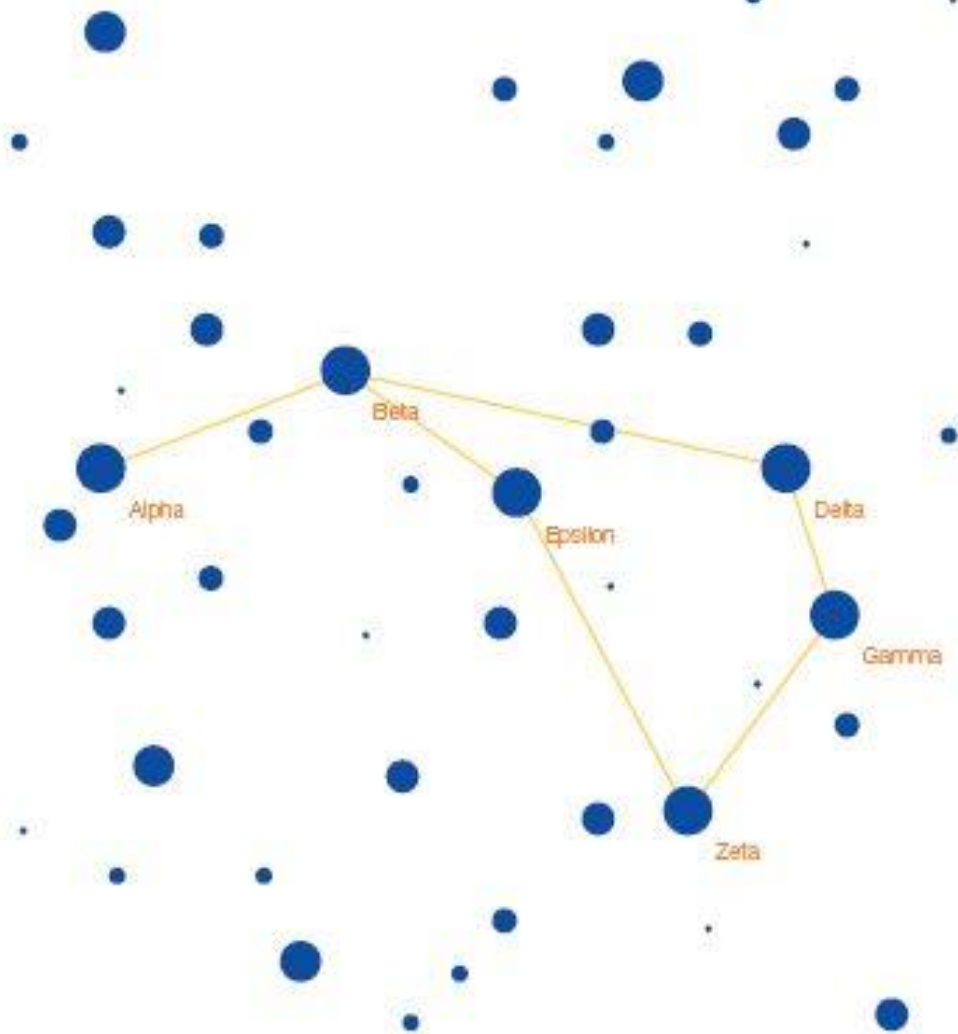


The Future Quotient

50 Stars in Seriously Long-Term Innovation



JWT

Forewords	
Volans and JWT	1
Atkins	2
The Dow Chemical Company	2
Shell Foundation	3
MindTime Technologies Inc.	3
Executive Summary	4
Introduction	6
The Chasm	
Chapters	
1 What Tomorrow Wants	8
2 The S-t-r-e-t-c-h Agenda and 12 Sectors that Play Long	16
3 50 Stars in Seriously Long-Term Innovation	24
4 Are You Ready to Star?	32
5 Expand Your FQ: A Playbook to Get Started	36
6 The Quotient's Future	42
Appendices	
A Survey Process and Results	45
B References	48
C Publication Details	52
D Acknowledgements	52
E Other Publications	IBC

Culture The ingrained behaviors and beliefs characteristic of a particular social, ethnic or age group, sometimes described as, "what people do when no one else is looking over their shoulder." The emerging focus of sustainability, as the context for behavioral change.

Future Quotient (FQ) A measure of the future-readiness—of individuals, teams, agencies, businesses, brands and beyond—to positively cope with and overcome the various complexities as a result of foreseeable and unforeseeable future changes in the economy, society and the environment.

Intergenerational 1 Being or occurring between generations. 2 A time period extending beyond one human generation. Average human generation is between 29 years (for women) and 33 years (for men).

Long-Term In *The Future Quotient*, considered as stretching out along intergenerational time-scales, i.e. beyond the 30-year time-horizon.

Paradigm The underlying assumptions and rules shaping current ways of thinking, framing and doing science. Paradigm shifts have been triggered by people like Copernicus, Galileo, Einstein and, we argue, James Lovelock.

Seriously 1 In a serious manner. 2 To an alarmingly grave extent. 3 With genuine, earnest intent; sincerely.

System Change A transformation in the way our economic and political systems, or our cultures, operate. Necessary condition of—and likely consequence of—a paradigm shift.

Transformational Disruptive change. Transformations can be scientific, technological, economic, cultural or civilizational. They can be advanced by incremental change, but true transformational change is disruptive in nature.

Our front cover image shows the constellation of Volans superimposed on a random field of 50 stars. Stars help with navigation and symbolise humanity's intense interest in knowing the future. Sadly there is no JWT constellation.

Santa Fe Institute

1984 USA

www.santafe.edu

A centre designed to bring thinkers together to work across disciplines to solve complex problems. The research into complexity and systems thinking allows for deep exploration of issues and areas, including intergenerationally-specific topics such as the dynamics and sustainability of cities.

World Future Council

2007 Germany

www.worldfuturecouncil.org

As the 'voice of future generations,' this charitable organization aims to encourage the development of policy that properly values the needs and rights of future life. Among their campaigns, the Future Policy Award celebrates 'future just' policies from around the world and they have also created Future Justice, which brought together Ombudsmen for future generations.

Superstars

They shine brilliantly—energizing all around them

Aravind Eye Care System

1976 India

www.aravind.org

What started out as an 11-bed hospital is now one of the world's largest facilities and research/training centers for eye care. Aravind uses a tiered pricing model and other innovative business models to provide treatment for those who would usually be unable to afford it—and is rapidly expanding its services across India. Aravind also operates a manufacturing arm that continues to design and produce high quality ophthalmic products that are both affordable and accessible.

Vera Cordeiro

1991 Brazil

www.ashoka.org/vera_cordeiro

A pediatrician, she has worked to break the cycle of children coming back into Brazilian hospitals because their homes lack the necessary resources to ensure adequate nutrition, sanitation and psychological support. The approach she pioneered at Associação Saúde Criança Renascer has spread to other communities across the country.

Ian Cheshire /**Kingfisher and B&Q**

1982 UK

www.kingfisher.co.uk

Led by Ian Cheshire, a leader who is walking the talk of sustainability, Kingfisher is the parent company to DIY superstore B&Q. In building the company for the future, they take stock not just of the views of employees, but also of those of the children of employees—among other things asking them what they think of their parents' jobs.

DSM and DSM NEXT

1902 The Netherlands

www.dsm.com/w

A company with competencies in life and material sciences, DSM has tied half the bonuses for its management board to environmental and social targets such as the reduction of greenhouse gas emissions and energy use, the introduction of environment-friendly products and improvements in workforce morale. Through DSM NEXT, the company is also capitalising on its pool of Gen Y employees, providing a platform for them to act on their ideas to tackle innovation and broader sustainability challenges.

The Elders

2007 UK

www.theelders.org

Launched by Nelson Mandela, The Elders emerged out of a conversation between entrepreneur Sir Richard Branson and musician Peter Gabriel. Convening senior political leaders, the aim is to support peace, help tackle major global problems and ease human suffering. A prototype for intergenerational working.

Gapminder

2005 Sweden

www.gapminder.org

The brainchild of statistician Hans Rosling, Gapminder's visualization software shows the world in a radically different light. By their nature retrospective, statistics presented in this way nevertheless expose insights and trends at a global level, encouraging curiosity and potentially powerful cross-connections.

Garth Japhet /**Soul City and Heart Lines**

1992/2002 South Africa

www.heartlines.co.za

A widely celebrated social entrepreneur, Japhet founded Soul City Institute for Health and Development Communication to use mass media to educate the public on health issues. Also founded Heartlines to focus on such issues as HIV/AIDS, youth sexuality and violence against women.

The Bill & Melinda Gates**Foundation**

1994 USA

www.gatesfoundation.org

The Future Quotient of Bill Gates can be debated, but the work of the foundation is nothing short of extraordinary. With over \$25 billion worth of grants committed since its inception, in areas including global development and global health, he is now an undisputed leader in such areas as health and climate change.

InSTEDD

2006 Cambodia

www.instedd.org

The aim here is to help communities everywhere design and use technology to continuously improve their health, safety and development. Founded in California's Silicon Valley with seed funding from Google.org and the Rockefeller Foundation, InSTEDD now works around the world. One goal: early detection of emerging pandemics.

Lily Lapenna /**MyBnk**

2008 UK

www.mybnk.org

An internationally acclaimed social enterprise that is increasing financial literacy amongst young people, empowering them to build the knowledge, skills and confidence to manage their money effectively and make enterprising choices—a crucially important challenge in an era where consumerist lifestyles and credit card debt have collided headlong.