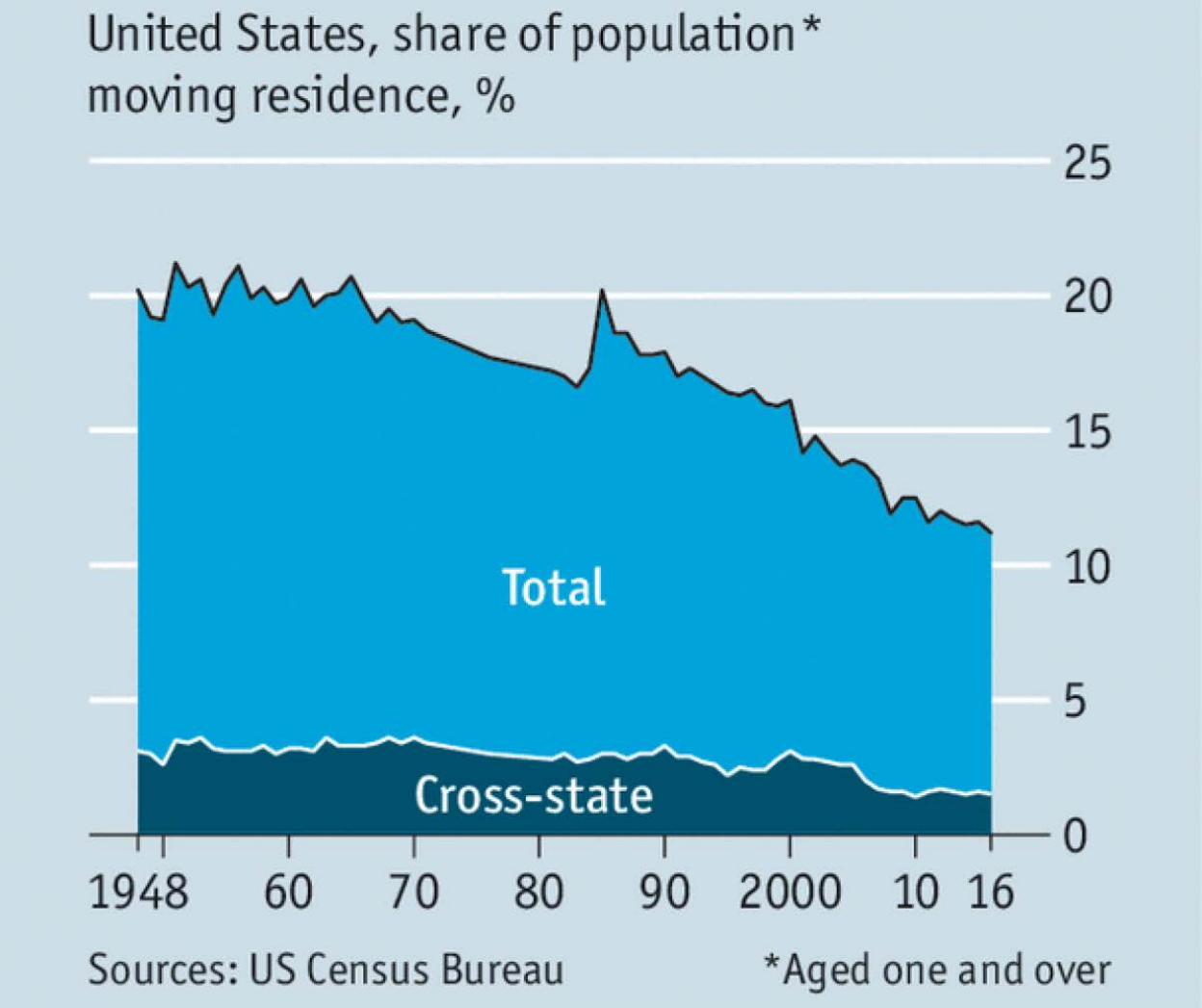
Trend: Born to Stay Put



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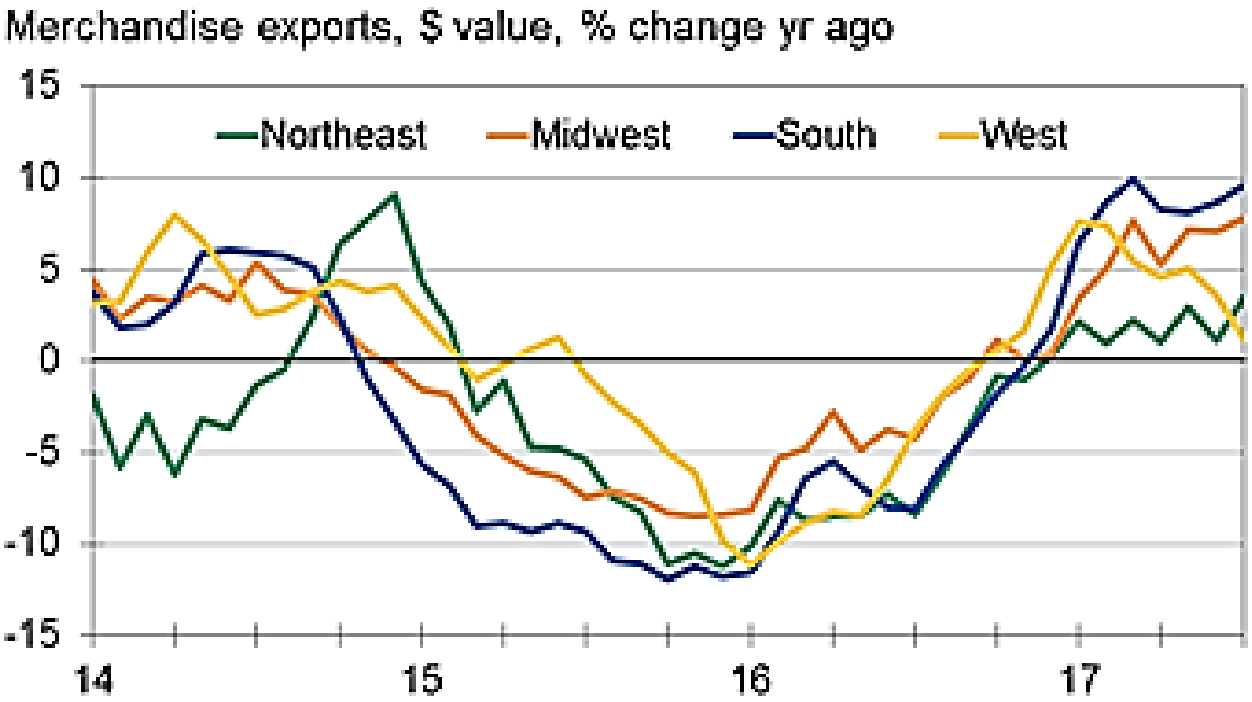
Shifting South
Each Region Grows with Global Trade



Source: Census Bureau, Moody's Analytics

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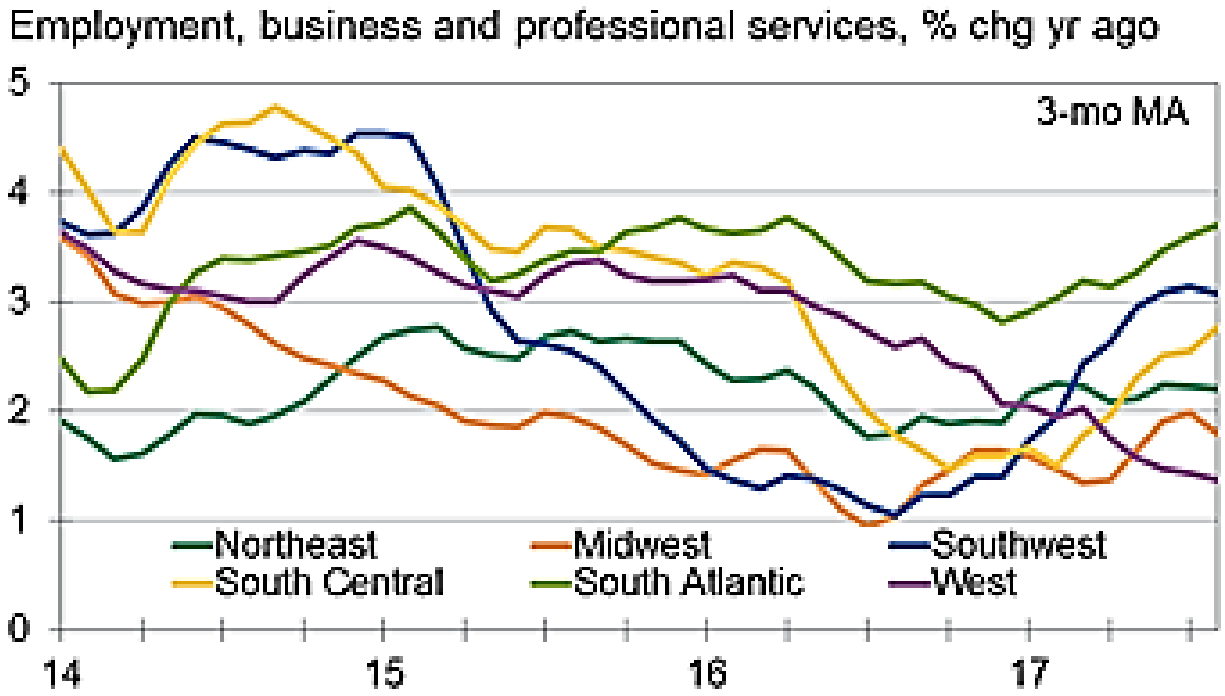
Professional Services Jobs Shift South from West



Source: Census Bureau, Moody's Analytics

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Eerie Calm

- Secular stagnation—strong fundamentals
- Could be longest expansion—now 9 years
- Low VIX—market stability but lack of liquidity in fixed income
- Low inflation
- Unclear end of unemployment—full employment—still slack
- Amidst national and global endless maelstroms.

These Times are When Big Mistakes are Made!!

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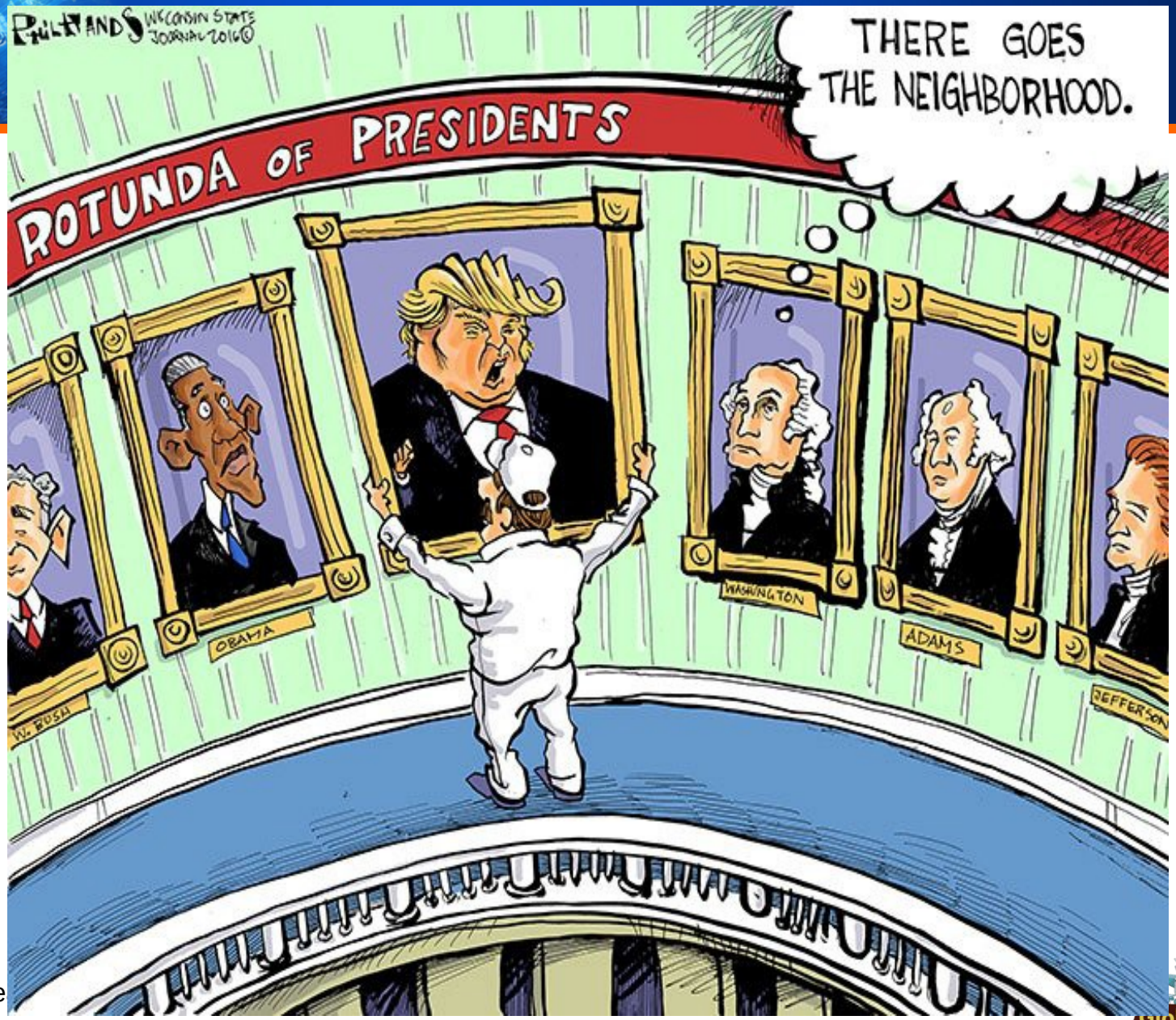

Source: Be

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How the Trump Policies Could Drive a Recession

- Recessions don't start out of nowhere
- Real shocks that are large, rapid and sustained

Scenarios-

1-**Slash taxes** will create a small modest positive impact but blow our the federal deficit and widen trade deficit-**sharp rise in interest rates**

2-**Ends free trade**- backs out of NAFTA, WTO and trade war with China imports fall, exports fall, supply chains disrupted and **sharp rise of consumer prices**

3-**Deports millions of immigrants**, **fall in available workers high and low end, supply chain disruptions. Fall in consumer spending**

4-Creates a **health care debacle**,moving 20 million off health care benefits- **disrupts 19% of US economy**

5.- Financial- Stock market correction- over valued, business loses confidence, consumers buy less

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California Slowing

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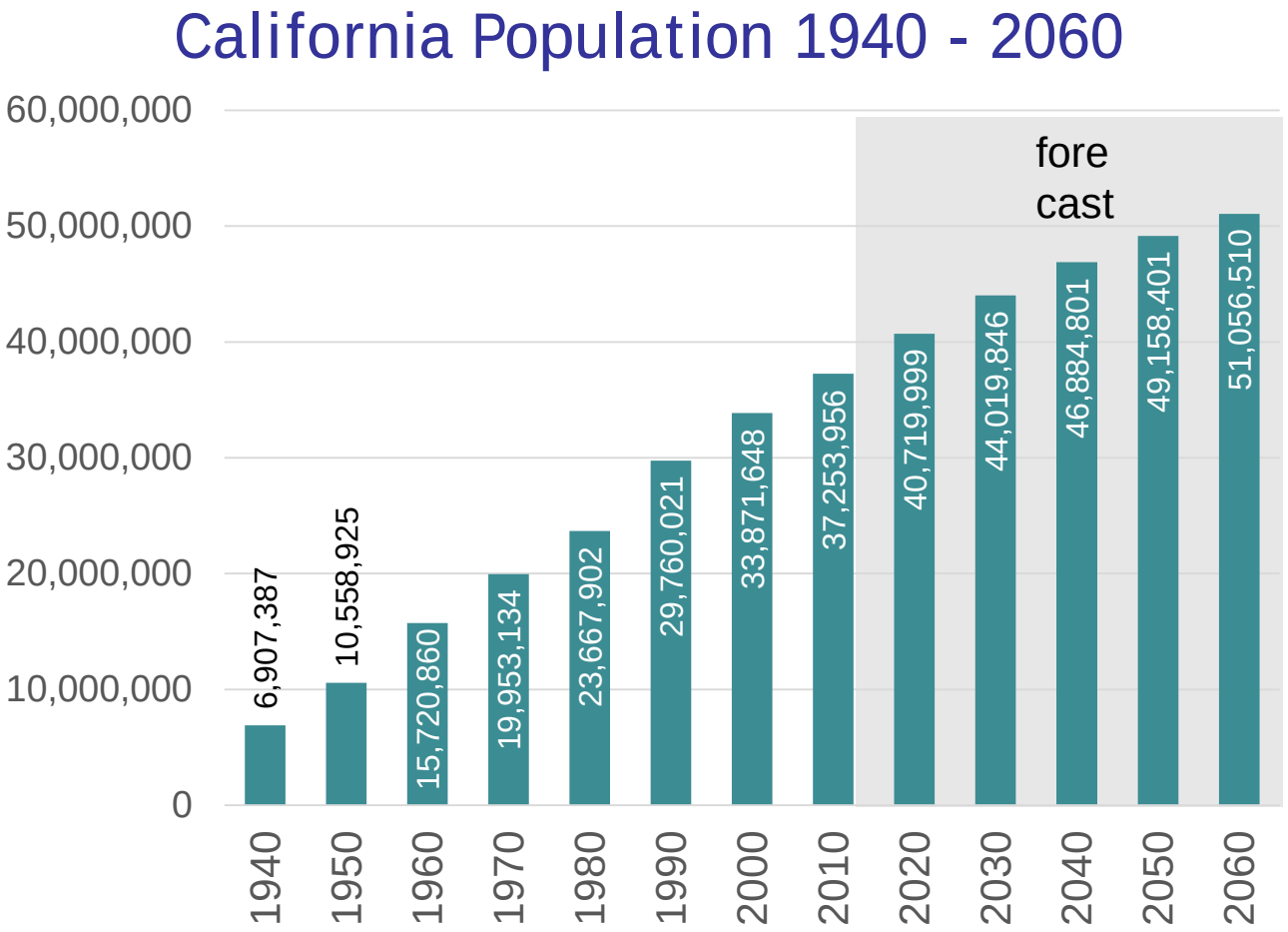
CA Population 51 Million in 2060



Source: California Department of Finance: California Population Facts

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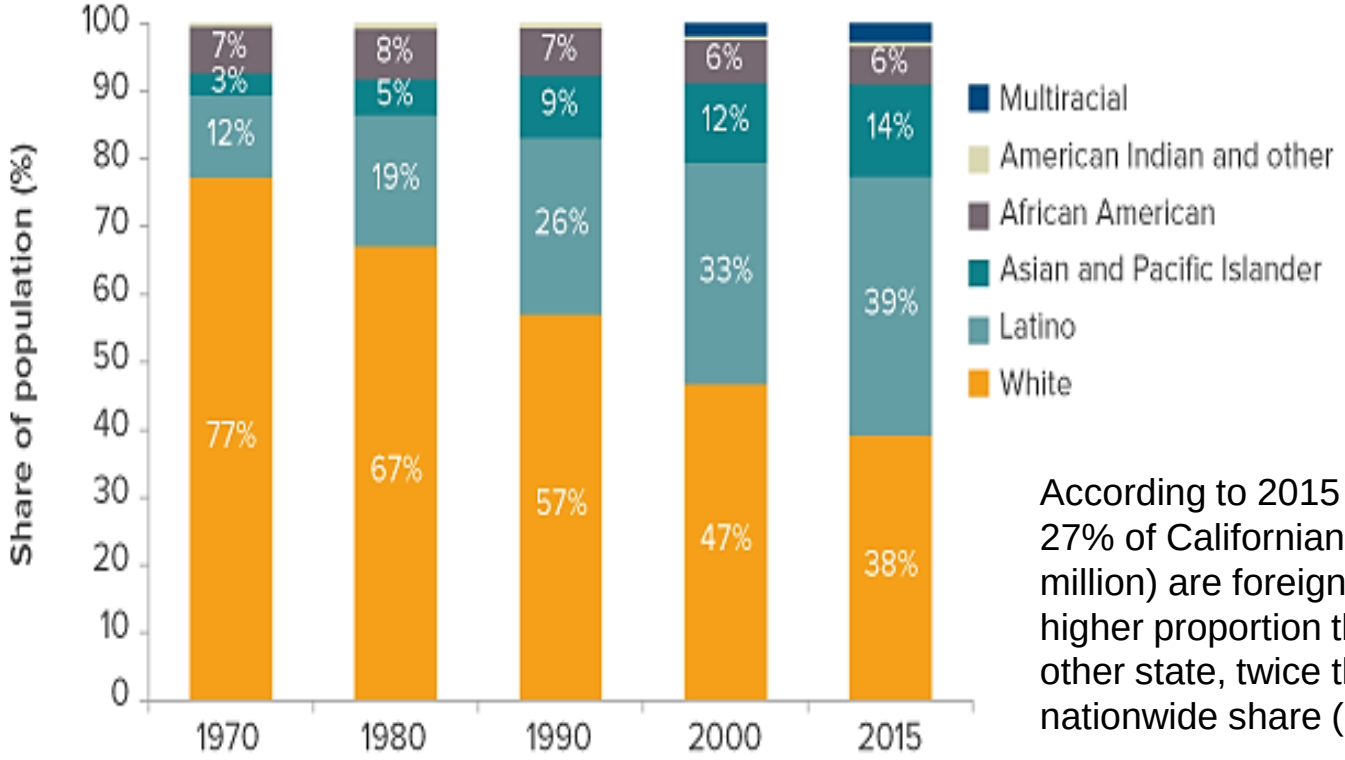
California has Become a 'Minority Majority' State

More than 10 million Californians are Immigrants



According to 2015 estimates, 27% of Californians (10.7 million) are foreign born—a higher proportion than in any other state, twice the nationwide share (13%).

The leading countries of origin for California immigrants are Mexico (4.3 million), the Philippines (864,000), China (728,000 excluding Taiwan; 910,000 including Taiwan), Vietnam (511,000), India (477,000), El Salvador (428,000), and Korea (328,000). In recent years, almost twice as many immigrants have been arriving from Asia as from Latin America.

Source: PPIC, March 2017

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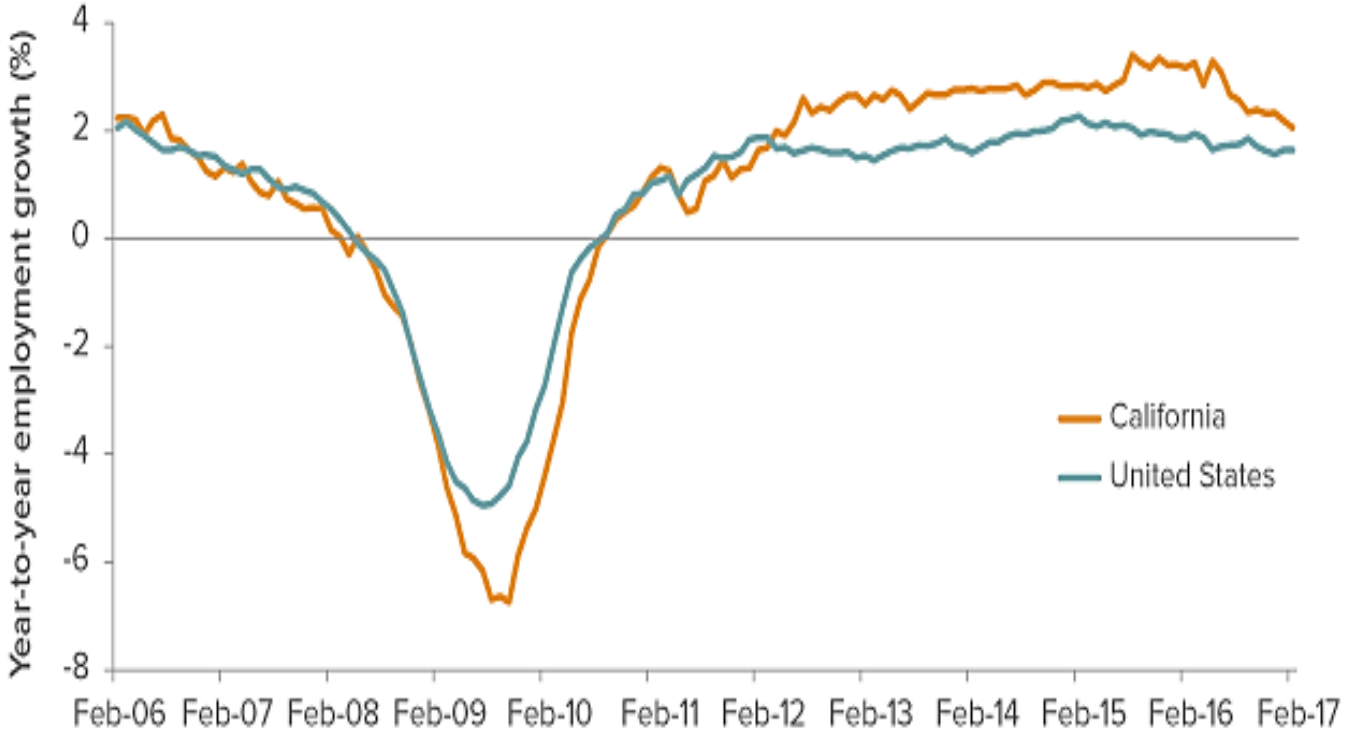
California's Robust Job Growth Slowed Slightly in 2016 & 2017…

… but is still stronger than job growth nationwide.



Source: PPIC, April 2017

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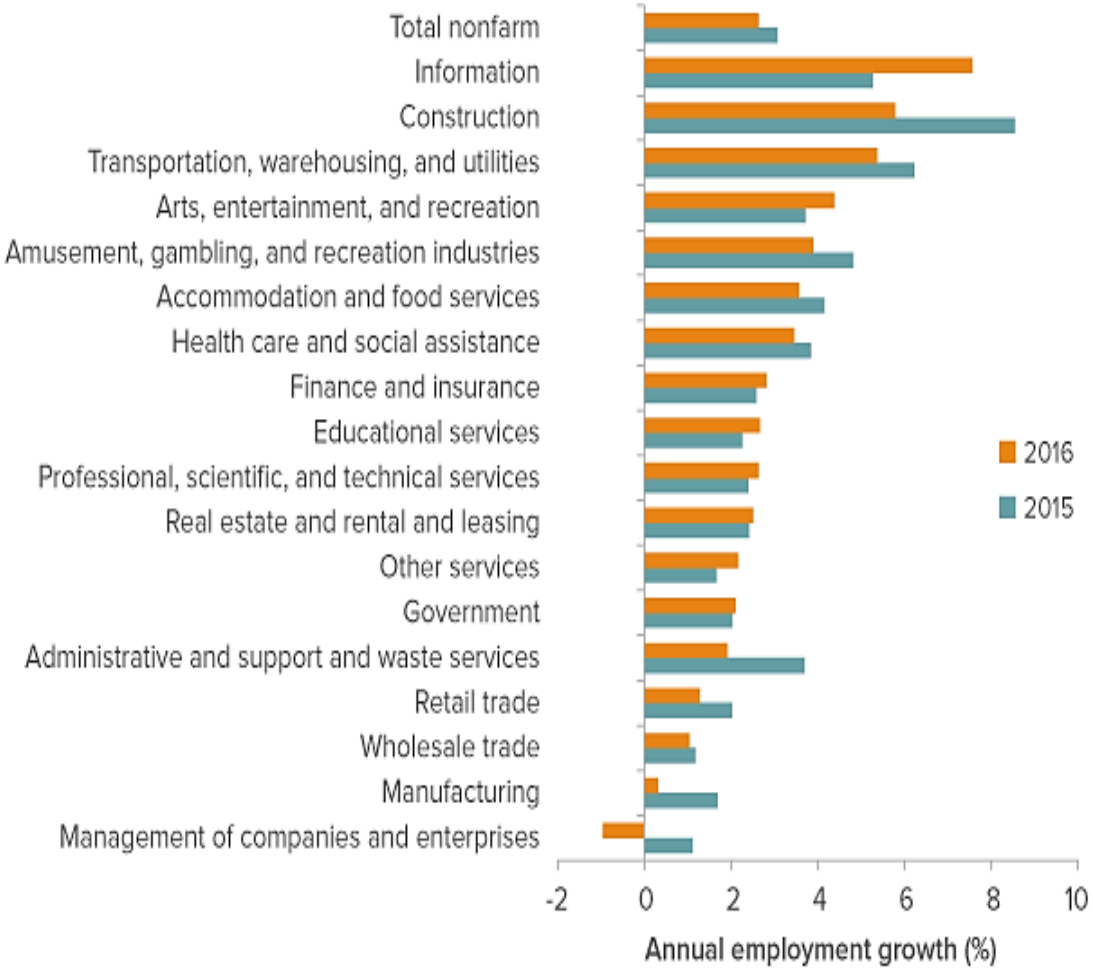
Information & Construction Sectors Had the Highest Rates of Employment Growth



Source: PPIC, April 2017

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California - Outpaces the Nation in Growth, Jobs, Income

What Not To Worry About

- Economy
- Jobs
- Economic resiliency
- Innovation Industries
- Business Attractiveness
- Somewhat reasonable politics

What to Worry About

- Shortage of housing & affordable housing
- Infrastructure-transportation
- Immigration
- High-end skilled worker gap
- Income inequality
- Tax Structure
- CLIMATE Change

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- LONG TERM CONTEXT SHIFTS.

Three Laws of the Future

- If something is unsustainable, in the long run it will end.
- If something big is going to happen in the future, it has to start sometime.
- People tend to overestimate driving forces in the short-term and underestimate their long-term impacts.

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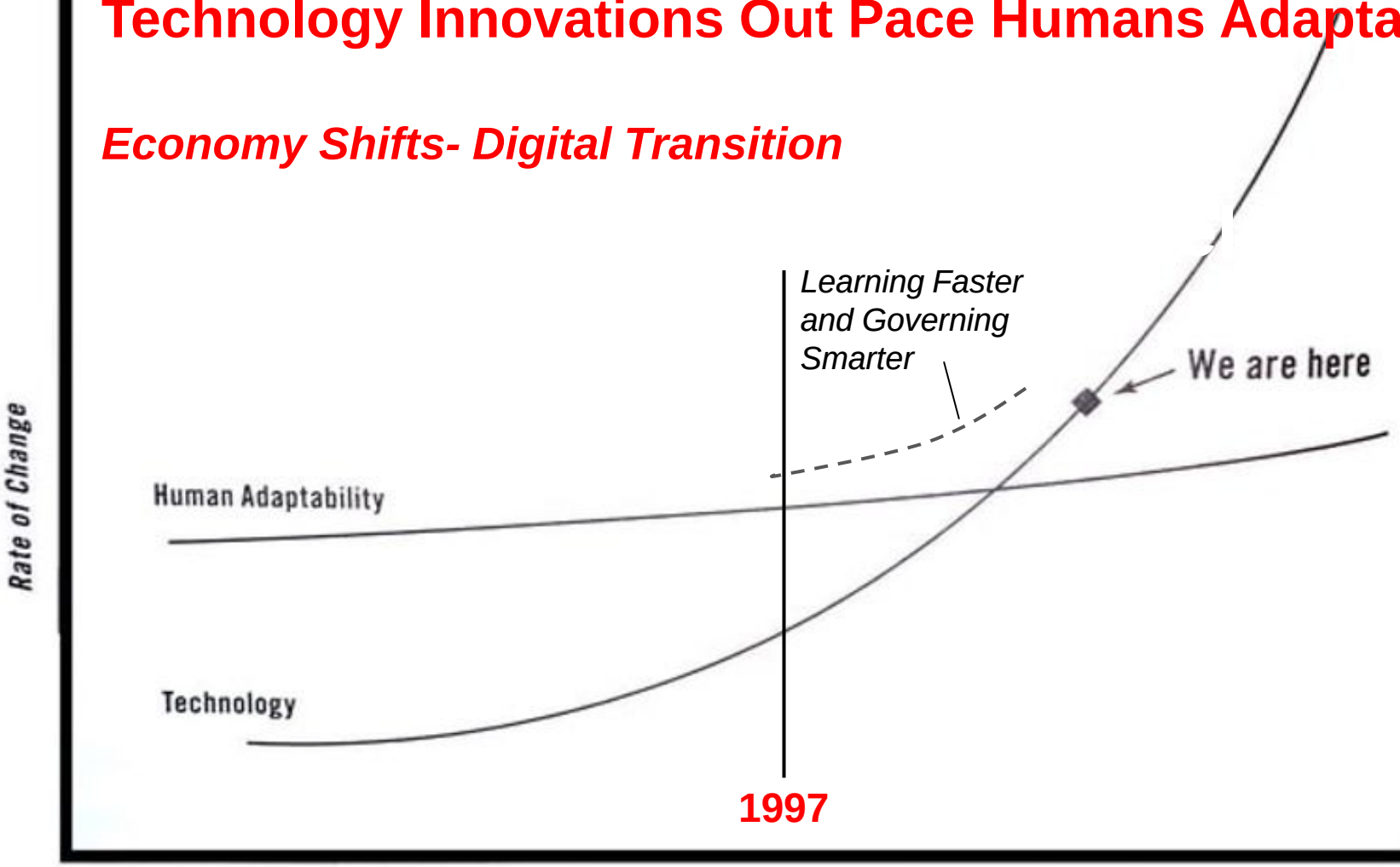
By 2040 this age of acceleration matures…and another begins...

Technology Innovations Out Pace Humans Adaptability

Economy Shifts- Digital Transition



Source: "Thank You For Being Late – An Optimist's Guide to Thriving in the Age of Acceleration" by Thomas L. Friedman (2016)

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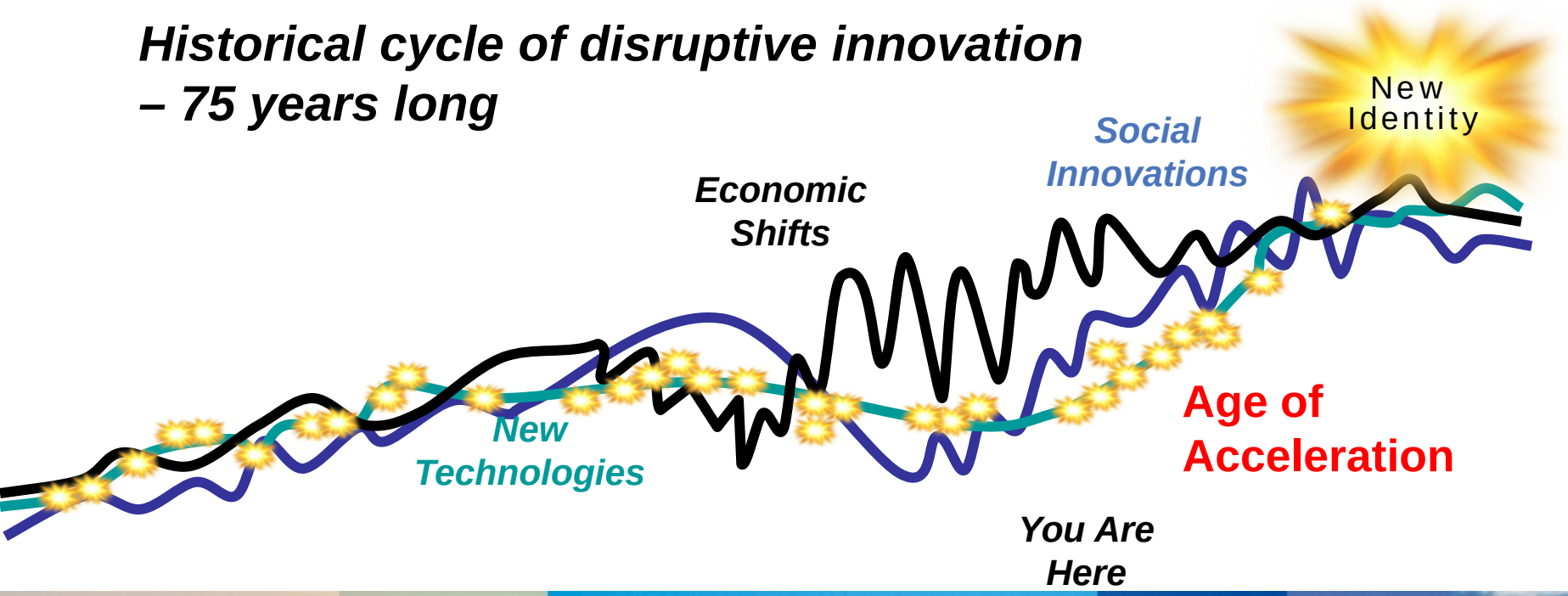
The Badlands: Transition Zone Between Eras

Historical cycle of disruptive innovation – 75 years long



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Social Systems Fragment & Fail

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Lesson from Disruptive Innovation Cycles

Institutions and leaders are mismatched to the issues and needs of the time

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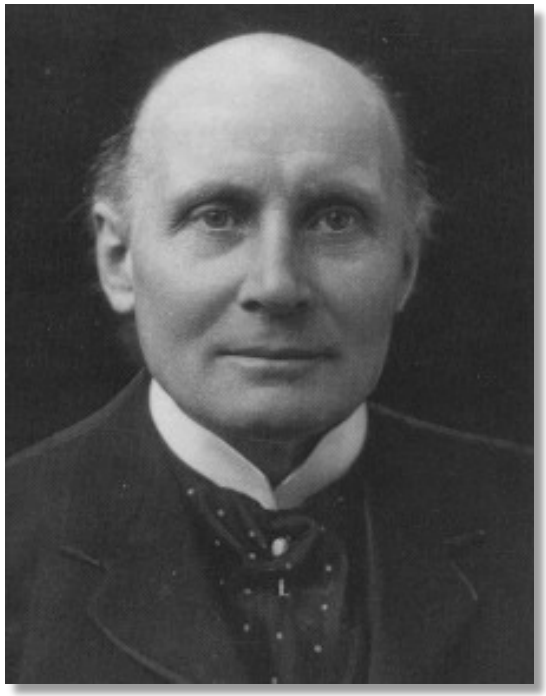
"…the major advances in civilization are processes which all but wreck the societies in which they occur."



Alfred North Whitehead

1861-1947

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Don't Let the Short Term

Cancel Out the Long Term

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Beware of
Conventional Wisdom
for it is Nearly Always
Wrong

Conventional Wisdom

- China can't innovate, only imitate.
- Jobs always come back after a recession.
- Stay informed!
- Doctor Knows Best!
- Higher education guarantees a good job.
- United States is the global leader for the foreseeable future.

Innovation Imperative!

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Innovation Is Creating Relevancy for the Future

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How Relevant is Your County to the Future?

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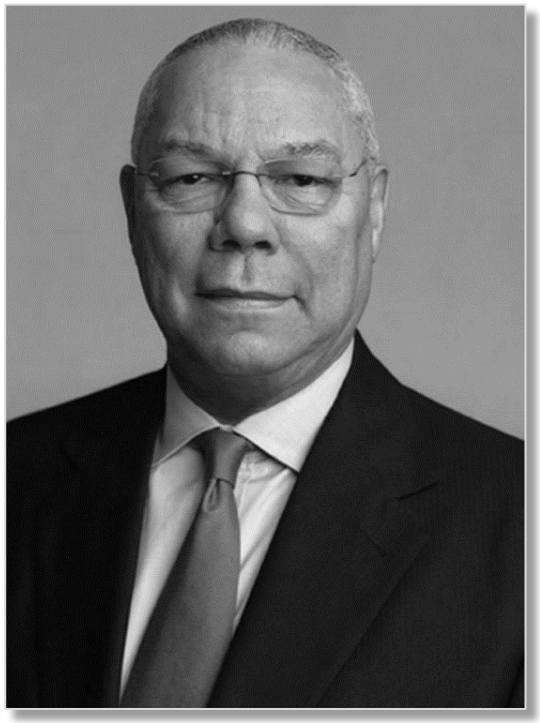
“Have a vision. Be demanding.”

Colin Powell



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Eight Transformational Questions 2030

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Digital Economy Meets the Age of Acceleration

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Law of the Future

If something big is going to happen in the future, it has to start sometime.

By 2025 Urbanization will Create…

"One Billion New Middle Class Consumers"

- 90% will be in emerging markets—most in Asia.

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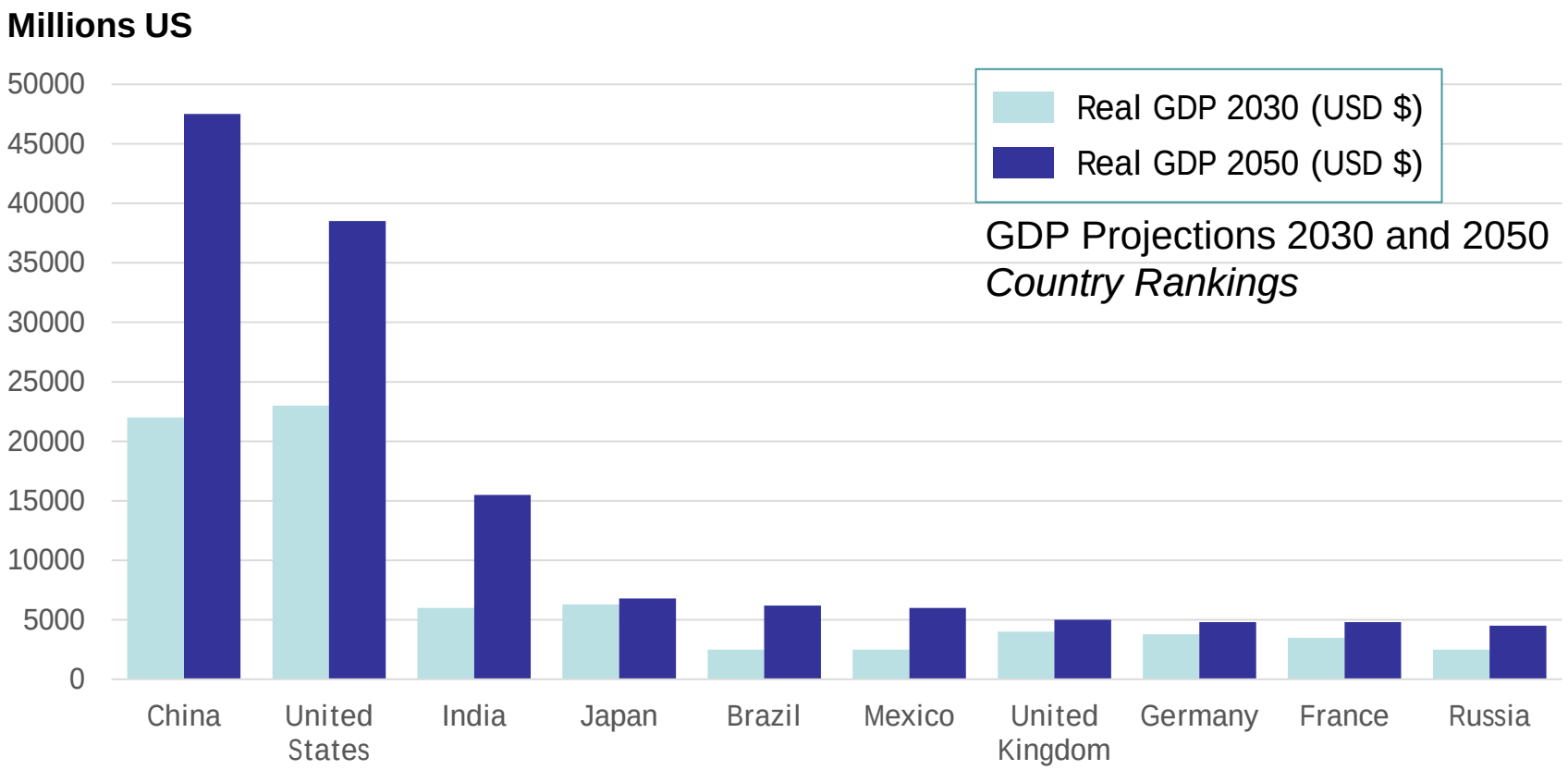
Emerging Markets On the Move



Note: Countries are ranked by 2050 GDP, highest to lowest.
Source: Uri Dadush and Bennett Stancil, Carnegie Endowment for International Peace.

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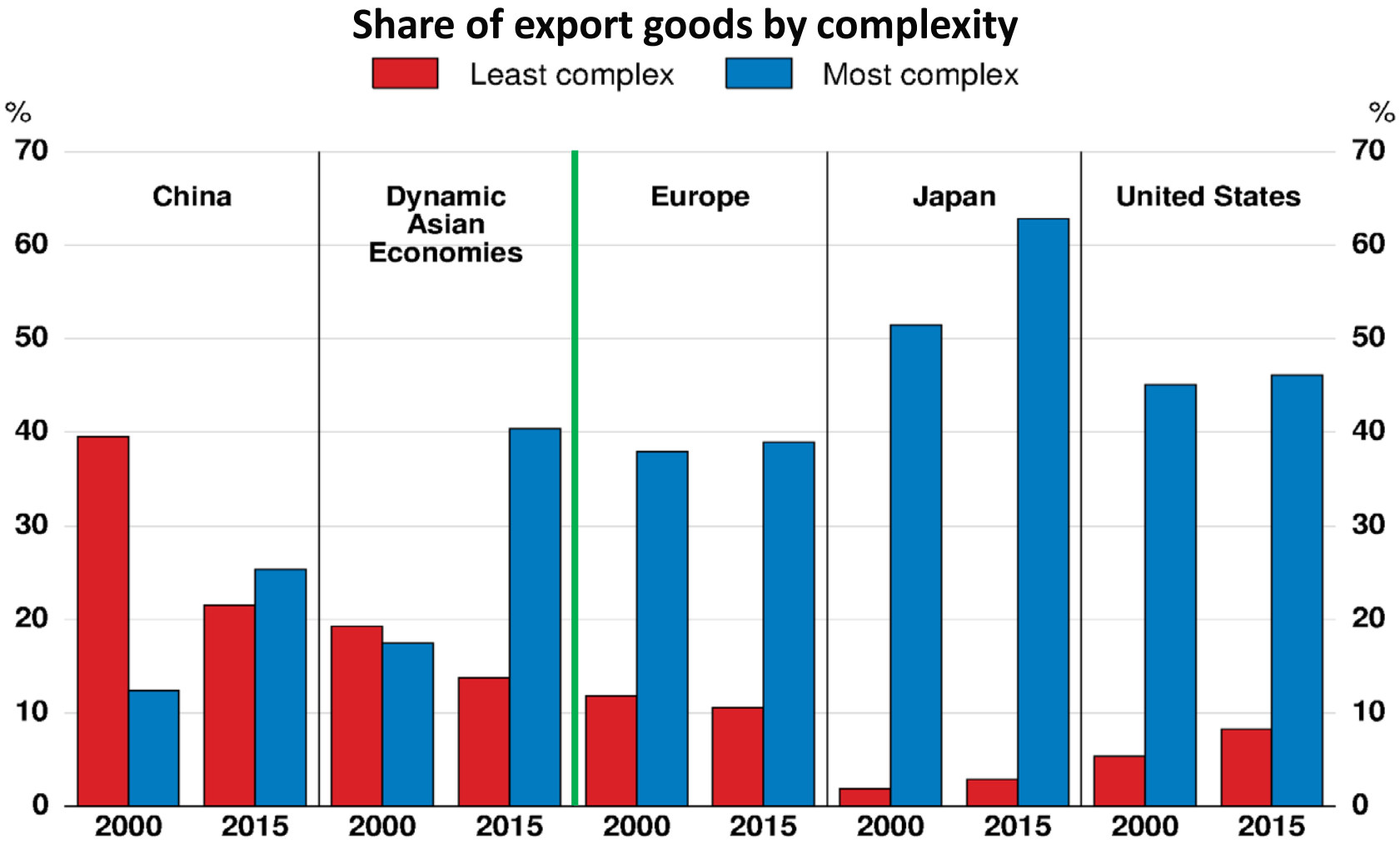
Emerging Markets have Moved up the Value Chain



Note: In nominal terms. Least complex is the 1st quartile of products by complexity (e.g. crayons), most complex is the 4th quartile (e.g. medical equipment), excluding major commodities. Dynamic Asian Economies includes Malaysia, the Philippines, Singapore, Thailand, Vietnam, Chinese Taipei and Hong Kong. Europe is the unweighted average of the Czech Republic, France, Germany, Ireland, Italy, Poland, Portugal and the UK.
Source: UN Comtrade database; and OECD calculations.

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#1-How will 1 billion new middle class consumers impact your world?

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Watch China-

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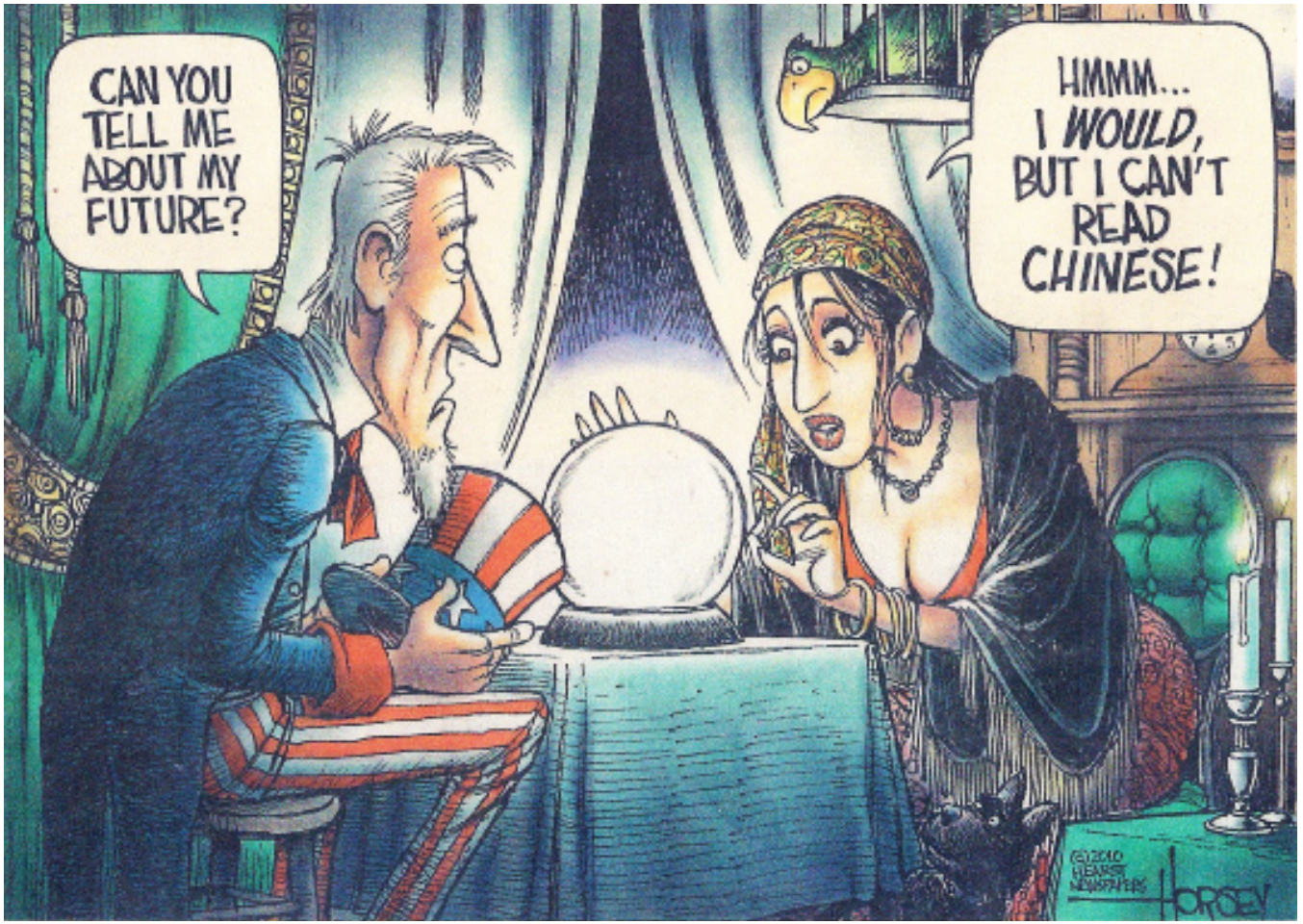
The Forecast



Source: *San Francisco Chronicle*, Sunday January 2, 2011

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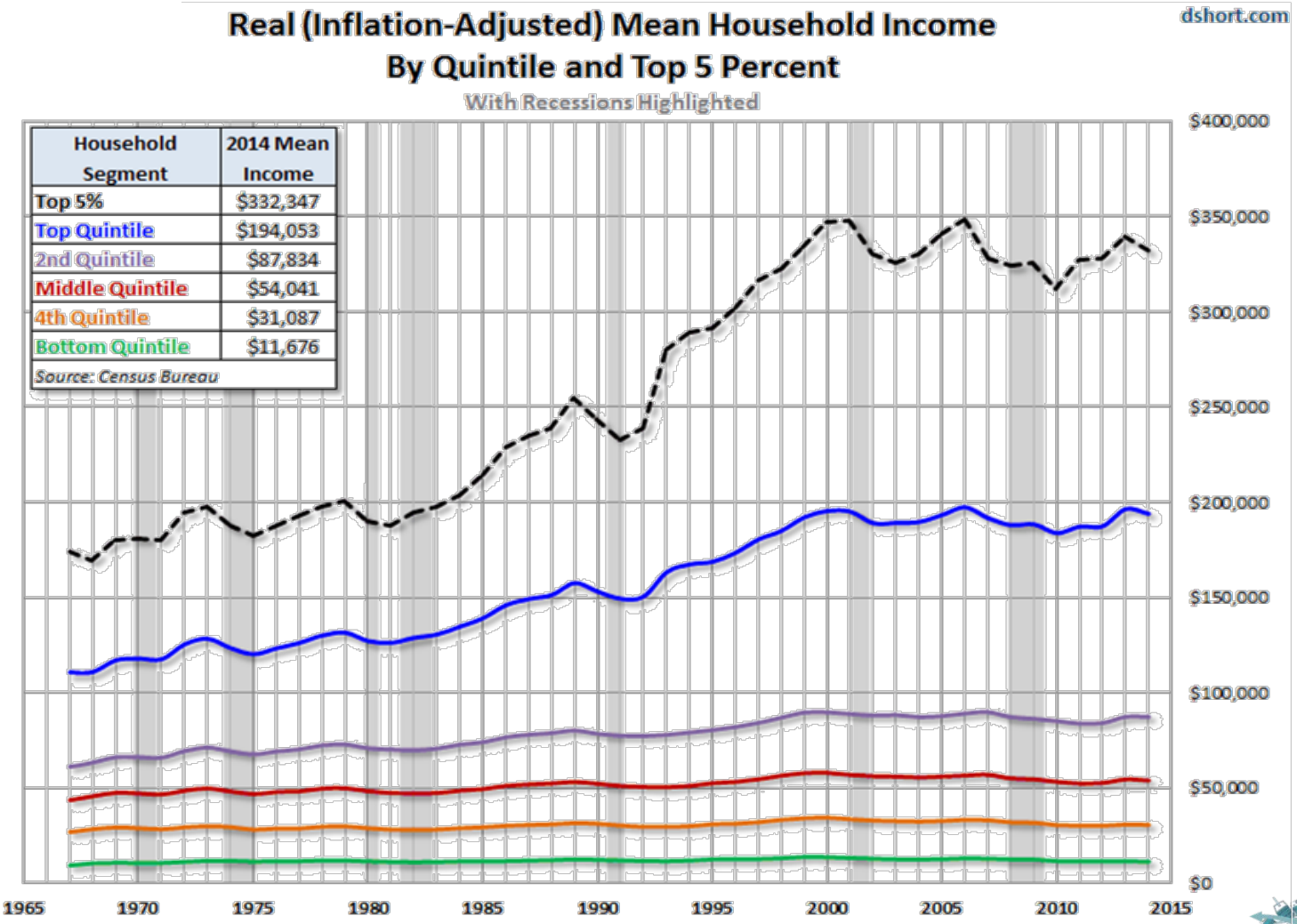
U.S. Household Incomes
A 47-year Perspective



Source: U.S. Census Bureau, data 1967 to 2014
Advisor Perspectives (http://www.advisorperspectives.com/dshort/)

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2016 - U.S. has Highest After-Tax & Transfer Level of Income Inequality

Source: Investopedia (http://www.investopedia.com/articles/investing/110215/brief-history-income-inequality-united-states.asp)

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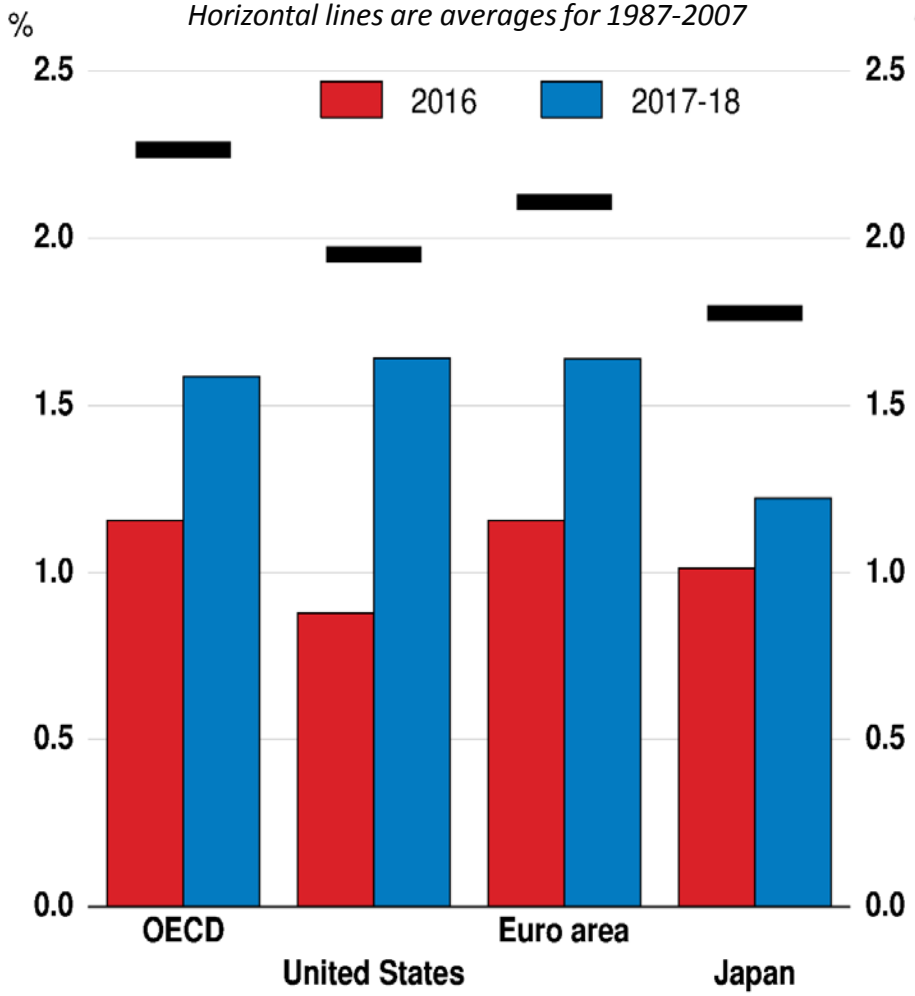
Income Inequality Continues to Rise Globally

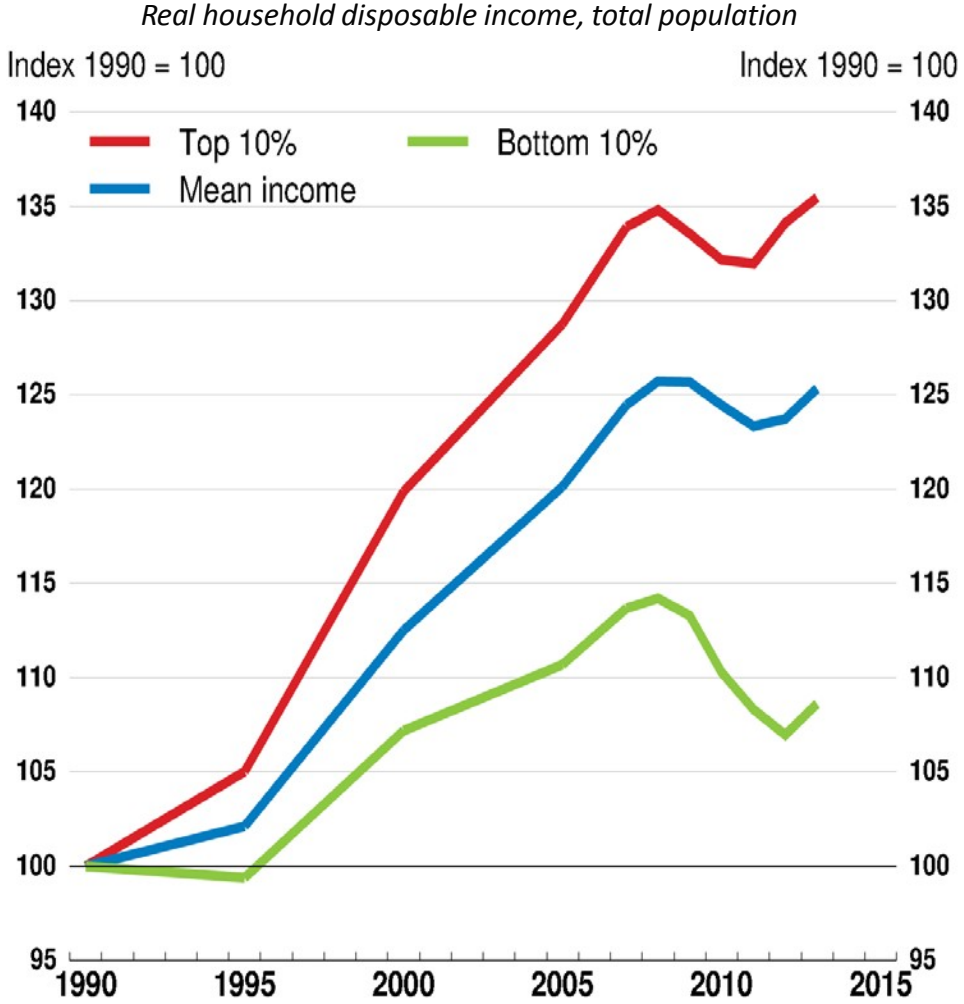
GDP growth per person

Horizontal lines are averages for 1987-2007



Income inequality is rising in the OECD

Real household disposable income, total population



Note: RHS is the unweighted average of 17 OECD countries.

Source: OECD June 2017 Economic Outlook database, and OECD Income Distribution database.

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#2-How big can it grow without MORE ugly social consequences?

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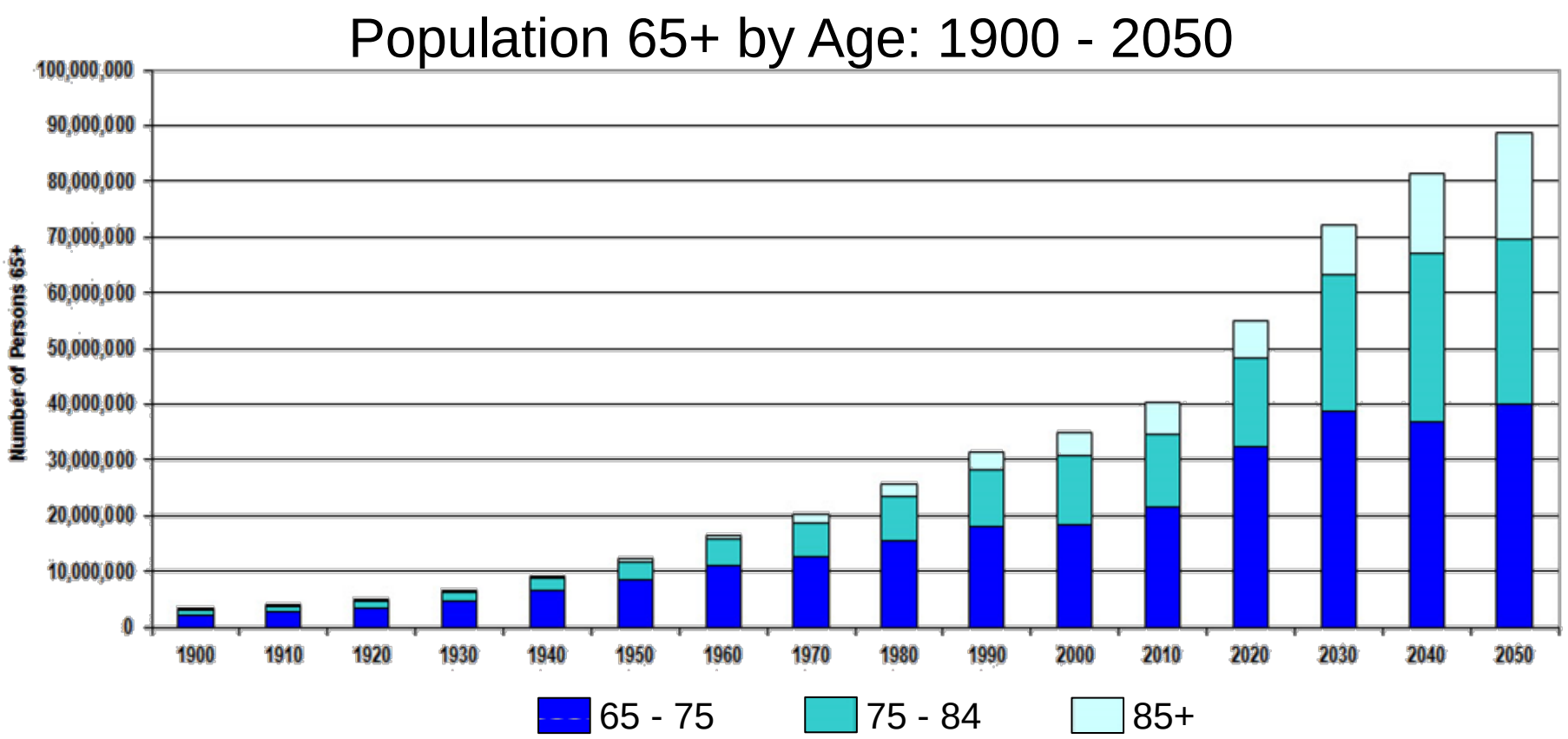
Escalating Longevity!
Fastest Growing Group 85+



Source: U.S. Bureau of the Census

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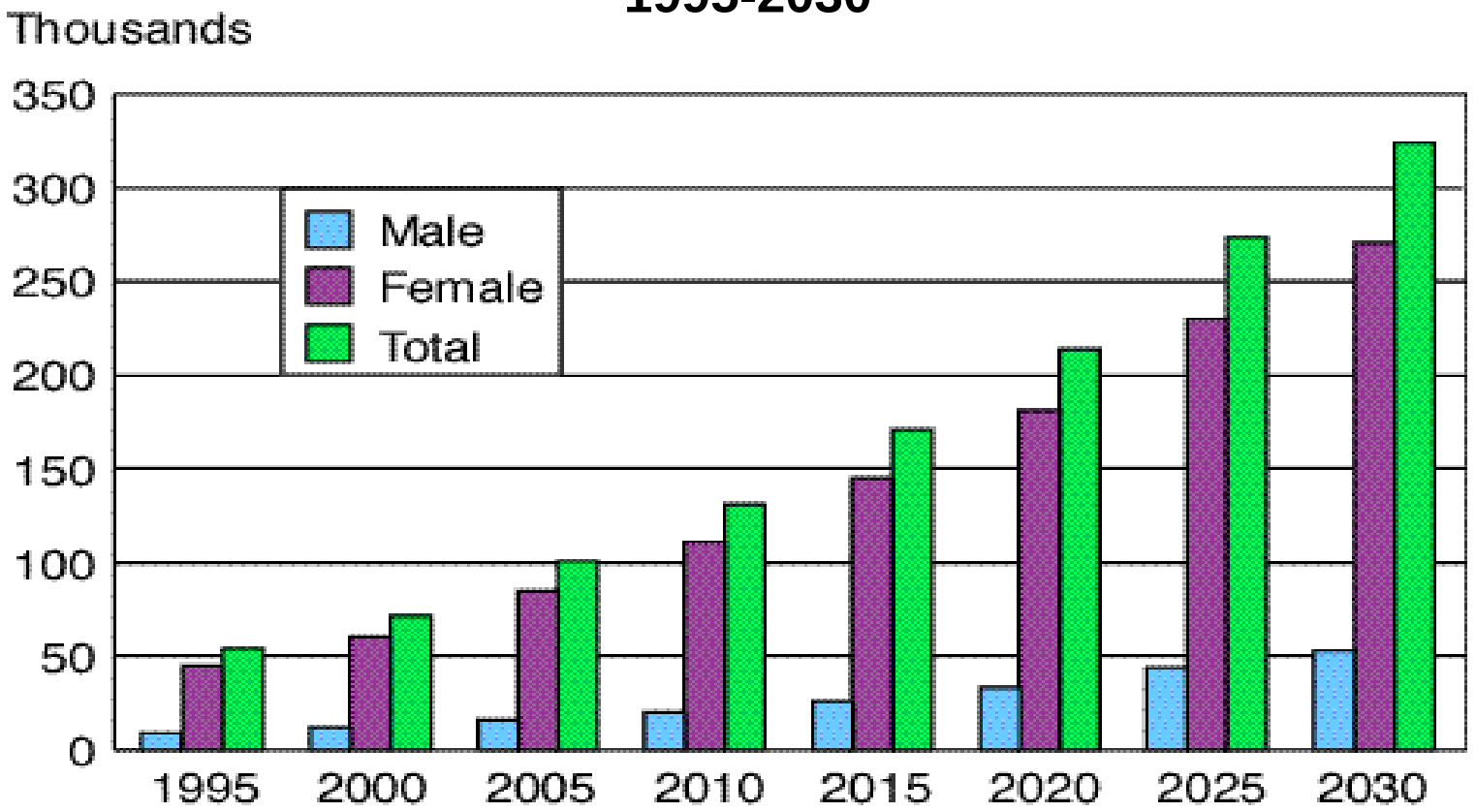
Women Continue to Outlive Men

Centenarians in the United States
1995-2030



Source: U.S. Bureau of the Census. *Population Projections of the United States by Age, Sex, Race, and Hispanic Origin: 1995–2050.* Current Population Reports, Series P-25, No. 1130. Washington, DC.

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#3-What's Up with Men?

Bio-gerontechnology Extends life.

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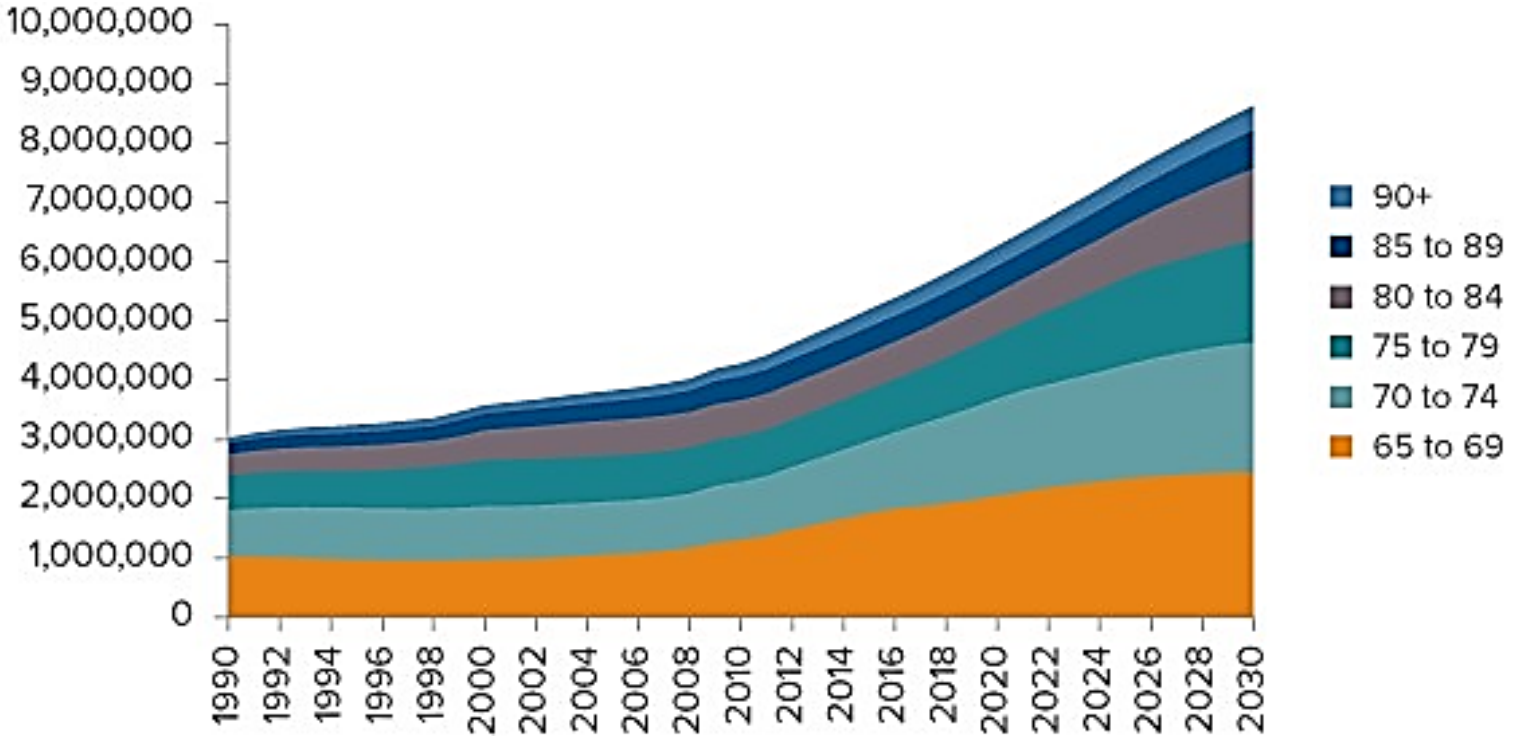
California's Senior Population Will Nearly Double by 2030



Source: PPIC: Planning for California's Growing Senior Population

Source: State of California, Department of Finance, State and County Population Projections by Race/Ethnicity, Sex, and Age 2010-2060, Sacramento, California, December 2014.

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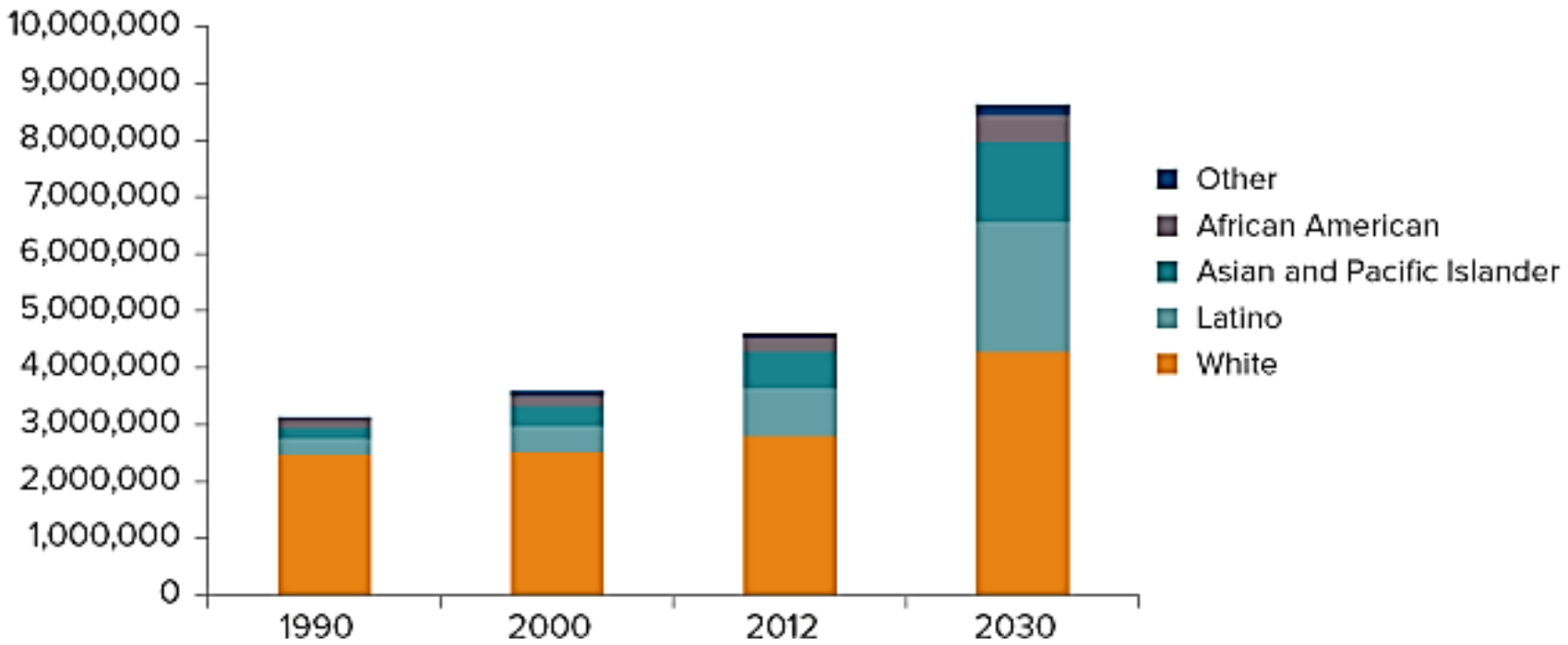
California Will See Strong Growth for Seniors in Every Ethnic Group



Source: PPIC: Planning for California's Growing Senior Population
State of California, Department of Finance

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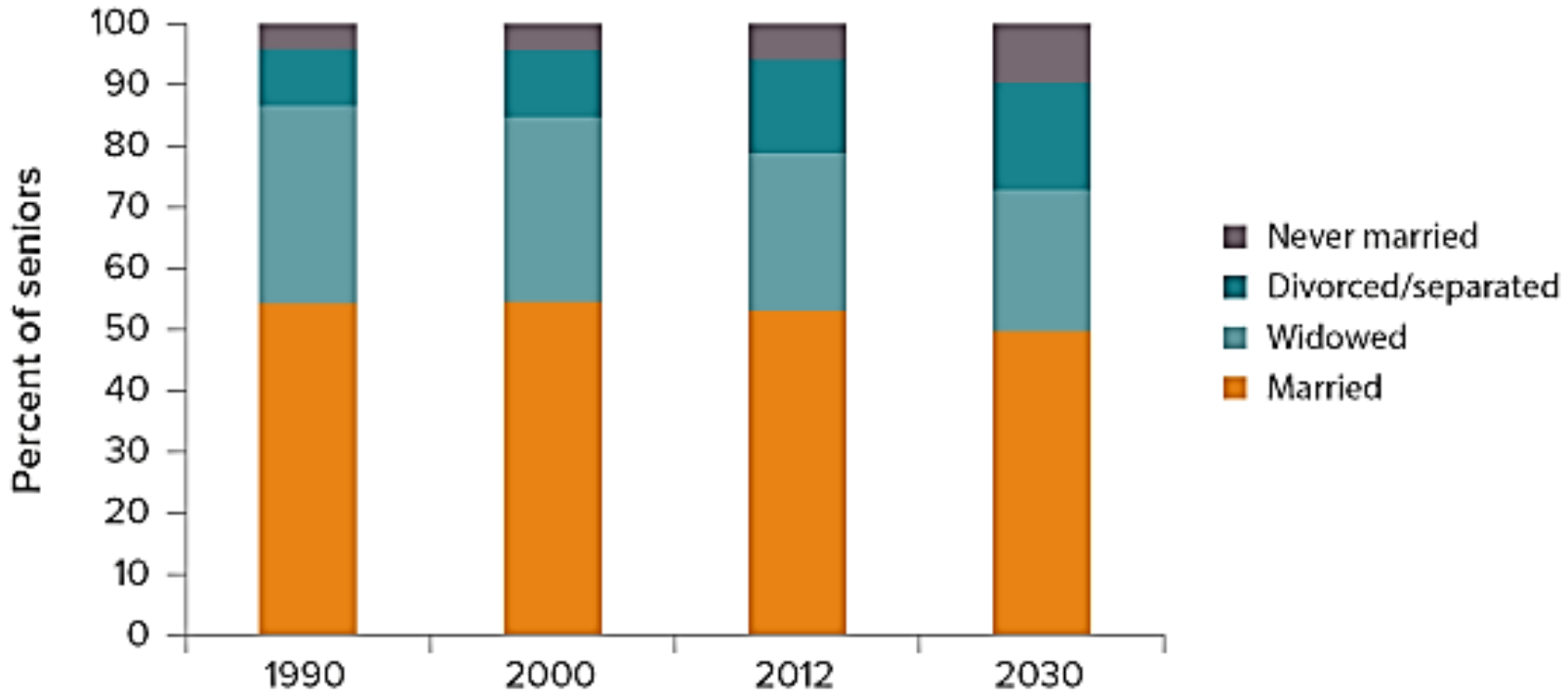
Most Seniors will be Single Divorced/Separated or Never Married



NOTE: calculations based on the American Community Survey and Decennial Census

Source: PPIC: Planning for California's Growing Senior Population

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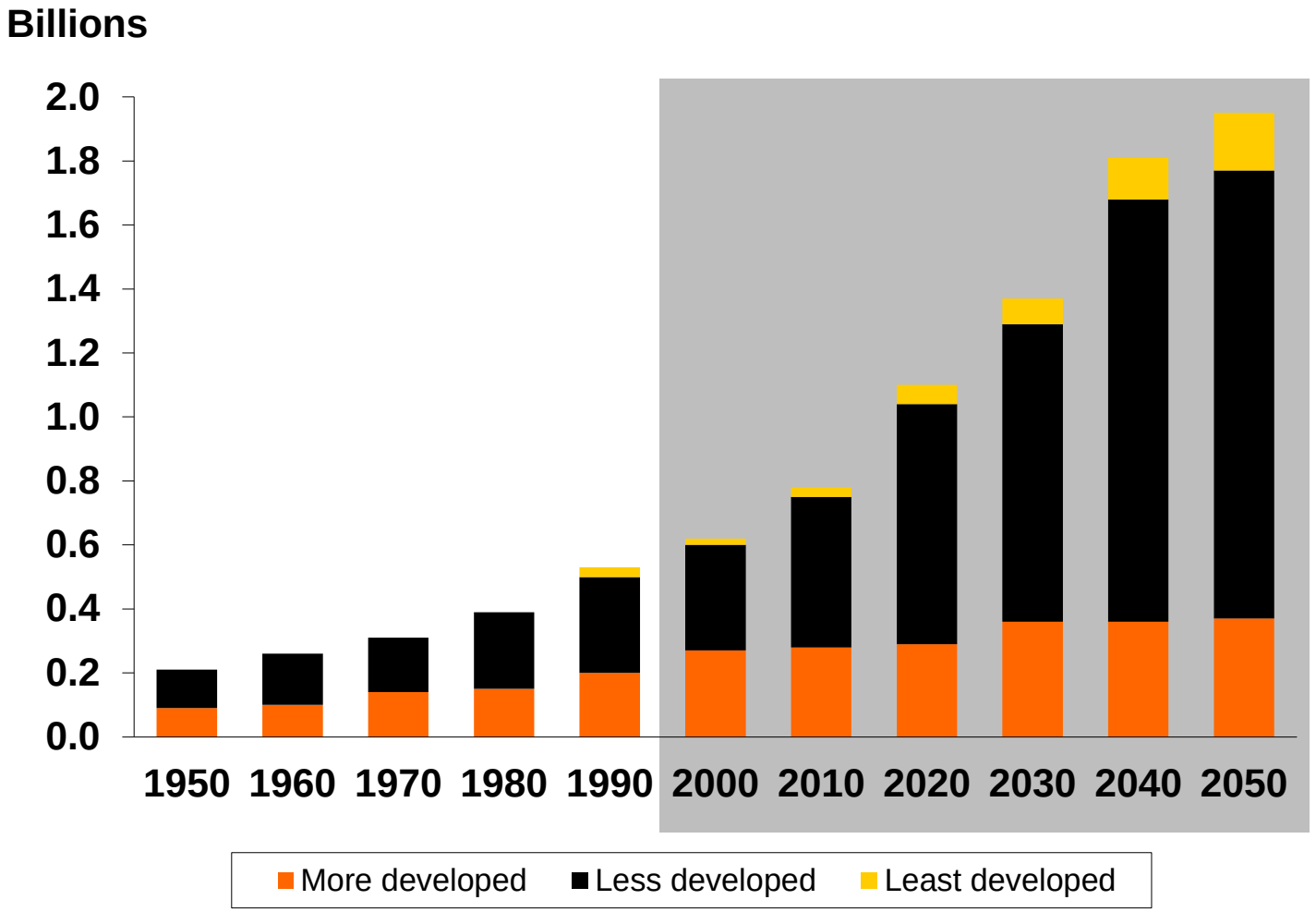
Global Trend- Healthy Longevity

GlobalFORESIGHT

World Population Aged 60 and Over 1950–2050



Source: United Nations Population Division, The Sex and Age Distribution of the World Populations (1994 revision).

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Global Aging

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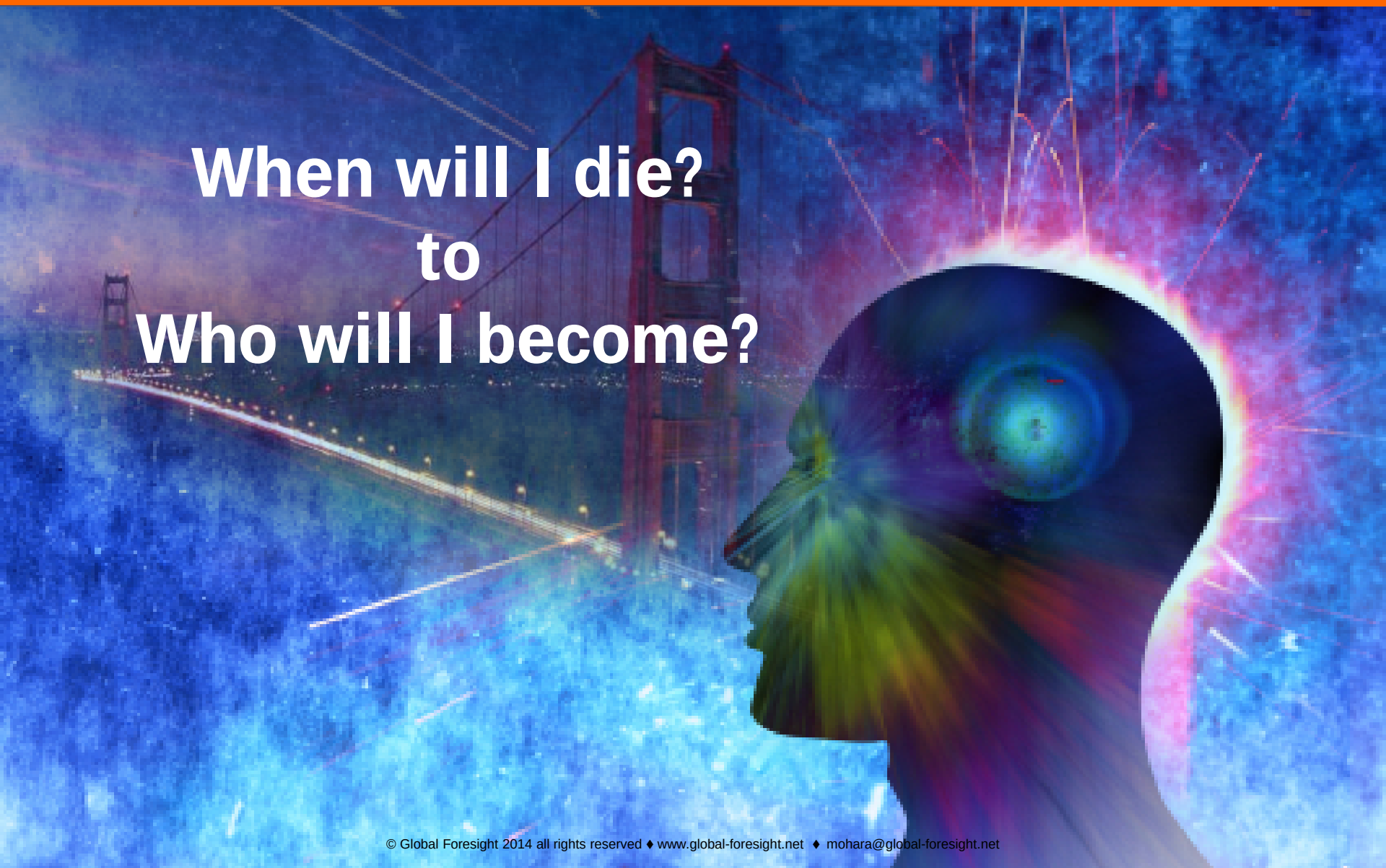
Big Shift at 60



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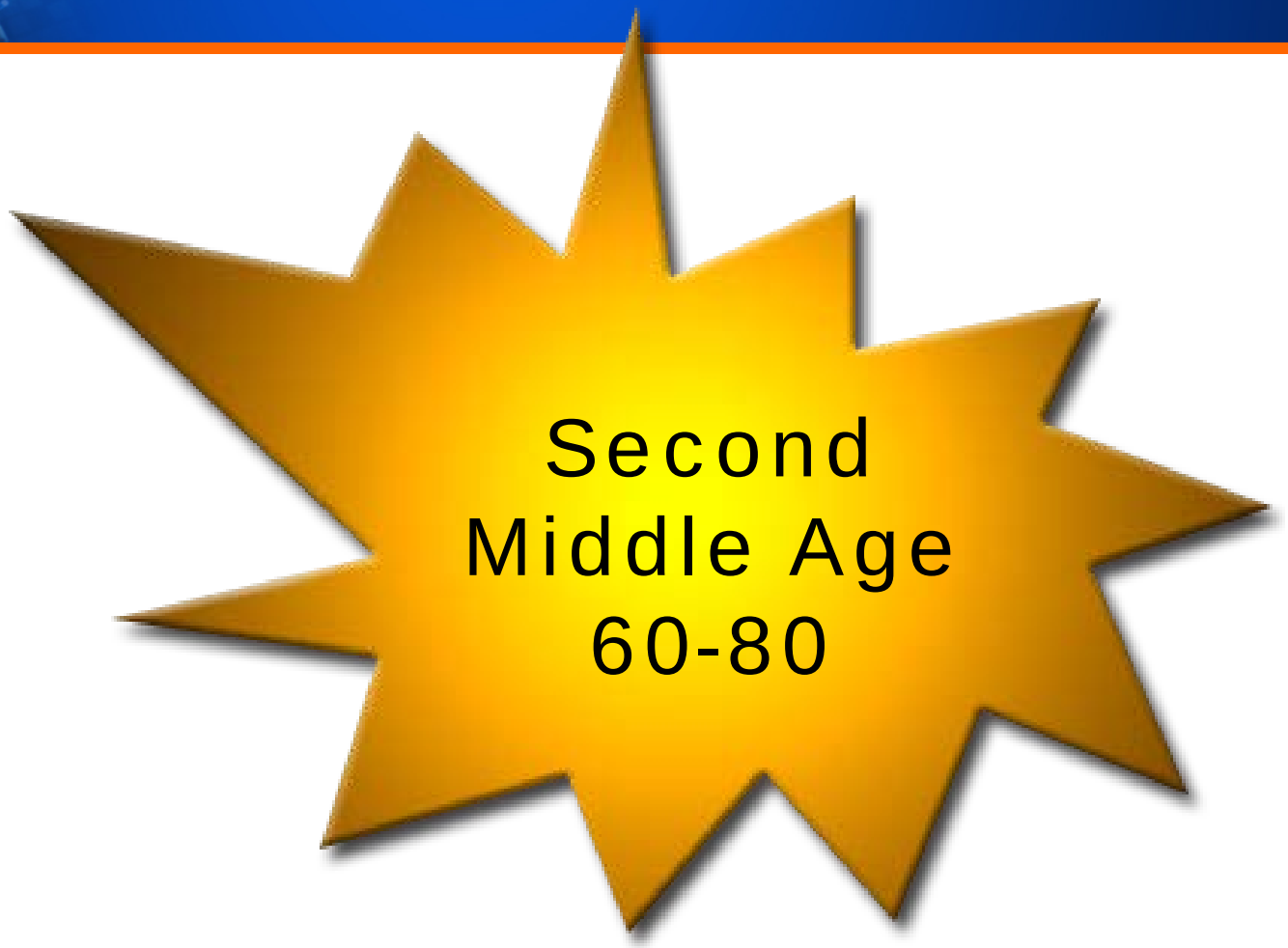

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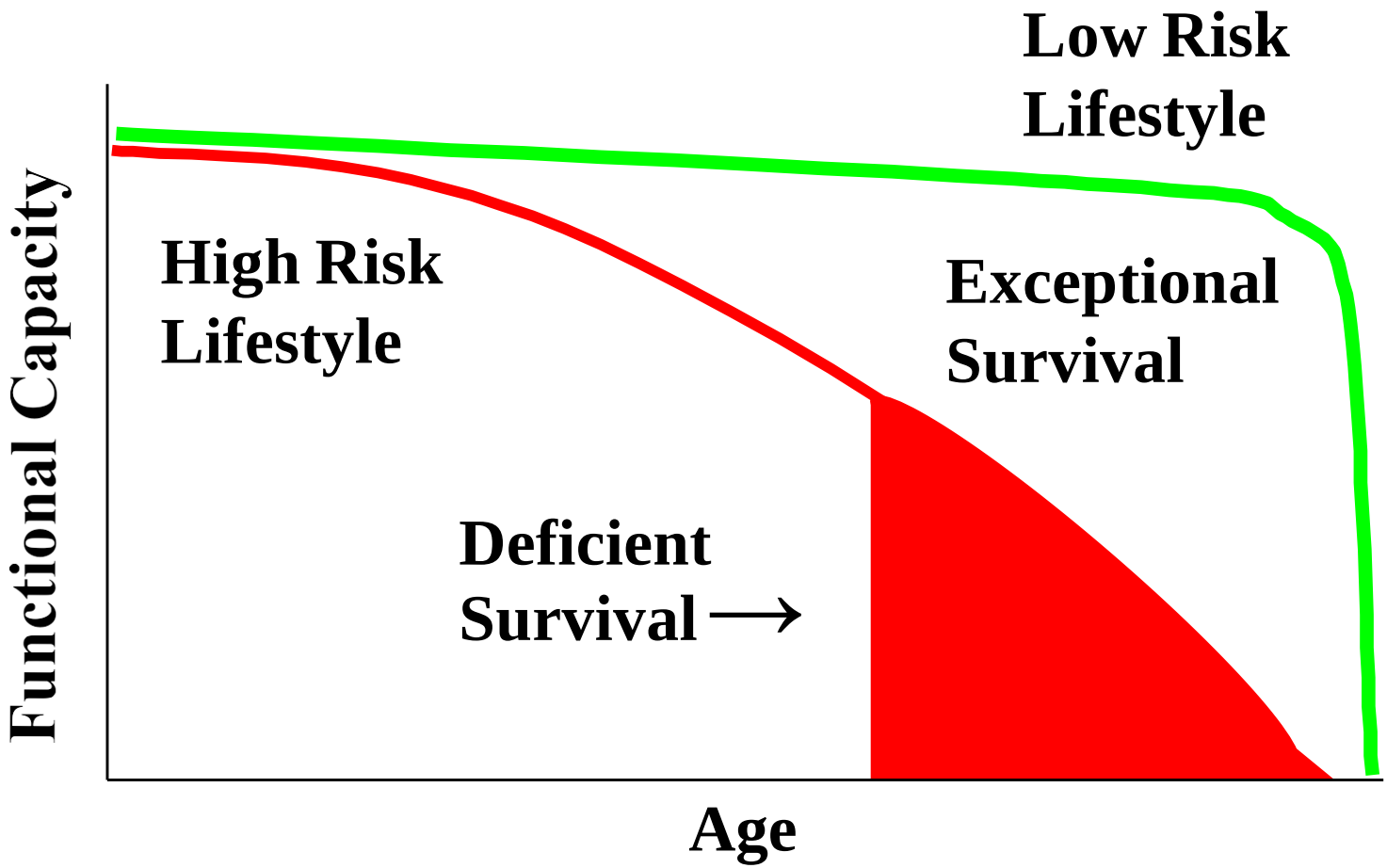
#4-How Will Humans Adapt to 25 More Years of Life?

Ultimate Choice:
How will you live?



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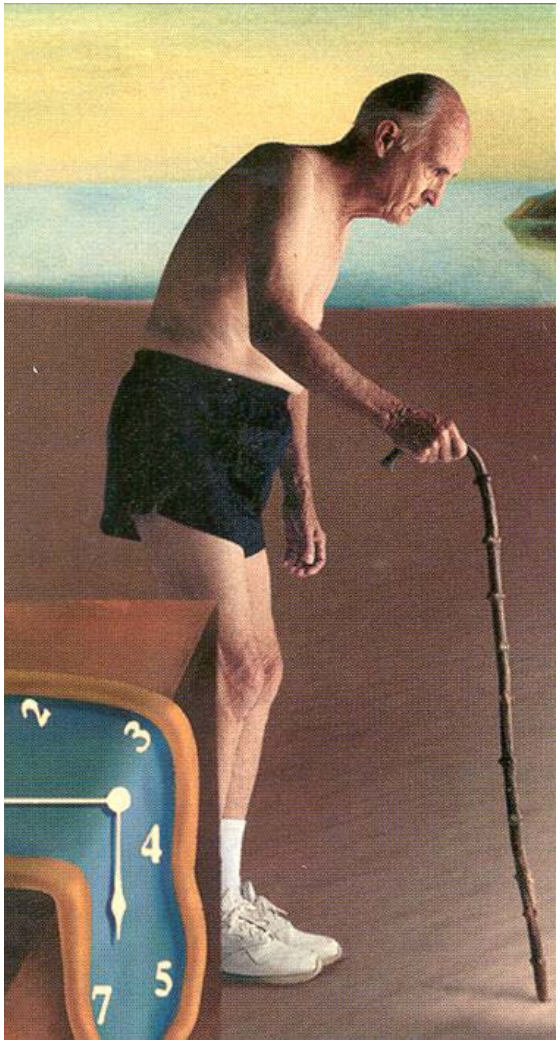
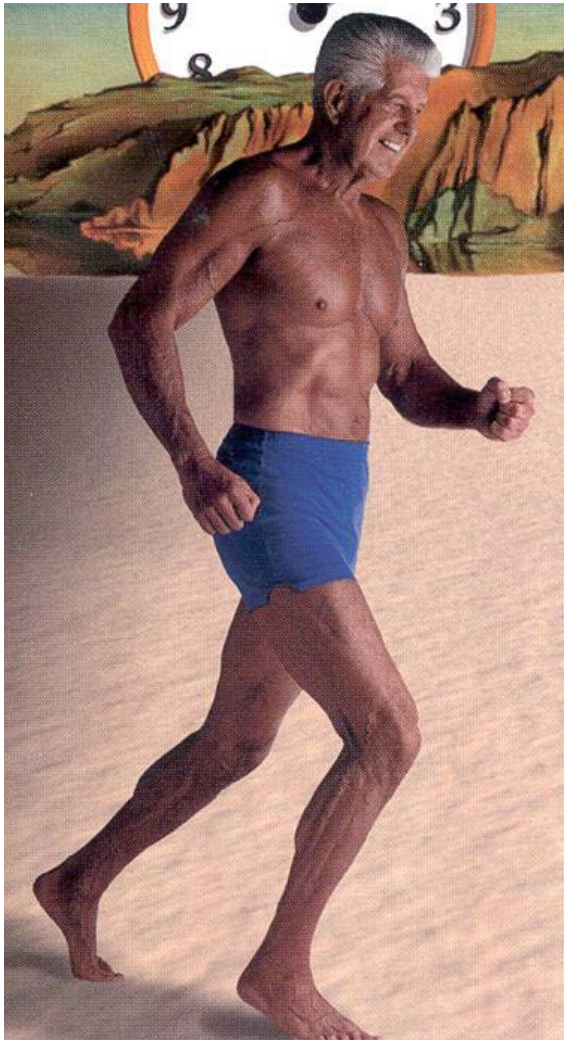
Die a little at a time...TO 75
OR Die Fast at 100+





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What's Preventable?

- 80% of CVD and diabetes
- 60% of cancers
- 90% of obesity

74%

of all healthcare costs are confined to these four conditions!

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"Any history of physical activity in your family?"

David Jacobson, The New Yorker, 2012

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Rise of Generation Z
Age 4-21 today

Rebels with A Cause

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30 years of Inter-Racial Marriage

Source: Census: “The two or more races population: 2010 Census Brief”;
American Academy of Child and Adolescent Psychiatry

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Multi-racial Children- Fastest Growing Group

Multiracial Youth

- **50% since 2000**

Inter-racial Marriage

Over last 30 years-

- 400% - Black- White
- 1000% - Asian-White

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Is this a “weak signal” for the End of Racism?

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Gen Z Themes

- DIY…
- Self Learning
- Entreneurship
- Social Responsibility
- Privacy
- Esthetic Design Matters
- The ‘Snacker’ Gen -food, information,communications

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They intend to change the world

26%

of 16-to-19 year-olds are currently volunteering

Social listening reveals that Gen Z are determined to "make a difference" and "make an impact." Social entrepreneurship is one of the most popular career choices.

Source: Creative Artists Agency & Intern Sushi, 2014; U.S. Department of Labor, 2013,

They are hyper-aware and concerned about man's impact on the planet

80%
know about man's impact on the planet

9 of 10
continue to feel optimistic about their own future

7 of 10
feel optimistic about the future of the environment

78%
are concerned about world hunger

77%
are concerned about children around the world dying of preventable disease

76%
are concerned about man's impact on the planet

Source: Unilever Project Sunlights How Children Inspire Sustainable Behavior in Adults, August 2013; JWT Intelligence

They are eager to start working

55%

of high school students feel pressured by their parents to gain early professional experience

4 in 5

high school students believe they are more driven than their peers

Parents of Gen Z encourage their children to find jobs early and independently without their help.

Source: Creative Artists Agency & Intern Sushi (2014)
Millennial Branding & Internship.com surveyed 4,597 students (172 high school students and 4,597 college students): American Freshman Survey

72%

of high school students want to start a business someday (compared to 64% of college students)

Entrepreneurship is in their DNA

61%

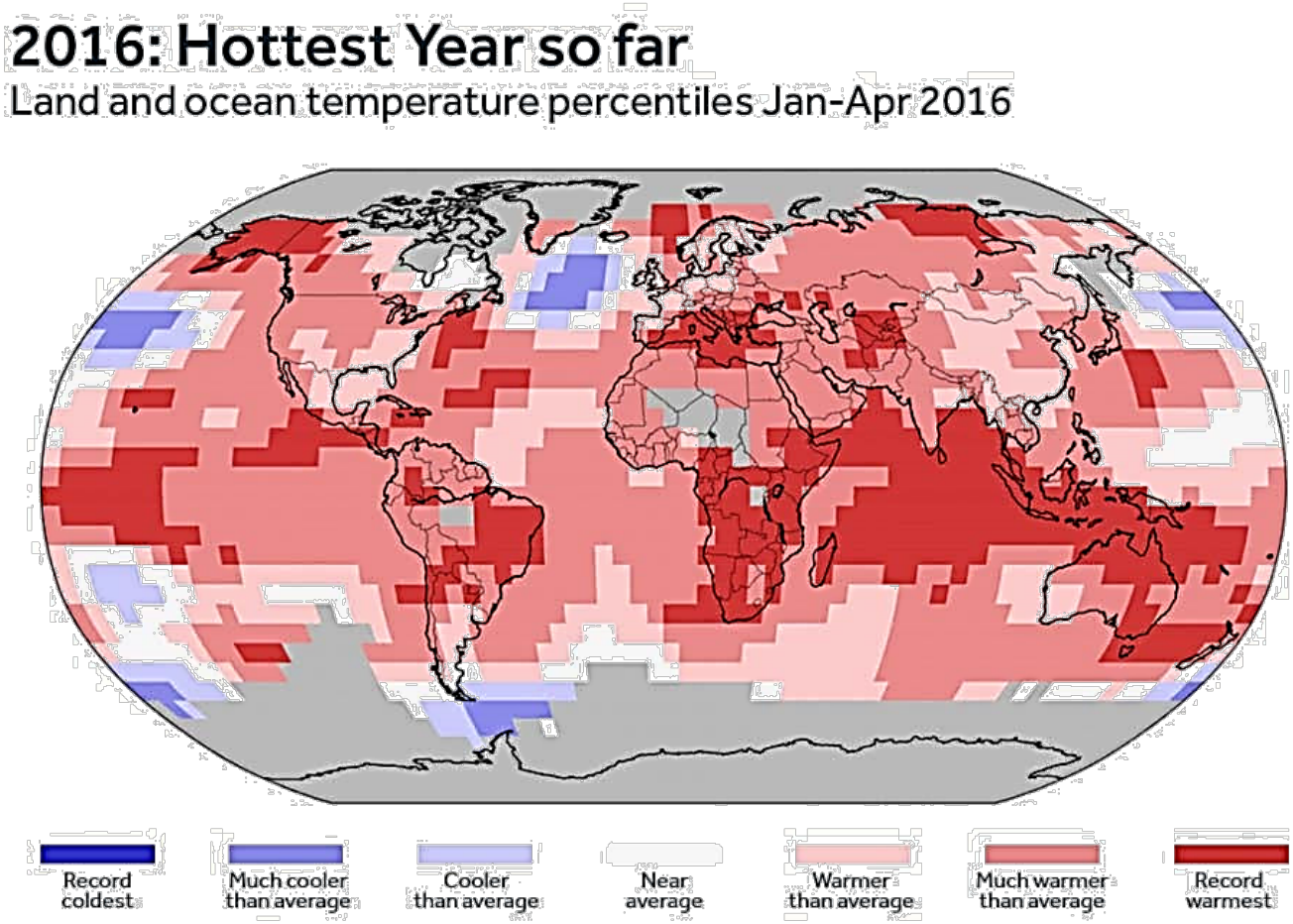
of high school students want to be an entrepreneur rather than an employee (compared to 43% of college students)

Surrounded by DIY education and crowdsourcing, these teens dream of self employment. They feel pressured to gain professional experience at a very early age. Low wage entry level Gen Z jobs lead to competition with struggling Millennials, fueling competitiveness.

Source: Millennial Branding and Internship.com, 2014, Mintel 2014

#5-How will Gen Z
Re-Boot Our World?

Climate Change



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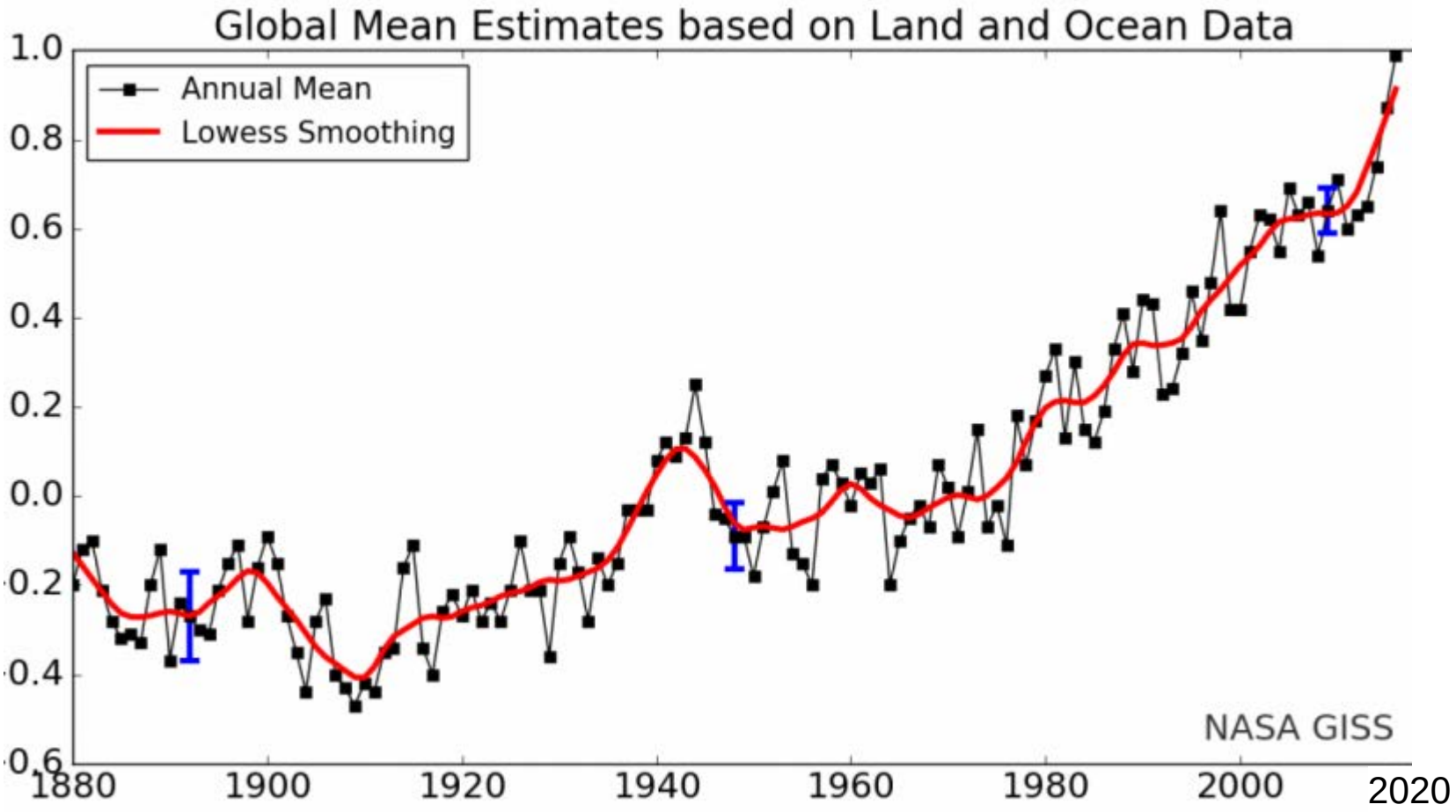
Global Temperatures Rise



Source: NASA , Jan 2017

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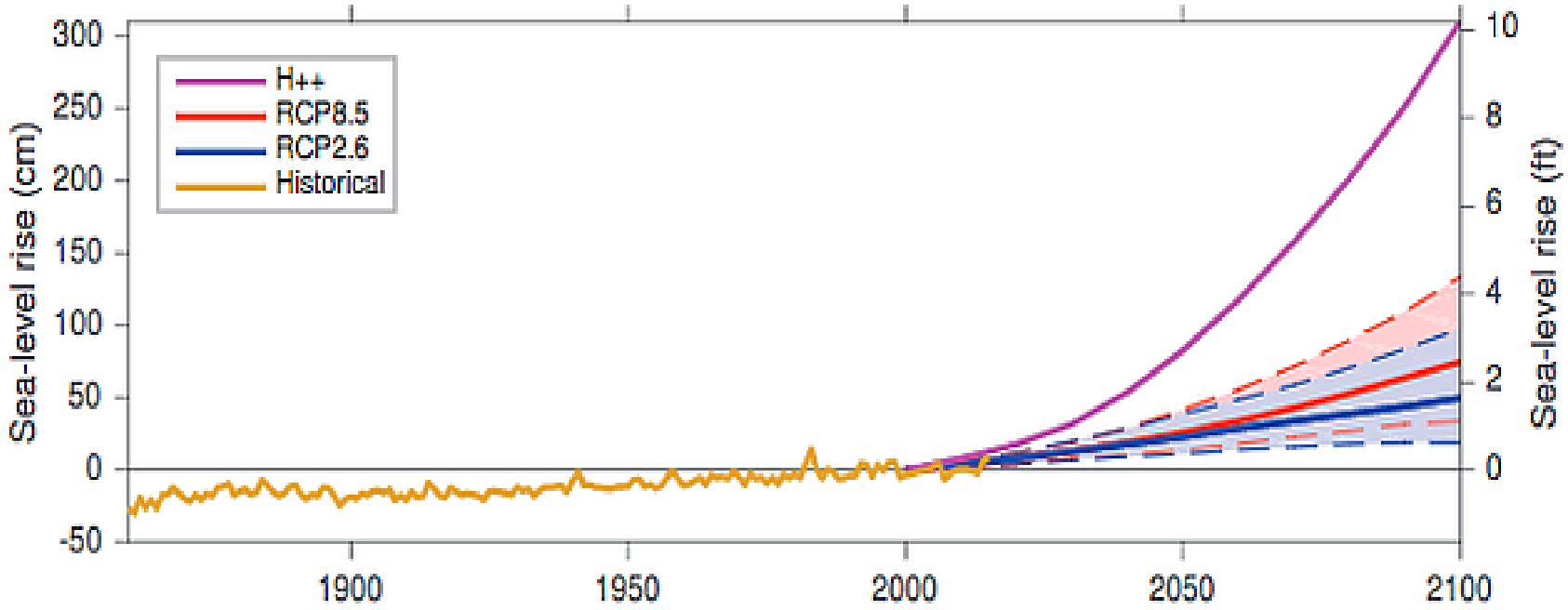
Relative Sea Level Rise in San Francisco



Source: CALIFORNIA OCEAN PROTECTION COUNCIL SCIENCE ADVISORY TEAM - "Rising Seas in California, An Update on Sea Level Rise Science," April 2017

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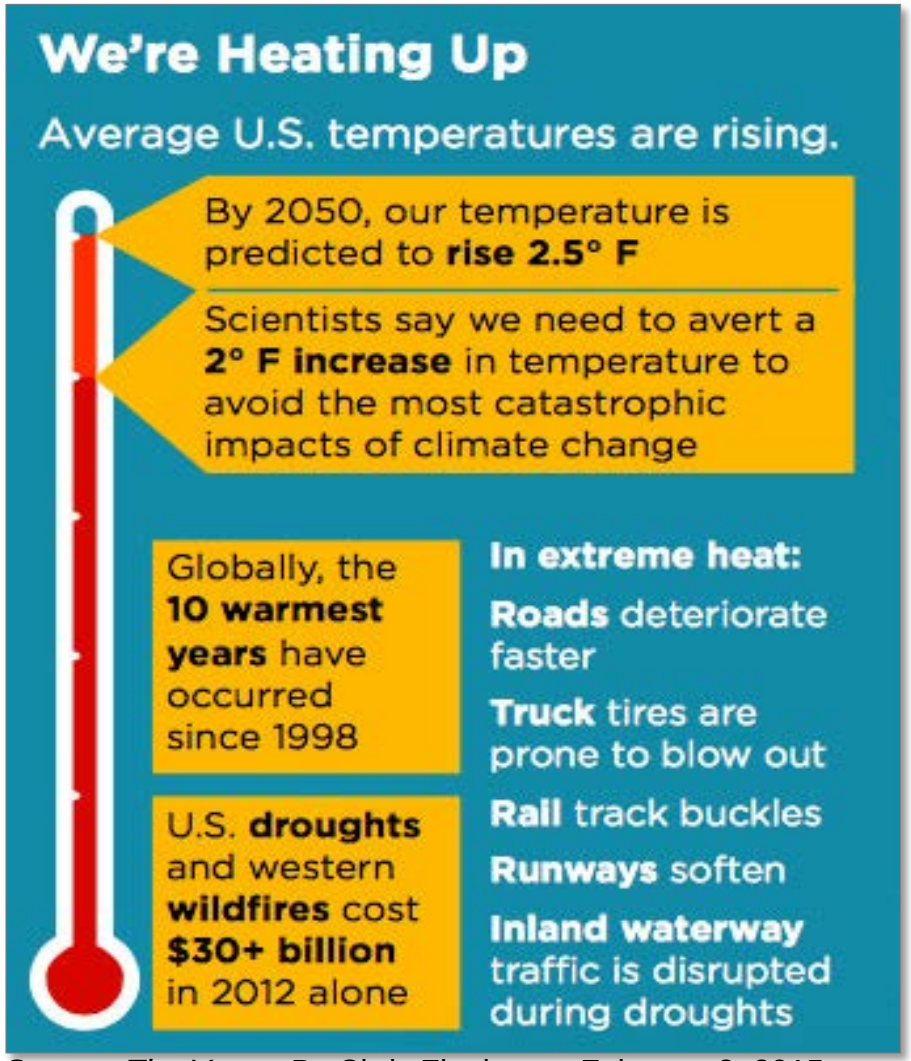
...and destroy everyday infrasture



Source: *The Verge*, By Chris Ziegler on February 2, 2015

- Real world impacts on infrastructure.

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#6-Will we become boiled frogs?

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The Future Ain't What it Used to Be?

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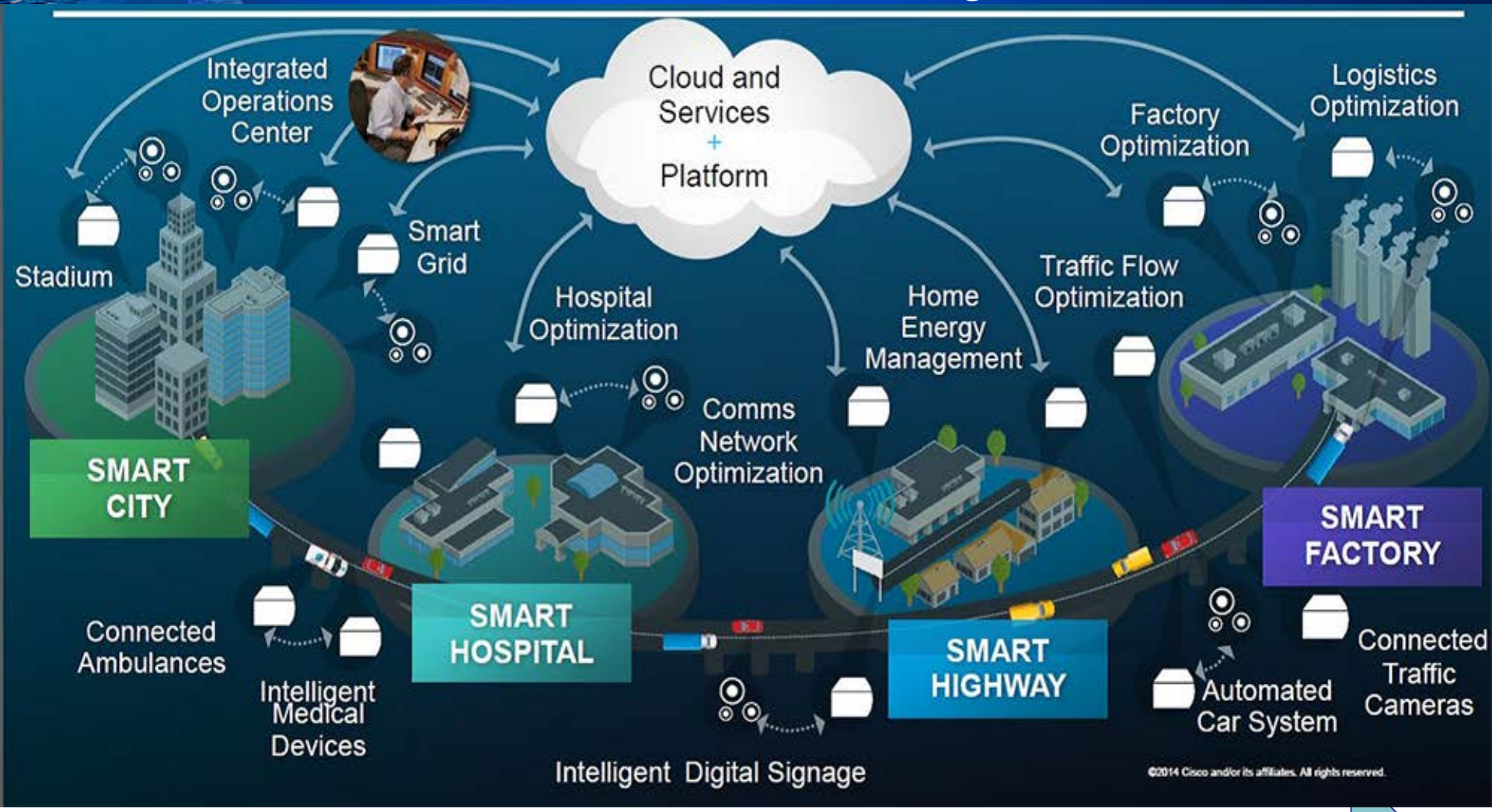
The Internet of Things-IoT



People SHIFT Technology

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Internet of Things

- Everyday objects have network connectivity,
- Allowing them to send and receive data
- Without human involvement.

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Artificial Intelligence
Human-Machine Collaboration

Robots Complete Complex Tasks

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On the way to 2030

- Robotic pharmacists 2021
- Robots and tech replace high end jobs- 2022
- Driverless cars—10% in U.S. 2020 (100% 2055)
- Implantable phones to monitor health-2023
- Big data census in some countries 2023-Canada
- First 3D printed car-2023
- First 3D printed transplant liver 2024
- 30% corporate audit by AI-2025

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More by 2030

- AI machine joins a corporate board
- 50% road trips globally by ride share than privately held cars - 2027
- 50% internet traffic to the home from devices and appliances
- 10 % reading glasses connected to internet
- First city of 50000 with no traffic lights
- Work becomes automated-60% of current work-2030

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#7-What is human?

What is our comparative advantage?

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Who will have comparative advantage?

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The Big AI Question?

Will we as humans advance to a new level of learning whereby the only interesting questions to ask are those that no human has been able to answer yet?

Could we be entering a new age of questioning, a new age of enlightenment, unleashing a new hunger for knowledge leading us to push the boundaries of what we know?

…

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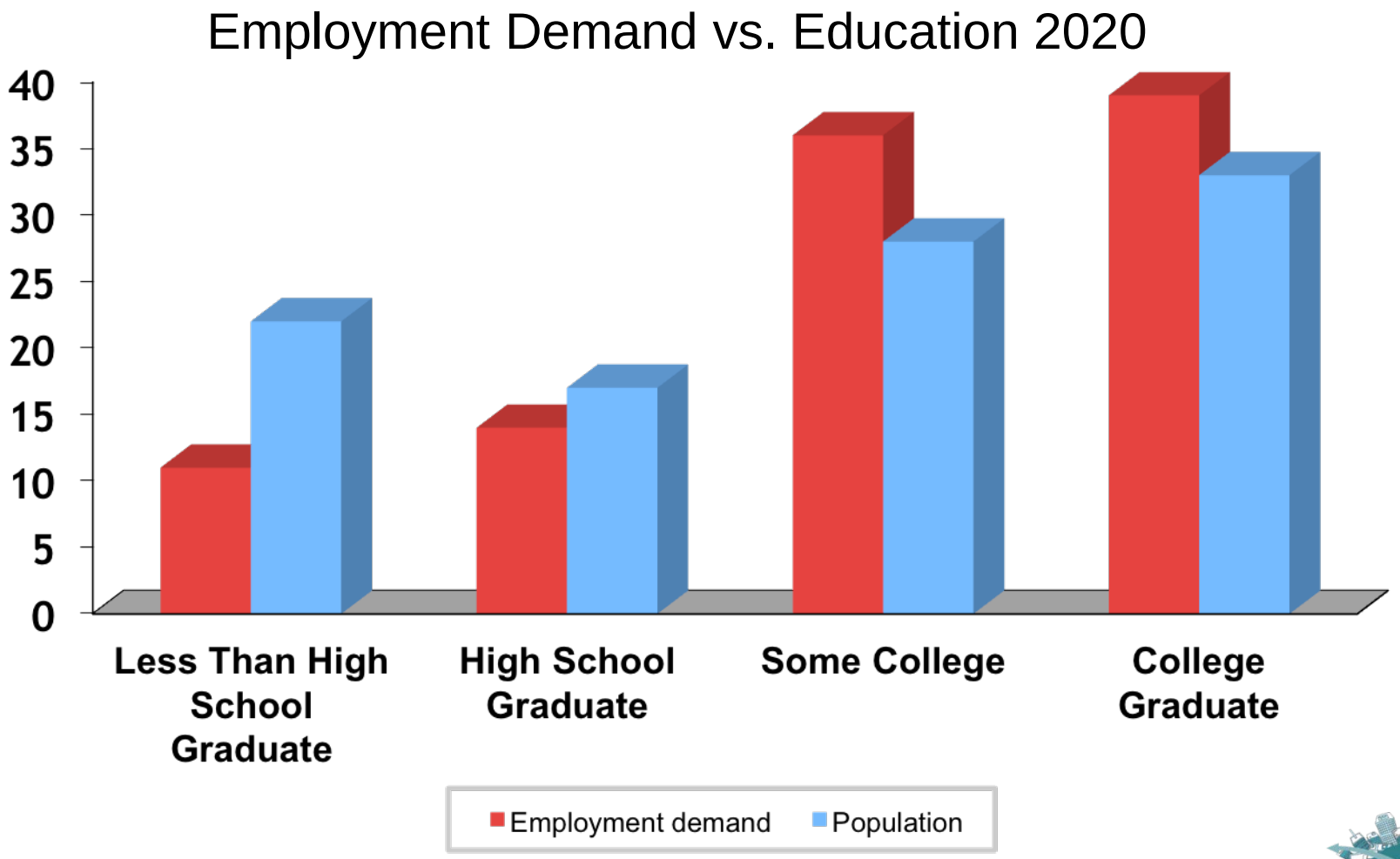
AI Will Make Us Either More Enlightened Or More Stupid

We are Not Producing Sufficient Highly Educated Workers



Source: Pew, BLS, Global Foresight-2016

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Job Creation Forecast

- 55 million new jobs by 2022
- 65% require some college-37 million
- Need to increase Baccalaureate degree from 32% to 46%
- Degree yes—in whatever—knowledge and skills STEM.
- Job and Education mismatch

WE ARE UNDERPRODUCING EDUCATED PEOPLE!

Source: OECD, BEA-2016

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The Flow of People is Critical to Continued Economic Growth

h

- Immigration contributed 40% of labor force growth in U.S, United Kingdom, Spain, & Canada since 2014.

Source-Pew, OECD, BEA-2016

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#8- How will we close this gap?

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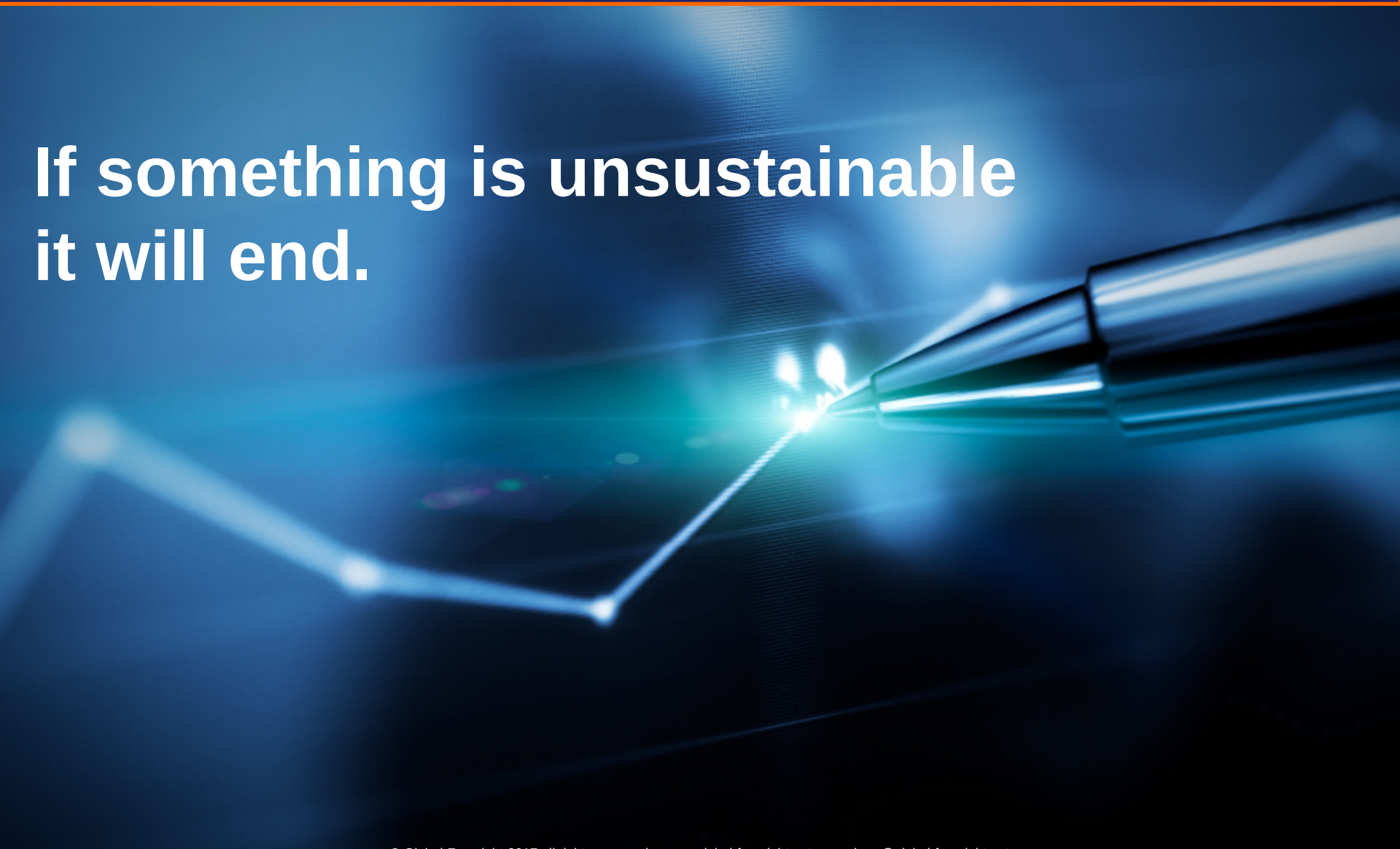
Second Law of the Future

If something is unsustainable it will end.



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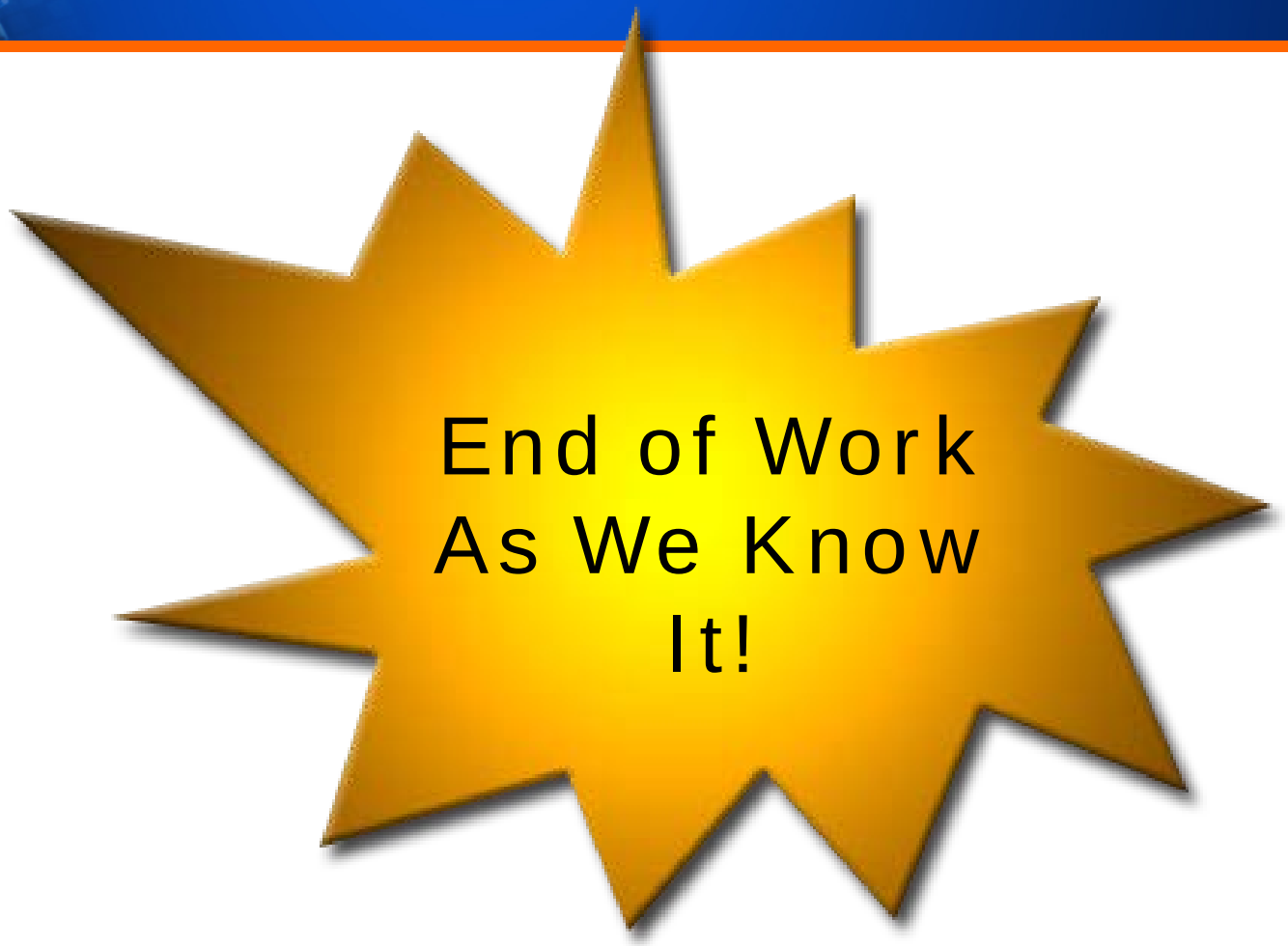
The Future of WORK



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BIG CHANGES

- 2/3's of households incomes have stagnated in all advanced economies
- First decline since 1970's
- Decline in wage share of workers
- Decline is wage workers of national income
- Big increase in digitabaly enabled independent workers-30%
- De-coupling of wages and productivity
- Rising capital returns to technology investments.
- Lower returns to labor from increased trade

Source- McKinsey 2017

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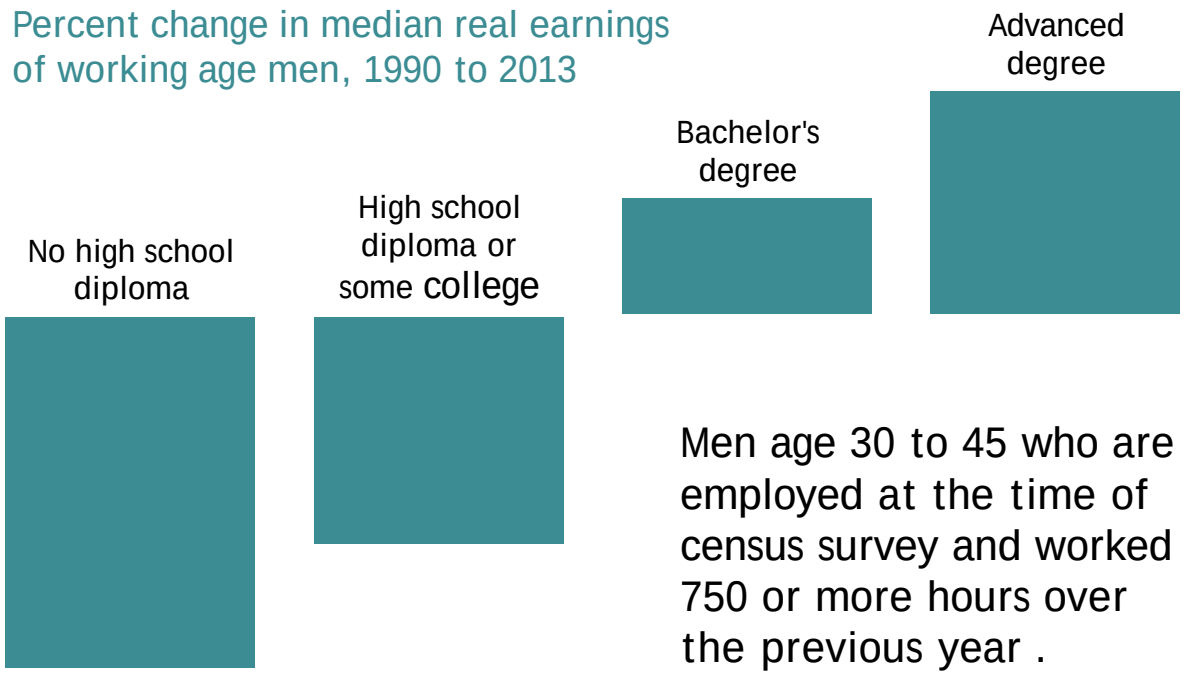
Earnings Have Fallen for Workers with Little Education

In the last generation, the earning power of less-educated American men in their prime working years has fallen.



Men age 30 to 45 who are employed at the time of census survey and worked 750 or more hours over the previous year .

Source: Hamilton Project analysis of Census data, 2014

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Many Places Lost Out to Globalization

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Town Left Behind-
Little Work

How far can they fall?

Middle Class Jobs = 27%

Down from 62%....!!!.

Source-

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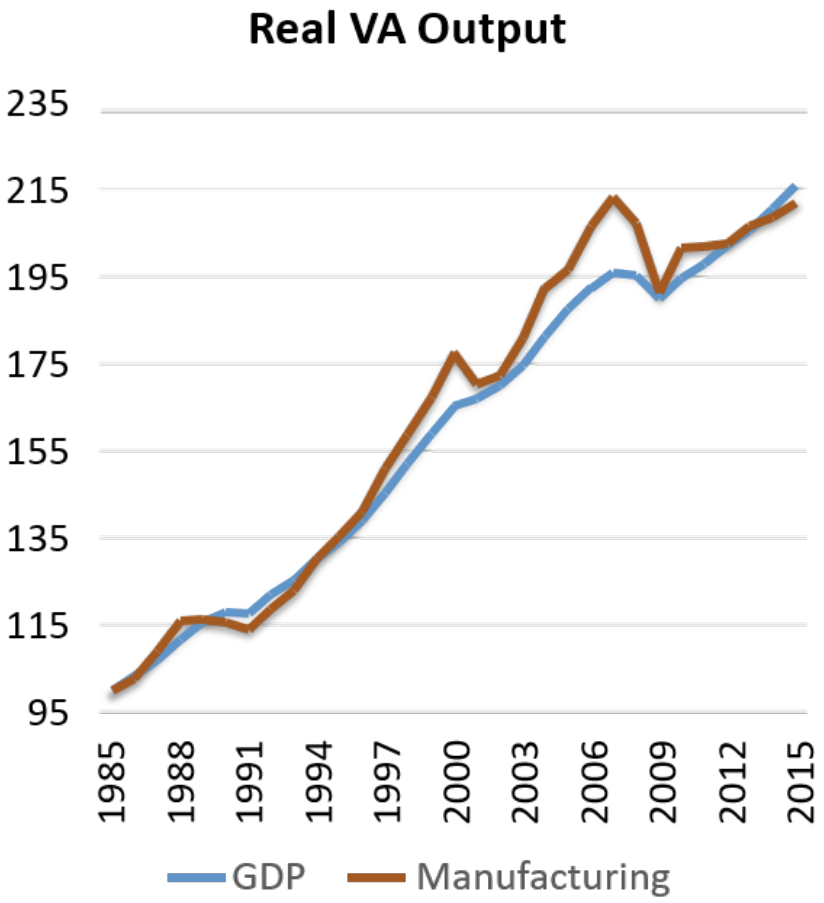
Manufacturing & Technology
Not People



Growth in Real Output	75-95	95-15	Jobs	Prod
TOTAL	**90.8%**	**56.5%**	**-5018**	**61%**
Computer	1651.4%	1277.6%	-761	548%
Petroleum Prod	773.6%	126.0%	-9	40%
Motor vehicles	61.2%	78.5%	-353	85%
Primary metals	--34.0%	43.9%	-240	61%
Other transportation	--8.7%	33.6%	-111	33%
Chemical products	84.2%	28.1%	-160	37%
Plastics	133.6%	3.1%	-248	12%
Electrical eq	55.9%	--3.1%	-205	44%
Fabricated metal	54.3%	--3.7%	-287	8%
Printing	73.4%	--5.6%	-372	41%
Nonmetallic mineral	21.5%	--7.4%	-131	7%
Food and beverage	63.7%	--9.3%	40	5%
Wood products	24.1%	--9.8%	-240	30%
Furniture	70.0%	--19.9%	-271	9%
Paper	52.2%	--28.1%	-258	10%
Textile mills	100.0%	--46.4%	-396	14%
Apparel	13.3%	--62.6%	-527	15%

Source: Beacon Economics — The Economic Outlook: Focus on Contra Costa County, Jan 2017

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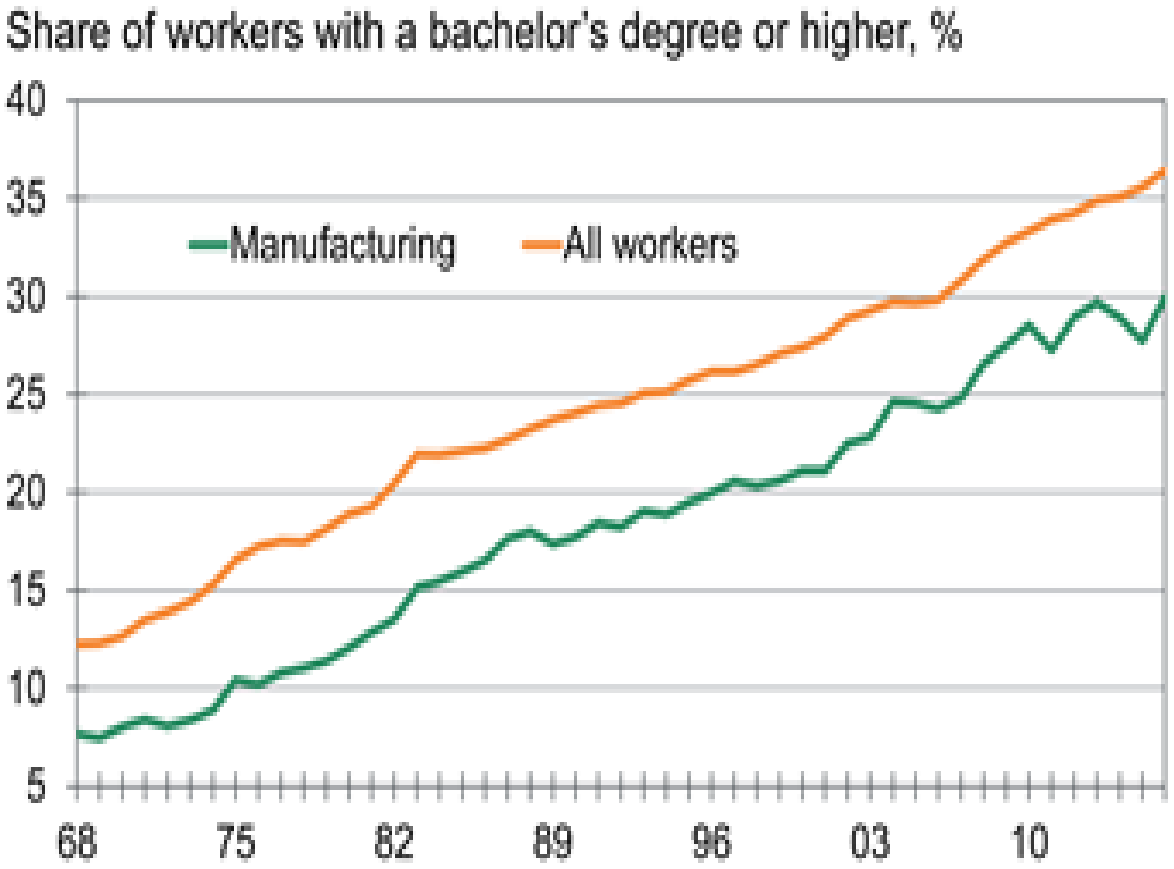
The Shift to Advanced Skills in Manufacturing



Source: BLS, Moody's Analytics, Datapoints – Little Hope for U.S.. Low-Skilled Manufacturing Workers Dec 16, 2016 (https://www.economy.com/dismal/analysis/datapoints/292116/Little-Hope-for-US-LowSkilled-Manufacturing-Workers/)

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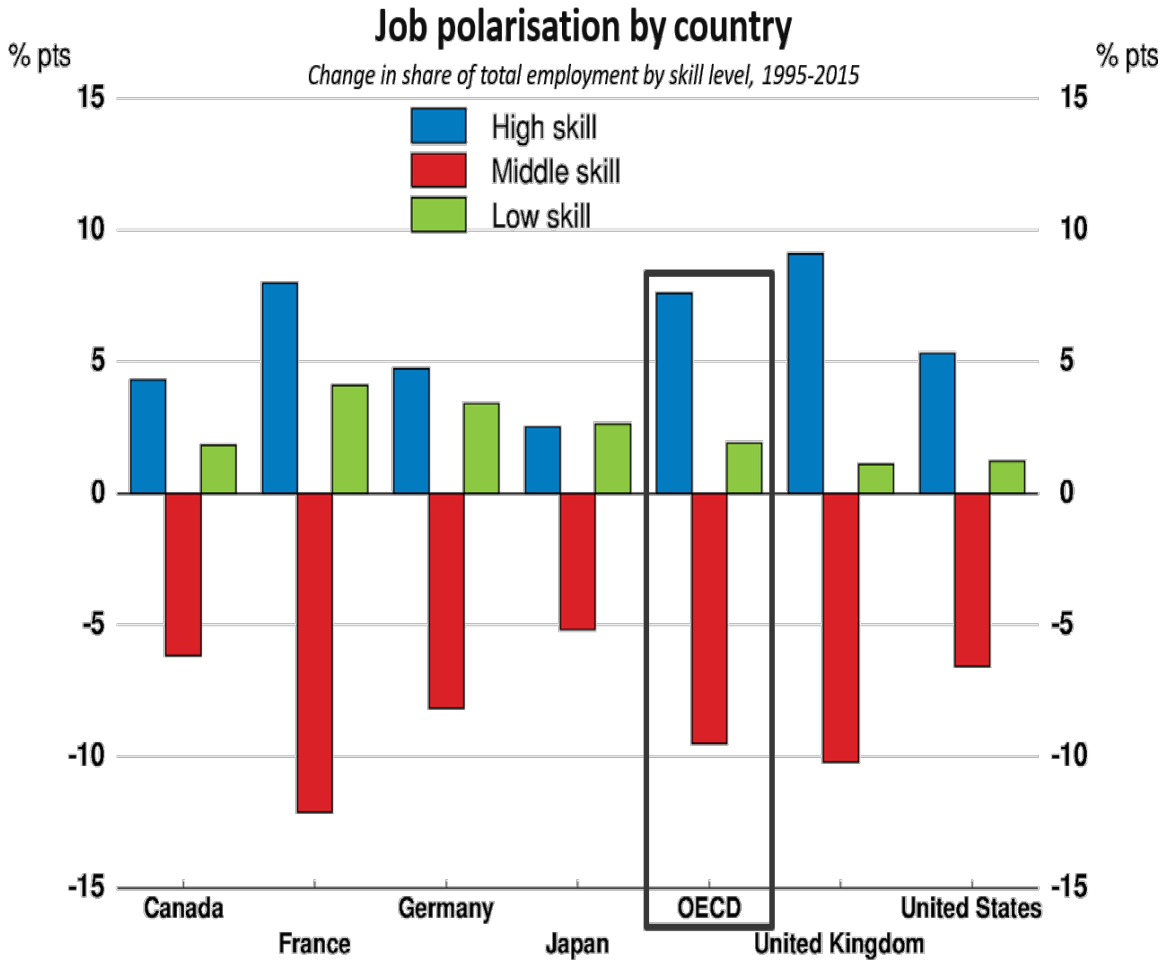
Globally Job Losses Have Centered on People with Mid-level Skills



Note: OECD is the unweighted average of 24 countries. For Japan 1995-2010.
Source: OECD Employment Outlook 2017; European Union Labour Force Survey; Labour force surveys for Canada, Japan and the United States; and OECD calculations.

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Job Automation 2017

- TODAY 60% of jobs have 30% of activities that could be automated with today's technologies….
- Automation today affects
  - -50% of the world economy
  - 1.2 Billion workers
  - 14.6 Trillion in wages

By 2040 most jobs will be dramatically transformed.

  - Source: Economist, MCKinsey 2016

  - Source- McKinsey 2017

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Automation of Work-2030

- By 2030 new technologies automate 60%
- Yes this destroys many jobs but enables the creation of 2.4 for every job destroyed.
- The new jobs created require higher skills
  - Automation will impact every job category from scientist, physician, lawayer to lower skilled jobs.
  - Robots will do surgeries, agents will prepare legal briefs,
  -

The combination of big data and artificial intelligence allows much to done better and faster that a human.

Source: Economist, MCKinsey 2016

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Autonomous Vehicles Coming Fast- Huge Disruptor

By 2060 almost all cars will be fully automated

- AV Trucks will an sooner than cars.
- 2018 to 2030—incremental automation-capacity for full automation
- 2030 to 2040 – autonomous vehicles penetrate the marketplace
- 2040 to 2060 – full automation, adopted quickly
- 2060- most cars on the road fully automated

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Most Pressing Social Issue of this Century:

Re-defining opportunities & responsibilities for millions of people in a society where jobs are declining .

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What's the Future of the American Dream?

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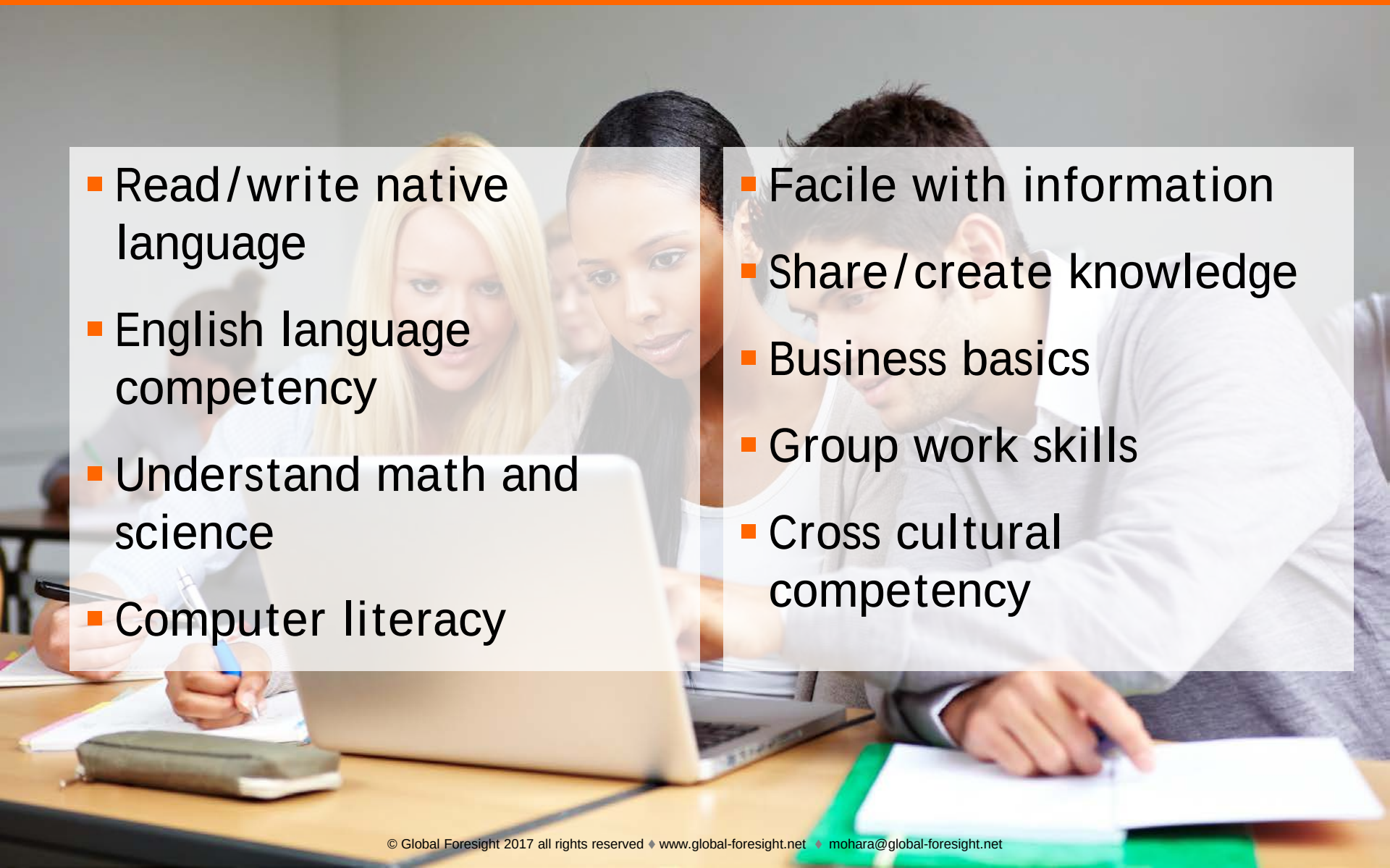
You Need the Right Skills to Live the Dream!



- Read/write native language
- English language competency
- Understand math and science
- Computer literacy

- Facile with information
- Share/create knowledge
- Business basics
- Group work skills
- Cross cultural competency

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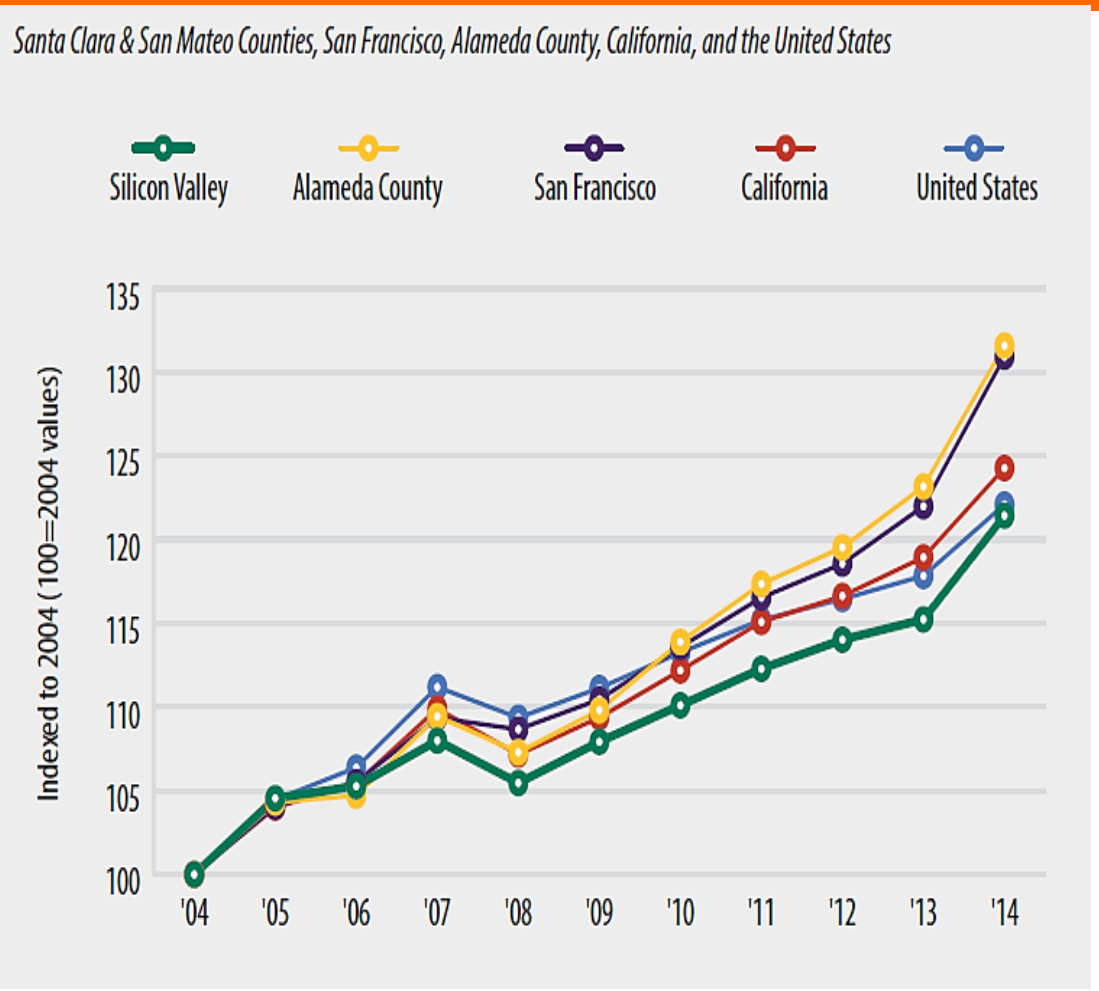
Relative Growth of Firms Without Employees

Firms Without Employees in 2014	
Silicon Valley	202,522
San Francisco	95,601
Alameda County	132,693
California	3,117,591
United States	23,836,937

In 2014, Silicon Valley had more than 202,000 businesses without paid employees (primarily consisting of self-employed individuals operating very small, unincorporated businesses).



Source: 2017 Silicon Valley Index, Joint Venture Silicon Valley, Institution for Regional Studies
Data Source: United States Census Bureau, Nonemployer Statistics
Analysis: Silicon Valley Institute for Regional Studies

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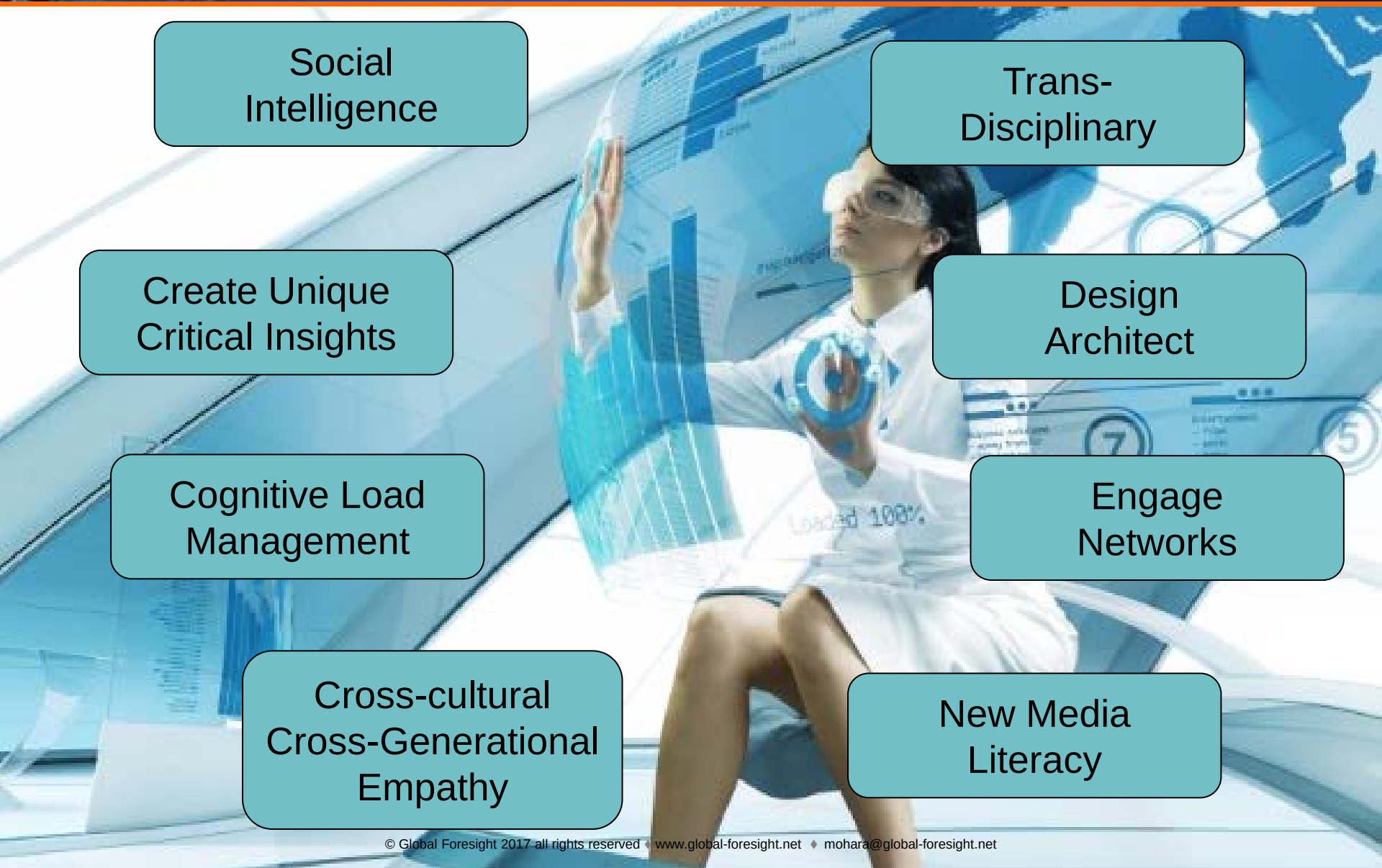
Skills for the Future



- Social Intelligence
- Trans-Disciplinary
- Create Unique Critical Insights
- Design Architect
- Cognitive Load Management
- Engage Networks
- Cross-cultural Cross-Generational Empathy
- New Media Literacy

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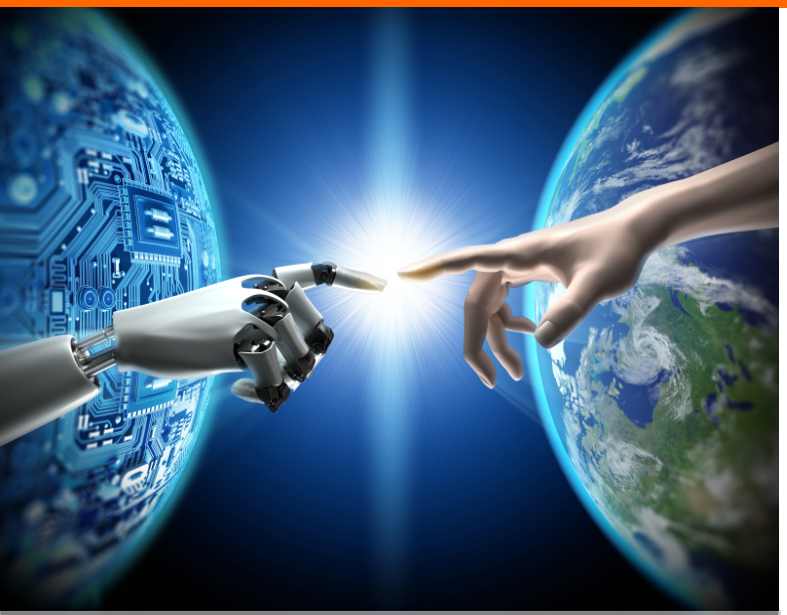
What is the Future of Education?



Education today is mismatched to the issues and needs of the times.

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Do we really have a value on education in America?

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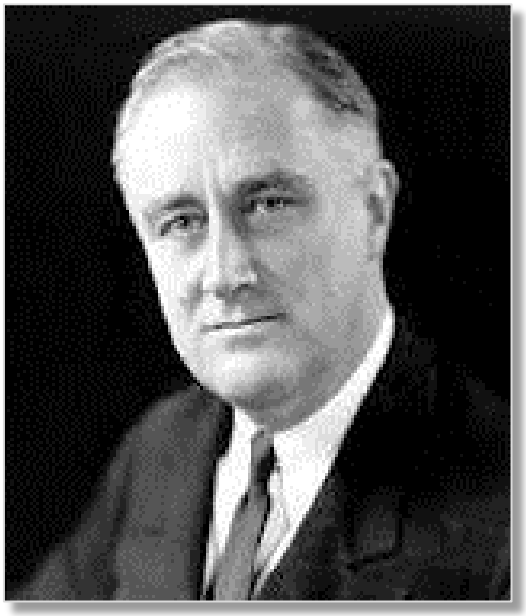
Remember…

"We may not be able to prepare the future for our children, but we can at least prepare our children for the future."



Franklin D. Roosevelt

1882-1945

32nd President of the United States of America

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What will learning mean in the future?

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The Age of Big Data

- No limit to the information that can be stored & accessed through the internet.
- Google is getting smarter through AI (artificial intelligence) & able to answer increasingly complex questions. Soon with perfect answers.
- In the real world the you always have access to the internet. In most jobs, high to low end, today people are using the Internet to answer their questions….
- Using the internet to answer questions fast is a very important skill for work.
- Should we train students to memorize so much and test them to answer quesstions from memory when answers are a click away?
- This is a conundrum for education.

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Teacher Role in the Future

- A tech optimized education allows students find answers easily
- Teacher must be focused on inspiring & eliciting a child's innate curiosity.
- Unlock interest in how things work
- Forge a productive relationship with technology
- Have dash boards for each student to analyze learning gaps

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Teacher Role in the Future

- Customize teaching and learning using virtual tutors who will remember and learn what they know in intimate detail.
- Use virtual and augmented reality tools to immerse students in the environments they are learning about.
- Offer flexible assignments for multiple learning styles.
- Tests focus On demonstrating the competency, skills & understanding through activity the student chooses.

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Classroom Layout of the Future

- Seating and spaces more flexible
- Standing desks for students who can't stay focused sitting.
- Accommodations for those who need more movement
- Combination of private workstations and collaborative workstations.
- Options for combining various learning experiences to credits and credentials desired

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Fueling Innovation

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#InnovatorsMindset

Innovation starts not by providing answers, but by asking questions.

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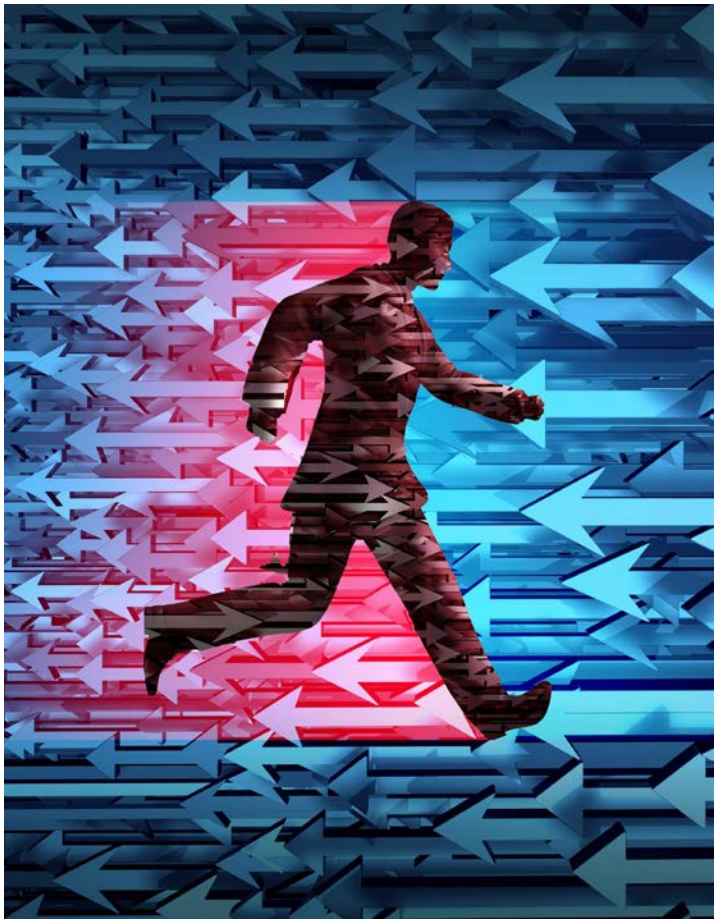
Beware of
Conventional Wisdom
for it is Nearly Always
Wrong

Innovation Conventional Wisdom



- Confucian cultures can't innovate, only imitate.
- Devils Advocates Are Essential for Innovation .
- Asking people to think out of the box creates great ideas.
- Start small
- Talking about innovation is critical to innovation
- Skunk works are best locations for innovation

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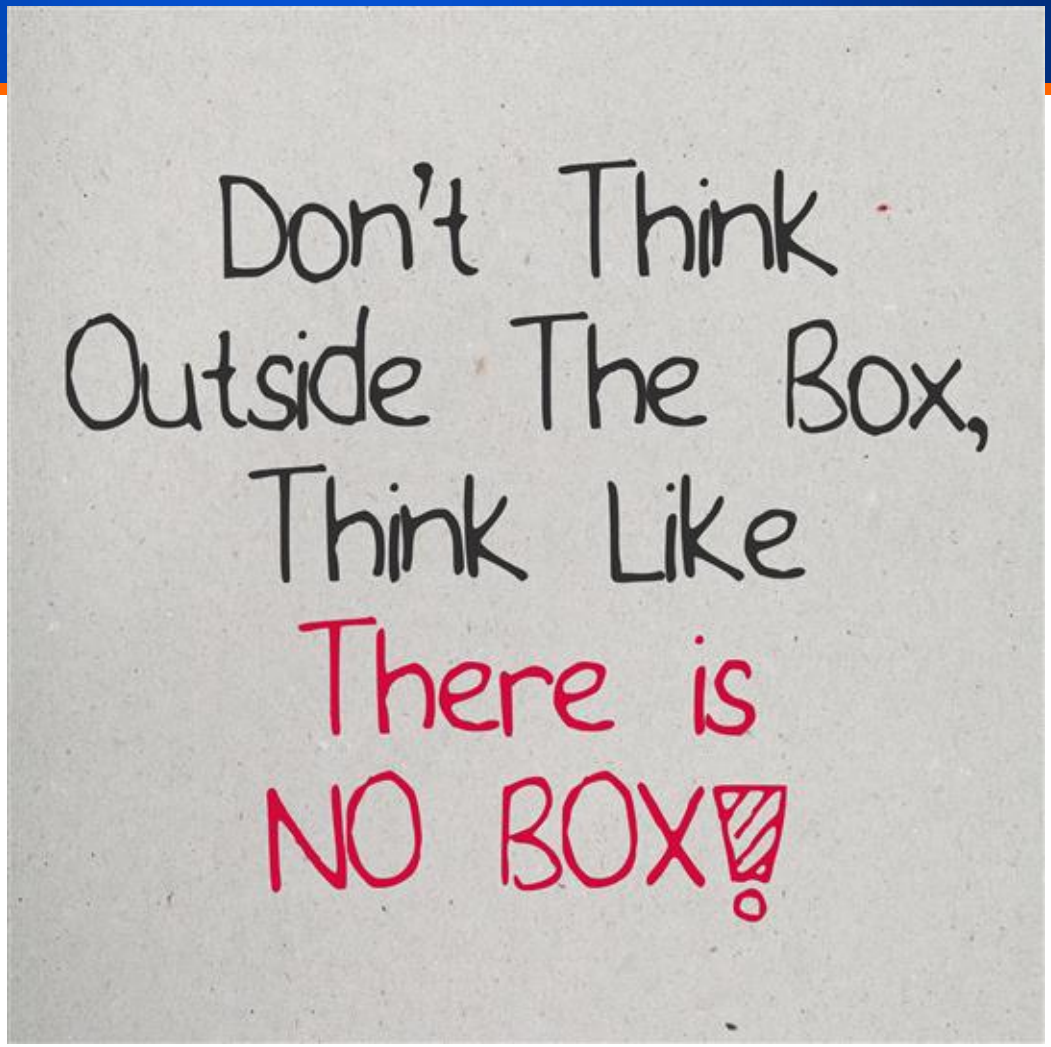

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Focus on the Questions for the Best Results

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Framing Your Challenges Correctly is Critical to the Question

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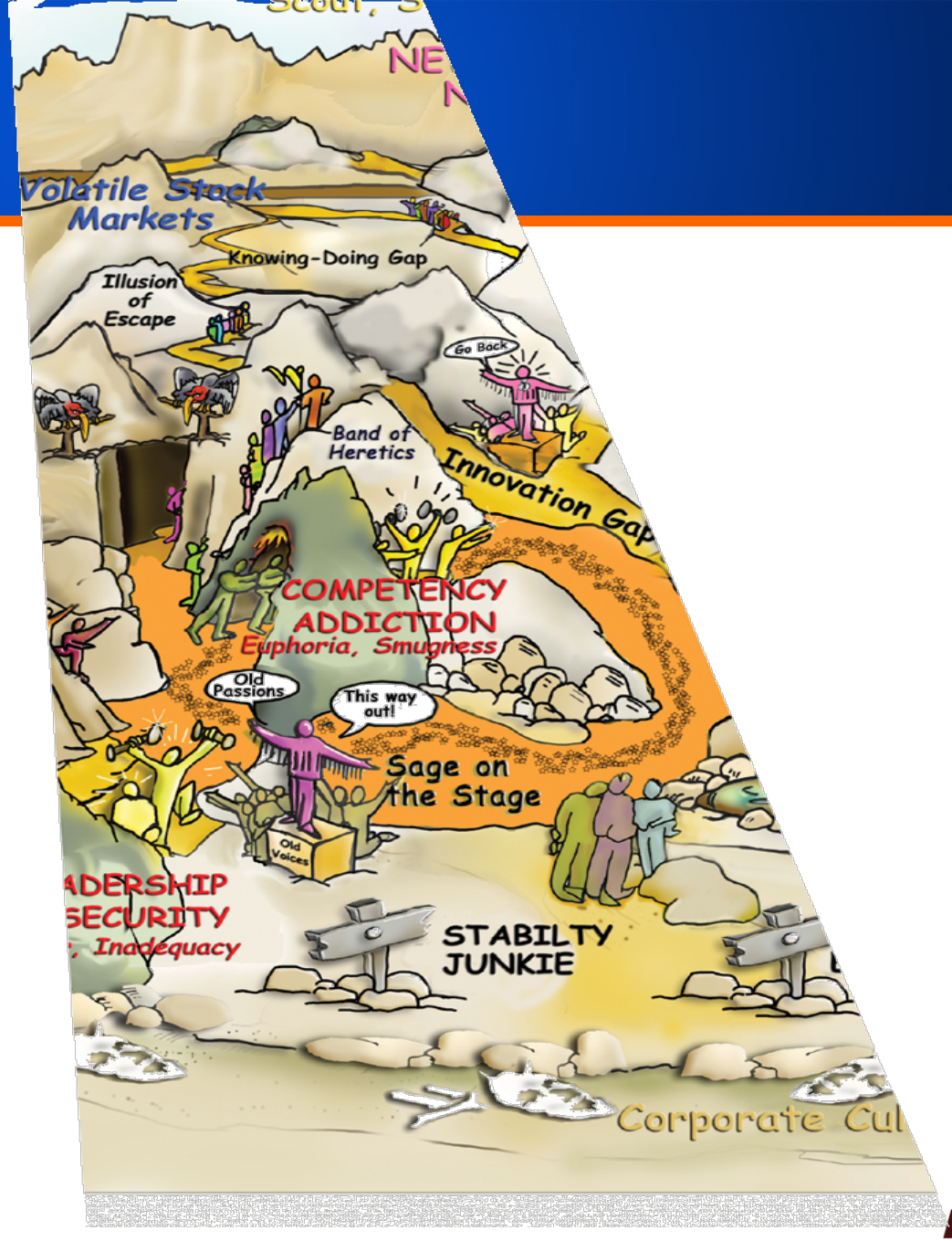
Don't Get Lost in Familiar Territory!



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Confront Your Competency Addiction

- The mindless, automatic repetition of legacy mindsets and behaviors that no long produce the desired results
- An intrinsic survival characteristics of humans
- Can only change with conscious effort to change thoughts and behaviors devilish hard to extinguish

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- Humans let memory substitute for thinking
- Antidote is systemic innovation
- Social networks either enable or prevent innovation.
- There are no silver bullets
- Cultural change led and modeled by the top leadership

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Organizational Cultures Today Are a Relic of the 20th Century

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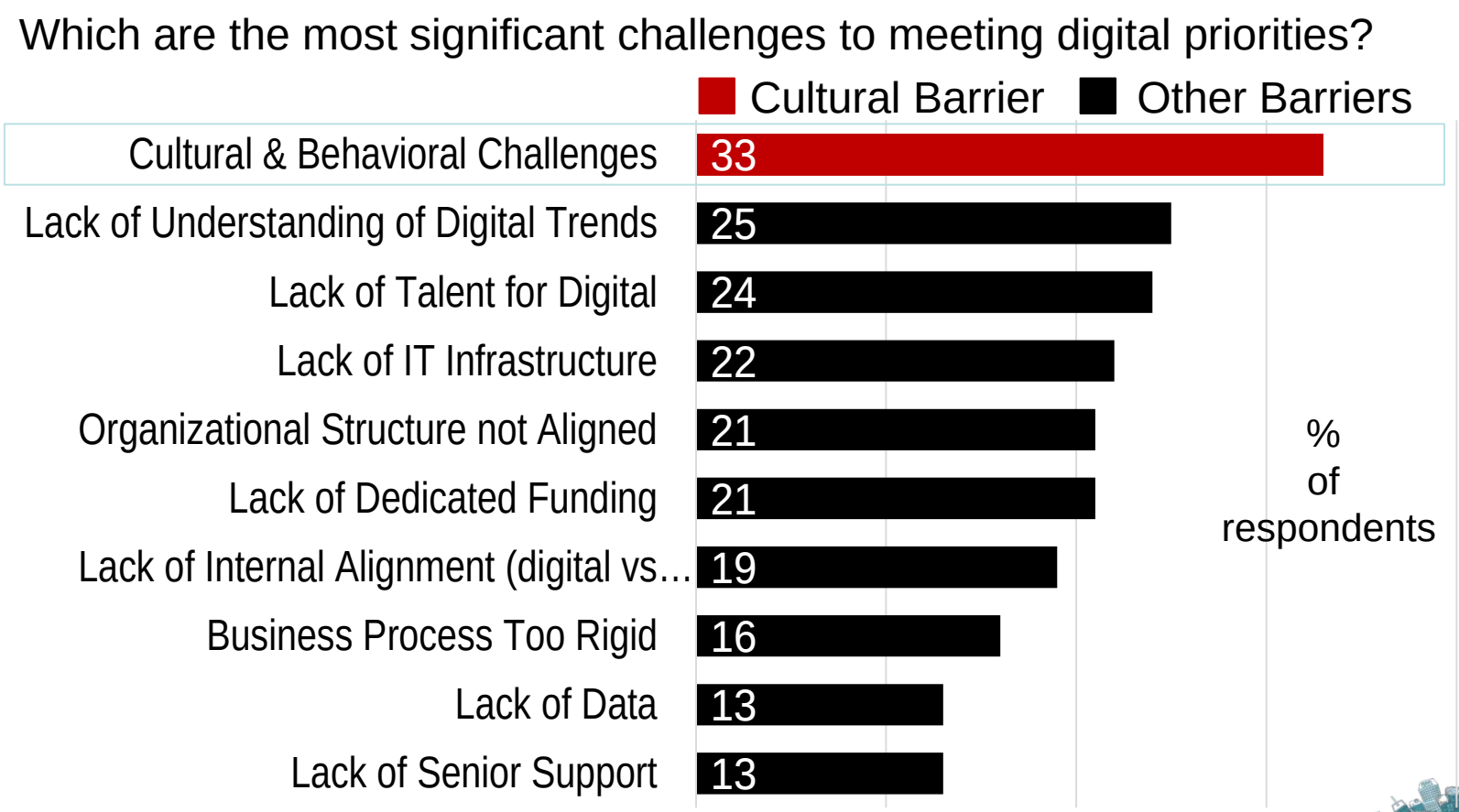
Organizational Cultural Barriers

Culture is the most significant self-reported barrier to digital effectiveness.



Source: McKinsey & Company Report, July 2017: Culture for a Digital Age;
Data Source: 2016 McKinsey Digital survey of 2,135 respondents

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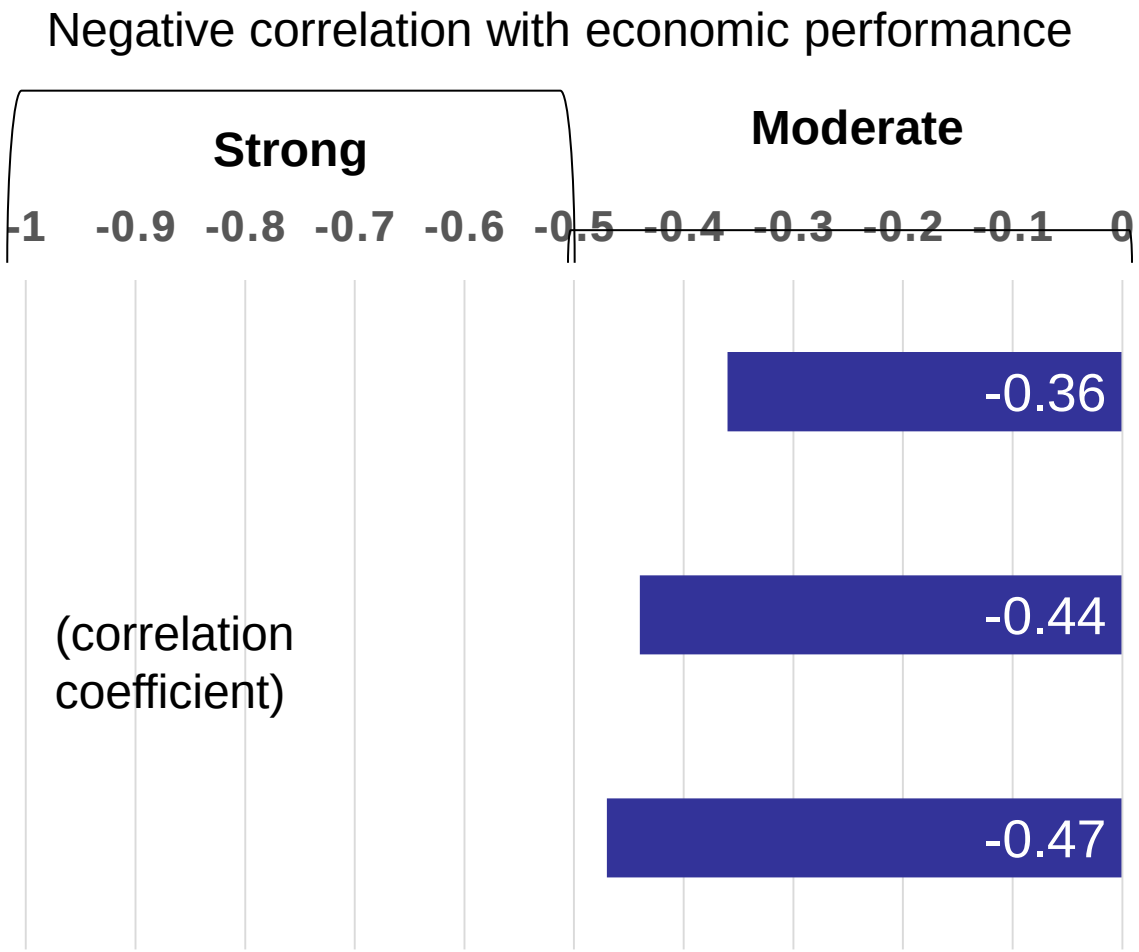
Three Cultural Obstacles that fuel negative economic performance



Aversion to Risk

Siloed Mind-sets and Behavior

Non-digital Culture Overall

Source: McKinsey & Company Report, July 2017: Culture for a Digital Age;
Data Source: 2016 McKinsey Digital survey of 2,135 respondents

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Silos are anti-thetical to creativity and innovation

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Changing the Culture Is Critical

Culture of Innovation
Enables Innovation

Big Ideas
& Fearless People

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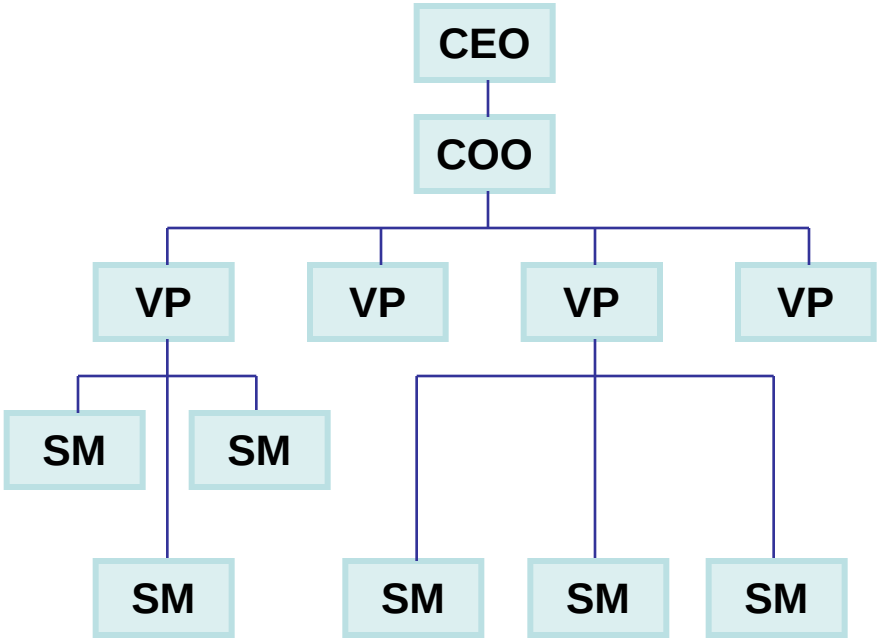
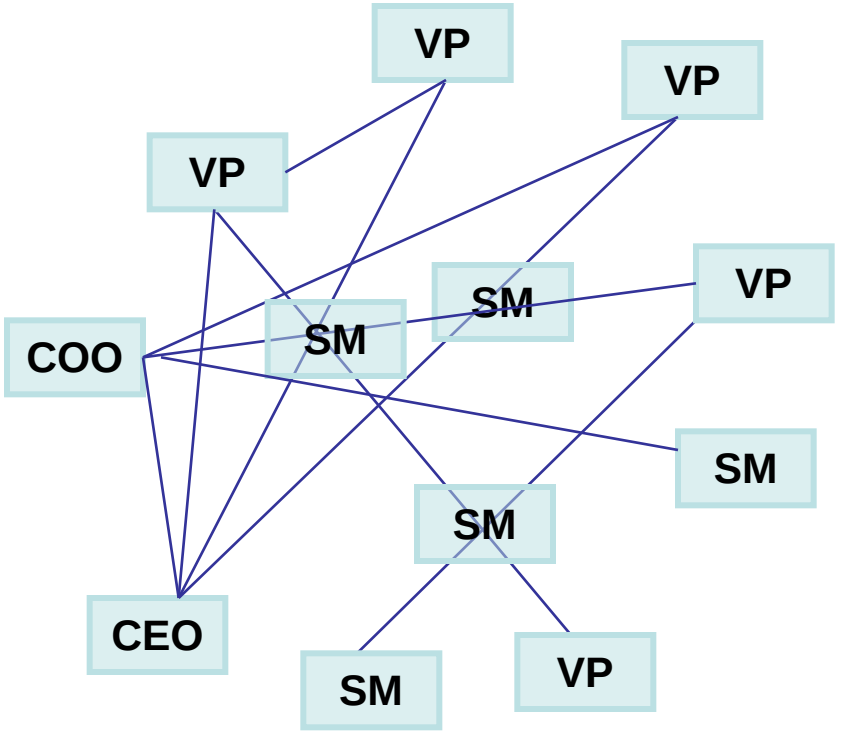
Shift from Hierarchy to Social Networks



SM = Senior Manager



Order vs. Anarchy

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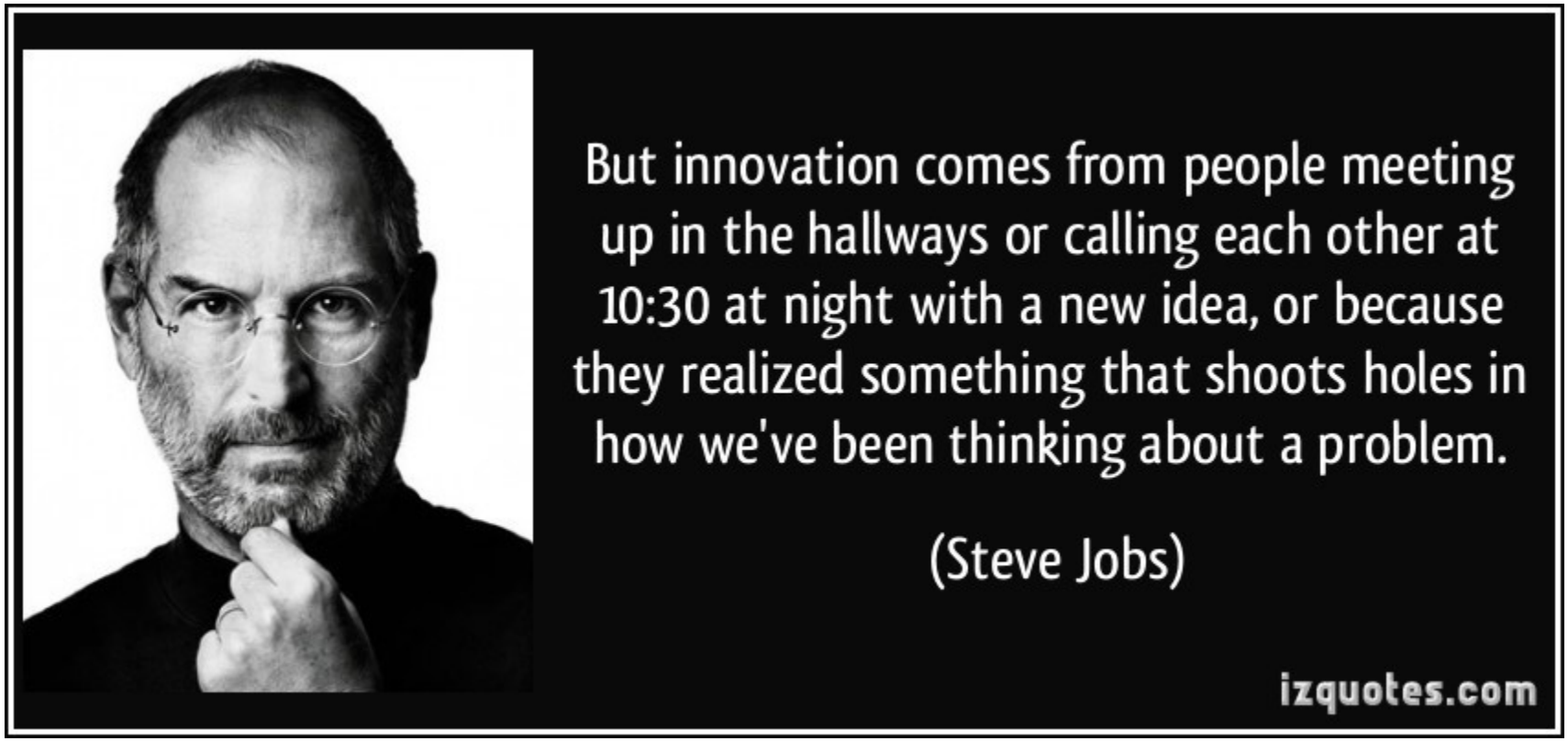
Remember…



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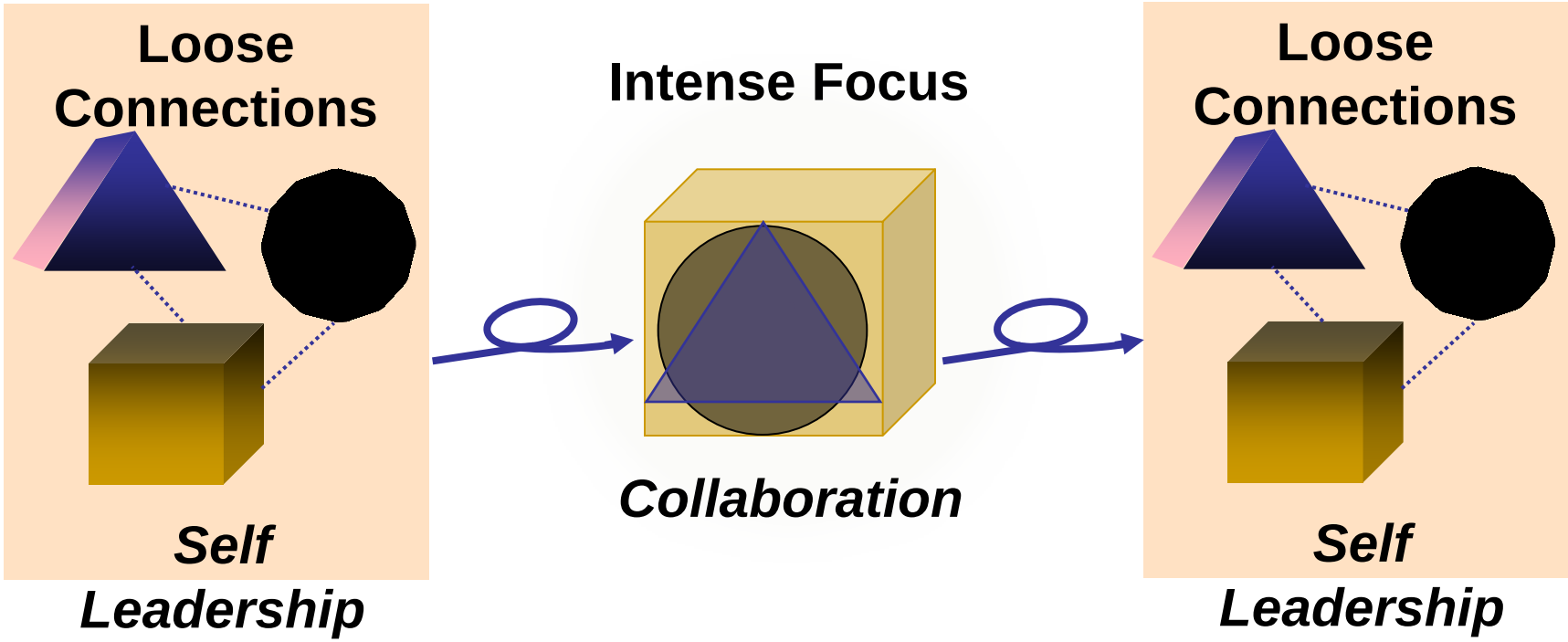
Networked Leadership



Velcro Relationships

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Seed an Epidemic of Innovation

Start an Epidemic

- Infect the organization with innovation
- Word of mouth campaign
- Create a fever and capacity to innovate
- Three Factors—

  Law of the Few- just 3 key people

  Stickiness Factor- not the content but the packaging

  Power of Context- small shifts & the group

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Three Critical Roles- power of the few

- Three critical roles-

  1 Maven-passionate information seekers,

  2 Connectors – abundant relationships in & Out

  revel in casual, friendly relationships—weak ites

  3 Salesperson.-persuaders who can build trust quickly

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Start an Epidemic

- A big epidemic needs many small epidemics
- People don't bond to an idea but to other people—cluster in small groups
- Build trust through people to people relationships—not top down
- Beware of immunity developing

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Engage and align networks around culture change & results

- Become fluent with network dynamics
- Networks must work with you not against you
- Train in building social capital and reciprocity
- Hubs, influencers, gatekeepers
- Facilitate anarchy productively
- Leaders must actively support networks to work for and in favor of the organization

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PARTING THOUGHTS

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Failure of Imagination

Is Our Biggest Risk!

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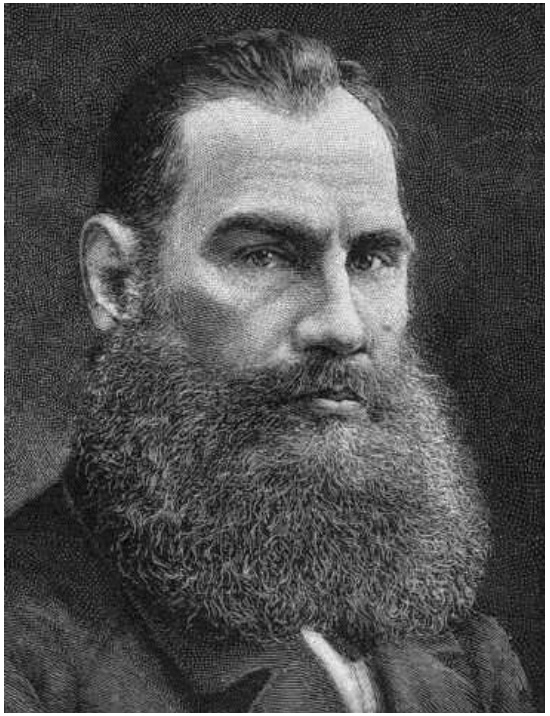
Remember…

“The position we occupy is not as important as the direction we are moving in.”

Leo Tolstoy

1828-1910



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Who do your want to become in 2030?

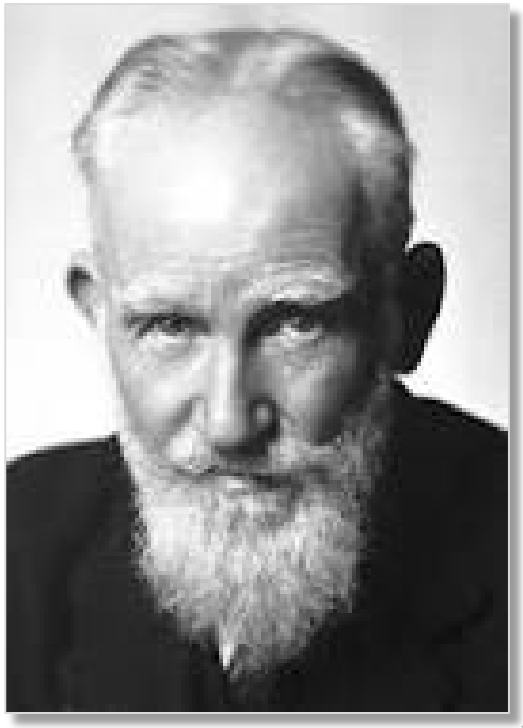
Remember…

"The Reasonable Man adapts himself to the world. The unreasonable one persists in trying to adapt the world to him."

George

Bernard Shaw

1856-1950



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PARTING THOUGHTS

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Beware of Insight Deficit

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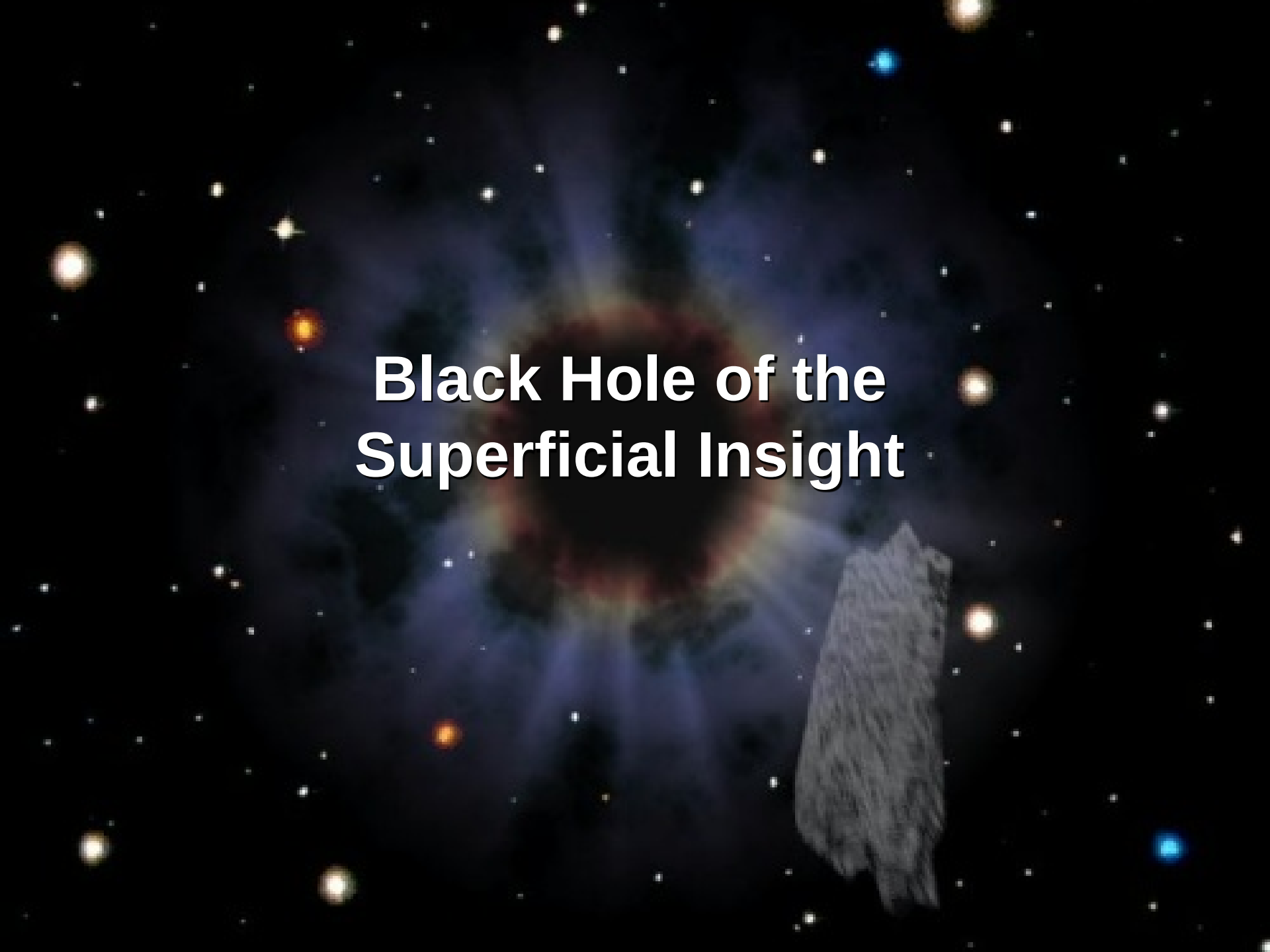
Black Hole of the
Superficial Insight

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Innovation Is Creating Relevancy for the Future

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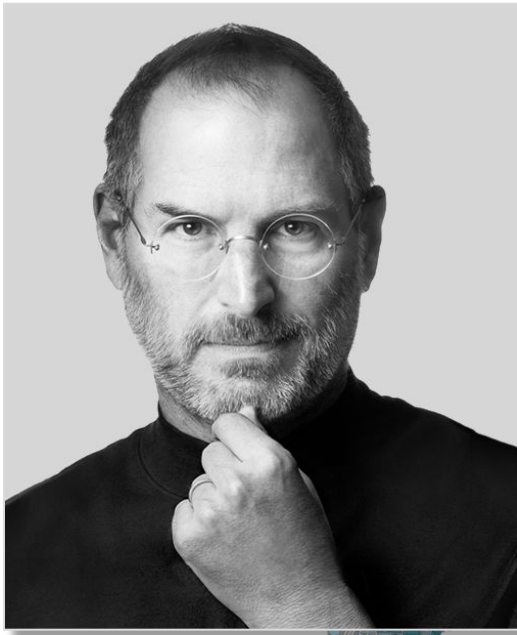
"You can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future.

You have to trust in something – your gut, destiny, life, karma, whatever. This approach has never let me down, and it has made all the difference in my life."

Steve Jobs

1955-2011



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Failure of Imagination

Is Our Biggest Risk!

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Who do your want to become in 2030 California Counties?

Get to the Future Fast & First!

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Profound, Provocative, Pragmatic

Finding Targets No One Else Can See

A trusted and respected advisor to Chief Executives, Mary O'Hara-Devereaux has more than 25 years of global experience in 65 countries providing senior executives with long-term business forecasts, trend analysis, strategy, and innovation support.

Known for her steady-eyed forecasting, Mary's ability to analyze emerging trends and translate them into profitable business opportunities is legendary. She is known for finding targets no one else can see.

Global Foresight offers a rich suite of services designed to guide organizations through tumultuous business conditions and a chaotic world stage. Leaders cannot only survive uncertainty; they can discover the incredibly rich opportunities that are open to those with foresight and the ability to innovate strategically and aggressively. Global Foresight's team of experts, led by founder and CEO Mary O'Hara-Devereaux, provides the research, analysis, insight, and advice organizations need to meet the future with confidence and optimism.

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