

CSA SPEAKER BULLETIN

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Jean-Claude Juncker
**The forthcoming
European Elections**

Dambisa Moyo
Focus on 2014

Michael Woodford
Japan and its Future



CSA
global speaker bureau

From the editor...



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The most read articles during 2013 on McKinsey.com were concerned with disruptive technologies, big data and on-demand marketing. Here at CSA our research shows very similar patterns of interest.

Other topics in high demand by leaders in the corporate world were mastering innovation, social media skills, leading in today's complex world, motivating people: getting beyond money and naturally, the global economic and financial landscape.

What will matter in 2014? For the first issue of our Speaker Bulletin in 2014, some of our eminent speakers have expressed their views on such varied topics as - the future of retail, what 2014 might bring for Japan, how perseverance will get you where you want to go, DNA and its relevance for all our tomorrows, as well as the opportunities for the next billion people to access the internet.

Please read on and enjoy some challenging insights... ■

Jean-Claude Juncker

The forthcoming European Elections

The battle for the next EU Presidency has started. In May 2014 the parliamentary elections will determine who is going to be elected. For the first time it is suggested that the next EU President will come from the political Group with most votes received in the EU Parliament's election.

Names to watch for this position are Martin Schultz, the European Parliament's President, Olli Rehn, the EU Finance Commissioner, Enda Kenny, the Irish Premier, but in particular also Jean-Claude Juncker.

After almost 20 years as Prime Minister of Luxembourg being the longest serving Head of Government in Europe, he is one of the most globally recognizable faces amongst the candidates. He has a lengthy record, not only in Luxembourg, but also as the Head of the Eurozone Group of Nations, a position he held between 2005 and 2013.

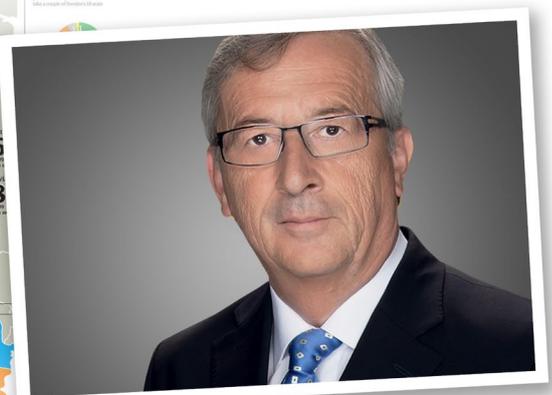
Earlier in his time as Prime Minister, Juncker was dubbed as the Hero of Dublin after successfully mediating a dispute between then German Chancellor Helmut Kohl and then French President Jacques Chirac over their own EU

Economic and Monetary Union Policy. Though it was considered highly unlikely to occur, Juncker was able to bring the two sides to a consensus, clearing the way for the Euro.

A driving force behind the development of the Euro and a respected politician and economist, Juncker brings a wealth

of experience as Governor of the World Bank and the IMF, as well as Governor of the European Bank for Reconstruction and Development.

As things move along towards European Parliament Elections in May, Juncker's name will need to be watched and seen often at the top of the candidates. ■



Dambisa Moyo

Focus on 2014

Global Economist and bestselling author **Dambisa Moyo**, highlights her thoughts here about what to expect around the world in 2014

Global Political and Policy Landscape:

1) Numerous elections on the docket in 2014 in very large, strategically important economies including: India, South Africa, Indonesia, Turkey, Brazil. The political environment in these and other large emerging economies- Russia, Mexico, Argentina etc is frothy as these economies continue to contend with low growth, high unemployment, and stubborn pockets of poverty.

2) Public policy debate is creeping away from concerns of the taper towards forward guidance from global central banks, especially in developed markets.

3) Expect a significant uptick in social and political unrest globally - approx 65 out of 140 countries expected in 2014 according to EIU estimates.

Global Macroeconomics:

1) Tactical/short-term issues around the withdrawal of global liquidity, which risks higher inflation, rate hikes, weaker currencies, more significant capital controls, caps on economic growth particularly in emerging markets.

2) Structural/Longer-term challenges in a world of declining



globalization, income inequality, higher unemployment, poor education standards, demographic shifts.

3) Business contending with a world of greater technological innovation and how to make strategic decisions in a world of more volatility (short tenures of CEOs, greater turnover of stocks in stock exchanges, shorter company lifespans).

Markets:

1) Developed markets rebounding on the back of better macroeconomic sentiments - baseline sectors such as food, energy, water and other necessities will continue to be an important bet.

2) Emerging Markets- will continue to struggle with the uncertain economic and political backdrop: countries with large amounts of dollar- debt that needs servicing, plus larger current account deficits will continue to fall out of favour with the markets - expect poor stock and debt performance.

3) Frontier Markets: Opportunities to watch will continue to be in newly emerging economies: such as Nigeria, Colombia, Burma etc - look for multinationals as well as well- run local companies. ■

Michael Woodford

Japan and its Future



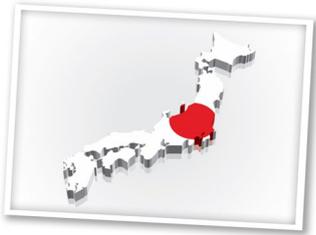
Michael Woodford MBE, Olympus Scandal 'Whistleblower' and best-selling author, gives his in-depth view of Japan's current economic and political situation and looks at the possible way forward for this hugely indebted nation.

As a person who has been visiting Japan for over thirty years, it's a country which still fascinates and intrigues me. In the decades following WWII, Japan's persevering spirit delivered an industrial miracle on a scale the world had not seen before, becoming a leader in everything from cars to consumer electronics. It is the world's third largest economy, although to the disgruntlement of many in the country, their number two position was ceded to China in August 2010. The reality is that since the end of 1990's, Japan's growth has stalled, and few would disagree that radical action was desperately needed to bring about a renaissance in the country's economic fortunes. It's a sobering fact that the country is by far the most indebted developed nation on the planet, and in 2013, Japan's gross public debt

surpassed ¥1 quadrillion (over 220% of GDP), making Greece (sovereign debt 160% of GDP) appear a virtuous model of fiscal prudence.

So is there hope for Japan to return to its former economic glory days? If things are to change for the better, after a history of notoriously short coalition governments, strong political leadership with a mandate for reform is a prerequisite. In this respect, in December 2012, Shinzo Abe and his Liberal Democratic Party (LDP) swept to electoral victory, principally on the promise of reviving the country's ailing economy. The new Prime Minister wasted little time in announcing his "three arrow" program, which quickly became known as 'Abenomics'.

In determining Japan's future it's worth looking a little more closely at just what these 'three arrows' constitute, as this may help one decide whether you are a believer in 'Abenomics', or if it's an overhyped experiment which will result in yet another asset bubble soon to burst.



The first arrow focuses on aggressive monetary stimulus. In April 2013, the Bank of Japan Governor, Haruhiko Kuroda, whom Abe personally appointed to the role, began a monetary easing campaign of unprecedented size, pledging to double Japan's monetary base by boosting purchases of bonds and other financial assets. Known as Quantitative Easing (QE), in simple terms, Japan's central bank began printing money electronically on a scale of US\$ 70 billion a month, close to the United States' QE initiative of US\$ 85 billion, despite its economy being only a third of the size. Many economists concur that Japan's monetary adventure is very much a journey into uncharted territory.

"What is desperately needed for Japan is a fundamental change of mindset to facilitate hostile takeovers."

The second arrow relates to fiscal stimulus, with the announcement of major infrastructure and public works projects. Whilst undoubtedly this will create economic activity, it will also further add to the country's already blooming deficit. Increasing public spending at a time when you're trying to address sovereign debt of such a massive size is to many a contradiction in terms. If we knew it worked, spending your way out of a crisis would be an easy solution, and whilst this is an on-going argument in many countries around the globe, the suspicion is that Japan is reluctant to take any painful medicine associated with austerity.

Arguably, Japan's government only has the option to still borrow more, as it is not dependent on global capital markets and uniquely, credit is overwhelmingly provided by its own citizens' savings. Nevertheless, economic realities cannot be postponed

indefinitely, namely the country's colossal deficit has to be ultimately addressed

After Abe unleashed his first two arrows, Japan bounced out of recession, with many investors around the world seemingly certain that Japan would finally accelerate away from its 15-year of economic malaise. It must be acknowledged that Abe's policies were responsible for the country's equity markets in 2013, being one of the most successful in the developed world, with Japan's Nikkei index surging by 57%.

Despite the euphoria of the equity markets, the third arrow, and to most informed observers by far the most important, is structural reform. What is concerning was that Abe's speech on 5th June 2013 announcing the government's plans was something of a damp squib - lots of fine words, little detail, and everything on the long finger. He failed to address any of the hard decisions such as switching back on the majority of the nation's nuclear power stations, labour law reform, or a definitive commitment to join the Trans-Pacific Trade Partnership (TPP), with the agricultural reform this would entail.

As to my number one on the 'wish list' of what is desperately needed for Japan to triumph, is a fundamental change of mindset to facilitate hostile takeovers, albeit domestically in the first instance, but ideally to allow international participation, bringing with it not just capital inflows to Japan, but also management expertise with a different view on the world. To achieve this objective, there are specific pieces of legislation which would be required in relation to addressing the issue of 'poison pills', which are commonly used in Japan by companies to protect themselves from takeovers whatever the commercial logic.

Even more important, however, would be for the Abe administration to make clear that the collective defensive behaviour of the shareholder groupings in blindly preserving the status quo, should be actively discouraged. Equally, the conduct of the banks, which often protect the weak being taken over by the strong, should come to an end. To have any belief in that reform is real, we would need to see the weak being allowed to fail and meaningful M&A activity occurring - only then could you start to buy in to the story that corporate Japan is changing. I don't believe this will happen and we will frustratingly see a continuation of the current situation where large numbers of Japanese companies are led by Boards which are mediocre, or worse, whose directors remain in position until they literally die or retire.

So here, at the beginning of 2014, with meaningful structural reform still to be delivered and with Japanese growth forecast to slow, in my opinion many investors remain deluded in believing Abe will easily return Japan to a land of milk and honey. The jury is of course still out, but printing and spending money is easy. To achieve sustained economic success, painful reforms will need to be passed, and this will undoubtedly require Abe to face up to powerful vested interests. As we saw with the recent controversy over the planned April 2014 sales tax increase, this is easier said than done, and I remain highly doubtful the necessary but controversial reforms will be enacted. This is something those buying into the Japanese recovery play should remember.

"Japan's monetary adventure is very much a journey into uncharted territory."

It has been enlightening watching the Japanese financial markets over the last year, and concerns that what we are seeing is the 'Emperor's got new clothes' scenario has troubled many thinking investors. For Japan's economic problems are more about deep-rooted societal attitudes, which create the dysfunctional behaviours we often see in corporate Japan. Such tendencies seem so intrinsic in the DNA of the country's collective thinking that one wonders how the difficult but essential change will ever come about.



Aside from structural reform, I believe Japan needs to become a more open and relaxed society, but the country seems to be going the other way. As someone who during the Olympus scandal experienced first-hand the deferential and self-censoring nature of much of the Japanese media, I'm profoundly concerned by the new state secrecy law, which was passed by the Diet (Japanese Parliament) at the end of 2013, almost exactly a year after the Abe administration came to power. ■

Click [here](#) to read more.



Noreena Hertz

KEY TRENDS IN 2014

'Eyes Wide Open' bestselling author **Noreena Hertz**, shares her insights on what the five key trends of 2014 will be, covering areas as diverse as the shift in technology use, the rise of tribalism and the growth in the co-op ethos.

Experts have a rather bad track record when it comes to making predictions. In a study of 82,000 expert predictions over a 16 year period experts did no better than a monkey randomly throwing a dart against a board. Overconfident experts typically perform particularly poorly.

So it's with suitable humility that I put forward my thoughts on what the five key trends of 2014 will be. The first two, "The Rise of Tribalism" and "The Return to Fragility", relate to the macro geo-political, social and economic environment. "Ever More Power to the Geeks" and "The Mainstreaming of Co-op Capitalism", relate to the business environment specially. Whilst "Decision-Making becomes more Data and Science Driven" speaks more to the strategic process itself.

The Rise of Tribalism

Globalisation is increasingly out of favour. The financial and subsequent economic crisis brought home the inherent vulnerabilities of interconnectedness. Global trade has slowed down over the past 24 months. Protectionism has been on the rise. Whilst the RealPolitik of the 21st Century has made explicit that the appetite is not there amongst the global community for wholesale coordinated action on issues such as the economy, regulation, the environment or security. Expect this year, therefore, to see

geographically a rise in regional (rather than global) trade and security agreements and also the re-emergence of a strong Localism.

Politically expect to witness the growing (and at times worrying) success of parties and factions that appeal to national, ethnic and historical ties.

Within countries expect more vigorous battles for public expenditure, resources, and political favours to be fought between different constituencies – young and old, rich and poor, men and women, high and low taxpayers – with politicians dancing between factions depending on where they are in the election cycle.

The Return to Fragility

Any sense that economic recovery is now a given is premature. A number of systemic vulnerabilities could derail any nascent progress.

Youth unemployment is a ticking time bomb in many European countries – most obviously Spain, Greece and Italy.

Rising levels of inequality in many developed and emerging countries (including the US, the UK, China, Russia, and India) are likely to be met with a corresponding rise in protests. It's likely too that an increasing number of populist policies will be introduced as a response. (The UK government's stance

against tax avoidance by multinational corporations last year and the UK Labour Party's taking on the energy companies are indicative of the kind of responses we may well see more of).

China, the engine of global growth for many years, faces a number of domestic challenges including internal lawlessness and environmental pressures.

"Globalisation is increasingly out of favour."

The likely success of nationalist anti-Europe parties in the May 2014 European elections will make it extremely hard for politicians of Northern Europe to help their Southern neighbours out.

The ever more divisive nature of American politics may still stymie the nascent US recovery.

Whilst a number of asset classes including internet companies and housing look increasingly overvalued.

Add to all these the possibility that any one of North Korea, Syria, Iran or Egypt could flare up this year and it's clear just how rocky the road ahead this year may yet prove to be. ■



CRM and e-Marketing strategist Cor Molenaar, discusses the radical changes in retail models that are happening now and are beginning to drive the shift from supply driven distribution and business models to demand driven models.

Customers will shop differently

Based on the existing structures of business and society the internet will lead to efficiency and more effect of all actions. But this will not be enough in the future. The application of the possibilities of the internet as a platform will be very disruptive for many lines of business, because structures will change, the focus of companies will change and above all customer behaviour will change. The ultimate impact will be in the shopping behaviour of consumers and of businesses. Is there a future for the old fashioned corner shop? Is there a future for the department stores and is there a future for in town shopping streets, the High Street?

The changes are imminent and the changes are faster than ever. Some of the impact on customer behaviour:

- Shopping is easier on the couch with an ipad than in the High Street.
- "Next day" delivery will soon be "same day" delivery or delivery within an hour.
- Webshops are not only pure players but more likely part of physical shops to make services personal and delivery fast.

- Connectors like Amazon and eBay will connect webshops and local stores to local customers.

Customers will search the net based on product preference and decide at home where to buy. Or check first in a shop (showrooming) before buying, quite often with a mobile in a shop! Transparency, trust and services are important. The immediate change that takes place is the focus of retail on customer needs instead of product features. The supply driven distribution model (and business models) will be replaced by demand driven sales and new models and will be the basis for new business models.

Changes in retail models

Distribution in retailing will be more like the "hub and spoke" system of the airline industry, with central warehouses and city based warehouses with products. The products can be delivered in the short term (an hour or so) to local shops and local buyers. These city based warehouses are also pick up points if needed. The articles in a warehouse are the responsibility of the supplier. Shop delivery will be done on a need for stock basis. And will only be charged after delivery or after a sale. This kind of principle is common in the food industry (VMI, vendor manages inventories) but will be common in the non-food but adapted to the needs of the (web)shop and (web)shoppers.

Business models will change and are no longer based on profit on sales (of articles) but more on profit per customer, share of wallet, NPS, nett promotor scores. Retail will adapt to hybrid shopping behaviour with a hybrid retail model, physical shops, websites, mobile websites, mobile support, location based services, tracking and tracing of customers and advanced analyses systems to analyse and predict customer behaviour. In the physical shops internet applications will be integrated with smart P.O.S., internet tables and tables, smart mirrors and advanced sensing systems based on beacons. Also senses will be more activated than now with interactive lightschemes, smell and sound. Customers have to be motivated to go to the shops otherwise the internet is a better alternative.

The future is now

All these changes will lead to better customer experiences, to support and stimulate customer behaviour in shops by stimulating senses and one stop shopping (the endless alley) and on the internet with services, facilities and of course also the never ending assortment. The disruption which takes place is based upon the new possibilities of the technology platform (internet) and will be focused on connecting, communicating and commitment. ■

Click [here](#) to read more.

Jim McKelvey

THE POWER OF ABSURDITY

Jim McKelvey, engineer and co-founder of Square with Jack Dorsey, explains how radically changing your response and by persevering you can become an irresistible force.



Over the last decade I've received the following question a hundred times:

What should we do if <insert specific business problem> **happens?**

I've reduced the answer to one word: *persevere*.

It's that simple. Persevere. Businesses fail because entrepreneurs quit. All that other stuff—running out of money, technical setbacks, suffocating regulation, burnout—is part of the journey. Deal with it. Persevere.

But if we take such trite advice and recast it as a question, the answer becomes more interesting. **Why do we quit?** Why do some move back to Mom's basement, while others work all night by the light of a burning subpoena? Can perseverance be learned?

It can. And I'm going to show you how.

You need to understand something I call a **'personal energy score'**. This is simply a measure of how much energy you possess at any given moment. It's not an exact metric, but rather a general measure of how much force you can apply to a problem. The scale starts at zero.

You never want to hit zero.

Everyone has a baseline personal energy score. Those who naturally have more may

enjoy a slight advantage. But the real winners are those who know how to manage their energy. They have learned to manipulate other areas of their lives to muster more energy for when times get tough.

Throughout the day, people and activities will add and subtract from your score. Everything you do, every situation in your life, affects your energy level. Dealing with some people zaps me while interacting with others makes me feel like a kid who just ate two bowls of Sugar Bombs. Things you enjoy tend to be positive, but not always. I enjoy public speaking, but I'm totally spent after an hour on stage. Conversely, I dislike aerobics, but after an intense workout my energy could power an aluminum smelter.

Suppose you wake up with a score of four. After eating, showering, and downing your triple-shot latte, you're a six. Then you hit traffic and you're back to five. After a half-day's work, you're down to three. Then you encounter a problem that requires four units. Game over, you're going to quit or fail. Guaranteed.

Now consider the same day with a few minor adjustments. You leave half an hour earlier because traffic stresses you out. You've prepared your car by selecting some great driving music. Now, instead of losing an energy unit on the commute, you gain one. The whole day changes. You succeed—all because of a different commute and your

favorite Spice Girls mix.

Most people attempt to manage a difficult task by summoning willpower, or by working **'smarter not harder'**. That's never worked for me. What I can do is arrive with such massive energy that even my inefficient, simplistic approach succeeds. I eat the same bowl of oatmeal every single morning. Others may think that's boring, and it is. For me, it removes the stress of wondering what to eat. There's an economy of energy that derives from predictability. And maintaining predictability in many small areas of my life gives me the energy to be highly unpredictable when it counts.

When you start seeing elements of your daily life in terms of energy economics, you naturally begin to manage your personal energy. If you can plug a dozen little energy drains, you'll have the surplus to defy the gods. In fact, with enough energy, you can even push a rock up a mountain every single day.

Which bring us to the other secret. A secret more sophisticated and nuanced: **"Find inspiration in things that infuriate others"**. You must become Master of the Absurd. Fortunately, history's greatest teacher is holding a perpetual seminar in hell. ■

Click [here](#) to read more.



****DISCLOSURE: Daniel Sieberg is author of "The Digital Diet" and works as a senior marketing manager at Google. He only references publicly-available information in this opinion piece.****

Predicting the future of technology can be a fool's errand but I feel confident in highlighting a few trends that may materialize in 2014 based on my own personal analysis and news reports.

The cloud is everywhere and should only see continued adoption across the storage space. Making sense of all that data is the coin of the realm through robust and strategic analytics and dovetailing with that is the increasingly popular BYOD (bring your own device) to work. Naturally that means smoothing any user experience and ensuring there's comprehensive security across the enterprise. Expect both mobile and cloud to remain key talking points in boardrooms around the world.

"3D Printing could mature in 2014 as both customers and business alike see the merits of in-house production."

With the new Sony PlayStation 4 and Xbox One consoles heating up the market we could see refreshed convergence between

entertainment and video games. Rather than switching between games, sports, TV and music there may be a way to integrate all of them into a seamless experience in the living room. Same concept goes for Smart (connected) TVs and streaming content through devices like Google's Chromecast.



It may be that 3D printing matures in 2014 as both consumers and businesses alike see the merits of in-house production of myriad items. All of it could have an impact on manufacturing but it may be a while before they're in every household or used for wider efforts. I've always been fascinated by the power of burgeoning companies like MakerBot to broaden the use of 3D printers and put them in the hands of makers everywhere at a reasonable price point.

Wearable technologies like the FitBit or Jawbone UP are seeing plenty of interest and may benefit from further developments in 2014. Of course there's also lots of interest in Google Glass – now in the hands of thousands of Google Glass Explorers

– but also the idea of smart watches from companies like Samsung. It's relatively early days for any wearable technology and whether its time has come remains to be seen. Just like apps for smartphones, much of the drive may also come from the developer community as they look at revolutionary ways to use them. Regardless of how you interact with the internet we'll likely engage more with natural search through voice and "intelligent personal assistants" like Google Now. It's all about getting people just the right information at just the right time and surfacing it in ways that make sense. It could be about tracking a flight or a delivery or sports scores or weather. Simply asking questions through your device can bring results that save time and agony—especially as it relates to maps and businesses that could be nearby.

"It's all about getting people just the right information at just the right time."

Overall, at Google we're often thinking about "the next billion" people who in the future will get access to the internet through smartphones. It's a reminder of the amazing opportunity for those folks in emerging markets like India, Indonesia, Mexico, Russia and Brazil. No doubt that adoption rate will rise through 2014 and I look forward to seeing where it all leads. ■

Ray Hammond

SCARY-WONDERFUL: THE NEXT 50 YEARS'

Living Longer, Living Better – DNA And Your Future



Below is an extract from Ray's latest chapter of this new book.

Getting to Know Your DNA

Many of the unique characteristics that make you an individual, ranging from the colour of your hair and eyes to how susceptible you are to developing certain diseases, are determined by the genetic material (long strands of DNA) you inherited from your parents.

Certain sections of DNA — known as genes — contain molecular sequences that enable proteins, the basic building blocks of life, to be assembled. However, the DNA sequences that comprise genes are not always perfect and can be prone to change. These changes, known as mutations, often lead to negligible or unnoticed traits in an organism, although some do result in significant alterations, which can be beneficial or harmful. Those altered genes that are damaging often result in death and are subsequently removed from the gene pool, while those that are deemed favourable can increase the likelihood of an organism's survival, providing a greater chance for such genes to be passed onto the next generation and help continue the success of a species.

Discovering Your Own DNA Profile

Have you had your DNA (your genes) decoded yet? If you haven't, you almost certainly will do so in the coming decade or

so. If you have a child or a grandchild in the next few years it may be the new baby who becomes the first in your family to arrive fresh from the womb with his or her DNA already decoded. This will be analysed (before or after birth) so that doctors can look for genetic defects or potential health problems later in your infant's life.

How will you feel as a future parent if the hospital at which you attend pre-natal assessments offers you the chance to have your baby's DNA scanned when he or she is an embryo of just 12 weeks old? The procedure isn't dangerous or complex and the idea of prenatal therapy has been given new impetus by advances in genetic sequencing techniques; it has recently become possible to sequence a foetus's genes without risk of miscarriage, simply using foetal cells that reach the mother's blood. The test needs only a sample of saliva or blood from the father and blood from the mother

"It is very possible that whole-genome sequencing will become standard procedure for prenatal care", says Chiara Bacchelli of Great Ormond Street Hospital in London . "At the moment these sorts of rare genetic disorders may be discovered only when a family's first child gets ill." strands of DNA) you inherited from your parents."

"Do we as a society want to intervene in human evolution?"

A DNA scan of your growing foetus will be able to reveal if the baby belongs to the unlucky minority of infants that are born with a genetic disorder; currently 1 in 25 are born with such a condition and a quarter of all infant deaths are due to genetic defects. Imagine curing inherited conditions before they even arise. We have the gene and stem-cell therapies to do it for some conditions now – if only we dare use them on unborn babies. The real question is, as a parent-to-be, would you really want to know your baby's future health prospects? Recently *New Scientist* magazine commented:

Within 10 years we can expect fetal genome sequencing to be routine, which will improve diagnosis enormously. Options for treating diseases while a child is still in the womb are also set for rapid expansion (see "Fetal healing: Curing congenital diseases in the womb").

Given the option, most parents would probably prefer to know in advance if their child will be among the 1 in 25 (that are born with genetic defects). But this knowledge will not necessarily end the suffering. If fetal sequencing becomes routine, diagnosis is likely to run ahead of treatment, with many more genetic defects being detectable than can be treated.

To put it in perspective, a recent study found that the average person carries around 400 potentially damaging DNA variants and that 1 in 10 people is at high risk of developing a genetic disease as a consequence. works as a senior marketing manager at Google. He only references publicly-available information in this opinion piece.

That *New Scientist* article suggests prospective parents who choose foetal sequencing will be faced with a bewildering range of diagnoses, prognoses and treatment options, often for non-life-threatening conditions or ones that will only manifest later in their child's life. The technology already allows parents (and doctors) to discover whether an unborn child has, for example, a greater than normal potential to be autistic or homosexual. How will parents (and society in general) react to such information? Will we find ourselves hankering for a simpler time when only the most serious genetic disorders were diagnosable early on? ■

Click [here](#) to read the entire chapter.

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WORLD ECONOMIC FORUM ANNUAL MEETING

22-25 January at Davos-Klosters, Switzerland

The Reshaping of the World: Consequences for Society, Politics and Business

This year again the WEF is aiming to improve the state of the world by engaging business, political academic and other leaders of society to shape global, regional and industry agendas. Young Global Leaders such as [Dambisa Moyo](#), [Klaus Schweinsberg](#), [Sahar Hashemi](#) and [Noreena Hertz](#) are key players in this arena, helping build a next-generation leadership community. Also playing a strategic part in the success of the annual meetings are Thinkers50 ranked thinkers and award winners such as [Vijay Govindarajan](#) and [Anil Gupta](#). Here we highlight the issues concerning this year's attendees.

Mapping the Transformation

Profound political, economic, social and, above all, technological forces are transforming our lives, communities and institutions. Rapidly crossing geographic, gender and generational boundaries, they are shifting power from traditional hierarchies to networked heterarchies. Yet, the international community remains crisis-driven instead of strategic in the face of the trends, drivers and opportunities pushing global, regional and industry transformation.

We therefore need to pause and consider the following:

At an individual level, technological revolutions are changing the context

for decision-making and disrupting our conventional learning processes.

At an institutional level, a hyperconnected world requires systemic, integrated issue mapping to create coherence and overcome compartmentalized thinking.

At an international level, the formal architecture for global governance was not designed for the interdisciplinary challenges and collective action problems of today. As a result, international cooperation has yet to fully enter the information age and capture its associated productivity gains. Among the issues to be addressed through sessions, task forces and community events at the Annual Meeting 2014 are:

The Global Agenda

The Annual Meeting 2014 is where 250 top political leaders and heads of international organizations will meet with business leaders to discuss how global governance can be improved through public-private cooperation. Global issues to be discussed include climate change, multilateral trade and the post-2015 development agenda. These discussions will be prepared in close collaboration with the responsible international organizations to ensure action-oriented results in Davos. In this way, the Annual Meeting will provide substantial, but informal, input into the official discussions taking place at the G8 and the G20, as well as other important global processes.

The Economic Agenda

The Annual Meeting 2014 aims to increase global economic risk resilience in the wake of acute structural unemployment and widening income inequality. At the top of leaders' minds will be how to manage the consequences of expected changes in monetary policy and financial regulation in the face of slower global growth. The presence of the relevant economic decision-makers, such as the G20 finance ministers and heads of central banks, will ensure the highest possible impact of the Annual Meeting.

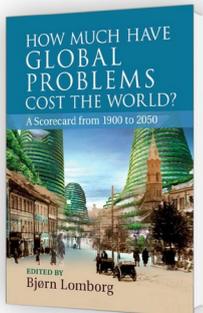
The Regional Agenda

The Annual Meeting 2014 will explore in depth the social and political transformation occurring in all regions of the world. Emphasis will be on the new actors, policies and structures that are driving stable and legitimate forms of governance to address a wide range of regional and national challenges. The interaction of leading political leaders from around the world creates an opportunity for sharing insights and innovations across regions. The Annual Meeting will offer many opportunities to privately discuss trade and investment-related issues in various national and regional contexts. ■

Click [here](#) to read more.

source: World Economic Forum

Recommended Books



Bjorn Lomborg

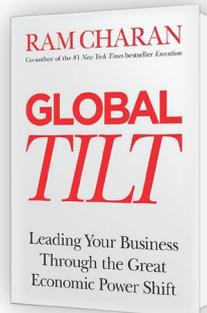
How Much have Global Problems Cost the World?

There are often blanket claims that the world is facing more problems than ever but there is a lack of empirical data to show where things have deteriorated or in fact improved.

In this book, some of the world's leading economists discuss ten problems that have blighted human development, ranging from malnutrition, education, and climate change, to trade barriers and armed conflicts.

Costs of the problems are quantified in percent of GDP, giving readers a unique opportunity to understand the development of each problem over the past century and the likely development into the middle of this century, and to compare the size of the challenges.

For example: how bad was air pollution in 1900? How has it deteriorated and what about the future? Did climate change cost more than malnutrition in 2010? This pioneering initiative to provide answers to many of these questions will undoubtedly spark debate amongst a wide readership. ■



Ram Charan

Global Tilt

The global economic landscape is 'tilting': countries such as China, India and Brazil are racing forward while established American and European companies struggle to keep up.

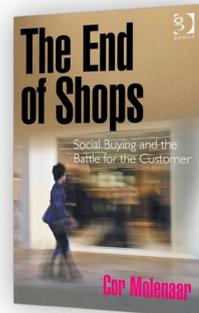
To survive in this new climate, CEOs need to respond quickly and effectively, and in *Global Tilt*, best selling coauthor of *Execution* Ram Charan shows how.

His advice includes:

- Unlearn Old Lessons
- Get Ready for Strategic Bets
- Fight the Short-Term Beast
- Change Your Psychology

In this age of rapid economic change, we all have to be on our toes. Is your business ready to survive the *Global Tilt*?

This book is much more than just a crisp and insightful look at the North to South power-shift taking place in the world today. It's a brilliantly crafted managerial and strategy blueprint for all leaders of businesses and organizations that are trying to make sense of this dynamic new landscape. ■



Cor Molenaar

The End of Shops

Shops are facing tough times: recession, local legislation, parking problems, competition from the internet and the strong position of suppliers.

Buying on the Internet 24/7 has become a real alternative to the local shop with its rigid opening hours and limited choice.

So is there still a future for the traditional retailer? What are the latest developments in this environment and how can these be translated into significant business models?

Cor Molenaar analyses the struggle and the risks to describe the opportunities and potential for the retail trade to turn the tide.

Shops need to change, to reassess their unique customer appeal and work in new ways with suppliers and customers if they are to survive.

Online retailing is often seen as the panacea, but is that really the case? The internet will undergo many changes, too. Many e-retailers will disappear or end up surviving on the margin of the mainstream. ■



Mark Fritz

Lead & Influence

Lead & Influence explains how to use the power of ownership to become even more successful in leading your organization. Based on thirty years of leading and influencing across distances and cultures, Mark Fritz has identified key leadership mindsets and habits that create a culture of ownership.

It begins with a leader's personal ownership. Second, it's about enabling personal ownership in others. Third, it's about enabling team and organizational ownership. Why? Because you want your people to not just do their job, but also to own the achievement (the outcomes).

Mark explains how executives and managers can successfully lead across distances and cultures. A leader's performance and quality of life is in direct proportion to their level of ownership. The more ownership people take, the more success you and your organization will enjoy. *Lead & Influence* shows you how to empower your employees to own achievement, no matter the distance between you and them. ■

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