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***FULL-SPECTRUM THINKING***

for

**San Jose Rotary Club**

April 28, 2021

***“The VUCA World”  
a term coined at the U.S. Army War College in Carlisle, PA***

***Volatile Uncertain Complex Ambiguous***

***IN THE VUCA WORLD, THERE IS VERY LITTLE CERTAINTY***

***These are young special forces officers improvising on horseback in Afghanistan,  
the inspiration for the movie “12 Strong”***

# TODAY



NOW...NEXT...FUTURE

**Present-Forward**

Horizon 1...Horizon 2...Horizon 3



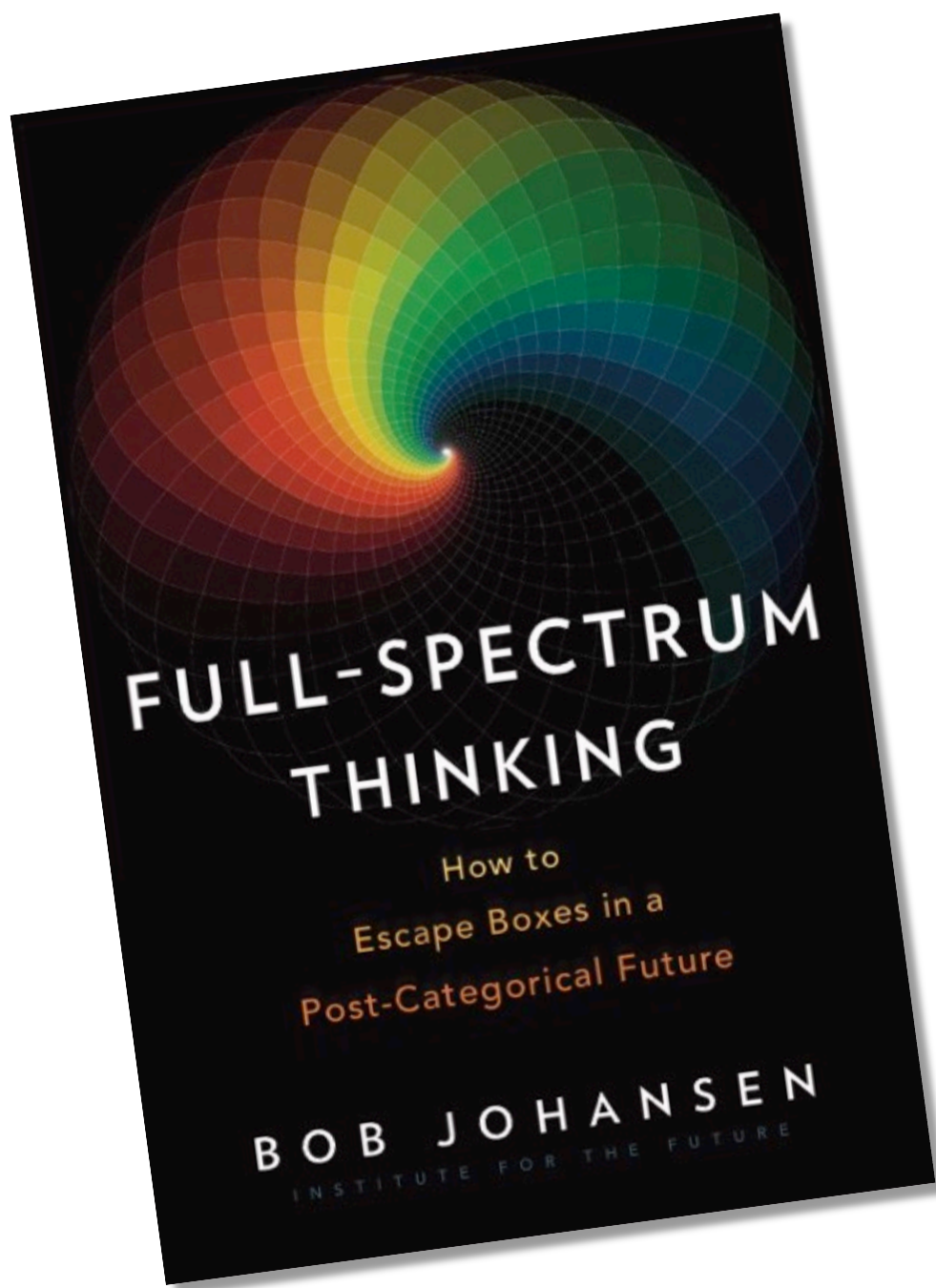
NOW...FUTURE...NEXT

**Future-Back**

Horizon 1...Horizon 3...Horizon 2

*The VUCA world  
can best be discerned future-back*

**Thinking future-back from ten years ahead,  
we will face rolling risks of BIG  
health and climate disruptions  
at the intersections of animal, human health, and land use.**

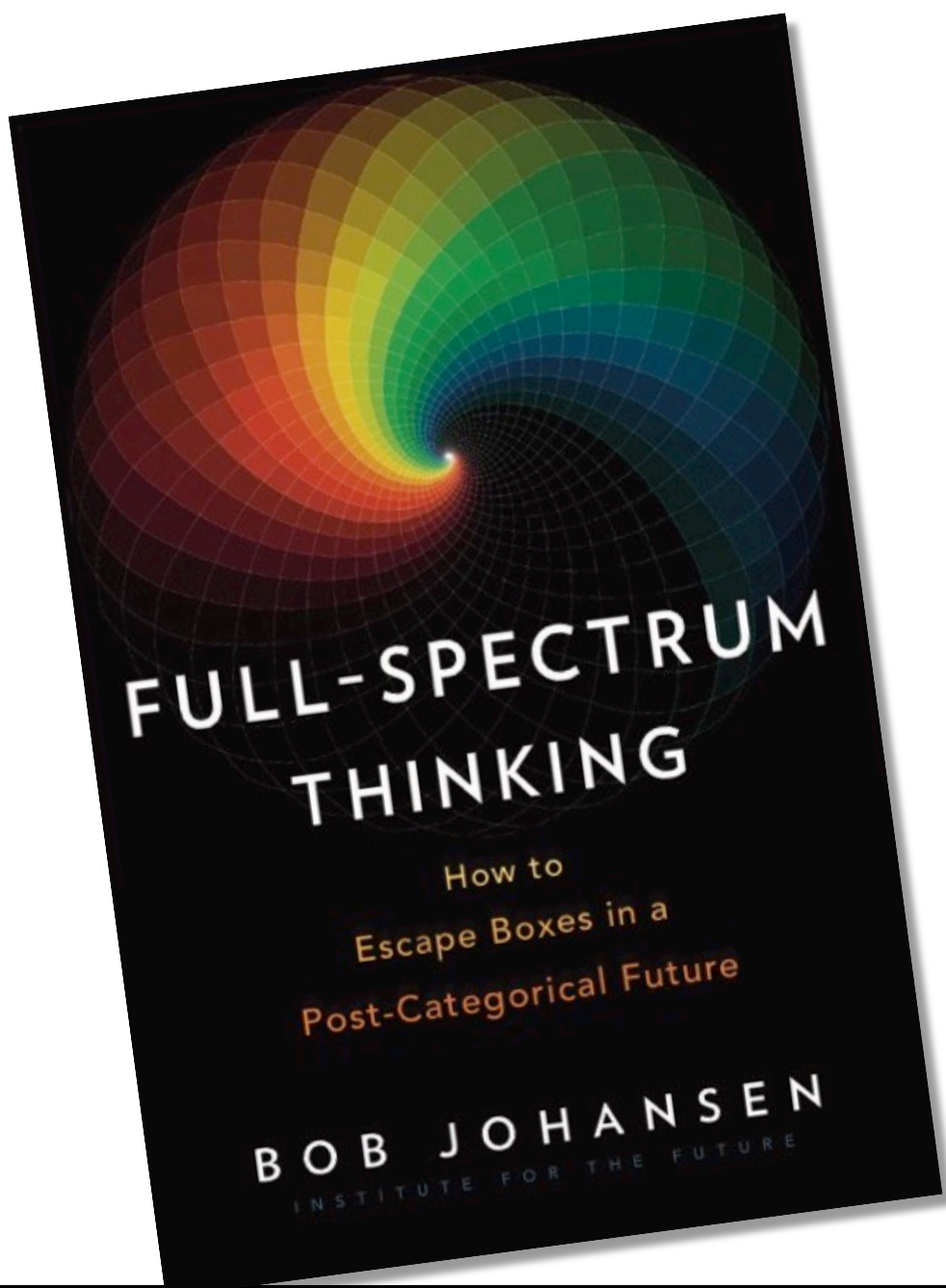


***The ability to seek clarity in the VUCA World across gradients of possibility—while resisting the temptations of certainty, mindless categorization, and thoughtless labelling***

***Our brains want certainty, but we can't have certainty***

***Categories coerce...***

***Question binary categories in particular...***



***Full-spectrum thinking applied  
to the future of place.***

Everybody has to be someplace when they work.

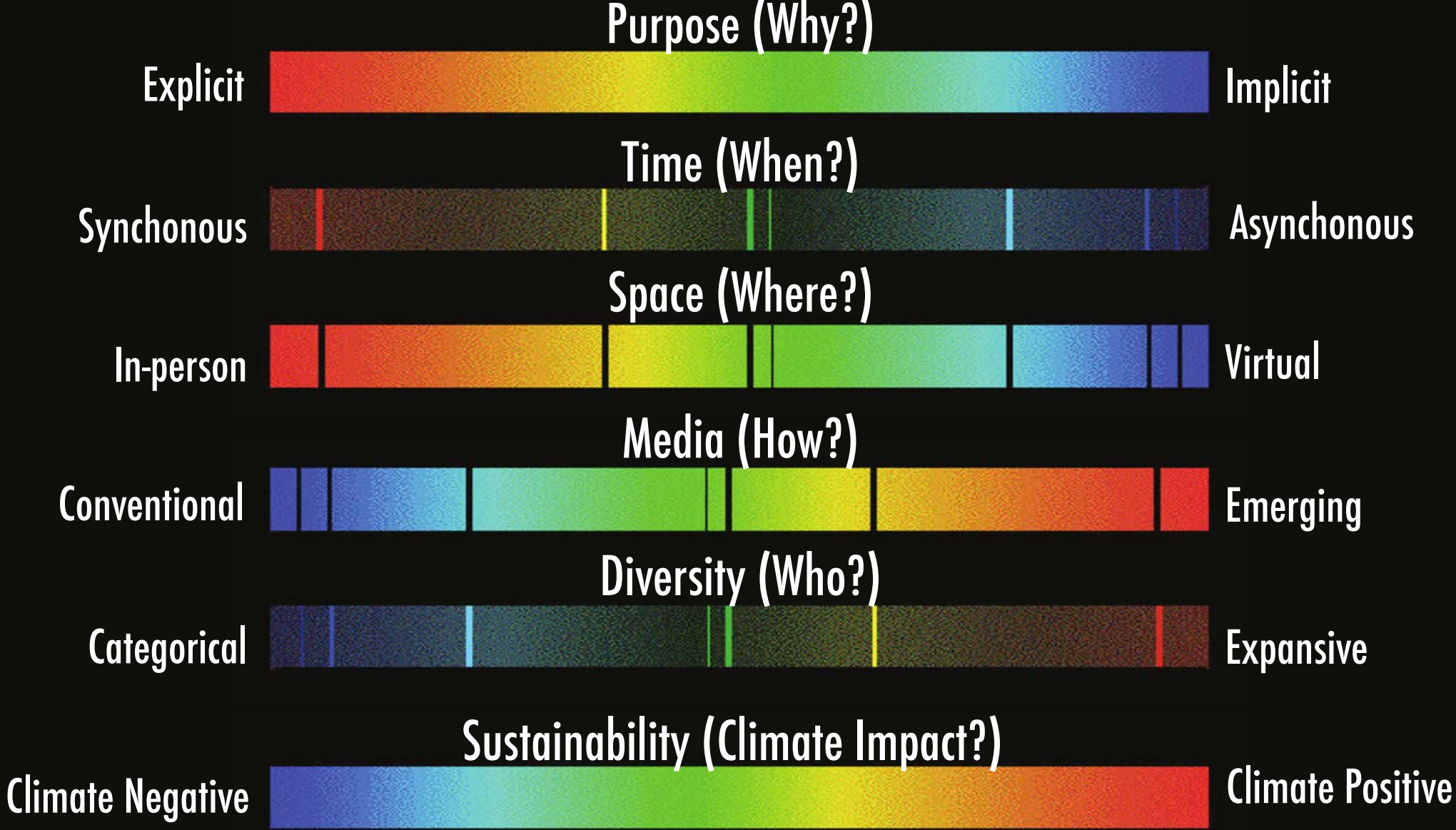
In what places could you be when you work?

In what places do you want to be when you work?

For organizations, where are the most productive places to work?

Thinking future-back from ten years ahead, these questions  
won't have either/or answers

**FULL-SPECTRUM THINKING ABOUT PLACE:**





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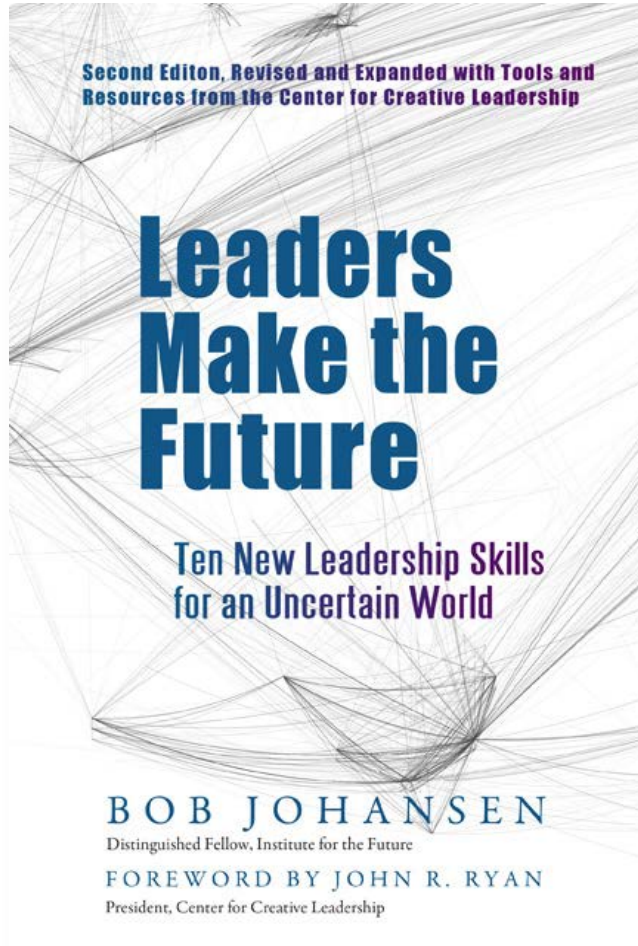
***FULL-SPECTRUM THINKING***

for

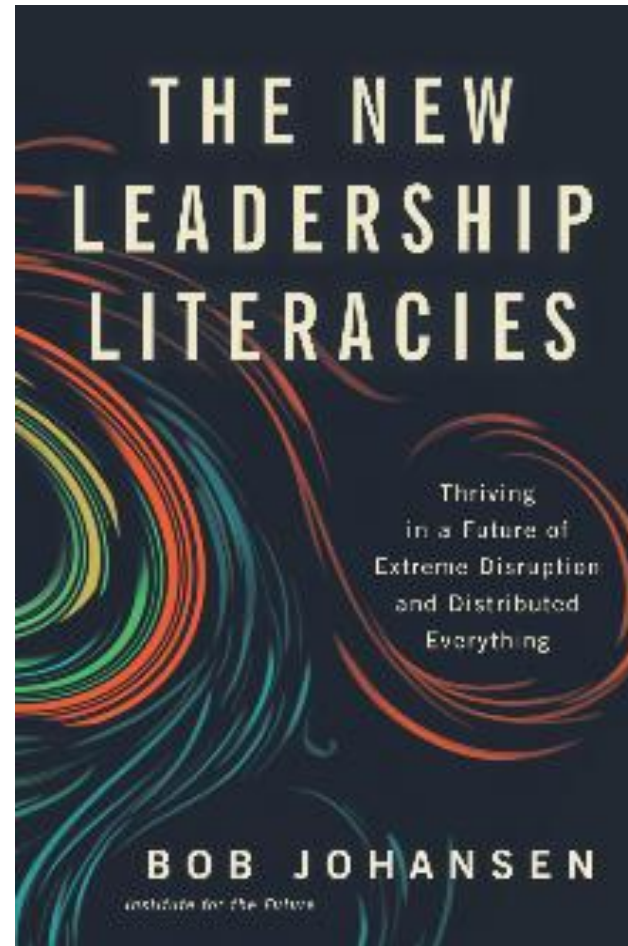
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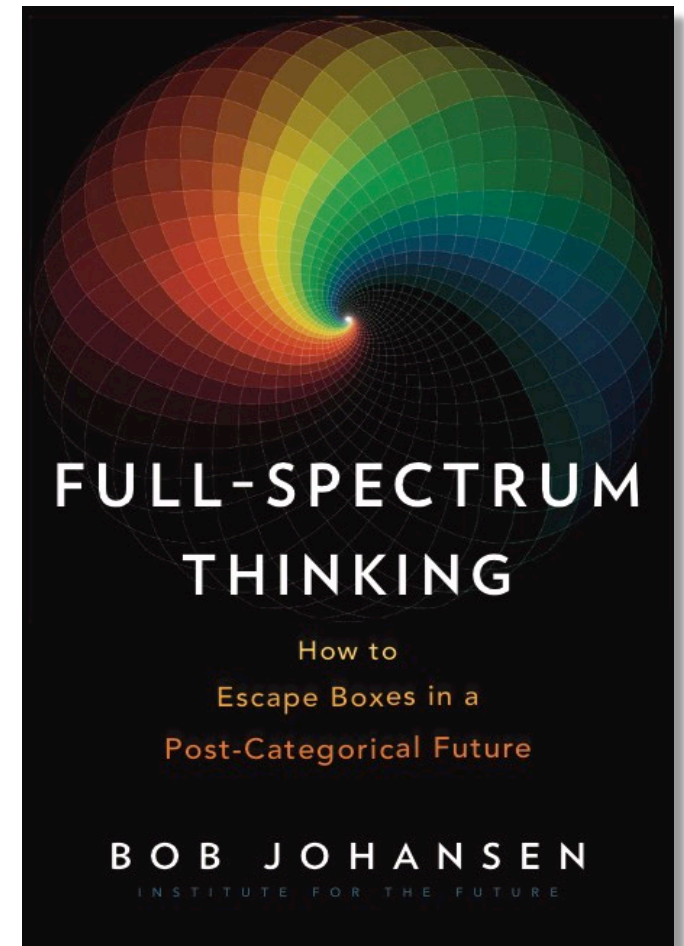
# WHAT WILL IT TAKE TO THRIVE AS LEADERS IN THE VUCA WORLD?



**Ten Skills**



**Five Literacies**



**One Mindset**