

Internet of Things World Forum

Day 1 Closing Thoughts: The Challenge of Change

Part 1



I would like to begin...



...by saying “Thank You”

Honored to be With You...

A Special Session

For a Special Audience

On a Critically Important Topic

At a Unique Moment in Economic History

My Objective This Afternoon?

Get you
'barking-dog'
excited
about
what comes next



I am
a
Futurist!



Not just ANY Futurist...



**Francis Bacon
[1561-1626]**

**I am an
Empirical Futurist...**



For the past seven years...

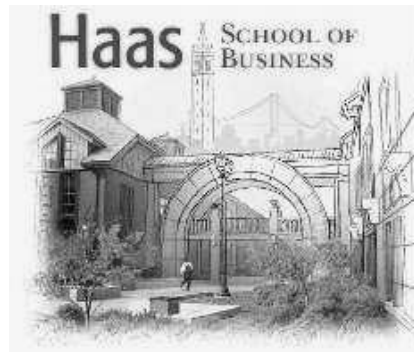
Working with seven fabulous institutions...



http://itleadershipacademy.com/Value_Studio.html



UCLAAnderson
School of Management



<http://fisher.osu.edu/executive-education/open-enrollment-programs/operations-and-information-technology/cio-solutions-gallery/>

In every major geographical market...

In every vertical market...

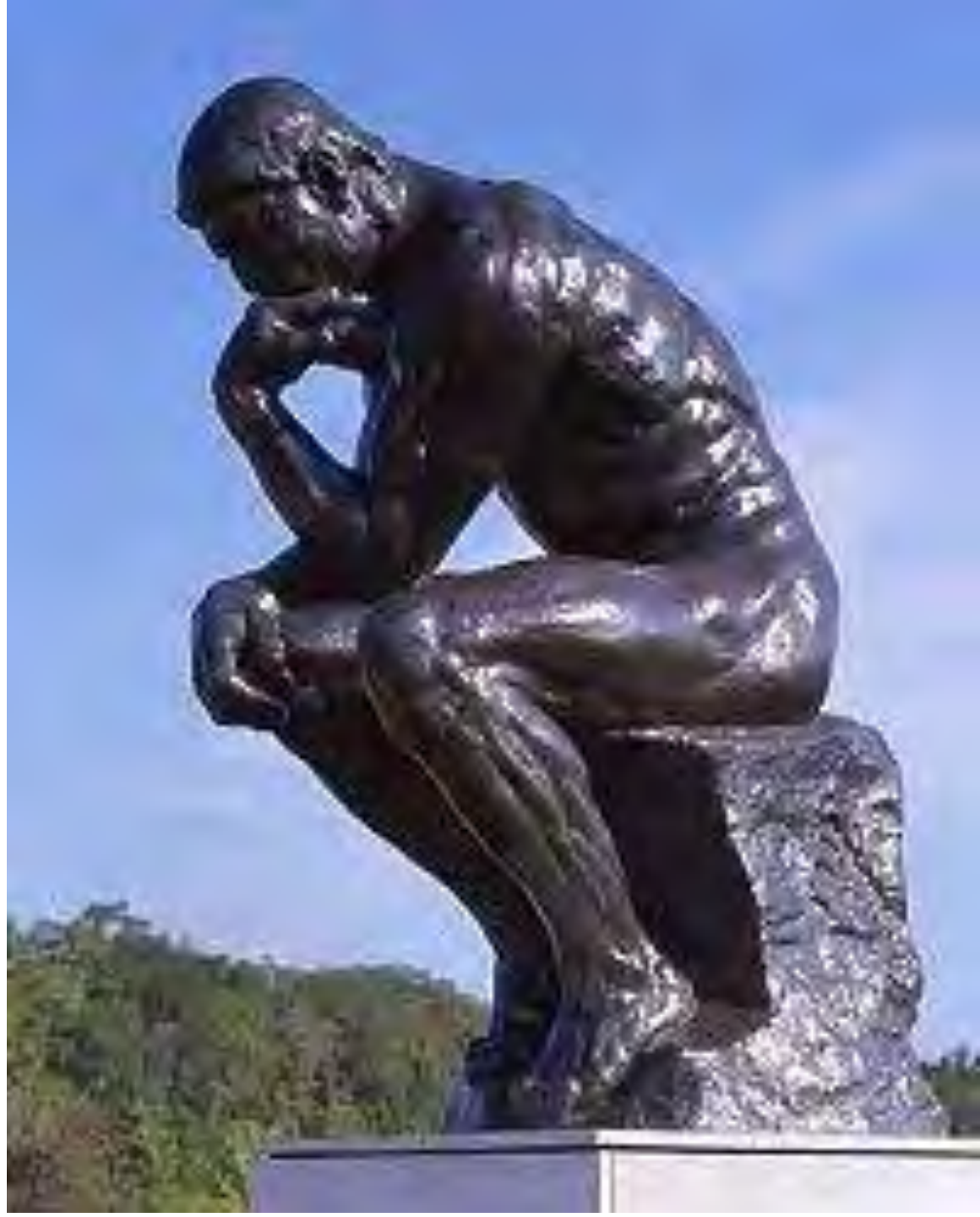
At every level in the enterprise...



I have been asking two questions...

**What has
changed/
will change?**

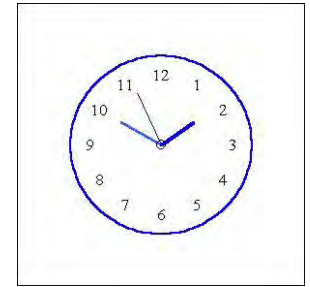
**What are you
going to
do about it?**



Let's Begin by Synthesizing What We Have Learned Today



Group Exercise



**2 minute
exercise**

**In small groups, please discuss
[and be prepared to share]**

**What were
the major take-aways/surprises
from the thought-leaders
who spoke to us today?**

**What Patterns/Trends [if any]
do you perceive in your responses?**



**This is NOT Humanity's
First "Go" at
Fundamental Change**

Fire.

100,000 B.C. – stone tools.

4,000 B.C. – the wheel.

9th Century A.D. – gunpowder, bit of a game changer that one.

19th century – Eureka, the light bulb!

**20th century – the automobile,
television, nuclear, spacecraft,
internet.**

**21st century – biotech, nanotech,
fusion and fision and M-theory.
And that was just the first decade.**

**This is NOT Humanity's
First "Go" at
Fundamental Change**

**Walking Erect
Language**

**Agriculture
Printing Press**

Gun Powder

Industrial Revolution



Prometheus Ted Talk 2023 [28 February 2012]

<http://www.youtube.com/watch?v=lpYUW0ekPSA>

**David Christian divides the
totality of history
Big History
into eight threshold moments**



David Christian, *Deep History* [February 2011]
<http://www.youtube.com/watch?v=yqc9zX04DXs>



**This is NOT
IT's First
Rodeo**

Photo Courtesy of Dan Martinez, CIO at PRCA

**What Does
the Data
Tell Us?**

**What Do
We Know?**



**Francis Bacon
[1561-1626]**



Shibe Park,
aka Connie Mack Stadium,
in Philadelphia,

5 Quick Points Regarding IoT Change Challenges...

[Along the way there will be:

**Exercises
Hypotheses
Stories
&
Sub-Points]**

I was struck by the words used

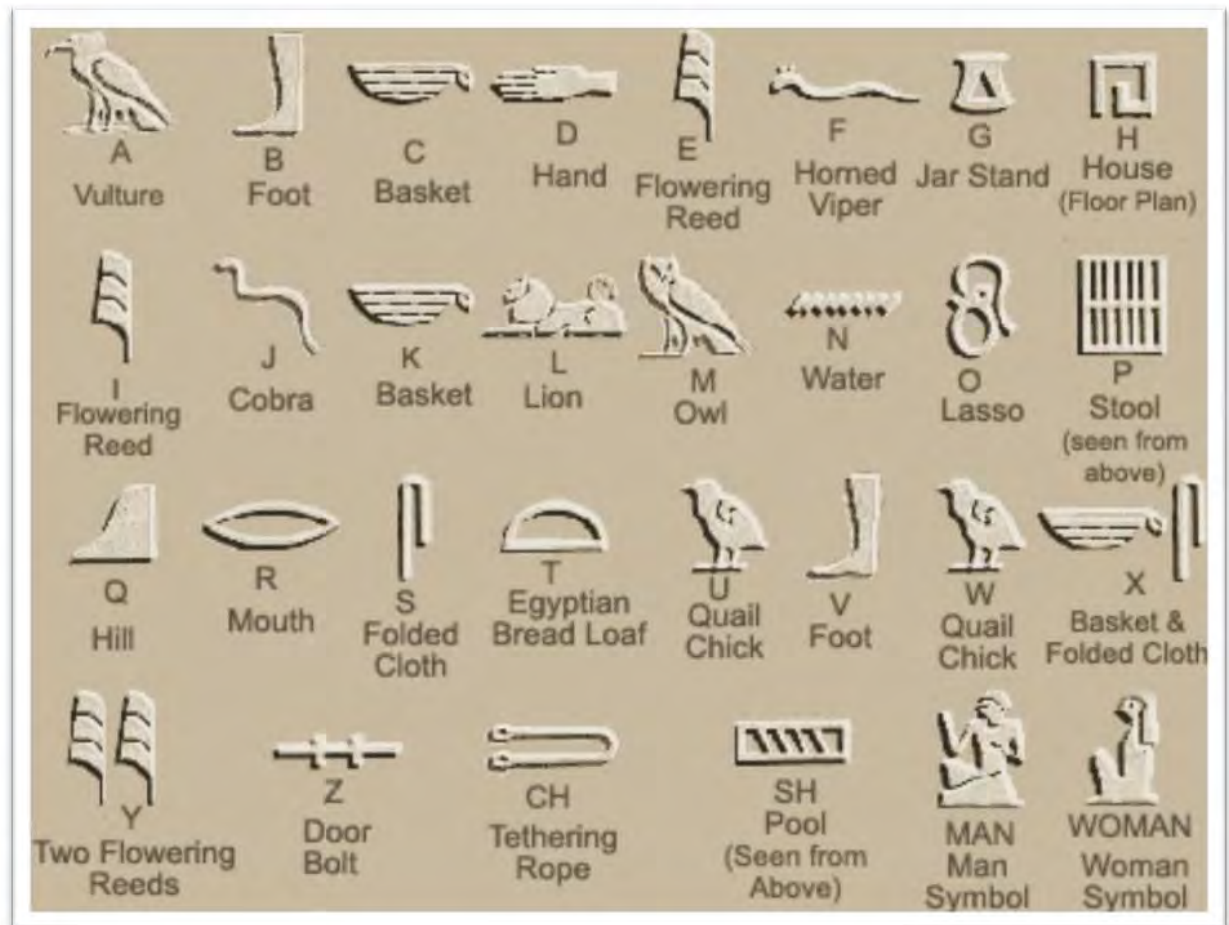
“Coming together”

“Re-inventing”

“New Horizons”

“New Models”

“Framing the Conversation”



**Point
One**

**Behind the “Green Monster”
Fenway Park**

**Words
Matter**

Words are important...

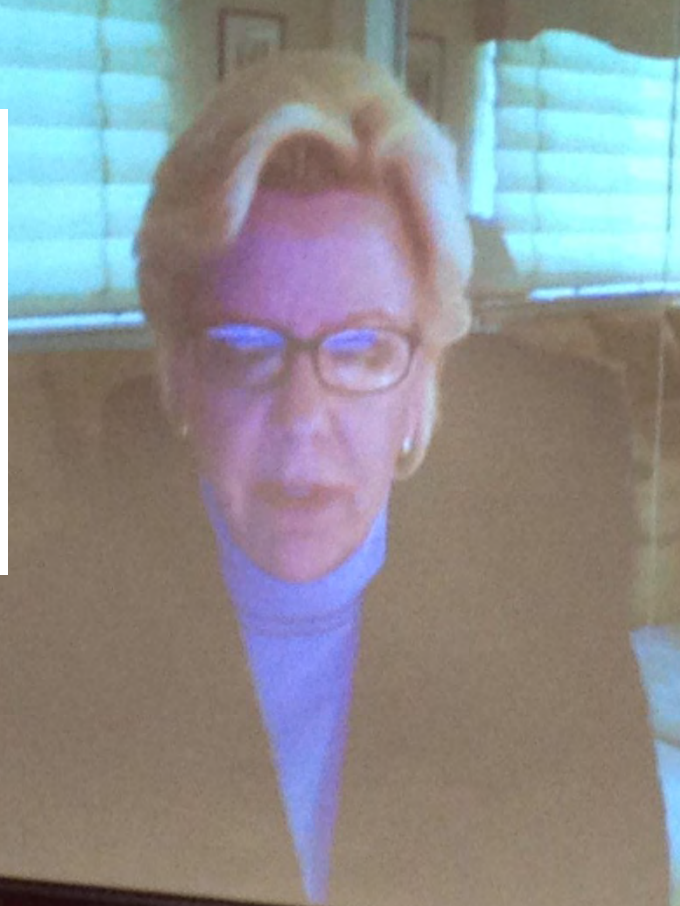
provide
non-intrusive
subconscious
insight into
what is top-of-mind
and
out-of-mind.



Challenge of Change
Lesson

Word Use Impacts Behavior/Outcomes

A few years back,
Toyota asked
employees
for ideas on how
they could become
more productive.



They received
few suggestions.

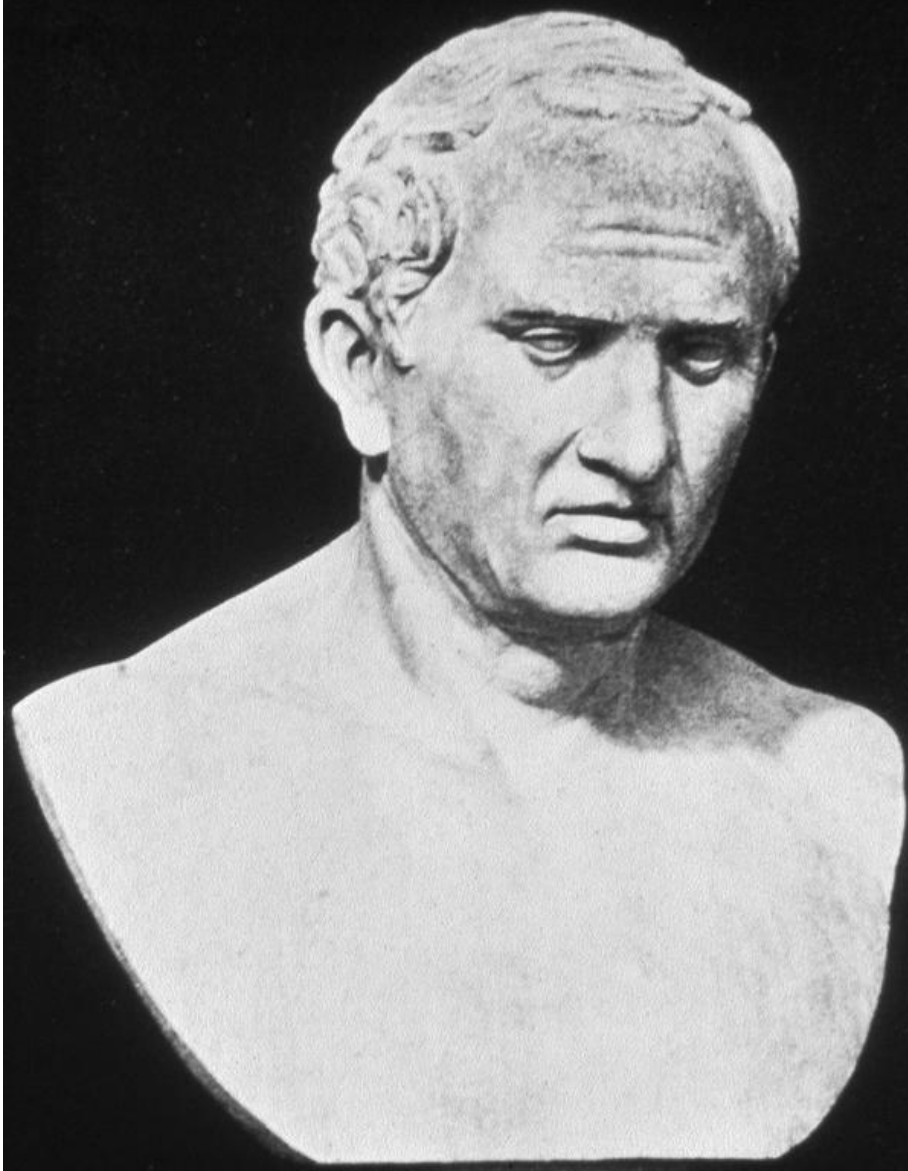
They reworded
the question to:

"How can
you make
your job easier?"

They were
inundated
with ideas.



When Cicero spoke...



People wept



The Impact of Oratory

When Caesar spoke...



Men marched...

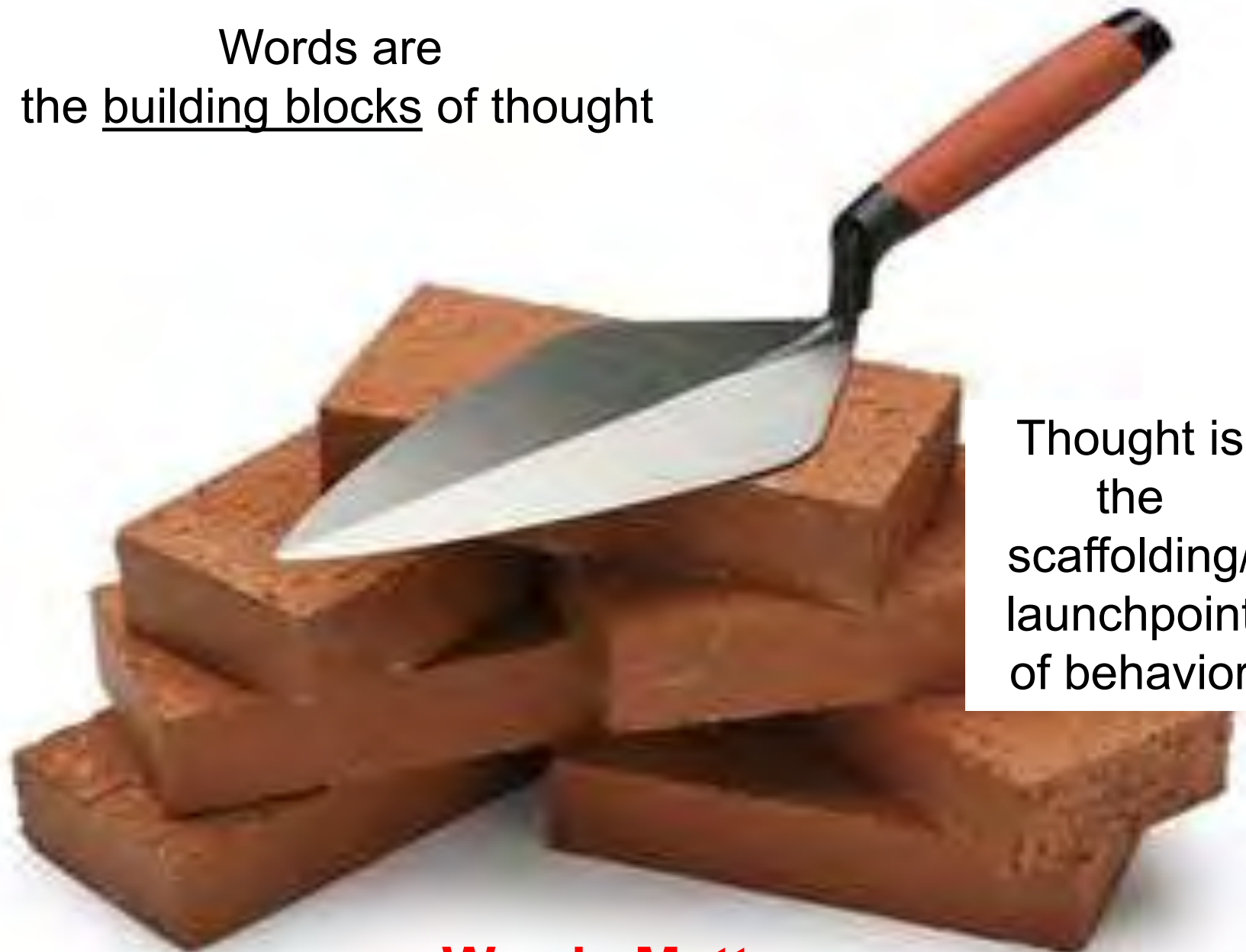
The Impact of
Oratory

**Napoleon
called his
regiments...**

LEGIONS



Words are
the building blocks of thought



Thought is
the
scaffolding/
launchpoint
of behavior

Words Matter

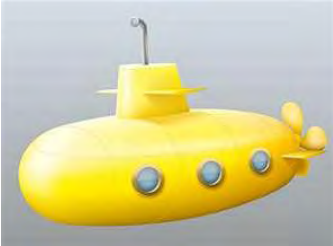


Session Take Away

**As we prepare for the Internet of Things,
We should be mindful of the words we use.**



SUB-POINT



**Organizations achieving
“break away” advantage**

manage their Internet of Things message.

The Declaration of Independence

[written by a Futurist]

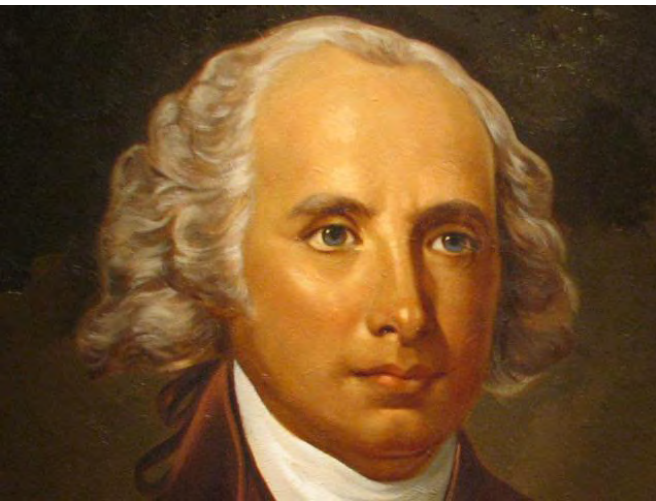
We hold these truths to be self-evident,
that all men are created equal,
that they are endowed by their Creator
with certain unalienable Rights,
that among these are
Life, Liberty and the pursuit of Happiness.



Have you ever
wondered...

What
The Declaration of Independence
would have looked like
if it were written
by a technology analyst?

What The *Declaration of Independence* would have looked like if written by a technology analyst



*We feel reasonably certain,
that under certain carefully controlled
social and political circumstances;*

*Most white males
of a certain property base
can be regarded as equal
in some limited respects...*

Adapted from Clay S. Jenkinson,
performing as Thomas Jefferson
at Stanford University

Have you ever
wondered...

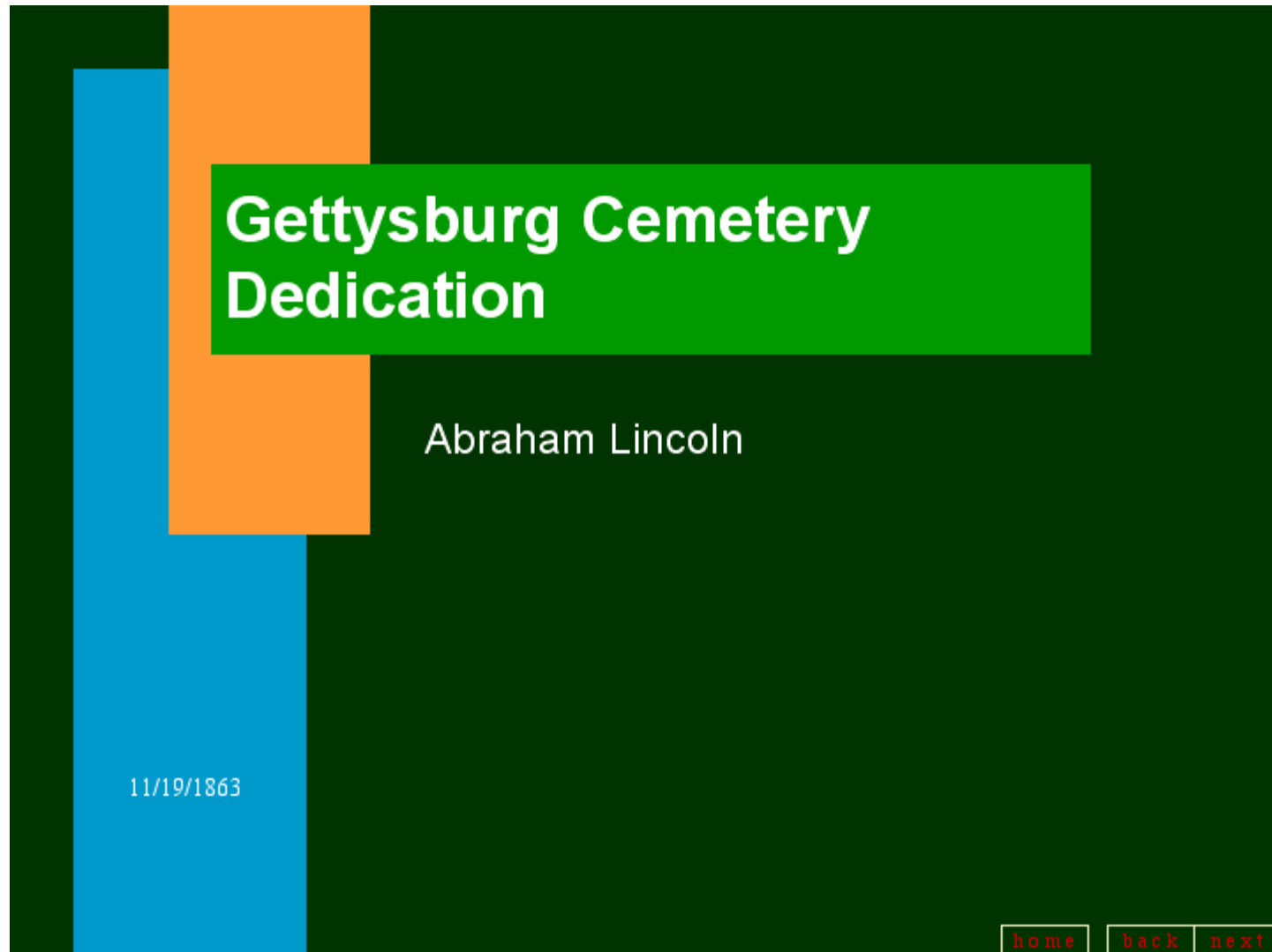


**What the
“Gettysburg
Address”**

**would have
looked like**

in PowerPoint?

What The Gettysburg Address Would Have Looked Like If Delivered by a Technology Analyst...



Agenda

- Met on battlefield (great)
- Dedicate portion of field - fitting!
- Unfinished work (great tasks)

11/19/1863

[home](#)

[back](#)

[next](#)

Review of Key Objectives & Critical Success Factors

- What makes nation unique
 - Conceived in Liberty
 - Men are equal
- Shared vision
 - New birth of freedom
 - Gov't of/for/by the people

11/19/1863

[home](#)

[back](#)

[next](#)

Summary

- New nation
- Civil war
- Dedicate field
- Dedicated to unfinished work
- New birth of freedom
- Government not perish

11/19/1863

[home](#)

[back](#)

[next](#)

The Gettysburg Address

Four score and seven years ago our fathers brought forth on this continent a new nation, conceived in liberty and dedicated to the proposition that all men are created equal.

Now we are engaged in a great civil war, testing whether that nation or any nation so conceived and so dedicated can long endure. We are met on a great battlefield of that war. We have come to dedicate a portion of that field as a final resting-place for those who here gave their lives that that nation might live. It is altogether fitting and proper that we should do this.

But in a larger sense, we cannot dedicate, we cannot consecrate, we cannot hallow this ground. The brave men, living and dead who struggled here have consecrated it far above our poor power to add or detract.

The Gettysburg Address

The world will little note nor long remember what we say here, but it can never forget what they did here. It is for us the living rather to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced.

It is rather for us to be here dedicated to the great task remaining before us--that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion--that we here highly resolve that these dead shall not have died in vain, that this nation under God shall have a new birth of freedom, and that government of the people, by the people, for the people shall not perish from the earth.

**What “story”
do the words we are using
about/around
the Internet of Things
tell?**

Side Bar on “IoT” Word Use



Edward Everett
15th Governor of
Massachusetts,
U.S. Senator,
Minister to Britain,
Harvard Professor
[19 November 1863]

Be Forceful

Shorten but, Don't Overly Simplify

Appeal to Our “Better Angels”

**Craft messages consonant to
enterprise objectives**

“...One of the most important technological advances of this century.”

Words in the Marketplace

“A revolution happening right now!”

“What we are really talking about is the Planet’s Central Nervous System.”

**“I can’t get finance to talk to marketing
to talk to product development
and now you want me to orchestrate
a billion machines gabbing to one another?”**

Here comes Skynet.”



**Point
Two**

**Context
Matters**

Context



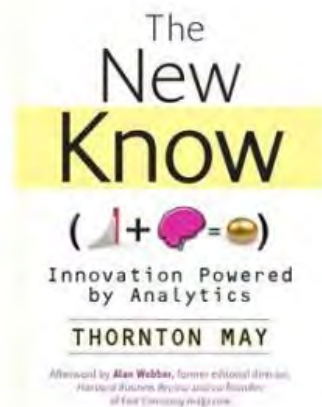
**Leaders/Organizations
as
Cognitive Fighter Pilots**

O O D A



Observe, Orient, Decide & Act

Major Change Requires Four [4] “Must Knows”



Where are we?

Where do we want to go?

[i.e., what are our options – strategically]

How do we get there?

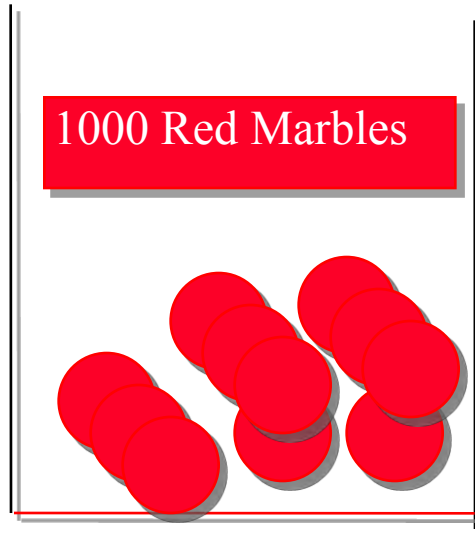
[i.e., what are our options – tactically?]

How do we convince

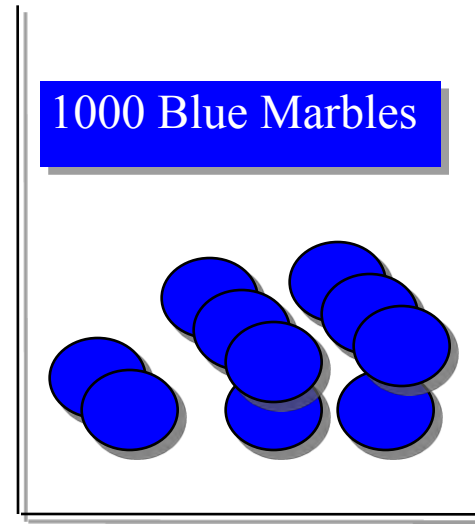
the enterprise

to make the trip?

The Mixed Marbles Exercise



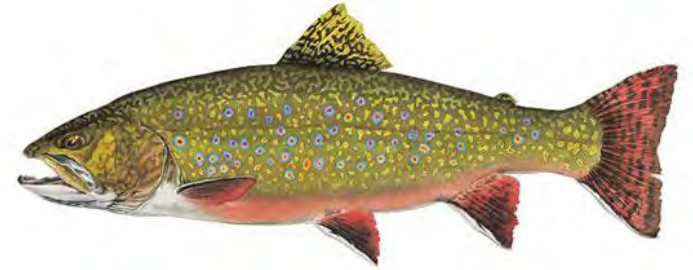
Red Bin



Blue Bin

Take 20 marbles from Blue Bin to Red Bin-
then 20 from Red Bin to Blue Bin.
At the end of 3 Round Trips,
which container has more of the 'alien' color in it?

There are these
two young fish swimming along
and they happen to meet
an older fish
swimming the other way,
who nods at them and says,



"Morning, boys.
How's the water?"



The young fish
swim on for a bit,
and then eventually
one of them
looks over
at the other and goes...



**"What
the hell
is water?"**

**The IT Leadership Academy
discovered that
using the Concept of Place
when Thinking About the Future
Is a Performance Accelerator**

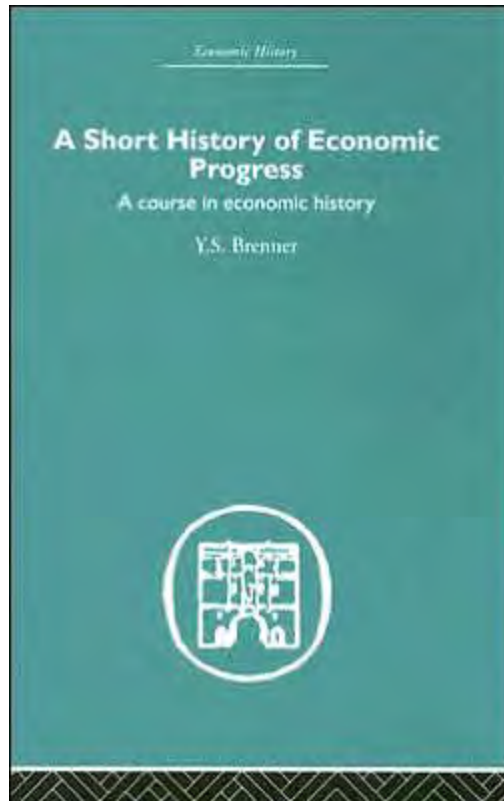


Era Awareness
Framing
Question

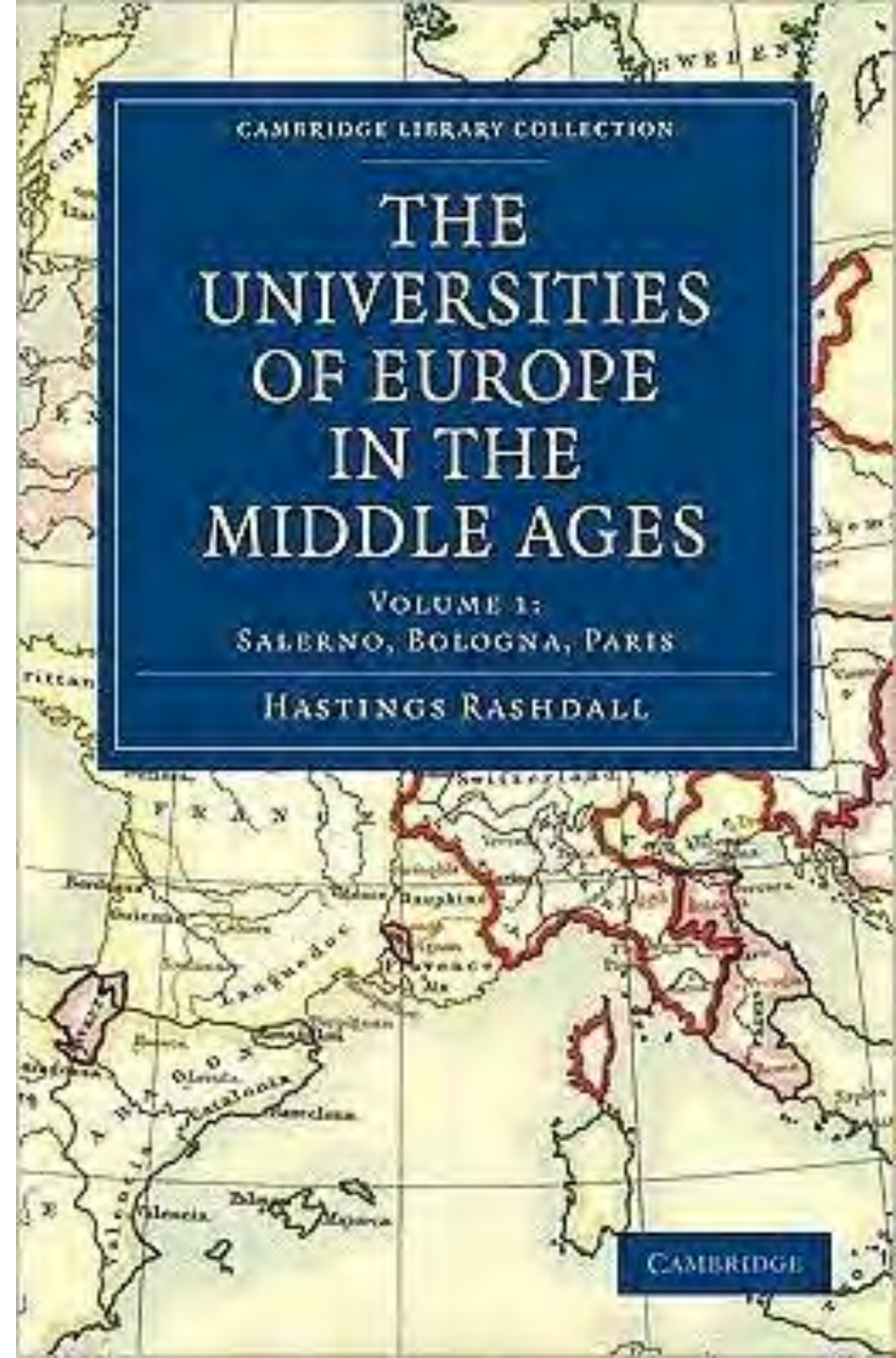
Did people living in “*The Middle Ages*”
KNOW They Were Living in the Middle Ages?



In the Middle Ages...



People had
no Concept of Progress



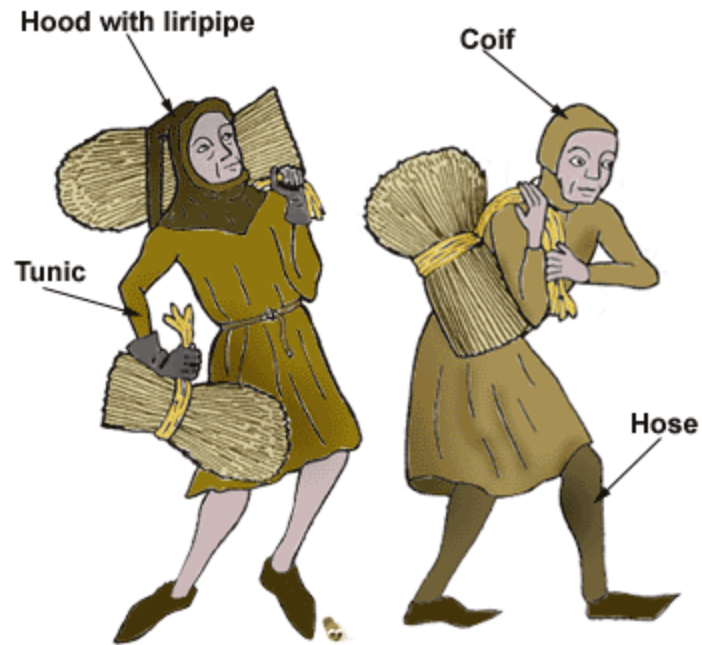
In the Middle Ages...



Life sucks...

And then you die

We are No Longer...



Living in the Middle Ages

And Yet,
Many Leaders...

George Tooker
Landscape with Figures
1965-66

x

...still seem
to behave
as if we do



The Defining Reality
of the Modern Age ...

Willem de Kooning
Excavation [1950]

...is that
Positive Change
is possible



Hypothesis

Next Generation Successful Executives will be

Era Aware

Point Three



**Organizations
will need to transform**

**Point
Four**

Transformation Requires Leadership

Behind the
“Green Monster”
Fenway Park

Organizations do not go to bed as caterpillars....

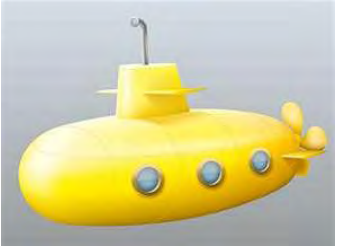


...and wake up as butterflies

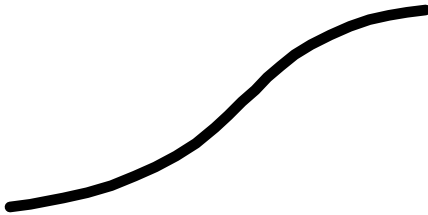


SUB-POINT

There are Two Kinds of Curves



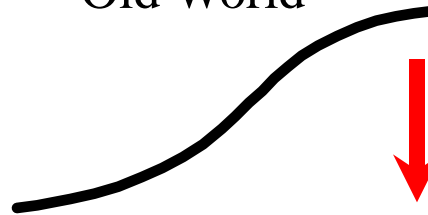
Best-in-Breed



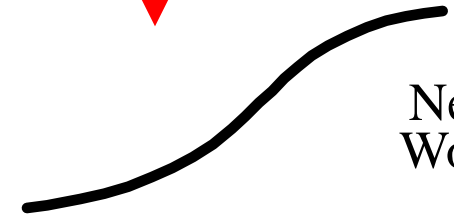
Slugs/Laggards

The curve you are on

Old World

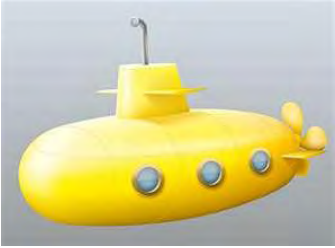


New
World



The curve that
comes next

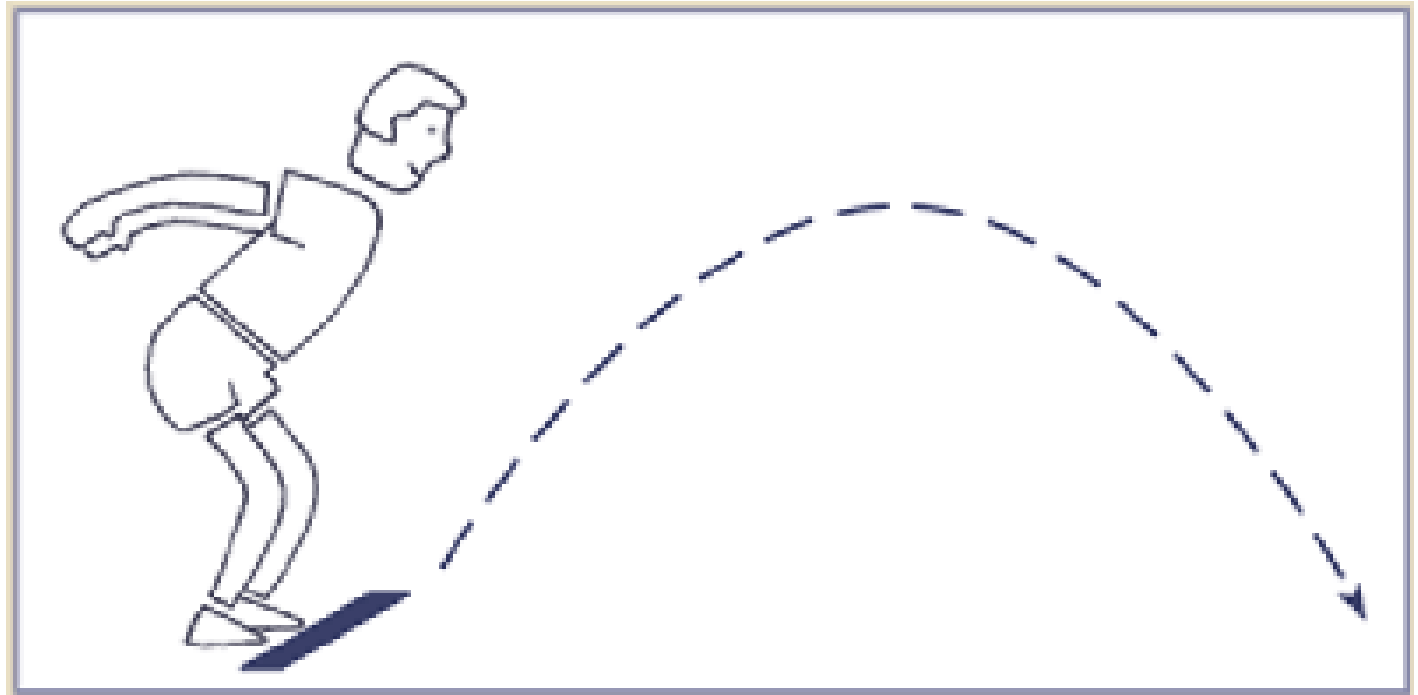
SUB-POINT



**There is
a right time
&
a wrong time
for curve jumping**

The Big Question

When do you Jump the Curve?



History is Full of Lessons Regarding Managing the Timing of Curve Jumps

The Two-Edged Sword of 'Newness' Fear to Commit/Fear of Not Committing

Medieval Germans coined a succinct word for it:
Torschlusspanik,
literally the fear that the
fortressed gates of towns and
cities might swing shut at
nightfall before the unhappy
traveler could reach safety.



Point Five

Scoreboard @Fenway Park

NATIONAL LEAGUE

P		IN	R	P		IN	R	P
61	PHI			40	CHC			52
57	NYM			11	HOU			44
26	MIL	1	5	57	PIT	1	0	45
61	CIN		0	41	STL			22
32	ATL	3	8	51	SF			
50	FLA		3	38	COL			

'Early Days' Won't Last Forever

Early Days Lesson 1: The Fast Follower Fallacy

A Japanese steel executive was invited to tour a Russian steel plant. The Russians took him around, showed him their machines and processes, and then asked him:

“How far behind you are we? Are we five years behind, or ten?”

The Japanese executive responded,

“Forever. You are forever behind.”

He meant that the Russian plant was not only backward but also falling further behind every year, because its rate of progress was slower than of those ahead of it.

MAP SHOWING THE BURNT DISTRICT IN CHICAGO,

Chicago fire of 1871

provided a tabula rasa for downtown builders just as structural steel, elevators, and telephones were emancipating urban architecture from

limits imposed
by the
weight-bearing capacity
of stone walls

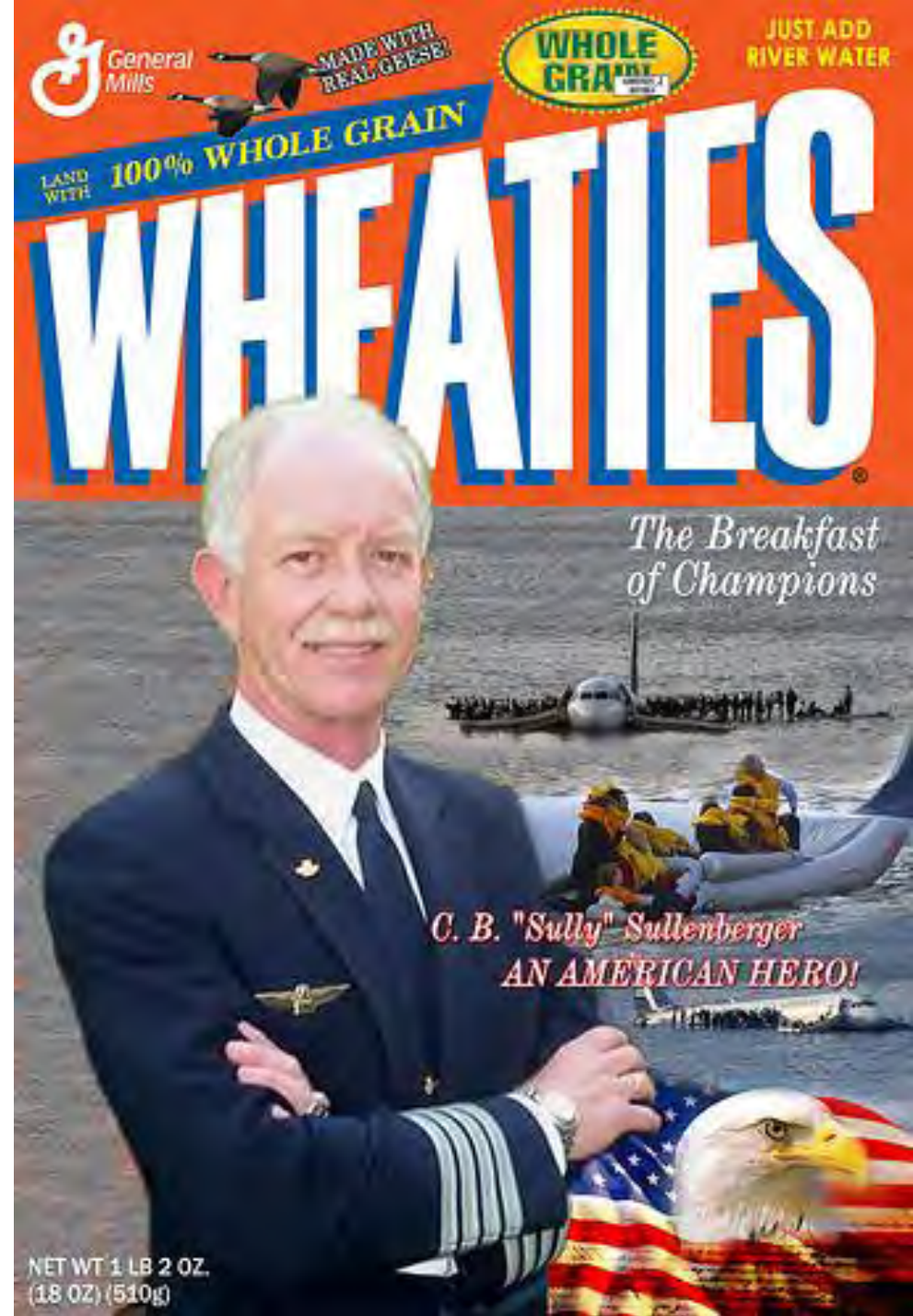
& the stair climbing
endurance of occupants.

Published for the benefit of the Relief Fund by
3^d EDITION. THE R.P. STUDLEY COMPANY, ST. LOUIS.

SOURCE: Witold
Rybczynski
*City Life : Urban
Expectations in a
New World*

Metaphor

Organizations Are Facing A “Sully Curve Jumping Moment”



**Adapting to Changed
Circumstances**

**Captain Sully Sullenberger of the US Air flight
that went down in the Hudson River.**



Did anyone listen to the Black Box recording?



Three things he said.



First: "Our left engine is out. Our right engine is about to go.
I think it is birds.

Second:

**We are going to return to LaGuardia,
but we may have to touch down on the Hudson.**



Third:

“Listen to everything I say. Do everything I say and you will all be ok.”

**Sullenberger instantly understood that his primary goal
had switched from
saving the \$60 million airplane to saving 155 lives.**



**Not once on the Black Box but did you hear him say ,
“Let’s run this by legal.”**

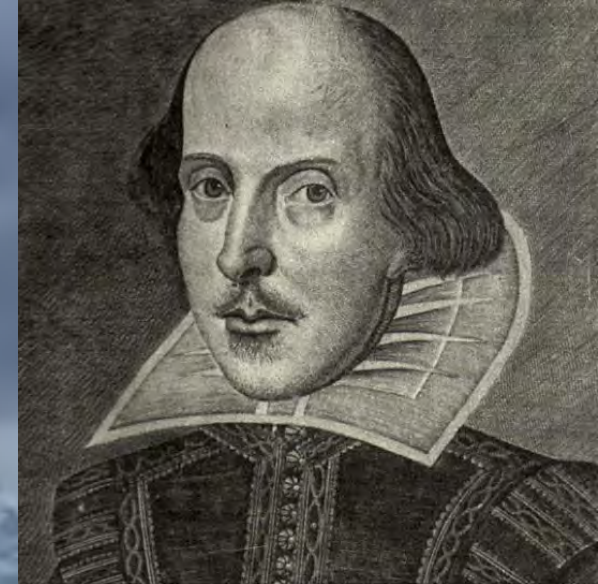
**Second to None
Example of
Goal Switching
To Meet
Environmental
Requirements**



See Change



Full fathom five thy father lies;
Of his bones are coral made;
Those are pearls that were his eyes:
Nothing of him that doth fade
But doth suffer a sea-change
Into something rich and strange.
Sea-nymphs hourly ring his knell:
Ding-dong.
Hark! now I hear them, ding-dong, bell.
The Tempest, 1. 2



**We Know that
IoT Sea Change
is Upon Us**

Sea Change: a broad transformation
in environment

See Change: the ability to recognize that
change has happened & the
implications thereof

C-Change: transition in roles &
responsibilities of key players
in the executive suite