

IDEAS GENERATOR FOR BUSINESS LEADERS

MARCH 2018

SPEAKER BULLETIN

HAPPINESS

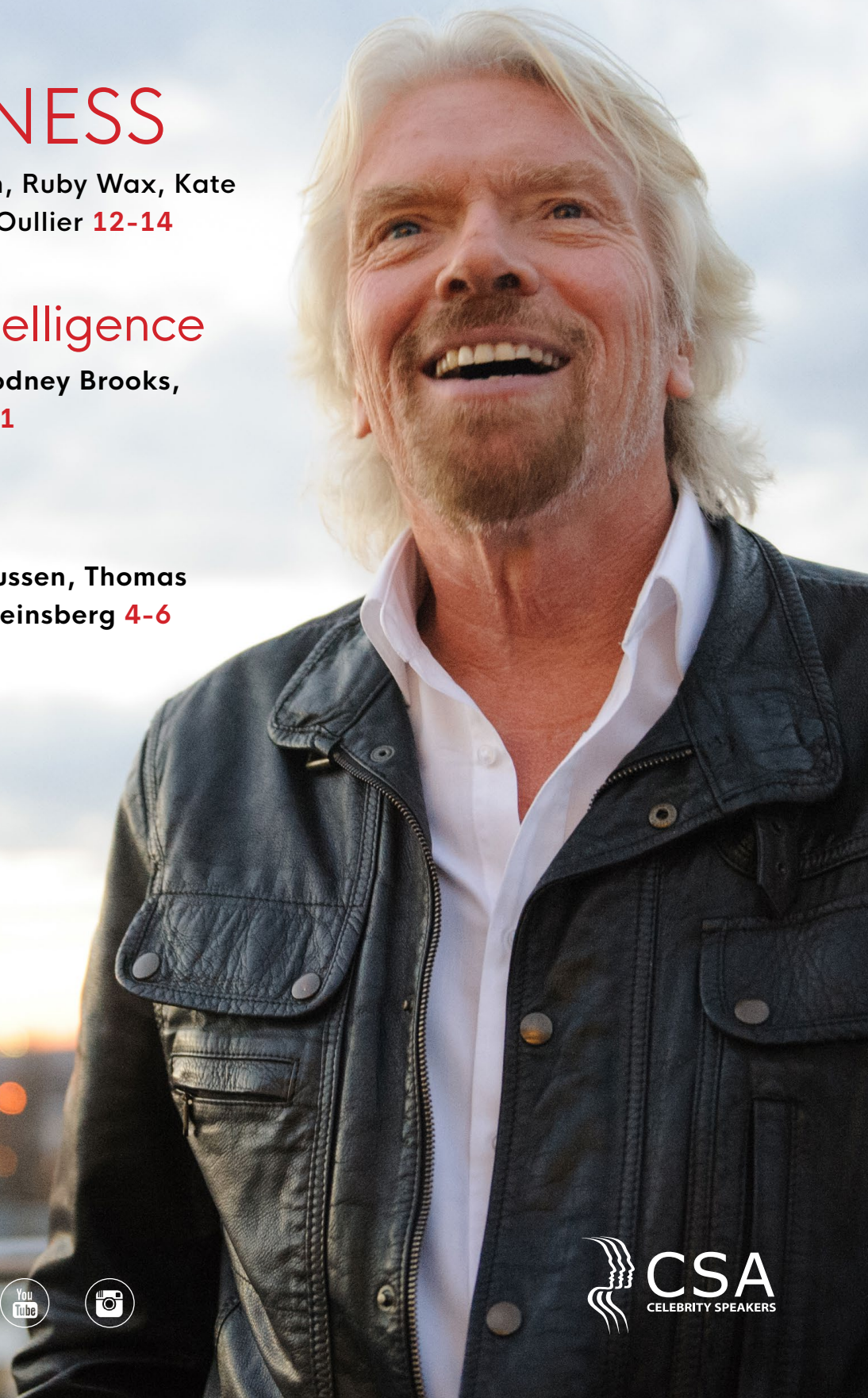
Sir Richard Branson, Ruby Wax, Kate Sweetman, Olivier Oullier **12-14**

Artificial Intelligence

Ayesha Khanna, Rodney Brooks, Misha Glenny **10-11**

Security

Anders Fogh Rasmussen, Thomas Köhler, Klaus Schweinsberg **4-6**



From the Editor

The next decade will undoubtedly be the most disruptive time period of our life as AI (Artificial Intelligence) rips up all the rule books by thinking differently and changing every paradigm we have ever known. In this issue Thought Leaders from across the globe are sharing their unique insights of what they see is affecting our world now and in the future. It's only the beginning of where our society is heading!

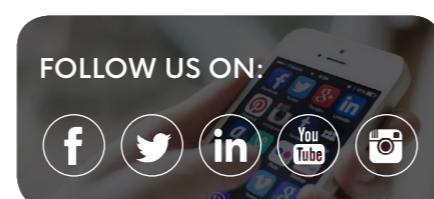
On page 4 Anders Fogh Rasmussen, pictured with the world famous robot Sophia, questions *What Will Killer Robots Mean for World Order?* Michael Cox lifts some of the mystery behind Populism (p8) and the world's ultimate entrepreneur, Sir Richard Branson emphasises the need to adopt Happiness as a central strategy (p12). Discussions on the ever important impact of Blockchain management and a feature on the amazing 4GameChangers Festival in Vienna from 18 to 20 April follow (p16-18). Reflecting on this week's International Women's Day we have underlined the trend of growing female influence in top positions by featuring Lynda Gratton (p2), Christiana Figueres (p3), Ayesha Khanna (p10), Kate Sweetman and Ruby Wax (p13) as well as Mariana Mazzucato with her latest book *The Entrepreneurial State* on the back page. Wishing all of us an enjoyable journey...



Dagmar O'Toole
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Contents

- | | | |
|--|--|--|
| <p>1
SPEAKER SPOTLIGHT
Dhiraj Mukherjee, Porter Erisman and Thomas Köhler</p> <p>2-3
VIDEO ROOM
Niall Ferguson, Felix Baumgartner, Lynda Gratton, Yuval Harari, Joseph Stiglitz, Cate Blanchett, Erik Brynjolfsson, Christiana Figueres</p> <p>4-6
SECURITY
Anders Fogh Rasmussen, Thomas Köhler and Klaus Schweinsberg</p> <p>7
NEW SPEAKER FOCUS
Robert Herjavec and Martin Wezowski</p> | <p>8-9
POPULISM
Michael Cox, John Bruton</p> <p>10-11
ARTIFICIAL INTELLIGENCE
Ayesha Khanna, Rodney Brooks, Misha Glenn</p> <p>12-14
HAPPINESS
Richard Branson, Ruby Wax, Kate Sweetman, Olivier Oullier</p> <p>15
CREATIVITY
Duncan Wardle</p> <p>16-17
BLOCKCHAIN
Peter Vessenes, Daniel Sieberg, Don Tapscott</p> | <p>18
4GAMECHANGERS
Bruce Dickinson, Aric Dromi, Andreas Ekström, Michael Foale and Rodney Brooks</p> <p>19
SECURING THE DIGITAL TRANSITION
Carl Bildt</p> <p>20
WELL-BEING & TECHNOLOGY
Ray Hammond</p> |
|--|--|--|



Shazam, Co-Founded by Dhiraj Mukherjee, Bought by Apple Corporation

Dhiraj Mukherjee co-founded Shazam, one of the top 20 most downloaded apps of all time which has become so successful it has been bought by Apple. He has also been Head of Banking Innovation at Virgin Money, where he was responsible for developing and implementing disruptive new digital banking products. Dhiraj is an experienced digital business entrepreneur, with a proven track record in both corporate and start-up environments. He has a wealth of valuable experience and knowledge around driving innovation within emerging technologies, raising investment, managing product and delivering revenues.

Dhiraj is a regular speaker at major conferences on entrepreneurship, FinTech and emerging technologies. He was elected to the Digital Banking Club's "Power 50" Influencer in Financial Services in 2016 and selected for Smith & Williamson's "Power 100" in 2017 for supporting innovation and entrepreneurship in the UK.



Porter Erisman, former Alibaba VP, Appointed to Board of Blue Umbrella

Porter Erisman is a global expert on ecommerce, with more than 20 years of experience working in China and emerging markets. He was one of Alibaba's first Western employees and its head of international marketing from 2000 to 2008. At various times he led the company's international website operations, international marketing, and corporate affairs as one of the company's first American employees. All of which helped to build the behemoth that's sweeping the ecommerce world today. Porter believes that future ecommerce will no longer be shaped by the Western world, but by far more interesting models coming out of Eastern powerhouses.

He is an entrepreneur and an award-winning film-maker. Erisman is involved in consulting to ecommerce companies in Asia, Africa and Latin America. Most recently he has been appointed to the Board of Directors of Blue Umbrella, one of the fastest growing research companies of its type in the world.



Thomas Köhler, Expert on the Connected Society, Releases New Book

Thomas Köhler is an internationally recognised expert and speaker on technological change and the connected society. He is the founder and initiator of various IT companies and author of several books on information technology and society. He advises leading businesses in the automotive industry, the financial services sector, retail and communication and underlines the importance of being connected for both organisations and society as a whole.

Thomas' latest book is *Understanding Cyber Risk: Protecting Your Corporate Assets*. This contains a wealth of real world examples from diverse industries from around the globe on how company assets are attacked via the cyber world. The cases clearly show that every organisation can fall victim to a cyberattack, regardless of the size or country of origin, but demonstrate how to protect your corporation.



What Will Killer Robots Mean for World Order?



Anders Fogh Rasmussen meets Sophia the Robot.

For three decades Anders Fogh Rasmussen has been at the centre of global and European politics, including having been NATO Secretary General. Also as Prime Minister of Denmark, Anders held the Presidency of the European Union and negotiated the joining of 10 new EU members.

Artificial intelligence (AI) has the capacity to transform warfare in a manner not seen since the invention of Blitzkrieg in the late 1930s. Are we ready? And what will AI, or 'killer robots' mean for our world order? I fear it will make us far less stable. In theory, future battles could last just minutes. Swarms of truly autonomous armed drones with different types of on-board AI could descend on a target, joined or preceded by a major cyberattack that can debilitate critical infrastructure. This would be combined with a misinformation campaign that spreads confusion among the citizenry. A state could thus be incapacitated in a matter of minutes before it even had the opportunity to respond.

In the nuclear age, no major powers have gone to war against each other because of the mutually assured destruction that would surely follow if a conflict became nuclear. However, AI, cyber-attacks and more broadly hybrid warfare blur the lines in conflict, even making it unclear whether a state is under attack until after it is over. When NATO decided to defend the civilian population in Kosovo, the Alliance's internal decision-making took six months. However the decision to

protect civilians in Libya took six days. In the future we may not even have six minutes. We need to speed our decision-making process exponentially.

It is often said that the state which cracks this technology will have a major tactical advantage in future wars. Of course, the major powers are all investing substantially, but in an alliance like NATO we also see a growing gap between the 'haves' and the 'have nots'; those states that believe the US will be first over the finishing line are investing very little in defences and new capabilities. However, this would be a major strategic blunder.

Across the world, we need to have a serious discussion about some of the many moral and practical questions that AI is throwing up. In particular, the role of humans in the command chain. Humans can either be 'in the loop', having full control over systems, they can be 'on the loop', having the power to intervene on an automated system, or they could be 'out of the loop', meaning they tell a system to 'attack' and it takes care of the rest. I believe that a human being should always be involved in taking a life or death decision, so I have begun arguing for a global non-proliferation agreement on fully automated weapons systems.

AI offers enormous opportunities for our future economic, societal and diplomatic development. We should embrace this progress, but policy-makers need to have a number of honest discussions now about the right framework for its development, so that it disrupts in a positive, rather than deadly, manner.

WannaCry Again? Cybersecurity In The Age Of Unlimited Connectivity

Thomas Köhler is an internationally recognised expert on digital transformation and cybersecurity. In his new book *"Understanding Cyber Risk: Protecting Your Corporate Assets"* as well as in his speeches Thomas gives us deep insight into the perils and pitfalls of our connected age and useful recommendations on how to fix our security models and concepts – before it is too late.

It has been almost a year now, since major hospitals in the UK and the US, a French carmaker and a major European telecommunications service provider were so severely

hit by a cyberattack that they had to shut down their operations – at least for a few days. The incident was caused by a ransomware called WannaCry and put the spotlight on our dependency on technology. In the past a security incident sometimes left you without access to your email, your favourite website, or your friends on Facebook for a few hours or days. The incidents were annoying and sometimes costly or time consuming to fix but nowhere near life threatening. This has changed. WannaCry has proved that neglecting the challenges of our hyper-connected world can be much more dangerous. Hackers may even have caused fatalities already. And it gets worse. Just think about the possible consequences of a successful future cyber attack on your connected autonomous car, that subsequently

drives you down a cliff, your cardiac pacemaker that then gives random signals to your heart or a malware forced shutdown of the electric grid that will not only leave many people angry but will lead to riots and civil war if not fixed within a few hours (just ask your utility company about their emergency planning).

We need to rethink our approach to IT security – as society, as well as in the corporate world and in the privacy of our homes. Firewalls and anti virus tools are no longer sufficient in an era of highly automated hacker toolkits and in the dawn of artificial intelligence-based cyber attacks.

Leadership in a World of Disintegration



Klaus Schweinsberg is a Professor for Strategy and Founder of the Centre for Strategy and Higher Leadership. He is also a respected adviser to renowned entrepreneurs and CEOs in leading corporations.

For three days every February hundreds of heads of state and ministers and an ever growing number of global CEOs get together for the Munich Security Conference (MSC). The history of this high-level meeting

is more than fifty years old. It has become the most important get-together for enlightening insights and personal views on the state of the world and serves as a platform to get a picture of the challenges leaders will face in the near future.

This year's conference conveyed a clear message: We live in a world of disintegration. The post-war world order is dead. We went from G7 to G8 and G20 and have now arrived at G0. Or as the Trump administration put it bluntly: "There is no such thing as a global community but an arena where nations compete for advantage." At the level of nation states we see a remarkable rise of nationalism and protectionism on the one hand and regions fighting for more autonomy on the other. Many western states suffer from a disintegration of the traditional parties. But also in the business world we observe many signs of

disintegration: the capital market puts enormous pressure on large conglomerates to produce spin-offs. "We meet at a critical time" was the opening statement of U.S. National Security Advisor General H.R. McMaster. And it is true: 2018 will be critical – not only when it comes to the nuclear conflict with North Korea or the escalating rhetoric between Israel's Premier Netanyahu, Iran's Foreign Minister Zarif and Saudi Foreign Minister Al-Jubeir, all of whom were present in Munich. 2018 will be critical for the business world as well, Christine Lagarde, Managing Director of the International Monetary Fund (IMF), pointed out.

Now is the critical moment to prepare the leaders in your companies for challenging times: they need to know which risks they will have to face up to. And they need to be trained to manage these new risks properly.

Wolfgang Ischinger Warns of Increased Security Risk

Munich Security Conference chairman **Wolfgang Ischinger** has urgently warned of growing security threats facing the world. He recently said ahead of the Munich Security Conference meeting that the danger of war was at its highest in decades.



ROBERT HERJAVEC TECHNOLOGY LEADER

Robert Herjavec is a dynamic entrepreneur, technology leader, motivator and author. In 2003 he founded Herjavec Group, and it quickly became one of North America's fastest growing technology companies and the country's largest IT security provider. Today, Herjavec Group is recognised as a global leader in information security.

As a technology leader Robert believes Bitcoin is here to stay. He believes that cryptocurrencies should and will be regulated, and that as firm regulation becomes closer to reality, the price of Bitcoin will continue to speculate but then drop way down.

Herjavec thinks that Blockchain shows a huge amount of promise because of its inherent security of a transaction.

- Cybersecurity in the 21st Century
- Fast Forward and Focused
- Entrepreneurship
- Innovation

MARTIN WEZOWSKI DESIGNER & FUTURIST

Martin Wezowski is the Chief Designer and Futurist at SAP's Chief Innovation Office. He crafts future outlooks, strategies and products; he defines and runs innovation frameworks to find out what's next for SAP and the future of work. Prior to joining SAP in 2013, he worked for Sony Ericsson (Sweden) as creative director and UX designer for 7 years.

In 2017 he was named 1 of 100 most innovative minds in Germany as the "Software visionary" ("Handelsblatt").

Martin talks about change, the mechanics behind it and the dynamics of change. He explains what it mean to be an innovator and designer when transformation is faster than ever before. He studies classic product definition and styling of the superficial to the system design of everything.



- Design Future and Super Human
- Future of Technology
- Creative Culture
- Change

UNDERSTANDING THE RISE OF POPULISM



Professor **Michael Cox** is Director of LSE IDEAS and Professor of International Relations. He is a renowned international lecturer who has published extensively on the United States, transatlantic relations, Asia's rise, and the problems facing the EU—and the impact these changes are having on international relations.

LSE Ideas Strategic Update Summary by Michael Cox

It is now recognised that a spectre is haunting the West: the spectre of populism. Thus far this revolt against the liberal establishment and liberal elites has delivered the world Brexit and Donald Trump in 2016. But the populist mood has not dissipated or gone away. Across the West there is a profound questioning going on of the status quo - and it shows no sign of abating.

The causes of populism are complex and its consequences as yet unknowable. But in an uncertain world made more uncertain by runaway globalisation, the mass movement of peoples across national boundaries, and a profound identity crisis, there is little chance of populism fading away any time soon. The election of President Macron in France in 2017 may have steadied the nerves of European elites. Indeed, it has been read by some as marking a return to normal. But the electoral success by an insurgent candidate like Macron might be read in a very different way; and that far from indicating a return to political 'normal' his victory in 2017 points to further upheavals in the West's political landscape.

To read the full Strategic Update click [here](#).

CAN THE FORCED MARCH TOWARDS **BREXIT** BE STOPPED?

John Bruton is a former Irish Prime Minister (Taoiseach), who helped transform the Irish economy into the "Celtic Tiger," one of the fastest growing economies in the world.

Can the forced march, towards a hard and deeply disruptive Brexit, be stopped? Part of the difficulty with the Brexit crisis is that the two sides are approaching the negotiation with radically different assumptions.

For the UK government, it is a purely political exercise. This explains why the UK government is setting out its negotiating position, to the extent that it has one, in political speeches and briefings. It is as if the whole thing was a PR exercise. Thus UK leaders

are attracted to ambiguous political buzz words like "bespoke solutions", "frictionless borders" and "imaginative thinking".

For the EU side, things are very different. For the EU, the issue is a legal one, where understandings reached with the UK must be converted into legal texts, which will be watertight, and able to stand scrutiny in the European Parliament, and in Ministries of all 27 EU states. The EU will insist that precedents not be created for the UK, that would lead to similar demands either from existing or from prospective new, EU member states. [Read more.](#)

José Manuel Barroso is a former president of the European Commission. In this role he delivered a critical, political and economic challenging viewpoint, strengthening Europe's global voice. Since leaving he has been a member of various advisory groups to the United Nations and played a key role as mediator of some of the most recent peace accords. He is currently a non-executive chairman and advisor to Goldman Sachs.



Succeeding in an Era of AI and Automation



Dr. Ayesha Khanna is CEO of ADDO AI, an artificial intelligence firm headquartered in Singapore with offices in Berlin and Dubai. She is a strategic advisor on AI, smart cities and fintech to numerous governments and companies. In 2017, ADDO AI was featured in Forbes magazine as one of four leading artificial intelligence companies in Asia. Ayesha has a BA from Harvard University, an MS from Columbia University and a PhD from the London School of Economics.

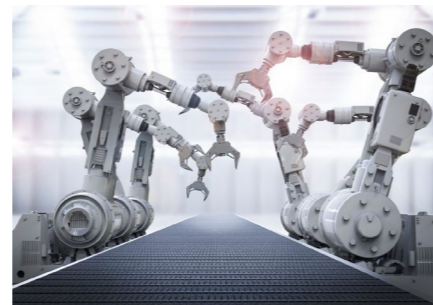
Artificial Intelligence (AI) is maturing beyond hype to reality as over 85% of senior executives (according to a survey by MIT Sloan Management Review) believe AI will enable them to obtain a competitive advantage. For people to succeed

in this hybrid reality of AI embedded across a wide range of professions, they must learn how to work with AI-empowered systems and robots. This is as true of existing industries that will become disrupted such as law and accounting (by some estimates, over 30 percent of current banking jobs will be digitised and automated as well), and also emerging sectors that will thrive and grow such as virtual reality. In both cases, employers will expect people to match their domain expertise with the capabilities of AI.

For young students, computational literacy will become as critical as the ability to read, write and do basic math, while existing employees will be expected to add value on top of automated processes. How we educate people in this new era of automation is important: learning how to creatively solve problems is as critical as learning the mathematical and computer science techniques of AI. This implies that the humanities and science subjects traditionally taught as separate and distinct fields must in fact be merged and taught in a project-based manner. Schools like Quest2Learn in New York and High Tech High in California exemplify the kind of institution whose students are well-prepared for 21st century industries like additive manufacturing, space engineering and computational genetics.

Mid-career employees must now embark on a complicated life long

learning journey. They must be up-skilled to adapt to new technologies and work in teams that include data scientists and programmers. As banks move towards branchless digital-only banks that are served by smartphone chatbots and robo-advisors to replace private wealth managers, banking professionals must learn new fintech applications that are being deployed across the economy. Popular programs such as MIT's Fintech Certificate and courses offered by new organisations such as the Centre for Finance, Technology and Entrepreneurship (CFTE) provide an avenue for bankers to pivot their knowledge and skills to remain marketable.



Even as many industries will be disrupted, optimised and automated by AI, others will emerge that will require knowledge, creativity and human ingenuity. But in order to confidently prepare for this new world, we must equip ourselves with the necessary skills and become lifelong learners.

AI IN ROBOTICS AND JOBS

RODNEY BROOKS



Rodney Brooks is worried that expectations for robotics and AI have become sky high, and that CEOs of companies of all sizes are having to make decisions when all around them machine learning and Artificial Intelligence are being enthusiastically promoted as either the technology of plenty, or technology of dystopia.

In September 2017 he wrote an essay about the seven common mistakes that people make in predicting the future of AI. Here is a distillation of his essay.



Conquering the New IoT Security Challenges

The other longer-term process which the cyber security industry is battling with is the impact that the Internet of Things is already having on the landscape. Soon billions upon billions

of people tend to overestimate technology in the short term, but underestimate it in the long term as they have done since the 1960s. We are in a similar position with AI and Machine Learning today. People are being hugely optimistic of how quickly it will disrupt all sorts of industries.

Those industries need a strategy to cope, but if the impact is not going to happen as quickly as many pundits predict, it will require more nuance in the selected strategy, and more room to adapt to a stretching time frame. There are many reasons why people

of devices will be integrated into the IoT. But in the design of most of these devices, convenience and innovation has trumped the need for security. Already we are seeing the emergence of terrifyingly large 'botnets', zombie computers under the control of criminals, facilitated by the computing power of the IoT. This will increase the possibility of major attacks on the so-called 'critical national infrastructure,' i.e. the worlds of finance, comms, utilities and more.

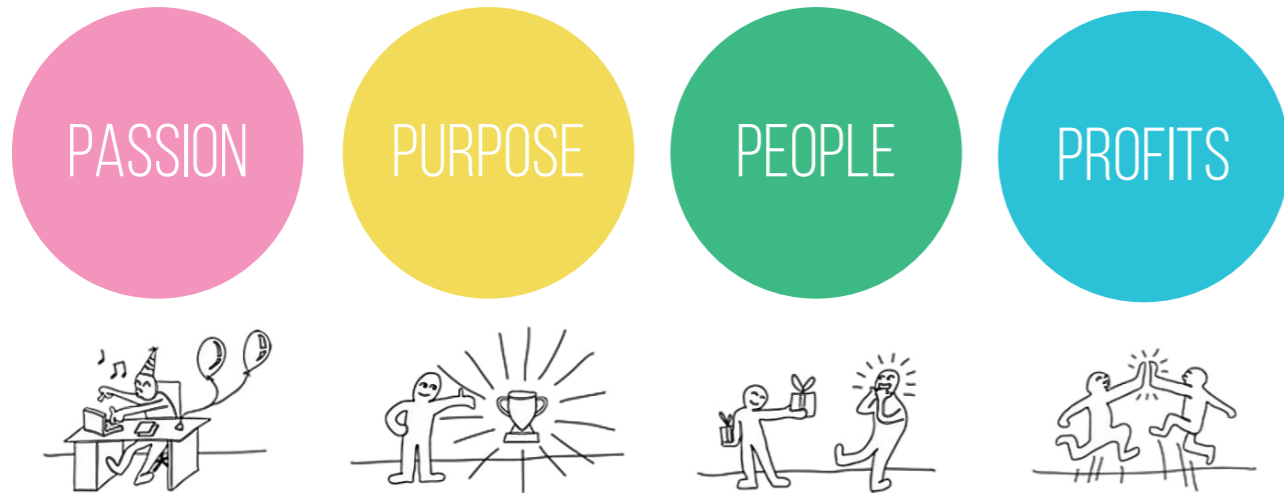
Governments are doing their level best to provide advice. But so much of the tech infrastructure is in private hands that it means individuals, companies and institutions are essentially on their own when it comes

are currently overestimating how quickly AI/ML technology will reach particular levels of capability. Click [here](#) to read why.

Former MIT Professor Rodney Brooks is a roboticist and Co-founder of iRobot.

to cyber security. The cheapest way of increasing security is to ensure that all employees are fully aware of how good digital hygiene needs to be integrated into the everyday operations of all companies. And that means overcoming the mighty barriers thrown up by silo cultures and the relative aloofness and lack of interest which are common to many boards and C-Suites around the world. You either face down this issue, or you are putting your entire company on the line.

Misha Glenny is a journalist specialising in global organised crime and cybersecurity. He is also an author and executive producer.



Happiness as a Business Strategy

Today technology and electronics rule our world. Not only has this created massive opportunity but it has also created extensive stress and friction. This is why it is more important than ever that in our digital world happiness has become a strategic feature of the corporate world.

There is a very compelling case that happiness – and the full engagement that comes with it – is more important than ever in today's workplace.

New light is being shed on the powerful relationship of happiness to individual, team, and organisational success. In fact this topic has become extensively studied, analysed and spoken about by top business leaders, practitioners of mindfulness as well as business productivity analysts.

We share just a few of their thoughts on the importance of happiness here.



Recently Virgin Group founder **Richard Branson** shared his take on happiness, along with three ways you can add more joy to your life. Branson's suggestions are included in a book titled "Dear Stranger," a collection of letters written by famous authors to an imaginary stranger on the topic of happiness.

Tip # 1: Skip the "to do" list and make a "to be" list

Branson writes that making New Year's resolutions – and focusing on doing – is a sure path to unhappiness. Instead, he recommends that people think about "being." He suggests spending time being with family and friends and "being there" for someone else. In addition, it's important to be healthy and take a break and just breathe, even if it's just for a minute or two every day.

Tip #2: Enjoy the moment

The phrase "being in the moment" has become so popular that we sometimes forget what "being" really means. In his letter, Branson reminds us that, "If you allow yourself to be in the moment, and appreciate the moment, happiness will follow. I speak from experience. We've built a business empire, joined conversations about our planet's future, attended many memorable parties and met many unforgettable people. While these things have brought me great joy, it's the moments that I stopped just to be, rather than do, that have given me true happiness. Why? Because allowing yourself just to be, puts things into perspective."

Tip #3: Make happiness a habit – not a goal

Branson also wrote that far too often we stress about things we cannot change or control. He recommends that we shouldn't just think about happiness when we are unhappy. "Happiness should be a habit. Take the focus off doing, and start being every day. Be loving, be grateful, be helpful, and be a spectator to your own thoughts."



Read futurist **Ray Hammond's** compelling arguments on the subject of happiness and technology on

page 20. He discusses the role of technology at work and the adoption of 'workplace wellness', which is a major new trend being adopted in the US and now spreading to other nations.



will never be as buzzy as the first. You could say happiness only leads to unhappiness – otherwise you wouldn't know what happiness is.

The 'H' word is only available in squirt form; no one can keep it up forever. If you start gushing too much adrenaline and dopamine (some of the ingredients of happiness) they'll eventually burn you up and spit you out just as any drug will if you keep it pumping. Click [here](#) to read more.

Kate Sweetman, former editor at Harvard Business Review, is an experienced leadership consultant, educator and author. Kate is now with global management consultancy Sweetman Cragun LLC, together with Shane Cragun.

Ruby Wax is a mental health campaigner, professor and lecturer and mindfulness specialist. She recently wrote an article about searching for the answer to the question – What Is Happiness? Ruby says that the question that remains the most perplexing of all isn't who shot Kennedy or what happened that made the Big Bang, bang. The most perplexing question of all is 'what is happiness?', and also 'how do you get some?' More books are written about it than everything else combined.

Many folks think it's that gut-rush of fireworks that shoot up your front, a jolt of internal lightning or an erection (for the shallow). Whatever you call it, it's basically a 'buzz' or 'hit', as we say in the drug trade, but the bitch is it only lasts about as long as smoking a cigarette does and then all you want is more buzz. That's where the unhappiness part comes in; the buzz

The idea of happiness is in the air – in books, articles, podcasts, even college courses. Work, we read, is now meant to inspire pleasure. In proper workplaces, anyway. Warmed by our own contented glow, we would whistle while we work, like the jolly dwarves who defend Snow White from evil stepmothers. Well, except for Grumpy.



Is happiness at work what we want in our employees? In ourselves?

While we hold the truth to be self-evident that happiness is de facto better than unhappiness, our research on how leaders help individuals and organizations make significant changes to survive in this digital world comes, not from joy, but from thoughtful and considered dissatisfaction with the status quo. It is only when people are UNhappy with the current state that they are willing to unmoor themselves from what they know and tackle the challenges required to move into a better future.

Do you doubt this?

Then consider the following: what utterly contented overweight person succeeds at a diet? What self-satisfied 98-pound weakling sweats over barbells? What teenager shrugging off bad grades and dim prospects rolls up her sleeves and launches into extra credit work?

A better word for the positive state of being that "happiness" is meant to capture is some combination of nervous realism combined with

real hope, and exceptional ideas combined with fruitful action. Our global research on what followers want from leaders largely reveals that people want to be understood, to be developed according to their strengths and appetites, and to collaborate in real conversation with the very people best positioned to provide them the guidance and growth opportunities needed to secure a successful future in an uncertain era: their leaders. Maybe this is happiness redefined for the digital age: the Age of Disruption.



Olivier Oullier is a neuroscientist, strategist and expert on healthcare and consumer behaviour. He is the former Head of Strategy in Global Health and Healthcare and member of the Executive Committee of the World Economic Forum who named him a Young Global Leader. Olivier is President at EMOTIV, which contributes to the effort to improve wellness in the workplace and brain health globally with personalised

neuroinformatics, artificial intelligence and portable neurotech solutions.

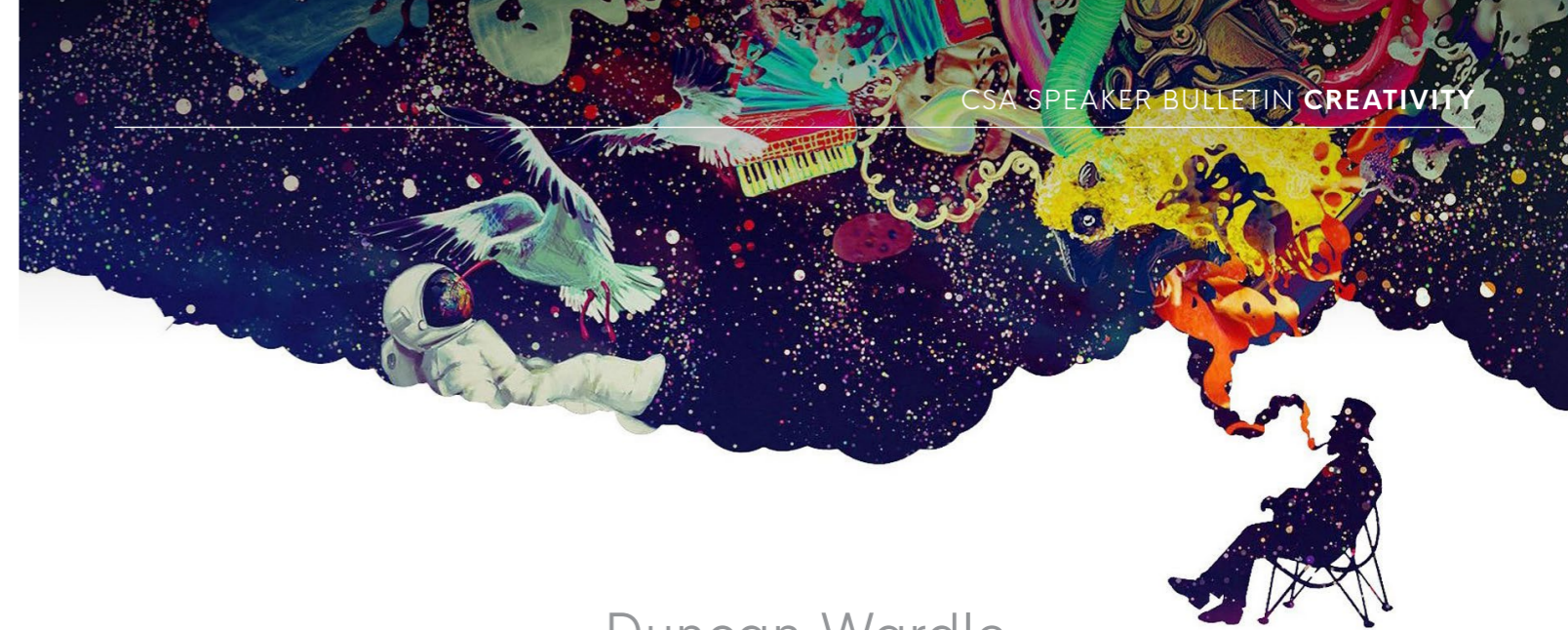
Recently he **commended** the World Government Summit 2018 in Dubai on their work. At this summit the Global Dialogue for Happiness Forum launched the first Global Happiness Report. This is a distillation of ideas and experiments from around the world and the aim is to assemble global evidence about which policies are likely to be most effective in enabling better lives.



And Finally.....

Theoretical physicist Albert Einstein had a great influence on the philosophy of science. It seems he also had a good grasp on the philosophy of happiness. A note written by the great scientist containing advice on happy living has sold at an auction house in Jerusalem for \$1.56m (£1.19m). Einstein gave the note to a courier in Tokyo in 1922 instead of a tip. When the courier came to his room to make a delivery, he did not have any money to tip him. However, Einstein had just heard that he had won the coveted Nobel Prize for physics and told the messenger that, if he was lucky, the note would become valuable.

The signed note - using stationery of the Imperial Hotel Tokyo - contained one sentence, written in German: "A calm and humble life will bring more happiness than the pursuit of success and the constant restlessness that comes with it." Now that the note has been sold, we can only hope that the buyer is happy with their decision.



Duncan Wardle

The Theory of Creativity



I believe everyone is creative. I also believe it's getting harder to convince people of that. Why? Because the world is changing. It always is. But this time, it's different. This time the changes are coming so fast, it's nearly impossible to keep up.

Think of all the progress we've made in the past 25 years. Now, compare those advancements to the previous 2,000.

The next decade will be the most disruptive time period of our lives as Artificial Intelligence rips up the rule book by *Thinking Differently* and challenging every paradigm we've ever known. Leaving in its wake hundreds of companies and brands we grew up with and admired.

So how will we compete in a world that is becoming automated faster than we can think?

I believe that the one core human element to compete in this brave new world will be our own Creativity. The ability to Think Different and design creative solutions for challenges big and small. But haven't we all been told that we're not creative?

Ask a group of adults if they can draw and watch how few hands are raised. Ask a classroom of 6 years-olds and every hand shoots into the air. We were all kids once, but the stagnant world of education and corporate thinking have engrained in all of us the concept of only looking for the "one right answer." So much so, that we've simply stopped looking for the others. We've been iterating instead of innovating, making marginal improvements on what worked the year before.

To paraphrase Steve Jobs, "The ones who see things differently, the ones who are crazy enough to think they

can change the world, are the ones who do, and I am crazy enough to believe that everyone is creative and I am on a mission to prove it."

"I believe that the one core human element to compete in this brave new world will be our own Creativity."

I hope to help people change the world by providing everyone with the tools they need to realize their own Creativity and to give them the ability to Think Different.

Duncan Wardle is Former Vice President of Innovation and Creativity at Walt Disney Company and now works as an independent consultant.

Peter Vessenes

DELUGE NETWORK ENABLES BITCOIN AND BLOCKCHAIN FUNCTIONALITY

Peter Vessenes, Managing Director of New Alchemy, a leading advisory group in the blockchain and tokenization industry, has announced he and a team of engineers are developing Deluge Network, the first service to allow users to directly contribute Bitcoin to an ICO without an exchange.

exchange. It streamlines the transfer of Bitcoin to Ether, making it a quick, cheap and one-step process. It backs DBTC, the Deluge Bitcoin Token, with an equal amount of Bitcoin to allow the latter to act as if it is moving on the Ethereum blockchain.

Deluge Network's origins are in the difficulties people have with transferring Bitcoin, he explained. As interest grows, more viable use cases develop and that increases demand for transferring and exchange systems. The Deluge process will be inexpensive, direct, and extremely fast.

That is why Ethereum-based smart contracts fascinate Peter Vessenes so much. Completed in mere seconds

and costing pennies, they will attract industry and investment, which will, in turn, bring increased functionality.



The continued volatility in cryptocurrencies exposes many of the problems preventing a greater adoption of the system. Mr. Vessenes has addressed one of them by founding the Deluge Network, the first service allowing users to directly contribute Bitcoin to an ICO without an

Daniel Sieberg

The Increasing Momentum of Blockchain



Having recently left Google, **Daniel Sieberg** has become co-founder and head of journalism operations for Civil. This venture has been created as a decentralised platform for news (across mobile-first web and app) using blockchain technology with a structure to

better engage with an active community and ensure security across the network. He recently spoke to us about blockchain and the pivotal role it plays in 'Civil'.



Civil is using blockchain as the backbone behind this new news force.

This is an innovative move that a lot of people are watching. How does it feel to be at the forefront of a new movement/way to receive and share news?



I compare it to learning a new language as there are new terms, new concepts and new paradigms to how we communicate, share and exchange information and transactions. The

blockchain space is still in its nascent stages but there is tremendous momentum and interest around ways it can assist with everything from voting to healthcare records to even tracking music files and helping bands/musicians get compensated for their work. We see it as a chance for journalism to tap into the immutability of blockchain coupled with its opportunity for a governance structure, payment processes within our platform and other utility cases that include how a newsroom is able to access the publishing content management system on Civil. All that is to say that I'm still learning like many

others in this space but the overall and underlying technology is moving ahead at a rapid pace.



DANIEL SIEBERG AND STEVE WOZNIAK DISCUSSING BLOCKCHAIN TECHNOLOGY AT A RECENT CONFERENCE.

Don Tapscott

Blockchain Research Institute



Don Tapscott is the Founder and Executive Chairman of the Blockchain Research Institute. Ranked the second most influential management thinker in the world by Thinkers50, Don is one of the world's leading authorities on innovation, media and the economic and social impacts of technology. He is the CEO of The Tapscott

Group, a think tank that regularly advises business and government leaders around the world.

what we can achieve online, how we do it, and who can participate.



Don writes and speaks about the digital economy. His latest book, entitled *BLOCKCHAIN REVOLUTION: How the Technology behind Bitcoin is Changing Money, Business and the World*, is, according to Harvard Business School's **Clay Christensen**, "the book, literally on how to survive and thrive in this next wave of technology-driven disruption." This will be the first book to explain why blockchain technology – a truly open, distributed, global platform – will fundamentally change

"A masterpiece. Gracefully dissects the potential of blockchain technology to take on today's most pressing global challenges.."

Hernando De Soto, Economist and President of the Institute for Liberty and Democracy, Peru

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4GAMECHANGERS
 FESTIVAL 2018

The 4GAMECHANGERS Festival will take place on 18-20 April 2018 in Vienna. It is Austria's most innovative digital festival – a combination of expert conferences, exhibitions, entertainment courts and music festivals – for Influencers, Rebels, Visionaries and Gamechangers. It is the stage for webstars, the hub for future digital projects, the breeding ground for start-ups, the get-together for game changers and the show to beat all shows. This year highlights will include: **120 Top Speakers, 20 Influencers, 20 Live Acts, 10K Guests and 100 Hours of TV and Online Coverage.**

One of the main features is the 'Start-Up Courts'. This is where start-ups share their unique product on stage at the Festival. They become part of the start-up court and present their idea to more than 5,000 guests from politics, business, industry and creative industries. They take the opportunity to present their ideas to the audience on the pitching stage. Featured on the 4GAMECHANGERS stage are key innovative and

Other gamechangers include: Andreas Ekström, Michael Foale and Rodney Brooks as below.



influential speakers, who inform, inspire, surprise and delight the audience. Some of the featured speakers from 2017 were: Randi Zuckerberg, Forest Whitaker, Sebastian Kurz, Hikmet Ersek, Alejandro Plater, Peter Bosek and many more.



At the 2018 event, one of the featured speakers will be Bruce Dickinson. Bruce is the lead singer of Iron Maiden, entrepreneur, creative business thinker and gamechanger and will be taking to the stage, delivering a keynote presentation.

Also delivering a keynote at the Festival will be Aric Dromi. Aric is a futurologist, digital philosopher and professional troublemaker. He is on the advisory boards of a number of global innovation brands.



On day one the panels & keynotes cover the trending topics from blockchain, fast money vs. sustained entrepreneurship and corporate strategies. Highlights here will be pitching sessions, start-ups open mic and investors speed networking.

On the second day the panels and keynotes include the hot topics of 'Disrupt the Disrupters', artificial intelligence, climate change, e-mobility, e-commerce and smart cities. In the spotlight there is a CEO-speed networking and an award show.

The event concludes with panels & keynotes covering the topics of education, safer internet, e-sport, health, music and influencers. Highlights include an e-Sports Tournament, Find Your Talent, and a speaker slam.

SECURING The Digital Transition



Within a few decades, the Internet has transformed the global economy and rendered the old Westphalian order increasingly obsolete. But without a new governance framework to manage cyber threats and abuses, what has been a boon to globalization could become its undoing.

Every year, the World Economic Forum publishes a Global Risks Report, which distills the views of experts

and policymakers from around the world. This year, cybersecurity is high on the list of global concerns, as well it should be. In 2017, the world witnessed a continued escalation in cyber attacks and security breaches that affected all parts of society. There is no reason to believe 2018 will be different.

The implications are far-reaching. Most immediately, we must grapple with governance of the Internet as well as on the Internet. Otherwise, the opportunities afforded by digital technologies could be squandered in a regulatory and legal arms race, complete with new borders and new global tensions.

But there's a broader issue: For all the speed with which we are racing into the digital age, efforts to

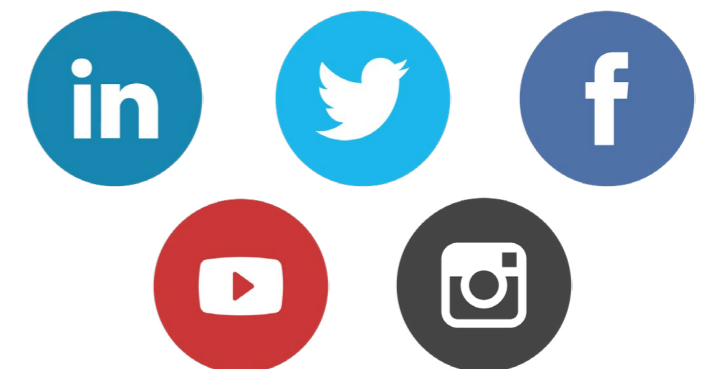
ensure global stability are lagging far behind. In many respects, our world is still organized within a Westphalian framework. States with (mostly) recognized borders are the building blocks of the international system. Their interactions, and their willingness to share sovereignty, define the existing world order. Click [here](#) to read more.

Carl Bildt is the Chair of the Global Commission on Internet Governance. He is also a member of the World Economic Forum's Global Agenda Council on Europe and co-chair of the European Council on Foreign Relations.

Courtesy: Project Syndicate

MULTIPLE CSA SOCIAL MEDIA CHANNELS

How can we compete in a world that is becoming automated faster than we can think? Moving at such speed we need to grab hold of the leading edge of technology. This is where social media so ably demonstrates its superior ability to engage, connect, interact, ask questions and make a difference. CSA Celebrity Speakers is now on Instagram as well as LinkedIn, Twitter, Facebook and YouTube. Join our social media channels, follow us and benefit from being part of the future.



WELL-BEING & TECHNOLOGY

Ray Hammond is Europe's most experienced and most widely published futurist



How do you feel about the technology you use at work?

pace of change has never been this fast, yet it will never be this slow again."

Does it feel as though you're drowning in emails, messages, calendar schedules and conference calls? Does it feel as if you have no time to do anything properly?

And if that pithy observation sends a chill down your spine, there is some help at hand and, this time, it is technology itself that is the solution.

Or do you feel liberated and empowered by better and faster search engines, software that anticipates your needs and virtual assistants that daily become more intelligent?

"Workplace wellness" is a major new trend being adopted in U.S. offices which is now spreading to workplaces in other nations.

Too many of us fall into the first category and many "information workers" experience stress as they fight to stay on top of technology that seems to be constantly changing and demanding that we learn new skills.

A healthier employee is a happier employee—and also a more productive one. That's why employers are introducing wellness programs in droves, and at the same time turning to technology as a tool to monitor, promote, and reward their employees' fitness achievements.

Canadian Prime Minister Justin Trudeau recently pointed out: "The

The technologies employed to promote fitness and reduce stress among workers include wearable

devices such as fitness bands, smart watches, stress monitors, sleep monitors (for home use!) and meditation apps.

Used as part of a planned wellness programme these devices and apps can help ensure the harassed executive takes regular breaks, gets enough exercise and maintains overall health.

Most employers are subsidising the cost of fitness wearables and running corporate programmes to encourage opt in by staff members. It is important to check who has access to the data produced by health and fitness wearables, but it is interesting (and slightly ironic) that it is technology itself that is providing the antidote to the ever-increasing rate of change.

What You Say About Our Speakers

“Dr Lynda Gratton was rated excellent at our Executive Conference, discussing disruptive worlds. Her content was described as great and she wove in topics from the prior speaker and tailored her talk to the audience.

— Technology Researcher and Provider

“Andreas Ekström was rated excellent by our C-level audience at our Annual Conference. He was totally engaging, entertaining and full of insights and humour. His content was interesting, provocative and eye opening.

— Multi-Disciplinary Conglomerate

“Pau Garcia-Milà Pujol gave a brilliant keynote. He was entertaining and professional. His content really clarified the whole subject of Fast Innovation for our clients.

— European Vendors Company

What You Say About CSA Celebrity Speakers

“Your service was superb. You were really responsive and took great care of us as well as the speaker.

— Global Software Provider

“Your service was excellent and you were a pleasure to work with. We rely on your professionalism and relevant suggestions.

— European Energy Company

“Communications were straightforward and the booking process was easy. You really focused on the needs of our business.

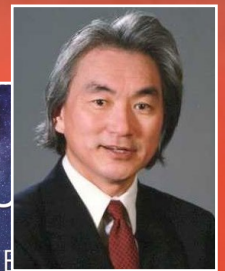
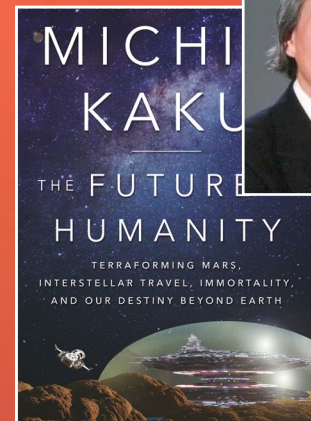
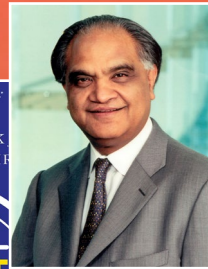
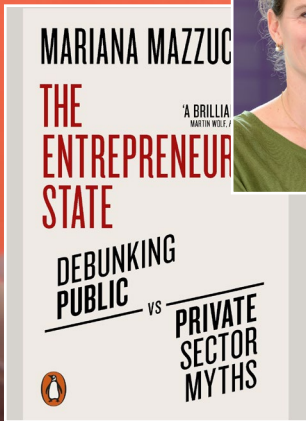
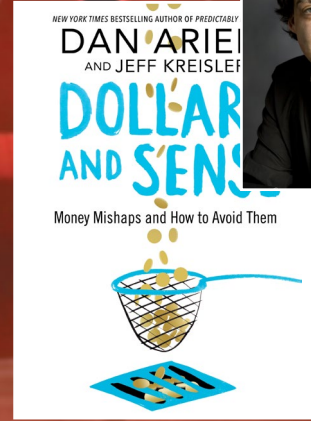
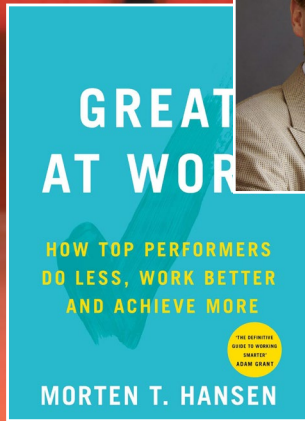
— Leisure Management Company

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Publisher:
CSA Celebrity Speakers

Editor in Chief:
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Assistant Editor:
Penny Prideaux

Design:
Peter Stefanek